

**interim
corporate
responsibility
& impact
factsheet
2024**

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About Us

Duolingo is the leading mobile learning platform globally. Our flagship app has organically become the world’s most popular way to learn languages and the top-grossing app in the Education category on both Google Play and the Apple App Store. With technology at the core of everything we do, we have consistently invested to provide learners a fun, engaging, and effective learning experience while remaining committed to our mission to develop the best education in the world and make it universally available.



Duolingo at a Glance ⁽¹⁾



CATEGORY-DEFINING PRODUCT
#1 grossing education app



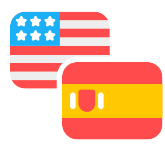
MARKET OPPORTUNITY
1.8B+ language learners globally



ENGAGED USER BASE
~90M monthly active users



DATA DRIVEN MODEL
Over 1.5 billion exercises completed per day



SCALE AND REACH
40+ languages offered across 100+ courses



PROVEN EFFICACY
5 university semesters of learning in 1/2 time



PROFICIENCY STANDARD
5,000+ education programs accept the Duolingo English Test



EXPANDING BEYOND LANGUAGE
Courses include Math & Music

(1) Figures as of Q4 2023

Introduction to Corporate Responsibility & Impact at Duolingo

Our founders started Duolingo with a singular mission: **To develop the best education in the world and make it universally available.** When we went public in 2021, CEO Luis von Ahn explained his vision in a letter to shareholders: “I plan to dedicate my life to building a future in which, through technology, every person on this planet has access to the best quality of education. And not only that, but a future in which people want to spend their time learning.” We remain committed to building that future, and doing so sustainably.

While we are proud to be a mission-driven company whose impact scales as our business does, we are only just beginning our ESG reporting journey. In 2022, a year after going public, we began developing our inaugural ESG disclosures by identifying and prioritizing issues that are most impactful to our business. While our mission of providing free education inherently serves a social good, we have also held ourselves to high standards of corporate responsibility, and we are starting to include more about our efforts in our public disclosures for better transparency.

We expect that our approach will evolve as we receive feedback from our internal and external stakeholders to learn what is most important to them.

At the management level, we have a working group composed of senior leaders and cross functional team members from key business areas whose purpose it is to oversee policies and practices related to the implementation of day-to-day elements of our corporate responsibility and impact, and we report to the board on our progress.

We have formed an ESG working group composed of senior leaders and cross functional team members from key business functions whose purpose it is to oversee policies and practices related to ESG, and we report to the board on our progress.

Our Corporate Responsibility & Impact Focus Areas

When considering the factors that were most important to our business, we began with our mission, which guides everything we do. In order to achieve our mission, we must take care of our learners, and we must build a company that takes care of its employees so that they can do this important work. We also want to be good partners to the communities in which we operate and good stewards of our planet. These tenets are fundamental to our goal of building a long-term sustainable business that will continue to support our stakeholders.

Through an internal assessment process, we identified a set of corporate responsibility areas of focus that further our mission and align with our strategic initiatives.

Our Corporate Responsibility & Impact Focus Areas



OUR LEARNERS

Making the best education in the world universally available

Aligning the quality of our products to the highest standards

Protecting the data and privacy of our users



OUR PEOPLE

Building and maintaining a highly engaged group of talented people

Creating a more inclusive work environment

Supporting our employees' training and development



COMMUNITY IMPACT

Supporting our communities locally and globally

Supporting organizations that serve local residents through education



OUR PLANET

Doing our part to reduce our carbon footprint and our climate impacts

Implementing programs to reduce waste

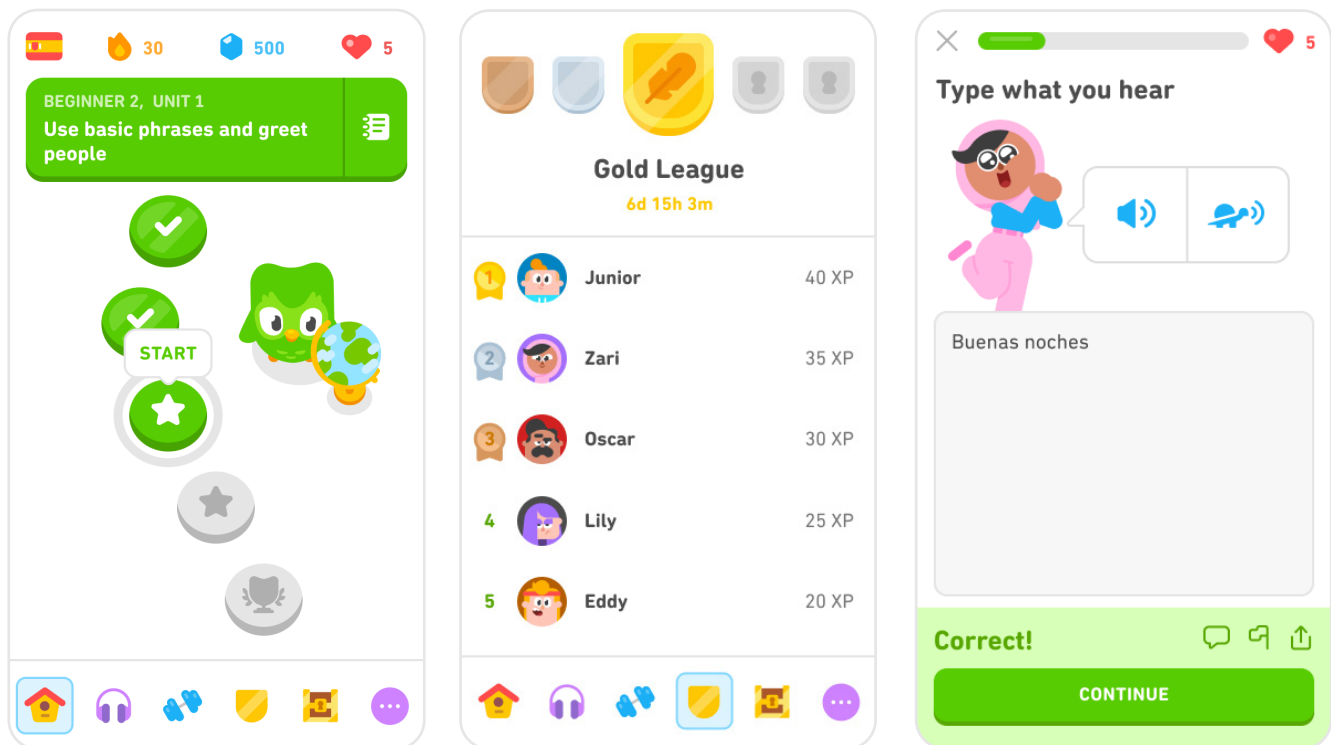
Our Learners

Bettering the lives of learners is intrinsically linked to the success of our company. To deliver an effective learning experience, we believe that our products and services must be excellent and universally available, while also keeping our learners' data secure.

The Duolingo Language App

The Duolingo Language app was launched in 2012 with the mission to develop the best education in the world and make it universally available. We started with language learning because our founders understood the life changing impact of learning English. Our co-founder and CEO, Luis von Ahn, grew up in Guatemala and saw firsthand the importance of knowing English for securing job opportunities and achieving socioeconomic mobility.

Our founders made two very important decisions early on that were instrumental in reaching a broad, global audience of language learners: Duolingo would be a free product, and Duolingo would make learning fun. Learning new languages is hard, and they saw an opportunity to motivate a community of learners with a gamified interface and delightful learning experience.



Our guided learning path, gamification features like Leaderboards, and bite-sized lessons are all aspects of the Duolingo app that make learning fun and engaging

Today, we offer over 40 languages across over 100 courses, completely free to anyone with a smartphone or computer. Users do have the option of paying for Super Duolingo, a subscription that removes ads and includes other features. We also offer a higher tier called Duolingo Max, which gives learners access to the existing features of Super Duolingo, in addition to incremental features and exercises powered by generative AI technology. Our subscribers help us further our mission by providing the resources we use to make our products better and to reach more learners around the world.

Duolingo is universally available with extensive global reach

For the quarter ended December 31, 2023, the Duolingo app served 26.9 million daily active users (DAU) and 88.4 million monthly active users (MAU). Our user base is diversified across geographies, ages and socioeconomic statuses—we have learners in nearly every country in the world, from [refugees](#) to celebrities, and across all age groups.

Enabling quality education for refugees

To further our reach and impact, we partner with the **International Rescue Committee (IRC)** to support quality educational opportunities for refugees. This partnership began in mid-2020, when a group of Duolingo employees raised funds and in-kind donations to support the IRC's U.S.-based refugee education programs.

One of the most crucial skills for displaced people is learning the language of their new community in order to find and secure employment, access critical services they need, and educate themselves and their families. We launched a pilot program that granted free Super Duolingo subscriptions to resettled refugees in the U.S.. We have since expanded our partnership by pledging thousands of free Super subscriptions and assisting the IRC in distributing them to those in need.

Ensuring product quality and efficacy

Our reach and impact demands product excellence. That's why we assembled a team of in-house experts in learning science and language acquisition to build our curricula. Content in our largest courses is aligned to the Common European Framework of Reference (CEFR), an international standard for language proficiency, and the pedagogical structure of each course is unique. Of course, this rigor means nothing if the courses aren't effective for learners! We monitor customer feedback and continually analyze data to see how well we're teaching. We use A/B testing to optimize nearly everything related to our products, from new learning and gamification features, to our learning content, and even the practice reminder notifications we send to learners. Each experiment helps us teach better and drive engagement. We also gather live feedback from user

experience research, and we run efficacy studies to understand how learners are progressing with Duolingo. All of these channels feed into our product development cycle to ensure our learning experiences are highly effective for all learners.

You can find more information about our efficacy studies at duolingo.com/efficacy.

Responsible marketing

We are committed to conducting marketing activities with honesty, integrity, and transparency. We aim to maintain culturally sensitive marketing practices and public communications that reflect the brand's inclusivity as it engages with diverse audiences. As a learning application, a portion of Duolingo's audience is children, and we have additional safeguards in place for this audience relating to paid acquisition or targeted marketing.

You can find more information about our marketing practices on our website at investors.duolingo.com.

Protecting the privacy and data of our learners

Protecting the privacy and security of our customers' personal and financial data is important to Duolingo. We understand that our customers entrust us with sensitive information, and it is our responsibility to safeguard it. Additionally, we are transparent about our data collection and usage, details of which can be found in our [privacy policy](#).

The two most important aspects of our comprehensive data protection strategy are data privacy and data security. Data privacy relates to making sure the information we collect is treated appropriately—especially when it comes to user consent to obtain the data, and data access control. Data security is about how we protect that data from external threats.

Our data security processes are also structured and comprehensive. At the employee level, we conduct regular phishing exercises and maintain strict firewalls to detect exploitation attempts and mitigate DDoS attacks. We also provide employee training on data privacy and cybersecurity best practices, both annually and as part of onboarding. To mitigate risk and identify potential vulnerabilities, we review our security practices quarterly and conduct penetration testing and cloud security assessments.

Additionally, we have implemented role-based access controls to prevent unauthorized access to customer data. And we regularly conduct cybersecurity risk audits to identify and mitigate potential vulnerabilities (including penetration testing and cloud security assessments).

We have also maintained General Data Protection Regulation (“GDPR”) compliance since 2018 and have received our SOC 2 Type I attestation, which is audited annually by a third party for recertification. In addition, we conduct quarterly reviews of our cyber program.

As of 2024, the Duolingo English Test is certified to ISO/IEC 27001:2022 because it collects and stores more sensitive data than the Duolingo learning app. As we work to strengthen our security processes, we understand that risks can come from our partners. We assess the cyber security program of every new relevant third-party contract or renewal contract and privilege those with cyber security certification. In case a partner does not have a certification that meets our standards, we have a vetting process in place to ensure alignment with our standards.

In the unlikely event of a breach, we maintain a response playbook to promptly investigate, contain, and remediate any potential impact on our customers. Throughout the year, we test our cyber security response playbook with regular tabletop exercises, which include both leadership from different departments and engineers focusing on incident response readiness.

While we recognize that no system is foolproof, to date we have not identified any material data breaches, loss of data or successful cyber-attacks. The Audit Committee of the Board oversees the Company’s cyber security processes and is brief on it at least annually.

At Duolingo, we believe that our commitment to data privacy and cybersecurity is essential not only for the protection of our customers, but also for the overall success and reputation of our company. We will continue to prioritize these efforts and make necessary investments to promote the security of our customers’ personal and financial data.

Learner Spotlight

An aspiring advertising professional in Brazil, **Wellington Vitoriana** overcame his deep-seated fear of learning English by studying with Duolingo. He went “from someone who couldn’t speak a word to someone who can actually take part in a meeting,” and now uses English every day to express his creative ideas to colleagues and clients.

With these impressive new language skills formed on Duolingo, Wellington has opened up new career opportunities he never thought possible and set his sights on even more ambitious goals.



The Duolingo English Test (DET)

The Duolingo English Test represents a core part of our mission by opening up educational opportunities to people around the world.

Accessibility, reliability, and cost

Every year, millions of non-native English speakers around the world must take an English proficiency test in order to study abroad or emigrate. For those in developing countries, such tests are one of the most important requirements to studying or living abroad — and many of these tests come with significant challenges:

- **Accessibility:** Other English language tests require test takers to visit a test center. Yet hundreds of millions of people live in countries without any suitable test centers. Even where test centers are available, millions of people must compete for only a handful of testing slots available each year.
- **Reliability:** Tests takers can count on a smooth experience, even if they are using older hardware or on low bandwidth internet. The DET is designed to be taken in a wide variety of testing conditions, even in places where access to modern technology can be limited.
- **Cost:** Other English language tests are expensive. For many immigrants, taking an English language test is the single most expensive part of an application, costing months of salary in a developing country.

These barriers are familiar to any immigrant who has gone through such an experience. When Luis wanted to apply to college in the United States, he had to travel outside of Guatemala to take an English language test. Though he was fortunate to be able to do so, this was a costly, time-consuming trip that many other Guatemalans could not afford. This formative experience with English proficiency testing is why the Duolingo English Test remains so important to him, and Duolingo, today.

Impact of the Duolingo English Test

The Duolingo English Test profoundly reduces such barriers, providing a more accessible, reliable, and cost-effective English test that opens doors to a better life abroad. We leverage AI and our educational expertise to provide an accurate and secure English language test that is less than half the cost of other tests, and is available to anyone with an internet connection and a computer.



"I never imagined that a person like me would ever have the chance to go to a school like Princeton. I come from rural Rwanda, where my family of 7 lives on 1600 USD a year. It would be unthinkable to pay hundreds of dollars (and travel hours to Kigali) just for me to take a traditional English test. But the DET made it possible.

Not only was it the first time I could afford to take such a test, but it was also the first test I ever took where I didn't feel like my physical disability was holding me back. **The DET is why I am at Princeton today.** When I graduate, my dream is to launch a startup that will change the lives of others, the same way the DET changed my life."

Jules Mpano, Rwanda
Princeton University '26

Measurable Impacts	2023 Results
<p>Fee Waivers</p> <p>We are the only major English language test with an established fee waiver program. We provide free tests every year to refugees, low-income test takers, and anyone else for whom cost is a barrier.</p>	<p>We provided 50,000 free tests, worth nearly \$2.5 million, to test takers in over a hundred countries. Those test takers went on to apply to over 3,500 universities around the world.</p>
<p>Global reach</p> <p>For many around the world, the Duolingo English Test is their preferred choice because of its accessibility, reliability, and cost.</p>	<p>We served test takers in 211 countries and territories and over 20,000 cities, including:</p> <ul style="list-style-type: none"> • Over 145,000 tests taken from the world’s least developed and lowest-income countries¹ • Over 180,000 tests taken from countries engaged in active conflict² • Over 34,000 tests taken from countries without a suitable test center³

The social reach of the Duolingo English Test doesn’t end after the test is completed. We’ve partnered with mission-driven institutions to provide free tests and monetary support to disadvantaged students and migrants across the world, in keeping with our mission to eliminate educational barriers.

The **Duolingo English Test’s Access Program** has distributed tens of thousands of test fee waivers to low-income students. We’re continuing to grow a first-of-its-kind partnership with the **United Nations High Commissioner for Refugees (UNHCR)** where we’ve launched a university advising program supporting 45 refugee students in India, Iraq, and South Africa and Zimbabwe. In 2024, we will be adding a fifth country, supporting refugee students in Uganda. Students in the program have received offers to attend many world-class universities, including Dartmouth, Georgetown, Emory, and others, with full financial funding. We are also the only test that can use UNHCR ID’s to verify identity of refugee test takers.

¹ We use the **United Nations** list of Least Developed Countries, or low-income countries confronting severe structural impediments to sustainable development, comprising 46 countries.

² We use the **World Population Review** list of 32 countries at war, which in turn relies on the **Uppsala Conflict Data Program**.

³ Sourced from the **UK Home Office’s** list of Secure English Language Test Centres.

2022 Spotlight: Ukraine Global Scholars

Following Russia's invasion of Ukraine, we decided to deepen our partnership with Ukraine Global Scholars (UGS), one of the mission-aligned organizations affiliated with our Access Program. UGS is a non-profit organization that has helped 214 Ukrainian high school students from modest backgrounds receive \$50+ million in scholarships to top global boarding schools and universities. In exchange, students commit to return to Ukraine for five years to help rebuild the country. The hope is to raise a new generation of leaders capable of changing Ukraine and the world.

While we had granted free DET tests in the past, we knew we could do more. It was clear that most Ukrainians intent on entering university were going to be significantly disrupted by the war and would likely lose all access to in-person English language testing.

After meeting with the UGS staff to establish the most critical needs for their students, we committed to:

1. Donating \$25,000 to UGS as part of Duolingo's commitment to reallocate all profits made through our Ukrainian language course to support relief efforts. This money has been earmarked for gap funding for UGS students entering university in the upcoming years.
2. Providing as many free DET tests as UGS needs for their current and future cohorts, as well as supporting students affiliated with a side venture, Ukrainian Global University. To date, we have extended over 3,000 free DETs with a value of nearly \$150,000.

By using the DET, UGS was able to nearly eliminate spending on English language assessments, previously one of the largest portions of their university budget. Not only was UGS able to vet their incoming cohorts of students, but they have also been able to apply to university programs around the world. Thanks to the DET, UGS students have since been admitted to some of the U.S.'s most prestigious universities, including Brown, Cornell, Harvard, Vanderbilt, and Yale.

Our People

Our employees, known internally as “Duos,” are fundamental to successfully carrying out our mission. When Luis and Severin started Duolingo, they set out to build an environment where people enjoy coming to work and feel like they belong.

Our approach to people is focused around the following:

Attracting and retaining exceptionally skilled talent

At Duolingo, recruiting world-class talent is key to our success. We run a rigorous, multi-step interview process. We hire people who are exceptionally skilled in their craft, and we would rather take our time to fill a role than find someone who is just “good enough” for the position. We believe we are able to retain amazing talent due to our strong mission, collaborative and kind culture, innovative products, and competitive compensation and benefits.

Mission-focused culture

At Duolingo, we have people who are passionate about our mission and want to use their expertise to change the world for the better. Our culture is further defined by two of our principles: “Raise the Bar” and “Make it Fun”. The combination of excellent technical craft with a mission-driven, collaborative and kind culture is our secret sauce, setting us apart from other tech employers and enabling high employee retention.

Attractive benefits

We are proud of the comprehensive benefits package we have created to support Duos. In addition to standard medical, dental, and retirement plan benefits, we offer our employees mental health resources, fertility and family planning support, a learning budget, transportation stipends, and more. We offer a flexible in-office schedule where Duos can work from home two days a week, generous paid time off, including a companywide two-week break during the winter holiday season, and company-provided lunches.

Another important component of attracting and retaining great talent is competitive and equitable compensation. For this reason, all Duos are granted equity in Duolingo, because we believe that owning a piece of Duolingo creates the right incentive for everyone to invest in the future of the company. It also encourages Duos to “Take the Long View”, another one of our principles. Every Duo receives equity at the time of hire, and in addition, certain eligible Duos receive ongoing additional equity refresh grants after a certain period of tenure. We use a third party to conduct performance and pay equity assessments twice a year, coinciding with each performance and compensation cycle.

Investing in Duos

We take the long view on our people, believing that each Duo will have a significant impact on the company over the long term. We prioritize supporting the development of Duos' careers throughout their time at Duolingo. We invest substantially in training managers, to enable them to effectively support the development of their teams. All new managers (whether new to managing people, or just new to doing so at Duolingo) complete a training program and are part of a year-long cohort of fellow new managers who are connected throughout their initial role management journey. The program includes sessions on performance management, as well as giving and receiving feedback. In addition to our training programs, we support peer and leader-led mentorship programs.

We also lean into developing early career talent, and a significant fraction of our new hires every year are recent college graduates. Our internship program has been recognized repeatedly for the opportunities, training, and mentorship it provides to students. Many of yesterday's interns and new grads are leaders at Duolingo today.

We have a robust performance review and feedback process, which takes place twice a year and allows managers to set clear expectations and each Duo to gauge their performance. Each performance review includes a self-evaluation, as well as feedback from the manager assessing the Duo's performance. This manager assessment is informed by additional feedback provided by peers of the Duo being reviewed.

Employee engagement

We believe that transparency and open communication lead to a stronger company culture. We work hard to create an inclusive and transparent environment where Duos can speak freely, ask questions, and express concerns. We have numerous ways in which Duos can engage with company leaders and get answers to any questions they wish to ask. We have a weekly company-wide meeting, as well as regular all-company Q&A sessions hosted by our CEO where any Duo can ask any question. We also conduct an employee engagement survey twice a year, and consistently see participation rates around 90%, and engagement scores higher than industry benchmarks.

If a Duo does not feel comfortable raising a topic during our Q&A sessions or employee engagement survey, Duos are encouraged to talk with their manager, function leader, or the People Team. If a Duo is uncomfortable with these available venues and options, we have a third-party tool where employees can ask a question or report a concern anonymously and confidentially. We provide guidance to all Duos on how to use this tool, and also provide annual reminders of its availability. We have a non-retaliation policy as outlined in our [Code of Ethics](#).

Communities at Duolingo Employee Resource Groups

Our Communities @ Duolingo program creates opportunities for Duos to connect with each other via shared interests and experiences. Examples include Women @ Duolingo, Volunteer Club, Caregivers Club, Club Bagelingo (yes Bagel Club), Club Boba, Club Mental Health and International Duos. Communities are open to all Duos and receive resources, and support from a dedicated People team.



Culture and Belonging

Creating a regular cadence of opportunities for Duos to connect, engage, and develop meaningful relationships with each other and the company.

As we strive for a more equitable, inclusive world, we also strive to promote fairness in opportunity and access in our workforce and workplace. We have worked hard to build an inclusive organization with strong global representation. As of the end of 2023, nearly half of our company was female identifying and collectively we speak close to 30 languages. We also track international diversity by measuring the percent of our global workforce that has a native language other than English.

The Duolingo Thrive Program is an immersive 10-week summer internship that provides rising college juniors with the opportunity to develop their technical skills and experience what it's like to work at Duolingo. During their time at Duolingo, Thrive interns work on group projects with Duolingo software engineers, and receive individual mentorship. Thrive interns have the opportunity to receive return offers to our core internship program for rising seniors, which in turn is designed to convert interns into full-time employees. In 2023, our first former Thrive interns joined Duolingo as full-time employees.

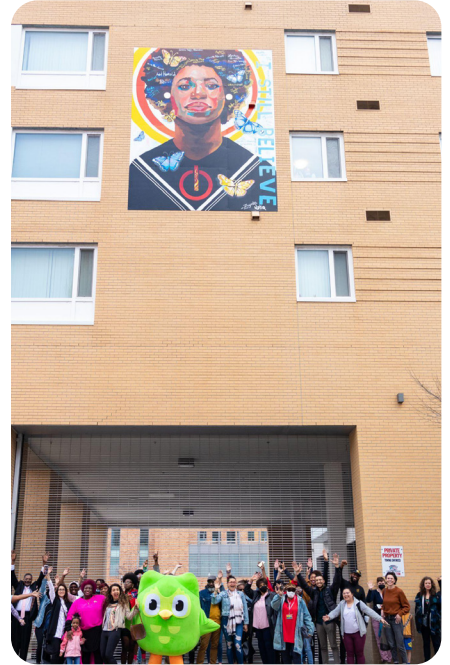
We are making it a priority to invest in learning experiences that promote a culture where everyone can find a sense of belonging as well as an additional offering focused on leading multi-cultural, global teams for leaders.

Community Impact

We are proud to be a Pittsburgh-based company and have worked hard to be a good neighbor as well as a good global corporate citizen. We have a dedicated Social Impact function primarily focused on impacting our local Pittsburgh community.

Local community impact highlights:

- We are extremely proud of our **Early Learners First initiative**. Launched in 2023, this program focuses on providing greater access to quality early childhood education and care within one mile of our headquarters. We have pledged \$1 million per year towards achieving these goals. In the first phase, we provided local childcare programs grants up to \$80K to improve their services, retain staff, and adopt sustainable business practices.
- We expanded our connection to high school students in our community. We hosted a free Design Summer Camp on the Carnegie Mellon University campus to nurture local teenagers' creative skills and expose them to careers in design and marketing. We also opened our offices to local student groups, offering them an immersive experience and highlighting the vast career opportunities within our industry.
- In 2023, we contributed sponsorships, donations, and grants to local artists, arts organizations, and nonprofit entities around our Pittsburgh headquarters, fostering community engagement and cultural development. Along with our employees who used their matching gifts benefit last year, we collectively donated to more than 200 charities and NGOs worldwide.
- We launched an employee volunteer club and a Board Service 101 workshop, aiming to cultivate a culture of service and leadership among employees.
- In 2022, we supported the installation and unveiling of **The Legacy of Butterflies**, a multimedia project honoring the "matriarchs of East Liberty," the neighborhood of our Pittsburgh headquarters. This was the first commission from our Community Arts Program.



Community mural and unveiling event



Em Chiu, an employee volunteer working with Design Camp students



Early Learners First launch dinner honoring early childhood educators



Employee volunteers at local school's Take a Child to School Day



Kendra Ross, Head of Social Impact (2nd from left), with winners of our 2022 Community Arts Program individual artist grants

Our Planet

At Duolingo we are committed to doing our part to protect the environment and reduce our carbon footprint.

Our impact

Our operational footprint and overall environmental impact are relatively low as a digital platform. Duolingo's environmental aspirations drive our commitment to monitoring our environmental performance and eventually reporting on our impact. Our current work to design and deploy environmentally sound and responsible practices sets the groundwork for the future implementation of an environmental management process for key performance indicators

Resource management

At Duolingo, we are committed to doing our part to reduce the carbon footprint and environmental impact of our offices. Due to the rapid growth we have experienced over the last few years, we have a varied office profile. We currently lease our headquarters office as well as New York City and Detroit, for which we have insight into our energy and utility usage. The remainder of our global office locations are currently located in a managed service office model. We will eventually find long-term offices for these locations, and we plan to select inclusive spaces that align with our environmental aspirations. Our goal is to be able to track our utility and consumption data at all of our office locations.

Energy efficiency

We are committed to identifying and implementing ways to increase energy efficiency. Whenever possible in our workplace designs, we will select energy-efficient appliances, transition our lighting to LED, and work with a designer to maximize the sustainability of our office spaces. We strive to reduce energy consumption by installing adequate lighting controls for users, such as timers, occupancy sensors, and advanced controls that allow for direct and indirect lighting in our workspaces. We also continue to seek better ways to manage our consumption in areas such as heating/cooling, water, etc.

Reducing our footprint

We encourage our employees to reduce commuting emissions by offering a stipend to walk, bike, carpool to work and will work to expand these offerings and options.

The kitchen at our headquarters is supplied by local food providers whenever possible to reduce transportation emission and raise environmental awareness, and we donate extra food to local nonprofits to engage positively with our community.

We are committed to reducing the waste in our Pittsburgh HQ by offering recycling programs throughout our offices, which includes composting.

We have also historically purchased carbon offsets as part of our corporate responsibility program. However, while we continue work to identify our climate strategy, we have decided to not claim these as a particular reduction in our GHG emissions currently.

Environmental awareness

We engage with our employees on ways Duolingo is integrating environmentally sound practices at its office locations.

We hold events at our headquarters office with local leaders and organizers to gather feedback on our role in the community and as an environmental steward.

We also have an Environmental Working Group composed of committed Duos who seek to inform our options for future improvements and impacts.

We will continue striving to reduce the environmental impact of our day-to-day operations and defining our approach to sustainability, and we look forward to sharing our progress over time.

Our Environmental Statement can be found on our website at investors.duolingo.com.

Important Notes About This Report

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts are forward-looking statements and, without limiting the generality of the foregoing, you can identify forward-looking statements by words such as “may,” “will,” “shall,” “should,” “expects,” “plans,” “anticipates,” “could,” “intends,” “target,” “projects,” “contemplates,” “believes,” “estimates,” “predicts,” “potential,” “goal,” “objective,” “seeks,” or “continue” or the negative of these words or other similar terms or expressions that concern our expectations, strategy, plans, or intentions. Such forward-looking statements are neither promises nor guarantees, but involve a number of known and unknown risks, uncertainties and assumptions that may cause our actual results, performance or achievements to differ materially from those expressed or implied in the forward-looking statements due to various factors, including but not necessarily limited to those identified in the risk factors of our Annual Report on Form 10-K and any subsequent Quarterly Reports on Form 10-Q. Additionally, our discussion of certain environmental, social and governance and related corporate responsibility (“ESG”) matters in this or other disclosures, including our corporate website or information available thereon, is informed by various ESG standards and frameworks (including standards for the measurement of underlying data) and the interests of various stakeholders. As such, such information may not, and should not be interpreted as necessarily being, “material” under the federal securities laws for SEC reporting purposes. Furthermore, much of this ESG information is subject to methodologies or third-party information that is still evolving and subject to change, and our disclosures may not align with any particular stakeholder’s preference or interpretation of best practices. As a final note, document and website references are provided for convenience and are hereby expressly not incorporated by reference, absent explicitly language to the contrary.

