2025
Sustainability Report

ARKO
A Family of Community Brands

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Opening Remarks

A Message from the Chairman, President and CEO

We are proud to share our 2025 Sustainability Report in which we detail the progress ARKO continues to make with respect to its sustainability practices. We recognize the importance of governance, environmental stewardship and social responsibility in the operation of our business and the significance these have for our stakeholders.

ARKO is one of the largest operators of convenience stores and wholesalers of fuel in the U.S. In 2025, our company-operated convenience stores served customers across more than 30 states, spanning the Mid-Atlantic, Midwestern, Northeastern, Southeastern and Southwestern regions. As of the end of 2025, we operated 1,118 retail stores, supplied fuel to 2,099 wholesale dealer locations, and operated a fleet fueling business that included 295 proprietary and third-party cardlock locations.

In 2025, we continued to execute on our multi-year transformation plan, which we began in 2024, by optimizing our retail footprint through the conversion of 256 retail stores to dealer locations within our wholesale network, bringing the total to 409 conversions since the initiative began. At the same time, we continued to invest in our remaining retail stores through food-forward remodels, modernized formats, and the continued expansion of our fas craves food offering, which in 2025 was supported by standardized programs to ensure a consistent customer experience across locations. This transformation is aligned with our sustainability strategy, designed to support a more focused and efficient operation.

Our convenience stores are operated under more than 25 regional store brands with ties to the local communities we support. As part of our efforts to better serve these communities, our Family of Community Brands continued to strengthen operational foundations, including improving management processes, enhancing the quality and consistency of data collection, and expanding our ability to measure and manage environmental performance across our large and geographically dispersed network.

Our customers and their communities are important to us. We design our sustainable solutions to reduce our environmental impact while enhancing our customers' experiences and continuing to provide convenience, quality, and value.

Key areas of progress in 2025 included:

- Expanding our electric vehicle charging infrastructure across our retail network, supporting the transition to lower-carbon transportation;
- Strengthening our workforce capabilities through continued growth in training, development, and recognition programs driven by the dedication of our employees;
- Reducing our Scope 2 greenhouse gas emissions through continued investment in energy-efficient equipment in our stores; and
- Launching the fas craves food-forward store format, modernizing the customer experience while strengthening our presence in the communities we serve.

While we are proud of the progress made in 2025, we continue to look ahead. To prepare for the next phase of our sustainability journey, we recently completed a materiality validation process, guided by a double materiality approach, to update and refine the topics for our sustainability reporting, ensuring they reflect our operations, value chain, and internal and external stakeholder expectations. We expect to include the results of this process in our future Sustainability Reports, as part of our ongoing commitment to transparent reporting and ensuring that our sustainability priorities reflect the evolving needs of our business and stakeholders.

We continue to work to improve and innovate, guided by responsible growth as we execute on our business strategy. We believe this not only advances our business, but aligns it with what our customers and stakeholders expect.

I thank our stakeholders for the faith they place in us, through our employees' hard work and our customers' patronage at our stores, and I invite you to read this report and learn more about the important work we are doing.

Arie Kotler

Chairman, President and CEO, ARKO Corp.

Arie Kotler

02
Our Story

Based in Richmond, Virginia, ARKO Corp. (along with its subsidiaries, "ARKO" or the "Company"), is one of the largest operators of convenience stores and wholesalers of fuel in the United States, and as of December 31, 2025, operated 1,118 retail convenience stores, supplied fuel to 2,099 dealer locations, and operated 295 proprietary and third party cardlock locations (unstaffed fueling locations).

Our business is geographically diversified, spanning more than 30 states and the District of Columbia in the Mid-Atlantic, Midwestern, Northeastern, Southeastern and Southwestern U.S.

Since our founding, we have grown to become one of the largest operators of convenience stores and wholesalers of fuel in the United States, with approximately 9,750 employees at the end of 2025.

We started our growth path in 2013, and as of the end of 2025, our Family of Community Brands included a portfolio of more than 25 regional store brands that have been in existence for an average of more than 50 years, offering fuel products and other merchandise to our customers.

During 2025, GPM Investments, LLC ("GPM"), our wholly owned subsidiary, served as the primary operating entity for our retail, wholesale, fleet fueling and GPMP segments. In February 2026, following the initial public offering of our subsidiary, ARKO Petroleum Corp. ("APC"), APC became the primary operating entity for the wholesale, fleet fueling, and GPMP segments, while GPM continues to serve as the primary operating entity for the retail segment.

Our customers rely on us, and as of December 31, 2025, approximately 46% of our retail stores were in communities with populations of fewer than 20,000 people and approximately 23% of all our retail stores were in communities with populations between 20,000 and 50,000 people.

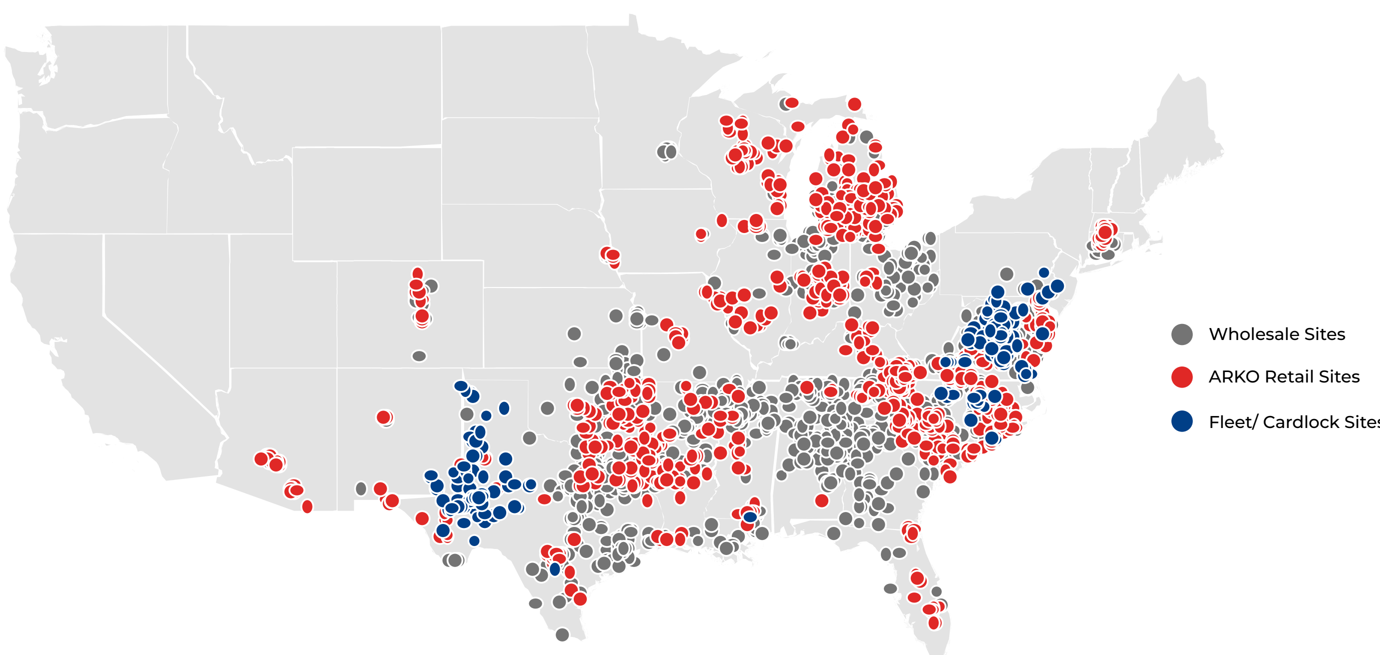
We are committed to being a premier convenience destination delivering total customer satisfaction, and a leading wholesale distributor of motor fuel.

OUR BUSINESS

ARKO is a convenience store operator and fuel distribution company that operates a multi-segment business model combining retail, wholesale, fleet fueling, and inter-segment fuel supply activities. Our operations are conducted through a group of wholly owned and majority-owned subsidiaries, primarily GPM (retail operations) and APC (wholesale, fleet fueling, and inter-segment fuel supply activities).

We currently operate in four reportable segments:

- **Retail (GPM):** operation of convenience stores through which fuel products and merchandise are sold directly to retail customers under a portfolio of regional stores with more than 25 brands.
- **Wholesale:** supply of fuel to gas stations operated by third-party dealers, sub-wholesalers, and bulk and spot purchasers on either a cost-plus, or consignment basis. For cost-plus fuel supply contracts, the dealer, sub-wholesaler, and bulk and spot purchaser, purchases the fuel from us, and we earn a fixed mark-up above our costs. For consignment arrangements, we retain ownership of the fuel inventory at the site until the time of sale to the ultimate customer by the dealer, we are responsible for the pricing of the fuel to the end customer and we share the gross profit generated from the sale of fuel by the dealer based on the terms of the relevant contract.
- **Fleet Fueling:** encompasses the operation of our proprietary and third-party cardlock locations (unstaffed fueling locations) that sell fuel to commercial fleets and municipal entities. Our fleet fueling segment generates additional revenue through commissions from the sale of fuel at third-party locations to customers using our proprietary fuel cards, which are accepted at a nationwide network of more than 320,000 retail and private fueling sites, truck stops, maintenance providers and service locations.
- **GPMP:** responsible for the wholesale distribution of fuel to substantially all fuel-selling sites across ARKO's retail, fleet fueling, and wholesale operations.



IPO OF ARKO PETROLEUM CORP. (APC)

In February 2026, our subsidiary APC, completed its initial public offering and listed on the Nasdaq under the ticker symbol APC. Following the offering, ARKO retained a controlling interest in APC and continues to hold the majority of the voting power and economic interest in APC.

December 31, 2025 Snapshot

1,118
Company-operated Convenience Stores

3.41 million sq ft
Total Area of Retail Space

2,099
Dealer Locations

295
Cardlock Locations

$7.64 Billion
Annual Revenue

9,748
Employees

~2.4 Million
Members Enrolled in Our Loyalty Program

2.06 Billion
Fuel Gallons Sold

OUR FAMILY OF COMMUNITY BRANDS

Over the past decade, ARKO has pursued a successful growth strategy driven by acquisitions, increasing its site count from 320 in 2011 to 3,512 by the end of 2025. In 2025, we continued the implementation of our Transformation Plan, in which we are leveraging our unique, multi-segment operating model by:

- **Converting selected retail stores to dealer-operated locations ("Dealerization"):** enhancing operational efficiency and expanding our wholesale fuel distribution network by transitioning a meaningful number of retail stores within our retail segment to dealer locations within the wholesale segment. During the year ended December 31, 2025, we converted 256 retail stores to dealer locations, and we have converted a total of 409 stores since the beginning of this initiative in the middle of 2024. We expect to convert a meaningful number of additional stores through 2026 and into 2027. These conversions allow us to focus on, and better prioritize future investments in our remaining retail stores.
- **Expanding "fas craves" locations, remodels, and new-to-industry (NTI) stores:** investing in the improvement and modernization of ARKO's retail network through the launch of our new "fas craves" food-forward store formats, alongside targeted remodels and the development of new-to-industry retail locations. These initiatives are designed to elevate the customer experience and better reflect our commitment to food service, convenience, efficiency and value while strengthening ARKO's presence in the communities it serves.
- **Strengthening the fas REWARDS® loyalty program:** continuing to deepen customer engagement through a network-wide loyalty platform that offers personalized promotions, digital capabilities, and flexible reward options. As of December 31, 2025, the program included approximately 2.4 million enrolled members, reflecting its growing role as a key customer touchpoint. Further developments, including the launch of our updated fas REWARDS loyalty program mobile application in the first quarter of 2026 with expanded personalization features, are expected to support customer service.
- **Pricing and Procurement Strategies:** Strengthening centralized procurement practices and supplier engagement, alongside the continued implementation of pricing strategies. These efforts support the more efficient use of resources, improved cost management, and alignment with local market dynamics and customer needs. Supported by digital tools and improved data driven processes, these initiatives enable ARKO to leverage its scale, reduce inefficiencies, effectively address evolving customer needs and support long-term value creation across its operations.

Throughout this transformation, ARKO has remained steadfast in its commitment to the values that define our Family of Community Brands. We continue to prioritize the unique and familiar character of each brand, ensuring they uphold our standards of quality and safety. **We believe this approach allows our retail stores to retain the strong local connections they have built with the communities they serve, even as we work to improve operational performance and long-term sustainability.**

Our Family of Community Brands

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Our Sustainability Journey

As one of the largest operators of convenience stores and wholesalers of fuel in the United States, we're focused on integrating sustainability principles that are aligned with our long-term business strategy. In 2025 we continued to rely on the solid foundation established in previous years to further integrate sustainability considerations and reporting into our internal processes.

As part of this effort, in early 2026 we conducted a refreshed materiality validation process to assess and refine the topics we report on, helping to ensure alignment with stakeholder expectations and ARKO's strategic priorities.

Our Senior Management and their teams worked collaboratively to continue advancing the Company's sustainability plan as defined for 2025. Sustainability-related matters are overseen by the Nominating and Governance Committee of our Board, adding an additional layer of governance. When creating our initial Sustainability Policy, additional care was taken to involve and integrate our stakeholders into this process, with our approach carefully considering all of those who we impact through our operations.

You can read our Environmental, Social and Governance Policy here.

As we move forward, we remain committed to reviewing and updating our plans regularly to ensure that our sustainability strategy aligns with our long-term goals and stakeholder expectations.

This report focuses on looking back and describing our progress in 2025.

OUR VALUES

- Always do the right thing
- Show concern and respect for others
- Demonstrate commitment to equal opportunity and fair treatment
- Constantly improve

Material Topics Identified:

In 2026, we initiated a structured materiality validation process to update and validate ARKO's materiality assessment conducted in 2022 and to ensure that our sustainability disclosures reflect the most significant impacts, risks, and opportunities across the Company's value chain.

The materiality validation process followed a structured methodology, including stakeholder mapping, benchmarking industry peers and suppliers, research and interviews, and consolidation of a long list of potential topics, alongside stakeholder engagement and evaluation. The process also included reviewing external trends, analyzing public focus relevant to ARKO's regional store brands portfolio, assessing relevant regulation, and performing targeted research. Additionally, interviews with senior and executive leaders and results of employee survey were considered to ensure that the identified topics reflect matters of greatest importance to our stakeholders and across our value chain.

Management discussed the findings in a collaborative workshop to review and discuss the risk and impact associated with each material topic and to assess double materiality. Following our management's review, the process was finalized as an updated basis for reporting and will be incorporated into our sustainability reporting in subsequent years.

The selected material topics, based on the double materiality ranking, are:

- Environmental Pollution
- Climate Impact Mitigation
- Climate Change Adaptation & Resilience
- Water Resources
- Employee Wellbeing & Working Conditions
- Employee Health & Safety
- Clients and End-Consumers
- Local Communities
- Business Ethics & Compliance
- Information Security & Data Privacy
- Supplier Relationship Management

Double Materiality approach:

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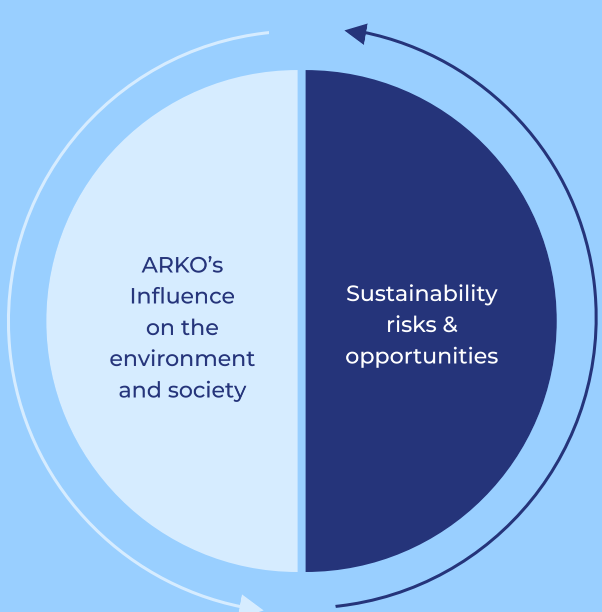


OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT

Our approach is guided by the United Nations' Sustainable Development Goals (SDGs) adopted by the UN General Assembly in 2015. The 17 SDGs represent the global efforts that according to the UN should be taken in order to achieve global sustainable socio-economic development. Our Sustainability Policy is intended to address eight of the 17 SDGs, which are the goals most relevant to our business.

Environmental Sustainability

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Social Responsibility

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Governance

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

2025 SUSTAINABILITY HIGHLIGHTS

Environment & Climate

Waste Oil Recovery:

27%

increase in oil collected compared to the previous year, reflecting our continued efforts to expand waste oil recovery and recycling.

EV Charging:

89%

year-over-year increase in retail sites with EV charging facilities, reaching 211 charging ports across 72 locations.

Food Waste Reduction:

19%

decrease in discarded store-prepared food, reflecting continued progress in reducing food waste.

People & Communities

Employee Health & Safety:

10%

decrease in Total Recordable Incident Rate, alongside a 36% decrease in Lost Time Injury Frequency Rate, reflecting continued focus on employee health and safety.

Employee Training & Development:

98%

average course completion rate, demonstrating strong employee engagement with training and development programs.

Employee Retention:

Over 30%

year-over-year reduction in total retail turnover and in voluntary retail turnover rate in our store employees, contributing to greater continuity across our teams.

04
The Environment

OUR FUEL OFFERINGS

A large part of our business activity is providing fuel to our customers. Our fuel business, which spans approximately 3,500 locations, includes retail, wholesale and fleet fueling services, and provides various types of fuel to end-customers and dealer locations.

Our fuel offerings enable the mobility of millions of people and drive local economies.

2025 Fuel Highlights

2 billion+
Gallons of fuel sold through our retail, wholesale, and fleet fueling segments

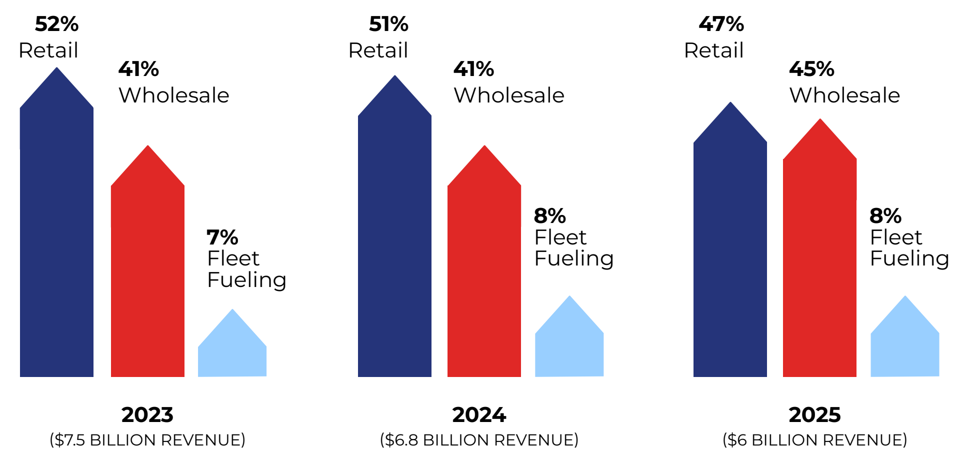
12.8 million
Gallons of clean fuels sold

112
Of 1,095 retail sites selling fuel were offering clean fuel (10%)

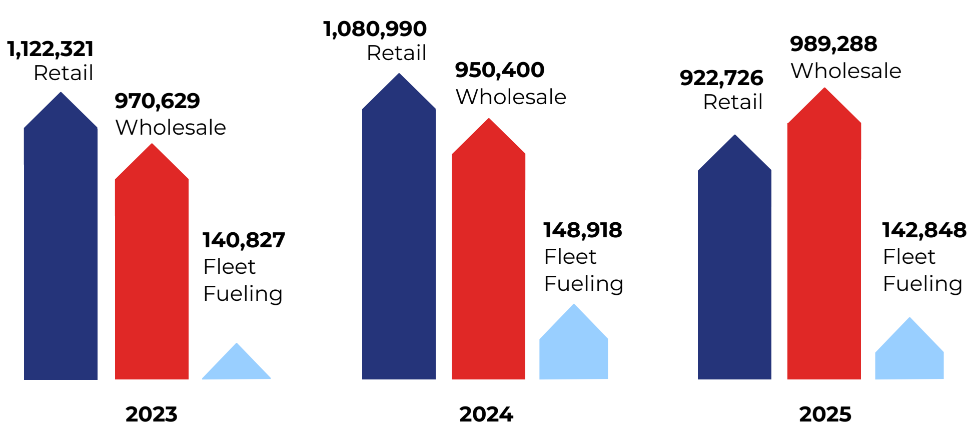
262
Dealer locations offer clean fuels, which constitute 12.5% of our dealer locations

9
Of 295 Cardlock locations offer clean fuels

FUEL REVENUE 2023–2025[1,2]



FUEL SALES 2023–2025[1,2]
(Thousand Gallons)

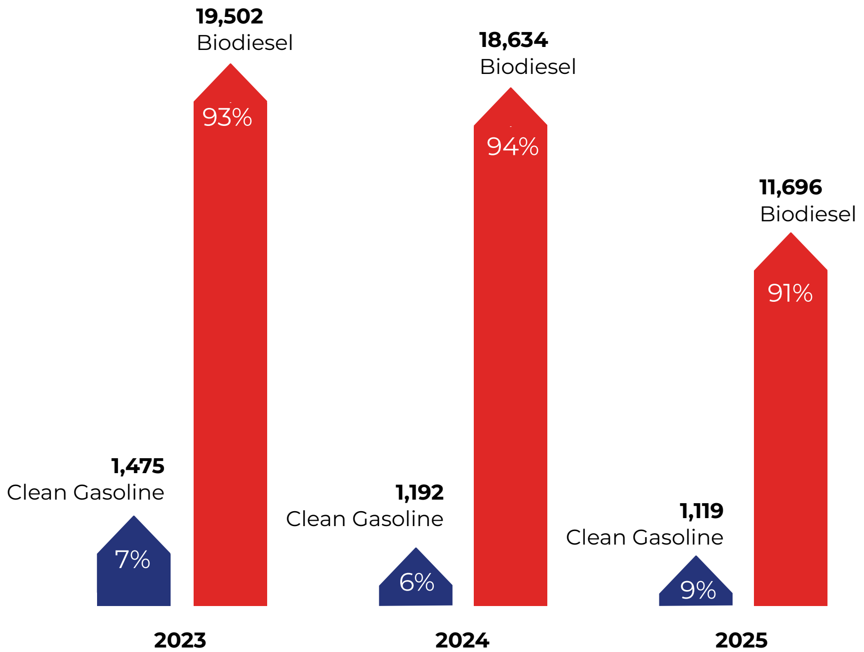


[1] The decrease in fuel revenues and fuel sales within the retail segment, alongside the increase in the wholesale segment, reflects the continued implementation of ARKO's Transformation Plan, and dealerization process in selected sites.

[2] Data in both charts excludes other fuel sales amounting to less than 0.5% of sales.

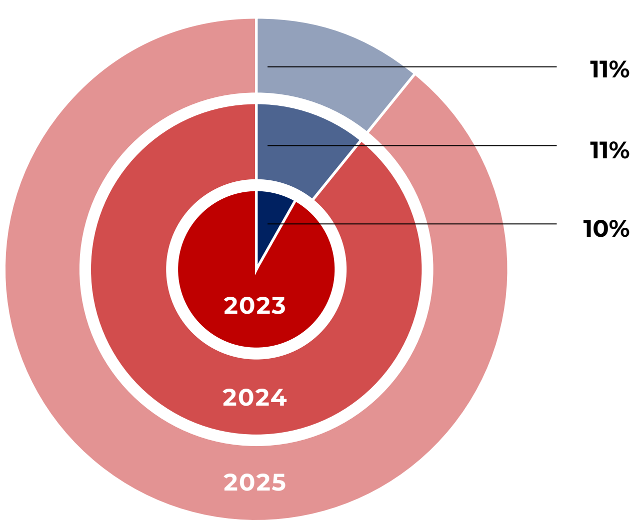
While conventional fuels are a necessary part of our economy—both today and in the foreseeable future—we acknowledge the environmental implications of fuel consumption, and we do our part to offer more sustainable alternatives. Our fuel offering includes various types of clean fuel options, including ethanol-blended fuels and biodiesel, which have reduced environmental impacts and lower carbon emissions. As of December 31, 2025, clean fuel was offered at 383 of our retail sites, dealer locations, and cardlock locations, which constitutes about 11% of the locations at which we sell or to which we supply fuel.

CLEAN GASOLINE AND BIODIESEL SOLD 2023-2025 (THOUSAND GALLONS)



CLEAN GASOLINE AND BIODIESEL OFFERING IN 2023–2025

(Out of the number of retail sites, dealer locations and cardlock locations)



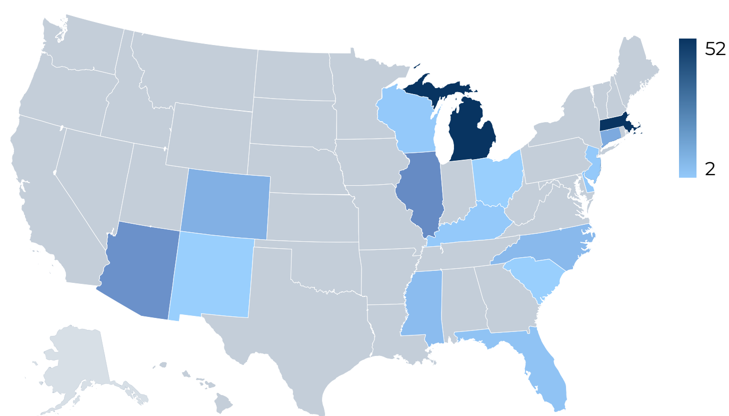
OUR PART IN THE ELECTRIC VEHICLE (EV) TRANSITION

We are proud to offer EV charging as one of the many services at our stores. Since installing our first EV charger at a single location in 2021, we have expanded our EV charging network to 72 locations as of the end of 2025. We view the installation of EV charging stations as an opportunity to diversify our business operations, meet our customers' evolving needs, and deliver an excellent customer experience. Investment in EV infrastructure is also a key way for us to support a lower carbon economy. Our dedicated team continuously monitors market needs and seeks new opportunities to expand EV charging capabilities across our footprint.

Our continued growth is based on a thorough mapping and prioritization process, setting clear criteria and emphasizing practicality and feasibility for EV infrastructure expansion. This approach enabled us to identify optimal locations for EV charging stations by considering factors such as local demand, accessibility, available grants, and existing charging infrastructure. Our strategy is focused on targeting investment in areas where we see higher levels of consumer EV charging demand. We remain committed to ongoing investment in our EV charging network, further expanding our contribution to the nationwide electric vehicle effort.

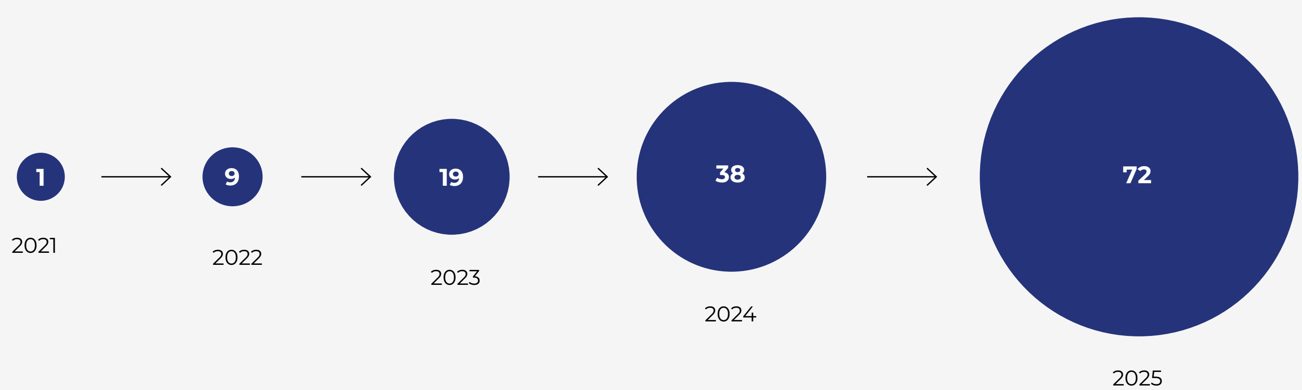
In 2025, we increased our charger count to 211 charging ports, 91% of which are fast chargers, at 72 of our locations. Over the year, electric vehicle charging totaled just under 1.8 million kWh, which, based on our charging partner's estimates and our own calculations, equates to saving at least 208,000 gallons of gasoline. This translates to avoiding over 1,190 Metric tons CO_2e - greenhouse gas emissions[3].

NUMBER OF EV CHARGING PORTS:



In 2025, we continued to grow our network of electric vehicle charging facilities:

RETAIL SITES WITH EV CHARGING FACILITIES 2021-2025



[3] EV charging data does not include 59 fast charging ports, out of which 32 are Tesla Superchargers.

PREVENTING ENVIRONMENTAL HAZARDS

Our dedicated environmental management team develops and oversees comprehensive environmental compliance programs, including environmental data management, regulatory reporting, and compliance for our retail sites, fleet fueling sites, and certain wholesale sites. The team is responsible for the development and implementation of robust inspection, maintenance, and supervision procedures. We are committed to environmental compliance and performance by allocating resources, defining a suitable organizational structure, and providing oversight of environmental initiatives.

We implement top-tier operational practices that consistently meet or exceed regulatory standards, supported by a proactive compliance framework. This includes routine site inspections, monthly leak detection for Underground Storage Tank (UST) systems, and rapid incident escalation protocols. Such measures ensure immediate action and thorough resolution of environmental incidents, protecting both human health and the environment.

ARKO has established strong working relationships with insurers, financial institutions, and regulatory agencies through its commitment to environmental compliance and risk management. Our environmental program supports these relationships by promoting consistent compliance practices.

Our environmental management team maintains oversight of Class A and B Operator certifications across the states in which we operate. At retail locations, store-level associates and other designated personnel obtain Class C Operator certification as required. For fleet locations, which are typically unmanned, designated GPM employees serve in the Class C Operator role and receive training on environmental compliance obligations, including spill response and incident reporting procedures. These employees are available to respond to environmental incidents and help coordinate appropriate actions when needed. Additionally, a third party conducts visual inspections every 30 days at each location under the Company's environmental oversight to ensure ongoing compliance. At wholesale locations, dealers are responsible for obtaining and maintaining required Class A/B Operator certifications and ensuring designated Class C Operators are appropriately certified. GPM also maintains Class A/B Operator status at certain Wholesale locations, and the Environmental Management team provides oversight of environmental compliance. Site-specific environmental requirements are communicated to Territory Managers, who work with dealers to support ongoing compliance.

The team delivers hands-on training and guidance to employees, covering fuel system operation, leak detection, reporting and documentation processes. Training also encompasses essential topics such as vapor intrusion, spill procedures, state inspection protocols, and automatic tank gauge (ATG) operation. District Managers for our retail sites, who complete the comprehensive program are equipped to effectively train their own store-level teams.

We prioritize close and transparent collaboration with local authorities on environmental matters, holding the belief that our transparent and compliant approach is vital to achieving and maintaining high standards of environmental management.

In 2025, we managed ~7,100 operational underground storage tanks (USTs) and aboveground storage tanks (ASTs) across our retail, wholesale, fleet fueling, and other operational sites. The Company is committed to upholding high safety standards to mitigate risks associated with leaking USTs and ASTs. To address these concerns, our environmental management team implements rigorous testing protocols to prevent and detect leaks and substance releases. We strive to ensure that all UST and AST systems comply with strict operational standards and with local regulatory requirements.

Our routine UST and AST monitoring and maintenance procedures utilize advanced technologies and equipment for leak and spill detection and prevention, enabling prompt responses to any system malfunctions or emergencies.

ENVIRONMENTAL AND CLIMATE RISK MANAGEMENT

At ARKO, we are committed to proactive management and mitigation of the environmental and climate risks we face, protecting the long-term value of our assets and supporting operational continuity across our network.

Our environmental risk management procedures are built on a compliance framework that adheres to local, state, and federal regulations. We conduct routine site inspections, perform monthly leak detection and compliance testing for all UST systems, and have protocols in place for escalating incidents involving suspected or actual releases, vapor intrusion, or water intrusion. Immediate internal notifications are triggered for all environmental incidents, and these are tracked until resolved to minimize liability and protect human health and the environment.

Through regulatory monitoring, operational risk management, and environmental compliance programs, ARKO evaluates climate-related risks qualitatively. These include consideration of severe weather events, evolving environmental regulations, and infrastructure-related risks across operations. Those risks are managed as part of broader enterprise risk management and environmental compliance programs and are addressed through regulatory monitoring, operational controls, incident management, and infrastructure oversight across our operations.

ARKO's approach to climate-related risks is ongoing and integrated into daily operation. To further address climate risks, our operations team prepares ahead of severe weather events. This includes providing best practices for mitigating water intrusion, setting water shutdown thresholds, outlining proper tank gauging procedures, and establishing protocols for product shutdown in the event of suspected water intrusion.

We also mitigate risk through quarterly internal audits, the use of advanced monitoring systems, and oversight by third-party consultants for any open or inherited environmental liabilities. As part of our environmental risk management process, we engage qualified environmental consultants and service providers. These experts help analyze our exposure to environmental risks, develop remediation plans, and implement corrective actions as needed. This collaborative approach ensures effective management of potential environmental liabilities while maintaining our commitment to sustainability.

We are committed to managing environmental risks, as well as proactively preparing for and addressing these challenges.

SPOTLIGHT: PREVENTION OF ENVIRONMENTAL HAZARDS

Key activities in 2025 included quarterly internal audits to identify compliance gaps, advanced tank leak detection, and enhanced reporting protocols.

Our multi-layered oversight includes:

Internal Oversight: Immediate notifications for emergencies, quarterly audits, mandatory A/B operator certifications, and regular accountability meetings. Environmental training includes internal sessions and continuous support provided by the Environmental Department. The training emphasizes regulatory compliance, spill response, prevention of releases, and the proper operation of fuel systems.

Incident Management: A dedicated team coordinates with third-party consultants for site remediation and incident response.

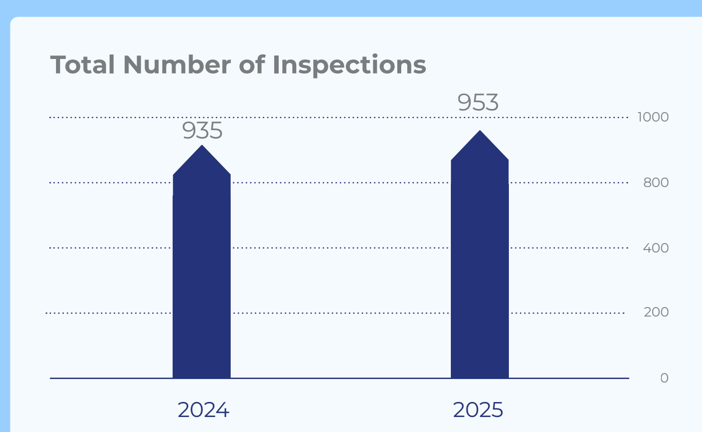
Accrual Reporting: Semi-annual reports detail incident expenses and liabilities.

Inspection Support: External state site inspections are conducted to ensure readiness and compliance.

Continuous Improvement Efforts: Enhancing data tracking systems, streamlining compliance workflows, and reducing reliance on manual processes.

Additionally, we allocate a portion of our capital expenditure program to compliance with environmental laws and regulations.

These robust measures underscore our commitment to preventing environmental hazards and maintaining ARKO's strong industry standing.

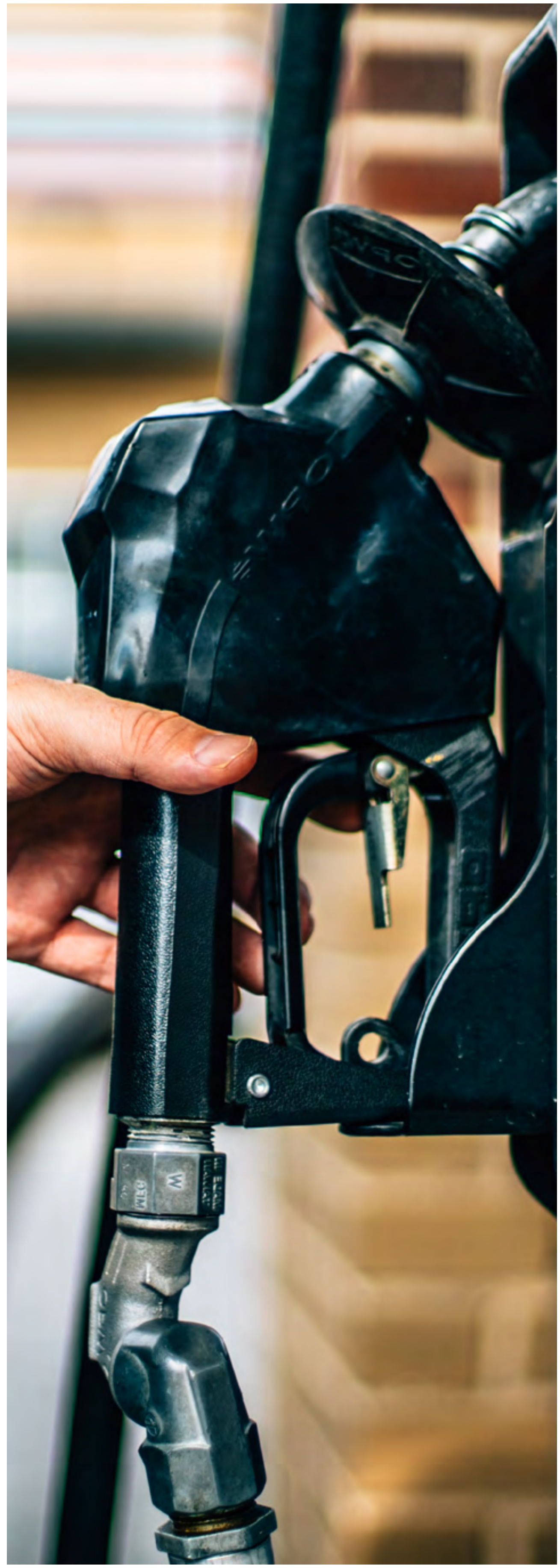


ENERGY EFFICIENCY & GHG EMISSIONS

Our Company Fleet Management

We are committed to optimizing the fuel consumption of our Company fleet, becoming more eco-efficient and reducing our GHG emissions. Our Company fleet primarily consists of vehicles for our maintenance department, as well as trucks transporting petroleum products. This component of the Company fleet was expanded in recent years through business acquisitions and continues to impact our fuel consumption, particularly diesel, because these tend to be heavy vehicles that are more commonly diesel-operated. In addition to owned vehicles, our Company fleet consumption below also includes fuel consumed by private vehicles operated by certain of our employees (primarily operations field staff).

Effectively managing our fleet and fuel consumption, alongside maintaining strict vehicle maintenance practices, contributes to our efforts to minimize our environmental impacts.



COMPANY FLEET FUEL CONSUMPTION IN 2023–2025

Type of Fuel	Gallons Consumed by Company Fleet (% of Total Fleet Fuel Consumption)		
	2023	**2024**	**2025**
Gasoline[4]	892,848 (67%)	905,468 (51%)	715,533 (46%)
Diesel	448,006 (33%)	838,042 (47%)	819,986 (52%)
Other	121 (0%)	33,002 (2%)	37,576 (2%)
Total gallons	**1,340,975**	**1,776,512**	**1,573,095**

[4] Including unleaded and some biofuel blends

Energy Efficiency

We take a proactive approach to enhancing energy efficiency across our operations. We view these efforts as a way to improve operational efficiency with the benefit of reducing our environmental footprint and reduce costs.

Since the baseline year of 2022, we have been improving our capacity for tracking of our energy consumption, maintaining diligent tracking and monitoring of electricity and fuel consumption across our sites over which we have operational control.

By leveraging advanced monitoring technologies and data analytics[5], we gain valuable insights into our energy usage patterns, allowing for informed decision-making and resource optimization. These ongoing efforts not only contribute to cost savings but also support the Company's broader effort to assess our carbon footprint and facilitate operational efficiency.

In 2025, ARKO continued to implement initiatives to improve energy performance. These efforts included increasing energy efficiency with the systematic replacement of traditional lighting with LED lighting in retail stores. During installations, photocells are added to sites where these do not yet exist. These sensors detect motion and automatically turn the lights off and on as needed. As of the end of 2025, 981[6] retail stores had LED lighting fixtures on their canopies (approximately 88% of the retail stores compared to 80% at the end of 2024).

In 2025, 88 locations received new, energy-efficient HVAC (Heating, Ventilation, and Air Conditioning) equipment which replaced retired units.

Powering the Future: Solar Energy and Efficiency Initiatives

In 2025, GPM entered into a strategic partnership with Apollo Power Ltd. to assess the deployment of solar energy solutions at 300 sites across our network, representing a large-scale initiative with an estimated value up to approximately $53 million. In 2026, the Company started permitting for 7 pilot locations, and expects to expand the pilot to include up to 22 locations with solar energy installations. The initial investment for these 22 locations is expected to be approximately $3.9 million, excluding any available grants. Through these initiatives, the Company is evaluating opportunities to reduce electricity expenses at many of our locations and enhance the overall performance of our assets. Progress associated with these efforts is being monitored to support ongoing

TOTAL ENERGY CONSUMPTION

2023–2025 TOTAL ENERGY CONSUMPTION
(BY SOURCE, IN GJ)

Source of Energy	2023	2024	2025
On-site fuels	131,719	181,990	168,859
Grid electricity	1,063,508	1,055,664	897,072[7]
Company fleet fuel	171,722	238,404	214,834
Total	**1,366,949**	**1,476,058**	1,280,765

5 Company's data analytics is executed by third party's systems.

6 The reduction in total locations with installed LED from 1,110 as of the end of 2024, is driven by the dealerization process.

7 The decrease in grid electricity consumption is aligned with the reduction in the number of retail stores following the dealerization of certain locations.

Managing Our GHG Emissions

At ARKO, we recognize the importance of measuring our GHG emissions as part of our effort to more deeply understand and manage our climate impact. Throughout our sustainability journey, we have adopted and expanded the monitoring of our GHG emissions through regular measurement and analysis of emission sources across our operations. This enables us to gain insights into our environmental impact.

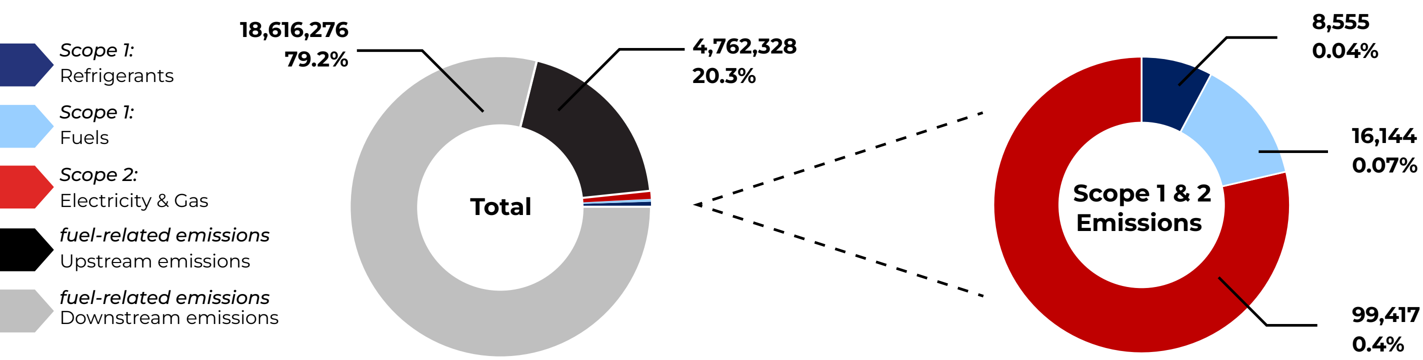
To capture a broad picture of our GHG emissions, we assess our Scope 1 and Scope 2 emissions, as well as our indirect emissions from fuel sales[8] - upstream from the supply chain, and downstream from consumption by our customers. The primary sources of our direct emissions include fuel consumption by our fleet of Company vehicles, electricity and gas consumption at our entire operation, and refrigerant consumption at our Company-operated and certain dealerized locations.

The collection and management of sustainability and climate-related information across our geographically dispersed operations is supported by dedicated systems and processes. We continue to improve the accuracy and scope of data collected and streamlining collection and analysis processes to efficiently consolidate and calculate key environmental metrics, including GHG emissions. For example, the system tracking energy purchasing also shows the emissions associated with the energy consumed. Our system for tracking the refrigerants used in our maintenance processes, enables us to publish the refrigerant emissions data based on actual data rather than through modeling.

In 2025, our Scope 1 GHG emissions measured at 24,699 MTCO_2-e, and our Scope 2 emissions measured at 99,417 MTCO_2-e.

2025 GHG EMISSIONS, METRIC TONS CO_2-E

Scopes 1, 2, and sold fuel-related emissions (upstream and downstream emissions)



2023–2025 CARBON FOOTPRINT

	Unit	2023	2024	2025
Scope 1 emissions from refrigerants[9]	MTCO2-e	22,901	10,593	8,555
Scope 1 emissions from consumption of fuels	MTCO2-e	13,317	20,463	16,144
Scope 2 emissions	MTCO2-e	123,952	113,781	99,417
Total scope 1 and 2 emissions	**MTCO2-e**	**160,170**	**144,807**	124,116
Upstream fuel-related emissions	MTCO2-e	4,973,806	5,040,822	4,762,328
Downstream fuel-related emissions	MTCO2-e	20,230,433	19,710,927	18,616,276
Total indirect fuel-related emissions	**MTCO2-e**	**25,204,239**	**24,751,749**	**23,378,604**
Total GHG emissions	**MTCO2-e**	**25,364,409**	**24,896,556**	**23,502,720**

[8] The fuel sales related emissions were assessed using default emissions factors for fuel supply and consumption.

[9] The company calculates fugitive refrigerant emissions based on data received from technicians and vendors providing installation and maintenance services to the company, in accordance with the GHG Protocol Life Cycle Approach. In 2025 and 2024, the calculation was based on approximately 76% of technician visit records in 2025 and 73% in 2024, including visits where no refrigerant refill was performed. ARKO continues to work with its service providers and vendors to improve the quality and completeness of reporting in this category.

Data for 2023 represent modeled estimates based on partial data coverage, extrapolated to reflect 100% of expected consumption.

WATER STEWARDSHIP

Water scarcity is an increasingly concerning issue, affecting communities and wildlife both in the United States and worldwide. At ARKO, we acknowledge our responsibility to manage our water use responsibly and effectively. Water consumption across sites that we directly operate is tracked on a monthly basis by a system provided by a third party which helps enable accuracy and transparency. In 2025, water consumption across these sites totaled approximately 262 million gallons.

In addition to tracking our water data, we actively invest in improving the water efficiency of our retail stores. When we remodel stores and build new to industry (NTI) stores, we invest in installing water-conserving systems, such as low-flow faucets and water-saving toilets. These actions improve the efficiency of our operations and cut costs, while also reducing adverse impacts on the environment. In 2026, approximately 25 retail sites are undergoing remodeling, and we are adding several new to industry retail sites, as part of the Company's Transformation Plan and we are making those investments in these sites.

Water Efficiency at Our Car Washes

As of the end of 2025, we had approximately 65 operating car washes, at which we implement the use of biodegradable cleaning agents and adapt water use to local conditions and regulations to minimize potential environmental harm. In some of our car washes, we have water reclamation and recovery systems installed, thereby "closing the loop" and reducing our overall water consumption.

2023-2025 RETAIL SITES WATER METRICS

	Unit	2023	2024	2025
Water consumption across sites that ARKO directly operates (including car washes) (In thousands)	Gallons	295,953	274,766	262,231
Water consumption intensity, by area of retail space	Gallons per sqft.	64	66	69[10]

[10] Due to dealerization processes, for 2025 the water consumption intensity was calculated using an average of the retail space at the beginning and end of 2025.

SUSTAINABLE SOURCING

At ARKO, we understand the importance of sourcing products responsibly, and we are promoting sustainability within our supply chain, particularly in our food and beverage offerings.

Advancing Sustainable Coffee Sourcing

As part of our commitment to responsible sourcing, we launched in 2021, our bean-to-cup coffee initiative. This initiative enables us to significantly reduce the amount of packaging waste generated and reliance on disposable filters, as well as purchasing coffee from ethically conscious suppliers aligned with recognized sustainability standards, including Raiz Sustainability®, Rainforest Alliance and Farmer First.

By the end of 2025, this transition reached 857 retail sites, positioning ARKO with approximately 77%[11] of retail sites equipped with bean-to-cup coffee machines.

Sustainability and Our Suppliers

ARKO values strategic partnerships with suppliers that share and support our commitment to responsible and sustainable sourcing practices. As part of our supplier relationships, we seek to work with companies that demonstrate a focus on environmental stewardship and sustainable business operations.

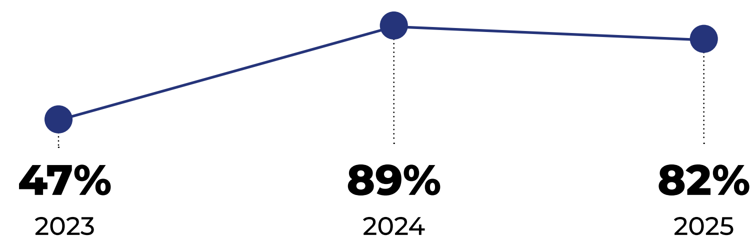
Many of our key suppliers publish annual sustainability reports that highlight their environmental goals, initiatives, and progress toward measurable sustainability objectives. By partnering with suppliers that prioritize sustainability, we aim to support responsible sourcing practices throughout our supply chain while continuing to advance our own sustainability efforts.

Our stores continue to offer bean-to-cup coffee from high-quality sources certified by leading sustainability organizations:

The Rainforest Alliance is an international non-profit organization working at the intersection of business, agriculture and forests. They aim to create a better future for people and nature by making responsible business the new normal. www.rainforest-alliance.org

Raíz Sustainability® (Raíz) is a proprietary third-party verified sustainable farming program. Raíz farmers are part of inclusive and dedicated supply chains, where farmers receive trainings, services, and a guaranteed premium that makes their farms more environmentally sustainable and profitable.

RESPONSIBLY SOURCED COFFEE SALES REVENUES 2023-2025



SPOTLIGHT: SUSTAINABLE PAPER PRODUCTS

ARKO continues to evaluate opportunities to reduce the environmental impact of paper products used in our operations. Approximately 57,000 pounds of napkins used in our stores are made with 100% recycled materials. Napkins, along with additional paper products such as toilet tissue, hand towels and windshield towels, were produced domestically, supporting a more efficient supply chain.

In late 2025 we initiated the transition of our in-store copy paper to a tree-free, carbon neutral option where available, supporting daily operational needs while helping reduce material impacts and deliver cost savings.

[11] The reduction in the percentage and number of stores implementing bean-to-cup initiative is driven by the dealerization process.

PACKAGING

ARKO is committed to reducing the environmental impact of its packaging while maintaining food quality, operational efficiency, and customer convenience.

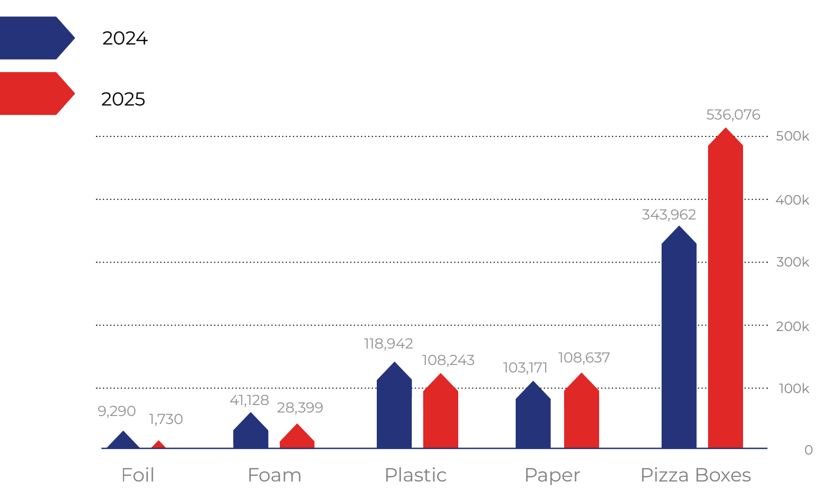
76% of packaging procured in 2025 for our store operations was composed of recycled or sustainable materials, measured by weight.

We believe our fas craves foodservice platform reflects this commitment in practice. Designed from the ground up with sustainability in mind, fas craves utilizes updated packaging solutions, including the elimination of Styrofoam. Beyond fas craves, as of December 31, 2025, Styrofoam cups have been removed from the vast majority of our retail sites.

We continue to evaluate alternative packaging solutions across our operations that align with our environmental objectives without compromising the customer experience, and as we continue to evolve our foodservice offerings, sustainable packaging considerations will remain central to our evaluation and decision-making.

To deepen our understanding of sustainability across the supply chain, we engage directly with vendors on their packaging practices and progress. These conversations help us identify further opportunities to integrate sustainable materials and processes into our procurement decisions.

CARRY-OUT BOXES MATERIAL (LBS)

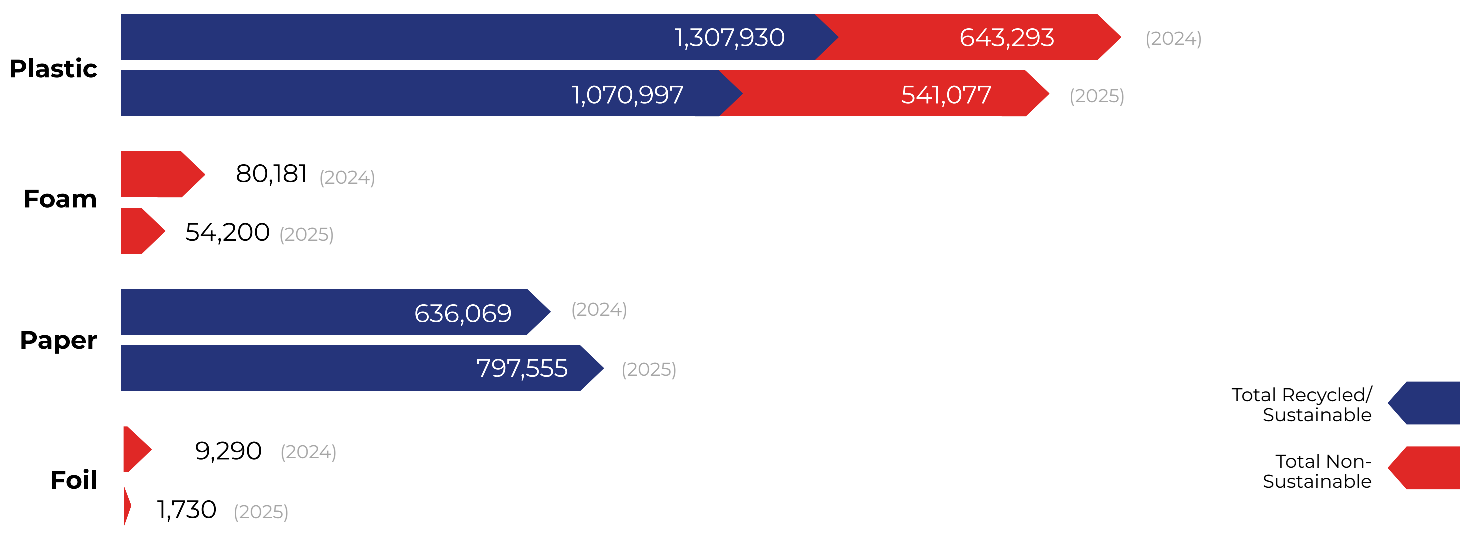


Food Services Carry-Out Boxes

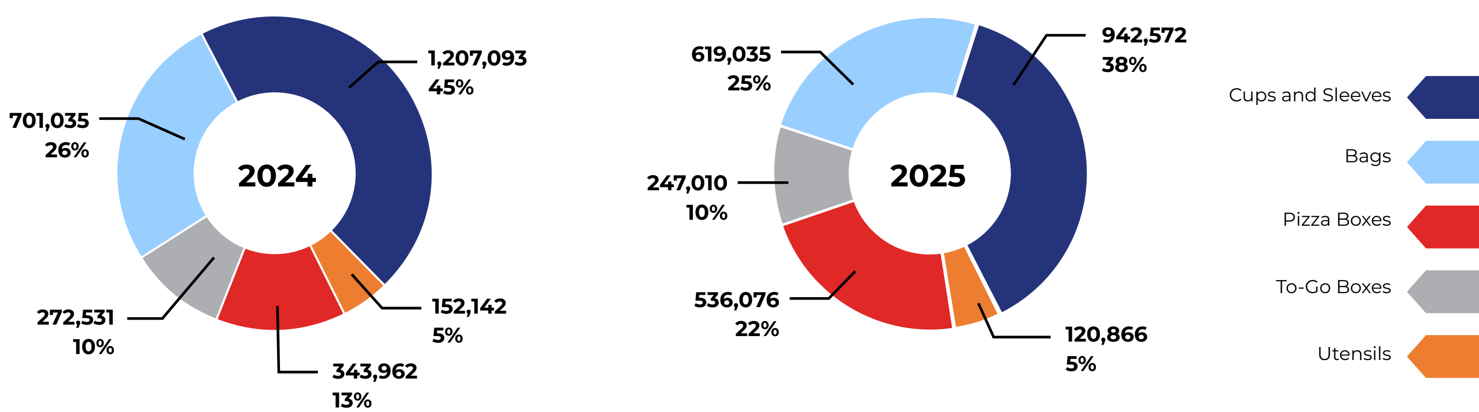
We believe that foodservice is one of our critical growth drivers. As of December 31, 2025, we have had various foodservice offerings at approximately 965 stores, with options including hot and cold grab-n-go foods, such as bakery, Nathan's® hot dogs and Tornado® roller grill items, and we have had 140 stores with delis offering a more robust foodservice menu that includes fried chicken, pizza, breakfast sandwiches, chicken tenders, potato wedges and more. To further strengthen these services, ARKO launched its new "fas craves" program, designed around food, with an expanded assortment of hot and cold grab-and-go products and beverages.

To support this service, ARKO utilizes a range of carry out packaging solutions aligned with its foodservice offering, including pizza boxes as well as paper, foam, plastic, and foil packaging formats. In 2025, ARKO recorded a **31% reduction in foam based packaging materials and an 81% decrease in foil packaging, alongside a 5% increase in paper carry out boxes, compared to 2024.**

SUSTAINABLE AND NON-SUSTAINABLE PACKAGING (lbs)



TYPES OF PACKAGING (lbs)



WASTE MANAGEMENT

Tackling Food Waste

ARKO is committed to tackling food waste through proactive measures. Recognizing the importance of reducing food waste for both environmental and social reasons, the Company is implementing several strategies to minimize waste throughout its operations.

ARKO has achieved measurable progress in addressing food waste by strengthening the structure, visibility, and accountability of its tracking and reduction practices. Food waste is now systematically monitored through centralized online reporting, with deviations requiring documentation and review at the store level, reinforcing both operational discipline and data reliability.

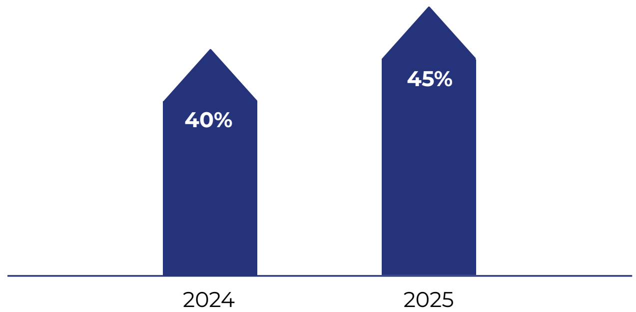
We aim to prevent food waste at its source by strengthening effective inventory management practices, thereby minimizing the volume of discarded expired foods. This effort is supported by enhanced demand planning and execution, enabled by dynamic production tools, SKU optimization, and tighter inventory controls, combined with broader organizational initiatives to refine assortments and planograms contribute to improved inventory turnover and reduced spoilage. In 2025, we have reduced discarded store prepared food by 19% compared to 2024.

Although expired and unsold store-prepared foods are discarded, we have agreements with our major suppliers by which some food products are reclaimed and returned to our suppliers to be appropriately processed.

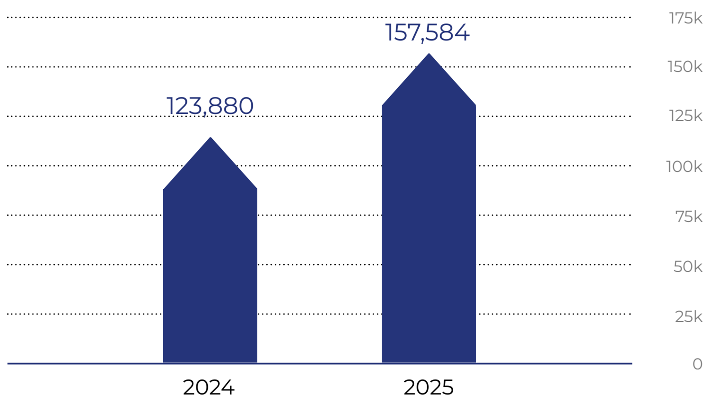
Frying oil is a significant component of our food waste recycling programs, and we aim to manage it responsibly through proper disposal and reclamation. At participating sites, used frying oil is safely collected and transferred to a third-party partner to be recycled and reused in other processes, mainly as motor fuel. In 2025, we had 154 sites participating in the program – of which 70 sites used a "Closed Loop" recycling system.

We have seen multiple benefits from our implementation of the "Closed Loop" system including: reduced waste due to pickup in bulk, avoidance of waste oil accidentally reaching sewage systems, and enhanced frying oil recycling data accuracy by providing precise measurements and monitoring of our oil usage and recycling rates, improved employee safety by reducing the likelihood of hot oil spills, and improved product consistency through maintaining oil quality. In 2025, we increased the total amount of oil collected by 27% compared to the previous year, reflecting our enhanced efforts in waste oil recovery and recycling.

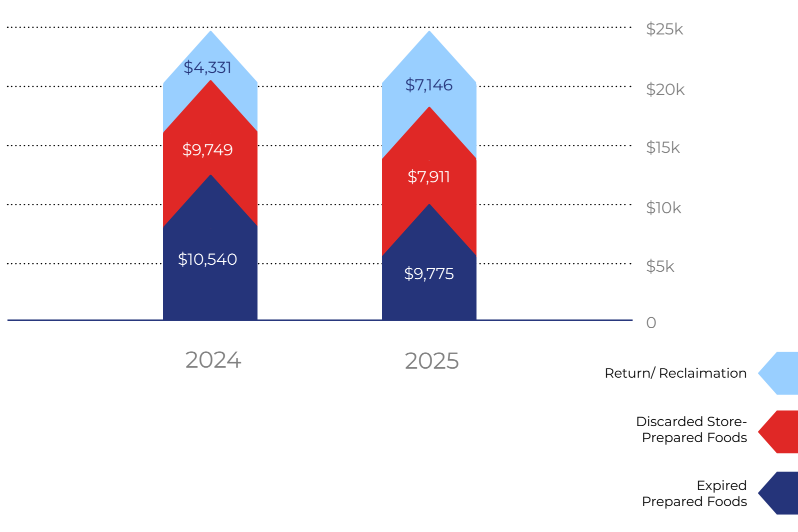
PERCENTAGE OF STORES FRYING ON-SITE USING "CLOSED LOOP" OIL RECYCLING



OIL COLLECTED (lbs)



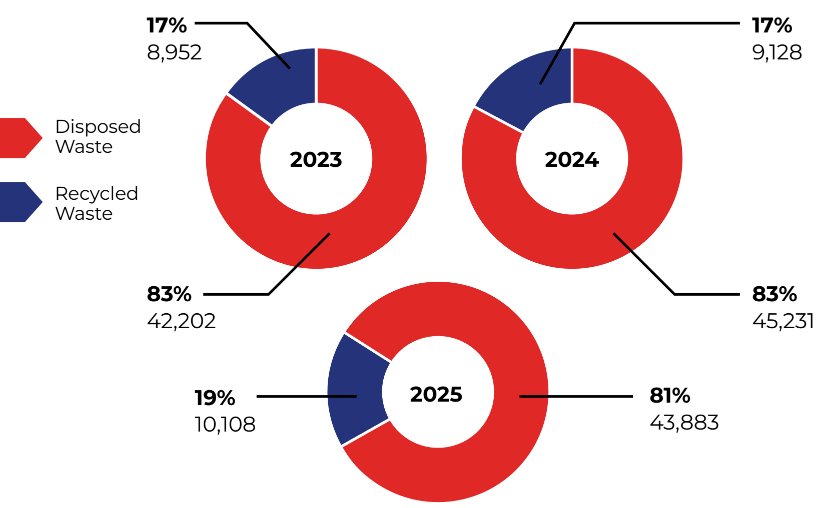
FOOD WASTE COST (THOUSAND USD)



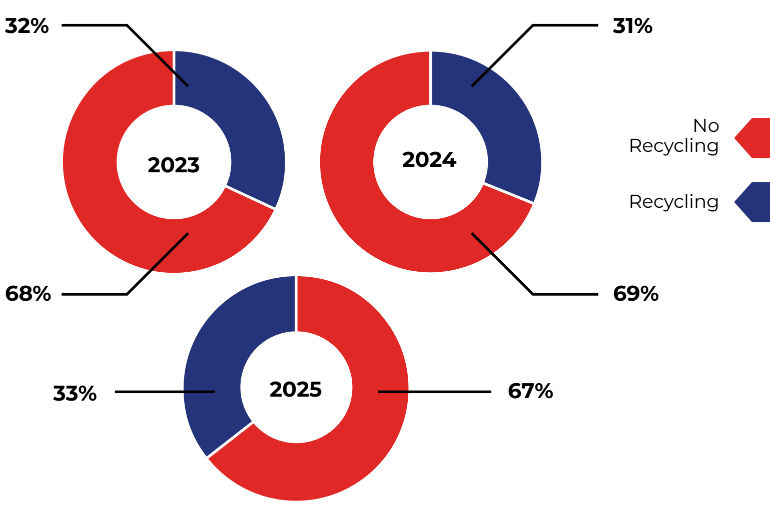
Waste Recycling Programs

During 2025, we participated in recycling programs at 474 stores. These programs were mainly single-stream recycling (SSR) programs, with a smaller number of dedicated cardboard recycling programs. These programs resulted in approximately 19% of our waste being recycled, thereby diverting it from landfills and enabling its reintroduction into production processes. As part of our workplans to constantly improve our environmental performance, we are routinely assessing the feasibility of further expanding our recycling programs to additional sites.

WASTE TREATMENT BY METHOD OF DISPOSAL[12]
(Metric Tons 2023–2025)



SITES WITH RECYCLING PROGRAMS
(2023–2025)



[12] Estimate based on a waste volume estimation model and Volume-to-Weight Conversion Factors provided by the U.S. Environmental Protection Agency.

05
Our Commitment To Our People

PROMOTING EMPLOYEE WELLBEING AND WELFARE

As of December 31, 2025, we had 9,748 employees throughout the Company. Our employees are fundamental to our success, so we are committed to providing them with a welcoming and positive work environment, as well as the benefits which support their health and wellbeing. In addition to providing fair wages, we strive to strictly abide by all labor law requirements and make efforts to provide our employees with perks and benefits which target their needs.

In 2025, the average hourly wage for employees was $14.91, with our store employees receiving an average yearly wage of $31,013. Less than 3% of our total workforce was paid at minimum wage.

We evaluate wages and other opportunities available to employees within our markets, and as applicable, grant sign-on, retention, referral and other bonus opportunities to our employees based on their respective roles. By researching and understanding hiring trends, we have adopted mobile technology to simplify the application process, and we have invested in additional recruiting resources and implemented virtual recruiting and interviewing methods. We have also deployed enhanced recruiting techniques to optimize the selection of our talent pool.

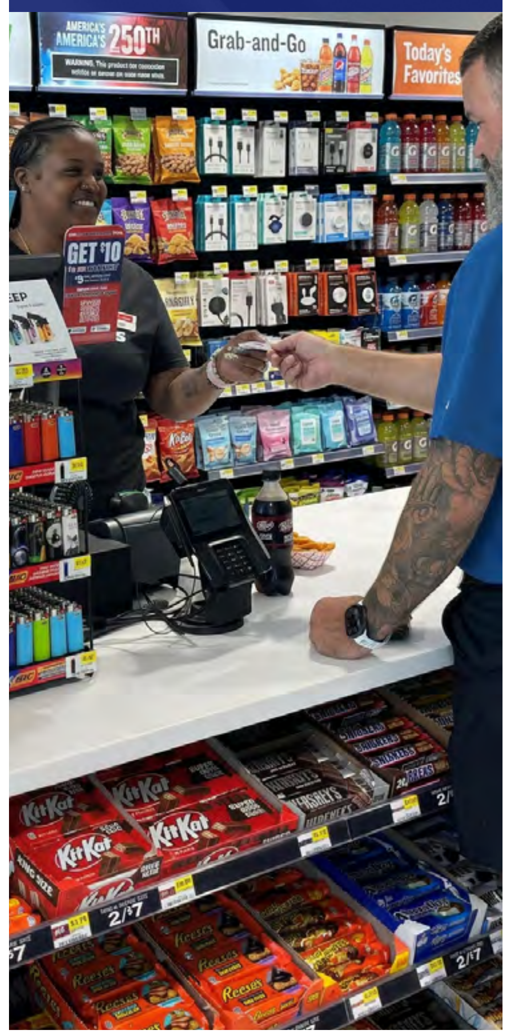
All of our full-time employees are eligible for health insurance after their first 30-60 days, depending on position. In 2025, 2,830 eligible employees opted for this program (41% of the eligible employees). We also assist our employees in saving for their futures and support their retirement planning. From day one, employees are eligible to contribute to our 401(k) program retirement program, under which they may contribute up to 75% of eligible wages (subject to plan and legal limitations) and the Company matches a percentage of employee contributions according to the plan. In 2025, 1,057 employees participated in the program.

We offer additional benefits to employees depending on position, including paid vacation and other voluntary insurance coverage. Employees generally begin accruing paid time off after six months with the Company, with some accruing paid time off upon hire. After their first year, employees are offered a minimum of eight days, and this number increases with tenure.

As Of December 31, 2025

9,748[13]
Employees

2,901
Employees received performance-based bonuses in 2025



[13] The decrease in the total number of employees as compared to December 31, 2024 was primarily driven by our dealerization process.

ENCOURAGING AND REWARDING HIGH PERFORMANCE

Performance reviews are key to enabling the ongoing personal and professional development of our people. They are also an opportunity to identify and recognize outstanding performance of employees. All employees receive an annual performance review, with store-level employees undergoing their first review after 90 days of employment.

Performance evaluations conducted in 2025 were strengthened by updated processes and tools, such as a more nuanced grading scale, refining competency expectations for district managers, and the introduction of a monthly scorecard consisting of clear performance metrics. The expanded five-level rating scale brings greater clarity and consistency to performance evaluations. This enhanced framework has allowed for more meaningful distinctions in employee performance and helped leaders more effectively recognize high performers while identifying areas that need development.

Certain of our employees have the opportunity to earn performance-based cash bonuses and incentives alongside other employee benefits, and our Store Managers are also eligible for a retention incentive bonus. Throughout 2025, 2,901 employees, ranging from store associates, store management, other management and office staff, received performance-based bonuses, and 371 store managers and assistant managers received retention incentives.

Store manager turnover significantly decreased in 2024 and 2025, due to both improved economic conditions and the success of our retention bonus program.

EMPLOYEE HIRING AND TURNOVER

	2023	2024	2025
Average Employee Hiring Cost[14]	$343	$199	$177
Turnover Rate (Retail)	162%	146%	114%
Voluntary Turnover Rate (Retail)	142%	125%	93%

In order to strengthen stockholder alignment, in 2025, we revised our compensation policy for certain of our middle management employees to provide for an equity bonus program in lieu of a cash bonus program. These equity bonuses generally vest only after one year and contain EBITDA targets similar to those applicable to our named executive officers.

	2024	2025	YOY
Performance Based Bonus	2,852	2,901	1.7%
Retention Incentives	172	371	115.7%

In 2025, 1,525 of our employees were promoted to a more senior position

Employee Recognition & Engagement Program

In 2025, we introduced a company-wide employee recognition program to strengthen engagement, inclusion, and a culture of appreciation across our workforce. The program enables employees and leaders to recognize one another through peer to peer and leadership shout outs, each accompanied by a digital badge that reinforces positive behaviors and shared values. To ensure recognition reaches employees regardless of role or location, each shout out and digital badge is delivered directly via text message and shared on our intranet, increasing visibility and accessibility for frontline and office teams alike. In its inaugural year, the program generated 1,284 shout outs, reflecting meaningful participation and our ongoing commitment to supporting employee connection, morale, and belonging.

14 The average employee hiring cost is based on an internal estimate. The average hiring cost is the total amount spent on recruitment and onboarding; including but not limited to, cost of recruiter salary, technology costs, onboarding and training resources, background check cost, nametags, uniforms, etc. The decrease in hiring costs was due to streamlining processes which improved efficiency.

EMPLOYEE HEALTH AND SAFETY

We continue to implement on-site safety practices and measures which enhance everyday employee safety. These include Personal Protective Equipment (PPE), safety vests and uniforms, and placement of traffic cones and barricades to help prevent vehicle accidents. Additionally, we continued taking actions throughout 2025 to improve procedures for employee health and safety, such as Quick Service Restaurants (QSR) Employee Training, where associates receive all Company training, in addition to, where relevant, receiving training provided by franchisors (such as Subway).

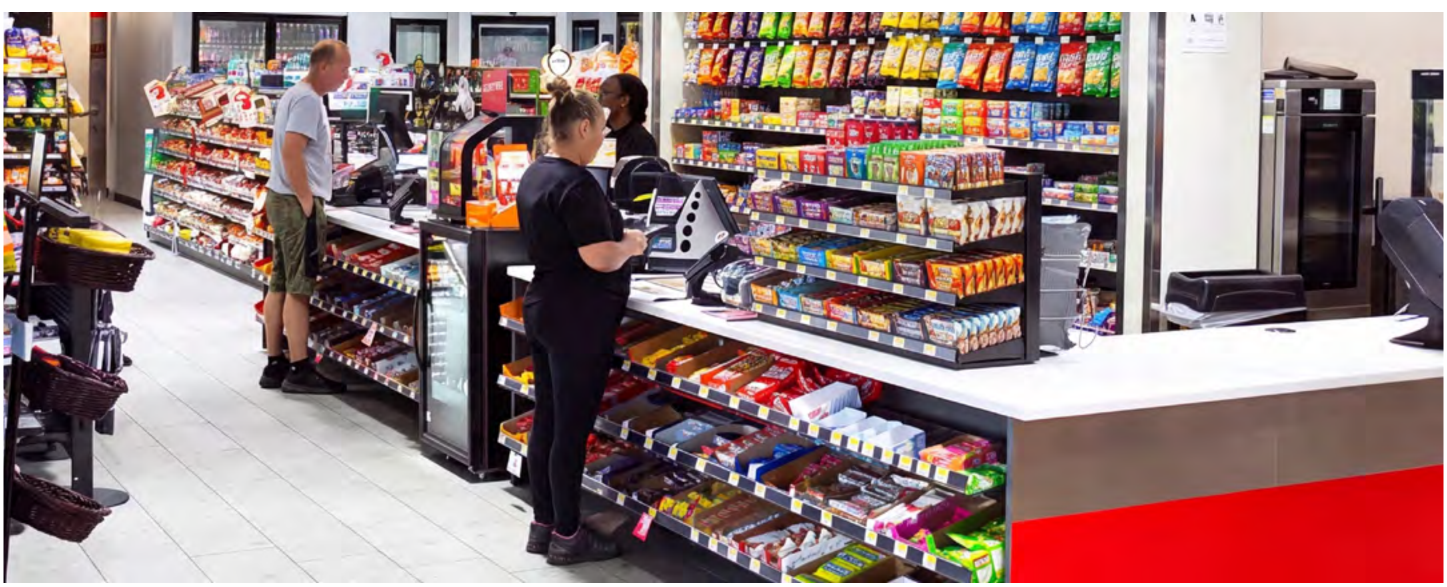
Managing our employees' health and safety is a top priority for us, and we believe that maintaining a corporate culture of safety across all levels is essential to our success. We take a proactive approach towards health and safety in our retail stores and have robust safety protocols in place which follow or exceed Occupational Safety and Health Administration (OSHA) requirements.

The implementation of safety protocols at our retail stores is overseen by our District Managers, Store Managers, and Assistant Store Managers. Our Safety Manager actively monitors safety protocol implementation at retail stores across the country by conducting routine meetings with local managers, performing safety audits and risk analysis. We have designed a safety management system to increase employee awareness and involvement in personal safety. Beyond our retail stores, GPM's Transportation Safety Manager implements safety protocols and procedures for GPM's transportation fleet, including DOT compliance, biannual safety meetings with all CDL fleet drivers, and routine compliance inspections of drivers and transportation facilities. These procedures are specifically targeted to reduce safety risks that our employees face, including lifting-related back injuries; fire hazards; slips and falls; housekeeping and property maintenance related risks; driving safety; machine operation safety; and robbery incidents.

Our safety management system is composed of:

- Day-to-day safety protocols that are supervised and implemented by District Managers, Store Managers and Assistant Store Managers
- Audits and visits by the Safety Manager
- Store employees' ability to report safety incidents or violations directly to the Risk Management Department

Additionally, ARKO is using dashboards designed to improve health and safety data management and analysis. Using safety data from the stores, the dashboard provides comprehensive insights into site safety performance. Through this, our Employee Health and Safety Team identifies trends, assesses risks, and proactively addresses potential hazards. This cross-company system is designed so that safety protocols are upheld, and learning is effectively circulated. This technological integration is one example of ARKO's commitment to proactively managing health and safety.



We continue to enhance our commitment to providing a safe and secure environment for both employees and customers. Our store security systems and security protocols includes monthly alarm testing. This enables quicker response times, timely detection of potential hazards, and increases troubleshooting and repair capabilities. We have also implemented robbery analysis procedures, pursuant to which our team reviews trending data based on location in order to focus on staff re-training to respond appropriately.

Our Video Management System (VMS) allows us to store all pulled videos from investigations in one location. The system allows secure third party sharing and has the potential to integrate into our current Risk Management platforms. ARKO's Risk and Loss Prevention team conducts an analysis of trends specifically relating to robbery incidents, and where necessary, advises and executes steps for mitigation to prevent similar incidents. Our Safety Manager conducts quarterly meetings with regional operations teams as a touch-base to review trending data in their region, give important policy updates, review age-restricted sales, and more.

Our employees have direct access to the senior Safety Manager and the Risk Management Department. Resources are available so employees can report health and safety concerns or suggestions to contribute to a safer work environment.

We work proactively and plan for extreme weather events and have targeted emergency programs in place to execute a response, protect our people and infrastructure, and provide appropriate communication as needed. As climate change is becoming ever more prominent, we work to build resilience against natural hazards and climate threats and have incorporated considerations of extreme weather events into these programs. All protocols and procedures for emergency scenarios are outlined in the official Company Safety Manual, providing guidance to the stores while operating during such events.

As part of our proactive approach to health and safety, we conducted various safety risk assessments throughout 2025. These risk assessments were implemented through WorkJam, a third party software system, tasking Store Managers to walk through their store on a monthly basis to assess the safety of their site and identify potential hazards through guided questions. Safety equipment and PPE can be ordered through this process to ensure employees have the proper equipment to keep them safe.

Safety assessments are conducted by our Safety Manager at retail locations as well as conducting staff interviews to identify needs and ideas pertaining to work safety. Findings are presented in a report to the Legal, Operations, and Facilities departments for further action.

Safety Training

Mandatory safety training is provided to our associates across our operations. These training programs cover the various risks faced by our people in daily activities. Safety trainings, resources, and the official Company Safety Manual are available to employees 24/7 via our intranet.

In 2025, over 18,190 hours of safety training were provided to employees, including basic safety training covering general safety practices, and advanced, role-specific training for employees in relevant positions.

The safety training program covers core workplace risks and preventive practices, including fire safety, safe equipment use, ergonomics, loss prevention, and slips and falls. It also includes emergency preparedness, such as first aid modules and selected role- and location-specific modules. Our safety training program also includes safety training meetings with our fleet drivers.

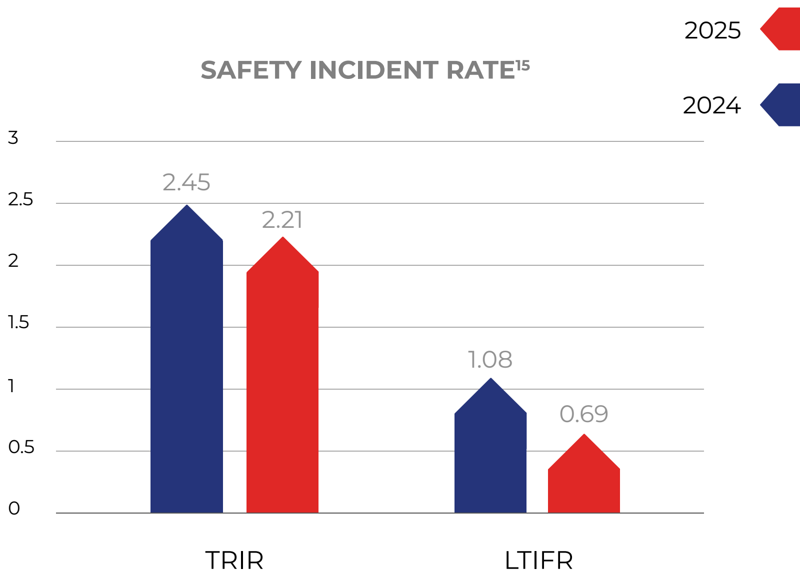
Safety Incidents

We maintain strict safety requirements and processes to manage and address safety concerns across our retail locations, as we continue working to minimize the number of safety incidents. Safety incidents are continuously tracked, and each case is thoroughly investigated. Root causes are reviewed by the Safety Manager, with involvement from relevant personnel to ensure effective resolution of occupational health and safety issues.

In 2025, a total of 207 safety incidents were reported, with the majority (94%) involving light or mild injuries. 13 cases of severe injury were recorded – down from 19 cases in 2024 – including incidents such as slips and falls, robbery-related assaults, improper lifting, vehicle strikes, cuts, and burns. Our commitment to safety remains unwavering, and we continue to take proactive measures to ensure the well-being of our employees.

Total Recordable Incidence Rate (TRIR) was reduced by 10% compared to last year.

Lost Time Injury Frequency Rate (LTIFR) was reduced by 36% compared to last year.



[15] Rate calculated per 200,000 working hours

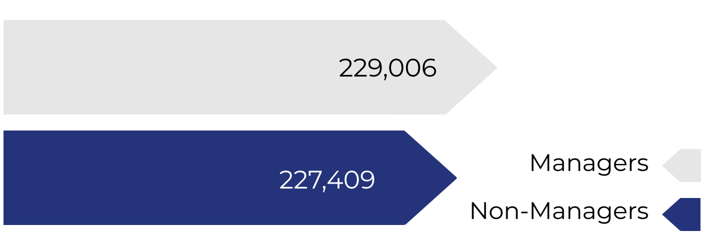
EMPLOYEE LEARNING & DEVELOPMENT

Investing in our people is essential to creating a strong and capable team and supporting our Company's long-term resilience, growth, and success. We are committed to providing our employees with opportunities for professional and personal development and helping them prepare for career advancement. Employees benefit from various training programs which develop their knowledge and skill sets, including on-the-job and Structured Training, delivered in an office, classroom, or virtual setting. Training delivery is supported by our Learning Management System (LMS), which offers short, job-specific online modules completed upon hire and repeated annually to promote compliance and consistency. 100% completion of all training requirements is a necessary condition for promotion.

In 2025, we continued to follow and embed the structured employee development programs established in 2024 to strengthen role clarity, enhance compliance, and accelerate readiness across key operational roles. These programs remain integrated into our enhanced New Hire Checklist and Training Tools, and are role-specific. In 2025, their continued implementation supported faster onboarding, reinforced compliance, improved leadership accountability, and supported succession planning.

Our targeted training programs are tailored to address specific position requirements, equipping employees with necessary hard and soft skills to perform their duties and improve their performance. These programs are designed to foster a quality and experienced workforce and enable professional advancement for our employees. Some of the training topics include effective customer service, food preparation, responsible marketing, payment methods, conflict resolution, team collaboration, and leadership skills.

TOTAL TRAINING HOURS (2025)



Employee training programs and procedures are overseen by our dedicated Director of Training & Leadership Development, with functions in other departments providing specialized professional training when necessary.

In 2025, we provided extensive training programs to new employees including:

- 20 hours for new Sales Associates
- 32 hours for new Assistant Managers
- 240 hours of on-the-job training and up to 24 additional hours for leadership roles

The total number of training hours offered to employees in 2025 was 456,415[16].

READY TRAINING ONLINE (RTO):

The Ready Training Online (RTO) training programs, launched in 2024, deliver structured, role-specific training through computer-based modules, supporting consistent onboarding, compliance, and operational knowledge across the organization.

Key Benefits:

- **Structured Training Plan:** Employees progress weekly from compliance and register certification to in-store practice and key knowledge acquisition.
- **Manager Accountability:** Weekly checkpoints require manager sign-offs, ensuring training completion and retention, while providing opportunities for coaching and feedback.
- **WorkJam Integration:** Introduced in Week 2, WorkJam helps new hires manage daily tasks through live checklists, reinforcing training and task ownership.
- **Rehire & Recertification:** Rehires restart the training cycle to ensure up-to-date knowledge, with recurring training auto-assigned based on timelines.
- **Proactive Compliance:** Automatic assignments are triggered by compliance failures, state updates, or managerial requests, aligning training with real-time needs.

In 2025, **120,989 Structured Training Hours** were completed by our employees and managers.

16 Reduction in total training hours compared to 2024 is primarily attributable to a decrease in the number of employees following the dealerizations of retail sites.

Throughout the year we conducted training efficiency assessments and employee feedback surveys so that programs can be optimized to provide our employees with the skills they both need and want in order to succeed in the workplace. The results were strongly positive, with trainees highlighting the value of accessible trainer support, clear guidance, and hands-on instruction. Respondents noted that trainers were responsive, patient, and effective in helping them understand key processes. Based on employee feedback, we adjusted our programs. We plan to continue to conduct these assessments on an ongoing basis, to ensure that our training programs remain relevant, engaging, and impactful.

In 2025, we developed standardized fas craves training program binders to support the launch of the fas craves format, a key component of the Company's Transformation Plan focused on enhancing food offerings and the in-store customer experience. These binders provide structured guidance to ensure consistent implementation of the concept across locations.

"This is the best training program I have participated in during my career, having held many other managerial roles, including operational and District Manager, with less training and support. This program is on the right track."

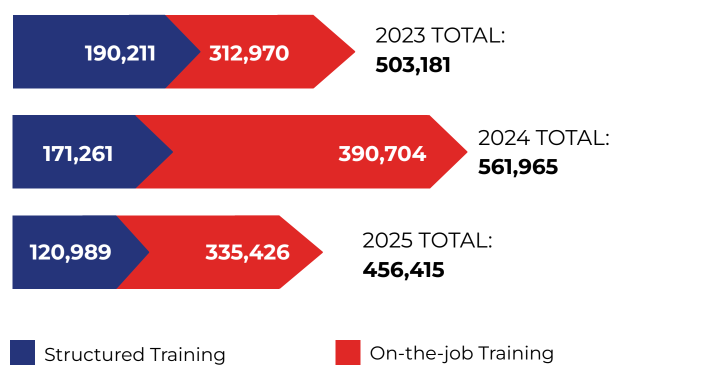
"I have stepped into a great position with a great company, and together we will do amazing things."

"This training program is by far the best I've experienced. I have been in many manager roles and training programs, and this one with the RTOs and hands-on training gives you everything you need, no matter what role you are in. It provides exactly what you need to succeed."

TRAINING & DEVELOPMENT 2023–2025

	2023	2024	2025
Total training hours provided to employees	503,181	561,965	456,415
Avg. training and development spending per full-time employee	$1,100	$1,100	$1,100
Avg. completion rate of courses	95%	93%	98%

TRAINING HOURS PROVIDED TO EMPLOYEES 2023–2025

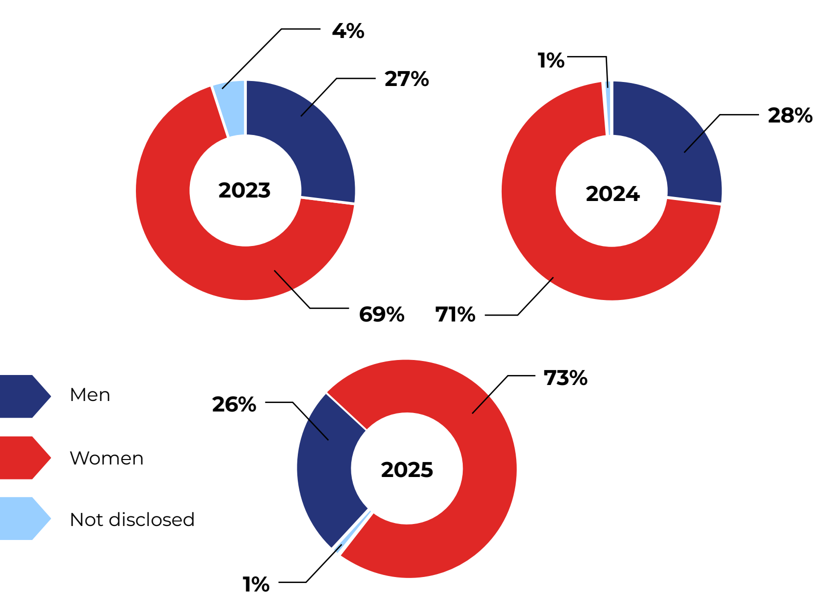


CREATING A WELCOMING AND EQUITABLE WORKPLACE

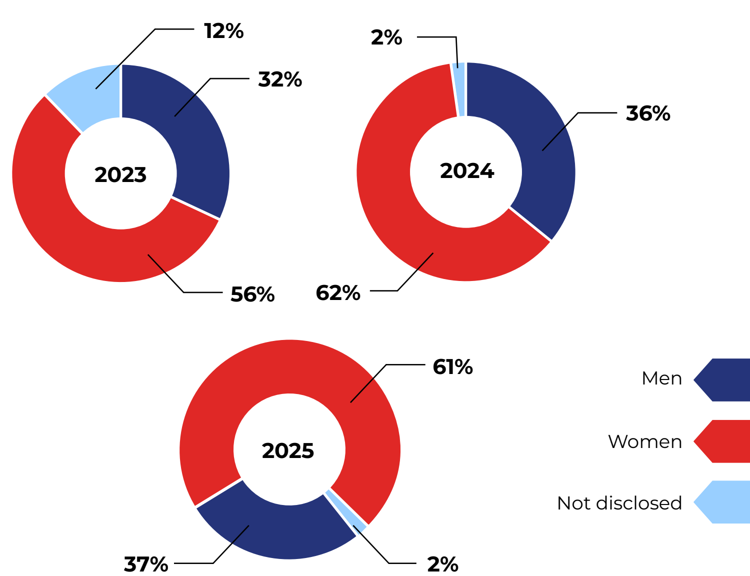
We strive to promote a safe and inclusive work environment and create a workforce that best reflects the diverse communities in which we operate. We believe that a pluralistic workforce is key to creating equal opportunities and we provide equal employment, fair promotion practices, and a nurturing work environment for employees from many different backgrounds. We are proud of our ability to develop diverse talent and leadership, and of the representation of women across the Company, particularly in leadership positions. In 2025, **73%** of our management positions were filled by women, including 81% of Store Managers and 54% of District Managers.

Our leadership commitment is to promote a culture of respect at all levels of our organization. Our policies also outline clear guidelines and mechanisms for addressing discrimination or harassment, with transparent reporting mechanisms designed to facilitate swift, decisive action against any violations. These values have been integrated into training modules in our learning management platform and employee training program, which are mandatory for Store Managers and associates.

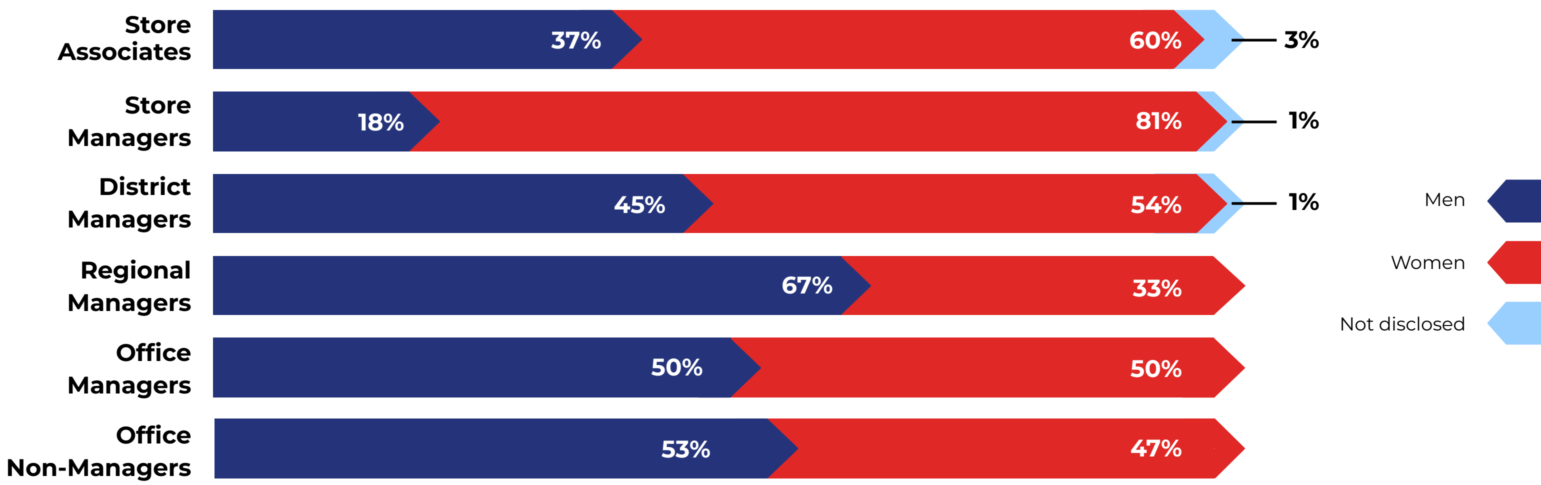
MANAGEMENT GENDER BREAKDOWN
(2023–2025)



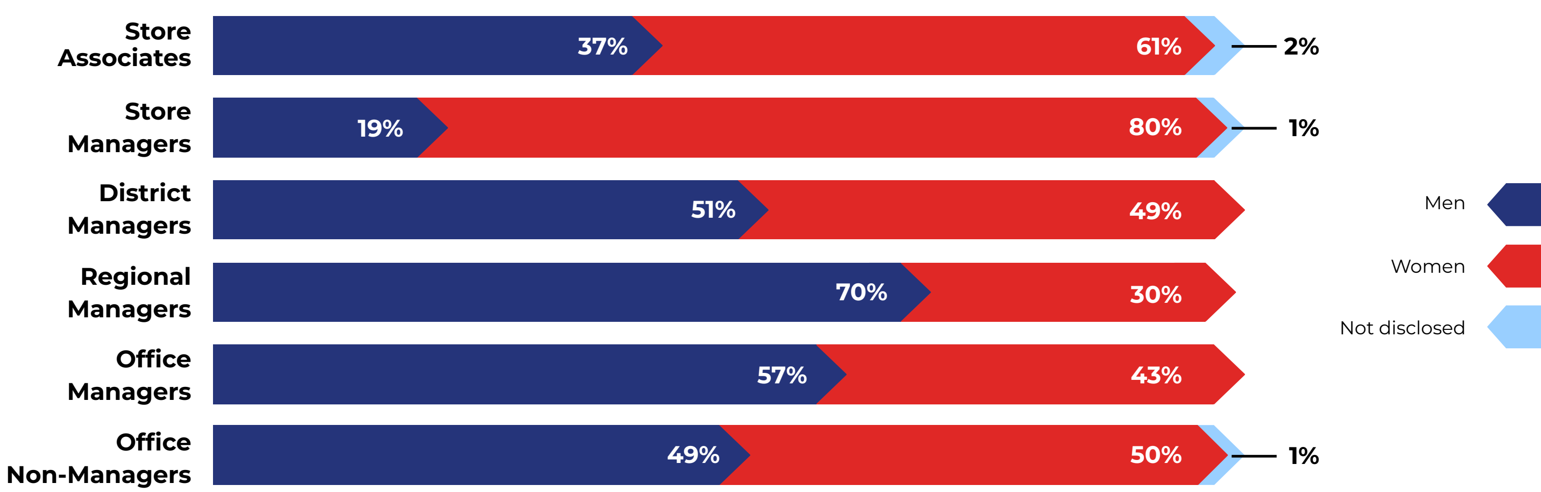
COMPANY GENDER BREAKDOWN
(2023–2025)



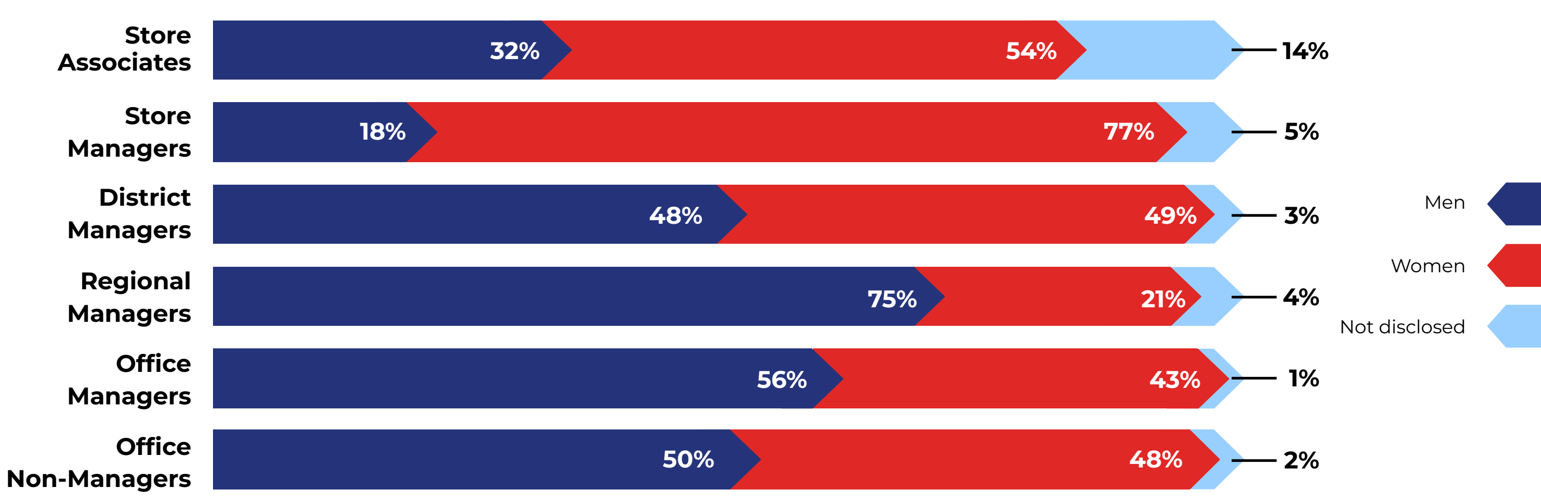
GENDER BREAKDOWN ACROSS OUR OPERATIONS IN 2025



GENDER BREAKDOWN ACROSS OUR OPERATIONS IN 2024



GENDER BREAKDOWN ACROSS OUR OPERATIONS IN 2023



CREATING A COMFORTABLE WORK ENVIRONMENT

We aim to protect our employees and have a zero tolerance policy towards all forms of discrimination. As an Equal Opportunity Employer, we have policies which prohibit any form of discrimination based on race, gender, age, religion, or sexual orientation and work to eliminate discrimination and retaliation against any employees. These policies are communicated to employees, alongside reporting channels and escalation mechanisms to address any adverse action.

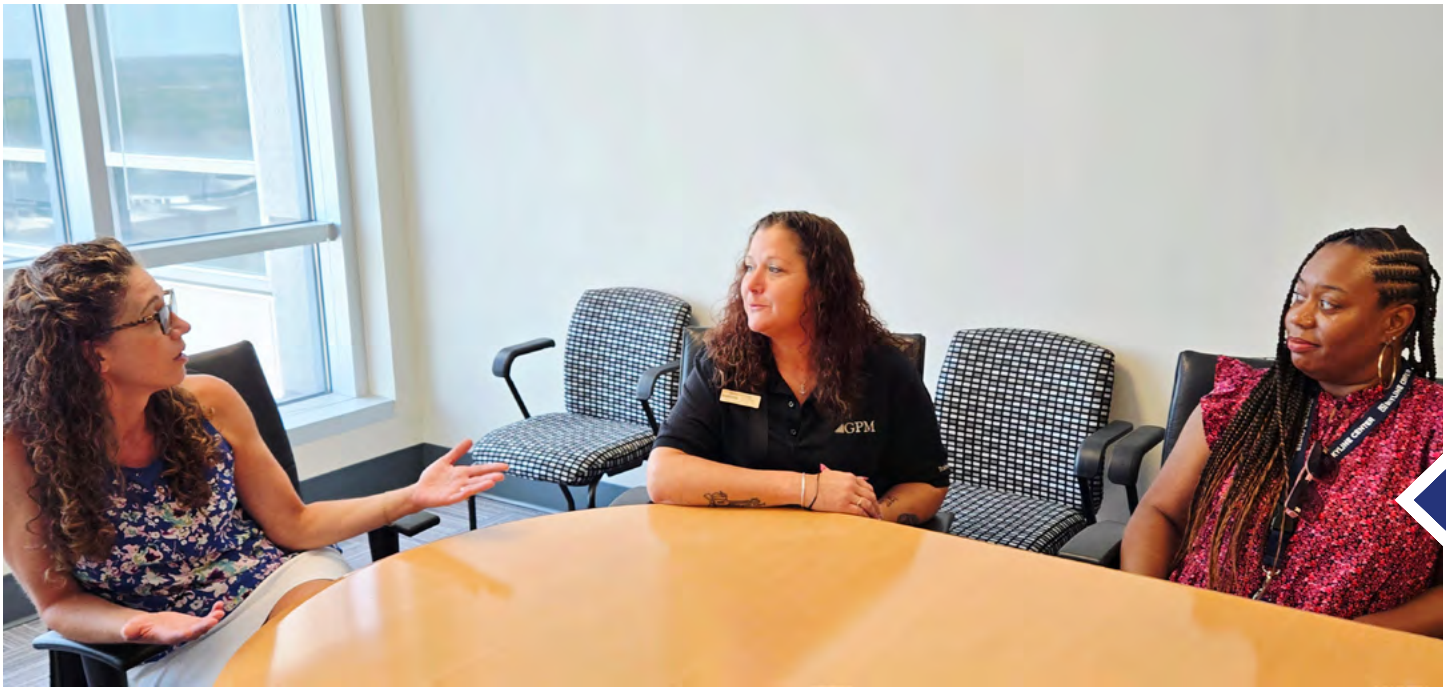
We make sure that management personnel are available to employees to discuss any concerns in a discreet and fair manner. Complaints are investigated thoroughly, and appropriate action is taken as necessary. We work to create a respectful work culture and raise awareness among employees by providing anti harassment and anti discrimination training and all employees are required to abide by our standards and policies.

MAINTAINING AN ENGAGED WORKFORCE

In 2025, we continued and enhanced our emphasis on keeping our employees engaged, encouraging open communication through pulse surveys and our "open door policy," striving to reinforce a positive working culture which drives a stronger and more stable workforce.

Our pulse surveys help us to assess levels of employee satisfaction, engagement, and sense of belonging, and in turn, inform the development and implementation of programs which reinforce workforce retention and address employee concerns. Maintaining ongoing communication with our employees enables us to consider our employees' point of view in our decision making processes, shape our employee experience and recognize opportunities for future development.

In 2025, our HR team worked to make significant strides in fostering a culture of recognition, professional development, and leadership. Through our commitment to leading by example, we have strengthened employee engagement and reinforced a positive workplace environment. Based on the results of our engagement survey, each division developed targeted action plans addressing their needs and implemented key opportunity areas identified through leadership action reports.



06

Our Commitment To Our Customers

CUSTOMER SERVICE EXCELLENCE

We strive to continue to deliver excellent customer service and experience in all our stores. The trust, loyalty and satisfaction of our customers are key focus areas for us. We consistently work to improve our customers' experience through the use of operational excellence tools.

Receiving continual feedback from our customers is important to us. We offer our customers multiple platforms to communicate with us, as our dedicated customer service team handles each customer interaction according to the highest standards.

The insights we receive from our customers help guide improvements in our in-store services and product offerings. By taking the time to listen to their feedback, we can ensure we meet our goal for customer satisfaction.

To reinforce our efforts to maintain and improve excellent customer service, in 2025 we provided over 24,000 hours of customer service training. While overall store count decreased in 2025 due to dealerization, the increase in training hours reflects new-to-industry (NTI) store openings requiring full onboarding and targeted retraining initiatives across NTI store teams to reinforce customer service and operational standards.

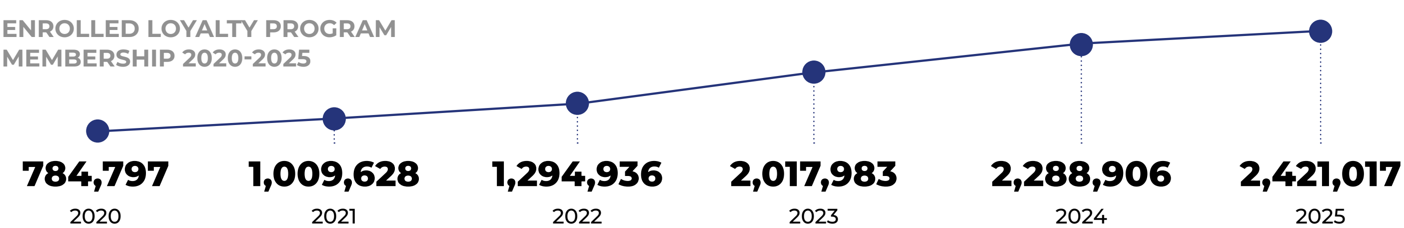
Our customer service experience is further enhanced by our fas REWARDS® loyalty program, which rewards loyal customers for their continued patronage. Following extensive development efforts in 2025, we launched our updated fas REWARDS® app in 2026, featuring personalized recommendations, members special pricing, fuel discounts, digital offers, order and delivery services, a virtual wallet and reward tracking.

In 2025, the fas REWARDS® program continued its consistent growth, and as of December 31, 2025, the program had more than 2.4 million enrolled members, with more than 130,000 members added in 2025.

FUELING AMERICA'S FUTURE CAMPAIGN

To help working Americans manage fuel costs, we launched the "Fueling America's Future" campaign in 2025. Delivered through the fas REWARDS® program, the campaign enables members to earn fuel savings by purchasing qualifying items, with discounts accumulating in a virtual wallet, which, in 2025, could save consumers up to $40 per fill-up (increased to $50 per fill-up in 2026). ARKO has helped lower costs for everyday essentials, from groceries to fuel, through ongoing promotions and value-driven discounts.

ENROLLED LOYALTY PROGRAM MEMBERSHIP 2020-2025



LOCAL COMMUNITIES:

While ARKO operates on a national scale, our roots are local. Our stores are part of the communities they serve, and that connection informs how we operate and invest across our network.

Our Family of Community Brands includes a portfolio of more than 25 regional store brands that have been in existence for an average of more than 50 years, offering fuel products and other merchandise to our customers. ARKO recognizes the importance of the communities in which it operates and is committed to continuing to provide long-term value for its local communities.

Approximately 69% of our retail stores are located in communities with populations of fewer than 50,000 people, and our presence in these areas supports local employment, economic activity, and access to essential services.

On a site level, we incorporate community feedback into store planning where relevant, and support local needs through community-focused initiatives.

Through our dealerization strategy, we have converted more than 400 retail stores to dealer locations since the middle of 2024, empowering local entrepreneurs to manage their own businesses while maintaining control of fuel supply through our wholesale network. A significant portion of our dealer locations are run by local operators, creating a mutual reliance between the local store and the communities they serve.

Our engagement with local suppliers, dealers, and municipalities strengthens partnerships that support community development and deepen our local relationships.

LEADING BANNERS WITH LONG HISTORIES IN THEIR COMMUNITIES

Est. 1970
55+ Years

Est. 1980
45+ Years

Est. 1966
60+ Years

Est. 1977
45+ Years

Est. 1966
60 Years

Est. 1976
50 Years

Est. 1975
50+ Years

Est. 1957
65+ Years

FOOD SAFETY

We place a high priority on food safety, and maintain a proactive approach to help safeguard our customers' health and ensure food quality. Our stores offer a variety of products with varying storage and treatment requirements such as temperature, preparation, and disposal, and we implement food safety management processes designed for food items to be handled to high safety standards while minimizing risks.

Personnel along the food handling chain are involved in maintaining and promoting food safety. Our Store Managers are equipped with the necessary knowledge and skills to oversee and handle onsite food practices and regulations including in food hygiene practices, food handling and disposal procedures. We have food safety protocols in place to ensure remediation to any food safety issues such as recalls, which enable a timely and clear communication to affected stores and removal of recalled items. Our dedicated Category Managers are responsible for handling food safety in the stores, including food recall incidents.

In addition, we regularly test our water systems that feed our fountains, ice machines, frozen carbonated beverage units, coffee and other equipment. Where water is sourced from private wells, systems are tested in line with state requirements and results are reported to the local authorities. We conduct regular store food safety audits and adjust protocols and training programs as necessary.

We provide food safety training for relevant employees to impact and strengthen internal food health and safety measures and ensure that they comply with food sanitation and quality management requirements. In addition, certain store management personnel and deli managers are ServSafe certified. In 2025, our employees received approximately 10,920 hours of food safety training. In 2025, 543 food safety inspections were conducted at ARKO retail sites.

RESPONSIBLE MARKETING

Our relationship with our customers is based on trust. Fostering and maintaining this trust is a guiding principle throughout our operational procedures and services. In our marketing operations, implementing responsible selling and marketing practices in our stores provides our customers with a safe environment. We maintain strict policies regarding the sale of age restricted items. Through clear signage and age verification protocols, we work to ensure that products such as tobacco, alcohol, pharmaceuticals and other age restricted items are marketed responsibly and only sold to eligible customers.

Our responsible marketing standards cover all forms of marketing and communication within our stores and facilities, and we closely monitor our operations for compliance with state regulations, including storage and display of age restricted products, and comprehensive employee training.

Employees at our stores undergo specific training on the selling of age restricted items, including adherence to state regulations, product and signage display, violation reporting procedures, and relevant employees receive certification. All associates must complete Ready Training Online (RTO) modules related to responsible sales practices before they are authorized to operate a register, with a manager's signature required upon completion. In addition, associates must review and acknowledge GPM's Age Restricted Sales (ARS) Policy.

To reinforce compliance, refresher training courses are assigned every 90 days. These cover key topics such as verifying customer age, identifying fake IDs, and properly denying sales when necessary. All certifications mandated by state or local laws—including alcohol seller/server training such as TIPS—are assigned and tracked to ensure full compliance. Team members are also encouraged to participate in recognized voluntary programs such as I PACT (Indiana), I PLEDGE (Iowa), and WI WINS (Wisconsin).

At the store level, all associates must review and sign an Age Restricted Sales Acknowledgment form, confirming their understanding and agreement to follow GPM's policies. These signed acknowledgments are stored and reviewed during compliance audits.

To support these protocols, register systems are programmed to prompt age verification when age restricted items are scanned, significantly reducing the risk of accidental non compliance.

We take great pride in providing fair prices to our customers across our retail stores and prioritize transparency and fairness in our pricing and labeling practices. We have strict protocols pertaining to the accurate labeling of our products, including real time updates of our fuel prices. In 2025, there were no reported incidents related to responsible marketing[17].

In 2025, we provided our employees 14,532 hours of training on responsible marketing practices to ensure that guidelines and procedures are met.

PROMOTING FRESH FOOD:

Fresh and convenient food offerings are a core component of our strategy, aiming to provide customers with accessible, affordable, and high-quality meal options. Across our network, we offer a wide range of grab and go hot and cold foods, including bakery items, roller grill products, and prepared meals, with expanded deli menus available in select locations. In 2025 we continued to strengthen this offering through initiatives such as the "fas craves" store format, which emphasizes fresh, relevant, and value-driven food in modernized store environments designed to enhance the customer experience and drive engagement with its foodservice proposition.

[17] In March 2025, we were informed of an incident involving a mismatch in the weight of products sold in 2024.

INVESTING IN OUR COMMUNITY

We see ourselves and our stores as inseparable parts of the communities in which we operate.

We support causes and endeavors which we believe are important to our customers and our communities. In 2025, this included efforts to promote important social causes, and local efforts to support community arts, sports, and culture. Through our community involvement efforts, we are able to be more fully integrated in the communities in which we operate and enrich the lives of their members.

In 2025, ARKO refrained from making any contributions to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations or any other groups that are involved in promotion of political campaigns, public policy or legislation.

Community Partnership Highlights

Funding research and treatment with the muscular dystrophy association (MDA)

Since 2012, we have maintained a strong partnership with the MDA, supporting it in its research and patient support. Through ongoing store donations raised by our customers, we have contributed close to $2 million in support of the MDA's mission of transforming the lives of people living with muscular dystrophy, ALS, and related neuromuscular diseases through scientific and clinical research and over 150 MDA Care Centers at the nation's top medical institutions in local communities nationwide. In 2025, we raised $113,302 for MDA.

Supporting Local Communities - The Friendship Circle

GPM has supported the Friendship Circle of Virginia, a nonprofit organization focused on creating an inclusive community and building meaningful connections between individuals with and without disabilities through community based programming, since 2019. In 2025 we continued this support through a sponsorship for the organizations annual Walk-A-Thon and Inclusion Night, events that bring together community members to promote awareness and social engagement.

Donations

We contributed a total of $151,502 from in-store and corporate donations to nonprofit organizations (NGOs), supporting a range of community initiatives, including programs for children, seniors, and people with disabilities, as well as local education, inclusion, and cultural activities.

07 Our Commitment To Responsible Business

Our comprehensive policies, internal controls, oversight of our operations, compliance with regulatory requirements, and the management of risks across the Company are designed to support long term value creation and maintain stakeholder trust.

GOVERNANCE PRACTICES AND PROCEDURES

Board Structure and Diversity

Pursuant to our Bylaws and the Delaware General Corporation Law, our business and affairs are managed under the direction of our Board of Directors. The Board is responsible for overseeing management and providing strategic guidance to the Company. Directors are kept informed of our business through discussions with management, by reviewing materials provided to them and by participating in meetings of the Board and its committees. Our Corporate Governance Guidelines support effective decision making processes and are designed to protect stakeholder interests and promote transparency and accountability.

The Board has adopted Corporate Governance Guidelines that contain general principles regarding the responsibilities and function of the Board and its committees. The Guidelines are available at: www.arkocorp.com under Governance.

As of December 31, 2025, our Board of Directors was composed of six directors, five of whom were independent directors, reflecting the Company's commitment to maintaining independent oversight. All Board members have significant business expertise and diverse professional experience and backgrounds.

The Board oversees the Company's activities and strategies through several committees. The responsibilities of each committee are outlined in committee charters. For more information about our committees' charters, please visit the Governance section of our website.

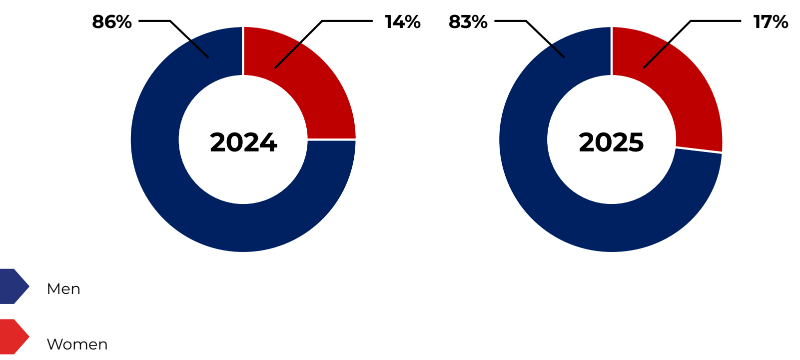
Among its responsibilities, the Nominating and Corporate Governance Committee oversees Sustainability-related matters and reviews the Company's sustainability activities, policies, and disclosures, ensuring alignment with business practices, strategic objectives, and evolving regulatory and stakeholder expectations.

The Committee's Sustainability oversight responsibilities include:

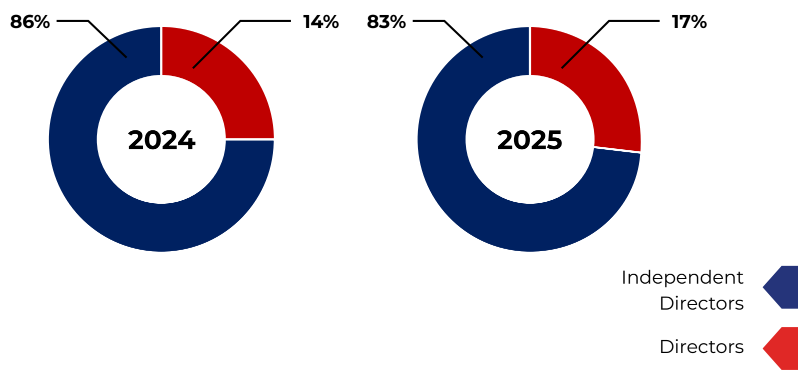
- Reviewing the integration of sustainability related considerations in decision making processes.
- Overseeing the implementation of the Company's Sustainability Policy and workplans.
- Reviewing and approving Sustainability disclosures.

Key Director Information as of December 31, 2025 and 2024, accordingly

BOARD GENDER BREAKDOWN



BOARD INDEPENDENCE



Risk Oversight: One of the key functions of our Board is informed oversight of our risk management process. Our Board administers this oversight function directly through our Board as a whole, as well as through various standing committees of our Board that address risks inherent in their respective areas of oversight. In particular, our Board is responsible for monitoring and assessing strategic risk exposure, and our Audit Committee has the responsibility to consider and discuss our major financial risk exposures and the steps our management has taken to monitor and control these exposures. The Audit Committee also has the responsibility to review with management the process by which risk assessment and management is undertaken, monitor compliance with legal and regulatory requirements, and review the adequacy and effectiveness of our internal controls over financial reporting and cyber policy. Our Nominating and Corporate Governance Committee is responsible for periodically evaluating our Company's corporate governance policies and systems in light of the governance risks that our Company faces and the adequacy of our Company's policies and procedures designed to address such risks and also for oversight of our sustainability planning and initiatives.

In addition, management conducts an annual Enterprise Risk Assessment (ERA), evaluating operational, market, ethical and talent-related risks across the organization. Risks are assessed based on their likelihood and potential impact and are prioritized through management input and cross-functional alignment. The Company maintains a strong internal control environment under its SOX framework, including established processes for identifying and remediating control deficiencies, supporting the reliability of financial reporting and governance oversight. The Company continues to assess opportunities to further enhance its risk management processes, including the integration of more data-driven inputs into its risk evaluation practices.

Enhancing Board Effectiveness

We believe that our Board's performance is directly linked to our success. We seek ways to enhance the Board's accountability and effectiveness. Recognizing the pivotal role it plays in steering corporate strategy and governance, the Board conducts evaluation surveys to assess the Board's performance as a whole and separately for its committees, fostering a culture of continuous improvement and accountability, which helps us to maintain a high performing board capable of navigating complex challenges and driving sustainable growth.

In 2025, we conducted a training session for Board members to support ongoing development and oversight capabilities.

Dividends - Shareholder Returns

The Company seeks to maintain a consistent approach to shareholder returns through regular dividend distributions. In 2025, ARKO distributed dividends of $0.12 per share, totaling approximately $13.6 million, consistent with the dividend levels declared in 2023 and 2024. Dividends are determined at the discretion of the Board of Directors, taking into account financial performance, capital allocation priorities, and liquidity considerations.

Promoting Ethical Business Practices

Maintaining the highest standards of ethical conduct and practices lies at the foundation of our operations. The ethical conduct of all our employees is key to ensuring our continued stability and growth and is a major component of maintaining the bedrock of trust upon which our relationships with our customers, suppliers, and partners are based.

Our activity is guided by the following principles:

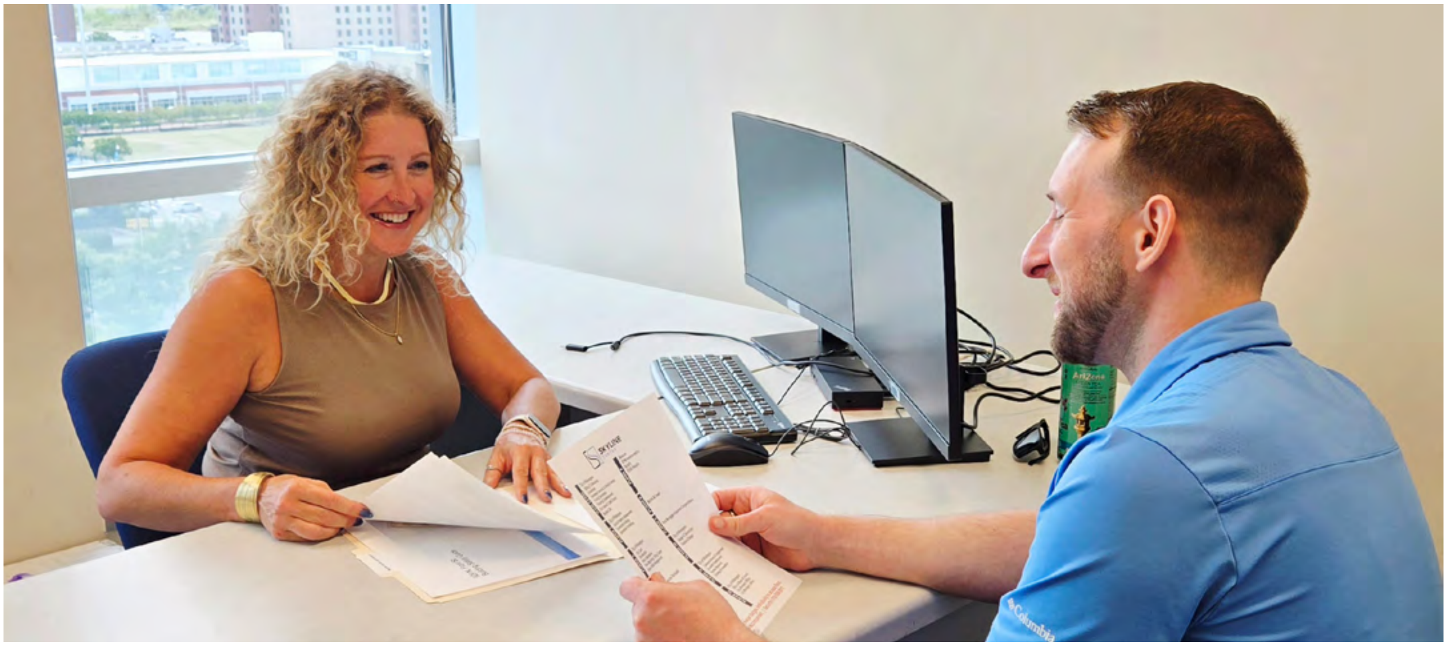
- Consistently and enthusiastically deliver the highest level of customer service.
- Develop profitable partnerships with our suppliers through integrity and mutual trust.
- Provide opportunities for growth and development of our employees.

These principles drive our efforts to promote the ethical conduct of our employees and act as the foundation of our ethical guidelines and policies. We believe that ethical behavior lies first and foremost in the conduct of each individual. Our employees at all levels are bound by our comprehensive Code of Business Conduct and Ethics (Code of Conduct), which details how employees should act in their daily activities. Our Code of Conduct is based on our fundamental values, as well as laws, regulations, and rules relating to our activity across our operations.

Our Code of Business Conduct and Ethics applies to the Company's directors, officers, employees and certain designated agents, including our Chief Executive Officer (CEO), Chief Financial Officer (CFO), and other executive and senior financial officers, in accordance with applicable rules and regulations of the SEC and Nasdaq. Our Code of Business Conduct and Ethics is available on our website.

Our Code of Conduct dictates honest, fair, and ethical business behavior, both within the Company and when dealing with external stakeholders, such as customers, suppliers, and other relevant entities. The Code also outlines the channels through which employees can raise concerns and report on potential issues or violations. We have zero tolerance for any corruption, bribery and other improper behavior, and we place a great emphasis on proper disclosures and the accuracy of our public and internal records. We expect all employees to adhere to our high standards, and we diligently work to ensure these standards in our stores, offices, and other facilities.

The Code of Conduct is available to all employees and is part of the onboarding process to ensure all new employees sign their acknowledgment and acceptance of its contents. The Code of Conduct is also available upon request from the Compliance Officer or from our website. The Company intends to provide amendments or waivers to the Code of Business Conduct and Ethics for any of our directors and principal officers on our website within four business days after such amendment or waiver.

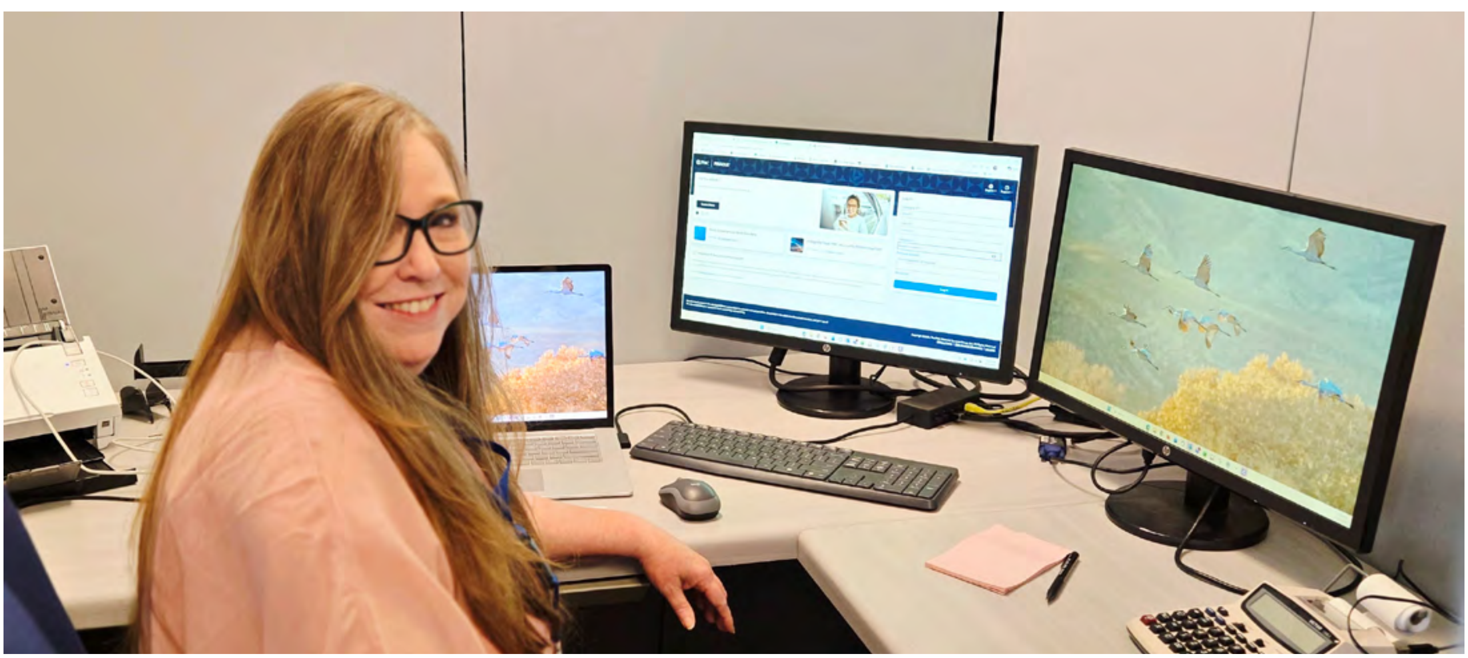


We continue to apply and adhere to three additional ethics policies, which further strengthen our commitment to high standards of ethical integrity and which supplement provisions of the Code of Conduct. The supplemental **Whistleblower and No Retaliation Policy** further empowers employees to report misconduct without fear of reprisal, ensuring transparency and accountability at every level. The supplemental **Anti Human Trafficking Policy** demonstrates our commitment to combating exploitation and to safeguarding the dignity and safety of all individuals in our supply chain and operations. Additionally, the supplemental **Anti Bribery and Anti Corruption Policy** further reinforces our stance against unethical practices, safeguarding our integrity and the trust of our stakeholders. These initiatives exemplify our steadfast resolve to operate with the highest ethical standards, driving positive change within our organization and beyond.

Following a process conducted in 2025, in early 2026, we adopted an **Artificial Intelligence Tools Policy** applicable to all employees governing the use of artificial intelligence (AI) technologies, including large language models and generative AI tools. The policy has designated a Company-wide approved AI tool, set a process to have additional AI tools approved, and generally prohibits the use of Company information with unapproved AI tools. Use of unauthorized AI tools or failure to verify AI output may result in disciplinary action, up to and including termination.

We strive to instill a culture of integrity, responsibility, and accountability across all levels of our organization. To this end, we apply our employee ethics training program to equip our teams with the knowledge and tools to navigate ethical conduct confidently. The course allows our employees to understand our Company's Code of Conduct, recognize and report misconduct, and uphold our values and standards in daily interactions.

In 2025, all new hires completed an Ethics training based on the Company's Code of Conduct. Additionally, ARKO employees and managers completed 17,080 hours of ethics training, covering topics such as compliance with regulations, harassment prevention, workplace violence, including manager-specific training on maintaining respectful and compliant work environments.



DATA PRIVACY AND SECURITY

Robust data privacy and security infrastructures and protocols are critical components of maintaining the trust of our employees, customers, and partners, and ensuring the resilience and continuity of our operations.

Our Audit Committee maintains a cybersecurity subcommittee, composed of four independent directors (the “Cybersecurity Subcommittee”), which performs regular oversight of cybersecurity threats and reporting and is tasked with oversight of our annual cybersecurity assessment of key cybersecurity risks.

The Board’s oversight, including through the Cybersecurity Subcommittee, includes receiving periodic reports from GPM’s Chief Information Officer (CIO), who has more than 30 years of technology experience, and other information technology team members on various cybersecurity matters, risk assessments, mitigation strategies, areas of emerging risks, incidents and industry trends.

Our information security program also evaluates potential risks associated with third parties with whom we do business, especially service providers that handle sensitive employee, business, or customer data. This includes risk evaluation before selecting such vendors, periodic assessment thereafter, and, if a third party has a reported cybersecurity incident, an assessment to identify and reduce risks that may affect us.

The Company has established formal processes for identifying, managing, and assessing cybersecurity risks, which are periodically reviewed and updated by the Board of Directors to address evolving threats and regulatory expectations.

Our Company is constantly evolving its data security and privacy mechanisms to respond to changes in data security concerns and regulatory requirements.

We use a risk quantification model based on the National Institute of Standards and Technology (NIST) framework to assess and rank cybersecurity risks and develop related security controls. We engage an external auditor to perform an annual PCI DSS review of our security controls protecting payment information.

In 2025, employees completed approximately 12,350 hours of data privacy and security training. The training covered best practices for handling customer information, complying with privacy policies and regulations, appropriate use of hardware, electronic payments, surveillance systems use, safe browsing and more.

As of the end of 2025, we have had a fully implemented cloud-delivered secure access solution built on zero trust principles. It is designed to provide secure access for users from any location to any application, offering protection against cyber threats and enabling faster system access for employees working remotely.

We prioritize the protection of our users’ sensitive information and compliance with applicable federal, state and local data privacy and security regulations across the jurisdictions in which we operate. By safeguarding user data and aligning with regulatory frameworks, we are committed to maintaining the trust and confidence of our customers while providing a secure and transparent digital experience. These combined efforts help ensure that cybersecurity threats are dealt with swiftly and with a strong response, intended to prevent data breaches. In 2025, we have not encountered incidents from cybersecurity threats that have materially affected, or are reasonably likely to materially affect, our business strategy, results of operations or financial position.

At ARKO, we are deeply committed to ensuring the highest standards of cybersecurity across all aspects of our operations. Cybersecurity risk management is a component of our overall risk management systems and processes, and we recognize the importance of evaluating, detecting, and mitigating significant risks related to cybersecurity threats, including operational risks, theft of intellectual property, fraud, injury to employees or customers, and breach of applicable laws.

08

Annex I: About This Report

This 2025 Sustainability Report represents our continued commitment to promote environmental sustainability, social responsibility, and robust corporate governance and showcases the progress we made in the past year. This report reflects our steadfast commitment to transparency with our stakeholders and we encourage readers to explore our efforts to fulfill our commitment to responsible business practices.

All data and information included in this Sustainability Report refer to the Company's activity in 2025 and covers the applicable company segment where indicated.

This Sustainability Report was compiled in accordance with the Sustainable Accounting Standards Board (SASB) guidelines for Food Retailers and Distributors and Oil & Gas – Refining and Marketing industries. As our business relates to the wholesale and retail sale of fuels, and not to its production, some of the SASB standards are not relevant to our activity. These standards have been marked as such.

We appreciate your interest in our Sustainability Report. We invite you to send any comments or questions to **investors@gpminvestments.com.**

Annex II: Workforce Diversity

COMPANY DIVERSITY

	2023			2024			2025		
	Women	Men	Not Disclosed	Women	Men	Not Disclosed	Women	Men	Not Disclosed
Store Associates	5,475 (54%)	3,265 (32%)	1,453 (14%)	5,298 (61%)	3,247 (37%)	193 (2%)	4,344 (60%)	2,700 (37%)	231 (3%)
Store Managers	1,354 (77%)	323 (18%)	90 (5%)	1,267 (80%)	308 (19%)	15 (1%)	939 (81%)	214 (18%)	10 (1%)
District Managers	77 (49%)	75 (48%)	5 (3%)	77 (49%)	79 (51%)	0	62 (54%)	52 (45%)	1 (1%)
Regional Managers	5 (21%)	18 (75%)	1 (4%)	6 (30%)	14 (70%)	0	6 (33%)	12 (67%)	0
Office Managers	152 (43%)	199 (56%)	3 (1%)	158 (43%)	211 (57%)	0	119 (50%)	117 (50%)	0
Office Non-Managers	478 (48%)	489 (50%)	19 (2%)	455 (50%)	439 (49%)	5 (1%)	442 (47%)	495 (53%)	4 (<1%)
Total Workforce	**7,541 (56%)**	**4,369 (32%)**	**1,571 (12%)**	**7,261 (62%)**	**4,298 (36%)**	**213 (2%)**	**5,912 (61%)**	**3,590 (37%)**	**246 (2%)**

WORKFORCE DIVERSITY (ETHNICITY BREAKDOWN) - 2023—2025

Position	Not Disclosed			Black or African American			Hispanic/ Latino			Native American			Asian-American			Hawaiian/ Pacific Islander			White			Two+ Races		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Managers	1,208	1,171	882	106	87	53	70	66	48	9	12	11	5	5	2	0	0	0	894	781	525	10	13	11
Non-Managers	9,349	8,000	7,021	301	264	163	156	141	106	26	21	13	18	16	9	5	4	3	1,278	1,160	877	46	31	24
Total	10,557	9,171	7,903	407	351	216	226	207	154	35	33	24	23	21	11	5	4	3	2,172	1,941	1,402	56	44	35

Annex III: SASB Index

FOOD RETAILERS & DISTRIBUTORS

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	Category	Measure Unit	Accounting Metric	SASB Code	Reference
Fleet Fuel Management	Quantitative	Gigajoules (GJ), Percentage (%)	Fleet fuel consumed, percentage renewable	FB-FR-110a.1	ENERGY EFFICIENCY & GHG EMISSIONS, page 18
Air Emissions from Refrigeration	Quantitative	Metric tons (t) CO_2-e	Gross global Scope 1 emissions from refrigerants	FB-FR-110b.1	ENERGY EFFICIENCY & GHG EMISSIONS, page 20
	Quantitative	Percentage (%) by weight	Percentage of refrigerants consumed with zero ozone-depleting potential	FB-FR-110b.2	This data was not managed in 2025
	Quantitative	Percentage (%)	Average refrigerant emissions rate	FB-FR-110b.3	This data was not managed in 2025
Energy Management	Quantitative	Gigajoules (GJ), Percentage (%)	(1) Operational energy consumed, (2) percentage grid electricity, and (3) percentage renewable	FB-FR-130a.1	ENERGY EFFICIENCY page 19
Food Waste Management	Quantitative	Metric tons (t), Percentage (%)	(1) Amount of food waste generated, (2) percentage diverted from the waste stream	FB-FR-150a.1	TACKLING FOOD WASTE, page 25
Data Security	Quantitative	Number, Percentage (%)	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected	FB-FR-230a.1	DATA PRIVACY AND SECURITY, page 46
	Discussion and Analysis	N/A	Description of approach to identifying and addressing data security risks	FB-FR-230a.2	DATA PRIVACY AND SECURITY, page 46
Food Safety	Quantitative	Rate	High-risk food safety violation rate	FB-FR-250a.1	1.66%
	Quantitative	Number, Percentage (%)	(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private-label products	FB-FR-250a.2	Number of recalls: 1 number of units recalled: 2,407 percentage of units recalled that are private label products: 0%

Product Health & Nutrition	Quantitative	Reporting currency	Revenue from products labeled or marketed to promote health and nutrition attributes	FB-FR-260a.1	This data was not managed in 2025
	Discussion and Analysis	N/A	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-FR-260a.2	This data was not managed in 2025
Product Labeling & Marketing	Quantitative	Number	Number of incidents of non-compliance with industry or regulatory labeling or marketing codes	FB-FR-270a.1	One incident in 2025
	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with marketing or labeling practices	FB-FR-270a.2	$2,887.50
	Quantitative	Reporting currency	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	FB-FR-270a.3	This data was not managed in 2025

Labor Practices	Quantitative	Reporting currency, Percentage (%)	(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region	FB-FR-310a.1	(1) "PROMOTING EMPLOY-EE WELLBEING AND WELFARE", page 27. (2) In the following states, 0% of employees earn minimum wage: AL, CO, FL, GA, IN, IA, KS, KY, LA, MA, MI, MN, MS, NH, NJ, NM, NY, NC, OH, OK, OR, PA, SC, TN, TX, WV, WI, WY. Percentage of minimum wage earners by state: AZ - 3%, AR - 18%, CT - 11%, DE - 10%, IL - 26%, MD - 16%, MO - 13%, NE, 50%, VA - 4% .
	Quantitative	Percentage (%)	Percentage of active workforce employed under collective agreements	FB-FR-310a.2	PROMOTING EMPLOYEE WELLBEING AND WELFARE, page 27
	Quantitative	Number, Days idle	(1) Number of work stoppages and (2) total days idle	FB-FR-310a.3	There were no work stoppages in 2025
	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination	FB-FR-310a.4	Labor law violations - In 2025, the Company reached a court-approved settlement in a wage and hour collective action re-lated to the classification of certain store managers with final resolution ex-pected in 2026. $2,061,899 paid in 2025 regardless of when the complaint was filed Additionally, Citation penalties of $11,004 are a result of OSHA inspec-tions. Employment discrimina-tion: All costs for complaints paid in 2025 regardless of when the complaint was filed: $164,532

Management of Environmental & Social Impacts in the Supply Chain	Quantitative	Reporting currency	Revenue from products third-party certified to environmental or social sustainability sourcing standard	FB-FR-430a.1	Annual revenue from sustainable coffee: $10,446,922
	Quantitative	Percentage (%) by revenue	Percentage of revenue from (1) eggs that originated from a cage-free environment and (2) pork produced without the use of gestation crates	FB-FR-430a.2	This data was not managed in 2025
	Discussion and Analysis	N/A	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-FR-430a.3	SUSTAINABLE SOURCING, pages 22
	Discussion and Analysis	N/A	Discussion of strategies to reduce the environmental impact of packaging	FB-FR-430a.4	PACKAGING, page 23

FOOD RETAILERS & DISTRIBUTORS
Activity Metrics

Activity Metric	Category	Unit of Measure	SASB Code	Reference
Number of (1) retail locations and (2) distribution centers	Quantitative	Number	FB-FR-000.A	OUR STORY, page 5
Total area of (1) retail space and (2) distribution centers	Quantitative	Square meters (m^2)	FB-FR-000.B	OUR FAMILY OF COMMUNITY BRANDS, page 8
Number of vehicles in commercial fleet	Quantitative	Number	FB-FR-000.C	Total number of vehicles: 301
Ton miles travelled	Quantitative	Ton miles	FB-FR-000.D	This data was not managed in 2025

OIL & GAS - REFINING & MARKETING
Sustainability Disclosure Topics & Accounting Metrics

Activity Metric	Category	Measure Unit	Accounting Metric	SASB Code	Reference
Greenhouse Gas Emissions	Quantitative	Metric tons (t) CO_2-e, Percentage (%)	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	EM-RM-110a.1	MANAGING OUR GHG EMISSIONS, page 20
	Discussion and Analysis	N/A	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	EM-RM-110a.2	MANAGING OUR GHG EMISSIONS, page 20
Air Quality	Quantitative	Metric tons (t)	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) particulate matter (PM10), (4) H2S, and (5) volatile organic compounds (VOCs)	EM-RM-120a.1	This data was not managed in 2025
	Quantitative	Number	Number of refineries in or near areas of dense population	EM-RM-120a.2	This is irrelevant to the Company's activity
Water Management	Quantitative	Thousand cubic meters (m^3), Percentage (%)	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	EM-RM-140a.1	WATER STEWARDSHIP, page 21
	Quantitative	Number	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	EM-RM-140a.2	This is irrelevant to the Company's activity

Hazardous Materials Management	Quantitative	Metric tons (t), Percentage (%)	(1) Amount of hazardous waste generated, (2) percentage recycled	EM-RM-150a.1	HAZARDOUS WASTE, page 26
	Quantitative	Number, Percentage (%)	(1) Number of underground storage tanks (USTs), (2) number of UST releases requiring clean up, and (3) percentage in jurisdictions with UST financial assurance funds	EM-RM-150a.2	(1) 7,117 USTs and ASTs across 2,098 sites (2) A total of 79 releases and leaks, in 78 of them ARKO had cleanup responsibility. 55 of the 79 UST releases occurred in states with UST Financial Assurance (70%).
Workforce Health & Safety	Quantitative	Rate	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	EM-RM-320a.1	(1) SAFETY INCIDENTS, page 31 (2) No fatality incidents (3) NMFR for company employees is 0%. There are no contract employees.
	Discussion and Analysis	N/A	Discussion of management systems used to integrate a culture of safety	EM-RM-320a.2	EMPLOYEE HEALTH AND SAFETY, pages 29-31
Product Specifications & Clean Fuel Blends	Quantitative	Reporting currency, Percentage (%)	Total addressable market and share of market for advanced biofuels and associated infrastructure	EM-RM-410a.2	This is irrelevant to the Company's activity
		Barrels of oil equivalent (BOE)	Volumes of renewable fuels for fuel blending: (1) net amount produced, (2) net amount purchased	EM-RM-410a.3	
Pricing Integrity & Transparency	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with price fixing or price manipulation	EM-RM-520a.1	During 2025, no legal action associated with price fixing or price manipulation was taken against us
Management of the Legal & Regulatory Environment	Quantitative	Discussion and Analysis	Discussion of corporate positions related to government regulations or policy proposals that address environmental and social factors affecting the industry	EM-RM-530a.1	PREVENTING ENVIRONMENTAL HAZARDS, page 16 ENVIRONMENTAL AND CLIMATE RISK MANAGEMENT, page 17 GOVERNANCE PRACTICES and PROCEDURES, page 42

Critical Incident Risk Management	Quantitative	Rate	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1) and lesser consequence (Tier 2)	EM-RM-540a.1	This is irrelevant to the Company's activity
	Quantitative	Rate	Challenges to Safety Systems indicator rate (Tier 3)	EM-RM-540a.2	This is irrelevant to the Company's activity
	Discussion and Analysis	N/A	Discussion of measurement of Operating Discipline and Management System Performance through Tier 4 Indicators	EM-RM-540a.3	This is irrelevant to the Company's activity

OIL & GAS-REFINING & MARKETING
Activity Metrics

Activity Metric	Category	Unit of Measure	SASB Code	Reference
Refining throughput of crude oil and other feedstocks	Quantitative	Barrels of oil equivalent (BOE)	EM-RM-000.A	This is irrelevant to the Company's activity
Refining operating capacity	Quantitative	Million barrels per calendar day (MBPD)	EM-RM-000.B	This is irrelevant to the Company's activity

09 Disclaimer

FORWARD LOOKING STATEMENTS

Readers are cautioned that certain statements made by ARKO Corp. and its subsidiaries ("ARKO"), including those included in this Sustainability Report or on its website (such statements, "Sustainability Statements"), may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 (the "Act"). Forward-looking statements include any statement that does not directly relate to any historical or current fact.

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These statements are based on management's current expectations and are subject to uncertainty and changes in circumstances. Actual results may differ materially from these expectations due to, among other things, changes in economic, business and market conditions; ARKO's ability to maintain the listing of its common stock on the Nasdaq Stock Market; changes in its strategy, future operations, financial position, estimated revenues and losses, projected costs, prospects and plans; expansion plans and opportunities; changes in the markets in which it competes; changes in applicable laws or regulations, including those relating to environmental matters; market conditions and global and economic factors beyond its control; the success of the Company's transformation plan, including the dealerization of retail stores; the impact of APC operating as a public company; and the outcome of any known or unknown litigation and regulatory proceedings.

Detailed information about these factors and additional important factors can be found in the documents that ARKO files with the Securities and Exchange Commission, such as Form 10-K, Form 10-Q and Form 8-K. Forward-looking statements speak only as of the date the statements were made. ARKO does not undertake an obligation to update forward-looking information, except to the extent required by applicable law.

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