



2025 Sustainability Report

KILROY

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Achievements & Accolades

Carbon Neutral Operations

2020–2025

ENERGY STAR

Partner of the Year, 2014–2024

Sustained Excellence, 2016–2024

GRESB

5-Star Designation for Standing Assets, 2015–2025

Regional Sector Leader in the Americas in Technology/Life Science for Development, 2025

Green Lease Leaders

Leader, 2014–2025

Gold Level, 2018–2025

Champion of the Decade, 2024

NAREIT

Leader in the Light Award, Office Sector, 2014–2021, 2026

Fitwel's Best in Building Health

Fitwel Excellence Award, Most Certifications of All-Time, 2019–2022

Greatest Number of Recertified Projects of All-Time, 2026

Newsweek

America's Most Responsible Companies, 2020–2025

U.S. EPA GREEN POWER PARTNERSHIP

National Top 100 Green Power User, 2021–2024



1. Introduction

- A Letter from Our CEO
- Corporate Overview
- Vision, Strategy, Programs

A Letter from Our CEO



To Our Stakeholders:

The past year was one of continuous improvement for our portfolio and platform. During 2025, we executed 2.1 million square feet of leasing transactions, marking our strongest annual performance since 2019. In addition, the commercial real estate transaction environment improved across virtually all of our markets, allowing us to actively recycle capital with the goal of enhancing the long-term growth and durability of our cash flow stream. Within Kilroy, we deepened our focus on people, processes, and systems, with an emphasis on talent development, employee engagement, and technology-enabled business process transformation to support the long-term growth and scalability of our platform.

Our leasing success during 2025 was driven by the hard work of our regional teams, the quality of our assets, and the positive trends that have continued to take hold in the office and life science sectors of the commercial real estate industry. In addition, during the year, we were active capital allocators, acquiring two new assets in top performing submarkets, while also completing several non-core and non-strategic asset dispositions. Our sustainability programs inform and support our leasing and capital recycling activities, in addition to providing important context and perspective for many other aspects of our business and strategy. Sustainability remains critically important to many in the investment community, as well as to existing and prospective tenants across our innovation driven markets, our employees, our communities, and our many other stakeholders.

The talent, diversity, and dedication of our employees is a core strength of our company, and we made key strides during 2025 to focus on and prioritize talent development and employee engagement. We have recently strengthened our formal talent development and performance management processes, enhanced employee communications, hired for and promoted key roles in our leadership

team, and introduced a formal succession planning initiative, with the first phase focused on the executive management team. Last year, we established clear 2030 human capital management goals and I'm pleased to report that based on these initiatives, in addition to many others, we are well on our way to achieving these critical objectives.

Our focus on improving the environmental performance of our portfolio and organization remains strong. 2025 marked our sixth consecutive year of carbon neutral operations across the Kilroy portfolio, an achievement that resonates with many of our tenants who also have ambitious climate targets. In addition, during 2025, we invested strategically in energy efficiency upgrades, established a measurement and tracking system for our portfolio-wide energy use intensity and carbon emissions intensity metrics, and kicked off efforts to meaningfully improve water data quality. And within our own corporate and regional offices, we made strong progress toward our goal of eliminating key single-use plastic items from our office kitchens.

It is my pleasure to share our 2025 Sustainability Report with you. In the pages that follow, you will find details of our sustainability strategy, goals, performance, and impact. I am proud of our many accomplishments, and I look forward to opportunities to connect and collaborate with you – our tenants, employees, community members, and shareholders – as we advance our core business objectives and sustainability progress.

A handwritten signature in blue ink, appearing to read 'Angela M. Aman'. The signature is fluid and cursive, with a prominent initial 'A'.

Angela M. Aman
Chief Executive Officer
Kilroy Realty Corporation

2025 Corporate Overview ¹

241

Total Employees

~16.3M sf

Stabilized Office and Life Science Space

121

Total Stabilized Office, Life Science, and Retail Buildings

~2.1M sf

Office and Life Science Leases Executed in 2025 ²

81.6%

Office and Life Science Occupancy

400+

Office, Life Science, and Retail Tenants

\$9.1B

Total Market Cap

872,000 sf

Under Construction/Redevelopment

SEATTLE

SAN FRANCISCO BAY AREA

LOS ANGELES

SAN DIEGO

AUSTIN

Our Markets



(1) As of 12/31/2025.

(2) Includes short-term leasing.

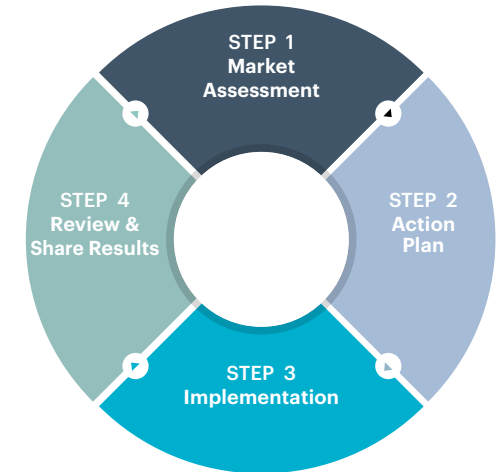
Vision, Strategy, Programs

Vision

Our vision is to improve the environmental and social performance of our portfolio and Kilroy Realty Corporation (“we,” “our,” “us,” or the “Company”), while delivering long term value to our tenants, employees, communities, and shareholders.

Sustainability Strategy

Our sustainability strategy is built on a foundation of continuous improvement, leveraging data-driven insights, innovation, and stakeholder engagement to drive progress toward our 2030 Environmental and Social Goals. Ongoing engagement with other sustainability professionals from a range of sectors, real estate thought leaders, and our executive team and board members ensures that we monitor new and emerging issues and maintain focus on material topics that are of high impact to our business and high interest to our stakeholders.



STEP 1 – Market Assessment

Tracking Environmental, Social, and Governance (ESG) best practices, policy development, and new opportunities

- Participate in industry events and educational opportunities
- Network with peers
- Review industry publications
- Participate in sustainability committees and working groups
- Engage with internal and external stakeholders
- Benchmark development and operational portfolio performance
- Stay informed on evolving regulations and mandates

STEP 2 – Action Plan

Determine which projects to pursue and gather resources for implementation

- Continuously monitor year-over-year data trends
- Establish objectives and targets
- Create a roadmap
- Analyze environmental and financial benefits of existing and emerging technical solutions
- Review and enhance policies and programs
- Budget for efficiency projects

STEP 3 – Implementation

Collaborate with asset and property management, engineering, and construction to implement projects

- Implement operational improvements to reduce energy, carbon, water, and waste
- Obtain building certifications (e.g., LEED, Fitwel, ENERGY STAR)
- Train and develop employees
- Install onsite renewable energy
- Install EV charging stations

STEP 4 – Review & Share Results

Analyze quantitative and qualitative results to inform communications and strategy development

- Regularly engage with asset and property management and engineering on sustainability projects
- Measure and verify the efficiency of implemented projects
- Focus on green leasing to facilitate cost recovery and collaboration with tenants
- Continuously improve data collection, reporting, disclosure, and communications

Sustainability Programs

Kilroy’s sustainability programs can be grouped into three areas: Environmental, Social, and Governance, as outlined below.

Environmental

Aggressively minimize our environmental footprint.



Energy, Carbon, Water, and Waste Reduction Projects



Renewable Energy Generation and Storage



Environmental Building Certifications

Social

Promote the wellbeing of our employees, tenants, partners, and communities.



Employee Training and Development



Healthy Building Certifications



Community Service and Philanthropy

Governance

Maintain best-in-class ESG (Environmental, Social, and Governance) leadership and transparency.



Board of Directors Governance of ESG Issues



Excellence in ESG Reporting



Third Party Assurance of ESG Disclosures

Our sustainability programs align with the [United Nations Sustainable Development Goals](#) (UN SDGs). The United Nations created the SDGs to serve as the blueprint to achieve a better and more sustainable future for all. Our new 2030 Sustainability Goals, which address a range of environmental and social topics, include voluntary objectives which contribute to the SDGs shown below. Our 2030 Sustainability Goals are explained in greater detail starting on page [17](#) of this report:

UN Sustainable Development Goal	3 GOOD HEALTH AND WELL-BEING	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
Kilroy 2030 Sustainability Goal Alignment	Positive Impact on Our Local Communities	Water Audit Water Submetering	Onsite Solar Energy	Organizational Capabilities Highly Engaged Workforce	Building Certifications New Development	Building Certifications New Development	Energy Use Intensity GHG Emissions Intensity Waste Education Single-use Plastic	GHG Emissions Intensity Carbon Neutral Operations

Sustainable & Healthy Building Features

Kilroy uses a variety of building design and operational strategies to positively influence the environmental and social impacts of our portfolio. The following graphic highlights some of the strategies featured across our portfolio.

Energy & Carbon

- 1 Energy efficient lighting
- 2 Onsite solar electricity generation
- 3 Onsite battery storage
- 4 Energy efficient HVAC systems
- 5 All-electric buildings to reduce fossil fuel consumption

Water

- 6 Drought-tolerant landscaping and smart irrigation methods
- 7 Captured and reclaimed water used for irrigation
- 8 Low flow fixtures that reduce water consumption
- 9 Water leak detection

Waste

- 10 Waste diversion with recycling, compost, and e-waste

Biodiversity

- 11 Pollinator-friendly plants
- 12 Rooftop gardens and beehives
- 13 Integrated pest management for natural pest control



Health & Wellness

- 14 Enhanced indoor air quality (IAQ) measures such as MERV filters and air testing
- 15 Green cleaning policies and procedures
- 16 Low emitting materials reduce air contamination
- 17 Restorative outdoor spaces provide places for respite and gathering
- 18 Daylight and views within office spaces
- 19 Mother's rooms and other supportive spaces
- 20 Active workstations facilitate a more active workplace
- 21 Active stairwells promote movement throughout the day
- 22 Comprehensive emergency preparedness programs and AEDs
- 23 Fitness amenities

Transit

- 24 Convenient EV charging stations for building users
- 25 Nearby public transit for commuter ease
- 26 Bike storage, shower facilities, and lockers
- 27 Average portfolio Walk Score of about 70

2. Climate Change Strategy & Performance

- Climate Change Strategy
- Climate Risks & Opportunities
- Climate Change Risk Management
- Scope 3 Strategies



Climate Change Strategy

We identify climate change as a risk to our Company, our tenants, and our other stakeholders, and an opportunity for long-term value creation, making it a key driver in long-term strategic business decisions. Climate change risks may span transitional, physical, and social risks, as detailed below. Since 2018, the Task Force for Climate-Related Financial Disclosures (TCFD¹) has informed our voluntary reporting on climate change risks and opportunities. Our TCFD Index can be found in the Appendix of this report on page 74. We are proud that our climate and sustainability programs consistently earn us high marks in the GRESB Real Estate Assessment, which places a significant weight on a company's climate change strategy and performance. Throughout 2025, climate related risks and opportunities were governed by the Board through the Corporate Social Responsibility and Sustainability (CSR&S) Committee and by a management level ESG Steering Committee. The ESG Steering Committee meets three times per year, and includes representatives from asset and property management, accounting and finance, development and construction, human resources, investments, leasing, legal, and sustainability. The ESG Steering Committee provides updates as needed to the CEO and the CSR&S Committee on a range of topics including the Company's climate strategy, climate risks and opportunities, and reporting frameworks. For more information on our broader approach to corporate ESG governance, including recent changes to our Board oversight of ESG matters, see page 52.



350 Mission, San Francisco, CA — LEED Platinum, ENERGY STAR NextGen, Fitwel

(1) In October 2023, the Task Force on Climate-Related Financial Disclosures (TCFD) announced that it had fulfilled its remit and disbanded. The International Financial Reporting Standards (IFRS) Foundation will take over the monitoring of the progress of companies' climate-related disclosures starting in 2024, integrating TCFD's recommendations.

Climate Risks and Opportunities

We use the S&P Global Climanomics platform to assess physical risks (wildfires, coastal and inland flooding, drought, temperature extremes, water stress, landslides, and tropical cyclones) and transition risks (litigation, reputation, technology, market shifts, and carbon pricing) from climate change, translating short, medium, and long term potential impacts across a range of scenarios into financial terms to inform decision-making. This tool aligns with the TCFD framework.

The Climanomics platform provides insights into four scenarios:

1. **RCP 8.5/SSP5-8.5:** High climate change, low mitigation scenario in which total greenhouse gas (GHG) emissions triple by 2075 and global average temperatures rise by 3.3-5.7 °C by 2100.
2. **RCP 7.0/SSP3-7.0:** Medium-High climate change, limited mitigation scenario in which total GHG emissions double by 2100 and global average temperatures rise by 2.8-4.6 °C by 2100.
3. **RCP 4.5/SSP2-4.5:** Medium climate change, strong mitigation scenario in which total GHG emissions stabilize at current levels until 2050 and then decline to 2100. This scenario is expected to result in global average temperatures rising by 2.1-3.5 °C by 2100.
4. **RCP 2.6/SSP1-2.6:** Aggressive mitigation scenario in which total GHG emission reduce to net zero by 2050, resulting in global average temperatures rising by 1.3-2.4 °C by 2100, consistent with the goals of the Paris Agreement.

Physical and Social Opportunities	
Short Term Present–2030	<ul style="list-style-type: none"> – Proactive environmental stewardship leads to enhanced talent attraction and retention and reduced costs from turnover
Medium Term 2030–2040	<ul style="list-style-type: none"> – A focus on innovation throughout all aspects of real estate, from construction to operations, attracts talent to our industry and improves environmental and social outcomes throughout our supply chain
Long Term 2040–Beyond	<ul style="list-style-type: none"> – Our longstanding commitment to and investment in our communities makes them more resilient and stable relative to other markets

Physical and Social Risks	
Short Term Present–2030	<ul style="list-style-type: none"> – Deteriorated air quality and business interruptions from wildfires – Increased frequency and intensity of storms may lead to localized loss of power – Increased costs for proactive physical risk prevention measures – Rise in social unrest – Increased construction costs – Increased building cooling loads and operating costs due to extreme temperatures
Medium Term 2030–2040	<ul style="list-style-type: none"> – Rising cost of energy due to increased temperatures – Increased flood risk in vulnerable areas – Severe weather events cause damage to utility or municipal infrastructure critical to building operations – Increased risk to drought exposure – High temperatures and poor air quality make some of our markets less attractive for tenants and employees – Increase in extreme temperatures and/or ongoing poor air quality caused by wildfires requires building HVAC upgrades
Long Term 2040–Beyond	<ul style="list-style-type: none"> – Coastal and/or inland flooding caused by sea level rise or heavy precipitation events – Widespread population migration caused by climate change shifts our tenant and labor base – Increase in water scarcity – Negative health impacts of high temperatures and poor air quality on workforce

Risks and Opportunities (cont.)

Transition Opportunities		Transition Risks	
Short Term Present–2030	<ul style="list-style-type: none"> – Increased tenant demand for sustainable buildings – Reduced energy and water consumption lessens operating costs – Increased revenues from installed onsite solar and battery storage – Increased revenues and carbon credits from EV charging stations – Increased confidence from stakeholders, including local communities and municipalities responsible for permitting new development and redevelopment projects 	Short Term Present–2030	<ul style="list-style-type: none"> – Expanded reporting and disclosure obligations – Anticipated rising costs for energy due to increased electrical demand, grid modernization, and decarbonization results in increased operating costs at our properties, especially during peak demand periods – Project economics impacted by compliance with city and state legislation (e.g., all-electric and/or net-zero requirements for new developments) aimed at steeply reducing carbon emissions associated with the built environment – Uncertainty around electric grid capacity to provide adequate, reliable power
Medium Term 2030–2040	<ul style="list-style-type: none"> – Our buildings are perceived as more resilient, increasing tenant demand and resulting in landlord pricing power – Reduced insurance premiums relative to our peers – Increased asset valuation driven by sustainability performance – Expanded opportunities to secure public sector incentives to improve the sustainability performance of our portfolio – Increased opportunities arising from diversification of financial assets (e.g., additional green bond offerings) 	Medium Term 2030–2040	<ul style="list-style-type: none"> – Increased capital costs around investing in new technologies to reduce the carbon footprint of our buildings – Expanded legislation requires retrofit of mixed-fuel buildings to all-electric; potential for technological feasibility limitations and/or insufficient electric grid capacity – Increased cost in building materials due to supply chain disruptions – Increased insurance premiums; insurance becomes unavailable in high-risk areas
Long Term 2040–Beyond	<ul style="list-style-type: none"> – Reputational benefits lead to increased tenant demand for our properties and higher asset valuation – Recognition as a global leader in climate change mitigation and sustainability earning attention from shareholders and investment community 	Long Term 2040–Beyond	<ul style="list-style-type: none"> – Regulation of carbon emissions from buildings demands steep reductions that require deep retrofits to existing building systems and envelope; non-compliance would result in significant fines. – Required investments in major retrofits and/or new carbon reducing technologies

Climate Change Risk Management

We manage climate change risks and opportunities at each stage of the building life cycle:

1. Acquisitions



We focus on managing climate change risk during the acquisition phase by incorporating physical climate change modeled average annual loss (MAAL) analyses using the Climanomics platform, incorporating consideration of physical climate change risks into the due diligence process. In addition to the climate change MAAL assessment, we evaluate building resiliency, energy and water consumption, structural evaluations and property condition reports, certifications, environmental regulations, and risk of disasters such as earthquakes and flooding.

2. Development



In our new development and redevelopment projects, we deploy a range of mitigation strategies to address sea level rise and other climate-related impacts. This includes installing critical equipment on risers or relocating it from basements or ground floors, as well as raising the ground plane of certain projects to mitigate potential risk from coastal and inland flooding. In addition to these resilience measures, we are committed to pursuing sustainability strategies, such as conducting onsite solar feasibility assessments to maximize renewable energy opportunities, advancing a portfolio-wide goal of reducing embodied carbon across our construction activities, and prioritizing all-electric building design where feasible to support long-term decarbonization and minimizing reliance on fossil fuels related impacts.

3. Operations



Kilroy proactively manages and mitigates both physical and transition risks associated with climate change through a combination of preparedness, technology, and operational efficiency. We conduct annual emergency training for relevant personnel, utilizing real-world scenarios for leaks, fires, floods, earthquakes, and severe weather events. Recognizing the heightened risk of air pollution exposure caused by wildfires, we implement mitigation measures in real time, including closing outside air dampers, installing high efficiency carbon filters, and maintaining positive building pressure to moderate air filtration. Additionally, we leverage a mobile-enabled emergency communication platform to rapidly inform employees and tenants of critical events, ensuring swift response and safety measures. To prepare for increased regulation (whether at the local, state, or federal levels) focused on building energy and carbon performance, we maintain a strong focus on energy efficiency measures to reduce energy consumption and carbon emissions, aligning our operations and capital planning with evolving policies.

4. Divestments



As a real estate investment trust (REIT), we typically expect to own our assets over a long holding period. Our long-term hold strategy helps to incentivize us as an owner to conduct thorough proactive maintenance of building equipment and to manage building operations in an efficient and effective manner, including by optimizing energy efficiency and reducing carbon emissions. This focus on investing in our buildings to maintain long-term value means that we are well-positioned to meet the current needs and expectations of the market when we do elect to sell assets.

Scope 3 Strategies

As we continue our efforts to reduce Scope 1 and 2 emissions and maintain carbon-neutral operations, we are also engaged in understanding our Scope 3 emissions.

Measuring Scope 3 (indirect) emissions is challenging due to data gaps, fragmented supply chain information, and reliance on assumptions. To address this, we will focus on high-impact categories where we have influence—such as tenant energy use and embodied carbon in construction materials—while improving data quality. By targeting these areas, we aim to drive meaningful emissions reductions and ensure readiness for future compliance.

We are proactively implementing strategies within our control to reduce Scope 3 emissions:



Inventory

We have conducted a preliminary Scope 3 assessment, beginning with the collection or estimation of our material categories. We followed the United States Environmental Protection Agency (EPA) Scope 3 Inventory Guidance to determine relevant Scope 3 categories and estimate GHG emissions. This initial assessment has given us an idea of which Scope 3 emission categories contribute the most to our overall footprint—and where we have the greatest opportunities to reduce emissions—namely downstream leased assets, Purchased Goods and Services, and Capital Goods. We will continue to stay informed on industry standards for Scope 3 analyses to remain ready for anticipated regulatory requirements.



Manage Tenant Emissions

As a building owner, we partner with our tenants to advance sustainability goals. In 2025, we continued collecting base building and tenant meter data through Gridium, a data management platform that helps us track energy use and identify opportunities to improve building performance. In addition, we work with our tenants to reduce building energy use and emissions by implementing efficiency projects, installing onsite renewable energy systems, and procuring renewable electricity from utilities. We believe that tenant downstream leased asset emissions represent one of our largest Scope 3 categories—and one where we have the greatest ability to influence—making it a primary focus for reduction efforts. Full disclosure of our emissions related to tenant energy consumption can be found on page [67](#).



Reduce Embodied Carbon

Since 2019, we have tracked and benchmarked embodied carbon emissions across our new development projects, most recently completing an assessment for Kilroy Oyster Point Phase 2. In alignment with our 2030 New Development Goals, these assessments guide material procurement decisions to reduce embodied carbon in our future development pipeline. Our goal is to reduce embodied carbon from purchased construction materials by at least 15% on all new ground-up projects, measured against a regional industry average baseline. Through these efforts, we are building a foundation for lower-carbon developments and advancing our long-term sustainability commitments.

3. Environmental

- Environmental Goals
- 2025 Energy, Emissions, Water, and Waste Performance
- Existing Buildings
- New Development



Our 2030 Environmental Goals focus on energy, emissions, water, waste, certifications, and our development portfolio:

ENERGY

Energy Use Intensity (EUI): Achieve a 10% reduction in portfolio average EUI by 2030, relative to a 2023 baseline.

Onsite Solar: Expand installed onsite solar capacity to 8 megawatts by 2030.

EMISSIONS

Greenhouse Gas (GHG) Emissions Intensity: Achieve a 10% reduction in onsite GHG emissions intensity by 2030, relative to a 2023 baseline.

Carbon Neutral Operations: Maintain carbon neutral operations through 2030.

WATER

Water Audit: Complete in-house water audits at 100% of our properties by 2030.

Water Submetering: Install submeters to more accurately measure high water usage points at 100% of properties by 2030.

WASTE

Waste Education: Provide information, education, and/or training on recycling and composting practices to occupants of all Kilroy buildings by 2030.

Single-use Plastic: Eliminate single-use plastic water bottles, beverage cups, and utensils in 100% of Kilroy office kitchens by 2030.

CERTIFICATIONS

LEED: Achieve 85% LEED certification for the stabilized portfolio by 2030.

ENERGY STAR: Achieve 70% ENERGY STAR certification for the stabilized portfolio by 2030.

Fitwel: Achieve 50% Fitwel certification for the stabilized portfolio by 2030.

NEW DEVELOPMENT

Embodied Carbon: Reduce embodied carbon by at least 15% (compared to a regional industry average baseline) on all new development projects.

LEED: Achieve LEED Gold or LEED Platinum certification on all new development projects.

All-electric: Design and build all new development projects to be all-electric.

Onsite Solar: Conduct assessments for onsite solar feasibility at all new development projects.

Our Methodology for Measuring Energy and GHG Emissions Intensities¹

Why Intensity Targets?

We selected intensity-based targets (EUI and GHG emissions intensity) instead of absolute targets to normalize energy consumption and account for portfolio growth or contraction, or development/redevelopment deliveries. This approach ensures meaningful comparisons without the need to reset after acquisitions or dispositions.

EUI CALCULATIONS

$$\frac{\text{PORTFOLIO-WIDE ELECTRICITY \& GAS CONSUMPTION (KBTU)}}{\text{AVERAGE ANNUAL OCCUPIED SQUARE FOOTAGE}}$$

GHG EMISSIONS INTENSITY CALCULATION

$$\frac{\text{PORTFOLIO-WIDE SCOPE 1, SCOPE 2 \& TENANT EMISSIONS (SCOPE 3: DOWNSTREAM ASSETS) (KGCO2)}}{\text{AVERAGE ANNUAL OCCUPIED SQUARE FOOTAGE}}$$

Measuring with Occupied Square Footage

Using occupied square footage as the denominator provides a clearer picture of true energy and emissions intensity by focusing only on the areas that are actively in use. This avoids overstating efficiency gains that can occur when large portions of a building are vacant and able to scale back energy consumption.

Average annual occupied square footage is calculated by multiplying each property's² average annual rentable square feet³ by its percentage occupied⁴. Both data points are available in the quarterly supplemental reports published on our website.

Baseline Year and Scope

Our 2023 baseline reflects occupied square footage across office, life science, residential, and retail assets, with office making up most of the portfolio. Because of this mix, we have chosen to use a blended EUI-reduction target that captures average performance across all use types and aligns with our short-term goals and historically stable portfolio. Portfolio changes are incorporated as they occur by adding new acquisitions and developments and removing dispositions. If the portfolio changes significantly during the 2030 Goals reporting period, we may revise the baseline year and data.

Aligning GHG Emissions and Energy Goals

Our emissions reduction goal targets our onsite emissions, also known as location-based emissions. These emissions are directly correlated with energy efficiency, onsite renewable installations, electrification, and the greening of the grid. While we have set a goal to expand our onsite solar capacity, our emissions reduction targets are strategically aligned with our energy reduction goals. This alignment reflects our recognition that energy efficiency represents the most significant and immediate opportunity for achieving meaningful onsite reductions in GHG emissions during this short-term target period.

(1) This methodology is specifically designed to track progress toward our energy use intensity and GHG emissions intensity goals. For comprehensive data on absolute energy consumption across the entire portfolio, please refer to the performance tables on page [66](#).

(2) Energy and GHG emissions data is excluded from EUI/GHG calculations if one or more of the following is true: (a) Ownership period is less than 12 months in reporting year; or (b) Building was not operational for full 12 months – was under construction, had not yet achieved Temporary Certificate of Occupancy (TCO); or (c) Kilroy is unable to access all 12 months of data in the reporting year (e.g., tenant is unwilling to share data; utility does not provide whole building data).

(3) Rentable square feet: Reflects the latest Building Owners and Managers Association (“BOMA”) measurement.

(4) Percentage occupied: Represents economic occupancy for space that has achieved revenue recognition for the associated lease agreements.

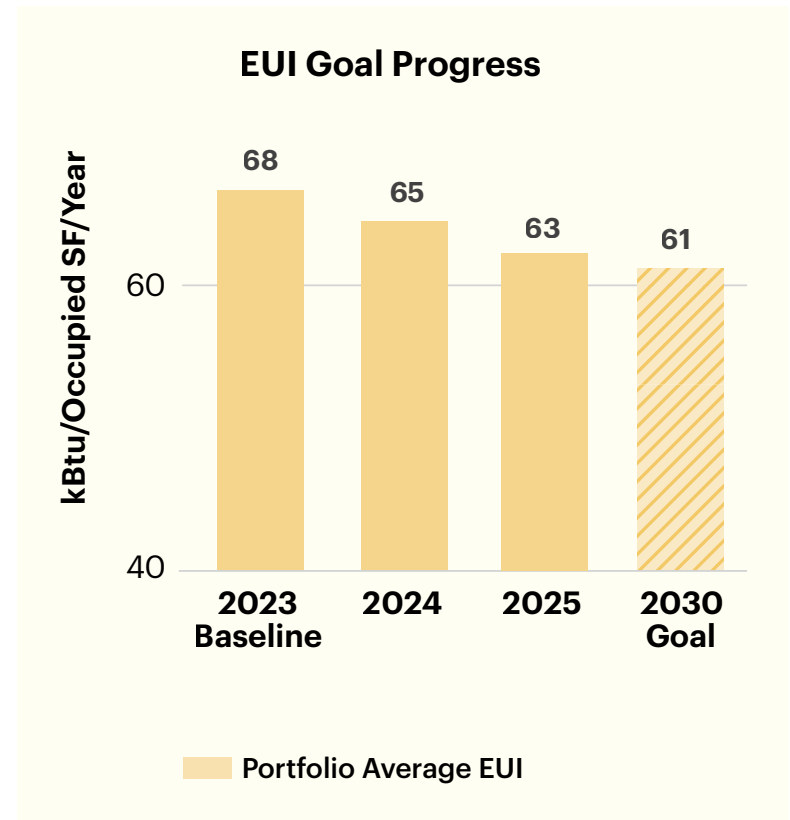
Energy Use Intensity (EUI) Goal: Achieve a 10% reduction in portfolio average EUI by 2030, relative to a 2023 baseline.

Progress: We achieved a 7% reduction in portfolio average EUI in 2025 relative to a 2023 baseline.

To date, we have achieved a 7.3% reduction in portfolio-wide average EUI, or energy use per square foot of conditioned space from 2023 baseline¹. In 2025, we realized a 3.8% absolute reduction in total energy use and a 4.3% like-for-like reduction, from 2024 levels. Additionally, our absolute natural gas consumption was reduced by 6.6% and our absolute electricity consumption decreased by 2.9%.

While we engaged in various efficiency projects throughout the year, a material portion of our 2025 EUI reduction reflects reduced tenant operations in older, energy-intensive life science buildings. We recognize that these operational changes are not a core element of our reduction strategy and our focus remains on identifying and executing targeted efficiency projects across the portfolio.

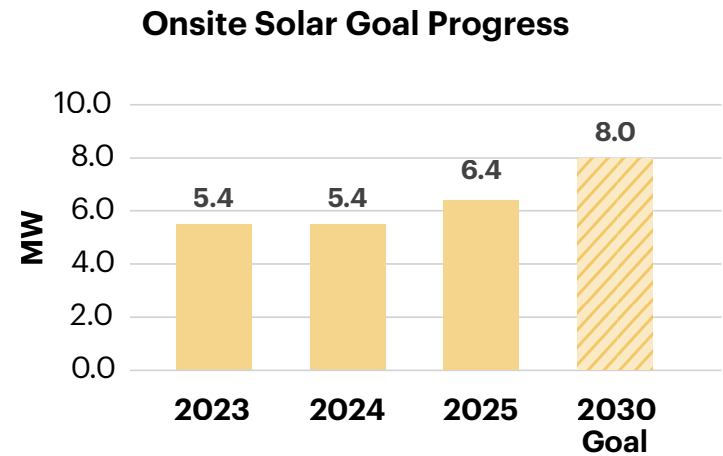
(1) More information on the methodology used to calculate EUI can be found on page [18](#).



Onsite Solar Goal: Expand installed onsite solar capacity to 8.0 megawatts by 2030.

Progress: We have 6.4 megawatts of installed onsite solar capacity in 2025.

In 2025, we added 1 MW of solar capacity to our portfolio through new installations at Kilroy Oyster Point Phase 2 and 901 16th Street, bringing our total solar capacity to 6.4 MW across 14 properties. While some sites face roof constraints or other physical limitations that make onsite solar infeasible, we continue to prioritize identifying and advancing viable opportunities throughout the portfolio. Working collaboratively with our engineering, asset and property management, and investment teams—and guided by our solar consultant—we completed a preliminary portfolio-wide assessment and identified several properties with strong potential for future solar installations. These sites will undergo more detailed evaluation in the coming years.



Onsite Solar Expansion Strategy

- ✓ **Step 1** Conduct a preliminary assessment of our properties to identify those with the highest potential for onsite solar installations.
- Step 2** Engage solar developers to conduct formal assessments of potential sites.
- Step 3** Perform installations of onsite renewables.

2025 Onsite Solar Generation

- 6.4 MW** onsite solar operational capacity
- Over **13,000 MBtu** solar energy generated and consumed onsite
- 1.3%** total portfolio energy consumption generated by onsite solar



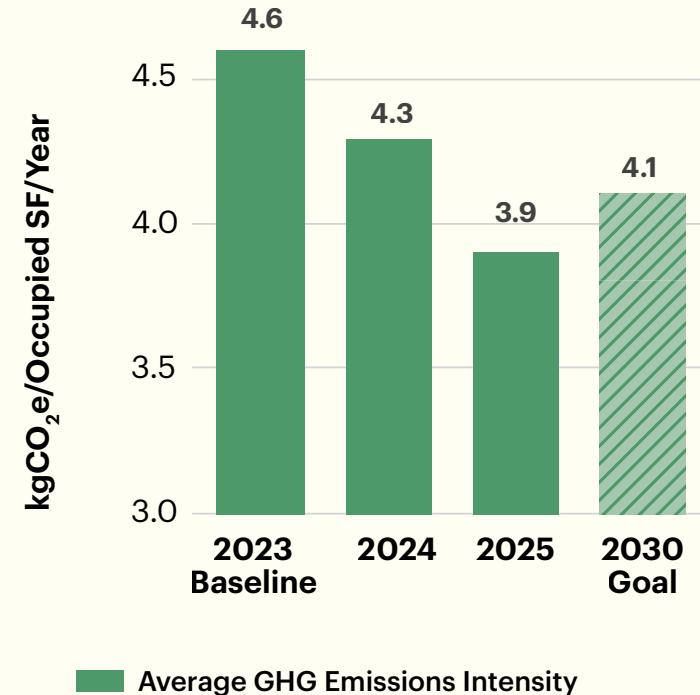
Greenhouse Gas (GHG) Emissions Intensity Goal: Achieve a 10% reduction in onsite GHG emissions intensity by 2030, relative to a 2023 baseline.

Progress: We achieved a 15.8% reduction in portfolio average GHG emissions intensity in 2025, relative to a 2023 baseline.

To date, we have achieved a 15.8% reduction in portfolio wide GHG emissions intensity, or greenhouse gas emissions per square foot of occupied square feet, from a 2023 baseline¹. While this reduction represents an early achievement of our 2030 GHG emissions intensity goal, the main driver in this achievement was lower grid emissions factors. Going forward, we will continue to focus on opportunities to reduce our onsite emissions by reducing electricity and gas consumption and pursuing onsite solar installations, particularly as we anticipate increased occupancy and energy usage at Kilroy Oyster Point Phase 2, our newly completed life science campus in South San Francisco.

In 2025, we realized a 10.8% absolute reduction in total GHG emissions and an 11.0% like-for-like reduction from 2024 levels. Although in 2025, our absolute energy use decreased by 3.8%, our absolute GHG emissions decreased by a significantly larger margin due to changes in the underlying emissions factors used in ENERGY STAR Portfolio Manager, our source for energy and emissions reporting. The 2023 eGRID emissions factors—the most recent available from the EPA—were applied to our 2025 energy consumption. In the CAMX² region, where the majority of our properties are located, these 2023 factors are 19% lower than the emissions factors applied to our 2023 baseline. As a result, the greening of the grids in the CAMX region amplified our emissions reductions beyond what would be expected from energy savings alone.

GHG Emissions Intensity Goal Progress



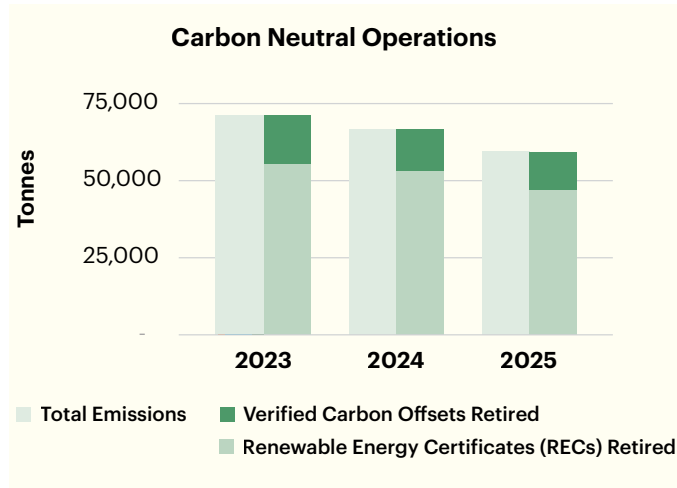
(1) More information on the methodology used to calculate the GHG Emissions Intensity can be found on page [18](#).

(2) CAMX region is the eGRID abbreviation for the California portion of the Western Electricity Coordinating Council (WECC) Southwest Coast.



Carbon Neutral Operations Goal: Maintain carbon neutral operations through 2030.

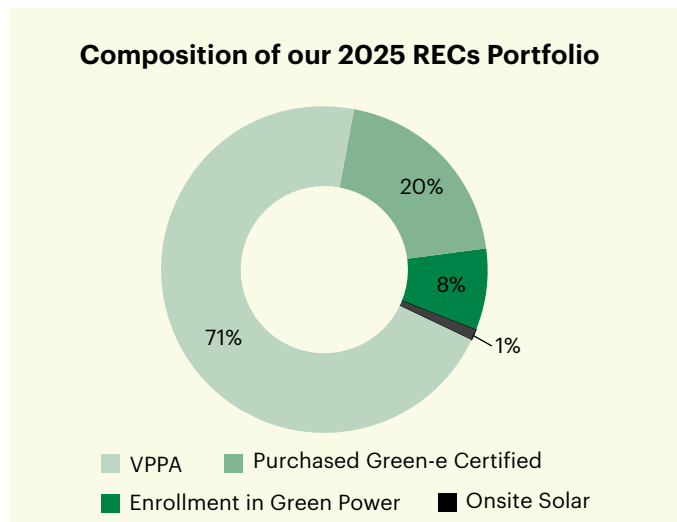
Progress: We achieved carbon neutral operations of our Scope 1, Scope 2, and Scope 3 (downstream leased assets) in 2025.



In 2025, Kilroy achieved carbon neutral operations through a combination of energy efficiency, onsite renewables, off-site renewable energy purchasing, renewable energy certificates (RECs), and verified carbon offsets. See the next page for more information.

Our carbon neutral operations goal covers emissions associated with whole building energy use across our portfolio — all Scope 1 and 2 emissions (emissions resulting from purchased electricity and natural gas), as well as Scope 3 emissions (the carbon emissions associated with our tenants’ energy use).

Each year, we calculate our market-based emissions and apply renewable energy certificates and verified carbon offsets to whole building energy use and/or emissions across the portfolio^{1,2}. We acquire RECs through our virtual power purchase agreement (VPPA) and enrollment in green power programs, and purchase additional Green-e certified RECs from the market to match our electricity consumption. All RECs obtained through these channels are retired on our behalf. For natural gas consumption, we utilize high-quality, verified carbon offsets to neutralize associated emissions. Our 2025 offsets support a U.S.-based emissions reduction project that is registered and independently verified through the Climate Action Reserve.



(1) One REC represents 1 MWh of electricity generated from renewable sources. In 2025, we consumed 214,800 MWh of electricity and acquired an equivalent number of RECs to fully match our electricity use. Electricity consumption of 214,800 MWh is associated with 46,647 tonnes of emissions.

(2) One carbon offset represents the avoidance or removal of one metric tonne of carbon dioxide or its equivalent. In 2025, our natural gas consumption generated 12,999 metric tonnes of GHG emissions, and we procured 12,999 carbon offsets to fully offset these emissions.

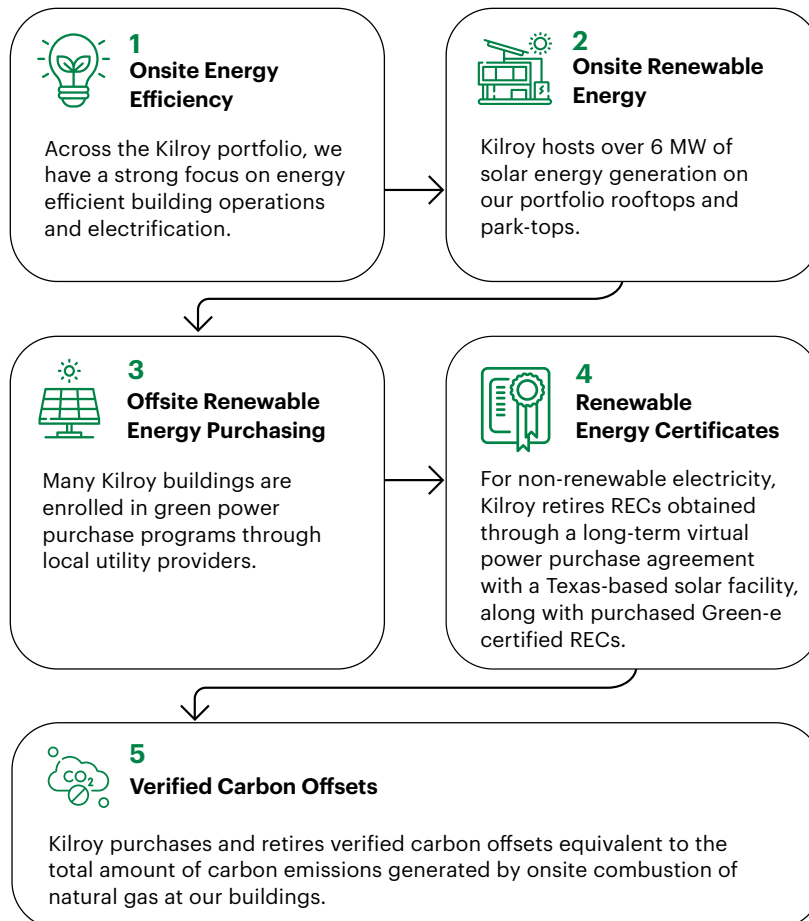


2030 Carbon Neutral Operations Goal

Carbon Neutral Operations Achievement

2025 marked our sixth consecutive year of carbon neutral operations. Our commitment to carbon neutral operations encompasses all Scope 1 and Scope 2 emissions, as well as Scope 3 emissions associated with downstream leased assets.

We focus on the following strategies to achieve carbon neutral operations across our portfolio:



Our energy and carbon data is presented in full in the appendix of this report. All carbon emissions associated with electricity use across the portfolio, whether associated with a common area or tenant space, is offset with either onsite renewable energy, offsite green power purchasing, or retirement of RECs.

The RECs that were retired on Kilroy's behalf were primarily associated with solar electricity generated in 2025 at TotalEnergies' Myrtle Solar site in Texas and owned by Kilroy via our virtual power purchase agreement. Additional Green-e certified RECs were purchased and retired by Kilroy to offset the entirety of the emissions generated from electricity consumption. The verified carbon offsets that were purchased and retired by Kilroy to account for the emissions resulting from onsite combustion of natural gas at our assets were Green-e Climate certified.

ULI Net Zero Goal Alignment

In 2020, Kilroy was among the first wave of real estate companies to align with the Urban Land Institute (ULI) Net Zero Goal, which aims to reduce the emissions of its Greenprint members' collective buildings under operational control to net zero by the year 2050. While our carbon neutral goal includes Scope 3 emissions, we believe the ULI net zero carbon operations goal, which focuses on Scope 1 and 2 emissions under landlord control, is in alignment with our carbon neutral objectives.

More details about the ULI Greenprint goal can be found at: uli.org/netzerogoal



As of December 31, 2025, 75% of our top 20 tenants had a publicly stated ambitious emissions reduction or renewable energy goal.



Water Audit Goal: Complete in-house water audits at 100% of our properties by 2030.

Progress: Completed Step 1: Establish a framework for comprehensive water audits in 2025.

Water Audit Strategy

- ✓ **Step 1** Establish a framework for comprehensive water audits.
- Step 2** Collaborate with in-house engineers to establish an auditing schedule and begin water audits.
- Step 3** Complete audits across our properties.

Water use patterns across our properties are highly nuanced, influenced by factors such as building type, occupancy rates, and operational needs. Understanding water consumption patterns at a more granular level will inform efficiency opportunities and future reduction targets. To strengthen our insight into property level water performance, we established a goal in 2024 to complete in-house water audits across our entire portfolio by 2030.

In 2025, we completed the first step in our water audit strategy by developing a standardized audit framework and template, in collaboration with our engineering team. The framework outlines key evaluation areas — including water monitoring practices, sub-metering, cooling tower performance, domestic water systems, irrigation and landscaping operations, and existing leak detection technologies — and establishes a process for documenting findings and identifying efficiency opportunities.

With this foundation in place, we can prepare for the next phase: implementing the audit schedule and beginning site level assessments.

In 2025, year over year, absolute water consumption increased by 4.8%, which aligns with an increase in portfolio size. More information on absolute water data can be found on page [68](#).



Water Submetering Goal: Install submeters to more accurately measure high water usage points at 100% of properties by 2030.

Progress: Initiated an assessment of current submeter installations across the portfolio.

Water Submeter Strategy

Step 1 Conduct a comprehensive assessment of current submeter installations across the portfolio and document the types of meters in use.

Step 2 Develop an implementation strategy in collaboration with Engineering and Property Management teams.

Step 3 Initiate installation of submeters.

In tandem with our water audits, we have set a goal to install submeters on water-intensive systems — such as cooling towers, landscaping and irrigation, and large water features — at 100% of our properties by 2030. Submetering these systems will help us better understand water consumption at individual buildings and across our portfolio, and enhance our ability to monitor usage, detect inefficiencies, and proactively address issues. By leveraging granular insights, we can identify targeted opportunities for conservation, optimize system performance, and reduce overall operating costs, contributing to both environmental sustainability and financial savings.

In 2025, we established a centralized tracking sheet and initiated the water submetering assessment process in close collaboration with our engineering team. By building this groundwork now, we are positioning ourselves to carry out a more comprehensive assessment in 2026 and beyond.



Waste Education Goal: Provide information, education, and/or training on proper recycling and composting practices to occupants of all Kilroy buildings by 2030.

Progress: Initiated development of the waste training plan to ensure readiness for upcoming rollout.

Waste Education Strategy

Proper waste diversion is heavily reliant upon tenant behavior. This waste education goal will set a foundation for the tenant knowledge required to achieve higher waste diversion rates across the Kilroy portfolio.

Tenant Waste Education

- Waste hauler-specific educational materials will be distributed to all tenants through a main point of contact.
- Tenants with larger waste production volumes will be identified and prioritized for in-person or virtual training opportunities.

Kilroy Employee Waste Education

- Kilroy employees will be distributed waste provider-specific educational materials and receive in-person or virtual training.

In 2025, we began formulating a comprehensive waste training plan to support holistic rollout and successful portfolio-wide implementation. This included researching and compiling existing utility training resources, as well as having conversations with waste consulting partners. Next steps include initiating foundational tenant and employee training through resources such as informational sheets, videos, and signage, followed by addressing specific issue areas through targeted auditing and training.

Year over year, absolute waste generation—including trash, recycling, and compost—increased by 8%, which aligns with an increase in the portfolio size, and from 2024 to 2025 the overall diversion rate improved by 2%. More information on absolute waste data can be found on page [69](#).

Waste Diversion Highlight

We are proud to offer recycling and compost services at 100% of our properties. This means that all of our properties have recycling and compost disposal services available. This benefits Kilroy employees, our tenants, and building visitors.



Single-use Plastic Goal: Eliminate single-use plastic water bottles, beverage cups, and utensils in 100% of Kilroy office kitchens by 2030.

Single-use Plastic Elimination Strategy

Eliminate single-use plastic water bottles and single-use plastic cups from Kilroy kitchens.

Staff are encouraged to utilize a personal refillable bottle or provided reusable cups. (Aluminum can waters may be utilized for meetings hosting office guests, as needed.)

Eliminate single-use plastic foodware (utensils, cups, plates, bowls, straws, etc.) from all Kilroy kitchens.

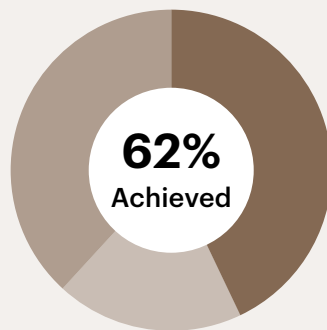
Provide reusable foodware (metal utensils, ceramic mugs, glass cups, ceramic plates, ceramic bowls, etc.) in all Kilroy kitchens.

In 2025, we made meaningful progress toward reducing single-use plastics across our Kilroy office portfolio by establishing a strong foundation for implementation. We completed a comprehensive benchmarking effort for all properties with Kilroy office kitchens, working closely with property teams to collect photos and detailed information on the current use of water bottles, beverage cups, dishware, and utensils. This assessment provided a clear, portfolio-wide understanding of readiness levels and gaps, enabling us to prioritize actions and standardize expectations across locations aligned with Kilroy's Class A office standard.

Building on this baseline, we developed a budget to equip properties that were not yet ready with the necessary reusable dishware and utensils. This exercise highlighted a compelling ROI because purchasing reusables not only supports an elevated tenant and employee experience, but also creates long-term operational savings by eliminating the recurring expense of single-use plastics.

As a pilot, we successfully rolled out the elimination of single-use plastic bottles, cups, dishware, and utensils at our headquarters. As one of our highest users of single-use plastic, Westside Media Center (WMC) headquarters represented a significant opportunity for impact. Implementing this policy at WMC not only delivered immediate reductions in plastic waste but also served as a high-visibility pilot that will inform adoption across the broader portfolio.

Single Use Plastic Goal Progress



■ Achieved prior to 2025 ■ Achieved in 2025 ■ In Progress



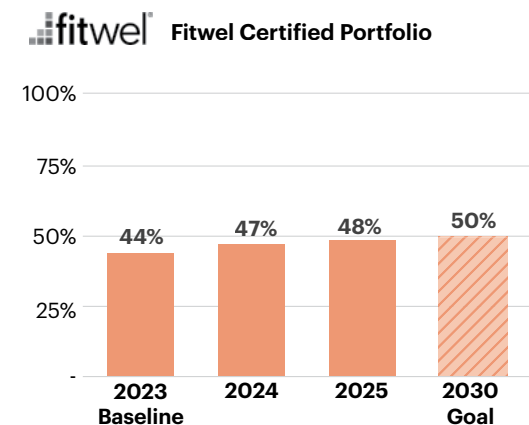
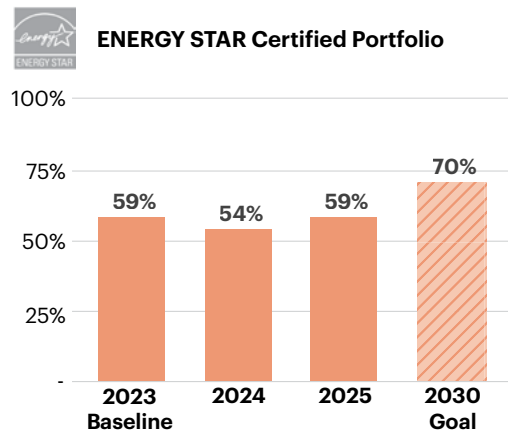
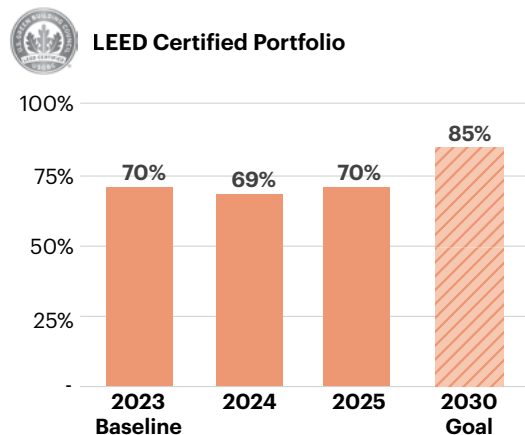
Building Certifications Goals: Achieve 85% LEED certification, 70% ENERGY STAR certification, and 50% Fitwel certification for the stabilized portfolio by 2030.

Progress: The Kilroy portfolio was 70% LEED certified, 59% ENERGY STAR certified, and 48% Fitwel certified in 2025.

Kilroy pursues globally recognized green building certifications to identify and demonstrate achievement of research-backed building design and operational strategies that enhance building efficiency and the wellness of tenants and residents. Green Buildings offer building users healthier environments, while also lowering global carbon emissions and reducing electricity and water bills. We are committed to meaningfully expanding our certification coverage by 2030.

The percentage of LEED-certified properties saw minimal net growth in 2025 due to the disposition of several LEED-certified buildings, offsetting other new LEED certifications and recertifications across the portfolio. The percentage of Fitwel-certified properties grew only slightly this year because our efforts centered on recertifications rather than pursuing new certifications.

In 2025, we increased the percentage of our portfolio certified under ENERGY STAR, reflecting continued improvements in building energy performance and operational efficiency. We also achieved the most ENERGY STAR NextGen certifications of any building owner since the program's launch in 2024. ENERGY STAR NextGen recognizes top-performing buildings that exceed standard ENERGY STAR certification requirements by demonstrating superior energy efficiency, lower emissions, and advanced operational practices, underscoring our leadership in high-performance building operations. Additional information on NextGen can be found on page [32](#).



Embodied Carbon Goal: Reduce embodied carbon by at least 15% (compared to a regional industry average baseline) on all new development projects.

Progress: Kilroy's sustainability team has been engaged in preliminary conversations with design teams for prospective new development projects in our pipeline. Our goal around embodied carbon reductions has been flagged with architects, general contractors, and structural engineers and will be revisited in more detail as the projects progress closer to construction start.

LEED Goal: Achieve LEED Gold or LEED Platinum certification on all new development projects.

Progress: In 2025, two recent new development projects – Kilroy Oyster Point Phase 2 in South San Francisco and 901 16th St in San Francisco – achieved LEED Gold certification. At this time, we do not have other new developments under construction, and do not have any additional LEED Core & Shell certifications in progress.

All-electric Goal: Design and build all new development projects to be all-electric.

Progress: Kilroy's sustainability team has been engaged in preliminary conversations with design teams for prospective new development projects in our pipeline. Our goal around all-electric new developments has been flagged with architects, general contractors, and MEP engineers and will be revisited in more detail as the projects progress closer to construction start.

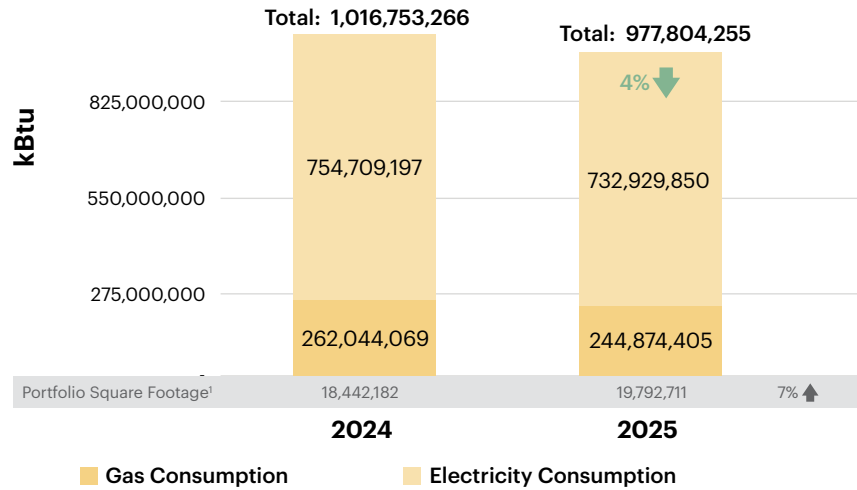
Onsite Solar Goal: Conduct assessments for onsite solar feasibility on all new development projects.

Progress: In 2025, Kilroy energized two new onsite solar installations at recent new development projects – Kilroy Oyster Point Phase 2 in South San Francisco and 901 16th St in San Francisco. At any future new developments, Kilroy's sustainability team will work with our colleagues in development and construction, as well as other design team partners to conduct an onsite solar feasibility assessment early in the design process.

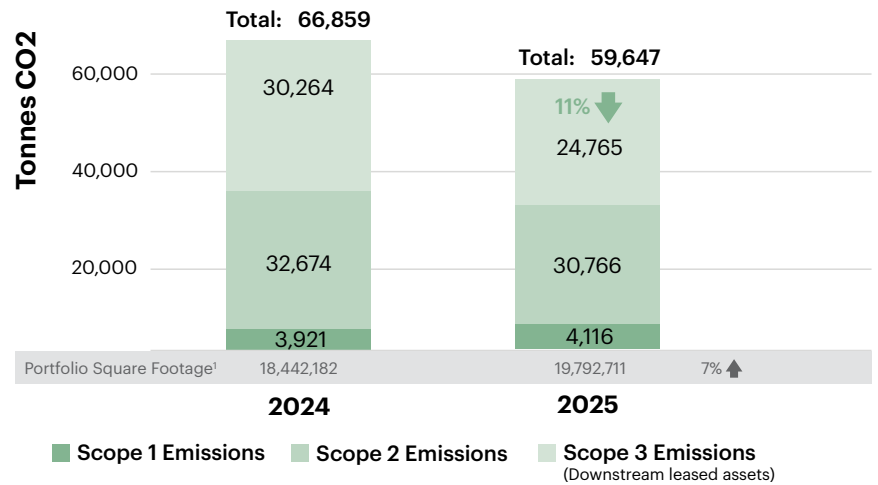


2025 Energy, Emissions, Water, and Waste Performance

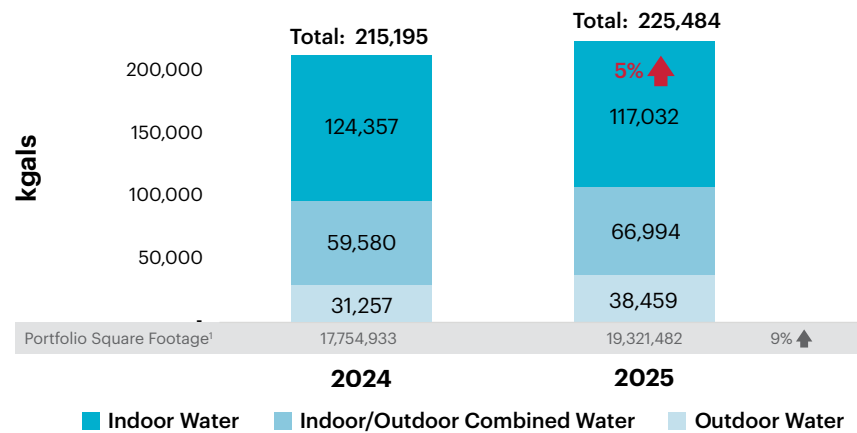
Year-over-Year Absolute Energy Consumption



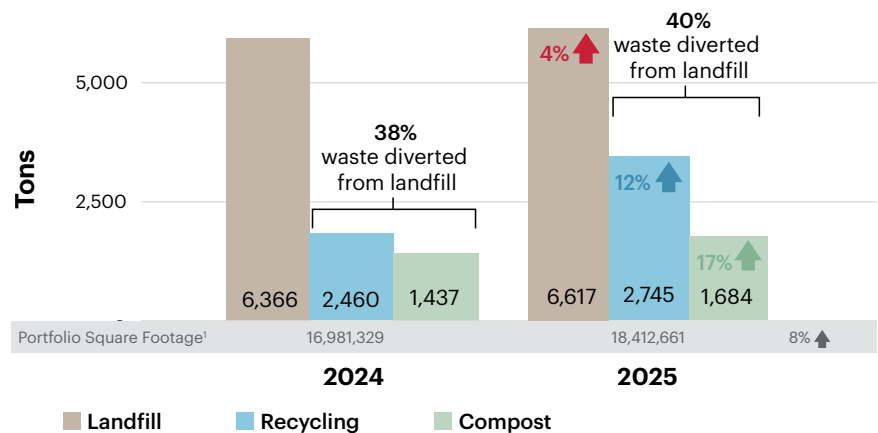
Year-over-Year Absolute GHG Emissions



Year-over-Year Absolute Water Consumption²



Year-over-Year Absolute Waste Generation & Diversion³



(1) Portfolio Square Footage reflects the total area covered by the portfolio's available utility data, as detailed in each utility Performance Table. Performance Tables for each utility can be found beginning on page 66.

(2) In 2025, year over year, absolute water consumption increased by 5%, while the portfolio's covered square footage increased 9%. More information on absolute water data can be found on page 68.

(3) The 2024 waste data has been restated from the figures published in last year's report. Additional details on the restatement can be found on page 61.

Existing Buildings

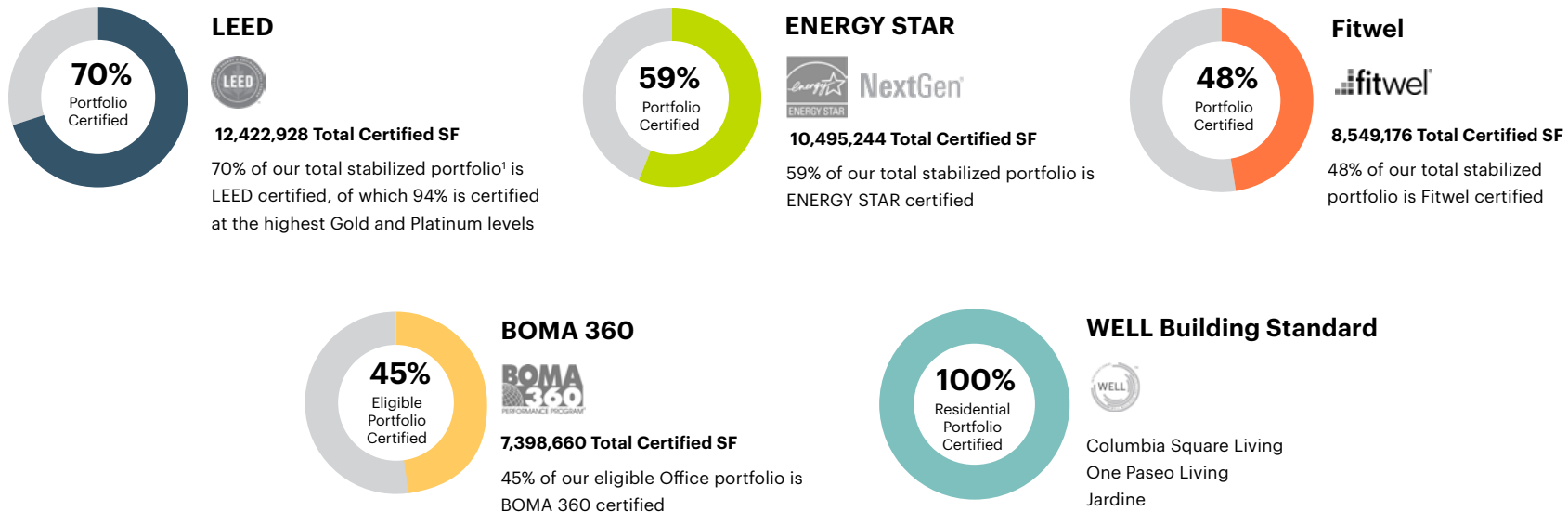
Building Certifications

Kilroy pursues globally recognized green building certifications to identify and demonstrate achievement of research-backed building design and operational strategies that enhance building efficiency and the wellness of tenants and residents. Green Buildings offer building users healthier environments, while also lowering global carbon emissions and reducing electricity and water bills.

LEED Existing Building: Operation + Maintenance (O+M), ENERGY STAR, Fitwel, and WELL certifications require continuing recertification to ensure buildings continue to meet performance standards, stay up to date with the latest research supporting health in the built environment, and provide accurate reporting for ESG disclosures.

We have demonstrated a commitment to continue to re-certify projects after the initial certification, a practice we believe provides opportunity to continually improve the implementation of our sustainability and health and wellness strategies across the portfolio. We will continue to focus on incorporating building efficiency measures and active design features into all our projects, both development and stabilized, to further increase the number of certifications across the portfolio.

Full list of LEED, ENERGY STAR, Fitwel, BOMA 360, and WELL Building Standard certifications as of December 31, 2025 is available at our [website](#).



(1) Total stabilized portfolio square footage reflects the total stabilized portfolio including residential.

ENERGY STAR NextGen

Closing out 2025, Kilroy Realty has distinguished itself as an industry leader in high performance, sustainable real estate by achieving **more ENERGY STAR NextGen certifications than any other building owner** since the program's launch in 2024. This achievement reflects Kilroy's long standing commitment to operational excellence and climate leadership, and aligns with our 2030 Environmental and Social goals.

ENERGY STAR NextGen is the U.S. Environmental Protection Agency's most rigorous recognition for commercial buildings. To earn the designation, buildings must first meet all requirements for traditional ENERGY STAR certification—demonstrating top quartile energy performance nationwide—and satisfy additional, more stringent criteria. These include meeting building type specific limits on direct, on site greenhouse gas emissions and sourcing a significant portion of total energy use from renewable electricity. Together, these requirements move beyond efficiency alone to address the carbon intensity of building operations and accelerate the transition away from fossil fuel dependence.

Kilroy's success in earning ENERGY STAR NextGen certifications across its portfolio demonstrates the company's ability to translate ambitious sustainability goals into verified, real world outcomes. By pairing energy performance with reduced on site emissions and increased use of clean energy, Kilroy supports ongoing efforts to advance a lower carbon, resilient built environment.



Indeed Tower, Austin, TX — LEED Platinum, ENERGY STAR NextGen, Fitwel

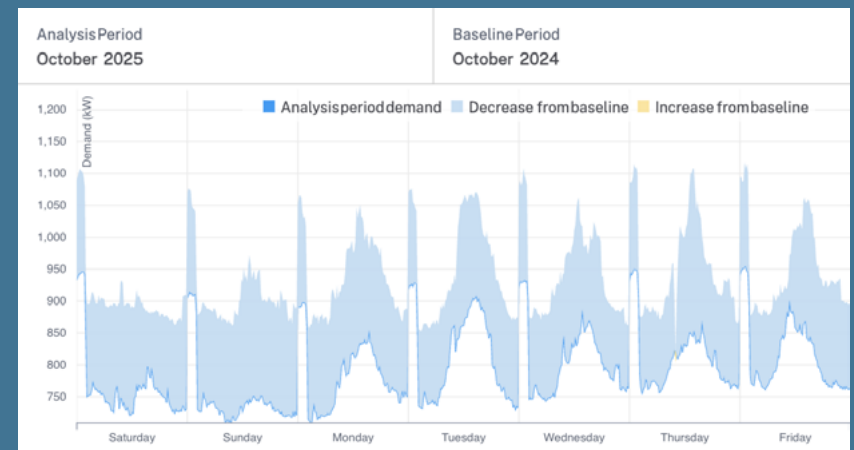
Case Study: 401 Terry Clean Building Performance Standards Grant

401 Terry is a life science / lab building in Seattle, WA with 24/7 operations. Much of the base building equipment is original to construction in 2004, and the current energy use intensity exceeds the thresholds established by Washington's Clean Building Performance Standard (CBPS). In 2025, the Washington State Department of Commerce announced a grant opportunity for building owners required to comply with the statewide Clean Buildings Performance Standard. Kilroy's sustainability, engineering, and asset and property management teams worked together - in collaboration with our tenants at 401 Terry - to identify and create budgets for efficiency improvements that would meaningfully reduce energy use at 401 Terry. Kilroy then submitted a proposal for a comprehensive LED lighting retrofit and high-efficiency replacements of two large natural gas fired boilers, and we were proud to be awarded a \$1.9 million grant from the Washington State Department of Commerce to implement these two projects. The funding provided through the grant program is from Washington's Climate Commitment Act, a statewide "cap-and-invest" program designed to reduce greenhouse gas emissions.

The total cost of both the LED lighting retrofit and boiler replacement projects at 401 Terry is nearly \$3 million. With the \$1.9 grant from the State of Washington, Kilroy will be able to recover a significant portion of project spend. Our tenant, Institute for Systems Biology (ISB), a non-profit scientific research organization, will benefit from reduced utility costs and updated lighting and HVAC equipment.

Together, these upgrades are expected to significantly reduce electricity and natural gas use, lowering greenhouse gas emissions and positioning the building for compliance in the first CBPS compliance period. These improvements to 401 Terry help mitigate future regulatory risk and help us avoid CBPS fines.

The LED lighting retrofit was completed in 2025 and is already resulting in a meaningful reduction in base load electricity usage. Cost savings in the first three months were over \$27,000. The replacement of existing boilers is underway and will be complete in Spring 2026. The new high-efficiency boilers will not completely remove natural gas from the building, but are expected to reduce natural gas usage by over 64%, driving meaningful reductions in greenhouse gas emissions. The 401 Terry upgrades demonstrate Kilroy's strategic approach to aligning decarbonization goals, regulatory requirements, and long-term asset performance, delivering lasting environmental impact and enhanced asset value.



Lighting retrofit electricity usage savings calculated in Gridium

Biodiversity

The World Economic Forum's Global Risk Report identifies biodiversity loss as among the highest-impact risk of the next decade. We recognize that even though our properties are not located in highly ecologically sensitive areas, we are part of the broader ecosystem and our buildings can impact wildlife, endangered species, ecosystem services, and habitat. To mitigate these impacts, our biodiversity and habitat policy is threefold:

1. Conduct environmental impact reviews in all new developments and major renovations where appropriate to ensure that our construction practices will not threaten biodiversity.
2. Include climate-appropriate pollinator plants in new landscape installations, contributing to ecological benefits in our natural environment.
3. Though incorporating pollinator-friendly and native landscaping remains our primary strategy to support our local bee population, we continued our beehive program in 2025, maintaining beehives at twelve of our properties.

Green Cleaning

We continue to utilize a green cleaning program that aligns with the requirements of LEED and Fitwel certification programs. Our green cleaning procedures minimize impact on the environment and occupant health and we include green cleaning standards in all of our janitorial contracts. In 2025, we conducted a preliminary review of the most frequently used cleaning supplies across our portfolio to verify they met our green cleaning criteria. We are now compiling the results of this review and will use these insights to guide continued alignment with our green cleaning program.

Green Leasing

Green leases underscore the value of the tenant-landlord relationship that is critical to elevating the health and environmental performance of our buildings. We continue to demonstrate a commitment to green leasing. Kilroy has been a Green Lease Leader since 2014, earning both Landlord and Team awards, and is the longest running, continuous Green Lease Leader Landlord.

We aim to incorporate the following green lease language into all of our new leases:

- Cost recovery for energy efficiency upgrades benefiting tenants
- Energy management best practices
- Tenant energy usage data collection to enable whole-building data tracking and environmental compliance
- Transparent sharing of whole-building energy, water, and waste data with tenants
- Minimum efficiency standards for tenant fit-outs

EV Charging Infrastructure

Across our portfolio, Kilroy properties host over 680 electric vehicle (EV) charging ports, of which approximately 260 are tenant owned and managed. Our tenants, employees, and building visitors regularly utilize these charging stations. We are actively working with local utility providers and third-party operators to evaluate where we may continue to expand our EV charging infrastructure network across our portfolio to continue to meet growing EV charging demand. At Kilroy owned ports, 2025 emissions savings totaled over 1,260 metric tonnes of CO₂e, equivalent to eliminating the annual greenhouse gas emissions from approximately 275 gasoline powered passenger vehicles.

New Development

Kilroy has a long track record of bringing industry-leading new developments to life in our markets. Our teams and our partners bring a strong focus on sustainability and building performance to the design and construction process. We proactively take steps to engage with the community during the planning and entitlement phases and monitor and mitigate any impacts during the construction and operation phase. Innovation remains a key focus for Kilroy, and we seek out opportunities to advance building performance and enhance the tenant experience through the incorporation of innovative materials, technologies and methods.

Our 2030 New Development Sustainability Goals help focus our teams on key sustainability priorities, including: pursuit of the highest levels of LEED certification (Platinum or Gold), embodied carbon reductions, all-electric design and operations, and onsite solar feasibility studies. More information about these goals and our progress can be found on page [29](#) of this report.

In 2025, we energized two new onsite solar installations at recently completed new developments – Kilroy Oyster Point Phase 2 in South San Francisco and 901 16th St in San Francisco – bringing approximately 1MW of new installed solar capacity online. Kilroy Oyster Point Phase 2 and 901 16th St also both achieved LEED Gold certification in 2025.

Over the past year, much of our development team's efforts were focused on completing interior construction of common areas, amenity spaces, and speculative suites to make recently completed new development and redevelopment projects lease ready. Significant progress on this front was made at Kilroy Oyster Point Phase 2 in South San Francisco, 4400 Bohannon in Menlo Park, and 4690 Executive Drive in San Diego. In 2025, Kilroy did not start any new development projects.

As an owner and developer, the safety of our project sites is of great importance to us. In 2025, and in all prior reporting years, we had zero

construction-related fatalities. During 2025, we had 0 near misses and 0 recordable injuries across 1,350 total work hours at one project site.

The largest parcel in our future development pipeline is Flower Mart, a multi-block site in San Francisco, originally entitled in 2019 for primarily office use. Given the market shifts in San Francisco in recent years, and evolving priorities around adding additional multifamily residential to the downtown neighborhoods, it was the right time for the plans for this site to be revisited. Throughout 2025 we engaged with architects and other design partners, the City of San Francisco Planning Department, and other community stakeholders, to reimagine this site to incorporate more use-types, including multifamily residential. These conversations and focus will continue in 2026.

Over the past year as we considered each land parcel in our future development pipeline, we made the decision to sell two sites that were originally conceived as new office development sites but now have a highest and best use as residential development projects. These decisions were reached after much analysis, internal discussion, and considerations of the short, medium, and long-term scenarios for each site.



Kilroy Oyster Point Phase 2, South San Francisco, CA — LEED Gold

4. Social

- Social Goals
- Kilroy Culture
- Gender & Diversity
- Community
- Vendor Code of Conduct
- Supply Chain



Our 2030 Social Goals align with five tenets that define Kilroy's culture – People, Courage, Teamwork, Integrity, and Performance and Accountability:

READY NOW BENCH STRENGTH AND ELEVATED ORGANIZATIONAL CAPABILITIES

Increase Organizational Continuity: Create succession plans and name strong candidates for each officer position in the Company.

Elevate Organizational Knowledge, Skills, and Abilities: Create and execute enterprise-wide individual development plans that are consistent, where appropriate, with the newly created officer succession plans. Develop and execute on a formal training and development program for asset and property management teams, with the goal of supporting talent acquisition and improving talent retention within the functions.

HIGHLY ENGAGED WORKFORCE

Increase Employee Engagement Opportunities: Develop additional channels to engage with employees through wellness, mentorship, and career-pathing programs.

Drive Talent Retention Through Effective Leadership: Deliver a required manager capability program and measure the related performance of all leaders across the organization.

POSITIVE IMPACT ON OUR LOCAL COMMUNITIES

Become Known for Our Philanthropic Identity: Identify and embed Kilroy's philanthropic identity. Establish ongoing partnerships with local community-serving organizations and provide physical spaces to support initiatives.

Make A Meaningful Difference Through Philanthropic Efforts: Provide our teams with the time and support they need to foster strong partnerships with community organizations aligned with our philanthropic identity, drive higher levels of volunteer engagement by our people, and significantly expand our positive influence and outreach in our communities.



Increase Organizational Continuity Goal:

Create succession plans and name strong candidates for each officer position in the Company.

Progress

In 2025, Kilroy initiated a succession planning initiative, beginning with outlining succession plans for all Executive Committee members. In 2026 and in future years, this effort will be expanded to include other senior leadership positions in the Company. The Executive Committee consists of the direct reports of the CEO, as well as the Chief Accounting Officer, the Chief Technology Officer, and the SVP of asset and property management. Part of the work included identifying development opportunities for people to prepare for growth into next level roles.

Elevate Organizational Knowledge, Skills, and Abilities Goal:

Create and execute enterprise-wide individual development plans that are consistent, where appropriate, with the newly created officer succession plans. Develop and execute on a formal training and development program for asset and property management teams, with the goal of supporting talent acquisition and improving talent retention within the functions.

Progress

In 2025, we developed a catalog of training experiences informed by our Talent Development process and individual development needs. All employees participated in learning experiences with ~540 online course hours completed. Additionally, we created and executed a “year one” training plan for asset and property teams with a focus on facilitated fundamental leadership workshops attended by team members in Los Angeles and San Diego. These sessions will continue throughout 2026.

Increase Employee Engagement Opportunities

Goal: Develop additional channels to engage with employees through wellness, mentorship, and career-pathing programs.

Progress

In 2025, we developed and deployed an employee listening program called KilroyNext, to solicit feedback from employees at all levels, in all regions, through live, facilitated focus groups. Additionally, we utilized our newsletter, Kilroy Connections, to collect feedback through polls, and met individually with a broad range of key stakeholders to learn about their experiences and recommendations for our Performance Assessment and Talent Development processes. We have translated the KilroyNext the feedback into a prioritized portfolio of projects that we believe will deliver the greatest value to the organization that we will begin executing on in 2026. Additionally, we plan to launch a company-wide Employee Engagement Survey in 2026.

Drive Talent Retention Through Effective Leadership

Goal: Deliver a required manager capability program and measure the related performance of all leaders across the organization.

Progress

We have developed and deployed a Manager Fundamentals course to elevate the capability of our managers to deliver against our Kilroy Leadership Expectations. This facilitator-led course reviews manager best practices and enables participants to practice thinking like a leader, conducting effective one-on-one conversations, delegating, and delivering feedback in a workshop setting. The Company will continue to offer this course to managers across the company. The effectiveness of our leaders will be measured during our 2026 Employee Engagement Survey.





Become Known for Our Philanthropic Identity Goal:

Identify and embed Kilroy's philanthropic identity. Establish ongoing partnerships with local community-serving organizations and provide physical spaces to support initiatives.

Progress

In 2025, we created an internal philanthropy team and established three key areas of focus: 1) Health, 2) Community Service, and 3) Community Development. Our Philanthropy Committee is a cross-functional group that brings together representatives from across the organization—including Property Management, Human Resources, and Government Affairs with executive leadership by our Chief Human Resources Officer and our Chief Administrative Officer. By design, the committee reflects the diverse perspectives of our tenants, employees, and the broader communities we serve. This ensures that our philanthropy strategy is grounded in what matters most to our stakeholders and that our approach remains both inclusive and responsive to emerging needs.

The focus areas were shaped through a thoughtful review of our historical philanthropic initiatives, including the programs and types of organizations that have been most meaningful to our stakeholders over time. We also evaluated the evolving needs of the communities where we live and operate—both current and anticipated—to identify areas where Kilroy can have the greatest sustained impact. The resulting focus areas reflect a combination of what has resonated with employees and tenants, where we have demonstrated strength, and where our support can meaningfully contribute to long-term community wellbeing.

Make a Meaningful Difference Through Philanthropic Efforts Goal:

Provide our teams with the time and support they need to foster strong partnerships with community organizations aligned with our philanthropic identity, drive higher levels of volunteer engagement by our people, and significantly expand our positive influence and outreach in our communities.

Progress

Our "Month of Service" program delivered a robust and intentional effort to give back to the communities in which we operate. These company-wide initiatives provided our employees with opportunities to connect with local organizations and meaningful causes in the spirit of community enrichment and volunteerism. In 2025, our employees assisted 13 organizations, dedicating more than 1,200 hours of service.

Kilroy Culture

Kilroy is committed to making a positive difference in our employees' lives by focusing on culture, developing our team members, celebrating our unique backgrounds, promoting employee health and wellness, and dedicating ourselves to being responsible corporate citizens through our community service and philanthropic efforts.

Over the past year, our Executive Leadership team and our Human Resources team focused communications and programming on the five tenets that define Kilroy's culture — **People, Courage, Teamwork, Integrity, and Performance and Accountability**. These tenets inform our efforts to create the conditions for engagement, guide the way we work, and prioritize behaviors that promote trust, productivity, and growth.

People

Our **People** tenet states that managing and developing talent is our most important responsibility. We demonstrate our commitment to providing opportunities for our employees to grow by offering a variety of learning experiences to support their advancement. Learning experiences are offered in a variety of modalities to accommodate the unique needs and preferences of our learners.

Training and Development

100% of our employees participated in learning experiences in 2025, through virtual workshops, in-person sessions, lunch and learns, online webinars, and self-paced training. Some of the topics included (but are not limited to):

- Unconscious bias training
- Workplace behavior and harassment prevention training
- Workplace violence prevention
- Interactive threat and first care provider

- Talent development and career growth
- Performance management
- Technology training
- Cybersecurity
- Leadership

Additional Developmental Training Resources

All Kilroy employees are provided a license to the LinkedIn Learning online education platform. This industry-leading collection delivers a wealth of on-demand content across a wide array of developmental topics. The content helps our team members elevate their knowledge, skills, and abilities, to excel in their current role or prepare for their next. In 2025, team members completed 8,900 training videos, viewing over 500 hours of content.

Role Specific Training

We encourage employees to attend industry specific and trade association conferences and training in their area of expertise, e.g., asset and property management, accounting, construction services and development, IT, legal, human resources, and sustainability. In 2025, a number of individuals completed continuing education courses and attended relevant conferences to further their knowledge and maintain certifications.

Career Growth

We repeated the Talent Development process developed in 2025 to enable team members to define their career goals and the actions required to achieve them. This collaborative process between employees and supervisors resulted in documented plans within our human resources information system. To provide resources in support of the most common developmental needs, we offered coaching and collections of self-paced and in-person courses.

Mandatory Workplace Behavior Training

Kilroy employees complete mandatory training on appropriate workplace behavior including harassment prevention (bi-annually) and workplace violence prevention (annually). Additionally, unconscious bias training is required for all new hires. New supervisory employees also receive this training within six months of their initial hire or promotion to a supervisory position. Kilroy expects all employees to review and attest to its EEO, anti-discrimination, and anti-harassment corporate policies.

Education Reimbursement

We provided the opportunity for employees to attend job-related training by offering tuition reimbursement to those who have completed at least one year of continuous service. We reimbursed employees for their related expenses including travel, registration and testing fees, workbooks, lodging, and meals not included in the registration fees. Employees are encouraged to take advantage of this program to help them advance through their career trajectory. We also reimbursed employees for sustainability education and credentialing.



Parental Leave Coaching

We offered one-on-one coaching with an external parental leave coach to support expectant parents through the three key phases of transition—pre-leave, during parental leave, and upon return to work. We believe this benefit has contributed to the retention and success of working parents at Kilroy.

Internship Program

In the summer of 2025, we completed an internship program at our corporate headquarters in Los Angeles to create a network of talent within higher education that is familiar with our brand and interested in pursuing a career with us. We provided four interns with practical, hands-on experience in their chosen field and events to help them grow their professional network. We are expanding the program in 2026 to host 13 interns between the San Francisco and Los Angeles regions.

Take Your Child to Work Day

In 2025, we participated in Take Your Child to Work Day, hosting sons and daughters of some of our Los Angeles region team members. We offered a combination of fun, interactive activities, structured learning experiences, and a field trip to tour some of our spaces in various stages of construction. We are expanding this program in 2026 to include each of our regional offices.

Courage

Our **Courage** tenet challenges us to confront change and respond with innovation. In the spirit of recognizing and celebrating those who demonstrated the courage to challenge organizational norms and deliver exceptional results, we continued the Kilroy Employee Recognition Program in 2025. Structured around the attributes of our cultural tenets, one team member is selected to receive an award in each of three award categories: People, Innovation, and Teamwork. Additionally, one team member per calendar year is the recipient of the Impact Award.

Teamwork

The **Teamwork** tenet describes the value of thought and perspective diversity. In 2025, we utilized an extensive collection of channels to deliver information, bring our teams together, and provide opportunities for us to collaborate.

Social Events

During 2025, the Kilroy Culture Crew thoughtfully coordinated regional events to create opportunities for meaningful connection, including social events to celebrate birthdays, Company anniversaries, heritage months, and multicultural events. In 2025, we also hosted regional summer socials, and regional holiday get-togethers to celebrate the season and our collective accomplishments.

Communications

We provide connection points through internal communications, external communications, Town Halls, social events, and wellness programming.

Internal Communications

In 2025, we continued to utilize Kilroy Connections, our bi-weekly newsletter, to communicate organizational achievements, recognize employee accomplishments, and provide information about upcoming events. Additionally, to raise awareness of our robust health benefits and how they can promote wellbeing, we launched a monthly supplemental newsletter, the Kilroy Wellness Connection.

Quarterly virtual Town Halls were conducted in 2025 to deliver business results, provide employee engagement updates, and enable members of the senior leadership team to connect with team members across the enterprise.

In October, we launched the Kilroy Learning Exchange. This videocast format is a series of informative and engaging conversations with senior leaders and special guests to learn more about them, their experiences, perspectives, and what is happening in their functional area.

External Communications

In 2025, we continued to share content about our properties, teammates, and Company across multiple social media platforms. A presence on social media allows us to engage different audience segments in new ways, and complements our other existing external communications through our website, press releases, conferences, and published reports.

Integrity

Maintaining the trust of our colleagues, tenants, investors, and communities by treating everyone with respect and decency is the core message of our **Integrity** tenet. Recruiting and developing a diverse workforce and promoting an inclusive culture ensures we are aligned with that directive. During 2025, employees participated in unconscious bias training and programming around the importance of a diverse and inclusive culture. Throughout the year we sent communications and hosted events to acknowledge and highlight heritage months, holidays, and other cultural events. The goal was to share tools, resources, and programming to educate our employees about culturally historic events, recognize the achievements of historically notable figures, and celebrate all cultures.

Equal Opportunity

We are an equal opportunity employer that recruits, hires, trains, and promotes personnel for all areas of employment without regard to race, color, religious creed (including religious dress and grooming practices), sex (including pregnancy, childbirth, breastfeeding or related medical conditions), sexual orientation, gender, gender identity, gender expression, national origin (including language use restrictions), ancestry, age (40 or over), physical or mental disability (including HIV and AIDS), medical condition (cancer and genetic characteristics), genetic information, Family and Medical Care leave Status, California Rights Act leave Status, denial of Family and Medical Care leave, military or veteran status, or marital status, or any other status protected by federal, state, and/or local laws.

Code of Conduct

Our Company's Code of Conduct (Code of Conduct) is one tool that we use to uphold our commitment to integrity across our business practices. The Code of Conduct is available on our public website and is provided to all employees upon hiring. More information about our Code of Conduct can be found on page [59](#).

Occupational Health and Safety

Kilroy takes the safety of all people at our properties seriously, and we have dedicated resources to identifying and mitigating risk. We track injuries and any other safety incidents that occur at our buildings and use that information to inform our processes and procedures. Employees and vendors are required to report any onsite injuries that result in actions greater than first aid. In 2025, no serious injuries or fatalities related to operational safety issues were reported at any of our properties.

Non-Discrimination Policy

Kilroy does not unlawfully discriminate on the basis of any of the protected categories. This policy of equal employment opportunity and non-discrimination applies to all areas of employment including, but not limited to, recruiting, hiring, placement, promotion, demotion, training, termination, layoff, transfer, leave of absence, compensation, benefits, use of facilities, and Company-sponsored employee activities. We take all reasonable steps necessary to prevent such discriminatory conduct from occurring in the workplace and to promptly correct any such conduct.

Performance and Accountability

Our **Performance and Accountability** tenet requires that we hold ourselves and each other accountable for success and continuous growth. Employees participate annually in the Performance Assessment process that begins with a self-review and concludes with a discussion with their supervisor. These sessions enable supervisors and employees to align on performance while identifying strengths and opportunities for development. In addition to the annual reviews, supervisors are encouraged to facilitate periodic one-on-ones, provide guidance when warranted, and solicit feedback about their performance as a leader.



Promotions

To illustrate our commitment to employee development and career growth, in 2025, we were pleased to have promoted 40 employees, or approximately 17% of our workforce.

One-on-One Coaching

To address individual developmental needs, we provided one-on-one coaching. These sessions, conducted by leaders and/or our Human Resources team, enabled us to meet the unique needs of our employees while demonstrating our commitment to their growth.

Employee Health and Wellness

The physical and mental health and well-being of our employees is of central importance to our culture. Our programs for 2025 are highlighted below. We offered comprehensive group health benefits to all eligible employees and their families that were built around their total health.

For 2025, options included a medical HDHP and an HSA plan with a generous company contribution in addition to two PPO plans.

Medical plan enhanced benefits included:

- MDLive
- Mail order pharmacy
- Chiropractic care
- Acupuncture
- Weight management, healthy eating, and exercise
- Prenatal program and parent support services

Ancillary benefits included Dental, Vision, Medical and Dependent Care FSA option, Group Life & Disability and AD&D (including an employee Buy-Up Option), LTD and an Enhanced Employee Assistance Program.

Employee Assistance Program

Our employee assistance program offers a variety of resources, tools, and services to employees and their household members.

- Coaching and career development

- Counseling referrals to support emotional well-being and help employees navigate stress, anxiety, relationship issues, grief, and loss, etc.
- Legal assistance
- Financial coaching
- Identity theft resolution
- Work-life services to provide referrals for childcare, adult care, etc.
- Wellness resources, including fitness, mental health, disease prevention, alcohol/drug dependency, and smoking cessation

Pregnancy and Parental Benefits

Kilroy is firmly committed to supporting its employees in welcoming a child into their families. We are proud to offer paid leave benefits to employees in connection with the birth of a child, the adoption or foster care placement of a child with an employee, and disabilities related to pregnancy.

Enhanced employer-paid pregnancy and parental benefits:

- Pregnancy Disability and Baby Bonding Leave: Up to twelve (12) weeks of paid Kilroy salary continuation
- Parental Baby Bonding Leave: Up to eight (8) weeks of paid Kilroy salary continuation
- Private lactation accommodations

Additional Benefits

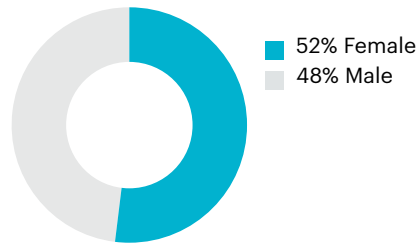
We also have a robust offering of additional benefits including:

- Fitness stipend to offset the cost of monthly gym memberships
- Commuter benefit with WageWorks encourages public and alternative transportation
- Easily accessible automatic external defibrillators
- Perks at Work: A discount program with exclusive offers for childcare, education, travel, and more
- Standing desks and other ergonomic desk accessories
- Healthy snacks and lunches in every office

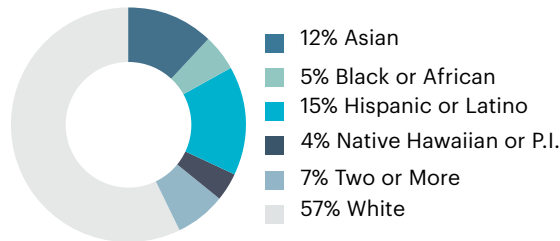
Gender and Diversity

Entire Company (241 employees)

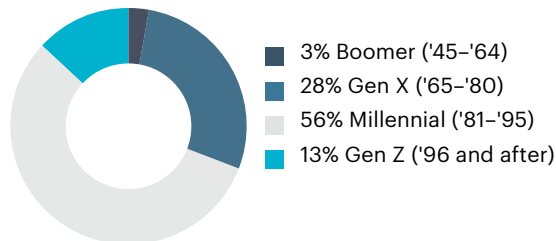
GENDER



RACIAL GROUPS

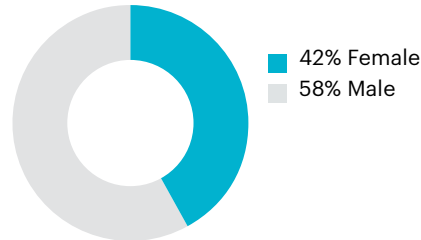


GENERATION

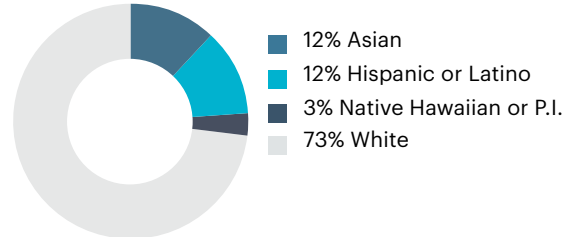


Officers (60 employees, VP and Above)

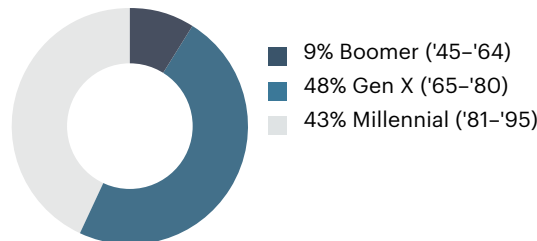
GENDER



RACIAL GROUPS



GENERATION



Diversity at Kilroy

49%¹

Of 2025 New Hires were Female

49%¹

Of 2025 New Hires were Racially and Ethnically Diverse

60%¹

Of 2025 Promotions were Female Employees

48%¹

Of 2025 Promotions were Racially and Ethnically Diverse Employees

81%²

Female Retention

88%²

Racially and Ethnically Diverse Retention

(1) New hire and promotion percentages reflect total activity during the 2025 calendar year.

(2) Retention is calculated as (12/31/2025 headcount minus 2025 new hires) divided by the 12/31/2024 headcount.

Community

LA Fire Recovery Support and Texas Flood Disaster Relief

Kilroy supported employees and communities affected by the early 2025 Los Angeles wildfires through temporary housing, mental health resources, flexible work arrangements, and wellness programs. The company shared real-time safety updates and preparedness information. Externally, Kilroy donated \$50,000 each to the Los Angeles Fire Department Foundation and World Central Kitchen, aiding first responders and displaced residents.

Additionally, in response to the devastating floods that took place in Texas in July 2025, Kilroy donated \$20,000 each to the Texas Search and Rescue and World Central Kitchen.

These efforts underscore Kilroy's commitment to employee well-being and community support.

Culture Crew

Kilroy's employee-led Culture Crew program aims to enhance engagement and foster connections among employees through year-round community-building activities. The Culture Crew consists of representatives from each Kilroy region who plan and carry out team building and community service events to benefit all Kilroy employees. Throughout 2025, Culture Crew organized events such as volunteering, holiday celebrations, employee health activities, and art projects, as well as group outings.



Employee Volunteerism

Kilroy's employee volunteering programs have two fundamental areas of focus: Strong Communities and Healthy Planet. In 2025, we organized and participated in several volunteer opportunities — focusing our efforts during our November "Month of Service." Kilroy's Culture Crew organized a combination of onsite and offsite activities such as donation drives, community cleanups, and preparing, assembling, and distributing meals and care packages to those in need. In addition, many properties and teams facilitated their own events to give back to the community. We are proud that our volunteering efforts integrated Kilroy's cultural tenets into Company culture throughout the year. During our month of service, more than 145 Kilroy volunteers contributed more than 1,200 hours supporting 13 organizations, including:

Austin — Caritas of Austin

Los Angeles — Hollywood Food Coalition, Meals on Wheels, Operation Gratitude, Project Ropa, Wags & Walks

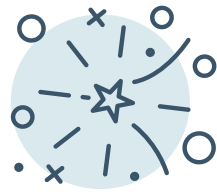
San Diego — Feeding San Diego, Ronald McDonald House

San Francisco Bay Area — Refuse Reuse, Second Harvest, The Women's Building

Seattle — LifeSpring, Westside Baby



145+
volunteers



1,200+
total volunteer
hours



13+
organizations
served



Philanthropy

We also provide financial support to charitable organizations focused on building strong communities and promoting environmental protection. Our philanthropic philosophy is to provide unrestricted grants to allow organizations we believe in to execute their programs most efficiently. Additionally, in 2025 we extended our Matching Gifts Program through which the Company matches employee donations made to qualified organizations, up to a \$500 match. The Company supported over 40 organizations by making charitable donations, via direct and company matching gifts, in 2025.

In addition, we began the initiative of developing a Philanthropy Committee, dedicated to identifying specific organizations where we can have continuity across regions and establish guidelines for how we use donation money to ensure it adds the most value and where we can do things to create leverage.



Breast Cancer Research Foundation

Breast cancer has touched many of our friends and family members and is a cause that is important to many at Kilroy. In 2025, Kilroy employees participated in a company-wide step challenge in support of breast cancer research, and collectively logged over 8 million steps, which drove our donation of \$25,000 to the Breast Cancer Research Foundation.

American Heart Association

In 2025, Kilroy strengthened its commitment to community health by launching a new partnership with the American Heart Association (AHA). We contributed \$10,000 to support the Bay Area Research Roundtable, a leading life sciences industry event that advances the AHA's mission through critical research funding. The Roundtable brings together a diverse coalition of organizations—including venture capital firms, pharmaceutical and medical device companies, and life science consulting partners—reflecting the innovative ecosystem of our life science tenant base in the San Francisco Bay Area.

This partnership aligns with Kilroy's long standing focus on promoting health and wellness in the communities where we operate. Building on this foundation, we extended our sponsorship of the Bay Area Research Roundtable through 2028 and we are exploring additional opportunities to deepen our collaboration with the AHA in 2026, including engaging our employees in the organization's annual Heart Walk fundraisers and coordinating CPR training programs across our regions.

Vendor and Supplier Code of Conduct

As part of operating a successful real estate development and management company, we rely on outsourcing services and business processes to optimize value and complement the in-house teams we have in place. Through both our internal Code of Conduct and our external Vendor and Supplier Code of Conduct, we seek to elevate the visibility and importance of environmental, social, and governance factors in operations, workforce relations, and environmental practices. Our Vendor and Supplier Code of Conduct can be found on our website: <https://kilroyrealty.com/sustainability/>

Supply Chain

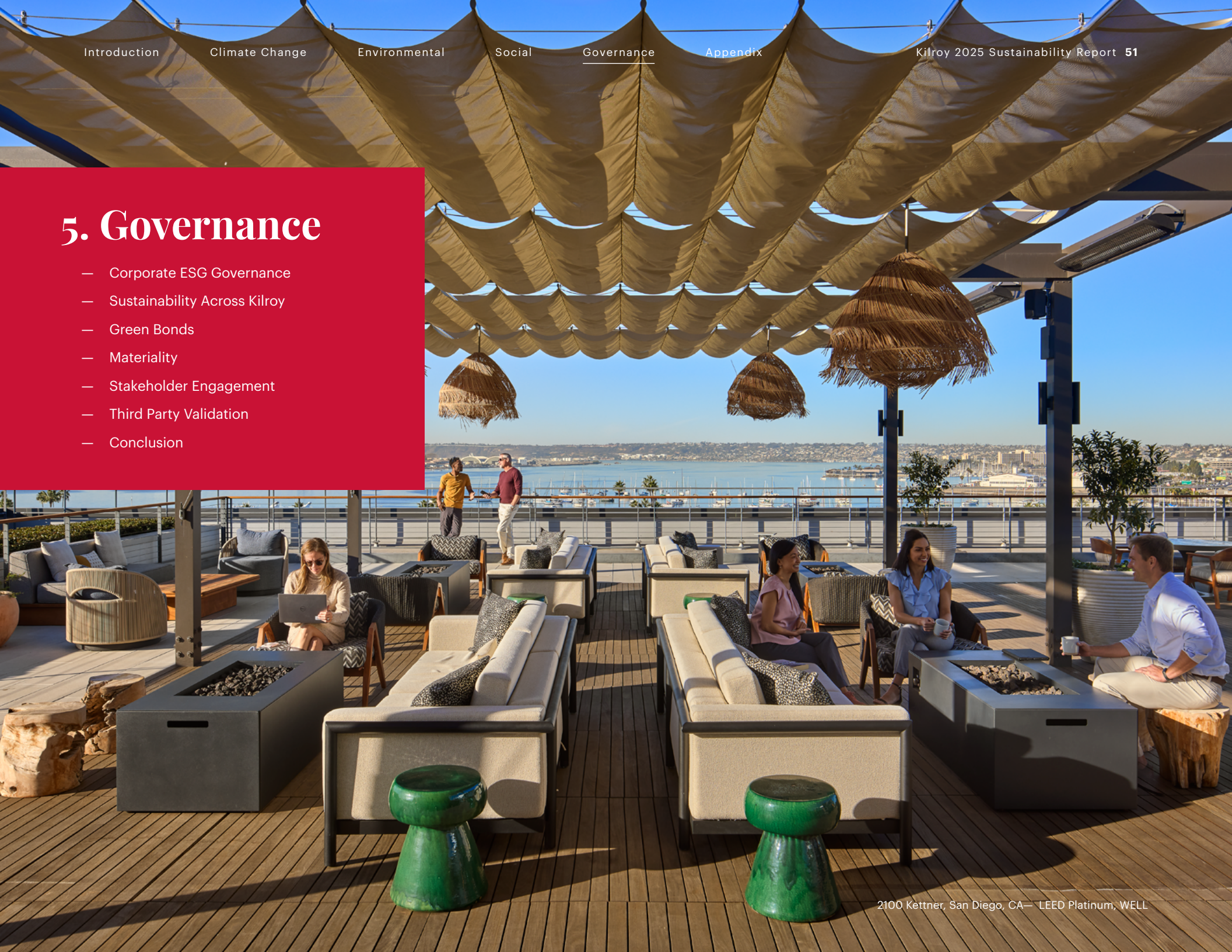
We recognize that there can be significant social and environmental impacts in our supply chain that relate to our business operations. This could include services and products we procure to construct and operate our buildings and the services and products that those suppliers and customers in turn procure. We see an opportunity for proactive engagement with supply chain partners to use our position and purchasing power to influence positive societal change and sustainability progress.

As we roll out the updated Vendor and Supplier Code of Conduct, an internal team with representatives from a range of corporate functions such as legal, risk management, development and construction, and sustainability will work together to identify suppliers we may prioritize for direct engagement.



5. Governance

- Corporate ESG Governance
- Sustainability Across Kilroy
- Green Bonds
- Materiality
- Stakeholder Engagement
- Third Party Validation
- Conclusion



Corporate ESG Governance

Board of Directors ESG Oversight

Our Board of Directors (the “Board”) established a Corporate Social Responsibility and Sustainability Committee (the “CSR&S Committee”) in 2018. Since that time, the CSR&S Committee’s role has been to oversee and advance our corporate social responsibility and sustainability objectives, including but not limited to, human capital matters, diversity and inclusion, philanthropy and community involvement, good corporate citizenship, climate change, health and wellness, and other related issues that are of significance to the Company and its stockholders. Throughout 2025, CSR&S Committee members provided both input on social and environmental issues based on its members’ broad market experience, as well as strategic guidance around employee initiatives in these areas. Jolie Hunt (Director) served as chair of the CSR&S Committee, which was also comprised of Peter Stoneberg (Director) and Angela Aman (CEO and Director). The CSR&S Committee met four times in 2025.

In February 2026, as part of a larger announcement regarding Board expansion and Board leadership changes, Kilroy announced that the CSR&S Committee would be disbanded, effective February 24, 2026. This decision reflects an effort to drive a more integrated approach to Board oversight of corporate social responsibility and sustainability matters. Going forward, the Nominating/Corporate Governance Committee (the “Governance Committee”) of the Board will assume oversight of the Company’s environmental sustainability initiatives and broader social governance responsibilities, the Executive Compensation Committee of the Board will assume oversight of all human capital management initiatives, and the Audit Committee of the Board will assume oversight of sustainability data and the risk exposure of the Company related to corporate social responsibility, environmental sustainability, and human capital management. In 2025, the Executive Vice President and Chief Administrative Officer; Executive Vice President and General Counsel; Executive Vice President and Chief Human Resources Officer; and Senior Vice President, Sustainability provided regular updates to the CSR&S Committee and other Board Committees.

Management ESG Steering Committee

The members of Kilroy’s Management ESG Steering Committee are senior leaders from across the Company, representing asset and property management, development and construction, finance and accounting, human resources, investments, leasing, legal, and sustainability. The purpose of the Management ESG Steering Committee is to provide oversight and effective implementation of the Company’s ESG strategies, initiatives, and policies. The Management ESG Steering Committee meets three times each year, and our Chief Executive Officer appointed our Executive Vice President and Chief Administrative Officer as the Committee Chair. The Management ESG Steering Committee is empowered to promote corporate social responsibility and sustainability, and to make recommendations to the Board of Directors of the Company, to any committees of the Board, and to the Company’s Chief Executive Officer and senior management team.

ESG and Executive Compensation

To more deeply embed accountability for our ESG objectives, Kilroy has linked a portion (10% weight) of executive short-term incentive compensation to ESG goals. These ESG goals are tailored to each individual executive officer, and prompt focus on key areas where sustainability can drive business value, such as leasing and tenant engagement, talent development, succession planning, capital expenditure planning and operational improvements, acquisition and disposition considerations, employee communications, and enhanced controls for ESG data.

Additional details about 2025 Performance Measurement Framework, and the categories that are considered in the award of executive management’s short term incentive payments can be found in our 2026 proxy statement at: <https://investors.kilroyrealty.com/investors/financial-reports/sec-filings/default.aspx>

Sustainability Across Kilroy

<p>BOARD OF DIRECTORS</p> <p>Oversight of Corporate Social Responsibility and Sustainability Initiatives, ESG in Executive Compensation Program</p>	<p>SENIOR MANAGEMENT</p> <p>Strategy, Report Assurance, Project Approval, ESG Steering Committee</p>	<p>FINANCE</p> <p>Sustainability Linked Financing, Offsite Virtual Power Purchase Agreement</p>
<p>LEGAL</p> <p>Green Leases, Vendor and Supplier Code of Conduct, Sustainability Disclosures</p>	<p>ASSET & PROPERTY MANAGEMENT</p> <p>Tenant Engagement, Project Implementation and Management, Data Management</p>	<p>RISK MANAGEMENT</p> <p>Climate Change Factors in Standard Operating Procedure and Emergency Manuals, Resilience, Insurance</p>
<p>DEVELOPMENT & CONSTRUCTION</p> <p>Sustainability Initiatives for Development Projects, Tenant Fit Out Standards</p>	<p>ACCOUNTING</p> <p>Sustainability Data Controls, Process Management, Disclosures</p>	<p>INFORMATION TECHNOLOGY</p> <p>Smart Buildings, Climate Tech, Data Visualization</p>
<p>ENGINEERING</p> <p>Implementation of Efficiency Projects, Building Performance Data Collection and Monitoring</p>	<p>DESIGN AND MARKETING</p> <p>Leasing Marketing Materials, Annual Sustainability Report</p>	<p>SUSTAINABILITY</p> <p>Coordination and Execution of Sustainability Strategy and Programs, Sustainability Reporting</p>
<p>HUMAN RESOURCES</p> <p>Training, Employee Engagement, Internal Communications</p>	<p>GOVERNMENT AFFAIRS</p> <p>Local Community Engagement, Policy Tracking</p>	<p>INVESTMENTS</p> <p>Acquisition Due Diligence, Integration of Sustainability Metrics into Investment Committee Process</p>

Green Bonds

Kilroy has issued three green bonds in recent years (2018, 2020, and 2021). In accordance with our Green Financing Framework, all proceeds from each bond offering have been fully allocated to Eligible Green Projects.

The proceeds from the green bond issued in November 2018 (\$400 million aggregate principal amount of 4.75% senior notes due 2028) were initially allocated to our development project, The Exchange on 16th in San Francisco, a 750,000 square foot LEED Platinum Core & Shell office property which was completed in 2019 and sold in 2021. Following the divestment of The Exchange on 16th, the proceeds were redeployed to fund the development of Kilroy Oyster Point Phase 2, a life science development project in South San Francisco. Kilroy Oyster Point Phase 2 completed in January 2025 and achieved LEED Gold certification in October 2025, which qualifies it as an Eligible Green Project.

The proceeds from the green bond issued in August 2020 (\$425 million aggregate principal amount of 2.50% senior notes due 2032) were allocated to two development projects, 50% to 100 Hooper in San Francisco, which achieved LEED Platinum certification in 2020, and 50% to On Vine in Los Angeles, which achieved LEED Gold certification in 2020.

Proceeds from the green bond issued in October 2021 (\$450 million aggregate principal amount of 2.65% senior notes due 2033) were allocated to our Kilroy Oyster Point Phase 1 development, a 656,000 square foot office and life science project located in South San Francisco, which achieved LEED Gold certification in 2022.

Our Green Financing Framework can be found at: <https://kilroyrealty.com/wp-content/uploads/2021/06/kilroy-realty-corporation-green-bond-framework.pdf>.

Green Bond Certifications and Second Party Opinions for each of our green bond offerings can be found on our website at: <https://kilroyrealty.com/sustainability/>.

Materiality

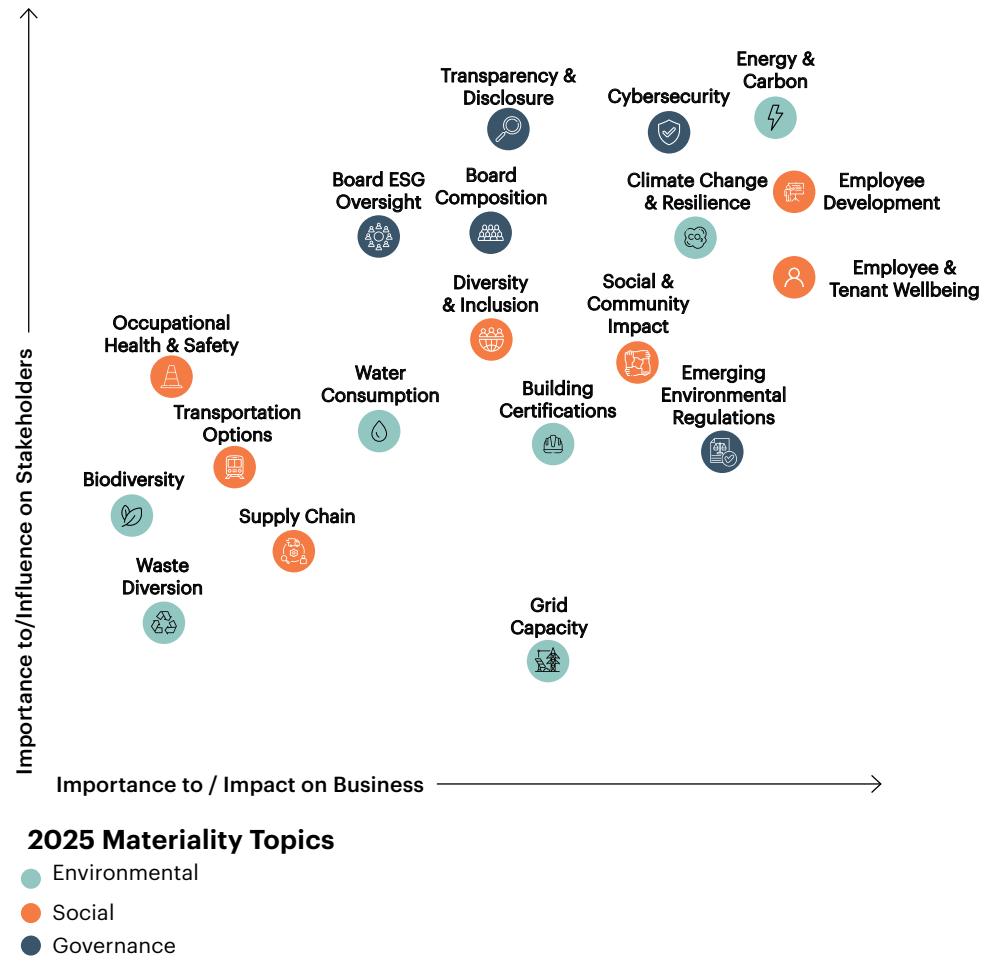
Kilroy has a mature sustainability program, with a dedicated full-time Sustainability team, and throughout the year we actively engage with a wide range of key stakeholders to maintain focus on current and emerging issues. This ongoing engagement informs our materiality process, which is reviewed and updated each year.

In 2025, we maintained engagement with key external stakeholder groups, including tenants, investors, and industry peers. This ongoing engagement helps ensure our awareness of emerging or shifting trends in the sustainability space and our broader business environment.

A cross-functional group of internal stakeholders meets annually to review and discuss the materiality matrix. Minor updates to our materiality matrix and topics were made based on feedback from that internal stakeholder feedback. We also solicited and received input from our Management ESG Steering Committee, which includes senior management from a range of functions spanning the entire organization.

Material topics such as Energy & Carbon, Employee Development, Employee & Tenant Wellbeing, Climate Change & Resilience, and Cybersecurity remain of high importance to both our business and stakeholders. Changes to our materiality grid this year include: increased importance of Emerging Environmental Regulations and Cybersecurity to both stakeholders and business, inclusion of EV Charging Infrastructure as a topic within Transportation Options instead of a stand-alone topic, and decreased impact on business of Supply Chain matters.

Materiality Matrix



Our definitions for each topic are provided below to provide greater transparency and clarity:

Environmental

- **Biodiversity** – Habitats that promote species diversity; pollinator friendly plantings and practices; native plant species.
- **Building Certifications** – Third-party certifications demonstrating commitment to environmental and/or human health (e.g., LEED, Fitwel, ENERGY STAR, BOMA360).
- **Energy & Carbon** – Reliable and affordable energy supply; energy efficiency; renewable energy (onsite and offsite); carbon emissions associated with energy use at buildings; utility data tracking.
- **Climate Change & Resilience** – Risks associated with potential physical climate risks (severe weather events, extreme heat, drought, wildfire, etc); design and construction strategies that enhance resilience.
- **Grid Capacity** – Challenges presented by increased demand for electricity and the limitations of the grid to deliver consistent, reliable electric service to existing customers and meet the needs of new customers in a timely manner.
- **Waste Diversion** – Garbage, recycling, and compost generated as part of building operations, demolition and construction waste generated as part of construction or renovation process.
- **Water** – Indoor, outdoor, and process water used to operate, clean, and maintain buildings and equipment; water efficient fixtures; leak detection; drought tolerant landscaping.

Social

- **Diversity & Inclusion** – Recognition of the value that diverse and inclusive workplaces, communities, and society deliver; efforts to overcome systemic barriers that exist that limit groups of people from accessing opportunities.
- **Employee Development** – Investment in the education, growth, and advancement of employees, including succession planning.
- **Employee & Tenant Wellbeing** – Operation and management of buildings in ways that promote the health and wellness of occupants; access to fitness and healthy food amenities; daylight; indoor air quality; green space and biophilic design.
- **Occupational Health & Safety** – Identify, anticipate, evaluate, and mitigate potential health and safety hazards in the workplace; injury prevention; security training; infectious disease prevention; preparation for hazardous weather conditions.
- **Transportation Options** – Ease of access to diverse transit options; EV charging infrastructure; innovation in new transportation options including advanced air mobility, drone delivery, water taxi, etc.
- **Social & Community Impact** – Impact that our employees and properties have on the surrounding communities; volunteering; civic engagement; mitigation of impacts resulting from construction; job creation; public art; philanthropy.
- **Supply Chain** – Communication of expectations of partners in the Vendor and Supplier Code of Conduct; supply chain risk identification including existing and potential tariffs.

Governance

- **Board Composition** – Recognition of the value that diverse perspectives and backgrounds bring to the highest levels of corporate governance; board tenure; board independence.
- **Board ESG Oversight** – Role of the Board of Directors in overseeing the corporate social responsibility and sustainability programs of the Company.
- **Cybersecurity** – Protection of networks, systems, and programs from digital attacks; responsible management of data; strategy and governance around artificial intelligence.
- **Emerging Environmental Regulations** – Readiness to comply with emerging environmental laws and regulations at the local, state, and federal levels (e.g., Building Performance Standards).
- **Transparency & Disclosure** – Mandatory and voluntary disclosures; quality data and information accessible to relevant stakeholders.

Stakeholder Engagement

Stakeholder Group	Engagement Approach	Material Aspects and Topics of Discussion
Employees	<ul style="list-style-type: none"> — Employee engagement survey — Training programs and support — Annual performance reviews — Intranet site for internal communications — Whistleblower mechanism — Collaboration on sustainability initiatives — Regional Culture Crew team building and service events — Employee wellness programs — Quarterly townhall meetings — Community newsletters 	<ul style="list-style-type: none"> — Energy, Water, Waste, Building Certifications, Awards, Professional Development, Health and Wellness, Diversity, Nondiscrimination, Occupational Safety, Anti-corruption
Tenants	<ul style="list-style-type: none"> — (See Tenant Engagement matrix on page 58) 	<ul style="list-style-type: none"> — Energy, Water, Waste, Health and Wellness, Building Certifications, Carbon Neutral Operations, Community Engagement, Climate Resilience
Investors	<ul style="list-style-type: none"> — TCFD aligned disclosures in the annual Sustainability Report — Dedicated investor disclosures — Quarterly earnings calls including Q&A with senior management — Dedicated investor relations team — Investor meetings and investor events — Questionnaires and surveys — Property tours — Green bond disclosures — Annual Sustainability Report 	<ul style="list-style-type: none"> — Economic Performance, Anti-Corruption, Anti-Competitive Behavior, GRESB Participation, Transparency, Governance, Emissions, Energy, Water, Building Certifications, Community Relations, Climate Resilience, Health and Wellness
Government	<ul style="list-style-type: none"> — Advocacy related to specific development projects — Engagement with government representatives on sustainability issues — Working group/committee participation for the development of new legislation on local, state, and federal level — Collaboration throughout the permitting process — Speaking at government-focused events — Participation in government-run sustainability programs 	<ul style="list-style-type: none"> — Materials, Emissions, Energy, Water, Public Policy, Social and Community Impact, Transit-Oriented Development, Transparency, Barriers to Utility Data Access, Benchmarking Ordinances, Environmental Compliance, Environmental Grievance Mechanisms, Renewable Energy, Electrification, Grid Capacity, Climate Resilience

Stakeholder Engagement (Continued)

Stakeholder Group	Engagement Approach	Material Aspects and Topics of Discussion
Brokers	<ul style="list-style-type: none"> — Broker green leasing collaboration — Sustainability marketing collaboration — Regional broker appreciation events — Attendance and hosting of various broker meetings — Panel discussions/webinars 	<ul style="list-style-type: none"> — Green Leasing, Utility Disclosure, Green Building Standards
NGOs	<ul style="list-style-type: none"> — Leadership, membership, and employee participation in NGO activities — Attendance at conferences and other industry events — Employee volunteerism — Corporate philanthropy — Strategic partnerships — Participate in Board and advisory roles 	<ul style="list-style-type: none"> — Transparency, Building Certifications, Energy, Water, Waste, Emissions, Health and Wellness, Social and Community Impact, Employee Development
Industry Associations	<ul style="list-style-type: none"> — Active participation at conferences and meetings — Participation on committees such as NAREIT Real Estate Sustainability Council — Partnerships 	<ul style="list-style-type: none"> — Energy, Water, Transparency, Resilience, Reporting Frameworks, Health and Wellness, Employee Development, Social and Community Impact
Contractors, Vendors, and Suppliers	<ul style="list-style-type: none"> — Vendor and Supplier Code of Conduct policy — Contract development and interaction throughout duration of service — One-on-one meetings and calls 	<ul style="list-style-type: none"> — Materials, Energy, Water, Procurement Practices, Waste, Building Certifications, Transparency, Health and Wellness, Green Cleaning, Building Certifications, Social and Community Impact
Media	<ul style="list-style-type: none"> — Press releases — Interviews with media regarding Kilroy operations and sustainability — Events around significant achievements, such as groundbreakings — Social media 	<ul style="list-style-type: none"> — Energy, Water, Transparency and Disclosure, Tenant/Broker/Investor Engagement, Health and Wellness, Social and Community Impact
Communities	<ul style="list-style-type: none"> — Interaction with communities throughout the development process, such as town hall meetings — Public space and amenities accessible to community members at many properties — Public art — Social media — Volunteer service and philanthropy 	<ul style="list-style-type: none"> — Climate Resilience, Energy, Water, Pedestrian and Transit Oriented Sites, Economic Development, Social and Community Impact, Diversity, Equity, Health and Wellness, Inclusion

Tenant Engagement

We recognize that our tenants have significant impact on the environmental performance of our buildings, so we partner with our tenants on a wide variety of programs and strategies.

Strategy	Frequency of Engagement	Method	Status
Green Lease & Building Standards	Beginning of Occupancy	Incorporate ESG language in our leases and our building standards	100% of new leases contain ESG language and sustainability and development teams partner to keep building design standards up to date
Solar	Once Per Installation	Enter into solar agreements for the benefit of our tenants	100% of our installations are of this type
Building-Specific Information	Always Available, Updated Annually	Dedicated property website Building lobby signage	Building-specific sustainability information can be found on property dedicated websites and in building lobbies
Energy, Water, and Waste Efficiency	On Demand	Collaboration of specific efficiency projects and data sharing	The sustainability representatives of several tenants work directly with our sustainability team on projects like obtaining environmental and health certifications such as LEED and Fitwel
Sustainability Highlights	Annually	Tenant memos	We distribute our "Sustainability at A Glance" brochure to our tenants annually
Tenant Appreciation Events	Annually	Lobby displays and activities	Regional adoption but no Company-wide policy
Health and Wellness	Continuous	Onsite amenities, green spaces, collaboration on healthy building certifications, and more	Many buildings have a program focused on tenant health
Recognition	Annually	Pursue certifications for buildings where tenants have some or all operational control	Achieved several LEED, Fitwel, and ENERGY STAR certifications for buildings of this type in 2025
Individual Tenant Outreach	On Demand	Communication facilitated by forwarding inquiries and connecting interested tenants with our sustainability team for further discussion	We engage with many of our tenants on building-specific data and other sustainability initiatives throughout the year.

Partnerships and Industry Associations



National

- ENERGY STAR Partner
- U.S. Green Building Council (USGBC) Corporate Gold Member
- NAREIT Real Estate Sustainability Council
- GRESB
- Center for Active Design Leadership Advisory Board Member
- Urban Land Institute (ULI) Greenprint member
- Institute of Real Estate Management (IREM)
- International Facility Management Association (IFMA)
- National Association of Industrial and Office Properties (NAIOP)
- The Real Estate Roundtable
- BOMA National Advisory Council (NAC)

Local

- U.S. Green Building Council California
- Bellevue, San Diego, San Francisco, and Seattle 2030 Districts member
- BOMA San Diego, Los Angeles, San Francisco, Seattle
- ULI Los Angeles District Advisory Council
- Los Angeles, Hollywood, San Francisco, San Diego, and Seattle Chamber of Commerce
- California Business Properties Association

Environmental Management System

Kilroy's Environmental Management System (EMS) was formally developed and published in July 2013, and has been revised periodically as the EMS has evolved. The EMS is aligned with the ISO 14001 standard and establishes a systematic approach to Kilroy's sustainability activities, verifying the activities are conducted in a manner that is consistent with the goals of this EMS. Further, it demonstrates our commitment to ongoing improvement in our existing and development projects, and ensures that the organization remains at the forefront of environmental stewardship.

Ethics

Obeying the law, both in letter and in spirit, is the foundation on which our ethical standards are built. Each employee has an obligation to comply with federal, state, and local laws. We will not tolerate any activity that violates any laws, rules, or regulations applicable to us. This includes, without limitation, laws covering bribery and kickbacks, copyrights, trademarks and trade secrets, information privacy, insider trading, illegal political contributions, antitrust prohibitions, offering or receiving gratuities, environmental hazards, employment discrimination, harassment or retaliation, occupational health and safety, false or misleading financial information, or misuse of corporate assets.

This policy is addressed in the Company's Code of Conduct, which each employee is given upon hiring, and is available on our public website and internal intranet. Additionally, the Company's Executive Vice President, General Counsel circulates the Code of Conduct annually to all employees of the Company and all employees certify and affirm that they have received, read, understand the terms of, and have fully complied with the Code of Conduct. The Code of Conduct applies to our directors, officers, and employees, wherever they are located, regardless of whether they work for the Company or for one of its affiliates, on a full or part-time basis (the "Covered Individuals"). Covered Individuals who become aware of noncompliance with our Code of Conduct are encouraged to make

use of our anonymous and confidential conduct hotline (the “Conduct Hotline”). Under the Code of Conduct, all Covered Individuals have a duty to report any known or suspected violations of the Code of Conduct to a representative of our Company who will investigate the Covered Individual’s concern and follow the applicable procedures set forth in the Code of Conduct to disclose the issue to the necessary party, including the Board of Directors (the “Board”) or a committee thereof, as appropriate. If the Company representative does not satisfactorily address the issue or the Covered Individual does not feel comfortable discussing the matter with the representative, the Covered Individual is to report the matter to the Audit Committee (the “Audit Committee”) of the Board or to the Governance Committee of the Board, depending on the subject matter of the suspected violation, through the Conduct Hotline.

We did not have any bribery, fraud, or corruption issues by or involving a Kilroy employee in 2025 or in any prior reporting years. In addition, we had no legal actions for anti-competitive behavior, anti-trust, or monopoly practices by or involving a Kilroy employee in 2025 or any prior reporting years.

Cybersecurity & Data Protection

As a modern commercial real estate organization operating in an increasingly interconnected environment, we view cybersecurity and digital resilience as essential components of our ESG commitments. Protecting the confidentiality, integrity, and availability of our systems, data, tenants, partners, and employees is central to maintaining trust and ensuring operational continuity.

Cybersecurity risk management is directly integrated into our corporate governance framework. Oversight is provided by our Board of Directors through its Audit Committee, which receives regular updates on cybersecurity risks, emerging threats, and mitigation activities. Management responsibility lies with a cross-functional cybersecurity leadership team with deep expertise in technology, incident response, operational resilience, and enterprise security.

Our cybersecurity program is strengthened by highly experienced and credentialed leadership.

We maintain a multilayered, defense-in-depth security program designed to prevent, detect, and respond to cyber threats. Our security architecture includes:

- Enterprise-grade firewalls and secure network design using advanced threat prevention suites, and SD-WAN controls.
- Security Operations Center-as-a-Service provided by a globally recognized leading managed security services provider, delivering 24/7/365 monitoring, investigation, and response coordination.
- Email and collaboration security through a leading security provider leveraging advanced malicious behavior detection capabilities.
- Privileged Access Management to secure administrative accounts.
- Endpoint hardening and device control, including full removal of removable-media access.

We conduct risk-based assessments of third-party vendors and perform annual System and Organization (“SOC”) report reviews for providers supporting critical business functions. This strengthens supply chain resilience and reduces vendor-related risk.

Employees play a vital role in maintaining a secure environment. Our comprehensive cybersecurity awareness program includes:

- Company-wide Cybersecurity Awareness campaigns
- Mandatory Security Awareness Training Campaigns upon onboarding
- Routine security training throughout the calendar year based on our current threat landscape.

We maintain a formal Cybersecurity Incident Response Plan that defines procedures for detection, containment, investigation, communication, and recovery. We maintain continuous security monitoring throughout the technical environment, supported by globally recognized security vendors. Periodic tabletop exercises, penetration tests, and control reviews further reinforce resilience.

Environmental Grievances

The concept of formal environmental grievance mechanisms as contemplated by GRI is not applicable to us as a REIT. We subscribe to the precautionary principle, which we interpret by assuming that the construction and operation of our buildings could potentially negatively impact the environment and the health of occupants and those in our supply chain. To mitigate these risks, we pursue environmental and health-focused building certifications for all new constructions and eligible existing properties. We also stay informed about industry best practices in procurement, incorporating these into our projects.

We have procedures in place for responding to environmental incidents, and our focus on developing urban core brownfield sites requires us to have expertise in coordinating environmental remediation. Examples of environmental issues that can arise at an existing property include water intrusion, mold, air quality or water quality issues, leaking underground storage tanks or pipes, and the presence of asbestos-containing materials or lead-based paint. Examples of environmental issues that may arise at our urban development sites include contaminated soil, soil vapor, and groundwater, underground storage tanks, and encountering unknown structures and materials. We did not have any fines or non-monetary sanctions regarding environmental compliance in 2025. We had no spills in 2025. Due to inapplicability, we had no grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms.

Entities

No entity included in our [consolidated financial statements](#) is excluded from coverage in this sustainability report. The Company is a publicly traded real estate investment trust (“REIT”) and member of the S&P MidCap 400 Index with more than seven decades of experience acquiring, developing, and managing office, life science, and mixed-use projects. We are headquartered in Los Angeles, California.

Reporting Period

The report covers activities and data from January 1, 2025 – December 31, 2025. All of our corporate activities and properties are located in the United States. We publish our Sustainability Report on an annual basis. The last Kilroy Sustainability Report was published in April 2025 and covered activities and data from January 1, 2024 – December 31, 2024. The 2025 external assurance statement can be found on page [64](#). The external assurance provider has used their methodology, VeriSustain™ Protocol as the basis of the assurance. For GHG emission only, verification was conducted using ISO14064-3:2019.

Data Restatement

Following the publication of our 2024 waste performance data, we identified a technical issue within the Gridium platform that affected the conversion of waste quantities reported in units other than tons. An error in the Gridium to ENERGY STAR Portfolio Manager (ESPM) export logic caused the system to consistently apply the incorrect conversion factor when converting most waste streams, regardless of the waste stream type selected in Gridium, resulting in inaccurate tonnage values for non-ton waste entries. The underlying bill data and waste stream classifications remained accurate; the error occurred solely during the automated conversion applied at the point of synchronization with ESPM. Because the reported amount and updated amount differed by more than 5%, our third-party assurance provider reviewed the updated 2024 waste data as part of the assurance process for the current reporting period. The updated 2024 waste data is published in this report and is noted in a footnote on the 2025 Waste Performance page in the appendix. The DNV assurance restated numbers for 2024 data can be found on page [65](#).

Third Party Validation

Assurance & Standards Alignment

- Kilroy has sought third-party assurance of the Company's annual GRI-aligned Sustainability Report to confirm the quality and completeness of the disclosure for the twelfth time this year.
- This report references GRI 1: Foundation 2021 and the GRI Index can be found in the appendix.
- This Sustainability Report has been externally assured by DNV Business Assurance USA, Inc. Their Independent Assurance Statement can be found on page [64](#).
- DNV is a third-party assurance provider, unaffiliated with Kilroy.
- To ensure that our reporting meets the highest standards for transparency, this report is externally assured in accordance with the DNV's VeriSustain™ Protocol methodology. For GHG emissions only, verification will be conducted using ISO14064-3:2019 under the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard.
- Our senior management team was involved in the external assurance process, which included interviews with senior management and representatives of several departments including asset and property management, executive management, finance, legal, and human resources.

Conclusion

Thank you for reading our fifteenth annual Sustainability Report, the content of which was prepared by Sarah King (Senior Vice President, Sustainability), Vaishali Sampat (Vice President, Sustainability), and Tia Troxel (Director, Sustainability). We attest that to the best of our knowledge the information contained in this report is accurate and addresses all aspects of our sustainability programs material to our stakeholders.

We value your feedback and welcome any questions, comments, or suggestions on the report and our performance.

For any questions pertaining to this report, please contact the Kilroy sustainability team at sustainability@kilroyrealty.com.



Sarah King
Senior Vice President,
Sustainability



Vaishali Sampat
Vice President,
Sustainability



Tia Troxel
Director,
Sustainability

6. Appendix

- DNV Independent Assurance Statement
- 2025 Performance Tables
- Voluntary Carbon Market Disclosures
- Global Reporting Initiative
- TCFD Index
- Forward Looking Statement

DNV Independent Assurance Statement



WHEN TRUST MATTERS

Independent Assurance Statement

DNV Business Assurance USA, Inc. (“DNV”, “we” or “us”) was commissioned by Kilroy Realty Corporation (“Kilroy”) to conduct independent assurance of its 2025 Sustainability Report (“the Report”), for the year ended 31 December 2025, as published on the company’s website at: <https://kilroyrealty.com/sustainability/>



Our Opinion to the Report: On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe Kilroy’s adherence to the Principles described below. In our opinion, the Report provides sufficient information for readers to understand the company’s management approach to its most material issues and impacts.

Our Opinion to Kilroy’s GHG Statements:

DNV provided a limited level of assurance to Kilroy’s GHG Emissions Inventory. DNV found no evidence that the information is not materially correct, not a fair representation of the GHG emissions information and not prepared in accordance with the listed criteria.

Without affecting our assurance opinion, we also provide the following observations:

Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.

In 2025, Kilroy continued to demonstrate a strong, company-wide commitment to stakeholder engagement, by communicating with tenants, employees, investors, government bodies, and community members. Externally, the company strengthened its partnership with Gridium, further enhancing data collection and management capabilities to better support tenant engagement on energy efficiency and emissions reduction. Internally, stakeholder involvement continued to expand with the support of ESG Steering Committee, which brings together leaders from Legal, Human Resources, Development & Construction, Asset and Property Management, Leasing, Finance and Accounting, Sustainability, and other key functions. Throughout the year, Kilroy also advanced several initiatives to strengthen employee engagement and development. These included the rollout of new training and learning resources, continued execution of the enterprise-wide engagement survey, and deeper investments in career development, succession planning, and cultural programs. Together, these efforts reflect an engagement process that is not only robust but increasingly integrated into everyday business operations.

Materiality

The process for determining the issues that are most relevant to an organization and its stakeholders.

In 2025, Kilroy engaged with external stakeholder groups, including tenants, investors, and industry peers, to inform the 2025 materiality matrix. Internally, the Management ESG Steering Committee, along with key stakeholders from Legal, Human Resources, Development & Construction, Asset and Property Management, Leasing, Finance and Accounting, and Sustainability, contributed to the materiality assessment process and decision-making. Kilroy continues to demonstrate a strong and evolving governance structure that effectively integrates non-financial risks and opportunities into its decision-making processes. In our assessment, the report provides a comprehensive and accurate reflection of the company’s most material environmental, social, and governance (ESG) issues, aligning with the priorities of both the company and its stakeholders.

Responsiveness

Timely and relevant reaction to material sustainability topics and their related impacts.

Stakeholder concerns and priorities continue to play a pivotal role in shaping decision making across Kilroy’s operations. In 2025, the company advanced its climate risk assessment work by presenting updated findings to senior leadership and continuing to integrate climate considerations into both existing assets and redevelopment planning. In parallel, as tenant inquiries for sustainability-related data increased, Kilroy strengthened its ability to respond efficiently by enhancing its data centric processes and tools. These improvements have enabled more timely, consistent, and transparent communication with tenants regarding building performance, emissions, and other ESG metrics. DNV observed that Kilroy remains firmly committed to continuous improvement, demonstrating a proactive and transparent approach to addressing stakeholder concerns in these key areas.

Completeness

How much of all the information that has been identified as material to the organization and its stakeholders is reported.

The report is comprehensive and provides clear insight into how Kilroy continues to manage and monitor its most material issues throughout the reporting period. It also clearly outlines Kilroy’s governance approach to sustainability, including the role of the Management ESG Steering Committee, the integration of ESG within the Executive Compensation Program, and the Board of Directors’ involvement in overseeing corporate social responsibility and sustainability matters. Based on our assessment, we found no evidence that Kilroy failed to report on any of its material issues.

Neutrality

The disclosure of a balanced account of performance in a neutral tone.

Kilroy’s report provides an unbiased and comprehensive account of its environmental, social, and governance performance. The company presents both achievements, future targets, and areas needing continuous improvement with equal transparency, avoiding overly positive or negative language. This balanced approach ensures stakeholders receive an accurate and fair representation of Kilroy’s environmental, social, and governance initiatives and outcomes.



WHEN TRUST MATTERS

Observations Continued:

Sustainability context

The presentation of the organization’s performance in the wider context of sustainability.

Kilroy remains up to date in its disclosure of performance on key issues relevant to the real estate sector. In 2025, the company continued to align with global frameworks such as the Task Force on Climate related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals (SDGs), which help guide its decision making processes. The information and data presented in the report accurately reflect Kilroy’s strategy, commitments, and activities throughout the reporting year.

In 2025, Kilroy continues to report progress toward Kilroy’s 2030 environmental and social goals, which have increasingly served as strategic pillars informing internal processes, investment decisions, budgeting, training initiatives, and broader organizational planning. Given Kilroy’s sector, geographic footprint, and operational characteristics, we consider the disclosures in the report to be both appropriate and reflective of its overall sustainability context.

Scope and approach

We performed our work using DNV’s assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practice including the International Standard on Assurance Engagements 3000 (“ISAE 3000”), and the Global Reporting Initiative (“GRI”) Sustainability Reporting Guidelines.

This assurance engagement was planned and has been carried out in accordance with ISAE3000, and the ISO14064-3:2019 Greenhouse gases—Part 3: Specification with guidance for the verification and validation of greenhouse gas statements (ISO14064-3). DNV verified GHG emissions Scope 1, 2, 3 (Selected Categories). These standards require that we comply with ethical requirements and plan and perform the assurance engagement. DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed with the ISO IEC 17029:2019 - Conformity Assessment – General principles and requirements for validation and verification bodies, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We evaluated the Report for adherence to the VeriSustain™ Principles (the “Principles”) of stakeholder inclusiveness, materiality, sustainability context, completeness, and reliability. We used the Global Reporting Initiative (GRI) Quality of Information Principles (Balance, Clarity, Accuracy, Reliability, Timeliness and Comparability) as criteria for evaluating performance information, together with Kilroy’s data protocols for how the data are measured, recorded and reported. The reporting criteria against which the GHG verification was conducted is the World Business Council for Sustainable Development (WBSCD)/World Resources Institute (WRI) Greenhouse Gas – Corporate Accounting Standard, and the World Business Council for Sustainable Development (WBSCD)/World Resources Institute (WRI) Greenhouse Gas – Corporate Value Chain (Scope 3) Standard.

We understand that the reported financial data and information are based on data from Kilroy’s 2025 Annual Report which is subject to a separate independent audit process. The review of financial data taken from the company’s Annual Report is not within the scope of our work. The organizational boundaries are all global sites under Kilroy’s operational control except where noted. All data were verified for the period between 1 January 2025 to 31 December 2025.

Reliability and quality

The accuracy and comparability of information presented in the Report, as well as the quality of underlying data management systems.

Overall, we have confidence in the processes in place to ensure reasonable accuracy for the information presented in the Report and data management systems. Goals and performance data are presented objectively, with a clear, comprehensive, and balanced representation of 2025 performance. Based on the processes and procedures conducted with a limited assurance, there is no evidence that the GHG assertions and environmental footprint data are not materially correct, are not a fair representation of GHG and environmental data and that information has not been prepared with the calculation method referenced.

Responsibilities of Kilroy Realty Corporation and of the Assurance Providers

Kilroy has sole responsibility for preparation of the Report and selected performance indicators in accordance with the reporting criteria.

In performing our assurance work, our responsibility is to the management of Kilroy. Our statement, however, represents our independent opinion and is intended to inform all Kilroy’s stakeholders. DNV was not involved in the preparation of any statements or data included in the Report, except for this Assurance Statement. This is our 13th year of providing assurance for Kilroy’s Report, Energy, Water, and Waste data and tenth year providing assurance for GHG emissions.

DNV Independent Assurance Statement (Continued)



2025 Data In Scope

- Energy consumption, greenhouse gas (GHG) Scope 1, 2, and 3 (Category 13) emissions, waste generated, and water use assertions, as reported in the 2025 Performance Tables in Section 6: Appendix, and related claims.
- GRI Indicators
 - 2-29: Approach to stakeholder engagement; 3-2: Material Topics
 - 302-1: Energy Consumption;
 - 303-5: Water Consumption
 - 305-1: Direct GHG Emissions; 305-2: Indirect GHG Emissions; 305-3: Other Indirect GHG Emissions
 - 306-3: Waste Generated

Data Verified

The environmental footprint claims for Kilroy’s whole portfolio which includes managed assets, and indirectly managed assets are listed below.

Operational Boundary for Both Report and GHG Statements:

Operational control, January 1st, 2025 – December 31st, 2025

Greenhouse Gas Emissions

Scope 1 Emissions	4,116 MtCO ₂ e
Scope 2 Emissions (Location-Based)	30,766 MtCO ₂ e
Scope 2 Emissions (Market-Based)	0 MtCO ₂ e
Scope 3 Emissions - Downstream Leased Assets (Category 13)	
o Scope 1 Emissions	8,884 MtCO ₂ e
o Scope 2 Emissions (Location-Based)	15,881 MtCO ₂ e
o Scope 2 Emissions (Market-Based)	0 MtCO ₂ e

Energy

Energy Consumption	286,566 MWh
o Total Electricity Consumption	732,929,850 kBtu
o Total Onsite Renewable Energy Consumption	13,001,257 kBtu
o Total Natural Gas Consumption	244,874,405 kBtu

RECs and Carbon Offsets

Total MWh of RECs Retired	214,800 MWh
Total Emissions Equivalent of RECs Retired	46,647 MtCO ₂ e
Total Verified Carbon Offsets Retired	12,999 MtCO ₂ e

Waste

Total Waste Generated	11,046 Tons
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2024 Waste Restatement

Total Waste Generated ¹	10,263 Tons
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Water

Water Consumption	225,484 kgal
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Basis of Our Opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at headquarters. We undertook the following activities:

- Review of the current sustainability issues that could affect Kilroy and are of interest to stakeholders;
- Review of Kilroy’s approach to stakeholder engagement and recent outputs;
- Review of information provided to us by Kilroy on its reporting and management processes relating to the Principles;

1. The 2024 waste figures have been restated due to the application of an incorrect conversion factor across multiple waste streams. A uniform conversion factor was previously applied regardless of waste stream classification, resulting in a material variance in the total waste generation calculation.

WHEN TRUST MATTERS

Level of Assurance

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion. We are providing a 'limited level' of assurance. A 'reasonable level' of assurance would have required additional work at headquarters and site levels to gain further evidence to support the basis of our assurance opinion.

Materiality Level for GHG statements

Errors/omissions which represent 5% of single or aggregated of total emissions are considered material. Additionally, any omissions or inconsistencies that affect the GHG statement such as those identified in ISO 14064-3:2019, Clause 5.1.7 are considered qualitatively material, regardless of size.

Inherent Limitations

All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Non-financial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities.

DNV’s assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.



Basis of Our Opinion Continued

- Conduct interviews with Executive Vice President – Chief Administrative Officer, Executive Vice President – Chief Human Resources Officer, Executive Vice President – General Counsel and Secretary, Senior Vice President – Sustainability, Senior Vice President – Development & Government Affairs, Senior Vice President – Head of Asset and Property Management. They are responsible for areas of management and stakeholder relationships covered by the Report. The objective of these discussions was to understand top level commitment and strategy related to corporate responsibility and Kilroy’s governance arrangements, stakeholder engagement activity, management priorities, and systems;
- Assess documentation and evidence that supported and substantiated claims made in the Report;
- Review the specified data collated at the corporate level, including data gathered by other parties, and statements made in the Report. We interviewed managers responsible for internal data validation, reviewed their work processes, and undertook sample-based audits of the processes for generating, gathering, and managing the quantitative and qualitative sustainability data;
- Provide feedback on a draft of the report based on our assurance scope.

In addition, the following methods were applied during the verification of Kilroy’s GHG Scope 1, 2 and 3 emissions:

- Review of documentation, data records and sources relating to GHG emissions assertions and claims;
- Review of the processes and tools used to collect, aggregate and report on all GHG data and information;
- Assessment of environmental information systems and controls, including:
 - Selection and management of all relevant GHG data and information;
 - Processes for collecting, processing, consolidating, and reporting the relevant environmental data and information;
 - Design and maintenance of the GHG information system;
 - Systems and processes that support the GHG information system.
- Performed sample-based audits of the processes for generating, gathering and managing GHG data;
- Examination of all relevant environmental data and information to develop evidence for the assessment of the GHG claims and assertions made;
- Confirmation of whether or not the organization conforms to the verification criteria.

For and on behalf of DNV Business Assurance USA, Inc.

Katy, Texas
April 01st, 2026

Xu,
Yishuang

Yishuang Xu
Lead Verifier

Digitally signed by Xu, Yishuang
Date: 2026.04.02 13:27:19 +08'00'

Yun,
Chang Rok

Chang Rok Yun
Technical Reviewer

Digitally signed by Yun, Chang Rok
Date: 2026.04.01 14:12:24 +09'00'

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WHEN TRUST MATTERS

Independence

DNV’s established policies and procedures are designed to ensure that DNV its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We adopt a balanced approach towards all stakeholders when performing our evaluation.

DNV Business Assurance

DNV Business Assurance is a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.

<https://www.dnv.com/assurance/>

2025 Performance Tables

2025 Energy Performance

ABSOLUTE CONSUMPTION		2024	2025				
		Consumption (kBtu)	Consumption (kBtu) (including onsite renewable energy)	Absolute YoY Change (%)	Data Coverage (sf)	Max Coverage (sf)	Percent Coverage (%)
Directly Managed Assets	Natural Gas	73,667,831	77,518,961	5.2%	14,804,548	14,804,548	100.0%
	Electricity	457,132,910	469,142,422	2.6%			
	Total	530,800,742	546,661,383	3.0%			
Indirectly Managed Assets	Natural Gas	188,376,238	167,355,444	-11.2%	4,988,164	5,335,420	93.5%
	Electricity	297,576,286	263,787,428	-11.4%			
	Total	485,952,524	431,142,872	-11.3%			
Whole Portfolio	Natural Gas	262,044,069	244,874,405	-6.6%	19,792,711	20,139,968	98.3%
	Electricity	754,709,197	732,929,850	-2.9%			
	Total	1,016,753,266	977,804,255	-3.8%			
	Total Onsite Renewable Electricity Consumption	13,593,916	13,001,257				
	% Renewable Energy	1.3%	1.3%				

LIKE-FOR-LIKE CONSUMPTION		2024	2025				
		Consumption (kBtu)	Consumption (kBtu) (including onsite renewable energy)	Absolute YoY Change (%)	Data Coverage (sf)	Max Coverage (sf)	Percent Coverage (%)
Directly Managed Assets	Natural Gas	71,834,773	71,994,913	0.2%	13,035,574	13,035,574	100%
	Electricity	453,626,875	447,879,043	-1.3%			
	Total	525,461,648	519,873,956	-1.1%			
Indirectly Managed Assets	Natural Gas	175,374,137	158,642,088	-9.5%	4,703,579	4,703,579	100%
	Electricity	267,915,869	248,849,805	-7.1%			
	Total	443,290,006	407,491,894	-8.1%			
Whole Portfolio	Natural Gas	247,208,910	230,637,001	-6.7%	17,739,153	17,739,153	100%
	Electricity	721,542,744	696,728,848	-3.4%			
	Total	968,751,654	927,365,850	-4.3%			
	Total Onsite Renewable Electricity Consumption	13,593,916	13,001,257				
	% Renewable Energy	1.4%	1.4%				

Energy utility bills and tenant-reported energy data are inputted into ESPM via the following methods: (a) By our third-party data management vendor; or (b) aggregate data from utility companies is pushed into ESPM by the respective utility company. Year-over-year changes in energy consumption are calculated by comparing the utility bills in the current reporting year against the utility data in the previous reporting year.

The 2025 absolute consumption figures correspond to all buildings owned for any portion of January 1 – December 31, 2025. Buildings are excluded from the like-for-like portfolio if: (a) ownership period is less than 24 months; or (b) data coverage is less than 100% across both reporting years; or (c) new and redevelopment projects that obtain TCO during the 24 month reporting period.

We are reporting our energy consumption (natural gas and electricity) in kBtus to align with the units used for our EUI goal.

2025 Emissions Performance

Location Based

ABSOLUTE EMISSIONS		2024	2025						
		Emissions (tonnes)	Emissions (tonnes)	RECs Retired (tonnes)	Verified Carbon Offsets Procured (tonnes)	Absolute YoY Change (%)	Data Coverage (sf)	Max Coverage (sf)	Percent Coverage (%)
Directly Managed Assets	Scope 1 - Natural Gas	3,921	4,116	-	4,116	5.0%	14,804,548	14,804,548	100%
	Scope 2 - Electricity	32,674	30,766	30,766	-	-5.8%			
	Total	36,595	34,882			-4.7%			
Indirectly Managed Assets	Scope 3 - Natural Gas	10,007	8,884	-	8,884	-11.2%	4,988,164	5,335,420	93.5%
	Scope 3 - Electricity	20,257	15,881	15,881	-	-21.6%			
	Total	30,264	24,765			-18.2%			
Whole Portfolio	Scope 1 & 3 - Natural Gas	13,928	12,999	-	12,999	-6.7%	19,792,711	20,139,968	98.3%
	Scope 2 & 3 - Electricity	52,931	46,647	46,647	-	-11.9%			
	Total	66,859	59,647	46,647	12,999	-10.8%			

Market Based

ABSOLUTE EMISSIONS		2024	2025	
		Emissions (tonnes)	Emissions (tonnes)	Absolute YoY Change (%)
Directly Managed Assets	Scope 1 - Natural Gas	3,921	4,116	5.0%
	Scope 2 - Electricity	-	-	
	Total	3,921	4,116	
Indirectly Managed Assets	Scope 3 - Natural Gas	10,007	8,884	-11.2%
	Scope 3 - Electricity	-	-	
	Total	10,007	8,884	
Whole Portfolio	Scope 1 & 3 - Natural Gas	13,928	12,999	-6.7%
	Scope 2 & 3 - Electricity	-	-	
	Total	13,928	12,999	

LIKE-FOR-LIKE EMISSIONS		2024	2025						
		Emissions (tonnes)	Emissions (tonnes)	RECs Retired (tonnes)	Verified Carbon Offsets Procured (tonnes)	Absolute YoY Change (%)	Data Coverage (sf)	Max Coverage (sf)	Percent Coverage (%)
Directly Managed Assets	Scope 1 - Natural Gas	3,815	3,779	-	3,779	-0.9%	13,035,574	13,035,574	100%
	Scope 2 - Electricity	32,376	29,525	29,525	-	-8.8%			
	Total	36,191	33,304			-8.0%			
Indirectly Managed Assets	Scope 3 - Natural Gas	9,316	8,421	-	8,421	-9.6%	4,703,579	4,703,579	100%
	Scope 3 - Electricity	18,289	15,034	15,034	-	-17.8%			
	Total	27,605	23,456			-15.0%			
Whole Portfolio	Scope 1 & 3 - Natural Gas	13,131	12,200	-	12,200	-7.1%	17,739,153	17,739,153	100%
	Scope 2 & 3 - Electricity	50,665	44,559	44,559	-	-12.1%			
	Total	63,796	56,759	44,559	12,200	-11.0%			

LIKE-FOR-LIKE EMISSIONS		2024	2025	
		Emissions (tonnes)	Emissions (tonnes)	Absolute YoY Change (%)
Directly Managed Assets	Scope 1 - Natural Gas	3,815	3,779	-0.9%
	Scope 2 - Electricity	-	-	
	Total	3,815	3,779	
Indirectly Managed Assets	Scope 3 - Natural Gas	9,316	8,421	-9.6%
	Scope 3 - Electricity	-	-	
	Total	9,316	8,421	
Whole Portfolio	Scope 1 & 3 - Natural Gas	13,131	12,200	-7.1%
	Scope 2 & 3 - Electricity	-	-	
	Total	13,131	12,200	

Emissions are calculated in ESPM using the most current eGRID emissions factors published by the EPA.

The 2025 absolute consumption figures correspond to all buildings owned for any portion of January 1 – December 31, 2025. Buildings are excluded from the like-for-like portfolio if: (a) ownership period is less than 24 months; or (b) data coverage is less than 100% across both reporting years; or (c) new and redevelopment projects that obtain TCO during the 24 month reporting period.

In our directly managed assets, Scope 1 emissions are associated with natural gas consumption and Scope 2 emissions are associated with electricity consumption. The electricity and natural gas consumption of our indirectly managed properties is part of our Scope 3 emissions (downstream leased assets).

We calculate market-based GHG emissions by subtracting the value of any RECs retired in the reporting year from our Scope 1 and Scope 3 (electricity – downstream leased assets) location-based emissions. While we purchased Verified Carbon Offsets in an amount equivalent to our Scope 1 and Scope 3 (natural gas – downstream leased assets) emissions to contribute toward our carbon neutral operations goal, we do not include the offsets in our market-based Scope 1 and Scope 3 natural gas GHG emissions calculations.

2025 Water Performance

ABSOLUTE CONSUMPTION	2024	2025				
	Consumption (kgal)	Consumption (kgal)	Absolute Change (%)	Data Coverage (sf)	Max Coverage (sf)	Percent Coverage (%)
Indoor	124,357	117,032	-5.9%			
Mixed - Indoor/Outdoor	57,511	67,874	18.0%			
Outdoor	31,257	38,459	23.0%			
Reclaimed Water Consumption	2,069	2,120	2.5%			
Total	215,195	225,484	4.8%	19,321,482	20,139,968	96%

LIKE-FOR-LIKE CONSUMPTION	2024	2025				
	Consumption (kgal)	Consumption (kgal)	Absolute Change (%)	Data Coverage (sf)	Max Coverage (sf)	Percent Coverage (%)
Indoor	123,601	114,006	-7.8%			
Mixed - Indoor/Outdoor	57,507	66,982	16.5%			
Outdoor	30,595	32,936	7.7%			
Reclaimed Water Consumption	2,069	2,093	1.1%			
Total	213,772	216,017	1.1%	17,506,453	17,506,453	100%

Water utility bills and tenant-reported water data are inputted into ESPM by our third-party data management vendor and water consumption is converted into like units and totaled utilizing ESPM reports. Year-over-year changes in water consumption are calculated by comparing the utility data in the current reporting year against the utility data in the previous reporting year.

The 2025 absolute consumption figures correspond to all buildings owned for any portion of January 1 – December 31, 2025. Buildings are excluded from the like-for-like portfolio if: (a) ownership period is less than 24 months, or (b) data coverage is less than 100% across both reporting years; or (c) new and redevelopment projects that obtain TCO during the 24 month reporting period.

In both 2024 and 2025, our reported reclaimed water was all municipally-supplied and the information on the amount of reclaimed water was taken from our utility bills.

2025 Waste Performance

ABSOLUTE MEASUREMENTS		Allocation of waste by disposal stream (% of total by weight)	
		2024	2025
Whole Portfolio	Total Weight of All Waste (Tons)	10,263	11,046
	Total Landfill	6,366	6,617
	Total Recycling	2,460	2,745
	Total Compost	1,437	1,684
	Total Diverted (Percent of Total)	38.0%	40.1%
	Landfill (Percent of Total)	62.0%	59.9%
	Diverted - Recycling	24.0%	24.9%
	Diverted - Compost	14.0%	15.2%
	Data Coverage (sf)	16,981,329	18,412,661
	% Whole Portfolio Covered	91.1%	92.0%

We utilize the EPA ENERGY STAR conversion factors for volume to weight for trash, recycling, and compost bins and compactors. The conversion factors can be found here: <https://www.epa.gov/smm/volume-weight-conversion-factors-solid-waste>.

Waste utility bills and tenant-reported waste data are inputted into the Gridium platform by our third-party data management vendor. At the building level, data from the bill is entered for initial date, closing date, waste stream (trash, compost, mixed recycling), quantity of waste, measurement (units), number of weekly pickups, and number of bins. Then the total monthly disposal per stream is automatically calculated by multiplying the waste quantity per stream by the number of bins, the number of weekly pickups, and the number of days in the month divided by seven (days per week).

Year-over-year changes in waste consumption and diversion are calculated by comparing the utility data in the current reporting year against the utility data in the previous reporting year.

The 2024 waste data has been restated from the figures published in last year's report. Additional details on the restatement can be found on page 61.

2025 Consolidated U.S. Employer Information Report (EEO-1)

		Job Categories	Executive/Senior Level	First/Mid-Level Officials	Professionals	Technicians	Admin Support	Craft Workers	Service Workers	Total	2024
Hispanic/Latino	Male	A		1	1	2	4			8	7
	Female	B	1	6	1		20			28	30
Non-Hispanic/Latino	Male	White	C	6	29	13	31			79	71
		Black/African American	D			3	1			4	2
		Native Hawaiian/Pacific Islander	E					2		2	1
		Asian	F		6	2	1	6		15	14
	Female	Native American/Alaskan Native	G							0	0
		2 or more	H		1	2		4		7	6
		White	I	5	13	2	38			58	55
		Black/African American	J		2		5			7	8
Total EES	Native Hawaiian/Pacific Islander	K		2		6			8	2	
	Asian	L	1	3	2	8			14	20	
	Native American/Alaskan Native	M							0	0	
	2 or more	N		2			9		11	13	
		O								241	229

EEO Categories ¹	# of Employees	% of Employees
Executive (1.1)	13	5%
Senior (1.2)	26	11%
Mid (2)	65	27%
Technicians (4)	3	1%
Entry (5)	134	56%
Total	241	100%

(1) EEO Category Definitions:

- Executive (1.1): Executive/Senior-Level Officials and Managers
- Senior (1.2): First/Mid-Level Officials and Managers
- Mid (2): Professionals
- Technicians (4): Technicians
- Entry (5): Administrative Support Workers

Voluntary Carbon Market Disclosures

The following information provides additional information regarding Kilroy's participation in the voluntary carbon market and details on our carbon neutral operations claim, in accordance with California Assembly Bill 1305 (AB-1305), The California Voluntary Carbon Market Disclosures Act.

All Renewable Energy Certificates (RECs) and carbon offsets that Kilroy procures and applies to its Scope 1, 2, and 3 emissions are subject to third party limited assurance by our independent auditor, DNV, in accordance with ISAE 3000 and VeriSustain. Kilroy also publishes energy and emissions data in our annual sustainability report, along with the third party limited assurance statement. As part of our carbon neutral operations strategy, Kilroy voluntarily purchases and retires verified carbon offsets in an amount equivalent to the emissions resulting from the onsite combustion of natural gas at our properties.

More details about the offsets purchased and retired to account for 2025 emissions are below:

- Name of the business entity selling the offset: ACT Commodities Inc.
- Project Name / Identification Number: Phlogiston Phase I - CAR1480
- Project site location: Cantonment, Florida
- Offset Project Type: Adipic Acid - Emissions Reductions
- Protocol Used to Estimate Emissions Reductions: Verified Carbon Standard
- Independent Offset Certification: Climate Action Reserve

More details about the RECs purchased and retired to account for 2025 emissions are below:

- Name of the business entity selling the offset: Carbon Solution Group
- Project Name / Identification Number: NextEra Energy Day County Wind, LLC - Day County Wind, LLC and North Bend Wind Project, LLC/Project ID: 18319d15-b539
- Project site location: Various
- Protocol Used to Estimate Emissions Reductions: Verified Carbon Standard
- Independent RECs Certification: Green-e

Global Reporting Initiative

Statement of use: Kilroy Realty Corporation has reported the information cited in this GRI content index for the January 1, 2025 – December 31, 2025 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standards: There was no applicable standard

GRI 2: GENERAL DISCLOSURES

GRI Standard	Disclosure	Externally Assured	Page #/Link
General Disclosure 2-1	Organizational details		6
General Disclosure 2-2	Entities included in the organization's sustainability reporting		6, 61
General Disclosure 2-3	Reporting frequency and contact point		61, 62
General Disclosure 2-4	Restatements of information		61, 69
General Disclosure 2-5	External Assurance		64-65
General Disclosure 2-6	Activities, value chain and other business relationships		6, 50
General Disclosure 2-7	Employees		46
General Disclosure 2-9	Governance structure and composition		See Proxy Statement ⁽¹⁾
General Disclosure 2-10	Nomination and selection of the highest governance body		See Proxy Statement ⁽¹⁾
General Disclosure 2-11	Chair of the highest governance body		See Proxy Statement ⁽¹⁾
General Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts		52
General Disclosure 2-13	Delegation of responsibility for management impacts		52
General Disclosure 2-14	Role of the highest governance body in sustainability reporting		52
General Disclosure 2-15	Conflicts of interest		See Proxy Statement ⁽¹⁾
General Disclosure 2-16	Communication of critical concern		59-61
General Disclosure 2-19	Remuneration policies		See Proxy Statement ⁽¹⁾
General Disclosure 2-20	Process to determine remuneration		See Proxy Statement ⁽¹⁾
General Disclosure 2-21	Annual total compensation ratio		See Proxy Statement ⁽¹⁾
General Disclosure 2-22	Statement on sustainable development strategy		7, 35
General Disclosure 2-23	Policy commitments		44, 59-60, See Website
General Disclosure 2-24	Embedding policy commitments		44, 59-60
General Disclosure 2-25	Process to remediate negative impacts		61
General Disclosure 2-26	Mechanisms for seeking advice and raising concerns		59-60
General Disclosure 2-27	Compliance with laws and regulations		44, 59-60
General Disclosure 2-28	Membership Associations		59
General Disclosure 2-29	Approach to stakeholder engagement		56-58

(1) <https://investors.kilroyrealty.com/investors/financial-reports/annual-reports-proxy-statements/>

Global Reporting Initiative (Continued)

GRI 3: MATERIAL TOPICS

GRI Standard	Disclosure	Externally Assured	Page #/Link
Material Topics 3-1	Process to determine material topics		54

GRI 201: ECONOMIC PERFORMANCE

GRI Standard	Disclosure	Externally Assured	Page #/Link
Economic Performance 3-3	Management of material topics		See 10K ¹
Economic Performance 201-1	Direct economic value generated and distributed		See 10K ¹
Economic Performance 201-2	Financial implications and other risks and opportunities due to climate change		12-13

GRI 205: ANTI-CORRUPTION, GRI 206: ANTI-COMPETITIVE BEHAVIOR

GRI Standard	Disclosure	Externally Assured	Page #/Link
Anti-corruption 3-3	Management of material topics		44
Anti-corruption 205-2	Communication and training about anti-corruption policies and procedures		59
Anti-corruption 205-3	Confirmed incidents of corruption and actions taken		60
Anti-competitive Behavior 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		59-60

GRI 302: ENERGY

GRI Standard	Disclosure	Externally Assured	Page #/Link
Energy 3-3	Management of material topics		19, 66
Energy 302-1	Energy consumption within the organization	Yes	30, 66
Energy 302-3	Energy Intensity		19
Energy 302-4	Reduction of energy consumption	Yes	30, 66

GRI 303: WATER AND EFFLUENTS

GRI Standard	Disclosure	Externally Assured	Page #/Link
Water and Effluents 3-3	Management of material topics		9, 24-25
Water and Effluents 303-5	Water consumption	Yes	30, 68

GRI 304: BIODIVERSITY

GRI Standard	Disclosure	Externally Assured	Page #/Link
Biodiversity 304-2	Significant impacts of activities, products and services on biodiversity		34

(1) <https://investors.kilroyrealty.com/investors/financial-reports/annual-reports-proxy-statements/>

Global Reporting Initiative (Continued)

GRI 305: EMISSIONS

GRI Standard	Disclosure	Externally Assured	Page #/Link
Emissions 3-3	Management of material topics		20-23
Emissions 305-1	Direct (Scope 1) GHG emissions	Yes	30
Emissions 305-2	Energy indirect (Scope 2) GHG emissions	Yes	30
Emissions 305-3	Other indirect GHG emissions	Yes	30
Emissions 305-4	GHG emissions intensity		21
Emissions 305-5	Reduction of GHG emissions	Yes	30

GRI 306: EFFLUENTS & WASTE

GRI Standard	Disclosure	Externally Assured	Page #/Link
Effluents and Waste 3-3	Management of material topics		26-27
Effluents and Waste 306-3	Waste generated	Yes	30
Effluents and Waste 306-4	Waste diverted from disposal	Yes	30
Effluents and Waste 306-5	Waste directed to disposal	Yes	30

GRI 401: EMPLOYMENT

GRI Standard	Disclosure	Externally Assured	Page #/Link
Employment 3-3	Management of material topics		39, 41-42
Employment 401-1	New employee hires and retention		46
Employment 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		45
Employment 401-3	Parental leave		45

GRI 403: OCCUPATIONAL HEALTH AND SAFETY

GRI Standard	Disclosure	Externally Assured	Page #/Link
Occupational Health and Safety 3-3	Management of material topics		44-45
Occupational Health and Safety 403-1	Occupational health and safety management system		See 10K ⁽¹⁾
Occupational Health and Safety 403-2	Hazard identification, risk assessment, and incident investigation		See 10K ⁽¹⁾
Occupational Health and Safety 403-6	Promotion of worker health		45
Occupational Health and Safety 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		See 10K ⁽¹⁾
Occupational Health and Safety 403-8	Workers covered by an occupational health and safety management system		44
Occupational Health and Safety 403-9	Work-related injuries and fatalities		44

(1) <https://investors.kilroyrealty.com/investors/financial-reports/annual-reports-proxy-statements/>

Global Reporting Initiative (Continued)

GRI 404: TRAINING AND EDUCATION

GRI Standard	Disclosure	Externally Assured	Page #/Link
Training and Education 3-3	Management of material topics		41
Training and Education 404-2	Programs for upgrading employee skills and transition assistance programs		41
Training and Education 404-3	Employees receiving regular performance and career development reviews		44

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY

GRI Standard	Disclosure	Externally Assured	Page #/Link
Diversity and Equal Opportunity 3-3	Management of material topics		See Proxy Statement ¹
Diversity and Equal Opportunity 405-1	Diversity of governance bodies and employees		46 , See Proxy Statement ¹

GRI 413: LOCAL COMMUNITIES

GRI Standard	Disclosure	Externally Assured	Page #/Link
Local Communities 3-3	Management of material topics		47
Local Communities 413-1	Operations with local community engagement, impact assessments, and development programs		47-48

(1) <https://investors.kilroyrealty.com/investors/financial-reports/annual-reports-proxy-statements/>

TCFD Index

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Forward Looking Statement

Statements contained in this Sustainability Report that are not historical facts are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on our current expectations, beliefs and assumptions, and are not guarantees of future performance. Forward-looking statements are generally identified through the inclusion of words such as “believe,” “expect,” “goals,” and “target,” or similar statements or variations of such terms and other similar expressions. Examples of forward-looking statements include, among other things, statements related to our sustainability initiatives, programs, goals, and strategies. You should not place undue reliance on these forward-looking statements. Forward-looking statements reflect our current expectations and views about future events and are subject to risks and uncertainties that could significantly affect our future financial condition and results of operations, as well as our ability to achieve our environmental goals. While forward-looking statements reflect our good faith belief and assumptions, we believe to be reasonable based upon current information, we can give no assurance that our expectations, goals, or forecasts will be attained. Further, we cannot guarantee the accuracy of any such forward-looking statement contained in this Sustainability Report, as such forward-looking statements are subject to known and unknown risks and uncertainties that are difficult to predict. For a discussion of additional factors that could materially adversely affect our business and financial performance, see the factors included under the caption “Risk Factors” in our most recent annual report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. Except as required by law, we do not undertake, and hereby disclaim, any obligation to update any forward-looking statements, which speak only as of the date on which they are made. The metrics and quantitative data contained in this Sustainability Report are not based on generally accepted accounting principles, and while the data and metrics have undergone a limited assurance review, they have not been subject to a financial audit. Such data and metrics are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary. This Sustainability Report also includes certain information regarding sustainability practices that is obtained from published sources or third parties. Although Kilroy believes such information is reliable, such information is subject to assumptions, estimates, and other uncertainties. Kilroy is dependent on such information to evaluate and implement sustainability practices. The standards of measurement and performance for sustainability issues are developing or are based on assumptions, and norms may vary. The inclusion of information and data in this Sustainability Report is not an indication that such information or data or the subject matter of such information or data is material to Kilroy for purposes of applicable securities laws. The principles used to determine whether to include information or data in this Sustainability Report do not correspond to the principles of materiality contained in federal securities laws, the concept of materiality used to determine whether disclosures are required to be made in filings with the SEC or otherwise disclosed, or principles applicable to the inclusion of information in financial statements. This Sustainability Report and the information contained herein are not incorporated by reference into any filing of Kilroy with the SEC.

