



2023

ESG Summary

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About This Report

The following ESG Summary reflects Murphy USA’s continued efforts to maintain the sustainability of our business strategy, emphasizing transparency, accountability, and the positive impact we make on our customers, employees, and communities. For our 2023 ESG Summary, we continue to be guided by our established ESG pillars and the core Principles that have guided the company since our spinoff from Murphy Oil Corporation in 2013. The summary discloses metrics relevant to Murphy USA’s business, as well as selected metrics 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, 2023 through December 31, 2023 and references to “Murphy USA” are collective references to Murphy USA and our wholly-owned subsidiary QuickChek, which was acquired January 29, 2021.



INTRODUCTION

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Message from the CEO

Murphy USA's 2023 Environmental, Social and Governance ("ESG") Summary Report demonstrates the continued maturation of our reporting on the sustainability of our business strategy and important ESG topics. For the second year, our ESG Summary Report discloses our Scope 1 and 2 greenhouse gas emissions for FY23, along with the continued disclosure of metrics in accordance with Sustainability Accounting Standards Board (SASB) standards.

Our coherent, long-term strategy to grow shareholder value forms the foundation of our approach to sustainability. At Murphy USA, we serve the largest and fastest growing customer segment in the United States: value-seeking Americans who are living paycheck to paycheck. We serve our critical stakeholders by thoughtfully and responsibly executing our strategy of providing more value to our customers. Our ESG reporting aims to equip stakeholders with a broader perspective with which to evaluate our holistic strategy and to better understand the material risks inherent to our business. We believe that the resilience of our strategy, despite externalities that expose material and novel risks, presents the best evidence of our sustainable business model.

We continue to approach our sustainability and ESG reporting through the lens of our five pillars – Affordable, Responsible, Engaged, Committed, and Aligned. These pillars continue to reflect a virtuous cycle of advantage and are fundamental to our strategy for sustainable growth.

Our first pillar, Affordable, reflects our commitment to serve customers with everyday low prices for the fuel, merchandise, and food and beverage products they need. To a vast number of Americans, transportation fuel is a basic necessity of daily life. In this time of economic uncertainty and persisting inflation, our customers continue to trust Murphy USA to give them everyday low prices. Our commitment to affordability for the price-sensitive customer builds loyalty to our brand and makes Murphy USA synonymous with value. We have continued to raise the bar by saving customers over \$524 million on fuel purchases in 2023 through our EDLP pricing and loyalty programs.

We are a Responsible retailer and build trust with customers, regulators, and communities by exceeding expectations in data protection, age verification, and safety. We are proud to be a continual industry leader in age verification practices, demonstrating our enduring commitment to being a responsible retailer of age-restricted products. We also continue to make sound investments in IT security infrastructure to better protect our customers and stakeholders. In 2023, we further built upon our strong safety culture by rolling out a de-escalation training campaign to better equip store employees in resolving conflicts that can arise in the retail environment.

Our Engaged team members allow us to do more with the same resources by executing with greater precision and amplifying the value we can return to our customers and stakeholders. By empowering our people through an inclusive and diverse culture, competitive total rewards programs, and fulfilling career opportunities, we are better able to provide our customers with excellent customer service and products. We continue to prioritize the overall well-being of our team members and maintain an environment in which we listen to and consider the voice of every team member. Their diverse perspectives are a key ingredient to the success of our sustainable business model.

By continuing to invest our resources to strengthen the communities we serve, Murphy USA demonstrates that we are Committed to building a legacy of generosity and servitude to our communities. Our team members demonstrate immense generosity to one another during times of hardship through the Murphy Employee Disaster Relief Foundation and to their communities by supporting local charitable organizations. Additionally, our continued meaningful support of the United Way of Union County, Arkansas and the Boys & Girls Clubs of America reflects our big-hearted culture. Recent QuickChek partnerships with America's Grow-a-Row and the New York Giants Foundation further demonstrate our commitment to finding additional ways to support our communities.

Our enduring business strategy, overseen by our Board of Directors, creates a virtuous cycle that keeps us Aligned with our investors and key stakeholders. We continue to build credibility through strong business ethics, good corporate governance, and effective capital allocation. A key aspect of our success in this area can be attributed to our proactive engagement with investors and the strong relationships we have been able to establish as a result.

At Murphy USA, when our customers win, all of our stakeholders win. We understand that we can't be everything to everybody. But we will remain true to who we are, what we do, and how we do it while continuing to listen, invest and focus our efforts on our core stakeholders and their needs. I encourage you to learn more about our continued progress.

Andrew Clyde
President and CEO



About Us

Murphy USA is a leading retailer of motor fuel and convenience merchandise with over 1,700 stores located primarily in the Southwest, Southeast, Midwest, and Northeast United States. Our company and our team of over 15,000 employees serve an estimated two 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 214 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

METRIC	2023	2022	2021
Revenue (\$M)	21,529.4	23,446.1	17,360.5
Employees	15,600+	15,100+	14,615
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 centers ¹ SASB: CG-MR-000.A	1,733	1,712	1,679
Total area of: (1) retail space and (2) distribution centers ^{1,2} SASB: CG-MR-000.B	2,240,775 sq. ft	2,121,817 sq. ft	1,186,518 sq. ft

¹Murphy 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.

²2021 square footage does not include QuickChek.

Our Principles

Murphy USA's operations continue to be 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.

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.

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

Following Murphy USA's 2013 spinoff, we have pursued a comprehensive and coherent business strategy consisting of five key strategic objectives: grow organically, diversify merchandise mix, sustain cost leadership, create advantage from market volatility, and invest for the long-term. As we progress against these objectives and focus on long-term shareholder value, we manage ESG opportunities and risks through a framework tailored to sustaining our advantaged business model in a socially responsible manner. This framework is reflected in our ESG pillars:

-  **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 Proposition



Murphy USA is known in the convenience and fuel marketplace for the competitive everyday low price value we offer consumers on their daily fuel, merchandise, food, and beverage needs. Given the current economic landscape, consumers are feeling the pressure of prices that are rising faster than their incomes, which forces them to make hard choices about how to spend their money. Murphy USA operates with this consumer in mind and strives to be the go-to choice for consumers looking for quality products at affordable prices.

Our Low Price Value Proposition

Customers trust the value proposition Murphy USA offers.

This value, when combined with our unique programs and partnerships, helps to ease financial pressure by providing the products they need at affordable prices. Through these efforts, we continue to see increased savings for our customers year over year.

FAIR AND TRANSPARENT PRICING

We know consumers need price certainty when shopping. With that in mind, whether displaying prices through physical price signs or digital channels, we are committed to fair and transparent pricing in compliance with all state and federal guidelines. We clearly display prices through multiple physical and digital channels.

FUEL PRICING

To establish and sustain our everyday low price proposition on fuels, Murphy USA continuously monitors competitors' prices, allowing us to price fuel based on the most relevant factors for each store.

In 2023, our customers saved \$524 million on their fuel purchases by filling up with Murphy USA.³

LOYALTY PROGRAM

Our distinctive loyalty program, Murphy Drive Rewards, allows members to earn additional savings on fuel, snacks, drinks, and more and redeem program points for up to \$1 off per gallon for up to 20 gallons. Murphy Drive Rewards enables Murphy USA to connect with consumers and enhance their experience by offering numerous opportunities to save and receive value for their dollars spent with us.

PARTNERSHIPS

Murphy USA leverages select partnerships to bring additional value to our customers for the products they want most. For instance, through our partnership with a leading earned wage access vendor, a Certified B Corporation that focuses on holistic financial wellness of our associates and customers by offering on-demand access to earned but unpaid wages, we offer a fuel discount for purchases made with the vendor's branded card.



In 2023, our loyalty customers saved \$337 million by using our Murphy Drive Rewards loyalty program and taking advantage of our numerous partnerships

³ Based on RUL and Diesel price gal 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 has a responsibility to our customers, regulators, business partners, employees, and the communities in which we have the privilege to operate. We work hard to earn the trust of all those involved in our operations—from our employees who make it possible to run our business to the regulatory authorities that enforce local, state, and national regulations. We believe that supporting and protecting our communities and customers through responsible operations is key to our success. We demonstrate our commitment to responsible retailing by the way we handle customer data, our training and enforcement around age-restricted product purchases, our continuous investment in technology that protects our operations, and our strong culture of workplace safety. Moreover, we expect the same commitment to responsible operations from all of our business partners and communicate that expectation in our contractual agreements.

Age-Restricted Products and Inspections

In 2023, we continued to successfully execute our employee training program that prohibits the sale of age-restricted products to underage consumers. Over the course of the year, we passed 94% of our age-restricted federal inspections. During these inspections, regulators use underage individuals to attempt to purchase age-restricted products to test our vigilance. Using our robust age-verification processes, our employees successfully showed the strength of our program by refusing unlawful sales. We also maintain a zero-tolerance policy for failed inspections and terminate employees who fail a federal or state inspection. We recognize that as a retailer, we have a responsibility to only make lawful sales of age-restricted products, and we take this responsibility very seriously as we continue to ensure that these products stay out of the hands of underage individuals.

Along with inspections by governmental authorities, we also conduct our own internal age-verification audits in which we have underage individuals attempt to purchase age-restricted products. In 2023, we conducted nearly 17,000 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

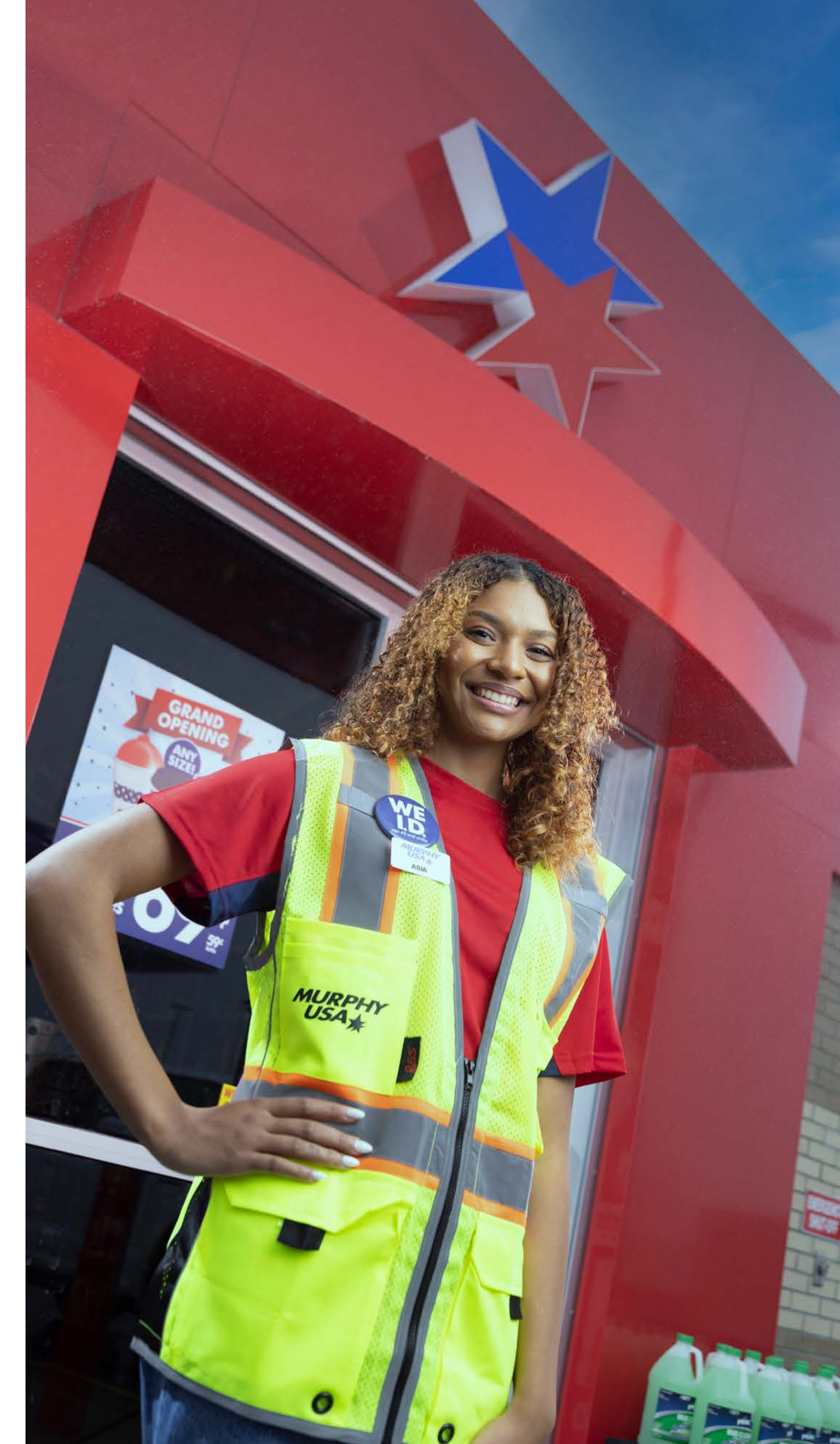
Murphy USA tracks the Total Recordable Injury Rate for each function of our business. We actively engage in initiatives to improve these numbers. In 2023, we had an enterprise-wide TRIR of approximately 2.78.

Murphy USA received the Safety Excellence Award from the International Liquid Terminals Association (ILTA), recognizing our outstanding 2023 safety performance.

	2023	2022	2021 ⁴
Total Recordable Incident Rate			
Corporate Headquarters	.74	.45	.12
Field Operations	3.00	2.65	2.45
Fuel Terminals	0.0	0.0	0.0
Weighted Average	2.78	2.48	2.20
Fatalities			
Total Fatalities	0	1	0

(1) Total recordable incident rate (TRIR), (2) fatality rate EM-RM-320a.

⁴2021 values exclude QuickChek.



Workforce Health and Safety (continued)

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

We are committed to the health and safety of our workforce and have policies, procedures, and practices in place to promote safety, including a [Health, Safety, Security, and Environmental Commitment](#). We continually evaluate our safety culture to adopt best practices and improve our practices. For instance, when selecting company-provided vehicles for our District Managers, a primary consideration is whether manufacturers have proven records of producing quality vehicles with first-class safety ratings.

Moreover, we keep our employees safe by fostering a strong safety culture where our employees understand the critical role they play in identifying, communicating, and mitigating safety risks. To facilitate this safety culture, employees in our field operations, wholesale fuel terminals, and corporate office are required to undergo various safety-related trainings as relevant for their positions. These include courses such as ladder safety, first aid and CPR, safe lifting and proper storage, customer or employee injury response, 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. In 2023, we also started a de-escalation training campaign to better equip field employees in resolving conflict situations that may arise.

We also operate a number of safety-oriented response teams made up of personnel from across the enterprise. For example, our Safety Coordinator Team is composed of our District Managers and supports the 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 is made up of personnel from our corporate headquarters, field operations, and wholesale fuel terminals and works to ensure personnel, store, and terminal safety during hurricane events that impact our retail locations and fuel terminals. 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.

We have playbooks and guidelines in place to support the operations of these teams and ensure they can act quickly and efficiently. By creating these fast-action teams, Murphy USA is able to prepare for any unforeseen situations and provide clear communication channels to protect our employees, our operations, and our assets.



Data Security

<p>Discussion of management systems used to integrate a culture of safety EM-RM-320a.2</p>	<p>The Audit Committee of the Board oversees cybersecurity risks through routine updates from management, regular reviews of relevant cybersecurity risks, and by monitoring existing controls to mitigate the risk of cybersecurity incidents. Additionally, we maintain an information security risk management program, which analyzes emerging cybersecurity threats as well as our plans and strategies to address the related risks. Likewise, as new technology and related regulations emerge that could impact our operations, we assemble investigatory committees to evaluate potential risks and benefits and to advise leadership. 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 2024. We also conduct annual independent security testing.</p> <p>Our established security awareness program includes mandatory annual training for employees with company email access as well as monthly testing to ensure our employees remain aware of best practices. In addition, training materials are available to all employees on numerous security topics. Monthly phishing email simulations also test employees' ability to spot malicious emails, and any employee that fails a simulation must take remedial training.</p> <p>Murphy USA has a defined incident management and event monitoring program to continuously address cybersecurity and data privacy threats. We have a robust response plan that can be used to report any issues of concern, ensure compliance with regulatory requirements, and highlight opportunities for improvement. When a potential cybersecurity or data privacy incident is identified, the incident is assigned a severity level and a reporting process. More severe incidents are reported to executive leadership and the Board.</p>
<p>(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected CG-MR-230a.2</p>	<p>We have no material data breaches to report for 2021, 2022, or 2023.</p>

ENGAGED

- ★ Empowering Our Employees
- ★ Employee Benefits, Well-Being, and Compensation
- ★ Inclusion and Diversity



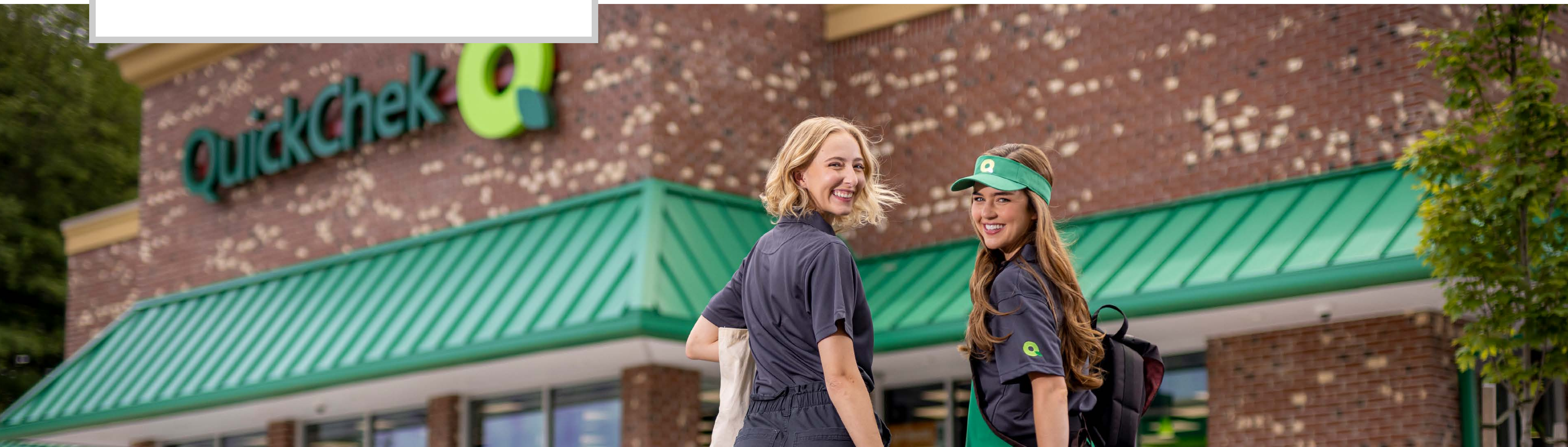
At Murphy USA, we prioritize our employees' well-being, recognizing that their performance is directly correlated to the level of support that they receive from us. Our team members are not only integral to our success but are also crucial in sustaining a competitive edge. Through enriching career paths, bi-annual engagement surveys, quarterly town halls with leadership, and comprehensive rewards programs, we are deeply committed to our employees' welfare and to maintaining a culture that celebrates diverse backgrounds, experiences, and viewpoints.

Empowering Our Employees

With over 15,000 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 as they do their part to help us meet our company goals through their daily actions. We are Murphy USA!

TALENT RECRUITMENT

Our approach to recruiting top-tier talent is comprehensive and dynamic. At Murphy USA, we utilize innovative solutions to attract talent, enhance awareness of our employer brand, and directly support our Inclusion and Diversity efforts. We ensure consistent recruitment processes and 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, through strategic university relations efforts, 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 its 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 also an investment in our business' success. Our development offerings are a key differentiator due to the wide variety of training programs we provide, with 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, capturing feedback on instructor-led training through post-learning event surveys to help us enhance the content and participant experience.

Because of our strong learning and development culture and talent management strategies, we maintain a healthy internal talent pipeline that allows us to promote from within. To further promote 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.



In 2023, Murphy USA granted 3,432 internal promotions to employees.⁵

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). Our National Leadership Conference 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 2023, our NLC focused primarily on elevating employees' individual skills that would make them more impactful in their roles. In 2024, we held our largest NLC to date, with over 2,473 participants receiving focused training related to elevating their teams through effective leadership success routines and coaching for development. Over the course of 2024, we will continue to develop our skills with a comprehensive NLC content sustainment plan that offers additional training opportunities to reinforce NLC messaging on driving team development.

⁵ This figure excludes QuickChek.





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 education tuition assistance program through a partnership with Bellevue University, a fully accredited institution by the Higher Learning Commission, and their programs are accredited by several specialized agencies. For each eligible corporate employee and Store Manager that attends Bellevue University, the University will match Murphy USA's tuition assistance limit. Similarly, for each Assistant Store Manager, Bellevue University increases the company's tuition assistance limit, while implementing tuition assistance for other hourly employees and employee family members. This is made possible through a non-taxable grant.

In 2023, we reimbursed college tuition for 22 employees across the enterprise, totaling approximately \$73,000.

Since 2021, we have partnered with a best-in-class GED provider to offer a Murphy USA employee GED program, where all Murphy USA employees can participate for free with no out-of-pocket costs. In the last three years, we have sponsored nearly 250 employees seeking their GED, totaling \$38,955. In 2023 alone, 39 employees participated in our GED program.

ONLINE LEARNING

To further support continuing education, we utilize a leading online course provider platform that is available to our corporate employees and Store Management. Employees can take courses on personal development and business topics of their choosing, including everything from communication skills to leadership development.

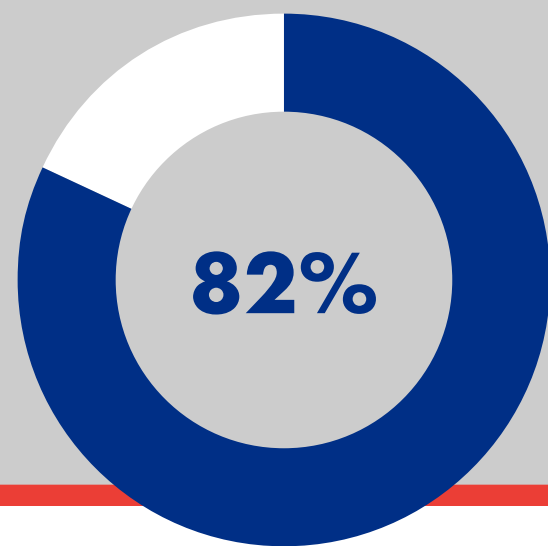
In 2023, Murphy USA and QuickChek team members took advantage of our online learning program by completing 3,253 courses and 68,149 educational videos.

EMPLOYEE ENGAGEMENT

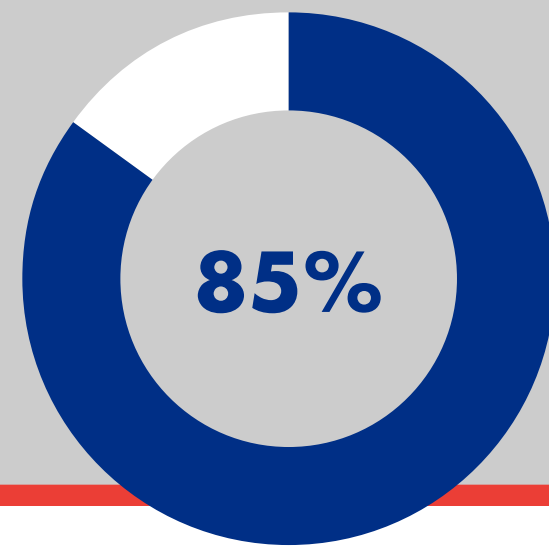
At Murphy USA, we cultivate a strong sense of belonging among our employees and promote an open-feedback culture. We understand that an engaged workforce is essential for our success and fosters a positive work environment. To this end, we conduct bi-annual all-employee surveys to gauge employee engagement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

Following survey completion, we analyze the results at both 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.

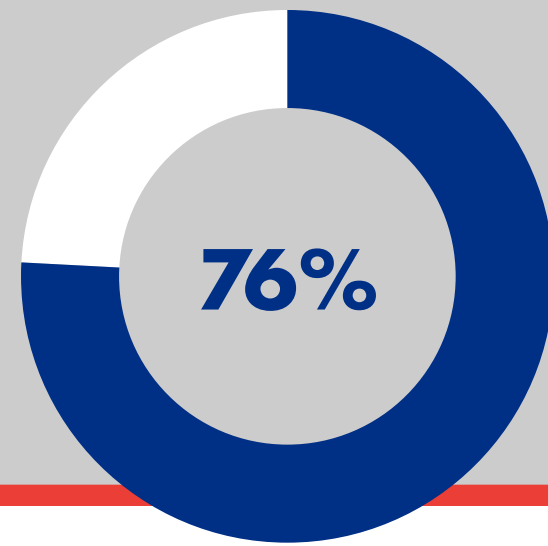
In 2023, our employees demonstrated their high levels of engagement, with 82% participating in the bi-annual engagement survey. Of those respondents, 71% indicated that they were engaged or highly engaged. Additionally, 85% of employees reported feeling accepted by their immediate co-workers, and 76% expressed pride in working for Murphy USA.



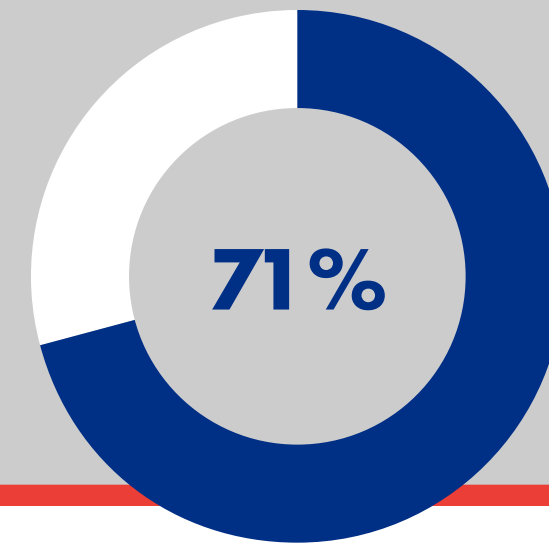
Employee engagement survey response rate



Employees feel accepted by their immediate coworkers



Employees are proud to work at Murphy USA



Employees are engaged or highly engaged

By focusing on these engagement initiatives, we strive to foster a dynamic and inclusive work environment that supports the well-being and professional growth of all our employees.

To further support and maintain high levels of engagement and feedback, we have implemented several initiatives beyond the bi-annual surveys. These include:

1:1 DEBRIEFS FOR EACH FUNCTIONAL DEPARTMENT

Conducting personalized debriefs ensures that specific departmental issues are addressed, and employees feel heard.

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.

ENTERPRISE ACTION PLAN

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

FUNCTIONAL DEPARTMENT ROUNDTABLES

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

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.

Employee Benefits, Well-Being, and Compensation

We recognize that our employees are invaluable assets and provide them with a wide range of competitive employee benefits designed to empower them to promote well-being for themselves 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.

In addition to merit-based wage increases, we offer a commissions program for Store and District Management that is directly correlated to store management 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.

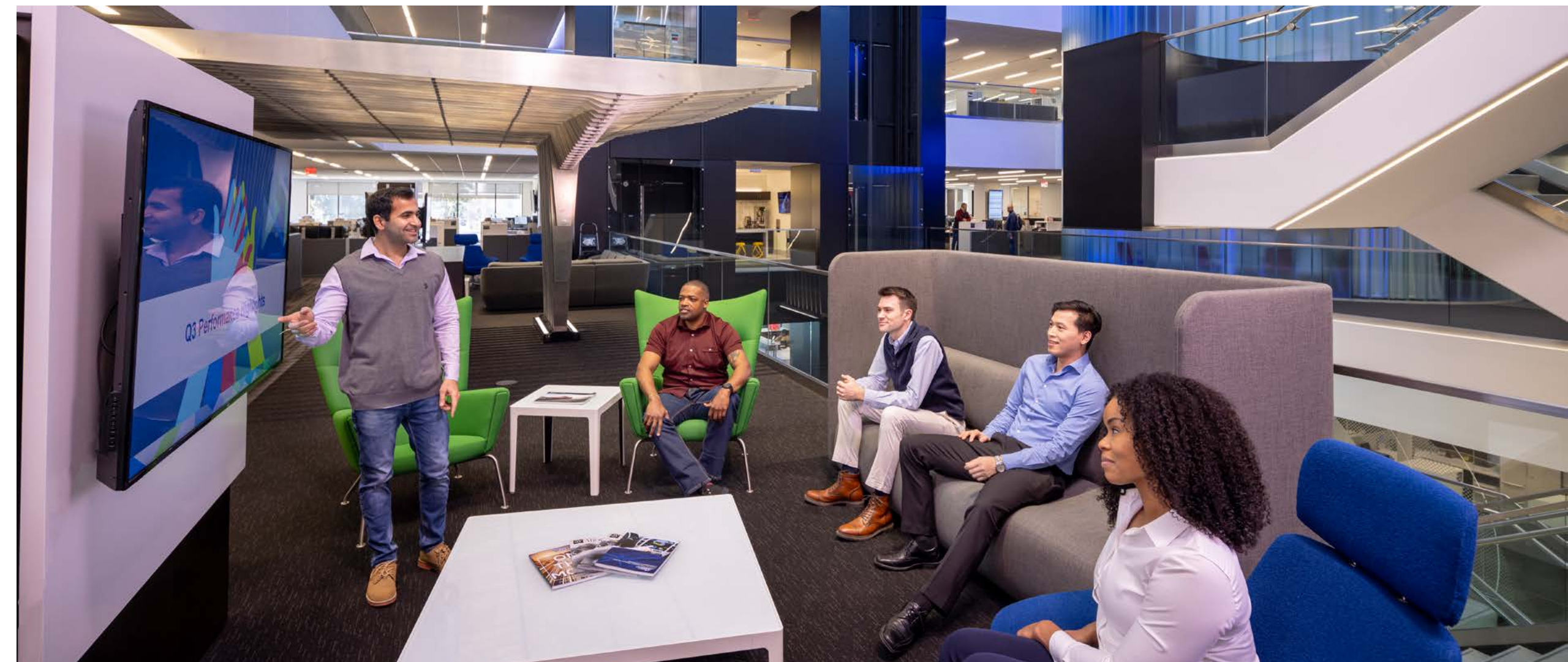
At the corporate level, annual bonus payouts are based on pre-established, annual performance metrics that align with our strategy and business objectives. In addition to maintaining our longstanding adjusted EBITDA profitability metric, our two focus areas for corporate bonus metrics remain (1) fuel 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.

Since the creation of the Foundation, over \$1.8 million in grants have been disbursed to employees during their time of need. In 2023, the Foundation dispersed \$283,705 in financial assistance to Murphy USA employees and QuickChek employees.

We utilize financial technology to help 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 1.3 million transactions and received early access to over \$62 million in earned wages—with over \$27 million in early-accessed wages in 2023 alone.

We 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 compensations. 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.





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 our 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, and flex-spending accounts, and other voluntary benefits.

Because we understand the importance of family and work-life balance, all new parents at the Murphy USA 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 members of their household. Our EAP also allows employees access to expert consultations for financial and legal issues and additional coaching to boost emotional fitness and building resilience. Also accessible is virtual mental health support for medical plan members through 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 across the organization. We provide our employees with flexible scheduling and the ability to trade shifts if needed.

In 2023, we modernized our Bereavement Policy to provide paid leave to all full-time salaried and hourly corporate employees and Store Managers. As part of that modernization, we expanded coverage, now including 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's ingrained in our culture. Because of this, we deliberately lead with inclusion because we know that it's not enough to just have diverse representation. Our Murphy USA Principles are woven into not only what we do, but how we do it. Through our holistic approach of Pulling People In, Lifting People Up, and Awareness and Education we:

EMBRACE

humanity in all forms

RECOGNIZE

the value in bringing one's full self to work

ENSURE

that everyone feels valued, respected, treated fairly, and has an equal opportunity to succeed

FOSTER

a culture where everyone feels a sense of security and acceptance because together, we are Murphy USA

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.



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 the largest HBCU in the home state of our corporate headquarters – the University of Arkansas at Pine Bluff (UAPB) and Grambling State University. Part of what makes our university partnerships so strong and unique is the engagement of our employee alumni who are actively involved in our 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 in taking ownership of their teams’ I&D journey. 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 communication forums to raise awareness and educate.

In 2023, we initiated a pilot for a Reverse Mentoring Program, aiming to enhance our I&D efforts by broadening leadership’s perspectives from early-in-career team member insights. This initiative aims to help leadership understand the diverse experiences, ideas, needs, and challenges our team members face. The pilot concluded in early 2024 and received positive feedback. We will continue to analyze preliminary results to assess the feasibility of launching a formal, enterprise-wide program in the future.



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. Each year, Murphy USA 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

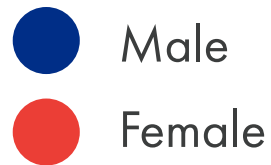
While no Murphy USA employees are currently covered by collective bargaining agreements, Murphy USA supports the right to freedom of association and does not interfere with employees’ rights to collective bargaining.

WORKFORCE INCLUSION AND DIVERSITY⁶

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



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



2023				
<p>Gender - Executive Management</p> <p>Male - 75.41% Female - 24.59%</p>	<p>Gender - Non-Executive Management</p> <p>Male - 31.39% Female - 68.61%</p>	<p>Gender - All other employees</p> <p>Male - 39.15% Female - 60.85%</p>		
<p>Race/Ethnicity - Executive Management</p> <p>White - 86.89% Black - 3.28% Asian - 1.64% Hispanic/Latino - 3.28% Other - 4.92%</p>	<p>Race/Ethnicity - Non-Executive Management</p> <p>White - 63.13% Black - 16.56% Asian - 1.10% Hispanic/Latino - 11.44% Other - 3.78%</p>	<p>Race/Ethnicity - All other employees</p> <p>White - 53.00% Black - 24.56% Asian - 2.20% Hispanic/Latino - 14.91% Other - 5.33%</p>		
		2023	2022	2021
<p>Total amount of monetary losses as a result of legal proceedings associated with employment discrimination</p> <p>SASB: CG-MR-330a.2</p>		\$308,600	\$44,000	\$54,525
LABOR PRACTICES		2023	2022	2021
<p>Total amount of monetary losses as a result of legal proceedings associated with labor law violations</p> <p>SASB: CG-MR-310a.3</p>		\$0	\$20,826	\$0

⁶ "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



We actively work with, develop, and contribute to the communities where we live and work. We invest in our communities through various initiatives, including a generous gift-matching program, ongoing partnerships with local philanthropic organizations, and responsible management of the products we handle and sell. By consistently prioritizing the health of our communities, we demonstrate that Citizenship remains a core Principle of Murphy USA, and our employees exemplify this Principle daily.

Community Relations

PHILANTHROPY

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 1,700 stores serve. Supporting local organizations drives our broader mission and commitment to our team members, customers, suppliers, and other stakeholders.

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 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.

UNITED WAY

United Way of Union County supports 13 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 2023, our employees donated over \$1.05 million to eligible organizations across the country through employee donations, which were matched through our Company Gift Match Program.



In 2023, our corporate and charitable financial contributions totaled nearly \$2.2 million making a positive impact in the communities we serve.



BOYS & GIRLS CLUBS OF AMERICA

We continue to partner with the Boys & Girls Clubs of America to provide opportunities for the next generation. Since 2020, the “Great Futures Fueled Here” campaign supports Boys & Girls Clubs in providing programming and resources that help kids thrive in school, the workforce, 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 \$8.2 million** for the Boys and Girls Clubs of America through employee and customer donations, and **over \$3.2 million** in 2023 alone.

PLAY TO WIN

QuickChek hosts an annual Golf and Cornhole Tournament that raised \$164,000 in 2023. The proceeds from these events supported Alternatives, Inc., an organization whose mission is to provide comprehensive services to individuals and families with special needs, as well as the Murphy Employees Disaster Relief Foundation (MEDRF) to support fellow employees in their time of need.

QUICKCHEK COMMITTED TO CHECKOUT FOR HUNGER CAMPAIGN AND OTHER INITIATIVES

QuickChek supports local communities and nonprofits year-round, with employees donating over 200 hours to various organizations in the New York and New Jersey area last year alone. In 2023, our QuickChek team members:



Sorted donations at the Community Food Bank of New Jersey



Picked produce and thinned trees at America’s Grow-a-Row



Assembled meal kits for Island Harvest



Raised more than \$120,000 through an in-store round-up campaign aimed at eliminating hunger and supporting youth services

In 2023, QuickChek raised \$218,000 to positively impact local communities.



EMPLOYEE VOLUNTEERING

We strengthen our communities by empowering, getting involved, and helping others. We provide onsite and offsite volunteer opportunities for our corporate employees throughout the year and encourage our field employees to volunteer and be involved with their local Boys & Girls Club of America. Corporate employees who volunteer more than 18 hours with one of the agencies associated with the United Way of Union County receive up to nine additional hours of paid time off a year.

Our Commitment to the Environment

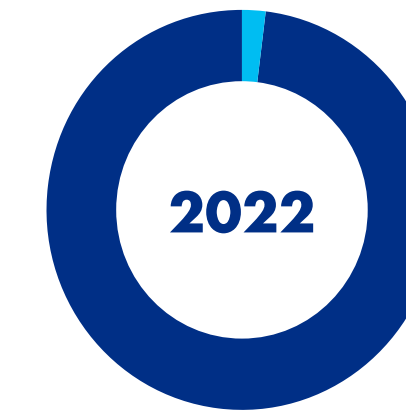
Engaging in business in a manner that is safe, efficient, and protective of human health and the environment is a top priority for Murphy USA.

Our guidance for managing potential health, safety, and environmental risks, as well as our expectations for our employees and our business partners to facilitate safe and environmentally responsible operations, are set forth in our Health, Safety, Security, and Environmental Commitment.

Greenhouse Gass Emissions

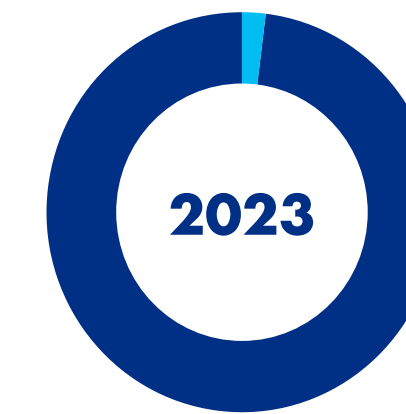
Our FY23 total Scope 1 and Scope 2 GHG emissions were 92,001 metric tons (mt) CO₂e

SCOPE 1 AND SCOPE 2 EMISSIONS (METRIC TONS (MT) CO ₂ E) ^{7,8}	2023	2022	
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations EM-RM-110a.1	Scope 1 Mobile ⁹	4,977	5,156
	Scope 1 Stationary ¹⁰	1,947	2,127
	Total Scope 1 Emissions	6,924	7,283
	Total Scope 2 – Location-Based Emissions ¹¹	85,077	81,622
	Total Scope 1 & 2 Emissions	92,001	88,905



Scope 1 – Natural Gas & Propane
2,085

Scope 1 – Generators
42



Scope 1 – Natural Gas & Propane
1,880

Scope 1 – Generators
67

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

Murphy USA is committed to transparently reporting our Scope 1 and 2 Greenhouse Gas (GHG) emissions. In 2023, we completed a GHG emissions inventory, and we will strive in the future to continually refine our emissions surveys for improved measuring, tracking, and reporting GHG emissions to reflect accepted practices and enhance accuracy and completeness, including reporting fugitive emissions from refrigerants at our locations.

⁷ MUSA 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, 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.

⁸ 2023 GHG Emissions were calculated using EPA emission factors for corporate jets and global warming potential values from the latest IPCC Assessment Report – AR6 for all other emissions, where DEFRA UK and AR – 5 were used previously. 2022 GHG emissions have been revised to also reflect these updated calculation methodologies to align our reporting with regional standards and improve data accuracy.

⁹ Scope 1 Mobile includes direct combustion emissions from MUSA owned and leased vehicles, corporate aircraft and fuel survey mileage.

¹⁰ Scope 1 Stationary includes direct combustion emissions from natural gas and propane used to fuel stationary devices such as water heaters, furnaces and generators at Murphy USA and QuickChek sites.

¹¹ 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

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 EPA Stage I requirement for a closed loop vapor recovery system. 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

EM-RM-140a.1

1) Murphy USA's water usage is as follows¹²:

	2023	2022	2021
Potable Water	198,252 kgal	198,252 kgal	190,005 kgal
Irrigation Water	56,614 kgal	68,586 kgal	67,073 kgal

2) Murphy USA does not recycle any water as it is all used inside the store and is disposed of in the drain or used in irrigation. The company limits the use of potable water where possible by utilizing water supplied specifically for irrigation purposes.

3) Murphy USA has 103 stores across eight 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 October 2024.

As a percentage of water drawn in High or Extremely High Stress Water areas, Murphy USA's water drawn as a total percentage is¹³:

	2023	2022	2021
	11.95%	11.73%	10.73%

¹² Note this figure excludes QuickChek. Water usage data is aggregated by a third-party provider. Amounts previously reported for both 2021 and 2022 have been revised downwards as a result of identifying and correcting data concerns with the prior numbers and do include some estimated values where actual data was not readily available.

¹³ Murphy USA's water drawn as a percentage in High or Extremely High Water Stress areas is impacted by updates to the World Resources Institute (WRI) Aqueduct tool identifying High or Extremely High Water Stress areas and updates or revisions to total water usage for potable water and irrigation for current and prior years.

WASTE AND HAZARDOUS MATERIALS MANAGEMENT

<p>(1) Amount of hazardous waste generated, (2) percentage recycled</p> <p>EM-RM-150a.1</p>	<p>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.</p> <p>For environmental cleanup activities, our environmental consultants send all soil and groundwater samples for analysis. For 2023, laboratory analysis showed that all soil and groundwater generated was non-hazardous. All waste generated is taken to approved locations and after the manifests are obtained, they are appended to the appropriate regulatory reporting documents.</p> <p>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.</p> <p>Three of our 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. In 2022, Murphy USA began tracking the amount of hazardous waste manifested, and zero hazardous waste was disposed under Murphy USA as a generator.</p>						
<p>Solid waste reduction efforts</p>	<p>Examples of how we reduce waste in our stores include:</p> <ul style="list-style-type: none"> - Through the onsite environmental waste drum, the company was able to recycle 673 drums that contained spent absorbent from fuel spills as well as used nozzles, hoses, and fuel filters. - Our fountain drink refill program incentivizes our customers to bring their own containers to purchase fountain drinks at a discounted price. 						
<p>(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</p> <p>EM-RM-150a.2</p>	<p>1) Number of Underground Storage Tanks (USTs)¹⁴</p> <table border="1" data-bbox="683 1134 2115 1266"> <thead> <tr> <th>2023</th> <th>2022</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>4,392</td> <td>4,284</td> <td>3,758</td> </tr> </tbody> </table> <p>2) In 2023, we had 99 total UST releases where Murphy USA was responsible for cleanup; 94 Retail and 5 Terminal. This includes historical releases and new releases. QuickChek had zero releases.</p> <p>In 2023, Murphy USA was made aware of 27 new retail UST incidents where cleanup was required after a release was reported. There were no reportable incidents at our terminals.</p> <p>3) For 2023, 38% 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.</p> <p>In 2023, 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 2023, we were denied coverage for one release occurring in a state with State Financial Assurance Funds.</p>	2023	2022	2021	4,392	4,284	3,758
2023	2022	2021					
4,392	4,284	3,758					

¹⁴Compartment tanks are counted as one single Underground Storage Tank. 2021 data excludes QuickChek.

PRODUCT SPECIFICATIONS & CLEAN FUEL BLENDS

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

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.

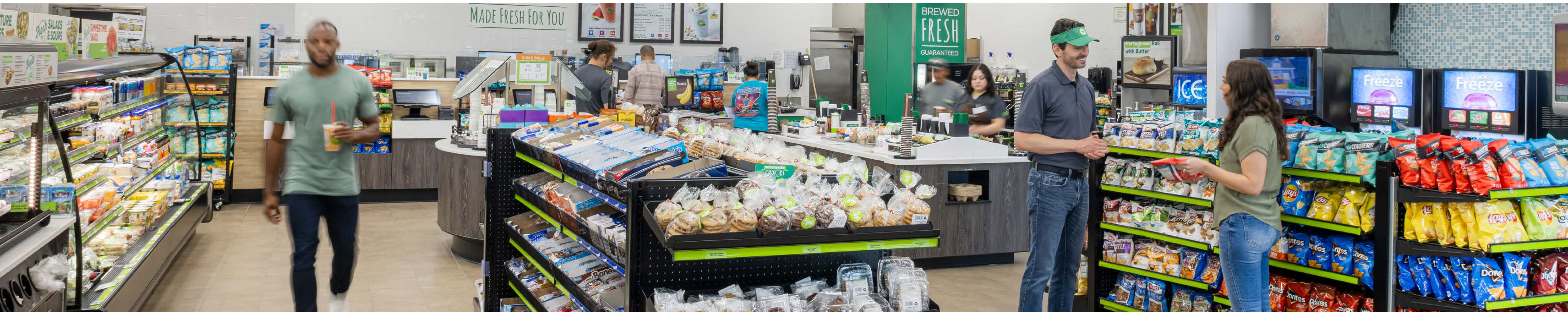
We are supportive of Renewable Fuel Standards and provide responsibly priced, renewable fuels our customers value in significant quantities. In 2023, we sold approximately 4.0 billion gallons of ethanol-blended fuel. During 2023, we also sold 242.7 million RINs.

PRODUCT SOURCING, PACKAGING, AND MARKETING

Discussion of strategies to reduce the environmental impact of packaging

CG-MR-410a.3

While we do not, ourselves, manufacture packaged products, we engage with suppliers and distributors who prioritize eco-conscious practices by 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.



ENERGY MANAGEMENT IN RETAIL & DISTRIBUTION

Total energy consumed¹⁵ by Murphy USA retail is as follows:

	2023	2022	2021
Electricity (kwh)	234,548,989.84	228,047,276.48	160,383,698.56
Natural Gas (therms)	325,730.13	82,039.48	85,289.94
Propane (therms)	18,693.68	4,479.39	5,985.83

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

CG-MR-130a.1

2) All electricity sourced comes from the grid.

3) Energy sourcing is currently managed through 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 solutions providers with a focus in our markets where EV adoption is strong and demand for away-from-home charging exists. We currently operate 74 charging stations at 10 locations.

In the first half of 2024, we initiated a pilot program for a new Energy Management System across 300 locations, aiming to improve air quality and energy efficacy. We are currently collecting post-installation data to evaluate the effectiveness of this upgrade and determine the next steps for a potential enterprise-wide rollout.

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 the 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 walkthrough 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 environmental monitoring software program, investigated by the Maintenance Response Team, and escalated to field personnel based on criteria that does not allow for an alarm to go unaddressed within 24 hours.
- In 2023, we developed and deployed additional environmental training for on-boarding district managers that included 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 four regional consultants that act on our behalf to address environmental remediation. In 2023, we received regulatory project closure for 12 total projects.

¹⁵ Note that all 2023 figures and 2022 electricity include QuickChek

ALIGNED

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



High ethical standards, sound corporate governance, and effective capital allocation are keys to sustaining trust with our investors. To that end, we have established highly effective organizational frameworks that enable us to meet these standards. Our Board of Directors and leadership team provide oversight across the enterprise to ensure that our policies and governance practices align with investor expectations and drive 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.

Our ESG program is overseen at the functional level by the ESG Steering Committee, a group comprised of our CEO, Senior Executive Team, and select Vice Presidents. 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 overseen 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 Senior Vice President, Strategy and Development and our Vice President and General Counsel. The group is responsible for driving ESG initiatives throughout the company and monitoring our organizational ESG impacts.

Understanding that ESG continues to evolve, we continually evaluate our ESG pillars to ensure they properly reflect our priorities and the needs of our stakeholders. As part of our commitment to ESG, we also focus on transparently reporting on our progress.

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 Code is the cornerstone of our ethics and compliance program.

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, antidiscrimination 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.



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 periodic re-training, 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, our reporting channels 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. Our management-level Ethics Committee reviews the status and disposition of reported ethics and compliance concerns on a quarterly basis. The company's ethics compliance activity is also reviewed by the Audit Committee at least annually, escalating complaints or investigations resulting in significant financial impacts accordingly.

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

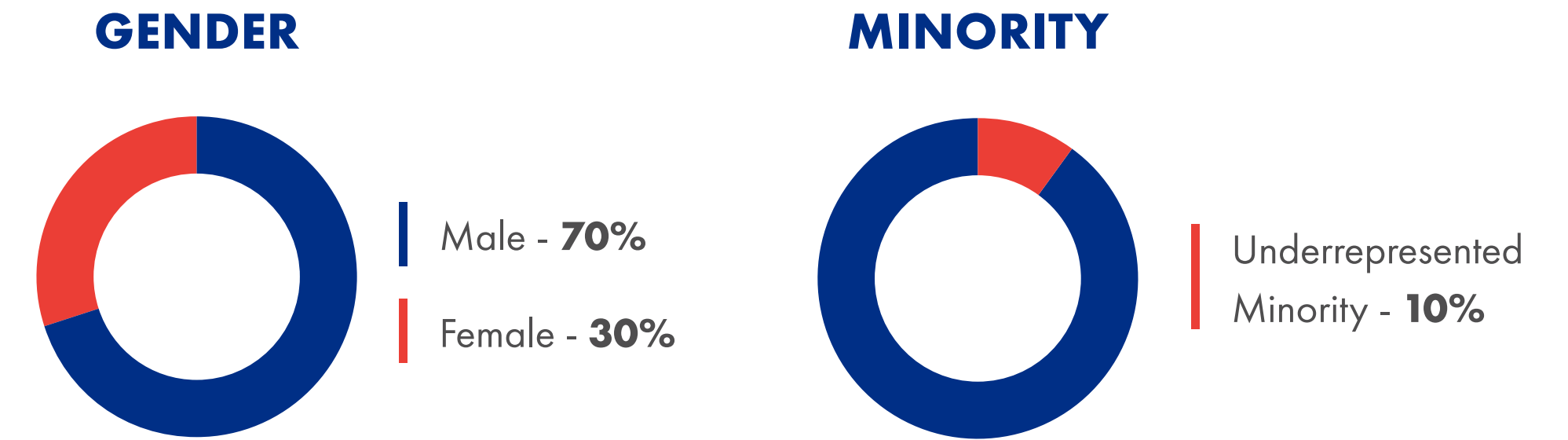
The company's Code of Business Conduct and Ethics outlines the expectations and requirements of all directors, officers, and employees regarding conflicts of interest, gifts, anti-bribery, and corruption.

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 recognizes that it is important for Murphy USA directors to possess a diverse array of backgrounds and skills, whether in terms of executive management leadership, public company experience, or educational achievement. When considering new candidates, the Nominating and Governance Committee, with input from the Board, seeks to ensure the Board reflects a range of talents, ages, skills, diversity, and expertise. Our Board views every director search as an opportunity to enhance boardroom diversity and to ensure our boardroom reflects an inclusive culture of trust, belonging, and respect for all perspectives. To achieve this commitment, we proactively seek out a representative pool of candidates for each board opening.



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**
- **2023 Annual Murphy USA "Say-on-Pay" FOR vote percentage: 95.4% (versus peer group average of 92%)**
- **Proxy access**
- **Majority voting**

AVERAGE AGE OF DIRECTORS
67.8 Years

AVERAGE TENURE
8.35 Years

INDEPENDENT BOARD MEMBERS



Investor Engagement

✓ ALIGN LEADERSHIP INTERESTS WITH INVESTORS THROUGH SHARE OWNERSHIP

Our leadership owns a total of 2,024,754 shares (as of March 11, 2024), which is 9.73% 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 838% (from \$38 to \$356.56) since our spin-off in 2013 to our 2023 year-end share price.

✓ ALIGN EXECUTIVE COMPENSATION WITH PEER GROUP AND SHAREHOLDER EXPECTATIONS

Our 2023 annual “Say on Pay” vote indicated that 95.4% of our shareholders that voted on the matter believed our executive compensation was appropriate. In 2023, our Proxy peer group of 17 different public companies averaged 92% of their shareholders who believed their executive compensation level was appropriate.

We engage with an industry-leading consultant and their executive compensation team each year who has opined that our executive compensation continues to align with our company performance, including in 2023.

✓ 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. In 2022 and 2023, we received the distinction of Most Honored Company in the Institutional Investor’s All-America Executive Team awards for success within the Best Investor Relations, CEO, CFO, and IR Professional category.



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

EM-RM-530a.1

Chaired by Murphy USA's in-house legal counsel, our internal Legislative Affairs Committee (the "Committee") meets monthly 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.





SPONTANEITY

**MURPHY
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