

A large white storage tank with the Mustar logo (a blue star) and the word "Mustar" in bold black letters. The tank is set against a sunset sky with a bright sun low on the horizon. The foreground shows a field of solar panels.

Shining the Light on a Sustainable Future

2022 SUSTAINABILITY REPORT
NUSTAR ENERGY L.P.

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Unless otherwise noted, all information, data and metrics in this report are as of December 31, 2022.



A Message From the Chairman & CEO

Shining the Light on a Sustainable Future

Given how 2022's historic inflation and volatility made for a bumpy ride around the globe and across financial markets, I am particularly proud of everything that NuStar Energy L.P. accomplished in 2022 and the stability and strength of our business.

Nothing is more important to us than safety, so I am pleased that NuStar once again outperformed our industry peers in terms of safety stewardship with a Total Recordable Incident Rate that was over 17 times better than the bulk terminal industry average and more than two times better than the pipeline industry average. We are also proud to have been awarded the International Liquids Terminal Association's Safety Excellence Award for the 13th time. And our environmental performance continues to be excellent as well with releases accounting for just 0.00028% of our total annual throughput of 868 million barrels. A large pillar of our company's culture is a strong commitment to environmental, health and safety excellence, so we will continue to strive to go above and beyond our previous successes in protecting the environment and ensuring the safety of our employees and contractors, as well as the communities in which we operate.

It takes great employees to make a great company and at NuStar, we have the best of the best. We are fortunate that we have a strong, employee-first corporate culture that was created by our Chairman Emeritus Bill Greehey, which helps us recruit and retain such an outstanding workforce. We have always believed that if you take care of your employees, they will take care of the company, our unitholders and our communities.

We are pleased that our employees continue to lead the way in supporting the communities where we operate. Thanks to our employees' and our directors' generous gifts and our company match, we pledged approximately \$4 million to United Way in 2022. Moreover, our headquarters average per capita contribution is the highest corporate rate in the nation. The 2022 NuStar NuHope Golf Classic was another huge success and contributed to the more than \$52 million that it has raised to help Haven for Hope in its fight against homelessness since the first event in 2007.

At NuStar, we take great pride in the important role we play in delivering the essential energy our country needs and the quality of life it allows Americans to enjoy. We are motivated by the opportunities we see to optimize our business to thrive as energy systems evolve. Accordingly, we are leading the way in the delivery of sustainable energy through our West Coast Renewable Fuels Network and projects in development on our Ammonia Pipeline, both of which will accommodate lower-emission energy products and will generate solid returns for our investors. In fact, we will continue to lead by spending around \$25 million to expand our West Coast Renewable Fuels Network in 2023. And with the growing interest in ammonia – to reduce emissions and supply the globe – we are excited about the potential opportunities for attractive-return, low-spend projects that we are confident will increase our Ammonia Pipeline System's utilization significantly over the next decade.

I'd like to thank our employees for their hard work and continued focus on successfully executing our strategy which has allowed us to achieve great

success despite the significant economic challenges set in motion by the pandemic over the last several years. We remain steadfast in our commitment to safely and reliably deliver the energy that keeps America running.

As you read this year's Sustainability Report, you'll learn much more about our culture of responsibility that has distinguished NuStar throughout our history. Thank you for your interest in NuStar!

Sincerely,



Brad Barron,
Chairman and CEO



This photo was taken at NuStar's corporate headquarters, which is located on a picturesque hilltop in San Antonio, TX. Our headquarters was designed and built to be sustainable as approximately two-thirds of our 37-acre campus has been preserved and maintained as natural habitat for native plants and animals. Additionally, during the construction phase, we saved and replanted 15 legacy mature oak trees at Haven for Hope in downtown San Antonio. What's more, our public utility has recognized us for saving approximately one million gallons of water per year and using an innovated recycled water system.



About NuStar Energy L.P.

Continuing Sustainability Excellence in 2022

In 2022, we once again served our communities by delivering the energy needed to keep America running. Our more than 20 years of dedication to serving our communities positions us to meet future energy challenges.

Company Overview

NuStar Energy L.P. is headquartered in San Antonio, Texas and is one of the largest independent liquids terminal and pipeline operators in the nation, responsibly storing and distributing refined products, crude oil, renewable fuels, ammonia and other liquids. As of December 31, 2022, NuStar had 1,167 employees and operated approximately 9,500 miles of pipeline and 63 terminal and storage facilities, with a combined system comprising roughly 49 million barrels of storage capacity, primarily in the United States.

NuStar's years of dedication to community, sustainability and resilience is a result of our strong corporate culture, which reflects the vision and leadership of our Chairman Emeritus, Bill Greehey, and NuStar's nine Guiding Principles.

Our Guiding Principles are the foundation of everything we do: how we treat each other, the environment, our communities, our customers and business partners. As a result of our strong culture and our Guiding Principles, NuStar has received numerous awards including being named to FORTUNE Magazine's "100 Best Companies to Work For" list 13 times, FORTUNE Magazine's "Best Workplaces for Millennials" list five times, "Best Places for Working Parents" three times and Latino Leader Magazine's "Best Companies for Latinos to Work" list three times.



In addition, NuStar was recognized on Newsweek's 2023 list of "America's Most Trustworthy Companies." We have also been awarded the International Liquid Terminals Association's (ILTA) Safety Excellence Award 13 times. Our commitment to making a difference not only ensures that NuStar continues to provide our communities with safe, reliable and affordable access to fuels, but that we continue to support our employees and build value for our investors. While we are proud of the many honors and awards we have received, we are even prouder of the work we do every day: safely and reliably supplying the energy that fuels modern life, contributing to our communities in the markets we serve and building value for our unitholders.

NuStar's Guiding Principles



SAFETY

Take care of yourself, others and the environment.

INTEGRITY

Be honest at all times.

COMMITMENT

Work hard and take responsibility.

MAKE A DIFFERENCE

Make a difference in your job and your community.

TEAMWORK

Be helpful and seek help from others when you need it.

RESPECT

Be respectful of others at all times.

COMMUNICATION

Make sure people know what they need to know and when they need to know it.

EXCELLENCE

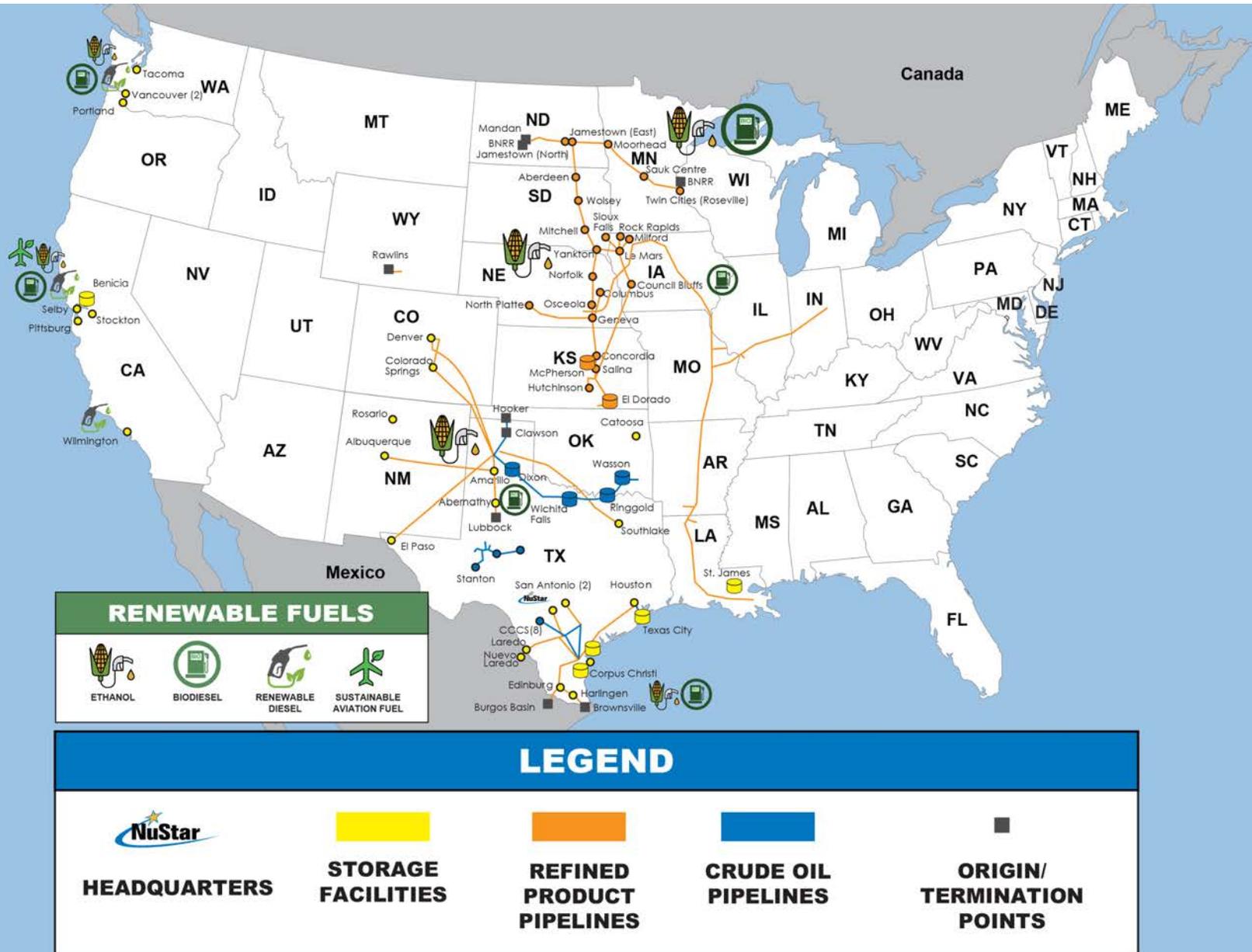
Expect the best from yourself and from each other.

PRIDE

Take great pride in everything you do.

OPERATIONS MAP

As of December 31, 2022, NuStar operated in the United States and Mexico as shown on the map below:



Our Continuing Tradition of Sustainability

NuStar is committed to maintaining our 20-plus year record of sustainability excellence. This Sustainability Report represents our ongoing commitment to environmental, social and governance (ESG) excellence.

In 2019, we formed an ESG Task Force to focus on sustainability reporting and build upon our best practices. In 2020, we created our Sustainability Working Committee to enhance our sustainability disclosures. This committee includes representatives from Environmental, Safety, Human Resources, Corporate Communications, Investor Relations, Legal, Operations, Accounting, Business Development, Internal Audit and other departments. In 2021, we published our

inaugural Sustainability Report, and last year, we added GHG emission metrics to our Sustainability Report. We continue to promote our commitment to ESG excellence in alignment with our strategic goals in 2022.

This Sustainability Report continues to highlight NuStar's performance and is informed by guidance from the Energy Infrastructure Council (EIC) and the Sustainability Accounting Standards Board (SASB). Unless otherwise noted, all information, data, and metrics in this report reflect our worldwide operations as of December 31, 2022. For any questions regarding our Sustainability Report and performance, please contact NuStar at Sustainability@NuStarEnergy.com.



2022 Highlights and Economic Impact

Released only

0.00028%

of total annual throughput of 868 million barrels

~\$4 million

Pledged to United Way

~\$345 million

Goods and Services Purchased (including capital expenditures)

91%

of eligible terminals are OSHA Voluntary Protection Program (VPP) certified

17.4x

Better Total Recordable Incident Rate than the Bureau of Labor Statistics (BLS) safety data for the Bulk Terminals Industry

~\$304 million

Distributions to Investors

~\$230 million

Employee Compensation and Benefits

Member of The Environmental Partnership^[1]

Earned the ILTA's Safety Excellence Award, 2022

Best Workplaces in Texas by Fortune Magazine, 2022

Best Workplaces for Working Parents, 2022

Best Companies for Latinos to Work by Latino Leaders Magazine, 2022

~\$55 million

Taxes Paid (benefiting local, state and federal governments)

~\$6.7 million

Community Investment (including employee contributions to United Way)

~\$5.9 million

Capital expenditures attributable to minimizing environmental impacts

[1] The Environmental Partnership includes companies in the U.S. oil and natural gas industry committed to continuously improving the industry's environmental performance.



Environmental and Safety

Safely Moving Sustainable Energy

Pipelines and terminals provide the most environmentally responsible and safest way^[1] to transport and store the liquid fuels that power our everyday lives, as well as the ammonia that is integral to growing the food that nourishes our nation and the world.

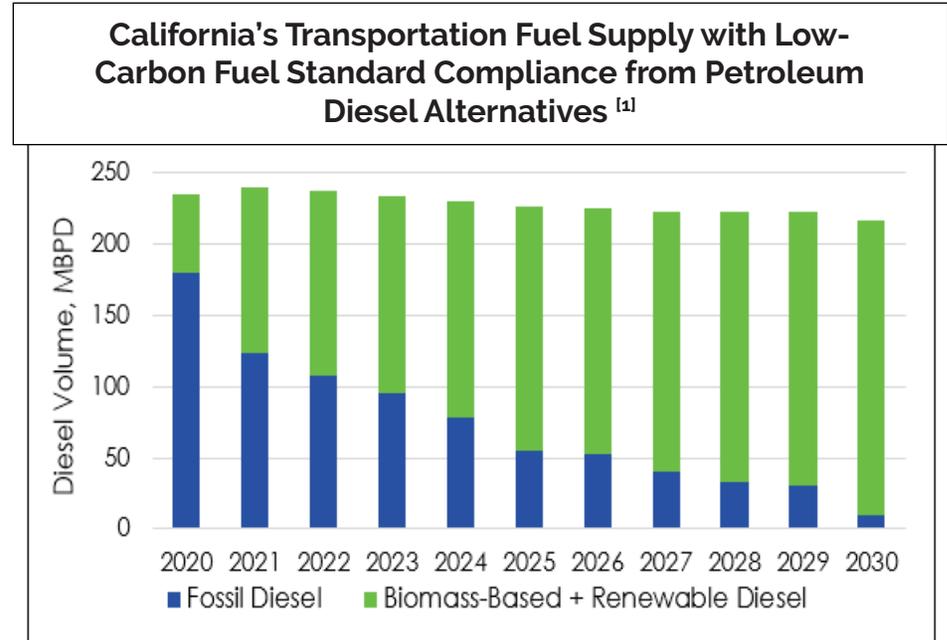
[1] Source: "Lower Emissions," Liquid Energy Pipelines Association, 2022

Leader and Partner in Lower Carbon Intensity Fuels

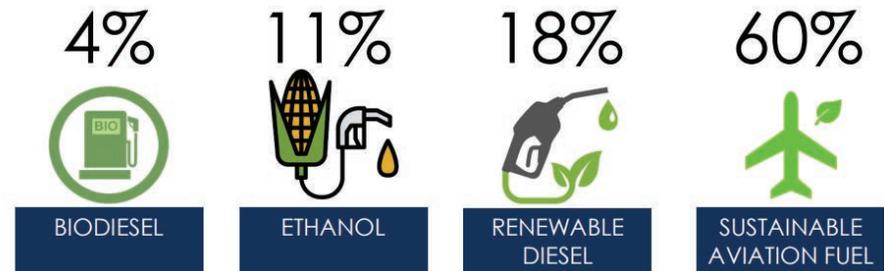
NuStar's continued commitment to the environment is evidenced in our responsible transportation and storage of liquid renewable fuels and ammonia. Renewable fuels, which include liquids that can be used with existing engines and refueling infrastructure, reduce transportation-related greenhouse gases now, meet the growing demand for energy, and avoid the environmental impacts associated with the construction of new infrastructure.

In furtherance of our sustainability efforts, NuStar is utilizing strategically positioned facilities to accommodate customer and state carbon emissions reduction goals. Pursuant to our Guiding Principle "Make a Difference," we are focusing our strategic capital program on expanding our capabilities for storing renewable fuels especially on the West Coast. As new production and conversion supply projects for renewable diesel, sustainable aviation fuel, ethanol and other renewable fuels increase, NuStar expects to continue to play an integral role in storing the lower carbon intensity fuels that will help the West Coast states reach their goals of reducing transportation-related emissions through Low Carbon Fuel Standards. Since 2017, we have completed over a dozen projects as we developed our renewable fuels network on the West Coast. These include two renewable fuels projects we completed in 2022, which increased our renewable diesel storage capacity and augmented our ethanol transportation logistics capabilities at our Stockton, California facility. These two projects follow two other projects at the Stockton terminal to increase the terminal's storage capacity of renewable diesel, biodiesel and ethanol by 254,000 barrels.

According to data from the State of California, in 2022, NuStar handled four percent of California's total biodiesel volume, 11 percent of its ethanol volumes, approximately 18 percent of its renewable diesel volumes and 60 percent of its sustainable aviation fuel volumes. In fact, our renewable fuels-related services generated over 37 percent of our West Coast storage assets' revenue, demonstrating NuStar's ability to accommodate our nation's evolving energy priorities.

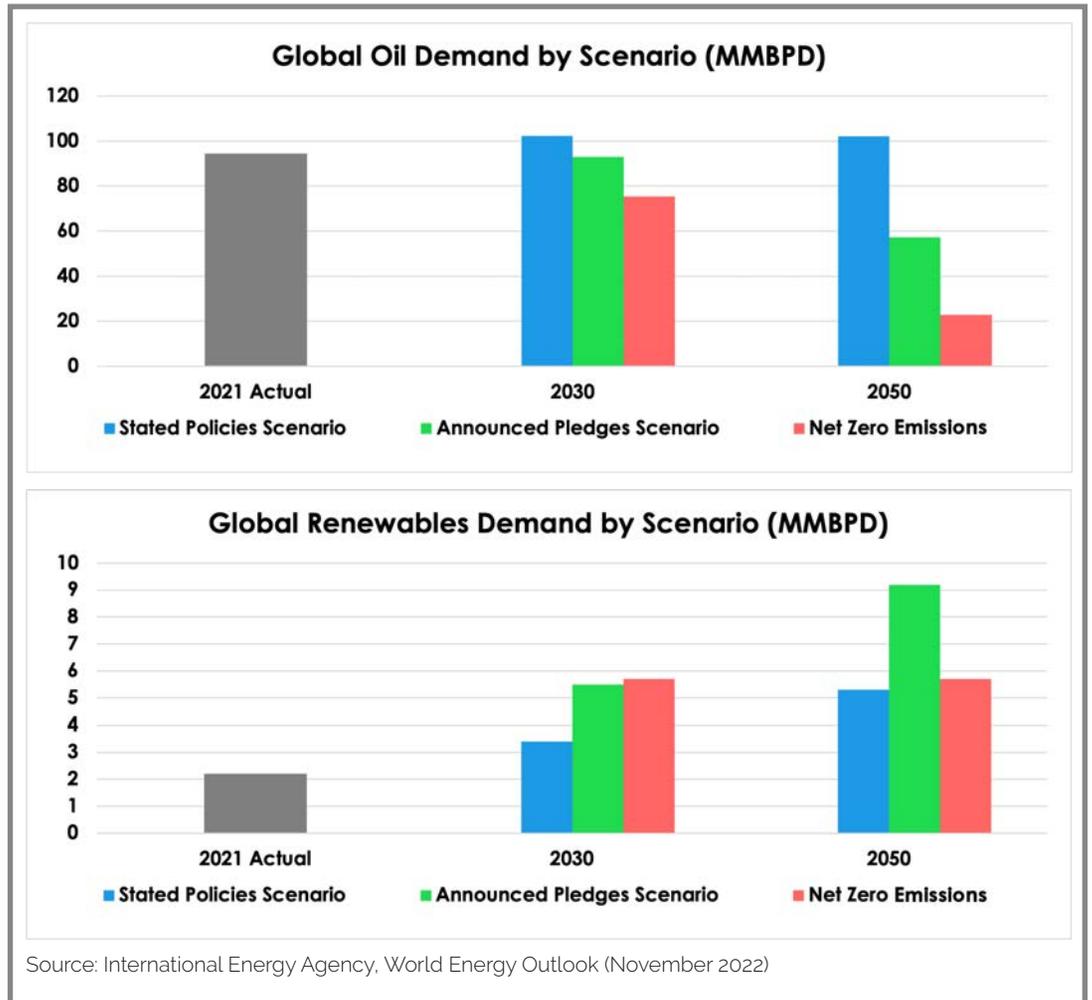
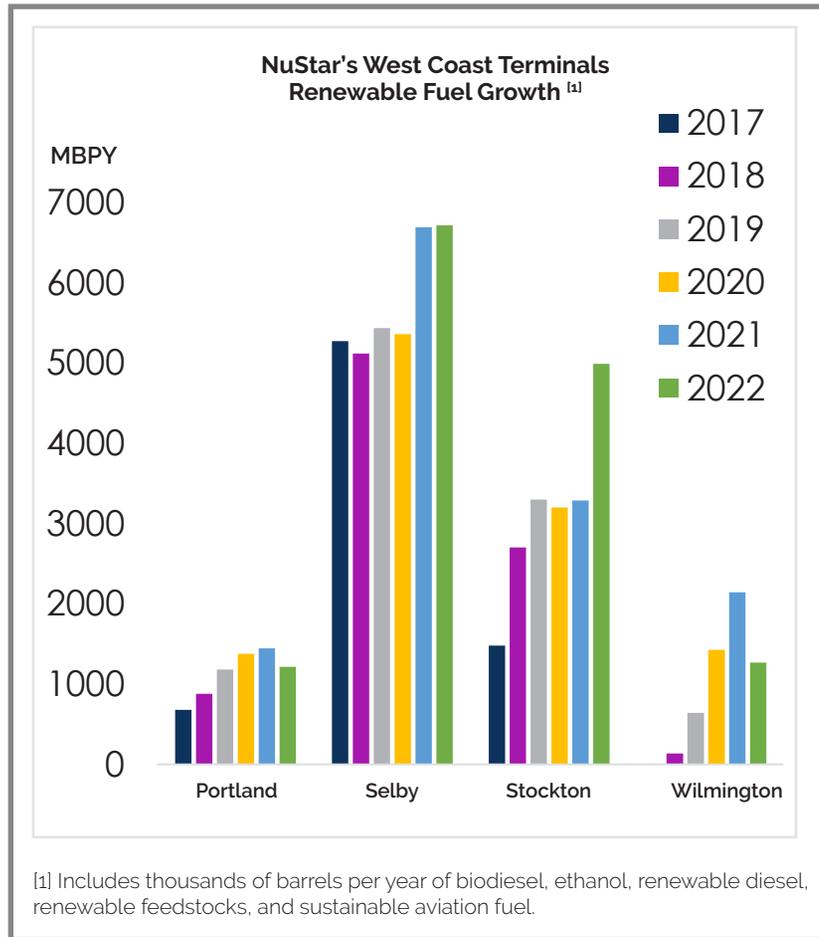


NuStar's Proportionate Share of California's Renewable Fuels Market
(Total Volume for the Year Ended December 31, 2022 ^[2])



[1] IHS Markit
[2] California Air Resource Board (CARB)

Carbon emissions reduction goals in places like California are expected to continue to dramatically increase demand for renewable fuels in the West Coast region. In 2023, we plan to allocate \$25 million to our West Coast Renewable Fuels Network to increase our renewable fuels storage capacity as renewable fuels become a larger percentage of the area's total energy usage. These future projects further solidify the significant role that NuStar plays in facilitating the West Coast's transition to low-carbon renewable fuels. We intend to continue converting tankage to renewable fuels as the market demands.



Our Ammonia System spans approximately 2,000 miles through our nation's cornbelt between Louisiana and Missouri, and then northwest and east, to Nebraska and Indiana. NuStar's pipeline offers the lowest-cost and emission option for transporting both imported and domestically produced ammonia to fertilize crops in our nation's breadbasket.

Ammonia (NH_3) is the basic building block for all types of nitrogen fertilizer, which is an essential nutrient for growing plants.

- About 80% of the 200 million tons of ammonia produced each year is used for fertilizer
- About 50% of the world's food production depends on ammonia

Because traditional fossil-fuel ammonia production (i.e., "gray" ammonia) is estimated to contribute about 1% of global CO₂ emissions, there is increasing interest in its de-carbonization through the production of "blue" and "green" ammonia, which are identical in chemical composition to "gray" ammonia.

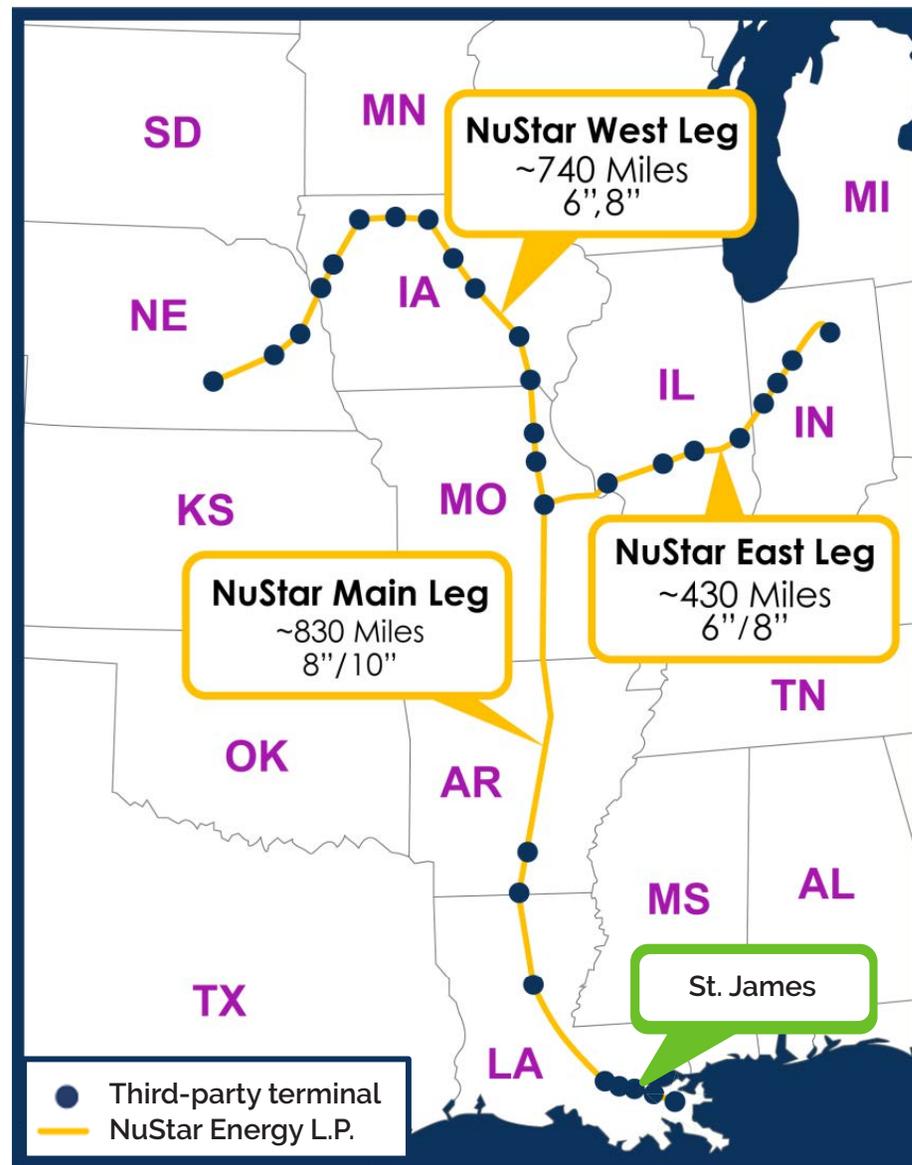
- "Blue" ammonia is produced with natural gas, but the associated emissions are captured and stored
- "Green" ammonia is produced using renewable electricity to power an electrolyser to extract hydrogen from water and an air separation unit to extract nitrogen from air, which are then combined through a chemical reaction powered by renewable electricity, to produce ammonia

Sources: Science Magazine, IHS Markit, Argus, Research & Markets Global Ammonia Report.



50%
of World's Food
Production
Depends on
 NH_3

NuStar's Ammonia System



Gray Ammonia

- ★ As of December 31, 2022, nearly all of the world's production of ammonia was gray ammonia, which was made utilizing the Haber-Bosch process derived from natural gas

Blue Ammonia

- ★ Gray Ammonia for which by-product CO₂ has been captured and stored, reducing climate impact

Green Ammonia

- ★ Produced with hydrogen from water electrolysis powered by renewable energy

In addition, "blue" and "green" ammonia have potential for use as lower-carbon alternative fuels: for engines/turbines to generate electricity, in alkaline fuel cells, as an up-to-70% blend in internal combustion engine vehicles and for the maritime industry. NuStar is working with customers to develop projects to explore "blue" and "green" ammonia opportunities. For example, we have partnered with OCI Global (OCI) to build a new 14-mile pipeline segment to connect our existing ammonia pipeline to OCI's ammonia facility in Wever, Iowa. We expect that the facility will be used to manufacture fertilizer and diesel exhaust fluid.^[1] OCI has committed \$30 million in capital expenditures for new ammonia cooling and storage infrastructure at their Wever facility and is expected to bring 1.1 million tons of blue ammonia capacity online in 2025 from the Gulf Coast. We expect that the ammonia transported by our pipelines will be used for existing applications and, in the near and long term, potentially for other new uses, such as renewable electricity generation and safe, efficient transportation for hydrogen to power fuel-cell vehicles.

[1] Diesel exhaust fluid enables NO_x control through selective catalytic reduction in diesel engines.

NH₃ Gas Turbine



NH₃ Fuel-cell Ship



70% NH₃ -fueled Car



Safely Moving Liquid Fuels With Lower Greenhouse Gas (GHG) and Other Emissions

Energy-rich liquid fuels, including renewable fuels, are expected to be a necessary part of the nation's energy framework for the foreseeable future. Given pipelines' capability to transport liquid fuels in the most emission-efficient^[1] and environmentally responsible manner^[2], NuStar is uniquely positioned to continue serving customers into the future. The company's exemplary safety and release record (as described elsewhere in this report) further support this fact.

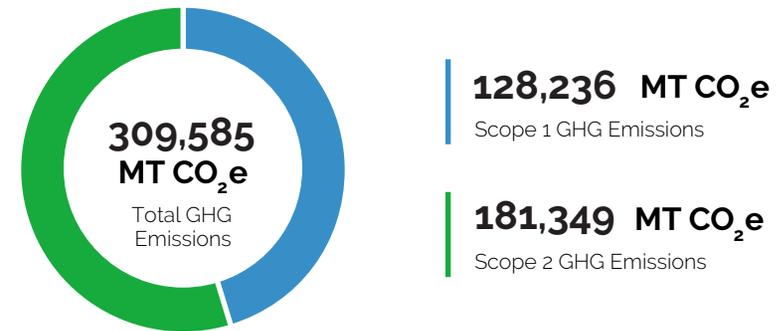
The graphs on this page show NuStar's GHG emissions in 2021 and 2022. In 2021, the company began tracking its Scope 1 and 2 GHG emissions to use as a benchmark in the future. NuStar has been working with third-party vendors to develop interactive data analysis tools that will provide actionable insights on the feasibility of GHG reduction and efficiency measures. Some of these measures have already been implemented, such as pipeline drag reduction and pump conversions from diesel to electric.

[1] Source: "Lower Emissions," Liquid Energy Pipelines Association, 2022

[2] US assets only. Source: "Lower Emissions," Liquid Energy Pipelines Association, 2022; "Pipelines are Safest for Transportation of Oil and Gas," Manhattan Institute for Policy Research, 2013

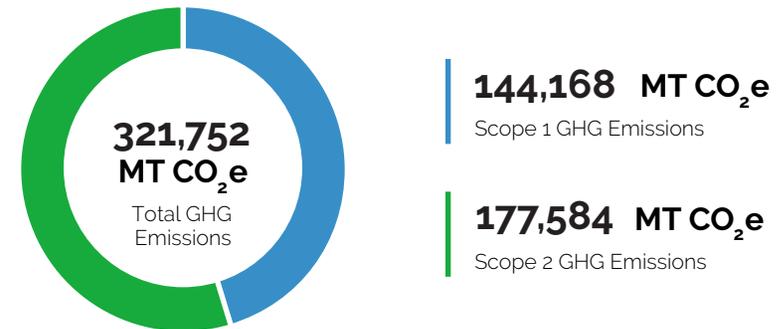
Managing renewable fuels in America's existing pipelines and storage systems not only offers an immediate pathway to GHG reduction while still meeting the growing demand for energy, but also avoids the GHGs that would be emitted to build new, non-liquid fuel infrastructure.

2021 Scope 1 and 2 Emissions^[1]



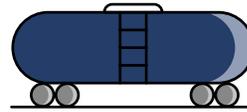
[1] U.S. only. Does not include emissions from assets sold on October 8, 2021.

2022 Scope 1 and 2 Emissions^[2]



[2] U.S. Only. The calculated Scope 1 emissions increased between 2021 and 2022 due to a change in the saturation factor of gasoline trucks utilizing loading racks. Using the same methodology for both years would result in decreased Scope 1 emissions between 2021 and 2022. Specifically, using the updated methodology would result in a calculated Scope 1 emissions of 180,957 MT CO₂e in 2021. For the sake of consistency, we are keeping the reported 2021 emission the same. See page 48 for further information regarding the GHG calculations.

Transporting the volume NuStar moves through its pipelines in one day would require approximately:



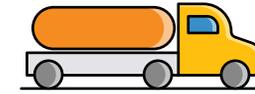
2,821

rail cars.

Railway transportation creates

+42%

more GHGs.^[1]



9,993

trucks.

Truck transportation creates

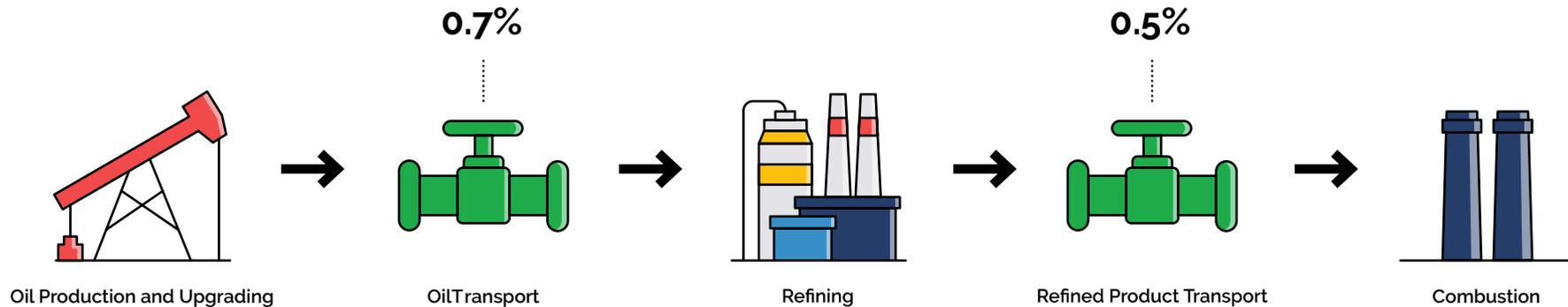
+467%

more GHGs.^[1]

OR

[1] Source: "Pipelines Have the Lowest Greenhouse Gas Emissions" Liquid Energy Pipeline Association, 2021

Pipelines' Proportions of Emissions^[2]



[2] Sources: "Crude Oil Investing in a Carbon Constrained World: 2017 Update", ARC Energy Research Institute, using input data from the U.S. Department of Energy National Energy Technology Laboratory to define the U.S. Refined Average (2014), 2017.

Environmental Management Program

NuStar proactively incorporates environmental excellence into the company's operations, which are subject to extensive international, federal, state and local environmental laws and regulations across multiple types of media (e.g., air, water, waste, etc.). In 2022, our capital expenditures attributable to minimizing environmental impacts totaled \$5.9 million. NuStar is investing in emission reduction technology to comply with and, in many cases, exceed applicable regulatory requirements. These measures enable NuStar to prevent and detect leaks and control emissions and include specialized internal floating roofs, external floating roofs, vapor combustion units and vapor recovery units.

NuStar is committed to maintaining compliance with environmental permits, laws and regulations, as well as best practices through our Environmental Management Program (EMP). Based on the NuStar's Guiding Principles of "Teamwork" and "Communication," the EMP empowers our employees to efficiently collaborate and minimize our environmental impact, implement our commitment to biodiversity, manage environmental requirements and ensure employees have the resources and training to continue improving our environmental performance. These principles are consistently checked and implemented through our robust internal environmental audit program, which is a fundamental aspect of our EMP. In 2022, NuStar completed 53 on-site and desktop environmental audits confirming and improving the environmental performance of our facilities. The audit process incorporates measures to ensure that impacts to sensitive receptors, such as those related to Environmental Justice, biodiversity and aquatic resources are avoided and/or mitigated to the greatest degree possible. Between 2012 and 2022, the annual number of environmental audits by NuStar has increased by nearly 100%. Additionally, our employees work closely with industry trade associations to develop and implement best practices and foster a cooperative relationship with government regulators, non-governmental organizations (NGOs) and other stakeholders.

The heart of our EMP is the NuStar Safety and Environmental Management System (NuSEMS), which ensures a sustainability mindset in our work with our Plan-Do-Check-Act (PDCA) cycle. The PDCA approach codifies continuous evaluation and improvement into our policies and procedures and is heavily informed by the American Petroleum Institute (API) 1173 Pipeline Safety Management System (PSMS). The PSMS also helps NuStar measure and improve Health, Safety and Environmental (HSE) performance. Together, the NuSEMS and PSMS provide a strong foundation for our environmental and safety culture. To learn more about Occupational Health and Safety at NuStar, please refer to page 19 of this report.



**A member of
The Environmental Partnership^[1]**

[1] The Environmental Partnership includes companies in the U.S. oil and natural gas industry committed to continuously improving the industry's environmental performance.

Operational Safety and Preparedness

We focus on being responsible stewards of our communities, our employees and the environment and providing reliable, safe service to our customers. We are proud that in 2022, we were once again a leader in safety by maintaining a significantly better Total Recordable Incident Rate (TRIR) than the industry average. We continue to offer one of the safest options for responsibly transporting, delivering and storing liquid fuels. During 2022, our releases represented just 0.00028% of the 868 million barrels we moved, and we recently received the International Liquid Terminals Association's (ILTA) annual Safety Excellence Award for the 13th time.

Our excellent safety record is due to the dedication of our employees to NuStar's Guiding Principles of "Commitment" and "Safety," through our extensive inspection program and our Control Center oversight 24-hours a day, seven days a week and 365 days a year.

For our pipelines, our Control Center proactively identifies and prevents releases using an Automatic Leak Detection system and flow and pressure monitors, which are consistently updated based on the changing characteristics of our pipeline layout. Our primary control room also has redundant client and server hardware, as well as redundant power and communications infrastructure. Our backup control center is also fully functional, tested and operated on a quarterly basis and located within 30 minutes of our primary Control Center.



We inspect over 99% of our pipeline miles with high-tech, in-line inspection tools, with only 1% requiring other techniques. We are also dedicated to the safety of our storage tank facilities. For this part of our infrastructure, we comply with American Petroleum Institute (API) internal and external inspection standards, such as API 653 Tank Inspection, Repair, Alteration and Reconstruction, and maintain an integrity management program that includes daily audio, visual and olfactory inspections.

Our health, safety and environmental goal is simple: we aim for zero – zero injuries, zero incidents, and zero releases. We strive to prevent incidents by participating in joint drills and exercises with regulatory agencies and performing internal exercises, including full-scale personnel deployment, tabletop exercises, equipment deployments and unannounced preparedness tests. During these exercises, we continuously evaluate and improve our Corporate and other Emergency Response Plans. Exercises like these enhance NuStar's ability to respond effectively across departments, regions and business units.





In 2022, NuStar

Inspected

85

water-crossings.

Inspected more than

1,170

miles of pipeline.

Conducted

49

API internal tank inspections.

Performed more than

446

drills and exercises.

Conducted

227

API external tank inspections.

Completed more than

18,000

hours of emergency response, environmental and safety training.

Had

238

agency inspections.

Completed over

8,000

aerial inspections across more than

250,000

miles.

Held

227

public awareness meetings.

Responded to

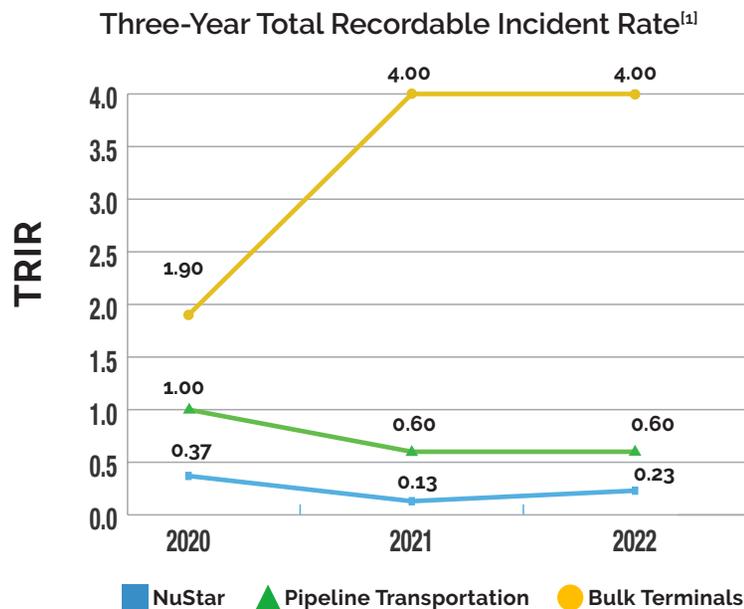
74,346

Call Before You Dig Requests

Occupational Health and Safety

“Safety” is NuStar’s first Guiding Principle, and the safety of our employees, contractors and communities is NuStar’s #1 priority. In 2022, we are proud to have once again maintained one of the best Total Recordable Incident Rates (TRIR) and the highest number of Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP) Star Sites in the independent liquids storage industry. This leading safety record comes from our strong culture of empowering and engaging employees and contractors to put safety first in our daily operations. We make sure every employee and every contractor know that they not only can, but should, stop work if they feel there is anything unsafe about any given situation.

In 2022, as in years past, our dedication resulted in a safety performance better than our peers. Our TRIR was 17.4 times better than the Bureau of Labor Statistics (BLS) comparison data for the Bulk Terminals Industry and 2.6 times better than that of the BLS Pipeline Transportation Industry.



[1] Industry averages derived from 2020–2022 Bureau of Labor Statistics Data.

VPP STAR SITES



91% of our eligible U.S. terminals have attained VPP Star Status, OSHA’s certification recognizing employers and employees who demonstrate exemplary achievement in the prevention and control of occupational safety and health hazards and the development, implementation and continuous improvement of their safety and health management system.



Our strong safety record is due in large part to the emphasis our Board, CEO and senior management have placed on empowering our employees to put safety first through their support and commitment to the OSHA VPP. By prioritizing the OSHA VPP certification process, we have provided our employees with training, accountability and an ownership stake in our safety culture, which in turn drives our safety performance.

OSHA VPP is an elite program that promotes effective worksite-based safety and health. In the program, management, employees and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health management system. Certification as a VPP Star Site is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health.

We are especially proud of how NuStar's employees embrace OSHA VPP. We have more VPP Star-certified sites than any other independent liquids storage company in the United States, and we plan to make 100% of our eligible sites VPP Star certified.

**CALL BEFORE
YOU DIG**



We support and encourage all members of our communities in the United States to utilize the (811) Call Before You Dig service. NuStar responded to 74,346 Call Before You Dig Requests in 2022.



In addition to our companywide dedication to OSHA VPP, nine NuStar employees have been recognized as OSHA Special Government Employees. These are NuStar employees who have been trained by OSHA to perform occupational health and safety audits at the plants and facilities of other companies. OSHA utilizes these trained individuals to perform audits on the companies, which brings enhanced expertise to the OSHA program and allows our employees to learn from the best practices at those facilities.

Saving Trees During Pipeline Relocation

NuStar is committed to preserving the natural landscape. As an example, after becoming aware of 11 mature oak trees in the planned pathway of a required pipeline relocation on our San Antonio East Pipeline, NuStar modified the project design to avoid the trees and their root systems. We did this by utilizing approximately 750 feet of incremental horizontal directional drilling (HDD). We found it beneficial to the environment to preserve the trees, despite incurring a cost of approximately \$80,000 as well as the cost of extra equipment and personnel associated with HDD.



Pump and Pipeline Energy/ Emission Efficiency

NuStar's recent Amarillo-Tucumcari-Albuquerque ("ATA") System upgrades provide an instructive example of the energy efficiency improvements associated with many of the company's pipeline maintenance and reliability projects. As part of this project, NuStar replaced two 800-horsepower diesel motors with electric pumps, which decreased the emissions associated with those pipeline operations and the use of environmentally sensitive chemicals (e.g., coolant, antifreeze) required for diesel engines. Further, NuStar applied a drag reducing agent in the pipeline segment. This allowed us to reduce the amount of energy necessary to pump the same amount of product with lower emissions!





Social Responsibility

Making Our Communities Shine

Making a difference in the communities where we live and operate has been a significant part of our corporate culture since our company was founded. We provide engaging and fulfilling jobs with best-in-class wages and benefits for our employees and deliver the fuels that make lives convenient, safe and affordable.



Community Involvement and Development

We collaborate with local organizations to advocate for safe, vibrant and sustainable communities. NuStar and our employees follow our Guiding Principle of “Pride” in giving back and building a brighter future for our neighbors by contributing time, talent, money and other resources to hundreds of community initiatives each year.

Brad Barron, our Chairman and CEO, is one of the 12 founding members of the Corporate Partners for Racial Equity.

The mission of this partnership is to improve racial equality in the San Antonio community. Many of the founding business members, including NuStar, have agreed to jointly contribute \$13.8 million to support initiatives for underserved people in three focus areas – equitable education, economic opportunity, and community safety and justice.

UNITED WAY

The United Way continues to be NuStar’s top community priority, as we believe it is the best organization to reach out to meet the critical needs of the entire community. That is why we are so proud that 99.9% of our U.S. employees contributed to our United Way campaign in 2022. Thanks to our employees’ and our directors’ generous gifts and our company match, we pledged approximately \$4 million to United Way in 2022. **Moreover, our headquarters average per capita contribution is the highest corporate rate in the nation.**



Haven for Hope

In 2005, as NuStar Chairman Emeritus Bill Greehey was preparing to retire from an incredibly successful tenure as the founding chairman and CEO of Valero Energy Corporation, a local TV news special about the desperate plight of San Antonio's homeless population caught his attention. The story pulled at his heart so significantly that he knew this would become his mission, not to simply put a band-aid on the problem of homelessness, but to really help transform and save lives.

Greehey had no background in homeless services, but as an entrepreneurial business leader, he was an expert in problem solving. He saw that various local agencies were doing a good job of providing food and temporary shelter to the homeless. Those services, however, didn't solve the underlying problem of homelessness as most of those served were back on the streets each night. Greehey saw the never-ending revolving door that was occurring at local jails and emergency rooms.

Greehey knew that the answer to the problem was transformation. To break the cycle of homelessness, the root cause of an individual's or family's homelessness had to be identified, and they needed to have all the resources available to them in order to overcome those issues. In 2006, he assembled a research team and visited a number of facilities across the country that offered varying degrees of transformational services. Combining the best practices of each facility, Greehey set a vision for Haven for Hope, which would be an innovative facility that provides a wide range of social services to meet the needs of San Antonio's homeless community in a "one-stop" setting to help them transform their lives and become independent and productive citizens. Far beyond shelter, food and clothing, Haven for Hope's services are geared to combat the root causes



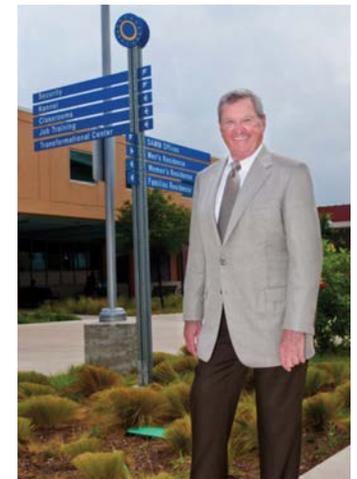
of homelessness, with dozens of partner agencies providing the services. And he knew that for Haven for Hope to succeed, it would need to be a public-private partnership.

Overcoming Resistance and Challenges

With his vision and plans for Haven for Hope in place, Greehey set out to raise \$101 million to build the 22-acre campus. However, this came at a very difficult time given that the country was still in the throes of the Great Recession. Beyond that, many potential donors and supporters he approached did not understand homelessness. But Greehey wasn't deterred, he pressed on, and spent nearly two years working day and night to present his vision and plans to business, civic, charitable and government leaders, as well as foundations and philanthropists like himself. He finally reached his goal, raising \$61 million from the private sector and \$40 million from the public sector to build the campus. The totals included a personal gift of \$5 million from Greehey, and through the years, he has gone on to contribute over \$44

million to Haven for Hope and its partner agencies.

Since opening its doors in the summer of 2010, Haven for Hope has helped over 40,000 individuals and Greehey served as its founding chairman until he stepped down in November 2022 and became Chairman Emeritus. The campus had an immediate impact as the city's homeless population count decreased 80% since Haven for Hope started operating. Further, despite the city's dramatic growth since that time, Haven for Hope has allowed San Antonio to keep its per capita homeless count lower than prior to Haven for Hope's opening in 2010, something that can be best appreciated by looking at other US cities with increasingly overwhelming homeless populations.



It's Not a "Shelter"; It's the National Model In The Fight Against Homelessness

As Greehey always reminds people, Haven for Hope is not a "shelter," it is a transformational campus. On any given day there are over 1,500 individuals housed at Haven for Hope. Individuals on the Transformational side of the campus must be committed to and actively engaged in self-help programs, including education, job training, counseling, GED classes, etc. – all of which are available on the campus.

Currently there are more than 80 community partner organizations that work together with Haven for Hope staff to provide over 300 different social services, such as medical, dental and vision care, in-house recovery, benefits assistance, legal services, ID recovery, and much more. There's even a kennel and animal services on campus since many homeless individuals

have only a dog or cat in their lives and won't seek care without that pet.

On average, Haven for Hope serves nearly 7,000 clients per year. To date, more than 40,000 individuals experiencing homelessness have been helped by Haven for Hope and nearly 15,000 individuals have achieved higher levels of residential care. What's more, 91% of people who exited with a housing placement did not return to homelessness after one year.

Based on its innovative approach and programming, Haven for Hope has widely become known as the "national model" in the fight against homelessness, and more than 300 cities from states across the country have visited Haven to learn more in the hope that they can do something similar in their own communities.

NuStar and Haven for Hope: A Special Bond

While countless nonprofit organizations and universities have benefitted from Greehey's leadership and generosity, his greatest legacy will be the creation of Haven for Hope. And with Greehey having served as chairman of both Haven for Hope and NuStar, there is truly a special relationship between the two organizations.

While Haven for Hope opened in 2010, NuStar has supported the organization since prior to its inception. With Haven being a start-up organization, Haven had very little professional staff, so NuStar employees stepped up to provide pro-bono professional services that included legal, accounting, fundraising, government relations, project management, and multiple other administrative functions. And through



the years, NuStar employees and their families have also provided support through volunteer projects on the campus, monetary donations and much more. Working together, NuStar and Greehey not only also provide back-to-school shoes and fully supplied backpacks for the children at Haven for Hope, but also to students in shelters throughout the community, as well as gifts for families during Christmas through the company's "Adopt-A-Family" program, and a Christmas dinner for families on the Haven for Hope campus, complete with stockings and gifts for every man, woman and child. In addition, the NuStar NuHope Golf Classic, which is completely organized by NuStar employees and sponsored by the company's many business partners, has raised more than \$52 million to fund Haven's operations since its inception in 2007, making the tournament Haven for Hope's largest source of private funding.

Haven for Hope is now one of the most successful

philanthropic organizations in the San Antonio region, and NuStar and its employees continue to support Haven for Hope's work and mission. Haven for Hope is a place where miracles happen every day and tens of thousands of individuals and families have transformed their lives, all thanks to the vision of Bill Greehey and the tremendous support of NuStar and its employees.



The Kronkosky Charitable Foundation contracted with Steve Nivin, Ph.D. to conduct a cost-benefit analysis of Haven for Hope based on data from 2007 - 2019.

The benefits measured in the study included the economic and fiscal impacts of Haven's operations, the economic and fiscal impacts of the volunteers at Haven, the benefits of reduced crime, the benefits of providing school stability to children, and the benefits of medical care, housing, and other care services.

- Haven for Hope's net benefits to the community averaged \$5.6 billion.
- For every \$1 spent to create and operate Haven, the community has received \$29 in benefits.
- In total, benefits derived from the reduced criminal activity are approximately \$142 million.
- Haven for Hope assisted 3,911 clients with obtaining employment. Those 3,911 contributed \$433,585,658 back to the community including \$2,049,613 to local, state, and federal governments.
- The benefits of providing school stability for students served at Haven for Hope from 2007 - 2019 are projected to yield higher wages of \$89 million over their careers.
- It is well documented that persons experiencing homelessness have higher mortality rates. Providing these clients with a full range of healthcare will not only help with mortality rates, but their overall quality of life. The average value of these healthcare services to the community is estimated to be \$5.1 billion.

VOLUNTEER COUNCILS

As our Chairman Emeritus Bill Greehey often reminded us, “money doesn’t solve problems — people do.” That’s why our volunteers, known as the “NuStar Superstars,” are active in our communities and spend many hours of their personal and professional time serving their communities through projects such as fundraising initiatives, community clean-up events, educational outreach programs and more. In addition, many NuStar employees serve on the boards of local nonprofit organizations across our regions.

To promote employee engagement and cultural development within the company, NuStar’s Volunteer Council is entirely employee driven. The overwhelming employee involvement in volunteerism and philanthropy creates a strong camaraderie among employees, providing an avenue to connect and bond outside of the office and everyday tasks.



NuStar Employee Shines a Light on the Company's Caring and Sharing Culture

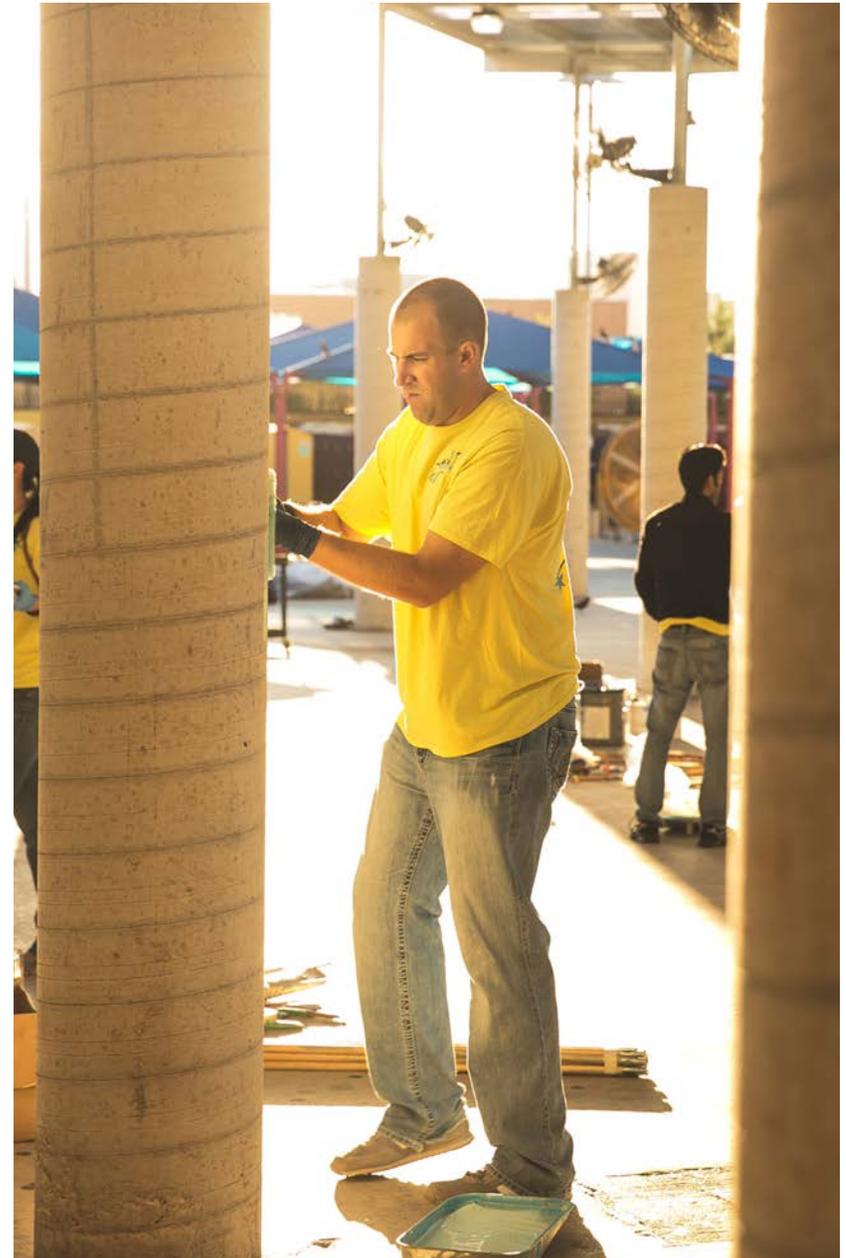
At NuStar, we take great pride in our special caring and sharing culture. And, because of that caring and sharing culture, volunteerism and giving back to the community is a big part of what we do every day. In fact, on any given day at any of our locations, it is likely you will find NuStar employees donating their time, talent or treasure to enrich the communities in which they live.

A great example of our caring culture can be found in Danko Barisic, Executive Director – Business Development, who immigrated to the United States from Croatia during high school. After playing basketball in college and excelling in academics, he joined NuStar in 2008 and quickly became an “MVP” around the office.

From the start, Barisic was a “go-getter.” Not only in the office, but also at almost every volunteer event the company held. His positive attitude and strong leadership made him a natural fit to lead NuStar’s Volunteer Council, but even at this position of leadership there was one event in which he could not participate: NuStar’s quarterly blood drives. This restriction was due to rules surrounding blood donations from the Centers for Disease Control and Prevention (CDC) for individuals who had spent years growing up in Europe as Barisic had.

After some time had passed, Barisic took the initiative to look back into the guidelines surrounding blood donations as this was a volunteer mission he believed in. He was pleased to learn that the guidelines had been modified by the CDC so he immediately emailed the coordinator of the NuStar blood drives to tell him that he “couldn’t wait” to sign up to donate blood. When the blood drive coordinator asked him why he was so excited about the upcoming blood drive, Barisic revealed that for years he had wanted to give blood to save lives in the San Antonio community but was restricted from doing so by the CDC.

Barisic is just one of the many employees across the company who are not only excited to give back to the community, but in many cases are finding new and creative ways to make our communities even better places to live and work. And Barisic’s story is just another example of how NuStar’s sharing and caring culture benefits the many communities in which we operate!

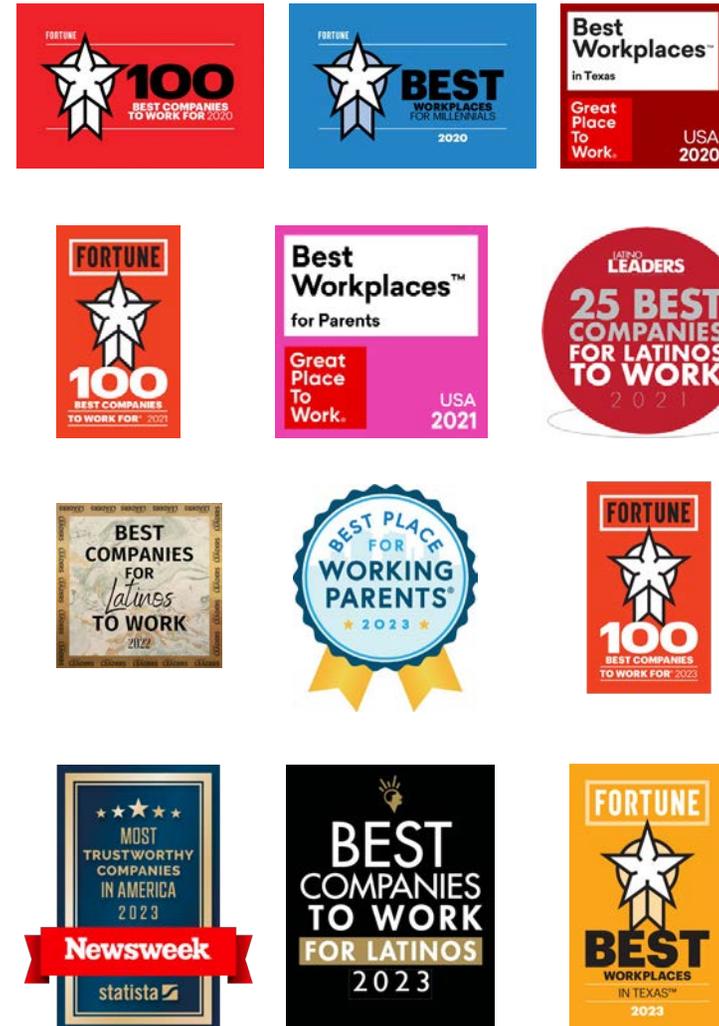


Employee Engagement, Development and Training

NuStar's culture revolves around our nine Guiding Principles: safety, integrity, commitment, teamwork, respect, communication, excellence, pride and making a difference. We believe that these principles are the building blocks for NuStar's success and have helped us to recruit and retain the best employees and make NuStar a great place to work. NuStar has been recognized on FORTUNE Magazine's "100 Best Companies to Work For" list 13 times, FORTUNE's "Best Workplaces for Millennials" list five times and was also recognized for the last three years as one of the "Best Companies for Latinos to Work For" and "Best Workplaces for Working Parents." In addition, the company came in at #12 on FORTUNE's "Best Workplaces in Texas" list and was also recognized by Newsweek as one of "America's Most Trustworthy Companies 2023." NuStar also has been recognized as a top employer by regional and local publications.

Our Compensation Department and Executive Management evaluate companywide racial and gender equity by job profile every time a new employee is hired or an existing employee is recommended for a promotion. This helps ensure that compensation levels are equitable for all employees throughout the year, no matter their race or gender.

RECENT AWARDS AND HONORS



If You Take Care of the Employees, They'll Take Care of the Company, its Unitholders and the Community

At NuStar, we firmly believe that if you take care of the employees, they will take care of the company, our unitholders and our communities. And that has been proven true as our employees have made NuStar into one of the largest independent liquids terminal and pipeline operators in the nation! Furthermore, our employees have made a positive difference in the communities where NuStar has operations by donating their time and resources to countless worthy causes. They are the reason that the best is yet to come for NuStar!

Another major part of our culture of caring is NuStar's generous benefits packages. We are proud to provide our employees with one of the best health and welfare benefits packages in the industry^[1], as well as resources to support every aspect of their well-being. NuStar offers a premium healthcare benefits package that covers 100% of an employee's family healthcare, with several different choices, great flexibility and security – all without employees having to invest a dime in their basic benefits package.

[1] According to 2023 correspondence from McGriff, one of the nation's leading HR benefits consultants.



In addition to our stellar benefits, NuStar provides many programs to reward and recognize our employees, encourage a healthy lifestyle and help them achieve financial stability. These include an all-employee bonus, service awards, employee appreciation gifts, complimentary wellness assessments, a fitness membership subsidy, adoption assistance, and more.

We also recognize that our employees' talent, commitment and hard work underpins NuStar's success. We encourage and enable our employees to advance their skills and achieve their potential, through our various leadership and development opportunities through defined career paths, professional training, educational reimbursement and scholarships for higher education.^[1]

We believe our efforts to take care of our employees while helping them thrive in their careers are the primary driver of our low voluntary turnover rate.^[2]

[1] For employees' dependents
[2] Excludes retirements

3.7%

voluntary turnover rate
*(Five year average)

\$831,000+

provided to employees in need through NuStar's SAFE fund

SAFE FUND

NuStar Chairman Emeritus Bill Greehey established the NuStar Support Aid for Family Emergencies (SAFE) fund as a means for providing financial assistance to employees and their immediate family members, including spouses, children, stepchildren and adopted/foster children. NuStar awards grants to employees affected by unexpected hardships, losses, expenses or tragedies. This initiative highlights our dedication to our employees, in and outside of the workplace. NuStar presents the SAFE fund amount as a gift that the employee does not have to repay and, since its inception in 2007, has provided over \$831,000 to employees in need.



Heart of a Hero

With safety being our number one priority among our Guiding Principles, it is no surprise that employees have begun taking their safety training from the workplace into the communities they call home. Since NuStar's inception, our employees have been doing great things for their communities and to honor those efforts we created "The Heart of a Hero" award, which recognizes employees who go above and beyond the call of duty to save the lives of others.

Thanks to our stellar employees and their passion for helping others, we have had several employees who have literally saved lives in their communities. At our Moorhead, MN facility, several employees jumped into action when a fuel truck driver from another company suddenly collapsed. After calling 911, our employees were able to determine the driver was experiencing cardiac arrest and was deteriorating quickly. Fortunately, all of our employees were prepared with their CPR/AED and emergency response training, which enabled them to revive the driver. By the time the ambulance arrived, the driver was conscious, talking, and gave full credit to the NuStar team for saving his life!

In our Central West North region, our employees noticed a peer showing signs of heat exhaustion. These employees jumped into action, rushing the employee to a

cooler environment where healthcare professionals could address his ailing health. And, in another heroic story, an employee received a call from a distressed co-worker while he was at home. The employee dropped everything and rushed over to assess the situation. It was determined he was showing signs of a stroke and the co-worker was rushed to get the emergency medical attention he so desperately needed.

And in our West region, a NuStar employee rose to the occasion when he was called upon to join a massive search and rescue effort when a two-year-old went missing in Portland, OR. During the difficult search mission, the volunteers encountered many coyotes and even a mountain lion. Fortunately, the 15-hour search mission paid off as the little girl was found and returned to her family safe and sound thanks to the selfless heroes in the community -- like our employee!

These are just a few of the many stories of our employees' heroic efforts to make their communities safer and happier places to live, work and play!





Governance

Responsible Oversight for a Sustainable Future

We believe that a sustainable future is built upon a foundation of strong governance and ethical standards.

Corporate Governance

NuStar's business is managed under the direction of our Board of Directors (Board), and our Board is led by its Chairman, Brad Barron. The directors are elected by our unitholders. Consistent with best practices, 90% of our directors are independent.^[1] Our directors bring a diverse set of perspectives, expertise and experience to overseeing our business. The Chairman is the only non-independent member of the Board. The Board has appointed Dan J. Hill as its independent presiding director to ensure independent oversight, to lead executive sessions of the non-management directors and to serve as a point of contact for unitholders wishing to communicate with the Board.

Our Board has adopted [Corporate Governance Guidelines](#) to establish general principles for key governance matters, including evaluating director independence. Our Board also has standing Audit, Compensation and Nominating/Governance & Conflicts Committees, which support the Board's oversight responsibilities. The Audit, Compensation and Nominating/Governance & Conflicts Committees are composed entirely of directors who meet the independence requirements of the New York Stock Exchange (NYSE) listing standards. Each member of the Audit Committee also meets the additional independence standards for Audit Committee members set forth in the regulations of the Securities and Exchange Commission (SEC) and meets applicable financial literacy standards.



Front (left to right): Dan Hill, Jelynne LeBlanc Burley, Brad Barron, Martin Salinas, Jr., and Suzanne Wade. Back (left to right): Bob Munch, Dan Bates, William B. Burnett, Ed Grier, and W. Grady Rosier.

We have added three new directors since 2021. Four of our directors represent diversity of race or gender. Our Board of Directors^[1] is pictured above.

90%
independent directors^[1]

100%
independent Board committees

[1] As of 2023 Annual Meeting.

CONTACT OUR BOARD OF DIRECTORS



To communicate with our Board, our non-management directors or our independent, presiding director, you may send a written communication addressed to "Board of Directors," "Non-Management Directors" or "Presiding Director" in care of our Corporate Secretary at corporatesecretary@nustarenergy.com or 19003 IH-10 West, San Antonio, Texas 78257.

Audit Committee

The Audit Committee reviews and reports to the Board on various auditing and accounting matters, including the quality and performance of our independent auditors and our internal audit function, the adequacy of our internal controls over financial reporting and the reliability of financial information reported to the public. The Audit Committee has sole authority over the retention, evaluation, compensation and oversight of the work of our independent audit firm, which reports directly to the Audit Committee. The Audit Committee reviews our internal audit plan and all significant internal audit reports. The Audit Committee also monitors financial risk exposure, risk assessment and risk management policies, as well as our compliance with legal and regulatory requirements.

Compensation Committee

NuStar, as a limited partnership, is not required by NYSE rules to have a compensation committee. However, our Board has established a Compensation Committee to review and report to the Board on matters related to compensation strategies, policies and programs, including certain personnel policies, management development, management succession and benefit programs. Our Compensation Committee approves the compensation for our executive officers and approves and administers our equity compensation plans, incentive bonus plan and all performance measures established for awards under those plans. The Compensation Committee also reviews our director compensation program and makes recommendations to the Board regarding director compensation.

Nominating/Governance & Conflicts Committee

As a limited partnership, NuStar is not required by NYSE rules to have a nominating committee. However, our Board created a Nominating/Governance & Conflicts Committee to identify candidates for membership on the Board, recommend director nominees and oversee our Corporate Governance Guidelines and Board assessment process. Pursuant to our partnership agreement and our policy governing related party transactions, the Nominating/Governance & Conflicts Committee also reviews and resolves certain potential conflicts of interest.

Each year, our Board and its committees complete a self-evaluation to assess their effectiveness and to ensure that our directors reflect an appropriate range of talents, expertise and backgrounds. Each committee reports to the Board on a regular basis, including as appropriate with respect to each committee's risk oversight activities, as illustrated below:

Audit Committee	
<ul style="list-style-type: none"> Integrity of financial statements Accounting and audit oversight Independent auditor oversight Internal auditor oversight 	<ul style="list-style-type: none"> Annual and quarterly disclosures Legal and regulatory compliance Overall risk assessment and management process

Compensation Committee	
<ul style="list-style-type: none"> Compensation program risks Compensation disclosures Executive succession planning 	<ul style="list-style-type: none"> Alignment of compensation with long-term strategy Financial, operational, ESG and HSE performance metrics

Nominating/Governance & Conflicts Committee	
<ul style="list-style-type: none"> Corporate governance matters Director independence Board and committee effectiveness Governance disclosures 	<ul style="list-style-type: none"> Director nominations Annual Board assessment process Conflicts of interest

Risk Management

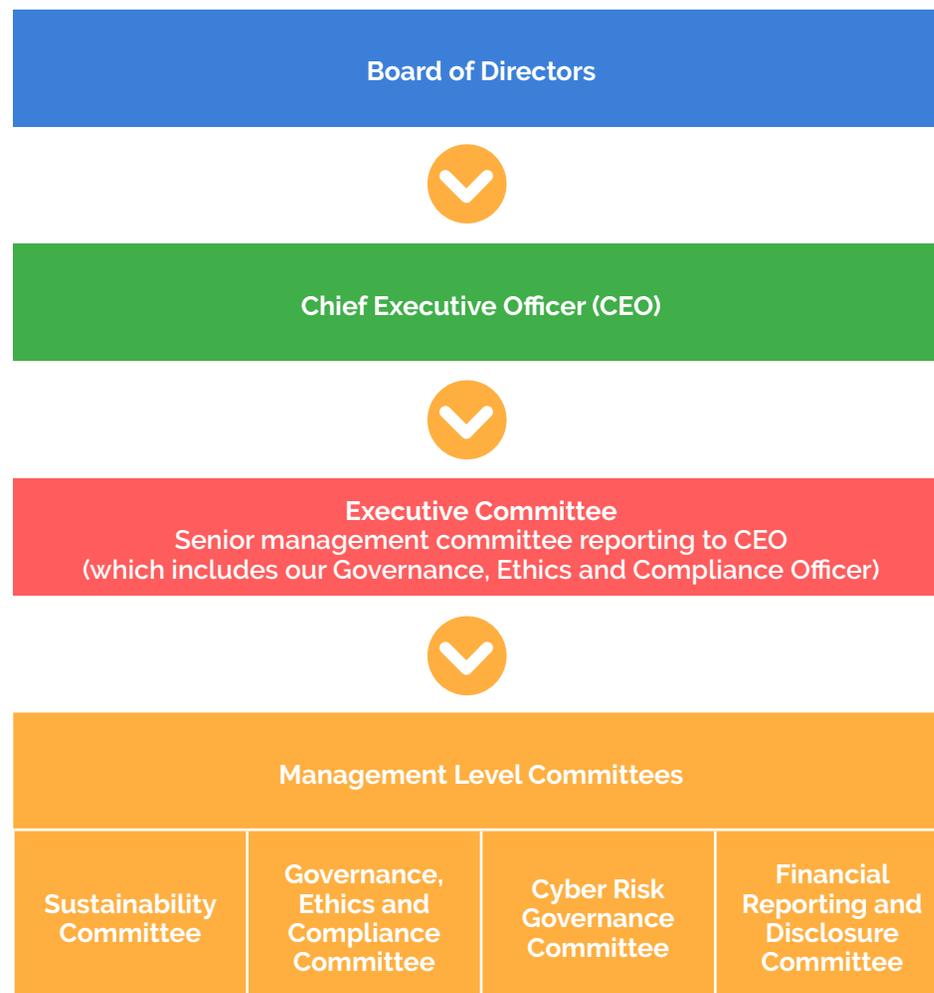
Our Board takes a comprehensive approach to oversight of risk. The full Board oversees key areas of risk that are broadly applicable across our business such as HSE performance, operational performance, cybersecurity, strategic planning, ESG performance, sustainability, climate risk and energy transition. The Board has delegated additional risk oversight responsibilities to its independent committees, which report to the Board on a regular basis. The Board is responsible for identifying and understanding our principal business risks and overseeing management's efforts in monitoring, managing and mitigating those risks.

Management has the day-to-day responsibility for identifying, assessing and managing NuStar's risk, and the Board and its committees oversee those efforts. The Board interfaces regularly with management and receives periodic reports that include updates on the following areas:

- Community investment
- Cybersecurity
- Diversity and inclusion
- Employee wellness
- ESG and sustainability
- Health, safety and environmental
- Internal controls
- Legal and regulatory matters
- Operational results

At least once annually, the Board holds a meeting devoted to strategic planning, which includes identifying and addressing strategic risks and potential opportunities and evaluating matters such as ESG, sustainability and energy transition.

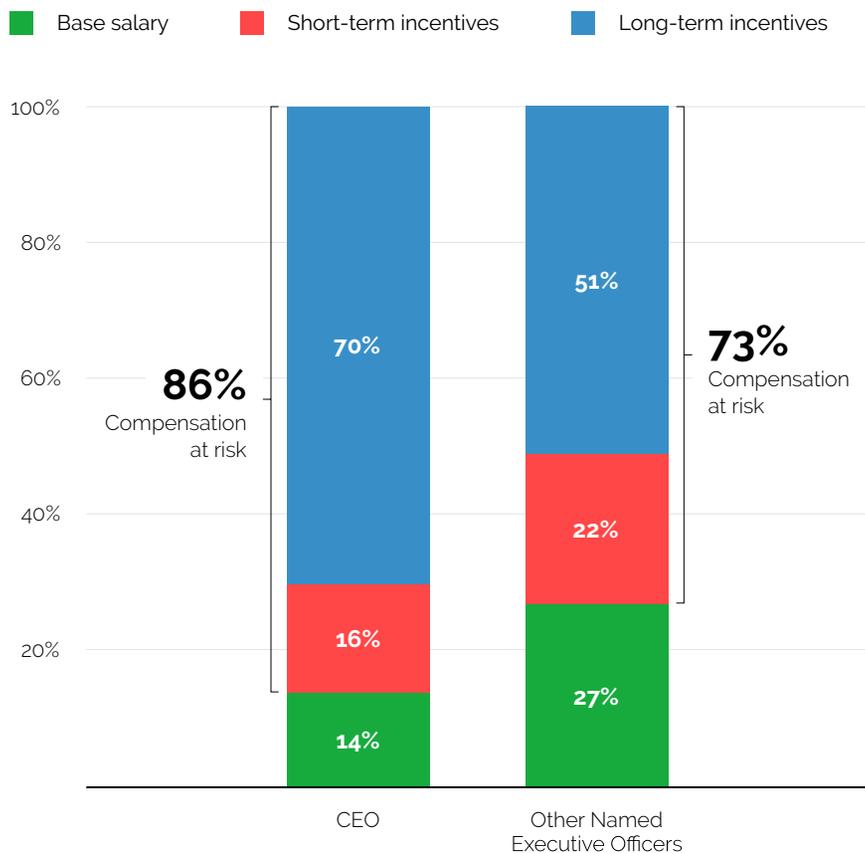
Oversight of Risk Matters



Executive Compensation

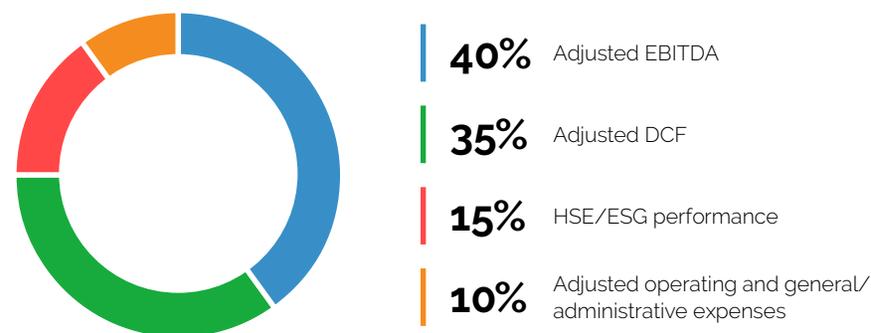
Our executive compensation program focuses on pay-for-performance to align NuStar's strategic priorities and management's interests with those of our investors. We believe that a significant portion of executive compensation should be incentive-based and determined by both the performance of NuStar and each executive's individual performance.

At-Risk Compensation



Front (left to right): Jorge del Alamo, Senior Vice President and Controller; Mary Rose Brown, Executive Vice President and Chief Administrative Officer; Brad Barron, Chairman & CEO; Amy Perry, Executive Vice President-Strategic Development and General Counsel. Back (left to right): Manish Kapoor, Senior Vice President and Chief Information Officer; Mark Trexler, Senior Vice President-Operations and HSE; Tom Shoaf, Executive Vice President and Chief Financial Officer; Danny Oliver, Executive Vice President-Business Development and Engineering

2022 Annual Incentive Bonus Performance Measures



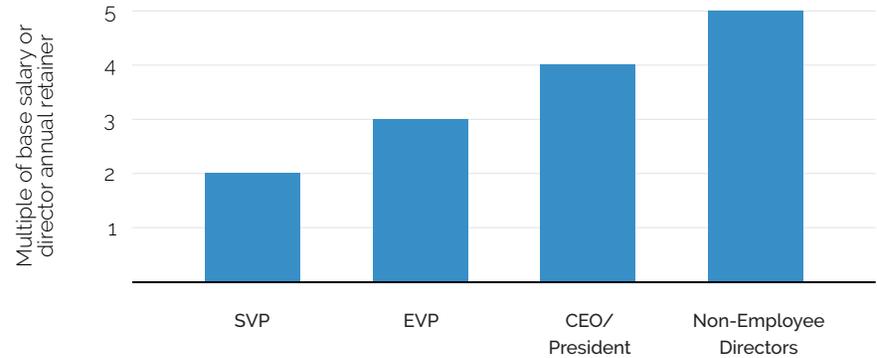
For 2022, 15% of the target annual bonus was determined by NuStar's overall HSE and ESG performance.

We designed our executive compensation programs to accomplish the following long-term objectives:

- Increase value to unitholders, while practicing good corporate governance;
- Support our business strategy and business plan;
- Align executive incentive compensation with short- and long-term performance results;
- Provide market-competitive compensation and benefits to retain and attract top talent; and
- Provide flexibility to respond to NuStar's changing business environments.

Our Board and executives are invested in NuStar's performance through their ownership of NuStar units. Our independent directors are required to acquire and hold NuStar units with an aggregate value of five times their annual cash retainer. Our executive officers are required to acquire and hold NuStar units having an aggregate value from two times to four times the officer's base salary.

Senior Executive Team and Non-Employee Directors: Required NuStar Energy Unit Ownership



Cybersecurity

As an operator of critical energy infrastructure, we recognize the importance of cybersecurity. We have built and will continue to improve robust controls and processes designed to prevent, detect and respond to potential cybersecurity threats.

Our cybersecurity program incorporates multiple layers of security, with appropriate segregation of systems and user access, which lay the foundation for a secure environment. We have an active Cyber Risk Governance Committee, which is composed of management representatives from six key functions across our company. The committee oversees the effectiveness of our cybersecurity program and regularly reports to our Board and executive management.



NuStar has adopted the National Institute of Standards and Technology (NIST) cyber security framework and assesses itself against this standard annually. Additionally, we regularly assess our cybersecurity program against the National Institute of Standards and Technology cybersecurity framework and undertake numerous other activities to protect NuStar, including:

- Participating in industry, peer and government cybersecurity groups;
- Conducting vulnerability scanning, patch management and penetration tests across our systems;
- Maintaining a Business Continuity Plan, an Information Disaster Recovery Plan, and a Cyber Incident Response Plan and conducting cross-organizational tabletop exercises;
- Undertaking regular risk assessments;
- Conducting annual cybersecurity training for all employees, with refresher activities throughout the year; and
- Conducting cyber due-diligence on all new vendors.

Code of Business Conduct and Ethics

At NuStar, we are guided by the Guiding Principles of “Respect” and “Integrity” and accordingly treat everyone with equal respect. We give back to our communities, protect the environment, and demand that our employees hold themselves and others to the highest ethical standards.

Ethical behavior is part of our foundation. Our Code of Business Conduct and Ethics sets forth our expectations about how we conduct ourselves.

We have a Governance, Ethics and Compliance Committee, which monitors, reviews and updates our Code of Business Conduct and Ethics annually. Working under the CEO, the committee is composed of members of management representing numerous company functions to cover unique issues across the organization and ensure broad participation. Our General Counsel serves as our Governance, Ethics and Compliance Officer and chairs the committee.

Every employee is required to acknowledge NuStar’s Code of Business Conduct and Ethics annually and refresh their knowledge through regular training. To encourage active participation and engagement, we alternate types of trainings between in-person and computer-based programs and provide additional training on a variety of related topics.

We empower our employees to report concerns without fear of retaliation. In addition to encouraging reporting to a supervisor, a member of management, a member of the Legal or Human Resources departments or our Governance, Ethics and Compliance Officer, we have an ethics hotline maintained by an independent third party. Our ethics hotline is accessible 24 hours a day, 7 days a week, 365 days a year, and it provides a way for anyone to report a concern anonymously, if desired. We take all concerns seriously and follow necessary protocols to investigate and resolve them effectively and efficiently, while taking precautions to maintain confidentiality.



ETHICS HOTLINE



Call: 1-877-707-8685 (for Mexico: 001-877-707-8685)
On the web: [mustarenergy.ethicspoint.com](https://www.nustarenergy.ethicspoint.com)



Data Tables

Our performance metrics are informed by guidance and definitions from the Energy Infrastructure Council (EIC) Reporting Template and the Oil & Gas – Midstream Sustainability Accounting Standards Board (SASB) Standard as well as generally used industry standards or best practices. Unless otherwise noted, all information, data and metrics in this report are as of December 31, 2022. For any questions regarding our performance metrics, please contact NuStar at Sustainability@NuStarEnergy.com.

Metric	Unit	2022	2021	2020
ACTIVITY				
EBITDA ^[1]	USD	694,231,000	530,478,000	317,835,000
Adjusted EBITDA ^[1]	USD	722,423,000	704,586,000	723,241,000
Gross throughput	Bbls	868,000,000	835,000,000	817,000,000
Miles of pipeline	Mile	9,465	9,935	9,910
Carbon accounting basis for data	Operational/Equity/ Financial	Operational	Operational	—
ENVIRONMENT				
Hydrocarbon Releases				
Number of hydrocarbon liquid releases beyond secondary containment > 5 bbl	#	3	2	7
Volume of hydrocarbon liquid releases beyond secondary containment > 5 bbl	Bbls	161	744	575
Hydrocarbon liquid releases intensity per mile of pipeline	Bbl/Mile	0.02163	0.09996	0.05805

[1] For reconciliations of non-GAAP financial measures to their most directly comparable GAAP measures, see page 49.

Metric	Unit	2022	2021	2020
Emissions				
Total GHG emissions (Scope 1 and Scope 2) ^[1]	MT CO ₂ e	321,752	309,585	—
Scope 1 GHG emissions	MT CO ₂ e	144,168	128,236	—
Scope 2 GHG emissions	MT CO ₂ e	177,584	181,349	—
Total GHG emissions (Scope 1 and Scope 2) intensity	MT CO ₂ e/Thousand BOE	0.37068	0.37076	—
Does the company participate in an external emissions reduction program?	Yes/No	Yes	Yes	—
Asset Diversification and Biodiversity				
Does the company participate in any efforts to expand the share of alternative/renewable energy sources in the company's portfolio? If yes, please provide links to ESG reports, webpages and other disclosures as support.	Yes/No	Yes	Yes	Yes
Does the company have a biodiversity policy or commitment for new and existing assets?	Yes/No	Yes	Yes	Yes
SOCIAL				
Total Recordable Incident Rate (TRIR) — employees	#	0.23	0.13	0.37
Days Away, Restricted or Transferred (DART) — employees	#	0.23	0	0.25
Days Away, Restricted or Transferred (DART) for major growth projects — contractors	#	0	1	0
Fatalities — employees	#	0	0	0
Fatalities — contractors	#	0	0	0
Does the company have an indigenous engagement policy or commitment for new and existing assets?	Yes/No	Yes	Yes	Yes

[1] U.S. assets only. The calculated Scope 1 emissions increased between 2021 and 2022 due to a change in the saturation factor of gasoline trucks utilizing loading racks. Using the same methodology for both years would result in decreased Scope 1 emissions between 2021 and 2022. Specifically, using the updated methodology would result in a calculated Scope 1 and 2 emissions of 362,306 MT CO₂e in 2021. For the sake of consistency, we are keeping the reported 2021 emission the same. See page 48 for further information regarding the GHG calculations. U.S. only. Does not include emissions from assets sold on October 8, 2021.

Metric	Unit	2022	2021	2020
Workforce that is female	%	19.4%	19.8%	—
Workforce from minority groups (EEOC defined)	%	33.2%	31.6%	—
Workforce covered under collective bargaining agreements	%	1.1%	4.5%	—
Amount invested in local communities per every \$100,000 of adjusted EBITDA	USD	927	837	—
GOVERNANCE				
Diversity				
Directors that are female ^[2]	%	11.1%	10.0%	11.1%
Corporate officers (VP and up) that are female	%	18%	21%	—
Directors from minority groups (EEOC defined)	%	33.3%	30.0%	—
Corporate officers (VP and up) from minority groups (EEOC defined)	%	13%	11%	—
Is any director under the age of 50?	Yes/No	No	No	No
Directors				
Independent directors	%	88.9%	80.0%	77.8%
How many directors received less than 80% votes cast in favor when running unopposed in last 5 years?	#	None	None	None
Does the company have a formal ESG oversight structure with associated accountability?	Yes/No	Yes	Yes	—
Does the company have directors with risk management experience?	Yes/No	Yes	Yes	Yes

[2] A female director was added to the board in February 2023 making 20% of the Board composed of female directors.

Metric	Unit	2022	2021	2020
Compensation				
Has the company received less than 70% support for Say On Pay in any of the last 5 years?	Yes/ No	No	No	No
What percentage of CEO target pay is performance-based?	%	40.56%	40.56%	40.70%
What percentage of CEO target pay is equity-based?	%	69.93%	69.93%	61.90%
Are there any shareholder return metrics (total return, return on invested capital, etc.) in any NEO equity compensation plan?	Yes/ No	Yes	Yes	Yes
Is at least 10% of Named Executive Officer (NEO) short-term incentive (STI) or long-term incentive (LTI) linked to E or S metrics?	Yes/ No	Yes	Yes	Yes
Does the company tie any amount of pay for all employees to ESG objectives?	Yes/ No	Yes	Yes	Yes
Share Ownership				
Have any corporate officers or directors made share purchases with personal funds in the last 5 years?	Yes/ No	Yes	Yes	Yes
Cybersecurity				
Does the company undertake any of the following to manage cybersecurity risk?				
Mandatory employee training	Yes/ No	Yes	Yes	Yes
Adherence to industry cybersecurity standards	Yes/ No	Yes	Yes	Yes
Ongoing evaluation of the threat landscape	Yes/ No	Yes	Yes	Yes

Metric	Unit	2022	2021	2020
Limited Partnership				
Does the company publish an annual proxy statement?	Yes/No	Yes	Yes	Yes
Does the company have an IDR structure?	Yes/No	No	No	No
What is the ownership structure of the General Partner?	Externally or Sponsor-owned / Wholly owned by the MLP / other	Wholly owned by the MLP	Wholly owned by the MLP	Wholly owned by the MLP
What percentage of the Limited Partnership board is elected by unit holders?	%	100% (1/3 per year)	100% (1/3 per year)	100% (1/3 per year)
What level of detail does the Limited Partnership publicly provide regarding compensation of named executives?	Full, Partial, None	Full	Full	Full
Does the Limited Partnership have stock ownership guidelines in place for the CEO?	Yes/No	Yes	Yes	Yes
What multiple of the CEO's base salary is he or she required to own in Limited Partnership units?	X times	4	4	4
Does the Limited Partnership have stock ownership guidelines in place for directors?	Yes/No	Yes	Yes	Yes
If directors receive an annual cash retainer, what multiple of such annual cash retainer is he or she required to own in Limited Partnership units?	X times	5	5	2

SASB Index

Category	Number	Metric	Unit	2022	2021 ^[2]	2020
Greenhouse Gas Emissions ^[1]	SASB EM-MD-110a.1	Gross global Scope 1 emissions, percentage methane	MTCO ₂ e %	144,168 0.0177%	128,236 0.0323%	—
Ecological Impacts	SASB EM-MD-160a.1	Description of environmental management policies and practices for active operations	N/A	Sustainability Report, page 16	Sustainability Report, page 15	Sustainability Report, pages 13–14
	SASB EM-MD-160a.4	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas (USAs), and volume recovered (>1 bbl)	Number	3	5	9
			Volume (bbl)	161.48	993.09	581.64
			Volume in Arctic (bbl)	0	0	0
			Volume in USAs (bbl)	0	2.34	0
Volume recovered (bbl)	139	634	126			
Competitive Behavior	SASB EM-MD-520a.1	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	USD	0	0	0
Operational Safety, Emergency Preparedness and Response	SASB EM-MD-540a.1	Number of reportable pipeline incidents, percentage significant (>1 bbl)	#, %	6 reportable 33% (2)	9 reportable incidents, 44% (4) significant	10 reportable incidents, 60% (6) significant
	SASB EM-MD-540a.2	Percentage of hazardous liquid pipelines inspected	%	12.36%	11.60%	23.08%
	SASB EM-MD-540a.3	Number of accident releases and from rail transportation	#	0	0	0
	SASB 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	N/A	Sustainability Report, pages 16–20	Sustainability Report, pages 15–19	Sustainability Report, pages 13–14 and 18–21

[1] U.S. only. The calculated Scope 1 emissions increased between 2021 and 2022 due to a change in the saturation factor of gasoline trucks utilizing loading racks. Using the same methodology for both years would result in decreased Scope 1 emissions between 2021 and 2022. Specifically, using the updated methodology would result in a calculated Scope 1 emissions of 180,957 MT CO₂e in 2021. For the sake of consistency, we are keeping the reported emission for 2021 the same. See page 48 for further information regarding the GHG calculations.

[2] U.S. only. Does not include emissions from assets sold on October 8, 2021.

Scope 1 and Scope 2 Greenhouse Gas (GHG) Calculations

While performing NuStar's inaugural GHG calculations for 2021, we referenced the World Resources Institute (WRI) "The Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard" revised edition, WRI "GHG Protocol Scope 2 Guidance" and the American Petroleum Industry (API) "Guidance Document for GHG Reporting" March 2022 edition. In addition, we referenced the calculation methods and emission factors from the EPA Center for Corporate Climate Leadership and EPA Compilation of Air Pollutant Emissions Factors (AP-42).

NuStar's GHG calculations utilized an operational control boundary and did not include emissions from equipment owned and used by contractors. During the GHG calculations, NuStar endeavored to balance the guidance from the above referenced sources with the principles of completeness, transparency and accuracy. As part of this balancing, we utilized certain assumptions including those listed below.

Assumptions used during the Scope 1 calculations included:

Crude Oil Tanks	Methane sampling indicated crude oil stored by NuStar for our customers has no significant methane emissions from tanks or fugitive sources and it was not included.
Engines	Where actual fuel consumption or runtimes were not available, assumptions were based on direct operational and process knowledge for comparable units.
Heater	Emissions from natural gas fired heaters are accounted for in natural gas usage and calculations. Where actual fuel consumption or runtimes were not available, assumptions were based on direct operational and process knowledge for comparable units.
Flares	AP-42 calculations and typical vapor composition analyses were used for the combusted vapors.
Non-Road Vehicles	We used operator knowledge of equipment types and typical hours of usage and fuel efficiencies published in manufacturer's specifications sheets. Where insufficient operator supplied information was available, we used similar equipment or estimated emission data based on average of data from all other facilities.
Refrigerants	Refrigeration maintenance was performed by contractors who supplied the refrigerant and equipment necessary for the maintenance. Therefore, only leakage was reported for Scope 1 emissions. Data included large refrigeration/chiller units with cooling capacities greater than 5 tons and did not include smaller units.
Purchased Natural Gas	Natural gas usage was aggregated at facility level, not based on equipment types. Emissions from natural gas consumed was based on general emission factors.
Fleet	We included company leased equipment and used fuel purchases and available mileage data to estimate mileage.

For Scope 2 calculations related to Purchased Electricity, usage was aggregated at the facility level and we used State emission factors when available.

Reconciliation of Non-GAAP Financial Information

NuStar Energy L.P. utilizes financial measures, such as earnings before interest, taxes, depreciation and amortization (EBITDA), distributable cash flow (DCF) and distribution coverage ratio, which are not defined in U.S. generally accepted accounting principles (GAAP). Management believes these financial measures provide useful information to investors and other external users of our financial information because (i) they provide additional information about the operating performance of the partnership's assets and the cash the business is generating, (ii) investors and other external users of our financial statements benefit from having access to the same financial measures being utilized by management and our board of directors when making financial, operational, compensation and planning decisions and (iii) they highlight the impact of significant transactions. We may also adjust these measures to enhance the comparability of our performance across periods.

Our board of directors and management use EBITDA and/or DCF when assessing the following: (i) the performance of our assets, (ii) the viability of potential projects, (iii) our ability to fund distributions, (iv) our ability to fund capital expenditures and (v) our ability to service debt. In addition, our board of directors uses EBITDA, DCF and a distribution coverage ratio, which is calculated based on DCF, as some of the factors in its compensation determinations.

None of these financial measures are presented as an alternative to net income (loss). They should not be considered in isolation or as substitutes for a measure of performance prepared in accordance with GAAP.

The following is a reconciliation of net income (loss) to EBITDA and Adjusted EBITDA.

	2022	2021	2020
Net Income (loss)	\$222,747,000	\$38,225,000	\$(198,983,000)
Interest expense, net	\$209,009,000	\$213,985,000	\$229,054,000
Income tax expense	\$3,239,000	\$3,888,000	\$2,663,000
Depreciation and amortization expense	\$259,236,000	\$274,380,000	\$285,101,000
EBITDA	\$694,231,000	\$530,478,000	\$317,835,000
Other impairment losses	\$46,122,000	\$154,908,000	—
Goodwill impairment loss	—	\$34,060,000	\$225,000,000
Loss on sale of Texas City terminals	—	—	\$34,697,000
Loss on extinguishment of debt	—	—	\$141,746,000
Gain from insurance recoveries and other	\$(17,930,000)	\$(14,860,000)	\$3,963,000
Adjusted EBITDA	\$722,423,000	\$704,586,000	\$723,241,000

Disclaimer and Forward-Looking Statements

This Sustainability Report highlights our approach to managing our business, as well as our environmental, social and governance performance. This report uses qualitative descriptions and quantitative metrics to describe our policies, programs, practices and performance, many of which continue to evolve and are based on management assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees.

Statements contained in this report other than statements of historical fact are forward-looking statements. While these forward looking statements, and any assumptions upon which they are based, are made in good faith and reflect our current judgment regarding the direction of our business, actual results will likely vary, sometimes materially, from any estimates, predictions, projections, assumptions or other future performance presented or suggested in this presentation. These forward-looking statements can generally be identified by the words "anticipates," "believes," "expects," "plans," "could," "should," "may" and similar expressions. These statements reflect our current views with regard to future events and are subject to various risks, uncertainties and assumptions.

We undertake no duty to update any forward-looking statement to conform the statement to actual results or changes in the company's expectations. For more information concerning factors that could cause actual results to differ from those expressed or forecasted, see NuStar Energy LP's annual report on Form 10-K and quarterly reports on Form 10-Q, filed with the SEC and available on NuStar's website at www.nustarenergy.com.

This report is not offering or soliciting material, is not filed with the Securities and Exchange Commission or intended to satisfy any rules or regulations issued by the Securities and Exchange Commission and is not to be incorporated by reference into any of NuStar Energy LP's filings under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, whether made before or after the date of this report and irrespective of any references or general incorporation language therein.

Unless otherwise noted, all information, data and metrics in this report are as of December 31, 2022.

