



Sustainability Report

2025/26



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About Circle K Denmark

Circle K Danmark A/S (Circle K) is part of Alimentation Couche-Tard Inc. (ACT), a leading global convenience and mobility retailer. ACT employs approximately 145,000 people across more than 17,300 locations in 27 countries and territories and serves over 9 million customers every day.

In Denmark, Circle K and INGO Danmark (INGO) serve customers through a network of 435 locations, supporting both traditional mobility needs and the transition to electric mobility (eMobility) through an expanding EV charging network. In addition, 205 Circle K locations provide food and beverage services and car wash facilities, while 45 INGO locations offer car wash services, the majority supported by water treatment systems.

As part of the transition towards more sustainable mobility, Circle K has expanded its EV charging infrastructure to more than 800 high-speed charge points across 133 locations.

Circle K employs 2.673 people in Denmark. The workforce is predominantly comprised of part-time and hourly paid employees (80%), reflecting the flexible staffing model required to support a nationwide retail operation.

In fiscal year 2025/26, Circle K introduced its new Core + More strategy. The strategy focuses on strengthening the core business while investing in future growth areas, including food, network expansion, eMobility and car wash services. Supported by continued investments in digital capabilities and operational efficiency, Core + More provides the foundation for creating long-term value for customers, employees and other stakeholders. Our Sustainability Report outlines how we work with our environmental, social, and governance commitments. It also serves as our annual Communication on Progress to the United Nations Global Compact and fulfils the statutory reporting requirements under sections 99b and 99d of the Danish Financial Statements Act.



2.673

employees in Denmark



435

locations in Denmark comprising

205

Circle K
stores

5

Circle K
unmanned
mobility sites

29

Circle K
truck sites

196

INGO
mobility
sites

In this report, 2026 refers to our fiscal year from May 1, 2025, to April 30, 2026, unless otherwise indicated.



What we offer



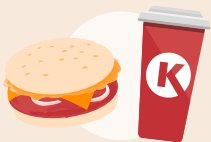
Road Transportation Fuel Operations

In Denmark, we sell road transportation fuels under the Circle K and INGO brands. We also continue to expand our offering of renewable fuel alternatives to support customers throughout the transition to lower-carbon mobility.



EV Charging and Lower-carbon Mobility

Through Circle K, we are building a nationwide network of fast and reliable electric vehicle (EV) charging solutions. We continue to invest in charging infrastructure across Denmark to support the growing adoption of EVs and provide customers with convenient lower-carbon mobility options.



Convenience Offer

We offer convenience store products, including fresh food, coffee, beverages and everyday essentials. Our customers can rely on our experience as a responsible retailer of age-restricted products, including lottery tickets, tobacco products and alcoholic beverages.



Car Wash Services

Circle K and INGO operate car wash facilities across Denmark, providing convenient vehicle care services for customers. We continuously work to improve operational efficiency and optimize the consumption of water, energy and chemicals across our car wash network.



Other Non-Retail Business

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



Letter from our CEO

The world continues to move towards a lower-carbon future, and at Circle K, we remain committed to playing an active role in this transition. Over the past year, we have maintained strong momentum while further integrating sustainability into how we operate and develop our business.

Our new Core + More strategy provides the framework for how we grow and develop our business. By strengthening our core operations while investing in future growth areas such as eMobility, food and network development, we are building a business that is both resilient and relevant for the future. Sustainability plays an important role in this journey, helping us create long-term value for customers, employees, communities and other stakeholders.

2026 also marks our 10-year anniversary Circle K brand in Denmark.

The Danish transport sector has evolved significantly during these years, and the electrification of private vehicles is progressing rapidly and faster than expected. This creates new demands for both infrastructure and customer experience. This year, we have accelerated the rollout of high-speed chargers at our stations, and we now have a total of 800 high-speed charging points across 133 locations. We are conscious of our role in the green transition, and we know how important it is for people investing in electric vehicles to feel confident that they can charge their cars while on the move and enjoy a good charging experience.

Our people remain at the heart of our business. Their dedication, expertise and commitment enable us to serve customers across Denmark every day while continuing to develop our business for the future. We are committed to providing a safe, inclusive and engaging workplace where employees can thrive, develop and contribute to our shared success.

At the same time, delivering convenience remains a key priority. Whether customers are charging or refueling their vehicles, using our car wash services or visiting our stores, we aim to provide a reliable and seamless experience. As customer needs continue to evolve, we continuously adapt our offering to meet both current and future expectations.

This report outlines the progress we have made across our sustainability priorities during the year and reflects the opportunities and complexities of operating in a changing environment. As we move forward, our focus remains on executing with discipline, operating responsibly and creating long-term value for our stakeholders.

I would like to thank our employees, partners, and stakeholders for their continued support and commitment. Together, we will continue supporting the transition to lower-carbon mobility.

Peter Rasmussen

CEO, Circle K Denmark

Our Sustainability Framework

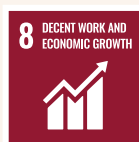
PILLARS
UN SUSTAINABLE
DEVELOPMENT GOALS



Planet



People



Prosperity



FOCUS AREAS & COMMITMENTS

Our Offering

Provide easy access to lower-carbon mobility solutions across Denmark

Our Customers

Making our customers' lives a little easier every day

Our Communities

Support local communities through partnerships that create positive social impact

Our Sites

Reduce our operational footprint and improve resource efficiency across our sites

Our Culture

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

Our Suppliers

Collaborate to promote responsible procurement practices across our supply chain

Our Compliance

Uphold ethical business conduct, transparency, and responsible data practices

Key Achievements 2026

In fiscal year 2025/26, Circle K made progress across Planet, People and Prosperity. The achievements below highlight selected results from our Danish operations, including initiatives that support lower-carbon mobility, employee well-being, responsible business practices and local communities.



Planet

- Expanded EV charging network with 242 charge points, reaching more than 800 charge points nationwide.
- Delivered more than 46 million kWh through our high-speed charging network.
- Reduced Scope 3 emissions by 10% compared to fiscal year 2024/25.
- Continued improving the energy efficiency of our operations through energy optimisation initiatives, LED upgrades and the phase-out of oil-based heating systems.



People

- Supported 138 employees across our store network through development programs for current and future store leaders and apprentices.
- Achieved strong employee engagement scores of 4.49 in stores and 4.32 at the support office on a 5-point scale.
- Strengthened support for customer-facing employees through anti-harassment initiatives, clear reporting procedures and targeted safety measures.



Prosperity

- Together, Circle K and INGO contributed more than DKK 2.6 million through charitable and community partnerships supporting vulnerable children, families and local communities across Denmark.
- Strengthened responsible business practices through our Supplier Code of Conduct, governance framework and continued focus on ethics, compliance and human rights.

Planet



We aim to support the transition to lower-carbon mobility while reducing the environmental impact of our operations across Denmark

Our Collective Challenge

Climate change, resource use and the transition to lower-carbon energy and mobility solutions are central environmental challenges for our business and society. Rising temperatures and more frequent extreme weather events increase the need for resilient infrastructure, efficient energy use and responsible use of natural resources. As a mobility and convenience retailer, we have a role to play in reducing the environmental impact of our operations and making lower-carbon mobility options more accessible to customers.

How we can make a difference

At Circle K, we support the transition to lower-carbon mobility while working to reduce the environmental impact of our operations across Denmark. We do this through investments in EV charging infrastructure, renewable fuel alternatives, energy-efficient solutions and environmental risk management. Across our network, we focus on improving resource efficiency, protecting soil and groundwater, and integrating climate and environmental considerations into planning and operational decisions.



Key Solutions



- ✓ Lower-Carbon Mobility
- ✓ Resource-Efficient & Resilient Operations



Our Offering

Provide easy access to lower-carbon mobility solutions across Denmark

Lower Carbon Mobility

Building Charging Networks

We are making lower-carbon mobility more accessible across Denmark by expanding fast and reliable charging where customers need it most. As electric vehicles become more common, convenient charging infrastructure is essential to giving drivers confidence that they can charge easily while on the go.

Our ambition is to reduce carbon emissions from fuels sold at our mobility locations by 30% by 2030, compared with our 2020 baseline. High-speed EV charging is a key enabler of this transition, and Circle K plans to invest approximately DKK 1.2 billion in charging infrastructure by 2030 to support the expansion of lower-carbon mobility solutions.

In fiscal year 2025/26, we delivered more than 46 million kWh through our high-speed charging network. During the year, we added 242 new charge points across Denmark, bringing our nationwide network to more than 800 operational charge points.

This expansion included 80 charge points at nine highway locations secured through a tender by the Danish Road Directorate. As a result, our highway network now includes 104 charge points across 11 locations, strengthening Circle K's position as a leading charging provider along Danish highways.

We prioritize high-demand locations to ensure charging is available where it is most needed. All new chargers can deliver up to 400 kW, enabling a faster, more efficient customer experience. Looking ahead, we are exploring battery backup and other solutions to help balance energy demand during peak hours and support grid stability.





Increasing Renewable Fuel Offerings

Renewable fuels are an important part of supporting lower-carbon mobility, especially for heavy transport where electric solutions are not yet always practical or widely available. Hydrotreated Vegetable Oil (HVO) can be used in existing diesel engines and offers significant CO₂ reductions without requiring new vehicle equipment.

Circle K has used HVO in its own distribution for several years as part of our efforts to reduce transport-related emissions. Depending on feedstock and production pathway, HVO may offer significantly lower greenhouse gas emissions than conventional diesel on a well-to-wheel basis, with reductions of up to 90% reported for certain HVO products.

During the year, we also made HVO available at our truck location on Vandvejen in Aarhus, providing customers with access to a lower-emission fuel alternative. We are working to expand availability to additional locations in the coming fiscal year.



Our Sites

Reduce our operational footprint and improve resource efficiency across our sites

Resource-Efficient & Resilient Operations

Reducing the environmental impact of our sites requires practical improvements across energy use, buildings, technical installations and daily operations. Across our network, we focus on solutions that lower energy consumption, reduce emissions, improve resource efficiency and strengthen the resilience of our operations.

In fiscal year 2025/26, we continued to improve cooling, heating and ventilation systems across our sites. This includes adjusting existing installations to use energy more efficiently, improving indoor air quality and exploring how flexible cooling systems can help reduce pressure on the electricity grid¹ during periods of high demand. Our centralized CTS system², installed at around 80% of sites, plays an important role in monitoring technical installations and identifying opportunities for optimization.

We are also upgrading lighting systems across our sites by replacing ageing installations with more energy-efficient LED solutions. Where possible, existing fixtures are reused and fitted with new LED inserts, reducing both electricity use and material consumption.

¹ GRID stabilization refers to the process of maintaining a stable and reliable electrical grid. This involves balancing the supply and demand of electricity, ensuring consistent voltage and frequency levels, and integrating renewable energy sources.

² Central Condition Monitoring and Control (CTS) is a system designed to centrally monitor and control technical installations and processes.

Energy efficiency is also a key consideration in new and upgraded facilities. New buildings are designed to comply with national requirements and may include technologies which reduce energy consumption and increase heat recovery in ventilation and cooling systems. In our car wash operations, we continue to optimize time, energy, water and chemical consumption to reduce resource use and improve operational efficiency.

We are continuing to phase out oil-based heating systems. The remaining installations will be replaced with electric heat pumps over the coming year, helping to further reduce both CO₂ emissions and energy consumption.

Environmental Risk Management

Preventing leaks from oil installations is an important part of reducing local environmental risk across our sites. Preventive inspections are carried out at intervals of one, three or five years, depending on the age and risk profile of each installation. In parallel, our centralized wet-stock team monitors inventory trends and leakage patterns to identify anomalies and support timely intervention. We also maintain structured procedures for chemical handling and measures to protect soil and groundwater in day-to-day operations. Together, these activities support compliance, reduce the risk of local environmental impact and strengthen the operational integrity of our installations.



Supporting biodiversity

INGO supports biodiversity through wildflower areas established across one quarter of its station network. Each wildflower area covers 6-25 m² and is sown with seed mixes specifically selected to provide nectar and pollen resources for bees, butterflies, and other pollinating insects. The wildflower areas replace sections of grass, which would otherwise offer limited food sources for insects.

The initiative is intended to contribute locally to micro-habitats for insects, while also lowering maintenance requirements through avoidance of chemical pesticides, reduced mowing frequency and associated emissions.

On a small scale, the initiative also helps raise awareness among customers and employees of the role that local site-level actions can play in supporting biodiversity and reducing environmental impact.



Energy and carbon footprint

Our calculation methods for Scope 1, 2 and 3 emissions are an important part of our climate reporting and help guide our reduction efforts. Greenhouse gas emissions are measured across Scope 1, 2 and 3 in accordance with the Greenhouse Gas Protocol. Scope 1 covers direct emissions from our own operations, Scope 2 covers indirect emissions from our operations related to purchased energy, and Scope 3 covers emissions across our value chain.

By mapping emissions across all three scopes, we gain a clearer understanding of our climate impact and can identify where focused action can have the greatest effect.



In fiscal year 2025/26, our total Scope 1 greenhouse gas emissions declined by 8%, mainly due to lower heating consumption across our sites. Scope 2 greenhouse gas emissions decreased slightly, reflecting a 1% decrease in electricity consumption compared with last year. The emission factors remained unchanged. We continue to implement energy-efficiency initiatives across our stores in line with our objective to reduce Scope 1 and 2 greenhouse gas emissions.

Scope 3 accounted for 99.5³% of our total CO₂e emissions in fiscal year 2025/26. Most of these emissions come from Category 11, which covers the use of sold products, primarily fuel products sold to customers. During the year, Scope 3 emissions declined by 10%, mainly due to lower fuel sales volumes, increased adoption of electric vehicles and a shift towards products with lower greenhouse gas emissions.

While fuel products continue to represent the largest share of our emissions footprint, we recognize both our environmental responsibility and our role in society. We see ourselves as part of the solution and are committed to supporting the transition to lower-carbon mobility through investments in EV charging infrastructure, renewable fuel alternatives and other energy solutions that help make sustainable choices more accessible to our customers. At the same time, we will continue to improve our measurement approach and identify further opportunities to reduce emissions across our value chain.

³ Location based



Planet



People



Prosperity

KPI - Planet

		2025/26		2024/25	
		tCo2	%	tCo2	%
Scope 1	Direct emissions from operations	158	0.0%	171	0.0%
	Heating	158	0.0%	171	0.0%
Scope 2	Indirect emissions from operations	20,619	0.5%	20,761	0.5%
	Electricity (location based)	698	0.0%	864	0.0%
	Electricity (market based)	19,921	0.5%	19,897	0.4%
Scope 3	Value chain emissions	4,069,454	99.5%	4,527,336	99.5%
Category 1 & 2	Purchased goods, services and fixed assets	361,846	8.8%	361,723	8.0%
Category 3	Heating	55	0.0%	58	0.0%
Category 4	Upstream transportation	4,400	0.1%	2,818	0.1%
Category 6	Business travel	157	0.0%	249	0.0%
Category 7	Employee commuting	73	0.0%	78	0.0%
Category 9	Downstream transportation	271	0.0%	282	0.0%
Category 11	Use of sold products - fuel Products	3,702,650	90.5%	4,162,128	91.5%

Comparative figures have been recalculated where relevant using updated annual emission factors, improved data quality and enhanced calculation methodologies.





Accounting principles

The KPI table presents reported greenhouse gas emissions in tCO₂ by scope and selected Scope 3 categories. The percentage column shows each scope or category's share of total reported tCO₂ emissions for the fiscal year.

Energy and carbon footprint

Greenhouse gas emissions are reported annually in tonnes of CO₂ equivalents (CO₂e) and categorized into three scopes in accordance with the Greenhouse Gas Protocol.

Scope 1 – Direct emissions from operations

Scope 1 covers direct greenhouse gas emissions from activities that Circle K controls directly. This includes energy consumption from on-site heating units, such as gas and oil boilers. Data is based on invoices, meter readings and/or estimates where actual data is not available. Scope 1 emissions are calculated in accordance with the Greenhouse Gas Protocol by multiplying relevant emission factors by activity data.

Scope 2 – Indirect emissions from operations

Scope 2 covers indirect greenhouse gas emissions from our operations related to purchased electricity and district heating (Fjernvarme). In accordance with the Greenhouse Gas Protocol, Scope 2 emissions are calculated using both the market-based and location-based methods, also referred to as dual reporting.

Energy consumption data is limited to electricity and district heating at our sites. Electricity and heating consumption from the Support Office are not included due to unavailable landlord data. We are working to improve data quality and update calculations in future reporting periods.

Scope 3 – Value chain emissions

Scope 3 emissions refer to indirect greenhouse gas emissions from sources not owned or directly controlled by Circle K, but which occur across our value chain. This includes emissions from purchased goods and services, waste, transportation, employee commuting, business travel and the use of sold products.

Scope 3 emissions are calculated in accordance with the Greenhouse Gas Protocol. Total emissions are calculated using a combination of activity data and supplier data. Depending on data availability, we apply average-data methods and spend-based methods. Data is extracted from Circle K's financial system and collected directly from suppliers, including data related to transport, waste streams and travel.



Accounting principles

Category 1 & 2 – Purchased goods, services and fixed assets

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

Category 3 – Fuel- and energy-related activities related to heating and electricity

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

Category 4 – Upstream transportation

Upstream transportation activities are limited to transportation from terminals or warehouses to our sites. This means that emissions from transportation of fuel and goods to our terminals or warehouses are not included. Data is based on actual kilometers driven, and emissions are calculated by multiplying activity data by the relevant emission factors from the Department for Environment, Food & Rural Affairs (DEFRA).

Category 6 – Business travel

Emissions from air travel are calculated as the total flight distance multiplied by the relevant emission factor. Emissions from private car travel are based on mileage claims multiplied by the relevant emission factor. The emission factor for private cars is based on average car type in Denmark using data from Statistics Denmark.

Category 7 – Employee commuting

Data is based on market statistics from Statistics Denmark on average commuting distance and car type for employees. This is multiplied by the total number of FTEs in Circle K Denmark, and relevant emission factors from DEFRA are applied to calculate employee commuting emissions.

Category 9 – Downstream transportation

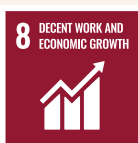
Downstream transportation is limited to deliveries from terminals directly to customers' tanks. Emissions are based on actual kilometers driven and calculated using the relevant emission factors from the Department for Environment, Food & Rural Affairs (DEFRA).

Category 11 – Use of sold products

Emissions from the use of sold products include fuel products and electricity sold at our sites, as well as fuel products delivered directly to customers' tanks. This excludes emissions from products sold in our retail shops and car wash services. Over the coming years, we will work on gathering the necessary data to account for all products sold in our emissions reporting.

Data is based on actual fuel products and electricity. Emissions are calculated by multiplying activity data by the relevant emission factors from the Danish Energy Agency and the Department for Environment, Food & Rural Affairs (DEFRA).

People



We aim to create a workplace where people feel safe, valued and empowered to grow

Our Collective Challenge

Creating workplaces where employees feel safe, respected and motivated throughout their careers remains a key challenge for businesses. In an increasingly competitive labour market, attracting new talent is important, but retaining experienced employees and supporting people through different stages of life and career is equally critical.

For retailers, these challenges are particularly relevant. Frontline employees face increasing levels of verbal abuse and harassment from customers, while businesses must also ensure employee well-being, engagement, inclusion and access to development opportunities. Addressing these challenges is essential to building a resilient workforce and maintaining our ability to attract, develop, and retain talented employees.

Key Solutions



- ✓ People & Leadership Development
- ✓ Diversity & Inclusion
- ✓ Workplace Safety & Well-being

How we can make a difference

At Circle K, we are committed to creating an environment where people can grow, feel safe and build long-term careers. We invest in learning, leadership development and succession planning to strengthen capabilities across the organization and support future talent needs.

Many employees choose to build long-term careers with Circle K, with a significant share of our workforce having been with the company for more than 10 years. This highlights the importance of supporting employees through different stages of life and career while retaining valuable experience and promoting equal opportunities across the organization.

At the same time, we are committed to fostering a safe, respectful and inclusive working environment through targeted safety measures, harassment prevention initiatives and employee engagement programs. Together, these efforts help us attract, develop and retain a strong and resilient workforce.





Our Customers

Making our customers' lives a little easier every day



Focusing on Our Customers

Customers are at the heart of our business and central to how we create long-term value. As a mobility and convenience retailer, our role is to make everyday journeys easier, safer and more responsible by giving customers access to the products and services they need while on the go. Across Denmark, we support customers with a broad offer that includes fuel, EV charging, car wash and a strong convenience proposition with food, coffee, beverages and other merchandising.



Our nationwide network is an important part of this customer promise. With locations across the country, including cities, local communities, highways and key transport corridors, we help ensure availability and accessibility for customers wherever their journey takes them. This network enables us to support both today's mobility needs and the transition to EV charging by making charging, refuelling, vehicle care and convenience services easy to access in one place.

Listening to customers and continuously improving their experience is an important part of our sustainability efforts. Through our Talk2Us customer survey platform, we continue to strengthen our Voice of the Customer approach, using feedback to improve quality, safety, service and relevance across our sites. We are committed to providing clean, well-organized and safe locations, with reliable equipment, clear signage and responsible operations across food, fuel, EV charging and car wash. By combining customer convenience with responsible business practices, we aim to contribute positively to the communities we serve and remain a trusted part of everyday life across Denmark.



Our Culture

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

People & Leadership development

Developing future talent and strong leaders is a key priority for Circle K. Through our Retail Academy, apprenticeship programme and leadership development initiatives, we create opportunities for employees to build skills, progress in their careers and take on greater responsibility.

In fiscal year 2025/26, 138 employees participated in development and leadership programmes designed to strengthen capabilities, support career progression and help build the next generation of leaders across our network.

Looking ahead, we will continue to strengthen talent development and succession planning across both our stores and Support Office. Through targeted development initiatives, leadership training and structured talent reviews, we aim to build strong internal talent pipelines, support long-term business continuity and ensure we have the capabilities needed for future growth.

Diversity & Inclusion

At Circle K, we work to create a fair and inclusive workplace where employees are treated with respect and have equal opportunities to contribute, develop and build long-term careers.

Our workforce consists of broad age distribution, with 69% of employees under 35, between 35 and 55, and 10% aged 55 and above. Across stores and the Support Office, the gender distribution is nearly balanced, with 54% male and 46% female employees.

Fair Recruitment and Working Conditions

To support fair recruitment, we use a short, situation-based online assessment for store roles instead of traditional CV-based screening. By removing CVs and photos from the first step, we reduce the risk of unconscious bias and assess candidates based on job-relevant potential and capabilities.

All working conditions at Circle K Denmark are aligned with applicable Danish labour laws, collective agreements and relevant regulations. Most employees are covered by collective agreements, ensuring clear and transparent terms related to wages, working hours, and employment conditions. For employees not covered by collective agreements, terms are governed by applicable legislation and individual agreements in line with the Danish labour market.



Inclusive Employment and Employee Involvement

Diversity and inclusion are supported locally by our Diversity Group, which includes 10 employees from both stores and the Support Office. The group meets four times a year to identify relevant initiatives, share operational insights, and support awareness activities across the organization.

In fiscal year 2025/26, one focus area was the planned rollout of the Sunflower Lanyard across Circle K Denmark. The Sunflower Lanyard is a voluntary, globally recognized symbol for people with hidden or non-visible disabilities and can be used to discreetly indicate that a person may need more time, patience, understanding, or assistance. The rollout focuses on building awareness among colleagues and exploring how the lanyard can also be made available to customers in stores.

As part of our social responsibility, we also work to create opportunities for people who may face barriers to entering or remaining in the labour market. In fiscal year 2025/26, 13 employees were employed through our Levjob⁴ collaboration, which supports individuals with disabilities through adapted roles and flexible working conditions, while 106 employees were employed through flexjob⁵ schemes.

Supporting Longer Working Lives

Although many of our employees are under 35, Circle K also benefits from a growing number of experienced employees in later career stages. In fiscal year 2025/26, 10% of our employees were aged 55 and above. This underlines the importance of creating flexible solutions that help employees stay in the workforce for longer and continue contributing with valuable experience.

In fiscal year 2025/26, we piloted a new senior policy with selected employees to better understand how we can support a more sustainable working life in later career stages. The pilot focused on flexible working arrangements, additional leave, and structured career dialogues between employees and managers.

Based on the positive feedback from the pilot, we are preparing to formally launch the senior policy in September 2026. The policy will include options such as reduced working hours with continued pension contributions, additional leave days from the age of 60, and clearer dialogue frameworks. The initiative supports our ambition to retain experience, meet individual needs, and remain an attractive employer across all age groups.

“The opportunity to reduce my working hours through Circle K’s senior policy has enabled me to continue doing work I enjoy, while creating more time for personal interests and improving my work-life balance. For me, it has been an important step in making my working life more sustainable and extending my career in a way that meets both my professional and personal needs.”

— Ralf Tverskov, Senior Key Account Manager

⁴ Læs mere om Lev her

⁵ Flexjob is a Danish employment scheme that aims to provide job opportunities for people with reduced work capacity.

Workplace Safety & Well-being

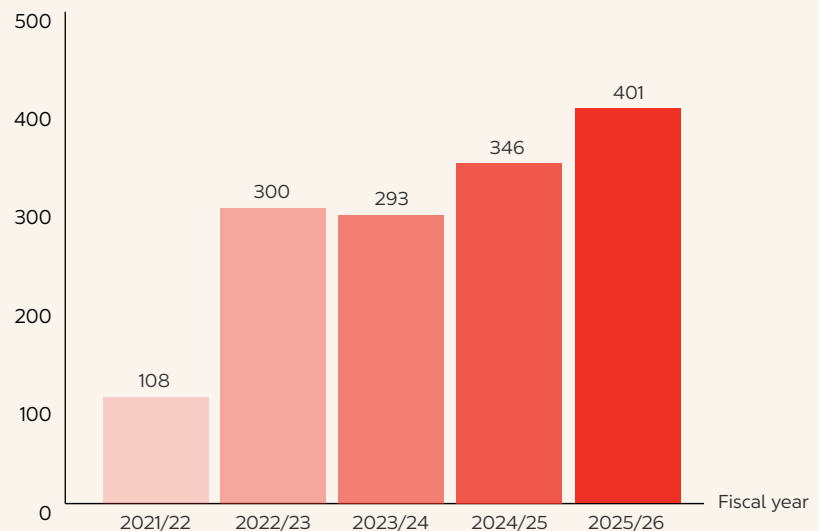
Creating a safe and supportive workplace is essential to protecting our employees and maintaining strong daily operations. For our customer-facing employees, prevention, clear reporting and follow-up support are key priorities.

Addressing Customer Harassment

Customer-facing employees may be exposed to verbal abuse, threats and harassment. Circle K works systematically to prevent and address such incidents through clear reporting procedures, manager guidance, employee training and follow-up support.

Reported harassment cases increased from 346 in fiscal year 2024/25 to 401 in fiscal year 2025/26, equal to a 16% increase. The increase reflects a higher number of reported incidents and our zero-tolerance approach, which requires all incidents to be reported so employees can receive the right support. An internal survey also showed that 32% of employees in Denmark have experienced psychological or physical harassment from customers.

Harassment cases



To track awareness and support, we conducted store employee surveys in January and October 2025. Results remained stable or improved in key areas: 87% of employees knew where to ask for help, 89% felt leaders helped ensure their safety at work, and 80% had received training in handling difficult customer situations.



We also support awareness initiatives that promote respectful interactions between customers and employees. In fiscal year 2025/26, this included participation in the industry initiative Den gode tone går begge veje (Respect Goes Both Ways) together with other retailers, HK Handel and Drivkraft Danmark, as well as Circle K Europe's Kindness Week. Both initiatives aim to keep attention to customer harassment in retail and encourage respectful behavior towards frontline employees.

In Denmark, Kindness Week included local employee recognition activities under the message Smildetsmitter (A Smile Is Contagious).





Targeted Safety Measures

In selected high-risk stores, audio recording is implemented where other preventive measures, such as CCTV, training, signage and police collaboration, have not sufficiently reduced incidents. Following implementation, reported incidents declined significantly, making this one of our most effective safety measures in high-risk locations.

Audio recording was in place at nine stores in fiscal year 2025/26 and will be expanded to an additional ten locations in fiscal year 2026/27. Recordings are handled confidentially; access is restricted to a small group of authorized Support Office employees. Recordings are used only to protect employees — never for management or performance purposes.

We also strengthened store safety during the year by introducing a new lock and alarm system to improve access control, with rollout planned across the store network over the coming years. Our broader safety approach combines mandatory HSE training, anti-robbery procedures, conflict de-escalation training, Safepay, assault alarms, door locks, access control measures and immediate psychological support after serious incidents.



Employee Health, Safety & Engagement

Employee health, safety and well-being are key to how we run our business. We measure engagement through the annual myVOICE survey with Gallup and use the results to guide local action plans and improvements. In fiscal year 2025/26, we introduced separate surveys for stores and the Support Office to make questions more relevant and follow-up actions more targeted.

Engagement remained strong, with scores of 4.49 in stores and 4.32 at the Support Office on a 5-point scale. The Support Office result met Circle K's target of 4.32, while stores performed above target.

Over the past five years, reported work-related injuries have increased, with 115 cases reported in fiscal year 2025/26. The most common incidents were slips, trips and falls, cuts, harassment, and strains and sprains. Our reporting system supports transparency and encourages employees to report work-related injuries, helping us identify risks and strengthen preventive measures. At the same time, we remain committed to reducing incidents through preventive measures, continuous training and a strong focus on workplace safety. Health and Safety Representatives support local action by identifying risks, following up on action plans and feeding insights into training and onboarding.

During the year, we completed the renovation of our Support Office to better reflect the needs of our employees and the way we work today. The upgraded facilities support well-being, collaboration and focus through improved indoor climate, meeting areas, focus spaces and employee amenities.



KPI - People

Number of employees

Number	FY2025/26	FY2024/25	FY2023/24	FY2022/23	FY2021/22	FY2020/21
Full-time employees (FTEs)	1.613	1.665	1.685	1.787	1.749	1.740
Employee headcount	2.673	2.738	2.728	2.932	2.950	2.900
Employees at the Support Office	215	209	194	203	196	177

Employee distribution by age group

Number, %	<35	35 - 55	>55
Share of employees	1.846 / 69%	573 / 21%	254 / 10%

Gender diversity (shares of underrepresented gender)

%	FY2025/26	FY2024/25	FY2023/24	FY2022/23	FY2021/22	FY2020/21
Employees	46%	45%	46%	46%	52%	52%
Managers (Store & Support office)	48%	42%	45%	45%	52%	52%
Danish top management team	38%	43%	40%	43%	50%	38%
Board of Directors	33%	33%	25%	25%	25%	25%

Accounting principles

Full-time employee (FTE)

Full-Time Equivalent (FTE) is calculated using the ATP method, which is based on total labour market pension (ATP) contributions. This method provides a consistent measure of employees' working hours.

Employee (headcount)

Headcount is defined as the number of employees employed by Circle K at the end of the fiscal year. For fiscal year 2025/26, this corresponds to 30 April 2026.

Employee distribution by age group

Employee distribution by age group is divided into three categories based on employee age data at the end of the fiscal year.

Gender diversity among all employees

Gender diversity among all employees is defined as the share of the underrepresented gender out of the total employee headcount. The calculation includes both hourly paid and salaried employees and is based on registered employee data at the end of the fiscal year.

Gender diversity in management positions

Gender diversity at management level across stores, and the Support Office is defined as the share of the underrepresented gender in management positions. Gender diversity is calculated at the end of the fiscal year.

Gender diversity for Danish top management team

Gender diversity in the Danish top management team is defined as the share of the underrepresented gender in the Danish management group. Gender diversity is calculated at the end of the fiscal year.

Gender diversity for the board of directors

Gender diversity in the Board of Directors is defined as the share of the underrepresented gender on the Board of Directors of Circle K, excluding employee-elected representatives. Gender diversity is calculated at the end of the fiscal year.

The gender diversity figures represent the share of the underrepresented gender. For fiscal year 2025/26, this refers to women across all reported categories.



Prosperity



We aim to create long-term value by acting responsibly, building trust, and contributing positively to the communities we serve

Our Collective Challenge

As expectations from customers, employees, suppliers and regulators continue to grow, businesses must demonstrate integrity, transparency and accountability across their operations and value chains. Strong governance, ethical business conduct, and responsible sourcing are essential to managing risks, maintaining stakeholder trust, and supporting long-term business resilience.

How we can make a difference

At Circle K, we work to create long-term value through responsible business practices, strong governance and meaningful community engagement. We support local communities through charitable partnerships, promote responsible sourcing and human rights in our supply chain, and uphold high ethical standards across our business.

We also work to protect personal and business data through clear policies, employee training and responsible data practices. Together, these efforts help us build trust, strengthen compliance, and contribute positively to society while supporting sustainable business growth.

Key Solutions



- ✓ Community Partnerships & Social Impact
- ✓ Responsible Sourcing & Human Rights
- ✓ Ethical Business Conduct & Governance
- ✓ Data Ethics & Privacy Protection





Our communities

Support local communities through partnerships that create positive social impact

Donations and charitable partnerships

At Circle K, we aim to contribute positively to the communities where we operate. Through charitable partnerships and local initiatives, we support children, families and people who may face difficult circumstances, while engaging our customers and employees in creating positive social impact.

Partnership with Mødrehjælpen

In fiscal year 2025/26, Circle K continued its partnership with Mødrehjælpen (Mother's help services), supporting the organization's Birthday Help initiative, which helps families in difficult circumstances host birthday celebrations for their children.

During a nationwide fundraising campaign in November and December 2025, Circle K donated DKK 1 for every bakery item sold, while customers could also contribute directly to stores. Together, Circle K and its customers donated DKK 1,636,000 to support Mødrehjælpen's 44 local associations across Denmark.

Julemærkehjemmene

Since 2019, INGO has partnered with Julemærkehjemmene, a Danish organization supporting children affected by bullying, loneliness and low well-being. In addition to an annual fixed donation, we raise awareness of Julemærkehjemmene's work through campaigns at our sites.

In fiscal year 2025/26, customers were invited to donate directly when refueling or using the car wash. This year, customers could choose between donating DKK 5 or DKK 10, which helped generate the highest customer donation to date.

Employees also participated in a fundraising spinning event organized by Julemærkehjemmene, where each kilometer contributed to donations. We supported the event with merchandise, helping create an engaging day for participants.

In fiscal year 2025/26, INGO and its customers contributed DKK 488,638 to Julemærkehjemmene.

"Meeting some of the children and seeing the impact of Julemærkehjemmene's work was a highlight of the year for me". – Sofie Friman Brix, Senior Specialist Marketing, INGO Denmark





The Danish Food Bank

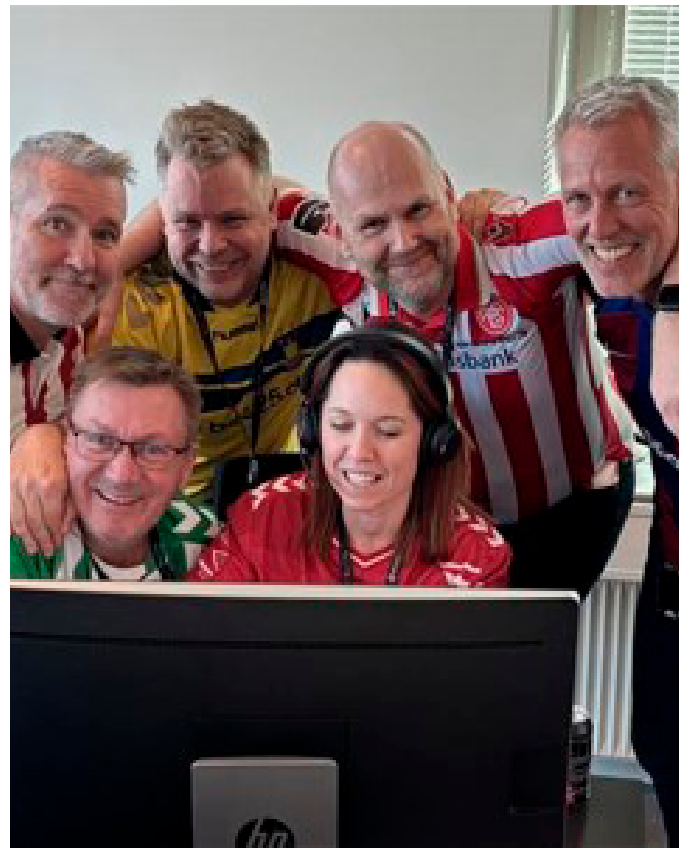
Since 2022, Circle K has partnered with the Danish Food Bank, a non-profit organization working to reduce food poverty and food waste. Each day, the organization collects and redistributes surplus food to more than 486 aid organizations across Denmark. According to the Danish Food Bank's 2025 socio-economic impact assessment, the organization redistributed more than 2,600 tonnes of food, equivalent to 6.5 million meals, while avoiding an estimated 1,483 tonnes of CO₂ emissions⁶.

Efficient transport is essential to making this possible. To support the Danish Food Bank's daily deliveries, Circle K covers 50% of the organization's annual fuel expenses through a fuel discount agreement, amounting to DKK 500,000 per year. This helps reduce transportation costs and enables more resources to be directed towards food redistribution.

We also support the volunteers who carry out daily food deliveries by providing insulated thermos cups that can be refilled with complimentary coffee at Circle K stores throughout the year.



⁶ FINAL Samfundsøkonomisk analyse af Fødevarerbankens aktiviteter 2025 Norion



Football Jersey Friday

In March 2026, Circle K participated in #FootballJerseyFriday, a national initiative supporting children with cancer and their families. Employees at the Support Office and in stores were invited to take part by wearing football jerseys and contributing through a voluntary donation drive.

Together, employees raised DKK 13,800 for the Danish Childhood Cancer Foundation. Beyond the fundraising effort, the initiative helped raise awareness of childhood cancer across our support office and network of more than 200 stores, engaging employees in supporting children with cancer and their families.



Our Suppliers

Collaborate to promote responsible procurement practices across our supply chain

Responsible Sourcing

We hold our suppliers to high standards and expect them to conduct business in a manner that aligns with our values, governance requirements and commitment to responsible business practices. Our Supplier Code of Conduct applies to suppliers, vendors, service providers and manufacturers and sets expectations related to legal compliance, ethical business conduct, employment standards, human rights, environment and sustainability. The Supplier Code of Conduct also supports Circle K's efforts to prevent corruption and bribery by setting clear expectations for ethical business conduct across the supply chain. Human rights expectations are integrated into the Supplier Code of Conduct and relevant procurement processes.

Human rights

Respect for human rights is embedded in our internal policies and supplier expectations. In Circle K, the general risk of human rights violations is considered low due to strong legal protections, democratic values, and equality principles. However, we recognize that responsible sourcing requires continued attention across the supply chain.

Circle K did not record any incidents involving human rights violations in fiscal year 2025/26.



KPI - Prosperity

Donation

DKK	FY2025/26	FY2024/25	FY2023/24	FY2022/23	FY2021/22	FY2020/21
Mødrehjælpen	1.636.000	1.000.000	-	-	-	-
Børns Vilkår		-	1.060.000	1.000.000	1.000.000	1.000.000
FødevareBanken	500.000	409.846	190.000	-	-	-
Julemærkefonden	488.638	358.548	390.523	393.254	393.291	477.726
Orphanage		35.500	40.000	20.000	-	-
Football Jersey Friday (Børnecancer fonden)	13.800	10.320	11.833	-	-	-
Hellebro		-	50.000	-	50.000	-

Accounting principles

Donation

Donations are recognized in the fiscal year in which the payment is made. The reported amount includes monetary donations paid by Circle K and INGO, as well as customer donations collected through campaigns where applicable.





Our Compliance

Uphold ethical business conduct, transparency, and responsible data practices

Ethics & Business Conduct

Acting with integrity is central to how we do business. Our Ethics Code of Conduct sets expectations for all employees and covers key topics such as confidentiality, protection of company assets, conflicts of interest, fair treatment of customers, suppliers, competitors and employees, insider information and anti-corruption.

The code applies to all employees of Alimentation Couche-Tard and its subsidiaries, including Circle K and INGO. It is designed to help employees make responsible decisions and act consistently with our values and legal requirements.

Each year, employees reaffirm their commitment to our ethical culture through the Light of Day Test. The test uses four simple questions to guide decision-making and helps employees reflect on how we treat each other, our customers and our business partners. New employees are required to read, sign and comply with the policy, and all employees reaffirm their understanding annually.

During fiscal year 2025/26, Circle K continued to promote awareness of ethical standards and responsible business conduct through annual reaffirmation of the Ethics Code of Conduct and related compliance processes. No material incidents of corruption or bribery were identified during fiscal year 2025/26.

We maintain clear mechanisms for employees to raise concerns and report suspected misconduct. Our Whistleblower Protocol is being refreshed to ensure that directors, officers and employees have accessible reporting channels. The ACT Hotline also allows employees to report unethical or inappropriate behavior anonymously.

Circle K considers the most significant risks related to corruption and bribery to be primarily associated with business relationships with suppliers, business partners and other external parties, particularly in procurement and contracting processes. To prevent and mitigate such risks, the company applies the Group's Ethics Code of Conduct, Supplier Code of Conduct, internal controls and whistleblower mechanisms.

In the coming years, Circle K will continue to strengthen its efforts to prevent corruption and bribery through ongoing adherence to the Group's Ethics Code of Conduct, employee training, whistleblower mechanisms and responsible supplier management.



Data Ethics & Privacy Protection

Circle K recognizes the importance of responsible and ethical data use. Our approach is guided by Circle K's Global Data Ethics Policy, which sets out 11 principles for how personal and business data should be collected, processed, stored, and protected. These principles are applied when we use data and when we evaluate, develop, or implement technologies that process data.

Data ethics are integrated into relevant business procedures and supported by legal, technical and security expertise when needed. We also provide annual mandatory training for relevant employees to raise awareness and support compliance. Compliance is monitored through business tool reporting, internal and external audits, and the involvement of our Chief Information Security Officer and Legal department.

Protecting personal data is a key part of maintaining trust with customers, employees and suppliers. Our Privacy Policy sets out the principles for collecting, processing and storing personal data in accordance with applicable laws. Employees with access to personal data are required to complete annual training in secure and proper handling of personal data.

As part of our commitment to responsible data management, CCTV is used across our retail network to help protect employees, customers and company assets. CCTV data is collected and processed solely for legitimate security purposes and in compliance with applicable privacy regulations. Employees are required to report any actual or suspected data breaches to the Data Protection Officer (DPO), ensuring timely investigation, appropriate follow-up and regulatory compliance.

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

1. Embedding integrity and respect in data management

In accordance with applicable human rights and privacy laws, we take measures to ensure that Circle K collects and processes personal data transparently and only for the specific, legitimate purposes of the relevant processing activity.

2. Ensuring data protection

We use technologies and safeguards that support the secure and ethical processing of personal data and help address potential consequences for individuals who provide or disclose personal data.

3. Training and involving relevant parties

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



CIRCLE K[®]

