

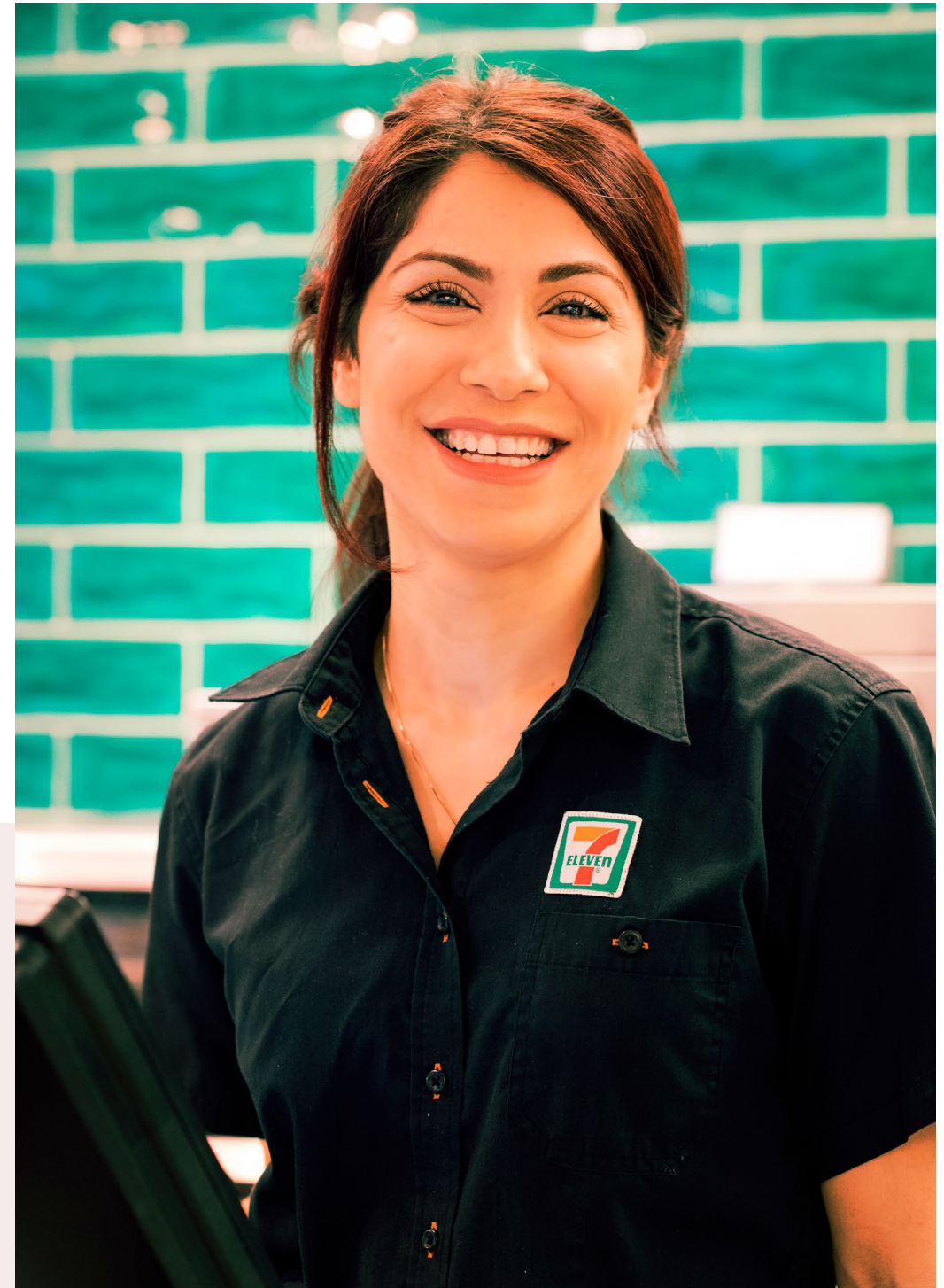
Reitan Convenience
SUSTAINABILITY REPORT 2024





table of contents

- 4** Our business, today, and tomorrow
built on a simple yet powerful idea: making life easier for people on the go
- 6** Reflections on 2024 from CEO Mariette Kristenson
the world brings its share of challenges, but we are more committed than ever
- 8** Our Theory of Change
new ways of thinking, new ways of working, and new ways of leading
- 10** Numbers that matter
our assortment, our emissions, and our organisation – better data quality, but we still have lots to do
- 18** Changing our assortment
assessing new assortment risks, launching a sustainability indicator, and aligning supplier requirements across countries
- 24** Engaging our customers
an in-store nudging experiment with impressive results, a marketing compass to guide our campaigns, and learning our way forward with living labs
- 29** Equipping our organisation
the Convenience Growth Camp, and the importance of everyone to make change happen
- 31** What's next, CSO Malin Eklund
the sustainability frontier is in our stores
- 32** Appendices: The science pages, and our data tables



OUR BUSINESS TODAY & tomorrow

Reitan Convenience has a history that spans more than a century. Specialising in kiosk, convenience, and café formats, the business is built on a simple yet powerful idea: making life easier for people on the go.

Making life easier

We at Reitan Convenience are, alongside REMA 1000 Norway, REMA 1000 Denmark, and UNO-X Mobility, a wholly owned subsidiary of Reitan Retail AS, which is owned by the Reitan family. Reitan Retail operates 3,500 stores across the Nordic and Baltic countries. Altogether, these operations employ more than 46,000 people.

At the core of the business is a unique franchise model, a steadfast belief that the customer is the ultimate boss, and an ambition for our stores to become the beating heart of the local communities.

Our business in Reitan Convenience is built on a simple yet powerful idea: making life easier for people on the go. We run kiosk, convenience, and café formats, and in the Baltic market also press distribution. Our brands include Narvesen, Pressbyrån, 7-Eleven, Caffeine, R-kiosk, R-kioski, Northland and PBX. In total, we are more than 11,000 people working in our seven support offices and close to 1,700 stores. In the past, convenience meant selling tobacco, newspapers, and bus tickets. Although these categories are still important, Reitan Convenience today serves almost 800,000 daily customers hot and cold beverages, hot-dogs, salads and

sandwiches, baked goods, confectionery, and ice cream, as well as a wide range of services for people on the move.

A record year

The year 2024 marks a turning point for us in Reitan Convenience. We achieved a record 16.9 billion NOK in

from within, taking ownership of key sustainability issues. Our organisation is getting ready for change, we are now in a position to speed up our sustainability journey.

Committed owners

This journey is fuelled by the fact that our generation is experiencing the largest and fastest transformation in human history. Rapidly evolving trends across multiple sectors; the AI revolution, the climate crisis, biodiversity loss, growing lifestyle diseases, a war in Europe, and large

changes in how consumers behave, shape the landscape in which we operate. This already affects our business through insecurity in our value chains and new regulations, and it will pose even greater

business challenges in the near future. With owners committed to responsible retail, the direction forward is clear: we must all do our part to steer society toward a sustainable and safe path, one that is good for us all, and for our businesses, in the long run. We have therefore made it our mission to make convenience sustainable and sustainability convenient.

“ We now see encouraging examples of the organisation starting to drive change from within

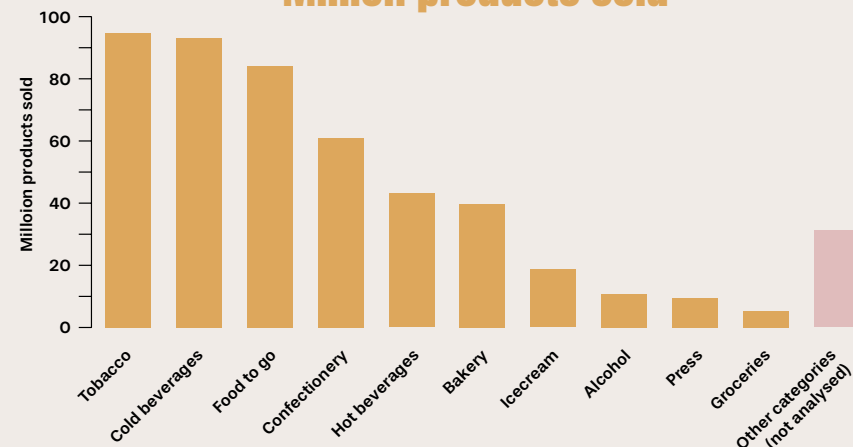
The report in your hand

In this report, we describe how we are embracing this journey of change. Over our 130 years in the business, we have successfully navigated numerous major transitions, from window kiosks to stores; from selling bus tickets and newspapers to coffee and bakery; and from lotteries and games to fresh food, snacks and fruit. We invite you to join us on the next chapter in our story: a journey inspired by the possibilities of what convenience can become.



systemwide sales, which is an all-time high, and an operating profit of 167 million NOK. We also reached an important milestone in our sustainability journey. After two years of building our sustainability strategy and laying the groundwork, this year we have seen encouraging examples of the organisation starting to drive change

Million products sold





REFLECTIONS ON 2024 *Mariette Kristenson*

2024 has been a good year for Reitan Convenience. In a world grappling with systemic challenges, the company is more committed than ever to make convenience sustainable and sustainability convenient. CEO Mariette Kristenson shares her reflections on what has changed this year.



A great year

This year has been great for us, full of progress and opportunities. We have taken bold steps to refine our store portfolio, making thoughtful decisions to close 140 smaller locations while opening some 50 new, larger stores in prime areas. Across all markets, we have introduced new store concepts and taken large steps to streamline our daily operations.

We have also welcomed new talent into our organisation. These new colleagues, with their fresh perspectives and expertise, along with the skills and dedication of our existing team, is what truly drives our success.

And all of this has paid off. More customers are now coming into our stores. We are definitely seeing a

higher conversion rate, Mariette explains. Combined with the fantastic efforts of our merchants, this helped us achieve our highest systemwide sales ever. But it is not just about the numbers to me. It is about showing that our business and increased sustainability efforts can go hand in hand. Because this was also a year when we saw all seven country organisations take significantly bigger steps than before to implement our shared sustainability strategy.

Changing the assortment

We have seen a fresher and healthier food selection within all brands this past year. Our partnerships with forward-thinking suppliers like Picadeli, as well as collaborations, such as that with Hanne-Lene Dahlgren, have been essential in this

“We are working intensively right now to challenge one of our own ‘holy cows’”

development, Mariette says. And more is to come. We are working intensively to challenge one of our own holy cows, namely the hot dog. It is such an

iconic convenience product, but red meat-based hot-dogs account for a substantial part of our climate emissions. To meet our climate targets

and our owners' expectations, we need to quickly shift the parts of our assortment with the biggest impact. One example is to increase the share of plant-based and chicken hot-dogs – and I am pleased to say that many alternative hot-dogs will be introduced on all markets next year.

Collaboration is the key

Another important step forward this year has been that we established clear sustainability requirements for our

suppliers through a new, shared code of conduct. Being clear and united about our direction and expectations is important, says Mariette.

But equally important is close cooperation and true partnerships. We have seen really good results of that this year. One example is Lantmännen in Sweden, who made their baked goods selection palm-oil-free in just a couple of months, to meet one of our key sustainability targets. To me, the dedication and opportunity-focus of our suppliers, combined with the growing sustainability leadership within our own organisation and across Reitan Retail, is one thing that really fills me with optimism.

Meeting uncertainty with determination

Still, Mariette recognises the challenges. The world feels heavier right now. People are more cautious with their spending, and societal pressures are mounting, she notes. Sustainability is less top of mind right now



” this was also a year when we saw all seven country organisations take significantly bigger steps than before to implement our shared sustainability strategy

for many consumers. Our ambitions remain unchanged, and we are more committed than ever to drive real change within our industry. We are a value-driven company with owners who are unwavering in their commitment to responsible retail.

The new EU-level sustainability regulations also provide a push in the right direction. And we are painfully aware of the rising sustainability related risks in our value chain, from climate change and biodiversity loss to emerging diseases. So we will continue this journey with determination.

But we must figure out how to bring the customers along on this journey. Breaking down the barriers and helping our customers make healthier and more sustainable choices is a key challenge that we need to solve as we move into 2025. We know it is not as easy as just emphasising the sustainability or health

benefits in our communication. A lot actually points towards other factors being more influential at the moment of decision.

” we are more committed than ever before

To come up with real solutions on how to make sustainability convenient and accessible to all, we started the Convenience Growth Camp a few months back. This innovation project brings together some of our brightest minds from all countries, says Mariette. They will spend 20 per cent of their time trying to come up with radical innovations that we will take to our stores. But I would also like to extend a hand here, says Mariette with a laugh, we would like to collaborate even closer with both old and new suppliers and partners who have insights to offer that can be used to increase demand quickly. This could also be seen as a way of democratising more sustainable and healthy options, making these available not just for a select few, but for everyone.

Our merchants are truly brilliant

Looking forward to 2025, I am excited about launching our own Private Label giving us the flexibility to introduce products we know will be more fit for the future. As for some of the cool work we do behind the scenes, we are integrating product-level sustainability and health data with sales data at the store level in 2025, ensuring every merchant can profitably navigate towards a healthier, more sustainable assortment. I think this will be a game changer for us, continues Mariette, Reitan Convenience is entirely built on the hard work and success of all of our amazing merchants. I know that when they put their minds to something, there is nothing that we cannot achieve. The next frontier of our sustainability journey is our stores, and in spite of worrying macrotrends, that fills me with real hope for the future, Mariette concludes.

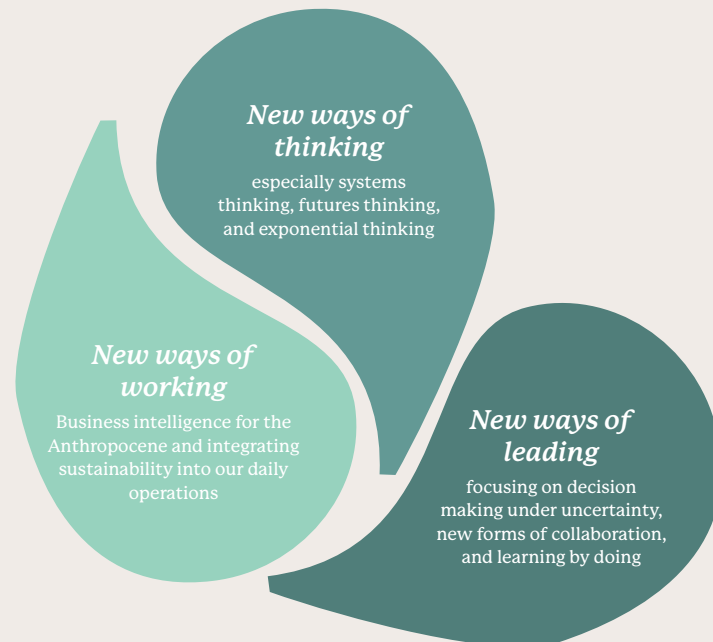


Our theory of change



In a world where we push our planet towards its boundaries, sustainability becomes increasingly critical to business. How companies navigate the sustainability shift will determine who stays competitive and who will disappear. CSO Malin Eklund explains Reitan Convenience's theory of change.

77 We need to become change agents, sparking larger-scale transformation



Three strategic impact areas

In the global food sector, climate change, biodiversity loss, resource depletion, and public health issues threaten the long-term viability. These are not abstract problems, Malin explains. They influence what we source, the communities we serve, and the resilience of our value chain.

Three years ago, we introduced our Strategy for the Anthropocene (page 9). It focuses on Climate action that makes a real difference, Products for people and planet, and Value-driven transformation. Our mission, says Malin, is to lead the change in our industry in making convenience sustainable and sustainability convenient. At the center of the Strategy for the Anthropocene is the assortment. Because what we sell in the store makes all the difference, she explains. It is through the products we sell, and their value chains from production to consumption, that we impact the world. These value chains also expose us to growing global challenges.

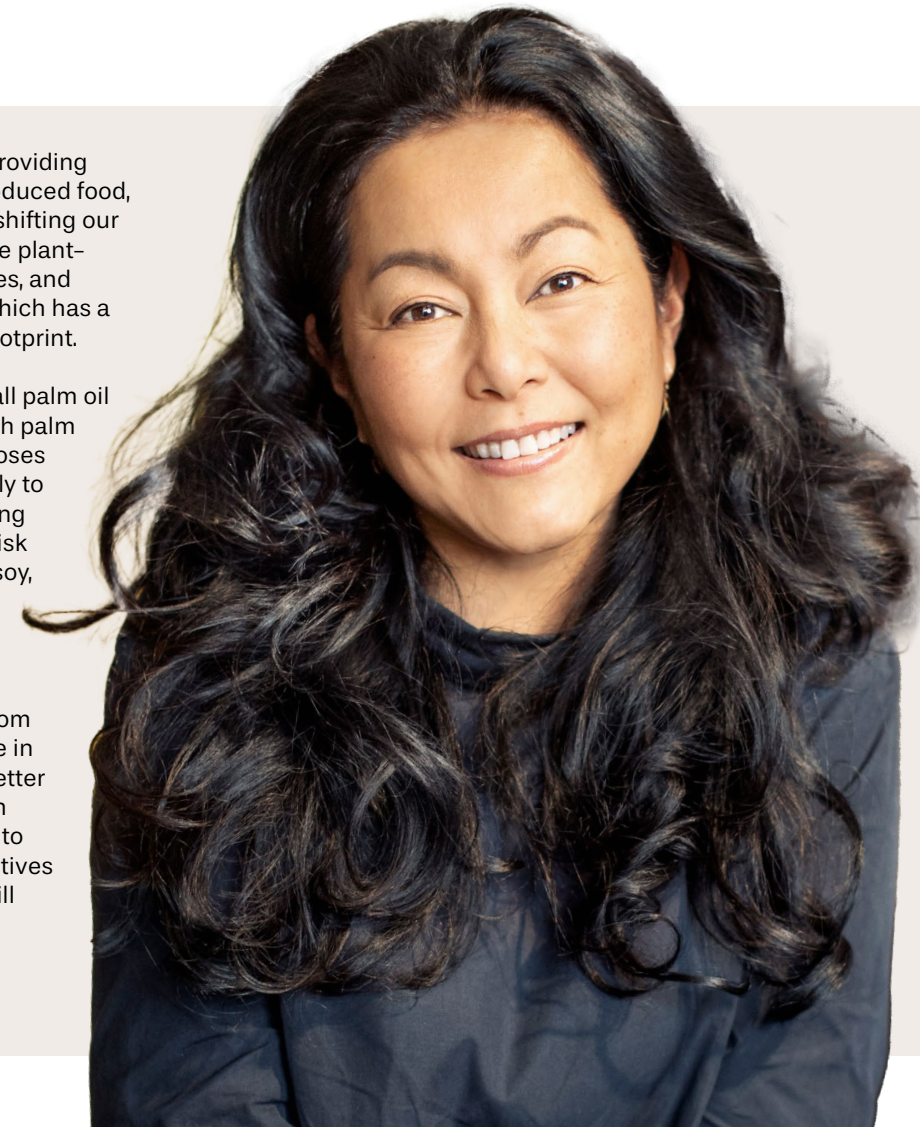
We are transforming our assortment

Moving forwards, we are focusing on a range of initiatives to improve both the health profile and sustainability of our offering. First

and foremost, we are committed to providing fresh, tasty, and more sustainably produced food, drinks, and snacks. That also means shifting our fast food-to-go options towards more plant-based and chicken-based alternatives, and reducing our reliance on red meat, which has a significantly higher environmental footprint.

Another important step is removing all palm oil from our edible products. Even though palm oil is still widely used, we believe it poses risks both to the planet and potentially to our health. We are also putting a strong emphasis on conscious sourcing of risk commodities like coffee, cacao, and soy, from both a people and a planet perspective.

When it comes to animal products, we will only source meat and dairy from countries that have low antibiotic use in animal husbandry and that uphold better standards ensuring animal welfare. In addition, we have taken the decision to remove potentially harmful food additives from our products, even if they are still legal to use, because we believe in staying ahead of the curve and doing what is right for our customers.



“ we hold on to three core principles: seeing sustainability as a business opportunity, collaborating to drive systemic change, and staying grounded in science

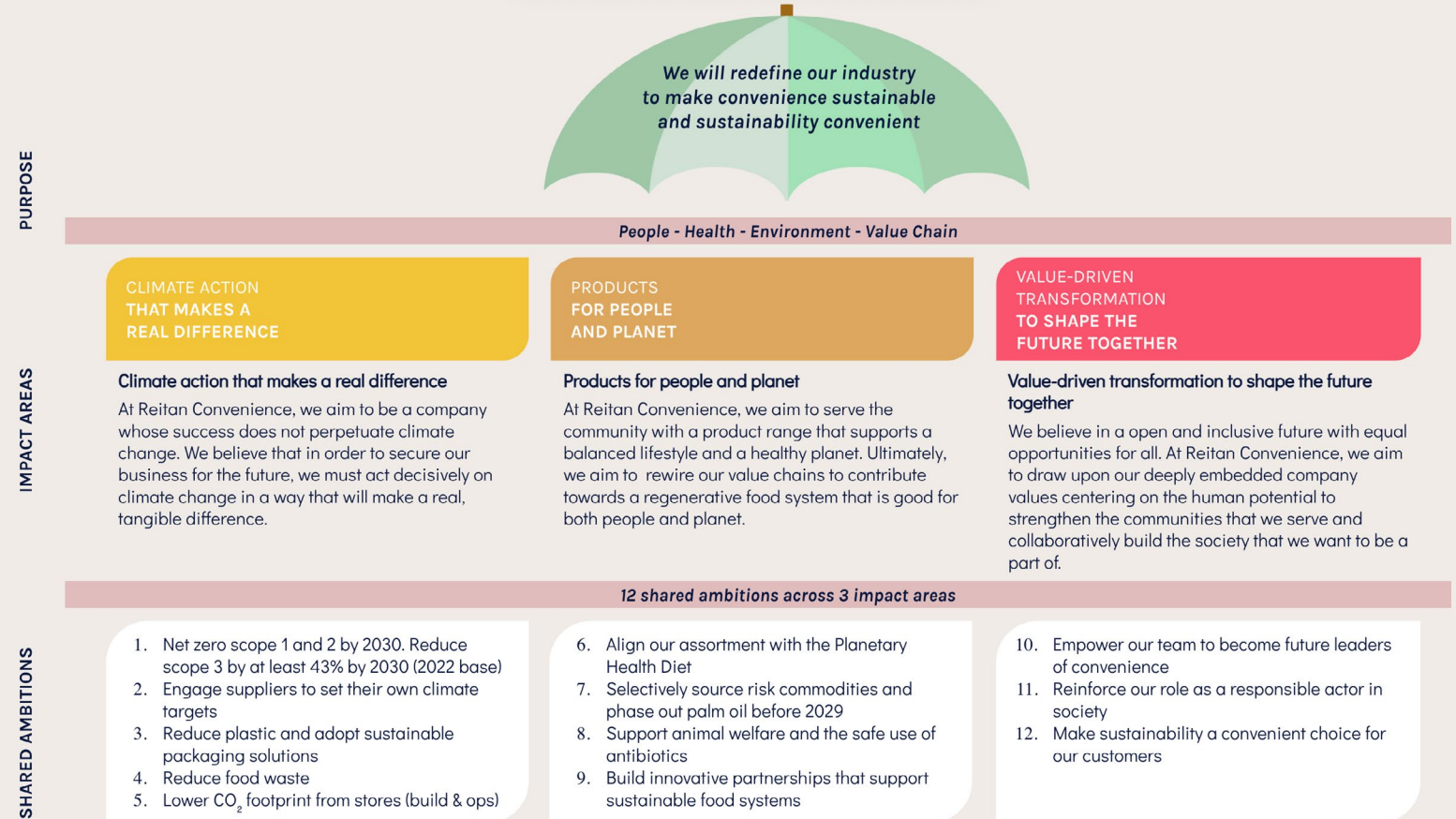
We are also encouraging smaller portion sizes for products that are high in energy and sugar, as a way to support healthier consumption habits. Finally, we are working on gradually reducing our dependency on tobacco products.

Becoming change agents

Although we are convinced that this is the way towards the future of convenience, this path is not without its challenge, Malin acknowledges. For example, food-to-go is the most CO₂-intensive product category that we have. Growing this category while halving our emissions by 2030 is a real dilemma. If we are to make real progress, it means that we have to change the entire value chain. Our suppliers must develop new types of products, and our customers – who often have quite set expectations about what to find on the shelf and at what price – must embrace changes to the assortment. This challenges our traditional retailer's role, Malin notes. We need to become change agents, sparking larger-scale transformation. This demands a lot from us as well. We need to evolve into a new type of organisation.

Our theory of change is ambitious because it must be, says Malin. We operate in an era of unprecedented volatility, where standing still is not an option. Last year, the cacao price increased by 163 per cent and coffee went up about 100 per cent due to climate change. We need to stay ahead of the curve and transforming our assortment is the key. This requires **new ways of thinking**, improving how we deal with an exponential world where factors that might be marginal right now soon dominate. We also need **new ways of working**, with robust data and processes to balance long-term relevance and short-term profitability. Last but not least, I believe that we need **new ways of leading**, making the best possible decisions amid high uncertainty, and promoting an organisation that learns its way forward.

We hold on to three core principles: seeing sustainability as a business opportunity, collaborating to drive systemic change, and staying grounded in science. We set ambitious, visionary goals that show us where we need to go. To be successful, we need to be innovative and dare to try, making mistakes, perhaps, but that is better than standing idle while the future races ahead.



Numbers *that matter*

Measuring change is critical to evaluate our progress. In this section we provide quantitative estimates of our sustainability performance regarding our assortment, our emissions, and our own organisation. As far as possible we compare this to last year's performance to indicate how we are doing.

Our assortment, from different angles

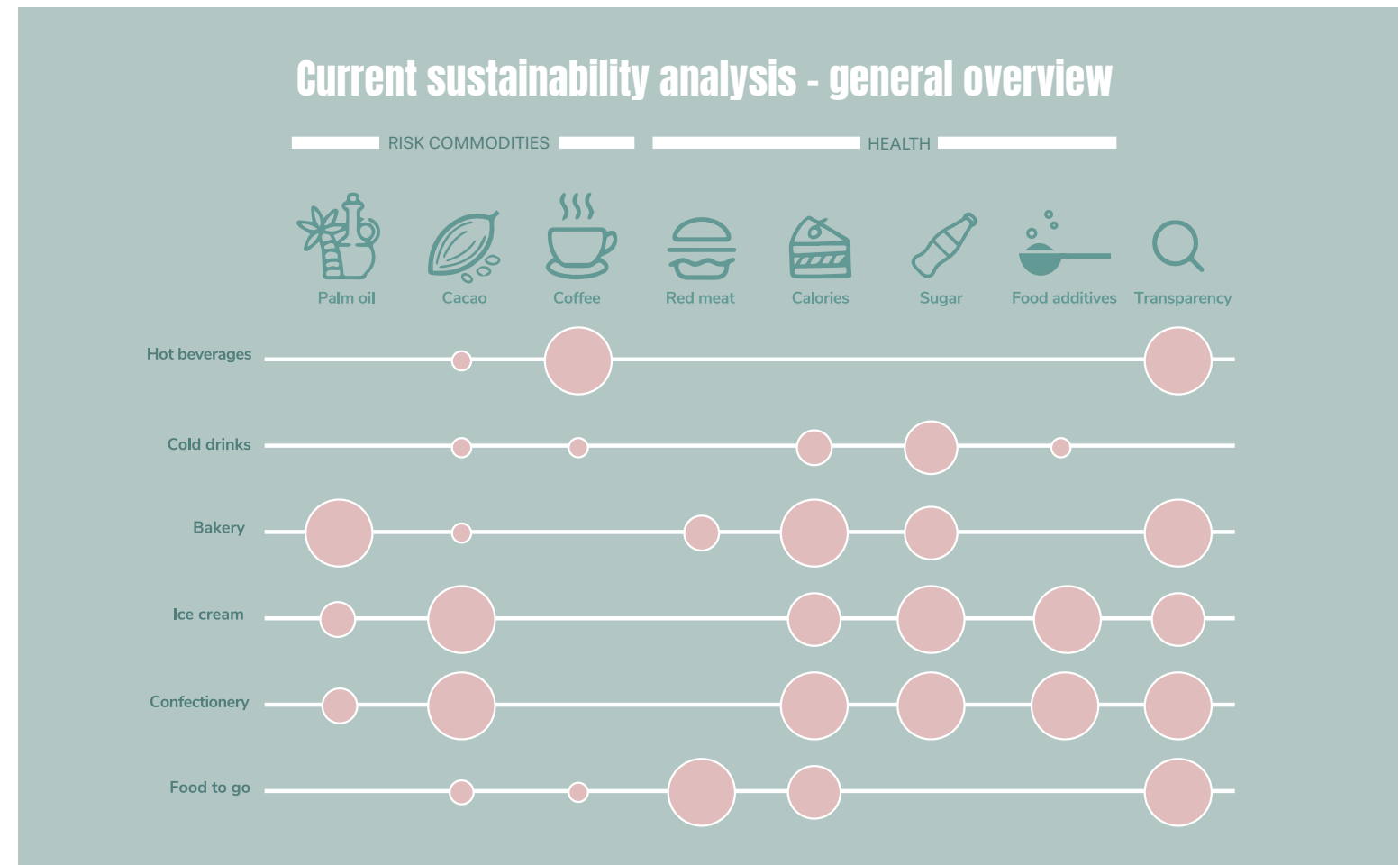
In our stores you should be able to find delicious food-to-go, a yummy snack, ice cold drinks and much more. But we want to offer convenience with a good conscience and we are therefore determined to shift our range to one that is more healthy and sustainable.

Here we describe our food and drink assortment by looking at eight specific parameters, which align with our strategy. These parameters are palm oil, cacao, coffee, red meat, sugar, calories, potentially harmful food additives, and sourcing origins. While tobacco products, which both imply sustainability and health risks, account for 19 per cent of our sales volume, we have chosen to focus this analysis on our food and drinks since it is in this direction that we are heading to further evolve our business.

The data originates from a business intelligence system that we have built. It links multi-dimensional sustainability data at the product level for more than 12,000 products from over 660 suppliers, to our transactions data. The visualisation provides a general overview of our current sustainability analysis of our sales.

This approach enables us to monitor any of our sustainability parameters in a quite detailed way. For example, we can ask questions like, 'what proportion of the confectionery sales in the Nordic countries in Q4 came from products with palm oil?'. For more detailed information on how we use this data, see the section on our sustainability indicator on page 20.

The size of each ball, on a five-point scale, represents the relative magnitude of the issue present in this category. For instance, the hot beverages category primarily faces risks associated with sourcing of coffee, sourced from high-risk countries as indicated by the Global Rights Index (ITUC) and the Corruption Perceptions Index (CPI). Sourcing risks for coffee also include deforestation, biodiversity loss and aggravation of climate change. Many of our categories need attention on both risk commodities and health parameters. Our data can also give us an overview of which health and sustainability concerns that are more or less relevant to different parts of our assortment. Current status for key parameters are presented on the following pages. We have substantially improved on data coverage, and now have data for 90 per cent of our food and drink sales. This is good news but also means that comparisons between years are difficult.



89 % sustainability data coverage

Sustainability data coverage is up from 70 per cent last year, and now reaches almost 90 per cent of our sales. The way we calculate some of our KPIs have also been slightly updated to improve quality. While this is good news and the result of a lot of work, this also means that changes between 2023 and 2024 should be interpreted with some caution. Looking at the overall picture, changes are still relatively modest.

Origins data

As a convenience retailer our operations are often far from the initial stages of production, with limited control over the sourcing of ingredients in our suppliers' products. We want to work with our suppliers to achieve fully traceable supply chains. In 2023 we began tracing the origins of our high-risk commodities and we found that we were sourcing from all over the world, at least 113 countries. One example is the sourcing of meat. We still have substantial gaps, but we estimate that about 85 per cent of our sales of meat, also



including chicken and fish, comes from the Nordic and Baltic countries, 11 per cent from the rest of Europe, and 4 per cent from the rest of the world (compared to 6 per cent last year).

Meat imports from outside of Europe is a priority to remove from our supply chains during the course of 2025. Over time we will only source meat products from countries with low antibiotics use and high animal welfare. See page 21 for more on this.

Palm oil

After careful consideration, we have decided that before 2029 we will have phased out palm oil from our edible assortment. While stricter certifications have reduced deforestation, we do not believe that certification alone will be enough. The industry must scale down to allow sustainable cultivation that benefits local communities.

Today, 20 per cent of our sales in edible categories come from products with palm oil. Most palm oil is found in the bakery

20 % edible sales 51 % bakery

category where 51 per cent of our sales come from products containing palm oil, followed by confectionery (31 per cent) and ice cream (18 per cent).

While we cannot see any overall change here compared to last year, these averages hide some important differences between countries where e.g. Sweden, Latvia, Estonia and Lithuania have started to reduce their palm oil dependency in the bakery category with some 5–10 percentage points.

Coffee

42 million cups of coffee sold in 2024

This year we sold about 42 million cups of coffee, making coffee a key commodity for us. We are especially proud to be the first convenience actor in the Baltic markets only serving organically certified coffee.

To ensure our coffee business contributes to more sustainable production, we pay attention to a range of sourcing conditions. This includes working conditions, fair pay for a living income, and environmental

conditions, such as the risk of deforestation and excessive use of pesticides. The vast majority of the coffee we sell is organically certified. Different certifications, however, rely on different criteria, and we are working out how to map the certification criteria so that we know what portion of our coffee sales live up to exactly what standards as we believe that certification does not replace our responsibility to control our products.

Cacao

23 % of all edible sales contains cacao

About a quarter of our edible sales (23 per cent) comes from cacao-based products, a figure largely unchanged from last year. The cacao supply chain faces major ethical and environmental challenges, including child labour, farmer exploitation, and deforestation in protected areas. Since cacao remains important in convenience, we have engaged with key suppliers and set stricter sourcing requirements. Before 2028, all cacao must come from third-

party audited certifications or sustainability programmes that aim to safeguard human rights, have a strict ban on child labour, strive to ensure a living income for all farmers, strive for safe and minimal use of pesticides, and ensure zero deforestation and full traceability. It is worth pointing out that we do not believe certification will be the full solution for cacao either, but we still see this as a first important step in the right direction.

Waste

4.3 million products rescued

The balance between having a shelf that is too empty, and may look less appealing, and having one that is too full and leads to food waste, is tricky. We try to challenge ourselves to strike this balance, and proactively work to minimise food waste. We use last-minute discounts and work with food rescue apps in all countries. In 2024 we saved 4.3 million products this way, up from 3.7 million products in 2023. This is a 16 per cent improvement. However, getting a complete measure of total food waste is quite complex in a franchise business like ours.





Bakery

73 % above calorie limit

To break the cycle of ever increasing portion sizes of things that taste great, but are not healthy for us to eat excessively, we try to steer our bakery sales to products with less than 300 kcal per item. Today, 73 per cent of our bakery products are above this limit. That is somewhat higher than last year, based on a recalculation of the 2023 data (up with 2 percentage points*). This is a substantial challenge for us that we must actively address moving forwards.

*We reported 50 per cent last year, but this was a calculation error. The numbers are thus not directly comparable.



Red meat

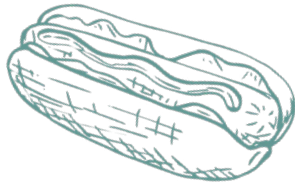
57 % of food-to-go sales include red meat

We want to reduce our sales of red meat, both to reach our ambitious climate targets, and because we want to improve the health profile of our food-to-go selection. Today about 57 per cent of our food-to-go sales contain red meat, which we estimate to be a slight increase from last year based on a recalculation of the 2023 data*. These numbers, however, hide country variations. RC Finland, RC Estonia and RC Lithuania have managed to reduce

their proportion of red meat sales within food-to-go by 5–10 percentage points this year as a consequence of a consistent focus on shifting red meat to white meat and plant based alternatives, whereas RC Sweden and RC Denmark has increased its proportion of red meat in food-to-go sales by some 5 per cent, which most likely is linked to improved data coverage rather than any actual assortment shifts in the wrong direction.

*We reported 60 per cent last year, but the data coverage in this category has been substantially improved so the numbers are not directly comparable.

A big year for new dogs



"Already last year we challenged ourselves to replace our popular beef sausages with chicken-based sausages. We were quite nervous about that because we did not know if they would sell. But it was a great success, we managed to keep the sales and our customers loved our new hot-dogs.

Overall, we have reduced the red meat proportion in our food-to-go sales by 9 per cent this year, and we are now at 58 per cent. This has given us the courage to step up our food assortment innovation, and our customers will see more changes coming in 2025."

– Indrek Lass
Sustainability lead Estonia



"When they first started talking about replacing beef sausages with chicken, I thought it was a crazy idea. Beef sausages were so popular, and I was not sure how my customers would react. But we went for it, and to my surprise, it worked.

That gave us the confidence to go further. By now we only have three hot-dogs that still contain red meat. The rest are made from chicken, and they are selling better than ever. This year, we also swapped all pork ham in our salads for turkey ham. What once seemed like a crazy idea is now really working, and I am proud to be part of it."

– Sigrit Allmets
merchant at R-kiosk in Balti-Jaam Tallin, Estonia



Drinks

27 % high sugar drinks

We primarily address sugar in cold drinks through portion control. If we set a 35g sugar limit per portion, which is high given the recommendation of max 50–75g added sugar per day, but lower than most 500ml sodas, 27 per cent of our cold drink sales exceed this limit, similar to last year. Since we do not think artificial sweeteners will take us all the way, our strategy also focuses on making flavoured water and natural fruit juices more available.



Food additives

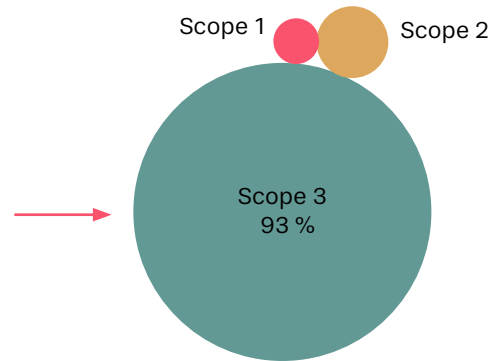
14 % in 2024, down 1 % from 2023

While most additives are safe, some may pose risks. We take a precautionary approach, phasing out harmful ones ahead of legal bans. Currently, 14 per cent of sales come from products with additives we aim to remove, slightly down from last year. This includes azo dyes for immediate removal as well as certain antioxidants, preservatives, thickeners, and flavour enhancers that we work with our suppliers to gradually replace.

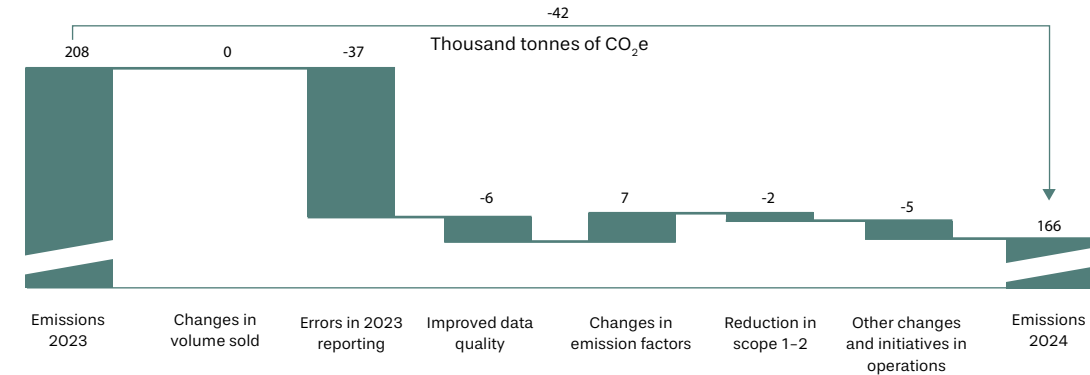
*Note that we reported 10 per cent last year, but that the categorisation of additives have been updated since so the numbers are not directly comparable.

Climate data

165,549 tonnes of CO₂e



Different factors that explain the change between 2023 and 2024



Reported carbon emissions

To keep the +1.5°C target possible, Reitan Retail has decided to align all business areas with the Paris agreement. This means that Reitan Convenience strive to become net zero in scope 1 and 2 by 2030, and reduce our emissions in scope 3 by at least 43 percent compared to 2022.

For 2024 we report 165,549 tonnes of CO₂e emissions. This is divided over the three scopes. Scope 1, 3,415 tonnes CO₂e (2 per cent), primarily from refrigerants and company cars. Scope 2, 8,498 tonnes CO₂e (5 per cent) which comes from our use of electricity and varies a lot across the seven countries due to different energy mixes across the Nordics and Baltics. Scope 3, 153,635 tonnes CO₂e (93 per cent), linked to emissions from the products on our shelves, but also from the interiors of our

stores, business travel, waste generation and more. RC Sweden and RC Denmark together account for almost half of these emissions, due to the significantly larger operations than the other country organisations.

Data quality that enables strategic decisions

A precondition to steer towards reduced climate emissions is that we have emissions data that is good enough, not only for reporting purposes, but also for making conscious choices about the business. Thus, improving the quality of our climate data continues to be a top priority for us.

In Reitan Retail we have decided to align our operations with the Paris agreement

The reported emissions are 42,400 tonnes CO₂e, 20 per cent, lower compared to what we reported in 2023. This is explained primarily by corrected errors from last year's reporting and improved data quality for selected categories.

Looking at this a bit more in detail, as the illustrations show, also factoring in changes in sales volumes between the years, we find that 37,000 tonnes CO₂e have been removed

from the total because of the correction of reporting errors in 2023, primarily linked to over reporting on plastics in RC Norway, over reporting on upstream transportation in RC Sweden, and the use of spend based data in RC Lithuania.

Better data quality has resulted in an additional reduction of 6,000 tonnes CO₂e, while more precise emissions factors, including FLAG emissions for RC Sweden, have resulted in an increase of 7,000 tonnes CO₂e. Accounting for this, we estimate a factual 2,000 tonnes CO₂e reduction from real changes in our scope 1 and 2 operations, for example switching refrigerants and moving to electric company cars in some of the countries. We also estimate a factual 5,000 tonnes CO₂e reduction from scope 3 related improvements, including changes in our assortment.

Our main attention is on scope 3

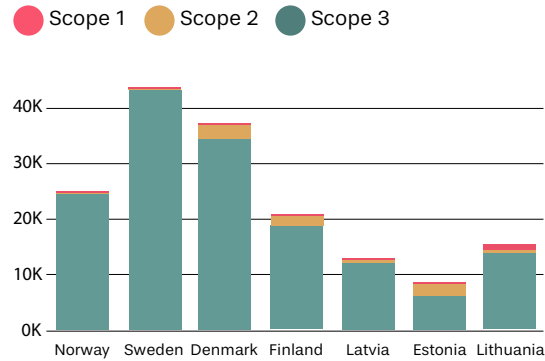
For scope 1 and 2, the data quality and reporting methods are by now stringent enough across the seven countries for us to be fairly certain about the way forward. The progress in emission reductions in

these scopes is also encouraging and we believe that we are more or less on track to halve our emissions for these scopes by 2030.

However, our main attention is directed at scope 3, and especially scope 3.1 purchased goods and services (PG&S), as the sales of our products account for 76 per cent of our total emissions, 125,878 tonnes CO₂e. It is also here that we have the largest issues with reliable data quality.

Breaking down emissions by product category, we have the highest emissions in our food-to-go, followed by tobacco, cold beverages and confectionery. While tobacco, and cold beverages both have a quite low carbon intensity, that is emissions per sales, food-to-go, in particular, has a high emissions intensity. This is a big

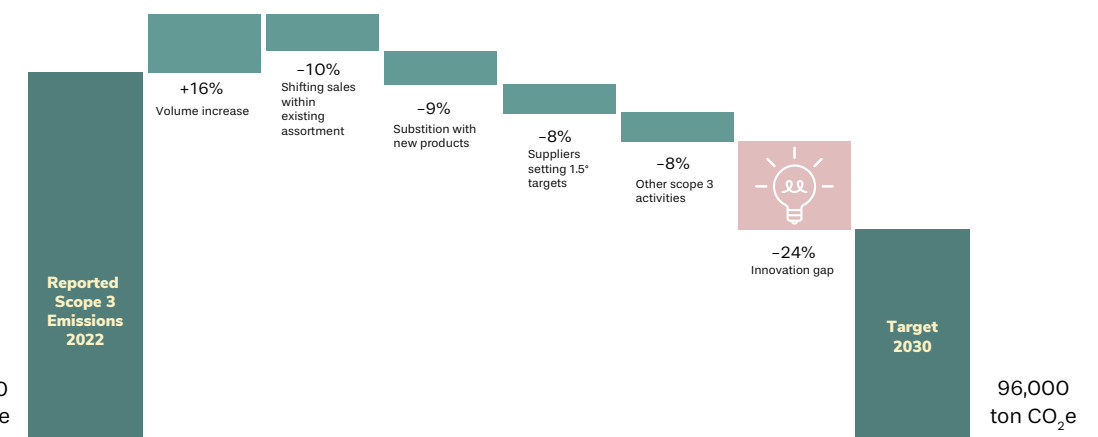
Emissions per country



Emissions per category



Estimated innovation gap for scope 3



challenge for us since we want to grow this category in the years to come. This makes a lot of sense for us from a health perspective, but it will make it harder to reach our ambitious climate targets.

The challenge partly stems from the nature of food production, which in itself is associated with high climate emissions. This year the FLAG calculations (emissions tied to forest, land and agriculture) in RC Sweden reflects a notable step forward in our understanding of these emissions. Our plan is to move ahead with FLAG estimations across all seven countries next year, which likely will increase our reported emissions in certain PG&S categories next year and make them more accurate. But the challenge also stems from the nature of our business. In convenience, we mainly sell composite products. That

means that our options for reducing PG&S related emissions are somewhat more limited than, say, a grocery retailer shifting proportions between meat and vegetables sales. We can swap pork sausages for pea-based ones, and this is indeed a main focus for us, but the hot-dogs we sell include more than just protein, and the bread is a major component of the meal. As a result, even meaningful changes such as pork to pea have a relatively smaller impact on our overall carbon footprint. Moreover, the changes that we do make in this direction are also still poorly reflected in our

we must get emissions data good enough for conscious choices about our assortment

overall number since we still do not have emission factors that are granular enough to reflect e.g. the difference between different protein blends in our hot-dogs.

This is something we are working hard to achieve now, but it will take time until we have good granularity for our entire assortment.

The innovation gap

Looking at our scope 3 targets, we do believe that we are starting to take several steps in the right direction, as

reflected by the 5,000 tonnes reduction in scope 3 categories that we report this year, which as far as we can judge is related to actual assortment shifts.

However, two things need to be pointed out here. First, data quality remains a challenge for estimating our "true" PG&S emissions. This is something that we must deal with by striving for constant improvements in quality while remaining humble about the fact that we still probably cannot see the full picture.

Second, the current rate of change in scope 3 falls short of our climate target, which is set at 96,000 tonnes CO₂e by 2030. Even with all the foreseeable changes, as estimated in the illustration above, we would only cut emissions by less than half of what is needed, highlighting a major innovation gap, currently estimated at 24 percentage points compared to 2022.

Our analysis clearly shows that we must drive more radical innovation, beyond

shifting towards an assortment with lower emissions per sales. This leads to a larger insight; that the future of convenience is not today's assortment minus the bad, it is something new.

Learn more on how we address this gap on page 30.

With people at heart

Navigating a rapidly changing business landscape requires full focus on our people and building a thriving organisation, consisting of the support offices in all countries, by the franchisees, and their stores*, as well as a set of company operated stores.

In total, these operations engage about 1,000 small franchisee-based family-run businesses, in turn providing safe and good jobs for 11,000 people. Ensuring that all our people can flourish at work is a key factor for our success.

*In RC Lithuania all stores are company operated.

Franchisee survey

Across our countries, 80 per cent of the franchisees are proud of our sustainability work

Between 74 and 100 per cent of the respondents, depending on country, state that they are proud to be a franchisee within Reitan Convenience.

About 75 per cent feel that they are well supported by the support offices, and about 80 per cent that they are proud of our sustainability work.

The topic with the lowest overall score from the franchisees was about whether or not they felt informed about, and involved, in the overall development of the business. Only 68 per cent stated that they did, which calls for an increased focus from our side on communication and collaboration between the support offices and the franchisees.

Response rate 67 per cent.

Work satisfaction

Employee survey results remains strong

Employee satisfaction survey

Proud to work at Reitan Convenience, 83%

Fill an important role in the organisation, 85%


Can be myself at work, 86%

Not afraid to admit mistakes at work, 87%

Feel I have good work-life balance, 70%

In this year's employee survey 83 per cent said they are proud to work at Reitan Convenience, 85 per cent that they fill an important role at work, 86 per cent that they can be themselves and 87 per cent that they are not afraid to admit mistakes at work. Work-life balance scored a bit lower, with 70 per cent feeling satisfied, highlighting the need to better support the remaining 30 per cent.

Response rate 91 per cent.



Gender

We are a somewhat female-dominated organisation

Gender balance

Women

Men

Board, 60%

40%

Top management, 51%

49%

Support offices, 66%

34%

Production facilities, 81%

19%

Company operated stores, 84%

16%

Franchisees, 50%

50%

Looking at the gender balance across our organisation and its different levels, we are somewhat female dominated. Among the franchisees, although 50/50 gender balance in total, there are some notable differences between the countries. RC Denmark has about 10 per cent female franchisees and RC Latvia has 78 per cent female franchisees. All our boards are in the 40–60 per cent range.

Our stores

1,678 stores in seven countries

Norway 314

Sweden 383

Denmark 177

Finland 349

Latvia 194

Estonia 83

Lithuania 178

Skills & capacity

More than 5,000 person hours invested in radical innovation

In a rapidly changing world we must build, attract, and retain the right talent to stay successful. We track both our investments in capacity building and how people at Reitan Convenience perceive their opportunities to learn and grow. A major step this year was launching the Convenience Growth Camp (see page 30), a talent development programme that will generate around 5,000 person-hours of learning and radical hands-on innovation in the first year. While

still ongoing, the programme shows promising potential. Looking at our employee survey, targeting the support offices, we find that 82 per cent feel challenged to find new solutions, 77 per cent say they learn through their work, and 84 per cent see opportunities for innovative new revenue streams. However, only 67 per cent feel they have time to properly reflect on their work. We need to address this, since reflection is vital to learning and innovation.





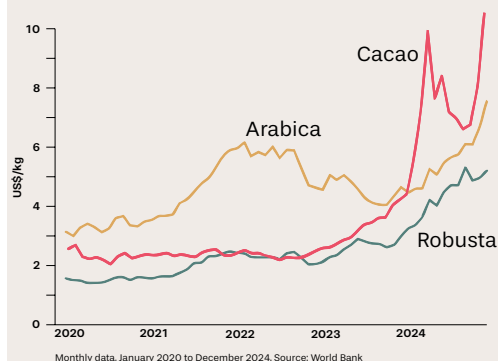
Analysing risk *to our assortment*

In a world that changes rapidly in many dimensions at the same time, our assortment is facing a new set of sustainability related risks

Vulnerability across categories

We have identified a set of critical vulnerabilities across our sales categories, linked to changes in the world around us. The graphs on the next page show what parts of our sales are sensitive to 1) climate change induced production declines and prices hikes on cacao, coffee and sugar – three commodities of critical importance to us, 2) to the risk of production restrictions and shortages due to novel animal diseases in our value chains, and 3) to new potential regulations intended to protect public health, like smoking bans, sugar tax, and warning labels on ultra-processed foods.

Coffee & cacao prices 20-24



Climate risk

One example of volatility that we are facing is the price of cacao. It increased by 163 per cent in 2024, due to erratic rainfall that both led to extended dryspells, and too heavy rainfalls, which caused disease outbreaks in cacao plants. The situation is no better for coffee, where prices increased 103 per cent in 2024, and scientific projections point towards a 50 per cent loss in production from climate change over the coming decades. After the highly volatile vegetable oil market in recent years, driven by the war in Ukraine, sunflower oil prices increased by an additional 56 per cent due to poor crop yields in 2024. The list could be made longer, as these are just some of the examples of commodities that show a high degree of volatility due to ongoing global changes, many of which are tied to the fact that we are pushing our planet beyond its boundaries.

Risk in animal value chains

Another example of supply chain risk that we are currently facing is the emergence of new animal diseases. Livestock production is threatened by a number of diseases such as African swine fever in pigs, blue tongue in sheep and cows, and



avian flu now both in poultry and dairy cattle.

Avian flu has led to entire flocks of poultry being put down, in total more than 46 million birds in Europe in 2021-2022, and 40 million birds in the US in 2024. This in turn has caused soaring egg prices, and scientists worry about the mutations that could make avian influenza virus more transmittable to humans, as it has currently infected more than 70 different species of mammals.

New types of regulation

A third type of risk to our assortment, which is of a different kind but also linked to the global agricultural system we have built, is the potential introduction of new public health regulations. While this is done to protect society and consumer health, we must make sure that we are one step ahead of any upcoming regulations. One example is the potential of warning labels on ultra-processed foods. This is already a reality in some countries in Latin and South America, as a measure to counteract the rising lifestyle diseases originating from overconsumption of these products. Another is sugar taxes,

frequently debated across Europe, and a third is smoking bans, which are expanding across Europe. For instance, outdoor smoking is now prohibited in all public spaces in Milan, Italy.

we protect ourselves by shifting towards an assortment with less risk

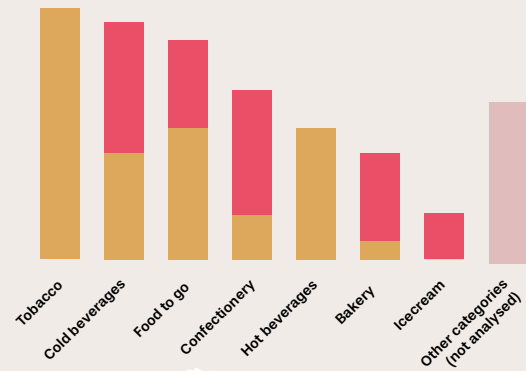
The sum of all risks is high

We do not know how or when these risks could hit us, and we cannot calculate the exact economic consequences. Though, the sum of the risks is so high that we must protect ourselves by shifting towards an assortment that is less

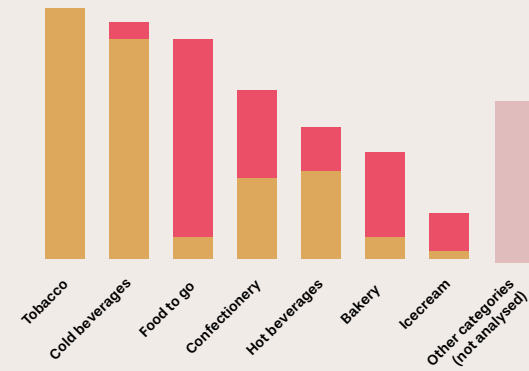
risk prone. In addition to the commitment that our owners have towards responsible retail, these insights mean that we are proactively steering toward a more sustainable, resilient, and health-aligned product mix. A mix that is better for both people and the planet, and at the same time contributes to future-proofing our business.

Risk exposure for our sales categories

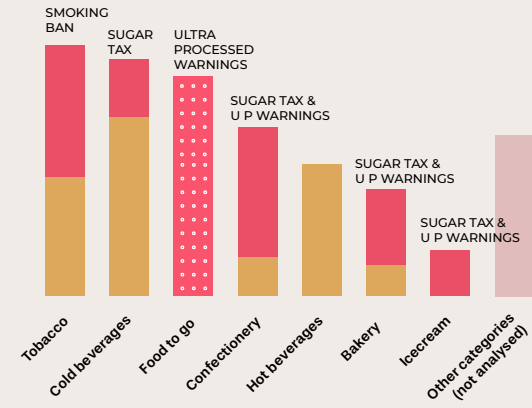
Part of sales at risk due to climate effects on coffee, cacao, and sugar



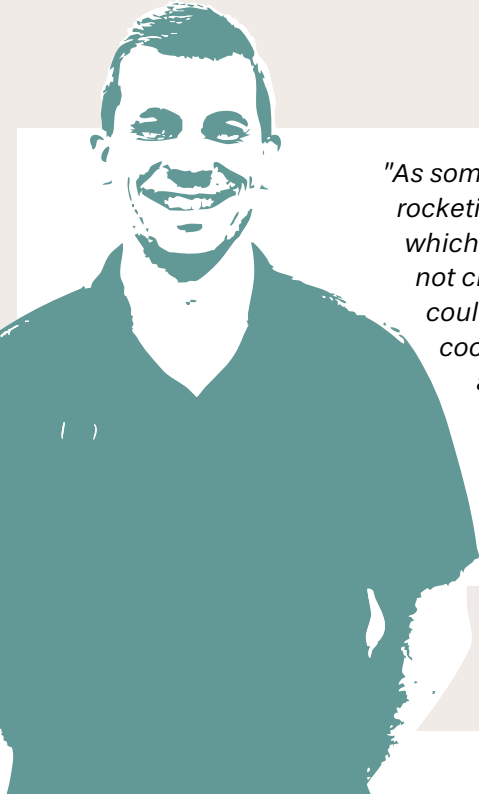
Part of sales at risk due to bird flu, swine fever, and antibiotics resistance



Part of sales at risk due to new potential health regulations



Ultra processed is difficult to estimate, but a large part of our food-to-go assortment is at risk.



"As someone who sells a lot of chocolate products, 2024 was a bit of a wake-up call with the sky rocketing cacao prices. But we have a new chocolate chip cookie made with alternative cocoa, which is interesting. They have replaced the cocoa with something called THIC, short for "This is not chocolate". It is made with sugar, beer grains, and cocoa husk. At first, I was a bit skeptical, could it really taste as good? But to my surprise, it does! I do not necessarily think that alternative cocoa will be the answer for products like chocolate bars, but in a cookie it works perfectly. It is a clever way to adapt to market challenges without compromising customer satisfaction. I think it is pretty cool to be part of this kind of forward-thinking solution!"

— Jonas Solfjeld Estman
7-Eleven merchant, central railway station Copenhagen



Our sustainability *indicator*

Navigating towards our future assortment by connecting multidimensional sustainability data at the individual product level to our sales

Integrating diverse sustainability considerations

Future-proofing the assortment and aligning it to our sustainability goals requires tackling a range of critical sustainability and health challenges simultaneously. Shifting our assortment is complex, involving thousands of products and requiring deep knowledge from our category teams. To support this, we use a sustainability indicator to evaluate products across key dimensions in our strategy: red meat content, sugar and sweeteners, risk commodities like cacao, coffee, and soy, and potentially harmful additives.

A pragmatic, scalable approach

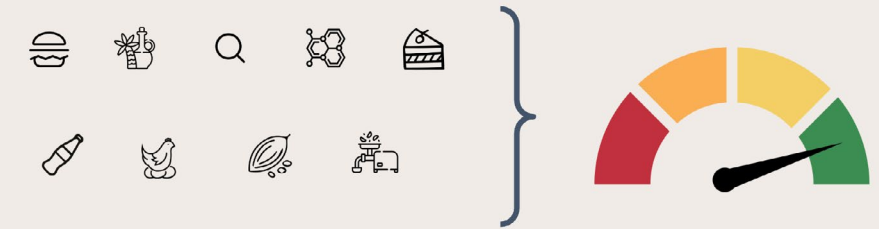
By aggregating these aspects into a single, actionable value, the indicator simplifies decision-making without ignoring the nuances of composite products. While trade-offs exist, integrating sales data gives us actionable insights to shift toward healthier, more sustainable products, without sacrificing profitability.

Why we do not include climate data (yet)

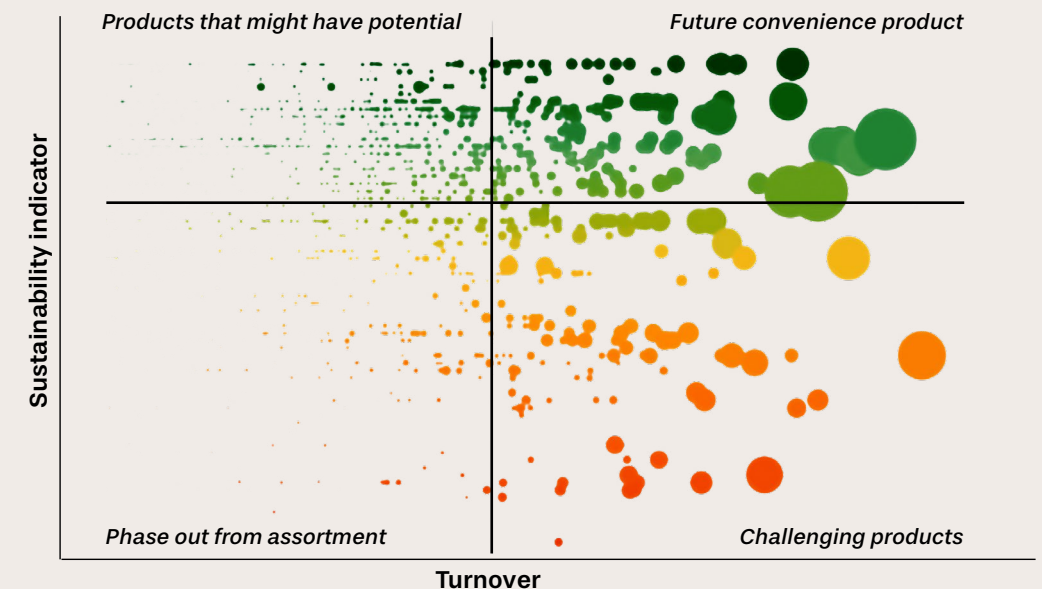
Despite climate being a priority, our indicator currently excludes CO₂ emissions. Our assortment consists mainly of composite products, and available climate data is still too generic, for example, it cannot distinguish between types of sodas

or different types of chocolate bars. Once data quality improves across our range, we will include CO₂ emissions. For now, we use indirect proxies, like red meat content. Balancing long- and short-term goals, this product-level approach helps us navigate complex challenges without compromising business goals. It is about making bold enough changes to secure long-term relevance and profitability, while still supporting the day-to-day business of our nearly 1,100 independent family businesses.

This year, we launched a collaborative process where all category teams across countries began developing new category plans using the indicator as a guide, and this has set us off on a very promising track.



Connecting sustainability with sales data



"I am impressed by how far our category teams at Reitan Convenience Denmark have come in integrating sustainability into their daily work. After we initiated the work on the new category plans, a workshop we held proved to be a game-changer; It got everyone on board with using the indicator. Now, complex topics like palm oil and cocoa are discussed with deeper insight and commitment. We have already seeing results, with exciting new products planned for next year. One great example is the alternative "THIC" cocoa in our best-selling cookie, which we will also test in brownies in 2025. The momentum is inspiring, and it is amazing to see shared responsibility driving real change."

– **Malene Norre**
Sustainability lead Denmark

Shared supplier requirements

Moving forwards in close partnerships with our suppliers

A joint supplier code of conduct

We are a retailer, which means that most of the products that we sell are not our own, but produced by our suppliers. Reaching our sustainability targets without our suppliers would be impossible. To ensure that we move ahead at speed together, we introduced a set of minimum requirements in a joint Supplier Code of

Conduct across all Reitan Convenience countries earlier

this year. These requirements reflect sustainability challenges that are central to our Strategy for the Anthropocene.

Close collaboration with our suppliers has always been a cornerstone of our strategy

Supplier response

These minimum requirements, agreed upon collectively by all seven countries in the spring of 2024, are set to be fully implemented between 2025 and 2030. Over the past months, they have been introduced to

our suppliers during the annual supplier meetings, where they sparked in-depth

discussions and new ideas. While most suppliers appreciate the clarity about our direction, our decision to phase out palm oil has to some extent also been controversial, as many suppliers have focused their efforts on certified palm oil. Respecting the challenges, we still believe this is the right way forward for us in the convenience industry. Although palm oil certification has proven more efficient to combat deforestation in recent years, the pressures on the industry as a whole needs to be reduced to rehabilitate degraded lands and enable a type of production that is beneficial for local communities.

Collaboration is a cornerstone

Finding the way together with our suppliers is the key. Close collaboration has always been a cornerstone of our strategy, but it is now more critical than ever. Transforming our assortment to align with these requirements demands partnership, transparency, and mutual commitment. Together, through dialogue and cooperation, we are building a value chain that not only meets the demands of today, but positions us all for success.

From our Code of Conduct:

- Before 2029, all palm oil and derivatives will be phased out across the entire food assortment.
- Moving towards more sustainable sourcing of risk commodities such as coffee and tea before 2027, and cacao before 2028, by leveraging third-party audited certifications or sustainability programmes covering relevant social and ecological criteria.
- Paying much closer attention to animal welfare, and sourcing of meat, chicken and dairy in a way that ensures they come from countries with responsible antibiotic use in animal production, from countries in Europe with max 60 mg/Population Correction Unit (PCU) until 2027, and max 30 mg/PCU until 2030.
- Targeting overfishing and marine ecosystem decline by requiring third-party audited certifications covering relevant ecological criteria for fish, shellfish and other marine products.
- Applying a precautionary principle to phasing out food additives that are potentially harmful to health, even before regulatory mandates, as exemplified by phasing out the blue colorants E131 and E133 before 2028.



"At Caffeine in Latvia, going palm oil-free has been a big step forward. Palm oil was not really something we talked much about before, but once we looked into it, we realised how common it is in bakery products. By switching to alternatives like sunflower oil, we have not only made a more sustainable choice but also improved the quality of our baked goods. I really see this as a win-win."

— **Madara Puidze**
Caffeine group manager Latvia

One of the standout moments for me this year was the response from our suppliers to our new code of conduct requirements. One of several good examples is Fazer. Cacao and palm oil are key for them as well, and through our discussions we have discovered how closely aligned our ambitions are. They aim to source all their cacao through third party audited sustainability programmes or certification schemes, and while we know that this is no guarantee for sustainability in this problematic sector, we think this ambition is a step in the right direction. On palm oil, they are actively seeking substitutes, and they have already replaced it with better alternatives in some of the more popular products in our assortment. What makes this type of partnership so special to me is the collaborative spirit that we have built. That makes me think that we can actually solve some of these very complex sustainability problems if we work closely together.

— **Kiira Kivisaari** Sustainability lead Finland



Implementation example

Product innovation with famous food influencer Hanne-Lene Dahlgren

Reitan Convenience Norway teamed up with renowned food influencer Hanne-Lene Dahlgren to launch two new vegetarian products in 2024 at Narvesen: Himmelsk Hummus and Edamame wrap à la Skagen.

"Our collaboration with Hanne-Lene Dahlgren is a fantastic example of the journey we are on, making sustainability convenient for everyone! She brings incredible passion for plant-based food, and together we are showing that healthy, delicious, and more sustainable choices can be easily available when you are on the go. This partnership is all about food joy, offering tasty and nutritious plant-based options that make it easier for our customers to choose better for themselves and for the planet."

– Synnøve Reisaeter Tveit
Sustainability lead Norway

Good food, all the way

To jump start the assortment shift of the critical food-to-go category, Reitan Convenience Norway started a new collaboration this year. The resulting products, which taste great and also have a good nutritional value, have made a significant impact, with the Edamame wrap quickly becoming a bestseller in Narvesen, outperforming many of the established branded products.

New bestsellers

Hanne-Lene, known for three cookbooks and her podcast, is a trusted voice in promoting plant-based eating. Her deep engagement, with over 1,000 test families in Norway, to refine recipes, highlights her ability to connect with consumers.

Listening to the consumers

Hanne-Lene's followers were actively involved in shaping the products and names for Narvesen, ensuring relevance and appeal. BAMA's role in this collaboration was also an important success factor. Their internal teams, from product developers to executives, embraced our sustainability requirements and actively sought ways of sourcing to match them.

Partnering with Hanne-Lene has helped our food-to-go assortment on a new path

Next steps in collaboration

The success of this partnership has spurred plans for continued collaboration with Hanne-Lene. In 2025, a series of new products will be launched, widening the plant-based offerings within food-to-go at Narvesen.



Hanne-Lene Dahlgren and Ole Robert Reitan



Nudging our customers



Getting our customers on board on our sustainability journey is critical. It is the only way we can transform quickly enough.

Closing the intention-action gap

Although most customers care about sustainability on a general level, there is a well-known gap between intention and action. At the moment of decision-making, factors like price and presumed taste often take priority over sustainability concerns.

As natural and understandable as such tendencies are, they create barriers to more sustainable and healthy choices. To break these down, we need to make the more sustainable and healthy options irresistible, offering great products at the right time and place, reducing the effort required to choose them and showcasing the benefits of these products.

Challenging the auto-pilot

Many customers operate on "auto-pilot" in our stores, choosing the exact same products they always do. What we do is try to nudge consumers, by simple visual cues, towards choosing more healthy and sustainable products, and gently push them towards new behaviour. Research has shown that nudging can be successful in various situations, like in supermarkets and restaurants, but it is less tested in convenience stores. So last year, we decided to test how effective nudging would be for us.

Field experiment in 18 stores

We set up a field experiment in eighteen 7-Eleven stores across Norway, Sweden, and Denmark. The experiment ran for four weeks, and the nudges included strategic product placement, engaging campaign materials, and taste-focused messaging.

For example, plant-based hot-dogs were positioned prominently, much closer to the customer than the meat based alternatives. Oat drink was made the default choice in coffee machines. Turkey ham sandwiches (white meat) were offered as the default choice rather than ham sandwiches (red meat), and smaller-sized brownies were placed conveniently at the customers' eye level. The positional nudges, as this is called, were accompanied by positive messaging of the product benefits.

In-store nudging works

The experiment proved very successful. Sales of oat drink in coffee doubled in the experiment. As coffee

with oat drink instead of cow milk half the climate footprint of "coffee with milk", this nudge has great potential to make a difference. The turkey sandwiches were an instant success with very few customers even commenting on the difference. In this case, the potential for CO₂ savings is lower, but there are also potential health benefits in switching from red to white meat. And, importantly, it shows that it is possible to change bestsellers. This was an important lesson, not at least for ourselves. The hot dog nudge was also promising, where plant-based hot-dogs up to tripled in some countries – albeit from very low numbers.

The experiment showed that customer acceptance of more sustainable options can be driven through thoughtful nudging without any noticeable disruption to existing revenue streams. We believe that this is a scalable strategy to accustom our customers to the changes we plan in our assortment and we will further expand our nudging efforts over the coming years.



"The nudging experiment was one of last year's true highlights. It is an easy way to influence buying decisions that does not remove any options or restrict any choices, but just gives you a gentle push in a better direction. Simply by placing the oat drink option at the top of the menu on the coffee machines, the sales increased dramatically. We decided to roll this nudge out to all our 7-Eleven stores that have the same type of coffee machines, and we saw the same results as in the experiment! We estimate a move from 20 to 40 per cent of oat drink in all the coffee machines since the update. Next year, the customers will see more nudging in our stores, and we will try a range of different products, as we are serious about reducing our climate emissions from the products we sell."

– **Linnéa Borgström**, strategic sustainability lead, and **Michael Norén**, operational sustainability lead, Sweden



The marketing *compass*

Driving campaigns that reinforce our sustainability ambitions



Campaigns are important

What we place in our campaigns makes a huge difference in what we sell. This means that our marketing teams have a key role to play in our sustainability journey. To help us bring our customers on board and tickle their curiosity for novelties in our assortment, this year, we developed a tool that we call the Marketing Compass.

our marketing teams have a key role to play in our sustainability journey

process where the marketing directors and sustainability leads across all seven countries participated, is designed to help marketing teams align their campaign work with the Strategy for the Anthropocene.

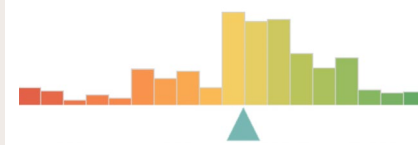
Clear and actionable results

Built on our sustainability indicator, the compass assesses whether a campaign promotes a

all campaigns, but having sustainability as a core consideration in marketing decisions ensures our campaigns contribute to our long-term transformation.

How our country organisations campaign work measures according to the marketing compass will be one of the important indirect sustainability related KPIs that our board will track moving forwards.

Marketing compass



Aligning marketing with sustainability goals

The compass, which was created through a collaborative

product mix that is more or less sustainable and healthy than the regular assortment. It compares a product's index score to the average index score within the specific product category. Our goal is not to change

"The marketing compass is a good tool that allows us to see whether the products we market and discount are better or worse in terms of sustainability. But knowing which products we should market is not the same thing as knowing how we should market them. Here in Lithuania, we focus on the more direct benefits of the product, like its high quality and positive effects on health. By linking sustainable sourcing to other product benefits we are trying to make sustainability even more convenient for all of our customers."

— **Kotryna Ieva Vaičiulionytė**
Sustainability lead Lithuania





Testing the *future*

Living labs at PBX and Narvesen 2.0 allows us to explore how consumers react to a changing convenience assortment

The idea of living labs

One of our strategies for exploring new sustainable solutions is through living labs, stores where we explore new things and observe how customers respond to new assortments. The advantage of a living lab is that we can set the rules and be less constricted than in our standard operations. This year, we launched two living labs: Narvesen 2.0 in central Oslo and a reopening of PBX in downtown Stockholm.



Narvesen 2.0

In March, we opened Narvesen 2.0, designed to align with Reitan Convenience Norway's 2026 sustainability targets. The store features an assortment free from palm oil and aims for no more than 50 per cent of food-to-go sales to contain red meat, which is a considerable improvement from our standard assortment in Norway. At least 25 per cent of the food-to-go sales should be plant-

based, and all chicken products should be sourced from ECC-certified suppliers. Additional goals include a 20 per cent reduction in sugar sales and a healthier first impression, with the first five meters of the store showcasing for example water instead of sodas, good food and fruits, and healthier snacks over confectionery. While not all targets have been met yet in Narvesen 2.0, substantial progress has been made across all sustainability dimensions, with plant-based food-to-go already achieving its goal.

The five metre project is now being scaled out to all Narvesen stores with promising preliminary results.

PBX in new location

In September, PBX, Pressbyrå X, reopened in a prime Stockholm location with many important lessons to draw upon after two years at the Albano University Campus.

No palm oil, red meat, or cigarettes

Operated by Reitan Convenience Sweden, PBX serves as a testing ground for sustainability innovations. The assortment is aligned with Sweden's 2028 sustainability targets. As such, the store is free from palm oil, red meat is absent (this is not a target in itself but rather an attempt to reach the climate targets), and PBX does not sell cigarettes at all, underscoring the commitment to healthier lifestyles.

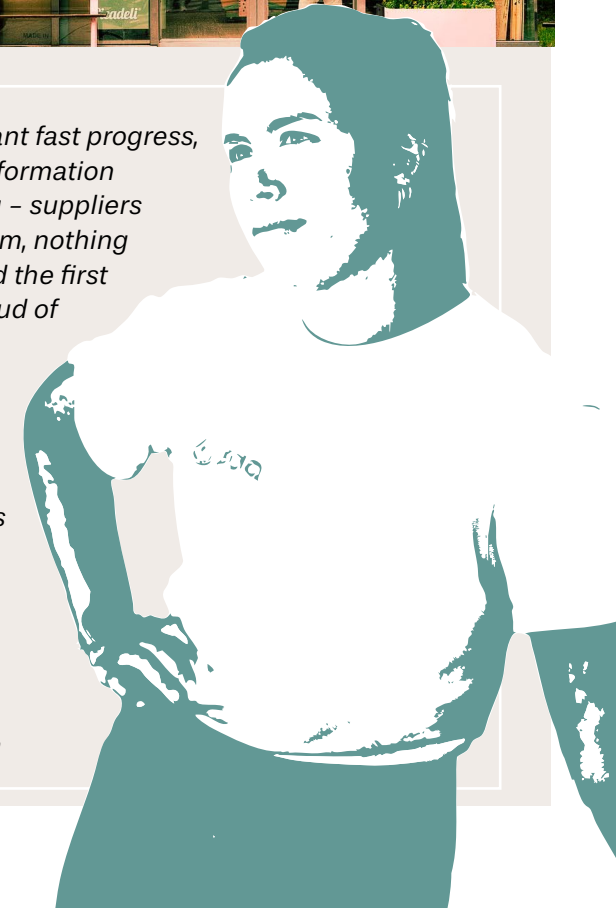
These three things combined is a big change compared to our standard assortment in Sweden. Making this level of change across all our stores overnight would be both impractical and reckless, but both PBX and Narvesen 2.0 living labs showcase the power of testing and adapting to make sustainability convenient for our customers so that we can roll out the change as quickly as possible while maintaining customer interest and satisfaction.

This is where the real promise of our innovation labs lies – as a testbed that enables us to learn how to drive up customer demand for more sustainable and healthy convenience – so that we over time can transform the assortment in all our 1,700 stores.



"By nature, I am impatient and want fast progress, but I have learned that true transformation requires bringing everyone along – suppliers and customers alike. Without them, nothing changes. As the merchant behind the first PBX at Albano Campus, I was proud of its ambitious sustainability goals. However, this new PBX takes a more inclusive approach. We have taken big strides, eliminating palm oil, red meat, and cigarettes, but the customers will still find familiar bestsellers. It strikes the balance, I believe, between short-term viability and long-term relevance."

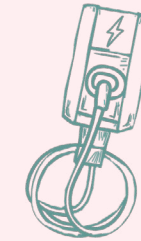
– **Michelle Isberg**
Merchant at Pressbyrå PBX Sweden



Implementation example

Charged and ready to go in Lithuania

Reitan Convenience has opened Lithuania's first electric vehicle charging-only travel hub with partner Eldrive



**the hub serves
as a connection
point between
Vilnius and Riga**

Ultra-fast charging stations

Located on the Panevėžys bypass, the electric charging hub serves as a key connection between the Baltic capitals Vilnius and Riga, catering to the needs of EV travellers along one of the Baltic region's busiest routes.

This facility can serve up to 20 vehicles simultaneously, with ten ultra-fast charging stations offering capacities of 200 kW and 400 kW.

Caffeine and Narvesen together

The hub features both a Caffeine café and a Narvesen convenience store, combining our two brands under the same roof. Travellers can enjoy freshly prepared foods, organic coffee, and a variety of sweet and savoury snacks. The site also offers designated workspaces, a children's playground, and a convenient drive-in for food and beverages.

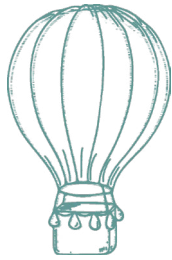
The first of its kind in the Baltics

These high-powered chargers ensure quick and efficient charging, supporting the growing demand for EV infrastructure. This hub, which is the first of its kind in the Baltics, marks a significant step forward for Lithuania's EV infrastructure. As we move into 2025, we are already in the process of opening several more hubs like this one across Lithuania. This is also a learning opportunity for us about what convenience means as we move towards catering to future needs.

"I feel excited to be part of Lithuania's first EV charging hub. At the hub, I see travelers stopping not just to charge their cars, but to grab a coffee in our café. What really excites me is how well this hub fits the needs of modern travelers. Personally, it feels great to contribute to something so forward-thinking. This is not just a charging station, it is a step towards the future."

— Marius Spakauskas
Regional manager, Lithuania





Equipping *our teams*

Leading the change is first and foremost about our people. It is about ensuring our 11,000 team members have the knowledge, tools, mindset, and confidence to embrace change and drive innovation.

"To me, this new cross-country approach of working with sustainability is great. It provides us with structure and focus and enables us to learn from each other and copy with pride. I have noticed quite a big difference this year compared to the year before. For us as sustainability leads, the joint work have given us a common purpose, and the discussions we

have in our sustainability forum are much more to the point now. I feel like we want the same thing. But it is not just within our group, I see it in the leadership as well. This way of working has really contributed to putting sustainability at the top of our agenda, and it has made it much more actionable. I like that a lot!"

– **Vita Breidata**
Sustainability lead
Latvia

Gearing up for change

Changing business as usual is not a small task – it requires new ways of thinking, new ways of working, and new ways of leading. Especially, since we are not just aiming to change what we do ourselves, but also to make our suppliers and our customers embrace the change. This year, we have made a major investment in getting our own organisation ready for the next steps of the journey.

Working cross-country rather than one by one

When we got going with our shared sustainability efforts in Reitan Convenience in late 2021, only Reitan Convenience Sweden had a pre-existing sustainability strategy. There was no joint focus, in this topic across the countries, no budget, and, to be honest, not much internal knowledge on this matter either.

Over the first two years of this journey, we were fully focused on building our strategy and ensuring the commitment to this new path from all seven country organisations. But this year has marked an acceleration for us. We have shifted approach from isolated country-level initiatives to a more

unified, cross-country approach that has focused on five joint initiatives. These initiatives ranged from making sure we have the right tools and data, to clarify our joint position towards all our suppliers, to making sure assortment category and marketing plans align better with the Strategy for the Anthropocene. Our new approach has really proven that the sum can be greater than the parts. Not only has it helped equip the organisation with the right tools and knowledge, but it has also helped us coordinate our efforts internally and towards our suppliers. Importantly, it has led to the activation of our commercial core – the purchasing, marketing and sales teams – to bring the Strategy for the Anthropocene to life, as the initiatives have specifically targeted these groups across all seven countries simultaneously.

Embedding sustainability in everyday decisions

A key success factor, we believe, is embedding sustainability into our daily business decisions, turning it into a

**“ this year
we activated our
commercial core
for sustainability**

natural part of operations for every department, role, and individual, rather than an abstract concept and something that happens “in addition” to our regular work. We therefore developed a guide that

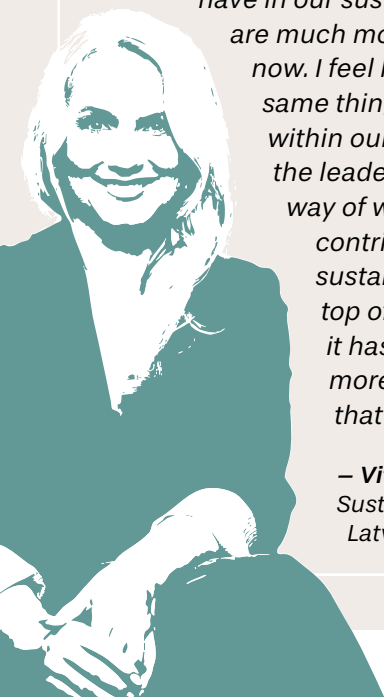
outlines the expectations and responsibilities in relation to specific sustainability targets for every role and function, and it demonstrates how individual efforts connect to the bigger picture. We also created a knowledge library, which we call the Anthropocene

Knowledge Library. This is filled with user-friendly materials such as mini articles, infographics, and short films to ensure easy access for our co-workers to the resources they need to act on our strategy.

While these types of efforts are perhaps not that “news-worthy”, we believe that systematising our sustainability efforts and ensuring that ownership is shared across the organisation is key to success. Without that, there is a risk that we lose momentum or even slip back into business as usual as the organisation changes over time.

"Over the past year, our R-kiosk food-to-go assortment has started to shift to also include more fresh salads, fruits, and sandwiches. The store made sandwiches have been surprisingly popular. I have learnt a lot during this year, especially how quickly the customer demand can grow! To me, shifting the assortment in this direction, rather than only having pre-packed options, is a great business opportunity, and it shows that we all have a role to play in bringing about change!"

– **Marja-Leena Vainionpää**
R-kiosk merchant,
Herttoniemi metro
station Helsinki,
Finland



Convenience *growth camp*

Growing our talents to move from incremental to radical innovation

We need exponential solutions

Looking at all the projects and initiatives that we are running across our seven countries to turn our strategy for the Anthropocene into a reality, it is clear that we do a lot. At the same time, the problems around us grow at an exponential rate, and we know that even if we do everything we can think of today to reduce our carbon emissions, it will not be enough to meet the requirements of the Paris climate agreement. A core insight is that all solutions need to be exponential to match the scale of the sustainability problems that we face.

**the goal is
to move beyond
incremental change**

Launching the growth camp

This is why we launched the programme we call "The Convenience Growth Camp" this year. The goal is to move beyond incremental change, which we, just as many other business organisations,

are already rather good at. With this initiative, we want to join forces across all our strong brands to face the ultimate challenge; to close our climate innovation gap while making sure that we maintain our business success both in the short and long term. More specifically, the programme focuses on two challenges:

1) *Transforming Customer Offerings: Creating new categories, products, and in-store concepts to attract new customers and revolutionise the convenience experience.*

2) *Shifting Consumer Behavior: Developing strategies to promote sustainable consumption through innovative marketing, personalisation, and loyalty-building.*

To solve this, the Growth Camp brings together some of our most brilliant people from our seven countries, engaging 12 people in total, uniting

them to develop radical innovations that will define the future of convenience. They are expected to spend about 20 per cent of their time over a full year in this programme. Innovation experts facilitate the process and an external growth panel is consulted to challenge and evaluate the business potential of the solutions that are suggested.



Investing in talent

In addition to cooking up solutions to these important problems, the Convenience Growth Camp is an investment in talent development for us, fostering innovation competence across the organisation. With dedicated team leads, diverse professional backgrounds, and cross-country representation, we want this programme to harness creativity and collaboration at every level. As an organisation with people at heart, strongly believing in the potential of each human being, we are very excited to see what the Growth Camp will result in, not only in terms of new ideas but also in terms of personal growth.

"To me Convenience Growth Camp is more than a programme, it is the Champions League of innovation, where sustainability and smart business go hand in hand. This initiative helps us develop both sharper strategies and stronger leadership. I have no doubt that Convenience Growth Camp will redefine the Nordic and Baltic convenience landscape, setting new standards for a smarter, more sustainable convenience future."

I almost see Convenience Growth Camp as a rebirth for our organisation. It sparks bold thinking and proves that when passionate minds unite, nothing is impossible. I am so proud to be part of this."

– **Saabehi**
Ul Hassan Khan
Regional manager
Narvesen &
7-Eleven, and
merchant
Narvesen,
Norway



WHAT'S NEXT *Malin Eklund*

Malin Eklund, CSO of Reitan Convenience, is proud of the sustainability progress over the past years, and particularly of the acceleration in 2024. Being someone who always wants to improve, Malin has plenty of ideas of what to do next.

Taking bigger, bolder steps forward

As we step into 2025, I feel excitement, but also a strong sense of determination. The groundwork that we laid for our Strategy for the Anthropocene over the first two years was very important, and the cross-country approach we went for this year marked a turning point that felt transformative.

We are now in a position to speed up our progress and take bigger, bolder steps forward. I see three major areas standing out as priorities for the next year to move ahead at the speed we want.

Sustainability at the core of the business plan

I am thrilled that we are really merging our Strategy for the Anthropocene fully into our business plan. When we launched the strategy, having it as a standalone, ensured sustainability was not just a buzzword but would become a big focus of our work, in parallel to more established focus areas. Now, it is time to fuse these two strategic documents into one coherent approach. This is about more than alignment; it is

It is about
democratising the
better choices

about creating a powerful narrative about how we will continue our success in a world that is changing rapidly, building our own resilience as a leader in the convenience market, ultimately reshaping our business within the planetary boundaries.

The right data to track progress

Second, we must ensure we have the right data to track progress and the organisational incentives to support our transformation. In 2024, we took important steps with tools like the sustainability indicator, the marketing compass, the new category dashboards, and the quarterly sustainability reporting to our board. For 2025, we will create sustainability dashboards to track progress where it matters the most – at the store level. Equally important is building a robust incentive structure that inspires action at every level, integrating meaningful sustainability-related KPIs into performance reviews to keep everyone pulling in the same direction.

The next frontier is our stores

Third, and perhaps most importantly, we need to bring the strategy to life in our stores, for our customers. That is really the next frontier of our sustainability journey, and we have been gearing up for this for quite a while now. It is really about time that we start showing our ambitions in this area to our customers.

We will work with novel concepts as well as with nudging and sampling to make more sustainable and healthy choices accessible and desirable for our customers. And not just for a select few, this is something that should be available for everyone. We meet 800,000 customers every day. It is about democratising the better choices, and playing a role in making society a bit more equal. Our stores can be a window to the future, proof that a better tomorrow is not just possible, it is already taking shape.

I feel very positive that 2025 will be yet another defining year for us, one where we take an important step towards making convenience sustainable and sustainability convenient.



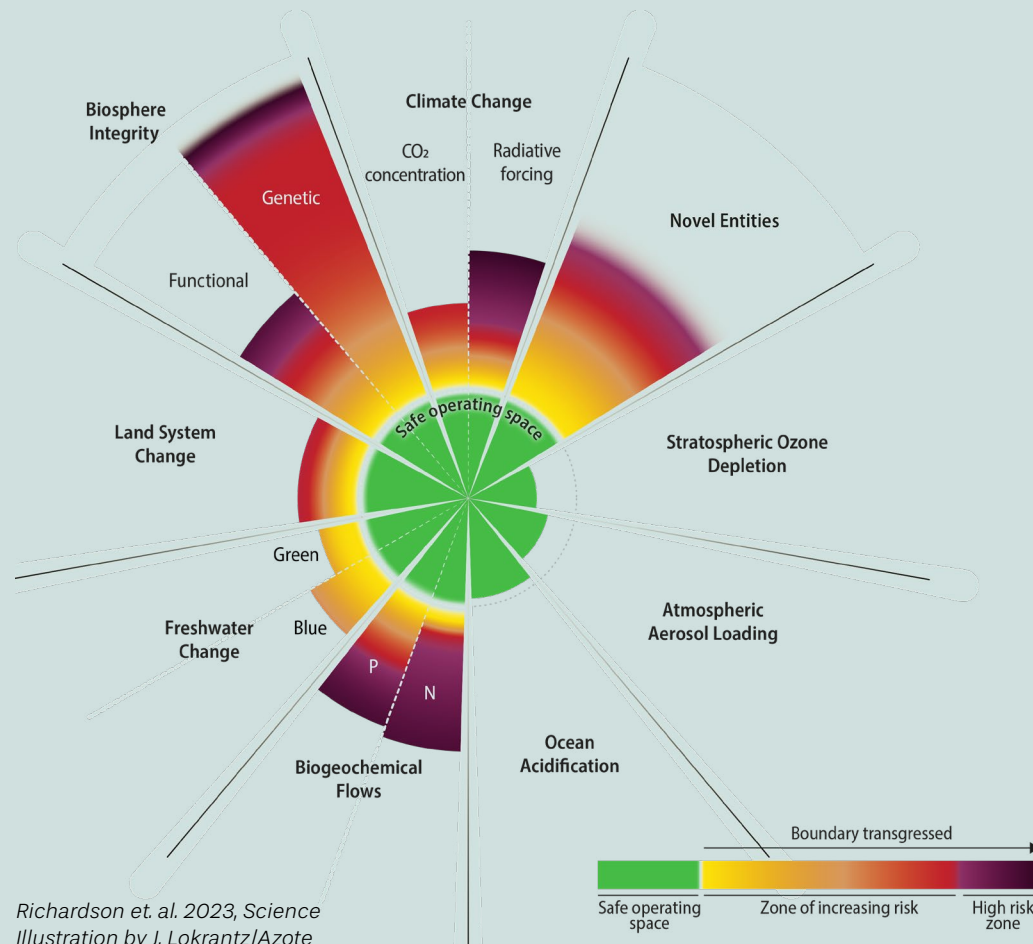




Appendix: Science and tables

Appendix: *The science pages*

Our Strategy of the Anthropocene is anchored in the interdisciplinary fields of sustainability and earth system science. On these pages, we present a set of key insights from these fields that provide context to our sustainability work and that we, through our strategy, try to address through new ways of thinking, working, and leading.



This section of the report is intended to give you as a reader an idea of the sustainability related trends that we monitor on a daily basis to inform our strategic focus moving forwards. The projects, potential solutions and initiatives discussed throughout this report all set out to future-proof our business in the light of these developments.

1. A future within the boundaries of our planet

We live in the Anthropocene, the geological era of humankind. It refers to the time after industrialisation and particularly since the 1950s when human activity is the dominant force shaping our planet. Over this period we have gone from being a small world on a big planet to becoming a big world on a small planet. The Anthropocene is often described as a "V.U.C.A. world": volatile, uncertain, complex, and ambiguous. It is a world where we are starting to face fundamentally new, systemic challenges arising from exponential trends such as climate change, the devastating loss of biological diversity and wide-spread pollution. The planetary boundaries framework describes these problems. It identifies nine critical thresholds for parameters for our planet that we must stay within to ensure a good future for all of humanity.

At this point scientists consider six of the nine boundaries breached. For example, climate scientists confirmed that the world for the first time had crossed the critical +1.5°C limit of global average warming in 2024. This is the limit of the Paris agreement, that we must stay below to prevent the worst consequences of climate change.

The transition to renewable energy, circular business models, and regenerative production systems is a prerequisite for continued economic development and human wellbeing, and as such a critical issue for the business sector to take on. For us in Reitan Convenience, we wholeheartedly believe that the future of our business must lie within the boundaries of our planet to ensure longterm success.

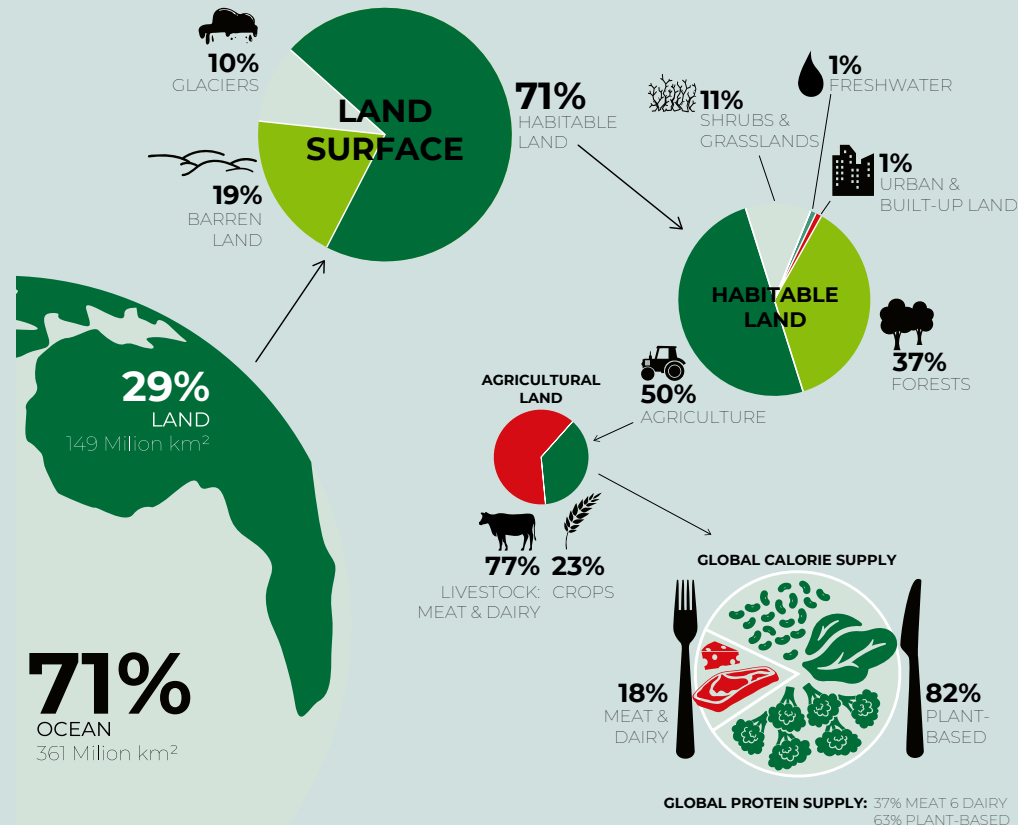
2. Our food system: The key for sustainable development

Modern large-scale agriculture is at the centre of the Anthropocene challenge. It is the largest global driver of deforestation, biodiversity loss, and water scarcity. It accounts for one-quarter of global greenhouse gas emissions, largely due to land-use changes, fertilizer use, and methane from livestock. Risk commodities like palm oil, soy, beef, and cacao are particularly problematic. Palm oil plantations have devastated tropical rainforests in Southeast Asia, eroding biodiversity and threatening

indigenous communities. The production of soy is a major cause of deforestation in South America, driven by global demand for animal feed. A shocking fact is that although animal protein only contributes some 20 per cent of the calories eaten globally, fodder production takes up 80 per cent of the cropland, signalling how skewed our land use has become (see illustration on next page).

But at the same time as global agriculture is pushing us towards the planetary boundaries, the agricultural production systems that we have built up are also sensitive towards the consequences of this rapidly changing world. Scientists predict that global sugar productivity might drop 60 per cent as a consequence of climate change and coffee production might be halved in the coming decades. Fruit production is severely impacted by the loss of pollinators worldwide, which paradoxically is a direct effect of the pesticides that we have sprayed to produce more crops.

The global food system is in dire need of transformation. The future of food must be regenerative, where production builds up rather than exploits ecosystems. All actors in the global food system, from producers, to processors, to retailers have an important role to play in enabling such a future. For us in the convenience business, it is essential that we do our part, as our entire business ultimately depends on the productivity of these systems.



PLANET TO PLATE: A breakdown of how we use the Earth's surface to feed ourselves.
Data source: UN Food and Agriculture Organization (FAO), licenced under CC-BY by the authors
Hannah Ritchie and Max Roser in 2019. Illustration: Azote

3. We are what we eat: Food habits and lifestyle diseases on the rise

In most parts of the world, thanks to industrialised agriculture and improved living conditions, most people do not go hungry anymore. But modern lifestyles with lower physical activity patterns have instead created the opposite problem. **For the first time in human history, in 2016 there were more overweight than underweight people in the world.** The obesity problem is increasing, particularly among the young, and scientists predict that **half the world's population will be overweight by 2035.** Diets high in energy and low in nutrients and fibres, such as many ultra-processed foods, with excess sugar and unhealthy fats, are now the leading cause of lifestyle diseases such as diabetes and cardiovascular disease. Many people also consume way too much red meat (pork, lamb and beef), which in addition to cardiovascular disease also is linked to several types of cancers.

Globally, policy makers and experts agree that we must become better at inspiring people to adopt **a diet that is both healthier and more sustainable moving forwards.** Such a diet should consist of more plant-based foods, emphasizing vegetables, fruits, whole grains, legumes, nuts, and seeds as primary sources of nutrition. Red meat and dairy should be reduced, while fish and plant-based proteins like beans and lentils should replace most meat consumption. Fats should be unsaturated from sources like olive oil and nuts, while saturated fats from animal products should be limited. This is sometimes referred to as the planetary health diet, a diet that is a win-win from a sustainability and a health perspective. For the convenience sector, change is necessary. In a world characterised by the trends discussed above, the future lies in making both healthier and more sustainable food, drinks and snacks easily available to all.

4. New emerging health risks in the Anthropocene

Beyond diet-related risks, the Anthropocene introduces new public health threats, from microplastics and forever chemicals to zoonotic diseases and antibiotic resistance, all linked to how we treat our planet.

Plastic production has surged to 350 million tons annually, driving climate emissions and pollution. Plastics do not disappear but break into microplastics (1 nm–5 mm), now found in air, water, food, and even human organs. **While the full health impact is unclear,** experts urge immediate action. This is critical for us in the convenience industry to act on, as more or less everything we sell currently comes in a plastic package.

Forever chemicals like PFAS, as well as other potentially hazardous chemicals used in food packaging, may cause a range of human health problems including cancer, hormone issues, and infertility. While regulations are emerging, scientists warn that many other chemicals may also be harmful, making a cautious approach essential for the entire food business. Modern farming adds to these risks. As ecosystems decline, zoonotic diseases like avian flu are rising, causing mass poultry culls and economic strain. **It is by now considered panzootic, having spread to more than 70 types of mammals,** and scientists warn of the imminent risk for humans. Antibiotics are overused in the food industry as 70 per cent of global antibiotics go to livestock. **This is fueling resistance, which scientists warn could turn into a serious global public health threat** if not decisively addressed. For food businesses reliant on animal supply chains, these risks demand urgent action.

5. A safe and just future for all

While global prosperity on an aggregate level has risen in the past decades, economic inequality is a persistent problem to sustainable development. Many experts warn that this could eventually undermine democratic stability, as widening gaps fuel social unrest.

Paradoxically, despite historically high levels of material wealth, many people in modern societies are struggling. Stress-related illnesses have become widespread, and feelings of loneliness and isolation have increased, **a trend exacerbated by the COVID-19 pandemic.**

The economic and social divides have deepened political polarisation, both in Europe and globally, contributing to growing intolerance and social fragmentation.

Research shows that issues such as inequality, social instability, and declining mental well-being are also made worse by the planetary crisis, since climate change and resource depletion disproportionately affect vulnerable populations. This risks feeding into a cycle where environmental degradation accelerates social tensions, further fueling polarisation and eroding democratic institutions.

We need to proactively address these interconnected challenges. This requires systemic change, **where sustainability, equity, and resilience are prioritized not only in policy agendas but also for business strategy.**

While these issues are too immense for any individual company to take on by themselves, our individual actions do matter, as our joint development trajectory is made up of all our individual ones. In Reitan Convenience, we believe that companies like ours are important in spearheading positive change, and that we have a role to fill here in the quest of a safe and just future for all. Bringing our suppliers and customers along on this change journey can create the positive ripple effect needed. The most important step in any change, is the first.

Appendix: Data tables

Governance structure: board

Names	Start date	Role	Other missions
Ole Robert Reitan	2021	Chair	Owner REITAN AS & CEO Reitan Retail AS
Magnus Reitan	2016		Owner REITAN AS & CEO Reitan Kapital AS
Kristin S. Genton	2018		CFO Reitan Retail AS & REITAN AS
Monica Ødegaard	2021		COO Reitan Retail AS

Number of stores

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Narvesen	200				168		49	417
Pressbyrån		305						305
7– Eleven city	50	78	130					258
7-Eleven along the road	60		46					106
R–kiosk				349		71		420
SP							39	39
Northland	4							4
Caffeine			1		26	12	90	129
RC Group	314	383	177	349	194	83	178	1,678

Governance structure, name of CEO

Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	RC Group
AnnaMaria Carnemark	Anna Wallenberg	Jesper Østergaard	Teemu Rissanen	Dace Dovidena	Tiia Ilves	Saulius Zilenas	Mariette Kristenson

Systemwide sales (NOK mill.)

Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	RC Group
2,899	4,264	4,387	3,107	1,062	456	704	16,879

Employees

Number of employees in	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
support offices	105	112	58	108	145	99	186	813
company operated stores	107	5	0	410	147	264	635	1,568
franchisee–operated stores	1,999	2,632	1,875	1,649	543	57	0	8,755
No. of people in Reitan Convenience	2,211	2,749	1,933	2,167	835	420	821	11,136
New hire rate★	25 %	10 %	9 %	79 %	96 %	27 %	82 %	63 %

★ The countries with a high level of employees in company–operated stores have a high new hire rate due to a high share of part-time employees.

Gender balance - Employees

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Top Management	12	10	8	6	15	14	14	79
% Women	75 %	30 %	50 %	33 %	53 %	43 %	57 %	51 %
% Men	25 %	70 %	50 %	67 %	47 %	57 %	43 %	49 %
Middle Management	15	15	6	32	12	8	14	102
% Women	40 %	73 %	33 %	75 %	92 %	100 %	57 %	69 %
% Men	60 %	27 %	67 %	25 %	8 %	0 %	43 %	31 %
Production/Warehouse/Distribution	0	0	0	0	57	29	100	186
% Women	-	-	-	-	75 %	76 %	85 %	81 %
% Men	-	-	-	-	25 %	24 %	15 %	19 %
Office	78	87	44	70	61	48	58	446
% Women	58 %	57 %	57 %	77 %	77 %	79 %	84 %	69 %
% Men	42 %	43 %	43 %	23 %	23 %	21 %	16 %	31 %
Company operated stores	107	5	0	410	147	264	635	1 568
% Women	44 %	80 %	-	79 %	82 %	95 %	89 %	84 %
% Men	56 %	20 %	-	21 %	18 %	5 %	11 %	16 %

Gender balance - Franchisees

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Franchisees	271	410	56	222	113	14	0	1 086
% Women	27 %	52 %	9 %	67 %	78 %	100 %	-	50 %
% Men	73 %	48 %	91 %	33 %	22 %	0 %	-	50 %

Gender balance - Board

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Board total	7	6	5	5	4	5	4	5
% Women	57%	50%	60%	60%	50%	40%	50%	60%
% Men	43%	50%	40%	40%	50%	60%	50%	40%

Climate emissions (Tonnes CO₂e)

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Scope 1	179	202	689	567	413	295	1,070	3,415
Scope 2	279	538	2,719	1,534	483	2,515	431	8,498
Scope 3	24,841	43,522	34,234	19,224	12,332	6,376	13,105	153,635
TOTAL	25,299	44,262	37,642	21,325	13,229	9,186	14,605	165,549
Scope 3: expanded view								
Purchased goods and services	19,367	37,634	29,813	15,111	9,753	4,498	9,700	125,878
Upstream transportation & distribution	1,368	1,100	198	712	1,219	628	1,185	6,411
Employee commuting	947	1,592	735	1,218	484	280	648	5,903
Capital goods	620	1,133	1,047	279	92	79	345	3,596
Fuel and energy related activities	261	474	1,034	756	191	556	297	3,569
Waste	840	546	603	467	413	134	125	3,128
Other	1,438	1,042	803	680	180	202	805	5,150
TOTAL	24,841	43,522	34,234	19,224	12,332	6,376	13,105	153,635

Waste (number of articles)

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Waste generated	n/a	5,044,810	7,295,982	4,297,723	1,079,577	n/a	453,664	18,273,120
Waste diverted from disposal	1,560,265	1,040,482	610,629	646,020	254,078	232,958	213,581	4,318,104

Supplier risk evaluation

	Norway	Sweden	Denmark	Finland	Latvia	Estonia	Lithuania	Total
Number of suppliers who were risk evaluated during the year	480	316	580	670	534	437	592	3,609
Number of suppliers with very high risk	47	9	58	5	39	32	24	214
Number of suppliers with high risk	36	9	29	9	27	49	16	175
Number of suppliers with medium risk	16	6	8	2	103	14	15	164
Number of suppliers with low risk	381	292	485	654	365	342	537	3,056
Suppliers with signed supplier code of conduct (SCoC)	121	49	198	14	147	29	51	609



REITAN CONVENIENCE

