

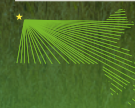
Executive Summary



FROM THE BAY
TO THE BERKSHIRES



Massachusetts, where innovation meets tradition.
Where bustling streets meet mountain landscapes.
At the heart of it all stands MassDOT.
Connecting the Commonwealth from the Bay to the Berkshires.
It's not just the destination, but the moments
along the way that make the journey unforgettable.
Explore Massachusetts.
From the Bay to the Berkshires.
Wherever the road takes you,
enjoy your journey.



FROM THE BAY
TO THE BERKSHIRES

Executive Summary

Applegreen MA Investments LLC ("Applegreen") are delighted to present our proposal to Massachusetts Department of Transportation ("MassDOT") in response to the Request for Proposals issued for an Operator to operate and maintain the 18 MassDOT service plazas (Bid No. BD-25-1030-CPO1-CPO1-107836). Our proposal reflects Applegreen's unwavering commitment to Service Plaza operation excellence, innovation, and community partnership. We recognize the significance of this opportunity and are eager to leverage our extensive expertise in Service Plaza operations to enhance the experience of travelers across the Commonwealth. We look forward to working closely with MassDOT in the next phase of this process to make collaboration and stakeholder feedback a priority.

APPLEGREEN - Where Roadside Hospitality meets 5-Star Service

From the Bay to the Berkshires, MassDOT's road network connects the Commonwealth, with Service Plazas providing essential moments of rest and connection. These plazas offer travelers a chance to refuel, refresh, stretch, and share brief but meaningful experiences. Applegreen is fully aligned with MassDOT's vision for a clean, safe, friendly, future-proofed, and re-imagined Service Plaza network across the Commonwealth.

About Us

Established in Ireland in 1992 by Bob Etchingham and Joe Barrett, Applegreen has grown to be a worldclass leader in Roadside Hospitality. Applegreen is driven by a mission to redefine the Service Plaza experience, creating warm welcome escapes with every customer greeted by a friendly smile.

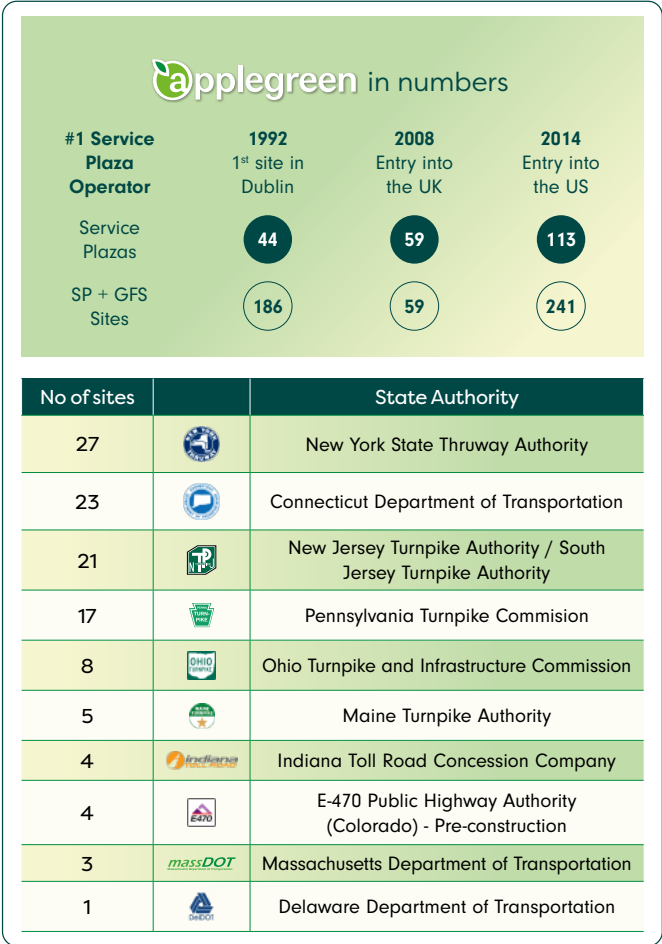
Applegreen is the largest operator of on-highway Service Plazas in the US, Ireland and the UK. We are trusted by millions of travelers daily across our three markets. In 2024 alone we served over 170m customers, almost 500,000 per day.

Applegreen operates approximately 530 locations and over 700 individual food and beverage offers. Applegreen employs approximately 18,000 people, over 7,000 in the US, and generates over \$4 billion in revenue. We operate 113 Service Plazas in the US and have extensive experience working with multiple State Authorities and Departments of Transportation.

Applegreen provides the entire suite of services required to operate a highway Service Plaza, from food & beverage, C-Store, car and truck fuelling and EV charging, ensuring seamless operations and maximum customer satisfaction.

Our recent success winning ‘The Best Foodvenience Store in the World’ 2024 reflects Applegreen’s exceptional operational standards, incredible customer experience and world-class leadership. Applegreen has a strong working knowledge of all the MasDOT sites, the local areas and experience of working with MassDOT and has recently been confirmed as a preferred development partner of MassDOT to deliver NEVI compliant EV charging across the state of Massachusetts.

Applegreen has a proven track record of successfully collaborating with construction labor unions across the United States, such as during the construction of the 27 Service Plazas across the New York State Thruway.



Coastal Design Concept

BLACKSTONE - The World’s Largest Alternative Asset Manager

Our majority shareholder is Blackstone Infrastructure Partners (“Blackstone”), the worlds largest alternative asset manager with more than \$1.1 trillion of assets under management as of 31 March 2025. Blackstone enjoys an extensive presence in Massachusetts, with over 4,400 people employed via its portfolio companies, including over 1,800 veteran’s, veteran spouses and caregivers. Blackstone has over \$1.5billion in public pension commitments from Massachusetts.

With the unwavering support of our shareholders, Bob Etchingham, Joe Barrett and Blackstone, Applegreen has the experience and financial capacity to revitalize the Service Plaza experience for the people of Massachusetts.

REVITALIZATION - Symbols of the Commonwealth

Over the past 12 months, Applegreen and our team has worked diligently to curate three different revitalization concepts which we will incorporate across the Commonwealth, which reflect the various local culture and architecture. Rather than a generic stop along a busy highway, each plaza will stand as a symbol of the region it serves, seamlessly integrating into its surroundings while creating a distinct sense of arrival offering travelers an experience that is uniquely Massachusetts.

We have completed a detailed Revitalization Plan which balances the requirements of the RFP with the commercial needs of MassDOT. Our base bid of 9 new builds and 9 refurbishments can be amended in conjunction with MassDOT during the Transition Period to increase or decrease the amount of rebuilds or refurbishments, to adjust the capital expenditure and the and rent paid to MassDOT.

In addition, we have proposed a range of international food and beverage brands which will transform the service offering and customer experience for the travellers visiting the MassDOT Service Plazas.



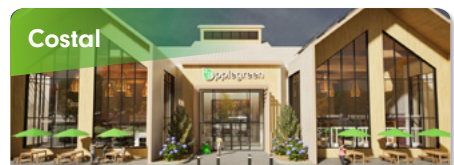
Western

A tribute to the rustic beauty of the Berkshires, featuring black-trimmed wood siding, peaked roofs, and board-and-batten elements that echo traditional New England craftsmanship.



Central











Sleek and contemporary, with anodized metal, glass, and flat roofs pocket parks that reflect the energy of the City and its surrounding urban and tech centers.



Coastal

Light, airy, and inviting, with beachwood finishes that evoke the charm of a Summer on the Cape.

The table below outlines our key revitalization concepts along with our proposed number of F&B offerings per site.

Site	Revitalization Concept	Revitalization	# of Food Offers (excluding seasonal)	Proposed Brands
Barnstable EB/WB	Coastal	Knock-down & re-build	4	         
Beverly Northbound	Metro	Refurbishment	2	
Blandford Eastbound	Western	Refurbishment	2	
Blandford Westbound	Western	Refurbishment	3	
Bridgewater Northbound	Coastal	Refurbishment	3	
Bridgewater Southbound	Coastal	Refurbishment	3	
Charlton Eastbound	Metro	Knock-down & re-build	5	
Charlton Westbound	Metro	Knock-down & re-build	5	
Framingham Westbound	Metro	Knock-down & re-build	5	
Lee Eastbound	Western	Knock-down & re-build	3	
Lee Westbound	Western	Refurbishment	2	
Lexington Northbound	Metro	Refurbishment	4	
Ludlow Eastbound	Western	Knock-down & re-build	3	
Ludlow Westbound	Western	Refurbishment	2	
Natick Eastbound	Metro	Knock-down & re-build	4	
Newton Southbound	Metro	Knock-down & re-build	4	
Plymouth Southbound	Coastal	Refurbishment	2	
Westborough Westbound	Metro	Knock-down & re-build	4	

KEY PROPOSAL OBJECTIVES

Applegreen are fully aligned with MassDOT on the importance of environmental measures, providing opportunities for all and ensuring the Commonwealth and MassDOT are celebrated. Our Proposal thoughtfully considers these key objectives, with the key highlights outlined below.

1. Electric Vehicle Charging

Applegreen aligns with MassDOT's vision of providing for the needs of EV motorists that equals quality of service offered to traditional ICE vehicles. Through our own Charge Point Operator Applegreen Electric, we will install and operate c.88 150 kW NEVI compliant DC fast chargers by 2031, with at least 4 EV chargers being provided per site*. Over the course of the lease, we expect to install over 780 chargers.

Applegreen Electric specializes in on-route ultra-fast DC charging and will service all locations with ultra-fast chargers. Applegreen Electric has over a decade of experience designing, building, operating, and maintaining EV charging infrastructure, with over 1,325 direct current fast charging (DCFC 150kW+) ports operational across our global network. We will install a further 400 ports across our geographics in 2025.

2. Sustainable Buildings and Systems

Sustainability is central to Applegreen's infrastructure strategy. In line with Executive Order 594, we will incorporate high-performance building standards that minimize environmental impact and reduce greenhouse gas emissions. Qualifying revitalized Service Plazas will be certified in line with EO594, Service Plazas over 20,000 sq ft will be certified LEED Silver, and all will feature energy-efficient systems, renewable energy generation such as solar panels, and eco-friendly materials in construction and renovation efforts. We will also explore ways to inject excess power generated on sites to the grid.

3. Market the Commonwealth and its Communities

In partnership with MassDOT, we will uphold the values of Massachusetts and meet and exceed the goals of the project, creating spaces that serve as the foundation of every traveler's experience. With the assistance of Consensus Building Institute, we will work with local communities to provide spaces they will enjoy and be proud to recommend to their loved ones.

We commit to selling local produce and highlighting Massachusetts through our 'Made in Massachusetts' offering. This is in addition to our community events such as farmers markets, and craft fairs.

We will provide digital kiosks and tourism information at each Service Plaza, highlighting local attractions, Massachusetts history and tourism activities, and showcasing the best of the Commonwealth.

4. Diversity

One of Applegreen's four core pillars is our people and our communities. In our US Service Plaza business, 82.9% of our workforce is female or from a minority background.

A cornerstone of our approach is fostering inclusion and diversity through our Supplier Diversity Program (SDP). As part of this project, we will commit to exceeding the MassDOT SDP requirements.

Applegreen's commitment to our SDP engagement can be seen through our recent W/MBE spend on our New York State Thruway revitalization project. We committed to a 28% of W/MBE participation and 6% Service-Disabled Veteran-Owned Small Business ("SDVOSB") participation for the construction, demolition, replacement, major repair or renovation and related professional services throughout the life of our 27 Service Plazas.

* Subject to MassDOT timeline approval and power constraints.

5. Revenue Sustainability

Revenue sustainability is central to Applegreen’s approach, ensuring that our Service Plazas contribute meaningfully to MassDOT’s financial objectives while enhancing the traveler experience.

We will attract more travelers to Service Plazas by enhancing the overall experience through improved amenities, state-of-the-art facilities, and engaging marketing campaigns. We will implement initiatives such as loyalty programs, cell phone app integration, and community-focused events to further encourage repeat visits and increase revenue streams.

Our commitment to operational efficiency and strategic investment ensures that revenue growth aligns with evolving traveler needs, while maintaining affordability and accessibility.

We have also designed our Initial Revitalization Plan so that we can work collaboratively with MassDOT to finalize a Revitalization Plan that meets MassDOT’s needs during the Transition Period.

HISTORY AND ORGANIZATIONAL STRUCTURE

Applegreen has curated a world class, highly experienced Team providing MassDOT and the Commonwealth with a one-of-a-kind opportunity.

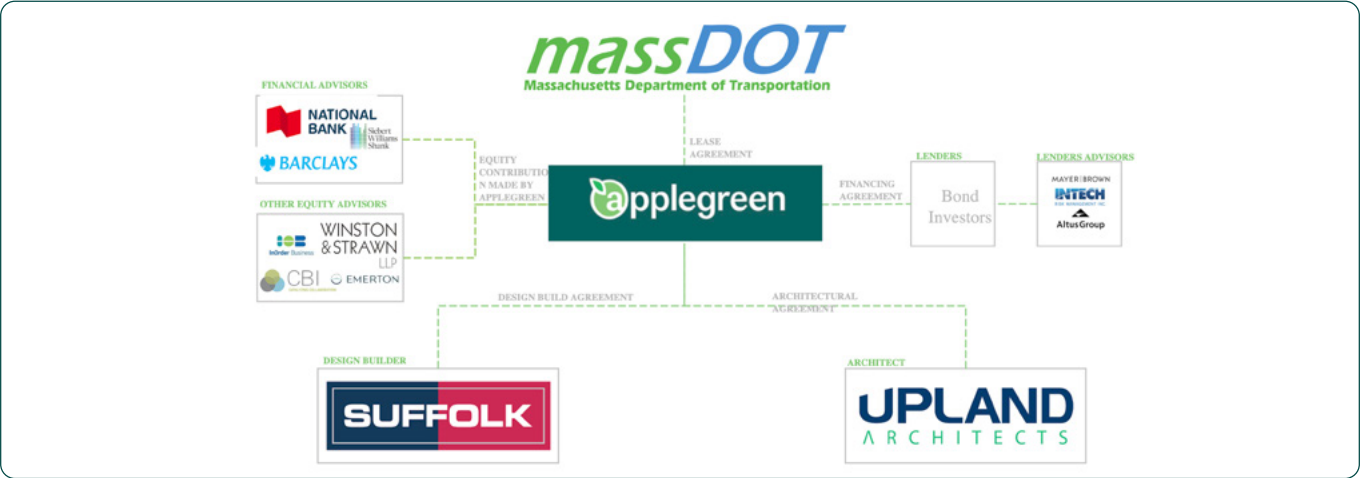
Each Team Member is a leader in their field, bringing unique expertise, and united by a common purpose to serve the Commonwealth and its Communities.

We have focused on establishing a team who have significant Service Plaza development expertise, to ensure this project will be delivered successfully.

Our success across multiple regions is built on our capability to form and manage diverse, multi-disciplinary teams throughout each phase, from transitioning to initial operations to ongoing maintenance and revitalization efforts. We prioritize hiring skilled professionals across departments – hospitality, C-Store, maintenance, and administration – who can deliver top-tier service and operational excellence.

Applegreen has leveraged its deep bench of knowledge and experience with Public-Private Partnership project delivery methodologies, superior execution and highway Service Plaza operational excellence to identify the critical success factors needed to successfully deliver this Project. The Applegreen team takes full responsibility for overseeing the project’s design, construction, and operational phases, ensuring all elements meet the high standards we are known for.

The figure below provides a high-level organizational structure of the Applegreen team, including exclusive team members and key advisors.



Our best-in-class, highly experienced team includes most of the team members who worked alongside us during the redevelopment of our New York State Thruway Service Plazas. The benefit of Applegreen’s fully formed team to MassDOT is significant:

Having spent the last 12 months on a detailed design and construction planning, Applegreen is ready to begin final design and permitting immediately upon execution of the Transition Agreement and the Lease Agreement

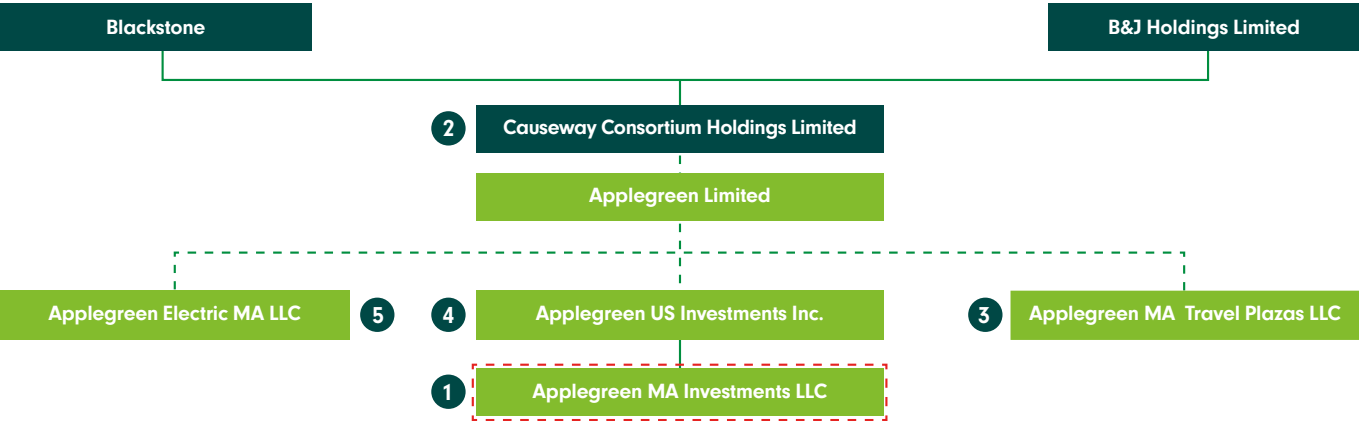
Applegreen

Applegreen will commence operational services at midnight on January 1, 2026 and will ensure that there is no interruption to services. We will undertake significant work in advance of this date to prepare for this transition. We will provide national F&B brands to the travelling public both during interim and post-revitalization operations.

We have a successful track record of managing similar transitions, and are confident we will manage all transition items effectively ensuring minimum downtime to customer services.

The below Applegreen abridged group structure outlines the relationship between the various Applegreen entities

Client	Description Services	Project Value
1	Proposer	Project Developer: The master party to the lease and the single point of contact for MassDOT.
2	Major Participant	Ultimate Parent Company: Ultimate parent company of the Applegreen Group.
3	Major Participant	Commercial Retail Operator: Responsible for all fuel, Food and Beverage (F&B), facilities management and any ancillary services provided as part of the Project.
4	Major Participant	Equity Provider: Responsible for arranging the finance and providing required equity for revitalisation and operational requirements.
5	Major Participant	EV Charging Operator: Responsible for providing all EV charging services, Applegreen Electric MA LLC will ensure the fast and effective roll-out and operation of EV chargers for the duration of the Project.

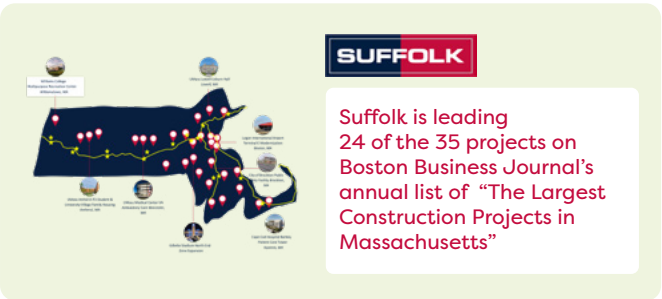


Suffolk - #1 Safest Contractor in New England

Suffolk Construction Company is America’s premier contractor, delivering unmatched expertise in construction management, innovation, and investment to achieve clients’ dreams with integrity and professionalism.

Headquartered in Roxbury, and the largest construction firm in the Commonwealth, Suffolk has 15 offices and over 2,800 employees. Known as the go-to firm for complex and challenging projects, Suffolks follows look ahead planning and engagement of all project stakeholders from an early stage. Suffolk is a trusted partner across Massachusetts, providing an open book policy at all times.

With over 3,000 trade partners, Suffolk has vast experience of working successfully with various Unions and Project Labour Agreements.



Upland - Innovative designs, inspired communities

Upland Architects, Inc. is a Massachusetts-based firm specializing in innovative architectural design and project management for the travel, C-store, restaurant-retail, and municipal sectors. Founded over two decades ago, the firm has become a trusted partner for clients across the region, delivering tailored design solutions that combine functionality, aesthetics, and a deep understanding of community. With a diverse portfolio of impactful projects, Upland integrates technology, sustainable practices, and a client-focused approach to create environments that inspire connection and growth while maintaining a commitment to excellence, collaboration, and delivering maximum value on every project.



Western Design Concept

PROPOSAL CONTENTS

Applegreen is excited to work collaboratively with MassDOT on this Project. We applaud MassDOT’s considered Priority Outcomes and we set out below a summary chart depicting the location of each RFP requirement in the Proposal.

RFP requirement addressed							
	Part 3	Part 4	Part 5	Part 6	Part 7	Part 8	Part 9
Electric Vehicle Charging	✓	✓	✓	✓	✓		
Sustainable Buildings & Systems	✓		✓	✓			
Market the Commonwealth and its Communities	✓		✓	✓	✓	✓	
Diversity	✓	✓	✓	✓	✓	✓	
Revenue Sustainability							✓