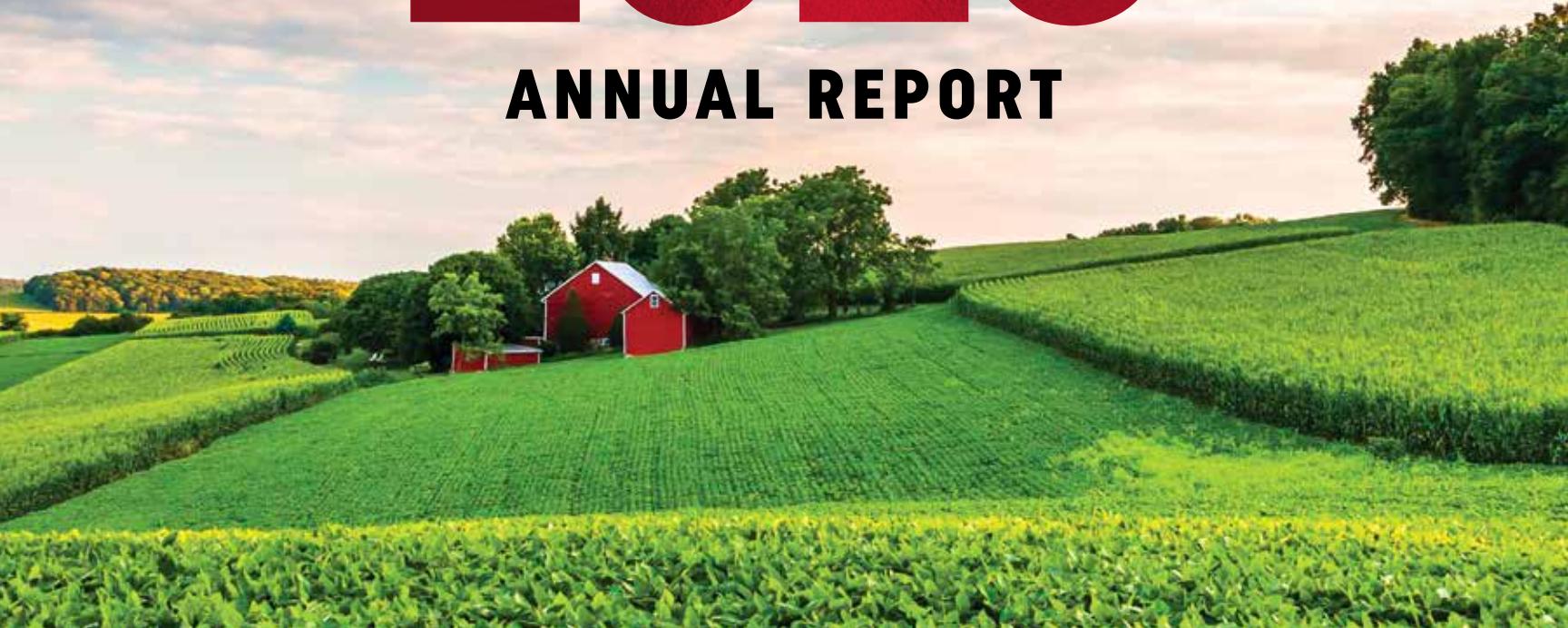




# 2023

## ANNUAL REPORT



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# LETTER FROM LEADERSHIP

MFA Oil was founded on the belief that farmers and ranchers would be best served by working with a cooperative. Fast-forward 94 years, and that core belief and our purpose remain the same—to drive the success of our customers and communities through exceptional products and services. For us, everything starts and ends on the farm with our trusted services to you.

Thank you for putting your trust in MFA Oil Company. We know that trust is built and maintained through actions over time, and we're proud to have earned your trust.

We are pleased to report that the cooperative has strengthened its long-term position. Our strategy is not just to get bigger; it's about getting better. We want to be the long-term petroleum provider of the future. We continue to invest strategically in our people, internal support infrastructure and company image. These investments benefit the entire company and create additional value for your equity in the cooperative.

Within our bulk fuel and propane division, we have made concerted efforts to improve our local presence and image this year with new or refurbished offices and Petro-Card 24 locations. We acquired Blue Flame Gas in Marthasville, Mo., and bought the existing assets that Gygr-Gas abandoned mid-winter last season.

In MFA Petroleum Company, our Break Time and Big O Tires divisions continue to do well. Our Break Time team has worked hard to make our breakfast program a signature offering and something customers look forward to as part of their morning routine. We made a significant investment in our Big O Tires operations last December with the acquisition of 13 existing Big O Tires stores in the Kansas City metropolitan market. The deal included eight locations in Missouri and five in Kansas, our first retail locations in the Sunflower State. Growing our Big O Tires and Break Time businesses not only creates value for you but also aligns with our long-term strategy. Growth provides us with resources to weather inevitable financial downcycles.



Overall, 2023 was another great year. The results reflect our focused efforts to deliver exceptional customer service, maintain good employee morale and realize better-than-expected retail margins in propane.

We credit the support, commitment, work ethic and passion of our employees with our success. Employee development is of critical importance, and we will continue to look for ways we can support our employees in their pursuit of personal improvement.

Our business will continue to evolve. Rapid advancements in technology are powering innovation around the world. Rest assured that MFA Oil will adapt to the world ahead. We've adapted our business many times in our nearly 100-year history and will continue to do so as needed.

Thank you again for your trust and support.

Cooperatively,

Jon Ihler  
President & CEO

Glen Cope  
Chairman of the Board

# YEAR IN REVIEW

## MFA PETROLEUM ACQUIRES 13 BIG O TIRES STORES

On Dec. 12, 2022, MFA Petroleum Company, a wholly-owned subsidiary of MFA Oil, acquired 13 Big O Tires stores in the Kansas City metro area. Following the deal, MFA Petroleum became the largest Big O Tires franchisee.

## NEW EMPLOYEE DEVELOPMENT PROGRAMS

The Human Resources department launched two training programs in 2023. Accelerate teaches new managers co-op basics, people management and effective leadership. Leader of Leaders ensures senior supervisors have the training and tools needed to support new managers participating in Accelerate.

## NEW WAREHOUSE AND TRUCK SHOP

The company opened a new warehouse and truck shop in Sikeston, Mo. The facility will provide added storage and enhanced logistical support to the co-op's operations in southeast Missouri, northern Arkansas and the Ohio Valley.

## BREAK TIME PILOTS SELF-CHECKOUT

As consumer comfort levels with cashierless technology increase, Break Time is set to broaden its use of the technology to provide customers with speedier checkouts. Break Time successfully piloted self-checkout at three locations and plans to expand it to additional stores in 2024.



NO. 2 DIESEL-RED

MFA OIL

MFA OIL  
Barcode

**\$42.1  
MILLION**

Total Earnings

**\$19.2  
MILLION**

Earnings on MFA Oil  
Operations

**\$15.9  
MILLION**

Patronage Paid to  
Members in Cash

**\$365.4  
MILLION**

Net Worth

## FY 2023 BALANCE SHEET

IN MILLIONS OF DOLLARS

### ASSETS

Current Assets	\$ 239.2
Investments	\$ 95.6
Fixed Assets	\$ 159.6
Right Of Use Assets	\$ 78.1
Other Assets	\$ 20.7
<b>Total Assets</b>	<b>\$ 593.2</b>

### LIABILITIES & EQUITY

Current Liabilities	\$ 143.9
Long-Term Lease Liabilities	\$ 12.6
Other Liabilities	\$ 71.3
<b>Equity</b>	<b>\$ 365.4</b>
<b>Total Liabilities and Equity</b>	<b>\$ 593.2</b>

## FINANCIAL STATEMENT

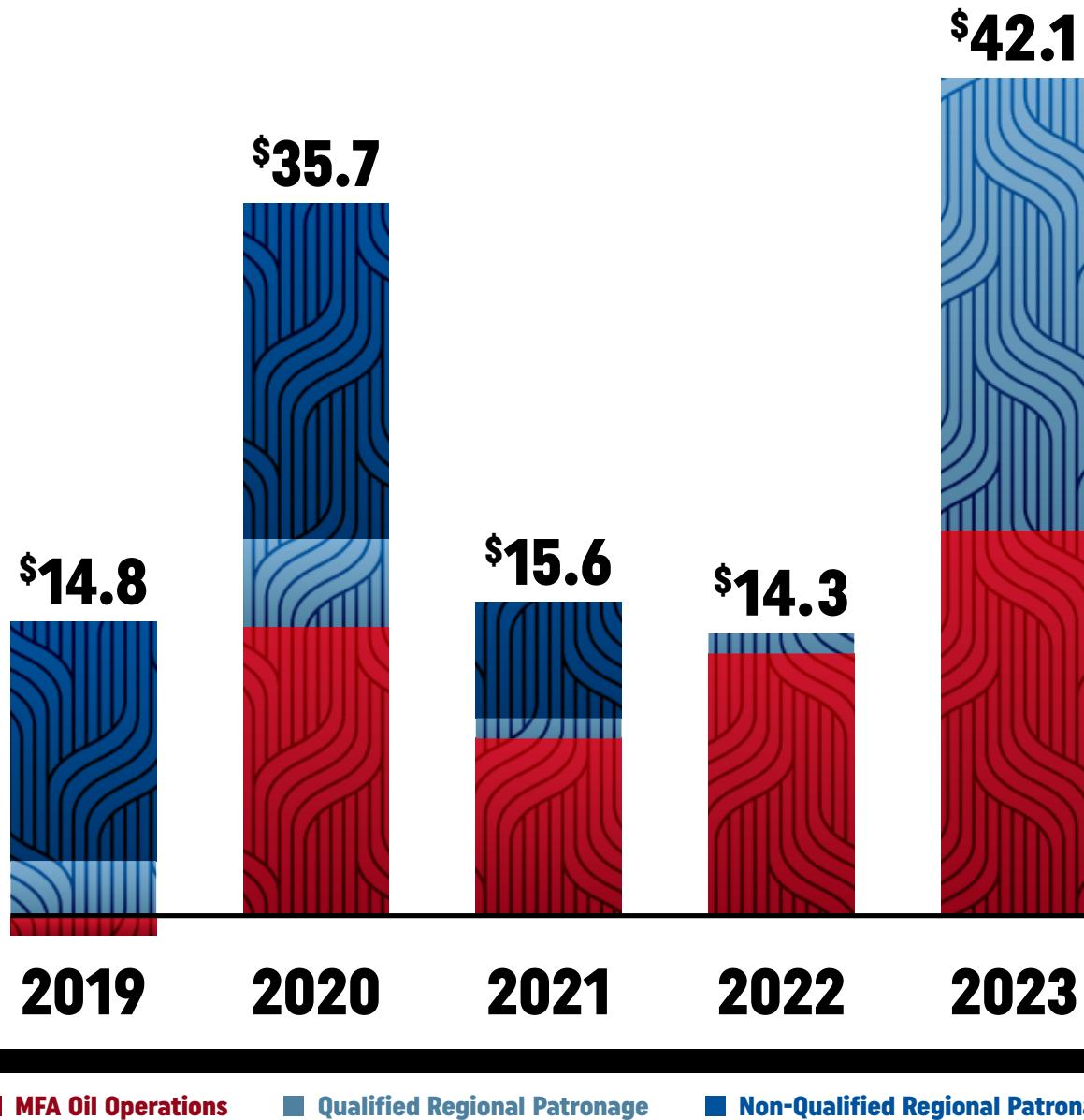
IN MILLIONS OF DOLLARS

	2023	2022
Earnings on MFA Oil Operations	\$ 19.2	\$ 12.8
Qualified Regional Patronage	\$ 22.9	\$ 1.5
<b>Net Income Before Taxes</b>	<b>\$ 42.1</b>	<b>\$ 14.3</b>



# EARNINGS BEFORE INCOME TAX

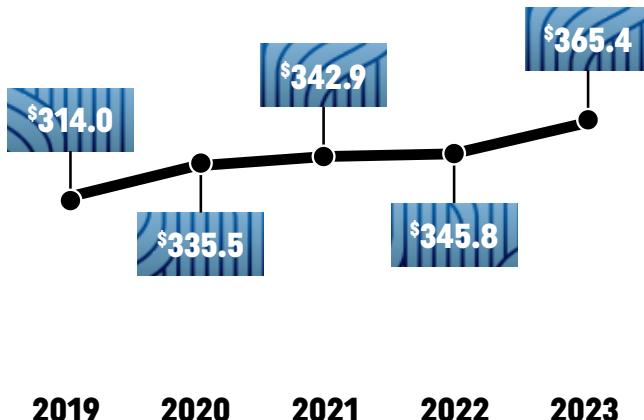
in Millions of Dollars



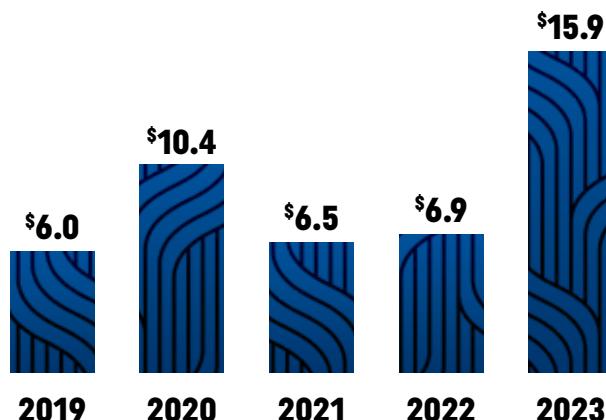
# EARNINGS

in Millions of Dollars

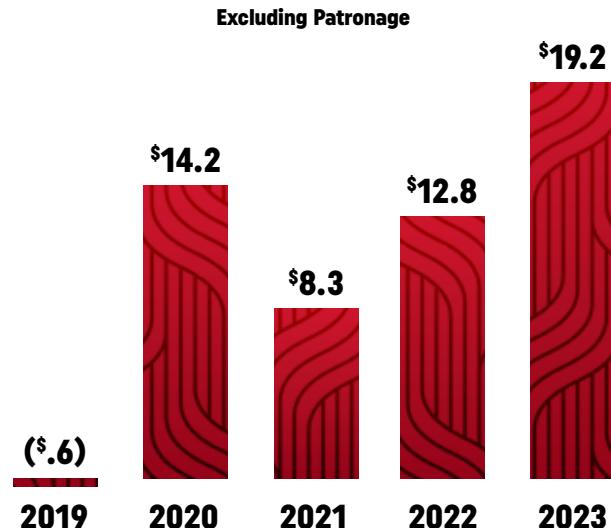
## NET WORTH



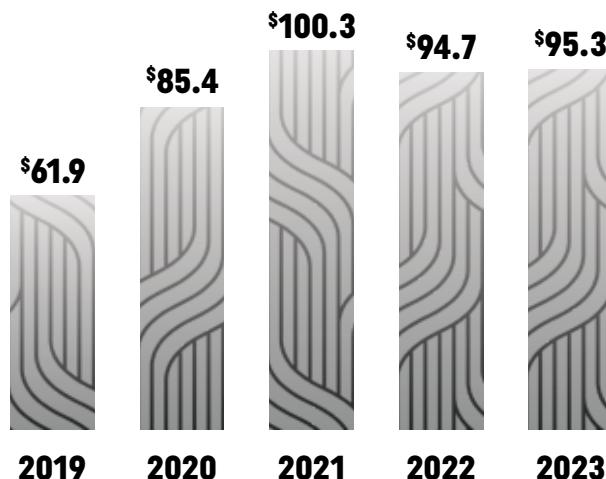
## PATRONAGE: RETIRED PAST EQUITIES AND CASH PAYMENTS



## EARNINGS ON MFA OIL OPERATIONS



## WORKING CAPITAL



# GROWTH

MFA Oil actively seeks out expansion opportunities through acquisitions.  
The cooperative made two strategic purchases in 2023 to grow its operational footprint.





# BULK FUEL & PROPANE

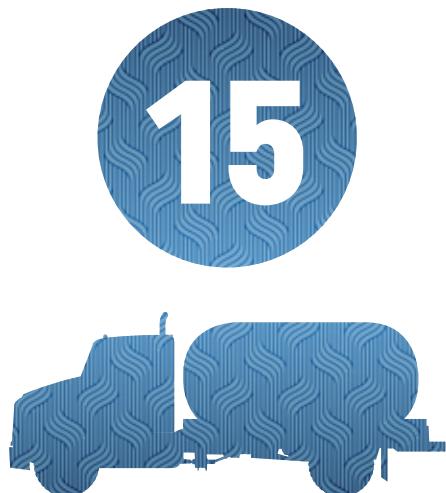
MFA Oil is working to upgrade its offices at several locations. The co-op remodeled its locations in Clinton, Mo., and Columbia, Mo., and built a new office in Deering, Mo. The company began construction on new offices in Butler, Mo.; Kirksville, Mo.; and Pryor, Okla., and upgraded its propane storage facilities in Indiana, Kentucky and Tennessee.

**52.0**  
**MILLION**  
gallons of gasoline sold

**115.5**  
**MILLION**  
gallons of distillates sold

**99.9**  
**MILLION**  
gallons of propane sold

## New trucks built by the MFA Oil Truck Services Department



Propane Bobtails



Refined Fuel Trucks

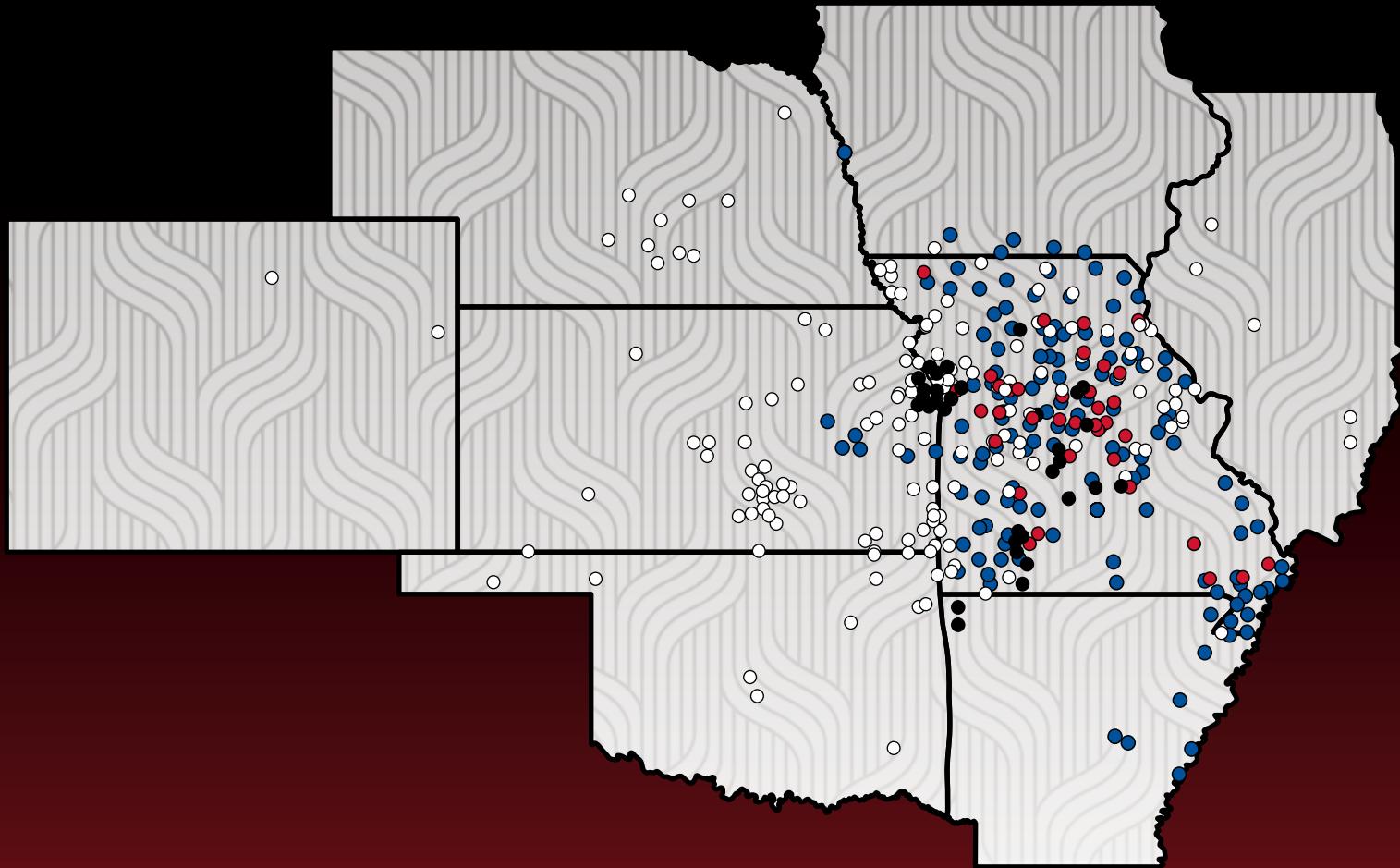


Service Trucks



# RETAIL

MFA Oil operates a variety of retail businesses, including Petro-Card 24 unattended fueling stations, Break Time convenience stores and automotive services through its Big O Tires franchise. The company also supplies gasoline and diesel fuel to convenience stores across the Midwest through its APM division.



**Petro-Card 24**

**186**

**BreakTime**

**72**

**BIG O TIRES**

**36**

**APM**

**255**

## PETRO-CARD 24

During the 2023 fiscal year, MFA Oil built five new Petro-Card 24 locations in Missouri at Avilla, Butler, Portageville, Sarcoxie and West Plains. The company completed environmental health and safety upgrades at five Missouri locations (Aurora, Browning, La Plata, Ridgeway and Warrensburg) and one Kansas location (Garnett).



**68.0 MILLION**  
gallons of fuel sold

**186**  
locations

## BREAK TIME

Break Time made technology upgrades to its point-of-sale system and successfully piloted self-checkout at three locations in FY23. Additional highlights include the opening of a new store in Springfield, Mo., rebuilding a store in Lexington, Mo., and image updates at stores with older logos.



**86.9 MILLION**  
gallons of fuel sold

**\$132.5 MILLION**  
in inside sales

**72**  
locations

# BIG O TIRES

MFA Petroleum Company, a subsidiary of MFA Oil, independently owns and operates Big O Tires franchise stores in Arkansas, Kansas and Missouri. The company opened a new store in Lake Ozark, Mo., and acquired 13 stores in the Kansas City metropolitan area during the 2023 fiscal year.



**\$74.8 MILLION**  
in sales

**36**  
locations

# APM

APM, the wholesale division of MFA Oil, is a leading fuel supplier that partners with independent convenience stores across the Midwest. APM customers have branding options through Cenex, Clark, Conoco, Phillips 66, Sinclair and VP Racing Fuels, in addition to unbranded support.



**98.2 MILLION**  
gallons of fuel delivered

**\$256.3 MILLION**  
in sales

**255**  
fueling stations

# BLUSPHERE ENERGY

In May 2023, MFA Oil announced its solar division would change its name from Energized Solar to BluSphere Energy. The new name and rebranding reflect the company's commitment to providing sustainable energy solutions to businesses, farmers and homeowners.



**534,000 AC KWHS**  
annual average

**40**  
solar installations

# PHILANTHROPY

## STRENGTHENING LOCAL COMMUNITIES

MFA Oil believes in giving back to the communities it serves. The company supports many local non-profit organizations directly and through the MFA Oil Foundation. Additionally, MFA Oil provides scholarships to hundreds of students each year through the MFA Foundation and to the children of employees.

# \$143,500

The company provides donations to various non-profit organizations such as Show-Me STATE GAMES; Ronald McDonald House Charities of Mid-Missouri; Special Olympics Missouri; Welcome Home Inc.; Rainbow House; Missouri State Fair; Boys & Girls Clubs of Columbia; FFA state organizations in Arkansas, Kansas, Missouri and Oklahoma; and more.

# \$147,000

The Ninth Annual MFA Oil Charity Golf Scramble and Concert benefitting Operation Homefront raised \$147,000 in donations and more than \$1.3 million of support for America's military families since the inaugural event in 2015. The event's proceeds will be used to provide financial assistance to active-duty military and veteran families in Missouri, Kansas and surrounding areas.

## MFA OIL COMPANY SCHOLARSHIPS

MFA Oil has three scholarship endowments that provide educational assistance to the sons and daughters of company employees. The following are this year's recipients:

### **JERRY TAYLOR SCHOLARSHIP**

**Olivia Oerly**, daughter of Barb Oerly, Break Time accounting manager

### **DALE H. CREACH SCHOLARSHIP**

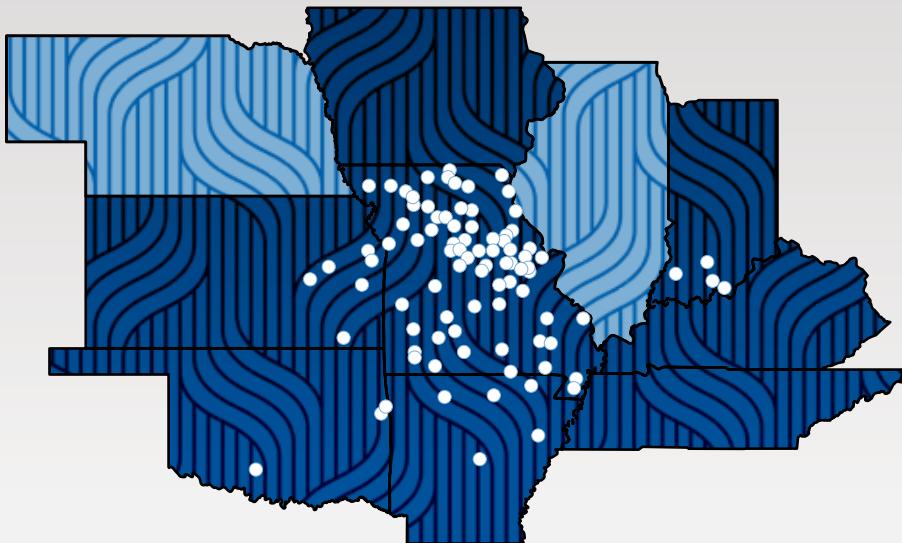
**Harrison Fowler**, son of Lisa Fowler, accounts receivable administrator  
**Owen Ives**, son of Katie Ives, customer service representative in Cole Camp, Mo.

### **C.F. ROBERTSON SCHOLARSHIP**

**Ben Lause**, son of Jared Lause, plant manager for Union, Mo.

## THE MFA OIL FOUNDATION

The MFA Oil Foundation provides cash grants to support non-profit organizations in communities where MFA Oil has a significant concentration of members and employees. The grants, which are primarily funded by pre-tax, non-member income, help strengthen organizations dedicated to serving education, youth, humanitarian services and civic endeavors.



**\$300,220**

in grants awarded  
to 118 organizations

**\$3.6 MILLION**

approximate value of grants awarded  
since it was founded in 1998.

→ To apply for an MFA Oil Foundation grant, visit [mfaoil.com/foundation](http://mfaoil.com/foundation).

## MFA FOUNDATION

Established in 1958 to provide greater educational opportunities for youth, the MFA Foundation is a non-profit organization jointly administered by MFA Oil Company and MFA Incorporated. Every spring graduating high school seniors in the companies' trade area are awarded scholarships for use at the college or university of their choice. Throughout the years, the MFA Foundation has provided more than \$17 million in financial assistance to over 15,000 students. MFA Oil funds its contributions to the MFA Foundation through unclaimed equities. Eligible students can apply online at [mfafoundation.com](http://mfafoundation.com).

**\$548,000**

in scholarships given to  
274 students

# EXECUTIVE TEAM



**STANDING LEFT TO RIGHT:** Edward Harper, Vice President of Enterprise Risk Management; Kenny Steeves, Senior Vice President of MFA Oil Operations; Tami Ensor, Executive Assistant and Corporate/Board of Directors Secretary; Amanda Cooper, Vice President of Human Resources; Curtis Chaney, Senior Vice President of Retail; Jeff Raetz, Chief Financial Officer

**SITTING LEFT TO RIGHT:** Jon Ihler, President and Chief Executive Officer;  
James Greer, Senior Vice President of Supply and Transportation

# BOARD OF DIRECTORS



**STANDING LEFT TO RIGHT:** Marion Kertz, District 4 – Southeast; Mike Moreland, District 5 – West Central; Randy Pace, District 8 – Mid-South; Jake Taylor (Vice Chairman), District 6 – Central; Tony Dameron, District 7 – East Central; Chuck Weldon, District 1 – Northwest

**SITTING LEFT TO RIGHT:** Monte Fisher, District 2 – Northeast; Glen Cope (Chairman), District 3 – Southwest

# CORE VALUES

The core values of MFA Oil Company form the foundation of the cooperative's culture. These values are more than just words—they serve as guiding tenets for employees' actions and decision making. These values are used to evaluate new hires, conduct training and appraise job performance for all employees.



- ✓ Respect Everyone
- ✓ Provide Excellent Service
- ✓ Deliver on Your Promises



- ✓ Give Your Best
- ✓ Never Settle
- ✓ Work Passionately



- ✓ Do the Right Thing
- ✓ Take Ownership
- ✓ Act With Empathy

***Our Purpose is to Drive the Success of Our Customers and Communities Through Exceptional Products and Services.***