Sustainability Report 2026

Responsible Retailer

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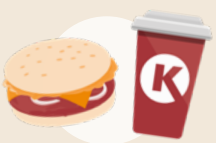
Who We Are

We are a leading destination for convenience and mobility globally. Working with approximately 145,000 people at close to 17,300 locations in 27 countries and territories, we serve over 9 million customers daily. Our company operates its convenience store chain under various banners, including Circle K, Couche-Tard, Holiday and Ingo. We are constantly evolving to meet customers' needs, create welcoming and safe workplaces for our people, minimize our impact on the environment and be a trusted neighbour in the communities we serve. We believe that we can play a meaningful role in the journey toward a cleaner and safer future.

What We Do

Road Transportation Fuel Operations

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



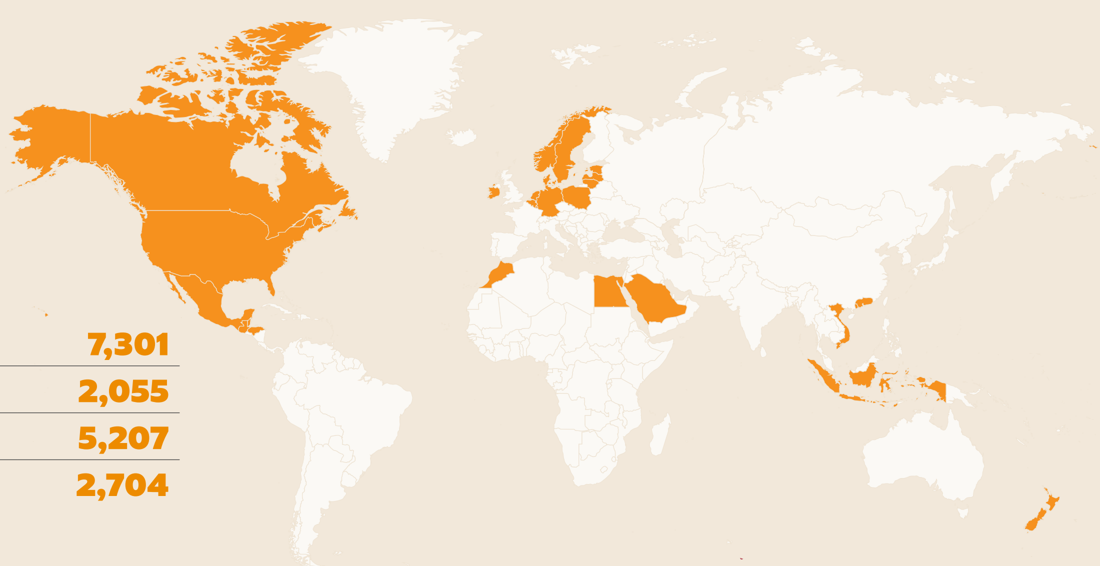
Merchandise and Service Operations

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

Other Non-Retail Business

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

Our sites



United States	7,301
Canada	2,055
Europe and Other Regions*	5,207
International Footprint	2,704

*Hong Kong

In this report, 2026 refers to our fiscal year from April 28th, 2025 to April 26th, 2026, unless otherwise indicated. All financial information presented is in US dollars unless stated otherwise.

A Message from the Executive Chairman of the Board and the President and CEO

This past year has been one of continued momentum and focus. We have refreshed our strategy and reinforced our commitment to being a Responsible Retailer as we operate and grow our business and serve our customers every day.

Sustainability at Couche-Tard is not a standalone initiative. It is rooted in our values and integrated into our business, from how we support our people and communities to how we evolve our offer and network. Our strategy, Core + More, reflects this approach. We continue to build on the strength of our core business while investing with discipline in areas that matter for the future, including food, mobility, and network expansion, supported by operational excellence and a strong focus on efficiency. As we do so, we remain committed to balancing growth with responsibility and ensuring that our actions create long-term value for our stakeholders.

This year's Sustainability Report highlights the progress we are making across our key priorities, including reducing our environmental footprint, supporting the development and safety of our team members, and strengthening our communities. It also reflects the scale and complexity of operating in diverse markets, where expectations continue to evolve and where our role as a trusted retailer is more important than ever.

As we move forward, our focus remains on executing with excellence and making consistent progress across our priorities. In a changing environment, we will continue to align our actions with our business strategy while maintaining a clear focus on responsible operations and long-term value creation.

We are grateful to our team members, partners, and stakeholders for their continued trust and engagement. Together, we will continue to build a more sustainable future.

Alain Bouchard
Executive Chairman of the Board

Alex Miller
President and Chief Executive Officer

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

In this year's sustainability report, we highlight the steps we have taken across our planet, people, and prosperity pillars, reflecting the day-to-day work of thousands of team members who bring our commitments to life across our enterprise. What began as an effort to bring a new lens to our business has become an integral part of how we support our people, serve our customers, and operate responsibly at scale.

Our strength continues to come from our teams. Every day, across thousands of stores and offices, our team members foster safe and respectful workplaces, support their local communities, and deliver for customers in a fast-changing environment. This connection between our people and our sustainability efforts is reflected in our continued recognition by Gallup as an Exceptional Workplace for the fifth consecutive year – and for the first time with distinction. This is a rare achievement that we are very proud of, and one that speaks to the level of engagement across our enterprise.

As customer expectations shift and our business continues to expand, we are adapting through our mobility offer, ongoing improvements in our operations, and the way we manage and conserve resources across our network. These efforts are shaped by local realities but guided by a shared ambition to operate responsibly and create long-term value.

While there is still more work ahead, the foundation we have built together positions us well to continue advancing in a meaningful way.

I would like to thank our team members for their commitment and leadership, as well as our partners and stakeholders for their continued trust. Together, we are building a stronger and more responsible business that reflects the values we share and the communities we serve.

Ina Strand

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

Our Sustainability Framework

PILLARS

Planet

People

Prosperity

UN SUSTAINABLE DEVELOPMENT GOALS

Planet: 7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

People: 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH

Prosperity: 16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 17 PARTNERSHIPS FOR THE GOALS

FOCUS AREAS & COMMITMENTS

Our Offering

Provide easy access to more sustainable fuel, e-mobility, food and beverages and car wash options.

Our Sites

Reduce our carbon footprint and improve resource efficiency.

Our Customers

Act as a responsible retailer for our customers.

Our Culture

Foster a safe, welcoming, and inclusive culture where our people can grow together.

Our Communities

Investing and engaging in areas we operate.

Our Suppliers

Collaborate to promote environmentally and socially responsible procurement practices.

Our Compliance

Drive a strong values-based culture adhering to high standards of conduct and compliance.

Key Achievements 2026

Our goals are rooted in our values to do the right thing, work as one team, play to win, and take ownership, which become actions in the near-term. While we celebrate milestones achieved, we remain focused on the work ahead.

Mobility & Energy

- Renewable dispensers: We exceeded our 2025 goal of 4,300 renewable dispensers*, reaching over 8,000 dispensers by the end of 2026.
- Emissions reduction: We made progress toward our 2025 goal of a 50% reduction in Scope 1 and 2 emissions, achieving a 24% reduction compared to our 2020 baseline.
- Capital investment: We surpassed our $600 million 2025 renewable project CAPEX commitment, investing $794 million by the end of 2026 and reinforcing our long-term strategy.
- We continue to play to win responsibly and at scale as we work toward 10,000 renewable dispensers and advance our $1 billion total renewable investment through 2030.

Foodservice

- Over 4 million meals saved to date through Too Good To Go since the start of our partnership.
- Sustainable packaging: We achieved our goal of a 25% improvement in our packaging compared to our 2020 baseline, with 29% of our packaging portfolio by weight meeting our sustainable attributes: recycled content, certified materials, reusability, or compostable materials.
- Cage free commitment: We fulfilled our global commitment to 100% cage free eggs by 2025, reaching this milestone across our footprint for hard boiled and grocery eggs.
- We continue to identify opportunities to further reduce packaging impacts and strengthen responsible sourcing practices, reaffirming our commitment to doing the right thing across our value chain.

Workplace Safety

- Robberies: We exceeded our 2025 goal with a 64% decrease in robberies compared to 2020.
- Injuries: We reached a 18% reduction in work related injuries, reflecting ongoing investments in safety programs, training, and store level controls.
- Safety is not a one-time achievement; thus, we improve, expand and refine our programs to ensure our team members, customers, and suppliers are kept safe.

Culture

- Alimentation Couche-Tard (ACT) was named a 2026 Gallup Exceptional Workplace Award (GEWA) Winner with Distinction.
- We maintained a board in which women represent at least 30% of members.
- As measured by Gallup, we achieved a 95th percentile ranking at the company level overall in 2026, placing us among the top 10% of employers on equal opportunities.
- We are proud of this progress and remain committed to fostering an inclusive and engaged culture where people feel valued and supported.

*Dispensers with better CO2 emission performance than standards for gasoline and diesel in each market. Examples: HVO100, E85, E15, EV charger, B100, ED85, CBG, LBG, Hydrogen, etc.

Planet

AMBITIONS

Mobility & Energy

INCREASE RENEWABLE DISPENSERS REDUCE SCOPE 1 AND 2 EMISSIONS

Foodservice

MINIMIZE FOOD AND PACKAGING WASTE

$1 billion investment in our renewable projects (over 10 years since 2020)

Our Collective Challenge

The environmental challenges facing our planet are numerous and huge: greenhouse gas emissions and climate change, water pollution and water scarcity, access to sustainable energy, food insecurity. Around the world, consumers are calling on corporations to do their part to help protect the planet.

As a global convenience and mobility retailer, we believe we have a responsibility to adopt innovative solutions and offer choices that will contribute to a more sustainable future.

How We Can Make a Difference

We meet 9 million customers every day, giving us a tremendous opportunity to make a positive difference. Supporting our customers' transition to more sustainable fuel and energy sources, providing access to healthy food, reducing waste, conserving water and cutting our own greenhouse gas emissions are all a vital part of our commitment.

Building on our momentum in Scandinavia, we are continuing to expand our EV charging network in other markets to meet customer needs. At the same time, we are increasing our offerings of biofuels and more sustainable fuel blends, in keeping with evolving regulations in the different regions where we operate.

Our food and beverage assortment provides customers with a variety of fresh and healthy options, where quality and safety are always top of mind. However, as a global supplier of on-the-go items, we're aware of our impact on the environment. We're working with our suppliers to reduce packaging and waste, boost recycling and replace plastics with more sustainable materials. Our partnership with Too Good To Go is stronger than ever, reaching over 4 million meals as of 2026. This not only reduces food waste but also enables customers to save significantly on our products.

At our sites, we continue to upgrade to more energy-efficient equipment. Our rollout of a new carwash system is providing benefits in water efficiency, energy savings and chemical reduction.

Key Solutions

- ✓ **EV charging network expansion**
- ✓ **Alternative fuel offerings**
- ✓ **Too Good To Go partnership**
- ✓ **Recyclable packaging**
- ✓ **Energy efficiency improvements**

Our Offering

Provide easy access to more sustainable fuel, e-mobility, food and beverages, and car wash options

Mobility

Fuel and Sustainable Alternatives

As part of our commitment to put customers first, we're working hard to support them in making the transition to a more sustainable future. We're investing in ultra-highspeed chargers, easy-to-pay solutions and intuitive site design that makes every stop simple and safe. At the same time, our offer of renewable liquid fuels and more sustainable fuel blends continues to expand.

Globally, we now have more than 3,400 dispensers with renewable alternative fuel and roughly 4,700 charging points for electric vehicles at the end of 2026. And while our largest strides are in Europe, we're also laying important groundwork in North America—bringing our Scandinavian expertise to strategic corridors and expanding our fast-charging network with support from federal and provincial programs, and key strategic partnerships.

We're also helping to reduce greenhouse gas emissions by converting many of our own vehicles to more sustainable fuels where feasible.

Europe (Sweden): Circle K Sweden received the Transport Companies' Sustainability Award 2025. With a 69% increase in the number of charging points for passenger cars and 93% for heavy vehicles, we saw an 86% increase in the number of charges at our sites.

Increasing Renewable Fuel Offerings

As a global mobility provider, we seek to be at the forefront in providing our customers with more sustainable fuel options, increasing our offering as regulations evolve and markets mature. Globally, Circle K has over 3,400 renewable liquid fuel pumps, 1,600 in Europe and 1,700 in North America,containing renewable liquid fuel above regulatory standards at either 100% or significantly above conventional gasoline and diesel fuels. In Europe, Circle K continues to be a major supplier of fuel products blended with substantial parts of more sustainable fuel components. In addition to traditional biodiesel blended up to 7%, we add up to 35% of HVO in conventional diesel, substantially lowering GHG emissions.

HVO is a diesel fuel made from renewable feedstocks sourced from vegetable oils, used cooking oils and various waste and by-products from the food industry. In addition to our E85 pumps located in Sweden, we are gradually expanding our network of milesBIO HVO100 pumps.

In all European markets where we operate, E10 is the standard grade containing up to 10% of ethanol, with some currently going further. In some markets, Circle K goes beyond regulatory standards by offering blends with up to 15% of ethanol. For example, in some of our Scandinavian markets, E85, offered to flex fuel vehicle customers, has an ethanol content as high as 75% to 85% in a blend with gasoline and bio-gasoline, a product fraction generated during the production process of Hydrotreated Vegetable Oil (HVO / Green Diesel), which can reduce life cycle emissions of our gasoline by more than 35%. Bio-gasoline provides significant greenhouse gas reduction when measured through the value chain, reaching the same levels as HVO/green diesel and often above 90% GHG reduction "Well-to-Wheel."

Building Charging Networks

Our ambition is to make EV charging as easy and convenient as possible by pairing fast, reliable charging with the food, beverages and services customers already know and trust. To this end, this past year, we continued to expand our network of chargers to over 4,700 in Europe and North America. Customers continue to value our combined convenience and charging offering, with Circle K ranking as the preferred charging destination in Sweden and number two in Norway.

In Germany, Netherlands, Belgium, and Luxembourg, we expanded our network by more than 60% in 2026. We now have charging points in ten European markets, setting the stage for Circle K to become a leading EV charging provider in our core markets across Europe. Altogether, Circle K now operates more than 3,000 Circle K-branded fast chargers in Europe, along with an additional 689 chargers run by partners. We're also working to improve ease of use, availability and uptime, with our charging app now rating among the top three in Europe.

Our eMobility team marked important milestones with the installations of Circle K's 1000th EV charging point in Sweden—five years ahead of plan, and in Norway. We also opened our first EV charging-only convenience location in Europe in Gothenburg, Sweden. With ten ultrafast chargers, great food, Wi-Fi, restrooms and space to relax, it is the largest dedicated convenience/EV hub in our global network. Across Scandinavia, we further expanded our network of ultrafast chargers, increasing the size of our charging network by close to 40%. Our offering is also attracting more customers, with charging volumes rising 55% in 2026.

As B2B competition intensifies and customer needs evolve, building a consistent EV knowledge baseline is key to reinforcing our leadership. Our new upskilling program launched in Scandinavia, eMobility Matters, seeks to deepen product insight, sharpen customer understanding, and support the development of the trusted advisory skills needed to guide fleets through electrification.

In North America, the EV landscape is less mature but steadily picking up speed. This year, we added 208 charging points at both new and existing sites, for a total of 696 charging points to date. The number of charging transactions went up by 70%, from roughly 160,000 to 350,000.

As well, in 2026, we entered into a strategic partnership with IONNA to expand access to high-powered EV charging at Circle K locations across the United States. IONNA will assume operation, convert and upgrade the majority of our existing U.S. charging portfolio, and install new chargers at Circle K sites where none currently exist. This partnership reinforces our role in shaping the future of convenience and mobility for customers on the go.

Europe (Norway): In 2026, Norway opened its 1,000th EV charging point in Økern, Oslo where Norway's first commercial fast charger was installed in 2011.

Food & Beverage

Reducing Food Packaging and Replacing Plastics

As a global supplier of on-the-go food and beverages, we have a crucial role to play in helping to reduce waste. We aim to be a reliable, convenient stop that fits into the rhythms and routines of people's daily lives—and that includes giving customers easy access to sustainable options. Working with our suppliers, we are continually looking for ways to reduce packaging and waste, to support reuse and recycling, and to replace plastics with more sustainable materials.

We achieved our 2025 packaging goal, with 29% of our packaging portfolio by weight meeting sustainable attributes such as recycled content, certified materials, reusability, or compostable materials. However, there is still much room for improvement.

Europe (Luxembourg): Our Luxembourg business unit has implemented cigarette-butt recycling through a third party, as well as uniform recycling and carton presses at selected sites, earning the SDK sustainability label for its efforts. Awarded by the Luxembourg Environmental Administration, Chamber of Crafts, and Chamber of Commerce, this label acknowledges the sustainable use of resources in companies and facilities.

Asia (Hong Kong): After joining the Packaging Reduction Charter program with the Hong Kong Environmental Protection Department to cut down on plastic packaging for our products, we won the "Packaging Reduction Charter 2025" award. Initiatives have included changing the supply of store-use plastic bags to a type that contains less petroleum-derived plastic, and changes in our bag use logistics: we anticipate a yearly reduction in plastic bag size by approximately 52,000 square meters, equating to a 15% decrease from the previous year.

In North America, in 2026, we introduced recyclable polypropylene packaging, which has become more widely accepted in local recycling programs, thanks to industry collaboration. This packaging is also top-rack dishwasher safe so that people can reuse it more easily, and some items are microwaveable, stackable, and crush-resistant. The packaging has earned the ProPlanet Seal for being compatible with common reclamation processes. It can be sorted in material recovery facilities and processed into market-desired plastic feedstock.

We continued to explore paper-based and recycled plastic alternatives for North American food packaging, assessing material performance, recyclability compatibility, and operational feasibility. In Canada, we have issued a request for proposals to secure reliable and compliant packaging, reducing the need for unplanned substitutions that undermine sustainability goals.

In Netherlands, Belgium, Luxembourg and Lithuania, we streamlined our assortment of products, which directly lowered the total packaging volume used in stores. Across Europe, our waste sorting is aligned with EU requirements, including proper disposal pathways. We continue to monitor EU and country-specific regulatory changes, staying in close contact with local markets to understand changes related to packaging, waste sorting, plastic restrictions, and reusable alternatives.

With regard to single-use plastics, several EU countries have chosen or are planning to go further than the EU minimum, with stricter rules on the free distribution of single-use plastic cups and containers. In 2026, we launched initiatives in several markets to offer and promote reusable cups and plates, supporting a shift toward more circular solutions. We are currently evaluating the possibility of expanding this initiative to additional markets.

Sourcing from Certified Suppliers

We have a strong partnership with Rainforest Alliance in Canada and Europe and since 2021, we are committed to serving 100% sustainably sourced or certified coffee in all our stores.

In Europe, procurement processes for private-brand products include sourcing from certified suppliers where applicable, requesting written documentation and self-reporting tools, and implementing post-tender controls through internal HSE teams and external partners and experts.

Reducing Food Waste

Through our work with Too Good To Go across our markets, we've taken tangible steps to reduce surplus food in our stores, diverting it from landfill and making it accessible to customers at reduced prices. In recognition of this impactful partnership, ACT was shortlisted for the External Collaboration Award at the 2025 World Sustainability Awards.

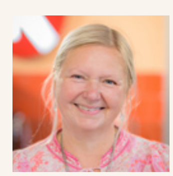
Using the Too Good To Go app, customers can purchase bags of food that would otherwise go to waste, at a significantly lower price. Globally, as of 2026, we've saved over 4 million meals with this program. In addition to saving good food from being thrown away, this has helped cut millions of kilograms of CO_2 emissions. In the last year, we've had a global average of 3,689 meals saved per day.

This year, to spread awareness among customers about food waste and the saving opportunities offered, we partnered with Too Good To Go on a joint influencer campaign across the U.S. and Canada. Across seven posts, we reached roughly 1.1 million people—and for every 100 people who clicked, 1.3 downloaded the Too Good To Go app. The campaign was deemed successful in increasing awareness of this partnership and our shared sustainability message.

Across our markets, we are working to optimize our recipes and assortment, for example, extending the shelf life of spreads to reduce spoilage, introducing smaller bottle formats to reduce waste and simplify operations, and simplifying our range of bread and bakery products to standardize quality and cut down on excess items. In the Baltics, we've introduced end-of-day discounts, selling all prepared sandwiches, wraps, bakery items and "last-day" products at a discount at the end of the day.

"Food waste is one of the biggest environmental challenges of our time, and every meal saved matters. This milestone —4.3 million meals saved to date—shows what we can achieve when sustainability is integrated into our daily operations."

Helena Winberg
Head of HSE and Sustainability



Fresh and Healthy Food

We are committed to providing products that satisfy our customers' needs for taste, quality and freshness. This includes healthier products with a high level of fresh ingredients. Our localized, market-dependent approach allows us to adapt to and meet local customer expectations.

As we continue strengthening our focus on being Customer Ready, our Hero items remain the products customers count on most—the ones they expect to find fresh, available, and consistently delivered across our stores. By working toward zero days of zero sales of these items, we support stronger quality, better availability, and greater customer trust. Our goal is to be in stock 90% of the time on these key Hero items across all stores.

Circle K is transparent with food information: all ingredients, allergens, and nutritional information in our food service products are communicated to customers through the Circle K Food Information System online and through label printing in stores. This enables customers to make informed choices across food and beverage categories.

In Europe, based on goals set by the World Health Organization (WHO), we've created a framework for healthy food. This framework is promoted among all European business units, with the goal of making attractive, healthier offers available for customers. We also follow WHO goals and focus on real food (minimizing certain additives and foreign ingredients) in our tender processes.

Europe (Scandinavia): In Denmark, we've added new, freshly made bowls and wraps to our highway assortment, and we've introduced more meatless options, such as falafel. Meanwhile, in Norway, we are testing out a "greener hamburger" which replaces 5.4% of the meat with vegetables.

Food Safety

Our food safety standards and procedures guide our foodservice suppliers and private brand production facilities, ensuring that food safety is always top of mind and aligned with best practices internationally.

Across our global network, food safety audits are performed in our stores on a regular basis. Data is monitored and used for continuous improvement activities. In 2026, initial audits resulted in an approval rate of 88% globally; a generally observed “good industry approval rate” is 80% and greater. Stores with non-conformities were reassessed and showed 78% improvement to prior visits.

We continue to provide training and to build food safety awareness among our team members, regionally and globally. To this end, our first Global Food Safety Week is planned for June 2026.

Supporting Animal Welfare

We continue to work with our supply chain partners to explore and implement solutions that are more environmentally sustainable and that promote animal welfare, across all our markets.

We’re proud to say that we’ve met our 2025 goal of ensuring that 100% of our sold packaged eggs, hard boiled and grocery, come from cage-free hens. We had previously committed to cage-free eggs for corporate stores in 2018 but extended this commitment in 2023 to add several thousand franchised and licensed stores in 12 more countries. In a number of our markets, such as Latvia, Lithuania, Poland and Sweden, the eggs used in sandwiches and some other dishes also come from cage-free hens.

In Norway, our assortment now consists of 100% higher animal welfare chicken, reflecting our commitment to improved animal welfare standards. In Belgium, Luxembourg and the Netherlands, we have reduced the meat content in some of our products.

Carwash

Recovering and Recycling Water

Over the past three years, we have expanded our footprint in the North American carwash market and strengthened our commitment to environmental stewardship. Today, we're implementing advanced water recovery and reclamation strategies across our business units to reduce waste, conserve resources, and improve environmental performance.

For example, at the end of the wash process, we use reverse osmosis to produce spot-free water, which generates a one-to-one ratio of spot-free water and wastewater. Instead of sending the wastewater to the sewer, we repurpose it for undercarriage washes, where harsher water is acceptable. For sites equipped with water tanking systems, we install reclaim systems that recover 40 to 50 percent of water and reuse it in parts of the wash process that tolerate lower water quality.

Globally, water reclamation practices vary. In Europe, eco-friendly, biodiverse reclaim systems are common, while North America relies on mechanical systems that treat water using cyclones and ozone to eliminate bacteria. Municipalities in Canada and the U.S. increasingly require water-saving technologies, driven by drought conditions in the West and growing awareness in the East. We are actively installing these systems in new sites in Canada, and we are committed to leading this effort across our network.

Europe (Baltics): We updated our car wash facilities to more efficient equipment at a total of 19 sites. We also converted the sewage systems at three sites from local to centralized systems, which are more efficient at removing pollutants.

Using Fewer Chemicals

Chemical management is another area where we're making progress. We are currently piloting a new mini-tunnel system that reduces chemical consumption by 40 to 60 percent compared to jug-based in-bay automatic systems. Friction-based tunnels also allow for gentler, more biodegradable formulas. Automated dosing ensures precision, eliminating overuse and improving consistency across all sites.

While Europe uses the Swan label to certify environmentally friendly carwash chemicals, North America does not currently have a similar program. However, our chemicals are designed to be environmentally safe and biodegradable. Chemical safety remains a priority. In North America, chemical refills are mostly handled by third-party suppliers, with Canada using a single supplier nationwide and the U.S. relying on one primary supplier, except in the Northern Tier.

Our Sites

Reduce our carbon footprint and improve resource efficiency.

Recycling and Reducing Waste at Our Sites

We continue to look for ways to recycle and reduce our use of materials, as well as support local recycling initiatives.

In Europe, all stores are subject to local regulations mandating multi-stream separation of materials. All our European stores therefore separate waste into multiple waste streams including food waste, plastic and/or cans, cardboard, hazardous waste, and residual waste. Our European business units receive and review waste data regularly to identify more cost-efficient waste management approaches.

In North America, we've begun installing EcoTank windshield washer fluid dispensers to help reduce the number of single-use plastic jugs purchased from our stores, while improving the customer experience. Eastern Canada, Great Lakes, and the Midwest business units have approximately 25 EcoTank locations each, with another 75 units in total planned for installation in the next year. Eastern Canada has eliminated over 25,000 plastic containers in the last 18 months as result, equaling to approximately 3,000 kg of saved plastic.

Reducing Emissions from Our Supply Chain

With more than 20 Circle K terminals globally (U.S. and Europe), we have various initiatives under way to reduce greenhouse gas emissions from our supply chain.

Our sites have undergone a number of energy efficiency improvements, including upgrading to LED lighting where possible, installing motion sensors and smart lighting controls to reduce unnecessary use, gradually replacing old pumps and motors, and installing frequency controllers on pumps to reduce power consumption. At some sites we are conducting energy audits to identify further improvement possibilities.

Our strict preventive plant maintenance programs are designed to prevent leaks at all sites, with systematic maintenance and testing of all equipment, including pipelines, pumps, flanges, valves, and replacements of old gaskets and seals to reduce emissions. Vapour emissions are reduced through regular maintenance and carbon replacement on vapour recovery units.

Where possible, we have been gradually converting our in-house fleets to HVO (Hydrotreated Vegetable Oil) when available. In Norway, we have 17 trucks running on milesBIO HVO100, achieving a “Well-to-Wheel” reduction in CO2 compared to using fossil fuel. The remaining trucks in our internal fleet in Norway run on our regular milesDiesel, which is a blend of HVO and biodiesel. In addition, several of our terminals now offer customers HVO or FAME (Fatty Acid Methyl Ester, also a biodiesel produced from renewable sources), helping them to reduce their own supply chain emissions.

As an operator of major terminals supplying jet fuel in Ireland, Circle K also handles Sustainable Aviation Fuel (SAF) being blended into conventional Jet A1, thereby contributing to making the transportation sector in general more sustainable.

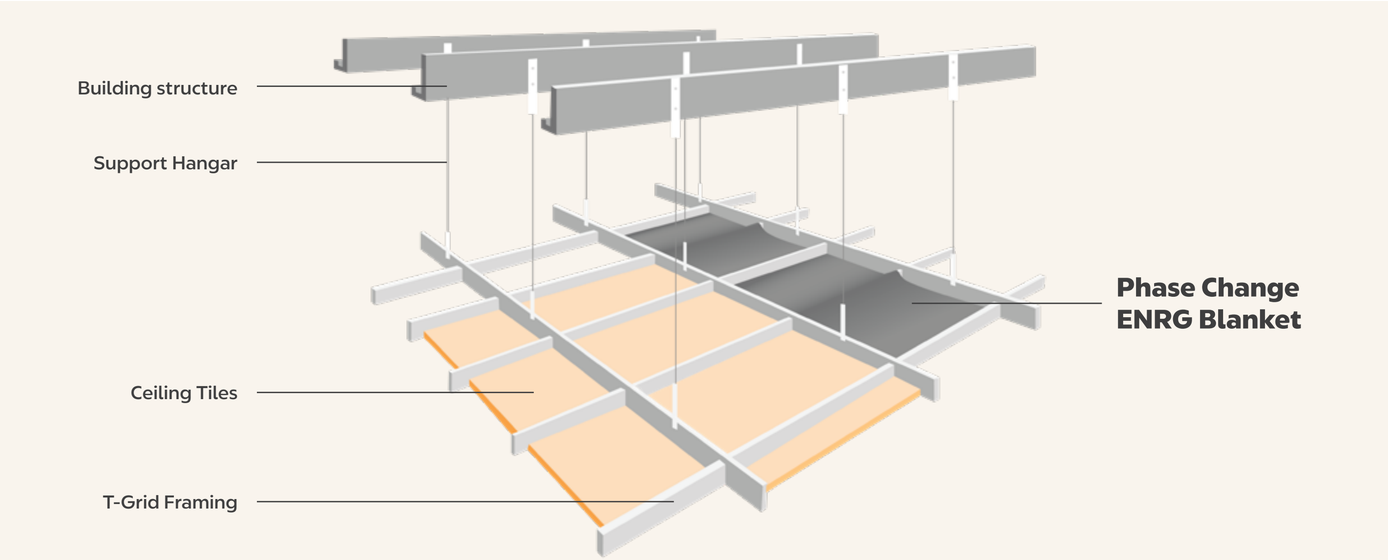
Managing Fuel Tanks Proactively

Our approach to fuel tank maintenance reflects our commitment to reduce risk, ensure compliance, and integrate sustainability into every step of our operations.

In North America, for example, while fuel tanks are regulated by strict federal and state standards, we go beyond these requirements to protect health and safety. We have launched a multi-year tank replacement program to upgrade aging infrastructure, replacing tanks that pose the greatest risk based on a comprehensive risk matrix. This proactive approach not only reduces environmental hazards but also ensures operational continuity, so our teams can serve customers without disruption. In 2026, we allocated capital for 20 proactive tank replacements. Our goal is to replace 160 tanks over four years based on a risk matrix that ranks tanks according to age, material, and manufacturer.

Our maintenance strategies aim to reduce carbon emissions, prevent contamination, and improve workplace safety. Vapour recovery systems capture emissions during fuel deliveries, meeting regulatory requirements, and protecting air quality. Every decision, from corrosion control to tank replacement, is made with health and environmental integrity in mind.

To protect our employees, suppliers, and customers, we use advanced monitoring technologies such as Automatic Tank Gauges (ATGs) and real-time sensors. These systems provide early alerts for potential leaks or failures, allowing us to act quickly and prevent environmental harm.



Reducing Energy Consumption

Across our network, we continue to take actions to reduce the energy consumption of our sites.

In North America this year, we installed Energy Blankets at over 1,000 locations, saving approximately 45,000,000 kWh. Installed in the store ceiling, the Energy Blanket captures heat when the store is warm and releases it when the store is cold. This has cut run-time of our HVAC systems by 25%, resulting in lower energy and maintenance costs and extending the life of our equipment.

In 2026, we also installed harmonic filters at over 600 locations, saving approximately 14,000,000 kWh. This is a power quality device designed to mitigate distortion caused by non-linear electricity loads. Overall, these filters save store consumption by 5-10%, reduce maintenance costs and extend the life of store equipment.

We continue to replace older equipment with more energy-efficient models. This year, we upgraded another 1,000 HVAC systems from standard efficiency to high efficiency. We also upgraded more than 500 walk-in coolers and freezers to units that use less electricity and require less maintenance. In addition, we equipped 200 locations with an additive designed to enhance HVAC and refrigeration systems using a nanotechnology that improves heat transfer and reduces energy consumption.

Following a pilot phrase, we are installing enterprise-level energy and emission management systems that use artificial intelligence (AI) to optimize store temperatures and exterior lighting in 7,500 stores in North America. Our Midwest business units have begun using the system for day-to-day decision-making, with other business units to follow as the project is scaled.

In Sweden, since an initial pilot in 2023, our Energy Management System has been expanded to nearly 70 stores across the country. In Latvia, we have an ongoing objective to update and replace air conditioners in our stores, with 12 replacements in 2026. In Belgium and Luxembourg, reconstruction of several sites is underway to have stronger alignment with energy performance certification (EPC), and several energy measurement devices have been installed to track and reduce consumption.

In Poland, we have implemented remote readings and real-time monitoring of energy consumption at our company-owned and operated stations, enabling immediate detection of excessive or above-standard usage and supporting energy efficiency. We have also installed temperature sensors in car wash halls to better control heater operation, and motion sensors in customer restrooms and storage rooms to reduce unnecessary energy use.

Investing in Solar Energy

We also contribute to reduced emissions by investing in solar energy. This year, we installed solar panels on fuel canopy roofs at 93 locations in North America. We now have solar panels at 102 locations to date, which are expected to offset 30-50% of each store's electricity needs.

In Europe, we have solar panels on canopies and/or store rooftops at over 380 locations in Germany and 100 in the Netherlands. In Ireland, all 168 Circle K company-owned locations are supported by renewable energy from three solar farms through a corporate virtual power purchase agreement (VPPA) with EDF Renewables Ireland, covering approximately 85% of electricity consumption in FY26.

Europe (Ireland): We activated two new solar installations on our largest motorway sites, Kilcullen and Athlone, currently generating over 1000 kWh a month and expected to increase in the summer.

Supporting Biodiversity

Working to protect the environment also means supporting biodiversity, and we are continuing a nature-based initiative in this area.

In Sweden, our pollinator garden project continues and will expand to 15 new INGO stations in the coming calendar year. In Denmark, we have made bio-beds at about 40 INGO locations. At these sites, we let the grass and plants grow to promote biodiversity and reduce energy consumption and emissions from mowing. Not only do the long blades of native grasses support biodiversity by providing protection for insects and small animals, but different types of grass also host plants for several butterfly species. We have received positive feedback from customers about this initiative.

People

AMBITIONS

Workplace Safety — **REDUCE** ROBBERIES AND INJURIES

Culture — **EQUAL** OPPORTUNITIES

Our Collective Challenge

Many countries continue to grapple with long-term, structural issues in their economies, making it harder to boost productivity, create stable jobs, and protect workers. Geopolitical turmoil in various parts of the world adds to the economic and social uncertainty, affecting people's sense of safety.

For many people, faced with increased living costs and technological disruption, job security has become of paramount importance. At the same time, they are seeking meaningful jobs that offer work-life balance.

How We Can Make a Difference

We aim to be the world's favourite stop for people on the go. Serving over 9 million customers each day, we want to make their lives a little easier. We are also aware that it is our people who drive us forward. We are therefore committed to offering a workplace where all team members feel safe, respected, and are able to develop to their full potential – Growing Together. With over 145,000 team members in 27 countries and territories, we have a responsibility to ensure their well-being and the capacity to make a real difference in people's lives.

This year we expanded our customer promise of being fast, friendly and customer ready to include compelling value. This demonstrates our commitment not only to delivering a consistent experience that builds trust but also to giving our customers the great deals, rewards and offers that build loyalty and help them face today's rising costs.

From flexible working to opportunities for movement and growth, we are devoted to making our team members' lives easier too. We are a five-time winner of the Gallup Exceptional Workplace Award, including our first recognition with distinction, and rank in the top decile for employee engagement, a testament to this commitment. We invest in our people through onboarding, training and leadership development programs designed to engage team members and support their career growth. Our policies aim to foster an inclusive, productive and resilient workforce by providing equal opportunities for all. Safety remains a top priority. We are continuously improving our programs, procedures, training, and facilities to ensure a safe and healthy environment for our team members, customers, and suppliers. This includes strategic robbery prevention programs, anti-harassment programs, and de-escalation training for team members—as well as physical improvements such as better lighting and clear signage at our sites. In Europe, we held our fourth annual Kindness Week, an initiative that brings team members together to recognize kind customers and reinforce the importance of feeling safe and supported on every shift.

Key Solutions

- ✓ **Global Customer Care program**
- ✓ **Expanded health and safety team**
- ✓ **Leadership development programs**
- ✓ **Boosted parental leave policy**
- ✓ **Kindness Week**

Our Customers

Act as a responsible retailer for our customers

Focusing on Our Customers

Customers are looking for quality and value when they come to our stores. With a refreshed focus on our core products, we want to be a reliable, convenient stop that fits into the rhythms and routines of people's daily lives—whether they are commuting, travelling, or simply moving through a busy day.

Building on the launch of our "Talk2Us" customer survey platform in 2024, we have continued to strengthen how we listen and respond to our customers—expanding from feedback collection to a more comprehensive, connected Voice of the Customer ecosystem.

In 2026, we introduced Global Customer Care, a significant step forward in how we support customers who need assistance or resolution following their store experiences. This program replaces previously decentralized and manual processes with a more structured, centralized approach that enables faster response times, more consistent service and improved tracking of customer needs across markets. Bringing together multiple sources of customer feedback, gives us deeper insight into customer sentiment and experience. This allows us to identify patterns, prioritize improvements, address root causes, and share actionable insights across our organization.

We're also dedicated to making our environment increasingly safe for our customers. This includes maintaining clean, well-organized sites, preventing slips and falls, and ensuring safe food, fuel, EV and car-wash operations. Clear communication and signage, well-maintained equipment, and proactive identification and correction of risks all support safe customer operations. We work to ensure that safety is consistently embedded in every decision and every shift.

In Europe, we rolled out our enhanced Extra loyalty program. The new program introduces a unified, visit-based model designed to reward customers for every interaction—whether they fuel, charge, shop, or wash. With over 3.7 million active Extra members in Europe, the new program reinforces Circle K's commitment to empowering customers with choice, convenience, and tailored value. After a successful pilot in Sweden, the rollout began in Poland, followed by the Baltics and other European markets.

In Sweden, with Denmark and Norway to follow soon, we launched EV Star, a new training experience designed to help store team members support customers and make EV charging as easy as possible. It builds practical knowledge about electric vehicles, charging and customer needs, such as how to handle the most common charging challenges customers experience. Although intended primarily for team members at locations with EV chargers, the training program is also available to office employees, as well as customer service teams at our Riga Business Centre.

Our Culture

Foster a safe, diverse, and inclusive culture where our people can grow together

Safety

Global Safety—The Bedrock of Our Organization

Our global health, safety, and environment (HSE) strategy ensures consistent health, safety, security, and environmental standards across all markets, while allowing flexibility to address local legal and operational requirements. The strategy contributes directly to our team members' well-being, operational resilience, and a responsible retailer approach.

Our HSE & Sustainability Framework specifies minimum requirements and standardized processes. These cover incident reporting and investigation, emergency response preparedness, chemical and product safety, injury prevention, and psychological safety. While the direction, tools, and standards are defined globally, each business unit is responsible for local execution and compliance.

This fiscal year, efforts have centred on strengthening this framework, aligning guidelines across all European business units, and reinforcing the responsibility of the individuals at each organizational level for managing daily risks. Our HSE team has expanded, ensuring that we have the right people in every market to keep our people safe, as we continue working to reduce robberies, injuries, and foster a safe environment for all.

Keeping Our Team Members Safe

A key element to integrating our HSE & Sustainability Framework across our European markets is our "open dialogues"—physical visits with the store manager that focus on practical steps, helping sites to close identified gaps and strengthen ownership at store level. Emphasis is placed on harassment prevention, case handling, and employee support, ensuring managers are equipped to respond appropriately and consistently.

Robbery prevention audits complement this approach by assessing security risks and controls, especially at high-risk locations. Audit findings and incident learnings are used to drive preventive actions and are shared across business units to promote continuous improvement.

To embed health and safety into everyday operations, safety questions are integrated into operational and quality walks, carried out on a regular basis. This practice reinforces accountability and makes sure safety is a part of routine business activities.

Our team members' health and well-being are also managed through a combination of preventive health measures, voluntary health promotion programs in business units, and targeted training initiatives. These initiatives are designed to address key non-work-related health risks, particularly those linked to mental health, stress, and overall well-being.

In North America, we have updated and improved our Employee Assistance Program, which offers emotional support and counselling, legal and financial guidance, work and lifestyle assistance, and other health and well-being resources to all our team members. A confidential help line is now available to them and their household family members at no cost, 24 hours a day, 7 days a week.

Europe (Denmark): Our Denmark business unit is a frontrunner in using audio recordings to deter harassment. Signs let customers know they are being recorded, making people more conscious of their actions and how they treat our team members. Three sites were added in 2026, with 10 more planned for the coming year.

Reducing Work-Related Incidents

Workplace safety performance is continuously monitored across our operations to identify trends and emerging risks.

In Europe, while workplace safety performance is stable overall, the data show that customer-facing risks, such as security-related incidents, remain a significant cause of workplace injuries, alongside more traditional safety risks such as slips, trips, falls, and food-processing risks such as cuts, burns, and scalds. These insights continue to shape our safety priorities, reinforcing the focus on harassment prevention, employee support, and practical site-level risk management.

Safety learnings from incidents are captured through incident case studies and translated into clear, practical actions for sites. These learnings are reinforced through communications specific to each business unit, open dialogues, audits, and the integration of safety topics into operational and quality walks, ensuring continuous improvement and timely closure of identified HSE gaps.

In North America, we are expanding targeted, incremental safety training to reinforce safe behaviours and strengthen on-the-job application. New learning includes prevention of slips, trips, and falls; safe and defensive driving for team members operating vehicles for work; a de-escalation refresher, targeting ownership of one's own behaviours and minimizing physical altercations; and how to lift heavy objects safely.

Preventing Harassment and Fostering Kindness

Protecting our team members from harassment and assault is critical to their health, safety and well-being. Our dedicated on-site training sessions focus on harassment awareness, prevention, and de-escalation techniques, equipping our team members with practical skills to manage challenging and sensitive situations.

In Europe, as part of our fourth annual Kindness Week, the Baltics Business Unit was recognized with the Best International Communications Campaign award. Circle K Kindness Week started in European stores in 2023 to raise awareness of the concerning levels of harassment faced by retail industry team members, to make it clear that such behaviour is not acceptable, and to help foster a culture of kindness and respect in every store. The Baltics team brought this ambition to life through a creative and heartfelt campaign that ran across Lithuania, Latvia, and Estonia. Customers were encouraged to "pay it forward" by treating the next person to a free coffee, resulting in over 16,000 cups of kindness shared.

Across European business units, harassment-prevention training is increasingly practical, classroom-based, and risk-focused, with several countries delivering or planning de-escalation and scenario-based training for high-risk sites and managers. These efforts are supported by simplified reporting tools (e.g. QR codes), updated guidance for managers, and targeted communication, strengthening site-level capability, psychological safety, and consistent case handling.

Circle K Sweden is taking a leading role in the conversation on disrespect, harassment, and aggression from customers toward service workers, with the participation in a national report on this issue. Our participation in this report ties back to our company leadership message that establishes shared focus areas for the coming year, delivering on our commitment to create stores where people feel safe, respected, and supported by taking safety and well-being seriously across every store. We are working to keep our team members safe with one of the most robust safety programs in the industry, including scenario-based training, clear routines for handling incidents, upgraded alarm systems, and strong post-incident support.

Growing Together

Listening to Our People

Our people remain the foundation of our business success. ACT was named a 2026 Gallup Exceptional Workplace Award (GEWA) Winner with Distinction. While this is the fifth consecutive year, we've been a GEWA winner, it's the first time we've earned the "with distinction" mention, an award given to a select few organizations, recognizing the high-level, strategic initiatives we have implemented to advance employee engagement and well-being.

Our annual Gallup myVOICE employee engagement survey allows us to listen to our teams, address concerns, and implement suggestions, so we can create an environment where employees feel comfortable bringing their authentic selves to work, contributing to a culture of belonging and empowerment.

Last year, 90% of ACT team members across our global network of stores and support functions responded to our myVOICE employee engagement survey. We achieved an engagement rating of 4.31, placing us at the 92nd percentile in Gallup's Overall Company Level Database—making ACT a top decile company in this vast and competitive benchmark.

We are also proud of our results on equal opportunity. The statement, "I have the same opportunities for advancement as other coworkers in my organisation," ranked in the 95th percentile in Gallup's Overall Company Level Database.

Enhancing Onboarding and Building Capacity

We are committed to offering all team members an environment where they can develop their potential, build their careers and fulfill their ambitions.

Sustainable employee growth begins with effective hiring. In 2026, our Talent Acquisition team prioritized improving candidate and hiring manager experiences while modernizing recruitment processes to reduce friction and improve role alignment. Ongoing training and development have focused on enhancing employee readiness, simplifying the learning experience, and delivering smarter, more impactful learning that empowers front-line team members to consistently deliver the best service to customers.

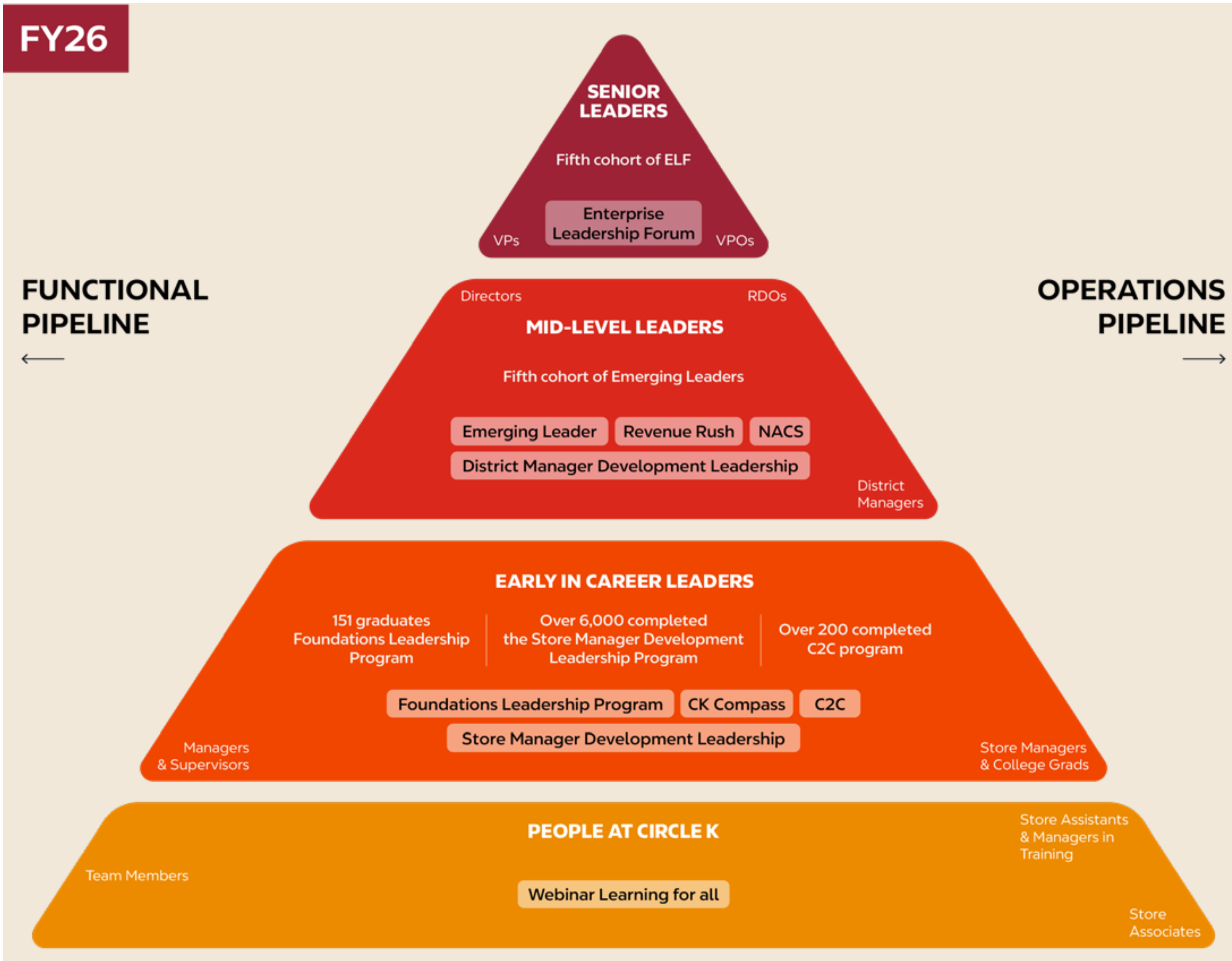
For example, we continued to scale *myJourney*, a more engaging, self-directed onboarding training experience that blends digital learning and hands-on practice. We also continued the rollout of *Essentials: Learn to Lead*, a standardized digital journey that balances operational excellence with leadership capability development. The program can be customized to meet local operational needs and includes digital on-the-job assessments providing confirmation of skill mastery and tier-based certifications.

Our successful Learning for All series enables employees to attend virtual training focused on development and growth, with four main topics this past year: *Teamwork Makes the Dream Work; Tell the Story: Creating Presentations that Inspire; Mastering CoPilot: AI Tools for Everyday Work;* and *Creating Customer Connections: Building Trus*t Beyond the Counter. As of March 2026, the Net Promote Score (NPS) was 77, which is considered an excellent score in the e-learning Industry.

We continue to promote our companywide mentorship program for all non-store colleagues, offering opportunities to connect with teammates outside their usual circles. By pairing people from different backgrounds and generations, the program fosters diverse perspectives and shared learning. It reflects our values in action and supports our commitment to Growing Together as One Team.

Developing and Supporting New Leaders

We continue to strengthen our leadership pipeline and invest in the next generation of leaders through a number of programs.



Thousands of store managers have advanced their capabilities through the Store Manager Development Leadership program, reflecting both their individual growth and our continued investment in professional development. Complementing this effort, the District Manager Leadership Development Program equips new and emerging district managers with the tools, resources, and confidence needed to succeed in a dynamic business environment.

Our Foundations Leadership Program continues to build critical capabilities among early-career leaders in support functions, strengthening their ability to lead teams today and into the future.

We also marked another successful year of the Enterprise Leadership Forum (ELF) and Emerging Leaders programs. These initiatives bring together a diverse group of leaders from across the business, fostering collaboration and equipping participants with the mindset and skills to create meaningful impact in their roles and over the course of their careers.

The College to Convenience (C2C) program remains a cornerstone of our early talent strategy, preparing retail market operations trainees and developing high-potential college graduates for future district manager roles. Alongside this, the Revenue Rush Program continues to strengthen financial literacy and business acumen among district managers through an immersive, simulation-based experience.

Our new CK Compass Enterprise Rotational Program is designed to accelerate early career talent. Participants will complete four 12-month rotations across key functional areas of Circle K's global business, while being mentored by executive members.

Finally, Circle K was awarded the Brandon Hall Gold Award for Excellence in the Best Leadership Development Competency Models category. We partnered with Success Finder to create benchmarks for district managers and regional directors of operations to objectively assess their leadership behaviours, business acumen, and growth potential, to plan appropriate training to enhance their skills. To further reinforce a culture of continuous feedback and accountability, we are implementing an internal 360-degree assessment framework that provides leaders with insights from peers and managers to inform individualized development plans.

Providing Equal Opportunities

Our workforce is deeply connected to the communities where we live and operate. We foster a respectful, inclusive workplace where people can be themselves and grow. Our collaborative approach and focus on developing internal talent bring together a wide range of experiences and ideas, fueling innovation across our global network. By empowering local teams, we strengthen middle management retention and ensure our leadership reflects the communities we serve.

In keeping with this vision, over the past five years, Circle K has sponsored Healy Murphy Center (HMC) in Texas, a school dedicated to giving at-risk students a second chance. Team members recently came together to celebrate one of our own, a customer service rep who proudly received his high school diploma, after facing a challenging upbringing and failing to thrive in traditional classrooms. His district manager acted as a mentor, providing encouragement and support.

Celebrating Our Achievements

We're proud to celebrate the trailblazing women whose vision and impact are helping to shape the future of our company and our industry.

This past year, seven of our team members were named Top Women in Convenience, an award bestowed by Convenience Store News. This year's honorees came from across the business, from global marketing, operations, and real estate, and represented diverse management levels. Each of these women was selected for outstanding business achievements over the past year, demonstrating innovative thinking, bold strategies, and a commitment to excellence.

Europe (Ireland): Circle K Ireland attained the Investors in Diversity Bronze accreditation from the Irish Centre for Diversity, recognizing our commitment to promote a workplace where every colleague has equal access to opportunities for growth and progression. We also launched the JAM Card to support team members and customers with disabilities in Circle K retail stores: this card helps people with hidden/invisible disabilities or a communication barrier to ask for "Just A Minute" of patience and support in social or business situations.

Five ACT women were honoured at the Star Women in Convenience Awards, which celebrate women who demonstrate exceptional leadership, innovation, and dedication to advancing the convenience-store industry. These awards recognize those who not only excel in their roles but also inspire and empower others along the way.

We are also proud to announce that Canada Convenience Store News named three of our team members as 2026 Future Leaders in Convenience + Car Wash. This awards program recognizes the convenience and car wash industry as a dynamic and rewarding career path, spotlighting emerging leaders who are making meaningful, positive contributions to their organizations and to the industry overall.

Europe (Latvia): Our Business Centre in Riga has been awarded the Best Employer of the Year within the Global Business Services sector in Latvia for the sixth consecutive year.

Advancing Work-Life Balance

In Europe, we have introduced a new policy to help ensure that all families have access to parental leave in countries where these rights are not otherwise available. The policy was developed through close collaboration between the ACT PROUD BRG and our business units. In countries where national laws do not recognize non-biological parents, Circle K will bridge the gap left by state benefits. The policy applies to individuals who, at the time of a child's birth, cannot legally be recognized as the child's second parent.

This initiative builds on the work originally led by the ACT Women's Council in the U.S., further strengthening our commitment to inclusive and equitable parental policies across all regions.

A Culture that Connects

Our employee-led Business Resource Groups (BRGs) play an important role in making our workplace feel safe, welcoming, and connected. By bringing people together through events, networking opportunities, and the celebration of both individual and collective contributions, BRGs create meaningful connections and help foster a culture rooted in mutual respect and continuous learning. Members of the leadership team serve as Executive Sponsors, offering strategic guidance, thought leadership and support. All BRGs are open to all team members, no matter their identity.

In the U.S., we joined together in recognizing the 100th anniversary of Black History Month, honouring the achievements, contributions, and cultural impact of Black Americans.

In Canada, our Couche-Tard team in Quebec took part in the "Montréal Fierté Parade" for the second year in a row. Team members handed out coupons for a free Sloche (Froster), much to the delight of parade-goers looking to cool off from the day's intense summer heat.

In the U.S., The BRAVE BRG partnered with PepsiCo for the third year on the Rolling Remembrance campaign, engaging military families and the local community to honor fallen service members and support scholarships for their children. The Texas event drew strong participation and featured meaningful tributes, with ongoing fundraising efforts continuing throughout the year to support Gold Star families.

ACT Women's Council: We celebrated International Women's Day and this year's Give to Gain theme with a campaign where team members and customers were invited to give a gift of appreciation—a coupon for a free beverage or candy—to recognize the incredible people who strengthen our families, workplaces, and communities every day.

ACT PROUD: In celebration, PROUD BRG hosted a special Fireside Chat where two team members courageously shared their personal journeys—from coming out to the generational impact of allyship.

1CMC: In Canada, 1CMC BRG marked the National Day for Truth and Reconciliation with a virtual session to learn, discuss, and reflect together. This important day is a moment to honour the survivors of residential schools, their families and communities, and to recognize the continued impact on the lives of Indigenous peoples.

BRAVE: On Memorial Day weekend, we partnered with Children of Fallen Patriots, which provides college scholarships and educational counselling to military children who have lost a parent in the line of duty, and donated 10% of our profits during a three-hour window.

REAL: ACT celebrated Hispanic Heritage Month under the theme *Honoring the past, Inspiring the future*, a powerful reminder of the rich history, vibrant cultures, and lasting contributions of Hispanic and Latino communities.

CARE: Throughout the year, our CARE BRG hosted fireside chats with Disability:In, an organization dedicated to advancing disability inclusion in the business world.

Prosperity

Our Collective Challenge

The world is increasingly connected, and what happens in one place affects people in another. New and prolonged conflicts are disrupting communities and having a lasting impact on people's lives. Large corporations can help provide stability by doing their part to ensure good governance, compliance with human rights, equal justice access and accountable institutions.

How We Can Make a Difference

We are committed to upholding the highest ethical standards, promoting accountability, and contributing to the prosperity of all our stakeholders. Through our global network of stores, we are a vital part of communities both large and small, urban and rural.

Giving back to these communities and having a positive impact on the lives of those around us is a proud tradition. Through our long-standing partnerships with leading organizations in the different regions where we operate, we create meaningful, lasting impact for families, children, and individuals in need. And when catastrophe strikes—such as hurricanes, flooding, and other extreme weather—we're there to help, serving as a trusted stop for essentials and more.

As a convenience and mobility retailer operating in 27 countries, the decisions we make have an impact not just on our customers and communities, but on the entire supply chain. We therefore engage and work with our suppliers to promote responsible practices in the areas of the environment, safety, security, governance and ethics.

Key Solutions

- ✓ **Annual campaigns to support community organizations**
- ✓ **Light of Day policy**
- ✓ **Supplier Code of Conduct**
- ✓ **Emergency response protocols**

Our Communities

Contribute to people's lives by investing and engaging in the areas where we operate

Doing the Right Thing in Our Communities

Along with fast and friendly service, customers count on us to show up for our communities in meaningful ways. We strive to be a responsible retailer and a good neighbour in the communities we serve.

Across our network, we have long-standing partnerships with community organizations that are working to help at-risk children and youth, support families in need, offer health services, and break the cycles of poverty and exclusion. ACT donated a total of just over $1.3 million in 2026 to local charities, consultations, municipal, regional and national authorities including chambers of commerce, in addition to customer and team member fund raising. Below are examples of the contributions and involvement of our business units and team members.

Engaging and Investing in our Communities

In the U.S., one of our deepest community partnerships is with March of Dimes, a leading nonprofit organization dedicated to improving the health of mothers and babies by preventing birth defects, premature birth and infant mortality. Over nearly 30 years, Circle K has contributed more than $14 million. This year, team members and customers across thousands of participating locations in the Midwest, Great Lakes, Rocky Mountain and West Coast business units raised more than $245,000 for the annual It Starts With Mom campaign.

During Memorial Day weekend, we partnered with Children of Fallen Patriots, an organization that provides college scholarships and educational counselling to military children who have lost a parent in the line of duty. During a three-hour window, we donated 10% of our profits, resulting in $383,000 to support their mission of helping students achieve their educational goals.

In Canada, we are a long-time supporter of Centraide/United Way, an organization dedicated to reducing poverty and social exclusion. This year, fundraising activities collected CAN$398,429 ($288,076)[1]. As well, during our last Fuel Day and Hero Day, our Central Canada team came together in support of children's hospitals across Ontario. Through 24 hours of in-store fundraising and a dedicated Fuel Day window, our teams and customers helped raise more than CAN$120,000 ($86,642) for hospital foundations including Children's Hospital of Eastern Ontario, McMaster Children's Hospital – Hamilton Health Sciences, Children's Health Foundation and SickKids Foundation.

In Ireland, colleagues from across the business took part in Pieta's Coast to Coast fundraising challenge, raising €38,244 ($44,667) to support vital suicide and self-harm prevention services across the country. Building on this momentum, in January 2026 we officially launched a new three-year partnership with Pieta, committing to raise €1 million ($1,179,150)

[1] Currency: Currency Converter | Foreign Exchange Rates | OANDA

to support free, life-saving services for individuals and families in crisis, so that professional mental health support is available to anyone who needs it.

In Sweden, we're a proud sponsor of the children's rights organization Maskrosbarn through both a yearly monetary contribution and volunteer work. A campaign at INGO stations and on social media encouraging customers to contribute led to a total donation of 219,840 SEK ($23,646). Circle K Sweden also continued its partnership with BRIS, a leading children's rights organization that offers a children's help line as well as in-person consultations, raising 2.8 million SEK ($301,165).

In Norway, we continued to raise funds for Youth Mental Health and their online chat service for young people who need someone to talk to. Over the last five years, we've raised 7.4 million NOK ($773,322). Also in that time, we've raised 5.5 million NOK ($574,767) for Active Against Cancer, supporting physical training centres for people during and after cancer treatment.

North America (Gulf Coast): We partnered with Gulf Coast Kid's House to provide over 50 branded backpacks filled with school supplies to local children in need. This organization supports children who have experienced abuse and helps raise awareness throughout the region.

Europe (Belgium): In October, we donated part of each coffee sale, totalling €26,700 ($31,483), to Think Pink—an organization raising awareness of the fight against breast cancer and the importance of early detection. They provide support and information to people affected by the disease, advocate for their rights, and are committed to funding scientific research.

Preparing for Emergencies

At Circle K, when it comes to safety, our mission is to protect people and prevent harm. Our Emergency Response Guidelines explain how we manage serious incidents and provide a clear, step-by-step guide for responding to events that may impact our people, operations, or stakeholders.

Effective communication is key to the successful management of crises and critical issues. Circle K's approach to communications during a crisis reflects our Heart, Head, and Hands guiding principles, in line with our values. These shape our tone, intent, and priorities in every crisis communication. The priority is always to protect people—our team members, our customers, and our communities.

During the fiscal year, business units focused on strengthening emergency response governance, testing preparedness through exercises, clarifying duty officer structures, and improving site-level readiness. Activities also included table-top exercises, crisis playbooks, system implementation, and leadership capability building to ensure a consistent and timely response by our teams.

Supporting Communities in Times of Need

We are also there to help communities when a catastrophe strikes. On July 4, 2025, destructive and deadly flooding occurred in the Hill Country region of Texas. During this difficult time, our stores became trusted neighbourhood stops: store teams operated 24/7, providing free water and coffee to first responders and search and rescue teams, and distributing small toiletry bags, generously donated by the community. In addition, team members partnered with customers to raise funds for the American Red Cross Disaster Relief Fund, donating a total of $175,855.

Circle K played a critical role in stabilizing Florida's fuel supply network during Hurricanes Helene and Milton in 2024, when fuel demand soared as many Floridians evacuated and supply chains faced extreme pressure. In recognition of these efforts, in 2026, we were honoured with the prestigious "Above and Beyond Award" from the Florida Petroleum Marketers Association, marking our exceptional service and support during that challenging time.

This year, as the U.S. headed again into the heart of hurricane season, we took part in "24/7 Day," sponsored by the NACS Foundation and the American Red Cross, to celebrate the critical value of first responders in the communities we serve. Participating Circle K stores in the West Coast, Gulf Coast, Coastal Carolinas, Grand Canyon and Texas business units joined convenience retailers nationwide in honouring and thanking police, fire, emergency medical services, medical personnel, 911 dispatchers and other first responders.

In November 2025, when a fire ripped through an apartment complex in Tai Po, our 12 nearby stores extended free services, such as phone charging and bottled water, to surviving residents. Circle K Hong Kong also donated HK$100K (USD $12,820) to those affected, through the Tung Wah Group of Hospitals charity.

North America (U.S.): An unusually intense winter storm in early 2026 impacted all six states in the Frontier business unit, forcing temporary closure of 73 stores due to power outages, damage, and unsafe travel conditions. Teams proactively increased fuel and merchandise inventory to meet surging demand, arranged nearby lodging for employees, and deployed generators through cross-regional collaboration to maintain operations where possible. Employees worked extended shifts and kept stores open safely, particularly in the Coastal Carolinas, to support residents and emergency responders. Across affected regions, staff provided essential supplies, hot food and a welcoming environment for stranded travelers and local communities.

Our Suppliers

Collaborate to promote environmentally and socially responsible procurement practices

Responsible Procurement

With our global footprint, we are aware that our choices of suppliers and products can have a big impact on communities, the environment, and sustainable development. We strive to source products that have a high level of sustainability, holding our suppliers to high standards, and we expect them to conduct business in a manner that aligns with our values and corporate governance.

All our suppliers, vendors, service providers, agents, brokers, and manufacturers must adhere to our Supplier Code of Conduct, which includes provisions related to fair compensation and working hours, no forced labour or child labour, employee health and safety, environment and sustainability. Beyond complying with all applicable laws and regulations in their jurisdictions, suppliers are strongly encouraged to reduce their greenhouse gas emissions, water consumption and use of water, and to integrate an Environmental, Social, and Governance (ESG) framework into their company policies and business practices.

For our Private Brand contracts, supplier documentation is analyzed and evaluated through due diligence processes and tools available for either Circle K directly and/or third-party providers. Our central contract document package ensures that vendors follow global regulations, local regulations and/or minimum requirements for production, product content, quality, sustainability, and processes involved in production, warehousing, and logistics.

Fighting Forced Labor

Our Supplier Code of Conduct, launched in November, 2023, stipulates that suppliers must not engage in involuntary labour practices, such as forced, bonded, or indentured labour, or subject their workers to any other form of physical, mental, sexual, or other abuse. Suppliers are required to ensure that all employees work on a voluntary basis, free from exploitation, discrimination, coercion, or any other conditions violating applicable local laws. We use benchmarking to identify current practices within the ACT Group with respect to supplier onboarding due diligence, including know-your client processes, risk mapping, supplier questionnaires, and supplier communications.

In recent years, a few countries have introduced laws to combat forced labour, and we fully comply with all our obligations under such legislation. In Canada, for example, the Fighting Against Forced Labour and Child Labour in Supply Chains Act came into force in 2024.

In Germany, the Act on Corporate Due Diligence Obligations in Supply Chains, in force since 1 January 2023, establishes due diligence obligations requiring certain companies to identify, prevent and address human-rights and environmental risks in global supply chains, including risks such as child labour and inadequate remuneration. In Norway, the Transparency Act (in force since July 2022) requires companies to conduct human rights due diligence across their supply chains and business relationships, to publicly report on these efforts, and to provide information on how they address risks relating to human rights and decent working conditions.

In the U.S., California's Transparency in Supply Chains Act, in effect since 2012, requires that large retailers provide consumers with information regarding their efforts to eradicate slavery and human trafficking from their supply chains.

Our Compliance

Drive a strong values-based culture adhering to high standards of conduct and compliance

Ethics and Compliance

Engaging with Investors

We engage with investors on a regular basis regarding corporate strategy, performance, and environmental, social, and governance (ESG) matters. These discussions give us an opportunity to share how sustainability considerations support long-term growth, resilience, and risk management, while also enabling us to understand evolving investor expectations.

Once again, ACT received the Best in Sector: Consumer Staples award at the 2026 IR Impact Awards in Toronto, Canada. This award celebrates excellence in investor relations, highlighting our ongoing efforts to build strong relationships with our shareholders and to showcase ACT's vision, growth, and resilience on the global stage.

Ethics Code of Conduct

Each year, we take time to reaffirm our commitment to our culture and how we treat each other and our customers through our Light of Day Test. Using four simple questions, this test provides clear guidance on how to conduct ourselves in our stores, support centres, and across the company. Everyone who joins our company is required to read, sign, and comply with this policy, and then to reaffirm and acknowledge their understanding of it annually.

As part of our continuous culture-building efforts, we periodically review our Ethics Code of Conduct and ensure the applicability of our annual mandatory training for non-store team members alongside the acknowledgment process.

We are also refreshing our Whistleblower Protocol to continue ensuring that all directors, officers, and employees have the means to report complaints or concerns, while our ACT Hotline can be used anonymously to speak up about unethical or inappropriate behaviour.

Light of Day

Before we act, we ask ourselves

- How would I feel if my behavior was recorded and broadcasted on the news?
- How would I feel if someone treated me, a friend, or a loved one the same way?
- How would I feel if my e-mail or note was published online or in a local newspaper?
- What would others think of my behavior?

Ensuring Data and Privacy Protection

We continue to invest in cybersecurity to keep our data safe and to ensure privacy protection for our people, customers, and suppliers. A long-term roadmap is in place both to address technical debt and to anticipate impactful changes in the future.

Examples of key cybersecurity initiatives include the modernization of our identity and access management framework and solutions, cloud resource optimization, and increased investment in our fuel supply value chain.

As local authorities increase their demand for security compliance, and our organization has been deemed a critical service provider under recent security and resilience regulations, we have launched a compliance program to ensure that we meet legal and regulatory requirements. In that context, we achieved an ISO/IEC27001 Information Security Management System certification, which also supports our sustainability objectives. The certification scope covers the fuel distribution value chain for one of our business units, with the ambition to extend it to multiple European business units and the full fuel supply value chain.

Alongside our cybersecurity efforts, we continue to strengthen our data protection framework to help ensure that personal data relating to our people, customers, and suppliers is handled responsibly and in line with applicable privacy laws. Our approach is grounded in clear governance, accountability, appropriate data handling standards, and ongoing awareness across the organization. This helps us protect personal data throughout its lifecycle, supports transparency and trust, and reinforces our broader commitment to responsible business practices.

Providing Age-Restricted Products

As a responsible retailer, we take the sale of age-restricted products very seriously. Our team members receive regular training to ensure that we comply with all applicable regulations at all times. We review our policies and monitor our operations regularly to make sure we are doing our part to keep our customers, their children, and our communities safe.

Scope of the Report

Our sustainability report underscores our commitment to be open about our progress as a business and is aligned with international standards on sustainability reporting.

This is our eighth sustainability report, covering fiscal year 2026. It represents yet another significant step toward greater transparency as we strive to be open about current challenges, opportunities, and future aspirations.

Boundaries

The content of this report covers our corporate functions and those parts of the business over which we have operational control, mainly our company-operated sites located in the U.S., Canada, Europe, and other regions. It does not include the activities of licensees, dealers, franchisees, and joint ventures where we do not have operational control or direct management responsibility. Refer to the Carbon Data Methodology section for more details on the scope of our reported Scope 1, 2, and 3 greenhouse gas (GHG) emissions.

Standards

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

Third Party Assurance

PricewaterhouseCoopers LLP (PwC) was engaged to perform a limited assurance engagement over the selected key performance indicators for the current reporting year, with results available in PwC's Independent Practitioner's Limited Assurance Report. We will continue to assess and determine the appropriate level of assurance required for our key ESG disclosures in future reporting periods.

Feedback and Comments

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

Climate-Related and Other Selected Sustainability-Related Disclosures

We recognize that climate change presents a series of physical and transition risks that pose various challenges to our business strategy and continuity. However, we also understand that with these risks come new opportunities to innovate and do things differently.

As part of our journey this year, we have continued to invest in our ambition to reduce our own emissions as well as to support our customers in moving toward a lower-carbon environment.

We monitor standards issued by the International Sustainability Standards Board (ISSB) and aim to align select disclosures with those standards. Every year, we continue to enhance our disclosures and strengthen our business strategy. This year, as we sunset our calendar 2025 sustainability goals, we reflected on our next steps and defined ambitions to help us select the actions we need to take to contribute to reducing carbon emissions.

In this year's report, we consolidated climate-related disclosures with selected sustainability-related disclosures, given that global disclosure standards, such as the Corporate Sustainability Reporting Directive (CSRD), are expected to be applicable for certain of our geographies in the near future. Similar to previous years, our data table presents the main internal metrics we are using to measure our progress in the key areas of our sustainability framework: Mobility and Energy, Foodservice, and Workplace Safety and Culture.

We continue to closely monitor the current and upcoming regulatory disclosure requirements that apply to us.

Over the coming years, we will continue to improve our collection and disclosure of data in order to meet our various regulatory obligations in all of our jurisdictions. Similar to prior years, we will continue to integrate our learnings into our strategic planning processes to enhance our climate and sustainability strategy.

Stakeholder Engagement

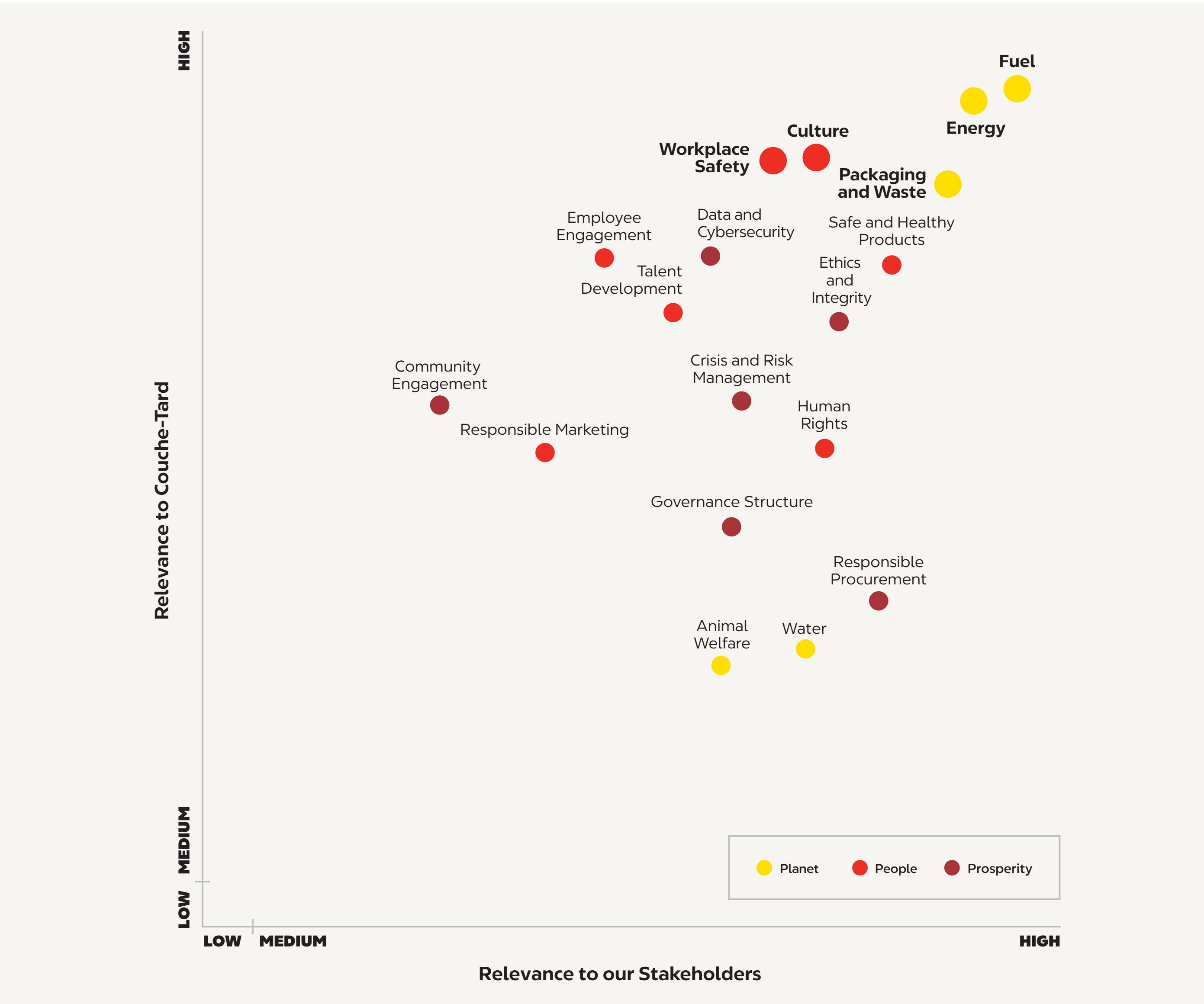
As a responsible retailer, what matters to our stakeholders—customers, employees, suppliers, NGOs, communities, governments, and investors—matters to us. We engage in ongoing dialogue to better understand their priorities regarding environmental, social, and governance issues and find innovative ways to grow.

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

Sustainability Materiality Matrix

As a leading convenience and mobility provider operating around the globe, our business operations impact and are also influenced by several key sustainability topics. Our Sustainability Matrix reflects the most material issues for our company and our stakeholders from a risk perspective.

In 2026, there are no changes to our sustainability matrix. We are continuing to develop our first Double Materiality Assessment, assessing both how our company's business activities impact our climate and society and how the climate and society impact our company. This is a critical element of the Corporate Sustainability Reporting Directive (CSRD), which demands increased transparency and accountability from businesses and aims to drive sustainable change across the EU. Following changes in the European Council's Omnibus simplification package, we have a clear path to move forward at a steadfast pace.



Governance

Governance Structure

Our governance structure ensures that sustainability is integrated at all levels of responsibility and decision-making across our organization. Our updated business strategy focuses on targeted growth in food, fuel, beverages, eMobility, and more. As we work to build on these strengths, we are continuing our sustainability progress as a Responsible Retailer.

Board of Directors

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

Executive Management

Overall sustainability strategic direction—sustainability governance, social/people and environmental topics. Audits reporting and risk management.

Chief People Officer
(Leader of Couche-Tard's sustainability efforts)

Works with the core sustainability team to implement the sustainability strategy. Responsible for the strategy, initiatives and performance.

Executive Sponsors

The sponsors are responsible for the sustainability priority roadmap and external commitments and set the direction to ensure the workstream leads have access to relevant resources.

Business Units

Execute sustainability roadmaps across functions and business units.

Board of Directors and Committees

Our Board of Directors, with the oversight of the Human Resources and Corporate Governance Committee (HR&CG) and Audit Committees, oversees the planning, progress, and achievement of the company's strategic sustainability and climate objectives and meets quarterly to discuss and monitor progress. ACT's Board has ultimate responsibility for the oversight of sustainability-related issues, including climate change. Specifically, it is responsible for overseeing all risks material to the business and ensuring that effective mitigation strategies are in place. The Board also approves the company's sustainability and climate-related ambitions, commitments, policies, management systems, and external disclosures.

More specifically, our climate-related ambitions and commitments are developed by the Executive Leadership Team and approved by the Board of Directors. Although each focus area is championed by an Executive Sponsor, our business units play an integral role in implementing the changes we wish to see. Through our decentralized model, our business units are empowered and able to seize additional relevant opportunities and pursue actions as they see fit (expansion of renewable fuel offers, purchase of renewable electricity, installation of energy management systems, procurement of specific lighting, etc.).

We regularly assess Board composition to ensure that our Board of Directors is well-equipped to understand and oversee sustainability and climate-related matters, including the transition to a lower-carbon economy. Currently, all of the 16 members of our Board of Directors have skills and experience with policies, practices or oversight of risks and strategies associated with environmental, social and governance matters which are relevant to the organization, including climate related risks and opportunities.

Our Human Resources and Corporate Governance Committee helps the Board fulfill its responsibilities related to the company's sustainability strategy and climate-related issues. More specifically, the charter of the HR&CG states that this committee assumes duties and responsibilities related to environmental, social and corporate governance, including policies, ambitions and commitments on climate risks and opportunities.

As part of this mandate, the HR&CG reviews and advises the Board on key items for approval, including ACT's sustainability and climate-related ambitions and sustainability report. The HR&CG also informs the Board of ACT's progress on any externally facing sustainability-related commitments, including those related to climate change. The HR&CG also meets quarterly to review Executive Sponsors' progress on our sustainability and climate-related ambitions and proposals, and updates to our strategy.

The Audit Committee helps the Board to fulfill its oversight and supervision of environmental, social and governance financial reporting, including by reviewing information on the Corporation's environmental and social performance in the annual reporting and financial filings, assessing and overseeing the enhancement of environmental, social and governance (ESG) reporting practices along well-recognized standard frameworks, in particular by reviewing and considering the scope of disclosures based on standards from the IFRS Foundation, including any evolving standards over ESG disclosures as they relate to climate reporting, governance, strategy, risk management, and metrics and goals, as specified in the Audit Committee's charter.

This Climate-Related and Selected Sustainability-Related Disclosure Report, including consolidated climate-related data, is subject to review controls and follows a similar internal approval process as our financial statements, which includes a review and recommendation for approval by the Audit Committee.

Management Team

Sustainability is integrated within our business strategy and foundation as a critical lens, rather than as a stand-alone program. Our Executive Leadership Team, which is comprised of executives and senior VPs, is collectively responsible for assessing corporate performance against our sustainability priorities, which include climate risks and opportunities, and their integration within our overarching business strategy. Our Chief Executive Officer (CEO) acts as a conduit of information between our Executive Leadership Team and/or Sustainability Steering Committee (see below) and the Board and holds ultimate responsibility for the implementation of Board-approved climate change strategies and commitments. Our CEO is responsible for appointing a Chief People Officer (CPO) to lead our sustainability strategy, ensure our climate-related commitments are met, and provide oversight on sustainability-related disclosures, including climate disclosures. A significant portion of our Executive Leadership Team convenes regularly with a focus on sustainability. This group of ten executives, including our CEO and our Chief Financial Officer (CFO), and chaired by our CPO, is referred to as the Sustainability Steering Committee. They meet quarterly to discuss emerging risks, monitor known risks, and determine whether action plans need to be modified. The potential impacts of climate change are overseen by this team, ensuring all efforts are coordinated, communicated, and considered during strategic discussions. The Sustainability Steering Committee also provides accountability for the progress of our Executive Sponsors.

All Executive Sponsors are members of our Executive Leadership Team and the Sustainability Steering Committee. Their sponsorship correlates with the business area they are responsible for, ensuring competency and intimate knowledge of the solutions. Executive Sponsors responsible for the initiatives related to climate change include:

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

Aaron Brooks, Senior Vice President, Real Estate and Fuel — Operational Carbon Emission Executive Sponsor

Mathieu Bolte, Senior Vice President, Finance — Reporting Requirements Executive Sponsor

The following Executive Sponsors are responsible for our other sustainability initiatives:

Louise Warner, Executive Vice President, North America Operations — Workplace Safety and Foodservice Executive Sponsor

Jørn Madsen, Executive Vice President, Europe and Asia Operations — Workplace Safety and Foodservice Executive Sponsor

The Chair of the Committee reports to the HR&CG on a quarterly basis, and each sponsor, or one of their representatives, reports to the HR&CG at least on an annual basis.

Linked Compensation

Our executive compensation program includes base pay and variable pay, comprised of a Short-Term Incentive Program (STIP) and Long-Term Incentive Plan (LTIP).

Our Executive Leadership Team's STIP compensation is linked to the achievement of our business goals and priorities. The STIP is an annual cash bonus based on the achievement of several factors, including corporate performance using a key financial measure as a common global Key Result Area (KRA), and individual performance based on the achievement of individual KRAs that are approved by the HR&CG Committee. In recent years, we have been working to strengthen the link between the compensation of our executives and our sustainability performance. To ensure that sustainability remains a key focus for our leadership team, we have included sustainability KRAs in the determination of the individual performance-based awards for most of our executives. More specifically, for Fiscal 2026, six executives' variable STIP compensation was linked to climate-related factors, for a portion ranging from 5% to 25% of their personal KRAs. By linking short-term executive compensation to climate-related ambitions, we are reinforcing ACT's commitment to supporting its customers and communities in the transition toward a lower-carbon economy, as each of those executives responsible for specific climate-related areas cascade those KRAs through their organization, as relevant.

Including those climate-related KRAs, 12 executives' variable STIP compensation was linked to sustainability-related factors (including climate-related), for a portion ranging from 10% to 55% of their personal KRAs. Furthermore, all of our Executive Leadership Team's LTIP includes a sustainability metric accounting for 25% of their Performance Stock Units criteria.

For details on our management's STIP and LTIP programs, please refer to our Management Proxy Circular available on our corporate website.

Strategy

Our updated business strategy focuses on targeted growth in food, fuel, beverages, eMobility, and more. As we work to build on these strengths, we are continuing our sustainability progress as a Responsible Retailer.

To stay true to our vision to become the world's favorite stop for people on the go, we need to identify and understand how climate-related physical and transition risks may impact our business in the future. This will enable us to better prepare and capitalize on any opportunities that may arise, ensuring we continue to make our customers' lives a little easier every day for years to come.

Our Board of Directors' Oversight of Climate-Related Risks and Opportunities

We recognize that climate change is a global issue that presents both a risk and an opportunity for our business.

Given that our operations are in the convenience and mobility space, we believe it is critical to assess and manage climate-related risks and opportunities to support the achievement of our short, medium, and long-term strategic priorities, as well as to meet shareholders' and stakeholders' expectations.

Our Climate Scenario Analysis Exercise

We believe that liquid road transportation fossil fuel will be required for some time, even as our economy moves toward lower carbon emissions. This is further supported by the three scenarios explored as part of our climate scenario analysis, where the pace and scale of the energy transition differs by each scenario. We know that demand for traditional fuel products will be affected as vehicle efficiency continues to improve and electric vehicles (EVs) become more widespread, while demand for EV charging and lower-carbon liquid fuels will increase. We have been exploring various business opportunities to navigate this transition period, including an increased offering of electric vehicle charging, lower-carbon fuels, and a diversification of our service offerings to attract and retain customers. We see several business opportunities related to building out our network of EV charging and quick-charging points for passenger vehicles across Europe and North America, as well as charging points for electric trucks, while simultaneously increasing our sustainable fuels offering. We believe that those opportunities can emerge from both our own assets or by partnering with others to ensure we offer the best option to our customers. Furthermore, we believe opportunities also exist to enhance our biofuels offerings, including the heavy-duty trucking sector, which is expected to electrify and diversify its energy sources at a slower rate than passenger vehicles.

From a physical climate perspective, the scenarios developed by industry specialists suggest an increase in acute extreme weather events (e.g., hurricanes, wildfires, heatwaves) and more severe sea level rise under increased levels of warming. When it comes to extreme weather events, it is common for our stores to experience a surge in traffic both before and after the actual event has occurred. Given our worldwide and dispersed geographical footprint, the generally small size and large number of our assets, and the strategic positioning of those assets, the qualitative analysis performed to date leads us to believe that we are well equipped to navigate and respond to increases in physical impacts at our locations, even under a high-emissions scenario.

Diving into Our Climate Scenarios

Our scenario analysis uses six contrasting scenarios informed by distinct and relevant global trajectories prepared by international agencies, including the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). In crafting our climate scenarios, we considered several factors such as demographics; economics; geopolitics; environmental, legal, and social aspects; and innovation and technology. Specifically, we used the IEA scenarios to assess transition risks specific to the energy sector and the IPCC scenarios to assess physical risks at regional and global scales. It was decided to use different scenarios to inform our physical and transition risk analysis to capture best- and worst-case scenarios, as presented by the IEA and IPCC, with different modelling inputs and assumptions leading to slightly different outcomes.

ACT's climate scenarios	IPCC reference scenario	IEA reference scenario	Global Demand in liquid road transport fuels	Demand for liquid biofuels	Passenger EV sales	Heavy-duty transport vehicle sales
Very low GHG emissions	SSP1-1.9	Net Zero Emissions by 2050	-39.2 mb/d	plus 3.5 mb/d	plus 90%	35%
Intermediate GHG emissions	SSP2-4.5	Announced Pledges Scenario	-23.2 mb/d	plus 7 mb/d	plus 26%	8%
Very high GHG emissions	SSP5-8.5	Stated Policies Scenario	-1.5 mb/d	plus 3.1 mb/d	plus 16%	5%

Through a series of workshops with cross-functional representation from across our organization, we sought to understand how climate risks and opportunities might evolve over time (i.e., 2030 and 2050), and the resulting implications for business planning and risk management. This qualitative process provided reflection, discussion, and analysis regarding existing and future-looking climate risks and opportunities within the boundaries of each scenario. To ensure that our scenario analysis was thorough, our workshops involved a wide range of participants from our most material locations—the United States, Europe, and Canada—as well as from our various activity streams, including Merchandising, Mobility, and Finance.

Our initial scenario analysis was performed in 2023 and, since then, has been reviewed annually. It is based on current, publicly available information, as described below, and is expected to evolve over time to capture relevant, up-to-date data. In keeping with our Enterprise Risk Management process, we continue to monitor it to ensure that all new or updated risks are properly reflected. This year's review did not lead to material changes compared with our prior year's assessment since there were no significant climate-related changes in our industry over the recent year to impact our analysis. We plan to continue updating our assessments over time as policy and customer choices evolve..

Key Insights from Our Climate Risk & Opportunity Analysis

The charts below outline the key findings from our risk and opportunity scenario analysis. They include the potentially material risks and opportunities for our business, as well as how they may impact us in the future. The risk management section outlines how we respond to these risks and opportunities. We will continue to plan and strengthen this strategic response, supplemented by our forthcoming quantitative scenario analysis results.

As we evolve in our sustainability journey, we will continue to work on assessing the impact of the transition, chronic and acute physical risks and opportunities on our business.

Risk Category	Description		Potential financial impact
Transition Risk – Market, Policy & Legal	**Reduced demand for liquid fuel**	Global demand for road transportation fuel could decline, driven by regulations (e.g., vehicle energy efficiency standards, bans or reductions in manufacturing limits for internal combustion engine vehicles, mandatory carbon pricing schemes), an uptake in passenger EVs, and changing consumer behaviours (i.e., customer preferences, impact of rising gas prices, road pricing mechanisms, and hybrid models). These reductions may be partly offset by increased global demand for transportation.	Decrease in revenues from declining fuel sales and increased competition between fuel peers in a constricting market
			Decrease in revenues for merchandise sales from declining foot traffic in stores
Transition Risk – Technology	**Increased demand for EV charging infrastructure**	Consumer confidence in passenger EV technology could rise sharply, requiring a rapid scaling up of EV charging infrastructure networks to meet market demand.	Increase in capital investments from addition of EV charging infrastructure
			Increase in revenues from new EV customer base
		In conjunction with increased demand for EV charging infrastructure is a rapidly evolving and unpredictable technology environment which ACT may need to adapt to swiftly.	Decrease in asset or enterprise value if innovation outpaces capacity to adapt
Transition Opportunity – Products and Services	**Biofuel outlook for heavy-duty transport**	Slow electrification or development of economically comparable lower-carbon alternatives for heavy-duty transport could mean a continued reliance on internal combustion engines for road freight. Biofuels are considered the most viable lower-carbon solutions currently available for heavy-duty transport, considering the lifecycle emissions of these fuels, and could see an uptick in demand, particularly in long-distance freight trucking.	Increase in revenues through raised business focus on the needs of heavy-duty transport
			Increased revenues from higher demand for biofuel blending in heavy-duty transport

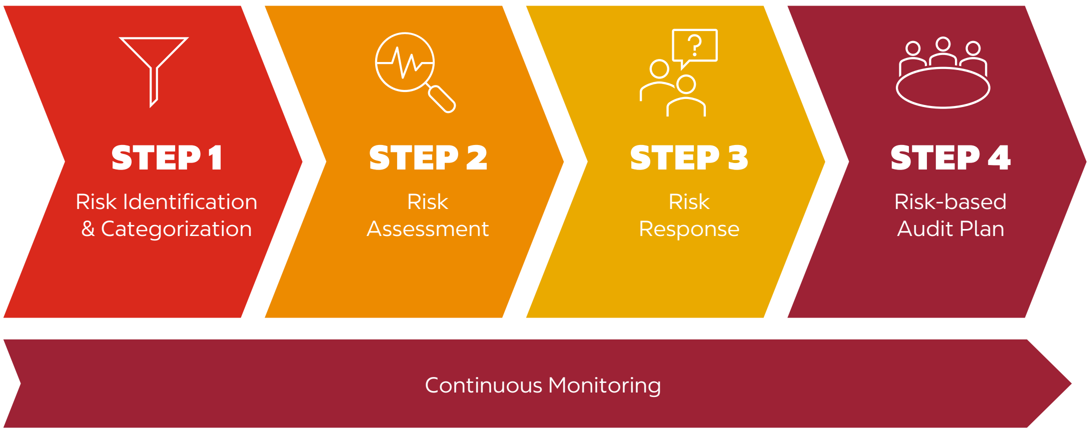
Risk Category	Description		Potential financial impact
Physical Risks - Chronic	**Supply chain delays, shortages, disruptions, and/or pricing volatility**	Long-term shifts in seasonal precipitation patterns may affect crop growing seasons, while rising temperatures may surpass crops' climatic thresholds and/or create unfavourable growing conditions due to changes in freeze/thaw cycles. This could impact agricultural yields for certain crops, increasing competition for resources.	Increased cost of sales to secure products
		Rising sea levels may disrupt coastal and offshore fuel production and refining activities and could lead to the potential early retirement of coastal refineries and offshore oil platforms, ultimately impacting fuel supplies. Reduced oil production and refining capacity may cause price spikes regionally and nationally from actual and anticipated fuel shortages, with repercussions on procurement strategies and demand for liquid fuel products.	Increased cost of sales to secure products
		Rising sea levels may reduce soil stability under road transportation networks and erode transportation routes, causing fuel and merchandise delays.	Increased operating expenses due to road closures, transport detours, or port relocations
			Decreased revenues if shipments are delayed
	Costly cleanups and equipment/ infrastructure repairs, and revenue loss from potential store closures	More frequent and severe extreme high-water-level events from storm surges, waves, and high tides, superimposed onto rising sea levels, may inundate coastlines, cause coastal erosion, and create an accumulation of debris, further weakening soil structures and building foundations.	Increased repair costs and/or capital investments for rebuilds
			Decreased revenues from potential store closures for the duration of repairs
			Decreased revenues from permanent store closures
			Increased capital investments for relocation
Physical Risks - Acute	**Supply chain delays, shortages, disruptions, and/or pricing volatility**	More frequent and severe acute events including hurricanes, flooding, etc., may damage production facilities, including oil refineries, reduce supplier production efficiencies, and create uncertainty around the time required to return to full operational capacity. Increased extreme heatwaves may reduce supplier production efficiencies through labour shortages and/ or additional wear and tear on supply lines.	Increased cost of sales to secure products
			Decreased gross profit if ACT is unable to secure sufficient products to meet demand
		More frequent and severe acute events may cause road and railway washouts, damage bridges, and increase debris accumulation, making transportation routes impassable. Increased frequency and severity of wildfires may threaten road and rail transportation networks directly or cause road closures due to fire threatand/or reduced visibility.	Increased operating expenses due to road closures, transport detours, or port relocations
			Decreased revenues if shipments are delayed
	Costly cleanups and equipment/ infrastructure repairs, and revenue loss from potential store closures	Acute events may cause extensive structural damage to facilities. Damages incurred could also result in temporary store closures for the duration of cleanups/ repairs/ rebuilds. A projected Northward shift in tropical storm tracks could cause regions not previously at risk to become increasingly exposed to tropical storms in the future.	Increased repair expenses and/or capital investments for rebuilds
			Decreased revenues from potential store closures for the duration of repairs
	Costly environmental remediation/ fuel and chemical cleanup	Hurricanes may impact car washes, tanker trucks, or fuel terminals creating chemical or fuel spills that are costly to remediate.	Decreased revenues from potential store closures for the duration of repairs or remediation
			Increased expenses for environmental remediation activities
			Increased reputational damage if environmental releases are not appropriately handled

Risk Management

Risk Management Process

The overarching Enterprise Risk Management (ERM) framework remained similar to the prior year, and we have continued to evolve in identifying and integrating sustainability and climate risks at all stages of our ERM process, supported by findings from our climate scenario analysis. The impacts of climate change on our industry continue to be a priority risk following the latest iteration of our ERM process. Our top 10 business risks include declining fuel demand resulting from more efficient engines and the transition to EVs. Physical and transition climate change impacts are embedded as contributors to many identified risks for our organization, and where relevant, we have risk response plans to address those risks, some of which are described above.

Our four-step ERM process, which is supported by Internal Audit, is pictured below.



Our Executive Leadership Team and the Board are both involved in identifying and assessing risks through this ERM process and framework. This ongoing process, which begins with researching industry benchmarks and trends to capture emerging risks, is used to identify, evaluate, and prioritize key risks with the potential to have the greatest impact on our financial outlook.

Each year, the Board holds a special meeting with the Executive Leadership Team to review and discuss the company's annual and long-term strategic plans. These discussions include reviewing and analyzing priority business risks, including climate risks, overall industry trends and developments, and important strategic opportunities. In terms of risk, the Board is responsible for overseeing the material risks of our business, and for ensuring that the Executive Leadership Team has effective risk management processes and mitigation strategies in place. Risks are also addressed as part of our discussion and approval of the Annual Information Form and in our quarterly and annual Management Discussion & Analysis reports.

When assessing business risks and opportunities, we consider short- (0-1 year), medium- (1-5 years), and long-term (5+ years) time horizons aligned with our ERM program. Keeping in mind that climate-related risks will materialize over longer time scales, our climate scenario analysis exercise extends significantly beyond this five-year horizon to look at risks and opportunities in 2030 and 2050. As an operator in the convenience and mobility space, having a longer-term view on physical and transition climate risks and opportunities is instrumental to our long-term strategic and financial planning since it influences decision-making and helps increase preparedness and build resilience over time.

Climate Risk Management Response

Investing to Support the Decarbonization of the Planet

As discussed, we have committed to invest in renewable projects, including adding dispensers with better CO2 emission performance than standards for gasoline and diesel across our network to increase the accessibility of renewable energy for our customers.

In 2026, we invested $154 million in renewable projects, including the addition of dispensers to our network. These investments bring our total investment since 2020 to $794 million, and we now have over 8,100 pumps with renewable alternative fuels and charge points for electric vehicles, an increase of more than 800 dispensers over prior year. These investments since 2020 have enabled us to achieve an important portion of our fuel and energy calendar 2025 goal, and we are progressing steadily toward our 10-year commitment to invest $1 billion in renewable projects. This also supports our ambition to increase the number of renewable dispensers in our network to 10,000.

Enhancing Our Energy Management

We are continuously working to reduce our own operational GHG emissions through improved energy management at our facilities.

In addition, we are continuing to roll out many energy-reducing projects globally, such as our investments in energy blankets, the installation of harmonic filters to reduce store energy consumption, continued investments in solar panels, and the replacement of older equipment with more energy-efficient models. These initiatives all contribute to lowering our carbon emissions related to energy consumption. Ongoing analyses will continue to help us determine future actions and prioritize investments to help us reduce our load on local electricity grids and lower costs.

Understanding Physical Climate Change Impacts

We work to understand the physical impacts stemming from long-term shifts in global and regional climate patterns and acute climatic events.

Collaborating with Suppliers to Minimize Supply Chain Delays and Disruptions

To mitigate possible supply chain risks, we are committed to continuing the collaboration with our key suppliers to improve long-term planning, boost supplier resilience, and minimize downtimes.

Strengthening Our Response to the Physical Impacts of Climate Change at Our Sites

In the unfortunate event that our stores are located along the destructive path of an acute climatic event, we have well-defined safety protocols and procedures in place to get us back up and running in the shortest amount of time possible to meet urgent customer needs. Our assets are designed to withstand extreme weather events, and in the unlikely event of an environmental release or spill, we have structured incident response plans to help remediate the situation.

Metrics and Targets

Our Climate Ambition

As an organization, we continue to evolve in our sustainability journey and adapt to our environment, including expectations from our clients, employees, investors, and regulators. During the year, we reaffirmed our ambition regarding Mobility and Energy and remain committed to reducing our Scope 1 and 2 emissions, as well as to investing $1 billion over 10 years (from 2020) in renewable projects. Those investments will contribute to providing easy access to more sustainable fuel and e-mobility that will support our customers in transitioning to lower-carbon energy options as well as support the reduction of our Scope 1 and 2 emissions in our stores. On the Energy side, we aim to reduce our carbon footprint and improve resource efficiency. These ambitions recognize the role that customers and governments play in driving change. They direct our investments and internal resources toward solutions where we can have a direct impact and that are within our control, and they provide a single framework for reducing GHG emissions rather than focusing only on contributing factors.

Our ambition to reduce our Scope 1 and 2 emissions retains our focus on energy consumption, a key lever for GHG emissions within our control. Our updated ambition is straightforward: to commercialize sustainable fuel offerings for our customers that are available to us as a retailer, to remain competitive, and to make a meaningful difference where we have control in reducing GHG emissions.

Our key metrics to measure those ambitions are the amount invested in renewable projects, the number of renewable dispensers across our network as well as the decline in Scope 1 and 2 emissions compared with our 2020 baseline.

Fuel and Energy Achievements

- ✓ **24% reduction equivalent from 2020 baseline in net Scope 1 and 2 emissions from energy consumption.**
- ✓ **Investment of $794 million, between 2020 and 2026, in renewable projects supporting our Scope 1 and 2 emissions ambition, and resulting in approximately 8,100 dispensers* across our network at the end of fiscal 2026**

Calendar 2025 goals

At the end of Fiscal 2026, our reduction equivalent from 2020 baseline in net Scope 1 and 2 emissions from energy consumption was 24%, missing our calendar 2025 goal of reducing those emissions by 50%. With the impact of our various ongoing initiatives, such as the continued deployment of our energy efficiency technologies, the upgrade of HVAC systems in the recent years, and the use of Power Purchase Agreements, we expect that Scope 1 and 2 emissions will continue to decrease over the coming months and years.

We are pleased to state that we had already achieved our second calendar 2025 goal of 4,300 renewable dispensers as, at the end of Fiscal 2025, we had more than 4,000 pumps with renewable alternative fuel and approximately 3,300 charge points for electric vehicles, helping our customers transition to a lower-carbon economy.

Our third calendar 2025 goal was also achieved, as the investments required for the installation of those dispensers, as well as for other renewable projects supporting our Scope 1 and 2 emissions reduction initiatives, reached $640 million at the end of Fiscal 2025, surpassing our Calendar 2025 goal of $600 million. Those investments were made for energy-efficient upgrades in our stores, as well as EV charger and alternative fuel dispenser installations.

2030 Commitments

Our 2030 climate-related ambition is also two-sided with investments in capital expenditures expected to reach $1.0 billion between 2020 and 2030. Those investments will continue to support our work to reduce the Scope 1 and 2 emissions from energy consumption, as well as to increase the accessibility of our global renewable energy dispensers* for our customers, contributing to lowering carbon emissions. Our ambition remains to offer access to 10,000 of those dispensers* throughout our global network.

*Dispensers with better CO2 emission performance than standards for gasoline and diesel in each market. Examples: HVO100, E85, E15, EV charger, B100, ED85, CBG, LBG, Hydrogen, etc.

During Fiscal 2026, we invested $154 million in renewable projects, bringing the total of our investments in renewable projects to $794 million since 2020. Those investments were mainly for the continued development of our EV network in Europe.

During Fiscal 2026, regulatory changes in Canada, which increased the mandatory ethanol content, resulted in approximately 600 dispensers no longer meeting our definition of renewable fuel pumps. Despite this reduction, by adding more than 1,300 charge points for electric vehicles, we increased our network to approximately 8,100 renewable dispensers.

Please refer to the Governance section on page 42 for the approval process of our climate-related commitments and ambitions.

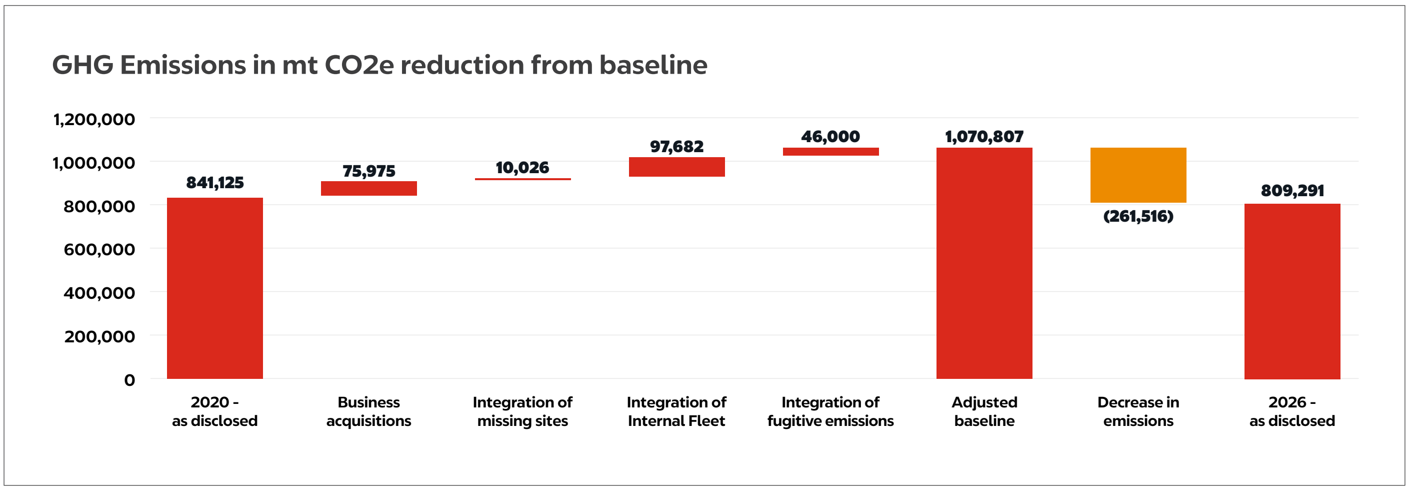
Scope 1 & 2 GHG Emissions

ACT's Scope 1 and 2 GHG emissions are calculated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Unless stated otherwise, our Scope 2 emissions are calculated using location-based emission factors

Our 2026 report excludes the Scope 1 and 2 GHG emissions from the 270 company-owned and operated convenience retail and fuel sites operating in the United States under the GetGo Café + Market brand acquired on June 28, 2025. Considering that Fiscal 2026 is a stabilization year, the emissions from those stores will only be included in our Fiscal 2027 report.

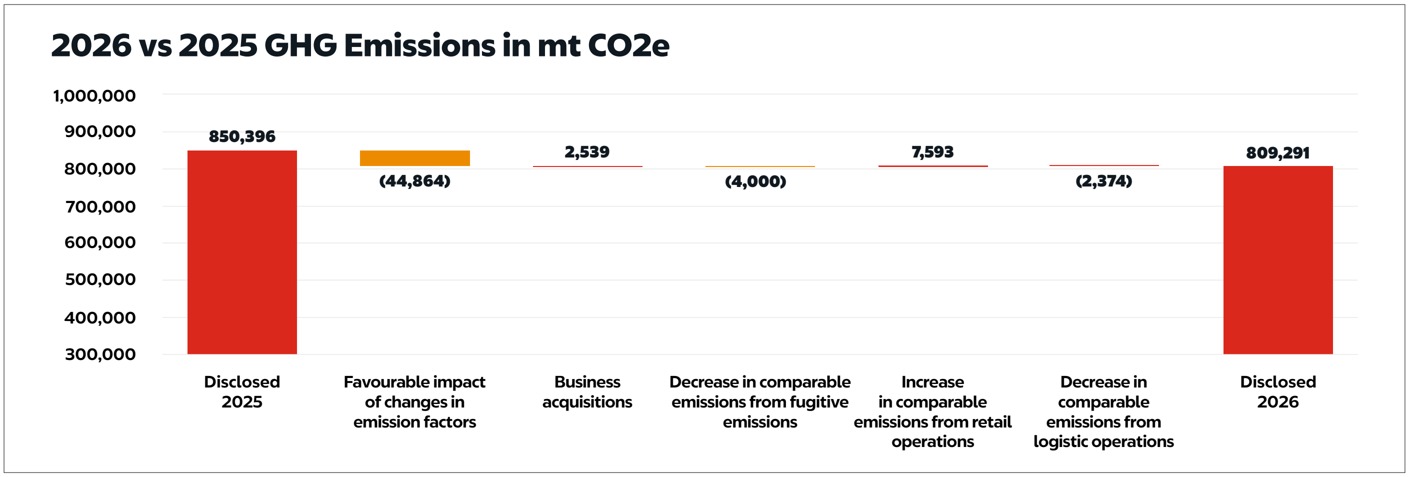
As of today, we do not expect that any of the other sources of Scope 1 and 2 GHG emissions not included in our current inventory would have a material impact on our total Scope 1 and 2 GHG emissions.

In alignment with our Scope 1 and 2 GHG emissions reduction ambition, we also reviewed our baseline to integrate the impact of our major business acquisitions over the recent years, as well as the improvements we added to our Scope 1 and 2 emissions disclosure in recent years.



In 2026, our total Scope 1 and 2 GHG emissions were 809,291 metric tons (mt) CO2e, compared to 850,396 (mt) CO2e the previous year.

The decrease in 2026 is driven by the favourable impact from emission factors having a lower CO2e content this year, by the impact of our continuous initiatives to reduce our GHG emissions as well as by the lower number of HVAC units replacements compared with the previous year. These factors were partly offset by the impact from colder temperatures in regions of North America where we use natural gas, by increased heat waves in Europe and in our southern US regions, increasing the need for electricity and refrigerants to keep our stores cool, the larger footprint of our new stores as well as by the success of our food program.



Scope 3 Emissions

During 2023, we completed a screening-level assessment to better understand our relevant Scope 3 emission categories, in line with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Results from this screening exercise revealed that, in total, upstream emissions from purchased goods and services (more specifically fuel and merchandise) and downstream emissions from the use of sold products (fuel), were identified as higher priority categories considering their materiality. We are however continuously working to improve our disclosed inventory of Scope 3 emissions.

Therefore, this report includes Scope 3 emissions for:

Category 1	Purchased goods and services (fuel and merchandise only)
Category 3	Fuel and energy activities (upstream emissions from electricity sold as well as for in-house fleet operations)
Category 11	Use of sold products (fuel only)

In 2026, those emissions were 178,993,712 metric tons (mt) CO2e with the following repartition:

	Fiscal 2026	**Fiscal 2025**
Category 1 - Fuel and merchandise	43,549,154	42,753,499
Category 3 – Fuel and energy activities	28,219	25,805
Category 11 - Fuel only	135,416,339	132,241,084

ACT's Scope 3 GHG emissions for categories disclosed are calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard.

In the coming years, we will continue to review and refine our measurements of Scope 3 emissions to include, where relevant and material, emissions from the other categories as well as to refine our emissions calculations. None of the other categories are currently included due to the complexity of obtaining data and the size of contributions.

Data Table

The following reported data covers Fiscal 2026, from the period of April 28, 2025, to April 26, 2026. None of the data for Fiscal 2026 include our operations in our acquired GetGo network except for the Economic and Our Sites sections. None of the data for Fiscal 2024 include our operations in our acquired retail European assets from TotalEnergies SE except for the Economic and Our Sites sections. The content in this data table includes the associated link to GRI Standards disclosure, as applicable. Please refer to the Carbon Data Methodology for more information on our GHG emissions.

GRI STANDARDS	TOPIC	METRIC	FY26 (a)	FY25 (a)	FY24 (a)
ECONOMIC					
201-1	Revenues	In millions of U.S. dollars	76,507	72,857	69,264
201-1	Operating expenses (b)	In millions of U.S. dollars	9,817	9,215	8,288
201-4	Taxes paid to governments	In millions of U.S. dollars	441	494	771
OUR SITES					
2-6	**Total sites (c)**	Number	10,730	10,487	10,445
2-6	Total Canada sites	Number	1,711	1,736	1,774
2-6	Total US sites	Number	6,117	5,866	5,831
2-6	Total Europe and other regions sites	Number	2,902	2,885	2,840
PLANET					
ENERGY AND CARBON FOOTPRINT					
305	**Total GHG emissions Scope 1 and 2**	Metric tons (mt) CO2e	809,291	850,396	848,292
	Total GHG emissions Scope 1	Metric tons (mt) CO2e	171,082 (n)	175,302	173,458
305-1	Direct GHG emissions – retail energy	Metric tons (mt) CO2e	31,823	29,548	29,441
305-1	Direct GHG emissions in-house fleet energy	Metric tons (mt) CO2e	93,759	96,254	98,017
305-1	Direct GHG emissions - fugitive emissions from refrigerants gas	Metric tons (mt) CO2e	45,500	49,500	46,000
	Total GHG emissions Scope 2 (d)	Metric tons (mt) CO2e	638,209 (n)	675,093	674,834
305-2	Indirect GHG emissions - retail energy	Metric tons (mt) CO2e	638,209	675,093	674,834
305	GHG emissions comparable basis (e)	Metric tons (mt) CO2e	851,616	850,396	n/a
305-4	GHG intensity by site (f)	TCO2e per site	63.6	67.3	70.4
305-4	GHG increase (reduction) performance by site (f)	Percentage	(5.6%)	(4.4%)	2.7%
305	**GHG reported emissions Scope 3**	Metric tons (mt) CO2e	178,993,712	175,020,388	152,705,786
305-3	**Category 1: Purchased Goods and Services**	Metric tons (mt) CO2e	43,549,154	42,753,499	37,486,276
305-3	Category 1: Purchased Goods and Services - Fuel	Metric tons (mt) CO2e	39,230,365	38,415,757	32,846,005
305-3	Category 1: Purchased Goods and Services - Merchandise	Metric tons (mt) CO2e	4,318,789	4,337,742	4,640,271
302-1	**Category 3 - Fuel and Energy-related activities**	Metric tons (mt) CO2e	28,219	25,805	n/a
302-1	Category 3 - Fuel and Energy-related activities - EV Charging	Metric tons (mt) CO2e	7,870	5,052	n/a
302-1	Category 3 - Fuel and Energy-related activities - In-house fleet upstream emissions	Metric tons (mt) CO2e	20,349	20,753	n/a
305-3	**Category 11: Use of Sold Products**	Metric tons (mt) CO2e	135,416,339	132,241,084	115,219,509
305-3	Category 11: Use of Sold Products - Fuel	Metric tons (mt) CO2e	135,416,339	132,241,084	115,219,509
302-1	**Energy consumed within the organization**	MWh	2,829,003	2,801,487	2,701,245
302-1	**Energy consumed within the organization - direct**	MWh	533,427	535,648	510,719
302-1	Direct energy - retail	MWh	181,348	175,142	159,822
302-1	Direct energy in-house fleet	MWh	352,078	360,506	350,897
302-1	**Energy consumed within the organization - indirect**	MWh	2,295,577	2,265,839	2,190,526
302-1	Indirect energy Electricity	MWh	2,295,577	2,265,839	2,190,526
302-3	Energy intensity by site (f)	MWh per site	234.2	232.3	233.8

GRI STANDARDS	TOPIC	METRIC	FY26 (a)	FY25 (a)	FY24 (a)
302-3	Energy increase (reduction) performance by site (f)	Percentage	0.8%	(0.6%)	(0.5%)
302-2	Number of EV Charger Points	Number	4,701	3,316	n/a
302-1	Number of Alternative Liquid Fuel Pumps	Number	3,493	4,071	n/a
201-1	Investments since 2020 in renewable projects	In millions of U.S. dollars	794	640	n/a
201-1	Annual investments in renewable projects	In millions of U.S. dollars	154	218	n/a
WATER CONSUMPTION (f)					
303-3	**Water Withdrawn (g)**	Megalitres	14,917	12,106	11,273
303-3	Water intensity by site (g)	Megalitres per site	1.75	1.87	1.7
303-3	Water increase (reduction) intensity by site	Percentage	(6.8%)	9.5%	4.7%
PEOPLE					
2-7	**Total Employees (h)**	Number	99,844	99,782	97,289
2-7	Total full-time employees	Number	55,294	58,494	59,528
2-7	Total part-time employees	Number	44,550	41,288	37,761
2-7	Total U.S. employees	Number	66,262	66,327	67,740
2-7	Total Canada employees	Number	10,233	10,376	10,728
2-7	Total Europe and other regions employees	Number	23,349	23,079	18,821
WORKPLACE SAFETY					
403-9	Fatalities (i)	Number	-	1	3
403-9	Rate of fatalities as a result of work-related injuries	Rate	-	0.001	0.0044
403-9	High consequence work-related injuries (j)	Number	47	48	44
403-9	Rate of high consequence work-related injuries (j)	Rate	0.07	0.07	0.064
403-9	Recordable work-related injuries (j)	Number	1,765	1,623	1,698
403-9	Rate of recordable work-related injuries (j)	Rate	2.5	2.3	2.5
NA	Robberies (k)	Number	543	745	907
CULTURE					
405-1	**Total females (l)**	Number	55,567	55,975	55,077
405-1	Total U.S. females	Number	37,501	37,941	39,210
405-1	Total Canada females	Number	4,675	4,750	4,909
405-1	Total Europe and other regions females	Number	13,391	13,284	10,958
405-1	**Female % of total employees**	Percentage	55.7%	56.1%	56.6%
405-1	Female executive leadership	Percentage	27.8%	33.3%	31.6%
405-1	Female directors and above	Percentage	35.0%	34.6%	33.3%
405-1	Female total senior management	Percentage	30.2%	28.0%	23.9%
405-1	Female management	Percentage	62.6%	62.1%	62.0%
405-1	Female non-management	Percentage	54.7%	55.3%	55.9%
EMPLOYEE ENGAGEMENT					
NA	Employees engaged	Percentage	68%	66%	65%
NA	Employees responding to employee engagement survey	Percentage	90%	93%	98%
PROSPERITY					
GOVERNANCE STRUCTURE (l)					
2-9	Board gender diversity	Percentage	37.5%	37.5%	37.5%
2-9	Board gender diversity independent directors	Percentage	44.4%	44.4%	44.4%
2-9	Board independence	Percentage	56.3%	56.3%	56.3%
2-9	Board tenure years	Number	12.6	12.3	11.3
COMMUNITY ENGAGEMENT					
413-1	Business units with local community engagement programs	Percentage	100%	100%	100%

a. Our reported data covers our latest fiscal year – April 28, 2025 to April 26, 2026 (referred to as Fiscal 2026).

b. Operating expenses include operating, selling, administrative and general expenses, loss (gain) on disposal of property and equipment and other assets, as well as depreciation, amortization and impairment.

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

d. Scope 2 GHG emissions disclosed in the data table are using the location-based approach. If we had disclosed GHG emissions on a market-based approach, the Scope 2 emissions would have been 720,136 metric tons CO_2e in Fiscal 2026 and 755, 820 metric tons (mt) CO_2e in Fiscal 2025. Market-based emissions factors were obtained from AIB, U.S. EPA and Hydro Quebec.

e. In order to show comparable data across the periods, we excluded the emissions associated with major business acquisitions with the change in emission factors.

f. The GHG emission intensity by site is based on the average U.S., Canada, Europe and other regions retail sites for which energy data is collected. An average of 10,656 sites were covered in Fiscal 2026, 10,387 sites in Fiscal 2025, and 9,931 sites in Fiscal 2024. Emissions from our terminals, internal logistic operations and fugitive emissions from cooling and refrigeration are not included in our intensity by site calculation.

g. For Fiscal 2026, water withdrawal now includes some sites in Europe for which the water withdrawal was estimated using utility costs. In North America and Hong Kong water withdrawal only covers various sites. Due to the lack of easily available data, some portions of our network are still excluded for this reported metric. For Fiscal 2025, water withdrawal only covers various sites in North America and Hong Kong. A total of 8,059 sites were covered in Fiscal 2026, 6,457 sites in Fiscal 2025, and 6,596 sites in Fiscal 2024. Based on this, excluding Europe in Fiscal 2026, the water reduction performance by site would have been -1.3%.

h. Employee numbers represent the U.S., Canada, Europe, and other regions.

i. Fatalities are reported in accordance with legal requirements and definitions in each country where we operate.

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

k. The number of robberies reported exclude resistance robbery. These cases were based on our associates engaging in preventing shoplifting or other theft, rather than the traditionally understood robbery.

l. In a few instances (less than 0.5%), gender information was either not available or not disclosed in our systems and therefore estimates were made.

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

n. PwC provided limited assurance over this data point. See PwC's Limited Assurance Report on page 61.

Carbon Data Methodology

We aim to report our greenhouse gas emissions (GHG) in line with the GHG Protocol covering:

Scope 1	Emissions directly from our own operations
Scope 2	Indirect emissions from purchased electricity, steam or heating
Scope 3	Indirect emissions from our upstream and downstream value chain.

We estimated carbon dioxide, methane, and nitrous oxide using emission factors from the International Energy Agency. We applied Global Warming Potentials from the IPCC Sixth Assessment Report.

Our environmental management data covering GHG emissions, energy, and water are reported based on the operational control approach of the sites where we have the authority to introduce and implement our operating policies. We generally consider that we have operational control over our company-operated stores, but not over our dealer-operated stores. Unless we have operational control over our joint ventures, those activities are not included in our Scope 1 and 2 GHG emissions.

Our Scope 3 emissions disclosure for fiscal 2026 is limited to our more material emissions sources as well as to more easily accessible data.

Scope 1 and Scope 2 Data Methodology

Retail operations include emissions and energy consumed in our stores for all of our operations, including emissions from cooling and refrigerant gases, which are disaggregated in the Data Table. In-house fleet operations include the emissions and energy consumed from our in-house fleets in the U.S. and in Europe.

Retail operations and in-house fleets cover the operations of all legal entities for which we have operational control and that are fully consolidated in our financial statements. For Scope 1 and 2, those operations are mostly comprised of the energy consumed in our company-operated stores (which includes natural gas and electricity) and the related assets required to operate those stores such as DCs, in-house fleets, and office buildings.

Emissions and energy consumed in buildings we own that are leased to third parties, and for which the tenant has operational control over energy consumption, are not included in our Scope 1 and 2 emissions but will eventually be disclosed in our Scope 3 Category 13 – Downstream Leased Assets' emissions. Emissions and energy consumed by our dealer-operated sites, franchisees, and licensees are not included in our Scope 1 and 2 emissions but will eventually be disclosed in our Scope 3 Category 14 – Franchise's emissions. Emissions and energy consumed from the activities of our joint ventures and other investments over which we do not have operational control are also not included in our Scope 1 and 2 emissions but will eventually be disclosed in our Scope 3 Category 15 – Investments' emissions.

Direct GHG Emissions

Direct GHG emissions and energy consumed include natural gas in North America and fuel used in our internal logistics fleet. The Scope 1 figure includes non-biogenic emissions.

Direct GHG emissions for fugitive emissions from cooling and refrigeration for North America and Hong Kong operations are reported using an estimated number of eight cooling units (including fridges, freezers and air conditioning units) per store, as well as industry assumptions of leakage from operation emissions, and assembly and disposal emissions. We have used the carbon emission factor assuming R-134a refrigerant gas as it is the most used refrigerant in our industry. Our GHG emissions for fugitive emissions from cooling and refrigeration for our European operations were calculated based on each country's leakage rate collected for local regulatory reporting. The emission factors were obtained from the IPCC's Sixth Assessment Report (AR6).

Indirect GHG Emissions

Indirect GHG emissions and energy include electricity covering both renewable and non-renewable energy sources in North America and Europe and other regions. Our emission factors for electricity are based on national or regional grid emission factors, reflecting the average carbon intensity of electricity generation in the respective countries. Comparative years were not restated for emissions factors included in the updated IEA Emission Factors that were published in subsequent years. The rationale for this decision is that while the year-over-year comparisons may not fully capture changes attributable to updated emissions factors, the overall trend from the baseline year remains directionally consistent.

Scope 3 data methodology

Category 1 : Purchased Goods and Services

Our Category 1 data covers upstream emissions from purchased goods and services (Merchandise and Fuel) for resale across our three regions. It does not cover emissions from goods and services not for resale.

Merchandise

We calculated the carbon emissions from data on cost of sales, excluding depreciation, amortization, and impairment. We have used the emission factors for our main categories of products from DEFRA/BEI, EXIOBASE, and EPA databases, adjusted for inflation and foreign exchange currencies. When emission factors for a specific country were not available, we used the closest geography.

Fuel

We calculated the carbon emissions from the volume of fuel we sell to customers, using emission factors for the different types of fuel we sell, including gasoline, diesel, biodiesel, HVO, gasoil, heating oil, and aviation fuel.

For European countries, we use certified sustainability documentation associated with biofuel purchases, combined with RED II directive emission factors to calculate Category 1 - upstream emissions (we also report emissions from customer use of fuel in Category 11 – Use of sold products).

For gasoline and diesel in the United States, we use the Argonne National Labs GREET Model emission factors for "average biofuel blend" which take into account the biofuel blended into gasoline and diesel. For gasoline and diesel in Canada, we use GHGenius and the Official Canadian GHG Inventory emission factors.

Category 3: Energy and Fuel Activities

Our Category 3 data cover upstream emissions from the generation of purchased electricity that is sold to our EV charger customers. We calculated carbon emissions using the average-data method from the volume of kWh of electricity purchased and sold to customers, using emission factors based on the geography of our chargers. The GHG emissions factors are the same as those used for our Scope 2 emissions.

This category also includes the upstream emissions associated with the distribution of the fuel sold at our stores through our in-house fleet. The upstream emissions for this activity are calculated using emission factors for the fuel consumed by our fleet. For European countries, we use certified sustainability documentation associated with biofuel purchases, combined with RED II directive emission factors. For the United States, we use the Argonne National Labs GREET Model emission factors.

Category 11: Use of Sold Products

Our Category 11 data cover emissions from customer use of fuel we sell.

We calculated the carbon emissions from the volume of fuel we sold to customers, using emission factors for the different types of fuel, including gasoline, diesel, biodiesel, HVO, gasoil, heating oil, and aviation fuel.

Most of the petrol and diesel we sell contains some biofuel, in line with regulatory obligations. For North America, we used Argonne National Labs GREET Model, GHGenius, and the official Canadian GHG Inventory emission factors for fuels, including emission factor for “average biofuel blend” for gasoline and diesel taking into account the amount of biofuel that is blended in fuels in North American service stations. For European countries, we used certified sustainability documentation associated with biofuel purchases, combined with RED II directive emission factors.

Forward-Looking Statements

This Sustainability Report includes certain statements that are "forward-looking statements" within the meaning of the securities laws of Canada. Any statement in this Sustainability Report that is not a statement of historical fact may be deemed to be a forward-looking statement. When used in this Sustainability Report, the words "believe", "could", "should", "intend", "expect", "estimate", "assume", "aim", "align", "maintain", "continue", "effect", "growth", "position", "seek", "strategy", "ambitions", "commitments", "goals", "strive", "will", "may", "might" and other similar expressions, or the negative of these terms are generally intended to identify forward-looking statements. Couche-Tard's guidance is notably based on the material assumptions used in determining the forward-looking statements. See also the section "Business Outlook" of our management discussion and analysis for the 52-week period ended April 26, 2026, which is available on SEDAR+ under Couche-Tard's profile at www.sedarplus.ca.

Although we base the forward-looking statements contained in this Sustainability Report on assumptions that we believe are reasonable, it is important to know that the forward-looking statements in this Sustainability Report describe our expectations, including the ESG matters discussed in this Sustainability Report, in light of the information and the standards available as at June 22, 2026, which are inherently not guarantees of our future performance, and involve known and unknown risks and uncertainties that may cause actual results (including the achievement of our targets, goals and commitments, or the measures we adopt), performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such statements. Our statements should not be read to indicate that we have conducted an exhaustive inquiry into, or review of all relevant information. Although we believe there is a reasonable basis for the forward-looking statements, our actual results could be materially different from our expectations if known or unknown risks affect our business, or if our estimates or assumptions turn out to be inaccurate. A change affecting an assumption can also have an impact on the degree of realization of a particular projection or other interrelated assumptions, which could increase or diminish the effect of the change. Assumptions related to our sustainability strategy and ambitions are based on assumptions relative to our ability to execute our sustainability initiatives and strategic investments as planned; the availability, accessibility and suitability of comprehensive and high-quality data; the need for active and continued participation of our stakeholders; the development of consistent, robust and comparable ESG metrics and methodologies; the development, deployment and accessibility of new technologies and industry-specific solutions; the development of laws, policies and regulations in respect of ESG matters. An important change in these facts and assumptions could significantly impact our synergies estimate as well as the timing of the implementation of our different initiatives. As a result, we cannot guarantee that any forward-looking statement will materialize and, accordingly, the reader is urged to consider the risks, uncertainties, and assumptions carefully in evaluating the forward-looking statements and is cautioned not to place undue reliance on these forward-looking statements. Forward-looking statements do not take into account the effect that transactions or special items announced or occurring after the statements are made may have on our business. For example, they do not include sales of assets, monetization, mergers, acquisitions, other business combinations or transactions, asset write-down, the impact of pandemics and geopolitical conflicts and tensions, including, without limitation, the impacts of the hostilities and geopolitical tensions in the Middle East, or other charges announced or occurring after forward-looking statements are made.

The foregoing risks and uncertainties include the risks set forth under "Business Risks" in our management discussion and analysis for the 52-week period ended April 26, 2026, as well as other risks detailed from time to time in reports filed by Couche-Tard with securities authorities in Canada and available on SEDAR+ under Couche-Tard's profile at www.sedarplus.ca. The risks described in this Sustainability Report and in those reports are not the only ones that we face. Additional risks not presently known to us or that we currently deem immaterial may also significantly impair our business, financial position or results of operations. None of the statements contained in this Sustainability Report are intended to be, nor shall be deemed to be, representations or warranties of Couche-Tard and its affiliates. Where the information is from third-party sources, the information is from sources believed to be reliable, but Couche-Tard has not independently verified any of such information contained herein.

Our forward-looking statements in this Sustainability Report speak only as of June 22, 2026, and unless otherwise required by applicable securities laws, we expressly disclaim any intention or obligation to update or revise forward-looking statements, whether as a result of new information, future events or otherwise. Our business is subject to substantial risks and uncertainties, including those referenced above. Investors, potential investors, and others should give careful consideration to these risks and uncertainties. The forward-looking statements contained in this Sustainability Report are expressly qualified by this cautionary statement.

Independent practitioner's limited assurance report on Alimentation Couche-Tard Inc.'s key performance indicators as presented in the Sustainability Report 2026

To the Board of Directors of Alimentation Couche-Tard Inc.,

We have undertaken a limited assurance engagement on the key performance indicators (the subject matter), as detailed below, that are part of the greenhouse gas statement of Alimentation Couche-Tard Inc. presented in the Sustainability Report 2026 for the year ended April 26, 2026.

Key performance indicators	Unit of measurement	Applicable criteria	FY26 value	Reference in Alimentation Couche-Tard Inc.'s Sustainability Report 2026
Total GHG emissions Scope 1	Metric tons (mt) CO_2e	Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2015 – Revised Edition) with the inclusion of HCFC refrigerant leaks	171,082	"Data Table" Section
Total GHG emissions Scope 2 – location-based	Metric tons (mt) CO_2e	- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2015 – Revised Edition).	638,209	"Data Table" Section

PricewaterhouseCoopers LLP
1250 René-Lévesque Boulevard West Suite 2500,
Montréal, Quebec, Canada H3B 4Y1
T.: +1 514 205 5000, F.: +1 514 876 1502, Fax to mail: ca_montreal_main_fax@pwc.com

		- Greenhouse Gas Protocol: Scope 2 Guidance (2015 – Revised Edition).		
Total GHG emissions Scope 2 — market-based	Metric tons (mt) CO2e	- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2015 – Revised Edition). - Greenhouse Gas Protocol: Scope 2 Guidance (2015 – Revised Edition).	720,136	"Data Table" Section

Responsibility for the subject matter

Management is responsible for the preparation of the subject matter in accordance with the criteria applied as explained in the table above (the applicable criteria). Alimentation Couche-Tard Inc. is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the subject matter that are free from material misstatement, whether due to fraud or error.

Inherent limitations in preparing the subject matter

Non-financial data are subject to more limitations than financial data, given both the nature and the methods used for determining, calculating, sampling or estimating such data. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgments.

Greenhouse gas emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Our independence and quality management

We have complied with independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and of the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Canadian Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's responsibilities

Our responsibility is to express a limited assurance conclusion on the subject matter based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with Canadian Standard on Assurance Engagements (CSAE) 3410, *Assurance Engagements on Greenhouse Gas Statements* issued by the Auditing and Assurance Standards Board and International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements* (ISAE 3410), issued by the International Auditing and Assurance Standards Board.

These standards require that we plan and perform this engagement to obtain limited assurance about whether the subject matter is free from material misstatement.

A limited assurance engagement undertaken in accordance with CSAE 3410 and ISAE 3410 involves assessing the suitability in the circumstances of Alimentation Couche-Tard Inc.'s use of the applicable criteria as the basis for the preparation of the subject matter, assessing the risks of material misstatement of the subject matter whether due to fraud or error, responding to the assessed risks as necessary in the circumstances and evaluating the overall presentation of the subject matter. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- obtained an understanding of the process for collecting and reporting the data included in the subject matter by:
  - conducting interviews with personnel involved in the preparation of the subject matter;
  - gaining an understanding the methodologies applied to the subject matter in order to ensure consistency and reliability in the reported data; and
  - gaining an understanding of the controls in place to ensure the accuracy and completeness of the data from which the subject matter is derived;
- evaluated whether all material information identified by management has been considered for reporting on the subject matter;
- performed inquiries of relevant personnel and analytical procedures on selected information in the subject matter;
- performed substantive assurance procedures on selected information in the subject matter;
- evaluated the appropriateness of quantification methods and reporting policies;
- evaluated the methods, assumptions and data for developing estimates;
- performed procedures as to whether the Energy Attributes Certificates (EACs) were acquired, applied and retired. We have not, however, performed any procedures regarding the underlying certification of these EACs; and
- reviewed the disclosure and presentation of the subject matter in Alimentation Couche-Tard Inc.'s Sustainability Report 2026.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Alimentation Couche-Tard Inc.'s subject matter has been prepared, in all material respects, in accordance with the applicable criteria.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Alimentation Couche-Tard Inc.'s subject matter for the year ended April 26, 2026 is not prepared, in all material respects, in accordance with the applicable criteria.

Other matter - comparative period not subject to assurance

The comparative subject matter of Alimentation Couche-Tard Inc. for the years ended April 27, 2025 and April 28, 2024 and the 2020 baseline were not subject to an assurance engagement. Our conclusion is not modified in respect of this matter.

Restriction on use

Our report has been prepared solely for the Board of Directors of Alimentation Couche-Tard Inc. to assist Alimentation Couche-Tard Inc.'s management with reporting on the selected key performance indicators. The subject matter therefore may not be suitable, and is not to be used, for any other purpose. Our report is intended solely for Alimentation Couche-Tard Inc.

We make no representations or warranties of any kind to any third party in respect of this report.

/s/PricewaterhouseCoopers LLP

Partnership of Chartered Professional Accountants
Montreal, Quebec
June 22, 2026

Thank you

to our team members around the world!