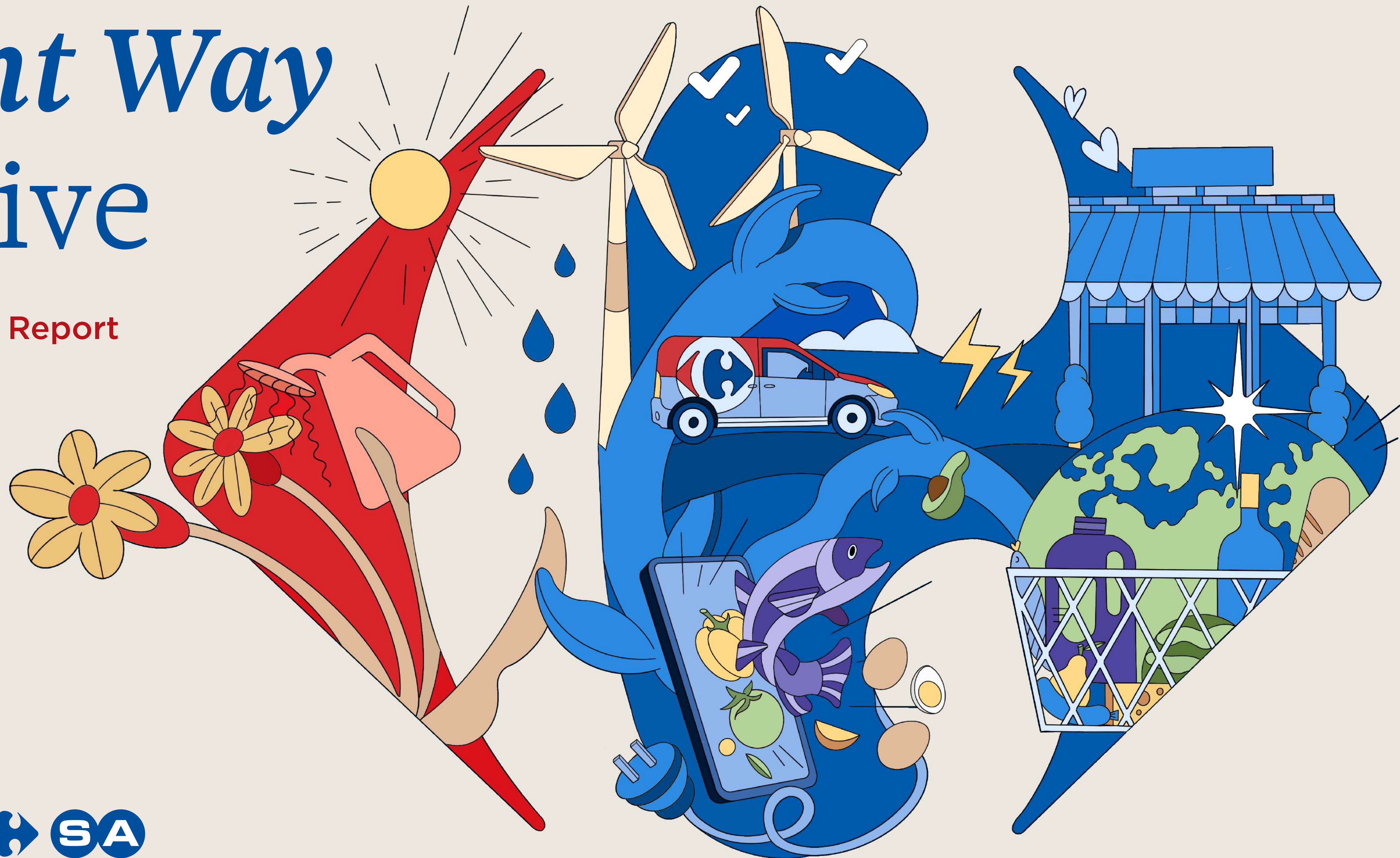


Right Way to Live

Sustainability Report
2024



About the Report ²⁻³

We are pleased to present our fourth Sustainability Report, prepared according to the GRI (Global Reporting Initiative) Standards. Through the 2024 CarrefourSA Sustainability Report, covering the period from 1.1.2024 to 31.12.2024, we aim to transparently disclose the impacts of our operations on the economy, our workplace, our value chain and the environment alongside our progress.

The annual sustainability reports are structured to reflect our material topics. This report includes the metrics specified in the SASB Food Retailers and Distributors standard and provides information on how we contribute the UN Sustainable Development Goals (SDGs).

The global standards, the guiding work of our main shareholder, H.Ö. Sabancı Holding, and the exemplary practices of Carrefour Group, our brand partner, have been integral to the unique sustainability approach we have developed and named the Right Way to Live.

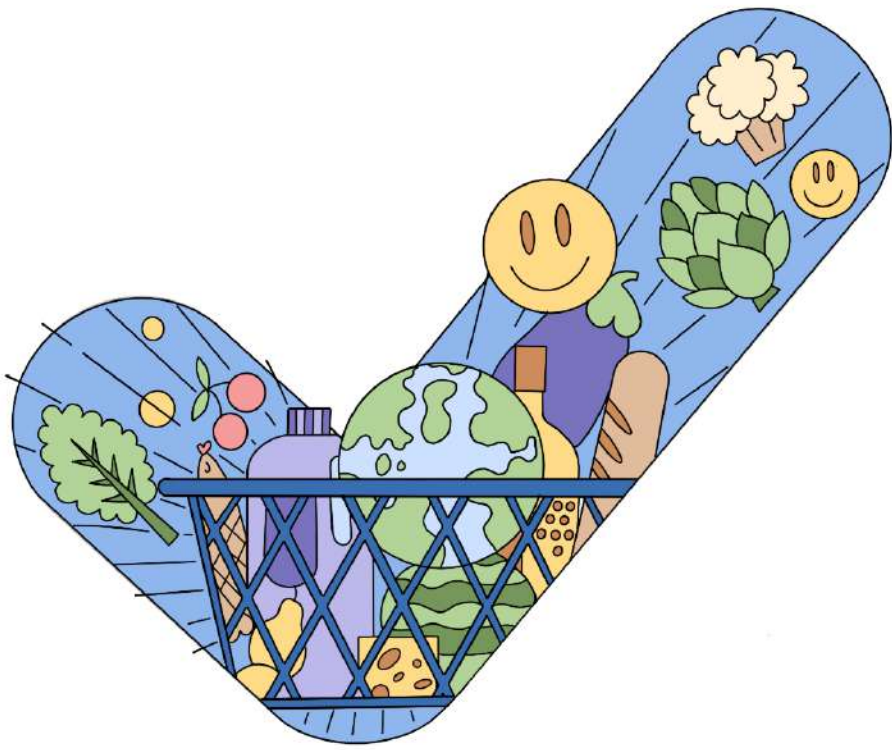
In addition to disclosing our company's environmental, social and economic performance, we also present a comprehensive overview of our key targets in this report. We hope that our report will provide valuable information for all our stakeholders who follow our sustainability progress.



Right Way to Live

Right Way for our Customers

We care about the well-being of our customers, monitor the activities of our suppliers to ensure product safety and quality, and deliver the right products at accessible prices.



As we work toward our goal of offering the right products at the right price with the right service sourced from the right suppliers in line with our Next-Generation Market vision and The Right Ones are at CarrefourSA motto, we integrate our **Right Way to Live** ethos into all our processes.

Right Way for our People

We prioritize occupational health and safety, operating with a zero workplace accident and occupational disease target.

We consider our human resource as our intellectual capital and promote organizational development to become the employer of choice and to offer equal opportunity.

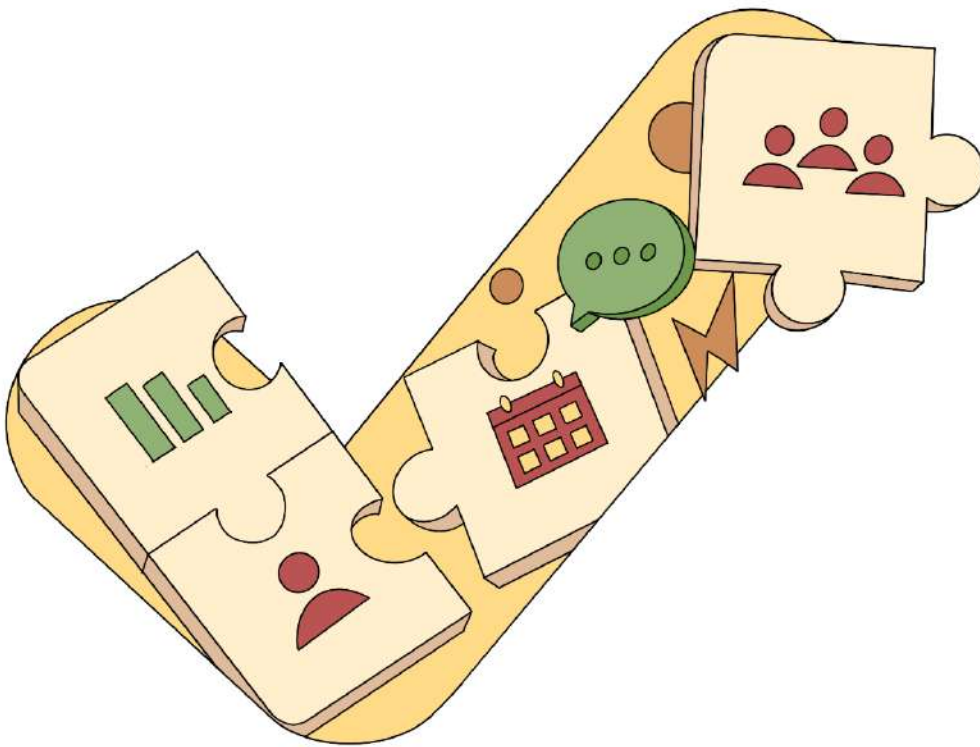


Right Way for all our Stakeholders

We promote responsible production as a material topic and support local suppliers and products.

We see our suppliers as our partners, monitoring and supporting them in improving their sustainability performance.

We communicate with transparency, accountability, and engagement in our stakeholder relations.



Right Way for the Environment

We embrace a zero waste approach and minimize waste generation, always striving to improve our recycling rates.

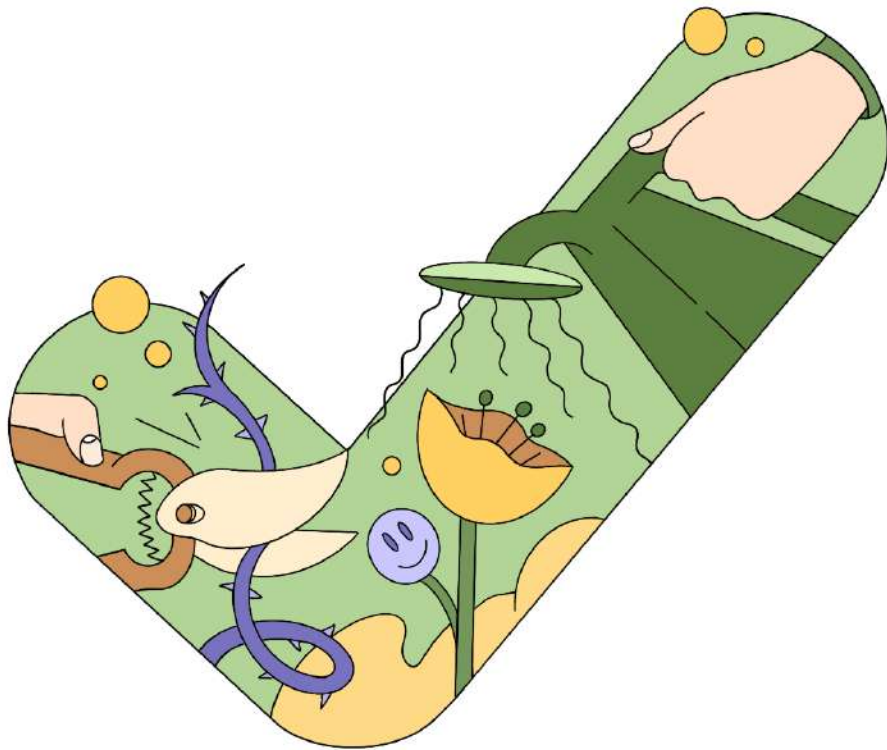
We follow the national and international agenda on tackling climate change and work to reduce greenhouse gas emissions at every stage of our value chain, starting with our stores.

We ensure that water is used efficiently.

We act diligently about our impact on biodiversity and plan our business models to conserve local fauna and flora.

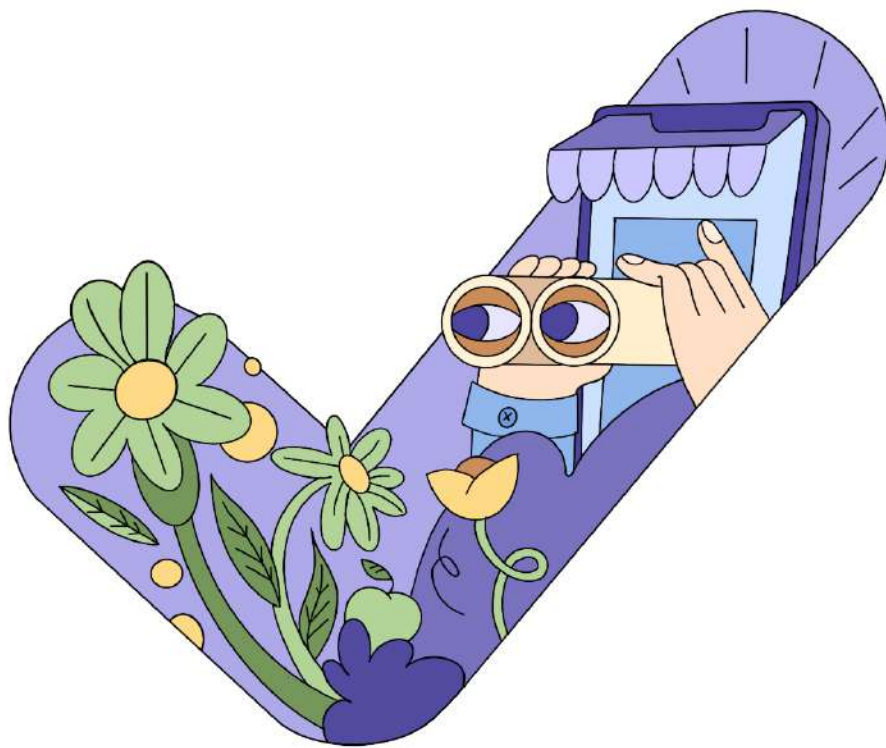
As we develop our products and services, we assess their impact across the lifecycle and exercise environmental sensibility.

We consider tackling food waste as an integral part of our corporate social responsibility and collaborate with our stakeholders to eliminate food waste.



Right Way for Innovation and Digitalization

We place digitalization and innovation at the core of our activities and foster ideas and opinions on this matter.





Contents

01

Introduction

- 02 About the Report
- 05 CEO's Message

02

CarrefourSA

- 08 About CarrefourSA
- 09 Corporate Governance
- 14 Risk Management

03

Sustainability Management

- 17 Sustainability Approach
- 18 Sustainability Governance
- 20 Key Stakeholders and Material Topics

04

Economic Responsibility

- 26 Economic Contribution
- 32 Circular Economy
- 34 Business Ethics

05

Employer of Choice Responsibility

- 39 Employee Satisfaction and Development
- 47 Occupational Health and Safety
- 49 Diversity, Equity and Inclusion

06

Value Chain Responsibility

- 56 Responsible Supply Chain Practices Uygulamaları
- 64 Customer Satisfaction
- 73 Digitalization

07

Environmental Responsibility

- 79 Climate Change
- 86 Waste Management

08

Indexes

- 91 Food Retailers and Distributors SASB Metrics
- 92 GRI Content Index
- 97 Limited Assurance Report
- 100 Contacts



CEO's Message²⁻²²



Kutay Kartallıoğlu
CarrefourSA CEO

Dear Stakeholders,

Guided by the strategic vision we draw from both Sabancı Holding and Carrefour Group, we manage our operations with a focus on meeting social expectations, minimizing environmental impact and creating long-term economic value. Sustainability is a core element of our operations, embedded in every aspect of our business, from supply chain and digital transformation to customer experience and human resources, and integrated into all our decision-making processes.

The year 2024 marked a significant period during which we successfully achieved our strategic goals, strengthened our operational capabilities and reinforced our market position under our Next Generation Market vision. As a pioneering brand in Türkiye's retail sector, we served our customers with a team of 15,000 employees across more than 1,200 stores and franchise locations, welcoming a total of 300 million visitors, including those through CarrefourSA Online Market. With a customer base of 12 million cardholders, we further solidified our presence on both physical and digital platforms.

Launched in 2020, our Franchise System continues to support entrepreneurship and regional development. We take pride in contributing to local economies, generating employment and expanding access to quality products. As of year-end 2024, we have proudly built an ecosystem of 530 franchisees, including 60 led by women entrepreneurs, creating lasting economic value and supporting sustainable profitability for our partners.

Aligned with our sustainability vision, we carried out numerous projects in 2024 that address environmental, social and economic impacts. We operate in line with Sabancı Holding's Net Zero by 2050 target, track our environmental performance using global standards and transparently share our progress. In our fifth year of CDP reporting, we achieved a Global A score in both Climate Change and Water Security, reflecting strong performance across both modules—first-time recognition in Climate Change and reaffirming our continued success in Water Security for the third time. As one of the few food retailers reporting under the Forest module, we received an A- rating and were recognized among the leading companies.

Through energy efficiency projects, we saved 8,000 MWh in 2024. At our İstinye hyperstore, we commissioned a rooftop solar power plant that is expected to meet 45% of the store's annual electricity needs and prevent 375 tons of carbon emissions annually. Looking ahead, we aim to reduce energy consumption, one of the key drivers of our carbon footprint, by 5% per square meter of retail space each year.

As part of our recycling and waste management efforts, **we took significant steps to reduce our environmental footprint in 2024. We properly disposed of 59 tons of used vegetable oil, 5.1 tons of waste batteries, 128 tons of electronic waste, 395 tons of glass and 2,550 tons of packaging waste. In collaboration with the Food Recovery Association, we prevented 765 tons of food from going to waste, redirecting it to those in need.**

We source 100% of our fresh food from local producers approved by the Ministry of Agriculture and Forestry. Reflecting our commitment to animal welfare, we remain dedicated to transitioning to 100% cage-free eggs by 2030.



Through our projects focused on the Blue Economy and sustainable seas, we prioritize both social benefit and marine ecosystem protection. The Clean Mussels Project, launched with this vision, represents a meaningful step toward food safety. At our facility, we reached a daily processing capacity of 1 ton and created employment opportunities for 30 women who had never previously participated in the workforce. By purchasing directly from local producers, we support regional development and deliver sustainable seafood to consumers under the trusted CarrefourSA brand.

In line with our vision of creating social benefit, we launched a number of social responsibility projects in 2024. In partnership with UNICEF, we supported efforts to protect children working in agriculture, helping expand educational and developmental opportunities in rural areas. Collaborating with HayKonFed, we delivered 75 tons of food to support the welfare of stray animals. As part of Sabancı Holding's Youth Mobilization initiative, we established the CarrefourSA Center for Technology and Impact at Kocaeli University to enhance young people's access to technology and promote equal opportunity.

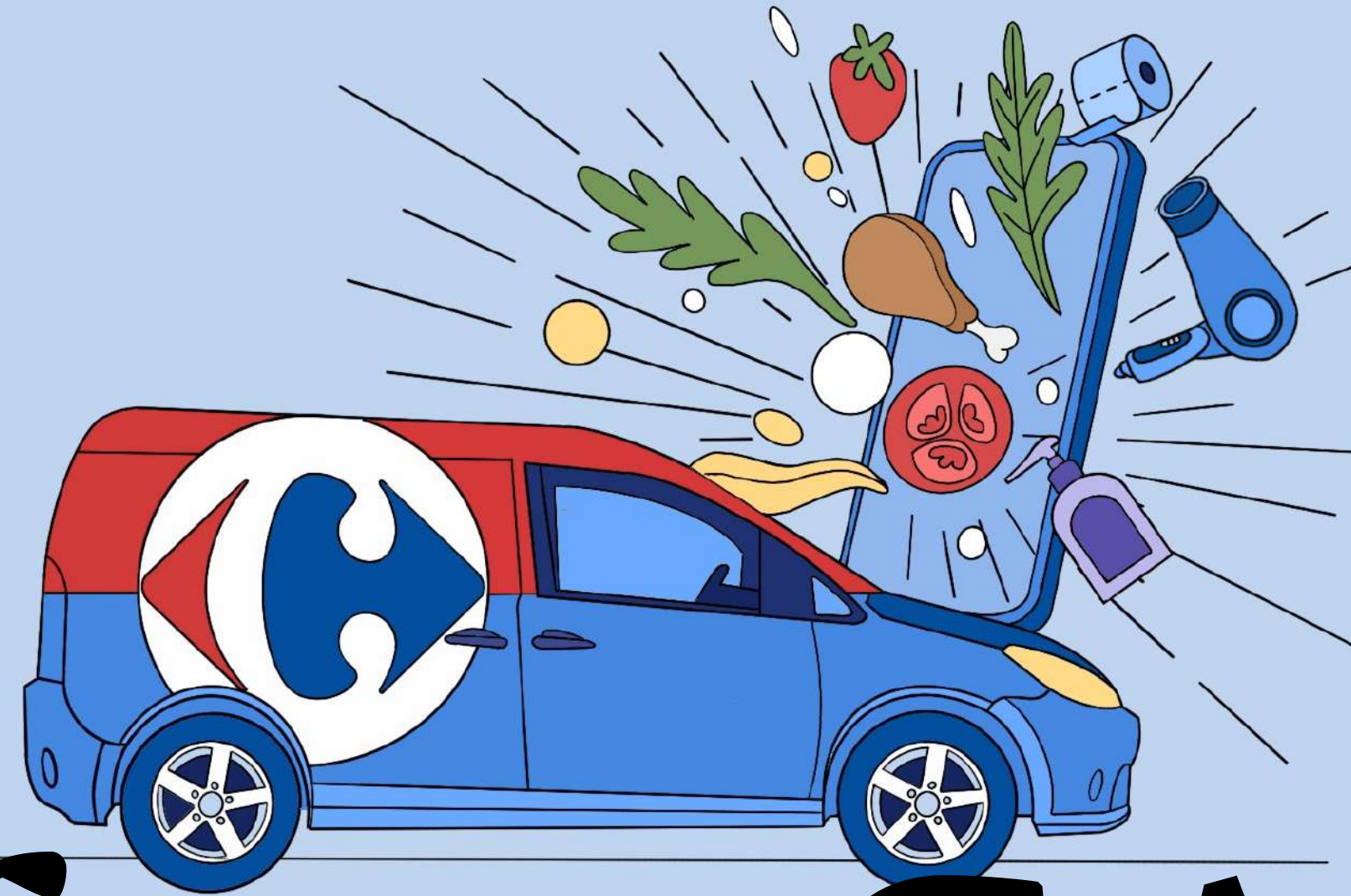
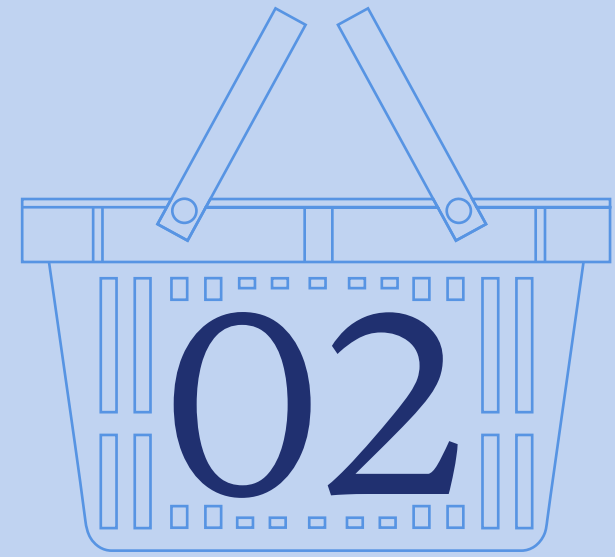
Gender equality remains an integral part of our social sustainability strategy. Under our Women's Power, CarrefourSA's Power initiative, we continue to encourage women's active participation in the workforce. Since 2018, our Female Producers Market, held annually on March 8, has provided direct support to hundreds of female producers from across Türkiye.

The strong progress we achieved in 2024 once again highlights CarrefourSA's commitment to sustainable growth, environmental responsibility and social value creation. As we continue on our path to becoming a trusted and innovative retailer for all our stakeholders, we remain committed to creating lasting value under our guiding principle: the Right Way to Live.

Sincerely,

Kutay Kartallıoğlu
CarrefourSA CEO

In our CDP reporting, we achieved a Global A score in both Climate Change and Water Security, reflecting our strong performance across these critical areas. As one of the few food retailers reporting under the Forest module, we received an A- rating and were recognized among the leading companies.



CarrefourSA

- About CarrefourSA
- Corporate Governance
- Risk Management



About CarrefourSA

2-1, 2-2, 2-6



CarrefourSA (CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş.) was established in 1996 as a joint venture between **Carrefour Group, a leading European retailer that introduced the hypermarket concept to the consumers in Türkiye with a store opened in 1993 in Istanbul, and H.Ö Sabancı Holding, a major Turkish conglomerate.** Today, CarrefourSA stands at the forefront of organized food retail, continuously introducing firsts and innovations to the market.

CarrefourSA, following its Next-Generation Market vision and slogan of The Right Ones are at CarrefourSA, considers evolving customer needs and consumer habits in its investment decisions and process developments. As a result, the company is well positioned as the “Right” solution partner for all its stakeholders, starting with its customers, employees and suppliers.

CarrefourSA recognizes that a healthy, safe and environmentally friendly growth model is the right strategy. Guided by this belief, the company introduced a franchise system in 2020, marking a first for the industry, offering enterprises and new generation merchants across Türkiye the opportunity to develop and advance their businesses. Since its launch, the system has reached 530 franchise stores, operated by individual enterprises, growing into a structure capable of competing with national chains. As part of its growth strategy of expanding its e-commerce operations along with its physical stores, CarrefourSA continues to use multi-channel retailing effectively, welcoming a total of 300 million visitors to its online and physical stores to date. With 2.4 million downloads, the CarrefourSA app has reached 12 million in total loyalty card members.

In addition to its successful operations, CarrefourSA has continued to support sustainable animal husbandry, fishing and local producers, while investing more in private label products. Currently, private label products include more than 650 food and non-food items.

CarrefourSA introduced new growth strategies in 2024, expanding its investments in the food & beverage segment with Lezzet Arası Catering to serve a rich menu carefully prepared by Lezzet Arası chefs at various events. Since entering the HORECA sector with the CarrefourSA Professional brand, the company has continued its operations in 2024 with the distribution center in Antalya and the HoReCa store in Bodrum,

offering food and non-food solutions for industry professionals.

As of year-end 2024, CarrefourSA operates with 10,672 employees and delivers its customers nearly 50 thousand products through 1,225 stores, spread across 586,472 m² of retail space in 70 provinces, alongside 16 warehouses, www.carrefoursa.com and CarrefourSA online market app.

CarrefourSA continues to invest in projects with growth and value creation potential, fully utilizing its own resources, to maintain its position as a leading, trusted and preferred retailer, always doing ‘right’ by its customers

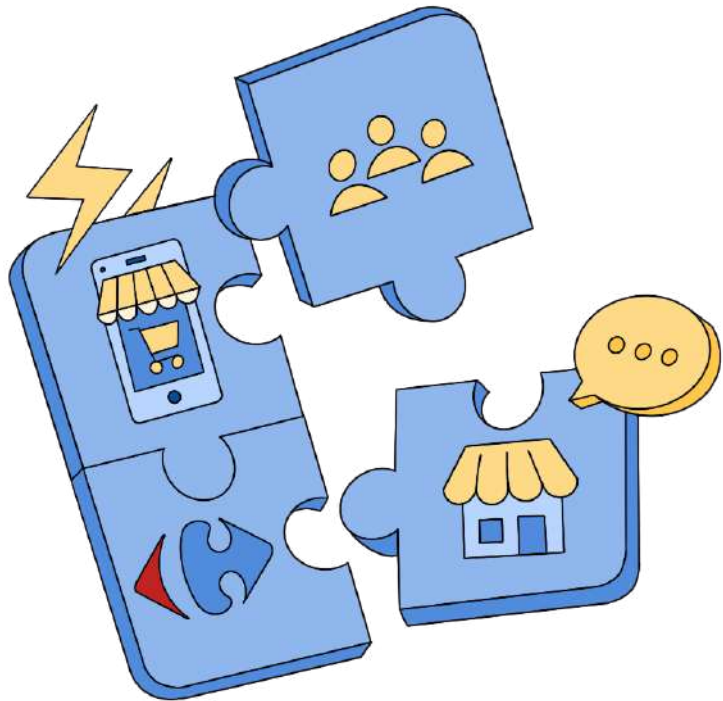
The shareholding structure of CarrefourSA, publicly traded on Borsa Istanbul, as of December 31, 2024:

Shareholder	Share in Capital (TL)	Share in Capital (%)
Hacı Ömer Sabancı Holding	72,988,465	57.12
Carrefour Nederland BV	41,098,010	32.16
Free Float and Others	13,687,291	10.72
TOTAL	127,773,766	100.00

Corporate Governance

CarrefourSA has committed to comply with the Corporate Governance Principles promulgated by the Capital Markets Board (CMB) and four principles of Corporate Governance based on Transparency, Fairness, Responsibility and Accountability. We act diligently to comply with the Principles specified in the CMB’s Corporate Governance Communiqué.

Relevant disclosures are detailed in the [PDP Corporate Governance Compliance Report](#).



CMB’s Corporate Governance Principles	Full Compliance	Partial Compliance	Non-compliance	Not Applicable
Mandatory	24	-	-	-
Non-mandatory	57	5	2	4

Collaborations ²⁻²⁸

We partner with various associations and organizations that align with the material social and environmental topics of CarrefourSA and Türkiye and actively participate in efforts to promote the development of public policies and society.

ÇEVKO (Foundation for Environmental Protection and Packaging Waste Recovery)	We partner with ÇEVKO, in which we are a reserve Board member, on various projects and recycle paper and plastic packaging waste collected in our stores.
Darüşşafaka Society	The bags designed by Darüşşafaka students are sold at our stores, and the proceeds are channeled to NGOs.
Food Recovery Association	We work with this association to analyze and reduce food loss.
Sustainable Food Platform	As one of the first members of the platform, we take part in various working groups and carry out joint projects.
Sustainable Development Association	We actively participate in the association's work, especially on circular economy and sustainable agriculture.
Food Retailers Association	As a board member of the association, we frequently convene, in particular regarding environmental topics and attend joint meetings with different authorities.
HayKonFed	As part of the Animal Friends Movement, we donate surplus edible food, which HayKonFed volunteers deliver to stray animals.
UNICEF	We have supported a UNICEF program to eradicate child labor in agriculture since 2015. We accommodate their face-to-face teams in our stores to promote the projects to the customers, helping to gain more donors and supporting periodic projects.

Memberships ²⁻²⁸

Organization
Foundation for Environmental Protection and Packaging Waste Recovery (ÇEVKO)
Integrated Reporting Türkiye (ERTA)
Food Safety Association
Food Retailers Association (GPD)
Interactive Advertising Bureau (IAB TR)
Business Council for Sustainable Development (SKD Türkiye)
Turkish Quality Association (KalDer)
Cosmetics Manufacturers and Researchers Association (KUAD)
Leading Executives Advancing Diversity (LEAD Network)
Customer Experience Management & Technologies Association
Advertisers Association
Sales Network
Sustainability Academy
Ornamental Plant Growers Union (SÜSBİR)
Tourism Restaurant Investors and Gastronomy Enterprises Association (TURYİD)
CCI France Turquie
Turkish Industry & Business Association (TÜSİAD)
Turkish Ethics and Reputation Society (TEİD)
People Management Association of Türkiye (PERYÖN)
Corporate Communication Professionals Association of Türkiye
Corporate Governance Association of Türkiye
UFRAD Franchising Association
UN Global Compact Türkiye (UNGK)
International Investors Association (YASED)

About H.Ö Sabancı Holding

Hacı Ömer Sabancı Holding A.Ş. (Sabancı Holding), a leading conglomerate in Türkiye, is a holding company engaged in a broad range of business activities through its subsidiaries and affiliates, mainly in the banking, financial services, energy and climate technologies, material technologies, mobility solutions and digital sectors.

The objective of Sabancı Holding is to coordinate and support the finance, strategy, business development, legal, human resources and sustainability functions of Group companies to ensure that they operate profitably and sustainably with favorable competitive conditions and to set and monitor the investor relations and corporate governance practices that apply across Sabancı Group.

Sabancı Holding is managed by an Executive Committee comprised of senior executives, including the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Strategic Business Unit Heads and the functional Group Heads. The Executive Committee is primarily responsible for key capital allocation decisions and reports to the Board of Directors, the highest governing body of the Holding.

Sabancı Group is committed to connecting Türkiye with the world through pioneering initiatives for a sustainable life. Sabancı Holding upholds this commitment to create value for its stakeholders.

Sabancı Group companies, operating with more than 60 thousand employees as of 2024-end, offer products and services across the world with investments in 17 countries.

Sabancı Holding’s multinational business partners include prominent global companies such as Ageas, Bridgestone, Carrefour, E.ON, Heidelberg Materials and Skoda.

With a strong commitment to sustainability as a key focus area, Sabancı Group has adopted a 2050 target of net-zero emissions and zero waste. Sabancı Holding is registered with the Capital Markets Board, the regulatory authority for the Turkish capital markets, and its shares have been listed in Borsa Istanbul since 1997.



The Sabancı Family is collectively Sabancı Holding’s majority shareholder, while 53.23% of the Holding’s shares are publicly traded. Sabancı Holding’s own shares as well as the shares of its listed 11 subsidiaries constitute 6% of the total market capitalization of Borsa Istanbul as of year-end 2024. Sabancı Holding’s net active value rose by 20% year-over-year to USD 10.6 billion at the end of 2024.



About Carrefour Group

With a multi-format global network of 15,244 stores as of year-end 2024, the Carrefour Group ranks among the world’s largest food retailers. Carrefour opened its first market on June 15, 1963 in France, laying the foundation of modern retailing, and introduced the hyper-market concept to Türkiye in 1993.

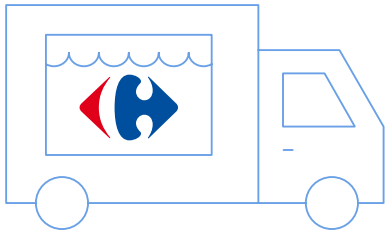
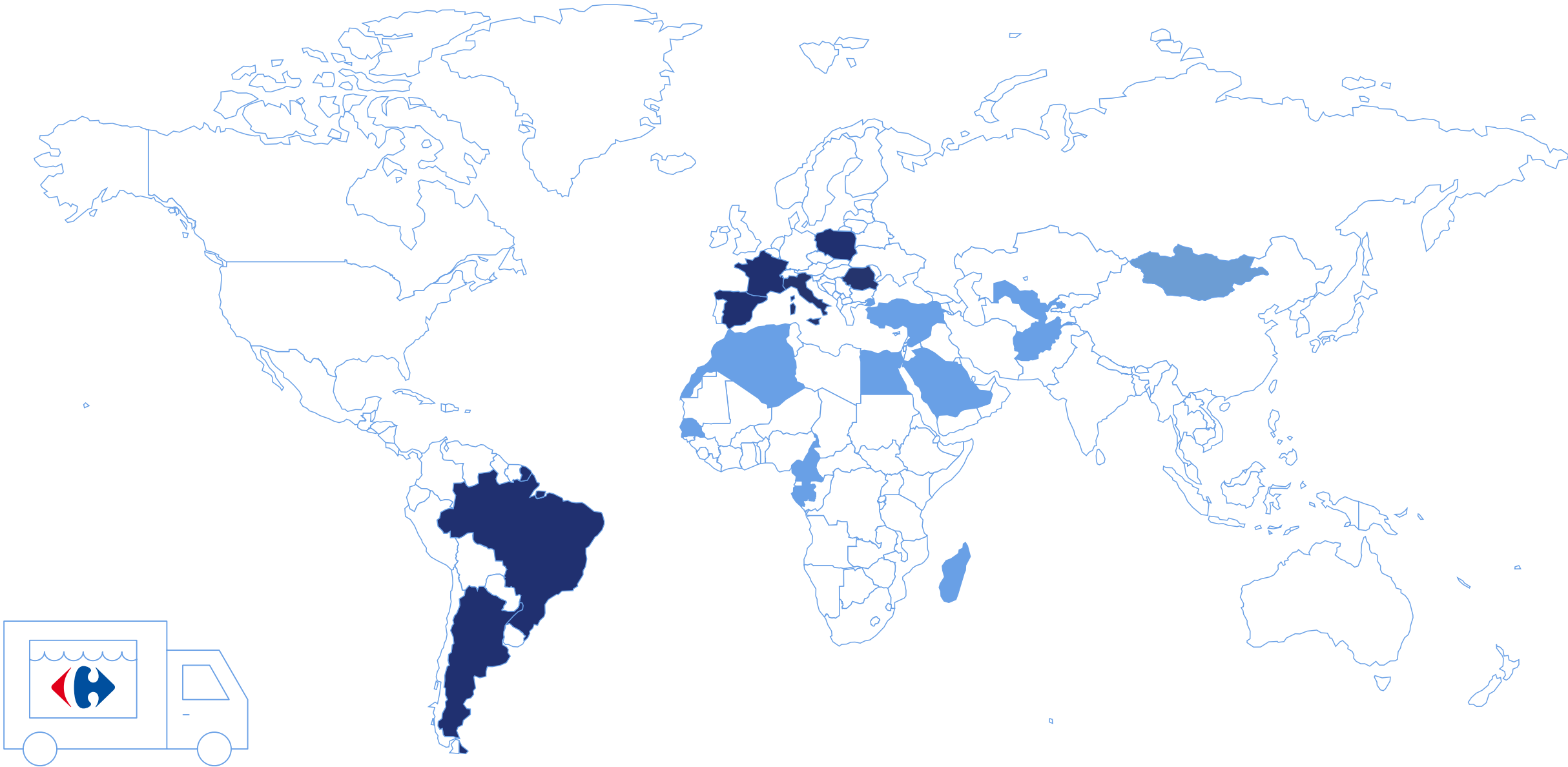
As of year-end 2024, the Group serves 80 million customers annually through its retail stores and e-commerce sites. With stores in more than 40 countries across the world, Carrefour Group manages operations in eight countries directly. The Group’s operations in Europe (France, Spain, Italy, Belgium, Poland, Romania) and Latin America (Brazil, Argentina), with a combined total of 324,750 employees, account for 81% of its consolidated gross revenues. Operations in other regions, including Türkiye, are managed through local partners.

In 2024, Carrefour Group reported Euro 94.55 billion in gross sales with an LFL growth of 9.9% and Euro 2.2 billion in operating income.

The economic, social and governance performance of Carrefour Group, a global leader in sustainability, is assessed by various organizations and agencies every year.



Carrefour group 15,244 stores around the world



France	Belgium	Poland	Romania	Argentina	Brazil	Spain	Italy	Other
6,261*	713	783	456	679	772	1,533	1,185	2,862
stores	stores	stores	stores	stores	stores	stores	stores	stores

● Integrated countries/regions ● Franchised countries/regions ● Taiwan**

* Metropolitan France.
** On June 30, 2023, Carrefour announced that it had completed the sale of its 60% stake in Carrefour Taiwan to Uni-President.

Board of Directors and Committees2-9, 2-20

The Board of Directors, the highest governing body, consists of 12 members as of 31.12.2024 and convenes at least four times a year.

The Board members’ independence is governed by Article 31 of the company’s Articles of Association and the Capital Markets Board’s (CMB) mandatory corporate governance principles. Accordingly, we adhere to the requirements for independent board memberships and other corporate governance stipulations. The Board members hold the qualifications specified in the CMB Corporate Governance Principles and perform their duties based on their respective expertise and knowledge.

The Board members are elected for a maximum of three years; however, members whose term of office expires may be re-elected. No maximum term limit is set for members to serve on the Board of Directors, ensuring that they can continue to contribute their experience if they are re-elected. None of the Board members hold executive duties, and the Board of Directors consists 33% of independent members.

In 2024, the Board of Directors convened 28 times. The attendance rate in these meetings was 87.5%, while the committees convened with an attendance rate of 100%.

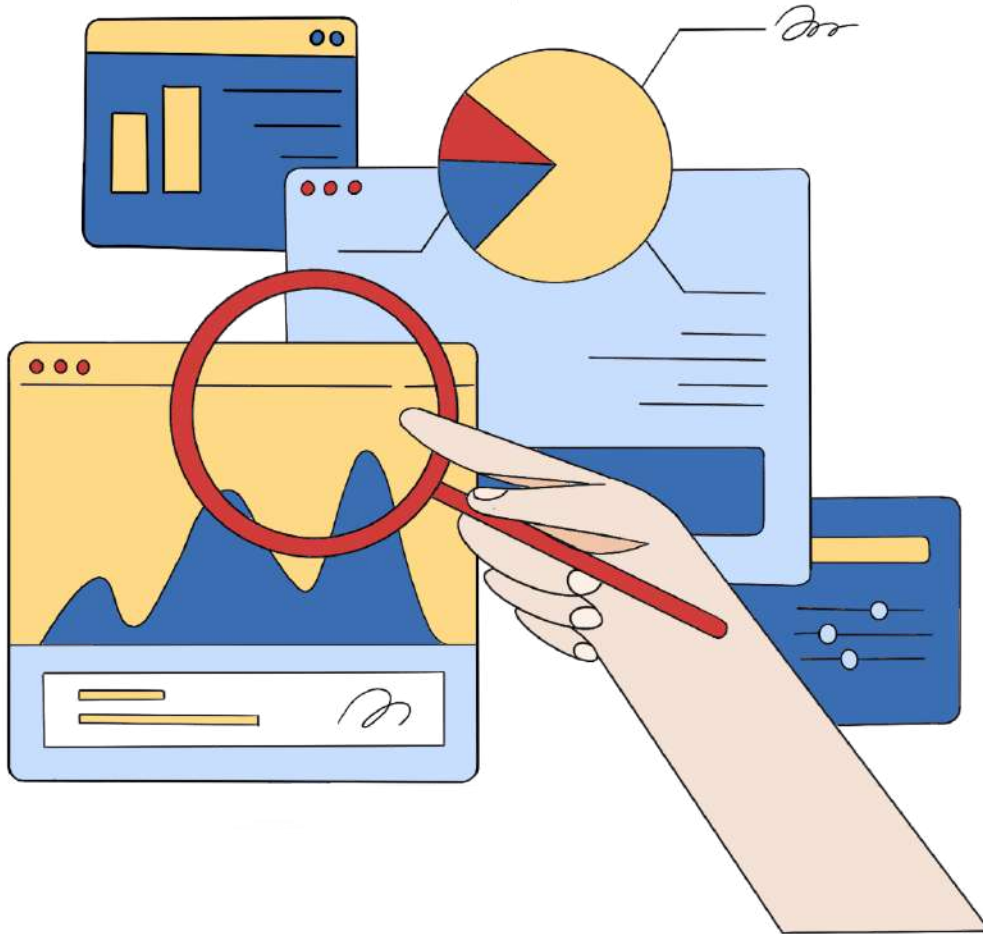
A fixed salary is determined for the Board members at the annual ordinary general assembly meeting. Performance-based payment plans are not applied for the remuneration of the independent Board members. The senior executives receive performance-based bonuses. The senior executives are paid a onetime merit-based bonus at a certain percentage of their annual gross salary based on both individual and company performance. In determining the salaries of the executive committee members, environmental, social and governance (ESG) performance criteria are also taken into consideration. For instance, 5% of bonus payments to Executive Committee members are tied to achievement of key sustainability performance indicators.

As part of remuneration management, salaries are enhanced with various benefits, which are extended based on the principles of alignment with market conditions, competitiveness and fairness.

The Board of Directors has formed three committees in accordance with corporate governance principles, applicable regulations and company strategies:

- Audit Committee
- Corporate Governance Committee
- Early Detection of Risk Committee

More information on the Board committees is provided in the [CarrefourSA 2024 Annual Report \(pp.141-142\)](#).



Board of Directors’ Duties and Composition2-12, 2-15, 2-18, 405-1

The Board of Directors fulfills the duties specified in the relevant provisions of the Capital Markets Law, Turkish Commercial Code, the Company’s Articles of Association and the resolutions passed by the CarrefourSA General Assembly. The Board of Directors resolves on all high-level issues in line with the company’s strategic plans. The resolutions are typically approved with the aye votes of at least seven of the members present in the meeting. However, the aye votes of at least ten members may be sought when deciding on critical issues.

The Board of Directors may delegate its representation power to executive directors who are Board members and/or to executives who do not serve on the Board, without prejudice to the quorum and majority rule specified in the Articles of Association. The Board convenes with at least eight members in attendance.

Board of Directors’ Composition	2022	2023	2024
Members	12	12	12
Independent Members	4	4	4
Female Members	2	2	1
Members with Executive Responsibilities	0	0	0

The Board of Directors follows certain rules to avoid conflicts of interest. These rules are also included in the ‘Conflict of Interest Policy’ section of our Code of Ethics. In the event of a potential conflict of interest, the involved Board member informs the Chairman before the meeting, where the said issue would be discussed, and explains their reasons for not taking part in the discussions and not voting on the relevant agenda item. No conflicts of interest have occurred within the reporting period.

Board members assess the Board’s performance every year based on the criteria determined and communicated by CarrefourSA. Performance assessment of the Board of Directors is conducted in two aspects:

- General Assessment: Every year, each member assesses the Board’s performance individually.
- Individual Assessment: The Chairman assesses the performance of each independent member and executive member on the Board of Directors individually.

More information about the Board of Directors and its structure is provided in the [CarrefourSA 2024 Annual Report](#).

CarrefourSA Value Chain

Capital and Resources

Financial Capital



- TL 127.8 million Paid Capital
- TL 1.024 billion Investments
- Financial Resources of Main Shareholders
- Risk Management System

Relational Capital



- 530 franchisees
- Almost 10 thousand suppliers, 8 thousand farmers
- Operators
- 300 million physical visitors annually, 8.5 million e-commerce visitors
- 12 million customers with store cards

Human and Intellectual Capital



- 10,672 Qualified Employees
- Training and Development Programs
- Diversity, Equality and Inclusiveness Applications
- Ethical Rules
- Comprehensive OHS Applications
- 2,230 health screens, 12,256 hours OHS training
- Advances Quality and Hygiene Controls
- 64 Private label supplier audits, 13,980 product analysis
- 237 thousand product controls in central warehouses
- Carrefour Group Global Retail Experience

IT and Technology Resources



- Online Purchasing and Payment Platforms
- Call Center (35 thousand Customers per Month)
- 45 Digital Transformation Projects
- Corporate Customer Portal
- Franchisee Management Portal
- C-Mobil App
- Tally Robot
- CRM Applications

Physical Capital



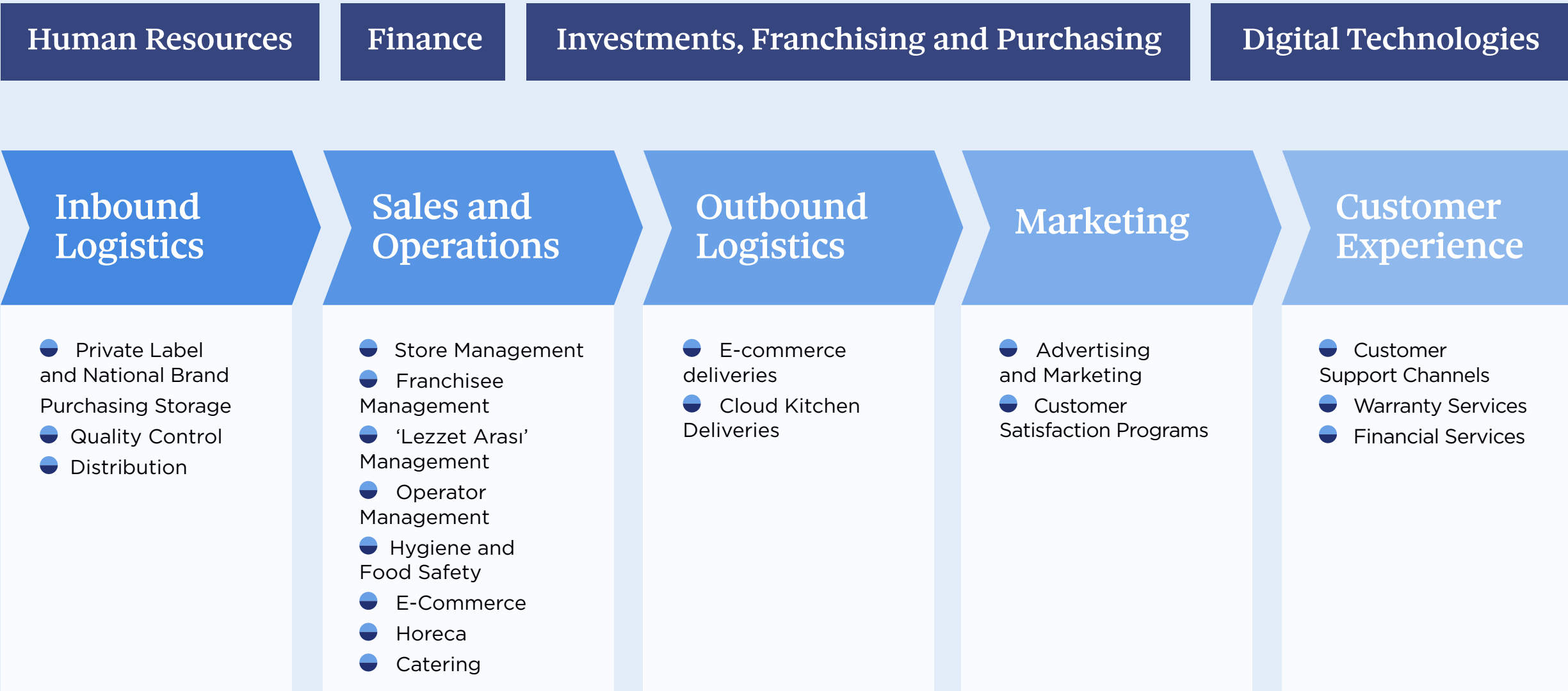
- 1,225 Stores, 586 thousand m² sales area
- Head Office and Regional Offices
- 13 'Lezzet Arası' Restaurants (9 Brands)
- First and only Integrated Mussels Facility
- 4 Seafood Platforms
- 16 Warehouses, 194 Vehicles

Environmental Capital



- Waste Management Systems
- CDP Leadership Scores
- 2050 Net Zero Commitments
- 2030 Cagefree Egg Commitment
- Annual 5% Reduction Commitment for Scope 1 and 2

CarrefourSA Operations



Value Creation for Stakeholders



Risk Management

Corporate Risk Policy

At CarrefourSA, we define “risk” as any opportunity or threat that the company may face and that may affect the company’s realization of its financial, strategic, operational and compliance targets.



Our Corporate Risk Policy, guided by our Corporate Risk Management System, lays out the procedures to assess risks we may face due to the nature of our business and the timely communication of such risks to the company’s senior management, Early Detection of Risk Committee and the Board of Directors. The Policy also provides a guideline for effective risk management to mitigate potential losses and taking timely actions to turn risks into opportunities

Risk Governance and Responsibilities

The **Board of Directors** is responsible for creating the necessary environment for adequately executing our risk management activities.

The **Early Detection of Risk Committee**, reporting to the Board of Directors, has been formed to anticipate the risks that may jeopardize the existence, development and continuity of CarrefourSA, to take the necessary measures regarding the identified risks and to manage those risks. The committee reviews our risk management systems at least once a year.

The **CEO** is responsible for ensuring effective risk management within CarrefourSA and taking the necessary measures (implementing policies, determining a method for measuring and managing risks, defining and monitoring relevant risk limits).

The **Internal Audit Directorate**, which reports directly to the Audit Committee and is structured independently from the executive body, conducts audits across all units, sites and business areas where we operate to contribute to the

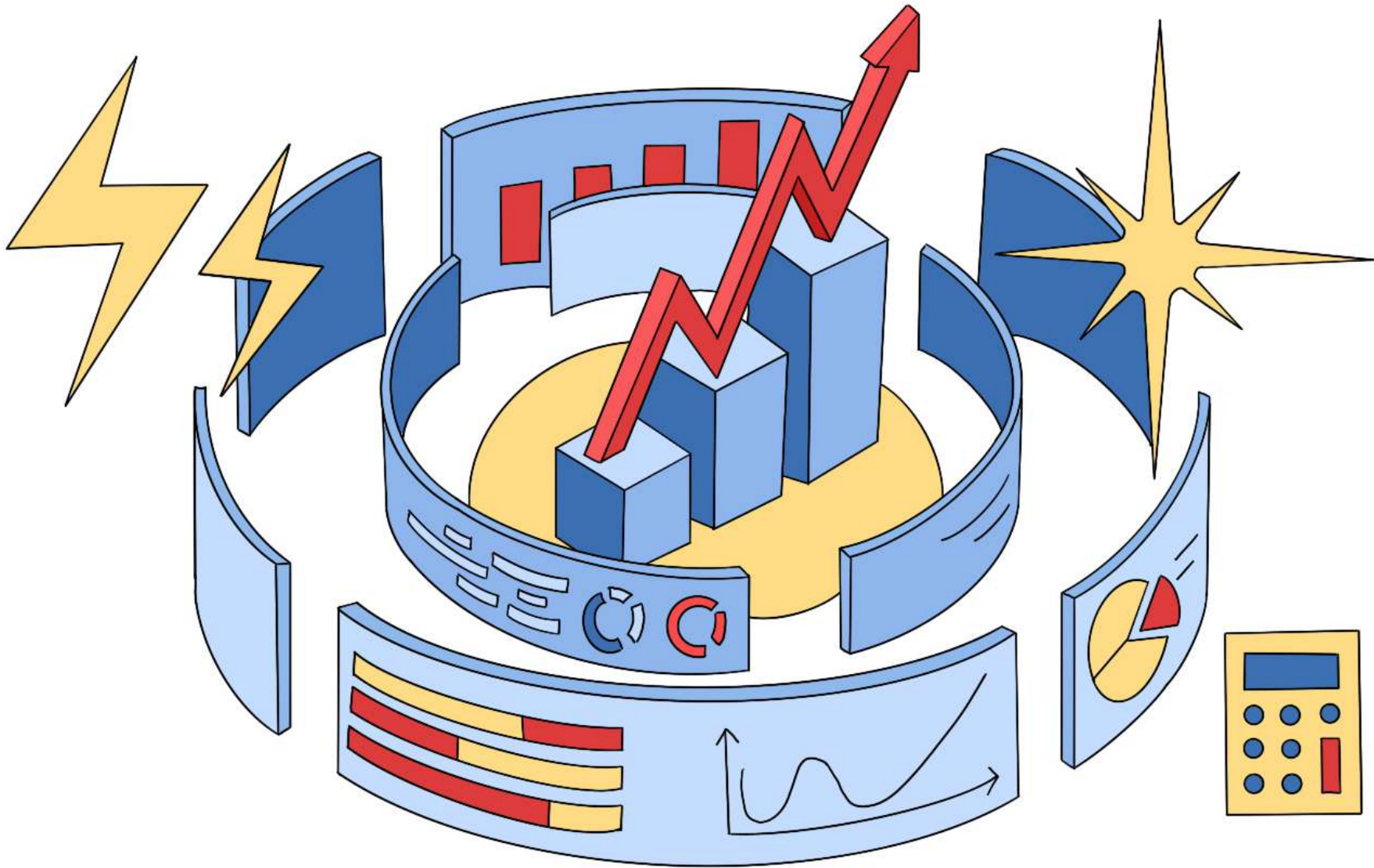
growth, development and organization of CarrefourSA.

The **Risk Management Unit**, positioned as an executive function, performs the necessary reviews to ensure the protection and security of the company assets and implements measures as needed.

The **CMB and Reporting Unit**, organized within the finance department, contributes to external audit activities by conducting regular audits and controls about reporting issues.

Regarding effective risk management, the **Managers of all Business Units** are responsible for anticipating risks in a timely manner, communicating such risks to senior management, determining and implementing all necessary actions and for their outcomes.

Furthermore, **all our employees** are also obligated to adopt our risk management policy and ensure that it is implemented in their own areas of responsibility.



Risk Management System

The Corporate Risk Management system is a dynamic and systematic process designed to anticipate potential situations that may impact CarrefourSA and to manage risks in line with the determined risk appetite. The objective of the system is to create added value for our stakeholders in all aspects of the business and build an environment of continuous collaboration through effective management of the risk exposure.

Guided by the vision and mission of CarrefourSA and its strategic and corporate targets, we conduct one-on-one interviews, surveys and workshops with the relevant people within our organization to identify the potential threats and opportunities we may encounter on the path toward achieving our

goals. After assessing the natural risks identified according to their impact and probability, we evaluate them together with the control mechanisms and the action plans using surveys and workshops and then create a risk inventory. Once a year, we review this inventory, which is expanded with the risk factors that the Executive Committee determines, both dynamically and also systematically.

The risks and risk parameters (risk-related parameters such as risk scores, key risk indicators and threshold values) are published on our risk inventory portal after approval by our senior management. Our Key Risk Indicator (KRI) officers use the portal to monitor and control both the risks and related action plans.

Crisis Communications Plan

We take all necessary measures to manage CarrefourSA's reputation, financial standing, employee behavior and customer perception in the event of any internal or external crisis. With the crisis communications plan, we aim to resolve crises effectively by moving beyond reactive solutions and considering foreseeable risks and potential threats. Our crisis procedure, prepared by the Marketing and Corporate Communications Group, defines the actions and responsibilities in the event of a crisis as well as how to manage all communication channels, including social media and the press. The Group also forms the relevant crisis committee based on the scope of the situation to monitor and report on the process.

Natural Risk Assessment	Probability			
Impact	1	2	3	4
1	●	●	●	●
2	●	●	●	●
3	●	●	●	●
4	●	●	●	●

● Low ● Medium ● High ● Critical

Prof. Dr. Güler Aras

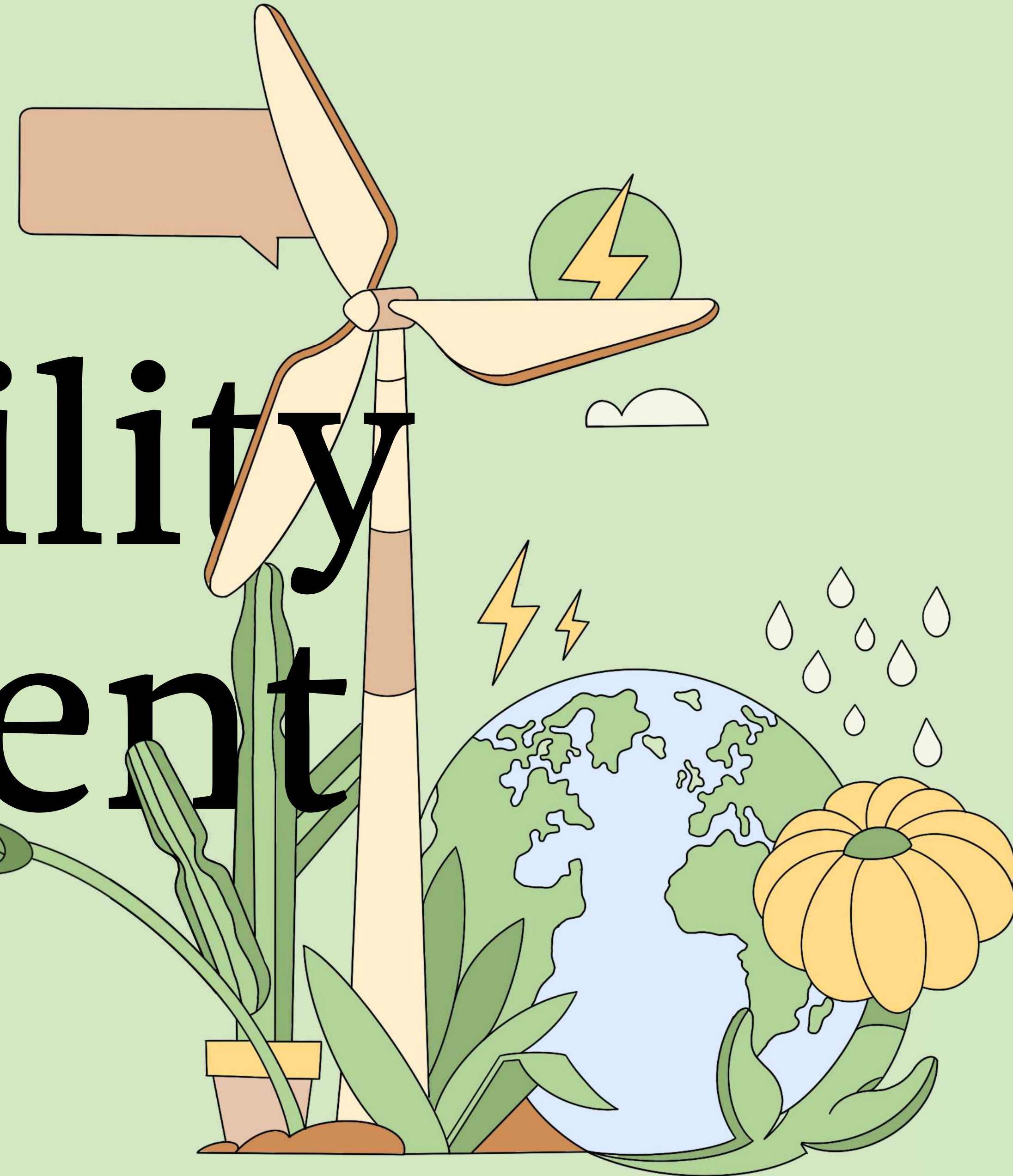
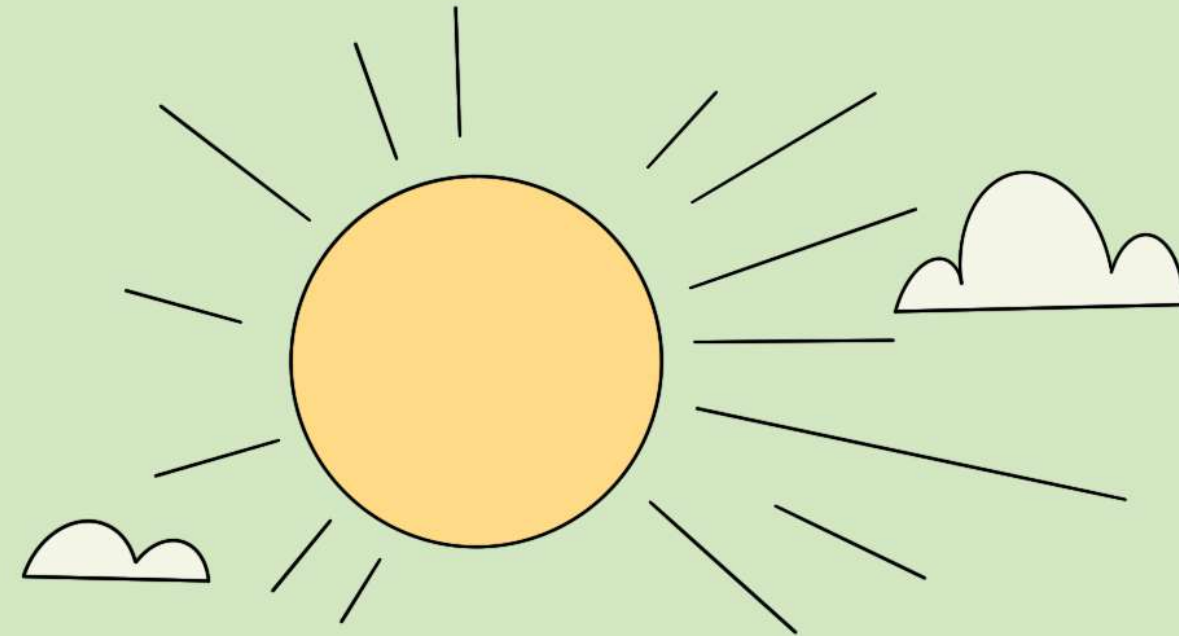
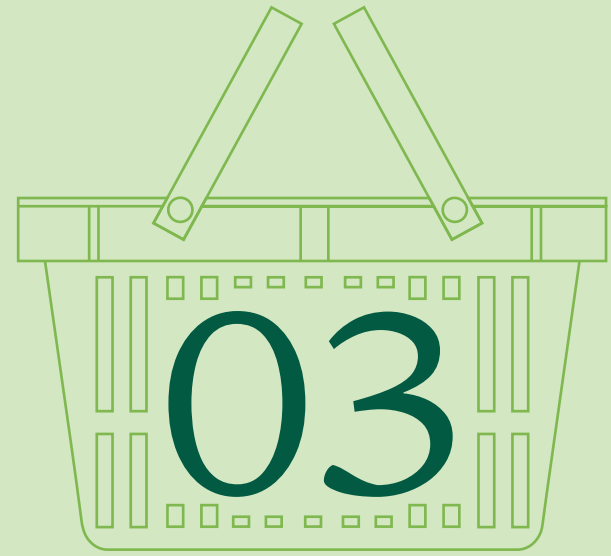
Founding President
Integrated Reporting Türkiye (ERTA)



In a world where economic uncertainties, geopolitical risks and the climate crisis are intensifying, the business community must now adopt a more holistic perspective and develop agile, resilient and sustainable business models that are essential for long-term success. In this context, designing new strategies that align with green transformation processes is critical not only for ensuring business continuity, but also for generating social value and preserving ecosystem health.

CarrefourSA has not only sustained its operations in its core business areas but has also taken a leading role in driving a broader transformation that sets an example for the sector. Backed by Sabancı Holding's strategic vision and supported by investments that contribute to local ecosystems, the company has built an inclusive and sustainable business model. CarrefourSA demonstrates best practices in many areas, from climate action to energy and water efficiency, from waste management and food safety to alignment with global reporting standards. In particular, its holistic approach to responsible supply chain management enables the company to focus on both operational efficiency and also on environmental and social impact.

Integrated and sustainability reports are powerful indicators of a company's strategic vision and transparency in this field. CarrefourSA's report, which complies with the Turkish Sustainability Reporting Standards (TSRS), makes a valuable contribution to the global adoption of local standards while clearly affirming the company's strong commitment to sustainability. I sincerely congratulate CarrefourSA on this report, which serves as a source of inspiration and guidance for all companies embarking on their own sustainability journeys.



Sustainability Management

- Sustainability Approach
- Sustainability Governance
- Key Stakeholders and Material Topics

Sustainability Approach

2-9, 2-12, 2-13

We have defined our sustainability approach in line with CarrefourSA’s vision, strategy and policies. As we worked toward achieving sustainable growth, we aimed to build an environment that promotes fairness, continuous development, engagement, high performance and diversity for our employees.

In addition to organizing various activities focused on healthy eating by ensuring food safety for a healthy society, we also conducted a sustainability awareness survey in 2020 to study our customers’ perceptions in detail. The results of this survey showed that 52% of the respondents were well aware of sustainability-focused efforts, starting with waste management.

We move our sustainability efforts forward without compromising the principles of transparency and accountability. In 2021 we started to submit reports to

the CDP’s Climate Change and Water Security programs and then expanded the scope of our CDP reporting with the Forests module in 2022, strengthening our capability to monitor and manage risks related to deforestation. In 2023, we became a signatory of UNGC Global Compact, declaring our commitment to human rights, labor practices, the environment and anti-corruption efforts.

Active participation in international endeavors and initiatives not only helps us monitor our environmental and social impacts, but also elevated our credibility with our stakeholders and ensures that we align with global best practices. As a company operating in the food retail industry, which directly interacts with the environment and society, our presence on these platforms allows us to better analyze supply chain risks, respond to investor expectations and take more strategic steps to tackle climate change.

Deputy General Manager of Human Resources and Sustainability is the executive responsible for integrating sustainability into all business processes. In addition to the Sustainability Committee, which convenes at least once quarterly,

we also form working groups in line with our material topics.

As we shape our Right Way to Live ethos:

- We primarily follow the Sustainability Roadmap of Sabancı Group, our main shareholder and a major sustainability actor in Türkiye.
- Furthermore, the food retail approaches and practices of Carrefour Group, our other main shareholder and a global high performer in sustainability, guide us in the process.

We aim to drive our efforts with a constantly higher performance and set an example for our industry and our country.

Alignment with Sabancı Group’s Sustainability Roadmap

Sabancı Holding’s sustainable business strategy prioritizes two core principles: **value preservation and value creation**. This balanced approach ensures the continuity of businesses while driving growth and evolution. It recognizes the importance of both maintaining existing strengths and pursuing progress.

Value Preservation Value Creation

 Achieving operational excellence	 Reducing cost of debt to maximize returns	 Capitalizing on growing demand for a sustainable economy	 Accessing new markets and assets	 Leveraging growing incentives
 Attracting and retaining top talent	 Mitigating transition risks and ensuring resilience	 Increasing revenues and achieving diversification	 Generating valuation gains through innovation and investment in climate solutions	 Broadening investor reach

Value preservation focuses on maintaining the strength of core businesses by effectively managing current operations and fostering the established Sabancı Holding culture. Sabancı Holding’s management systems integrate sustainability and responsible practices into every aspect of its operations to enhance business resilience.

Value creation drives progress and growth to make a positive impact. Sabancı Holding seeks opportunities to expand its businesses in ways that generate financial returns while driving positive impacts for its stakeholders. The company supports innovative, sustainable solutions that reshape industries and align with sustainable practices by investing in scalable new growth platforms such as energy and climate technologies, material technologies, mobility solutions, and digital technologies.

Carrefour Group’s Sustainability Approach

Carrefour Group, a global leader in sustainability, has built its [strategy](#) on four pillars, including the goal of bringing ‘eating well’ within everyone’s reach. Accordingly, the group has defined its Key Performance Indicators (KPIs) along with short- and long-term targets by working with relevant stakeholders.

The [Food Transition Index](#), which is disclosed transparently, is structured in four categories and the indicators and targets are reviewed annually. In 2024, 17 targets were met with an average of 111%, particularly as a result of offering plant-based alternatives, climate (Scope 1 and 2), adequate and healthy eating and employee engagement practices. This index also constitutes 20-25% of the senior executives’ long-term bonuses.

CarrefourSA Sustainability Approach
As a leading food retailer in Türkiye, we view sustainability both as a responsibility and an integral part of our business model. **Guided by The Right Ones are at CarrefourSA approach, we carry out our activities to create long-term value by considering our environmental, social and economic impacts.**

Accordingly, we strive to fulfil our responsibilities toward both nature and society while offering a sustainable shopping experience for our customers.

We shape our sustainability approach by focusing on our material topics, including responsible product supply, waste reduction and circular economy practices, energy efficiency and renewable energy use, social inclusion and supporting local producers.

Sustainable Business Models

As part of our sustainable farming, live-stock and fishing strategy, we offer the ‘right’ products in our stores and directly contribute to sustainability across diverse sectors and to the continuity of national economy.



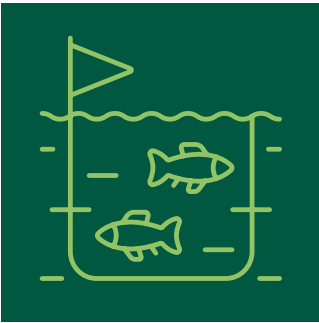
Private Label



Sustainable Farming



Sustainable Livestock



Sustainable Fishing

Sustainability Governance ^{2-5, 2-9, 2-12, 2-13, 2-14, 2-20}

At CarrefourSA, sustainability is a strategic priority. Therefore, we have built a governance structure to efficiently monitor, manage and control sustainability risks and opportunities and within the organization. **The Sustainability Committee**, formed in 2020, is composed of managers from relevant departments within CarrefourSA. The committee, headed by Deputy General Manager of Human Resources and Sustainability, reports to the Executive Committee.

The **H&S, Environment, Quality Assurance and Sustainability Group** is responsible for coordinating and monitoring the activities of the committee and relevant secretarial work. As defined in

the duties and working principles document, the committee is tasked with determining the sustainability strategy, targets, roadmaps and policies, ensuring internal integration, managing the associated risks and opportunities and developing and implementing projects. The committee, which convenes quarterly and more frequently when needed, discusses CarrefourSA’s material topics and makes recommendations. Presentations and meeting resolutions are recorded and duly shared with all CarrefourSA management. These resolutions are also submitted to the Executive Committee and relevant departments for consideration. The follow-up and results of the resolutions are addressed at the next meeting. The committee may also form subcommittees when a specific focus is needed.

In addition to heading the committee, **Deputy General Manager of Human Resources and Sustainability** also coordinates and monitors sustainability-related processes. She plays a central role in sustainability communications with our stakeholders, starting with Sabancı Holding and Carrefour Group.

The **Executive Committee**, the senior governing body regarding sustainability topics, consists of the CEO and deputy general managers. The Executive Committee convenes weekly to address strategic and tactical issues, sets targets and makes high-level decisions. The Sustainability Committee Chair and Secretary regularly submit significant performances regarding sustainability risks and opportunities to the Executive Committee for review and approval.

Goals related to managing sustainability risks and opportunities are among the individual performance targets of the senior executives, including our CEO. The performance of the sustainability committee members is reviewed annually and the members may be replaced if necessary.

[Please click to view our *Right Way to Live* approach.](#)

CarrefourSA

Sustainability Committee

Member
Chief Legal and Compliance Counsel
Head of CRM
Head of HQ HR Operations, Training, Organizational Development and Compensation
Head of Non-Food Category
Head of Internal Audit
Internal Purchasing Manager
Deputy General Manager - Human Resources and Sustainability
Head of H&S, Quality Assurance, Environment and Sustainability
Head of Category Operations
Head of Dry Food and Beverage Category
Head of Corporate Systems
Head of Logistics Operations
Head of Customer Experience and E-Commerce
Head of Private Label Category
Head of Marketing and Corporate Communications
Risk Manager
Head of Field HR, Personnel Affairs, Payroll and Labor Relations
Head of Sales Coordination
CMB, Investor Relations and Financial Services Manager
Sustainability Specialist
Sustainability Supervisor
Head of Fresh Food Category
Head of Technical Procurement and Maintenance

Climate Change Risks ²⁰¹⁻²

Climate change not only represents a serious environmental threat but also imposes economic and social risks with significant impact on companies’ operations, supply chains and stakeholder relations. Therefore, we address risks and opportunities related to climate change in terms of its direct impacts as well as our company’s indirect impact across the value chain.

At CarrefourSA, we shape our sustainability governance around the double materiality principle and consider both our company’s impact on climate change and vice versa. Accordingly, we work to manage climate risks and opportunities as an integral part of our corporate risk strategy.

We identify climate-related physical and transition risks in cooperation with our stakeholders. Our goal is to mitigate the potential impact of these risks on our product sourcing practices, service quality, customer satisfaction and operational continuity.

Recognizing that our supply chain, particularly reliant on agricultural production, will be directly affected by the physical impacts of climate change, we work to minimize these risks with responsible purchasing policies and alternative product strategies. In terms of our operational processes, we continue to make investments to reduce our carbon emissions, especially from refrigerant use and energy consumption.

Additionally, we focus on developing sustainable product and service options in response to such changes by following how consumer preferences and habits evolve.

The impacts of climate-related risks and opportunities on our company’s financial performance are detailed under a separate heading in accordance with TSRS 2, and the relevant information is included in our Sustainability Report aligned with the Türkiye Sustainability Reporting Standards.



Key Stakeholders and Material Tropics²⁻¹⁴

Stakeholders and Engagement²⁻²⁹

All departments at CarrefourSA interact directly or indirectly with our stakeholders, i.e. the individuals and the organizations that may be impacted by our activities, products and services or that may affect our corporate strategy and goals. Therefore, we strive to learn about the expectations of all our stakeholders, starting with our employees, including those of our subcontractors, our customers, suppliers and main shareholders - Sabancı Holding and Carrefour Group - and respond accordingly. The stakeholder groups identified through our work with sustainability committee members and our engagement platforms are listed below:

Stakeholder	Engagement Platforms
Carrefour Group	Senior Management Meetings (regular), Project-based Meetings (as needed)
Employees	Employee Satisfaction Surveys (every other year), Support Newsletters (monthly), Hello Summer Meeting (annual), Farewell Summer Meeting (annual), Townhalls (multiple times a year), Sports and Wellness Festival (annual), 24/7 Support Line (continuous), Lean Leader Meetings and Briefings (continuous), Sustainability Newsletters (3-4 times a year), Sports Activities
Franchisees	Franchisee Meet-ups (annual), Meetings (regular), Regional Manager Visits (continuous), Satisfaction Surveys (every year)
Shareholders	General Assembly Meetings (annual), Investor Presentations (regular), Website (cont.), Earnings Releases and Interim Activity Reports (quarterly), Annual Reports, Sustainability Reports (annual), Investor Relations Dep. Communication Channels (cont.)
Customers	Call Center and WhatsApp line (continuous), Social Media (continuous), carrefoursa.com (continuous), Assessment Surveys (continuous, with customers who opted in for communications), Net Promoter Score Surveys (annual), Brand Health and Recognition Surveys (continuous), Customer Reporting Line (continuous)
Public Institutions	Meetings with various Ministries and Public Institutions (as required for projects and specific topics)
Sabancı Holding	Sabancı Holding Audit Group Meetings (quarterly), Thematic Task Force Activities (continuous)
Labor Union	OHS Committees (continuous), Meetings (continuous), Union and Employer Meetings (quarterly)
NGOs (General)	Meetings with NGOs and Partnerships for Various Projects (continuous)
Subcontractors	Process Meetings (continuous)
Suppliers	Meetings with Law Firms (every other month), Meetings with the NPS firm (as needed), Audits (continuous), Meetings with Advertising Agency (continuous), Meetings with Media Planning and Procurement Agency (continuous), Meetings with PR Agency (continuous), Meetings with Survey and Data Providers (continuous)

Material Topics^{2-14, 3-1, 3-2}

We address the key performance indicators determined in line with The Right Way to Live strategy and through the double materiality assessment document under four main headings.



Economic Responsibility

Economic Contribution
Circular Economy
Business Ethics



Employer of Choice Responsibility

Employee Satisfaction and Development
Occupational Health and Safety
Diversity, Equity and Inclusion



Value Chain Responsibility

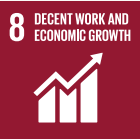
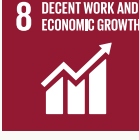
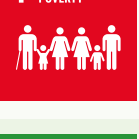
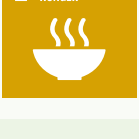
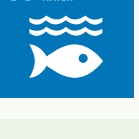
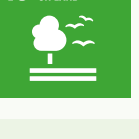
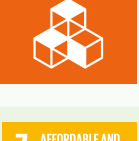
Responsible Supply Chain
Customer Satisfaction
Digitalization



Environmental Responsibility

Climate Change
Waste Management

Our Contribution to UN Sustainable Development Goals

Material Topics	Targets	Sustainable Development Goal
Economic Contribution	To create economic value for our stakeholders.	    
Food Waste	To eliminate the economic impact of food waste across the entire food chain.	   
Business Ethics	To shape our way of doing business and relationships with all stakeholders around our code of ethics.	  
Employee Satisfaction and Development	To create ultimate employee satisfaction by providing the best work environment and to foster their continuous development.	
Occupational Health and Safety	To provide a safe work environment.	
Inclusion and Equity	To apply zero tolerance for any gender-based discrimination and always offer equal opportunity by exercising fairness in all transactions and practices.	  
Responsible Supply Chain	To foster and maintain economic, social and environmental development across the supply chain with sustainable business models and policies.	    
Customer Satisfaction	To deliver excellent customer experience in all processes, starting with health and safety and measure customer satisfaction continuously to improve it across all channels.	
Digitalization	To achieve digital transformation across the value chain to ensure that the existing processes are more effective and efficient, fast, accessible and most importantly, customer-centric.	
Climate Change	To manage our carbon footprint accurately and raise awareness among all stakeholders.	 
Waste Management	To prevent, reduce, reuse, recycle or dispose of waste without harming the environment by following the ‘Waste Pyramid’ approach.	 

Double Materiality

Identifying Impacts, Risks and Opportunities

We conducted a comprehensive Double Materiality assessment to analyze our sustainability issues at every stage of our value chain, taking The Türkiye Sustainability Reporting Standards TSRS) framework as reference. We assessed environmental, social and governance aspects from the Impact Materiality and Financial Materiality perspectives. Throughout the process, we addressed our positive and negative impacts, dependencies, risks and opportunities in the short, medium and long term.

In the materiality assessment, the process launched according to the Implementation Guide of the European Financial Reporting Advisory Group (EFRAG) was based on the TNFD LEAP (Locate, Evaluate, Assess, Prepare) approach. In assessing social impacts, we benefited from the UN’s Guiding Principles on Business and Human Rights and the OECD’s (Organisation for Economic Cooperation and Development) Guidelines for Multinational Enterprises. We also used all reasonable and supporting data available to CarrefourSA for the materiality assessment, while industry reports from indirect sources provided complementary content.

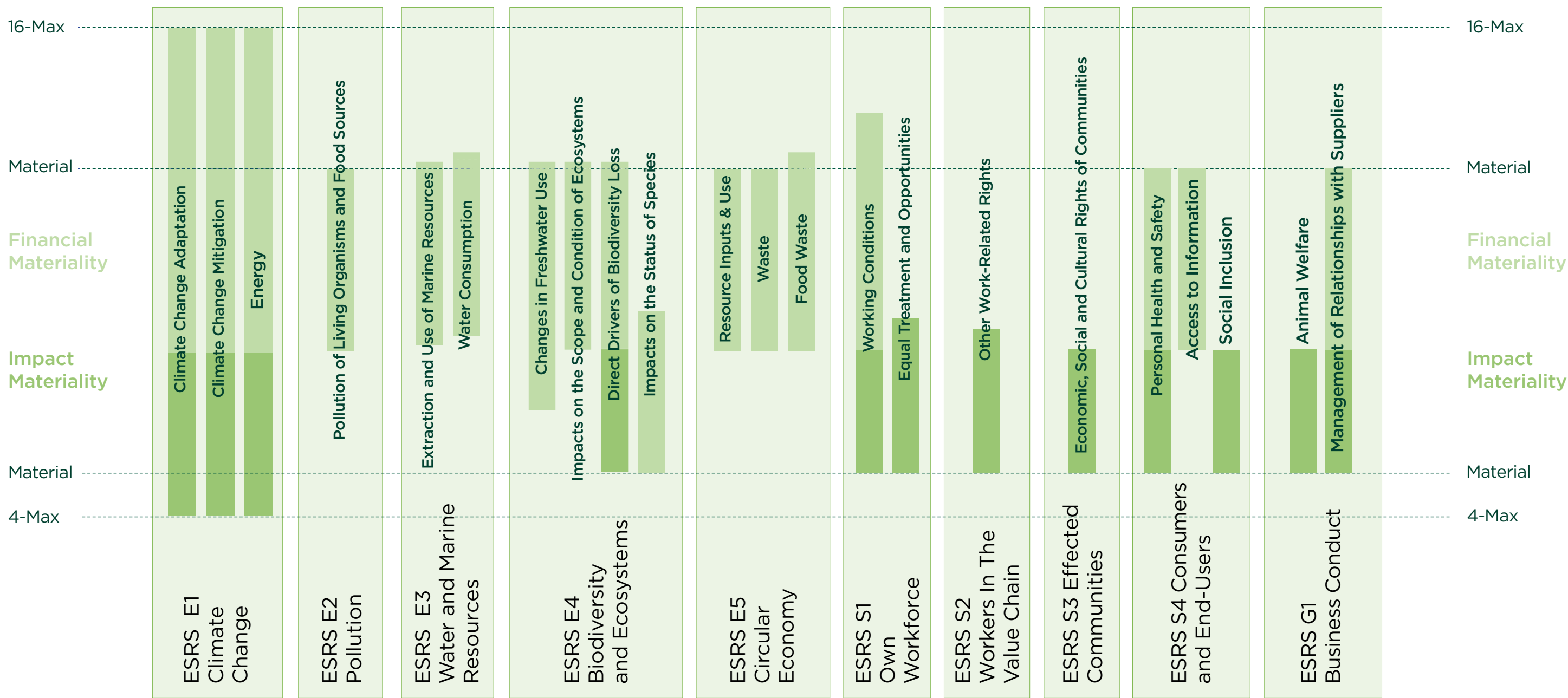
CarrefourSA’s business model, supply chain and impact across stages of the value chain were scored and evaluated according to the Environmental Impact, Social Impact and Risk & Opportunity tables to determine key risks and opportunities. The expectations of users who reference CarrefourSA’s general financial statements have also been addressed based on feedback from the relevant teams. However, no special assessment such as a stakeholder engagement plan was conducted during the preliminary studies.

Acceptances on issues such as risk maturity, risk impact and scope determined during the risk assessment processes provided context. Out of the 122 impacts and 112 risks & opportunities identified as a result of the assessments, 14 impacts and 20 risks & 8 opportunities were defined as CarrefourSA’s Double Materiality Topics. Once these were combined according to their content, a total of 22 material topics emerged. Following detailed interviews with the relevant CarrefourSA functions for each risk and opportunity identified in 2024, we determined the materiality and priority of our risks and opportunities in compliance with the standard methodology.

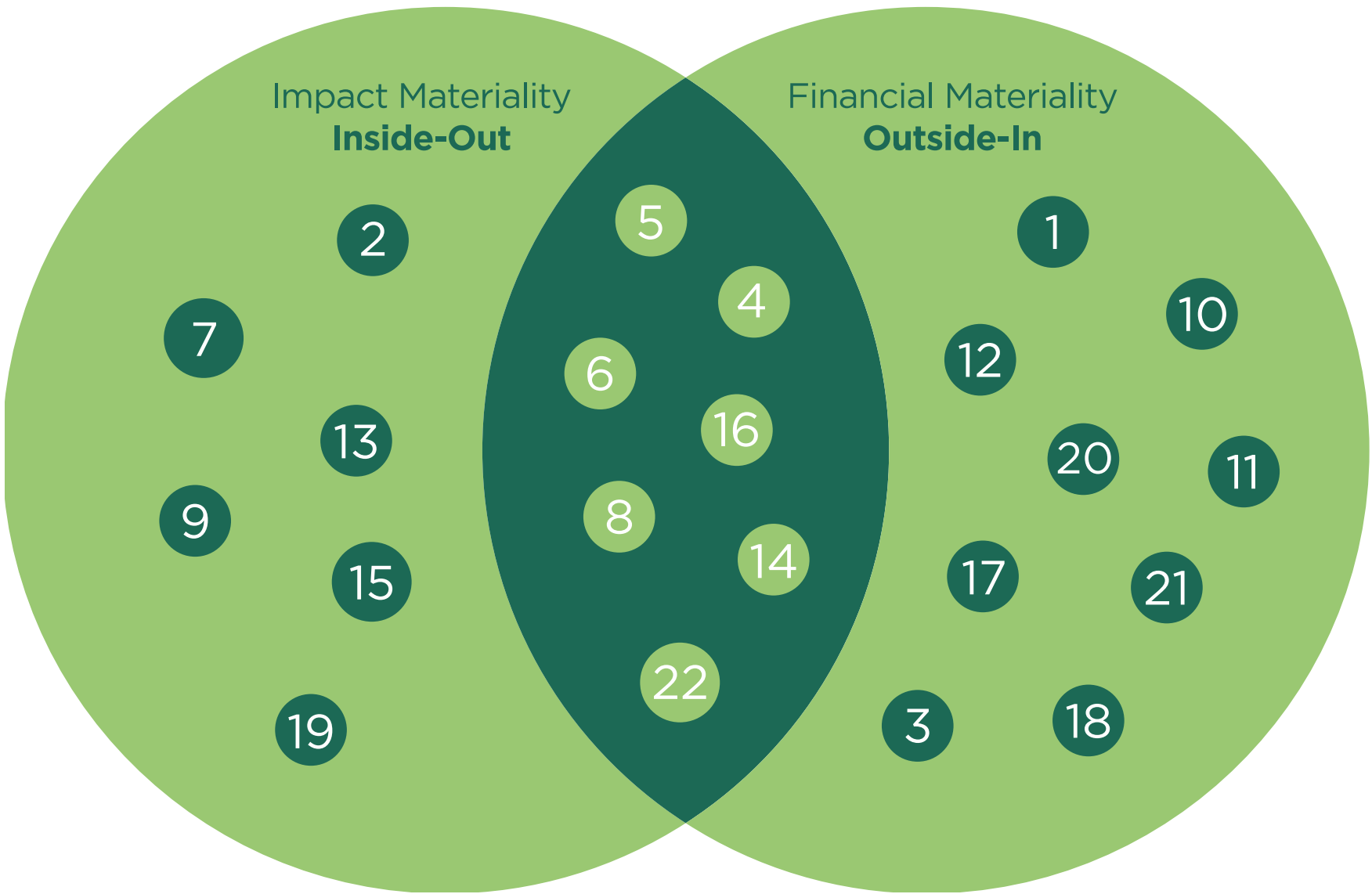
We aim to fully integrate CarrefourSA’s sustainability risks and opportunities into the overall risk management process in 2025.

The climate-related risks and opportunities we have identified and their impact on our financial performance are addressed in detail in our Sustainability Report aligned with the Türkiye Sustainability Reporting Standards.

Impact and Financial Materiality are shown below:



All sustainability issues with impact on CarrefourSA or on the business are listed regardless of their materiality:



▶ The impacts, risks, and opportunities identified within the scope of our double materiality assessment are shared in detail in the CarrefourSA Double Materiality Analysis Report.

- 1- Access to Information
- 2- Animal Welfare
- 3- Changes in Freshwater Use
- 4- Climate Change Adaptation
- 13- Climate Change Mitigation
- 6- Direct Impact Drivers of Biodiversity Loss
- 7- Economic, Social and Cultural Rights of Communities
- 8- Energy
- 9- Equal Treatment and Ppportunities for All
- 10- Food Waste
- 11- Impacts and Dependencies on Ecosystem Services
- 12- Impacts on the Status of Species
- 13- Management of Supplier Relationships
- 14- Other Work-Related Rights
- 15- Personal Health and Safety
- 16- Pollution of Living Organisms and Food Sources
- 17- Resource Inputs & Use
- 18- Social Inclusion
- 19- Use and Sourcing of Water and Marine Resources
- 20- Waste
- 21- Water Consumption
- 22- Working Conditions

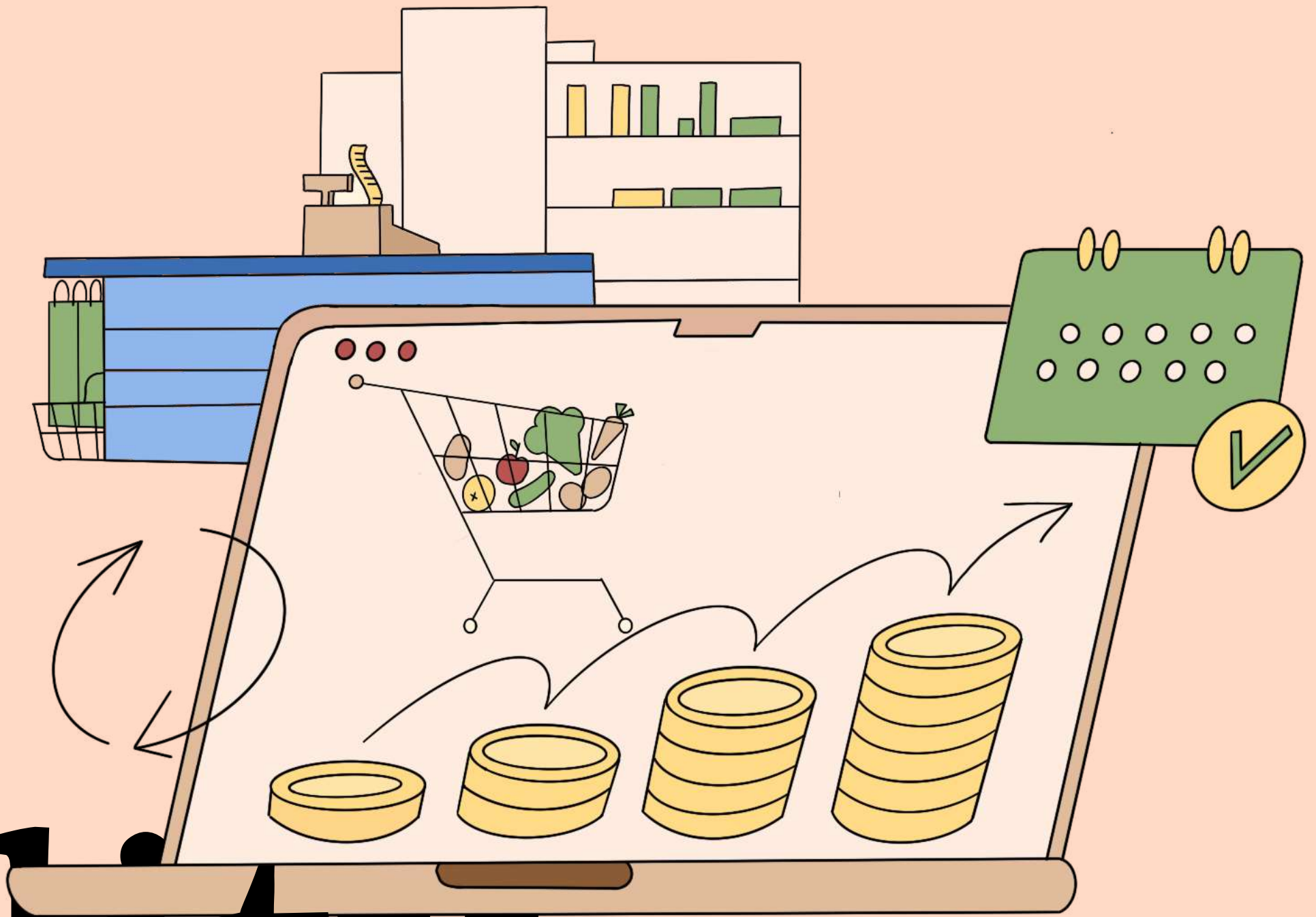
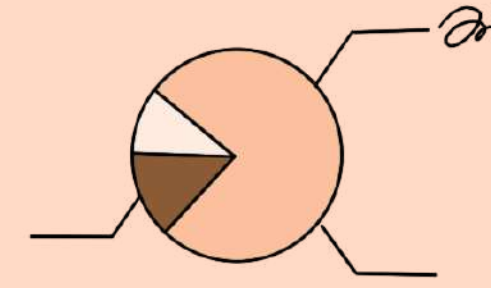
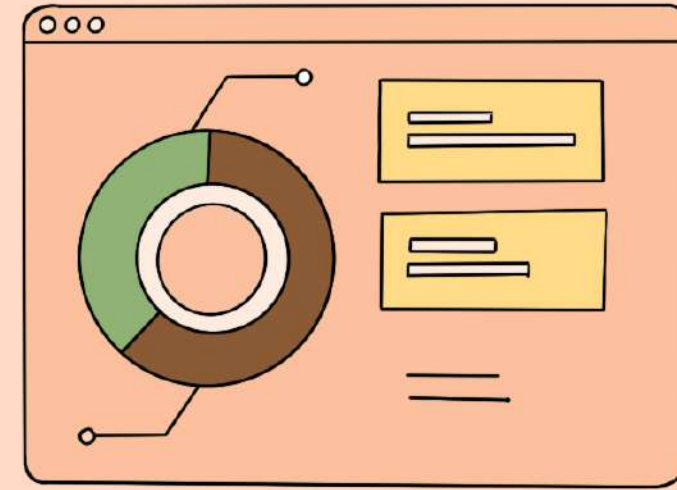
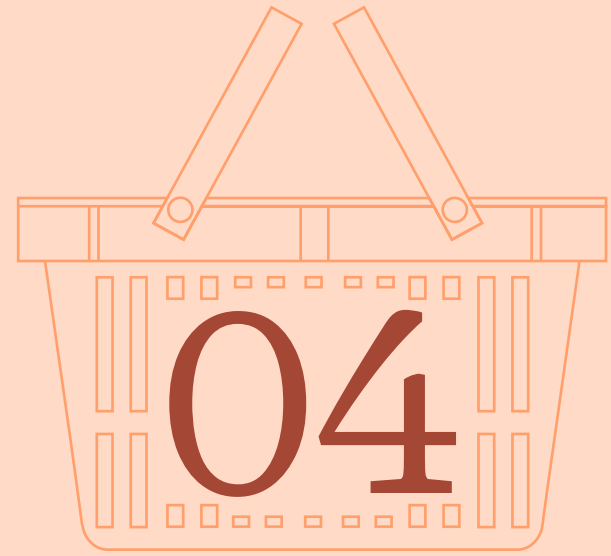


Sevengül Karadağ

Deputy General Manager – Finance

At CarrefourSA, we believe that identifying sustainability related risks and opportunities is essential not only for ensuring regulatory compliance, but also for enabling investors to make reliable, comparable and forward-looking decisions. We view this approach as a cornerstone of our corporate development and a key driver of realizing our vision for sustainable growth.

In today’s landscape, where financial sustainability is managed in close integration with environmental and social dimensions, we see the framework provided by the Türkiye Sustainability Reporting Standards as a strategic lever. Guided by the principles of transparency and assurance, we remain committed to presenting a clear and comprehensive picture of our company’s long-term value creation capacity.



Economic Responsibility

-  Economic Contribution
-  Circular Economy
-  Business Ethics



Economic Responsibility

Guaranteeing sustainability relies on our ability to create economic value, which enables us to grow and prosper.

Considering our shareholders, investors, employees, suppliers and other business partners, we have significant economic impact across our value chain and a responsibility to act ethically.

Generating sustainable economic value for our stakeholders is one of our material topics. Accordingly, we focus on growth and efficiency to create sustainable value and economy of scale. In addition to increasing the number of our stores

organically, we also grow through alternative sales channels, including franchising and e-commerce systems.

As part of our economic responsibility, we operate with ethical values. Our code of ethics, based on the principles of honesty and integrity, guides us in all our decisions and activities. As required in our code of ethics, which is aligned with the Universal Declaration of Human Rights, we always respect human rights in all our decisions and activities under all circumstances and expect all our stakeholders to uphold the same approach.

The financial data has been restated in accordance with IAS29 (adjusted to inflation accounting) and inflation rates have been applied for the respective years.

The financial data has been restated in accordance with IAS29 (adjusted to inflation accounting) and inflation rates have been applied for the respective years.

Key Performance Indicators FB-FR-000.A		2022	2023	2024	2025	2026	2027
		Actual			Targets		
Circular Economy	Ratio of Food Waste's Economic Value to Revenues (%)	4	4	4,3	4,1	4,1	4,1
	Ratio of Food Recovered for Resale (%)*	3.9	2.7	11.0	20	20	20
Ethics	Ethics Training Completion Rate (%)	60	60	40	80	80	80
	Suppliers advised about CSA Human Rights Approach (%)	0	0	0	50	75	100

** The food waste prevention project - Go Beyond the Look and Try the Taste - that ran in 2022 and 2023 was expanded in scope in 2024 with the addition of different product groups.*

[Please click to view the CarrefourSA 2024 ESG Key Performance and Target Indicators Report .](#)



Economic Contribution

Economic Contribution Approach ³⁻³

As a publicly traded company, CarrefourSA strives to create sustainable economic value for its stakeholders. Through these efforts, the company aims to:

- Deliver return on investments in line with partner and shareholder expectations.
- Provide competitive compensation and benefits to its employees.
- Ensure fair earnings and opportunities for its franchisees.
- Implement a fair pricing policy for its suppliers.
- Contribute to the economic growth of its business partners.,
- Fulfill its legal financial obligations toward the state, including taxes, fully and on time.
- Make a meaningful contribution to the social needs of the country especially in areas within its impact.

Economic Value Creation ²⁰¹⁻¹

We focus on growth and efficiency to create sustainable value and economy of scale. Our strong growth is fueled by the success captured in our franchising and e-commerce businesses. We aim to respond to expectations by maintaining the momentum of this economic growth.



Key Financial Indicators	2023	2024
Revenues (TL million)	44,341	65,715
Gross Profit (TL million)	12,690	14,798
Operational Profit Before Tax (TL million)	1,320	-3,321
Profit Margin Before Tax (%)	1,739	-2,851

Note: Based on the purchasing power in December 2024.

Key Operational Indicators	2022	2023	2024
No of Stores (Total)	895	1,047	1,225
Mini	259	249	236
Super	381	399	398
Hyper	23	22	21
Gourmet	32	36	38
Franchise	200	341	530
Professional			2
No. of Stores Offering E-commerce	58	75	94
Retail Space (000 m²)	536	564	586

Contribution to Employment ²⁻⁸

At CarrefourSA, we not only contribute significantly to the economy but also make a wide social impact through the jobs we create. We currently operate with more than ten thousand direct employees and nearly three thousand people employed by our subcontractors and business partners.

CarrefourSA Employees

Direct Employment	2022	2023	2024
Employees	10,663	10,520	10,672

Employees of Subcontractors and Business

Services	2022	2023	2024
Cleaning	626	578	565
Security	232	264	263
Service-Valet	38	38	38
Employee Catering	92	92	92
Logistics Warehouses	785	771	72
Logistics Warehouses	60	77	79
E-commerce Logistics	141	167	191
Franchisees	1,080	1,687	1,613
Total	3,054	3,674	2,913

We also receive SSI (Social Security Institution) incentives for the jobs we create. ²⁰¹⁻⁴

Incentive	2023	2024
SSI Incentive (TL million)	167	282

Note: Net figures, not adjusted to inflation accounting.

Employee by Region

Region	2022	2023	2024
Istanbul	5,105	4,942	4,825
Aegean - Mediterranean	3,267	3,331	3,411
Central Anatolia, Black Sea, Eastern - Southeastern Anatolia	1,271	1,237	1,240
Marmara	1,020	1,010	1,197
Total	10,663	10,520	10,672

Local Recruitment

At CarrefourSA, we encourage local recruitment. When we open new stores or whenever new employees are requested by existing stores, we prioritize applications through İŞKUR employment offices or candidates residing in the respective store locations. Regarding employment for our seasonal stores, we prefer andidates residing in those regions.

We launched the Recruitment and Talent Center investment for human resource management in 2023. Additionally, we continue to hire employees through the apprenticeship program carried out in cooperation with the Ministry of National Education. As of year-end 2024, 67 people, including 30 apprentices and 37 high school

interns, have been recruited through this program. We designed a mobile and proactive hiring process for seasonal recruitment in certain regions. Using our Mobile Recruitment Van to attract talent, we introduced a faster, more accessible and more flexible process.

Local Sourcing ²⁰⁴⁻¹

At CarrefourSA, we source nearly all of the products we sell from local suppliers. Aiming to support local farming, ensure quality standards and create a price advantage, we contact producers directly without going through intermediaries and provide guidance on using the right seeds. Due to legal obligations and accounting requirements, we work with cooperatives in purchases from producers.

Purchasing	2023	2024
Number of Suppliers	4,473	5,612
Local Supplier Ratio (%)	96.2	96.9
Payments to Suppliers (cost of sales) (TL million)	51,329	50,916
Local Sourcing Rate (%)	99	99

Activities Creating Economic Value

We engage in various activities, including the franchising system, e-commerce, operator model and lean and process management, to maintain and increase the economic value we create.



Franchising System

We launched the franchising system in 2020 to support CarrefourSA’s economic growth targets. For this purpose, we adapted the proven franchising system that Carrefour Group has applied for years to the dynamics of our country. By year-end 2024, our franchise network grew to 530 stores.

We aim for the franchisees to align with CarrefourSA’s reputation and to comply with our standards. To achieve this, we support our franchisees with training

Franchises	2022	2023	2024
Stores	200	341	530

programs, starting with human resources, and enhance their capabilities in stock management, IT systems, logistics, marketing, advertising and social media. We also follow protocols and conduct audits regarding hygiene, quality, food safety and occupational health and safety.

In early 2024, we launched a new online marketplace partnership for our franchisees. We also made a series of strategic enhancements to improve operational efficiency and further facilitate the franchisees’ business processes. For this purpose, we shifted to a live typology system that significantly increased the franchisees’ product availability levels and offered a credit card payment option through the “My Partner” portal to facilitate their payment processes. To ease the inventory burden on the businesses during the opening phase, we implemented a new system for the first order fulfillment to be paid in installments. We also introduced special incentive systems for dealers.



Bulut Batum

Deputy General Manager
Investments, Franchising and Purchasing



At CarrefourSA, we support sustainable growth through a franchise system that is aligned with the local economic structure, scalable and agile, while promoting our commitment to quality across Türkiye. As a pioneer of the franchise model in food retailing in Türkiye, we see this system as a powerful development tool that also enables local entrepreneurs to take an active role in the economy. Today, we have built a robust ecosystem of 530 franchisees, including 60 led by women entrepreneurs.

We bring over 30 years of CarrefourSA experience to our franchisees, supporting them across all key processes, from IT systems, product and stock management and logistics to marketing and operational training. Our strong logistics network enables us to deliver effective support across the country, while our significant purchasing power gives franchisees a distinct competitive advantage. Through My Business Partner portal, we simplify business processes and enhance operational efficiency with features such as credit card payments and franchisee-specific incentive systems.

We implement our sustainable growth strategy holistically, with investments focused on minimizing our environmental impact. In addition to our franchise operations, transitioning to renewable energy is one of our strategic priorities.

In 2024, we achieved energy savings of 8,000 MWh through efficiency initiatives. By the end of 2025, we plan to meet 45% of our İstinye hyperstore’s electricity needs through solar energy. Beyond our stores, we are also conducting feasibility studies for land-based solar power plant installations. We believe that ensuring a place in the business world of the future requires taking responsibility today. Guided by our Right Way to Live principle, we remain committed to working alongside our stakeholders for a more livable and sustainable future.

E-Commerce Applications

The e-commerce operations that CarrefourSA launched in 2005 have gained momentum in recent years, driven by the efforts ongoing since 2018. As we continue to structure our store processes, we use a separate warehouse dedicated to the CarrefourSA Extra brand for distribution across Türkiye. In addition to home delivery by vehicles, we develop business models such as store pick-up, direct delivery by suppliers and marketplace applications.

Operator Model

We developed the Operator Model to assign some of our product departments to other corporate entities. This is done in areas in which we do not particularly specialize and in provinces and regions with limited suppliers and logistical means. The model enables us to manage some product groups, including nuts, meat, fresh produce and bakery at such locations. We have partnered with several operators, thereby not only supporting local initiatives but also benefiting from their expertise.

Lean and Process Management

Lean Management refers to an approach developed to prevent all kinds of waste and loss in operational processes, accelerate flow and continuously improve and enhance the value definition based on customer demand and expectations. We embrace the lean management approach to disseminate practices at CarrefourSA and to enable our employees to identify processes without added value and thereby increase efficiency. As a result, we also contribute directly to sustainable profitability.



Lean practices in 2024:

- **Suggestion System:** The Suggestion System integrated into the C-Mobile app enables all our employees to submit their improvement and development suggestions, problems and customer feedback. Each submission is evaluated and the viable suggestions are implemented through projects.
- **BBD System:** Products approaching their best-before dates in the aisles are communicated to store employees every day via the C-Mobile app. Store employees check this list daily and collect all products nearing expiration from the aisles.
- **Cockpit:** The digital reporting screen Cockpit allows stores to view the reports they want to follow daily. All reports are stored in the library of the Cockpit screen.
- **Warehouse Layout:** Through lean assessments, tools that do not comply with 5S standards and the idle or scrap equipment have been removed from all store warehouses, which were then organized with layouts for easy flow of goods.
- **Lean Dashboard:** The Lean Dashboard is continuously improved and used. Reports available in every store provide transparent information and are shared with all employees.
- **Store Assessments:** All stores undergo a lean assessment at least once. If needed, certain stores are supported with training to resolve their issues.

Indriect Economic Contributions ²⁰³⁻²

CarrefourSA also makes significant indirect contribution to the national economy. Some examples of this contribution include supporting small local businesses with the additional customer potential that our stores create in their locations, helping suppliers grow and consequently supporting their business partners and employees:

- **Economic Value for Suppliers:** Our suppliers are an essential part of our value chain. We contribute significantly to their economic sustainability and therefore to job creation.
- **Economic Value for Local Builders/Suppliers:** When we open new stores and renovate existing stores, we prefer to work with local suppliers, manufacturers and builders in the respective cities and districts and select them from among teams with previous experience in the social conditions of the location. Through this practice, our investments also contribute to the local economy.
- **Value Creation Through Sustainable Business Models:** We support farmers with our sustainable agriculture practices, animal husbandry with our live-stock initiatives and fish farms with our fishing activities.

● **Franchising Model:** We support entrepreneurs within our franchising system, enabling them and their employees to do business under the assurance of the CarrefourSA brand. We assist them in developing their business and creating jobs in their regions by ensuring that they offer products with CarrefourSA quality assurance to their customers.

Payments to the State ²⁰¹⁻¹

Like all commercial enterprises, we have a responsibility toward the state to fulfill our tax and other legal obligations completely and on time. As part of our activities in this area, calculations pertaining to Corporate Tax Returns and Provisional Tax Returns are concurrently reviewed and assessed by Sabancı Holding Financial Affairs Department teams. Additionally, we procure consultancy services from independent audit firms when external opinions and advice are needed. We apply various procedures within the organization to calculate all taxes (including VAT of products) accurately, ensure that only authorized individuals may intervene and also conduct audits.

Taxes and Fines Paid to the State*	2023	2024
TL million	2,674	3,040

* Consumer Price Index December 2024 Value

Contribution to Exports

Our export activities, albeit relatively small compared to our overall operations, are growing steadily and rapidly. We export a portfolio consisting of mainly food items and private label products to various countries, including TRNC, Poland, Kenya, Mongolia, Georgia and Iraq. As a result, we indirectly support our local producers, enabling them to contribute to exports and national economy.

Export Revenues	2023	2024
TL million*	271	176

* Net amounts.

Supporting Women Entrepreneurs

We support the initiatives of female producers in Türkiye, giving them an opportunity to reach customers through our aisles:

● **Female Producers Market:** Since 2019, we have hosted the **Female Producers Market** on March 8 at our hypermarket in İstinye, Istanbul with partnering businesses founded by female producers. This store offers women the opportunity to promote their products personally and improve their products based on the feedback they receive during their direct engagement with the customers.

- **Woven Bags of Heybeliada:** The woven bags made by women living on Heybeliada are sold at CarrefourSA stores to support the female makers.
- **Clean Mussels Project:** Türkiye’s first and only integrated mussel processing facility, located in Ocaklar, a village in Erdek, Balıkesir, creates jobs in the region and supports women’s participation in the workforce. As part of this project, we recruited 30 women from Erdek, Balıkesir and neighboring villages who had not previously worked.



Heybeli'nin Heybeleri!

CarrefourSA olarak doğrusunu yapıyor hem kadınlara, hem de sürdürülebilirliğe destek olmak adına Heybeliada'lı kadınların el emeği olan yüzde yüz pamuklu geri dönüştürülebilen file çantaları satışa sunuyoruz!





Civic Investments and Social Support 201-1, 203,1

● CarrefourSA, a supporter of **UNICEF** since 2015, continued this support in 2024 through the “Farm to School” project, which aims to raise awareness about child labor in agriculture. To mark November 20, World Children’s Day, playgrounds were set up at designated CarrefourSA stores and UNICEF’s ‘Face to Face’ teams joined the children to teach them their rights. Additionally, 3,400 customers provided financial support to UNICEF by donating to the UNICEF money boxes placed near the cash registers at 12 CarrefourSA stores.

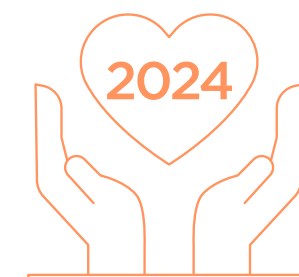


● We donate edible post-consumer food waste for stray animals as part of the Animal Friends Movement project, made possible in cooperation with **HayKonFed**. With this partnership, ongoing since 2015, we deliver food products, which are discarded as waste in all our stores across Türkiye but are not harmful for animal health, through HayKonFed volunteers for stray animals. The project not only prevents food waste but also helps feed stray animals. In 2024, this support amounted to 75 tons of animal food donated. More than 2,000 volunteers participated in over 50 animal feeding events.

● As a Sabancı Group company, we opened the **CarrefourSA Technology and Impact Center** in partnership with Kocaeli University’s Faculty of Technology. The center, launched as part of Sabancı Youth Mobilization campaign, provides training on software development, artificial intelligence (AI), data analytics, robotic process automation (RPA) and big data management, enabling project development for the industry. The objective of the center, which builds a bridge between the academy and the industry, is to offer students opportunities as they prepare for professional careers.



● We marked World Down Syndrome Day on March 21 with the **“+1 Happiness Cooking Workshop,”** organized for our employees with Down syndrome and their families.



4,664,461 TL

Amount of donation.

Circular Economy

Circular Economy Approach ³⁻³

At CarrefourSA, we recognize that we play an active role in food retailing. Therefore we adopt circular economy as a sustainable business model for using resources efficiently and minimizing waste. Our goal is to preserve the value of resources and products for as long as possible, prevent waste generation and reintroduce recovered waste into the economy and society through reuse, recycling and upcycling.

By integrating the circular economy approach into our business models, we aim to build a value chain from sustainable production to the consumer, thereby becoming a part of sustainable transformation within our ecosystem.

Food Waste

As a leading food retailer, we place great emphasis on combating food waste in terms of environmental, economic and social importance impact. In addition to depleting resources, food waste also represents a critical area in tackling climate change.

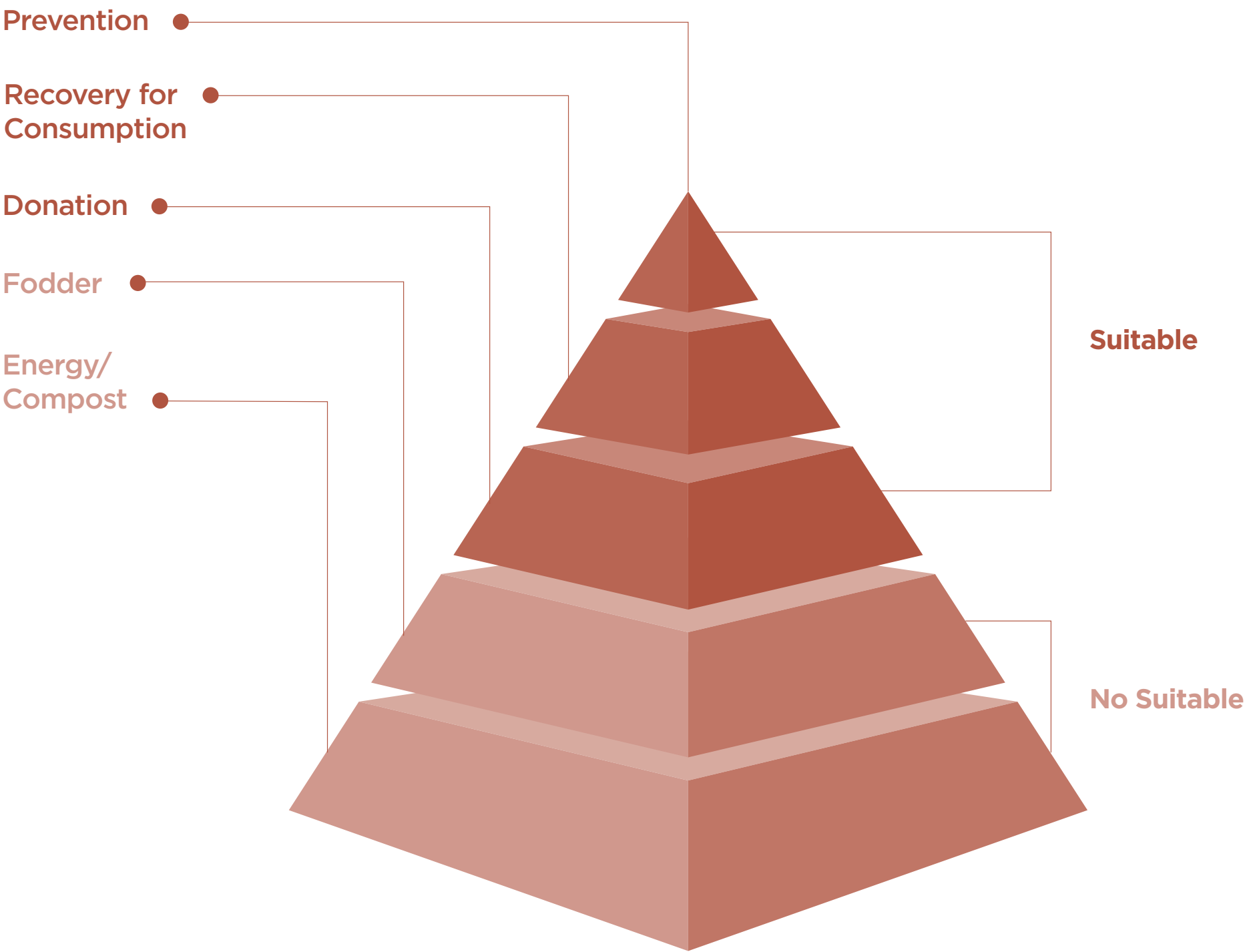
At CarrefourSA, we strive to reduce food waste with a responsible business approach and embrace the principle of accurate inventory management to streamline our logistics operations. We apply discounted pricing models to re-sell products that are fit for human consumption but may go to waste for various reasons. We promote the sale of products that are less visually

appealing but still consumable, while we also inform our customers on this issue to change consumer perception.

We also support food banking initiatives and donate surplus edible food for social benefit.

Rising temperatures due to climate change in recent years continue to increase energy consumption. Energy efficiency optimization in our stores not only helps preserve the freshness of our products longer but also reduces our environmental impact.

Food Waste Approach Pyramid



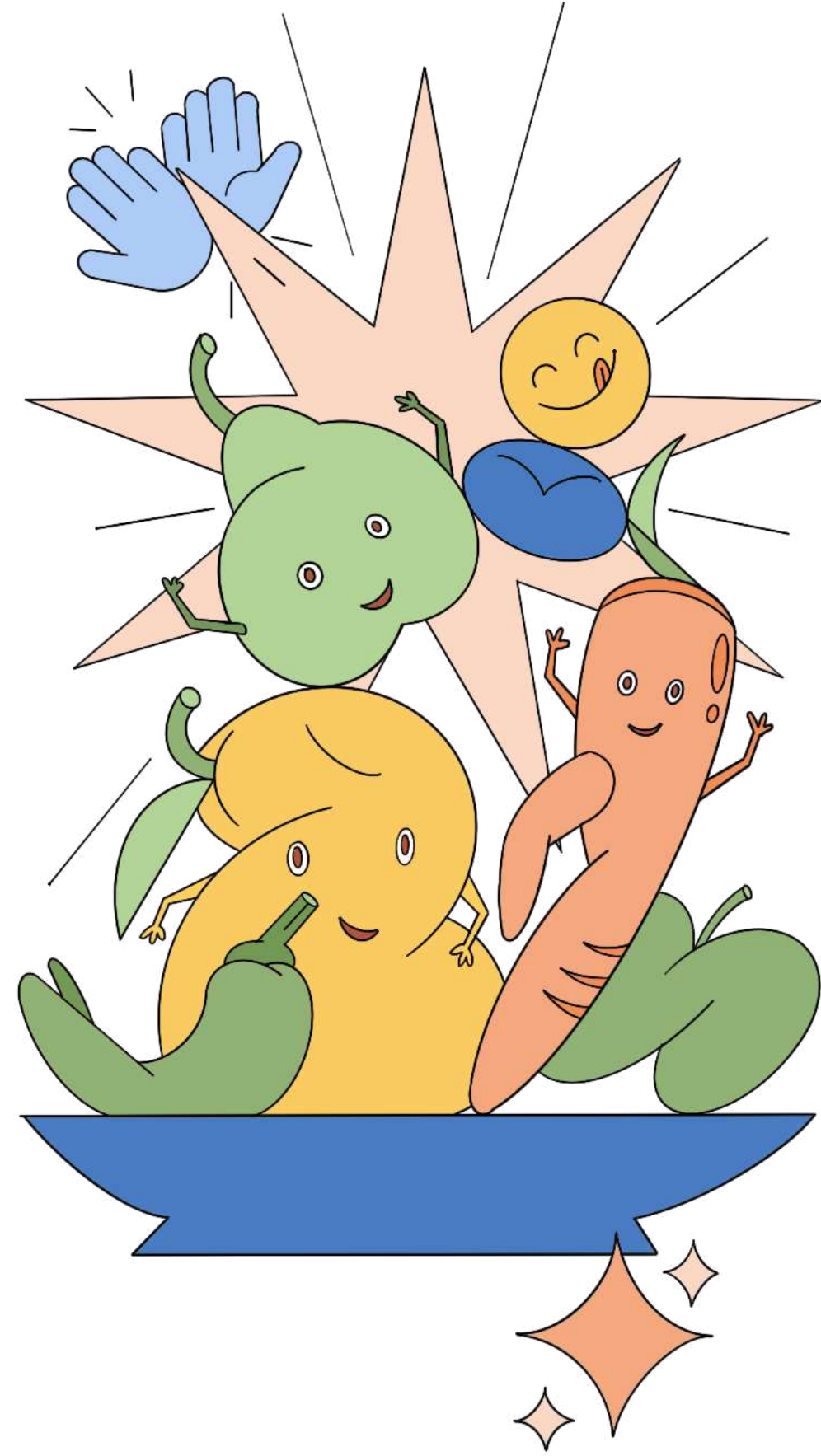
Food Waste	2022	2023	2024
Food Waste (tons)	15,062	15,396	18,546
Food Waste to Food Revenue Ratio (%)	4	4	4,3
Donated Food (tons)	215	503	765
Waste Converted to Donation (%)	1.43	3.27	4.12

Food Waste Management Programs

Go Beyond the Look and Try the Taste

We launched a campaign with the slogan “Go Beyond the Look and Try the Taste” to promote the use of ripe produce with less than appealing looks. To prevent produce from going to waste, we started to offer such fruits and vegetables at discounted prices. If the produce in the fruit and vegetable aisles are fit for human consumption but are not in the best shape or form or are discolored, bruised or have slightly damaged skin, etc. they are picked and sorted for resale.

In 2024, we prevented nearly 9.5 tons of fresh produce from going to waste tanks to this project. This year, we also expanded the project’s scope by including milk, dairy and ready-to-eat product groups, preventing approximately 11% of waste generation. As a result, we not only achieved more efficient resource utilization but also offered food at more affordable prices.



Food Donation

At CarrefourSA, we recognize the importance of preserving food and partner with FAZLA and Food Recovery Association to donate surplus food and non-food items from our stores. We also deliver food fit for human consumption to people in need through food banks.

Our collaboration also includes accurate analysis and categorization of food losses to prevent food from going to waste with timely action. For this purpose, We reintroduce the products that are past their expiry date but are still fit for human consumption to the economy.

In 2024, we donated 29,626 items to food banks, saving 1,490 tons of edible food. This approach, which directly contributes to multiple sustainable development goals, starting with SDG 2: Zero Hunger, helps reduce waste and plays a key role in combating climate change by decreasing our carbon footprint. At CarrefourSA, we remain committed to creating social benefit from surplus food generated in our operational processes and systematically donating food through collaborations and digital tracking systems.

Bring Your Own Packaging

We launched the “Bring Your Own Packaging” initiative with the aim of reducing single-use packaging materials and preventing waste. Through this model, we reduce disposable materials such as styrofoam trays, cling film and plastic containers used in the fresh food departments. The customers bring their own containers to shop meat, fish, cakes and breads, pulses, nuts and charcuterie in the quantities they need, preventing food waste and eliminating single-use plastic waste. This project allows us to encourage positive change in sustainable shopping habits, while offering an ecofriendly service model.



Waste with Economic Value

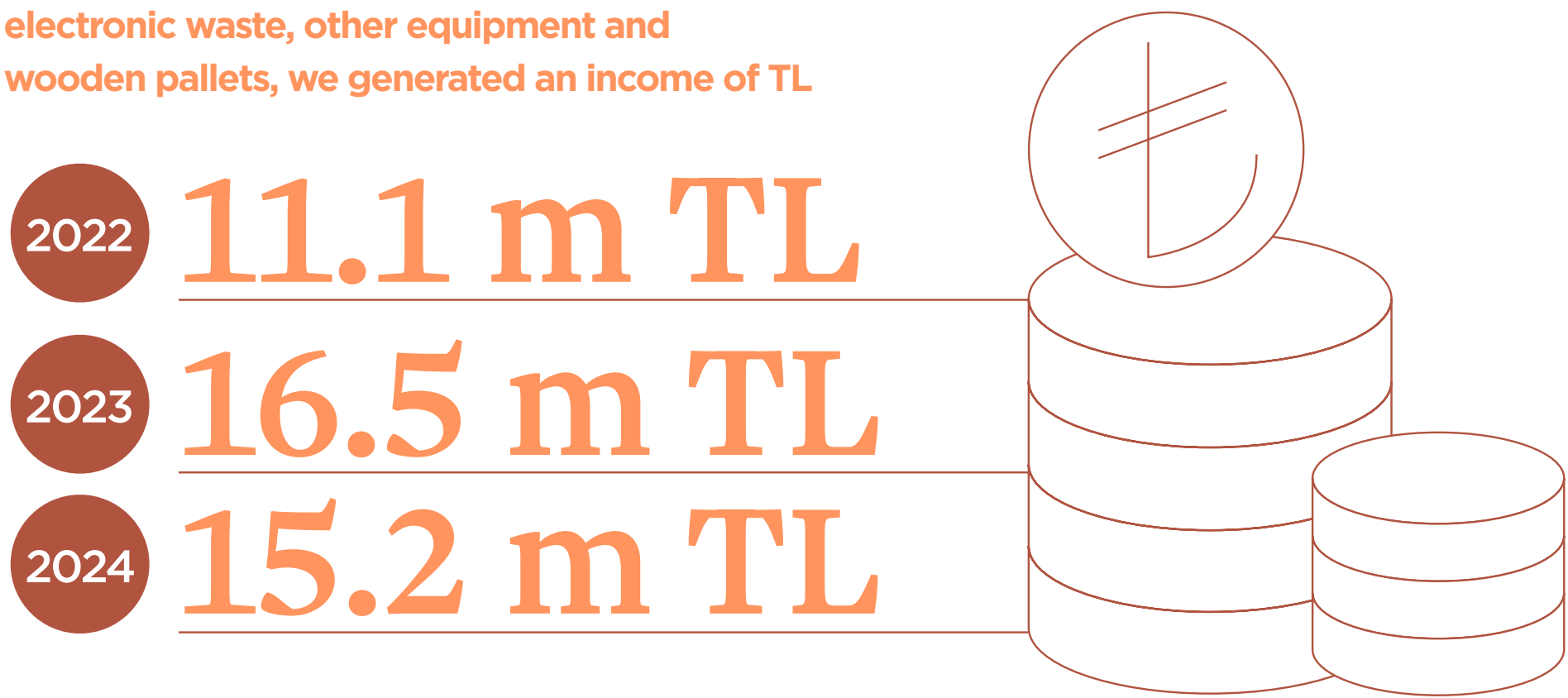
The disposal, second-hand sales and repurposing of all technical devices, including electronic waste and company vehicles, are subject to a procedure. No third party, subcontractor or contractor is allowed to take such items out of a store or dispose of them without the approval of authorized individuals at CarrefourSA. Such waste materials are processed under the control of CarrefourSA for purposes such as recycling and reuse. Our goal is to ensure that those products are reused or sorted based on their value, rather than making money from the waste.

● We deliver electronic waste to licensed recycling/ recovery facilities, which separate them as repairable products and parts for use in other electronic devices. The remaining scrap parts that cannot be used are recycled.

● Economic revenue is generated from the second-hand sales of technical equipment and store fixtures such as cabinets and shelves, which no longer fit the current concept, consume energy inefficiently, become dysfunctional, are damaged, or otherwise lose their useful properties. Damaged

or scrap wooden pallets and crates in our stores and warehouses are recycled through second-hand sales, generating economic income. We also prefer reusable boxes and crates during transportation to proactively prevent waste generation.

● As a result of the second-hand sales of electronic waste, other equipment and wooden pallets, we generated an income of TL



Business Ethics ^{2-23, 2-24}

Business Ethics Approach ³⁻³

Sabancı Group Code of Ethics defines the framework of our mutual responsibilities with our employees and all our business partners. This approach, developed in line with the Universal Declaration of Human Rights and the core conventions of the International Labour Organization, go beyond the applicable laws and regulations and is binding for all our employees, including the Board members and executives. We also expect our stakeholders to adhere to these principles.



Ethical Rules and Practices ^{2-25, 2-26}

Since our Code of Ethics lies at the heart of our company culture, we provide business ethics training to all our employees at the start of their employment, when we also ask them to sign the Sabancı Business Ethics Declaration. To ensure that our employees stay up to date on business ethics, we also deliver annual training programs on related topics, including human rights and anti-bribery and anti-corruption.

➤ [Please click for more information on CarrefourSA Code of Business Ethics](#)

Ethics Training	2023	2024	2024
Training Time (hours)	1,919	1,517	815
Completion Rate (Assignment/Completion) (%)	60	60	60

We provide various communication methods that the employees may choose to report their concerns and problems related to ethics violations in confidence. **These include:**

- Ethics Line (0216 577 14 90),
- Ethics Email (etik@carrefoursa.com)
- Mail (to CarrefourSA Head Office Internal Audit Department)
- C-Mobile (dedicated app for CarrefourSA employees)
- Sabancı Holding Ethics Line (0212 385 85 85)
- Call Center (444 10 00)
- Sabancı Ethics Email (etik@sabanci.com)
- Direct Reporting by the Employees (to the Head Office Internal Audit and HR Departments)

More than half of the ethics violation incidents are reported via our ethics line. We review the reports carefully and launch an investigation on the reported incidents if we identify an ethics violation. The relevant figures are disclosed transparently in this report to demonstrate our unwavering ethical commitment to all our stakeholders. Based on the reviews of the reported incidents, 855 investigations were launched in 2024, and those involving potential ethics violations have been investigated thoroughly.

When an ethics violation is identified as a result of the investigation, we take disciplinary actions, which may escalate up to termination of employment. The reported incidents and their outcomes are listed in the table below:

Actions	2022	2023	2024
Reported Ethics Violations + Head Office-initiated Investigations	1,030	974	855
Number of Investigations Initiated	205	214	156
Number of Disciplinary Actions Imposed	934	1.022	705
Number of Employee Contracts Terminated	131	114	116

Combating Bribery and Corruption ^{205-1, 205-2}

We do not tolerate bribery and corruption under any circumstances. In line with [➤ Sabancı Group's Anti-Bribery and Anti-Corruption Policy](#), we have defined the duties and responsibilities that all our executives and employees are expected to fulfil and disclosed them transparently on the corporate website for all our stakeholders to view.

The annual ethics training programs provided to the executives and employees include the topics specified in the Anti-Bribery and Anti-Corruption Policy. Completion rates of these training programs are also reported to the Holding's senior management by the Sabancı Ethics Committee every year.

The Anti-Bribery and Anti-Corruption Policy is binding on all relevant stakeholders, starting with the company executives and employees. We also act in coordination with public authorities to monitor blacklisted individuals and companies and take measures to terminate our business relationship with those who are regarded as suspicious or risky for any reason, engage in behaviors that do not align with our corporate culture or continuously fail to comply with our processes. In addition to the individuals and institutions that commit bribery and corruption, people who enable, encourage, facilitate or endorse such behavior or fail to report such incidences despite having knowledge thereof are also subjected to sanctions.

Bribery and corruption risks are considered high in our industry, particularly in processes involving procurement, cash register transactions, loyalty cards, product theft, inventory/stock irregularities, cash register theft, wholesale and general expense items. Therefore, we continuously review the high risk processes in stores and at the head office through regular audits and scenarios.

Human Rights2-23, 2-24

Human Rights Policy3-3

Our Human Rights Policy, which forms an integral part of the Sabancı Group Code of Business Ethics and our Sustainability Policy, applies to all CarrefourSA employees and stakeholders. Committed to upholding international conventions and standards as a priority, CarrefourSA follows the fundamental principles described below and strives to fulfil and implement their requirements.

Within the framework of equal opportunity principle, CarrefourSA promotes diversity and takes actions to employ more people from different generations, women and disabled individuals in the workplace. The company maintains an impartial approach to hiring, career and compensation management, without any bias against gender, ethnicity, religion, language, race, nationality, age, disability, marital status, sexual orientation, political views and similar issues. The company strives to create a safe and healthy work environment, upholds the right to collective bargaining and the right to association, supports freedom of expression, prioritizes data privacy, and stands against forced labor and child labor.



CarrefourSA is a signatory of **UN Global Compact** and **Women's Empowerment Principles (WEPs)**.

▶ [Please click to view CarrefourSA Human Rights Policy.](#)

Human Rights at the Franchisees

Provisions addressing the fundamental rights of employees are incorporated into the agreements signed with store owners that join the CarrefourSA family through the franchising system. The franchisee is a separate legal entity and the direct employer of the store employees. Even so, we specify the legal requirements in writing in our agreements and monitor the franchisee to ensure that all employee rights, including salaries, other benefits and social security premiums, etc. are honored and paid fully on time and obligations such as training are fulfilled.

Human Rights in the Supply Chain308-1, 408-1, 409-1, 414-1, 414-2, FB-FR-430a.3

We respect human rights as a key priority in our business processes and supply chain. Our human rights approach applies to all our stakeholders, including the players in our supply chain. We hold suppliers that provide our private label products to even higher standards. To ensure that our

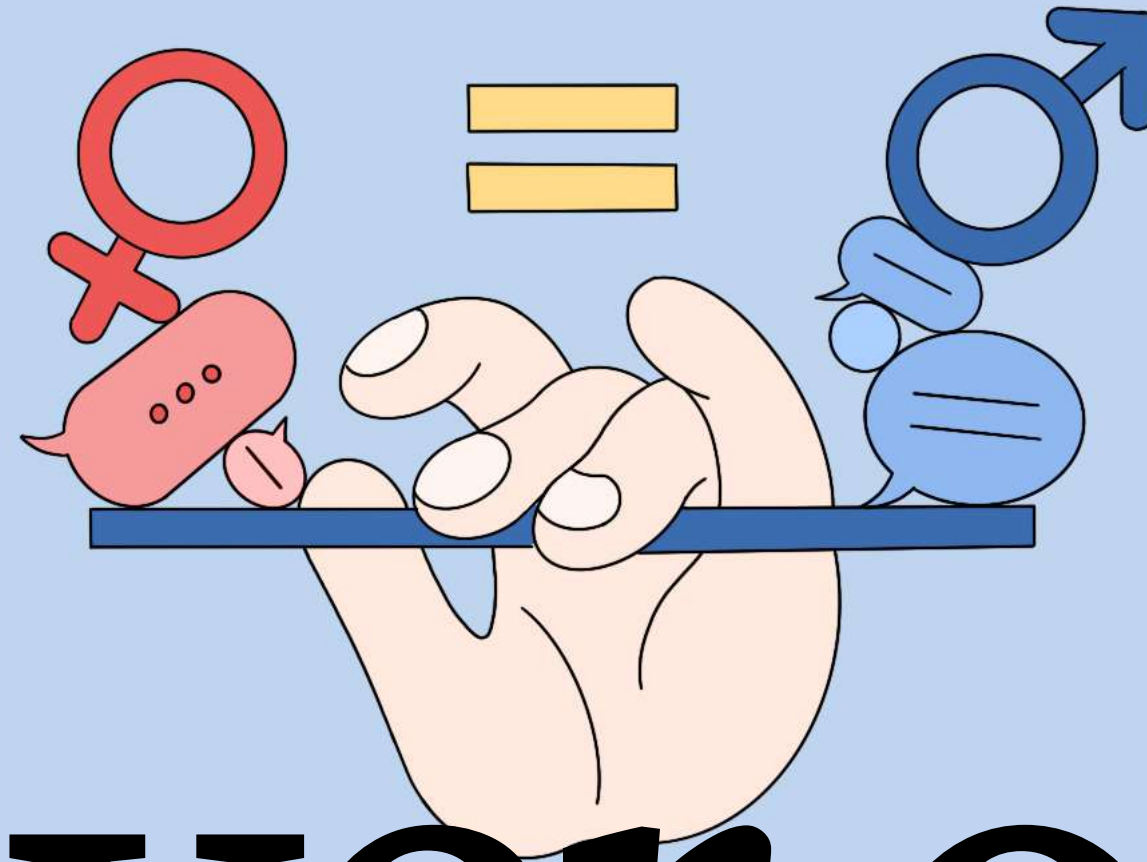
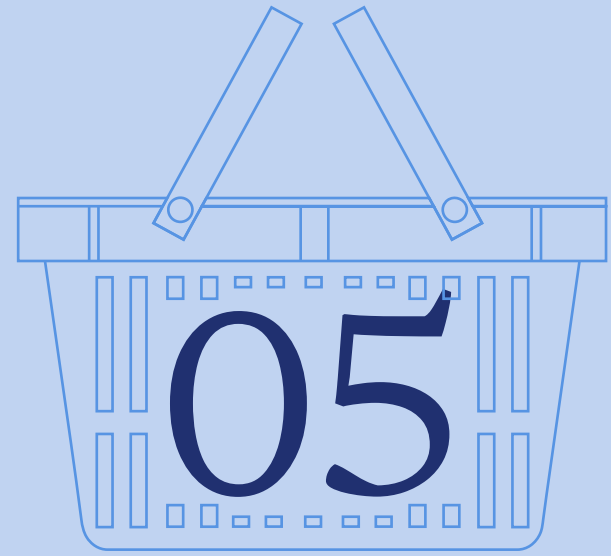
private label suppliers fulfil their responsibilities, we conduct audits on their compliance with legal rights, working conditions, elimination of forced and compulsory labor, elimination of discrimination, employees' participation in processes and occupational health and safety.



Employees' Right to Collective Bargaining2-30, FB-FR-310a.2

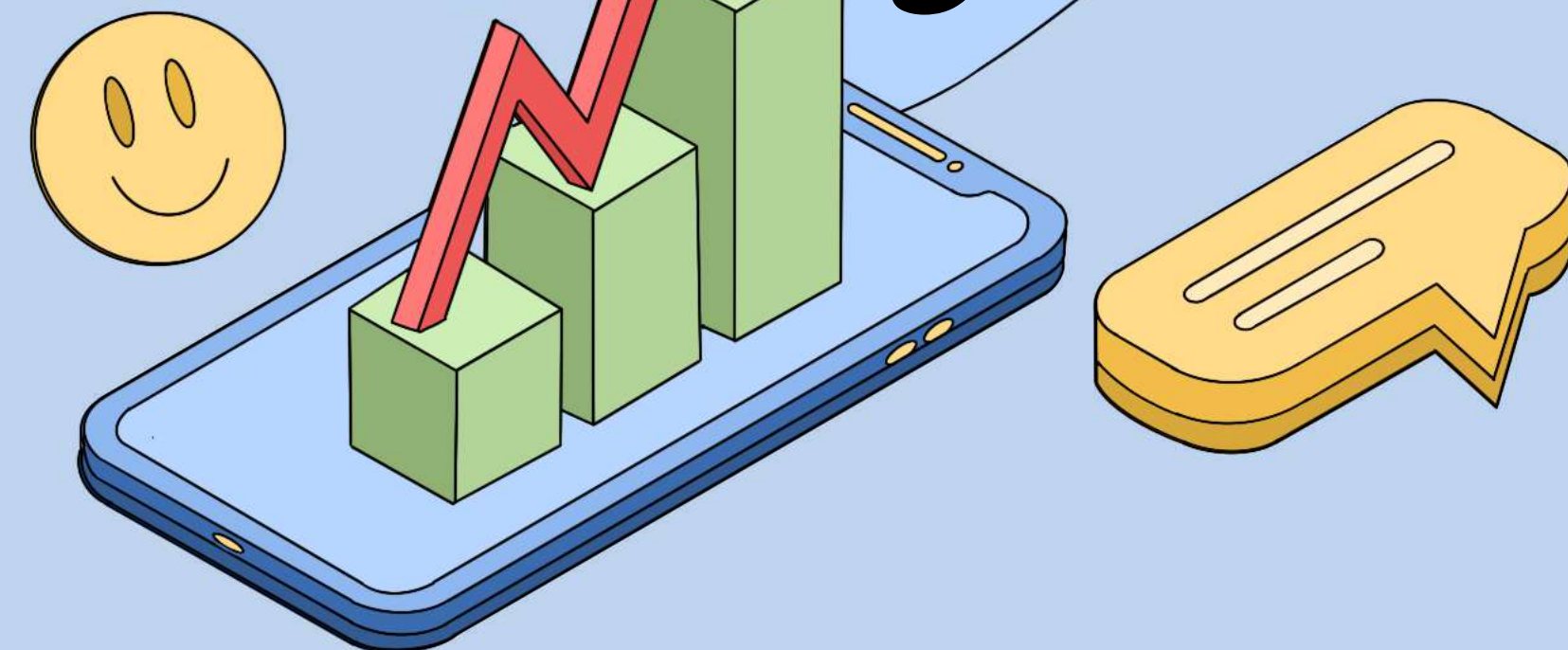
We sign collective bargaining agreements to ensure that we achieve competitive levels in labor costs and maintain labor peace. In these agreements, we also define the responsibilities of the labor union and CarrefourSA regarding environment, gender equality, working conditions for disabled employees and provision of a fair work environment. The collective agreement also covers topics such as employee bonuses as well as education, marriage, birth and death allowances, which are guaranteed in writing. **The ratio of employees covered by the collective bargaining agreement currently stands at 69%.**

Employees Covered by Collective Labor Agreement	2022	2023	2024
Ratio of Employees Covered by Collective Agreement (%)	68	67	69



Employer of Choice Responsibility

- Employee Satisfaction and Development
- Occupational Health and Safety
- Diversity, Equity and Inclusion



Employer of Choice Responsibility

The objective of our human resources strategy, which aligns with the company’s mission, vision and core values, is to:

- Attract a qualified workforce to our company and invest in them.
- Foster employee development.
- Improve and strengthen the organization.
- Manage the remuneration and reward system.
- Drive employee motivation and loyalty.

Accordingly, **we aim to focus on young talent and create more jobs, achieve ultimate employee satisfaction, provide training programs to foster continuous development and conduct structured performance and career appraisals.**

In order to create a safe work environment, we shape our Occupational Health and Safety Policy around the existing conditions and strive for continuous improvement. We also ensure that our OHS committees function efficiently and take the necessary measures to minimize the risks of workplace accidents.

We do not tolerate any discrimination for reasons such as gender, religion, language or race. We exercise fairness in all practices and processes such as recruitment, career development, personal development and remuneration for both existing and prospective employees and offer equal opportunities.

We consider becoming an Employer of Choice with exemplary practices as a priority responsibility.

Key Performance Indicators		2022	2023	2024	2025	2026	2027
		Actual			Targets		
Employee Satisfaction and Development	Number of Employees	10,663	10,520	10,672	11,000	11,000	11,000
	Ratio of New Hires (%)	41	41	51	40	40	40
	Employee Turnover (%)	36	28	38	40	40	40
	Ratio of Employees Under 30 (%)	29	27	27	30	32	34
	Ratio of New Hires Under 30 (%)	67	64	61	60	60	60

Key Performance Indicators		2022	2023	2024	2025	2026	2027
		Actual			Targets		
Occupational Health and Safety	Number of workplace guidance/audits	258	374	370	500	550	600
	Total OHS training time (hours)	5,248	10,503	12,592	12,500	12,500	12,500
	Total incidents with lost days *	145	155	189	240	220	200
	Total incidents without lost days *	171	208	287	460	440	400
	Number of fatal workplace accidents	0	0	0	0	0	0
	Number of employees with occupational diseases	1	0	0	3	3	3
	Lost days due to injury*	803	767	934	1,300	1,150	1,000
Diversity, Equity and Inclusion	Incident frequency rate*	4.63	5.00	6.22	7.77	7.07	6.43
	Female Employment Ratio (%)	39	40	40	40	42	44
	Ratio of Female Executives (%)	27	27	28	29	30	21
	Ratio of Women in Promotions (%)	43	38	38	40	42	44
	Ratio of Women in New Hires (%)	51	51	46	50	50	50
	Ratio of Women in Employee Turnover	37	42	44	20	20	20
	Completion Rate of Gender Equality Training (%)	73	57	43	80	80	80

*: Targets for 2025-2026-207 have been set according to the October 2024 baseline when the warehouse subcontractor employees were registered as company employees.

[Please click to view CarrefourSA 2024 ESG Key Performance and Target Indicators Report.](#)

Employee Satisfaction and Development

Employee Satisfaction and Development Approach ³⁻³

At CarrefourSA, the human resources strategies are defined in line with the Sabancı of New Generation vision. Emphasizing the rapid global changes, this vision included the goal of aligning the Sabancı Group with the constantly evolving concept of “new” in a changing world as quickly and as best as possible. Building a high performance culture means that we can get to exercise our operational excellence approach even more. Accordingly, our goal with the human resources management and practices is to make CarrefourSA an “Employer of Choice” for its existing and prospective employees by creating a unique employee experience that gives individuals a purpose and opportunity for self-actualization and promotes fairness, continuous development, engagement, high performance and diversity.

Sabancı of New Generation is a culture that:

- Focuses on the needs and expectations of customers and all stakeholders.
- Values different opinions and encourages wide engagement in decision-making.
- Leads in innovation.

- Recognizes mistakes as opportunities for improvement and learns from them.
- Aims to create sustainable long-term value.

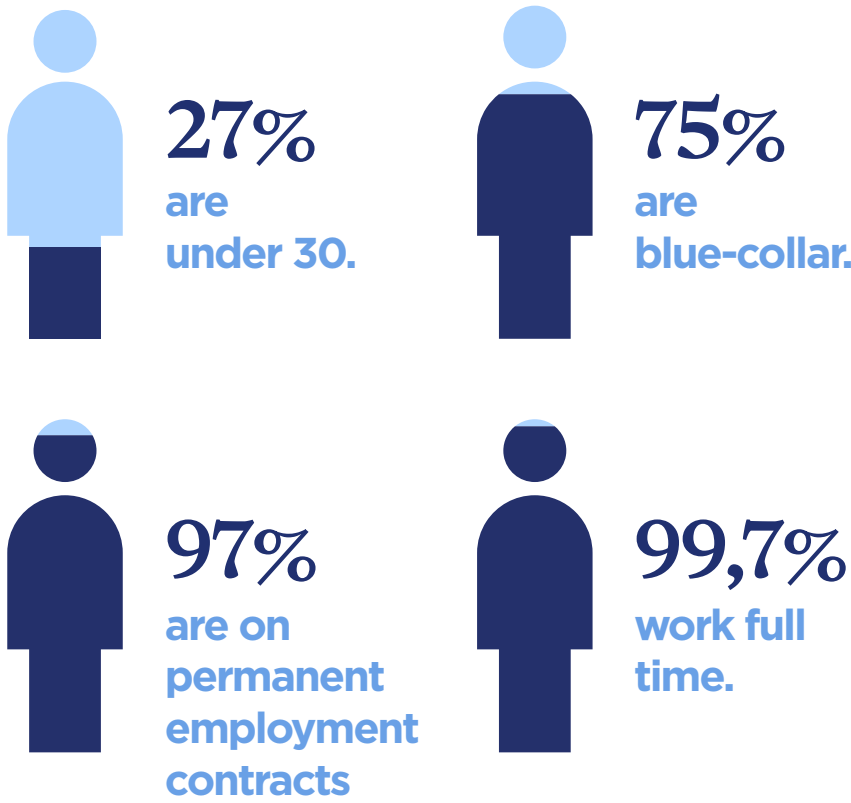


Employees by Position (%)	2022	2023	2024
Executive Committee	0,1	0,1	0,1
Group Heads	0,3	0,3	0,3
Managers	1,1	1,2	1,2
Supervisors	0,9	1,2	1,2
Senior Specialists	1,5	1,9	1,8
Specialists	2,1	2,1	2,0
Junior Specialists	0,3	0,3	0,2
Store & Warehouse Managers	5,9	6,1	6,1
Store & Warehouse Supervisors	11,8	11,4	12,6
Blue-collar Employees	76,1	75,4	74,6
TOTAL	10.663	10.520	10.672

Employees by Type of Contract	2022	2023	2024
Employees on Temporary Contracts (%)	7	4	3
Employees on Permanent Contracts (%)	93	96	97
TOTAL	10,663	10,520	10,672

Employment²⁻⁷

We provide direct employment for more than 10,000 people. [Employee statistics as of year-end 2024:](#)



Our goal is for at least 60% of the new hires to be under the age of 30, thus increasing the ratio of employees under 30 to 34% by 2027.

Employees by Types of Contract and Regions

Region	2022			2023			2024		
	Total	Temporary (%)	Indefinite (%)	Total	Temporary (%)	Indefinite (%)	Total	Temporary (%)	Indefinite (%)
Istanbul	5,105	3.3	44.5	4,942	0.0	100.0	4,825	0,0	100,0
Aegean - Mediterranean	3,267	2.2	28.5	3,331	8.1	91.9	3,411	6,2	93,8
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia	1,271	0.5	11.5	1,237	5.8	94.2	1,240	4,0	96,0
Marmara	1,020	0.5	9.0	1,010	7.7	92.3	1,197	2,3	97,7
TOTAL	10,663	6.5	93.5	10,520	4.0	96.0	10,672	2,7	97.3

Employees by Age Groups and Positions (I)

Position	2022				2023				2024			
	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)
Executive Committee	8	0	63	38	8	0	63	38	7	0	43	57
Group Heads	33	0	85	15	35	0	83	17	37	0	70	30
Managers	113	0	90	10	123	0	88	12	126	0	87	13
Supervisors	94	13	90	6	121	3	90	7	129	1	91	9
Senior Specialists	159	36	84	3	196	12	84	4	189	13	82	5

Full-time and Part-time Employees (%)	2022	2023	2024
Part-time (%)	0.1	0.3	0.3
Full-time (%)	99.9	99.7	99.7
TOTAL	10,663	10,520	10,672



Employees by Age Groups and Positions (II)

Position	2022				2023				2024			
	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)
Specialists	224	36	63	1	224	42	56	1	214	43	56	1
Junior Specialists	32	63	34	3	32	56	41	3	25	60	36	4
Field White-collar Store & Warehouse Managers	630	4	93	3	646	5	92	3	646	4	92	4
Field White-collar Store & Warehouse Supervisors	1,254	18	79	3	1,203	16	81	4	1,340	18	78	5
Blue-collar Employees	8,116	33	61	6	7,932	32	62	6	7,960	31	60	9
TOTAL	10,663	29	66	5	10,520	27	67	6	10,672	27	65	8

New Recruitment and Employee Turnover ⁴⁰¹⁻¹

New Recruitment and Employee Turnover Rates (%)	2022	2023	2024
New Hires	4,256	4,375	5,438
New Recruitment Ratio (to Average Number of Employees) - %	41	41	51
Employee Turnover	1,832	3,009	4,067
Employee Turnover Rate (to Average Number of Employees) - %	18	28	38*

*: The turnover rate is higher in the Aegean and Mediterranean regions mostly due to seasonal or temporary employees. We anticipate this rate to at 40% levels in the coming years.

New Recruitment by Regions

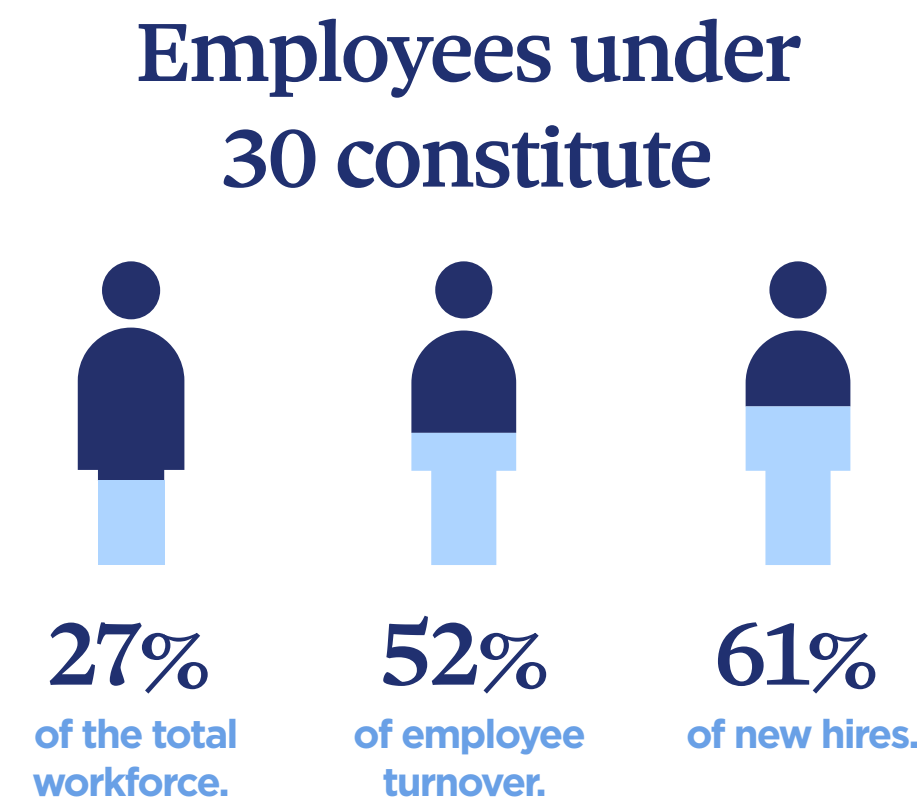
New Hires	2022	2023	2024
Istanbul (%)	45	46	45
Aegean - Mediterranean (%)	39	39	36
Marmara (%)	11	10	6
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia (%)	5	6	14*
TOTAL	4,256	4,375	5,438

Employee Turnover by Regions

Employee Turnover	2022	2023	2024
Istanbul (%)	59	60	61
Aegean - Mediterranean (%)	28	26	25
Marmara (%)	8	8	8
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia (%)	5	7	6
TOTAL	1,832	3,009	4,067

Young Talent ⁴⁰¹⁻¹

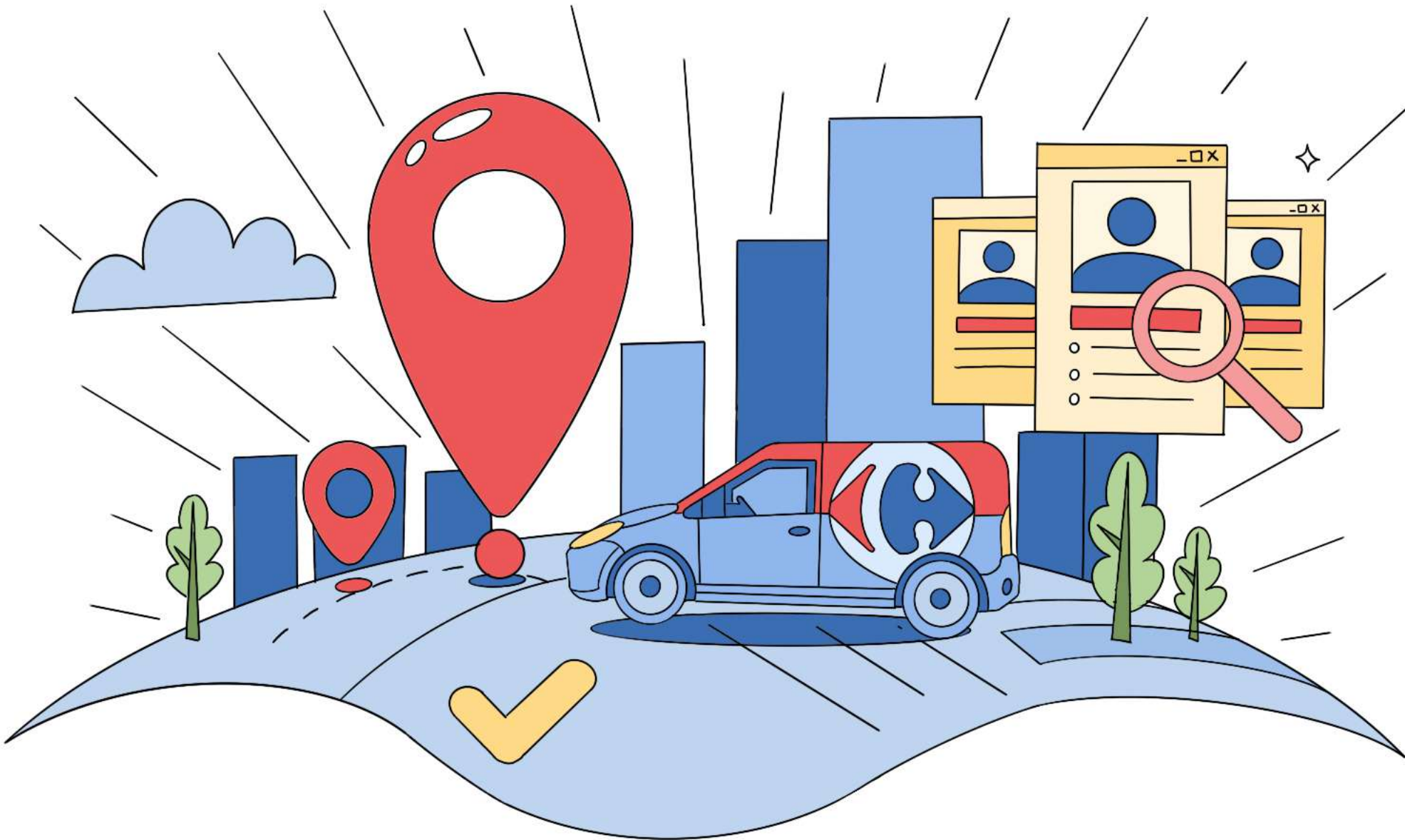
As of year-end 2024, 81% of our employees are Gen Y and Gen Z, with an average age of 37. Employees under 30 constitute:



Our goal is for at least 60% of the new hires to be under the age of 30, thus increasing the ratio of employees under 30 to 34% by 2027.

Mobile Recruitment Van

The Mobile Recruitment Van traveled to 17 different locations across the Aegean, Mediterranean and Marmara regions where we offered job opportunities to more than 1,000 candidates. Thanks to our next-generation recruitment practices and in line with our “from office to field” motto, we brought job opportunities to a wide audience, enabling candidates to meet with recruitment and talent experts without having to wait. This approach streamlined the candidates’ job search efforts, while allowing us to offer a mobile, proactive and out-of-the-box hiring experience.



Employees by Generations (%)	2022	2023	2024
BB	0.2	0.2	0.2
X	20.7	18.8	19.1
Y	73.3	72	68.0
Z	5.8	9	12.8

New Recruitment by Age Groups

İşe Alımlar	2022	2023	2024
30- (%)	67	64	61
30-50 (%)	32	33	34
50+ (%)	2	3	5
TOTAL	4,256	4,375	5,438

Employee Turnover by Age Groups

Employee Turnover	2022	2023	2024
30- (%)	64	48	52
30-50 (%)	33	47	44
50+ (%)	3	5	4
TOTAL	3,723	3,009	4,067

Employee Satisfaction

Ensuring the satisfaction and loyalty of our employees, who are our key stakeholders, is among our material topics. Therefore, we engage in various activities to measure and improve satisfaction levels.

Employee Satisfaction Survey

We conduct satisfaction surveys to measure our employees' level of commitment and satisfaction with our practices, to streamline business processes by taking into account their demands and suggestions and thereby to elevate their satisfaction. The satisfaction level of our subcontractors' employees is measured by their own employers.

In 2024, we conducted an employee loyalty and satisfaction survey among our white-collar employees. The survey results showed a loyalty rate of 47% and a satisfaction rate of 86%.



We take firm steps and make improvements based on the survey results. After analyzing the latest survey findings, we:

- Made it possible for the existing employees to apply for vacant positions.
- Reviewed areas of overall satisfaction and satisfaction with management, conducted exit interviews with the departing employees.
- Started evaluating applications to the internal promotion programs using the objective Peoplise system.
- Improved the physical conditions in the stores for employees.
- Took additional measures in stores with low survey results.



Learning from the Experts

Learning from the Experts program offered by CarrefourSA applies to employees who aspire to gain professional knowledge and skills in the fresh food, fish and butcher departments. The program (3 months for butcher department, 2 months for fish department) is designed for the employees to learn the tricks of the trade from trainers, who are experts in their respective fields, and to prepare them for a professional career in these areas.



Activities for Strengthening Employee Engagement

We adopt a people-centered approach to employee satisfaction and engagement as a key factor of business continuity. Practices that motivate our employees, reinforce their sense of belonging and strengthen our corporate culture also contribute to the development of our social capital.

Company clubs focused on different interests offer our employees the opportunity to come together and produce outside of a work setting. Ranging from sports to culture and the arts, these clubs foster stronger bonds among employees from different departments and locations. Voluntary participation in these interactions foster a sense of solidarity and belonging within the team.

We will continue to position our employee engagement practices not only as an integral part of our human resources policies, but also as a core component that supports the long-term value creation capability of our organization. **Some of our employee engagement activities include:**

- In the **Development Through Plays Workshop**, club members attend weekly creative drama classes delivered by a theater instructor.



- **Teams** representing CarrefourSA participate in **Sabancı Sports Games**, which foster engagement within the group.



- **Internal Tournaments** create an environment that supports social connections.

- **C4Fit Gym** at the head office contributes to the employees' physical and mental well-being.

- We provide free **dietitian support** two days a week to increase our employees' healthy eating awareness.

- We organize **Culture and Arts Activities** to encourage participation in events such as theater plays and concerts. We aim to enable access to opportunities related to personal interests and contribute to work-life balance by offering the chance to win tickets in sweepstakes for special occasions like Hıdırellez (Spring Celebration), World Theatre Day and World Art Day.

- We make donations to NGOs and associations such as AÇEV, KEDV and Darüşşafaka on **special days** on behalf of all employees.



CarrefourSALI Talks

CarrefourSALI Talks, held on the second Tuesday of every month, is an internal communication practice designed to create an open and transparent communication environment between the Executive Committee members and our employees. During the online talks, questions and requests are directed to the relevant Executive Committee member.

CarrefourSA Postası

“CarrefourSA Postası” (CarrefourSA Post) is a digital publication featuring various content on personal and corporate topics. The quarterly publication, which is shared via our internal C-Mobile app, is created with contributions of store, warehouse and head office teams.



Internal Surveys

The feedback received through internal surveys shapes various practices. This year, we conducted surveys on topics such as event reviews, online game preferences, Goodbye Summer/New Year's Eve Party venue selections, scheduling children's theater plays, cafeteria services and service satisfaction.



Employee Benefits

Remuneration and Other Benefits ^{2-19,2-20, 201-3, 401-2}

The scale of each job at CarrefourSA is determined by using an objective method that considers the specific role’s key responsibilities, its relative contribution to the organization and the knowledge/skills/experience and competencies required for the respective position. After this analysis, a relative value is assigned to each role and a job level structure is built to serve as basis for salary and benefits management. In this process, an individual’s job scale, performance and the balance of internal and external salaries are also taken into account while ensuring compliance with legal obligations. We manage the compensation of our white-collar employees according to the competitive SAPEER salary database, built on KornFerry Hay Market Research and created by Sabancı Holding. Macroeconomic data, market research and the views of all our stakeholders, including the labor union, are also included in the process

We adopt an impartial approach to our employees’ union preferences and union organization process. As of year-end 2024, 93% of our blue-collar employees are unionized. In addition to general economic and industry conditions, the employees’ demands are also taken into consideration during the collective bargaining process, in which

we strive to capture a balance between the negotiations and ensuring the company’s sustainable, profitable growth. The collective bargaining negotiations between CarrefourSA and the Turkish Trade, Cooperative, Education, Office and Fine Arts Workers’ Union (“Tez-Koop-İş”) were concluded on March 26, 2024, with the signing of the new three-year Collective Bargaining Agreement for the period of January 1, 2024 - December 31, 2026.

In addition to the salaries and bonuses offered to the employees depending on their roles within the overall organizational structure, employees at or above specific levels may be entitled to company cars, shuttles, education support and social assistance payments on special days such as birth or marriage. Payments to part-time employees are calculated by dividing the total monthly wage by the number of days in a month and multiplying this figure by the number of their actual working days, while temporary employees only receive public transportation allowance in addition to the salary. Regarding pension plans, the CEO and deputy general managers benefit from the private pension system (BES) with a 3% premium over their monthly salaries covered by the employer. There is no employer contribution for other positions.

Employee Development

Training and Development

We recognize that our human resource is our key asset for maintaining our success in a constantly evolving and increasingly complex world and value the importance of fostering the development of our employees.

In line with our strategic goals, we offer our employees hybrid learning opportunities in their development areas and fields of expertise under the **CarrefourSA Academy** umbrella. Guided by the “Future-Ready Leadership” model, we support the career development of our leaders at different levels and employees in the talent pool with professional, innovative, experiential training programs. Following our “The Right Way for Continuous Development” ideal, we achieve effective results with sustainable, inclusive, people-centered approaches focused on efficiency and high performance at work.

The main training categories offered to the employees on general and need-based topics at **CarrefourSA Academy** include the following:

- Orientation Programs
- Professional/Technical Training and Specialty Training
- Legally Required Training
- Behavioral Skills and Leadership Development Programs
- Talent Pool (Succession) Development Programs



Annual Average Training Hours ⁴⁰⁴⁻¹
– by Positions

Position	2022	2023	2024
Executive Committee	0.4	0.3	0.0
Group Heads	35.1	15.7	7.4
Managers	29.5	22.6	39.9
Supervisors	33.9	11.0	17.4
Senior Specialists	26.0	16.7	11.0
Specialists	20.7	12.9	12.4
Junior Specialists	32.6	19.9	12.7
Field White-collar Store & Warehouse Managers	27.7	17.4	12.5
Field White-collar Store & Warehouse Supervisors	43.4	25.4	9,6
Blue-collar Employees	7.6	6.2	3.1
Average	14.3	9.7	5.4

We welcome all new employees to CarrefourSA with an onboarding program, designed in a hybrid format, and ensure that they are accompanied by their peers throughout the orientation period to facilitate their adaptation to our company and their new duties. Our subcontractors provide the relevant training to their employees.

Coaching and Mentoring Programs

As part of the internal mentoring processes managed through CarrefourSA Academy, we help our new hires adapt more easily to the company and their jobs, foster engagement, support career development and develop leadership skills. Additionally we support our field managers with professional coaching and our female store managers and young talent with mentoring.

Talent Development Programs ⁴⁰⁴⁻²

We value the importance of attracting and retaining talent. Therefore we design and deliver hybrid development programs through CarrefourSA Academy for our talent pool. Such programs not only build on the employees’ knowledge and skills but also strengthen their loyalty. The leadership development programs we offer within this scope last between two and 12 months.

Management Trainee and Leadership Programs:

- CarrefourSA Academy Development Program
- Field Leaders Development Program
- Field Leaders Franchise Development Program
- Logistics Leaders Development Program
- Store Management Trainee Program (External Candidates)
- Store Management Trainee Program (New Graduates)
- Career Login MT Development Program
- Women Leaders Development Program
- Mentor Store Development Program



Next-Generation Performance Monitoring System C-Performance

The objective of the C-Performance system is to contribute to the personal development of our employees by building on their competencies through next-generation digital performance appraisals, support their career journeys and to increase employee engagement and motivation. Using this system, we also identify their training and development needs to build teams working toward common goals.

Performance Appraisals and Career Assessments ⁴⁰⁴⁻³

Performance Management is a process that aims to identify employees’ successful work results, behaviors that align with corporate culture and values and high performance. Following a process designed and structured for this purpose, employees work for a year on their personal career goals that align with the company targets and develop competencies in their focus areas. At the end of the year, the employees work with their superiors to evaluate their performance in these areas through mutual feedback.

As part of Organizational Success Planning (OSP), an average of 1,200 employees are assessed every year and their career paths are defined. Additionally, succession plans are created for all executive roles and critical positions. All

white-collar employees (store and warehouse managers and the specialists and higher positions in the head office) are included within the performance appraisal process, which does not apply to blue-collar workers. In 2024, 25% of the employees received performance appraisal.

Blue-collar workers, who have served at CarrefourSA for at least a year and demonstrated a good command of the business, high performance and a potential based on the observations of their superiors may be included in the path to promotion. We run two programs for this purpose:

- **MAYA Program:** High performing employees with promising potential may be included in the promotion process after working at our stores for at least a year. Candidates who receive positive results in their personality inventories and one-on-one interviews are eligible to participate in the MAYA training program. The employees in this program receive classroom training plus on-the-job training, designed according to their needs, at a different store, working with the mentor store manager assigned to them. After two months of classroom and on-the-job training, those employees may be appointed to positions such as assistant store manager, department supervisor, administrative supervisor or head cashier.

MAYA Program	2022	2023	2024
Participants	93	122	182
Graduates	18	115	153
Appointments	61	94	124

- **YA Program:** High performing employees with promising potential who have worked at managerial positions at our stores for at least two years may be included in the promotion process as part of the Manager Placement Academy. The promotion process follows stages of the assessment center. Group case studies, adapted to the competencies expected from a position, presentations and role plays constitute the assessment center stages to observe the behaviors on the job.

YA Program	2022	2023	2024
Participants	52	51	95
Graduates	51	46	80
Appointments	50	46	80

Occupational Health and Safety

Occupational Health and Safety Approach 3-3, 403-1

As the CarrefourSA family, we try our utmost to provide quality and safe service with a friendly attitude for our customers. Therefore, we shape our occupational health and safety policy around the latest developments and current conditions to satisfy our employees and to create a safe work environment.

This approach, which applies to all employees, is based on Law No. 6331 on occupational health and safety and relevant regulations.

🔗 [Please click for more information on CarrefourSA Occupational Health and Safety Policy.](#)

Occupational Health and Safety Practices 403-3, 403-5, 403-7

We employ occupational safety specialists and workplace physicians to meet our legal obligations. We outsource this service to specialists from firms authorized by the Ministry of Labor and Social Security. These appointed specialists are tasked with performing workplace risk assessments in accordance with applicable legislation, preparing emergency response plans, providing OHS training to employees, inspecting the site, forming an OHS committee, drafting instructions and relevant documentation, informing the employer and listening to the employees.

Pursuant to article 13 of Law No. 6311 on occupational health and safety, all employees may put in requests to the employee representative (union representative) and workplace manager using available communication channels to assess incidents and take the necessary measures when they encounter a serious and imminent danger. The workplace manager addresses the situation with the regional manager, reaches a decision and informs the employee. If a serious and imminent danger is unavoidable, the employee is free to leave the workplace or the danger zone without having to comply with this decision and go to a designated safe place. The employees will not be sanctioned due to exercising their rights.

Service providers working in renovations and new store openings are required to implement OHS measures and practices, which are covered by provisions in the agreements.

All our employees or those of our subcontractors receive OHS training directly or via their employers. In 2024, a total of 12,592 hours of face-to-face and online sessions were provided. Furthermore, employees, whose jobs require professional qualification such as meat processing, baking, storage and receiving goods are provided with OHS training in their respective fields. On the other hand, all employees gain basic OHS knowledge during orientation before starting work.

Our occupational health services include proactively protecting the health of all company employees as well as subcontractor employees working at high risk warehouses and responding to workplace accidents. We provide comprehensive health screening for our employees, employ a workplace physician as part of our legal obligations and form occupational health committees. The health records of our employees are kept in their digital personnel files accessible only by authorized people.

Actions in 2024:

- We completed the health screening of all employees, while 2,230 employees underwent detailed checkups.
- We conducted legal compliance audits in logistics warehouses and hyperstores with more than 50 employees.
- Three logistics warehouses and two of our stores were inspected by the Ministry of Labor, passing the inspections without any issues.
- Relevant public institutions conducted inspections for 13 occupational disease and 5 SSI audits, which were all completed without any problems.
- We visited 74 stores for OHS practices and performed risk assessments. Additionally, Emergency Response Plans of these stores were updated.
- We provided a total of 12,256 hours of face-to-face OHS, 168 hours of Fire Intervention, and 168 hours of Disaster and Earthquake Awareness training to our employees.
- 33 franchisee stores were visited and inspected for compliance with CarrefourSA OHS standards.
- 916 hours of Technical OHS Training was provided for the employees working in departments (butcher, deli, fish, bakery, warehouse, e-commerce) requiring professional skills.

All of our workplaces are included in our OHS system, which has been internally audited. To date, 55% of our stores have been externally audited. Plans have been made for new stores and those not externally audited in 2024.

In the process of opening new workplaces, we regularly inspect the construction work and the construction companies to detect risks in advance. After the inspections, we inform relevant departments and follow through their actions to rectify the detected nonconformities.

OHS manuals have been created for each specific operation and disseminated digitally via the mobile app to raise awareness in our workplaces and keep the employees up-to-date about the latest practices. Furthermore, an OHS manager guide was created for workplace managers and also shared digitally. This guide ensures that workplace managers are informed about OHS guidelines and the documents required by legislation.

A digital OHS assistant has been integrated into the internal mobile app to assist the employees about their questions regarding OHS practices. With 75 questions on 10 different topics asked and answered in 397 different ways, employees quickly access the information they seek in the digital environment.

Managing OHS Risks 403-2

After assessing and detecting the risks in our workplaces, we first work to eliminate the risk at its source. If the risk cannot be eliminated at its source, we ensure that it is replaced with a less risky one. Additionally, we try to eliminate the risk by providing our employees with personal protective equipment, and when this is not possible, we try to contain it at an acceptable level.

OHS risk management enables a disciplined approach to detecting, assessing and controlling the hazards in our workplaces. This allows us to create a safe and healthy work environment for both our company and our employees.

OHS Committees 403-4, 403-8

As of year-end 2024, there are OHS committees at 19 stores, classified as less dangerous workplaces with more than 50 employees, and 13 logistics warehouses, classified as dangerous workplaces. We support all related processes at other stores with fewer than 50 employees through head office.

- The OHS committee members include the workplace manager, occupational safety specialist, workplace physician, assistant manager, employee representative (union representative), security manager, maintenance officer, human resources officer and support staff. Each member brings topics in their own purview to the agenda of the monthly or quarterly meetings and submits them for discussion. The committee decides on the actions after deliberations. All employees report the hazards or risks they detect to the employee representative to facilitate action.

Workplace Accidents and Occupational Disease 403-2, 403-9, 403-10

In the event of a possible workplace accident or occupational disease, the site manager immediately prepares a report and communicates the incident to the relevant head office department. The actions to take for such incidents or the situations that may affect reporting are defined in the operating procedures. This allows the individuals reporting the incidents to be protected against retaliation and enables all incidents to be reported and recorded. These procedures apply to all employees, subcontractors and customers.

We categorize workplace accidents as near-miss, simple injury, serious injury and loss of limb. We investigate workplace accidents by conducting root cause analyses using specific forms. This allows us to identify the causes and determine the precautions. The main causes of workplace accidents in our company have been identified as slips, falls, cuts and equipment jamming. To mitigate such incidents, we provide training, introduce technical enhancements and create short informative animations for the employees to view.

Workplace Accidents	2022	2023	2024
Number of Fatal Workplace Accidents	0	0	0
Number of Workplace Accidents Resulting in Serious Injury	0	0	0
Number of Injuries with Lost Days	145	155	189
Total Number of Accidents	316	363	476
Workplace Accident Rate (based on Injuries with Lost Days)	4.63	5.33	6.22

Occupational Diseases	2022	2023	2024
Number of Fatal Occupational Diseases	0	0	0
Number of Occupational Diseases Resulting in Serious Injury	0	0	0
Total Number of Occupational Diseases	0	1	0
Occupational Disease Rate	0	0	0

Workplace Accident Rate = Number of injuries with lost days / total number of employees x 1 year x daily hours worked) x 1,000,000 hours

Diversity, Equity and Inclusion Approach

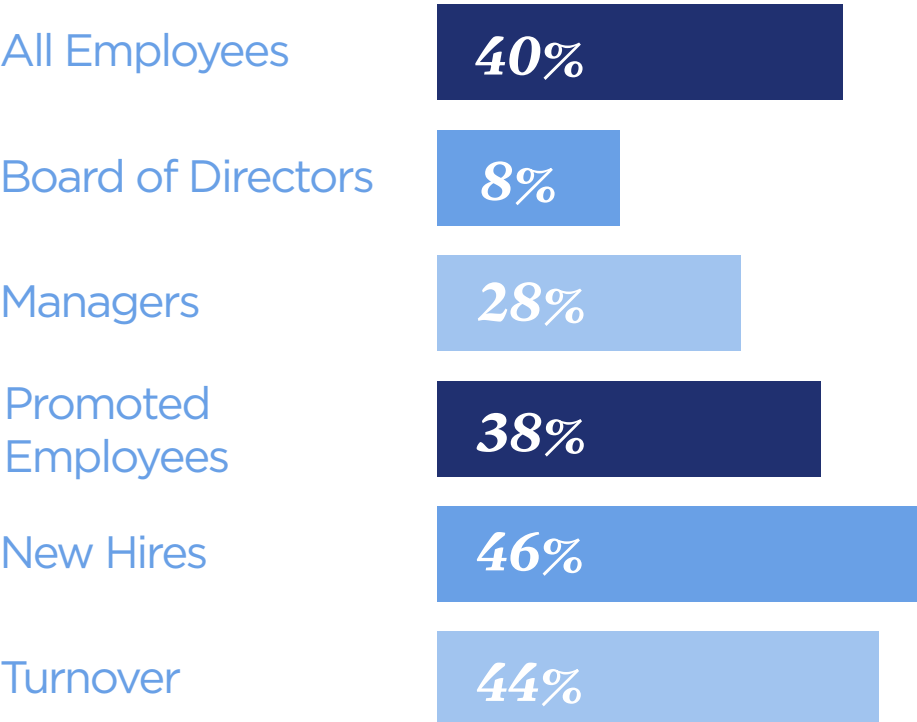
3-3, 2-7, 202-1, 401-1, 404-1, 405-1, 405-2

At CarrefourSA, we do not tolerate any kind of discrimination, respect all differences and encourage free expression within the framework of our code of ethics. We exercise fairness in all processes and practices, including recruitment, career development, personal development and remuneration policy for our existing and prospective employees and offer equal opportunities. Our diversity, equity and inclusion approach is clearly defined in our code of ethics:

- Sabancı Group’s human resources policies and practices ensure fairness in recruitment, promotions, transfers, rotations, remuneration, rewards, social benefits and all other applications.
- We do not tolerate any discrimination against the employees because of their language, race, skin color, gender, political view, faith, religion, sect, age, physical disability or similar reasons.
- No employee may demand privileges, extend any privileges to others or be subjected to special treatment because of differences in their gender, religion, language or race. Accepting or making concessions based on gender, religion, language, race or other differences will not be tolerated.

Gender equality is a cornerstone of development and a critical step that must be taken for the advancement of national and global economies.

As of year-end 204, Ratio of Female Employees among:



Gender Pay Gap



As of the end of 2024, number of franchise with a female investor or manager



Although there is no significant difference in gender distribution among our full-time/part-time or permanent/temporary employees, the trainings



Employees by Gender

Position	2022			2023			2024		
	Total	Female (%)	Male (%)	Total	Female (%)	Male (%)	Total	Female (%)	Male (%)
Executive Committee	8	38	63	8	38	63	7	29	71
Group Heads	33	27	73	35	26	74	37	35	65
Managers	113	35	65	123	36	64	126	31	69
Supervisors	94	46	54	121	38	62	129	40	60
Senior Specialists	159	55	45	196	53	47	189	52	48
Specialists	224	53	47	224	53	47	214	54	46
Junior Specialists	32	28	72	32	41	59	25	44	56
Field White-collar Store & Warehouse Managers	630	20	80	646	22	78	646	21	79
Field White-collar Store & Warehouse Supervisors	1,254	27	73	1,203	26	74	1,340	28	72
Blue-collar Employees	8,116	42	58	7,932	43	57	7,960	42	58
TOTAL	10,663	39	61	10,520	40	60	10,672	40	60

Promotions by Gender

New Position	2022			2023			2024		
	No. of Promotions	Female (%)	Male (%)	No. of Promotions	Female (%)	Male (%)	No. of Promotions	Female (%)	Male (%)
Executive Committee	-	-	-	0	-	-	-	-	-
Group Heads	5	60	40	2	0	100	7	57	43
Managers	14	50	50	14	36	64	26	23	77
Supervisors	18	50	50	21	38	62	37	38	62
Senior Specialists	51	55	45	45	58	42	38	50	50
Specialists	22	64	36	25	28	72	17	53	47
Junior Specialists	3	33	67	3	33	67	2	100	0
Field White-collar Store & Warehouse Managers	74	34	66	91	36	64	81	28	72
Field White-collar Store & Warehouse Supervisors	130	38	62	131	36	64	289	38	62
TOTAL	317	43	57	332	38	62	467	38	62

New Hires by Gender

Gender	2022	2023	2024
Female (%)	51	51	46
Male (%)	49	49	54
TOTAL	4,256	4,375	5,438

Employee Turnover by Gender

Gender	2022	2023	2024
Female (%)	47	42	44
Male (%)	53	58	56
TOTAL	3,723	3,009	4,067

Gender Pay Gap

Position	Average Salary of Women / Average Salary of Men (%)		
	2022	2023	2024
Executive Committee	90	87	101
Group Heads	95	98	75
Managers	112	109	100
Supervisors	111	108	147
Field White-collar Store & Warehouse Managers	87	89	102
Field White-collar Store & Warehouse Supervisors	92	92	84
Senior Specialists	95	100	108
Specialists	101	102	111
Junior Specialists	87	91	93
Blue-collar Employees	94	94	97
TOTAL	96	97	96

Gender Pay Gap - Starting Salaries

Ratio of Starting Salary to Minimum Wage	2022	2023	2024
Women (%)	158	150	181
Men (%)	158	150	181

Temporary and Indefinite Employees by Gender

Gender	2022			2023			2024		
	Total	Temporary (%)	Indefinite (%)	Total	Temporary (%)	Indefinite (%)	Total	Temporary (%)	Indefinite (%)
Female	4.161	11	89	4.234	6	94	4.224	5	95
Male	6.502	4	96	6.286	3	97	6.448	1	99
TOTAL	10,663	7	93	10,520	4	96	10,672	3	97

Full-time and Part-time Employees by Gender

Gender	2022			2023			2024		
	Total	Full-time (%)	Part-time (%)	Total	Full-time (%)	Part-time (%)	Total	Full-time (%)	Part-time (%)
Female	4,161	99.8	0.2	4,234	99.5	0.5	4,224	99.6	0.4
Male	6,502	100.0	0.0	6,286	99.9	0.1	6,448	99.8	0.2
TOTAL	10,663	99.9	0.1	10,520	99.7	0.3	10,672	99.7	0.3

Average Annual Training Hours by Gender

Gender	2022	2023	2024
Female	15.1	10.9	5.7
Male	13.7	8.9	5.3
TOTAL	14.3	9.7	5.4

Franchisees by Gender

Gender	2022	2023	2024
No. of Franchisees with Female Investors and Managers	25	77	60
No. of Franchisees	200	341	530
Franchisees with Female Investors and Managers (%)	13	23	11

Gender Equality Training

All our employees take the annual gender equality training. To date, 74% of our employees have received this training (in or before 2024). Our target for the annual completion rate is to exceed 80%.

Gender Equality Training	2022	2023	2024
Training Time (hours)	2,231	2,187	2,141
Completion Rate (Completion/Assignment) (%)	73	57	43

Practices for Mothers and Parental Leaves ⁴⁰¹⁻³

All employees eligible for maternity or paternity leave have made use of their parental leave entitlements. More than 80% of those who returned to work continued their careers at CarrefourSA one year later. The turnover rate among new parents is significantly lower than our overall turnover, which is a strong indication that our approach helps mothers and fathers establish a healthy work-life balance beyond economic considerations.

We have introduced various practices to support our female employees during their maternity period. Included among these practices are hygienic and nursing rooms at our hypermarkets and head of-fice, which also houses a daycare facility. Additionally, we offer a flexible model for new mothers, allowing them to work remotely during the legal daily two-hour breastfeeding leave after birth.

Parental Leaves	2022	2023	2024
... Employees Eligible for Maternity Leave	236	235	199
... Employees Taking Maternity Leave (%)	100	100	100
... Employees Eligible for Paternity Leave	283	263	195
... Employees Taking Paternity Leave (%)	100	100	100
... Employees Eligible for Parental Leave - Total	519	498	394
... Employees Taking Parental Leave - Total (%)	100	100	100

Employees Returning to Work after Parental Leave	2022	2023	2024
... Female Employees	212	196	190
... Ratio of Female Employees (%)	90	83	95
... Male Employees	283	263	195
... Ratio of Male Employees (%)	100	100	100
... Total Employees	495	432	385
... Ratio of Total Employees (%)	95	92	98

Employees Staying on the Job after Parental Leave	2022	2023	2024
... Female Employees	169	133	126
... Ratio of Female Employees (%)	72	69	63
... Male Employees	253	230	175
... Ratio of Male Employees (%)	89	87	90
... Total Employees	422	363	301
... Ratio of Total Employees (%)	85	78	76

WEPs Membership

We are a signatory of Women’s Empowerment Principles (WEPs), a joint initiative of the United Nations entity dedicated to gender equality and the empowerment of women (UN Women) and UN Global Compact, demonstrating our commitment to promoting gender equality globally. CarrefourSA is the first food retailer in Türkiye to declare its commitment.



Equal Opportunity for Disabled Employees

We protect the rights of our disabled employees and support the steps they take to become active members of society. For this purpose, we strive to provide equal opportunity by prohibiting discrimination against disabilities in all recruitment and employment processes and ensure that they are offered fair and disability-friendly working conditions on an equal footing with other employees. We have also introduced some practices specifically for our disabled employees, who make up approximately 2.9% of our total workforce.

- Shifts end at 20.00 at the latest for the disabled employees working in the field.
- The hearing-impaired employees may request badges that they can wear to show their disability, raise awareness among our customers and communicate better. We also provide fleece jackets indicating their disability that they can wear over their work uniforms.

- To improve the efficiency of OHS training programs, we provide them in sign language for our speech- and hearing-impaired employees.
- We employ individuals with Down’s syndrome at the Lezzet Arası restaurants, enabling their inclusion in society and raising awareness.

Disabled Employees	2022	2023	2024
Number of Disabled Employees	282	292	295
Ratio of Disabled Employees (%)	2.6	2.8	2.9

Serving our Disabled Customers

Phone Order Service

Our visually impaired customers can use the ‘**Phone Order**’ service to place their orders by specifying the name of the store where they want to shop via the interactive voice response system, which then connects them to the requested store to place their order. If the store line is busy or does not respond, the customer can be diverted to trained call center representatives to place their orders.

Induction Loop for Better Communication

Some of the dedicated cash registers in our hypermarkets are equipped with an induction loop (IL) system that enables customers to turn on their hearing aids and hear the cashiers to communicate more easily without the distraction of external noises. IL systems use a specifically developed amplifier to convert ambient sounds into magnetic waves. People wearing hearing aids perceive these magnetic waves without the need for any additional devices, thanks to the ‘telecoil’ mechanism within their aids.

Digital Screens

The digital screens in our stores enable us to communicate with our hearing impaired customers and provide information about the current in-store activities.

Low-rise Cash Registers

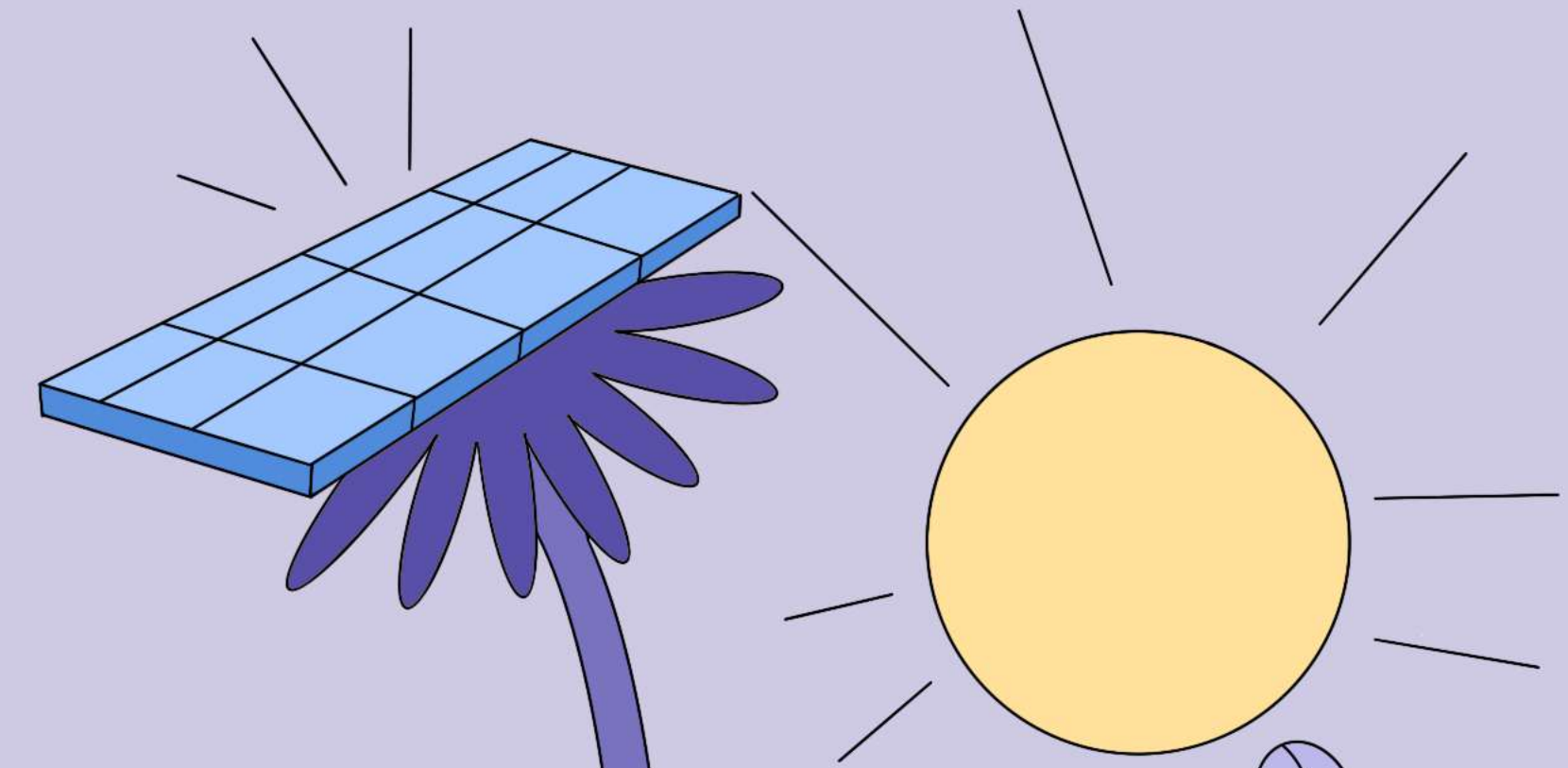
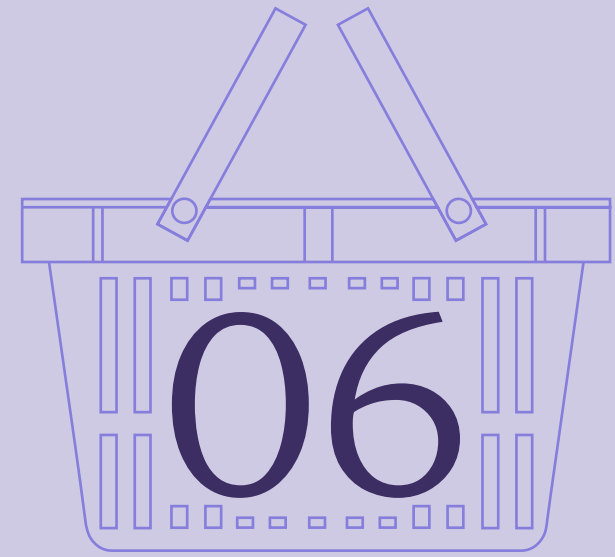
Some of our stores feature low-rise cash registers to assist our disabled customers in wheelchairs during their payment transactions.

Accessibility Services in Hypermarkets

We provide wheelchairs for customers with disabilities or chronic illnesses upon request to help them shop more comfortably.

We also offer **specifically designed trolleys that our orthopedically disabled customers** can use with their wheelchairs. Furthermore, we provide a dedicated cash register for our disabled, pregnant and elderly customers.





Value Chain Responsibility

- Responsible Supply Chain Practices
- Customer Satisfaction
- Digitalization



Value Chain Responsibility

We strive to achieve the highest standards in all processes that we impact across the value chain, starting with health and safety. We have various responsibilities in each link of this chain, from sourcing our products and services to CarrefourSA operations and ultimately to our customers.

Therefore, we develop and implement sustainable business models and sourcing policies to maintain and increase the economic, social and environmental performance of our entire supply chain. For this purpose, we regularly measure satisfaction along the customer journey from the first touchpoint to the shopping experience and then the consumption and use of the products to eventual waste

disposal. We develop different approaches and practices to improve their experience as well and prioritize quality, health and safety across all stages. **Our digitalization strategy involves transforming our business models into more competitive structures to improve operational efficiency, speed and costs.** Throughout this transformation, we focus most importantly on creating ultimate customer experience and building a more sustainable value chain. As we rapidly respond to customer requests, we also aim to minimize our environmental impact and to enhance resource utilization efficiency.

Key Performance Indicators		2022	2023	2024	2025	2026	2027
		Actual			Targets		
Customer Satisfaction	Ratio of Sustainable Product Revenues to Total Private Label Revenues (%)	9	10	10	15	15	15
	Animal Welfare Inspections	8	11	14	7	9	11
	E-commerce Assistance Request Rate (%)	3.8	4.2	5.10	5.00	4.80	4.60
	First Call Resolution (FCR) Rate (%)	73	85	85	85	88	88
	Şikayetvar First Contact Duration (minutes)	00:03:03	00:01:23	00:01:24	00:01:20	00:01:20	00:01:20
	Customer Experience (CS) Index	79	89	85	85	86	88
	No-ship Rate * (%)		4,2	4,6	2,5	2,5	2,5
	E-commerce NPS* (%)		49,0	44,1	50,0	50,0	50,0
	Retail NPS* (%)	48.8	54.2	56.2	56	57	58
	Omnichannel NPS*(%)	48.8	54.2	56	56	56	57
	No. of Quality Audits at Suppliers	273	259	260	320	335	350
	No. of Product Safety and Quality Analyses	1.845	1,850	2,145	2,200	2,250	2,300
Digitalization	Product Shelf Availability	94	94	93.8	94.3	94.6	95
	No. of Stores Offering E-commerce	58	75	94	150	175	200
	E-commerce Orders (million)	2.4	1.8	2.2	3.4	3.8	4.3
	Cybersecurity Score	85	93	95	96	96	97
	E-commerce site speed	3	2.75	2.5	2	1.75	1.5
	System accessibility	99.992	99.993	99.993	99.995	99.997	99.998
	Network accessibility	99.994	99.995	99.996	99.995	99.998	99.998

(*): Year-end values.

[Please click to view the detailed CarrefourSA 2024 Key ESG Performance Indicators and Targets Report.](#)

Responsible Supply Chain Practices

Responsible Supply Chain Approach ³⁻³

Building our supply chain on sustainable foundations is critical to our long-term success. Our approach of **The Right Ones are at CarrefourSA** is not only a competitive perspective but also a reflection of our responsibility for serving millions of people every day. This responsibility requires innovation and sustainability to go hand in hand. We closely follow innovative developments in the industry, take steps to increase our resilience against the impacts of climate change and encourage our stakeholders to do the same.

As a company working with 5,612 suppliers globally, including 99% located in Türkiye, we are committed to assessing our supply chain risks, monitoring our suppliers in terms of social and environmental compliance and promoting responsible practices across the value chain. As part of our responsible sourcing approach, we inform our suppliers about the rules and principles they are required to follow through the commercial agreements and CarrefourSA quality protocols. We periodically conduct product quality checks and analyses at our suppliers. We also organize animal welfare inspections in the coops, farms and slaughterhouses of our animal product suppliers.

[Please click for more information on CarrefourSA Responsible Sourcing Policy.](#)

As defined in the procurement guidelines, CarrefourSA conducts product safety audits at the prospective suppliers before starting a business relationship. One of the best ways of proving our responsible sourcing approach is to require internationally accepted certificates to confirm that raw materials with the potential for deforestation and considered as risk commodities such as livestock, palm oil, soy, timber and paper/pulp, cocoa, coffee and rubber are obtained from sustainable sources.

Social and Environmental Practices Across The Supply Chain

Since the first social compliance audit in 2022, we have assessed the environmental impact of our private label suppliers' operations, the working conditions of their employees and the employees in their supply chains as well as the adequacy of the social rights provided within the framework of the applicable laws, regulations and international conventions. Through social compliance audits, we aim to ensure that our suppliers provide a safe workplace where the fundamental rights of the employees are respected and the environment is protected in accordance with fair trade principles.

We started the process by conducting a risk assessment survey with our private label product suppliers, identified the material topics and categorized the risks. Our risk assessment survey questionnaire is based on the Business Social Compliance Initiative (BSCI) principles. We aim to ensure that our

suppliers comply with the laws, set short-, medium- and long-term goals to improve their social and environmental performance and regularly integrate their learnings from the activities into their procedures.

To date we have completed social audits - developed in line with the global practices of the Carrefour Group - in 62% of our private label suppliers and we plan to include the other suppliers in these audits in the coming years.



Sustainable Business Models

Private Label FB-FR-260a.2

We adopt the “Right Product, Right Supplier, Right Quality” approach in developing private label products and integrate our sustainability principles into the process. We employ various processes to select and develop all Carrefour-branded products and their suppliers and consider several parameters in accordance with the applicable laws and regulations, Carrefour Group criteria and CarrefourSA requirements.

As of year-end 2024, we offer more than 650 private label products, consisting mostly of food items. This broad product range, which we intend to expand further, allows us to offer quality and affordable products to our customers. We also aim to contribute to the future by considering the social and environmental impacts of these products.

In 2024, we developed healthy snacks like chickpea chips under the Carrefour Veggie and Kids brands, maintaining our innovative approach in this category. We also expanded the product varieties within the **Carrefour Eco Planet**, **Carrefour BIO**, **Carrefour Selection** and **Les Actions** brands to appeal to a broader consumer segment.

	2022	2023	2024
No. of Private Label Products	510	533	645
No. of Organic Private Label Products	42	43	34
No. of Sustainable Private Label Products	72	87	136



The **Bonheur brand** diversified its offering with products such as dried fruits, crackers and protein bars as healthy alternatives added to chocolate varieties.



During the development of all our private label products, we determine their ingredients to contain less salt, sugar and oil. By using such ingredients, we aim to offer our customers natural and healthy alternatives. We also support our customers in making healthy choices and consider their allergen sensitivities by openly declaring the allergen contents and nutritional values of our products. With this approach, we promote a more balanced eating style with options that suit their dietary preferences.

The raw materials used in our private label products and their packaging are traced to the source and we extend this approach to reducing the environmental impact of both products and their packaging. We also promote the use of certified and traceable raw materials, contributing to the conservation of forest resources. We disclose our performance in this area transparently through [our CDP Forest reporting](#) and publicly share our commitment to sustaining natural life.

When determining the shelf life of our products, we make use of scientific data supported by microbial, chemical and sensory tests and analyses. Additionally, we assess the sales conditions of our products carefully, considering several factors such as ambient temperature in the stores, product specifications and packaging conditions. This approach also constitutes a key part of our sustainability efforts to minimize [food waste](#).

In our private label cosmetics and cleaning products like detergents, we avoid the use of animal-based raw materials, contributing to the conservation of natural resources and animal welfare. Similarly, we uphold our ethical values by not testing our products on animals.

The users’ safety and skin health is especially important in cosmetics and other products that come into contact with the skin. Therefore, we perform dermatological tests with volunteers having sensitive skin. At CarrefourSA, we determine the ratio of fragrances used in our cosmetics and detergent products in accordance with the International Fragrance Association (IFRA) classification. We also review the recipes of our private label products carefully to ensure that they do not con-



tain banned ingredients and allergens, which are clearly indicated on packaging. In product development, making sure that the packaging is as safe as the product itself is a key consideration. Therefore, we also conduct migration tests on all packages to ensure food compatibility. Since 2020, 206 types of packaging have been analyzed and verified by accredited laboratories.

Carrefour BIO Organic Products

As a food retailer, we recognize that our operations are significantly reliant on healthy ecosystems and natural resources. Fertile soil, clean water resources and strong biodiversity are crucial for access to quality, safe and sustainable food. Therefore, we believe that organic products play a key part in reducing the use of chemicals in farming, protecting soil health and supporting nature’s balance. Organic production enables us to reduce our environmental impact and to offer our customers more environmentally friendly alternatives.

We promote our organic product offering, which includes milk, eggs, nuts, dried fruits, legumes, fruit juice, jam and cotton on the shelves, raising our customers’ awareness through communication activities and encouraging them to make conscious choices.



Organic Private Label Products	2022	2023	2024
Türkiye	42	43	39
Exports	31	34	28

Products with Geographical Marking

Products with geographical marking are more than food items; they represent a social and environmental value in terms of the cultural heritage of their respective region, traditional production knowledge and nature-friendly farming practices. At CarrefourSA, we promote these products as a strategic priority, supporting local development and conserving biodiversity.

The geographically marked products on our shelves offer authentic, high-quality alternatives and also increase traceability and reliability in the food supply chain. Giving more visibility to these products contributes to the sustainability of local producers and guides our customers to more sustainable options nurtured by tradition.



Carrefour BIO Aegean Sultana Raisins



Carrefour BIO Organic Dried Figs



Carrefour Halloumi



Carrefour Full Fat Aged Ezine Cheese



Carrefour BIO Cotton

Sustainable Products

At CarrefourSA, we define products that respect nature, care about society and conserve resources in the long term as sustainable. During the selection of sustainable products, we consider the entire life cycle, encompassing raw material, production method, packaging, its logistics, consumption and end use aspects as well as their social, environmental and economic impacts holistically.

CarrefourSA adopts the six environmental targets of the EU Taxonomy as a guide for continuously enhancing its sustainability performance. Sustainable product criteria are: combating climate change and adaptation, conserving water and marine resources, circular economy practices, preventing pollution and protecting biodiversity.

By offering certified organic, fair trade products with low environmental impact and consideration for animal welfare, we aim to contribute to building an informed consumption culture that cares about both the present and the future.



Sustainable Products	2022	2023	2024
Sustainable Products (Piece)	72	87	136

Carrefour Eco Planet Barbecue Charcoal

Carrefour Eco Planet Barbecue Charcoal, made by recycling hazelnut shells, helps reduce the environmental impact of agricultural waste and offers a sustainable product with low carbon emissions by re-introducing biomass waste into the economy. We promote the circular economy model to conserve natural resources and the convert waste into valuable inputs.



Carrefour Eco Planet Toilet Paper

Carrefour Eco Planet Toilet Paper is produced using completely recycled paper, thus helping protect forests and reducing carbon footprint.



Sustainable Farming

Thanks to our partnerships with agricultural cooperatives for vegetable and fruit projects, we are able to offer fresh produce to our customers throughout the year based on our quality, trust and accessible pricing policy. Through these projects, we also aim to promote the use of local seeds and production. As part of our local seed and local product project, we created fresh food platforms in Bursa and Antalya to bring a rich variety of fresh produce we buy directly from the producers to our stores.

- Our [Urban Farming Project](#) was developed to shorten the supply chain by promoting the local production, local consumption model. This project reduces carbon footprint of logistics operations involved in transporting food over long distances, while supporting farmers close to urban areas with glasshouses, etc.
- Aiming to preserve and leave a legacy of rich Anatolian flavors for future generations, we offer various brands’ [products with geographical marks](#) in our aisles every day.

● **Contracted production** involves working with small family businesses and agricultural cooperatives. In 2024, we worked with nearly 8 thousand farmers across Türkiye and purchased an average of approximately 10 thousand tons of fresh vegetables and fruits every month.

Sustainable Livestock FB-FR-430a.3

We carry out activities on sustainable livestock to support the livestock and animal husbandry sectors in our country and to ensure supply continuity in the desired quality and hygiene standards. As a result of these efforts, we offer our customers veterinarian-controlled, 100% local red meat from proven sources. The project, which primarily aims to support local producers, delivers many benefits, including creating jobs in the villages, utilizing and expanding pastures, ensuring animal welfare, supporting the healthy development of domestic breeds, offering economic and profitable production opportunities, working with local breeders to earn higher value from local sheep and cattle, improving quality and efficiency and selling the product at the right price to the customer.

We conduct regular site inspections and periodic product analyses at all livestock suppliers.

Supplier Audits	2022	2023	2024
Audited Suppliers	22	43w	39
GFSI (Global Food Safety Initiative) Approved Suppliers	23	21	28

Animal Welfare

Our Animal Welfare Policy demonstrates our belief that proper animal care practices are based on both science and also ethical obligations and values to ensure that every animal in the CarrefourSA supply chain lives a good life. Since 2019, we have been conducting animal welfare inspections in the farms and slaughterhouses of our red meat suppliers and in the coops of our private label organic and free range chicken egg suppliers. Our inspections are centered on the internationally accepted five freedoms of animal welfare, proposed by the Farm Animals Welfare Committee (FAWC).

Animal Welfare Audits	2022	2023	2024
Red Meat Suppliers	4	6	8
Private Label Organic and Free-range Egg Suppliers	4	5	6
TOPLAM	8	11	14



Cage-free Egg Commitment

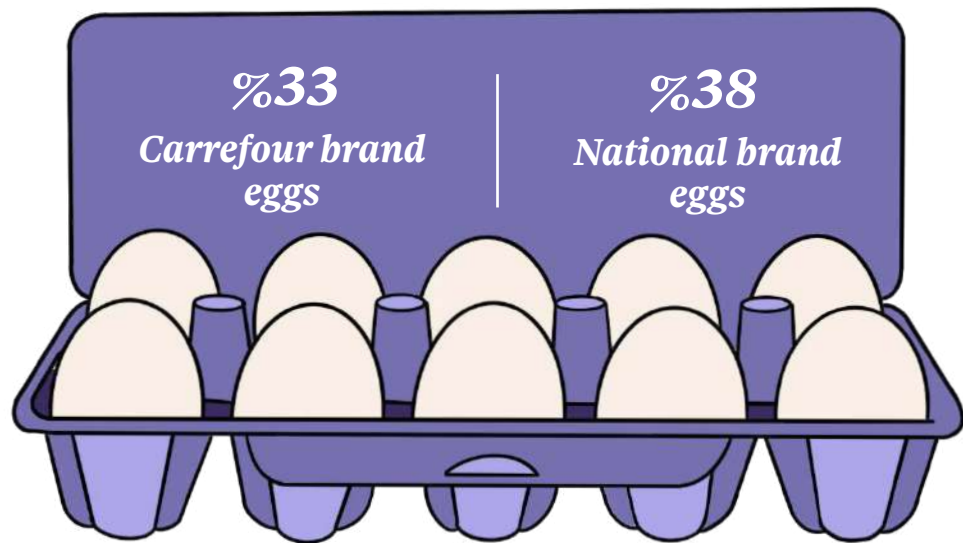
At CarrefourSA, we promote animal welfare as part of our sustainability approach. Our goal with this transition is to encourage more ethical production models, reinforce animal welfare standards in collaboration with our suppliers and offer responsible choices in response to evolving consumer expectations.

we set a target to transition to

%100
cage-free egg supply
chains by 2030.

● During the transition to cage-free egg production, we educate our egg suppliers about production requirements and extend support when necessary. We also provide guidance regarding the system investments that the suppliers need to make for adapting and meeting the growing demand for cage-free eggs.

- We take various measures to ensure the animal welfare of the chickens in the farms that supply our eggs. This approach ensures that chickens are given space and opportunity to roam, rest comfortably on perches, sleep and lay eggs away from stress. With this approach, we foster animals to exhibit their natural behavior.
- To ensure animal welfare and assure that the right practices are implemented, we conduct regular inspections at the farms and work in cooperation with our suppliers, providing a good quality of life for the animals.



We sold in 2024 were sourced from cage-free layer systems.

Sustainable Fishing

We believe that fish is a a nutrient-rich healthy and functional food source and should be consumed more. Therefore, we support sustainable fishing for both its economic and also ecological and social benefits. To implement this approach, which involves appropriately managing caught fish, we take various actions to ensure the sustainability of fishing.

As of year-end 2024, we sell fish in 406 stores with the support of 395 dedicated employees. We only work with fish farms inspected by the Ministry of Agriculture and Forestry of the Turkish Republic at every stage from production to store delivery. We fully comply with the aquaculture legislation and carefully monitor the seafood varieties subject to fishing and catching bans. In line with our sustainability approach, we prioritize cultured and farmed fish and work with farms, where all stages from production to the shelf are strictly controlled.

We currently operate seafood platforms in four cities: **Gebze, Izmir, Antalya** and **Ankara**. All seafood products undergo strict inspections on these platforms to ensure quality and safety before they are shipped to our stores.



Clean Mussels

We launched the Clean Mussels Project in 2024 as an innovative and sustainable model to fill a major gap in the sector in terms of food safety and hygiene standards in Türkiye. The daily processing capacity at the facility in Ocaklar, a village in Erdek, Balıkesir Erdek, has already reached 1,000 kg, with the stuffed mussels produced here sold at our stores. We apply a production model that aligns with the global hygiene and food safety requirements and particularly the European Union standards. The Integrated Mussel Processing Facility also supports participation of women in the workforce by increasing regional employment. We employed 30 women without previous professional experience from Erdek, Balıkesir and surrounding villages and contributed to both individual and regional economic development.

Fish Sales	2022	2023	2024
Total Sales Volume (thousand tons)	13	13	16
Share of Caught Fish (%)	32.2	16.3	13.8
Share of Farmed Fish (%)	36.7	41,8	40.0
Share of Imported Fish (%)	18.5	19.8	20.0
Share of Other Fish (%)	12.6	22.1	26.3
Caught Fish/Farmed Fish Ratio (%)	87.6	38.9	53.8



Sustainable Sourcing Policies

Climate change, biodiversity loss and deforestation pose risks on ecosystems and the resilience of food supply chains. At CarrefourSA, we recognize the seriousness of these risks and work to develop a supply chain that is sensitive to nature, socially responsible and traceable. By addressing the sensitivities that fall within our impact area, we aim to reduce environmental and social impact across all processes from production to consumption, support production models aligned with nature and accelerate sustainable transformation in collaboration with our suppliers.

Biodiversity ³⁰⁴⁻²

Biodiversity is crucial for the continuity of safe and sustainable food systems. Various ecological processes, from soil yield and water cycle to pollinators and climate balance, depend on the diversity of species in nature. As a food retailer, we view biodiversity as a strategic approach to conserving nature and ensuring product quality, supply continuity and food safety.

In line with our [Biodiversity Policy](#), which is a part of our broader Sustainability Policy, we are committed to avoiding activities that threaten natural habitats and taking responsibility for protecting species and habitats. Carrefour Group’s “Act for Food” strategy and international literature also inform of our policy.

Monitoring and optimizing water and energy consumption and waste management for each store, warehouse or logistics platform remains a key priority for CarrefourSA. Additionally, we comply with technical specifications that respect the environment and biodiversity when investing in new stores. We promote environmentally friendly production methods in our supply chain, enhance the traceability of our products and take preventive actions against practices harming biodiversity. In particular, we prioritize developing solutions in areas such as agriculture, animal husbandry, aquaculture, packaging and logistics operations with direct impact to conserve nature.

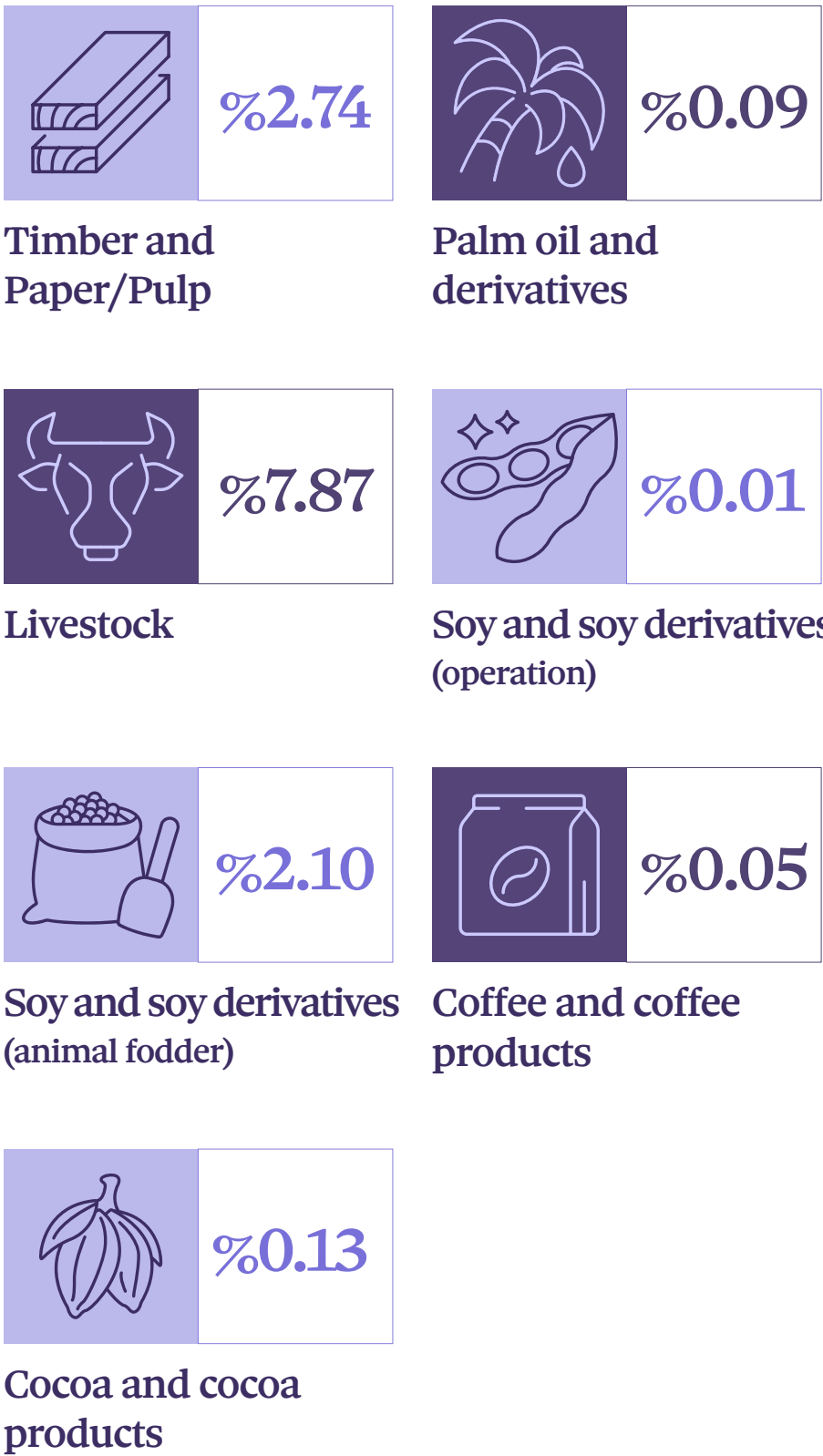
Combating Deforestation

Forests are vital to life on earth and home to a vast majority of biodiversity on land, while functioning as our planet’s lungs, helping to regulate climate and sequestering carbon dioxide. However, increase in global consumption and agricultural expansion are significantly exacerbating the risk of deforestation. As a food retailer, we recognize that decisions in our supply chain can be directly instrumental in this risk.

Accordingly, we classify some raw materials with high environmental impact as “forest risk commodities” and monitor and improve processes involving such products. Timber and paper/pulp, palm oil and derivatives, soy and derivatives, livestock, coffee and coffee products, cocoa and cocoa products, rubber and rubber products are among these commodities. Due to the land degradation and impacts on biodiversity as a result of these commodities, we work in close co-operation with our suppliers and follow audit, traceability and responsible sourcing principles. Based on our risk analyses, we adapt our purchasing criteria to environmental sensitivities and prefer certified raw materials.

Our Dependency on Forest Risk Commodities*

The ratio of annual private label risk commodity-containing product/raw material purchase quantity to the total purchase quantity.



▶ [Please click for more information of CarrefourSA Deforestation Policy.](#)

The anticipated risks and consumption values related to CarrefourSA’s impact on forest risk commodities are disclosed transparently in [▶ CDP Forest Reporting.](#)

As part of our target of sourcing 100% of the forest risk commodities used in our private label products from sustainable sources by 2025, we plan to select all suppliers from among businesses that offer certified products. Certificates and purchasing conditions required for each forest risk commodity are listed below:

Forest Risk Commodity	Certification Requirement for Purchased Commodities	2024 Ratio of Certified Commodities (%)	2025 Target
Palm Oil and Derivatives	RSPO (Roundtable on Sustainable Palm Oil)	2.3	100
Soy and Soy Derivatives	ProTerra, RTRS (Round Table on Responsible Soy) ve Fair Trade, RA (Rainforest Alliance) ve ISCC EU (International Sustainability and Carbon Certification)	22	100
Timber and Paper/Pulp	FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification)	52	100
Cattle Products	We source 100% of cattle products locally. We have committed not to source such products from risky locations (currently countries like Brazil and Bolivia).		
Coffee and Coffee Products	RA (Rainforest Alliance) ve ISCC EU (International Sustainability and Carbon Certification)	89	100
Cocoa and Cocoa Products	Fair Trade, RA (Rainforest Alliance) and ISCC EU (International Sustainability and Carbon Certification)	22	100

Customer Satisfaction

Customer Satisfaction Approach ³⁻³

At CarrefourSA, we view the customer not only as a part of the shopping experience, but also as a key stakeholder at the heart of our value chain. We address shopping experience both as a product/service offering and as a relationship built on trust, transparency and value. We leverage feedback as strategic data points that improve the way we operate.

Through our omni-channel structure encompassing our physical stores, on-line platforms and call center, we continuously engage with our customers with an inclusive approach. We treat every feedback communicated to use both as a measure of satisfaction and as an insight that will create value and use this data as a tool for improvement across multiple points, from product range to service quality.



Customer satisfaction lies at the heart of CarrefourSA's vision and mission

Our Vision

To be the leading trusted and preferred food retailer that sources the right products from the right producers and sells them with the right pricing policy to its customers.

Our Mission

To understand the needs and expectations of our customers with the Next-Generation Market approach, to offer the right products sourced from the right producer and to sell them at the right price with the right service approach.

Food is a major factor that affects well-being; therefore we always keep health and safety at the forefront across all stages. We address our activities under the following headings:



Health and Safety
(In the stores)



Product Safety
(In our products and suppliers)



Hygiene and Food Safety
(In the stores and warehouses)



Customer Experience

Customer Health and Safety ⁴¹⁶⁻¹

We fully comply with all guidelines, procedures and instructions that the relevant head office departments publish on the health and safety of our customers. Furthermore, official institutions' audits and customer feedback contribute to our continuous improvement.

Customer Health Practices in Stores

We implement a variety of practices at our stores to ensure the health and safety of our customers. These include:

- We make sure that all aisles and shelves are ready by store opening and that no boxes or equipment, etc. are left in the aisles or carts.
- To ensure safety, we regularly salt the store entrances on snowy and icy days.
- We use slippery surface warning signs during and after cleaning the store floors.
- We always keep our aisles and shopping carts in order so that our customers can shop comfortably in our stores.

Potential Store Accidents

We apply a standard operating procedure for accidents that customers may experience in our stores. Accordingly, the infirmity healthcare provider, if present, or a trained employee performs first aid after the incident. Then, depending on the severity of the injury, the emergency services (112 in Türkiye) are contacted or the customer is taken to the nearest healthcare institution by car, accompanied by the workplace manager or a designated companion. The emergency contact of the affected customer is called to explain the incident and then accompanied at the hospital. Contact details are also provided in case the customer needs to reach out to us later.

Emergencies

We have also developed a standard operating procedure for potential emergencies in our stores. This procedure applies to all customers as well as all temporary and indefinite employees, interns, subcontractors, visitors and business representatives. The procedure covers incidents such as fires, earthquakes, floods, storms and hurricanes, building collapses and landslides, explosions, workplace accidents, bomb alerts, violence in the workplace, armed robberies, hostage taking situations, strikes, water pollution, suicide attempts, chemical spills/leakage and traffic accidents. In addition to preventive measures for such emergencies, we also define the actions to perform after an incident and manage potential risks.



Hygiene and Food Safety ⁴¹⁶⁻¹

To provide the best service and to ensure food safety along the entire chain from sourcing the food to delivering it to the end consumer, the Quality Assurance Team manages the whole process in accordance with the CarrefourSA Quality Management System, designed in alignment with the applicable regulations and global best practices.

We address shopping experience both as a *product/service* offering and as a relationship built on *trust, transparency and value*.

The safety and quality of the products in the butcher departments, where we process and package meat, are assured by our veterinarians. Similarly, food engineers are employed in the patisserie and bakery departments. Moreover, teams of specialized veterinarians and aquacultural engineers control the processes at our integrated facilities and platforms.

We recognize that our store teams play a critical role in our field operations. Therefore, we maintain close contact with our teams and provide on-the-job training to transform the CarrefourSA Quality Management System into a corporate culture. We also deliver face-to-face training for our teams with the aim of embedding our internal culture into this important system. As part of our franchise operations, we organized face-to-face and on-the-job training sessions in 2024 at the stores to ensure their compliance with the CarrefourSA Quality Management System.

As part of the environmental tracking plans, designed to monitor our hygiene standards, we work with accredited laboratories to test the suitability of production and processing through microbiological and chemical analyses on samples of food, water, ambient air and surfaces in contact with the products. The analysis results guide us in implementing the necessary precautions.

In CarrefourSA stores with central HACCP management system, we ensure compliance with CarrefourSA Quality Assurance standards and legal requirements by adding CarrefourSA Professional HACCP plans to our new initiative in the HoReCa channel. We check the accuracy of shelf life analyses of fresh produce sold in bulk in the stores. We also partner with accredited laboratories to conduct shelf life studies for every product we produce and process in our stores, verify the shelf lives by comparing them to the analyses throughout the year and offer safe products on the shelves.

In addition to the products we sell, the safety of the equipment and surfaces used for preparing and packaging the products in our fresh produce aisles is also very important to us. Therefore, we check the effectiveness of cleaning by regularly analyzing such equipment and areas.

We perform in-depth risk analyses on key parameters such as infrastructure, building age, city and seasonal changes for effective management of pest control activities and mitigating the risks in our integrated facilities, warehouses and stores. In 2024, we visited 94 stores in various regions with a pest control company at regular intervals. By reducing the use of chemicals in our pest control activities, we also aim to minimize our environmental impact and preserve a natural balance.

To ensure compliance with general food hygiene rules from sourcing food to selling it to the end-consumer, we also conduct impromptu hygiene and food safety inspections organized by the Internal

Audit Department in warehouses, stores, integrated facilities and e-commerce locations. These inspections are conducted by teams from independent third-parties.

We plan food safety culture initiatives and introduce process improvements based on the nonconformities detected before and after hygiene and food safety inspections. As part of these efforts, we perform site checks on basic requirements such as cleaning and sanitation practices, cold chain storage conditions, traceability, product safety, pest control activities, infrastructure and equipment in the goods acceptance, storage, production, logistics and sales stages.



Hygiene and Food Safety Audits at the Stores and Warehouses	2022	2023	2024
Audits (Total)	1,517	762	1,135
Stores	1,507	762	1,122
Warehouses	8	-	9
Integrated Meat Processors	2	-	2
Integrated Bakeries	-	-	2
Number of Samples Analyzed During Audits	16,723	7,605	1,732
Number of Parameters Analyzed During Audits	40,354	13,155	16,244

Product Safety and Quality ⁴¹⁶⁻¹

In line with our Right Way to Live ethos, we embrace ensuring the safety of our products and the well-being of our customers as our primary responsibility. On the other hand, The Right Ones are at CarrefourSA approach underlines our commitment to offering the right products and services to our customers at every step. We have defined CarrefourSA Quality Standards, which guarantee the safety and quality of all our products and services, by carefully considering Carrefour Group's criteria and adhering to the applicable laws and regulations. We also strive to understand and meet our customers' expectations, while maximizing their satisfaction and eliciting trust.

Beyond our own operations, we embrace quality together with our business partners at all stages from production to the shelf, building a shared understanding through trainings and communications. Through this approach, we aim to create sustainable impact across our value chain and to offer reliable products to our customers.

We diligently execute all quality processes across all stages at our production facilities, in the fresh produce aisles in our stores and in our 'Lezzet Arası' restaurants to bring safe food produced in hygienic conditions.

The CarrefourSA assurance logo on our private label products represents our confidence in the quality of our products. This approach is founded on the principle of 'Right Product, Right Supplier, Right Quality' and reflects our mission of providing a great shopping experience.



Quality Audits at Suppliers

We conduct audits prior to starting to source products from national brand and private label suppliers and at regular intervals based on their risks during the selling process. Depending on the audit results, we may choose to terminate the commercial relationship or give our suppliers time to take action by providing support as needed. Through continuous audits, we ensure that our suppliers fulfill their commitments to improve their processes and guarantee food safety. We also monitor supplier performance regularly to ensure the continuity of our cooperation, while improving customer satisfaction.

Regarding our private label products, we sign quality agreements with our suppliers to ensure product quality and customer safety. Currently 48% of our food suppliers hold GFSI (Global Food Safety Initiative) certification and 26% of our non-food suppliers hold International Product Safety certifications. Despite having the required certifications, we require all of our private label suppliers to undergo CarrefourSA audits. We regularly inspect production conditions on site with an audit team and the CarrefourSA quality assurance team.



Quality Audits at Suppliers*	2022			2023			2024		
	Number of Audits	Fully Successful Audits	Partially Failed Audits	Number of Audits	Fully Successful Audits	Partially Failed Audits	Number of Audits	Fully Successful Audits	Partially Failed Audits
Existing National Brand Suppliers	95	73	22	98	47	51	89	50	39
Prospective National Brand Suppliers	10	5	5	12	6	6	23	8	15
Bakeries	73	34	39	76	43	33	61	27	34
Existing Private Label Suppliers	56	48	8	56	42	14	101	64	37
Prospective Private Label Suppliers	39	20	19	17	9	8	43	22	21
TOTAL	273	66%	34%	259	56%	44%	317	54%	46%

Note: Follow-up audits are not included in the number of audits

In inspections, we prioritize the availability of an established food safety culture at our suppliers. Therefore, we carefully assess the supplier teams’ compliance with the food safety culture. Questions regarding issues that directly impact product safety and quality, as well as adherence to the product recipes we provide are included within the scope of our inspections. In this context, we carefully assess all production stages of our products to ensure compliance with our standards. The purpose of these practices is to offer consistently high quality products for our customers.

Traceability is a key aspect considered during the inspections and audits. The supplier is required to have its own traceability process for all stages from receiving the packaging material that comes into direct contact with the raw ingredients and the product to the delivery of the end-product to CarrefourSA warehouses/stores. During the audits, we perform checks to ascertain that our suppliers conduct their internal process controls, both operationally and on paper, from raw materials to the end product.

Managing the allergens is another relevant aspect. Best manufacturing practices are monitored to eliminate the risk of adding any allergens and contaminating the end product.

Food defense is among our primary focus areas in supplier audits. Food defense involves measures taken to protect the safety and integrity of products throughout the supply chain. To make sure that our suppliers anticipate any risks that may threaten the reliability of our products and take the necessary steps to mitigate these risks, we employ advanced audit processes.

Regarding our private label products, we thoroughly check the products with the geographical mark registration certificates for compliance, maintaining product quality and production in known specifications during supplier inspections. Furthermore, we verify the authenticity of the raw materials used in the products and whether they are supplied from the right geography on site.

Product Safety and Quality Analyses

Offering our customers quality and reliable products that comply with applicable regulations is essential for us. Therefore, we define and continuously improve the relevant processes. In addition to performing supplier audits, we also create detailed plans, which include documentation checks and product analyses for the products of national brands and private label suppliers, to ensure compliance with legal requirements and to meet customer expectations.

We digitally manage all stages, including our quality plans, panel processes, analysis parameters and methods and evaluation of analysis results, through the SAP QM module, which covers the management processes of non-conforming products as well. This digital process also involves the management of non-conforming products identified in the analysis results and the follow-up of the relevant actions.



National Brand Products

We check national brand products according to CarrefourSA criteria, which include supplier audits prior to sourcing and selling along with analysis reports, legal permits and certificate controls. We do not sell products that fail to meet the relevant criteria. Additionally, products selected for risk assessments of branded and local products are analyzed physically, chemically and microbiologically in accredited laboratories for compliance with applicable regulations and product safety.

Private Label Products

We define the analysis criteria for our private label products according to applicable legislation and CarrefourSA quality criteria determined for sustainable quality. In addition to the analyses performed during product development by ministry-approved accredited laboratories, we also analyze randomly selected products from the aisles at regular intervals. In conducting risk analyses for Carrefour-branded products, we refer to information available on web portals such as Rapex and Gübis for lists of national and international unsafe products, consider fake and counterfeit product criteria and use a digital system that reviews data from around the world and reports product-related risks.

Product Safety and Quality Analyses	2022		2023		2024	
	Number of Products Analyzed	Number of Products Removed from Shelf After Analyses	Number of Products Analyzed	Number of Products Removed from Shelf After Analyses	Number of Products Analyzed	Number of Products Removed from Shelf After Analyses
National Brand Products	564	27	396	32	271	127
Private Label Products	1,281	8	1,454	20	1,732	54
TOTAL	1,845	%2	1,850	3%	2,003	9%

Product Quality Controls at Central Warehouses

Central warehouses are areas where products are stored and transferred to all our stores. Quality controls of the products arriving at our central warehouses are managed by warehouse quality assurance experts at the goods acceptance stage. These controls allow us to ensure that the products comply with the standards and are fresh, safe and of high quality. We manage our quality control

processes in our central warehouses with a team of experts, consisting of agricultural engineers, food engineers, chemists and food technicians.

In 2024, quality controls were performed on 236,895 private label and national brand products, both damaged and intact, using 210 parameters. Furthermore, quality controls were conducted on 6,547 tons (966,640 pieces) of fresh produce in 2024.

In addition to the controls during acceptance at the warehouse, we also inspect the cleanliness of the vehicles delivering to the stores, their suitability for shipment and temperature requirements. Since 2018, we have performed the temperature checks of the delivery vehicles using remote monitoring systems with alarms and cameras.

We provide regular hygiene and food safety training, designed specifically to address warehouse activities, to ensure that products are stored properly in our central warehouses, product safety is maintained and goods are shipped to the stores under the right conditions.

Other Product Health and Safety Practices

Organic Bread

As of 2024, we are the only retailer in the industry to make organic bread. We sell the organic bread made in our hypermarkets under the “Doğa Tat Carrefour” brand. Our breads hold an organic product certification and they are certified annually by Ecocert. We follow applicable laws and regulations in production, while our food engineers at the stores monitor the packaging, labeling and other control stages.

We provide regular training for our store teams on production-related procedures, guidelines and regulations to ensure Carrefour quality assurance. No synthetic fertilizers, pesticides or chemicals are used in the cultivation of raw materials for organic bread. Furthermore, we verify that our products do not contain pesticides and GMOs through accredited laboratory analyses.

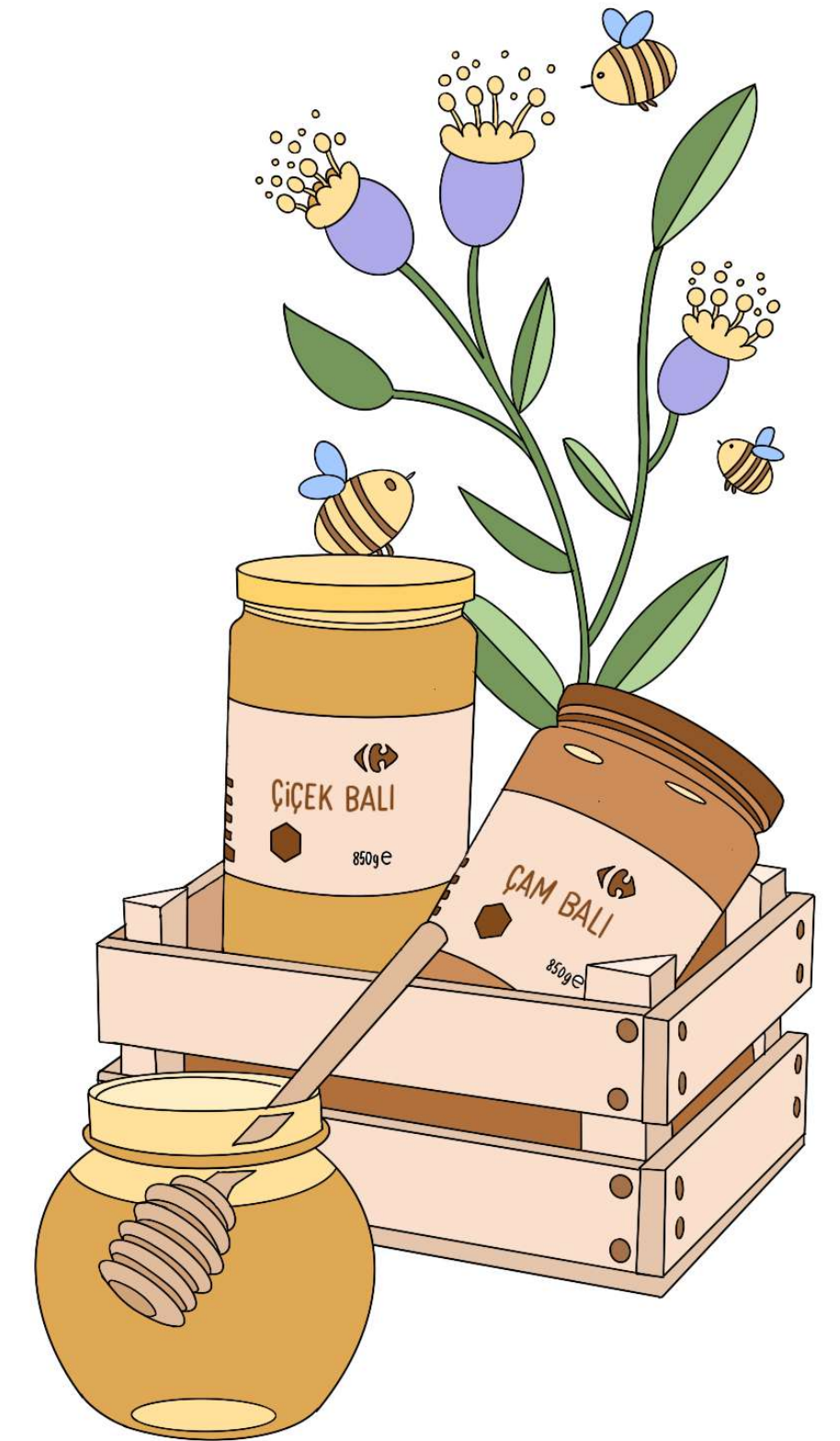
To offer delicious food to our customers, we use organically produced and organic certified ingredients in making organic bread with traditional methods. Organic bread made from organic sourdough has a unique flavor and preserves its freshness for a long time. We make our organic sourdough yeast from organic Carrefour brand raisins and organic honey and use Carrefour Discount brand natural spring water in production. This practice allows us to use ingredients controlled with frequent analyses and audits throughout the year to make our Carrefour-brand products and to standardize quality.



The Right Honey

Food sustainability depends largely on the ecosystem activities that bees carry out through pollination. Much more than just making honey, bees are vital for the continuity of the entire ecosystem, maintaining biodiversity and ensuring food security.

Since 2017, CarrefourSA has adopted a dedicated approach to honey and bee-keeping. In this context, we delivered training to beekeepers, especially those located in Ardahan, Kars and Adana regions that account for a significant part of honey production in Türkiye. The training programs focus on various topics, including how to produce honey the right way and what to do for bee nutrition and health. We partner with our suppliers to ensure product safety, hygienic production and quality, and support responsible production through special quality protocols.



Customer Experience

Customer Experience Approach and Measurement

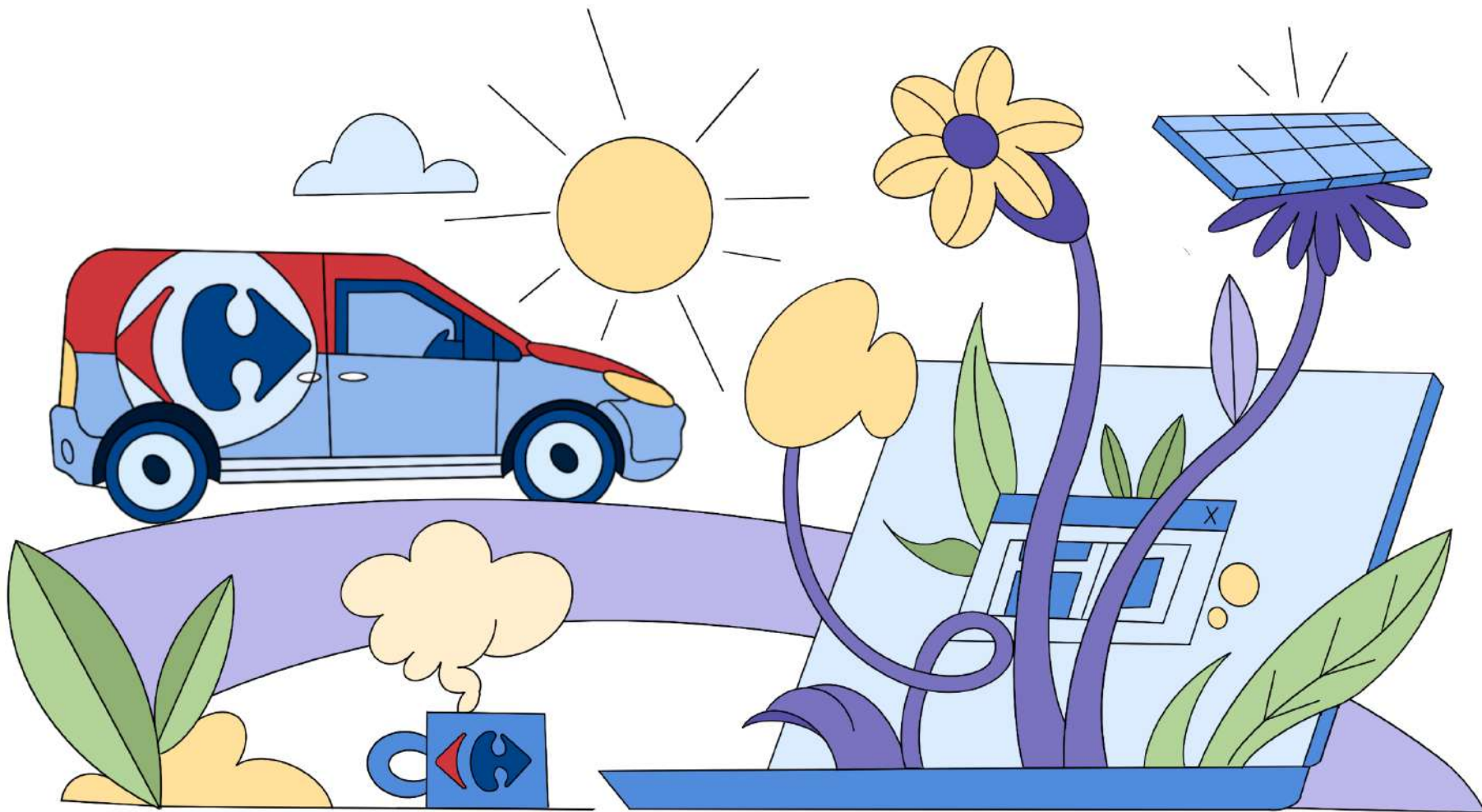
In order to create the ultimate CarrefourSA experience, we shape all customer processes around the motto “Be available where the customer wants to communicate.” This approach emphasizes the importance of adapting to evolving customer expectations and behaviors, constantly improving product and service quality and driving digitalization, while always focusing on sustainability.

This vision inspired us to create **ProAct Insight CX Tracking System** as an innovative application, designed to elevate customer experience with a proactive approach and consisting of a set of tools and modules, which are briefly explained below:

- We ensure a seamless customer interaction by identifying critical touchpoints.
- Using data analytics and predictive modeling techniques, we identify customers who are likely to churn.
- Taking proactive steps to retain customers, we significantly reduce customer churn and promote long-term customer loyalty.

- We predict the resolution time of any issue that may arise and inform our customers.
- By closely tracking social media platforms, we monitor trends in customer sentiment.

Customer Experience Indicators	2022	2023	2024
E-commerce Assistance Request Rate (%)	3.8	4.2	5.10
First Contact Resolution (FCR) Rate (%)	73	85	85
Şikayetvar First Contact Duration (minutes)	00:03:03	00:01:23	00:01:24
Customer Experience Index	79	89	85



CarrefourSA Loyalty Program

As of year-end 2024, the number of active customers registered in the CarrefourSA loyalty program increased by 1.3 million year on year and reached 12 million. Every month, an average of 2.5 million loyalty customers visit our markets, including 7% online. Throughout the year, the customers benefit from special offers created with advanced statistical models, as well as promotions such as point campaigns and discounts.

Product Availability

In food retailing, product availability is a core aspect of ensuring customer satisfaction. At CarrefourSA, we engage in various activities to make sure that our customers can always find the products they seek on the shelves and we carefully plan our inventory to ensure uninterrupted product availability while continuously enhancing our operations in light of demand volatility. In doing so, we not only manage stock levels effectively but also balance critical sustainability factors like expiration dates and inventory costs.

Product Shelf Availability	2022	2023	2024
%	94	94	93.8

Sensory Analyses

We work with trained panelists to perform sensory analyses on our private label products to offer products in a quality that meets our standards and aligns with the taste of our customers. We partner with third-party experts and institutions to perform our sensory analyses independently and objectively.

Before our food products are placed on the shelves, they are subjected to sensory analyses by a team of expert panelists who have passed taste threshold tests. On the other hand, our cleaning and cosmetic products first undergo efficacy tests in specialized laboratories and then sensory analyses and/or performance analyses. Sensory analyses are repeated on our private label products, which are only placed on the shelves after passing all the tests. Sensory analyses are repeated routinely, ensuring the continuity of products that meet our customers’ tastes.

Sensory Analyses – Actual	2022	2023	2024
Number	228	271	250

Accurate Product Information and Labeling ⁴¹⁷⁻¹

Turkish Food Codex Regulation on Food Labeling and Informing the Consumer specifies the legally required information on the labels of food products.

This information includes product name, ingredients or contents, allergens, name and address of the manufacturer, origin of the product, net quantity, best-before or use-by dates, batch number, specific storage conditions, business registration/approval number, consumption/use instructions, energy and nutritional values. Such details enable consumers to make informed decisions and consume the products safely. At CarrefourSA, we control the products for compliance with this regulation, ensuring that the consumers are provided with accurate and reliable information.

To provide the most accurate and complete information to our customers, we prepare the labels of our private label products with great care. The process starts with our team of experts working diligently to ensure that product information complies with applicable reg-

ulations and is up to date. The energy and nutritional values declared on the labels of our private label products are based on accredited analysis reports. Nutritional values of ingredients such as fat, saturated fat, carbohydrates, sugar, protein, salt and fiber are stated clearly on the labels. If our products contain a significant amount of vitamins or minerals, such information is included on the label as well. We also provide guidance for healthy nutrition by clearly stating the amount of energy and nutrients in each serving and the daily recommended quantity on the label to inform the consumer. This approach demonstrates our commitment to supporting our consumers in making healthy choices.

Our private label cosmetics and detergents feature key information along with detailed instructions, warnings and storage conditions to ensure that our products are used safely and effectively. With this approach, we aim to provide accurate guidance for our customers about our products, their use and safety. Our labeling process reflects our approach to prioritizing customer satisfaction and safety.

We monitor the contents of every product on our shelves closely to inform our customers accurately. In addition to making sure that the label of every product we sell complies with the legislation, we also check the labels at multiple points. This practice allows us to ensure that the products of different brands we sell in our stores meet our legal and regulatory obligations.

Our e-commerce platforms feature a ‘product information’ button, which the customers may use to view the labels of the products transparently. This application allows the customers to access all available information about the product before purchasing it.

At CarrefourSA, we use social media platforms as an effective communication tool to provide our customers with accurate and reliable information on product quality, product preservation and product safety features. Our goal is to earn the trust of our customers by emphasizing the quality and safety of the products we offer on these platforms.



To provide the most accurate and complete information to our customers, *we prepare the labels* of our private label products *with great care.*

Contept for Elevating Customer Experience

In 2024, we expanded our transformation journey with innovative and effective steps. Operating with 1,225 stores in 70 provinces and our e-commerce platform, we reached 300 million visitors in total.

Lezzet Arası brand continued in 2024. Since embarking on this journey in 2017 to offer our customers a unique restaurant experience at supermarket prices, we grew to 13 Lezzet Arası restaurants in five cities. The **Lezzet Arası Mutfak** concept, currently available in three locations, involves food delivery for our brands offering various types of food.



In 2024, we added **Lezzet Arası Catering** to our food and beverage investments and started catering for various events with a wide range of menus carefully curated by Lezzet Arası chefs.

We introduced our new service, Lezzet Arası Catering, by sponsoring the 36th Kristal Elma Awards as the flavor sponsor.



On the hand, our investments in the HoReCa industry with the **CarrefourSA Professional** brand are delivering returns. Operating out of our distribution center in Antalya and the HoReCa store in Bodrum, we offer food and non-food solutions to professionals.

Further information on all investments is provided in the CarrefourSA Annual Report (pp.35-42).

As we continue to strengthen our position in the sector, we also develop alternative sales channels to quickly adapt to the evolving shopping habits. Bonheur Coffee & Bakery, a subsidiary of CarrefourSA, is designed as a reflection of this perspective to offer a modern coffee experience with quality coffee and rich flavors. Appealing to all tastes with a rich product offering, the first shop opened in September 2024 within the CarrefourSA superstore in Çayyolu, Ankara.



Digitalization

Digitalization Approach ³⁻³

Through CarrefourSA's digitalization approach, we aim to transform the way we operate completely for improved effectiveness, efficiency, speed, affordability and most importantly, customer-focus instead of simply developing the existing process with the same methods. This approach also allows us to achieve significant gains in terms of product traceability, supply chain management, and reducing loss and waste.

By investing in digitalization, we elevate the customer experience across all touchpoints and improve the employees' productivity through streamlined processes. We interpret and integrate available data into our decision-making processes and support both operational excellence and sustainable growth by ensuring that all business processes are traceable, measurable and can be reported.

We believe that data security is key for building a trust relationship with our customers. Therefore, we prioritize the protection of consumer data by always maintaining up-to-date digital system infrastructures.

We periodically report our digitalization performance to Sabancı Group in line with its material sustainability topics, contributing to a sustainable future driven by technology.

Digital Activities

E-Commerce

Thanks to rich product variety, rapidly increasing operation locations and alternative sales channels, we have been a key player in e-commerce, growing rapidly in 2024.

We aim to streamline the entire online customer journey from order to delivery by focusing on quality. As of year-end 2024, we provide this [carrefoursa.com](https://www.carrefoursa.com) service out of 94 stores in 24 provinces, catering to customers with 194 delivery vehicles. Furthermore, we offer other delivery options such as store pick-up in three locations, 96 Yemeksepeti service locations and 193 operation points in 35 cities to bring the right products and services to our customers. Some of the enhancements in 2024 include:

- **Partnership with Yemeksepeti Alternative Sales Channel:** The marketplace system of Yemeksepeti was integrated to add a fast delivery option for grocery orders, using Yemeksepeti’s motorcycle delivery drivers.
- **Partnership with Trendyol Alternative Sales Channel:** The marketplace system of Trendyol was integrated for home delivery by CarrefourSA vehicles. Additionally, addition, orders are sent to all of Türkiye via CarrefourSA Extra orders are now delivered across Türkiye.
- **Partnership with Hepsiburada Alternative Sales Channel:** The marketplace system of Hepsiburada was integrated to deliver CarrefourSA Extra orders to all corners across Türkiye.
- **Partnership with Craftgate:** The online payment platform Craftgate was integrated into CarrefourSA’s payment processes. This integration allows customers to check out securely and ensures that payment processes are completed quickly and seamlessly.

Through all these efforts, we remain committed to maintain our growth trajectory.



E-Commerce	2022	2023	2024
Number of Stores	58	75	94
Number of Orders (million)	3.4	3.8	4.0

C-Mobile

C-Mobile is a mobile application available to all CarrefourSA employees. It features content such as human resources applications, store applications, reporting, newsletter and ticket creation and approval processes. With digitalization leading to rapid transformation in the current landscape, the app was born to respond to the fast life cycle of the retail industry and to improve internal communication.

- **C-Performance** We launched C-Performance as a feedback system via a mobile application to support the individual development of our employees and monitor their career journeys.
- **Emergency Button:** The Emergency Module, integrated into the latest version of C-Mobile, was designed for the employees using the app to inform their close contacts and superiors via texts and notifications in case of disasters and adverse conditions. The application also features an information documentation system about frequently occurring natural disasters in our country.

Digital Projects

- **AI-Driven Digital Transformation:** We launched an AI-driven digital transformation project to shape the future of the company and increase its competitiveness. We established a Digital Transformation Office to improve business processes by following technological innovations, enhance the digital competencies of employees and provide better service to customers. After determining 71 transformation activities and 64 projects, we started working on these initiatives.
- **Payfour Wallet:** We developed our own digital wallet application, which also features a loyalty program function, to offer our customers financial advantages and ease of payment with alternative digital payment methods, pre-set limits and shopping credit options. We also invest in financial technologies as a necessity of our age.
- **Store Portal:** We developed a portal for stores to perform self-service tasks without submitting tickets to the operations teams. This portal now enables all store announcements to be managed on a single platform. Furthermore, enhancements have been introduced to create all reports on the portal.
- **Corporate Customer:** A self-service portal application was launched for customers using corporate cards to top up, track and report their balances. The corporate customer portal provides convenience to customers and ensures card security.
- **Tally Robot:** Tally robots are used in CarrefourSA stores to enhance customer experience. These robots browse the aisles in the stores and take photos of products, shelves and labels. These images are examined instantly using image processing technology and transmitted to store staff as a task to immediately replace missing products on the shelves and update the incorrectly priced labels.
- **Franchise Management Platform:** This platform (bayilikyonetim.carrefoursa.com) was launched to manage franchise applications through a single channel. Managing applications submitted to My Business Partner portal, over the phone or via social media on a single screen, calling the applicant, sending a text message if not reached, facilitating the Channel Development team's communication with dealers via mobile and web applications and reporting from a single platform resulted in a more effective process management.

Robotic Process Optimization

Robotic process automation (RPA) is a technology that automates large volumes of highly repetitive, routine and manual tasks by imitating humans. Many departments like human resources, finance and accounting, sales and IT actively use RPA technology 24/7, improving efficiency, minimizing errors and completing tasks faster.

As of 2024, 106 processes and 16,196 tasks per month are performed by robots (RPA). The processes performed by the robots have delivered an efficiency equivalent to an annual workforce of 234 people. Within this scope, we aim to include at least 3 processes under RPA each year.



Privacy and Data Security

418-1, FB-FR-230a.1, FB-FR-230a.2

We try our utmost to ensure the privacy and security of all company data as well as personal data available to us. Beyond all necessary technical measures, ensuring data privacy and security also requires team effort that all employees, consultants, external resources and processes should support.

To ensure data privacy and security, we introduce various technical measures and increase awareness among users against the ever-present and evolving cyberattacks. Considering that we are targeted by more and more attacks every year, implementing the most advanced measures becomes even more important. Our measures include the following:

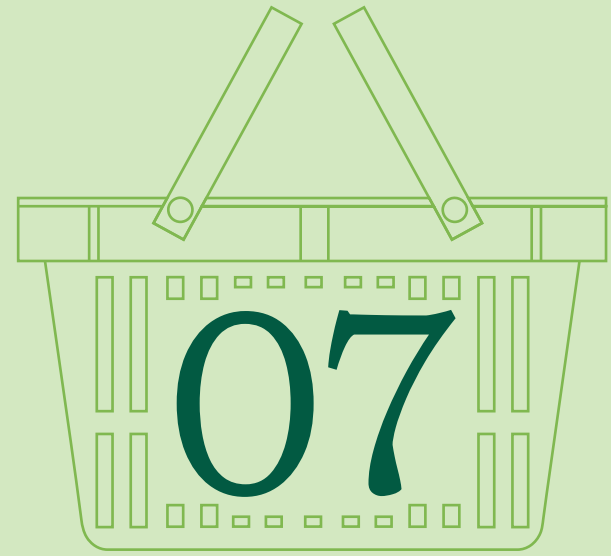
- A double-layered control mechanism is implemented for email security. Phishing attacks and emails with harmful content are blocked and quarantined.
- We send out informative emails and notifications to increase awareness among the users.

- We deploy security applications against potentially harmful software and viruses in user computers and develop projects for instant detection and action.
- We monitor our systems 24/7 for potential anomalies with the help of tracking software.
- We continuously perform compressions and enhancements in user computers while ensuring that their daily work is not interrupted.
- We use web security products and software to prevent users from accessing harmful external and internal sites.
- We perform regular checks to manage user and authorized user accounts and access authorizations.
- We use data leak prevention software against intentional or unintentional data leaks.
- We proactively monitor logs to detect potential cyber security attacks in advance, set alerts based on certain rules and take the necessary actions.

- We collect cyber intelligence data and track domain names, certificates and digital traces.
- We perform regular leak tests and code analyses on our proprietary applications.
- We continuously scan all systems and networks for vulnerabilities.
- We implement improvements by checking our footprint in the external world through continuous scoring and reporting obtained from independent scoring platforms.
- In 2024, we did not encounter any data security breaches.



Participants						
Training	2022		2023		2024	
	Online	Classroom	Online	Classroom	Online	Classroom
Information Security Awareness	2,505	13	2,160	-	9,128	186
Information Security	164	160	83	199	324	122
Orientation	2,585	2,012	1,187	3,715	11,724	3,655



Environmental Responsibility

- Climate Change
- Waste Management

Environmental Responsibility

At CarrefourSA, we view minimizing our environmental impacts and continuously improving our environmental performance in line with the principles of sustainable development and circular economy as a key responsibility.

In addition to fully complying with all environmental regulations, we also aim to set an example for the industry with our practices in this area.

We take measures to minimize waste generation in all our stores and warehouses, embracing the **Zero Waste approach** to continuously improve our recycling/recovery rates. We follow an accurate inventory management principle to minimize food waste, and deliver consumable products to those in need through NGOs, creating social benefit and preventing economic waste.

We evaluate the impact of climate change on our operations and prioritize the efficient use of all natural resources. We conduct efficiency studies to reduce our energy consumption and carbon footprint. We closely follow the latest developments in national and international legislation and evolving consumer trends and play a leading role by implementing best practices within the organization.

We also support environmentally friendly practices in our supply chain and share our sustainable production approach with our business partners to include them in this transformation. Furthermore, we strive to raise environmental awareness in all our employees and customers, aiming to embed it into our corporate culture.

We address issues as part of our environmental responsibility under **Climate Change** and **Waste Management** topics.

Key Performance Indicators		2022	2023	2024	2025	2026	2027
Climate Change	Energy Intensity* (kWh/m²)	385	334.10	334.62	330	327	323
	Emission Reduction as a Result of Projects (tons CO ₂)	15,324	8,561	8,437	8,820	9,260	9,720
	Emission Intensity** (ton CO ₂ /m²)	0.40	0.34	0.60			
	CDP Climate Change Score	A	A-	A	A	A	A
	CDP Forests Score	B,B,B,B	A-,A-,A-,B	A-	A	A	A
	CDP Water Security Score	A	A	A	A	A	A
Waste Management	Ratio of Stores with Basic Zero Waste Certification (%)	79	76	94	> 90	> 90	> 90
	Ratio of Hazardous and Non-hazardous Waste delivered for recycling (%)	> 90	> 90	> 90	> 90	> 90	> 90
	Number of materially significant fines imposed for non-compliance with environmental legislation ***	0	0	0	0	0	0
	Ratio of MAYA and YA Programs' Participants receiving Sustainability Training (%)	0	0	92	100	100	100

(*): Energy consumption per m² of retail space
(**): Emission rate per m² of retail space for Scopes 1 & 2
(***): Less than two thousandth of the highest fine specified in the Environmental Law

Please click to view CarrefourSA 2024 ESG Key Performance and Target Indicators Report.

Climate Change

Climate Change Approach ³⁻³

As a pioneer in the Turkish retail industry, CarrefourSA follows the vision of its main shareholders - H. Ö. Sabancı Holding and Carrefour Group – to take responsibility for tackling climate change. Guided by its motto of the Right Way to Live, CarrefourSA integrates sustainability into all its business processes, taking firm steps to mitigate its environmental impacts.

Detailed information about the results of the double materiality assessment we conducted to better understand the risks and opportunities that climate change may present is provided in our Sustainability Report aligned with TSRS.

Reducing the use of natural resources, improving energy and air conditioning efficiency, lowering refrigerant gas emissions in stores and warehouses and preventing waste generation at source are among our priorities. To reduce our greenhouse gas emissions, we constantly review our operational processes, seize improvement opportunities and implement practices to mitigate our environmental impacts.

Within the framework of CarrefourSA's **Right Way to Live** umbrella strategy, we assume responsibility for tackling climate change, not only in our own operations but also across a broader area of impact spanning our supply chain to our customers, working collaboratively to find sustainable solutions. Accordingly we expand the scope of our purchasing policy to reduce our emissions and implement optimization projects to enhance logistical efficiency.

▶ [Please click for more information on CarrefourSA Climate Change Policy.](#)



Net Zero Target

Sabancı Holding, our parent company, has announced its “2050 Net Zero” ambition for neutralizing its greenhouse gas emissions. In line with this goal, we remain committed to reducing our carbon footprint. We have regularly monitored our greenhouse gas emissions since 2017, taking continuous improvement actions to reduce our environmental impacts. As part of these efforts, we conducted a double materiality assessment to better understand the current and potential impacts of climate change on our company. With the Sustainability Committee monitoring our emission reduction efforts, we aim to reduce our greenhouse gas emissions per unit sales area by 5% each year as a primary target.

Energy Use

Energy Management Approach

As part of energy management at CarrefourSA, we aim to reduce our environmental impact and prioritize the environment as we offer innovative products and services. Therefore, we run various projects to reduce our environmental impact and steadily improve our energy performance and efficiency.

Cooling and HVAC systems are critical to ensuring the quality and safety of fresh food products and also responsible for a significant portion of our energy consumption. Rising temperatures due to climate change put these systems under more stress, increasing energy consumption, operating costs and environmental impacts. Therefore, improving energy efficiency represents an important step in terms of reducing food waste and decreasing our carbon footprint.

▶ [Please click for more information of CarrefourSA Energy Policy.](#)

Energy Consumption 302-1, 302-2, 302-3, FB-FR-130a.1

Electricity use constitutes a significant portion of our energy consumption is. The major contributors to this consumption are the HVAC and lighting systems in our stores.

Other fuels we consume are detailed under the ▶ [Greenhouse Gas Emissions](#) section.



Energy Consumption (MWh)	2022	2023	2024
Fuel from Different Sources (Direct Energy Consumption)	16,448	20,720	24,109
Electricity Consumption (Indirect Energy Consumption)	189,772	176,666	187,589
Total Energy Consumption	206,220	197,386	211,698

NOTE: In 2024, we obtained YEK-G certification for all the electricity used in all our stores, warehouses and head office building. Franchisee stores' figures have not been included in the total electricity consumption amounts.

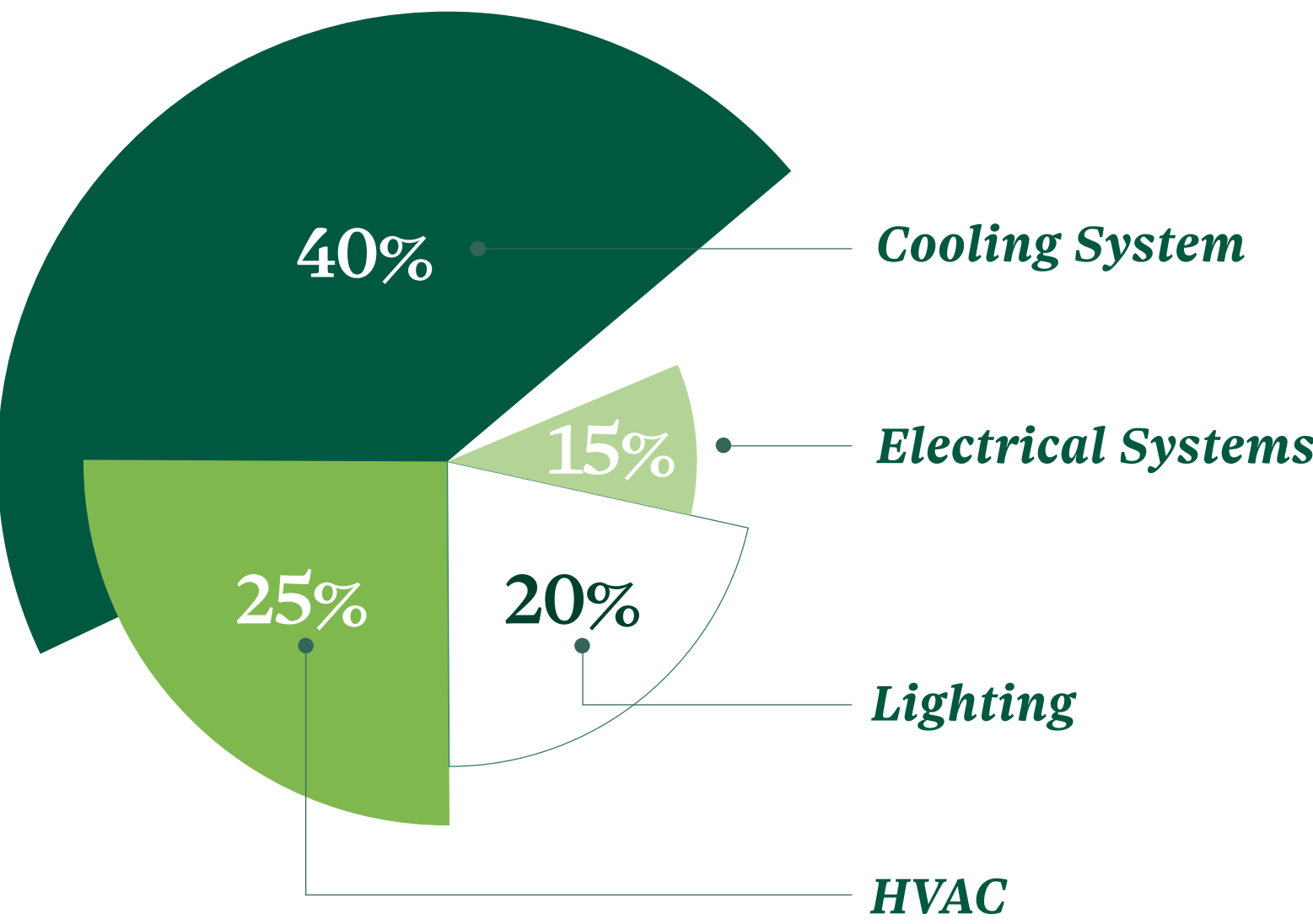
Energy Intensity	2022	2023	2024
Energy Consumption (kWh/m²)	385	334.10	334.62

(*): Energy consumption per m² of retail space

Energy Efficiency Activities ³⁰²⁻⁴

CarrefourSA monitors major energy users in four key categories: cooling systems, HVAC systems, lighting systems and electrical systems. Even though the major energy users may vary in figures due to respective store formats, they perform at similar levels proportionally.

Distribution of Store Energy Consumption



Energy management involves determining the reference energy levels and energy performance indicators for each store. Furthermore, we perform analyses and forecast consumption specifically for each store, based on the International Measurement and Verification Protocol (IPMVP). We set our energy saving targets based on in-depth studies and implement efficiency improvement projects. Additionally, we declare our savings forecast in our stores by adjusting the values per square meter of sales space.

Store Format	kWh/m²
Super	297
Mini	430
Gourmet	487
Hyper	327

As the digitalization in energy project for the stores, launched in 2022, **continued, so did the EIP (Efficiency Improvement Project) investments, enabling us to maintain savings and improve efficiency.**

Some of these projects include:

- Capacity optimization in industrial cooling devices and inverter conversion.
- Replacement and optimization of old air conditioners with inverter types.
- Reducing air conditioning demand by applying black folio to façades exposed to strong sunlight.
- Preventing losses and leaks by repairing and maintaining cabinets with missing/damaged doors.
- Using solar power or heat pumps for hot water needs.



The projects* implemented in 2024 delivered **8.000 MWh** in energy savings.

As we worked to optimize our energy consumption, we also aimed to expand the use of solar energy as an electrical energy source. Accordingly, we initiated processes to install Rooftop Solar Power Plants at the stores with suitable structures. Meanwhile, our feasibility studies are ongoing for the installation of Land-type Solar Power Plants.

**"Total amount of energy saving between 2019 and 2024."*

At CarrefourSA, our goal is to

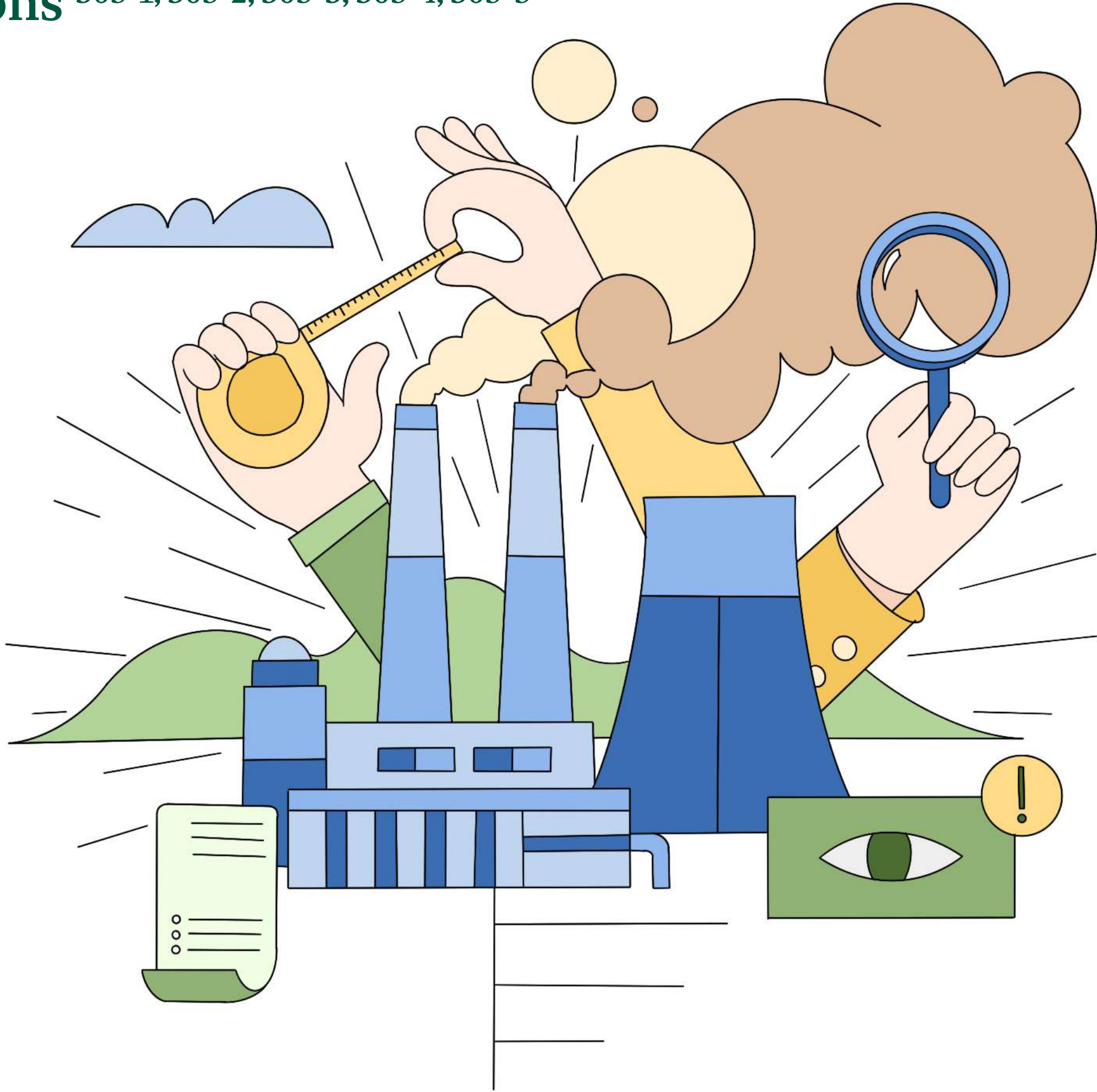


meet a quarter of our total electrical energy consumption from renewable energy sources in 2026.

Greenhouse Gas Emissions 305-1, 305-2, 305-3, 305-4, 305-5

In line with the 2050 Net-Zero Commitment of Sabancı Holding, our parent company, we continue to make strides in our emission reduction endeavors. Accordingly, we calculate our annual Scope 1-2-3 emissions based on the Greenhouse Gas Protocol (GHG Protocol) and implement reduction strategies across our value chain. Since 2022, our emission data is verified by independent audit firms, which provide “Limited Assurance.”

As part of our Right Way to Live approach, we prioritize clean energy transformation as a contributor to transitioning to a low-carbon economy. **In 2024, we marked an important step by obtaining the Renewable Energy Guarantees of Origin System (YEK-G) certificate for all electricity used in all our stores, warehouses and head office.** This enabled us to balance our Scope 2 emissions and to reduce our carbon footprint resulting from our indirect activities by 40.5%.



Electric Vehicle Charging Stations

By taking strategic steps to increase the use of renewable energy sources, we have also supported environmentally friendly transportation with the charging units we have installed for electric vehicles. This approach also contributes to our carbon footprint reduction goals. As of 2024, there are a total of 60 charging points at 46 stores.



Solar Power Plant Investments

As of 2024, we have implemented a store model that generates its own energy through the rooftop Solar Power Plant (SPP) installed in cooperation with İklimsa. The SPP with an installed capacity of 620 kWp commissioned at the İstinye hyperstore meets 45% of the store’s annual energy needs. With this system, we also aim to prevent 374.8 tons of carbon emissions.



Emission Reduction Activities (tons CO ₂ e)	2022	2023	2024
Emissions Reduced Through the Route Optimization Project	2,993	3,719	3,571
Emissions Prevented through Energy Efficiency Measures	10,841	4,840	3,846
IFCO Crates Used	-	1,227	1,019
TOTAL	13,834	9,786	8,437

GHG Emissions (ton CO ₂ e)		2022	2023	2024
Scope 1		131,319	114,611	195,544
Scope 2		83,500	77,733	82,915
Scope 3		1,793,490	2,439,462	2,316,433
TOTAL		2,008,309	2,631,806	2,594,892

Scope 1 – Direct Emissions (ton CO ₂ e)			2022	2023	2024
Mobile Combustion Emissions	Company Vehicles	Fuel (Diesel)	1,394	555	644
		Fuel (Gasoline)	70	1,169	1,263
Stationary Combustion	Operational Use	LPG	0.01	7	2.77
		Natural gas	3,028	2,305	2,711
		Propane	39	36	40
		Fuel-Oil	18	20	20
		Generator (Diesel)	402	330	330
		Generator (Gasoline)	0	-	8
Fugitive Emissions	Refrigerant Gases	R22	1,976	933	633
		MO29 / R32	0	54	35
		R410A	2,667	4,549	4,707
		R404A	121,000	103,396	18,375
		R407C	53	474	1,248
	Fire Extinguishers	HFC 227	512	774	500
		CO ₂	1.8	2	0.63
		TOTAL	131,319	114,611	195,544

Scope 2 – Indirect Emissions - Energy Related (ton CO ₂ e)	2022	2023	2024
Electricity Consumption - Location Based	83,500	77,733	82,915
Electricity Consumption - Market Based	83,500	77,733	0
TOTAL	83,500	77,733	82,915

Scope 3 – Other Indirect Emissions (ton CO ₂ e)	2022	2023	2024
Category 1-Purchased Goods and Services	1,198.429	1,755.,695	1,735.88
Category 2-Capital Goods	-	-	3,294
Category 3- Fuel- and Energy-related Activities (not included in Scope 1 or Scope 2)	-	-	30,54
Category 4-Upstream Transportation and Distribution	16,714	17,992	16,516
Category 5-Waste Generated in Operations	74,715	89,182	11,658
Category 6-Business Travel	266	447	800
Category 7-Employee Commuting	371	520	1,481
Category 8-Upstream Leased Assets	-	-	-
Category 9-Downstream Transportation and Distribution	1,085	1,023	2,095
Category 10-Processing of Sold Products	-	-	-
Category 11-Use of Sold Products	498,594	566,909	498,627
Category 12-End-of-life Treatment of Sold Products	-	-	788
Category 13-Downstream Leased Assets	-	-	-
Category 14-Franchises	3,316	7,694	14,743
Category 15-Investments	-	-	-
TOTAL	1,793,490	2,439,462	2,316,433

Emission Intensity	2022	2023	2024
Scope 1 & 2 Emission (ton CO ₂ /m²)	0.40	0.34	0.60

NOTE: Emissions from Franchises for 2022 and 2023 have been updated in accordance with the carbon footprint calculation method based on store format.

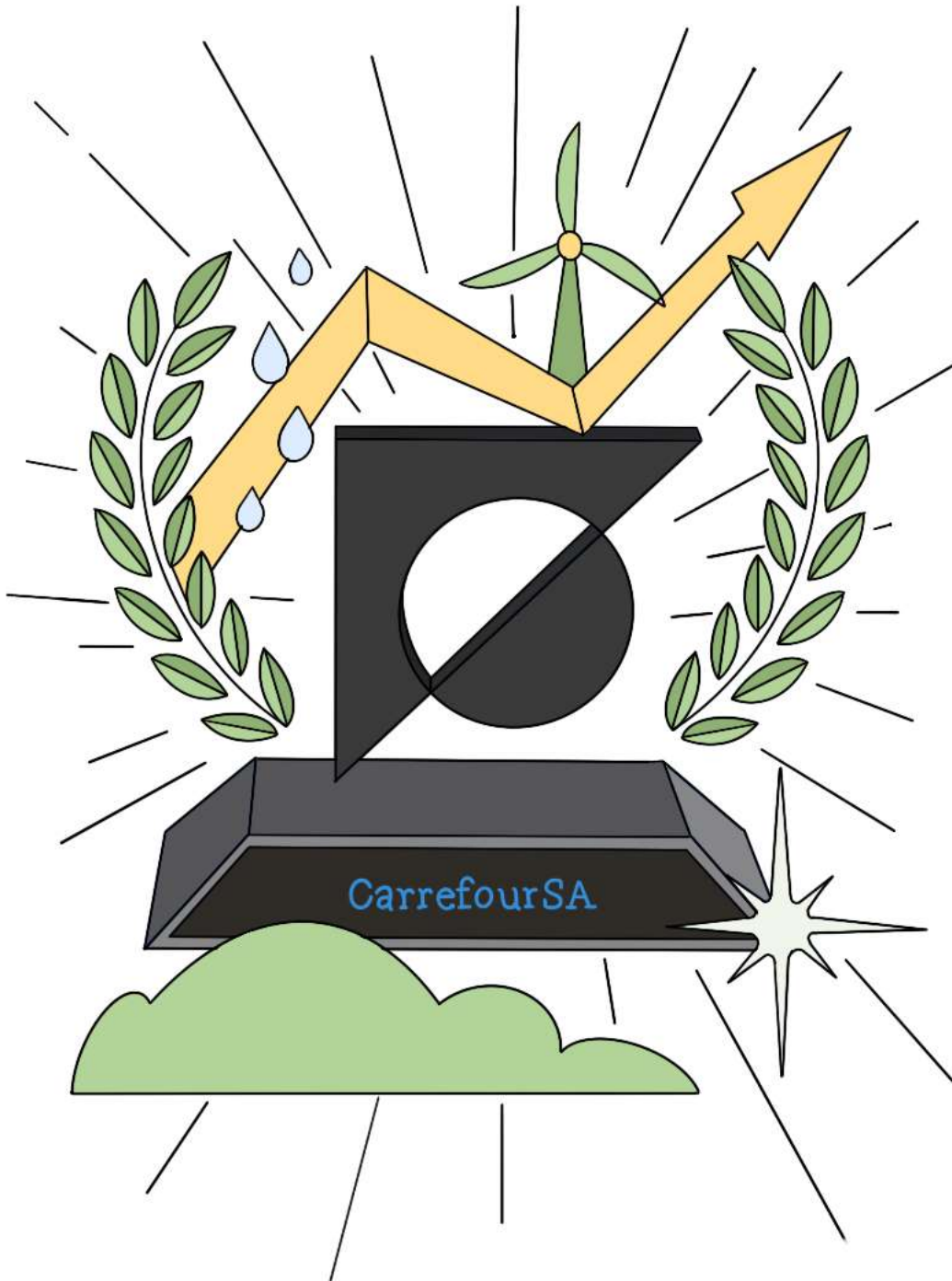
CDP Reporting (Sustainability Team)

Based on 2024 CDP Scores, we are entitled to A List consisting of leading companies in Climate Change and Water Security Programs

In order to assess our environmental performance in international standards and to disclose our results transparently to our stakeholders, we have been voluntarily submitting climate change and water security reports to the CDP platform since 2020 and forests reports since 2022 under.

By actively participating in CDP processes, we are able to monitor, manage and evaluate our risks and opportunities on critical environmental issues such as climate change, water security and forests on a global scale.

[Click to view analyze the Carbon Disclosure Project reports of CarrefourSA in detail.](#)



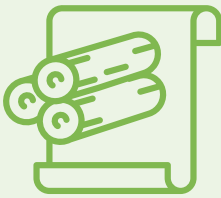
Climate Change Program

In 2024, we proudly attained an A score in our **Climate Change reporting, marking a major milestone in our sustainability journey.** This achievement reflects our ongoing commitment to transparency, innovation, and leadership in environmental performance. Being recognized among the top companies globally underscores the effectiveness of our climate strategies and reinforces our dedication to driving positive change.



Water Security Program

We achieved an A score in the **Water Security module for the third time, reaffirming our position as a leader on the Global A List.** Since our initial Water Security reporting to CDP in 2020, we have consistently upheld our high standards and commitment to sustainable water management.



Forest Program

We have been reporting to the CDP Forests program since 2022. Due to changes in the scoring methodology starting from the 2024 reporting period, our performance—previously assessed under four separate categories (palm oil, timber, soy, and cattle products)—was evaluated under a single topic this year and received an A- score.

We take a holistic approach to combating climate change, including efforts to prevent deforestation. In anticipation of forthcoming regulations, we are focused on strengthening our sustainable supply chain and minimizing our environmental impact. As one of the few food retailers reporting under this module, **achieving an A- score at the leadership level reflects our strong commitment to responsible sourcing and forest protection.**

Year	CDP Climate Change	CDP Forest	CDP Water Security
2022	A-	B, B, B, B	A
2023	A-	A-, A-, A-, B	A
2024	A	A-	A

Water Consumption ^{303-1, 303-4, 303-5}

Climate change is increasingly putting pressure on water resources and threatening accessibility to quality water. In particular, extreme incidents such as droughts, intense rainfall and water scarcity impose a serious water risk and represent a major sustainability issue for both operations and supply chains. Therefore, effective water management forma a cornerstone of our company’s strategy to combat climate change.

In food retailing, water is a critical resource for our direct operations and supply chain. Water consumption creates a significant environmental impact across all our operations from production to stores. In our stores, water is primarily used for operational processes such as hygiene and cleaning, presenting products to the customer and meeting employee and customer needs. Additionally, water is actively used in the production of our private label products like bakery and in ice making. The wastewater generated in these processes is discharged directly into the sewage system in accordance with relevant regulations. Therefore, **sustainable use of water is of utmost importance in terms of our environmental responsibility and business continuity.**

We address water-related issues during audits at our private label product suppliers to foster improvements and increase awareness.

We develop policies to reduce the water footprint of our operations and ensure that water resources are used effectively and effectively. Our overarching goal regarding water consumption is to ensure that our water use does not increase, while following our hygiene principles. The technical efforts to reduce water consumption involve simplifying the functions, especially in new stores. As an additional measure to limit consumption, we do not design projects that would require extra watering of the natural landscaping. We also do not install systems that would use water for purposes other than business, employee and customer needs.

Our target for 2025 is conducting water access and water quality risk analyses, particularly at our facilities located in areas with high water stress or risk, to support the conservation of local ecosystems and to minimize operational risks.

Water Use (m ³) ³⁰³⁻³	2022	2023	2024
Water Withdrawal – Municipal Water	383,000	371,096	378,477
Water Consumption – Carboys	2,490	1,312	1,423
TOTAL	385,490	372,409	377,054

Note: Consumption values include the head office, stores (excluding franchisees) and warehouses.

Discharging Wastewater

CarrefourSA discharges the water used in its operations into the sewage systems of the municipalities where its branches and warehouses are located. Before discharge, measurements are performed to confirm that the pollutant parameters specified by the regulations remain below the limit values. Since wastewater treatment is carried out at municipal wastewater treatment plants, CarrefourSA does not engage in any treatment activities. However, waste oil and sand traps are placed at all discharge points.



Environmental Awereness Activities

Store Announcements

To mark June 5 World Environment Day, we called for action to raise environmental awareness and to take steps for a more sustainable future. We made a collective commitment to protect our environment, emphasizing the importance of recycling our waste and using energy and water efficiently. We also encouraged our customers to shop with reusable bags to reduce plastic use.

Creative Children’s Festival

CarrefourSA hosted a workshop titled “The Right Way is Urban Farming” during the Creative Children’s Festival. In the workshop, over one thousand children learned about the sustainability of urban farming and discovered the cycle of nature from seed to vegetable.



Sustainability Training

In November 2024, we launched Sustainability Trainings for our management trainees under our career development program MAYA. Through these trainings, we communicate the milestones of how the sustainability concept evolved and basic concepts like carbon footprint. We also explain why sustainability is among our material topics and how this perspective guides the way we operate.

We also share CarrefourSA's activities in this field and draw attention to areas where we need to collaborate more with our store teams.

Currently, we are developing a training series titled “Sustainability Development Journey” for all our white-collar employees under the CarrefourSA Academy. Through this training, we aim to raise sustainability awareness and to further reinforce this approach across the organization.

Green Dot Gift Card Event to Increase Consumer Awareness

We partnered with ÇEVKO Foundation and launched “Green Dot Gift Card” to encourage environmentally friendly consumption habits across wider audiences. Aiming to promote products featuring the Green Dot logo and raising awareness about recycling among consumers, we presented a CarrefourSA 50 TL gift cards to 1,000 consumers who had at least 5 Green Dot products in their shopping carts and paid at least TL 500.

We also advised visitors about recycling and the Green Dot system through ÇEVKO Foundation's Green Dot mascot and booths. With this campaign, we aimed to encourage sustainable shopping habits and draw attention to the importance of individual contributions to circular economy.

Waste Management

Waste Management Approach ³⁻³

Our operations generate various types of waste in varying quantities across the many stages of our supply chain, from stores to logistics centers. Therefore, waste management is strategically important in terms of operational efficiency and achieving our sustainability goals. Considering the growing environmental pressures, laws and regulations and consumer demand for recyclable or reusable packaging, effective management of waste has become more critical than ever. **Through waste management, we primarily aim to minimize waste across CarrefourSA's operations and to mitigate our negative impact on the environment.**

Taking actions to minimize waste generation every stage of our operations and continuously improving our recycling/recovery rates by adopting the Zero Waste approach are among our key goals.

We adopt a top-to-bottom approach with the ‘Waste Management Pyramid’ to manage the entire process. The first stage is about preventing waste generation, implementing preventive actions and making adjustments. If this cannot be achieved, we work to minimize the generated waste. For this purpose, we use various methods from changing

consumption habits to reducing the materials used in production and redesigning the relevant processes. Next, we take systematic and measurable steps for reuse or recycling, and if recovery is not an option, we try to dispose of waste without harming the environment.

Beyond operations, waste is generated in numerous points across the supply chain in food retailing. Therefore, we collaborate with our suppliers to promote production and packaging methods that result in less waste and we aim to spread the same sensitivity throughout our entire value chain. In all our stores and warehouses, we sort recyclable waste. **We also fully comply with the environmental and waste management legislation, while continuously working to improve our environmental performance with the help of volunteer activities.**

Materials Used in Production and Packaging

301-1, FB-FR-430a.4

As a food retailer, we use various materials for products and packaging, including mostly product packages, packaging materials for shipping and consumable materials in the offices and stores. Due to the nature of certain products or for hygiene purposes, package fillers, adhesive labels, Styrofoam trays, disposable cups and plastic shopping bags sold at the cash registers are among the single-use materials. The consumption quantities of these single-use materials are shown in the table below.



Single-use Materials (Packaging) – tons	2022	2023	2024
Metal	3.9	1.2	1.0
Paper	394	2.5	3.3
Composite	248	784.3	712.7
Plastics	812.6	2,148.2	291.7
TOTAL	1,458.5	2,936.2	1,008.7

Not: Recyclable materials include materials such as packaging of private label products (boxes, cling film, glass, PVC, aluminum lids, etc.).

Zero Waste Approach

After establishing a waste management system and placing waste collection bins, informative posters, etc. as part of the Zero Waste initiative, we applied for “Zero Waste Certification – Basic Level” for all stores. As of year-end **2024, 95% of our stores have received their zero waste certificates.**

All our employees are also required to take the annual “Zero Waste” training and “Zero Waste and Waste Management” training.

Recyclable Materials – tons	2022	2023	2024
Metal	124.0	142.3	120.0
Composite	247.3	326.6	188.4
Glass	528.0	666.6	1,036.9
Paper	9,767.5	1,374	1,405.0
TOTAL	2,261.5	1,803	1,712.7

Waste and Disposal Methods

306-1, 306-2, 306-3, 306-4, 306-5

A significant part of our waste consists of packaging materials, food and domestic/office waste. Food waste is a material topic for us and our industry and represents an important economic value for all players in our value chain. Therefore, we have disclosed our related performance under the [Food Waste](#) Section of this report. The hazardous waste (such as cleaning chemicals, etc.) is sorted at the source and delivered to licensed companies for disposal/recycling. Other [Waste Materials with Economic Value](#) are detailed in the section with the same title. The domestic waste that we are unable to sort is collected directly by the relevant municipalities.

Category	Type of Waste	Quantity (tons) – 2022	Quantity (tons) – 2023	Quantity (tons) – 2024	Disposal Method
Recyclable Waste (*)	Mixed Packaging Waste	6,681	290	3,266.5	Licensed Recycling Firms
	Paper-Cardboard	647	1,089.3	100.3	
	Plastics	15	361.5	64.8	
	Glass**	0.22	0.3	0.35	
	Batteries	0.44	0.25	0,15	
Food Waste		15,062	15,396	18,546	Municipalities/ Private Businesses
Waste with Potential Negative Environmental Impact	Waste Plant Oils	13	10	8.4	Licensed Recycling Firms
Waste with Economic Value	Wooden Pallets and Crates	13	13	13	
	Electronic Waste	2,494	2,262	1,041	
	Waste Equipment	Listed for sale.			

(*): All data refers only the amount of waste generated as a result of CarrefourSA's own operations and does not include franchise operations. In 2024, a reverse logistics process has been initiated and traceability has been improved, resulting in differences compared to previous years.

(**): Only the amount of waste generated at CarrefourSA Head Office.

Recyclable Waste

Packaging materials such as carton, cardboard boxes and cling film, etc. are among f the most common types of waste used and generated in logistics operations. We sort these wastes separately as paper – cardboard and plastic in the stores and warehouses, while all recyclable waste in our offices is collected and placed in recycling areas. We ensure that all of the recyclable waste is collected by authorized licensed companies.

We launched a project to improve the effectiveness of waste management by establishing systems in our own logistics warehouses. Through this project, we aimed to prevent losses that result due to working with local organizations in each region. This project also enabled us to collect and dispose of store-generated waste through local municipalities or licensed recycling companies, completely eliminating the need for additional transportation.

In 2024, we developed reverse logistics processes and ensured that packaging waste was collected more effectively on site. Moreover, we optimized the collection methods of waste data, enhancing their accuracy and integrity. Through this practice, we increase the economic value creation potential of our operations and support waste recycling with the right methods.

At the offices, stores and warehouses, we generate battery waste, which is collected in dedicated bins. In addition to our own discarded batteries, we also collect the waste batteries of our customers in the dedicated battery collection bins in all our stores. This practice enables us to collect waste batteries separately without mixing them with other waste sent to landfills. We deliver the collected waste batteries to TAP (Association of Portable Battery Manufacturers and Importers). We have also launched a joint project with AÇEV (Mother and Child Education Foundation) and TAP to donate books to children in need in exchange for every one ton of waste batteries we collect, turning environmental awareness into social benefit.

[Please click for more information on the project.](#)



Trimming Cash Register Receipts

CarrefourSA generates more than 130 million cash register receipts annually. Since the launch of this project, the cash register receipts have been trimmed by an average of 30% to 40% for each receipt and the merchant copies printed by the POS devices in each credit card transaction have been completely eliminated. As a result:

- We prevented the felling of more trees and created less waste by saving paper.
- We achieved economic savings by reducing the cost of the receipt rolls.
- We reduced unnecessary storage costs.
- We created a simpler and more understandable receipt for our customers.
- We contributed to a faster checkout experience with a shorter receipt.



Waste with Potential Negative Environmental Impact

Disposal of waste vegetable oils improperly leads to serious water and soil pollution, creating lasting risks for the environment. Recognizing this risk, we address waste vegetable oils under the “Waste With Negative Impacts on the Environment” category and implement a dedicated waste management process.

Our hyperstores, gourmet stores and certain other stores have placed containers to collect domestic waste oil and to encourage our customers to participate in this process. Through this practice, we not only create environmental awareness but also prevent oils from going to landfills or polluting water. We also collect oils past their expiration date, in damaged packaging or unusable separately in our warehouses as part of this process.

▶ [Please click for more information on the project.](#)

In 2024, we collected 8.4 tons of waste vegetable oil for conversion into biodiesel.
We donated all the proceeds to Tohum Türkiye Autism Early Diagnosis and Education Foundation to raise awareness about autism.

Carrefour SA

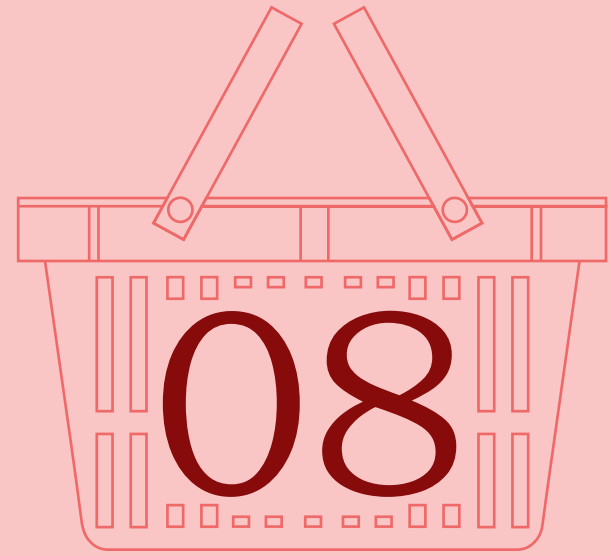
Lavaboya dökmeyin, CarrefourSA'ya getirin!

CarrefourSA olarak su kaynaklarımız başta olmak üzere çevreyi korumak için mağazalarımızda gönüllü olarak müşterilerimizden bitkisel atık yağ toplayarak geri dönüştürüyoruz.

2024 yılında mağazalarımızda müşterilerimizden, yaklaşık 8,5 ton atık yağ toplayarak, denizlerimizin kirlenmesi önledik ve bunun yerine daha temiz karbon salımı olan biodizel dönüşümü sağladık. Atık yağların geri dönüşümünden elde edilen geliri ise Otizm farkındalığını artırmak adına Tohum Otizm Vakfına bağışlıyoruz.

DOĞRUSU
CarrefourSA'da

TOHUM
TÜRKİYE
OTİZM
ERKEN TANILMA VE EĞİTİM
VAKFI



Indexes

- Food Retailers and Distributors SASB Metrics
- GRI Content Index
- Limited Assurance Report

SASB Food Retailers and Distributors Metrics

Our relevant data for 2024 is presented below. Locations include our own stores and warehouses, but exclude franchisee stores. Unless otherwise stated, our product and related revenues are calculated for our private label products.

Topic	Metric	Category	Unit Of Measure	Code	Index
Fleet Fuel Management	Fleet fuel consumed, percentage renewable	Quantitative	Gigajoule (GJ), Percentage (%)	FB-FR-110a.1	0, - (Own fleet not operated.)
Air Emissions from Refrigeration	Gross global Scope 1 emissions from refrigerants	Quantitative	Ton (t) CO ₂ -e	FB-FR-110b.1	189.999
	Percentage of refrigerants consumed with zero ozone-depleting potential	Quantitative	Percentage (%)	FB-FR-110b.2	99,2%
	Average refrigerant emissions rate	Quantitative	Percentage (%)	FB-FR-110b.3	68,2%
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity and (3) percentage renewable	Quantitative	Gigajoule (GJ), Percentage (%)	FB-FR-130a.1	(1) 762.000 GJ (2) 100% (3) 0%
Management of Environmental & Social Impacts in the Supply Chain	Revenue from products third-party certified to environmental or social sustainability sourcing standards	Quantitative	TL	FB-FR-430a.1	1.030.972.713 TL (Revenue derived exclusively from private label sustainable products.)
	Percentage of revenue generated from (1) eggs sourced from cage-free environments and (2) pork produced without the use of gestation crates	Quantitative	Percentage (%)	FB-FR-430a.2	Exclusively From Private Label (1) 35% (2) 0%
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	N/A	FB-FR-430a.3	2024 Sustainability Report, pp. 57-64
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	FB-FR-430a.4	2024 Sustainability Report, pp. 87-90

Topic	Category	Unit Of Measure	Code	Index
(1) Number of retail locations and (2) distribution centers	Quantitative	Number	FB-FR-000.A	(1) 1,225 stores (including franchises) (2) 16 warehouses
(1) Total area of retail space and (2) distribution centers	Quantitative	Square meters (m²)	FB-FR-000.B	(1) 586,000 m² (2) 61,000 m²
Number of vehicles in commercial fleet	Quantitative	Number	FB-FR-000.C	0 (Own fleet not operated.)
Ton-kilometers traveled	Quantitative	Ton-kilometers	FB-FR-000.D	0 (Own fleet not operated.)

GRI Content Index



CarrefourSA’s Sustainability Report for the period from January 1, 2024 to December 31, 2024 was prepared in accordance with the GRI Standards. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. No industry standard was utilized. This service was received for the Turkish version of the report.

GRI Standard	Disclosure		Page/Link/Direct Answer
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021	1) The organization and its reporting practices		
	2-1	Organizational details	8, 100
	2-2	Entities included in the organization's sustainability reporting	8, CarrefourSA's consolidated financial information includes only CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş.
	2-3	Reporting period, frequency and contact point	2, 100
	2-4	Restatements of information	We restated our 2023 financial data in accordance with inflation accounting.
	2-5	External assurance	18, 94
	2) Activities and workers		
	2-6	Activities, value chain and other bussines relationships	8, There were no significant changes in our company's organizational structure, shareholding structure or supply chain during the reporting period.
	2-7	Employees	40, 49
	2-8	Workers who are not employees	27

GRI Standard	Disclosure		Page/Link/Direct Answer	Omissions	
GRI 1: Foundation 2021					
GRI 2: General Disclosures 2021	3) Governance				
	2-9	Governance structure and composition	12, 17, 18 CarrefourSA Annual Report (S.130-147)		
	2-10	Nomination and selection of the highest governance body	CarrefourSA Annual Report (S.140)		
	2-11	Chair of the highest governance body	The Chairman of the Board of Directors doesn't have an executive duty at CarrefourSA. He is also the Group CFO of Sabancı Holding.		
	2-12	Role of the highest governance body in overseeing the management of impacts	12, 17, 18		
	2-13	Delegation of responsibility of managing impacts	17, 18		
	2-14	Role of the highest governance body in sustainability reporting	18, 20, 20		
	2-15	Conflicts of interest	12		
	2-16	Communication of critical concerns	There were no issues defined as critical among the items considered, CarrefourSA Annual Report (page 141)		
	2-17	Collective knowledge of the highest governance body	Relevant information is provided when necessary.		
	2-18	Evaluation of the performance of the highest governance body	12		
	2-19	Remuneration policies	45		
	2-20	Process to determine remuneration	12, 18, 45		
	2-21	Annual total compensation ratio		No declaration is made on this subject due to KVKK.	
	4) Strategy, policies and practices				
	2-22	Statement on sustainable development strategy	5		
	2-23	Policy commitments	34, 36		

GRI Standard	Disclosure		Page/Link/Direct Answer
GRI 2: General Disclosures 2021	4) Strategy, policies and practices		
	2-24	Embedding policy commitments	34, 36
	2-25	Processes to remediate negative impacts	35
	2-26	Mechanism for seeking advice and raising concerns	35
	2-27	Compliance with laws and regulations	As of the end of 2024, there are 640 ongoing lawsuits filed against the Company. There are no lawsuits that may affect CarrefourSA's operations.
	2-28	Membership associations	9, 9
	5) Stakeholder engagement		
	2-29	Approach to stakeholder engagement	20
	2-30	Collective bargaining agreements	36
Material Topics			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	20
	3-2	List of material topics	20
Economic Contribution			
GRI 3: Material Topics 2021	3-3	Management of material topics	26
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	26, 30, 31
	201-2	Financial implications and other risks and opportunities due to climate change	19
	201-4	Financial assistance received from government	27
GRI 202: Market Presence 2016	202-1	Financial implications and other risks and opportunities due to climate change	49
	202-2	Proportion of senior management hired from the local community	100% of the General Manager and Assistant General Managers are citizens of the Republic of Türkiye.

GRI Standard	Disclosure		Page/Link/Direct Answer
Economic Contribution			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	31
	203-2	Significant indirect economic impacts	30
GRI 204: Procurement Practices 2016	204-1	Political contributions	27
GRI 415: Public Policy 2016	415-1	Political contributions	We did not provide any political contributions or donations during the reporting period.
Circular Economy			
GRI 3: Material Topics 2021	3-3	Management of material topics	32
Business Ethics			
GRI 3: Material Topics 2021	3-3	Management of material topics	34
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	35
	205-2	Communication and training about anti-corruption policies and procedures	35, Members of the Board were not provided with Business Ethics Training during the reporting period.
	205-3	Confirmed incidents of corruption and actions taken	There were no cases of corruption during the reporting period.
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There are no legal actions.
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	We do not have any operations or suppliers where the Right to Collective Bargaining is at risk.
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	36, The audits are conducted at Private Label suppliers, determined to have high-risk as a result of the risk assessment.

GRI Standard	Disclosure		Page/Link/Direct Answer
Business Ethics			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	36, The audits are conducted at Private Label suppliers, determined to have high-risk as a result of the risk assessment.
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Security service is carried out by outsourcing. No direct training is provided to the relevant employees
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	During the reporting period, there were no incidents of violation of the rights of indigenous people.
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	During store openings and renovations, we evaluate the social and environmental impacts of the activities undertaken, both at macro and micro levels.
	413-2	Operations with significant actual and potential negative impacts on local communities	Although we do not have any significant negative impacts, certain effects such as material waste, noise, unusual crowding and traffic congestion may occur during construction activities carried out in our stores.
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	36
	414-2	Negative social impacts in the supply chain and actions taken	36, We have not encountered any significant social incidents at the Private Label supply chain.
Employee Satisfaction and Development			
GRI 3: Material Topics 2021	3-3	Management of material topics	39
GRI 201: Economic Performance 2016	201-3	Defined benefit plan obligations and other retirement plans	45

GRI Standard	Disclosure		Page/Link/Direct Answer
Employee Satisfaction and Development			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	41, 42, 49
	401-2	Benefits provided to full-time employees that are not provided to temporary or part- time employees	45
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Notice periods are determined according to seniority. Between 0-6 months: 2 weeks, between 6 months and 1.5 years: 4 weeks, between 1.5 years and 3 years: 6 weeks, over 3 years: 8 weeks.
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	45, 49
	404-2	Programs for upgrading employee skills and transition assistance programs	46, We do not have a program for employment termination assistance.
	404-3	Percentage of employees receiving regular performance and career development reviews	46
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	47
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	47
	403-2	Hazard identification, risk assessment, and incident investigation	48, 48
	403-3	Occupational health services	47
	403-4	Worker participation, consultation, and communication on occupational health and safety	48

GRI Standard	Disclosure		Page/Link/Direct Answer
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	47, General OHS Training is provided to all of our employees and subcontractor employees. While this training is given by CarrefourSA to CarrefourSA employees and subcontractor employees at warehouses, it is provided to subcontractor employees in our stores by the institution they are affiliated with and it is declared in writing to CarrefourSA that this training has been provided.
	403-6	Promotion of worker health	Our employees benefit from the services provided by SSI regarding health problems that are not caused by the work.
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47
	403-8	Workers covered by an occupational health and safety management system	48
	403-9	Work-related injuries	48, Values are calculated only for CarrefourSA employees.
	403-10	Work-related ill health	48, Values are calculated only for CarrefourSA employees.
Diversity, Equity and Inclusion			
GRI 3: Material Topics 2021	3-3	Management of material topics	49
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	41, 42, 49
	401-3	Parental leave	52

GRI Standard	Disclosure		Page/Link/Direct Answer
Diversity, Equity and Inclusion			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	12, 49
	405-2	Ratio of basic salary and remuneration of women to men	49
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	There were no cases of discrimination during the reporting period.
Responsible Supply Chain			
GRI 3: Material Topics 2021	3-3	Management of material topics	56
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	We do not operate in protected or highly biodiverse areas, or in close proximity to them.
	304-2	Significant impacts of activities, products and services on biodiversity	62
	304-3	Habitats protected or restored	There are no habitats protected or reconstructed.
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	There are no species on the IUCN Red List or the National Conservation List affected by our operations.
Customer Satisfaction			
GRI 3: Material Topics 2021	3-3	Management of material topics	64
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	64, 65, 67
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There was no case of Private Label products during the reporting period on the subject. In risky situations, the product is withdrawn directly from the aisle.

GRI Standard	Disclosure		Page/Link/Direct Answer
Customer Satisfaction			
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	72
	417-2	Incidents of non-compliance concerning product and service information and labeling	There were no incidents for Private Label products during the reporting period on the subject. In risky situations, the product is withdrawn directly from the aisle.
	417-3	Incidents of non-compliance concerning marketing communications	In 2024, there were no significant incidents related to marketing communication.
Digitalization			
GRI 3: Material Topics 2021	3-3	Management of material topics	73
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	76
Climate Change			
GRI 3: Material Topics 2021	3-3	Management of material topics	79
GRI 302: Energy 2016	302-1	Energy consumption within the organization	80
	302-2	Energy consumption outside of the organization	80
	302-3	Energy intensity	80
	302-4	Reduction of energy consumption	81
	302-5	Reductions in energy requirements of products and services	We don't not have a study on the energy consumption of the products we sell.
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	85, There is no water source significantly affected due to our operations.
	303-2	Management of water discharge-related impacts	Wastewater is discharged directly into the sewage system.
	303-3	Water withdrawal	85, All of the water we use in our stores and distribution centers stems from local municipalities. Based on the provinces where our stores are located, 90% of the usage is from regions with high water stress.

GRI Standard	Disclosure		Page/Link/Direct Answer
Climate Change			
GRI 303: Water and Effluents 2018	303-4	Water discharge	85
	303-5	Water consumption	85
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	82
	305-2	Energy indirect (Scope 2) GHG emissions	82
	305-3	Other indirect (Scope 3) GHG emissions	82
	305-4	GHG emissions intensity	82
	305-5	Reduction of GHG emissions	82
	305-6	Emissions of ozone-depleting substances (ODS)	We do not produce, import or export ozone depleting gases.
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Since we don't have combustion systems, we don't measure such gases.
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	36
	308-2	Negative environmental impacts in the supply chain and actions taken	There have been no significant environmental impacts in the Private Label supply chain.
Waste Management			
GRI 3: Material Topics 2021	3-3	Management of material topics	86
GRI 301: Materials 2016	301-1	Materials used by weight or volume	87
	301-2	Recycled input materials used	There is no recycled input material.
	301-3	Reclaimed products and their packaging materials	There is no product or packaging reclaimed.
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	87
	306-2	Management of significant waste- related impacts	87
	306-3	Waste generated	87
	306-4	Waste diverted from disposal	87
	306-5	Waste directed to disposal	87, The amount of our household waste is not measured.

Limited Assurance Report

Independent Limited Assurance Report

DRT Bağımsız Denetim ve SMMM A.Ş. (“Deloitte”) independent auditor’s limited assurance report to the Board of Directors of CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. (“Entity”) on the 2024 Sustainability Report for the year ended 31 December 2024.

DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. Maslak No1 Plaza Eski Büyükdere Caddesi Maslak Mahallesi No:1 Maslak, Sarıyer 34485 İstanbul, Türkiye

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Ticari Sicil No: 304099

Scope of Limited Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 (“Standards”) on whether the Selected Sustainability Information listed below (the “Selected Information”) in the Company’s Sustainability Report for the year ended 31 December 2024 (the “2024 Sustainability Report”) has been prepared in accordance with the principles set out in the Reporting Guidance section of the Company’s Annual Report.

Our assurance engagement does not cover information related to previous periods, other information included in the 2024 Sustainability Report, or Sustainability Information or any other information related to the 2024 Sustainability Report (including any images, audio files, or embedded videos).

Selected non-financial performance data for limited assurance

We have been engaged by the Entity to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2024 Sustainability Report for the year ended 31 December 2024. The scope of the indicators subject to limited assurance procedures and found on an of the 2024 Limited Assurance Report for the year ended 31 December 2024 is as follows:

Environmental Indicators

- Energy Consumption
 - ☞ Total energy consumption (MWh)
 - ☞ Renewable Energy Consumption (MWh)
 - ☞ Purchased Heat/Steam/Cooling (kg)
- Intensity Indicators
 - ☞ Energy Intensity (MWh / Million TL)
 - ☞ Greenhouse Gas Emission Intensity (ton CO₂e / Million TL)
- Greenhouse Gas Emissions

- ☞ Greenhouse Gas Emissions (ton CO₂e)
 - ☞ Scope 1 (ton CO₂e)
 - ☞ Scope 2 (Location Based)
 - ☞ Scope 2 (Market Based)
 - ☞ Scope 3 (ton CO₂e)
- Water Consumption
 - ☞ Water Consumption (m³)
 - ☞ Water Withdrawal by Source (m³)
 - ☞ Water Recycled and Reused (%)
- ☞ Total Amount of Discharged Water
- Waste
 - ☞ Total Hazardous Waste
 - ☞ Total Non-Hazardous Waste
 - ☞ Non-Hazardous Waste including ash waste
 - ☞ Total waste without ash waste
 - ☞ Total waste with ash waste
 - ☞ Total ash waste
 - ☞ Percentage of Waste Reused and Recycled (%)
 - ☞ Percentage of Waste Reused and Recycled, Including Ash Waste (%)

- ☞ Plastic consumption (ton)

Social Indicators

- Occupational Health and Safety
 - ☞ Number of Incidents (#)
 - ☞ Number of Fatalities (#)
 - ☞ Number of Occupational Diseases (#)
 - ☞ Injury-related Absenteeism (#)
 - ☞ Lost Day Rate (%)
 - ☞ OHS Training Hours (s)
- Employees by Category
 - ☞ Total Number of Employees (#)
 - ☞ Number of Employees by Nationality
 - ☞ Women Employees’ Rate (%)
 - ☞ Ratio of Women Managers (%)
 - ☞ Share of Women Managers in Revenue-Generating Roles (%)
 - ☞ Share of Women Employees in STEM Roles (%)
 - ☞ Total Number of Employees on Maternity Leave (#)
 - ☞ Total Number of Employees on Paternity Leave (#)
 - ☞ Total Number of Employees Returned to Work After Maternity Leave (#)



- Ratio of the Employees who Returned to Work After Maternal Leave (%)
- Number of Employees Hired by Age (#)
- Number of Employees Left by Gender (#)
- Number of Employees Left by Age (#)
- Turnover Rates by Gender (%)
- Incusion Program
- People Reached Through Inclusion Programs in Reporting Period (#)
- Training
- Total Hours of Trainings (s)
- Total Hours of Trainings by training types (h)
- Total Training Cost (TL)
- Average Training Costs per Employee (TL)

Economic Indicators

- Sustainable Business Model
- SDG-linked Product and Service (#)
- SDG-linked Product and Service Revenue (TL)

- SDG-linked R&D and Innovation Investments (TL)
- Ratio of SDG Linked R&D and Innovation Activities (%)
- Environmental Investments and Expenditures
- Environmental Investments by type (TL)
- Environmental Expenditures by type (TL)
- Savings and Reduction Based on Environmental Investments (MWh – ton CO₂e)
- Double Materiality

Structural constraints

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

Special Purpose

Our work has been undertaken to inform the Entity’s Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Entity’s Board of Directors for the assurance audit we have conducted or the conclusion we have reached.

This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority (“POA”) in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2024.

Our Independence and Competence

We comply with the independence and other ethical provisions of the Code of Ethics for Accounting Professionals published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

Responsibilities of Management

The Entity Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Entity Management is responsible for setting the Entity’s sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Responsibilities of the Practitioner

Our responsibility is to reach a conclusion on the Selected Information based

on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section “Selected non-financial performance data for limited assurance” related to 2024 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To form our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Made inquiries with employees of the Entity responsible for sustainability performance, policies and corresponding reporting;
- Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;

- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Limited Assurance Conclusion

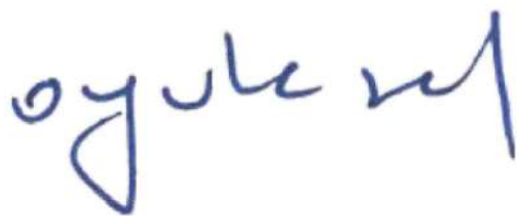
Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Entity’s 2024 Sustainability Report for the year ended 31 December 2024, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Manual, as described in the “Auditor’s Responsibilities” section above.

Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of CarrefourSA Carrefour Sabancı Ticaret

Merkezi A.Ş. to assist in reporting the Entity’s performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Sustainability Report prepared for the year ending 31 December 2024, to enable CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. and CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. in connection with the work we have performed or the report we have prepared.

DRT BAĞIMSIZ DENETİM VE
SERBEST MUHASEBECİ MALİ
MÜŞAVİRLİK A.Ş. Member of
DELOITTE TOUCHE TOHMATSU LIMITED



Ömer Yüksel Partner
İstanbul, 25 Ağustos 2025

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