



2025 REPORT TO COMMUNITY

Issued September 2026

From our President & CEO

For more than 100 years, Irving Oil has been committed to safely and reliably providing the quality energy our customers and communities depend on. That commitment guides each decision we make and shapes our approach to building a strong, resilient business that delivers critical energy security to the regions we serve.

The energy industry continues to evolve, with the pace and direction of change influenced by technology, infrastructure, market conditions and public policy. Throughout our company's history, we have adapted to change while remaining focused on operating a safe, reliable and competitive business that keeps our communities moving. That remains our approach today.

In our 2023 Report on Sustainability, we outlined ambitions to reduce our Scope 1 and 2 greenhouse gas emissions by 30 per cent by the end of 2030 and to take active steps toward achieving net-zero emissions by 2050. While the principles behind these goals continue to inform our business planning and infrastructure investments, progress must be aligned with the availability of technology, regulatory certainty and global geopolitical and economic conditions. We are responding by retiring our stewardship of such targets while continuing to hold ourselves and our teams accountable for always doing better.

We are proud to fuel our regions, providing a consistent and dependable supply of energy to our markets. Our business supports more than 4,400 employees and contributes to the well-being of our communities through ongoing investments in education, health care and social programs that make a difference where we live and work.

In this Report to Community, we are pleased to share highlights of our business and the progress we continue to make.

Thank you to our employees, customers and communities for your continued trust, support and engagement.

Jeff Matthews
President & CEO



About Irving Oil

Irving Oil is an international energy company, operating Canada's largest refinery in Saint John, New Brunswick, and Ireland's only refinery, located in the village of Whitegate. The company proudly serves customers through more than 1,000 fuelling locations across Eastern Canada, New England and Ireland, supported by a network of distribution terminals.

Health and safety

Safety is fundamental to how we operate our business every day. We are focused on personal and process safety, as well as caring for the health and wellness of our employees.

- Across our operations, personal safety performance had favourable results for Recordable Injury Frequency (RIF), Process Safety Event (PSE) and Lost Time Injury Rate (LTIR) in 2025. We experienced a true northeastern winter at our operating areas in early and late 2025 across Atlantic Canada and New England and our team responded with a disciplined focus on safety. Our RIF rate for the year was 0.69*, with a PSE rate of 0.21** and an LTIR rate of 0.38***. Our Saint John refinery received seven concern calls, four relating to noise and three odour. There were no concern calls for the Whitegate refinery in 2025.
- We invested in the efficiency and reliability of our core assets at our Saint John refinery, including our fall turnaround and

significant upgrades to our Fluid Catalytic Cracking Unit (FCCU). Total combined work hours for these projects topped one million, with zero recordable injuries.

- We organized full-scale emergency exercises at our Canadian bulk plant locations, marine terminals, strengthening relationships with emergency organizations in our jurisdictions.
- Our Whitegate refinery in Ireland participated in Industrial Emergency Response training sessions focused on strengthening knowledge in industrial firefighting, enhancing teamwork and improving preparedness for potential incidents.
- We continued to provide employees and their dependants with mental health support through our comprehensive benefits program. As well, we provided mental health training for our employees and people leaders, and delivered four mental health learning opportunities for our employees on topics such as stress and anxiety, gender-specific mental health support and thriving through change.

*RIF = (Number of injuries x 200,000 workforce hours) / number of hours worked.

**PSE Rate = (Total Tier 1 PSE Count + Total Tier 2 PSE Count) x 200,000 / total hours worked.

***LTIR: (Number per 200,000 hours worked)

People and culture

We are focused on creating a supportive and inclusive work environment, where our employees feel valued and empowered, and where they can grow and develop meaningful careers at Irving Oil.

- We provided meaningful employment, with competitive compensation and benefits packages, to 4,453* employees in our core geographies.
- We're proud to be named one of Canada's Top 100 Employers for 10 consecutive years; and to have been named one of Canada's Top Employers for Young People, highlighting our commitment to students and new grads.
- We updated our leadership structure to drive focus and accountability in achieving our strategy, build succession planning and clarify career pathways for employees in leadership.
- 34% of our leadership roles were held by women. We continued to focus on strategies that attract, engage and retain diverse, qualified team members, by applying a lens of inclusivity to our policy development, career planning and employee development programming.

- Every leader in our company is expected to attend instructor-led training on Unconscious Bias in partnership with the Canadian Centre for Diversity and Inclusion (CCDI).
- A record 223 students joined our team for co-op and summer student employment, several of whom have accepted early offers to join our team full time following graduation.
- Our employee resource group, All-In, hosted 11 events that were aimed at bringing colleagues together to support strong, inclusive teams and a positive work environment. Flagship events included Culture Fest, our Pride celebrations, an employee market celebrating the creative abilities of our team and a student hackathon.
- Our Good Energy in Action program empowers our employees to make a positive impact on their communities in ways that matter most to them. 39% of our employees participated in our social impact programming, logging 9,413 hours of volunteer time and donating \$228,035, including employee-led fundraising initiatives.

*Includes all employee types; excludes students, those on leave and seasonal employees





Community

As a company in operation for more than 100 years, we are deeply rooted in our communities and we work hard to make a difference in the places we serve. Our business activities create direct and indirect benefits for our communities, including economic opportunities and philanthropic support.

- We made significant investments in our assets, such as \$127 million in partnership with Algoma Central Corporation for two new product tanker vessels, \$100 million to upgrade the Saint John refinery FCCU, \$89 million for a rerouting project at East Saint John Terminal and \$40 million for the turnaround at our Saint John refinery.
- Our Saint John refinery's fall turnaround created temporary employment for 300 additional workers, contributed an estimated \$1 million in economic spinoffs in New Brunswick and supported 60 contracted companies, 40 of which were from New Brunswick.
- We provided \$285,000 in scholarships and bursaries at academic institutions across our geographies to support students pursuing post-secondary studies.
- We announced a \$35-million USD gift to establish two healing spaces in honour of Arthur L. Irving at the Massachusetts General Hospital campus in Boston, MA: the Irving Oil Limited Center for Urgent Cancer Care and the Irving Oil Limited Healing Garden.
- Since 2002, our flagship Fuel the Care program has provided fuel gift cards to more than 120,000 families that need to travel to access medical care for their child. Through partnerships with nine hospitals across Atlantic Canada, Quebec, New England and Ireland, we have invested more than \$6.8 million in the program to date.
- With the help of our \$500,000 gift to Ronald McDonald House Charities Maritimes, a new facility was completed in Halifax, NS, doubling the number of families that RMHC Maritimes can support each year.
- Construction is underway on the redevelopment of the IWK Emergency Department in Halifax, NS. With the help of a \$2.5-million gift from us, this facility is set to enhance emergency care for pediatric patients and their families from across the Maritimes.
- We announced a \$1.5-million gift toward the New Brunswick Museum revitalization project in Saint John, NB. Slated to open in 2028, this will provide a new home for Canada's oldest continuing museum.
- Construction is underway on a 48,705-square-foot expansion of the South Shore Regional Hospital in Bridgewater, NS, which includes a new emergency department. Our \$500,000 gift supports this project, which is expected to be completed in fall 2026.
- We unveiled the Dr. Margot Burnell Cancer Support Program, named after the program's visionary and long-time oncologist in Saint John, NB. As part of a \$1-million gift made by Irving Oil to expand cancer support programming in Saint John, including increased holistic and evidence-based supports for cancer survivors and their families.

Truth & Reconciliation

- We recognize the importance of truth and reconciliation and are continuing our learning journey. We adopted the federal National Day for Truth & Reconciliation statutory holiday for our Canadian teams to provide them with a day to reflect, learn about and honour the historic and continuing important role of Indigenous Peoples in Canada.
- We were honoured to welcome Rose LeMay, author of *Ally is a Verb*, to our home office in Saint John, NB, ahead of National Day for Truth & Reconciliation. She led our employees through a powerful and thought-provoking learning opportunity.