

BOYD®



2021 ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

Boyd Gaming has committed itself to treating every stakeholder of our Company with respect and honesty, and acting with the best interests of our communities in mind.

Our Commitment to ESG

Environmental, Social and Corporate Governance (ESG) matters have been a focus of the investment community in recent years. But for Boyd Gaming, ESG has long been a central part of our mission.

Consistently throughout our 47-year history, Boyd Gaming has committed itself to treating every stakeholder of our Company with respect and honesty, and acting with the best interests of our communities in mind. Put simply, we believe that ESG is the foundation upon which we continue to successfully create shareholder value.

We fulfill our commitment to ESG through four core pillars:

Environment

As part of our commitment to the well-being of our communities and future generations, we commit ourselves to reducing our consumption of energy and water, doing our part to combat climate change by reducing our carbon footprint, and minimizing the amount of waste sent to landfills.

People

We strive to be an employer of choice and are proud to be a Company where team members want to spend a career. We treat every team

member with dignity and respect, provide fair wages and attractive benefits, ensure safety in the workplace, and promote diversity throughout our workforce. As a founding contributor to the International Center for Responsible Gaming, we know the importance of promoting responsible gaming throughout our operations and providing assistance to those who need help.

Communities

Through our economic contributions and our extensive support of non-profit organizations across the country, we are committed to making our communities better places because Boyd Gaming is a part of them. We are also focused on leveraging our procurement operations to create opportunities for diverse businesses throughout our communities.

Corporate Governance

We act with the highest level of integrity, and carry these expectations beyond the boardroom, across the entire Boyd Gaming team.

On behalf of the Boyd Gaming team, thank you for your interest in our Company and your partnership in building stronger communities across the country.



Bill Boyd
Co-Executive Chair



Marianne Johnson
Co-Executive Chair,
Executive Vice President
& Chief Diversity Officer



Keith Smith
President &
Chief Executive Officer

OUR UNIQUE CULTURE

OUR MISSION STATEMENT

We, as members of Boyd Gaming Corporation, operate with only the highest degree of integrity, and rely on the competence and friendliness of each person in our organization to provide entertainment and service to satisfy our customers' wants.

Through teamwork, we strive to maximize shareholder value, to be among the leading companies in our industry, and to provide opportunities for all while we support and enhance our communities.

OUR COMPANY'S VISION

Boyd Gaming is one of the nation's leading casino entertainment companies. But we're so much more – a multi-billion-dollar company that retains the philosophy of a family-owned business, successfully generating long-term, sustainable growth for our shareholders.

Since our founding more than 45 years ago, Boyd Gaming has been committed to an operating style built around strong relationships with our customers, our team members and our communities. In our highly competitive industry, this "Boyd Style" brand of hospitality has come to define us in a unique way, even as we have grown into a nationwide company. We take pride in our history, but are not standing still. While we remain focused on offering exciting and compelling gaming experiences, we also seek to connect with our customers through enhanced amenities throughout our properties. Through targeted reinvestments in our hotel rooms, restaurants, entertainment venues and other amenities, we strive to make Boyd Gaming more relevant and compelling to our customers, existing and new, for years to come.

Forging ahead in the coming years, we will remain focused on our strategic objectives: strengthening our operations, investing in future growth and improving our financial position. We remain confident in the ability of our company to successfully meet whatever challenges lie ahead.



Our culture is reflected within **FOUR VALUES** that we call **BOYD STYLE**.

BOYD *Style*

Our success as a Company is built upon a unique workplace culture we have followed since our founding. It is a culture built upon treating every guest and team member with dignity and respect, and making our communities better places because we are a part of them.



**VALUE
RELATIONSHIPS**



INTEGRITY



**EXCEED
EXPECTATIONS**



WORK SMART

ENVIRONMENT

As part of our commitment to the well-being of our communities and future generations, we pledge to lessen our impact on our shared environment and reduce our consumption of natural resources.



PEOPLE

We strive to be an employer of choice, and a company where team members want to spend a career. We are firmly committed to treating every team member and customer with dignity and respect.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

As part of our commitment to our stakeholders, Boyd Gaming is proud to support these seven United Nations Sustainable Development Goals through the initiatives outlined in this report.



COMMUNITIES

Through our economic contributions and our support of non-profit organizations across the country, we are committed to making our communities better places because Boyd Gaming is a part of them.



CORPORATE GOVERNANCE

We are committed to acting with the highest level of integrity in our dealings with all stakeholders, and to advancing inclusion in our Board of Directors and senior executive team.



WE CARE ABOUT OUR ENVIRONMENT



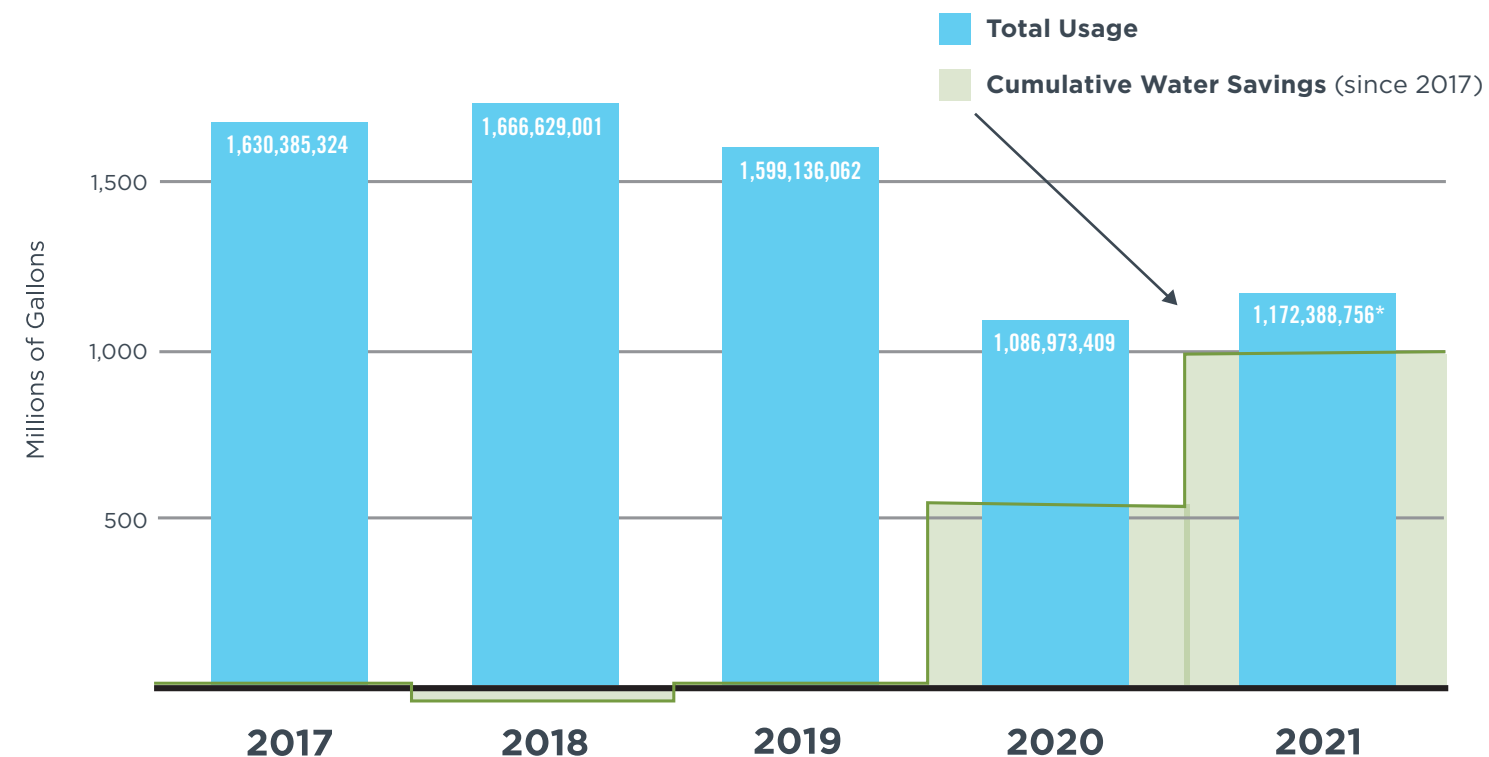
OUR ENVIRONMENTAL VISION

Foundational to Boyd Gaming's ESG philosophy is a strategic focus on lessening our impact on our shared environment and reducing our consumption of natural resources. As one of the largest casino operators in the United States, we strive to do our part in the collective effort to slow climate change.

- We commit ourselves to full compliance with all applicable federal, state and local environmental laws and regulations.
- We look to make meaningful and sustained reductions in our consumption of energy and water.
- We look to make meaningful and sustained reductions in our carbon emissions (scope I, II and III).
- We are using "smart building" technologies and methods to enhance the efficiency of our operations as part of our ongoing capital investments.
- We strive to make meaningful and sustained reductions in the amount of waste our properties send to landfills through enhanced recycling, composting and waste reduction efforts at our properties.
- We are raising awareness of our environmental initiatives through ongoing communications with our team members, guests, business partners, investors and community leaders.



ANNUAL WATER USAGE AND CUMULATIVE SAVINGS



* Usage data includes water drawn from wells.

ECOLOGICAL IMPACT STATEMENT

Environmental Responsibility is a foundation of our Company's ESG philosophy, as evidenced by our ongoing and significant investments in energy and water efficiencies throughout our nationwide portfolio.

We are focused on finding new ways to further curb our water use. In Nevada, Boyd is actively removing ornamental turf at its properties in order to reduce landscape watering in the desert. Boyd also implemented a water reuse program at its Nevada linen facility that will save approximately **10 million gallons of water** annually in the drought-impacted Southwest region. Boyd has researched water stress and water quality at all properties and implemented flood sedimentation control programs where applicable, to ensure clean waterways and reduced flooding.

We are also committed to reducing the amount of waste our properties send to landfill. Reduction of waste will continue as Boyd shares best practices across its portfolio while reducing single use plastics, expanding composting and other waste diversion programs, and donating reusable items to charitable organizations.

Our cumulative water savings since 2017 is nearly
ONE BILLION GALLONS
enough water for
9,100 HOMES
FOR ONE YEAR
equivalent to
85%
of Boyd's 2021 water usage



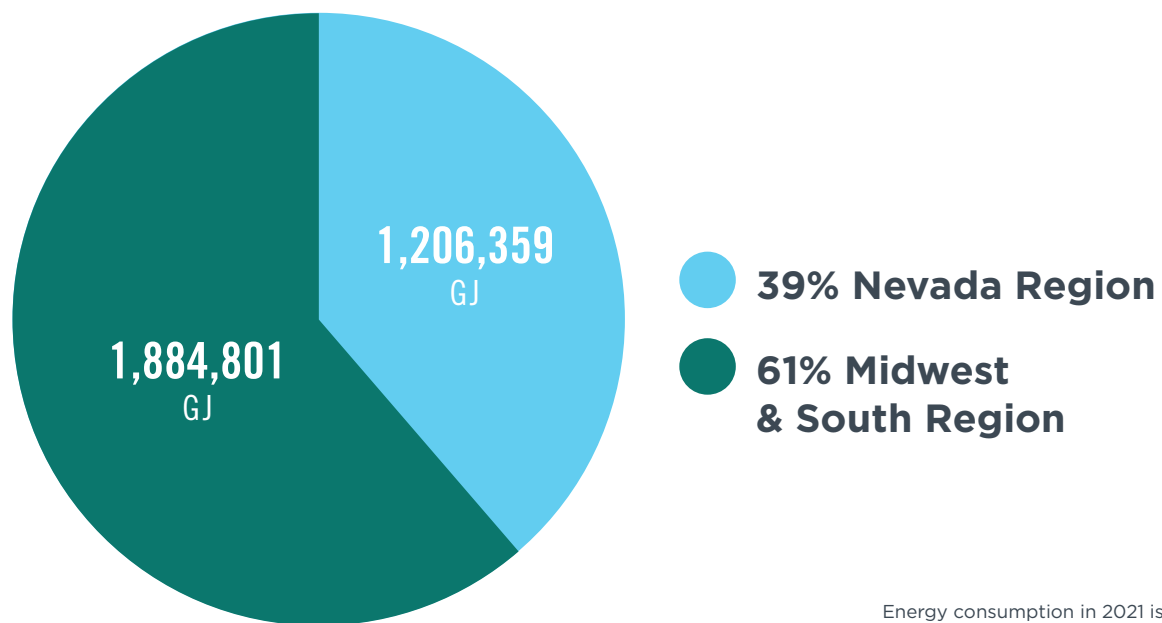
MAKING PROGRESS

As a Company, we have made steady progress towards reducing our energy consumption over the last five years. Through such initiatives as LED lighting retrofits and better monitoring of our HVAC systems, we have achieved reductions each year compared to our baseline in 2017.

Our energy and water consumption in 2020 and 2021 was significantly impacted by the COVID pandemic, which limited capacity throughout our operations. While we have achieved a reduction of nearly 1.2 million gigajoules in our 2021 weather normalized energy consumption when compared to our 2017 baseline, it is difficult for us to establish long-term reduction target goals as business levels have not returned to pre-COVID levels. As our operations continue to normalize, we anticipate being able to establish long-term reduction targets for energy and water consumption in 2023.

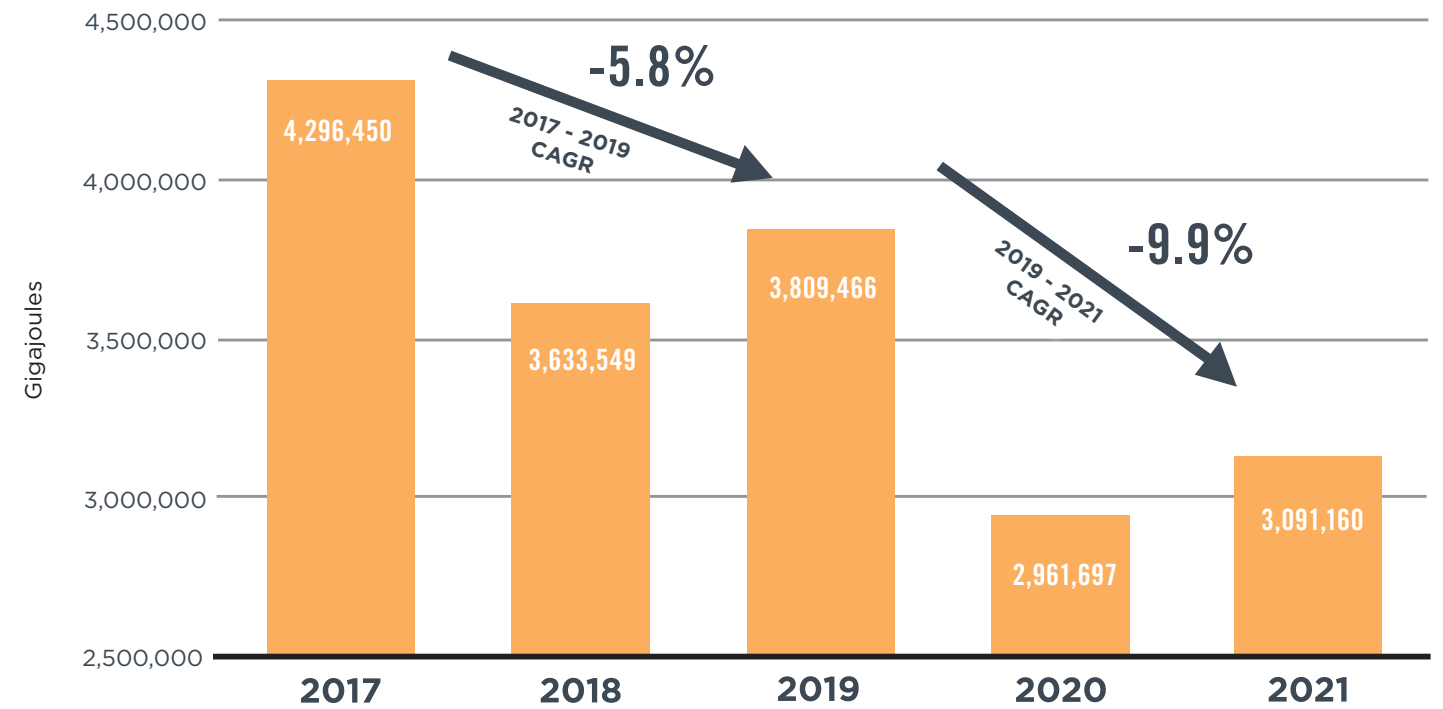
2021 ENERGY CONSUMPTION

NATURAL GAS + ELECTRICITY



Energy consumption in 2021 is shown in gigajoules based on weather normalized data.

WEATHER NORMALIZED ENERGY CONSUMPTION*

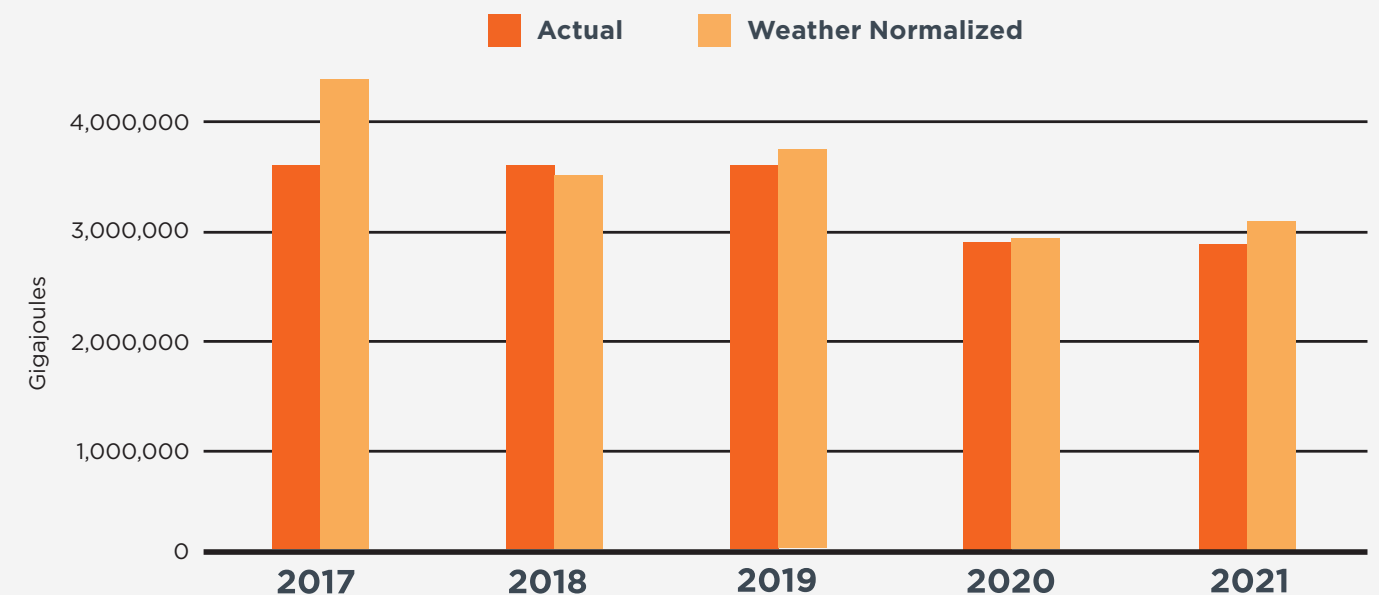


* To provide accurate year-over-year comparisons, energy consumption has been adjusted to normalize for variations in weather. Natural gas and electricity consumption was normalized using a hypothetical calendar year for each site, also known as Climate Normal, where the weather is the average over a recent 30-year period (1991-2020).

2017-2019 Consumption decrease driven primarily by LED lighting retrofits.

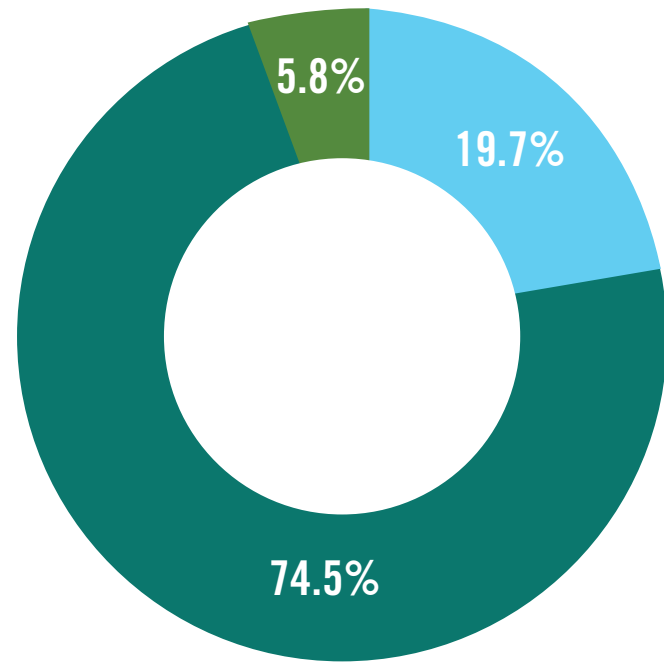
2019-2021 Consumption decrease attributable to reductions in operating capacity during the pandemic; Monitoring Based Commissioning implementation on HVAC systems; and LED lighting retrofits.

TOTAL ENERGY CONSUMPTION ACTUAL vs. WEATHER NORMALIZED



CARBON FOOTPRINT

BOYD GAMING 2021

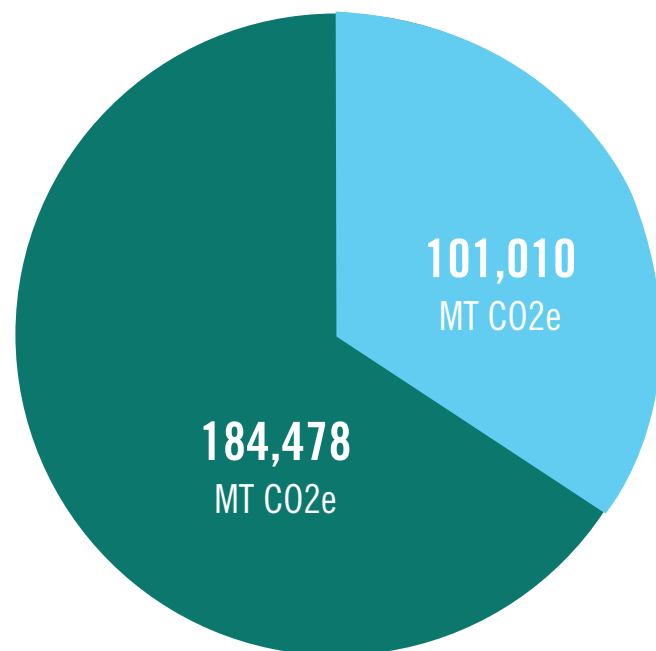


- 56,217 MT CO₂e***
Scope 1: Stationary
- 212,740 MT CO₂e***
Scope 2: Purchased Electricity
- 16,532 MT CO₂e***
Scope 3: Waste Generation**

* Metric tons CO₂e
** Includes transportation of waste to facility

GREENHOUSE GAS EMISSIONS BY REGION

BOYD GAMING 2021



- 35.4% Nevada Region**
- 64.6% Midwest & South Region**

Includes scope 1 and scope 2 stationary emissions and scope 3 waste emissions.



REDUCING CARBON EMISSIONS

In an effort to understand the environmental impact of its operations, Boyd Gaming has developed an emissions accountability and reduction plan. Our initial strategy was to develop an emissions inventory for scope 1, scope 2 and scope 3 emissions. Our stationary scope 1 and 2 emissions have been tracked since 2017 and will continue to be reported annually. Waste generation and transportation under scope 3 is now being tracked and reported annually. Additional scope 1 and scope 3 metrics are also being documented as we continue to enhance the range of our reporting. Boyd will continue to expand its emissions inventory with the objective of setting long-term targets and reduction strategies for carbon emissions.



■ DIVERTING WASTE FROM LANDFILLS

Boyd Gaming enhanced its waste diversion tracking efforts in 2021 by evaluating waste streams throughout its property portfolio. The Company established a committee to develop a consistent approach and to share best practices throughout the organization. This initiative resulted in greater visibility and improved recycling efforts across our portfolio in 2021.

Following this process, we found that the Company diverted **49.9% of total waste from landfills in 2021, including 7,923 tons of recycled waste and 20,084 tons of reused items.** We are focused on making additional enhancements to our program over the next few years and have set a target goal of **60% waste diversion** on a companywide basis by 2025.

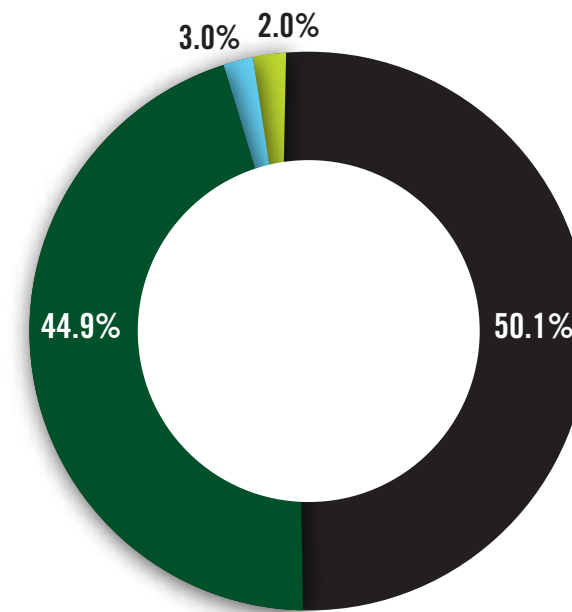
The Boyd Waste Reduction & Diversion Plan provides operational guidance for the safe, responsible and ecologically sound management of waste generated by the Boyd facilities. Solid waste management is the practice of employing one of three basic strategies - reduce, reuse, and recycle - to reduce the amount of waste disposed of by environmentally damaging means, primarily landfill-disposal or incineration.

As part of our ongoing effort to expand emissions reporting, Boyd was able to determine the emissions generated through its facilities waste stream. These emissions will be reported in Scope 3 as waste diversion and transportation. As a result of our strong waste diversion program, Boyd avoided **over 13,200 metric tons of carbon emissions in 2021.**

<p>49.9% waste diverted in 2021</p>	<p>60% waste diversion goal for 2025</p>	<p>13,200+ METRIC TONS of emissions avoided in 2021</p>
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WASTE IN OPERATIONS

SOURCE OF CONTRIBUTION



- 50.1% Landfill
- 3.0% Standard (Diverted)
- 2.0% Other (Diverted)
- 44.9% Organic (Diverted)

SOURCE CONTRIBUTION BREAKDOWN

Standard

includes plastic, aluminum, cardboard, paper, glass and metal

Organic

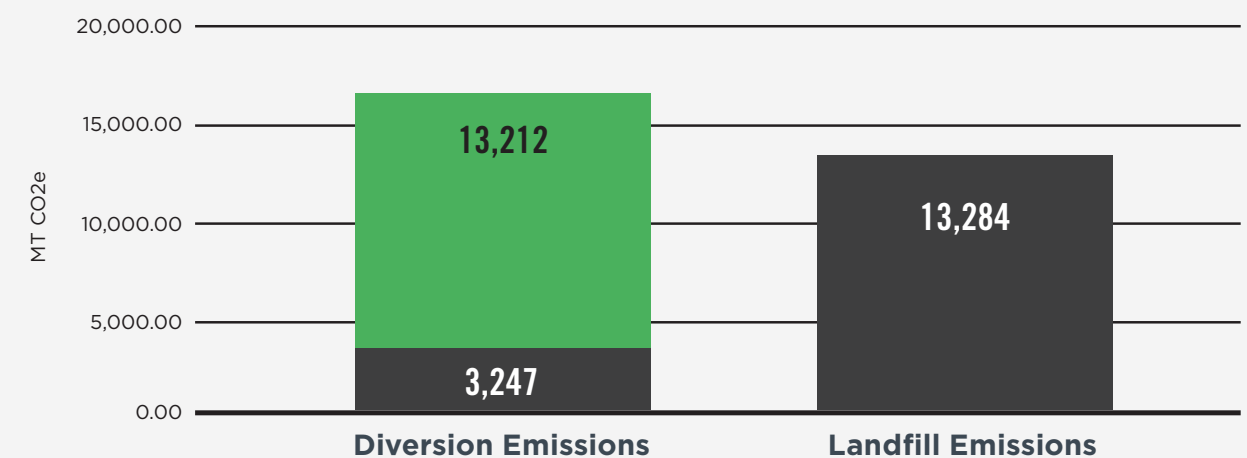
includes food waste, horticulture waste, agriculture waste, and cooking oil

Other

includes recovered assets, batteries, e-waste, donations, light bulbs, soap and shampoo amenities

WASTE GENERATION EMISSIONS & AVOIDED EMISSIONS DUE TO WASTE DIVERSION EFFORTS

- Avoided Emissions
- Emissions



Total emissions: 16,531 MT CO2e

- 80.4% total emissions is due to waste sent to the landfill.
- 19.6% of total emissions is due to waste diversion, i.e. transport to recycling facility, & sorting of recycled materials at material recovery facility.
- Avoided Emissions: Had the same weight of waste gone to the landfill instead of being diverted, an additional **13,212 MT CO2e** would have been released.

OUR "GREEN TEAMS"

Achieving our environmental objectives is a team effort, one that requires the support and dedication of our team members, each making a difference within their own day-to-day duties.

At Boyd Gaming, we are achieving this vision through our "Green Teams" - team member groups empowered with identifying new and creative ways to improve our environmental performance throughout our operations.

Since our last ESG report, Boyd Gaming has established Green Teams at each of its properties nationwide. With representatives from a wide variety of departments, the Green Teams are actively identifying opportunities to improve our recycling rates; emphasizing how they can recycle within their own departments; and educating team members on the importance of coming together to protect our environment.



Green Team at Delta Downs



Green Team at Ameristar Kansas City



Green Team at Par-A-Dice

HOW GREEN TEAMS ARE MAKING A DIFFERENCE:

- Composting containers to divert food waste from landfills
- Recycling glass bottles
- Electronic recycling drives
- Recycling stations for e-waste, oil, metal and wood pallets
- Raising team member awareness of environmental efforts
- Ensuring compliance with recycling policies

RECYCLING SOAP AND SHAMPOO

A total of 14 Boyd Gaming hotels nationwide have partnered with Clean the World, a leading social enterprise that provides soap to people around the world who otherwise would not have access to hygiene products.

Every day, guest room attendants collect used soap bars and shampoo bottles from more than 8,000 Boyd hotel rooms, which are then sent to Clean the World for processing. The donated soap bars are sorted, filtered, sanitized, and cut into new soap bars that are distributed globally and are also included in hygiene kits that are distributed to people in need across the United States.

In addition to helping people in need around the world, our Clean the World partnership helps advance our overall efforts to reduce the amount of waste we send to landfill. Over the next 12 months, we project that we will be able to recycle **more than 53,000 pounds of soap and shampoo** from our hotel rooms through this program, along with **1.7 million single-use plastic bottles**.



SMARTER DISHWASHING

There are many opportunities to improve our environmental performance through simple adjustments to everyday activities throughout our operations. A good example of this is our recent adoption of Smart Power, a new dishwashing technology offered by our partners at Ecolab. Once installed, the Smart Power system monitors dishwashing machines' performance to ensure optimal use of both energy and water, and to reduce the need for rewashes.

Following a successful pilot at the Orleans in late 2021, we have begun installing Smart Power at all Boyd properties nationwide. Once complete, we estimate this technology will reduce our water consumption by **525,000 gallons per year**, lower natural gas consumption by **7,500 therms**, and divert an additional **2,300 pounds of waste** from landfills.



ADVANCING ENERGY EFFICIENCY

Boyd Gaming has partnered with NV5, a leading global engineering consultancy, to install Monitoring Based Commissioning Services (MBCx) across our national portfolio. The MBCx system is integrated with the property's building management system, allowing us to continually monitor our properties for inefficient use of energy – typically caused by unnecessary overrides of heating and cooling systems, or failed parts in our HVAC infrastructure.

Following the initial pilot launches at The Orleans, Sam's Town Las Vegas and Gold Coast, the MBCx system saved a combined **9.1 million kilowatt-hours (kWh)** at the three participating properties over the course of the first year. MBCx is now in place at 14 Boyd Gaming properties nationwide. The Company is focused on completing implementation across all of our properties, with the goal of reducing energy consumption by **3% per year** compared to our 2017 baseline from this initiative.



THIS CERTIFICATE IS PRESENTED TO



Switch Sustainability Certificate

Boyd Gaming is awarded this Sustainability Certificate for using 100% Renewable Energy within the Switch ecosystem. This certificate demonstrates that Switch retired 1,087 Solar Renewable Energy Credits in 2021 on behalf of Boyd Gaming, making their energy consumption 100% Green at Switch's data center facilities.

These Renewable Energy Credits comply with Greenpeace's principles of locality, additionality, and sustainability. They were generated by Nevada solar farms.

Together, we can ensure that the data running our planet doesn't ruin the planet.



LEVERAGING GREEN ENERGY

Through our ongoing partnership with Switch, a leading Nevada-based data center, we have relocated our Corporate data servers to Switch's 100% solar-powered data facility. This partnership has allowed us to migrate a significant amount of our Corporate electricity consumption to a renewable energy source.



\$10 MILLION
allocated for "green"
projects in 2022

OUR GREEN INVESTMENTS

- Water reduction technologies
- LED lighting
- High-efficiency HVAC systems

OUR GREEN LAUNDRY GETS GREENER

One of the most prominent examples of our environmental commitment is the Boyd Gaming Linen & Uniform Services facility in Henderson, Nevada – the first LEED Silver-certified industrial laundry in the United States. Through a variety of innovative technologies, this 15-year-old facility consumes **75% less water** and **40% less energy** than a typical laundry of its size and scope.

We supplement these efforts with an advanced recycling and waste diversion program. Unusable sheets, uniforms and other textiles are recycled for other purposes, while unusable towels are repurposed into cleaning rags for our staff.

While we are proud of our track record, that doesn't mean we can't do better, as we make additional investments to further improve the laundry's efficiency.

We project our new investments at the laundry will reduce the laundry's water consumption by **nearly 10 million gallons each year** – yet another example of how we are looking to continually improve on our environmental performance.



Our new investments will save
10 MILLION GALLONS
OF WATER EACH YEAR



OUR SUSTAINABILITY ACTION PLAN

We are committed to protecting the environment through the purchase of sustainable products. This commitment includes our purchases from produce and seafood farms committed to sustainable practices. Nationwide, approximately **80%** of our fresh produce was sourced from farms that follow sustainable practices, while **70%** of our fresh salmon and catfish came from seafood farms that have received certification for their sustainable practices.

To maintain this momentum, in 2022 we are focusing on the following sustainability initiatives:

- Working with vendors to reduce the amount of packaging material in products shipped to our properties.
- Increasing our food purchases from local vendors.
- Implementing new technology in our dishwashers to reduce water consumption.
- Where possible, replacing bottled water in our employee areas with bulk water or water filtration solutions.
- Implementing a comprehensive [Responsible Procurement Policy](#) that formalizes our commitment to sustainable purchasing and waste diversion – and our expectation that our vendors will share this commitment.

70%
OF FRESH
SALMON & CATFISH
purchased from
sustainable farms

80%
OF FRESH PRODUCE
purchased from
sustainable farms

WE CARE ABOUT PEOPLE

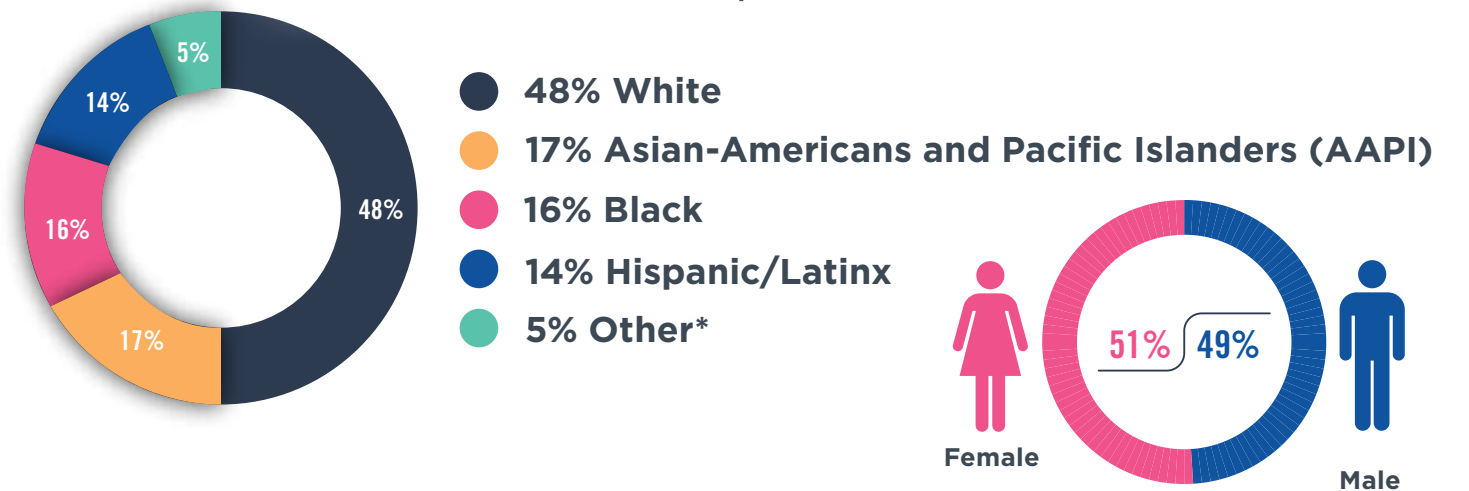


OUR DIVERSITY MISSION STATEMENT

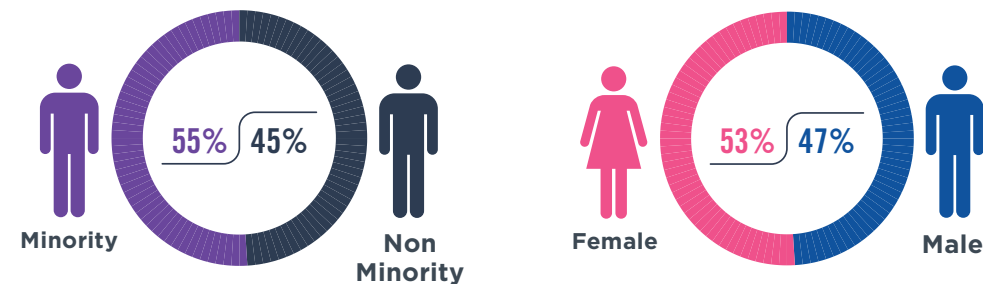
Boyd Gaming Corporation is a leading diversified owner and operator of gaming entertainment properties. We embrace diversity in every aspect of our business from our team members, to our supply chain initiatives, to our philanthropic endeavors, and our customers. Our commitment to diversity strengthens our company, our communities and our families.

2021 WORKFORCE COMPOSITION

MAJORITY MINORITY | MAJORITY FEMALE



MAKING PROGRESS IN 2021 - NEW HIRE COMPOSITION



* 4% two or more races; 1% Native American
Ethnicity and gender as self-reported by team members.

HOW WE PROMOTE DIVERSITY AND INCLUSION AT BOYD GAMING

- Team Member-led Diversity Committees at each property, tasked with identifying practical ways to promote and celebrate diversity.
- Mandatory diversity awareness training for all Boyd Gaming team members, including full-time, part-time and on-call.
- Strategic focus on recruiting and promoting diverse team members, managers and executives.
- Celebrating our diversity with team members, guests and stakeholders through our “Supporting our Communities” social media and internal communications campaign.
- Direct oversight of diversity initiatives by our Board of Directors, which receives a diversity and inclusion progress report at every Board meeting.

DIVERSITY GOALS & PROGRESS

1

BUILD TRUST AND FOLLOWERSHIP:

Share our diversity vision and processes with team members to earn their buy-in and trust.

87%*

of team members responding affirmatively to the question:

“I am treated with respect regardless of race, ethnicity, gender, age, or any other aspect of my identity.”

*Source: 2021 Boyd Gaming Team Member Opinion Survey

2

RECRUIT DIVERSE TALENT:

Identify and recruit our future leaders.

New hires by gender (2021):

53% FEMALE

New hires by ethnicity (2021):

55% MINORITY

Ethnicity and gender as self-reported by team members.

3

TELL OUR STORY:

Celebrate diversity and inclusion both internally and externally.

Since launching our “Standing with our Communities” social media and internal communications campaign in mid-2021, Boyd Gaming has recognized

13 SEPARATE EVENTS

celebrating diverse communities.

4

GROW OUR TALENT:

Build our bench and fill the gaps with intentionality.

9.2% of total workforce promoted in 2021

46.6% of promotions were women

44.3% of promotions were minority team members

DIVERSITY IN OUR LEADERSHIP

Uri Clinton

Executive Vice President, General Counsel and Secretary



As a senior leader, I see myself as a mentor for team members of all roles, ethnicities, genders and backgrounds. Whether I am talking with a dealer, a room attendant or a paralegal, I want to engage with team members across our Company and be a positive example for them.

Having a diverse, qualified, and capable work force gives our Company a competitive advantage. Valuing diversity allows each team member an opportunity to contribute to our overall success.

Lori Nelson

Senior Vice President, Financial Operations and Reporting



It's important for us to have positive role models in life to inspire us to become more

than we ever thought possible on our own.

Through accountability, hard work, positivity, persistence and integrity above all, I hope to inspire other women at Boyd to achieve more than they ever thought possible.

Cori Rutherford

Vice President and General Manager - Par-A-Dice Hotel Casino



We believe in promoting from within. I started on the front line, working third shift as a slot club attendant. Today I'm a general manager. And that isn't unusual here, as more than half of Par-A-Dice's executives are women.

That shows my team members that women have a chance to move up here. You can start anywhere at Boyd and get the chance to work your way up.

Ron Bailey

Vice President and General Manager - Valley Forge Casino Resort



Our customer base is diverse, so our team member population and our leadership team

needs to be diverse as well. When we ensure that everyone has a seat at the table, we can achieve so much more as a company. To me, diversity is not just about checking a box - it's about getting great talent to the property and becoming more diverse organically. Diversity is a priority for me because of the opportunities I received at Boyd, and the importance of paying that forward.



COMPANY AWARDS



PROPERTY & TEAM MEMBER AWARDS

Sam's Town Las Vegas

- ★ MedicWest Ambulance Las Vegas Community Hero Awards

Corporate - Joe Coe, Director of Diversity

- ★ Western Regional Minority Supplier Development Council's (WRMSDC) Unsung Hero Award

Sam's Town Shreveport

- ★ 2021 Convention and Tourism Most Outstanding Sales Department Award
- ★ Greater Shreveport Chamber of Commerce's Minority Business Opportunity Award - Business of the Year

Sam's Town Shreveport - Miranda Small, Convention Services Manager

- ★ ATHENA International Leadership Award to Honor Exemplary Individuals by the Greater Shreveport Chamber of Commerce

Ameristar St. Charles

- ★ 2021 AAA Four-Diamond Award

IP - Kris Norton, Director of Hotel Operations

- ★ Coast Young Professionals Forever Young Award

IP

- ★ 2021 AAA Four-Diamond Award

California - Cindy Brown, Slot Shift Manager

- ★ Las Vegas Convention and Visitors Authority (LVCVA) Hospitality Hero Award

Diamond Jo Worth

- ★ Globe Gazette Northern Iowa Employers of Choice 2021

Saying THANK YOU to Team Members



Valley Forge Casino Resort, Employee Appreciation Event



SHARING OUR SUCCESS

An important part of our Company's unique culture is our commitment to sharing our success with others. Boyd Gaming demonstrated that commitment again this past year, paying **two separate cash bonuses to all non-executive team members** for going above and beyond during a year full of new challenges and new opportunities.

BOYDGAMING

November 12, 2021

Dear Boyd Gaming team member,

As we approach the holiday season, it is important that we take a moment to reflect on what we are thankful for. On behalf of the senior leadership team, I can tell you that all of us are grateful for everything you have done for our Company.

We have performed exceptionally well this year despite the challenges presented by the COVID pandemic. This is a testament to the loyalty and dedication of each and every Boyd Gaming team member. Without the incredible customer service you have provided over the last year, and your willingness to overcome numerous challenges, this year would not have been the success that it was.

We realize that a challenging labor market has caused many of you to work long days and long weeks, taking on additional duties to continue serving our guests.

I truly appreciate the extraordinary efforts that each of you has put forth. Please know that as a Company we are working hard every day, doing whatever we can, to improve the situation and hire more staff to provide you relief.

As our way of continuing to show you our appreciation for all that you are doing, I am happy to announce that we will be paying a special Appreciation Bonus. All non-executive team members are eligible to receive this special bonus, which will be paid on January 21, 2022.

Additionally, remember that you may be eligible to receive up to \$300 for each new hire that you refer to our Company under our Team Member Referral Program. I encourage you to invite your friends and family to consider a career with us at Boyd Gaming.

On behalf of the entire leadership team, thank you for your hard work and your dedication. I know these are challenging times, but we will get through them, as a team.

Stay safe and stay healthy.

Keith Smith
President and Chief Executive Officer
Boyd Gaming Corporation

BONUS PAYMENTS

Total Cash Bonuses to
Non-Executive Team Members:
MORE THAN \$20 MILLION

Average Bonus Payments
Per Team Member:
\$1,600*

* Average amount received over the last 12 months by a full-time, hourly team member.

OUR MINIMUM WAGE:

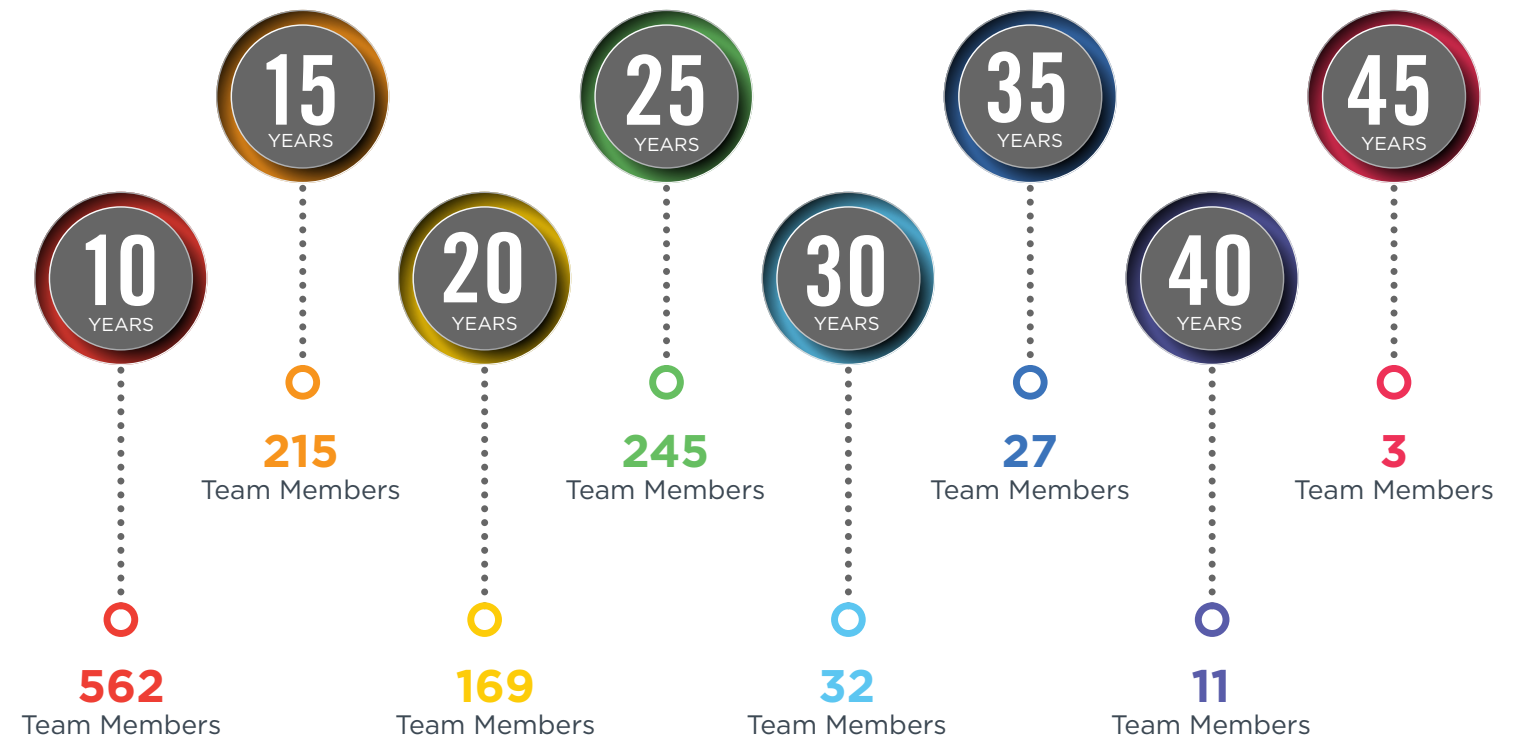
\$15**

** The Company is in the process of implementing this wage for all non-tipped, non-represented team members over the next 12 months.



MILESTONE ANNIVERSARIES IN 2021

1,264 TOTAL MILESTONE ANNIVERSARIES | 8.3% OF TOTAL WORKFORCE



CELEBRATING TEAM MEMBER SUCCESS

TEAM MEMBER AWARDS:

Every Boyd Gaming property recognizes a Team Member of the Month. From its annual group of 12 Team Members of the Month, the property chooses one Team Member of the Year - complete with an **all-expense-paid trip to Hawaii**.



OUR ENGAGED TEAM

- 78%** Reported a High Level of Job Satisfaction*
- 82%** Say My Manager Genuinely Cares About Me As a Person*
- 9.5 YEARS** Average Team Member Tenure with Boyd Gaming

* Source: 2021 Boyd Gaming Team Member Opinion Survey



SERVICE AWARDS

All team members are recognized with a special gift upon reaching their 10th anniversary with the Company, then every five years thereafter.



ATTRACTIVE TEAM MEMBER BENEFITS

As part of our commitment to Valuing Relationships with our team members, Boyd Gaming is proud to offer our team members – both full-time and part-time – an attractive and comprehensive benefit package.

All Boyd Gaming team members qualify for a unique package of benefits, including:

- 401(k) with Company match*
- Paid Time Off
- Volunteer PTO
- College Scholarship Program**
- Student Loan Reimbursement**
- Tuition Reimbursement**

* Team members receive a match of 25% of all payroll contributions to their 401(k) account, up to 6% of total annual pay.

** Team member must have been employed by Boyd Gaming for one year (three years for Student Loan Reimbursement) to qualify.



HEALTH AND WELLNESS BENEFITS

Boyd Gaming team members averaging 30 hours or more per week qualify for the following benefits:

- Medical/pharmacy coverage
- Dental coverage
- Vision coverage
- Life insurance
- Disability insurance
- Accident insurance
- Critical illness insurance
- Hospital indemnity
- Flexible spending accounts
- Employee Assistance Program
- Free Telemedicine Visits

Additionally, team members who average 20 hours of work per week are eligible to enroll in “Mini Med,” a medical coverage plan designed specifically for our part-time team members. Part-time team members are also eligible to enroll for life insurance, accident and/or critical illness insurance, hospital indemnity, and flexible spending accounts.

PROTECTING OUR TEAM MEMBERS

Boyd Gaming has built a comprehensive system of safeguards to protect team members from harassment or unethical behavior.

Whistleblower Protection

Boyd Gaming has a robust system in place allowing team members to report inappropriate, unethical and/or illegal actions for investigation. We want to make certain that team members can disclose genuine concerns without feeling threatened, and accordingly we provide both a website and a 24/7 toll-free independent hotline allowing all team members to report concerns (anonymously if desired), which are then forwarded to Human Resources for further investigation.

Each year we issue a letter from our CEO to all team members that provides information on how this anonymous hotline works, and the importance of reporting misconduct or illegal behavior in the workplace.

Retaliation against a team member for participating in an investigation or filing a complaint is strictly prohibited, and such actions will be investigated by the Company.*

Open Door Policy

Our Company encourages open lines of communication between our team members and management. Under our Open Door Policy, all Boyd team members have the right to meet directly with their manager, department head, property general manager and/or a corporate executive to express concerns about work-related issues, or to share ideas or suggestions for the workplace.

EDRICK (Employment Disciplinary Review Committee)

EDRICK is a unique team member protection program that allows all full-time hourly non-supervisory team members to appeal a job termination to an independent panel for review. This panel, consisting of hourly team members and managers, is empowered to overturn any termination that is judged to be unjust or improper.

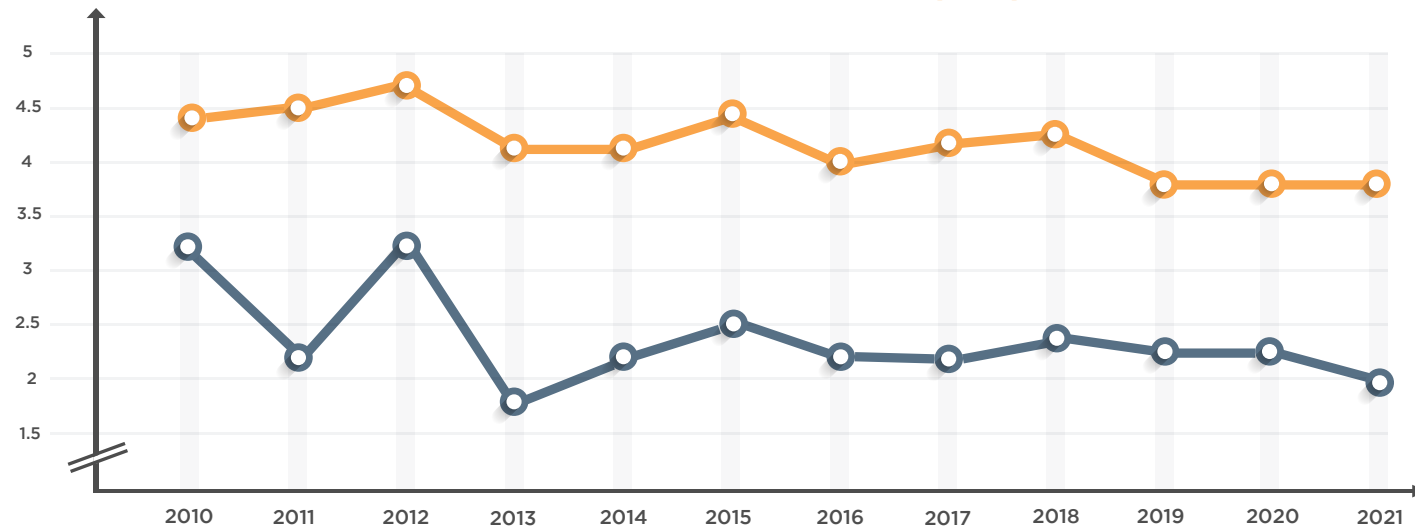
Anti-Harassment Training

Every Boyd Gaming team member (full-time, part-time and on-call) is required to participate in annual anti-harassment awareness training that identifies warning signs of harassment in the workplace, and how to report concerns to the Company. Additionally, every manager and executive must take an annual course on how to identify and prevent harassment in the workforce.

* "Retaliation" under this policy includes, but is not limited to, any negative job action such as demotion, discipline, termination, pay reduction and/or job or shift reassignment. Should any team member feel they have suffered or witnessed retaliation, the inappropriate conduct must be reported immediately, and an investigation into the alleged retaliation will be conducted.



BOYD GAMING OSHA RECORDABLE INJURY CASE RATE (TRC) VS OSHA INDUSTRY STANDARD (TRC)



* Reported injury data for calendar years 2020 and 2021 includes diagnosed cases of COVID-19 due to workplace exposure.



Kansas Star Casino, Safety Award Winner 2021

84%

OF TEAM MEMBERS
feel safe in the work environment*

* Source: 2021 Boyd Gaming Team Member Opinion Survey

PROMOTING SAFE WORKPLACES

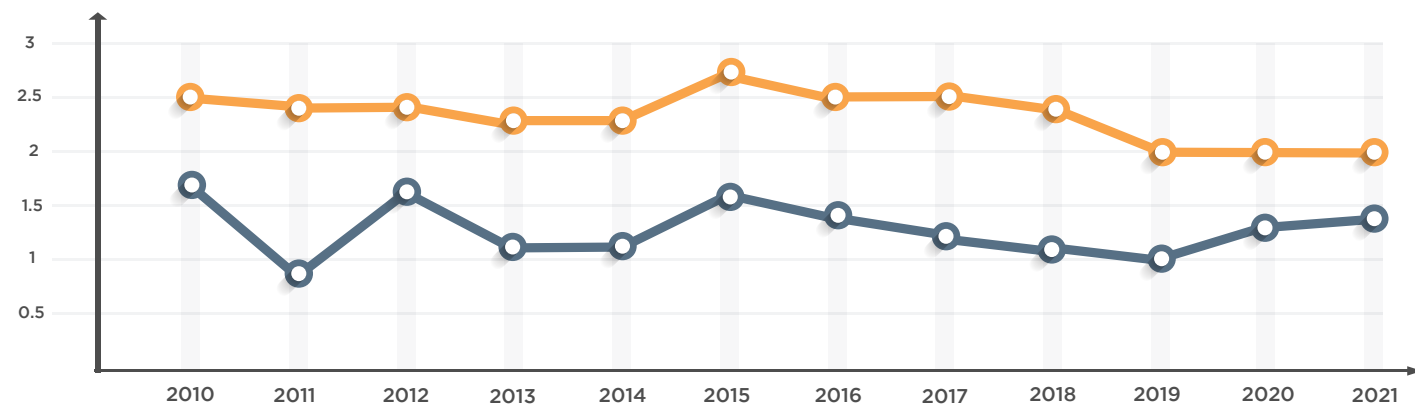
We are proud of our long-standing track record as one of the gaming industry's clear leaders in promoting workplace safety. Through our property safety committees and our partnerships with state OSHA agencies, we have built a culture emphasizing the importance of workplace safety - and we have the track record to prove it.

OUR COMPREHENSIVE TRAINING PROGRAMS

All team members - including full-time, part-time, on-call and on-site independent contractors - are required to take a comprehensive series of annual training courses, including:

- Code of Business Conduct and Ethics
- Workplace Safety
- Fire Prevention
- Active Shooter Response and Safety
- COVID-19 and Bloodborne Pathogens
- Workplace Harassment Prevention
- Workplace Diversity Awareness
- Information Security Awareness
- Responsible Gaming Awareness
- Human Trafficking Awareness

BOYD GAMING OSHA RECORDABLE DAYS AWAY, RESTRICTED, OR TRANSFERRED CASE RATE (DART) VS OSHA INDUSTRY STANDARD (DART)



* Reported injury data for calendar years 2020 and 2021 includes diagnosed cases of COVID-19 due to workplace exposure.

KEY STATISTICS ON TRAINING

61,000 Training Hours (2021)

98% Employee Participation Rate



■ RESPONSIBLE GAMING & MARKETING

As one of the leading operators in the American gaming industry, Boyd Gaming is committed to promoting responsible gaming throughout our nationwide operations, and to helping provide assistance to those who need help.

Financial Support

More than 25 years ago, Boyd Gaming became one of the first casino operators to provide financial support toward the founding of the International Center for Responsible Gaming, one of the world's leading organizations for problem gambling research. Our commitment to supporting responsible gaming continues to this day, as our Company and our properties provide extensive financial support annually to responsible gaming and problem gambling organizations across the country.

Public Awareness

We go beyond legal and regulatory requirements to raise awareness of problem gambling throughout our operations, with prominent signage throughout our casino floors and back-of-house areas. Additionally, all Boyd team members (full-time, part-time and on-call) are required to take annual responsible gaming awareness training, with more detailed training for gaming team members.

Protecting Minors

We strictly prohibit marketing and advertising that is directed toward or features underage persons. In addition, we provide regular training to our gaming team members on how to identify and prevent underage persons from gambling, consuming alcoholic beverages, or loitering in gaming areas.

Strong Oversight

Boyd Gaming has a Responsible Gaming Committee with representation from Operations, Marketing, Public Relations, Compliance and Legal departments across our portfolio. This committee is tasked with regularly reviewing our responsible gaming policies and procedures, and making updates and enhancements as necessary in consultation with responsible gaming and problem gambling experts.

Boyd Gaming has implemented a [Responsible Gaming and Marketing Policy](#), which is followed by 100% of our nationwide land-based and online operations.

The Corporate Governance and Nominating Committee of our Board of Directors is responsible for the implementation, administration and enforcement of this Policy across the Company.

RESPONSIBLE ONLINE & MOBILE GAMING

We are proud to extend our commitment to responsible gaming to our digital operations.

In Nevada, we offer a variety of responsible gaming options within Boyd Sports, our in-state mobile sports-betting app, including:

- Limiting the amount of cash that can be deposited for betting;
- Options to limit the size of individual wagers, or the total amount that can be wagered in a defined period; and,
- Users can self-exclude themselves from accessing the app, either temporarily or permanently.

Outside of Nevada, Boyd is proud to have partnered with FanDuel Group, one of the nation's leading sports-betting and online gaming operators. As Boyd's partner, FanDuel now offers mobile sports betting in five states, and online casino gaming in two.

Core to this partnership is FanDuel's and Boyd's mutual commitment to keeping responsible gaming as an integral part of our operations.



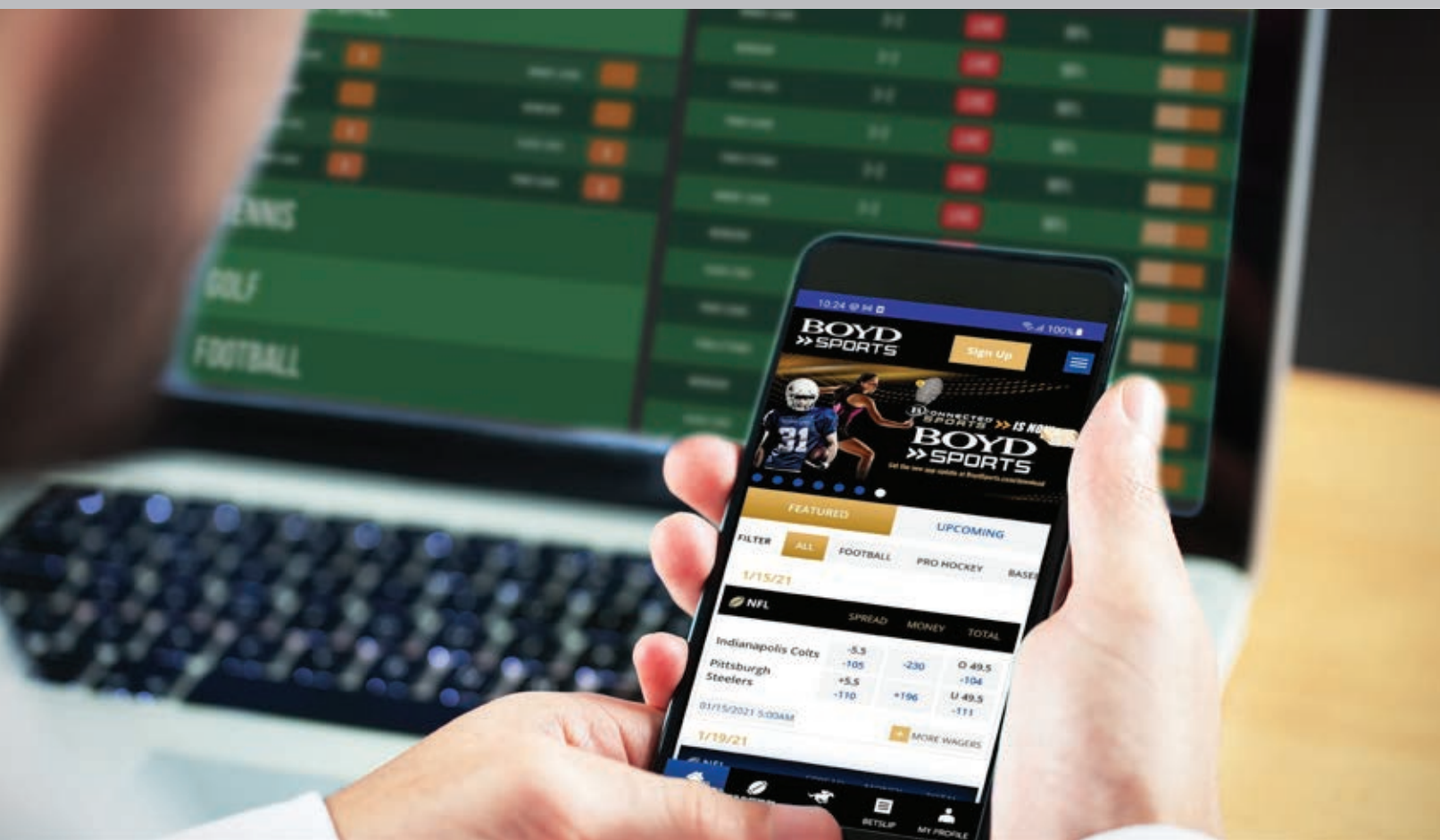
FANDUEL'S COMMITMENT

- Extensive compliance team with experts in responsible gaming operations, engineering and customer service
- Long track record of responsible gaming innovations, including seamless options for self-limiting wagers, deposits and play time
- Artificial intelligence analysis to quickly identify potentially unsafe play by customers
- Option to self-limit play time
- Founding sponsor of the American Gaming Association's "Have a Gameplan" campaign, urging sports bettors to play within responsible limits
- Only U.S. online operator to offer a comprehensive self-exclusion option, blocking access to more than 15,000 gambling sites



BOYD GAMING/FANDUEL PARTNERSHIP STATES

- Pennsylvania (mobile sports and online casino)
- Indiana
- Iowa
- Illinois
- Louisiana
- Mississippi (retail sportsbooks only)
- New Jersey (online casino only)



HUMAN RIGHTS



OUR COMMITMENT TO HUMAN RIGHTS

As part of our long-standing commitment to integrity, Boyd Gaming is firmly committed to valuing and protecting human rights both inside and outside our organization.

As a key component of our ESG initiatives, our human rights policies and initiatives are directly overseen by the Corporate Governance and Nominating Committee of our Board of Directors, which works with our General Counsel and senior executive team to ensure compliance throughout the organization.

We fulfill our commitment to human rights through the following policies and initiatives:

Anti-Harassment/Anti-Discrimination Policy: [The Company's policy](#) is designed to provide all team members a work environment free of discrimination and harassment, which may include actions, words, jokes or images or comments based on actual or perceived race, color, age, national origin, religion, ancestry, sex, marital status, order of protection status, military status, sexual orientation or gender identity/expression, disability, history of disability or perceived disability, pregnancy, genetic information, veteran status or any other basis prohibited by law. This policy applies to instances of discrimination or harassment committed by team members, contractors, consultants, customers, or anyone doing business with the Company. All supervisors and management staff are required to attend annual harassment awareness training.

Security and Workplace Violence: Boyd Gaming is committed to providing a workplace environment that is safe and free from acts of intimidation, threats of violence or actual violence. Acts and threats of violence in the workplace are strictly prohibited and will not be tolerated in any form. *(Please see page 18 of this report for additional information on our programs to protect our team members.)*

Supply Chain: Under our Company's [Responsible Procurement Policy](#), Boyd Gaming requires all suppliers to comply with its requirements to protect human rights, including: prohibition of the use of forced labor, coerced labor and/or child labor (defined as persons under the age of 16) at any point in the supply chain; compliance with all applicable laws regulating work hours, wages and benefits, as well as workplace safety; and prohibition of all forms of discrimination against workers and other stakeholders. *(For additional information on our Responsible Procurement Policy, please see page 28 of this report.)*

Anti-Human Trafficking: Boyd Gaming condemns human trafficking in all of its forms, and the Company will not tolerate the existence of human trafficking in any of its properties. Boyd Gaming will take actions to prevent human trafficking and to remedy trafficking when it comes to our attention. Additionally, the Company requires all team members - full-time, part-time, on-call and on-site independent contractors - to participate in annual training designed to help identify the warning signs of trafficking, and where to find help. *(To read our Anti-Human Trafficking Policy, [click here](#))*



WE CARE ABOUT OUR COMMUNITIES



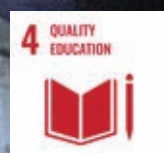
Ameristar St. Charles, Habitat for Humanity Volunteers



Eastside Cannery, Food Distribution Site

\$43.5 MILLION

contributed to non-profit organizations (2019-2021)



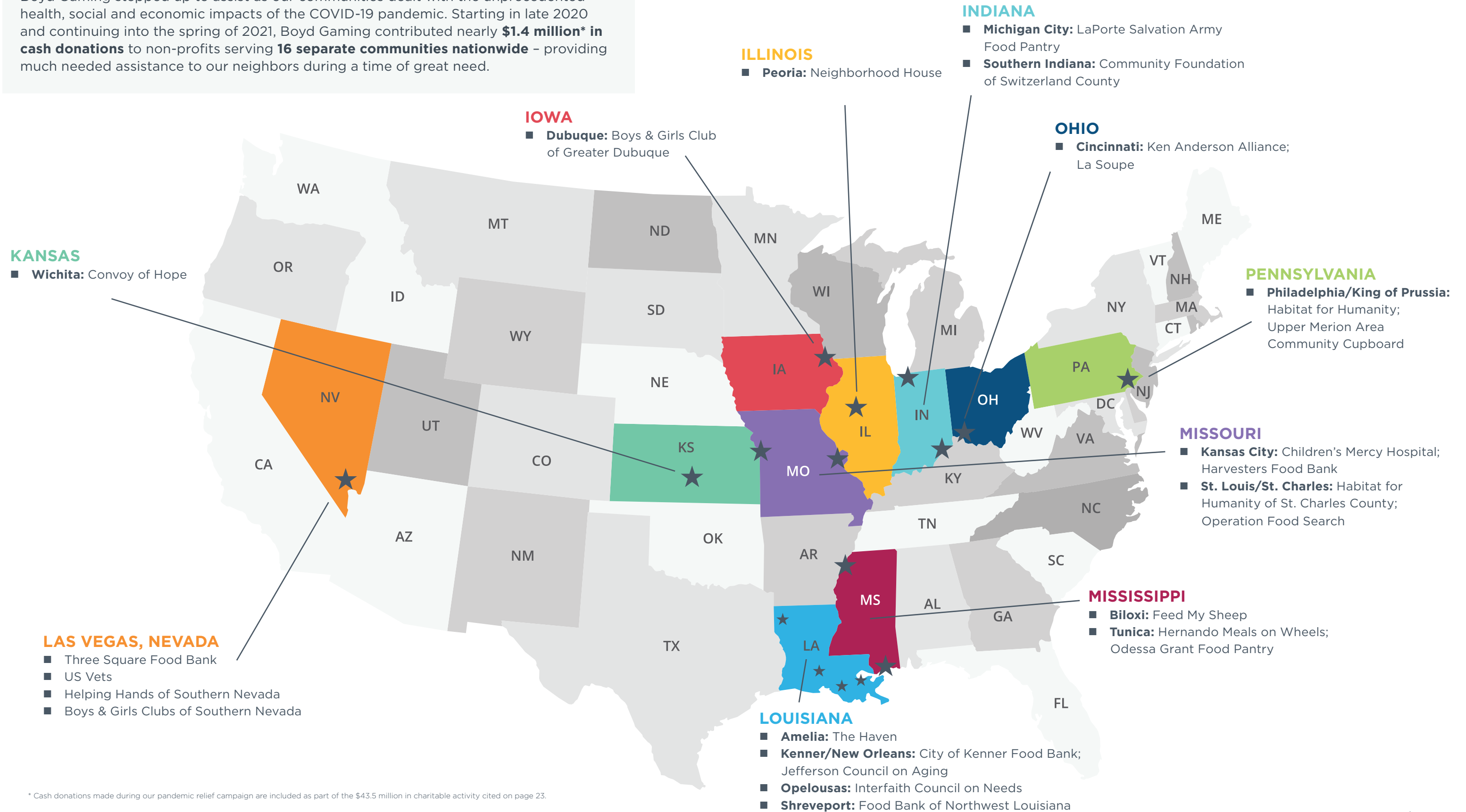
CORPORATE PHILANTHROPY

Giving back to our communities and sharing our success with others has long been a cornerstone of Boyd Gaming's ESG philosophy. We know that our success as a Company depends upon healthy and prosperous communities, and we are committed to working with non-profit organizations to help our communities thrive.



PAANDMIC RELIEF

Boyd Gaming stepped up to assist as our communities dealt with the unprecedented health, social and economic impacts of the COVID-19 pandemic. Starting in late 2020 and continuing into the spring of 2021, Boyd Gaming contributed nearly **\$1.4 million*** in **cash donations** to non-profits serving **16 separate communities nationwide** - providing much needed assistance to our neighbors during a time of great need.



* Cash donations made during our pandemic relief campaign are included as part of the \$43.5 million in charitable activity cited on page 23.

2 ZERO HUNGER



FOOD INSECURITY

As part of our support of UN Sustainable Development Goal 2 (Zero Hunger) Boyd Gaming has made food insecurity a strategic part of our charitable giving strategy.

In Las Vegas, we hosted a weekly food distribution site for Three Square Food Bank from October 2020 through March 2022, facilitating the delivery of nearly **1.5 million meals** to those in need in our community.



OUR LAS VEGAS DISTRIBUTION SITE*



Households Served
20,505



Meals Provided
1,486,318



Individuals Served
90,223

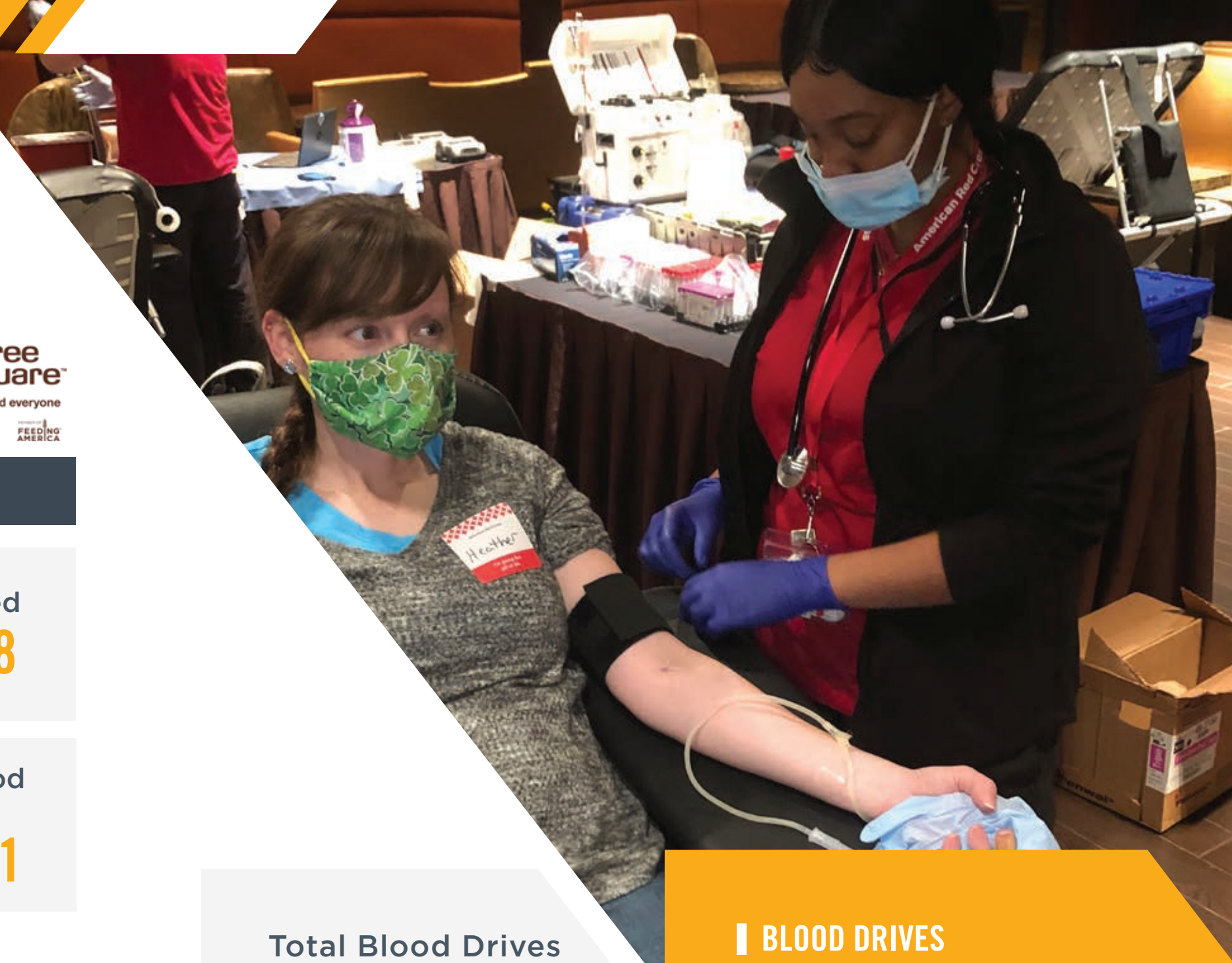


Pounds of Food Distributed
1,783,581

* Cumulative figures from October 2020 through March 2022.



Three Square food distribution site at Eastside Cannery



Total Blood Drives Hosted (2021):

37

Total Participants:

800+

BLOOD DRIVES

Helping our communities through blood donations has long been a part of our Company's culture. Through long-term partnerships with organizations like Vitalant and the American Red Cross, Boyd Gaming's team members and guests donate much-needed blood throughout our communities each year.



4

QUALITY EDUCATION



EDUCATION

Promoting educational opportunities for all has been a priority for our Company for decades. Through our support of organizations like the University of Nevada, Las Vegas, we seek to create opportunities for upward mobility throughout the communities we call home.

As part of our commitment to UN Sustainable Development Goal 4 (Quality Education), Boyd Gaming has further enhanced and broadened its philanthropic investments to include K-12 education. A prominent example is our support of the Nevada Opportunity Scholarships program, which provides scholarships to low-income households seeking enhanced educational opportunities through private and/or parochial schools throughout the state.

Working with our partners at AAA Scholarship Foundation, Boyd Gaming **contributes \$500,000 a year** in funding for Opportunity Scholarships for Nevada students in low-income households, with **nearly 70% of scholarships going to children of diverse backgrounds.**

In all, our Company provides nearly **\$3.5 MILLION PER YEAR** in financial support for educational institutions and non-profits across the country.



TREES/WREATHS OF HOPE BY THE NUMBERS (2021):

22
host properties

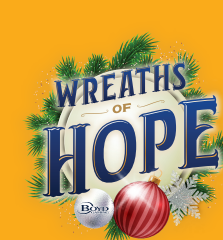
160+
participating non-profits

100,000
votes cast nationwide

\$180,000+
cash donations awarded

TREES OF HOPE / WREATHS OF HOPE

One of Boyd Gaming's most prominent and unique philanthropic programs is "Trees of Hope/Wreaths of Hope," a nationwide holiday decorating competition benefiting charities across the country. Since its founding in 2007, Boyd Gaming has awarded more than **\$1 million in cash prizes** to participating non-profits through this program – making a meaningful difference in communities across the country while celebrating the holiday spirit in a memorable way.



GIVING THE BOYD WAY

Giving the Boyd Way is much more than a workplace giving program – it is a philosophy that has guided our Company and our team members since our Company’s founding.

Our Company’s culture is built upon a commitment to giving back to our communities and sharing our success with others. Through the Giving the Boyd Way tool, we have made it easier than ever for our team members to do just that, providing them the ability to support virtually any non-profit organization through payroll deductions, credit cards or debit cards, with 100% of their contributions going directly to their chosen charity.



Las Vegas Boulder Strip Region, Giving the Boyd Way 2021 Property Award

OUR TEAM MEMBERS’ FAVORITE CHARITIES*



* The charities listed received the highest amount of donations and/or pledges from Boyd Gaming team members through Giving the Boyd Way in 2021.

SUPPLIER DIVERSITY

As part of our commitment to our communities, we have prioritized leveraging our supply chain to create opportunities for diverse businesses in our communities.

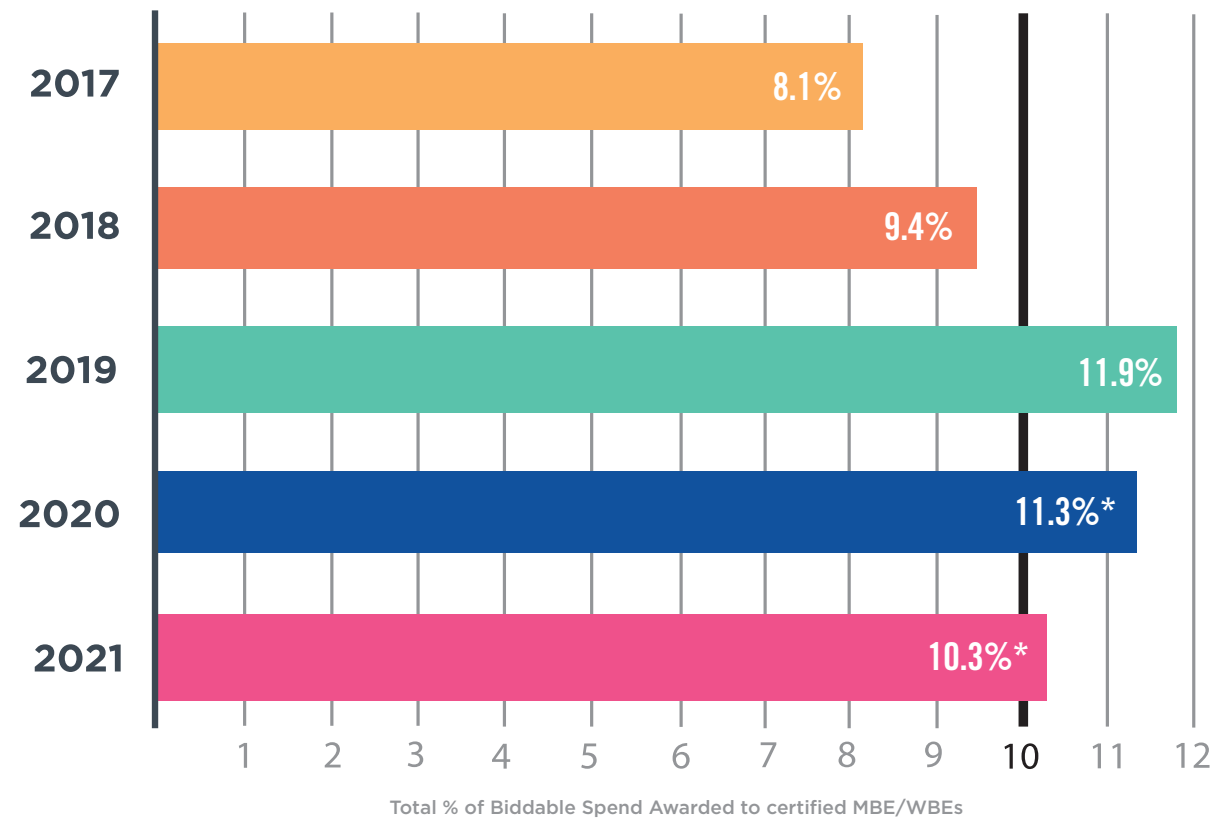
Following disruptions to our supply chain caused by the COVID pandemic and its aftermath, Boyd Gaming redoubled its efforts to ensure we are maximizing our purchases from underrepresented groups. We identified new opportunities to make key purchases from minority-owned business enterprises (MBEs) and women-owned business enterprises (WBEs); reviewed our database to ensure all MBEs and WBEs were properly certified and registered in our systems; and took the lead in organizing diverse business fairs that were attended by many of our counterparts in the gaming industry.

We are proud of our track record of working with diverse businesses, and committed to improving our performance in 2022 and beyond.

Our
2025 goal
13%



DIVERSE SUPPLIER ACTIVITY



* The Company's activity in 2020 and 2021 was impacted by supply chain disruptions and business closures related to the COVID pandemic.

OUR RESPONSIBLE PROCUREMENT POLICY

Since its founding, Boyd Gaming has been committed to operating with the highest level of integrity while maximizing our positive impact on each of the communities we call home. Our Procurement operations are a critical way for us to advance this mission, and as a result, Boyd Gaming reaffirms its commitment to supplier diversity and sustainable procurement practices. We expect our suppliers and business partners to share our unwavering commitment to ethical business practices, promoting supplier inclusion, protecting our environment, and upholding human rights and fair labor practices.

Supplier Inclusion: Boyd Gaming is committed to creating opportunities for businesses of all backgrounds, including small and mid-sized businesses; minority-owned business enterprises (MBEs) and/or women-owned business enterprises (WBEs); disabled and/or disadvantaged business enterprises; veteran-owned business enterprises; and businesses owned and/or operated by members of the LGBTQ community. We are proud to consistently report one of our industry's highest procurement rates from certified diverse businesses.

Human Rights: Boyd Gaming requires all suppliers to comply with our prohibition on the use of forced labor, coerced labor or child labor. We require our suppliers to comply with all applicable laws regulating work hours, wages and benefits; and we will not do business with suppliers that practice discrimination against workers or other stakeholders.

Environmental Sustainability: Boyd Gaming is committed to reducing its environmental footprint, and we actively seek out and partner with suppliers who share our commitment to protecting the environment.

Additional information on our Responsible Procurement Policy is available [here](#).



MINIMUM STOCK OWNERSHIP REQUIREMENTS

Board of Directors:

5X

annual retainer

Co-Executive Chair of the Board:

5X

base salary

Chief Executive Officer:

5X

base salary

Other members of Senior Management:

3X

base salary

5 GENDER EQUALITY



CORPORATE GOVERNANCE

Boyd Gaming's approach to Corporate Governance can be summed up quite simply: We are committed to always doing the right thing, even if it costs us business. Our long-standing commitment to integrity is at the heart of our brand and our culture, and we will never compromise when it comes to acting with the highest of ethics.

This reputation goes back to the founding of our Company. In fact, it was our reputation for integrity that led the Nevada Gaming Control Board to ask Boyd to manage the Stardust Hotel and Casino on the state's behalf after that property was taken over by Nevada regulators in 1983.

We are proud to have continued this reputation to this day, maintaining relationships of trust with state gaming regulators throughout our industry. Across the country, regulators know that Boyd Gaming can be counted on to follow both the letter and the spirit of all applicable regulations – and that if we identify incidents of concern within our operations, we will quickly self-report them to regulators, and conduct thorough internal investigations to determine appropriate remedial action.

We are proud to operate with the utmost integrity, and to apply this approach to every facet of our interactions with all stakeholders.

Our commitment to integrity is codified within the [Boyd Gaming Code of Business Conduct and Ethics Policy](#), and our [Anti-Corruption and Anti-Bribery Policy](#) which includes the following items:

- Strict prohibition on all forms of bribery, corruption, kickbacks and facilitation payments;
- Affirmation of our Company-wide culture of AML compliance;
- Reporting requirements for potential conflicts of interest;
- Prohibition on accepting gifts valued at more than \$100*;
- Outlining appropriate uses of Company resources and opportunities;
- Ethical business relationships and competitive practices;
- Guidelines for political contributions and lobbying;
- Importance of accuracy within Company reports, records and accounts;
- Full cooperation with all government investigations and inquiries;
- Full cooperation with all regulatory agencies;
- Prohibitions on insider trading and disclosure of confidential information;
- Strict protections for whistleblowers who report inappropriate, unethical and/or illegal conduct.

All team members (full time, part time, on-call and on-site independent contractors) are required to review and acknowledge the Company's Code of Business Conduct and Ethics on an annual basis.

* The Company's prohibition on the acceptance of gifts is not intended to prohibit tip category team members from accepting unsolicited gratuities received during the performance of their regular job duties or standard and customary entertainment disclosed in advance to the team member's supervising senior executive.

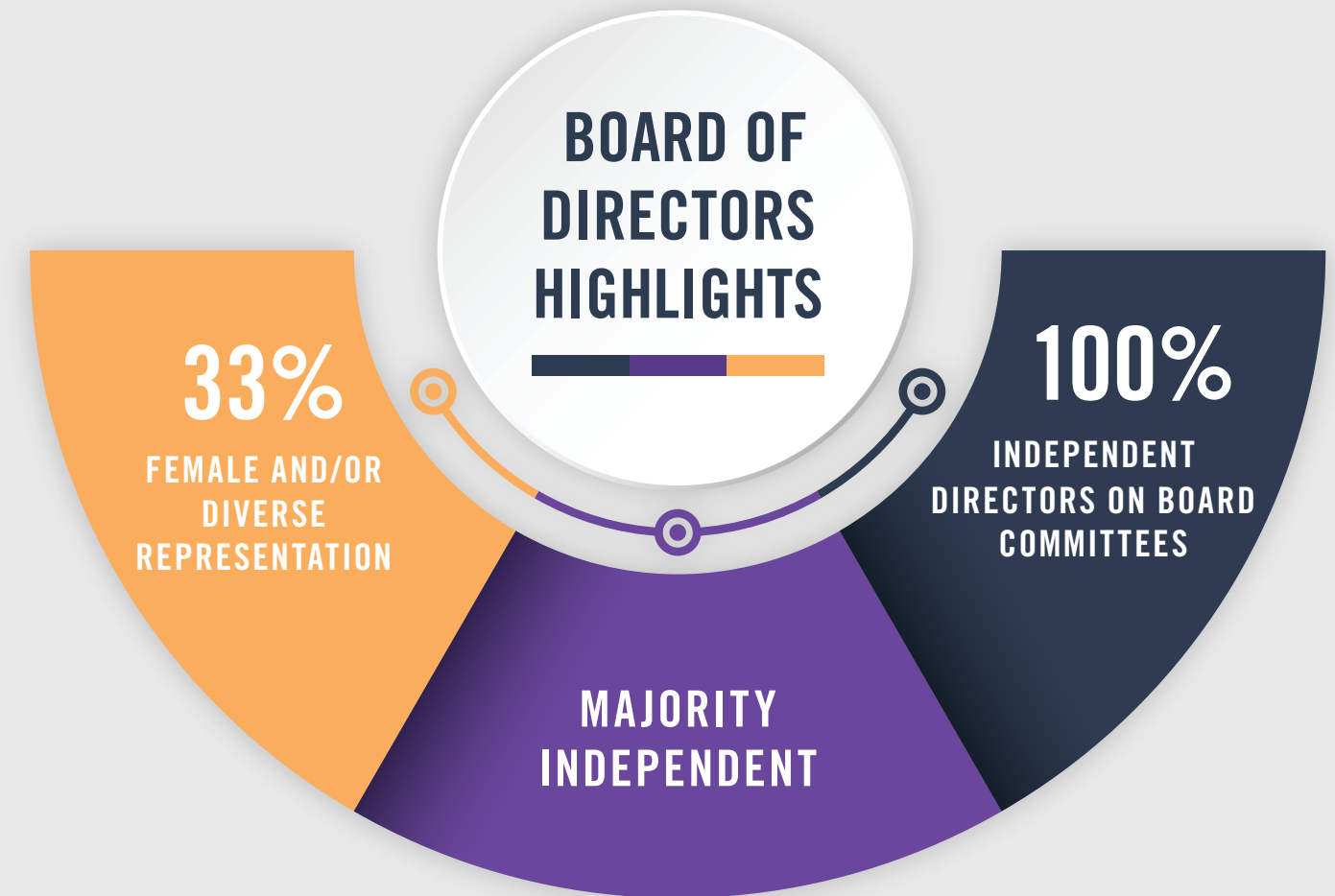
PRINCIPLES FOR EFFECTIVE CORPORATE GOVERNANCE

BOARD INDEPENDENCE

- We have separate Co-Executive Chair and Chief Executive Officer roles.
- All of our non-executive directors are independent.
- Our independent directors meet in executive session at least three times a year.
- We have an independent Presiding Director, who chairs all executive sessions.
- All members of the Audit Committee, Compensation Committee, and Corporate Governance and Nominating Committee are independent.
- Independent directors hold 5 of 9 Board seats.

PROTECTING STOCKHOLDER RIGHTS

- Stock ownership guidelines for executive management and members of our Board.
- All directors are required to retire at age 75.¹
- Our bylaws allow stockholders to nominate director candidates through advanced notice or proxy access provisions.
- All directors stand for election annually, with non-staggered terms.
- We have a compensation clawback policy under circumstances of executive misconduct.
- Focus on “pay for performance” for executive management.



EFFECTIVE BOARD OVERSIGHT

- We are committed to building a diverse Board of Directors, with 3 diverse directors on our 9-member board, including one of our Co-Executive Chairs.²
- Board members chair and are active participants in our Corporate Compliance, Diversity and Charitable Giving committees.
- Our Board receives regular updates on our diversity goals and initiatives, which are directly overseen by one of our Co-Executive Chairs.
- All Audit Committee members are “audit committee financial experts.”
- Our Board has direct oversight of our Data Security efforts and receives regular updates on data security initiatives and potential risks.
- An independent compensation consultant conducts an annual review of executive management compensation.

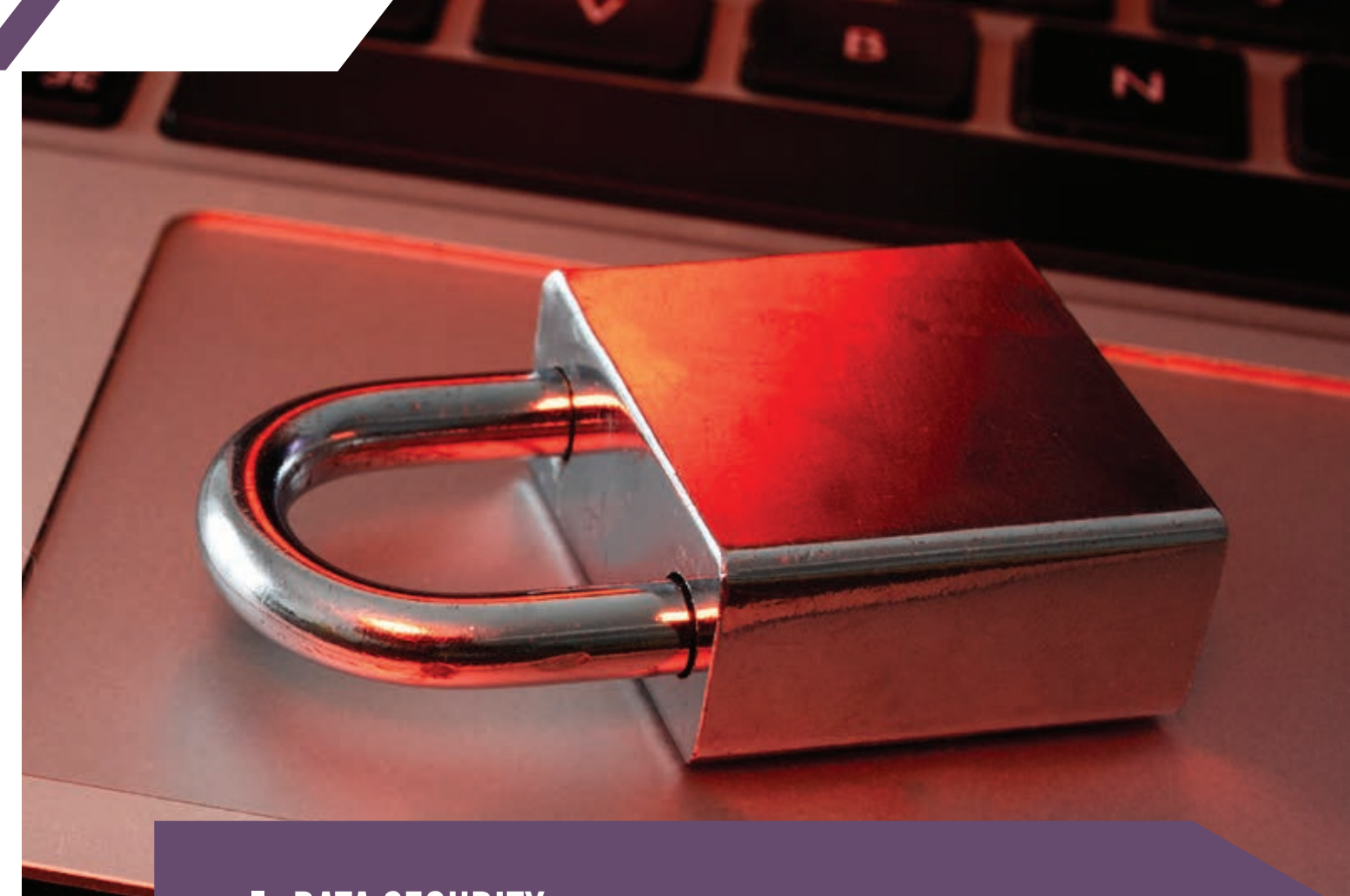
1. Mandatory retirement policy excludes directors with equity ownership of 5% or more.
 2. “Diverse” includes directors who identify as members of minority ethnic groups and/or female.

ANTI-MONEY LAUNDERING (AML)

Boyd Gaming is committed to conducting our operations in accordance with federal law (Bank Secrecy Act, as described in 31 CFR Chapter X) and the American Gaming Association's best practices. We foster a company-wide culture of AML compliance, including:

- A system of internal controls, policies and procedures to assure ongoing compliance with AML requirements.
- Regular, independent testing of our AML compliance.
- Ongoing training of appropriate team members to identify unusual financial transactions or suspicious activities and how to record reportable currency transactions, as well as familiarizing them with legal requirements and our compliance policies and procedures.
- Designating individuals who are responsible for assuring AML compliance at each property, and providing adequate resources to compliance functions.
- Adopting appropriate risk-based procedures for conducting ongoing Patron Due Diligence (PDD).

Further information on the Company's Anti-Money Laundering Policy can be found [here](#).



DATA SECURITY

In the digital age, personal information and data have become more important than ever before. Our guests, team members and business partners place great trust in us to protect their data. One of our top priorities is keeping that information safe and secure.

Led by a dedicated Information Security team, Boyd Gaming operates with the highest degree of integrity in designing, delivering and maintaining a comprehensive program that safeguards our systems, services and data from cybersecurity-related threats. Supporting these efforts, all Boyd Gaming team members with network access are required to take monthly IT security training, ensuring our team members are aware of the latest risks in cybersecurity and are prepared to do their part to keep our systems and their personal information secure.

We regularly conduct IT security audits and proactive activities to measure the overall efficacy and capabilities of our security program and controls. We leverage independent third parties to complete regular cybersecurity assessments based on industry-recognized security frameworks and best practices, as well as regular testing of our security controls.

We are proud to have created a security program that embodies collaboration, innovation and accountability while supporting our underlying security principles.

For additional information on how we collect, use and protect personal information and data, please see our Company's Privacy Policy [here](#).

OUR STRONG COMMITMENT TO ESG

- Annual executive bonus plan includes metrics for ESG and Diversity initiatives
- Direct oversight of ESG initiatives by Corporate Governance and Nominating Committee of the Board of Directors
- Board of Directors participation on Boyd Gaming Diversity Council
- Regular Board updates on all ESG initiatives
- Quarterly ESG investor updates

ABOUT OUR GOALS

This report addresses goals related to Boyd Gaming's ESG initiatives, and we provide current and historic performance data relevant to these goals. The baseline year applicable to each of our metrics is as stated on the applicable page. This report also provides additional metrics that either directly support our goals or reflect supplemental areas of focus beyond our publicly stated goals.

FORWARD LOOKING STATEMENTS

This report contains certain forward-looking statements based on management's current assumptions and expectations, including statements regarding our ESG goals and programs and other business plans, initiatives and objectives. These statements are typically accompanied by the words "aim," "hope," "believe," "estimate," "plan," "aspire," "strive" or similar words. All such statements are intended to enjoy the protection of the safe harbor for forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Our actual future results, including the achievement of our goals, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors. Such risks, uncertainties, and factors include the risk factors discussed in Item 1A of our most recent Annual Report on Form 10-K and subsequent quarterly reports on Form 10-Q filed with the Securities and Exchange Commission ("SEC"), as well as, with respect to our ESG goals outlined in this report or elsewhere, the challenges and assumptions made with respect to these goals. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this report. Boyd Gaming cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. The forward-looking statements in our reporting are made as of the date in which this report is published, and we undertake no obligation to update these forward-looking statements to reflect subsequent events or circumstances.

BOYD®