

CarrefourSA

ESG Key Performance and Target Indicators

2025

ECONOMIC RESPONSIBILITY

Key Performance Indicators		2023	2024	2025
		Actual		
Economic Contribution	Revenue (TL million, nominal)	44,341	65,715	83,612
	Investment (TL million, nominal)	1,041	1,024	1,605
	No. of Stores	1,047	1,225	1,237
	No. of Franchise Stores	341	530	632
	Total Retail Space (000 m ²)	564	586	528
	Direct Employment (people)	10,519	10,672	9,599

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Circular Economy	Ratio of Food Waste to Food Revenue (%)	4	1.1	1.17	0.9	0.7	0.6
	Rate of Food Recovered for Resale (%)*	2.7	11.0	4.97	20	20	20
Ethics	Ethics Training Completion Rate (%)	60	60	36	60	60	60
	Suppliers advised about CSA Human Rights Approach (%)	0	0	0	75	100	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.

ECONOMIC CONTRIBUTION

Key Financial Indicators	2024	2025
Revenue (TL million)	85,949	83,612
Gross Profit (TL million)	20,011	19,568
Operational Profit Before Tax (TL million)	-4,347	-8,358
Net Profit for the Period (TL million)	-3,732	-6,539

Note: Data based on the purchasing power in December 2025.

Key Operational Indicators	2023	2024	2025
Number of Stores (Total)	1,047	1,225	1,237
Mini	249	236	268
Super	399	398	259
Hyper	22	21	19
Gourmet	36	38	57
Franchise	341	530	632
Professional		2	2
Number of Stores Offering E-commerce	75	94	130
Retail Space (000 m ²)	564	586	528

CarrefourSA Employees

Direct Employment	2023	2024	2025
Employees	10,520	10,672	9,599

Employees of Subcontractors and Business Partners

Services	2023	2024	2025
Cleaning	578	565	637
Security	264	263	276
Service-Valet	38	38	40
Employee Catering	92	92	74
Logistics Warehouses	771	72	74
E-commerce Warehouse	77	79	8
E-commerce Logistics	167	191	204
Franchisees	2,074	3,132	3,640
Total	3,054	3,674	4,953

Incentives	2024	2025
SSI Incentive (TL million)	282	313

Note: Net figures, not adjusted to inflation accounting.

Employees by Region	2023	2024	2025
İstanbul	4,942	4,825	4,464
Aegean – Mediterranean	3,331	3,411	3,098
Central Anatolia, Black Sea, Eastern - Southeastern Anatolia	1,237	1,240	1,008
Marmara	1,010	1,197	1,029
Total	10,520	10,672	9,599

Franchisees	2023	2024	2025
Number of Franchise Stores	341	530	632

Government Payments	2024	2025
Taxes and Fines Paid to the State (TL million)	3,979	4,226

* Consumer Price Index December 2025 Value

Exports	2024	2025
Export Revenue * (TL million)	215	50

* Net figures according to Consumer Price Index December 2025 Value

CIRCULAR ECONOMY

Food Waste	2023	2024	2025
Food Waste (tons)	15,029	17,894	17,792
Food Waste to Food Revenue Ratio (%)	4	1.1	1.17
Donated Food to Food Waste Revenue Ratio (%)	3.27	4.12	2.83

Waste with Economic Value	2023	2024	2025
Income from Second-Hand Sales* (TL million)	16.5	13.0	40.0

* Income generated from the second-hand sales of electronic waste, other equipment and wooden pallets.

BUSINESS ETHICS

Ethics Trainings	2023	2024	2025
Training Time (hours)	1,517	815	4,147
Completion Rate (Completion/Assignment) (%)	60	60	36

Actions	2023	2024	2025
Reported Ethics Violations + Head Office-initiated Investigations	974	855	908
Number of Investigations Launched	214	156	196
Number of Disciplinary Sanctions Imposed	1,022	705	1,008
Number of Employee Contracts Terminated	114	116	111

Employees Covered by Collective Labor Agreement	2023	2024	2025
Ratio of Employees Covered by Collective Agreement (%)	67	69	72

EMPLOYER OF CHOICE RESPONSIBILITY

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Employee Satisfaction and Development	Number of Employees	10,520	10,672	9,599	10,000	10,000	10,000
	Ratio of New Hires (%)	41	51	44	40	40	40
	Employee Turnover (%)	28	38	38	40	40	40
	Ratio of Employees Under 30 (%)	27	27	26	30	30	30
	Ratio of New Hires Under 30 (%)	64	61	59	60	60	60
Occupational Health and Safety	Number of workplace guidance/audits	374	370	3,357	550	600	650
	Total OHS training time (hours)	10,503	12,592	17,806	12,500	12,500	12,500
	Total incidents with lost days *	155	189	257	220	200	190
	Total incidents without lost days *	208	287	383	440	400	380
	Number of fatal workplace accidents	0	0	0	0	0	0
	Number of employees with occupational diseases	0	0	5	3	3	0
	Lost days due to injuries*	767	934	1,158	1,150	1,000	980
	Incident frequency rate*	5	6.22	8.54	7.07	6.43	6.40
Diversity, Equity and Inclusion	Female Employment Rate (%)	40	40	40	40	40	40

	Ratio of Female Executives (%)	27	28	29	30	30	30
	Ratio of Women in Promotions (%)	38	38	39	40	40	40
	Ratio of Women in New Hires (%)	51	46	49	50	50	50
	Ratio of Women in Employee Turnover (%)	42	44	46	40	38	36
	Completion Rate of Gender Equality Training (%)	57	43	32	80	80	80

* Targets for 2025-2027 have been set according to the October 2024 baseline when the warehouse subcontractor employees were registered as company employees

EMPLOYEE SATISFACTION AND DEVELOPMENT

Employees by Position (%)	2023	2024	2025
Executive Committee	0.1	0.1	0.1
Group Heads	0.3	0.3	0.4
Managers	1.2	1.2	1.3
Supervisors	1.2	1.2	1.6
Senior Specialists	1.9	1.8	2.1
Specialists	2.1	2.0	1.7
Junior Specialists	0.3	0.2	0.2
Store & Warehouse Managers	6.1	6.1	6.0
Store & Warehouse Supervisors	11.4	12.6	13.0
Blue-collar Employees	75.4	74.6	73.6
Total	10,520	10,672	9,599

Employees on Fixed-Term and Indefinite Contracts	2023	2024	2025
Fixed-Term (%)	4	3	0.1
Indefinite (%)	96	97	99.9
Total	10,520	10,672	9,599

Employees on Fixed-Term and Indefinite Contracts by Regions									
Region	2023			2024			2025		
	Total	Fixed-Term (%)	Indefinite (%)	Total	Fixed-Term (%)	Indefinite (%)	Total	Fixed-Term (%)	Indefinite (%)
Istanbul	4,942	0.0	100.0	4,825	0.0	100.0	4,464	0.1	99.9
Aegean - Mediterranean	3,331	8.1	91.9	3,411	6.2	93.8	3,098	0.1	99.9
Central Anatolia, Black Sea, Eastern – Southeastern Anatolia	1,237	5.8	94.2	1,240	4.0	96.0	1,008	0.1	99.9
Marmara	1,010	7.7	92.3	1,197	2.3	97.7	1,029	0.7	99.3
Total	10,520	4.0	96.0	10,672	2.7	97.3	9,599	0.1	99.9

Full-time and Part-time Employees	2023	2024	2025
Part-time (%)	0.3	0.3	0.2
Full-time (%)	99.7	99.7	99.8
Total	10,520	10,672	9,599

Employees by Age Groups and Positions												
Position	2023				2024				2025			
	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)
Executive Committee	8	0	63	38	7	0	43	57	7	0	0	100
Group Heads	35	0	83	17	37	0	70	30	37	0	68	32
Managers	123	0	88	12	126	0	87	13	121	0	83	17
Supervisors	121	3	90	7	129	1	91	9	158	3	87	10
Senior Specialists	196	12	84	4	189	13	82	5	197	14	79	7
Specialists	224	42	56	1	214	43	56	1	167	35	62	3
Junior Specialists	32	56	41	3	25	60	36	4	19	63	37	0
Field White-collar Store & Warehouse Managers	646	5	92	3	646	4	92	4	579	3	91	6
Field White-collar - Store & Warehouse Supervisors	1,203	16	81	4	1,340	18	78	5	1,246	20	74	6
Blue-collar Employees	7,932	32	62	6	7,960	31	60	9	7,068	30	58	11
Total	10,520	27	67	6	10,672	27	65	8	9,599	26	64	10

New Recruitment and Employee Turnover Rates (%)	2023	2024	2025
New Hires	4,375	5,438	4,587
New Recruitment Ratio (to Average Number of Employees) - %	41	51	44
Employee Turnover	3,009	4,067	3,888
Employee Turnover Rate (to Average Number of Employees) - %	28	38*	38*

*Turnover rate is higher in the Aegean and Mediterranean regions, mostly due to seasonal or temporary employees.

Recruitment by Region	2023	2024	2025
Istanbul (%)	46	45	46
Aegean - Mediterranean (%)	39	36	38
Marmara (%)	10	6	11
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia (%)	6	14	5
Total	4,375	5,438	4,587

Employee Turnover by Region	2023	2024	2025
Istanbul (%)	60	61	53
Aegean - Mediterranean (%)	26	25	31
Marmara (%)	8	8	10
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia (%)	7	6	5
Total	3,009	4,067	3,888

Employees by Generations (%)	2023	2024	2025
BB	0.2	0.2	0.2
X	18.8	19.1	20.0
Y	72	68.0	50.5
Z	9	12.8	29.2

Recruitment by Age Group	2023	2024	2025
30- (%)	64	61	59
30-50 (%)	33	34	36
50+ (%)	3	5	6
Total	4,375	5,438	4,587

Employee Turnover by Age Group	2023	2024	2025
30- (%)	48	52	51
30-50 (%)	47	44	43
50+ (%)	5	4	8
Total	3,009	4,067	3,888

Annual Average Training Hours – by Position	2023	2024	2025
Executive Committee	0.3	0.0	2.5
Group Heads	15.7	7.4	6.3
Managers	22.6	39.9	5.8
Supervisors	11.0	17.4	5.5
Senior Specialists	16.7	11.0	5.0
Specialists	12.9	12.4	4.6
Junior Specialists	19.9	12.7	4.0
Field White-collar Store & Warehouse Managers	17.4	12.5	3.5
Field White-collar Store & Warehouse Supervisors	25.4	9.6	4.4
Blue-collar Employees	6.2	3.1	5.2
Average	9.7	5.4	4.7

MAYA Program	2023	2024	2025
Participants	122	182	129
Graduates	115	153	112
Appointments	94	124	70

YA Program	2023	2024	2025
Participants	51	95	68
Graduates	46	80	68
Appointments	46	80	68

OCCUPATIONAL HEALTH AND SAFETY

Workplace Accidents	2023	2024	2025
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	155	189	257
Total Number of Accidents	363	476	640
Workplace Accident Rate (based on Injuries with Lost Days)	5.33	6.22	8.54

Occupational Diseases	2023	2024	2025
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	0	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

Employees by Gender and Position

Position	2023			2024			2025		
	Total	Female (%)	Male (%)	Total	Female (%)	Male (%)	Total	Female (%)	Male (%)
Executive Committee	8	38	63	7	29	71	7	29	71
Group Heads	35	26	74	37	35	65	37	32	68
Managers	123	36	64	126	31	69	121	31	69
Supervisors	121	38	62	129	40	60	158	39	61
Senior Specialists	196	53	47	189	52	48	197	53	47
Specialists	224	53	47	214	54	46	167	48	52
Junior Specialists	32	41	59	25	44	56	19	63	37
Field White-collar Store & Warehouse Managers	646	22	78	646	21	79	579	23	77
Field White-collar Store & Warehouse Supervisors	1,203	26	74	1,340	28	72	1,246	29	71
Blue-collar Employees	7,932	43	57	7,960	42	58	7,068	43	57
Total	10,520	40	60	10,672	40	60	9,599	40	60

Promotions by Gender

New Position	2023			2024			2025		
	Number of Pro.	Female (%)	Male (%)	Number of Pro.	Female (%)	Male (%)	Number of Pro.	Female (%)	Male (%)
Executive Committee	0	-	-	-	-	-	-	-	-
Group Heads	2	0	100	7	57	43	4	0	100
Managers	14	36	64	26	23	77	13	23	77
Supervisors	21	38	62	37	38	62	43	37	63
Senior Specialists	45	58	42	38	50	50	61	57	43
Specialists	25	28	72	17	53	47	26	38	62
Junior Specialists	3	33	67	2	100	0	2	100	0
Field White-collar Store & Warehouse Managers	91	36	64	81	28	72	92	29	71
Field White-collar Store & Warehouse Supervisors	131	36	64	289	38	62	195	39	61
Total	332	38	62	467	38	62	436	39	61

New Hires by Gender	2023	2024	2025
Female (%)	51	46	49
Male (%)	49	54	51

Employee Turnover by Gender	2023	2024	2025
Female (%)	42	44	46
Male (%)	58	56	54

Gender Pay Gap by Position	Average Salary of Women / Average Salary of Men (%)		
	2023	2024	2025
Executive Committee	87	101	82
Group Heads	98	75	108
Managers	109	100	120
Supervisors	108	147	108
Field White-collar Store & Warehouse Managers	89	102	87
Field White-collar Store & Warehouse Supervisors	92	84	91
Senior Specialists	100	108	98
Specialists	102	111	101
Junior Specialists	91	93	88
Blue-collar Employees	94	97	120
All Employees	97	96	98

Starting Salaries by Gender

Ratio of Starting Salary to Minimum Wage	2023	2024	2025
Female (%)	150	181	151
Male (%)	150	181	151

Fixed-term and Indefinite Employees by Gender

Gender	2023			2024			2025		
	Total	Fixed-term (%)	Indefinite (%)	Total	Fixed-term (%)	Indefinite (%)	Total	Fixed-term (%)	Indefinite (%)
Female	4,234	6	94	4,224	5	95	3,834	0.2	98
Male	6,286	3	97	6,448	1	99	5,765	0.1	99.9
Total	10,520	4	96	10,672	3	97	9,599	0.1	99.9

Full-time and Part-time Employees by Gender

Gender	2023			2024			2025		
	Total	Full-time (%)	Part-Time (%)	Total	Full-time (%)	Part-time (%)	Total	Full-time (%)	Part-time (%)
Female	4,234	99.5	0.5	4,224	99.6	0.4	3,834	99.8	0.2
Male	6,286	99.9	0.1	6,448	99.8	0.2	5,765	99.9	0.1
Total	10,520	99.7	0.3	10,672	99.7	0.3	9,599	99.9	0.1

Average Annual Training Hours by Gender	2023	2024	2025
Female	10.9	5.7	4.9
Male	8.9	5.3	4.6
Total	9.7	5.4	4.7

Gender Statistics of Franchisees	2023	2024	2025
Number of Franchisees with Female Investors and Leaders	77	60	89
Total Number of Franchisees	341	530	632
Ratio of Franchisees with Female Investors and Leaders (%)	23	11	14

Gender Equality Training	2023	2024	2025
Training Time (hours)	2,187	2,141	1,349
Completion Rate (Completion/ Assignment) (%)	57	43	32

Parental Leaves	2023	2024	2025
Employees Eligible for Maternity Leave	235	199	124
Employees Taking Maternity Leave (%)	100	100	100
Employees Eligible for Paternity Leave	263	195	198
Employees Taking Paternity Leave (%)	100	100	100
Employees Eligible for Parental Leave – Total	498	394	322
Employees Taking Parental Leave – Total (%)	100	100	100

Employees Returning to Work after Parental Leave	2023	2024	2025
Female Employees	196	190	121
Ratio of Female Employees (%)	83	95	98
Male Employees	263	195	198
Ratio of Male Employees (%)	100	100	100
Total Employees	432	385	319
Ratio of Total Employees (%)	92	97	99

Employees Staying on the Job after Parental Leave	2023	2024	2025
Female Employees	133	126	91
Ratio of Female Employees (%)	69	63	73
Male Employees	230	175	173
Ratio of Male Employees (%)	87	90	87
Total Employees	363	301	264
Ratio of Total Employees (%)	78	76	82

Disabled Employees	2023	2024	2025
Number of Disabled Employees	292	295	274
Ratio of Disabled Employees (%)	2.8	2.9	2.9

VALUE CHAIN RESPONSIBILITY

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Responsible Supply Chain Practices	Ratio of Sustainable Product Revenues to Total Private Label Revenues (%)	10	10	7	15	15	15
Customer Satisfaction	E-commerce Complaint Rate (%)	4.2	5.10	6.8	4.80	4.60	4.60
	First Call Resolution (FCR) Rate (%)	85	85	88	88	88	88
	Şikayetvar First Contact Duration (minutes)	00:01:23	00:01:24	00:01:52	00:01:20	00:01:20	00:01:20
	Customer Experience (CS) Index	89	85	81	86	88	88
	No-ship Rate* (%)	4.2	4.6	4.6	2.5	2.3	2.3
	E-commerce NPS* (%)	3.8	4.0	49.3	50.0	50.0	50.0
	Retail NPS* (%)	54.2	56.2	57.6	58	58.5	59
	Omnichannel NPS*(%)	54.2	56.0	57.5	56	57	57
	Product Shelf Availability	94	93.5	92.8	92	94	95
Digitalization	No. of Stores Offering E-commerce	75	94	130	215	230	250
	E-commerce Orders (million)	1.8	2.2	3.0	4.3	5.3	6.6

	Cybersecurity Score	93	95	96	96	97	97
	E-commerce site speed	2.75	2.5	1.8	1.75	1.5	1
	System accessibility	99.993	99.993	99.993	99.997	99.998	99.998
	Network accessibility	99.995	99.996	99.770	99.998	99.998	99.998

* Year-end values.

RESPONSIBLE SUPPLY CHAIN PRACTICES

Number of Products	2023	2024	2025
No. of Private Label Products	533	645	657
No. of Organic Private Label Products	43	34	36
No. of Sustainable Private Label Products	87	136	100

Animal Welfare Audits	2023	2024	2025
Red Meat Suppliers	6	8	3
Private Label Organic and Free-range Egg Suppliers	5	6	1
Total	11	14	4

Fish Sales	2023	2024	2025
Total Sales Volume (thousand tons)	13	16	16
Share of Caught Fish (%)	16.3	13.8	6.9
Share of Farmed Fish (%)	41.8	40.0	34.6
Share of Imported Fish (%)	19.8	20.0	25.9
Share of Other Fish (%)	22.1	26.3	25.9
Caught Fish/Farmed Fish Ratio (%)	38.9	53.8	41.4

Forest Risk Commodity	Certification Requirement for Purchased Commodities	Share of Certified Commodities in 2025 (%)	2026 Target
Palm Oil and Derivatives	RSPO (Roundtable on Sustainable Palm Oil)	4%	5%
Soy and Soy Derivatives	ProTerra, RTRS, SSAP	86%	90%
Timber and Paper/Pulp	FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification)	27.2%	28%
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)	99.8%	100%
Cocoa and Cocoa Products	RA (Rainforest Alliance)	31%	33%

CUSTOMER SATISFACTION

Hygiene and Food Safety Audits	2023	2024	2025
Audits (Total)	762	1,135	1,308
Stores	762	1,122	1,296
Warehouses	-	9	8
Integrated Meat Processors	-	2	2
Integrated Bakeries	-	2	2
Number of Samples Analyzed During Audits	7,605	1,732	3,099
Number of Parameters Analyzed During Audits	13,155	16,244	7,707

Quality Audits at Suppliers*	2023	2024	2025
Existing and Prospective National Brand Suppliers	110	111	140
Existing and Prospective Private Label Brand Suppliers	56	101	130
Total	166	212	270

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

Product Safety and Quality Analyses	2023		2024		2025	
	No. of Products Analyzed	No. of Products Removed from Shelf After Analyses	No. of Products Analyzed	No. of Products Removed from Shelf After Analyses	No. of Products Analyzed	No. of Products Removed from Shelf After Analyses
National Brand Products	396	32	271	127	607	84
Private Label Products	1,454	20	1,732	54	1,837	69
Total	1,850	3%	2,003	9%	2,444	6%

Customer Experience Indicators	2023	2024	2025
E-commerce Complaint Rate (%)	4.2	5.10	6.8
First Contact Resolution (FCR) Rate (%)	85	85	88
Şikayetvar First Contact Duration (minutes)	00:01:23	00:01:24	00:01:52
Customer Experience Index	89	85	81

	2023	2024	2025
Product Shelf Availability (%)	94	93.5	92.8

	2023	2024	2025
Sensory Analyses (Number)	271	250	333

DIGITALIZATION

E-Commerce	2023	2024	2025
Number of Stores	75	94	130
Number of Orders (million)	3.8	4.0	3.0

Employees and Trainings	2023		2024		2025	
	Online	Class-room	Online	Class-room	Online	Class-room
Information Security Awareness	2,160	-	9,128	186	1,427	5
Information Security	83	199	324	122	53	150
Orientation	1,187	3,715	11,724	3,655	1,807	2,095

ENVIRONMENTAL RESPONSIBILITY

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Climate Change	Emission Reduction as a Result of Projects (tons CO ₂ e)	8,561	8,437	5,600	9,260	9,720	10,206
	Emission Intensity** (tons CO ₂ e/m ²)	0.34	0.60	0.46	0.43	0.41	0.39
	CDP Climate Change Score	A-	A	A	A	A	A
	CDP Forests Score	A-, A-, A-, B	A-	A	A	A	A
	CDP Water Security Score	A	A	A	A	A	A
Waste Management	Ratio of Stores with Basic Zero Waste Certification (%)	76	94	95	> 90	> 90	> 90
	Ratio of Hazardous and Non-hazardous Waste diverted to recycling (%)	> 90	> 90	> 90	> 90	> 90	> 90
	Number of materially significant fines imposed for non-compliance with environmental legislation***	0	0	4	0	0	0
	Ratio of MAYA and YA Programs' Participants receiving Sustainability Training (%)	0	92	90	100	100	100

* Energy consumption per m² of retail space

** Emission rate per m² of retail space for Scope 1 & 2

*** Less than two thousandth of the highest fine specified in the Environmental Law

CLIMATE CHANGE

Energy Consumption (MWh)	2023	2024	2025
Fuel from Different Sources (Direct Energy Consumption)	20,720	24,109	21,666
Electricity Consumption (Indirect Energy Consumption)	176,666	187,589	141,958
Total	197,386	211,698	163,624

Electricity Consumption Intensity (kWh / m ²) by Format	2023	2024	2025
Mini	505	430	356
Gourmet	490	487	361

Scope	Baseline	Target Type	2034 Target	2050 Target
Scope 1 & Scope 2	2024	Absolute	58.8%	90%
Scope 3	2024	Economic Intensity	66.4%	97%

Emission Reduction Activities (tons CO₂e)	2023	2024	2025
Emissions Reduced Through Route Optimization Project	3,719	3,571	3,657
Emissions Prevented through Energy Efficiency Measures	4,840	3,846	950
Use of IFCO Crates	1,227	1,019	993
Total	9,786	8,437	5,600

Distribution of Greenhouse Gas Emissions (tons CO₂e)	2023	2024	2025
Scope 1	114,611	195,544	184,483
Scope 2	77,733	82,915	61,321
Scope 3	2,439,462	1,815,274	2,031,361
Total	2,631,806	2,093,734	2,277,165

Scope 1 – Direct Emissions (tons CO₂e)	2023	2024	2025
Fuel Consumption (diesel) – Company Vehicles	555	644	652
Fuel Consumption (gasoline) –Company Vehicles	1,169	1,263	1,209
Natural Gas	2,305	2,711	2,775
LPG	7	3	1
Fuel Oil	20	20	20
R22	933	633	737
R32	54	36	133
R410A	4,549	4,707	6,503
R404A	103,396	183,375	171,882
R407C	474	1,248	218
R134A	7	0	0
HFC 227	774	500	0
Fire Extinguishers	2	1	3
Propane	39	40	21
Power Generators (diesel)	330	330	330
Power Generators (gasoline)	0	8	0
Total	114,611	195,544	184,483

Scope 2 – Indirect Emissions - Energy Related (tons CO₂e)	2023	2024	2025
Electricity Consumption – Location Based*	77,733	82,915	61,321
Electricity Consumption – Market Based**	77,733	0	0
Total	77,733	82,915	61,321

* Franchise stores are not included in electricity consumption.

** YEK-G certification is obtained for electricity use in all stores, warehouses and Head Office.

Scope 3 – Other Indirect Emissions (tons CO₂e)	2023	2024	2025
Category 1-Purchased Goods and Services	1,755,695	1,195,423	1,238,820
Category 2-Capital Goods	-	3,294	2,472
Category 3- Fuel- and Energy-related Activities (not included in Scope 1 or Scope 2)	-	30,547	29,499
Category 4-Upstream Transportation and Distribution	17,992	16,516	18,583
Category 5-Waste Generated in Operations	89,182	11,658	15,455
Category 6-Business Travel	447	800	217
Category 7-Employee Commuting	520	1,481	1,492
Category 8-Upstream Leased Assets	-	14,082	13,302
Category 9-Downstream Transportation and Distribution	1,023	2,095	363
Category 10-Processing of Sold Products	-	6,253	5,595
Category 11-Use of Sold Products	566,909	498,627	581,812
Category 12-End-of-life Treatment of Sold Products	-	19,756	99,454
Category 13-Downstream Leased Assets	N/A	N/A	N/A
Category 14-Franchises	7,694	14,743	24,297
Category 15-Investments	N/A	N/A	N/A
Total	2,439,462	1,815,274	2,031,361

Emission Intensity (Scope 1 & Scope 2)	2023	2024	2025
Emission Rate per Unit Retail Space (tons CO ₂ e/m ²)	0.34	0.60	0.46

CDP Rating	2023	2024	2025
Climate Change	A-	A	A
Forests	A-, A-, A-, B	A-	A
Water Security	A	A	A

Water Use (m³) ³⁰³⁻³	2023	2024	2025
Water Withdrawal – Municipal Water	371,096	378,477	392,307
Water Consumption – Carboys	1,312	1,423	1,410
Total	372,409	377,054	390,897

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

WASTE MANAGEMENT

Single-use Materials (Packaging) – tons	2023	2024	2025
Metal	1.2	1.0	1.0
Paper	2.5	3.3	30.5
Composite	784.3	712.7	819.0
Plastics	2,148.2	291.7	514.7
Total	2,936.2	1,008.7	1,365.2

Recyclable Materials – tons	2023	2024	2025
Metal	142.3	120.0	118.6
Composite	326.6	188.4	198.7
Glass	666.6	1,036.9	1,336.3
Paper	1,374.0	1,405.0	1,651.4
Plastics	1,803.0	1,712.7	1,880.4
Total	4,312.5	4,463.0	5,185.4

Waste Quantity (ton)*	Type of Waste	2023	2024	2025	Disposal Method
Recyclable Waste (**)	Mixed Packaging Waste	290	0.35	115.2	Licensed Recycling Firms
	Paper-Cardboard	1,089.3	100.3	578.4	
	Plastics	361.5	64.8	171.8	
	Glass***	0.3	0.35	1	
	Batteries	0.25	1.3	0.18	
Waste with Potential Negative Environmental Impact	Waste Plant Oils	13	13	10.3	Licensed Recycling Firms
Waste with Economic Value	Wooden Pallets and Crates	2,262	1,041	77	
	Electronic Waste	Listed for sale.			
	Waste Equipment	Listed for sale.			

* Data does not include franchising 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 the Head Office.