Alexandre BOMPARD
Chief executive officer

Carrefour's individual commitments in act4nature international

Presentation of the company

The Carrefour Group is one of the world's leading food retailers. It welcomes 80 million customer households a year in its 15,244 shops and on its e-commerce sites. The Group will have more than 324,750 employees in 2024 in its 8 integrated countries *(France, Spain, Italy, Belgium, Romania, Poland, Brazil, Argentina).*

Since 2019, the Group has placed the *"food transition for all"* at the heart of its raison d'être and strategy, in particular through the Act for Food programme. Meeting the challenge of the food transition for all involves transforming current models towards practices that are compatible with the limits of nature.

Carrefour is therefore taking active steps to reduce the pressures on biodiversity, both in its activities and operations and upstream, throughout the supply chains, in partnership with its suppliers. To this end, the Group seeks to promote more sustainable, organic or agro-ecological farming practices, support sustainable fishing practices and adopt policies to combat deforestation in its supply chains.

For over 20 years, the Group's biodiversity approach has been supported by the WWF. In 2022, Carrefour has also launched the deployment of the *Science Based Targets for Nature (SBTn)* methodology in order to design targets and action plans that are both ambitious and credible.

The *Carrefour Quality Lines (CQLs)* and Carrefour brands are the Group's own supply chains, providing a laboratory for testing new practices and commitments. For other brands that are not own brands, Carrefour engages its suppliers through working groups, exchanges, incentives or extra-financial agreements, such as the Food Transition Pact coalitions[1] , the requirement for a climate trajectory validated by SBTi for the TOP100 suppliers[2] or the signing of *Sustainable Linked Business Plans[3] (SLBP).*

Materiality analysis

- **Context and challenges**

Supermarkets make a major contribution to the loss of biodiversity through the manufacture, use and end-of-life of the products they sell. Overall, they contribute to the five pressure factors on biodiversity. To a lesser extent, but still significantly, the Group contributes to these pressures through its operations and those of its franchisees.

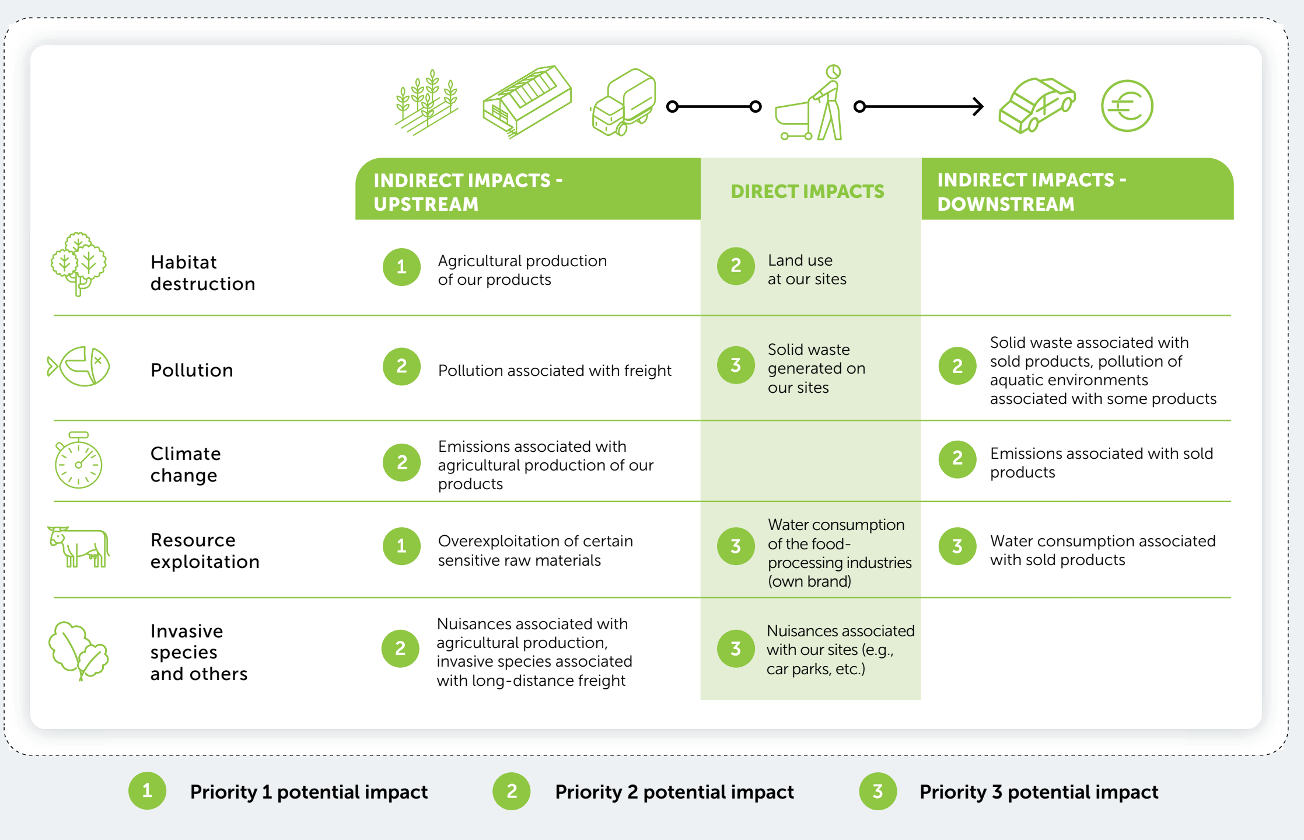
In 2024, Carrefour carried out a double materiality analysis for the application of the CSRD directive. This work demonstrated that biodiversity is a material issue for Carrefour, both in terms of impact *(Carrefour's impact on biodiversity)* and in financial terms *(potential financial risks caused by the collapse of biodiversity).*

- **Analysis of Carrefour's impact on and dependence on nature**

Prior to its dual materiality analysis, in 2022 the Group mapped the potential impacts and dependencies on nature of its activities throughout its value chain and the associated level of prioritisation *(see Figure 1: Mapping and prioritisation of the potential impacts of Carrefour's activities on biodiversity and Figure 2: Mapping and prioritisation of the potential dependencies of Carrefour's activities on biodiversity).*

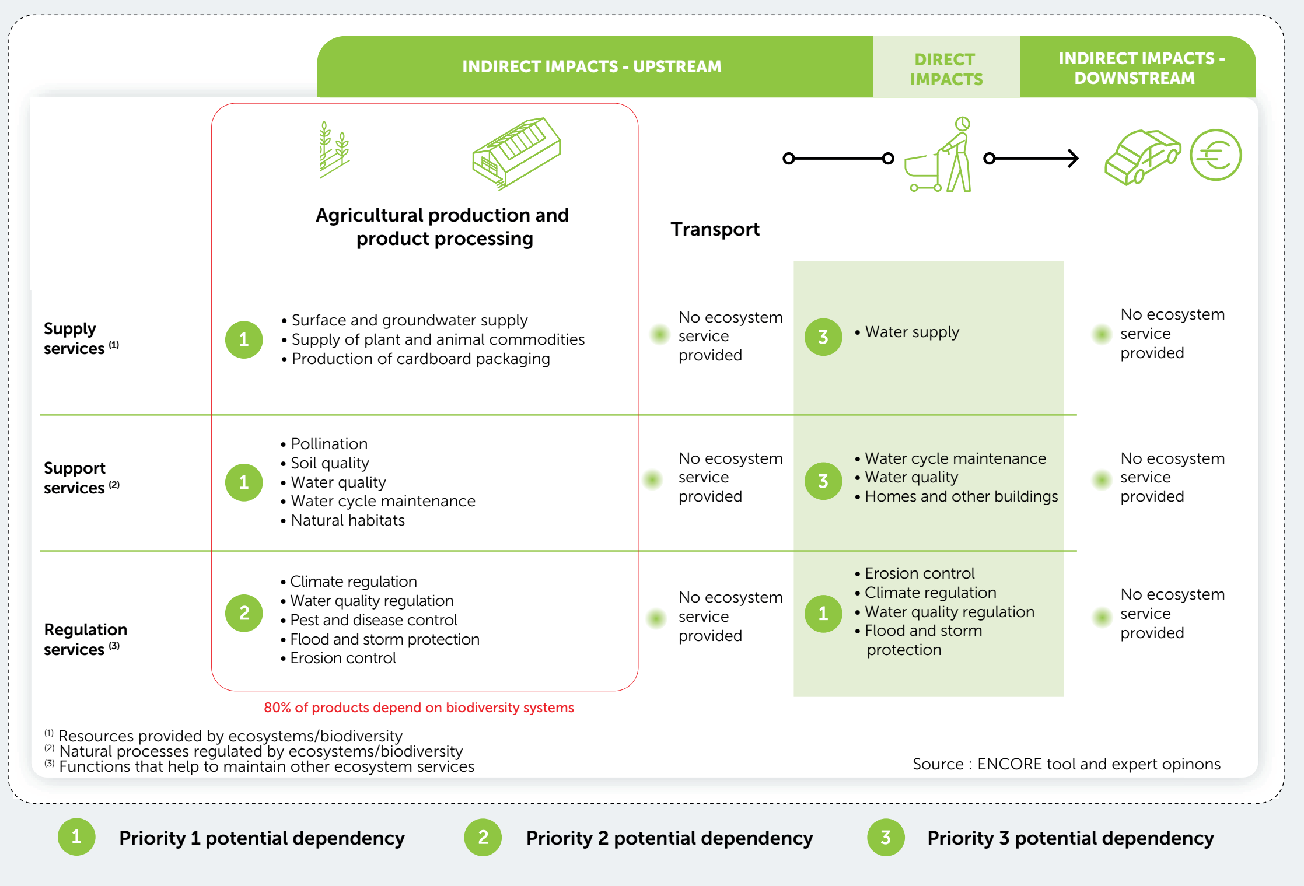
The first map illustrates the link between the Group's activities and each of the five main drivers of biodiversity loss identified by the *IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services)*: most of the potential impacts occur upstream or downstream of Carrefour's direct operations. These maps present *"raw"* impacts and dependencies, which are based on bibliographies and generic data and not on activity data. They provide an initial analysis of the Group's potential impacts and dependencies, which have helped to confirm the orientation of the Group's policies towards the upstream end of the value chain.

Figure 1 : mapping and prioritisation of the potential impacts of Carrefour's activities on biodiversity



The second map links the Group's activities to their potential dependence on each of the three types of ecosystem services: supply services, support services and regulation services. Agricultural production and product processing are also potentially the most upstream dependent on ecosystem services, and are therefore given priority in the policies and action plans mentioned.

Figure 2 : Mapping the dependence of Carrefour's activities on biodiversity



These two maps confirm the major challenges *(impacts and dependencies)* already identified by the Group in terms of biodiversity through stakeholder dialogue. It also confirms the scientific relevance of the Group's biodiversity action plan: the major potential impacts and dependencies identified by these analyses are all covered by the Group's structured action plan.

- **Analysis of biodiversity-related risks and opportunities for Carrefour**

The Group's biodiversity risks and opportunities have been identified based on input from internal and external experts, knowledge from previous studies and materiality analysis carried out by the Group and the ongoing dialogue Carrefour undertakes with its stakeholders.

Carrefour has identified the following risks and opportunities in relation to the various material issues mentioned above:

Risks	Definition	Type	Value chain	Time horizon
Dependence on ecosystem supply and support services	Agricultural production and the processing of products upstream of the Group's value chain are dependent on ecosystem services *(natural habitats, maintenance of the water cycle, supply of water and raw materials, etc.).* Degradation of these ecosystem services can lead to supply shortages or disruptions, price rises, reduced yields, disruption of supply chains, etc.	Physical and operational risk	Upstream	Short and medium term *(1-5 years)*
Risks associated with deforestation in the supply chain	Suppliers may face additional costs to comply with environmental requirements related to the fight against deforestation *(traceability, audits, monitoring).* In addition, Carrefour risks being called into question for using raw materials derived from deforestation, which could lead to regulatory non-compliance and damage the Group's image and reputation	Regulatory risk, market risk, reputational risk and liability risk	Upstream and operations	*Short-term and long-term (>5 years)*
Dependence on regulating ecosystem services *(climate regulation, flood and storm protection, etc.)*	Carrefour sites may be exposed to the risks of flooding, water shortages and storms. Flooding can damage infrastructure and property, while a lack of water can lead to potential disruption of cleaning and maintenance operations during dry periods. Wind, sand and other storm-related phenomena can damage infrastructure	Acute physical risk	Operations	Short term *(1-2 years)*
	Carrefour sites may be exposed to soil instability, erosion and landslides, which may result in the risk of structural damage or collapse of buildings and infrastructure, as well as potential danger to facilities and staff if soil and sediment retention services deteriorate They may also be exposed to an increased risk of adverse working conditions and higher operational costs if local climate regulation services are disrupted, affecting temperature and humidity stability	Chronic physical risk	Operations	Short term *(1-2 years)* and long term *(> 5 years)*

Opportunities	Definition	Value chain	Time horizon
Pollution of air, water, soil, living organisms and food resources	Securing supplies through organic farming or agro-ecology production chains that use fewer pesticides, fertilisers and antibiotics Development of local non-GMO animal feed chains *(soya)*	Upstream	Short term *(1-2 years)*
	Development of alternative fuels, green mobility solutions or low-carbon delivery services *(soft mobility, electrifi cation, etc.)*	Operations	Short term *(1-2 years)*
	Development of a range of natural products, free from controversial or worrying substances, to meet customer expectations *(organic, bulk, pesticide-free, antibiotic-free, etc.)*	Downstream	Short term *(1-2 years)*
Microplastics	Offer products without plastic and plastic packaging to meet consumer demand	Upstream / operations / downstream	Short term *(1-2 years)*
Substances of very high concern	Anticipate the phasing out of substances of very high and very high concern to differentiate the offering	Downstream	Short term *(1-2 years)*

Relationship with previous act4nature international commitments

As part of its new strategic plan *"Carrefour 2026"*, the Group has strengthened its biodiversity policy. The renewal of Carrefour's individual commitments in act4nature international for the period 2025-2028:

- is in line with previous commitments, particularly in terms of dated/quantified objectives, but with new targets and a restructuring of our commitments with sub-headings to better make the link with our public commitments;
- incorporates new commitments *(identified by* **NEW***)* aimed in particular at deploying solutions to its customers to preserve and restore biodiversity, based on its performance and innovation policy, and at strengthening the role of biodiversity in the Group's governance and in its communication with stakeholders *(TNFD).*

The 2020-2024 review has enabled us to assess our progress on previous commitments. For those we have not achieved, we have decided to keep them as permanent targets:

- 100% of sales of Carrefour-branded products, in the 10 priority families, from sustainable forests
- 100% of palm oil used in Carrefour-branded products compliant with its responsible forestry commitments[4] *(i.e. POIG, RSPO IP, RSPO Segregated or RSPO Mass Balance)*
- 100% of Carrefour-branded bars comply with our Sustainable Cocoa Charter
- 100% of TEX viscose products made from wood fibre sourced from sustainably managed forests and *FSC (Forest Stewardship Council)* certified
- 100% of tier 2 suppliers of Brazilian beef[5] *(excluding Sam's Club)* geo-monitored and compliant with our forest policy or committed to an ambitious policy to combat deforestation

Individual commitments

INDIVIDUAL COMMITMENTS

Link common commitments	Commitment	Scope[6]	Indicator	Measurable target (SMART)	Deadline
1. Promote responsible consumption[7]					
1 3 4 10	NEW **1.Promote the consumption of certified sustainable products**[8] *(Bleu Blanc Cœur, Organic, EcoResponsible Orchards, High Environmental Value, etc.)*	G8	Sales of certified sustainable products *(in billions of euros, vs. 5.3 in 2023)*	8 *(+ 51% vs. 2023)*	End 2026
1 2 4 9 10	NEW **1.2. Engage stakeholders** in the transition to a more plant-based diet[9] *(commercial operations, food transition pact)* **Encourage innovation** and develop a comprehensive offering	G6	Sales of plant proteins *(in millions of euros)*	650 *(+ 65% vs. 2022)*	End 2026
2. Promote and develop sustainable agriculture[10]					
1 - 2 3 - 4 9 - 10	NEW **2.1. Develop partnerships** with producers[11] to facilitate the transition to low-carbon practices[12]	G8	Number of partner producers *(vs. 27,758 in 2019)*	50 000 *(+ 80% vs. 2019)*	End 2026
	2.2 Contribute to the development of sustainable agriculture				
1 - 2 3 - 5 6 - 10	**2.2.1. Develop the supply of organic[13] and agro-ecological products**	G8 *(excluding Argentina)*	Share of sales of fresh food products from organic farming or agroecology *(in %, vs. 2019)*	15	End 2026
1 - 2 3 - 4 5 - 6 8 - 9 10	**2.2.2. Promote agroecology** through Carrefour Quality Lines[14] , by supporting producers through long-term partnerships	G8 *(excluding Argentina)*	Percentage of Carrefour Quality Lines committed to an agroecological approach *(in %, vs. 2022)*	100	End 2025
	2.3. Engaging suppliers				
2 - 3 4 - 5 8 - 9 10	NEW **2.3.1. Work with suppliers**, large and small, to implement the food transition[15] and promote low-carbon consumption patterns	G8	Number of suppliers partnering the Food Transition Pact *(vs. 26 in 2020)*	500	End 2030
2 - 3 4 - 5 7 - 8 9 - 10	NEW **2.3.2. Engage the Group's 100 largest international suppliers** to define an emissions reduction pathway 1.5°C	G8	Percentage of suppliers in the TOP100[16] committed to a 1.5°C trajectory *(in %)* or face delisting	100	End 2026
3. Ensure the preservation of biodiversity for sensitive raw materials					
1 - 2 3 - 4 8 - 10	NEW **3.1. Draw up a risk reduction plan [17] for each sensitive raw material identified** *(sensitive raw materials relating to deforestation, fishing, aquaculture and textiles)*	G8	Percentage of sensitive raw materials covered by a risk reduction plan *(in %)*	100	End 2026
	3.2. Protect forests				
1 - 3 4 - 5 9 - 10	**3.2.1. Combat deforestation** linked to soya production[18] for animal feed	G8 *(Atacadão in Brazil only)* Carrefour Quality Lines products and key Carrefour-branded products: the following frozen and fresh raw products *(excluding charcuterie)*: chicken, turkey, pork, beef, veal, lamb, salmon, eggs, milk, minced meat	Share of Carrefour Quality Lines and other key Carrefour-brand products using non-deforested soya for animal feed *(in %)* animal feed *(in %)*	100	End 2025
1 - 2 3 - 4 5 - 9 10	**3.2.2. Combat deforestation** linked to the production of **Brazilian beef**	Carrefour Brazil, Sams Club and Atacadão : a. Carrefour brands b. Other brands	Share of non-deforestation Brazilian beef for Carrefour brands by 2026 and other brands by 2030 *(in %)*	100	a. End 2026 b. End 2030
1 - 3 4 - 8 10	NEW **3.2.3. Combat deforestation** linked to **wood and paper**	G8, with 3 scopes of application: 1. Controlled products 2. Sales/economy packaging *(e.g. fruit and vegetable bags, catering trays)* Non-market purchases 3. e-commerce sales and delivery packaging	Proportion of paper and cardboard packaging of audited products compliant with sustainable forestry policy *(in %)*	100	End 2025
1 - 2 3 - 4 5 - 10	3.3. Protect seas and oceans **Offer seafood products** that respect marine resources *(controlled products and national brands)*	G8 *(excluding Argentinian national brands)*	Share of sales of fishery and aquaculture products, controlled products and national brands, from a responsible approach[19] *(in %, vs. 35% in 2021)*	50	End 2025
	3.4. Ensure environmental protection for sensitive textile materials				
1 - 2 3 - 4 10	NEW **3.4.1. Develop more responsible textile sectors**[20]	G8	Proportion of natural textile raw materials *(cotton, wood fibre, wool)* complying with our responsible TEX policy *(in %, vs. 42% in 2019)*	100	End 2025
1 - 2 3 - 4 10	NEW **3.4.2. Increase the proportion of organic cotton** in the cotton textile product range	G8	Cotton: share of organic cotton TEX products and whose producers are paid fairly *(in %, vs. 18% in 2021)*	50	End 2027
1 - 2 3 - 4 10	NEW **3.4.3. Increase the share of traced wool** in the supply of wool textile products to guarantee animal welfare and prevent soil desertification	G8	Wool: share of wool TEX products from a traced quality chain *(in %, vs. 58.7% in 2023)*	100	End 2027
4. Committing to eco-design and a circular economy for packaging					
2 - 4 5 - 9 10	NEW **4.1. Reduce virgin plastic** in plastic packaging[21]	G8	Percentage of virgin plastic saved in own-brand packaging *(in %, vs. 2025)*	10	End 2030
2 - 4 5 - 9 10	**4.2. Encourage reuse, recycling and composting**	G8	Reusable, recyclable or compostable own-brand packaging *(in %)*	100	End 2025
2 - 4 5 - 9 10	NEW **4.3. Increase the proportion of recycled plastic** in packaging	G8	Integration of recycled plastic in packaging *(in %)*	30	End 2025
1 - 2 4 - 5 9 - 10	NEW **4.4. Develop bulk packaging and reuse**	G8	Bulk sales and deposits *(in millions of euros, vs. 2022)*	300	End 2026
5. Limit pollution and preserve biodiversity at our sites					
1 - 3 8 - 9 10	**5.1. Reduce the amount of shrinkage** in shops and find innovative solutions to reduce unsold food[22] with our suppliers	G8 *(integrated shops)*	% reduction in food waste intensity in kg/m²[23] *(vs. 2016)*	- 50	End 2025
1 - 3 8 - 9 10	**5.2. Recover** food and non-food **waste**[24]	G8 *(integrated shops)*	Share of shop waste recovered *(% by weight, vs. 67% in 2018)*	100	End 2025
1 - 3 5 - 8 10	NEW **5.3. Commit to water efficiency** by reducing water consumption[25]	France	% reduction in water consumption by shops in France *(vs. 2022)*	- 10	End 2025
1 - 2 3 - 4 5 - 10	NEW **5.4. Reduce greenhouse gas emissions from our sites**	G8	Reduction in CO_2 emissions from scopes 1 and 2 *(in %, vs. 2019)*	- 30 - 50 - 70	End 2025 End 2030 End 2040

In addition to its SMART commitments, the Group is involved in a number of biodiversity-related initiatives:

- In order to make collective progress in the fight against deforestation, including beyond its own brands, Carrefour continues to engage in multi-stakeholder cooperation within the **Consumer Goods Forum**. As a reminder, Alexandre Bompard took over the co-direction of the global coalition for the protection of forests in 2020.
- Carrefour also supports research and the production of knowledge on deforestation and land conversion through the creation of a **Forest Committee[26]** which brings together independent scientific experts[27]. Convened primarily to combat deforestation linked to beef production in Brazil, these experts challenge the projects and solutions implemented by the Group and suggest improvements. The Group also reports on the alerts publicly shared by its stakeholders on its **Forest Transparency Platform[28]**.

Although Carrefour's sites also contribute to the Group's impact on biodiversity, their influence remains smaller compared to that of agricultural activities *(0.4% of the biodiversity footprint).* In 2024, Carrefour nevertheless carried out an in-depth study of the impact and dependence of its sites on nature, informed by an analysis of the state of nature on and near its sites, for the scope of its direct operations. The Group relies on this solid assessment, thanks to the use of the Integrated *Biodiversity Assessment Tool (IBAT)*, to enrich and refine its global strategy on the biodiversity of its sites, focusing on sites close to sensitive areas and on large sites.

---

[1] The **Food Transition Pact** has two components: an international pact, aimed at suppliers operating in several of the Group's geographies, and national pacts, run locally to involve suppliers in issues specific to each country. Membership of the international pact is voluntary and requires suppliers to meet at least two of the four eligibility criteria: climate, packaging, health/nutrition and biodiversity. Applications, submitted to the Carrefour CSR team, are analysed by a panel of experts. This pact provides a forum for strategic sharing on CSR issues, with quarterly exchanges between members.

[2] The **TOP 100 suppliers** are the Group's 100 largest international suppliers in terms of sales.

[3] Extra-financial agreement between Carrefour and a supplier. These agreements, signed between Carrefour and its suppliers, define multi-year objectives based on three themes chosen by the supplier and validated by Carrefour. Each objective is accompanied by an action plan, an annual trajectory and scientific monitoring indicators.

[4] **Sustainable palm oil:** palm oil derivatives used in drugstores, perfumery and hygiene are excluded from the scope.

[5] **Brazilian beef:** the percentage of geo-referenced Brazilian beef is calculated on the basis of the number of geo-referenced tier 2 suppliers. Tier 2 suppliers are the farms that supply the abattoirs. It should be noted that the Brazilian beef supply chain is complex and can involve up to 7 stages.

[6] Definition of perimeters:
- **G8:** corresponds to the Group's 8 integrated countries *(France, Spain, Italy, Belgium, Romania, Poland, Brazil and Argentina)*
- **G6:** corresponds to the Group's 6 integrated countries in Europe *(France, Spain, Italy, Belgium, Romania and Poland)*
- **G4:** corresponds to the following 4 integrated Group countries: France, Spain, Italy, Belgium.

[7] **Promoting responsible consumption:** Carrefour encourages its consumers to adopt consumption patterns that have less impact on biodiversity.

[8] **Certified sustainable products:** certified sustainable products claim a verified link with environmental and/or social protection. This category includes organic food and non-food products, products from Carrefour Quality Lines, Responsible Fishing, Responsible Wood and Paper, responsible textiles *(recycled, cashmere, wool and viscose)* and products with the European Ecolabel. The production methods used for these products are less damaging to biodiversity, thanks to more stringent specifications and enhanced traceability: limited use of pesticides, agro-ecological practices, guaranteed zero deforestation and conversion, fishing without fish aggregation devices, etc.

[9] **Vegetarian food:** Vegetarian proteins are all products that are direct substitutes for products whose main components come from animal products, other vegetarian or vegan products identified by a specific brand *(e.g. Carrefour Sensation, formerly Carrefour Veggie)*, a label, a certification *(Veggie, Vegan)* or whose packaging refers to it, and finally all pulses *(leguminous plants with edible seeds)* or processed vegetarian products containing at least 50% pulses *(e.g. hummus).* As a reminder, a meat-based diet leads to a much greater loss of biodiversity *(three times greater)* than a plant-based diet, as demonstrated by a study published in the scientific journal Nature Food *(Scarborough, Nat. Food, 2023).* Livestock farming makes a major contribution to the degradation of natural habitats through land occupation and changes in land use, to global warming and to the pollution of aquatic environments.

[10] **Promoting and developing sustainable agriculture:** As an essential link in the food system, agriculture is closely linked to biodiversity. Agriculture is highly dependent on the services provided by biodiversity (both domestic and wild), and certain agricultural practices have a significant impact on biodiversity. The food systems of industrialised countries have led to an explosion in agricultural productivity. But these systems, which are often intensive, are not sustainable because they are responsible for multiple pressures on the environment in general, and on biodiversity in particular. These pressures can be direct *(reduction in varietal diversity for cultivated species)*, decline in pollinator populations *(pesticides and neonicotinoids)*, biological resources used up too quickly *(overfishing, deforestation, etc.)* and indirect *(pollution of waterways and environments, contribution to climate change, habitat degradation and fragmentation, etc.).* It is therefore essential to encourage biodiversity-friendly practices in agricultural production. This is why Carrefour is working with its suppliers to develop more sustainable production methods that are more respectful of biodiversity. **Sustainable agriculture** includes practices such as agroecology, organic farming, permaculture and agroforestry to ensure resilient agriculture in the face of environmental and social challenges. Carrefour's strategy to develop sustainable agriculture is based on two pillars: the development of its organic product offering and the development of agroecology through its Carrefour Quality Lines.

[11] **Partner producers:** This indicator lists the number of partner producers *(or suppliers if traceability to the producer is not available)* with whom Carrefour has a specific contract. Carrefour lists its partner producers in Organic Agriculture, in Carrefour Quality Lines, its regional partner producers, its local partner producers, as well as its partner producers in other collective initiatives. To do this, several criteria must be met depending on the partnership:
- Producer partners in Organic Agriculture: multi-year contract or with tacit renewal, commitment to volumes and a purchase price that takes into account production requirements and constraints, specific support during the conversion period. *At least* one of these criteria must be met
- FQC partner producer: multi-year contract or tacit renewal, commitment to volumes and a purchase price that takes account of production requirements and constraints, a price commitment guaranteeing fair remuneration for the producer. *At least* one of these criteria must be met
- Regional partner producers: these must be located in the same administrative region as the place where the product is sold, and their production must take place in the same administrative region; delivery must be direct from the producer to the shop or via a warehouse; the contract must guarantee a fair price for the producer; the region of origin must be visible and easily identifiable by the customer.
- Local partner producers: they must be geolocated within a short distance of where their products are sold. They can be listed directly by the shop without going through the central purchasing office. The local producer partner contract guarantees a fair price for the producer, a simplified contract and short payment terms. Finally, the product is known locally and sold in a dedicated area of the shop
- Producer partners in other collective schemes: the partner must comply with a set of specifications covering sustainable agricultural production methods under an official quality label or a quality label governed by local legislation, or possibly private legislation if the specifications are public and controlled by an independent inspection body. It must also meet *at least* two of the criteria of a volume commitment, a price commitment guaranteeing fair remuneration for the producer and a multi-year contract or tacit renewal.

[12] **Low-carbon agriculture:** Carrefour is developing responsible sourcing to reduce the climatic impact of its own-brand products. The Group is committed to combating deforestation and developing agro-ecological practices within its Carrefour Quality Lines. These practices - reducing the use of pesticides and nitrogen fertilisers, soil conservation techniques, etc. - often make it possible to reduce emissions of greenhouse gases. - emissions linked to agricultural production. Carrefour is working on an *"Agriculture and Climate"* strategy. Finally, the Group is developing initiatives to promote the consumption of local products.

[13] **Number of Carrefour Bio-branded food products:** the number of organic product references reported relates to the number of references, labelled by an external third party, identified in the distributor brands, for which the amount of sales during the year is not zero. The number of Group references corresponds to the number of Carrefour Organic references offered for sale within the Group.

[14] **FQCs committed to an agro-ecological approach:** this indicator has been postponed for the first time to 2022 for France only. The methodology is currently being rolled out in other countries. A Carrefour Quality Chain is committed to an agro-ecological approach if all the suppliers in this chain are themselves committed. An FQC supplier is considered to be committed to an agro-ecological approach if it includes at least one pilot producer in the agro-ecological approach. An agro-ecological supply chain is one with a differentiating message communicated to the customer «grown without pesticides» and which commits its suppliers to eliminating all or some of the synthetic pesticides used in cultivation, as well as working to preserve the soil and biodiversity.

[15] Carrefour has created the **Food Transition Pact**, which commits the Group and its partner suppliers to transforming the food system in depth, focusing on five priority issues: packaging, biodiversity, healthier choices, healthier products and the climate. Open to all the Group's suppliers, the Food Transition Pact provides a platform for exchanging and sharing best practice and discovering new opportunities for collaboration. Applications, submitted to the Carrefour CSR team, are analysed by a panel of experts. This pact provides a forum for strategic sharing on CSR issues, with quarterly exchanges between members. At the end of 2024, 393 suppliers were members of the Food Transition Pact *(compared with 306 at the end of 2023).* In addition to collective initiatives, Carrefour also offers individual initiatives, in particular the ***SLBP (Sustainability-Linked Business Partnership)*** extra-financial agreements. These agreements, signed between Carrefour and its suppliers, define multi-year objectives based on three themes chosen by the supplier and validated by Carrefour. Each objective is accompanied by an action plan, an annual trajectory and scientific monitoring indicators. The SLBPs were launched in July 2024, with applications closing in September, dossiers analysed in October, and agreements signed at the end of 2024 and in the first quarter of 2025. From 2025, these agreements will include monitoring of non-financial performance, directly linked to financial performance at quarterly performance reviews.

[16] The **TOP 100 suppliers** are the Group's 100 largest international suppliers as a proportion of sales.

[17] The **risk reduction plans for each sensitive raw material** cover the risks associated with the Group's dependence on and impact on biodiversity. Sensitive raw materials include palm oil, wood and paper, Brazilian beef, soya, cocoa, products from responsible fishing and aquaculture, and certain textile raw materials *(cotton, wool, cashmere).*

[18] **Sustainable soya:** This indicator concerns soya contained in fresh and frozen raw products *(excluding charcuterie)* in the following categories: chicken, turkey, pork, beef, veal, lamb, salmon, eggs, milk and minced meat. This is an average indicator, based on a contractual commitment by the supplier. As a reminder, sustainable soya is certified non-de forested soya with full traceability. Carrefour recognises Proterra, RTRS at least segregated level, Danau soy and Europe Soy certifications. Soy from local, non-deforested production *(e.g. the sojalim sector in France, local soy production in Europe, etc.).* Soy from a region with no risk of deforestation *(see purchasing rules for the food transition).* Soya from a region at risk of deforestation where a progress plan has been contracted with the producers via a field project such as the Cerrado compensation mechanism, validated by the stakeholders.

[19] **Responsible fishing:** fishing that favours abundant species by using fishing techniques that have the least impact on ecosystems while supporting local fishing. The sustainable fishing products identified as 'responsible' are the following: *ASC (Aquaculture Stewardship Council)* products, *MSC (Marine Stewardship Council)* products, ORGANIC products, Filière Qualité Carrefour products, species on the green list *(responsible species)*, products from a sustainable fishing/responsible farming approach whose credibility is confirmed by stakeholders and validated by Group CSR, Products from fisheries that have implemented a local improvement project *(or FIP - Fisheries Improvement Project)* assessed as credible *(excluded for tuna)* in appendix 7 of the Carrefour 2024 sustainability report. For canned tuna, the sustainability criteria are mentioned in appendix 6 of the Carrefour 2024 sustainability report *(MSC without fish aggregation devices and pole and line fished).*

[20] **More responsible textile sources:** Certain raw materials have been qualified as *"sensitive"* by the company, such as cotton, wool and viscose, and are the subject of particular attention. For these raw materials, Carrefour has defined a responsible TEX policy which aims to reduce the environmental impact of Carrefour TEX brand products while supporting fair remuneration for producers and guaranteeing compliance with the strictest social and environmental standards.

[21] **Reduce virgin plastic in plastic packaging:** Carrefour has selected 10 key departments where plastic is still too often the norm: shampoo, toilet paper, dishwasher tablets, washing powder, toothbrushes, toilet blocks, writing implements, pasta, rice and chocolate bars. To achieve this objective, Carrefour will implement alternative packaging, in particular by favouring the reduction and elimination of unnecessary packaging, as well as the use of materials such as paper, cardboard or recycled plastic. For example, the plastic packaging for Carrefour Bio pasta will be replaced by 100% cardboard packaging. The Group will also pay particular attention to additives and controversial materials in its choice of alternatives, and will study in particular the risks associated with PFAS, styrenics, phthalates and bisphenols. In order to get its value chain on board, Carrefour is counting on the mobilisation of its **TOP 100 suppliers** to make progress on deplastification and adopt similar measures for the packaging of their products to those implemented by the 9 pioneering manufacturers. For the remaining plastic, the Group will ask its suppliers to implement the Golden Packaging Rules defined by The Consumer Goods Forum. In this commitment, Carrefour joins the ambitions of the Ellen MacArthur Foundation.

[22] Carrefour is committed to reducing in-store food waste by 50% by 2025 *(vs 2016)*, in line with the Consumer Goods Forum target.

[23] To monitor the reduction in food waste, Carrefour has chosen to publish as an indicator the **percentage reduction in food waste intensity** in a given year compared to 2016 (in kg/m²). The food waste intensity is the quantity of food waste (in kg)/Surface area (in m²). The surface areas taken into account are sales areas. In 2023, Carrefour changed the definition of food waste to take into account the definition recommended by *ADEME (Agence de la transition écologique - Bilan du GT 1 du Pacte National de Lutte contre le Gaspillage Alimentaire, 2019)* which considers food waste to be: *"Any food intended for human consumption that is lost, thrown away or degraded whatever the recovery".* In Carrefour shops, food waste corresponds to known food markdowns. This change in definition has led to changes in the method of calculating this indicator and restatements of historical data
- food shrinkage is tracked directly in tonnes *(Spain and Argentina)*
- food shrinkage is tracked in monetary terms *(euros, etc.)* and then converted into tonne equivalents *(see below).* The Group uses a euro/tonne conversion factor, calculated annually on the basis of data from Spain. This conversion factor is calculated per format and adjusted for inflation per year for all countries. In 2023, this methodology will be used for all countries except Spain and Argentina. This option is provisional. All countries are working to improve the reliability of the monitoring of shrinkage in tonnes.

[24] **Waste recovery:** In addition to improving in-store stock management, Carrefour is implementing measures to limit unsold food: promoting short-dated products, processing damaged fruit and vegetables to give them a second life, partnering with start-ups to distribute unsold products *(Too Good To Go)*, etc. The Group works with its suppliers to revise or extend use-by dates and minimum durability dates *(BBD and MDD)* to prevent products that are still consumable from being thrown away. Carrefour organises its food donations through partnerships with food banks in most of the countries where it operates. In 2024, these donations represented the equivalent of 61 million meals. For unsold food that can no longer be consumed, Carrefour uses bio-waste to produce biomethane. In March 2023, Carrefour became the first retailer in France to be awarded the national *"anti-food wast"* label for its Montesson hypermarket. This label, awarded for three years, recognises practices in the sourcing and purchasing of foodstuffs from suppliers, the marketing of foodstuffs in shops and the management of unsold goods and donations. To make Carrefour a leader in the circular economy, the Group is implementing more resource-efficient practices such as waste recovery, eco-design and the recycling of plastic packaging, which is a major source of pollution in the oceans. By 2025, the Group is committed to recovering 100% of its in-store waste through recycling or the production of green energy, and to achieving a target of 100% reusable, recyclable or compostable packaging for its own-brand products.

[25] **Reducing water consumption:** installing water-saving solutions to limit water consumption, in particular by installing water economisers in its sanitary equipment and establishing a closed cooling circuit for its refrigeration systems, and investing to optimise management of the internal network and align itself with best practice in this area *(diagnosis of water leaks, etc.).*

[26] This committee meets 3 times a year to deal with issues such as:
- improving the Group's traceability processes to ensure compliant supplies
- methodology for identifying high-risk supplies
- alert procedures
- advocacy priorities to support the Brazilian public authorities in implementing an ambitious policy to combat deforestation.

[27] The committee is made up of Carlos Nobre, Eduardo Assad and Arnaldo Carneiro Filho.

[28] Access to the platform: https://www.carrefour.com/fr/rse/plateforme-transparence-foret.