



Corporate Carbon Footprint – 2025

KBR, Inc.
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Summary

ClimatePartner has measured KBR's Corporate Carbon Footprint for 2025 (January - December 2025). In performing these calculations, ClimatePartner has adhered to the *Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol)*, which is the world's most widely used greenhouse gas accounting standards for companies.

This report provides an overview of the carbon dioxide equivalent (CO₂e) emissions generated by KBR in 2025 for the following GHG Protocol emissions categories and associated business activities:

Scope 1 Emissions:

1. Facility heating;
2. Facility cooling [refrigerant leakage]
3. Facility combustion sources [generators and/or other equipment]; and
 - Company vehicles

Scope 2 Emissions:

1. Purchased electricity

Scope 3 Emissions:

1. Category 1: Purchased goods and services
2. Category 2: Capital Goods
3. Category 3: Fuel-and energy-related activities
4. Category 4: Upstream transportation and distribution
5. Category 5: Waste generated in operations
6. Category 6: Business Travel
7. Category 7: Employee Commuting
8. Category 8: Upstream leased assets
9. Category 9: Downstream transportation and distribution
10. Category 10: Processing of sold products
11. Category 11: Use of sold products
12. Category 12: End-of-Life treatment of sold products
13. Category 13: Downstream leased assets
14. Category 15: Investments

Category 14: Franchises were evaluated as part of the emissions assessment and were determined to be irrelevant based on KBR's business operations.

In 2025, KBR's business activities generated a total of 745,596 tonnes of carbon dioxide equivalent (CO₂e) across all scopes of emissions. A similar scope of assessment was completed for KBR's 2023 and 2024 business activities. Resulting emissions for 2023 and 2024 activities amounted to 1,079,894 tonnes of CO₂e, and 797,890 tonnes of CO₂e respectively, across all scopes of emissions.

Emissions calculations completed prior to 2023 were limited to Scope 1, Scope 2 emission plus emissions from business travel, and indirect emissions from energy consumption. Emissions from these categories in 2025 amounted to 61,522 tonnes of CO₂e, which is approximately 8% of total emissions calculated. This is a 58% reduction relative to 2020 and a 25% reduction relative to the 2024 corporate carbon footprint.

Table 1. Summary of Site-Related Emissions and KBR Sites Year over Year

Year	Emissions (t CO ₂)	Sites
2020	144,604	159 ^a
2021	40,706	180 ^b
2022	54,932	154 ^c
2023	78,044	132 ^d
2024	81,896	166 ^e
2025	61,522	158 ^f

a - Thirty-six (36) locations were added to the site list for the 2021 evaluation. Based on the years of operation, emissions from some of these locations were also added to the 2020 Recalculation for a total of 159 sites in the baseline re-evaluation. The net difference in site numbers is reflected as 21 additional in 2021.

b - 182 KBR sites were evaluated as part of the 2021 Corporate Carbon Footprint. Emissions or partial emissions for 180 of the 182 locations were able to be calculated based on primary or secondary data.

c - 159 unique lease IDs were reported to be under KBR's operational control in 2022. However, due to lease consolidation, these were considered to be 154 separate facilities.

d - 133 KBR sites were determined to be under KBR's operational control in 2023, including the Heavy Equipment Transport (HET) office. One location was confirmed to be absent of utilities and is omitted from the site count above.

e- 166 KBR sites were determined to be under KBR's operational control in 2024, including the HET office.

f- 158 KBR sites were determined to be under KBR's operational control in 2025, including the HET and ASPIRE offices, respectively.

An operational control approach was used to determine the system boundaries of the corporate carbon footprint emissions calculation. In 2025, KBR reported operational control over 158 facilities in 13 countries globally versus 166 facilities in 13 countries globally in 2024. Executive suites (e-suites) and virtual offices were omitted from the 2025 system boundaries. See summary table below.

Table 2. Location and Total Lease Area Over Time

Country	2024		2025		Year on Year Change	
	Locations	Sq Ft Occupied	Locations	Sq Ft Occupied	Location Delta	Total Square Ft Delta
Australia	17	595,212	12	139,330	(5)	(455,882)
China	1	8,084	1	8,083	-	(1)
Finland	1	3,444	-	-	(1)	(3,444)
Germany	2	14,789	2	14,788	-	(1)
India	6	202,222	6	226,052	-	23,830
Indonesia	-	-	1	912	1	912
Kazakhstan	-	-	-	-	-	-
Korea	1	5,502	1	5,502	-	0
Netherlands	-	-	-	-	-	-
Oman	-	-	-	-	-	-
Poland	1	13,412	1	13,411	-	(1)
Qatar	-	-	-	-	-	-
Russia	1	388	1	387	-	(1)
Saudi Arabia	5	153,989	3	169,175	(2)	15,186
Singapore	3	49,240	4	71,770	1	22,530
United Arab Emirates	12	41,484	15	55,660	3	14,176
United Kingdom ^a	19	548,158	20	663,877	1	115,719
United States	97	3,065,040	91	3,092,497	(6)	27,458
Total	166	4,700,963	158	4,461,446	(8)	(239,518)

a -HET and Aspire occupied area is included in 2025 total. The exact lease area was previously unavailable was omitted from the 2024 total.

Total Global Emissions (metric tonnes CO₂e)

745,596

This amount corresponds to...



... the melting of

2.3 million m²

of Artic ice in summertime



...

2.4 billion km

driven by car



... the amount of CO₂ sequestered by

62 million

beech trees per year

Company Overview

KBR delivers science, technology and engineering solutions to governments and companies around the world (NYSE: KBR). At the end of 2025, KBR employed approximately 36,000 people performing diverse, complex and mission critical roles in over 29 countries.

In 2025, KBR operated two (2) core business segments – Government Solutions (now Mission Technology Solutions) and Sustainable Technology Solutions. The Mission Technology Solutions (MTS) Business Segment provides full life cycle support solutions to defense, space, aviation, intelligence, as well as other programs and missions for military and government agencies around the world. The Sustainable Technology Solutions (STS) Business Segment combines KBR's licensed proprietary technologies, equipment and catalyst supply, digital solutions, and associated knowledge-based services, working closely with customers to provide an optimal approach to maximizing their return on investment.

System Boundaries

Organizational Boundaries

ClimatePartner applies the 'operational control' approach when determining which locations, assets, and/or activities must be included within the scope of KBR's corporate carbon footprint. Operational control is considered to apply in all cases where KBR employs its operational policies and procedures within an entity or facility.

Given that KBR's legal entities are often subcontracted to run operations on behalf of its clients, it was essential to identify those operations over which KBR has full operational control. All operations that KBR manages as part of its service provision, but where client's operational policies and procedures applied, are considered to fall outside of the system boundaries of this assessment. ClimatePartner does not follow a financial control or an equity-share approach in this scenario.

It was determined that the following instances are not within KBR's operational control, and therefore, are considered beyond the scope of this assessment:

1. Residential leases.
2. Passthrough agreements, where KBR is linked to a facility by lease agreement only.
3. Joint venture leases, where KBR is not the primary occupant.
4. Executive suites and/or virtual offices, where there is limited KBR presence.

Company vehicles used for internal corporate services are retained within the boundaries of the Scope 1 and Scope 2 calculations. Company vehicles assigned for employee commuting / personal use and company vehicles assigned to specific projects are included in the Scope 3 emissions.

Operational Boundaries

KBR has accounted for its Scope 1, Scope 2, and full Scope 3 emissions related to 2025 business activities. Operational boundaries were set, and business operations classified as follows:

- **Scope 1:** Direct emissions from company facilities (heating, cooling, on-site combustion) and company-owned vehicles.
- **Scope 2:** Indirect emissions from purchased electricity for company facilities and for company-owned electric vehicles.
- **Scope 3:** All other material emissions, including those from:
 - Category 1: Purchased goods and services
 - Category 2: Capital Goods
 - Category 3: Fuel-and energy-related activities
 - Category 4: Upstream transportation and distribution
 - Category 5: Waste generated in operations
 - Category 6: Business Travel
 - Category 7: Employee Commuting

- Category 8: Upstream leased assets
- Category 9: Downstream transportation and distribution
- Category 10: Processing of sold products
- Category 11: Use of sold products
- Category 12: End-of-Life treatment of sold products
- Category 13: Downstream leased assets
- Category 15: Investments

Changes in System Boundaries

KBR emissions calculated prior to 2023 were limited to Scope 1 and Scope 2 emissions plus emissions from business travel and indirect energy consumption emissions. For 2024 emissions, the scope of assessment was expanded to include emissions across Scope 1, Scope 2 and all relevant Scope 3 categories. The 2025 scope of assessment followed the same boundaries and methodologies as the expanded analysis conducted in 2023 and 2024.

Data Quality and Limitations

Data Sources

KBR's 2025 global emissions calculation relied on a combination of activity data, assumption-based activity data and spend-based data. Activity-based calculation methods apply consumption data (energy/ fuel used, miles traveled, etc.) to a corresponding global warming potential (emissions factor) to determine the resulting emissions, whereas spend-based calculation methods use financial values to determine emissions. Spend-based calculations are generally broader and less accurate. See table below for the calculation methodology used for the 2025 emissions calculation.

Table 3. Data source and calculation methodology applied

Scope	Category	Sub-Category	Data Source
Scope 1	Direct emissions from company facilities	Refrigerant leakage	Average data
Scope 1	Direct emissions from company facilities	Heat (self-generated)	Fuel-based data
Scope 1	Direct emissions from company vehicles	Vehicle fleet	Fuel-based data
Scope 1	Direct emissions from company facilities	Generator use/ Other equipment	Fuel-based data
Scope 2	Purchased electricity for own use	Electricity (stationary)	Average data
Scope 2	Purchased electricity for own use	Electricity (vehicle fleet)	Average data
Scope 3	Purchased Goods and Services/ Capital Goods	Purchased Goods and Services	Spend-based data
Scope 3	Fuel- and energy-related activities	Upstream emissions electricity/ heat	Average data
Scope 3	Upstream/ Downstream Transportations	Upstream/ Downstream Transportations	Spend-based calculation
Scope 3	Waste from Operations	Waste from Operations	Average data
Scope 3	Business travel	Flights	Distance-based
Scope 3	Business travel	Hotel nights	Average data
Scope 3	Business travel	Rental and private vehicles	Distance-based, Fuel-based
Scope 3	Business travel	Rail	Distance-based
Scope 3	Business travel	Ferry	Distance-based
Scope 3	Business travel	Other Travel-Related Accounts	Spend-based calculation
Scope 3	Employee commuting	Employee Commuting	Average data
Scope 3	Employee commuting	Home office	Average data
Scope 3	Downstream Leased Assets	Leased Assets (Spend)	Spend-based calculation
Scope 3	Downstream Leased Assets	Leased Assets (Spend)	Fuel-based data
Scope 3	Investments	Equity and Other Investments	Spend-based calculation

Data Gaps

Primary data is key for a comprehensive and complete carbon footprint assessment. Where primary energy and/or fuel consumption data is not available, secondary data is used. The GHG Protocol defines primary and secondary data as follows:

- **Primary Data:** Data provided by suppliers or other value chain partners related to specific activities in the reporting company's value chain.
- **Secondary Data:** Industry-average data (e.g., from published databases, government statistics, literature studies, and industry associations), financial data, proxy data, and other generic data.

ClimatePartner considers data provided by KBR to be primary data. Secondary data indicates the application of assumption-based activity data.

Table 4. Yearly Ratio of KBR Facility Primary and Secondary Data

Scope, activity	Primary Data 2021	Primary Data 2022	Primary Data 2023	Primary Data 2024	Primary Data 2025	Secondary Data 2021	Secondary Data 2022	Secondary Data 2023	Secondary Data 2024	Secondary Data 2025
Scope 1										
Heating ^a	6%	29%	55%	56%	59%	94%	71%	45%	52%	41%
Cooling (refrigerant leakage) ^b	3%	16%	21%	29%	40%	97%	84%	81%	85%	60%
Vehicle fleet	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%
Scope 2										
Electricity	29%	60%	67%	75%	73%	71%	40%	33%	25%	27%

a – The primary heating data percentage for 2023, 2024 and 2025 omits those sites assumed to have electric heating

b – The primary cooling data percentage for 2023 and 2024 is determined based on the total number of facilities that, at minimum, reported the coolant variety used. The number of warehouse facilities is excluded, as no cooling is assumed. In 2025, 63 of 158 reported the coolant variety used, including several warehouses. Therefore, warehouses were included for 2025.

Facility-Related Data Gaps

One location in the United States (Hawaii) was reported to receive electricity via on-site renewable energy generation. The consumption of renewable energy at this location could not be determined through metering so a conservative assumption of 20% renewable energy was applied. This data gap can lead to an over or understatement of Scope 2 emissions, but the data gap is considered immaterial to the overall emissions.

Limited facilities measure and track heating and ventilation system maintenance, making it difficult for KBR to collect consistent data on potential refrigerant leakage. Other factors contributing to data reporting gaps include:

1. Unregulated reporting requirements (i.e., maintenance reports and/or invoices may not reflect necessary data such as refrigerant type, leakage or top-up amounts)
2. Reluctance of landlords to share records, particularly for government facilities
3. Difficulty in isolating which HVAC units service KBR leased areas, particularly when KBR is not a primary tenant (and may occupy <10% of a facility)

Unless directly provided by the vendor, cooling-related emissions therefore relied upon an area-based calculation, in which the coolant system type and annual leakage rate is assumed. With this approach, the emissions are scaled by the leased area and the refrigerant used. KBR continues to work with landlords to reduce the data gap where possible through increased use of primary data thereby improving the accuracy of estimates.

In 2024, KBR implemented Greenstone/Cority as their internal data collection and facility data management platform, allowing facility managers to enter energy consumption and fuel use data. Greenstone/Cority continued to be utilized for the 2025 facility data.

Select facilities (11 of 158) reported the fuel consumed by emergency generators/ support equipment (i.e. fork lifts, lawn mowers, etc.) in addition to primary energy consumption. Four (4) additional locations in Australia were confirmed to have used emergency generators/ support equipment via the National Australian Built Environment Rating System (NABERS) property reports. Generator use and other combustion sources were included as facility-

related Scope 1 emissions where reported, or otherwise known to be present. However, generator use at 90% of facilities is unknown and therefore still considered a data gap.

Scope 3 Emissions Data Gaps

The data granularity available when mapping financial data to appropriate emissions categories could not distinguish between the following Scope 3 categories:

1. Upstream transportation and distribution (Scope 3, Cat. 4) and downstream transportation and distribution (Scope 3, Cat. 9)
2. Upstream leased assets (Scope 3, Cat. 8) and downstream leased assets (Scope 3, Cat. 13)

Related emissions have therefore been consolidated and reported under upstream transportation and downstream leased assets, respectively. This is consistent with the previous reporting period.

Emissions related to processing of products sold (Scope 3, Cat. 10), use of sold products (Scope 3, Cat. 11) and end-of-Life treatment of sold products are contributed by services provided by KBR at client sites. Separation of such activities was not possible for the 2025 reporting period due to current data gathering and reporting approach. Emissions from activities related to these Scope 3 categories are currently included and reported under Scope 3 categories (including but not limited to contracted employee commuting).

Scope 3 emissions – both spend-based and activity-based - are currently assessed at a global level. For the purposes of this report and the 2025 emissions calculation, only certain Scope 3 emissions could be reported based on contributing geography or business unit.

Exclusions

Exclusions have been made in the assessment, namely those listed below:

- If not reported or otherwise known to exist, the use of generators or other on-site support equipment was not confirmed by property managers, and therefore, fuel consumed by such has been excluded.
- Scope 3 emissions Category 14: Franchises was evaluated as part of the emissions assessment but was determined to not be relevant based on KBR's business operations.

The exclusions noted here are for activities that fall within the calculation system boundaries and do not pertain to those deemed to be outside of KBR's operational control.

Conclusion Data Quality

Improving data quality will generate more accurate calculations, which is important for identifying emissions "hot spots" and determining relevant, effective reduction measures.

As demonstrated in Table 4, most electricity consumption comes from reported primary data, and KBR continues to improve upon primary data collection for facility heating and cooling

each year. However, Scope 1 emissions for heating and cooling in 2025 predominantly remain based on secondary data. Reducing the number of assumptions will improve the overall data quality.

With the addition of relevant Scope 3 emissions categories in 2023, opportunities remain to improve the spend-based data quality and data usability. Refined granularity in the spend-based data could provide more useful insights, especially when needing to assess where impacts exist across business units and geographies. While it is the nature of spend-based calculations to provide a broader emissions estimation, ultimately, less reliance on spend-based data will improve overall data quality.

Methodology

Operational Period Adjustments

If site-related primary data was provided for only a portion of the year, the data was extrapolated to calculate the annual consumption value. Consumption data was reported via Greenstone/Cority platform on a monthly basis, allowing for seasonal variability to be factored into extrapolations, where possible. The seasonal variability was primarily applied to heating consumption, as heating is presumed to have more seasonal variability than electricity.

For locations that were not under KBR operational control for the full year, the calculated consumption was adjusted to reflect only the months of operation within the reporting period. For example, if a KBR lease commenced on July 1, 2025, only 6 months of emissions were attributed to that location. A similar approach was taken for leases that ceased part way through the year. If a lease ceased in its entirety by the end of 2024, that location was not considered as part of the 2025 evaluation.

Scope 1 Emissions Calculations – Heating

Calculation Overview

Emissions from facility heating are accounted for under Scope 1, 'self-generated heat', as KBR's facilities primarily utilize natural gas, which is combusted on site and under the operational control approach KBR can determine when and how heating is used.

With the exception of Australia, heating emissions were calculated using the 2025 natural gas emissions factors published by the United Kingdom's Department for Environment, Food & Rural Affairs (DEFRA). The 2025 Australian National Greenhouse Accounts (ANGA) Factors were used to determine the Scope 1 natural gas combustion emissions for Australia consumption. Use of ANGA factors is a deviation from the previous year's approach.

Assumptions

United Kingdom:

Six (6) United Kingdom locations confirmed to have no natural gas heating on site and 13 locations confirmed to have natural gas heat. Five (5) locations provided primary consumption data. Primary consumption data was averaged on an annual consumption per area basis and applied to the remaining eight (8) locations where primary consumption data could not be obtained.

One location in the UK reported that facility heating was provided through electricity and therefore, did not contribute to Scope 1 heating emissions.

United States:

To ascertain a proxy for heating fuel usage across the United States, ClimatePartner has reviewed the Commercial Buildings Energy Consumption Survey (CBECS) and published by the U.S. Energy Information Administration (EIA). According to this survey, in all census

regions except South, most buildings use natural gas as the energy source for primary space heating. Energy source by region is listed below:

- Northeast* - Natural Gas
- Midwest - Natural gas
- South - Electricity
- West - Natural gas

* As noted in the *KBR Corporate Carbon Footprint – 2021* dated August 2022, Delaware has been reclassified for the purposes of this assessment as a Northeastern state to better reflect the state's climate and infrastructure.

Where electricity is considered the main energy source for heating, it is assumed that heating is included in the electricity consumption data. Therefore, facilities located in the southern United States report a natural gas consumption value of '0', unless primary data was received indicating otherwise.

For sites where natural gas is considered the main heating energy source, and primary data was not provided, ClimatePartner adhered to EIA recommendations and used the average energy intensity ratios from the *Commercial Buildings Energy Consumption Survey (CBECS)* for the respective state.

Thirty-four (34) locations in the United States reported primary data for their natural gas consumption. Consumption was estimated for 24 locations using the EIA natural gas consumption ratios and electricity was assumed to be the source of heating for the remaining 33 locations.

The methodology and application of assumptions is consistent with the previous reporting year.

Australia:

Three (3) Australian locations reported primary data on natural gas consumption, whereas seven (7) Australian locations confirmed no natural gas heating at the facility.

Based on an article published by the Australian Government, electricity is considered as the primary energy source for heating (*Baseline Energy Consumption and Greenhouse Gas Emissions - In Commercial Buildings in Australia*). Therefore, unless reported otherwise, it is assumed that heat use is captured as part of the total electricity consumption and reported under Scope 2 emissions. Electric heating is assumed for the seven (7) Australian facilities.

The National Australian Built Environment Rating System (NABERS) report for two building locations confirmed the use of natural gas on site, although consumption data was not reported. The average energy consumption ratio (kWh/square foot occupied) for the three (3) locations reporting consumption was applied to determine estimate consumption at these two locations.

Germany and Poland:

Natural gas is considered the primary heating energy source in Germany according to the online publication *Vergleichswerte für den Energieverbrauch von Nichtwohngebäuden*

(Comparative values for the energy consumption of non-residential buildings). Space area size and average energy intensity provided in this study is used to estimate the total heating energy consumption in KBR's locations in Germany.

The same approach is applied to the facility in Poland as the nearest regional proxy.

The methodology and application of assumptions is consistent with the previous reporting year.

Middle East (Saudi Arabia and United Arab Emirates):

Based on statistics provided by the International Renewable Energy Agency, electricity is considered the primary energy source for heating in the United Arab Emirates (UAE). Due to unavailability of reliable statistics on heating/cooling energy consumption in Saudi Arabia, UAE statistical data is assumed to be representative for the Middle East region. It is assumed that heat consumption for facilities in these countries is included with the total electricity consumption and reported under Scope 2.

The methodology and application of assumptions is consistent with the previous reporting year.

Singapore:

According to statistics published by the Building and Construction Authority (BCA) of Singapore and provided in the BCA Building Energy Benchmarking Report 2014, electricity is considered as the primary energy source for heating in Singapore. It is assumed that the related heat consumption is provided with the total electricity consumption, reported under Scope 2.

The methodology and application of assumptions is consistent with the previous reporting year.

China and Republic of Korea:

Statistics taken from a 2017 study and analysis of office building energy consumption performance in China were applied to determine the natural gas consumption based on the leased area for the one facility in China.

The same approach is applied to the facility in South Korea as the nearest regional proxy.

India:

All six (6) Indian locations within the 2025 scope of assessment confirmed no natural gas use at the respective facilities. No assumption is necessary and therefore, a natural gas consumption of '0' is reported.

This is consistent with the previous year.

Indonesia:

One location in Indonesia was under KBR's operational control in 2025. Indonesia has a tropical climate and therefore assumed to not require routine facility heating. It is assumed that if heating is needed, it is provided via electricity.

Scope 1 Emissions Calculations – Cooling (Refrigerant Leakage)

Calculation Overview

ClimatePartner utilized an internal calculation tool that determines the refrigerant-related emissions based on a set of parameters: 1) the leased area, 2) the refrigerant used, and 3) the type of cooling system.

In 2025, KBR reported the refrigerant(s) used in given location's cooling systems for 63 of 158 facilities in scope (including those facilities relying upon chilled water cooling). One location in the United Kingdom reported the specific refrigerant as well as measured leakage quantities. The measured leakage and global warming potential for the specific refrigerant were used to calculate the direct release emissions for the given location. Otherwise, the parameter-based calculation was used to estimate release emissions during a typical annual operating period.

Refrigerant varieties can have a broad range of global warming potentials (GWP), which is a measure of how much greenhouse gas would be absorbed in the atmosphere and consequently contribute to global warming. Refrigerant GWP values used in the calculation are sourced from the Intergovernmental Panel on Climate Change (IPCC) and the Climate Change 2021: The Physical Science Basis, Sixth Assessment Report.

The methodology and assumptions applied are generally consistent with the previous reporting year.

Assumptions

ClimatePartner's external calculation assumes a ceiling height of three meters (3 m; or 9.8 feet) which, in conjunction with the facility's areal data, determines the space being cooled and the size of cooling system needed. A variable refrigerant flow (VRF) cooling system was assumed for locations with an occupied area >1,000 square feet, and a multi-split cooling system was assumed for a location with an occupied area <1,000 square feet. Industry research compiled by ClimatePartner's Research and Development team determined such VRF and multi-split systems have an annual leakage rate of 7% and 6%, respectively. The cooling capacity and system sizes from manufacture specification sheets – such as Daikan, and LG – contributed to the development of this calculation model.

The calculation approach applies the leakage rate to a cooling system capacity to determine the leakage volume. The leakage volume is then multiplied by the refrigerant's GWP to determine the cooling-related emissions. Thirty-eight (38) facilities reported the specific refrigerant(s) used in 2025, nearly doubling the number of locations providing such information in the previous two reporting periods. If a specific refrigerant was unknown, coolant R-410A was assumed to be used, as this is one of the most common cooling agents

in commercial systems. Where multiple refrigerants were reported, the contribution from each refrigerant was averaged over the entire lease area.

Australia:

While the parameter-based calculation was applied to all locations globally, the variable assumptions were adjusted for Australia based on known local conditions and regional literature.

In 2025, a leakage rate of 3% was applied for the 12 locations in Australia, which is consistent with the findings of [leakage rate studies in Australia](#).

Additionally, eight (8) of 12 facilities in Australia reported the specific refrigerant(s) used in 2025 – each reporting use of R-134a, and one also reporting use of R-410a in addition. If a specific refrigerant was unknown, coolant R-134A was assumed to be used, as this is one of the most common cooling agents in commercial systems in Australia.

Chilled Water Cooling

Twenty-five (25) locations in India, Singapore and the United Arab Emirates reported using chilled water as the source of facility cooling. In lieu of refrigerants, which have harmful global warming potentials, chilled water is circulated for temperature control. Electricity used to chill the water is accounted for under Scope 2 – Purchased Electricity and is not considered to be a Scope 1 - Refrigerant-related emission.

Scope 1 Emissions Calculations – Vehicle Fleet

Calculation Overview

Emissions related to vehicles controlled by KBR (i.e., company vehicles) are calculated using either fuel consumption data or the distance travelled by a given vehicle class or vehicle type. Vehicles issued by KBR to employees for commuting or personal use are accounted for under Scope 3 emissions as per GHG protocol.

Company vehicles included in Scope 1 vehicle fleet emissions are limited to ground transport vehicles in the United Arab Emirates, the United States, the United Kingdom and Australia. For the 2025 emissions calculation, the fuel and vehicle emissions factors from DEFRA were applied for vehicles in all geographies to maintain consistency across datasets.

The calculation approach is consistent with previous reporting periods. Company vehicles in the United Arab Emirates were not reported prior to 2025, however.

Scope 1 Emissions Calculations – Generator Use/ Support Equipment

Calculation Overview

Emissions related to on-site generator use or support equipment such as forklifts or lawnmowers are calculated using fuel consumption data. Fifteen (15) facilities reported diesel

fuel or petrol (gasoline) volumes used in emergency generators or support equipment during the 2025 reporting period.

DEFRA emissions factors for diesel fuel were applied to consumption values to determine resulting emissions.

Assumptions

Australia:

Two (2) facilities in Australia reported diesel fuel volumes used in emergency generators during the 2025 reporting period. The National Australian Built Environment Rating System (NABERS) report for four (4) other building locations confirmed the use of diesel fuel in external generators. The diesel volume reported via NABERS in 2025 was apportioned to the percent of the building occupied by KBR, to estimate consumption. The remaining six (6) locations were excluded as there was no confirmed generator use.

A total consumption of 611 liters of diesel fuel for generator use was determined for Australian operations in 2025.

DEFRA emissions factors for diesel fuel were applied to consumption values to determine resulting emissions.

India:

Three (3) locations in India reported diesel consumption via Greenstone/Corrity in 2025. However, the unit of consumption was unclear, and the facility manager was unresponsive when asked to clarify the values given. The diesel consumption reported for these locations in 2024 was therefore used as a proxy in 2025, as consumption was known to have occurred.

Scope 2 Emissions Calculations – Purchased Electricity

Calculation Overview

Seventy-seven percent (73%) of KBR sites within the scope of assessment reported full or partial primary electricity consumption data in 2025. Locations for which primary data was provided comprise 81% of the total lease area being evaluated for this reporting period.

Emissions for Scope 2 purchased electricity are calculated using both the market-based method and the location-based method. This dual reporting approach is recommended by the GHG Protocol. For the market-based method, the company provides supplier-specific emission factors for the electricity they purchased. If these specific factors were not available, factors for the residual mix in the country of operation are used. The residual mix is defined as the country's average grid mix with any renewable energy usage removed. If this is unavailable, the average grid mix of the country is used, incorporating both renewable and non-renewable power generation. The report also states the location-based method, which calculates the average electricity grid mix for the country.

KBR has invested in Renewable Energy Credits (RECs; also known as Energy Attribute Certificate (EACs)) for all global electricity consumption. These credits certify that the specified

energy consumption volume was from a verified renewable energy source and the certificate holder can claim that they used renewable energy once the certificate has been retired. The renewable energy contribution is reflected in market-based emissions. Since KBR has invested in RECs to cover all global electricity consumption, the Scope 2 market-based emissions are '0'.

In addition, eleven (11) facilities in the United Kingdom have entered into a Green Tariff with their power provider, which ensures the energy consumed at these locations is solely from a renewable energy source.

Three (3) facilities in Australia are located where local power providers have committed to supply 100% green energy across the service area.

One location in the United States participates in California's Clean Impact Plus program, which stipulates 50% energy consumed is from renewable sources.

One location in the United States (Hawaii) receive electricity via on-site renewable energy generation. The contribution of renewable energy at this location could not be determined so a conservative assumption of 20% renewable energy was applied for these locations. This assumption is consistent with previous years.

Assumptions

For the 27% of KBR locations that did not report primary electricity data, secondary data values were calculated. In most instances, primary consumption data from other locations within the same general geography and of the same use type is used as a proxy. In these instances, an energy intensity ratio is calculated on a consumption (kWh) per square foot basis. This energy intensity is applied as a best proxy where only KBR's operational area (lease area) is known.

Where primary data was not available for a geography, or if primary data was determined to be anomalous, external data sources were used to determine the most appropriate secondary data values. The following provides a summary of the electricity calculation approach used for each country and any deviations:

Americas Region

United States:

Sixty-three (63) of 91 United States locations (69%) reported primary electricity consumption data. These locations amount to 82% of the total leased space within the United States for 2025. For the remaining locations, secondary data was applied based on the following:

1. If primary data was available for a facility (or facilities) within a given state, and of a similar use type, primary data was used to calculate an energy intensity ratio (consumption per area) for that state.
2. If a primary data point was not available within a given state, and for a like use type, state-specific energy intensity ratios from the United State's Energy Information Administration (EIA) were applied on an area basis to determine consumption. EIA data

was applied as the best proxy for facilities in the following states: CA, CO, HI, IL, NC, NE, NM, PA and SC.

The EIA national average for warehouses was applied as state specific information for that given facility use type is not available.

The methodology and application of assumptions is consistent with the previous reporting year.

Asian Pacific Region

Australia:

Primary electricity data was provided for all Australian facilities (12) considered within the scope of the 2025 calculation.

India:

In 2024, primary electricity data was provided for all India facilities (6) considered within the calculation scope. KBR continued operations at those same locations through 2025, however, none of the facilities reported primary consumption in 2025. The 2024 primary data was used as the best proxy in this instance.

The six (6) Indian locations reported that energy used for facility cooling (including chilled water) was included in the total consumption reported.

Indonesia:

In 2025, one Indonesia location was included in the inventory assessment. Primary data was not reported from this facility and the calculated global office energy intensity average was applied to estimate consumption.

China and Korea:

Primary electricity data was provided for the Chinese facility and Korean facility (1 each) considered within the scope of the 2025 calculation.

This is consistent with the previous reporting period.

Singapore:

Primary electricity data was provided for the Singapore facilities (4) considered within the scope of the 2025 calculation.

While only 3 Singapore facilities were operating in 2024, each reported primary data. No assumptions or proxies were necessary in the past two years and methodology remains consistent.

European Region

Germany:

An external resource published on German commercial building energy intensities is used as a secondary data proxy (Comparative values for the energy consumption of non-residential buildings).

The methodology and application of assumptions is consistent with the previous reporting year.

Poland:

Primary electricity data was provided for the Polish facility (1) considered within the scope of the 2025 calculation.

Russia:

In 2024, the facility use-type for the one Russian location within the scope of assessment was redefined as a warehouse. The global average energy intensity for primary data for warehouses was used as the secondary data proxy to determine consumption of this location.

The same methodology and assumption was applied in 2025.

United Kingdom:

Primary electricity data was provided for fifteen (15) of the twenty (20) United Kingdom facilities considered within the scope of the 2025 calculation. The average energy intensity ratio for offices in the United Kingdom, based on reported 2025 data, was used to estimate consumption for the five (5) facilities which did not provide primary data.

In the previous reporting period, all facilities provided primary data. The approach to filling the data gaps is not considered to be a deviation, however.

Middle East Region

Saudi Arabia:

Primary electricity data was provided for all three (3) of the KBR facilities located in the Saudi Arabia.

United Arab Emirates:

Primary office electricity data was provided for the United Arab Emirates facilities (15) considered within the scope of the 2025 calculation.

Additionally, all locations confirmed that chilled water was used as the source of cooling. Only one location was able to distinguish between office energy consumption and energy for chilled water use. The proportion of total consumption for this one location was applied to estimate the chilled water consumption at the other locations in the United Arab Emirates.

Scope 3 – Purchased Goods and Services

The methodology and assumptions used in calculating KBR's 2025 Scope 3 – Purchased Goods and Services emissions are generally consistent with those used in the previous reporting period in that a spend-based approach is applied, with the corresponding activity mapped to the financial line-item description.

The financial balances for the 2025 reporting period were disaggregated by separate financial reporting systems. Within each financial dataset, KBR identified the corresponding activity description, and the associated Scope 3 spend category for all line items. All financial data was aggregated to determine global results, and only those positive value transactions were retained for determining emissions. The fields of the financial datasets did not allow for parsing data by geography or business unit, however.

In 2025, DEFRA spend-based emission factors were applied to all spend-based calculations as the SIC activity categories allow for more specificity. This is consistent with the previous reporting period.

Calculation Overview

The emissions for Scope 3 - Purchased Goods and Services followed a spend-based calculation approach, which applies an emissions factor specific to financial value. Spend-based emissions factors are specific to financial values and variable based on the currency, year (and inflation value of the currency) and the business activities associated with the financial activity.

As noted above, each transaction was assigned with a corresponding activity description, and the associated Scope 3 spend category. The activity descriptor was first determined by KBR and later reviewed by ClimatePartner for concurrence.

All financial activities deemed to be associated with the assigned Scope 3 category confirmed were mapped to the SIC activities codes with a corresponding DEFRA spend-based factor. The activity codes were the basis for activity descriptor and therefore mapped closely to the line-item activity assignments.

Assumptions

KBR financial data was provided in British pounds (GBP). Spend-based calculations in 2025 were completed using the DEFRA spend-based factors, and no currency conversion was required. Emission factors were adjusted based on average compounded inflation to be representative of the 2025 reporting period.

Scope 3 – Capital Goods

Calculation Overview

Consistent with the previous reporting period, in 2025, KBR separately identified financial activities related to Capital Goods.

The emissions for Scope 3 – Capital Goods followed a spend-based calculation approach. Refer to the methodology and assumptions detailed for Scope 3 – Purchased Goods and Services emissions, as the same approach was used for Capital Goods emissions.

Scope 3 – Fuel and Energy-related Emissions

The Scope 3 fuel and energy-related emissions are determined based on the activity and consumption data used to determine Scope 1 and Scope 2 emissions. While the Scope 1 and Scope 2 emissions reflect the direct emissions for the corresponding activities, the Scope 3 emissions reflect the indirect (or upstream emissions) for such activities. For example, use of one liter of diesel fuel would be separated into those direct emissions from combustion (Scope 1) and those upstream emissions from the extraction, refining and transport (Scope 3).

Emission factor sources such as Ecoinvent specify direct and indirect emissions within the dataset. When applying DEFRA emission factors, DEFRA uses the terminology of “well-to-wheel” for upstream emissions and “wheel-to-tank” for direct emissions.

This is consistent with the previous reporting period.

Scope 3 – Transportation and Distribution

The emissions for Scope 3 - Transportation and Distribution followed a spend-based calculation approach. Refer to the methodology and assumptions detailed for Scope 3 – Purchased Goods and Services emissions, as the same approach was used for Transportation and Distribution emissions.

Based on the granularity of financial data available, financial activities associated with Upstream Transportation and Distribution could not be distinguished separately from those related to Downstream Transportation and Distribution. Emissions associated with either are therefore reported collectively as Scope 3 – Transportation and Distribution.

This is consistent with the previous reporting period.

Scope 3 – Waste Generated in Operations

The methodology used to determine Scope 3 – Waste Generated in Operations leverages primary data to establish an average waste generated per employee per day, which can then be extrapolated to determine global impacts. The underlying concepts of the methodology remain consistent from the previous reporting period.

Consistent with the methodology devised for the 2024 reporting period, the 2025 waste model includes region-specific disposal fate percentages – understanding that recycling and incineration technology may be more prevalent in developed areas.

Calculation Overview

KBR collected facility waste generation data via Greenstone/Cority in 2025. Thirty (30) of 158 locations reported waste generation information.

Those facilities reporting waste generated each collected different details and metrics regarding waste type and waste streams. For 2025 data available, waste generated in operations was categorized generally as "Municipal waste", "Paper and cardboard waste" and "Other waste".

Average daily attendance was determined for those facilities reporting waste generation data. Average daily attendance and waste generated were used to establish a weight of waste per employee per working day for each waste category. Waste reported as either wood waste or construction debris was excluded when determining the average employee waste generation. This average ratio was then extrapolated across KBR's facility headcount of approximately 36,000 employees to determine the amount of global waste generated in operations. Regional in-office working day assumptions are consistent with those used in determining employee commuting impacts.

Disposal models were applied to account for the variability of waste fate in different regions. The average percentage of waste sent to incineration, landfilling and recycling was determined by ten (10) global regions and applied to the amount of waste generated by employees in that given region.

Assumptions

Disposal calculation methodologies follow the cut-off by classification approach, which aligns with recommendations of the GHG Protocol and IPCC. Following this approach, emissions related to the recycling of waste (collection, transport, sorting and processing of waste) are allocated to the outcome of that waste stream - the subsequent useful life of the recycled material. Hence, the reporting company, KBR, does not need to account for any emissions from the recycling process, and the emissions related to recycling are '0'.

Non-recycled waste - any waste sent to incineration or landfilling - will result in emissions following the cut-off by classification methodology. The emissions for non-recycled waste generation also include those emissions created when transporting the waste. The disposal model used assumes an average distance to disposal to be 25 kilometers.

Scope 3 – Business Travel

The methodology and assumptions used in calculating KBR's 2025 Scope 3 – Business Travel emissions are consistent with those used in the previous reporting period.

Calculation Overview

KBR's 2025 Scope 3 - Business travel emissions were calculated through a combination of activity-based data (93%) and spend-based data (7%).

Travel by Air

Flight class (economy, premium economy, business and first) and flight distance category (long-haul, short-haul) are considered in the calculation of emissions associated with air travel. The sub-trip distance is used to determine the applicable flight distance category, and this category is applied to the total trip distance. The average sub-trip distance was determined by taking the total one-way trip distance and dividing by the number of ticketing legs. Emission factors provided by DEFRA are used to calculate emissions.

In 2025, a radiative forcing index (RFI) of 2 was applied to air travel to account for the high altitude that airplanes reach during the cruising phase, causing emissions to occur higher in the earth's atmosphere compared to all other human-made greenhouse gas emissions. An RFI of 2 was similarly used in the 2023 and 2024 emissions inventories.

Emissions from NetJets flight services were also classified under Scope 3 - Business Travel for this reporting period. The emissions associated with KBR's flight service membership were determined based on the fuel consumption data provided by the third-party operator. A Fuel Recovery Factor has been included by the service provider to account for ground fuel burns in addition to fuel consumed in flight. It was determined that fuel consumed was more comprehensive than the flight mileage reported, and therefore, used as the basis for calculating emissions. This is consistent with the previous reporting period.

Business Travel and Hotel Stays

Hotel star ratings are considered when calculating emissions from hotel stays. Although not all hotels are given a star rating in data collection, the following star ratings are assumed:

- 5-star rating: Marriott, Hilton, Shangri-la, Hyatt, Intercontinental
- 4-star rating: Radisson, Accor

All other hotels are rated as 'unknown'.

In addition to the accommodation rating, emissions related to hotel stays were determined based on the duration of stay and the hotel location.

Hotel expenses classified as "leisure" were omitted from analysis. The methodology and assumptions applied are consistent with the previous reporting year.

Business Travel by Road

Fuel consumption or distance data are used to calculate emissions from business travel by road. Where only distances were provided, an average passenger vehicle was assumed to be used. Where only taxi expense data was available, distance traveled was estimated from total reported fares.

The methodology and source of assumptions applied are consistent with the previous reporting year. Currency conversion rates used were updated to reflect the 2025 reporting period, and the distance per fare assumptions utilized the most contemporary data available from sources previously used.

Other Business Travel Contributions

Consistent with the previous reporting period, it was determined that certain financial activity would be associated with Scope 3 - Business travel emissions. These activities included food and restaurant-related travel expenses, as well as use of reservation services. Financial activities determined to have activity-based data were omitted from consideration as to avoid double counting the emissions contribution.

The spend-based calculation approach for business travel activities followed the same methodology and assumptions detailed under Scope 3 – Purchase Goods and Services.

Scope 3 – Employee Commuting

The methodology and assumptions used in calculating KBR's 2025 Scope 3 – Employee Commuting emissions are consistent with those used in the previous reporting period (with one exception noted below). The external resources and values used as the basis for the activity-based assumption model remained consistent between 2024 and 2025.

Calculation Overview

KBR's 2025 Scope 3 – Employee Commuting emissions were determined through activity-based calculations with assumed parameters. Employee Commuting emissions are separated into emissions generated from KBR employees travelling to and from a KBR location, and those emissions generated when employees work remotely (i.e., teleworking). 68% of Scope 3 - Employee Commuting emissions were from daily employee travel with 32% from teleworking.

Emission factors published by DEFRA are used to calculate the travel-relation portion of Scope 3 – Employee commuting emissions. As detailed further below, the employee commuting activity-data relied primarily on conservative mode-of-transport and distance assumptions.

Assumptions

KBR provided data on the number of employees by country – approximately 36,000 employees across 50 countries. This employee headcount included internal (corporate) employees as well as those employees assigned to contracted projects.

External research was conducted by ClimatePartner to determine area-specific statistics on:

1. Average commute distances;
2. Average commute times, where distances were not available;
3. Mode of transportation used in commuting; and/or
4. Teleworking days.

An assumption-based model for employee commuting and teleworking days was built based on the external research compiled.

Regional averages were calculated based on data gathered and applied where country-specific assumptions could not be assigned. Regional or country-specific assumptions were applied for the number of days commuting, the mix of transportation methods and the distance travelled per employee for a round-trip commute. For employees commuting to work in the United

States, state-specific commute distances were assumed whereas a country-specific mix of transportation modes was used for all others.

An emissions factor was applied based on the type of transport used for the portion of employees commuting the given distance and the number of days commuting. Emissions specific to each mode of transport were aggregated when multiple modes of transportation were assumed in each geography. For any locations with less than 10 total employees, it was assumed that all employees commuted via car.

It was assumed that KBR employees, on average, work 5 days a week and 48 weeks annually, to reasonably account for holidays and paid time off. This assumption was applied to global employees outside of the United Kingdom. An assumption of 220 working days was used for employee commuting within the United Kingdom, based on country-specific data available on workplace absences.

This is consistent with previous years.

Scope 3 – Leased Assets

In 2025, KBR's Scope 3 Leased Asset emissions were determined through a combination of activity-based and spend-based data. The activity-based data pertained to fuel consumed by leased project vehicles in the United States. This dataset was not available for the previous reporting 2024 reporting period. Inclusion in the 2025 inventory is considered an immaterial change as this activity-based emissions contributed <0.01% of total corporate carbon emissions in 2025.

Calculation Overview

The 2025 emissions for Scope 3 – Leased Assets followed a spend-based calculation approach. Refer to the methodology and assumptions detailed for Scope 3 – Purchased Goods and Services emissions, as the same approach was used for Leased Assets emissions.

Based on the granularity of financial data available, financial activities associated with Upstream Leased Assets could not be distinguished separately from those related to Downstream Leased Assets. Emissions associated with either are therefore reported collectively as Scope 3 – Leased Assets.

Scope 3 – Investments

The methodology and assumptions used in calculating KBR's 2025 Scope 3 – Investments emissions are consistent with those used in the previous reporting period.

Calculation Overview

KBR's 2025 Scope 3 – Investments emissions were calculated following a spend-based approach.

KBR provided financial information on their equity investments, managed investments, debt investments, project financing and those classified as other investments. Other investments

included pension funds available to qualified employees outside of their standard benefits. KBR reported no investment activity in 2025 related to their managed investments, debt investments or project financing.

The 2025 revenue from equity investment and pension funds were retained for the spend-based emissions calculation. Equity investment values were adjusted based on KBR's ownership percentage.

Similar to other spend-based calculations, KBR's 2025 investment activities were assigned an industry descriptor, which could be linked to a spend-based emissions factor. KBR provided industry assignments for equity investment accounts. Other investments were noted to be pension funds and therefore were considered as "Insurance, reinsurance and pension funding services".

Assumptions

ClimatePartner's internal methodologies for investment-related emissions follow DEFRA industry codes and spend-based emissions factors. Investment revenue was provided in different currencies including EUR, USD and GBP. All values were to GBP using the annual average conversion rate in order to align with the spend-based factors available. Emission factors were adjusted based on average compounded inflation to be representative of the 2025 reporting period.

2025 Corporate Carbon Footprint Results

Results Summary

In 2025, KBR's business activities generated a total of 745,596 tonnes of CO₂e, 99% of which were Scope 3 emissions. Scope 3 – Purchased Goods and Services and Scope 3 – Investments contribute the largest share of the company's reported carbon footprint at 62% and 26%, respectively.

This is the third reporting period in which KBR has measured all material Scope 3 emissions. In the previous reporting period, Scope 3 – Purchased Goods and Services represented 39% of total emissions, and Scope 3 – Investments represent 47% of total emissions.

Table 5. 2025 Emissions by Scope and Sub-Category

	[t CO ₂ e]	[%]
Scope 1	5,007	1%
Direct emissions from company facilities	4,938	1%
Refrigerant leakage	1,532	0%
Heat (self-generated)	3,254	0%
On-site combustion (generators, other)	153	0%
Direct emissions from company vehicles	69	0%
Vehicle fleet	69	0%
Scope 2	-	0%
Purchased electricity for own use (market-based)	-	0%
Electricity (sites)	-	0%
Electricity (vehicle fleet)	-	0%
Purchased heating, steam, and cooling for own use	-	0%
Purchased heat	-	0%
Purchased cooling	-	0%
Scope 3	740,588	99%
Purchased Goods and Services	459,659	62%
Capital Goods	895	0%
Fuel- and energy-related activities	5,810	1%
Upstream emissions electricity	5,219	1%
Upstream emissions heat	537	0%
Upstream emissions vehicle fleet	19	0%
Upstream combustion	36	0%
Upstream/ Downstream Transportations	1,834	0%
Waste from Operations	2,141	0%
Business travel	50,704	7%
Other Travel-Related Accounts	3,374	0%
Flights	33,985	5%
Hotel nights	8,470	1%
Rental and private vehicles	4,842	1%
Rail/ Ferry	33	0%
Employee commuting	25,826	3%
Employee Commuting	17,670	2%
Home office	8,156	1%
Leased Assets	2,003	0%
Leased Assets (Project vehicles)	20	0%
Leased Assets (Spend-based activities)	1,983	0%
Investments	191,716	26%
Overall results	745,596	100%
Electricity (Location Based in t CO ₂ e)	21,000	3%

Primary and secondary data available for Scope 1 and Scope 2 emissions allowed for the division of these emissions measurements into specific regions and countries. See Table 6 below. The data available at the time of this reporting period did not allow for Scope 3 emissions to be allocated to specific regions.

Table 6. 2025 Scope 1 and Scope 2 Emissions by Country

	Scope 1 [t CO2e]				Scope 2 [t CO2e]			Scope 1 & Scope 2 Total
	Heating	Fuels/ Vehicles	Cooling	Total	Electricity	District Heating	Total	
Americas	2,131	7	1,307	3,444	-	-	-	3,444
United States	2,131	7	1,307	3,444	-	-	-	3,444
APAC	73	56	29	158	-	-	-	158
Australia	44	5	25	74	-	-	-	74
China	17	-	3	20	-	-	-	20
India	-	51	-	51	-	-	-	51
Indonesia	-	-	0.4	0	-	-	-	0
Singapore	-	-	-	-	-	-	-	-
South Korea	12	-	0.1	12	-	-	-	12
EMEA	1,050	160	196	1,406	-	-	-	1,406
Germany	35	-	6	41	-	-	-	41
Poland	31	-	6	37	-	-	-	37
Russia	0.4	-	0.2	1	-	-	-	1
Saudi Arabia	-	0.5	25	26	-	-	-	26
United Arab Emirates	-	48	-	48	-	-	-	48
United Kingdom	984	112	158	1,254	-	-	-	1,254
Total	3,254	222	1,532	5,007	-	-	-	5,007

Note: The emissions presented above are market-based emissions and reflect the purchase of RECs and use of green electricity.

Consistent with previous years, operations in the United States contributes the most significant volume of emissions to KBR's Scope 1 and Scope 2 emissions, as the source of 66% of heating emissions and 85% of fugitive coolant emissions. Fifty-eight percent (58%) of locations considered within the 2025 scope of calculation are in the United States, and those locations alone comprised 69% of the global lease area.

[Analysis by Scope of Emissions](#)

In 2025, KBR reported operational control over 158 facilities in 13 countries globally. The 2025 calculation vastly followed similar methodologies and assumptions as the prior reporting period. KBR's use of Greenstone/Cority for the second consecutive year has improved the data quality for facility information used in the 2025 emissions inventory.

Figure 1. Total Emissions Comparison Year over Year

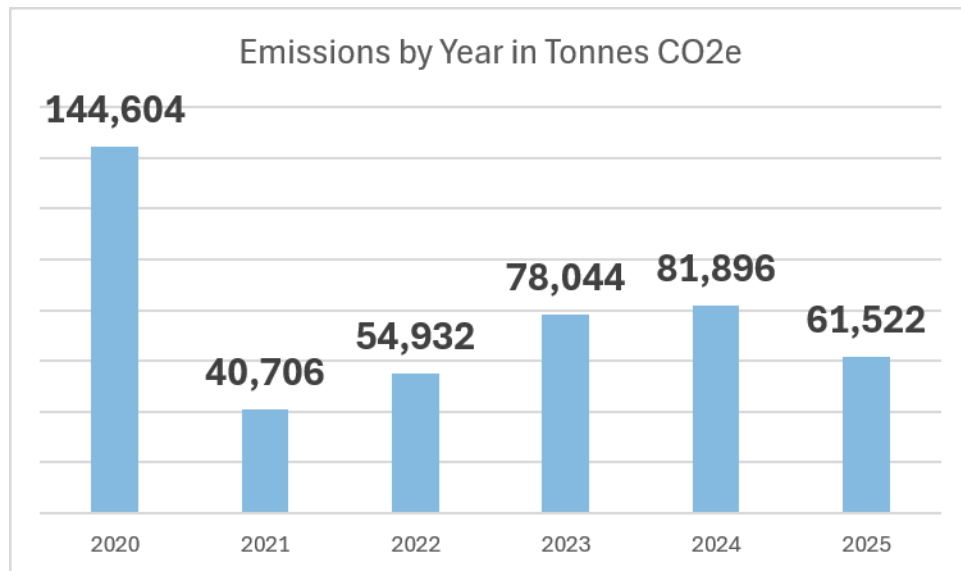


Figure 1 data is limited to only those emissions scopes and categories assessed in previous years.

Facility-related consumption (heating, cooling and electricity use) has decreased slightly when compared to the previous reporting period. The combined heat and electricity energy consumption per leased area was 14.9 kwh per square foot in 2025 whereas the same calculated ratio was 15.9 in 2024. The 2025 energy consumption ratio is still a notable increase compared to 2023 and 2022 when the ratio was calculated to be 13.3 and 11.5, respectively.

In 2025, KBR decided to purchase renewable energy certificates (RECs; also known as energy attribute certificates (EACs)) to cover all purchased electricity consumption globally – continuing a commitment to purchase 100% renewable energy for the third consecutive year. The retirement of RECs negated 21,000 tonnes CO₂e of Scope 2 market-based emissions from KBR’s corporate carbon footprint.

See Insert A for more details on the global emissions breakdown per category and changes year over year.

Insert A – Year over Year Net Difference and Relative Change Analysis

	2020 Baseline Recalculation		2021 CCF		2022 CCF		2023 CCF		2024 CCF		2025 CCF		Change Y24/Y25	
	[kg CO2e]	[% of Overall]	[kg CO2e]	[% of Overall]	[kg CO2e]	[% of Overall]	[kg CO2e]	[% of Overall]	[kg CO2e]	[% of Overall]	[kg CO2e]	[% of Overall]	Net Difference [kg CO2e]	Relative Change (%)
Scope 1	6,514,308	5%	6,428,444	16%	8,601,789	16%	5,745,504	1%	5,144,745	1%	5,007,409	1%	(137,588)	-3%
Direct emissions from company/facilities	6,481,402	4%	6,383,025	16%	8,035,771	15%	5,613,856	1%	5,040,505	1%	4,938,478	1%	(102,027)	-2%
Refrigerant leakage	2,287,057	2%	2,104,860	5%	5,026,522	9%	1,253,548	0%	1,524,209	0%	1,531,559	0%	7,350	0%
Heat (self-generated)	4,194,345	3%	4,278,165	11%	3,003,249	5%	4,380,308	0%	3,468,438	0%	3,253,693	0%	(212,745)	-6%
On-site combustion (generators)	-	0%	-	0%	-	0%	-	0%	49,859	0%	153,227	0%	103,368	20%
Direct emissions from company vehicles	32,906	0%	43,419	0%	566,017	1%	131,948	0%	104,239	0%	68,930	0%	(35,309)	-34%
Vehicle fleet	32,906	0%	43,419	0%	566,017	1%	131,948	0%	104,239	0%	68,930	0%	(35,309)	-34%
Scope 2 (Market-based)	33,014,232	23%	1,114,971	3%	1,353,247	2%	-	0%	-	0%	-	0%	0	0%
Purchased electricity for own use (market-based)	32,972,716	23%	1,047,810	3%	1,349,202	2%	-	0%	-	0%	-	0%	0	0%
Electricity (sites)	32,972,716	23%	1,047,810	3%	1,349,202	2%	-	0%	-	0%	-	0%	0	0%
Electricity (vehicle fleet)	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	0	0%
Purchased heating, steam, and cooling for own use	41,516	0%	67,161	0%	4,045	0%	-	0%	-	0%	-	0%	0	0%
Purchased heat	41,516	0%	67,161	0%	4,045	0%	-	0%	-	0%	-	0%	0	0%
Purchased cooling	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	0	0%
Scope 3	105,075,238	73%	33,164,187	81%	44,976,428	82%	1,074,146,072	99%	792,745,118	99%	740,558,176	99%	(62,186,942)	-7%
Purchased Goods and Services/ Capital Goods	-	0%	-	0%	1,487,075	0%	673,074,895	62%	306,418,405	38%	460,554,615	62%	154,136,210	50%
Fuel and energy-related activities	8,877,578	6%	3,470,424	9%	1,487,075	3%	7,564,854	1%	9,145,262	1%	5,810,076	1%	(3,317,256)	-36%
Upstream emissions electricity	8,449,421	6%	3,056,063	8%	1,214,097	2%	6,759,109	1%	8,536,245	1%	5,218,950	1%	(3,317,256)	-36%
Upstream emissions heat	411,268	0%	392,370	1%	226,643	0%	773,629	0	572,551	0	536,537	0	(40,092)	-6%
Upstream emissions vehicle fleet	16,888	0%	19,991	0%	46,335	0%	31,716	0%	24,775	0%	19,085	0%	(5,690)	-23%
Upstream combustion	-	0%	-	0%	-	0%	-	0%	11,691	0%	35,503	0%	23,812	204%
Upstream/Downstream Transportations	-	0%	94,190	0%	-	0%	2,515,002	0%	769,180	0%	1,834,087	0%	1,064,907	138%
Waste from Operations	374	0%	374	0%	3,100,045	0%	3,100,045	0%	2,140,638	0%	2,140,638	0%	0	0%
Business travel	96,197,661	67%	27,680,319	68%	43,473,353	79%	64,733,029	6%	67,605,996	8%	50,704,050	7%	(16,901,946)	-25%
Other Travel-Related Accounts	-	0%	-	0%	-	0%	4,466,525	0%	3,317,034	0%	3,374,020	0%	56,986	2%
Flights	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	0	0%
Hotel nights	87,312,644	60%	20,565,633	50%	30,733,399	56%	50,924,518	5%	53,290,506	7%	33,984,777	5%	(19,307,729)	-36%
Rentals and private vehicles	4,325,944	3%	4,785,121	12%	4,689,560	9%	5,174,349	0%	5,208,566	1%	8,470,240	1%	3,261,654	63%
Rail/Ferry	4,553,046	3%	2,526,201	6%	8,022,588	15%	4,145,182	0%	5,751,804	1%	4,841,619	1%	(910,186)	-16%
Employee commuting	6,027	0%	3,364	0%	24,808	0%	22,466	0%	38,066	0%	33,394	0%	(4,672)	-12%
Employee commuting	-	0%	1,918,880	5%	-	0%	27,022,265	3%	27,102,821	3%	25,826,183	3%	(1,276,637)	-5%
Home office	-	0%	-	0%	-	0%	20,005,649	2%	19,856,667	2%	17,670,359	2%	(2,186,307)	-11%
Downstream leased Assets	-	0%	-	0%	-	0%	7,016,638	1%	7,246,154	1%	8,155,824	1%	909,670	13%
Project Vehicles	-	0%	-	0%	-	0%	13,073,274	1%	3,628,700	0%	2,002,878	0%	(1,625,822)	-45%
Other Leased Assets	-	0%	-	0%	-	0%	2,651,420	0%	-	0%	20,160	0%	20,160	0%
Investments	-	0%	-	0%	-	0%	10,441,853	0%	3,628,700	0%	1,982,719	0%	(1,645,982)	-45%
Overall results	144,603,779	100%	40,705,602	100%	54,931,464	100%	1,079,893,876	100%	797,889,662	100%	745,595,504.5	100%	(52,294,278)	-7%
Electricity (Location Based in kgCO2)	32,056,283		26,367,091		20,704,267		22,170,964		23,758,323		21,000,072		(2,758,251)	-13%

1 - Upstream emissions for fuel and energy related activities are calculated based on factors specific to indirect energy emissions and losses.

2 - Employee commuting and operational waste were only calculated for the United Kingdom prior to 2023

3 - Rental car use and business travel by car were consolidated into one reporting category for 2022. The values for 2020 and 2021 have been updated similarly for comparability.

Scope 1

Heating

Scope 1 heating-related emissions in 2025 were 6% lower when compared to the 2024 reporting year.

The decrease in heating-related emissions can be attributed to several possible factors:

1. Increased primary data - In 2025, 59% of facilities deemed to have natural gas heating reported consumption values. These facilities represent 78% of occupied area for those locations considered to have natural gas heating in 2025.
2. Geographic Influences - The occupied area increased in countries such as India, Indonesia, Saudi Arabia, Singapore and the UAE. Unless primary data was reported, it is assumed that electricity is the source of heating in these geographies (if any is used at all) due to their climate.

Refrigerants

The Scope 1 refrigerant leakage emissions calculation primarily relied on the area-based assumptions. The occupied area decreased by 5% from 2024, with the resulting emissions increasing by 0.5% in 2025. While the emissions remained generally flat, the number of locations that reported the specific refrigerants being used on site increased from 29% in 2024 to 40% in 2025.

Scope 2

Electricity

The global electricity consumption in 2025 was 45,283 megawatt hours (MWH). This is a 22% decrease from 2024 consumption (57,693 MWH).

The 2024 and 2025 scope of assessment included 72 locations (~46%) which 1) maintained consistent leased areas, 2) had consistent operational periods and 3) reported primary electricity consumption. The cumulative change in consumption year over year for these locations amounted to a decrease of 8,390 MWH, showing a natural decline in consumption on average.

Additionally, KBR's occupied area decreased by 5% from 2024 to 2025. In 2024, KBR's occupied area in Australia grew by more than 430,000 sq feet from the previous year, whereas in 2025, this was reversed and the occupied area in Australia decreased by more than 450,000 square feet.

Twenty-five (25) locations in India, Singapore and the United Arab Emirates reported use of chilled water as the source of facility cooling. The electricity needed to cool water for circulation is accounted for under Scope 2. In 2024, only six (6) locations reported chilled water consumption. Despite the increased number of locations reporting chilled water use, chilled water use was a portion of total energy previously reported so total consumption at the respective locations was not greatly affected year to year.

As noted previously, KBR committed to have 100% of purchased electricity consumption in 2025 be sourced via renewable energy – whether through green PPAs, on site renewable power generation or retirement of RECs. This resulted in '0' emissions globally for the Scope 2 purchased electricity market-based emissions.

Scope 3

Spend-Based Calculations

Scope 3 emissions derived through spend-based calculations - excluding investments - contributed 63% of Scope 3 emissions and overall emissions. Investment-related emissions separately accounted for another 26% of the overall emissions.

The spend-data available for the 2025 reporting period was disaggregated by the financial reporting systems in use. Emissions derived from spend-based data changed notably when compared to the previous year. Changes in Scope 3 spend-based emissions can be attributed to a combination of the following:

1. Changes in the total value of financial activity attributed to Scope 3 categories (normalized for inflation).
2. Changes in how general ledger account descriptions were assigned to corresponding activities – as different activities have different impact per financial spend.

Refer to Table 7 below for the change in contributing spend values and corresponding change in emissions by Scope 3 category. Aside from "Other Travel Related" activities, the change in emission is primarily linked to the change in the financial value reported.

Spend-based emissions collectively comprise 89% of KBR's 2025 corporate carbon footprint. This is comparable to previous reporting periods where spend-based emissions accounted for 87% and 90% of total emissions in 2024 and 2023, respectively.

Table 7. Spend-based activity comparison – 2024 to 2025

	Change in Spend Amount Reported	Change in Emissions
Purchased Goods and Services	39% increase	51% increase
Capital Goods	42% decrease	19% decrease
Upstream/ Downstream Transport	138% increase	147% increase
Other Travel Related	1% decrease	3% increase
Leased Assets	37% decrease	45% decrease
Investments	45% decrease	50% decrease

Trends in spend-based emissions will be assessed in subsequent reporting periods, as KBR continues to refine the approach to evaluating and assigning financial accounts to spend-based activities.

Business Travel

Emissions from business travel accounted for 7% of Scope 3 and overall emissions. 67% of Business Travel emissions are due to flight-related emissions. In 2024, flight-related emissions constituted 79% of Business Travel emissions. Gross emissions from flights decreased by 36% in 2025 when compared to the previous reporting period.

The predominant ticket class remained 'economy' in 2025, at approximately 91% of tickets purchased. Similarly, 91% of KBR flights were economy class in 2024, showing a continued and significant commitment to maintaining a lower-emissions ticketing class.

Hotel stays for business purposes increased in 2025, with corresponding emissions increasing by nearly 63%. In 2025, hotel stays are the second highest contributor to Scope 3 Business Travel Emissions, behind air travel. Hotel stay emissions are 25% of flight emissions comparatively, however.

Employee Commuting

Employee commuting emissions amounted to 3% of overall emissions. Employee travel to and from an office represented 68% of the Scope 3 Employee Commuting emissions, with the remainder being those emissions from remote working. Employee commuting emissions represented 3% of overall emissions in the previous reporting period as well.

Similar to the previous reporting year, employee commuting emissions predominantly relied on an assumption-based model of activity data. The external data used to devise assumptions showed the average U.S. commute was a longer distance, when compared to other countries. Public transport and other shared commuting methods were used more frequently in international countries, whereas personal vehicle use was the most common mode of transport in the United States. Emissions generated from personal vehicles are significantly greater than those created when the same distance is travelled via train or other public transport.

In 2024, KBR reported a global headcount of 38,000 whereas in 2025, roughly 36,000 global employees were reported – representing a 5% decrease. With the same assumptions model applied in 2025 as in 2024, the gross employee commuting emissions decreased by 5% - commensurate with the change in global headcount.

Recommendations

Based on the Corporate Carbon Footprint assessment, ClimatePartner recommends the following initiatives and actions to improve KBR's carbon footprint:

Data Quality

As stated in previous assessments, primary data is key for comprehensive and complete carbon footprint measurement. It allows you to accurately track the emissions over time and draw insightful conclusions to develop effective climate action and carbon reduction strategies. The following actions are recommended to improve primary data quality:

- **Primary energy consumption and coolant use data collection from sites:** Continue to educate facility managers and/or inform energy providers of the annual collection of consumption data. Continue to communicate with and gain cooperation from non-disclosing facilities.
- **Employee engagement:** Continue and enhance communication of the importance and goal of the carbon footprinting process to all employee stakeholders frequently to help to improve engagement in the data collection process.
- **Limit reliance on spend-based data:** Spend-based calculations determined 89% of KBR's 2025 corporate carbon footprint, and 88-90% of KBR's previous two corporate carbon footprints. Spend-based methods are broad and imprecise. As availability and quality of data collection processes improve, using activity data to the extent feasible instead of spend data will better refine the emissions data.
- **Global commuting surveys:** Similar to previous years, employee commuting relied upon external research and an assumption-based activity model. Increasing primary data for employee commuting can refine future insights and recommendations, consider conducting a global commuting survey.

Recommendations for reducing emissions impacts across different KBR activities are provided below:

Electricity

- **Energy efficiency measures:** KBR can also focus on implementing energy efficiency measures such as installing LED lighting, replacing old equipment, or switching appliances.

Heating

- **Office average temperatures:** Implementing a lower average temperature in your offices allows you to reduce emissions rapidly. On average you reduce 6 percent of CO₂e emissions per degree. Pairing this policy with staff training on better behaviors, e.g., "windows open = heating off" can be effective. Installation of smart thermostats and timers for your central heating system to regulate the heating during non-working hours is another useful method to decreasing unnecessary usage.
- **Building insulation:** For buildings you own or where you have strong relationships with landlords, inquire about the insulation of the buildings. Old buildings can be retrofitted by thermal renovation.

- **Low carbon energy:** Implementing lower carbon energy sources will reduce emissions. Wood pellets and biogas are lower-emitting alternatives to natural gas. In previous years, locations in the United Kingdom have entered into biogas purchase agreements. Consider whereas gas purchase agreements might be a viable option to reduce reliance on natural gas.
- **Switch to electric:** Emissions from electric-based heating can be counterbalanced through the purchase of renewable energy credits. Consider where converting to electric heat sources may be possible. Air and ground-source heat pumps can also drive substantial emission reductions.

Vehicles

- **Green fleet:** Increase the ownership/use of electric, or hydrogen powered vehicles and ensuring that any new vehicle purchases are green.
- **Infrastructure:** Consider installing infrastructure onsite to encourage the charging of company cars at KBR facilities so that KBR has control over the type of electricity used and resulting emissions. KBR could also provide eco-driving training for staff to improve the efficiency of journeys made by car.

Employee Commuting

- **Incentivize public transit:** Implementing employee commuting programs to encourage use of public transit, where available, will reduce reliance on personal vehicles and reduce contributing emissions.
- **Virtual work policy:** Instituting a remote-work policy and/or virtual meeting policy so an in-person presence is required under certain guidelines can limit employee commuting and associated emissions.

Business Travel

- **Broader travel policies:** Consider where broader travel policies around hotel accommodations – such as specifying acceptable hotel chains – or rental vehicle use – such as specifying acceptable vehicle class – could be deployed to encourage lower emission options.
- **Flight type choices:** Consider choosing economy class over business or first class (for example, one passenger's flight on business class might have an impact that is 2-3 times higher than that of an economy class flight). Direct flights, even if more expensive, should be preferred over flights with many connections as these often have a much higher carbon footprint.
- **Opt for rail:** Continue to encourage employees to travel by train even if this means longer travel times. Travelling by train virtually always comes out better than by air, and often by a lot.

Appendix

Climate action

A holistic climate action approach is based on the following principle: avoid unnecessary emissions, reduce existing emissions, and offset unavoidable emissions. Therefore, a Corporate Carbon Footprint, updated on a yearly basis, is an important tool for companies and organizations that seek to identify their emission mitigation and reduction potentials as well as track the effectiveness of their climate action measures over time.

Companies, processes, or products can contribute to climate action through financing international carbon offset projects. Since greenhouse gases are evenly distributed throughout the atmosphere, it is considered that their concentration across the world is the same. Therefore, those emissions that cannot be avoided locally can mathematically be offset through emission reduction activities in another part of the world. This offset is rendered possible by carbon offset projects.

Methodology

Reporting standard

The GHG Protocol is the internationally recognized standard for greenhouse gas accounting at the corporate level. It was developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

It defines five fundamental principles for carbon footprint measurement:

- **Relevance.** The principle of relevance requires that all major emission sources are taken into consideration when measuring corporate carbon footprint. The report should be informative and useful in internal and external decision making.
- **Completeness.** The principle of completeness requires that all relevant emission sources within the boundaries are addressed and included.
- **Consistency.** To facilitate the comparison of the results over time, accounting methods and boundaries must be documented and kept for the record. Any changes in the methodology and/or boundaries must be reported, explained and justified.
- **Accuracy.** Discrepancies and uncertainties that may occur during the calculation and measurement process should be reduced as much as possible to make sure that the results are accurate and provide solid data for stakeholder decisions.
- **Transparency.** The results should be presented in a transparent and comprehensible manner.

Process

The following steps define the carbon footprint measurement process:

- Definition of goals
- Definition of boundaries
- Data collection
- Carbon footprint calculation

- Documentation of results

Goals. Corporate carbon footprint helps to identify the largest emission sources within the company and along the upstream and downstream value chain. Thus, it may form a basis when developing a climate action strategy in which targets, measures and responsibilities for the reduction of greenhouse gas emissions are defined. It is advised to track the progress regularly and revise (as well as adjust, if needed) the goals set.

Definition of boundaries. Carbon accounting requires a clear definition of the inventory boundaries, including both organizational and operational boundaries.

The organizational boundaries describe the organizational unit and the timeframe which the Corporate Carbon Footprint applies to. System boundaries can be defined based on the company's operational or financial control or according to its equity share (for most companies, the system boundaries based on either operational or financial control are identical).

Greenhouse Gas Protocol defined three categories ("Scopes") to classify various emission sources. They form the basis of every corporate carbon footprint:

- **Scope 1.** Scope 1 includes all CO₂e emissions that the company can control (direct carbon emissions): emissions generated by the combustion of fossil fuels (mobile and stationary), chemical and physical processes, and use of refrigerators and/or air conditioning equipment.
- **Scope 2.** Scope 2 represents indirect carbon emissions from purchased electricity, steam, district heating and cooling. All emissions that are generated by fossil fuel combustion controlled by external energy providers fall under this category as well. A separate category for these emissions allows us to avoid double counting when comparing CO₂ emissions from different companies.
- **Scope 3.** All remaining CO₂ emissions that cannot be directly managed by the company are included in Scope 3 (other indirect carbon emissions). These are all CO₂ emissions that are related to products and services used or processed by the company. The emissions directly generated through the use of sold products and services are also included in this scope.

According to the Greenhouse Gas Protocol, the calculation of CO₂ emissions is mandatory for Scope 1 and Scope 2 but voluntary for Scope 3.

Data collection and emission calculation

Generated emissions are calculated using scientifically determined emission factors. The data collected for carbon footprint measurement is classified as primary and secondary. Primary data is collected at the source and applies to a specific activity. Secondary data is obtained by processing and modelling the primary data (e.g., using lifecycle analysis databases such as ecoInvent or GEMIS). For example, when calculating CO₂ emissions of energy consumption, both primary and secondary data is used.

Greenhouse Gases disclosure

Corporate Carbon Footprints report the emissions in CO₂ equivalents (CO₂e). It means that in addition to CO₂, the calculations also address the other six greenhouse gases regulated by the Kyoto Protocol: methane (CH₄), nitrous oxide (N₂O), sulfur hexafluoride (SF₆), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and nitrogen trifluoride (NF₃). These gases are converted to the global warming potential value of CO₂ and represent CO₂ equivalents (CO₂e). These equivalents are usually referred to as carbon emissions or CO₂.

Improving Lives

About ClimatePartner

ClimatePartner is a solution provider for climate action: it combines tailored consulting services with a software-as-a-service (SaaS) platform for company and product carbon footprints. ClimatePartner helps companies calculate and reduce their CO₂ emissions, as well as offset unavoidable emissions, enabling them to become carbon neutral. This is then communicated through interactive digital labelling.

ClimatePartner was founded in Munich in 2006. Today, it has over 500 employees across offices in Munich, Boston, Barcelona, Berlin, Essen, Vienna, Milan, Zürich, London, The Hague and Stockholm, and works with more than 3,000 companies in over 35 countries.

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