MONRO

Service, Responsibly Delivered

ESG Report
Fiscal Year 2026

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Introduction

This is Monro's sixth report disclosing information on Environmental, Social, and Governance (ESG) factors. This report maps to certain Sustainability Accounting Standards Board (SASB) factors for the Multiline & Specialty Retailers and Auto Parts industries, as well as disclosure related to the Task Force on Climate-related Financial Disclosures (TCFD) framework. All data is as of March 28, 2026 (Fiscal 2026), 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 Stakeholders,

Monro, Inc. and its family of brands is one of the leading automotive service and tire providers in the United States, servicing approximately 4 million vehicles per year. Our people-first approach is rooted in the belief that every Guest is important, and every Teammate is valued. This shapes how we operate day-to-day and the experience we provide to our customers as we build resilience and look to create long-term value for shareholders.

I am thrilled to be Monro's President and CEO as we continue our momentum during this period of evolution. I look forward to building on the work already underway alongside our management team and the Board to execute on the Company's performance improvement plan. This work is centered on enhancing operations, driving profitability, and unlocking the Company's full potential to deliver long-term value creation.

Part of the work to unlock our full potential includes focusing on several key areas we identified as opportunities for performance improvement, which include: driving profitable customer acquisition and activation; improving our store-based customer experience and selling effectiveness; and increasing merchandising productivity. The key ESG factors presented in this report support these business priorities.

With a focus on delivering excellent service to our Guests, during the year we leveraged our ConfiDrive digital courtesy inspection tool to provide consistent and accurate vehicle inspections. We also expanded call center support to improve inquiry response time and the in-store experience. Additionally, we increased our efforts to collect Guest feedback.

The safety and productivity of our Teammates are essential to delivering a positive customer experience and remains our top priority. During the year, we targeted our safety training into higher frequency areas, such as strains and sprains, and are already seeing positive outcomes. In addition, we remain committed to investing in our Technicians, particularly early in their careers, and are strengthening our recruitment and development processes. As a result, we have added and promoted talent in nearly every critical area, with Store turnover at its lowest level since Fiscal 2021. Additionally, we have expanded our benefit offerings and have made them more transparent to our Teammates.

Over the last several years, we've been on a journey to ensure that the products and services we provide our Guests also have respect for the environment. These efforts have been aimed at reducing energy costs and consumption over time, as well as properly managing waste and recycling materials in our Stores. State regulatory developments have prompted us to prepare for climate-related disclosures, including measuring our Scope 1 and Scope 2 emissions for the first time. This work has included an assessment of potential risks and opportunities, particularly related to extreme weather-related Store closures, operational resilience and the safety of our people. During this process, we revisited important weather-related policies to support our preparedness and response.

In the coming fiscal year, we expect to continue to strengthen and capitalize on our national retail network and leverage our economies of scale, allowing us to better serve our Guests and provide meaningful careers for our Teammates. At the same time, we will remain committed to maintaining a strong balance sheet, generating cash flow, and driving profitability to enhance long-term shareholder returns.

Peter Fitzsimmons
President & CEO

We are grateful for the ongoing dedication of our Teammates and the trust of our stakeholders as we continue to strengthen our business.

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 28, 2026, we had 1,115 Company operated Stores and 46 franchised locations. During Fiscal 2026, we serviced approximately 3.8 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, exhaust systems, steering, drive train, and suspension work — as well as replacement tires, alignments, other tire-related services, and under-car repairs.

During our nearly 70-year history, we have adapted our business model to stay relevant to our 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 vehicles with electric and battery components.

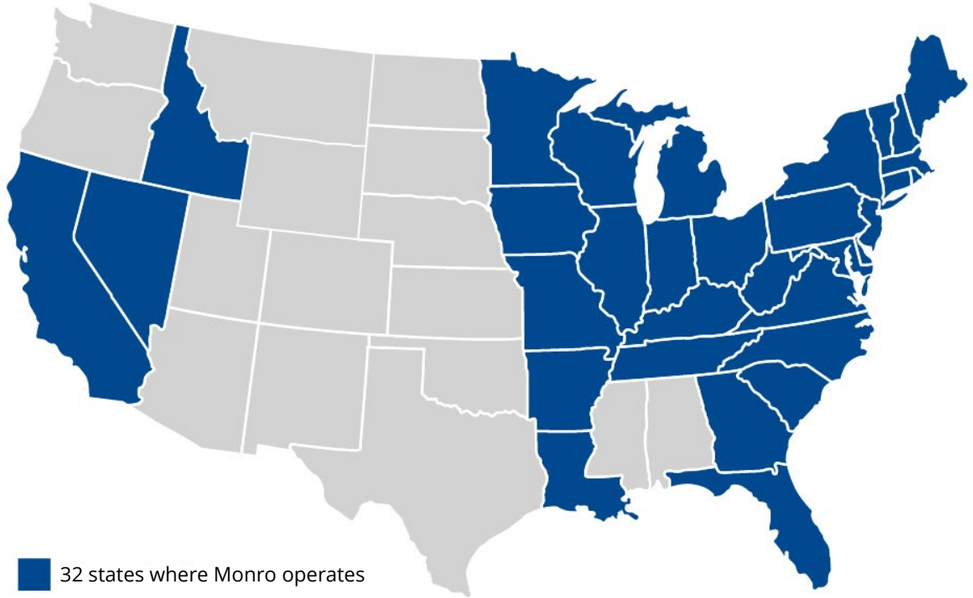
The Monro, Inc. brand portfolio features quality brands, including:

MONRO AUTO SERVICE And TIRE CENTERS
MR.TIRE AUTO SERVICE CENTERS
TIRE CHOICE AUTO SERVICE CENTERS
MOUNTAIN VIEW TIRE & AUTO SERVICE
TIRE WAREHOUSE TIRES FOR LESS
carX TIRE & AUTO
KEN Tire & AutoCare TOWERY'S
TIRE BARN WAREHOUSE

1,115 Stores

8 Brands

32 States



Our Vision & 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, 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.

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

QUALITY
What we do, we do well.

SHAREHOLDER VALUE
A balanced horizon and steward of our people and capital.

URGENCY
We cherish the truth, initiative and winning.

OWNERSHIP
A culture that instills accountability and empowerment.

COLLABORATION
Teamwork brings out our best.

DIVERSITY
We represent the communities and Guests we serve.

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

Governance

Effective governance underpins long-term value creation and stakeholder trust. The Board, with its independent oversight, provides input on strategy and risk management while shareholder engagement reinforces transparency. Monro aims to uphold high ethical standards through adhering to our Codes of Ethics, providing Teammates with avenues for recourse, and safeguarding data through strong cybersecurity and privacy practices. As Artificial Intelligence (AI) evolves, we are committed to responsible practices that promote innovation while managing risk.

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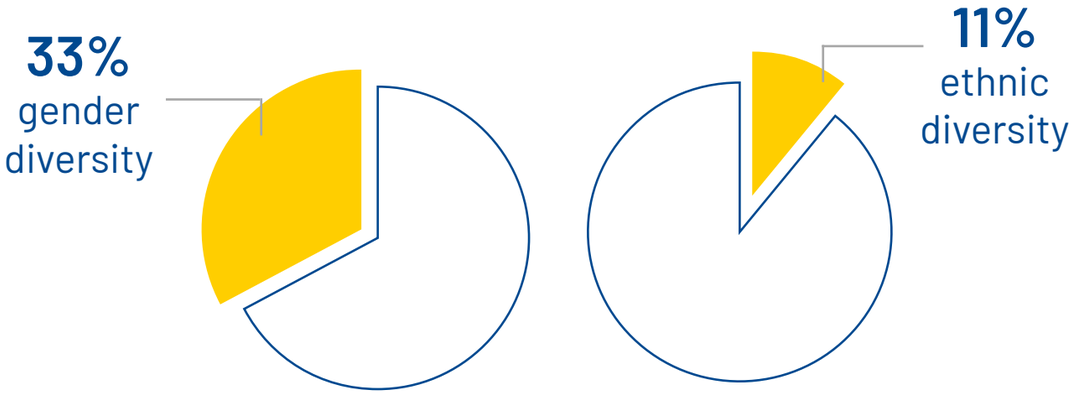
Board of Directors

Our Board of Directors oversees corporate strategy, risk management, and governance items such as board composition, executive succession planning, compensation, and ESG matters. Our governance framework and practices, which are rooted in our commitment to operating with integrity, are enshrined within our Corporate Governance Guidelines and Codes of Ethics. Detailed information on our corporate governance structures, processes, and practices can be found in our Fiscal 2026 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. At the end of Fiscal 2026, 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. Members have a broad 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. Four new directors, three of them independent, have joined the Board since 2020.

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 backgrounds, experience, and expertise in each pool of Board candidates. We believe that this contributes to the Board's overall effectiveness in meeting its responsibilities.

Board Diversity



Key governance policies:

- *Code of Ethics*
- *Data Privacy Policy*
- *Board Committee Charter*

Shareholder Engagement

Members of our Senior Leadership Team maintain regular contact with investors through quarterly earnings calls, individual meetings, and conferences. During Fiscal 2026, in addition to regular business updates, we had discussions around governance, Teammates, regulatory and environmental reporting matters, and the Guest experience. Board members may also be involved in engagement conversations, and where appropriate, feedback is given to the Senior Leadership Team and the full Board.

ESG

ESG topics can be meaningful to our long-term business strategy. We conducted an ESG materiality analysis in Fiscal 2024 to help identify risks and opportunities that could impact our business resiliency over the long term. The process included feedback from investors, the Board, Teammates in field leadership positions, the Senior Leadership Team, and the Company's ESG Working Group. This process enabled us to have a 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.

The Board receives updates periodically at regularly scheduled meetings, while the Nominating and Corporate Responsibility Committee has primary oversight responsibility, including reviewing and advising on strategy and reporting.

At the Executive level, our Chief Legal Officer and our head of Investor Relations lead ESG evaluation, strategy, and planning, and communicate regular updates to the Board. The Senior Leadership Team – led by the CEO and supported by the ESG Working Group - determines strategy and vision, and follows progress.

Our Material Topics

Governance

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

Teammates

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

Guests

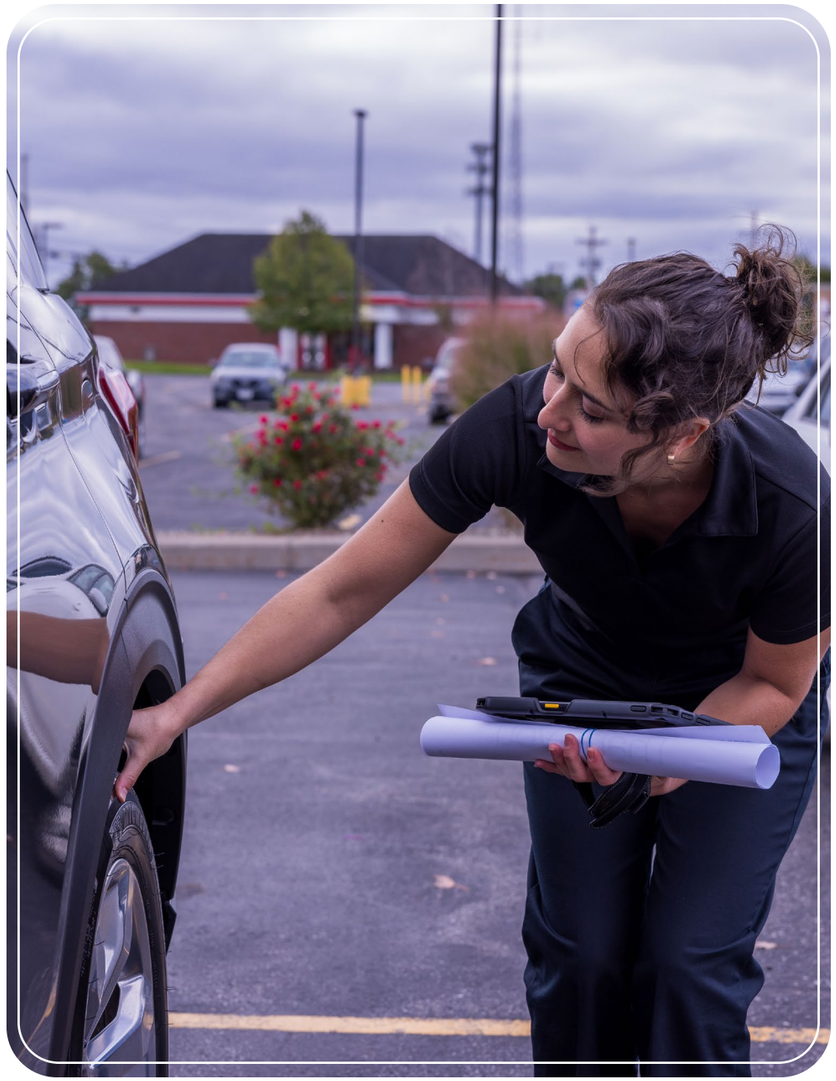
- Customer Service
- Responsible Supply Chain Sourcing

Communities

- Community Engagement

Environment

- Electrification & Clean Technology Opportunities
- Energy & Emissions
- Recycling & Waste Management



Ethics

The Board of Directors' Audit Committee and the Senior Compliance Officer have oversight of our ethics practices, training, and adherence to the Code of Ethics and the Code of Ethics within the Teammates Handbook (the Codes).

The Codes together establish a unified framework for ethical conduct across all levels of the organization – from the Board of Directors and Senior Leadership Team to frontline Teammates. Both set our clear expectations around fair dealings, avoiding conflicts of interest, harassment-free conduct, and zero tolerance for discrimination, along with defined procedures for reporting potential violations.

Monro maintains an independent, bilingual, 24/7 hotline for reports of potential violations of, or concerns with, the Codes, 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 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

Responsible Supply Chain Sourcing

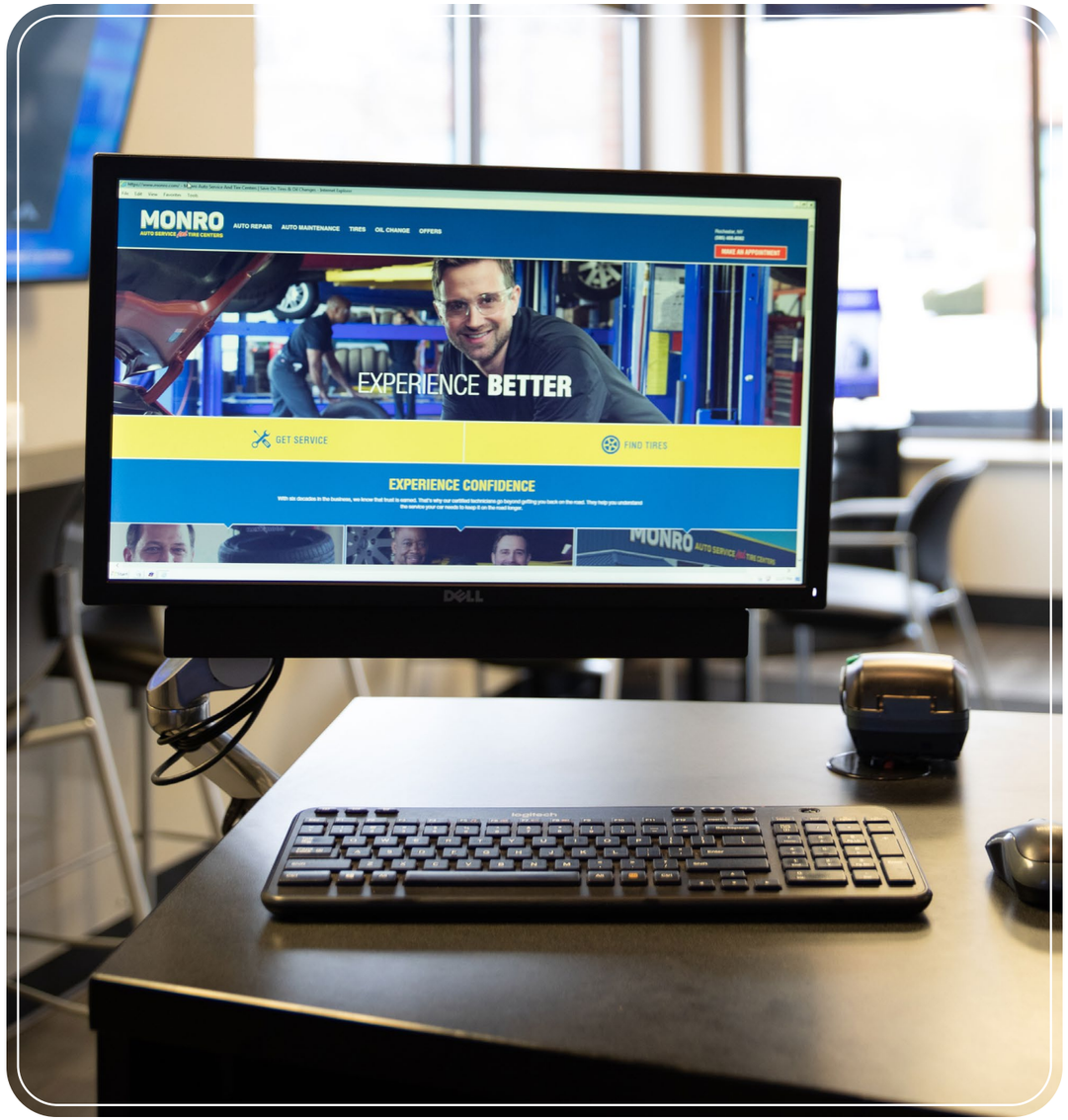
Part of our commitment to providing Guests with consistent value and mitigating potential risks includes building relationships with trusted top-tier suppliers that provide high-quality products and parts and offer warranties on a substantial number of the products and services we offer. We also create partnership and supply agreements with companies that can help us provide more products on demand to meet Guest needs in real time.

Following last year's assessment of our tier-one tire suppliers and their commitment to environmental, human rights, and health and safety policies, in Fiscal 2026 we directly engaged all of our strategic vendor partners, including those with whom we have stocking programs and purchase agreements. We received a strong response rate across product types. An ongoing analysis of responses is underway to identify future opportunities for engagement and improvement.

Artificial Intelligence

We recognize the growing role of Artificial Intelligence (AI) in supporting business efficiency and innovation. We have established an AI Implementation and Risk Management Policy, guided by the National Institute of Standards and Technology's (NIST) AI Risk Management Framework, to promote responsible, secure, and compliant use of AI technologies. All AI use cases must follow a defined approval process prior to deployment, overseen by our Chief Information Officer. We maintain ongoing monitoring and Risk Management procedures to support the safe and ethical deployment of AI across our Operations, including strengthening our third-party security due diligence to assess how vendors incorporate AI and AI governance into their security systems.

Cyber and data threats increasingly use AI to circumvent protective measures and we leverage AI to improve our threat detection processes. Furthermore, we have taken steps to increase Teammates' sensitivity to AI, including providing targeted training and awareness on AI, as well as cybersecurity and privacy.



Data Privacy & Cybersecurity

We maintain a data privacy and cybersecurity program designed to provide accountability through 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. 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 critical 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. We work to instill a culture of awareness of, and commitment to, data protection through periodic training sessions for, and resources available to Teammates. 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.

In Fiscal 2026, we continued to strengthen a security-conscious culture, where everyone understands their role in protecting company data. Cyber training supports this by building clear awareness of responsibilities and the confidence to respond effectively to digital threats.

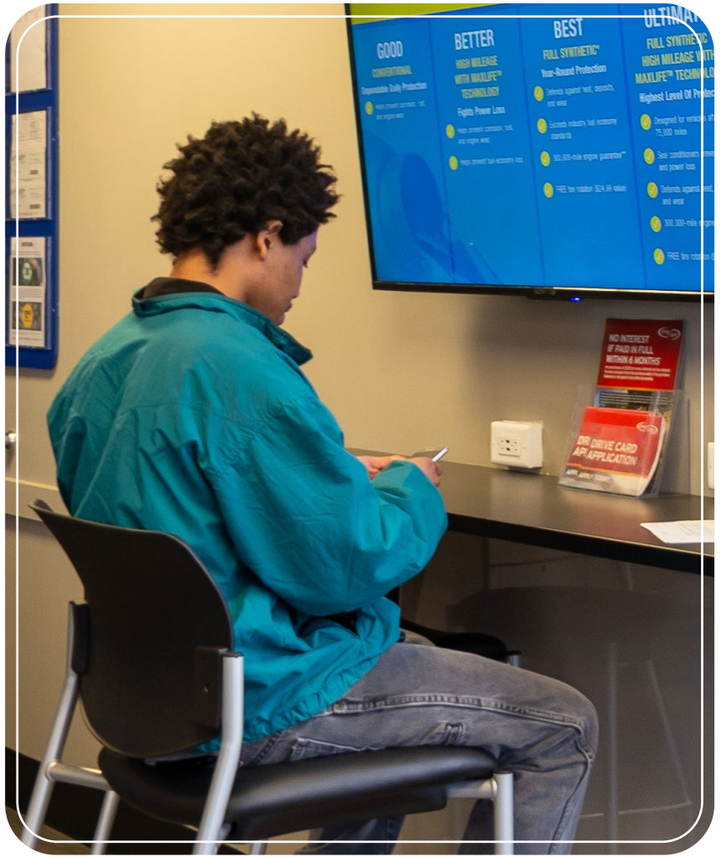
Our cybersecurity program includes a set of controls and priorities with a multi-pronged approach that includes:

- **Cybersecurity Awareness:** Quarterly required cybersecurity awareness training for Teammates, weekly phishing simulation testing with consequences for failure, and targeted awareness campaigns addressing common threats, including mobile device-based attacks. 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 intended 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 27, 2026.



Teammates

Monro's ability to deliver consistent service depends on our skilled Teammates and our commitment is to invest in and support their career journeys. In Fiscal 2026, we made progress with our ergonomics training program, which contributed to a reduction in workplace injuries, launched a new human resources capital management system, and improved the overall Teammate experience through formal reviews. Our turnover has improved to now be at the lowest level since Fiscal 2021.

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Safety

Safety, especially within our stores, is our priority. We strive to create an environment where Guests and Teammates can share a safe vehicle repair experience. Throughout Fiscal 2026, we continued to expand and improve our safety incident tracking, including providing safety data with the Risk Management and Operations Teams, giving them increased insights to respond to incident trends. Our safety protocols are designed to mitigate the challenges of our Technicians' jobs, including operating various types of machinery and handling hazardous materials. We maintain a zero-tolerance policy for unsafe practices and reinforce compliance with safety standards at every level of the business. 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 17 formal health and safety policies based on Occupational Safety and Health Administration (OSHA) and American National Standards Institute (ANSI) guidelines. These policies cover a comprehensive range of specific operational areas, such as using power equipment and lifts, handling hazardous materials, and the proper use of 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.

During Fiscal 2026, we maintained focus on safety performance against our five-year target ending Fiscal 2027 to reduce the compensation claims rate by 30%. We believe our approach is building momentum as we have seen a decline in recent years of incident rates, suggesting progress from our initiatives. During the year, these initiatives included improved investigation processes and targeted safety training for strains and sprains. To further build on this, we have set internal goals for completing ergonomics training modules targeting these types of injuries, and the districts with the highest ergonomic incident trends are given special reviews by Risk Management, along with action plans to address identified risks.

Other safety initiatives include:

- **Standardizing Safety Preparedness:** National safety supplies program to ensure consistent safety standards across all Stores, including essential equipment such as eye wash stations and first aid kits.
- **Strengthening Emergency Response Protocols:** Training on how to respond to bloodborne pathogen incidents.
- **Improving Incident Response and Reporting:** Education on response training and reporting of workers' compensation incidents.
- **Increasing Safety Training Frequency:** Safety training for all new hires, ensuring a stronger foundation in workplace safety from day one.
- **Strengthening Weather Preparedness:** Extreme weather action plan that prioritizes Teammate and Guest safety, enables faster store reopening, and increases our resilience to weather-related disruptions.

Risk Analysis

An essential component of our safety process is incident investigation. Should an incident occur, a formal and thorough analysis of the incident involving the managers takes place. This includes a root cause analysis, with the assistance of the Vice President - Risk & Safety Management and other members of the Risk Management Team. Proactive plans and next steps are then implemented to address 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.

In Fiscal 2026, 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.

We continue to refine our safety training with a key focus on ongoing efforts to improve the quality and impact. To achieve this, we strive for multiple training opportunities throughout the year. In addition to in person training, safety training is also delivered 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 either by Monro or by a third party and include Workplace Violence Prevention Training, hazard communication, proper waste management, and vehicle lifting.

Accountability

Safety oversight sits within multiple levels to help create consistent procedure implementation and risk escalation.

- **Board-level through the Audit Committee:** Provides ultimate oversight of safety performance, reviewing key metrics, incidents, and risk exposures.
- **Senior Leadership Team:** Monitors safety performance trends and promotes activities that keep safety as a strategic priority.
- **Risk & Safety Management Team:** Develops safety policies, frameworks, training programs, and procedures. Drives risk assessments, incident investigations, and continuous improvement.
- **Internal Audit Team:** Confirms the completion of required training programs, verifies that training metrics are being tracked, and performs on-site Store checks for compliance.
- **District Managers:** Responsible for consistent execution, including monitoring Store-level performance, and supporting implementation.
- **Store Managers:** Responsible for day-to-day safety management, and making sure procedures are followed, risks are identified and reported, and incidents are managed and addressed in accordance with our policies.
- **Technician Level & Operations Teams:** Follows safety procedures including thorough identification of hazards, following protocols, and contributing to our overarching safety culture.

Recruitment

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

- **Focused Recruitment Tools:** Utilizing specific job boards, including those of trade schools 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.
- **Improved Job Adverts:** Improving communication of our roles and our benefits offering.
- **Competitive Teammate Benefits:** Offering competitive benefits to Teammates, including 401k match, tool purchase program, and covering costs associated with inspection licenses and Automotive Service Excellence (ASE) certifications.

The initiatives are complemented by our decentralized, field-based human resources model, which enables 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 brand awareness and awareness within the local job market.

We also continue to source talent from a broad range of experiences and backgrounds through our $500 Teammate referral program, partnerships with technical schools, campus visits, and career days. Additionally, job descriptions for District Managers and Store Managers focus on skill sets rather than specific experience, which has helped broaden our hiring pool.

Compensation & Benefits

We believe that compensation should be fair, performance-driven, and aligned with business objectives. This year, we implemented a new human resources platform that provides Teammates with a user-friendly, centralized system to access key employment information. To enhance accessibility, the platform allows Teammates to access all their remuneration and benefits information, including performance-based compensation, health and dental insurance, 401(k) matching, and our new state inspections program, where Monro covers all fees associated with obtaining a state inspection license.

Monro is also doing more to equip Teammates with what they need to succeed. During the year, we improved our Toolbox Purchase Program, which supports Technicians in acquiring over 30 different professional-grade tools required to perform their roles effectively. Through this program, Technicians can take ownership of their own set of tools. In addition, through this program, Technicians can earn a $500 bonus by hitting productivity targets.

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

Throughout the year, our Teammate Assistance Fund (Fund) has continued to help Teammates cover expenses after life-changing events such as family deaths, illnesses, and fires. The Fund is supported through donations from our Monro Teammates, including our Senior Leadership Team. Additionally, we have created a streamlined funding approach to assist multiple Teammates following major natural disasters.

Engagement & Development

Engagement

Monro is implementing a more structured approach to engagement, training, and career progression. A key aspect of our approach to engaging Teammates at different levels involves formalized training, performance management, and development. Notably, in Fiscal 2026, we introduced a formal assessment process for all Teammates, which includes a formal performance assessment document and a meeting with the Teammate's manager. This initiative provides a recurring avenue for performance assessment and development priorities.

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:

- **Weekly Operational Leadership Calls:** Weekly calls with all District Managers and Regional Vice Presidents to discuss standard processes, skills training, and initiatives. The meetings include smaller breakout sessions where leaders train on Store improvement tactics.
- **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:** Using our formal performance review mechanisms as 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. 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.
- **Proactive Touchpoints:** HR Managers conduct short, personal calls with new hires within the first week to answer questions and establish connections.
- **District Manager in Training Program:** New District Managers complete an 8–12 week program, depending on prior experience, including classroom training, on-the-job shadowing, and mentorship.
- **Onboarding Improvements:** Store Managers have been tasked with greater ownership in onboarding to drive integration and reduce attrition.

Tom (pictured on the right) during his Store days

Long-tenured Teammate Demonstrates the Potential for Career Growth at Monro

At just one week old, Tom Ferraracci visited his first Mr. Tire store where his dad was manager. When it was time to get a job in high school, Monro was where he turned. As a General Service Technician, he learned the fundamentals of the auto service business, including oil changes, tire services, basic mechanical work, and shop maintenance.

After high school, Tom left Monro to pursue his passion for motorcycle mechanics. His successful career in this industry included serving as a mechanic for a professional Supercross racing team. Although that work was dynamic and technically demanding, he ultimately chose to return to Monro, motivated by a desire for long-term stability for his family and career growth.

After rejoining the Monro family, Tom's dedication and performance-driven approach led him to go from Assistant Manager to Store Manager within several months, and then onto District Manager. In the various Manager roles, he took ownership in multiple situations of underperforming stores and implemented practical measures to improve performance. These included recruitment and retention challenges and managing through a difficult COVID-19 period in a competitive labor market.

Tom's results created a pathway into the Store Support Center as Director of Category Management. In that role, he has supported multiple functions, including temporarily leading Pricing when needed and was again promoted in late 2025, to Director of Merchandising Operations.

Tom's career progression illustrates the value of investing in internal talent and creating pathways for advancement from frontline operations into company leadership. It also demonstrates the importance of broad-based development, having contributed at all levels, he's able to bring that experience to enhance his effectiveness as a leader. In his words: "It's been the continued opportunity to continue to learn, grow, and better myself."

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, elimination of workplace discrimination, and hiring practices for managers. Through our Monro University catalogue, we are able to personalize training based on individual needs and growth potential. Store and District Managers can assign training based on real-time Teammate assessments.

At the leadership level, we have focused on development to help build a strong talent base from a broad range of experiences and backgrounds within Monro. In Fiscal 2026, we launched a 30-day Store Management Leadership program to prepare existing high-performing Teammates for Store Management roles. The program combines classroom learning with fieldwork, including in-person training sessions focused on Guest service. In its first year, we had over 30 participants complete the program.

During Fiscal 2026, we continued to increase the completion rate of new hire training within the first three months from 86% in Fiscal 2025 to 89%. New-hire training includes job-specific safety and Guest 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 2026 include:

- **Introduced Formal Assessments:** This year, following an initial informal round, a second round of written assessments was undertaken. By the end of Fiscal 2026, 85% of Teammates received a formal review. We are also equipping Store Managers with training to help make these discussions more productive.
- **General Service Tech-to-Technician Program:** Formalized training with a blend of on-the-job learning and virtual education.
- **Guest Journey Training:** Standardized 4-Step Guest service process, with accompanying training, to effectively broadcast and train our commitment to consistent industry-leading Guest service.
- **District Manager in Training Program:** All newly hired and promoted District Managers completed a formal training program consisting of classroom and on-the-job training.
- **Prescriptive ConfiDrive Training:** Training on our ConfiDrive system helps Guest check-ins and vehicle inspections follow a consistent, standardized process.
- **Store Leadership Program:** Open for any high-performing Technicians or Assistant Store Managers, this 30-day program helps proactive Teammates prepare to be future Store Managers.

Guests

Delivering a consistent and high-quality Guest experience is central to our business performance and to maintaining trusted and long-term relationships with our customers. Our Guest service strategy prioritizes safety, accuracy, consistency, and transparency. In Fiscal 2026, we expanded digital tools in Stores, further strengthening standardized store-level practices, and leveraging a centralized Guest Services Team. We also enhanced how we capture and use customer feedback through more regular collection, evaluation, and tracking processes.

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Experience

We continue to make progress toward expanding the use of our unique 32-point courtesy inspection, conducted through a digital tablet-based system (the "ConfiDrive Performance Review"). During the fiscal year, 89% of eligible guests received a ConfiDrive inspection. The system helps provide an accurate and complete inspection to provide Guests with a window into the overall condition of their vehicle. This system also enables our Store Teams to build engagement and trust with our Guests by returning the keys to a safer vehicle.

To help customers 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. Alongside this, our marketing messaging includes advice on preventative maintenance, helping customers understand deferred service risks and the benefits of vehicle longevity.

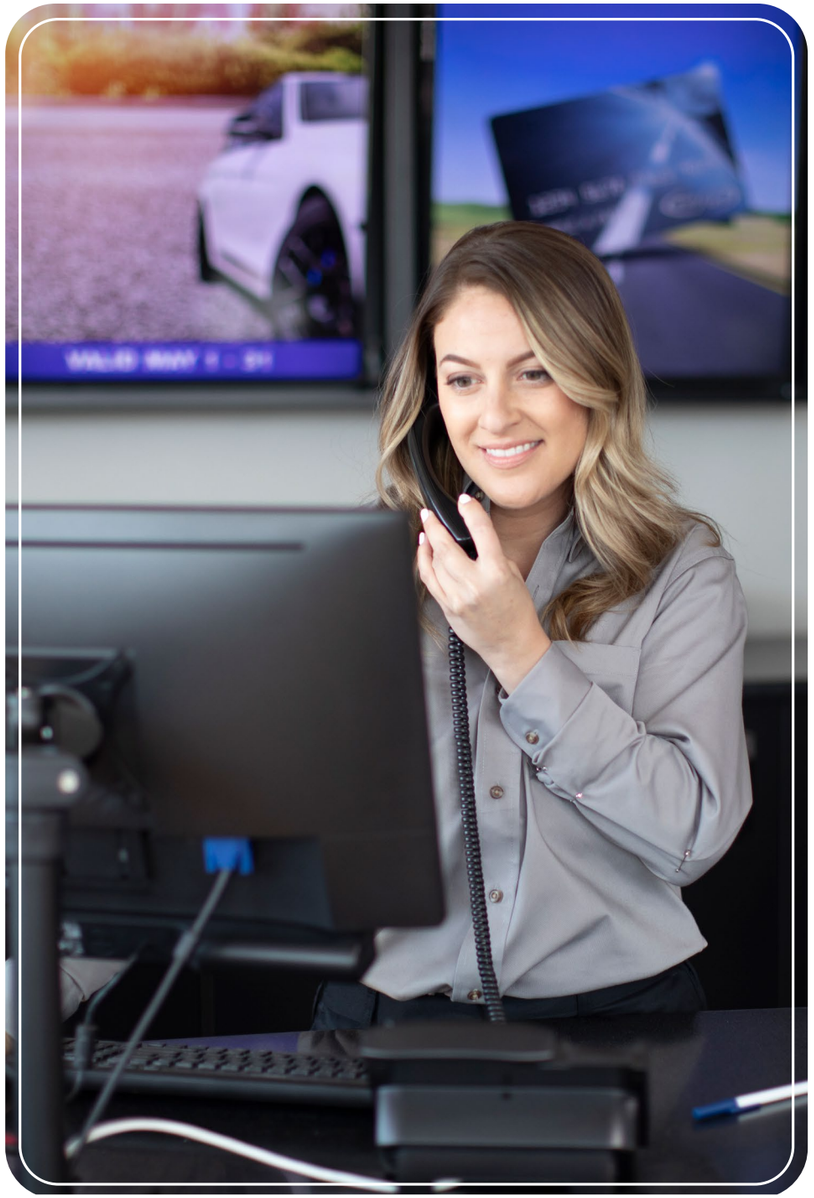
As we focus on operational consistency across our Stores, we have renewed the Company's in-store "Standard Operating Procedures" (SOPs). These SOPs provide our Store Teammates with guidance on our selling process and clearly define their roles and responsibilities to increase service quality and consistency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

Support

We maintain both a Call Center Team and a Guest Services Team to help manage inquiries, scheduling, and issue resolution. Representatives prioritize Guest retention as they answer questions and work directly with Stores when needed. These teams help enhance the speed and accessibility of customer communications, while allowing Technicians to focus more on what they do best, delivering high-quality vehicle service.

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 Services 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 improvements to Store operations and policy decisions. Managers can then liaise targeted improvement areas back to Stores, helping to align frontline practices with evolving Guest expectations and strengthening our overall service delivery. Our streamlined and agile field organization enables us to communicate faster within our field network, which has improved our ability to serve Guests more quickly and more effectively.

We invest in training to equip our Guest Services 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, and training on seasonal vehicle needs, as well as evolving vehicle diagnostics. Our goal is to provide an initial response to Guest inquiries within 24 hours. For inquiries involving Guest issues, more than 90% were resolved within five days during the latest fiscal year.



Feedback

Customer feedback is an essential input into service improvement and operational consistency. We collect feedback through third-party surveys, post-visit outreach, and online reviews. During Fiscal 2026, we made it easier for customers to provide feedback directly after service visits.

Additionally, feedback areas gathered by our Guest Services Team are shared with leadership and serve as a valuable source of information that directly influences improvements to Store operations. District Managers communicate targeted improvement areas back to Stores, helping to align frontline practices with evolving Guest expectations and strengthening our overall service delivery. Our streamlined and agile field organization enables us to communicate faster within our field network, which has improved our ability to serve Guests more quickly and more effectively.

4.4/5 Stars

Google customer service rating across all locations

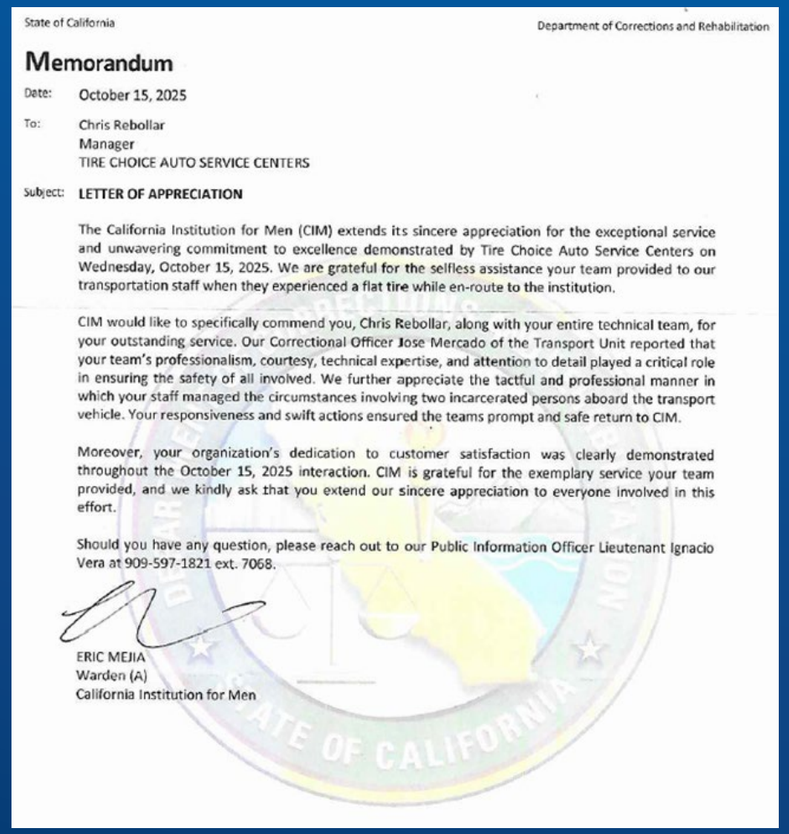
Store 1648 Moreno Valley Teammates

Moreno Valley Tire Choice Goes Above and Beyond in a Time of Need

Servicing our Guests sometimes means responding effectively in circumstances that are both unexpected and highly sensitive. In October 2025, the team at a Tire Choice store in Moreno Valley, California, demonstrated professionalism, composure, and sound judgment during an unusual service event. A California Institution for Men (CIM) prison transport vehicle carrying two incarcerated individuals arrived at the store with a flat tire. The Monro team completed the repair quickly and safely while navigating the situation's added security considerations with care and discipline. Their prompt response helped the transport unit return to the institution without unnecessary delay.

Following the incident, the team received a formal Letter of Appreciation from the Warden of CIM, recognizing the Store Manager and staff for their professionalism, courtesy, and technical expertise.

This recognition underscores the quality of the team's execution under pressure. The manager and his colleagues demonstrated operational readiness, teamwork, and respect throughout the interaction; they not only resolved an urgent issue but also reflected positively on Monro's service standards and values. Servicing our Guests sometimes means responding effectively in circumstances that are both unexpected and highly sensitive.



State of California — Department of Corrections and Rehabilitation

Memorandum

Date: October 15, 2025

To: Chris Rebollar
Manager
TIRE CHOICE AUTO SERVICE CENTERS

Subject: **LETTER OF APPRECIATION**

The California Institution for Men (CIM) extends its sincere appreciation for the exceptional service and unwavering commitment to excellence demonstrated by Tire Choice Auto Service Centers on Wednesday, October 15, 2025. We are grateful for the selfless assistance your team provided to our transportation staff when they experienced a flat tire while en-route to the institution.

CIM would like to specifically commend you, Chris Rebollar, along with your entire technical team, for your outstanding service. Our Correctional Officer Jose Mercado of the Transport Unit reported that your team's professionalism, courtesy, technical expertise, and attention to detail played a critical role in ensuring the safety of all involved. We further appreciate the tactful and professional manner in which your staff managed the circumstances involving two incarcerated persons aboard the transport vehicle. Your responsiveness and swift actions ensured the teams prompt and safe return to CIM.

Moreover, your organization's dedication to customer satisfaction was clearly demonstrated throughout the October 15, 2025 interaction. CIM is grateful for the exemplary service your team provided, and we kindly ask that you extend our sincere appreciation to everyone involved in this effort.

Should you have any question, please reach out to our Public Information Officer Lieutenant Ignacio Vera at 909-597-1821 ext. 7068.

ERIC MEJIA
Warden (A)
California Institution for Men

Communities

Monro's history of support for our communities began with our founders' commitment to giving back, a commitment that the August family still shares with Monro to this day. Our approach is guided by a strategy set in Fiscal 2023 and is overseen by a Community Impact Committee. Our approach includes Guest donations, Teammate volunteering locally, and Teammates who offer their time and expertise as members of non-profit organizations.

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Community Initiatives

Localized Initiatives

We maintain a longstanding partnership with 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 ~200 workplaces and approximately 6,400 volunteers globally who completed 425 projects that benefit local communities.

Organizations for which our Teammates offer their time and expertise include the YMCA, Episcopal Home, and Big Brothers/Big Sisters.

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. This year, we took a regional approach with food and monetary collections, and donations to local pantries in stores across the State of New York.

Education

Monro volunteers during the Young Women's Leadership Summit

Commitment to Youth

Eighteen other companies besides Monro, from a variety of industries, make up the Paychex Junior Achievement Discovery Center in Rochester. Since opening in January 2024, the Center has served over 10,000 students. Through hands-on experiences, the goal is for students to build lasting financial literacy skills, discover their interests and personal values, and strengthen entrepreneurial thinking. This is done alongside adult mentors who share real-world insights from their own journeys. This is a successful national model that equips young people with the knowledge needed for long-term economic independence, while also helping address generational poverty and workforce shortages.

Our partnership with Junior Achievement of Central Upstate New York includes sponsorship of a Monro storefront. In addition, 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.

Environment

Monro acknowledges that our automotive repair retail Stores and the overall life-cycle of parts used to perform our services can impact the environment. Our primary direct footprint comes from energy consumption in our retail Stores, making efficiency a key focus of our efforts. In Fiscal 2026, we prepared for state-level regulations by conducting a TCFD-aligned climate analysis, led by our Climate Working Group, and by measuring our Scope 1 and Scope 2 emissions.

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Waste & Recycling 30

Energy & Emissions

At Monro, we aim to use resources in a cost-effective manner. Our approach includes identifying how we use energy across our retail Store footprint, and over time, implementing efficiency measures. During the year, our focus has expanded to align with evolving regulatory expectations regarding greenhouse gas emissions. To achieve this, we used a third-party emissions management software tool to measure our Scope 1 and 2 emissions. Over time, it can also enhance our ability to analyze data and identify potential reduction strategies.

Within our Stores, lighting is the largest source of energy consumption. One of our key initiatives is our five-year goal to have 100% LED lights across all Monro-owned Stores open for at least one full year by end of Fiscal 2027. We continue to make progress towards this goal, taking into account cost considerations and broader business priorities. As of the end of Fiscal 2026, 35% of Stores were fully fitted and 26% were partially fitted. Furthermore, as part of our evaluation of ongoing energy costs, we actively manage exposure to price volatility through a hedging program and a state-by-state approach to energy contracts, helping to support cost stability across our Store network.

Additional energy reduction initiatives in 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 incorporate technology enhancements that improve our Guest and Teammate experience, as well as our environmental impact, such as:

- With available supply, installing “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.

Waste & Recycling

The proper management of waste, some of which is considered hazardous, as well as byproducts arising during service, is an essential part of our responsibility.

As part of this, we continue to engage with our vendors on recycling and materials handling as part of our ongoing conversations. We also work with licensed third-party contractors to recycle items such as antifreeze, used tires, automotive oils, other solvents, and oil filters, including in states where recycling is not required. In addition, certain used automotive parts are returned to the manufacturer where they are re-built into new parts, and we recycle cardboard and plastic containers at Stores where collection is available. Our recycling and waste management efforts with Safety-Kleen, for the fiscal year ended March 28, 2026, has resulted in 11,094 metric tons of CO_2e avoided, which is the equivalent of approximately 28 million miles driven by an average passenger vehicle.

Recycled Materials at Monro

302 tons of cardboard

84,480 batteries

1.6 million gallons of oil

3.1 million tires

143 tons of organics

939 tons of mixed recyclables

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Data Table

ESG PILLAR	DATA ITEM	FY2026	FY2025	FY2024
INTRODUCTION	# of stores	1,115	1,260	1288
	# of states	32	32	32
	# of brands	8	8	8
GOVERNANCE	# of Board Members	9	8	9
	% independent Board members	89%	100%	89%
	Average Board tenure	11 years	12 years	9 years
	% Board gender diversity	33%	38%	33%
	% Board ethnic diversity	11%	13%	11%
	% Board LGBTQ+ members	11%	13%	11%
TEAMMATES - SAFETY	Workers' compensation frequency claim rate[1]	1.43	1.72	1.57
	TRIR (Total Recordable Incident Rate)[2]	3.05	3.63	-
	LTIR (Lost Time Incident Rate)[2]	2.46	2.93	-

[1]Numbers have been updated since last year's report due to factors such as late claims.
[2]Data is presented on a calendar basis.

Data Table (Cont'd)

ESG PILLAR	DATA ITEM	FY2026	FY2025	FY2024
TEAMMATES - DEMOGRAPHICS	Field Management (% Women)	12%	11%	9%
	Field Management (% Diverse Group)	31%	31%	28%
	Executive Management (% Women)	33%	33%	-
	Executive Management (% Diverse Group)	0%	0%	-
	Non-Executive Management (% Women)	7%	33%	-
	Non-Executive Management (% Diverse Group)	36%	0%	-
	All other employees (% Women)	5%	6%	-
	All other employees (% Diverse Group)	38%	37%	-
TEAMMATES - DEVELOPMENT	% new hires trained in first three months	89%	86%	>80%
	% DMs promoted from within	46%	71%	59%
	% store managers promoted from within	55%	61%	71%
	# of training hours	140,465	107,798	91,826
	# of Monro University courses	2,700	1,999	5,434
	# of training hours per hourly employee	12	8	-
	Cost of training time per hourly employee	$252	$162	-
GUESTS	Customer satisfaction rating	Google star rating 4.4/5	Google star rating 4.3/5	Google star rating 4.3/5

Data Table (Cont'd)

ESG PILLAR	DATA ITEM	FY2026	FY2025	FY2024
ENVIRONMENT	% of stores fully fitted with LED lighting	35%	32%	25%
	$MTCO_2e$ avoided through closed-loop recycling for used oil and solvents	11,094	14,088	7,249
	% used oil and anti-freeze collected and recycled	100%	100%	100%
	Gallons of oil recycled	1.6 million	2.0 million	2.1 million
	# of tires recycled	3.1 million	3.0 million	3.7 million
	# of batteries recycled	84,480	78,582	78,992
	Tons of cardboard recycled	302	351	383
	Tons of organics recycled	143	137	-
	Tons of mixed recyclables recycled	939	1,006	-
	% of waste from store operations diverted from landfills	17.6%	16.8%	-
	Tons of waste diverted[1]	1,829	-	-
	Tons of waste not diverted[1]	8,579	-	-
	$MTCO_2e$ Scope 1 GHG Emissions[2]	Not yet available	12,941	-
	$MTCO_2e$ Scope 2 GHG Emissions Location Based[2]	Not yet available	24,897	-
	$MTCO_2e$ Scope 2 GHG Emissions Market Based[2]	Not yet available	27,544	-
	kWh electricity energy use[3]	Not yet available	78,778,324	-

[1]The data presented reflects the first year of tracking.
[2]Our GHG emissions data is calculated in accordance with the World Resources Institute Greenhouse Gas Protocol. Where possible, we have used actual activity data to measure emissions, supplemented by estimated emissions figures based on spend. This methodology covers 100% of our Store Operations, including wholly owned and leased facilities, as well as all entities under our family of brands. In the future, Monro may restate or adjust reported values due to changes in methodology or improvements in accuracy.
[3]The calculation is based on our energy purchase spend across 100% of our Store Operations.

Goals Summary

TOPIC	GOAL	TIME FRAME	ESG REPORT PAGE #
Safety	30% reduction in workers' compensation frequency claim rate	5-year (fiscal year 2023-2027)	15
Environment	100% LED lights in Stores	5-year (end of fiscal year 2027–for all Stores open for at least one fiscal year)	29

SASB Index

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 #
Energy Management in Retail & Distribution	(1) Total energy consumed (2) percentage grid electricity and (3) percentage renewable	CG-MR-130a.1	See data table on page 34.	34
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.	12
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 33. Please click here for our most recent EEO-1 filing.	33
Materials Efficiency	Percentage of products sold that are recyclable	TR-AP-440b.1	We include discussions of recycling and materials handling 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.	30

TCFD Disclosure Table

After conducting a climate analysis in Fiscal 2026, below is a summary of Monro's relevant information based on the Task Force on Climate-related Financial Disclosures (TCFD) recommended disclosure.

TOPIC	MONRO RESPONSE
Governance	The Board of Directors as a whole and as delegated to the Nominating and Corporate Responsibility Committee has oversight of environmental factors, including climate-related risks and opportunities. The Chief Legal Officer and head of Investor Relations, as part of the Senior Leadership Team, leads both our ESG Working Group and Climate Working Group and reports directly to the Board on these matters. Both of these Management-level working groups consist of leaders from finance, risk, facilities management, and procurement.
Strategy	In Fiscal 2026, the Climate Working Group evaluated climate-related risks and opportunities over the short, medium, and long term in the categories of acute physical, market, policy and legal, and technology risks & opportunities. We performed a qualitative review of how climate-related risks might impact our business across different scenarios. The climate-related risks identified are integrated into our broader risk management and operational planning through existing management processes, safety planning, and cost management practices. We plan and monitor for potential operational disruptions caused by severe weather events. This is implemented through our Heat Illness Policy and Hurricane Preparedness Policy, as well as through action plans for other extreme weather events (such as snowstorms, tornadoes, flooding and wildfires), enabling us to prioritize employee and customer safety and minimize operational downtime. We manage exposure to energy price volatility through a hedging program and a state-by-state approach to energy contracts, supporting cost stability across our Store network. In response to increasing emissions reporting requirements, we are enhancing the quality and efficiency of our utilities management processes to support reporting compliance.
Risk Management	Our approach to climate-related risk management aligns with our broader approach to enterprise risk while remaining proportionate to the level of exposure we face today. The climate risk assessment process is led by the Climate Working Group, overseen by the Senior Leadership Team and the Board. This group includes members from finance, risk, facilities management, and procurement, who evaluate risks like other strategic risks. They assess actual and potential climate risks—both transition risks (policy, legal, tech, market) and physical risks (weather events, climate shifts)—focusing on impacts on Store operations, costs, and capabilities. The group is assisted by third parties for evaluation and measurement. 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 through our existing risk management processes. 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 monitor the relevance of opportunities to service a changing landscape of vehicles as the transportation sector moves towards cleaner options.
Metrics	See data table on page 34.

Forward-Looking Statements

Certain statements in this report, 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 "aim," "believe," "could," "continue," "expect," "focus," "goal," "may," "plan," "should," "will," 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.

MONRO

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