



2024 ESG Summary



About This Report

This ESG Summary reflects Murphy USA’s ongoing dedication to maintaining the sustainability of our business strategy, emphasizing transparency, accountability, and the positive impact we make on our customers, employees, and communities. Our 2024 ESG Summary continues to be shaped by the core Principles that have guided us since our 2013 spinoff from Murphy Oil Corporation, as well as our established ESG pillars. The summary includes metrics relevant to Murphy USA’s business, along with selected disclosures included in the Sustainability Accounting Standards Board (SASB) standards for the Extractives & Minerals Processing sector, Oil & Gas – Refining & Marketing industry and the Consumer Goods sector, Multiline and Specialty Retailers & Distributors industry. Unless otherwise noted, this document covers the full year period January 1, 2024, through December 31, 2024, and references to “Murphy USA” are collective references to Murphy USA and our wholly-owned subsidiary QuickChek, which was acquired January 29, 2021.

Table of Contents

03	08	10	14	23	30
INTRODUCTION	AFFORDABLE	RESPONSIBLE	ENGAGED	COMMITTED	ALIGNED

INTRODUCTION



Message
from the CEO

About Us

Our
Principles

ESG Pillars

Message from the CEO

At Murphy USA, our commitment to transparency, accountability, and long-term value creation continues to guide how we operate and how we report. Our 2024 Environmental, Social, and Governance (ESG) Summary illustrates our stable and transparent reporting framework. For the third consecutive year, we are reporting our Scope 1 and Scope 2 greenhouse gas emissions, alongside metrics aligned with the Sustainability Accounting Standards Board (SASB) standards—demonstrating our dedication to responsible growth and stakeholder trust.

We serve the largest and fastest-growing customer segment in the United States: value-seeking Americans living paycheck to paycheck. Our strategy is built to meet their needs with everyday low prices, while also delivering long-term value to our shareholders and communities. In 2024, our customers saved \$900 million through our low-price fuel offers and loyalty programs—proof that our Affordable pillar is not just a promise, but a performance standard.

We continue to lead as a Responsible retailer by exceeding expectations in data protection, age verification, and safety. Our vigilance in age-restricted product compliance is reflected in a 96% federal inspection pass rate and nearly 19,000 internal audits conducted across our network for the year. We also expanded our safety training and maintained a strong safety culture across our operations, earning recognition from the International Liquid Terminals Association for the third year in a row.

Our Engaged workforce is the engine behind our success. With over 3,200 internal promotions, 65,000+ completed online learning modules, and a 73% favorability score in our employee engagement survey, we are proud of the inclusive, empowering culture we've built. We continue to invest in our people through training, tuition reimbursement, and well-being programs that support every aspect of their lives.

Through our Committed pillar, we continue to strengthen our presence in the communities we serve by investing in partnerships and initiatives that reflect our values. In 2024, we continued our Boys & Girls Clubs of America partnership for the 5th year raising funds for helping to support youth development and access to safe, enriching spaces, deepened employee-driven giving through our gift-matching

program, and reinforced our role as a trusted neighbor through regional campaigns at QuickChek. These efforts reflect the heart of our culture—one rooted in compassion, service, and a genuine desire to make a lasting impact where we live and work.

Finally, we remain Aligned with our investors through disciplined governance, ethical leadership, and transparent engagement. Our Board of Directors and ESG Steering Committee play a critical role in ensuring that our strategy and reporting reflect the highest standards of integrity, accountability, and long-term value creation. We continue to foster strong relationships with the investment community through proactive dialogue, consistent performance, and a clear commitment to responsible capital allocation. This alignment is not only foundational to our business strategy—it's a reflection of the trust we've earned and the credibility we've built over time. As we look ahead, we remain focused on delivering sustainable growth, shaped by our principles and the trust our stakeholders place in us.

At Murphy USA, we understand the importance of staying true to our purpose—who we are, what we do, and how we do it. Our focus remains on delivering value with resilience and responsibility, guided by the needs of our customers and stakeholders. I invite you to explore our 2024 ESG Summary Report to learn more about the progress we've made and the future we're committed to building together.

Andrew Clyde
President and CEO



About Us

Murphy USA is a leading retailer of motor fuel and convenience merchandise with over 1,750 stores located primarily in the Southwest, Southeast, Midwest, and Northeast United States. Our company and our team of over 17,000 employees serve an estimated 2 million customers each day through our network of retail motor fuel and convenience stores in 27 states. The majority of Murphy USA stores are located in close proximity to Walmart Supercenters. We also operate a combination of convenience stores and convenience stores with retail gasoline under the brand name of QuickChek. Currently, Murphy USA ranks 231 among Fortune 500 companies and 89 on Fortune’s list of the Fastest-Growing Companies.

Murphy USA delivers every day the quickest, most friendly service and a low-price value proposition to our growing customer base for the products and communities we serve. Customers desire our fuel and convenience products, and we want our customers and communities to trust that Murphy USA sells these products in a highly ethical and responsible way. Our goal is to be the most responsible retailer of these products.

ACTIVITY METRICS

	2024	2023	2022
 Revenue (\$M)	20,243.7	21,529.4	23,446.1
 Employees	~17,200	~15,600	~15,100
 Refining throughput of crude oil and other feedstocks SASB: EM-RM-000.A	Not applicable. Murphy USA does not operate refineries.		
 Refining operating capacity SASB: EM-RM-000.B	Not applicable. Murphy USA does not operate refineries.		
 Number of: (1) retail locations and (2) distribution centers¹ SASB: CG-MR-000.A	1,757	1,733	1,712
 Total area of: (1) retail space and (2) distribution centers¹ SASB: CG-MR-000.B	2,371,007 sq ft	2,240,775 sq. ft	2,121,817 sq. ft

¹ Murphy USA does not have distribution centers. Total square footage for retail space is based upon historical store format square footage estimates that are updated on a periodic basis. Exact square footage may vary slightly by store.





INTEGRITY

Be persistently ethical and honest to foster trust. We carry ourselves with a quiet confidence because we know that—in the long run—our character will speak for itself. We always do the right thing, even when no one is watching.



RESPECT

Value and appreciate others. We encourage and promote diverse approaches in all our thoughts, ideas, and actions. We understand the importance of the strengths, experiences, and perspectives of others.

Our Principles

Murphy USA's operations are firmly grounded in our guiding Principles of Integrity, Respect, Citizenship, and Spirit.

Through our unwavering commitment to these Principles, we have cultivated a strong company culture that prioritizes the well-being of our employees and continuously raises the bar on the value we provide to customers and shareholders. Because these principles are foundational to our culture, they are also woven through our approach to ESG.



CITIZENSHIP

Believe in the power of good actions. We are committed to the greater good for our employees, company, customers, suppliers, and other stakeholders. We are responsible and involved in the communities in which we live and work as ambassadors of Murphy USA.



SPIRIT

Strive to be the best. We are highly engaged and truly care about what we do and how we are perceived. We have a strong desire to exceed our customers' expectations. We work closely with each other to drive our success through reliable and consistent execution.

ESG Pillars

We remain firmly committed to the five strategic objectives that have consistently guided our business strategy: grow organically, diversify merchandise mix, sustain cost leadership, create advantage from market volatility, and invest for the long term. These objectives have served as the foundation of our disciplined approach to creating

long-term shareholder value. As we continue to advance these priorities, we evaluate ESG considerations through a framework that supports our advantaged business model in a socially responsible and sustainable way.

This framework is reflected in our ESG pillars,
which help us manage risk, capture opportunity, and report transparently on our progress.



AFFORDABLE

Serve customers with everyday low prices in a transparent manner for the fuels, merchandise, and food and beverage products they need



RESPONSIBLE

Build trust with customers, regulators, and partners by exceeding expectations in areas such as data protection, age verification, and safety



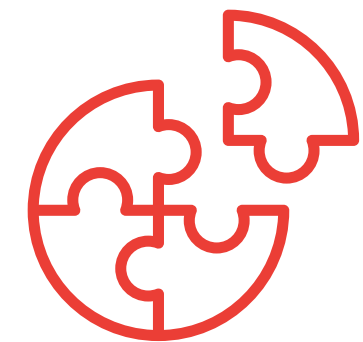
ENGAGED

Empower our people through an inclusive and diverse culture, competitive total rewards programs, and fulfilling career opportunities



COMMITTED

Invest our resources to strengthen the communities we serve and their environment



ALIGNED

Ensure our credibility with investors through strong business ethics, good corporate governance, and effective capital allocation

AFFORDABLE



Our Low Price Value Proposition

At Murphy USA we understand that affordability is essential. As economic pressures mount and consumers face tough financial choices, we are proud that our customers can count on us for everyday low-price value. We are committed to continuing to deliver on our promise of offering fair, affordable pricing to our customers while striving to ensure that our operations reflect a broader commitment to supporting the communities we serve—responsibly, transparently, and with purpose.

Our Low Price Value Proposition

Customers trust Murphy USA’s impact-driven commitment to everyday low price value.

Guided by this commitment, we enable increased savings for our customers year over year. Our unique programs, strategic partnerships, and purpose-driven campaigns allow us to provide products our customers need at affordable prices, helping to ease the financial strain that many of our customers are facing.

FAIR AND TRANSPARENT PRICING

Transparent and reliable pricing is key to building consumer trust. That is why Murphy USA is committed to clear, consistent pricing standards that comply with all state and federal guidelines. Our pricing is clearly displayed on multiple physical price signs as well as through digital channels.

LOYALTY PROGRAM

Our two distinctive loyalty programs, Murphy Drive Rewards (MDR) and our recently launched QuickChek Rewards (QCR), allow members to earn additional savings on fuel, snacks, drinks, and more. These programs enable Murphy USA to strengthen customer connections and deliver a superior experience by offering members new ways to save and receive value for their dollars spent with us.

FUEL PRICING

A key driver to Murphy USA’s success in sustaining our everyday low-price commitment is our continuous monitoring of competitor prices, which allows us to price fuel based on the most relevant factors for each community we serve.

In 2024, our customers saved \$513 million on their fuel purchases by filling up with Murphy USA.²

PARTNERSHIPS

Murphy USA leverages select third-party relationships to bring additional value to our customers for the products they want most. We partner with leading fuel discount programs that enable customers who are members of those platforms to access immediate savings at the pump—enhancing their experience and building trust with both the Murphy USA brand and our partners. For small businesses seeking a reliable fueling solution, our business fuel card offerings—powered by established payment networks—provide valuable opportunities to reduce fuel expenses and manage costs more effectively.

In 2024, our loyalty customers saved
\$431 million
by using our **Murphy Drive Rewards** and **QuickChek Rewards** loyalty programs and taking advantage of our numerous partnerships.



² Based on Regular Unleaded and Diesel price per gallon differential between Murphy USA and our competitors in each community we serve. This figure includes all competitors in a 20-mile radius.

RESPONSIBLE



Age-Restricted Products and Inspections

Workforce Health and Safety

Data Security

As a retailer and employer, Murphy USA recognizes our responsibility to operate safely and ethically in service to our customers, employees, and business partners. We demonstrate our commitment to this responsibility through our robust training and enforcement practices around age-restricted product purchases, our strong culture of workplace safety, the way we manage consumer data, and our continued investments in technology to protect our operations and ensure we are there when our communities need us. Moreover, we hold our business partners to the same standards and communicate that expectation in our contractual agreements.

Age-Restricted Products and Inspections

We recognize that as a retailer, Murphy USA is on the front line of keeping age-restricted products out of the hands of underage individuals. We take this responsibility very seriously and rely on a number of mechanisms to ensure we train our employees to properly execute our policies and measure success. For example, in 2024, we continued improving our employee training program to ensure our store associates do not sell age-restricted products to underage consumers. Over the course of the year, we passed 96% of our federal age-restricted inspections wherein federal regulators employ underage individuals and direct them to visit our stores to attempt to purchase age-restricted products. These programs test our vigilance and execution and serve as an indicator of how well we are executing on our training and sales policies. Based on our passage rate in 2024, we believe our training is effective. Even with a high passage rate, we continually evaluate our programs to find areas we can further strengthen. In addition, we maintain a zero-tolerance policy for failed inspections and terminate employees who fail a federal or state inspection.

Along with inspections by regulators, we also conduct our own internal age-verification audits in which we have underage individuals attempt to purchase age-restricted products. In 2024, we conducted nearly 19,000 of these audits.

Likewise, to ensure age-restricted products are only sold to of-age individuals, our “We ID” policy requires our employees to validate the age of customers who appear age 40 and under, which is over and above the federal guideline of 27 and under.

Workforce Health and Safety

Murphy USA tracks the Total Recordable Incident Rate (TRIR) for each function of our business and actively works to identify and remediate risks while also looking for areas we can further improve. In 2024, we had an enterprise-wide TRIR of approximately 2.98.

		2024	2023	2022
(1) Total Recordable Incident Rate (TRIR), (2) fatality rate SASB: EM-RM-320a.	Total Recordable Incident Rate			
	Corporate Headquarters	.29	.74	.45
	Field Operations	3.25	3.00	2.65
	Fuel Terminals	0.0	0.0	0.0
	Enterprise Wide TRIR	2.98	2.78	2.48
Fatalities				
Total Fatalities ³		0	0	0



For the last three years, Murphy USA has received the Safety Excellence Award from the International Liquid Terminals Association (ILTA), recognizing our outstanding safety performance at our fuel terminals.

³ While no work-related fatalities occurred, the company experienced one non-work-related death in each of FY21, FY22, and FY24. Though these deaths were not work-related, they were voluntarily reported to OSHA in accordance with internal protocols and regulatory transparency practices. The FY22 value has been revised from previous versions of the report to ensure consistency with data collection practices from subsequent years.



Workforce Health and Safety(continued)

Discussion of management systems used to integrate a culture of safety SASB: EM-RM-320a.2

We are committed to the health and safety of our workforce and support that commitment with policies, procedures, and practices that promote a safety culture. These include a [Health, Safety, Security, and Environmental Commitment](#). Moreover, we continually evaluate our safety practices to determine how to improve and provide a safer environment for our employees and customers. For example, we monitor incident rates on a per-district basis and concentrate our safety trainings and safety visits in those districts with the highest incident rates on a three-year average basis.

Likewise, through our trainings and procedures, we emphasize to our employees that they play a key part in our safety strategy. As the frontline of our retail operations, our store employees are essential in identifying, communicating, and mitigating safety issues. Further, we prepare our employees for safety issues that may arise in their roles by assigning relevant safety-related trainings in our stores, wholesale fuel terminals, and corporate office. These include courses such as ladder safety, first aid and CPR, safe lifting and proper storage, customer or employee injury response, conflict resolution and de-escalation, preventing exposure to blood-borne pathogens, responding to an active assailant, and prevention and response to fuel spills. Our rapid response program ensures safety events (i.e., slip and falls, medical emergencies, and vehicle accidents) are escalated quickly and responded to efficiently. We also maintain an Emergency Response Guide that is available in all our stores to help employees respond to emergencies such as fires and tornadoes.

We also operate a number of safety-oriented cross-functional response teams to respond to safety events and further develop our safety maturity. For example, select District Managers are part of the Safety Coordinator Team that supports our field organization by educating our field team about safety standards and expectations, providing recommendations for improving our safety culture, investigating accidents that occur, and assisting our field team with safety incident management. Likewise, our Hurricane Response Team—made up of personnel from our corporate headquarters, field operations, and wholesale fuel terminals—works to ensure personnel, store, and terminal safety during hurricane events that impact our retail locations and fuel terminals. Over the course of a given hurricane season, our Hurricane Response Team is regularly activated to respond to the numerous storms our field team faces each year and ensure the safety of our employees and infrastructure. The work of this team has helped us successfully manage the impacts of many severe storms. Finally, our Crisis Response Team, which includes representatives from across the enterprise, is equipped to respond to any emergencies or adverse events facing Murphy USA, such as public health or safety crises.

In order to make sure our successes are repeatable, we maintain playbooks and guidelines to support the operations of these teams and ensure they can act quickly and efficiently. By creating these fast-action teams, we are able to swiftly respond to any adverse situations and take necessary actions to protect our employees, our operations, and our assets.

Data Security

Description of approach to identifying and addressing data security risks
SASB: CG-MR-230a.2

The Audit Committee of the Board oversees cybersecurity risks for Murphy USA’s Board of Directors. In this capacity, the Audit Committee receives routine updates from management, conducts regular reviews of relevant cybersecurity risks, and monitors existing controls to mitigate the risk of cybersecurity incidents. Additionally, our information security team stays informed about developing cybersecurity trends and threats to maintain preparedness for any threats our digital environment may face. This team follows a robust response plan to report any issues of concern, ensure compliance with regulatory requirements, and highlight opportunities for improvement. More severe incidents are reported to executive leadership and the Board of Directors.

We also assemble investigatory committees to evaluate potential risks and benefits of emerging technologies and consider the potential impacts on Murphy USA to better advise leadership about such developments. Moreover, Murphy USA annually engages third-party experts to assess compliance with the PCI-DSS standard, for which we again received an attestation of compliance in June 2025. We also conduct annual independent security testing.

Our established security awareness program is built on monthly programming and testing to continually advise our employees on digital best practices. Employees are also given access to diverse training materials concerning security issues. Likewise, we conduct mandatory annual training for employees with company email access. Monthly phishing email simulations also test employees’ ability to spot malicious emails, and any employee that fails a simulation must take remedial training.

(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected
SASB: CG-MR-230a.1

We have no material data breaches to report for 2022, 2023, or 2024.

ENGAGED

Empowering Our Employees

Employee Benefits, Well-Being, and Compensation

Inclusion and Diversity

At Murphy USA, we prioritize our employees' well-being, understanding that their success drives our success. Our team members are essential to our growth and our ability to stay competitive. That is why we are committed to providing meaningful career development, regular opportunities for feedback through biennial engagement surveys, open dialogue via quarterly town halls, and robust rewards programs. We foster a culture that values and celebrates diverse perspectives, ensuring every voice is heard and supported.

Empowering Our Employees

With over 17,000 employees nationwide, we understand the importance of empowering our people to excel through meaningful work that drives our business, elevates our customer experience, and supports our employees. **We are Murphy USA!**



Talent Recruitment

Our approach to recruiting top-tier talent is comprehensive and dynamic. We utilize strategic solutions to attract talent, enhance awareness of our employer brand, and directly support our Inclusion and Diversity efforts. We provide a best-in-class candidate experience by soliciting candidate feedback and measuring key performance indicators such as engagement rates, qualified candidates per opening, FTE conversion rates among interns, and retention rates. Additionally, by cultivating strategic university relationships, including paid summer internships, an Analyst Development Program, and partnerships with educational institutions, we are building distinct talent pipelines for the future. Murphy USA’s emphasis on and encouragement of our employees’ involvement in local charitable organizations also drives organic and meaningful recruitment.

Training and Development

We believe that investing in our employees’ training and development is an investment in our business’ success. Our selection of development offerings is a key differentiator; we provide resources and opportunities offered at all levels of our organization—from cashier to executive.

We have a mature training intake process to clearly define performance outcomes and success measurements. All training is instructionally sound, tied to clear learning objectives, and updated as needed or required. We aim to continuously improve training experiences by capturing feedback on instructor-led training through post-learning event surveys. This feedback helps us enhance the content and participant experience. We also offer a myriad of workshops that support key developmental themes and build business capabilities. In 2024, 555 employees participated in our workshops.

Because of our strong learning and development culture and talent management strategies, we maintain a healthy internal talent pipeline that encourages internal promotions. To build a sustainable future, our executives engage in proactive succession planning discussions for key positions throughout the year, with a dedicated meeting each fall led by our CEO and one of the nation’s top succession advisory firms.

MURPHY
USA

QuickChek

ELEVATE

In 2024, over 3,200 internal promotions were granted, and development moves were made across Murphy USA and QuickChek.

To ensure enterprise alignment and promote skill building, we have a three-year roadmap for enterprise development and kick off each year’s focus area at our National Leadership Conference (NLC). NLC is an annual opportunity for our field leadership and corporate employees to gather, hear news and insights shared by executives, celebrate key wins and recognize key contributors, and ensure enterprise-wide alignment for the next year. In 2024, participants received focused training on elevating their teams through effective leadership success routines and coaching for development. In 2025, we focused on elevating our business through a realistic business simulation, which illustrated how decisions can impact short-term and long-term business results.

Continuing Education and Tuition Reimbursement

Our goal is to provide employees with the skills and knowledge they need to build long, rewarding careers—whether through formal or informal education. We offer college tuition reimbursement to eligible corporate employees, Store Managers, and Assistant Store Managers.

In 2023, we expanded our tuition assistance program through a strategic partnership with Bellevue University, an institution fully accredited by the Higher Learning Commission, an independent accrediting body. Through this collaboration, Bellevue University matches Murphy USA’s tuition assistance for eligible corporate employees, Store Managers, and Assistant Store Managers. Family members of eligible employees also qualify for educational benefits. This support is made possible through a non-taxable grant.

We partner with a best-in-class GED provider to offer a Murphy USA employee GED program. This program allows all Murphy USA employees to earn their GED with no out-of-pocket costs. In the last three years, we have sponsored nearly 265 employees seeking their GED, totaling \$50,935.

Online Learning

To further support employees’ continuing education, a leading online learning course platform is available to our corporate employees and Store Management. Employees can take courses on pertinent topics of their choosing—such as communication skills and leadership development.

In 2024, employees completed 65,027 educational videos through an online learning platform and spent an average of 1.1 hours per month actively engaged in learning.



In 2024, we reimbursed college tuition for 39 employees across the enterprise, totaling approximately

\$131,000



Employee Engagement

At Murphy USA, we cultivate a strong sense of belonging among our employees and promote an open-feedback culture. We understand that an engaged workforce is essential for our success and fosters a positive work environment. To this end, we conduct biennial all-employee surveys to gauge employee engagement and identify opportunities to enhance the employee experience.

Following survey completion, we analyze the results at the organizational and departmental levels. This detailed analysis allows us to pinpoint specific areas that require focus and improvement. With these insights, we then develop targeted action plans to address identified areas of opportunity.

In 2025, our employees once again demonstrated strong engagement, with 89.1% participating in the most recent engagement survey. Overall favorability reached 73%, highlighting the positive experiences our employees are having across the organization. Manager effectiveness was rated at 81%, and 85% of employees reported that they feel trusted by, and trust, their immediate manager. Empowerment and Innovation scored 82%, spotlighting a culture that supports growth and new ideas. Notably, well-being increased by 5.5% from 2023, a meaningful step forward in our efforts to support the holistic needs of our teams.

89.1%



Employee engagement survey response rate.

86%



Employees feel accepted by their immediate coworkers.

85%



Employees feel that their immediate manager cares about them as a person.

79%



Employees have opportunities to learn new skills that will help them succeed.

78%



Employees are proud to work at Murphy USA.

Engagement Initiatives

To further support and maintain high levels of engagement and feedback, we have implemented several initiatives beyond our engagement surveys. By focusing on these engagement initiatives, we are fostering an inclusive work environment that supports the well-being and professional growth of our employees.

01

Debriefs for Each Functional Department

Personalized review sessions help surface department-level themes and reinforce that employee voices matter and employees feel heard.

02

Functional Department Roundtables

Organized as needed, these roundtables foster open dialogue and collaborative problem-solving within departments.

03

Engagement Ambassadors

We leverage our network of Engagement Ambassadors to keep a continuous pulse on employee engagement, facilitating ongoing feedback and swift responses to emerging concerns.

04

Targeted Department Action Plans

Department Engagement Ambassadors partner with department leadership to develop specific action plans tailored to each department’s unique needs based on survey feedback.

05

Enterprise Action Plan

Our overarching plan encompasses company-wide strategies that focus on key Employee Engagement Survey themes to enhance the overall employee experience.



Since the creation of the Murphy Employees Disaster Relief Foundation, over **\$2.2 million** in grants have been disbursed to employees during their time of need. In 2024, the Foundation dispersed **\$436,472** in financial assistance to our employees.

Employee Benefits, Well-Being, and Compensation

We recognize that our employees are our greatest asset and are committed to supporting their well-being—both at work and at home. That is why we offer a comprehensive and competitive benefits package designed to empower them and their families. Our programs include:



Financial Health

In response to the devastating effects of severe weather events on our employee community in 2010, Murphy USA established the Murphy Employees Disaster Relief Foundation (MEDRF). Over time, MEDRF has grown and adapted to fulfill its mission of extending a helping hand to employees facing severe financial hardship caused by natural disasters, storms, fires, uninsured medical expenses, and uninsured deaths.

We utilize financial technology to reduce our employees’ financial stresses. We partner with a leading provider of earned wage access services to provide our employees with convenient early access to their earned wages. Since implementing the program, employees have performed over 2 million transactions and received early access to \$98 million in earned wages—with over \$35 million in early-accessed wages in 2024 alone.

We further support financial well-being by extending profit sharing in the form of annual employer contributions to retirement plans for eligible employees, including part-time and full-time team members. The deposit is valued at a minimum of 3% of an employee’s eligible compensation. Additionally, all full-time and part-time employees are eligible to participate in the 401 (k) Savings Plan, which offers a dollar-for-dollar employer match on pre-tax and Roth contributions, up to 6%.

At Murphy USA, we reward employees for both individual and company performance. Across our field management and corporate employee populations, individual performance is assessed every year in the “Murphy Performance Management” process, with merit increases awarded based on individual employee performance against set criteria.

In addition to merit-based wage increases, we offer an incentive program for Store and District management that is directly correlated to store profitability and performance. We also offer frequent sales and promotional incentives down to the cashier level to reward their valuable frontline contributions and ensure that all employees have a stake in their store’s performance.

At the corporate level, annual bonus payouts are based on pre-established, annual performance metrics that align with our strategy and business objectives. In addition to maintaining our longstanding adjusted EBITDA profitability metric, our two focus areas for corporate bonus metrics remain (1) fuel contribution growth that maintains our everyday low price value proposition and resulting fuel market share growth and (2) merchandise margin contribution growth that leverages our everyday low-cost operating model.



Physical Health

We support physical well-being by offering a broad range of affordable health benefits to all employees, including full and part-time team members. Our goal is for all employees to have access to quality healthcare and programs that support their overall health and well-being. To this end, all employees are eligible to enroll in our company-sponsored medical plan, subject to meeting certain eligibility requirements. Management-level field employees and corporate employees are offered company-paid life insurance benefits with

additional voluntary life insurance options available as well. All full-time field and corporate employees are further offered a comprehensive benefits package that includes medical, dental, vision, flex-spending accounts, and other voluntary benefits.

Because we understand the importance of family and work-life balance, all new parents at the Store Manager and corporate employee level are eligible for six weeks of parental leave at full pay, regardless of their path to parenthood, sexuality, or gender identity.



Mental Health

We support emotional well-being by offering an Employee Assistance Program (EAP) that provides expert content and a comprehensive set of tools to help employees address emotional fitness and well-being via a secure, confidential, and easy-to-use format. In addition, our EAP allows all employees to utilize six free counseling sessions for themselves and any member of their household. By offering in-person and virtual options, we honor the importance of flexibility in meeting employee needs. Our EAP allows employees access to expert consultations for financial and legal issues, as well as coaching to boost emotional fitness and build resilience. Medical plan members have access to virtual mental health support thanks to partnerships established by our medical plan.

We encourage all employees to maintain a healthy work-life balance. To support balance, we offer vacation benefits to all employees. We provide our employees with flexible scheduling and the ability to trade shifts if needed.

Our Bereavement Policy offers paid leave to all full-time salaried and hourly corporate employees and Store Managers. This leave, which provides support for our employees during difficult times, encompasses losses such as the death of an employee’s domestic or committed partner and the loss of a pregnancy.



Inclusion and Diversity

At Murphy USA and QuickChek, everyone matters.

Inclusion and Diversity (I&D) is not an initiative—it is ingrained in our culture. We deliberately lead with inclusion because we know that it is not enough to just have diverse representation. Our Murphy USA Principles are woven into what we do and how we do it.

Our Inclusion and Diversity efforts are overseen by an executive sponsor and reviewed with the Board of Directors on a periodic basis. Additionally, we have a dedicated Inclusion and Diversity professional within our Human Resources Department who is responsible for coordinating our enterprise I&D activities and ensuring organizational alignment.

Through our holistic approach of Pulling People In, Lifting People Up, and Awareness and Education we:

- 01
EMBRACE
humanity in all forms;
- 02
RECOGNIZE
the value in bringing one’s full self to work;
- 03
ENSURE
that everyone feels valued, respected, treated fairly, and has an equal opportunity to succeed; and
- 04
FOSTER
a culture where everyone feels a sense of security and acceptance because together, **We Are Murphy USA.**

Recruiting Diverse Talent

Our Talent Acquisition team takes action to ensure that we are intentional about recruiting from diverse talent pools to increase representation. To promote a long-term talent pipeline, we maintain long-term partnerships with Historically Black Colleges and Universities (HBCUs), including Grambling State University and the largest HBCU in the home state of our corporate headquarters—the University of Arkansas at Pine Bluff (UAPB). Part of what makes our university partnerships so special is the engagement of our employee alumni who are actively involved in our recruitment efforts.

Incorporating I&D in Succession Planning

Succession planning is a vital component of our strategic talent management process, setting us and our employees up for long-term success. By proactively identifying and developing future leaders, we support and sustain company growth through thorough assessments of employee performance, potential, and readiness, aligning these factors with the organization’s future needs. This strategic approach results in tailored and purposeful development opportunities for employees, enabling the organization to harness diverse perspectives, experiences, and backgrounds.

To maintain fairness and consistency, we use objective strategies within our talent management processes designed to minimize bias. By adhering to a disciplined and systematic approach, we create an equitable environment where all employees are evaluated for advancement based on their merits and capabilities.

I&D Learning and Development

At Murphy USA, fostering inclusivity is a collective responsibility that starts with our leadership. We provide training opportunities and other resources to empower our leaders to take ownership of their teams’ I&D journeys. We offer an online learning course for our Respect Principle that includes training on unconscious bias, diversity, inclusion, and belonging. In addition, we leverage our culture, National Leadership Conference, and other tools to raise awareness and educate. Xchanging Perspectives (formerly the Reverse Mentoring Pilot) has been expanded enterprise-wide to foster a more inclusive and trusting workplace culture. This initiative connects senior leaders with early-in-career employees, allowing them to share diverse perspectives while enhancing engagement and informing strategies for retention.

Pay Equity

At Murphy USA, we are committed to ensuring that all team members receive fair pay, regardless of gender, race, age, disability, cultural background, sexual orientation, religious beliefs, or ethnicity. Murphy USA periodically conducts a comprehensive pay equity analysis of the entire organization. This analysis considers several factors such as role, performance, relevant experience, age, gender, and ethnicity. We carefully review the results to identify any discrepancies and promptly implement remedial measures to ensure fair and equitable compensation for all employees.

Collective Bargaining
and Freedom of Association

While no Murphy USA employees are currently covered by collective bargaining agreements, Murphy USA supports the right to freedom of association and does not interfere with employees’ rights to collective bargaining.



Workforce Inclusion and Diversity⁴

We publish our EEO-1 reports on our website.

Percentage of
(1) gender and
(2) diversity group
representation for (a)
executive management,
(b) non-executive
management, and
(c) all other employees

SASB: CG-MR-330a.1

GENDER
2024

- Male
- Female



Male - 80.30%
Female - 19.70%



Male - 30.35%
Female - 69.65%



Male - 41.15%
Female - 58.85%

RACE/ETHNICITY
2024

- White
- Black
- Asian
- Hispanic/Latino
- Other



White - 84.85%
Black - 4.55%
Asian - 3.03%
Hispanic/Latino - 3.03%
Other - 4.55%



White - 65.89%
Black - 17.75%
Asian - 1.09%
Hispanic/Latino - 11.80%
Other - 3.47%



White - 51.88%
Black - 25.04%
Asian - 2.35%
Hispanic/Latino - 15.58%
Other - 5.15%

Total amount of monetary losses as a result of legal
proceedings associated with employment discrimination

SASB: CG-MR-330a.2

2024

\$203,250

2023

\$308,600

2022

\$44,000

Labor Practices

Total amount of monetary losses as a result of legal
proceedings associated with labor law violations

SASB: CG-MR-310a.3

2024

\$110

2023

\$0

2022

\$20,826

⁴ "Executive Management" includes Executive/Senior Level Officials and Managers. "Non-Executive Management" includes First/Mid-Level Officials and Managers.

COMMITTED



Community Relations



Our Commitment to the Environment

At Murphy USA, we believe strong communities are the foundation of a thriving business, and we are committed to being an active and positive force where we operate. We invest in our communities through a range of initiatives—from our employee-driven gift-matching program to long-standing partnerships with nonprofits that address education, health, youth causes, and food insecurity. We also take seriously our responsibility to manage the products we sell with care, ensuring they are handled in ways that protect both people and the environment. By prioritizing community well-being, we reinforce that Citizenship is not just a core Principle of Murphy USA—it is a daily practice embodied by our employees.

Community Relations

Philanthropy

In 2024, Murphy USA proudly continued its mission of giving back with heart and purpose. We focused our philanthropic efforts on four key areas: hometown giving and quality of life, youth causes, healthcare accessibility, and food insecurity.

Murphy USA and the Murphy USA Charitable Foundation provide opportunities for employees to make a difference in our hometown of El Dorado, Arkansas, and in the other communities our over 1,750 stores serve. Supporting local organizations drives our broader mission and commitment to our team members, customers, suppliers, and other stakeholders.

Through generous employee participation, impactful partnerships, and targeted investments, we contributed over \$1.1 million in gift matching and supported causes ranging from disaster relief to educational initiatives. We deepened our national partnership with Boys & Girls Clubs of America, raising over \$3 million in 2024 and touching the lives of more than 4.7 million children.

From funding cancer screenings and food banks to enhancing local education and community programs, Murphy USA is committed to leaving a legacy of hope, opportunity, and stronger communities—because together, we fuel great futures.

Gift Matching

At Murphy USA, our employees support charities and organizations that are important to them, and in doing so, contribute to the vitality and health of the communities in which we work and live. Murphy USA supports these employee efforts, matching donations made by full-time employees to eligible 501(c)(3) nonprofit organizations 1:1, and 2:1 for donations made to educational institutions and hospitals. We also match 2:1 to charitable nonprofits where our employees serve on the board, further encouraging good citizenship through board-level service.

Play to Win

QuickChek hosts an annual Golf and Cornhole Tournament that raised more than \$180,000 in 2024. The proceeds from this event supported Alternatives, Inc., an organization whose mission is to provide comprehensive services for individuals and families with special needs, and the Murphy Employees Disaster Relief Foundation (MEDRF), which assists employees in times of need.

Quickchek Regional Round Up Campaigns

With a focus on food insecurity, QuickChek supports local communities and nonprofits year-round, including Meals on Wheels, America’s Grow-A-Row, and the Giants Foundation.



In 2024, QuickChek’s round up campaigns raised more than **\$175,000** to positively impact local communities.



United Way

United Way of Union County supports 12 separate charitable organizations in our hometown of El Dorado. Murphy USA supports this organization through our corporate headquarters’ annual weeklong fundraising campaign, in which employees volunteer and make charitable donations.

In 2024, our employees donated over \$1.1 million to eligible organizations across the country through employee donations, which were matched through our Company Gift Match Program.

Boys & Girls Clubs of America

We partner with the Boys & Girls Clubs of America to provide opportunities for the next generation. We are celebrating the fifth year of our “Great Futures Fueled Here” campaign, supporting Boys & Girls Clubs in providing programming and resources that help kids thrive in school, in their careers, and in life. This program features an in-store “round-up” program, allowing customers to join us in supporting this impactful organization. All funds raised support local Boys & Girls Clubs in the communities where we live and work.

Since 2020, we have raised over \$11 million for the Boys & Girls Clubs of America through employee and customer donations, with over \$3 million raised in 2024 alone.



Employee Volunteering

Community engagement is key to Murphy USA’s culture, reflected in the time and energy our employees dedicate to making a difference. Throughout the year, we offer numerous volunteer opportunities for our corporate employees to partner with local nonprofits to make an impact. We also encourage our field employees to volunteer with and support their local Boys & Girls Club of America. To further promote service, corporate employees who volunteer more than 18 hours with an agency of United Way of Union County receive up to nine additional hours of paid time off annually. In 2024, our employees volunteered over 700 hours with United Way of Union County’s agencies.

Our Commitment to the Environment

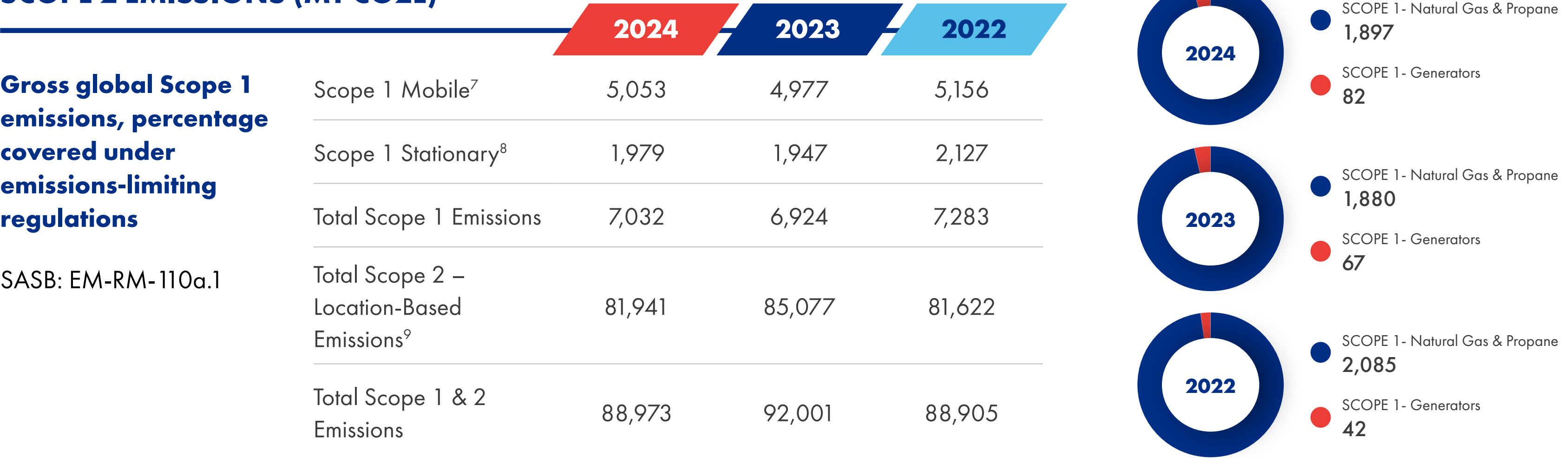
A primary focus for Murphy USA is conducting business operations in a manner that prioritizes safety, efficiency, and the protection of human and environmental health.

Our [Health, Safety, Security, and Environmental Commitment](#) sets forth Murphy USA’s guidance for managing potential risks related to health, safety, and the environment. It also includes our expectations for our employees and our business partners to promote safe and sustainable business practices.

Greenhouse Gas Emissions

Our FY24 total Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions were 88,973 metric tons (mt) CO₂e.

SCOPE 1 AND SCOPE 2 EMISSIONS (MT CO₂E)^{5,6}



Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets

In 2024, Murphy USA marked its third consecutive year of reporting Scope 1 and 2 GHG emissions, underscoring our commitment to transparent reporting. We continue to refine our emissions surveys for improved measuring, tracking, and reporting of GHG emissions to reflect accepted practices and enhanced accuracy and completeness.

⁵ Murphy USA considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development’s (WBCSD) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, and GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard, (together the “GHG Protocol”), to guide the criteria to assess, calculate and report direct and indirect GHG emissions.

⁶ GWPs are based on IPCC Assessment Report 6.

⁷ Scope 1 - Mobile includes direct combustion emissions from MUSA owned and leased vehicles, corporate aircraft and fuel survey mileage.

⁸ Scope 1 – Stationary includes direct combustion emissions primarily from natural gas and propane used to fuel stationary devices such as water heaters, furnaces and generators at Murphy USA and QuickChek sites.

⁹ Scope 2 - Location-Based Emissions includes indirect emissions from purchased electricity acquired and consumed at Murphy USA and QuickChek sites. Excludes purchased heat which was immaterial.

AIR QUALITY

Number of refineries in or near areas of dense population

SASB: EM-RM-120a.2

Not applicable. Murphy USA does not own or operate refineries.

Efforts to improve air quality

All of Murphy USA’s retail gasoline tanks meet the U.S. Environmental Protection Agency’s (EPA) Stage I requirement for a closed loop vapor recovery system. The Stage I Vapor Recovery system is tested in accordance with state and federal regulations to confirm the integrity of the equipment.

During gasoline deliveries, the vapors displaced in the tank are captured by the delivery truck. When the truck returns to the terminal, these vapors are then transferred back to the terminal where a Vapor Combustion Unit will burn them off or where a Vapor Recovery Unit will process and convert them back into fuel. Murphy USA operates in areas where vapor attainment via Stage II is no longer necessary during customer fueling transactions.

At our terminals, there are parameters to properly manage the weighted average of volatile organic compound emissions over time. If these air emissions exceed a regulatory limit over a period of time, the system is programmed to automatically shut down.

WATER MANAGEMENT

(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress

SASB: EM-RM-140a.1

1 Murphy USA’s water usage is as follows¹⁰:

	2024	2023	2022
Potable Water	198,874 kgal	198,969 kgal	198,252 kgal
Irrigation Water	55,985 kgal	56,614 kgal	68,586 kgal

2 Murphy USA does not recycle water at any of its properties. Water used inside store or office locations is used solely for individual consumption. Water used for cleaning is properly disposed of in accordance with applicable law. For landscaping, the company limits the use of potable water where possible by utilizing water supplied specifically for irrigation purposes.

Murphy USA has 597 stores across 21 states that operate in areas designated as High or Extremely High Stress water areas in accordance with the World Resources Institute (WRI) data as of May 2025.

As a percentage of water drawn in High or Extremely High Stress water areas, Murphy USA’s water drawn as a total percentage is¹¹:

	2024	2023	2022
	40.23%	43.26%	39.78%

¹⁰ Note this figure excludes QuickChek. Water usage data is aggregated by a third-party provider. The amount previously reported for 2023 has been revised slightly due to a keying error.

¹¹ Methodology update (2024): We replaced WRI Aqueduct 4.0 Overall Water Risk with the more targeted Baseline Water Stress indicator to provide clearer insight into site level competition for water. 2022 and 2023 percentages have been updated to reflect this methodology.

WASTE AND HAZARDOUS MATERIALS MANAGEMENT

(1) Amount of hazardous waste generated, (2) percentage recycled

SASB: EM-RM-150a.1

- 1 Murphy USA’s petroleum operation consists of terminal distribution and retail fueling. Because Murphy USA does not engage in refining activities, our business does not support generation, or bulk generation, of hazardous waste as defined by U.S. Environmental Protection Agency (EPA) regulation 40 CFR Part 262.

For environmental cleanup activities, our environmental consultants send all soil and groundwater samples for analysis. In 2024, only one sample was returned with a hazardous waste classification. Any hazardous waste is taken to approved off-site disposal facilities and manifests are appended to the appropriate regulatory reporting documents once they are obtained.

Based on quantity of waste generated, Murphy USA is categorized under EPA rules as a Very Small Quantity Generator (VSQG). Should laboratory analysis reveal impacted soil or groundwater at hazardous levels, then an EPA ID would be obtained for purposes of reporting and disposal.

Three of Murphy USA’s terminal locations manage small amounts of hazardous waste in the form of petroleum impacted media. For the hazardous waste generated at these three terminal locations, Murphy USA utilizes EPA ID numbers to manage the small amounts of waste that are generated while still qualifying for the VSQG classification.

Murphy USA maintains a waste barrel program where all petroleum contact waste that is generated through the company’s self-maintenance program is containerized. This includes waste from replacement of fuel filters, nozzles, hoses, and breakaways. Waste drums are taken to a recycling facility, which reduces the company’s environmental impact.

- 2 2024’s Waste Generation and Recycling consisted of:
- 4.03 Tons
of Hazardous Waste

61,521.57 Tons
of Non-Hazardous Waste

91.1%
of waste generated was taken to a recycling facility

8.9%
of waste generated was taken to an appropriate landfill

Solid waste reduction efforts

- Through the onsite environmental waste drum program, the company was able to recycle 1,114 drums that contained spent absorbent from fuel spills as well as used nozzles, hoses, breakaways, and fuel filters.

Through offering a discounted price on fountain drinks when customers bring their own containers, our fountain drink refill program incentivizes our customers to use fewer disposable cups and reduce waste.

(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

SASB: EM-RM-150a.2

- 1 Number of Underground Storage Tanks (USTs)¹²

2024

2023

2022

4,598

4,392

4,284
- 2 In 2024, there were a total of 96 UST releases where Murphy USA was responsible for cleanup; 91 Retail and 5 Terminal. This includes historical releases and new releases. QuickChek had zero releases.
- 3 For 2024, 66% of Murphy USA’s UST releases were in states that offer a State Financial Assurance Fund. These state funds were set up by the agency in an effort to assist responsible parties with remediation cleanup efforts.
- In 2024, Murphy USA was not made aware of historic releases requiring cleanup in states that do not provide coverage for past events. These would be instances where we were made aware of a historic release that was not remediated to state standards. In 2024, we were denied coverage for one release occurring in a state with State Financial Assurance Funds.

¹² Compartment tanks are counted as one single Underground Storage Tank.

PRODUCT SPECIFICATIONS & CLEAN FUEL BLENDS

Volumes of renewable fuels for fuel blending: (1) net amount produced, (2) net amount purchased

SASB: EM-RM-410a.3

Murphy USA’s only activities subject to the Renewable Volume Obligation (RVO) concern minimal butane blending into fuels at certain fuel terminals. In light of the negligible direct implications of the RVO on our operations, we do not report on this metric.

We support Renewable Fuel Standards and supply responsibly priced renewable fuels that our customers value in significant quantities. In 2024, we sold approximately 4.4 billion gallons of ethanol-blended fuel. During 2024, we also sold 221.4 million Renewable Identification Numbers (RINs).

PRODUCT SOURCING, PACKAGING, AND MARKETING

Discussion of strategies to reduce the environmental impact of packaging

SASB: CG-MR-410a.3

Although Murphy USA does not manufacture packaged products, we are committed to reducing the environmental impact of packaging by engaging with suppliers and distributors who prioritize eco-conscious practices, such as adopting reusable product totes and pallets for their shipments. We also maintain ongoing discussions with our vendors to understand their sustainability initiatives and advancements in packaging materials.

ENERGY MANAGEMENT IN RETAIL & DISTRIBUTION

(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable

SASB: CG-MR-130a.1

1 Total energy consumed by Murphy USA retail is as follows:

	2024	2023	2022 ¹³
Electricity (kwh)	242,197,190.62	234,548,989.84	228,047,276.48
Natural Gas (therms)	333,036.70	325,730.13	82,039.48
Propane (therms)	16,625.60	18,693.68	4,479.39

2 All electricity sourced comes from the grid.

3 Energy sourcing is currently managed by the local provider and energy source cannot be confirmed.

Murphy USA continues to strategically grow its participation in the EV charging industry by leveraging leading EV charging solution providers focused on our markets where EV adoption is strong and increased demand for away-from-home charging exists. Currently, we operate 74 charging stations at 10 locations.

Management of spills and releases

We have various measures in place to identify releases as they occur and maintain compliance with the Federal Underground Storage Tank Program. Examples of preventative measures include:

- Required third-party equipment testing certification is performed in accordance with federal, state, and local regulations or industry standards.
- Field personnel are certified in the Class A, Class B, and Class C Operator capacity.
- 30-Day walk-through inspections are performed by store personnel and records are kept at the Murphy USA corporate headquarters. We have a store-facing software program that reminds store managers to complete the 30-Day walk-through inspection.
- Accounting performs monthly inventory reconciliation of all tanks, and any exceptions are researched by the environmental department.
- All stores are equipped with an Automatic Tank Gauge (ATG), a system of sensors that monitors the UST system for potential leaks or malfunctions. Any compromises in the UST system trigger an audible and visual alarm at the store level.
- Any alarms posted by the ATG are picked up by our environmental monitoring software program, investigated by the Maintenance Response Team, and escalated to field personnel based on criteria requiring an alarm to be addressed within 24 hours.
- We conduct environmental training as part of the onboarding for district managers that includes classroom learning at Murphy USA’s corporate headquarters, as well as hands-on training at store locations across our network.

Murphy USA follows agency directives at all of our remediation projects and has three regional consultants that act on our behalf to address environmental remediation. In 2024, we received regulatory project closure for 24 total projects.

¹³ 2022 Natural Gas and Propane values exclude QuickChek.

ALIGNED

- ESG Oversight and Accountability
- Business Ethics
- Compliance and Advocacy
- Board Composition
- Investor Engagement

To build and preserve investor confidence, we prioritize ethical excellence, disciplined capital allocation, and robust corporate governance. Our leadership team and Board of Directors provide strategic direction and ensure accountability across the enterprise, aligning policies and governance with investor priorities to drive long-term shareholder value.

ESG Oversight and Accountability

The Nominating and Governance Committee of the Board of Directors is responsible for reviewing our initiatives, policies, and practices on significant ESG matters, as well as our ESG disclosures. The Board’s Audit Committee is also involved with the oversight of ESG process and governance.

The ESG Steering Committee—a group comprised of our CEO, Senior Executive Team, and select Vice Presidents—oversees our ESG program. This group of senior leaders is responsible for guiding our company’s ESG initiatives and setting priorities that align with our business strategy, our customers’ needs, and our core Principles.

The implementation of our ESG efforts is managed by a cross-functional ESG working group made up of management-level employees and leaders from our core functions. This ESG working group is co-led by our Executive Vice President of Strategy, Growth, and Innovation and our Vice President and General Counsel. The group is responsible for monitoring our organizational ESG impacts.



Business Ethics

Our [Code of Business Conduct and Ethics](#) promotes ethical business across the entire company and is the cornerstone of our ethics and compliance program. The Code applies to all full and part-time Murphy USA employees (including employees of our subsidiaries), members of the Murphy USA Board of Directors, and other contractors or temporary workers that are under Murphy USA’s control or supervision.

The Audit Committee of the Board is responsible for overseeing our Business Ethics and Compliance Program. The Code, adopted by our Board of Directors and reviewed annually by the Audit Committee of the Board, sets forth the expectations for our collective responsibility to comply with laws, regulations, and our Principles and policies. The Code includes guidance on key risk areas such as conflicts of interest, workplace environment and safety, anti-discrimination and equal employment opportunity, data security and privacy, fraud and anti-bribery, fair dealing and fair competition, zero tolerance for retaliation, and reporting mechanisms for violations.

In addition to the Code of Business Conduct and Ethics, Murphy USA has adopted a Vendor Code of Conduct that addresses expectations for ethical business practices among our vendor partners. It reinforces our principles by requiring vendors to uphold fair labor standards, prohibit forced or child labor, ensure safe working conditions, comply with environmental regulations, and support human rights, as articulated in internationally recognized standards such as the United Nations Guiding Principles on Business and Human Rights. This Vendor Code of Conduct serves as an extension of Murphy USA’s Code of Business Conduct and Ethics, broadening the company’s ethical framework to include our entire supply chain.

Code Certification, Training, and Awareness

Murphy USA employees are required to read and certify their understanding of the Code prior to beginning employment. Additionally, employees are assigned comprehensive Code of Conduct training in their first week on the job to help them understand their roles and responsibilities in conducting company business in an ethical manner. This training is then periodically reassigned to reinforce awareness. In addition to re-training, which occurs every 24 months, employees are required to complete a certification addressing their continued understanding of the Code and their commitment to continued compliance with the Code, their understanding of the Code requirements, and their awareness of the various reporting channels for violations and disclosures of conflicts of interest.

Compliance Training

All applicable employees, including corporate team members, receive compliance training that adheres to all state and federal compliance training guidelines. Compliance training includes but is not limited to: Age-Restricted Product Training, Class C Training, A/B Operator Training, Food Handler Certification, ServSafe Certification, Preventing Sexual Harassment, Fair Labor Standards Act, Family Medical Leave Act, Employment Law for Supervisors, and the Code of Business Conduct and Ethics. All people leaders have access to their team’s training records, allowing leaders to track, monitor, and follow up on required training.



Reporting Mechanisms

Murphy USA encourages employees to report violations of our policies or standards to their supervisors or to the company’s Corporate Compliance Officer. In addition, we have multiple reporting channels that enable employees to anonymously raise concerns:



COMPLIANCE HOTLINE
1-800-566-8257



EMAIL
ethics@murphyusa.com



ONLINE REPORTING
www.murphyusa.ethicspoint.com

How We Investigate Reported Matters

Our Employee Relations group handles all compliance and ethics investigations with oversight from our Corporate Compliance Officer. Employee Relations keeps reporters informed during the investigation, including when the reporter is anonymous. On a quarterly basis, our management-level Ethics Committee reviews the status and disposition of reported ethics and compliance concerns. Additionally, Murphy USA’s ethics and compliance activities are evaluated by the Audit Committee at least once a year, with any complaints or investigations that have significant financial implications escalated as needed.

No Retaliation

Murphy USA does not tolerate retaliation against anyone who raises a concern or cooperates in an investigation in good faith. Retaliation against an employee for reporting an issue in good faith is itself a violation of our Code of Conduct.

Compliance and Advocacy

Code of Business Conduct

Our Code of Business Conduct and Ethics is the cornerstone of our ethics and compliance program. Available on our website, the Code applies to all directors, employees, and contractors or temporary workers that are under Murphy USA’s control or supervision.

Anti-bribery and Corruption Policy

Murphy USA’s Code of Business Conduct and Ethics outlines the expectations and requirements of all directors, officers, and employees regarding conflicts of interest, gifts, anti-bribery, and corruption.

Whistleblower Policy

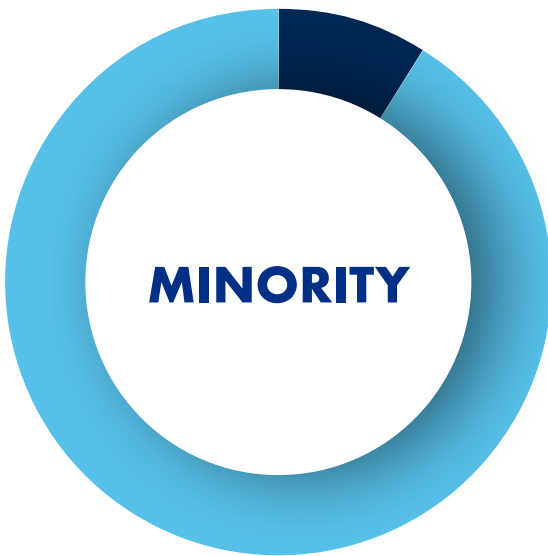
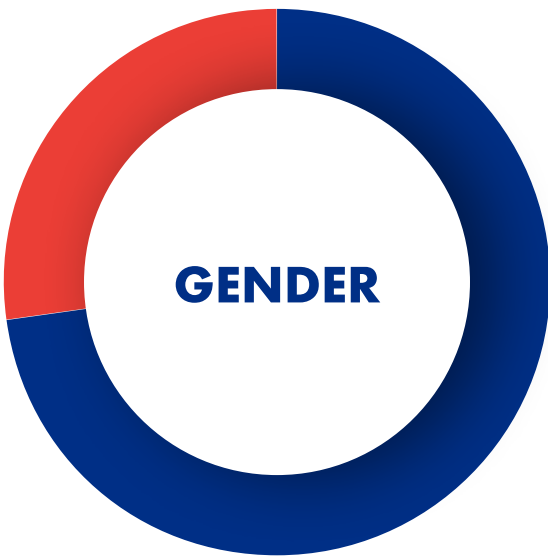
Our Code of Business Conduct and Ethics outlines our Whistleblower Policy and protections. Our whistleblower “Hotline” is communicated to employees through the online store portal, in our employee handbook, and is available by phone or web to report suspected violations: U.S. 800-566-8257; ethics@murphyusa.com; or www.murphyusa.ethicspoint.com.

Board Composition

The Board of Directors understands the value of having directors at Murphy USA with a wide range of backgrounds and expertise, including executive management experience, public company knowledge, and strong educational foundations. When evaluating potential candidates, the Nominating and Governance Committee, in collaboration with the Board, ensures the selection process brings a balance of skills, diversity, perspectives, and expertise. The Board views each director search as an opportunity to strengthen boardroom diversity and uphold an inclusive culture built on trust, belonging, and respect for all viewpoints. To fulfill this commitment, we actively seek a diverse and representative pool of candidates for every Board vacancy.

Governance Highlights

- ✓ Separate CEO and Board Chair
- ✓ Independent Board Chair
- ✓ Standing Board committee membership independence
- ✓ Stock ownership guidelines for executive officers and directors
- ✓ Annual Board and committee self-evaluation
- ✓ Board refreshment program
- ✓ Board oversight of ESG
- ✓ Executive clawback policy
- ✓ One-share, one-vote
- ✓ No poison pill
- ✓ 2024 Annual Murphy USA “Say-on-Pay” FOR vote percentage: 97.1% (versus peer group average of 91)
- ✓ Proxy access
- ✓ Majority voting



Average Age of Directors
69.1 Years

Average Tenure
8.5 Years

Independent Board Members
10/ 11



Investor Engagement



Align Leadership Interests With Investors Through Share Ownership

Our leadership owns a total of 2,003,174 shares (as of March 4, 2025), which is 10.12% of total outstanding MUSA shares.

All of our Board members and executives are required to own shares in an amount determined by their title and compensation level.

Engaged, motivated, and aligned leadership has driven the consistent year-over-year increase in our share price. Our stock is up 1,222% (from \$38 to \$501) since our spin-off in 2013 to our 2024 year-end share price.



Align Executive Compensation With Peer Group and Shareholder Expectations

Our 2024 annual “Say on Pay” vote indicated that 97.1% of our shareholders who voted on the matter believed our executive compensation was appropriate. In 2024, our Proxy peer group of 17 different public companies averaged 91% of their shareholders who believed their executive compensation level was appropriate.

We engage annually with an industry-leading consultant and their executive compensation team, who have confirmed that our executive compensation remains aligned with company performance, including in 2024.



Proactively Engage With Investors

We endeavor to make ourselves available to all actively managed funds and other long-term investors through investor conferences, responding to incoming inquiries, and outreach activities. Our goal is to remain open and transparent with investors.

We consistently engage investors and analysts through personal interactions including in-person meetings, virtual meetings, and phone calls. From 2022–2024, we received the distinction of Most Honored Company in the Institutional Investor’s All-America Executive Team awards, with awards over the past three years within the Best Investor Relations, CEO, CFO, and IR Professional categories.

MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT

Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry

SASB: EM-RM-530A.1

Chaired by Murphy USA’s in-house legal counsel, our internal Legislative Affairs Committee meets regularly and is tasked with monitoring both state and federal legislative and regulatory developments that could impact the company. The Committee is made up of representatives from key departments within Murphy USA, including fuels, merchandise, marketing, human resources, environmental, accounting, and sales and operations. The Committee is the initial group that reviews and formulates potential Murphy USA positions on relevant issues based on possible impacts and considers whether engagement with lawmakers is warranted. If the Committee believes engagement is appropriate, the issue is escalated to senior leadership for a final determination.

Murphy USA belongs to numerous trade organizations, and members of Murphy USA senior leadership sit on the boards and committees of key trade organizations that cover fuels, merchandising, and other areas impacting the convenience retail industry. These trade associations may engage in lobbying activities to support initiatives relevant to our industry, and Murphy USA participates in the government relations efforts of these groups as appropriate. Murphy USA does not have a federal PAC and all engagement on pending legislation and/or regulations that may impact Murphy USA is approved by senior leadership.

Forward Looking Statements

This document contains forward-looking statements. These statements, which express management's current views concerning future events or results, are subject to inherent risks and uncertainties. Actual results, including the achievement of any of our targets, goals, or commitments described in this report could differ materially from those expressed or implied in our forward-looking statements as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors. Some factors that could cause one or more of these future events or results not to occur as expressed or implied include, but are not limited to, the volatility and level of crude oil and gasoline prices, the pace and success of our expansion plan, our relationship with Walmart, political and regulatory uncertainty, our ability to realize projected synergies from the acquisition of QuickChek and successfully expand our food and beverage offerings, uncontrollable natural hazards, and adverse market conditions or tax consequences, among other things. For further discussion of risk factors, see "Risk Factors" in the Murphy USA financial statements on our latest Form 10-Q and 10-K. Murphy USA undertakes no duty to publicly update or revise any forward-looking statements, except as required by law. The Murphy USA financial information in this report is derived from the audited and unaudited consolidated financial statements of Murphy USA, Inc. for the years ended December 31, 2024, 2023, and 2022. Please reference our most recent 10-K, 10-Q, and 8-K filings for the latest information.



**MURPHY
USA** 