# RYAN

# GREENHOUSE GAS EMISSIONS REPORT



LRQA VERIFIED

Jacobs

# Executive Summary

The leading clients and partners of Ryan Companies US, Inc. (Ryan) are making commitments to address the greenhouse gas (GHG) emissions in their operations, supply chains, and investments. The United States government and many state and local governments are also taking steps to reduce GHG emissions through policies that address specific emissions sources, sectors, or activities. Ryan is part of the critical change needed to decarbonize the building sector and the broader economy. This report summarizes the GHG inventory that Ryan is using to determine the most effective and relevant GHG reduction targets and approaches.

The GHG inventory helps to prioritize actions identified in Ryan's decarbonization plan and to track progress towards Ryan's commitment to achieve Net-Zero carbon emissions by 2040 across Scopes 1, 2, and 3. Ryan is currently considering development of interim decarbonization targets to incentivize its business to maintain an adequate rate of decarbonization commensurate with external expectations for the real estate sector. The first step in establishing realistic but ambitious targets for managing Ryan's GHG emissions is to accurately and comprehensively measure the emissions that result from Ryan's operations, business activities, and supply chain. A clear understanding of business emissions sources and spheres of sustainability influence is critical to managing GHG impacts effectively; demonstrating sustainability leadership to partners, clients, and investors; and adding value to buildings and communities.

Therefore, Ryan's GHG inventory, or carbon footprint, aims to comprehensively and credibly estimate Ryan's GHG emissions from its operations and value chain annually. Ryan developed its first carbon footprint for calendar year 2021, which provided a starting place to assess the scale of its emissions. Ryan's second annual GHG inventory was developed for calendar year 2022 with the aim of improving accuracy and completeness through improved data quality and expanded inventory boundaries, moving toward alignment with current policy trends and best practices in carbon footprinting in the real estate sector. As a final step in laying the foundation of Ryan's carbon footprinting journey a third GHG inventory, developed for calendar year 2023, finalized Ryan's Scope 3 boundaries via a detailed materiality assessment. Ryan's 2024 inventory secured third-party verification to a limited level of assurance for the first time, and this annual process was continued with the 2025 inventory. This report now provides the results of that 2025 carbon footprint and summarizes adjustments made to the inventory boundaries between 2022 and 2025; the primary adjustment being an elevation of control over major design decisions that affect carbon performance as a key boundary criteria. These initial GHG inventories and the process used to develop them will inform future decarbonization actions—for Ryan, its clients and partners. Ryan's 2025 GHG inventory now provides a comprehensive, credible starting place for tracking emissions over time and understanding the impact of Ryan's decarbonization strategies.

The organizational boundaries selected incorporate emissions sources that are most relevant to Ryan's business activities and where Ryan has opportunity to be the most impactful in its efforts to fight climate change. The fundamental philosophy of the GHG inventory is to assess GHG emissions of all relevant sources controlled or significantly influenced by Ryan. The GHG inventory therefore includes relevant sources from corporate operations, construction services delivered to clients, and whole-building life cycle for projects owned or wholly delivered by Ryan, in line with industry standards[1] and best practices demonstrated by peers. Where data were lacking or unclear, emissions estimates were developed using assumptions, industry defaults, and internationally recognized standards for GHG accounting, which are described in Section 2. These estimates were developed to ensure a comprehensive inventory and to provide opportunity for Ryan to develop decarbonization strategies in-line with short-, medium-, and long-term goals, while continuing to improve the accuracy and completeness of its inventory.

The financial control approach was used to define the assets, operations, or activities that fall within Ryan's control, and associated emissions are included in Ryan's Scope 1 and 2 footprints. In addition to sources within Ryan's financial control, the GHG assessment includes Ryan-influenced emission sources in Scope 3. Ryan-influenced sources are those primarily controlled by outside stakeholders such as clients, partners, suppliers, or employees but offer Ryan significant opportunity to influence emissions or engage stakeholders to enable GHG reductions. A detailed materiality assessment was conducted to define the Scope 3 emissions categories and sources included in Ryan's GHG inventory boundary. This GHG reporting boundary will support Ryan in addressing GHG risks and opportunities across both its operations and value chain.

The GHG emissions in the 2025 emissions inventory includes the following:

**Figure ES-1. GHG Emission Sources by Scope**

| Scope 1 | Scope 2 | Scope 3 |
|---|---|---|
| ▪ Ryan-owned vehicle fleet<br>- Fuel use<br>- Refrigerants<br>▪ Ryan-controlled spaces<br>- Natural gas<br>- Other fuel use<br>- Refrigerants (HVAC)<br>▪ Ryan-controlled construction activities<br>- Natural gas<br>- Other fuel use | ▪ Ryan-controlled spaces<br>- Electricity<br>▪ Ryan-controlled construction activities<br>- Electricity | ▪ CATEGORY 1 – Purchased goods and services (construction materials and services, office supplies, water)<br>▪ CATEGORY 3 – Upstream fuel and energy-related (natural gas, fuel, and electricity)<br>▪ CATEGORY 5 – Waste (construction waste)<br>▪ CATEGORY 6 – Business travel<br>▪ CATEGORY 7 – Employee commuting<br>▪ CATEGORY 11 – Use of sold product<br>- *sold real estate*<br>- *construction services* |

**Ryan-controlled spaces**—Consolidated real estate assets and Ryan-occupied offices, warehouses or yards (these spaces are considered Ryan-controlled and included in Scope 1 and 2 emissions because they are capitalized on Ryan's financial balance sheet and/or Ryan hold majority ownership stake or voting rights).

1 The standards that were referenced for this GHG analysis include the GHG Protocol suite of guidance documents and standards. Relevant portions were adapted as appropriate to define emissions sources from the following documents:

- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)
- Scope 2 Guidance – An amendment to the GHG Protocol Corporate Standard (2015)
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)
- Construction $CO_2e$ Measurement Protocol (2012)
- The Climate Registry General Reporting Protocol and reporting guidance (2019)
- Associated General Contractors of America (AGC) Playbook on Decarbonization & Carbon Reporting in the Construction Industry (2024)

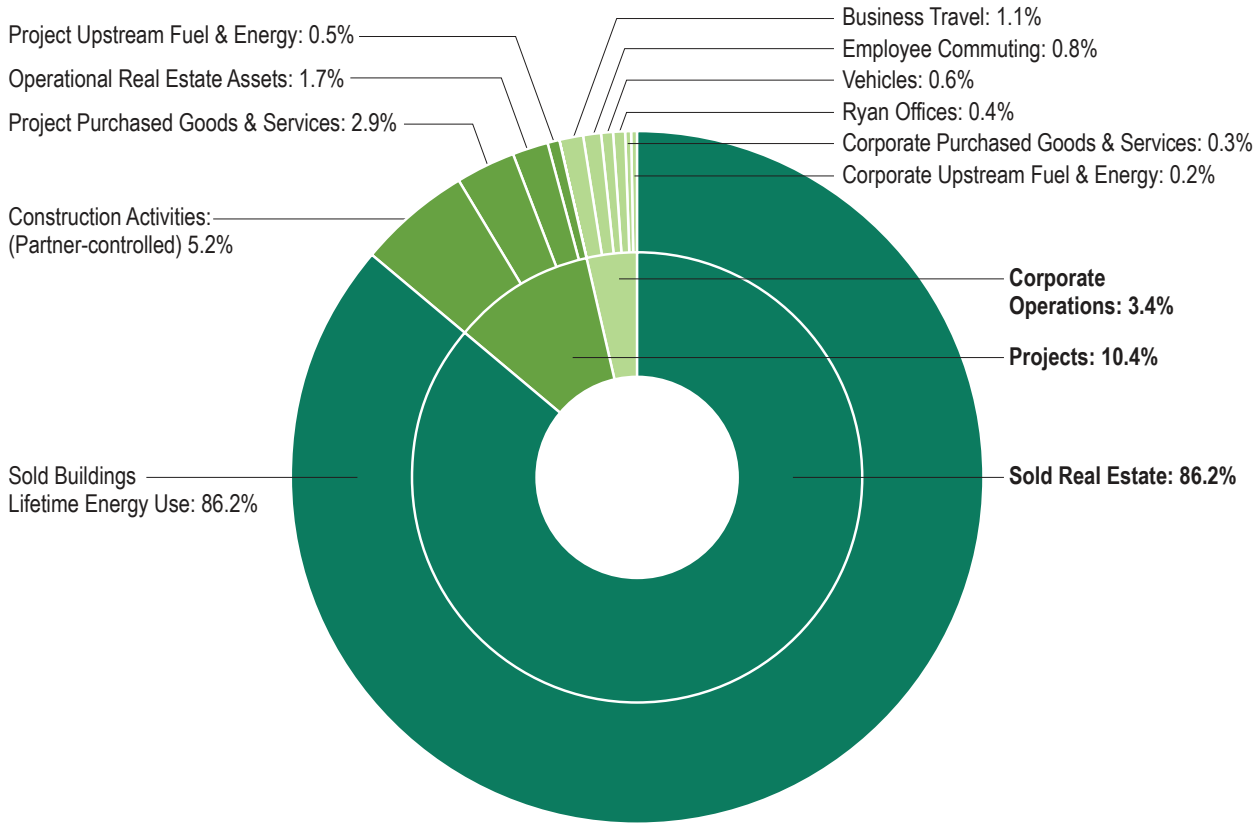
The resulting emissions are nearly 345 thousand metric tons of carbon dioxide equivalent[2] (Figure ES-2) for the calendar year 2025. Scope 3 was the greatest contributor to the company's emissions, with lifetime operational energy use associated with real estate assets where we had control over major design decisions that affect carbon performance that were sold in calendar year 2025, fuel and energy use from construction activities delivered as a service to clients, and purchased goods and services making up the largest Scope 3 emissions sources. Scope 1 emissions were driven by fuel consumption in Ryan-owned vehicles and natural gas use in Ryan-controlled spaces. Scope 2 emissions consisted of electricity-related emissions across Ryan-controlled real estate and construction sites. Future decarbonization strategies will seek to address these major sources of emissions to minimize Ryan's carbon footprint.

In fall of 2025, Ryan became the first company to purchase refrigerant destruction credits through Amazon's Sustainability Exchange Carbon Credit Service to address high-impact greenhouse gas (GHG) emissions. This action supports Ryan's commitment to reach net-zero emissions by 2040, aligns with Science Based Targets initiative (SBTi) guidance on Beyond Value Chain Mitigation (BVCM), and demonstrates leadership in sustainability partnerships. The credits represent a critical intervention in preventing the release of potent superpollutants via the incineration of ozone-depleting substance (ODS) CFC-12, and reinforce Ryan's vision to accelerate climate action while working to decarbonize operations. Ryan purchased over 4,700 metric tons of $CO_2$ equivalent, which represents 51% of Ryan's Scope 1 and 2 emissions in calendar year 2025.[3] More information on the decarbonization strategies Ryan is considering is provided in Section 4, Thriving Sustainably.

2 Total emissions are calculated using the location-based method for Scope 2.

3 In line with best practice expectations from the standard-setting bodies referenced in Section 2: Methods, the credits are reported separately rather than applied to Ryan's CY2025 emissions inventory.

**Figure ES-2. 2025 Emissions by Source**




| Emissions category | Major emissions sources | Metric tons of $CO_2$-e | % of Total Emissions |
|---|---|---|---|
| Corporate Operations | ▪ Ryan Offices | 1,305 | 0.4% |
| | ▪ Vehicles | 1,989 | 0.6% |
| | ▪ Business Travel | 3,933 | 1.1% |
| | ▪ Employee Commuting | 2,901 | 0.8% |
| | ▪ Corporate Purchased Goods & Services | 886 | 0.3% |
| | ▪ Corporate Upstream Fuel & Energy | 843 | 0.2% |
| **Total** | | **11,857** | **3.4%** |
| Projects | ▪ Operational Real Estate Assets | 5,782 | 1.7% |
| | ▪ Construction Activities (Ryan-controlled) | 206 | 0.06% |
| | ▪ Construction Activities (Partner-controlled) | 17,960 | 5.2% |
| | ▪ Project Purchased Goods & Services | 10,132 | 2.9% |
| | ▪ Construction Waste | 109 | 0.0% |
| | ▪ Project Upstream Fuel & Energy | 1,603 | 0.46% |
| **Total** | | **35,792** | **10.4%** |
| Sold Real Estate | ▪ Sold Buildings Lifetime Energy Use | 297,171 | 86.2% |
| **Total** | | **297,171** | **86.2%** |
| **Total emissions** | | **344,819** | **100.0%** |

Note: Ryan-controlled spaces are those spaces that fall under Ryan's financial control, i.e. are consolidated into Ryan's financial accounts or balance sheet. This includes both Ryan-occupied leased spaces and consolidated real estate assets.

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# Acronyms and Abbreviations

| | |
|---|---|
| $CH_4$ | methane |
| $CO_2$ | carbon dioxide |
| $CO_2e$ | carbon dioxide equivalent(s) |
| GHG | greenhouse gas |
| GWP | global warming potential |
| HVAC | heating, ventilation, and air conditioning |
| IPCC | Intergovernmental Panel on Climate Change |
| $N_2O$ | nitrous oxide |
| REC | renewable energy certificate |
| Ryan | Ryan Companies |

# 1
# INTRODUCTION



As a national leader in commercial real estate services, Ryan Companies US, Inc. (Ryan) provides services from commercial real estate project conception to completion and beyond. Commercial real estate always makes an impact—and Ryan is dedicated to making a positive one.

Nearly 40 percent of global greenhouse gases (GHG) are attributed to buildings, primarily from the energy consumed for operations and maintenance and the embodied carbon associated with materials used for their construction.[4] The Intergovernmental Panel on Climate Change (IPCC) has stated that nations must curb GHG emissions to zero by 2050 in order to avoid the most significant effects of a changing climate. GHGs are gases that trap heat in the atmosphere, which are emitted from human activities or natural processes. The Kyoto Protocol is an international agreement that "operationalizes the United Nations Framework Convention on Climate Change by committing industrialized countries and economies in transition to limit and reduce greenhouse gases (GHG) emissions in accordance with agreed individual targets." The agreement focuses on reducing the following seven GHGs: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, nitrogen trifluoride, perfluorocarbons, and sulfur hexafluoride. In 2015, the Paris Agreement[5] was ratified with the specific goal of limiting global warming to well below 2 degrees Celsius. Since the adoption of the Paris Agreement, many global organizations have worked to develop their own GHG inventories and emissions reduction targets to address these same seven GHGs and contribute to addressing global climate change. In response, Ryan's leading clients and partners are making commitments to address the GHG emissions in their operations, supply chains, and investments. Many governments are also taking steps to reduce GHG emissions through national and local policies that address specific emissions sources, sectors, or activities.

This report, prepared in 2026 for calendar year 2025 documents the fifth GHG inventory compiled by Ryan. Ryan's 2021 and 2022 GHG inventories provided a starting place for understanding the GHG management strategies and targets Ryan should consider, and for establishing data collection and GHG calculation procedures. Ryan finalized its Scope 3 boundaries with its calendar year 2023 inventory. Ryan's 2024 inventory secured third-party verification to a limited level of assurance for the first time. This GHG Report provides an overview of the process, boundaries, underlying data, decision-making, and results of Ryan's calendar year 2025 inventory, which will serve as the basis for tracking trends in Ryan's GHG footprint over time. The GHG Report also includes considerations for Ryan decarbonization pathways.

Over the coming years, the approach to calculating Ryan's carbon footprint may continue to be refined as better-quality data become available, new systems and tools are adopted, interim GHG targets are defined, and new guidance or standards are released. The approach will iterate as operating context and standards for GHG reporting in the real estate sector evolve.

4 IEA. 2019. Global Status Report for Buildings and Construction 2019. https://www.iea.org/reports/global-status-report-for-buildings-and-construction-2019.

5 A United Nations summary states, "The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 Parties at COP 21 in Paris, on 12 December 2015 and entered into force on 4 November 2016. Its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels."

# Business Units and Emitting Activities

With more than 80 years in business, Ryan offers comprehensive commercial real estate solutions to customers across the United States. Ryan's employees support business units focused on construction, architecture and engineering, development, real estate management, building services and capital markets. Ryan is headquartered in Minneapolis, Minnesota, with offices across the United States.

Ryan's business operations are organized into three primary categories for the purposes of tracking GHG emissions, setting targets, and providing decarbonization solutions:

- Corporate operations
- Ryan-controlled construction projects and operating real estate assets
- Ryan sold products and services[6]

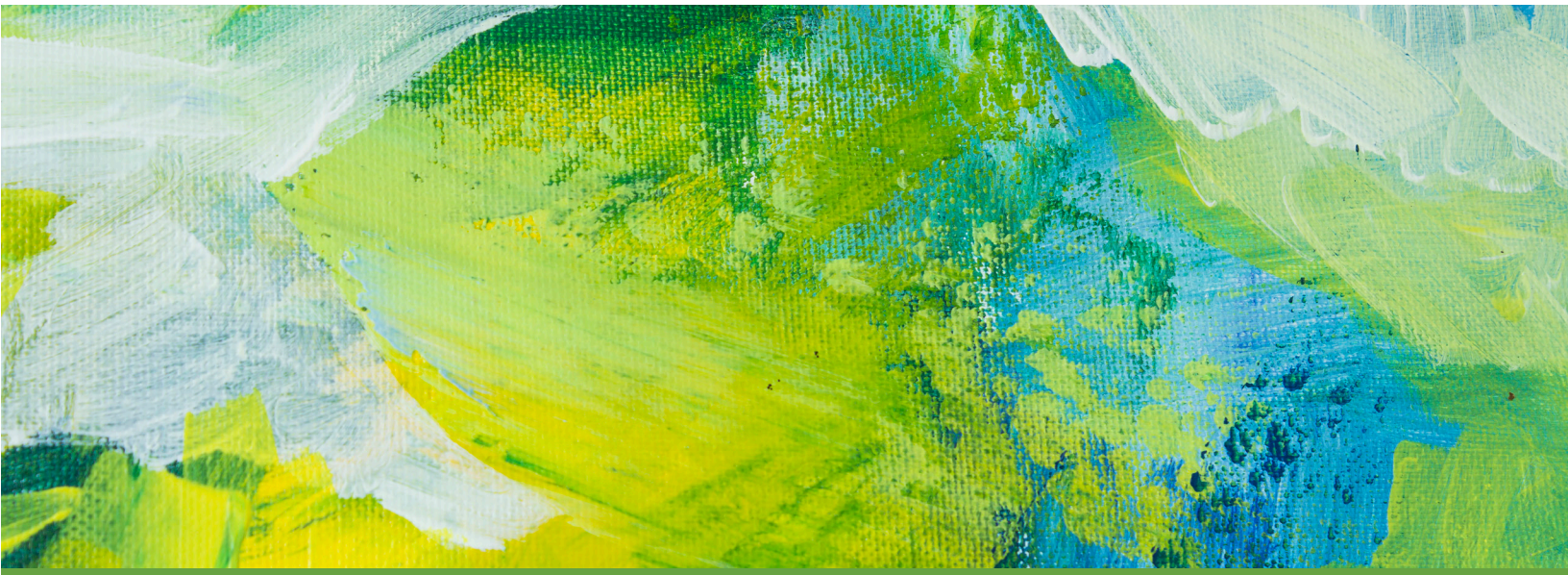
Ryan's carbon footprint includes its corporate operations and projects where Ryan holds financial control and its ability to influence policies, strategies, and investment decisions is strongest. Outside of its direct financial control, Ryan further incorporates supply chain emissions relevant to Ryan's corporate operations, and the up and downstream emissions associated with projects where Ryan holds financial control, decision authority, or significant influence over development, design, and construction. Emissions that result from construction services that Ryan self-performs on partner-controlled projects are also included to provide additional opportunity to track and improve performance. To support clients, partners and suppliers in addressing emissions, Ryan will focus on providing intriguing, business-case–driven options for improving the sustainability performance of design/build projects in alignment with its sustainability strategy and the goals of its clients.

The emissions of GHGs are caused by the following activities:

- Development and construction activities
- Building operations at Ryan-controlled spaces
- Ryan's vehicle fleet, employee commuting, and business travel
- Production and transportation associated with the upstream supply chain of purchased goods, services, electricity and fuel used in Ryan-controlled projects and corporate operations
- The lifetime operations of real estate assets that are developed, designed, and sold by Ryan as real estate products
- Management of waste produced at Ryan-controlled construction projects

6 Sold products are buildings sold as products that were developed, designed, and constructed by Ryan. Sold services are construction services delivered for client- or partner-controlled projects.

# 2
# METHODS



The GHG Protocol suite of guidance documents and standards were the primary resources used to define Ryan's GHG inventory boundaries and quantification methods, including the following:

- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)
- Scope 2 Guidance – An amendment to the GHG Protocol Corporate Standard (2015)
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)
- Associated General Contractors of America (AGC) Playbook on Decarbonization & Carbon Reporting in the Construction Industry (2024)
- Construction $CO_2e$ Measurement Protocol (2012)

Relevant portions from these standards and guidance were adapted as appropriate to define the emissions sources that should be included in Ryan's carbon footprint and to complete calculation. The Science Based Targets initiative (SBTi) is a nonprofit standard-setting body that "drives ambitious climate action" by establishing frameworks for "science-based emissions reduction targets." SBTi recently developed the SBTi Buildings Criteria, which defines requirements for setting targets, including recommendations for transparency and best practices for organizations that own, develop or finance buildings. The criteria provide helpful direction regarding stakeholder expectations for credible GHG inventories and GHG reduction targets from organizations like Ryan, and Ryan has incorporated guidance from SBTi into its inventory boundaries and GHG quantification methods. However, Ryan does not plan to set a SBTi-approved GHG reduction goal in line with the Buildings Criteria.

# Inventory Boundaries

The GHG inventory boundaries dictate the types, breadth, and classification of emission sources included in the inventory. The GHG Protocol Corporate Accounting and Reporting Standard specifies three options for defining those organizational boundaries, depending on which is most relevant and practical for the company reporting. However, the definitions of organizational boundaries according to ownership or control of emissions sources are very complicated to apply to a dynamic real estate portfolio or the full building life cycle. A fundamental challenge with developing appropriate boundaries and targets for a company like Ryan is the fact that most buildings in the real estate portfolio are built, filled, and sold in 2 years or less. As a result, the buildings and emissions sources under Ryan's control change frequently, making year-on-year comparisons of absolute emissions difficult. Ryan also completes substantial work on behalf of partners, clients, and investors, in addition to Ryan-owned projects, such that those clients or partners are the major project decision makers with the authority to dictate sustainability policies, purchasing, and design decisions that affect carbon performance. These complex ownership structures and joint ventures creates complexity when determining control and collecting the necessary data for GHG assessments.

Ryan selected the financial control approach to establish its organizational boundary, since financial control is most conducive to establishing clear, simple rules for determining control in the complex deals that are used to develop, construct, improve, and sell real estate assets, where financial interests establish decision authority.[7] That said, the GHG inventory aggregates both Ryan-controlled (direct) and

7 In the specific case of Scope 3, Category 11: Use of Sold Products, historical inventory data demonstrates that financial control is an imperfect indicator of design authority, and therefore ability to influence lifetime operational carbon performance. In commercial real estate, a developer's equity stake often functions as a temporary financing solution rather than an indicator of the degree of influence over lifetime operational emissions. Accountability for lifetime operational emissions is driven by the project delivery method and the degree of authority over the design. Beginning in 2025, Ryan refined its inventory boundary for this category to align emissions accounting with our actual ability to influence a building's energy profile and carbon footprint, moving away from a strict equity-ownership metric. Project delivery models are evaluated for Ryan's level of design control, in addition to Ryan's equity share and role as a developer, when identifying sold buildings that are included within this category.

Ryan-influenced (indirect) emission sources in its operational boundary. Ryan-controlled operations and activities are consolidated into Ryan's financial accounting balance sheets and are defined as those over which Ryan holds majority ownership and direct influence, and emissions resulting from these activities are reported in Ryan's inventory as Scope 1 and 2 emissions. Ryan-influenced activities include those that are primarily controlled by outside stakeholders such as clients, partners, suppliers, or employees, but offer Ryan significant opportunity to influence emissions or engage those stakeholders. Emissions that result from these Ryan-influenced activities are reported in Ryan's inventory as Scope 3 emissions.

To determine the Scope 3 emissions most relevant to Ryan, a detailed materiality assessment was conducted in 2024. In support of the materiality assessment, a high-level Scope 3 screening was performed to better understand the significance of Ryan-influenced, indirect supply chain emissions by Scope 3 category. Public reports from Ryan's peers in the real estate market and guidance from the sector-specific standards outlined previously were reviewed to understand industry expectations for Scope 3 reporting. Some organizations choose to go above and beyond the requirements of the GHG protocol as a business strategy, market differentiator, or to aim for alignment with the expectations of the SBTi Buildings Criteria.

To ultimately define Ryan's Scope 3 boundaries, key Ryan team members and decision-makers were engaged in materiality workshops to review the results of the Scope 3 screening, peer benchmarking, and industry expectations. Ryan's inventory boundary is focused on its corporate operations, Ryan-controlled projects or assets, the supply chains that support those business activities, and the lifetime operational emissions of building products developed, designed and constructed by Ryan in alignment with the expectations of the GHG Protocol. Ryan further includes emissions associated with energy use (fuel, electricity and natural gas consumption) from construction activities delivered to its clients.

Figure 1 lists Ryan's emissions inventory boundaries by source and scope according to its financial control and Scope 3 materiality assessment.

**Figure 1: Inventory Boundaries by Source and Scope**

| Scope 1 | Scope 2 | Scope 3 |
|---|---|---|
| ▪ Ryan-owned vehicle fleet<br>- Fuel use<br>- Refrigerants<br>▪ Ryan-controlled spaces<br>- Natural gas<br>- Other fuel use<br>- Refrigerants (HVAC)<br>▪ Ryan-controlled construction activities<br>- Natural gas<br>- Other fuel use | ▪ Ryan-controlled spaces<br>- Electricity<br>▪ Ryan-controlled construction activities<br>- Electricity | ▪ CATEGORY 1 – Purchased goods and services (construction materials and services, office supplies, water)<br>▪ CATEGORY 3 – Upstream fuel and energy-related (natural gas, fuel, and electricity)<br>▪ CATEGORY 5 – Waste (construction waste)<br>▪ CATEGORY 6 – Business travel<br>▪ CATEGORY 7 – Employee commuting<br>▪ CATEGORY 11 – Use of sold product<br>- *sold real estate*<br>- *construction services* |

**Ryan-controlled spaces**—Consolidated real estate assets and Ryan-occupied offices, warehouses or yards (these spaces are considered Ryan-controlled and included in Scope 1 and 2 emissions because they are capitalized on Ryan's financial balance sheet and/or Ryan hold majority ownership stake or voting rights).

**Notes:**

- Categories 4, 8, 9, 10, 12, 13, and 14 are not applicable to Ryan's operations. Leased assets are included in Scopes 1 and 2.
- Categories 2 and 15 and are tracked but not currently reported within the inventory boundary at this time due to their low significance, Ryan's limited ability to influence emissions, and a lack of data or industry guidance.
- Upstream embodied emissions associated with construction materials are included in Category 1: Purchased Goods and Services. Other capital goods-related emissions may also be included in Category 1.

Some activities not addressed within this GHG inventory boundary include partner- or client-controlled work that Ryan completes for clients or other third-party owners, where Ryan does not hold financial control and has limited ability to mitigate or influence carbon emissions. Even in cases in which Ryan has limited influence on the emissions from an operation, asset, or activity, Ryan works to proactively identify opportunities to increase sustainability performance and drive business value. Ryan engages its partners and clients to define appropriate boundaries for GHG measurement and management, to reduce double counting and ensure that all emissions sources associated with projects, whether Ryan- or partner-controlled, will be accounted for and addressed. In doing this, Ryan makes ownership of carbon emissions more transparent to each project partner and contributes more broadly to managing emissions. Ryan is developing strategies for client and partner solutions that will support those stakeholders in minimizing their own environmental impacts.

## Boundary Applications

Ryan's annual emissions inventory is conducted on a calendar year basis and generally is specific to emitting activities that took place within a single calendar year. However, some Scope 3 emissions associated with Ryan's upstream and downstream supply chain may have taken place outside of the calendar year but are included in Ryan's inventory based on the year when the goods, services or products were purchased or sold by Ryan.

All operational real estate assets and active construction projects where Ryan held majority ownership, majority voting rights in financial decisions, or that were consolidated into Ryan's calendar year 2025 financial reports were included in Ryan's inventory boundary. Embodied carbon associated with materials for construction is included for Ryan-controlled construction projects where Ryan significantly influenced design decisions. Construction project emissions, and the relevant embodied emissions associated with construction materials and services purchased for Ryan-controlled projects, were calculated based on the dollars spent on the project or products in calendar year 2025 alone, although construction activities may have begun prior. This approach ensures that emissions are accounted for in the year that Ryan-emitting activities, purchases, or sales occurred.

Construction projects completed by Ryan on behalf of a client or partner fall outside of Ryan's financial control, but emissions from energy used in self-performed work at partner-controlled construction projects are included in Scope 3 Category 11 (sold services) as a basis for establishing key performance indicators and tracking performance in delivery of client solutions.

The lifetime operational emissions of buildings developed, designed and constructed by Ryan and sold in 2025 are included in Scope 3 Category 11 (sold products).[8] Operational energy emissions from the entire useful life of the sold asset are estimated and reported in the year the building is sold. To estimate the expected lifetime emissions from building operations, a 60-year life span is assumed, per the recommendations in the U.S. Green Building Council Whole Building Life Cycle Assessment criteria,[9] and grid decarbonization targets relevant to each utility or region are considered, in line with SBTi's latest Buildings Standard.

8 Project delivery models are evaluated for Ryan's level of design control, in addition to Ryan's equity share and role as a developer, when identifying sold buildings that are included within this category.

9 U.S. Green Building Council. 2009. LEED BD+C: New Construction v3. https://www.usgbc.org/credits/new-construction-core-and-shell-schools-new-construction-retail-new-construction-19.

# Data Quality and Availability

This GHG emissions inventory is based on information from several sources at various levels of maturity. Where data were missing or uncertain, conservative estimates were derived using known data as a proxy, or by relying on industry averages or best practice assumptions. Where uncertainty exists, attempts have been made to ensure that estimates are conservative, thus minimizing the chances for an underestimation in the inventory. Uncertainty in some elements of the inventory can be eliminated once additional and more granular data become available via improved tracking systems or streamlined internal reporting processes. Ryan is evaluating software solutions to automate and simplify the collection, processing, tracking, and analysis of its sustainability data to improve efficiency and accuracy in tracking its GHG emissions inventory.

Some elements of the inventory will continue to have residual uncertainty even with improved tracking systems; for example, the actual life span or energy consumption associated with operations and maintenance of a sold asset would require Ryan to track the ongoing building utility consumption via data provided by new building owners, so it is likely that these projected emissions attributable to Ryan's sold products will continue to be estimated based on industry standards and default metrics. Given the relative significance of this emissions source, Ryan will prioritize improvements in data quality and work to implement strategies that address emissions from the full building life cycle during the design/build phase of asset development. Data quality and confidence are illustrated in Table 1.

**Table 1. Data Availability, Certainty, and Granularity for 2025 Emissions Inventory**

| Emissions Category | Level of Certainty | Level of Granularity[a] |
|---|---|---|
| Ryan-occupied spaces | High | High |
| Ryan-owned real estate | Medium | High |
| Vehicles | High | High |
| Construction | Medium | High |
| Other corporate actions (business travel, employee commuting, and purchased office supplies) | Medium | High |

[a] Granularity here means the level of detail in the data used for the estimates, and whether a bottom-up or top-down approach was applied. For example, vehicle data are considered highly granular because emissions estimates were made for each individual vehicle owned by Ryan.

# 3
# RESULTS



# GHGs by Scope

To illustrate whether an emissions source is Ryan-controlled or Ryan-influenced, and the relative significance of Ryan's direct or indirect emissions sources, the inventory is divided into scopes of emissions.

Scope 1 emissions are direct emissions from sources under Ryan's financial control, including emissions from the following:

- Combustion of fuel used for vehicle fleet or construction equipment
- Natural gas or other fuel combustion for building heating
- Fugitive emissions from refrigerant leaks in building HVAC or vehicle air-conditioning (AC) systems

Location- and market-based[10] Scope 2 emissions are indirect emissions from electricity consumption at assets or operations under Ryan's financial control, including the following:

- Electricity used in buildings
- Electricity used during construction activities

Scope 3 emissions are indirect emissions that result from sources that do not fall under Ryan's financial control, but that Ryan has significant ability to influence. The Scope 3 emissions assessed include the following:

- Purchased goods and services for Ryan's corporate operations or controlled projects, including; Metals (Steel & Aluminum), Concrete, Construction Site Activities, Moisture Protection (e.g. roofing, drywall, insulation), Electrical, Plumbing & Mechanical, Engineering Services, Landscaping & Paving, Doors, Glass, & Painting, Exterior Finishes, Data center services, and office, warehouse, or yard supplies.
- Business travel
- Employee commuting
- Waste generated in operations at Ryan-controlled projects
- Electricity and natural gas use in buildings Ryan developed, designed and constructed, but sold to a third party (operational emissions from the building's 60-year life span)
- Fuel, electricity and natural gas use in construction activities Ryan provides as a service to clients or partners
- Upstream production and transportation of electricity and fuel (natural gas, gasoline) consumed in Ryan-controlled operations

10 Given that Ryan did not complete any specific power purchases (RECs or green power products) outside of grid power in 2025 or prior, Ryan currently uses the location-based method for reporting emissions. Market-based emissions are tracked internally, and do not vary significantly from location-based emissions (less than 1% difference). In the future, Ryan may transition to reporting market-based Scope 2 emissions based on its power purchase choices.

# 2025 Carbon Footprint Summary

Ryan's total 2025 emissions amounted to nearly 345 thousand metric tons of carbon dioxide equivalent ($CO_2e$), (Figures 3 and 4) and includes the following four GHGs:

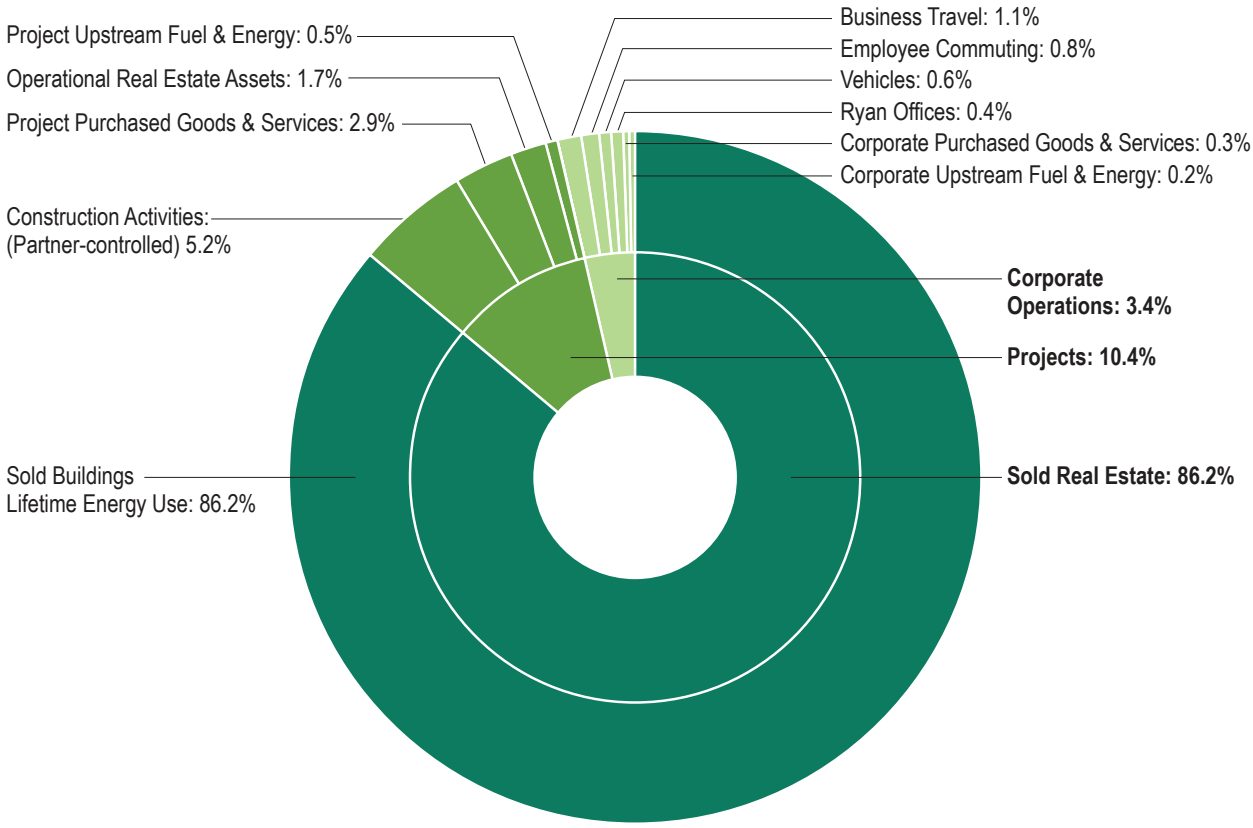
- **Carbon dioxide ($CO_2$)**—emitted during combustion of fossil fuels (natural gas, gasoline, and diesel)
- **Methane ($CH_4$)**—emitted during combustion of fuels
- **Nitrous oxide ($N_2O$)**—emitted during the combustion of fuels
- **Fluorinated gases**—leakage of hydrofluorocarbons from refrigerants in HVAC or AC systems

Additional fluorinated gases regulated under the Kyoto Protocol, nitrogen trifluoride, perfluorocarbons, and sulfur hexafluoride, are not included in the GHG inventory because they did not result from the operations or projects included in Ryan's boundary in 2025. The global warming potential (GWP) values used to calculate Ryan's 2025 $CO_2e$ emissions are based on 100-year GWPs from the IPCC's Fifth Assessment Report.

Ryan's most significant emissions source is the operational life-time use of real estate assets that Ryan designed, developed, and sold as products in 2025, which accounts for 86 percent of Ryan's footprint. These lifetime operational emissions reflect the number, total square footage, asset class type, and localized grid characteristics of specific projects sold by Ryan in 2025, and therefore emissions reported in Scope 3, Category 11: Use of Sold Products will vary annually based on these criteria. Ryan's vehicle fleet is its largest source of Scope 1 emissions. Scope 2 emissions were estimated using both the location- and market-based methods, and location-based emissions are currently used for tracking absolute emissions from corporate operations over time. No renewable energy certificates (RECs) were purchased or applied to the 2025 inventory.

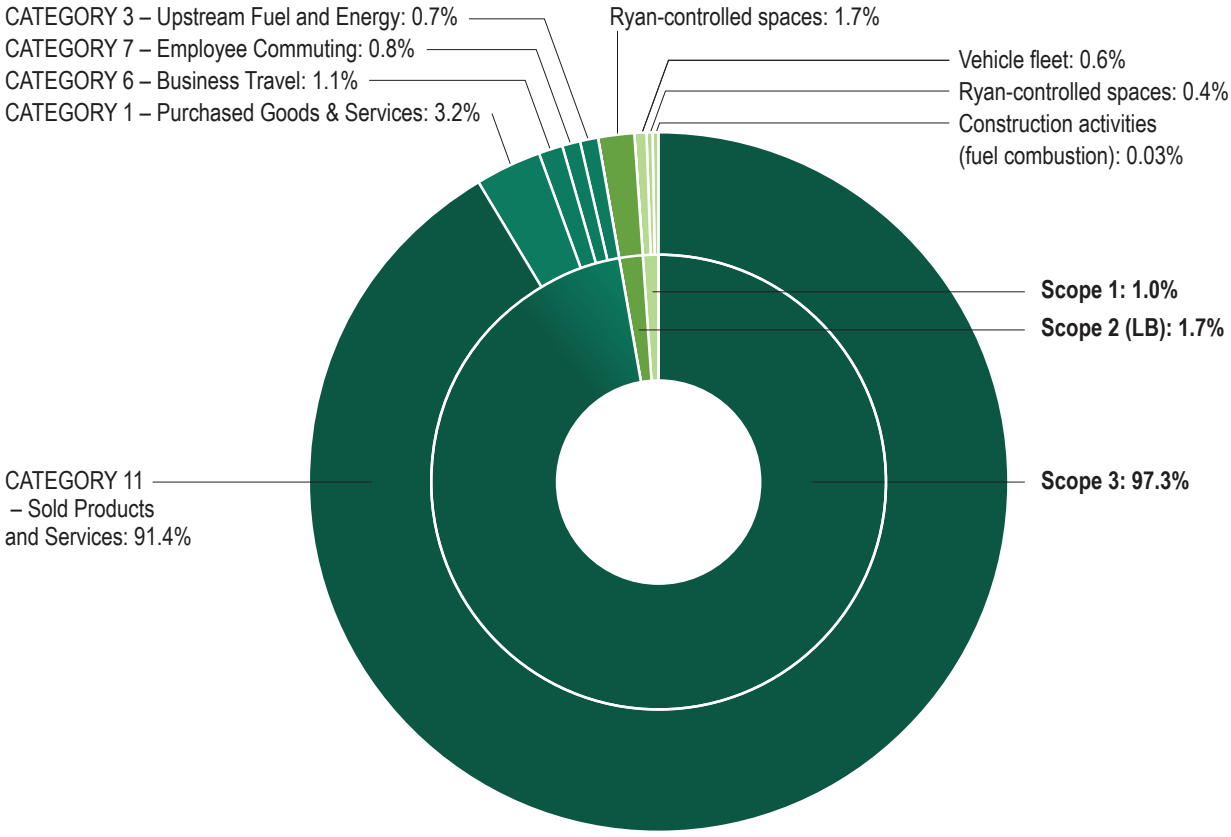
In fall of 2025, Ryan purchased over 4,700 metric tons of refrigerant destruction credits through Amazon's Sustainability Exchange Carbon Credit Service to address high-impact greenhouse gas (GHG) emissions Ryan. This purchase represents 51% of Ryan's Scope 1 and 2 emissions in calendar year 2025. However, the credits are reportedly separately rather than applied to Ryan's emissions inventory, in line with best practice expectations from standard-setting organizations referenced in Section 2, Methods. In the future, GHG intensity metrics will be calculated based on emissions that result from building operations and maintenance, normalized to the area of the Ryan-controlled space. The GHG intensity of Ryan-controlled spaces will be used to track the performance of Ryan's project delivery over time.

**Figure 3. 2025 Emissions Summary by Source (Location-based)**




| Emissions category | Major emissions sources | Metric tons of $CO_2$-e | % of Total Emissions |
|---|---|---|---|
| Corporate Operations | ▪ Ryan Offices | 1,305 | 0.4% |
| | ▪ Vehicles | 1,989 | 0.6% |
| | ▪ Business Travel | 3,933 | 1.1% |
| | ▪ Employee Commuting | 2,901 | 0.8% |
| | ▪ Corporate Purchased Goods & Services | 886 | 0.3% |
| | ▪ Corporate Upstream Fuel & Energy | 843 | 0.2% |
| **Total** | | **11,857** | **3.4%** |
| Projects | ▪ Operational Real Estate Assets | 5,782 | 1.7% |
| | ▪ Construction Activities (Ryan-controlled) | 206 | 0.06% |
| | ▪ Construction Activities (Partner-controlled) | 17,960 | 5.2% |
| | ▪ Project Purchased Goods & Services | 10,132 | 2.9% |
| | ▪ Construction Waste | 109 | 0.0% |
| | ▪ Project Upstream Fuel & Energy | 1,603 | 0.46% |
| **Total** | | **35,792** | **10.4%** |
| Sold Real Estate | ▪ Sold Buildings Lifetime Energy Use | 297,171 | 86.2% |
| **Total** | | **297,171** | **86.2%** |
| **Total emissions** | | **344,819** | **100.0%** |

**Figure 4. 2025 Emissions Summary by Scope (Location-based)**




| Emissions category | Major emissions sources | Metric tons of $CO_2$-e | % of Total Emissions |
|---|---|---|---|
| Scope 1 | ▪ Vehicle fleet<br>▪ Ryan-controlled spaces<br>▪ Ryan-Controlled Construction | 1,989<br>1,273<br>91 | 0.6%<br>0.4%<br>0.03% |
| **Total Scope 1** | | **3,354** | **1.0%** |
| Scope 2 | ▪ Ryan-controlled spaces<br>▪ Ryan-controlled construction | 5,813<br>115 | 1.7%<br>0.03% |
| **Total Scope 2 (Location-Based)** | | **5,928** | **1.7%** |
| Scope 3 | ▪ CATEGORY 1 – Purchased Goods & Services<br>▪ CATEGORY 3 – Upstream Fuel and Energy<br>▪ CATEGORY 5 – Construction Waste<br>▪ CATEGORY 6 – Business Travel<br>▪ CATEGORY 7 – Employee Commuting<br>▪ CATEGORY 11 – Sold Products and Services | 11,018<br>2,446<br>109<br>3,933<br>2,901<br>315,130 | 3.2%<br>0.7%<br>0.03%<br>1.1%<br>0.8%<br>91.4% |
| **Total Scope 3** | | **335,538** | **97.3%** |
| **Total Emissions** | | **344,818** | **100.0%** |

# 4

# THRIVING SUSTAINABLY



# GHG Reduction Strategies

Ryan is driving sustainability performance by reducing carbon and water footprints, and integrating sustainability performance into key management processes and decision-making. In 2022, Ryan Companies became the first Minnesota-based commercial real estate services company to sign The Climate Pledge, committing to achieve Net-Zero carbon emissions by 2040 across Scopes 1, 2, and 3.

To establish realistic and ambitious carbon management goals, Ryan is seeking to understand the actual emissions it produces, which were described in the previous sections. Detailed near- and mid-term decarbonization pathways will be set to minimize Ryan's GHG footprint based on based on the knowledge and insights that this 2025 inventory has provided. While those are being finalized, the company will consider the following decarbonization approaches:

- Electrify and decarbonize designed, constructed, and sold real estate.
- Develop a phased-in approach of replacing older, less fuel-efficient vehicles and purchasing more electric or hybrid vehicles. Engage with suppliers that can help reduce business travel emissions.
- Engage with business operations managers, employees, property managers, and third-party owners on energy efficiency.
- Perform energy audits and surveys to provide better energy estimates and recommendations for reductions. Minimize energy use in newly designed and constructed buildings.
- Evaluate renewable energy opportunities including power purchase agreements, solar, and direct purchase from supplier.
- Purchase RECs where direct renewable energy is not yet available.



## Beyond Value Chain Mitigation: Offset Credit Purchases

In fall of 2025, Ryan became the first company to purchase refrigerant destruction credits through Amazon's Sustainability Exchange Carbon Credit Service to address high-impact greenhouse gas (GHG) emissions. This action supports Ryan's commitment to reach net-zero emissions by 2040, aligns with Science Based Targets initiative (SBTi) guidance on Beyond Value Chain Mitigation (BVCM), and demonstrates leadership in sustainability partnerships. The credits represent a critical intervention to prevent the release of potent superpollutants, via incineration of ozone depleting substance CFC-12 , and rienforces Ryan's vision to accelerate climate action while working to decarbonize operations. Ryan purchased over 4,700 metric tons of $CO_2$ equivalent, which represents 51% of Ryan's Scope 1 and 2 emissions in calendar year 2025.[11]

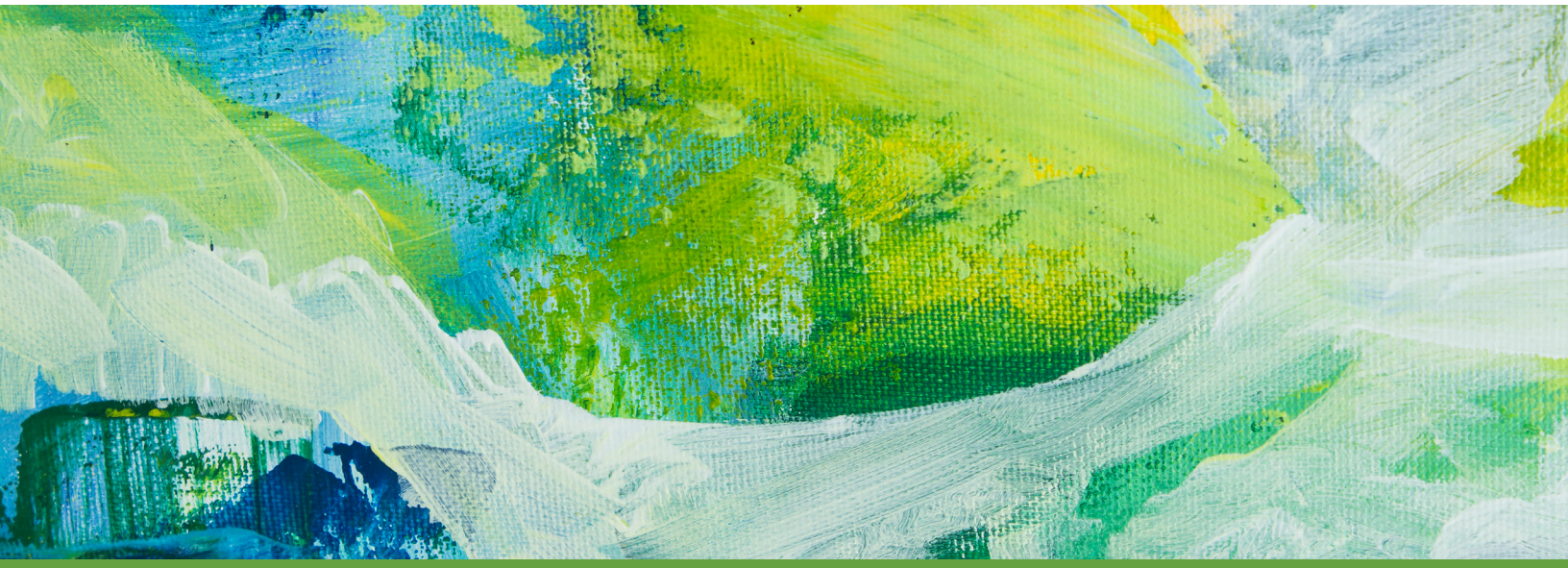


11 In line with best practice expectations from the standard-setting bodies referenced in Section 2: Methods, these offset purchases are **not** applied to Ryan's CY2025 emissions inventory to determine net total emissions.

- Install submeters during design or construction and evaluate available rebates and partnerships.
- Develop community sustainability partnerships that mitigate carbon and replenish water.
- Incorporate green building practices, such as using energy-efficient and sustainable building materials, installing solar panels, and implementing green stormwater management systems, into building design and development.
- Optimize resources, such as reducing water and energy consumption, minimizing waste, and promoting recycling and reuse of materials.
- Prioritize the protection and restoration of natural habitats and ecosystems, such as preserving green spaces, planting native vegetation, and implementing sustainable landscaping practices.
- Partner with the manufacturers of the materials and equipment Ryan uses in its buildings to lower the environmental footprint of these products and to identify product innovations to further improve sustainability performance.

# Appendix

## LRQA ASSURANCE STATEMENT



# LRQA Independent Assurance Statement

Relating to Ryan Companies US, Inc.'s Greenhouse Gas Assertion for the Calendar Year 2025

This Assurance Statement has been prepared for Ryan Companies US, Inc. in accordance with our contract.

**Terms of Engagement**

LRQA was commissioned by Ryan Companies US, Inc. (Ryan Companies) to provide independent assurance of its greenhouse gas (GHG) emissions inventory ("the Inventory") for the Calendar Year (CY) 2025 against the assurance criteria below to a limited level of assurance and materiality of the professional judgement of the verifier using LRQA's verification procedure and ISO 14064 - Part 3 for greenhouse gas emissions. LRQA's verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered Ryan Companies' U.S operations and activities in its financial control and specifically the following requirements:

- Verifying conformance with:
    - Ryan Companies' reporting methodologies for the selected datasets; and
    - World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD GHG Protocol) for the GHG data[1].
- Reviewing whether the Inventory has been prepared in consideration of:
    - The WRI GHG Protocol Scope 3 Accounting and Reporting Standard; and
    - The guidance issued by the Associated General Contractors of America (AGC).
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
    - Direct (Scope 1), Energy Indirect (Scope 2) and Other Indirect (Scope 3) GHG emissions.
        - Scope 3 GHG emissions verified by LRQA consist of:
            - Category 1: Purchased Goods & Services;
            - Category 3: Fuel and Energy Related Activities;
            - Category 5: Waste Generated in Operations;
            - Category 6: Business Travel;
            - Category 7: Employee Commuting; and
            - Category 11: Use of Sold Products

LRQA's responsibility is only to Ryan Companies. LRQA disclaims any liability or responsibility to others as explained in the end footnote. Ryan Companies' responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Inventory and for maintaining effective internal controls over the systems from which the Inventory is derived. Ultimately, the Inventory has been approved by, and remains the responsibility of Ryan Companies.

**LRQA's Opinion**

Based on LRQA's approach nothing has come to our attention that would cause us to believe that Ryan Companies has not, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable performance data and information as summarized in Table 1 below.

The opinion expressed is formed on the basis of a limited level of assurance[2] and at the materiality of the professional judgement of the verifier.

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1. *http://www.ghgprotocol.org/*
2. The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

**Table 1. Summary of Ryan Companies' GHG Data for CY 2025**

| Scope of GHG emissions | Metric Tons $CO_2e$ |
|---|---|
| Scope 1 | 3,354 |
| Scope 2 (Location-based)[1] | 5,928 |
| Scope 2 (Market-based)[1] | 5,264 |
| Scope 3 Category 1: Purchased Goods & Services | 11,018 |
| Scope 3 Category 3: Fuel and Energy Related Activities | 2,446 |
| Scope 3 Category 5: Waste Generated in Operations | 109 |
| Scope 3 Category 6: Business Travel | 3,933 |
| Scope 3 Category 7: Employee Commuting | 2,901 |
| Scope 3 Category 11: Use of Sold Products | 315,130 |
| Note 1: Scope 2, Location-based and Scope 2, Market-based are defined in the WRI/WBCSD GHG Protocol Scope 2 Guidance, 2015 | |

## LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- interviewing personnel responsible for managing GHG emissions data and records;
- assessing Ryan Companies' data management systems to confirm they are designed to prevent significant errors, omissions or mis-statements in the Inventory by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal quality control;
- verifying historical GHG emissions data and records at an aggregated level for calendar year 2025; and
- Ryan Companies' has identified CY 2025 as its intended base year for tracking GHG emissions performance.

## LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 *Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition* and ISO/IEC 17021 *Conformity audit – Requirements for bodies providing audit and certification of management systems* that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification audits is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

Signed Dated: 31st July 2026



Ankush Sindhwani
LRQA Lead Verifier
On behalf of LRQA
2500 CityWest Blvd, Ste 150 Houston, TX 77042
LRQA reference: UQA00002819/ 8109510

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