

BOYD GAMING CORPORATION
CORPORATE GOVERNANCE GUIDELINES

(As Amended February 14, 2023)

The following Corporate Governance Guidelines (the “Guidelines”) have been adopted by the Board of Directors (the “Board”) of Boyd Gaming Corporation (the “Corporation”) to assist the Board in the exercise of its responsibilities. These Guidelines reflect the Board’s commitment to monitoring the effectiveness of policy and decision making both at the Board and management level, with a view to enhancing stockholder value over the long term. These Guidelines are in addition to, and are not intended to change or interpret, any federal or state law or regulation, or the Corporation’s Articles of Incorporation or Bylaws. The Board may amend these Guidelines from time to time as necessary or appropriate. These guidelines are posted on the Corporation’s website.

I. Board Composition

A. Director Qualifications

The Board will have a majority of independent directors as required by the New York Stock Exchange (“NYSE”). The Board will determine each director’s “independence,” on an annual basis, in accordance with the provisions of the NYSE and standards established by the Board from time to time.

The Board’s Corporate Governance and Nominating Committee, which shall be comprised solely of independent directors, will conduct annual reviews of each director’s independence and make recommendations to the Board based on its findings, for the Board’s determination. In addition, on an annual basis, the Corporate Governance and Nominating Committee will assess the Board’s composition regarding diversity, age, skills and experience in the context of the needs of the Board.

B. Size of the Board

The Board will assess its size from time to time. In accordance with the Corporation’s Bylaws, the Board will have no fewer than five (5) directors and no more than fifteen (15) directors. The number of members is changed from time to time depending upon the needs of the Board and the availability of qualified candidates. It is the policy of the Board that the number of directors not exceed a number that can function efficiently as a body. The Corporate Governance and Nominating Committee considers and makes recommendations to the Board concerning the appropriate size and composition of the Board. Each member of the Board is elected for a term of one (1) year.

C. Selection of Board Members

The Corporate Governance and Nominating Committee will make recommendations to the Board, which will be responsible for nominating members for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. Board members will possess certain core competencies, some of which may include broad experience in business, finance or administration, familiarity with national and international business matters, and familiarity with the gaming industry. In addition to having one or more of these core competencies, Board member nominees are identified and considered on the basis of knowledge, experience, integrity, diversity, leadership, reputation, and ability to understand the Corporation's business. Nominees will be screened to ensure each candidate has qualifications which complement the overall core competencies of the Board. The screening process includes conducting a background evaluation and an independence determination.

D. Director Elections and Resignations

Any nominee for Director in an uncontested election of directors that receives a greater number of votes "withheld" from his or her election than votes "for" his or her election at a stockholder meeting must, promptly following certification of the stockholder vote, offer his or her resignation from the Board and all committees thereof. The Corporate Governance and Nominating Committee shall assess the appropriateness of such nominee continuing to serve as a Director and shall recommend to the Board whether to accept or reject the resignation, or whether other action should be taken. Any Director who offers his or her resignation pursuant to this provision shall not participate in the Corporate Governance and Nominating Committee recommendation or Board action regarding whether to accept the resignation offer. The Board will act on the offered resignation and publicly disclose its decision and rationale within 90 days following certification of the stockholder vote. If each member of the Corporate Governance and Nominating Committee receives a greater number of votes "withheld" from his or her election than votes "for" his or her election in the same election, then those independent Directors who did receive a greater number of votes "for" his or her election than votes "withheld" from his or her election shall consider the resignation offers and recommend to the Board whether to accept them.

E. Term Limits

The Board does not believe it should establish term limits given the normal process of periodic election of Board members by the stockholders and the stated retirement age. Such limits may lose the contribution of directors who have been able to develop, over a period of time, increasing insight into the Corporation and its operation and therefore provide an increasing contribution to the Board. Directors who have served on the Board for an extended period of time are in a position to provide valuable insight into the operation and future of the Corporation based on their experience with and understanding of the Corporation's history, policies, operations, and objectives. The Board believes that, as an alternative to term limits, it can ensure that the Board continues to evolve and adopt new viewpoints through the evaluation and selection process described herein.

F. Directors Who Change Their Job Responsibility

Directors who change the principal position they held when they were initially elected to the Board are expected to offer to resign from the Board as of the date of change in

position. The Board does not believe that a director in this circumstance should necessarily be required to leave the Board. Rather, the Board believes the Corporate Governance and Nominating Committee should have the opportunity to assess each situation based on the individual circumstances and make a recommendation to the Board.

G. Retirement Age

No director after having attained the age of 75 years will be nominated for reelection or reappointment to the Board, except for directors directly or indirectly owning five percent (5%) or more of the corporate stock.

H. Director Compensation

The Corporate Governance and Nominating Committee will recommend to the Board the form and amount of director compensation and the Corporate Governance and Nominating Committee will conduct an annual review of director compensation. In discharging this duty, the Committee will be guided by three goals: compensation should fairly pay directors for work required in a company of the Corporation's size and industry; compensation should align directors' interests with the long-term interests of stockholders; and the structure of the compensation should be simple, transparent and easy for stockholders to understand.

II. Director Responsibilities

The Board is responsible for oversight of the business and affairs of the Corporation, determination of the Corporation's mission, long-term strategy and objectives, and management of the Corporation's risks while evaluating and directing implementation of its controls and procedures. The Board of Directors fosters and encourages a corporate environment of strong disclosure controls and procedures, including internal controls, fiscal accountability, high ethical standards and compliance with applicable policies, laws and regulations.

A. Business Judgment

Directors are responsible for exercising their business judgment to act in what they reasonably believe to be in the best interests of the Corporation and its stockholders. In discharging that obligation, directors should be entitled to rely on the honesty and integrity of the Corporation's senior executives and its outside advisors and auditors.

B. Director Time Commitments

Each Board member is expected to ensure that other existing and planned future commitments do not materially interfere with the member's service as a director of the Corporation. Directors should advise the Chairperson of the Board in advance of accepting a position on another public company board. Directors shall not serve on the Boards of more than three (3) public companies, including the Corporation.

C. Board Meetings

Directors are expected to attend Board meetings and meetings of committees on which they serve, and to spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. Directors shall attend at least 75% of the Board meetings, unless

they have a valid excuse for absence. Meeting agendas, as well as information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting, should generally be distributed in writing to the directors at least several days in advance of the meeting for review by the directors. Sensitive subject matters may be discussed at the meeting without written materials being distributed in advance or at the meeting. Directors are expected to review such materials prior to the meeting and should request any additional materials or resources they require to make informed decisions. For example, legal counsel, outside accountants, compensation experts, and others may assist the Board in its consideration of matters.

The Chairperson of the Board is responsible for setting and circulating in advance an agenda for each Board meeting. The Board expects that meeting agendas will include, on a regular basis, a review of financial performance and a review of the Corporation's business strategies and practices. Directors are encouraged to be proactive. Any director may suggest items for inclusion on the agenda. In addition, any director is free to raise at any Board meeting subjects that are not on the agenda for that meeting.

D. Independent Director Meetings

The Corporation's independent directors are expected to meet in executive session at least three (3) times per year.

The independent directors shall designate one non-management director to serve as the Presiding Director to chair the Board's executive sessions. In addition, the Presiding Director shall advise the Chairperson of the Board and Committee Chairpersons with respect to agendas and information needs relating to Board and Committee meetings; provide advice with respect to the selection of Committee Chairpersons; and perform such other duties as the Board may from time to time delegate to assist the Board in the fulfillment of its responsibilities. The Presiding Director shall serve for a one (1) year term. The identity of the Presiding Director shall be set forth in the proxy statement for the Corporation's annual meeting, together with a method for interested parties to communicate directly with the Presiding Director or with the non-management directors as a group.

E. Director Orientation and Continuing Education

All new directors are required to participate in the Corporation's "new director orientation program," which should be conducted within three (3) months of the annual meeting at which new directors are elected. This orientation program will include briefings by senior management to familiarize new directors with the Corporation's strategic plans, its significant financial, accounting and risk management issues, its compliance programs, its Code of Business Conduct and Ethics, its principal officers, and its internal and independent auditors.

The Corporation will periodically provide materials or briefing sessions or arrange for outside preparation for all directors on subjects that would assist them in discharging their duties. The Board of Directors encourages its members to participate in continuing education programs sponsored by universities, stock exchanges or other organizations or consultants specializing in director education. Directors may attend continuing education programs at the Corporation's expense, which shall be approved by Chairperson of the Board.

F. Communications

The Board believes that senior management speaks for the Corporation. Individual

Board members may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Corporation, subject to prior consultation with senior management.

III. Board Committees

A. Committees and Charters

The Board will have an Audit Committee, a Compensation Committee and a Corporate Governance and Nominating Committee. Each committee will have a Charter that establishes the purposes, goals and responsibilities of the committees as well as the qualifications for committee membership, and each committee is required to review its respective charter on an annual basis. Charters of the committees will be posted on the Corporation's website. The Board may establish or maintain additional committees from time to time as necessary or appropriate.

B. Independence of Committee Members

The members of the Audit Committee, Compensation Committee and the Corporate Governance and Nominating Committee will be independent in accordance with the provisions of the NYSE listing requirements and the standards established by the Board from time to time.

C. Composition of Committees

Each committee will have a chairperson designated by the Board, or, if the Board does not do so, the members of each committee shall elect a chairperson by a vote of the majority of the full committee.

The committee chairperson will preside at each committee meeting. The chairperson of the committee will ensure that the agenda for each meeting is circulated to each committee member in advance of the meeting.

IV. Access to Management and Independent Advisors

Directors will have full access to the Corporation's executive officers. Each director is expected to use his or her judgment to ensure that any such contact is not disruptive to the business operations of the Corporation.

As necessary and appropriate, Board committees may retain and consult with independent legal, financial, accounting and other advisors to assist in their duties.

V. Evaluation of the Chief Executive Officer

The annual reviews of the Chief Executive Officer's performance will be chaired by the Presiding Director with all independent directors participating and with input from inside directors as deemed appropriate. The Board of Directors will review the Presiding Director's report in order to ensure that the Chief Executive Officer is providing the best leadership for the Corporation in the long- and short-term periods.

VI. Management Succession

All independent directors shall participate in the review of succession planning at least annually. The Chief Executive Officer should not less than annually report to the independent directors his recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals. The Chief Executive Officer shall also have in place at all times a confidential written procedure for the timely and efficient transfer of his or her responsibilities in the event of his or her sudden incapacitation or departure, including recommendations for longer-term succession arrangements. The Chief Executive Officer shall review this procedure periodically with the independent directors.

The Chief Executive Officer shall also review periodically with the independent directors, the performance of other key members of the senior management of the Corporation, as well as potential succession arrangements for such management members.

VII. Annual Performance Evaluation

The Board of Directors will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The Corporation's Presiding Director will receive comments from all directors and report annually to the Board with an assessment of the Board's performance. This will be discussed with the full Board before the end of each fiscal year. The assessment will focus on the Board's contribution to the Corporation and specifically focus on areas in which the Board or management believes the Board could improve.

VIII. Policy on Equity Compensation

All equity compensation plans shall be submitted to stockholders for approval to the extent required by the listing standards of the NYSE.

IX. Policy on Loans to Directors and Executive Officers

The Company shall not make any personal loans to Directors, executive officers or their immediate family members.