



# 2025 Sustainability Report



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# 50 years of retail in Brazil

Five decades ago, the story of Carrefour Brazil Group became interwoven with the lives of millions of Brazilians. In 1975, the opening of the first hypermarket on Marginal Pinheiros in São Paulo established a vibrant hub where cultures, habits, dreams, and opportunities came together. Since then, the company has become part of the country's daily life, present in moments when food arrives at the table, work gains meaning, families come together, and life projects begin to take shape.

What began as the adaptation of a European model to the Brazilian way of life—blending French culinary traditions with local flavors—has, over time, evolved into a dynamic ecosystem of connections. **Today, the Group has a presence in all states through the Atacadão, Carrefour and Sam's Club brands, as well as Banco Carrefour and Carrefour Property.** This set of operations expands access to food, products, credit, and services, while simultaneously empowering communities, smallholder farmers, and entrepreneurs, and creating real pathways to development.

It is people who bring this network of connections to life: approximately 120,000 employees and nearly 60 million customers who, each month, engage across more than a thousand points of sale and digital channels. More than indicating scale, these figures reveal the diversity of lives that intersect around the Group, people from different backgrounds, incomes and regions finding access to quality food, job opportunities, financial inclusion and prospects for the future. **This social and economic responsibility is what gives purpose to the company's scale—as the country's largest retailer and second-largest private employer—and guides its operations in Brazil.**

The Group is celebrating its 50th anniversary with sustainability at the heart of its business, and has many recent achievements to commemorate. The ESG strategy is propped on three pillars: Combating Hunger and Inequality, Inclusion and Diversity, and Protection of the Planet and Biodiversity. This commitment is reinforced by a robust governance framework, in which sustainability targets are embedded in executives' variable compensation, ensuring that purpose and performance move in tandem. **GRI 2-19**

Over its five decades in Brazil, the Group has built a social presence that is intertwined with the history of thousands of communities. Fighting hunger, creating opportunities, and reducing inequalities has always been central to the way Carrefour Brazil Group does retail. From combating food insecurity to creating pathways into the job market for those who need them most, today's initiatives build on a long-standing commitment



**120,000** employees  
**60 million** customers

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that continues to grow, expanding the reach of social impact across all regions where the Group operates.

The commitment to inclusion and diversity is understood as a valuable asset for society and for the business. Throughout its history, the Group has structured guidelines, goals, and initiatives aimed at expanding representation and promoting more diverse and inclusive work environments, focusing on people development and equal opportunities. **This set of actions reinforces the organizational culture, contributes to reducing inequalities, and reinforces the Group's role as an agent of social transformation.**

This same long-term path guides the relationship with the environment. Caring for Brazilian biomes, valuing those who produce responsibly, and reducing the impacts of our operations are challenges that the Group has been progressively embedding into its strategy. Advances in product traceability, the drive toward deforestation-free supply chains, and support for conservation initiatives in the Amazon and Cerrado biomes reflect a vision shaped over time: growing in Brazil also means safeguarding its biodiversity and investing in a more balanced future for generations to come.

The next 50-year cycle opens new opportunities to consolidate leadership in a rapidly and constantly transforming retail environment. This movement involves accelerating ecosystem integration, with the goal of offering an increasingly unified and seamless experience across all channels. The consolidation of hyper-personalization and customer identification in all transactions is emerging as a strategic driver.

Our vision for the future is a Carrefour Brazil Group in continuous evolution, propelled by the confidence of those who have built a strong track record over five decades. Advances in the use of data and artificial intelligence allow us to anticipate needs, deepen relationships, and broaden our impact, while our social role, as a major private employer in the country, continues to promote inclusion and development on a large scale. **We remain committed to transforming customers into true brand fans**, consolidating our vocation to be a meeting point, a place of connection and belonging for all Brazilians, honoring our pioneering spirit and building an increasingly diverse, sustainable and accessible future.



# 50 years of impact and sustainable evolution



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1975

### Start of operations in Brazil

The opening of the first store in São Paulo expands the population's access to food and essential products while also contributing to job creation and local economic development.

2007

### Acquisition of Atacadão

By integrating the cash-and-carry (or wholesale-retail) model, the Group broadens access to food and essential products at more affordable prices for consumers and small merchants alike.

2010

### Escola Social do Varejo (ESV, Retail Social School)

The creation of a professional training program aimed at young people in situations of social vulnerability strengthens productive inclusion and the training of professionals for the sector.

2018

### Launch of the Act for Food

The implementation of the global Act for Food program, which reinforces the commitment to the food transition, encourages healthier, more sustainable and accessible food.

### Creation of the CSR Index

Launch of the CSR Index, a management tool that monitors store performance based on social responsibility and sustainability criteria.

### Launch of the Carrefour Card

The network's proprietary financial solution provides credit and drives greater financial inclusion for millions of consumers.

1989

### First Carrefour service station

With the opening of its first branded fuel station, the Group expands its service ecosystem and enhances the convenience offered to customers.

1994

### Leadership in fresh foods

The Group went on to offer fresh food in all Brazilian states through partnerships with local farmers, thus supporting regional supply chains.

2015

### International gender equality certification

The Gender Equality European & International Standard (GEEIS) certification recognizes the company's practices in promoting gender equality in the corporate environment.

2017

### 50 years of Carrefour in Brazil

A milestone celebrating five decades of operation in the country, with continuous evolution in generating economic, social, and environmental value.

2025



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# About the report

This report presents the projects and results achieved between January 1 and December 31, 2025, together with the commitments and guiding principles that will shape the years ahead. Published annually, the document features progress, challenges, and priorities that reflect the evolution of the Group's performance and its ongoing commitment to creating long-term value. [GRI 2-3](#)

The performance presented here spans all of the Group's business segments, which operate across multiple formats and channels, including cash & carry; food retail—comprising hypermarkets, supermarkets, convenience stores, fuel stations, and drugstores; member's clubs; banking; real estate management, and the digital e-commerce platforms of Atacadão, Carrefour, and Sam's Club. This diversity of models supports an integrated approach, aimed at offering convenience, accessibility, and quality across different shopping journeys and occasions. [GRI 2-2](#)

The publication of this report is part of the ongoing efforts of Carrefour Brazil Group to strengthen its sustainability practices and increase transparency in its communication with its stakeholders. Previous editions of the Sustainability Report are available on the [Group's institutional website](#) and in the Investor Relations area, which also provides supplementary information on the initiatives and results presented in this document. Grupo Carrefour S.A., which controls operations in Brazil, also publishes reports on

its global social and environmental performance. These documents are available on its [corporate portal](#). [GRI 2-1](#)

The content was prepared in line with the commitments of Carrefour Brazil Group and leading international reporting frameworks, guided by the standards of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). The report also incorporates the recommendations and principles of frameworks such as the TCFD (Task Force on Climate-related Financial Disclosures) and the TNFD (Taskforce on Nature-related Financial Disclosures).

For questions, feedback, or suggestions regarding this publication, please contact the Group at: [sustentabilidade@carrefour.com](mailto:sustentabilidade@carrefour.com). [GRI 2-3](#)



# Message from the CEO GRI 2-22

Over the past few years, Carrefour Brazil Group has consolidated its expansion in the country and evolved into an integrated food retail ecosystem, present at different points in the consumer journey of more than 60 million customers per month. In 2025, as we celebrate 50 years of operation in Brazil, we reinforce our position as the country's leading retailer, with a multi-format and multi-channel presence, connecting operational efficiency, accessibility, and customer focus.

The year was marked by relevant strategic decisions and disciplined execution, which strengthened the structure and competitiveness of the business. Even in the face of a challenging macroeconomic environment, we have made progress in organizational streamlining and integration among brands, structures, and platforms, capturing synergies and increasing operational efficiency. Through optimized processes, targeted cost rationalization, and disciplined investment allocation, paired with modernization of our commercial and logistics operations, we have strengthened our economic resilience and reinforced our ability to deliver sustainable long-term value.

Streamlining was at the heart of our strategy. The change in corporate structure, with the delisting in Brazil, increased our decision-making agility and strategic alignment with the controlling shareholder. Internally, we conducted a comprehensive reorganization of our teams, rationalizing

back-office functions, simplifying structures, and capturing synergies across brands, while reinforcing a performance-driven culture. Streamlining meant reducing complexity to accelerate deliveries, increase efficiency, and direct resources toward strategic initiatives.

Our business model, structured as a multi-format and multi-channel ecosystem, has advanced the integration between physical stores, digital experience, and financial services. Digital transformation continued to be a cornerstone of our strategy, marked by an expanded suite of omnichannel solutions and intensive use of data and artificial intelligence. This evolution has increased productivity, reduced losses, and strengthened the customer experience, positioning digital as a strategic complement to physical operations.

In parallel, 2025 was a year of cultural evolution. In response to market transformations and consumer expectations, we launched "Our Way of Being," updating a unified culture for all our businesses. This new cultural phase strengthens integration, operational simplicity, and a focus on results, ensuring that each employee acts in alignment with the Group's values.

Our commitment to sustainability has also progressed consistently. In Combating Hunger and Inequality, we work in partnership with the Ministry of Social Development



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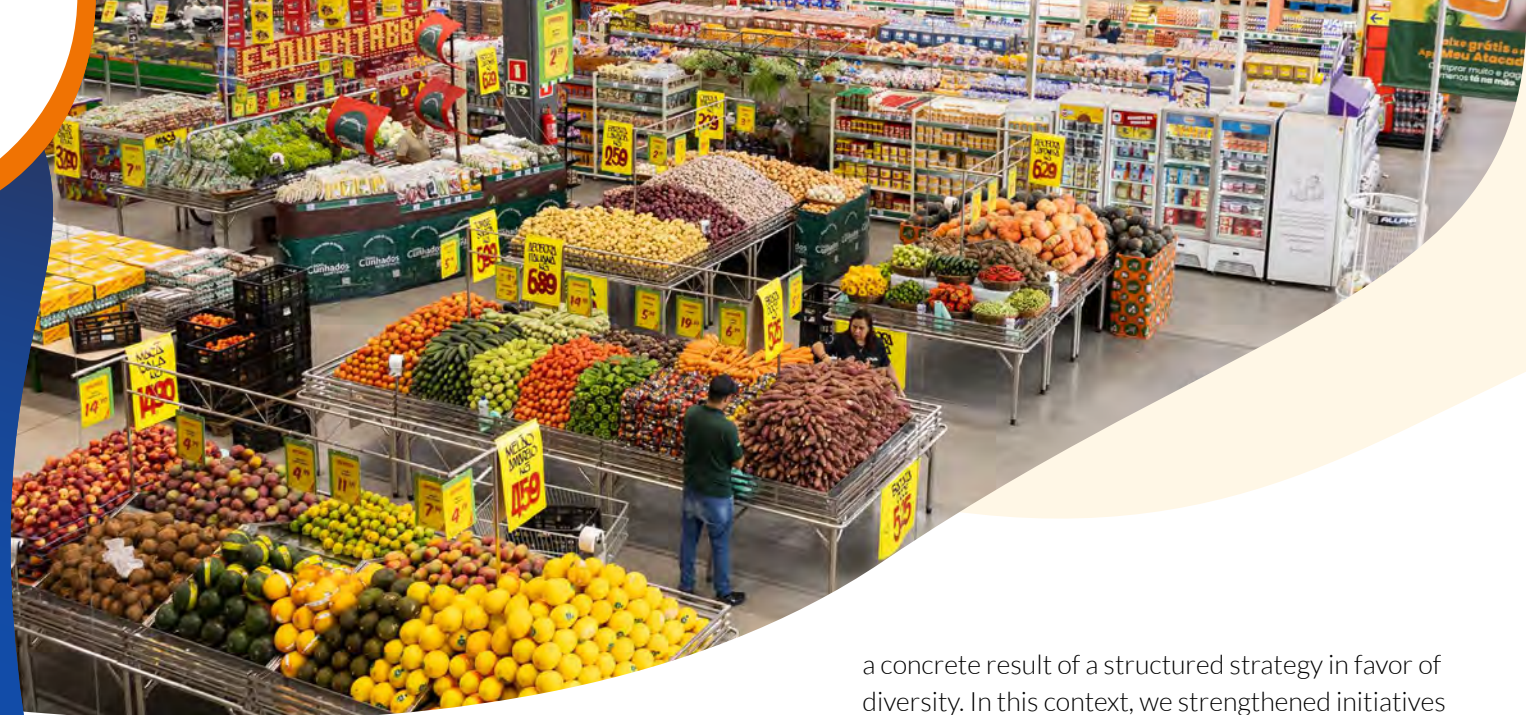
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(MDS) and have surpassed the mark of 100,000 employees hired who came from the Bolsa Família program and are registered in the Unified Registry for Social Programs (CadÚnico). This initiative reinforces our role as an agent of productive inclusion and income generation.

In our Inclusion and Diversity agenda, we continue to move forward with the conviction that more diverse teams generate more value, expand the capacity for innovation, and strengthen decision-making. For the third consecutive year, we earned the Top Employer certification, underscoring the consistency of our people-management practices and our commitment to an inclusive, high-performance work environment. In 2025, we also increased female representation on the Executive Committee, reaching 40% women in the Comex,

a concrete result of a structured strategy in favor of diversity. In this context, we strengthened initiatives such as the Mulheridades Program and launched the AcelerAR Program, focused on accelerating the careers of female employees by combining strategic training, exposure to senior leadership, and hands-on experience in business projects. By investing in the development of future leaders, we create value simultaneously for the professionals and for the company, consolidating a culture that integrates diversity, structured succession, and sustainable performance. It is also important to note that, in 2025, we were the first company in Brazil to say "Yes to Diversity," a movement that subsequently gained traction with companies across the country.

With regard to Protecting the Planet and Biodiversity, we reinforce our leadership in the climate agenda and responsible supply chains. Key achievements include progress in beef traceability and significant reductions in greenhouse gas emissions. Our participation in COP30

(Conference of the Parties) reinforced the role of retail in mobilizing the value chain toward a low-carbon economy.

In light of these significant advancements, we are proud to have received an A rating for climate management and an A- rating for water and forests in the CDP (Carbon Disclosure Project) questionnaire, an international recognition of the strength of our climate management and transparency strategy.

In closing, I thank our employees, customers, and partners for their daily contributions to Carrefour Brazil Group's journey. It is people who give meaning to our strategy and transform our commitments into concrete results.

We look to the future with the experience gained from 50 years in Brazil. We aim at 50 more, with Atacadão, Carrefour, and Sam's Club working together — supported by Banco Carrefour and Carrefour Property — operating simply and cohesively as one team.

Enjoy the report,

**Pablo Lorenzo**

CEO of the Carrefour Group in Brazil and Latin America

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**100,000 hires**  
through a partnership  
with the Ministry of  
Social Development



**8,600+** tons of food  
donated, equivalent to  
**34.6 million** of  
complementary meals

**-62% Scopes 1  
and 2** emissions  
compared to 2019



**Ratings A** in  
Climate and **A-** in  
Forests and Water  
in CDP



# Awards and recognitions

## Sustainability and transparency

**CDP's A List: scores A** for Climate (2nd consecutive year), and **A-** for Forests and Water

**2025 RAMA Award for traceability of agricultural products** (10th consecutive time)

**9th position** in the **B3 Corporate Sustainability** Index (pre-delisting of shares)



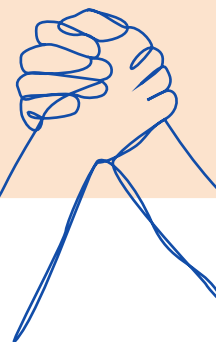
## Customer and relationship

**2025 Modern Consumer Award** – Retail (Supermarkets, Hypermarkets, Fruit and Vegetable Stores, and Convenience Stores)

**Gold** in two categories of the **2025 ABT Award**, in customer relations

**2025 Reclame Aqui Award** – Online Stores / Major Operations

**Folha Top of Mind 2025** – Supermarkets Category



## Employer branding

**1st place** in the **2025 Merco** as the most attractive company to work for in the supermarket and wholesale sector

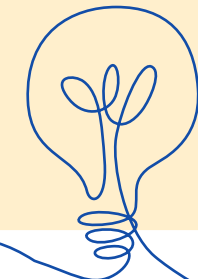
**2025 Top Employer** certificate, issued by the Top Employers Institute for the 3rd consecutive year.



## Innovation

**2025 CX ClienteSA Award** – Silver in the Respect for the Customer category – Contracting Party (Banco Carrefour)

**2025 PL Connection Award** – Best Sustainability Case in the Pharma & Beauty subcategory



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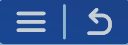
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# Carrefour Brazil Group



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# About us

Carrefour Brazil Group is a leader in national retail.

It is present in all states and the Federal District, offering access to quality food at fair prices.

A pioneer in the hypermarket format in Brazil, the Group is the second most important market for Carrefour S.A., the controlling company of the business, only trailing France. It is also one of the largest employers in the private sector, with around 120,000 employees in the country.

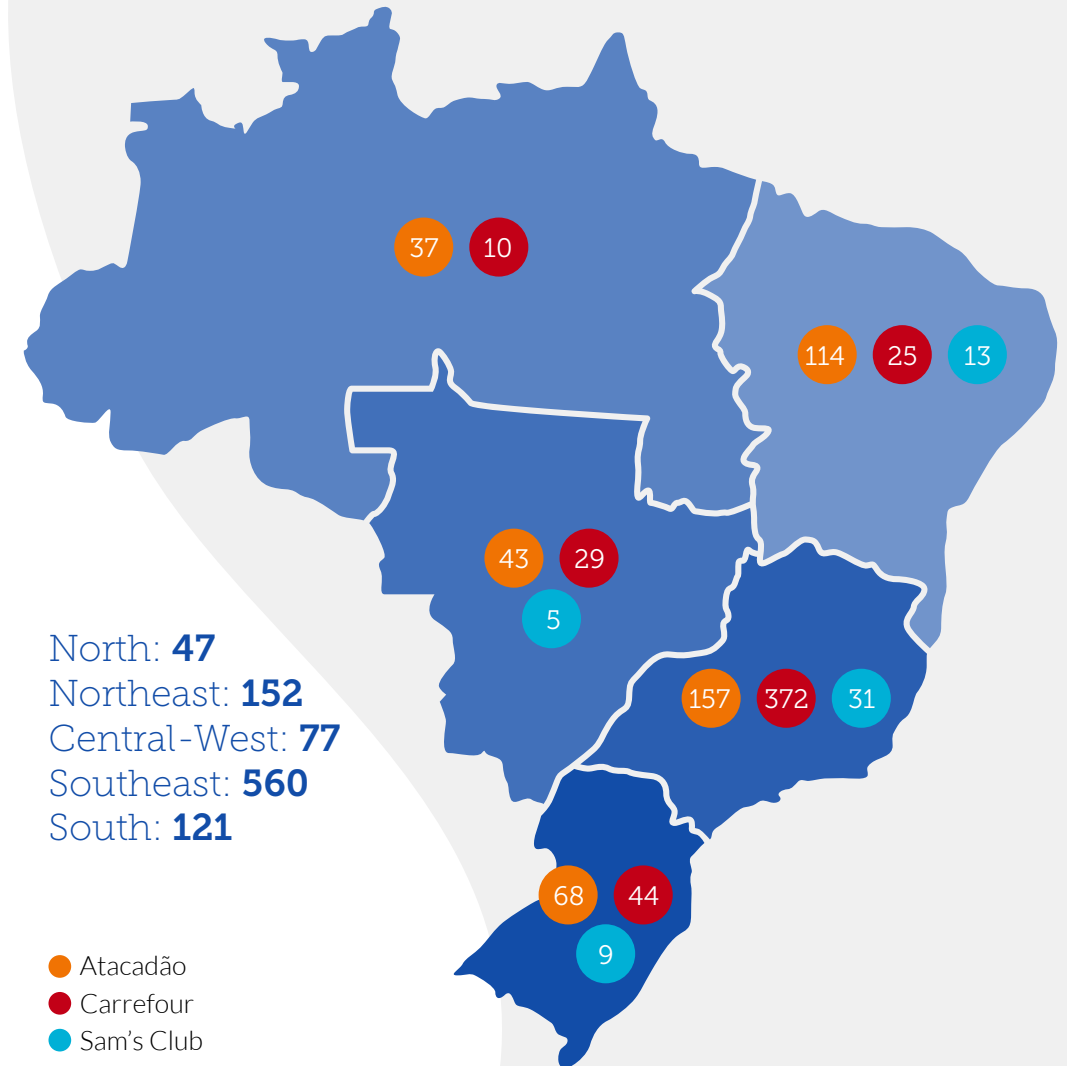
With a strategy focused on physical and digital growth and expansion, its brands range from cash & carry to members' clubs and convenience stores, reaching approximately 60 million customers monthly.

Carrefour Brazil Group has been a privately held company since June 2025, and its administrative headquarters are located in Barueri, São Paulo. **GRI 2-1**



Learn more on the [timeline](#).

## Physical presence by region



# Our ecosystem and culture

Carrefour Brazil Group comprises 957 units nationwide, including hypermarkets, supermarkets and convenience stores operating under the Carrefour banner; cash & carry outlets under the Atacadão banner, and a members' club under the Sam's Club banner—as well as fuel stations and drugstores that serve a diverse range of customer profiles. From end consumers to businesses and entrepreneurs, the company meets needs ranging from everyday purchases to large volumes that supply businesses of all sizes across Brazil.

The product transportation logistics are handled by 14 distribution centers and 35 wholesale delivery points, while Banco Carrefour offers financial solutions to customers and partners. Real estate portfolio management and development, however, is the responsibility of Carrefour Property. Learn more about each of them below. [SASB FB-FR-000.A](#)

**957** Points of sale  
**14** Distribution Centers  
**35** Delivery wholesalers



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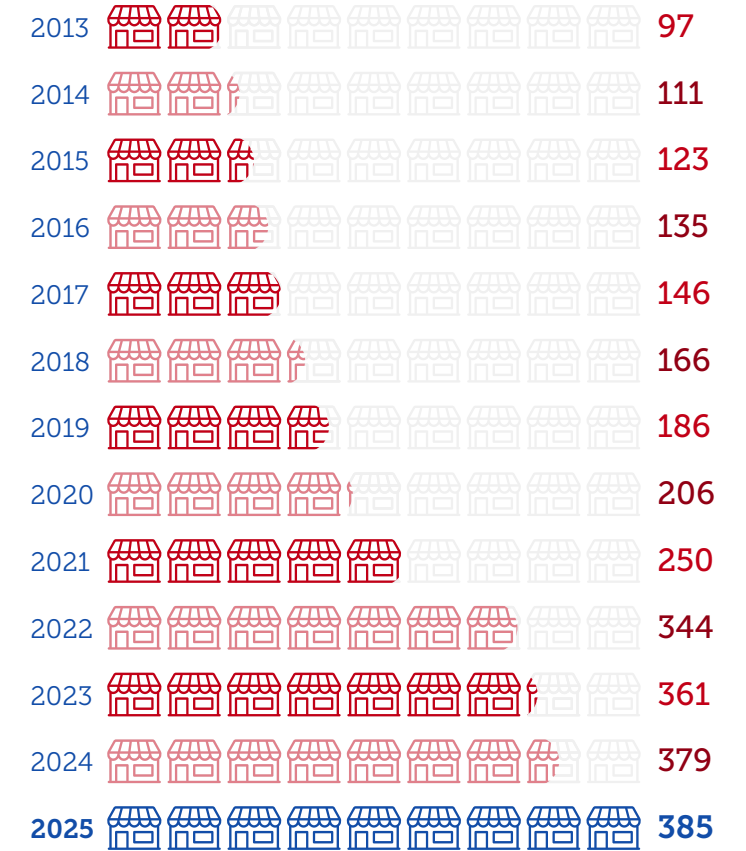
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## Atacadão GRI 2-6

### Cash & Carry

Focused on the self-service wholesale (cash & carry) model for bulk purchases, Atacadão operates 385 stores and 35 distribution centers across all Brazilian states and the Federal District, in addition to its e-commerce platform. For 63 years, the company has operated with a growth strategy based on three guiding principles: expansion into new cities, strengthening its presence in existing markets, and adapting its operations to local needs and characteristics.

### Number of stores



**78,000**  
employees

**1,913,999 m<sup>2</sup>**  
of sales area

## Carrefour GRI 2-6

### Hypermarket

A pioneer of the one-stop-shop concept—bringing a wide range of solutions together in a single location—the Carrefour Group operates 108 hypermarkets across Brazil’s main economic regions and employs approximately 21,000 people.

### Supermarket






The format prioritizes food products and offers essential items for the daily needs of Brazilians, with approximately 2,000 employees and 26 stores under the Carrefour Bairro banner in the Southeast, Central-West, Northeast, and South regions of the country.

### Convenience

A model targeted at high-traffic commercial areas and densely populated residential neighborhoods. In total, there are 142 stores under the Carrefour Express banner in Greater São Paulo, employing approximately 1,500 people.

### Service stations and drugstores

Complementing the in-store offering are 98 drugstores and 105 fuel stations under the Carrefour and Atacadão banners, supported by approximately 3,000 employees who enhance the customer experience and help build lasting loyalty.

Banner	Category	Focus	Location	Average area (m <sup>2</sup> )
	Hypermarket	Everything in one place at a competitive price	Cities	6,200 m <sup>2</sup>
	Supermarket	Choice close to home with a focus on fresh products and services	Residential areas	600-1,000 m <sup>2</sup>
	Convenience stores	Essential daily needs with extended service	Commercial areas	280 m <sup>2</sup>
	Drugstores and service stations	Complementary services	Hypermarkets and Wholesale Stores	Drugstores 400 m <sup>2</sup>
			Service stations	140 m <sup>2</sup>

**849,606 m<sup>2</sup>**  
of sales area

Approximately  
**33,000** employees

**479** points  
of sale



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## Sam's Club GRI 2-6

### Shopping club

For 30 years in Brazil, the 58 stores operating under the Sam's Club banner have offered customers an exclusive shopping experience through a membership-based model designed for both individuals and businesses. Present in 17 states and the Federal District, it has a mix of products that includes food, non-food items, exclusive imported products, and private label products.

**sam's club**   
vale muito ser sam's

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

Approximately **6,000**  
employees

Present in **17** states and  
the Federal District



## Banco Carrefour GRI 2-6

The financial arm of Carrefour Brazil Group, Banco Carrefour has the mission of improving the lives of Brazilian families by promoting inclusion and access to banking services. It is also one of Brazil's largest credit card issuers, serving millions of customers, and a key partner to the operations of Carrefour Retail, Atacadão, and Sam's Club, offering a broad portfolio of financial products, including loans and insurance, among others.



**6th** largest credit card issuer in the country

## Carrefour Property GRI 2-6

### Real estate management

This is a Carrefour Brazil Group business unit that has been operating since 2012 in asset management and in the development of its real estate portfolio, integrating customers with commercial spaces. The 430 owned properties are distributed among shopping malls and shopping centers across 20 states, totaling an area of upwards of 18 million square meters.

**430** own properties, totaling

**18** million+ m<sup>2</sup>



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## Digital presence

Our multi-format digital presence, across websites and apps, evolves in step with changing consumer habits in Brazil. We deliver a fast, secure shopping experience seamlessly integrated across all business areas, supported by tools such as chatbots and recommendation systems that simplify navigation and personalize interactions—ensuring a customer journey as seamless and satisfying as in-store shopping.

Digital platform	Formats	Participation in sales
		2024  7.4% 2025  13.2%
		2024  19.8% 2025  18.5%
		2024  5.9% 2025  9.8%
Carrefour Brazil Group		2024  9.9% 2025  14.0%

## The Group's Culture

In light of market transformations, consumer expectations, and the strategy of Carrefour Brazil Group, the company's organizational culture underwent a significant evolution in 2025. This cultural process aimed primarily at integrating all businesses, achieving operational simplicity, and focusing on results. Based on these objectives, "Our Way of Being" was designed and launched, a unique new culture that embodies the values and behaviors that all employees should have in their daily activities and actions, ensuring that every attitude reflects who we are as a Group, in the present and in the future.



### The five values of "Our Way of Being" are:

**Customer at the Center of Excellence:**  
we put the customer at the center of all decisions, ensuring the best experience in our business, services, and customer support.

**Courage to Simplify and Make it Happen:**  
having the courage to make decisions that result in simple and efficient solutions, while maintaining unified processes.

**Commitment to Results:**  
knowing how to negotiate responsibly and with integrity, and playing your role in achieving positive and sustainable results.

**Cooperate, Develop and Train our Team:**  
to promote cooperation between teams and encourage the continuous training and development of individuals.

**Inclusion and Pride in Belonging to the Family:** to inspire respect, encourage inclusion and diversity, and nurture pride in belonging to our family.



Launched in September 2025, "Our Way of Being" has since been embedded across the Group's practices and processes. Its values and behaviors are consistently integrated into key stages of the employee journey, including talent attraction and selection, onboarding, and training and development initiatives—particularly within the performance cycle (Talent Cycle). **Internal communication regarding the new cultural guidelines has been strengthened to ensure their presence in the daily lives of employees.** From September to December, the company promoted its culture through a series of in-person events, including the 2025 Leaders Meeting, complemented by live-streamed sessions to ensure broad and consistent dissemination across the organization. In total, more than 2,400 leaders were trained and encouraged to replicate the learning with their teams.



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# Corporate strategy

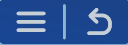
In 2025, Carrefour Brazil Group continued to advance its corporate strategy, aligning operational efficiency, business integration, innovation, and sustainability as mutually reinforcing pillars of a unified strategic direction. In a still challenging environment, the company focused its efforts on generating cash, maximizing assets, and improving its operating model to make it more agile, integrated, and resilient.

Throughout the year, the intensification of synergies between brands, structures, and platforms enabled process streamlining, capital allocation optimization, and productivity increases across the entire supply chain. The modernization of commercial and logistics operations, combined with disciplined financial management, has enhanced the company's agility and reinforced its resilience across diverse economic environments. Within this same trajectory, digital evolution has become a core driver of competitiveness: the integration of physical and digital channels, the expanded use of data and artificial intelligence, and enhanced inventory management have improved the customer experience, reduced losses, and aligned economic performance with sustainable efficiency.

Incorporating ESG criteria into strategic and operational decisions has strengthened responsible supply chains, boosted initiatives to reduce waste and combat food insecurity, and expanded progress on the diversity and inclusion agenda. At the same time, the organizational transformations undertaken during the period, including the transition to a privately held structure and closer alignment with the guidelines of Carrefour S.A., strengthened risk control and compliance mechanisms, enhancing the quality of decision-making and the coordinated execution of strategy.

**As a result, Carrefour Brazil Group ended 2025 with a simpler, more integrated and customer-centric operating model, consolidating operational efficiency, socio-environmental responsibility and a long-term vision as pillars of its competitiveness.** The implementation of the Carrefour 2030 Plan marks the next stage of this journey, guiding sustainable growth, expanding market share, and strengthening the multi-format and digital ecosystem. With a clear strategy and disciplined execution, the company builds solid foundations to generate shared value, always in a simple way, as one.

This journey was conducted under an integrated vision, in which sustainability acts as the foundation of the business model.



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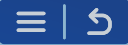
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# Our creation of value

We aim to offer affordable, quality food to all Brazilians, generating economic value responsibly and contributing to a more inclusive, diverse, and sustainable society.



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## Resources that enable the creation of value



### Human

- More than 120,000 employees
- Commitment to the diversity and inclusion agenda
- Consolidation and expansion of the Always Simple journey
- Continuation of the 555 strategy and operational efficiency
- Evolution and cultural unification with the "Our Way of Being"



### Intellectual

- Multi-format and multichannel ecosystem
- Expansion of e-commerce
- Incorporation of AI for the digital journey
- Appreciation of the private label
- Governance of the ESG agenda connected to the Global



### Financial and manufactured

- 719 stores, 35 distribution wholesalers and 14 distribution centers
- 3,156,076 m<sup>2</sup> of sales areas
- Expansion of the bakery, butcher, and deli sections (PAF, in Portuguese) in the cash & carry format
- More than 300 shopping malls
- Presence in 26 states and in the Federal District
- 6th largest card issuer in Brazil through Banco Carrefour



### Relationship

- 60 million customers per month
- Updated methodology for NPS measurement at Atacadão
- Long-lasting partnerships with governments and NGOs
- Management and engagement of strategic suppliers



### Social

- Private and tax-incentivized social investments
- Commitment to the diversity and inclusion agenda
- Long-term continuity of the fighting hunger agenda
- Incentives for employability actions and to reducing social inequalities



### Environmental

- Commitment to decarbonization and energy efficiency
- Incentive to sell sustainable certified products
- Commitment to protecting biodiversity
- Participation in national and international forums and sectoral initiatives

## How we guide the creation of value



- Sustainable growth and profitability of the business
- Implementation of the ESG strategy
- Digitization and multi-format sales
- Efficiency and maximization of existing assets
- Strengthening relationships with customers and partners

## Results of the creation of value



### Human

- 2nd largest private employer in Brazil
- 1,500+ employees trained in career acceleration programs
- 50% women on the Board of Directors
- 32% women in leadership positions
- 36.5% Black people in leadership
- 5,650 employees with disabilities



### Social

- 34.6 million supplementary meals distributed
- 462,000+ people directly impacted by the social investment initiatives
- 100,000+ new hires in partnership with the federal government since 2023
- 716 students graduated at Escola Social do Varejo



### Intellectual

- Use of artificial intelligence in store operations
- 108,000+ employees trained in the Digital Retail Academy since 2022
- Private labels accounted for 19.6% of total sales



### Environmental

- Reduction of GHG emissions in 62% vs. 2019
- 53% of waste recovered
- 2.2 billion in sales of certified products
- 74% private label packaging recyclability
- Decarbonization agenda aligned with SBTi
- 100% monitored beef supply chain, with 28.4 million ha and 38,896 farms monitored
- Ratings of A- in Forests and Water Management and of A in Climate Change, in the 2025 CDP questionnaire



### Financial and manufactured

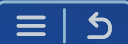
- Largest National Retailer
- 22 Retail store conversions and 26 new stores open
- 14% of GMV<sup>1</sup> in Total Sales in 2025
- 57 Atacadão stores with the inauguration of the PAF area



### Relationship

- Customer satisfaction and loyalty
- Implementation of "Floresta faz bem" products in eleven stores, for a total of 14 stores in 2025
- 16 suppliers aligned with the Food Transition Pact

<sup>1</sup> Gross Merchandise Volume: total value of sales made (mainly in e-commerce/marketplace), before discounts, returns, taxes, etc.



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# Innovation and technology

GRI 3-3 Innovation and data privacy

Carrefour Brazil Group adopts innovation as a strategic driver to enhance the customer experience, increase operational efficiency, and accelerate its sustainability goals. **Digital transformation has been implemented through the integration of physical and digital channels** and investments in technological platforms that have increased order conversion and customer satisfaction, strengthening the omnichannel purchasing journey.

The company operates on an open innovation model, through partnerships with startups and acceleration programs. These initiatives enable rapid proof-of-concept testing and the development of digital solutions applicable to businesses, ranging from financial services to logistics and retail media. These connections with the technology ecosystem also support internal initiatives for training and digital inclusion.

**In the field of sustainable innovation, the Group has developed products and processes that reduce environmental impacts and increase circularity** starting from packaging design with a focus on recyclability and reuse, and the development of private label products with a smaller environmental footprint.

## Innovation in processes

Digitization has also played a key role in streamlining processes, driving gains in agility, efficiency, and scalability across operations and administrative activities. Our relationship with the customer has seen significant improvements stemming from a better understanding of their needs throughout the journey. Leveraging data-driven insights, we guide our marketing and communication strategies, while chatbots and virtual assistants serve as key channels for responding to inquiries, recommending products, and delivering personalized promotions.

In-store, the Group leverages artificial intelligence to optimize queue management, automatically identifying when additional checkouts should be opened. This reduces waiting times during peak periods and improves the allocation of cashiers. Another improvement implemented was self-checkout, with increased customer engagement resulting from the expansion of product capacity from ten to 40 items.

# Materiality GRI 3-1



Carrefour Brazil Group adopts a double materiality approach to identify, assess, and define its material topics. This approach combines the assessment of the impacts of the company's activities on society and the environment—impact materiality—with the evaluation of how socio-environmental factors influence the company's performance and value creation—financial materiality.

In developing the materiality assessment, stakeholder priorities were identified based on their level of dependence on, relationship with, and influence over the Carrefour Group. The most recent review was completed in early 2024, when 21 topics were pre-defined for evaluation based on the previous matrix, incorporating the guidelines of the Global Reporting Initiative (GRI), the parameters of the Sustainability Accounting Standards Board (SASB), and benchmarks from both national and international retail peers.

**The public consultation stage had over 35,000 participants**, in addition to individual interviews with external experts. The financial materiality assessment was reviewed by internal experts and also incorporated contributions from the Executive Board and the Board of Directors, taking into account the related risks and impacts.

## Methodology and stages of the materiality process

### 1. Stakeholder mapping

Identification and classification of key stakeholders

- Dependency
- Influence
- Level of relationship

### 2. Topic mapping

Starting point for defining potentially material impacts and risks

- Global scenario
- Trends in sustainability
- ESG indices and frameworks in the capital markets

### 3. Consultation with priority stakeholders

#### 3.1 Stakeholders consulted

1. Board of Directors
2. Investors
3. Employees and Executive Committee
4. NGOs and the third sector
5. Associations and entities
6. Suppliers
7. Service providers
8. Customers

#### 3.2 Interviews

- 5 individual consultations with external specialists in socio-environmental issues
- 3 conversations with internal leaders

#### 3.3 Consultation with internal specialists

- Likelihood versus impact risk analysis for each identified topic

#### 3.4 On-line queries

- Board of Directors
- Executive Committee
- Other stakeholders

### 4. Analysis of the results, consolidation and approval

Following the analysis of the results—considering each topic's relevance to stakeholders, its positive and negative impacts, and its financial significance—ten material topics were defined



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## Material topics GRI 3-2

### 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 and 16.10

### Circular economy and combating food waste

12

Targets: 12.2, 12.3, and 12.5

### Ethics, integrity & compliance

16

Targets: 16.4, 16.5, and 16.7

### Fighting hunger and inequality

2 10

Targets: 2.1, 2.3, 2.4, 10.2 and 10.4

### Climate Change

7 9 11 13

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

### 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

### Attracting, developing, and quality of life

4 8

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

### Traceability and environmental impact of the supply chain

8 12

Targets: 8.4, 8.12, 12.4 and 12.6

### Innovation and data privacy

9 16

Targets: 9.1 and 16.6

## Sustainable Development Goals



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# Dialogue and engagement with society

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At Carrefour Brazil Group, initiatives designed to maximize positive impact beyond the business are developed in close collaboration with stakeholders. Through ongoing dialogue and active listening to customers, suppliers, partners, and external organizations, the company develops collaborative initiatives aligned with its sustainability pillars, addressing real societal needs while promoting social and environmental progress and creating a lasting legacy for future generations.

Carrefour Brazil Group is also committed to working towards improvements that bring benefits and promote the development of the retail sector as a whole. This work is conducted through the company's participation in associations, pacts, coalitions, and partnerships at the national and international levels, communicating public commitments, engaging other market segments, and acting as a spokesperson for the ethical, environmentally and socially responsible culture that guides the business. [GRI 2-28](#)

These initiatives, the audiences involved, and their results are described throughout this report and are indicated by a seal that identifies the stakeholders who collaborate with and are impacted by the projects, according to the profiles already defined in the materiality:



Customers



Suppliers and service providers



Employees



NGOs and the third sector



Associations and entities



## Tropical Forest Alliance (TFA)

A global platform that brings together governments, businesses, and civil society to catalyze collective action toward the transition to deforestation- and conversion-free agricultural commodities. It focuses on four globally traded products—beef, palm oil, pulp and paper, and soy—which have the greatest impact on the conversion of critical ecosystems, as well as on greenhouse gas emissions, biodiversity loss, and related social impacts.



## Brazilian Association of Wholesale Retailers (Abaas)

Association representing the wholesale/retail segment in dialogue with stakeholders, including governments, industry, customers, and the private sector.



## Brazilian Supermarket Association (Abrás)

An entity that represents, integrates, and drives the development of the supermarket sector in the country.



## Brazilian Textile Retail Association (ABVText)

An organization that brings together the main national and international fashion retail chains and acts as the sector's main interlocutor with governments, industry, NGOs and society. Recognized for promoting dialogue throughout the fashion value chain, standing out for its actions aimed at compliance, at responsible sourcing and at the promotion of decent work through the ABVText Program.



## Brazilian Coalition on Climate, Forests and Agriculture

An initiative comprised of over 300 representatives from companies, financial institutions, academia, and civil society dedicated to driving a sustainable, inclusive, and low-carbon economy by combining environmental responsibility and competitiveness.



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### Brazilian Business Council for Sustainable Development (CEBDS)

A non-profit organization that promotes connections between government and civil society, disseminating concepts and best practices on the subject to guide decision-making in the corporate environment.



### Indirect Suppliers Working Group (GTFI)

A platform for dialogue that is dedicated to monitoring indirect suppliers in the Brazilian beef supply chain. Carrefour Brazil Group is a member of the Board.



### Women's 360 Movement

A program dedicated to promoting, organizing, and disseminating improvements in corporate policies and strengthening social engagement with a focus on the empowerment of Brazilian women.



### Federation of Commerce of Goods, Services and Tourism of the State of São Paulo (Fecomercio)

The main representative body for the tertiary sector in the state, defending the interests of more than 1.8 million companies in São Paulo.



### Ellen MacArthur Foundation

A global non-profit organization focused on driving the transition to a circular economy, combating challenges such as climate change, environmental degradation, pollution, and resource waste.



### Waste Electrical and Electronic Equipment Manager (Green Eletron)

An organization that brings together leading battery and electronics brands in Brazil, managing the implementation of a reverse logistics system that ensures the sustainable disposal and proper treatment of these materials.



### Group of Foundations, Institutions and Companies (Gife)

A Brazilian organization that brings together private social investors, promoting the planned and strategic use of voluntary resources to support initiatives of public interest, focusing on social, environmental, cultural, and scientific projects, aiming to generate a positive and sustainable impact.



### Cerrado Voluntary Protocol Working Group

A joint initiative by Imaflora and Proforest that establishes guidelines to improve socio-environmental monitoring in the purchase of beef products from the Cerrado biome, promoting responsible and sustainable practices. Carrefour Brazil Group is a member of the Board.



### LGBTI+ Business and Rights Forum

An initiative that brings together companies dedicated to recognizing and promoting the rights of the LGBTQIA+ community.



### Brazil Zero Waste Initiative

Led by WWF and WRAP (Waste & Resources Action Programme), this is a collaborative effort to combat food loss and waste across Brazil, involving companies, governments and civil society in adopting more sustainable production and consumption practices.



### Consumer Goods Forum (CGF)

An organization that brings together retailers and manufacturers of consumer goods globally, in the pursuit of business practices that promote efficiency and significant positive change across the industry, benefiting both buyers and consumers. Carrefour Brazil Group is active in the "Forest Positive Coalition of Action" and co-chairs the Beef Working Group.



### Business Coalition to End Violence against Women and Girls

A movement led by UN Women and the Avon Institute.



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### Initiative for Compliance and Sustainability (ICS)

An international sectoral initiative aimed at improving working conditions and promoting environmental sustainability in global supply chains. Members use standardized tools, exchange best practices, and share the results of the evaluations they conduct.



### Business Initiative for Racial Equality

The initiative aims to promote a sustainable business environment by overcoming racism and all forms of discrimination in the corporate environment and throughout its value chain, through mobilization and public commitment from member companies.



### 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 amplify the voice and influence of retail companies from different segments across the country.



### National Institute for the Pact on Labor (InPACTO)

An organization created in 2013 with the purpose of combating and eradicating child labor and labor in conditions akin slavery, and guaranteeing the promotion of fair and dignified working conditions in Brazilian production chains.



### Brazilian Roundtable on Sustainable Beef

A non-profit organization that promotes initiatives and discussions that connect the entire supply chain in pursuit of a common understanding of emerging sustainability issues, as well as engaging stakeholders, disseminating information, and promoting education.



### Roundtable on Sustainable Palm Oil (RSPO)

A global entity that brings together various palm oil production chain stakeholders with the aim of developing and implementing international practices and standards focused on its sustainable and responsible production.



### Roundtable on Responsible Soy (RTRS)

A global multistakeholder platform that connects and represents the actors in the soybean value chain, from the field to the final consumer, establishing competitive and reliable standards and developing solutions to promote sustainable soybean production.



### Mover

A cross-industry business alliance focused on promoting structural change through collective actions aimed at transforming social awareness, expanding education, driving employability, and combating racism.



### Amazon Impact Movement

An initiative of the United Nations Global Compact in Brazil that mobilizes companies to commit to zero deforestation and sustainable development in the Amazon by 2030. It promotes actions to ensure that operations and value chains are free from deforestation, while advancing the bioeconomy and strengthening local communities to keep the forest standing, in alignment with the Sustainable Development Goals (SDGs) of the 2030 Agenda.



### UN Global Compact Net Zero Ambition Initiative

This initiative advocates for the adoption of science-based goals as an effective way to generate impactful results for Brazilian society and, therefore, proposes working with the Brazilian business sector through individual commitments and collective ambitions.



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### UN Global Compact Circular Connection Movement

This movement advocates for the use of sustainable production and consumption patterns that seek the efficient use of natural resources, reduce waste, and minimize the disposal of waste into the environment, contributing to the effective reduction of all forms of pollution.



### Nature Positive for Climate Action

A global initiative led by the UN High-Level Champions for Climate Change that mobilizes businesses, financial institutions, and non-state actors to integrate nature and biodiversity into climate action.



### United Nations Global Compact

Launched in 2000, the pledge encourages companies to integrate into their operations and strategies the ten fundamental principles aimed at protecting human rights, promoting decent work, preserving the environment, and combating corruption.

In support of

### WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

### Women's Empowerment Principles (WEPs)

A UN Women initiative aimed at creating and strengthening partnerships with the business sector, encouraging increased corporate commitment and capacity building to eradicate gender discrimination.



### Boi na Linha Protocol

An initiative created by Imaflora in partnership with the Federal Public Prosecutor's Office to boost compliance with the commitments of the beef production chain in the Amazon, promoting practices that eliminate socio-environmental irregularities and ensure the sustainability of the sector.



### Business Network for Social Inclusion

A network dedicated to sharing best practices focused on the inclusion and professional integration of people with disabilities.



### Network for Plastic Circularity

A collaborative initiative that integrates companies and partners to boost the circular economy of plastics, encompassing all phases of their life cycle, from production to reuse and recycling.



origens brasil®

### Rede Origens Brasil®

The Rede Origens Brasil® network led by Imaflora represents an association focused on ethical business practices in the Amazon. The network connects companies to indigenous peoples and traditional populations through commercial relationships that value the living Amazon, its peoples and cultures, with guaranteed origin, transparency and traceability. Today, 41 companies and more than 90 community organizations and NGOs are members of the network.



### SP Net Zero

An initiative led by the Government of the State of São Paulo, aligned with the UN's Race to Zero campaign, which aims to achieve net-zero carbon emissions by 2050.

# Customer relations

GRI 3-3 Respect and excellent customer relationships

Carrefour Brazil Group places the customer at the core of its organizational culture and strategic decision-making. The goal is to be there for them at all times, offering a complete ecosystem capable of meeting the needs of different consumer profiles, from everyday needs to larger-scale purchases.

In 2025, the company made progress in consolidating a more integrated, simple, and efficient customer relationship model, focusing on continuously improving the customer experience. The evolution of customer service processes, combined with the standardization of practices across the Group's brands, has contributed to greater consistency, speed, and quality in customer interactions.

**The year was marked by stronger integration between customer service channels and operations** through the sharing of best practices and investments in technological integrations with consumer protection agency systems, resulting in greater agility, consistency, and efficiency in customer service processes. These initiatives have increased responsiveness, strengthened regulatory compliance, and promoted greater transparency in relationships with consumers.

With a focus on streamlining and improving the customer journey, the Group has completed the implementation of a new integrated customer

service solution, which centralizes the main systems used in the company's operations into a single interface. Eliminating redundant processes, manual workflows, and low-value-added controls resulted in greater operational efficiency and positive impacts on customer satisfaction and resolution.

To deliver quality, affordable food, the Group maintains continuous dialogue with customers through satisfaction surveys across all store formats, complemented by structured listening and engagement programs and active social media monitoring. These initiatives were expanded in 2025, enabling the identification of opportunities for improvement, strengthening customer loyalty, and enhancing the shopping experience, including aspects such as communication, product assortment, and customer service. **GRI 2-29**

Customer experience is monitored through integrated tracking of satisfaction indicators, which assess factors such as product variety, availability and quality, customer service, and store cleanliness. Using a unified platform enables the consolidation of information from all operating formats, supporting data-driven decisions.

Within its ecosystem, the Group seeks to act as a strategic partner to small, medium, and large entrepreneurs, creating concrete opportunities for mutual growth. The company believes it is prepared to support its customers with efficient supply, quality services, and connections that transform challenges into results.

This relationship has been consistently evolving for 50 years, keeping pace with changes in consumer habits

and society through behavioral analysis, review of internal processes and policies, and employee training and development. As a result, the consumer journey is becoming increasingly seamless and integrated, delivering a consistent Carrefour experience across all brands in the network, supported by the convergence of digital communication and payment platforms.



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## Purchasing experience

Carrefour Brazil Group has implemented the 555 Model, a structured customer service approach that strengthens customer centricity across the operation through 15 values aligned with three essential pillars. They are as follows:

- Focus on the business for the customer
- Excellence in service
- Quality service

Adopting this methodology reinforces a culture of continuous improvement and guides practices aimed at providing faster, more efficient, and more satisfying experiences at all points of contact with the customer.

Since its implementation began in 2024, the 555 Model has been reflected in the evolution of key customer satisfaction indicators. The strategy includes initiatives aimed at reducing waiting times, increasing

personalization of the shopping journey, and strengthening human and digital customer service, creating a more fluid experience that is more connected to consumer expectations. These efforts drove an increase in Carrefour Brazil Group's NPS from 74.2 in 2024 to 77 in 2025, underscoring the positive impact of customer service transformation on customer perception.

The increase in NPS reflects the company's ongoing commitment to excellence in customer service as a core element of its shared value strategy, strengthening both customer loyalty and brand reputation in the Brazilian retail market.

## Pillars of the 555 Model

### Our **BUSINESS** for the customer

1. Clear Price Communication
2. Full Display & Stocking
3. Promotions Present and Signposted
4. Quality and Price of Fruits and Vegetables/ Bakery, Butcher Shop and Deli
5. Mix of Affordable Brands

### Our **SERVICE** for the customer

1. Speed at the Cashiers
2. Services in the Store & Mall
3. Physical & Digital Omnichannel
4. Organized & Clean Stores
5. Suitable Carts and Baskets

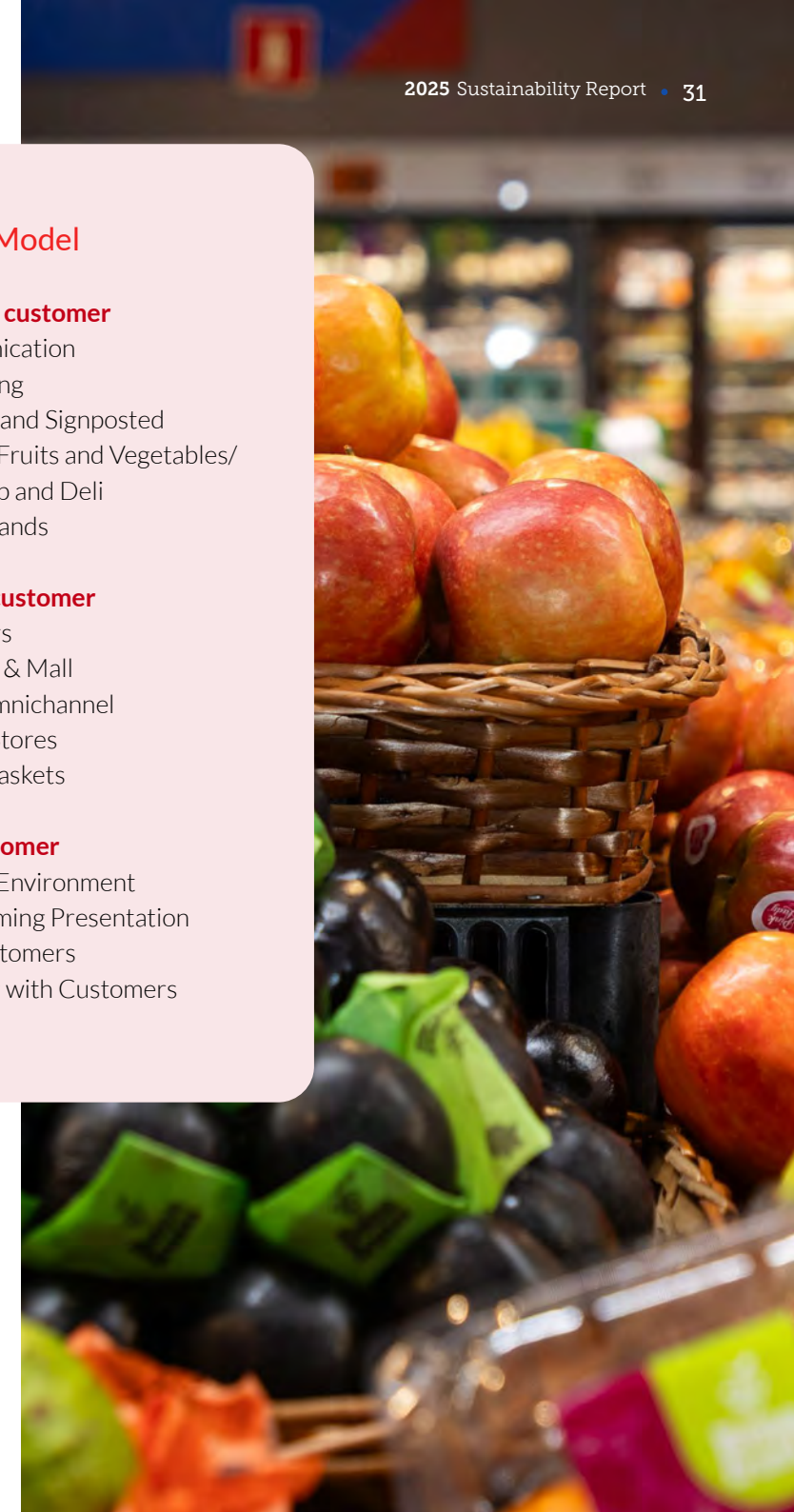
### Our **CARE** for the customer

1. Safe and Respectful Environment
2. Personal and Welcoming Presentation
3. Always a Yes for Customers
4. Leaders on the Floor with Customers
5. Agility & Versatility

## Evolution in the NPS

2024 – **74.2**

2025 – **77**



## Customer service channels

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Carrefour Brazil Group maintains a customer service structure grounded in innovation and accessibility, with digital and telephone channels dedicated to handling inquiries, compliments, suggestions, and complaints. As a distinguishing feature, the organization has a structured ombudsman's office, which acts as the final instance for mediation and resolution of demands not resolved through conventional channels, reinforcing its commitment to active listening and continuous improvement of services.

In terms of accessibility, the company has a Libras (Brazilian Sign Language) Customer Service Center dedicated to serving people with hearing or speech impairments, staffed by professionals with disabilities and specialized interpreters, thus expanding access to the Group's services for this population.

By integrating technology, accessibility, and multiple service levels, the Group strengthens a customer-centric, inclusive, and quality-oriented model that contributes to more transparent and efficient relationships.



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## Our channels by business



Customer service and support  
via chat per subject on the [website](#)



Metropolitan regions: (+5511) 3004-2222  
and other regions: 0800-718-2222,  
every day, from 8 am to 9 pm

Customer service and support  
via chat per subject on the [website](#)  
and via e-mail:  
[atendimento@carrefour.com.br](mailto:atendimento@carrefour.com.br)

Service in Libras (Brazilian Sign Language):  
[pessoalize.callvideo.io/carrefour](https://pessoalize.callvideo.io/carrefour)



Capitals: (+5511) 4020-5054  
and other regions: 0800-705-5054,  
every day, from 8 am to 9 pm

Customer service and support  
via chat per subject on the [website](#)

Service in Libras (Brazilian Sign Language):  
[pessoalize.callvideo.io/samsclub](https://pessoalize.callvideo.io/samsclub)



Metropolitan regions: (+5511) 3004-2222  
and other regions: 0800-718-2222,  
every day, from 8 am to 9 pm

WhatsApp Carina: (+5511) 3004-2222

Service in Libras (Brazilian Sign Language):  
[carrefourlink.emlibras.com](https://carrefourlink.emlibras.com)

In addition to the customer service channels available across each business unit, the company provides a dedicated channel for submitting complaints, reports, and suggestions. Managed by an independent third party, this channel ensures confidentiality and enables stakeholders to report concerns anonymously. These services are available in Portuguese (local) and English (global), with telephone support available Monday to Saturday, from 8 am to 8 pm, and online support via the website and e-mail, available 24/7.

**Ombudsman (Ethics Connection)**

0800-722-0422

[canalconfidencial.com.br/carrefour/](https://canalconfidencial.com.br/carrefour/)



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## Improvements in customer service management processes

GRI 3-3 Respect and excellent customer relationships

In 2025, the Group advanced in the integration of service channels and operations across brands through the standardization of processes and the sharing of best practices, promoting greater agility, consistency, and ensuring regulatory compliance.

Another highlight of the year was the completion of the implementation of an employee support solution to streamline and facilitate customer service. With the new system, more than 17 systems used were centralized on a single screen, resulting in immediate gains in employee engagement, reduced expenses, and increased customer satisfaction. The home-based service was enhanced to include hiring employees in various regions of the country, prioritizing employees with disabilities. See more on the [Inclusion and diversity](#).

In 2025, the customer service team made more than **18 million** contacts, across all channels, generating a Customer Satisfaction Score (CSAT) of **92%**.

Furthermore, as part of its simplification agenda, the company eliminated redundant processes, manual workflows, and controls that did not add direct value to customers or enhance operational efficiency, reinforcing a focus on critical activities and improving the overall customer journey. **All these advancements have contributed to higher resolution and satisfaction rates.**

### Award highlights excellence in customer service

Carrefour Brazil Group was recognized in the 2025 edition of the Modern Consumer Award in the Retail category – Supermarkets, Hypermarkets, Fruits and Vegetables, and Convenience Stores Stores. The award highlights companies that raise the standard of customer service in Brazil.



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# Sustainability Strategy



## 2.1 Strategic pillars



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The sustainability strategy of Carrefour Brazil Group is defined in alignment with the principles of the United Nations Global Compact, the Sustainable Development Goals (SDGs), and the global commitments of Carrefour S.A., as well as the outcomes of its double materiality assessment conducted with the participation of key stakeholders, including customers, employees, suppliers, investors, and subject-matter experts.

Although aligned with the Group's global commitments, the strategy is built locally to respond to the specific challenges of the Brazilian context and the socio-environmental transformations that directly impact the business and society. Based on this analysis, our work is structured around three priority pillars, which guide goals, investments, and initiatives across the value chain.

Our sustainability journey is currently going through an important consolidation phase, preparing for the start of a new stage of commitments. Since 2018, we have been advancing with clear and measurable goals through our Corporate Responsibility Index, aligned with the Group's global strategy and adapted to the specificities of Brazil. Annual reviews and triennial cycles are conducted to monitor the progress of commitments, assess risks and opportunities, and adjust priorities in light of regulatory, environmental, and social changes.

The strategy is approved and overseen by the Board of Directors, with ongoing monitoring at national and global levels. Strategic topics such as climate, forests, biodiversity, and racial equity are monitored by specialized committees linked to the Group's governance, such as the Forest Committee and the Racial Equity Committee, which bring together external experts with recognized expertise. This structure ensures that decisions and initiatives are based on qualified technical knowledge and aligned with the specificities of Brazil, contributing to the fulfillment of socio-environmental commitments and to the generation of long-term value for the business and for society.

We have adopted a systemic, integrated approach in which value chain engagement is central to the strategy, serving as a key lever to transform food systems and reduce impacts across our entire operation.

# Sustainability strategy



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## Fighting hunger and inequality

Carrefour Brazil Group understands its role it plays in combating food insecurity, especially among vulnerable populations. Working on this pillar reinforces our social mission by expanding access to food and, in a structural way, addressing inequalities through the creation of income and opportunities, strengthening local economies and creating shared value for society and for the business. The strategic focuses of this pillar are:

- **Combating food insecurity**
- **Development and inclusion in the value chain**
- **Income generation and employability**

## Inclusion and diversity

Promoting inclusion and diversity is essential to reflecting Brazilian society, strengthening our corporate culture, and ensuring respectful, safe, and innovative work environments. This pillar contributes to equal opportunities, addressing structural inequalities, and developing diverse talents, reinforcing decision-making, employee engagement, and public trust in Carrefour Brazil Group. The strategic focuses of this pillar are:

- **Combating racism and promoting gender equality**
- **Inclusion of people with disabilities**
- **Inclusive education and culture**



## Protecting the planet and biodiversity

Protecting the planet and biodiversity is fundamental to the continuity of our business model, which depends directly on natural resources and healthy ecosystems. Acting on this pillar strengthens the resilience of the business and value chains, reduces climate, regulatory and operational risks, and drives the transition to more efficient, circular and regenerative models, ensuring the creation of sustainable value in the long term. The strategic focuses of this pillar are:

- **Climate agenda**
- **Sustainable value chains**
- **Circularity: efficiency in waste and packaging**

## Next strategic cycle: 2026 – 2030

The 2026-2030 cycle marks a new phase in the evolution of Carrefour Brazil Group's sustainability strategy. Building on the progress achieved in the previous period and the evolving regulatory, market, and societal landscape, the next cycle will further integrate sustainability into the business strategy, focusing on three key priorities:

By aligning global commitments with local priorities, Carrefour Brazil Group will continue to build a shared-value agenda that strengthens business resilience, expands its contribution to Brazil's socio-environmental challenges, and cements its role as a transformative leader in food retail.



**To accelerate the climate and nature agenda** (including emissions reductions, especially those related to the supply chain), combating deforestation in critical supply chains, protecting biodiversity, and transitioning to circular and regenerative models;

**To expand the positive impact on food systems**, bolstering access to food produced through sustainable and affordable processes, transparency for consumers, and supplier engagement;

**To evolve ESG governance**, with goals that are more integrated into the business, greater data traceability, and alignment with regulatory frameworks and emerging international standards.



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# 2.2 Combating hunger and inequality

GRI 3-3 Fighting hunger and inequality



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In 2025, we made progress in combating food insecurity and reducing social inequalities, reaffirming our commitment to leading the food transition. This progress stems from an integrated strategy that combines emergency support with initiatives to strengthen autonomy, promote productive inclusion, and foster the social development of vulnerable individuals and communities.

We operate on three complementary fronts, which guide social impact initiatives aligned with building sustainable opportunities and promoting long-term social mobility.

They are:



Combating food  
insecurity



Development and  
inclusion in the  
value chain



Income  
generation and  
employability

## Food donated in 2025 (in tons)

Target for 2025: 8,000

Result: **8,657**



Target achieved

Long-term target: 10,000 tons in 2026

# Combating food insecurity

Carrefour Brazil Group's focus on combating food insecurity reflects its commitment to supporting people and communities who struggle to access adequate food every day. By mobilizing customers, employees and partner social organizations, we ensure food reaches those who need it most while reinforcing local networks, supporting rapid responses to humanitarian emergencies and socio-environmental crises, and driving sustained donation and food-education initiatives. The actions presented below reflect this integrated approach, which combines solidarity, responsibility, and lasting social impact in the territories where the Group operates.

power also participated, ensuring that donations reached more people in vulnerable situations.

As a result, 116.4 tons of food were collected, equivalent to approximately 11,600 basic food baskets, benefiting around 11,600 families and more than 46,000 people, in addition to contributing to the provision of more than 4.2 million supplementary meals. The campaign's record-breaking success reflects close collaboration with

leading organizations, such as Instituto SOS Gente, Amigos do Bem, Sesc Mesa Brasil, Ação da Cidadania, Associação Remar do Brasil, Banco de Alimentos do Rio Grande do Sul, Obras Sociais Irmã Dulce, and numerous local partners who played a vital role in distributing the donated food.



**116.4** tons of food collected

## Mobilization with customers

### National Food Collection Campaign GRI 413-1

To celebrate World Food Day, the third edition of the National Food Collection Campaign mobilized stores, employees, and customers to donate non-perishable food items, reaffirming our commitment to fighting hunger.

The 2025 edition involved more than 3,000 volunteers, distributed across 574 stores of the Atacadão, Carrefour, and Sam's Club brands. Partner organizations recognized for their reach and mobilization

“

Participation in the Campaign delivered highly positive results for SOS Gente. Initiatives such as these are essential to strengthening efforts to combat food insecurity, ensuring participating institutions maintain adequate food supplies and stock levels. This support strengthens and sustains essential services, brings greater predictability to interventions, renews hope for the families and individuals served, and reaffirms the mission and dedication of the volunteer groups involved.

**Eran de Brito**

Director-General of the [Instituto SOS Gente](#)



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Participating in food drives is an extremely positive and rewarding experience, both for me and for the entire store team. Engagement in the operation is complete and all-in. The team prepares in advance by separating key donation items, such as rice, beans, sugar, and coffee, to streamline the volunteers' work and ensure efficiency throughout the collection process. There is no question that being part of this initiative is a source of great joy and reinforces the store's commitment.

Sandro de Oliveira

General Manager of the Anália Franco Carrefour store

“

The Campaign represented a significant milestone for the work of the Rio Grande do Sul Food Bank Network, bringing together 13 Food Banks in a joint mobilization with 35 supermarkets. The initiative increased the volume of food collected and, most importantly, the visibility of the ongoing work being done to promote food security in the state. We reached units that had not yet participated in this type of initiative, enhancing the culture of giving and creating a solid foundation for future initiatives with lasting social impact.

Lucelene Navarro

Administrative-Financial Manager of the  
Rio Grande do Sul Food Bank



## Amigos do Bem GRI 413-1

The partnership with the Amigos do Bem is one of the cornerstone initiatives of Carrefour Brazil Group social agenda, focused on combating food insecurity and fostering regional development. Since 2013 we have partnered with the organization—renowned for its education, housing, income-generation and health programs in Brazil’s northeastern hinterland—on ongoing mobilization and food-donation initiatives, linking our operations to the national fight against inequality.



“

The partnership with Carrefour Brazil Group is fundamental to expanding access to quality food and ensuring dignity for thousands of families in situations of extreme vulnerability in the northeastern hinterland. In addition to its direct contribution to combating hunger, the sale of solidarity products in the Group’s stores supports our productive initiatives, generates employment and income, and fosters the sustainable development of the communities we serve.

Alceu Caldeira de Oliveira  
Institutional Director of Amigos do Bem

The collaboration takes shape through recurring food drives at our stores in the state of São Paulo, with the proceeds going to vulnerable families served by the organization in communities in the northeastern backlands. **In 2025, the partnership continued to play a significant role, particularly through the mobilization campaign carried out in October, which resulted in the collection of 34 tons of food—equivalent to 3,500 basic food baskets—directly benefiting approximately 14,000 people.**

Throughout the year, considering the recurring campaigns held by the Atacadão, Carrefour, and Sam’s Club retail chains, donations totaled more than 579 tons of food, contributing to the support of thousands of families and the provision of millions of supplementary meals. The continuity and reach of this partnership reinforce the Group’s role as a mobilizing agent for society and its value chain in the fight against hunger and the promotion of food dignity.

“

The highly relevant social and environmental work carried out by the The Salvation Army would not be possible without the support of organizations such as Carrefour Brazil Group. Together, we are building a network of voluntary drop-off points for textile waste, so important for the reverse logistics of this production chain and for the planet. In the social sphere, partnerships such as this enabled us, throughout 2025, to provide social support, education, and greater human dignity, while helping alleviate hunger and cold for thousands of people. As an institution with a 103-year presence in Brazil, it is important for us to form partnership networks with respected and valuable institutions, such as the Carrefour Group.

Tiago Mazzini Mendes, Marketing Manager of the Salvation Army

## Salvation Army GRI 413-1

As part of its circular economy and social impact strategy, Carrefour Brazil Group maintains a partnership with the Salvation Army to promote textile reuse and the social destination of clothing and accessories. The initiative combines waste reduction efforts with support for vulnerable populations, linking environmental practices to the generation of positive social impact.

In 2025, the partnership remained active, with collection boxes installed in the Group’s stores to receive clothing, footwear, and accessories in good condition for donation. The collected items are sorted and allocated to the institution’s social programs, expanding access to essential goods and contributing to the reduction of improper disposal of textile waste.

**During the year, the partnership resulted in the collection of 151,648 kilos of clothing, equivalent to 474,298 pieces, with the potential to prevent the estimated emission of more than 3,000 tons of CO<sub>2</sub>.**



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## Emergency actions

In 2025, Carrefour Brazil Group reinforced its capacity to respond rapidly, in an integrated and coordinated manner, to the increasing occurrence of extreme weather events across the country, which directly affect communities, supply chains, and food security. With the support of the Carrefour Foundation, we partnered with organizations specializing in logistics and humanitarian assistance, ensuring that aid reached the most affected areas quickly and effectively.

One of the main mobilizations of the year took place in April, following heavy rainfall and flooding events in the states of Rondônia and Rio de Janeiro. The operation focused its efforts on assisting vulnerable families in Porto Velho, Petrópolis, and Angra dos Reis, cities severely affected by socio-environmental disasters that compromised access to food, housing, and essential items.

Through a joint effort with Ação da Cidadania, more than 20 tons of food were distributed, contributing to ensuring food security for the affected populations. The mobilization integrated the Group's extensive logistical network, its coordination with local organizations, and the engagement of partners, enabling a rapid response in an emergency context.

In addition to distributing food, the initiative provided financial support for the purchase of essential household items—an important step in enabling families to gradually restore their routines and begin rebuilding their homes after the losses caused by the floods.

Acting in emergency situations reinforces the Carrefour Group's commitment to communities and territories and highlights the importance of strategic partnerships to increase the effectiveness of humanitarian actions in a scenario of increasingly frequent and intense climate events in Brazil.

## Ongoing donations

Since 2009, the Group has maintained a food and non-food donation program that supports local institutions and serves the communities in which it operates through a continuous donation model.

In this context, ongoing in-store donations have become one of the main pillars of the Fighting Hunger and Inequality initiative, integrating social impact, operational efficiency, and waste reduction. The program facilitates the distribution of food and non-food products that are less commercially attractive yet still suitable for consumption, expanding access to essential goods while creating shared value for society.

**By 2025, the initiative distributed a total of 7,594 tons of food, equivalent to approximately 30 million supplementary meals, destined for hundreds of partner organizations in all regions of Brazil.** This initiative helps address food insecurity and strengthens social protection networks in the communities where we operate, while also reducing the disposal of food suitable for consumption and mitigating the environmental impacts associated with waste.



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## Sesc Mesa Brasil and local and national NGOs GRI 413-1

Our responsible donation strategy includes food and non-food products that are fit for consumption, even if they are nearing their expiration date. We work in partnership with 85 organizations, including Sesc Mesa Brasil and local and national NGOs, which ensure the sorting and safe redistribution of items to people in vulnerable situations.

The program is implemented in 100% of the stores in the Retail and Sam's Club formats, which make donations on an ongoing basis. At Atacadão, the initiative continues to expand. In 2025, 762 stores across the Group allocated surplus inventory through the program.

“

Recurring donations from Carrefour Brazil Group are fundamental for the predictability and strengthening of the program's actions. The social institutions served already know that they can rely on this support to supplement meals, which directly contributes to the planning and continuity of services to the beneficiary populations. By operating in the food retail sector, the Group provides the necessary supplies to support the fight against hunger and food waste. Adding the donations from the Group's three brands, we have donations in every state.

**José Carlos Cirilo**

Director-General of the National Department of Sesc



## Working in networks

### Brasil sem Desperdício

In 2025, we signed the letter of intent to become signatories of the Brasil sem Desperdício national pact. The initiative is a collaborative effort that brings together companies, governments, and civil society to reduce food loss and waste throughout the national production chain. Coordinated by WWF-Brazil in partnership with the international organization WRAP, the program focuses on implementing practical solutions and measurable targets to address food insecurity and reduce greenhouse gas emissions associated with food waste.

### Pact Against Hunger

In 2025, the Carrefour Group maintained its membership in Pact Against Hunger, reinforcing the commitment to tackling food insecurity and reducing food waste. The initiative brings together businesses, governments, the media, academia, and civil society to address food insecurity and food waste, with the goal of achieving a hunger-free Brazil by 2030 and ensuring access to adequate food for all by 2040.



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## Community kitchens

Strengthening community and solidarity kitchens is a strategic priority for Carrefour Brazil Group in its efforts to combat food insecurity. In a country marked by territorial inequalities and recurrent socioeconomic and climate crises, these spaces offer a resilient, systemic response: they ensure reliable access to nutritious meals, reinforce local solidarity networks, and serve as hubs for social support, skills training, and income-generation opportunities.

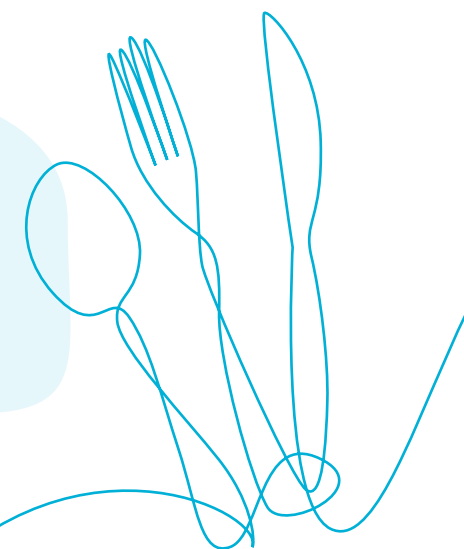
Beyond food distribution, community kitchens play a central role in building more resilient and inclusive food systems. By supporting these initiatives, the Group contributes to expanding access to adequate food, reducing vulnerabilities in critical areas, and strengthening local organizations that work directly in the communities. This approach connects the fight against hunger, productive inclusion, and community development, aligning immediate social impact with long-term solutions.

In 2025, we expanded support for community kitchens by partnering with established social organizations, bolstering community centers that provide regular meals to people in extreme vulnerability while promoting autonomy, skills development, and social inclusion.

## Ação da Cidadania GRI 413-1

In partnership with Ação da Cidadania, we support community kitchens that provide daily meals to populations living in situations of extreme vulnerability. The Group's support enabled the strengthening of kitchens operating at the Adriana Santos Solidarity Institute, in Planaltina (GO), and at the Irmão Sol Irmã Lua Project Association, in Fortaleza. Together, these initiatives account for the monthly production of approximately 9,280 meals, benefiting more than 12,600 people in 2025. Beyond providing food, these kitchens function as dynamic spaces for social interaction and mutual support, encouraging safe and nutritious eating habits while strengthening local organization and community networks.

**12.6**  
million+  
beneficiaries  
in 2025



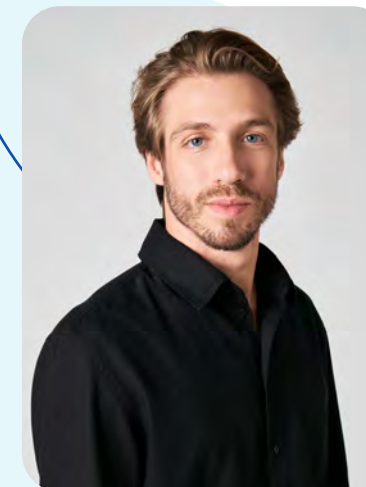
## SP Invisível GRI 413-1

The partnership with SP Invisível is aimed at tackling food insecurity and promoting the dignity of the homeless population in the city of São Paulo. In 2025, support from Carrefour Brazil Group enabled the continuous provision of ready-made meals through community kitchens, guaranteeing regular food support to people in situations of extreme vulnerability. **Throughout the period, 24,857 meals were distributed, totaling 14,914 kg of prepared food. The initiative directly impacted 16,163 people and generated broader positive effects for more than 21,000 individuals.** Beyond addressing immediate hunger, the partnership reinforces a structured social assistance model that combines direct relief with training and capacity-building programs designed to promote beneficiaries' autonomy, social inclusion, and productive reintegration.

“

Support from Carrefour Brazil Group, through the Carrefour Foundation, is essential for SP Invisível to scale its services for people experiencing homelessness—ensuring regular meals and basic necessities while providing dignified care, temporary shelter, and a reliable support hub for those living in extreme vulnerability. This partnership strengthens an approach that goes beyond emergency assistance, connecting people to real paths of autonomy, social inclusion, and rebuilding their lives.

**André Soller**  
CEO and founder of [SP Invisível](#)



“

The partnership with Carrefour Brazil Group was instrumental in ensuring Gastromotiva's work remained consistent and continuous throughout 2025. This support has allowed us to strengthen our community kitchens, expand access to decent food for people in vulnerable situations, and at the same time, promote vocational training and income generation in the areas where we operate. More than just providing meals, this collaboration helped structure long-term solutions, combining food security, education, and community development.

**David Hertz**  
President and co-founder of [Gastromotiva](#)



## Gastromotiva

In collaboration with Gastromotiva, we support two community kitchens focused on the daily preparation of meals and the promotion of productive inclusion through social gastronomy. **Throughout 2025, the initiatives directly benefited 2,225 people, with the distribution of 30,000 hot meals, ensuring access to adequate food for populations in situations of social vulnerability.** The joint action reinforced the Group's commitment to solutions that integrate the immediate fight against hunger, vocational training, and the strengthening of vulnerable communities.



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## Food education and nutritional quality

Promoting food and nutrition education is a key aspect of Carrefour Brazil Group's work in building healthier and more sustainable food systems. In a context of increasing food insecurity and diseases related to poor nutrition, strengthening access to information and appropriate dietary practices contributes to the health, autonomy, and quality of life of communities.

Aligned with national Food and Nutrition Education (FNE) guidelines, our programs extend beyond meal provision to educate children, educators, and communities on making informed, conscious food choices—valuing whole, minimally processed foods, prioritizing products from family farming, and respecting seasonality. In this way, we contribute to forming more balanced eating habits and to the promotion of health from childhood.

### School Cook Training Project

In Pará, we support the Imaflora organization's project aimed at training school food service professionals in quilombola and rural territories. **In 2025, the initiative trained 100 school cooks in 21 quilombola schools in the city of Oriximiná and in 45 rural and urban schools in São Félix do Xingu.**

The program organizes workshops that combine theory and practice on good food handling practices, full utilization of food, and food autonomy, within the context of the National School Feeding Program (PNAE). The initiative also promotes regional foods and local knowledge, disseminates content through technical booklets, and encourages the engagement of school teams with recognition and reward programs.

By enhancing training for school cooks and integrating both nutritional and cultural knowledge, the project improves the quality of school meals, strengthens student food security, and promotes local food chains in the communities served.

“

The support from Carrefour Brazil Group and the Carrefour Forest Fund has encouraged actions focused on regenerative agriculture and sustainable extraction, strengthening the production of those who keep the forest standing and expanding the reach of the project. This partnership enabled the consolidation of methodologies, the training of school cooks and managers, coordination with local governments, and the development of technical materials—resulting in higher-quality, more diverse school meals that reflect and respect local food cultures.

**Patricia Cota**  
Deputy Director of Imaflora

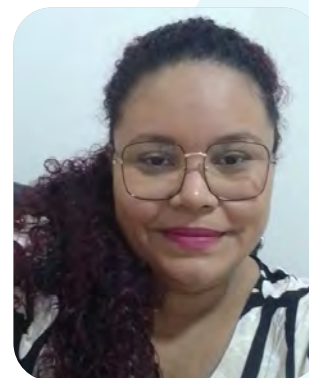


“

This initiative allowed me to get a close look at the dynamics of quilombola schools, their food culture, their daily practices, and especially the work of the school lunch ladies. Since I joined the project, I have noticed important changes: the lunch ladies felt more motivated, the students showed better acceptance of the meals, and there was a collective incentive to test and incorporate new recipes.

**Kethellen de Paula Santos Alves**

Nutritionist serving as the technical manager for the PNAE in Oriximiná (PA), a municipality supported by Imaflora's training.



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## Instituto Comida e Cultura (ICC)

Since 2022, we have maintained a partnership with [ICC](#). In 2025, the **Cozinhas & Infâncias** program was expanded to include elementary school students in the São Paulo municipal school system, reaching 151,577 students and training 611 teachers. In addition to in-person training, the program has systematized over 450 food-education activities—archived in padlets<sup>1</sup> and digital collections—ensuring that knowledge remains embedded within schools and independently accessible over time.

By strengthening teacher training and integrating nutrition across the school environment, the initiative directly promotes healthy eating habits from early childhood, fosters appreciation for local food cultures, and helps tackle dual challenges such as childhood obesity and undernutrition. This partnership reinforces Carrefour Brazil Group's commitment to building a more conscientious and balanced relationship with food, connecting education, health, and sustainability.

<sup>1</sup> An online collaboration platform that acts as a virtual bulletin board, allowing the posting and shared organization of texts, images, videos, and other content in real time.

“



Cozinhas & Infâncias is based on the belief that food education begins with those who educate. The partnership with Carrefour Brazil Group enabled the training of more teams from the public school system and the creation of materials that truly work in the school's daily life, strengthening the performance of educators.

**Ariela Doctors**  
Co-founder and general coordinator of ICC

“



I was able to reduce prejudices and reflect on the consumption of ultra-processed foods and children's eating habits, as well as learn how to better guide them. The training offered by Cozinhas & Infâncias is essential to enhance teaching methods and promote healthy habits from childhood.

**Alva Ferreira**  
Teacher at the EMEF Professor Nelson Pimentel Queiroz elementary school, assisted by ICC

“



Investing in teacher training is, at the same time, investing in thousands of children, and the support from Carrefour Brazil Group has expanded the capacity to strengthen pedagogical work and promote healthy eating in schools.

**Bela Gil**  
Co-founder and engagement coordinator at ICC



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# Inclusion in the supply chain



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Including smallholder farmers, cooperatives, and traditional communities in supply chains is a central element in building more resilient, sustainable, and socially just food systems. By expanding access to the formal market and strengthening local productive capacities, Carrefour Brazil Group contributes to income generation, the reduction of inequalities, and economic development in the territories where it operates.

Promoting inclusion in the supply chain also diversifies the origin of products and encourages production practices aligned with environmental conservation and the sustainable use of natural resources. This approach allows these farmers to be integrated into structured commercial circuits, while also valuing traditional knowledge, socio-biodiversity, and regional production.

## Floresta Faz Bem

Reaffirming its commitment to sustainable, inclusive value-chain practices, in 2024 Carrefour Brazil Group launched the "Floresta Faz Bem" program—an initiative that strengthens socio-biodiversity by combining environmental conservation, productive inclusion, and local economic development, and by connecting Amazonian farmers to the formal retail market. This is the first nationwide, exclusive, and networked initiative designed to promote the commercialization of products from Indigenous peoples, traditional communities, quilombola groups, riverside populations, and Amazonian farmers—connecting them to the formal retail market and fostering inclusive food systems by integrating these farmers into the company's supplier portfolio.

The program is being implemented in partnership with organizations recognized for their expertise in the Amazon and socio-biodiversity, including the Institute for Forest and Agricultural Management and Certification (Imaflora), the Institute for the Conservation and Sustainable Development of the Amazon (Idesam), the Sustainable Connections Institute (Conexus), and the Association of Socio-bioeconomy Businesses of the Amazon (Assobio). These organizations provide technical support, structure production chains, and act as intermediaries with communities, contributing to the viability and scale of the initiative.

In 2025, the Floresta Faz Bem program consolidated and expanded its reach across our operations, being present in 13 Carrefour stores and one Sam's Club. This expansion strengthens the connection between





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the forest and the consumer, bringing products from the Amazon's socio-biodiversity to the point of sale, valuing production chains that keep the forest standing, promote traditional knowledge, create income, and contribute to the conservation of ecosystems.

To ensure the competitiveness of these items on store shelves, the company established a Smallholder Farmer Inclusion Policy, which included adopting commercial and operational flexibility measures to adapt internal processes to the reality of the communities, enabling their sustainable integration into the company's portfolio.

Through the extensive reach of the network, the program gives visibility to products extracted and processed by those who live off the forest. **Currently, it brings together eight suppliers, reaches more than 500 families, and offers 16 types of products, with 36 variations.**

The initiative is further strengthened by the Forest Fund (learn more on [page 124](#)) which, in partnership with the Association of Socio-bioeconomy Businesses of the Amazon (Assobio), aims to improve the technical qualifications and support the consolidation of cargo and logistics for suppliers. This support contributes to productive inclusion occurring in a structured, sustainable, and scalable way, expanding the program's positive socio-environmental impact on the retail ecosystem.

## Producers Club

Producers Club remains a key element in Carrefour Brazil Group's inclusion strategy within the supply chain, expanding access for family farmers and local suppliers to the formal market. The program acts as a structured gateway to the retail ecosystem, offering operational support, guidance on business standards, and access to the infrastructure necessary to operate in professional distribution channels.

Beyond commercial integration, Producers Club invests in strengthening the technical and managerial skills of its participants. In 2025, three supplier training sessions were delivered covering professional development, business management, and operational safety. Topics included pathways to autonomy, digital marketing, fire prevention and firefighting in agricultural and industrial settings, and basic first aid. **We ended the year with 84 active suppliers in the program, consolidating the Producers Club as a strategic initiative for income generation and local development.**

## Afro-entrepreneurship

In 2025, Afro-entrepreneurship program underwent a strategic portfolio review, aiming to strengthen the commercial viability of the products and their sustainability on store shelves over time. The initiative seeks to ensure that the inclusion of Black entrepreneurs in formal retail is accompanied by real conditions for permanence, income generation, and business growth. Partnerships were maintained with four suppliers who demonstrated consistent sales performance across 31 stores in the Group.

**The strategy prioritizes the creation of sustainable income for entrepreneurs by offering products aligned with consumer demand, thereby reducing the risk of slow turnover and excess inventory.** In this way, the program helps promote greater equity in access to business opportunities within the formal retail sector.



# Income generation and employability

## Escola Social do Varejo (ESV)

With more than 15 years of operation, ESV remains one of the company's flagship programs for training and integrating young people into the job market, implemented in partnership with the Aliança com o Adolescente Institute. In 2025, the program benefited more than 800 students and began its expansion to the 50+ age group, with hybrid classes that integrate different generations in the learning process.

In addition to expanding access to training, ESV strengthens socio-emotional skills essential to retail, such as communication, empathy, teamwork, and a sense of responsibility – skills directly connected to customer experience and building trusting relationships in customer service. The trajectory of graduates demonstrates the transformative potential of the program over time.

In 2025, Escola Social do Varejo continued to deliver tangible results in youth employability. **Of the 727 young people who completed the training program during the year, more than 300 had already entered the job market**, reinforcing the initiative's role as an effective bridge between professional training and access to employment opportunities. In a context of high unemployment rates among young people, especially those in situations of social vulnerability, the ESV program directly contributes to financial autonomy, productive inclusion, and the construction of more sustainable professional trajectories from the beginning of their working lives.



“

Going back to school after the age of 50 made me believe in my potential again. My son's encouragement, as he is also an ESV alumnus, was decisive for me to embrace this opportunity.

**Edinéia Ferreira Santos**, 52 years old, student in the 50+ class at ESV Bahia



“

I want to deliver more than just the job description. I want to help people and make a difference.

**Erica Lima de Santana**, a graduate of ESV and current employee of Atacadão



The testimonial reflects the centrality of the customer as a principle of retail and as a value incorporated since training, reinforcing the alignment between ESV's pedagogical approach and the Group's culture.



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## Coletivo Jovem Program



In 2025, Carrefour Brazil Group established a partnership with the Coca-Cola Brazil Institute through the Coletivo Jovem program, an online training initiative developed by the Coca-Cola Institute. The partnership focuses on sharing job openings at Carrefour with young participants in the program, as well as disseminating educational content about retail, developed by Group employees. This initiative helps to broaden access to information, bring young people closer to the job market, and strengthen actions for productive inclusion.

## Casa da Juventude – Fundação Gol de Letra



The partnership with Fundação Gol de Letra progressed in 2025 with the inauguration of the Casa da Juventude youth center in Vila Albertina (SP). The space began offering technical training in areas such as baking, pastry making, chocolate making, computer science, and logistics, **with 268 young people directly benefiting throughout the year**. Supported by the Group, the Escola de Padaria bakery school combines practical classes, theoretical training, and management instruction, broadening opportunities for entrepreneurship and economic autonomy.

## Scholarship Program



As part of its agenda to combat inequalities and advance affirmative action, Carrefour Brazil Group invested BRL 68 million in the Scholarship Program, in line with the commitment established under the Conduct Adjustment Agreement. In 2025, the initiative remained one of the most central to promoting racial equity.

The call for proposals expands access to advanced formal education and strengthens professional trajectories historically limited by socioeconomic and racial barriers. The Program also mobilizes the schools themselves, encouraging the adoption of affirmative action policies, academic support, and assistance in student retention.

In 2025, the Program benefited 1,434 people nationwide, including 781 women and 653 men, with scholarships distributed in the following categories:

- 876 in Undergraduate Studies;
- 114 in Specializations;
- 394 in Master's programs;
- 50 in Doctorate programs.

**427** students have already completed their courses, of whom 257 are women and 170 men.

“

It is a joy to strengthen the partnership between Carrefour and Fundação Gol de Letra. For 27 years we have worked with comprehensive education and educational sports, transforming the lives of children, teenagers and young people in Rio de Janeiro and São Paulo. Carrefour's support is essential for us to continue developing projects that promote citizenship, autonomy, professional training, and new opportunities. I am very grateful for your trust and commitment to social impact. Partnerships like this make all the difference for the future of our communities.

Raí Souza Vieira de Oliveira

Executive Director of [Fundação Gol de Letra](#)



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## Escola de Gastronomia Social

In 2025, the Group began supporting Ação da Cidadania's Escola de Gastronomia Social social gastronomy school, inaugurated in the Port Zone of Rio de Janeiro, which focuses on providing free professional training in Brazilian cuisine and social gastronomy. **The initiative, made possible through tax incentive mechanisms, directly benefited 297 people through courses, workshops, demonstration classes, and hands-on immersion activities. It also indirectly reached 534 individuals through public-facing initiatives such as keynote classes, lectures, and educational events, totaling 831 participants throughout the year.** This outreach has made it possible to strengthen vocational training, expand income-generating opportunities, and promote food culture, with special attention to Black women from marginalized communities.



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“

The partnership between Ação da Cidadania and Carrefour Brazil Group makes a decisive contribution to fighting hunger and promoting social development. Through the School of Social Gastronomy, we expand professional training, strengthen food culture, and create opportunities in the territories, reinforcing the impact of joint action between civil society and the private sector in building sustainable and permanent solutions.

Kiko Afonso  
Executive Director of [Ação da Cidadania](#)



“

Being in a large kitchen like the one at the Food Practices Laboratory gave me a new perspective on my own work. The techniques I learned here, even in dishes I already used to prepare, like feijoada, make all the difference. I leave here a changed person, recognizing myself as a cook, as a chef. In the past, I used to think that what I did did not make me a professional.

Maria Aparecida do Nascimento  
Student of the medium-duration 'Regional Gastronomy and Food Culture: Tradition and Innovation' organized by Ação da Cidadania



## Voz das Comunidades' community initiatives

Throughout 2025, Carrefour Brazil Group, through Atacadão banner, deepened its engagement in these communities by supporting Voz das Comunidades, the organization founded by social activist René Silva. Recognized for its impactful work in Rio de Janeiro's favelas, Voz das Comunidades focuses on strengthening neighborhoods, generating income, promoting local culture, and fighting hunger and inequality.

One of the initiatives supported this year was the 2nd edition of the event **Gastronomic Favela**, aimed at rewarding local gastronomic entrepreneurs, encouraging the professionalization of businesses and

the growth of the community economy. The resources contributed to consolidating local businesses and to driving the region's economy. **The event brought together more than 30,000 people and generated approximately BRL 380,000 in direct sales.**

The Group also sponsored the 7th edition of Arraiá do Alemão. The initiative supported both the purchase of supplies from local entrepreneurs and the event infrastructure, which brought together more than 50,000 people and generated approximately BRL 480,000 in sales, strengthening popular culture, community leisure, and local entrepreneurship.

“

Atacadão's support enables actions with tangible social impact across the territories, reinforcing local culture, fostering community entrepreneurship, and improving food security—delivering concrete benefits to thousands of people.

**Rene Silva**  
CEO and founder of **Voz das Comunidades**



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# Promoting **entrepreneurship** and strengthening productive capacity

## Novo Sertão

With support from the Carrefour Foundation, **Instituto Novo Sertão** is developing a project in Betânia do Piauí (PI) aimed at **productive inclusion and fighting food insecurity, directly benefiting 2,500 people, of whom 2,292 are women, including 1,940 Black women.** The initiative serves families living in poverty, focusing on women between the ages of 20 and 45, over a period of 18 months.

The project promotes the establishment of productive organic food gardens, ongoing technical training in agroecology, production and marketing, as well as specialized support. As a result, 13,450 kg of organic food were produced, intended for family consumption and the sale of surplus, contributing to increased family income and greater dietary diversity. The initiative also strengthens the association of local agroecological farmers by encouraging collective organization and expanding access to institutional markets.

## Comércio com Identidade

In 2025, the Commerce with Identity program, led by the social organization Koinonia, supported 20 quilombola communities located in Rio de Janeiro (Costa Verde, Serrana and Lagos regions) and Bahia (Baixo Sul), focusing on agricultural and artisanal production. Throughout the cycle, **71 training workshops, 15 inter-community meetings, and 11 exchanges between communities were held.** The goal was to strengthen productive, organizational, and networking capabilities. The initiative also supported nine promoted or sponsored fairs, in addition to independently organized

local markets, boosting product visibility and sales opportunities and benefiting an estimated 1,600 people.

These actions contribute to economic and social strengthening, while promoting fair trade practices and cultural preservation.



“

This support allows us to showcase our products beyond our borders, to reinforce our production, and to guarantee income for dozens of families who depend on family farming and handicrafts.

Rejane Maria de Oliveira, Quilombo Maria Joaquina



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# Sociocultural investments through tax-incentivized resources GRI 413-1

Carrefour Brazil Group uses tax incentive mechanisms in a structured way as a complementary instrument to expand its social impact. These investments do not replace the Group's own resources allocated to socio-environmental initiatives, but rather complement them, enhancing the reach of its impact strategy.

**Our aim when using incentive laws is to channel public funds exactly toward their intended purposes—upholding the spirit of public policies that foster culture, sports, social inclusion, and the protection of rights.** We select supported projects according to how well they align with the objectives of the relevant incentive laws, ensuring that redirected resources effectively promote access, inclusion, and social development in priority territories.

Supporting projects through tax incentives reinforces the Group's commitment to promoting culture, sports, social inclusion, and protecting the rights of children, adolescents, and the elderly, always in line with the company's strategic pillars of social impact. This approach ensures the responsible use of mobilized public resources, generating concrete and lasting results in the communities and acting in a complementary way to the Group's direct investments.

In the 2024 tax incentive cycle, implemented throughout 2025, 16 projects were supported, totaling BRL 5,825,728.84 in tax-incentivized resources, with an estimated beneficiary population of 70,612 people. See the list of selected projects [here](#).

The projects implemented in 2025 spanned multiple regions of the country, with a focus on urban peripheries, the North and Northeast, and are heightened socioeconomic vulnerability. They demonstrate the strategic use of tax incentive mechanisms as a means of advancing social, cultural, educational, and environmental development, while also expanding access to healthcare.

Among the standout initiatives supported in 2025 are the “Amazônia em Movimento” Festival, which promoted local culture in the Northern Region; the Caju Sport and Education Program, focused on the holistic development of children and youth through sport; the 2025 Green Nation, which advanced sustainability and environmental education, and Transformarias 3, dedicated to the comprehensive protection of early childhood. These initiatives reflect the social, cultural, educational, and environmental impact provided by the strategic use of tax incentives.

Incentive Law / Fund	Number of Projects	2025
Culture	20	BRL 11,745,000
Sports	9	BRL 5,436,876
Children and Adolescents Fund (includes Condeca <sup>1</sup> )	4	BRL 2,043,420
Elderly Fund	6	BRL 2,900,000
Pronon <sup>2</sup>	1	BRL 1,000,000
<b>Total</b>	<b>40</b>	<b>BRL 23,125,295</b>

<sup>1</sup> State Council for the Rights of Children and Adolescents

<sup>2</sup> National Program for Support of Oncological Care

In the 2025 tax incentive cycle, implemented throughout 2026, 40 projects were approved, totaling BRL 23,125,294.96 in tax-incentivized resources.

The portfolio of supported projects comprises initiatives funded through various federal laws and mechanisms, operating across all regions of the country, with a strong presence in areas of high social vulnerability and environmental significance—such as the Amazon, the Cerrado, the semi-arid Northeast, urban peripheries, and traditional communities. These projects were duly authorized for fundraising and published in the Official Gazette of the Union (DOU) or through Municipal Funds and Councils, December 31, 2025.

The results and impacts of these initiatives will be monitored and reported in the 2026 Annual Sustainability Report.

**70,600+**  
people  
benefited



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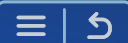
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# Relationship building and support for vulnerable groups

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## Associação Obras Sociais Irmã Dulce

In 2025, we strengthened our support for Associação Obras Sociais Irmã Dulce, a nationally recognized institution that has been providing free healthcare services for more than 65 years and currently assists approximately 4 million people each year in the state of Bahia. Support will be directed to the Nossa Senhora de Fátima High Complexity Oncology Unit (UNACON), one of the institution's care centers, through the acquisition of an additional linear accelerator for radiotherapy treatment—enhancing its care capacity and expanding access to highly specialized, high-complexity services.

Additionally, the Group also supported mobilization and outreach activities in stores, authorizing the presence of Irmã Dulce volunteers in Carrefour and Sam's Club stores to raise customer awareness and expand the organization's base of individual donors. These initiatives helped to strengthen the organization's financial sustainability, broaden the society's engagement with the cause, and to reinforce the role of the stores as spaces for social mobilization. These integrated initiatives reinforce the Group's commitment to strengthening the philanthropic healthcare system, promoting universal access to cancer treatment, and encouraging citizen participation in long-term social impact initiatives.

## SP Invisível

The partnership with SP Invisível expands the reach of Carrefour Brazil Group beyond food support, promoting acceptance, active listening, and strengthening ties with people experiencing homelessness.

This initiative contributes to building pathways to autonomy and social inclusion by connecting immediate assistance to access to services and opportunities. **By 2025, the initiative had directly impacted 16,163 people and benefited more than 21,000 others** in a broader sense, highlighting the scope of an approach that integrates care, dignity, and social transformation.

This action reinforces the Group's commitment to structural solutions for addressing urban inequalities.



## Por um Natal Melhor

Another initiative carried out by the Group in partnership with the organization Voz das Comunidades (see more on [page 53](#)) supported the “For a Better Christmas” campaign, which aimed to provide 250 basic food baskets to families living in situations of social vulnerability in favelas across Rio de Janeiro. The initiative **mobilized 150 volunteers and was part of a broader organizational effort that distributed 2,000 basic grocery baskets and 1,000 panettones** with the support of partners.



## Instituto Ruas

In 2025, Carrefour Brazil Group, through the Carrefour Foundation, continued its support for the Instituto Ruas, an organization dedicated to promoting the social inclusion of people experiencing homelessness and situations of extreme vulnerability. The partnership focused on strengthening participant retention throughout the training processes, with special emphasis on ensuring regular meals as a core pillar of the project.

The support ensured the daily production of food, providing breakfasts and snacks to students throughout the school day. In 2025, monitoring participants contributed to

improvements in attendance, engagement, and reduced dropout rates, as well as strengthening referrals for access to rights and social reintegration. In total,

- **288 students** were monitored, with regular access to food during the training period;
- **202 referrals** were made for formal employment, production fronts, and income-creating programs;
- **128 referrals** were made to services within the social assistance network;
- **106 referrals** were made to housing policies and programs to help people get out of homelessness.

“

Carrefour Brazil Group’s support was essential for Instituto Ruas to maintain continuous meal provision, which serves as the structural foundation of its programs. This support enabled the creation of real conditions for remaining in the training processes, the strengthening of the dignity of the people served, and the expansion of opportunities for social and productive reintegration.

Marta Regina Marques Akiyama  
CEO of [Instituto Ruas](#)



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## 2.3 Inclusion and diversity

GRI 3-3 Diversity, inclusion and advocating for human rights



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Carrefour Brazil Group's Inclusion and Diversity strategy is embedded in its long-term vision for sustainable development and in a people management approach grounded in respect, equity, and inclusion. As one of the country's largest private employers and a company with a broad territorial presence, we recognize that our actions play a direct role in reducing inequalities, promoting human rights, and expanding opportunities on a large scale.

For the Group, inclusion and diversity are not just institutional commitments, rather they are key factors for business sustainability, for building safe and respectful work environments, and for generating value.

This agenda guides how we recruit, develop, and promote people, how we interact with customers and suppliers, and how we contribute to a more equitable society.

In recent years, the Brazilian social context and the public debate on structural inequalities, racism, and violence have reinforced the responsibility of large companies in promoting concrete change. As an organization that interacts daily with millions of consumers and employees, we recognize the need for consistent, transparent, and transformative action. We explicitly commit to going beyond regulatory compliance, structuring policies, goals, and practices that contribute to racial equity, gender equity, the inclusion of people with disabilities, and the promotion of discrimination-free environments.

Our strategy is based on dedicated governance, measurable goals, and structuring programs aimed at expanding opportunities for underrepresented groups in the labor market, such as Black people and women in leadership positions, people with disabilities, and professionals from different socioeconomic backgrounds. We intentionally work to ensure access, development, and career progression at all levels of the organization, promoting more equitable conditions for entry, retention, and professional growth.

The inclusion agenda is integrated into the Group's people management priorities and sustainability strategy, focusing on equal opportunities, the development of diverse leaders, and the creation of safe, respectful, and discrimination-free work environments. Through policies, development programs, and continuous monitoring processes, we seek to reduce structural barriers and increase the representation of different profiles in our teams and value chains.

Over the past few years, we have made progress in consolidating a corporate culture that understands inclusion as a cross-cutting pillar of the business, guiding the attraction, development, and retention of talent.

By strengthening diversity of perspectives and increasing the representation of underrepresented groups in strategic positions, we foster more informed decision-making, drive innovation, and build stronger, longer-lasting professional relationships. This approach also allows us to anticipate and mitigate social and reputational risks, while reinforcing our role as an agent of social mobility and transformation in retail and Brazilian society.



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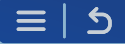
This is a long-term commitment that requires consistent and measurable progress. We aim to continuously improve measurable indicators of representation, development, and equity, while strengthening the internal and external processes that expand access to opportunities and support retention of diverse groups in the workforce. We recognize that changes of this nature require systemic and collaborative action. Therefore, we have adopted a collective approach, involving leaders, employees, suppliers, partners, and civil society organizations to build more effective and lasting solutions for promoting equity and inclusion.

## Our employees

Carrefour Brazil Group maintains a strategic and structured approach to people management, guided by talent development, the promotion of an inclusive culture, and the creation of positive social impact. **In 2025, the company employed approximately 120,000 people, reflecting the diversity of Brazilian society** and the commitment to shared values that underpin the organization's strategy and performance. People management is conducted in an integrated manner, connecting attraction, development, and recognition throughout the employee's entire journey, and aligned with the Group's "Way of Being" culture. This direction guides organizational practices aimed at strengthening operational excellence, building long-term professional relationships, and expanding opportunities for social mobility, especially considering the Group's extensive reach.

Independent organizations have widely recognized this excellence: in 2025 the Top Employers Institute awarded the Group its Top Employer seal for the third consecutive year, highlighting outstanding performance in people strategy, talent development, workplace environment, and diversity and inclusion. The seal reinforces the consistency and maturity of the people management policies and practices implemented by the Group.





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Total number of employees, by gender and region<sup>1</sup> GRI 2-7

		2023		2024		2025	
		Male	Female	Male	Female	Male	Female
North	Number	3,157	2,878	3,231	3,014	3,386	3,311
	Percentage	4.8	4.2	5.2	4.7	5.7	5.4
Northeast	Number	16,527	14,171	14,920	13,285	14,179	12,662
	Percentage	25.0	20.9	23.8	20.7	23.9	20.6
Central-West	Number	5,201	5,988	5,002	5,631	4,945	5,652
	Percentage	7.9	8.8	8.0	8.8	8.3	9.2
South	Number	8,974	10,958	7,933	9,543	6,839	7,983
	Percentage	13.6	16.1	12.7	14.9	11.5	13.0
Southeast	Number	32,153	33,933	31,500	32,756	30,029	31,905
	Percentage	48.7	50.0	50.3	51.0	50.6	51.9
Total	<b>Number</b>	<b>66,012</b>	<b>67,928</b>	<b>62,586</b>	<b>64,229</b>	<b>59,378</b>	<b>61,513</b>
	<b>Percentage</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<sup>1</sup> Figures compiled at the end of the reporting period



## Total number of employees, by region<sup>1</sup> GRI 2-7

### By type of contract

North

6,478 219

Northeast

25,808 1,033

Central-West

10,312 285

Southeast

59,741 2,193

South

14,319 503

Indefinite term

Definite term<sup>2</sup>

**Total** 116,658 4,233

**Male** 57,279 2,099

**Female** 59,379 2,134

### By type of employment

North

6,244 453

Northeast

25,129 1,712

Central-West

9,626 971

Southeast

56,930 5,004

South

13,659 1,163

Full-time

Part-time

**Total** 111,588 9,303

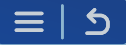
**Male** 55,381 3,997

**Female** 56,207 5,306

<sup>1</sup> Figures compiled at the end of the reporting period

<sup>2</sup> To calculate the fixed-term indicator, apprentice, *trainee* and intern positions were considered, since these positions involve contracts with start and end dates.

Note: The historical data for the last three years can be found on page 168.



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# Attracting, valuing, and retaining **talent**

GRI 3-3 Attraction, development and quality of life

In 2025, people management at Carrefour Brazil Group remained anchored in the Group's culture and centered on an integrated employee journey that connects attraction, development, and recognition. Leveraging the Group's scale, this approach supports social mobility, strengthens operational excellence, and fosters long-term professional relationships.

The recruitment and selection processes are based on principles of diversity, equity, and inclusion, ensuring equal opportunities for all. Attracting talent combines structured onboarding programs and strategic institutional partnerships. The cooperation with the Ministry of Social Development, Assistance, Family and Fight against Hunger (MDS), formalized in 2023 and maintained in 2025, resulted in the hiring of more than 100,000 beneficiaries of the Bolsa Família program and those registered in the CadÚnico (Single Registry for Social Programs) by 2025, a number ten times greater than the initial target. This milestone reinforces alignment with national public policies by integrating the social mapping promoted by the government with the creation of opportunities in the formal retail sector, expanding access to employment and income.

## Internal recruitment

Carrefour Brazil Group reaffirms its commitment to non-discrimination and the promotion of diversity, equity, and inclusion in all recruitment, selection, and internal mobility processes. This ensures that all decisions are based on objective criteria, competence, and adherence to the company's values, guaranteeing equal opportunities and respect for differences.

To achieve this, the company adopts internal recruitment strategies that encourage career development, strengthen talent retention, and expand growth opportunities. Conducted in a transparent and inclusive manner, these processes are supported by capacity-building and training programs, ensuring that professionals are prepared to take on new challenges.

**10,747**  
vacancies  
filled through  
internal  
recruitment

**45%**  
occupied by  
women

**61%**  
occupied  
by **Black**  
people



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## Recognition and retention of talent

At Carrefour Brazil Group, talent recognition and retention are grounded in objective criteria, transparent processes, and principles of equity that guide people management at all levels of the organization. The company uses the Global Grading System (GGS) as the framework for structuring roles, compensation and career paths, ensuring decisions rest on skills, responsibilities, performance and professional experience. This model contributes to predictability, meritocracy, and the continuous development of employees, strengthening engagement and talent retention.

In line with its ESG strategy, the Group integrates diversity, equity, and inclusion practices into its attraction, development, and retention policies. Inclusive recruitment initiatives and affirmative-action job offerings demonstrate our commitment to increasing representation of women, Black people, persons with disabilities, LGBTQIA+ individuals, professionals over 50, and refugees—promoting equitable opportunities in a structured manner aligned with business needs.

This approach is complemented by training programs, performance evaluations, leadership development, and strengthening of organizational culture, which encourage proactivity, internal mobility, and sustainable team growth.

### IncluiRH

Throughout 2025, a series of meetings brought together more than 300 HR analysts from all Atacádão units across Brazil. The goal was to strengthen the inclusion and retention of people with disabilities (PwD), combining technical knowledge, empathy, and an increasingly inclusive culture. During the meetings, topics such as legislation, inclusive management practices, a culture of belonging, and opportunities related to diversity for business were discussed.

“

The workshop has significantly strengthened HR's awareness and fostered behaviors aligned with the company's expectations, ensuring that inclusion and diversity are consistently embedded in our activities. Time flew by and the learning was genuine.

Lenice de Melo Barbosa  
HR Analyst



### Lumière Program – Accelerating Young Talents

Launched in 2025, Lumière is Carrefour Brazil Group's career acceleration program for young talents (VIEs<sup>1</sup>) with the potential to occupy strategic positions. The first group consisted of 12 participants in an intensive and personalized program that included:

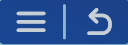
- Individualized follow-up with support in the Individual Development Plan (IDP)
- Hybrid training: online courses and in-person training
- Strategic visibility: meetings with business areas and the Executive Committee
- Potential assessment: analyses aligned with future challenges.

#### Results and impact in 2025:

- Mentoring and development sessions with excellent ratings
- Contribution to strengthening the leadership pipeline and retention of strategic talent

**100%** of the participants rated the program as useful or extremely useful

<sup>1</sup> Volontariat International en Entreprise, an official French government program that allows young French citizens (generally between 18 and 28 years old) to undertake international professional assignments of up to 24 months in French companies abroad, aiming to accelerate their careers in Brazil. The program aims to develop future strategic leaders for the Carrefour Group.



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## Performance assessment GRI 404-3

In 2025, Carrefour Brazil Group improved its employee evaluation model, promoting greater alignment with global standards, streamlining processes, and strengthening performance management and development.

The cycle is structured in four stages: performance assessment, people committees for result calibration, structured feedback and continuously monitored development. Evaluations are conducted by leadership teams and reviewed by people committees, ensuring consistent, fair, and equitable criteria grounded in evidence, deliverables, and behaviors aligned with the “Our Way of Being” culture.

In this process, Carrefour Brazil Group incorporates a diversity perspective, paying attention to gender and race aspects, as an essential element for equity in performance management. The mitigation of cognitive biases is embedded at all stages, supporting

more balanced decisions in evaluation, recognition, and development, while expanding access to professional growth opportunities for women and Black people.

As a distinguishing feature, the Group adopts a potential-based assessment approach that considers factors such as learning capacity, professional aspirations, and career trajectory, evaluating employees’ readiness to take on more complex challenges in the short, medium, and long term. This approach allows for the identification of talent, supports succession planning, and strategically directs investments in development.

The model integrates performance and potential analysis through the Talent Matrix, promoting a comprehensive view of the current and future contribution of professionals. The results guide consequence management, recognition programs, capacity-building actions, and individual development plans.

The process is complemented by a 180° evaluation methodology that combines leadership assessment with self-assessment, reinforcing a culture of feedback, leadership, and continuous learning. Individual Development Plans (PDIs) are built in a structured way, connected to learning pathways, corporate academies, and business priorities.



### Performance evaluation matrix



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## Succession of talents

Guided by a long-term talent management approach, succession processes are carried out in a structured manner, including the mapping of critical positions and successor pipelines to ensure business continuity and leadership sustainability over the medium and long term. These processes consider performance, potential, and diversity, strengthening the preparation of leaders aligned with the Group's strategy.

In this context, talent succession incorporates gender and race as relevant criteria for building more diverse and representative leadership teams. The Group intentionally seeks to increase the representation of women and Black professionals in positions eligible for succession, with the aim of reducing historical inequalities and promoting greater equity in leadership development and succession decision-making processes.

## Merits and promotions

Carrefour Brazil Group's talent development strategy is guided by valuing people and strengthening professional career paths. The company adopts structured practices for training, performance evaluation, and merit-based recognition, ensuring that promotions and growth opportunities are aligned with objective

criteria, competencies, and results. This approach encourages employee proactivity, strengthens the development of internal leaders, and contributes to building a high-performance culture. In 2025, approximately 27,000 promotions and merit-based recognitions were granted, reinforcing a culture that values internal development and career growth.



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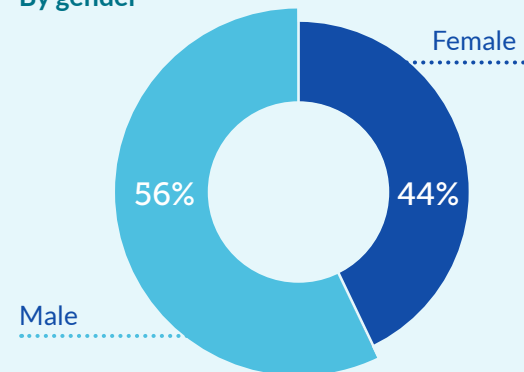
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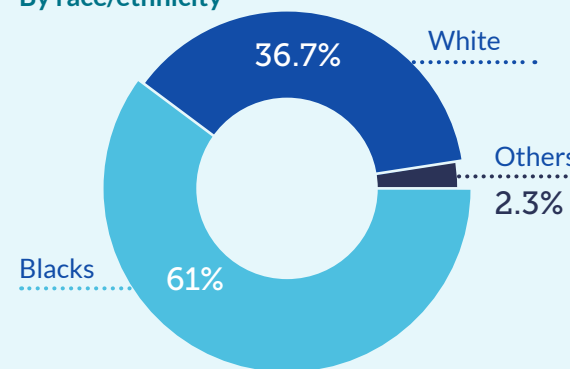
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### Promotions in 2025

#### By gender

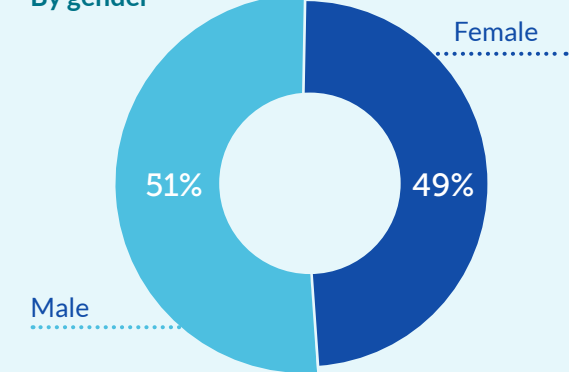


#### By race/ethnicity

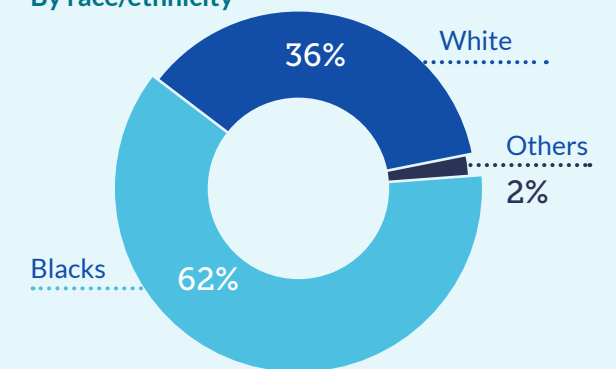


### Merit-based recognition in 2025

#### By gender



#### By race/ethnicity



We also monitor turnover rates on a monthly basis to anticipate and reduce early employee attrition through the implementation of preventive measures.

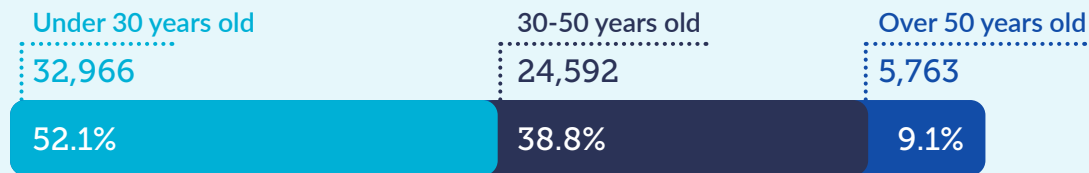
### Turnover rate GRI 401-1

#### Hiring

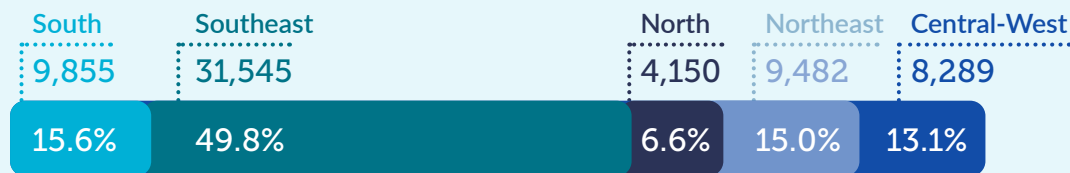
##### By gender



##### By age group



##### By region

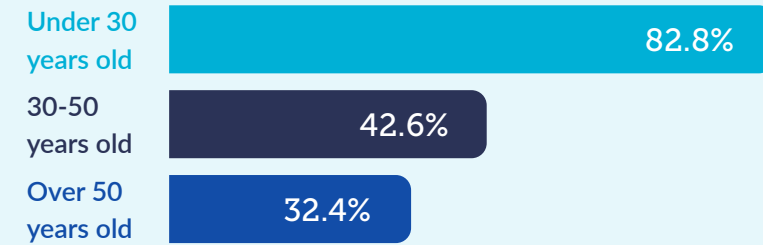


#### Turnover

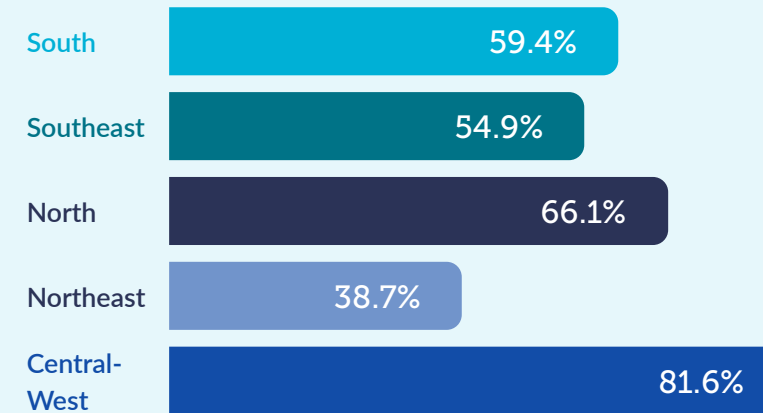
##### By gender



##### By age group



##### By region



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## Pay equity and transparency

The company applies the Global Grading System (GGS) to ensure objective, standardized compensation by assigning each role to salary ranges with predefined reference values and permissible variation ranges. This model seeks to ensure that any salary differences are exclusively associated with factors such as experience, performance, length of service, job complexity, and professional maturity.

In compliance with the Salary Equity Law, Carrefour Brazil Group adopts the official methodology for conducting salary gap analyses, using the Brazilian Classification of Occupations (CBO) to group positions and compare remuneration. This legal methodology focuses on the formal equivalence of roles and does not consider variables such as seniority, performance history, scope of responsibilities, or stage of professional development (see the latest results [here](#)).

In this context, the company conducts complementary analyses, integrating regulatory parameters with internal human resource management practices, in order to obtain a more accurate and comprehensive view of compensation differences. In 2025, the adjusted gender pay gap—accounting for factors such as seniority and professional maturity, including among leadership—was approximately 5%, underscoring our commitment to equity, transparency, and ongoing improvement of compensation practices.

Carrefour Brazil Group also guarantees freedom of association to its employees across the country. According to federal law, 100% of the active workforce is covered by collective agreements. The Group maintains a network of relationships with approximately 250 labor unions in Brazil and had around 300 collective agreements in effect until the end of 2025. Throughout the year, no work stoppages or downtime resulting from stoppages were recorded in any of the operations. [GRI 2-30](#) | [407-1](#) | [SASB FB-FR-310a.2](#) | [FB-FR-310a.3](#)



### Climate Survey

Since 2019, Carrefour Brazil Group has invited its employees to participate in the organizational climate survey conducted by an independent external consulting firm, coordinated globally by Carrefour S.A. and applied in all countries, formats and divisions. The initiative aims to assess, in a structured and comparable manner, employees' perceptions of their work experience and the company's positioning as an employer.

The primary research metric is employees' likelihood to recommend the Group as a great workplace, measured by the e-NPS (Employee Net Promoter Score). Furthermore, the survey gathers insights into the impact of Human Resources policies, practices, and programs on employee engagement, development, and well-being.

The evaluation is further enriched by tracking the evolution of employee perceptions across the four pillars of the Group's people strategy: growing and evolving together; serving the customer with passion; acting with simplicity; and taking pride in transforming the business. These guidelines direct the construction of a collaborative, inclusive work environment oriented towards sustainable performance.

The most recent edition of the survey was conducted between June and July 2025, with five questions administered to a sample of 11,544 employees. The survey achieved 100% participation and recorded an e-NPS of 49, reflecting the high level of team engagement and the consistency of people management practices adopted by Carrefour Brazil Group.



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## Benefits GRI 401-2 | 403-6

Carrefour Brazil Group's benefits network is comprehensive, offered at no additional cost, and designed for employees and their dependents. It encompasses different areas, such as food, transportation, health, financial support, and emotional well-being. In the health area, for example, there are vaccinations and discounts on the purchase of medications and eyeglasses.

The company also continuously invests in initiatives to support mental health and in developing solutions to help its employees face everyday challenges.

### Bem Sentir Program

With a dedicated focus on mental health, the program integrates educational content, virtual meetings, lectures, webinars, and regular guided meditation sessions, promoting emotional self-care and the prevention of mental health issues in everyday work life.

### Employee Assistance Program (PAC)

PAC provides specialized and confidential services to employees and their families, including psychological, social, legal, and financial support, as well as guidance during sensitive times such as personal crises, family conflicts, and situations related to substance abuse.

### Medical Assistance

The corporate health insurance plan offers comprehensive coverage in accordance with ANS (Brazilian National Agency for Supplementary Health) guidelines, including telepsychology services, with a focus on continuous care and preventative measures. Employees also have access to discounted medications and in-person psychological care at the Health Space, located on the corporate campus.

### Live Well Program

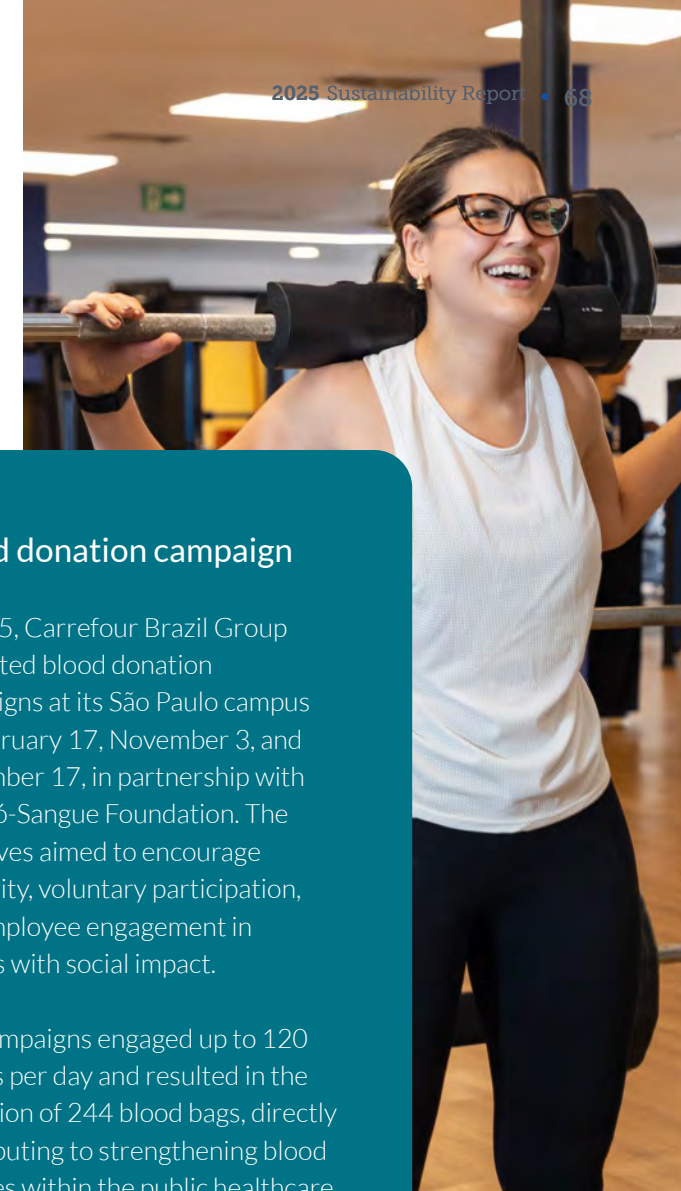
Structured as the main initiative to promote quality of life, the program is organized into four complementary areas, according to guidelines from the World Health Organization (WHO):

- **Physical, mental and occupational health:** with the offer of health insurance and the TotalPass benefit for the employee and their dependents;
- **Financial:** with initiatives ranging from partnerships and discounts to make daily life easier to consulting services for personal and family financial organization, debt management, and budget planning;
- **Intellectual:** focused on personal development through Konviva, the distance learning platform of Carrefour Brazil Group, which brings together all training content in one place;
- **Social:** this initiative promotes a more collaborative and healthy environment, offering benefits focused on entertainment, leisure, and building positive interpersonal connections.

### Blood donation campaign

In 2025, Carrefour Brazil Group promoted blood donation campaigns at its São Paulo campus on February 17, November 3, and November 17, in partnership with the Pró-Sangue Foundation. The initiatives aimed to encourage solidarity, voluntary participation, and employee engagement in actions with social impact.

The campaigns engaged up to 120 donors per day and resulted in the collection of 244 blood bags, directly contributing to strengthening blood supplies within the public healthcare system. This initiative reinforces the company's commitment to promoting citizenship, corporate volunteering, and supporting public health policies.



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## Bem Gestar Program GRI 401-3

Bem Gestar is an initiative dedicated to supporting and caring for pregnant employees, providing guidance, assistance, and follow-up throughout the pregnancy journey. The program is structured around complementary fronts that integrate health, information, and support:

- **Health and monitoring:** guidance on prenatal care, preventive care, and the well-being of the pregnant woman and the baby;
- **Support and guidance:** personalized support to answer questions and promote physical and emotional well-being;
- **Benefits and support:** initiatives that expand protection during this period, such as extended maternity leave, educational materials, and access to support services.

During 2025, the “Pregnant Women and Responsible Fatherhood” course was made available on the digital training platform, addressing topics such as pregnancy planning, childbirth, postpartum care, general well-being, and emotional health. **In total, 156 employees completed the course and took their leaves.**

The company also participates in the Corporate Citizenship program and extends maternity leave from 120 to 180 days and paternity leave from five to 20 days.

## 2025 Parenting Radar GRI 401-3

In 2025, the Group, with the support of external consultants, carried out the Parenting Radar, a strategic initiative aimed at advancing and strengthening its care and parenting policies.

The objective was to undertake a comprehensive assessment of the Group’s current practices against market benchmarks, taking into account the diversity of family structures, in order to support practical recommendations for reviewing and enhancing maternity and paternity leave and progressing toward a more structured parental leave policy.

Main task stages:

- **7,035 respondents** completed a qualitative and quantitative survey (operational and corporate)
- **7 focus groups**, with 90 participants, including leaders and grassroots staff
- Review of **40** current **policies and benefits**
- **6 technical meetings** with different HR areas

The Parenting Radar has consolidated a robust database and active listening practices, strengthening decision-making and alignment with best market practices in parental benefits.

## Protection and support

In 2025, we completed the review of the Gender Violence Policy, expanding its scope to all of the Group's business units and consolidating a single guideline at the corporate level. Launched in 2024 and carried out across the organization, the initiative expanded its original focus on domestic violence against women to adopt a broader gender perspective, encompassing LGBTQIA+ individuals and all people affected by domestic violence.

The policy has begun to recognize realities that were previously not covered, ensuring conditions of acceptance and protection also for historically marginalized groups, with attention to strengthening support for transgender women. Its implementation at the Group level represents a significant step forward in consolidating consistent practices of care, respect, and protection, as well as establishing the basis for strengthening the acculturation of this guideline in future cycles.

## Connections Program (corporate volunteering)

At Carrefour Brazil Group, sustainability is built upon genuine relationships between people, purpose, and social transformation. In 2025, the Connections Program mobilized 233 employees, who dedicated 509 hours to in-person activities, donation campaigns, and technical volunteering, generating a positive impact on the communities.

More than just numbers, the program fosters a culture of solidarity, empathy, and citizenship, bringing employees closer to the communities they serve and strengthening ties with the projects supported by the Group. With each action, Connections reinforces the Group's role as an agent of social transformation, promoting inclusion and diversity, confronting structural inequalities, and contributing to food security, education, and community development.

### Impacts in 2025:

**233** engaged volunteer employees;  
**509** hours dedicated to volunteering;  
**600** hot meals prepared and distributed;  
**600** food baskets assembled;  
**180** letters sponsored;  
**5** pieces of educational technical content materials produced in partnership with ESV;

**Actions focused on food, food security, education, childhood, and community development.**

“

I attended the Amigos do Bem event and was proud to take part. It felt great to represent a company that cares, supports others, and builds the infrastructure needed for us to engage, contribute, and connect with these inspiring organizations. It was very rewarding, and I look forward to more initiatives like this being made possible by the Group.

**Monica Aurélio de Matos**

Product Manager at Banco Carrefour Brasil



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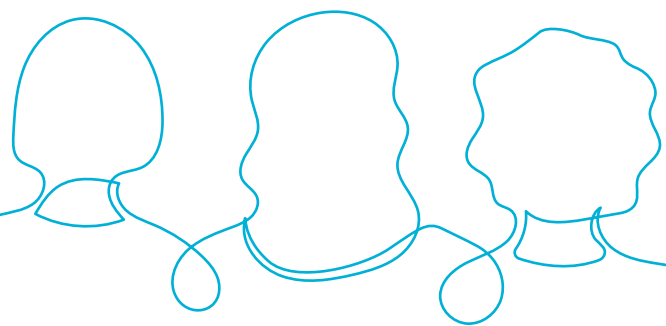
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# Training and development GRI 404-2

Continuous employee development is a core pillar of Carrefour Brazil Group's people management strategy, focused on technical training, strengthening behavioral competencies, and preparing leaders to meet the evolving challenges of the business. The training initiatives cover different audiences and stages of the professional journey, with structured programs that combine in-person learning, digital learning, and practical operational experiences.

The strategy is put into practice through the following initiatives:

- **To drive the development** of Carrefour Brazil Group, developing skills that help employees execute the strategy with greater focus, efficiency, and impact on results and customer experience.
- **To connect learning to business reality**, transforming strategic priorities into practical, applicable solutions that are relevant to the daily operations, corporate areas, and leadership.
- **To offer simple educational solutions** that are scalable and tailored to the complexity of each role, supporting continuous development throughout the professional journey.

- **To make culture happen in everyday life**, strengthening behaviors aligned with the Group's values and deliverables that truly make a difference to the business.

The development and learning teams within the Group work to prepare employees and the organization for challenges and growth. The Group's activities focus on:

- **Developing leadership** through the School of Leaders with a focus on preparing the succession pipeline.
- **Promoting the integration of the principles of "Our Way of Being"** in observable behaviors, symbols, and rituals.
- **Strengthening the development of more integrated and efficient teams** by increasing collaboration, clarifying roles, and fostering shared responsibility to accelerate execution and delivery of results.
- **Ensuring that business areas are aligned** with the global strategy and deliver the value proposition consistently.
- **Anticipating trends and developing skills** to meet the changing organizational landscape.



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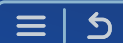
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In 2025, Carrefour Brazil Group consolidated its development and learning agenda as a strategic pillar for strengthening its culture, enhancing performance, and supporting the long-term sustainability of the business. Throughout the year, the company structured and expanded an integrated portfolio of initiatives focused on technical training, leadership development, strengthening engagement, and preparing talent for present and future challenges.

The performance was guided by a systemic vision, connecting corporate education, organizational development, talent management, and culture, in alignment with the "Our Way of Being" positioning and the Group's global guidelines. This model has contributed to greater consistency in practices, stronger governance of development processes, and the promotion of a continuous learning experience tailored to different audiences.

In the education and learning domain, the company invested in consolidating a robust digital ecosystem, notably through the launch of a new online training platform, Konviva, which recorded significant growth in user access, course completions, and engagement time. **In total, digital training added up to 126,000+ hours during the year**, becoming a central environment for connecting people, knowledge and performance, expanding spontaneous access to content and strengthening autonomy in development.

## "Digital" School

In 2025, training provided by the "Digital Retail Academy," a module of classes dedicated to sharing diverse content related to AI, digitalization, technology, and data, totaled **4,500+ hours** and **1,350+ employees** developed.

### "Eiros" School Program

The "Eiros" School Program was launched in 2025 to promote the technical training of base-level employees in operational areas of the company, such as cashiers, stock clerks, and stock replenishers. The program combines theoretical instruction with hands-on training conducted directly in stores, covering topics such as hygiene, food handling, best practices, equipment operation, and quality control. This approach strengthens talent development within operations and enhances professional qualification in the workplace. Upon completing the training, participants receive technical certification and opportunities for salary and career advancement, expanding their professional growth paths in retail. The program currently offers 250 openings nationwide and is expected to train more than 70 professionals by the end of 2026.





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In parallel, high-impact thematic initiatives were developed, including the Quality School, the Loss Prevention School, Health and Well-being courses, and ESG and Reverse Logistics programs, reinforcing a culture of operational excellence, sustainability, safety, and care for people. These initiatives helped standardize processes, reduce risks, and reinforce social and environmental responsibility across operations.

**Average hours of training per year, per employee** GRI 404-1

By gender	2023	2024 <sup>1</sup>	2025
Male	13.80	4.33	8.88
Female	13.80	4.33	9.69

By employee category	2025
Executive Board	2.72
Management	4.58
Other employees	9.72

<sup>1</sup> The reduction in the number of training hours is due to the migration of educational platforms, which did not allow for the compilation of total training hours data for the year.

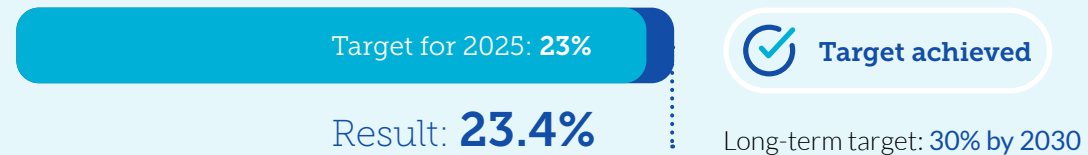
# Fostering gender equality

GRI 3-3 Diversity, inclusion and advocating for human rights

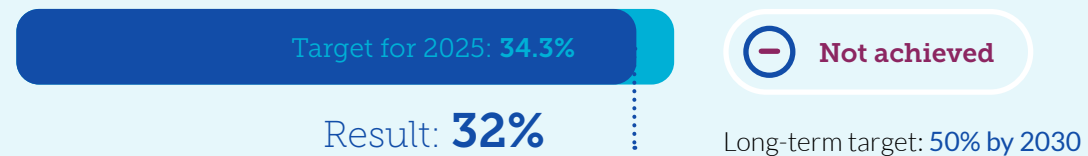
In 2025, we advanced our efforts to increase female representation in leadership positions, promote career development opportunities, and strengthen protection and support policies for women. The agenda is guided by integrated governance that aligns the Group's global commitments with locally tailored actions, reaching both corporate functions and store-level operations.

We work with clear goals to increase female representation in leadership positions. We closed 2025 with women holding 32% of leadership positions, advancing toward our goal of reaching 50% representation by 2030. While the target for executive positions is 30% by 2030, the current rate is 23.4%. Women also already represent 40% of succession pipeline planning for mapped critical positions.

## Women in executive positions



## Women in management positions





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### Percentage of employees per employee category and gender GRI 405-1

	2023 (%)		2024 (%)		2025 (%)	
	Men	Women	Men	Women	Men	Women
Executives	75	25	78	22	77	23
Leadership	65	35	67	33	68	32
Other employees	49	51	49	51	49	51

### Percentage of employees per employee category and age group GRI 405-1

	2023 (%)		2024 (%)		2025 (%)	
	Men	Women	Men	Women	Men	Women
<b>Executives</b>						
Under 30 years old	-	-	-	-	-	-
30 to 50 years old	71	71	71	61	61	61
Over 50 years old	29	29	29	39	39	39
<b>Leadership</b>						
Under 30 years old	4	4	4	2	2	2
30 to 50 years old	81	82	82	79	79	79
Over 50 years old	15	14	14	19	19	19
<b>Other employees</b>						
Under 30 years old	41	43	43	37	37	37
30 to 50 years old	48	46	46	48	48	48
Over 50 years old	11	11	11	15	15	15
<b>Overall Total</b>						
Under 30 years old	40	42	42	36	36	36
30 to 50 years old	49	47	47	49	49	49
Over 50 years old	11	11	11	15	15	15

## Development and acceleration of women's careers

Carrefour Brazil Group invests in structured development programs to drive measurable improvements in these indicators. The goal is to strengthen the presence of women in underrepresented and leadership positions, supporting skills development, internal visibility, and career progression.

### Mulheridades Program

Constantly improving, the women's development program was launched in 2022 and, with the aim of becoming more diverse and inclusive, underwent a restructuring and, in 2025, was named Mulheridades. Today, this is one of Carrefour Brazil Group's main initiatives for fostering gender equality,

strengthening female leadership, and the sustainable development of talent.

Targeted at women across career stages, the program empowers participants to take greater ownership of their careers by building confidence and strengthening career management skills through a holistic approach that combines training, peer dialogue, mentoring, dedicated listening sessions, and leadership awareness initiatives. This structure fosters the building of support networks, the sharing of experiences, and the strengthening of the participants' professional identity.





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In 2025, the Mulheridades Program engaged 615 women, with 425 completing the full training — a strong indicator of participant engagement and the program’s effectiveness. Since its inception, more than 2,800 female employees have been directly impacted by the initiative, expanding the program's reach throughout the Group's ecosystem.

Beyond individual development, Mulheridades contributes to organizational transformation by fostering more inclusive environments, reducing structural barriers to career advancement, and promoting a culture that values diversity. Mentoring and awareness-raising sessions for leaders reinforce the institution's commitment to more equitable management practices and to increasing the presence of women in strategic positions.



AcelerAR Program

Launched in 2025 and led by the Group's CEO, the AcelerAR Program is part of Carrefour Brazil Group's strategy to strengthen its succession pipeline and to increase diversity in leadership. The initiative was conceived as a strategic career acceleration program aimed at high-potential women leaders, preparing them to take on more complex and impactful business challenges.

The program combines the development of strategic skills, exposure to senior leadership, and hands-on experience in real-world projects, promoting greater proactivity, visibility, and readiness for strategic positions. The program is structured around three core modules—personal maturity, relationships, and business—developed in partnership with the Fundação Dom Cabral. It also includes executive immersion experiences across areas such as Wholesale, Retail, Marketing, Logistics, Sales, and Control & Management, fostering a comprehensive and strategic leadership perspective.

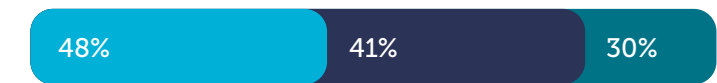
As a distinguishing feature, AcelerAR provides direct connection with senior leadership, including meetings with the CEO, reinforcing the integration between individual development and the Group's strategic direction. The initiative also has ongoing support through the FDC Platform, which provides a portfolio of content and specialized curation.

In the first phase of the program, 20 women leaders, including N1 store managers and senior buyers from the Hiper, Atacadão, and Sam's Club formats, were selected, consolidating a group of priority talents for succession and strategic positions.

Percentage of women in junior management positions, revenue-generating roles, and STEM (Science, Technology, Engineering, and Mathematics) related roles.

Positions occupied by women

2024



2025



- Junior leadership
- STEM
- Revenue-generating functions



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# Combating racism

GRI 3-3 Diversity, inclusion and advocating for human rights

Combating racism and promoting racial equality are the top priorities on the diversity agenda of Carrefour Brazil Group. We drive change within our organizational culture to inspire broader societal transformation.

The Group promotes an environment free from discrimination and prejudice, reinforcing, since 2021, the #IPracticeRespect policy, which establishes the Golden

Rules as non-negotiable principles to guarantee respect in all interactions. **In 2025, more than 2,600 private security and surveillance service providers completed the "I Practice Respect" training, ensuring that 100% of the eligible audience has been trained.** GRI 410-1

## Golden rules

The Golden Rules steer the behavior of every Carrefour Brazil Group employee, reinforcing our commitment to respect human dignity and foster safe, respectful relationships. By living these principles daily, we help create a more welcoming, collaborative workplace—one that is free from violence and discrimination.

### We practice a culture of inclusion

We promote an environment where diversity is valued and where there is no room for prejudice, discrimination, or racism.

### We respect limits

We do not tolerate any form of physical violence and we work to ensure that victims receive shelter and support.

### We have emotional intelligence

We conduct our interactions with balance and respect, avoiding any type of verbal aggression.

### We are courteous to everyone and we do not remain silent

We treat everyone with respect and take a proactive stance against inappropriate behavior, including verbal aggression.

### We act with respect

We condemn any form of psychological violence or intimidation and promote relationships based on empathy and mutual respect.



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In 2025 the Group fulfilled the Conduct Adjustment Agreement (TAC)<sup>1</sup>, a significant milestone that coincides with the continuation and expansion of structural, permanent measures to advance racial equity—underscoring the ongoing, strategic commitment to this agenda. Although the TAC cycle was fully executed and validated by an independent audit, the strengthening of institutional capacities, the consolidation of internal policies, and the expansion of the social impact generated by the initiatives remain. This action is guided by a Racial Equity Advisory Committee, composed of external experts, which supports the definition of strategic guidelines and the monitoring of initiatives. In this way, the legacy of the TAC transcends the investment made, becoming permanently incorporated into the governance, organizational culture, and sustainability strategy of the Group. This guidance is organized around three interconnected pillars:

### 1. Qualification

Focused on investments in training and the development of an inclusive and discrimination-free culture.

### 2. Policy of Consequences

To ensure that any misconduct is treated seriously and that appropriate accountability is provided.

### 3. Transparency

Focused on publicizing the fulfillment of commitments and maintaining an open dialogue with society.

## Black people in executive positions

Target for 2025: **17%**

Result: **18%**

**Target achieved**

Long-term target: 30% by 2030

## Black people in leadership positions

Target for 2025: **36.5%**

Result: **36.5%**

**Target achieved**

Long-term target: 50% by 2030

Our public commitment to achieving 50% Black people in leadership roles and 30% in executive positions by 2030 has continued to progress. In 2025, we reached 36.5% of Black people in leadership positions and 18% in executive roles. As a cornerstone of this transformation, the Group is committed to delivering racial literacy training to 100% of employees, strengthening a more conscious and inclusive organizational culture.

### Percentage of Black people by employee category GRI 405-1

	2023	2024	2025
Executives	12.5%	14.4%	18.0%
Leadership	32.8%	35.1%	36.5%
Other employees	59.3%	59.7%	60.7%

<sup>1</sup> Residual balance of the TAC: BRL 4,288,672 (total), of which BRL 689,238 is the remaining balance of the Scholarship Program.

## Affirmative program for trainees

Carrefour Brazil Group's Affirmative Action Trainee Program for Black talent was structured as a strategic talent development initiative, aligned with the company's commitments to diversity, equity, and business sustainability. Now in its third edition, the program aims to develop a strong cohort of Black professionals equipped with the technical and behavioral competencies essential to the organization, with a deliberate focus on strengthening the first leadership pipeline.

The program is structured as an integrated learning journey that combines leadership development, professional maturity, and executive presence with the strengthening of project management capabilities.

It also provides a comprehensive understanding of the retail ecosystem, business units, and key performance indicators, while advancing digital skills to optimize resources and processes and fostering creative, innovative thinking.

The methodology is grounded in project-based learning, enabling each trainee to develop initiatives within real business contexts, reinforcing the application of acquired knowledge and generating tangible value for the organization. This approach promotes leadership, autonomy, and the development of solutions aligned with the Group's strategic priorities.

By 2025, the 18-month program had resulted in 38 of the 43 participants being hired by the company in senior analyst, consultant, or coordinator positions, an 88% conversion rate, demonstrating the long-term integration of these professionals.

## Development and acceleration of Black employees

We invest in programs aimed at expanding access for Black professionals to opportunities for development, growth, and leadership, contributing to the reduction of structural inequalities in the corporate environment.

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

This program is focused on developing and accelerating the careers of Black professionals through pathways that integrate technical training, socio-emotional skills, leadership training, mentoring, and encouragement of professional proactivity. **In 2025, 365 employees took part in the program.** Since 2023, the initiative has reached over 1,000 professionals.

### P.O.D.E.R. Women Program

Launched in 2025, the program is specifically aimed at the development of Black women, with a focus on leadership training. The initiative seeks to expand the preparation, visibility, and access of these professionals to new challenges and positions of greater responsibility.

**In the first edition, 109 women participated in the program—80% from operations and 20% from the corporate area.** The journey lasted eight months and was structured in four phases:



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personalized development; strengthening self-image and professional positioning; developing business skills; and practical application with mentoring.

The program featured five specialists and nine internal mentors, resulting in five promotions throughout the journey, as well as expanding the participants' technical skills, self-confidence, and readiness for new challenges.

### Fala Mais Program

The program sought to reduce language barriers to the professional advancement of Black talent throughout the country by **offering 300 English language scholarships, including international immersion experiences.**

The initiative was designed as an immersive, personalized journey to develop English communication skills, broadening participants' language repertoire and boosting their confidence to engage effectively on a global stage.

The program included 12 months of access to the EF English Live platform, as well as monthly follow-up meetings. The program concluded in 2025 with an online meeting for participants who completed the journey and the announcement of 12 standout individuals selected for a week-long international immersion in Cape Town, South Africa. The trips took place in two phases: the first group in May and the second in September, consolidating the practical experience of the language in a global context.

## Educational campaigns and social projects for racial equity 🌍

In addition to internal actions, the Group allocated resources to educational campaigns and social projects aimed at promoting racial equity and addressing structural inequalities, through social investment grants. **In 2025, the call for proposals for Educational Campaigns and Social Projects for Racial Equity selected 11 Black-led initiatives, allocating BRL 2.7 million and directly benefiting 243,880 people across multiple regions of Brazil.**

Standing out among the actions are initiatives that reinforce cultural diversity and strengthen Black leadership. In Bahia, the Candéal II Community Development Association implemented the Cultivating Dreams Library, focused on racial literacy and access to Afrocentric literature. The initiative benefited 890 people, mostly Black women, by promoting encounters with Black authors and strengthening racial identity in quilombola schools. In Minas Gerais, the Quilombola Association of Vila Santa Efigênia and Adjacências developed the project "Memórias, Saberes e Direitos Quilombola" (Memories, Knowledge and Quilombola Rights), aimed at communities impacted by socio-environmental disasters. The creation of the Quilombola Kit and Archive contributed to the preservation of collective memory and the guarantee of basic rights, directly benefiting 124 people. In São Paulo, meanwhile, the Afro Street Carnival Group Ilú Obá de Min, through its Cortejos de Carnival project, used art as a tool to value Black identity and confront

racism. The initiative indirectly reached 75,000 people and promoted intergenerational artistic training at Espaço Erê, highlighting the leading role of more than 400 Black women in preserving Afro-Brazilian traditions.



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# Inclusion of people with disabilities

GRI 3-3 Diversity, inclusion and advocating for human rights

At Carrefour Brazil Group, the inclusion of people with disabilities is treated as a strategic commitment focused on career development, belonging, and retention. By 2025, we made progress with practices that go beyond meeting legal requirements, focusing on creating conditions for these professionals to develop and access growth opportunities, including leadership positions.

Carrefour, globally, is committed to reaching 15,000 professionals with disabilities by 2026. By the end of 2025, Carrefour Brazil employed 5,650 people with disabilities—**representing 4.9% of its Brazilian workforce—reflecting steady growth since 2023.**

The Diversity Census conducted in 2024 represented a milestone for inclusion by updating registration data and identifying approximately 800 employees who self-identified as having a disability. Building on this diagnosis, we implemented an ethical, individualized support plan—complemented by a powerful tool to highlight the diverse identity markers of our employees—that respects each person’s choice regarding medical evaluation and participation in support programs. This initiative reflects the role of inclusion in the career development agenda, going beyond simply reserving positions.

## Inclusive recruitment, development, and training

GRI 3-3 Attraction, development and quality of life



To make our recruitment processes more accessible and minimize bias, we introduced the Inclusive Recruitment Pocket Guide — a practical resource for leaders and recruiters on hiring and retaining employees with disabilities. Furthermore, we have also expanded the availability of affirmative action positions for people with disabilities in different areas of the company, including corporate positions. This strategy is strengthened by a network of over 30 partner institutions, such as the Business Network for Social Inclusion (REIS), which support the attraction, training, and retention of talent.

### Transformação Program

In 2025 we launched the Transformação Program—a six-month leadership development initiative designed to equip managers with practical tools and solutions to improve the customer experience and create a smoother, more inclusive employee journey. The program emphasizes active listening, continuous monitoring, and ongoing improvement to drive lasting change.

“

Leadership plays a critical role in ensuring that professionals with disabilities encounter an environment grounded in genuine opportunities, respect, and continuous development. Transformação represents our commitment to listening, understanding, and continuously improving this journey, turning good intentions into meaningful practices that generate a positive impact on everyday life.

Adriano Oliveira

General Manager of the Itapevi Distribution Center



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## Accessibility, awareness and empowerment

Accessibility remains embedded in our operations and services, with advancements in accessible onboarding, the availability of institutional content in Libras (the Brazilian Sign Language), physical adaptations in stores, and video call support in Libras (the Brazilian Sign Language) at credit card service points. At Banco Carrefour, the Accessibility Unit's activities included initiatives such as Accessibility Week and improving digital compliance with international standards.

Active listening and the empowerment of employees with disabilities are encouraged in internal forums, such as Diversity D Day, which in 2025 had the theme "Communication as Access." The meeting brought together blind and deaf professionals to discuss how technology, language, and accessibility impact belonging and productivity, reinforcing the importance of a more inclusive organizational culture.



## Progress in remote work and inclusion of people with disabilities

GRI 3-3 Quality, safety and health

In 2025, the Carrefour Group expanded its hiring of employees for remote customer service, prioritizing the hiring of people with disabilities. Twenty new employees were hired during this period. This initiative forms part of the transition of more than 600 employees to remote work, promoting inclusion and enhancing quality of life—reflected in improved productivity and engagement, higher customer satisfaction, and greater operational efficiency.



“

After receiving my ASD diagnosis and facing rejection in the job market, I found a real opportunity here. From the selection process for people with disabilities to the support from leadership and the respect I receive every day, I feel welcomed, developing my career and reaping the rewards that have transformed my life.

**Luiza Yamamoto**

Customer Service Operator  
(Banco Carrefour)



## Development of employees with disabilities – “Grow with Google”

In 2025, as a pilot initiative, the Group established a partnership between the Business Network for Social Inclusion and Google to offer ten scholarships for courses in technology, data, and artificial intelligence, among other areas, exclusively for employees with disabilities. **With 24 courses completed and an 80% enrollment rate, the program achieved a 100% approval rating for the year**, highlighting the flexibility of recorded classes and accessible content. The success of the program in 2025 provided a strategic roadmap for 2026, connecting the new skills directly to the Group's business areas to maximize ROI and drive innovation internally.

## Accessibility in focus: progress on the digital inclusion agenda at Carrefour Brazil Group

Since 2022, the Carrefour Group has invested in digital accessibility for its products and services through working groups run by the Design System and Design Ops teams within the innovation unit of the Sales and Customer Service Department (DVA) at Banco Carrefour. To build accessibility into the design system from the start, the Board invested in hiring professionals with disabilities—a deaf UX designer and a QA professional with visual impairment—so the team could mature and scale accessible design practices. This strategic hire ensured stronger alignment between design, product, and technology, accelerated the evolution of digital product development processes, and reinforced a culture of accessibility and inclusion across teams.



DVA's digital accessibility strategy is structured around three pillars:

- **Processes:** accessible inspections in specifications and components; Accessibility in Quality (QA); support for releases and technical documentation that follow the WCAG (Web Content Accessibility Guidelines) – Accessibility Specification and the Inclusive Communication Manual;
- **Culture:** creation of the Accessibility Guild, promotion of Accessibility Week, support for events with sign language interpreters, Accessibility in Focus and diverse content, strengthening internal initiatives, in addition to guaranteeing audio description before team presentations or internal company events;
- **Measurement:** dashboards that monitor the use of screen readers, font size increase, and impact of releases in terms of accessibility, usability testing is conducted with people who have visual impairments, low vision, neurodivergence, and people over 60 years of age.

Main impacts observed over the years from the implementation of the listed actions:

- Greater test coverage;
- Increased use of screen readers and larger font sizes;
- Reduction of accessibility bugs;
- Increased usability of apps, with little or no impact on the user experience.

## Key milestones and evolution of maturity

This timeline details the main milestones and digital inclusion initiatives at the Carrefour Group in Brazil:



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# Health, occupational safety, and quality of life

GRI 3-3 Quality, safety and health | 403-1 | 403-8

Caring for people's health, safety, and quality of life is a central focus of human resource management at Carrefour Brazil Group. Workplace safety is treated as a strategic priority and a fundamental condition for the sustainability of operations, guided by strict compliance with Regulatory Standards (NRs), the conventions of the International Labour Organization, applicable labor legislation, and the company's internal prevention guidelines.

Carrefour Brazil Group Occupational Health and Safety (OHS) management system covers 100% of workers, including direct employees and third-party personnel, and is implemented across all business units, including stores, distribution centers, administrative operations, and outsourced activities. The system is governed by the Health, Safety and Workplace Environment Policy and sets guidelines for creating safe and healthy work environments, focusing on identifying and mitigating risks, preventing accidents, and complying with current laws, standards and regulations.

The program also includes ongoing mandatory training for employees and third parties, aimed at strengthening a culture of prevention, ensuring compliance with internal procedures and protocols, and enabling the systematic monitoring of the effectiveness of the practices adopted.

## Hazard identification, risk assessment, and incident investigation

GRI 403-2



As part of its management system, the Group adopts an integrated approach to prevent and mitigate significant impacts on occupational health and safety arising from its operations and business relationships.

Occupational health and safety governance is comprised of multidisciplinary teams from safety engineering, occupational medicine, and operational safety, working in an integrated manner with local leadership. Systematic risk assessments are carried out in operations, including stores, distribution centers, logistics, and administrative areas, considering physical, chemical, ergonomic, and environmental factors.

Procedures, protocols, and preventive controls are defined based on this mapping, ensuring that all activities comply with laws, internal and external regulations, and requirements of regulatory bodies. This model allows for the standardization of practices, continuous monitoring of indicators, and proactive action in critical activities. [GRI 403-1](#)



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Risk mitigation involves a combination of technical, administrative, and behavioral controls, including workplace infrastructure improvements, standardized safe operating procedures, substitution of hazardous materials or processes, proper provision and use of personal protective equipment (PPE), continuous training, regular audits, and the systematic investigation and analysis of incidents. These measures aim to reduce exposure to relevant risks and strengthen accident prevention in all units. [GRI 403-2](#) | [403-7](#)

The Group has also been making progress in the digitalization of occupational safety processes, using technologies and monitoring tools that support risk identification, incident reporting, and the tracking of action plans, which provides greater agility and traceability and facilitates data-driven decision-making.

### Work-related injuries [GRI 403-9](#)

	2023	2024	2025
Number of hours worked	305,986,920	286,849,460	271,561,112
Number of fatalities as a result of work-related injuries <sup>1</sup>	0	0	1
Rate of fatalities as a result of work-related injuries	0	0	0
Number of recordable work-related injuries reporting (including fatalities) <sup>2,3</sup>	1,284	1,529	1,742
Rate of recordable work-related injuries (including fatalities) <sup>4</sup>	4.20	5.33	6.40

<sup>1</sup> The fatality recorded in 2025 resulted from a commuting accident.

<sup>2</sup> The number and rate of mandatory reporting workplace accidents only consider accidents resulting in at least one day off work.

<sup>3</sup> During the year 2025, 90 accidents considered serious (resulting in absences of more than 15 days) were recorded. The units and sectors with the highest accident rates, whether serious or not, are regularly mapped, as well as the job titles, body parts affected, and types of injury. Based on this monitoring, a range of measures is implemented to reduce the recurrence of accidents, including training programs, e-learning courses, Monthly Safety Dialogues (MSDs), awareness campaigns, audits, and inspections aimed at mitigating the underlying risks. Furthermore, each incident has a specific action plan, established as an essential part of the investigation workflow.

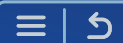
<sup>4</sup> Indices calculated based on 1,000,000 hours worked.

Note: Carrefour Brazil Group does not manage indicators for workers who are not employees. Apprentices, interns, and employees on fixed-term contracts are managed by the Group and included in the indicators above. Accidents occurring during commutes and accidents without time off work were not included in the number of mandatory reporting workplace accidents, as they are not considered in the calculation of the accident rate, according to NBR 14280 standards.

### Tools for identifying occupational health- and safety-related risks [GRI 403-2](#)

- Preliminary Risk Assessment and Hazard Mapping by Activity;
- Scheduled safety inspections covering equipment, internal circulation, storage, cargo handling, and critical activities;
- Critical Task Analysis for non-routine activities, such as special maintenance, work at height, electrical interventions, and cargo handling operations;
- Investigation and analysis of incidents and near-misses, allowing for review of previously identified hazards;
- Internal health and safety audits, which assess compliance with OHS practices, adherence to controls, and the need for supplementary action plans.





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## Culture of prevention, training and monitoring

Prioritizing transparency and shared responsibility, all employees are instructed and encouraged to report unsafe conditions through reliable channels, as well as to exercise their right to refuse in situations of imminent risk. Incidents and near misses are analyzed using methods such as root cause analysis aiming to eliminate systemic causes and continuously improve the occupational health and safety management system.

Programs such as Inspection Day, which involves periodic audits conducted by safety engineers, together with the mapping of ergonomic risks, strengthen preventive measures and contribute to safer working conditions in stores and distribution centers. In addition to physical workplace inspections, the Group promotes initiatives to strengthen safe behavior through mandatory training and ongoing awareness campaigns focused on operational safety. One example is Conecta SSMA, which expands access to content on health, safety, firefighting, and the environment via QR codes available across units, reinforcing a culture of prevention in day-to-day operations. [GRI 403-4](#), [GRI 403-1](#)

In 2025 the organization delivered more than 591,000 hours of training and ran 817 emergency drills, prioritizing high-risk activities—cargo handling, equipment operation, working at height, and ergonomics—to boost preparedness and reduce incident rates. [GRI 403-5](#)



Other 2025 highlights were:

**13,300+** firefighters

**270+** safety inspections

**580+** active CIPAS\*

**591,000+** hours of training

**800+** safety drills

**30,000+** people impacted  
during the Internal Week for  
Accident and Harassment

\* Internal commissions for the prevention of work-related accidents.

### Prevention

We ensure the active participation of workers in the construction, implementation, and evaluation of the Health, Safety, and Environment (HSE) management system, through formalized mechanisms applied in all units, including both our own employees and third-party contractors. This approach strengthens risk identification, transparency in decision-making, and the continuous improvement of occupational health and safety practices, with emphasis on structured



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channels for dialogue, consultation, and representation, such as internal prevention committees, elected representatives, and local forums. [GRI 403-4](#)

## Channels for reporting occupational health and safety risks [GRI 403-2](#)

Carrefour Brazil Group has structured and accessible processes so that all workers (own staff, third-party and partners) can report hazards, unsafe conditions, the right to refuse work and dangerous situations in a safe, confidential manner and without risk of retaliation. These mechanisms are part of the company's prevention practices and commitment to safe work environments. All records are systematically reviewed, including incident investigation, root cause analysis, and implementation of corrective actions.

At its units, the Group has direct operational communication channels for opening internal service requests, participatory inspections, and meetings that reinforce a culture of reporting.

There is also a Health and Safety Channel, accessible through the corporate platform, where it is possible to:

- **Report any hazards observed during operations**, ergonomic risks, equipment failures, procedural violations, and near misses;
- **Request technical support** from the local Occupational Safety teams;
- **Consult guidelines**, procedures, prevention campaigns and contacts in the area;

- **Notify the area for an immediate evaluation** of critical situations.

Another channel available to all stakeholders is the Conexão Ética (Ethics Connection) platform, an externally managed reporting system that broadens the scope for anonymous reporting, particularly in situations where employees may feel uncomfortable raising concerns directly with their leadership.

## Occupational health

We maintain an occupational health structure focused on the continuous monitoring of employees' health throughout their professional journey. Pre-employment, periodic, job change, return-to-work, and termination medical examinations are conducted, defined according to the risk profile of each activity. This approach allows for the systematic tracking of potential work-related health problems, promoting early diagnosis and the timely adoption of preventive and corrective measures. [GRI 403-3](#)

Care for people is reinforced by a robust occupational risk management system that holistically evaluates physical, chemical, ergonomic, and environmental hazards, guiding targeted operational controls and proactive health interventions. Furthermore, the Group offers a broad social and health protection network, at no additional cost, extending to employees and their dependents, expanding access to medical care and promoting well-being, safety, and quality of life on an ongoing basis. [GRI 403-3](#)

Standing out among the actions conducted year-round is the Mental Health Census.





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## Mental Health Census

Caring for people is one of the pillars of Carrefour Brazil Group's culture. Recognizing the evolving nature of work and the increasing impact of emotional well-being on professional life, the Group has initiated its first Mental Health Census—an effort designed to promote well-being, enhance quality of life, and support the long-term sustainability of the business.

The initiative arose from the need to align, in an even more structured way, the well-being strategy with the values that guide "Our Way of Being," in addition to responding to an increasingly challenging scenario, in which psychiatric illnesses are already among the main causes of absenteeism in the country. In this context, the Group understands that acting proactively and based on data is essential to strengthening teams and ensuring a healthy, safe, and welcoming work environment.

The main objective of the Mental Health Census was to provide an accurate, up-to-date, and methodologically sound diagnosis of the emotional well-being of employees. Based on reliable information, it is possible to develop truly effective programs, actions, and policies

that address real needs. For the Group, the premise is clear: to know in order to care.

The initiative was piloted with corporate teams and offices, involving more than 4,000 people. The Census was conducted using a structured questionnaire with 70 questions, which addressed different aspects of mental health and well-being in the workplace. All responses were treated anonymously and confidentially, ensuring full respect for privacy and information security.

After collection, the data were analyzed by a specialized team, which identified patterns, risk factors, opportunities for improvement, and specific needs, which may include educational initiatives, care programs, strengthening the support network, and expanding the services offered.

**More than just a survey, the Mental Health Census represents an ongoing commitment to people.** It broadens the Group's strategic vision and contributes to building a healthier, more inclusive and sustainable future, in which each employee can develop their potential with balance, security and quality of life.

## Cancer Beyond Colors

Created in 2025, the Cancer Beyond Colors program broadened the approach of previous actions, which focused on October (breast cancer) and November (prostate cancer), to offer information, prevention, and encouragement of self-care in a more inclusive and comprehensive way. Among the main actions taken were:

- Recorded livestreams and online communications, reaching all audiences across the Group;
- Content pills about prevention, treatment and care for the most common types of cancer;
- Enhancing of the company's support programs, promoting engagement and providing ongoing guidance on health.

## 2.4 Protecting the planet and biodiversity



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## Integrated **climate** agenda GRI 3-3 Climate change

The Intergovernmental Panel on Climate Change warns of the risk of irreversible impacts from climate change and stresses the urgent need to limit global warming to 1.5°C. Meeting this challenge demands a deep transformation of economic and production systems, prioritizing rapid reductions in greenhouse gas emissions, an end to deforestation, and an accelerated transition to low-carbon energy.

In this context, consumption, especially of food, plays a central role in building a more sustainable future. As one of the world's largest retailers, the Carrefour Group recognizes its responsibility and potential for influence in supporting and driving this transformation. Guided by its strategy of leading the food transition for all, the Group has made commitments aligned with IPCC recommendations and global climate ambition.

Carrefour Brazil Group recognizes the interconnectedness of climate, biodiversity, food production, and consumption patterns. As a result, we adopt a systemic approach that combines decarbonization, environmental regeneration, and a shift toward fairer, more resilient food systems. The company reaffirms its commitment to addressing climate change through an integrated strategy that includes reducing direct and indirect emissions, advancing the circular economy, and adopting sustainable and regenerative practices throughout its supply chain.

The organization develops initiatives aimed at transforming production models in an inclusive, transparent, and resilient way, recognizing its strategic role in mitigating climate impacts and ensuring the long-term sustainability of its business. To achieve these goals, it continuously invests in energy efficiency, expanding the use of renewable sources such as solar power generation, and replacing refrigeration equipment with more sustainable technologies, reducing energy consumption and greenhouse gas (GHG) emissions.

Carrefour Brazil Group reinforces its commitment to building sustainable value chains through complementary actions that consider mitigating socio-environmental risks and promoting sustainable and regenerative practices. In mitigating risks, it adopts a comprehensive approach to monitoring and controlling the supply chain, ensuring compliance with strict socio-environmental criteria. At the same time, it promotes initiatives aimed at protecting forests and valuing biodiversity and local communities, fostering more sustainable and inclusive production models and more resilient production systems.

The focus is on transforming food systems to promote production methods that reduce negative impacts and generate positive socio-environmental outcomes.



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Carrefour Brazil climate strategy also incorporates circular economy principles aimed at minimizing waste throughout its operations and value chain—from production to post-consumption. Key initiatives include reducing food waste, recovering and ensuring the proper disposal of materials, and integrating ecodesign principles across the packaging lifecycle to reduce environmental impacts. [GRI 306-2](#)

These commitments are underpinned by a robust corporate governance model that has been evolving each year in alignment with global management. Furthermore, the Group has rigorous purchasing, traceability, and monitoring policies, as well as climate targets embedded in strategic decisions and executive compensation, which are measured and consolidated through a unique methodology, the [CSR & Food Transition Index](#).

## Carrefour Brazil Group at COP30

Carrefour Brazil Group maintained an active, strategic presence during the two weeks of programming at the United Nations Climate Change Conference (COP30) in Belém—engaging in high-level agendas, fostering cross-sector dialogue, amplifying its leadership on the climate agenda, and reaffirming its commitment as a transformative agent across value chains. The company participated in official panels and dialogue sessions in the Blue Zone, the Green Zone, and in events dedicated to the bioeconomy and traceability.

As part of its strategy, the Group has committed to maintaining consistency in its operations and pricing of basic products, with the aim of avoiding inflationary pressures associated with major events. The initiative was made possible through the creation of a regulatory stockpile and negotiations with suppliers, ensuring supply and fair prices for local consumers and merchants.

The Group also acted as a supporter and speaker at the World Climate Summit, one of the leading global forums on climate and sustainable business, coordinated by the World Climate Foundation, reinforcing its commitment to collaboration between governments, the private sector, and civil society. Global and local leaders participated in strategic

debates, technical exchanges, and meetings, in an environment characterized by collaborative construction, learning, and the strengthening of partnerships.

Additionally, the Group formalized its participation in the UN Climate Champions initiatives, especially in agendas related to the transformation of food systems, acting as a signatory to global climate commitments.

**The prioritized agenda highlighted core themes of the Group’s work in Brazil and its role in transforming food systems, emphasizing decarbonization, supply-chain engagement, traceability, socio-environmental compliance, and the fight against deforestation—particularly within beef and soy supply chains.**

The promotion of socio-biodiversity, inclusion, and value sharing was also part of the discussions, highlighting how the results built up over the last few years support a qualified and relevant participation in a global forum such as COP. The lessons learned, pathways, and partnerships established during the conference reinforce the conviction to transform commitments into concrete actions, with responsibility and a positive impact for people and the planet.



## Climate-related risks and opportunities GRI 201-2

Our strategy for addressing global change is structured around two main fronts: reducing the Group's greenhouse gas (GHG) emissions and strengthening the resilience of our businesses in the face of associated risks and opportunities. By recognizing the physical and transition risks, Carrefour incorporates these issues into its corporate strategy and decision-making processes.

Risks and opportunities are systematically identified, assessed, and managed through the Group's corporate risk management framework, ensuring that mitigation and adaptation actions are incorporated into operations, the value chain, and long-term planning.

These factors are integrated into decision-making by mapping assets and the value chain and applying a risk matrix that evaluates potential regulatory and market impacts, shifts in consumption patterns, threats to raw material and energy supply security, and physical risks to stores.

In parallel, the Group is evaluating opportunities as levers for the development of new initiatives at Carrefour Brazil and in partnership with its value chain, generating benefits for society and for the business.

In 2025, an updated analysis of climate risks and opportunities was launched, covering the 2027, 2030, and 2040 time horizons. The study covers physical and transition risks, identifying and assessing the main climate threats and associated opportunities for the

operation. This mapping, as well as other actions related to the topic, is reported in the CDP Climate Change questionnaire, in which Carrefour obtained the highest score of "A" for the second consecutive year in the climate area and an A- in water management and forests.

## Decarbonization strategy

GRI 3-3 Climate Change

Carrefour Group's global emissions reduction strategy is systemic, grounded in the recognition of the interdependence between climate, biodiversity, nutrition, and consumption patterns. It focuses on transforming food value chains and promoting environmental regeneration.

The public commitments undertaken encompass the reduction of direct and indirect emissions, distributed across Scopes 1, 2, and 3, and respond to the growing demand from society and consumers for more resilient, equitable, and regenerative food systems.

These commitments are part of a global effort to limit global warming to 1.5°C by 2050. They consider not only the company's direct and indirect emissions, but also the application of the FLAG (Forests, Land Use and Agriculture) methodology, aimed at measuring emissions from the agricultural sector.

Reduction targets for Scopes 1, 2, and 3 are translated into specific objectives and action plans that strengthen climate governance and the continuous monitoring of high-impact activities, reinforcing the Group's environmental responsibility and ensuring methodological consistency and transparency in emissions reporting across the value chain.

In early 2026, updated targets were approved by the Science Based Targets initiative (SBTi), establishing a 60% reduction in Scope 1 and 2 greenhouse gas emissions by 2030 and a 67% reduction by 2035, using 2019 as the baseline year. For Scope 3, the defined goal is a 32% reduction by 2030 and 49% by 2035, also based on the year 2019.



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## Decarbonization strategy

From an approach that considers:



Initiatives to mitigate the impacts of climate change



Reduction of direct and indirect emissions



Adoption of regenerative practices across the supply chain



Promoting the circular economy



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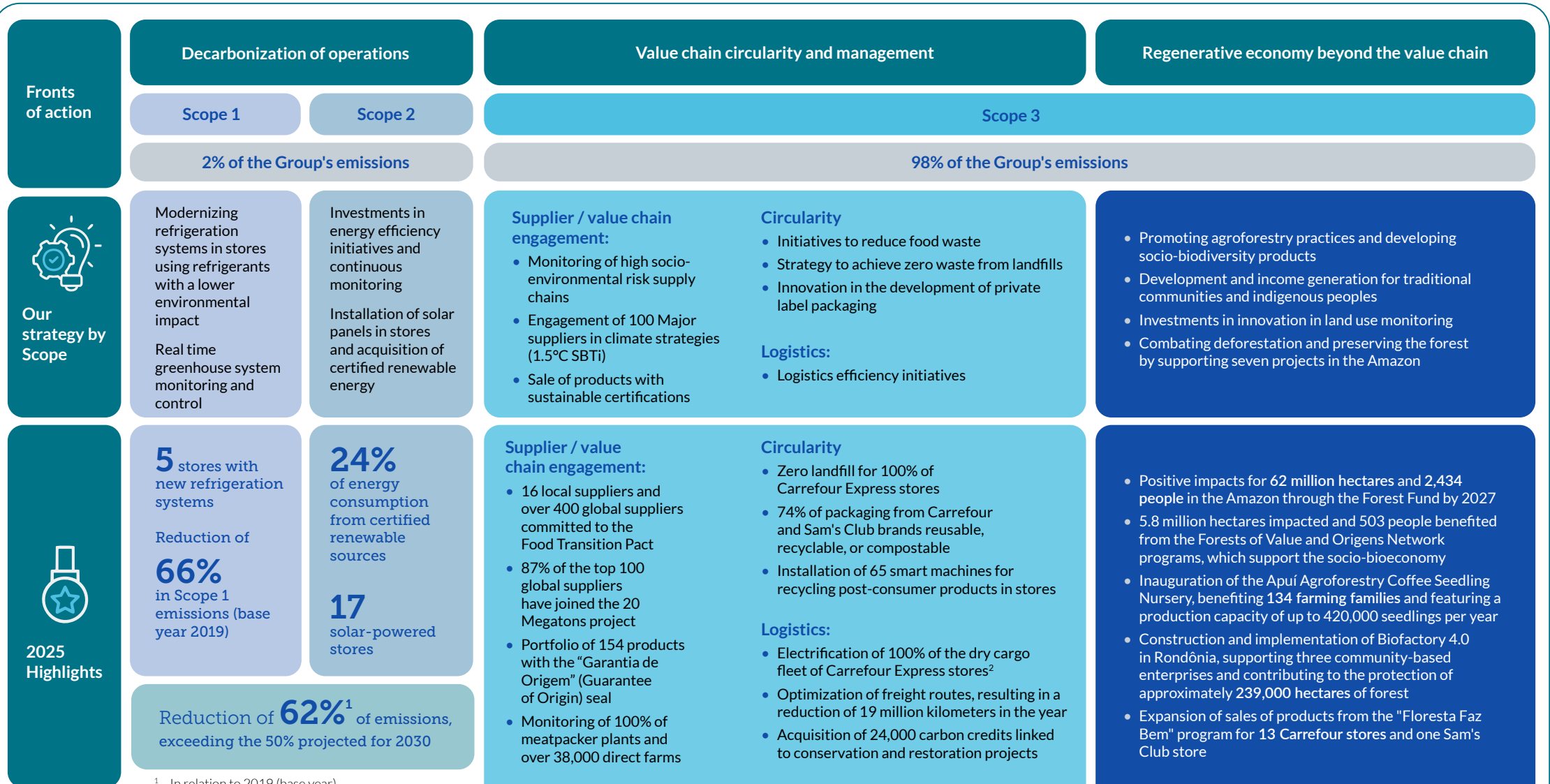
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<sup>1</sup> In relation to 2019 (base year)

Learn more on [page 95](#)

Learn more on [page 96](#)

<sup>2</sup> Project completed in early 2026

Learn more on [page 98](#)

Learn more on [page 124](#)

# Our commitments and goals<sup>1</sup>



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## Scope 1- Direct emissions



- To reduce emissions related to the consumption of refrigerant gases (used in refrigerators and refrigerated counters) by 50% by 2030, and 80% by 2040 (base year 2019);
- To retrofit stores to eliminate the use of HCFCs, reaching 97.5% of the stores by 2030.

## Scope 2 - Energy-related indirect emissions



- To use 100% renewable electricity by 2030;
- To reduce energy consumption by 27.5% by 2030 (base year 2019);
- To install solar panels in a global area of 4.5 million square meters.

## Scope 3 - Indirect emissions across the value chain



### Supplier / value chain engagement:

- Engagement of the top 100 global suppliers (TOP100) for alignment with the 1.5°C target by 2026;
- Reduce GHG emissions associated with the sourcing of goods and services by 32% (base year 2019) by 2030.

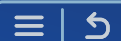
### Circularity:

- 100% waste recovery by 2025;
- 50% reduction in the intensity of food waste by 2025 (vs. 2016);
- Incorporation of the circular economy principles in the packaging of private label products, with the goal of making them 100% reusable, recyclable or compostable by 2025;

### Logistics:

- Reduction of 27.5% (base year 2019) emissions in logistics and transportation by 2030.

<sup>1</sup> As part of the commitment to align with the 1.5°C climate strategy approved by SBTi, the targets have been revised and will be released starting with the 2026 Sustainability Report.



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## Recognition in sustainability

For the second consecutive year, Grupo Carrefour Brasil has maintained a prominent global position on the climate and environmental agenda by being included in the A List of CDP, one of the world's leading authorities on transparency and the management of corporate environmental impacts. The Group also achieved an A- rating in Water and Forests, ranking it among a select group of companies with excellent performance across all three environmental areas assessed. The CDP brings together companies with the highest levels of maturity in governance, risk management, and sustainability outcomes, evaluating both operational performance and value chain engagement.

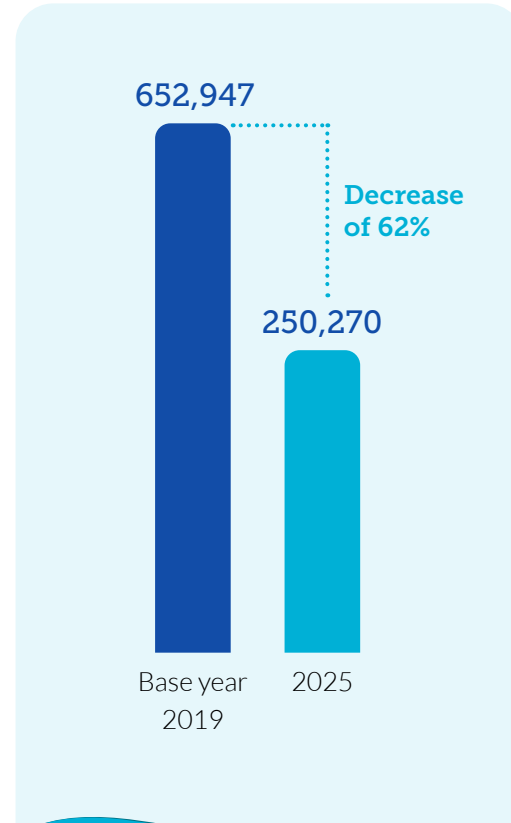
In 2025, the Group got an A rating in Climate Change for the second consecutive year. This recognition reflects the consistency of the climate strategy, the integration of environmental goals into the business, and the continuous evolution in the management of emissions, natural resources, and deforestation-free supply chains.

The Group's continued presence on the A List reinforces the strength of its environmental governance, the quality of its monitoring processes, and its transparency and commitment to reducing impacts across the entire value chain. It also highlights the progress in incorporating the climate agenda into strategic and operational decisions, consolidating Carrefour Brazil Group as one of the leading companies in climate and environmental management in the food retail sector.

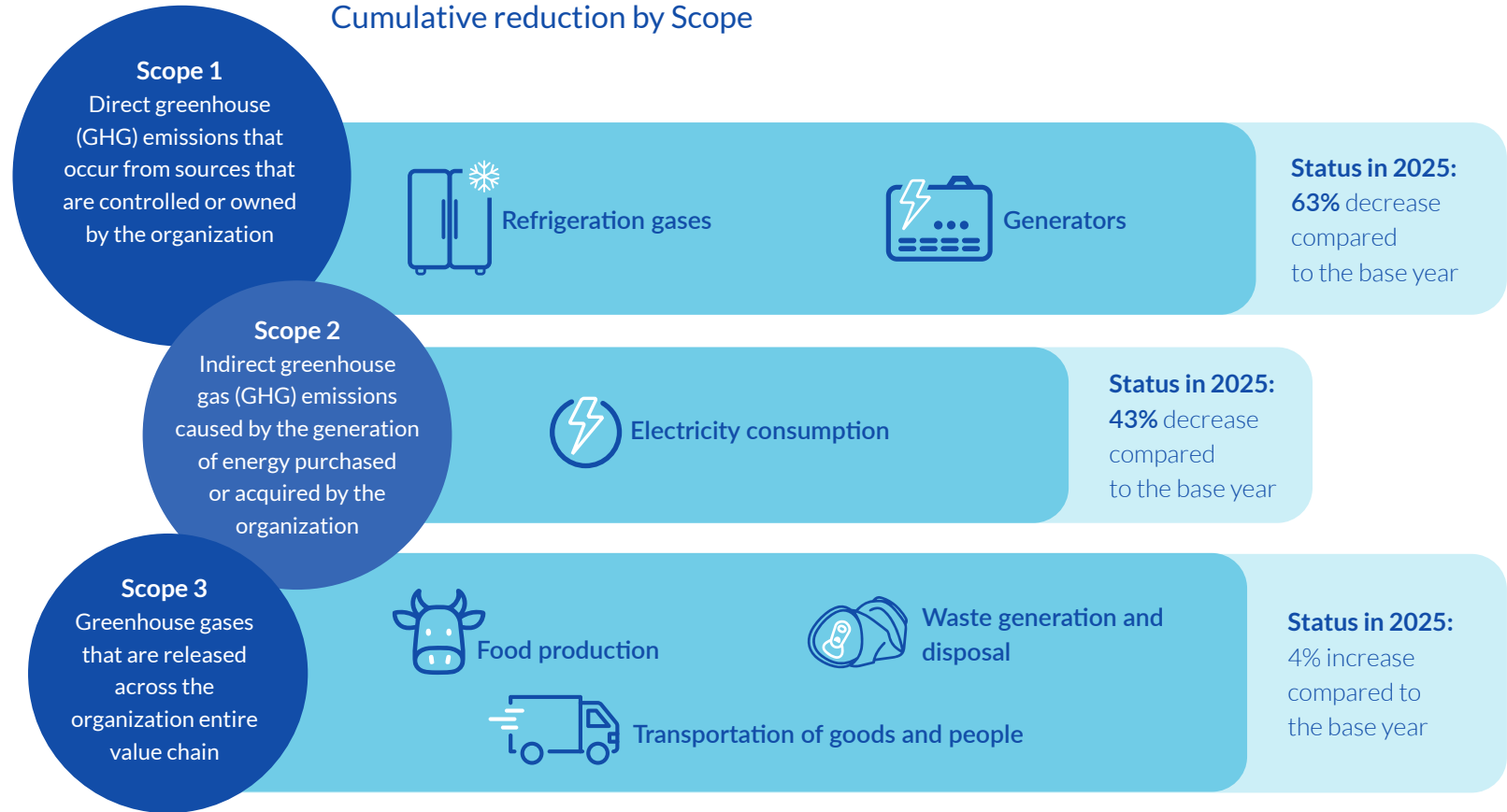


## Our journey of reduction in GEE emissions

Reduction of Scope 1 and Scope 2 emissions (tCO<sub>2</sub>e)



Cumulative reduction by Scope



Scopes 1 and 2 reduction targets\*

**-60%** by 2030  
**-67%** by 2035

\* Targets approved by SBTi

Main levers of the strategy



Sustainable logistics



Innovation and technology



Energy efficiency



Waste management



Value chain engagement



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# Decarbonization of operations

Within Scope 1 emissions, one of Carrefour Brazil Group's primary environmental challenges is managing refrigerant leaks from food refrigeration systems, given the high global warming potential of these gases. Although these systems operate in a closed loop, occasional leaks can occur during equipment operation and maintenance, resulting in the release of greenhouse gases (GHG) into the atmosphere.

Scope 2 emissions, meanwhile, are associated with electricity consumption in essential operations, such as lighting, air conditioning, and food refrigeration in stores. To mitigate this impact, the company implements initiatives focused on energy efficiency, expanding the use of renewable sources, and adopting innovative technologies, aligning its operations with global goals for reducing GHG emissions.

We ended the year 2025 with a **reduction of 62% of** Scopes 1 and 2 emissions compared to 2019, exceeding target for 2030 and bringing us significantly closer to the 2040 target.

This result stems from a combination of factors, including investments in more efficient operations and the redistribution of physical stores throughout Brazil. Climate goals are integrated into the long-term variable compensation of executive leadership, reinforcing the Group's governance and strategic alignment with the decarbonization agenda.

## Initiatives promoted in 2025

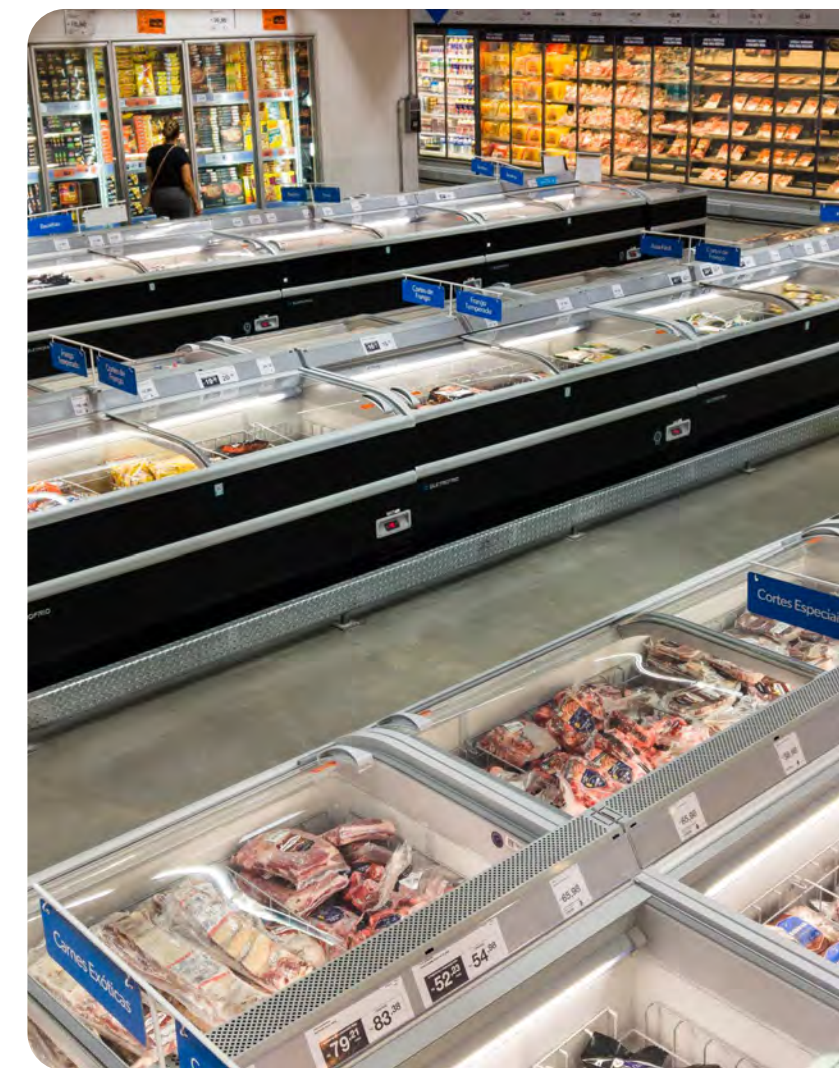
### Scope 1 – Direct emissions

GRI 305-1 | SASB FB-FR-110b.1 | FB-FR-110b.2 | FB-FR-110b.3

To mitigate the potential impacts resulting from refrigerant leaks in food refrigeration systems, Carrefour Brazil Group has implemented continuous monitoring with automatic alerts to quickly identify and correct leaks. In addition, it conducts daily inspections in stores and monitors monthly reports to identify the areas with the highest leakage rates and implement preventative solutions. These gases currently account for more than 60% of the company's Scope 1 and 2 GHG emissions, underscoring the need to modernize equipment and deploy automated gas capture systems to minimize fugitive emissions.

In 2025, Carrefour reinforced its commitment to the climate agenda by monitoring stores with the highest refrigerant gas consumption and modernizing refrigeration systems in five units. The initiative included the adoption of refrigerants with lower Global Warming Potential (GWP), such as CO<sub>2</sub> and propane, aligning with industry best practices. In addition to contributing to operational

efficiency, this modernization resulted in a reduction in fugitive emissions and electricity consumption, driven by the use of more efficient technologies.



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## GHG emissions<sup>123</sup>

GRI 305-1 | 305-2 | 305-3 | 305-5

	2019 (base year)	2023	2024	2025	Change relative to the base year
<b>Scope 1 and 2 emissions (tCO<sub>2</sub>e)</b>					
Scope 1	522,651	354,228	253,586	175,939	-66%
Scope 2	130,296	68,949	94,230	74,331	-43%
<b>Total S1 + S2</b>	<b>652,947</b>	<b>423,177</b>	<b>347,816</b>	<b>250,366</b>	<b>-62%</b>
<b>Scope 3 emissions (tCO<sub>2</sub>e)</b>					
Scope 3	25,336,477	24,683,914	26,248,920	26,389,823	4%

<sup>1</sup> The published Scopes 1 and 2 data include the categories of stationary combustion, fugitive emissions, and purchased electricity.

<sup>2</sup> Greenhouse gases not covered by the Kyoto Protocol were accounted for.

<sup>3</sup> Preliminary data for 2025 (GHG inventory audit pending at the date of publication of this report).

The published Scope 3 data considers categories 1, 3, 4, 5, 6, 7, 9, 11, and 12.

## Scope 2 Use and acquisition of electricity GRI 305-2

Scope 2 emissions refer to electricity consumption in essential operations, such as lighting, air conditioning, and refrigeration in stores. To mitigate this impact, Carrefour Brazil Group implements a series of initiatives focused on energy efficiency, expanding the use of renewable sources, and adopting innovative technologies, aligning its operations with global goals for reducing GHG emissions.

In 2025, the company monitored the energy consumption of food refrigeration systems in 289 stores through a *software* remote management, as well as implementing automation systems in 131 units. These technologies allow for real-time monitoring of equipment performance, ensuring greater energy efficiency. By leveraging advanced sensors and software, it is possible to monitor temperature variations, detect system faults, and optimize the operation of refrigeration systems—reducing energy consumption while ensuring the quality of refrigerated food products.

A 5% reduction in energy consumption was observed in stores that adopted monitoring and automation systems. To reinforce a culture of conscientious consumption, the company also launched an internal awareness campaign, offering personalized energy efficiency tips by sector and a practical manual, encouraging team engagement in reducing consumption.



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In 2025, 31 units were migrated to the free energy market, allowing more than 95% of the Group's total consumption to come primarily from renewable sources. As part of this strategy, 24% of the energy consumed in 2025 was from certified renewable sources, guaranteeing the traceability of the generation.

Furthermore, 17 Carrefour Brazil Group units already use solar energy, meeting between 30% and 40% of each store's total consumption. Another 15 units are in the process of implementing this technology, demonstrating a continued commitment to energy efficiency.

As a result of these actions, Carrefour Brazil Group managed to reduce its energy consumption by approximately 4% compared to 2024, demonstrating the effectiveness of its sustainability and energy efficiency initiatives. [GRI 302-5](#)

**Energy consumption within the organization** [GRI 302-1](#) | SASB FB-FR-110a.1, FB-FR-130a.1

Fuel	2023		2024		2025	
	Consumption	Energy in GJ	Consumption	Energy in GJ	Consumption	Energy in GJ
Diesel (in liters)	10,176,484	358,723	6,506,593	229,037	3,918,623	137,862
Natural gas (m³)	930,799	32,659	968,276	34,393	847,390	30,099
LPG (in kg)	3,014,362	142,579	3,633,849	172,031	3,223,500	152,472
a. Total non-renewable fuels	-	533,961	-	435,461	-	320,433
b. Total renewable fuels	0	0	0	0	0	0
Electricity (kWh)	1,805,625,356	6,500,251	1,759,231,748	6,333,234	1,801,687,374	6,165,641
<b>Total</b>		<b>7,034,212</b>		<b>6,768,695</b>		<b>6,486,074</b>

**Energy intensity** [GRI 302-3](#)

**Energy intensity within the organization**

	2023	2024	2025
Energy intensity	1.84	1.70	1.69
Total energy consumption within the organization (GJ)	7,034,212	6,768,695	6,486,075
Floorspace + DCs (m²)	3,822,386	3,977,097	3,835,447
<b>Type of Energy</b>	<b>Electricity + fuels</b>		



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# Value chain commitment

## — Scope 3 GRI 305-3

The supply chain accounts for more than 95% of the Group's indirect emissions. To address this challenge, the Carrefour Group has structured a consistent and replicable approach that combines science-based targets (SBTi), supplier engagement, monitoring tools, and evolving business criteria.

The Carrefour Group positions Scope 3 decarbonization as a central pillar of its climate strategy, aligned with its ambition to limit global warming to 1.5°C. Beyond mitigating emissions, this approach aims to drive a structural transformation of food systems by positively influencing major industry players.

In 2025, the accounting of Scope 3 Category 1 was refined by increasing the granularity of product categories—from 86 to 140—and shifting the calculation method from financial value to volume (kg), thereby enhancing data accuracy and comparability. The new methodology was applied retroactively, including the base year. With a target of reducing emissions by 32% by 2030, compared to the baseline year of 2019, the strategy is based on high-impact, scalable levers with the potential for replication.

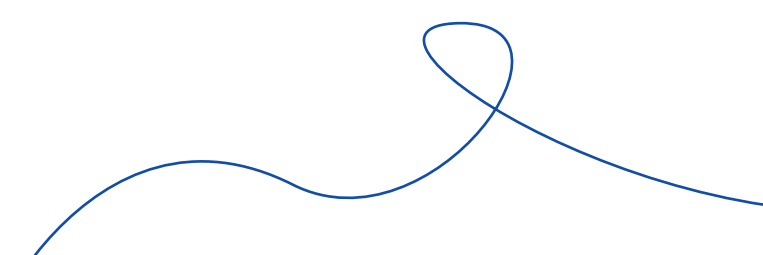
Standing out among these levers are supply chain engagement, combating deforestation, and protecting biodiversity, recognized as key factors for reducing emissions associated with the value chain. In Brazil, the Carrefour Group has embedded environmental

commitments throughout its value chain to consistently drive down Scope 3 (indirect) emissions.

Guided by a Commercial Rules Policy aligned with global guidelines, Carrefour Brazil Group establishes commitments that assign direct responsibilities to Tier 1 suppliers and promote the progressive engagement of the entire supply chain, with the aim of advancing the reduction of Scope 3 emissions and driving the adoption of more sustainable practices.

As part of its strategy to lead the food transition and **to promote the sustainability of the value chain, the company has defined targets applicable to both private label and supplier brand products, covering all brands sold.** These targets concentrate on lowering upstream supply-chain carbon emissions and promoting the sourcing and consumption of products with reduced environmental impact.

Standing out among the initiatives developed by Carrefour Brazil Group to reduce emissions in its value chain are the following:



## Food Transition Pact

Open to all suppliers on a voluntary basis, the Pact represents an opportunity for companies to act collaboratively and adopt concrete measures, standing out as leaders in the food transition for all. By joining the Food Transition Pact, suppliers commit to working in at least three of the five priority areas: climate, biodiversity, packaging, labeling transparency, and nutrition.

This global platform for collective action for the food and climate transition already had, at December 2025, 16 locally committed suppliers and more than 400 globally. The global goal is to reach 500 suppliers by 2030. To advance this objective, the next steps of the project include the creation of local working groups focused on defining and implementing actions, such as raising consumer awareness at points of sale.

**16** suppliers  
committed locally  
**400+** globally

## 20 Megatons Project

We encourage suppliers to reduce their emissions and measure their progress through a collaborative digital platform that we developed within the Food Transition Pact's Climate Working Group. On the platform, it is possible to record goals, report progress, and highlight innovative actions. Its methodology is aligned with the standards of the GHG Protocol and CDP.

Since 2022, we have prioritized engaging with our top 100 global suppliers, who account for 11% of Scope 3 emissions and 28% of the total sales volume of the Carrefour S.A. Group. The full engagement of this group could result in a reduction of 6 megatons of CO<sub>2</sub>, equivalent to 4.4% of Scope 3 emissions. Globally, 2025 ended with 87% of them participating. Seeking to establish a new standard of climate requirements in global retail, non-participation may result in disqualification or a reduction in the representativeness of the commercial relationship.

Starting in 2026, the organization will aim to **engage 150 Global suppliers by 2030.**



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# Logistics strategy



As part of its strategy to cut environmental impacts from mobility and logistics, Carrefour Group prioritizes efficiency improvements through route optimization and smarter logistics planning, diversifies transport modes, and advances fleet electrification. These initiatives contribute to streamlining operational flows, reducing unnecessary travel, and increasing logistical efficiency, with direct impact on reducing greenhouse gas emissions.

Simultaneously, the company is investing in the deployment of electric charging infrastructure across its facilities to support the electrification of mobility and expand access for customers, partners, and logistics operators to lower-impact transportation solutions. Currently, 83 stores and Distribution Centers (DCs) have electric chargers, reinforcing the operation's preparedness for the transition to low-carbon mobility.

In 2025, the **electrification project for the Carrefour Express fleet** was launched and completed in early 2026, when 100% of dry-goods transportation began to be carried out using electric vehicles. This initiative will result in an estimated reduction of more than 300 tCO<sub>2</sub>e per year.

In addition to mitigating emissions, the company also acquires carbon credits linked to projects that promote the conservation and restoration of biodiversity. Since 2020, the Group has acquired 144,000 carbon credits, 24,000 which acquired in 2025.

In the field of operational efficiency, the Group uses an AI-based routing tool that employs more than 60 algorithms to plan delivery routes by truck. Another major improvement was expanding backhaul freight in partnership with suppliers, which reduced empty return trips and boosted transportation efficiency. Under this strategy, vehicles that make deliveries to stores take advantage of the return trip to collect products directly from suppliers. In 2025, this initiative to optimize freight across different business formats was expanded and centralized in the Supply Tower.

During the same period, the number of participating suppliers increased by 16% compared to 2024. As a result, 13% of the routes were optimized, which equates to a reduction of approximately 19 million kilometers traveled.

Diversifying transport modes is a strategic priority for the company to reduce reliance on road haulage. The aim is to optimize the modal mix by improving road efficiency and integrating lower-impact alternatives—such as rail and coastal shipping—which deliver lower energy consumption per ton transported and reduced environmental footprints. Since 2022, the Group has used rail transport on the route between São Paulo and Rio de Janeiro, in a pioneering initiative in the sector, and has adopted coastal shipping as a logistics solution between the ports of Santos and Manaus, expanding the route to Santos and Pernambuco in 2024.



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## Modal diversification

Modal	Path	Efficiency
 Truck (road trains)	 São Paulo – Pernambuco	Expansion of load capacity by 50%
 Train	 São Paulo – Rio de Janeiro	Emissions reductions
 Ship	 Santos – Manaus Santos – Cabo de Santo Agostinho	Modal diversification



# Circular economy

GRI 3-3 Circular economy and combating food waste |

306-1 | 306-2 | SASB FB-FR-150a.1



In 2025, the circular economy remained integrated into the strategy and decision-making of Carrefour Brazil Group, guiding initiatives aimed at operational efficiency, maximizing the value of resources throughout their life cycle, and combating waste throughout the value chain. This approach involves employees, suppliers, and customers, reinforcing a systemic and responsible performance.

Operational efficiency is treated as a priority at every stage of the value chain, from food production to distribution (supply, transport and storage) and waste disposal. Strict inventory controls, turnover management, and expiration date monitoring are in place.

In stores, initiatives aimed at reducing stockout, especially of food, contribute to minimizing losses, optimizing operational management, and reducing the volume of waste, strengthening a more sustainable business model from both a financial and environmental perspective.

The company works to prevent waste and losses throughout the supply chain through inventory controls, expiration date monitoring, inventory management, and continuous improvement of logistics processes.

Waste management is treated as a material topic, given its potential environmental, regulatory, and reputational impact. In this context, the Group sets public, measurable targets – including a **pledge to recover 100% of waste from its own operations – prioritizing non-landfill solutions such as recycling, reuse, co-processing, and composting.**

The operations generate recyclable, organic, non-recyclable, and hazardous waste, the management of which follows legal requirements and internal procedures for control, traceability, and environmentally sound disposal. Sending waste to landfills is considered a last resort in the waste management hierarchy. **In 2025, 100% of Carrefour Express stores operated with zero waste sent to landfills.** This result reinforces the operational viability of the model and guides its progressive expansion to other brands.

Since 2018, the Group has also incorporated circular economy principles into the development of packaging for its private label. Design for recyclability remains a central

principle, prioritizing sustainable materials (like paper) and solutions that reduce or eliminate plastics so products and packaging can be recycled at end of life. This strategy contributes to the reduction of waste, especially plastics, and to closing the product loop, allowing the reintegration of packaging into the production process.

In parallel, the Group promotes ongoing awareness and engagement initiatives focused on responsible consumption, reducing food waste, and encouraging the supply and consumption of products aligned with sustainable practices.

With these advancements, in 2025, Carrefour Brazil Group reinforced its commitment to accessible and innovative investments that expand the circularity of processes, strengthen operational efficiency, and contribute to the long-term sustainability and resilience of the business, generating value for society and the environment.



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## Circular economy at Carrefour Brazil Group



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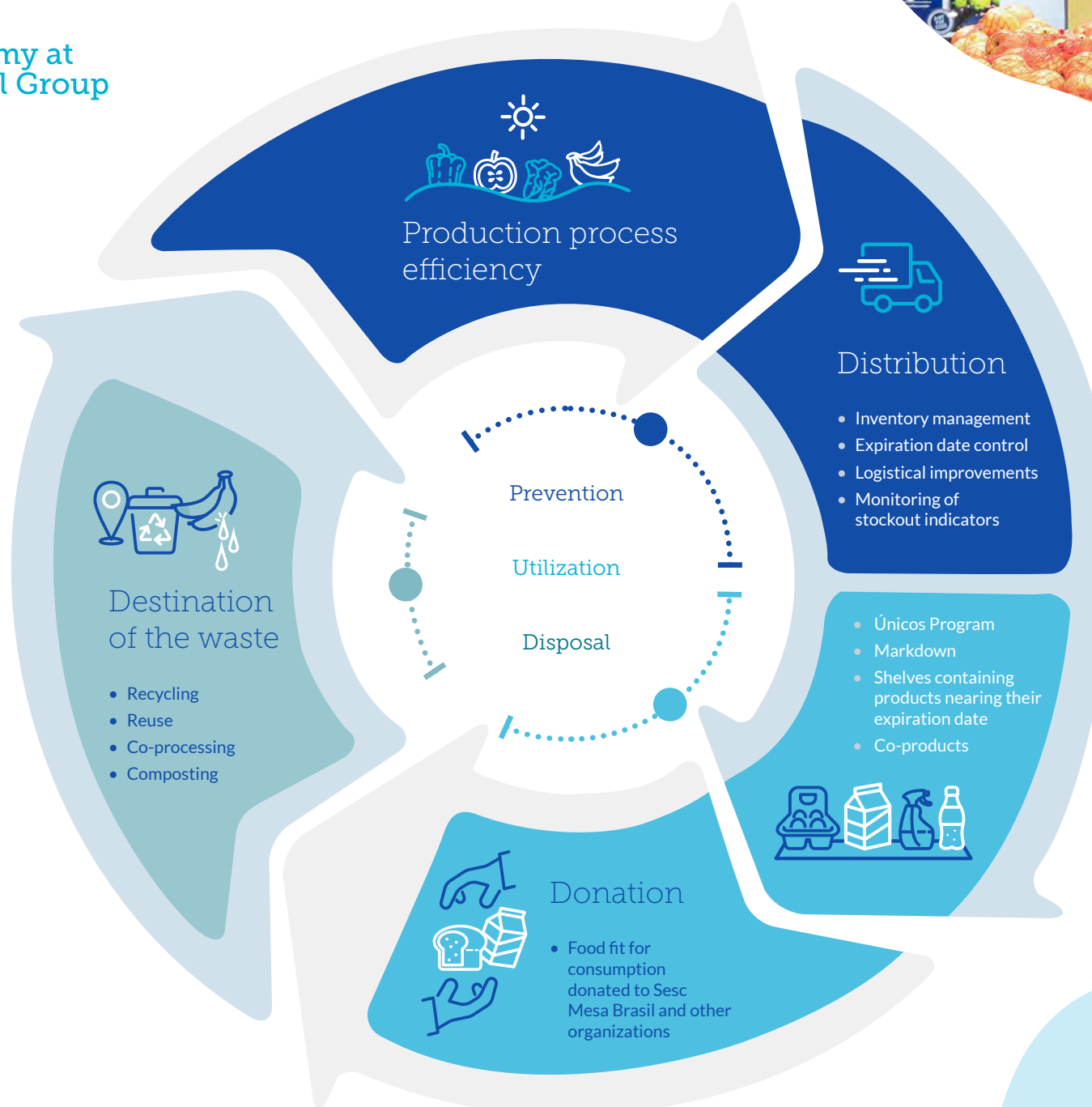
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### Distribution

- Inventory management
- Expiration date control
- Logistical improvements
- Monitoring of stockout indicators

- Únicos Program
- Markdown
- Shelves containing products nearing their expiration date
- Co-products



### Donation

- Food fit for consumption donated to Sesc Mesa Brasil and other organizations



### Destination of the waste

- Recycling
- Reuse
- Co-processing
- Composting

Prevention

Utilization

Disposal

Learn more about the actions and solutions incorporated on the following pages.

# Combating food waste

GRI 3-3 Circular economy and combating food waste | 306-2

Combating food waste is an integral part of Carrefour Brazil Group's circular economy strategy and is structured based on a hierarchy of prevention, utilization, and responsible disposal. **The initiative prioritizes reducing losses at the source, maximizing commercial use, and donating food items with lower commercial appeal, but still suitable for consumption, generating a positive environmental, social, and economic impact.**

Prevention begins in the supply chain and operational processes, with rigorous inventory management, expiration date control, continuous improvement of logistics processes, and monitoring of stockout indicators. These practices help reduce losses throughout the supply, storage, and in-store display processes, strengthening operational efficiency and mitigating environmental impacts associated with food production and disposal.

As a commercial strategy, the Group maintains the "Únicos" program, through which fruits and vegetables that do not meet conventional aesthetic standards are made available at differentiated prices. The initiative expands access to food, reduces waste based solely on visual criteria, and reinforces the commitment to conscientious consumption.

When products remain fit for consumption but can no longer be sold, the Group prioritizes structured donations in stores. All Retail and Sam's Club stores operate an active donation program, allocating food

to partner organizations such as Sesc Mesa Brasil and local institutions, which ensure the redistribution of these products. At Atacadão, the program continues to expand. This action contributes directly to food security and to strengthening local social support networks. Food that is unfit for consumption is sent to environmentally sound solutions, such as composting or other forms of recovery, avoiding landfill disposal whenever possible.

In 2025, the Group expanded its institutional reach by joining the Brazil Without Waste movement, an initiative led by WWF-Brazil and WRAP (Waste & Resources Action Programme), which mobilizes companies and production chains in the implementation of structural solutions to reduce food waste. **This membership reinforces the company's public commitments to the agenda of food security, circular economy, and shared value creation.**

Through this integrated approach—combining prevention, commercialization, donation, and responsible disposal—Carrefour Brazil Group enhances operational efficiency, reduces environmental impacts, and expands access to food, contributing to the national agenda to combat hunger and to its long-term sustainability commitments.



Brazil Without Waste is a movement that is transforming the way the country produces, distributes, and consumes food. By bringing together companies, governments, civil society organizations, and research institutions, the program consolidates a collaborative network committed to reducing food loss and waste throughout the entire production chain. This multi-sectoral approach strengthens dialogue, accelerates solutions, and broadens the impact of initiatives, demonstrating that systemic challenges require collectively constructed responses. In this context, Carrefour was one of the first signatories of the movement, adding its global relevance and reinforcing the role of retail as an agent of transformation, with the capacity to influence the entire food chain – from the field to the consumer. We are convinced that the change we want to promote is only possible when different sectors unite around a common purpose, and that is the case here.

**Daniela Teston**

Director of Corporate Relations at WWF-Brazil



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## Solid waste management GRI 306-2



After exhausting all opportunities to optimize resources and products, stores implement a rigorous waste management process focused on maximizing material recovery, expanding reuse, and ensuring environmentally sound disposal, with the ultimate goal of eliminating waste sent to landfills.

The company seeks to ensure that discarded materials are reintegrated into the production cycle through practices such as reuse and recycling, following specific protocols defined according to the nature of each waste and its impact chain. To make this process feasible, infrastructure and solutions are provided that encourage proper disposal by employees and customers.

Specialized partners conduct operational waste management, with continuous monitoring to ensure compliance with legal and contractual requirements. This control includes periodic audits and verification mechanisms that ensure the traceability and proper final disposal of waste, in accordance with the National Solid Waste Policy and the principles of the circular economy.

In 2025, we adopted initiatives such as:

- **Training:** Training operations teams in stores and distribution centers to promote proper disposal practices
- **Utilization:** Use of food that would otherwise be discarded for the production of byproducts
- **Composting:** Organic waste from 285 stores was sent for composting, transforming it into reusable materials
- **Co-processing:** 938 tons of waste from the 106 Carrefour Express units offset
- **Biodigesters:** 45 stores have this system, which decomposes waste in an anaerobic environment (without oxygen), generating biogas and compost that can be reused, eliminating the need for landfill disposal

# Internal engagement and sustainability campaign

GRI 3-3 Circular economy and combating food waste |

3-3 Combating hunger and inequality



The Destino Certo (Proper Destination) Program is an internal engagement initiative of Carrefour Brazil Group, aimed at raising awareness and mobilizing employees to reduce food waste and promote responsible waste management. This initiative is part of the strategic pillar of protecting the planet and biodiversity, reinforcing the company's commitment to environmental sustainability and the circular economy.



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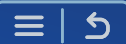
## Total weight of waste generated (excluding wastewater) by the company's own operations (t)

GRI 306-3 | SASB FB-FR-150a.1

	2023	2024	2025
<b>Hazardous waste</b>			
Diesel fuel, paints and solvents, separator box oil, oil-soaked rags and mats, fiberglass, light bulbs, batteries, electronic devices, etc.	88.4	574	265
<b>Non-hazardous waste</b>			
Paper and cardboard	71,937	71,159	75,161
Plastic	12,057	13,732	14,058
Other non-food	8,433	9,134	4,733
Organic	25,315	26,362	28,647
Reject	101,237	104,194	106,956
<b>Total</b>	<b>219,067</b>	<b>225,155</b>	<b>229,820</b>

## Waste disposal (t) GRI 306-4 | 306-5 | SASB FB-FR-150a.1

	2023	2024	2025
<b>Final disposal</b>			
<b>Total Landfill + Incineration</b>	<b>101,237</b>	<b>104,194</b>	<b>106,956</b>
<b>Waste diverted from disposal (t)</b>			
Donations of food and non-food products	4,196	5,494	8,511
Paper and cardboard	71,937	71,159	75,161
Plastic	12,057	13,732	14,058
Composting	13,297	14,156	13,939
Other non-food recovered materials (glass, metal, aluminum, hangers, wood, Tetra Pak, co-processing and others)	8,433	8,721	4,081
Other food products recovered	6,639	6,368	6,497
Biodigester	1,184	757	617
<b>Total waste not directed to disposal</b>	<b>117,743</b>	<b>120,387</b>	<b>122,864</b>
<b>Overall Total</b>	<b>218,980</b>	<b>224,581</b>	<b>229,820</b>



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In Brazil, millions of people live in a situation of food insecurity, making the Group's work in partnership with food banks and civil society organizations essential. This partnership not only broadens the reach of donations but also ensures the continuity of the work carried out by beneficiary institutions and other local organizations, strengthening support networks for the most vulnerable communities.

Internal engagement involves several practical approaches: lowering prices on food nearing its expiration date, creating co-products, and sorting products in good condition for donation (such as fruits, vegetables, dry goods, and non-food items). Food that cannot be donated is directed to reuse initiatives, while waste valorization is advanced through composting, recycling, and co-processing, ensuring that all waste management activities are strategically and operationally aligned to support these practices.

In this way, the Destino Certo Program contributes to strengthening the internal sustainability culture, reduces waste, increases operational efficiency, and expands access to food, generating shared value for employees, society, and the environment.

## Terra Vegetal

A notable example of circular economy principles in practice is Terra Vegetal, Carrefour's own-brand initiative that transforms organic waste into value. Developed through the composting of materials such as fruits, vegetables, eggs, and residuals from fish and bakery operations across 56 Carrefour stores in the state of São Paulo, these materials are diverted from disposal and reintegrated into a new productive cycle.

The initiative is carried out in partnership with a specialized company, responsible for collecting and transforming the waste into organic compost. Each month, approximately 130 tons of waste are composted and transformed into topsoil, contributing to waste reduction and the valorization of organic materials.

The composting and conditioning process takes three to four months before the product is ready for sale, underscoring the Group's commitment to sustainable practices and its support for a circular economy.



**130 tons** of waste  
composted every  
month





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## Efficiency in packaging use

GRI 3-3 Circular economy and combating food waste | SASB FB- FR-430a. 4

Packaging plays a strategic role in the transportation and protection of products, ensuring the quality, safety, and freshness of food across the value chain. The active engagement of suppliers, partners, and other stakeholders in optimizing packaging allows for the preservation of these essential functions, while also contributing to the reduction of material use, waste generation, and associated costs. These initiatives also promote the conservation of natural resources, gains in logistical efficiency, and the mitigation of greenhouse gas emissions.

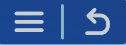
In this context, the company's private label portfolio includes more than 2,000 products that combine affordable prices, quality and health attributes, with a commitment to responsible practices and more sustainable production standards.

In 2018, we made a global commitment to ensure that 100% of our own-brand packaging was reusable, recyclable, or compostable. Since then, we have made consistent progress in reviewing materials, in packaging redesign, resin substitution, and supplier engagement to increase the circularity of our portfolios.

**We ended 2025 with 74% of Carrefour and Sam's Club brand packaging meeting the established criteria, reflecting the efforts made over the past few years to eliminate materials that are difficult to recycle and incorporate solutions with a lower environmental impact.**

Despite the progress that has been made, operational and structural challenges, such as technological limitations for certain types of packaging, limited availability of viable alternatives at scale, and obstacles related to recycling infrastructure, have impacted the pace of implementation. Given this context, the deadline for achieving 100% was revised and postponed to 2030, maintaining the public commitment and strategic priority of the topic on the Group's sustainability agenda.

As part of the governance and structuring of this agenda, targeted training on sustainable packaging is provided to product development and sales teams, strengthening technical capabilities for selecting more responsible materials in collaboration with suppliers. Furthermore, Carrefour Brazil Group actively participates in the Plastic Circularity Network, collaborating with food industries, packaging manufacturers, and other sectors in the search for solutions that reduce the use of plastic and increase its reuse. This collaboration is essential to drive innovation across the value chain and broaden the positive impact across the entire market.



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Also in 2025, in line with the commitments of the Ellen MacArthur Foundation, the Group made a new commitment to reduce the use of virgin plastic in single-use private label packaging by 10% by 2030, considering 2024 as the base year. The goal reinforces the transition to more circular models by encouraging the incorporation of recycled content, optimizing product design, and pursuing solutions that reduce dependence on virgin raw materials, while maintaining a focus on technical feasibility, scalability, and competitiveness.

The Group's global packaging strategy is aligned with the key indicators defined by the Ellen MacArthur Foundation, in collaboration with the United Nations Environment Programme. The company also participates in the Plastic Circularity Network, an initiative that involves the food, packaging and other industries to rethink the use of plastic and expand its reuse.

We follow a golden rule based on the 4Rs for packaging development:



Rethink

Innovation can be in the packaging or in the product.

Reduce

Reduce unnecessary items, decrease the use of plastic and its thickness, avoid components smaller than 7 cm (such as lids, straws and labels), and adopt lighter, more compact and efficient packaging.

Reuse

Design reusable packaging, including for household use, and offer refills for bulk products, allowing customers to use or reuse their own packaging.

Recycle

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

Partnership with the  
Ellen MacArthur Foundation

In advancing the circular economy, Carrefour Brazil Group has joined the Big Food Redesign, an initiative of the Ellen MacArthur Foundation, based on a report analyzing the role of consumer goods companies and retailers in the transition to a more sustainable food system.

As part of this initiative, the Group supports actions to share and apply circular design principles in food distribution, participating in phases led by experts in circular economy and product development.

The process culminated in the sale of items on our shelves identified with the Allied with Nature seal, expanding consumer access to more sustainable food solutions.



“

Retail plays a strategic role in making sustainability a reality, especially by translating environmental and social commitments into concrete choices on the shelf, through a more responsible product portfolio. For this to happen consistently, it is essential to have a close, transparent, and collaborative relationship with the supply chain, coupled with a genuine commitment to transforming food systems. These elements could be observed very clearly throughout the partnership with Carrefour Brazil Group in the Big Food Redesign initiative.



Gustavo Alves

LatAm Innovation Community Manager  
at the Ellen MacArthur Foundation

Materials used by weight or volume GRI 301-1

	2023	2024	2025
<b>Non-renewable materials (t)</b>			
Metal	147	238	262
Plastic	2,471	2,073	3,218
Glass	615	1,000	2,266
<b>Subtotal</b>	<b>3,233</b>	<b>3,311</b>	<b>5,746</b>
<b>Renewable materials (t)</b>			
Paper	1,644	2,848	2,041
<b>Total</b>	<b>4,877</b>	<b>6,159</b>	<b>7,787</b>

Reclaimed products and their packaging materials GRI 301-3

Product category	2023			2024			2025		
	Reclaimed products and their packaging materials (t)	Products sold (t)	Percentage of products and packaging reused	Reclaimed products and their packaging materials (t)	Products sold (t)	Percentage of products and packaging reused	Reclaimed products and their packaging materials (t)	Products sold (t)	Percentage of products and packaging reused
Batteries, light bulbs, electronic waste, oil, cartridges, coffee capsules, packaging in general	335.7	4,877	6.9%	230.4	6,789	3.3%	126.6	7,828	1.62%



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## Reverse logistics

Carrefour Brazil Group provides structured solutions for proper waste disposal across its stores, including more than 1,100 collection points for packaging, batteries, light bulbs, printer cartridges, electronic waste, and used cooking oil. These programs are developed in partnership with specialized organizations and include incentives for consumers, strengthening conscientious and collaborative consumption and disposal practices, aligned with the circular economy.

In 2025 these initiatives were scaled to Atacadão stores, including a partnership with Coca-Cola to sell returnable packaging. The expansion strengthened reverse-logistics systems, boosted customer engagement, and increased the recovery and value-creation of waste across the operations chain.



### Smart machines

We have expanded to 65 the number of smart machines that receive recyclable packaging distributed by Sam's Club and Carrefour stores and provide benefits to customers, such as discounts on products and services, transportation card credits, and transfers via PIX. The reverse logistics initiative has already received more than 59 tons of packaging and is carried out in partnership with Coca-Cola, Heineken, Colgate, Neoenergia, Ambipar and others, benefiting certified recyclers and complying with legislation by promoting the reverse logistics of packaging.

### Returnable Coca-Cola Project

The returnable packaging project, developed in partnership with The Coca-Cola Company, allows for the reuse of returnable bottles for between 15 and 25 cycles, significantly contributing to the reduction in the use of single-use packaging. The initiative is currently available in 11 select Carrefour Hypermarket stores and, in 2025, it was expanded to the Atacadão banner, operating in five stores.

These actions are part of Carrefour Brazil Group's ongoing strategy to reduce the carbon footprint of its products and advance circular economy practices by promoting more sustainable solutions across the entire value chain.



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## Technical assistance

Since 2016, Carrefour Brazil Group has had an exclusive area responsible for receiving products that customers have returned due to buyer's remorse, defects, or damage. The program also includes the reuse of materials that are part of the packaging, such as boxes and bubble wrap.

This process plays a strategic role in the consumer experience and the sustainability of operations by analyzing the product and directing it to the supplier for reconditioning or reintegrating it into the market as pre-owned goods in sales or auctions.



## Water management

Carrefour Brazil Group has initiatives in place to ensure proper water resource management practices, aiming for conscientious consumption, resource preservation, and mitigation of the impacts of climate change.

Water use is linked to everyday consumption activities and cleaning in stores, distribution centers, and administrative buildings. As part of its water security strategy, the company conducts ongoing awareness campaigns to promote responsible water use among employees and supports forest conservation initiatives that are essential for protecting water sources and maintaining the balance of the hydrological cycle.

Since 2024, annual surveys and assessments of water stress areas have been conducted at operational sites to identify the most vulnerable regions and develop climate adaptation and resilience actions.

In recognition of these efforts, the Group secured an A- rating on the CDP water security questionnaire.

In 2025, as part of the climate risk and opportunity management process, a structured analysis of physical and transition risks was initiated, with the aim of deepening the understanding of the potential impacts of climate change on the company's business. In this context, a targeted assessment was conducted on the Group's three main commodities, evaluating exposure and impacts on productivity based on the Water Needs Satisfaction Index (ISNA). This initiative represents a significant step forward in integrating the climate agenda into corporate strategy, contributing to strengthening the resilience of the value chain.

Throughout the year, 86 telemetry meters were installed in the cash & carry format. Furthermore, a pilot project to monitor water consumption was initiated in four hypermarket-format stores, including direct interventions in the hydraulic infrastructure of these units. The actions included the deployment of meters, the installation of air reducers and aerators, as well as the identification and correction of leak points, focusing on the rational use and efficiency of water consumption.

### Total water consumption from all areas in megaliters (ML) GRI 303-5

	2023	2024	2025
Total water withdrawal	4,601.5	8,069.2	7,081.2
Total water discharge	3,680.8	6,455.3	5,664.9
Water consumption	920.7	1,613.8	1,416.2



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# Forest Strategy

Forests play a strategic role in climate balance, biodiversity conservation, and the resilience of food systems. With its wide reach and extensive network, Carrefour Brazil recognizes its responsibility and influence in shaping more sustainable value chains. To meet that responsibility, the Group has developed a Forest Strategy grounded in an integrated approach that both mitigates socio-environmental risks and promotes sustainable, regenerative practices across its supply chains.

The company adopts effective governance and monitoring mechanisms to ensure that its supply chains meet rigorous social and environmental criteria. Using a risk matrix to identify and prioritize supply chains exposed to significant impacts—including human rights abuses, poor working conditions, threats to protected areas, deforestation and biodiversity loss, agricultural input use, and animal welfare—the Group implements targeted policies, enhanced controls, and formal approval processes. These measures are especially applied to high-risk production chains such as beef, soy, palm oil, paper/wood, and cocoa.

Monitoring socio-environmental compliance through traceability allows for mitigating risks and ensuring high standards of quality and sustainability for marketed products, particularly in the beef supply chain, as a tool for managing climate risks and combating deforestation.

Through technical assessments, continuous monitoring, and strict compliance criteria for socio-environmental responsibility, the Group works to ensure greater transparency and traceability of origin, aligning its commercial offerings with its public sustainability commitments.

Additionally, the strategy includes initiatives aimed at promoting more sustainable, inclusive, and regenerative production models. The Group actively fosters supply chains that respect socio-biodiversity, bolster local economies, and promote practices like organic farming, responsible fishing and aquaculture, and the integration of family farmers—supporting territories where income generation and environmental conservation are balanced.



## Amazon Impact Movement

In 2025, we signed the letter of commitment of the Amazon Impact Movement, an initiative coordinated by the Global Compact Network Brazil, created to mobilize the Brazilian business sector in the fight against deforestation, aligned with the UN's 2030 Agenda. The movement seeks to strengthen networking and engage companies and their value chains in implementing actions and projects that ensure their operations do not contribute to deforestation, promoting the conservation of standing forests by 2030. Carrefour Brazil Group is the only retailer participating in the initiative, which aims to promote sustainable practices through individual, sectoral, and intersectoral efforts to combat deforestation and in projects focused on biome restoration and the bioeconomy.

## Mitigation of socio-environmental risks

GRI 3-3 Traceability and socio-environmental impact of the supply chain

With the goal of ensuring socio-environmental compliance in the supply chain, the company has developed a multifaceted ecosystem for the constant monitoring of suppliers and the adoption of corrective measures in cases of non-compliance. Through a structured risk matrix, the Group reinforces its commitment to governance and improves the diagnosis, classification, and management of socio-environmental risks associated with its supply chain.

This process involves identifying, prioritizing, and mitigating socio-environmental risks, as well as conducting an in-depth analysis of the impacts related to business operations and strategy. Standing out among the main criteria evaluated are aspects related

to human rights and working conditions, focusing on the prevention of practices such as child labor and conditions akin to slavery, as well as the promotion of safe, dignified, and inclusive working conditions.

Additionally, risks associated with the protection of natural areas and the conservation of biodiversity are analyzed, including the monitoring of deforestation and ecosystem conversion. The responsible use of agricultural inputs, such as pesticides and fertilizers, is also part of the assessment, considering their potential impacts on human health and the environment.

Based on this assessment, preventive and corrective measures are implemented to ensure high standards of social, environmental, and regulatory compliance, enabling the connection between key ingredients and critical supply chains, and strengthening the sustainable management of operations.

### Priority supply chains analyzed



Beef



Wood



Palm oil



Soybean



Textile + Cotton



Fish

“

Given its position between the field and the consumer, Carrefour plays a decisive role in fostering more responsible supply chains. In this context, ambition only makes sense when it is accompanied by clear criteria and effective implementation. In environments where we have worked together, Carrefour has demonstrated the ability to assume this role and move in this direction.

**Lisandro Inakake**

Project manager at Imaflora, responsible for the "Boi na Linha" and "Soja na Linha" programs



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# Traceability and socio-environmental compliance of the beef supply chain

GRI 3-3 Traceability and socio-environmental impact of the supply chain

Within Carrefour Brazil Group's supply chain socio-environmental risk matrix, domestically produced beef is identified as one of the value chains most exposed to deforestation risks—particularly in the Amazon and Cerrado biomes—where the expansion of cattle ranching is linked to significant greenhouse gas emissions and biodiversity loss.

In response to this challenge, the Group structured a specific strategy, with traceability as the central axis of socio-environmental risk management. This approach includes satellite monitoring of 100% of the direct farms supplying meatpacker, covering all biomes, complemented by territorial intelligence tools that enhance transparency, strengthen oversight, and help prevent non-compliance across the supply chain.

Since 2010, the company has had a Responsible Beef Purchasing Policy, which establishes guidelines and obligations for identifying the direct and indirect origin of the supply. This policy is implemented through a rigorous process of approval and monitoring of supplier meatpacker plants.

Suppliers must meet the following requirements during the approval process:

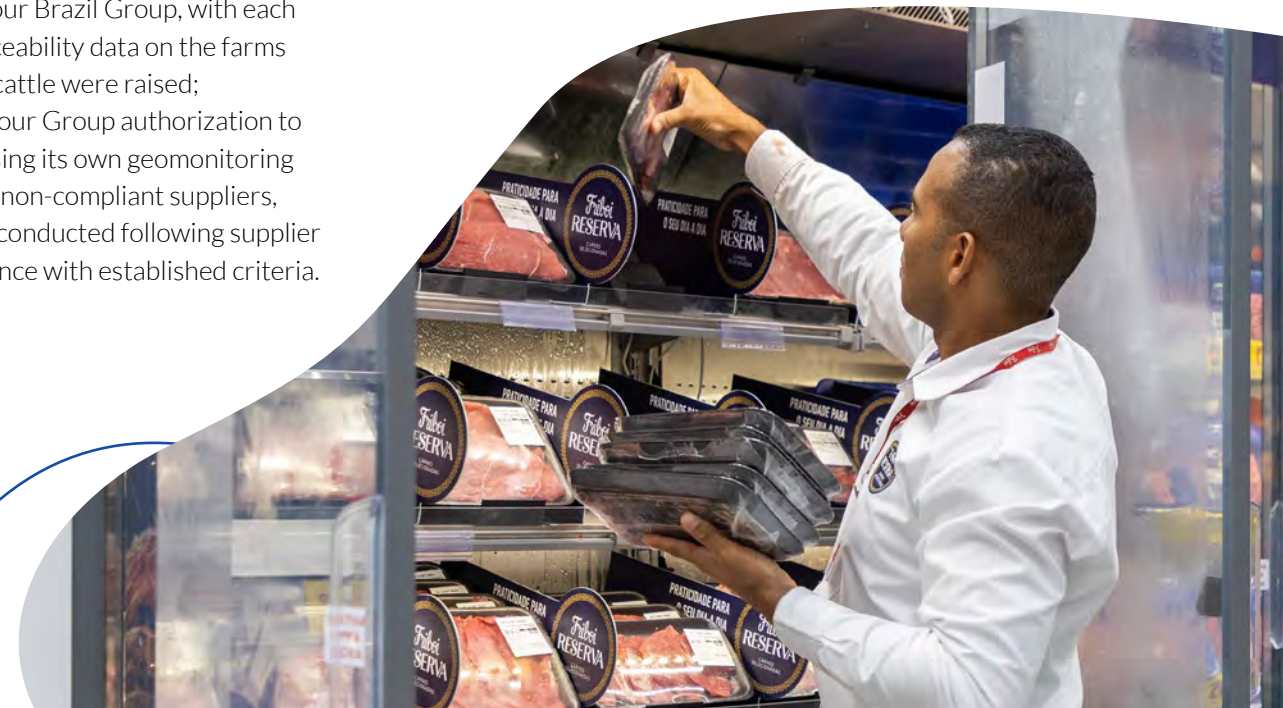
- Adherence to the "Boi na Linha" Protocol in the Amazon;
- Adherence to the Volunteer Monitoring Protocol supplier program in the Cerrado region;
- Adherence to the protocol with additional criteria established by Carrefour for the other Brazilian biomes;
- Adherence to the Conduct Adjustment Agreement (TAC) for beef in the states of the Legal Amazon;
- Supply through plants with federal inspection certification (SIF);
- Adoption of a geomonitoring tool, regardless of the geographic location of its units, with a socio-environmental analysis conducted prior to the acquisition of the animals;
- Sourcing of animals from farms with active registration (Federal CAR) and environmental licenses (when applicable);
- Provision to Carrefour Brazil Group, with each batch of beef, of traceability data on the farms of origin where the cattle were raised;
- Granting the Carrefour Group authorization to reassess all farms using its own geomonitoring system and to block non-compliant suppliers, with re-evaluations conducted following supplier approval, in accordance with established criteria.

## Continuous monitoring of beef supply

GRI 308-1 | 408-1 | 409-1 | 414-1

Following the approval and certification of meatpacker suppliers, Carrefour Brazil Group initiates a structured and continuous process of re-checking the direct farms that supply its meatpacker plants. Verification occurs weekly for every batch received, using geospatial analysis performed by a specialized firm and grounded in the criteria set out in the Group's socio-environmental protocol for each Brazilian biome.

Monitoring considers both first-tier suppliers (meatpackers) and second-tier suppliers (the last farm before slaughter), covering 100% of the farms that directly fatten the slaughtered animals.



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Credit: Marcus Mesquita

To mitigate risks in earlier stages of the supply chain (indirect suppliers), the Group uses complementary tools for territorial intelligence and data cross-referencing. The socio-environmental compliance of direct farms is assessed based on the following socio-environmental criteria:

### Monitored risks

- Deforestation (illegal and legal) and conversion of native vegetation across all Brazilian biomes
- Environmental embargoes
- Invasion of indigenous lands, quilombola territories, and conservation units
- Child labor and conditions analogous to slavery
- Fires

As established as a requirement for approval, suppliers must maintain their own geomonitoring systems. Therefore, the beef sold by the Group in Brazil undergoes a double verification process, which reinforces adherence to established criteria and increases the reliability of the information.

In cases of suspected non-compliance, the farm is immediately suspended from the supply chain until supporting documentation is presented and validated. If satisfactory proof is not provided, the property is permanently blocked. Supply is restored once compliance is duly verified. The Group also conducts additional due diligence and specific investigations in situations involving complaints from local communities or evidence of socio-environmental impacts, reinforcing its commitment to transparency, accountability, and integrity in the beef supply chain. Find out how to access the Ethics Channel [here](#).

### 2025 results

**100%** of the meatpacker plants monitored

**38,896** direct farms monitored

**871** direct farms blocked

**28,443,214** hectares monitored by satellite imagery

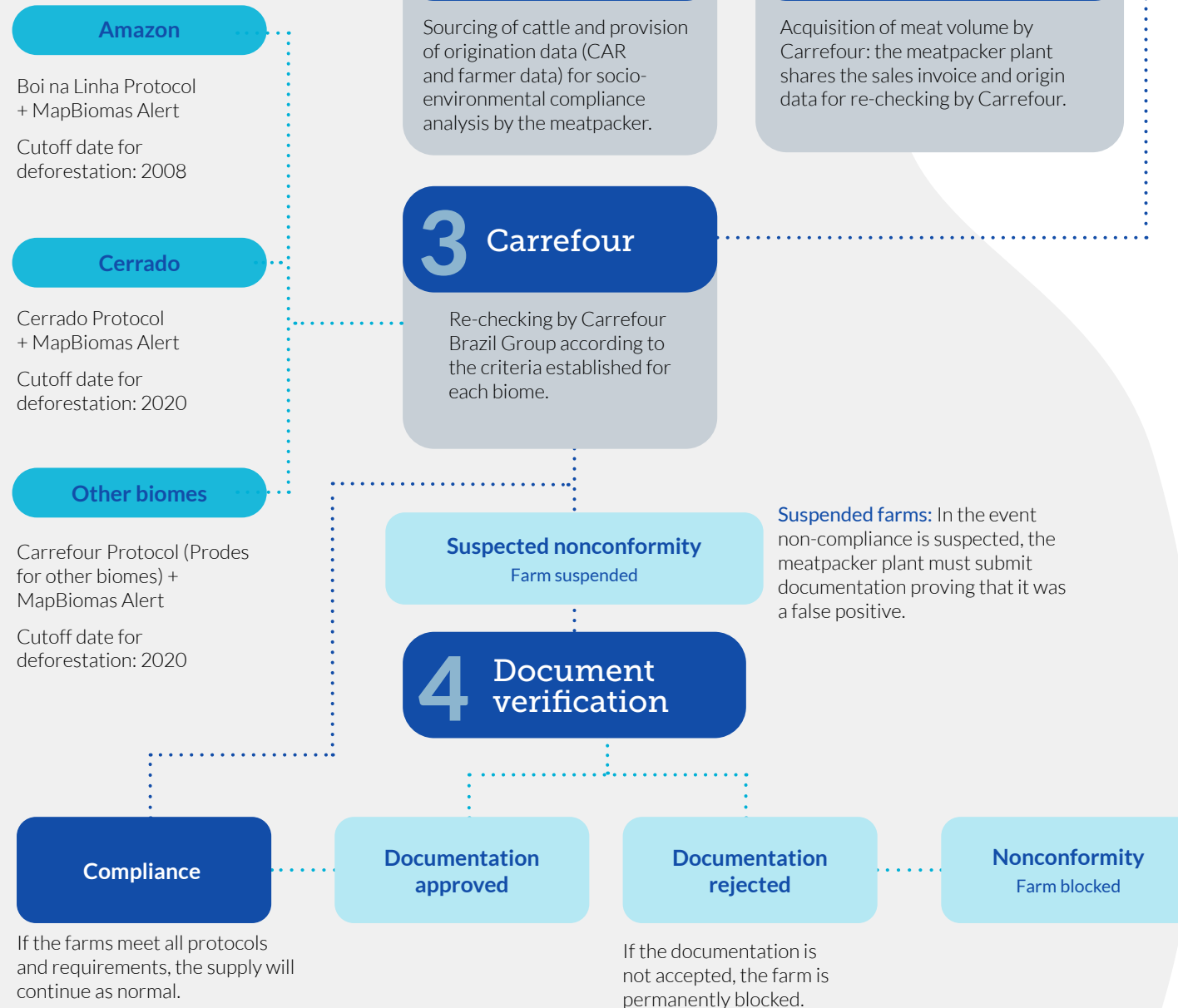
**17** active meatpacker plants

**12** meatpacker plants blocked

### Fire monitoring

To deepen its understanding of the beef supply chain's complexities and processes, the Group began, in 2025, to include analysis of fire occurrences on directly supplied farms. The initiative aims to understand the dynamics of wildfires in the context of properties, differentiating possible soil management practices from occurrences associated with external causes. This analysis enables the assessment of potential socio-environmental impacts and supports more effective engagement with suppliers, encouraging the adoption of sound soil management practices, the prevention of uncontrolled fires, and the mitigation of environmental risks.

## Due diligence flow



## Monitoring of indirect farms

Carrefour Brazil Group recognizes the complexity of the beef value chain, and that monitoring indirect producing farms represents one of the main challenges for the socio-environmental management of this chain. In this context, the Group has been structuring and supporting initiatives aimed at expanding traceability and engaging the different links in the supply chain, with the goal of advancing risk management in indirect farms. To that end, Carrefour Brazil Group developed a specific risk assessment methodology, validated by the company's Forest Committee, focusing on territorial prioritization and mitigating impacts associated with the beef supply chain. Learn more in the Beef Purchasing Policy, [here](#).

The methodology combines historical deforestation data from MapBiomias, Prodes and Imazon, and emissions from the agricultural sector (SEEG)<sup>1</sup> and future risk in remaining forest areas, allowing the identification of critical municipalities responsible for a significant portion of deforestation in the country. Based on this diagnosis, the locations of meatpackers and direct farms were analyzed, considering their radius of influence and overlap with high-risk areas.

Based on this analysis, the Group developed a territorial risk ranking to guide indirect-supply traceability efforts and prioritize engagement with partner meatpacker plants. In the case of private labels, overlaps with municipalities classified as critical are treated as a potential link to non-compliant indirect suppliers, directing preventive control measures, such as verifying the traceability of associated indirect farms.

<sup>1</sup> Greenhouse Gas Emissions and Removals Estimation System: a tool to address the challenge of climate change, monitoring the trajectory of Brazilian emissions and pointing the way to decarbonization.

<sup>1</sup> Amazon Legal Deforestation Monitoring Project: INPE's official system for monitoring deforestation in Brazil, used by Carrefour as a reference for controlling socio-environmental risks in its supply chain.



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## Coalitions and partnerships to combat deforestation

The company promotes structural and cross-cutting actions by participating in forums and coalitions to implement sustainable livestock farming practices, resulting in greater dialogue and cooperation in combating deforestation in Brazil.

The Group is involved in the following initiatives: **GRI 2-28**

### Member of the Brazilian Roundtable on Sustainable Beef (MBPS)

A forum that brings together various stakeholders in the livestock supply chain to promote best practices and continuous improvements in the activity.

### Member of the Steering Committee of the Cerrado Voluntary Protocol Working Group

An initiative by Proforest and Imaflora to improve the monitoring of direct cattle suppliers in the Cerrado region, promoting greater traceability and socio-environmental compliance

### Signatory of the "Boi na Linha" Protocol

Created by Imaflora and the Federal Public Prosecutor's Office, the protocol supports compliance with the Beef TAC in the states of the Legal Amazon, increasing the transparency of the sector's efforts in reducing deforestation.

### Co-chair of the CGF Beef Working Group (Consumer Goods Forum - Forest Positive Coalition)

This initiative brings together global retailers and manufacturers to drive action to eliminate deforestation and ecosystem conversion in meat supply chains.

### Member of the Steering and Strategic Committee of the Working Group on Indirect Suppliers (GTFI)

Forum discussing solutions for monitoring indirect suppliers in the Brazilian beef supply chain, one of the main challenges for achieving complete traceability in the sector.

### Member of the Brazilian Coalition on Climate, Forests and Agriculture

A movement that brings together more than 300 representatives from the private sector, finance, academia, and civil society to promote a responsible and inclusive low-carbon economy.

## Traceability and socio-environmental compliance of the soybean supply chain

### GRI Traceability and socio-environmental impact of the supply chain

In addition to being present in processed foods, approximately 75% of the soy produced worldwide is used indirectly in the food chain as a source of vegetable protein for animal feed. Its large-scale cultivation has significant impacts on forests and ecosystems, as well as risks of deforestation in the Amazon and Cerrado biomes.

Given this scenario, Carrefour Brazil Group structures its operations in the soy supply chain based on three strategic fronts:

- **Strengthening traceability** and promoting responsible substitution in the supply chain;
- **Active engagement** of the main soybean traders and;
- **Support for landscape projects** focused on regenerative production.

The company maintains direct and continuous engagement with major market players and traders, monitoring each company's action plans with a focus on progress toward targets, the mitigation of socio-environmental risks, and the advancement of zero-deforestation and emissions reduction initiatives across the value chain.

This agenda involves the main suppliers of animal protein for the Group's private label (milk, eggs, poultry,



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beef, pork and farmed fish). In 2025, Carrefour Brazil Group advanced in mapping the supply chain of soy incorporated into the animal feed of its private label, with the aim of increasing visibility on the origin of the grain and the analysis of socio-environmental risk.

Soybean supply chain mapping and traceability forms an integrated set of actions that support the analysis and risk management of the most relevant suppliers. This prioritization carefully considers critical regions associated with soy production, especially those with the highest incidence of deforestation and conversion of native ecosystems.

In this context, the company maps animal protein suppliers for its private-label brands and conducts risk assessments of its key commercial partners based on socio-environmental criteria and the geographic location of their operations, while engaging with key sector stakeholders and traders to strengthen transparency and shared responsibility across the supply chain. Based on this process, priority suppliers are classified according to the level of socio-environmental risk linked to soybean production, guiding strategies for monitoring, mitigation, and continuous improvement.

**In 2025, the company reached 30% of the soy incorporated into the animal protein of its private label sourced from areas not at risk of deforestation, reinforcing its commitment to environmental compliance in the production chain.**

As part of its strategy, the Group also participates in multistakeholder dialogues and sector initiatives, such as Soja na Linha, contributing to and keeping

abreast of discussions on the development of a more sustainable soy supply chain. This approach fosters closer collaboration with key sector players—including industry participants, traders, and buyers—who work jointly to expand traceability, mitigate socio-environmental risks, and advance the transition to deforestation-free production models.



Carrefour has been making rapid, precise, and innovative progress in monitoring its purchases of deforestation-free commodities. The traceability of beef and soy, present in many processed foods, has been improving steadily and transparently. The Forest Committee is attentive to innovations and seeks to bring sustainable practices and technologies to the company to reduce negative impacts on the environment, society, and climate.

**Marina Piatto**  
Executive Director at Imaflores

## Socio-environmental compliance of the palm oil supply chain

GRI 3-3 Traceability and socio-environmental impact of the supply chain

Widely used, versatile, and cost-effective, palm oil and its derivatives are key ingredients in a wide range of processed foods, personal care products, and household goods, including Carrefour Group private label offerings.

At the same time, the global palm oil production chain is associated with significant socio-environmental challenges, such as risks of deforestation, conversion of tropical ecosystems, greenhouse gas emissions, and potential violations of human and territorial rights.

Given this context, the Carrefour Group adopts a structured strategy for quality assurance, focused on strengthening the traceability of the supply chain, mitigating socio-environmental risks, and promoting responsible production practices.

Since 2020, the company has marketed 100% of the palm oil present in its own-brand products certified by the Roundtable on Sustainable Palm Oil (RSPO), the leading global sustainability benchmark for the palm oil supply chain. RSPO certification ensures that certified products are manufactured with raw materials from sustainable

**130 private label items** with certified palm oil

sources, respecting workers' rights, adopting practices that minimize environmental impacts, and undergoing periodic audits to guarantee continuous compliance.

In 2025, the company offered 130 own-brand items with RSPO-certified palm oil, sourced from 25 suppliers, of which 21 were certified at the Mass Balance level and four at the Segregated level.

## Traceability and monitoring of pesticide residues in fruits and vegetables

GRI 3-3 Traceability and socio-environmental impact of the supply chain

### RAMA Program

Since 2014, Carrefour Brazil Group has been a member of the Food Traceability and Monitoring Program (RAMA), led by the Brazilian Supermarket Association (Abrás). The program promotes the traceability and monitoring of fruits, vegetables, and greens (FVG), supports food safety, and encourages the adoption of good agricultural practices, contributing to the development of the FVG supply chain. The program is inclusive and seeks to empower farmers and distributors, based on the premise of collaborative tracking and monitoring of chemical residues, collective coverage of suppliers at the national level in Brazil, a corrective action policy, and training.



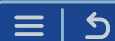
### RAMA Program Principles:

1. Collaborative tracking and monitoring of chemical waste.
2. Collective coverage of suppliers across Brazil.
3. Correction policy for nonconformities
4. Ongoing training for farmers and distributors.

Product samples are collected by a field team at stores and distribution centers and submitted for analysis by laboratories accredited by the National Health Surveillance Agency and Inmetro. Within the scope of laboratory analyses, more than 400 different molecules are screened, with each product assessed against the technical criteria established by Brazilian regulations specific to each crop.

The types of non-compliances evaluated include the absence, presence, and quantity of each molecule (residues) present in each crop, with the following results being classified as nonconformities in the reports:

- Molecules exceeding the maximum residue limit allowed for cultivation
- Molecules not authorized for cultivation
- Forbidden molecules



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When a chemical residue is identified that does not comply with legal requirements, an action plan is implemented in collaboration with the supplier, along with mandatory reanalysis of the product in the laboratory. If a nonconformity is found to recur upon re-analysis, the product and the supplier may be blocked from sale until the nonconformity, as recorded in the re-analysis report, is corrected. The purpose of this process is to ensure safety standards and transparency in the supply chain, as well as comprehensive monitoring of non-compliance.

## 2025 results

Product collection in **100%** of the **Brazilian states + DF**

More than **870 analyses** made from fruits, vegetables and greens (conventional and organic)

**43 products** of **21 suppliers** blocked due to non-compliance with sanitary requirements

**14 products** of seven suppliers reinstated for complying with the action plan and meeting the required compliance criteria

Monitoring the use of pesticides is part of the quality control and food safety procedures adopted by all of the company's operations in Brazil.

The scope of the monitoring established by the company was highlighted for its efficiency by the RAMA Award (10th consecutive award in 2025), which considers indicators such as:

- Volume of products tracked;
- Number of samples collected for residue analysis;
- Index of compliance with health regulations;
- Supplier engagement on the topic of traceability;
- Transparency was adopted in communicating the initiative to customers.

In addition to waste monitoring, Carrefour Brazil Group held the 2nd National Meeting of Fresh Produce Suppliers in 2025, bringing together suppliers from all Brazilian states, totaling more than 100 *online* and 150 in-person attendees. The event featured representatives from Abras and Anvisa, who presented the PARA program (Program for the Analysis of Residues and Pesticides in Food). Discussions covered topics such as organic products, the egg supply chain, and a roundtable with suppliers engaged in initiatives to improve production conditions in the field. At this event, the Carrefour Group awarded its suppliers with the best performance in the Rama Program in customer service and service quality.



## Commitment to Human Rights and working conditions in the value chain

The supply chains of globally operating consumer goods companies are inherently complex, comprising extensive networks of suppliers and business partners. These networks span diverse products and production processes across multiple regions and countries, requiring a wide range of labor inputs and engaging thousands of workers.

Carrefour Brazil Group acknowledges that business activities can impact human rights in supply chains in the regions where the companies operate, whether through their own operations or their sphere of influence.

In this context, the Human Rights impacts of supply chains reinforce the importance of responsible and collaborative action by companies. At the same time, civil society and consumers are demanding more transparency and ethical conduct, driving the adoption of measures to protect human rights throughout their global supply chains.

Carrefour Brazil Group recognizes its responsibility to promote, respect, uphold, and protect human rights across its operations and sphere of influence. The

Group is committed to assessing risks within its supply chains, ensuring the social and environmental compliance of its suppliers, and fostering the adoption of best sustainability practices throughout its value chain. Carrefour's approach is grounded in international instruments, detailed in its [Human Rights and Working Conditions in Value Chain Policy](#).

The Group guides its Human Rights actions through structured guidelines that integrate these principles into its operations and value chain management. The approach is aligned with international benchmarks, such as the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization (ILO) and the OECD, as well as Brazilian legislation

and the Sustainable Development Goals, with particular emphasis on SDG 8.

The general guidelines establish standards of conduct and governance mechanisms applicable to all suppliers and business partners. Key instruments include a mandatory onboarding and approval process—encompassing document submission and the completion of compliance questionnaires—the formal adherence to the Code of Conduct for Suppliers and Partners, and the periodic execution of due diligence procedures based on publicly available information and defined integrity criteria.

The Group also embeds specific contractual clauses on Human Rights and working conditions, in addition to conducting risk analyses based on the most vulnerable sectors and regions, including monitoring the "Dirty List" of slave labor.

Supply chain monitoring is conducted continuously through audits, document requests, and internal risk assessment tools. The Group also provides an Ethics Hotline accessible to employees, suppliers, and other stakeholders, ensuring the confidential investigation of complaints without retaliation.

The company establishes the following commitments as being the most relevant for addressing labor rights in its operations and, therefore, to be considered in its plans and actions:

- **Promotion of Decent Work**
- **Guarantee of Fundamental Labor Rights**
- **Repudiation of violence, abuse and harassment**
- **Compliance with labor laws**
- **Commitment to the rights of traditional peoples and communities**



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Specific guidelines and additional requirements are adopted for supply chains considered more sensitive. Through these guidelines, Carrefour Brazil Group seeks to strengthen the responsible management of its value chain, promoting decent working conditions, transparency, traceability, and continuous improvement in partnership with its suppliers.

### Social audits in the value chain

GRI 308-1 | 308-2 | 407-1 | 414-1 | 414-2

#### ICS (Initiative for Compliance and Sustainability)

Carrefour Brazil Group is strongly committed to respecting human rights and promoting fair and ethical working conditions in its global supply chains. Social compliance governance is overseen by the Responsible Procurement area, in alignment with the Human Rights and Working Conditions in Supply Chains Policy. This policy establishes the core social and labor requirements expected of suppliers and business partners, covering areas such as management practices, transparency, child and forced labor, non-discrimination, occupational health and safety, and freedom of association.

The Group is a founding member of the ICS (Initiative for Compliance and Sustainability), an international, multi-sector initiative that has worked since 1998 to improve working conditions across supply chains. It does so through participation in working groups and the use of social and environmental audits based on a harmonized methodology and shared tools among its members.

The social audits conducted within the scope of the ICS are determined by Carrefour Brazil Group itself and executed by independent auditors accredited by the ICS. They assess labor practices based on international standards such as the UN Guiding Principles on Business and Human Rights, the OECD guidelines for multinational enterprises, the conventions of the International Labour Organization (ILO), and local labor laws.

The Carrefour Group works constantly to ensure that 100% of its store-brand suppliers undergo valid social

audits within the renewal period, focusing on monitoring and preventing risks of labor and human rights violations. By the end of 2025, the percentage of suppliers with valid audits was 100% (406 suppliers), while 11 suppliers were prevented from renewing their audits by the end of 2025. However, Carrefour Brazil Group emphasizes that social audits have been scheduled and will be conducted in early 2026. Furthermore, throughout the year, we had three suppliers blocked, one of whom was reinstated after complying with the action plan. **GRI 414-1**

#### ICS Methodology

ICS's approach is based on rigorous criteria and continuous improvement actions:

**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 interviews, following sampling criteria and verifying management

systems, transparency and traceability actions, issues related to child and youth labor, forced labor and discrimination, health and safety, among others

#### Analysis and Classification

**Double classification:** A percentage score (0-100%) and a letter rating (A, B, C, D, and E) are used to indicate the level of compliance and the criticality of the nonconformities found

**Warning notifications:** Critical nonconformities trigger warning notifications requiring immediate action

**Corrective action plans:** If nonconformities are identified, suppliers must implement action plans with defined deadlines, which are monitored until their completion



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## Social audits for textile products

### ABVText (Brazilian Textile Retail Association)

GRI 3-3 Traceability and socio-environmental impact of the supply chain | 2-28

In Brazil, Carrefour Brazil Group has been a member of the Brazilian Textile Retail Association since 2012.

ABVText, through its certification program, requires suppliers in the textile and footwear industry in Brazil to follow strict social responsibility standards, prohibiting child labor and labor in conditions akin to slavery, as well as ensuring a safe and fair work environment. In 2025, the company had 136 textile suppliers audited and approved under the ABVText protocol, representing 100% of the suppliers within its scope.

### Audit Actions and Methodology (ABVText)

**Independent audits:** Conducted across the supply chain and at subcontractors to ensure strict control of production processes.

#### Announced and unannounced audits

**Initial audit:** This audit assesses the supplier's compliance with the program requirements. It is carried out in an announced manner so that the supplier is aware of the criteria.

**Renewal Audits:** Conducted unannounced to ensure continued conformity.

**Follow-up Audits:** These audits are focused on reviewing nonconformities identified in previous audits, so that companies can take corrective action.

### Assessment criteria

Audits verify:

- General working conditions
- Health and Safety
- Emergency response
- Supply chain validation
- Transparency
- Management and environmental practices

### Classification of nonconformities

**Zero Tolerance:** Serious violations such as child labor, forced labor or labor akin to slavery, or the use of undocumented foreign workers. This results in the supplier's immediate disqualification and a ban on re-auditing for six months [GRI 408-1](#) | [409-1](#)

**Critical:** Serious infractions that also result in immediate disqualification.

**Major and Minor:** These impact the final score, with implications for conformity, but do not cause immediate disqualification.

### Supplier Classification System

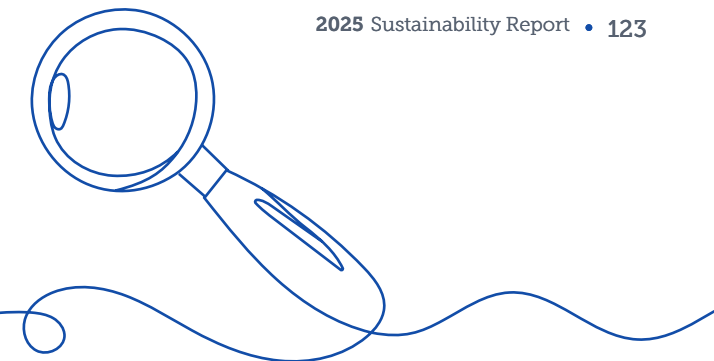
Approved suppliers receive a Bronze, Silver, or Gold rating, based on the evolution and improvement of their social responsibility, governance, and environmental aspects.

#### Commitment to subcontractors:

Suppliers should only work with approved subcontractors and ensure that all their subcontractors are certified within two years.

### Transparency and Impact of the Program

The ABVText Program ensures that information about production conditions is transparent and reliable, allowing consumers to have access to information about the origin and working conditions of textile products.



In 2025, the company became aware, through external sources, of two complaints related to possible violations of labor rights in its indirect supply chain. In these cases, it applied its established procedures and policies for managing complaints and socio-environmental risks, including fact-finding, criticality assessment, and the formal notification of the partners involved to request clarification.

As a result of the reported cases, the direct suppliers involved adopted corrective measures, including blocking non-compliant indirect suppliers and strengthening their own controls and prevention practices, focusing on labor rights and socio-environmental compliance.

The company reasserts its commitment to the responsible management of its value chain, maintaining structured mechanisms for the prevention, identification and treatment of risks, as well as promoting the continuous improvement of practices adopted by its partners.

# Initiatives for the protection of forests and biodiversity

Carrefour Brazil Group has a firm commitment to sustainability and environmental preservation, especially with regard to combating deforestation and promoting productive practices that encourage the preservation of standing forests. Through the development and support of production chains based on the socio-bioeconomy, the company seeks to value biodiversity and expand income generation and distribution in local communities, including indigenous peoples, quilombola populations, and riverside communities.

## Forest Fund

Announced in September 2022, Carrefour Brazil Group's Forest Fund represents a financial commitment of BRL 50 million, with investments planned by 2027, aimed at supporting landscape and multi-sectoral initiatives focused on transforming food production systems.

The Fund prioritizes projects that promote innovative approaches to landscape management, boost traceability, and strengthen socio-environmental compliance in value chains. Through this mechanism, the company seeks to contribute to the protection of forests and biodiversity, while fostering economies based on socio-biodiversity and the appreciation of ecosystems.

The strategy also includes strengthening local communities, including indigenous peoples, quilombola communities, and other traditional populations, recognizing their ancestral knowledge and promoting sustainable and regenerative production models. By encouraging practices that reconcile environmental conservation, income generation, and productive resilience, the Fund contributes to building a fairer and more inclusive economy.

Project selection and monitoring are guided by the governance of the Group's Forest Committee, which evaluates the alignment of initiatives with the company's strategic objectives, ensuring a balance between nature conservation, positive socioeconomic impact, and the integrity of value chains.

**Two new projects operating in the Amazon were approved in 2025, adding to the five other projects supported since 2024, with the goal of impacting 6.2 million hectares and directly benefiting more than 2,434 people by 2027.**

## Bio-Amazon Connection Project

In the second half of 2025, Carrefour Brazil formalized a partnership with the Association of Socio-Bioeconomy Businesses of the Amazon (Assobio) to strengthen fair trade in Amazonian sociobiodiversity, promote products from standing forests, generate income for local communities, and connect impact-driven businesses with sustainable retail. This initiative reinforces the Group's commitment to the conservation of the Amazon and the socioeconomic development of the territories.

The project foresees the development, training, and inclusion of sociobiodiversity products in at least **20 Carrefour Brazil Group retail stores, benefiting more than 75 businesses and impacting 50,000 hectares, increasing the creation of income for family farmers and benefiting over 87,000 people, while promoting sustainable agriculture.**

The initiative features an integrated strategy that includes business qualification training, logistical and operational support, and targeted marketing and merchandising actions—such as dedicated gondolas and product tastings. These initiatives, together with the "Floresta Faz Bem" Program, align with the company's strategy to foster the socio-bioeconomy and build sustainable, inclusive supply chains. By expanding market access, raising the profile of Amazonian products, and enhancing their competitiveness in national retail, they support continuous, sustainable growth for local farmers.



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## Regenerative Soybean Agriculture Project

Carrefour Brazil Group, in partnership with Louis Dreyfus Company (LDC), The Nature Conservancy (TNC), Peterson, and the Associated Group for Sustainable Agriculture (GAAS), is developing a structuring project in the Brazilian Cerrado focused on the transition to regenerative agriculture. The initiative aims to support soybean farmers in adopting low-carbon practices, expanding the supply of raw materials for the animal protein chain, especially for the production of feed ingredients, while promoting environmental conservation and greater climate resilience.

Among the main expected impacts are the regeneration of soils and ecosystems, the reduction of greenhouse gas emissions, the increase in carbon capture and storage in the soil, as well as the improvement of water management on participating properties.

The pilot phase includes up to 100 farmers in the states of Goiás and Mato Grosso, covering 50,000 hectares of productive areas, and aims to enable the production of approximately 160,000 tons of soybeans over three years. By 2030, the project foresees expansion to 250,000 hectares and approximately 250 engaged farmers, with an estimated production potential of 800,000 tons of soybeans from regenerative agriculture.

This initiative directly contributes to the Group's commitments to combating deforestation and the conversion of native vegetation, to socio-environmental compliance, and to reducing Scope 3 emissions, in line with the targets approved by the Science Based Targets initiative (SBTi).

The lessons learned during the pilot project will inform the development of a structured scaling plan, with the potential to expand technical assistance and the financing model for farmers throughout the Cerrado region, strengthening a more sustainable and resilient soy supply chain aligned with the demands of international markets.

## Deforestation-Free Livestock Farming Program

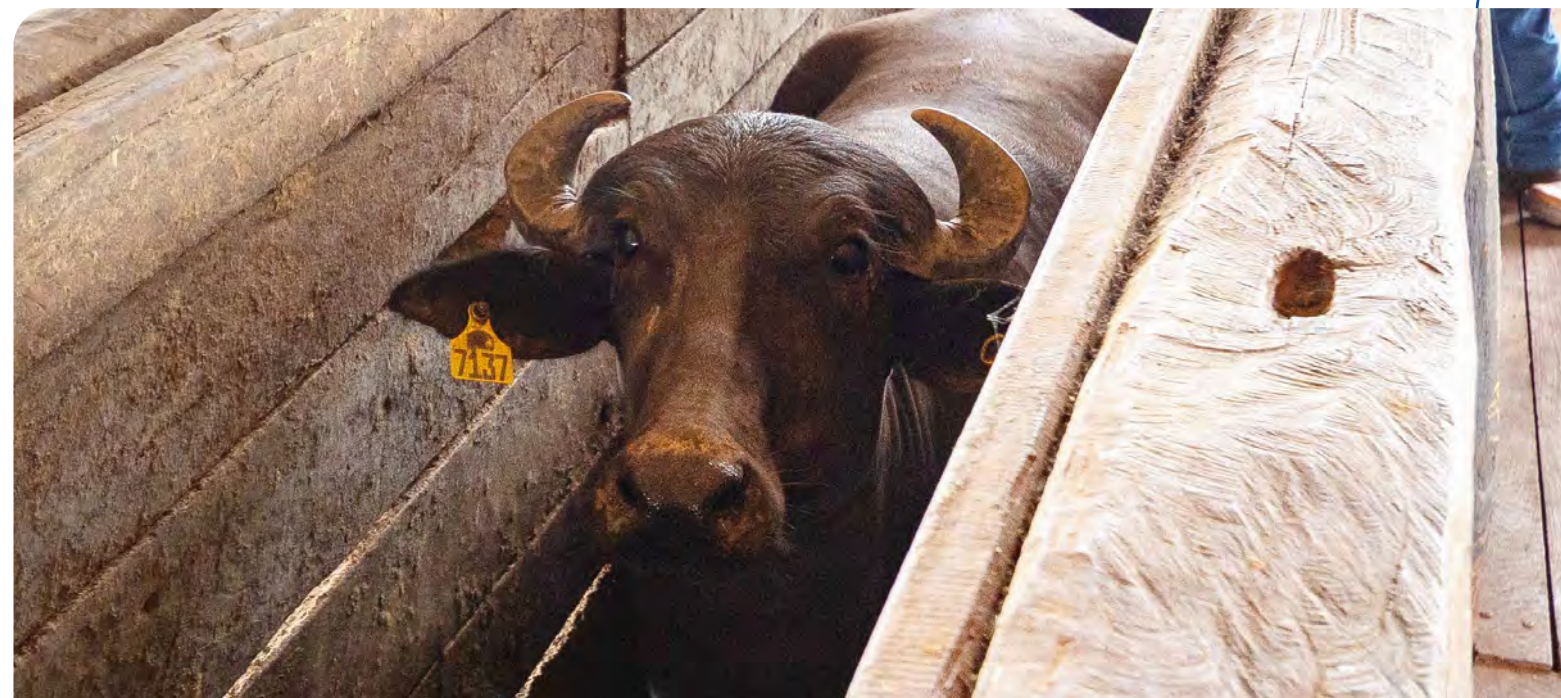
The Zero Deforestation Beef Supply Chain Program, led by The Nature Conservancy (TNC), aims to generate systemic impact on the beef supply chain in the Amazon and Cerrado biomes: the transition to a deforestation-free, transparent, and traceable supply chain.

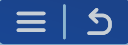
Carrefour Brazil Group's support for the project aims to expand individual animal identification and enhance

transparency across the entire supply chain, promote sustainable intensification of production, and foster wider engagement across the livestock value chain to scale results. By engaging farmers, meatpacker plants, government institutions, and other strategic stakeholders, the initiative contributes to reducing pressure on native vegetation areas and consolidating a structuring model for sustainable livestock farming.

The following results were achieved in 2025:

- Signing of the first technical cooperation agreement between the Agricultural Defense Agency of the State of Pará (Adepará) and an NGO, illustrating the Pará government's confidence in TNC's technical expertise;





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- Donation of 1 million electronic ear tags by TNC to Adepará for the individual identification of animals on small farms, which catalyzed an additional donation of 1.07 million ear tags from the private sector;
- Training of approximately 400 traceability technicians;
- 360,422 cattle individually identified in Pará, covering 84 municipalities and more than 1,400 properties;
- Partnership between TNC and Sebrae offering technical assistance and access to modern agricultural practices that promote productivity associated with socio-environmental compliance to 80 farmers in Pará;
- Inauguration of two Farmer Support Centers (NAPs) in strategic municipalities of Pará, in addition to the coordination and operation to inaugurate another NAP in February 2026. The NAPs offer free advice on environmental regularization, business requalification and sustainable intensification;
- International recognition of the Zero Deforestation Beef Supply Chain Program through its integration into the Landscape Initiatives portfolio of the Forest Positive Coalition of Action, part of the Consumer Goods Forum.

As part of the project, Carrefour Brazil Group and partner meatpacker companies signed a Letter of Intent and Collaboration with the Sustainable Livestock Program of Pará, with the state government, in April 2025. The partnership aims to signal to farmers across the state that there is strong market demand for responsible livestock

production—free from deforestation and supported by full traceability from birth to slaughter. As a result of this cooperation, in November 2025, **the sale of the first batch of individually traceable beef—totaling 12 tons—was announced at two Atacadão stores in Belém.**

### Financial Mechanisms for the Standing Forest Project

The partnership with Imaflora in the Forests of Value and Origens Network Programs promotes territorial transformation through socio-bioeconomy and strengthens businesses led by traditional populations, such as extractivists, quilombola communities, indigenous peoples, and family farmers, connecting their production to structured markets. The initiative generates sustainable income from activities that keep the forest standing, valuing socio-biodiversity supply chains and incorporating traceability mechanisms that increase transparency and access to differentiated markets.

To make a standing-forest economy viable, the project rested on three pillars: promoting productive forest restoration and regenerative agriculture through agroforestry systems (SAFs) and no-burn farming practices; structuring socio-biodiversity value chains and strengthening community business management; and expanding access to institutional markets—such as school feeding programs—prioritizing products from traditional family farms.

In 2025, the project benefited 503 people and impacted an area of approximately 5.8 million hectares. The following main advancements are worthy of note:

- Six new companies have joined the Origens Network, which will have 41 members by 2025, expanding the connection between large markets and traditional communities.
- Implementation of five Agroforestry Systems within the scope of the Forests of Value Program in three quilombola communities in Oriximiná, totaling 4.55 hectares and benefiting five families, in addition to the planting of 1,710 seedlings, focusing on productive restoration and sustainable income generation.
- Progress in technical assistance in São Félix do Xingu, including monitoring of 114.6 hectares of agroforestry and silvopastoral systems and 302.91 hectares of cocoa farms under agroecological management, as well as the production and donation of 11,830 seedlings, strengthening regenerative practices and productive resilience.
- Technical assistance was provided to the Mixed Cooperative of Traditional Peoples and Communities of the Northern Basin (Coopaflora), located in northern Pará, for the organization of production, marketing planning, and expansion of market access, resulting in the sale of BRL 406,391.73 in products and benefiting 145 extractivists.

**503** people benefited  
**5.8 million** hectares impacted



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- Conducting of three workshops with associations, cooperatives, and NGOs focused on surveying production costs in the rubber, Brazil nut, and pirarucu supply chains.
- Progress in structuring the PSA financial mechanism of the Origens Brasil network with the application of two pilot projects in the rubber and pirarucu supply chains.
- Seven products bearing the Origens Brasil network seal have been added to the Floresta Faz Bem shelves.
- Production of campaigns and content to increase visibility.
- Brazil-nut tastings were held in four Group stores, reaching over 640 people and generating 265 purchase intentions during the events.

### Café Apuí Agroflorestal

The Café Apuí Agroflorestal Initiative aims to strengthen the value network of agroforestry coffee in southern Amazonas. The project, a result of the partnership between the Institute for the Conservation and Sustainable Development of the Amazon (Idesam) and Amazônia Agroflorestal, promotes a production model that integrates income generation for family farmers, forest conservation, and improved coffee quality. The initiative seeks to contribute to transforming the historical context of Apuí, a municipality that ranks among those with the highest rates of deforestation in Brazil.

To make this model viable, the project offers rural technical assistance and specialized support to farmers, in addition to working on structuring the coffee production chain,

promoting quality, added value, and market access. Carrefour Brazil Group's support is focused on three core areas: building a seedling nursery, establishing a processing facility, and enhancing the quality of the coffee produced.

In 2025, the initiative achieved significant milestones. Among them, the inauguration of the new Caré Apuí Agroflorestal Seedling Nursery stands out, with an estimated capacity to produce up to 420,000 seedlings per year. The project for the future processing plant has also been initiated. In terms of quality, one of the supported farmers was ranked among the top 15 **robusta** coffees in Brazil at the Coffee of the Year (COY), marking the first time a coffee from Amazonas has achieved this recognition at the national level.

Currently, 134 farming families are part of the initiative, with access to technical assistance, training, and processing infrastructure. The project has already been implemented in 265 hectares of agroforestry systems and contributes to the conservation of approximately 10,793 hectares of forests on participating properties.

### Chocolate and Cupulate Biofactory

In partnership with the Amazônia 4.0 Institute, the project develops technological solutions for the sustainable production of chocolate and cupulate (derived from cupuaçu), advancing a bioeconomy model that generates income while preserving the standing forest. This approach values traditional





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knowledge and practices, integrating them with innovative technologies. The initiative also invests in training, combining ancestral knowledge to add value to production and expand access to differentiated markets.

In 2025, the project focused on the construction and implementation phase of Biofactory 4.0 in the Paiter Suruí indigenous community, located in the Sete de Setembro Indigenous Territory, in the state of Rondônia. Throughout the year, training programs were conducted in the territory, with the aim of ensuring that indigenous populations master the complete cycle of production and marketing of high value-added products, in order to combine tradition and innovation.

Among the main results of these initiatives are the incorporation of quality standards into processes and products, the enhancement of local artistic and cultural identity, and the adoption of new technologies that allow for the certification of origin of final products. In 2025, the project generated significant impacts, with **30 students trained, support for three community-based businesses, and the protection of approximately 239,000 hectares of forest in its area of influence.**



The collaboration between Grupo Carrefour Brasil and Instituto Amazônia 4.0 to develop and implement the first Biofactory 4.0 for fine chocolate in an indigenous territory, as a local business with sustainable production, brings to life an innovative development concept for the Amazon. The support of Carrefour Brazil Group for our proposal to rethink the economy that comes from the forest and its people, with high added value in an inclusive movement where the newest technologies that are rapidly transforming life and business around the world, enable a powerful bioeconomy, previously only dreamed of. Together, we are advancing a new development model for the Amazon that prioritizes environmental conservation and restoration within a bioeconomy framework. In this model, cocoa is transformed into fine chocolate through indigenous entrepreneurship, strengthening the financial autonomy of Indigenous peoples and traditional communities and driving meaningful improvements in the quality of life of local populations.

**Dr. Ismael Nobre**

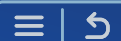
Executive Director at the Amazônia 4.0 Institute



## MapBiomás

MapBiomás is a collaborative initiative that brings together civil society organizations, universities, and technology companies with the goal of mapping and monitoring land use and land cover in Brazil. Carrefour Brazil Group supports the continuation and improvement of the platform, which provides free public data produced from satellite imagery. Among the main datasets available are historical series of land use and land cover, deforestation alerts, information on native vegetation regeneration, fire data, and agricultural land use. This data allows for detailed territorial analyses, supporting public policies, corporate strategies, socio-environmental monitoring, and the promotion of transparency in territorial management in Brazil and 13 other countries.





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## Promoting products developed by family farmers and traditional communities

Carrefour Brazil Group has a Family Farmer Inclusion Policy that supports the inclusion of quilombola, indigenous, riverside, and family farming communities in the formal market. In addition to support with registration, logistics, and adapted commercial conditions, the products are given prominent space in the store, recognizing the importance of their territories, knowledge, and cultures for a more just socioeconomic development.

### Floresta Faz Bem

In 2025, the “Floresta Faz Bem” program of Carrefour Brazil Group advanced significantly in its ambition to strengthen the value chain of Amazonian socio-biodiversity and broaden urban consumers’ access to products sourced from Indigenous peoples, extractivist groups, and traditional communities. The initiative, which encourages the sale of food produced from the forest, is present in 13 hypermarket-format stores and one Sam’s Club unit, reinforcing the role of retail as a strategic channel for generating socio-environmental value and productive inclusion.

The program underwent a physical and visual expansion of its in-store shelves, with a redesigned layout and enhanced point-of-sale prominence to boost the visibility and trial of Amazonian products and flavors, thereby strengthening the presence of Amazonian socio-biodiversity in national retail.

The expansion was preceded by a pilot project implemented in three stores (two in São Paulo and one in Brasília), which served as an operational laboratory to test the business model, logistics, consumer acceptance, and scalability. Over the course of a year, performance indicators were monitored, consumer surveys were conducted in stores, and adjustments were made to the product portfolio and internal processes.

Based on the lessons learned from the pilot project, the in-store display strategy was also revised. The shelves, initially positioned in aisles with healthy products, were relocated to central areas with higher traffic, expanding their reach to different consumer profiles. To encourage experimentation and sales conversion, tasting events supported by the Group were implemented.

Currently, the program brings together eight suppliers and impacts more than 500 family farmers, including indigenous people, extractivists, and family farmers. The assortment includes 16 product categories, totaling 36 SKUs.<sup>1</sup>, featuring items such as Brazil nuts, tucupi (a fermented cassava sauce), sauces, peppers, chocolates,

**16** product categories

**36** SKUs

<sup>1</sup> Stock Keeping Unit.



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tapioca flour, and jams. This enabled Carrefour Brazil Group to expand the connection between consumers and the origin of these products, reinforcing information about their production, socio-environmental impact, and contribution to more conscious consumption.

By consolidating operational adjustments, commercial scale, and socio-environmental governance, the program structures a replicable model for integrating Amazonian socio-biodiversity into national retail, contributing to more inclusive and resilient value chains aligned with forest conservation.

The evolution of the “Floresta Faz Bem” program is aligned with the Group’s mission to integrate family farmers into the formal market, reduce logistical and commercial barriers, and enhance the recognition of forest-based products—transforming everyday consumer choices into opportunities

“

For Soul Brasil, the “Floresta Faz Bem” project is fundamental to expanding the distribution of sustainable and organic products, reaching a broad audience to whom we can promote and showcase the treasures of the forest. This not only values local communities but also preserves the environment. Together, we bring socio-biodiversity to the tables of Brazilians. This partnership is a significant contribution to environmental preservation, creating a fairer and more sustainable future for all.

**Leticia Feddersen**

Founder & CEO of Soul Brasil Cuisine



to generate positive impacts for traditional communities and support the conservation of Brazilian biomes. The initiative also aligns with goals of increasing sales of products with sustainable attributes, strengthening the bioeconomy, and generating income in strategic territories.

One of the items that make up the “Floresta Faz Bem” shelves is the Kayapó Brazil nut. Each product package involves a chain of relationships that strengthens Kayapó families, protects the Amazon rainforest, and promotes sustainable production practices. Furthermore, processing and marketing create income that contributes to the economic autonomy of communities and reinforces the importance of maintaining the forest as a source of life. Its presence on the shelves raises consumer awareness about the origin of food and the importance of supporting supply chains that preserve the environmental and cultural balance of the Amazon.

Learn more about the production of Kayapó Brazil nuts, one of the items in the “Floresta Faz Bem” program, in this [documentary](#).

## Rede Origens

The Carrefour Group is a member of the Rede Origens Brasil® network, an Imaflora coalition focused on innovation for sustainable food and agriculture in the Amazon. The network brings together 39 companies and more than 80 support institutions and community organizations, fostering commercial partnerships with farmers operating in Indigenous Lands and Conservation Units, while ensuring transparency, traceability, and recognition of origin.



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## Products with socio- environmental attribute certifications

GRI 3-3 Traceability and socio-environmental impact of the supply chain

Products with socio-environmental attribute certifications follow recognized criteria during their production or extraction and are audited by independent certification systems or by the Group's own programs based on technical standards defined by the company. These products ensure greater traceability and respect for the environment, human rights, and good production practices, contributing to more responsible and resilient value chains.

At Carrefour Brazil Group, the promotion of products with socio-environmental certifications is integrated into the Sustainability Strategy and is directly connected to the commitment to transforming production systems, conserving forests and biodiversity, and encouraging more sustainable production practices. By expanding its product offerings, the Group seeks to meet the growing consumer demand for healthier, safer food aligned with socio-environmental values, while also generating positive impacts throughout the supply chain.

The Group's efforts are focused on strategic categories:

### Organic products

By offering organic products, Carrefour Brazil Group reinforces its support for agricultural practices that respect the soil, biodiversity, and natural cycles without the use of pesticides and synthetic fertilizers. The company aims to expand access to these items and encourage a more balanced diet, as well as provide space for small farmers and cooperatives. In addition, the company has its private label of products dedicated to organic products, the Carrefour Bio brand. Learn more in [Quality assurance and portfolio management](#).

### Garantia de Origem

Carrefour Brazil Group's "Garantia de Origem" (Guaranteed Origin) brand is based on five essential pillars: superior taste, quality and fair pricing, authenticity, sustainability, and food safety. **With a rigorous selection of products monitored from farms to factories, the line includes 154 perishable food items from 23 suppliers.** These products are produced with social and environmental responsibility, a commitment to animal welfare, and high quality standards. Authenticity is valued by highlighting regional products, contributing to the development of farmers and the local economy. Learn more in [Partner supplier management](#).

## Five principles of the “Garantia de Origem” line

### Taste

1

The products are developed through sensory testing, ensuring compliance with the high quality standards defined in the technical specifications.

### Authenticity

3

By valuing the agricultural potential of Brazil, Carrefour Brazil Group selects the best products from the various regions of the country, promoting the authenticity of each item.

### Quality and pricing

2

In addition to undergoing laboratory testing, farms and production units are regularly evaluated based on a unique Group protocol, ensuring that the requirements of the Quality Policy are met. The price is calculated to ensure it is fair.

### Sustainability

4

With a focus on environmental preservation, the line promotes sustainable practices such as animal welfare, responsible fishing, agroecology, and encouragement of agricultural practices that favor ecological and economic balance.

### Food safety

5

Product traceability is guaranteed from origin to delivery to the consumer, with regular technical audits conducted to ensure the safety and health of everyone involved.

## Certification of timber products and by-products

Within the risk matrix of the Carrefour Brasil Group, the wood supply chain and its by-products—such as paper and pulp—are prioritized from a socio-environmental risk perspective, given their structural links to deforestation, biodiversity loss, and greenhouse gas emissions. In Brazil, a significant portion of historical deforestation has been associated with illegal logging and forest conversion, especially in biomes such as the Amazon. In addition to environmental impacts, the sector also presents socio-environmental risks related to informality, land conflicts, and violations of labor rights, which reinforces the need for robust traceability and certification throughout the supply chain.

Carrefour Brazil Group follows the global guidelines of the Sustainable Forest Policy and considers criteria such as volume consumed, type of wood used, and region of origin of the raw materials in its analysis. Based on these parameters, it guides its suppliers in transitioning to responsible sourcing and in implementing internationally recognized audits and certifications, prioritizing FSC certification® for areas with higher risk exposure and PEFC® for regions classified as lower risk.



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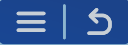
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In 2025, sustainably certified products accounted for 85% of sales across the top 10 priority private labels in the paper and wood categories (diapers, paper towels, wet wipes, napkins, sanitary pads, toilet paper, coffee filters, garden furniture, cotton swabs, and charcoal), a 15% increase in the share compared to 2024, which underscores the steady progress of the responsible sourcing strategy. Also noteworthy are the diaper categories and the Member's Mark brand portfolio from Sam's Club, which demonstrated 100% adherence to the responsible sourcing criteria defined by the company. These categories were defined based on sales representation and the associated risk level, concentrating more than 80% of the sales volume in these product families.

With respect to supplier brands, the Group continued to monitor Forest Stewardship Council (FSC®) certification. In 2025, it engaged key suppliers through dedicated meetings to assess the scope of existing certifications and encourage the use of certified raw materials in wood-derived products, resulting in a 48% increase in sales of products from sustainable sources compared to 2024. This action reinforces the company's commitment to forest management, mitigating socio-environmental risks, and promoting responsible and traceable supply chains.

The company had extended this commitment to its own-brand paper and cardboard packaging by 2025. The same criteria apply to cellulosic fibers (such as viscose, lyocell and modal), produced in the European Union and used in Carrefour TEX fashion, bedding, table and bath products.

## Products sourced from sustainable fishing.

Regarding the seafood supply chain, Carrefour Brazil Group adopts guidelines that include certifications and practices that minimize environmental impact and prevent the overexploitation of species or the capture of endangered species. Products sold are subject to monthly monitoring against established annual targets, in line with aquaculture and extractive fishing criteria. For aquaculture, this includes certification by the Aquaculture Stewardship Council (ASC) or compliance with organic production standards. For extractive fisheries, it involves certification by the Marine Stewardship Council (MSC) or participation in responsible fishing initiatives recognized and validated by the Carrefour Group.

By 2025, 98.8% of private label fish sales came from certified sources, considering all the Group's brands. Furthermore, **100% of the products from own-brand canned fish brands came from sustainable processes.**

## Goals for products with socio-environmental certifications

Carrefour Brazil Group continuously monitors the sale of certified sustainable products, linking this offering to annual sales targets, with the aim of accelerating the transformation of Brazilian production chains and encouraging more responsible production practices. Sales of these products contribute to the company's global goal of reaching €8 billion in sales of products with sustainable certification attributes by the end of 2026.<sup>1</sup>

To ensure continuous monitoring and progress towards meeting the corporate goal, the Group implemented a structured verification process in the supplier approval process, which includes checking applicable certifications and quarterly monitoring of the evidence.

In 2025, the company recorded **BRL 2.2 billion** in product sales with **sustainable certification attributes**, an **increase of 30%** compared to the previous year.

By integrating these products into its portfolio, the Group not only meets the growing demand for healthier and more responsible food, but also helps reward production practices that preserve natural resources, respect communities and workers, and support a more resilient and sustainable business model. In this sense, the company aims to support farmers in the transition of their production system and to expand consumer access to products that simultaneously meet criteria of quality, health, ethics, and environmental responsibility.

<sup>1</sup> The commitment has been updated and will be released in 2026.

# Animal welfare in the value chain SASB FB-FR-430a.3



Carrefour Brazil Group operates based on a structured sustainability strategy, guided by the promotion of more responsible value chains and the strengthening of practices aligned with the challenges of contemporary society. This initiative is part of a broader food systems transition agenda, aimed at advancing more sustainable production and consumption models, while reaffirming the commitment to accessibility and the provision of quality food aligned with the sociocultural and economic realities of Brazilians.

In this context, animal welfare is one of the relevant aspects of the company's operations, reflecting its commitment to the continuous improvement of production conditions and the development of more sustainable and responsible systems.

The Group's approach is guided by the Five Domains of Animal Welfare Model, a modern framework that goes beyond simply mitigating suffering by emphasizing both the external conditions and the internal experiences of animals. This model supports the technical requirements used in audits and certifications that monitor animal welfare practices among animal protein suppliers.

By adopting the Five Freedoms and Domains as a framework, the Group recognizes that animal welfare is a dynamic concept that involves both objective conditions and the subjective experiences of animals, guiding the evolution of management practices, technical audits, and purchasing requirements.

## The "Five Freedoms" of Animal Welfare

The Five Freedoms and Domains Model is a science-based framework for assessing and promoting animal welfare throughout the production chain. He considers five interdependent dimensions that directly influence the experiences of animals:

### Freedom from hunger and thirst **1**

Continuous access to adequate amounts of quality food and water that meet physiological needs and promote health and vigor, with positive experiences associated with food.

### Freedom from discomfort **2**

Physical conditions that guarantee thermal comfort, shelter, adequate space, and stimuli that promote comfort and safety.

### Freedom from pain, injury or disease **3**

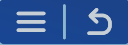
Practices that ensure disease prevention, effective sanitation management, proper diagnosis and treatment, guaranteeing physical well-being.

### Freedom from fear and distress **4**

An opportunity for the expression of natural behaviors important to the species, including physical activity, exploration, and social interactions.

### Freedom to express normal behavior **5**

Overall affective experience of animals, reflecting the combined impacts of other domains—valuing not only the reduction of negative aspects, but also the promotion of positive mental states and well-being.



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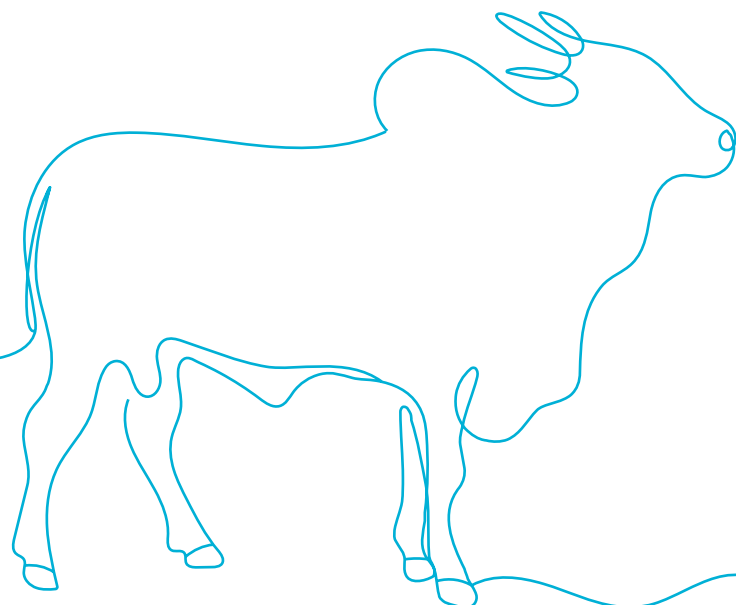
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## Carrefour Group Brazil's Objectives for Animal Welfare

In addition to adopting the Five Domains Model as a conceptual basis for evaluating and evolving practices in the supply chain, Carrefour Brazil Group has established ten priority objectives that guide its strategic actions in animal welfare, aligned with the Group's global strategy.

These objectives consolidate commitments related to animal health, husbandry, genetics, transport, slaughter, product development, and responsible innovation, reinforcing the integration of animal welfare into procurement policies and risk management across the value chain.



### The 10 priority objectives are:

#### 1. Fight antibiotic resistance

To act in order to reduce the preventive and indiscriminate use of antibiotics, prohibiting antibiotic growth factors and growth hormones, contributing to public health and food safety.

#### 2. Ban cloning and genetically modified animals

To prohibit cloning practices and restrict the use of genetically modified animals, seeking to preserve biological diversity and the integrity of production chains.

#### 3. Transform cage farming and minimize livestock confinement

To promote the transition to farming systems that reduce intensive confinement and increase the freedom of movement and behavioral expression of animals.

#### 4. Minimize stress during transport and slaughter

To demand practices that reduce suffering, improper handling, and stress during transportation and slaughter, with specific technical protocols and audits.

#### 5. Ensure psychological freedom

To ensure that animals do not experience fear or chronic stress, providing rearing conditions that respect their psychological well-being and promote positive mental states.

#### 6. Ensure proper feeding

To ensure continuous access to balanced nutrition and quality water, in line with the physiological needs of each species.

#### 7. Require health monitoring

To demand veterinary controls, biosecurity programs, and systematic monitoring of animal health in supply chains.

#### 8. Prohibit animal testing (for cosmetics and household products)

To eliminate animal testing for the development of cosmetics and household products sold under private label.

#### 9. Prohibit the use of animal materials that do not come from farms primarily aimed at food production

To avoid using materials from supply chains whose primary purpose is not food production, reinforcing ethical sourcing criteria.

#### 10. Improve the comfort of the habitat

To promote environmental conditions that provide thermal comfort, adequate space, environmental enrichment, and protection against adverse conditions.



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In addition to implementing these objectives through internal policies, audits, and procurement criteria, Carrefour Brazil Group maintains an active dialogue with civil society organizations and technical experts, seeking to strengthen its initiatives and develop innovative solutions that expand positive and lasting impacts across the value chain.

This set of commitments consolidates animal welfare as a structuring topic of the sustainability agenda, reinforcing the Group's vision of promoting more responsible, transparent and resilient food systems.

### Animal Welfare Audits

In 2025, 80% of animal protein processing plants were either audited under the Carrefour Group's Animal Welfare Protocol or held animal welfare certifications aligned with international standards and validated through independent third-party audits, demonstrating steady progress in the adoption of practices that meet recognized technical and global animal welfare criteria. For this purpose, in addition to its own audit protocol, the Group recognizes external certifications such as PAACO, HFAC, and "Produtor do Bem" as valid equivalents of compliance.

This result reinforces Carrefour Brazil Group's commitment to combining rigorous governance, stringent technical criteria, and practical engagement with the supply chain, promoting continuous improvement in animal welfare standards.

## Animal welfare in the supply chain

### Pork

Carrefour Brazil Group has specific commitments to ensure the welfare of pigs in its production chain. Since 2019, it has had a policy to promote more sustainable practices aligned with market expectations and national and international regulations.

Actions include:

- **Restriction of teeth clipping or grinding:** these procedures are allowed only in cases of extreme necessity, such as cases of aggressive behavior.
- **Time limit for confinement of breeding stock:** Maximum time to remain of 28 days.
- **Elimination of ear cropping:** this practice was abolished in 2022 and replaced by less invasive methods, such as tattooing.
- **Adoption of immunocastration:** this is a non-invasive method that is used to replace surgical castration. Progress has been achieved; however, management challenges were also identified during the tests conducted. The company remains committed to working with partners and suppliers in the search for alternatives and advancements in the adoption of non-invasive methods.

- **Use of antibiotics:** using antibiotics after weaning will be banned from 2030.
- **Research on tail docking:** research into alternative methods to reduce the impact on animal welfare is ongoing; currently, only the final third of the tail is docked.
- **Investment in environmental enrichment:** more interactive environments for animals, simulating situations found in nature.

### Laying hens (egg production)

Carrefour Brazil Group recognizes that the transition from conventional cage systems to cage-free systems represents a significant advancement, especially regarding greater freedom of movement, the possibility of expressing natural behaviors, and the improvement of the overall welfare conditions of laying hens.

In 2018, the Group publicly committed to supporting the gradual transition of the egg supply chain, progressively increasing the purchase and supply of cage-free chicken





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eggs as farmers make the transition, until reaching 100% under its private label by 2025 and extending this practice to suppliers by 2028. This commitment was developed through dialogue with civil society organizations and incorporated into the company's Sustainability Strategy.

Throughout these years, the Group has implemented relevant actions to advance the agenda, making progress in expanding the supply and growing sales of cage-free chicken eggs. Standing out among them are:

- Expanding the supply of cage-free eggs (free-range, organic and cage-free) across different business units and store formats throughout the country;
- Enhancing communication and consumer education efforts, supported by market research, to inform people about production systems, enable more informed buying decisions, and ensure freedom of choice;
- Significant growth in sales of cage-free chicken eggs, with a return to the upward trend in the post-pandemic period;
- Dialogue with civil society regarding market challenges and advancements.

During this period, the company has also been reporting annually on progress in relation to the commitment, as well as challenges related to supply, availability, and consumer behavior. The actions implemented led to a 600% increase in sales of cage-free chicken eggs compared to 2018. Additionally, in the case of private label brands, this share increased by more than 300% during the period, reflecting the consistent growth of the category. Detailed data are available in the annual sustainability reports on our [website](#).

Despite significant progress, experience gained over the years has underscored the structural complexity of transitioning the egg supply chain in Brazil. This process involves economic, production, and consumer behavior challenges, requiring an increasingly coordinated effort among farmers, retailers, industry players, civil society organizations, and public authorities. From a production standpoint, the transition also involves investments in infrastructure, management adjustments, biosecurity, and technical training, as well as sanitary issues that also require support to be properly aligned and regulated.

For the retail sector, this is an essential category for the Brazilian population, directly related to price accessibility. In a context of socioeconomic challenges and restrictions on purchasing power, access to food becomes even more relevant in consumer decisions. In this context, it is important that the evolution of animal welfare occurs in a way that is compatible with the reality of society. Additionally, the lack of clear standards for communicating to consumers about the different production systems hinders the understanding and consistent development of demand for these products.

More broadly, progress in animal welfare in Brazil still depends on the development of a more structured institutional environment, with greater regulatory predictability, clearly defined minimum standards, and transparent guidelines to support both production practices and consumer communication.

Carrefour Brazil Group recognizes the importance of actively contributing to the development of this environment by collaborating with the various stakeholders involved across the sector. Following a process of listening and dialogue, the commitment

originally established by Carrefour Brazil Group was not fully met within the stipulated timeframe.

The company acknowledges that its continued existence requires a structured and responsible restructuring.

The animal welfare agenda remains a strategic priority, with a commitment to contributing to the gradual transition of the egg supply chain to systems that consider the welfare of laying hens. Accordingly, a structured action plan was established to address the key drivers of transformation within the sector, including:

- Strengthening dialogue with the production chain, encouraging and sharing best practices with 100% of the Group's egg suppliers;
- Structuring a plan with civil society, government agencies, and representative entities, contributing to the advancement of regulatory benchmarks and self-regulation initiatives;
- Establishing an annual communication plan for consumers and the marketing area, in collaboration with civil society organizations and farmers, to promote greater clarity, transparency, and awareness regarding the different production systems;
- Providing training for 100% of the commercial and quality areas involved with egg categories, focusing on good production practices and animal welfare;
- Achieving a threefold increase in sales of cage-free chicken eggs of all brands by 2030, representing a growth of approximately 170% compared to the 2025 result.



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The Group recognizes that this agenda is an ongoing process that requires continuous collaboration and transparency, and therefore reaffirms its commitment to open dialogue and the advancement of animal welfare practices, aligned with a long-term vision for more sustainable, inclusive, and resilient food systems.

In 2025, the Group's sales share results for National and Private label brands across all banners were as follows:

Share of cage-free chicken eggs Carrefour Brazil Group (% at the closing of 2025)

	Private label	National Brand	Total
Retail	16.0	21.6	20.2
Atacadão	NA	3.7	3.7
Sam's Club	65.0	51.0	55.0
<b>Total</b>	<b>26.0</b>	<b>6.26</b>	<b>7.0</b>

Animal cause

Carrefour Brazil Group runs programs that improve lives and provide care and shelter for abandoned animals. Since 2018, initiatives have been implemented to raise awareness in society and foster a culture of respect and protection for animals.

The impact of these initiatives is amplified through strategic partnerships with NGOs, animal protectors, and specialized institutions that enable rescues, rehabilitation, and responsible adoption. This commitment reflects the Group's vision of being an agent of transformation, promoting positive impacts both in the stores, clubs and other units of Carrefour Brazil Group, and in the surrounding communities. The following stood out in 2025:

**159 adoption events**  
carried out in various  
units of the Group

**337 animals adopted**  
now living in responsible  
and caring homes

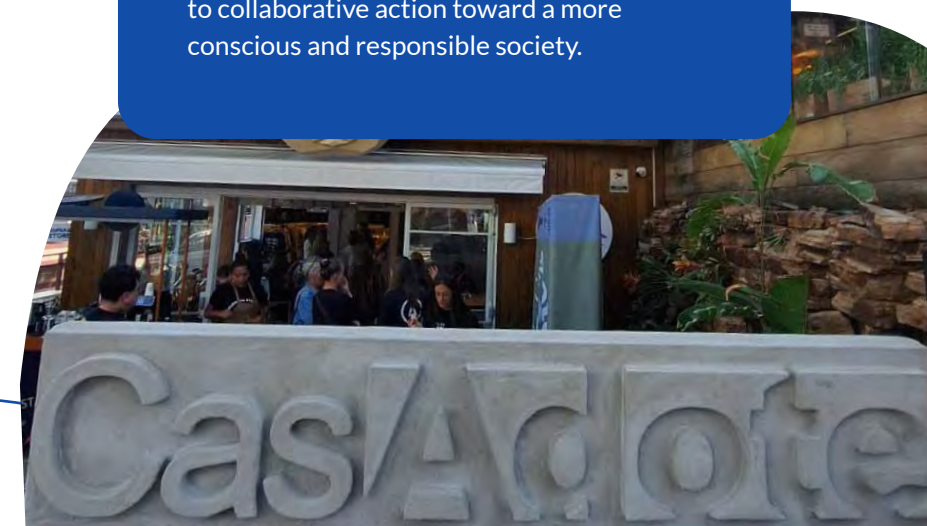
These results demonstrate the company's commitment to going beyond its role in retail and acting as an active force in building a more ethical and empathetic society towards animals. Carrefour Brazil Group continues to advance on this journey, driving new initiatives to promote the protection and respect for animal life nationwide.

Support for CasAdote

Carrefour Brazil Group takes a structured approach to advancing animal welfare, with initiatives aligned with sustainability, social responsibility, and respect for animal well-being, promoting integrated actions that combine social impact, public health, and education.

In 2025, the Group was one of the partners supporting CasAdote, an adoption and experience center created by the Instituto Ampara Animal and the Encontrei Um Amigo NGO.

The partnership with CasAdote bolsters efforts to promote responsible adoption by widening the reach of these initiatives and connecting rescued animals with new homes, reinforcing the Group's commitment to collaborative action toward a more conscious and responsible society.



## 2.5 Quality assurance and portfolio management



Carrefour Brazil Group adopts an integrated approach to ensuring the quality and safety of its food and private label portfolio, with a commitment to offering affordable, high-quality products produced in an increasingly sustainable way. This approach encompasses the entire supply chain, from the selection, approval, and development of suppliers to the continuous monitoring of product quality, safety, and origin, ensuring consumer confidence and expanding access to responsible choices in everyday life.

Through structured control processes, technical and social audits, performance indicators, continuous training, and robust governance practices, the Group seeks to balance fair pricing, consistent quality, and socio-environmental responsibility, **while strengthening food security, encouraging responsible production practices, and responding to the expectations of consumers who are increasingly attentive to the origin, impact, and value of the products they consume.**

## Partner supplier management



GRI 3-3 Traceability and socio-environmental impact of the supply chain

Carrefour Brazil Group's private labels are supplied by companies that undergo a rigorous quality management process. This process includes conducting technical audits, aimed at evaluating production processes with a focus on delivering safe food, as well as social audits, which ensure adequate working conditions in production facilities.

To guarantee the quality and safety of the products, analytical tests are conducted in accordance with current legislation, conducted by accredited laboratories. Additionally, the Group operates an in-house laboratory dedicated to sensory analysis, enabling the identification of product variations, the monitoring of suppliers' production processes, support for innovation initiatives, and the tracking of market trends, ultimately contributing to greater consumer satisfaction.

During the approval process for new private label products, a detailed evaluation is conducted of the ingredients, nutritional information, and use of additives, in addition to verifying the levels of sodium, added sugars, and saturated fats. If any of the evaluated parameters do not meet the established requirements, revisions are requested and product development is halted until the necessary adjustments are implemented.



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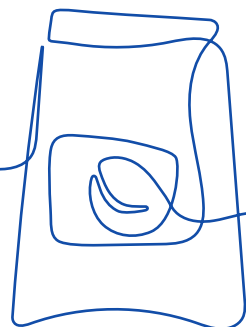
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The Group's supplier development strategy is based on continuous monitoring and capacity building. This model includes the systematic monitoring of action plans related to the management of laboratory analyses, customer service, and sensory evaluations, among other aspects, as well as the annual calibration of technical audit requirements aimed at continuously enhancing quality standards. These initiatives are further complemented by capacity-building actions, including webinars focused on the main non-conformities identified during the audits.

Working in an integrated manner, the Private Label Quality team contributes to strengthening the ESG agenda through the management of relevant certifications, such as Roundtable on Sustainable Palm Oil (RSPO) certification for the responsible use of palm oil, Forest Stewardship Council (FSC) certification for forest-based raw materials, and certifications related to organic products.



The performance of private label suppliers is continuously monitored using the Quality Card, a strategic tool for managing risk and ensuring quality standards. The evaluation is based on a scoring system that considers fundamental criteria, including audits, customer service, laboratory analyses, inspections upon receipt of products, and monitoring of corrective action plans.

Under this system, suppliers are classified into four groups based on their level of risk to the business. Partners classified in Group A, with scores above 90%, are recognized for their excellence, while those classified in Groups C and D are subject to structured progress plans.

This continuous improvement process helps ensure that the Group's supply chain delivers safe products, produced using good practices and in accordance with the principles of social and environmental responsibility.

Key results of the  
Quality Card in 2025

**51%** of the suppliers  
classified in group A

**36%** of the suppliers  
classified in group B

**13%** of the suppliers  
classified in groups C  
and D





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## Supplier Management

Private label Information	2023	2024	2025
Total number of suppliers of private label food and non-food products	528	377	138
Total number of critical indirect suppliers (beef, F&V, and textiles)	2,415	1,238	2,749

<sup>1</sup> F&V (fruits and vegetables)

## Supplier assessment and development

Private label Information	2023	2024	2025
Total number of critical suppliers of beef, F&V, and textiles with completed social audits (ICS and ABVText Protocol)	212	183	215
Total number of critical suppliers of beef, F&V, and textiles with completed social audits (ICS and ABVText Protocol) – a mandatory requirement according to Carrefour's Global Sustainable Procurement Requirements	212	183	215
% of beef, F&V, and textile suppliers audited, with action plans and corrective measures	10.40%	2.73%	6.51%
Total number of critical suppliers of beef, F&V, and textiles of private label products that have been audited and blocked	5	6	5





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## Food quality and safety

GRI 3-3 Quality, safety and health

Carrefour Brazil Group adopts strict policies to guarantee food safety, implementing various practices that ensure the products on the shelves meet the highest quality standards.

At Carrefour Brazil Group's distribution centers, a qualified technical team carries out sample-based product inspections in accordance with the ABNT NBR 5426 standard, with priority given to private label products. The assessments are conducted based on technical specifications, manuals, procedures, and defect classification guidelines, ensuring standardized quality and safety criteria.

The Quality team, both in the control rooms and during field inspections, performs specific technical tests, including °Brix<sup>1</sup> measurement, pulp pressure analysis, density assessment, metrology, pH evaluation, deglazing<sup>2</sup> analysis, parasite testing in fish, shrimp classification, and butcher shop yield assessments, among others. These procedures ensure that only compliant products enter the supply chain. Performance indicators are monitored in real time through corporate systems, enabling continuous quality management. Additionally, monthly audits are conducted at the facilities and periodic training provided for operations staff.

<sup>1</sup> °Brix (pronounced "degrees Brix"): a unit of measurement that expresses the concentration of sugars and other soluble solids in a liquid, used to assess the degree of ripeness of fruits and the quality of pulps and juices.

<sup>2</sup> Test that measures the amount of ice (glaze) in frozen products, such as fish and shrimp. It consists of weighing the product before and after controlled thawing, ensuring the actual net weight of the food.

As a result of these activities, the following figures were achieved in 2025:

More than **100,000 inspections** of fruits and vegetables

More than **30,000 inspections** of perishable products

About **3,500 inspections** of imported items

Approximately **6,900 tests** performed in control rooms

**BRL 130 million** in losses avoided

**87%** of the units with a compliance index equal to or greater than 90%

More than **900 employees** trained



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In stores and clubs, technically trained teams support the Food Safety Responsible Technicians (RTs), who conduct follow-up visits and audits to verify compliance with good manufacturing practices and assess the operational conditions of each unit. To reinforce assessment impartiality and standardization, external audits are also conducted by an independent company.

RTs play a central role in overseeing the receiving, storage, handling, and display of food in stores and clubs. Its performance ensures compliance with current rules and legislation, including the guidelines of the National Health Surveillance Agency (Anvisa), the Ministry of Agriculture and Livestock (Mapa), and other federal, state, and municipal regulations. Their responsibilities include assessing health risks, implementing preventive and corrective actions, training operational teams, and monitoring external audits.

External food safety audits are conducted quarterly in hypermarkets, supermarkets, and club-format stores, using the same assessment tool applied in internal audits performed by the Responsible Technicians (RTs), thereby ensuring consistency and comparability of results. **The scope of the assessments encompasses critical food safety aspects, including personnel, environmental, and equipment hygiene; adherence to good operational practices and procedures; temperature control; product shelf life and quality; integrated pest management; recall procedures; and compliance with required documentation.**

The results of these audits support ongoing monitoring of operational compliance, enable the identification of improvement opportunities, and strengthen the company's food quality and safety standards. The main results achieved in 2025 were:

**4,243 internal audits**  
performed

**851 external audits**  
performed

**83% of the stores and clubs**  
found in compliance with  
internal and external audits

The team continuously works to improve processes and strengthen the food safety culture through ongoing training and engagement initiatives, including activities such as Food Safety Day.

### Distribution centers

- Product inspection prioritizing private label items
- Application of quality tests, such as metrology, pH level in meats, and defect level analysis

### Stores

- Audit routines and follow-up visits regarding good manufacturing practices and unit conditions are overseen by the responsible technicians
- The performance of the units is tracked by a compliance percentage index, including criteria for good practices and pest control



## Requirements for product and service information and labeling GRI 417-1

Carrefour Brazil Group has formal procedures for quality, food safety, and responsible supply chain management, in compliance with mandatory product information and labeling requirements.

Control systems include Hazard Analysis and Critical Control Points (HACCP) programs, periodic technical and social audits of suppliers, quality and safety control plans, laboratory analyses, end-to-end supply chain traceability, and the continuous validation and monitoring of labeling information. This enables the Group to ensure transparency for consumers, regulatory compliance, and the mitigation of socio-environmental impacts throughout the product life cycle.

These procedures cover the following aspects:

- Origin of the components:** full traceability of raw materials and ingredients, with supplier, country-of-origin, and production-method restrictions for high social or environmental risk, plus specific requirements for critical supply chains. This information is documented and made available to consumers and stakeholders, where applicable.
- Safe use of products and services:** ensuring labels include all required information—storage, preparation, and consumption instructions—and mandatory allergen identification, with consideration of cross-contamination risks. Shelf-life studies and defined storage conditions are conducted, also helping to reduce waste.
- Other relevant labeling and transparency information:** products must fully comply with all applicable laws in the markets where they are sold, including required certifications and any claims, which must be pre-validated with technical and/or laboratory evidence.
- Strict guidelines for product composition:** restrictions or prohibitions on genetically modified organisms (GMOs); control and replacement of critical ingredients; limits on additives and removal of controversial substances where possible; and monitoring of contaminants through periodic laboratory analyses.
- Product disposal and environmental and social impacts:** considering product life-cycle aspects, including requirements for packaging materials that meet safety standards, responsible supply-chain practices, and assessment of potential environmental impacts.



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## Recall

Carrefour Brazil Group maintains a product recall registration and communication system with its stores, covering both private label and third-party brand products. Annual training is provided to employees on the measures to be taken in case of alerts, as well as the procedures for data segregation and entry into the system, including a tool that immediately blocks the sale of the recalled product, even if the item is available at the point of sale. There were no recalls for private label products in 2025. [SASB FB-FR-250a.2](#)

### Carrefour Bio brand

Aligned with our purpose of offering healthy, affordable, and high-quality food, we continue to expand access to organic products through the Carrefour Bio brand, which includes 42 grocery items and more than 60 perishable products. The entire product line is certified by the Brazilian Organic Conformity Assessment System (Sisorg) and undergoes periodic re-analysis to ensure its validity.

# Nutritional management and consumer health

[SASB FB-FR-260a.2](#)



In 2025, Carrefour Brazil Group consolidated and expanded its approach to food quality and safety, integrating the management of nutritional and health aspects in a structured way into the development and management of its private label portfolio. This initiative aims to promote healthier food choices, increase information transparency for consumers, and mitigate risks associated with excessive consumption of critical nutrients.

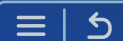
This process is governed through an integrated approach by the Food Quality and Safety, Sustainability, Product Development, and Legal and Regulatory Affairs teams, ensuring alignment with the guidelines of National Health Surveillance Agency (Anvisa), international best practices, and consumer expectations.

As a central element of this strategy, in 2025 the company continued the implementation of Front-of-Package Nutrition Labeling (FOPNL) as a mandatory requirement on product packaging, with particular emphasis on private label brands, in compliance with Brazilian regulations. FOPNL allows for the clear identification of products with high levels of sodium, added sugars, and saturated

fats, supporting more informed purchasing decisions by consumers and aiding internal portfolio management.

In parallel, the Group is continuously working to improve the nutritional composition of its private label products. Anticipating regulatory and market trends, since 2018 Carrefour has been engaged in a global campaign aimed at eliminating controversial substances and reformulating products. **Since 2024, the company has reduced 75.79 tons of sugar and salt in its private label product portfolio**, contributing to the improvement of the nutritional profile of the products offered.

This approach reinforces Carrefour Brazil Group's commitment to promoting health, transparency, and a more balanced diet, while maintaining accessibility, quality, and sustainability as core pillars of its private label strategy.



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# Governance and management

# Corporate governance

In 2025, the Carrefour Brasil Group completed its delisting process, marking a significant milestone in the evolution of its governance structure and strategic positioning. The decision, executed with transparency, regulatory rigor, and respect for shareholder rights, strengthened the alignment of the corporate structure with the Carrefour Group's global strategy, enhancing decision-making agility, operational integration, and consistency in the implementation of corporate guidelines.

This move reaffirmed the Group's commitment to strong governance and to high standards of ethics, compliance, and accountability, while reinforcing its focus on generating sustainable long-term value for all stakeholders through the ethical, transparent, and responsible management of people and assets, in line with the legacy and practices of its parent company in France.

The Group maintains stringent standards of compliance, risk management, and integrity, along with a set of effective policies for the prevention of fraud and corruption, data protection, and cybersecurity. Its Code of Ethics and other people-related documents, as well as independent reporting channels and ongoing training, support the company in promoting a work environment that values respect and diversity among employees.

Carrefour Brazil Group's commitments, decisions, and processes are aligned with internationally recognized intergovernmental instruments. These include the United Nations Global Compact, the International Labour Organization (ILO), the Universal Declaration of Human Rights, the Sustainable Development Goals (SDGs), and the guidelines of the Organization for Economic Co-operation and Development (OECD). The bylaws, policies, and codes governing the company's activities are available for consultation [here](#). **GRI 2-23**

The governance structure comprises the Board of Directors, Advisory Committees, and the Executive Committee, all of which recognize the integration of sustainability into the business strategy as a key strength—reflected in the trust placed in the Group by its controlling shareholder, customers, suppliers, and other stakeholders across the retail sector and society. The company has a Policy for the Appointment of Directors, which sets rules, guidelines and methods to be followed for the nomination of members of the Board of Directors and the Executive Board. It was approved by the Board and can be found [here](#). **GRI 2-9 | 2-10**



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## Board of Directors and Executive Committee

### Board of Directors

The Board of Directors is responsible for guiding the company's long-term strategy, overseeing the Executive Board and evaluating the organization's economic, social, and environmental performance and impacts. The Board ensures that decisions made are aligned with the interests of shareholders and principles of corporate responsibility. [GRI 2-12](#)

At December 31, 2025, the Board of Directors consisted of six members, 50% of whom were women, with diverse profiles and expertise in strategic retail topics. [GRI 405-1](#)

**Nelcina Conceição de Oliveira Tropardi** [GRI 2-11](#)  
Chairman of the Board

**Bérengrère Therese-Marie Dominique Bleuse**  
Administration Director

**José Rafael Assis Vasquez**  
Administration Director

**Liliane Dutra Santos**  
Administration Director

**Marcelo Guimarães Tardin**  
Administration Director

**Pablo Hector Lorenzo**  
Administration Director



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## Knowledge of the Board

	Manufacturing Industry	Industrial Sector	Consumer Goods	Healthcare	Communication Services	Real Estate
Nelcina Conceição de Oliveira Tropardi		X	X	X		
Bérengère Therese-Marie Dominique Bleuse		X	X		X	
José Rafael Assis Vasquez			X			
Liliane Dutra Santos						X
Marcelo Guimarães Tardin	X		X	X		
Pablo Hector Lorenzo			X			

Within the scope of the Sustainability Strategy, the Board is responsible for analyzing emerging scenarios and trends, approving strategic adjustments in response to socio-environmental contexts, assessing potential impacts and opportunities, and reviewing commitments, policies, and sustainability initiatives.

The Board is responsible for deciding on long-term, medium-term, and short-term goals and establishing the frequency of monitoring indicators and performance to ensure alignment with the Climate Change strategy and the protection of biodiversity. On this same topic, the Board is advised by committees composed of widely recognized external experts and internal executives. [GRI 2-12](#) | [2-14](#)

## Number and percentage of individuals within the organization's governance bodies, by gender [GRI 405-1](#)

	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
<b>Board of Directors</b>						
Number	8	5	8	5	3	3
Percentage of members of governance bodies by gender	61.5%	38.5%	61.5%	38.5%	50%	50%

Periodically, with the support of the Executive Committee, the Forest Committee, and the Racial Equity Advisory Committee, the Board of Directors is updated on the progress of projects and initiatives developed in line with the company's strategy, including matters related to ESG themes and practices for its review and deliberation. In critical cases, extraordinary meetings are convened to make decisions regarding the issues presented. [GRI 2-26](#)

## Executive Committee

The Executive Committee of Carrefour Brazil Group plays a fundamental role in the company's strategic direction, ensuring the implementation of the guidelines established by the Board of Directors and promoting alignment among strategy, operations, and organizational culture. Composed of executives with extensive experience in different areas of the business, the Committee brings together complementary skills that strengthen corporate governance and contribute to integrated management, geared towards generating sustainable value.

Throughout 2025, the Executive Committee played a decisive role in executing the company's strategic priorities, supporting initiatives focused on organizational simplification, integration across business formats, and the strengthening of operational efficiency. These actions contributed to expanding the Group's adaptability in a dynamic market environment, while simultaneously reinforcing discipline in resource allocation, value creation, and preparing the business for future growth cycles.

At December 31, 2025, the Committee comprised ten executives, including four women and one self-identified Black person, with diverse backgrounds and in different fields of expertise.

**Pablo Hector Lorenzo**  
CEO

**Aydes Marques**  
Vice President for Digital

**Bérengère Therese-Marie Dominique Bleuse**  
Vice President of Finance and Director of Investor Relations

**Felipe Gomes**  
CEO – Banco Carrefour

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

**Liliane Dutra**  
CEO – Carrefour Property

**Marco Aparecido de Oliveira**  
CEO - Atacadão

**Marcelo Tardin**  
Vice President of Transformation

**Nelcina Tropardi**  
Vice President of Legal and Corporate Affairs

**Viviane Gaspari**  
Vice President of Human Resources

**40%** of women on  
the Executive  
Committee

**10%** Black people

### Performance assessment GRI 2-18

In early 2022, Carrefour Brazil Group implemented mechanisms for periodic performance evaluation of the Board of Directors and the Executive Board. A formal evaluation is conducted at least once per term by the members of the Board of Directors. For the Board of Directors, the evaluation covers the performance of the body as a whole, while members of the Executive Board are assessed individually based on the competencies and behaviors expected for their respective roles.



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# Sustainability governance GRI 2-13

Governance of climate and socio-environmental issues at Carrefour Brazil Group is structured across multiple levels, ensuring alignment between strategic decision-making, implementation, and performance monitoring with global commitments and local priorities.

To support decision-making, Carrefour Brazil Group has advisory committees made up of external experts and members of the Executive Committee. The Forest Committee, for example, works to advance the agenda of combating deforestation and promoting socio-biodiversity, and includes the participation of external experts in areas such as climatology and traceability. Within the framework of the Diversity and Inclusion agenda, the Racial Equity Advisory Committee brings together experts who contribute to more informed decisions on the subject, ensuring that strategies are technically sound and appropriate to the Brazilian reality. The committees meet quarterly to monitor the progress of the company's strategy and supported projects. [GRI 2-17](#)

## Forest Committee

Established in 2022, the Committee provides strategic guidance on forest conservation initiatives and sets directives to expand the presence of socio-biodiversity products across value chains, strengthening the positioning of Carrefour Brazil Group as a benchmark in sustainability practices and socio-environmental impact management.

It is composed of seven members, including two internal executives and members of the Board of Directors, and five external consultants specializing in climatology, traceability, and socio-environmental impact.

## External members



**Arnaldo Carneiro Filho**

An agronomist holding a degree from the University of São Paulo (Esalq) and a postdoctoral fellowship at Wageningen (The Netherlands). He is a specialist in territorial intelligence, coordinator of the Amazon Regional Observatory (ARO), within the framework of the Amazon Cooperation Treaty Organization (ACTO), and a senior consultant at the Ministry of the Environment (MMA).



**Eduardo Delgado Assad**

An agricultural engineer holding a degree from the Federal University of Viçosa, and both a master's degree and doctorate obtained in France. Assad serves as a researcher at the FGVAgro Bioeconomy Observatory of the Getúlio Vargas Foundation; coordinator of food security support for the INCT Climate Change; professor-researcher at the Fauna Project Business Center; consultant to FAO, Santander, and Fundação Bunge, and was the recipient of the 2021 Bunge Award.



**Carlos Nobre**

An electronic engineer graduated from the Technological Institute of Aeronautics (ITA), a scientist, and PhD in Meteorology from the [Massachusetts Institute of Technology (MIT), Nobre is a member of the Joint Steering Committee of the World Climate Research Programme, of the Brazilian Academy of Sciences, and of The World Academy of Sciences, as well as a foreign member of the National Academy of Sciences of the United States.



**Marina Piatto**

An agricultural engineer holding an undergraduate degree from the University of São Paulo (Esalq) and a master's degree in Tropical Agriculture from the University of Bonn (Germany), Piatto is the Executive Director of the Imaflora Institute, dedicated to strategies for increasing deforestation-free production and promoting low-carbon agricultural practices and social rights in the Amazon and Cerrado biomes.



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### Rachel Biderman

Biderman is an attorney holding a master's degree in Environmental Science from the University of São Paulo (USP), a master's in International Environmental Law from American University, WCL, and PhD in Public Management and Government. She serves as the Senior Vice President of Conservation International in the Americas.

### Internal members



### Carine Kraus

Executive Director of Global Engagement at Carrefour S.A. and member of the Board of Directors of Carrefour S.A.



### Pablo Lorenzo

CEO of Carrefour Brazil Group, Executive Director Latam and member of the Board of Directors of Carrefour Brazil Group.

## Racial Equity Advisory Committee

This committee guides strategies towards an anti-racist and diversity-promoting agenda and suggests effective actions to be taken, such as affirmative action career development programs aligned with the company's goals. It also supports initiatives aimed at promoting racial equality and equity, while evaluating strategies to ensure the continuity of these initiatives following the conclusion of the Conduct Adjustment Agreement (TAC).

At December 31, 2025, the Committee comprised five members, two internal executives and members of the Board of Directors, and three external consultants specializing in Law, education, and social development.



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Congratulations to Carrefour and the Forest Committee for their consistent commitment to sustainability at the top of the forest product chain. The Committee's strategic engagement demonstrates leadership by integrating socio-environmental criteria, traceability, and corporate responsibility, contributing concretely to fairer, more resilient supply chains aligned with climate and forest conservation challenges. Long live the ongoing initiatives!

### Arnaldo Carneiro

Specialist member of the Forest Committee

### External members



### Alessandra Benedito

Alessandra Benedito holds a doctorate and master's degree in Political and Economic Law, a specialization in Civil Procedural Law from Mackenzie Presbyterian University, and a specialization in Higher Education Teaching from the Pontifical Catholic University of São Paulo (PUC/SP), in addition to a bachelor's degree in Law.



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### José Vicente

Vicente holds a PhD in education and master's degree in administration from the Methodist University of Piracicaba (UNIMEP), in addition to a master's degree in legal sciences from the Paulista School of Law (Escola Paulista de Direito). The President of Zumbi dos Palmares University, he is a member of the Economic, Social and Sustainable Development Council (CDES) of the Presidency of the Republic and of the Editorial Board of the newspaper *Folha de S.Paulo*, in addition to participating in other governmental and private institutions.



### Valdir Martin

Martin is a seasoned professional with over 35 years of experience in executive leadership, corporate governance, and social development, with strategic involvement in renowned institutions such as Banco do Brasil and the Faculdade Zumbi dos Palmares college, holding a doctorate in Semiotic Communication and currently pursuing a postdoctoral degree in Public Administration.

## Internal members



### Pablo Lorenzo

CEO of Carrefour Brazil Group, Executive Director Latam and member of the Board of Directors of Carrefour Brazil Group.



### Viviane Gaspari

VP of Human Resources at Carrefour Group Brazil.

**Supported by advisory committees, the Board of Directors and the Executive Committee play a central role in analyzing emerging scenarios and trends, defining strategic directions in response to socio-environmental contexts, and approving short-, medium-, and long-term goals.** These bodies review risks, opportunities, policies and commitments, including climate and biodiversity strategies, and establish monitoring frequencies for socio-environmental indicators.

With the corporate reorganization established in 2025, the Office of the Chairman of the Board was taken over by the Vice-President of Legal, ESG and Corporate Affairs, a key sponsor of the food and climate transition agendas in Brazil. Complementing this structure, the CSR Committee (Corporate Social Responsibility), at a global level, annually evaluates the socio-environmental performance and validates the Group's ambitions.

In Brazil's operations, the CEO, supported by the Executive Committee, oversees the sustainability agenda, including climate adaptation and mitigation. These bodies are responsible for approving socio-environmental strategies, monitoring projects, KPIs, and targets, and ensuring alignment with the Group's global agenda, including the continuous monitoring of the results of the Food Transition and Social Responsibility Index (CSR Index) of the Brazilian operation, which are reported quarterly to the parent company in France (Grupo Carrefour S.A.). [GRI 2-12](#)

Given the strategic importance of the climate agenda, the achievement of short, medium, and long-term socio-environmental goals is linked to the short-term and long-term variable compensation of eligible employees, from the CEO to store leadership, monitored through the CSR Index.

The goals have tactical implications across all of the Group's operations, ensuring that the decisions made are aligned with the sustainability strategy. Performance on indicators related to the reduction of greenhouse gas emissions—including energy efficiency, clean energy, waste reduction, and food loss and waste—is driven by the engagement of multiple internal areas, involving both dedicated teams and the broader organization through the continuous and transparent communication of commitments.

At the operational level, the performance of these key indicators and the achievement of qualitative and quantitative targets are also supported by the Internal Controls and Internal Audit areas, through quarterly agendas focused on monitoring action plans, reviewing internal regulations related to indicator reporting, and overseeing the quarterly external audits conducted by the controlling shareholder. The Group's Sustainability Department plays a crucial role in this ecosystem, as it is responsible for bringing the strategy to the operational level and monitoring the results, reporting monthly to the Executive Committee of Carrefour Brazil Group.

## Corporate Social Responsibility Index (CSR Index)

The Corporate Social Responsibility Index (CSR Index) is the governance tool adopted globally since 2018 to consolidate, monitor, and evaluate compliance with our sustainability commitments. Structured around four pillars—Products, Stores, Customers, and Employees—the Index establishes annual and long-term targets for all global operations of the Carrefour S.A. Group, with Brazil representing a key operation in achieving these goals.

The Index's performance is monitored periodically by the company's senior management and integrated into strategic decision-making mechanisms. These results are directly linked to the short- and long-term variable compensation of the CEO and other eligible executives, leaders, and employees, ensuring that socio-environmental indicators are embedded in business strategies and integrated into the core of the Company's management model.

Indicator	2024	Target for 2024	2025	Target for 2025
Total sales of certified sustainable products (BRL millions)	1,705	1,164	2,208	2,894
Packaging – reusable, recyclable or compostable (%)	69%	64%	75%	100%
Total sales of products with returnable packaging (BRL)	472	209	2,205	500
Producer Partners – total (#)	116	107	103	116
Food waste reduction (% vs 2016)	-30%	-44%	-36%	-50%
Waste diverted from disposal (%)	54%	57%	53%	100%
CSR in store – climate actions	-	-	92%	-
Reduction of salt and sugar (accumulated tons since 2022)	-43.7	-38.0	-75.8	-150
Act for Food – barometer – positive responses (%)	87%	65%	87%	70%
Active customer communities (#)	1	1	1	1
Number of SLBP (Sustainability-Linked Business Plan) contracts with suppliers (#)	-	-	1	1
Employee recommendation score (e-NPS) (%)	87%	75%	85%	75%
Women in C200 positions (%)	21%	25%	38%	23%
Employees provided with access to training (%)	80%	50%	72%	50%
Employees with disabilities	5,260	5,797	5,650	6,966

### Long-term incentives

	2024	Target for 2024	2025	Target for 2025
Reduction of GHG emissions vs. 2019	-47%	-38%	-62%	-40%
Responsible sourcing of raw materials	107%	87%	107%	100%
Suppliers involved in the Food Transition Pact	0	NA	16	20



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# Integrity, ethics, and transparency



GRI 3-3 Ethics, integrity, and compliance

Ethics, integrity, and transparency are fundamental pillars of Carrefour Brazil Group's operations, guiding the conduct of its business activities and its relationships with employees, customers, suppliers, partners, and regulatory authorities. These principles underpin how the company makes decisions, conducts its operations, and fosters trusting relationships with the various stakeholders with whom it interacts.

**To ensure the consistency of these values in daily operations, the Group maintains a structured set of policies, control mechanisms, and monitoring processes that strengthen its corporate governance.**

Regular training, independent audits, and ongoing awareness initiatives contribute to disseminating high ethical standards and ensuring compliance with applicable laws and best market practices.

This agenda is promoted in an integrated manner by senior leadership and overseen by the Board of Directors, which is responsible for monitoring the effectiveness of governance mechanisms, risk management, and internal controls. This model strengthens process reliability and ensures that the principles of integrity are incorporated into the company's strategic and operational decisions.

**In 2025, Atacadão was recertified under ISO 37001, the international standard for anti-bribery management systems, remaining the only cash & carry operator in Brazil to hold this certification.** The certification reaffirms the company's commitment to preventing illicit practices and maintaining continuously improved processes, audited by independent bodies and aligned with the highest standards of integrity. In this regard, to share best practices and identify opportunities for improvement, the company is also a signatory to public commitments and participates in forums and discussions on the subject, such as the Integrity Pact of the Ethos Institute.

Dialogue with stakeholders is also a central element of this agenda. According to the **Engagement with Stakeholders Policy**, the company maintains communication and active listening channels that allow it to receive suggestions, criticisms, and complaints, contributing to the identification and management of risks related to ethics, transparency, and integrity. These mechanisms help prevent adverse impacts and reinforce an organizational culture grounded in responsibility and trust. **GRI 2-29**



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## Code of Ethics and integrity system

Carrefour Brazil Group's Integrity Program comprises a set of policies, rules, and mechanisms designed to guide ethical business conduct and ensure compliance with applicable laws and international governance standards. This system establishes clear guidelines for relationships with employees, customers, suppliers, partners, and other stakeholders, strengthening an organizational culture based on responsibility, transparency, and respect.

The Code of Ethics is the main document within this framework and guides the company's actions based on three fundamental principles:

- A responsible company;
- A responsible business partner, and
- An organization committed to environmental and social responsibility.

The document establishes principles and expected behaviors in day-to-day operations, serving as a reference for decision-making and for preventing risks related to integrity.

This system is complemented by Carrefour Group's Supplier Code of Ethics, as well as corporate policies that guide relevant issues for governance and the responsible conduct of business. Standing out among them are the Policies on Sustainability, Anti-Corruption and Prevention of Influence Peddling, Gifts, Presents and Hospitality, Stakeholder Engagement and Transactions

with Related Parties, and Conflict of Interest. These documents are available for public consultation on the company's [website](#) and are aligned with the principles of the United Nations Global Compact, reinforcing the Group's commitment to international standards of integrity and corporate responsibility.

Compliance with regulatory requirements and applicable legislation is a shared responsibility among employees, executives, and business partners, as established in contracts and internal policies. To support the practical application of these guidelines, the Group maintains specific manuals and guidelines aimed at employees and third parties who interact with the public sector, helping to prevent risks of corruption, influence peddling, and other conduct incompatible with the company's values.



Check out Carrefour Brazil Group's Bylaws, Policies and Codes [here](#)

### Policy updating GRI 2-23

In 2025, Carrefour Brazil Group advanced the continuous improvement of its integrity system by updating key corporate policies. **Highlights include the publication of the new Gifts, Presents and Hospitality Policy**, which sets clear guidelines to ensure that these practices occur in a transparent, legitimate manner and in line with the company's ethical principles. The policy seeks to avoid situations that could raise doubts about the integrity of professional relationships, reducing the risk of undue influence on business decisions.

**The new Conflict of Interest Policy was launched during the same period**, strengthening the mechanisms for identifying, preventing, and addressing situations in which personal interests may interfere with the proper performance of professional duties. By establishing clear criteria and procedures for managing such situations, the policy helps ensure impartial decision-making aligned with the organization's interests and in compliance with applicable laws, regulations, and corporate governance best practices, while safeguarding both the Company and its employees against potential legal, administrative, and reputational risks.



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## Accounting controls

Following the acquisition of shares in Carrefour Brazil Group by the Carrefour S.A. Group in 2025, the disclosure of financial statements ceased to be public. To maintain transparency with the public, the Company reaffirms its commitment to complying with applicable accounting standards throughout this process and after going private, in line with its management framework and the international practices of its parent company.

## Conflicts of interest GRI 2-15

The management and prevention of conflicts of interest at Carrefour Brazil Group are designed to ensure that all decisions and professional relationships are conducted with impartiality, fairness, and respect, in accordance with legal requirements and corporate guidelines.

In 2025, the company continued to strengthen its structured approach to the prevention, identification, and management of conflicts of interest. To that end, it has

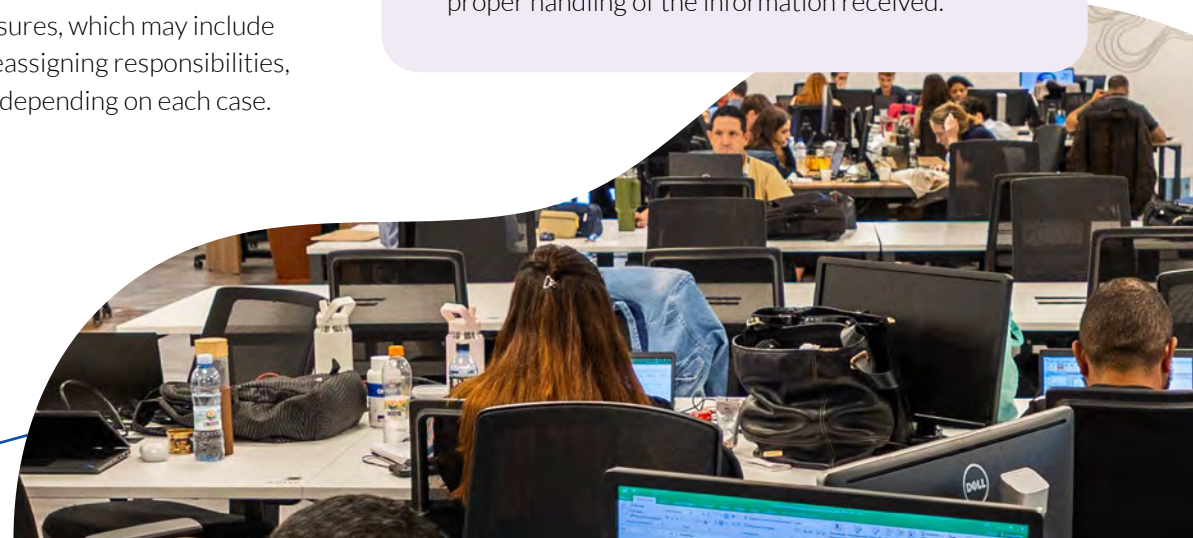
internal policies and rules that establish clear guidelines on situations that may constitute real, potential, and apparent conflicts of interest, applicable to administrators, senior leadership members, employees, and relevant third parties. These guidelines provide guidance on expected conduct, transparency obligations, and procedures for disclosing, analyzing, and mitigating conflicts.

Conflict of interest management is integrated into the Integrity Program, coordinated by the Integrity Directorate and supervised by the competent authorities, in a process that covers the following aspects:

- The requirement for formal declarations of the absence or existence of conflicts of interest, especially for administrators, executives, and employees in sensitive positions;
- Procedures for independent assessment of reported situations, considering legal, reputational, and integrity risks;
- Definition of mitigating measures, which may include abstaining from decisions, reassigning responsibilities, or other preventive actions, depending on each case.

The conflict of interest declaration is a mandatory document for employees in roles exposed to higher risk, required at the time of hiring and subject to annual review and ongoing monitoring. This process is integrated into Human Resources management, reinforcing a culture of integrity throughout the company. In 2025, 99% of employees in roles exposed to potential conflicts of interest across the Atacadão, Carrefour, and Sam's Club banners completed the declaration form.

Practical cases are addressed in the Code of Ethics, and communication initiatives are promoted with employees and suppliers to identify situations that constitute conflicts of interest. Through formal communication and reporting channels, potential conflicts of interest can be reported securely, confidentially, and, if desired, anonymously, ensuring protection against retaliation and the proper handling of the information received.



## Anti-corruption

Preventing corruption and combating this type of practice are essential pillars of Carrefour Brazil Group's operations and are structurally integrated into its Integrity Program. The company maintains ongoing mechanisms for identifying, assessing, and mitigating risks related to corruption and influence peddling, ensuring that its operations are aligned with applicable laws and best corporate governance practices.

Among the main risks identified for the business are situations involving fraud, bribery and kickbacks, the granting of gifts, entertainment, and hospitality, improper donations or sponsorships, relationships with high-risk suppliers and intermediaries, lack of transparency in charitable contributions, and potential irregularities in licensing and regulatory processes.

The identification and mapping of these risks are carried out periodically based on a global methodology adopted by the Carrefour Group and are supported by the Anti-Corruption and Influence Peddling Prevention Policy, which establishes clear guidelines for the prevention, detection, and proper handling of potential irregularities.

As part of this process, the Group conducts integrity analyses with business partners and suppliers. In 2025, 5,581 suppliers were assessed for corruption-related risks, of which 5,340 were classified as "recommended," 82 as "recommended with reservations," and 159 as "not recommended," contributing to strengthening the integrity of the supply chain. [GRI 205-1](#)

The Anti-Corruption Program also includes ongoing training and awareness initiatives. Areas most exposed to risks receive specific training, while all employees are periodically informed about policies and procedures related to the topic. In 2025, 100% of employees were informed about the anti-corruption guidelines, and 78.6% completed the mandatory training courses available on the corporate learning platform. [GRI 205-2](#)

Program effectiveness is monitored through an annual plan of continuous monitoring, which evaluates the controls adopted and the adherence of operations to integrity guidelines. This process considers the results of corruption risk assessments and includes regular control tests, contributing to the continuous improvement of prevention and mitigation mechanisms.

## Donations and sponsorships

Carrefour Brazil Group's donation and sponsorship initiatives follow clear criteria of transparency and governance, with prior risk assessment and alignment with the company's integrity guidelines. The initiatives prioritize projects that expand access to quality food—such as efforts to combat hunger and promote healthy eating—as well as initiatives that enhance access to culture, with a focus on education and the promotion of the arts in the communities where the company operates.

In 2025, 43 projects were evaluated under these guidelines, of which 32 were approved and implemented, reinforcing the Group's commitment to promoting positive social impact alongside the ethical and responsible conduct of its activities. Learn more in [Combating hunger and inequality](#).



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## Training and acculturation

GRI 3-3 Ethics, integrity, and compliance 

To ensure awareness and continuous alignment with ethical, integrity, and transparency practices, the Group offers employees an acculturation journey that begins at hiring, including mandatory training on the Code of Ethics and the principles of Carrefour Brazil Group, along with formal acknowledgment and adherence through the signing of the Code's Acknowledgment and Agreement Term.

Following hiring, ongoing actions are implemented to reinforce awareness of the application of company policies and practices, including campaigns, manuals, and informational content distributed across units and digital channels, as well as internal forums, workshops, and training sessions addressing topics such as corruption, harassment, discrimination, conflicts of interest, and the prevention of money laundering.

For inquiries and to report complaints, employees are encouraged to access the reporting channel and can request confidential interviews or fill out reports identifying non-compliance situations.

**79.4%** of the employees trained in the Code of Ethics and Anti-Corruption Policies



### Employee Integrity Day

Expanding discussions on compliance, we hold an annual event for employees that involves senior leadership and features presentations by external experts. In the 2025 edition, the event addressed the theme “Ethical Culture & the Reputation of Large Corporations,” presented by Luiz Fernando Lucas, philosopher of action, speaker, and author of the bestselling book “A Era da Integridade” (The Age of Integrity). Bringing together approximately 850 employees, the event was also attended by CEO Pablo Lorenzo and by the Vice President of Legal and Corporate Affairs Nelcina Tropardi.

### Anti-Corruption Day for Suppliers

The suppliers with the highest exposure and significant revenues were selected to participate in training on corruption and conflicts of interest. The goal was to keep the Group's main stakeholders informed and aligned with its guidelines on combating corruption and preventing conflicts of interest.

The event featured Cátia Veloso, an attorney with over 23 years of legal experience, and Andrés Bolívar, Senior Compliance Manager at Grupo Carrefour.



### International Anti-Corruption Day

December 9th is a strategic date to reinforce, in a clear and symbolic way, the organization's commitment to ethics and integrity. Established by the UN, the International Anti-Corruption Day connects the company to a global movement to combat corruption, demonstrating alignment with international standards of integrity and governance.

The event was attended by Carrefour Group's senior management. The CEOs of Carrefour, Atacadão, and Banco Carrefour underlined the importance of and commitment of the Group in the fight against corruption. With the broadcast made available on the official communication channel, the messages reached both administrative and operational audiences.



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## Due diligence

The Group's operations across Brazil, supported by an extensive commercial network, require robust third-party management to identify, monitor, prevent, and mitigate potential impacts on operations and are influence. Support is also provided to suppliers to help them implement improvements in their own value chains.

The commitment to ethical business practices and adherence to socio-environmental and anti-corruption practices are established in the company's contracts. In the case of suppliers and partners considered to present higher risk exposure, an integrity assessment is conducted through a due diligence process following commercial registration, including a pre-contractual review carried out by the Integrity area.

**Throughout the year, the implementation of a new tool and the standardization of processes between the Carrefour and Atacadão business units resulted in efficiency gains.** A review of procedures was also carried out in alignment with the parent company in France, establishing minimum performance criteria that enabled more accurate assessments, faster processing times, and an improved internal customer experience.

### Human Rights GRI 2-23

Based on the international guidelines of the International Labour Organization (ILO), the United Nations Sustainable Development Goals (SDGs), and the Guiding Principles on Business and Human Rights, Carrefour Brazil Group is committed to promoting, respecting, enforcing, and protecting human rights, with commitments to decent working conditions and the eradication of child labor aligned with its Integrity System. The company works with its supply chains to promote good practices and

assess socio-environmental risks and compliance, and integrates initiatives such as the National Pact Institute for the Eradication of Slave Labor (InPACTO).

The Human Rights Policy for Supply Chains outlines the analysis process for suppliers and service providers in risk categories, with checks for judicial proceedings and government restricted lists related to environment and forced-labor conditions carried out by the Integrity area. It can be viewed [here](#).

The Group undertakes several initiatives to ensure that the supply chain complies with labor laws. All direct suppliers and their subcontractors must follow the guidelines and obligations presented in the Code of Ethics for Suppliers and Partners available [here](#). Social audits are also conducted on private label suppliers based on the ICS methodology. In the case of textile suppliers, audits are carried out according to the [ABVText methodology](#). GRI 407-1



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## Ethics channel

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Conexão Ética is Carrefour Brazil Group's dedicated reporting channel for submitting complaints related to potential violations of the Code of Ethics, internal policies and procedures, applicable legislation, and socio-environmental infractions linked to its operations and supply chain. The channel can be accessed via the website 24 hours a day, or by phone Monday through Saturday from 8:00 a.m. to 8:00 p.m.

The channel's structure is organized into five main themes that guide the recording and investigation of reports:

- Misconduct and behavior
- Fraud, corruption and conflicts of interest
- Discrimination, racism and harassment
- Socio-environmental issues in operations
- Socio-environmental issues in the supply chain

### Conexão Ética



0800-772-2975 Monday  
to Friday, 8 am to 8 pm

[canalconfidencial.com.br/carrefour/](https://canalconfidencial.com.br/carrefour/)

Conexão Ética is managed by an independent company, thus ensuring confidentiality, impartiality, and protection against retaliation for complainants. The channel reaffirms the Group's commitment to transparency, integrity, respect for human rights, and the application of appropriate consequential measures whenever necessary.

In 2025, 7,948 complaints were registered on the platform, of which 88% were addressed and resolved within the same period. The effectiveness of the actions resulting from the channel is integrated into the Group's annual Anti-Corruption Program evaluation, and its monitoring is conducted by the Internal Controls area with evaluations carried out twice a year.

**The channel's service aims to provide support and assistance to employees, customers, and other stakeholders who report situations they have witnessed or experienced. Cases are handled in a humane manner, following structured investigation and resolution protocols.** The process may involve senior management of business units, the Ethics Committee and, where applicable, the Consequences Management Committee, responsible for applying the zero-tolerance policy guidelines in situations considered serious.

In 2025, 371 discrimination-related complaints were registered, of which 91% were investigated and resolved within the same year. **GRI 406-1**



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## New training pill: Anti-discrimination and combating harassment

The Anti-Discrimination and Anti-Harassment training program was launched in 2025 aiming to strengthen Carrefour Brazil Group's ethical principles and to reinforce its commitment to promoting an inclusive and respectful work environment. The content was developed through a partnership between the Compliance and Inclusion & Diversity areas, with the objective of raising employee awareness about the importance of respecting differences in the workplace.

Available in a quick learning format, the material addresses fundamental concepts related to discrimination and prejudice, explaining how these situations can manifest in everyday life, the different types of violence that can result from these practices, and how to identify them. The pill also provides guidance on expected behaviors, encouraging attitudes based on respect, ethics, and individual responsibility, as well as highlighting the consequences of discriminatory conduct. This initiative reinforces the company's commitment to building a safe, diverse environment aligned with the Group's values.



Throughout this period, the Group also made progress in improving the processes associated with Conexão Ética, updating internal regulations and implementing a new digital form for registering complaints. The initiative yielded significant efficiency gains, reducing the time for completing and investigating cases by 49%. Furthermore, a new reporting category, entitled "Potential or Actual Serious Violation Related to Human Health and Safety," was incorporated into the channel, expanding its monitoring capabilities and reinforcing the company's commitment to protecting customers and employees, as well as ensuring the quality and safety of the services provided.

# Risk management

In 2025, Carrefour Brazil Group maintained a structured and integrated approach to risk management, incorporating preventive practices into its daily business operations. With a focus on preserving operational continuity and organizational resilience, risk management acts proactively, seeking to identify, assess, and mitigate potential impacts in a context of constant change.

The company uses a Risk Management System that systematically supports the stages of risk identification, assessment, treatment, and monitoring, allowing for continuous tracking and the implementation of action plans to address vulnerabilities. The Corporate Risk Management Policy, approved by the Board of Directors, establishes the guidelines, roles, and responsibilities that underpin the governance of risks and internal controls, ensuring coordinated action aligned with the Group's strategy.

## Risk Management System



Identification



Treatment



Assessment



Monitoring

# Governance of risk management

## Structure of the Risk Management System

Risk management at Carrefour Brazil Group is conducted in an integrated and cross-functional manner aiming to protect the company's assets and ensuring business continuity. The Risk Management Department leads initiatives aimed at preventing losses and mitigating impacts on people, processes, systems, and reputation, encompassing areas such as 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 is responsible for strengthening the company's control environment, promoting fraud prevention, the reliability of accounting information, improving operational efficiency, and ensuring compliance with regulatory obligations. This area coordinates the Risk Committees, monitoring the implementation of recommendations and reporting the results to senior management.

The Compliance Department ensures adherence to legal requirements, internal regulations, and the Code of Ethics through mechanisms aimed at preventing, detecting, and addressing misconduct such as corruption, bribery, and influence peddling, in addition to coordinating the Ethics, Conduct, and Consequences Committees.

The Executive Committee is responsible for assessing the key risks and opportunities that impact the Group's business. This integrated approach underpins the Group's Risk Management System, promoting the unification of processes and decision-making aligned with the company's strategic guidelines.

## Risk assessment

The risk management and internal controls system of Carrefour Brazil Group is structured to support the achievement of corporate objectives in an ethical and secure manner, aligned with applicable laws and regulations, as well as the global guidelines of its parent company, Carrefour S.A. This system brings together resources, standards of conduct, procedures, and monitoring mechanisms that guide the identification, assessment, and treatment of risks, contributing to the protection of the business and to informed decision-making. Considering the diversity of operations, each business unit maintains specific risk management structures, capable of responding to the particularities of its activities and the regulatory requirements of each sector.

The company's approach is designed to anticipate and assess scenarios that may impact its operations across different time horizons, including the short term (one to five years), medium term (five to ten years), and long term (more than ten years). For this purpose, structured risk assessment and self-assessment methodologies are used, allowing a consistent analysis of exposures and supporting the prioritization of the issues most relevant to the business.

Developing the risk matrix involves interviews with executives and key leaders, with the goal of mapping existing control mechanisms and evaluating their effectiveness in mitigating the identified exposures. Risks are organized into four main categories: strategic, operational, regulatory, and socio-environmental, which contributes to a more targeted and efficient management of prevention and mitigation measures.

Based on this process, the responsible areas develop specific action plans, defining initiatives aimed at reducing exposure and mitigating potential impacts on the business. The implementation of these plans is periodically monitored by the Executive Board, which also reports the information to Carrefour S.A., reinforcing the integration between local and global governance bodies.

The effectiveness of the adopted strategies is continuously assessed through tests and exercises targeting critical risks, including evacuation drills, safety inspections, and emergency response training. Insights gained from these initiatives drive the ongoing enhancement of the risk management system, informing adjustments to policies, tools, and practices and supporting decisions on investments, internal communications, and staff training.



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## Key threats and opportunities in risk management



Combating corruption and internal  
and external fraud



Legal and regulatory compliance



Crises and business continuity  
plans



Human rights and environmental  
protections of the operation



Socio-environmental impacts  
of the supply chain



Personal data protection



Food quality and safety



Information security



People safety and health



Asset security

## Incident monitoring

Carrefour Brazil Group's Operational Control Center (CCO) monitors operations nationwide and classifies reported cases according to their severity and impact. This data is essential for improving risk management, enhancing processes, and investing in response and prevention solutions.

All incidents occurring at the facilities are reported, from minor to critical cases, and, for this purpose, the company provides its own application, in addition to receiving messages and phone calls. In 2025, more than 108,000 incidents were recorded, with approximately 60% classified as low risk.

### Predictive risk analysis

In 2025, we began implementing a predictive intelligence model that combines internal and public information to support the early identification of specific risks in our units. Throughout the period, the solution progressed through testing, contributing to the development of our analytical capacity and the ability to guide our actions.

With this, we have been able to evolve in prioritizing investments and resources in a more assertive way, considering the characteristics and impacts of each operational context. The initiatives ranged from the use of technological solutions to the allocation of social assistance or security professionals.

This movement represented progress in the transition from a predominantly reactive model to an increasingly preventive risk management approach, driven by data and focused on sustainability and business efficiency.





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## Emerging risks

In addition to the risks identified in regular assessment cycles, Carrefour Brazil Group monitors emerging risks that may impact the company's strategy, business model, and long-term sustainability. This monitoring takes into account external and internal trends, such as regulatory changes, technological advances, digital transformation, cybersecurity, extreme weather events, scarcity of natural resources, evolving consumer expectations, reputational risks, and socio-environmental and human-rights issues across the value chain.

The identified risks are assessed for likelihood and potential impact, and, when relevant, incorporated into the risk matrix and strategic planning processes.

# Information security and data privacy

GRI 3-3 Innovation and data privacy | SASB FB-FR-230a.2



Carrefour Brazil Group recognizes the strategic importance of information security and data protection for business continuity, the trust of customers, employees and partners, and regulatory compliance. In a context of increasing digitalization of operations, expansion of omnichannel channels, and intensification of cyber threats in the retail sector, the topic is addressed transversally, covering all business units, digital operations, e-commerce channels, loyalty programs, and third-party relationships.

The approach to risk identification, assessment, and mitigation is structured and continuously strengthened, being integrated into the corporate risk management and internal control system, with clearly defined responsibilities. There is also an integrated set of preventive and corrective risk measures, which includes corporate information security policies and procedures, with guidelines for access control, identity management, information classification, and incident response.

This approach ensures compliance with data protection and privacy laws through procedures that cover the entire data lifecycle, including collection, processing, use, storage, transfer, dissemination, and disposal.

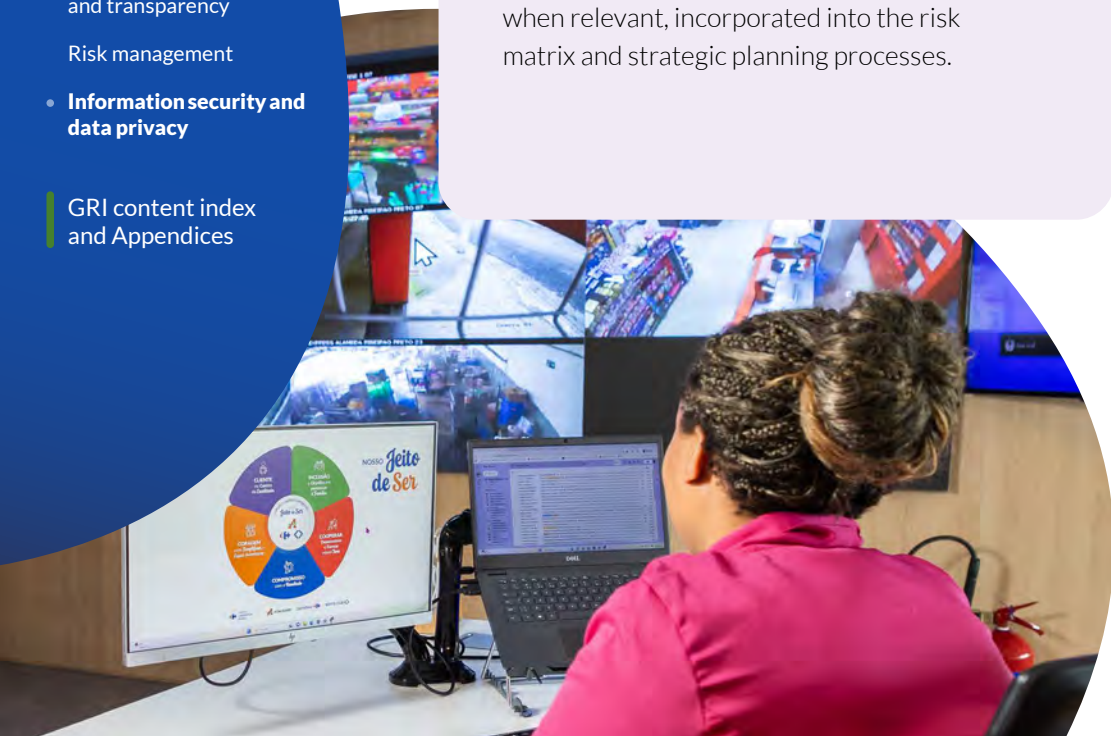
The Group has data privacy policies in place, and their management is supported by a formal governance structure aligned with the guidelines of the General Data Protection

Law (LGPD) and with internationally recognized frameworks for mitigating information security risks, such as the National Institute of Standards and Technology (NIST) Cybersecurity Framework, in line with global cybersecurity practices. In 2025, no cases of data privacy breaches were recorded at the company.

GRI 418-1 | SASB FB-FR-230a.1

In 2025, the data privacy management approach was focused on the following elements:

- Mapping and classifying personal data, identifying processing flows, purposes, and applicable legal bases;
- Ongoing assessment of privacy risks, considering cyber threats, process failures, operational risks, and potential impacts on data subjects;
- Adoption of technical and organizational controls, such as access restriction, segregation of duties, encryption of sensitive data, and system monitoring;
- Privacy incident response plans, with defined procedures for identifying, containing, investigating, mitigating, and reporting potential incidents.





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The NIST recommendations support the assessment of process maturity and the enhancement of cybersecurity practices by identifying potential gaps and driving continuous improvement through the definition of complementary actions. They are structured into five functions: Identify, Protect, Detect, Respond, and Recover.

The identified risks are assessed and prioritized based on criticality, potential impact, and likelihood of occurrence, guiding the definition of mitigation plans aligned with business continuity and data protection strategies.

## Risk mitigation fronts



Action



Target

Review of practices, internal audits, penetration testing, and specialized technical analyses	Vulnerability assessment and threat exposure identification
Monitoring security events using incident detection and response tools	Timely identification of anomalies and potential violations
Development and implementation of data security policies and procedures	Addressing the identified risks
Employee training	Recognition and action in the face of potential threats
Improvements in the evaluation and selection of partners who process data with the company	Ensuring effective measures for the protection of corporate information
Constant monitoring of the onboarding of new suppliers and project completion	Detection of potential unauthorized access or activity
Improvement of technologies and tools	Continuous management of data protection





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### Total number of employees by gender and region<sup>1</sup> GRI 2-7

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
North	3,157	2,878	3,231	3,014	3,386	3,311
Northeast	16,527	14,171	14,920	13,285	14,179	12,662
Central-West	5,201	5,988	5,002	5,631	4,945	5,652
South	8,974	10,958	7,933	9,543	6,839	7,983
Southeast	32,153	33,933	31,500	32,756	30,029	31,905
<b>Total</b>	<b>66,012</b>	<b>67,928</b>	<b>62,586</b>	<b>64,229</b>	<b>59,378</b>	<b>61,513</b>

<sup>1</sup> Figures compiled at the end of the reporting period

### Total number of employees by type of employment and region<sup>1</sup> GRI 2-7

	2023		2024		2025	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
North	5,941	94	6,176	69	6,244	453
Northeast	29,656	1,042	27,649	556	25,129	1,712
Central-West	10,766	423	10,330	303	9,626	971
South	19,252	680	16,944	532	13,659	1,163
Southeast	61,596	4,490	61,155	3,101	56,930	5,004
<b>Total</b>	<b>127,211</b>	<b>6,729</b>	<b>122,254</b>	<b>4,561</b>	<b>111,588</b>	<b>9,303</b>

### Total number of employees by type of contract and region<sup>1</sup> GRI 2-7

	2023		2024		2025	
	Indefinite term	Fixed term <sup>2</sup>	Indefinite term	Fixed term <sup>2</sup>	Indefinite term	Fixed term <sup>2</sup>
North	5,775	260	6,047	198	6,478	219
Northeast	29,338	1,360	27,092	1,113	25,808	1,033
Central-West	10,729	460	10,264	369	10,312	285
South	64,221	1,865	62,253	2,003	14,319	503
Southeast	19,317	615	16,814	662	59,741	2,193
<b>Total</b>	<b>129,380</b>	<b>4,560</b>	<b>122,470</b>	<b>4,345</b>	<b>116,658</b>	<b>4,233</b>

<sup>1</sup> Figures compiled at the end of the reporting period

<sup>2</sup> To calculate the fixed-term indicator, the positions of apprentice, trainee, and intern were included, since these roles involve contracts with defined start and end dates.

### Total number of employees by type of employment and gender<sup>1</sup> GRI 2-7

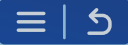
	2023		2024		2025	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Male	64,271	1,741	61,276	1,310	55,381	3,997
Female	62,940	4,988	60,978	3,251	56,207	5,306
<b>Total</b>	<b>127,211</b>	<b>6,729</b>	<b>122,254</b>	<b>4,561</b>	<b>111,588</b>	<b>9,303</b>

# GRI Content Index

**Statement of Use** Carrefour reported based on the GRI Standards for the period ranging from January 1 and December 31, 2025.

**GRI standard used** GRI 1- 2021 Foundations

GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
<b>GRI 2: General Content 2021</b>							
The organization and its reporting practices	2-1 Organizational details	Carrefour Brazil Group, whose corporate name is Atacadão S.A., is a privately held corporation. The company's administrative headquarters are located in Barueri, São Paulo. The company is part of the Carrefour S.A. Group, a French multinational company with publicly traded shares on the Paris Stock Exchange.  Pages <a href="#">7</a> and <a href="#">13</a>					
	2-2 Entities included in the organization's sustainability reporting	Page <a href="#">7</a>					
	2-3 Reporting period, frequency, and contact point	Page <a href="#">7</a>					
	2-4 Restatements of information	No restatements of information were made during the reporting period					
	2-5 External assurance	Assurance Report Page <a href="#">190</a>					
Activities and workers	2-6 Activities, value chain, and other business relationships	Pages <a href="#">15</a> , <a href="#">16</a> , <a href="#">17</a> and <a href="#">18</a>				2 and 6	
	2-7 Employees	Pages <a href="#">60</a> , <a href="#">61</a> and <a href="#">168</a>				3	
	2-8 Workers who are not employees	The company manages workers who are not employees in the categories of interns and apprentices (temporary workers) in 100% of its indicators. Service providers and subcontractors/third-party contractors are covered only from the perspective of Occupational Health and Safety indicators, as indicated in the footnotes throughout the Report. Temporary workers and subcontracted/third-party contractors represent less than 1% of the employee population and primarily perform administrative functions within the Company.				8 and 10	



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GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
Governance	2-9 Governance structure and composition	Page <a href="#">147</a>					
	2-10 Nomination and selection of the highest governance body	Page <a href="#">147</a>					
	2- 11 Chair of the highest governance body	Page <a href="#">148</a>					
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages <a href="#">148</a> , <a href="#">149</a> and <a href="#">153</a>				16	
	2-13 Delegation of responsibility for managing impacts	Page <a href="#">151</a>				5 and 16	
	2-14 Role of the highest governance body in sustainability reporting	Page <a href="#">149</a>				16	
	2-15 Conflicts of interest	Page <a href="#">157</a>				5 and 16	
	2-16 Communication of critical concerns	Page <a href="#">32</a>				16	
	2-17 Collective knowledge of the highest governance body	Page <a href="#">151</a>					
	2-18 Evaluation of the performance of the highest governance body	Page <a href="#">150</a>					
	2-19 Remuneration policies	Information available in the reference form.					
2- 20 Process to determine remuneration	Information available in the reference form.				16		
2-21 Annual total compensation ratio	Information available in the reference form.						



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GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
Strategy, policies, and practices	2-22 Statement on sustainable development strategy	Page <a href="#">8</a>					
	2-23 Policy commitments	Pages <a href="#">147</a> , <a href="#">156</a> and <a href="#">160</a>					
	2-24 Embedding policy commitments	The organization embeds its commitments into its strategies, policies, and operations by defining aligned goals, developing procedures, and implementing training, due diligence, continuous monitoring, and transparent reporting. In business relationships, it applies rigorous criteria in selecting partners, establishes contractual clauses, conducts audits, promotes training, and ensures open communication, in addition to periodically monitoring and evaluating its partners.					
	2-25 Processes to remediate negative impacts	Page <a href="#">161</a>					
	2-26 Mechanisms for seeking advice and raising concerns	Pages <a href="#">149</a> and <a href="#">161</a>					
	2-27 Compliance with laws and regulations	Information available in the reference form.					
	2-28 Membership associations	Pages <a href="#">26</a> , <a href="#">117</a> and <a href="#">123</a>					
Engagement of stakeholders	2-29 Approach to stakeholder engagement	Pages <a href="#">26</a> , <a href="#">30</a> , <a href="#">32</a> and <a href="#">155</a>					
	2-30 Collective bargaining agreements	Page <a href="#">67</a>				8	
<b>GRI 3: Material Topics 2021</b>							
	3-1 Process to determine material topics	Page <a href="#">24</a>				17	
	3-2 List of material topics	Page <a href="#">25</a>					



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GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
<b>Diversity, inclusion and advocating for human rights</b>							
GRI 3: Material Topics 2021	GRI 3-3 Management of material topics – Diversity, inclusion and advocating for human rights	Pages <a href="#">58</a> , <a href="#">73</a> , <a href="#">76</a> , and <a href="#">80</a>				5, 8 and 16	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	The company's policy establishes that minimum compensation is based on the collective bargaining agreements applicable to each unit, ensuring that employees' gross pay is always equal to or higher than the federal minimum wage, in line with the terms negotiated with the respective unions.				1, 5 and 8	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages <a href="#">74</a> , <a href="#">77</a> , <a href="#">148</a> and <a href="#">149</a>				5, 8 and 10	6
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page <a href="#">161</a>				5 and 8	6
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Page <a href="#">76</a>					1
<b>Traceability and environmental impact of the supply chain</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics – Traceability and socio-environmental impact of the supply chain	Pages <a href="#">113</a> , <a href="#">114</a> , <a href="#">117</a> , <a href="#">119</a> , <a href="#">123</a> , <a href="#">131</a> and <a href="#">139</a>				8 and 12	
GRI 308: Environmental Assessment of Suppliers 2016	308-1 New suppliers that were screened using environmental criteria	Pages <a href="#">114</a> and <a href="#">122</a>					
	308-2 Negative environmental impacts in the supply chain and actions taken	Page <a href="#">122</a>					



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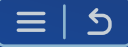
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GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pages <a href="#">67</a> , <a href="#">122</a> and <a href="#">160</a>				8	3
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Pages <a href="#">114</a> and <a href="#">123</a>				5, 8 and 16	5
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages <a href="#">114</a> and <a href="#">123</a>				5 and 8	4
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages <a href="#">114</a> and <a href="#">122</a>				5, 8, 12 and 16	2 and 8
	414-2 Negative social impacts in the supply chain and actions taken	Page <a href="#">122</a>				5, 8 and 16	2 and 8
<b>Attracting, developing, and quality of life</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics – Attraction, development, and quality of life	Pages <a href="#">62</a> and <a href="#">80</a>				4 and 8	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page <a href="#">66</a>				5, 8 and 10	6
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page <a href="#">68</a>				3, 5 and 8	
	401-3 Parental leave	Page <a href="#">69</a>				5 and 8	6



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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page <a href="#">73</a>				4 and 8	6
	404-2 Programs for upgrading employee skills and transition assistance programs	Page <a href="#">71</a>				8	
	404-3 Percentage of employees receiving regular performance and career development reviews	Page <a href="#">64</a>				5, 8 and 10	6
<b>Ethics, integrity and compliance</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics - Ethics, integrity and compliance	Pages <a href="#">155</a> , <a href="#">159</a> and <a href="#">161</a>				16	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page <a href="#">158</a>				16	10
	205-2 Communication and training about anti-corruption policies and procedures	Page <a href="#">158</a>				16	10
	205-3 Confirmed incidents of corruption and actions taken	No cases of corruption involving the company were confirmed in the year 2025.				16	10
<b>Fighting hunger and inequality</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics - Fighting hunger and inequality	Pages <a href="#">38</a> and <a href="#">105</a>				2 and 10	



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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages <a href="#">39</a> , <a href="#">41</a> , <a href="#">43</a> , <a href="#">44</a> , <a href="#">45</a> , <a href="#">55</a> and <a href="#">56</a>					1
<b>Circular economy and combating food waste</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics – Circular economy and combating food waste	Pages <a href="#">101</a> , <a href="#">103</a> , <a href="#">105</a> and <a href="#">107</a>				12	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page <a href="#">109</a>				8 and 12	7 and 8
	301-3 Reclaimed products and their packaging	Page <a href="#">109</a>				8 and 12	
GRI 306: Waste 2020	306-1 Significant actual and potential waste-related impacts	Page <a href="#">101</a>				3, 6, 11 and 12	
	306-2 Management of significant waste-related impacts	Pages <a href="#">89</a> , <a href="#">101</a> , <a href="#">103</a> and <a href="#">104</a>				3, 6, 8, 11 and 12	
	306-3 Waste generated	Page <a href="#">105</a>				3, 6, 11, 12 and 15	
	306-4 Waste diverted from disposal	Page <a href="#">105</a>				3, 11 and 12	
	306-5 Waste directed to disposal	Page <a href="#">105</a>				3, 6, 11, 12 and 15	
<b>Respect and excellent customer relationships</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics – Respect and excellent customer relationships	Pages <a href="#">30</a> , <a href="#">32</a> and <a href="#">33</a>					9 and 16
GRI 416: Consumer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No significant cases of non-compliance related to health and safety impacts arising from products and/or services were identified in 2025.					16



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GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page <a href="#">144</a>				3 and 12	
	417-2 Incidents of non-compliance concerning product and service information and labeling	In 2025, the Group made payments related to 11 fines issued by Inmetro and one fine from the State Consumer Protection and Defense Program of the municipality of Fortaleza, arising from labeling failures, consumer information issues, and advertising irregularities.				16	
	417-3 Incidents of non-compliance concerning marketing communications						
<b>Innovation and data privacy</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics – Innovation and data privacy	Pages <a href="#">23</a> and <a href="#">165</a>				9 and 16	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page <a href="#">165</a>				16	
<b>Quality, safety and health</b>							
GRI 3: Material Topics 2021	3-3 Management of Material Topics – Quality, safety and health	Pages <a href="#">81</a> , <a href="#">83</a> e <a href="#">142</a>				3 and 8	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	Pages <a href="#">83</a> and <a href="#">85</a>				3, 8 and 12	
	403-2 Hazard identification, risk assessment, and incident investigation	Pages <a href="#">83</a> , <a href="#">84</a> e <a href="#">86</a>				3, 8 and 12	
	403-3 Occupational health services	Page <a href="#">86</a>				8	

GRI standard	Contents	Location	Omission			SDGs	Global Compact	
			Requirement omitted	Reason	Explanation			
GRI 403: Occupational health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Page <a href="#">85</a>				8 and 16		
	403-5 Worker training on occupational health and safety	Page <a href="#">85</a>				8		
	403-6 Promotion of worker health	Page <a href="#">68</a>				3, 8 and 12		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page <a href="#">84</a>				8		
	403-8 Workers covered by an occupational health and safety management system	Page <a href="#">83</a>				8		
	403-9 Work-related injuries	Page <a href="#">84</a>				3, 8, 12 and 16		
	403-10 Work-related ill health	During the reporting year, two cases of occupational illness were identified, resulting in the mandatory issuance of a CAT (Work Accident Report). In both cases, employee absences were fewer than four days and were associated with a moderate depressive episode and post-traumatic stress disorder. The individuals involved received appropriate support and medical guidance. No occupational diseases related to short- or long-term exposure to workplace hazards and risks were identified.				3, 8 and 16		
	<b>Climate Change</b>							
	GRI 3: Material Topics 2021	3-3 Management of Material Topics: Climate change	Pages <a href="#">88</a> and <a href="#">90</a>				7, 9, 11 and 13	
	GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Page <a href="#">90</a>				13	7



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GRI standard	Contents	Location	Omission			SDGs	Global Compact
			Requirement omitted	Reason	Explanation		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page <a href="#">97</a>				7, 8, 12 and 13	7 and 8
	302-3 Energy intensity	Page <a href="#">87</a>				7, 8, 12 and 13	8
	302-4 Reductions in energy consumption	Page <a href="#">97</a>				7, 8, 12 and 13	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages <a href="#">95</a> and <a href="#">96</a>				3, 12, 13, 14 and 15	7 and 8
	305-2 Energy indirect (Scope 2) GHG emissions	Page <a href="#">96</a>				3, 12, 13, 14 and 15	7 and 8
	305-3 Other indirect (Scope 3) GHG emissions	Pages <a href="#">96</a> and <a href="#">98</a>				3, 12, 13, 14 and 15	7 and 8
	305-5 Reduction of GHG emissions	Page <a href="#">96</a>				13, 14 and 15	8 and 9
<b>Indicators that are not linked to material topics</b>							
GRI 303: Water and Effluents 2018	303-5 Water consumption	Page <a href="#">111</a>				6	



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# SASB Content Index

## Industry: Food retailers and distributors

Topic	Code	Metrics requested by SASB	Location/Response
Fleet Fuel Management	FB-FR-110a.1	Fleet fuel consumed, percentage renewable	Page <a href="#">97</a>
	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Page <a href="#">95</a>
Air Emissions from Refrigeration Systems	FB-FR-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential	Page <a href="#">95</a>
	FB-FR-110b.3	Average refrigerant emissions rate	Page <a href="#">95</a>
	FB-FR-130a.1	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Page <a href="#">97</a>
Food waste management	FB-FR-150a.1	(1) Amount of food waste generated, (2) percentage diverted from the waste stream	Pages <a href="#">101</a> and <a href="#">105</a>
Data security	FB-FR-230a.1	(1) Number of data breaches (2) percentage that are personal data breaches, (3) number of customers affected	Page <a href="#">165</a>
	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	Page <a href="#">165</a>
Food safety	FB-FR-250a.2	(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private label products	Page <a href="#">145</a>
Product health and nutrition	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Page <a href="#">145</a>
Labeling and marketing of products	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labeling and/ or marketing codes	In 2025, the Group identified 11 enforcement actions issued by Inmetro and one by the State Consumer Protection and Defense Program of the municipality of Fortaleza, arising from labeling failures, consumer information issues, and advertising irregularities.
Labor Practices	FB-FR-310a.2	Percentage of active workforce covered under collective bargaining agreements	Page <a href="#">67</a>
	FB-FR-310a.3	(1) Number of work stoppages (2) total days idle	Page <a href="#">67</a>
Management of environmental and social impacts in the supply chain.	FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Page <a href="#">134</a>
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	Page <a href="#">107</a>
Activity metrics	FB-FR-000.A	Number of (1) retail locations and (2) distribution centers	Page <a href="#">14</a>



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# TCFD Content Index

Metrics	Location/Response
<b>1. Governance</b>	<b>Disclose the organization's governance around climate-related risks and opportunities</b>
a. Describe the board's oversight of climate change-related risks and opportunities.	The Board of Directors and the Executive Committee assess emerging scenarios and trends and approve strategic course corrections for the company based on socio-environmental contexts. They review potential impacts and opportunities, as well as commitments and new policies, such as sustainability initiatives. These bodies define long-term, medium-term, and short-term goals and establish a frequency of monitoring indicators and performance to ensure alignment with the climate change strategy and protection of biodiversity. One example of the Board of Directors' actions was the inclusion of climate commitments as part of the short- and long-term variable compensation for all executives. The committees and the Board of Directors meet quarterly to ensure that the objectives of the climate agenda remain aligned with the company's strategic priorities and specific business challenges, to monitor and oversee the implementation of climate transition plans, to assess climate-related risks and opportunities, to support stakeholder engagement initiatives related to mitigation and adaptation, and to promote transparency and compliance with applicable regulatory requirements.
b) Disclose how the organization identifies, assesses, and manages climate-related risks	In the Brazilian operation, the CEO of Carrefour Brazil oversees the corporate social responsibility agenda, including climate issues, and reports to the Board on strategies and initiatives related to adapting to and mitigating climate change. At the Group level, there is an established Corporate Social Responsibility (CSR) committee that annually assesses climate performance and strategy, validating the Group's ambitions. Globally, the Chairman of the Board is a key sponsor of Carrefour's food transition agenda, engaging the Brazilian operation with the 2026–2030 strategy, which is in line with the 1.5°C trajectory, now approved by the Science Based Targets initiative (SBTi).
<b>2. Strategy</b>	<b>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning, whenever such information is material.</b>
A) Describe the Climate-related risks and opportunities identified by the organization in the short, medium, and long term	Climate-related risks and opportunities are systematically identified, assessed, and managed through the Group's corporate risk management framework, ensuring that mitigation and adaptation measures are integrated into operations, the value chain, and long-term strategic planning. These factors are incorporated into decision-making processes through the mapping of assets and value chains, supported by a risk matrix that evaluates potential regulatory and market impacts, shifts in consumer behavior, risks associated with the supply of raw materials and energy, and the physical impacts of climate change on stores and operations. Carrefour Brazil operates in all Brazilian states, and is therefore exposed to natural disasters, with direct or indirect impacts on its activities, assets, customers and employees, which may have consequences for its financial position. In an environment impacted by climate change, uncertain weather conditions can also affect its operations.
<b>Short-term:</b>	Carrefour Brazil Group faces challenges related to short-term climate risks, especially regarding waste and packaging management. The cost of switching packaging may be up to three times higher than that of the plastic packaging currently in use, which still faces challenges in the recycling chain.
Risks:	This cost increase can impact product prices and, consequently, the company's financial results. Regarding waste management, in Brazil, Carrefour follows the National Solid Waste Policy, which establishes the responsibility of each sector in the management and proper disposal of waste. With a commitment to reducing the generation of non-recyclable waste, the company has been anticipating the potential consequences of regulations and increased operating costs by reducing the amount of waste sent to landfills and expanding initiatives such as packaging recycling, composting, the use of biodigesters, and food donations.
Opportunities:	Brazil's energy mix is predominantly composed of renewable sources, especially hydroelectric power plants, which is very favorable to the environment. Considering this scenario, Carrefour sees migrating its stores to the Free Energy Market as a doubly positive opportunity: the company becomes less exposed to energy price increases caused by the dispatch of thermal power plants and, by switching to the free market, can declare that its energy consumption comes from clean sources.



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Metrics	Location/Response
<b>Medium term:</b>	
Risks:	<p>In the medium term, Carrefour Brazil Group faces reputational challenges related to traceability in the beef supply chain and the responsible use of palm oil. Despite advances in the traceability of Brazilian livestock, mapping indirect suppliers, such as breeding and rearing farms, remains a major challenge, mainly due to the absence of regulations requiring individual animal traceability throughout the entire chain. Limited data availability hinders the comprehensive tracking of the supplier base, which may affect public perception of the Company's environmental commitments. Additionally, to mitigate risks associated with deforestation in the production of palm oil intended for products sold by the company, Carrefour Brazil requires proof of responsible origin, following the RSPO certification. However, the Mass Balance model, applied to domestic suppliers, allows for the mixing of certified and non-certified oil throughout the production chain, which may raise questions from consumers about the integrity of the company's sustainable practices.</p>
Opportunities:	<p>Physical changes can create opportunities for adaptation in stores (such as adapting heating, air conditioning, and refrigeration equipment systems) and ensure maximum energy efficiency, as well as the comfort of customers and employees. For example, new climate parameters, such as increased sunshine or rainfall, may prompt the Carrefour Group to install new technologies, such as solar panels or rainwater harvesting systems. This opportunity to expand the use of renewable energy sources will allow for a reduction in greenhouse gas (GHG) emissions related to electricity consumption. Globally, the Carrefour Group is committed to installing 4.5 million square meters of solar panels on rooftops by 2026. By 2025, there were 17 such installations in stores in Brazil.</p>
<b>Long term:</b>	
Risks:	<p>Long-term climate challenges are related to regulatory and physical risks, which can impact your operations and financial structure. One of the challenges is the elimination of HCFCs, as foreseen in the Brazilian Program for the Elimination of these substances by 2040, which will require high investments in the replacement of fluids used in refrigerators and air conditioning systems in stores. In addition, the company is exposed to physical risks such as water stress and flooding. Analysis conducted using the Aqueduct Water Risk Atlas platform identified operations located in areas at high risk of water stress, which could compromise their operation if the water supply became unfeasible. Flood-related risks affect several Carrefour Brazil stores, which operate across the country and are susceptible to increasingly frequent natural disasters due to climate change.</p>
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
Transition risk:	<p>Current regulations and reputational challenges. Carrefour considers the Brazilian HCFC Elimination Program as a regulatory milestone that foresees the gradual elimination of HCFC consumption in Brazil by 2040. Failure to comply with the new regulations may expose Carrefour to legal action and fines, although the Brazilian government has not yet stipulated the amount associated with non-compliance.</p>
Physical risk:	<p>Increased frequency of extreme weather events. Carrefour Brazil, present in all Brazilian states, and is exposed to climate catastrophes that can impact its operations and financial structure. A study conducted in 2022 assessed the climate risks in its real estate portfolio, identifying stores most exposed to climate risks and which could generate financial impact if they were closed for 7 days. Carrefour Brazil Group is the only retailer present in all 26 states and the Federal District of the country. This dispersion of stores and suppliers exposes the company to various local risks in each region of Brazil. Therefore, the Risk Management Department continuously monitors historical weather patterns—including rainfall levels, flood events and prolonged droughts—and evaluates how these phenomena affect the national energy mix and operational performance.</p>

Metrics	Location/Response
Opportunities:	In 2025, 5% of Carrefour Brazil's energy consumption remained outside the Free Energy Market, representing an opportunity for annual cost savings when compared to the operating costs of stores that have already migrated to the free market. In addition to reducing the company's exposure to increases in energy prices associated with the activation of thermoelectric power plants, migration to the Free Energy Market also enables Carrefour Brazil to declare that the electricity consumed by these operations is sourced from renewable energy sources. Starting in January 2026, low-voltage energy consumers will also be able to join the Free Energy Market, according to Resolution 690/2022.
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Pages <a href="#">91</a> to <a href="#">94</a>
<b>3. Risk Management</b>	
A) Describe the organization's processes for identifying and assessing climate-related risks	
b) Describe the organization's processes for managing climate-related risks.	Pages <a href="#">25</a> , <a href="#">37</a> , <a href="#">91</a> , <a href="#">95</a> , <a href="#">111</a> , <a href="#">163</a> and <a href="#">165</a>
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	
<b>4. Metrics and targets</b>	
<b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Pages <a href="#">92</a> , <a href="#">93</a> , <a href="#">94</a> and <a href="#">163</a>
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Greenhouse Gas Emissions (2025) Scope 1 (Direct Emissions): 175,939 tCO <sub>2</sub> e Scope 2 (Indirect Energy Emissions): 74,331 tCO <sub>2</sub> e Scope 3 (Value Chain): 26,389,823 tCO <sub>2</sub> e
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Pages <a href="#">91</a> to <a href="#">94</a>



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Metrics	Location/Response
<b>1. Governance</b>	
a) Describe the board of directors' oversight of climate-related risks and opportunities	Page <a href="#">149</a>
b) Describe management's role in assessing and managing climate-related risks and opportunities	Page <a href="#">91</a>
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.	Pages <a href="#">122</a> and <a href="#">160</a>
<b>2. Strategy</b>	
a) Description of nature-related dependencies, impacts, risks and opportunities identified in the short, medium and long term.	Pages <a href="#">89</a> , <a href="#">91</a> and <a href="#">163</a>
b) Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	Pages <a href="#">91</a> and <a href="#">165</a>
c) Description of the resilience of the organization's strategy considering different nature-related scenarios.	In 2025, Carrefour Brazil Group maintained a structured and integrated approach to risk management, embedding preventive practices into its day-to-day operations. With a focus on preserving operational continuity and organizational resilience, risk management acts proactively, seeking to identify, assess, and mitigate potential impacts in a context of constant change. Information on strategies for addressing global change is available on pages <a href="#">91</a> and <a href="#">111</a> .
d) Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	The company operates in various formats across the country, and also maintains commercial relationships with business partners located throughout Brazil and internationally. The company works to define and prioritize areas critical to biodiversity conservation based on its priority supply chain risk matrix (available on page 113 of this Report), which identifies the raw materials considered most critical for monitoring and mitigating potential socio-environmental impacts through the various tools described in item 3 of this table. The company discloses the geographical risk origins of raw materials that directly or indirectly make up its marketed products through the CDP questionnaire's Forest section.



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Metrics	Location/Response
<b>3. Risk and impact management</b>	
a i) Describe the organization's processes for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in its direct operations.	The company uses a Risk Management System that systematically supports the stages of risk identification, assessment, treatment, and monitoring, allowing for continuous tracking and the implementation of action plans to address vulnerabilities. The Corporate Risk Management Policy, approved by the Board of Directors, establishes the guidelines, roles, and responsibilities that underpin the governance of risks and internal controls, ensuring coordinated action aligned with the Group's strategy. The Risk Management Department leads initiatives aimed at preventing losses and mitigating impacts on people, processes, systems, and reputation, encompassing areas such as fraud investigations, asset and workplace security, socio-environmental risks, food quality, and the development of crisis response and business continuity plans.
a ii) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	Pages <a href="#">91</a> , <a href="#">116</a> , <a href="#">119</a> and <a href="#">132</a>
b) Describe the organization's processes for managing nature-related dependencies, impacts, risks and opportunities.	Page <a href="#">112</a>
c) Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	Pages <a href="#">91</a> and <a href="#">112</a>
<b>4. Metrics and Targets</b>	
a) Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	Pages <a href="#">91</a> , <a href="#">92</a> and <a href="#">163</a>
b) Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	Pages <a href="#">115</a> , <a href="#">118</a> and <a href="#">126</a>
c) Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	Pages <a href="#">91</a> and <a href="#">95</a>

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Disclosure	Assured KPI 2025	Unit	2025	2024	2023
<b>People &amp; HR</b>					
Total headcount at 12/31	✓	No.	120,891	126,815	133,940
% full-time headcount	✓	%	96.7	96.4	95
Female headcount at 12/31	✓	No.	61,513	64,229	67,928
Male headcount at 12/31	✓	No.	59,378	62,586	66,012
<b>Headcount by age at 12/31</b>					
<30 years old	✓	No.	43,779	52,959	53,320
30 to 50 years old	✓	No.	58,970	59,191	65,310
>50 years old	✓	No.	18,142	14,665	15,310
<b>% Headcount by race/ethnicity:</b>					
Black people	✓	%	60.2	59.7	59.3
White people	✓	%	37.9	38.3	38.6
Others	✓	%	1.8	2	2.1
<b>Headcount in leadership positions at 12/31</b>					
Of whom Black people	✓	%	36.5	35	32.8
Of whom female	✓	%	32	32.6	34.6
Of whom Black female	✓	%	11.1	10.7	N/A
<b>Headcount in executive positions at 12/31</b>					
Of whom Black people	✓	%	18	14.4	12.5
Of whom female	✓	%	23.4	21.6	25
Of whom Black female	✓	%	2.3	1.4	N/A

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Disclosure		Assured KPI 2025	Unit	2025	2024	2023
Employees	Employees with disabilities in the company at 12/31	✓	No.	5,650	5,397	5,666
	Number of apprentices at 12/31	✓	No.	3,902	4,082	4,221
Recruitment and Selection	<b>Turnover rate<sup>1</sup></b>					
	<b>Total</b>	✓	%	54.8	62.9	49.8
	Voluntary departure rate	✓	%	33.1	33.8	34.4
	Involuntary departure rate	✓	%	22.9	30.5	37.8
<b>Occupational Health and Safety</b>						
Total accidents and occupational health	Number of fatal accidents involving contractors	✓	No.	0	0	0
	Number of fatal accidents involving employees <sup>2</sup>	✓	No.	1	0	0
	Number of workplace accidents – typical and commuting (resulting in lost time)	✓	No.	2,536	2,264	1,880
	Number of workplace accidents – typical (resulting in lost time)	✓	No.	1,742	1,529	1,284
	Number of occupational diseases recorded during the year	✓	No.	2	0	N/A
	Absenteeism rate due to work-related accidents and ordinary/occupational illnesses	✓	%	2.55	2.41	N/A
Injury frequency rate	Number of hours worked (WH)	✓	No.	271,561,112	286,849,460	305,986,920
	Lost Time Injury Frequency Rate, with leave of at least 1 day (LTIFR) <sup>3</sup>	✓	No.	6.4	5.3	4.2
<b>Training</b>						
General Training	Total number of hours of employee training	✓	hours	1,256,643	249,233	1,805,145
	<b>Average hours of training per year per employee by gender</b>					
	Male	✓	hours	8.88	4.33	13.82
	Female	✓	hours	9.69	4.33	13.73

<sup>1</sup> The calculation of turnover and employee termination rates excludes interns and apprentices active at 12/31/2025.

<sup>2</sup> The fatality recorded in 2025 resulted from a commuting accident.

<sup>3</sup> The frequency rate does not consider commuting accidents, according to NBR 14280.

Disclosure	Assured KPI 2025	Unit	2025	2024	2023
Number and % of employees trained in Ethics and Compliance:					
Compliance Training	Anti-corruption	No.	95,061	72,847	93,423
		%	78.6	63	75
	Code of Conduct	No.	95,125	85,504	104,383
		%	78.7	74	84
<b>Compliance</b>					
Grievances and Ethics Channel	% of discrimination incidents addressed and finalized	%	93.5	95.1	N/A
<b>Value Chain</b>					
Beef	% of direct beef suppliers with geomonitoring: Private Label + National Brand	%	100%	100%	100%
	% of beef sourced outside of areas at risk of deforestation (Private Label)	%	100%	N/A	N/A
	Monitored area – Direct farms	ha	28,443,214	24,631,946	24,170,169
	Direct farms monitored	No.	38,896	31,802	28,983
Certified products and animal welfare	Revenue from certified products <sup>1</sup>	BRL thousand	2,208,268	1,704,013	897,758
	Total number of organic products under Private Labels and National Brands	No.	869	1,806	1,574
	% of revenue from the sale of cage-free chicken eggs under Private Label + National Brand	%	7	6.9	6.8
	% Carrefour revenue	%	20	21	22
	% Atacadão revenue	%	3.7	3.3	3
	% Sam's Club revenue	%	56	56	49

<sup>1</sup> Values include organic products, the Sabor&Qualidade line, and products with ASC, MSC, and FSC certifications.



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Disclosure		Assured KPI 2025	Unit	2025	2024	2023
<b>Climate change and the circular economy</b>						
Energy consumption <sup>1</sup>	Total energy consumption	✓	MWh	1,801,687	1,880,193	1,954,046
	Non-renewable fuels (Diesel fuel, CNG and LPG)	✓	MWh	89,009	120,961	148,420
	Electricity <sup>2</sup>	✓	MWh	1,712,678	1,759,232	1,805,625
	Electricity consumption per m <sup>2</sup> of floorspace	✓	MWh/m <sup>2</sup>	0.47	0.442	0.476
	% of certified renewable electricity consumption	✓	%	24	9.9	11
Refrigerant gases	Refrigerant gas consumption	✓	t	97	142	186
Water	Total consumption of drinking water <sup>3</sup>	✓	m <sup>3</sup>	7,081,188 <sup>4</sup>	5,387,834	4,985,027
Packaging	% of reusable, recyclable, or compostable packaging (Private Label) <sup>5</sup>	✓	%	74.1	70	65.7
	Volume of PCR plastic used in packaging (Private Label)	✓	t	88.7	80	80
Waste and reverse logistics	% waste recovery	✓	%	53.2	53.4	54
	Number of stores with voluntary waste collection points	✓	No.	362	289	289
	Weight of customer waste collected at PVDs (Points of Voluntary Delivery) <sup>7</sup>	✓	t	127	235	335
GHG emissions	Scope 1 emissions		tCO <sub>2</sub> e	175,939	253,586	354,228
	Scope 2 emissions		tCO <sub>2</sub> e	74,331	94,230	68,949
	Sum of Scope 1 and Scope 2 emissions		tCO <sub>2</sub> e	250,270	347,816	423,177
	Scope 3 emissions		tCO <sub>2</sub> e	26,389,823	26,248,920	24,683,914
	<b>Total Emissions<sup>6</sup></b>		tCO <sub>2</sub> e	<b>26,640,189</b>	<b>26,596,736</b>	<b>25,107,091</b>

<sup>1</sup> Consumption refers only to the company's own operation, not including retail arcades.

<sup>2</sup> Electricity consumption does not include Group offices.

<sup>3</sup> Consumption is based on an estimate of water consumption by stores belonging to the BIG Group. Consumption related to DCs and Offices is not included in the report.

<sup>4</sup> Consumption figures for 2025 included volume from artesian wells, which had not been previously considered.

<sup>5</sup> To calculate the indicator, the total weight of product sales in the year is considered. For products whose packaging composition was not available, the sales volume was estimated using an average composition derived from products with known packaging data. These products represented approximately 11% of the total products sold during the year.

<sup>6</sup> Provisional Total Emissions figures, which may be subject to change following a specific Greenhouse Gas Inventory audit. The official figures will be available later and can be viewed [here](#). Scope 3 emissions cover categories 1, 3, 4, 5, 6, 7, and 11.

<sup>7</sup> Points of Voluntary Delivery.



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Disclosure	Assured KPI 2025	Unit	2025	2024	2023	
<b>Social investment</b>						
Access to food, income generation and employability	Tons of food donated <sup>1</sup>	✓	t	8,657	6,538	4,541
	Stakeholders directly identified and benefited by the social initiatives	✓	No.	13,486	N/A	N/A
	<b>By gender:</b>					
	Male	✓	No.	4,598	N/A	N/A
	Female	✓	No.	8,703	N/A	N/A
	Non-binary/Unidentified	✓	No.	185	N/A	N/A
	<b>By race:</b>					
	Black	✓	No.	9,526	N/A	N/A
	Indigenous	✓	No.	116	N/A	N/A
	Asian	✓	No.	119	N/A	N/A
	White	✓	No.	3,540	N/A	N/A
	Unidentified	✓	No.	185	N/A	N/A
	Own and Tax-deducted funds	Funds contributed (in BRL) to donations and sponsorships (non-incentivized)	✓	BRL	5,614,436	8,444,409
Funds contributed (in BRL) to tax-incentivized projects		✓	BRL	23,125,295	5,875,729	7,782,059
<b>Contributions to trade associations</b>						
Trade associations	Abras – Brazilian Supermarket Association		BRL	330,000	300,000	300,000
	Apas – São Paulo Supermarket Association		BRL	197,413	179,467	162,980
	IDV – Institute for Retail Development		BRL	237,000	216,000	102,400

<sup>1</sup> Figures include food drives with customers in stores and the company's own donations. The figures for 2023 and 2024 include the transfer of funds for the purchase of basic food baskets via the Loyalty Program (this program ceased to exist in 2025).



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# Assurance Report

## Introduction

Bureau Veritas Quality International (BVQI), established at Alameda Xingu, 350 – Alphaville Industrial, Barueri, São Paulo, 3rd floor, registered in the National Registry of Legal Entities under CNPJ No. 72.368.012/0002-65, declares, for due purposes, that CARREFOUR COMÉRCIO E INDÚSTRIA LTDA, established at Av Tucunaré, 125, Unit C – Room 1 C101 - Tamboré, Barueri/SP - CEP:06460-020, registered in the National Registry of Legal Entities under CNPJ No.: 45.543.915/0001-81, authorized to publish in all its titles and websites the excerpt of the Verification Statement as follows:

Bureau Veritas Quality International, based on the processes and procedures described in its Verification Report, declares that for the Annual Report of CARREFOUR COMÉRCIO E INDÚSTRIA LTDA, there is no evidence that it is not materially correct, is not a fair representation of the data and information of the Assurance, and has not been prepared in accordance with the specifications of ISAE 3000.

## Scope

The scope of this verification covered the standards and Principles1 of the Global Reporting Initiative™ for Sustainability Reporting and refers to the accountability for the period from January 1, 2025, to December 31, 2025, as well as SASB (Sustainability Accounting Standards Board) indicators.

## Limitations and Exclusions

Any evaluation of information related to:

- Activities outside the reported period;
- Position statements (expressions of opinion, belief, objectives or future intentions) by CARREFOUR COMÉRCIO E INDÚSTRIA LTDA;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;
- Inventory of Greenhouse Gas (GHG) emissions, including energy data (verified in a separate process by another Bureau Veritas team);
- Data and information from affiliated companies or outsourced employees, over which there is no operational control by CARREFOUR COMÉRCIO E INDÚSTRIA LTDA.

The following limitations have been applied to this check:

The principles of Accuracy and Reliability of data were verified on a sample basis, exclusively considering the information and data related to the material topics presented in the Report;

The economic information presented in the Report was specifically verified against the GRI principles of Equilibrium and Completeness.

## Working Method

The work was carried out in the following stages:

1. Interviews with those responsible for the material topics and the content of the Report;
2. Remote verification of corporate and operational processes (verification of material indicators GRI, SASB, own indicators and information sampling);
3. Analysis of documentary evidence provided by CARREFOUR COMÉRCIO E INDÚSTRIA LTDA for the period covered by the Report (2025);
4. Analysis of the engagement activities with stakeholders developed by CARREFOUR COMÉRCIO E INDÚSTRIA LTDA;
5. Evaluation of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the information published.

The verification level adopted was Limited, in accordance with the requirements of the ISAE 30002 standard, incorporated into Bureau Veritas' internal verification protocols. The assurance was carried out based on the GRI Standards as an evaluation criterion.



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## Responsibilities of Carrefour Comércio e Indústria LTDA and Bureau Veritas

The presentations of all documentation related to the Scope were the sole responsibility of CARREFOUR COMÉRCIO E INDÚSTRIA LTDA. The auditor was responsible for verifying and analyzing the documentation and actions carried out remotely and thereby validating the proposal in the scope.

### Conclusion

In 2024, CARREFOUR COMÉRCIO E INDÚSTRIA LTDA conducted the materiality study with the support of a specialized consultancy, resulting in the construction of its dual materiality matrix. The Company adopts a biennial review cycle, or whenever relevant changes occur in the Organization, ensuring that the sustainability strategy and the reporting of information remain aligned with market dynamics, stakeholder expectations and business impacts.

Based on our procedures, the Annual Report of CARREFOUR COMÉRCIO E INDÚSTRIA LTDA presents the impacts of the Company's activities in a balanced manner.

As a result of our verification process, nothing has come to our attention that could indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- CARREFOUR COMÉRCIO E INDÚSTRIA LTDA has not established appropriate systems for collecting, compiling and analyzing quantitative and qualitative data used in the Report;

- The Report does not adhere to the GRI Standard's Principles for Defining Content and Quality.

### Validity

This Statement of Assurance has no expiration date. However, the assurance was carried out in accordance with the Report presented by CARREFOUR COMÉRCIO E INDÚSTRIA LTDA and was conducted during the period from January 2026 to May 2026, therefore, it cannot be used for future cycles.

It should be noted that, in the event of any significant modification, inclusion or exclusion of data/information currently established and validated in relation to the scope of this Statement, a new assurance must be carried out.

### Declaration of Independence and Impartiality

Bureau Veritas is an independent company with more than 197 years of experience in verifying Quality, Environment and Sustainability Management Systems. It has a certified Quality Management System, ensuring ethical, professional and legal compliance. Its team acts independently, without ties to CARREFOUR COMÉRCIO E INDÚSTRIA LTDA. In addition, it applies to a strict Code of Ethics to ensure high standards of integrity and professionalism.

At the end of the Assurance process, Detailed Assurance Reports were generated, kept as a record in our Management System.

### CONTACT

[www.bureauveritas.com.br/pt-br/fale-com-gente](http://www.bureauveritas.com.br/pt-br/fale-com-gente)

São Paulo, May 12, 2026.

<sup>1</sup> Accuracy, Balance, Clarity, Comparability, Completeness, Context of Sustainability, Timeliness and Verifiability.

<sup>2</sup> International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information.



*LF S Oliveira*

**Luciana F. S. Oliveira**  
Auditora Líder – Asseguração  
de Relatório de Sustentabilidade  
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*Nicole P.*

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# GRUPO CARREFOUR BRASIL



## Carrefour Brazil Group

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## Coordination

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## Consulting, content and design

[Juntos](#) | Approach Comunicação

## Photos

Camila Picolo  
Collection and image bank  
of Carrefour Brazil Group

## Review

Catalisando Conteúdo

[www.grupocarrefourbrasil.com.br](http://www.grupocarrefourbrasil.com.br)