



MONRO

*ESG Report
Fiscal Year 2025*

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About This Report

This is Monro's fifth report disclosing how we integrate Environmental, Social, and Governance (ESG) factors into our corporate decision-making and strategy. To Monro, this is an important part of building a more sustainable company, including creating an inclusive and thriving culture for our Teammates, delivering world-class service to our Guests, positively impacting the communities where we operate, and making sustainable environmental decisions.

This report maps to certain Sustainability Accounting Standards Board (SASB) factors for the Multiline & Specialty Retailers and Auto Parts industries. As we make progress on our environmental initiatives and as it makes sense for our business, we consider the framework of the Task Force on Climate-related Financial Disclosure (TCFD). We expect to update and publish this report annually. All data is as of the end of Fiscal Year 2025, ended on March 29, 2025 (Fiscal 2025), except when noted.

Unless otherwise indicated, the data presented in the report is unaudited and should not be relied upon when making investment decisions.



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Letter From Peter Fitzsimmons, President & CEO

Dear Monro Stakeholders,

At Monro, operational excellence and responsible business practices are core to how we drive growth, build strong relationships, and deliver lasting value for our stakeholders. As Monro's new CEO, I'm energized by the opportunity to lead this great organization into the next chapter of the Company's evolution, and I'm pleased to share in our fifth annual ESG report, which highlights the progress we've been making over the last year.

For our Guests, we continue to invest in innovations that enhance their experience and build trust. Our ConfiDrive digital courtesy performance review process, now implemented in all our Stores, has transformed how we serve them. This tablet-based technology not only aims to improve consistency and effectiveness but also provides our Store teams with the tools to educate our Guests on the overall health and safety of their vehicles. Capturing structured vehicle data gives us more control over a key in-store process, giving us the ability to have an ongoing relationship with each Guest as we aim to drive consistent growth in our tire and high-margin service categories.

Additionally, our investments in customer relationship management, including expanded call center outreach and proactive service reminders, enables customer queries to be handled more effectively, as well as allows for a more personalized experience. Our goals are: to build trust, deliver value, and work towards our Guests receiving a consistent level of service and care.

Just as our Guests are at the center of our business, so too are our Teammates—the dedicated professionals who power our operations every day. We are One Team – One Monro. We recognize that the retention of skilled Technicians is critical to delivering exceptional service, and we are proud to see strong retention among our

most seasoned professionals. By fostering a supportive work environment, workplace safety initiatives, investing in training and development, and ensuring fair improving wages based on productivity, we create opportunities for our Teammates to thrive. Their dedication and expertise are the backbone of our success, and we remain committed to creating a supportive, rewarding workplace that empowers them to grow.

As we move forward, I'm optimistic about the opportunities that lie ahead for Monro. I look forward to working with the Board and management team on developing and executing on our performance-related initiatives, while remaining focused on our commitment to excellence as one of the leading automotive service and tire dealers in the United States. This means creating lifetime relationships with our Guests and building a culture of people first. It also means making progress on our 2028 goals of having 100% LED lighting in our Stores and improving workers' compensation frequency claim rates by 30% —both of which are central to our ESG efforts.

We believe that by doing business the right way, we can continue to build resilience and create value for Guests, Teammates, and communities.

Thank you for being a part of our journey.

Sincerely,



Peter D. Fitzsimmons, President & CEO



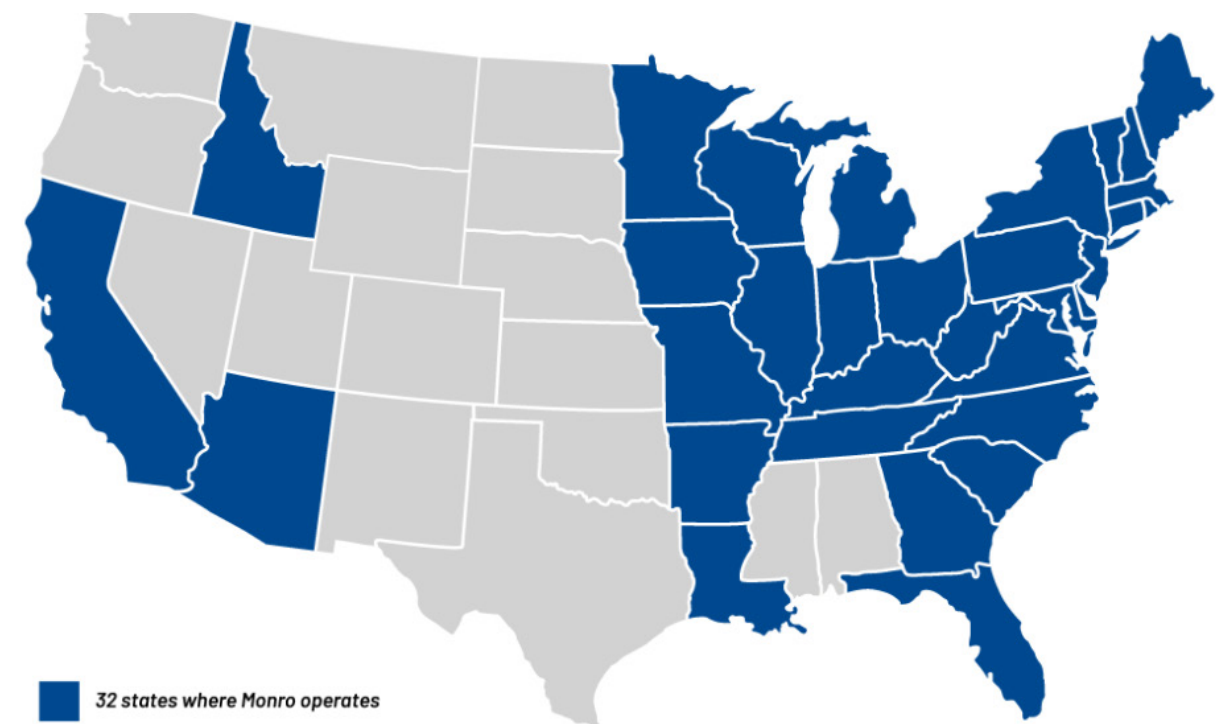
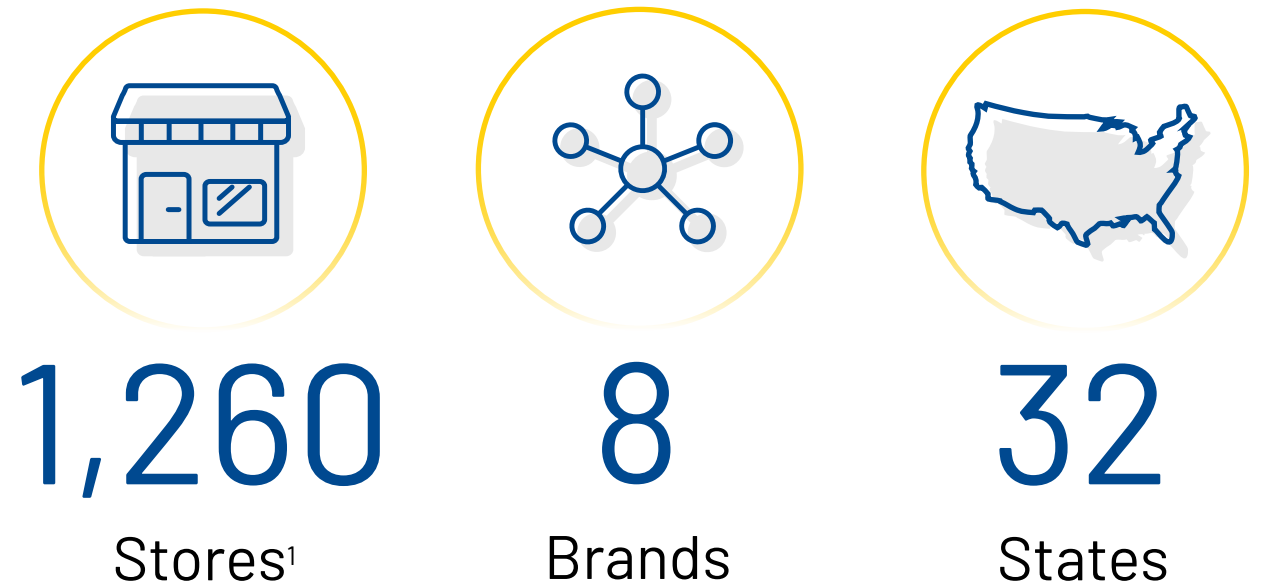
Monro at a Glance

Monro, Inc. is one of the leading providers of retail tire and automotive repair services in the United States. We operate in 32 states nationwide, including the Mid-Atlantic, New England, and portions of the Great Lakes, Midwest, Southeast, and West. As of March 29, 2025, we had 1,260 Company-operated Stores and 47 franchised locations¹. During Fiscal 2025, we serviced approximately 4.2 million vehicles. Our primary retail Store locations are in high-visibility suburban areas, small towns, and major metropolitan areas.

Through our strong brand portfolio, we offer a broad range of services for passenger cars, light trucks, and vans. These services are delivered by our highly skilled and certified Technicians, who undergo ongoing training to ensure expertise in routine automotive maintenance — brakes, mufflers and exhaust systems, steering, drive train, and suspension work — as well as replacement tires, alignments, tire-related services, and under-car repairs.

During our 69-year history, we have adapted our business model to stay relevant to our customers, referred to as “Guests”. We transformed from an exhaust-focused Company to a comprehensive offering of automotive maintenance and repair services and tire sales and service. The industry continues to change, and we are preparing our Teammates to service the next generation of vehicles, including in geographic areas emphasizing vehicles with electric and battery components.

The Monro, Inc. brand portfolio features quality brands, including:



Our Vision and Values

Our Vision

To be America's leading auto and tire service centers, trusted by our Guests as the best place in their neighborhoods for quality automotive service and tires. We do this by exceeding our Guests' expectations with consistent value provided by a committed, knowledgeable organization of friendly and professional Teammates.



Exceed our Guests' expectations.



Provide consistent value.



Build a committed, knowledgeable organization of friendly and professional Teammates.

Our Values

At Monro, our core values serve as the foundation of our decision-making, with health, safety, and environmental, and social responsibility considerations playing an important role in our strategic planning. We are committed to embedding responsible business practices and continuously enhancing operations and stakeholder relationships – including relationships with our Guests, Teammates, investors, vendors, suppliers, and the communities we serve. We do this to strengthen our business resilience, foster long-term sustainable value creation, and support the delivery of broader strategic objectives.



LEADERSHIP

Having a vision and the courage to shape a better future.



DIVERSITY

We represent the communities and Guests we serve.



INTEGRITY

We are open, honest and trustworthy in all our actions.



QUALITY

What we do, we do well.



COLLABORATION

Teamwork brings out our best.



OWNERSHIP

A culture that instills accountability and empowerment.



URGENCY

We cherish the truth, initiative and winning.



SHAREHOLDER VALUE

A balanced horizon and steward of our people and capital.

Governance



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Board Structure, Independence & Composition

Monro's corporate governance practices help to promote strong Board and management accountability and to create long term value for our broad range of stakeholders. Our Board of Directors oversees and monitors important governance issues, including risk management, board composition and refreshment, executive compensation, and ESG matters. ESG-related items are the specific responsibility of the Nominating and Corporate Responsibility Committee. Our governance framework and practices, which are rooted in our commitment to operating with integrity, are enshrined within our Corporate Governance Guidelines and Code of Ethics. Detailed information on our corporate governance structures, processes, and practices can be found in our Fiscal 2025 Proxy Statement.

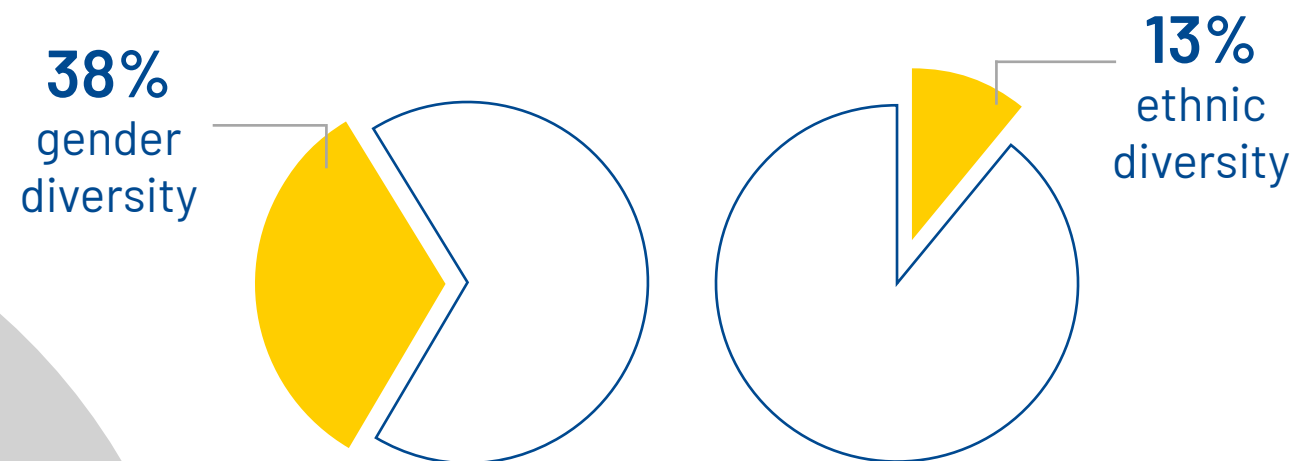
Led by an independent Chair, the Board fulfills its mandate directly and through its four standing committees, three of which are composed solely of independent directors. During Fiscal 2025, the Board consisted of nine members, eight of whom are classified as independent under the Nasdaq listing standards and the Board's own independence guidelines.¹ Members have a diverse range of experience, skill sets, and perspectives to support our long-term strategic goals. To ensure new ideas and fresh perspectives are added, the Board considers ongoing refreshment to be important. Six new directors, five of them independent, have joined the Board since 2017.¹

The Nominating and Corporate Responsibility Committee's Charter includes a commitment to a regular Board self-assessment process and to endeavor to include a broad range of candidate background, experience, and expertise in each pool of Board candidates. We believe that this contributes to the Board's overall effectiveness in meeting its responsibilities.

As part of our commitment to shareholders, we continually evaluate our governance practices. Recent changes include no longer having a classified Board and implementing our equity capital structure recapitalization.

¹Statement reflective of the majority of Fiscal 2025

Board Diversity



Shareholder Outreach and Engagement

We believe effective corporate governance includes regular engagement with shareholders regarding areas of interest or concern. This allows us to solicit input, understand perspectives, and respond to questions about Company matters on a wide range of topics. Members of our Senior Management Team maintain regular contact with investors through various forums, including quarterly earnings calls, individual meetings, and other communication channels. During Fiscal 2025, topics covered in addition to regular business updates included governance, Teammate initiatives, and environmental reporting matters. Board members may also be involved in engagement conversations, and where appropriate, feedback is given to senior management and the full Board.

ESG Oversight

Monro's ESG efforts are an important lens through which we identify risks and opportunities that could meaningfully impact our business resiliency over the long-term.

BOARD LEVEL

Monro Board – Receives updates periodically at regularly scheduled meetings.

Nominating and Corporate Responsibility (CR) Committee – Has primary oversight responsibility, including reviewing and advising on strategy and reporting.

Regular communication on CR/ESG efforts

EXECUTIVE MANAGEMENT LEVEL

Executive Vice President – Chief Legal Officer – Leads ESG efforts and communicates regular updates to the Board.

Senior Leadership Team – Led by the CEO and supported by the ESG Working Group, determines strategy and vision, follows progress, and sets goals and targets.



In Fiscal 2024, we conducted our first ESG materiality analysis to help identify risks and opportunities that could meaningfully impact our business resiliency over the long term. The process included feedback from investors, the Board, Teammates in field leadership positions, senior leaders and the Company's ESG Working Group. We also included consideration for our communities and Guests. This process enabled us to have deeper alignment and understanding of key sustainability drivers and the broader business-related challenges and opportunities we face, allowing us to focus our efforts and resources where they will impact our people – Guests and Teammates alike.

Our Material Topics



Governance

- ▶ Corporate Governance, Ethics, and Compliance
- ▶ Data Privacy and Cybersecurity



Teammates

- ▶ Employee Health, Safety, and Well-being
- ▶ Employee Pay and Benefits
- ▶ Teammate Talent Management



Guests

- ▶ Customer Service
- ▶ Responsible Supply Chain Sourcing



Communities

- ▶ Community Engagement



Environment

- ▶ Electrification and Clean Technology Opportunities
- ▶ Energy and Emissions
- ▶ Recycling and Waste Management



Code of Ethics

Building and maintaining a reputation of integrity and quality throughout the organization is vital to the Company's success and achieving our vision of being a trusted leader in our industry. The Board of Directors' Audit Committee and the Senior Compliance Officer have oversight of our ethics practices, including adherence to the Code of Ethics (Code).

Our Code requires Teammates and Board members to follow the highest standards for ethical conduct, including proper procedures for dealing with actual or apparent conflicts of interest. It also prohibits any form of bribery or corruption and does not tolerate discrimination based on characteristics such as age, disability, family status, race, religion, sexual orientation, or other personal characteristics.

In Fiscal 2025, all Monro management-level Teammates in corporate, as well as those in field leadership roles received training on the Code, which outlines our expectations for ethical behavior, compliance with applicable laws, and our commitment to integrity in all aspects of our business.

Monro maintains an independent, bilingual, 24/7 hotline for reports of potential violations of, or concerns with, the Code or other related business practices. Reports or grievances may be made anonymously, and if identified, it is Monro's policy to prohibit retaliation against anyone who, in good faith, reports possible Code violations. The Audit Committee of the Board, as well as Monro's Senior Compliance Officer, Vice President of Human Resources, and head of Internal Audit, monitor all matters reported through the hotline. The appropriate level of management, as directed by the Senior Compliance Officer, then investigates each hotline call. A summary of each call is reported to and reviewed with, the Audit Committee on a quarterly basis.



**Anonymous Whistleblower Hotline
(Third Party Contact)**

1-866-494-3161, PIN 4150

**Available and proactively
communicated to Teammates**

Data Privacy and Cybersecurity

Monro maintains data privacy and cybersecurity programs designed to provide structured and thorough risk management and governance. Our policies and practices are regularly updated and enhanced, incorporating industry standards and insights gained from audits and internal and external evaluations of our processes. Ensuring strong data privacy and cybersecurity practices is fundamental to maintaining Guest trust and supporting our broader business objectives, including seamless digital experiences and long-term integrity.

The Board's Audit Committee actively oversees data privacy and cybersecurity matters and receives quarterly reports from management. At the senior management level, our Senior Vice President – Chief Information Officer, who serves as our Chief Information Security Officer (CISO), has operational responsibility for the Company's privacy and information security functions and plays a key role in informing the Audit Committee on key risks.

Privacy

Our responsibility is to safeguard our Guests' and Teammates' information. Monro's privacy policies and consumer and employee protection procedures follow the California Privacy Rights and Enforcement Act (CPRA). The CPRA carries the strictest state standards in the United States, and it applies to all our Stores, irrespective of location. As other states evolve their approach, we analyze and assess the requirements and implications of each state's enacted and/or proposed consumer and employee data privacy laws.

Our [privacy policy](#), applicable to 100% of our operations, details our Guests' rights, how and why we collect information to better serve them, and how they can opt out of communications from us. In addition, Monro requires that third parties with access to company data maintain thorough data privacy standards that align with our security requirements.

As we focus on enhancing the Guest experience through additional digital options such as mobile apps, online booking and check-in, and text messaging, we continuously prioritize Guest privacy and data security.



Cybersecurity

Our cybersecurity approach is aligned with industry-wide recognized standards, such as the National Institute of Standards and Technology (NIST) Cybersecurity Framework. Our program prioritizes, among other things, the prevention of unauthorized access, protection of sensitive information, detection, assessment, and response to cybersecurity threats, and continuous improvement of our cybersecurity measures. The Company has established comprehensive incident response and recovery plans, regularly tests and evaluates the effectiveness of those plans, and maintains cybersecurity risk insurance.

Our cybersecurity program includes a set of controls and priorities with a multi-pronged approach that includes:

- ▶ **Cybersecurity Awareness:** Quarterly required cybersecurity awareness training for Teammates, weekly phishing simulation testing with consequences for failure, and other awareness campaigns – including, but not limited to, handling of sensitive data for Store Support Center Teammates. During the year, 89% of all Teammates were trained.
- ▶ **Security Operations:** A dedicated security operations team that monitors, analyzes, and responds to security threats 24/7.
- ▶ **Threat Detection:** Intrusion, detection, and prevention systems.
- ▶ **Expert Engagement:** Engagement with external professionals, including cybersecurity experts, consultants, auditors, and legal counsel, to leverage their specialized knowledge and experience.
- ▶ **Third-Party Risk Management:** Processes to identify, prioritize, assess, mitigate, and remediate risks associated with third-party service providers, including requiring them to have certified standards and employee training.
- ▶ **Vulnerability Management:** Regularly patching and updating software to fix security flaws. Conducting penetration testing and vulnerability assessments.
- ▶ **Email Security:** Proactively block millions of incoming emails each year, to protect against phishing, spam, and other cybersecurity threats.

The Company continuously assesses cybersecurity risks, including evaluating and implementing technical safeguards to protect its information systems from cybersecurity threats. We regularly assess new and emerging risks and evolving legal and compliance requirements. We also evaluate the effectiveness and maturity of our cyber defenses through internal audits, targeted testing, incident response exercises, maturity assessments, and industry benchmarking.

In the event of a cybersecurity incident, a cross-functional team led by the CISO and Chief Legal Officer is equipped with a well-defined Incident Response Plan (IRP). The IRP includes, among other things, immediate actions to reduce the impact of the incident and long-term strategies for preventing future incidents.

For additional information on Monro's cybersecurity program, including risk management, strategy, and governance, see Item 1C. Cybersecurity of [Monro's 10-K](#) filed on May 28, 2025.



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Our Strategic Approach

Our Teammates' success leads to Monro's success as we look to provide consistent, best-in-class service to our Guests. We aim to carry out a Teammate-first approach to our strategy that helps us attract, develop, and retain a highly engaged workforce. To achieve this, we prioritize safety, fair compensation, workforce development, and inclusion.

Safety is our priority. We strive to create an environment where Guests feel secure and every Teammate can work with confidence in a supportive setting. A strong safety culture protects our employees, enhances operational efficiency, reduces downtime, and builds trust with Guests. As we work to enhance accountability, we have expanded our progress-tracking dashboard to include metrics such as recordable incidents.

Our approach has evolved in recent years to become a proactive driver of business improvements, seeking to connect a long-term management strategy with operational success. An example of this effort in Fiscal 2025 has been reforming a Technician's experience in the first 90 days of employment through more frequent formalized check-ins and administrative onboarding. This includes assisting with the enrollment process for Monro's health care and 401(k) plans, ensuring proper uniforms are received, and integrating new Technicians into our incentive-based compensation plans to promote understanding, motivation, and productivity.

We believe that fair wages, linked to productivity and a well-structured compensation model, are fundamental to workforce stability, engagement, and service excellence. We continue to progress towards unifying all Store Teammates under a consistent pay structure and providing a single Teammate portal where Teammates can access pay stubs, benefit information, and key development materials such as training and career development plans.





Safety

Ensuring a safe workplace in the highly technical environment of auto repair facilities is fundamental to putting people first and helping Teammates deliver consistent, high-quality services to Guests. Our safety protocols are designed to mitigate the challenges of our Technicians' jobs while they perform tasks such as operating different types of machinery, handling hazardous materials, and wearing required personal protective equipment to keep them safe. We maintain a zero-tolerance policy for unsafe practices, reinforcing strict compliance with safety standards at every business level. This commitment is embedded in our governance structure, with oversight from the Audit Committee of the Board of Directors and direct leadership provided by the Vice President - Risk & Safety Management.

We maintain more than 25 formal health and safety policies based on Occupational Safety and Health Administration (OSHA) guidelines, as well as the American National Standards Institute (ANSI). These policies cover a comprehensive range of specific operational areas, such as using power equipment and lifts, handling hazardous materials, and correctly using safety equipment. Each policy is enforced with formal training, monitoring, and oversight from the Board, senior corporate leaders, District Managers, and Store Managers.

Our approach includes a safety philosophy which serves as the structure for implementing our program of *"Be a Safety H.E.R.O.: Highly-Valued, Empowered, Responsible, Outperformer."* This program aims to emphasize the collaborative nature of safety and encourage each Teammate to take ownership of their personal safety and the safety of their fellow Teammates.

Our ongoing safety initiatives include:

- ▶ **Standardizing Safety Preparedness:** A national safety supplies program to ensure consistent safety standards across all Stores, including essential equipment such as eye wash stations and first aid kits.
- ▶ **Enhancing Ergonomic Safety Training:** Development of ergonomics training videos, using data analytics to address causes of common sprains and strain incidents, a leading cause of workers' compensation claims. We will deploy these videos in Fiscal 2026, which will further enhance our comprehensive training program across our Stores.
- ▶ **Strengthening Emergency Response Protocols:** Conducted training of all Teammates on how to respond to bloodborne pathogen incidents.
- ▶ **Improving Incident Response and Reporting:** Continued focus to educate Teammates on response training and reporting of workers' compensation incidents.
- ▶ **Increasing Safety Training Frequency:** Expanded safety training for all new hires, ensuring a stronger foundation in workplace safety from day one.

Risk Analysis

An essential component of our safety process is incident investigation. Should an incident occur, steps are taken to conduct a formal and thorough analysis of the incident involving the District Manager and Store Manager, resulting in a detailed document. This root cause analysis is completed with the assistance of the Vice President — Risk & Safety Management and other members of the Risk Management Team. Then, proactive plans and next steps are implemented to address safety-related patterns identified during the analysis.

Our risk analysis also includes tracking metrics, such as benchmarking frequency rates in claims and dollars and, most recently, Total Recordable Incident Rate (TRIR) and Lost Time Incident Rates (LTIR). During the year we were able to integrate these latter metrics more fully into our safety management process and include them in this report for transparency on our safety record.

In Fiscal 2025, we enhanced District Manager training on risk management through direct engagement with our risk management team and meeting with all newly hired District managers. This helps further strengthen our ability to measure and manage risk at the store level.

Throughout the year we conducted 23 standalone training programs across our entire organization, and in Fiscal 2025, achieved an 82% completion rate for our safety training programs. These programs reinforce our commitment to a well-informed and prepared workforce.

We continue to refine our safety training with a key focus on ongoing efforts to improve the quality and impact of our training. To achieve this, we strive for multiple training opportunities throughout the year. All Store Teammates receive safety training through Monro University, our online platform that provides training and certification programs based on a Teammate's job position. This platform's programs are developed directly by Monro or a third party and include aspects such as Workplace Violence Training, hazard communication, proper waste management, and vehicle lifting.

Accountability

Monthly safety scorecards used by District Managers and Risk and Safety Managers bring analysis, ownership, and accountability to our program. We also have a focus on real-time data gathering, tracking, and analysis to give managers quicker and more robust insights into incidents as they occur. This allows us to be more proactive in addressing potential issues as they arise and to prioritize process improvement areas for those activities that present the most significant potential risks to our Teammates.

Our Internal Audit Team confirms the completion of required training programs, verifies that training metrics are being properly tracked, and performs quarterly site checks to ensure compliance with our safety policies.

As we work towards our five-year goal of reducing the Workers' Compensation Frequency Claim Rate by 30%, we are focused on proactive training and targeting specific challenges, such as strains and sprains, as well as regions with a higher number of claims.



Recruitment

Monro's recruitment strategy aims to address the challenges of recruiting and retaining skilled Technicians and Store Managers. Proper staffing is critical to maintaining a consistent and high-quality service for Guests and allows Teammates to have an appropriate schedule that provides work-life balance. Our initiatives for recruitment include:

- ▶ **Partnerships with Trade Schools:** Collaborating with schools to train and provide a pool of trained Technicians.
- ▶ **Focused Recruitment Tools:** Utilizing specific job boards to fill positions that require specialized skills or experiences.
- ▶ **Career Growth Pathways:** Offering clear, formalized paths for Technicians to progress on a desired path to achieve their varied goals.
- ▶ **Utilization of Job Aggregators:** Leveraging platforms to expand talent reach and optimize job postings to attract a diverse pool of qualified service Technicians.

The initiatives are complemented by our decentralized field-based human resources model, which allows for on-the-ground recruitment support and hiring events to find new candidates. These in-person, on-the-spot hiring events allow us to hire new Teammates efficiently while increasing both brand awareness and awareness within the local job market.

We also continue to source diverse talent through referrals, partnerships with technical schools, campus visits, and career days. Additionally, job descriptions for District Managers and Store Managers are focused on skillsets rather than specific experiences, which has helped broaden our hiring pool.



Engagement and Development

Engagement

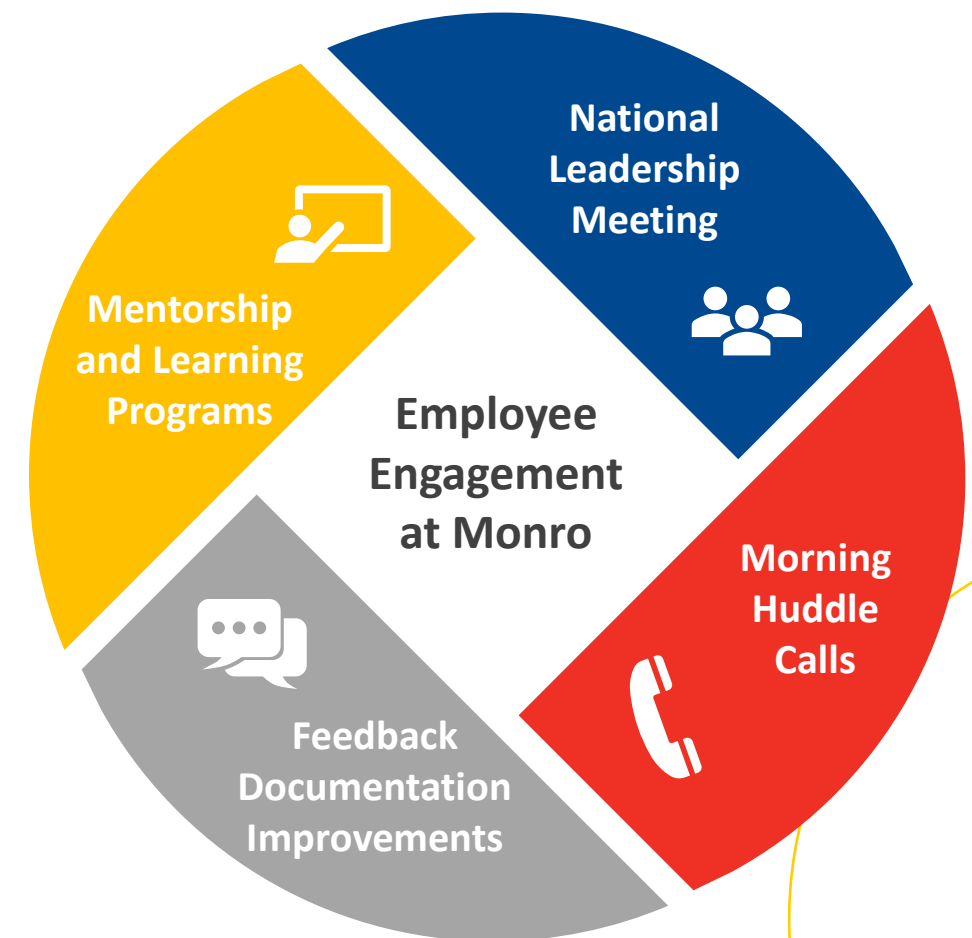
Monro is implementing a more structured approach to Teammate engagement, training, and career progression. A key aspect of our approach to engaging Teammates at different levels involves establishing an internal communication strategy across the organization. Notably, in Fiscal 2025, we introduced a biweekly assessment for District Managers. This initiative provides a recurring avenue for engagement on business success with key managers.

Engagement with senior leaders and among Teammates is vital to help foster a sense of belonging and development. Some examples of how Monro facilitates this include:

- ▶ **National Leadership Meeting:** a yearly in-person Monro conference where all District Managers, senior leaders, and tenured Teammates come together to share knowledge, learn, discuss common issues, and listen to the perspectives of other Monro Teammates.
- ▶ **Morning Huddle Calls:** District Managers conduct daily huddles to provide consistent messaging, discuss process improvements, and gather feedback.
- ▶ **Mentorship and Learning Programs:** Technicians work closely with mentors who approve development milestones and productivity achievements.
- ▶ **Improvements to Feedback Documentation:** We are shifting our formal performance review mechanisms to be a more positive tool for collaboration and promoting an ongoing feedback culture.

A focus on new hires:

- ▶ **New Hire 30/60/90-Day Check-ins:** Regular progress check-ins with new Technician hires to improve onboarding and job satisfaction.
- ▶ **Proactive Touchpoints:** HR Managers conduct short, personal calls with new hires within the first week to answer questions and establish connections.
- ▶ **Onboarding Improvements:** Store Managers have been tasked with greater ownership in onboarding to drive integration and reduce attrition.



Development

Monro University, our online training platform, as well as hands-on, in-person training, provides Store Teammates with a variety of forums to foster development. The platform continues to expand and now offers various topics accessible to Teammates in our Stores, Field Operations Management, and staff in the Store Support Center. Topics include specialized job training, respect in the workplace and eliminating workplace discrimination, and hiring practices for managers.



At the leadership level, we have focused on development to help build a strong, diverse talent base within Monro. In addition, leadership courses for Store Managers and District Managers were deployed, with an immediate focus on the newly promoted. This is part of Monro's extensive efforts to have strong succession planning.

During Fiscal 2025, we continued to increase the completion rate of new hire training within the first three months from more than 60% in Fiscal 2023 to 86%. This increase was due, in part, to changes we made to the delivery format of our training modules. New-hire training includes job-specific safety and customer service topics and is part of our effort to help everyone at Monro begin their careers with the knowledge needed to succeed.

Some key highlights of development practices in Fiscal 2025 include:

- ▶ **General Service Tech-to-Technician Program:** Formalized training with a blend of on-the-job learning and virtual education.
- ▶ **Prescriptive ConfiDrive Training:** Training on our ConfiDrive system helps Guest check-ins and vehicle inspections follow a consistent, standardized process.



Compensation & Benefits

We believe that Teammates' compensation should be fair, performance-driven, and aligned with business objectives. All Monro Technicians have access to our performance-based pay model. To enhance transparency and accessibility, we are working towards a centralized digital hub where all Teammates can access their total rewards package information, including performance-based compensation, health and dental insurance, and 401(k) plans.

Competitive benefits enhance employee well-being and support our operational objectives of retaining talented Technicians. As part of our benefits package, we offer a confidential Employee Assistance Program with 24/7 support, financial counselling, estate planning, online parental resources, and other services to support our Teammates' well-being.

Throughout Fiscal 2025, our Teammate Assistance Fund (Fund) has continued to be successful in helping Teammates cover expenses after life-changing circumstances such as family deaths, illnesses, and fires. The Fund is supported through donations from our Monro Teammates, including 100% participation from our Senior Leadership Team. Additionally, we have created a streamlined funding approach to assist multiple Teammates following major natural disasters.

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Our Strategic Approach

At Monro, we recognize that being consistent in delivering a positive Guest experience is not just a service priority – it is a key driver of our overall business strategy. Building long-term relationships with our Guests directly supports our business. By aligning our focus on safety, convenience, merchandise assortment, pricing strategy, and transparency with our core business objectives, we enable the Guest experience to contribute to Monro's long-term success. As a central component of our business, Monro's Guest strategy receives direct oversight from the Senior Leadership Team.

We are working to evolve our approach to meet the needs of the next generation of Guests, which is centered around incorporating and enhancing digital self-service into our Guest interaction model. During Fiscal 2025, we continued streamlining the experience by expanding our customer support options, including improved online contact channels and improved access to customer service representatives via phone. This then allows our Technicians to remain focused on vehicle servicing. We also continually evaluate ways to track and manage the Guest experience most effectively.



Experience

Guest interactions are increasingly shifting from paper-based methods to digital channels. Guest inquiries and issue resolution are commonly handled through phone calls – including options for Spanish-speaking Guests – as well as through online platforms such as Google and other channels. These shifts enhance the speed and accessibility of communicating while allowing our Technicians to focus more on delivering high-quality vehicle service.

Our unique 32-point courtesy inspection is conducted through a digital tablet-based system (the “Confidrive Performance Review”) which provides a thorough vehicle assessment and recommends vehicle services immediately or when potentially needed in the future. This technology gives our Store teams an enhanced ability to build engagement and trust with our Guests.

To help Guests maximize the lifetime use of their vehicles with proper maintenance, Monro has partnered with the Automotive Maintenance and Repair Association (AMRA) to provide periodic educational content. This partnership seeks to help our Guests by supplying them with the best information to take care of their vehicles, such as ensuring longer-lasting tires and overall vehicle health.

As we focus on operational consistency across our Stores, we have renewed the Company’s in-store “Standard Operating Procedures” (SOPs). SOPs provide Store Teammates with a guide to the selling process and clearly define their roles and responsibilities to increase service quality and consistency across our Stores. We also conduct quality control audits to ensure accurate pricing and proper sales etiquette are being followed.



REWARDING GREAT SERVICE

At Monro, great service speaks for itself, and our “Store of the Week” program helps ensure that the dedication of our Teammates doesn’t go unnoticed. Each week, two locations are recognized for their commitment to five-star customer service and top-tier performance. The selection process pulls Guest Google reviews from the past 60 days to highlight stores that leave a lasting impact on Guests.

As one example, during Q3 Fiscal 2025, our Mr. Tire Auto Services Center on Blenheim Boulevard, in Fairfax, Virginia, earned the spotlight thanks to a positive review from Guest Nathan H. Nathan that praised Assistant Manager Waseem Hassain and his team: “10 out of 10. These guys know their stuff and have done a wonderful job with my truck recently, and my Prius and Odyssey in the past. Pricing is spot-on, and the quality of the work is superb. You get experts who care here.”

That spirit of expertise and care is exactly what the “Store of the Week” program celebrates. Receiving Store-wide recognition fuels a culture of excellence and friendly competition, as well as celebrating the Teammates who go above and beyond every day.

Support

We maintain a Call Center Team and a dedicated Guest Service Team to manage queries, thereby helping improve Guest satisfaction. Representatives prioritize Guest retention as they answer questions, work directly with Stores when needed, and assist with scheduling.

We continue to find ways to improve our long-term support model, including through structured internal communication of Guest feedback across multiple levels of our business. Insights and recurring themes gathered by our Guest Service Team, and shared with leadership, are not only used to resolve individual concerns but also serve as a valuable source of information that directly influences Store operations and policy decisions. Operations leaders can then liaise targeted improvement areas back to Stores, helping to align frontline practices with evolving Guest expectations and strengthening our overall service delivery.

We invest in training to equip our Guest Service Team with the knowledge and skills needed to provide practical support and timely resolutions for our Guests. This includes hands-on sales training, in-store visits, periodic evaluations, training on seasonal vehicle needs, and evolving vehicle diagnostics. To continuously improve, we track details of all incoming calls and recognize Teammates who receive positive Guest feedback.

Feedback

We view feedback as an essential component of our Guest relationships. We partner with a third party to collect feedback on ten critical touchpoints. We also collect online Guest reviews, seek opinions through a text shortly after a Guest's visit, and track feedback through our Call Center and Guest Service Teams. These Teams can also act as a conduit to resolve issues and share recurring themes with Store and District Managers for improvement. Monro is further advancing its ability to collect customer feedback by tracking internal metrics on satisfaction, measuring and improving our Net Promoter Score (NPS) as well as prioritizing our Google rating as another source of feedback.



4.3/5 Stars

Google customer service rating
across all locations

Sourcing

Another important part of our long-term Guest relationships is positive experiences long after they leave our Stores. We engage with trusted, top-tier suppliers to provide high-quality products and parts and offer warranties on a substantial number of the products and services we provide. We also create partnership and supply agreements with companies that can help us provide more products on demand to meet Guests' needs in real time.

These arrangements also provide the benefit of distribution efficiencies, reducing the number of delivery trucks to our Stores. We believe that these efficiencies have reduced fuel costs within the supply chain, providing both environmental and business benefits.

This past year as part of our commitment to responsible sourcing, we evaluated our tier-one tire suppliers on a range of environmental, social, and governance factors. This assessment revealed that the majority of suppliers demonstrate strong environmental management practices and comprehensive reporting, have policies addressing key human rights issues, and maintain well-established health and safety policies.



Communities

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Our Strategic Approach

Monro's history of community support started when our founders prioritized a culture of giving back nearly seventy years ago. Since then, we have built on that history and continue to view our approach as part of the broader picture of embedding ourselves in the local communities and building enhanced lifetime value for our Guests.

Led by our Community Impact Committee, which consists of senior leaders from five business units, this was the second year of implementing our community strategy. This strategy was created to embrace the unique needs of the diverse communities surrounding our Stores. We continue to find ways to inspire Stores to become involved to increase our overall impact and meet the needs of our Guests' communities.

Teammates value volunteering to give back and connect with their local community. We continue to build out opportunities for Teammates to be formally involved with Monro's support, such as current Executive-level Teammates who offer their time and expertise as members of non-profit boards for various causes.

We also maintain longstanding partnerships with various non-profit organizations, such as the United Way. United Way helps fulfill their mission of improving lives by mobilizing people and resources to achieve the common good, helping children succeed in school, assisting parents in finding jobs, and helping more people access quality, affordable health care. In the Rochester area, again this year Teammates participated in the United Way's annual spring #DayofCaring Volunteer Event, as part of almost 250 workplaces and approximately 6,300 volunteers globally who completed 450 projects that benefit local communities.

A key community resource for Monro's Teammates is our Teammate Assistance Fund, which receives 100% contribution participation from our Senior Leadership Team. For more information on our Teammate Assistance Fund, please see our "Teammates" Section.



Our Teammates volunteered at Mercy Flight Central, supporting its lifesaving mission through building upkeep and outdoor beautification.

Our Community engagement strategy is organized into three pillars:



Economic and food security



Education of youth and family services



Veterans' services

These pillars, we believe, get to the heart of issues faced by our communities and guide us in our support of organizations with both a national reach and a local presence in the areas we serve.

Community Initiatives



FOOD SECURITY

Monro's continued partnership with Feeding America gives Guests the opportunity to contribute to their local communities through our "Drive to Give" program. With the generous contributions from our vendor partners, we are able to drive meaningful change through this donation initiative. During the year, the collective efforts helped supply meals to families facing food insecurity. As an added incentive, the top 10 Monro Stores with the highest donation totals were awarded a catered lunch, recognizing their outstanding contributions to this philanthropic effort.



EDUCATION

Our partnership with Junior Achievement of Central Upstate New York includes sponsorship of a Monro storefront at the Paychex Junior Achievement Discovery Center in Rochester, New York. The Discovery Center is a high-impact educational center that welcomes middle and high school students and educates them on careers, work readiness, financial literacy, and entrepreneurship. With almost 20 storefronts, the Discovery Center is projected to serve over 6,500 students in the 2024/2025 school year.

Members of our Team represented women in the automotive industry at the Discovery Center by volunteering at the Young Women's Leadership Summit. This program empowers female high school students to explore new career opportunities.



VETERANS

Through our partnership with Building Homes for Heroes, we raised donations from Guests, as well as both Store and Store Support Center Teammates. These funds directly contributed to building or modifying homes, which are then gifted - mortgage-free - to veterans and first responders and their families. This initiative exemplifies our commitment to honoring those who serve by providing them with stable, accessible housing.



VETERAN SUPPORT

At Monro, we take pride in supporting those who have served our country. This commitment was highlighted when U.S. Marine Corps Sgt. Daniel Nesci, an 11-year veteran, received a much-needed repair for his family's vehicle. The repair was completed by Jaisen Zulawski, the winner of Monro's 2024 Top Tech Competition. The Nesci family was then honored during a special event at the Monro Service Center in Buffalo, NY, and presented a \$25,000 donation to Building Homes for Heroes. "My family and I have experienced firsthand the challenges veterans face, and that's why we're committed to paying it forward. This collaboration between Building Homes for Heroes and Monro allows us to continue giving back," said Sgt. Nesci.

Monro is honored to play a small part in supporting veterans and their families while strengthening the bonds between our employees and the communities we serve.

As a reward for winning the Monro 2024 Top Tech Competition, Jaisen Zulawski was flown out to experience the US Auto Tech National Championship, a competition sponsored in part by Monro that allows Technicians to showcase their mechanical expertise and compete at a national level.



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Our Strategic Approach

Monro acknowledges that our automotive repair retail Stores and the overall lifecycle of parts we use to perform our services can impact the environment. We are committed to integrating responsible environmental practices into our business processes. Our primary direct footprint comes from the energy consumption of our retail Stores, making efficiency a key focus of our efforts. By introducing energy efficiency measures and identifying opportunities for reduction over time, we aim to lower our overall impact while still maintaining operational excellence. Additionally, the proper management of waste, some of which is considered hazardous, and by-products arising during service is an essential part of our responsible approach.

Long-term climate-related impacts on our business vary by the geography of our Store locations. We consider these factors in our business planning and strategy. Risks include the frequency of extreme weather events, the potential for rising energy costs, and increased regulatory requirements. As our business strategy focuses on putting Guests' needs first, we are preparing as needed for opportunities to service a changing landscape of vehicles as the transportation sector moves towards cleaner options.

To further assess our climate risks and opportunities, in Fiscal 2025, we established a cross-functional climate working group to prepare for state-level requirements and global frameworks focused on climate risk disclosures. We look forward to disclosing the outcomes in next year's report.

Over time, we anticipate that our efforts to limit our impact can decrease costs, create opportunities, and build business resilience. In line with our focus on overall efficiency and costs, our current approach prioritizes the understanding of energy consumption, particularly within stores, and helps ensure we have business continuity plans in place to respond to weather events.



Energy Management

With most of our direct energy use coming from our approximately 1,260 Stores, we are working to gather more precise energy consumption data as we deepen our understanding of the unique consumption drivers at each Store. We currently have Stores piloting an energy consumption project to map usage patterns with Store traffic and other drivers. As we improve our energy and emissions tracking systems, we expect to be able to leverage the pilot program for a wider range of Stores.

We acknowledge that gaps remain in our environmental data, and we are actively working to expand our measurement and reporting capabilities. During the year, we launched an emissions management software tool that will enable us to measure and report our scope 1 and 2 emissions. Over time, it will also help us report our scope 3 emissions and enhance our ability to analyze our data and identify effective reduction strategies.

Within our Stores, lighting is the largest source of energy consumption and an area of focus of our footprint reduction efforts. We are three years into our five-year goal to have 100% LED lights in all Stores owned by Monro for at least one year by Fiscal 2028, and have made positive progress. As of the end of Fiscal 2025, 32% of Stores are fully fitted with LED lighting. Another 27% are partially fitted. Progress is balanced with market considerations, including costs and other business priorities. We have approached the upgrading of lighting when old bulbs burn out and installing more energy-efficient signage. Feedback from Store Teammates has been positive as the new lights save long-term maintenance and provide better visibility within the Stores and service bays.

Other energy reduction initiatives within our Stores include:

- ▶ Replacing HVAC units with Energy Star-rated units.
- ▶ Cleaning air dryer & air compressor filters and intakes regularly.
- ▶ Monitoring and actively repairing air & water leaks.



When upgrading or replacing equipment, we also make technology enhancements that improve our Guest and Teammate experience, as well as our environmental impact, such as:

- ▶ With available supply, we install “Shockwave” lift technology which reduces energy consumption while increasing operating speed.
- ▶ Upgrading pneumatic overhead lubrication systems that require air and electric inputs with simpler, space-efficient, and cost-effective gravity-fed systems.

Over the past two years, Monro has undertaken a strategic initiative to optimize our Store-to-Store delivery processes by transitioning to third-party transport providers. As a result, we have significantly reduced the number of Monro-owned vehicles in operation. This two-year project has now reached substantial completion having disposed of the majority of our fleet, which originally included approximately 1,600 retail Store trucks. There are now approximately 150 vehicles remaining. This transition has contributed to an annualized reduction in fuel consumption, improved service efficiency, and an enhanced Guest experience.



RIGHTSIZING & ENERGY REDUCTION

During Fiscal 2025, we relocated our Store Support Center to a more efficient space. The newly renovated space incorporates energy-efficient lighting and appliances. In addition, nearly all of the furniture in the new Store Support Center was reused from our old facility.

Our new home, Fairport, New York, is committed to reducing energy use and greenhouse gas emissions and is designated as an “Evolve NY Electric Vehicle Accelerator Community.” This designation, a partnership with the New York Power Authority, accelerates the adoption of electric vehicles, through a commitment to integration into Fairport’s municipal infrastructure.

Our office benefits from being a part of Fairport’s municipal electric system, which sources over 70% of its power from the renewable Robert Moses Hydroelectric Facility in Niagara Falls. To help reduce the need for purchasing additional electricity, Fairport Electric collaborates with organizations like the Industrial and Educational Energy Partnership (IEEP) to research and implement practical energy conservation strategies.

In addition to a smaller office footprint, this renewable and less expensive energy source further reduces the carbon footprint of our Store Support Center.

Waste & Recycling

Responsible waste management of products and services offered to Guests is important to Monro. As part of this, an ongoing initiative is to include discussions of recycling and materials handling more regularly as a central component of our conversations and negotiations with vendors. We conducted an analysis of our top-tier tire vendors and found that their waste and recycling initiatives are generally strong. As a leading nationwide retailer of tires, we also place importance on responsible tire disposal. We work closely with multiple vendors to recycle or initiate post-use applications of tires and we regularly engage with them on process and cost efficiency.

In addition, items recycled by licensed, third-party contractors include antifreeze, used tires, automotive oils, other solvents, and oil filters (even in states where it is not required). Some used automotive parts are returned to the manufacturer and re-built into new parts. We also recycle cardboard and plastic containers at Stores where collection is available, and we have taken steps to encourage single-stream recycling at our Stores.

Our recycling and waste management efforts with Safety-Kleen, for the year ending March 29, 2025, has resulted in 14,088 metric tons of CO₂e avoided, which is the equivalent of approximately 36 million miles driven by an average passenger vehicle.

As we advance in our digital transformation across our 1,260 Stores and Store Support Center, we've seen positive impacts in many aspects of our Guest service process, including an overall reduction in paper usage since the rollout.

We have been reducing paper use as we advance our digital Guest interaction through emails and texts. Some notable highlights include:

- ▶ Ability to email the ConfiDrive Performance Review to our Guests during the service process.
- ▶ Use of texting for service follow-ups and marketing promotions.

We anticipate eliminating additional paper in the upcoming year as we implement our modern backoffice systems which will allow for increased usage of online, automated digital workflows supporting many business processes.

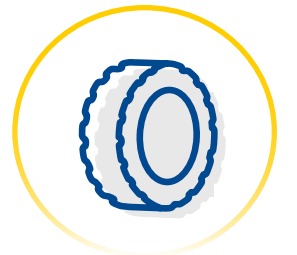
Recycled Materials at Monro



**351
tons**
of cardboard



78,582
batteries



**~3
million**
tires



**~2 million
gallons**
of oil



**137
tons**
of organics



**1,006
tons**
of mixed
recyclables



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Data Table

ESG PILLAR	DATA ITEM	FY2025	FY2024	FY2023
INTRODUCTION	# of stores	1,260	1288	1299
	# of states	32	32	32
	# of brands	8	8	9
GOVERNANCE	# of Board Members	8	9	9
	% independent Board members	100%	89%	89%
	Average Board tenure	12 years	9 years	13 years
	% Board gender diversity	38%	33%	33%
	% Board ethnic diversity	13%	11%	11%
	% Board LGBTQ+ members	13%	11%	11%
TEAMMATES - SAFETY	Workers' compensation frequency claim rate ¹	1.63	1.59	1.58
	TRIR (Total Recordable Incident Rate) ^{2, 3}	3.63%	-	-
	LTIR (Lost Time Incident Rate) ^{2, 3}	2.93%	-	-
	% completion rate for safety training program ³	82%	-	-

¹Numbers have been updated since last year's report due to factors such as late claims

²Data presented on a 2024 calendar basis

³The data presented reflects the first year of tracking

Data Table (Cont'd)

ESG PILLAR	DATA ITEM	FY2025	FY2024	FY2023
TEAMMATES - DEMOGRAPHICS	Field Management (% Women)	11%	9%	9%
	Field Management (% Diverse Group)	31%	28%	27%
	Executive Management (% Women) ¹	33%	-	-
	Executive Management (% Diverse Group) ¹	0%	-	-
	Non-Executive Management (% Women) ¹	33%	-	-
	Non-Executive Management (% Diverse Group) ¹	0%	-	-
	All other employees (% Women) ¹	6%	-	-
	All other employees (% Diverse Group) ¹	37%	-	-
TEAMMATES - DEVELOPMENT	% new hires trained in first three months	86%	>80%	>60%
	% DMs promoted from within	71%	59%	52%
	% store managers promoted from within	61%	71%	56%
	# of training hours	107,798	91,826	84,637
	# of Monro U courses	1,999	5,434	6,226
	# of training hours per hourly employee ¹	8	-	-
	Cost of training time per hourly employee ¹	\$162	-	-

¹The data presented reflects the first year of tracking

Data Table (Cont'd)

ESG PILLAR	DATA ITEM	FY2025	FY2024	FY2023
GUESTS	Customer satisfaction rating	Google star rating 4.3/5 stars		
	CARFAX top performing stores ¹	529	425	-
	Net promoter score ¹	66.8	-	-
ENVIRONMENT	% energy use from stores	~99%	~99%	~100%
	% of stores fitted with LED lighting	32%	25%	8%
	Metric tons of CO ₂ avoided through closed-loop recycling for used oil and solvents	14,088	7,249	7,565
	% used oil and anti-freeze collected and recycled	100%	100%	100%
	# of gallons of oil recycled	2.0 million	2.1 million	2.2 million
	# of tires recycled	3.0 million	3.7 million	3.3 million
	# of batteries recycled	78,582	78,992	84,637
	Amount of cardboard recycled	351 tons	383 tons	343 tons
	Amount of organics recycled ¹	137 tons	-	-
	Amount of mixed recyclables recycled ¹	1,006 tons	-	-

¹The data presented reflects the first year of tracking

Goals Summary

TOPIC	GOAL	TIME FRAME	ESG REPORT PAGE #
Safety	30% reduction in workers' compensation frequency claim rate	5-year (fiscal year 2023-2027)	18
Environment	100% LED lights in Stores	5-year (end of fiscal year 2027–for all Stores open for at least one fiscal year)	32

SASB Table

Below is relevant information from our report mapped to metrics within both the Multiline & Specialty Retailers and Auto Parts of the Value Reporting Foundation's Sustainability Accounting Standards Board (SASB) metrics. We continue to evaluate additional metrics for disclosure in future years.

TOPIC	ACCOUNTING METRIC	CODE	MONRO RESPONSE	ESG REPORT PAGE #
Data Security	Description of approach to identifying and addressing data security risks	CG-MR-230a.1	Our data privacy and security approach includes multiple layers of cybersecurity tools, processes and systems. We also regularly conduct comprehensive cybersecurity risk assessments and scenario testing.	13
Workforce Diversity & Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	CG-MR-330a.1	See data table on page 37 . In further commitment to transparency, please click here for our most recent EEO-1 filing.	37
Materials Efficiency	Percentage of products sold that are recyclable	TR-AP-440b.1	We include discussions of recycling and materials handling more regularly as a component of our conversations and negotiations with vendors. Items recycled by licensed third party contractors include antifreeze, used tires, automotive oils, other solvents and oil filters (even in states where it is not required). Some used automotive parts are returned to the manufacturer and are re-built into new parts. We also recycle cardboard and plastic containers at store sites for which collection is available.	34

Forward-Looking Statements

Certain statements in this presentation, other than statements of historical fact, including estimates, projections, statements related to our business plans and operating results are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Monro has identified some of these forward-looking statements with words such as “believe,” “expect,” “estimate,” “may,” “anticipate,” “focus,” “will,” “plan,” and the negative of these words or other comparable terminology. These forward-looking statements are based on Monro’s current expectations, estimates, projections and assumptions as of the date such statements are made, and are subject to risks and uncertainties that may cause results to differ materially from those expressed or implied in the forward-looking statements. Additional information regarding these risks and uncertainties are described in the Company’s filings with the Securities and Exchange Commission, including in the “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections of our most recently filed periodic reports on Forms 10-K and Form 10-Q, which are available on Monro’s website at <https://corporate.monro.com/investors/financials/sec-filings/default.aspx>. Monro assumes no obligation to update or revise these forward-looking statements for any reason, even if new information becomes available in the future.



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