

# Our sustainability journey continues

Sustainability Report 2021



# WHO WE ARE

We are a leading destination for convenience and fuel globally. Working with approximately 124,000 people at more than 14,200 locations in 26 countries and territories, we serve over 9 million customers daily. We are constantly evolving to meet customers’ needs, create inclusive and safe workplaces for our people, minimize our impact on the environment and be a trusted neighbour in the communities we serve. We believe that we can play a meaningful role in the journey towards a cleaner and safer future.

## WHAT WE DO



### Road Transportation Fuel Operations

We sell road transportation fuel at our stores under our corporate brand or the brand of our partners. We have been increasing our offering of renewable fuels and electric charging stations as we move toward a cleaner future.



### Merchandise and Service Operations

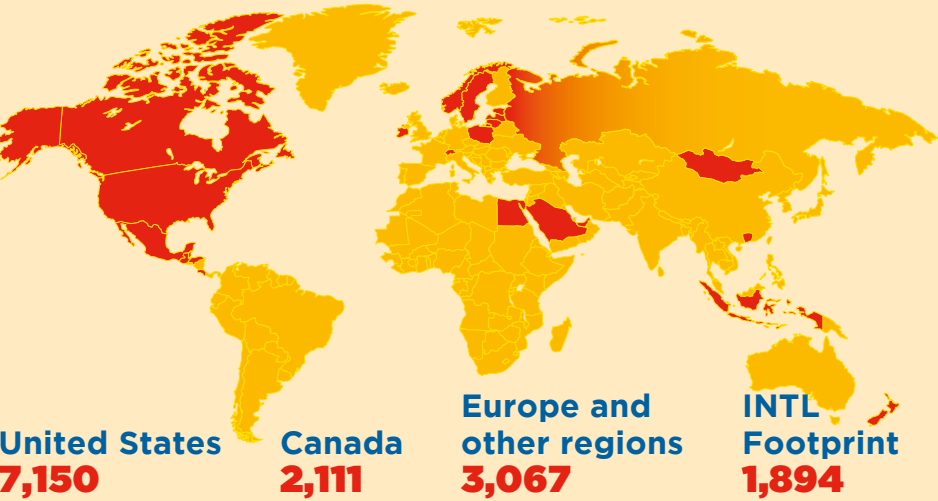
We offer traditional convenience store items, including fresh food and foodservice, coffee, dispensed beverages, and car wash services. Our customers can rely on our experience as a responsible retailer of age-restricted products such as lottery tickets, tobacco products, and alcoholic beverages.



### Other Non-Retail Business

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

## WHERE WE OPERATE



# TABLE OF CONTENTS

Who We Are.....	2
A Message from the Executive Chairman of the Board and the President and CEO .....	4
A Message from the Chief People Officer and Leader of Couche-Tard’s Sustainability Efforts .....	6
Performance Highlights.....	8
Our Sustainability Framework .....	11
Planet.....	12
People.....	20
Prosperity .....	28
Scope of the Report .....	37
Data Table .....	38
Forward-Looking Statement .....	40





# A MESSAGE from the Executive Chairman of the Board and the President and CEO



**Alain  
Bouchard**



**Brian  
Hannasch**



In every way, this has been a challenging and remarkable year. None of us could have anticipated that the Covid-19 pandemic would extend for so many months and impact our people and business in ways once unimaginable. Our team members, especially those on the frontlines, have worked tirelessly throughout these difficult days, and have shown incredible commitment to our customers, communities, and company. Without question, we want to begin this report by extending a heartfelt thank you to our entire global Couche-Tard family. Your efforts have not gone unnoticed, and we are deeply proud to come out of this together as a stronger and better company.

This year made it increasingly clear how important sustainability is for us – for our company, our people, our customers, our planet, and its prosperity. Our reach, with locations spanning 26 countries and territories and approximately 124,000 team members, allows us a unique opportunity to make an impact on all our futures, and together we are on a journey to do our part in contributing to a better world. With that in mind, we are increasing our efforts towards a cleaner, safer future, reducing our environmental footprint, and ensuring that sustainability is a business lens in our everyday operations.

Despite the challenges of the pandemic, we never ceased our work on sustainability. In fact, we aimed even higher and with clearer focus. In this report, we will share with you the progress we made this year, including some recent notable steps in our journey.



We recently added Diversity and Inclusion to our sustainability priorities and updated our diversity policy with a target of maintaining at least 30% of women among the members of our Board. Our people have always been the foundation of our growth, and we have significantly increased our work to create a culture where our team members feel respected, valued, heard and, most importantly, where they can develop their full potential on a daily basis. Reflecting our diverse workforce and customer base, we have committed to becoming a more inclusive and equitable company. Ethical conduct is of great importance to us and, with that in mind, we reinforced our commitment with a renewed code of ethics issued this year.

Workplace Safety is critical to the wellbeing of our people and our operations and, as Covid-19 has amplified the importance of this work, we have pledged to ensure all can count on us for safety. We are pleased to say that we made meaningful progress on robbery prevention this year, and we are continuously deploying global solutions to make an impact in this space.

Since May, our commitment to sustainability has also extended to the financing of our global operations with the issuance of our inaugural Green Bonds, the first of its kind by a convenience and fuel retailer. Through this offering, we are proudly supporting a more responsible future by financing sustainable solutions spanning six key categories: clean transportation, energy efficiency, renewable energy, pollution prevention and control, sustainable water and wastewater management, and green buildings.



Being ready for the future is also an important part of our journey as we continue our plans to expand our global EV charging network. As the premier EV charging destination in Norway, we are excited to bring that knowledge and solutions to our global network, including North America, as more EV customers hit the roads over the coming months and years.

In conclusion, we are proud of our progress contributing to a cleaner, safer, and more equitable future. Again, we want to thank all our team members and partners for their passion, dedication and hard work in making a meaningful difference in our sustainability journey.

**Alain Bouchard**  
Founder and Executive  
Chairman of the Board

**Brian Hannasch**  
President and Chief Executive  
Officer



# A MESSAGE from the Chief People Officer and Leader of Couche-Tard's Sustainability Efforts



**Ina  
Strand**



## Our Sustainability Journey Continues

In this third year of leading the sustainability work at Couche-Tard, I am proud to share how far we have come on our journey of integrating sustainability as a lens into our strategic business decisions. We have continued to evolve our Sustainability Framework, giving our work an even stronger focus and supporting us in delivering on our commitments and targets, ultimately ensuring the long-term prosperity of our business and planet.

As Chief People Officer, I am especially proud of two aspects of our sustainability work during this unprecedented year: a year in which we made great strides in keeping our people safe during the pandemic as well as our increased commitment to diversity, equity and inclusion.

Let me start with our ongoing response to the Covid-19 pandemic. At all times, we have put the safety and health of our team members and customers at the forefront of our decision making. Since our stores stayed open as an essential service, our team members truly became frontline heroes. We also focused on being part of the solutions in the communities where we work and live, including our partnerships with Feeding America and Food Banks Canada in which we provided nearly 45 million free meals.



Our belief in the promise of the vaccine has also brought us to invest heavily in vaccination awareness across the network. In Quebec, Canada, where we began as a company, we proudly contributed to the public vaccination efforts by opening clinics available to our employees, their immediate family members, and the broader population. We also offered open discussion forums with renowned medical professionals to answer our people's questions and concerns, and we rolled out a global people-focused information campaign, asking both team members and customers "Who are you getting vaccinated for?" Today, we continue to amplify the importance of keeping our Covid guard up and doing our part until we finally move onto the next chapter together.

Not only was this year indelibly marked by the pandemic, it also witnessed renewed passion over race, especially in our U.S. network. We did not shy away from the intensity of that discussion; instead, we committed ourselves to listening, learning, and engaging in meaningful action regarding diversity and inclusion. We began by having courageous conversations across our organization and, as leader of the executive advisory team for diversity and inclusion, I pledged to be an ally to drive the company forward around these opportunities.

Although there is still much to do and learn, I am proud of the actions we took this past year. We created Business Resource Groups (BRGs), which are voluntary employee-led assemblies that support the fostering of a diverse and inclusive workplace.



Together with hundreds of engaged and devoted team members involved in these groups, we are already seeing the tremendous progress being made across our network impacting not only our awareness, training and tools, but also our culture as a whole. Recently, we added diversity and inclusion to our sustainability priorities, furthering our commitment to becoming a more inclusive and equitable company.

With a team of approximately 124,000 people, I have no doubt that we have the potential to drive real change. I am so proud of the steps we are taking on our sustainability journey and grateful for the hard work and involvement of our team members. I strongly believe that together, we will be a part of creating a cleaner, safer, and more sustainable future for our people and our planet.

**Ina Strand**  
Chief People Officer and Leader  
of Couche-Tard's sustainability efforts

# PERFORMANCE HIGHLIGHTS

## PLANET



- **First retailer with 100% sustainably sourced or certified coffee globally:** The sustainably sourced coffee program is built around three pillars: farm productivity, environmental practices, and social development. These high-quality coffee beans will come from participating farms around the world while providing valuable tools, training, and services to coffee farmers and their communities.
- **Continued progress on Electric Vehicles:** We have solidified our position as a global leader in the future of electric vehicle charging solutions. In Norway, home of our EV lab, we have over **500** charging points at our sites and expanded our home and workplace EV solutions to more than **4,500** charging points. We opened the first-ever site with EV chargers on the forecourt partly powered by solar panels. Outside of Norway, we now have an additional **300** EV chargers at our sites.
- **Continued improvement in renewable fuel share:** We continue to track towards our goal of a higher renewable fuel share with U.S. now at **9.0%** of fuel volume, Canada at **7.9%**, and Europe at **11.7%**.
- **Reducing emissions from our supply chain:** We began converting our company-owned fuel delivery tanker fleet in California to renewable natural gas (RNG) through a partnership with Trillium, a leading provider of alternative fuels. As RNG burns cleaner than petroleum diesel and reduces methane emissions, every litre of RNG used from our fleet removes the equivalent emissions of 5 litres of diesel from the atmosphere.
- **Frictionless capabilities expanded inside our stores and our forecourts:** We opened our first fully frictionless store in Montreal with specially designed frictionless technologies to allow autonomous and contactless checkout. We also expanded our pioneering Pay by Plate innovative technology, enabling customers to pay for fuel using license-plate recognition. These frictionless innovations reduced the use of paper and subsequent waste at our locations.

# PEOPLE



- **Safety and engagement at work increased during pandemic:** Our Gallup annual engagement survey showed that **81%** of our people feel safe at work during these challenging times. Similarly, **80%** believe our company is working to have a positive impact on their communities. In a specific Covid-19 pulse survey leadership also received top marks for communications and helping team members feel prepared to do their job.
- **Increased commitment to workplace safety as key priority:** We have decreased robberies by **20%** and notably brought down the number of other recordable work-related injuries. With our long-term ambition of zero harm, we have taken further steps to identify and set a clear roadmap to ensure that our employees feel they can count on us for health and safety at work. We are instituting a safety pledge for all employees and holding everyone accountable for workplace safety.
- **Improved gender representation in management structure:** **Two** women were added this year to the executive leadership team bringing the female representation to **29%**. We made progress in the hiring and promoting of VP and above leadership in our global fuel and regional operations teams, which are more historically male-dominated in leadership, including a new female Senior Vice President for global fuels.
- **Commitment and progress within diversity and inclusion:** After dedicating the company to listening and learning, **80%** of team members report they feel treated with respect at work and **88%** say they can be themselves. Through surveys and courageous conversations, we increased our knowledge of our diverse population and began creating pipelines for advancement and inclusion.



› PERFORMANCE HIGHLIGHTS

# PROSPERITY



- **Pioneer funding of Green Bonds:** We issued the first-ever “Green Bonds” in the convenience and fuel industry, which include **\$350 million** for projects that support sustainable solutions within six key categories: clean transportation; energy efficiency; renewable energy; pollution prevention and control; sustainable water and wastewater management; and green buildings. The funding will accelerate investments towards our ambitious sustainability priorities.
- **Commitment to ethical code of conduct:** Through a revamped Code of Ethics, we committed ourselves to building a workplace where each team member is treated with care and respect. The Code contains rules and guidelines for personal conduct and ethical behavior based on our values, as well as the laws, regulations, and rules, both local and global, that apply to our business. An anonymous hotline was added to allow for open and safe reporting of code violations.
- **Continued support of our communities through local engagement:** With increased food insecurity due to the pandemic, we contributed nearly **45 million** meals through Feeding America and Food Banks Canada. We also continued to being part of the solution in our communities by supporting local children and health charities and contributing essentials such as water and perishable food items during weather-related disasters.
- **Health and safety as a key priority during Covid-19:** The pandemic clearly permeated all our actions this year as we kept our locations open and our frontline workers and customers safe. We instituted mask policies in accordance to local regulations and promoted the promise of the vaccines through educational campaigns and contributions to vaccine clinics. We also used the Covid-19 assistance fund to help team members and families impacted by the virus.

## OUR SUSTAINABILITY FRAMEWORK

Following our 2019 decision to elevate sustainability to a business lens, we have continued to develop our Environmental, Social and Governance (ESG) Sustainability Framework. This is how we approach sustainability and categorize all aspects of our sustainability work and impact. We believe that this will help us integrate sustainability into everything we do, deliver on our Commitments and Targets, and ultimately ensure our long-term business success.



# Planet

## Our collective challenge:

Our planet and environment are facing enormous challenges. To stop climate change and the rising global temperatures, the world needs new solutions and ideas that will enable us all to live on a healthy planet.

## How we can make a difference:

As a convenience and fuel retailer, we recognize our part and opportunity in contributing to a more sustainable future by using our reach for the greater good. Fossil fuel continues to be a necessity in most of our customers' lives, but we are committed to contributing to future solutions regarding cleaner alternatives and reduced emissions, and to support our customers and communities in this transition along the way.



## Key solutions

Scaling up successful local initiatives

Collaborating with actors across the value chain

Tracking current impact and the effect of changes

Planet

People

Prosperity

## Our Offering

### Fuel and Sustainable Alternatives

Last year, as part of the sustainability efforts to achieve a transition to more sustainable fuels, we identified three categories within the fuel sustainability work stream where we can make the greatest impact: renewable fuels, supporting electric vehicle (EV) charging stations, and carbon offsetting. This year, we have continued to work to identify how we can best support the transition towards a cleaner future. In addition, and going forward, we will also include our own value chain beginning with distribution as a key impact area.

### Increasing Renewable Fuel Offering

As part of this year's efforts, we continue to expand our renewable fuel offering, including biofuel blends in all our markets and high blends such as HVO100 in select markets. As one of the world leaders in convenience and fuel, we continuously examine our current footprint and evaluate what we can do better. In fall 2020, to further promote innovation in sustainable fuels, we committed to purchasing 50 million litres of the electro fuel Power To X (P2X) across a 5 year period in Denmark. The agreement means we will blend methanol produced from renewable electricity and with a 98% lower CO<sub>2</sub> emission compared to fossil fuel.

### Building Charging Networks

Since 2018, Norway has been our global EV lab where a dedicated team has been learning all about EV charging solutions. Circle K leads the way for EV charging in Norway and has more charging stations and home and office charging solutions than any other fuel retailer in that country. This expertise is shared continuously across our markets, and our goal is to offer our EV customers the best possible experience on the road. In Quebec, one of the key North American markets to begin EV rollout, we are cooperating with Hydro-Québec to deploy fast chargers as part of their transport electrification program. As a global organization, we can track the progress made in our business units and scale up key solutions. We continue to expand our global EV charging station network. As of May 2021, we offer EV charging at selected sites across 10 of our business units and we have more than 800 chargers globally.

### Offsetting Consumers' Vehicle Emissions

After conducting a comprehensive customer survey, which revealed customers' appetite and interest in an offset program, we are now piloting with a third party to identify projects that deliver both environmental and societal benefits at selected sites in the U.S. To date, we have offset up to 30% of consumers' tailpipe emissions through the program.





2030 AMBITION

10% greater than global legislation related to renewable fuel

» PLANET

Reducing emissions from our supply chain

We began converting our company-owned fuel delivery tanker fleet in California to renewable natural gas (RNG) through a partnership with Trillium, a leading provider of alternative fuels. As RNG burns cleaner than petroleum diesel and reduces methane emissions, every litre of RNG used from our fleet removes the equivalent emissions of 5 litres of diesel from the atmosphere.



**Europe (Ireland):** We built two more CNG filling stations this year which will be deployed in FY22 and will offer CO<sub>2</sub> emission savings of approximately 30% versus the diesel equivalent.

**U.S. (Texas Region):** We supported bio blends in our diesel supply pool up to B5 and offer E85 products in over 60 locations.



*We are proud to be taking notable steps on our fuel sustainability journey through practical changes in our supply chain and in the products we offer to our customers. We are on the path to deliver on our commitments as a global leader in fuel by reducing the environmental footprint of our operations.*



**Louise Warner**  
Senior Vice President Global Fuels and Executive Sponsor for Fuel

Food and Beverages

*We aim to meet the evolving demand for fresh, healthy, local, and sustainable food options. We are constantly improving the range of both our packaged products and food services.*

Sourcing from Certified Suppliers

We continue to look for ways to deliver high quality coffee, while at the same time reducing our impact on the environment. As of January 2021, we reached an important milestone by becoming the first convenience retailer globally to make a commitment to serving our customers 100% sustainably sourced or certified coffee in all our stores. Our partnership with Rainforest Alliance in Canada and Europe and our commitment to 100% sustainably sourced coffee in the U.S., is a first and indicative step to ensure our products do good both inside and outside the cup.

Through the procurement of organic coffee in FY21, we have contributed to a reduction of 5.02 tons of pesticides on farms, helping to promote a healthier ecosystem.

Packaging and Waste

As a global provider of convenience items, we know that we play a significant role in waste reduction and in the conversations within the convenience industry to find solutions to our shared challenges. Through improved processes, working with reusing and recycling as well as introducing more sustainable packaging choices for our products, we are continuously reducing the amount of waste. We have introduced reusable cups and straws and are exploring innovative solutions. We are also actively engaged in the conversations and roundtables of our industry within the National Association of Convenience Stores (NACS), bringing together partners and competitors in the convenience and fuel space to contribute to the future for our business.

2030 AMBITION

100% of our packaging will be recyclable or reusable







## › PLANET

### Reducing Waste

With over 200 million cups of coffee sold each year, we have a responsibility to reduce the amount of waste and offer sustainable alternatives.

Across North America and Europe, many of our business units run campaigns to encourage customers and employees to bring their own reusable cups and mugs, and we are supporting local initiatives in coastal communities to reduce plastics in our oceans. Thanks to our refill initiatives, we removed over 36 million single-use cups from the global waste stream in FY21.

### Recycling and Replacing Plastic

To manage our packaging more responsibly, we are looking at ways to replace plastics with renewable materials. We aim to cut down on overall packaging by reducing packaging sizes and continue finding creative ways to upcycle waste and make the transition to materials with higher recyclable value. Leveraging our global data, we also continue to find opportunities for more sustainable options, as well as supporting recycling initiatives in local communities. In Europe, we changed our pastry bags to 100% paper, with a window now also made also in paper.



**U.S. (Rocky Mountains Region):** In FY21 as part of our Fresh Food Fast program we helped the Food Teams develop food production tools and processes designed to track, control, manage, and reduce food waste.

**Europe (Norway):** In the last 3 years, we worked broadly to reduce food waste and have saved 240,000 bags of surplus food through our partnership with TooGoodToGo.



We have expanded the use of refill vessels for all dispensed beverages by offering discounts on refills. Thanks to our refill initiatives, we removed 36 million single-use cups from the global waste stream in FY21.



*All of us have the opportunity to help make the world into a better place, and we need to use our influence and ability to do just that. As a global leader, we are engaged, not just internally, but with our vendors and in some cases with our competitors, to create and execute common solutions.*



**Kevin Lewis**

Chief Marketing Officer and Executive Sponsor for Packaging and Waste

### Supporting Animal Welfare

Since 2018, we have made progress on our global goal to sell 100% cage-free eggs at our corporate stores by 2025. As of today, several of our business units offer 100% cage-free eggs. We also aim to work together with our suppliers to source meat and poultry-based foods from breeders and processing plants where animals are treated well and protected from unnecessary suffering and disease.



**U.S. (Grand Canyon Region):** As of today we are proud to announce that we have reached our milestone of selling 100% cage-free eggs.

**Canada (Quebec West Region):** Beyond our commitment to selling cage-free eggs, all sandwiches with egg ingredients along with hard-boiled eggs are sourced from cage-free farms.





› PLANET

Car Wash

Recovering and Recycling Water

As one of the world’s largest car wash networks with 2,750 locations across Europe and North America, we recognize that we must do our part to replace, recover and recycle the water we use wherever possible, as it is a resource that needs to be managed responsibly.

Using Less Chemicals

We aim to reduce our use of chemicals and find more sustainable alternatives. Upgrades to our car wash equipment provides a better car wash experience for our customers, while also using less water and chemicals. In FY21, we have upgraded over 37 car washes and we plan to upgrade 308 more sites during this fiscal year. For each system replaced, we save an estimated 326,000 litres of water and 9,000 litres of chemicals per year.



**Green Car Care chemicals:** In FY21 our supplier developed Green Car Care chemicals for the car wash in Latvia, Lithuania, Poland, and Ireland to be rolled out this year. As a result, we will have environmentally-adapted car wash chemicals in all our European markets.

**U.S. (Heartland Region):** Our business unit activated the Reclaim water system in all of our car washes. We checked all of our car washes to ensure that the water used for the wash is recycled water.



Our Sites

Carbon Footprint

Reducing Energy Consumption

We are committed to reducing our environmental footprint and use resources more efficiently.

In FY21 we rolled out an energy management system to approximately 50% of our stores in the U.S. In Europe, we conducted a pilot indicating energy savings of up to 19%. The system provides us with data on temperature and energy consumption at our sites and gives us a clear picture of energy consumption, enabling us to make sure that we use energy responsibly at a local level.

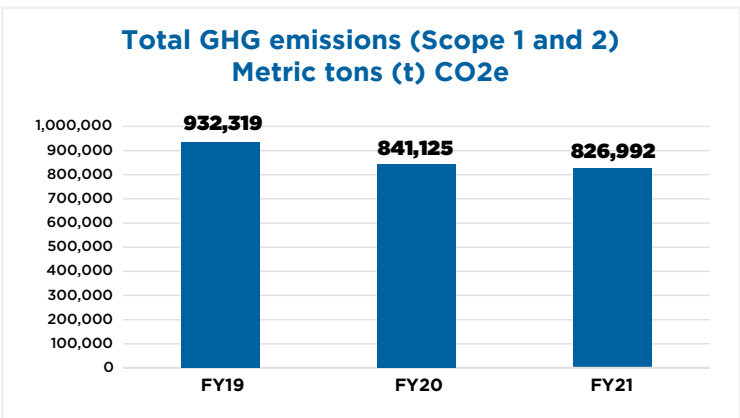
This year, many of our business units have entirely replaced conventional lighting with LED lighting.



*We strive to be recognized as a leading retailer in reducing energy consumption by improving the energy efficiency of our equipment and operations. We can support the transition to a cleaner future and have a big impact both within our company and on the communities where we work and live in.*



**Alex Miller**  
Executive Vice President, Operations, North America, and Global Commercial Optimization and Executive Sponsor for Energy



Canada (Quebec West Region):

We upgraded the indoor and outdoor lighting of 33 stores to LED and added energy management systems in our food stores, reducing the energy usage of our upgraded stores by a total of approximately 20%.



U.S. (Northern Tier Region):

We expanded to 65 stores the solar program aimed at reducing energy costs and emissions through large scale solar energy production.



# People

## Our collective challenge:

Around the world, we are witnessing notable progress around issues such as gender equality, health, diversity and inclusion. However, there is still a lot of work to do, with the impact of the Covid-19 pandemic having an indelible mark on communities across the globe and redefining paradigms of the past.

## How we can make a difference:

We are committed to a workplace where all team members feel safe, respected, and able to develop their full potential. With more than 14,200 stores and approximately 124,000 employees across the globe, we have great potential to positively impact the social dimension of sustainability. We are making efforts to ensure a safe and inclusive working environment for our employees.

We are proud to have a diverse entry-level workforce and are working to advance equitable representation, opportunities, and pay across all parts of the company as our people continue growing together with us in their careers. Our aim is that our people and management teams better reflect the diverse communities where we operate. We are now strengthening our work within diversity and inclusion by integrating this area as a fifth priority of our sustainability work.

As the safety of our people is of the utmost importance to us, we continuously improve our work around safety matters. This includes training for our store employees and building a culture of safety for our people, our customers, and our suppliers where all can feel empowered to do their part every day while being safe at work.

## Key solutions

Strategic safety work

Strengthened focus on diversity and inclusion

Enhancing our talent development program

Planet

People

Prosperity

## Our People

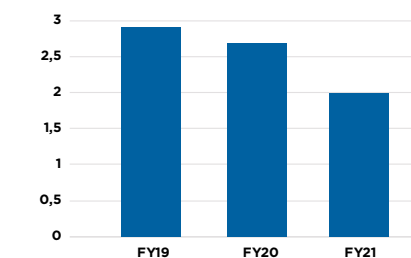
*Improving wellbeing in the workplace*

### One Global HSE Strategy

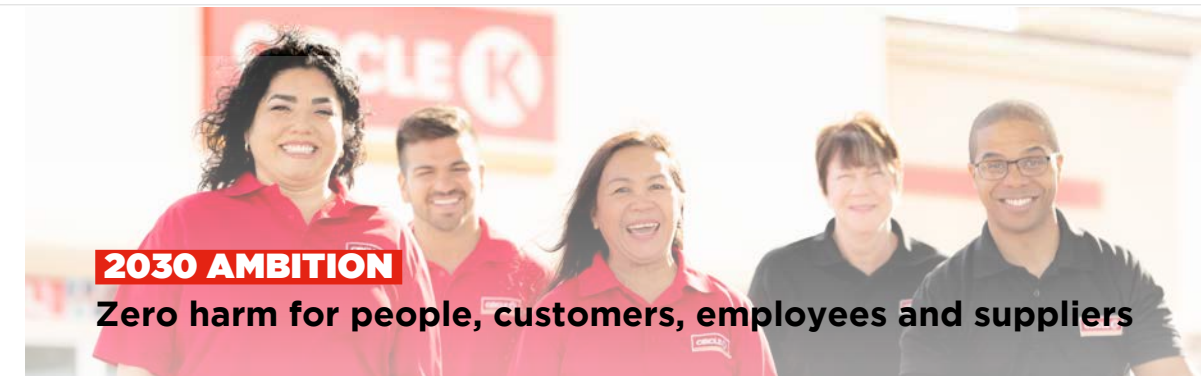
This year, we have taken further steps to identify and set clear ambitions to ensure that our employees feel they can count on us for health and safety at work. To achieve our ambition and goals, we stay true to our best practice sharing across our global network to help us identify the initiatives and actions which will have the most impact.

As part of our plan to improve health and safety in the workplace, we have established a global Health, Safety and Environment (HSE) strategy, including a standardized global reporting system. We have introduced new dashboards to help us better track HSE events and identify risks and opportunities for improvement across the organization.

Rate of recordable work-related injuries



Rate based on 200,000 hours worked

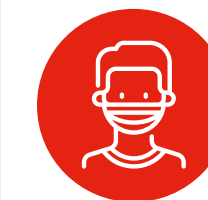


### Workplace Safety

In FY21, we continued our strategic work to prevent robberies and are proud to report a 20.4% decrease compared to our reference year. Although this was an unprecedented year for our store operations, impacting our assessment references for wellness, results indicate that improvements are better than average against local market benchmarks where available.

We have several times managed to decrease robberies significantly in local business units, and this time, our goal is to achieve this globally. This year, our global initiatives on robbery prevention were strengthened through an enhanced signage system to deter criminals to commit robberies, improved induction programs to prepare staff to handle security situations, cash-free pilots, upgraded security cameras, and improved risk assessments.

We have conducted thorough risk assessments at selected sites, identifying each store's risks and needs and then tailored a protective level on local and global best practices.



**86% of our employees feel well-prepared to do their job during these uncertain times of Covid-19, reflecting our priority to make our people feel safe at the workplace.**



› PEOPLE

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*Our most important task as an employer is to protect our team members from any harm at work. Everyone shall be able to recognize our efforts to contribute to the wellbeing and safeguard of team members, customers, and partners.*

”



**Michael Sandberg**

Global Head of HSE & Sustainability and Workstream Leader for Workplace Safety

Reducing Work-Related Incidents

During a year clearly marked by the pandemic, the importance of workplace safety has been brought even more to the forefront. We have improved our programs, benefits, and training to reduce workplace incidents. In the second “Covid-19 Pulse Survey,” which took place in November 2020, 96% of our employees stated that they always follow locally-mandated Covid-19 guidelines during these uncertain times.

Recognizing Strong Performance & Sharing Best Practices

To highlight and reinforce the importance of a strong HSE performance across our business, we launched our first annual Global HSE Award in FY20 and in FY21 we extended the scope to also include sustainability. This award recognizes the best HSE and sustainability initiatives in the company. The criteria are: the quality of results related to consistent and systematic HSE & Sustainability work; the demonstration of a clear example of creativity and innovative thinking; making a positive contribution to our reputation; and finally, creating value for other business units within our network and enhancing the company’s value creation.

This year’s winner was Poland for their initiative testing and rolling out acrylic shields in their whole network in only 36 hours. The initiative was then very quickly rolled out to all our stores globally, helping us protect both employees and customers in the fight against Covid-19.



**Europe (Sweden):** At the yearly HSE focus week, we sent films to all station team members, which focused on “slips, trips, and falls” and “threats and harassment.”

**U.S. (South East Region):** Enhanced training on safety and on security and law enforcement in stores, as well as a robbery prevention pilot with Global HSE.

**U.S. (Grand Canyon Region):** In a pilot, the business unit managed to prevent behind the till thefts by reducing “customers” access to tobacco and other valuables.

**Canada (Quebec West Region):** The business unit tested personal wireless alarm necklace in 9 stores in the greater Montreal area.

Diversity and Inclusion

*As our people have always been our most valuable asset, adding diversity and inclusion as our fifth priority was a natural step to take. We are committed to becoming an inclusive company, reflecting our diverse workforce and customer base, where we are proud to be current and future team members.*

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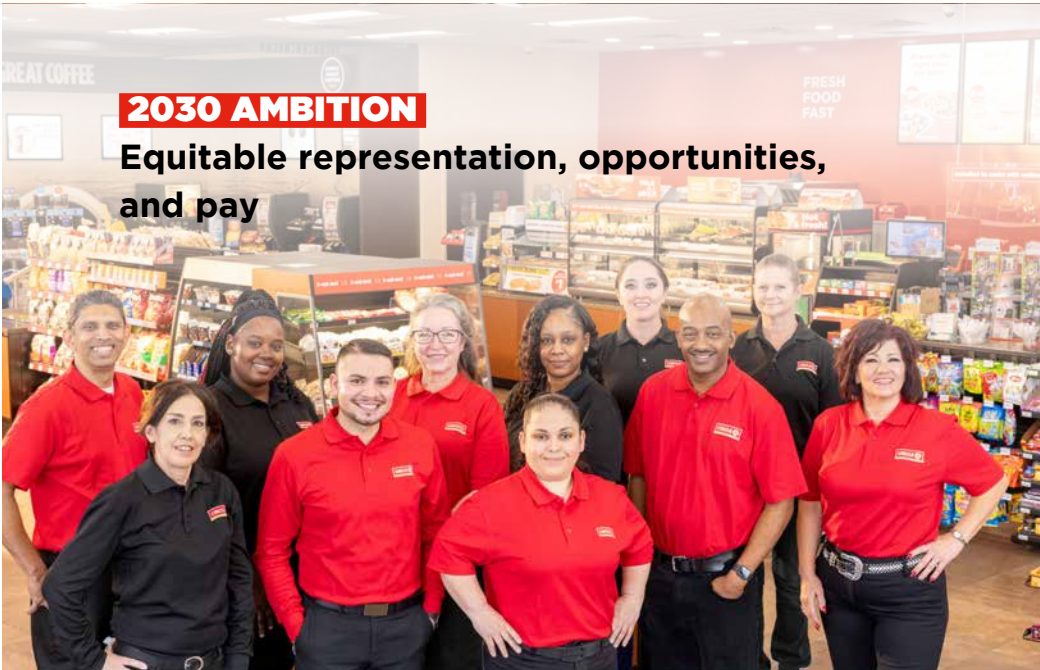
*We are turning courageous conversations into action to drive change and build a more inclusive workplace at ACT that reflects the diversity of our team members and customers. As an ally of our under-represented groups, I am proud of our progress this year to better understand our diverse populations and develop opportunities and pathways to a more equitable workplace.*

”



**Ina Strand**

Chief People Officer and Leader of Couche-Tard’s sustainability efforts



We strive to be an inclusive and attractive employer, providing our people with a work environment where they feel safe, respected, and able to develop their full potential. During FY21, we have accepted a new policy for female representation, with a target of maintaining 30% women at our Board of Directors.

In FY21, we established a 2030 ambition for Diversity and Inclusion which is: Equitable representation, opportunities and pay. To achieve this, we have established guiding principles, which will be at the heart of our work. These are:

- **Our belief:** Our diverse customer base should be reflected in our workforce and management.
- **Our foundation:** ACT’s Light of Day policy of treating everyone with respect.
- **Our commitment:** Courageous conversations, Unconscious Bias training, sharing experiences, presenting a strategic plan to the Board of Directors.



Creating Conditions for an Inclusive Organization

Our diverse customer base should be reflected in our workforce and management teams. We are encouraging courageous conversations, unconscious bias training, and sharing experiences across our network. To that end, we have established a framework for meaningful action, consisting of voluntary employee-led groups (Business Resource Groups or BRGs) that support the fostering of a diverse and inclusive workplace. We are proud to see that multiple BRGs have been created during FY21.

Each of these groups shares the common goal of highlighting the benefits that diversity and unique perspectives bring to the workplace.



ACT Women's Council: Our first BRG has accomplished a great deal in a short time, including introducing unconscious bias training, and advocated for the mandatory consideration of diverse candidates in management hiring. This year, the ACT Women's Council sponsored our second annual *Together We Make a Difference* campaign which started on International Women's Day with celebrations extending the entire week, highlighting each of the BRGs on a given day. While engagement was virtual this year due to the pandemic, the enthusiasm and engagement was amazing and featured many elements including peer recognition, personal commitments to diversity and inclusion, internal communications on allies, mentors, and success stories within the organization. Partnered with Catalyst.



Our R.E.A.L. BRGs have started conversations around their purpose and goals in FY21. The U.S. Race & Ethnicity leveraged qualitative focus groups and quantitative surveys with our diverse ethnicities to learn and understand opportunities, barriers, and sentiment.



BRG on LGBTQ+. During Pride month 2020, team members volunteered to form a BRG supporting LGBTQ+ rights. This group has now been active for a year and raises matters for increased inclusion internally and fostering dialog on allyship. Partnered with PRIDE at Work Canada.



BRG Disability Inclusion. This global BRG aims to foster a safe and inclusive environment for individuals with disabilities and those who support them through building awareness, continuing education, and advocacy to create real change. Over the course of its first year, the BRG has highlighted stories of employees and their families sharing information on mental health and physical and cognitive disability. Partnered with DisabilityIN.



To achieve our 2030 ambition, we have established global guiding principles which support our inclusion work across all markets.

Employee Engagement

We seek to engage our employees by listening to their concerns, creating a healthy and stimulating environment, and recognizing their contributions to our business.

Listening to Our People

For the sixth year in a row, we conducted our annual Gallup employee engagement survey in all business units across our network. This is an important part of our engagement work as an employer, but most importantly it is a forum where we listen to our people. We greatly value the feedback we receive regarding our employees' involvement, job satisfaction, and work situation. Each business unit and global function group carefully reviews the results with their teams, identifies opportunities for improvement, and produces action plans for the following year.

Ultimately, the goal of this process is to improve the employee engagement, along with driving team performance. The latest trends in our FY21 employee survey are very positive, with 94% of employees taking part, compared to 88% in FY20. We are also very proud for the increase in the engagement index going from 53% in the spring 2020 to 60% in March 2021. This year, we saw a continued increase, with more employees feeling respected at work as well as pride about working for a company that has a positive impact on their communities and on the planet. Overall, we are proud to see significant year-over-year improvements in most survey categories. We are dedicated to creating an open and empowering environment where our people can try, fail, and learn.



**Canada (Quebec East and Atlantic Region):** We launched the Engagement Champions Network, supporting market managers and giving them tools, sharing best practices, and driving awareness on engagement factors in their day-to-day operations. Engagement Ambassadors helped store managers to increase significantly the overall engagement level in their teams.



**U.S. (Midwest Region):** We developed a new engagement initiative in our stores and included biannual nominations of Engagement Champions. The winners received a \$20 gift card and quarterly winners had a pizza party.





## › PEOPLE

### Talent Development

We are continually enhancing our onboarding and training programs to enable our people to grow their careers with us.

To support our employees and promote wellbeing during the pandemic, we created a series of short informative videos with tips to help them stay connected, healthy, and productive while working from home.

In FY21, we completed our roll out of a best-in-class cloud-based global HR software application bringing many different HR functions into a single system. By design, the system was built to support evolving organizations, enabling us to operate locally and manage the business throughout our global network. A key feature of the platform allows team members to provide informal feedback badges to their peers anywhere within the organization. Since the launch of the tool, almost 500,000 badges have been distributed between team members and their managers.

In December 2020, a diverse group of employees were nominated to represent the company at trainings and Leadership Forum in partnership with NACS, which brings together established leaders from the convenience and fuel industry to explore high-impact and meaningful approaches to the business and participate in building its future. We also sent participants to NACS Marketing, NACS Finance, NACS Women in Leadership, and NACS Innovation Forums.

In February 2020, we launched the ACT Global Leadership Forum, an 18-month program to help our leaders grow into the next steps in their career. We brought together leaders from 6 countries and diverse parts of our business who were nominated by their managing Vice President or Senior Vice President, from regional operations, commercial optimizations, fuel, marketing, technology, shared services, and human resources. The program continued virtually during the pandemic. During FY21, we also introduced an Emerging leaders program for category and market managers aspiring to director-level roles as well as training programs for all of our existing regional directors and market managers.

## Our Customers

### Keeping our Customers Safe

During the pandemic, it was essential for us to also keep our customers safe. Early on, we secured sufficient access to hand sanitizers and face masks both provided to our customers and for sale. We also rolled out clear signage in stores with hygiene recommendations for the pandemic. Our efforts in touchless as well as enhanced curbside deliveries further helped decrease the risk.

### Fresh and Healthy Food

As we see the rising popularity of grab-and-go foods and a desire for great-tasting, fresh, and high-quality foods on the go, we want to deliver exactly what our customers want across our stores. We aim to offer food made from authentic, healthy, and high-quality ingredients with as few additives as possible.

### Food Safety

As we continue to grow and deploy our fresh food offering globally, food safety remains top of mind. Our food service suppliers and private brand production facilities are guided by our food safety standards and procedures, which follow the Global Food Safety Initiative standards.

We ensure and validate the quality of our on-site food safety through unannounced food safety audits. During these audits, store compliance levels are reviewed and store managers are coached to prevent risk and avoid incidents. Non-compliance matters are addressed by working closely with our stores and following up on corrective actions.



**U.S. (Gulf Coast and Southeast Region):** In order to continue to deliver our sustainability goals we have implemented just in time production planning tools this year as well as new food safety initiatives to ensure quality and safety in everything we deliver to our customers.

### Providing Age-Restricted Products

As a responsible retailer, we recognize the level of expertise and caution required to ensure the safe distribution of age-restricted products for our customers and our communities. We are firmly committed to monitoring and complying with local regulations at all times and provide online training tools for our people so these policies are carried out in our daily operations across the network.



***As we see the rising popularity in grab-and-go foods and a desire for great tasting, fresh, and high-quality foods on the go, we want to deliver exactly what our customers want across our stores, and we are doing so and driving quality by deploying innovative digital platforms for food safety and audits.***



**David Hall**

Vice President of Global Foodservice



# Prosperity

## Our collective challenge:

The world is becoming increasingly connected every day. As the actions of one company can have an impact on people and societies all over the world, everyone needs to take responsibility beyond their own operations.

## How we can make a difference:

We are committed to be a positive influence on our sustainability journey, contributing to the prosperity of all our stakeholders along the way. Every day, 9 million people visit our sites for fuel, food, or other convenience store items. The decisions we make in our procurement processes have an impact on our customers, but also on our entire supply chain. Our decisions impact them financially and will in turn also have environmental and social effects. We recognize the importance of engaging and working with our suppliers to promote environmentally and socially responsible practices. By creating a common sustainability agenda for all our markets and financing new initiatives, we can create better conditions for our own sustainability work as well as our stakeholders’.



Planet

People

Prosperity

## Our Governance

In 2020, we strengthened how we incorporate sustainability in our way of thinking and decision-making, making it now a lens to our business and pushing forward our commitment to actionable results. As we continue to grow, we are actively working to establish a common culture defined by our core values People, Results, Improvement, Development, and Entrepreneurship. In line with our One Team approach, we are developing global policies wherever possible to ensure we operate with a single principled and responsible approach across all our business units. Through our Sustainability Framework and five priorities, we have a unified sustainability focus that brings together our global network of approximately 124,000 people.

We always strive to conduct our business to the highest ethical standards and transparency. This is anchored in our Code of Conduct, which was updated this year. All team members, partners, and board members are required to sign and abide by these principles and complete annual training on ethical conduct. In our annual launch of the Light of Day policy, we put emphasis on the value of mutual respect, and this is acknowledged annually by all employees.

We completed the work to update the anonymity and ease of access of our Ethics Helpline, a channel for stakeholders to disclose concerns relating to ethical misconduct.



## Key solutions

Financing sustainable initiatives

Sustainability requirements for procurement

Empowering our communities





## » PROSPERITY

### Governance Structure

#### Board of Directors

[Human Resources and Governance Committee]

Our sustainability work is headed by our Board of Directors, which oversees targets, programs, risks, performance, and reporting.



#### Executive Leadership Team

The responsibility of assessing the performance of our sustainability strategy and the integration with our business strategy falls on our Executive Leadership Team.



#### Chief People Officer

[Sustainability Executive Champion]

Our Chief People Officer acts as our Sustainability Executive Champion and works with the Sustainability Core Team to implement our sustainability strategy.



#### Executive Sponsors

[Sustainability Steering Committee]

For our five priorities, we have Executive Sponsors who are each responsible for an area: fuel, energy, packaging and waste, workplace safety, and diversity and inclusion. The sponsors are responsible for the sustainability priority roadmap and targets and set the direction. Ensure the workstream leads have access to relevant resources.



#### Business Units

Recognizing the importance of local execution and allocation of resources towards initiatives contributing to our global sustainability ambitions, our business units are now required to integrate sustainability as part of their budget planning process, market reviews, and in the measurement of annual employee performance reviews.

Planet

People

Prosperity

## Stakeholder Engagement

*As a responsible retailer, we seek to engage all our stakeholders, to better understand what is important to them when it comes to environmental, social, and governance issues.*

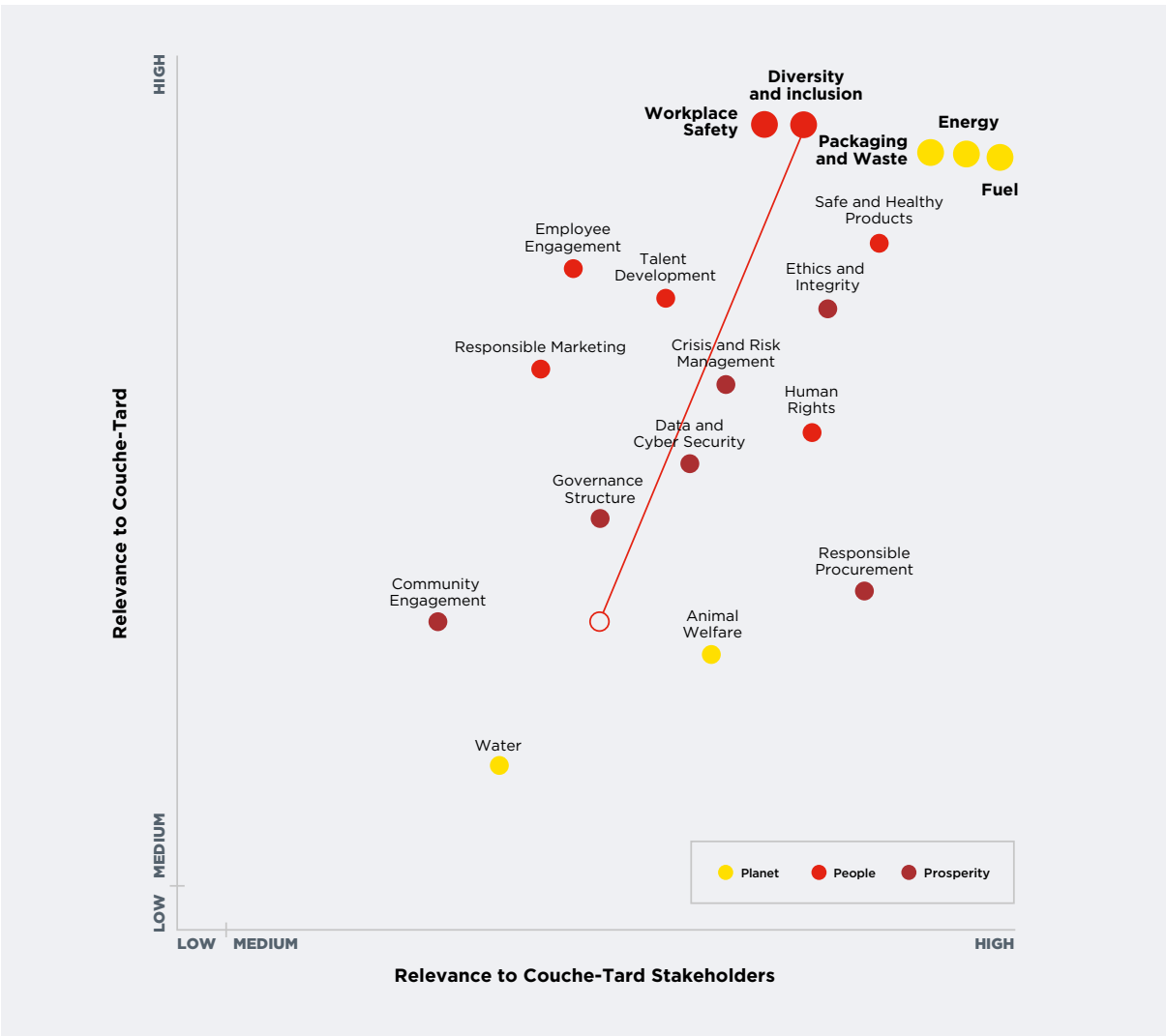
Simply put, what matters to our employees, customers, Business-to-Business (B2B) customers, suppliers, non-governmental organizations (NGOs), and investors, matters to us. Consistent with our aim to be a responsible retailer, we engage in strong ongoing dialogue with each of our key stakeholders.

	 Customers	 Employees	 Suppliers	 NGOs	 Communities and Governments	 Investors
Preferences and Expectations	Look to companies to offer sustainable products/services so they can make easier and better choices	Prefer to work for companies that proactively address sustainability issues and build an inclusive and equitable culture	Face their own set of sustainability-related requirements and expect partners to support	Encourage corporate participation in multi-stakeholder dialogue to advance the sustainability agenda	Expect strong ethical conduct, strong stewardship practices, and investment in local initiatives to improve society	Increasingly focused on strong management of ESG-related risks and transparency
Engagement Approach	Annual customer surveys, focus groups, daily interactions, our new customer chatbots Kay and Helene	Employee surveys, on-the-job coaching and training, intranet, performance reviews	Service agreements, meetings, conferences	Industry associations, conferences, roundtables, consultations, and intergovernmental organizations	Local charities, consultations, municipal, regional and national authorities including chambers of commerce	Annual Shareholders Meeting, investor roadshows, calls and emails, quarterly earnings calls



» PROSPERITY

Our Sustainability Matrix



Our new Sustainability Framework, guided by People, Planet and Prosperity, summarizes where we are today and will continue to mature and evolve along with our sustainability work. Our identified stakeholders are customers, employees, suppliers, NGOs, communities and governments, as well as investors. We seek to better understand the priorities of our stakeholders regarding environmental, social, and governance issues. We engage in ongoing dialogue with each of our key stakeholder groups, striving to understand their concerns and needs to find innovative ways to grow.

This year, we have updated our sustainability matrix, following our enhanced focus on diversity and inclusion.



*Green Bonds mark an important milestone in our journey to create sustainable value for all our stakeholders. We have already set our sights high by establishing 2030 sustainability ambitions around key areas where we believe we can have a meaningful impact. We are now taking a further step towards providing greater transparency and engagement on our efforts and our desire to have a positive impact on the communities we serve and the world around us.*



**Brian Hannasch**  
President and CEO

Sustainable Finance

Our commitment to sustainability extends to the financing of our operations. Via the issuance of our Green Bonds in May 2021, the first of its kind by a convenience and fuel retailer, we aim to finance a low-carbon and sustainable future by investing US \$350 million in projects that support sustainable solutions. These solutions cover six key categories: clean transportation, energy efficiency, renewable energy, pollution prevention and control, sustainable water and wastewater management, and green buildings. We hope the issuance of our Green Bonds will inspire other companies to do the same.

Our Suppliers

We work with our suppliers to promote environmentally and socially responsible practices. Through close collaborations, we are able to find mutually beneficial solutions, innovations, and create new processes together.

Responsible Procurement

The choices we make regarding what products and services to procure have considerable effects on the future of a more sustainable supply chain.

We engage with suppliers through a due diligence process to understand and assess supplier programs. We look at business integrity, quality, health and safety, labour conditions, human rights, environmental issues, and ethical practices, among other topics. In the U.S. and Canada, we have clauses on environmental issues, safety, security, and ethics. In Europe, suppliers are required to complete our supplier declaration to attest their commitment of compliance to our requirements, which includes our environmental, social, and governance expectations.



» PROSPERITY

Our Communities

We have over 14,200 stores across the world. Through our store employees, we have the opportunity to directly contribute to the local communities where we operate. In FY21, we supported a variety of projects and initiatives to help strengthen our communities. On April 10, 2020, we made a pledge to provide one meal for every fuel transaction in the U.S. and Canada. Through our partnership with Feeding America and Food Banks Canada, we contributed nearly 45 million meals.



Supporting At-Risk Children and Youth

Across our global network, we support different organizations and non-profits that are working to help children and youth in need by investing in local initiatives through donations and employee volunteering.



Funding daycare centers for children at risk

Our Gulf Coast business unit supports *Youth Oasis* and the *Louisiana Health and Rehabilitation Center*. The *Youth Oasis*, providing housing for abandoned youths aged from 12-17, homes 30 children and promotes their continued education and job training. The *Louisiana Health and Rehabilitation Center* has a mission to assist mothers that have an addictive lifestyle and promotes job training, family counselling, and continued psychological analysis. In addition, the facility supports mothers in regaining positive relationships with their children by allowing the children to live at the facility, and mothers to visit their children daily.



Working to end bullying and discrimination

For the last four years, our Automats business unit (INGO) has supported the foundation *Friends* in Sweden in their efforts to end bullying and discrimination among children and young people. In FY20, they also began supporting *Julemaerkefonden* in Denmark, which helps children aged from seven to 14 who face bullying or loneliness.



Increasing opportunities for sports and activities

We aim to empower our communities to have a positive impact on the lives of youth and provide opportunities for healthy and active lifestyles. Across our network, we sponsor and run charities for multiple youth organizations and sports activities. For instance, our *Froster Active Kids* program in Ontario, Canada helps fund athletics programs and other initiatives that support youth empowerment.





### Emergency Response

We are committed to ensuring we protect our people, customers, communities, environment, and operations at all times. We work hard to prepare for and respond to emergencies rapidly and effectively. In most areas where we operate, our stores are designated as critical infrastructure to serve our communities. We provide essential services needed for our societies to work, and also have committed to being part of the solutions where we operate.

During the Covid-19 pandemic, one of the most challenging times in our history, we developed our best practice and strengthened our emergency response procedures and created business continuity plans at a very early stage. This allowed us to maintain our services while ensuring safety and protection of employees and customers. Since March 2020, our ACT Covid-19 employee assistance fund helped employees and their families who were impacted by the virus as a measure of relief. We also continued our commitment to supporting our frontline heroes with a special, “Thank you for serving our communities bonus” to all Store Team Members in North America as an appreciation of their hard work and dedication throughout the pandemic. We also provided our



team members access to renowned medical professionals in the form of live discussions to support them in personal questions or concerns they had on Covid-19 and vaccination. Finally, we implemented a 25+25 vaccination incentive program in North America, which offers a \$25 bonus for each vaccine dose received.

Planning, preparing, and reacting to a physical natural event such as storms and extreme weather conditions requires involvement from all local teams, and many supporting teams within the company. Many of our business units, especially coastal ones, have refined processes over the years to prepare proactively for approaching storms. Every event may be unique, but preparation and planning is key to keeping our customers and employees safe during these stressful and trying events.



**U.S. (Florida Region):** Each May is Hurricane Preparedness month for the Florida division as they prepare for approaching storms. The local team goes through a rigorous verification process within the division footprint for needed supplies and support services within facilities, IT, and convenience items in order to safely serve our customers and communities.

## SCOPE OF THE REPORT

*Our sustainability report underscores our commitment to be open about our progress as a business, which we have aligned with international standards on sustainability reporting and plan to publish periodically.*

This is our third sustainability report, covering FY21. With this report, we have taken yet another significant step towards greater transparency as we strive to be open about current challenges, opportunities, and future aspirations.

The content of this report covers our corporate functions and those parts of the business that we directly manage in the U.S., Canada, and Europe. It does not include the activities of licensees, dealers, and franchisees where we do not have a direct management responsibility.

### Standards

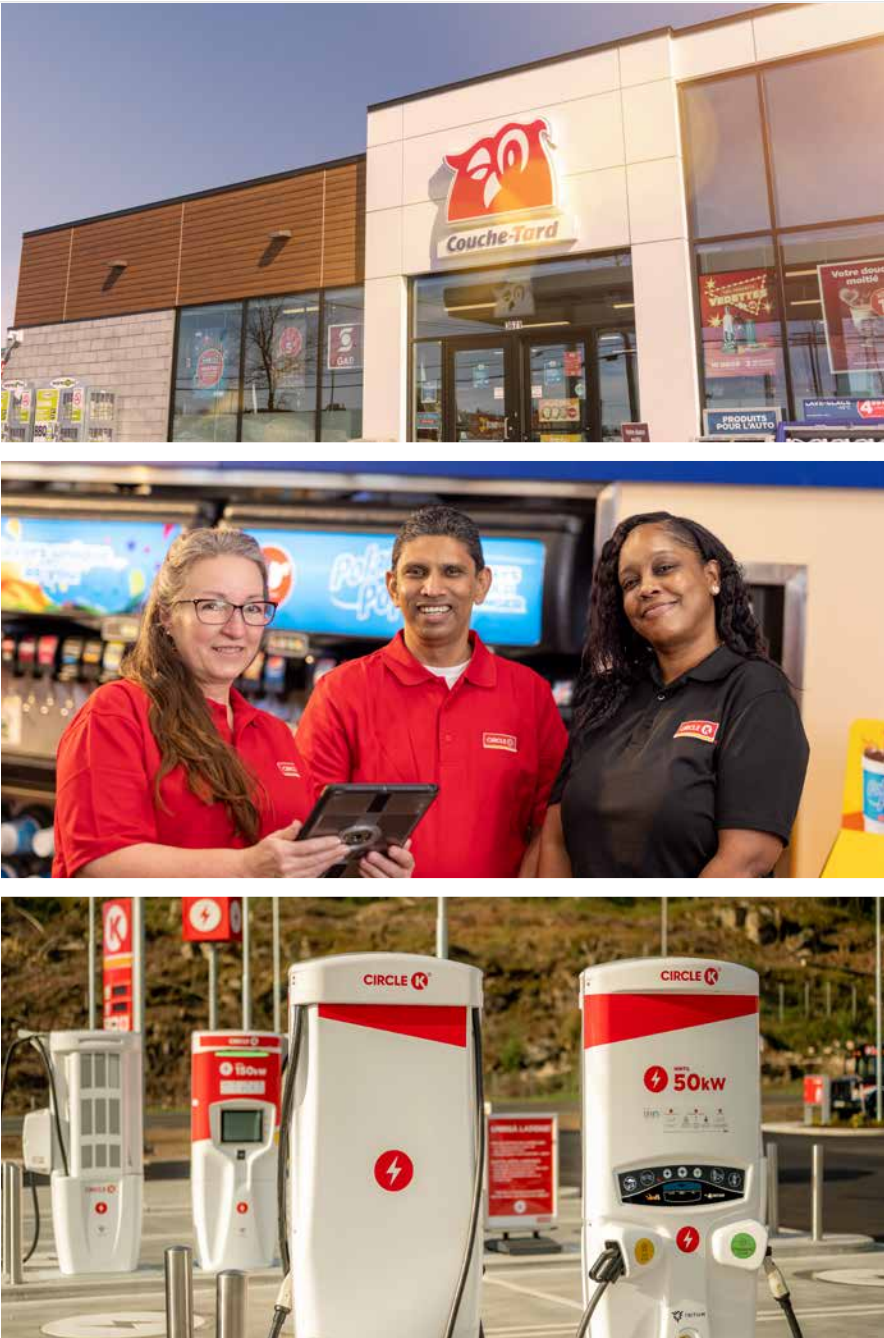
We developed the content of the report in alignment with the Global Reporting Initiative Sustainability Standards and the Sustainability Accounting Standards Board. An index of our alignment with the GRI and SASB Standards is available at: [corpo.couche-tard.com/en/sustainability](https://corpo.couche-tard.com/en/sustainability).

### Third Party Assurance

The data provided in this report has not been third party verified. We will be considering third party assurance in future years in order to continuously strengthen our approach. For our third report, we have aligned with industry practices to comprehensively disclose both qualitative and quantitative data.

### Feedback and Comments

We welcome comments and feedback on this report at: [corpo.couche-tard.com/en/contact-us](https://corpo.couche-tard.com/en/contact-us).



DATA TABLE

The following reported data covers FY21 from the period of April 27<sup>th</sup>, 2020 to April 25<sup>th</sup>, 2021. All data exclude results from our newly acquired CK Hong Kong network except for the economic and our sites sections. The data table content includes GRI quantitative data expectations, where available.

GRI LINK	TOPIC	METRIC	FY21 <sup>(a)</sup>	FY20 <sup>(a)</sup>	FY19 <sup>(a)</sup>
ECONOMIC					
201-1	Revenues	In millions of U.S. dollars	45,760	54,132	59,118
201-1	Operating expenses (b)	In millions of U.S. dollars	6,440	6,481	6,628
201-4	Taxes paid to governments	In millions of U.S. dollars	670	194	337
OUR SITES					
102-7	Total sites (c)	Number	9,976	9,691	9,794
102-7	Total Canada sites	Number	1,787	1,790	1,798
102-7	Total U.S. sites	Number	5,828	5,892	5,999
102-7	Total Europe and other regions sites	Number	2,361	2,009	1,997
PLANET(d)					
ENERGY AND CARBON FOOTPRINT					
305	Total GHG emissions (Scope 1 and 2) (e)	Metric tons (t) CO <sub>2</sub> e	827,011	841,125	932,319
305-1	Direct GHG emissions (Scope 1) (f)	Metric tons (t) CO <sub>2</sub> e	25,697	26,002	26,765
305-2	Indirect GHG emissions (Scope 2) (g)	Metric tons (t) CO <sub>2</sub> e	801,314	815,123	905,554
305-4	GHG emission intensity by site (h)	TCO <sub>2</sub> e per site	90.3	91.2	100.0
305-4	GHG reduction performance by site	Percentage (%)	-1.0%	-8.8%	17.2%
302-1	Energy consumed within the organization	MWh	2,266,360	2,333,438	2,471,543
302-1	Direct energy (f)	MWh	141,422	143,097	147,298
302-1	Indirect energy (g)	MWh	2,124,937	2,190,341	2,324,245
302-3	Energy intensity by site (h)	MWh per site	247.4	253.0	265.0
302-3	Energy reduction performance by site	Percentage (%)	-2.2%	-4.6%	14.4%
WATER CONSUMPTION (i)					
303-3	Water withdrawn	Megallitres	10,422.15	11,630.03	12,350.14
303-3	Water intensity by site	Megalitres per site	1.5	1.7	1.8
303-3	Water reduction performance by site	Percentage (%)	-9.1%	-4.6%	21.7%
PEOPLE					
102-8	Total employees (j)	Number	92,319	89,985	92,093
102-8	Total full-time employees	Number	53,105	53,590	51,365
102-8	Total part-time employees	Number	39,214	36,395	40,728
102-8	Total U.S. employees	Number	67,422	66,757	66,933
102-8	Total Canada employees	Number	10,716	10,931	10,889
102-8	Total Europe employees	Number	14,181	12,297	14,271
WORKPLACE SAFETY (k)					
403-9	Fatalities	Number	3	1	1
403-9	High consequence work-related injuries (l)	Number	53	37	46
403-9	Rate of high consequence work-related injuries (l)	Rate	0.08	0.05	0.06

GRI LINK	TOPIC	METRIC	FY21 <sup>(a)</sup>	FY20 <sup>(a)</sup>	FY19 <sup>(a)</sup>
403-9	Rate of recordable work-related injuries	Rate	2.4	2.7	2.9
403-9	Recordable work-related injuries (l)	Number	1,587	1,965	2,087
NA	Robberies (l)	Number	1,248	1,567	2,045
DIVERSITY AND INCLUSION <sup>(m)</sup>					
405-1	Total females	Number	55,723	53,552	52,135
405-1	Total U.S. females	Number	41,732	40,398	37,873
405-1	Total Canada females	Number	5,267	5,630	5,817
405-1	Total Europe females	Number	8,724	7,524	8,445
405-1	Female % of total employees	Percentage (%)	60.4%	59.5%	56.6%
405-1	Female % of executive leadership	Percentage (%)	29.0%	20.0%	25.0%
405-1	Female % of total senior management	Percentage (%)	26.1%	28.1%	24.2%
405-1	Female % of management	Percentage (%)	62.1%	61.8%	62.1%
405-1	Female % of non-management	Percentage (%)	60.2%	60.8%	61.6%
EMPLOYEE ENGAGEMENT					
NA	Employees engaged	Percentage (%)	60.0%	53.0%	50.0%
NA	Employees responding to employee engagement survey	Percentage (%)	94.3%	88.0%	86.0%
PROSPERITY					
GOVERNANCE STRUCTURE <sup>(n)</sup>					
102-22	Board gender diversity	Percentage (%)	30.8%	30.8%	27.3%
102-22	Board gender diversity independent directors	Percentage (%)	57.1%	57.1%	50.0%
102-22	Board independence	Percentage (%)	53.8%	53.8%	54.5%
102-22	Board tenure	Number	12.8	13.4	16.5
COMMUNITY ENGAGEMENT					
413-1	Business units with local community engagement programs (o)	Percentage (%)	100%	100%	100%

a. Our reported data covers our latest fiscal year - April 27<sup>th</sup> 2020 to April 25<sup>th</sup> 2021 (referred to as FY21).

b. Operating expenses include operating, selling, administrative and general expenses, gain on disposal of property and equipment and other assets and depreciation, amortization and impairment. For more information on operating expenses, please refer to our Annual Reports located on our Corporate website.

c. Our reported sites cover the U.S., Canada, Europe and other regions sites where we have operational control with the authority to introduce and implement our operating policies. For more information, please refer to our Annual Information Forms located on our Corporate website for our total sites.

d. Our environmental management data covering GHG emissions, energy and water is reported based on an operational control consolidation approach of the sites where we have the authority to introduce and implement our operating policies.

e. Our GHG emissions were calculated using the GHG protocol, covering scope 1 and 2 emissions only. We measured carbon dioxide, methane, and nitrous oxide using emission factors from the Climate Registry Default Emission Factors and the International Energy Agency. We applied Global Warming Potentials from the IPCC Fifth Assessment Report.

f. Direct GHG emissions and energy include natural gas in North America.

g. Indirect GHG emissions and energy include electricity covering both renewable and non-renewable energy sources in North America and Europe.

h. The GHG emission intensity by site is based on the U.S., Canada and Europe sites for which energy data is collected. A total of 9,161 sites were covered in FY21, 9,224 sites in FY20 and 9,325 sites in FY19.

i. Water data only covers various North American sites. A total of 6,756 were covered in FY21, 6,855 sites FY20, and 6,941 sites in FY19 .

j. Employee numbers represent the U.S., Canada and Europe.

k. The rate of high consequence and recordable work-related injuries is based on 200,000 hours worked.

l. In FY19 and FY20, we developed one global definition of high consequence work-related injuries and recordable work-related injuries, aligning our Europe and North America definitions. Overall, the consolidated number of injuries has remained relatively consistent, over the last three fiscal years. Data for robberies in FY19 are numbers before the implementation of our standardized global HSE reporting.

m. In a few instances (less than 0.01%), gender information was not available in our systems and therefore estimations were made. Definition of executive leadership (EL) and senior management according to the ACT organizational chart. In FY20 three existing positions were added to EL, numbers of females remained the same as in FY19.

n. For more information on governance data, please refer to our Management Proxy Circulars located on our Corporate website.

o. The percentage of business units with local community engagement programs was determined through a survey sent to each business unit. If a business unit had donated time or investments to a community-based project or NGO, community engagement was assumed.





# FORWARD-LOOKING STATEMENT

This report includes certain statements that are “forward-looking statements” within the meaning of the securities laws of Canada. Any statement in this report that is not a statement of historical fact may be deemed to be a forward-looking statement. When used in this report, the words “believe,” “could,” “should,” “intend,” “expect,” “estimate,” “assume,” and other similar expressions are generally intended to identify forward-looking statements. It is important to know that the forward-looking statements in this report describe our expectations as at June 29, 2021, which are not guarantees of the future performance of Couche-Tard or its industry, and involve known and unknown risks and uncertainties that may cause Couche-Tard’s or the industry’s outlook, actual results, or performance to be materially different from any future results or performance expressed or implied by such statements. Our actual results could be materially different from our expectations if known or unknown risks affect our business, or if our estimates or assumptions turn out to be inaccurate. A change affecting an assumption can also have an impact on other interrelated assumptions, which could increase or diminish the effect of the change. As a result, we cannot guarantee that any forward-looking statement will materialize and, accordingly, the reader is cautioned not to place undue reliance on these forward-looking statements. Forward-looking statements do not take into account the effect that transactions or special items announced or occurring after the statements are made may have on our business. For example, they do not include the effect of sales of assets, monetization, mergers, acquisitions, other business combinations or transactions, asset write-downs or other charges announced or occurring after forward-looking statements are made. Additionally, we are uncertain of the duration and impacts of the current Covid-19 pandemic on our business. We are actively monitoring the effect of the Covid-19 pandemic on all aspects of our business and geographies, including how it impacts our people, our customers, our suppliers, our business partners, and distribution channels.

Unless otherwise required by applicable securities laws, we disclaim any intention or obligation to update or revise forward-looking statements, whether as a result of new information, future events, or otherwise.

The foregoing risks and uncertainties include the risks set forth under “Business Risks” in our 2021 Annual Report as well as other risks detailed from time to time in reports filed by Couche-Tard with securities regulators in Canada.





**To the 124,000 people  
around the world  
who help make  
our customers' lives  
a little easier every day,**

**we thank you.**

