PHILLIPS 66

PROVIDING ENERGY. IMPROVING LIVES.

Sustainability & ESG Overview

MEETING THE WORLD'S EVOLVING ENERGY NEEDS

October 2022



San Francisco Refinery RODEO, CA

Cautionary Statement

CAUTIONARY STATEMENT FOR THE PURPOSES OF THE "SAFE HARBOR" PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

This presentation contains certain forward-looking statements. Words and phrases such as "anticipated," "estimated," "expected," "planned," "scheduled," "targeted," "believes," "continues," "intends," "will," "would," "objectives," "goals," "projects," "efforts," "strategies" and similar expressions are used to identify such forward-looking statements. However, the absence of these words does not mean that a statement is not forward-looking. Forward-looking statements included in this presentation are based on management's expectations, estimates and projections as of the date they are made. These statements are not guarantees of future performance and you should not unduly rely on them as they involve certain risks, uncertainties and assumptions that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecast in such forward-looking statements. Factors that could cause actual results to differ from those in forward-looking statements include: statements regarding the expected benefits to Phillips 66 and its shareholders and DCP Midstream and its unitholders of the recently announced transactions involving DCP Midstream; the anticipated consummation of the transactions and the timing and costs thereof; the effects of disruption to Phillips 66's or DCP Midstream's respective businesses; Phillips 66's ability to achieve benefits from the transactions involving DCP Midstream; the diversion of management's time on transaction-related issues; the effects of any widespread public health crisis and its negative impact on commercial activity and demand for refined petroleum products; the inability to timely obtain or maintain permits necessary for capital projects; changes to worldwide government policies relating to renewable fuels and greenhouse gas emissions that adversely affect programs like the renewable fuel standards program, low carbon fuel standards and tax credits for biofuels; fluctuations in NGL, crude oil, and natural gas prices, and petrochemical and refining margins; unexpected changes in costs for constructing, modifying or operating our facilities; unexpected difficulties in manufacturing, refining or transporting our products; the level and success of drilling and production volumes around our Midstream assets; risks and uncertainties with respect to the actions of actual or potential competitive suppliers and transporters of refined petroleum products, renewable fuels or specialty products; lack of, or disruptions in, adequate and reliable transportation for our NGL, crude oil, natural gas, and refined products; potential liability from litigation or for remedial actions, including removal and reclamation obligations under environmental regulations; failure to complete construction of capital projects on time and within budget; the inability to comply with governmental regulations or make capital expenditures to maintain compliance; limited access to capital or significantly higher cost of capital related to illiquidity or uncertainty in the domestic or international financial markets; potential disruption of our operations due to accidents, weather events, including as a result of climate change, terrorism or cyberattacks; general domestic and international economic and political developments including armed hostilities, expropriation of assets, and other political, economic or diplomatic developments, including those caused by public health issues and international monetary conditions and exchange controls; changes in governmental policies relating to NGL, crude oil, natural gas, refined petroleum products, or renewable fuels pricing, regulation or taxation, including exports; changes in estimates or projections used to assess fair value of intangible assets, goodwill and property and equipment and/or strategic decisions with respect to our asset portfolio that cause impairment charges; investments required, or reduced demand for products, as a result of environmental rules and regulations; changes in tax, environmental and other laws and regulations (including alternative energy mandates); political and societal concerns about climate change that could result in changes to our business or increase expenditures, including litigation-related expenses; the operation, financing and distribution decisions of equity affiliates we do not control; and other economic, business, competitive and/or regulatory factors affecting Phillips 66's businesses generally as set forth in our filings with the Securities and Exchange Commission. Phillips 66 is under no obligation (and expressly disclaims any such obligation) to update or alter its forward-looking statements, whether as a result of new information, future events or otherwise.

CEO Message

Positioning Phillips 66 for Continued Long-Term Competitiveness

To Our Stakeholders:

At Phillips 66, sustainability is a journey of improvement, adaptation and business resilience. It shapes how we define and execute our strategy that enables us to deliver on our vision to provide energy and improve lives, and to drive shareholder value.

Over the past ten years, we have continued to integrate sustainability practices in our core businesses, to engage with our stakeholders to learn what is important to them and to enhance our ESG disclosures.

During our nearly 150-year history, we have faced change, overcome challenges and sought opportunities to improve. Guided by our pillars of Operational Excellence, Environmental Stewardship, Social Responsibility, Governance and Financial Performance, we will continue to transform our business to meet the world's growing energy needs today and tomorrow.



Mark Lashier, CEO

A Decade of Sustainability & ESG Progress

Committed to Continuous Improvement Through Business Integration and Enhanced ESG Disclosures Since 2012





















- 2012
  - Sustainability included in new Phillips 66 website
  - First Employee Resource Group
- 2013
- 2014
- 2015
  - Expanded Sustainability data on website
- 2016
  - BOD gender diversity increases to 33%
  - Published first Sustainability Report
- 2017
  - Expanded Sustainability Report metrics to five years of data
- 2018
  - Published Energy Policy Risks & Disclosures Report
  - Established Inclusion & Diversity Organization
- 2019
  - Announced AdvantEdge66, our digital transformation project
  - Rolled out Our Energy In Action, company culture program
  - Integrated TCFD into Sustainability Report
- 2020
  - Announced Rodeo Renewed plan to convert San Francisco Refinery at Rodeo to a renewable fuels facilities
  - Included SASB disclosures in Sustainability Report
  - Achieved safest year ever
  - Exceeded 500,000 employee volunteer hours
  - Sponsored energy education workshops during the pandemic
- 2021
  - Set 2030 GHG emissions reduction targets
  - Formed the Emerging Energy group, focused on lower-carbon opportunities
  - Launched e-Shield™ lubricants for electric vehicles
  - Published Lobbying Activities Report
  - San Francisco Refinery at Rodeo, CA produces first barrels of renewable diesel
  - Marketing Innovation organization formed to capture and evaluate new ideas
  - Published first Human Capital Management Report
- 2022
  - Set 2050 GHG emissions reduction target
  - Humber Refinery delivers first barrels of Sustainable Aviation Fuel
  - Sponsor Truckers Against Trafficking, to combat human trafficking
  - Received pyoil ISCC certification at Sweeny Refinery
  - Received AFPM Distinguished Safety Award sixth year in a row
  - Included GRI disclosures in Sustainability Report
  - Participated in Climate and Water CDP Reporting
  - Received API Distinguished Pipeline Safety Award second year in a row
  - BOD gender diversity at 38%

10 YEAR ANNIVERSARY
PHILLIPS 66

Our Businesses: Today and Tomorrow

Providing Energy While Enhancing Our Core Businesses and Advancing Lower-Carbon Opportunities

Transforming Our Business

- Strengthening our resilience and competitiveness in any market
- Leveraging recently implemented digital innovations
- Increasing efficiency and productivity of our workforce
- Optimizing our diversified, existing assets

AND

Building a Lower-Carbon Growth Platform

- Extending through value chain adjacencies
- Leveraging expertise, experience and leadership in research and innovation
- Pursuing scalable investments
- Continuing capital discipline and emphasis on returns

Midstream

22,000 miles of U.S. pipeline systems

Chemicals

28 global manufacturing facilities

2 research and development centers in the U.S.

Refining

2.0 million BPD of crude throughput capacity

Marketing and Specialties

7,110 branded U.S. outlets

1,700 branded international outlets

Renewable Fuels

Building on core adjacencies

Batteries

Extending participation further into the battery value chain

Carbon Capture

Establishing competitive position

Hydrogen

Positioning for later cycle growth

Executing the Strategy

Enabling Long-Term Value Creation and Positioning for the Future

Vision

Providing Energy. Improving Lives.

Values

Safety. Honor. Commitment.


Humber Zero Partners NORTH LINCOLNSHIRE, UNITED KINGDOM

Strategy

Operating Excellence

Committed to safety, environmental stewardship, reliability and cost efficiency, while protecting shareholder value

Growth

Enhancing our portfolio by growing our integrated Midstream and Chemicals businesses, as well as executing our returns-focused low-carbon strategy via Emerging Energy

Returns

Improving returns by investing to optimize and enhance existing assets

Distributions

Committed to maintaining our financial strength and disciplined capital allocation to reward shareholders through continued dividend growth and share repurchases

High-Performing Organization

Building capability, pursuing excellence. and doing the right thing

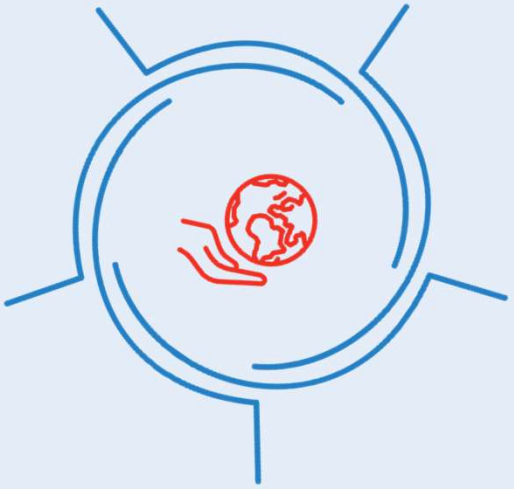
Our Approach to Sustainability & ESG

Integrated with Company Strategy to Support Long-Term Resilience


Ferndale Refinery FERNDALE, WA

Financial Performance
Delivering shareholder value through our disciplined approach to capital allocation and focus on returns

Operating Excellence
Ensuring personal and process safety, environmental stewardship, reliability and cost efficiency while protecting shareholder value



Environmental Stewardship (E)
Reducing our environmental footprint by managing natural capital, progressing initiatives to reduce, recycle and reuse, and advancing lower-carbon solutions

Governance (G)
Serving the interests of all stakeholders with the highest standards of responsibility, ethics and integrity

Social Responsibility (S)
Committing to the well-being of our employees and creating an inclusive culture where diversity can thrive, engaging with our stakeholders and investing in our people and communities

Environmental Stewardship



Ponca City Refinery PONCA CITY, OK

Greenhouse Gas (GHG) Emissions Reduction Targets

Lower-Carbon Solutions Consistent with our Strategy and Disciplined Approach to Capital Allocation

Emissions Reduction Targets

Intend to lower GHG emissions intensity from 2019 baseline

2030 Targets

30%

Manufacturing-related emissions
Scope 1 and 2 from operated assets

15%

Products manufactured and sold
Scope 3 from operated assets

2050 Target

50%

Manufacturing-related emissions
Scope 1 and 2 from operated assets

Annual bonus aligns pay with emissions reduction targets

Based on current and future companywide projects and initiatives that:

Improve energy efficiency of our operations

Maximize renewable power sources used in our operations

Grow production and blending of renewable fuels and lower-carbon supply chain products

Leverage technology development at-scale

Support lower-carbon enterprise growth and optimize the portfolio to meet consumer energy demand

See Appendix for footnotes

Drivers of Our GHG Emissions Reduction Targets

Advancing Lower-Carbon Solutions Through Innovative Energy Investments and Strategic Collaborations

Providing Lower-Carbon Alternatives



Invest in emerging energies such as renewable fuels, batteries, carbon capture and hydrogen

Investing in Technology Development



Advance solutions such as solid oxide fuel cells and next-gen batteries

Establishing Collaborative Partnerships



Work with industries, manufacturers and suppliers to deploy solutions at-scale

Advancing Emissions Reduction Targets



Progress projects such as company-wide energy efficiency improvements and Rodeo Renewed

Engaging in Climate Policy Development



Work with governments as they develop policies that support lower-carbon energy systems

Participating in Evolving Markets



Monitor global energy markets and meet the needs of our customers

Managing Natural Capital and Biodiversity

Improving Air, Waste and Water Management and Elevating Conservation and Biodiversity Initiatives

2013-2021 Improvements

24%	Reduction in criteria air pollutants
71%	Reduction in waste
70%	Reduction in number of hydrocarbon spills
77%	Reduction in agency reportable environmental events

Managing Natural Capital: Reduce, Recycle and Reuse

Air

- GHG reduction initiatives
- Ozone formation modeling studies
- Air quality monitoring
- Carbon-capture opportunities

Waste

- Catalyst recycling and regeneration
- Wastewater treatment and reuse
- Vetting commercial oxidation product
- Novel oil-water separation membranes

Water

- Reduce freshwater use
- Increase steam condensate return
- Close-circuit reverse osmosis
- Biological selenium removal

Spills

- Advanced integrated mechanical integrity
- Improved pipeline integrity testing
- Enhanced use of drones
- Comprehensive risk modeling

Conservation and Collaboration

We recognize the importance of healthy ecosystems near our operations and look for opportunities to gradually improve them over time.

Biodiversity, conservation and community access to green space are focus areas of our environmental social impact strategy, and we collaborate with key organizations to support a healthy ecosystem near the communities where we live and work.



Protecting Wildlife in Our Communities

- Monarch butterfly conservation
- Migrating waterfowl refuge
- Restoring critically endangered birds in North America
- Wild West wildlife rehabilitation center
- Habitat improvement for priority conservation species



Community Projects to Enhance Green Space

- Constructed wetlands in Southwest Louisiana
- Redeveloped oyster reef
- Supporting micro forest projects
- Establishing rain gardens
- Floodplain restoration

See Appendix for footnotes

Social Responsibility and Stakeholder Engagement



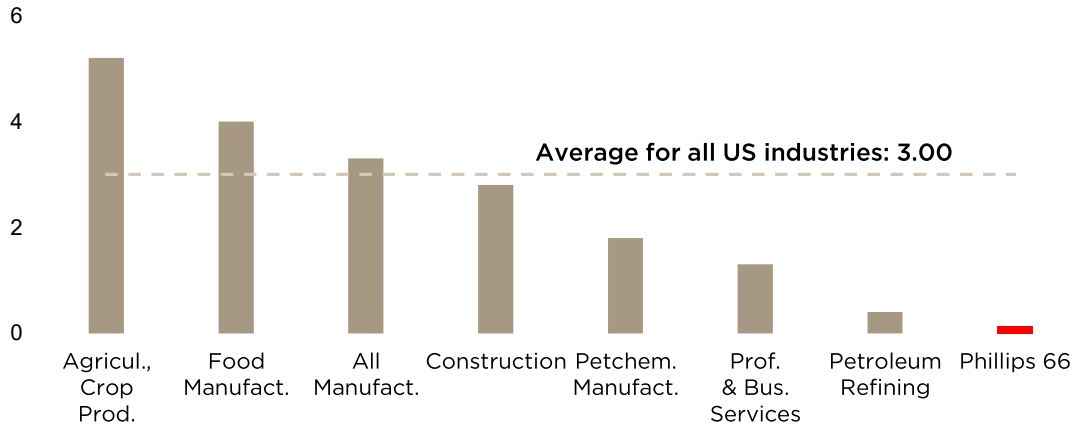
Floating Islands Restoration Project LAKE CHARLES, LA

Advancing Our Safety Culture Through Digital Innovation

Integrated Health, Safety and Environmental Policies, Practices and Programs and Investment throughout our Businesses

Industry Safety Metrics

(Total Recordable Rate (TRR) Incidents per 200,000 hours worked)



Industry leader in safety and well-being of our employees

Engaging and maintaining open communication with communities surrounding our facilities

Investing in community safety and preparedness

Awards and Recognitions

Three refineries achieved AFPM safety awards

Midstream safety performance recognized by GPA, API and ILTA

31 VPP STAR facilities


Billings Refinery BILLINGS, MT

Safety Innovation in a Digital World

Digitizing operating procedures, programs and permits

Work permitting is an integral aspect of safety excellence

Applications for Refining Competitiveness is a business process workflow digitization tool that enables seamless coordination and execution of tasks

Advanced Integrated Mechanical Integrity program enhances mechanical integrity and asset reliability by transitioning from time-based inspection to risk-based inspection

A new approach to machine health has enabled us to use artificial intelligence and machine learning to identify and correct problems early, reducing costs and increasing uptime

See Appendix for footnotes

Enhancing Our High-Performing Organization

Leading with Inclusion to Create a Diverse Workforce

Embedding Inclusion & Diversity in our Culture

Attracting Top Talent

Proactively **Developing** our People

Retaining a Dynamic, Evolving Workforce

Where we have been	Where we are	Where we are going
Set the foundation	**Accelerating change**	**Inclusive culture**

Expanded Networks and Processes

To reach experienced, university and trade school candidates

Leverage use of blind resumes and diverse interview panels

Partner with outside organizations

Skill & Leadership Development

Comprehensive onboarding programs

Site, function and business-unit specific training programs

Three-year leadership curriculum

Evolving Total Rewards

Introduced flexible work schedule

Increased vacation for <5 years



Floating Islands Restoration Project, LAKE CHARLES, LA

See Human Capital Management Report

Creating Value Through Stakeholder Engagement

Building Trust Through Transparency and Social Impact

Stakeholder Engagement is integral to our Social Responsibility

Year-round, holistic engagement programs, reaching many stakeholders

- **Community Advisory Panels established at our refineries to ensure open dialogue between our company and the community**
- **Midstream community education and outreach; including the management of the 811-call center that has handled over 1.6 million calls since 2012**
- **Project and permitting outreach**
- **Regular engagement with customers and suppliers**
- **On-season and off-season shareholder engagement**
- **Engaging with ESG rating firms to build and maintain top quartile company disclosures**

Helping Strengthen Communities through Comprehensive Social Impact Programs

Education: Fostering Community Vitality

20% of total giving supports the youth STEM and energy education programs in primary and secondary schools

Environment: Strengthening Environmental Resilience

Supporting the transformation and enhancements of under-utilized land to create green space for all communities

Safety & Preparedness: Living Our Core Values

Ensuring our communities are prepared and supported during natural disasters

Our presence and investment are achieved through purposeful partnerships



Governance



Phillips 66 OnCue service station HOUSTON, TX

Risk Management and Oversight

Using a Detailed and Disciplined Process to Identify Potential Risks and Opportunities

Risk Overview

We assess risks based on probability of the risk and potential significance of the financial, reputational or other impacts, and consider mitigating strategies

Enterprise Risk Management uses a systematic approach to identify and mitigate significant risks

Includes physical or operational risks, cybersecurity, climate-related issues and energy policy

Audit and Finance Committee provides oversight

Advancing Supply Chain Sustainability Initiatives

We seek to continue to strengthen our supply chain and stimulate local economic development. Recent accomplishments include:

- Established internal metrics and diverse supplier benchmarking and developed digital tools to analyze supplier data
- Deployed supply chain sustainability training to all Procurement organization employees
- Piloted Sustainability engagements with Tier-1 suppliers to identify potential collaboration opportunities

Cybersecurity

Protecting our systems, networks and programs from digital attacks

Comprehensive policies, standards and controls:

Protect confidentiality, integrity and availability of our systems and assets
Align with recognized cybersecurity frameworks
Conduct information security risk assessments regularly
Audit and Finance Committee provides oversight

Practices include:

Business continuity plans
Cyber risk policy and standards
Cybersecurity advising
Data privacy
Digital standards
Identity and access
Information protection
Network security
Records management
Refinery and pipeline security
Reporting phishing or suspicious activity



Bartlesville Control Center, BARTLESVILLE, OK

Foundational Governance and Ethics

Demonstrated at Every Level of Our Organization

Board Oversight and Governance

Committees

Providing oversight of strategy, risks and policies

Audit and Finance Committee

Human Resources and Compensation Committee

Nominating and Governance Committee

Public Policy and Sustainability Committee

Executive Committee

Diversity

Exhibiting mix of experience, perspective and diversity

11 of 13 members are independent

5 of 13 members represent diversity of race or gender

Refreshment

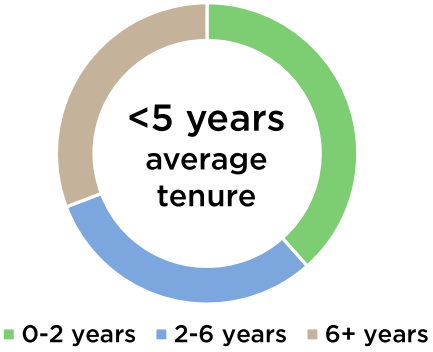
Demonstrating ongoing refreshment since company formation

Board assessment performed regularly – both self-assessed and assessed by Nominating and Governance Committee

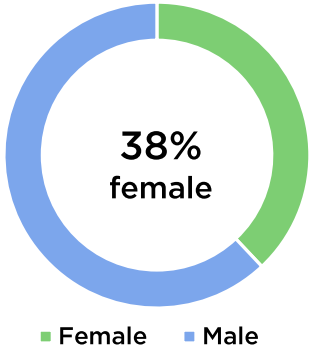
Skills are evaluated in context of our evolving business

Diversity is prioritized to ensure effective oversight

Tenure



Gender Diversity



Ethics and Governance

We expect every one of our employees to work for the greater good and to act with integrity, following our Code of Ethics

Business partners and suppliers are expected to comply with our Business Partner Principles of Conduct

Policies and audits create strong governance throughout the company and supply chain

Joint Venture Governance

Regular engagement with non-operated joint ventures ensure ESG matters are considered

Ongoing Initiatives

Integrating DCP Midstream

Enhancing disclosures based on stakeholder outreach and engagement

Improved ESG Ratings

Enhanced Disclosures and Focused Engagement Has Improved Third-Party Assessments

ISS CORPORATE SOLUTIONS

"Low risk" in the areas of Environmental & Social, and Cybersecurity

MSCI

“A-level” rating, as of March 2022

SUSTAINALYTICS
a Morningstar company

Within “medium risk” and 20th percentile of Oil & Gas Refining and Marketing peers

CENTER FOR POLITICAL ACCOUNTABILITY

“Trendsetter” rating of 95.7/100 on CPA-Zicklin Index

REFINITIV®
An LSEG Business

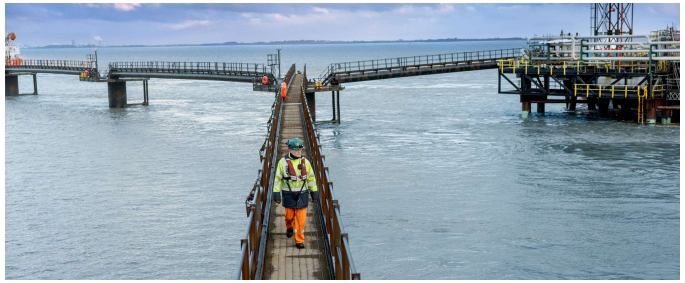
Ranked 8th of Refinitiv’s Oil and Gas Companies with score of 83/100

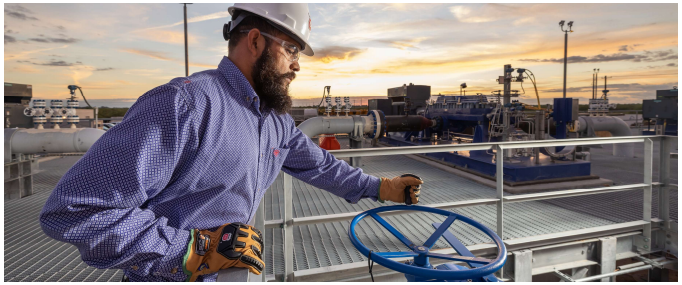
S&P Dow Jones Indices
A Division of S&P Global

Added to S&P 500 ESG Index as of May 2022

ESG Summary

Sustainability & ESG are at the heart of our vision to provide energy in ways that improve lives, and recent enhancements to our ESG strategy and disclosures demonstrate our commitment to deliver on this vision







Environmental

Highlights

Environmental impact reduced through air, waste and water management programs

Targets to reduce GHG emissions intensity from our operations and products by 2030 and 2050

Updated analysis and disclosure based on TCFD framework in **2022 Sustainability Report**

Ongoing Initiatives

Identifying opportunities to reduce freshwater withdrawal intensity with focus on operations and water-stressed areas

Social

Highlights

Industry leader in safety and focus on the well-being of our employees and our communities

I&D part of performance system goals and metrics

Human Capital Management Report summarizes approach to building a high-performing organization where all employees can thrive

Ongoing Initiatives

Expanding use of digital operations to improve safety and operating performance

Progressing inclusive culture by integrating I&D into business practices

Governance

Highlights

Refreshed board of directors and enhanced diversity

Strong governance and ethical practices contribute to positive shareholder value

Year-round shareholder engagement program focused on understanding and being responsive to shareholders

Supportive of **CPChem enhanced disclosures** on advancing recycled polymers

Ongoing Initiatives

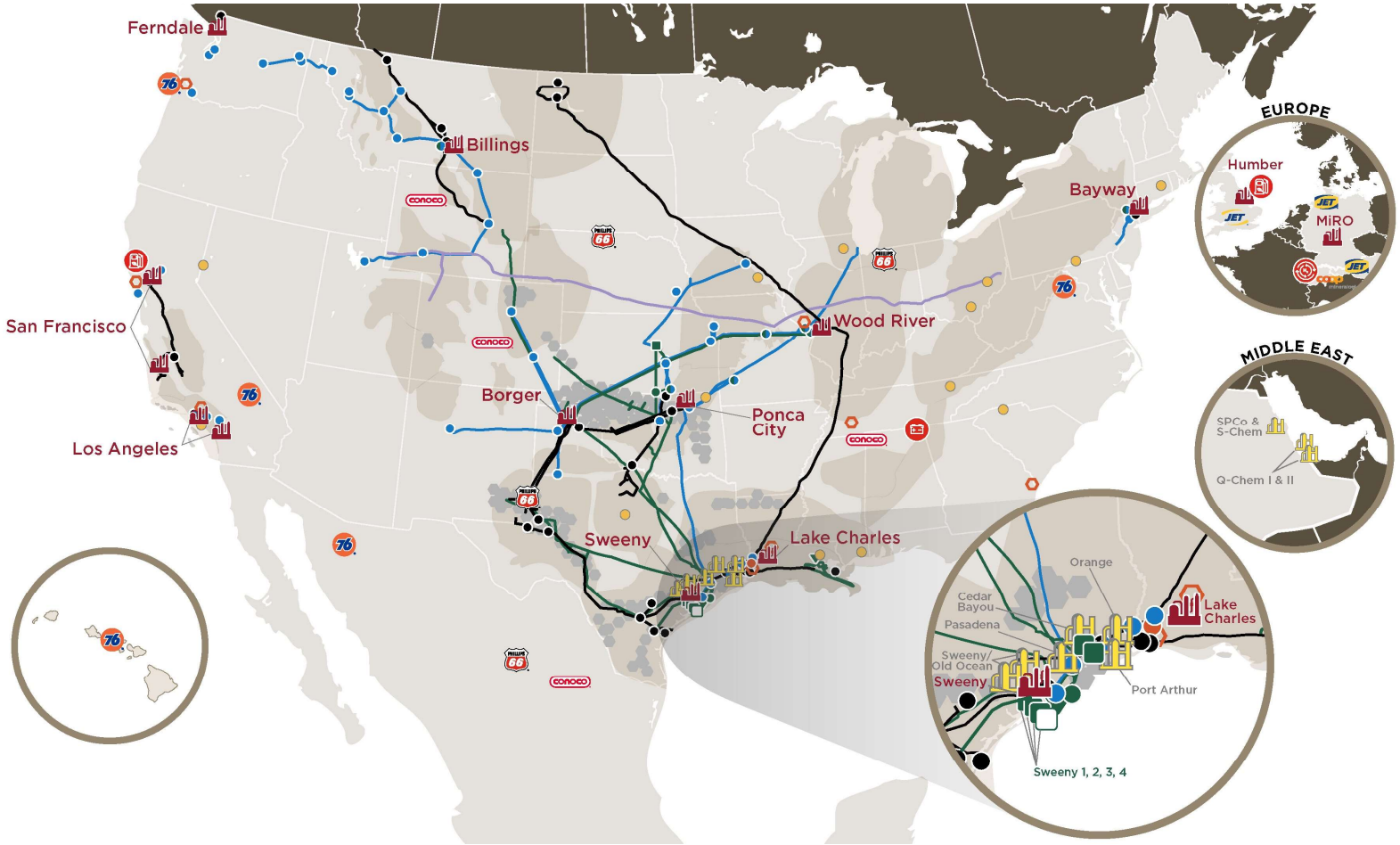
Board of Directors committed to composition and skills that support strategic oversight

Appendix



San Francisco Refinery RODEO, CA

Integrated, Diversified Portfolio



GLOBAL ASSETS MAP LEGEND

- Batteries*
- Coke Facility
- CPChem
- CPChem Facility (O&P)
- Crude Terminal/Pipeline
- DCP Gathering
- Fractionator
- Fractionator in Progress
- Hydrogen Fueling*
- Lubricants Facility
- Natural Gas Pipeline
- NGL/LPG Terminal/Pipeline
- NGL/LPG Underground Storage Facility
- Products Terminal/Pipeline
- Refinery
- Renewable Fuel Production*
- Shale Basin

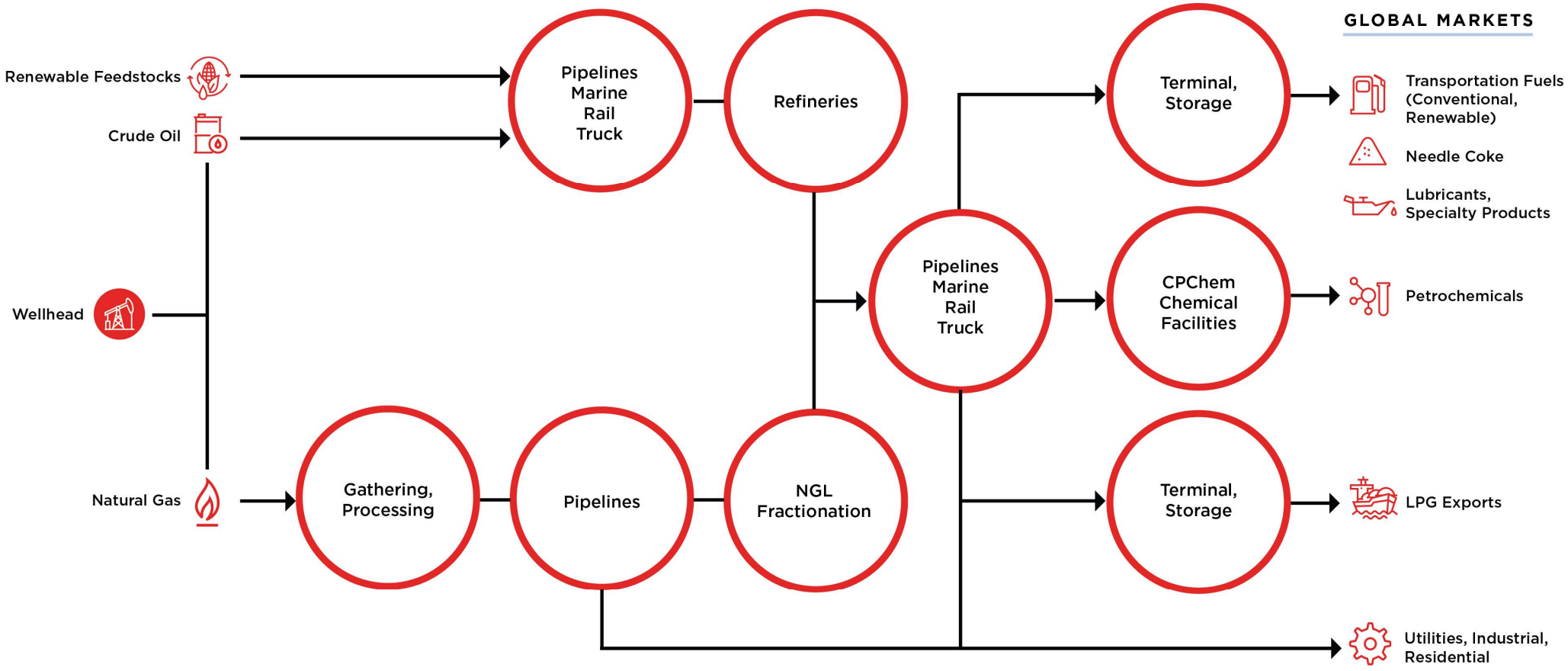
Branded Marketing Footprint

As of June 30, 2022

*Includes Emerging Energy opportunities projected to begin in marked locations

Integrated Network of Businesses and Assets

Positioned to Create Value Through Our Assets, Market Position and Competitive Advantages



Footnotes

All data in this Overview are as of December 31, 2021, unless otherwise noted

A Decade of Sustainability & ESG Progress

1. AdvantEdge66 is our center for ongoing, enterprise-wide transformation. It makes the company more smart, agile and efficient.
2. Our Energy in Action (OEIA) is a common set of behavioral expectations for all Phillips 66 employees. OEIA is how we treat each other, our customers and our communities.
3. TCFD refers to the Task Force of Climate-related Financial Disclosures framework.
4. SASB refers to the Sustainability Accounting Standards Board.
5. GRI refers to Global Reporting Initiative standards.
6. API refers to the American Petroleum Institute. Selected by their peers, a small, medium and large pipeline operator is recognized each year for their commitment to safety and work to advance a zero incidents culture and awarded the API Distinguished Pipeline Safety Award.
7. AFPM refers to American Fuels Petroleum Manufacturers. The Distinguished Safety Award (DSA) is AFPM's most prestigious award. The DSA recognizes member companies that have attained an exemplary level of safety performance.

Greenhouse Gas (GHG) Emissions Reduction Targets

1. Definitions and additional details available in the 2022 Sustainability Report.
2. The baseline year is 2019 since it is the most recent year with normal operating conditions, pre-pandemic, that is representative of our current assets. Ernst & Young LLP provided limited assurance for certain 2019 GHG data.
3. Emissions reduction targets are companywide and account for growth and possibility of future portfolio optimization to meet energy-type demand. By 2030, we intend to lower our manufacturing-related emissions intensity by 30% and our product-related emissions intensity by 15% from 2019 baseline. By 2050, we intend to lower our manufacturing-related emissions intensity 50% from 2019 baseline. 2030 and 2050 emissions reduction targets exclude impacts from voluntary carbon offsets. As these become relevant, we will report our performance with and without the impact of these offsets.

Footnotes

Greenhouse Gas (GHG) Emissions Reduction Targets, cont.

4. 2030 emissions intensity reduction targets include estimated impacts from planned projects such as Rodeo Renewed, Humber Gigastack Consortium, Humber Used Cooking Oil (UCO) and others. Potential carbon capture, renewable fuels and renewable power projects currently in development are also included. Emissions reductions from planned projects and projects in development are estimated. Actual emissions impacts from planned projects and projects in development may vary. Currently unidentified lower-carbon opportunities may arise in the future that could impact, be additive to the reduction targets, or both. Projects included in manufacturing-related and product-related emissions reduction targets are contingent upon receiving all necessary permits and that construction is completed as planned.

5. 2050 emissions intensity reduction target assumes further improvements in energy efficiency, renewable power produced by third parties and imported from the grid, and carbon capture from our operations beyond 2030 targets. Specific projects and underlying returns have not yet been identified. Investments to reach our 2050 target will be consistent with our disciplined approach to capital allocation. 2050 target assumes 1) advancements that enable commercial deployment and use of lower-carbon technologies at scale, 2) global policies that fund and incentivize development of energy infrastructure and investments in lower-carbon technologies, 3) supply chain availability of materials and 4) change in consumer behavior and choices.

Managing Natural Capital and Biodiversity

1. Agency Reportable Environmental Events resulted in an exceedance of a numeric emission or discharge limit exceedance including immediately agency reportable exceedances; where immediate means reportable in the short-term, such as within 24 hour (for U.S. Refining).

2. Criteria Air Pollutants include nitrogen oxides, sulfur oxides, particulate matter and volatile organic compounds.

3. Recycled waste material includes the total quantity of materials recycled, reused, or reclaimed that would otherwise have been considered hazardous or non-hazardous wastes. Recycled materials include all materials from an industrial or commercial process that are not sold as products or disposed of as wastes, but are reused, reclaimed, or recovered (e.g., used as a raw material for another process).

4. Waste material reduction includes both hazardous waste and non-hazardous waste combined in 2013 vs. 2021.

5. Number of spills > 1 barrel of crude oil or products from midstream business unit.

6. Data and additional details available in the 2022 Sustainability Report.

Footnotes

Advancing Our Safety Culture Through Digital Innovation

1. Industry safety metrics graph from the Bureau of Labor Statistics, 2020 data; Phillips 66, 2021 data. Our safety culture, comprehensive HSE policies, management systems and the commitment of everyone who worked for us resulted in an Occupational Safety and Health Administration (OSHA) Total Recordable Rate (TRR) of 0.12 in 2021, which is a significant decrease from our industry leading 2019 TRR of 0.15.

2. ILTA refers to International Liquid Terminals Association.

3. Across our refining, midstream and lubricants assets, 31 facilities have achieved OSHA Voluntary Protection Program (VPP) STAR recognition.

Foundational Governance and Ethics

1. Board Diversity data as of September 2022

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