PLAINS



2025

Plains Sustainability Report



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CEO Message



Willie Chiang
Chairman, CEO and President

To Our Stakeholders,

Plains' extensive network of pipeline assets plays a critical role in connecting North American supply to global end markets. Periods of volatility underscore the significance of that role, and the importance of safe, reliable and resilient energy infrastructure.

Geopolitical and economic uncertainty, shifting policy landscapes and evolving trade dynamics continued to shape energy markets and the broader operating landscape in 2025. In this environment, we remained focused on factors within our control: operating safely, protecting our people and communities, serving our customers and strengthening Plains for the future.

Our 2025 Sustainability Report outlines our performance for the year and highlights how sustainability is embedded in the way we run our business, manage risk and create lasting value.

Guided by our view that crude oil will remain essential to meeting global energy needs for decades to come, we advanced strategic portfolio moves in 2025—including the sale of our Canadian NGL business—to transition the company into a pure-play crude oil business. These actions were designed to enhance cash flow stability, improve financial flexibility and strengthen our long-term positioning.

At the same time, we delivered top-quartile health, safety and environmental performance, including a record-low Total Preventable Recordable Incident Rate. We also advanced our pipeline safety management system, enhanced asset integrity and monitoring practices, and continued collaborating with peers to promote safety and integrity best practices across the industry.

Taken together, these strategic and operational efforts reflect disciplined execution, effective risk management and accountability at every level of the organization.

In a year of significant organizational change, our employees continued to demonstrate professionalism, adaptability and a strong commitment to our Core Values. They reinforced Plains' role as an engaged community partner by contributing more than 24,000 volunteer hours and raising over $850,000 for United Way of Greater Houston—both company records.

Looking ahead, we will build on our momentum and continue advancing our vision to be the employer, partner and investment of choice. Through safe and reliable operations, disciplined capital allocation and responsible stewardship, we are well-positioned to adapt, compete and succeed over the long term.

I am proud of our team's accomplishments and confident we have a strong foundation to support a resilient, responsible and sustainable future.

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Our Company

Overview

- Plains is a publicly traded master limited partnership that owns and operates midstream energy infrastructure and provides logistics services for crude oil and natural gas liquids (NGL).
- We own an extensive network of pipeline transportation, terminalling, storage and gathering assets in key crude oil producing basins and transportation corridors, and at major market hubs in the U.S. and Canada.
- On average during 2025, Plains handled more than nine million barrels per day of crude oil and NGL.
- We are headquartered in Houston, Texas.

Assets at a Glance

As of 12/31/2025

~20,000
miles of crude oil transportation pipelines and gathering systems

~42 MM
barrels of active, above-ground tank capacity

~76 MM
barrels of crude oil storage capacity

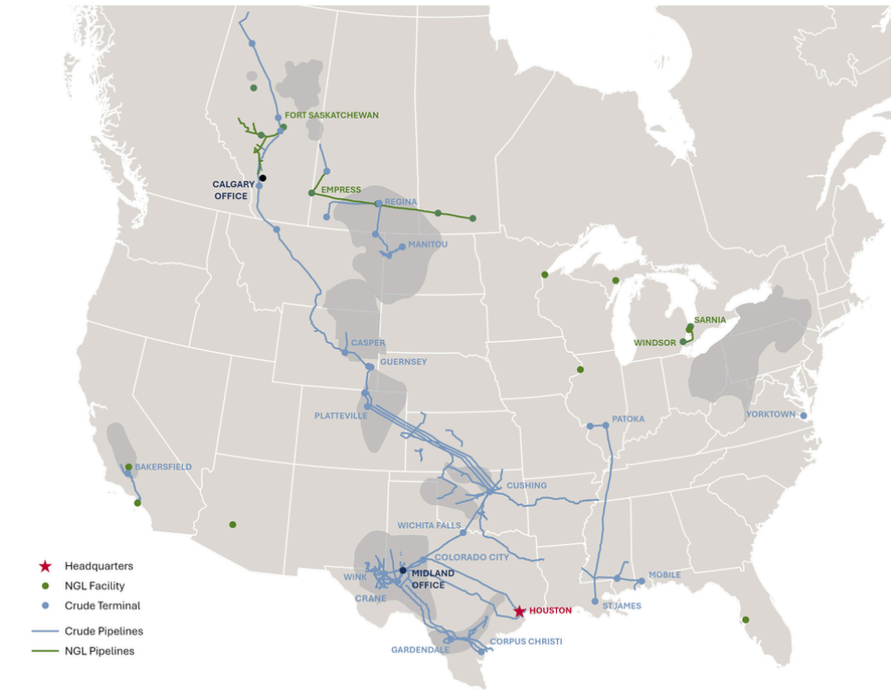
5
marine facilities

Assets divested in 2026

- 4 natural gas processing plants
- 6 fractionation plants
- ~19 MM barrels of NGL storage capacity
- ~1,800 miles of NGL transportation pipelines

Note: This report includes our Canadian NGL business, which we owned and operated as of 12/31/2025 and later divested in May 2026.

Our Footprint



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Our Strategy

Strategic Objectives

Our objective is to be a safe, reliable and responsible operator and to provide competitive and efficient midstream infrastructure and logistics services to producers, refiners and other customers across our footprint. We aim to be the investment, employer and partner of choice.

Investment of Choice

- Maximize long-term value while managing risk
- Generate significant cash flow and return capital to investors while preserving financial flexibility
- Maintain capital discipline by evaluating investments through a structured process that delivers strong, risk-adjusted returns
- Pursue both organic growth and strategic acquisitions that complement our asset footprint and generate attractive returns

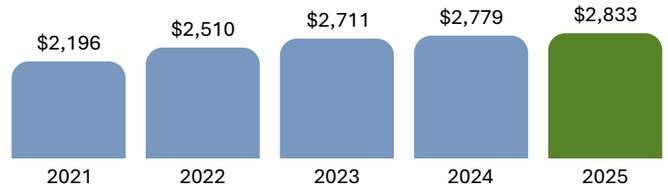
Employer of Choice

- Demonstrate strong, accountable leadership focused on employee safety, performance and development
- Provide competitive compensation and meaningful benefits
- Maintain an engaged workforce by offering purposeful work and growth opportunities
- Support a culture rooted in respect, inclusion and clear expectations

Partner of Choice

- Operate our assets safely, reliably and responsibly
- Collaborate with customers and partners on win/win solutions
- Provide flow assurance, market optionality and quality control
- Leverage the scale and integration of our assets to improve efficiency

Adjusted EBITDA[1] ($MM)



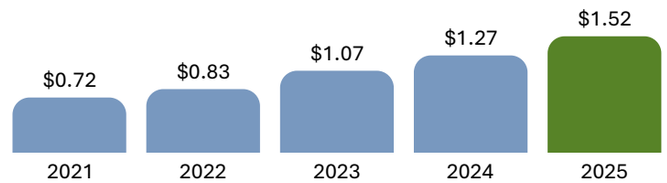
(1) Adj. EBITDA attributable to PAA. Please visit our website for a reconciliation of non-GAAP financial measures.

Cumulative Adj. FCF[2] ($B)



(2) Free Cash Flow (FCF) calculated as 2021 through 2025.
(3) Reflects the fourth quarter, $2.9 Bln EPIC acquisition, but not the $3.3 Bln in net proceeds from the Canadian NGL sale that closed in May 2026.

Distribution Per Unit



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About This Report

Sustainability Strategy

Our sustainability strategy, which is rooted in our Core Values, aligns with our company strategy and commitment to continuous improvement.

Build long-term relationships of trust among stakeholders

- Actively engage to improve our communities
- Promote a workforce that reflects the diversity of our communities
- Be responsive to evolving stakeholder needs
- Partner with others to advance sustainability best practices

Improve quality of life while minimizing environmental impacts

- Provide access to affordable, reliable and responsible energy
- Protect the health and safety of our employees and communities
- Pursue operational efficiencies, emissions reductions and sustainable resource use
- Implement environmental and biodiversity enhancements

Manage risks and maximize long-term value

- Consistently deliver safe, reliable and competitive services to our customers
- Educate and empower employees to advance our business
- Advance responsible governance practices
- Evaluate opportunities to utilize our assets and expertise for energy efficiency projects

Report Overview

- Our Sustainability Report provides qualitative and quantitative performance data that aligns with and/or is informed by: Sustainability Accounting Standards Board (SASB) Standards for the oil and gas midstream industry; Global Reporting Initiative (GRI) Standards; and the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD).
- Supplemental information, including information contained in our Securities and Exchange Commission (SEC) filings, is available on our website, www.plains.com.
- Unless otherwise noted, this report presents information for calendar year 2025 and does not reflect the impact of the sale of our Canadian NGL business, which was announced in June 2025 and closed in May 2026.

Sustainability Governance

- Our Board's Health, Safety, Environmental and Sustainability (HSES) Committee oversees management's efforts to advance our culture of continuous improvement on HSES matters.
- Our Sustainability Management Team includes leaders of various departments who engage with stakeholders to understand industry trends, preferences and evolving standards and initiatives.
- Senior Management reviews enterprise-level risks and opportunities on an ongoing basis, including risks related to climate as well as physical and transitional risks.



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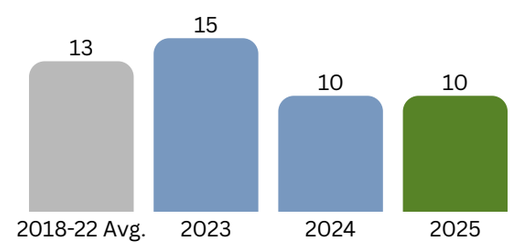
Our Approach

- We strive to minimize the environmental impacts of our operations.
- Environmental risks and performance are assessed as part of our Operations Management System (OMS), with our Safety Management System serving as a key component of that framework.
- Our OMS includes an environmental management element with defined requirements and operational controls intended to reduce environmental risk and support compliance with applicable regulations.
- The program includes environmental incident reporting and investigation, performance monitoring, internal audits and corrective actions intended to support continual improvement and management oversight of operational and environmental risks.
- We demonstrate our commitment to reporting on environmental issues that impact our business through this report, our regular SEC disclosures and other public filings.

Minimizing Our Environmental Impact

- Our goal is to operate safely and reliably while minimizing incidents.
- Annually, we set an environmental performance target that has a direct impact on the bonuses paid to all employees.
- Our environmental management program is built on formal processes approved by senior leadership to guide compliant, environmentally responsible operations and project development.
- Plains strives to:
  - Identify and mitigate environmental risks from the inception of a project and throughout the operational life of each asset
  - Integrate environmental considerations with other company programs
  - Track environmental performance through internally and externally reported metrics
  - Provide training on regulatory compliance and company procedures
  - Collaborate with industry, government and the public on environmental issues
  - Continuously improve programs while maintaining compliance with regulatory requirements and minimizing our environmental impact
  - Encourage employees and others to report potential environmental concerns without fear of retaliation
- Our environmental performance is audited both internally and externally by multiple regulatory agencies.

We met our 2025 performance target for Off-Property Reportable Releases.



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Environmental Management

Biodiversity and Conservation

- Plains' Biodiversity Policy and environmental management processes guide the identification and management of biodiversity priority areas, including wetlands, ecologically sensitive habitats and areas supporting at-risk or nesting species.
- Environmental and biodiversity considerations are integrated early in project development, applying a mitigation hierarchy that prioritizes avoidance and minimization of impacts, followed by restoration and, where appropriate, enhancement of affected habitats.
- Restoration of impacted areas is supported by clear and consistent processes.
- For projects located in or near biodiversity priority areas, site-specific mitigation and biodiversity management measures are developed to address local conditions and potential impacts.
- Biodiversity risks and programs are overseen through our environmental management framework with management accountability.

Integrity Management

- Our asset management plan takes a comprehensive, proactive approach to managing the integrity of our assets, from design and construction through detection and prevention processes and ongoing maintenance.
- Proactive pipeline monitoring efforts include:
  - Around-the-clock monitoring of our operating infrastructure
  - In-line inspections to detect potential issues early
  - Remediation of conditions identified during integrity assessments, in accordance with established criteria
  - Hydrostatic testing to verify the integrity of new pipelines prior to assets being placed into service
  - Geohazards management to address risks associated with watercourse and slope management, among other natural forces
  - Preventive integrity measures that include corrosion control, aerial surveillance, right-of-way clearing and waterway crossing inspections
- We apply a continual improvement approach to asset integrity management, incorporating risk assessment, monitoring, inspection, remediation and periodic reviews to enhance program effectiveness over time.
- Asset integrity activities are subject to internal and external audits.
- In executing our integrity program, we cooperate with state, provincial and federal experts that oversee pipeline safety, and other public safety officials.

Waste Management

- We have a company-wide waste management process for our assets.
- We employ practices designed to minimize the quantity of waste we generate.
- We prioritize the reuse and recycling of materials.

Water Management

- Though Plains is not an intensive consumer of water, we understand the significance of protecting water quality and sources, as well as the need for efficient water use.
- Our operations consume limited fresh water, which we seek to recycle or reuse when practical.
- We minimize water use and have treatment and monitoring procedures for stormwater and wastewater.

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GHG Emissions

Our Approach

- Our practical approach to reducing Greenhouse Gas (GHG) emissions combines operational efficiencies, technology upgrades and strategic investments, while still maintaining capital discipline.
- Energy efficiency is at the core of our emissions reduction strategy, which is designed to be straightforward, scalable and aligned with Plains' sustainability goals.
- We estimate Scope 1 and 2 GHG emissions using Greenhouse Gas Protocol methodologies for our operated assets.

GHG Emissions Categories

Scope 1

Direct emissions from owned and/or operated sources (includes fuel combustion, venting and fugitive emissions).

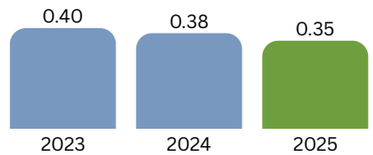
Scope 2

Indirect emissions from the generation of purchased energy required by operations.

GHG Emissions Profile

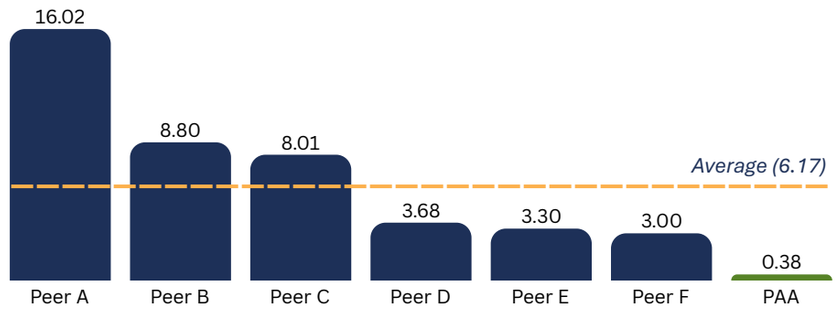
- Emissions from liquids midstream activities are significantly lower than those from many other oil and gas industry activities. Plains' Scope 1 and Scope 2 GHG emissions are relatively low, particularly in comparison to peers.
- Most of Plains' emissions are indirect (Scope 2) from purchased power.
- Methane concentrations in crude oil and NGLs are generally very low; methane makes up less than 2% of our Scope 1 emissions.

Scope 1 and 2 GHG Emissions Intensity*



mt CO2e/thousand BOE

Emissions Intensity Benchmarking



Emissions intensity represents combined Scope 1 and Scope 2 GHG emissions per thousand barrels of oil equivalent. The comparison includes companies in Plains' peer group that publicly report this metric and reflects 2024 data, the most recently available disclosures.

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GHG Emissions Reduction



GHG Emissions Reduction Strategy

- We prioritize emissions reduction opportunities using a flexible approach that adapts to changes in technology, economics, policy and regulation, available incentives and access to capital.
- We focus on reducing emissions intensity and improving energy efficiency.
- Opportunities for Plains to reduce Scope 1 and 2 GHG emissions include:
  - Operating improvements such as efficiency gains in energy use, converting equipment from fuel-fired to electrical power, and transitioning from truck to pipeline transport where prudent
  - Energy management opportunities such as direct investments to improve existing equipment performance
- We actively participate in numerous energy curtailment and demand response programs.

Consideration of GHG Emissions Targets

- We have evaluated emissions targets, taking into account stakeholder input, technological and economic feasibility and predictability, and the uncertainty associated with some carbon offsets.
- Current technologies do not economically support eliminating Scope 1 and 2 GHG emissions from our operations.
- Taking all of these factors into account and considering the relatively low emissions profile of our business and assets, we do not believe setting formal emission reduction targets is appropriate or practical at this time.



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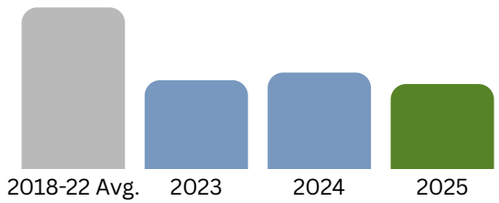
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Safety

Our Approach

- Our vision is to be the midstream leader in safe, reliable and responsible operations.
- Safety is embedded in how we work and reinforced through leadership engagement and a strong safety culture that prioritizes the well-being of all employees and contractors.
- We maintain robust safety standards with a focus on continuous improvement.

Employee Preventable Recordable Incident Rate



We beat our 2025 Employee Preventable Recordable Incident Rate target of 0.25 or less, achieving a record-low rate of 0.22. We also reduced injury severity in 2025.

Team Safety

- Our goal is to operate safely and reliably while minimizing injuries.
- Annually, we set a safety performance target that has a direct impact on the bonuses paid to all employees.
- Clear safety standards guide our operations.
- Our safety management system supports a systematic, iterative approach to continuous improvement.
- Leadership is actively engaged in supporting compliance and accountability for safety performance.
- We monitor our health and safety performance using leading and lagging indicators.
- We proactively assess and address safety risks to prevent incidents and drive continuous improvement.
- Safety incidents are reviewed by leadership.
- Our safety performance is audited both internally and externally by multiple regulatory agencies.
- Team members receive comprehensive role-based safety training.
- Pre-job briefings help identify task-specific risks.
- Safety culture surveys are conducted every other year.

Contractor Safety

- Both employees and contractors are held to the same high standards of safety.
- It is our policy to assess contractors' safety performance history prior to engagement.
- Contractor compliance with Plains' safety requirements is included in contractual agreements.
- We hold regular meetings to educate contractors on safety protocols specific to Plains.
- We monitor and audit contractor safety performance for compliance with protocols.
- We require transparent reporting of all contractor safety incidents.
- Plains' objectives for contractor safety align with our goal of minimizing injuries.

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Public Safety

Emergency Response

- Our team of dedicated emergency response professionals focuses on providing employees with proper training and developing response strategies and other procedures to effectively manage and mitigate emergency situations, should they arise.
- We maintain a company-wide emergency preparedness and response program to support prevention, preparedness, response and recovery for incidents that could impact employees, communities, the environment and assets.
- The program supports the identification of credible emergency scenarios and the assessment of risks that may require emergency response, while defining roles, responsibilities and escalation pathways for preparedness, response and post-incident investigation, with management accountability for these activities.
- Each of our facilities is covered under an incident response plan, enabling a coordinated response to potential events such as releases, extreme weather, security threats, pandemics and cyberattacks.
- We conduct regular tabletop and simulated incident response exercises and drills to test readiness.
- First responders near our assets receive training designed to ensure incident readiness and alignment with industry best practices.
- Protocols are in place to support communication with relevant external stakeholders in the event of an emergency, including first responders, impacted parties and regulators, as appropriate.

Control Center

- Our pipeline network is monitored 24 hours a day, 365 days a year by a staffed control center supported by advanced monitoring technology.

Damage Prevention

- Our public awareness and One-Call programs promote safe digging practices near our pipelines.
- We regularly inspect, patrol and monitor our pipeline rights-of-way to identify and mitigate potential third-party risks.
- We collaborate with landowners, contractors and local authorities to increase public awareness and prevent accidental damage.

Plains Life Rules

Life Rules are a set of 11 aspirational rules that guide the way our employees and contractors work. We believe following these Life Rules will help reduce personal injuries, motor vehicle incidents and environmental releases.

- **Assess and mitigate hazards**
- **Safely perform hot work activities**
- **Safely operate vehicles and motorized equipment**
- **Be fit for duty**
- **Safely operate lifting equipment**
- **Have work authorization**
- **Work safely at heights**
- **Manage confined space**
- **Isolate and verify energy sources**
- **Manage ground disturbance**
- **Stay within safe operating limits and do not bypass safety controls**

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Our People

Our Approach

- We strive to promote a workplace that values leadership, innovation and a shared focus on safe, reliable and responsible operations.
- We employ a diverse team across the U.S. and Canada and endeavor to treat everyone with respect and fairness.

Benefits, Compensation and Well-Being

- Plains' total rewards package offers competitive pay and comprehensive benefits for eligible employees including:
  - Matching retirement savings plan contributions that vest immediately
  - Comprehensive medical, dental, vision and prescription coverage
  - Parental and adoptive leave for primary and secondary caregivers
  - Flexible spending accounts
  - Paid time off
  - Basic and optional life insurance and disability coverage
  - Employee and family assistance programs
  - Education assistance
  - Disaster relief assistance
  - Employee well-being resources, including fitness club access and discounts
- Short-term incentive awards for all employees include sustainability-related performance metrics—specifically annual environmental and safety performance targets—that are defined in the performance data accompanying this report.
- Our Well-being Committee promotes physical, financial, emotional and social health among our employees.



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Talent Development

Training and Professional Development

- Permanent employees have regular formal performance reviews, which align with their career development priorities and include structured feedback, goal setting and identification of development opportunities.
- We provide training and resources to help leaders and employees succeed, with a focus on both technical and interpersonal skills.
- Training topics include safety, environmental responsibility, the Code of Business Conduct, cybersecurity and specialty training for specific functions.
- Development training spans new hire orientation to manager and leadership programs.

Talent Management

- We actively recruit from broad candidate pools across a variety of universities, career sites and social media platforms.
- We strive to hire local talent to strengthen our connection to local communities.
- We undertake comprehensive succession planning.
- Our paid internship programs offer students exposure to the midstream industry.

Respect, Fairness and Inclusion

- We support a respectful, fair and inclusive culture and aim to hire talent that embraces these values.
- We value a team with broad-ranging backgrounds, talents, viewpoints and experiences.
- Our employee resource groups encourage inclusion through networking, mentoring, training and leadership development.



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Stakeholder Engagement

Our Approach

- We engage with stakeholders to understand their perspectives and the issues that matter to them.
- We support the areas where we operate by investing in community development, contributing to local initiatives and working respectfully with stakeholders.



Community Engagement

- We aim to cultivate productive, long-term relationships with key stakeholders including landowners, governments, First Nations, regulators, investors, customers, employees, contractors, first responders and community groups.
- We regularly disseminate pipeline safety and emergency response information to stakeholders near our pipelines in accordance with applicable regulatory requirements, with similar information provided to local emergency officials.
- We maintain community consultation guidelines that enable early and ongoing engagement with local stakeholders and communities of interest throughout the lifecycle of our projects and operations.
- Informal dialogue with key stakeholders allows us to gain insight into their views, concerns and expectations.
- We communicate relevant information to stakeholders through our website, social media, informational handouts, one-on-one meetings, focus groups and community gatherings.
- To effectively address concerns, we conduct research to identify and understand potential stakeholder concerns related to our operations or projects.
- We have processes to collect, review and address community input, including feedback, complaints or grievances.

Indigenous Community Engagement

- We aim to engage Indigenous communities with respect for their sovereignty, culture and rights.
- Our Indigenous Relations Commitment Statement aligns with Canada's United Nations Declaration on the Rights of Indigenous Peoples Act and acknowledges treaty and Aboriginal rights, as well as the distinct protocols, languages and traditions of each community.
- We seek to consult with Indigenous communities and consider their input regarding pipeline routing, design and construction.
- We strive to protect culturally sensitive areas.

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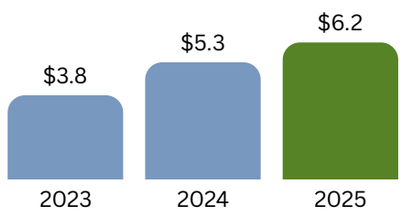
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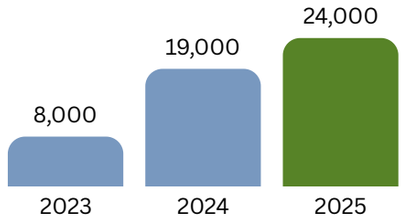
Community Development

- We promote community development in the areas where we operate through long-term investment and regional collaboration.
- Our community investments are aligned with local needs and business priorities, including workforce readiness, education, public safety, environmental stewardship and community well-being.
- As a member of the Permian Strategic Partnership (PSP), we have committed over $10 million since 2019 to support community development priorities identified in collaboration with local stakeholders and governments, with investments focused on education, housing, healthcare, transportation infrastructure and workforce readiness.
- Community involvement and investment activities are guided and monitored by internal governance processes to support alignment with defined focus areas, community priorities identified in consultation with local stakeholders and responsible use of resources.
- Employee participation is a key component of our community involvement efforts, with employees encouraged to support their preferred causes through volunteering, donations and community engagement.
- Since 2017, we have conducted an annual United Way workplace giving campaign at our Houston headquarters, through which employees and the company have contributed more than $4 million to support the Greater Houston community.
- We match up to $1,000 annually for employee donations and/or volunteer hours.
- Employees can volunteer up to 16 hours per year during work hours.

Dollars Invested in Local Communities ($MM)



Hours Volunteered







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Corporate Governance

Our Approach

- We have two publicly traded entities within our structure: Plains All American Pipeline, L.P. (Nasdaq: PAA) and Plains GP Holdings, L.P. (Nasdaq: PAGP).
- We have one set of operating assets and are governed by a single Board of Directors residing at the PAGP level.
- Our operations are conducted directly and indirectly through our primary operating subsidiaries.
- We maintain clear alignment among our Board, management and investors through sound governance practices.
- We demonstrate transparency and accountability through regular reporting, risk management and compliance with regulatory requirements.

Governance Overview

- PAA was formed in 1998 as a master limited partnership.
- The Board of Directors of PAGP has responsibility for managing the business and affairs of PAGP and PAA.
- Key characteristics of Plains' governance framework include:
  - Unified Board of Directors with responsibility for managing PAA and PAGP
  - Mandatory majority Board independence, with Board committees that are required to be fully independent
  - Annual meetings for the public election of all Directors (staggered three-year rolling basis)
  - Lead Independent Director position
  - Significant Board and management equity ownership
  - No incentive distribution rights
  - No "Golden Share"
  - Significant variable/at-risk executive compensation structure
  - Equity Ownership Guidelines
  - Clawback Policy



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Board of Directors

Our Board consists of the following members (as of June 1, 2026):

Committees:

Audit

Reviews external financial reporting, engages our independent auditor and reviews the adequacy of internal accounting controls. Each Audit Committee member is independent, as defined in applicable Nasdaq and SEC rules, and financially literate. Two Audit Committee members qualify as Audit Committee Financial Experts.

Compensation

Reviews and makes recommendations to the Board regarding the compensation of named executive officers and directors, and administers our equity compensation plans for officers and key employees. Although not required under Nasdaq rules, each Compensation Committee member is independent.

Governance

Periodically reviews our governance structure, policies and principles, oversees the Board's annual self-assessment and committee and independent director evaluation processes, and assists with succession planning and related activities, including identifying and assessing director nominees. Although not required under Nasdaq rules, each Governance Committee member is independent.

HSES Health, Safety, Environmental and Sustainability

Assists the Board in its evaluation and oversight of the partnership's management of HSES matters including, among others, climate-related risks and opportunities.

	Independent	Committee Membership: Audit	Committee Membership: Compensation	Committee Membership: Governance	Committee Membership: HSES	Skills and Experience: Governance / Public Affairs	Skills and Experience: Operational / Technical	Skills and Experience: Finance / Accounting	Skills and Experience: Strategy / Bus. Dev.	Skills and Experience: Energy Industry	Skills and Experience: Public Company
Willie Chiang - Chairman, CEO and President						●	●	●	●	●	●
Greg Armstrong - Senior Advisor						●	●	●	●	●	●
Victor Burk	✓	●	●			●		●	●	●	●
Ellen DeSanctis	✓	●			●	●	●	●	●	●	●
Kevin McCarthy	✓			●	●	●		●	●	●	●
Harry Pefanis - Senior Advisor						●	●	●	●	●	●
Gary Petersen	✓		●	●		●		●	●	●	●
Alexandra Pruner	✓	C				●		●	●	●	●
John Raymond - Lead Director	✓		●	C		●	●	●	●	●	●
Bobby Shackouls	✓		C	●		●	●	●	●	●	●
Cynthia Taylor	✓		●		●	●	●	●	●	●	●
Lawrence Ziemba	✓	●			C	●	●	●	●	●	●

C: Committee Chair

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Code of Business Conduct

Code Overview

- Rooted in our Core Values, our Code of Business Conduct (Code) serves as the foundation of our culture and guides how we conduct our business and engage in relationships with our stakeholders.
- Employees, officers and directors are obligated and expected to abide by and follow our Code.
- The Code is periodically reviewed and updated, and proactively communicated to employees.
- Annual training and certification on the Code are required for all employees.

Additional topics addressed in the Code include:

- Anti-discrimination and harassment
- Avoiding improper business conduct
- Protecting employees, community members and the environment
- Honest recordkeeping and reporting
- Protecting confidential information
- Political activity
- Social media and public comments
- Conflicts of interest
- Obeying the law
- Substance abuse
- Anti-violence

Our Core Values

Safety and Environmental Stewardship
We conduct our business in a manner that is safe for our employees, business partners, communities and the environment.

Respect, Fairness and Inclusion
We treat each other with respect and fairness, and are committed to an inclusive workplace.

Teamwork
We foster a collaborative environment and work together to achieve our goals.

Ownership and Accountability
We take ownership of our actions and are accountable to each other and our stakeholders, including the communities where we live and work.

Ethics and Integrity
We do the right thing, obey the law and act with the highest levels of honesty, ethics and integrity.

Entrepreneurship and Innovation
We are a nimble team that develops and implements creative solutions that deliver value for our stakeholders and drive continuous improvement.

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Other Notable Company Policies

Health, Safety and Environmental Policy

Policy aimed at protecting the health, safety and environmental well-being of the communities where we operate and the safety of our employees and operations.

Biodiversity Policy

Policy addressing our support for healthy ecosystems, protecting ecologically and culturally sensitive areas, and minimizing our environmental impact.

Code of Business Conduct for Contractors and Suppliers

Policy setting forth expectations for our third-party suppliers, contractors and their employees to comply with applicable laws and regulations and uphold standards aligned with our Code of Business Conduct for employees.

Human Rights Policy

Policy affirming support for internationally recognized human rights – including prohibitions on child and forced labor – and reflecting principles set forth in the United Nations Universal Declaration of Human Rights.

Insider Trading Policies

Policies prohibiting trading in securities based on material non-public information, and otherwise governing purchase, sale, gifting and other transactions involving our securities.

Clawback Policy

Policy discouraging excessive risk-taking by executives and enabling recovery of incentive-based compensation under certain circumstances.

Ethics, Integrity and Anti-Corruption

- The Code prohibits bribery and corruption, including cash gifts, facilitation payments, or gifts or entertainment that could be construed as a payoff or that violates any laws.
- Internal monitoring and reporting mechanisms help identify and address potential misconduct, including bribery and corruption, with oversight integrated into our risk management processes.
- We maintain a formal whistleblower reporting process, supported by a confidential, third-party hotline available 24 hours a day, seven days a week, that permits anonymous reporting.
- The whistleblower reporting process is accessible to employees, contractors, suppliers, officers and directors, and is reinforced through annual training.
- Reports are investigated and addressed in accordance with established procedures, with escalation to management or independent reviewers as appropriate.
- Retaliation against individuals who raise concerns in good faith is strictly prohibited.



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Risk Management

Our Approach

- We take an integrated approach to identifying, assessing and managing risks across all aspects of our business.
- Our framework supports business continuity, long-term value creation and regulatory compliance.
- Operational, enterprise and climate-related risks are considered through our risk management processes and reflected in relevant business strategy and planning activities.

Operational Risk Management

- We regularly review and recommend adjustments to our risk controls, spur continuous improvement and communicate lessons learned.
- Our Operations and Health, Safety and Environmental (HSE) teams, which report to our Chief Operating Officer, have primary responsibility for our HSE policies.
- Based on a continuous improvement cycle, our Operations Management System (OMS) supports a systematic, iterative approach to managing and identifying risk.
  - Our OMS includes specific requirements for setting goals, objectives and targets with respect to operations and safety.
  - Our OMS provides management system oversight for programs including environment, asset integrity, emergency response, health and safety, security and damage prevention, among others.

Enterprise Risk Management

- Our enterprise-level risk (ELR) management process involves identifying, managing, monitoring and, where possible, mitigating risks to the operation of our business.
- The Board has delegated primary ELR responsibility to Plains management while retaining responsibility for its oversight.
- Management provides a formal ELR assessment to the Board at least annually and updates on other areas of potential risk at least quarterly.
- Our risk assessments integrate significant climate-related and compliance risks into the full ELR process.
- Supplemental information on climate risk management is available on our website, www.plains.com, and in our most recent Annual Report on Form 10-K.

Cyber Risk Management

- We address cybersecurity risks by investing in technology and personnel, and implementing policies, programs and controls focused on preventing incidents and minimizing their impact.
- Our program includes ongoing monitoring of cybersecurity threats, regular mandatory cybersecurity training for employees, and regular external cybersecurity assessments or audits to evaluate the effectiveness of controls and support continuous improvement.
- We conduct drills and exercises to test cyber incident response and recovery capabilities and collaborate, where appropriate, with relevant government agencies and industry partners to share cybersecurity information and enhance threat awareness.
- Cybersecurity risk management extends to operational technology, with initiatives in place to assess and mitigate cyber risks associated with operational environments, supported by management oversight and established response processes.
- Our cybersecurity program aligns to the National Institute of Standards Technology Cybersecurity Framework 2.0.
- Supplemental information on cybersecurity, including the Board's oversight role, is available on our website, www.plains.com, and in our most recent Annual Report on Form 10-K.



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Performance Data Tables

Our Approach

- Our data disclosures provide relevant information that conveys our approach to sustainability. Data is as of December 31 of each year unless otherwise noted.
- For metric definitions, refer to our footnotes and the Sustainability Accounting Standards Board (SASB) framework. In addition to the performance data tables, we also provide indexes for SASB, Task Force for Climate-related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI) frameworks.
- Unless otherwise indicated, data is reported on an operational basis for assets for which we are the designated operator, but excludes assets owned through joint venture and undivided joint interest arrangements that we do not operate.
- Some metrics include estimates that are based on commonly accepted standards and/or industry best practices.
- Our sustainability data is collected and verified by subject matter experts. Our Financial Reporting team participates in the annual collection, review and validation process. Our Internal Audit team periodically participates in the review and validation process, which is further reviewed by senior-level management.

Focus Area	Metric	Units	2025	2024	2023
Operational	Gross Throughput[1]	B BOE	5.5	5.2	5.0
	Miles of Pipeline Operated[2]	Miles	18,200	16,700	16,600
	Crude Oil and NGL Storage Capacity	MMB	142	135	135
	NGL Fractionation/Condensate Processing Capacity	MB/D	300	>290	>290
	Natural Gas Processing Capacity	BCF/D	5.7	5.7	5.7

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Focus Area	Metric	Units	2025	2024	2023
Emissions[3]	Total GHG Emissions (Scope 1 + Scope 2)	MT CO_2e	1,951,000	1,973,000	2,022,000
	Total Scope 1 GHG Emissions	MT CO_2e	858,000	836,000	832,000
	Scope 1 CO_2 Emissions	MT	839,000	820,000	815,000
	Total Scope 1 Methane Emissions	MT CO_2e	15,000	12,000	14,000
	Gross Global Scope 1 Emissions Percentage Methane	Percentage	1.75	1.43	1.69
	Scope 2 GHG Emissions[4]	MT CO_2e	1,094,000	1,137,000	1,190,000
	Total GHG Emissions (Scope 1 + Scope 2) Intensity[1,5]	MT CO_2e/thousand BOE	0.35	0.38	0.40
	Total Methane Emissions (Scope 1) Intensity[1,5]	MT CO_2e/thousand BOE	0.003	0.002	0.003
	Air Emissions of NOx[6]	MT	1,075	1,020	980
	Air Emissions of SOx[6]	MT	445	90	100
Environmental	Number of Federally Reportable Releases	Number	19	19	19
	Volume of Federally Reportable Releases	BBLS	2,778	1,077	5,077[7]
	Percentage of Volume of Federally Reportable Releases Recovered	Percentage	96	100	100
	Number of Off-property Reportable Releases[8]	Number	10	10	15
	Volume of Off-property Reportable Releases	BBLS	2,327	523	685
	Percentage of Volume of Off-property Reportable Releases Recovered	Percentage	95	100	86
	Hydrocarbon Liquid Release Intensity[9]	BOE/mile	0.10	0.04	0.20
	Percentage of Hazardous Liquid Pipeline Mileage Inspected Annually[10]	Percentage	31	29	34
	Terrestrial Acreage Disturbed[11]	Acres	1,071	872	1,263
	Percentage of Impacted Area Restored[12]	Percentage	100	100	100

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Focus Area	Metric	Units	2025	2024	2023
Safety	Employee Total Recordable Incident Rate (TRIR)	Rate	0.29	0.45	0.31
	Employee Total Preventable Recordable Incident Rate[13]	Rate	0.22	0.25	0.23
	Contractor TRIR	Rate	0.53	0.15	0.21
	Employee Lost Time Incident Rate (LTIR)	Rate	0.08	0.12	0.18
	Employee Days Away, Restricted or Transferred (DART)	Rate	0.18	0.23	0.25
	Employee Fatalities	Number	0	2[14]	0
	Contractor Fatalities	Number	0	0	0
Employees[15]	Employees Located in the U.S. (approximate)	Number	2,800 (23 states)	3,000 (24 states)	3,000 (24 states)
	Employees Located in Canada (approximate)	Number	1,100 (4 provinces)	1,200 (4 provinces)	1,200 (4 provinces)
	Percentage of Field Employees	Percentage	70	69	69
	Voluntary Employee Turnover Rate	Percentage	9	8	9
	Percentage of Employees Who Are Female	Percentage	20	20	21
	Percentage of Management Roles Filled by Females[16]	Percentage	24	23	22
	Percentage of Corporate Officer Roles Filled by Females[17]	Percentage	11	11	10
	Percentage of Employees in the U.S. Who Are Minorities[18]	Percentage	39	37	35
	Percentage of Corporate Officer Roles in the U.S. Filled by Minorities[17,18]	Percentage	10	10	10
Stakeholder Engagement[19]	Dollars Invested in Local Communities via Employee and Corporate Contributions	$MM	6.2	5.3[20]	3.8
	Number of Hours Employees Volunteered in Local Communities	Hours	24,000	19,000[21]	8,000
Board	Number of Board Members[22]	Number	11	11	12
	Number/Percentage of Independent Directors[23]	Number	8 (73%)	8 (73%)	9 (75%)
	Number/Percentage of Female Directors[24]	Number	2 (18%)	2 (18%)	2 (17%)
	Number/Percentage of Minority Directors[25]	Number	1 (9%)	1 (9%)	1 (8%)

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Footnotes

1. Gross throughput reflects volume on assets we operate, including 100% of volumes on operated assets in which we own a partial interest through joint venture or undivided joint interest arrangements and excluding total mileage of pipelines owned through such arrangements that we do not operate. It includes pipeline tariff volumes, volumes transported by truck, throughput at our crude oil terminals, inlet volumes at our natural gas processing facilities and volumes processed at our NGL fractionation and condensate processing facilities converted to barrels of oil equivalent (BOE). We report pipeline volumes based on the tariffs charged for individual movements. As a result, there is a potential for a barrel to be counted multiple times depending upon how many individual tariff-based movements it makes through our pipeline system.
2. Miles of active pipeline operated by Plains, including total mileage of operated pipelines in which we own a partial interest through joint venture or undivided joint interest arrangements and excluding total mileage of pipelines owned through such arrangements that we do not operate. Includes transportation pipelines and pipelines that support our storage and terminalling facilities.
3. Estimates do not include emissions from assets that were operated for a portion of the reporting year.
4. Includes estimates based on most current grid emission factors for a given year at the time of calculation.
5. These intensity metrics are intended to help measure Plains' Scope 1 and Scope 2 GHG emissions performance over time. Due to varying business mixes and industry approaches to calculating throughput, our throughput-based intensity metrics may not be comparable to those of other companies.
6. Reflects emissions reported in accordance with applicable regulatory requirements in the U.S. and Canada.
7. In 2023, 88% of the released volumes related to one incident that was fully contained within a tank berm on Plains property.
8. Our goal is to operate safely and reliably while minimizing incidents. Our performance targets are set to achieve or improve upon industry-leading standards. Our 2025 performance target was 10 or fewer off-property reportable releases.
9. Hydrocarbon releases are defined as federally reportable releases. Mileage calculation includes all active and inactive pipelines and facility piping subject to federal jurisdiction and therefore capable of experiencing a federally reportable release.
10. Approximate miles inspected as a percentage of total mileage of all active U.S. DOT-regulated pipelines and Canadian pipelines Plains operates. Inspection activities include those listed under U.S. 49 CFR 195 for liquid pipelines. Pipeline inspection schedules vary on an annual basis and also change over time in response to asset conditions.
11. Comprised of rights-of-way for pipelines constructed and placed in-service. Excludes pipeline acreage acquired and put in-service. Rights-of-way widths assume a combined temporary and permanent footage of 50 feet.
12. Disturbed areas are restored as required by applicable laws and regulations and in line with landowner agreements.
13. Our goal is to operate safely and reliably while minimizing incidents. Our performance targets are set to achieve or improve upon industry-leading standards. Our 2025 performance target was a total preventable recordable incident rate of 0.25 or lower.
14. Tragically, we lost two employees in motor vehicle accidents in 2024. No incident is acceptable to us, and our first concern in all instances is for those impacted. We remain committed to our goal of operating safely and reliably while minimizing incidents and injuries, and that everyone working on our behalf returns home safely each day.
15. Data is representative of full-time employees only.
16. Employees at Manager, Director and above levels.
17. Employees at the Vice President, Senior Vice President and Executive levels.
18. Minority data includes all U.S. employees who identify as persons of color. Due to applicable law in Canada, this data is not collected for our Canada-based employees.
19. Data may not reflect full scope of investment.
20. The community investment increase is primarily associated with a change to the PSP's timing for charitable payments from member companies.
21. In 2024, we focused on increasing employee self-reporting of participation in volunteer programs.
22. In May 2026, Cynthia Taylor was appointed to the Board as an independent director, bringing our total number of Board members to 12.
23. Our governing documents require that a majority of our Board satisfy the independence requirements of the stock exchange where our securities are listed for trading, despite the fact that, as limited partnerships, PAA and PAGP are exempt from such stock exchange requirements. Upon the appointment of Cynthia Taylor to the Board in May 2026, the total number and percentage of independent directors is 9 and 75%, respectively.
24. Upon the appointment of Cynthia Taylor to the Board in May 2026, the total number and percentage of female directors is 3 and 25%, respectively.
25. Minority data includes Directors who identify as persons of color.

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Sustainability Accounting Standards Board Index

SASB Topic	SASB Code	Accounting Metric	Location or Direct Response
Greenhouse Gas Emissions	EM-MD-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Sustainability Report - Pages 10 and 27
	EM-MD-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Sustainability Report - Pages 10 and 11
Air Quality	EM-MD-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs) and (4) particulate matter (PM10)	Sustainability Report - Page 27
Ecological Impacts	EM-MD-160a.1	Description of environmental management policies and practices for active operations	Sustainability Report - Pages 8, 9, 23 and 24
	EM-MD-160a.2	Percentage of land owned, leased and/or operated within areas of protected conservation status or endangered species habitat	Not reported
	EM-MD-160a.3	Terrestrial acreage disturbed, percentage of impacted area restored	Sustainability Report - Page 27
	EM-MD-160a.4	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas (USAs) and volume recovered	Sustainability Report - Page 27
Competitive Behavior	EM-MD-520a.1	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	Not reported
Operational Safety, Emergency Preparedness and Response	EM-MD-540a.1	Number of reportable pipeline incidents, percentage significant	Sustainability Report - Page 27
	EM-MD-540a.2	Percentage of hazardous liquid pipelines inspected	Sustainability Report - Page 27
	EM-MD-540a.3	Number of: (1) accident releases and (2) non-accident releases (NARs) from rail transportation	Accidental releases: 0 Non-accidental releases: 0
	EM-MD-540a.4	Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Sustainability Report - Page 8, 14 and 24

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Task Force for Climate-related Financial Disclosures Index

Core Element	Recommended Disclosures	Reporting Location/Response
Governance: Disclose the organization's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	Sustainability Report - Pages 6 and 21 HSES Committee Charter
	Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability Report - Pages 6 and 21
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Plains 10-K - Regulation, Page 24 Plains 10-K - Climate Change Initiatives, Page 28 Plains 10-K - Risks Related to Our Business, Pages 38+
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Plains 10-K - Forward Looking Statements, Pages 3 and 4 Plains 10-K - Values and Sustainability, Page 9 Plains 10-K - Regulation, Page 24 Plains 10-K - Climate Change Initiatives, Page 28 Plains 10-K - Risks Related to Our Business, Pages 38+ Sustainability Report - Page 11
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Plains has not conducted a 2°C or lower scenario analysis
Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	Sustainability Report - Pages 6, 21 and 24 Plains 10-K - Forward Looking Statements, Pages 3 and 4 Plains 10-K - Regulation, Page 24 Plains 10-K - Climate Change Initiatives, Page 28 Plains 10-K - Risks Related to Our Business, Pages 38+
	Describe the organization's processes for managing climate-related risks.	Sustainability Report - Pages 6, 21 and 24 Plains 10-K - Forward Looking Statements, Pages 3 and 4 Plains 10-K - Regulation, Page 24 Plains 10-K - Climate Change Initiatives, Page 28 Plains 10-K - Risks Related to Our Business, Pages 38+
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Sustainability Report - Pages 6, 21 and 24
	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Sustainability Report - Pages 10, 11 and 27
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and related risks.	Sustainability Report - Pages 10, 11 and 27

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GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
General Disclosures			
The Organization and its Reporting Practices	2 - 1	Organizational details	Sustainability Report - Pages 4 and 20
	2 - 2	Entities included in the organization's sustainability reporting	Sustainability Report - Pages 4 and 20 Plains 10-K - Business and Properties, Pages 5-7
	2 - 3	Reporting period, frequency and contact point	Sustainability Report - Pages 3, 4, 26 and back cover
Activities and Workers	2 - 6	Activities, value chain and other business relationships	Sustainability Report - Pages 3, 4 and 20 Plains 10-K - Business and Properties, Pages 5-20
	2 - 7	Employees	Sustainability Report - Page 28
Governance	2 - 9	Governance structure and composition	Sustainability Report - Pages 20 and 21
	2 - 10	Nomination and selection of the highest governance body	Sustainability Report - Page 20 and 21
	2 - 11	Chair of the highest governance body	Sustainability Report - Page 21
	2 - 12	Role of the highest governance body in overseeing the management practices	Sustainability Report - Pages 6, 20 and 21
	2 - 13	Delegation of responsibility for managing impacts	Sustainability Report - Page 6
	2 - 14	Role of the highest governance body in sustainability reporting	Sustainability Report - Pages 6 and 20 HSES Committee Charter
	2 - 15	Conflicts of interest	Sustainability Report - Page 22 Plains Code of Business Conduct
	2 - 16	Communication of critical concerns	Sustainability Report - Page 23 Plains Code of Business Conduct
	2 - 17	Collective knowledge of the highest governance body	Sustainability Report - Page 21
	2 - 18	Evaluation of the performance of the highest governance body	Sustainability Report - Page 21

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General Disclosures			
Strategy Policies and Practices	2 - 23	Policy commitments	Plains Code of Business Conduct Plains Code of Business Conduct for Contractors and Suppliers Plains Health, Safety and Environmental Policy Plains Human Rights Policy Plains Biodiversity Policy
Stakeholder Engagement	2 - 26	Mechanisms for seeking advice and raising concerns	Sustainability Report - Page 17
	2 - 29	Approach to stakeholder engagement	Sustainability Report - Page 17
	2 - 30	Collective bargaining agreements	Plains 10-K - Human Capital, Page 32
Material Topics	3-3	Management of material topics	This report includes topics of relevance and/or interest in the realm of sustainability. See this report's contents for discussion of each topic.
Economic Topics			
Economic Performance	201-1	Direct economic value generated and distributed	Plains 10-K - Market Information, Holders and Distributions, Page 68 Plains 10-K - Results of Operations, Page 72
Indirect Economic Impacts	201-2	Financial implications and other risks and opportunities due to climate change	Plains 10-K - Forward Looking Statements, Pages 3 and 4 Plains 10-K - Values and Sustainability, Page 9 Plains 10-K - Regulation, Page 24 Plains 10-K - Climate Change Initiatives, Page 28 Plains 10-K - Risks Related to Our Business, Pages 38+ Sustainability Report - Page 11
	203-1	Infrastructure investments and services supported	Plains 10-K - Pages 5-20
	203-2	Significant indirect economic impacts	Sustainability Report - Pages 18 and 28 Plains 10-K- Business and Properties Pages 5-37 and MD&A Pages 69-94
Environmental Topics			
Water and Effluents	303-1	Interactions with water as a shared resource	Sustainability Report - Page 9
Biodiversity	303-2	Management of water discharge-related impacts	Sustainability Report - Page 9
	304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report - Page 27

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GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
Environmental Topics			
Emissions	305-1	Direct (Scope 1) GHG emissions	Sustainability Report - Page 27
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report - Page 27
	305-4	GHG emission intensity	Sustainability Report - Page 27
	305-5	Reduction of GHG emissions	Sustainability Report - Pages 11 and 27
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Report - Page 27
Social Topics			
Employment	401-1	New employee hires and employee turnover	Sustainability Report - Page 28
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	Sustainability Report - Page 15
Occupational Health and Safety	403-1	Occupational health and safety management system	Sustainability Report - Pages 8 and 24
	403-2	Hazard identification, risk assessment and incident investigation	Sustainability Report - Pages 13, 14 and 24
	403-3	Occupational health services	Sustainability Report - Pages 13 and 15
	403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Report - Pages 13-15
	403-5	Worker training on occupational health and safety	Sustainability Report - Pages 13 and 14
	403-6	Promotion of worker health	Sustainability Report - Pages 13 and 15
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report - Pages 13 and 14
	403-8	Workers covered by an occupational health and safety management system	Sustainability Report - Pages 13
	403-9	Work-related injuries	Sustainability Report - Page 28
	403-10	Work-related ill health	Sustainability Report - Page 28
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report - Pages 15 and 16
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Sustainability Report - Page 28

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Cautionary Note

Certain figures have been rounded for presentation purposes. Plains undertakes no obligation to update the figures and information contained herein, although it is our intent to provide similar information in the future with respect to periods following 2025. All denominations in the Plains Sustainability Report are in USD unless otherwise indicated. Although Plains entities have their own separate identities, and each manages its own affairs, we may sometimes use “Plains,” “we” or “us” throughout this report to refer to one or more Plains entities in general.

Forward-Looking Statements

Except for the historical information contained herein, this report contains forward-looking statements, including, in particular, statements about the plans, performance, strategies and objectives for future operations of Plains All American Pipeline, L.P. and Plains GP Holdings, L.P. These forward-looking statements are based on our current views with respect to future events, based on what we believe to be reasonable assumptions. We can give no assurance that future results or outcomes will be achieved. Important factors, some of which may be beyond our control, that could cause actual results or outcomes to differ materially from the results or outcomes anticipated in the forward-looking statements are disclosed in our filings with the Securities and Exchange Commission.

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