



2025 Sustainability Report

Motor Fuel Group

CD&R Firefly Holdco Limited





Contents

2025 Highlights	3
About MFG	5
CEO Letter	7
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Our Approach to Sustainability & ESG	9
Sustainability Governance	10
Climate Change - Own Operations	13
Climate Change Action	16
Corporate Social Responsibility (CSR)	21
Our People	28
Pollution	31
Water	32
Site Safety	33
Waste Management	34
Business Conduct	36
<hr/>	
Our Performance in Data	38
Directors' Statement on CD&R Firefly Holdco Limited's 2025 Sustainability Report	44
Global Reporting Initiative (GRI) Index	45
Sustainability Accounting Standards Board (SASB) Index	48





2025 Highlights

We strive to be responsible in the way we conduct our business, and incorporating a sustainability mindset helps us to drive our business model and ongoing success. We work with external experts to refine, track and report our sustainability metrics as we pursue continuous improvement.



100%

% electricity consumption covered by renewable energy (%)^{1 3}



61m

total number of kWh sold (kWh)^{1 3}



95%

company fleet is EV or hybrid²



1371

total number of 'live' EV charging units at year end^{2 3}



4th^{year} running

Zap Map EV Driver
Recommended accreditation

¹ For the year ended December 2025

² As of year-end 2025

³ These metrics were subject to an independent assurance exercise by PwC. For the results of that assurance please see our Report on Selected ESG Performance Metrics for the year ended 31st Dec 2025 which provides an overview of selected ESG performance metrics for the year ended 31st December 2025, and can be found on our website [here](#).



About MFG



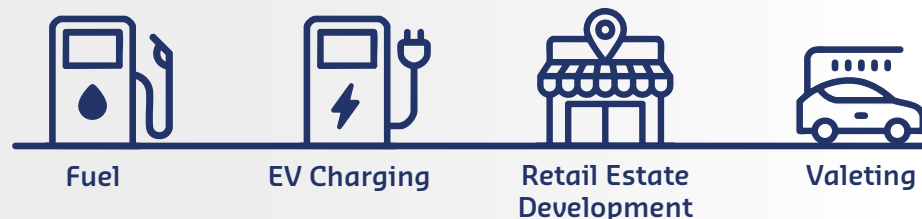


About MFG

CD&R Firefly Holdco Limited is a UK holding company of the companies comprising Motor Fuel Group. Motor Fuel Group (MFG) is one of the UK's leading independent forecourt operators with over 1,200 sites based across the UK and Channel Islands. The Group is one of the largest operators of 'open network' Electric Vehicle (EV) ultrarapid chargers, available to the public throughout our growing network.

Four highly integrated key strategic pillars

Our business is focused on four highly integrated key strategic pillars – Fuel, EV Charging, Retail Estate Development and Valeting. We offer customers a growing range of services that operate alongside our growing dual-fuel strategy – these include a leading valeting offer, a convenient retail and 'food to go' network, and online delivery lockers.



2011

MFG acquired by new management team headed by CEO, William Bannister



2017

MFG roll out development of Food to Go programme



2020

Uber Eats rolled out to over half of the estate allowing sites to be operational during COVID-19 lockdowns



2021

Announcement of EV strategy - £400 million planned investment in 2,800 ultra-rapid 150 kW EV chargers across 500 sites over 10 years



2024

MFG completed acquisition of 337 Morrisons forecourts and more than 400 associated sites for EV charging development



2015

MFG secured new investors Clayton, Dubilier & Rice (CD&R)



2018

MFG acquire nearly 500 stations from MRH



2021

Charity partnership with Macmillan is announced



2022

First ESG report published
Completed transition to ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety System





About MFG (cont.)

MFG is dedicated to keeping UK motorists on the move and supporting local communities. We do this through our carefully managed distribution network, where managers and employees have a good understanding of the company's purpose and mission.



Our Company Purpose

Our company purpose is to be the most dynamic and successful independent forecourt operator in the UK, serving local communities with a strong social conscience, as we support the UK's mobility energy transition.



Our Values

Our values capture the essence of our business, how we behave and who we are. We are passionate team players, performance driven, customer focused, profit oriented and responsible.



Our Strategy

Our Dual Fuel Strategy is to 'Power the Future' – as our customers' first choice for ultra rapid top-up charging, alongside a convenient retail and 'food to go' offering. We operate a franchise model, whereby Contract Managers are responsible for overseeing daily operations. Our sustainability strategy is to 'Fuel the Future' while evolving to keep pace with the expectations of the world around us.



Our Business Mission

Our business mission is to provide customers with local travel infrastructure hubs which are market leading – with convenience retail, food services, premium fuels and ultra-rapid electric charging facilities. We strive to be a valuable member of the local communities we serve, while providing a working environment that encourages personal development, teamwork and a performance-based rewards' system that is open to all.





CEO Letter

Dear Stakeholder,

I am pleased to present our fifth Sustainability Report on behalf of the Board⁴. This report highlights the ongoing development of our sustainability initiatives, encompassing not only operational efficiency improvements across our forecourt portfolio, but also our charity and volunteering efforts and the positive impact we make in connecting the communities we serve.

In 2025, we focused on integrating the newly acquired Morrisons forecourt portfolio into the MFG network, with a strong emphasis on future-ready infrastructure and sustainability. Significant upgrades were completed across these sites, and we accelerated the deployment of high-speed EV charging, supporting the UK's transition to low-emission mobility. By prioritising energy-efficient operations and the expansion of our dual-fuel strategy, these sites reflect our commitment to offering more flexible energy solutions while continuing to deliver exceptional, reliable service to our customers.

2025 has altogether been a year marked by significant regulatory change, heightened policy scrutiny, and continued geopolitical uncertainty. Across the UK, new and evolving requirements - including the consultation of the UK Sustainability Reporting Standards, the progression of the Zero Emission Vehicle Mandate, and reforms to grid connection processes - have shaped the operating environment for forecourt operators. Similarly, the European Commission's omnibus regulatory agenda - including the Corporate Sustainability Reporting Directive, European Sustainability Reporting Standards, and the Alternative Fuels Infrastructure Regulation - continues to shape broader market expectations around transparency, reporting, and responsible supply-chain practices, indirectly informing the approach of UK operators like MFG. Against this backdrop, we remain focused on meeting the needs of our customers while advancing our dual-fuel strategy, with a core focus on expanding high-quality EV charging facilities across our network, supporting the UK Government's commitment to achieve net zero by 2050.

We actively monitor emerging low-carbon technologies, including hydrogen for fuel cells, and plan to integrate appropriate supply solutions into our network as these technologies mature and gain broader customer adoption. At the same time, we continue to pursue energy efficiencies across our operations, implementing lower energy-intensive solutions for lighting, valeting, solar panels, and refrigeration at our forecourts and offices. We are proud of the significant progress we have made in transitioning our vehicle fleet, which is now almost entirely comprised of Hybrid and Battery Electric Vehicles.

We extend our sincere thanks to our employees, customers, partners, and communities for their continued support - together, we will build on the progress made in 2025 and continue our journey to enhance the impact of MFG across the communities we serve.

William Bannister
Chief Executive Officer



We remain focused on meeting the needs of our customers while advancing our dual-fuel strategy, with a core focus on expanding high-quality EV charging facilities across our network."

Our Approach to Sustainability & ESG





Our Approach to Sustainability & ESG

At MFG, we strive to support global and national efforts to mitigate the impact of climate change, and we fully support the UK's mobility energy transition.

We have worked hard in 2025 to make progress against our goals. We serve our local communities with a strong social conscience and have elevated sustainability as one of the Board-level priorities. It is critical to delivering our Company purpose as the most dynamic and successful independent forecourt operator in the UK.

As MFG further establishes itself as a leading provider of essential infrastructure to enable the UK's mobility revolution on the strategic road network, it intends to actively target other charging segments and expand its EV offering. This investment demonstrates MFG's commitment to leading the forecourt sector in transitioning to a cleaner future, facilitating a significant boost to the Government's decarbonisation and sustainability agenda and national emissions target of being net zero by 2050.

This is MFG's fifth Sustainability Report, covering activities for the duration of 2025. All figures quoted in this report relate to the year-ended 31 December 2025, unless otherwise stated. This year's report showcases the progression of initiatives carried out in the year, building incrementally on the many successful projects introduced over the past few years. We continue to engage with the evolving expectations of our customers, investors and the local communities where our franchises and operations are located, while adhering to regulatory requirements and Sustainability Reporting disclosures.





Sustainability Governance

Our governance structures reflect the importance of transparency, accountability and integrity; with a focus on the impacts that our business operations have on the environment, employees, and the communities in which we operate. Strong sustainability governance helps MFG determine our policies and goals, while identifying risks and opportunities that lay the foundations for our sustainability commitments.

Our sustainability commitments are essential to the success and longevity of our business, and as such sustainability is a standing item at our quarterly Board meetings. A comprehensive reporting pack is prepared for review in advance, containing a full suite of metrics against which our performance is monitored. Any high-level sustainability related risks are also tabled and considered.

It is incumbent on the Board and the Sustainability Committee that significant sustainability issues are understood throughout the business. Transparent communications will strengthen our stakeholder relationships and enhance MFG's reputation in the forecourt industry.



Our Governance Structure

The Board of Directors

The Board bears the responsibility for the long-term direction of MFG's business strategy and is the highest level of oversight for sustainability issues. Sustainability topics which are central to the business are discussed each quarter at Board level, and quarterly updates on our sustainability metrics are provided. The Board approves the release of our Annual Sustainability Report, compiled under the supervision of our dedicated Sustainability Manager to align MFG with developing reporting requirements amidst a shifting regulatory landscape. The Board receives regular input from the Sustainability Committee and subject matter experts. Reporting metrics are produced and circulated monthly at management meetings and quarterly at Board meetings.

Sustainability Committee

The Sustainability Committee reports to the Board of Directors and is focused on sustainability topics including strategy, regulatory compliance, risk management and data collection. The Sustainability Committee includes two of our Non-Executive Directors, Peter Newman and Regina Finn along with the CEO, CFO and other senior executives. Meetings take place quarterly and over the past year the Sustainability Committee has maintained oversight of internal initiatives such as Sustainability Data Assurance, the deployment of Water Audits across the portfolio, and evolving topics such as emerging sustainability reporting requirements.



Regina Finn

As a non-executive member of the Board and Committee, Regina brings a wealth of business leadership experience and a depth of sustainability knowledge. Alongside her role as chair of the Low Carbon Contracts Company – a Net Zero driven business, Regina provides MFG oversight and advice on the shaping of our sustainability priorities and works closely with management on MFG's sustainability strategies and policies.



Peter Newman

As a non-executive member of the Board and Committee, Peter Newman brings a wealth of commercial and financial leadership experience, with deep expertise in the energy sector. In his role as Audit Committee Chair and Non-Executive Director at Motor Fuel Group – a position he has held since December 2015 – Peter provides independent oversight on financial reporting, risk management, and internal controls. His extensive industry background and governance experience support MFG's strategic decision-making and ensure robust financial stewardship across the business.



Sustainability Governance (continued)

ESG Working Group

The ESG Working Group reports findings and provides guidance to the Board and Sustainability Committee with respect to day-to-day operations, and progress against our internal targets. The Working Group also contributes to monitoring our progress against external benchmarking and reporting standards such as the Taskforce on Climate-related Financial Disclosures (TCFD) and the Streamlined Energy and Carbon Reporting (SECR), alongside the company's strategic alignment with a chosen set of UN SDG goals. The working group comprises senior business leaders from Infrastructure and Technical Services, HR, and Finance; each representing their respective business divisions and administrative areas.

ISO Compliance

We maintain the highest standards of sustainability governance through robust internal management systems which reduce risks within our business. We have undertaken extensive work to develop an integrated health, safety, environmental and quality management system, and have achieved the ISO 45001 for health and safety management; ISO 14001 for environmental management, and ISO 9001 for quality management. These certification standards provide testimony to MFG as a responsible business leader.



Taskforce for Climate Related Financial Disclosures

The TCFD Report can be found in our Report and Financial Statements year ended 31 December 2025.

Managing Risk

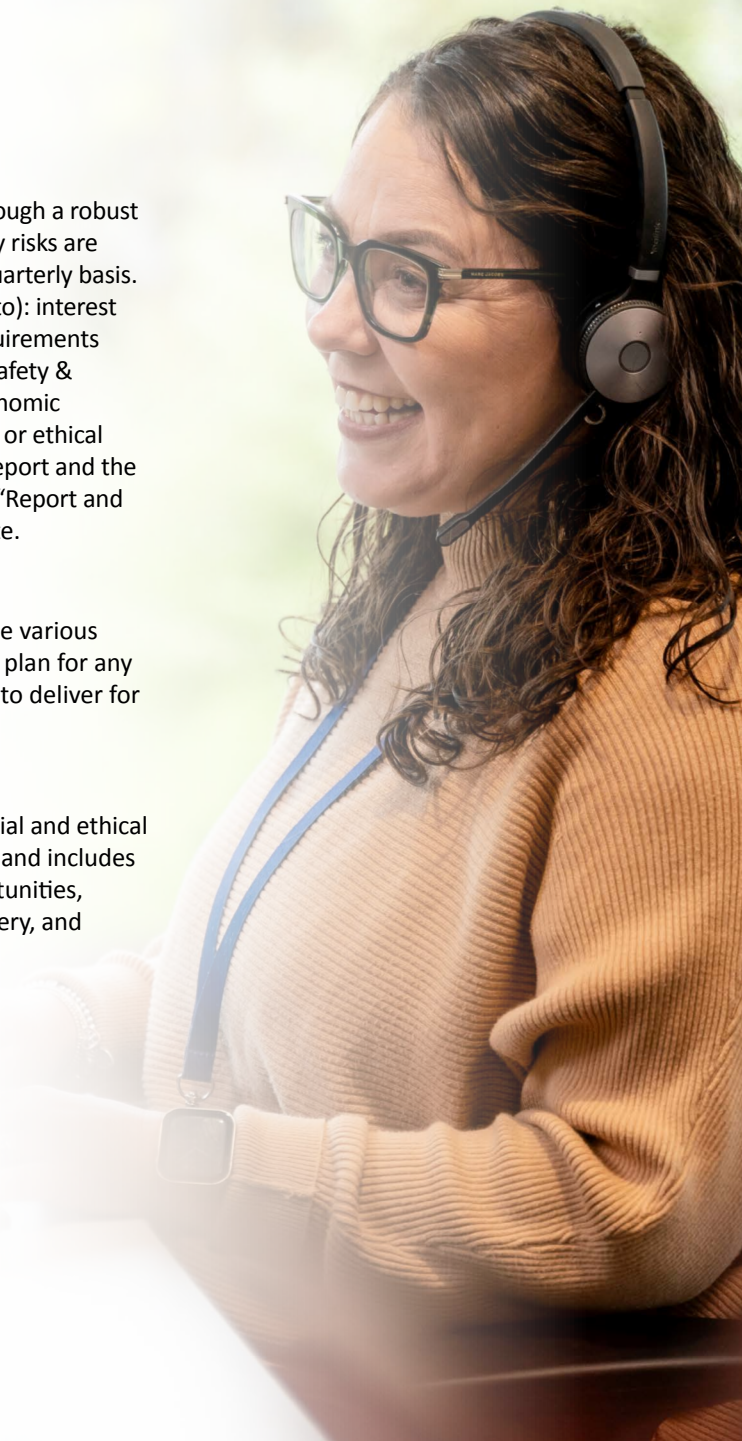
Risks and opportunities are identified and reported through a robust set of internal risk processes, and material sustainability risks are reviewed by the leadership team and the Board on a quarterly basis. These risks can be associated with (but are not limited to): interest and exchange rates, liquidity and credit, regulatory requirements and legislative change, suppliers and partners, Health Safety & Environment (HSE) risks, climate change and macroeconomic conditions, technological and cyber risks and employee or ethical risks. More information can be found in the Strategic Report and the TCFD report, which are included in our Annual Report ("Report and Financial Statements"), and can be found on our website.

Physical Risk

We utilise physical risk tools to strive to understand the various physical risks presented to our business; and to better plan for any mitigation measures required to protect MFG's ability to deliver for our customers in the long term.

Ethical Conduct

MFG strives to conduct business with integrity, in a social and ethical manner. Our employee handbook is updated annually, and includes policies on corporate social responsibility, equal opportunities, anti-harassment and bullying, anti-corruption and bribery, and whistleblowing.





Sustainability Governance (continued)

Supply Chain

We strive to act with integrity in all business dealings and activities throughout the supply chain; respecting human rights, striving for no exploitation of child labour, bribery or corruption, or discrimination on the grounds of disability, gender or religious beliefs takes place – as we seek to adopt equality and diversity in our employment practices. Effective supplier management is crucial for operational resilience, regulatory compliance, and sustainable sourcing. We monitor and review the sustainability performance of our suppliers on an ongoing basis to ensure that their behaviours are in line with our own high standards. We procure most of our products from globally recognised suppliers, each responsible for managing their own supply chains.

Engaging with Stakeholders

We engage actively and regularly with our stakeholders who have a reasonable expectation of being significantly affected by our business and operations. Our stakeholders are identified by the Board, and in addition to regular contact, we conduct an annual review on how to successfully engage with them. We set out to build long-term relationships that build and maintain trust, which is essential to the long-term success and sustainability of our business.

Our sustainability strategy and targets are set by the Board, which formally addresses sustainability on a quarterly basis. The Board oversees the performance of the Group through a wide range of indicators that are connected to our strategy.

- Our management team is responsible for implementing and executing the 'Fuel the Future' sustainability strategy; and delivers regular communication between senior leaders, managers and employees. Frequent updates are delivered in person, virtually, and by email.
- The Sustainability Committee has oversight of all sustainability and ESG-related activities across the Group and comprises executive and non-executive representatives who meet quarterly to monitor and guide progress. Its members are encouraged to submit ideas and initiatives which bring our 'Fuel the Future' strategy alive at a local level.
- The Company's online employee portal contains relevant employee information, policies and procedures, and employees are encouraged to share their opinions and suggestions in this area.
- An Employee Survey is undertaken annually to gauge workforce wellbeing – and to provide insights to the management team, so they can put plans in place for continuous improvement.
- A Whistleblowing Policy enables employees to speak up if they have concerns about inappropriate behaviour observed while carrying out their duties for MFG, or within its supply chain.
- Regular bulletins are sent to contract managers, reminding them of 'right to work' obligations in relation to the staff they employ, while also highlighting any changes in employment legislation.
- The company website and social media channels are used to share case studies and relevant news and are frequently updated with Company developments and achievements. Identifying and communicating with our key stakeholder groups is a critical function of our sustainability journey, and we aim to develop meaningful relationships with active dialogue, and management interventions to promote sound insights and decision-making across the MFG Group. More information about our stakeholder groups, and how we communicate and engage with them, can be found in the Section 172 Statement, in the Reports and Publications section of our website.





Climate Change - Own Operations

Understanding and managing our greenhouse gas (GHG) emissions is a critical aspect of our commitment to environmental responsibility. By closely tracking the emissions from our operations and ensuring compliance with climate regulations, we can more effectively evaluate and manage our contribution to climate change.

We strive to reduce our emissions so to minimise our environmental footprint and to build resilience against both physical and transitional climate related risks. By sourcing cleaner energy and more sustainable transportation solutions, we can enhance efficiency, lower operational costs, and align with the broader shift towards a low-carbon economy. The impacts, risks and opportunities linked to the GHG emissions from our own operations are a key aspect in our internal risk management processes.

Our Approach

Operational Energy Efficiency

Throughout 2025 we have continued to focus our efforts on our operational efficiency with the aim of cutting emissions, lowering operating costs and advancing our internal sustainability goals. To achieve this we have prioritised the deployment of higher efficiency equipment, optimising Energy Management Systems (EMS), and upgrading site infrastructure. Continuous monitoring, measurement and regular energy audits aids us in the identification of improvement opportunities and guide investment towards initiatives that deliver the most impact. These include:

Photovoltaic (PV) solar panel installations: In 2025, we expanded our solar capability by adding 27 PV panel arrays across our sites - following 38 added in 2024 - through both acquisitions and new installations. To maximise performance, we are leveraging software to provide real-time insights into our solar generation performance.

LED lighting upgrades: We continue to leverage the findings from network-wide lighting surveys, previously conducted in partnership with our nominated contractors to identify locations to prioritise for lighting upgrades or replacements. By upgrading to energy-efficient LEDs, we are able to achieve energy savings, an extended lifespan and a more sustainable solution for our sites.

Fridge door installations: We have continued to retrofit fridges with doors across our portfolio, reducing energy loss and improving refrigeration efficiency. In 2025, we completed fridge-door retrofit projects at 96 sites across our forecourts, prioritising the newly acquired Morrisons locations.

Heating, ventilation, and air conditioning (HVAC) upgrades: In 2025, we advanced our HVAC efficiency program by upgrading condensers across our portfolio to inverter-driven models, reducing energy demand while maintaining performance. On new sites, we also continue to introduce Variable Refrigerant Volume (VRV) systems where suitable.





Climate Change - Own Operations (continued)

Behaviour and awareness initiatives: Collaboration with our contract managers remains a key focus to ensure equipment is operated as efficiently as possible at each site. 2025 has seen a continuation of several behavioural initiatives including the use of canopy lighting on our forecourts. We have collaborated with contract managers to ensure canopy lighting is only switched on when necessary to ensure daylight is maximised and environmental impacts are reduced. Read more about our Food To Go behavioural initiatives on page 15.

By prioritising operational efficiency, we continue to drive sustainable improvements across our operations, ensuring long term reductions in energy use and environmental impact.

Renewable Energy Guarantees of Origin (REGOs)

Our market-based emissions calculations consider the electricity tariffs utilised by MFG. By sourcing REGO certificates we endeavour to certify our use of renewable electricity in the UK. MFG strive to transition newly acquired sites to REGO-backed green electricity tariffs as soon as feasible. 100% of electricity kWh consumption was covered by renewable energy for the year ended December 2025⁵.

For our 2025 metrics see the [Our Performance in Data section](#).

Biogas Green Gas

Biogas is produced from a range of organic materials (including food residues and landfill materials) through a process called anaerobic digestion. Once produced and refined it can be injected into the gas network in the same way as natural gas. We have a green gas supply agreement with Crown Gas & Power for the supply of 100% biogas for the small number of our sites requiring gas supplies⁶.

Moving our Fleet to Hybrid and EV

We began introducing hybrid vehicles into our company car fleet in 2021 and have mandated that all new leases from 2025 must be hybrid or fully electric. We have successfully met this target, we now have just 5 internal combustion engine (ICE) vehicles in our fleet, which will be phased out upon the end of their leases. Additionally, we are engaging in transitioning our entire fleet to hybrid or EV by 2028. By the end of 2025, over 95% of our fleet was hybrid or electric.

Monitoring of Energy Use

Monitoring and measuring our energy use is essential for identifying inefficiencies and driving improvements. We utilise energy management software to detect anomalies in consumption trends, enabling site-level investigations and correction actions.

Throughout 2025 we have continued to improve our data management processes to ensure accurate monitoring and reporting of both energy consumption and greenhouse gas emissions.

On a site level, we installed 133 Energy Management Systems in 2025, up from 184 added in 2024. The installation of Energy Management Systems help us work towards our goal of improved data quality and coverage for energy data.

For our 2025 metrics see the [Our Performance in Data section](#).



⁵ Refers to electricity either procured on a renewable tariff or covered by a REGO certificate

⁶ In accordance with the current GHG Protocol reporting framework, which does not provide for the recognition of biogas certificates within Scope 1 accounting, we have applied the UK Government's natural gas carbon emissions factor to calculate the contribution of our gas usage to total Scope 1 emissions



Case Study: Enhanced Energy Monitoring

In 2025 we launched a pilot project of energy monitoring software at two sites to better understand energy consumption related to our Food to Go operations and identify opportunities for both reducing energy and costs through behavioural changes.

The system provides granular, half hourly monitoring of on-site equipment energy use, enabling us to understand daily energy consumption profiles at both the site level and down to individual systems and pieces of equipment.

The pilot project has delivered valuable insights, including:

- Behavioural improvements, such as optimising start times for kitchen equipment
- Identification of the most energy-intensive equipment on site
- Understanding daily consumption patterns
- Reducing instances where equipment was left in operation overnight
- We plan to continue rolling out key learnings across our Food To Go sites to further reduce our operational energy consumption.





Climate Change Action

Dual Fuel Strategy

MFG is committed to the dual fuel strategy and will continue to provide existing fossil fuel infrastructure alongside the rollout of our ultra-rapid EV charging hubs. Our aim is to support motorists by continuing to provide petrol and diesel infrastructure alongside our EV Ultra-Rapid charging hubs for as long as they need access to both. This will give our customers confidence to transition to cleaner fuels at a time that is right for them. EV charging solutions on the forecourt will be particularly important for drivers who do not have access to a charging facility at home, and the forecourt of the future will need to cater for various energy sources.

As the UK transitions towards a low-carbon future, we can see the challenges posed by climate change and we want to do our part in helping to reduce GHG emissions in support of the UK Government's commitment to achieve net zero by 2050. As a major national road fuels retailer, our first obligation is to meet the needs of our customers and we will continue to do this by pursuing our dual fuel strategy, an integral component of this is to spearhead the provision of EV charging facilities. Through the development of green infrastructure, we are supporting the shift away from fossil fuels by installing EV charging points across our forecourts, providing customers with a viable alternative to petrol and diesel.

The climate-related risks and opportunities, whether physical, regulatory, or market-driven, have the potential to impact our revenue streams, cost structures, and long-term financial sustainability. By staying at the forefront of the transition to sustainable fuel alternatives, we not only contribute to the UK's decarbonisation targets but also strengthen our resilience in a rapidly evolving energy landscape. The impacts, risks and opportunities related to climate change adaptation and mitigation are an essential consideration in our internal risk processes.

Our Approach

Our approach to addressing the management of material impacts related to climate change is embedded in governance. Key policies include our Environment, Social and Governance Policy which includes a commitment to reducing the impact of business activities on factors contributing to climate change as well as assessing the potential impact of climate change on the business. Climate change is also a key component of our Environmental Aspects and Impacts Register, a document which forms part of our ISO Integrated Management System, used to help us assess, prioritise and control key environmental aspects relevant to the business.

Alternative Fuel Sources

Alongside EV, MFG continually monitors alternative fuel options and undertakes feasibility projects where it is considered potentially worthwhile. Renewable diesel is a paraffinic fuel that is chemically similar to conventional fossil fuel-based diesel but derived from biomass sources such as used cooking oil, fats, greases and vegetable oils, resulting in a fuel of significantly lower carbon intensity than fossil fuel. In 2024 we introduced renewable diesel to 8 of our sites as part of a pilot project, and we continue to assess the feasibility of expanding this to further sites.

We are also continually monitoring the market landscape surrounding Hydrogen fuel as an alternative fuel source to assess consumer demand as to whether we add it as a product offering.



Climate Change Action (continued)

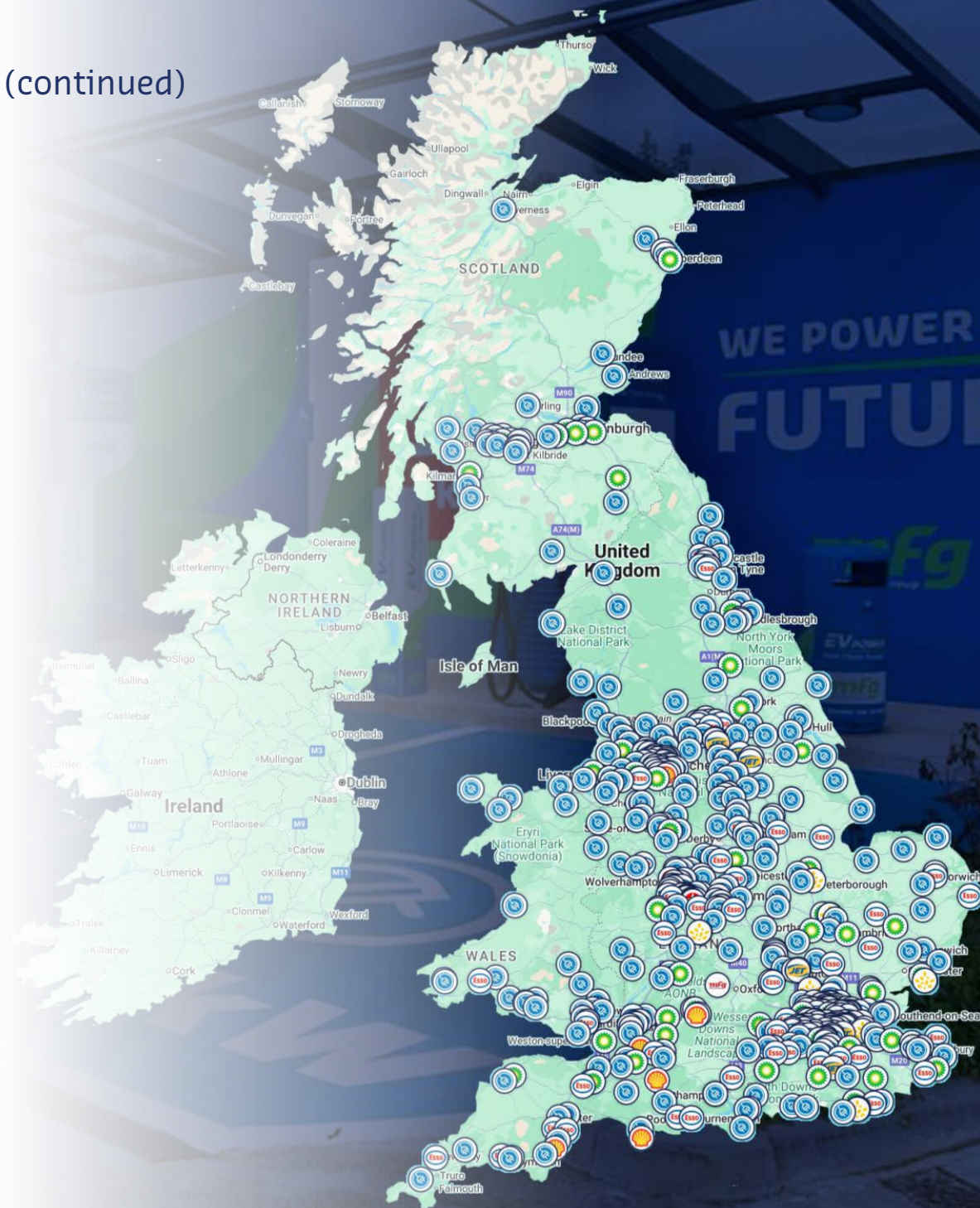
Electric Vehicle Charging Network

Shifting attitudes toward hydrocarbon fuel products, coupled with advances in cleaner, more efficient technologies will reduce the demand for liquid fuels. In response, MFG's dual-fuel strategy is proactively expanding its infrastructure to meet the rising demand for EVs, while complementing its existing fuel and retail business. This approach facilitates a transition to a more sustainable future.

We have committed to an investment of over £400 million to our EV charging network, with the aim to deliver around 500 ultrafast EV charging hubs, featuring more than 3,000 ultra-rapid 300kW chargers across our network by 2030. This investment is entirely self-funded through the cash generated from our existing operations. In 2025 alone, we installed 401 rapid and ultra-rapid charging bays across our network, achieving a charger reliability of 99.49%. These efforts keep us firmly on track toward our goal of building a best in class UK-wide charging network. We are also proud to have been recognised for a fourth consecutive year in Zapmap's annual EV driver survey as the highest-ranked fully accessible, large rapid and ultra rapid charging network—a testament to our commitment to reliability and customer satisfaction.

With the development of the UK government's legislation on the sale of new petrol and diesel-only cars and light vans, MFG is positioned at the forefront of this evolving industry. We are proud to support the government's shift toward zero-emission transport. As a key player in this transition, we are building the infrastructure required to establish a nationwide EV charging network. By the end of 2025, we operated 1,371 charging locations across the UK, delivering approximately 61m kWh of electricity to EV customers in 2025.

For our 2025 climate metrics and performance please see the - [Our Performance in Data section](#).





Case Study: MFG & Morrisons complete nationwide rapid EV charger rollout

Motor Fuel Group (MFG), the UK's largest independent forecourt operator, is pleased to announce the completion of its rollout of rapid electric vehicle (EV) charging bays across the Morrisons network, marking a major milestone in MFG's commitment to supporting the UK's energy transition.

Highlights:

- Over 580 rapid EV Power charging bays.
- EV Power is now represented on nearly 300 Morrisons supermarkets throughout the UK.
- MFG's investment means that Morrisons is now one of the leading supermarkets for EV charging facilities, with more bays than any other food retailer.
- Rollout of rapid charger achieved within five months – part of MFG's significant investment in the UK EV charging sector.
- This roll out is in addition to MFG's ultra-rapid charging hub pipeline – MFG EV Power will have over 1,900 bays in operation by year end 2025, making it one of the largest rapid / ultra rapid charging network in the UK.





Case Study: MFG & Morrisons complete nationwide rapid EV charger rollout (continued)

Powering the future of transport

This investment forms part of MFG's strategy to electrify and future proof the Morrisons estate, providing charging facilities for the supermarket's customers. These chargers can provide a battery fill akin to the average milage travelled within 45 minutes, therefore suitable for customers undertaking the weekly shop.

This rollout is in addition to MFG's investment in EV Power Ultra Rapid Charging Hubs, where it is developing multi bay hubs (up to 8-bays) alongside its petrol/diesel forecourts, as part of a 'dual fuel' strategy – an essential requirement to assist the UK's transition to EV. MFG will have over 100 Ultra Rapid Hubs on the Morrisons network alone by 2030, in addition to a further 400 hubs across its 1,218 service stations. The ultra-rapid rollout ensures that communities across the UK have access to convenient, reliable, high-speed EV charging.

This rollout is part of full-scale redevelopments of its forecourts to deliver travel retail destinations with new food-to-go options including Pret, Greggs and Burger King, as well as convenience store retail refits, and development of car wash centre's. MFG is investing ~£170m in 2025 alone across its estate and is committed to this quantum of investment over the coming years.

A rapidly growing EV market

The UK electric vehicle market is experiencing rapid growth, driven by increasing consumer demand, falling battery prices, and clear government targets to end the sale of new petrol and diesel cars. As of 2025, over 1.5 million EVs are now on British roads, with over 1 in 5 new car sales being fully electric vehicles.

EV charging infrastructure remains a critical enabler of this transition. Recent surveys show that access to reliable and rapid charging continues to be a top priority for EV drivers. The rollout of high-speed charging at retail and forecourt locations is particularly important, empowering drivers to recharge quickly and conveniently during everyday journeys. Industry forecasts suggest that the UK will require 300,000 rapid and ultra-rapid chargers by 2030 to meet growing demand.

Supporting the UK's ambitious climate goals

MFG's investment is directly aligned with the UK's ambitious climate goals and the ongoing transformation of road transport. By delivering rapid and ultra-rapid charging across its network, MFG is helping to remove barriers to EV adoption, supporting local communities, and fostering a cleaner, greener future. MFG's acquisition in 2024 of development plots for EV Hubs in Morrisons car parks, a leading UK retailer, ensures that EV drivers can access convenient charging alongside essential amenities, making electric travel a seamless part of everyday life.

William Bannister, CEO, MFG, said: "Completing this rollout of rapid charging bays across the Morrisons network in just five months is a testament to our team's expertise and commitment. We are delivering on our promise to provide the infrastructure communities need to embrace electric vehicles, while continuing to invest in a best-in-class experience for all our customers."

Daisy Cooper, MP for St Albans, said: "As a St Albans based business, I'm delighted to see MFG complete their installation of 1,000 ultra rapid EV charging bays across its sites nationwide. This is a significant investment in the UK EV charging sector and will give greater availability to drivers and reassurance that there are public charging points within a short drive anywhere in the UK."



Seeing drivers who live in and pass through St Albans plug in their electric vehicles whilst stopping for a rest and a coffee, is great news for the environment, and local employment. I'm looking forward to seeing how the roll out continues in the coming years."

Daisy Cooper,
MP for St Albans



Case Study: EV Rally 2025



We are proud to support the EV Rally for another year, this time as the Start Line Host. This event is a fantastic opportunity to showcase the progress being made in EV technology and infrastructure, and it aligns with MFG's commitment to driving the UK's transition to electric vehicles. Our investment in EV infrastructure is nationwide, and we are especially proud of our growing presence in Cornwall and the South West. By supporting events like the EV Rally, we are not only celebrating innovation but also reinforcing our commitment to a sustainable future for UK motorists."

Martin Symes, EV Director, MFG



In 2025 we continued our sponsorship of the EV Rally, returning as an official Start Line Host for the event which took place in from the 1st-5th of September 2025.

Launched in 2021 during COP26 in Glasgow, the EV rally was designed to provide a platform to demonstrate the real-world performance of EVs and the role of robust charging networks across the UK, which facilitate the growth of the uptake of EVs across the country.

This year's 'Explorer' EV Rally was all about exploring examples of clean energy and innovation. As a Start Line Host, we welcomed teams and vehicles at the beginnings of this year's route, highlighting the latest advancements in electric vehicles.





Corporate Social Responsibility (CSR)

Corporate Social Responsibility – Communities & Charity

We consider our service stations as key hubs within the local communities we serve. Consequently, we aim to provide retail offerings that align with local needs, particularly in rural areas where the convenience of a well-equipped service station plays an increasingly vital role for the community. The wider community in which we operate is considered a key priority in our business strategy.

We strive to:

- Engage with local communities and support relevant activities at local and national levels
- Support community activities through actions and sponsorships as appropriate
- Maintain properties, land, and boundaries to preserve the areas visual appeal and ensure the safety and wellbeing of surrounding communities.
- Respond quickly to issues or concerns raised by neighbours regarding our business activities
- Comply with local planning regulations and other applicable by-laws in areas where our sites are located

Our Approach

Volunteering

Each employee at MFG is eligible for two paid volunteering days annually to support community projects. These have become key to our culture, strengthening teamwork and fostering a shared commitment to giving back. In 2025, our employees contributed to a range of projects and activities through their volunteering days.



St Albans Foodbank

Through volunteering days and collections MFG have supported St Albans Foodbank, part of the Trussel Trust's network of 428 Foodbanks across the UK, which provides three-day emergency food parcels and essential hygiene items to local people in crisis. On Friday 23rd May and Friday 20th June, two groups of MFG employees donated their time to help pack and distribute these parcels to those in need.

stalbansdistrict.foodbank.org.uk



Earthworks

Earthworks is a local charity supporting individuals with learning disabilities. Together with volunteers Earthworks manage 3.5 acres of eco-gardens in St Albans. Across two sessions, on Thursday 22nd May and Thursday 19th June 2025, two groups of MFG employees donated their time to help with clearing an area for the creation of a new accessible garden.

earthworksstalbans.co.uk



Corporate Social Responsibility (CSR) (continued)



Neonatal Unit at the John Radcliffe Hospital

One of our employees, Mandeep Tumber used his volunteering day to support the Neonatal Unit at the John Radcliffe Hospital.

“As a member of the Board of Trustees at SSNAP (Supporting Sick Newborn Babies and their Parents), I work closely with our operational team to ensure we deliver the highest standard of support to families with babies receiving neonatal care at the John Radcliffe Hospital in Oxford. SSNAP provides vital, on-site assistance through our dedicated Family Care Team, supporting parents of babies born as early as 20 weeks pre-term. Our services include initiatives such as Little Ducklings, which offers a safe and nurturing environment for early development.

I play an active role in the strategic management and oversight of resources, helping the charity continue to fund essential equipment—recent examples include specialist lounge chairs for skin-to-skin contact and a MFG-funded Duo-Carry Pod used to safely transport babies from other hospitals to the John Radcliffe.

Alongside my trustee responsibilities, I also volunteer at many of SSNAP’s community events, including half marathons, fun runs, and our annual summer garden parties. I am proud to support a charity that makes such a meaningful difference to families during some of their most challenging moments.”





Corporate Social Responsibility (CSR) (continued)



Employee Spotlight

MFG are proud to spotlight our employees who have contributed to great causes by participating in a variety of events.

2025 Hertfordshire Hero

We are proud to spotlight our employee Liz Cundale who this year won the Fundraiser of the Year at the 2025 Heart Hertfordshire Hero awards. Liz was nominated by Hospice of St Francis for her outstanding fundraising efforts for the hospice, with the total raised currently exceeding £120,000.

“When I lost my husband to cancer in October 2023, I set myself a target of raising £100,000 for the Hospice of St Francis where he stayed for five and a half months [...] I was extremely surprised to know that I was nominated for the Heart Hertfordshire Hero awards 2025 by the Hospice and attended a ceremony in March this year where I won the category of Fundraiser of the Year. It was a red-carpet event and I took my daughter with me, and we had a ball”





Corporate Social Responsibility (CSR) (continued)

Sponsorships

In 2025, MFG were proud to contribute to initiatives important to our staff and support causes close to the communities we serve.



St Albans Half Marathon

MFG were proud to sponsor the St Albans Half Marathon, held on Sunday 14th June, which raised funds for various local charities and community organisations.



St Albans Pancake Festival

MFG were official sponsors of the St Albans Pancake Festival, which raised funds for Home-Start Hertfordshire, and a team representing MFG participated in the 'Flippin' Walkers Race'.



St Albans Museum

MFG sponsored 6 school trips to the St Albans Museum for children from underprivileged areas.



St Albans FC

MFG have sponsored St Albans FC since 2022, renewing our sponsorship for the 2025/26 season. SAFC is a well-established club playing outside of the football league, it has strong community values and is an established partner with local schools, grassroots football and local charities. The club's commitment to community focused partnerships aligns well with MFGs and we look forward to continuing our relationship with them.



Kit Sponsorships

We are proud to sponsor a number of teams for the 2025/26 season including:

- Newport Pagnell Youth FC's U10 Trojans
- Guiseley Juniors FC
- Medway Town U10 FC
- Mumbles U14 Rugby Team



Corporate Social Responsibility (CSR) (continued)

Charitable Contributions

MFG are proud to have contributed to a number of charities across 2025.



**MACMILLAN
CANCER SUPPORT**

Macmillan

2025 marks the fifth year of our partnership with Macmillan, and we are proud to have reached a major milestone this year—raising £2m since our partnership began. Discover more about the fantastic work we've achieved together overleaf.



**CROHN'S &
COLITIS UK**

Crohn's and Colitis UK

In February, employees took part in a step challenge, with the winning team receiving a donation to a charity of their choice. The Financial Control, FP&A, Fuel & Dealer team claimed victory and selected Crohn's and Colitis UK as the beneficiary.



**YOUTH
TALK**
We're listening

Youth Talk

In January 2025, MFG donated to Youth Talk, a charity offering free, confidential psychodynamic group and individual counselling for young people, enabling them to fund 200 one-to-one counselling sessions and continue their amazing work.



**THE AIR
AMBULANCE
SERVICE**

The Air Ambulance Service

In 2025, MFG donated to the Air Ambulance Service to support their work providing critical care and transport for patients across England.



SSNAP
Est. 1982
Supporting sick newborn and their parents

SSNAP supporting Newborn Care Unit at the St John Radcliffe Hospital

In 2025, MFG donated to SSNAP to support their vital work—providing emotional and practical help for families, funding equipment, investing in NHS staff training and backing research projects.



ANDY'S MAN CLUB
#ITSOKAYTOTALK

Andy's Man Club

In 2025, MFG donated to Andy's Man Club supporting their work in men's mental health and suicide prevention through free peer-to-peer support groups that encourage open conversation and reduce stigma around men talking about their struggles.

Case Study - Macmillan

Our ongoing partnership with Macmillan Cancer Support has seen £2.3m raised over the past 5 years of working together.

Cancer impacts most people at some point in their lives, whether directly or indirectly, with nearly half of us expected to face a diagnosis in our lifetime. Given our deep connections within the communities we serve, we are proud to maximise our support for Macmillan as our primary charity partner and are thrilled to continue this partnership into 2025. In 2025, our fundraising efforts were strengthened by generous customer donations across our network of more than 1,200 forecourts, contributed through cash collection boxes, QR code readers, and our collaboration with 'Pennies,' the pioneering fintech charity that enables customers to make digital micro-donations when paying by card or digital wallet.



Tough Mudder

Our Macmillan fundraising efforts in 2025



Case Study: MFG 2025 Trade Show

2025 Trade Show

In 2025 the MFG Trade Show held at the Coventry Building Society Arena was back for the fourth-year running.

The show is a key event to bring together our Contract Managers, Regional Teams and Supplier Partners to provide an opportunity to network, explore new opportunities and stay informed about the latest developments across our network.

At the event we also held our inaugural Contract Managers' awards, hosted by former England cricketer Mark Ramprakash with support and prizes for our key supplier partners, to celebrate all the fantastic work our Contract Managers do across our network.



We partnered with FareShare Midlands to help reduce the environmental impact of the 2025 Trade Show by reducing food waste.

FareShare are a UK based food redistribution charity, fighting hunger and food waste by redistributing surplus food to around 650 charities and community groups across the Midlands, including community centres, homeless shelters and children's breakfast/school holiday clubs.

With thanks to FareShare Midlands, we prevented 1.1 tonnes⁷ of food going to waste, avoiding 2.3 tCO₂e⁷, and provided 2,548 meals⁷ to the Moat House Charity.

⁷ Figures provided by FareShare Midlands





Our People

Our workforce is essential to the efficiency, safety, and success of our operations. Providing stable employment, fair wages, and development opportunities fosters a healthy, skilled, and engaged workforce that enhances productivity, service quality, and regulatory compliance.

Investing in training, fair pay, and a strong workplace culture improves retention, performance, and resilience, driving innovation, efficiency, and customer satisfaction, while reinforcing our position as a responsible employer. Conversely, failing to uphold employment rights and safety standards would pose risks such as legal action, financial penalties, and reputational damage, potentially disrupting operations as well as stakeholder trust.



Our Approach

Human Rights

At MFG, we are committed to upholding human rights across our business operations, and this is a crucial component of our Environmental, Social and Governance Policy. We align our approach with all applicable laws and regulation to ensure ongoing compliance with the latest applicable legislation.

Our commitments include:

- **Employment Rights** – It is enshrined in our corporate ethics, policies and processes to ensure that all employees work in safe, fair, and non-discriminatory conditions in compliance with the Equality Act 2010 and UK employment laws
- **Freedom of Association** – We respect employees' rights to join trade unions and engage in collective bargaining without fear of retaliation
- **Forced Labour and Modern Slavery** – We conduct due diligence to identify and mitigate risks of forced labour, human trafficking, and exploitation within our business operations as described in our Modern Slavery Policy
- **Safe Working Conditions** – We comply with the Health and Safety at Work Act 1974, ensuring a secure and healthy environment for all employees
- **Mental Health & Wellbeing** – We prioritise the mental health and wellbeing of our employees in line with the Health and Safety at Work Act 1974 and the Equality Act 2010, implementing policies and initiatives that promote a safe, supportive, and inclusive workplace.



Our People (continued)

Diversity and Inclusion

At MFG we strive to foster a diverse, equitable, and inclusive workplace that upholds the principles of equal opportunity in alignment with the International Labour Organization (ILO) Conventions and our internal Equality & Diversity Policy. Our HR department oversees the implementation of this policy, conducting annual reviews to ensure continuous improvement and effectiveness.

Employees complete mandatory Equality & Diversity training annually, and we encourage open dialogue on inclusivity within our workforce. We maintain a zero-tolerance approach to harassment and bullying, both within and outside the workplace, whether involving employees or third parties. These matters are addressed under our Anti-Harassment & Bullying Policy and can be formally raised through our Grievance Procedure.

We provide inclusive access in our offices and conduct accessibility assessments at our service stations to accommodate both employees and customers. If an employee becomes disabled, we make every effort to support their continued employment, providing reasonable adjustments and career development opportunities that align with our commitment to equal progression for all employees.

By embedding these values into our daily operations, we aim to ensure that inclusion is not just a policy but a core part of our identity, allowing us to attract and retain a diverse talent pool while driving meaningful impact across the business.

Gender Pay Gap

We are committed to ensuring that men and women are paid equally for doing the same job or work of equal value. Gender Pay Gap reporting became a legal requirement in 2017 for companies with more than 250 employees. This metric does not measure individual pay differences but rather examines the overall earnings of women compared to men across the organisation. Our gender pay gap reported for 2025, covers the period April 2024 to April 2025 and can be found in our 2025 Gender Pay Gap Report. The latest report can be found on our website.

Employee Engagement

At MFG, we recognise that our employees are fundamental to our long-term success. We strive to foster a workplace where their voices are heard, their contributions are valued, and their well-being is prioritised.

The Board of Directors actively considers workforce interests in key business decisions as well as other employee-related matters. We believe that a motivated and engaged workforce is critical to achieving our strategic objectives, and we continuously seek ways to strengthen our employee value proposition.

Open communication is central to our culture. The senior leadership team provides regular updates to employees, ensuring transparency around business developments and decision-making processes. Through our collaborative work environment, we empower employees to stay informed and engaged with company initiatives. To encourage two-way dialogue, we provide structured channels for employee feedback, including our online employee portal, where staff can share insights, voice concerns, and contribute ideas. In addition to this, we conduct an employee satisfaction survey annually, the most recent being sent out in Q3 2025, which allows us to gauge employee wellbeing and provide insights on ways that our business leadership can improve and develop the offering over time. We also use an anonymous employee suggestion outlet, which is answered and distributed monthly. We operate a Grievance Procedure which allows all employees to formally initiate a grievance. This continuous engagement fosters a culture of inclusion, trust, and shared success across the organisation.





Our People (continued)

Employee Engagement (continued)

We want to maintain a work culture that thrives on entrepreneurial spirit and creativity. The working environment is structured in a way that fosters collaboration, team building and dialogue. Employees can also take advantage of a wellbeing portal that provides resources and ideas to support both their mental and physical health. We work hard to recognise the efforts of our highest-performing employees in a rewarding culture where each employee is made aware of the level of performance expected of them in their role; and equally they can expect to receive feedback from line-managers on a regular basis. Each month we recognise employees who go the extra mile, and they are given the opportunity to choose between a range of prizes, as a reward for good performance.

Mental Health and Wellbeing

In partnership with a third party we have undertaken a mental health assessment exercise across our workforce to; better understand the key risks and pressures impacting our employees and the business, and to identify opportunities for interventions and initiatives that promote a healthy, resilient, and productive workforce, ensuring MFG can continue to deliver effectively for our customers over the long term. We endeavour to review the outcome of this exercise and implement key learnings in order to continue to promote a safe, supportive, and inclusive workplace.

Skills and Training

A skilled workforce and agile ways of working are essential for the continued success of our business. With the rapidly changing nature of work and skills, there is a risk that our employees may not have the necessary capabilities to thrive in the changing working environment. Our ability to attract, develop and retain a diverse pool of skilled professionals is crucial for maintaining our competitive edge and driving sustainable growth. The loss of key personnel or the inability to identify, attract and retain qualified talent could hinder our business operations and financial performance.

To mitigate these risks, we have a comprehensive performance and development program that allows employees to assess their

contributions and achievements against set objectives while planning for future goals, training, and career development. We actively support continuous professional development (CPD) by sponsoring employees in relevant programs and providing both financial and practical assistance for professional training qualifications. Our initiatives include mentoring and coaching by experienced managers, on-the-job learning, and web-based training to foster skill enhancement and career progression.

Work-life Balance

At MFG, we recognise that a healthy work-life balance is essential for employee well-being, productivity, and long-term success. We endeavour to foster a workplace culture that supports flexibility, mental well-being, and both personal and professional growth.

To achieve this we have various policies, including:

- **Flexible Working Arrangements** – Employees can benefit from hybrid working as well as flexible working hours in line with our Flexible Working Policy
- **Enhanced Parental Leave and ‘Keeping-In-Touch’ (KIT) days** – After three years of service employees become eligible for enhanced maternity/adoption pay. We also provide up to 10 KIT days to help ease the transition back to work
- **Employee Assistance Programme (EAP)** – We provide all employees access to a 24/7 confidential service offering expert advice and compassionate guidance covering a wide range of issues
- **Mental Health First Aiders** – Selected employees receive training to provide peer support and promote mental well-being in the workplace
- **Virtual Wellbeing Services** – Employees have access to resources on fitness, mindfulness, financial information and healthy eating via our online employee portal
- **Volunteering Leave** – Employees are eligible to take up to two volunteering days annually to participate in charitable community projects.

For our 2025 metrics see the - [Our Performance in Data section](#).





Pollution

Due to the nature of our business operations as a forecourt operator, we continually aim to monitor, minimise, and control the risks to the environment which might be associated with the storage, handling, sale and distribution of hydrocarbon oil and gas products and electric power.

Pollution related impacts, risks and opportunities are an essential consideration in our internal risk processes.

Our pollution related impacts, risks and opportunities focus on the following areas:

- Potential for pollution through fuel lost to ground and water runoff
- Compliance with environmental protection laws
- The risk of spillages
- Impact on brand reputation, stakeholder trust and access to capital in the event of spillages

Our Approach

Our approach to addressing the management of material impacts related to pollution prevention and the handling of hazardous substances is embedded in our internal governance. Pollution forms a key component of our Environmental Aspects and Impacts Register, a tool used to help assess, prioritise and control the environmental impacts relevant to the business.

We have established procedures to prevent spills and minimise their environmental impact. Additionally spill contingency plans are in place to ensure a swift and effective response in the event of an incident. Should a spill occur, actions are taken in line with our permits and relevant environmental protection regulations to mitigate potential environmental impacts.

We hire environmental consultants to provide advice and services to manage environmental risks associated with operations across our assets, focusing specifically on mitigation of contaminated land. Such activities involve implementing programs of groundwater monitoring and installation of groundwater monitoring wells across a proportion of the high-risk environmental sites, as well as systems for active and passive remediation.

Fuel Tank Monitoring/Wetstock Management

We use a third-party consultant to monitor all the tanks across our network in real time. Software systems enable them to detect alarms, track tank levels and conduct trend analysis. This assists us in promptly identifying any potential leaks, whether major incidents or smaller low-level leaks, and accurately assess our annual fuel losses to ground. All suspected incidents are thoroughly investigated and addressed in accordance with our internal Wet Stock Variance Management Procedures.

Confirmed incidents are documented, with the volume of fuel lost to ground recorded and used for our annual reporting. Accurately determining the volume of fuel lost to the ground is challenging due to the fuel's thermal expansion properties. As temperatures change, fuel expands and contracts, causing the same mass to occupy a larger volume at higher temperatures and a smaller volume at lower temperatures. As part of their service, our third-party contractors carry out a quantification of these losses based on a specialised methodology executed by highly trained and skilled professionals.

Site Improvement Projects

To minimise the risk of leaks, we regularly undertake site improvement initiatives, such as tank relining and re-pump projects. We upgrade our fuel infrastructure on an ongoing basis, replacing equipment with newer, more energy-efficient alternatives by relining fuel tanks, and improving fuel pumps and fuel lines in accordance with our internal environmental sensitivity rankings. In 2025, we completed 38 tank relining projects, compared with 24 in 2024. In total, 132 tanks were relined, up from 90 in the prior year, far surpassing our internal targets. We also carried out 20 re-pump projects, prioritised based on environmental sensitivity rankings, ensuring that our forecourts are operating at optimum capacity and in line with our internal policies.

We strive for zero pollution at all MFG locations arising from any failure of primary containment. In 2025 we are proud to say we did not record any major incidents, and recorded zero litres lost to ground.

For our 2025 metrics see the - [Our Performance in Data section](#).



Water

Water is a central resource in our operations, especially at sites where we provide valeting services. As such, we strive to maintain the integrity of all water related infrastructure across our portfolio and actively manage and monitor our water consumption to minimise its potential impacts on the environment. We strive to evaluate the water efficiency of our operations, ensuring that water usage is as sustainable as possible.

Water-related impacts, risks and opportunities are considered in our internal risk processes. Impacts can arise from both physical and operational factors, as well as regulatory changes.

Our water-related impacts, risks and opportunities focus on the following areas:

- Water demand for valeting services
- Potential for water pollution from runoff
- Long term climate-related water stress risks resulting in operational restrictions due to local regulations or drought conditions

Our Approach

Our approach to addressing water management is outlined within our Integrated Management System documentation, covering both water conservation and groundwater protection. Water management forms a key component of our Environmental Aspects and Impacts Register, a document used to help us assess, prioritise and control the environmental aspects relevant to the business.

We strive to identify potential issues and areas for improvement. Our aim is to use water efficiently and minimise waste by partnering with a third-party software platform to track and review consumption. Any irregularities in readings are promptly investigated, and corrective actions are prioritised.

Water Audit Programme

Since its introduction in 2021, our internal water audit program has been an invaluable tool for preventing leaks, identifying inefficiencies, and minimising negative impacts on water quality. In 2025, as part of the water audit program we completed 304 Water Use Audits across our network. This has allowed us to identify and implement targeted efficiency measures.

Jet Wash





Site Safety

Health, Safety & Environment (HSE)

A key priority at MFG is to provide a safe environment for both our customers and our employees. Keeping them safe from harm is a fundamental part of our culture. We adhere to HSE-related obligations to ensure that all legal and regulatory conditions are followed and reported upon. In addition, we strive to create and maintain an environment that operates a zero-harm policy, prioritising the safety of customers, suppliers and employees at every MFG location.

Hazard Identification and Risk Management

Effective hazard identification is crucial for the early identification of risks and development of control measures. Our Health and Safety Management System (as part of our Integrated Management System) sets a framework for identifying risks, meeting internal expectations and complying with applicable HSE statutory obligations. Safety and environmental risk awareness in respect of the storage, handling, sale and distribution of hydrocarbon oil and gas products and electric power is key for MFG, and the directors and management are focused on the risks arising from these activities.

Our policy is to minimise risks, and measures are in place to:

- Foster a company wide culture of HSE awareness and compliance
- Maintain and empower a team of specialists to manage and oversee all HSE matters
- Seek to prevent HSE incidents occurring
- Minimise the financial effects of any incident that does occur (including the maintenance of an insurance policy to cover the costs of major incidents of environmental damage).

The Board and Management are all committed to this focus on HSE matters to mitigate HSE risk and believe there is a low residual risk of HSE matters having a material impact on customers, employees, the public or the environment, or on the financial results and position of MFG.

Accident and Incident Investigation

MFG believe that a thorough investigation of accidents, incidents or dangerous occurrences is vital to the elimination of injuries, property or environmental damage and losses. All incidents are reported via an online portal which can be accessed by all employees, as well as contract managers and site staff. All incidents no matter the severity are appropriately investigated to ensure any necessary actions and remediations have been taken. Significant unplanned events are reported in accordance with statutory obligations, for example Reportable Injuries, Disease, and Dangerous Occurrences Regulations (RIDDOR).

Training

HSE training is given to all necessary employees, contract managers and site staff to ensure that all personnel at our sites are appropriately trained in HSE topics. Courses include first aid, asbestos, accident investigation and IOSH (Institution of Occupational Safety and Health) training. All personnel are appropriately qualified for their job roles and responsibilities.

Forecourt Accessibility

Since 2017, MFG has partnered with FuelService to support disabled drivers in accessing our services. The app allows users to request assistance from participating service stations before starting their journey, ensuring that help will be available for charging or refuelling upon arrival. FuelService is available for free on the App Store and can also be accessed via SMS for those without smartphones. This initiative aligns closely with our mission of connecting and supporting our communities.



For our 2025 metrics see the - [Our Performance in Data section](#).



Waste Management

We recognise the importance of minimising waste as part of our business operations and our role in promoting circular economy principles across our operations. By optimising waste management processes, partnering with sustainable suppliers and engaging customers in responsible disposal practices, we are actively working towards a more resource-efficient future.

Impacts, risks and opportunities related to waste are an essential consideration in our internal risk processes.

Our waste related impacts, risks and opportunities focus on the following areas:

- Compliance with waste management regulations
- Emissions and environmental pollution
- Community/consumer expectations
- Brand reputation
- Partnerships and collaborations

Our Approach

Waste forms a key part of our Integrated Management System (IMS). Our Environmental, Social and Governance Policy includes a commitment to ensuring all waste created at our facilities under employee control is recycled wherever possible. Our Waste Management Procedure establishes the minimum requirements for the identification, classification, handling, transportation and recycling or disposal of wastes generated by MFG.

Resource Inflows

As part of our Waste Management Procedure, we establish minimum requirements to ensure compliance with the waste hierarchy, prioritising waste prevention. To support this goal, personnel involved in purchasing aim to consider products with minimal or recyclable packaging, those made from recycled materials, and those containing fewer hazardous substances.

MFG strive to minimise the use of single use plastics throughout our operations where feasible. At our head office ceramic crockery, cutlery and glasses are provided to employees to limit the use of single use alternatives.

In relation to the design and construction of new sites, waste elimination and minimisation is considered during the project design stage. The final design of projects incorporates technologies and/or operating practices that reduce waste to the greatest extent possible, based on a cost-benefit analysis.

Commercial Waste

We have four main waste streams at our head office, including a dedicated kitchen waste station with bins for general waste, dry mixed recycling, glass and food waste. We continue to explore options to better understand our waste generation and assess contamination levels in each waste stream, with plans to develop this further throughout 2026.

Waste Regulation

The Simpler Recycling legislation, introduced under the UK Environment Act 2020, aims to standardise recycling practices nationwide. From 31 March 2025, all businesses in England with 10 or more full-time employees must comply with new requirements to separate waste before collection.

As a result, our forecourts have undergone a transformation in waste management, introducing separate waste streams for dry mixed recyclables, food waste and residual waste. This aligns with the national approach, which mandates clear segregation of these waste types.

Food Waste - Too Good to Go

As part of our commitment to sustainability and responsible business practices, we have partnered with Too Good To Go, a leading food waste reduction platform, to ensure surplus food from our 'food to go' partners does not go to waste. By leveraging the Too Good To Go app, we enable customers to purchase surplus fresh food at a discounted price, preventing food from being discarded while offering an affordable and convenient option to our community. Our customers and store managers are active participants in this initiative across our network of sites.

This partnership continues to help us to facilitate our contract managers in diverting surplus food from waste, aligning with our broader sustainability strategy and commitment to operating more sustainably across our business operations. In 2026, we will continue to target an increased uptake in the number of our stores listed on the Too Good To Go app.





Waste Management (continued)

Hazardous Waste

Hazardous waste is considered a key area due to its risk to people and the environment. Our highly trained, dedicated in-house environmental team works closely with accredited third-party consultants to manage environmental risks across our network around risks of land contamination and remediation. We commit to the responsible disposal of all hazardous waste to reduce the risk of pollution. We are focused on minimising and controlling the risks to the environment which might be associated with the storage, handling, sale and distribution of hydrocarbon oil and gas products and electric power.

Measures include:

- Ensuring that waste residues from forecourts are contained in specialist drainage systems and removed from sites regularly by qualified and competent contractors
- Identifying asbestos locations across the estate, and managing removal or encapsulation
- Obtaining environmental permits for all regulated facilities that we operate and ensuring that we comply with all conditions
- Ensuring that any waste materials in relation to development or construction activities are properly disposed of according to their waste classification by qualified and competent licenced waste carriers

Over the course of 2025, we have focused on improving our data collection processes – particularly for hazardous waste. Looking ahead to 2026, our goal is to integrate these processes into our data collection systems, enabling us to report on this information in the near future.





Business Conduct

Business Conduct and Corporate Culture

At MFG, we strive to uphold high standards of ethical business conduct, ensuring integrity, transparency and accountability across our business operations. Non-compliance with laws and regulations can lead to legal, financial, and reputational risks, impacting business continuity and access to capital. Bribery and corruption pose significant threats, potentially resulting in fines, legal action, and operational disruptions. To mitigate these risks, we prioritise whistleblower protection, enabling the prompt reporting and resolution of misconduct and strengthening compliance.

Our Approach

To manage and control our risks we have established robust policies and procedures to foster a strong corporate culture and prevent and detect unethical behaviour. We strive to ensure compliance with all applicable laws and regulations for each of the following sections

Whistleblowing Policy

We are committed to conducting business with honesty and integrity, and all employees are expected to uphold the highest standards. Any deviation from these expectations is not tolerated. A whistleblowing policy is in place which enables staff to report any suspected wrongdoing either in direct company activities or within the supply chain. Whistleblower reports are handled with the utmost confidentiality, any incidents are promptly escalated to the Board for review.

Anticorruption and Bribery Policy

We conduct our business operating in accordance with our Anti-Corruption and Bribery Policy. We maintain a zero-tolerance approach to bribery and corruption and expect all employees to fully comply with the Bribery Act 2010. The policy applies to everyone working for or on behalf of the company, including contractors, third-party representatives, and business partners. The Chief Operating Officer holds primary responsibility for the implementation and monitoring of it.

Fraud Policy

Our Fraud Policy is established to facilitate the controls that detect and prevent fraud against us and our parent company. It promotes consistent organisational behaviour and applies to all employees, owners, contract managers, and any third parties with a business relationship with the company. Investigations are conducted impartially, regardless of the suspected individual's position or relationship with the company. Management is responsible for detecting and preventing fraud, misappropriation, and other irregularities within their areas. The HR and Finance departments ensure confidentiality, and individuals reporting fraud are protected under the Whistleblowing Policy.

Cyber and Risk

We take cyber security seriously, with the monitoring, assessment, and prevention of threats and vulnerabilities serving as a key performance indicator. As cybersecurity becomes an increasing priority on the risk agenda, it remains central to our IT strategy, with continuous monitoring and rigorous testing in place. A failure to detect, monitor, and protect against cyber threats could disrupt services, compromise sensitive data, and result in financial loss or reputational damage, impacting our customers, employees, and suppliers. Our dedicated systems team proactively monitors and scans for threats, while all employees undergo regular mandatory training and receive ongoing communications to reinforce vigilance. Additionally, representatives participate in global system security forums led by our owners as part of their portfolio management, fostering knowledge sharing and collaborative risk management across its portfolio of investee companies.

Business Ethics Training

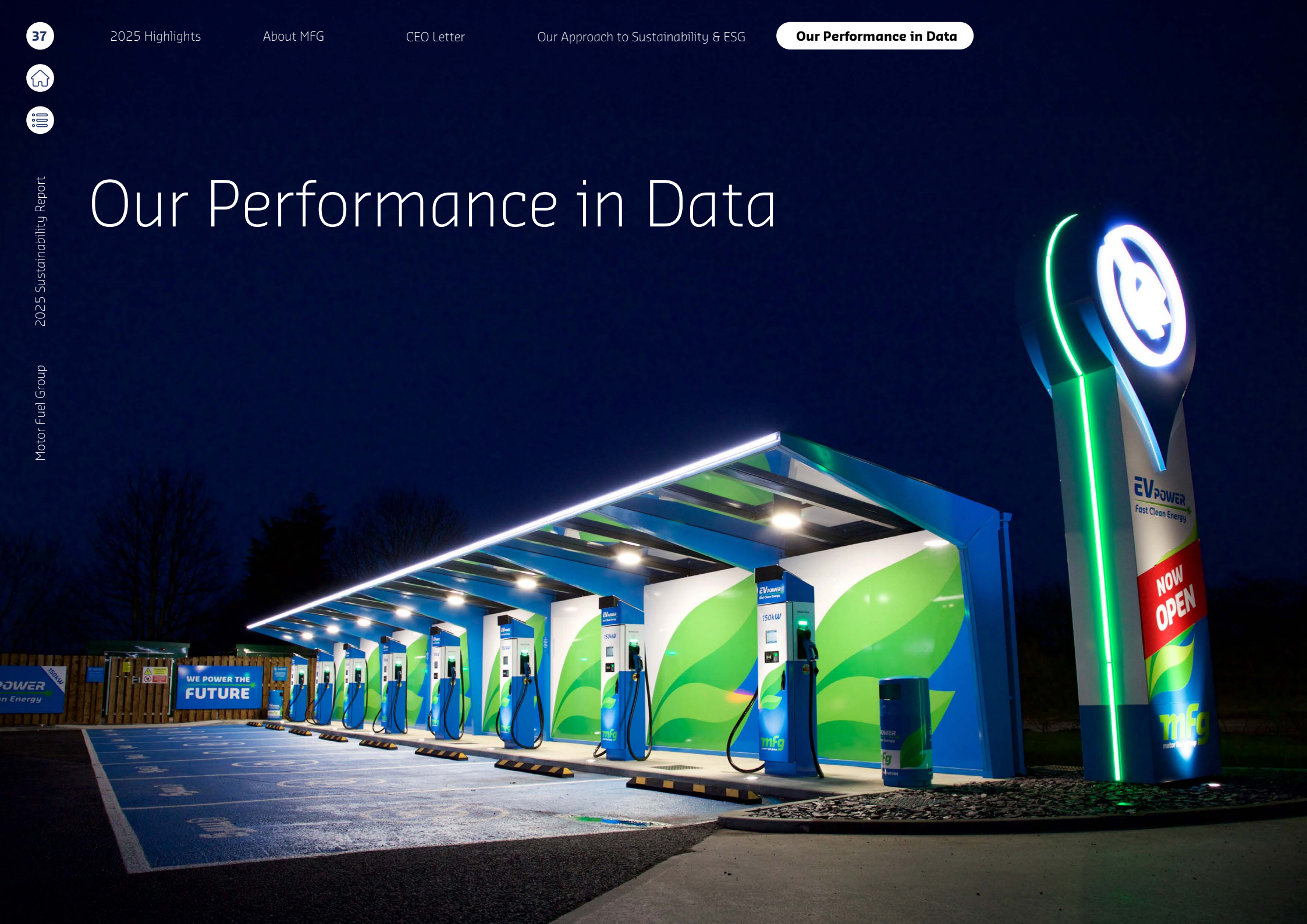
We provide comprehensive business ethics training to all employees to ensure they are well-equipped to navigate ethical challenges and make responsible decisions. This program aims to raise awareness of key ethical issues and provide employees with the tools to identify and address dilemmas effectively. Additionally, it fosters a speak-up culture where employees feel empowered to report concerns without fear of retaliation. Through this training, we strive to instill a strong understanding of our company's ethical values and compliance requirements, creating a workplace where integrity and responsibility guide all decisions.

Transparency and Reporting

We strive to maintain transparency in all aspects of our operations, ensuring that stakeholders have access to clear and accurate information regarding our business conduct, ethical practices, and overall performance. We recognise that transparency is vital in building trust and accountability, both within our organisation and with external partners.



Our Performance in Data



Our Performance in Data

This section outlines a data driven view of our progress across key sustainability metrics. By measuring our performance across these areas year on year we strive to showcase transparency, accountability and our progress in these areas. These metrics reflect our continued efforts to focus on sustainability across a varied and growing portfolio of assets.

In addition to our own internal processes and governance, MFG commissioned independent limited assurance on selected metrics. PricewaterhouseCoopers LLP (PwC) carried out a limited assurance engagement on selected ESG performance metrics for the year ending 31 December 2024 in accordance with International Standard on Assurance Engagements 3000 (revised) and 3410, issued by the International Auditing and Assurance Standards Board. A copy of PwC's report and our Reporting Criteria is on our website [here](#). For the results of that assurance see [here](#).

Over the course of 2024, MFG undertook an acquisition of 337 sites as part of a single deal. In line with our Sustainability Reporting Criteria this acquisition has been restated in our Report and Financial Statements Year to 31 December 2025 as well as in our performance data below.

Environment Data

Carbon Emissions Summary

Our carbon emissions are measured and reported in line with the Greenhouse Gas Protocol ('GHG Protocol'). We report against the UK Streamlined Energy and Carbon Reporting (SECR) which can be found on page 67 of our Annual Report ("Report and Financial Statements Year to 31 December 2025").

By disclosing this data, we aim to provide stakeholders with a clear understanding of our environmental impact and the steps we are taking to improve our operational efficiency.

	2025	2024 (restated)	2024
Scope 1 GHG emissions (tCO ₂ e)	4,082 *	3,819 ^{8 9}	3,360
Scope 2 (location based) GHG emissions (tCO ₂ e) ¹⁰	24,415 *	25,813 ^{8 9}	22,636
Scope 2 (market based) GHG emissions (tCO ₂ e) ¹¹	45 *	230 ^{8 9 12}	114
Scope 3 Category 6: business travel (grey fleet only) GHG emissions (tCO ₂ e)	308	329	329
Total gross (location based) GHG emissions (tCO ₂ e) ¹⁰	28,805	29,962 ^{8 9}	26,325
Total gross (market based) GHG emissions (tCO ₂ e) ¹¹	4,435	4,379 ^{8 9 12}	3,803

* This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance please see our Report on Selected ESG Performance Metrics for the year ended 31st Dec 2025 which provides an overview of selected ESG performance metrics for the year ended 31st December 2025, and can be found on our website [here](#).

8 Emissions have been restated due to the acquisition of 337 forecourts in 2024, for the 8-month period of ownership. This resulted in a restatement of Total Scope 1 emissions by 725 tCO₂e, Scope 2 location-based emissions by 3,140 tCO₂e, Scope 2 market-based emissions by 80 tCO₂e and Energy used to calculate the above emissions by 15,170 MWh. This has resulted in a decrease of 0.76 tCO₂e per million litres fuel sold (location-based) driven by additional fuel volumes from acquired forecourts.

9 Company car emissions for the prior year have been restated to reflect the availability of more accurate vehicle type classification data for hybrid vehicles, allowing for the use of the hybrid emission conversion factor where relevant rather than the petrol and diesel factors used previously. This resulted in a decrease in Scope 1 emissions by 266 tCO₂e, and an increase of Scope 2 location-based emissions by 37 tCO₂e.

10 Location based emissions refer to the greenhouse gases released based on the average energy mix of the local electricity grid. These have been calculated using the government published carbon emission factors.

11 Market based emissions are linked to the carbon intensity of the specific energy contracts in place.

12 Scope 2 market-based emissions were restated to account for additional supplier information related to 2 sites. This resulted in a restatement of 44 tCO₂e of Scope 2 market-based emissions. This therefore resulted in an increase of 0.01 tCO₂e per million litres fuel sold (market-based).

Our Performance in Data (continued)

Scope 1 Carbon Emissions Detail

	2025	2024 (restated)	2024
Gas emissions (tCO ₂ e)	28	27	27
Diesel emissions (tCO ₂ e)	7	114	114
Company owned vehicles emissions (tCO ₂ e)	352	403 ⁹	669
Fugitive emissions	3,694	3,275 ⁸	2,550

Scope 2 Carbon Emissions Detail

	2025	2024 (restated)	2024
Company owned vehicles emissions (tCO ₂ e)	45	37 ⁹	0
Purchased electricity (location-based) emissions (tCO ₂ e)	24,370	25,777 ⁸	22,636
Purchased electricity (market-based) emissions (tCO ₂ e)	45	194 ^{8 12}	114

Intensity Ratios

	2025	2024 (restated)	2024
tCO ₂ e per million litres of fuel sold (location based) ¹³	4.76	6.52 ^{8 9}	7.28
tCO ₂ e per million litres of fuel sold (market based) ¹³	0.73	0.95 ^{8 9 12}	1.05

Analysis of 2025 Emission Trends

Scope 1 emissions increased in the current year, contributing to a 1% rise in Total Gross market-based emissions compared to the previous year. This increase was driven by higher F-gas emissions associated with the onboarding maintenance of 337 newly acquired sites. Conversely, the use of diesel decreased during the year, resulting in a reduction of 107 tCO₂e.

Scope 2 emissions showed a significant decline and were the primary driver of the overall reduction in Total Gross location-based emissions, which decreased by 4% year on year. This reduction reflects the lower 2025 UK government electricity emissions conversion factor (driven by the continued decarbonisation of the electricity grid), as well as efficiency measures implemented across the portfolio. Scope 2 market-based emissions also decreased substantially, falling by 80% compared to 2024, following the transfer of contractual agreements across the portfolio to Renewable Energy Guarantee of Origin (REGO)-certified contracts.

Scope 3 (Grey Fleet) emissions decreased by 6%, largely due to reduced business travel. Business travel peaked in 2024 in connection with acquisition-related due diligence and onboarding activities.

The above changes contributed to a 27% reduction in total location-based emissions (tCO₂e) per million litres of fuel sold and a 23% reduction in market-based emissions (tCO₂e) per million litres of fuel sold.

¹³ Fuel refers to petrol and diesel fuel

Our Performance in Data (continued)

Energy Use

	2025	2024 (restated)	2024
Gas (kWh)	153,338	149,865 ⁸	147,609
Diesel (kWh)	27,929	477,189	477,189
Transport fuel (kWh)	1,769,456	1,874,881 ⁹	4,195,569
Purchased electricity (kWh)	137,685,241	124,487,035 ⁸	109,319,308
Onsite generated electricity (solar PV) (kWh)	2,577,811	1,149,864 ⁸	1,149,631
Total energy use (MWh)	142,214	126,989 ^{8 9}	114,140

	2025	2024 (restated)	2024
% electricity consumption covered by renewable energy (%) ¹⁴	100%*	98.9% ⁸	99.7%

* This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance please see our Report on Selected ESG Performance Metrics for the year ended 31st Dec 2025 which provides an overview of selected ESG performance metrics for the year ended 31st December 2025, and can be found on our website [here](#).

¹⁴ Electricity either procured on a renewable tariff or covered by a REGO certificate.

EV

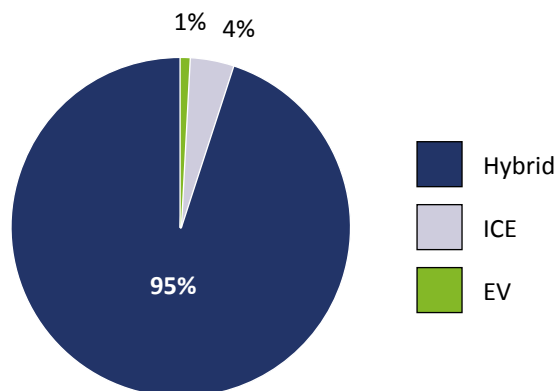
	2025	2024
Total number of 'live' EV charging units at year end	1,371 *	841
Total number of kWh sold (kWh)	61,278,295 *	42,707,545
Reliability of EV chargers (%)	99.49% *	99.55%

* This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance please see our Report on Selected ESG Performance Metrics for the year ended 31st Dec 2025 which provides an overview of selected ESG performance metrics for the year ended 31st December 2025, and can be found on our website [here](#).



Our Performance in Data (continued)

Fleet Breakdown



	2025 ¹⁵	2024 ¹⁶
% fleet internal combustion engine (ICE)	4%	15%
% fleet hybrid	95%	83%
% fleet EV	1%	3%

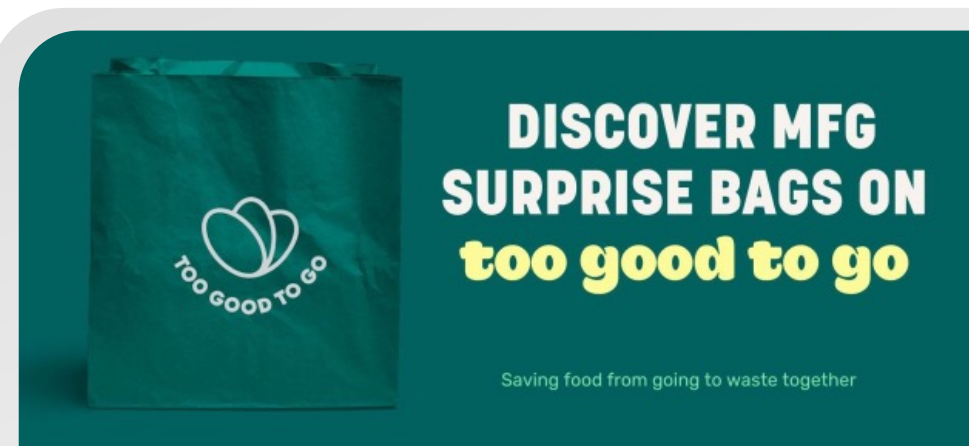
Fuel Spills

	2025 ¹⁵	2024 ¹⁶
Litres of fuel lost to ground (l)	0	0

¹⁵ As of year-end 2025

¹⁶ As of year-end 2024

Too Good To Go



Too Good to Go (TGTG) is an organisation linking consumers with restaurants, cafes, supermarkets and other food outlets. Instead of their food going to waste, participating businesses sell it at a discounted price via their mobile app.

Total net revenue refers to the total MFG sites earn from bags saved. kgCO₂ avoided is calculated on the assumption that an average bag saved weighs 1 kg, which on average generates a CO₂ footprint of 2.7 kg. Sites on TGTG refer to the total number of sites on the app (whether active or inactive) at year end, whereas active sites are those which have listed at least one bag within the last 3 months of the year.

	2025	2024
Bags Saved ¹⁷	395,559	279,500
Total Net Revenue (£) ¹⁷	869,019	600,872
CO ₂ Avoided (kg) ¹⁷	1,068,009	754,650
Sites on TGTG ¹⁷	683	512
Active Sites on TGTG ¹⁷	588	366

¹⁷ All Too Good To Go figures are third party data

Our Performance in Data (continued)

Social Data

Training

	2025	2024
Total HSE training hours ¹⁸	7.14	2.68
Percentage of employees receiving regular performance and career development reviews	100%	100%

¹⁸ Refers to Health, Safety and Environment (HSE) training hours only and is not inclusive of all training hours completed across the business.

Health & Safety

	2025	2024
Employee accident rate (per 200,000 hours)	0.76 ¹⁹	0.51
Contract Manager accident rate (per 200,000 hours)	0.21	0.27
Near misses (per 200,000 hours)	10.27	15.9

¹⁹ The increase is attributable to a reduction in total employee headcount, not to any growth in the absolute number of accidents.

Gender Diversity

For information on our gender diversity within the Group as at 31 December 2025 please refer to page 73 of our Annual Report ("Report and Financial Statements Year to 31 December 2025").





Our Performance in Data (continued)

Governance Data

Whistleblowing

	2025 ²⁰	2024 ²¹
Total number of reports made to the whistleblowing hotline ²²	0	0

²² Whistleblowing cases are reported via the internal dedicated tipline, in line with our Whistleblowing Policy which references the UK government guidance on whistleblowing.

Corruption

	2025 ²⁰	2024 ²¹
Confirmed cases of corruption ²³	0	0

²³ Include any verified occurrences of bribery, fraud, extortion, collusion, money laundering, or related corrupt practices under MFGs control during the reporting period.

Anti-competitive behaviour

	2025 ²⁰	2024 ²¹
Number of legal actions related to anti-competitive practices ²⁴	0	0

²⁴ The number of legal actions pending or completed during the reporting period in which MFG has been identified as a participant, relating to anti-competitive behaviour (including anti-trust and monopoly practices) across all operations and legal entities under MFGs control.

Non-discrimination

	2025 ²⁰	2024 ²¹
Reported cases of discrimination ²⁵	0	0

²⁵ Discrimination is defined as the act and result of treating persons unequally on the grounds of race, colour, sex, religion, political opinion, national extraction or social origin, as defined by the ILO.

Information Security

	2025 ²⁰	2024 ²¹
Number of confirmed data breaches ²⁶	0	0

²⁶ Any unauthorised occurrence that jeopardises confidentiality, integrity or availability MFGs information systems or the data they contain, across all controlled operations.

²⁰ As of year-end 2025

²¹ As of year-end 2024





Our Performance in Data

Directors' Statement on CD&R Firefly Holdco Limited's 2025 Sustainability Report

As the Directors of CD&R Firefly Holdco Limited we confirm that we are solely responsible for the preparation of the "2025 Sustainability Report" including this Directors' Statement and for reporting the selected ESG metrics, as defined below, in accordance with the Reporting Criteria (which can be found on our website [here](#)) and ensuring that the reported information is supported by appropriate books and records.

The selected ESG performance metrics include:

- Scope 1 GHG emissions (tco2e)
- Scope 2 (location based) GHG emissions (tco2e)
- Scope 2 (market based) GHG emissions (tco2e)
- % electricity consumption covered by renewable energy (%)
- Total number of 'live' EV charging units at year end
- Total number of kWh sold (kWh)
- Reliability of EV chargers (%)

We confirm, to the best of our knowledge and belief, that we have:

- Designed, implemented and maintained internal controls and processes over information relevant to the measurement, evaluation and preparation of the selected ESG performance metrics that is free from material misstatement, whether due to fraud or error;
- Established objective Reporting Criteria that is appropriate for preparing and presenting the selected ESG performance metrics to meet, including clear definition of the entity's organisational boundaries, and applied them consistently;
- Presented information, including the Reporting Criteria, in a manner that provides relevant, complete, reliable, unbiased/neutral, comparable and understandable information;
- Reported the selected ESG performance metrics in accordance with the Reporting Criteria.

Simon Lane

Chief Financial Officer

For and on behalf of the Board of Directors of CD&R Firefly Holdco Limited

01.06.26

Global Reporting Initiative (GRI) Index

Statement of use: CD&R Firefly Holdco Limited (MFG) has reported the information cited in this GRI content index for the period 1 January to 31 December 2025 with reference to the GRI Standards. GRI 1 used: GRI 1: Foundation 2021

Area	GRI Standard	Disclosure	Code	Reference
Governance	201: Economic performance	Management approach	201	See our annual report: CD&R Firefly Holdco Ltd – Report and Financial Statements – Year to 31 December 2025
		Direct economic value generated and distributed	201-1	
		Financial implications and other risks and opportunities due to climate change	201-2	
Governance	205: Anti-corruption	Management approach	205	See page 36 Business Conduct , as well as quantitative information on page 43 Our Performance in Data
		Operations assessed for risks related to corruption	205-1	
		Communication and training about anti-corruption policies and procedures	205-2	
		Confirmed incidents of corruption and actions taken	205-3	
Governance	206: Anti-competitive Behaviour	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	206-1	See quantitative information on page 43 Our Performance in Data
Governance	207: Tax	Management approach	207	See our annual report: CD&R Firefly Holdco Ltd – Report and Financial Statements – Year to 31 December 2025
		Approach to tax	207-1	
		Tax governance, control, and risk management	207-2	
		Stakeholder engagement and management of concerns related to tax	207-3	
		Country-by-country reporting	207-4	
Environment	302: Energy	Management approach	302	See page 13-14 Climate Change - Own Operations , page 16-17 Climate Change Action as well as quantitative information on page 38 Our Performance in Data
		Energy consumption within the organisation	302-1	
		Energy consumption outside the organisation	302-2	
		Energy intensity	302-3	
		Reduction of energy consumption	302-4	
		Reductions in energy requirements of products and services	302-5	

Global Reporting Initiative (GRI) Index (continued)

Area	GRI Standard	Disclosure	Code	Reference
Environment	303: Water and Effluents	Management approach	303	See page 31 Pollution and page 32 Water
Environment	305: Emissions	Management approach	305	See page 14 Climate Change - Own Operations , page 17 Climate Change Action as well as quantitative information on page 37-38 Our Performance in Data
		Direct (Scope 1) GHG emissions	305-1	
		Energy indirect (Scope 2) GHG emissions	305-2	
		Other indirect (Scope 3) GHG emissions	305-3	
		GHG emissions intensity	305-4	
Environment	306: Effluents and Waste	Significant spills	306-3	See page 31 Pollution , as well as quantitative information on page 39 Our Performance in Data
		Management approach	306	See page 34-35 Waste Management
Environment	306: Waste	Waste generation and significant waste-related impacts	306-1	
		Management of significant waste-related impacts	306-2	
		Waste diverted from disposal	306-4	
Social	401: Employment	Management approach	401	See page 28-30 Our People , as well as quantitative information on page 42 Our Performance in Data
		New employee hires and employee turnover	401-1	
Social	403: Occupational Health and Safety	Management approach	403	See page 33 Site Safety , as well as quantitative information on page 42 Our Performance in Data
		Occupational health and safety management system	403-1	
		Hazard identification, risk assessment, and incident investigation	403-2	
		Worker training on occupational health and safety	403-5	
		Work-related injuries	403-9	

Global Reporting Initiative (GRI) Index (continued)

Area	GRI Standard	Disclosure	Code	Reference
Social	404: Training and Education	Management approach	404	See page 30 Our People , as well as quantitative information on page 42 Our Performance in Data
		Average hours of training per year per employee	404-1	
		Percentage of employees receiving regular performance and career development reviews	404-3	
Social	405: Diversity and Equal Opportunity	Management approach	405	See page 28-29 Our People
Social	406: Non-discrimination	Management approach	406	See page 28-29 Our People , as well as quantitative information on page 43 Our Performance in Data
		Incidents of discrimination and corrective actions taken	406-1	
Social	409: Forced or Compulsory labour	Management approach	409	See page 28 Our People
Social	416: Customer Health and Safety	Management approach	416	See page 33, Site Safety , as well as quantitative information on page 42, Our Performance in Data
Social	418: Customer Privacy	Management approach	418	See page 33 Site Safety
		Substantiated complaints concerning breaches of customer privacy and losses of customer data	418-1	

Sustainability Accounting Standards Board (SASB) Index

The table below highlights sections of our 2025 public disclosures that include information related to the SASB Standards for the two sectors that are most closely aligned to our business: Oil & Gas and Food Distribution. Unless otherwise noted all data and descriptions apply to MFG.

Area	Topic	SASB code	Accounting metric	Unit of measure	Reference (/page number)
Oil and Gas Refining Standard					
Environment	Greenhouse Gas Emissions	EM-RM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limited regulations	Metric tonnes (t) CO2e	See page 38 Our Performance in Data
Social Capital	Workforce Health & Safety	EM-RM-320a.1	Total recordable incident rate (TRIR)	Rate	See page 33 Site Safety , as well as quantitative information on page 42 Our Performance in Data
		EM-RM-320a.1	Fatality rate	Rate	
		EM-RM-320a.2	Discussion of management systems used to integrate a culture of safety	n/a	

Area	Topic	SASB code	Accounting metric	Unit of measure	Reference (/page number)
Food Retailers and Distributors Standard					
Environment	Fleet Fuel Management	FB-FR-110a.1	Fleet fuel consumed	Gigajoules (GJ)	See page 39 Our Performance in Data
Environment	Air Emissions from Refrigeration	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	Metric tonnes (t) CO2e	See page 39 Our Performance in Data
Environment	Energy Management	FB-FR-130a.1	Operational energy consumed	Gigajoules (GJ)	See page 40 Our Performance in Data
			Percentage renewable	Percentage (%)	
Leadership & Governance	Data Security	FB-FR-230a.1	Number of data breaches	Number	See page 43 Our Performance in Data



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Certain information set forth in this presentation contains “forward-looking information”, including “future-oriented financial information” and “financial outlook”, under applicable laws (collectively referred to herein as forward-looking statements). Forward-looking statements are provided to allow interested parties the opportunity to understand management’s beliefs and opinions in respect of the future.

These statements are not guarantees of future performance and undue reliance should not be placed on them. Although forward-looking statements contained in this presentation are based upon what management of the Company believes are reasonable assumptions, there can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. The Company undertakes no obligation to update forward-looking statements if circumstances or management’s estimates or opinions should change except as required by applicable securities laws.

