



# Sustainability Report

for the financial year 2024/25



Circle K Danmark A/S, CVR number 28142412

This sustainability report covers FY2024/25 and is prepared in compliance with the Danish Financial Statements Act. Circle K's financial year extends from 1 May 2024 to 30 April 2025. The report is prepared in accordance with sections 99a, and 99d of the Danish Financial Statements Act.

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# Business model and key figures

## Who we are

Circle K Danmark A/S (Circle K) is part of Alimentation Couche-Tard Inc. a leading destination for convenience and mobility globally. Working with approximately 146.000 people at more than 17.000 location in 29 countries and territories, we serve over 9 million customers daily. We are constantly evolving to meet customers' need, create welcoming and safe workplace for our people, minimize our impact on the environment and be a trusted neighbor in the communities we serve. We believe that we can play a meaningful role in the journey toward a cleaner and safer future.

Denmark, Circle K operates two separate brands (Circle K and INGO) in a total of 436 locations across the country. At 209 of our Circle K mobility locations, we also offer food, beverages, and car wash services in addition to fuel. 45 of INGO's mobility locations also offer car wash services. In addition, we have 554 high-speed EV charge points across 108 mobility locations. Circle K employs 2.738 people, 73% of whom are part-time or hourly paid workers. 194 people work at our service office in Copenhagen.

Our Sustainability Report describes how we work with environmental, social and governance commitments. It also serves as our annual communication on progress towards the United Nations Global Compact and the statutory statement on CSR in accordance with section 99a of the Danish Financial Statements Act. Furthermore, the report includes externally assured ESG figures.



**146.000**  
employees worldwide



**17.000**  
locations worldwide



**2.738**  
employees in Denmark

## What we do

### Road Transportation Fuel Operations



We sell road transportation fuel at our sites under our corporate brand Circle K or INGO. We have been increasing our offering of renewable fuels and electric vehicle (EV) charging as we move toward a cleaner future.

### Merchandise and Service Operations



We offer traditional convenience store items, including fresh food and foodservice, coffee, dispensed beverages, and car wash services.

Our customers can rely on our experience as a responsible retailer of age-restricted products such as lottery tickets, tobacco products, and alcoholic beverages.

### Other Non-Retail Business



We sell bulk fuel to a wide range of industrial, commercial, and independent business owners.



**436**

locations in Denmark comprising

**209**

Circle K stores

**1**

Circle K unmanned mobility locations

**29**

Circle K truck service stations

**197**

INGO mobility locations





**PETER RASMUSSEN**

**Letter from our CEO**

The world is progressing towards a fossil-free future, and we are committed to this transition. Over the past year, Circle K has maintained a strong focus on investing in sustainable solutions, prioritising the well-being of our employees, and fostering a positive societal impact through collaboration with our business partners. The visible consequences of global warming highlight the importance of finding solutions together to reduce our reliance on fossil fuels in the future.

The Danish transport sector is undergoing dramatic changes. The electrification of private vehicles is accelerating faster than expected, which has a profound impact on our infrastructure. The EV charging market is complex and characterised by a variety of payment models and

options for charging at home, at work, or on the go. This year, we further accelerated the roll-out of high-speed EV chargers at our mobility locations. In the past year, we rolled out 206 new high-speed EV charge points, now having a total of 554 high-speed EV charge points across 108 mobility locations.

While the conversion of our truck fleet to electric vehicles (EVs) is progressing slowly, we have identified Hydrotreated Vegetable Oil (HVO) as a viable alternative in the interim. Although HVO is not a long-term solution, it provides an immediate opportunity to enhance the sustainability of our trucks. This approach allows us to reduce our environmental impact while we continue to work towards a more permanent and sustainable solution.



Circle K's vision is to become the world's leading convenience and transport energy destination. Simply put, convenience is about making life easier for our customers. We want to make it easy for our customers to make sustainable choices when charging or refuelling their vehicles and shopping in our stores.

Employee satisfaction is a key priority for Circle K. Safe and happy employees are crucial to achieving our goals. This year we continued to have a high My Voice survey, which measures employee satisfaction. We achieved a score of 4.32 on a scale of 1-5 this year. Our employees are our most important asset – both in terms of our core business and in terms of the transformation our business is going through. Therefore, again this year, we focused on the importance of treating our store employees with respect, as it creates a safer working environment and prevents conflicts and harassment.

Audio recording is a tool we have implemented after 2 years of testing to protect our employees on stations with increasing harassment. Despite resistance from various stakeholders, we assessed that the implementation of audio recordings in specific stores with problem with harassment, would be a tool that could enhance the safety and security of our employees.

This year, we were honoured with the "HR Award 2024" from DANSK HR for our innovative recruitment process.

This new method replaces traditional applications with an online test that applicants can complete on a mobile, tablet, or PC in just 10-15 minutes. By not receiving traditional written applications, CVs, or photos, we help avoid unconscious biases in the recruitment process.

In addition to our recognition with the HR award, we are proud to offer an apprenticeship program that serves as a stepping stone to a career in the retail industry. The program combines practical experience with theoretical knowledge, providing our apprentices with a solid foundation for their future careers. This initiative underscores our commitment to promoting education and development within our company and contributes to creating a skilled and knowledgeable workforce.

I want to thank everyone who has contributed to the continued development and implementation of initiatives over the past year. I look forward to continuing this important work in the coming years.

***I hope you will enjoy reading the report!***

**Peter Rasmussen**  
CEO, Circle K Denmark





# Performance Highlights



## Planet

- We have established 196 charge points in FY2024/25 which give a total of 554 charge points.
- Our target for the fiscal year 2024/25 was a 66% reduction in carbon emissions from our distribution of fuel to both manned and unmanned mobility locations, which has been achieved.



## People

- This year, we were honoured with the "HR Award 2024" from DANSK HR for our innovative recruitment process.
- Audio recording is a tool we have implemented after 2 years of testing to protect our employees on stations with increasing harassment.
- This year we continued to have a high My Voice survey, which measures employee satisfaction.
- We are proud to offer an apprenticeship program that serves as a stepping stone to a career in the retail industry.



## Prosperity

- Raised over DKK 1,7 million to our partnership such as Mødrehjælpen, Julemærkefonden, Fødevarebanken etc.

# Our Sustainability framework

Risk management involves identifying and handling current and potential risks that can affect our sustainability goals. These risks can arise from environmental, economic, and social factors. Therefore, we have measures in place to reduce exposure and increase resilience.

We also see opportunities in sustainability. By being proactive, we can reduce risks through ongoing maintenance and other initiatives. We create value through our employees and by being a socially responsible workplace.







## Scope 1,2 & 3

Calculation methods for Scope 1, 2, and 3 emissions should also be integrated into our climate efforts. Scope 1 covers direct emissions from sources that the company owns or controls. Scope 2 includes indirect emissions from the production of the electricity, heat, and cooling that the company consumes. Scope 3 involves other indirect emissions that arise in the company's value chain, including suppliers and customer activities. By mapping and reducing emissions in all three scopes, we can achieve a more comprehensive understanding of our climate footprint and work purposefully to reduce it.



# Planet

We acknowledge that our industry faces significant challenges adhering to the Paris Agreement's goal of limiting global warming to below 2 degrees. We are aware that our core business must undergo substantial changes. Circle K has actively worked with the United Nations' Sustainable Development Goals of Plant, People, and Prosperity since 2020 as our guiding principles for sustainable transformation.

### Why We Need to Act Due to Climate Changes

The growing challenges posed by climate change necessitate a proactive approach towards its assessment and mitigation. In Denmark, we have already witnessed significant changes in weather patterns that underscore the urgency of addressing climate change. Denmark's climate has seen notable shifts over the past century. The frequency of extreme rainfall events has also shown a general increase, highlighting the need for robust infrastructure to manage these changes. This trend towards more severe weather events poses immediate threats to our infrastructure and necessitates the implementation of emergency response systems and the strengthening of our infrastructure to withstand these impacts.

By thoroughly analyzing our network and mapping out potential risks, we aim to develop a comprehensive action plan that addresses both immediate and future threats posed by climate change. Our proactive approach will not only safeguard our infrastructure but also ensure the sustainability and resilience of our operations in the face of a changing climate.

### Sourcing from Certified Suppliers

We recognize the importance of making responsible choices for a better future. As part of our efforts to support the transition towards a more sustainable food chain, we work with our suppliers to offer our customers certified and sustainably sourced products, as per our Supplier Code of Conduct. We have had a strong partnership with Rainforest Alliance since 2021, and we are committed to serving 100% sustainably sourced or certified coffee in all our stores. We are continuously expanding our offer of organic, vegetarian and vegan options.



In 2024/25, our total Scope 1 and 2 greenhouse gas (GHG) emissions declined, primarily due to more favourable emission factors with lower CO<sub>2</sub>e content this year, particularly for electricity. We continue to implement energy efficiency initiatives across our stores, in line with our objective to reduce Scope 1 and 2 GHG emissions. This year, electricity consumption decreased by 6%.

Scope 3 accounts for 99.98%<sup>1</sup> of our CO<sub>2</sub>e emissions in 2024/25. Within scope 3, most of our carbon emissions come from the sale of fuels.

<sup>1</sup> Locationsbased

Our Scope 3 emissions have declined because of reduced sales volumes, primarily attributable to the adoption of electric vehicles (EVs) and a shift towards products with lower greenhouse gas (GHG) emissions. This progress aligns with our commitment to reducing environmental impact and advancing sustainability initiatives. Although long-term reductions in Scope 3 emissions are anticipated because of this transition, efforts to lower overall carbon emissions from additional categories will continue.



# Operational CO<sub>2</sub> Neutrality in Our Stores

In our previous sustainability plans, we set an ambitious goal to achieve the first carbon-neutral Circle K mobility location by 2028 and to ensure that all Circle K mobility locations would be carbon neutral. Upon further evaluation, we recognize that this goal was overly ambitious. However, we remain committed to reducing our carbon emissions and are actively exploring alternative solutions.

We are currently investigating opportunities for Purchase Power Agreements (PPA) for solar farms, similar to the initiatives undertaken by our sister companies. This approach will help us to significantly reduce our carbon emissions and continue our journey towards sustainability.



# Cooling and Heating Systems Management

In the fiscal year 2025/26, we will be working on the capability to stop and start our cooling systems efficiently. This initiative aims to enhance our infrastructure's adaptability and responsiveness to fluctuations in energy demand and supply, thus contributing to overall GRID stabilization<sup>2</sup>. We are currently mapping out the process to identify components that can be halted within seconds, ensuring minimal disruption to operations.

Furthermore, we are constantly working on improving the ventilation and cooling systems on our sites by introducing new technologies to reduce consumption and optimize air quality. This ongoing effort ensures that our infrastructure remains up-to-date and capable of meeting the demands of modern energy management.

This project will leverage the CTS network<sup>3</sup>, which is installed on 80% of our sites, and employ electrical components for heating, ventilation, and cooling (HVAC). By doing so, we will be able to provide a GRID stabilization service, balancing the energy load during peak and off-peak periods. This will not only improve our energy efficiency but also contribute to the stability of the wider energy network.

Our plan is to implement simplified solutions starting in fiscal year 2025/26, with the intention to expand as opportunities and technologies evolve. Initially, we will focus on easily manageable and scalable systems, gradually incorporating more complex and comprehensive solutions. This phased approach will allow us to adapt to new advancements in technology and regulatory changes, ensuring that we stay ahead of the curve in energy management and sustainability.

### The effects of this initiative will be far-reaching:

- **Energy Efficiency:** Enhanced control over cooling systems will lead to better energy utilization, reducing waste and lowering overall consumption.
- **Environmental Impact:** By optimizing energy usage and reducing emissions, we will contribute positively to our sustainability goals and environmental footprint.
- **Operational Resilience:** The ability to rapidly adjust cooling systems will enhance our infrastructure's resilience to energy supply fluctuations and climatic changes.
- **GRID Stability:** Providing GRID stabilization services will support the broader energy network, promoting stability and reliability for all users.

This approach aligns with our commitment to enhancing our energy efficiency measures and supporting our overall sustainability goals. By investing in such innovative solutions, we are taking steps towards achieving our long-term vision of using 100% renewable energy and creating a more sustainable future.

In addition, starting fiscal year 2025/26, we will be conducting ongoing testing with new technology for recycling air in our older ventilation systems (Airlich). This technology aims to prolong the lifetime of these systems and reduce consumption. If the test results are favorable, we plan to expand this technology to 50-60 sites within our network, further enhancing our efforts towards energy efficiency and sustainability.

<sup>2</sup> GRID stabilization refers to the process of maintaining a stable and reliable electrical grid. This involves balancing the supply and demand of electricity, ensuring consistent voltage and frequency levels, and integrating renewable energy sources.

<sup>3</sup> Central Condition Monitoring and Control (CTS) is a system designed to centrally monitor and control technical installations and processes.



# Energy Optimization in New Facilities

As a company, we are committed to enhancing energy efficiency in our new facilities. When constructing new buildings, we measure energy optimization through several key measures.

We ensure that our new buildings comply with national regulations and incorporate energy-saving technologies such as recycling in ventilation and cooling systems, as well as the installation of solar panels on the roof. At our washing bays we are continuously improving the washing process to minimize time, reduce consumption and lower water usage. Our carwash machines are designed to reduce the use of power, water, and chemicals while

still delivering the best wash results. We aim to achieve a 10-15% reduction in consumption by 2027.

Additionally, in our centralized CTS system, we meticulously monitor the usage of water, power, and chemicals per wash. This comprehensive data collection allows us to compare usage across different facilities, identify opportunities for further optimization, and ensure compliance with environmental regulations. By providing information to authorities about our consumption levels, we demonstrate our commitment to transparency and continuous improvement in our sustainability efforts.



## Replacement of all gas boilers

During the 2025/26 fiscal year, we plan to phase out the remaining oil-based heating installations and replace them with energy-efficient electric heat pumps. This strategic move is aimed at significantly lowering our CO<sub>2</sub> emissions and will reduce energy consumption. The transition to electrical heat pumps represents a crucial step in our ongoing commitment to environmental sustainability and operational efficiency.

## Preventing Leaks of Oil Products

In energy management and environmental protection, preventing oil products is a top priority. Such leaks can have serious environmental consequences while also compromising operational efficiency and safety. Our organization is dedicated to implementing comprehensive strategies to prevent such occurrences, extending the lifespan of our pipes and tanks through targeted upgrades and establishing clear monitoring and maintenance plans. These efforts are essential to minimizing risk, ensuring compliance and supporting our broader sustainability goals.

To mitigate the risk of leaks, we have introduced preventive inspections of our fuel installations. These inspections are scheduled at intervals of 1, 3, and 5 years, depending on the age and risk profile of the equipment. These planned visits are meticulously organized through our network maintenance system, ensuring systematic monitoring and timely intervention.

Our sites are continuously monitored by our centralized wet-stock team, who oversee inventory trends and leakage patterns. This constant vigilance enables us to detect anomalies promptly and take corrective measures to prevent leaks.

Preventing leaks of oil products is an integral part of our commitment to operational integrity and environmental safety. Through frequent inspections, regular maintenance, and advanced monitoring systems, we aim to safeguard our installations and minimize the risk of leaks. Our wet stock team ensures continuous oversight, while our fixed plans for monitoring and prompt response strategies reinforce our proactive approach to managing oil leaks.



# Mobility

We envision a transportation sector powered by renewable energy sources and are dedicated to transforming our business to achieve this goal. Our aim is to reduce carbon emissions and minimize the environmental impact of transportation. The transport industry plays a vital role in developing sustainable solutions for the green transition. Therefore, it is essential that future transportation is powered by energy sources and fuels with significantly lower carbon emissions than those used today.

Our ambitious targets necessitate a 30% reduction in carbon emissions from fuels at our mobility locations by 2030, with an overall objective of achieving 100% climate neutrality by 2045. This goal includes ensuring that the fuel sold at our mobility locations also meets these standards. It is indeed a challenging objective that demands significant action.

In response, we have made substantial investments to increase the number of high-speed EV chargers across the country, committing over DKK 2 billion towards this initiative by 2030. With the rising number of electric vehicles in Denmark, we are diligently working to provide ample charging opportunities for car owners throughout the nation.



As part of our ongoing commitment to support the green transition, we have successfully established 554 charge points operational nationwide. This substantial network of high-speed EV chargers is part of our strategy to cater to the growing number of electric vehicles in Denmark. We continue to expand our infrastructure in alignment with increasing EV penetration, ensuring that car owners have convenient and reliable access to charging facilities. Our objective for FY2024/25 was to establish 600 charging points. However, delays in grid connection prevented us from achieving this target by year-end. The goal was subsequently reached within the first months of the new year. In addition to the operational charge points we have at present 122 charging points waiting for GRID connection.

Our focused effort has been directed towards sites where we observe high concentrations of our customers. By strategically placing charge points in these areas, we aim to provide seamless and efficient charging options, contributing to a more sustainable transportation sector meeting the immediate demand from our customers.

As we continue to transform the transportation sector, another critical component of our strategy is the adoption of Hydrotreated Vegetable Oil (HVO) fuels. HVO is a renewable diesel fuel that significantly reduces carbon emissions compared to conventional fossil fuels. Utilizing waste and residues from vegetable oils, HVO is a cleaner alternative that supports our vision of achiev-

ing climate neutrality. By providing HVO alongside our EV initiatives, we are taking comprehensive steps towards a greener, more sustainable transportation system, ensuring that all our efforts collectively contribute to our goal of 100% climate neutrality by 2045.

HVO offers a valuable alternative to electric trucks by delivering similar CO<sub>2</sub> reductions without the need for new equipment. Over the past three years, we have ensured that HVO is available at every new truck station we establish. In addition, we are actively exploring opportunities to expand HVO availability at more locations across the network.

We are also utilizing HVO in our distribution channels to reduce carbon emissions. Our target for the fiscal year 2024/25 was a 66% reduction in carbon emissions from our distribution of fuel to both manned and unmanned mobility locations. To meet the target indirectly we chose to compensate by mixing HVO with regular carbon emissions.

By continuing to explore methods to further decrease our emissions while serving our customers, we have set ambitious targets: an 88% reduction in carbon emissions from our own distribution of fuel to manned and unmanned mobility locations, by end of fiscal year 2027/28 and achieving complete elimination of emissions from our distribution by end of fiscal year 2029/30.



# Goal - Planet

We are aware that our core business must undergo substantial changes, and we are committed to developing Circle K into a more sustainable business. Circle K's ambition for the next fiscal year is to conduct an analysis of our network and identify potential climate-related risks. We aim to develop a comprehensive action plan that addresses both immediate and future threats posed by climate change.

In the fiscal year 2025/26, we will be working on the capability to stop and start our cooling systems efficiently. This initiative aims to enhance our infrastructure's adaptability and responsiveness to fluctuations in energy demand and supply, thus contributing to overall GRID stabilization.

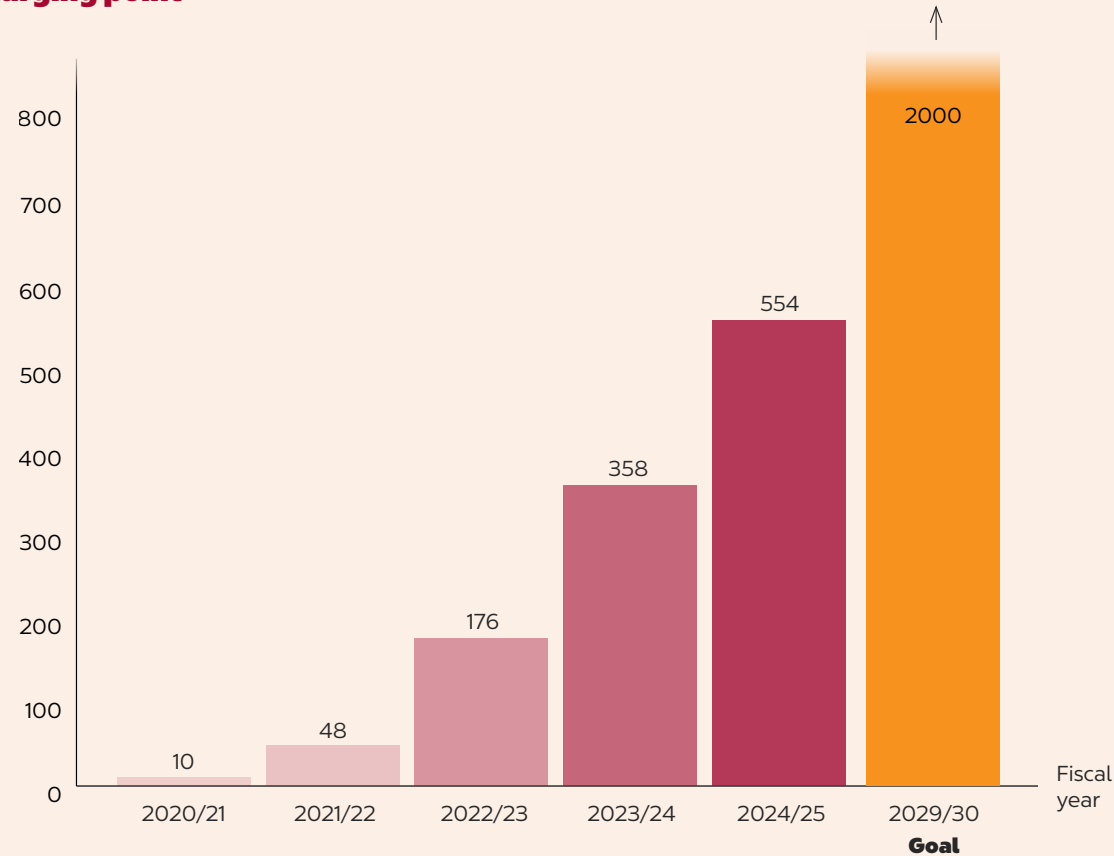
We will test a new technology for recycling air in our older ventilation systems (Airlich). This technology aims to

prolong the lifetime of these systems and reduce consumption. If the test results are favorable, we plan to expand this technology to 50-60 sites within our network, further enhancing our efforts towards energy efficiency and sustainability.

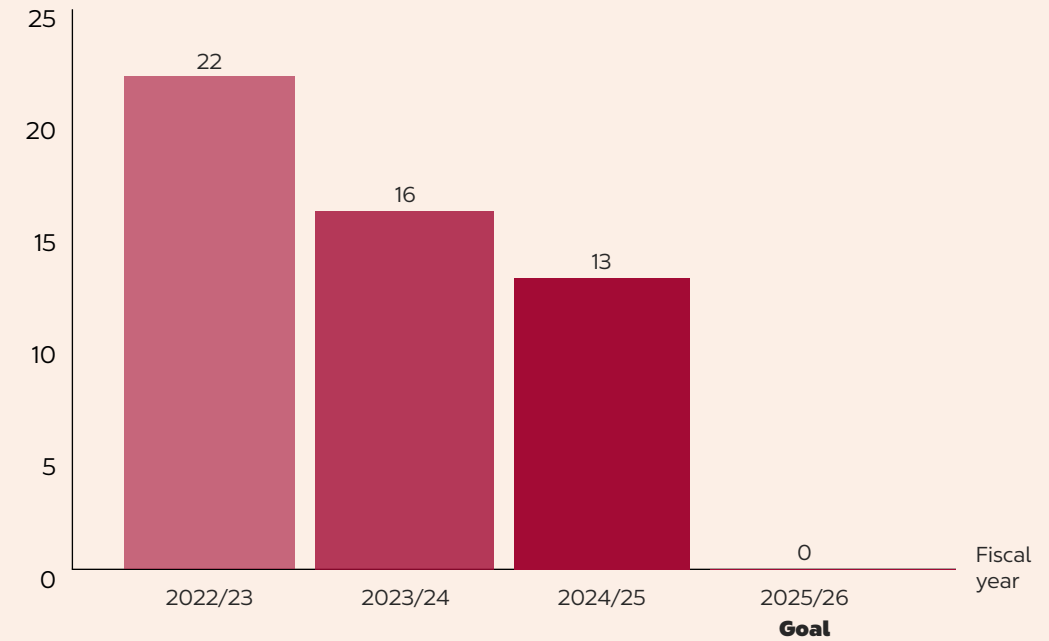
By continuing to explore methods to further decrease our emissions while serving our customers, we have set ambitious targets: an 88% reduction in carbon emissions by end of fiscal year 2027/28 and achieving complete elimination of emissions from our distribution by end of fiscal year 2029/30.

In 2045 our ambition is a 100% reduction in carbon emissions from energy for transport from our mobility locations (power for vehicles and increased addition of liquid fuel with reduced carbon emissions).

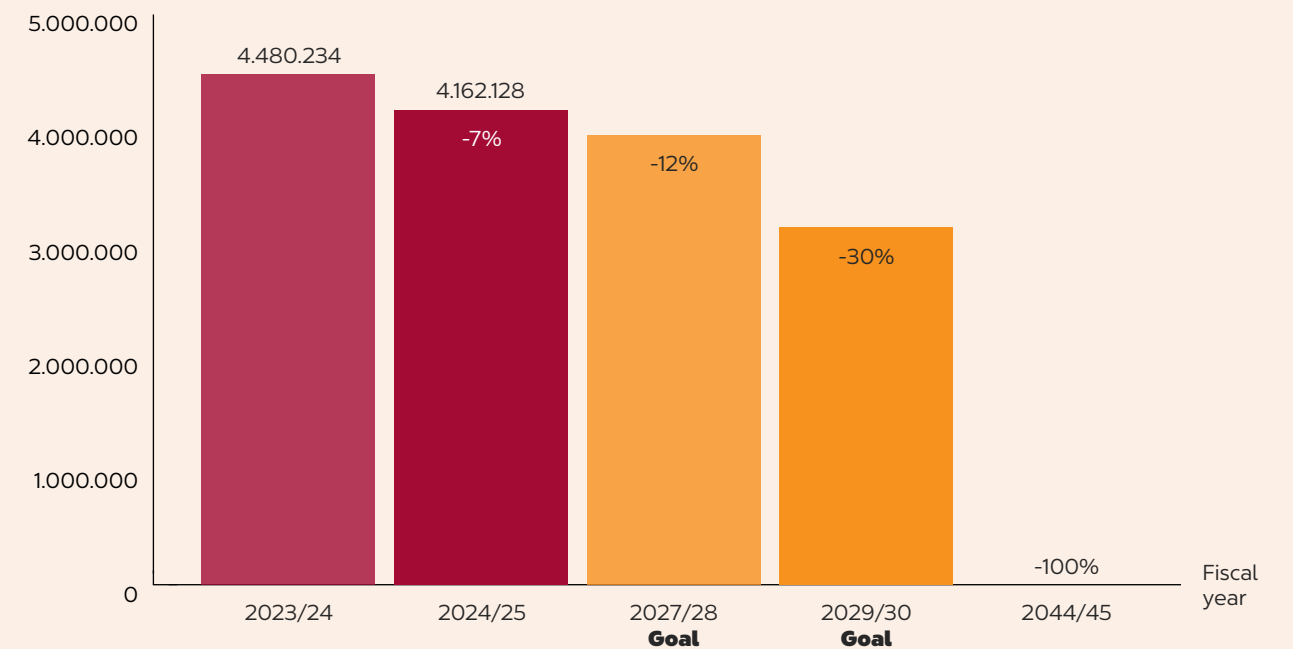
## Charging point



## Gas boiler



## Carbon emissions from energy for transport CO<sub>2</sub>-equivalents in tons CO<sub>2</sub>





# KPI - Planet

Fiscal Year	2024/25	2023/24	2022/23	2021/22	2020/21
Charge points	196	182	128	38	10

Fiscal Year	2024/25	2023/24	2022/23	2021/22	2020/21
Rebuild carwash	5	4	7	8	7

Fiscal Year	2024/25	2023/24	2022/23	2021/22	2020/21
mWh Electricity	44.914	47.827	47.241	50.703	-

CO <sub>2</sub> -equivalents in tons CO <sub>2</sub>	FY2024/25	FY2023/24	FY2022/23*	FY2021/22	FY2020/21
Scope 1 – Heating	171	240	329	377	373
Scope 2 – Energy – Locationsbased	864	1.937	1.913	1	
Scope 2 – Energy – Markedsbased	19.897	21.193	20.933	-	
Scope 3 – Value chain	4.527.335	4.851.429**			
1. & 2. Purchses of goods, services & fixed assets	361.723	367.298			
3. Energy – Heating	58	77**			
4. Upstream transportation	2.818	3.251			
5. Waste	-	-			
6. Travel	249	249			
7. Employee transportation	78	76			
9. Downstream transportation	282	244			
11. Use of sold products - Fuel products	4.162.128	4.480.234			
<b>Total emissions Location based</b>	<b>4.528.370</b>	<b>4.853.606**</b>			
Total emissions Markedbased	4.547.403	4.872.862**			

In the coming years, we will continue to review and refine our measurements of Scope 3 emissions.

\* Revised with 2023 emission factors as we have improved our method of calculation and data transparency  
 \*\* Revised after recalculation and data transparency

# Accounting principles

## Charge points

Numbers of charge points. Charging points are infrastructure elements that supply electric energy for the recharging of electric vehicles.

## Rebuild carwash

Number of rebuild carwash both Circle K and Ingo branded.

## Scope 1, 2 and 3

Greenhouse gas emissions are reported annually (as CO<sub>2</sub> equivalents, CO<sub>2</sub>e). CO<sub>2</sub>e is divided into 3 “scopes” according to the method in the Greenhouse Gas Protocol standard.

### Scope 1 – all direct emission

Scope 1- emissions from activities that the company controls directly. It includes Energy consumption from on-site heating units (Gas and oil boiler). Data is based on invoices, meter readings, and/or estimates where no actual data is available. Scope 1-emissions are calculated according to the method in the Greenhouse Gas Protocol by multiplying the relevant emission factors and activity data.

### Scope 2 – Indirect emission

Scope 2- emissions are the indirect emissions in connection with the energy that Circle K buys, i.e. electricity and heat. In accordance with the greenhouse gas protocol, Scope 2 emissions are calculated according to both the market- and location-based method (also called double reporting).

Energy consumption data is limited to electricity and district heating on sites. Heating and Electricity from office space is not included due to missing data from landlord. Work is being done to improve data quality and update calculations in the future.

Data is based on invoices, meter readings, and/or estimates where no actual data is available. Emissions are calculated according to the method in the Greenhouse Gas Protocol by multiplying the relevant emission factors and activity data.

### Scope 3

Scope 3 emissions refer to indirect emissions that originate from sources not owned or directly controlled by Circle K, but which occur throughout our value chain. emissions from the use of sold products, purchased goods and services, waste disposal, transportation and use of products is covered. Scope 3-emissions are calculated according to the method in the Greenhouse Gas Protocol. The total discharge is calculated by a combination of activity data and supplier data, where “average data method” and “spend-based method” are used. The method is dependent on the available data. Data is extracted from Circle K’s financial system and collected directly from Circle K’s suppliers (e.g. transport, waste streams, travel etc.).

Under scope 3, the following are deemed irrelevant for Circle K and are therefore not included in the accounts: Category 8, 10, 12, 13, 14 & 15.





Planet



People



Prosperity

### **Category 1 + 2: Purchased goods and services**

As no activity data is available, a spend based method is applied to convert spending to emissions. Emissions are calculated by allocating a spend category to a relevant commodity type in the emission factor data set and subsequently multiplying the emission factor with the total spend in the spend category.

### **Category 3: Fuel- and energy-related activities (not included in scope 1 or 2).**

Emissions from fuel- and energy-related activities not included in scope 1 or 2, such as upstream emissions from extraction, production, and transportation of electricity and fuels are calculated by multiplying energy consumption in scope 1 and 2 with relevant indirect emission factor, mainly from Department for Environmental Food and Rural Affairs (DEFRA).

### **Category 4: Upstream transportation**

Upstream transportation activities are delimited to transportation from Terminals or Warehouse to our site. It means that emissions from transportation of fuel and goods to our Terminals or warehouses are not included. Data is based on the actual driven kilometer and emissions are calculated by multiplying with the emissions factors from Department for Environment Food and Rural Affairs (DEFRA).

### **Category 5: Waste**

Data is based on weighted waste from our supplier for waste management. Emissions are calculated by multiplying activity data with the relevant emission factor from EXIOBASE.

### **Category 6: Business travel**

Emissions from air travel are calculated as the total flight distance multiplied by the relevant emission factor. Calculated emissions from private cars are based on mileage claims multiplied by the relevant emission factor. Used emissions factor is based on average car type in Denmark (Data from Statistics Denmark).

### **Category 7: Employee commuting**

Data is based on market statistics from Statistics Denmark on average miles to work and car type for employees. This is subsequently multiplied by the total number of FTEs in Circle K, and relevant emission factors are applied (DEFRA) to reach global commuting emissions figures.

### **Category 8: Downstream transportation**

Downstream transportation activities are delimited to transportation from Terminals directly to customer's tanks. Data is based on the actual driven kilometer and emissions are calculated by multiplying with the emissions factors from Department for Environment Food and Rural Affairs (DEFRA).

### **Category 11: Use of sold products**

Emissions from the use of sold products include oil products and electricity sold at our sites, as well as oil products delivered directly to our customers' tanks. This excludes emissions from products sold in our retail shops and car wash services. Over the coming years, we will work on gathering the necessary data to account for all products sold in our emissions reporting. Data is based on actual sold fuel products and electricity. Emission is calculated by multiplying with the emissions factors from The Danish Energy Agency and Department for Environment Food and Rural Affairs (DEFRA).







# People

Circle K Denmark wants to be a secure workplace where everyone feels welcome and valued. Circle K Denmark is a diverse workplace with various professional skills distributed across multiple generations and high seniority. Employee well-being and a safe working environment are top priorities, which is reflected in the high level of employee satisfaction.

To ensure well-being and safety, Circle K Denmark has implemented several initiatives. At selected stores, audio recordings have been implemented to enhance the sense of security among employees, particularly in response to incidents of verbal discrimination. We also host "Kindness Week," where kindness, respect and positive interaction are the focus, and a diversity network that works to promote inclusion and diversity in our organization. These initiatives are part of our continued commitment to creating a safe, inclusive, positive and supportive workplace for all.

Our values, "One Team", "Do the right thing", "Take ownership", and "Play to win" are important to our culture and the way we work. They create a sense of commu-

nity across our 209 Danish stores and our service office. According to our workplace assessment (WPA) from December 2023, 88% of our employees are familiar with our values. Our values are our DNA. They define who we are as a company, shape our culture, and contribute to a good working environment at Circle K. Our values describe how we interact, what we expect from each other, how we work together, and how we make decisions. Our employees champion our values, also aiming at making life easier for our customers and encouraging them to continue to choose Circle K.

Circle K has reorganized our HR department, now called "People," to highlight our focus on employees and create a workplace where people are at the center. This reorganization reflects our desire to move forward with a strategy that supports our ambitions to be an inclusive and sustainable company.

To enhance clarity and collaboration across our organization, we are introducing new titles and clearly defined responsibilities for each employee.



Planet



People



Prosperity



## This initiative will:

- Clarify what each team member is working on and accountable for.
- Improve internal communication and teamwork
- Make our strategy and ways of working more transparent—both internally and externally.
- Support individual development by aligning roles with growth opportunities
- Ensure everyone is contributing effectively to Circle K's overall goals and values.

By making roles and responsibilities more visible and structured, we're creating a stronger foundation for success—both for our people and for the company.

# Equal treatment and equal opportunities for all

Circle K values a diverse workforce that mirrors the society we serve, and it is important to us that all employees receive equal opportunities.

Diversity is a central aspect of Circle K as a workplace, and we actively work to promote an inclusive culture where employees feel valued and respected. Circle K has implemented several initiatives and policies to ensure diversity and inclusion. These measures aim to prevent and mitigate negative impacts on Circle K's own workforce. Efforts to promote diversity include inclusive recruitment practices, which ensure that all candidates, regardless of their background, have equal opportunities to join our team.

Furthermore, Circle K is committed to creating a supportive environment where all employees can thrive. This includes offering mentorship programs and career development opportunities to accommodate the diverse needs of our workforce. By fostering a culture of respect and inclusion, Circle K aims to enhance employee satisfaction and retention, ultimately contributing to the overall success of the company.

Circle K strives to ensure that all working conditions comply with applicable laws, relevant collective agreements, and the regulations governing the Danish labor market. Most of our employees are covered by collective agreements that establish the rights and obligations of both employees and employers. These comprehensive agreements regulate aspects such as wages, working hours, and other employment conditions. For employees not covered by a collective agreement, Circle K ensures their rights through laws and individual agreements that are applied in the Danish labor market.







Planet



People



Prosperity

## People development

In April 2023 we implemented our recruitment tool that helps us to find the right employees for our stores. This new method replaces traditional applications with an online test that applicants can complete on a mobile, tablet, or PC in just 10-15 minutes. By eliminating CVs, applications, and photos from the process, we effectively minimize unconscious bias. Instead, candidates are evaluated through an anonymous, situation-based test, ensuring a fair and objective assessment.

In September 2024 we were honoured with the “HR Award 2024” from DANSK HR for our innovative recruitment tool.

Statement: “We are proud and delighted to receive this year’s HR Award, as it recognizes our efforts in diversity, inclusion, and equality. In addition to more effectively finding the right match for our stores, we are also

opening up opportunities for a group of applicants who would otherwise have been excluded from the recruitment process or who might not have applied for the position in the first place,” says Marion Grønbæk Weis.

Circle K aims to take on the responsibility we have as a large company in Denmark by hiring apprentices and ensuring they receive a solid education. We understand the importance of investing in the future workforce and providing young people with the necessary skills and experience to thrive in their careers. Our apprenticeship program is designed to offer comprehensive training and development opportunities, enabling apprentices to reach their full potential. By creating a supportive and learning-oriented environment, we strive to make a positive difference in the lives of young people and contribute to the overall growth and prosperity of society.

Circle K offers a comprehensive 2-year educational program where apprentices are employed in a 37-hour position at a specific site through their training agreement. Each apprentice is assigned a dedicated training supervisor who is either professionally qualified or has at least 4 years of relevant work experience. This ensures that apprentices receive the guidance and support they need to succeed in their roles.

During the program, apprentices complete 8 weeks of school training at Business College Syd Mommark, where they learn the theoretical aspects of their profession. This theoretical foundation is subsequently applied at the station, enabling apprentices to acquire practical experience and develop their competencies in a real-world environment.

To ensure a structured and targeted training experience, we have developed a detailed training plan consisting of 64 points. This plan clearly outlines what the apprentice needs to learn at the site and the specific level of proficiency required, as specified by the Ministry of Education. The structured approach ensures that apprentices receive a well-rounded education that prepares them for their future careers.

Currently, we have 9 apprentices in the program, but our goal is to expand the program and start a new cohort of 16 apprentices this fiscal year FY25/26. We aim to continue enrolling 16 new apprentices each year moving forward. By doing so, we are committed to investing in the future workforce and providing young people with the opportunities they need to thrive in their careers.

Furthermore, Circle K motivates skilled and dedicated employees to further develop themselves through training programs for assistant managers and Store Manager trainees, in collaboration with Business College Syd Mommark.

Another development opportunity for our employees is to be a food coach or food captain. Currently, we have 15 food coaches, one assigned to each district, and one food captain per site. These Food Coaches and Captains are instrumental in fostering the appropriate Food Culture, prioritizing the balance between product availability and waste management. The training program is structured so that the Food Coaches train the Food Captains, who in turn, instruct their colleagues within the store. In the upcoming year, our primary focus, in collaboration with the food coaches, will be to optimize the balance between our offerings and waste, thereby enhancing sustainability.

Our training program is a testament to Circle K’s dedication to social responsibility and our commitment to developing the next generation of professionals. By offering comprehensive training and development opportunities, we are helping to build a skilled and capable workforce that will contribute to the overall growth and prosperity of society.

In the coming fiscal year, we will continue to develop our initiative pipeline. Our goal is to identify the current and future competence needs at our support office and by investing in the development of our employees and ensuring they have the necessary competencies, we contribute to the sustainable and long-term growth of our organization.





# Diversity

Circle K is part of the worldwide group Alimentation Couche-Tard and the group has established various programs and networks to support underrepresented groups within the company. These initiatives provide a platform for employees to share their experiences, voice their concerns, and contribute to the development of a more inclusive workplace.

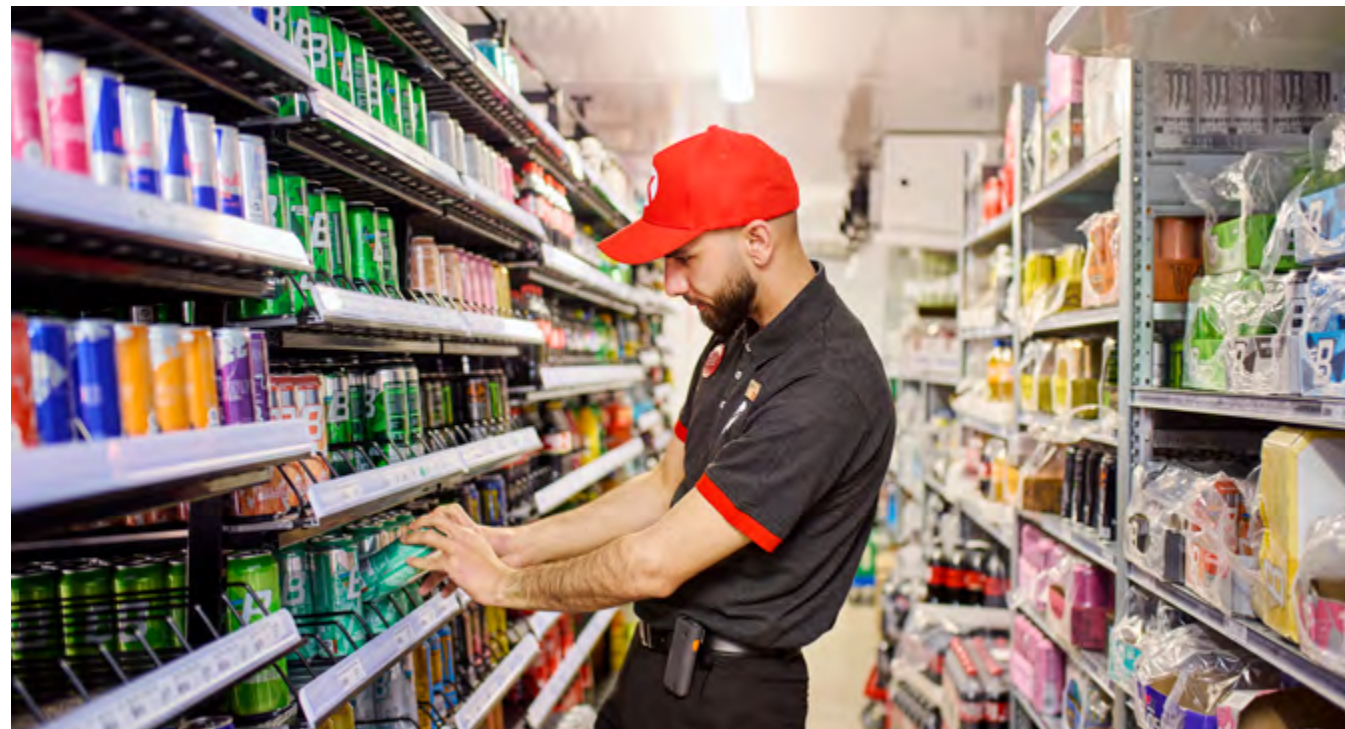
In Denmark Circle K has established a diversity group consisting of 14 dedicated employees, with representatives from both our stores and support office. All members of the group are passionate about making a difference and promoting diversity within the company. The group meets regularly to share inspiration, hold workshops, and discuss various diversity and inclusion initiatives. This collaboration ensures that we are constantly working towards creating a more inclusive and diverse workplace where all employees feel valued and respected.

Additionally, the group is working on developing an inclusive and attractive workplace where everyone can feel safe, respected, and have the opportunity to reach their full potential. The group also focuses on spreading the message of diversity and inclusion to all their colleagues at Circle K. The group meets 3-4 times a year.

One key initiative that our diversity group has established is the collaboration with HighFive. HighFive is an organization dedicated to assisting young people with a criminal background in getting a second chance by supporting them in finding jobs or pursuing education. Circle K has entered this partnership to demonstrate our commitment to social responsibility and to help these young individuals move forward in life. This initiative requires our store managers to embrace diversity and recognize the potential in these youths, providing them with the opportunity to rebuild their lives and contribute positively to society.

We initially started this collaboration in one of our stores in the Aarhus area, but we are aiming to expand this collaboration to the rest of the country. By doing so, we hope to offer more young people the chance to turn their lives around and build a brighter future.

At Circle K, we take our social responsibility seriously and have established several partnerships to support different groups in society. In addition to our collaboration with HighFive, we have also partnered with KLABjob. KLABjob stands for Creative, Long-term, Work Planning and is a unit that originates from the disability organization LEV. This partnership reflects our commit-



ment to creating opportunities for individuals who may face challenges in the traditional job market.

Under the KLABjob scheme, we currently employ 13 service employees. These employees are hired under special conditions, where working hours and tasks are adapted to the individual employee's needs and abilities. This approach ensures that each employee can contribute effectively while working in an environment that accommodates their unique circumstances. By providing tailored support and flexible working conditions, we aim to empower these individuals and help them achieve their full potential.

Additionally, we have employed 8 individuals under the "Socialt Frikort" scheme. This initiative helps the most vulnerable citizens in society by providing them with better opportunities to participate in community activities, contribute to society, and experience value in their everyday lives. By offering these individuals a chance to work at Circle K, we are helping them integrate into society and improve their quality of life.

This collaboration is part of our broader effort to create an inclusive workplace where everyone has the opportunity to contribute and develop. We believe that diversity and inclusion are essential to fostering a positive and dynamic work environment. By embracing these values, we not only enhance the well-being of our employees but also drive innovation and growth within the company.

Through our partnerships with organizations like HighFive, KLABjob, and to offer employees employment under "Socialt Frikort" and "Flex job", we are making a meaningful impact on the lives of individuals who may otherwise be overlooked. Our dedication to supporting these initiatives underscores our belief in the potential of every individual, regardless of their background or circumstances.

We aim to create an inclusive and equitable society where everyone has a chance to succeed by expanding and strengthening our partnerships.



# Gender balance

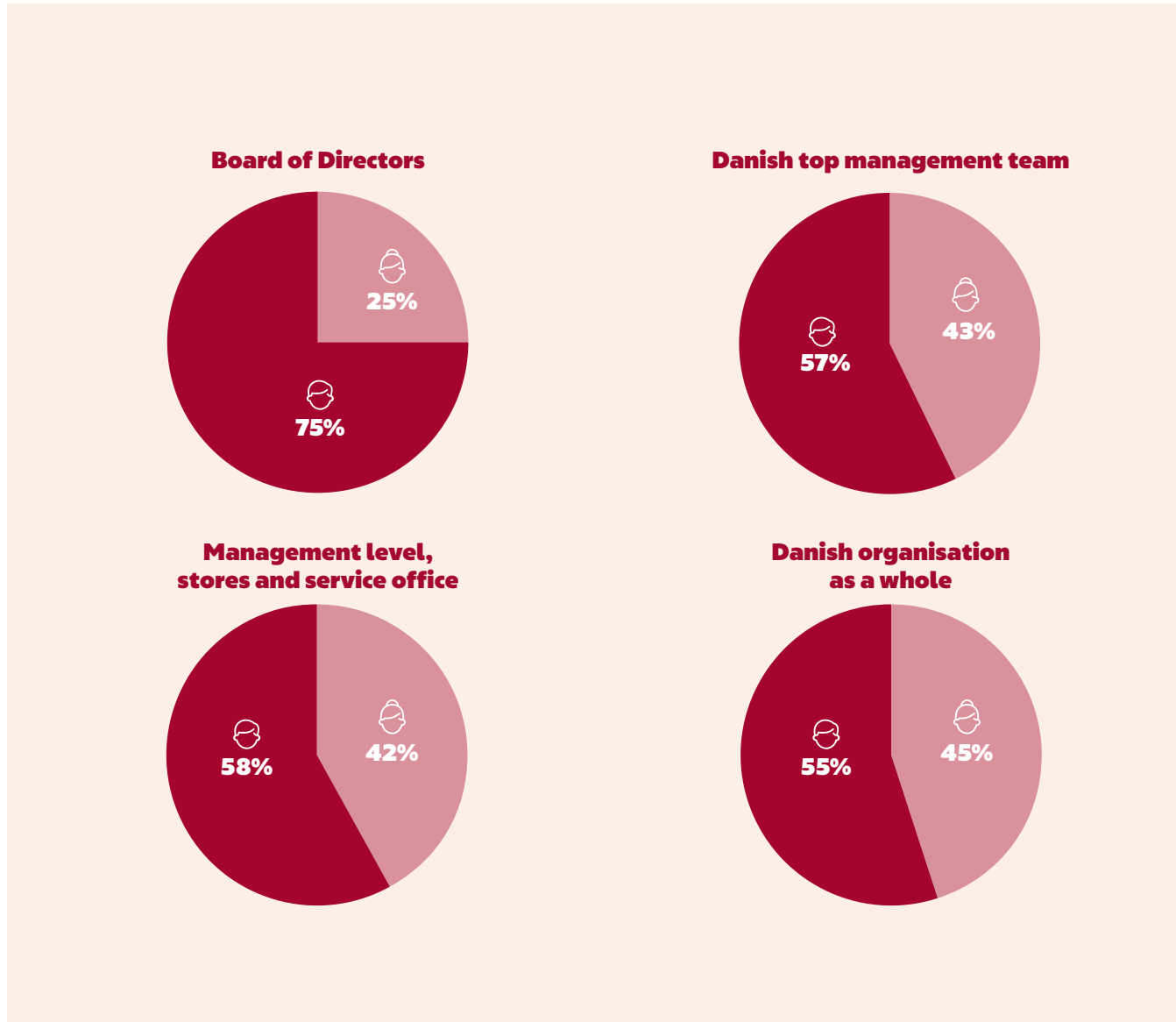
Circle K is committed to achieving gender balance across all employee groups. This target has been successfully achieved.

The overall gender distribution in Circle K Denmark is 45% women and 55% men. At management level in our stores and at our service office, the gender distribution is 42% women and 58% men.

The Danish management team (Other management levels) is 43% women and 57% men. Gender balance is achieved as we have ensured that the underrepresented gender makes up at least 40% of the other management levels.

The Board of Directors consists of 25% women and 75% men. Gender balance is achieved as we have ensured that the underrepresented gender makes up at least 25% of the total Board of Directors.

To support gender balance, we continue to focus on evaluating the qualifications of candidates from all genders equally. We aim to increase the representation of the underrepresented gender by prioritizing diversity in our recruitment process.



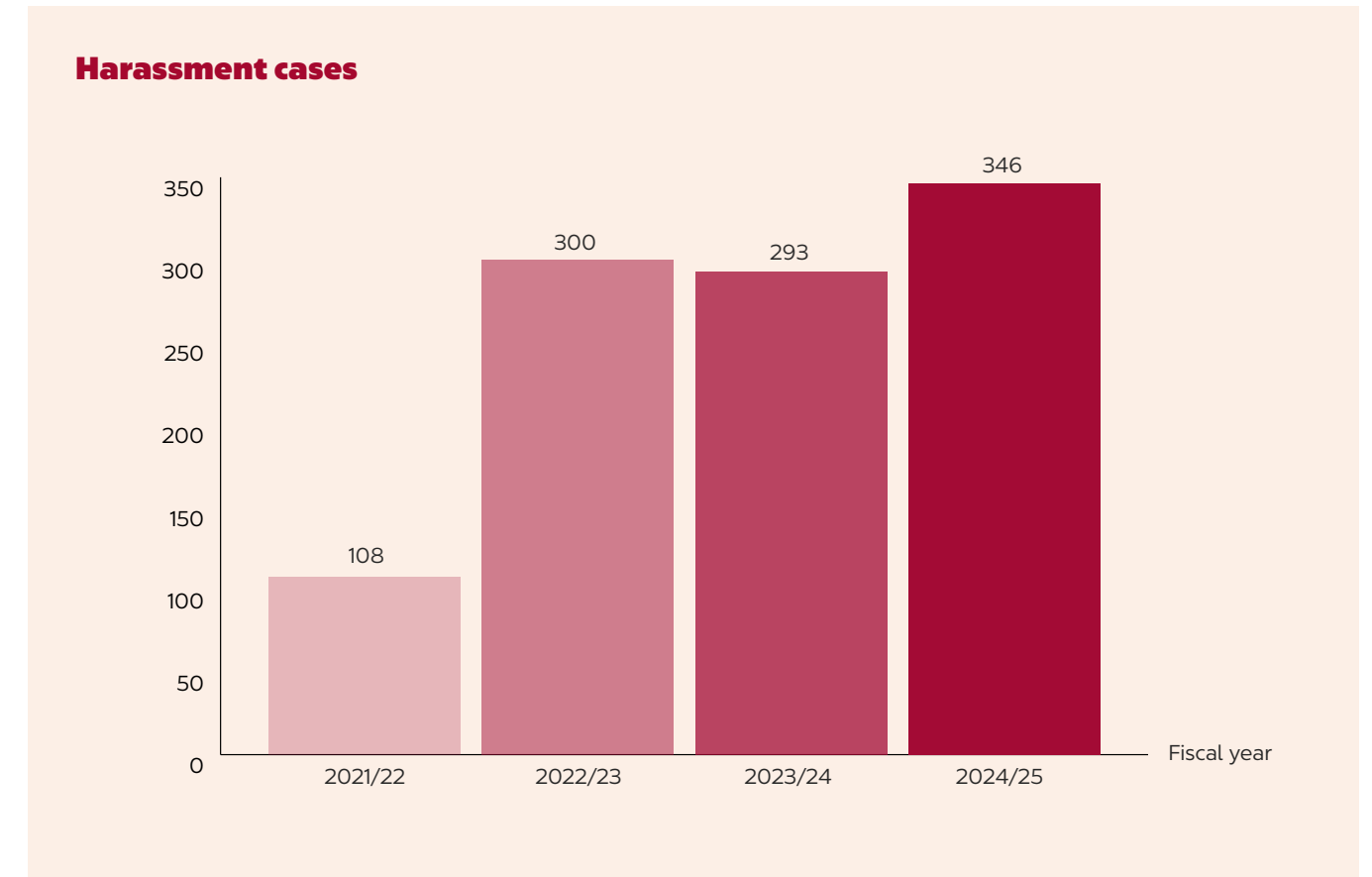
# Measures Against Harassment and Discrimination in the Workplace

Circle K has established comprehensive policies and processes to prevent and address harassment and discrimination against our employees while at work. We recognize that our employees are increasingly experiencing a harsher tone from customers, which can negatively impact on their well-being and work environment.

To address this issue, we have implemented a range of measures to ensure that our employees feel safe and respected in the workplace. Our policies include clear guidelines on how to handle harassment and discrimination, as well as procedures for reporting and following up on such incidents. We also provide training and education for our employees and managers, equipping them with the skills to manage conflicts and create a positive work environment.

Circle K is committed to creating a workplace where all employees can provide customer services without fear of harassment or discrimination. We continuously work to improve our policies and processes to ensure that we can effectively respond to any form of unacceptable behavior and support our employees in achieving a high level of well-being and job satisfaction.

From fiscal year 2021/22 to fiscal year 2022/23, the number of harassment cases reported by our store employees increased from 108 to 300, prompting the implementation of several initiatives.





These cases include incidents such as yelling at staff, threats, throwing items, and sexual harassment. An internal survey conducted for Circle K found that 20% of our employees in Denmark have experienced some form of psychological or physical harassment from customers. Despite these efforts, there has been a continued rise in harassment cases, with 346 reported in fiscal year 2024/25. Our zero-tolerance policy and the requirement that all cases must be reported so that we can assist also means that we are experiencing an increase in the number of reported cases.

In January 2024 and again in 2025 we conducted a harassment survey among our employees in the stores, with 3 questions:

Question	January 2025	January 2024	Increase
Know where to ask for help	86%	89%	+3%
Leaders assure I am safe at work	93%	95%	+2%
Received training on difficult customer situation	80%	84%	+4%



## Kindness week



In FY24/25, we expanded “Kindness Day” to “Kindness Week.” Week 5 of 2025 was marked with additional signage and the distribution of candies to customers as a thank you for maintaining a positive tone. This initiative was well received by both customers and employees, fostering a sense of community and mutual respect within our stores.

We were part of a collaborative effort with other retailers, HK, and Drivkraft Danmark to focus on maintaining a positive tone in stores. This collaboration was part of the “Den gode tone går begge veje” (The Good Tone Goes Both Ways) campaign, which aimed to raise awareness about the importance of respectful interactions between customers and employees. The campaign focuses on preventing verbal abuse and treating our store employees with respect, as harassment is a growing problem throughout the retail industry.

We launched a series of public awareness initiatives, including social media campaigns and community outreach programs, to encourage customers to contribute to a respectful shopping experience.



Our participation in the media coverage surrounding harassment and the use of audio recordings as an effective tool to address this issue further emphasized our commitment to creating a safe and respectful environment for our employees. By actively engaging in these discussions, we positioned ourselves as a leader in promoting positive interactions and setting a standard for other retailers to follow.

These efforts are part of our ongoing commitment to fostering a positive and respectful atmosphere in our stores. We believe that by promoting kindness and respect, we can create a more supportive and enjoyable work environment for our employees. Through initiatives like “Kindness Week” and our collaboration with industry partners, we continue to demonstrate our dedication to social responsibility and the well-being of our community.



# Audio recording

One of the tools we use to achieve this is the implementation of audio recordings at particularly affected sites.

Circle K only uses audio recordings at sites that are severely impacted. We ensure that all other tools have been tried, implemented and evaluated before installing audio recordings in our stores. The sole purpose is to protect our employees – and the results speak for themselves. After signage indicating audio recording is put up, the number of reported incidents drops significantly, and only a few cases are reported. This is the same feedback received during regular status meetings held between Store Manager, Sales Market Manager and HSE. Often, situations deescalate immediately when a customer realizes that audio recording is taking place.

Currently, we have audio recordings in 6 stores, with 3 in and around Aarhus and 3 in Zealand. The goal is not to implement this in all stores but only at locations where threats are massive and particularly severe, and where regular video surveillance, dialogue with the police, signage, employee training, etc., have not had a noticeable effect. “Since we have implemented audio recordings, I have not experienced any trouble at all” a statement from one employee in a store where there have been audio recordings.

To protect privacy and ensure proper handling of the recordings, we have strict access policies. Only a few selected employees at our Support Office have access to these recordings, ensuring that they are used solely for their intended purpose and handled with the highest degree of confidentiality. It is very important to us that it is never used as a management tool.



# Safety and health

Safety and health are crucial elements in Circle K’s workplace strategy. We are committed to creating a work environment where employee well-being and safety are paramount.

To measure the well-being of our teams, we have been conducting an annual ‘myVOICE’ employee engagement survey since 2016 in partnership with Gallup. The survey consists of 12 questions used by Gallup around the world to measure employee engagement in addition to Circle K specific questions on diversity and inclusion. The survey measures our performance in the selected areas and identifies areas for improvement. Teams develop strategic action plans for the upcoming year based on their MyVoice scores, identifying areas for improvement to enhance overall well-being.

This year, we achieved a score of 4.32 out of 5, which is almost identical to last year’s score of 4.34 out of 5. This indicates that we met our target of 4.25, which remains the goal for the upcoming year. Additionally, there will be an emphasis on leader engagement since leaders are responsible for 70% of the engagement within their teams; therefore, it is crucial to focus on this area.

The new organization of our People team will ensure that we continue the good work of embedding our culture in all parts of the organization. New social and health-promoting initiatives will support the culture at Circle K and ensure good well-being when working at Circle K.





Planet



People



Prosperity

# Workplace safety

Circle K systematically works to minimize risks and improve the working environment. The aim is to prevent occupational injuries, addressing robberies and other criminal acts as a separate focus area due to their stressful impact on employees involved. The goal is zero robberies and work-related injuries. To achieve this, Circle K collaborates with international colleagues, sharing best practices, experiences, and conducting joint initiatives and campaigns for employees worldwide. All stores use the Safepay security system, ensuring that employees do not have access to cash. Employees receive training in Health Safety Environment guidelines related to before, during, and after a robbery.

While preventing all robberies is impossible, focus remains on preventive measures and internal procedures during and after such incidents. A training program has been implemented for employees, along with assault alarms and door locks installed in all stores. Employees affected by robbery receive immediate psychological counselling from Falck, including follow-up sessions if necessary. Store managers ensure the well-being of the employee and that they have support from family or friends' post-incident. Colleagues participate in a debriefing 1 to 3 days following the robbery, and additional staff can be assigned to the store if required.

We provide continuous training for our employees to effectively manage risk-related situations. It is mandatory for all employees to complete an annual training course on safety and anti-robbery measures. Additionally, conflict de-escalation training has been permanently integrated into the curriculum. Store managers receive specialized training in how to support employees who have experienced harassment.

In the baseline year 2021/22, we reported 73 staff injuries with severity levels ranging from 1 to 4 (on a scale of 1-5). In the last fiscal year 2023/24, this number increased to 82 injuries, and unfortunately, it has risen further to 88 injuries in the fiscal year 2024/25. The top 3 categories over the last 4 years combined are "Slip/Trip/Fall's & Cuts", "Harassment" and "Strains & Sprains". This indicates that we continue to face challenges, primarily due to an increase in verbal abuse and harassment of our store employees by Circle K's customers over the past year. This underscores the importance of our initiatives such as Kindness Week and audio interventions, which remain a high priority for us.



To ensure a holistic approach to workplace safety and health, the collaboration and efforts of our health and safety representatives (AMR) are crucial. After addressing the challenges of robberies and accidents, it is important to focus on the initiatives implemented by our health and safety representatives to promote well-being and a safe working environment. These representatives play a central role in identifying risks, developing action plans, and ensuring that Circle K's policies and procedures are adhered to. Their efforts contribute to creating a workplace where employees feel safe and supported, which is the foundation for our continued success and growth.

At our support office we have 2 health and safety representatives and one of the focus areas has been on the indoor climate and this will continue into the next fiscal year. Every district (15 across Denmark) has 2 health and safety representatives, and they are meeting 2 times a year. One of the meetings is a 2-day seminar together with our Sales Market Managers, Retail Directors, HSE department and other invited guest, where we emphasize dialogue and training for our health and safety representatives. In FY2024/25, the training included topics such as store theft and conflict management, with external guests providing instruction to our health and safety representatives. The purpose of these meetings is to actively engage our health and safety representatives in tackling a range of challenges. One key topic over the past year focused on how we can help our colleagues feel safer in the workplace. The insights gathered from these discussions will be integrated into our onboarding program moving forward. They also developed "The 7 Good Tips for a Good Customer Meeting" which are tips to reduce the likelihood of harassment and assault.



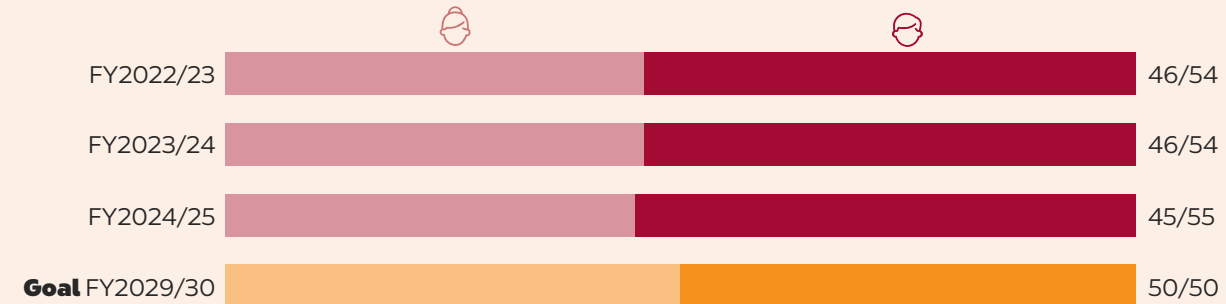


# Goal - People

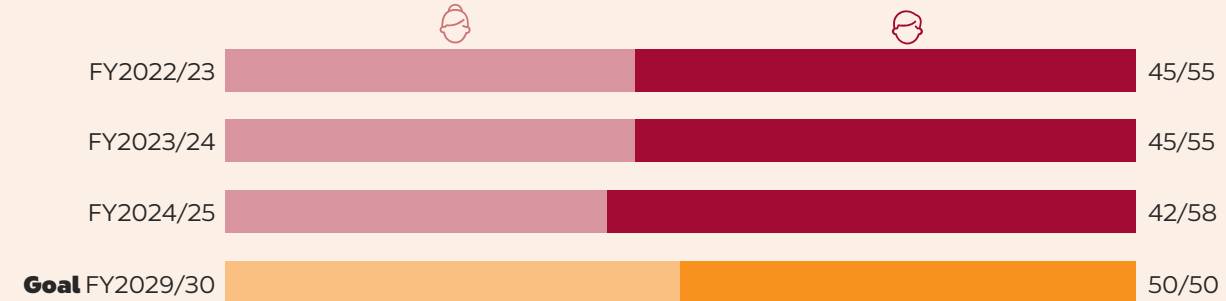
Circle K is a people organization, and we aim to create an inclusive and equitable society where everyone has a chance to succeed by expanding and strengthening our partnerships. We have set ambitious goals and continue to work on already launched initiatives, along with several new initiatives for the coming year:

- **Implement a Senior Policy & Leader Forum:** This initiative will focus on supporting senior employees and fostering leadership development within the organization.
- **Maintain Our MyVoice Engagement Score:** We will continue to prioritize employee engagement and satisfaction, ensuring that our team remains motivated and committed.
- **Focus on Stress Management and Sick Leave:** We will implement initiatives to manage stress and reduce sick leave, promoting a healthier and more productive work environment.

## Gender Diversity, Danish organization (%)



## Gender Diversity, Management level, stores and service office (%)

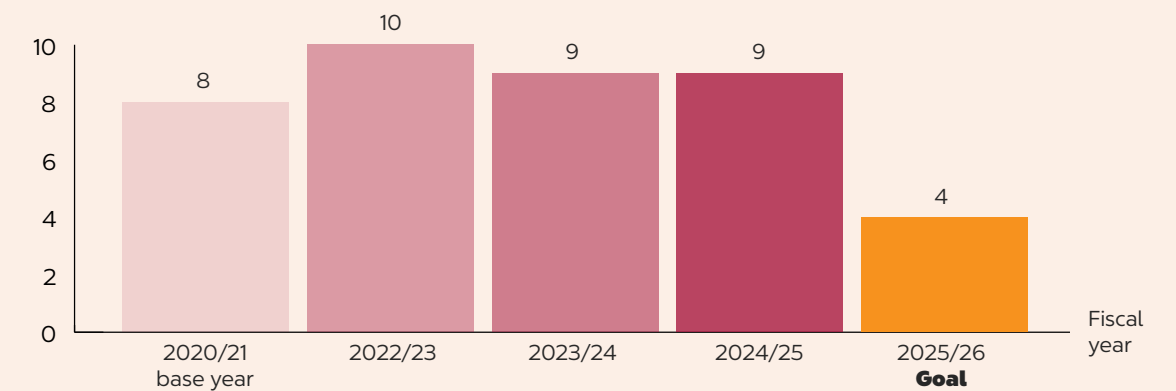


## Training model

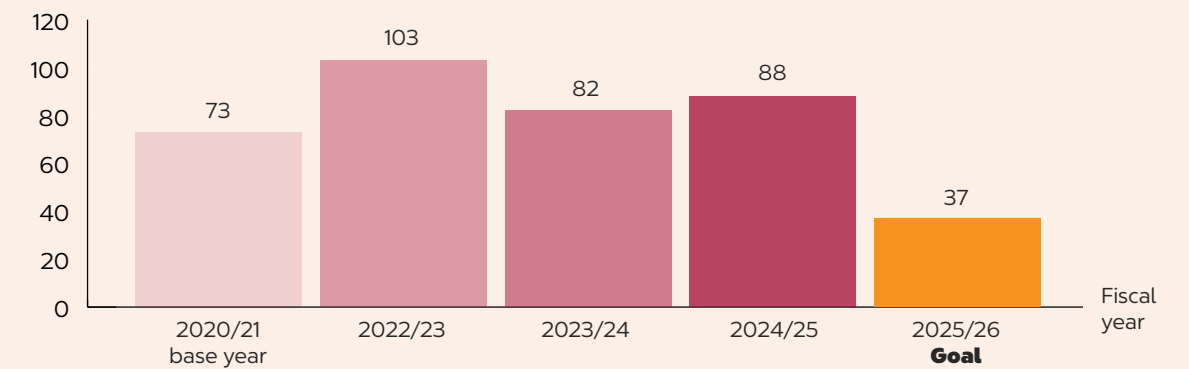
Fiscal Year	2025/26 Goal	2024/25	2023/24	2022/23
ASM* Training	60	50	93	72
SM* Trainee Training	30	26	12	26
SM* development Training	30	32	36	36
Apprentices Training	16	9	0	0

\*ASM = Assistant Store Manager, SM = Store Manager

## Robberies



## Injuries





# KPI - People

## Average number of employees

Number	FY2024/25	FY2023/24	FY2022/23	FY2021/22	FY2020/21
Full time employee (FTE)	1.665	1.685	1.787	1.749	1.740
Average employee (headcount)	2.738	2.728	2.932	2.950	2.900
Employee on Support Office	209	194	203	196	177

## Employee distribution by age group

Number, %	<35	35 - 55	>55
Share of employees	1.978 / 70%	575 / 20%	259 / 9%

## Gender diversity (shares of underrepresented gender)

%	FY2024/25	FY2023/24	FY2022/23	FY2021/22	FY2020/21
Employees	45%	46%	46%	52%	52%
Managers (Store & Support office)	42%	45%	45%	52%	52%
Danish top management team	43%	40%	43%	50%	38%
Board of Directors	25%	25%	25%	25%	25%

# Accounting principles

## Full time employee (FTE)

To calculate Full-Time Equivalent (FTE), we use the ATP method, which is based on the total labor market pension (ATP) contributions. This method provides accurate and consistent measurement of employees' working hours.

## Average employee (headcount)

Head count for Circle K is the number of employees on the last day of the fiscal year (30.04).

## Employee distribution by age group

Employees' distribution by age group is divided into 3 categories indicated by the cpr-number.

## Gender diversity among all employees

Gender diversity is defined as the shares of full-time employees of the underrepresented gender out of the total full-time workforce for the year. Gender diversity is based on FTEs for the calendar year. It covers both hourly employees and salaried employees. These are indicated based on CPR numbers.

## Gender diversity for Management level, stores and service office

Circle K defines gender diversity in the management level, stores and service office as the shares of underrepresented gender in management position. Gender diversity is calculated at the end of the fiscal year.

## Gender diversity for Danish top management team

Circle K define gender diversity in the top management level as the share of the underrepresented gender in the Danish management group. Gender diversity is calculated at the end of the fiscal year.

## Gender diversity for the board of directors

Circle K defines gender diversity in the board of directors as the share of the underrepresented gender in the board for Circle K Danmark A/S without the employee selected representatives. Gender diversity is calculated at the end of the fiscal year.

## Employees in Training

Numbers of employees that has started on our people development program as ASM.





# Prosperity

Statutory statement accordance with section 99a & b of the Danish Financial Statements Act

We are committed to 'Doing the Right Thing'—a pledge to conduct our business ethically, with integrity, and honesty. With the support and collaboration of our supplier community, we aim to uphold environmentally and socially responsible procurement practices.

As a member of a global group, we recognize that our procurement choices impact supply chain sustainability. We aim to improve our corporate governance practices to ensure effective oversight and compliance with evolving best practices. Through ongoing dialogue, we engage our stakeholders to better understand their priorities regarding environmental, social, and governance issues.

## Social responsibility in our supply chain

We hold our suppliers to high standards and expect them to conduct business in a manner that aligns with our values and corporate governance. To this end, we have introduced a Supplier Code of Conduct into these relationships. Applying to all our suppliers, vendors, service providers and manufacturers, this Code of Conduct includes aspects such as compliance with applicable laws and legal requirements, ethical business practices, ethical employment standards and human rights, environment and sustainability.



Planet



People



Prosperity

## Human rights

At Circle K, we adhere to high standards for respecting human rights through our internal policies. The risk of human rights violations is considered minimal due to Denmark's low incidence of such violations and its foundation on democratic values and equality principles. Circle K did not record any incidents involving human rights violations in FY2024/25. In the coming years, we will continue to screen our suppliers to ensure compliance with our human rights requirements.

## Donations and charitable partnerships

Creating a sustainable world involves a better environment for future generations. At Circle K, we prioritize the well-being of young people and have long supported vulnerable children and youth through our charitable initiatives supporting our core value "Do the right thing". Our ambition is to provide financial support to vulnerable children and young people in Denmark.

Our participation in charitable partnership reflects our ongoing commitment to social responsibility and community engagement. By supporting our partners, we aim to make a positive impact on the lives of vulnerable children, young people, and families.

## Partnership with Mødrehjælpen

In fiscal year 2024/25, we commenced a new collaboration with Mødrehjælpen, focusing on their 'Birthday Help' initiative. This program assists socially vulnerable families in hosting birthday parties for their children and inviting classmates or kindergarten friends. The assistance includes a party kit containing all necessary items to create a joyful and memorable celebration.

The new collaboration signifies the conclusion of our partnership with Børns Vilkår, which began in 2019. We are looking forward to the opportunities that our new partnership with Mødrehjælpen can develop into. This collaboration aligns with our commitment to social responsibility and community engagement. By supporting Mødrehjælpen's 'Birthday Help' initiative, we aim to make a positive impact on the lives of socially vulnerable families, fostering a sense of inclusion and joy for children who might otherwise miss out on such celebrations. As we transition from our previous partnership with Børns Vilkår, we are excited about the potential for growth and positive outcomes that our collaboration with Mødrehjælpen can bring.

## Julemærkehjemmet

Since 2019, INGO has maintained a strategic partnership with Julemærkehjemmene, making an annual fixed donation to support their initiatives. In addition, we continuously organize campaigns and other activities aimed at raising funds and increasing awareness of the vital work carried out by Julemærkehjemmene. At INGO, we believe in equal opportunities for all, and we recognize that children are our future.



Our customers have the option to choose a special "Julemærkevask" when washing their cars. This wash is identical to the regular service, but costs an additional 5 DKK, which goes directly to Julemærkehjemmene. Additionally, when refueling, customers have the option to support Julemærkehjemmene by selecting a donation directly at the pump

INGO also engages in internal employee activities, such as 'Train for Charity'. For every 30-minute workout completed by an employee each day, INGO donates a specified amount to Julemærkehjemmene. This initiative not only motivates our employees to stay in good shape but also ensures that everyone contributes to a worthy cause.

**" We all have a responsibility to ensure that children thrive and to combat bullying. The Julemærkefonden does a fantastic job, and we are proud to support their efforts."**

*Jesper Hyldal,  
Director Sales & Operation i INGO Danmark.*



### The Danish Food Bank



Since 2022, we have proudly partnered with the Danish Food Bank, a non-profit organization dedicated to combating food poverty and minimizing food waste. The Danish Food Bank plays a crucial role in distributing surplus food to more than 370 aid organizations across Denmark, ensuring that those in need have access to essential nourishment. This mission requires extensive transportation logistics to efficiently deliver food to various locations.

To support their efforts, we have established a fuel discount agreement, covering 50% of their fuel costs up to a maximum of DKK 400,000 annually. This significant contribution helps alleviate the financial burden associated with transportation, allowing the Danish Food Bank to focus more resources on their core mission of food distribution.

In addition to our financial support, we are committed to aiding the Danish Food Bank in their green transition. We have provided four electric vehicle (EV) chargers, including installation, at their warehouses. These chargers enable the Danish Food Bank to power their refrigerated electric trucks directly on-site, promoting sustainable transportation practices and reducing their carbon footprint.



As a gesture of appreciation for the invaluable work carried out by their volunteers, we have also supplied 200 insulated thermos cups. These cups can be filled with free coffee at any Circle K station during food deliveries, offering a small token of gratitude and comfort to those who dedicate their time to this noble cause.

### Fundraising for Delfinhuset Orphanage

In December 2024, during our annual employee Christmas celebration at our support office, we organized a fundraising event for the orphanage Delfinhuset on Lolland. This event was a heartwarming occasion where our employees came together to support a noble cause, demonstrating their generosity and commitment to making a positive impact on the community.

A total of DKK 35,500 was raised, with DKK 25,500 contributed by our dedicated employees and an additional DKK 10,000 donated by Circle K. This contribution enabled Delfinhuset to provide support and comfort during challenging times for vulnerable children.

### Football Jersey Friday

On 7 March 2025, we participated in #FootballJersey-Friday, an initiative aimed at supporting children with cancer and their families. This event was a heartwarming occasion where employees at our service office put on football jerseys to show their solidarity and raise awareness for this important cause. The atmosphere was filled with enthusiasm and a sense of community as everyone came together to make a difference.

A voluntary donation drive was held both at the office and in our stores, allowing employees to contribute to the Danish Childhood Cancer Foundation. The initiative was met with great enthusiasm, and we raised a total of DKK 10,320 to the foundation.

## KPI

### Donation

DKK	FY2024/25	FY2023/24	FY2022/23	FY2021/22	FY2020/21
Mødrehjælpen	1.000.000	-	-	-	-
Børns Vilkår	-	1.060.000	1.000.000	1.000.000	1.000.000
Fødevarer Banken	409.846	190.000	-	-	-
Julemærkefonden	358.548	390.523	393.254	393.291	477.726
Orphanage	35.500	40.000	20.000	-	-
FootballjerseyFriday (Børnecancer fonden)	10.320	11.833	-	-	-
Hellebro	-	50.000	-	50.000	-

## Accounting principles

### Donation

Amount that has been paid in the fiscal year.



# Compliance

## Anti-corruption and fraud

Our Ethics Code of Conduct outlines our ethical expectations, covering key topics such as integrity, confidentiality, protection of property and assets, conflicts of interest, fair treatment of customers, suppliers, competitors, and employees, insider information, and insider trading.

The code is designed to help everyone make the right decisions and applies to all employees at Alimentation Couche-Tard and its subsidiaries, including Circle K Danmark A/S.

### We ensure adherence to the code by:

- Providing new employees with a copy of the code upon joining the company and requiring their signature.
- Holding information meetings for managers.
- Offering annual training on the code.
- Investigating any incidents or complaints objectively and promptly.
- Implementing corrective measures as needed.

In 2024/25, we continued integrating the Ethics Code of Conduct into our daily routines. We screen most of our suppliers to ensure compliance with the code and consider the level of corruption and fraud in our supply chains to be low. Our goal for 2024/25 was to complete training for all employees at our mobility locations and service office, which we achieved. For 2025/26, our goal is to maintain this score.

Additionally, we have a Whistleblower Policy that allows employees and external stakeholders to raise concerns confidentially and anonymously if desired.

## Data ethics

Circle K Danmark A/S recognizes the importance of data ethics to ensure that all data is stored, processed, and secured in an ethical, responsible, and transparent manner. This aligns with our overall commitment to act with integrity in accordance with our Ethics Code of Conduct.

### Our Data Ethics Policy

Over the past year, we have been working on Circle K's first Global Data Ethics Policy, which contains 11 key principles that underpin our approach to good data ethics practices. These principles describe how data ethics are considered and integrated when using personal and business data, and in the evaluation, development, and implementation of technologies used to process such data.

### Implementation in practice

It is important for us to create a safe workplace for our employees. To do so, we have installed CCTV at our mobility locations to protect our employees and customers from potential threats. However, we only collect and process the data for this purpose and in a lawful and ethical manner.

The various elements of the policy are integrated into our business procedures and practices to ensure that data ethics are taken into account in the way we work. The robustness of the Data Ethics Policy is supported by the active engagement of expert advisors on ethical, legal, and technical considerations when needed.

To raise awareness and support compliance in our organization, annual mandatory training courses are prepared for all relevant employees. Compliance is ensured by various means, including business tool reports, internal and external audits, and the involvement of our Chief Information Security Officer and Legal department.

At Circle K, we have always taken the privacy and protection of all personal data related to customers, employees, and suppliers very seriously to ensure that no data is shared, leaked, or sold to unauthorized parties. In our Privacy Policy, we set out the principles for collecting, processing, and storing personal data to ensure that data relating to employees, customers, and suppliers is always treated with integrity and in compliance with applicable laws. Employees with access to personal data are required to complete thorough annual training in the proper protection and secure processing of personal data.

In addition to our Data Ethics Policy, Circle K adheres to existing rules, principles, and relevant legislation on proper data management.

Our DPO (Data Protection Officer), who is known to all our employees, must be notified in the event of a data breach or suspected data breach. All employees are required to observe and complete annual training in Circle K's Light of Day Policy, which contains a common set of rules designed to help employees exercise sound judgment and always act with respect and integrity.

### Our 11 data ethics principles can be summarized into three overall goals:



#### 1. Embedding integrity and respect in data management

In accordance with applicable human rights and privacy laws, we take measures to ensure that Circle K collects and processes personal data in a transparent manner, and that such collection and processing are limited to the fulfilment of the purposes of the specific processing activity.

#### 2. Ensuring data protection

Technologies focusing on the ethical implications of data management must be used to ensure secure processing of personal data and to address potential future consequences for parties providing and disclosing personal data.

#### 3. Training and involving relevant parties

Circle K ensures that all relevant employees engaged in the development, purchase, and implementation of personal data processing technologies receive adequate training in data ethics and that compliance with such principles is documented and verifiable.





**Thank  
you**

**CIRCLE K**®

