



CIRCLE K



ALIMENTATION COUCHE-TARD

INVESTOR PRESENTATION

**September
2023**



FORWARD-LOOKING STATEMENTS

This presentation and the accompanying oral presentation (“the presentation”) contain forward-looking statements within the meaning of the securities laws in Canada. Any statement in this presentation that is not a statement of historical fact may be deemed to be a forward-looking statement. When used in this presentation, the words “believe”, “could”, “should”, “intend”, “expect”, “estimate”, “assume” or similar expressions are generally intended to identify forward-looking statements. All statements other than statements of historical fact contained in these slides are forward-looking statements.

Forward-looking statements involve numerous assumptions, risks and uncertainties. A variety of factors, many of which are beyond Alimentation Couche-Tard Inc.’s (“Couche-Tard”) control, may cause actual results to differ materially from the expectations expressed in its 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 the changing circumstances surrounding both the repercussions of the COVID-19 pandemic and the ongoing military conflict between Ukraine and Russia, or other charges announced or occurring after forward-looking statements are made. Other risks as described in detail from time to time in documents filed by Couche-Tard with securities regulatory authorities in Canada, including those risks described in Couche-Tard’s management discussion and analysis (MD&A) for the year ended April 30, 2023. Couche-Tard’s MD&A and other publicly filed documents are available on SEDAR+ at www.sedarplus.ca

Unless otherwise required by law, Couche-Tard does not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by it or on its behalf. No financial information presented in this presentation as of a date more recent than April 30, 2023, has been audited.

While the information contained in this presentation is believed to be accurate, Couche-Tard expressly disclaims any and all liability for any losses, claims or damages of whatsoever kind based upon the information contained in, or omissions from, this presentation or any oral communication transmitted in connection therewith. In addition, none of the statements contained in this presentation 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.

This presentation is not, and under no circumstances is to be construed as, a prospectus, an offering memorandum, an advertisement or a public offering of securities. Under no circumstances should the information contained herein be considered an offer to sell or a solicitation of an offer to buy any securities.

Note: All figures include contribution from CAPL unless otherwise noted.



A HISTORY OF ENTREPRENEURSHIP & GROWTH



Alain Bouchard
Our Founder



2001
Entry into U.S.

Acquired Bigfoot stores in the Midwest.



2012
Expansion into Europe

Acquired Statoil Fuel & Retail, a leading Scandinavian fuel and convenience retailer.



2016
Expansion in Ireland & Canada

Acquired Topaz, a leader in Ireland and Esso-branded fuel and retail sites in Ontario & Quebec



2020
Grow into Asia

Acquired Circle K franchise stores in Hong Kong and Macau



2022
Started EV journey in NA

Launched first Couche-Tard & Circle K EV chargers in South Carolina & Quebec

1980-1990

1991-2010

2011-2016

2017-2020

2021 - present

1980

Opened our first convenience store in Laval, Québec.



2003

Purchased Circle K Corporation from ConocoPhillips



2015

Launched our global Circle K brand

Added the Pantry, Inc., in the South Eastern U.S.



2017

Acquired CST and Holiday Station stores in the U.S.



2021-22

Winning culture

Named a Forbes World's Best Workplaces of 2021 & recognized as a Gallup Exceptional Workplace



VALUES WE LIVE BY



One Team

We work together to make it easier for our customers and colleagues. We stay humble and celebrate shared successes. We have fun and care for each other.



Do the Right Thing

We act with honesty & integrity. We are inclusive: we treat each other, our customers, and our suppliers with respect. We strive towards a cleaner, safer, equitable workplace and planet.



Take Ownership

We treat the business as our own. We seek out problems, act quickly to solve them, and deliver better results. We take responsibility, and when we make mistakes, we learn from them.



Play to Win

We challenge ourselves to play offense, not defense, which means we need to be quick and innovative. We show up every day ready and committed to make an impact using our talents and hard work.

INVESTMENT HIGHLIGHTS

| | |
|--------------------|---|
| Size and Scale | <ul style="list-style-type: none">• Global rebrand initiative permits better leverage of broad scale.• More flexibility to compete compared to small-size operators. |
| Strong Culture | <ul style="list-style-type: none">• Decentralized model drives accountability and entrepreneurship.• Cost discipline and lean operations are a major part of our DNA. |
| Attractive Channel | <ul style="list-style-type: none">• We sell time and convenience (80% of in-store merchandise is consumed within one hour of purchase¹) and have proximity to customers. |
| Organic Growth | <ul style="list-style-type: none">• Solid pipeline of current initiatives, with many opportunities around customer journey, innovation, and deployment of retail capabilities. |
| M&A Expertise | <ul style="list-style-type: none">• Long track record of successful integrations and synergy capture.• Significant runway remains globally, with a focus on U.S. and Asia. |
| Capital Allocation | <ul style="list-style-type: none">• Strong cash flow generation supports capex and growth plans.• Dividend increased more than 10-fold since 2013 (~27% CAGR²). |

¹ Per National Association of Convenience Stores (NACS) Convenience Tracking Program data

² Please refer to page 57 for more information on dividends.



RECENT HIGHLIGHT - ACT TO HOST 2023 ANALYST AND INVESTOR CONFERENCE ON OCTOBER 11TH

- **What:** 2023 Analyst and Investor Conference
- **When:** 8 a.m. PT (11 a.m. EDT) on Wednesday, October 11, 2023
- **Where:** Phoenix, Arizona or webcast on the [Events & Presentations - Couche-Tard Corpo](#) page of Couche-Tard's corporate website
- **How:** In-person (advanced registration is required using the [Registration Link](#)) and live online video webcast (link to be provided closer to the event)

▶ The presentations will provide an in-depth overview of the Corporation as well as set forth key growth initiatives and outline a new multi-year strategic plan

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

5 EV Transition

6 Sustainability

7 Increasing Shareholder Value



COMPANY HIGHLIGHTS

Ticker Symbol

TSX: ATD

- Coast-to-coast presence in Canada and located in 47 of 50 U.S. states.
- Leading market share across many markets in Europe.
- EBITDA¹ CAGR of ~15%² since 2013 and profitable since IPO in 1986.
- Track record of generating shareholder value with average ROCE^{1,3} of 15.4%² since 2013.
- Investment grade rating (BBB, Baa1) and significant balance sheet flexibility.

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

² Includes impact from transition to IFRS 16 lease accounting standard in 2020

³ Return on capital employed.



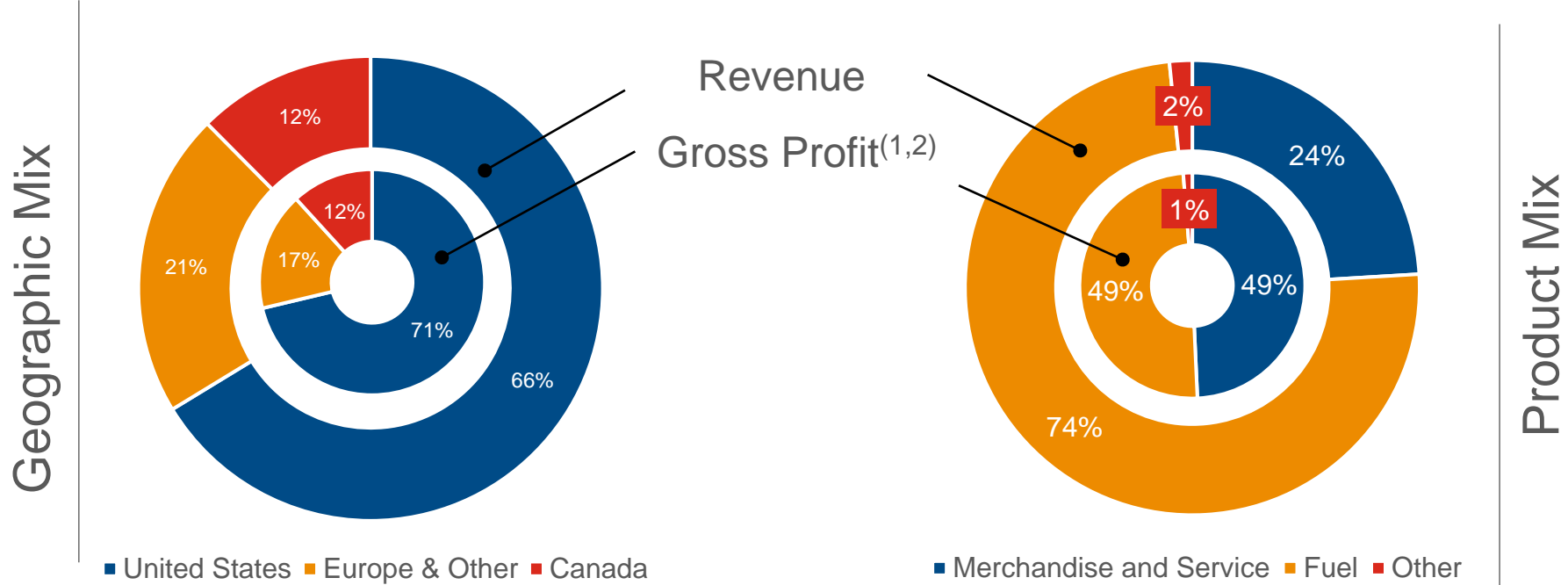
GLOBAL LEADER IN FUEL & CONVENIENCE RETAIL



Note: All figures as of April 30, 2023, unless otherwise noted



REVENUE AND GROSS PROFIT MIX



▶ ~65% of transactions are convenience only, while ~ 25% are fuel only, and ~10% are a mix of both.

Note: All figures based on results for fiscal year ended April 30, 2023

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

² For additional information on reconciling these measures with our consolidated results, please refer to the section "Summary analysis of consolidated results for fiscal 2023" of our Management Discussion & Analysis for the 53-week period ended April 30, 2023, available on SEDAR+ at www.sedarplus.ca.

INVESTMENT HIGHLIGHTS

| | | | | | | | | | |
|--------------|--|-------------------------------------|---|----------------------------|--|---------------------------------|---------------------------------------|---------------------------------|-------|
| Q1- FY'24 | Merch. SSS - US ¹ | +2.1% | SS Volume - US ¹ | +0.7% | Net Earnings Growth Y/Y ³ | (4.4%) | Adj. EBITDA Growth Y/Y ^{2,3} | +0.7% | |
| | Merch. SSS - Europe and Other Regions ² | +2.7% | SS Volume - Europe and Other Regions ¹ | (1.5%) | Diluted EPS Growth Y/Y ³ | 0.0% | | Leverage Ratio ^{2,4} | 1.39 |
| | Merch. SSS - Canada ¹ | +6.4% | SS Volume - Canada ¹ | +7.2% | Adj. Diluted EPS Growth Y/Y ^{2,3} | +1.2% | | | |
| | FY'23 | Merch. & Service Sales ⁴ | \$17.3 billion | Adj. EBITDA ^{2,4} | \$5.8 billion | Diluted EPS ⁴ | \$3.06 | Return on Equity ^{2,4} | 24.7% |
| | | Fuel Gallons Sold ⁴ | 13.5 billion | Net Earnings ⁴ | \$3.1 billion | Adj. Diluted EPS ^{2,4} | \$3.12 | ROCE ^{2,4} | 17.5% |

¹ For company-operated stores only. For Merch. SSS, this measure represents the growth of (decrease in) cumulated merchandise revenues between the current period and comparative period for those stores that were open for at least 23 days out of every 28-day period included in the reported periods. Merchandise revenues are defined as Merchandise and service revenues excluding service revenues. Presented on a comparable basis of 12 and 52 weeks.

² Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

³ Year-over-year growth calculated from July 17, 2022, to July 23, 2023.

⁴ On a 53-week basis

OUR VISION AND MISSION

Our Vision

To become the world's preferred destination for convenience and mobility.

Our Mission

To make our customers' lives a little easier every day.

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

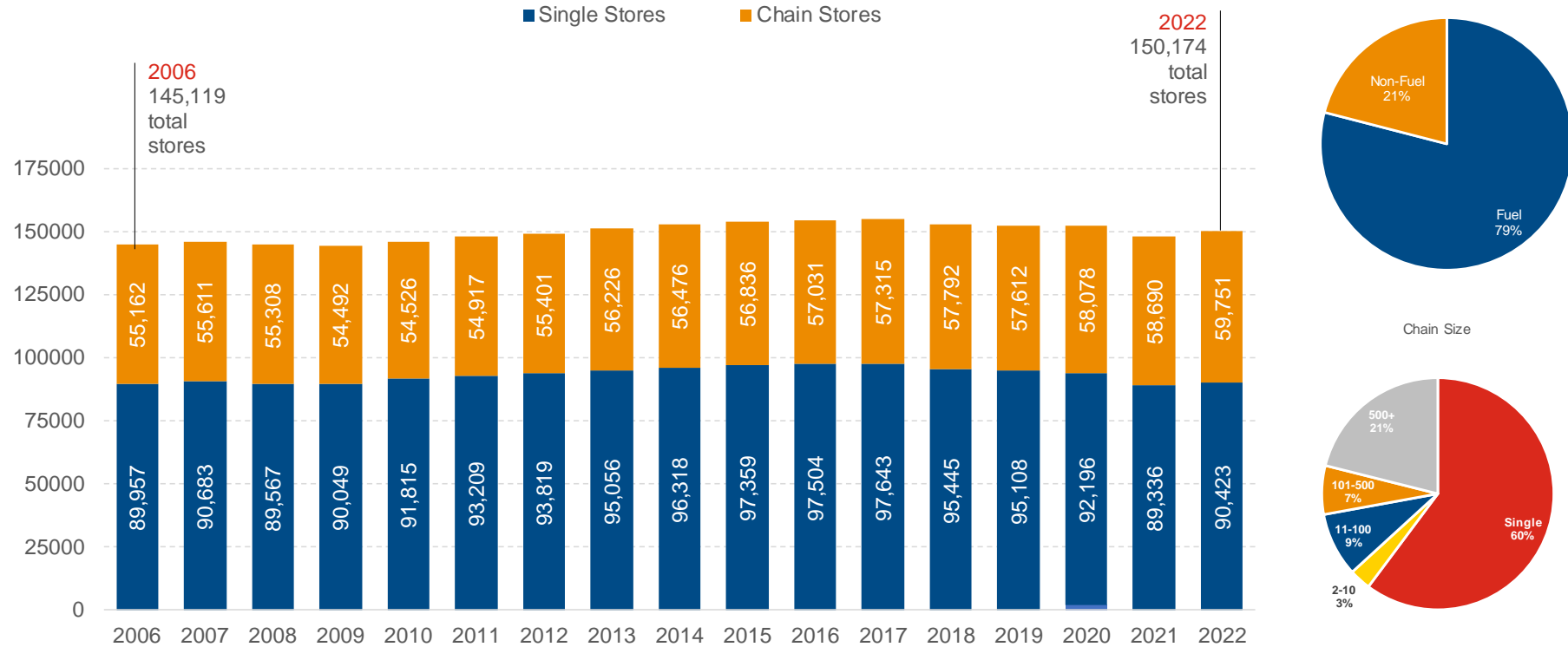
5 EV Transition

6 Sustainability

7 Increasing Shareholder Value

SNAPSHOT OF U.S. FUEL & CONVENIENCE INDUSTRY

Population of U.S. Convenience Stores

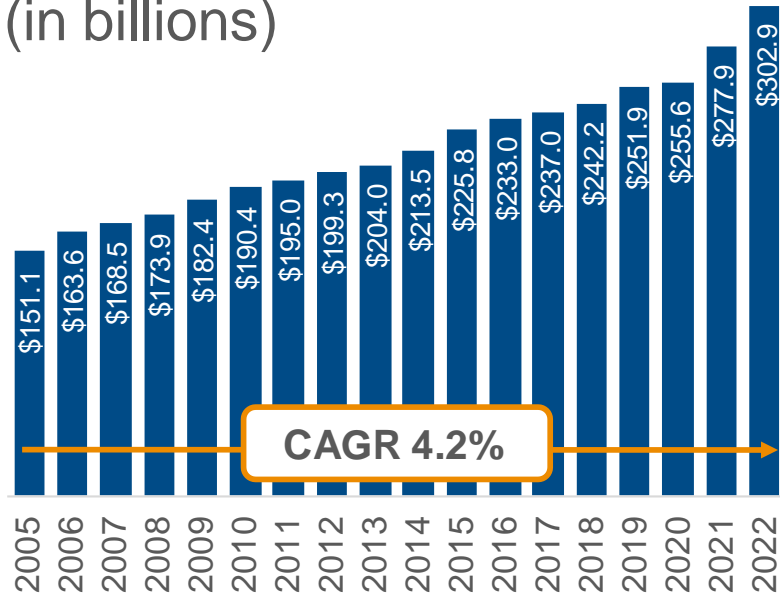


▶ **Couche-Tard's market share at ~5% in the U.S.; high fragmentation leaves ample room for consolidation.**

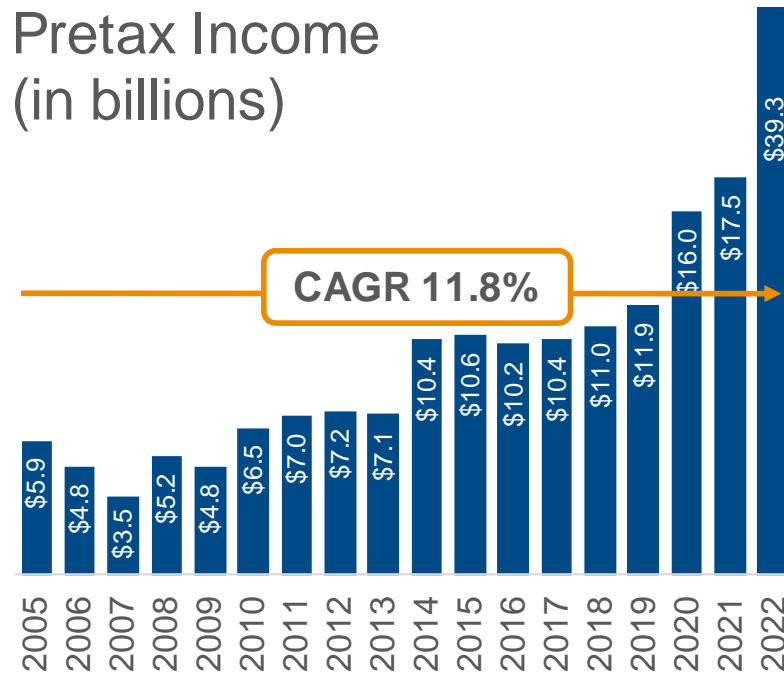
Source: NACS State of the Industry Report of 2022 Data.

ATTRACTIVE CHANNEL WITHIN BROADER RETAIL...

Industry Inside Sales
(in billions)



Pretax Income
(in billions)

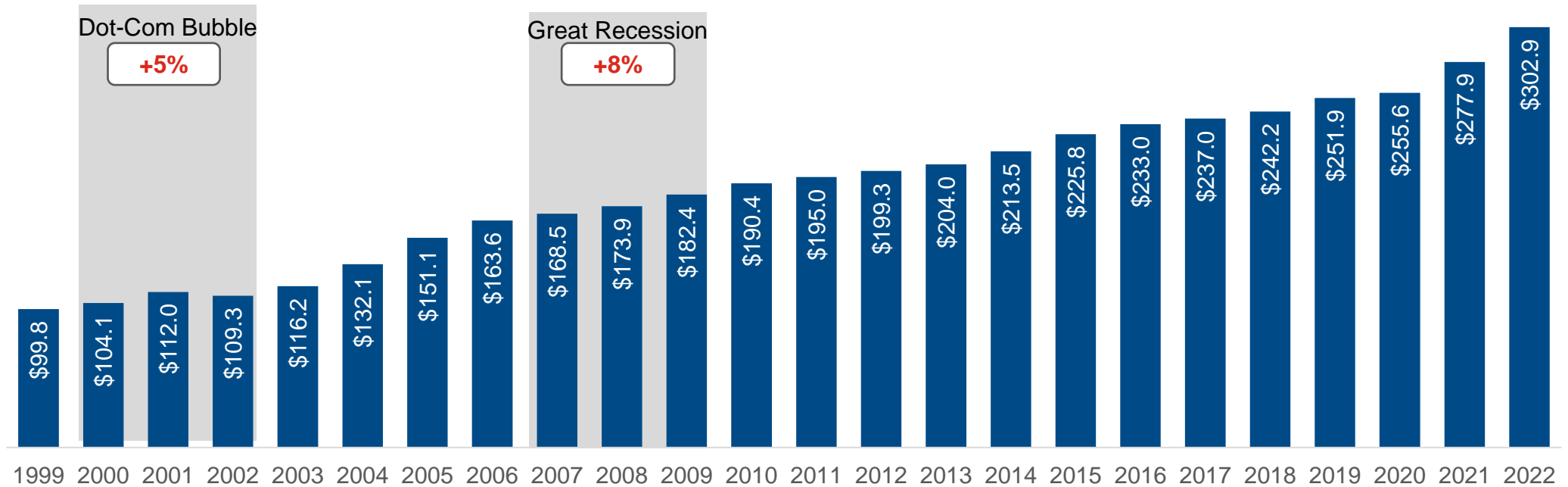


▶ Industry inside sales grew for the 17th consecutive year.

Source: NACS State of the Industry Report of 2022 Data.

... AND RECESSION RESILIENT

Industry Inside Sales (in billions)

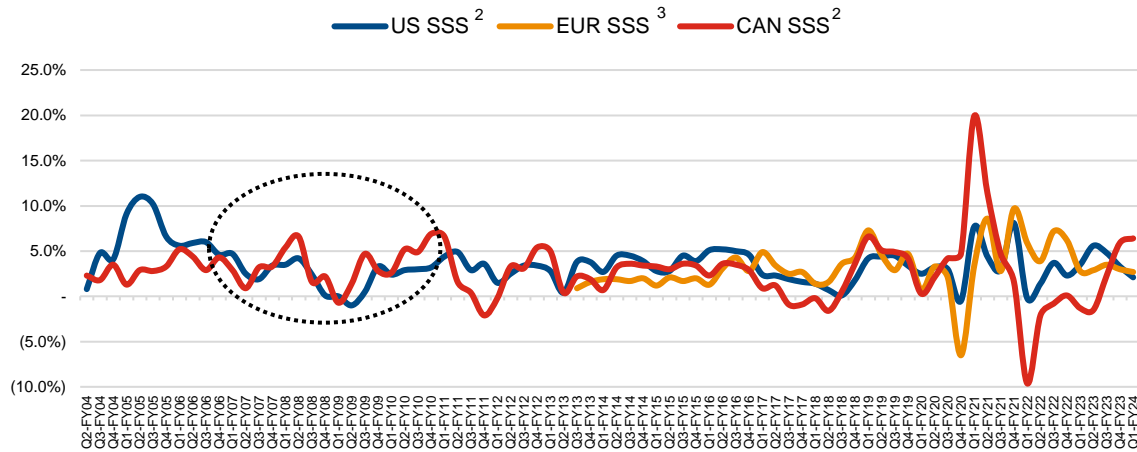


Convenience sales grew during the last two recessions.

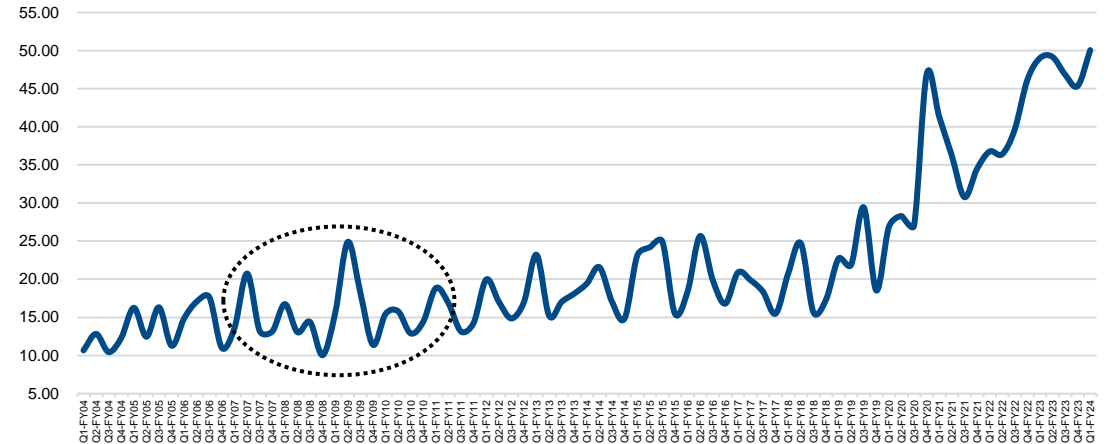
Source: NACS State of the Industry Report of 2022 Data; Federal Reserve Bank of St. Louis.

ACT PERFORMANCE DURING PAST RECESSIONS

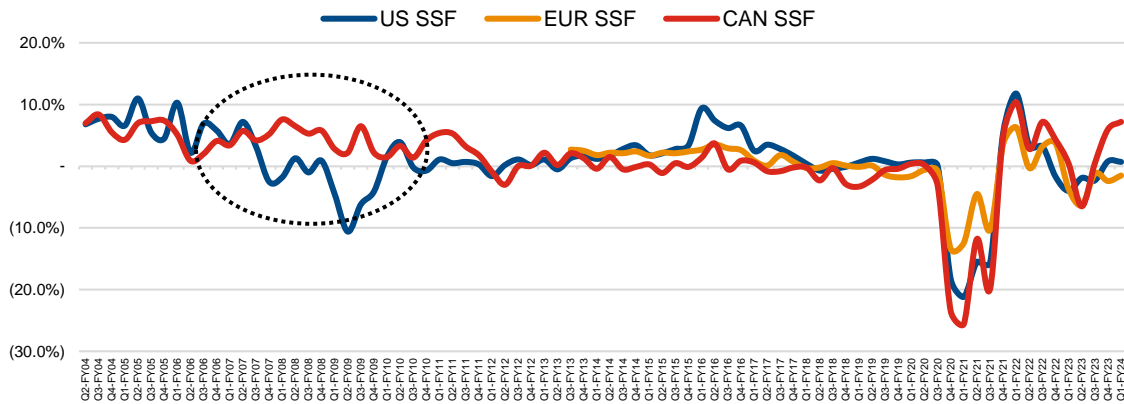
Growth of Same-Store Merchandise Revenues (%)¹



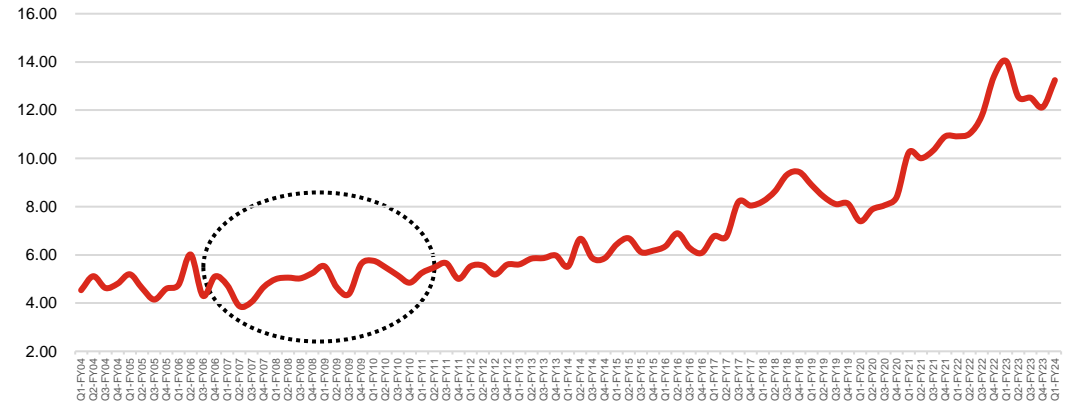
U.S. RTF Gross Margin (CPG)³



Growth of Same-Store RTF Volume (%)²



Canada RTF Gross Margin (CPL)³



Resilient performance during past recessionary environments

¹ For Same-Store Merchandise Revenues (SSS), this measure represents the growth of (decrease in) cumulated merchandise revenues between the current period and comparative period for those stores that were open for at least 23 days out of every 28-day period included in the reported periods. Presented on a comparable basis of 12 weeks. Merchandise revenues are defined as Merchandise and service revenues excluding service revenues.

² For company-operated stores only. Presented on a comparable basis of 12 weeks.

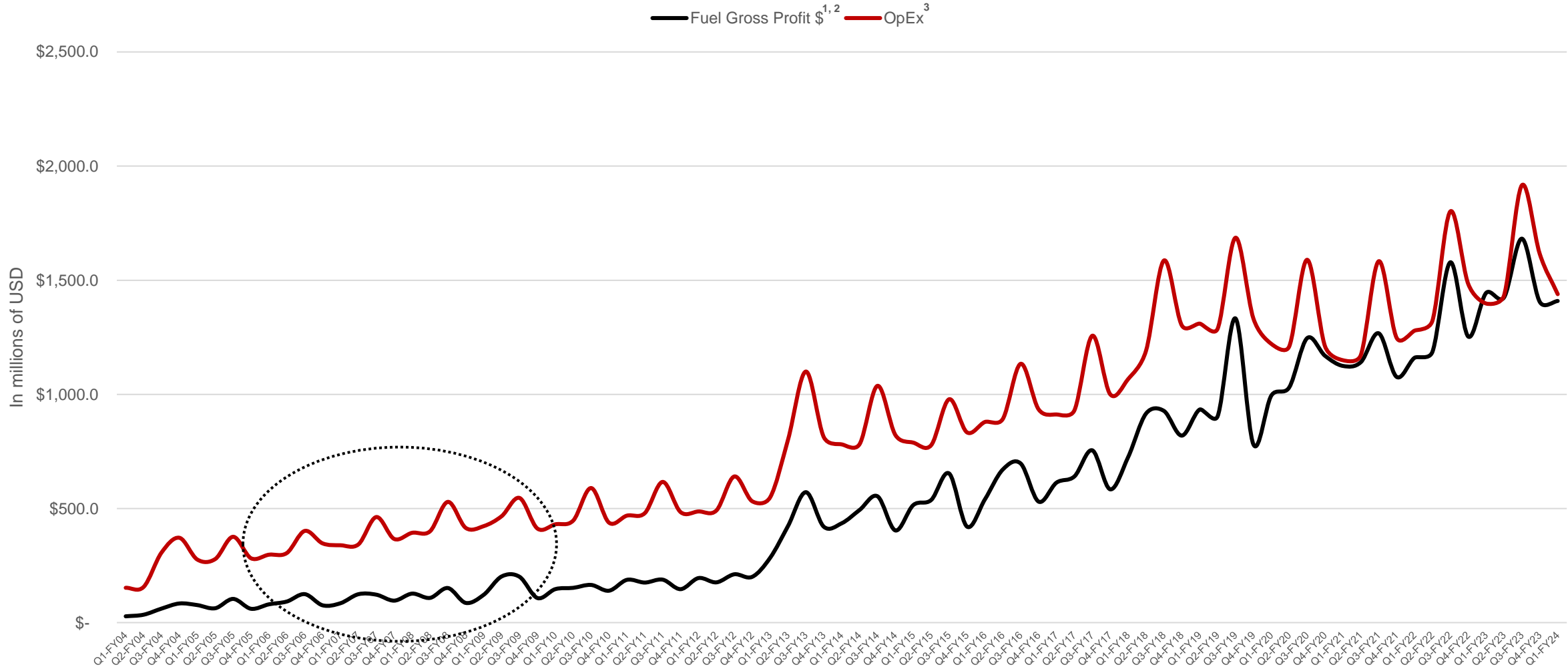
³ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

⁴ For additional information on reconciling these measures with our consolidated results, please refer to the section "Summary analysis of consolidated results for the Fourth Quarter of Fiscal 2023" of our Management Discussion & Analysis for the 53-week period ended April 30, 2023, available on SEDAR+ at www.sedarplus.ca.

⁵ Operating, selling, general and administrative expenses (OPEX).



TOTAL RTF GROSS PROFIT DOLLARS STRONGLY CORRELATED TO OPEX

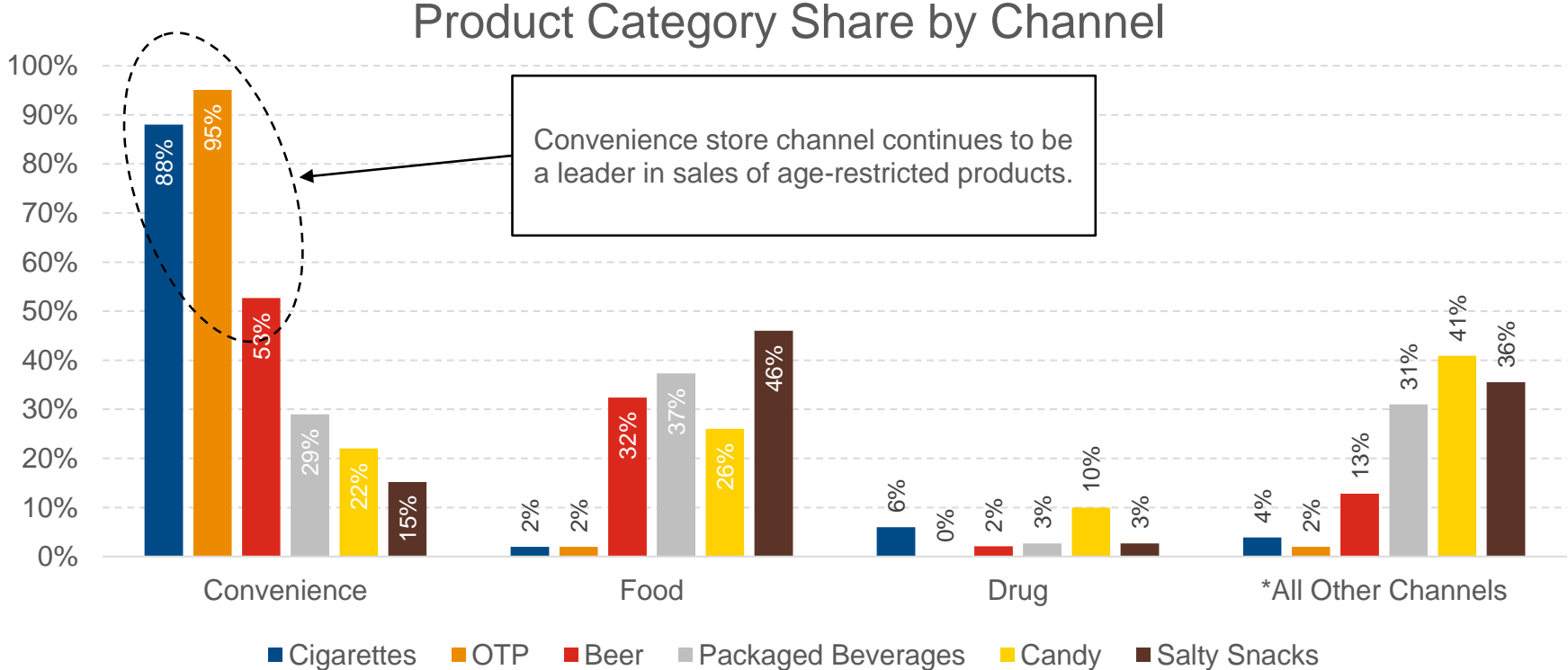


Total RTF Gross Profit dollars help offset increases in Operating Expenses

1 Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.
 2 For additional information on reconciling these measures with our consolidated results, please refer to the section "Summary analysis of consolidated results for the Fourth Quarter of Fiscal 2023" of our Management Discussion & Analysis for the 53-week period ended April 30, 2023, available on SEDAR+ at www.sedarplus.ca.
 3 Operating, selling, general and administrative expenses (OPEX).



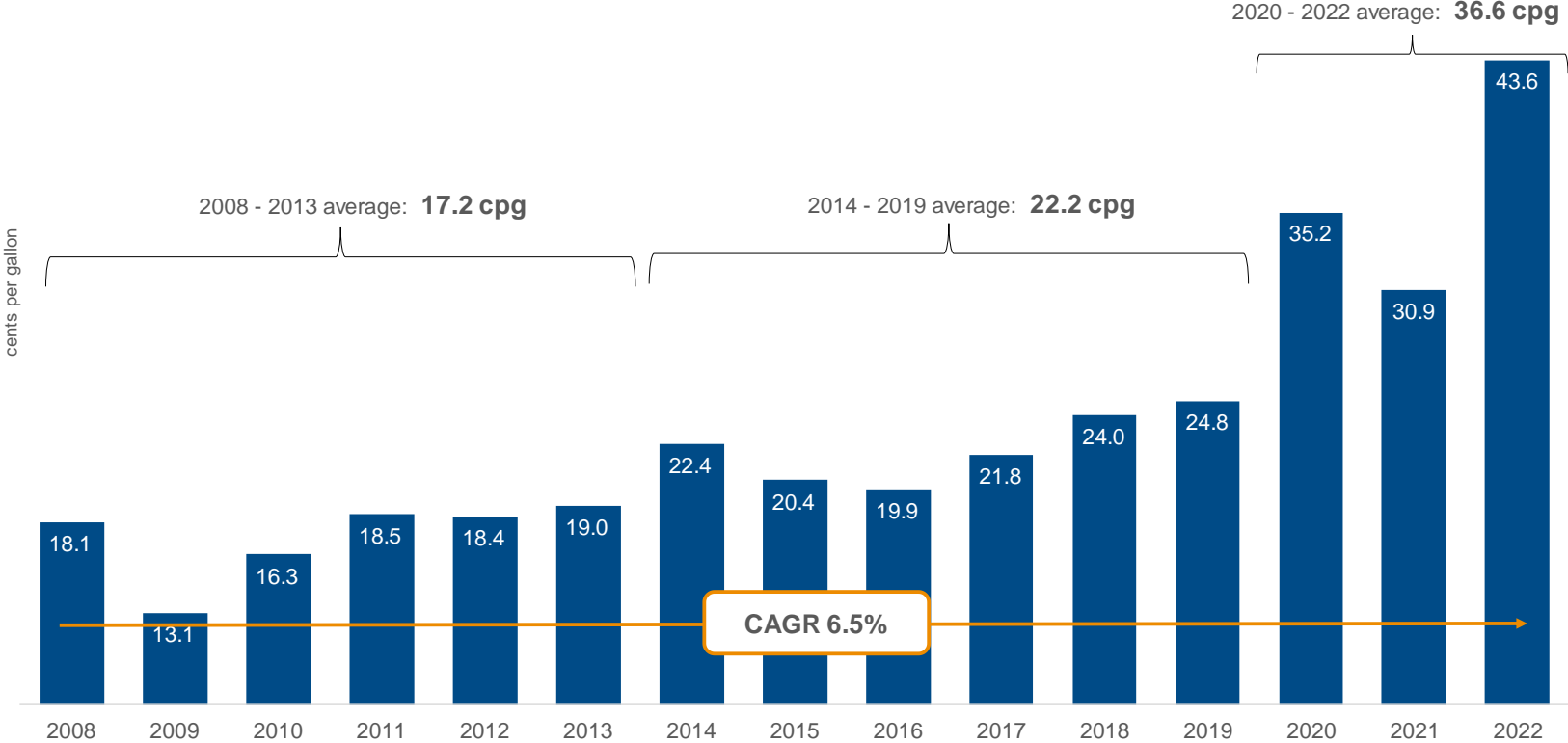
EXPERT IN SALE OF AGE-RESTRICTED PRODUCTS



▶ Age-restricted categories are expected to contribute nicely to c-store traffic in the future.

Source: Nielsen IQ Connect (2022 data).

U.S. NATIONAL RTF MARGIN¹ TRENDING HIGHER

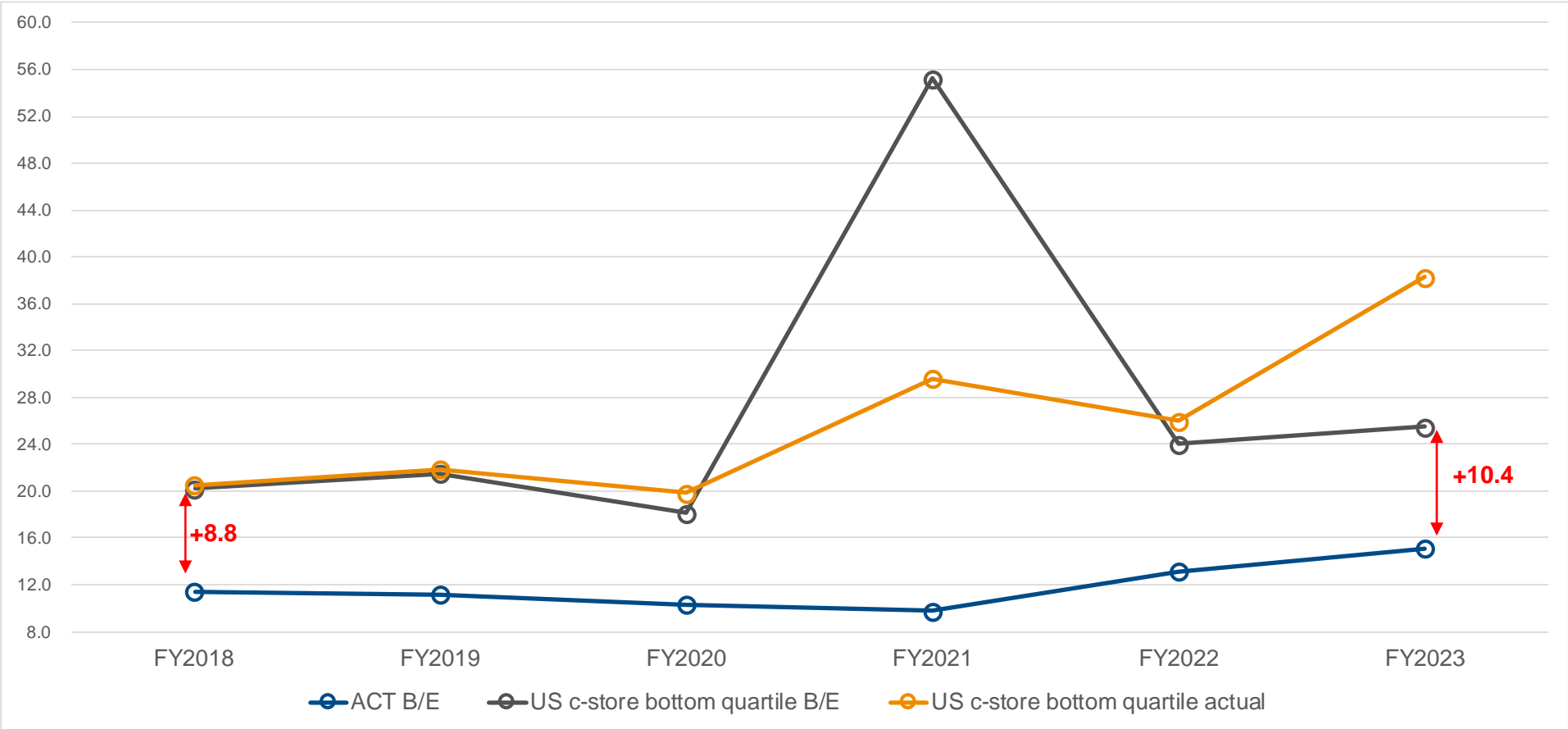


Rising breakeven point for single-store and small-chain operators is contributing to higher overall fuel margin.

Source: NACS State of the Industry Report of 2022 Data.

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

US C-STORE RTF BREAKEVEN GROSS MARGIN (CPG)^{1,2}

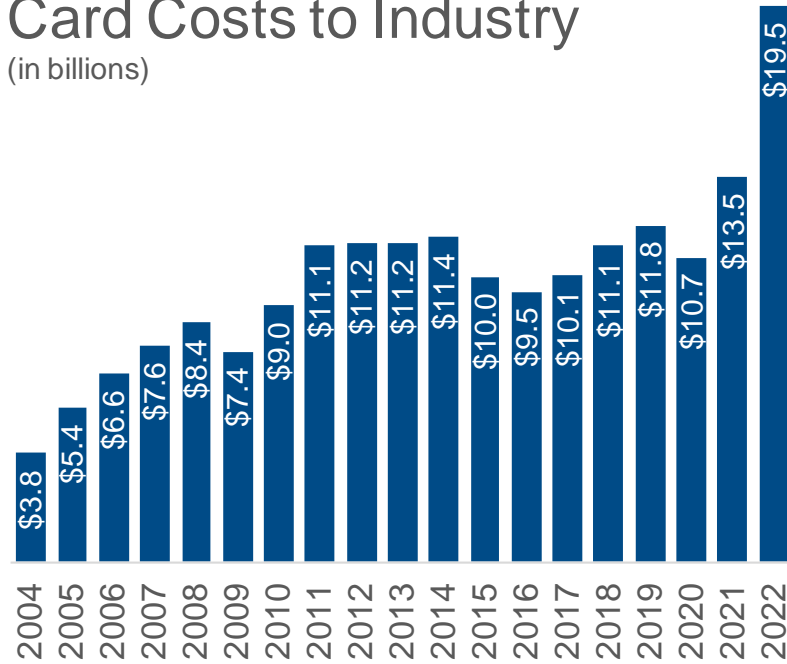


Fuel breakeven margins have increased and the spread between ACT and the bottom quartile has widened

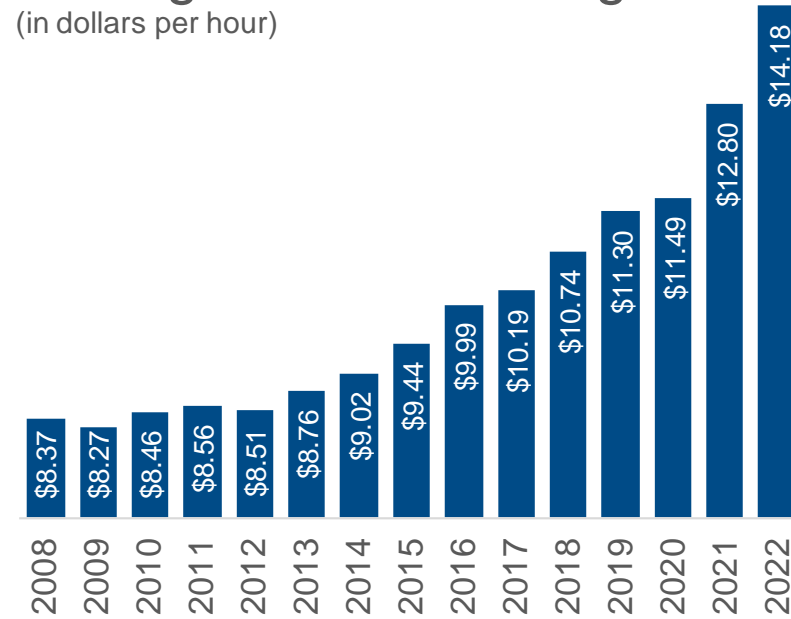
Source: NACS State of the Industry Report of 2017, 2018, 2019, 2020, 2021 and 2022 Data.
 1 ACT presented using financial year and industry presented using calendar year. Industry data does not coincide exactly with ACT financial years.
 2 Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

COST HEADWINDS FAVOUR LARGER CHAINS

Card Costs to Industry
(in billions)



Average Associate Wage
(in dollars per hour)



▶ **Scale and geographic diversification provides Couche-Tard with flexibility to offset industry headwinds.**

Source: NACS State of the Industry Report of 2022 Data.

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

5 EV Transition

6 Sustainability

7 Increasing Shareholder Value



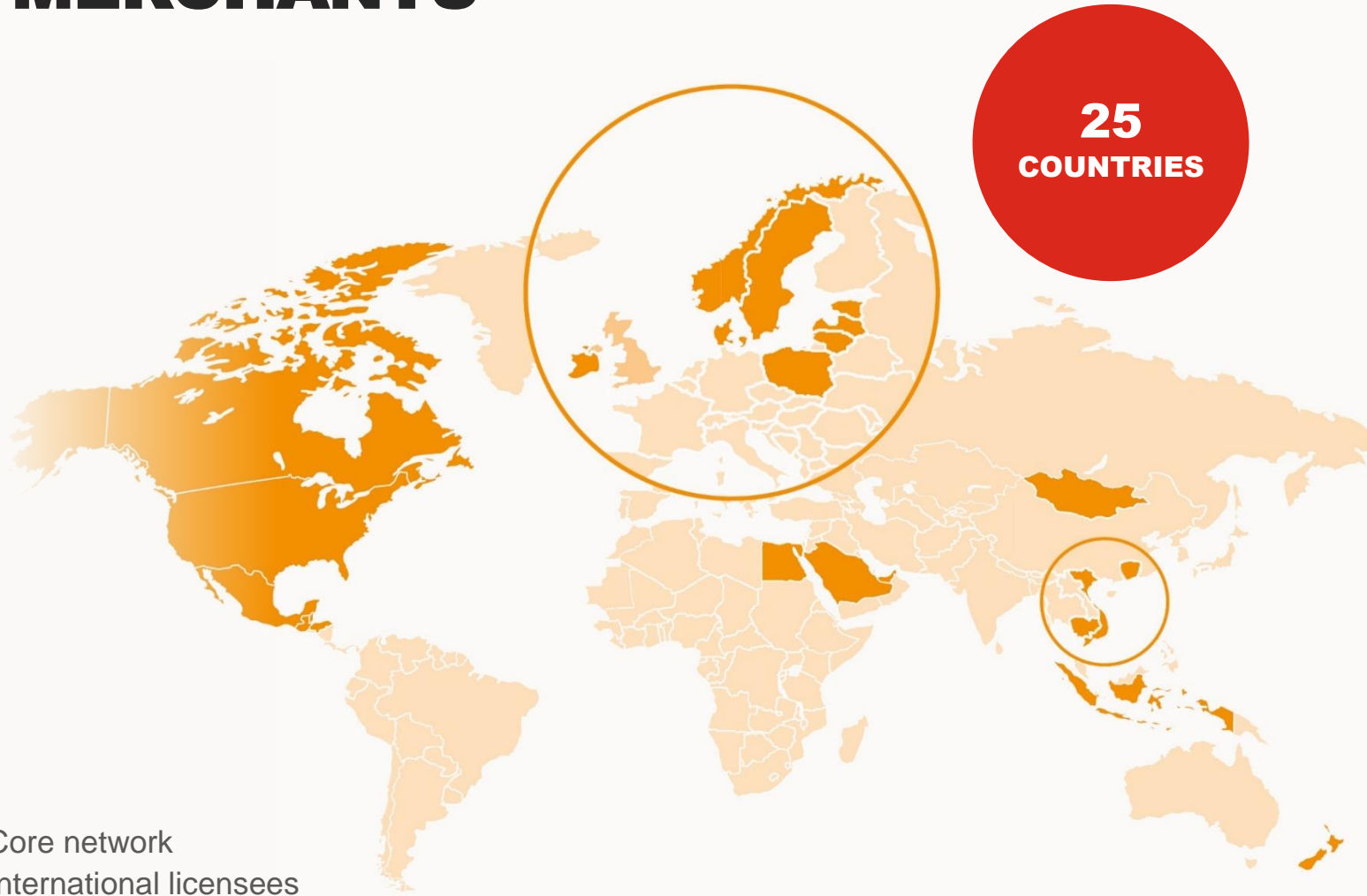
COMPETITIVE ADVANTAGES

- Significant scale and buying power through broad footprint and global brand.
- Strong leadership team and decentralized business model.
- Long-standing cost discipline embedded in company culture and DNA.
- Proven ability to integrate acquisitions.
- Solid balance sheet and capacity to invest.

A GLOBAL FAMILY OF MERCHANTS

OUR
SITES

| | |
|---|---------------|
| TOTAL | 14,421 |
| UNITED-STATES | 7,055 |
| CANADA | 2,184 |
| EUROPE AND OTHER REGIONS¹ | 3,098 |
| INTERNATIONAL² | 2,084 |



Note: Store count as of July 23, 2023. Includes 986 automats
1 Europe and Other Regions store count includes 388 stores in Hong Kong
2 International store count is comprised of stores operating under license.

GOING GLOBAL WITH CIRCLE K BRAND

Higher brand awareness and loyalty

Unified corporate culture

Greater purchasing power

Rollout of national promotions

Exclusive product launches

Private label and product innovation



~91% of stores in the U.S. are operating under the Circle K banner, 97% in Canada, and all stores in Europe¹.

¹ Percentage of in-scope corporate stores and franchisees as of April 30, 2023. For Canada, the province of Quebec is not in-scope as stores are operating under the Couche-Tard banner. For Europe, automats are not in-scope.

HIGHLY EXPERIENCED RETAIL & FUEL EXECUTIVE TEAM



Brian Hannasch
President and
Chief Executive Officer



Filipe Da Silva
Chief Financial Officer



Alex Miller
Chief Operating Officer



Hans-Olav Høidahl
EVP, Operations, Europe



Ed Dzadovsky
Chief Technology Officer



Kevin Lewis
Chief Growth Officer



Ina Strand
Chief People Officer



Aaron Brooks
SVP, Real Estate



Louise Warner
SVP, Global Fuels

For more information on ACT's company officers, please visit
<https://corpo.couche-tard.com/en/our-company/leadership-governance/executive-management/>



COST OPTIMIZATION & EFFICIENCIES



Store Labor
Management



Store Supplies



Fuel and
Merchandise
Distribution Costs



Merchandise
and Marketing
Expense



Construction
Costs



Store
Maintenance



Waste
Management



Energy
Services



Hardware and
Software Costs



Telecommunication
Costs



Office
Supplies



Shipping Costs



Overhead
Optimization



Targeted
Centers of
Excellence



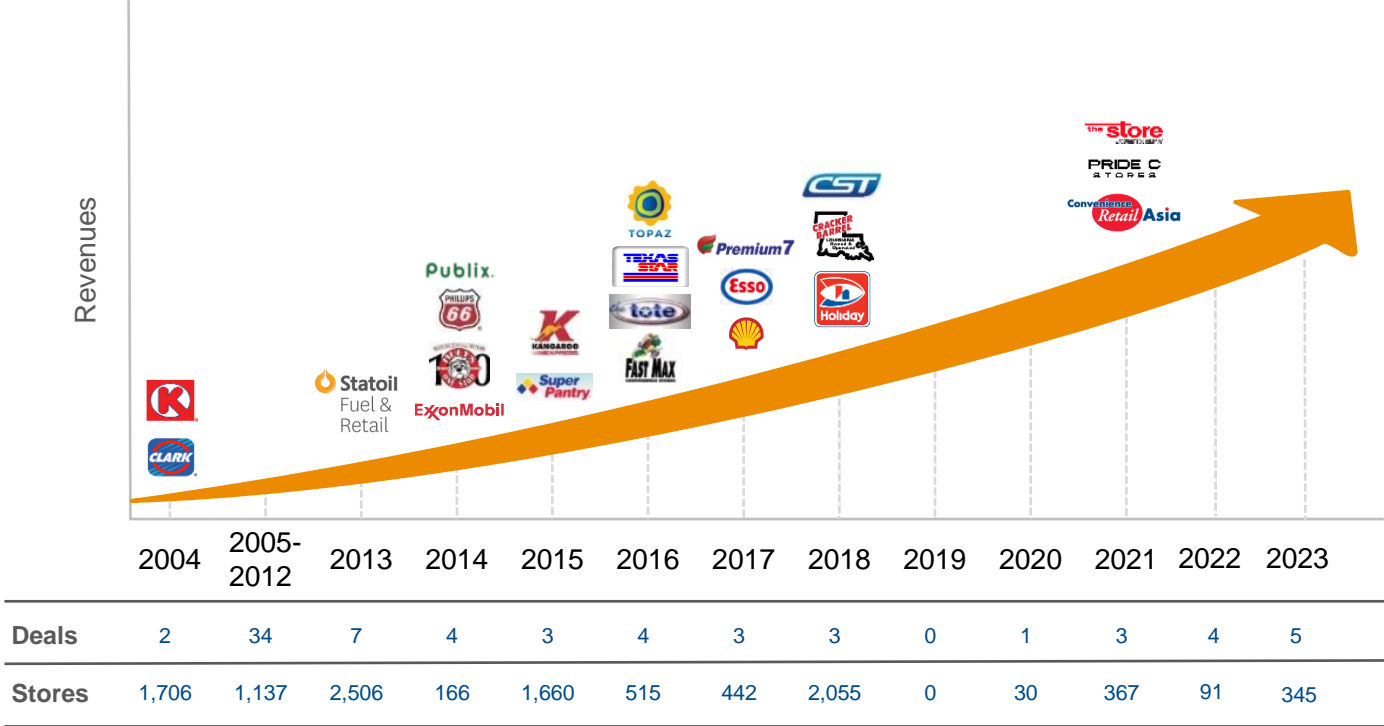
RPA and
Automation



Travel
Costs

▶ Optimizing costs across broad range of categories

PROVEN ABILITY TO INTEGRATE ACQUISITIONS



▶ Since 2004, Couche-Tard has successfully completed a total of 73 deals, adding ~11,000 stores globally.

Note: As of April 30, 2023.

UNIQUELY POSITIONED TO WIN

Highly Convenient

- Strong core capabilities and customer value
- Adapt to evolving consumer demands

Localized

- Complete localized pricing across network and work on data-driven assortment and promotion

Innovating for future

- EV charging solutions
- Frictionless technology
- Circle K venture fund
- Cannabis partnerships

Strong offering

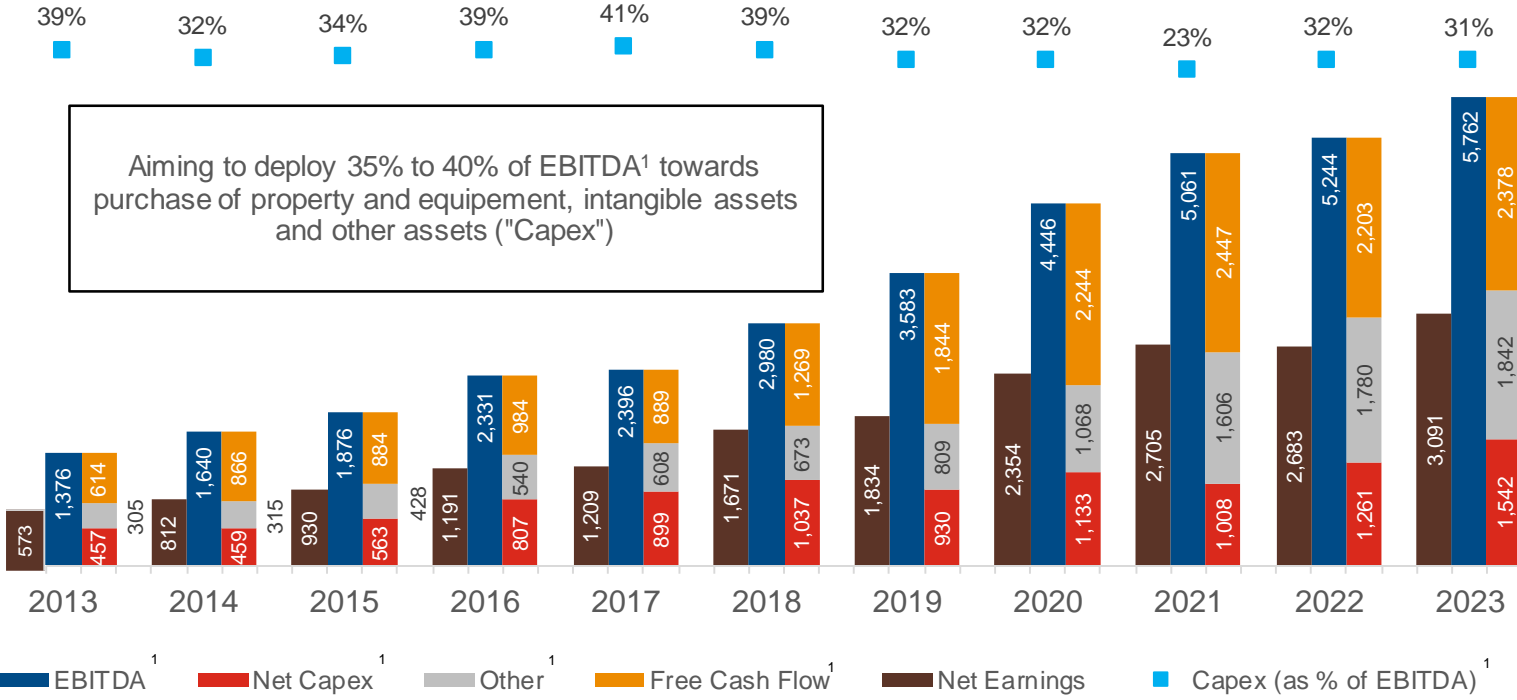
- Expansion of Fresh Food, Fast a priority
- Age-restricted products

Scaled and efficient

- Pilot multiple concepts across the world, get it right and execute with speed and efficiency
- Network optimization



REMARKABLE CASH GENERATION CAPABILITY



- Target Allocation of Capex
- Network Development: 35% of total Capex
- Commercial Programs: 30% of total Capex
- Maintenance & Improvements: 25% of total Capex
- Emerging Business & Innovation: 10% of total Capex

Converted 45% of EBITDA to free cash flow¹ since 2012, and 41% in 2023.

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

EFFICIENT STRUCTURE BELOW EBITDA¹ TO NET EARNINGS

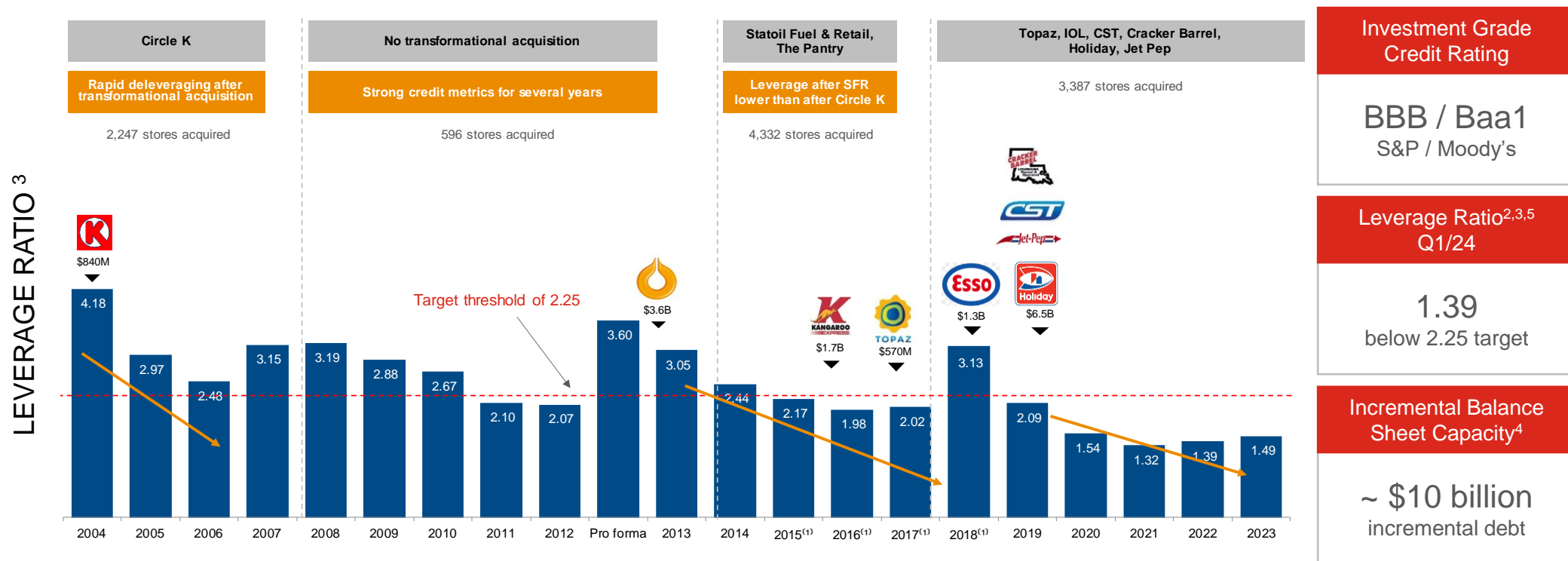


Low cost of debt and global corporate structure permits high conversion of EBITDA to net earnings.

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

² Depreciation, amortization and impairment.

SOLID BALANCE SHEET AND CAPACITY TO INVEST



Repurchased 4.7 million shares for ~\$230 million during Q1-2024.

¹ Pro forma ratios based on inclusion of acquisitions in full year results; transaction values include assumed debt
² Post-IFRS 16 lease accounting standard; all figures in graphic prior to 2020 are reported under IAS 17
³ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.
⁴ Company estimate based on LTM EBITDA; does not include potential to leverage a hypothetical target.
⁵ On a 53-week basis

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

5 EV Transition

6 Sustainability

7 Increasing Shareholder Value

PRINCIPLES FOR PROFITABLE GROWTH

ROCE¹

Aim to deliver an EBIT-based return on capital employed of more than 15%.

Leverage Ratio¹

Aim to keep our adjusted net debt-to-EBITDA ratio below 2.25, allowing for flexibility following significant acquisitions.

Capital Expenditures

Aim to maintain a level of Capex spending at 35% to 40% of EBITDA¹.

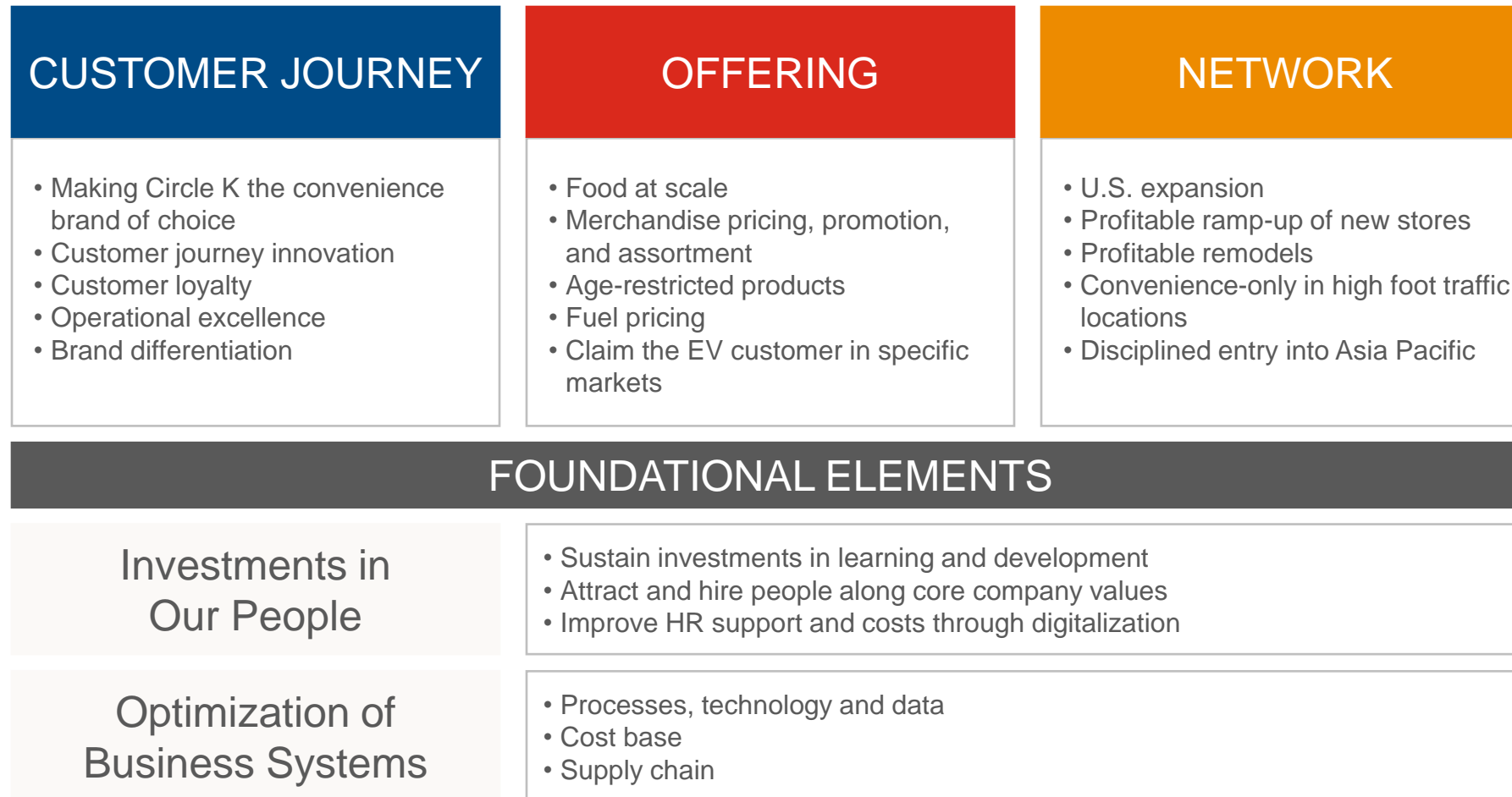
¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

MORE BALANCED GROWTH GOING FORWARD



Greater focus on the offering and customer journey is expected to drive higher share of organic growth.

CORE INITIATIVES



UPDATE ON CORE INITIATIVES

| CUSTOMER JOURNEY | OFFERING | NETWORK |
|--|---|--|
| <ul style="list-style-type: none"> • Solid progress expanding Circle K fuel brand in North America in FY23 with additional ~700 sites (Q1-FY24 total of 4,218) • ~305,000 signed up to Sip-n-Save in the U.S at the end of Q1-FY24 | <ul style="list-style-type: none"> • Fresh Food, Fast ~4,978 stores at the end of Q1-FY24 with plans for broad expansion across network • Completed localized pricing across network and working on data-driven assortment and promotion • ~1,700 EV chargers at ~340 stations and ~10,100 home chargers and workplace chargers in Scandinavia at the end of Q1-FY24 | <ul style="list-style-type: none"> • Strong rollout on New-to-Industry(NTI) with a total of 127 (including 22 R&R sites) in FY23 • Optimization of network through divestiture of non-core sites <ul style="list-style-type: none"> • Builds have exceeded target of 15% ROCE^{1 2} on average |

FOUNDATIONAL ELEMENTS

| | |
|---|--|
| <p>Investments in Our People</p> | <ul style="list-style-type: none"> • Named a Forbes World’s Best Workplaces of 2022 & recognized as a Gallup Exceptional Workplace |
| <p>Optimization of Business Systems</p> | <ul style="list-style-type: none"> • Easy Office initiative to reduce administrative hours • Rollout of ~5,500 Smart Safes enabling managers to streamline cash handling |

¹ Please refer to the “Non-IFRS Measures” section of this presentation for additional information on performance measures not defined by IFRS.

² Return on capital employed.

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

5 EV Transition

6 Sustainability

7 Increasing Shareholder Value



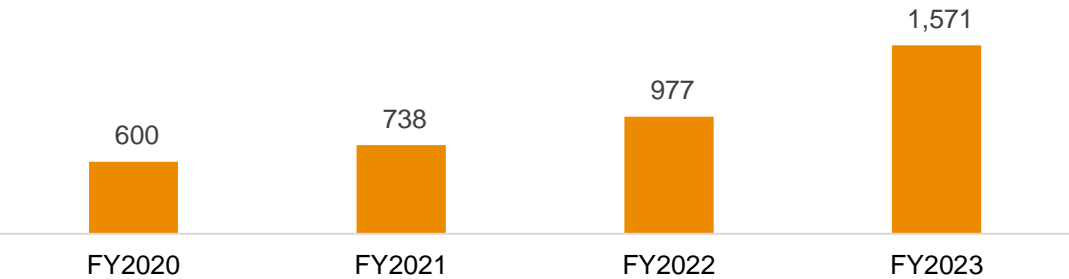
EV Transition

- **Developments in Scandinavia; participation in several value pools**
- **Key learnings**
- **North America remains the world's largest market for internal combustion engines, and despite regulatory attention, energy transition for transportation is only at a formative stage**
- **The co-existence of EV and ICE is expected for many years due to light vehicle life spans (~12.2 years in the US and ~11.8 years in Europe¹) which slows the turnover of large existing ICE fleet, the transition is gradual**
- **Supply and demand challenges to EV adoption include material and labor shortage, increased focus on energy security as a result of geopolitical conflicts and global tightening on monetary policy**
- **Availability of charging infrastructure remains a challenge for customers**
- **Scaling in Europe and penetrate North America**

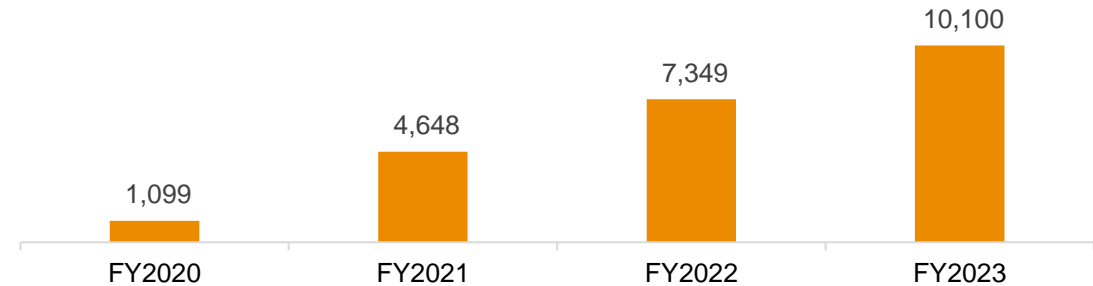
¹S&P Global Mobility, May 2022 and ACEA- European Automobile Manufacturers Association, April 2022

DEVELOPMENTS IN SCANDINAVIA

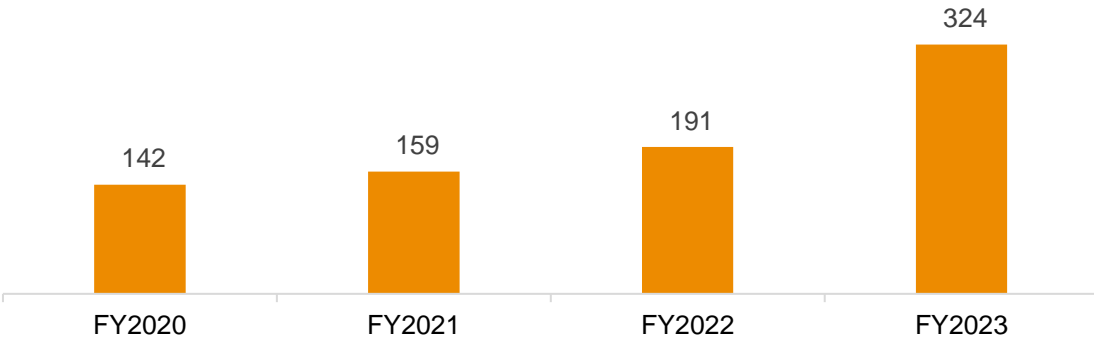
Number of chargers⁽¹⁾



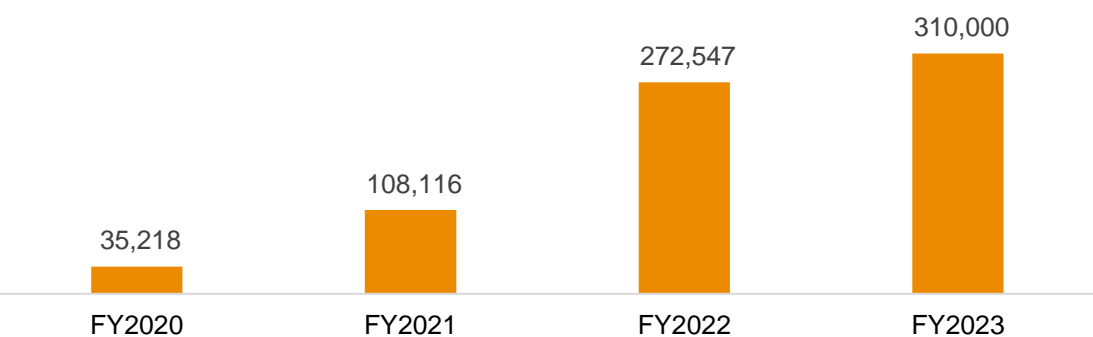
Number of home and workplace chargers⁽¹⁾



Number of sites with chargers⁽¹⁾



Circle K application users



⁽¹⁾ Includes Circle K and partner chargers

KEY LEARNINGS

- Longer dwell times in relation to chargers have led to an increase in traffic in our stores and ultimately a positive lift in sales
- Positive incremental impact of installing additional chargers on our sites
- Increased engagement with customers as evidenced by the increase in Circle K application users



SCALING IN EUROPE AND PENETRATE NORTH AMERICA

EU

Steady network expansion in Scandinavia

Invest to achieve > 25% market share

Explore B2B possibilities

N.A

Build a team and operating platform

Execute transit charging pilots

Collaborate with other fuel retailers



Announced rollout of 200 sites across North America by 2024

OUR LOCATION IN BAMBLE, NORWAY



▶ Recognized as “most important store of 2020” by ShopTalk LIVE

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

5 EV Transition

6 Sustainability

7 Increasing Shareholder Value

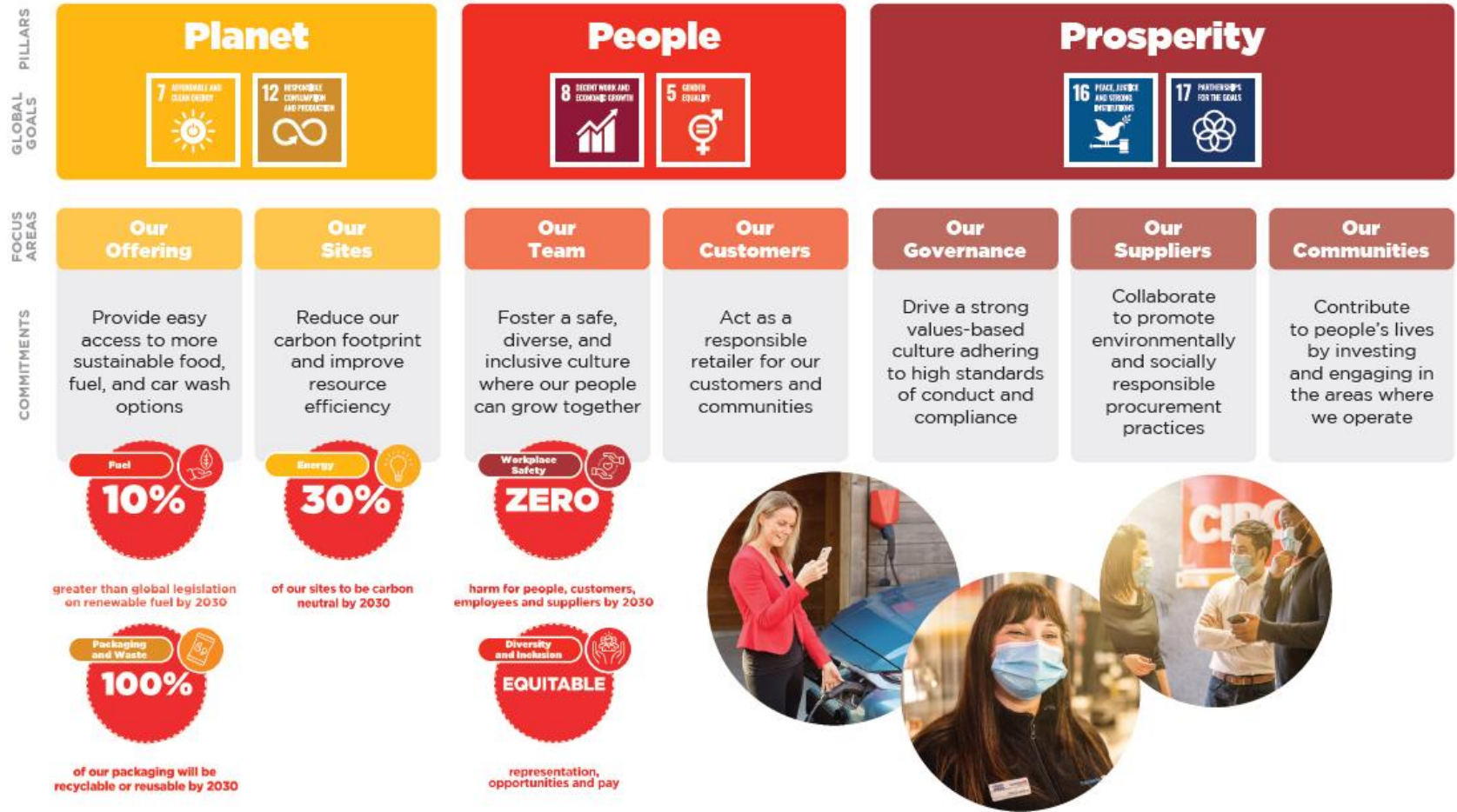
SUSTAINABILITY

- ESG journey
- Our sustainability framework
- Our external commitments
- Celebrating our progress in sustainable practices

ESG JOURNEY



OUR SUSTAINABILITY FRAMEWORK



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

OUR EXTERNAL COMMITMENTS

Our Sustainability Framework and 2030 Ambitions



Our 2025 Goals and Associated Initiatives

Some key achievements so far

- Fuel**
 - 12% reduction in our greenhouse gas footprint from our fuel offer
 - Further increase in renewable fuel offer. In 2022 9.52% share of renewable liquid fuels in volume sold, equal to the amount of carbon emissions 290 million trees absorb annually
 - More than 1,500 EV chargers across Europe
 - Launched 2 Carbon Offset Pilots (800+ sites) in the U.S., Grand Canyon and Great Lakes, offsetting a total of 200,000 tons of CO₂
- Energy**
 - 20% reduction in electricity consumption per site
 - Continued rolling out Energy Management System (EMS) in North America, adding 3,000 locations
 - Piloted solar panels on the fuel canopy at six locations in Florida and one location in Indiana with a solar panel bank on the ground
 - Reduced electricity consumption in our European business units by 6% (same stores)
- Packaging and Waste**
 - 25% increase in sustainable food packaging in our own products
 - 14 million plastic straws eliminated in Canada
 - Dumpster diving: we conducted a waste characterization study at 24 sites in North America to better understand our onsite waste stream
 - Saved almost 1 million meals in collaboration with Too Good To Go, launched in U.S., Canada and Poland
- Workplace Safety**
 - 50% decrease in robberies and work-related injuries
 - More than 450 locations receiving upgrades to their in-store security hardware
 - 4 BUs in North America have already achieved their 50% reduction in store robberies since 2020 — Florida, Grand Canyon, South East, and Western Canada
 - Launched Kindness Day in Europe as a key milestone in our upgraded anti-harassment work
- Diversity and Inclusion**
 - 35% women directors & up
 - Represent the communities we serve
 - 31% female representation Directors and up
 - Increased racially diverse groups within VP positions to 18% in the U.S.
 - Created growth opportunities for our minority talents through external partnerships
 - Formation of BRAVE BRG supporting our military veterans and their families

Performance Highlights

The Performance Highlights section is organized into three main categories: PLANET, PEOPLE, and PROSPERITY, each with a corresponding icon and a list of achievements.

- PLANET**
 - EV market launch completed with site openings in U.S.
 - In Ireland, we are converting our fleet of delivery vehicles to be fueled exclusively by miles:BIO HVO100—a fossil-free biofuel made from waste, by-products, and derived products from the food industry not intended for human consumption
 - Followed up our project with synthetic fuel (PtX) in collaboration with the e-fuel alliance
 - Energy Management System (EMS) rolled out at 20 sites in Europe
 - Reusable cup program in Norway saved 350 million single-use cups since launch 20 years ago
- PEOPLE**
 - 2nd year winning the Exceptional Workplace Award from Gallup
 - 97% participation in Gallup survey and highest engagement score
 - 31% women on our Board
 - Couche-Tard was named one of Montreal's Top Employers
 - Anti-harassment program rolled out in Europe
 - 39% female representation on our Executive Leadership team
 - Signed partnership with Hispanic Association on Corporate Responsibility (HACR) to advance the development of our Hispanic team members
 - Circle K Business Centre in Latvia received an award as one of the employers that pays the most equal salaries
- PROSPERITY**
 - Couche-Tard featured as one of Sustainability's Top Rated ESG Companies for 2023
 - Annual Cybersecurity Awareness campaign to protect company and customer data
 - Raised over \$2.7 million globally through our "You Give, We'll Match" campaign in aid of Ukrainian relief efforts
 - Anti-harassment campaign in Lithuania won 1st place for corporate communication and 2nd place for employer branding by the Baltic marketing and PR associations
 - In Norway 10,000 reusable Pride Cups with rainbow symbol generated close to \$50,000 for Queer Youth Helpline
 - Circle K in Hong Kong was honoured with the "20 Years Plus Caring Company Logo" by the Hong Kong Council of Social Service for its consistent contribution to the local community

For more information on ACT's company officers, please visit [Report & Indexes - Couche-Tard Corp](#)



CELEBRATING OUR PROGRESS IN SUSTAINABLE PRACTICES



Awarded by the world's most trusted providers of business sustainability ratings! The European business exceeded industry average in all categories.



Celebrating our second year receiving this award, which recognizes companies that have demonstrated a high level of commitment to ESG practices.



Scoring among the highest with an AA rating as a leader within our industry in managing the most significant ESG risks and opportunities.

CONTENT

1 Company Highlights

2 U.S. Industry Overview

3 Competitive Advantages

4 Our Ambition

5 EV Transition

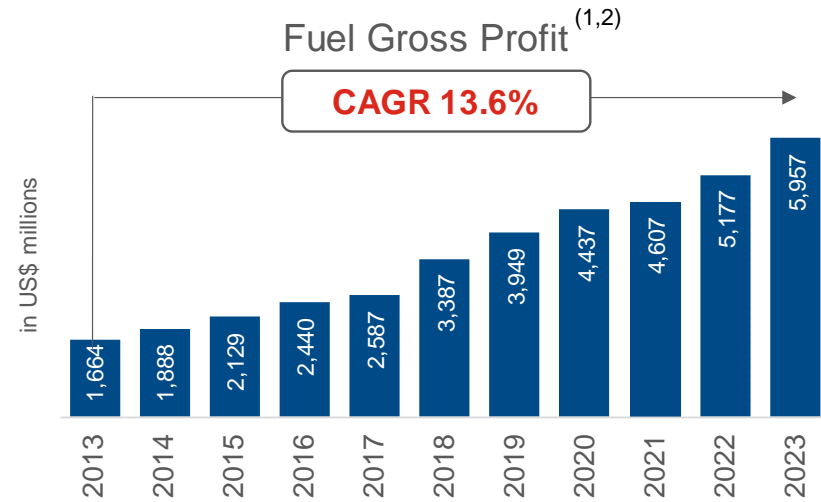
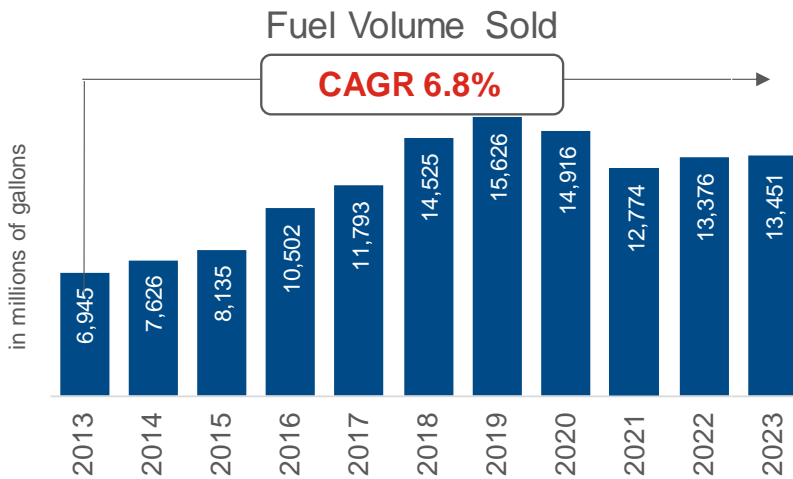
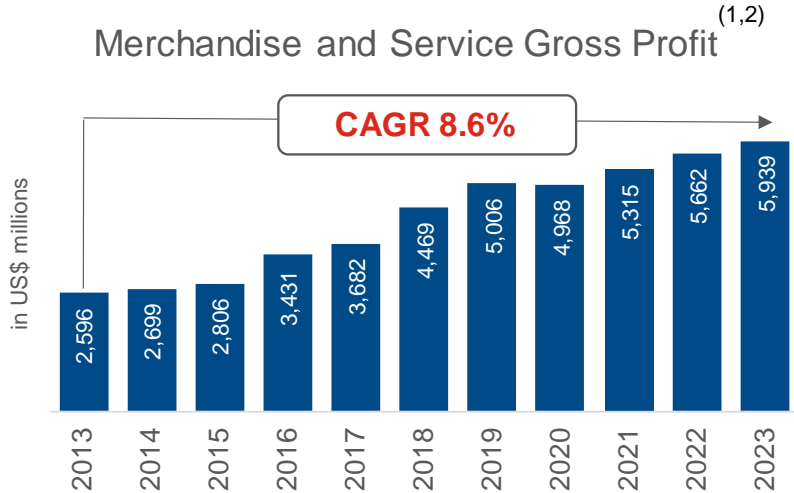
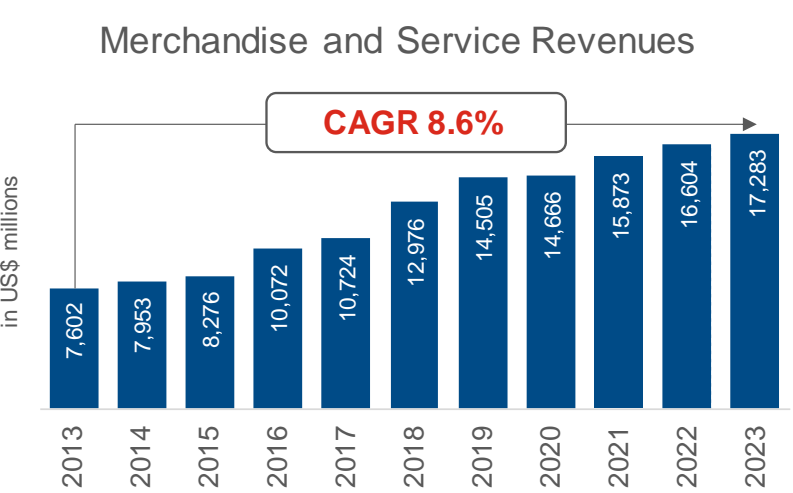
6 Sustainability

7 Increasing Shareholder Value

INCREASING SHAREHOLDER VALUE

- Long track record of delivering solid results.
- Increasing free cash flow generation.
- Rewarding shareholders through a steadily increasing dividend.
- Strong focus on reinvesting profitably in our operations and improving the ROCE.

DELIVERING STRONG RESULTS...

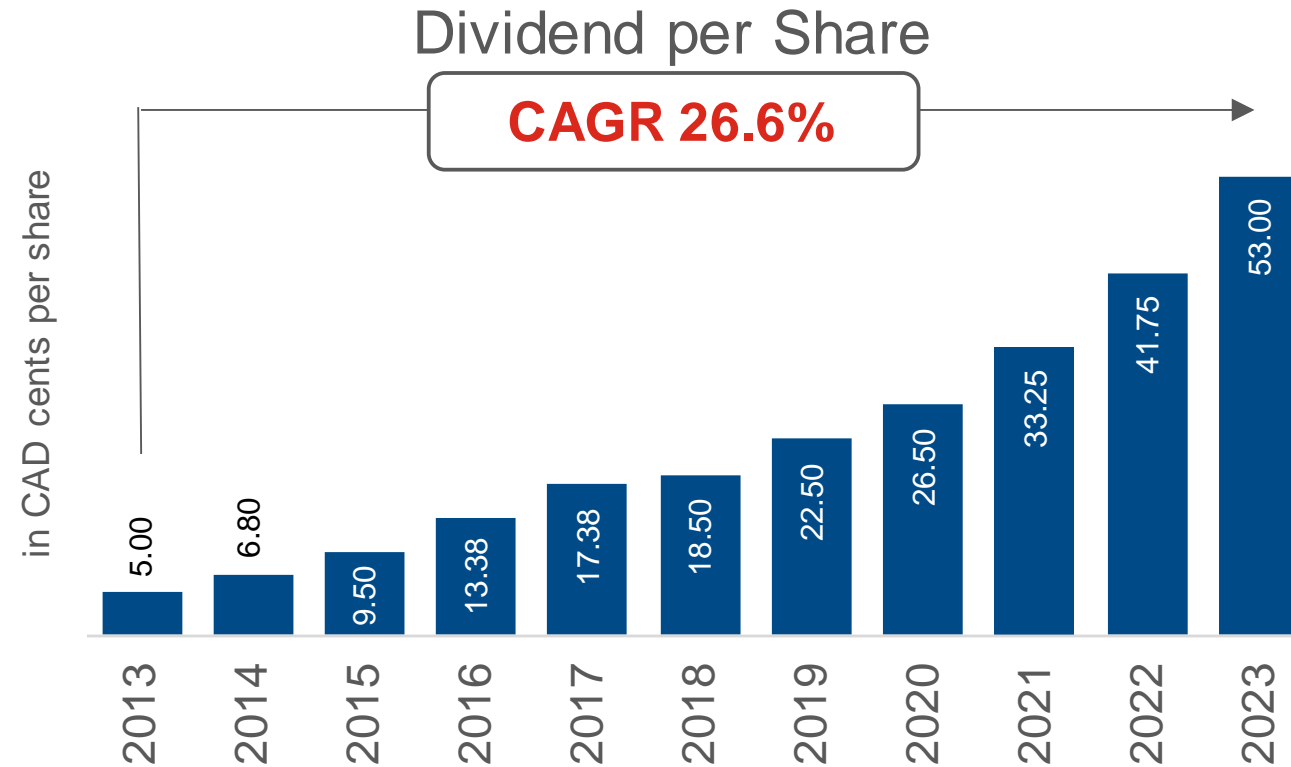


Note: Starting in fiscal 2020, revenue and gross profit figures include impact from transition to IFRS 16 lease accounting standard

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

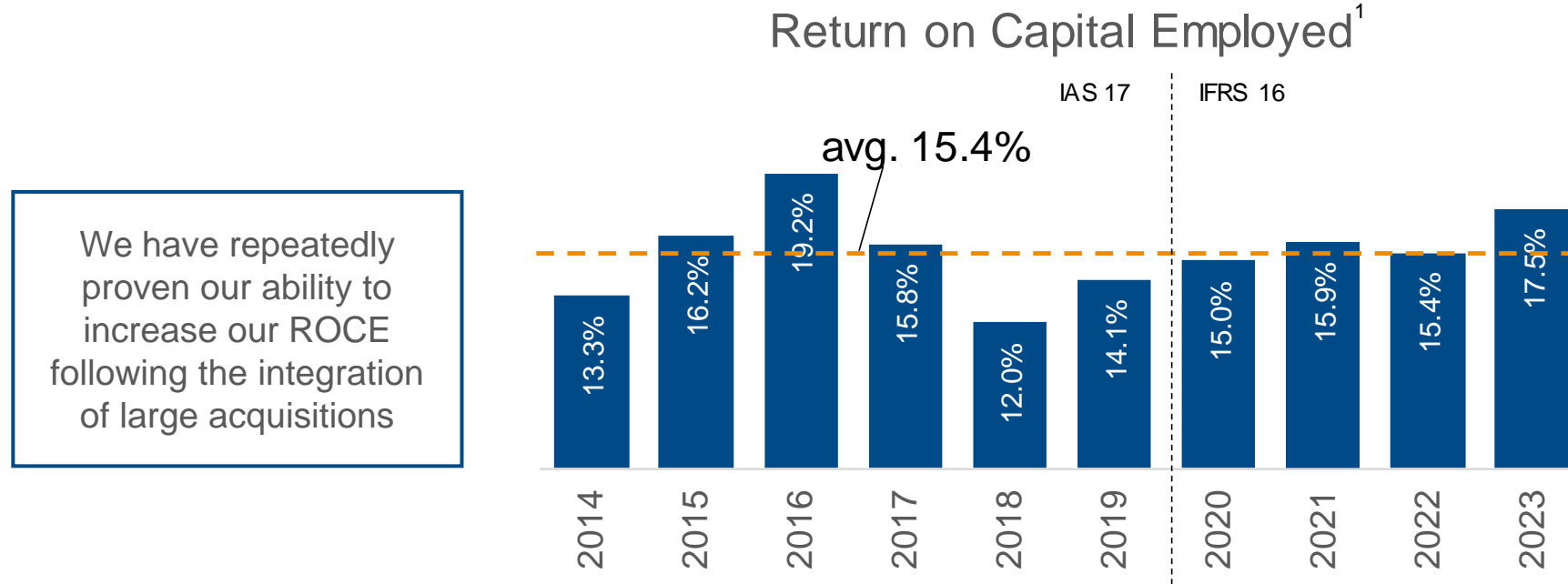
² For additional information on reconciling these measures with our consolidated results, please refer to the section "Summary analysis of consolidated results for fiscal 2023" of our Management Discussion & Analysis for the 53-week period ended April 30, 2023, available on SEDAR+ at www.sedarplus.ca.

... AND REWARDING SHAREHOLDERS ACCORDINGLY



Announced quarterly dividend of CA 14¢ in Q1 2024 representing an annualized payment of CA 56¢ per share.

STRONG ORGANIC GROWTH DRIVING RETURNS



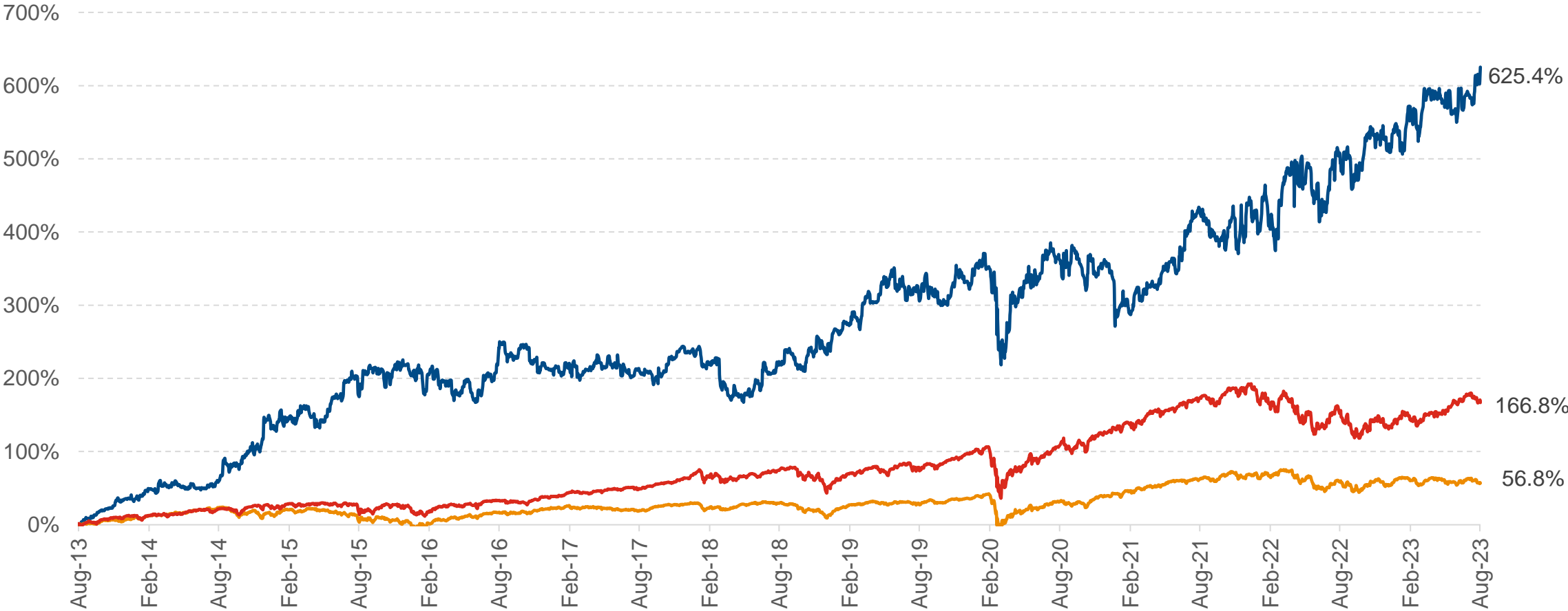
▶ Looking to maintain ROCE above our objective of 15%, driven primarily by organic growth initiatives.

¹ Please refer to the "Non-IFRS Measures" section of this presentation for additional information on performance measures not defined by IFRS.

RELATIVE STOCK PERFORMANCE

10-Year Stock Performance vs. Key Indices

Alimentation Couche-Tard S&P/TSX Composite S&P 500



Source: Bloomberg, based on the closing prices at the end of August 24, 2023, trading day.

FINANCIAL HIGHLIGHTS

in US\$ millions, unless otherwise noted

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | CAGR |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|------|
| Total revenues | 35,549 | 37,962 | 34,530 | 34,145 | 37,905 | 51,394 | 59,118 | 54,132 | 45,760 | 62,810 | 71,857 | 7% |
| Gross profit ¹ | 4,607 | 4,988 | 5,268 | 6,082 | 6,482 | 8,112 | 9,195 | 9,644 | 10,115 | 11,005 | 12,052 | 10% |
| EBITDA ¹ | 1,376 | 1,640 | 1,876 | 2,331 | 2,396 | 2,980 | 3,583 | 4,525 | 5,061 | 5,244 | 5,762 | 15% |
| Operating income | 839 | 1,034 | 1,320 | 1,668 | 1,698 | 2,037 | 2,489 | 3,163 | 3,676 | 3,679 | 4,232 | 18% |
| Net Earnings | 573 | 812 | 930 | 1,191 | 1,209 | 1,671 | 1,834 | 2,354 | 2,705 | 2,683 | 3,091 | 18% |
| Diluted EPS | \$0.51 | \$0.72 | \$0.82 | \$1.05 | \$1.06 | \$1.48 | \$1.63 | \$2.09 | \$2.44 | \$ 2.52 | \$3.06 | 20% |
| Adj. diluted EPS ¹ | \$0.56 | \$0.68 | \$0.90 | \$1.04 | \$1.11 | \$1.30 | \$1.66 | \$1.97 | \$2.45 | \$ 2.60 | \$3.12 | 19% |
| Merchandise SSS - United States ² | 1.0% | 3.8% | 3.9% | 4.6% | 2.0% | 0.8% | 4.1% | 2.1% | 5.6% | 1.9% | 4.3% | |
| Merchandise SSS - Europe and Other Regions ^{1,2} | n/a | 1.6% | 2.0% | 2.8% | 3.5% | 2.7% | 4.8% | 0.1% | 6.1% | 5.9% | 3.1% | |
| Merchandise SSS - Canada ² | 2.0% | 1.9% | 3.4% | 2.9% | 0.1% | 0.4% | 5.2% | 2.8% | 9.5% | -3.4% | 1.2% | |
| SS Fuel Volume - United States ² | 0.6% | 1.7% | 3.4% | 6.6% | 2.6% | -0.4% | 0.7% | -3.9% | -12.9% | 4.0% | -1.9% | |
| SS Fuel Volume - Europe and Other Regions ² | n/a | 2.5% | 2.4% | 2.6% | 1.0% | 0.0% | -0.9% | -3.9% | -6.4% | 3.8% | -3.2% | |
| SS Fuel Volume - Canada ² | 0.0% | 1.3% | -0.1% | 0.9% | -0.3% | -1.4% | -1.6% | -6.0% | -14.9% | 6.1% | -0.1% | |
| Fuel Margin - United States (in USD cents per gallon) ¹ | 18.77 | 18.11 | 21.74 | 20.15 | 18.56 | 19.39 | 22.38 | 29.62 | 35.28 | 39.62 | 47.51 | 10% |
| Fuel Margin - Europe and Other Regions (in USD cents per litre) ¹ | 9.88 | 10.94 | 10.33 | 8.82 | 8.22 | 8.72 | 8.61 | 8.48 | 10.99 | 9.86 | 9.98 | 0% |
| Fuel Margin - Canada (in CAD cents per litre) ¹ | 5.84 | 5.98 | 6.35 | 6.41 | 7.66 | 8.84 | 8.38 | 7.88 | 10.36 | 11.74 | 12.75 | 8% |
| Cash flow from operations | 1,161 | 1,429 | 1,715 | 1,888 | 1,926 | 2,163 | 3,084 | 3,721 | 4,087 | 3,945 | 4,387 | 14% |
| Dividends per share (in CAD cents per share) | 5.00 | 6.80 | 9.50 | 13.38 | 17.38 | 18.50 | 22.50 | 26.50 | 33.25 | 41.75 | 53.00 | 27% |
| Leverage ratio ¹ | 1.99 | 1.32 | 1.18 | 0.95 | 1.09 | 2.46 | 1.61 | 1.54 | 1.32 | 1.39 | 1.49 | |
| ROCE (%) ¹ | 11.0% | 13.3% | 16.2% | 19.2% | 15.8% | 12.0% | 14.1% | 15.0% | 15.9% | 15.4% | 17.5% | |



NON-IFRS MEASURES

Non-IFRS Measures

To provide more information for evaluating the Corporation's performance, the financial information included in this presentation contains certain data that are not performance measures under IFRS ("non-IFRS measures"), which are also calculated on an adjusted basis to exclude specific items. We believe that providing those non-IFRS measures is useful to management, investors, and analysts, as they provide additional information to measure the performance and financial position of the Corporation.

The following non-IFRS financial measures are used in this presentation:

- Gross profit;
- Earnings before interest, taxes, depreciation, amortization and impairment ("EBITDA") and adjusted EBITDA;
- Adjusted net earnings;
- Interest-bearing debt; and
- Free cash flow, including Net capex and Other.

The following non-IFRS ratios are used in our financial disclosures:

- Road transportation fuel gross margin and Road transportation fuel breakeven gross margin;
- Growth of same-store merchandise revenues for Europe and other regions;
- Adjusted diluted net earnings per share;
- Leverage ratio;
- Return on equity and return on capital employed;
- Capex (as % of EBITDA); and
- EBITDA to Free cash flow

Supplementary financial measures are also used in our financial disclosures and those measures are described where they are presented.

Non-IFRS financial measures and ratios are mainly derived from the consolidated financial statements, but do not have standardized meanings prescribed by IFRS. These non-IFRS measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with IFRS. In addition, our definitions of non-IFRS measures may differ from those of other public corporations. Any such modification or reformulation may be significant. These measures are also adjusted for the pro forma impact of our acquisitions and impacts of new accounting standards, if they are considered to be material.

NON-IFRS MEASURES

Gross profit. Gross profit consists of revenues less the cost of sales, excluding depreciation, amortization and impairment. This measure is considered useful for evaluating the underlying performance of our operations.

The table below reconciles revenues and cost of sales, excluding depreciation, amortization and impairment, as per IFRS, to gross profit:

| | 12-week periods ended | | 53-week period ended | 52-week period ended |
|--|-----------------------|---------------|----------------------|----------------------|
| | July 23, 2023 | July 17, 2022 | April 24, 2022 | April 24, 2022 |
| <i>(in millions of US dollars)</i> | | | | |
| Revenues | 15,623.2 | 18,657.7 | 71,856.7 | 45,760.1 |
| Cost of sales, excluding depreciation, amortization and impairment | 12,684.8 | 15,774.9 | 51,805.1 | 35,644.8 |
| Gross profit | 2,938.4 | 2,882.8 | 12,052.1 | 10,115.3 |

Please note that the same reconciliation applies in the determination of gross profit by category and by geography presented in the section "Summary Analysis of Consolidated Results".

Merchandise and service gross margin. Merchandise and service gross margin consists of Merchandise and service gross profit divided by Merchandise and service revenues, both measures are presented in the section "Summary Analysis of Consolidated Results". Merchandise and service gross margin is considered useful for evaluating how efficiently we generate gross profit by dollar of revenue.

Earnings before interest, taxes, depreciation, amortization and impairment ("EBITDA") and adjusted EBITDA. EBITDA represents net earnings plus income taxes, net financial expenses, and depreciation, amortization and impairment. Adjusted EBITDA represents the EBITDA adjusted for acquisition costs, the impact from changes in accounting policies and adoption of accounting standards as well as other specific items for which the impact on consolidated results is not deemed indicative of future trends. These performance measures are considered useful to facilitate the evaluation of our ongoing operations and our ability to generate cash flows to fund our cash requirements, including our capital expenditures program, share repurchases, and payment of dividends.

The table below reconciles net earnings, as per IFRS, to EBITDA and adjusted EBITDA:

| | 12-week periods ended | | 53-week period ended | 52-week period ended |
|---|-----------------------|---------------|----------------------|----------------------|
| | July 23, 2023 | July 17, 2022 | April 30, 2023 | April 24, 2022 |
| <i>(in millions of US dollars)</i> | | | | |
| Net earnings | 834.1 | 872.4 | 3,090.9 | 2,683.3 |
| Add: | | | | |
| Income taxes | 246.4 | 244.6 | 838.2 | 734.3 |
| Net financial expenses | 70.7 | 67.1 | 306.7 | 281.0 |
| Depreciation, amortization and impairment | 360.5 | 319.2 | 1,525.9 | 1,545.7 |
| EBITDA | 1,511.7 | 1,503.3 | 5,761.7 | 5,244.3 |
| Adjusted for: | | | | |
| Acquisition costs | 3.5 | 1.2 | 13.7 | 6.7 |
| Cloud computing transition adjustment | — | — | — | 15.1 |
| Adjusted EBITDA | 1,515.2 | 1,504.5 | 5,775.4 | 5,266.1 |

Adjusted net earnings and adjusted diluted net earnings per share. Adjusted net earnings represents net earnings adjusted for net foreign exchange gains or losses, acquisition costs, the impact from changes in accounting policies and adoption of accounting standards, impairment on goodwill, investments in subsidiaries, joint ventures and associated companies as well as other specific items for which the impact on consolidated results is not deemed indicative of future trends. These measures are considered useful for evaluating the underlying performance of our operations on a comparable basis.

The table below reconciles net earnings, as per IFRS, with adjusted net earnings and adjusted diluted net earnings per share:

| | 12-week periods ended | | 53-week period ended | 52-week period ended |
|--|-----------------------|---------------|----------------------|----------------------|
| | July 23, 2023 | July 17, 2022 | April 30, 2023 | April 24, 2022 |
| <i>(in millions of US dollars, except per share amounts, or unless otherwise noted)</i> | | | | |
| Net earnings | 834.1 | 872.4 | 3,090.9 | 2,683.3 |
| Adjusted for: | | | | |
| Acquisition costs | 3.5 | 1.2 | 13.7 | 6.7 |
| Net foreign exchange loss | 0.3 | 1.0 | 0.7 | (20.7) |
| Loss on convertible promissory notes recorded at fair value through earnings or loss prior to their maturity | — | — | 26.4 | — |
| Impairment of our investment in Fire & Flower | — | — | 23.9 | 33.7 |
| Impairment and impact of deconsolidation of Russian subsidiaries | — | — | — | 56.2 |
| Cloud computing transition adjustment | — | — | — | 15.1 |
| Tax impact of the items above and rounding | 0.1 | 0.4 | (3.6) | (4.3) |
| Adjusted net earnings | 838.0 | 875.0 | 3,152.0 | 2,770.0 |
| Weighted average number of shares - diluted (in millions) | 980.0 | 1,027.2 | 1,009.5 | 1,063.5 |
| Adjusted diluted net earnings per share | 0.86 | 0.85 | 3.12 | 2.60 |

NON-IFRS MEASURES

Road transportation fuel gross margin. Road transportation fuel gross margin consists of Road transportation fuel gross profit divided by total volume of road transportation fuel sold. For the United States and Europe and other regions, both measures are presented in US dollars. For Canada, this measure is presented in functional currency. The tables below reconcile, for road transportation fuel, Revenues and Cost of sales, excluding depreciation, amortization and impairment to gross profit and the resulting road transportation fuel gross margin. This measure is considered useful for evaluating how efficiently we generate gross profit by gallon or liter of road transportation fuel sold.

For Canada

| | 12-week periods ended | | 53-week period ended | 52-week period ended |
|---|-----------------------|---------------|----------------------|----------------------|
| <i>(in millions of Canadian dollars, unless otherwise noted)</i> | July 23, 2023 | July 17, 2022 | April 30, 2023 | April 24, 2022 |
| Road transportation fuel revenues | 1,935.7 | 2,136.5 | 8,412.4 | 6,703.8 |
| Road transportation fuel cost of sales, excluding depreciation, amortization and impairment | 1,752.6 | 1,966.3 | 7,686.7 | 6,085.5 |
| Road transportation fuel gross profit | 183.1 | 170.2 | 725.7 | 618.3 |
| Total road transportation fuel volume sold (in millions of liters) | 1,382.2 | 1,212.1 | 5,690.1 | 5,264.8 |
| Road transportation fuel gross margin (CA cents per liter) | 13.25 | 14.04 | 12.75 | 11.74 |

For United States

| | 12-week periods ended | | 53-week period ended | 52-week period ended |
|---|-----------------------|---------------|----------------------|----------------------|
| <i>(in millions of US dollars, unless otherwise noted)</i> | July 23, 2023 | July 17, 2022 | April 30, 2023 | April 24, 2022 |
| Road transportation fuel revenues | 7,522.2 | 9,681.4 | 35,232.1 | 30,115.0 |
| Road transportation fuel cost of sales, excluding depreciation, amortization and impairment | 6,447.6 | 8,650.0 | 30,856.5 | 26,488.6 |
| Road transportation fuel gross profit | 1,074.6 | 1,031.4 | 4,375.6 | 3,626.4 |
| Total road transportation fuel volume sold (in millions of gallons) | 2,146.9 | 2,105.0 | 9,209.7 | 9,152.9 |
| Road transportation fuel gross margin (US cents per gallon) | 50.05 | 49.00 | 47.51 | 39.62 |

For Europe and other regions

| | 12-week periods ended | | 53-week period ended | 52-week period ended |
|---|-----------------------|---------------|----------------------|----------------------|
| <i>(in millions of US dollars, unless otherwise noted)</i> | July 23, 2023 | July 17, 2022 | April 30, 2023 | April 24, 2022 |
| Road transportation fuel revenues | 2,263.7 | 2,975.9 | 11,837.7 | 9,892.0 |
| Road transportation fuel cost of sales, excluding depreciation, amortization and impairment | 2,066.1 | 2,695.2 | 10,803.3 | 8,834.3 |
| Road transportation fuel gross profit | 197.6 | 280.7 | 1,034.4 | 1,057.7 |
| Total road transportation fuel volume sold (in millions of liters) | 2,406.8 | 2,288.8 | 10,365.7 | 10,722.7 |
| Road transportation fuel gross margin (US cents per liter) | 8.21 | 12.26 | 9.98 | 9.86 |

Road transportation fuel breakeven gross margin. Road transportation fuel breakeven gross margin consists of Road transportation fuel gross profit, for which the calculation methodology is described in another table of this section, less Earnings before income taxes divided by total volume of road transportation fuel sold. This measure is considered useful for evaluating the underlying performance and efficiency of our operations.

(in millions of US dollars, unless otherwise noted)

| | 53-week period ended | 52-week period ended |
|--|----------------------|----------------------|
| | April 30, 2023 | April 24, 2022 |
| Road transportation fuel gross profit | 5,956.6 | 5,177.1 |
| Earnings before income taxes | 3,929.1 | 3,417.6 |
| Road transportation fuel breakeven | 2,027.5 | 1,759.5 |
| Total road transportation fuel volume sold (millions of gallons) | 13,451.2 | 13,376.4 |
| Road transportation fuel breakeven gross margin (US cents per gallon) | 15.07 | 13.15 |

NON-IFRS MEASURES

Growth of same-store merchandise revenues for Europe and other regions. Same-store merchandise revenues represent cumulated merchandise revenues between the current period and comparative period for those stores that were open for at least 23 days out of every 28-day period included in the reported periods. Merchandise revenues are defined as Merchandise and service revenues excluding service revenues. For Europe and other regions, the growth of same-store merchandise revenues is calculated based on constant currencies using the respective current period average exchange rate for both the current and corresponding period. In Europe and other regions, same-store merchandise revenues include same-store revenues from company-operated stores, as well as CODO and DODO stores which are not included in our consolidated results. This measure is considered useful for evaluating our ability to generate organic growth on a comparable basis in our overall European and other regions store network.

The table below reconciles Merchandise and service revenues, as per IFRS, to same-store merchandise revenues for Europe and other regions and the resulting percentage of growth:

| <i>(in millions of US dollars, unless otherwise noted)</i> | 12-week periods ended | | | |
|---|-----------------------|---------------|---------------|---------------|
| | July 23, 2023 | July 17, 2022 | July 17, 2022 | July 18, 2021 |
| Merchandise and service revenues for Europe and other regions | 622.0 | 537.1 | 537.1 | 561.4 |
| Adjusted for: | | | | |
| Service revenues | (54.4) | (39.8) | (39.8) | (44.8) |
| Net foreign exchange impact | — | 4.9 | — | (46.7) |
| Merchandise revenues not meeting the definition of same-store | (18.5) | (11.7) | (19.1) | (17.8) |
| Same-store merchandise revenues from stores not included in our consolidated results, including the impact of store conversions | 81.5 | 123.6 | 84.9 | 95.7 |
| Total Same-store merchandise revenues for Europe and other regions | 630.6 | 614.1 | 563.1 | 547.8 |
| Growth of same-store merchandise revenues for Europe and other regions | 2.7% | | 2.8% | |

| <i>(in millions of US dollars, unless otherwise noted)</i> | 53-week period ended | 52-week period ended | 52-week periods ended | |
|---|----------------------|----------------------|-----------------------|----------------|
| | April 30, 2023 | April 24, 2022 | April 24, 2022 | April 25, 2021 |
| Merchandise and service revenues for Europe and other regions | 2,386.7 | 2,429.1 | 2,429.1 | 1,830.8 |
| Adjusted for: | | | | |
| Service revenues | (200.5) | (205.0) | (205.0) | (178.4) |
| Net foreign exchange impact | — | (178.4) | — | (21.9) |
| Merchandise revenues not meeting the definition of same-store | (93.9) | (50.5) | (147.2) | (152.0) |
| Same-store merchandise revenues from stores not included in our consolidated results, including the impact of store conversions | 332.7 | 357.1 | 400.0 | 859.7 |
| Total Same-store merchandise revenues for Europe and other regions | 2,425.0 | 2,352.3 | 2,476.9 | 2,338.2 |
| Growth of same-store merchandise revenues for Europe and other regions | 3.1% | | 5.9% | |

Interest-bearing debt, net interest-bearing debt and leverage ratio. Interest bearing-debt is the sum of the following balance sheet accounts: Short-term debt and current portion of long-term debt, Long-term debt, Current portion of lease liabilities and Lease liabilities, and is considered useful to facilitate the understanding of our financial position in relation with financing obligations. Net interest-bearing debt corresponds to the previous measure minus Cash and cash equivalents and is considered useful to assess our financial health, risk profile, and ability to meet our financing obligations. Leverage ratio represents a measure of financial condition considered useful to assess our financial leverage and our ability to cover our net financing obligations in relation to our adjusted EBITDA.

The table below reconciles net interest-bearing debt and adjusted EBITDA, for which the calculation methodology is described in a previous slide of this presentation, with the leverage ratio:

| <i>(in millions of US dollars, except ratio data)</i> | 53-week periods ended | | 52-week period ended | |
|---|-----------------------|----------------------|----------------------|----------------------|
| | As at July 23, 2023 | As at April 30, 2023 | As at April 24, 2022 | As at April 25, 2021 |
| Short-term debt and current portion of long-term debt | 480.6 | 0.7 | — | 1.4 |
| Current portion of lease liabilities | 437.6 | 438.1 | — | 425.4 |
| Long-term debt | 5,939.2 | 5,888.3 | — | 5,963.6 |
| Lease liabilities | 3,154.5 | 3,138.8 | — | 3,049.5 |
| Interest-bearing debt | 10,011.9 | 9,465.9 | — | 9,439.9 |
| Less: Cash and cash equivalents | (1,956.6) | (834.2) | — | (2,143.9) |
| Net interest-bearing debt | 8,055.3 | 8,631.7 | — | 7,296.0 |
| Adjusted EBITDA | 5,786.1 | 5,775.4 | — | 5,266.1 |
| Leverage ratio | 1.39 : 1 | 1.49 : 1 | — | 1.39 : 1 |

NON-IFRS MEASURES

Return on capital employed. This measure is considered useful as it provides insights into our ability to generate returns from the total amount of capital invested in our operations and it also helps assessing our operational efficiency and capital allocation decisions. Earnings before interest and taxes ("EBIT") represents net earnings plus income taxes and net financial expenses. Capital employed represents total assets less short-term liabilities not bearing interest, which excludes the short-term debt and current portion of long-term debt and current portion of lease liabilities. Average capital employed is calculated by taking the average of the beginning and ending balance of capital employed for the 53-week periods.

The table below reconciles net earnings, as per IFRS, to EBIT with the ratio of return on capital employed:

(in millions of US dollars, unless otherwise noted)

| | 53-week period ended April 30, 2023 | 52-week period ended April 24, 2022 |
|---|--|--|
| Net earnings | 3,090.9 | 2,683.3 |
| Add: | | |
| Income taxes | 838.2 | 734.3 |
| Net financial expenses | 306.7 | 281.0 |
| EBIT | 4,235.8 | 3,698.6 |
| Capital employed - Opening balance ⁽¹⁾ | 24,001.0 | 23,971.5 |
| Capital employed - Ending balance ⁽¹⁾ | 24,323.0 | 24,001.0 |
| Average capital employed | 24,162.0 | 23,986.3 |
| Return on capital employed | 17.5% | 15.4% |

(1) The table below reconciles balance sheet line items, as per IFRS, to capital employed:

(in millions of US dollars)

| | As at April 30, 2023 | As at April 24, 2022 |
|---|-------------------------|-------------------------|
| Total Assets | 29,049.2 | 29,591.6 |
| Less: Current liabilities | (5,165.0) | (6,017.4) |
| Add: Current portion of long-term debt | 0.7 | 1.4 |
| Add: Current portion of lease liabilities | 438.1 | 425.4 |
| Capital employed | 24,323.0 | 24,001.0 |

Return on equity. This measure is considered useful to assess the relation between our profitability and our net assets and it also provides insights into how efficiently we are using our equity to generate returns for our shareholders. Average equity is calculated by taking the average of the opening and closing balance for the 53-week periods.

The table below reconciles net earnings, as per IFRS, with the ratio of return on equity:

(in millions of US dollars, unless otherwise noted)

| | 53-week period ended April 30, 2023 | 52-week period ended April 24, 2022 |
|--------------------------|--|--|
| Net earnings | 3,090.9 | 2,683.3 |
| Equity - Opening balance | 12,437.6 | 12,180.9 |
| Equity - Ending balance | 12,564.5 | 12,437.6 |
| Average equity | 12,501.1 | 12,309.3 |
| Return on equity | 24.7% | 21.8% |

NON-IFRS MEASURES

Free cash flow, including Net capex and Other items. Free cash flow consists of EBITDA minus i) Purchase of property and equipment, intangible assets and other assets (“Capex”) net of Proceeds from disposal of property and equipment and other assets (together “Net Capex”) and ii) Interest and early redemption premiums paid, Principal elements of lease payments, Income taxes paid net and Cash dividends paid, net of Interest and dividends received (together “Other items”). This measure is considered useful to management, investors and analysts as it demonstrates our efficiency at generating cash.

The table below reconciles EBITDA, for which the calculation methodology is described in “Earnings before interest, taxes, depreciation, amortization and impairment (“EBITDA”) and adjusted EBITDA” of this section, to free cash flow:

| | 53-week period ended | 52-week period ended |
|---|----------------------|----------------------|
| | April 30, 2023 | April 24, 2022 |
| <i>(in millions of US dollars)</i> | | |
| EBITDA | 5,761.7 | 5,244.3 |
| Less: | | |
| Purchase of property and equipment, intangible assets and other assets (“Capex”) | 1,803.8 | 1,664.5 |
| Less: Proceeds from disposal of property and equipment, assets held for sale and other assets | 262.1 | 403.3 |
| Net Capex | 1,541.7 | 1,261.2 |
| Less: | | |
| Interest and early redemption premiums paid | 353.6 | 329.7 |
| Principal elements of lease payments | 438.9 | 443.6 |
| Income taxes paid, net | 794.5 | 714.6 |
| Cash dividends paid | 377.7 | 330.1 |
| Less: Interest and dividends received | 122.5 | 37.9 |
| Other items | 1,842.2 | 1,780.1 |
| Free cash flow | 2,377.8 | 2,203.0 |

Free cash flow to EBITDA. Free cash flow to EBITDA consists of Free cash flow divided by Earnings before interest, taxes, depreciation, amortization and impairment (“EBITDA”), for which the calculation methodologies are described in other tables of this section. This measure is considered useful to management, investors and analysts as it demonstrates our efficiency at generating free cash flows.

| | 53-week period ended | 52-week period ended |
|--|----------------------|----------------------|
| | April 30, 2023 | April 24, 2022 |
| <i>(in millions of US dollars, unless otherwise noted)</i> | | |
| Free cash flow | 2,377.8 | 2,203.0 |
| EBITDA | 5,761.7 | 5,244.3 |
| EBITDA to free cash flow | 41 % | 42 % |

Capex (as % of EBITDA). Capex (as % of EBITDA) consists of Purchases of property and equipment, intangibles assets and other assets (“Capex”), divided by Earnings before interest, taxes, depreciation, amortization and impairment (“EBITDA”), for which the calculation methodology is described in “Earnings before interest, taxes, depreciation, amortization and impairment (“EBITDA”) and adjusted EBITDA” of this section. This measure is considered useful to management, investors and analysts as it puts into relation our financial performance and the level of capital investments we are making in our network.

| | 53-week period ended | 52-week period ended |
|---|----------------------|----------------------|
| | April 30, 2023 | April 24, 2022 |
| <i>(in millions of US dollars, unless otherwise noted)</i> | | |
| Purchases of property and equipment, intangible assets and other assets (“Capex”) | 1,803.8 | 1,664.5 |
| EBITDA | 5,761.7 | 5,244.3 |
| Capex (as % of EBITDA) | 31.3 % | 32 % |

INVESTOR RELATIONS CONTACT



Jean-Philippe D. Lachance

Vice President, Investor Relations and Treasury

Investor.Relations@couche-tard.com



Alex Limosani

Senior Analyst, Investor Relations

Investor.Relations@couche-tard.com

THANK YOU

