



GRUPO  
CARREFOUR  
BRASIL

# 2024

## Annual Sustainability Report



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# Foreword

MESSAGE FROM THE CEO  
ABOUT THIS REPORT  
2024 AT A GLANCE  
AWARDS AND RECOGNITIONS



# Message from our CEO

As Carrefour Brazil Group closed out 2024 it reaffirmed its commitment to building a more sustainable, inclusive and innovative future, driving progress in the retail sector on this front. Serving some 60 million customers each month and supported by a workforce more than 126,000 strong, we have cemented our position as the largest retailer in Brazil, while remaining committed to creating a positive impact on society and the environment.

Over the course of the year, we strengthened our customer-centric strategy, made strides in operational efficiency and expanded our presence in the Brazilian retail market. We gained market share on a like-for-like (LfL) basis across all store formats. Banco Carrefour also performed well, overcoming the challenges posed by the new regulations on interest rate caps.

Throughout the year, we strengthened our presence under the Atacadão banner by enhancing services such as the addition of bakeries, butcher and deli departments, also introducing self-checkouts in stores — creating a more complete experience for our customers. We expanded our network through new stores and conversions, reaching 412 stores and grossing R\$ 86 billion by the end of 2024.

Sam's Club grew to 58 locations and saw a significant increase in membership, from 2.1 million to 3.5 million compared to 2023, further solidifying the warehouse club model in the country. Our retail segment underwent portfolio, assortment and pricing adjustments, making us more competitive.

Our e-commerce operation enjoyed a Gross Merchandise Volume (GMV) of R\$ 11.7 billion, representing 10% of the Group's total sales.

Banco Carrefour achieved sustainable growth, reaching a loans portfolio of R\$ 28.4 billion—a 17.2% increase on the previous year. We kept default rates under control and delivered a net profit 19.1% higher than in 2023. In line with the Group's cross-cutting strategy, Banco Carrefour also began offering customers across the nation with Carrefour, Atacadão and Sam's Club credit cards access to benefits throughout the entire retail network.

Our commitment to sustainability is now even firmer. We reaffirmed our "Fighting hunger and inequality", "Diversity and inclusion" and "Protecting the planet and biodiversity" pillars.

We were deeply moved by the impact of the heavy rains and floods in Rio Grande do Sul state this year, which evinced the consequences of the climate emergency we are facing. This entire company mobilized heavily to support the affected families. We donated more than 500 tons of food and hygiene products and froze prices in all our stores in the state for two months, demonstrating solidarity and a commitment to the affected communities.



In our efforts to create job and income opportunities, we hired over 53,000 beneficiaries of government social programs (such as *Bolsa Família*) who are registered in the Unified Social Program Register (*Cadastro Único*), surpassing our target of 10,000 hires set for the end of 2024.

We also invested in security, deploying over 4,000 body cams on our store supervisors and security guard, ensuring greater transparency and trust in our operations.

As part of our commitment to protecting the planet and biodiversity, we allocated R\$ 28 million to forest conservation projects and support for local communities, and we achieved a 47% reduction in CO<sub>2</sub> emissions – 9 percentage points above target.

Along with our inclusion in the B3 Corporate Sustainability Index (ISE) and recognition as the most inclusive retailer in the Diversity, Equity and Inclusion survey by Instituto Ethos, these actions reflect our ongoing commitment to progress and corporate responsibility.

We know that true transformation begins from within, which is why we will continue to invest in people and in creating an increasingly inclusive, respectful and diverse workplace.

As Carrefour Brasil Group's 50th anniversary in 2025 nears, we are more motivated than ever to forge a legacy that goes beyond business and transforms lives.

I extend my heartfelt thanks to all our employees, customers and partners, whose trust and dedication drive us to redefine the role of retail in a constantly evolving world.

Together, we will continue building a more prosperous, fair and sustainable future for people and the planet.

**Stéphane Maquaire**  
CEO of Carrefour Brasil Group



# About this report

This report presents both financial and non-financial results and strategies as part of Carrefour Brasil Group's sustainability approach, alongside the main objectives, targets and progress achieved between January 01 and December 31, 2024 – in addition to future commitments and goals. [GRI 2-3](#)

The report spans the performance across the Group's various segments, which include cash & carry, retail services – such as hypermarkets, supermarkets, convenience stores, gas stations and pharmacies – membership-based shopping clubs, banking services and real estate management, in addition to the digital e-commerce platforms of Carrefour and Atacadão. The diversity of business models and formats is designed to provide customers with the best shopping experience for every occasion and in any location. [GRI 2-2](#)

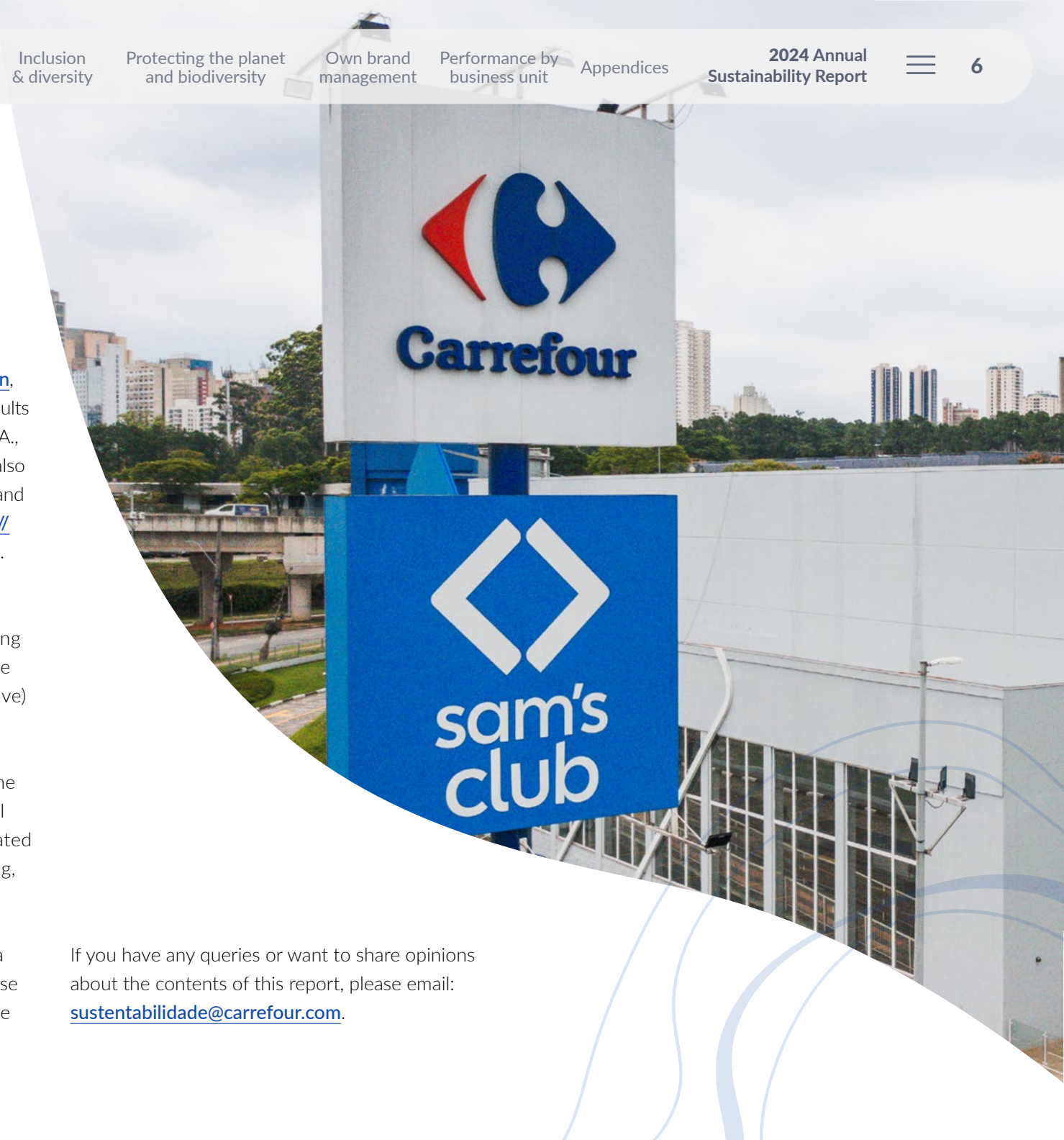
This publication is part of Carrefour Brasil Group's ongoing push to enhance its sustainability practices, reinforcing transparency and committing wholeheartedly to responsible development. Regularly disclosed financial information carved out for each business unit can be found in the [Appendix](#) section of this report.

All previous versions of our Sustainability Report are available on the [official website](#) of Carrefour Brasil Group and in the [Investor Relations section](#), where additional details on the initiatives and results presented can also be found. Grupo Carrefour S.A., the parent company of the Brazilian operations, also publishes reports on the Group's environmental and social performance, which are available at: <https://www.carrefour.com/en/finance/all-publications>.

The content references the key commitments undertaken by Grupo Carrefour S.A. and leading international reporting standards, following the guidelines of the GRI (Global Reporting Initiative) and the SASB (Sustainability Accounting Standards Board). In addition, the material features elements from frameworks such as the TCFD (Task Force on Climate-related Financial Disclosures), TNFD (Task Force on Nature-related Financial Disclosures) and Integrated Reporting, as developed by the IFRS Foundation.

To ensure reliability, the data was submitted to a limited assurance by independent auditors, whose statements are available in the [appendices](#) at the end of this report.

If you have any queries or want to share opinions about the contents of this report, please email: [sustentabilidade@carrefour.com](mailto:sustentabilidade@carrefour.com).





# 2024 Headlines

6,538

tons of  
**food** donated

100%

of **suppliers** adhering to the  
Beef Sourcing Policy and 24.6  
million hectares monitored  
across all Brazilian biomes

47%

**scope 1 and 2 emission**  
reductions in relation  
to 2019

4.4%

total **sales growth**

Inclusion of portfolio

in the

**B3 Corporate  
Sustainability Index**



**most inclusive  
Retailer**

according to the 2024 Diversity,  
Equity and Inclusion survey  
conducted by Instituto Ethos and  
Época Negócios magazine



# Awards and recognitions



## Businesses

### 1<sup>st</sup> place in the 2024 Abras Ranking

Recognized in "**The 100 Most Influential Companies in Brazil**" award, organized by Veja Negócios and Lide (April 29) (Carrefour Brasil Group)

**1<sup>st</sup> place** in the **Ranking of the 300 Largest Retail Companies in Brazil**, organized by SBVC (Brazilian Society of Retail and Consumption) and Cielo (Carrefour Brasil Group)

**1<sup>st</sup> place** in the **International Relations** category at the 50<sup>th</sup> **Aberje Awards**, with the case promoting Atacadão's entry into France (Carrefour Brasil Group)

**4<sup>th</sup> place** in the **Commerce** category of the **2024 Valor Inovação Brasil Award** (Carrefour Brasil Group)

**1<sup>st</sup> place** in the **Supermarkets in São Paulo** category of Estadão Marcas Mais, awarded by the O Estado de S. Paulo newspaper (Retail)

**1<sup>st</sup> place** in the **Department Store** category of Elite InfoMoney 2024, awarded by InfoMoney (Retail)



## Inclusion & Diversity

Winner of the **ReVVolução da Aprendizagem** Award in the Engagement and Collaboration category, with the P.O.D.E.R Program (Carrefour Brasil Group)

Recognized as **the Most Inclusive Retailer** in the **Diversity, Equity and Inclusion survey** conducted by Instituto Ethos and Época Negócios magazine (Carrefour Brasil Group)

**2<sup>nd</sup> place** overall in the **Corporate Racial Equity Index** (Carrefour Brasil Group)

Certified as a **TOP Employer 2024** by Top Employers Institute (Carrefour Brasil Group)





# Awards and recognitions



## Innovation

**First place in the Best Loved Own Brand** category – PL Connection Award (Retail)

Winner of the GS1 Brazil **Automation Award**, for the implementation of QR Codes on own brand products (Retail)



## Customers

**Reclame Aqui 2024 Award – 1<sup>st</sup> and 2<sup>nd</sup> place** in the **Supermarkets and Cash&Carry/Corporate** category, with Carrefour Retail and Sam's Club.

Winner of the **Datafolha Top of Mind Award** in the Supermarket category (Retail)

**1<sup>st</sup> place** in the **Companies that Respect Consumers Most Award**, in the Super & Hypermarkets, Convenience and Fresh Produce segment, by Consumidor Moderno (Retail)

**The Best of the Internet** – Datafolha in the Supermarkets category (Retail)

**1<sup>st</sup> place** in the Hypermarkets and Supermarkets category of the **Brands That Conquered Brazil Award**, by Ecglobal (Atacadão)

**1<sup>st</sup> place** in the **Top Wholesaler** category of Folha de S. Paulo's 2024 Top of Mind Award (Atacadão)

**1<sup>st</sup> place** in the **Top Supermarket Chain** category of Folha de S. Paulo's 2024 **Top of Mind Award** (Atacadão)

**1<sup>st</sup> place** in the **Cash & carry in São Paulo** category of Estadão Marcas Mais, awarded by the O Estado de S. Paulo newspaper (Atacadão)

**1<sup>st</sup> place** in the **Cash & Carry in Espírito Santo** category of the 32<sup>nd</sup> Recall de Marcas, by A Gazeta (Atacadão)

**1<sup>st</sup> place** in the **Cash & Carry category of the 22<sup>nd</sup> Top Natal Award**, by Tribuna do Norte (Atacadão)

**Cliente SA Award** in the **Personalized Connections and Completed Sales** category (**Sam's Club**)

**Smart Customer Award**, Gold Category – **Personalization in Digital Customer Relations** (**Sam's Club**)

# Carrefour Brasil Group

ABOUT US  
OUR OPERATIONS  
CUSTOMERS



# About us

GRI 2-1, 2-6

Carrefour Brasil Group boasts a leading position in the domestic retail sector and is the only such company with operations spanning all Brazilian states and the Federal District. Its core purpose is to ensure access to quality food products at fair prices, catering to consumers from multiple profiles and regions.

The company's headquarters is located in Barueri, São Paulo and its shares are traded on B3's Novo Mercado under the ticker CRFB3. It is part of Grupo Carrefour S.A., a French multinational publicly traded on the Paris Stock Exchange.

In 2025 Carrefour Brasil Group celebrated 50 years in Brazil. Over the course of five decades, the company has blazed a trail in the hypermarket segment, opening its first store in 1975. Since then, driven by a continuous growth and expansion strategy, it has established itself as the leading retail chain and one of the largest private-sector employers in the country.

The Group's various banners—including hypermarkets, cash & carry stores, membership clubs and convenience stores — currently welcome around 60 million customers to their brick-and-mortar stores every month. This performance makes Brazil the second most important market globally for the parent company, Carrefour S.A.—second only to France.

## Share ownership

67.4%



7.3%



25.3%



100%



51%



## Carrefour Brasil Group

126,815  
employees

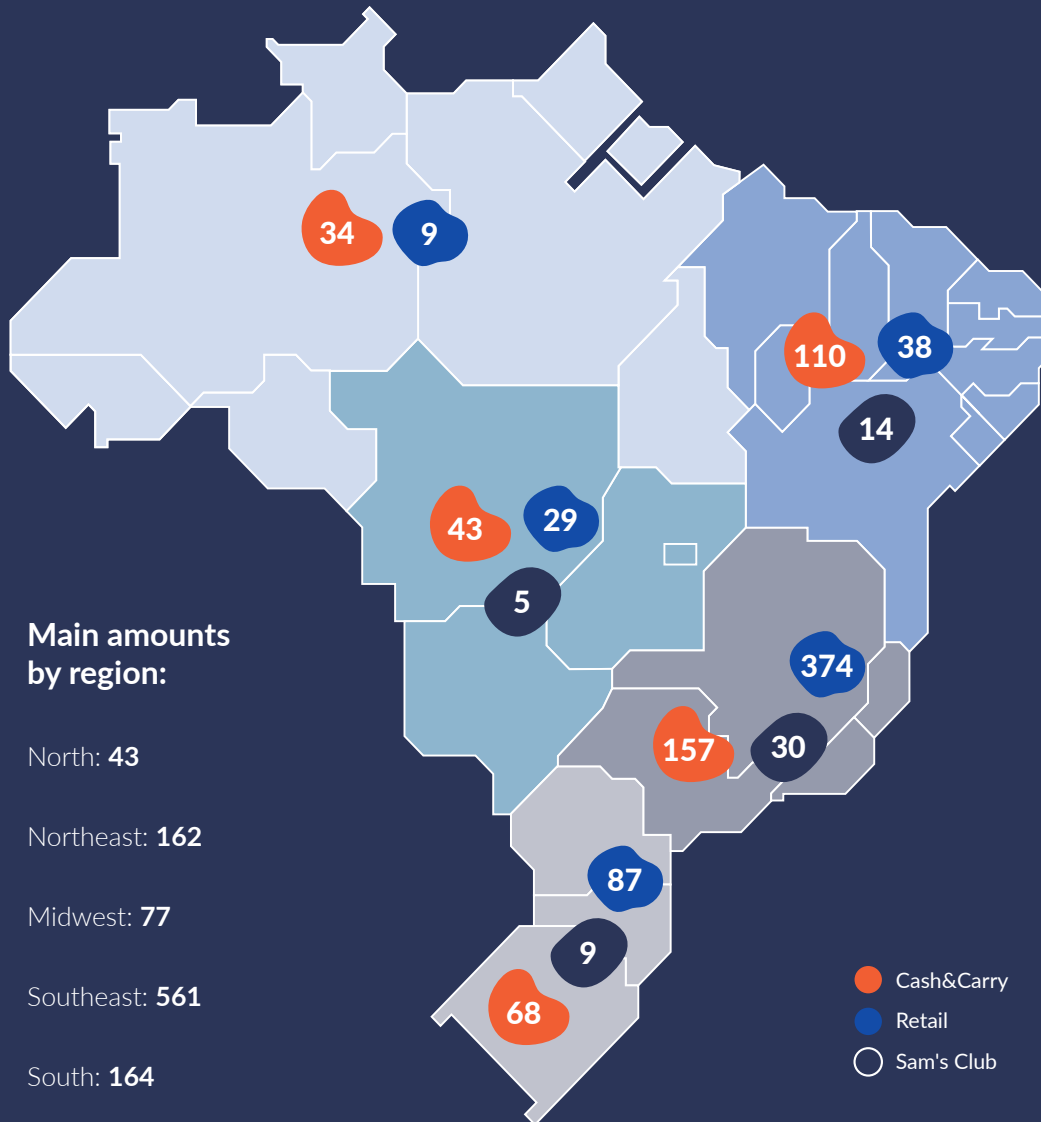
R\$ 121 billion  
in gross sales  
in 2024

60 million+  
customers every month



## Physical footprint in all Brazilian states and the Federal District FB-FR-000.B

Number of stores by region



## Our operations

GRI 2-6

Carrefour Brasil Group operates in multiple formats to comprehensively serve a broad range of customer profiles – from individual consumers to businesses and entrepreneurs. With a mature ecosystem, the company offers options tailored to different social classes and adapts to each customer's preferences. The Group's store chain is 1,007 strong, including hypermarkets, supermarkets and convenience stores under the Carrefour banner; cash & carry stores under the Atacadão banner; membership-based warehouse clubs under the Sam's Club banner; and gas stations and pharmacies. To support its operations and supply all units, the company also relies on 15 distribution centers.

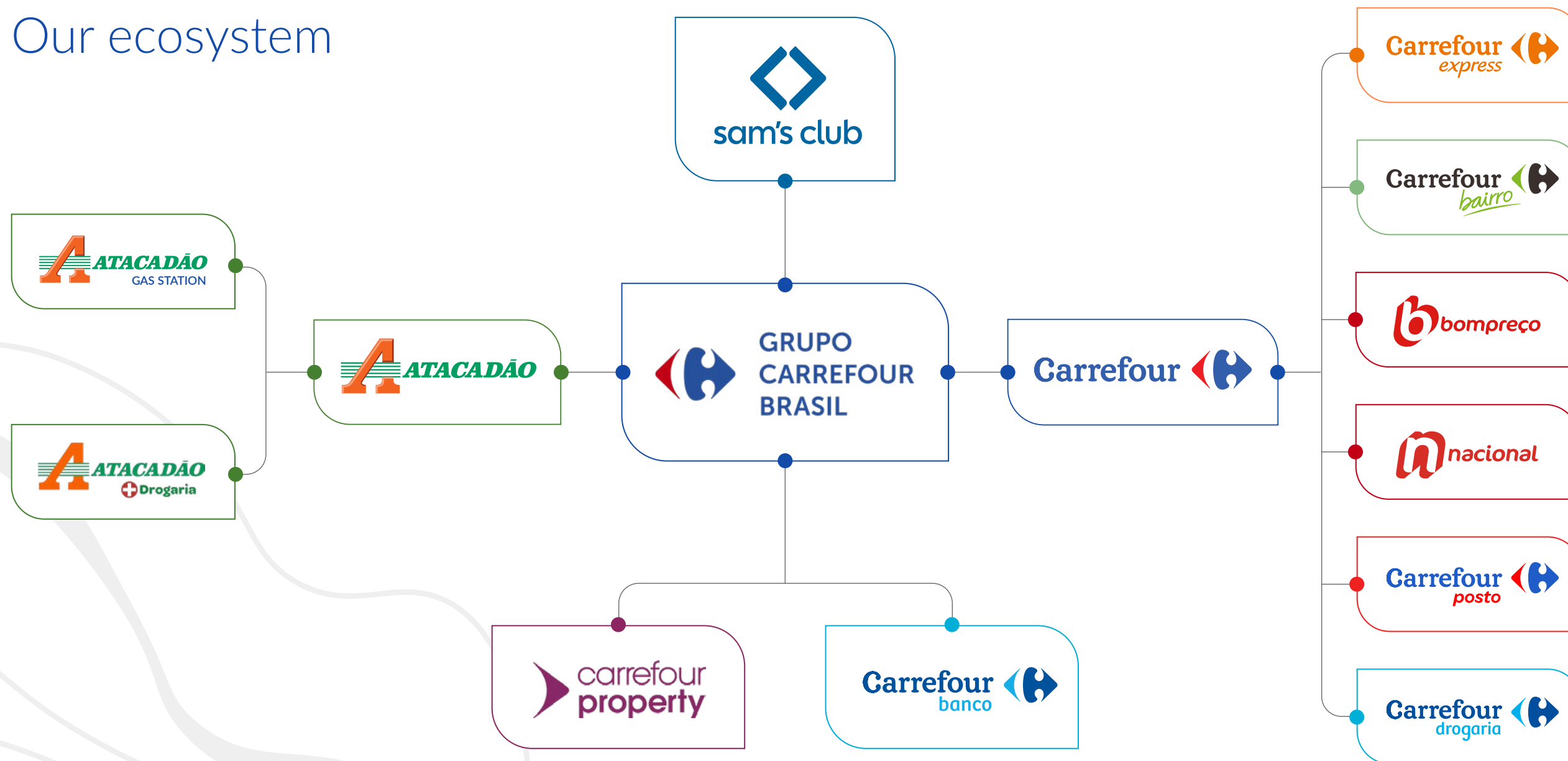
The Group also includes Carrefour Property, which manages and develops its real estate portfolio and Banco Carrefour, a joint venture with Banco Itaú that provides financial solutions for the Group's customers and partners.

The Group's  
chain comprises

1,007  
points of sale



# Our ecosystem

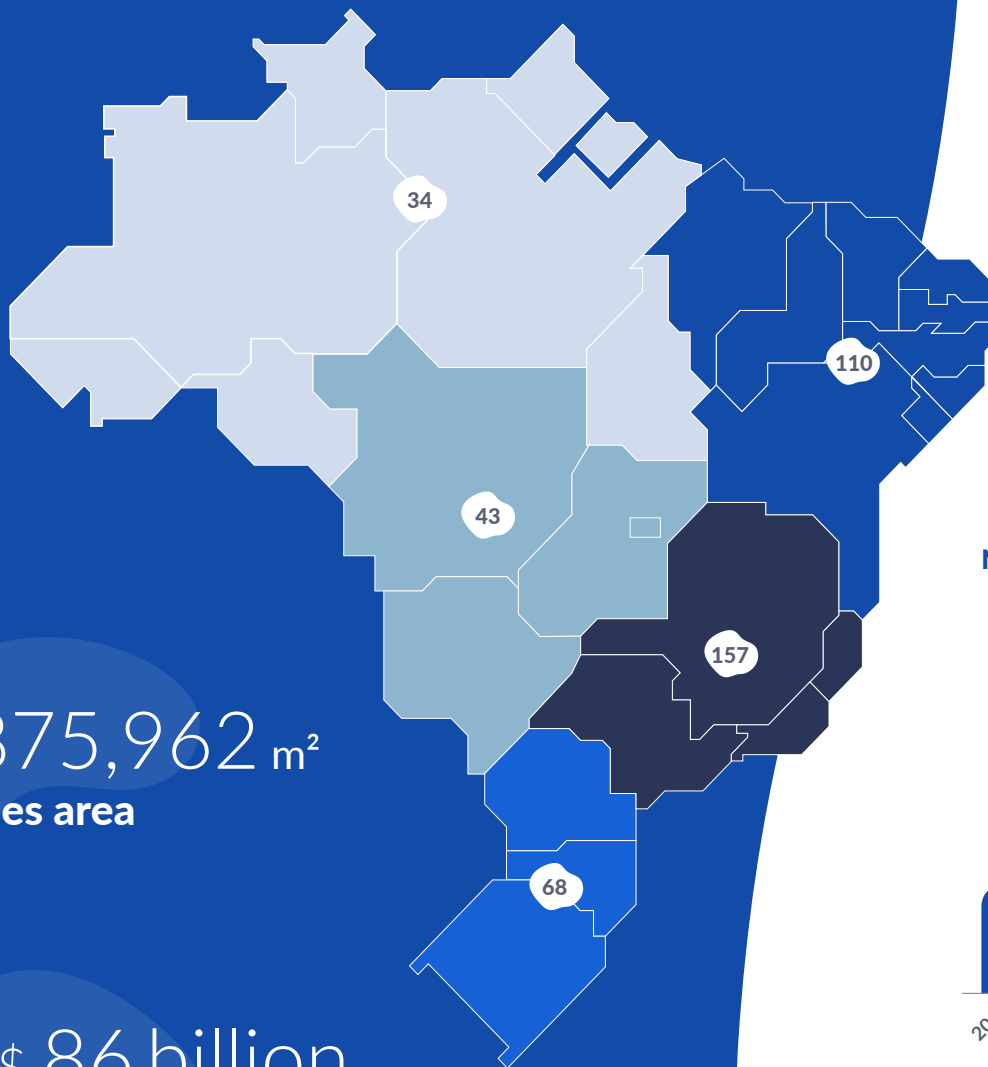




## Atacadão Expansion

1,875,962 m<sup>2</sup>  
of sales area

R\$ 86 billion  
in sales in 2024



## Cash&Carry

Known for its focus on self-service, the cash & carry model serves both end consumers and entrepreneurs or food service suppliers seeking competitive prices and bulk purchasing. With a solid 62-year track record, Atacadão is the leader

in this segment, operating in 267 municipalities across Brazil. By the end of 2024, the banner's headcount was north of 80,000 people, working at 379 brick-and-mortar stores and 33 wholesale distribution centers. It has a footprint in all Brazilian states and the Federal District, in addition an online sales channel.

Atacadão's operations are founded upon three core pillars that reflect the essence of its business:

- People are our greatest asset
- Simplicity is our essence
- The secret lies in knowing how to negotiate

The chain deploys a growth strategy informed by three main pillars: expanding into new cities, strengthening its presence in existing markets and adapting its operations to local needs and requirements.

Number of stores



33 wholesale distribution centers

## Carrefour

### Hypermarket

Carrefour introduced the hypermarket format to Brazil in 1975, which entails offering multiple solutions in a single location (one-stop shop) to streamline the shopping experience for consumers. Today, the chain operates 112 stores, strategically distributed across the country’s main economic regions.

### Supermarket

Operating under the banners Carrefour Bairro, Nacional and BomPreço, its 80 supermarkets are distributed across the Southeast, Midwest, Northeast and South regions of Brazil. These stores offer a wide range of food products, along with essential household items to meet the daily needs of Brazilian families.

### Convenience Stores

The 143 Carrefour Express stores are located in busy commercial areas and densely populated residential neighborhoods in the Greater São Paulo region.








### Gas stations and drugstores

By the end of 2024, Carrefour Brasil Group was running 99 pharmacies and 103 gas stations. These establishments offer products our stores don’t, providing greater convenience for consumers while strengthening customer loyalty and price competitiveness.

949,572 m<sup>2</sup>  
of sales area

R\$ 27.2 billion  
in sales in 2024

537  
points of sale

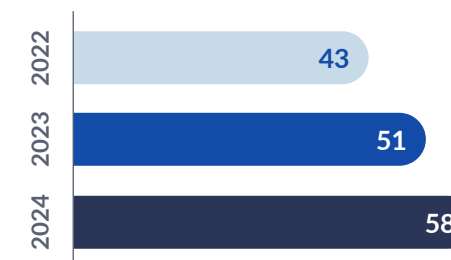
Banner	Category	Focus	Location	Average area m <sup>2</sup>
	Hypermarket	One-stop-shop with competitive prices	Cities (163)	6,200 m <sup>2</sup>
  	Supermarket	Local choice focusing on fresh products and services	Residential areas	600-1,000 m <sup>2</sup>
	Convenience Stores	Essential daily needs with longer shopping hours	Commercial areas	280 m <sup>2</sup>
 	Gas station and drugstores	Complementary services	Hypermarkets	Drugstores: 400 m <sup>2</sup> Service stations: 140 m <sup>2</sup>



## Shopping clubs

Approximately two years after the acquisition of BIG Group, Carrefour Brasil Group had a total of 58 Sam's Club stores by the end of 2024—an exclusive membership-based shopping club. With stores strategically located in the country's main economic hubs, Sam's Club diversifies the Group's operations by offering a unique mix of food and non-food items, along with an enviable portfolio of imported products and exclusive brands.

### Growth in number of stores



321,822 m<sup>2</sup>  
of sales area

R\$ 7.3 billion  
in sales in 2024

present in  
16  
states and  
Distrito Federal



## Bank

Banco Carrefour is the only financial institution owned by a retail chain. Carrefour Brasil Group holds 51% of its share capital, in partnership with Itaú, which acts as a strategic shareholder. The bank offers a range of tailored financial services, including insurance for products purchased in-store and easy-access credit through co-branded credit cards — including Carrefour (since 1989), Atacadão (since 2017) and the most recent, Sam's Club, launched in 2022.

6<sup>th</sup>  
largest card  
issuer in Brazil

R\$ 68.8 billion  
in total sales  
in 2024



## Real-estate management

Carrefour Property is the business division responsible for managing and expanding Carrefour Brasil Group's real estate portfolio. In 2024, the unit managed 430 owned properties, totaling over 18 million square meters of floorspace. Its focus is on improving infrastructure and implementing innovative solutions that enhance customer integration with the company's stores.

430  
owned properties,  
totaling

18 million+  
square meters





## Digital presence

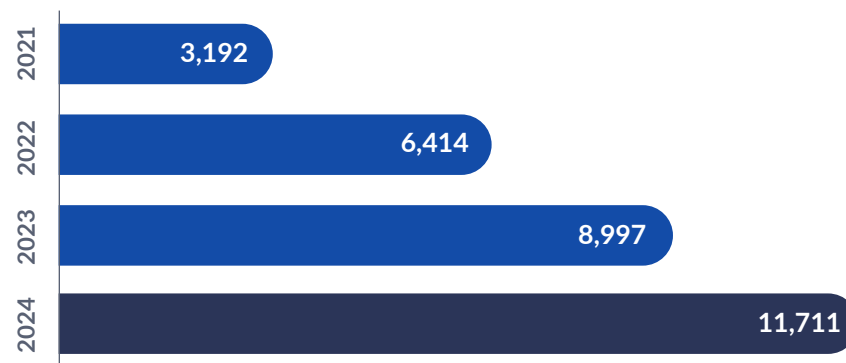
With the goal of keeping pace with changing consumer habits and delivering solutions that meet customer expectations, Carrefour Brasil Group employs a multi-format and omnichannel strategy. The e-commerce operation provides a

fast, convenient and secure shopping experience, connecting consumers to the Group's wide range of products. All of the Group's business divisions offer digital shopping platforms, accessible through websites and mobile apps.

Digital platforms	Website	App	Proportion of on-line sales in 2024
Cash&Carry	✓	✓	7.4%
Carrefour	✓	✓	19.8%
Sam's Club	✓	✓	5.9%

R\$ 11.7  
billion  
total online  
(GMV) sales in 2024

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





NPS

+5.7 pts

compared to 2023

# Customers

GRI 3-3

Carrefour Brasil Group's decision-making is customer-centric. It offers a complete ecosystem that meets the demands of the diverse consumer profiles it serves. The Group's goal is to be present at all times of the customer's journey, offering solutions that meet both everyday needs and larger purchases.

Founded to provide quality, affordable food, the Group strives to remain aligned with customer expectations. This is done through satisfaction surveys applied across all store formats to identify improvement opportunities that foster customer loyalty and through ongoing dialog with customer groups to discuss topics such as shopping experience and communication strategies—always with the aim of strengthening the relationship and elevating the experience. This personal engagement is made possible through the monitoring of various customer satisfaction indicators, such as: product variety, availability, quality, service and store cleanliness, all tracked via an integrated platform that consolidates insights across all operational formats.

Within its ecosystem, the Company strives to be a strategic partner to small, medium and large entrepreneurs—creating real opportunities for every customer to grow in tandem with the company. The Group believes it is prepared to meet the needs of each customer—whether by efficiently supplying businesses, delivering quality services or creating meaningful connections that transform challenges into success. Aligned with this purpose, in 2024 the Group launched the 555 Campaign, a model of 15 values and principles that informs teams across all Carrefour Brasil operations to ensure the best experience throughout every phase of the customer journey, across all store formats. The model is structured around five values for each of the campaign's three pillars: our BUSINESS for the customer, our SERVICE to the customer and our CARE for the customer. A reflection of this new model's impact is the Net Promoter Score (NPS) achieved in 2024, which improved by nearly 6 points compared to the previous year.

# Customer service

Customer service is ensured through a system that includes multiple communication channels. Customers who have or wish to acquire a credit card from any of the Group’s brands, or who want to access Banco Carrefour’s services, can rely on a Sign-language Support Center, which provides

accessible service for customers with speech or hearing impairments. The initiative features deaf and mute employees and trained interpreters, who are available to answer questions, receive suggestions, complaints and compliments and provide assistance for the services offered.



Customer service and chat by subject on the [website](#)



sam's club

Customer service and chat by subject on the [website](#)



Customer service and chat by subject on the [website](#)



WhatsApp, through virtual assistant Carina, on the number [\(11\) 3004-2222](#)



## All formats

The company provides multiple channels for lodging complaints, such as a hotline, email, social media and an ombudsman service, all managed by independent firms. This ensures privacy and allows stakeholders to submit their concerns in confidence. These services are available in Portuguese (local) and English (global), with phone support from Monday to Saturday, 8 a.m. to 8 p.m. and online support via website and email available 24/7.



**Ethical Connection**, channel for reporting any type of misconduct, also available on the telephone number 0800 772 2975 or [online](#).



# Governance

GRI 2-9

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



GRUPO  
CARREFOUR  
BRASIL



# Governance

Carrefour Brasil Group's commitment to corporate governance permeates its ongoing efforts to manage both its assets and its human resources effectively. Its governance structure is based on the principles of transparency, fairness, accountability and corporate responsibility and is consistently aligned with best market practices. Compliance with regulatory standards and the guidelines of B3 S.A. – Brasil, Bolsa, Balcão's Novo Mercado are top priorities, ensuring transparent and ethical management in both internal and external relations.

Carrefour Brasil Group follows rigorous standards of compliance, risk management and integrity, with robust policies focused on fraud and corruption prevention, data protection and cybersecurity. The company also fosters an ethical and inclusive workplace through codes of conduct, independent whistleblowing channels and continuous training for employees and leadership teams. The governance structure is made up of the Board of Directors, Advisory Committees and the Executive Committee. It ensures efficient management aligned with ESG principles, embedding

sustainability into strategic decision-making and reinforcing the trust of shareholders, customers and other stakeholders in strategies that factor in the challenges of a dynamic market and the importance of a sustainable future.

The corporate structure is defined by the company's bylaws and consists of: the Board of Directors, which sets guidelines and oversees policies and strategies for the short, medium and long term; the Executive Committee (Comex), responsible for proposing and implementing the strategies approved by the Board; and Supporting Advisory Committees, which assist the Board in specific matters. In addition, the Company has a non-permanent Fiscal Council, which is established when requested as needed, acting as a supervisory body.





# Board of Directors

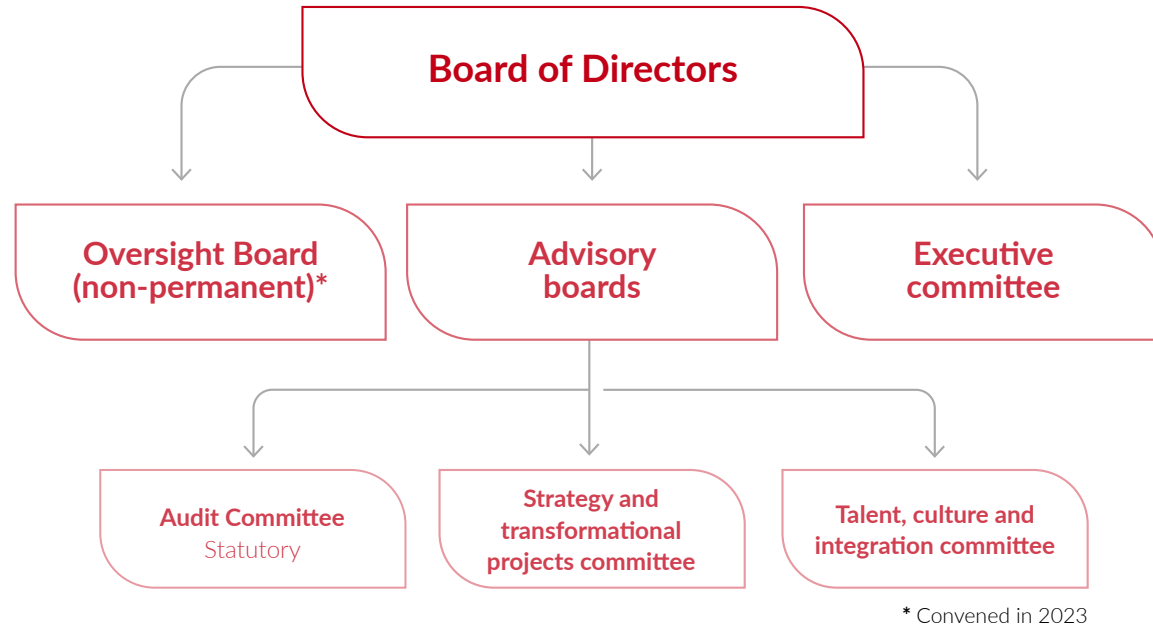
Carrefour Brasil Group's governance bodies play a key role in defining and overseeing the company's strategic guidelines. Of these bodies, the Board of Directors stands out as the main entity responsible for the overall steering of the business, resolving strategic moves and assessing results and impacts across economic, social and environmental fronts. With a long-term vision, the Board ensures that decisions are aligned with shareholder interests and the principles of corporate responsibility, while delegating the direct management of day-to-day operations to the Executive Board. [GRI 2-12](#)

With regard to our sustainability strategy, the Board of Directors analyzes new developments and trends, approving the company's strategic redirection based on socio-environmental data. The Board is also responsible for reviewing potential impacts and opportunities, overseeing commitments, approving new policies and supervising the integration of policy-related goals. It is the Board's responsibility to approve and monitor short-, medium- and long-term targets and to define the frequency of performance and

indicator monitoring, ensuring alignment with the company's climate change strategy and biodiversity protection efforts. [GRI 2-24](#)

The Board of Directors is responsible for evaluating the effectiveness of the sustainability strategy, overseeing its implementation, assessing results, identifying improvement opportunities, making strategic decisions, continuously monitoring the strategic agenda and reviewing and approving the sustainability report. [GRI 2-12, 2-14](#)

The Board is composed of 13 members, with diverse backgrounds and expertise in strategic areas relevant to the retail sector. Of them, six represent Carrefour S.A., the majority shareholder; three are appointed by Península Participações, which holds 7.3% of the shares; and three are independent board members with experience in the financial and technology sectors. The last member is the CEO of Carrefour Brasil Group, who also serves as a board member.



### Board of Directors' responsibilities in implementing the company's strategy



The Human Resources Committee requires the following minimum qualifications for any candidate applying for a position as a member of one of the Governance Bodies GRI 2-10



The highest standard of ethics and integrity



Understanding the fiduciary responsibilities required of a governance body member



Track record and competence in the candidate's field and the ability to exercise sound business judgment



Willingness and ability to dedicate the necessary time and energy to diligently fulfill fiduciary duties



Skills that complement those of the governance body's current members



Compliance with any legal and regulatory requirements, as applicable



The ability to support management and make significant contributions to the Company's success



Diversity in experience and identity background



## Board of Directors members

at 12/31/2024

### Directors



#### Alexandre Bompard

Chairman of the Board of Directors. He holds degrees from Institut d'Études Politiques de Paris and École Nationale d'Administration (ENA), having started his career at the French General Inspectorate of Finances. Since 2017, he has been Chairman and Chief Executive Officer of Carrefour and also chairs the Carrefour Foundation.



#### Carine Kraus

Graduated from École Nationale d'Administration, she worked at the French Ministry of Economics, was CEO of Veolia Energie France and since 2020 has served as Vice President of Engagement at Groupe Carrefour S.A., spearheading the Group's Sustainable Development agenda.



#### Eduardo Prongrácz Rossi

Member of Carrefour's Board of Directors since 2014, serving on several company committees. He is currently vice chairman and CIO of Península Participações and a board member of NGOs such as Instituto Península and Criança Segura.



#### Elodie Perthuisot

Former Chief Commercial Officer at Fnac Darty, she joined Carrefour in 2018 and has served as Executive Officer of E-commerce, Digital Transformation and Data since 2021. In September 2023, Elodie was appointed Executive Officer of Carrefour Spain and became a member of the Group's Executive Committee.



#### Flávia Buarque de Almeida

Graduated from FGV with an MBA from Harvard, she is an experienced consultant and executive at firms such as McKinsey, Morro Vermelho and Monitor Group. Since 2013, she has worked with Grupo Península and became CEO of Península Capital in 2019. She also serves as a board member at W2W and Ultrapar Participações.



#### Jérôme Nanty

Since 2017, he has served as Executive Officer of Human Resources at Groupe Carrefour, assuming responsibility for real estate management in 2019. He is a member of the Board of Directors and chairs the Company's Strategy Committee.



#### Laurent Vallée

He served as a lawyer and director at the French Ministry of Justice. He was Corporate Secretary at Canal+ and *Conseil Constitutionnel* before joining Carrefour in 2017 as General Secretary and is a member of the Statutory Audit Committee



#### Marcelo D'Arienzo

Graduated in Business Management from Faap, Marcelo D'Arienzo has over 20 years' experience in the market. Since 2013, he has been the CEP of Wine Group and a partner and director at Península in the direct investment area, where he remains a partner, responsible for investments in digital, retail and consumer companies, serving on the boards of some of these firms.



**Matthieu Malige**

Held several financial positions at Groupe Carrefour between 2003 and 2011. He was CFO of Groupe Fnac before returning to Carrefour in 2017 as CFO. He has chaired the Statutory Audit Committee and served on the Board of Directors since December 2017.



**Stéphane Maquaire**

Joined Groupe Carrefour in 2019 as CEO of Carrefour Argentina, where he spearheaded a customer-focused transformation and digitalization plan. With broad international experience in retail, he previously served as CEO of Monoprix, Vivarte and Manor. Since 2021, he has served as Chief Executive Officer of both Carrefour Brasil Group and Carrefour Argentina.



**Alexandre Arie Szapiro** (independent member)

Managing Partner and President of SoftBank in Brazil since 2021. With extensive experience in technology and retail, he was Vice President of Amazon Brazil (2012–2021), General Manager of Apple Brazil (2007–2012) and held leadership positions at Palm, Submarino, Motorola and Citibank.



**Cláudia Almeida e Silva** (independent member)

Managing Partner at Singularity Capital and board member at Startup Lisboa. With vast experience in retail, she was Chief Commercial Officer at Conforama and General Manager of Fnac Portugal, overseeing operations in Spain and Brazil.



**Vânia Neves** (independent member)

A strategy and IT management specialist, she has worked on technology integration in mergers and acquisitions. Before joining Carrefour, she served as Chief Technology Officer at Vale and is also a board member at HSM Management Magazine.

The Board of Directors  
is composed of **38.5%  
women and 7.6% Black  
members**



Percentage of individuals within the organization's governance bodies, by gender (%) GRI 405-1

	2023		2024	
	Men	Women	Men	Women
Board of Directors				
Number of governance body members	8	5	8	5
Percentage of governance body members by gender	61.5	38.5	61.5	38.5

Percentage of individuals within the organization's governance bodies, by age group (%) GRI 405-1

	2023	2024
	Percentage	Percentage
Board of Directors		
Under 30	0	0
30 to 50	31	31
Over 50	69	69
TOTAL	100	100

Percentage of individuals from minority and/or vulnerable groups in governance body positions (%) GRI 405-1

	2023	2024
	Percentage	Percentage
Black people	7.6	7.6

# Advisory boards GRI 2-17

The Carrefour Brasil Group Board of Directors is supported by advisory committees that play a fundamental role in the company's governance, providing deeper analysis of strategic matters and enhancing decision-making processes. Aligned with the best practices recommended by the market, these committees operate independently and synergistically, strengthening transparency, risk management and the creation of sustainable value.

The committees are composed of Board members and independent professionals, ensuring a plurality of perspectives, technical expertise and impartiality in their recommendations. The synergy between the Board and its committees reinforces Carrefour Brasil Group's structured governance model, driving excellence in management, long-term value creation for stakeholders and business sustainability.

Carrefour Brasil Group currently has three main committees:

1. Statutory Audit Committee

Responsible for overseeing the integrity of financial and non-financial reporting, the effectiveness of internal controls, regulatory compliance and external audits, it promotes good governance practices and risk mitigation, including socio-environmental risks.
2. Strategy and Transformational Projects Committee

Focused on evaluating and guiding strategic initiatives, ensuring alignment with long-term objectives, fostering innovation and responding to evolving market dynamics.
3. Talent, Culture and Integration Committee

Dedicated to organizational development, diversity and inclusion and leadership succession planning, ensuring that the corporate culture remains aligned with the Group's values and purpose.



# Committee members

## Statutory Audit Committee

Established in 2015, the committee is composed of at least three members appointed by the Board of Directors. In accordance with B3's Novo Mercado regulations, at least one member must be an independent director, ensuring transparency and alignment with the highest standards of corporate governance.

- **Matthieu Malige**  
Coordinator
- **Cláudia Almeida e Silva**  
Independent member
- **Laurent Vallée**

## Strategy and Transformational Projects Committee

Its main role is to analyze the Group's economic performance and strategic projects, supporting long-term decision-making.

- **Stéphane Maquaire**  
Chair
- **Alexandre Szapiro**  
Independent member
- **Eduardo Pongrácz Rossi**
- **Elodie Perthuisot**
- **Flávia Almeida**
- **Jérôme Nanty**
- **Matthieu Malige**

## Talent, Culture and Integration Committee

Composed of board members, the committee is responsible for analyzing social impacts and ensuring that the Group's values and culture are aligned with its strategy.

- **Flávia Almeida**  
Chair
- **Jérôme Nanty**
- **Laurent Vallée**
- **Vânia Neves**  
Independent member

## Oversight Board

Established in April 2023, in accordance with the Brazilian Corporation Law, which governs corporate law in Brazil.

- **Alexandre Pedercini Issa**  
Serving member
- **Isabela Farah Costa**  
Alternate
- **Marcelo Amaral Moraes**  
Serving member
- **Marcio Bonfiglioli**  
Alternate
- **Rosana Cristina Avólio**  
Serving member
- **Tiago Cury Isaac**  
Alternate

The Board of Directors is also supported by committees composed of internal and external experts, such as the Forest Committee, which is responsible for recommending actions to be incorporated into the company's forest conservation strategy and for defining guidelines to increase the presence of sustainable products across the Group's value chains. Meanwhile, the Racial Equity Advisory Committee, which informs strategies for an anti-racist and diversity-promoting agenda, proposes effective actions for the Group to take. Both committees are formed by external experts and members of the Board of Directors. [GRI 2-17](#)



### Forest Committee

The Forest Committee supports the deforestation prevention agenda and recommends effective actions that contribute to forest conservation, playing a key role in strategic decision-making. It helps position the company as a benchmark in sustainability practices, value chain management and in the Group's broader social and environmental impact strategy. The committee is composed of seven members, including two internal executives and members of the Board of Directors and five external advisors who are specialists in climatology, traceability and socio-environmental impact.

The Forest Committee has the following objectives:

- **Propose actions for forest conservation:** recommend effective measures to strengthen the monitoring of Carrefour Brasil Group's value chains.
- **Expand the supply of socio-biodiversity products:** define guidelines to foster sustainable production practices that encourage forest preservation, while increasing the visibility and availability of socio-biodiversity products in Carrefour Brasil Group's stores.
- **Forest Fund:** guidance for the R\$ 50 million in impact projects.

The committee was responsible for strategic decisions implemented throughout the year, such as:



#### Beef

Enhance supply standards by expanding socio-environmental assessment criteria in the monitoring of the beef supply chain.

Define a risk-based methodology for tracking indirect beef suppliers, aligned with the Group's commitment to ensure that 100% of its beef supply comes from areas with no deforestation risk.

#### Soybeans

Mapping the soy supply chain and developing a risk assessment methodology for the commodity.

#### Landscape Projects

Validating the landscape projects to be supported by the Forest Fund, ensuring investment in high-impact initiatives.



Learn more about the [Actions related to beef traceability.](#)



## Composition of the Forest Committee



### Arnaldo Carneiro Filho

Agronomist graduated at the University of São Paulo (ESALQ), with post-doctoral studies at Wageningen University (Netherlands). Specialist in Territorial Intelligence, coordinator of the Amazon Regional Observatory (ORA) under the framework of the Amazon Cooperation Treaty Organization (ACTO), and senior consultant at the Ministry of the Environment (MMA).



### Carlos Nobre

Electronic Engineer, graduate of the Aeronautics Institute of Technology (ITA), scientist, PhD in Meteorology from the Massachusetts Institute of Technology (MIT). Member of the Joint Steering Committee of the World Climate Research Programme, the Brazilian Academy of Sciences, and the World Academy of Sciences. Foreign member of the U.S. National Academy of Sciences.



### Eduardo Delgado Assad

Agricultural Engineer, graduate of the Federal University of Viçosa, with a master's and PhD in France. Researcher at the Bioeconomy Observatory of GV-Agro (Fundação Getúlio Vargas), coordinator of the food security subtopic at the National Institute of Science and Technology for Climate Change (INCT FAPESP/CNPq), director of Fauna Projeto, and consultant for FAO, Santander, and Fundação Bunge. Winner of the 2021 Bunge Award.



### Marina Piatto

Agronomist, graduate of the University of São Paulo (ESALQ), with a Master's in Tropical Agriculture from the University of Bonn, Germany. Executive Director of the Imaflores Institute, focused on strategies to boost deforestation-free production and promote low-carbon agricultural practices and social rights in the Amazon and Cerrado.



### Rachel Bidermann

Lawyer, with a Master's in Environmental Science from the University of São Paulo (USP) and a Master's in International Environmental Law from American University (WCL). PhD in Public Management and Governance. Senior Vice President for the Americas at Conservation International.



### Carine Kraus

Executive officer of Global Engagement at Carrefour S.A. and a Board of Directors' member.



### Stéphane Maquaire

Chief Executive Officer of Carrefour Brasil Group and member of the Board of Directors.

## Racial Equity Advisory Committee

Created to inform strategies for anti-discriminatory and anti-racist practices, the committee also supports causes that promote equality and racial equity.

The committee was responsible for strategic decisions implemented throughout the year, such as:

- Strengthening affirmative programs focused on the professional advancement of Black individuals, aligning initiatives with the company's established targets
- Approving the planning of future actions aimed at promoting racial equity
- Reviewing the conclusion of the Conduct Adjustment Agreement (TAC) and defining strategies to continue post-TAC initiatives.



The Racial Equity Advisory Committee supports **anti-discriminatory** and **anti-racist strategies**

## Members of the Racial Equity Advisory Committee



### Alessandra Benedito

Ph.D. and Master's degree in Political and Economic Law, Specialist in Civil Procedural Law from Universidade Presbiteriana Mackenzie and in Higher Education Teaching from Pontifícia Universidade Católica de São Paulo (PUC/SP). She also holds a Bachelor's degree in Law.



### José Vicente

Ph.D. in Education and Master's degree in Business Management from Universidade Metodista de Piracicaba; Master in Legal Sciences from Escola Paulista de Direito. Rector of Universidade Zumbi dos Palmares, member of the Presidency's Council for Economic, Social and Sustainable Development (CDES) and member of the editorial board of Folha de S.Paulo, in addition to participating in other governmental and private institutions.



### Valdir Martin

A professional with over 35 years' experience in executive leadership, corporate governance and social development, with strategic roles at prestigious institutions such as Banco do Brasil and Universidade Zumbi dos Palmares. He holds a Ph.D. in Semiotic Communication and is a Postdoctoral researcher in Public Administration.



### Claudionor Alves

Officer for Inclusion, Diversity and Racial Equity at Carrefour Brasil Group.



### Marcelo Tardin

Vice-President of Human Resources and Transformation at Carrefour Brasil Group.



### Stéphane Maquaire

Chief Executive Officer of Carrefour Brasil Group and member of the Board of Directors.

# Executive Committee

Carrefour Brasil Group's Executive Committee, currently composed of nine members, plays a vital strategic role in leadership, organizational culture and rolling out corporate strategy. Bringing together highly qualified executives with diverse backgrounds across various fields, the Committee combines complementary skills that strengthen corporate leadership, governance and a multidisciplinary vision—promoting agile and integrated management.

In addition to translating the Board of Directors' guidelines into concrete actions, the Executive Committee nurtures the company's culture, reinforcing values such as integrity, innovation, diversity and customer focus. Through inspiring leadership and a people management approach centered on continuous development, the

Committee fosters high performance, engagement and collaboration across all levels of the organization.

With strong execution capabilities, the Committee drives business transformation, ensuring the effective implementation of strategic initiatives, sustainable innovation and responsiveness to evolving market dynamics. Its commitment to operational excellence and corporate responsibility ensures that Carrefour Brasil Group continues to create value for its customers, employees, shareholders and society.

## Executive Committee of Carrefour Brasil Group as of 12/31/2024



**Stéphane Maquaire**  
CEO  
Carrefour Brasil Group



**Eric Alencar**  
Executive Vice President of Finance  
and Investor Relations  
Carrefour Brasil Group



**Marco Aparecido de Oliveira**  
CEO –  
Atacadão



**José Rafael Vasquez**  
CEO  
Sam's Club and Retail



**Felipe Gomes**  
CEO –  
Banco Carrefour



**Pablo Hector Lorenzo**  
COO – Carrefour Brasil Group



**Liliane Dutra**  
CEO  
Carrefour Property



**Marcelo Tardin**  
Vice-President of Human  
Resources and Transformation



**Samuel James**  
CDO – Carrefour Brasil Group



# Commitment to integrity, ethics and transparency GRI 3-3

## Corporate transparency

Along with integrity and ethics, transparency is one of the core pillars of Carrefour Brasil Group's corporate governance and operations at all levels. The company recognizes its responsibility to conduct business and relationships according to the highest ethical standards, promoting transparent practices and complying with applicable laws, regulations, principles and commitments to which the Group is a signatory—reinforcing its commitment to trust and credibility among stakeholders.

The Integrity Program incorporates robust policies for the prevention and combat of fraud, corruption and other ethical violations, ensuring that all operations are conducted fairly, transparently and in line with both public and corporate interests. Transparency underpins all of the company's relationships—with shareholders, employees,

customers, suppliers, regulatory bodies and other strategic players—and is continuously strengthened through training programs, audits, ongoing monitoring and an organizational culture based on ethics and compliance.

Through its communication channels, the Group prioritizes the identification of both actual and potential impacts in order to implement effective responses that prevent and mitigate negative outcomes. There are accessible and responsive communication channels available for all stakeholders, including customers, employees, investors, business partners, government agencies, NGOs and local communities.

These channels enable active listening and open dialog, allowing the submission of suggestions, complaints and reports—alongside

the implementation of corrective actions when necessary. Our [Stakeholder Engagement Policy](#) sets clear guidelines for this relationship, fostering a culture of constructive dialog and a commitment to sustainable development.

In addition, the Group seeks to forge enduring partnerships, understand expectations, manage risks and opportunities and foster innovation—while respecting regulatory requirements and strengthening its reputation and institutional image.

Quarterly financial reports, press releases, corporate presentations, material facts and other communications are available on the Carrefour Brasil Group [Investor Relations website](#). This information is disclosed simultaneously to the Brazilian Securities Commission (CVM) and B3.



# Code of Ethics and Integrity System

Cultivating a culture founded on ethics, integrity, transparency and responsibility is a core mission of the Board of Directors. To achieve this, the Board is supported by the Audit Committee, which provides analytical and advisory insight into governance processes, internal controls and risk management. Through a risk-based approach, this committee ensures the reliability and effectiveness of the company's internal control mechanisms.

Carrefour Brasil Group conducts its activities in accordance with rules, policies and procedures that form part of its Integrity System and Code of Ethics. These instruments are aligned with Principle No. 10 of the United Nations Global Compact, which provides guidance on effectively combating corruption in all its forms. The company also complies with applicable legislation, such as the Brazilian Anti-Corruption Law (Law No. 12.846/2013) and France's Sapin II Law.

Adherence to the guidelines established in these documents is a shared responsibility among all members of Carrefour Brasil Group—including employees, executives and business partners. By following these guidelines, the company's values

are reinforced daily and trust is strengthened in its relationships with various stakeholders, ensuring ethical and transparent operations across all business operations.

The company's commitments to responsible business conduct are enshrined in publicly available documents, such as the: Code of Ethics, Supplier and Partner Code of Conduct, Sustainability Policy, Anti-Corruption and Anti-Influence Peddling Policy, Stakeholder Engagement Policy, Policy on Transactions with Related Parties and Conflict of Interest.

In 2024, the Code of Ethics was updated to reflect changes within the Group, reinforcing values such as diversity, equity and inclusion. The company also maintains internal manuals for employees and third parties who interact with public agencies, setting clear guidelines for these relationships. These commitments are in line with international instruments, like the UN Guiding Principles on Business and Human Rights, the International Labor Standards, the UN Global Compact, the Sustainable Development Goals and the OECD Guidelines. **GRI 2-23**



Atacadão is the only cash & carry chain in Brazil certified to **ISO 37001**, the international anti-bribery management standard. Initially certified in 2022 and renewed annually, this certification reinforces the **company's commitment to integrity and transparency**. Backed by a strong compliance system, it ensures effective measures are in place to prevent and combat unlawful practices.



## Conflicts of interest GRI 2-15

Carrefour Brasil Group reaffirms its commitment to ethics, integrity and transparency by adopting a rigorous approach to the prevention and management of conflicts of interest. In addition to ensuring legal compliance, the Group ensures that all decisions and professional relationships are guided by impartiality, fairness and compliance with corporate guidelines—strengthening the company's culture of integrity.

To support this commitment, a digital process integrated with People Management systems has been implemented for conflict of interest declarations. This mechanism ensures that employees in riskier roles submit a self-declaration upon hiring and again during mandatory annual reviews. Potential conflicts that could compromise transparency and credibility are thus identified early and addressed proactively.

The Compliance team conducts weekly reviews of the information submitted during onboarding and annual declarations, monitors outstanding submissions and sends reminders to employees who have not yet fulfilled the requirement. This continuous oversight strengthens the Group's commitment to good governance practices and fosters a corporate environment based on trust and responsibility.

Beyond systematic monitoring, Carrefour Brasil Group also invests in active awareness among its employees and business partners. Clear and comprehensive communication presents examples and situations that may constitute conflicts of interest, ensuring that everyone understands their role in maintaining an ethical environment. The topic is extensively covered in the [Code of Ethics](#), which outlines practical examples and guidance on expected conduct. To reinforce this commitment, the company provides a permanent consultation channel, allowing employees to ask questions, raise concerns and receive accurate guidance to act in alignment with the company's values and ethical standards.

**In 2024, 100% of eligible employees<sup>1</sup> from the Carrefour, Sam's Club and Atacadão banners completed the conflict of interest declaration form**

<sup>1</sup> employees exposed to conflict-of-interest risks, in accordance with the company's policy



# Anti-corruption Program GRI 205-2

Carrefour Brasil Group's Anti-Corruption Program entrenches its unwavering commitment to ethics and transparency. The initiative was developed to prevent and combat all forms of corruption and anti-corruption training is mandatory for all employees. The company also places special emphasis on high-risk areas, where employees must complete specific training through internal learning platforms.

See below the main mechanisms and procedures of the Anticorruption Program, applied by all the Group's business units.

In 2024, **72,847 employees** completed mandatory anti-corruption training

For more information on compliance-related training, see the [disclosures supplement](#) on page 178.

## Corruption risk mapping and assessment

The risk matrix, a fundamental tool for risk mapping, is compiled and periodically reviewed based on Carrefour's global methodology. This approach focuses on identifying and assessing potential risks related to corruption and influence peddling, ensuring effective prevention and control.

In 2024, 41.67% of our operations underwent corruption risk assessments. The Group's Corruption Risk Assessment identified the following main corruption-related risks: bribery and kickbacks, gifts and hospitality, suspicious donations, high-risk suppliers and intermediaries, lack of transparency in charitable contributions and bribery in licensing and regulatory processes. In 2024 no confirmed instances of corruption occurred. GRI 205-1, 205-3

**100% of employees** received communications about our anti-corruption policies and procedures in the period

## Compliance Codes, Policies and Guidelines

Promoting ethical and responsible business relationships is a top priority for Carrefour Brasil Group. To do this, the company establishes clear guidelines that apply to both internal teams and external suppliers and business partners. At the heart of these initiatives lies the Code of Ethics, founded on three core principles: "A responsible company"; "A responsible business partner" and "A company responsible from an environmental and social standpoint".

The Supplier and Partner Code of Conduct bolsters this commitment by defining behavioral standards and responsibilities that must be upheld throughout the entire value chain. This document ensures compliance with both local and international laws, with an emphasis on protecting human rights, instilling a safe and dignified workplace and encouraging sustainability.

In addition, it addresses issues such as combating corruption, money laundering and influence peddling, while also promoting fair competition, information security, data protection and food product quality.

## QR Codes



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



[Code of Ethics](#)



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



[Corporate Risk Management Policy](#)

\* Document available in Portuguese only



## Contractor management mechanisms

Carrefour Brasil Group adopts specific contractor management mechanisms to ensure that its ethical principles and values are upheld in its commercial dealings with suppliers and partners. A key measure is the integrity assessment applied to suppliers and partners considered to be at higher risk exposure. More details can be found in the section [Due diligence in the value chain](#).

In addition, we urge 100% of suppliers to adopt ethical, fair and transparent business practices, a commitment formalized by signing the Supplier and Partner Code of Conduct either during initial registration or upon renewal. All agreements and contracts also include social, environmental and anti-corruption clauses, which require not only legal compliance of business partners but also the adoption of best practices.

## Education and training

Carrefour Brasil Group keeps its employees and partners aligned with its guidelines and values through structured initiatives and continuous training. It achieves this by providing resources that enable the implementation of internal policies and responsible business practices. These initiatives include, for example, the requirement that all employees undergo training upon hiring, covering the Code of Ethics and the company's ethical principles.

Parties commit to the guidelines by signing the Code of Ethics Acknowledgment and Agreement form and completing the Conflict of Interest Declaration Form, which facilitates the identification and prevention of related risks. Supporting materials such as manuals, short bulletins and internal forums for sharing experiences and best practices are held periodically. The company also offers channels for reporting grievances, including the whistleblowing hotline, confidential interviews, non-compliance reports and telephone lines.

To better disseminate compliance practices, the company runs campaigns using posters with QR codes and visual materials. It also hosts events, workshops and training sessions that cover topics such as corruption, harassment, discrimination, conflict of interest and money laundering prevention.

## Compliance Week

Each year, Carrefour Brasil Group organizes Compliance Week, an event aimed at employees, featuring lectures delivered by external experts. The event is led by the company's CEO, who takes primary responsibility for the topic. In 2024, presentations included topics such as integrity as a power of influence, transparent sales, tackling harassment, corruption, conflicts of interest and discrimination. Approximately 3,800 employees took part in the activities, reinforcing awareness and commitment to compliance practices.

SEMANA DE  
COMPLIANCE 2024  
O exemplo  
começa  
aqui.





## Accounting controls

Carrefour Brasil Group maintains an internal control system designed to ensure the preparation and disclosure of reliable individual and consolidated financial statements. These controls ensure that operations are properly recorded, enabling the preparation of financial statements in accordance with applicable accounting principles.

This control system is grounded in the Group's values and management system, which includes the Code of Ethics and a comprehensive set of internal and external policies. These elements underpin the company's commitment to transparency and regulatory compliance.

Carrefour Brasil Group's accounting principles are based both on Carrefour SA Group's global standards, international accounting standards and on accounting practices adopted in Brazil. These principles are detailed in a technical document, updated semiannually prior to the annual and half-year disclosures and made available to everyone involved in preparing the financial statements.

The technical document is validated by the Statutory Officers and the Consolidation and Reporting Department of Carrefour Brasil Group

and is also subject to review by the independent auditors. Any material changes, additions or exclusions in accounting procedures are reported to the Statutory Audit Committee.

This structure reinforces Carrefour Brasil Group's commitment to integrity, ensuring accounting compliance and adherence to the highest standards of corporate governance.



## Ethics Hotline GRI 2-25, 2-26

Carrefour Brasil Group maintains a dedicated and secure channel for reporting violations of the Code of Ethics and other corporate policies, thereby reaffirming its commitment to transparency, integrity, respect for human rights and consequence management. The channel has been enhanced to include reports related to potential social and environmental violations, covering not only the Group's direct operations but also its supply chain, thereby strengthening governance and socio-environmental responsibility in indirect supply chain relationships. The Ethical Connection hotline is accessible via the [website](#) and by phone at 0800 772 2975. To ensure impartiality, confidentiality and protection against reprisals, the system is managed by an independent firm, guaranteeing that all reports are handled with diligence and confidentiality.

7,768 reports were filed in the year related to ethics and compliance, with 99% being addressed and resolved within 2024. The remaining cases were still under investigation at the end of 2024.

Within the Ethical Connection, there is a specialized service for reports of discrimination, offering support and assistance to employees and customers who experience or witness race- or gender-based prejudice or any other form of intolerance or discrimination. This channel is

operated by trained teams prepared to handle each case with sensitivity and rigor, following structured protocols for investigating and resolving them.

This initiative reflects the Group's commitment to cultivating diversity, inclusion and respect across all its operations and relationships.

Throughout 2024, 429 discrimination reports were received via the dedicated channel. Of these, 95% were properly investigated and concluded, while 5% were still ongoing at the end of the year. Case management involves senior leadership from each business unit, the Ethics Committee and, when applicable, the Consequences Committee, which is responsible for deciding on disciplinary measures in line with the Group's zero-tolerance policy. **GRI 406-1**

## Continuous monitoring and compliance auditing

The Group has implemented an annual plan for continuous monitoring to evaluate the effectiveness of its Anti-Corruption Program mechanisms. This plan is developed based on the findings of its corruption risk assessment. All adopted controls are subject to regular testing with the aim of continuously improving the company's internal processes.

## Grievance categorization and structuring

To handle cases more efficiently, Carrefour Brasil Group's Ethics Hotline is organized into five core topics, allowing for targeted and prompt treatment of each grievance:



**Misconduct and misbehavior**



**Discrimination and racism  
(with exclusive channel)**



**Socio-environmental  
issues in the supply  
chain**



**Fraud, corruption,  
and conflicts  
of interest**



**Socio-environmental  
damages in  
operations**

The Ethical Connection bolsters Carrefour Brasil Group's commitment to a respectful and inclusive corporate environment aligned with best governance practices, ensuring all reports are handled with seriousness and transparency.

# Due diligence

Carrefour Brasil Group acknowledges that its supply chains consist of an extensive network of suppliers and business partners, involving a wide variety of products and production processes across the country. These operations require diverse activities and the involvement of thousands of workers and can generate social impacts either through direct operations or within the Group’s sphere of influence. The company accordingly understands its responsibility to promote, respect, uphold and protect human rights in its business operations and throughout its sphere of influence. It is committed to assessing risks within its supply chains and to verifying the social and environmental compliance of its suppliers, while also promoting best sustainability practices across the entire value chain.

The company bases its approach on international guidelines, such as those established by the International Labor Organization (ILO) and United Nations initiatives, including the Global Compact, the Sustainable Development Goals (SDGs) and the UN Guiding Principles on Business and Human Rights, to ensure human rights are upheld across its operations. [GRI 2-23](#)

Carrefour Brasil Group’s commitment to ensuring decent working conditions within its supply chains is embedded in its daily operations through sourcing guidelines aligned with the company’s integrity system. These guidelines foster open dialog with suppliers, set forth procurement rules and define control and monitoring procedures to mitigate social risks.

Through the Human Rights in the Supply Chain Policy, the Company has implemented a due diligence process for suppliers and service providers classified in high-risk categories. The goal is to mitigate risks and combat corruption and violations of human rights. Compliance leads investigations that include checking legal proceedings, cross-referencing government watch lists—such as environmental embargoes issued by IBAMA and the “dirty list” of companies guilty of forced or compulsory labor practices—and reviewing media coverage and reports related to human rights violations or discriminatory practices.

Through the commercial onboarding system managed by Compliance, suppliers identified as high-risk are automatically flagged for assessment before contracting.

Over the course of the year, more than 3,000 integrity checks were conducted on suppliers and service providers. As a result of these assessments, 114 were disqualified due to the level of risk identified.

Carrefour Brasil Group’s due diligence process includes behavioral standards and compliance criteria that must be followed by employees, suppliers and business partners. Obeying these guidelines is a fundamental requirement for establishing and maintaining relationships with Carrefour. Each Group employee is responsible for evaluating and monitoring suppliers and partners to ensure they comply with the company’s established standards. In addition, the Group is committed to supporting its suppliers in implementing these guidelines across their own value chains.

Carrefour Brasil Group is also a signatory to the National Pact for the Eradication of Slave Labor (InPACTO) and in 2024 the institution commended the Group for its good practices.

The company was also the only retailer invited to participate in the 1<sup>st</sup> InPACTO Forum – The Role of Corporate Governance in Protecting Social Rights. Carrefour contributed to the panel

titled: The Role of Social Actors in Overcoming Socioeconomic Vulnerabilities and Advancing an Inclusion Agenda in Brazil.

## Donations and sponsorship analysis

Carrefour Brasil Group’s donations and sponsorships aim to improve access to quality food and culture in the communities where the company operates. Priority is given to initiatives focused on fighting hunger, encouraging healthy eating habits, promoting education and supporting cultural activities.

Approval of these initiatives is the responsibility of the Donations and Sponsorship Committee, composed of representatives from Compliance, Sustainability and Legal. In 2024, the committee reviewed 39 proposals, ensuring alignment with the Group’s values and strategic objectives.



# Risk management

Carrefour Brasil Group adopts a structured approach to risk management, integrating preventive processes into day-to-day business operations. With a focus on maintaining operational continuity, risk management aims to anticipate challenges and minimize impacts amidst uncertainty and change.

The organization uses a Risk Management System that supports the identification, assessment, mitigation and ongoing monitoring of potential risks. The tool provides support at every stage of the process, allowing for the monitoring of vulnerabilities and the implementation of corrective actions.

The Corporate Risk Management Policy defines the guidelines, roles and responsibilities for the governance of risk and internal control processes, ensuring the company's operations are conducted in a coordinated and aligned fashion.

Risk management aims to **anticipate challenges** and **minimize impacts** amidst uncertainty

## Risk management governance

Carrefour Brasil Group's approach to risk governance spans multiple fronts, with the goal of protecting assets and ensuring operational continuity. The Risk Management Department leads initiatives focused on loss prevention and reducing impacts that may affect people, processes, systems and the company's reputation. This includes fraud investigations, asset and workplace security, socio-environmental risks, food quality and the development of crisis response and business continuity plans.

The Internal Controls Department implements practices that ensure an efficient control environment. This practice works on fraud prevention, financial reporting accuracy, operational efficiency and regulatory compliance. Risk Committees are activated in times of crisis, with members selected based on the nature of the incident. These committees monitor the implementation of recommendations and report results to senior management.

Compliance ensures the organization adheres to legal requirements, internal policies and the Code of Ethics. This department develops mechanisms to prevent, detect and address practices such as corruption, bribery and influence trafficking and also coordinates the Ethics, Conduct and Consequences Committees.

The Executive Committee (Comex) is responsible for evaluating opportunities and risks that could impact the Group's business. It works closely with Risk Management, Internal Controls and Compliance, in collaboration with other departments such as Human Resources and Sustainability. This collaboration forms the Risk Management System, which allows us to unify processes and supports decision-making aligned with the Group's strategic direction.



## Risk assessment

The risk and internal control management system is made up of tools, conduct standards, procedures and actions that support monitoring efforts and help Carrefour Brasil Group do business in line with its values, applicable laws, regulations and the guidance provided by its parent company, Carrefour S.A. Each business unit within Carrefour Brasil Group has dedicated structures tailored to its specific operational needs and aligned with the regulatory requirements of its sector.

The Group adopts a structured approach to risk management by identifying and assessing scenarios that could affect its operations over the short term (1–5 years), medium term (5–10 years) and long term (over 10 years). This process leverages tools such as Risk Assessment and Self-Assessment to bring clarity and consistency to risk analysis.

During the preparation of the risk matrix, executives are interviewed to map existing control mechanisms and assess how each risk can be

mitigated. Identified risks are categorized into four main groups: strategic, operational, regulatory, socio-environmental, enabling more effective targeting of risk management actions.

Once the assessment is consolidated by Internal Controls and Risk Management, action plans are formed for critical areas, outlining measures to reduce exposure and mitigate business impacts. These plans are monitored regularly by executive leadership and reported globally to the Group's parent company, Carrefour S.A.

To test the effectiveness of the strategies in place, drills are conducted for critical risks, including evacuation simulations, safety inspections and emergency response training. These exercises generate data that inform adjustments to risk practices, tools and policies, and support improvements through investments, internal communications and training.

The **Risk Management System** houses crucial information and enables the ongoing tracking of major threats and opportunities, including:



**Working against corruption and internal fraud**



**Legal and regulatory compliance**



**Crises and business continuity plans**



**Human rights and the operational environment**



**Socio-environmental impacts on the value chain**



**Personal data protection**



**Food quality and safety**



**Information security**



**Employee health and safety**



**Property security**



# Risk management technology

FB-FR-230a.2

## Operational control center

Located at Carrefour Brasil Group's headquarters in Barueri (SP), the Operational Control Center (CCO) serves as the central hub for monitoring operations across the entire country. Any incident—from minor occurrences to critical events—must be reported to the CCO through channels such as the company's dedicated app, text messages or phone calls.

In 2024, the CCO recorded and monitored over 100,000 incidents, with 57% classified as low-risk cases. Each case is analyzed and classified according to its severity and impact. Based on this data, the Group continuously works to improve risk management by investing in technological solutions that enhance responsiveness and prevention.

The Group also operates a predictive intelligence system that combines internal data and public information to turn resource allocation into a strategic and highly efficient process. Predictive analytics enable the identification of specific risks at each unit, allowing the Group to anticipate events and implement targeted preventive actions.

Instead of deploying blanket solutions, resources are allocated where they are most needed—optimizing investments and capturing financial synergies. This approach ramped up training efforts in units with higher risk exposure, with social workers only being deployed where their presence has measurable impact and reinforcing security in priority locations—ensuring each action delivers maximum efficiency for the business.

This transformation enables a shift from a reactive model to a fully efficient model, where every resource is applied intelligently, enhancing both business protection and investment sustainability.

# Cybersecurity

GRI 3-3

Carrefour Brasil Group uses the Nist Cybersecurity Framework as a reference to assess the maturity of its processes and to strengthen its cybersecurity practices. Developed by the U.S. National Institute of Standards and Technology (Nist), this framework is widely recognized as a robust and comprehensive model for managing cyber risks.

The Nist framework is structured around five core components: Identify, Protect, Detect, Respond and Recover. These functions offer a structured guide for organizations to identify vulnerabilities, implement protective measures, monitor threats, respond to incidents and restore operations after disruptions.

Aligned with global cybersecurity governance, the Nist Cybersecurity Framework supports Carrefour Brasil Group's compliance with international standards and protects its data, systems and operations from digital risks. This approach enables the company to map security gaps, implement continuous improvements and adopt cyber risk management practices aligned with global best practices.



## Cybersecurity processes underwent a maturity assessment **audit**

The framework also guides the development of complementary actions that strengthen cybersecurity throughout the organization, providing greater resilience to digital threats.

To assure internal processes, in 2024 Carrefour Brasil Group underwent a cybersecurity maturity audit based on the Nist Framework and ISO 27001. The audit assessed topics such as governance, risk management, operational security, data protection and incident management, among others. The Group achieved a score above the market average across the evaluated categories.

# Data privacy and security

GRI 3-3

Carrefour Brasil Group adopts a multi-layered approach to ensure that all stages of the data lifecycle—collection, processing, use, storage, transfer, dissemination and deletion—comply with data protection and privacy regulations. This approach unfolds through multiple fronts that strengthen regulatory compliance and safeguard the information under the Group’s responsibility:

- Continuous improvement of risk assessment practices to identify threats and vulnerabilities.
- Creating and implementing data security policies and procedures to address the identified risks.
- Ongoing investment in employee training, with structured and recurring programs focused on data security. These programs include specific modules on Brazil’s General Data Protection Law (LGPD), along with practical guidance on identifying and responding to potential threats.
- Enhanced evaluation and selection processes for partners involved in data handling, ensuring they have effective corporate data protection measures in place.

- Ongoing system and network monitoring, performed after the completion of projects or the onboarding of new suppliers, to detect unauthorized access or suspicious activity.
- Continuous upgrades of technologies and tools such as firewalls, encryption and access controls to ensure data protection.

In 2024, the Group was not subject to any supervisory actions by the National Data Protection Authority, reflecting the compliance and effectiveness of the practices in place. The company also made progress in developing measures to stay ahead of market trends and emerging legal requirements.

In 2024, Carrefour Brasil Group continued to advance its privacy and information security practices, guided by globally recognized frameworks such as Nist, to mitigate risks and align processes with international standards.



### Training and Awareness

Throughout the year, the Group carried out various privacy and information security education initiatives. The “Privacy and Cybersecurity Week” engaged over 1,400 employees in activities such as lectures, learning paths and informational materials. In total, more than 40,000 employees were reached in 2024 through awareness communications.



### Policies and Procedures

Governance was further strengthened through the publication of new policies and 11 operational procedures. These actions ensure that data processing—including its collection, storage and use—remains in full compliance with applicable regulations.



### Technology and Monitoring

Improvements were made to protection tools such as encryption, firewalls and access controls. In addition, ongoing supplier evaluations and system monitoring were conducted to detect and mitigate potential threats, thereby ensuring the integrity of all processed data.

# Our strategy

GRI 2-22

INCLUSIVE CULTURE  
HOW WE CREATE VALUE  
MATERIAL TOPICS



# Our strategy

With a commitment to providing the best option for customers in every shopping occasion, in 2024 Carrefour Brasil Group continued to roll out the strategy presented at the end of 2023.

**The Group is making significant progress aligned with its strategic pillars, which include: Maximizing Existing Assets, Increasing Operational Cash Flow Generation, Advancing the Digitalization Journey and Implementing the ESG Strategy. These focus areas have been driving strong results for the company.**

With regard to **Maximizing Existing Assets**, the company focused on optimizing its store portfolio by converting formats and selling or closing less profitable operations. On the purchasing front, negotiations across business units is being implemented and has already resulted in significant reductions in product sales costs. In addition, synergy capture has progressed faster than initially expected, prompting an increase in the synergy target from R\$ 2 billion to R\$ 3 billion by the end of 2025.

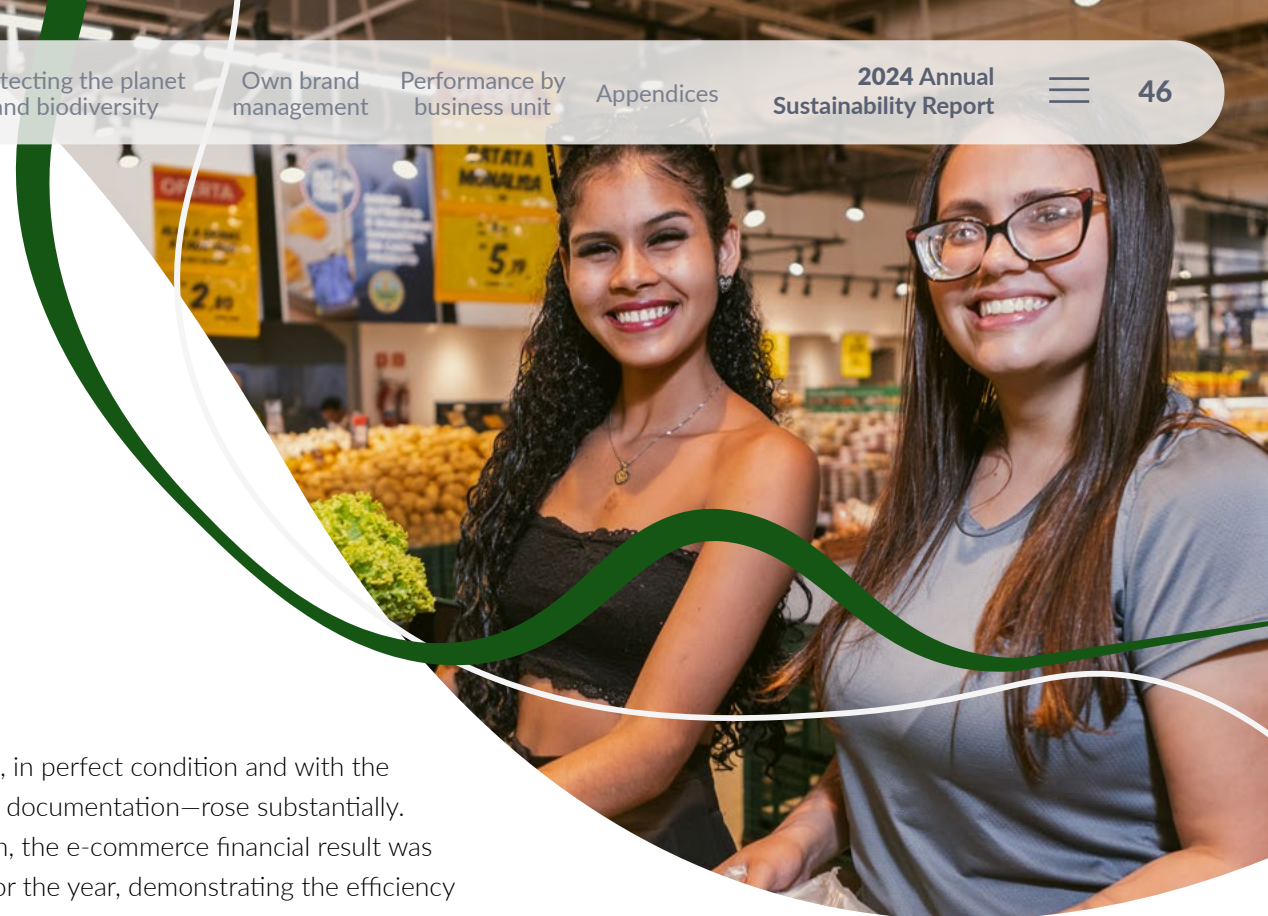
The pillar of **Increasing Operational Cash Flow Generation** also showed significant progress.

The company's operating income grew by 13.4% compared to 2023, driven by store maturity and a cost cutting drive implemented throughout the year. The Group secured market funding at more attractive rates and renegotiated internal debt. In addition, working capital (excluding receivables) was reduced by approximately four days, enabling investments under better payment terms for customers. The pace of store openings for Sam's Club and Atacadão was maintained, while Capex was reduced by 33% compared to 2023—demonstrating greater operational efficiency.

As part of its **Digitalization Journey**, Carrefour Brasil Group is continuing to expand the penetration of its digital channel across all business units. The NPS (Net Promoter Score), an indicator that measures customer satisfaction in e-commerce, increased significantly by 12 percentage points, while the percentage of perfect orders—those delivered to the right place, on the right day, to the right person, in the correct

packaging, in perfect condition and with the necessary documentation—rose substantially. In addition, the e-commerce financial result was positive for the year, demonstrating the efficiency of the digital strategies adopted.

Finally, with regard to the **Implementation of the ESG Strategy**, the company continues to make consistent progress in embedding ESG practices across all its operations. This commitment reflects Carrefour Brasil Group's vision to lead the transformation of food systems, while enhancing its business model toward increasingly sustainable practices and offering high-quality, affordable products to the entire Brazilian population.





# Inclusive culture

At Carrefour Brasil Group, the organizational culture is guided by the i4Cs framework, which stands for Inclusion, Customer, Commitment to Change, Cooperation and Courage. This culture was implemented in 2023 and further strengthened throughout 2024. Comprised of a set of shared principles, values and behaviors, i4Cs shapes employee mindsets and direct influences the workplace. At Carrefour Brasil Group, a strong organizational culture drives motivation, improves performance, enhances job satisfaction and reinforces the connection between employees and the company.

Inclusion, a non-negotiable value at the company, lies at the heart of this culture. It reflects the principles that guide the Group's actions, its way of doing business and how it interacts with customers and all stakeholders.

To ensure these values are embedded in daily routines, the i4Cs concept was incorporated into core company processes: recruitment journeys, onboarding, interviews, training, performance assessments, talent identification and internal communication. In 2024, in-person workshops were held to disseminate this cultural transformation across all operations. In total, more than 2,400 leaders were trained and encouraged to cascade the learning to their teams.



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



# How we create value

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

Maximize the  
return on  
existing assets

Advance ESG  
strategy  
implementation

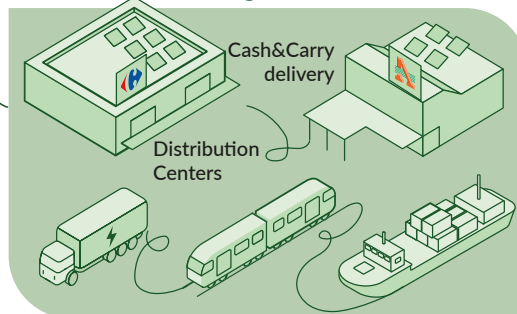
Increase operational  
cash flow  
generation

Keep up the  
digitalization  
journey

## Production



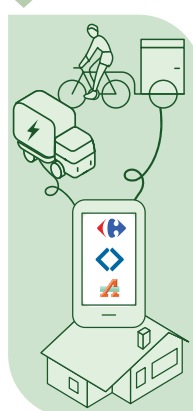
## Logistics



## Stores



## E-commerce



## Capital

## Impact

### Human

- 126,000+ employees
- Commitments to inclusion and diversity
- Acculturation and training
- Consolidating the 555 Strategy

- + country's 2nd largest private employer
- + 2,510 Leaders trained through the Cultural Transformation Journey
- + 38% women on Board of Directors
- + 32% women in leadership positions
- + 35% black people in leadership positions
- + 5,300 employees with disabilities

### Intellectual

- Multifomat sales platform
- Digitalization journey
- Valuing private labels

- + Technology and agility
- + Digital inclusion
- + 22% participation of private labels in total sales

### Financial and Manufactured

- 805 stores and 48 distribution centers
- 3,158,051 m² of sales area
- Launch of Bakery, Butcher and Deli departments within the Cash & Carry format
- 250+ commercial arcades
- Presence in all 26 states and the Federal District
- 6th largest card issuer in Brazil
- 120 billion in gross sales
- Leaner corporate structure

- + 22 retail store conversions and 26 new store openings
- + Largest national retailer
- + R\$ 20 bn in distributed added value (DVA)
- + R\$ 201 M distributed to shareholders as capital payments
- + 5.3% total revenue and +4.4% gross sales vs 2023
- + 30.2% GMV in e-commerce vs 2023
- + 120 billion in gross sales
- + 11.7 bn in e-commerce sales

### Relationships

- 60 million customers every month
- Restructuring of loyalty programs
- Ongoing partnerships with governments and NGOs
- Customer acquisition through Carrefour Bank and cross-benefits of credit cards
- Supplier relationship management
- Innovation in the security model

- + Customer satisfaction and loyalty
- + Implementation of *Floresta Faz Bem* products in 3 stores
- + 8.2% increase in Carrefour CSF Bank's customer portfolio
- + 4,000 bodycams deployed

### Social

- Private and incentivized social investment
- Commitment to the anti-racism agenda
- Commitment to agenda of fighting hunger and inequality

- + Families supported through 25.8 million complementary meals
- + Development of small-scale producers
- + 52,000 people hired through the partnership with the Federal Government
- + *Escola Social do Varejo*: 716 students graduated

### Environmental

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

- 47% reduction in GHG emissions vs. 2019
- 54% of waste recovered
- Reduction in energy intensity and increase in certified energy consumption
- + 1.1 billion in certified product sales
- + Use of recyclable packaging
- + Decarbonization agenda aligned with SBTi
- + 100% of the beef supply chain monitored, covering 24.6 million hectares and 31,802 farms

<sup>1</sup> Leadership positions include management level and above.

Material topics

GRI 3-1, 3-2

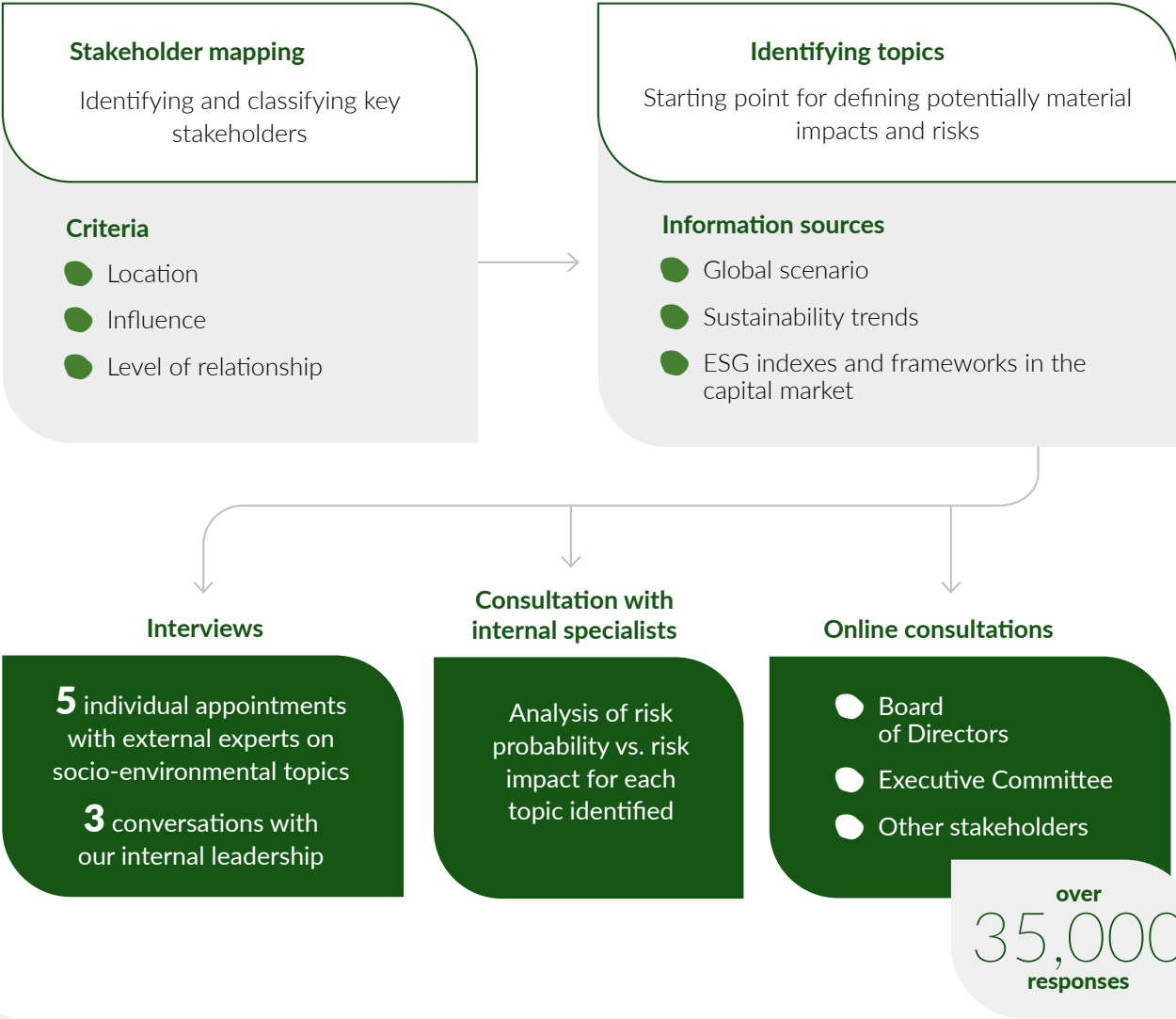
Every two years, Carrefour Brasil Group revisits the definition of its material topics. In 2023, the company adopted the double materiality approach, which considers both the impact materiality—how the business affects the environment and society—and the financial materiality—how environmental and social issues affect the company’s performance.

The materiality development process began with identifying the Group’s priority stakeholders, based on their levels of dependence, engagement and influence. A preliminary list of 21 topics was defined, using the previous materiality matrix, the Global Reporting Initiative (GRI) guidelines, Sustainability Accounting Standards Board (SASB) standards and national and international retail sector benchmarks. For the public consultation phase, over 35,000 stakeholders were invited, in addition to individual interviews with external experts. Financial materiality was assessed by internal experts, with the involvement of the Executive Board and the Board of Directors, taking into account risks and potential impacts.

Defining materiality


Stakeholder group

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



After analyzing the results—taking into account stakeholder relevance, positive and negative impacts and financial significance—the material topics are presented below.

### Material topics


**Diversity, inclusion and advocating for human rights**


5

8

10

16

Targets: 5.1, 5.5, 8.5, 8.7, 8.8, 10.2, 10.3, 10.4, 16.2, 16.6, 16.10


**Traceability and socio-environmental impact of the supply chain**

8

12

Targets: 8.4, 8.12, 12.4, 12.6


**Attracting, developing and quality of life**

4


8

Targets: 4.3, 4.4, 4.7, 8.3, 8.5, 8.8


**Ethics, integrity & compliance**

16


Targets: 16.4, 16.5, 16.7


**Fighting hunger and inequality**

2

10

Targets: 2.1, 2.3, 2.4, 10.2 and 10.4


**Circular economy and combating food waste**

12


Targets: 12.2, 12.3 and 12.5


**Innovation and data privacy**

9

16


Targets: 9.1 and 16.6


**Respect and excellent customer relationships**

9

16

Targets: 9.1, 9.4 and 16.6


**Quality, safety and health**

3

8

Targets: 3.4 and 8.8


**Climate change**

7

9

11

13

Targets: 7.2, 7.3, 9.4, 11.6, 13.1, 13.2, 13.3



# Sustainability strategy

STRATEGIC PILLARS  
DIALOG AND ENGAGEMENT WITH COMMUNITIES

# Strategic pillars

Carrefour Brasil Group reaffirms its commitment to sustainable development through a comprehensive and integrated sustainability strategy, built on global frameworks and active engagement with its stakeholders. The strategy is shaped by the principles of the UN Global Compact and the Sustainable Development Goals (SDGs), the commitments assumed by Carrefour S.A. at the global level and the results of the double materiality assessment, conducted with input from a diverse range of stakeholders including customers, employees, suppliers and experts.

Based on this foundation, the Company structured its sustainability strategy around three priority pillars:

## Strategic sustainability priorities



### Fighting hunger and inequality

Fighting food insecurity

Development and inclusion in the value chain

Income and job creation

### Inclusion and diversity

Fighting racism and fostering gender equity

Inclusion for people with disabilities

Inclusive education and culture

### Protecting the planet and biodiversity

Climate agenda

Sustainable value chains

Circular economy: Waste and packaging



## Governance

The sustainability strategy reflects Carrefour Brasil Group's commitment to generating positive impact, aligning its operations with global challenges while remaining adaptable to local contexts. The company therefore strives to be an agent of social and environmental transformation, contributing to a fairer, more inclusive and more sustainable future for all.

A key driver of this strategy is the Group's global proposition—Act for Food—which seeks to contribute to the transformation of food systems by promoting healthy, affordable and high-quality food for everyone. This proposition guides Carrefour Brasil Group's actions, reflecting its ongoing commitment to sustainability and to the responsible improvement of food systems in an integrated manner.

The strategy is approved and overseen by the Board of Directors, with ongoing monitoring at both national and global levels. Specific topics, such as forests and biodiversity, are supervised by dedicated committees answering to the Board, including the Forests Committee and the Racial Equity Advisory Committee, both of which include external experts. This structure ensures that environmental protection and diversity promotion decisions and actions are grounded in technical expertise and tailored to the Brazilian reality, with a focus on meeting the Group's commitments.

In addition, coalitions, working groups, pacts and associations are important tools for collaboration and exerting influence in the Group's ESG agenda. Carrefour believes that working alongside multiple stakeholders and organizations is essential to driving transformation.



Within this priority area, the Group operates on two main fronts: **emergency actions**, through direct food donations and customer engagement campaigns and **structural initiatives** aimed at encouraging income generation, promoting financial independence and strengthening nutritional education.

Under the inclusion and diversity pillar, Carrefour Brasil Group works continuously to create more inclusive workplaces and to develop affordable products and services. Its affirmative actions include initiatives focused on **combating racism, promoting gender equity and including people with disabilities**.

With regard to protecting the planet and biodiversity, the Group remains engaged in its **decarbonization strategy**, which includes minimizing both the environmental impact of its corporate stores and impacts across its value chain. This includes rigorous monitoring of the supply chain to ensure compliance with legal requirements and the application of best socio-environmental practices.







For more details on these efforts, please see the chapters [Fighting Hunger and Inequality](#), [Inclusion and Diversity](#) and [Protecting the Planet and Biodiversity](#).



# Corporate Social Responsibility Index (CSR Index)

With the goal of monitoring compliance with its commitments, Carrefour Group has globally implemented the CSR and Food Transition Index since 2018. The index is structured around four pillars, with annual and long-term targets that are periodically monitored by the company’s senior management. The index’s performance is also part of the short- and long-term variable compensation for executives and all other eligible employees within the company.

Category	Disclosure	2024	24 target	Achieved
<div>  <div>Products</div> </div>	Total sales of certified sustainable products (R\$ million)	1,705	1,169	146%
	Responsible raw materials sourcing (%)	107%	87%	123%
	Packaging – reusable, recyclable or compostable (%)	69.7%	64%	109%
	Total sales of products with returnable packaging (R\$)	472,070	209,369	200%
	Producer partners total (#)	116	107	108%
<div>  <div>Stores</div> </div>	Reduction in food waste intensity (tons) vs. 2016 (%)	-30%	-44%	68%
	Waste recovery – including donations (%)	54%	57%	95%
	Scope 1+2 CO <sub>2</sub> emissions vs. 2019 (%)	-47%	-38%	124%
<div>  <div>Customers</div> </div>	Total accumulated reduction of salt and sugar in own brand products (kg)	-43,780	-38,000	115%
	Act for food – barometer – positive responses (%)	87%	65%	134%
	Active customer communities (#)	1	1	100%
<div>  <div>Employees</div> </div>	Recommendation score (e-NPS) (%)	87%	75%	148%
	Percentage participation of women in C200 (%)	21.4%	25%	86%
	Employees receiving training during the year (%)	80%	50%	160%
	People with disabilities	5,397	5,797	93%



# Dialog and engagement with communities

GRI 2-29

Building multistakeholder relationships is essential to amplifying positive impact in the retail sector, aligning the efforts of all parties involved to foster sustainable development. Carrefour Group believes that by engaging with a broad range of stakeholders—including suppliers, partners, customers and external organizations—it can foster a collaborative workplace that goes beyond individual and corporate boundaries.



Through integrated work with its stakeholders, the company seeks not only to meet its commitments but also **to foster a culture of sustainability** that benefits the entire value chain, positively impacting both business and society

The Group is accordingly guided by its purpose of contributing to a more sustainable future and is a voluntary signatory of commitments and alliances established by recognized national and international organizations (see more below). By strengthening these relationships and collaborative actions, Carrefour aims to generate transformative impact across the retail value chain, driving innovation, ethics and socio-environmental responsibility.



## Associations, pacts, coalitions and partnerships

GRI 2-28

### Initiatives in which Carrefour Group holds leadership positions



#### Brazilian Association of Cash-and-Carry Retailers

(Abaas) – An association that represents the cash-and-carry segment in discussions with various stakeholders, including government, industry, customers and the private sector.



#### Brazilian Supermarket Association (Abrás) – An

entity that represents, participates in and drives the development of the supermarket sector in Brazil.



#### Brazilian Retail Textile Association (ABVTex) – Entity

that promotes dialog between the entire fashion value chain, recognized for its compliance initiatives, responsible sourcing and the promotion of decent work.



#### Supermarket associations in the Federal District and across 26 states.



#### Brazilian Coalition on Climate, Forests and

**Agriculture** – Initiative composed of more than 300 representatives from the private sector, financial institutions, academia and civil society pushing for a sustainable, inclusive and low-carbon economy coupled with environmental responsibility and competitiveness.



**Business Coalition to End Violence against Women and Girls** - Movement led by UN Women and the Avon Institute.



**Brazilian Business Council for Sustainable Development (CEBDS)** – Non-profit association that bridges government and civil society and promotes concepts and good practices related to the topic, informing corporate decision-making.



**Consumer Goods Forum (CGF)**

– Entity that assists retailers and consumer goods manufacturers worldwide, facilitating the collaboration with other stakeholders to ensure consumer trust and spur meaningful transformation. Carrefour Brasil Group is the co-chair of the Beef Working Group.



**Federation of Commerce of Goods, Services and Tourism of São Paulo State** (Fecomercio).



**LGBTI+ Business and Rights Forum** – An initiative that brings together companies committed to recognizing and promoting the rights of the LGBTQIA+ community.



**Ellen MacArthur Foundation** – A global nonprofit organization focused on accelerating the transition to a circular economy, tackling challenges such as climate change, environmental degradation, pollution and resource waste.



**Green Eletron** (Manager for Waste Electrical and Electronic Equipment) - Organization that brings together companies that own the main brands of batteries and electronics in the country, managing the implementation of a reverse logistics system that allows the environmentally appropriate disposal and processing of these materials.



**Group of Foundations, Institutions and Companies** (Gife) – A Brazilian organization that brings together private social investors to promote the strategic and planned use of voluntary resources to support public interest initiatives. It focuses on social, environmental, cultural and scientific projects aimed at generating positive and sustainable impact.



**Boi na Linha Protocol** – An Imaflora initiative in partnership with the Public Prosecutions Department to leverage compliance within the Amazon beef supply chain. It encourages practices that eliminate socio-environmental irregularities and ensure the sector's sustainability.



**Working Group on Indirect Suppliers (GTFI)**

- A platform for discussing the monitoring of indirect suppliers in the beef supply chain in Brazil. Carrefour Brasil Group is a member of the Board.



**Cerrado Voluntary Protocol Working Group** Joint initiative by Imaflora and Proforest that sets guidelines to improve socio-environmental monitoring in the procurement of beef products sourced from the Cerrado biome, promoting responsible and sustainable practices. Carrefour Brasil Group is a member of the Board.



**Initiative for Compliance and Sustainability (ICS)** – A global project focused on improving working conditions in international supply chains. Members use standardized tools, exchange best practices and share the results of their assessments.



**Ethos Institute** – An institute dedicated to mobilizing, raising awareness and supporting companies in conducting their business with social responsibility.



**Retail Development Institute (IDV)** – A program created to strengthen the voice and influence of retail companies from various segments across the country.



**National Institute for the Pact on Labor (InPACTO)** – An organization established in 2013 to combat forced and child labor and to ensure fair and decent working conditions in Brazilian supply chains.



**Brazilian Roundtable on Sustainable Beef** – Brings together stakeholders from different segments of the livestock production chain to promote best practices and drive continuous improvement in the industry.



**Mover** – A cross-industry business alliance focused on driving structural change through collective action to combat racism, expand access to education, promote employability and transform social awareness.



**Women’s 360 Movement** – A program dedicated to advancing, organizing and spreading improvements in corporate policies while strengthening social engagement, with a focus on empowering Brazilian women.



**Everyone at the Table Movement** – A partnership between companies and organizations focused on fighting hunger in Brazil and reducing food waste by promoting community distribution and the conscientious use of food resources.



**Pact against Hunger (PCF)** – A multi-sector and nonpartisan initiative to work with the government in eradicating hunger, ensuring food security and reducing food waste.



**UN Global Compact** (United Nations – UN) – Launched by the UN in 2000, this commitment encourages companies to embed into their operations and strategies the ten fundamental principles focused on human rights protection, decent work, environmental preservation and anti-corruption.



**Women's Empowerment Principles (WEPs)** – a UN Women’s initiative created to establish and strengthen partnerships with businesses to enhance their commitment and build capabilities to eliminate discrimination against women.



**Business Network for Social Inclusion** – Network that advocates good practices for the inclusion and professional insertion of people with disabilities.



**Roundtable on Sustainable Palm Oil (RSPO)** – A global organization that represents various stakeholders from the palm oil production chain with the goal of developing and implementing international standards and practices for responsible and sustainable palm oil production.



**Network for Plastic Circularity** – A collaborative initiative that brings together companies and partners to promote the circular economy of plastic, involving all stages of the material's lifecycle, from production through to upcycling and recycling.



**Round Table on Responsible Soy (RTRS)** – An organization dedicated to fostering the increased production, trade and use of sustainable soy.



**Rede Origens** – A network led by Imaflora, dedicated to promoting ethical business practices in the Amazon. It aims to connect its diverse members to help build new business models that value the biome and its people, while keeping the forest standing—combining production with conservation and the appreciation of the forest’s social and environmental heritage.



**SP Net Zero** – An initiative led by the São Paulo State Government, aligned with the UN’s Race to Zero campaign, aiming to achieve net zero carbon emissions by 2050.

# Fighting hunger and inequality

GRI 3-3

FIGHTING FOOD INSECURITY  
CREATING JOBS AND INCOME  
SUPPLY CHAIN INCLUSION  
FOSTERING ENTREPRENEURISM  
AND STRENGTHENING PRODUCTION  
TAX-DEDUCTIBLE SOCIAL AND  
CULTURAL INVESTMENT  
COMMUNITY ENGAGEMENT AND SUPPORT  
FOR VULNERABLE GROUPS AROUND STORES



GRUPO  
CARREFOUR  
BRASIL



### Food products donated (in metric tons)

Long-term target:  
10,000 metric tons in 2026

2024

Target: 6,000

Result: 6,538



Target met



### Hiring CADÚnico people

2024

Target: 6,000

Result: 53,000



Target met

# Fighting food insecurity

Carrefour Brasil Group reaffirms its commitment to fighting food insecurity and easing social inequalities, promoting initiatives that ensure access to quality food and further social inclusion and development. The Company takes an integrated approach, working on both emergency actions—to address humanitarian crises or disasters—and long-term projects aimed at strengthening small suppliers, creating job and income opportunities and supporting socially vulnerable communities.

Carrefour Brasil Group combats food insecurity through a structured strategy based on two main pillars:



Access to quality education



Employability and income



The Group works on both **emergency actions** and **long-term projects**



# Access to food

## Donations

The first pillar is focused on supporting socially vulnerable populations through emergency actions. In this area, highlights include direct food donations from corporate stores, aligned with the Group's food waste reduction strategy. In addition, the Group mobilizes and engages customers and suppliers through collaborative campaigns that expand the impact of food collection efforts. Finally, the company also contributes through donations it directly funds, in partnership with local and national organizations. In 2024, these initiatives resulted in a total of 6,538 tons of food collected, helping to mitigate the large-scale impacts of food insecurity.

Details of the actions are outlined below:

## In-Store donations

Since 2009, Carrefour Brasil Group has operated a donation program for food and non-food products with lower commercial appeal but suitable for consumption. In 2024, these donations were distributed to 85 partners, including food banks like Sesc Mesa Brasil and various non-governmental organizations supporting socially vulnerable populations. In total, more than 5,000 metric tons of products were donated from 664 stores across all formats (Carrefour, Sam's Club and Atacadão), resulting in the distribution of approximately 26 million supplementary meals. This initiative reinforces the company's commitment to fighting hunger and reducing food waste.

In 2024, the Group implemented a series of intensive communication and training campaigns in stores to optimize and improve the efficiency of food separation and donation processes. Strategic investments were also made to streamline the management and consolidation of food donation data.

6,538  
tons of food  
were donated in 2024

around  
26  
million additional  
meals



## Support during climate emergencies

Carrefour Brasil Group maintains a network of partners to provide joint response efforts for communities affected by climate-related disasters. The Group ensures the emergency distribution of food and supplies through partnerships with organizations.

In 2024, Carrefour Brasil Group mobilized to support victims of the floods in Rio Grande do Sul state, donating 500 tons of products, equivalent to 50,000 staple food hampers, including food, water and hygiene items.



The donations were distributed by the state's Civil Defense Agency and by the non-governmental organization Ação da Cidadania and other local social organizations in southern Brazil.

To prevent price gouging and ensure consumers could access essential goods at reasonable prices, Carrefour Brasil Group implemented a blanket price freeze across the state. The measure was valid from May 07 to 31, 2024, covering all the Group's banners in that state—Carrefour, Atacadão, Sam's Club and Nacional—and used May 1st as the price baseline.

Beyond direct donation of supplies, the company provided shelter for pets and, in partnership with Ação da Cidadania, made 15 stores in the state available as collection points for non-perishable food, hygiene kits and cleaning supplies.

Recognizing the need to support its own team, the company triggered an emergency plan to assist employees affected by the floods. This included: individual social assistance, donation of food and hygiene products, medical care via telemedicine, psychological support and guidance on public services available in the region.

## Mobilization and engagement

### World Food Day Campaign

On World Food Day, Carrefour Brasil Group reaffirmed its commitment to fighting hunger through a nationwide campaign to collect non-perishable food items, engaging customers, employees and communities.

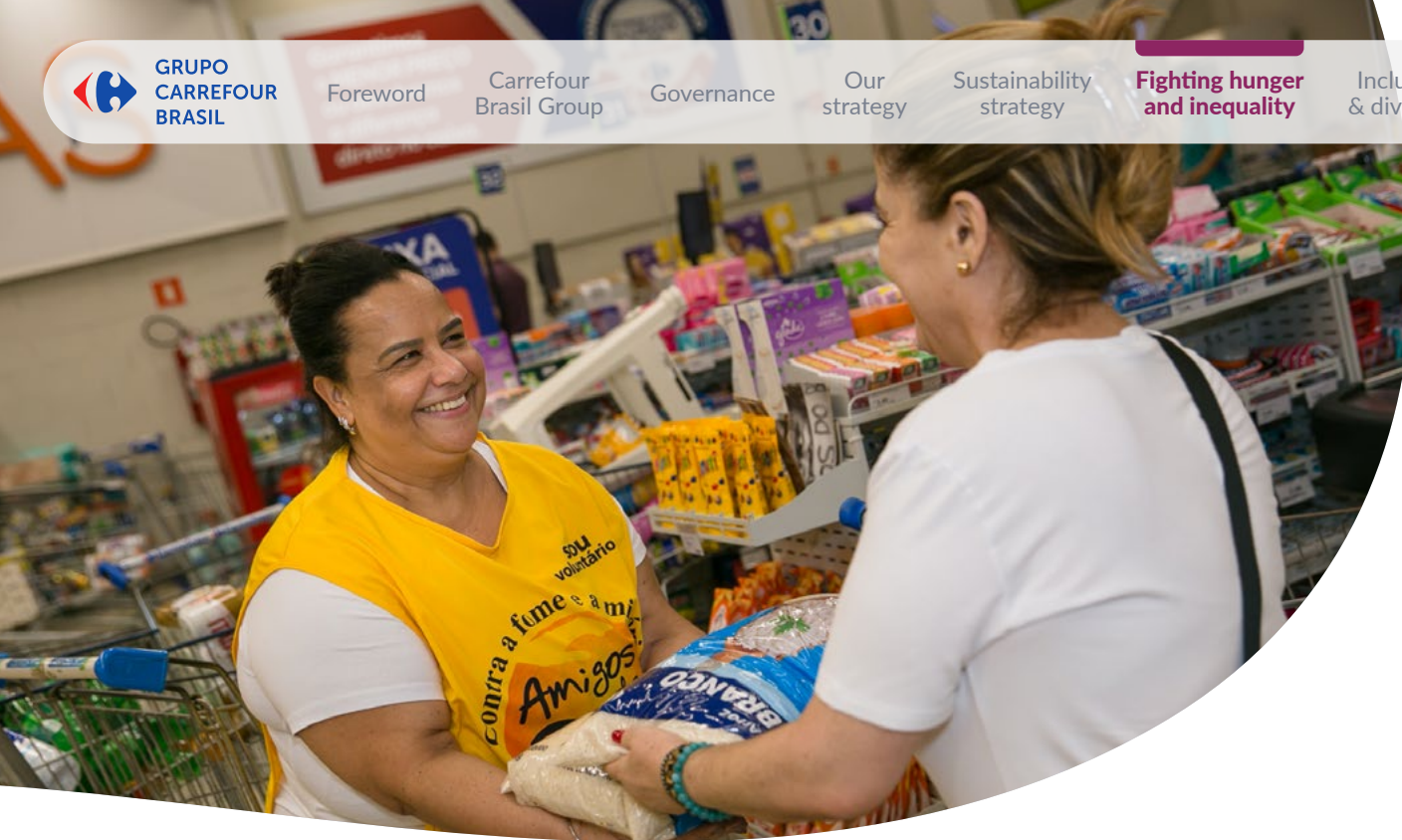
The 2<sup>nd</sup> edition of the campaign took place in October and involved 615 stores under the Carrefour Hiper, Carrefour Super, Sam's Club and Atacadão banners in multiple regions of the country. The food collected was distributed to socially vulnerable populations through partner organizations such as Ação da Cidadania, Sesc Mesa Brasil, Infineat and food banks.

This initiative underscores the importance of partnerships between companies and civil society organizations, highlighting the retail sector's role in building a more inclusive and compassionate society. The mobilization of Carrefour Brasil Group in 2024 reinforces the impact potential of collective actions in the fight against hunger.



**500 tons** of produce donated to the population affected by the floods in Rio Grande do Sul





### **Amigos do Bem (Friends for Good)**

Since 2013, Carrefour Brasil Group has partnered with Amigos do Bem, a nonprofit organization that supports 150,000 people in the semi-arid regions of Alagoas, Pernambuco and Ceará through initiatives focused on education, housing, healthcare and income generation, driving social transformation in Brazil's Northeast. Over the course of this collaboration, more than 3,000 tons of food have been collected through direct donations and in-store campaigns, encouraging customer participation. The Group also supports

income generation projects, such as artisanal cashew nut production, with proceeds contributing to the economic development of the supported communities.

One of the most recent milestones in this partnership took place in October 2024, when a joint food collection campaign in Carrefour Group stores resulted in 35 tons of food being donated, the equivalent of 3,500 basic food hampers, directly benefiting 14,000 people.



**“The partnership with Carrefour Brasil Group makes it possible to bring food security to thousands of families in extreme vulnerability across Brazil's Northeast.**

The sale of 100% solidarity products in the Group's stores generates jobs and income, fostering local economic development.”

#### **Alceu Caldeira**

Institutional Director of Amigos do Bem – São Paulo, SP



## Salvation Army

The partnership with the Salvation Army involves placing collection bins in Carrefour stores for the donation and collection of clothing, which is reused—helping to mitigate the environmental impact of sending textiles to landfills. In 2024, 114 tons of clothing were collected, avoiding the emission of 2,800 tons of carbon dioxide into the atmosphere. According to a study by the Polytechnic University of Catalonia (UPC), each kilogram of reused clothing represents a saving of 25 kilograms of CO<sub>2</sub>, by reducing the need to manufacture new textile materials and avoiding waste that would otherwise generate emissions.

## Meu Carrefour Program (cashback)

The Meu Carrefour Cashback Program was launched in April 2024, replacing the former "Minhas Recompensas" program (My Rewards). With this program, purchases generate credits that can be converted into discount vouchers for use in physical stores, e-commerce, fuel stations and pharmacies, or can be donated to social organizations supported by Carrefour Brasil Group, such as: Ação da Cidadania, which has been fighting hunger for 30 years and Fundação Amazônia Sustentável (FAS), focused on Amazon conservation and sustainable development. Since 2021, over 111,000 customers have participated in donation initiatives through these programs.

## Implementation of soup kitchens

Another pillar of the food insecurity strategy is the support for the creation and maintenance of soup kitchens, which provide free, high-quality meals to social vulnerable populations facing food and nutritional insecurity. Carrefour Brasil Group currently supports the implementation of four soup kitchens, in partnership with Ação da Cidadania and Gastromotiva, located in: São Paulo (SP), Salvador (BA) and Fortaleza (CE).

### Gastromotiva

This organization promotes gastronomy as a tool for social transformation. The partnership supports hunger relief and food security projects, including a soup kitchen that serves an average of 2,125 meals to people in socially vulnerable situations.

### Ação Cidadania

In partnership with Carrefour Brasil Group, three soup kitchens have opened: two in Fortaleza (CE) and one in Salvador (BA). Over a period of seven months, 48,300 meals were distributed to people in extreme vulnerability. In addition to providing free meals, the soup kitchens help strengthen support networks and create positive impact within local communities.



**"After the project was implemented, many of the women who participated gained financial independence**

and some no longer need to prepare and sell meals to supplement their income, as they now support their families through what they produce."

**Mara Zenilce de Freitas Souza**

Representative of the "AMBJUNIDAS" Soup Kitchen, located in Bom Jardim, Fortaleza – CE.



**“The Cozinhas & Infâncias training helped me deepen my knowledge about food, its history and the recipes we practiced.**

I was also very proud of my role—being able to participate in this competition and apply our project at school. I noticed that the children became more involved with food preparation and the taste of real ingredients.”

**Isabel Cristina da Silva**

Cook at Emei Helena Lopes Santana da Silva in Guaianases and one of the winners of the kitchen classrooms contest.



### **Food education and nutritional quality**

Access to food must also ensure the nutritional quality of what is offered to people experiencing food insecurity. To that end, Carrefour Brasil Group invests in educational projects aimed at promoting healthy and inclusive eating habits, with a focus on local products and using root-to-stem cooking.

#### **Instituto Comida e Cultura (ICC)**

In 2022, with the support of Carrefour Brasil Group, Instituto Comida e Cultura launched the pilot program Cozinhas & Infâncias in five schools—both public and private—in the city of São Paulo. The program’s success led to its expansion into the municipal early childhood education system, providing training to 590 educators. The initiative continues to catalyze public policy discussions on food education in public schools.

A key milestone in 2024 was the award ceremony held in partnership with the State Education Department during the 7<sup>th</sup> São Paulo Education Congress: Connecting Knowledge to Practice. Around 4,000 public school educators attended the event along with officials from the Education Department, to recognize food education projects developed by teachers and school cooks involved in the program. The central theme was the promotion of “kitchen classrooms” as new tools for food education.

A total of 83 projects were submitted across five categories: Food and Health, Food and Socio-biodiversity, Food and Climate Challenges, Food, Ancestry and Anti-racist Education and Food, Memory and Affection.

#### **Imaflora – School Cook Training Project**

In 2024, Carrefour Brasil Group supported Imaflora, a nonprofit association that promotes the sustainable use of natural resources, in a training project carried out in partnership with the municipal education departments of Oriximiná and São Félix do Xingu (Pará). The initiative strengthened school cafeteria teams by training 100 cooks and offering workshops on using wholefoods and food autonomy, aligned with Brazil’s National School Meals Program (PNAE). The training combined theory and practice, highlighting regional ingredients and promoting tailored food solutions for local communities.



# Multisectoral collaboration

Multi-sectoral collaboration between the private sector, government and NGOs has proven essential in fighting hunger in Brazil. Carrefour Brasil Group stands out here through strategic partnerships with initiatives such as Everyone at the Table and the Pact against Hunger, reinforcing its commitment to addressing complex challenges like hunger, food insecurity and food waste.



**Strategic Partnerships** are established to **address complex challenges** such as hunger and food insecurity

## Pact against Hunger

Since 2023, Carrefour Brasil Group has been a signatory of the Pact against Hunger—a multisector initiative that mobilizes government, the tertiary sector, civil society and businesses to eradicate hunger, promote food security and reduce food waste in Brazil. Spearheaded by economist Geyze Diniz, the movement aims to eradicate hunger by 2030 and ensure that all people are well-nourished by 2040.

## Everyone at the Table

Everyone at the Table is an initiative that tackles food waste and food insecurity in Brazil by connecting companies, institutions and social organizations. The project collects surplus edible food from supermarkets, restaurants and manufacturers and delivers it to social organizations serving vulnerable populations. This model nurtures solidarity and sustainability by reducing waste and expanding access to food for those most in need.

In addition to distributing food, Everyone at the Table raises public awareness about responsible consumption and root-to-stem cooking. Through educational actions and campaigns—it supports a more just and sustainable food system with benefits for both present and future generations.





# Creating jobs and income

Job creation and income generation are essential pillars in the fight against hunger and social inequality in Brazil. On this front, Carrefour Brasil Group is committed to initiatives that create job opportunities, encourage entrepreneurship and promote professional training for young people and adults. Through structural actions, the company aims to ameliorate food insecurity and offer individuals and communities a path to financial independence.

## Escola Social do Varejo

Created in 2010, Escola Social do Varejo (ESV) trains and inserts young people aged 17 to 24 into the labor market. With 300 hours of training, the program covers personal development, retail relations, technology and hands-on experience within Carrefour Brasil Group's operations. Beyond classroom learning, students engage directly with store teams, gaining real-world experience in the retail environment. To date, the initiative has benefited 13,000 young people, with 8,000 placed in the formal job market. In 2024, the project supported 716 young people and helped 335 of them enter the workforce in Bahia, Pernambuco, Rio de Janeiro and São Paulo.

**“Taking part in Escola Social do Varejo (ESV) transformed the way I face challenges and build my life project.”**

The project was essential to my development, giving me valuable insights into the workplace and the company's departments.”

**Luiza Santos Vila Nova**

Employee at Sam's Club



## Ministry of Social Development

Since March 2023, Carrefour Brasil Group and the Ministry of Social Development, Family and the Fight Against Hunger (MDS) have maintained a partnership to create jobs and income for beneficiaries of the CadÚnico and Bolsa Família programs. With a goal of 10,000 hires by 2025, the initiative has already exceeded expectations: by December 2024, 53,000 people had been hired—five times the original goal—highlighting the program's significant impact.

**“I always dreamed of getting my first formal job and I made it happen at Atacadão.”**

I was so happy for the opportunity—because I almost didn't make it—and the emotion was overwhelming. People told me to stay positive. After getting the job through the partnership, my self-esteem soared and I became more confident. We can make our dreams come true—and I achieved my goal.”

**Jackeline Dutra**

36, shelf stocker and former Bolsa Família recipient



Gastronomia periférica

Gastronomia Periférica offers training in Cooking, Entrepreneurship and Professional Kitchen skills, targeting vulnerable communities, especially Black individuals and women. Between 2020 and 2023, 1,624 students were trained and in 2024, the partnership enabled training for an additional 685 students, creating new socioeconomic inclusion opportunities.



“The project gave me the tools to progress from a cook to an entrepreneur. It allowed me to create my own menu and establish my brand.

The support was essential—it gave me opportunities and made learning easier.”

Jeanne Ribeiro  
Student in the Gastronomia Periférica program



Instituto Proa

The Proprofissão program, supported by Carrefour Brasil Group, provided Java programming and socioemotional skills training to 53 Black and mixed-race young people aged 17 to 22, preparing them for the job market. The course included 440 hours of training, certified by Instituto Proa and Senac and featured: mock interviews, visits to tech companies and cultural activities. In September 2024, students visited Carrefour Brasil Group’s headquarters, participating in talks and networking with company leaders. The program also includes three years of career support post graduation. Of the 53 young people supported by Carrefour Brasil Group, 26 (49%) are already gainfully employed.

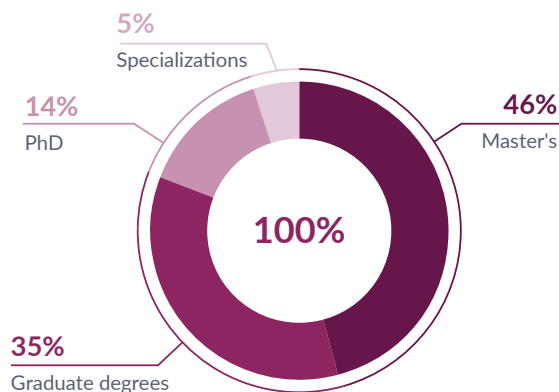


## Study Scholarship Program\*

As part of its agenda to fight inequality and promote affirmative action, in 2023 Carrefour Brasil Group launched a Scholarship and Student Retention Program aimed exclusively at Black individuals across the country. The initiative covers various levels of higher education, including undergraduate, specialization, master's and doctoral programs, ensuring full coverage of the academic journey for selected participants.

As of December 31, 2024, a total of 1,007 scholarships had been granted, distributed across 445 courses at 90 higher education institutions. To date, 125 students have completed their programs, including: 25 undergraduate degrees, 18 specializations, 80 master's degrees and 2 doctoral degrees.

In numbers: R\$ 68 million was allocated, as follows:



\* Project related to the TAC.



## “The Carrefour Scholarship and Retention Program was a life-changing opportunity.

It allowed me to focus on my Master's degree at the Federal University of ABC without the stress of balancing work and study. Beyond financial support, the scholarship boosted my confidence to overcome the barriers of structural racism and lack of opportunity. This impact goes beyond academics—I'll become a role model for other young Black individuals facing similar challenges.”

### Davidson Luis Onório

Scholarship recipient in the Master's program in Nanosciences and Advanced Materials

## Fundação Gol de Letra

Since 2023, Carrefour Brasil Group and Fundação Gol de Letra have ramped up their partnership to promote youth employability and productive inclusion. Founded by ex footballer Raí Oliveira over 25 years ago, the organization has supported more than 27,000 children and adolescents in situations of vulnerability. The *Avança Juventudes* program develops technical and life skills for youth and adults in Vila Albertina, São Paulo, through

professional training in baking and confectionery. The training includes both theoretical and practical components, covering: entrepreneurship and business management, food hygiene and safety. Participants are prepared for the job market or to start their own businesses, promoting social inclusion, income generation and life transformation through education.

## “Today, we consider Carrefour our main partner for the ‘Youth Program,’ which mobilizes such an important part of the community,

it's also our most challenging and therefore most important program—one that will bring us great pride in a short amount of time.”

### Sostenes de Oliveira

General Director, Fundação Gol de Letra





# Supply chain inclusion

## Floresta Faz Bem

In March 2024, Carrefour Brasil Group launched "Floresta Faz Bem", the first national initiative to support the sale of products made by Indigenous peoples and traditional communities, including groups such as Uruará, Cacaure de Mocajuba and riverside communities in the Terra do Meio Network. Aligned with the Group's commitment to migrate food systems toward a more regenerative and inclusive model, the program provides: a platform for local producers, support with registration and logistics and commercial adaptation to scale their businesses. The initiative helps strengthen socio-biodiversity in Brazil and empower traditional communities (more information on this program is available in the ["Forest Strategy"](#) chapter (p. 126).

## Afro-entrepreneurship

Carrefour Brasil Group has stood out for its initiatives promoting racial equity and strengthening Afro-entrepreneurship in the country. In 2024, the Company advanced its program dedicated to Black entrepreneurs by providing mentorship and outreach for Black-owned supplier businesses, supporting their development and facilitating the exchange of knowledge among participants. This helped expand opportunities and strengthen Black entrepreneurship in Brazil, while also easing the process of contract formalization and product integration into stores. The initiative also boosted the procurement of services from Black-led businesses, reinforcing the Group's commitment to diversity and equity.

Throughout 2024, 16 Black entrepreneurs had 83 products available on Carrefour Group store shelves, resulting in R\$ 1 million in sales.

## Producers Club

Carrefour Brasil Group fuels sustainable development by integrating local producers into its supply chain, supporting regional economies and offering fresher products to customers. The Producers Club program aims to provide access, foster and develop food production by small local growers, helping to make essential food basket items—especially fresh, organic, minimally processed and regional food products—more accessible in all regions of the country.

The Producers Club, created in Rio Grande do Sul, is now present in 13 states and the Federal District, bringing together 90 suppliers aligned with sustainability criteria. This initiative ensures that products available in hypermarkets meet market demands and consumer expectations for healthier and more sustainable options.



### For consumers

- Greater variety of regional produce
- Access to nutritious food
- Appreciation of local production
- Cultural connection through food



### For growers

- Entry into the formal market
- Economic development
- Income generation



### For the regional economy

- Strengthening local production chains
- Creating jobs and income
- Sustainable development



## Fostering entrepreneurship and strengthening production

Entrepreneurship plays a fundamental role in Brazil's economic and social development. According to the Business Map Bulletin (1<sup>st</sup> quarter 2024) published by the Ministry of Entrepreneurship and Small Enterprises, Brazil registered 14,563,948 active individual entrepreneurs, including microentrepreneurs (MEIs).

Micro and small enterprises (MSEs) represent approximately 99% of all businesses in Brazil, are responsible for around 62% of jobs and contribute 27% to the national Gross Domestic Product (GDP).

However, many individuals face significant barriers to succeed in their businesses, due to either limited access to resources and training or opportunities. Recognizing this challenge, Carrefour Brasil Group has invested in initiatives that strengthen entrepreneurship and boost productivity, aiming to expand economic and social impact by creating pathways for inclusion and sustainable growth.

### Vale do Dendê\*

In 2024, Carrefour Brasil Group supported the "Chefs da Gastronomia" program, led by the organization Vale do Dendê, in Salvador (Bahia). The initiative trained 20 female leaders, all Black or mixed-race. The program included: business acceleration with mentorship and seed funding, renovation of a social coworking space for networking and A Business Fair that brought together 300 participants.



Micro and small enterprises are **essential** to economic development and represent 99% of all businesses in Brazil.

Business Map Bulletin available on the [site](#).

### Fábrica Cultural

Since 2021, Carrefour Brasil Group has supported the Acelera Iaô program, led by Fábrica Cultural, to promote Afro-entrepreneurship in Bahia through business training and fast-tracking in the areas of gastronomy, handicrafts and creative industries. The initiative has already benefited 3,000 Black entrepreneurs, generating significant impact on the local creative economy. Each year, 300 businesses participate in the program and ten of them receive R\$ 10,000 in seed capital. The project also indirectly strengthens an additional 1,550 businesses, generating social and economic impacts in the region.

In 2024, support from Carrefour Brasil Group allowed Acelera Iaô to scale up its results with:

- Training for 400 Black entrepreneurs across two cycles of Iaô Labs, totaling 740 hours of specialized mentoring
- Acceleration of 40 creative businesses, including 20 prepared for retail integration
- Grants awarded to 10 entrepreneurs, each receiving R\$ 10,000 in seed capital
- Free communication services and workstations offered at the Espaço de Criação (Creation Space)
- Hosting of Mercado Iaô, a multicultural event that connects entrepreneurs to new markets and boosts visibility across the ecosystem.

**“The Acelera Iaô project was essential to the growth of CD Bar Churrasquinho, providing valuable knowledge for more efficient management—especially in the financial area.**

With the support of Carrefour Brasil Group, we were able to expand our brand and strengthen our Black-owned business. This partnership transforms lives, strengthens businesses and evinces our ancestry.”

**Uebson dos Santos Carvalho**

From CD Bar Churrasquinho, award winner in 2024 in the food sector





**“Acelera Ião helped me see my potential as a Black female entrepreneur and the scalability of my business.**

The knowledge I gained has guided practical changes and the seed investment was a turning point—allowing me to expand my team, acquire new equipment and invest in production. During my pregnancy, this support was essential to keep the brand growing and to launch new collections.”

**Viviane Cruz**

From Visto Afrodite, award winner in 2024 in the fashion segment

## Novo Sertão

In 2024, Instituto Novo Sertão launched a project to fight food insecurity and promote productive inclusion in Betânia do Piauí, a municipality with a low Human Development Index (HDI 0.49). The initiative supports 35 rural families, 80% of them women, by creating productive backyard gardens for growing organic food. The project offers technical training and ongoing expert support, enabling families to strengthen their food security and generate income by selling surplus produce at local markets.

## Commerce with Identity

Led by the NGO Koinonia, the Commerce with Identity project supports agricultural and artisanal production in 20 quilombola communities—ten in Rio de Janeiro and ten in Bahia. The initiative promotes the production of healthy foods and traditional crafts, while celebrating cultural identity and ancestral knowledge.

It also invests in professional training for producers and encourages productive exchanges, increasing access to markets and income opportunities. In doing so, the project supports socioeconomic development and strengthens the autonomy of quilombola communities.



# Tax-deductible social and cultural investment

Carrefour Brasil Group's support for social projects via tax incentives aims to bolster the commitment to fostering culture, sports and protecting the fundamental rights of children, adolescents and the elderly and social assistance. Investments are directed toward projects aligned with the Group's strategic pillars for social impact.

## Investment in 2024

Topic	Number of projects	Amount (R\$)
Culture	6	2,399,000
Sports	4	1,640,864
Infancy	2	720,432
Elderly	3	720,432
Health	1	345,000
TOTAL	16	5,825,729



Learn more about the incentivized funding process on the Group's [site](#).



# Community engagement and support for vulnerable groups around stores

Carrefour Brasil Group has been implementing a systemic strategy to combat hunger and social inequality, conducting ongoing food donation efforts for people experiencing vulnerability and food insecurity, while also promoting initiatives focused on training and workforce inclusion. With a strong presence across cities and states in Brazil, the Group understands its responsibility to surrounding communities near its stores.

Rising social inequality and poverty, particularly in major urban centers, has significantly pushed up the number of people experiencing homelessness and vulnerability, including beggars, children and others who seek out Carrefour locations for food, hygiene products, diapers, shelter and support. The needs of these groups are complex and multifaceted. The Group has therefore established a human-centered engagement strategy to provide social support and facilitate access to government social assistance networks,

creating new perspectives and pathways to greater inclusion, always aligned with Brazil's national social assistance policy.

## Social workers

The Social Assistance Program at Carrefour Brasil Group locations was created to deploy social workers in stores, offering direct support to people in vulnerable situations in the areas surrounding the stores. In 2024, a total of 134 social service interactions were carried out by six social workers across six store units, resulting in 48 referrals to public services. The initiative's goals include offering care, social support and referral services to people in vulnerable situations through Brazil's public assistance networks.

## Goals of our Social Welfare Program



### Qualified and responsible engagement

With social workers present at Carrefour locations, the Group is able to provide responsible and skilled support to people in socially vulnerable situations accessing stores.



### Tension reduction

Reduce tension, conflicts, fragilities, and physical and verbal altercations between employees, customers and vulnerable individuals.



### Care, social assistance and referrals

Collaborating with public agencies to ensure those receiving care in Carrefour stores are referred to the services they need.



### Institutional protocol development

The Group is developing and implementing institutional protocols to address social issues and strengthen bonds with communities surrounding its stores.



### Better experience for customers and employees

Provide a better in-store customer experience and a safer environment for employees.



### **Associação Obras Sociais Irmã Dulce**

Carrefour Brasil Group reaffirms its commitment to inclusion and social support through initiatives that strengthen community relationships. To this end, the Group forges partnerships and develops initiatives tailored to local realities and specific community needs. In 2024, a pilot project on Conflict Mediation and Nonviolent Communication was launched in Bahia, in partnership with Pallas Atena, training store employees to communicate more effectively with vulnerable populations and to reduce tensions within stores. The Group also expanded partnerships with institutions such as Associação Obras Sociais Irmã Dulce, a well-respected organization that has provided free care for over 65 years, reaching 3 million people annually in Bahia. Support for the institution, initiated in 2024 and to be executed in 2025, will go toward expanding oncology services at Hospital Santo Antônio, including the purchase of a linear accelerator for radiotherapy.

### **SP Invisível**

In 2024, Carrefour Brasil Group began a partnership with SP Invisível, an organization that provides social support to people experiencing homelessness, offering meals and hygiene kits. Carrefour Brasil Group's support is expected to benefit approximately 36,000 people throughout 2025.

### **Instituto Ruas**

Instituto Ruas supports vulnerable populations, especially in downtown São Paulo, combining food assistance, job training and health consultations. Carrefour Brasil Group's support is expected to benefit around 10,000 people in 2025.

# Diversity and inclusion

GRI 3-3

PROMOTING EQUALITY  
OUR TEAM  
ATTRACTING, VALUING AND RETAINING TALENT  
OCCUPATIONAL SAFETY  
TRAINING AND DEVELOPMENT  
COMBATING RACISM  
FOSTERING GENDER EQUITY  
INCLUSION FOR PEOPLE WITH DISABILITIES



GRUPO  
CARREFOUR  
BRASIL



# Promote equality

Creating a diverse, accessible and inclusive workplace is a core commitment of Carrefour Brasil Group and is instilled in its organizational culture. To fulfill this commitment, the company invests in initiatives that promote equal opportunities and increase the representation of women, Black professionals and people with disabilities, with a strong focus on leadership roles.

Key actions in 2024 included: racial literacy training, featuring new learning modules, mandatory programs on moral and sexual harassment, aligned with corporate guidelines on respect and equity. A review of internal policies related to the prevention and response to gender-based violence and discussions on parenthood, aimed at updating maternity and paternity policies. These initiatives are aligned with the Group's strategic i4Cs pillars, which inform all practices of inclusion and cooperation.



## CENSO 2024

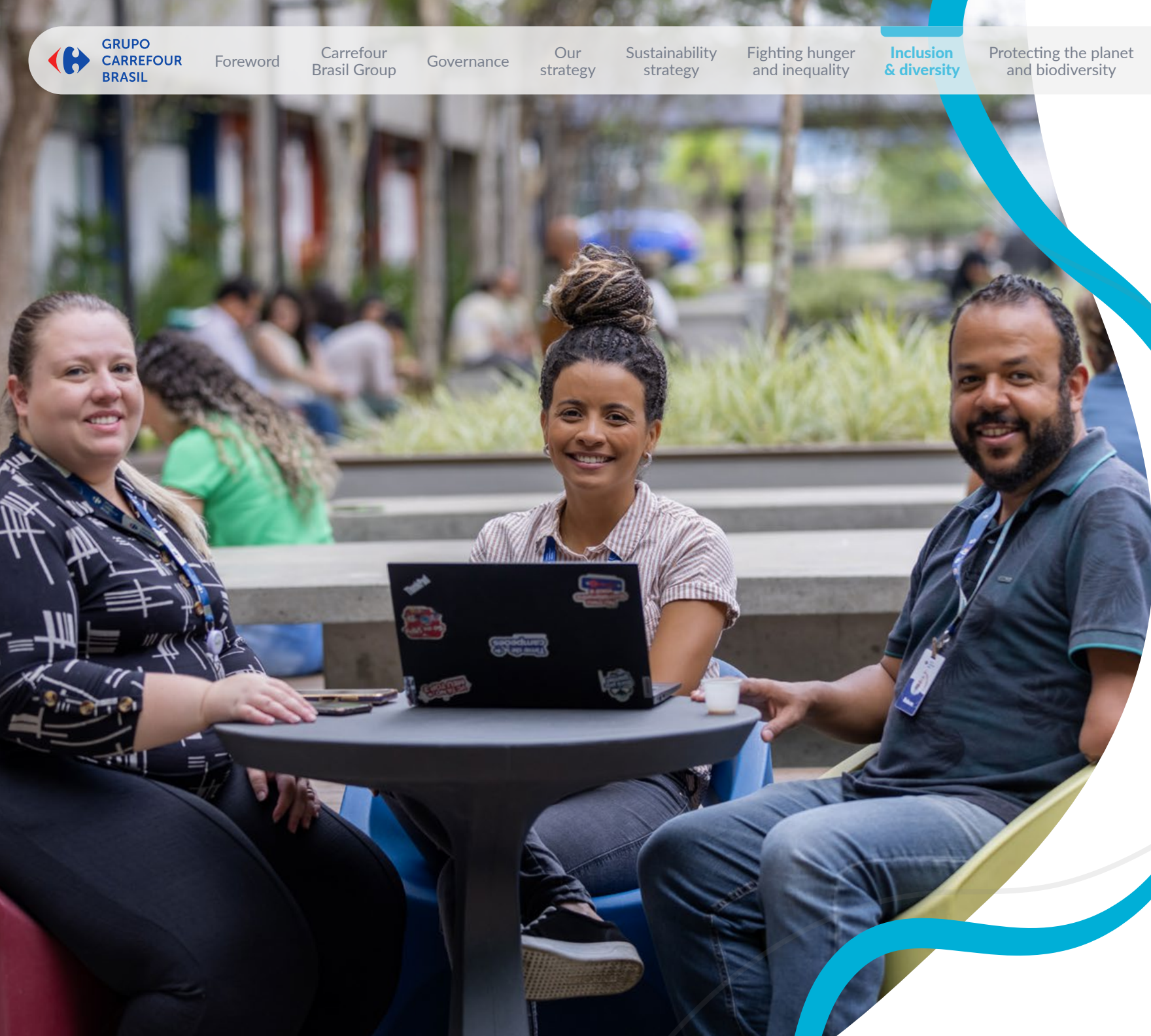
In September 2024, Carrefour Brasil Group began updating its employee records in line with e-Social requirements and the Corporate Census. This initiative aimed to ascertain the socioeconomic profile of employees, identify needs and disparities and support the design of a more inclusive and welcoming employee journey.

Based on this data—and aligned with the Group's commitments to inclusion and diversity—action plans will be developed in 2025 with an intersectional approach, including specific strategies for underrepresented groups such as people with disabilities, women and Black professionals.

The Group also reviewed internal policies related to diversity, parenthood and support for individuals facing violence. These efforts reinforce the company's commitment to fostering an equitable, safe and respectful workplace for everyone.



70% participation rate,  
amounting to **more than  
80,000** replies



# Our team

Recognized as one of the largest private employers in Brazil and a leader in the country's retail sector, Carrefour Brasil Group stands out for its organizational development structure. With a workforce larger than the population of many Brazilian cities, the company has implemented comprehensive and structured practices for recruiting, developing and retaining talent.

Its recruitment process adopts policies that foster diversity and inclusion, ensuring equal opportunity for all candidates. Once onboarded, employees have access to structured professional development programs.



For more information on race and ethnicity, see the [disclosures table](#) on page 178.

Percentage of employees by region in 2024<sup>12</sup> GRI 2-7

By gender

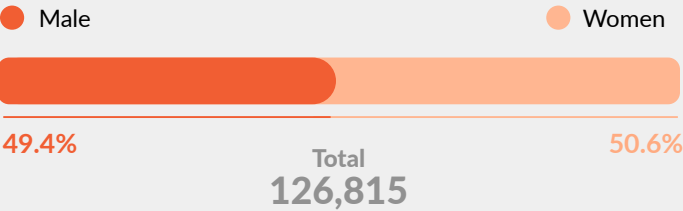
NORTH  
51.7% 48.3%

NORTHEAST  
52.9% 47.1%

MIDWEST  
47% 53%

SOUTHEAST  
45.4% 54.6%

SOUTH  
49% 51%



By race/ethnic origin

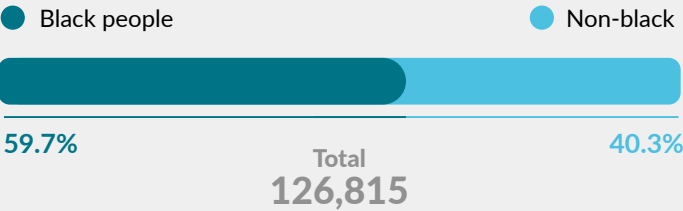
NORTH  
80% 20%

NORTHEAST  
74% 26%

MIDWEST  
71% 29%

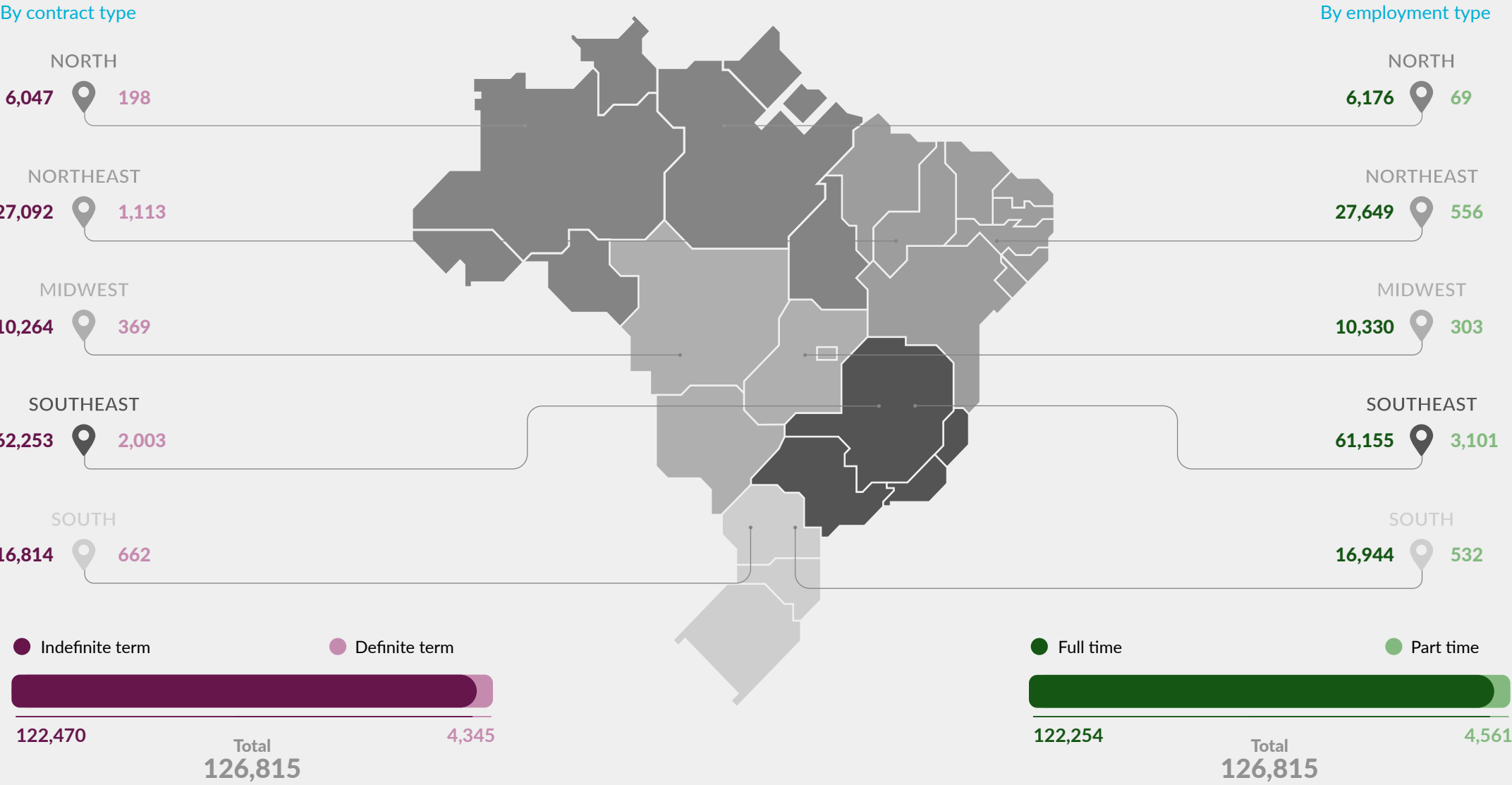
SOUTHEAST  
56% 44%

SOUTH  
37% 63%



<sup>1</sup> To calculate the fixed-term indicator, positions such as apprentice, trainee and intern were counted, as these roles involve contracts with a start and end date.  
<sup>2</sup> Data from previous years is unavailable for the breakdowns presented.

Workforce by region 2024<sup>12</sup> GRI 2-7

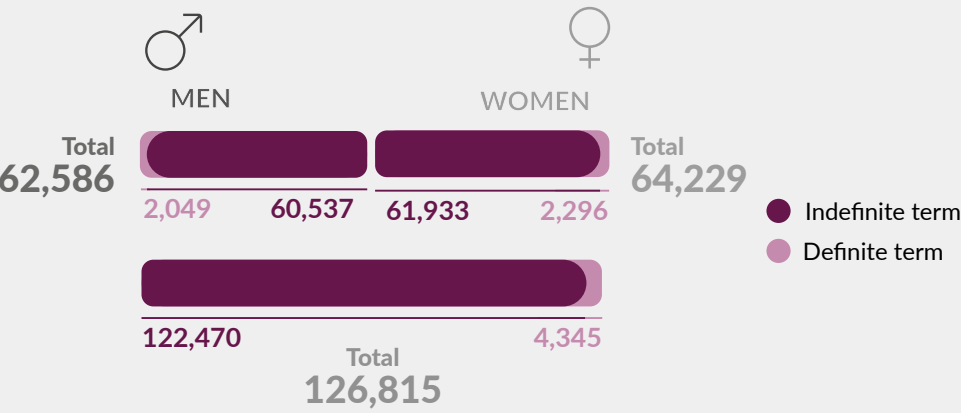


<sup>1</sup> To calculate the fixed-term indicator, positions such as apprentice, trainee and intern were counted, as these roles involve contracts with a start and end date.

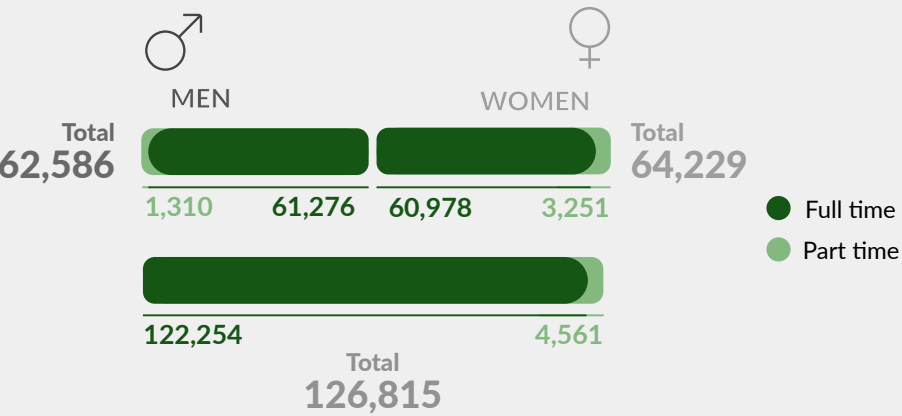
<sup>2</sup> Data from previous years is unavailable for the breakdowns presented.

Workforce by gender in 2024<sup>1</sup> GRI 2-7

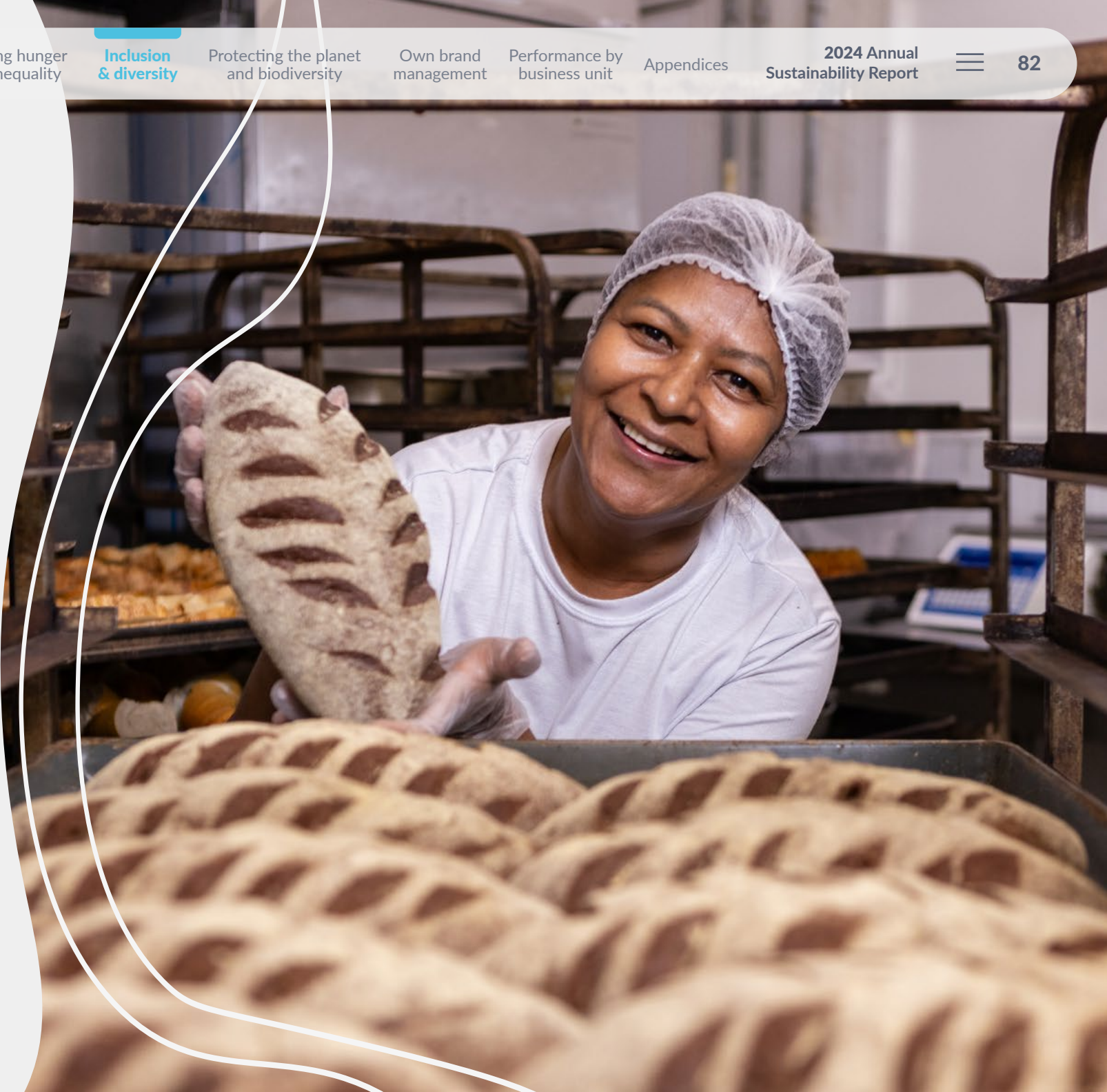
By contract type



By employment type



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





# Attracting, valuing and retaining talents

GRI 3-3

In the dynamic landscape of Brazilian retail, talent attraction, recognition and retention have become crucial pillars for organizational success. Known as one of the largest private employers in the country, with approximately 130,000 employees, Carrefour Brasil Group adopts strategies to remain competitive and relevant in the market. The Group is committed to fostering an inclusive and diverse workplace, promoting the representation of underrepresented groups and ensuring equal opportunities for all.

In addition, the company has expedited the digitalization of its Human Resources processes, positively impacting every stage of the employee journey, from hiring to continuous development. This digital transformation fosters a more agile and efficient organizational culture, supporting long-term talent retention.



## Top Employer 2024

For the second time in as many years, Carrefour Brasil Group earned the Top Employer certification, a recognition of the company's adherence to the highest standards in people management, compliance and governance. This attests to the excellence of its HR practices, employee management and development processes across the Group.

# More Inclusive Hiring

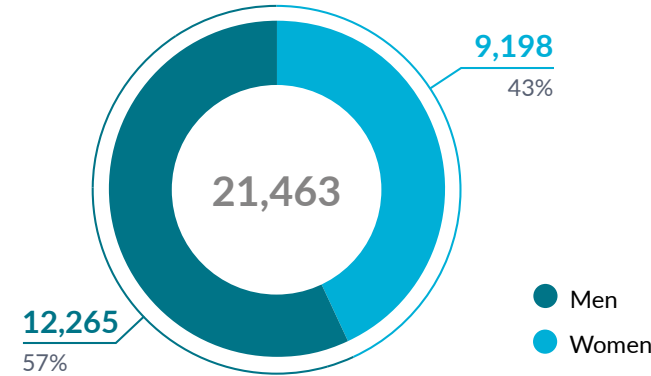
Diversity and inclusion are core pillars in talent attraction. Carrefour Brasil Group promotes affirmative job openings, prioritizing underrepresented groups, including women, Black individuals, LGBTQIA+ people, people with disabilities and refugees, to cultivate a more representative and inclusive workplace. In 2024, the partnership between the Inclusion and Recruitment teams led to the development of the Recruitment Pocket Guide, offering guidance on the hiring and retention of professionals with disabilities, ensuring that the process meets this group's specific needs. The company also participates in job fairs and targeted events to attract talent from diverse communities.

## Internal Talent Recruitment

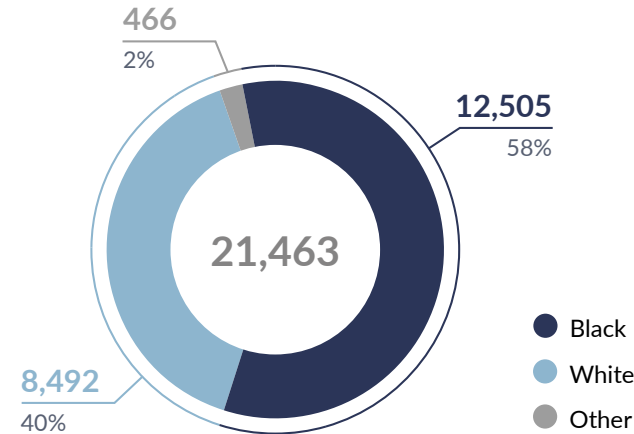
Embracing differences enriches the workplace, spurring innovation and collaboration. As part of this commitment, the company implements internal recruitment strategies to drive career growth and retain talent. With transparent and inclusive processes, the initiative supports professional development and includes training programs to ensure selected candidates are prepared for new challenges.

### Promotions and merits in 2024

By gender



By race/ethnic origin



## Rebuilding the future Rio Grande do Sul

Carrefour Brasil Group launched the “Reconstruindo o Futuro RS” (Rebuilding the Future RS) program in partnership with job platform Infojobs. The initiative aims to streamline recruitment and hiring processes in Rio Grande do Sul state, especially following the floods that devastated the region in May 2024. With around 100 stores and 10,000 employees in the state, Carrefour had eight stores impacted by the floods in the cities of São Leopoldo, Canoas and Porto Alegre. To support its local workforce, Carrefour Group implemented emergency measures such as the advance payment of the 13<sup>th</sup> salary and vacations, along with the distribution of basic supplies. The Rebuilding the Future RS program has already yielded more than 26,000 job opportunities, with approximately 496,000 applicants and 828 confirmed hires made by the initiative in two months, of whom 528 were hired by Carrefour and 300 by other companies.

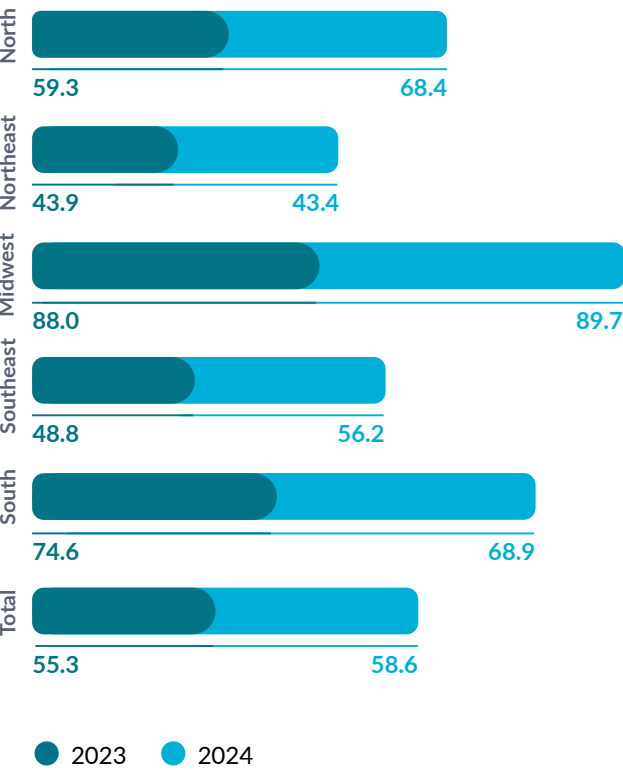
### Talent retention and turnover

The Group's turnover data are analyzed monthly to establish action plans to prevent the early departure of employees. In the continuous pursuit of improved rates, the onboarding experience was enhanced, and the Journey of Experience survey was implemented, conducted 7, 30, and 75 days after hiring.

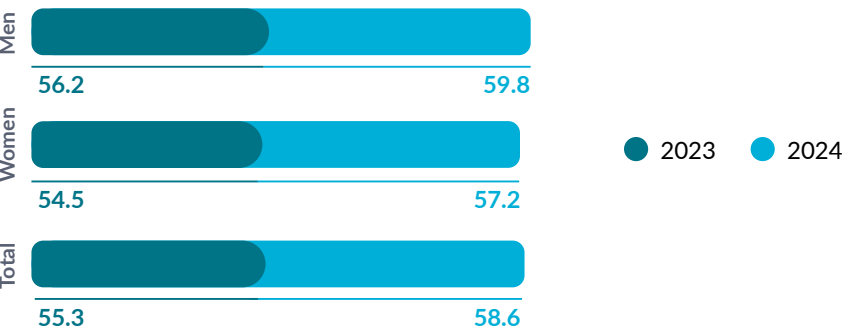


#### Turnover rate

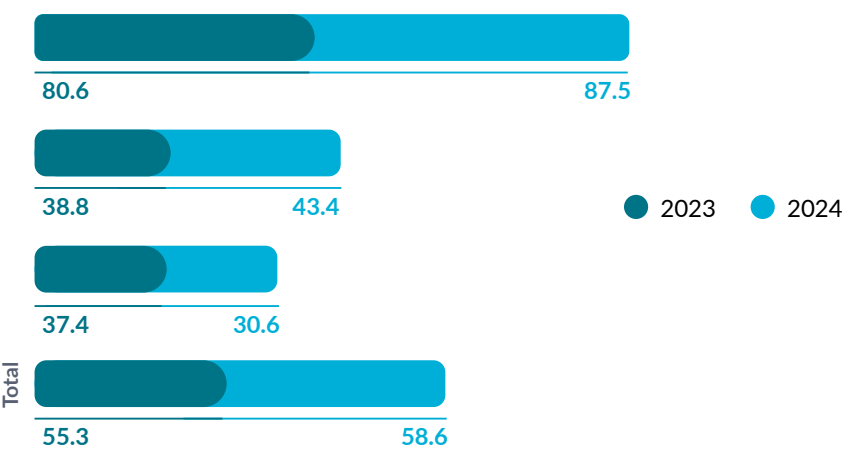
##### By region



##### By gender



##### By age group





# Performance assessment GRI 404-3

Carrefour Brasil Group conducts an annual performance assessment cycle for its employees, using a methodology aligned with the Group's global competencies. Each year, all employees eligible for the process are required to define their Individual Development Plan together with their direct manager, based on the Group's 4 Cs culture. The cycle was structured into four major steps: Assessment, People Committee, Feedback and Individual Development Plan and Ongoing Development. Performance assessments are conducted by leaders and reviewed in calibration committees to ensure fair and consistent criteria.

A key differentiator is the potential assessment, which evaluates an employee's proactiveness, ambition and ability to actively seek challenges and deliver exceptional results. Based on the Performance and Potential Matrix (5Box), this approach enables the company to identify diverse talent and ensure equal development opportunities, regardless of gender, race, sexual orientation or age. The results are organized into a proprietary matrix developed by the Group, guiding individualized development plans and the

definition of goals for the next assessment cycle, bolstering the commitment to an inclusive and collaborative workplace.

In addition to their Individual Development Plans (IDPs), Carrefour Brasil Group employees and their managers also define the annual bonus targets, which are aligned with the company's overall economic and organizational performance. This approach recognizes individual contributions and ensures merit-based rewards in line with the results achieved.

99%  
of the eligible  
population was  
assessed in 2024

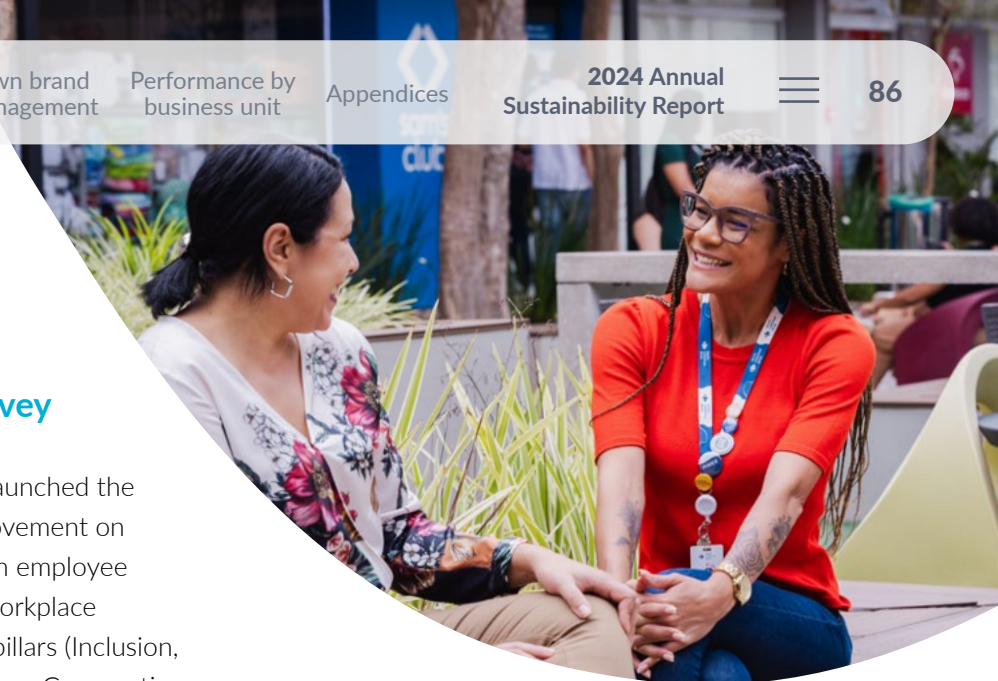
## Workplace employee survey

In 2024, Carrefour Brasil Group launched the Always Together Survey, an improvement on previous editions, now focused on employee engagement and improving the workplace environment. Based on the i4Cs pillars (Inclusion, Customers, Commitment to Change, Cooperation and Courage), the survey listens to and involves employees in building a more inclusive and collaborative workplace. With a 91% participation rate, the initiative ramps up the company's commitment to transparency and open dialog, serving as a springboard for actions that enhance employee satisfaction, well-being and engagement.

77%  
approval in  
workplace employee survey

## Compensation Practices

Carrefour Brasil Group enshrines its commitment to diversity, inclusion and equity in its compensation and benefits practices, ensuring fair and competitive salaries, regardless of gender, race or any other identity marker. All operations comply with local minimum wage regulations and industry-specific collective agreements, with 100% of employees covered by collective bargaining agreements or conventions. The company monitors union negotiations to ensure adjustments in line with inflation and is continually working to eliminate unjustified pay gaps. Internal pay gaps by gender are mostly below 10% and are justified by differences in seniority and professional experience.





## Benefits GRI 401-2, 403-3, 403-6

Ensuring employee well-being is a top priority and the company provides an extensive social and healthcare support network at no additional cost for employees and their dependents.

The corporate campus in Barueri (SP) was designed to offer a modern and functional workplace, featuring comprehensive infrastructure, including dining areas, wellness and relaxation spaces, a gym, running track, Carrefour Express and Sam's Club store formats, parking and shuttle services. The campus was designed to provide comfort, quality of life and a balance between personal and professional lives.

The company also participates in the Corporate Citizenship program, extending maternal leave from 120 to 180 days, and paternal leave from 5 to 20 days.

The Bem Gestar program provides expectant mothers with support throughout the pregnancy term, including educational initiatives and exemption from fees for prenatal exams and consultations.

### Bem Sentir Program

Created to promote mental health, the program offers informational materials, interactive talks, webinars and guided weekly meditation sessions.

### Employee Assistance Program (PAC)

Provides specialized support for employees and their families, including psychological and social counseling, financial and legal guidance, and support in sensitive situations such as personal crises and substance dependency.

### Medical Assistance

The healthcare plan includes telepsychology services and all other coverages required by the National Supplementary Health Agency (ANS), with a focus on comprehensive care. Employees also have access to discounts on medications and in-person psychological support at Espaço Saúde, on onsite clinic.

### Live Well Program

Focused on quality of life, the program is structured around three essential pillars:



#### Health

Encourages a balanced lifestyle by offering benefits related to healthy eating, physical activity and overall well-being.



#### Balance

Focuses on personal development, with initiatives addressing emotional health, financial education and a healthy balance between work and pleasure.



#### Social

Cultivates a more collaborative and healthy environment, offering benefits related to entertainment, leisure and the building of positive interpersonal connections.



In 2024, the company launched a Pregnancy and Responsible Parenthood course on its digital training platform, covering topics such as gestational planning, childbirth, postpartum care, general care and emotional health. Extended maternity and paternity leave is granted only after the completion of this training.

The benefits package covers multiple areas, including nutrition, transportation, healthcare, financial support and emotional well-being. In healthcare, employees are given discounts on medications and glasses, free vaccinations and extended benefits for dependents.

The company continues to invest in mental health support initiatives and the development of solutions to help employees navigate daily challenges.



# Occupational safety

GRI GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

The Group's occupational health and safety management system meets legal requirements and regulations, including labor laws, International Labor Organization (ILO) conventions, Civil and Criminal Codes, collective agreements, and auditor requirements. Based on the Regulatory Standards (NRs) of the Ministry of Labor and Employment, the system applies to all employees, regardless of their role or location. The Group currently has dedicated Occupational Health and Safety teams that serve the Retail and Cash&Carry operations separately, but with aligned strategies that share the same goal: to ensure a safe workplace, in compliance with regulations and guided by national and international best safety practices.

To guarantee safety, the company provides communication channels that allow employees to report risks and unsafe conditions without fear of retaliation, in accordance with the Code of Ethics. In addition, there are policies that guarantee the right to refuse to work in unsafe situations, with

structured processes for inspections, incident reporting and formal communication through the Work Safety Order.

Workplace incidents are investigated systematically through incident recording, root cause analysis, severity assessment and the implementation of continuous improvements to the management system to prevent new events.

In 2024, Carrefour Brasil Group strengthened its Occupational Health and Safety practiced by creating thematic study groups, involving engineers and technicians directly engaged in daily operations. This closer connection enabled the practical application of knowledge and more effective problem-solving.

The approach was enhanced by building stronger ties with operations, adding value to the business and driving the continuous advancement of safety practices.



The initiatives implemented across retail operations throughout the year focused on risk mitigation, improving management processes and ongoing training.

Read about some of our key initiatives below:



#### Procedural Review

Updated protocols for forklift operation, electrical safety (NR-10) and third-party access, ensuring greater compliance with regulatory standards.



#### Hazard and risk exposure assessment

Assessments were conducted across operations to mitigate accident risks and reduce labor claims.



#### Monitoring and Control of Micro-Tasks

Standardization of routine tasks for safety engineers and technicians, with ongoing documentation of evidence in the internal system.



#### Training in Risk Management and Donations

A task force was mobilized to deliver risk management and occupational safety training across all units, reinforcing best operational practices.



#### Active Safety Project

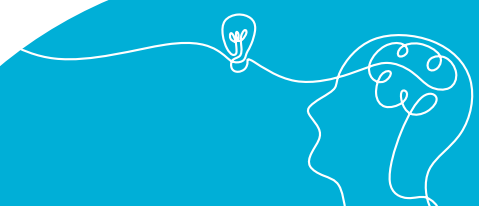
A continuous awareness and refresher program on safety extended throughout the company's operations.

The retail Inspection Day initiative consisted of regular audits conducted by safety engineers, improving risk perception and ensuring proper execution of internal procedures. At the same time, an Ergonomics Group was established to map and mitigate ergonomic risks, supporting units with or without a formal Ergonomic Work Analysis.

To further strengthen the safety culture, the **Monthly Toolbox Talks** program was standardized and expanded, increasing the reach and impact of key safety communications across teams. Additional actions included the revitalization of signage and safety equipment, such as updated and monitored signage systems, pump houses and fire alarms, along with the renewal of the Automated External Defibrillator (AED) kits.

Lastly, efforts to regularize Fire Department Inspection Certificates (AVCBs) were intensified, to extend the validity of permits across operational units.

Challenges such as high employee turnover, the need for continuous awareness and budget constraints for updating fire safety projects require strategic adaptations going forward. For 2025, Carrefour Brasil Group will seek to adopt new technologies, including the use of artificial intelligence for real-time risk monitoring, alongside the expansion of interactive training and further digitalization of safety processes.



**440,000+** training hours

**1,176** emergency drills conducted

**Over 100,000 employees** were impacted during the Occupational Accident Prevention and Environmental Awareness Week (Sipatma)

**Over 7,000** safety inspections were carried out

At Atacadão, the commitment to safety was reinforced by maintaining strategic procedures and increasing the safety team's presence across operations. In 2024, the main challenges were related to the fast-paced growth of the business, which required safety to adjust to evolving operational processes.

The integration with the Operations Department was essential for defining new personal protective equipment (PPE) and developing targeted training programs to address emerging risks.



The main actions included:

- **Document Management:** Strict control of essential documents, such as the Risk Management Program (PGR), Work Safety Orders (OSS) and technical reports.
- **Strengthening CIPA:** Creation, maintenance and management of the committee in 100% of units.
- **Safety Inspections:** Systematic audits covering all departments across stores and distribution centers.
- **Ongoing Training:** Monthly training sessions on operational safety, covering topics ranging from machine operation to checkout ergonomics.
- **Service Provider Management:** Monitoring and enforcement of safety requirements for service providers, ensuring compliance in contracts and construction of new units.

Occupational injuries GRI 403-9 <sup>1 2</sup>

	Employees		
	2022	2023	2024
Number of hours worked	344,168,028	305,986,920	286,849,460
Number of fatalities as a result of work-related injuries	0	0	0
Rate of fatalities as a result of work-related injuries	0	0	0
Number of recordable work-related injuries (including fatalities) <sup>3</sup>	1,128	1,284	1,529
Rate of recordable work-related injuries (including fatalities)	3.28	4.20	5.33

<sup>1</sup> Carrefour Brasil Group does not manage indicators for workers who are not employed by the company. Apprentices, interns and employees on fixed-term contracts are managed by the Group and are included in the disclosures above.

<sup>2</sup> The number of hours worked used to calculate the workplace accident rate is based on 1,000,000 hours.

<sup>3</sup> Commuting accidents and non-leave incidents were not included in the number of reportable occupational accidents, as they are not used to calculate the accident rate, under NBR 14280 guidelines.

For more information on health and safety, please see the [disclosures table](#) on page 178.



# Training and Development

GRI 404-1

With the mission of becoming a benchmark in corporate education, the company's Education and Learning team focuses on supporting digital transformation, investing in talent development and preparing leaders for future challenges. This strategy is implemented through the following initiatives:

- **Strengthening business competitiveness** by nurturing skills that empower teams to make decisions at different levels and align actions with organizational strategies.
- **Applying learning models** tailored to the specific needs of each business function, reflecting the company's internal reality and strategic thinking.
- **Offering educational solutions** adapted to varying levels of job complexity, ensuring that each employee has access to resources suited to their career stage.
- **Promoting the integration of company culture and values**, while actively supporting change management.

2,400+  
leaders trained in the  
i4Cs Culture Journey

5,400+  
attended the  
School of Leaders

The development teams work to prepare employees — and the organization as a whole — for challenges and sustainable growth. The Group’s efforts focus on:

- Leadership development through the internally conceived and managed Leaders' School.
- Driving the integration of i4Cs culture principles into organizational processes and practices.
- Replacing hierarchical structures with a “team of teams” model, strengthening cross-functional collaboration.
- Ensuring that business functions are aligned with the global strategy and deliver the value proposition consistently.
- Anticipating trends and preparing capabilities to meet the evolving demands of the organizational landscape.

Average hours of training per employee by gender<sup>1</sup>

	2023	2024
Men	13.8	4.33
Women	13.8	4.33

<sup>1</sup> The reduction in training hours is due to the migration of educational platforms, which prevented the compilation of total training hours conducted throughout the year.



## Mentoring programs GRI 404-2

**VIE/Graduate Program:** a two-year professional development program. Young professionals hired under the program rotate through different roles and complete courses in areas such as finance, supply chain, people management, languages and data, all with the goal of preparing them for strategic and leadership positions within the Group. Participants receive language training and take part in quarterly mentoring sessions to fast-track their careers. These include feedback meetings, career guidance and professional development support.

**Internship program:** designed to be a gateway to young professionals’ first work experience, the Group markets the Carrefour brand as an attractive place to build a career, while also increasing diversity and inclusion in the job market and recognizing internal potential through hiring and career visibility within the company.

**Affirmative trainee program:** aimed at building a pool of diverse talent, this program focuses on developing the first leadership pipeline, equipping participants with business-critical skills. The Group strives to bolster Carrefour’s culture as a career maker, promoting diversity and inclusion not only in retail but across multiple functions. People development is a core strategy for the company’s growth, sourcing for us the key skills the future needs.

**Atacadão Mentorship Program:** this initiative focuses on developing talent to become trainees, equipping participants with skills for operational readiness.

**i4Cs Programs:** focused on the development of behavioral skills aligned with the i4Cs culture, the programs reached 90% of frontline leaders.



## Black people in executive positions

Long-term target: 30% by 2030

2024

Target: 13%  
Result: 14.4%



Target met



## Black people in leadership positions

Long-term target: 50% by 2030

2024

Target: 35%  
Result: 35.1%



Target met

# Combating racism

Carrefour Brasil Grupo is committed to promoting an inclusive culture and a diverse and accessible workplace as one of its core principles and commitments. The company believes that embracing diversity enriches its ability to fulfill its purpose of helping build a more just and equitable society by offering affordable, quality food, while enhancing its capacity to understand the perspectives, cultural backgrounds, lived experiences and expectations of those it interacts with daily. More than just promoting diversity, the company seeks to foster meaningful interactions by recognizing the plurality of people and their role in driving transformation. This commitment involves the engagement of strategic partners and a broad cultural transformation based on three integrated and interdependent pillars:



## 1. Training

Focused on investing in education and developing an inclusive culture free from discrimination.



## 2. Consequence Policy

Ensuring that any misconduct is addressed with the appropriate seriousness and accountability.



## 3. Transparency

Upholding its commitments and maintaining an open dialog with society.

### Percentage of black people by employee category

	2023	2024
Executives	12.5	14.4
Management	32.8	35.1
Other employees	59.3	59.7



# Commitment to racial equity

In 2024, Carrefour Brasil Group reaffirmed its commitment to racial equity by rejoining the Business Initiative for Racial Equality (Iere), strengthening its journey in combating racism and promoting ethnic-racial diversity both within the corporate environment and across the supply chain. The company remains focused on inclusion, expanding the presence of Black professionals in the business sector and raising awareness around practices that foster equality and equity in society.

In addition, the Group participated in the International Forum on Racial Equity, hosted by Iere, an event that brings together business leaders, public officials and experts to discuss best practices, challenges and market trends. The 2024 edition covered topics such as racial equity in the corporate environment, sustainability in food production and the empowerment of small producers, plus diversity as a strategic factor for legal risk mitigation.

Carrefour Group's presence at the Forum attracted additional attention due to its recognition in three categories of the Corporate Racial Equity Index, which celebrated its 5<sup>th</sup> edition in 2024. **The company earned 1<sup>st</sup> place in Advertising and Engagement (Pillar VI) and 2<sup>nd</sup> place in the Overall Ranking.** This reinforced its leadership in promoting inclusion and ethnic-racial diversity in the corporate workspace.

In 2024, the Group invested in initiatives to build on recent progress through and beyond the Conduct Adjustment Agreement (TAC), including the adoption of bodycams, racial literacy training and the development and promotion of Black employees. The Group is committed to maintaining and advancing its agenda to combat racism and promoting a respectful and inclusive environment.





## Conduct Adjustment Agreement

On June 11, 2021, Carrefour Brasil Group signed a Conduct Adjustment Agreement (TAC) with the Federal Public Prosecutions Department, the Public Prosecutions Department of Rio Grande do Sul state, the Public Labor Prosecutor's Office, the Public Defender's Office of Rio Grande do Sul state, the Federal Public Defender's Office, EducaAfro and the Santo Dias Center for Human Rights—the latter two acting as interested third parties. The agreement allocated R\$ 115 million to support the implementation of an anti-racist and racial equity plan.

Although the topic was already of great importance to the Company, the tragic incident further intensified its commitment to promoting racial equity and eradicating racism internally. The Group believes its responsibility goes beyond remediation; it must also involve the transformation of processes and practices to ensure a safe, inclusive and anti-racist environment.

The TAC outlined a comprehensive plan to combat racism and established a long-term commitment to an anti-racist agenda and the promotion of racial equity, including the expansion of policies aimed at addressing racism, discrimination and violence, while strengthening human rights practices across all stores.

Driven by the belief that responsibility entails making commitments, the Group has been working intensively to ensure that all interactions on its premises occur in a safe environment, free from prejudice and racism. This is part of an ongoing journey, marked by deep transformations across the entire company ecosystem. The actions taken go beyond the commitments defined in the TAC, involving stakeholders and driving an intense process of cultural change. In 2024, an independent audit conducted by PricewaterhouseCoopers (PwC) confirmed the fulfillment of the commitments undertaken upon conclusion of the TAC.

Carrefour Brasil Group remains committed to building a more just and equitable future, where everyone can live with dignity.

R\$ 115 million  
investment

300,000  
people directly impacted

130,000  
Carrefour Brasil Group employees  
trained to combat racism and  
discrimination

# Educational anti-racism campaigns

In February 2024, Carrefour Brasil Group launched the public tender “Educational Campaigns and Social Projects for Racial Equity”, aiming to support organizations led by Black individuals in fighting racism and valuing Black identity. Out of 300 proposals received, 11 were selected, comprising educational, cultural and community-based initiatives. Notable projects included: *Biblioteca Cultivando Sonhos* (Cultivating Dreams Library), which promotes racial literacy in Feira de Santana (BA) and “Sankofa”, providing anti-racist education in quilombola communities in Morro do Chapéu (BA).

The selected initiatives address areas such as defense of rights, cultural heritage preservation and the empowerment of Black LGBTQIAPN+ individuals. These actions go beyond tackling racism — they actively promote racial equity, strengthen cultural identities and value Black heritage and memory.

Learn more about the projects included [here](#).

# Service provider accreditation and monitoring

Carrefour Brasil Group requires that all external security companies undergo a rigorous audit process before being contracted. This includes assessments on compliance, communication and socioenvironmental and labor practices. In addition to signing the Supplier Code of Ethics, companies are subject to on-site inspections and documentation reviews, which cover: social security and tax obligations, mandatory training and Federal Police registration. Security issues formal notifications in the event irregularities or noncompliance with diversity policies or the Code of Ethics are identified. The audit conducted by PwC validated these procedures, confirming that contracts include clauses that allow for warnings or termination in the event of noncompliance.

# Antiracist Communication School

Since 2023, Carrefour Brasil Group has been sponsoring the Antiracist Communication School, an initiative by the Notícia Preta portal that promotes racial literacy and inclusive communication. The school has trained over 5,000 students in its online and in-person courses. In partnership with the Group, in September 2024 the school launched five free e-books on: Digital Marketing, Antiracist Semiotics, Press Relations, Institutional Communication, History of the Black Press in Brazil. These materials are available through the school’s digital platforms.

By 2025, the project plans to launch six new courses and reach 10,000 students by the end of the first half, expanding access to education for the Black and underserved communities through an inclusive and accessible approach.

Find out more about the [School of Anti-Racist Communication](#).



## Body cam

Carrefour Brasil Group was the first retail company in Brazil to implement bodycams at scale for loss prevention agents. To improve safety, the Group shared its successful experience by publishing a free step-by-step implementation guide available on its [website](#) and a guide, also free, that outlines the project’s step-by-step implementation. Since the deployment of approximately 4,000 body-worn cameras, an impressive 30% reduction in reported incidents has already been recorded. This initiative reflects the growing concern for safety and respect within the workplace, while also positively impacting customer experience and ensuring greater peace of mind for employees. By sharing this knowledge with other organizations, Carrefour Group is helping advance safety practices across Brazil.



# Anti-Racism Training and Educational Programs

Just like suppliers and contractors, all Carrefour Brasil Group employees are required to complete mandatory training on the company's diversity policies and Code of Ethics, with the training renewed annually.



In 2024, **100%** of employees were trained in **racial literacy**

## Anti-Racist Education

### Racial Literacy

Launched in 2020, this two-hour program was offered both online and in person for employees without internet access. The racial literacy training is updated annually and, in 2024, it was developed in partnership with Zumbi dos Palmares University, covering topics such as:

- ethnic-racial issues
- racism and structural racism
- racism in consumer relations
- anti-racist agenda.

I practice respect

Carrefour Brasil Group fosters an environment free from discrimination and prejudice, reinforcing the #IPracticeRespect policy since 2021, which establishes the Golden Rules as non-negotiable principles to ensure respect in all interactions.

The I Practice Respect training guides both customers and employees in preventing physical, verbal or behavioral violence, ensuring a welcoming and respectful environment. Mandatory for the risk management team, the course includes an annual refresher to reinforce the company’s commitment to a safe and respectful workplace.



For information  
on minority groups,  
[click here](#)

Golden Rules of #IPracticeRespect



**We practice the culture of inclusion**  
  
We do not accept or practice any form of prejudice, discrimination or racism.



**We respect boundaries**  
  
We do not engage in any form of physical violence.



**We have emotional intelligence**  
  
We do not engage in or respond with any form of verbal aggression.



**We are courteous to everyone**  
  
Here we do not engage in or respond to any form of gestural aggression.



**We act with respect**  
  
We eschew psychological violence or intimidation.





527  
students were impacted  
by the P.O.D.E.R. program  
in 2024

# Development and fast-tracking program

## Development of black employees

### P.O.D.E.R

Focused on training and developing Black professionals at Carrefour Brasil Group — and aligned with the company's commitment to empowering and advancing their careers — the 3<sup>rd</sup> edition of the P.O.D.E.R. program was held in 2024, with the participation of 527 students. They completed 20 hours of training studying the program's five core pillars. Since 2023 over 1,120 staff have benefited from the program. With content that includes self-awareness, empowerment and career protagonism, during each module, leaders share their journey, experience and learnings, demonstrating tools that help develop skills. The top-performing students from the 3<sup>rd</sup> were selected to receive mentorship from Black leaders both within and outside the company. The program achieved a NPS score of 95 points and was bestowed with the Revolução da Aprendizagem Award by the Revvo initiative, in the category of Engagement and Collaboration, which recognizes the most transformative corporate education projects in Brazil.

### Fala Mais Program

Through a partnership launched in 2023 with EF Education First, Carrefour Brasil Group continued the Fala Mais program in 2024, aiming to provide a learning journey and develop English communication skills. The company offered 300 scholarships to black and brown individuals across Brazil who qualified for the program. A total of 182 people benefited in 2023, and 118 more in 2024. In addition to 12 months of access to the EF English Live platform, the program also provided participants with data SIM cards for internet access and monthly mentorship sessions. Twelve international immersions will also be offered during the program to accelerate participants' learning in an international environment. To further scale up its impact, the partnership also provided 600 self-study scholarships to Carrefour Brasil Group employees in 2024.

### Affirmative trainee and intern programs

The third edition of the Affirmative Internship Program and the second edition of the Affirmative Trainee Program for Black Professionals were completed in 2024. The graduation of the trainee cohort was marked by the effective placement of 100% of participants in strategic roles within Digital and eCommerce. These initiatives reinforced the company's commitment to both talent development and diversity.

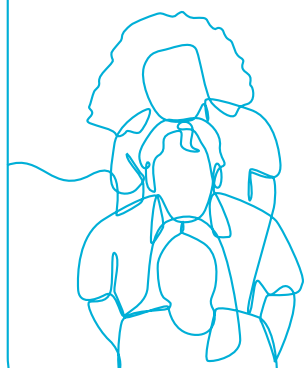
The third edition of the Affirmative Trainee Program began in 2024, with over 2,000 applicants competing for ten positions. Onboarding included cultural alignment sessions, site visits and master classes. Quarterly follow-up sessions were conducted to support the development of trainees, whose 18-month journey is set to conclude in November 2025.



# Fostering gender equity

Diversity and inclusion are cornerstones for Carrefour Brasil Group, which recognizes the importance of a workplace that reflects the multiplicity of Brazilian society. Since 2019, the Group has been certified by the **Gender Equality European & International Standard**,

demonstrating its commitment to gender equality and diversity in the workplace. The company has also invested in fast-tracking women's careers, offering development and training programs to help them enter leadership positions.



## 30% Club Brazil Recognition

The 30% Club is a global campaign led by Board Chairs and CEOs committed to taking concrete steps to increase gender diversity on corporate boards and in senior leadership. For the second consecutive year, Carrefour Brasil Group was commended for having more than 30% female representation on its Board of Directors.





## Women in executive positions

Long-term target: 30% by 2030

2024

Target: 25%

Result: 21.6%



Target not met



## Women in leadership positions

Long-term target: 50% by 2030

2024

Target: 36%

Result: 32.6%



Target not met

# Commitments

Carrefour Group has adopted a global policy to advance gender equity. In Brazil, it has set clear goals to increase the representation of women in leadership positions. By 2030, it aims to have 30% female representation at the executive board level and 50% representation in all other leadership roles.

Percentage of employees by category and gender GRI 405-1

	2023		2024	
	Men	Women	Men	Women
Executives	75.1	24.9	78.4	21.6
Management	62.7	37.3	67.4	32.6
Other employees	48.9	51.1	49	51



## Mulheridades Program

Launched in 2022, the former sorority program was rebranded in 2024 as the Mulheridades Program – diverse in dreams, united in growth. With the goal of strengthening and expediting women’s professional growth within the company, the program addresses multiple facets of the female experience. It creates space for dialog on topics such as self-awareness, expression, challenges, empowerment and the diversity of lived experiences, under the guidance of six female executives from the Group. Between 2022 and 2023, 2,250 women were directly impacted by the first three editions of the former program. In each edition, 40 participants were selected to receive personalized mentoring from outstanding female leaders within the company.

In 2025, the Mulheridades program will build upon the concepts developed in previous editions, bringing renewed focus to the plurality of women’s experiences. Topics will include: Self-awareness and Expression, Shared Challenges and Experiences, Empowerment and Resistance, among others. To build-up to the relaunch, from October to December 2024, three exclusive livestreams were held under the program’s slogan: “Mulheridades: united in growth”. The sessions featured inspiring women in live conversations broadcast across the Group, covering topics such as: “Sorority and support networks”, “Inspirational leadership” and “Purpose-driven innovation: connecting people and technology”.



1,000+

people connected in live streams in 2024

### Percentage of women in junior management positions, revenue-generating roles and STEM-related positions

	2024
Women in junior management positions	41%
Women in STEM positions	30%
Women in revenue-generating positions	48%



# Inclusion for people with disabilities

Through strategic initiatives, Carrefour Brasil Group included more people with disabilities in its workforce throughout the year, reaching a total of 5,397 employees with disabilities in 2024.



## Reis – Business Network for Inclusion

Carrefour Group is a part of the Reis initiative, which aims to strengthen knowledge sharing and expand opportunities for the inclusion of people with disabilities in the labor market. The network connects companies committed to creating more accessible and diverse workplaces, encouraging the sharing of best practices, partnerships and initiatives that facilitate the training, hiring and retention of these professionals.





### 33<sup>rd</sup> Anniversary of the Affirmative Action Act

In 2024, Carrefour Group participated in the commemorations of the 33<sup>rd</sup> anniversary of Brazil's affirmative action act. The event discussed strategies for including people with disabilities in the labor market and provided opportunities for interviews. The initiative — organized by the São Paulo Chamber for the Inclusion of People with Disabilities, with support from Sincovaga and the Coexistir Program — extols the importance of diversity, inclusion and employability.

### Reatech – International Fair for Inclusion, Accessibility and Rehabilitation

Last year, the company also attended in Reatech – the International Fair for Inclusion, Accessibility and Rehabilitation. The fair aims to give a platform to the inclusion of people with disabilities in the workforce and promotes the connection with new talent, conducting interviews and creating job opportunities at Carrefour Brasil Group. The fair, a benchmark in accessibility and rehabilitation, brings together leaders and experts committed to transforming the labor market.

### Diversity Week

From September 16 to 20, Carrefour Group hosted a series of initiatives focused on inclusion, respect and the appreciation of diversity, with an emphasis on individuals' intersectionality. The open event drew participation from more than 4,500 employees and featured various activities that encouraged reflection and dialog around building more inclusive and respectful environments.

The week provided a meaningful opportunity for deep reflection on the importance of inclusion, diversity, empathy and respect. Diversity enriches both lives and workplaces — everyone benefits from it. Developing active listening skills and fostering respectful, clear communication helps prevent conflict and promote healthy human connections. In this spirit, Diversity Week emphasized the importance of reflecting on our actions, respecting differences and being mindful of the needs of others. A reaffirmation of Carrefour Brasil Group's ongoing commitment to inclusion, respect and the pursuit of a more just and equitable world.



4,500+  
employees participated  
in Diversity Week

# Protecting the planet and biodiversity

CLIMATE AGENDA  
DECARBONIZATION STRATEGY  
CIRCULAR ECONOMY  
FOREST STRATEGY



GRUPO  
CARREFOUR  
BRASIL



Reduction in Scope 1+2 emissions (2019 baseline)

2024

Target: -38%

Result: -47%



Target met



Recovery of Waste

2024

Target: 57%

Result: 54%



Target not met



% of compostable or biodegradable recyclable packaging

2024

Target: 67%

Result: 70%



Target met

# Climate agenda

Climate change is maybe the greatest global challenge of our time, with profound impacts on the environment, the economy and society. The Intergovernmental Panel on Climate Change (IPCC) warns that global warming—driven by greenhouse gas (GHG) emissions—intensifies extreme weather events, worsens biodiversity loss and threatens natural resources, directly affecting productive systems, including food.

The transition to a more sustainable economy requires the reduction of emissions and the adoption of regenerative practices. **Carrefour Brasil Group is therefore reaffirming its commitment to addressing climate change through a strategy that includes reducing direct and indirect emissions, promoting a circular economy and encouraging regenerative practices throughout its supply chain.** The Group's actions are aligned with the goals of the Paris Agreement and targets to limit global warming to 1.5°C. They also address interconnected environmental, social and economic challenges.

A key part of this strategy involves engaging with the value chain, which accounts for over 90% of Group-level GHG emissions—a typical characteristic of the retail sector. Globally, food systems are both a cause and victim of biodiversity loss, climate change and humanitarian crises. They generate more than one-third of all GHG emissions, consume up to 70% of the world's freshwater and contribute to 80% of biodiversity loss. Carrefour Brasil Group is committed to transforming food systems by supporting the transition of production models, promoting regenerative and inclusive business models, strengthening biodiversity, easing environmental impacts and valuing supply chains that benefit local communities.

During the 2024 Shareholders' Meeting, the Group reaffirmed and elevated its climate ambitions by committing to reduce emissions across Scopes 1, 2 and 3 by 2030, in alignment with the Paris Agreement.



To achieve these goals, the company invests in energy efficiency, solar panels for renewable energy generation and the replacement of refrigeration systems with sustainable equipment—helping to reduce both energy consumption and GHG emissions.

In addition to mitigating environmental impacts, the company invests in regeneration, restoring ecosystems through partnerships and collaborative efforts, promoting the inclusion of local communities and advancing rewilding practices. Its core focus is to transform food systems, promoting production methods that minimize negative impacts while actively contributing to the preservation of natural resources.

Carrefour Brasil's strategy also embraces the circular economy, focusing on waste recovery, sustainable packaging design (ecodesign) and food waste reduction.

The Group actively supports **collaborative initiatives** for rewilding and to create value for local communities

The Group has implemented a strategy to mitigate socio-environmental risks in its value chain, including the development—in 2024—of a risk matrix to assess and manage social and environmental impacts such as human rights, threats to protected areas, working conditions, biodiversity, pesticide use, deforestation and animal welfare. Each factor was weighted according to its relevance, risk and business importance.

The promotion of sustainable and regenerative practices also underpins Carrefour Brasil's strategy, with an emphasis on food production that respects planetary boundaries and strengthens biodiversity. This includes organic farming, sustainable fishing and aquaculture, certified wood products, the promotion of socio-biodiversity and circular economy practices such as waste recovery and packaging ecodesign. With this in sight, the Group actively supports collaborative initiatives for rewilding and to create value for local communities.

These actions are reinforcing the Group's climate responsibility and its contribution to a sustainable future, yielding positive impacts for people, the climate and biodiversity.

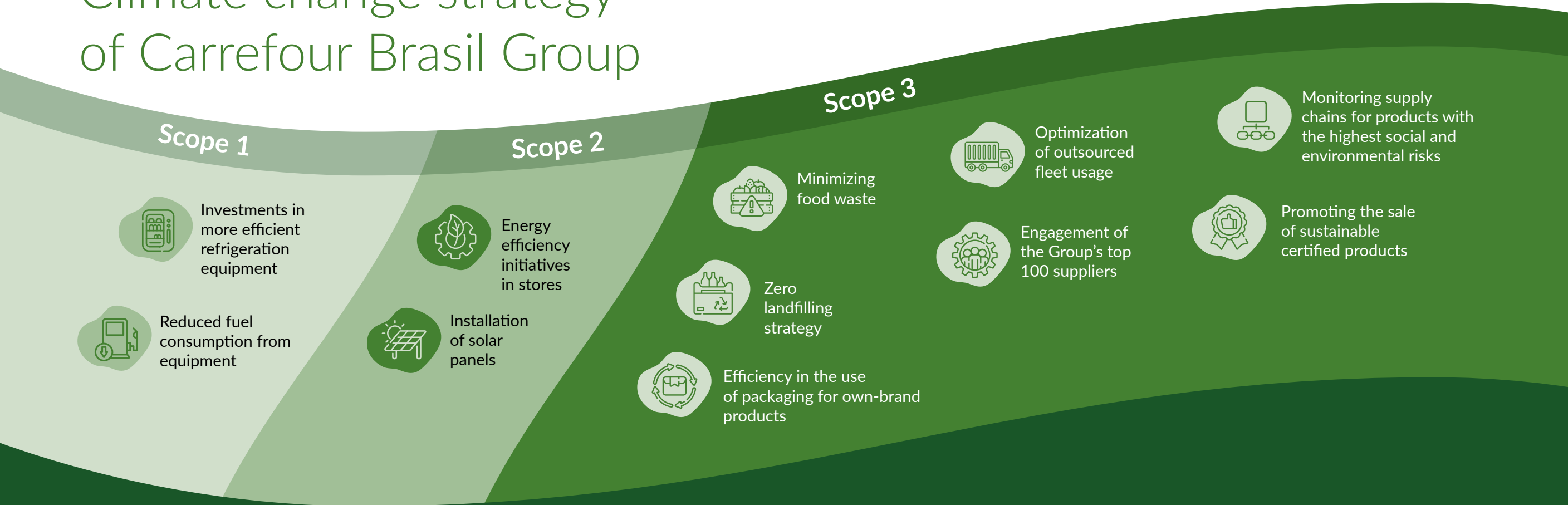
## Climate-related risks and opportunities

Carrefour is committed to fighting climate change by reducing the Group's greenhouse gas (GHG) emissions and minimizing the climate risks to which its operations are exposed. At Carrefour, climate-related threats are fully factored into the company's risk management process. Climate change has been singled out as a material risk, in the form of regulatory risks, market risks, shifts in consumer behavior, challenges in sourcing raw material and energy, as well as physical risks affecting store operations.



For further information  
see the chapter  
**Forest Strategy**

# Climate change strategy of Carrefour Brasil Group



## Regenerative economy beyond the value chain

- 
 Support for the development of sociobiodiversity-based products and agroforestry practices
- 
 Development and income generation for Indigenous peoples and traditional communities
- 
 Innovation in land use monitoring technology

# Decarbonization strategy

GRI 3-3

In 2020, Carrefour S.A. Group announced new targets approved by the Science Based Target initiative (SBTi), aligned with the goal of keeping global warming within 2°C by 2100.

In 2024, we updated targets to reduce its greenhouse gas (GHG) emissions: a 50% reduction in Scope 1 and 2 emissions by 2030 and 70% by 2040 (2019 baseline). For Scope 3, the target is a 32% reduction by 2030 (for a 2019 baseline). These actions are part of a broader effort to limit global warming to 1.5°C by 2050. In addition to addressing direct and indirect emissions, the targets also incorporate the FLAG methodology (Forests, Land and Agriculture) for agricultural emissions. Carrefour submitted a detailed dossier to the SBTi to seek approval for its 1.5°C-aligned emissions trajectory by 2030.

In 2024, Carrefour Brasil Group committed to reducing Scope 1 and 2 emissions by 38% compared to the 2019 baseline, in line with its medium- and long-term targets. The result exceeded expectations, reaching a 47% reduction—bringing the Group closer to its 2030 target.

Carrefour Group’s commitments to reducing emissions across Scopes 1, 2 and 3 are supported by specific targets that enhance governance and monitoring of the activities impacting the Group’s climate performance. The targets are divided by scope, as detailed below:



## Scope 1 Direct emissions

- Reduce emissions related to refrigerant gas consumption (used in refrigerators and refrigeration displays) by 50% by 2030 and 70% by 2040 (compared to a 2019 baseline)
- Retrofit stores to eliminate the use of HCFCs, reaching 97.5% of stores by 2030.

## Scope 2 Indirect emissions from electricity

- Use 100% renewable electricity by 2030
- Reduce energy consumption by 27.5% by 2030 (2019 baseline)
- Install solar panels covering a global area of 4.5 million square meters.

## Scope 3 Indirect emissions throughout the value chain

- Urge the Group’s top 100 global suppliers (TOP100) to align with the 1.5°C target by 2026
- Reduce GHG emissions associated with the purchase of goods and services by 32% by 2030 (2019 baseline)
- 27.5% reduction (2019 baseline) in GHG emissions associated with the use of sold products by 2030
- 27.5% reduction (2019 baseline) in logistics and transportation emissions by 2030
- Combating food waste and improving waste management efficiency
- Implementing the circular economy concept into the packaging of own-brand products.



## Supply chain targets

- 100% of meat packers monitored and in compliance with the Responsible Beef Sourcing Policy
- 100% of its own-brand beef sourced from outside risk areas by the end of 2025
- 100% of its domestic-brand beef sourced from outside risk areas\* by the end of 2030
- To promote the sale of products with sustainable certifications (such as organic items, sustainably sourced seafood, certified wood and wood-based products and the Garantia de Origem label), with a global target of 8 billion Euros in sales by 2026
- 100% of priority raw materials covered by a risk mitigation plan by 2030.

\* According to the responsible beef purchasing policy available [here](#).

Climate  
**CDP**  
A List  
2024

## The CDP's A List

Carrefour Brasil Group was included in CDP's A List 2024, an internationally recognized organization responsible for the world's largest environmental disclosure system. Achieving the highest rating in the Climate Change category reflects the company's ongoing commitment to sustainability and transparency in environmental practices.

This recognition highlights Carrefour's solid and all-embracing approach to sustainability, which includes ambitious decarbonization and biodiversity protection strategies—not only within its direct operations but across the entire value chain.

## Net Zero Ambition & Circular Connection

Carrefour Group is the first company in the food retail sector to sign up to the UN Global Compact's "Net Zero Ambition" and "Circular Connection" commitments. The Net Zero Ambition Movement helps companies set decarbonization targets to limit global temperature rise to 1.5°C. The Circular Connection, in turn, promotes efficient production and consumption standards, encouraging the responsible use of natural resources and waste reduction and valuation.

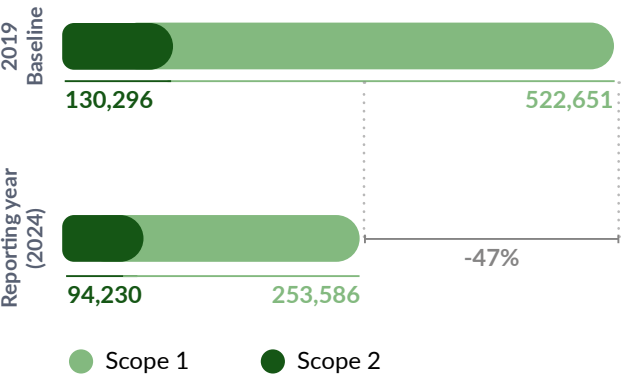
These commitments are already embedded in Carrefour's climate strategy, cementing its pledge to reduce greenhouse gas emissions, adopt sustainable practices and implement circular economy solutions. The company seeks to maximize resource efficiency, contribute to a more sustainable future and drive the transformation of its supply chain to meet more ambitious climate goals.



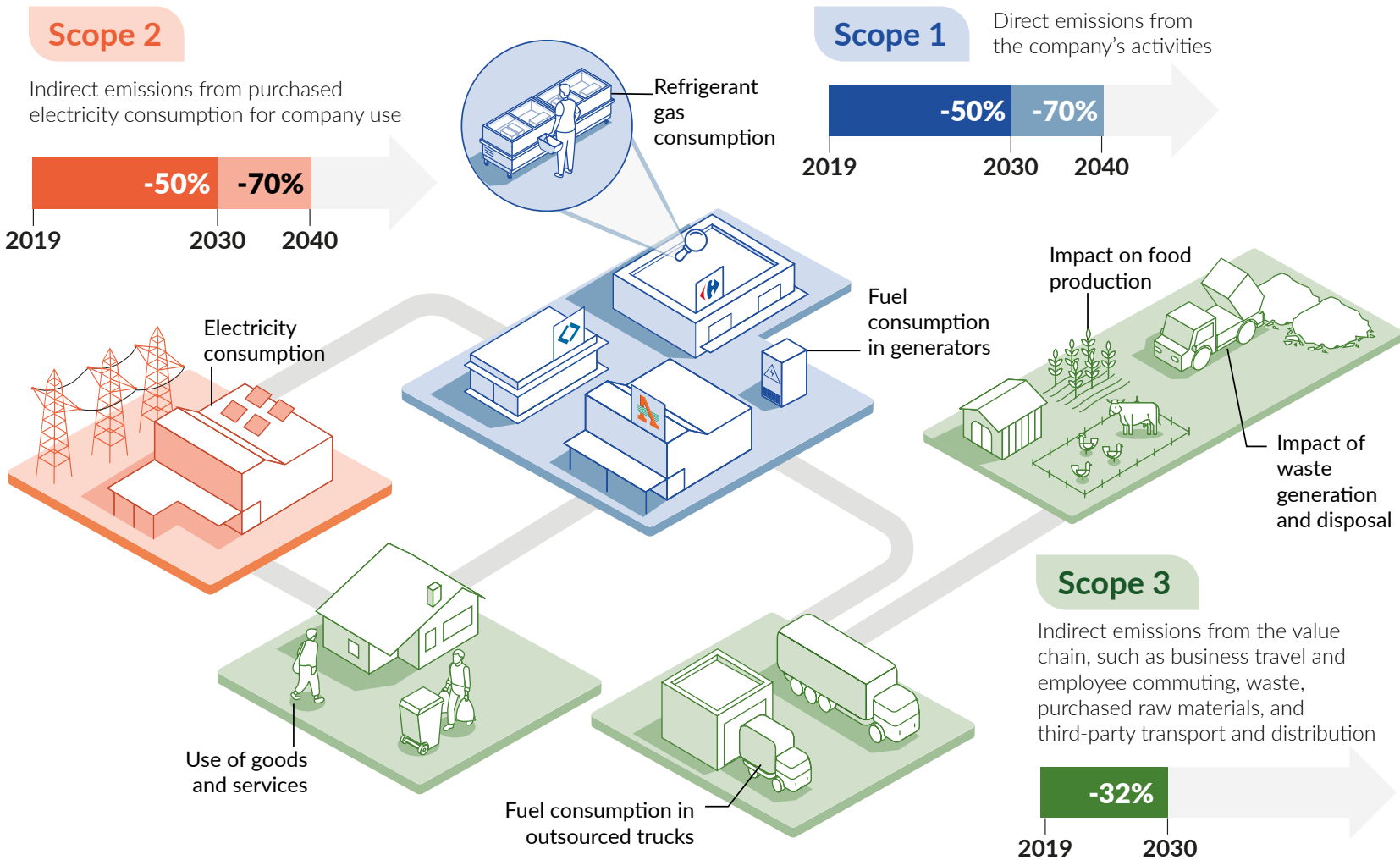


In 2024, Carrefour Group reaffirmed its ambition to **reduce its Scope 1 and 2 GHG emissions by 50% by 2030 and by 70% by 2040**

Reducing greenhouse gas emissions in tCO<sub>2</sub> GRI 305-5



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



Scope 1  
Direct emissions

Refrigerants

When it comes to Scope 1 emissions, the impact caused by refrigerant gas leaks from food refrigeration systems represents one of Carrefour Brasil Group’s greatest environmental challenges, significantly inflating its carbon footprint. Although these systems operate in a closed circuit, occasional leaks may occur, releasing greenhouse gases (GHGs) into the atmosphere.

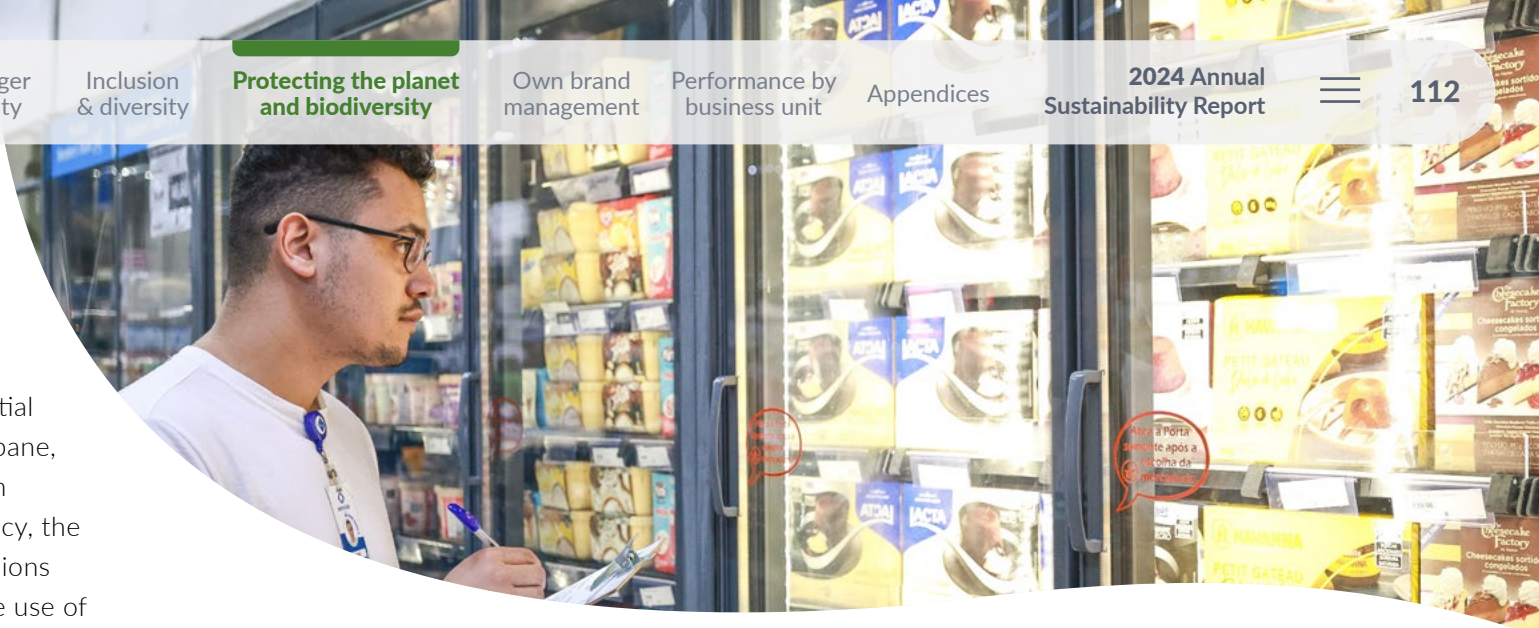
To mitigate these impacts, the Group has implemented continuous monitoring with automated alerts to quickly identify and repair leaks. Daily in-store inspections are also carried out and monthly reports map areas with the highest leakage rates and implement preventive measures. These gases currently account for more than 60% of the company’s GHG emissions across Scopes 1 and 2, making investments in equipment modernization and the implementation of automated gas capture systems essential to reducing fugitive emissions.

In 2024, Carrefour strengthened its commitment to the climate agenda by monitoring stores with the highest refrigerant gas consumption and modernizing refrigeration systems in 15 locations. This initiative included the

adoption of lower Global Warming Potential (GWP) refrigerants, such as CO<sub>2</sub> and propane, in alignment with sector best practices. In addition to improving operational efficiency, the modernization drove down fugitive emissions and electricity consumption, owing to the use of more efficient technologies.



In 2024, **15 stores** upgraded their refrigeration systems, replacing refrigerants with lower environmental impact alternatives



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

Fuel	2023		2024	
	Amount consumed	Energy in Giga Joules	Amount consumed	Energy in Giga Joules
Diesel (in liters)	10,176,484	358,723	6,506,593	229,037
Natural Gas (m³)	930,799	32,659	968,276	34,393
LPG (in kilos)	3,014,362	142,579	3,633,849	172,031
a. Total non-renewable fuels		533,961		435,461
b. Total renewable fuels	0	0	0	0
Total consumption per fuel		533,961		435,461
Electricity (KWh)	1,805,625,356	6,500,251	1,759,231,748	6,333,234
TOTAL		7,034,212		6,768,695

Energy intensity within the organization GRI 302-3

	2023	2024
Energy intensity	1.84	1.7
Total energy consumption within the organization (GJ)	7,034,212	6,768,695
Floorspace + Dist. centers	3,822,386	3,977,097
Type of Energy	Electricity + fuels	Electricity + fuels

Scope 2  
Electricity consumption acquisition

Energy efficiency

Scope 2 emissions comprise electricity consumption in essential operations such as lighting, air conditioning and in-store refrigeration. To mitigate this impact, Carrefour Brasil Group adopts a series of initiatives centered on energy efficiency, expanding the use of renewable sources and implementing innovative technologies, aligning its operations with global greenhouse gas (GHG) emission reduction targets.

In 2024, the company monitored the energy consumption of food refrigeration systems in 212 stores through remote management software. This technology enables real-time control of equipment performance, ensuring greater energy efficiency. Sensors and cutting-edge software allow us to identify temperature variations, detect failures and optimize the operation of refrigeration systems, reducing energy consumption and ensuring the quality of refrigerated foods.

The implementation of telemetry and automation in 170 units also enabled intelligent control and optimization of energy use. This technology enables equipment to be adjusted remotely,

resulting in greater operational efficiency and cost savings. **Stores that adopted monitoring and automation systems witnessed an 8.5% reduction in energy consumption.** The company also launched an internal awareness campaign, to reinforce a culture of conscientious consumption, offering sector-specific energy efficiency tips and a practical guide to encourage team engagement in reducing energy use.

The company continues to ramp up its investments in renewable energy sources. In 2024, 58 units migrated to the free energy market, allowing more than 90% of the Group's total energy consumption to come primarily from renewable sources. As part of this strategy, 10% of the Group's energy consumption in 2024 comes from certified renewable sources, ensuring traceability of its generation.

**In addition, ten Carrefour Brasil Group units are already using solar energy, covering between 30% and 40% of each store's total consumption. Another eight units are in the process of deploying this technology, demonstrating the company's ongoing commitment to energy efficiency.**

These actions yielded Carrefour Brasil Group a 15% reduction in energy consumption per square meter of store and distribution center area, demonstrating the effectiveness of its sustainability and energy efficiency initiatives.

Scope 1 and 2 emissions (tCO <sub>2</sub> e) <sup>1, 2, 3, 4</sup> GRI 305-1, 305-2					
	2019 (baseline)	2022	2023	2024	19x24 reduction
Scope 1	522,651	218,957	354,228	253,586	
Scope 2	130,296	47,839	68,949	94,230	
TOTAL S1 + S2	652,947	266,796	423,177	347,816	-47%

<sup>1</sup> 2022 data, does not include emissions resulting from the acquisition of BIG Group.

<sup>2</sup> The published data cover the categories of Stationary Combustion, Fugitive Emissions and Purchased Electricity.

<sup>3</sup> Greenhouse gases not embraced by the Kyoto Protocol were counted.

<sup>4</sup> 2024 data are published on a preliminary basis (GHG inventory audit pending as of the publication date of this report).

Scope 3

Logistics

The pursuit of greater energy efficiency and the reduction of fossil fuel consumption guides Carrefour Brasil Group’s practices in logistics and transportation. As part of its strategy in Brazil, the company has also invested in carbon offset initiatives. Since 2020, the Group has acquired 114,000 carbon credits, with 28,000 of those obtained in 2024. These credits are directly linked to projects that promote both biodiversity conservation and restoration.

Additionally, the Group has continuously improved its supplier chain, leading to operational efficiency gains. The main initiatives include the implementation of an advanced routing solution that uses over 60 algorithms and artificial intelligence (machine learning) to plan and optimize delivery routes.

Another important pillar of this strategy has been fleet optimization. The replacement of trailers with road trains (rodotrens) on routes from São Paulo to Pernambuco has increased cargo capacity per trip, allowing for an approximate 30% reduction in the number of trips made — and consequently, in the total distance traveled.

The backhaul operation – leveraging return freight with industry partners – has played a key role in optimizing the logistics network. Instead of returning empty to the Distribution Center, vehicles that deliver to stores use the return trip to collect products directly from suppliers. In 2024, we expanded the number of participating suppliers by 7% compared to 2023, which further strengthened the efficiency of the process and reduced idle trips. As a result, our vehicles operate more productively, always loaded on both outbound and return routes, engendering cost savings and reducing environmental impact.

Scope 3 emissions (tCO<sub>2</sub>e) <sup>1,2</sup> GRI 305-3

	2019 (baseline)	2022	2023	2024	19x24 reduction
Scope 3	50,580,408	63,235,897	62,009,422	64,371,674	27%

<sup>1</sup> The published data cover the categories 1, 3, 4, 5, 6, 7 and 11. .  
<sup>2</sup> 2024 data are published on a preliminary basis (GHG inventory audit pending as of the publication date of this report).

Engaging our supply chain

Launched in 2020, the “20 Megatons” project encourages the Group’s suppliers to commit to clear emissions reduction targets. For the Group’s 100 largest global suppliers, participation is both strategic and a top priority, as they account for more than 10% of the Group’s Scope 3 emissions. In 2024, we began engaging local suppliers as well, assessing each one’s level of maturity in terms of emissions reduction and sustainability practices.





## Process review

### 1. Greater efficiency per vehicle

+ load  
per vehicle

- trips  
made

### 2. Change in vehicle profile and total fleet size for the same load capacity

FROM: **9** small and **1** large = TO: **5** large and **1** small

### 3. Energy matrix



#### Diversifying energy sources

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

### 4. Different types of transport



#### Different types of transport

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

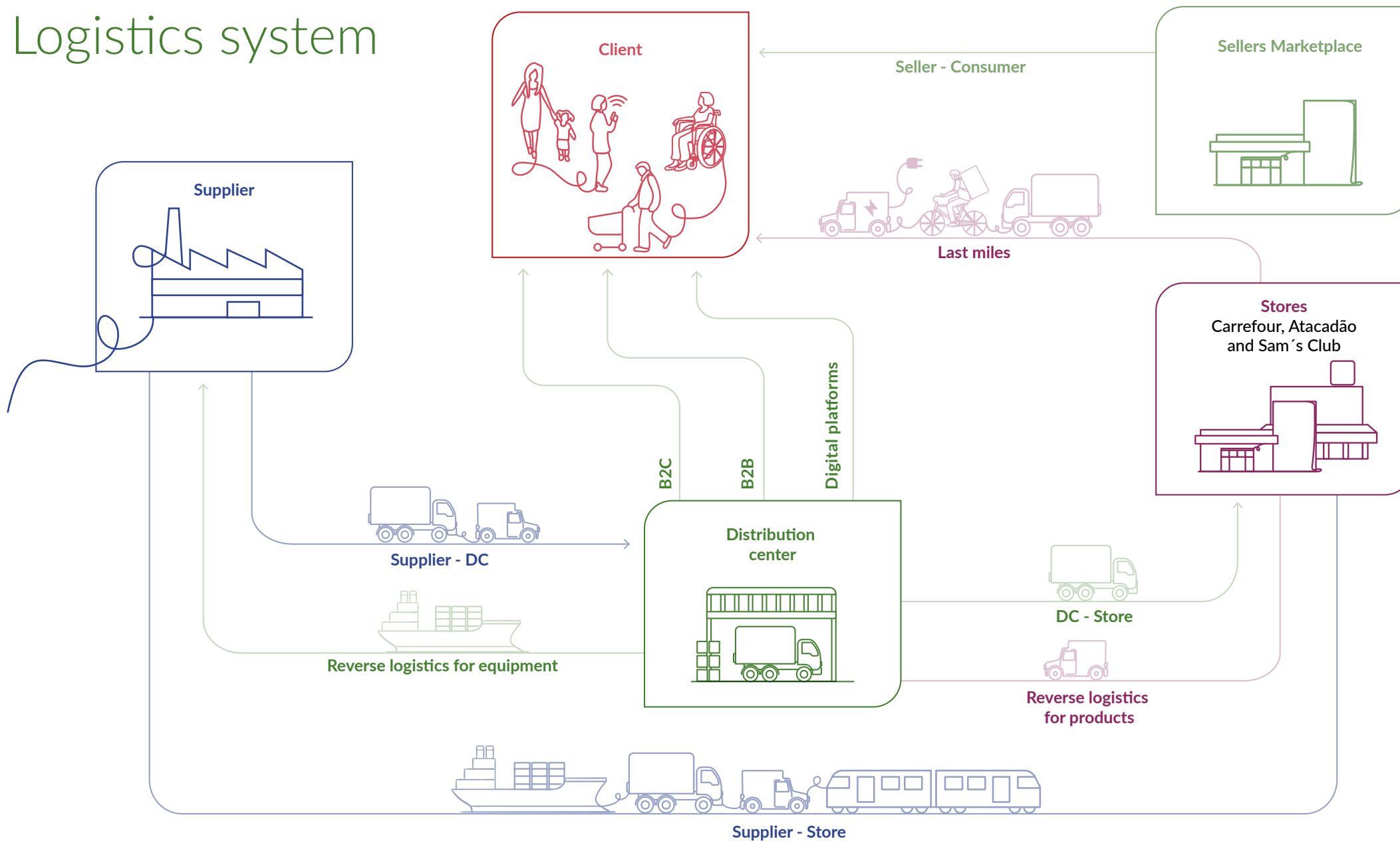
Diversifying means of transportation reduces dependence on specific fuels, as it enables the use of more efficient alternatives, such as railways and short-sea shipping, which consume less fuel per ton transported compared to road transport. This helps reduce both operational and environmental impacts. Since 2022, the Group has implemented the use of railways for transport between São Paulo and Rio de Janeiro — a pioneering initiative in the sector — and adopted short-sea shipping as a logistics alternative between Santos and Manaus.

In 2024, we conducted the first pilot project using maritime shipping for the São Paulo to Pernambuco route. This initiative aims to expand the share of maritime shipping within our logistics process, leveraging its advantages in terms of sustainability and efficiency. We estimate that maritime shipping will trigger a reduction of approximately 40% in greenhouse gas emissions along the route, in addition to helping lower operational costs.





# Logistics system





# Circular economy

GRI 3-3

The circular economy concept is embedded in Carrefour Group's decision-making process and is key to enhancing operational efficiency. This concept extends beyond waste management to include strategic practices that aim to reduce waste and maximize the value of resources throughout their lifecycle.

In stores, operational efficiency is a top priority. Reducing product shrinkage — particularly food waste — is essential to minimizing losses and improving stock management processes. This directly reduces the volume of discarded food, contributing to a more sustainable and financially responsible business model.

Proper waste management in stores and distribution centers is also a central plank of this strategy. The goal is to optimize materials through recycling, upcycling, or even composting of organic waste. This not only lessens environmental impact but also adds value to materials that would otherwise be discarded without proper use.

Since 2018, Carrefour Group has also incorporated circular economy practices into the packaging decisions for its own brands. Designing for recyclability is a priority, ensuring that packaging is made from more sustainable materials and can be easily recycled at the end of its life. This approach reduces plastic waste and supports a closed-loop product lifecycle, allowing packaging to be reused and fed back into production.

These initiatives allow Carrefour Group to not only fulfill its role in minimizing environmental impact but also create value for the business and society by fostering a more circular economy.

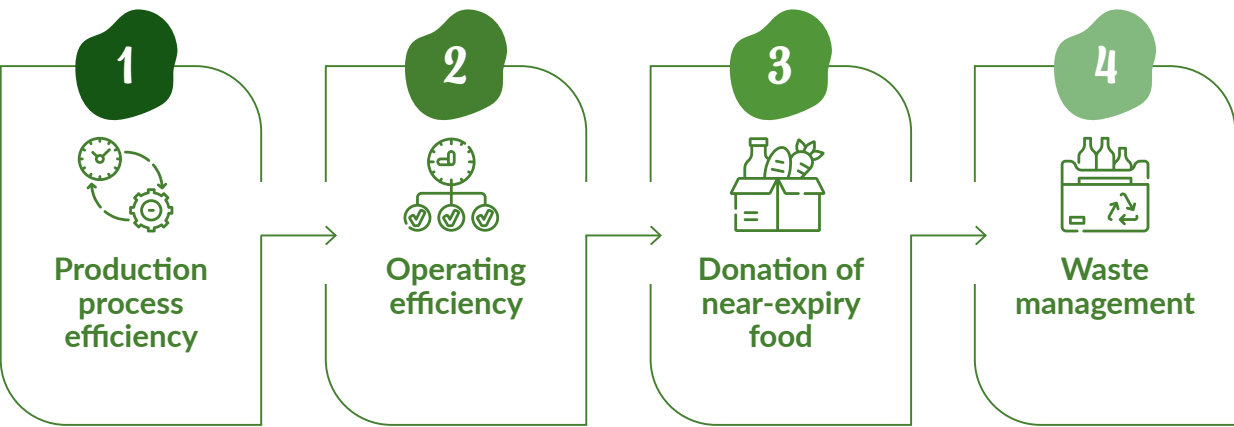
# Combating food waste and improving waste management

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Fighting food and resource waste is an essential practice for developing a sustainable and rational business model. Reducing product losses, especially food, not only contributes to improved inventory management but also plays a crucial role in minimizing both environmental and financial impacts.

This process begins at the food production stage and continues throughout the entire distribution chain, all the way to waste disposal. Upon arriving at stores, a series of preventive steps are taken to avoid losses, focusing on strategies that maximize

resource utilization. In addition, Carrefour Group incorporates innovative practices — from the use of artificial intelligence to social contribution initiatives, such as providing food to food banks and organizations that support vulnerable people. Through these efforts, the company not only reduces waste but also generates positive impact by promoting broader and more equitable access to essential food.



## Production process efficiency

Launched in October 2017, the Unicos program sells quality food that does not meet conventional aesthetic standards, offering it at discounted prices of up to 20%. This approach encourages the consumption of fruits and vegetables that do not display standard size and shape requirements but are still perfectly fit for consumption, thereby reducing food waste.



This program currently includes **13 products available** in 100% of Carrefour Hypermarket stores

## Operating efficiency

Carrefour Group relies on several strategic initiatives to minimize losses throughout its operations. These actions — covering everything from procurement planning to efficient food management in stores — aim not only to optimize resources but also to foster more conscientious and responsible consumption. Carrefour Group's key initiatives to combat food waste:



### Proper Purchase Planning

In 2024, Carrefour developed an AI supply-chain tool, aiming to reduce inventory and stock store shelves appropriately, thereby decreasing overall product losses. The tool analyzes various factors such as sales history, promotional history, pricing trends, current inventory levels and product quality and display rules — considering that each item has a maximum display time before it should be sold. During testing, the use of this tool reduced product losses in the fruits and vegetables category (FVG) by approximately 30%. The project is currently being expanded to cover all food categories within the promotional portfolio across all retail stores, totaling more than 300 locations.



### Daily in-store food maintenance to extend shelf life

One of Carrefour's best ways of combating food waste is the daily maintenance of food items in stores, in order to prolong shelf life and ensure freshness. This involves continuous monitoring of storage conditions, focusing on temperature, humidity and product organization.



### Discounts on products near expiry

Another strategy Carrefour uses to tackle food waste is applying discounts to items approaching their expiration date. This allows customers to purchase products that are still in perfect condition at lower prices, boosting the sale of items that might otherwise be discarded.



### Marketing co-products

Carrefour also invests in the marketing of food co-products, such as breadcrumbs and pre-cut fruits ready for consumption. By transforming parts of food items that would typically be discarded into new products, the Group is supporting the circular economy and promoting the more efficient use of resources.



## Donation of near-expiry food

Since 2009, Carrefour Brasil Group has operated a donation program for food and non-food products with lower commercial appeal but still suitable for consumption. In 2024, these donations were distributed to 144 partners, including food banks like Sesc Mesa Brasil and various non-governmental organizations supporting socially vulnerable populations. Donated products included items such as fruit, vegetables, legumes, grains, cereals and dairy. In total, more than 5,000 metric tons of products were donated from 664 stores across all formats (Carrefour, Sam's Club and Atacadão), resulting in the distribution of approximately 26 million supplementary meals. This initiative reinforces the company's commitment to fighting hunger and reducing food waste.



## Water management and consumption GRI 303-5

Water is consumed in day-to-day activities such as for drinking and cleaning in all the Group's units - stores, distribution centers, and administrative buildings.

As part of its sustainability strategy, the Group works continuously to reduce water consumption across operations and support projects that protect forests—crucial for safeguarding water sources and maintaining the balance of the water cycle.

In 2024, a survey was conducted to identify water-stressed areas where operations are located. This study aims to pinpoint the most vulnerable regions so that strategic climate adaptation and resilience actions can be developed. These initiatives are essential to ensure that operations remain aligned with best practices in water resource management and to mitigate the impacts of climate change across all processes.

As part of Carrefour Group's ongoing evolution, in 2024, water data were reported in the Climate Disclosure Project (CDP) Water Security questionnaire, achieving a score of B.

## Solid waste management GRI 306-1, 306-2

Once all options for resource and product optimization have been exhausted, stores follow a rigorous waste management process aimed at maximizing material recovery, increasing upcycling and recycling rates and ensuring proper disposal—with the medium-term goal of eliminating landfilling entirely. The company ensures that discarded materials are fed back into the production cycle through upcycling and recycling practices, following specific protocols based on material type and impact chain.

To achieve this goal, the Group provides infrastructure and alternatives that encourage both employees and customers to properly dispose of waste, including product packaging. These actions reflect the company's commitment to the circular economy and alignment with Brazil's National Solid Waste Policy.

Waste generated by operations is managed by specialized partners, with monitoring systems in place to ensure compliance with both contractual obligations and legal requirements. To this end, the company conducts regular audits to guarantee proper final disposal of waste.

In 2024, approximately 120,000 tons of general waste were diverted from landfills through the following initiatives:



### Focus on recycling and responsible disposal

Training of store and distribution center teams to introduce suitable disposal practices.



### Utilization of food waste

Food that would otherwise be discarded is repurposed into co-products.



### Composting of organic waste

Organic waste from 407 stores was sent for composting, transforming it into reusable inputs.



### Use of biodigesters

The Group operated biodigesters in more than 40 stores. This system decomposes waste in an anaerobic environment (without oxygen), generating biogas and compost that can be reused — eliminating the need for landfilling.



Total weight of waste generated (excluding wastewater) in the company's own operations (t) GRI 306-3

	2023	2024
<b>Hazardous waste</b>		
Diesel oil, paints and solvents, separator box oil, oil-soaked rags and mats, fiberglass, bulbs, batteries, electronic devices, etc.)	88.4	574
<b>Nonhazardous waste</b>		
Paper and cardboard	71,937	71,159
Plastic	12,057	13,732
Other nonfood	8,433	9,134
Organic	25,315	26,362
Tailings	101,237	104,194
<b>TOTAL</b>	<b>218,979</b>	<b>224,580</b>

Waste disposal (t) GRI 306-4, 306-5

	2023	2024
<b>Final disposal GRI 306-5</b>		
Landfilling	101,237	104,194
<b>Diverted from disposal GRI 306-4</b>		
Donations of food and non-food products	4,196	5,494
Paper and cardboard	71,937	71,159
Plastic	12,057	13,732
Composting	13,297	14,156
Other non-food recovered materials (glass, metal, aluminum, hangers, wood, Tetra Pak, co-processing, and others)	8,433	8,721
Other food products recovered	6,639	6,368
Biodigester	1,184	757
<b>TOTAL</b>	<b>218,979</b>	<b>224,580</b>

Terra Vegetal

An excellent example of the circular economy in practice is Terra Vegetal, an own-brand product created through the composting of organic waste – including fruit, vegetables, legumes, eggs and leftovers from the fishery and bakery sections – collected from the perishables departments of 49 Carrefour stores in São Paulo.

The initiative is carried out in partnership with a specialized composting company, which is responsible for collecting the waste and transforming it into organic compost. Approximately **36** tons of organic waste are sent for composting each month, helping to reduce waste and add value to organic materials.

The Terra Vegetal decomposition and preparation process takes three to four months before the product is ready for sale. This practice bolsters the Group's commitment to sustainability and the circular economy.

The Terra Vegetal own brand uses **waste such as fruit and vegetables**, which are transformed into **organic compost**



### Packaging efficiency FB-FR-430a.4

Carrefour Brasil Group's own brands include 23 product lines and a portfolio of over 3,000 items, combining affordable prices, quality, healthiness and sustainable production practices.

Since 2020, the Group has been redesigning its packaging, prioritizing materials with lower environmental impact as part of its own-brand strategy. The commercial and product development teams are committed to ensuring that 100% of packaging is recyclable, compostable, or biodegradable — taking into account the reality of Brazil's recycling chain and enabling reintegration into the production cycle.


In 2024, Sam's Club was brought into the strategy, increasing the number of packaging types analyzed by 50% and reinforcing the Group's commitment to more sustainable solutions.

Beyond these initiatives, Carrefour Brasil Group plays an active role in the Network for Plastic Circularity, collaborating with food, packaging and other industries to rethink the use of plastic and boost its upcycling. This collaboration supports the transition toward a circular economy model by ensuring a more efficient and longer lifecycle for these materials, in alignment with global sustainability goals.

100% of packaging to be reusable, recyclable or compostable

Carrefour Brasil Group closed the year with 70% of its packaging either recyclable, compostable or biodegradable. Despite the challenge of incorporating the extensive own-brand portfolio of Sam's Club, the company was able to maintain progress toward its target. **GRI 301-2**

For more information, please see the respective disclosures in the [Appendix on page 164](#).



Carrefour Group's global packaging strategy is aligned with the key indicators defined by the Ellen MacArthur Foundation, in collaboration with the United Nations Environment Program (UNEP).

Non-renewable materials (t) <small>GRI 301-1</small>		
	2023	2024
Metal	147	238
Plastic	2,471	2,073
Glass	615	1,000
<b>SUBTOTAL</b>	<b>3,233</b>	<b>3,311</b>
Renewable materials (t) <small>GRI 301-1</small>		
Paper	1,644	2,848
<b>TOTAL</b>	<b>4,877</b>	<b>6,159</b>

Reclaimed materials (%) <small>GR1 301-3</small>						
Product category	2023			2024		
	Reclaimed products and their packaging materials (tons)	Products sold (tons)	Percentage of reclaimed products and packaging	Reclaimed products and their packaging materials (tons)	Products sold (tons)	Percentage of reclaimed products and packaging
Batteries, light bulbs, electronic devices, cooking oil, cartridges, coffee capsules, general packaging	335.7	4,877	6.9%	230.4	6,789	3.3%
<b>TOTAL</b>	<b>335.7</b>	<b>4,877</b>	<b>6.9%</b>	<b>230.4</b>	<b>6,789</b>	<b>3.3%</b>

## Packaging suitability GRI 417-1

In 2024, Carrefour Brasil Group made significant progress in reducing plastic use and promoting more sustainable packaging, with several noteworthy initiatives. We replaced plastic film and styrofoam with biodegradable cellophane in the packaging of approximately 610,000 loaves of bread, eliminating over 1 ton of single-use plastic.

In addition, we have initiated trials using paper trays as an alternative to Styrofoam in ground meat packaging, reinforcing our commitment to more sustainable solutions.

In the packaged products segment, we replaced PVC blisters with PET containing 30% recycled content. This enabled the reintroduction of approximately 3 tons of recycled plastic into the consumer market, benefiting the recycling chain.

Another important initiative was the transition of certain milk products previously packaged in non-recyclable white PET to long-life cartons, which offer greater potential for upcycling and recycling. 100% of the milk sold by the Group currently uses this type of packaging—an item with significant impact, with approximately 19.8 million units sold annually.

- Increase the share of post-consumer recycled content in all plastic packaging used.
- Reduce the use of virgin plastic in packaging.
- Take steps to move from single-use models to reusable models, where applicable.

**Coca-Cola Returnable Project:** The returnable packaging project, in partnership with The Coca-Cola Company, allows bottles to be reused 15 to 25 times. It is available in 13 selected Carrefour Hypermarket stores located in the metropolitan regions of São Paulo and Rio de Janeiro, and in Ribeirão Preto.

- Eliminate plastic packaging with low recyclability or unnecessary use.

These initiatives are part of Carrefour Brasil Group's ongoing strategy to reduce the carbon footprint of its products and strengthen circular economy practices, promoting more sustainable solutions throughout the entire value chain.



**100%** of the own-brand milk sold by the Group is now **packaged in long-life** cartons





### Packaging education [FB-FR-430a.4](#)

The development and commercial teams for own-brand products received specialized training on sustainable packaging, helping to guide decision-making in partnership with suppliers and ensuring that more conscientious choices are embedded in the production process. As additional support, an interactive guide was developed to assist teams in the decision-making process.

Collaboration with commercial partners drives innovation and creates impacts beyond the Group's own operations. The practices adopted are often replicated by other companies across different products, generating a positive effect that ripples across the entire market.

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



#### Rethink

Innovation can lie in the packaging or the product—such as converting liquids into powders, using concentrated or paste formulas, or opting for biodegradable packaging.



#### Reduce

Reduce unnecessary items, lower plastic usage and thickness, avoid components smaller than 7 cm (such as caps, straws and labels) and adopt lighter, more compact and efficient packaging.



#### Reuse

Design reusable packaging, including for domestic use and offer refills for bulk products, allowing customers to use or repurpose their own containers.



#### Recycle

After following the first three steps, ensure that packaging is recyclable.

### Reverse logistics programs

Carrefour Brasil Group offers customers proper disposal alternatives through reverse logistics initiatives. Stores are equipped with collection points for packaging, batteries, light bulbs, printer cartridges, electronics and cooking oil. Developed in partnership with other organizations, these programs also offer customer rewards as incentives for conscientious practices.



In-store **collection points** allow customers to dispose of packaging, batteries, cooking oil and other items

**Returned or exchanged** products due to regret, defects or damage are processed and **redirected appropriately**

### Reverse logistics and technical assistance

Since 2016, Carrefour Brasil Group has a dedicated department to manage all products returned due to regret, defects or damage. This plays a strategic role both in the customer experience and in operational sustainability.

The process includes receiving returned goods, screening them for damage or functionality and directing them to the proper destination. Depending on the analysis, items may be reconditioned with the supplier's industry, resold as refurbished products, or offered through clearance or auctions. This practice extends the product life cycle, reduces landfilling and lowers the demand for raw materials in manufacturing new goods.

## Decarbonizing the Value Chain

Carrefour Brasil Group has embedded environmental commitments into its value chain to help reduce Scope 3 emissions. Guided by its Commercial Rules policy—aligned with the global Carrefour Group guidelines—these commitments establish direct responsibility with tier-1 suppliers and indirect responsibility across the broader supply chain, with the goal of mitigating social and environmental risks. To spearhead the food transition and ensure the sustainability of its value chain, the company has set targets linked to own-brand and other branded products to reduce the upstream carbon footprint and promote the sale of more sustainable products.

 All information and details regarding value chain initiatives can be found in the **Forest Strategy** chapter.



# Forest Strategy

Carrefour Brasil Group acknowledges its critical role in building sustainable value chains. Its Forest Strategy is based on two complementary pillars: mitigating social and environmental risks and promoting sustainable and regenerative practices.

On the risk mitigation front, the company adopts a comprehensive approach to ensure socio-environmental compliance in its supply chain, minimizing negative impacts and ensuring that its products meet strict sustainability criteria—including human rights, protection of conserved areas, working conditions, biodiversity, pesticide use, deforestation and animal welfare. Carrefour Group also promotes forest and biodiversity

protection initiatives, supporting regenerative practices and socio-economic inclusion. The strategy prioritizes food production that strengthens biodiversity. This includes promoting more sustainable production models such as organic farming, responsible fishing and aquaculture, the inclusion of small-scale producers and the appreciation of socio-biodiversity.





# Initiatives to protect forests and biodiversity

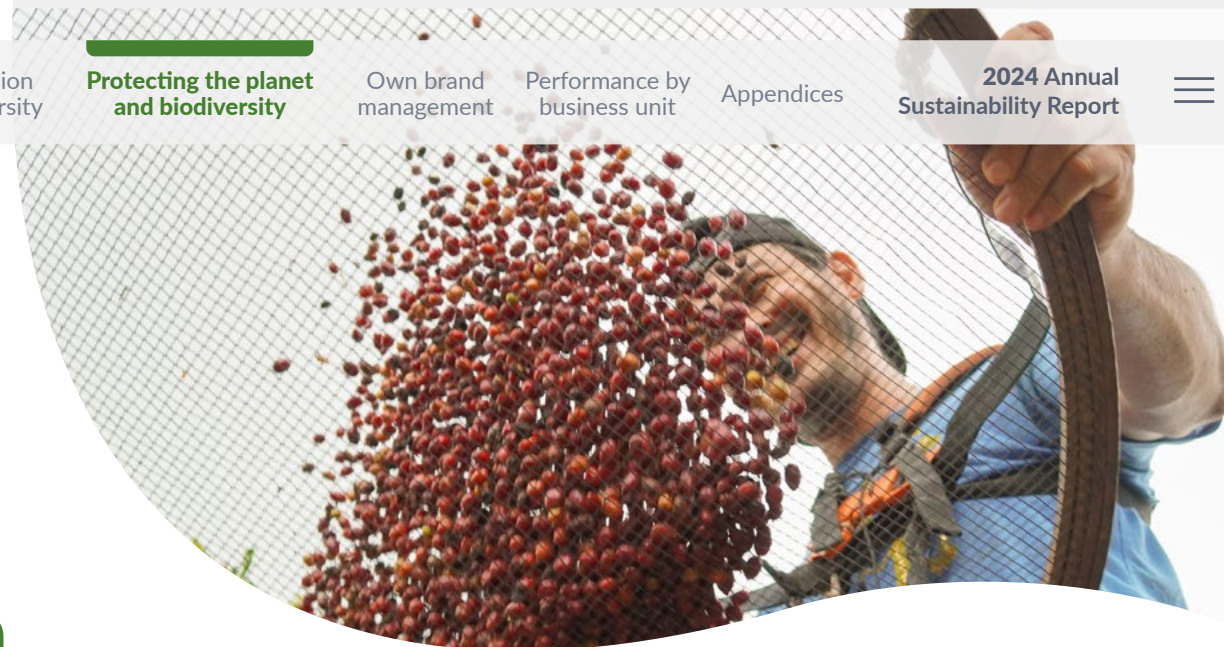
## Forest Fund

Announced by Carrefour Brasil Group in 2022, the Forest Fund—backed by an investment of R\$ 50 million and planned through 2027—was created to support civil society and multi-stakeholder initiatives that promote innovative landscape management approaches for transforming food production systems. By funding projects that advance traceability and socio-environmental compliance, the Company's aims to ensure the protection of forests and biodiversity while fostering economies based on socio-biodiversity. Our goal is to strengthen local communities, including Indigenous peoples, quilombolas and other traditional populations, by valuing their knowledge and promoting sustainable production models. We also encourage the adoption of regenerative and sustainable practices in commodity production, promoting greater

R\$ 50 million  
is the total investment of the  
Forest Fund until 2027

efficiency, reducing environmental impacts and aligning nature conservation with the resilience of production systems.

In 2024, Carrefour Brasil Group announced five sponsored projects, covering 1.2 million hectares, 6,300 people and 230,000 properties in the Amazon. See below:



**"Recognizing the importance of tackling deforestation, degradation and forest fires is essential—especially in the face of the climate emergency we are experiencing."**

Prioritizing initiatives such as traceability and support for products from traditional communities in the Amazon region are important steps Carrefour has taken to promote more sustainable consumption."

**Carlos Nobre**

Scientist, researcher and member of the Forest Committee



## No Deforestation Cattle Supply Chain Program

Led by The Nature Conservancy (TNC), this program aims to mobilize a coalition of stakeholders to transform the systemic drivers of deforestation in the Amazon and Cerrado, promoting transparency and traceability in the beef supply chain, with a focus on deforestation-free cattle ranching. The initiative is structured around **seven pillars**:

### 1. Increased transparency in the cattle supply chain

The project seeks to improve visibility over cattle movements and strengthen monitoring and control mechanisms. It encourages and enables the implementation of individual cattle traceability, increasing transparency across the production journey and ensuring that marketed meat complies with socio-environmental standards.

### 2. Acceleration of producers' environmental compliance

The project supports the development and promotion of simplified and integrated processes for commercial requalification, facilitating environmental compliance for small and medium-sized producers and contributing to a sustainable production model.

### 3. Support for producers and improved access to credit

The project envisions the creation of solution centers that will provide technical assistance for environmental regularization, sustainable intensification of production and access to credit facilities for responsible cattle ranching—creating the conditions for producers to adopt sustainable practices.

### 4. Public policy advocacy and government engagement

The project works with public authorities and industry organizations to implement solutions and policies that increase the protection of public lands and Indigenous territories, combating deforestation associated with cattle ranching in Brazil, particularly in the Amazon and Cerrado biomes.

### 5. Engaging players in the cattle supply chain

The project includes a pillar focused on corporate engagement with meat packers, retailers, the leather industry and banks, aiming to align corporate goals and actions with the program's objectives. This sector-wide alignment seeks to promote more responsible and sustainable practices.

### 6. Financial mechanisms to combat deforestation

The project also emphasizes valuing standing forests through the creation of financial mechanisms capable of generating income and curbing deforestation linked to cattle ranching.

### 7. Respect for human rights and dialog with indigenous peoples and local communities

To ensure that sustainable cattle ranching respects the rights of Indigenous peoples and local communities, the project supports the development of best practices and risk mitigation plans for the supply chain. It also promotes dialog between companies and communities, encouraging the formation of dedicated Working Groups and community monitoring systems to ensure transparency and respect for collective territories.

Aligned with its deforestation and biome protection strategy, Carrefour Brasil Group is focusing its support on pillars 1, 3 and 5. This support aims to foster scalable solutions for monitoring livestock movement and establishing solution centers to help producers achieve environmental compliance. In practice, the Group contributes to greater transparency in the cattle supply chain and livestock transport, helping make

individual animal traceability feasible. Through pillar 3, Carrefour also supports the expansion of Producer Support Centers, which offer free or subsidized advisory services for environmental regularization, sustainable intensification and access to credit—with a special focus on small and medium-sized producers. To ensure meaningful progress, the program brings together public and private sector partners and civil society, including other environmental NGOs (in addition to TNC), beef industry associations and other key stakeholders in the cattle supply chain to accelerate the implementation of sustainable practices. The goal is to support the Pará State Cattle Ranching Integrity and Development Program, which aims to achieve 100% supply chain visibility in Pará state by December 2026, with scalable solutions for other states across the Amazon, Cerrado and the rest of Brazil.



“Across Pará state, stakeholders—from companies and local governments to the producers themselves—have coalesced around the state government’s vision for a deforestation- and conversion-free cattle supply chain.

**As one of the largest domestic buyers of beef in this chain, Carrefour Brazil plays a key role in making this vision a reality.”**

**Michael Doane**

Global Managing Director for Freshwater and Food Systems at The Nature Conservancy (TNC)

## Florestas de Valor Program

Through its partnership with Imaflora, the company seeks to strengthen sustainable businesses that preserve standing forests, ensure fair trade for products from Indigenous peoples and traditional communities of the Amazon, promote income generation and increase the participation of these communities in the market. Key actions include:

- **Strengthening the Origens Brasil® network**  
Expanding free access for communities to a traceability system that connects supply and demand for socio-biodiverse products, with the potential for marketing in Carrefour stores.

- **Price equalization mechanism**  
Development of a financial mechanism that ensures fair prices for producers without passing costs on to consumers, offering above-market compensation and attracting new financial supporters.
- **Support for community businesses from the Florestas de Valor program**  
Technical assistance for communities, development of socio-biodiversity supply chains and support for 30 farmers and one cooperative (Coopaflora), alongside improvements in management and sales of small processing units located in quilombola territories.

 To learn more, visit the [Imaflora](#) site.

### Apuí Agroforestry Coffee

In partnership with Idesam, Carrefour Brasil Group supports Apuí Agroforestry Coffee, grown in southern Amazonas state. This agroforestry model in the municipality of Apuí combines robusta coffee cultivation with native trees such as *andiroba* and *jatobá*. The project aims to build a local nursery to produce high-quality seedlings, test new agroforestry species and expand the processing infrastructure—adding machinery and a storage facility. Carrefour Group’s investment also enables the training of producers and the provision of specialized technical assistance to ensure the production of specialty coffee. The network

currently includes 115 family farmers, with a goal of reaching 300 producers. The initiative aims to provide technical support to these producers for up to three years—from cultivation through roasting and grinding—adding value to the coffee, boosting the local economy. The goal is to restore 300 hectares through agroforestry by 2027. The initiative accordingly places Apuí on the map for high-quality coffee, adding value to the product, generating income and protecting forests.



Technical support for agroforestry coffee producers is helping **restore 300 hectares** by 2027



For further information, visit the [Café Apuí](#) and [Idesam websites](#).



**“The partnership with Carrefour Brasil Group has been essential in strengthening the Apuí Agroforestry Coffee Initiative.**

Support for the construction of the Seedling Nursery and specialized consulting has improve coffee's quality, resulting in a producer being ranked among the 30 best coffees in Brazil for the first time. Moreover, seedling production in the nursery strengthens agroforestry systems, reduces logistical costs and helps recover degraded areas. This collaboration has also directly supported the recovery of degraded land and the generation of sustainable income for family farming in the region. Carrefour’s commitment to regenerative farming practices drives innovative solutions, creating positive and lasting impacts for the Amazon.”

**André Vianna**  
Technical Director, Idesam



## Chocolate and Cupulate Biofactory

In partnership with Instituto Amazônia 4.0, Carrefour Group supports efforts to strengthen the local bioeconomy and promote products from traditional peoples, developing innovative solutions for the cacao and cupuaçu value chains. The initiative trains small producers in entrepreneurship, technology and sustainability. Financial support includes the construction of Biofactory 4.0, which aims to foster and enable a new bioeconomy in the Amazon region.

Through this partnership, the company is backing the next phase of the Amazon Creative Lab (LCA), advancing the creation of a biofactory for chocolate and cupulate production using a compact and sustainable model that minimizes environmental impact and energy consumption. The project also focuses on training small producers in entrepreneurial skills, providing initial in-person support and continuous remote technical assistance and encouraging community organization to ensure long-term independence and continuity. After four years, the community will be fully capable of operating the biofactory independently, with ongoing support from Instituto Amazônia 4.0—establishing a sustainable, high-value-added model for the Amazon. Carrefour's investment contributes to the development, innovation and improvement

of sustainable and technological practices in the cacao and cupuaçu value chains.

The project aims to involve 150 families in its advanced phase, offering ways for families to lose their dependency on social welfare. In its first year, the unit is expected to reach an initial production capacity of 80 kilograms per day. To learn more, visit the [site Amazônia 4.0](#).

## Support for the Land Cover and Use Change Monitoring Platform

MapBiomass is an initiative that provides robust scientific data on land use in Brazil, enabling fast and accurate mapping to support strategic decision-making in the fight against deforestation and the conversion of native vegetation. Its results cover all Brazilian biomes and assist institutions such as IBAMA and the Public Prosecutor's Office, as well as the private sector, in public policies, enforcement and environmental impact assessments. Carrefour Group's investment aims to support the project's continuity and foster innovation within the monitoring platform, making validated deforestation data openly and freely available, organized from multiple sources. To learn more, visit the [site MapBiomass](#).





## Carrefour Foundation

The Carrefour Foundation sponsored the following projects between 2019 and 2024:

### Traceability in Brazilian Cattle Ranching

In partnership with the NWF (National Wildlife Federation) and Visipex, the tool promotes transparency in the cattle supply chain by identifying deforestation risks and socio-environmental compliance criteria for indirect beef suppliers, with active involvement from meat packers in Pará state. The project embraced 16,737 farms across 117 municipalities and engaged 6 meat packers.

### Regenerative low-carbon commodity production in the Cerrado biome

Led by Conservation International, the initiative is aimed at leveraging sustainable agricultural practices, training farmers and facilitating access to funding, promoting more responsible agriculture in six priority municipalities of Tocantins, with an emphasis on grain production. A total of 148 producers and land stewards benefited from the initiative, which covered 179,524 hectares through the recovery of degraded areas, adoption of best practices and implementation of integrated systems.



### Shortening Supply Chain Links

An initiative by the International Education Institute of Brazil (IEB) and Terra Maré to support artisanal fishing in Pará state. It provided community training, income generation and value-added appreciation for local products, while also promoting the conservation of marine ecosystems. The project engaged five local community hubs and benefited 142 artisanal fishers, including women and young people.

### Sustainable Calf Production

A partnership with IDH, this initiative aimed to provide technical assistance to calf breeders, enhancing the profitability of small-scale indirect producers through the adoption of sustainable practices and traceability from birth. By the end of the project, 167,475 calves had been included in the program, involving 598 producers and impacting an area of 529,152.44 hectares.



## Initiatives to advertise products from traditional communities

Carrefour Brasil Group recognizes the importance of including small producers and traditional communities—such as quilombolas, Indigenous peoples, riverside communities and family farmers—in the formal market. By expanding these groups' access to our stores, we help strengthen local economies, foster diverse production models and support sustainable practices that respect and value their territories, knowledge and cultures. Aligned with the Smallholders Inclusion Policy published in 2024, the Group offers customized support to make their businesses viable, including enhanced visibility, tailored commercial conditions and assistance with registration and logistics processes. This initiative strengthens the sustainability of supply chains, encourages

ecosystem conservation and helps preserve the cultural heritage of these communities—conducive with more equitable economic development.

### Floresta Faz Bem

Reaffirming its commitment to spearheading the transformation of food systems, Carrefour Brasil Group developed the Floresta Faz Bem program—an initiative that aims to reshape the food production model through a more regenerative approach. It is the first nationwide network dedicated exclusively to promoting products made by Indigenous peoples and traditional communities. The goal is to connect these producers with the formal market and help build an inclusive food production model.

In addition to generating income for these communities, the program raises consumer awareness about the origin of products and the value of sustainable production practices—combining social inclusion, diversity and environmental conservation.



# 11 suppliers

joined the **Floresta Faz Bem** program in 2024

The program was created through strategic partnerships with several intermediary organizations, including: Forestry and Agricultural Certification and Management Institute (Imaflora), Institute for the Conservation and Sustainable Development of the Amazon (Idesam) and Institute for Sustainable Connections (Conexus). By the end of 2024, 11 suppliers were part of the program, offering 25 products through the Floresta Faz Bem section.

Floresta Faz Bem products are made by Indigenous peoples, riverside communities, extractive producers, quilombolas and other traditional

populations. The program supports them not only by increasing the visibility of their products, but also by providing personalized support for legal registration and logistics and by adapting commercial rules to help their businesses thrive (such as reducing payment terms or minimum order quantities). In other words, the program adjusts commercial rules to make them more inclusive and waives certain fees, doing so without compromising quality.

In 2024, the program launched in three pilot stores, with the goal of expanding the assortment and number of participating suppliers to up to 50 stores by late 2027.



## Floresta Faz Bem

"Floresta Faz Bem.  
Each product is more than just a good.  
It is a story of production and another item.  
Our purpose is to connect and strengthen producers and protectors who harvest from the forest.  
Indigenous peoples and traditional communities.  
Each item displayed is a masterpiece of nature.  
Harvested, packaged and distributed with respect for life.  
By choosing Floresta Faz Bem products, you are fueling a cause for a more just and regenerative world.  
If it's good for the forest, it's good for you.

Floresta Faz Bem.  
You nourish the forest.  
**The forest nourishes you."**



For further information, see [\*\*Floresta Faz Bem.\*\*](#)



**“By joining the initiative, Carrefour Brasil Group has committed to maintaining ethical commercial relationships with traditional populations and Indigenous peoples through the Floresta Faz Bem displays—**

encouraging supply chains that help preserve standing forests.”

**Luiz Brasi Filho**

Rede Origens Brasil Manager, Imaflora

### Rede Origens (Origin Network)

In 2024, Carrefour Brasil Group joined the Origens Brasil® Network, redoubling its commitment to promoting and valuing Brazil's socio-biodiversity products, produced by Indigenous peoples and traditional populations.

Managed by Imaflora, Origens Brasil® is recognized by the United Nations as a pioneer in sustainable food and agriculture. The network operates across 60 million hectares of the Brazilian Amazon, supporting ethical businesses that empower forest peoples and contribute to Amazon conservation. The network connects companies with producers from traditional communities living in Indigenous Territories and Conservation Units, ensuring transparency, traceability and recognition of origin.

It currently has 39 member companies and over 80 supporting institutions and community organizations working with Indigenous peoples and traditional populations in the Amazon. For further information, see: [www.origensbrasil.org.br](http://www.origensbrasil.org.br)

Carrefour Brasil Group's membership of the Origens Network elevates its commitment to ethical and sustainable business practices. It also supports biodiversity protection and the empowerment of traditional communities. Through this partnership, direct and ethical commercial relationships were established between traditional communities and the Group.

### “The Big Food Redesign Challenge” by the Ellen MacArthur Foundation

The Ellen MacArthur Foundation is an international nonprofit institution that fosters the circular economy to address challenges such as climate change, biodiversity loss and pollution. It partners with both the public and private sectors to build knowledge, explore collaborative opportunities and design circular economy initiatives and solutions.

Aligned with its strategy to protect the planet and forests, Carrefour Brasil Group became a partner in the Foundation’s “Big Food Redesign Challenge.” The idea behind the challenge came from a report analyzing how consumer goods companies and retailers can help create a more sustainable food system. The report emphasized how reshaping product portfolios can generate positive impacts for business, people and the environment. From this analysis, circular food design was proposed as a practical tool for transformation, leading to the Challenge itself—which aims to demonstrate how this change can be practically applied.

Carrefour Brasil Group’s support for the Challenge is conducive with its mission to transform food systems. By encouraging products based on circular design and nature-regenerative practices, the Group aims to strengthen biodiversity, reduce environmental impacts and promote value-sharing supply chains with local communities.

The Challenge journey comprised three main phases:

- Design:** the companies worked with circular economy experts to learn about circular food design and develop product concepts.
- Product development:** companies developed their products from start to finish. During this phase, Carrefour Brasil Group played an active role by providing one-on-one guidance to participants, sharing retail knowledge and customer insights to help create products that are not only viable but also more accessible and capable of raising consumer awareness.
- Finished products:** Carrefour Brasil Group committed to providing shelf space for selected participating products. In 2025, these items will be identified by consumers with the label **Aliado da Natureza** (an ally of nature).

“Collaborating with Carrefour Brasil Group over the past few years has been incredibly valuable to our agenda of transforming the food system toward a circular economy. The Group became the first retail supporter in Latin America of the Big Food Redesign Challenge, a bold innovation journey organized by the Ellen MacArthur Foundation that mobilized food sector companies to create products that help nature thrive.

Throughout 2024, the Group made invaluable contributions during mentoring conversations with Brazilian participants, offering retail insights that helped create products that are not only good for nature but also aligned with consumer needs and preferences in Brazil.

Thanks to this partnership, shoppers will soon find Challenge-created products on the Group’s store shelves, labeled “An Ally of Nature.”

*We are forever indebted to the multiple Carrefour teams that dedicated their time, knowledge and expertise to this initiative.”*

**Luísa Santiago**  
Latin America Lead, Ellen MacArthur Foundation





## Sales of certified sustainable products

Offering fresh, balanced and responsibly produced food responds to the growing demand for healthier diets while driving a more sustainable value chain that benefits consumers, producers and the environment. As part of its commitment to transforming production systems and preserving forests and biodiversity, Carrefour Brasil Group monitors and promotes the sale of certified products that follow responsible socio-environmental practices. These primarily target organic products, the "Garantia de Origem" line, Sustainable seafood (certified by Marine Stewardship Council [MSC] and Aquaculture Stewardship Council [ASC]) and wood and paper products certified by the Forest Stewardship Council (FSC).

### Organic produce

Through its offering of organic produce, the Company supports agricultural practices that respect the soil, biodiversity and natural cycles—free from the use of pesticides or synthetic fertilizers. This translates to better health for consumers and improved working conditions for producers. Smallholders and cooperatives gain increased market access, thereby strengthening the local economy. Moreover, the availability of these products on store shelves facilitates broader public access to healthier food options, helping make sustainable consumption a part of daily life for millions of people.

Throughout 2024, organic products sold by Carrefour Brasil Group's business units were tracked and included in the Group's overall commitment to certified sustainable product sales.

Compared to 2023, organic product sales grew by approximately 2%.

In 2024, sales of certified sustainable products hit **R\$ 1.7 billion**, surpassing the annual target by 46%



## Certification of timber products and by-products

Carrefour Brasil Group has partnered with its own-brand suppliers to ensure Forest Stewardship Council (FSC) certification for ten priority product categories containing pulp, paper or wood. These categories were selected based on their sales relevance.

FSC certification ensures that forest-based products (paper, pulp, wood and derivatives) come from responsible, sustainable forest management and comply with current socio-environmental regulations. Its standards cover

environmental, social and economic criteria—ensuring proper management practices, respect for workers' and local communities' rights and full supply chain traceability.

In 2024, FSC-certified products accounted for 70% of sales across the ten priority own-brand categories. In addition, considering the Group's engagement with national brand products, FSC certification monitoring continued in 2024, with meetings held with major suppliers to verify the scope of their certification.

### Sustainable fishing

Carrefour Brasil Group has adopted guidelines for responsible seafood sourcing that include certifications and promoting fishing practices that minimize environmental impact and avoid overfishing or the capture of endangered species. Sales of sustainably sourced seafood are monitored monthly, with annual targets established. The following criteria guide the Group's acquisition of sustainable seafood:

- **Aquaculture:** certification by the Aquaculture Stewardship Council (ASC) or production using organic methods.

- **Wild fishing:** certification by the Marine Stewardship Council (MSC) or participation in responsible fishing initiatives recognized and validated by the Group.
- **Participation in the internal *Garantia de Origem* program.**

The purpose of these certifications is to ensure that wild fishing does not drive species extinction and that aquaculture is conducted in a responsible and sustainable way. In 2024: 18% of total seafood sales across the Group's three business models came from certified sustainable sources. 100% of own-brand canned seafood products came from sustainable processes.

97%  
of own-brand's seafood  
sales came from sustainable  
production sources in 2024

## Traceability

Carrefour Brasil Group's *Garantia de Origem* brand is based on five essential pillars:

1. Superior taste
2. Quality and fair pricing
3. Authenticity
4. Sustainability
5. Food safety

These products are made with socio-environmental responsibility and undergo strict monitoring—from farms to processing units—in full compliance with the Group's Quality Policy. Authenticity is highlighted through the promotion of regional products and the brand's commitment extends to sustainability and animal welfare.

In 2024, the *Garantia de Origem* line comprised 142 products and 29 active suppliers.

All ***Garantia de Origem***  
products have full  
production traceability

70%  
of own-brand wood  
and paper product sales  
came from sustainable  
production in 2024

# Actions to combat deforestation and mitigate socio-environmental risks

GRI 3-3, 308-2, FB-FR-430a.3

Carrefour Brasil Group is committed to ongoing efforts to ensure socio-environmental compliance across its supply chain and to introduce a food production system that is inclusive, accessible, generates and distributes value and protects biodiversity. To facilitate this objective, the company has developed a complex and multifaceted ecosystem that monitors suppliers and applies corrective measures in cases of non-compliance.

## Socio-environmental risk management

With the aim of deepening diagnostics and prioritizing socio-environmental risks across its value chains, in 2024 Carrefour Brasil Group compiled a risk matrix to strengthen supply chain governance and integrity:

- Identification, prioritization and mitigation of socio-environmental risks.
- Detailed analysis of social and environmental impacts associated with operations.
- Implementation of preventive and corrective measures to ensure maximum compliance.

## Study Criteria and Methodology


The risk matrix was built based on several fundamental criteria:

- Human rights and working conditions
- Conserving natural areas and biodiversity
- Responsibly using agricultural inputs (pesticides and fertilizers)
- Tackling deforestation and promoting animal welfare
- Reputational risk in the sector, and
- Use of reliable public data, risk analysis, legislation and certifications to support strategic decision-making.


The matrix enabled the classification of the most strategic supply chains, including:

- Cocoa, soy, corn, palm oil, beef, wood, pulp, cotton, coffee and sugar.
- Detailed analysis of the connection between key ingredients and critical supply chains.
- Ensuring sustainability and regulatory compliance in the company's operations.


### Priority chains




Soybeans




Beef




Palm



Textile + Cotton



Wood



Fish



## Beef traceability and compliance GRI 3-3

Most recently updated in 2024, Carrefour Brasil Group has had a Beef Sourcing Policy since 2010. It aims to identify the direct source of supply and ensure compliance with socio-environmental criteria in the production of Brazilian fresh beef. Ensuring that the Brazilian beef sold in its stores does not come from farms engaged in deforestation is a priority for Carrefour Group. This led to the implementation of a supplier approval and monitoring process.

In its approval process, the Group demands that all potential beef suppliers meet the following prerequisites:

- Adherence to the “Boi na Linha” Protocol (Amazon), the Voluntary Protocol of the Cerrado and a protocol with additional criteria established by Carrefour for the other Brazilian biomes
- Have signed the Conduct Adjustment Commitment (TAC) for beef in the apposite states (Legal Amazon)

- Only source from plants with a federal inspection seal (SIF)
- Suppliers must have a geomonitoring tool, regardless of the geographic location of their operations and must conduct a socio-environmental analysis prior to the purchase of animals
- Buy from farms with an active registration (Federal CAR) and environmental licenses (when applicable)
- Send to Carrefour Group the origin details of the cattle-producing farms for each batch of meat
- Authorize Carrefour Group to reanalyze all farms using the Group’s geomonitoring system and to block them in the event of non-conformity

Once the supplier is approved, the rechecking process begins, following the Group’s criteria.

## Beef supply monitoring flow

The monitoring includes the continuous assessment of risks such as:

- Deforestation or habitat conversion
- Child and forced labor
- Environmental embargoes
- Land grabbing in indigenous or *quilombola* lands
- Land grabbing in protected areas

Suppliers carry out their own analyses using geomonitoring systems prior to each slaughter.

Carrefour Brasil Group *reanalyzes* all direct farms (tier 2 of the supply chain) on a weekly basis—these farms must be declared by the meatpackers. Monitoring covers 100% of the meatpacker's production intended for Carrefour Brasil Group.

Suppliers that do not meet the approval criteria or fail to comply with the Group's due diligence process are blocked from supplying products.

### 2024 results (12/31/2024):

- **100% of meatpackers** are using geomonitoring systems,
- **31,802 farms** (100% direct farms) and 24,631,946 hectares are monitored via satellite imagery through Carrefour Group's dual verification systems.
- **18 meatpackers** actively supplying the Group.
- **11 meatpackers blocked** for not meeting the Group's requirements.



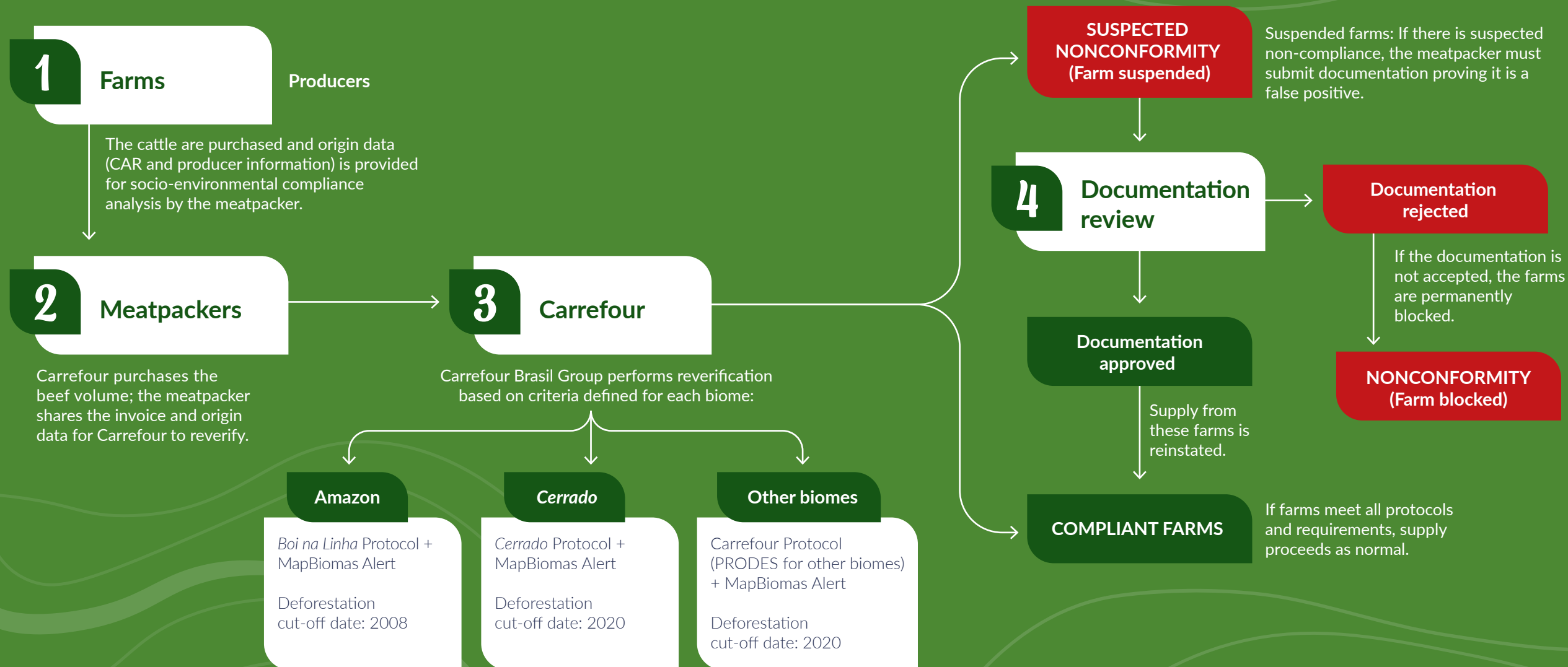
For more information about beef traceability, visit the [site](#).

### Deforestation data sources and cut-off dates used in the Carrefour Protocol

Zero-deforestation non-compliance criteria	Cut-off dates
Amazon	
Prodes, Deter (follow-up) and MapBiomas	Illegal deforestation: 07/22/2008 Legal deforestation: 10/05/2009
Cerrado	
Prodes, Deter (follow-up) and MapBiomas	Illegal and legal deforestation: 12/31/2020
Caatinga	
Prodes and MapBiomas	Illegal and legal deforestation: 12/31/2020
Atlantic Forest	
Prodes e MapBiomas	Illegal and legal deforestation: 12/31/2020
Pampa	
Prodes and MapBiomas	Illegal and legal deforestation: 12/31/2020
Pantanal	
Prodes and MapBiomas	Illegal and legal deforestation: 12/31/2020



# Beef Sourcing Due Diligence Flow





## Coalitions and Partnerships to Combat Deforestation

Carrefour Brasil Group believes that transforming the beef production and supply chain requires more than rigorous monitoring. Achieving meaningful progress demands structural, cross-cutting actions that go beyond individual company efforts and rely on collaborative, multisectoral initiatives.

That's why the Group actively participates in coalitions and working groups with stakeholders from the production chain—promoting dialog and cooperation to combat deforestation and implement sustainable practices. These partnerships help build systemic and effective solutions for a more sustainable cattle industry in Brazil.

- **Member of the Brazilian Sustainable Livestock Table (MBPS)**

A forum that connects various players in the livestock chain to promote best practices and continuous improvement in the sector.

- **Member of the Steering Committee of the Cerrado Voluntary Protocol Working Group**

An initiative by Proforest and Imaflora to enhance monitoring of direct cattle suppliers in the Cerrado biome, promoting greater traceability and socio-environmental compliance.

- **Signatory of the Boi na Linha Protocol**

Created by Imaflora and the Public Prosecutions Department, the protocol supports compliance with the Meat TAC in the Legal Amazon states, increasing transparency of the sector's efforts to reduce deforestation.

- **Co-chair of the CGF Beef Working Group (Consumer Goods Forum - Forest Positive Coalition)**

Brings together global retailers and manufacturers to drive actions that eliminate deforestation and ecosystem conversion in beef supply chains.

- **Member of the Steering and Strategic Committee of the Working Group on Indirect Suppliers (GTFI)**

A forum that addresses solutions for monitoring indirect suppliers in Brazil's beef supply chain—one of the sector's biggest traceability challenges.

- **Member of the Brazilian Coalition on Climate, Forests and Agriculture**

Movement composed of more than 300 representatives from the private sector, financial sector, academia and civil society to foster a low-carbon, responsible and inclusive economy.



**"Carrefour has established policies and monitoring practices for production chains to mitigate social and environmental risks in critical commodity supply chains.**

To that end, it sets targets and monitors their progress, aiming to ensure compliance with national and international sustainability standards, while working to ensure that its suppliers follow traceability protocols and biodiversity protection standards."

**Rachel Bidermann**

Senior Vice President at Conservation International for the Americas and member of the Forest Committee



# Soy traceability

GRI 3-3

The expansion of soy cultivation in Brazil—especially in the Amazon and Cerrado biomes—is directly linked to deforestation and the loss of native vegetation. As an essential ingredient in animal feed production, soy plays a central role in the protein supply chain and its by-products. That's why ensuring responsible sourcing of soy is a strategic commitment of Carrefour Brasil Group, aligned with its sustainable sourcing policy.

Carrefour Brasil Group reinforces its engagement with soy traceability and continuously seeks solutions for more sustainable production through dialog with the sector. The company is a member of the Round Table on Responsible Soy (RTRS), an international organization that strives to expand responsible soy production through cooperation across the supply chain and stakeholder engagement.

## Supply Chain Mapping and Risk Analysis

In 2024, Carrefour Brasil Group made significant progress in mapping its soy supply chain, with a special focus on the traceability of soy embedded in animal feed for meat products sold under its own brand.

The process included the collection of detailed information from suppliers about:

- 1. The origin of the soy** used in animal feed.
- 2. Presence and volume of soy** in their production chains.
- 3. Risk analysis** of key suppliers, considering:
  - Priority regions associated with soy production
  - Free of deforestation and conversion of native ecosystems.
- 4. Priority suppliers were classified** based on the level of socio-environmental risk associated with soy production.

Based on this data, an initial risk assessment was conducted, enabling the identification of priority regions linked to soy production and ecosystem conversion. These findings were used to classify the Group's priority own-brand suppliers based on their level of deforestation risk.

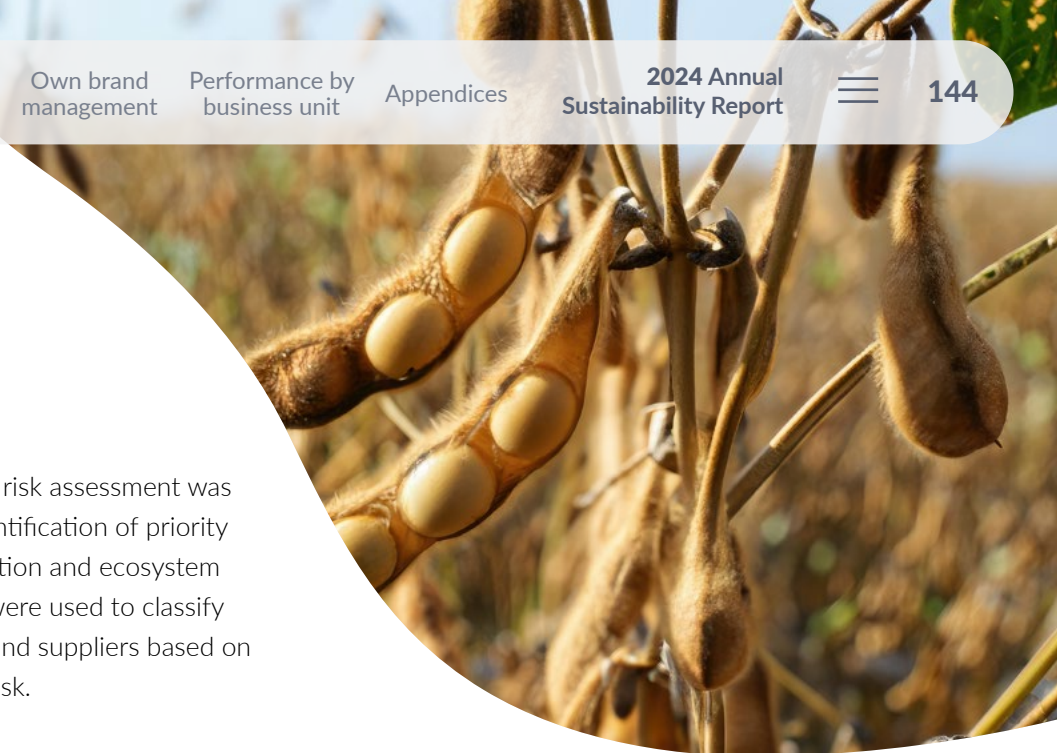


"Carrefour in Brazil has shown a serious commitment to product traceability,

especially to ensure that recent deforestation is eliminated from its shelves."

**Tasso Azevedo**

Forestry engineer, consultant and social entrepreneur in sustainability, forests and climate





## Palm oil certification

The use of palm oil in various products poses a deforestation risk for tropical forests, especially in Southeast Asia. Since 2020, Carrefour Brasil Group has used 100% RSPO-certified palm oil (Roundtable on Sustainable Palm Oil) in its own brands products, with a minimum certification level of Mass Balance. This includes 161 own brands items, supplied by 29 vendors, 26 of which are certified under the Mass Balance model and 2 are segregated.

The company seeks to collaborate with the sector through ongoing dialog and by building partnerships with palm oil producers and traders. The goal is to gain deeper insight into each stage of the supply chain and to share experiences that support the advancement of sustainable palm oil production.



# Traceability and monitoring fruits and vegetables GRI 3-3

## Rama Program

Since 2014, Carrefour Brasil Group has been a member of Abras' Food Traceability and Monitoring Program (Rama), which aims to promote traceability and monitoring of fruits, vegetables and greens (FGV), ensure food safety and encourage good agricultural practices, enabling the development of the FGV supply chain. The program is inclusive and focuses on training producers and distributors.

Its core principles include collaborative traceability, monitoring of chemical residues, nationwide supplier coverage, correction policies and training with producers and distributors. Product samples are collected by field teams in stores and distribution centers and sent for analysis in laboratories accredited by ANVISA (Brazilian Health Regulatory Agency) and INMETRO.

The types of non-compliance evaluated include:

- residue levels above the maximum limit allowed for a given crop
- unauthorized residues for the crop
- banned residues.

If a detected chemical residue falls foul of legal requirements, an action plan is implemented with the supplier, which must then submit the product for reanalysis. This process is designed to ensure food safety standards and supply chain transparency.

## Program Principles

1. Collaborative traceability and chemical residue monitoring.
2. Nationwide supplier coverage across Brazil.
3. Corrective action policy in cases of non-compliance.
4. Ongoing training for producers and distributors.

## 2024 Results

- **800+ analyses** conducted on fruits, vegetables and greens (both conventional and organic).
- **14 origins from 17 suppliers** were blocked due to non-compliance with sanitary requirements.





Monitoring of pesticide use is part of the quality control and food safety procedures implemented across all of the Group's operations in Brazil.

The effectiveness of Carrefour's monitoring efforts was recognized by the Rama Award—received for the 9<sup>th</sup> consecutive year in 2024. It considers several indicators, including:

- Volume of traceable products
- Number of residue analysis samples collected
- Rate of compliance with sanitary regulations
- Supplier engagement in traceability initiatives
- Transparency in communicating the program to customers.

In 2024, Carrefour Brasil Group hosted its 1<sup>st</sup> National FGV Supplier Meeting, bringing together producers from all Brazilian states—more than 250 participants online and 150 in person. The event featured a presentation by Anvisa, showcasing the Para Program (Monitoring Program for Pesticide and Residue Levels in Food) and included discussions on: responsible pesticide use and Integrated Pest Management (IPM) practices. These efforts contribute to improving farming conditions and production quality. During the event, the Group gave awards to top-performing suppliers in the Rama Program for outstanding service and product quality.



**More than 800** analyses  
of **fruits, vegetables and  
greens** were conducted  
in 2024

# Social audits on the value chain

GRI 407-1, 408-1, 409-1, 410-1, 414-1, 414-2

## ICS (Initiative for Compliance and Sustainability)

Carrefour Brasil Group maintains a strong, ongoing commitment to promoting fair and ethical working conditions across its global supply chains. As a founding member of ICS—Initiative for Compliance and Sustainability—Carrefour has actively contributed since 1998 to improving labor conditions worldwide through participation in key working groups.

The ICS is an international multisectoral initiative to enhance working conditions along global supply chains. Its main objective is to strengthen social compliance within the value chains of its members, based on international guidelines such as:

- The UN's Guiding Principles on Business and Human Rights
- The OECD Guidelines for Multinational Enterprises
- ILO (International Labor Organization) Conventions
- Local labor legislation

ICS contributes to the creation of more sustainable, fair and inclusive supply chains by providing standards, processes and tools to identify, prevent and remedy risks of human rights violations.

## ICS methodology

**Social audits:** Conducted across multiple sectors of the supply chain to evaluate social compliance.

**Shared audit model:** ICS members use a shared audit system with an internal database for exchanging audit information. This model reduces duplication and improves collaboration among companies.

**Semi-announced audits:** Audits are unannounced, ensuring a true check of processes and guaranteeing the impartiality and reliability of the results.

**Audit criteria:** Audits include observation, document review and worker interviews, following sampling standards and covering topics such as:

- Management systems
- Transparency and traceability
- Child labor and young workers
- Forced labor and discrimination
- Health and safety matters and others.

## Classification system & corrective actions

**Dual classification system:** Audits use a dual score: a percentage rating (0–100%) and a letter grade (A, B, C, D, E) to reflect the level of compliance and severity of identified non-conformities.

**Warning alerts:** Critical non-conformities trigger alert notifications requiring immediate corrective actions.

**Corrective action plans:** If non-conformities are identified, the factory must implement a corrective action plan to address the issues raised.

## 2024 Results

**Target:** Carrefour Brasil Group is committed to ensuring that 100% of its own-brand suppliers undergo valid social audits.

- **332 suppliers** with social audits approved,
- **8 suppliers** blocked.

ABVTEX  
(Brazilian Retail Textile Association)

In Brazil, Carrefour Group demonstrates its commitment to sustainability in the textile industry through its association with ABVTex since 2012. Through its certification program, ABVTex requires suppliers in the textile and footwear sectors to follow strict social responsibility standards, including: prohibition of forced labor and child labor while guaranteeing safe and fair workplaces.

Audit Actions and Methodology

Independent audits:

Conducted throughout the supply chain, including subcontractors, to ensure strict control of production processes.

Announced and unannounced audits:

**Initial Audit:** Evaluates the supplier’s compliance with the program requirements. Conducted as an announced audit so the supplier is aware of the evaluation criteria.

**Renewal Audits:** Conducted unannounced to ensure ongoing compliance without prior preparation.

**Follow-up Audits:** Focus on reviewing non-conformities identified in previous audits, allowing companies to implement corrective measures.

**Assessment criteria:** The audits investigate:

- General workplace conditions
- Health and safety
- Emergency response
- Supply chain validation
- Transparency
- Management and environmental practices

Classification of non-conformities:

- **Zero Tolerance:** Serious violations such as child labor, forced labor or labor analogous to slavery, or the use of undocumented foreign workers.

Result: immediate disqualification of the supplier and a six-month ban on new audits.

- **Critical:** High-severity infractions that also result in immediate disqualification.
- **Major and Minor:** These affect the supplier’s final audit score and compliance status but do not result in immediate disqualification.

Supplier Classification System

- Approved suppliers are classified as Bronze, Silver or Gold, based on the progress and improvement of their social responsibility, governance and environmental practices.
- **Commitment to subcontractors:** Suppliers must work exclusively with approved subcontractors and ensure that all their subcontractors are fully certified and approved within two years.

Core objectives of the ABVTex Program

1.

Ensure decent working conditions throughout the retail fashion supply chain.
2.

Combat slave, forced and child labor.
3.

Ensure compliance with environmental legislation applicable to the textile sector.
4.

Promote best practices through continuous engagement of participants.
5.

Establish unified audit processes to enable ongoing monitoring of supplier progress.

Transparency and Impact of the Program

The ABVTeX Program ensures that information about production conditions is transparent and reliable, allowing consumers to see details about the origin and working conditions of textile products.

A signatory of the association since 2012, Carrefour Brasil Group ensures that its suppliers in the textile and footwear sectors comply with the strict social responsibility standards established by the program.

- 2024 Results: 136 textile suppliers audited under the ABVTeX protocol.

Supplier management

Own-brand Information	2023	2024
Total number of own brand product suppliers (food and non-food)	528	377
Total number of critical own brand suppliers (beef, FGV* and textile products)	216	99
Total revenue from critical direct suppliers (%)	27.8%	5.1%
Total number of indirect critical suppliers (beef, FVG* and textile products)	2,415	1,238

\* Fruits, greens and vegetables

Supplier assessment and development

Own brand Information	2023	2024
Total number of critical suppliers in beef, fresh produce (FVG*) and textiles audited to social compliance standards (ICS Protocol and ABVTEX)	212	183
Total number of critical suppliers in beef, FVG* and textiles audited to social compliance standards (ICS Protocol and ABVTEX) – a mandatory requirement in accordance with Carrefour’s Global Sustainable Procurement Requirements	212	183
% of beef, FGV* and textile suppliers audited, with action plans and corrective measures in place	10.4%	2.7%
Total audited critical own-brand suppliers in beef, FGV* and textiles that were blocked	5	6
Total critical own-brand suppliers in beef, FGV*) and textiles that were developed under the Bay-GAP Program for suppliers	17	66

\* FVG – Fruits, greens and vegetables

Animal welfare in the value chain

Animal welfare is a strategic topic in Carrefour Brasil Group's sustainability agenda, aligned with its pursuit of a responsible, healthy and accessible food transition for all.

The Group consequently develops specific animal welfare guidelines and initiatives to promote within its supply chains. This includes continuous monitoring and encouraging animal welfare audits among its own brand's suppliers, with the goal of having all such suppliers audited according to strict animal welfare standards.

In 2024, more than 60% of meatpackers already had valid audits meeting these standards. Moreover, the Group invests in projects with its own brand pork suppliers, such as the "Garantia de Origem" initiative to strengthen sustainable and ethical practices.

## Key Animal Welfare Principles

The Group follows the “Five Freedoms” established by the Farm Animal Welfare Council (FAWC), an independent British advisory body and a global benchmark in animal welfare. These freedoms represent ideal states to ensure animal welfare and are defined as:



### 1. Freedom from hunger and thirst

Ensure access to clean water and appropriate food, preventing hunger, thirst and malnutrition.



### 3. Freedom from pain, injury or disease

Ensure animals are free from injuries, disease and suffering by providing adequate prevention, diagnosis and treatment



### 5. Freedom from fear and distress

Ensure that animals do not experience fear or distress by providing living conditions that respect their psychological well-being.



### 2. Freedom from discomfort

Provide appropriate shelter and comfortable resting areas, protecting animals from physical or climatic stress.



### 4. Freedom to express normal behavior

Allow animals to express natural behaviors of their species, with sufficient space and proper facilities.

## Animal Welfare Objectives of Carrefour Brasil Group

In addition to the FAWC principles, Carrefour Brasil Group has defined 10 priority objectives as part of its commitment to animal welfare, aligned with its global strategy:



1. Fight antibiotic resistance and ban the use of antibiotic growth promoters and growth hormones.
2. Ban cloning and genetically modified animals and foster biodiversity.
3. Transform cage farming and minimize livestock confinement.
4. Minimize stress during transport and slaughter.
5. Limit mutilation and improve systematic pain management.
6. Ensure proper feeding.
7. Require health monitoring.
8. Prohibit animal testing (for cosmetics and household products).
9. Prohibit the use of animal materials that do not come from farms primarily aimed at food production.
10. Improve the comfort of the habitat.

Additionally, the Group actively engages with NGOs focused on animal welfare to strengthen these initiatives and explore innovative solutions that generate positive, enduring impacts on its journey toward more sustainable and responsible practices.

# Animal welfare in the supply chain

## Pork

Carrefour Brasil Group requires specific commitments to ensure pig welfare within its supply chain. The 2019 policy fosters more sustainable practices aligned with market expectations and with national and international regulations. Carrefour Brasil Group's pig welfare initiatives include:

- **Restriction of teeth clipping or grinding:** only allowed in extreme cases, such as aggressive behavior.
- **Time limit for sow confinement:** a maximum of 28 days for gestating sows.
- **Elimination of ear clipping:** abolished in 2022 and replaced by less invasive methods like tattooing.
- **Adoption of immunocastration by 2025:** a non-invasive method to replace surgical castration.
- **Ban on post-weaning antibiotics:** starting in 2030, the Group will promote pig health and welfare without routine antibiotic use.

- **Research on tail docking:** exploring alternatives to reduce the impact on animal welfare. Only the final third of the tail is cut off at the moment.
- **Investment in environmental enrichment:** creating more interactive environments that simulate natural settings.

## Laying hens

In partnership with its suppliers, Carrefour Brasil Group is driving a major transformation. To support this transition, we are already offering free-range, organic and cage-free chicken eggs produced under systems where hens can move freely and express their natural behaviors, resulting in greater welfare and quality of life.

Share of cage-free chicken eggs at Carrefour Brasil Group (% year-end 2024)

	Own brand	National brand	Total
Carrefour	8.4%	32.3%	21%
Cash&Carry	N/A	3.3%	3.3%
Sam's Club	57%	55%	56%
TOTAL	13%	6%	6.9%

\* N/A – Not Applicable





# Animal causes

Carrefour Brasil Group carries out initiatives that transform realities and promote care and shelter for stray animals. Since 2018, the company has implemented efforts to raise awareness in society and foster a culture of respect and protection for animals.

The impact of these actions is amplified through strategic partnerships with NGOs, animal-welfare advocates and specialized institutions that carry out rescue operations, rehabilitation and responsible adoption programs. This commitment reflects the Group's vision of being a transformative agent that generates positive impacts not only within Carrefour Group's stores, clubs and other business units but also in the surrounding communities. In 2024, the actions shown opposite made a real difference.

These results demonstrate the company's dedication to going beyond its retail role and acting as an active force in building a more ethical and empathetic society toward animals. Carrefour Brasil Group continues to move forward on this journey, driving new initiatives that improve the protection and respect of animal life throughout the country.

159  
adoption events  
held across various  
Group facilities

337  
animals adopted and now  
living in safe, caring and  
responsible homes

# Own brand management

EXPANSION AND DEVELOPMENT  
OWN BRAND INNOVATION AND TECHNOLOGY



GRUPO  
CARREFOUR  
BRASIL





# Expansion and development

With a commitment to offering quality to consumers, Carrefour Brasil Group's own brand are inspired by leading brands in each segment and follow the latest consumer trends.

The company uses its own brand brands as a platform to promote sustainable practices in the industry, addressing issues such as product origin, nutritional quality and packaging recyclability.

In 2024, approximately **450 new own brand products** were launched: 260 under the Carrefour brand and 190 under the Member's Mark brand.

That year, own brand products accounted for **22%** of the Group's total sales



## Own brand Award

### Own-brand Connection Award

In 2024, during PL Connection—an exclusive event for Own brands held alongside the Latam Retail Show—the winners of the 1<sup>st</sup> edition of the Own Brand Excellence Awards were announced, celebrating top performers in the sector. The Carrefour own brand was awarded first place in the category of "Best Loved Own Brand" for its Veggie Lasagna line. Member's Mark, Sam's Club's own brand was also recognized as a consumer favorite for its Holiday Tins and for the packaging design of its Kettle Chips.



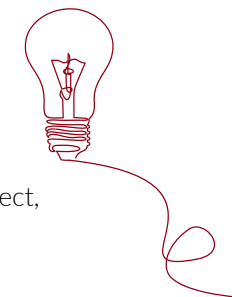
The Veggie Lasagna line was recognized as the **Best Loved Own Brand**

# Own brand innovation and technology

Automation and innovation are essential in retail, impacting both the consumer shopping experience and the operational efficiency of companies. Carrefour Brasil Group is leading this evolution by implementing two-dimensional barcodes (2D), commonly known as QR codes, in a pilot for own brand products.

By adopting this advanced technology, the Group is going beyond simple price checks: the 2D barcode allows consumers to access detailed information about each item, offering a new way to connect people and products. In partnership with GS1 Brasil (the Brazilian Automation Association), an organization that develops and maintains standards for industry and retail, Carrefour developed a pilot project to roll out 2D barcodes on its products. These codes will provide product details, including traceability data and expiration dates.

The introduction of 2D barcodes on Carrefour Brasil Group's own brand products represents a technological leap, offering advantages for both consumers and store operations. This helps the company remain competitive and aligned with innovation trends.



In recognition of this innovative project, **Carrefour Brasil Group received an award at the Automation Award Ceremony**, organized by GS1 Brasil. This was the fifth time Carrefour Brasil Group received this recognition, further cementing its position as an innovation standard setter in the retail sector.



# Traceability

The *Garantia da Origem* product line is known for its strong sustainability commitment across various areas. Following its rebranding process, the line now more clearly reflects the brand's core concept. Examples include: growing bananas without aerial spraying, to protect the environment; adoption of animal welfare practices; and product traceability to ensure no links to deforested areas.

To meet this standard, five core principles must be fulfilled:

## 1. Flavor

Products are developed through sensory testing to ensure they meet the high-quality standards defined in technical specifications.

## 2. Quality and price

In addition to laboratory testing, farms and production units are regularly assessed using the Group's exclusive protocol to ensure compliance with the Quality Policy. Prices are calculated to ensure fairness.

## 3. Authenticity

By valuing Brazil's agricultural potential, Carrefour Brasil Group selects the best products from different regions of the country, promoting the authenticity of each item.

## 4. Sustainability

Focused on environmental preservation, the line promotes sustainable practices such as animal welfare, responsible fishing, agroecology and the encouragement of agricultural techniques that support ecological and economic balance.

## 5. Food safety

Product traceability is ensured from origin to final delivery to the consumer, with regular technical audits conducted to guarantee the safety and well-being of all parties involved.



## Carrefour Bio

The Carrefour Bio line stands out among the own brands for its commitment to offering healthy, affordable and high-quality food products. Aligned with the company's purpose, this line aims to make organic products more accessible to consumers. In addition to more than 60 options of perishable foods, the range includes 42 grocery options, such as coffee, honey, olive oil and coconut oil. All Carrefour Bio items are certified by the Brazilian Organic Conformity Assessment System (Sisorg) and undergo periodic re-evaluations to ensure that the certification remains valid.

# Management of partner suppliers

Own brands products are supplied by companies that undergo a quality management process, which includes technical audits to evaluate the production process for safe food delivery and social audits to ensure proper working conditions at production sites.

Analytical tests are conducted in accordance with current legislation, using accredited laboratories to ensure the quality and safety of own-brand products. To ensure customer satisfaction and consistent product quality, an internal laboratory conducts sensory analyses. This allows the company to detect variations in products, monitor supplier production processes, foster innovation and stay aligned with market trends.

When a new own brand product is being approved, an evaluation is carried out on its ingredients,

nutritional information and additives, alongside checks on levels of sodium, added sugars and saturated fats. If any parameter does not meet the required standards, a reformulation is suggested and product development is paused until the necessary adjustments are made.

In addition, the own brand team works closely with suppliers, supporting them in improving operations, enhancing quality and obtaining environmental certifications.

Supplier performance is monitored through the Quality Card tool, which uses a matrix to assess each supplier's performance throughout the year based on criteria such as compliance with technical and social audits, laboratory analysis results, customer service performance and product returns. This tool enables the implementation of corrective actions as part of a continuous improvement process.

# Commercial Rules Training

In 2024, Carrefour Brasil Group conducted the Commercial Rules Training program to align its commercial practices with the company's sustainability commitments. Internal training sessions were held across its three business models – Retail, Cash&Carry and Sam's Club – with over 600 participants.

The training offered a comprehensive overview of sustainability and ESG, highlighting the company's sustainability strategy, its commitment to the food transition, key performance indicators and detailed purchasing rules applicable to the Brazilian market. These guidelines include criteria for selecting sustainable suppliers, promoting the procurement of more responsible products and embedding sustainability into all business operations.

The rules cover the sourcing and sale of certified sustainable products, commitments to quality, food safety and nutrition and standards for purchasing raw materials associated with deforestation (such as beef, soy, palm oil and timber). They also address sustainable packaging and animal welfare.

600+  
participants in commercial  
rules training sessions

The training emphasized the importance of responsible negotiations and conscientious decision-making. This initiative reinforces Carrefour Brasil Group's commitment to sustainability throughout its value chain and supports the food transition, highlighting internal engagement as a key factor in achieving sustainability goals and contributing to a more responsible marketplace.



# Ensuring food quality and safety

FB-FR-250a.1, FB-FR-260a.2

Carrefour Brasil Group adopts strict policies to ensure food safety, implementing a range of practices to guarantee that the products on its shelves meet the highest quality standards.

In the distribution centers, a trained technical team inspects products with a focus on own brand items, based on technical specifications. The quality team performs specific tests, such as metrology, pH levels in meat and defect level analysis, to ensure that only compliant products enter the supply chain. The indicators are tracked in real time.

In stores and clubs, a technically skilled team oversees the technical supervisors (RTs), who conduct follow-up visits and audits to verify

compliance with good manufacturing practices and evaluate store and club conditions. External audits are also conducted to ensure impartial assessments.

The performance of stores, clubs and logistics units is monitored monthly through internal audits, using a compliance rate percentage based on good practices and pest control criteria.

The team is continuously committed to improvement and fostering a culture of food safety, frequently organizing training sessions and awareness initiatives such as Food Safety Day.



## Recall FB-FR-250a.2

In 2024, there were no recalls of own brand products. The Group has a registration and communication system in place to handle product recalls—whether they involve own or third-party brands. Annually, employee refresher training is conducted to teach proper procedures for handling alerts, product segregation and system data entry. A dedicated system tool is available that immediately blocks the sale of recalled products. Even if the item is on our shelves, it is not possible to scan the code for sale, as it will appear as blocked.

# Performance by business unit

FINANCIAL RESULTS AND PERFORMANCE



# Financial results and performance

GRI 201-1

13.4%  
growth on YoY Ebitda

In 2024, Carrefour Brasil Group reaffirmed its position as the largest retailer in the country, maintaining strong results marked by growth, profitability, cost discipline and operational efficiency.

Sales grossed R\$ 121 billion in 2024, up by 4.4% on 2023. E-commerce saw its GMV increase 30% on the previous year, reaching R\$ 11.7 billion and accounting for 10% of total sales—demonstrating the Group's ability to continue growing.

A strong focus on cost discipline and efficiency gains led to a 1 p.p. reduction in SG&A expenses as a share of net sales.

Consolidated adjusted EBITDA was R\$ 6.5 billion, an increase of 13.4% vs. 2023, with a 5.9% margin—growth of 0.4 p.p. versus the previous year. This result reflects our cost discipline, the maturing of converted stores, portfolio optimization

and captured synergies, which reached a run rate of R\$ 2.9 billion by the end of 2024.

Adjusted net income amounted to R\$ 2.4 billion, consolidating the Group's financial performance for the year.

The strategy unveiled to the market in November 2023 was successfully delivered. Cash and carry cemented its segment leadership with the opening of 19 new Atacadão stores and market share gains on a like-for-like basis. These results were driven by initiatives aimed at increasing relevance among B2C customers, such as service enhancements, self-checkouts and dual pricing, all while preserving an unbeatable value proposition for B2B clients. Converted stores continued evolving towards target levels of productivity and profitability. In the Retail segment, the store portfolio was optimized through the sale or closure of unprofitable units and the conversion of 22 stores into Atacadão and

Sam's Club formats. Price repositioning led to a significant sales recovery, with strong like-for-like (LfL) growth, especially from the second quarter onward. Sam's Club had a record year in terms of store openings and member base expansion. The investments made in 2024 are expected to mature over the coming quarters, strengthening the company's position as the leading membership-based warehouse club in Brazil. Cost discipline and efficiency gains remained top priorities. Progress was also made in delivering on the company's ESG strategy, with diversity targets a top priority. Carrefour became a leaner, more agile organization, in good shape to seize the opportunities that 2025 will bring. As the leading food retailer in Brazil, the company's commitment to delivering the best value proposition for customers remains unwavering.





## Cash&Carry

In 2024, Carrefour Brasil Group's Cash & Carry segment showed solid growth again, with gross sales reaching R\$ 86 billion for the year—an increase of 8.7% compared to 2023. Like-for-like sales grew 5.4% in 2024, above the average food inflation rate for the year, reflecting initiatives to strengthen the Group's market leadership.

Adjusted Ebitda for the segment totaled R\$ 5.2 billion for the year, growing 15.9%, with an adjusted Ebitda margin of 6.7%—a 0.4 p.p. increase over 2023.

With solid performance throughout the year, Atacadão delivered both sales growth and improved profitability, consolidating its leadership in the cash & carry segment and reinforcing the strength and sustainability of the business.

## Retail

Retail segment results in 2024 reflected a combination of accelerated like-for-like growth—especially from 2Q24 onwards—and improved profitability, driven by the year's strategic adjustments:

- assortment and pricing adjustments to boost format competitiveness
- portfolio review
- cost control and
- efficiency gains.

These initiatives jointly resulted in gross sales of R\$ 27 billion in 2024, like-for-like growth of 3.4% (3.2% including fuel), a 14.2% reduction in SG&A expenses vs. 2023 (down 1.3 p.p. as a percentage of net sales), and 9.7% growth in adjusted EBITDA, reaching R\$ 694 million with a 2.8% margin—an improvement of 0.5 p.p. over 2023.



## Sam’s Club

In 2024, Sam’s Club recorded strong revenue growth, driven by the expansion of its store base and an increase in the number of active members. The number of stores grew from 51 to 58, a 13.7% increase, while the total sales area expanded by 11.4% to 322,000 square meters. Sales grossed R\$ 7.3 billion in the year, up by 16.8% on 2023.

Own-brand products gained impetus again, with the Member’s Mark brand achieving a 25% penetration rate in the club’s sales—an increase of 3.7 p.p. on the previous year.

Adjusted Ebitda for the year reached R\$ 238 million, with a 3.7% margin—driven by investments in the expansion of Clubs, the member base and enhancements to the customer experience, both online and in-store.

The continued growth in sales and customer base reinforces Sam’s Club’s position as one of the leading membership-based warehouse clubs in Brazil.

3.5

million

members in Sam's Club



A unique format with  
**58 clubs** across the  
country

## Carrefour Bank

In 2024, Carrefour Bank posted 20.1% EBITDA growth and a 19.1% increase in net income, despite regulatory challenges stemming from the new interest rate cap introduced in January 2024. These results reflect efforts to mitigate the impact of the new regulation, notably through:

- revenue diversification, with other products growing 35.1% vs. 2023
- cost control, with a 4.1% year-over-year drop in selling, general and administrative expenses (SG&A)
- growth capacity, with the credit portfolio expanding 17.2% year-over-year while maintaining a healthy loan book, with delinquency rates declining over the course of 2024.



Delinquency  
rates **declined**

Carrefour Bank has rolled out nationwide access for **credit cardholders** with Carrefour, Atacadão and Sam’s Club cards to enjoy **benefits** across the entire retail network



# Appendices

## Workforce by gender and region<sup>1</sup> GRI 2-7

	2023			2024		
	Men	Women	Total	Men	Women	Total
North	3,157	2,878	6,035	3,231	3,014	6,245
Northeast	16,527	14,171	30,698	14,920	13,285	28,205
Midwest	5,201	5,988	11,189	5,002	5,631	10,633
South	8,974	10,958	19,932	7,933	9,543	17,476
Southeast	32,153	33,933	66,086	31,500	32,756	64,256
<b>TOTAL</b>	<b>66,012</b>	<b>67,928</b>	<b>133,940</b>	<b>62,586</b>	<b>64,229</b>	<b>126,815</b>

<sup>1</sup> Data from previous years is unavailable for the breakdowns presented in the current report.

## Workforce by employment contract and region<sup>12</sup> GRI 2-7

	2023			2024		
	Indefinite term	Definite term	Total	Indefinite term	Definite term	Total
Men	63,916	2,096	66,012	60,537	2,049	62,586
Women	65,464	2,464	67,928	61,933	2,296	64,229
<b>TOTAL</b>	<b>129,380</b>	<b>4,560</b>	<b>133,940</b>	<b>122,470</b>	<b>4,345</b>	<b>126,815</b>

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

<sup>2</sup> Data from previous years is unavailable for the breakdowns presented in the current report.

## Workforce by employment contract and region<sup>12</sup> GRI 2-7

	2023			2024		
	Indefinite term	Definite term	Total	Indefinite term	Definite term	Total
North	5,775	260	6,035	6,047	198	6,245
Northeast	29,338	1,360	30,698	27,092	1,113	28,205
Midwest	10,729	460	11,189	10,264	369	10,633
Southeast	64,221	1,865	66,086	62,253	2,003	64,256
South	19,317	615	19,932	16,814	662	17,476
<b>TOTAL</b>	<b>129,380</b>	<b>4,560</b>	<b>133,940</b>	<b>122,470</b>	<b>4,345</b>	<b>126,815</b>

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

<sup>2</sup> Data from previous years is unavailable for the breakdowns presented in the current report.

Workforce by employment type and gender<sup>1</sup> GRI 2-7

2023						
	Full time	Part Time	Total	Full time	Part Time	Total
Men	64,271	1,741	66,012	61,276	1,310	62,586
Women	62,940	4,988	67,928	60,978	3,251	64,229
TOTAL	127,211	6,729	133,940	122,254	4,561	126,815

<sup>1</sup> Data from years prior to 2023 is unavailable for the breakdowns presented in the current report.

Workforce by employment type and region<sup>1</sup> GRI 2-7

	2023			2024		
	Full time	Part time	Total	Full time	Part time	Total
North	5,941	94	6,035	6,176	69	6,245
Northeast	29,656	1,042	30,698	27,649	556	28,205
Midwest	10,766	423	11,189	10,330	303	10,633
South	19,252	680	19,932	16,944	532	17,476
Southeast	61,596	4,490	66,086	61,155	3,101	64,256
TOTAL	127,211	6,729	133,940	122,254	4,561	126,815

<sup>1</sup> Data from years prior to 2023 is unavailable for the breakdowns presented in the current report.

Employees by category and age group (%)<sup>1</sup>

	2023	2024
GRI 405-1		
Percentage		
Executives		
Under 30	0	0
30 to 50	70.9	70.5
Over 50	29.1	29.5
Management		
Under 30	3.9	4.2
30 to 50	81.2	81.6
Over 50	14.8	14.2
Other employees		
Under 30	40.8	42.5
30 to 50	47.9	46
Over 50	11.3	11.5
Grand Total		
Under 30	39.8	41.8
30 to 50	48.8	46.7
Over 50	11.4	11.6

<sup>1</sup> Data from previous years is not available.

# GRI content summary

Statement of use

Carrefour Group reported in accordance with the GRI Standards for the period from January 01, 2024 to December 31, 2024.

GRI Standard	Contents	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	11
	2-2 Entities included in the organization's sustainability reporting	06
	2-3 Reporting period, frequency and contact point	06
	2-4 Restatements of information	There were none
	2-5 External assurance	182
Activities and Workers	2-6 Activities, value chain and other business relationships	80, 81, 82, 164, 165
	2-7 Employees	80, 81, 82, 164, 165
Governance	2-9 Governance structure and composition	21
	2-10 Nomination and selection of the highest governance body	24
	2-11 Chair of the highest governance body	25, 26
	2-12 Role of the highest governance body in overseeing the management of impacts	23
	2-13 Delegation of responsibility for managing impacts	Information available in the reference form.
	2-14 Highest governance body's role in sustainability reporting	14
	2-15 Conflicts of interest	35
	2-16 Communication of critical concerns	Information available in the reference form.
	2-17 Collective knowledge of the highest governance body	27 and 29
	2-18 Evaluation of the performance of the highest governance body	Information available in the reference form.
	2-19 Remuneration policies	Information available in the reference form.
	2-20 Process for determining remuneration	Information available in the reference form.
	2-21 Annual total compensation ratio	Information available in the reference form.

GRI STANDARD	DISCLOSURE	Location
Strategy, policies and practices	2-22 Statement on sustainable development strategy	45
	2-23 Policy commitments	34
	2-24 Embedding policy commitments	The organization embeds its commitments into strategies, policies and operations by defining aligned targets, developing procedures, training, due diligence, continuous monitoring and transparent reporting. In its business relationships, it applies strict criteria when selecting partners, includes contractual clauses, conducts audits, administers training and ensures open communication, in addition to regularly monitoring and assessing its partners.
	2-25 Processes to remediate negative impacts	39
	2-26 Mechanisms for seeking advice and raising concerns	39
	2-27 Compliance with laws and regulations	Information available in the reference form.
	2-28 Membership associations	56
	2-29 Approach to stakeholder engagement	56
Stakeholder Engagement	2-30 Collective bargaining agreements	100% of the active workforce is covered under collective bargaining agreements
GRI 3: Material Topics 2021	3-1 Process to determine material topics	49
	3-2 List of material topics	49
	3-3 Management of material topics - Diversity, inclusion and advocating for human rights	77
	3-3 Management of material topics - Traceability and socio-environmental impact of the supply chain	139, 140, 144, 146
	3-3 Management of material topics – Attraction, development and quality of life	83
	3-3 Management of material topics – Ethics, integrity & compliance	33
	3-3 Management of material topics – Fighting hunger and inequality	59
	3-3 Management of material topics – Circular economy and combating food waste	117
	3-3 Management of material topics – Respect and excellent customer relationships	19
	3-3 Management of material topics - Innovation and data privacy	43 and 44
	3-3 Management of material topics – Quality, safety and health	88
	3-3 Management of material topics - Climate change	109
Financial performance 2016	GRI 201-1 Direct economic value generated and distributed	161

GRI STANDARD	DISCLOSURE	Location
Market presence 2016	GRI 202-1 Ratio of standard entry level wage by gender compared to local minimum wage	The company's policy establishes that the minimum compensation of its employees is determined by the collective bargaining agreements of the unions representing each unit. As such, employees' gross pay will always be equal to or higher than the federal minimum wage, depending on the terms of each union agreement.
Fighting corruption 2016	GRI 205-1 Operations assessed for risks related to corruption	36
	GRI 205-2 Communication and training on anti-corruption policies and procedures	36
	GRI 205-3 Confirmed incidents of corruption and actions taken	36
Materials 2016	GRI 301-1 Materials used by weight or volume	122
	GRI 301-3 Reclaimed products and their packaging materials	122
Energy 2016	GRI 302-1 Energy consumption within the organization	112
	GRI 302-3 Energy Intensity	112
Emissions 2016	GRI 305-1 Direct (Scope 1) GHG emissions	113
	GRI 305-2 Energy indirect (Scope 2) GHG emissions	113
	GRI 305-3 Other indirect (Scope 3) GHG emissions	114
	GRI 305-5 Reduction of GHG emissions	111
Waste 2020	GRI 306-1 Waste generation and significant waste-related impacts	120
	GRI 306-2 Management of significant waste-related impacts	120
	GRI 306-3 Waste generated	121
	GRI 306-4 Waste diverted from disposal	121
	GRI 306-5 Waste directed to disposal	121
Supplier environmental assessment 2016	GRI 308-2 - Negative environmental impacts in the supply chain and actions taken	139
Employment 2016	GRI 401-1 New employee hires and employee turnover	See our company disclosures on page 178.
	GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	The company offers full-time employees a range of benefits, including life insurance, health plan, dental plan, disability and incapacity assistance, maternity and paternity leave, private pension, stock purchase plan and food-related benefits.
Occupational health and safety 2018	GRI 403-1 - Occupational health and safety management system	88
	GRI 403-2 Hazard identification, risk assessment and incident investigation	88

GRI STANDARD	DISCLOSURE	Location
<b>Occupational health and safety 2018</b>	GRI 403-3 Occupational health services	88
	GRI 403-4 Worker participation, consultation and communication on occupational health and safety	88
	GRI 403-5 Worker training on occupational health and safety	88
	GRI 403-6 Promotion of worker health	88
	GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	88
	GRI 403-8 Workers covered by an occupational health and safety management system	100% of workers are covered by an internally audited occupational health and safety management system.
	GRI 403-9 Work-related injuries	90
	GRI 403-10 Work-related ill health	No occupational diseases were recorded in the period.
<b>Training and education 2016</b>	GRI 404-1 Average hours of training per year per employee	91
	GRI 404-2 - Programs for upgrading employee skills and transition assistance programs	92
	GRI 404-3 Percentage of employees receiving regular performance and career development reviews	86
<b>Diversity and equal opportunities 2016</b>	GRI 405-1 Diversity of governance bodies and employees	101, 165 and company disclosures
<b>Non-discrimination 2016</b>	GRI 406-1 Incidents of discrimination and corrective actions taken	39
<b>Freedom of Association and Collective Bargaining 2016</b>	GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	148
<b>Forced or compulsory labor 2016</b>	GRI 408-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	148
<b>Security practices</b>	GRI 410-1 Security personnel trained in human rights policies or procedures	148
<b>Supplier social assessment 2016</b>	GRI 414-1 New suppliers that were screened using social criteria	148
	GRI 414-2 - Negative social impacts in the supply chain and actions taken	148
<b>Marketing and Labeling 2016</b>	GRI 417-1 Requirements for product and service information and labeling	123
	GRI 417-2 Incidents of non-compliance concerning product and service information and labeling	In 2024, no cases involving irregularities in the labeling of Own-brand products were identified.
	GRI 417-3 Incidents of non-compliance concerning marketing communications	In 2024, no cases involving irregularities related to marketing communications were identified.
<b>Customer privacy</b>	GRI 418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	No complaints were recorded regarding customer data loss or leakage in 2024.

# SASB content summary

Manufacturing: Food retailers and distributors			
Topic	Code	Metrics requested by SASB	Location
Food waste management	FB-FR-150a.1	(1) Amount of food waste generated, (2) percentage diverted from the waste stream	118
Data security	FB-FR-230a.1	(1) Number of data breaches, (2) percentage involving personal information (PII), (3) number of customers affected	No data breaches were identified in 2024.
	FB-FR-230a.2	Description of approaches to identify and address the data security risks	43
Food safety	FB-FR-250a.1	High-risk food safety violation rate	159
	FB-FR-250a.2	(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are own-brand products	159
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	159
Product labeling & marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	There were no incidents of non-compliance with industry labeling requirements in the period.
	FB-FR-270a.3	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	For GMOs, we follow applicable regulations. When required, GMO presence is disclosed on the product label, including a warning and identification of the donor gene. This is made possible through the technical specification stage, during which we receive the necessary information.

Manufacturing: Food retailers and distributors			
Topic	Code	Metrics requested by SASB	Location
Labor Practices	FB-FR-310a.2	Percentage of active workforce covered under collective bargaining agreements	100% of the active workforce is covered by collective bargaining agreements, in accordance with federal legislation.
	FB-FR-310a.3	(1) Number of stoppages and (2) total days idle	There was only one mobilization in stores located in Minas Gerais, related to the sale of stores that led to the transfer of employees to the new company. Only one store reported a temporary disruption of activities by a group of approximately 20 people. No downtime was recorded as a result of this event—operations were interrupted for just one hour, and the situation was resolved on the same day through a peaceful dialogue process.
Managing environmental & social impacts of supply chain	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	139
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	122
Activity metrics	FB-FR-000.A	Number of (1) stores and (2) distribution centers	12

# TCFD content summary

## 1.a) Governance

Disclose the organization’s governance around climate-related risks and opportunities

**a) Describe the board of directors’ oversight of climate-related risks and opportunities:**

**A:** Carrefour Brasil Group has embedded sustainability as a key pillar of its business strategy, which is approved and monitored by the Board of Directors.

On a quarterly basis, the Board of Directors—supported by the Executive Committee—is responsible for monitoring and overseeing the indicators, targets and action plans in place, reviewing the performance of the Company’s decarbonization strategy. This includes the strategic commitments that have been publicly disclosed and are tied to the short- and long-term compensation of the Company’s executives and other employees.

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

**b) Describe management’s role in assessing and managing climate-related risks and opportunities**

**A:** To ensure proper mapping and monitoring of business risks, the company adopts a Risk Management System. This tool supports the identification, assessment, mitigation and monitoring of threats that could impact the continuity of operations. Through annual analyses, the Group prioritizes risks that could affect the company in the short, medium, and long term. In addition, the Risk Management System provides a clear view of the company’s approach to mitigating

threats and seizing opportunities, including highly strategic topics such as climate change.

The Board of Directors and the Executive Committee continuously assess new scenarios and trends, adjusting the company’s strategy based on socio-environmental contexts. They evaluate potential risks and opportunities and approve new commitments and policies aligned with the Group’s sustainability strategy. These governance bodies define short-, medium- and long-term targets and determine the frequency for monitoring indicators and performance, to ensure alignment with the Group’s sustainability objectives.

The committees and the Board meet at least quarterly to ensure that the climate agenda remains aligned with the company’s specific challenges and global strategy. In these meetings, the Board monitors the implementation of climate transition plans, oversees the Executive Committee’s

performance, assesses risks and opportunities, supports stakeholder engagement in climate mitigation and adaptation, and ensures transparency in complying with applicable regulations.

As part of this commitment, the Board approved the integration of climate commitments into the variable compensation of all executives, reinforcing the integration of sustainability into the company’s strategic management.

Climate-related issues are regularly on the agenda of the Board of Directors' meetings, with some meetings specifically dedicated to presenting the Group's annual results for greenhouse gas emissions (current status, progress compared to the previous year, and comparisons with the baseline year and emission reduction targets). These presentations are always supported by documentation and detailed explanations about the context and impact of climate change on the business.



The Board of Directors is responsible for periodically:

- Resolving the presented strategy and the short-, medium- and long-term goals and objectives.
- Ensuring that climate agenda objectives are embedded in the specific challenges and opportunities and the Company's strategy.
- Monitoring the progress of climate transition plans and overseeing the Executive Board.
- Assessing risks and new opportunities and their respective impacts on business performance.
- Supporting the engagement process of internal and external stakeholders for both mitigation and adaptation agendas.
- Ensuring transparency in accordance with applicable regulations and commitments undertaken.

## 2) Strategy

**Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.**

### **a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term**

**A:** Climate risk and opportunity management is embedded in the company's multidisciplinary risk assessment process, conducted annually by the Internal Controls Department. This department is responsible for monitoring risk exposure levels to advise process managers and leaders on aligning with acceptable exposure levels within approved and established risk limits. Risk classification takes into account the timeframes in which their impacts may materialize and they are prioritized based on materiality and likelihood.

Risk mapping is conducted globally in coordination with the parent company, Carrefour S.A., and covers risks related to the business and operational activities of Carrefour Brasil Group, including climate-related issues that may impact the business. Factors such as criticality, recurrence, historical events, future event

possibilities, and potential reputational impacts are assessed to prioritize risks and develop action plans.

This approach is supplemented by a framework for identifying climate-related risks and opportunities, which includes compliance with international standards and guidelines and responses to annual ESG questionnaires that the Group answers. Using a methodology defined globally by Carrefour S.A., risks and opportunities are categorized as short-term (occurring within 1 to 2 years), medium-term (3 to 5 years) and long-term (with a horizon of 6 to 100 years).

The short-, medium- and long-term risks and opportunities that may impact the company include:

### **Short-term:**

#### ● **Risks:**

Carrefour Brasil Group faces short-term challenges related to climate risks, particularly in waste and packaging management. The cost of biodegradable packaging can be two to three times higher than the plastic packaging currently used, which still faces challenges in the recycling chain. This cost increase may affect product prices and, consequently, the

company's financial results. Regarding waste management, Carrefour complies with Brazil's National Solid Waste Policy, which establishes the responsibilities of each sector in the proper handling and disposal of waste. Committed to zero landfilling, the company has been proactive in anticipating the potential impacts of new regulations and rising operational costs by reducing waste sent to landfills and expanding initiatives such as packaging recycling, composting, the use of biodigesters and food donations.

#### ● **Opportunities:**

Carrefour Brasil Group sees migrating its stores to the Free Energy Market as an opportunity, as the company becomes less susceptible to energy price increases due to droughts that impact hydroelectric production. By moving to the free energy market, it ensures the consumption of energy from renewable and clean energy production sources.



## Medium term:

### Risks:

In the medium term, Carrefour Brasil Group faces reputational challenges related to traceability in the beef supply chain and the responsible use of palm oil. Despite progress in Brazilian livestock traceability, mapping indirect suppliers—such as breeding and rearing farms—remains a major challenge, especially due to the lack of regulations requiring individual animal traceability throughout the supply chain. The lack of available data makes it difficult to fully track the supplier base, which may affect public perception of the company's environmental commitments. Additionally, to mitigate risks associated with deforestation in palm oil production used in the company's products, Carrefour Brasil requires proof of responsible sourcing, in line with RSPO certification. However, the Mass Balance model applied to domestic suppliers allows for the mixing of certified and non-certified oil along the supply chain, which may lead to questions from consumers regarding the integrity of the company's sustainable practices.

### Opportunities:

The company also identifies medium-term opportunities related to its energy matrix. The Brazilian energy matrix is primarily made up of renewable

sources, especially hydroelectric power plants, which are more environmentally friendly than thermoelectric plants. There are also opportunities in the installation of solar panels on store rooftops, increasing energy efficiency and contributing to the reduction of GHG emissions.

## Long term:

### Risks:

Long-term climate-related challenges are associated with regulatory and physical risks that may impact operations and financial structure. One such challenge is the phase-out of HCFCs, as outlined in the Brazilian Program for the Elimination of these substances by 2040. This will require significant investments to replace the refrigerants used in cooling and air conditioning systems across stores. In addition, the company is exposed to physical risks such as water stress and flooding. An analysis using the Aqueduct Water Risk Atlas platform identified operations located in areas of high water stress risk, which could compromise business continuity if the water supply becomes unfeasible. Flood-related risks affect several Carrefour Brasil units, as the company operates nationwide and is increasingly susceptible to natural disasters triggered by climate change. Events like the March 2024

floods in Rio Grande do Sul can disrupt store operations for weeks and cause significant structural damage.

## b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning

### Transition risk: current regulations and reputational challenges.

Carrefour considers the Brazilian HCFC Elimination Program to be a regulatory milestone, which aims to phase out the consumption of HCFCs in Brazil by 2040. Failure to comply with new regulations may expose Carrefour to legal actions and fines. In terms of reputational challenges linked to the supply chain, allegations of connections between beef and deforestation on indirect farms supplying Carrefour stores may require the development of investigation and communication strategies with the press and other stakeholders, as well as issuing public statements and monitoring media coverage.

### Physical risk: increased frequency of floods.

Operating in all Brazilian states, Carrefour Brasil is exposed to climate-related disasters that could impact its operations and financial structure. A study conducted in 2022 assessed climate risks across the company's real estate portfolio,

identifying stores more exposed to climate hazards and which could cause financial impact if forced to close for 7 days.

Carrefour Brasil Group is the only retailer present in all 26 states and the Federal District. This extensive chain of stores and suppliers exposes the company to various local risks in each region of Brazil. Our Risk Management Department accordingly monitors historical climate patterns in operations, including levels of rainfall, floods, extreme droughts, and their impact on the national energy matrix.

**Opportunity: Climate resilience and participation in renewable energy programs.**

In 2024, 9% of Carrefour Brasil's energy consumption remained outside the Free Energy Market, representing an annual financial savings opportunity when comparing the costs of stores that have already migrated to this market. The Group also sees opportunities to install solar panels across 4.5 million square meters in the countries where it operates, with implementation planned through 2026.

**c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario**

**A:** In 2020, Carrefour S.A. Group announced new targets approved by the Science Based Target initiative (SBTi), aligned with the goal of keeping global warming within 2°C by 2100.

In 2024, we updated targets to reduce its greenhouse gas (GHG) emissions: a 50% reduction in Scope 1 and 2 emissions by 2030 and 70% by 2040. For Scope 3, the target is a 32% reduction by 2030 (for a 2019 baseline). These actions are part of a broader effort to limit global warming to 1.5°C by 2050. In addition to addressing direct and

indirect emissions, the targets also incorporate the Flag methodology (Forests, Land and Agriculture) for agricultural emissions. Carrefour submitted a detailed dossier to the SBTi to seek approval for its 1.5°C-aligned emissions trajectory by 2030.

In Brazil, the climate transition plan is monitored through strategic indicators and disclosed in official and individual meetings with shareholders and through investor relations channels.

The Group also uses climate scenario analyses to gain a concise global view of the company's sensitivity to the main issues associated with climate change. The aim is to build a foundation for a climate change resilience strategy, and assess the volume of the portfolio highly exposed to future disasters. Based on the results from the climate-related scenario analysis, Carrefour Brasil Group has implemented and continues to implement various initiatives to anticipate and prepare for the climate threats in the years ahead.

**3. Risk management**

**a) Describe the organization's processes for identifying and assessing climate-related risks**

**a) Describe the organization's processes for managing climate-related risks**

**c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management**

**A:** Climate-related risk management is seamlessly integrated into Carrefour Group's comprehensive risk management process. The Risk Department oversees the risk management system, which works to identify, assess, analyze and mitigate risks that could impact people, assets, the environment and the Group's objectives. This results in preventative or corrective measures aimed at safeguarding the Group's value and reputation. The global approach to risk mapping is structured around 58 risks posed by Carrefour's commercial operations, including key social, environmental and climate-related issues. Risks are identified in collaboration with the internal controls department and all related departments, based on a self-assessment questionnaire distributed across all

the Group's geographies. Following an analysis of the information received, the mapping of the Group's material risks is presented to the Executive Committee and the Audit Committee, which in turn advise the Board of Directors on decision-making and following up on action plans.

Moreover, through joint analysis with the controlling entity, Carrefour S.A., the Group uses climate scenario analyses to gain a precise global view of the company's sensitivity to the major risks associated with climate change. In recent years, the Group has developed a global monitoring system and country-specific risk maps that consider various indicators. These tools are updated annually and provide monthly prospective tracking to support decision-making in the context of the Group's international growth.

4.a) Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process

Carrefour Brasil Group has been preparing its greenhouse gas inventory in line with the GHG Protocol methodology since 2020. The inventory is now audited by an Inmetro-accredited company, starting in 2022, yielding the Company Silver Status in 2023 and Gold Status in 2024 in the Public Emissions Registry of the Brazilian GHG Protocol Program. The Group also monitors its energy and water consumption and efficiency indicators.

b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks

In 2024, scope 1, 2 and 3 emissions totaled 64,719,488 tCO<sub>2</sub>e, as follows:

Scope 1: 253,585.18 tCO<sub>2</sub>e

Scope 2: 94,229.9 tCO<sub>2</sub>e

Scope 3: 64,371,674 tCO<sub>2</sub>e

Scope 3 emissions were revised for 2023, and in 2024 they included categories 1, 3, 4, 5, 6, 7 and 11.

At Carrefour, climate-related threats are fully factored into the company’s risk management process. Climate change has been singled out as a material risk, in the form of regulatory risks, market risks, shifts in consumer behavior, challenges in sourcing raw material and energy, as well as physical risks affecting store operations.

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

In 2021 Carrefour Brasil Group updated and expanded its global commitment to move towards a low-carbon economy, with the aim of reducing Scope 1 CO<sub>2</sub> (direct emissions) and 2 (electricity purchased or consumed) CO<sub>2</sub> emissions by 50% by 2030 and 70% by 2040, and Scope 3 (indirect emissions) by 32% by 2030, versus the 2019

baseline. These goals are science-based and aligned with the commitment of the Paris Agreement and the Science Based Target Initiative (SBTi).

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

Our decarbonization strategy yielded Carrefour Brasil Group an impressive reduction of 46.6% in scope 1 and 2 emissions in 2024 compared to the baseline (2019), owing to actions such as retrofitting our refrigeration process with more modern and less polluting equipment and investing in energy efficiency.

# TNFD content summary

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1.c Description of the organization's human rights policies and engagement activities, including Board and management oversight, especially concerning Indigenous Peoples, Local Communities and other stakeholders.	–
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4.c Explanation of the targets and objectives used to manage nature-related dependencies, impacts, risks and opportunities, and performance against those targets.	–



# Own disclosures

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
People and RH						
Employees	Total headcount at 12/31/N	✓	No.	126,815	133,940	148,919
	% Full-time headcount	✓	%	96.4%	95%	N/A
	Female headcount at 12/31/N	✓	No.	64,229	67,928	75,279
	Male headcount at 12/31/N	✓	No.	62,586	66,012	73,640
	Headcount by age group at 12/31/N:					
	<30	✓	No.	52,959	53,320	66,201
	30 to 50	✓	No.	59,191	65,310	69,534
	> 50	✓	No.	14,665	15,310	13,184
	% Headcount by race/ethnicity:					
	Black men and women	✓	%	59.7	59.3	59.1
	white men and women	✓	%	38.3	38.6	38.8
	Other	✓	%	2	2.1	2.1
	Headcount in leadership positions at 12/31/N:	✓	No.	2,400	3,494	N/A
	Of whom are black people	✓	%	35	32.8	N/A
	Of whom are women	✓	%	32.6	34.6	N/A
	Of whom are black women	✓	%	10.7	N/A	N/A
	Headcount in executive positions <sup>1</sup> at 12/31/N:	✓	No.	139	357	N/A
	Of whom are black people	✓	%	14.4	12.5	N/A
	Of whom are women	✓	%	21.6	25	N/A
	Of whom are black women	✓	%	1.4	N/A	N/A
	Employees with disabilities in the company at 31/12/N	✓	No.	5,397	5,666	4,629
	Number of apprentices at 12/31/N	✓	No.	4,082	4,221	N/A
Recruiting and selection	Turnover (accumulated in the year):					
	Total	✓	%	58.6	49.8	70.3
	Voluntary departure rate	✓	%	31.5	34.4	51.8
	Involuntary departure rate	✓	%	28.3	37.8	52.6

<sup>1</sup> Positions of officer and other executive roles are considered.

N/A: Not available

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Occupational health and safety						
Total accidents and occupational health	Number of fatal accidents involving employees	✓	No.	0	0	0
	Number of fatal accidents involving contractors	✓	No.	0	0	0
	Number of lost-time injuries - workplace and commuting		No.	2,264	1,880	1,810
	Number of lost-time injuries - workplace		No.	1,529	1,284	1,128
	Number of occupational diseases recorded during the year	✓	No.	0	N/A	N/A
	Number of work hours lost due to work-related accidents and ordinary/occupational illness	✓	No.	6,913,157	N/A	N/A
	Absenteeism rate due to work-related accidents and ordinary/occupational illnesses		%	2.41	N/A	N/A
Injury frequency rate	Number of hours worked (MHW)	✓	No.	286,849,460	305,986,920	344,168,028
	Lost-time injury frequency rate with leave of at least 1 day (LTIFR) <sup>1</sup>	✓	No.	5.3	4.2	3.3

<sup>1</sup> Frequency rate does not count commuting accidents, as per NBR 14.280

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Training						
General training	Total number of hours of employee training <sup>1</sup>	✓	hours	249,233:38	1,805,145	1,355,933
	Average hours of training per employee by gender <sup>2</sup> :					
	Men	✓	hours	4:20	13:49	N/A
	Women	✓	hours	4:20	13:44	N/A
Compliance Training	Number and % of employees trained in ethics and compliance:					
	Anti-corruption	✓	No.	72,847	93,423	N/A
		✓	%	63	75	N/A
		✓	No.	85,504	104,383	N/A
		✓	%	74	84	N/A

<sup>1</sup> Significant reduction in training hours compared to the previous year due to the migration of training platforms in mid-2024 and the resulting inability to consolidate data for the full year.

<sup>2</sup> Training figures by gender account for 90% of all employees who received training.

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Compliance						
Grievances and Ethics Channel	% of discrimination incidents addressed and finalized	✓	%	95.1	N/A	N/A

N/A: Not available



Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Value chains						
Beef	% of direct beef suppliers with geomonitoring Own Brand + National Brand	✓	%	100%	100%	100%
	Monitored area – Farms		ha	24,600,000	24,170,169	26,635,297
	Monitored farms		No.	31,802	28,983	46,759
Certified products and Animal Welfare	Certified product sales <sup>1</sup>		kR\$	1,704,013	897,758	N/A
	Total number of organic products under Own Labels and National Brands		No.	1,806	1,574	2,301 <sup>2</sup>
	% revenue from the sale of cage-free chicken eggs under Own Label + National Brand		%	7	7	N/A
	% of Carrefour sales		%	21	22	23
	% of Atacadão sales		%	3.3	3	3
	% of SAM's sales		%	56	49	N/A

<sup>1</sup> The figure encompasses organic products, the Sabor&Qualidade range and products with ASC, MSC and FSC certification.

<sup>2</sup> The 2022 indicator also includes plant-based products.

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Climate change and circular economy						
Energy consumption <sup>1</sup>	Total energy consumption	✓	MWh	1,880,193	1,954,046	1,261,220
	Nonrenewable fuels (Diesel, CNG and LPG)	✓	MWh	120,961	148,420	150,059
	Electricity <sup>2</sup>	✓	MWh	1,759,232	1,805,625	1,111,161
	Electricity consumption per m <sup>2</sup> of sales area	✓	MWh/m <sup>2</sup>	0.442	0.476	0.921
	% renewable certified electricity consumption	✓	%	9.9	11	12
Refrigerants	Refrigerant gas consumption	✓	metric ton	142	186	104
Water	Total drinking water consumption from public supply	✓	m <sup>3</sup>	5,387,834	4,601,572	3,903,000
	% of reusable, recyclable or compostable packaging (Own Brand) <sup>3</sup>	✓	%	70	65.7	29.5
Packaging	Volume of PCR plastic used in own-label packaging	✓	metric ton	80	-	-
	Packaging volume avoided – reduction focused on plastic (Own Label)	✓	metric ton	228	132	130

<sup>1</sup> Consumption only considers owned stores, not including commercial activities on the site operated by third parties.

<sup>2</sup> Electricity consumption does not include the Group's office buildings.

<sup>3</sup> The indicator is calculated based on the total sales weight of products sold during the year. For products with unknown packaging composition, an average based on products with known packaging composition was applied to estimate the volume for the unknowns, which represent 13% of the total product weight sold in the year.

N/A: Not available



Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Climate change and circular economy						
Waste and reverse logistics	% waste reclaimed		%	53.4	54	57.6
	Total waste in metric tons	✓	ton	223,708	218,979	96,805
	Metric tons of waste reclaimed (donation, composting and other forms of reclamation)	✓	ton	119,514	116,558	170,959
	Number of stores with active voluntary waste collection points <sup>4</sup>	✓	No.	290	N/A	N/A
	Weight of customer waste collected in Environmental Collection Points - PEVs <sup>5</sup>	✓	metric ton	237	335	169
	Tons of food donated <sup>6</sup>	✓	metric ton	6,538	4,541	3,100
GHG Emissions	Scope 1 Emissions		t CO <sub>2</sub> e	253,586	354,235	218,957
	Scope 2 Emissions		t CO <sub>2</sub> e	94,230	65,291	47,839
	Sum of Scope 1 and 2 emissions		t CO <sub>2</sub> e	347,816	419,526	266,796
	Scope 3 Emissions		t CO <sub>2</sub> e	64,371,674	62,009,422	63,235,897
	Total Emissions <sup>7</sup>		t CO <sub>2</sub> e	64,719,490	62,428,948	63,502,693

<sup>4</sup> Premise revised from 2023, considering only active locations with data collection conducted during the year. Data from years prior to 2024 is unavailable.

<sup>5</sup> The 2024 figure includes an estimate of waste collected at in-store drop-off points (PEVs) in Hypermarkets and Carrefour Bairro stores, representing 30% of the year's total.

<sup>6</sup> Figures include food collected through in-store campaigns with customers, direct donations and funds allocated to purchasing food hampers via the Loyalty Program.

<sup>7</sup> Provisional total greenhouse gas emissions, subject to change following a specific audit of the greenhouse gas inventory. Official figures will be available later and can be viewed at: <https://registropublicodeemissoes.fgv.br/>. Scope 3 emissions from previous years were revised to include categories 1, 3, 4, 5, 6, 7 and 11.

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Social investment						
Own funds	Funds allocated (in R\$) to non-tax-deducted donations and sponsorships	✓	R\$	8,921,909	9,619,494	1,560,135
Tax-deducted funds	Funds allocated (in R\$) to tax-deducted projects	✓	R\$	5,875,729	7,782,059	9,547,724

Disclosure		Assured KPI 2024	Unit	2024	2023	2022
Contributions to trade associations						
Trade associations	Abras - Brazilian Supermarket Association		R\$	300,000	300,000	300,000
	Apas - Paulista Supermarket Association		R\$	179,467	162,980	150,087
	IDV - Institute for Retail Development		R\$	216,000	102,400	100,160

N/A: Not available

# Limited Assurance Report

GRI 2-5

(Convenience Translation into English from Original Previously Issued in Portuguese)

## INDEPENDENT AUDITOR’S LIMITED ASSURANCE REPORT ON NON-FINANCIAL INFORMATION INCLUDED IN THE ANNUAL SUSTAINABILITY REPORT 2024

To the Shareholders, Board and Management of Atacadão S.A.

### Introduction

We have been engaged by Atacadão S.A. (“Atacadão” ou “Company”) to present our limited assurance report on the non-financial information for the Indicators highlighted in the “Other Matters” section included in the Company’s Annual Sustainability Report related to the year ended on December 31, 2024 (“Annual Sustainability Report”).

Our limited assurance scope does not comprise prior-period information or any other information disclosed in conjunction with the Annual Sustainability Report, including any embedded images, audio files or videos.

### Atacadão Management’s responsibilities

Atacadão’s Management is responsible for:

- Select and setting appropriate criteria to prepare the information included in the Annual Sustainability Report.
- Preparing the information based on the criteria and guidelines set out in the Global Reporting Initiative - GRI, the Sustainability Accounting Standards Board – SASB, Task Force on Climate Related Financial Disclosures – TCFD and “Own Disclosures”.
- Designing, implementing and maintaining internal controls over relevant information for the preparation of the information included in the Annual Sustainability Report, that is free from material misstatement, whether due to fraud or error.

### Auditor’s responsibility

Our responsibility is to express a conclusion on the non-financial information included in the Annual Report 2023, based on our limited assurance engagement conducted in accordance with Technical Communication CT No. 03/2022, issued by the Brazilian Federal Accounting Council (CFC), and based on Brazilian standard NBC TO 3000 - Assurance Engagements other than Audits or Reviews, issued by the CFC, which is equivalent to the international standard ISAE 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board - IAASB. Those standards require that we comply with ethical and independence requirements and other related responsibilities, including as regards the adoption of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the implementation of a comprehensive

quality control system, including documented policies and procedures on the compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. In addition, those standards require that the work be planned and performed to obtain limited assurance that the non-financial information included in the Annual Sustainability Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with Brazilian standard NBC TO 3000 (international standard ISAE 3000) consists mainly of making inquiries of Management and other professionals of Track and Field involved in the preparation of the non-financial information, as well as applying analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion on the information taken as a whole.



A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that cause the auditor to believe that the information included in the Annual Sustainability Report, taken as a whole, might present material misstatements.

The procedures selected were based on our understanding of the aspects related to the compilation, materiality and presentation of the information included in the Annual Sustainability Report, other circumstances of the engagement and our consideration of the areas and processes concerning the material information disclosed in the Annual Sustainability Report, in which material misstatements might exist. The procedures comprised, among others:

- a) Planning the work, considering the relevance, the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the Annual Sustainability Report.
- b) Understanding the calculation methodology and the procedures adopted for the compilation of KPIs through inquiries with the managers responsible for the preparation of the information.

- c) Applying analytical procedures to quantitative information and making inquiries about the qualitative information and its correlation with the indicators disclosed in the information included in the Annual Sustainability Report.
- d) For cases in which non-financial data is correlated to financial indicators, comparing such KPIs with the financial statements and/or accounting records.

The limited assurance engagement also included the compliance with the guidelines and criteria of the GRI, SASB, TCFD, and Own Disclosures applied in the preparation of the information included in the Annual Sustainability Report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

## Scope and limitations

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in scope than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Had we performed a reasonable assurance engagement, other matters and misstatements that might exist in the information included in the Annual Sustainability Report might have been identified. Accordingly, we do not express an opinion on this information.

Non-financial data is subject to more inherent limitations than financial data due to the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations of materiality, relevance and accuracy of data are subject to individual assumptions and judgments. In addition, we do not perform any work on data reported for prior periods, nor in relation to future projections and targets.

The sustainability indicators have been prepared and presented pursuant to the criteria set out in GRI, SASB, TCFD Standards and Own Disclosures and, therefore, are not intended to ensure

compliance with social, economic, environmental or engineering laws and regulations. However, the aforementioned standards provide for the presentation and disclosure of possible non-compliance with such regulations when sanctions or significant fines are applied. Our limited assurance report should be read and understood in this context, which is inherent in the criteria selected (GRI, SASB, TCFD and Own Disclosures).

## Other Matters

### Scope of limited assurance

The criterion for defining the scope of the limited assurance consisted of selecting “Own Disclosures” directly associated with the material issues reported by Atacadão in the materiality study during the work planning stage. We highlight below the “Own Disclosures” that were the subject of this limited assurance:

Indicator	Criteria
<b>Total headcount</b>	Total headcount active and on leave, in full-time and part-time employment.
<b>Percentage full-time headcount</b>	Employees with a monthly workload of 220 hours.
<b>Female headcount</b>	Total headcount active and on leave in full time and part time positions, female
<b>Male headcount</b>	Total headcount active and on leave in full time and part time positions, male
<b>Headcount by age group &lt; 30 years; 30 to 50; &gt; 50 years.</b>	Total headcount active and on leave in full time and part time positions, separated by age groups.
<b>Percentage Headcount by race/ ethnicity: black men and women, white men and women and Other</b>	Total headcount active and on leave in full time and part time positions, considered Black are self-declared Black and Brown people, considered Black are self-declared White people, for others, it includes self-declared Indigenous, Asian, and also people who did not self-declare.
<b>Headcount in leadership positions, broken down by race and gender</b>	Total headcount active and on leave in management positions and above, in full time and part time positions, considered Black are self-declared Black and Brown people.
<b>Headcount at the executive level, broken down by race and gender</b>	Total headcount active and on leave in executive positions and above, in full time and part time positions, considered Black are self-declared Black and Brown people.

Indicator	Criteria
<b>Total employees with disabilities</b>	Total headcount of people with disabilities (excluding apprentices and retirees/people on leave due to disability).
<b>Number of apprentices</b>	Total headcount of active and on leave apprentices.
<b>Turnover: total, voluntary departure rate and involuntary departure rate</b>	It is considered: (total number of hires + total number of terminations) / 2 / total active employees as of 12/31/2023. In voluntary: Terminations where the employee resigned voluntarily. In involuntary: Terminations where the employee was dismissed involuntarily.
<b>Number of fatal accidents involving employees</b>	It is considered accidents resulting in the death of own employees.
<b>Number of fatal accidents involving contractors</b>	It is considered accidents resulting in the death of third-party employees.
<b>Number of occupational diseases recorded during the year</b>	Total number of occupational diseases.
<b>Number of hours worked</b>	For the calculation of the total hours worked (HHT) for the year, the total working hours of the month (by default, set at 188 hours) is multiplied by the number of active employees at the end of each month. The HHT of each month is then added up to compile the annual value.
<b>Number of work hours lost due to work- related accidents and ordinary/occupational illness</b>	Total number of hours absent due to work-related accidents, common illnesses, and occupational diseases.
<b>Lost-time injury frequency rate with leave of at least 1 day</b>	Frequency Rate = Number of accidents with leave / number of hours worked * 1,000,000.
<b>Total number of hours of employee training</b>	Sum of the total hours of each record of online training completed by employees in 2024.

Indicador	Critérios
Average hours of training per employee by gender	Sum of the total hours of each record of online training completed by employees in 2024 divided by headcount by gender.
Number and percentage of employees trained in ethics and compliance	Total number of employees with completed training in: Anti-corruption and Code of Ethics.
Percentage of discrimination incidents addressed and finalized	Percentage defined by the number of complaints received, analyzed, and resolved, originating from the company's Whistleblower Channel, regarding the topic of Discrimination in all its forms (Incident Group VI - Sensitive Ethical Incidents), divided by the number of complaints received in the Whistleblower Channel in 2024.
Percentage of direct beef suppliers with geomonitoring Own Brand + National Brand	Total number of direct suppliers of beef (frozen, chilled, or fresh) of private label and national brands, with active geomonitoring, divided by the total number of direct suppliers of beef (frozen, chilled, or fresh) of private label and national brands.
Total energy consumption	Electricity consumption within the organization (stores, offices, and Distribution Centers).
Electricity consumption per m <sup>2</sup> of sales area	Electricity consumption within the organization divided by square meters of sales area.
Percentage of renewable certified electricity consumption	Electricity consumption within the organization covered by a renewable energy purchase contract.
Natural gas consumption	Energy consumption from non-renewable sources, in stores, offices, and Distribution Centers, for the purpose of generating electricity and operating vehicles and equipment.

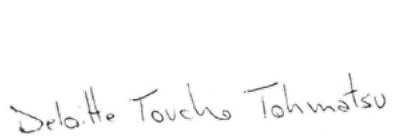
Indicador	Critérios
LPG consumption	Energy consumption from non-renewable sources, in stores, offices, and Distribution Centers, for the purpose of generating electricity and operating vehicles and equipment.
Diesel consumption	Energy consumption from non-renewable sources, in stores, offices, and Distribution Centers, for the purpose of generating electricity and operating vehicles and equipment.
Refrigerant gas consumption	Total consumption of refrigerant gases used to supply refrigeration equipment in stores and Distribution Centers.
Total drinking water consumption from public supply	The total volume of water is considered based on the consumption report issued by the responsible utility company.
Percentage of of reusable, recyclable or compostable packaging (Own Brand)	Number of private label product packages with 100% recyclable, compostable, or reusable content, divided by the total number of private label packages in the active portfolio.
Packaging volume avoided – reduction focused on plastic (Own Label)	Calculated as the weight of packaging materials avoided when the plastic packaging of a product was removed or replaced with another material (e.g., cardboard) or when the weight of the plastic packaging was reduced.
Volume of PCR plastic used in own-label packaging	Volume of PCR plastic used in private label packaging.
Total waste in metric tons	Tons of waste generated (with recovery or waste disposal).
Metric tons of waste reclaimed	Calculated as the amount of waste sent for recycling and composting + food donations, divided by the total amount of waste generated in the operation.
Number of stores with active voluntary waste collection points	Total number of stores with active voluntary waste collection points.

Indicador	Cr�terios
Weight of customer waste collected in Environmental Collection Points - PEVs	Tons of waste collected at the company's Voluntary Delivery Points, compiled from waste collection reports issued by the companies that manage reverse logistics.
Funds allocated (in R\$) to non-tax-deducted donations and sponsorships	The amounts include resources allocated for purchasing food baskets for donations to social institutions, monetary donations made by the Organization to partner social institutions, and event sponsorships, always in alignment with the Group's Donations and Sponsorship Policy.
Funds allocated (in R\$) to tax-deducted projects	Resources allocated to projects through the tax incentive laws in effect in Brazil.
Tons of food donated	Compilation of the tons of food donated to Food Banks by the Group's stores + donations from food collection campaigns with customers in the Group's stores.

## Conclusion

Based on the procedures performed, which are described herein, and on the evidences we have obtained, nothing has come to our attention that causes us to believe that the non-financial information, included in the Annual Sustainability Report of Atacad o for the Indicators highlighted in the section ‘Other Matters’ was not prepared, in all material respects, based on the established criteria and guidelines.

S o Paulo, April 14, 2025



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# Credits

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Report Group

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