

KKR

2025 Corporate Sustainability Disclosures

Supplementary disclosures on various KKR-level operational sustainability topics



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Introduction

About KKR

KKR & Co. Inc. is a leading global investment firm that offers alternative asset management as well as capital markets and insurance solutions. We aim to generate attractive investment returns by following a patient and disciplined investment approach, employing world-class people, and supporting growth in our portfolio companies and communities. KKR's insurance business is operated by Global Atlantic, a leading retirement and life insurance company that supports policyholders in achieving their retirement and financial goals.

Sustainability at KKR

KKR's approach to sustainability is deeply connected to our commitment to protect capital and create value. We aim to integrate material sustainability factors across our investment activities through how we invest, where we invest, and how we manage our firm. We believe that this improves our ability to deliver strong returns to those we serve.

KKR's 2025 Sustainability Reporting Suite

Our reporting suite, published in June 2026, documents activities and includes performance data for calendar year 2025, unless otherwise specified. Where noted, we also include our progress and planned activities for 2026.

Updates on our sustainability-related activities across our investments and operations can be found across the following documents.

[Read more on our website at kkr.com/sustainability.](https://www.kkr.com/sustainability)



About the Corporate Sustainability Disclosures

At KKR, we aim to disclose high-quality, relevant information as part of our annual sustainability reporting efforts, a commitment we have upheld since publishing our inaugural report in 2011. As a continuation of these efforts, we have developed the following set of supplementary sustainability disclosures to provide additional information on KKR's operations. It covers how we integrate sustainability into our business activities across certain areas that KKR considers important to both our stakeholders and our business. These disclosures document activities and performance data for calendar year 2025, unless otherwise noted. Where applicable, we have also included links to relevant policies and programs, and to other parts of our reporting suite, including our disclosures against key sustainability reporting frameworks, such as the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB).



Notwithstanding the definition of KKR in the Cautionary Statement, solely for the purpose of these Corporate Sustainability Disclosures, the meaning of KKR includes Global Atlantic except where otherwise specified.

These disclosures should be read in conjunction with other KKR disclosures, including those available on kkr.com, ir.kkr.com, filings with the U.S. Securities and Exchange Commission (SEC), and KKR's broader reporting suite.

 For definitions of key terms used throughout our Sustainability Reporting Suite, see [KKR's 2025 Sustainability Report](#).

How to Navigate This Document

To simplify navigation and communication of our activities and performance, this report provides:

-  Links to other resources within our sustainability reporting suite and content on kkr.com
-  References to disclosures aligned with the SASB Standards

Governance and Business Ethics


Approach

We are dedicated to employing the highest standards of integrity in all our dealings to uphold trust and create and protect value for our clients.

KKR's continued success and ability to maintain our social license to operate requires a robust corporate governance framework. With oversight from the Board of Directors of KKR & Co. Inc. ("KKR Board"), the management team aspires to nourish a culture that goes beyond risk management and compliance, and values responsible business practices, personal integrity, and ongoing communication. We believe this commitment to operating ethically creates long-term value for our clients and shareholders.

Corporate Governance

In October 2021, we announced Joe Bae and Scott Nuttall as our new Co-CEOs. We also announced structural changes that are planned to increase the rights of our common stockholders, further align the interests of our current and future leadership with our common stockholders, and enhance corporate governance at KKR. By 2027, all common stock of KKR & Co. Inc. will have one vote per share. In addition, by 2027, the KKR Board will form a Compensation Committee and in 2027 will have a Compensation Committee and Nominating and Corporate Governance Committee that are each comprised of solely independent directors.

 Read more on [Corporate Governance](#) in the relevant documents below:
[Audit Committee Charter](#)
[Corporate Governance Guidelines](#)
[Code of Business Conduct and Ethics](#)

KKR Board Composition

As of May 29, 2026, the KKR Board consists of 11 directors, seven of whom are independent under NYSE rules relating to corporate governance matters and the independence standards described in our corporate governance guidelines.

We seek to enhance the diversity of the KKR Board to encompass a broad range of expertise, experience, and backgrounds. We believe that a diverse board of directors can strengthen the board's effectiveness in fulfilling its oversight role. The KKR Board is comprised of experienced leaders with expertise in finance, investments, corporate strategy and management, supported by public company and CEO-level leadership perspectives and complemented by global, risk, governance, technology, and human capital capabilities that together enable effective oversight of KKR. As of May 29, 2026, among our 11 directors on the KKR Board, three of our directors have self-identified as women, and two have self-identified as non-white.

The KKR Board has five standing committees: an Audit Committee, a Risk Committee, a Conflicts Committee, a Nominating and Corporate Governance Committee, and an Executive Committee.

 Read more about the committees of the KKR Board in the KKR & Co. Inc., [Annual Report on Form 10-K \(2025 10-K\)](#).

Enterprise Risk Management

Governance and Oversight

KKR has three primary governance and oversight structures that are responsible for risk oversight at KKR.

- **Board-level Oversight:** The Risk Committee of the KKR Board meets at least quarterly to provide assistance to the KKR Board with respect to its oversight of KKR's levels of risk, risk assessment and risk management, and its oversight of KKR's overall risk management framework, including monitoring KKR's reporting systems for compliance with legal and regulatory requirements. The Audit Committee of the KKR Board meets at least quarterly to provide assistance to the KKR Board with respect to its oversight of the quality and integrity of our financial statements, including investment valuations; our compliance with legal and regulatory requirements; our independent registered public accounting firm's qualifications, independence and performance; and the performance of our internal audit function.
- **Executive Management:** The Risk and Operations Committee (ROC), comprised of senior employees from across KKR's asset management and Insurance businesses and operating functions including our Chief Financial Officer, Chief Legal Officer and General Counsel, and Chief Compliance Officer (CCO), provides oversight and management of KKR's significant operating and business risks which include, among others, regulatory, cyber, operational, geopolitical, and reputational risks. The ROC is supported by specialized committees including but not limited to the Global Conflicts Committee, the Sustainability Operating Committee, and Operational Risk Committee.
- **Enterprise Risk Management (ERM) Function:** The ERM team is responsible for maintaining KKR's ERM framework and ensuring its consistent application across the firm. The team collaborates with business leaders and control functions to identify emerging risks, assess controls, aggregate risk information, and enable risk-based decision making.

Programs and Initiatives

We maintain a comprehensive ERM framework designed to identify, assess, and manage material risks. Sustainability-related risks — including climate, regulatory, operational, and technology risks — are incorporated into KKR's enterprise risk assessment processes and escalated through established governance structures, where material. These programs enhance transparency, drive accountability, and strengthen resilience across KKR's operations and investment activities.

- **Geopolitical and Public Policy:** We proactively monitor global regulatory and geopolitical developments, including sustainability and climate-related policy changes, that may affect our operations and investment portfolio. Through collaboration among Public Policy and Affairs, Compliance, Legal, and Global Macro teams, we evaluate potential exposures, supporting informed risk-evaluation and escalation consistent with KKR's enterprise risk governance processes.
- **Operational Risk Framework and Incident Reporting:** We maintain an Operational Risk Framework integrated within our broader ERM program to identify, assess, and manage risks arising from day-to-day business activities. This includes risks associated with operational disruptions, third-party dependencies, and external events. A structured incident reporting and escalation process is designed to provide senior leadership with visibility into operational risk events and near misses, enabling timely remediation, root-cause analysis, and continuous improvement of controls. Together, these efforts strengthen KKR's control environment and operational resilience.
- **Vendor Risk Management:** We engage third-party vendors to support our business activities and maintain processes to onboard, assess, and monitor these vendors throughout the life cycle of their engagement. Reviews of vendors evaluate key risk areas, including cybersecurity, data protection, compliance, and business continuity. The Third Party Risk Management team within the ERM function oversees this program in collaboration with the Vendor Management Office to mitigate risks that could impact KKR's operations or stakeholders.

- **Data Privacy:** We maintain a data privacy program designed to safeguard the sensitive personal information of investors, clients, employees, and other stakeholders in accordance with applicable data protection and privacy laws. The ERM team collaborates with the Compliance team to oversee program execution, monitor emerging regulatory and enforcement developments, and adapt controls and processes to address the evolving regulatory privacy landscape.
 - **Cybersecurity:** Protecting our data and technology infrastructure is important for our operations, as cyber threats become increasingly sophisticated. Our Information Security team monitors and manages cybersecurity risk through an integrated enterprise security program emphasizing prevention, detection, and response capabilities across the organization.
-  [Read more on Cybersecurity.](#)
- **Business Continuity and Resilience:** Our operations depend on the continuity of critical business processes and technology systems. To ensure operational continuity, we maintain a comprehensive business continuity and resilience program designed to respond to and recover from disruptive events affecting critical processes and systems.

mechanism for compliance violations or concerns and keep KKR employees informed about changes to compliance policies and procedures.

The Global Conflicts Committee focuses on managing and mitigating actual or perceived potential conflicts of interest that may arise in KKR's business including, but not limited to, conflicts relating to specific transactions as well as the overall activities of KKR and its various businesses. This committee also reviews and monitors certain compliance matters.

Additionally, KKR's ROC identifies and prioritizes KKR's significant operating and business risks.

We expect all directors, officers, and employees of KKR & Co. Inc. to adhere to our Code of Business Conduct and Ethics and the Global Code of Ethics Policy (Ethics Policy), which outline our expectations on business ethics and personal integrity. The Conflicts Committee of the KKR Board is responsible for reviewing related-party transactions under SEC rules for public companies and other matters that the KKR Board believes may involve a conflict of interest.

These various oversight committees and management work together to help ensure all business conduct, ethics, and compliance policies are rigorously upheld. As part of these efforts, they review policies periodically and update them as appropriate to reflect changing regulations, company strategy, and industry trends.

Ethics Policies and Platforms

We aim to integrate our robust culture of compliance and ethics into our business practices. Our numerous firm-wide internal policies and procedures help us meet the legal and regulatory requirements and ethical standards applicable to KKR's operations, products, and services. We use multiple communication channels to familiarize employees with these internal policies including KKR's intranet, which enables our employees to access specific policies and their changes and creates a culture of compliance and accountability. We also reinforce awareness of our policies through periodic compliance alerts, certifications, and trainings. We regularly review and update these policies, as applicable, to help ensure effectiveness, maintain a strong control environment, and stay ahead of regulatory advancements and industry best practices.

Business Ethics

We expect that every person at KKR is responsible for acting in alignment with KKR's business ethics and values. All employees are expected to adhere to the responsibilities of our one-firm approach, to speak up, and to respect and listen to each other. KKR aims to foster a culture of compliance and ethics to meet the expectations of our clients, shareholders, employees, and other stakeholders. KKR maintains policies and procedures that foster ethical conduct in our business activities and interactions to promote ethical behavior across KKR.

Governance

Our Global CCO oversees KKR's overall compliance program in conjunction with the CCOs of various business lines and regions. The CCOs act as resources for all KKR employees and are responsible for supplying relevant and adequate compliance training. They also serve as a part of our reporting

Our policies help to mitigate business and compliance risks and establish a standard of ethical and legal behavior that aims to prevent and detect wrongdoing within KKR. The foundation of this commitment is our Ethics Policy¹ and our Code of Business Conduct and Ethics. Our Ethics Policy sets forth guidelines that seek to ensure we act in the best interest of our fiduciary funds and accounts and conduct our business in accordance with all applicable laws, rules and regulations, and the highest ethical standards. The Code of Business Conduct and Ethics aims to help all directors, officers, and employees of KKR & Co. Inc. and its subsidiaries navigate particular ethical and legal issues and helps us be well-positioned to prevent and detect any wrongdoing.

2025 Highlights

100+

policies and guidelines were updated in 2025

We expect all employees to act with the utmost honesty and integrity when engaging with clients, shareholders, regulators, and colleagues. KKR employees are guided by our Ethics and Compliance Handbook, which highlights significant existing policies as well as KKR's values, principles, and core rules that we follow. This includes rules governing personal investing, conflicts of interest, financial crimes, information security, media and communication usage, and workplace social behavior.

Ethical Trainings, Audits, and Reporting Mechanisms

We provide mandatory trainings on our Ethics Policy and various policies for all full-time KKR employees at the beginning of their employment and periodically thereafter. Where applicable, training may also be required for part-time employees and contractors. We have a robust testing and monitoring program that helps educate employees on policy expectations, identify potential areas of enhancement to controls, and prepare KKR for potential regulatory examinations. Using our global internal training platforms, KKR University, and enGAGE for our Insurance business, we onboarded several new training modules in 2025, including a training course on Antitrust and Competition. Our Ethics and Compliance Global Training course, administered annually, is also available on these platforms.

Our internal compliance team periodically engages independent third parties to examine our control environment, policies, and procedures for SEC and regulatory exam readiness. Third parties also interview our employees to independently assess KKR's regulatory exam readiness.

The Code of Business Conduct and Ethics requires the directors of the KKR Board as well as KKR & Co. Inc.'s officers and employees of KKR & Co. Inc. serving in finance, accounting, corporate treasury, or tax roles to promptly report any known or suspected violations of laws, rules, regulations, or provisions in the Code of Business Conduct and Ethics through the appropriate designated reporting channels. They may choose to submit these reports confidentially or anonymously. Additionally, they must report any matter that could compromise the integrity of the company's financial statements.

The Compliance team, with the assistance of our Internal Audit team, tests various policies and procedures in high risk areas at least annually to align with the ongoing program monitoring business activities, including Anti-Money Laundering, Anti-Bribery, and Anti-Corruption policies and procedures. In alignment with our internal testing procedures, the Internal Audit group also monitors compliance activities by conducting periodic reviews.

All of our employees are expected to seek guidance from the Chief Legal Officer and General Counsel, Global CCO, any member of the Legal and Compliance teams, or other applicable KKR personnel regarding any known or suspected unethical or illegal behavior.

¹As of Q1 2026 applies uniformly to both KKR and its Insurance business under Global Atlantic.

Key Programs and Policies

Whistleblower Policy

KKR's Whistleblower Policy outlines the process for employees to anonymously report complaints or concerns about questionable accounting, internal accounting controls and auditing matters, and compliance with legal and regulatory requirements. Our Whistleblower Policy is also designed to prevent retaliatory action against individuals who, in good faith, submit such a report or make such disclosures to the extent protected under the whistleblower provisions of law or regulation, or provide assistance to the Audit Committee of the KKR Board, management, or any other person or group, including any governmental, regulatory, or law enforcement body investigating a report, and the source of any report will remain anonymous to the extent permitted under applicable law.

The CCO of each region (Americas, Europe, and Asia) and/or their respective Compliance teams generally provide training regarding the Whistleblower Policy in local languages, if necessary, to KKR employees at the outset of their employment. In certain cases, a subset of KKR receives targeted training regarding particular business ethics issues most relevant to their role.

To help ensure anonymity, KKR offers multiple domestic and international hotlines and a reporting website, both confidential and administered by a third-party operator 24/7. Individuals may also report in writing or in person to the Chief Legal Officer and General Counsel or Audit Committee of the KKR Board, in the manner described in the Whistleblower Policy. We do not tolerate retaliatory action of any kind against individuals submitting such a report in good faith or assisting in an investigation.

Global Financial Crime Compliance Program

KKR has established a global financial crime compliance program designed to ensure adherence to all applicable anti-money laundering, and anti-bribery and corruption laws, rules, and regulations. The program is implemented across KKR, and where required by local law or regulation, certain subsidiaries have designated an Anti-Money Laundering (AML) Compliance Officer or another AML officer, including a Money Laundering Reporting Officer (MLRO) or Deputy MLRO (each, an AML Officer). Key elements of the program include senior

management oversight; a documented, risk-based assessment of money laundering risks; risk-based Know-Your-Customer and due diligence procedures at investor onboarding, with enhanced due diligence applied in higher-risk situations; ongoing monitoring through screening and oversight forums; clearly documented procedures for reporting suspicious activity; mandatory annual training; and independent assurance and audit to assess the adequacy and effectiveness of related processes, systems, and controls.

Anti-Bribery and Anti-Corruption (ABC) Policy

This policy prohibits KKR employees from offering anything of value to themselves or to their family, friends, associates, or acquaintances to obtain an advantage for KKR or receive a benefit from a client or investor in return for a promise of a benefit from KKR. KKR is committed to conducting its business activities in accordance with the highest legal and ethical standards, and in a manner consistent with all applicable U.S. and non-U.S. laws, rules, and regulations. We seek to ensure that the requirements of these laws apply to our own employees, as well as outside agents, consultants, representatives, and business partners. Every KKR employee must certify that they understand and will abide by KKR's ABC Policies.

Anti-Money Laundering and Countering Terrorist Financing (AML/CTF) Policies

These policies require that KKR business lines have AML/CTF Compliance programs reasonably designed to comply with the laws and regulations in the jurisdictions where they operate, including dedicated responsible individuals that provide an appropriate level of oversight. KKR has compliance officers in various jurisdictions and businesses responsible for implementing and operating all AML/CTF-related procedures within KKR, including the procedures for reporting suspicious activity, annual training programs, and independent audits to test the AML program.

All KKR employees must complete mandatory trainings on both AML and financial crime on a regular basis. We incorporate testing in regular web-based compliance trainings, and a minimum score in each subject matter is required to pass them.

Global Financial Sanctions and Proliferation Financing Policy

As part of its Sanctions Compliance Program (SCP), KKR is firmly committed to compliance with all applicable sanctions laws and regulations administered by the Office of Foreign Assets Control; the sanctions laws and regulations of the EU; the Office of Financial Sanctions Implementation in the UK; the sanctions program of the United Nations; and other sanctions regimes applicable to KKR's business activities. The SCP consists of the following key aspects: 1) senior management commitment; 2) risk assessment; 3) procedures, systems, and controls, which includes due diligence procedures for counterparties and screening; 4) independent testing; and, 5) training.

Responsible Product Governance and Marketing

We place great importance on maintaining the trust established with our investors, clients, shareholders, and communities. We expect all our employees to conduct business in compliance with applicable ethical, business, regulatory, and legal standards, and, as such, we work to raise awareness of internal policies to drive progress and facilitate transparency.

At KKR, we are committed to those who invest their capital with us. Verifying investors in our products remains an important step in meeting our commitment to practicing ethical behaviors, and we enact protocols to help prevent financial crime.

The Head of the KKR Global Client Solutions (KCS) Group, in conjunction with the Compliance team, is responsible for ensuring that employees under their supervision comply with all relevant requirements for fundraising and marketing efforts in connection with KKR investment products. Our KCS team — comprising more than 320 employees globally — is responsible for our fundraising and acts as the link between KKR and investors in our products, using KKR's various capabilities to meet investors' needs and goals. Our relationship managers (RMs) sit at the center of KCS' investor engagement, providing investors a full range of products and solutions, including private and public markets, while also responding to their inquiries.

RMs based in the U.S. are registered with the Financial Industry Regulatory Authority (FINRA) as representatives of KKR Capital Markets LLC (KCM). Where relevant and applicable, and to help ensure compliance with applicable securities laws and regulations, KCM has established Written Supervisory Procedures that provide guidelines regarding marketing securities offerings and/or KCM's broker-dealer business. RMs globally are also expected to comply with relevant local regulatory requirements.

Client Communications

We seek to build our approach to client relations on honest, open, and frequent communication, delivering high-quality solutions, and providing idea-driven distribution capabilities. Our RMs oversee our investor relations and communications.

KCS supports them by providing in-depth knowledge on specific KKR products and customized product delivery, as well as a globally integrated support team and KCM, which offers direct investment opportunities in equity and debt. KCS team members have resources to help resolve investor issues and craft expert advice and solutions.

RMs play a critical role in securing capital for KKR's investment products. RM marketing activities are subject to federal and state securities laws and regulations for both investment advisors and broker-dealers.

Other Relevant Policies

Below, we provide an overview of select KKR policies and procedures relevant to our business and operations.

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Global Code of Ethics Policy (The Ethics Policy)

This policy is essential to our commitment to ethics and compliance. We expect all employees to act with integrity and honesty when dealing with investors, clients, regulators, and fellow employees. The Ethics Policy outlines the governance structure, policies, and procedures that ensure KKR, as applicable, can mitigate and manage business and compliance-related risks. Further, our Ethics Policy establishes KKR's policies for managing conflicts of interest and serves as a formal reference for relevant employees, while also defining the standards for legal and ethical behavior and aiming to prevent and detect wrongdoing within KKR.

We use the Ethics Policy to educate employees and help mitigate potential conflicts of interest that may arise from employee conduct involving personal trading, gifts and entertainment, political activity, and outside business activities, among other factors. KKR's Compliance Group reviews employee certifications, questionnaires, and pre-approval requests to identify such potential conflicts of interest.

Code of Business Conduct and Ethics

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Other Policies

KKR has instituted various other essential policies and procedures designed to ensure compliance with legal and ethical standards and all applicable laws, rules, and regulations including, but not limited to, the following:

- **Global Conflicts Policy:** Identifies, addresses, and mitigates potential conflicts of interest that may arise in the course of KKR's business activities

- **Confidential Information and Inside Information Barrier Policies and Procedures:** Supports our commitment to conduct business with integrity and implement appropriate restrictions on information access as it relates to the private and public sides of the business

KKR Capital Markets LLC Written Supervisory Procedures²

KCM written supervisory procedures set forth policies and procedures that KCM has adopted to govern RMs who are registered with FINRA as representatives of KCM. Topics discussed in the KCM written supervisory procedures include communications with the public, activities of registered representatives, and legal and regulatory matters.

Global Third-party Risk Management Policy³

KKR has established a Global Third-party Risk Management Policy to assess and manage risk associated with engaging external vendors and resources to provide additional staffing support for KKR. This policy covers a wide range of vendor and contingent worker-related risks, including legal, regulatory, information security, physical security, reputational, and operational risk.

KKR's Antitrust Policy

This policy aims to promote and protect fair competition and guard against anti-competitive business practices. All KKR employees should refuse any attempt by any third party to form an anti-competitive alliance and report these illegal activities to the Legal or Compliance teams. Employees can also report concerns and/or violations of KKR's Antitrust Policy via the anonymous whistleblower hotline or website.

²These policies and procedures do not apply to Global Atlantic.

³Global Atlantic maintains a separate policy to manage third-party risk.

Human Capital

Approach

We believe our people and our culture are critical to our success and differentiate our firm. We strive to create a workplace environment where employees thrive both professionally and personally. At KKR, our philosophy is to ensure we rigorously and effectively invest in our people throughout their careers. Our key focuses include driving exceptional performance and enhancing our firm's culture of collaboration.

The primary objective of human capital management at KKR is to attract, develop, and retain exceptional talent by providing everyone with meaningful and well-understood careers with an emphasis on employee training and professional development. Where appropriate, we offer workshops, mentoring, and executive coaching to supplement on-the-job experiences and ongoing feedback and coaching to maximize performance. We also prioritize physical, mental, and emotional health and wellness, and offer a variety of tools and resources to our employees, so they can make informed health care decisions for themselves and their families.

As a people-driven business, we believe a breadth of perspectives, skills, and experiences working together collaboratively is the most effective means of producing exceptional results. We pursue this aspiration through our various internal committees, strategic external partnerships, and broader engagement in different communities.



Read about how we seek to foster employee engagement across our portfolio in [KKR's 2025 Sustainability Report](#).

Governance and Accountability

The Human Capital function is managed by KKR's Global Head of Human Capital, who reports to KKR's Co-CEOs. Our Global Head of Talent Development and Culture is responsible for KKR's global talent practices, including our commitment to sustaining a culture of inclusion. KKR's Human Capital team manages our people strategy from both a business partner and functional perspective. The team is comprised of experts in talent acquisition (which includes campus recruiting and lateral hiring); organizational design; talent management; talent development; inclusion; compensation; benefits and wellness; technology, people data and analytics; and operations.

At KKR, we are committed to developing talent, fostering a collaborative and inclusive environment, and delivering excellence. Building an inclusive culture requires oversight and involvement from senior leadership to drive long-term outcomes. These efforts are sponsored by our Co-CEOs and co-chaired by senior partners at the firm who work to realize our strategic priority of creating high-performing teams that operate in a collaborative and inclusive workplace.

Talent Acquisition

Creating value for our companies and our clients requires highly skilled, motivated, and impact-driven individuals who see collaboration as being critical to our collective success. We believe in the importance of “like and trust,” and we operate with the mindset that we can accomplish more together than alone.

As KKR has grown globally, we have expanded and scaled our Talent Acquisition function to promote a more globally aligned approach across markets. Our Talent Acquisition function implements a forward-looking process to fill talent gaps and help ensure, as deemed relevant and applicable, that we have the right talent at the right time in the right role. At junior levels, we work to recruit strong candidates and offer key learning and development opportunities for young employees to progress their careers at KKR. At senior levels, we also use succession plans to identify eligible candidates based on performance and potential to succeed.

Recruiting Programs

Campus Recruiting and Early Careers

As part of our efforts to connect to exceptional talent in all its forms, we aim to employ robust recruitment strategies, candidate assessments, and decision-making processes. Through our comprehensive campus recruiting strategy, we seek to collaborate with various organizations and look for opportunities to build additional relationships and broaden our talent pipeline. We market to multiple colleges and universities, through a digital job recruiting platform specifically tailored for college students as well as dedicated on-campus events. Our campus recruiting program achieved its most successful outcome to date, with 60% of our U.S. asset management’s 2025 summer analyst class sourced from a KKR-hosted event.⁴

We host a variety of programs to develop our talent pipeline and provide junior talent with the skills needed to succeed in our industry. These include summer internship programs geared toward both third-year college students and MBA students and full-time analyst/associate programs, which provide comprehensive training and support to entry-level

candidates who join KKR directly from campus. In 2025, we launched an inaugural internship program in Gurugram for our Technology business, building on the region’s success with full-time campus hiring. We also deepened relationships with local universities in Dublin, leading to stronger intern-to-graduate hiring outcomes.

In 2025, we aligned our campus hiring efforts with our Insurance business to strengthen our pipeline-building strategy, assessment practices, and overall program experience.

2025 Highlights⁵

71%

of 2025 full-time analysts participated in the 2024 summer analyst program

87%

acceptance rate for 2025 summer analysts who received a full-time offer

Experienced Hires

We continued to focus on building consistent and scalable hiring practices that support the firm’s long-term workforce needs for experienced-hire roles. A key priority in 2025 was expanding our location strategy, extending a proven hiring playbook to additional markets, including Gurugram, Dublin, and Boston. This approach supports balanced geographic growth while leveraging local market expertise within a consistent recruitment framework. We also continued to scale our employee referral strategy globally. Originally developed in the U.S., the program has been replicated across other regions, most notably Asia, supporting efficient hiring and cultural alignment while maintaining standardized evaluation criteria. In parallel, we placed increased emphasis on internal mobility and the development of our in-house Talent Acquisition team which supported retention, knowledge continuity, and employee progression.

⁴The reported metric does not include Global Atlantic employees.

⁵The reported metrics are for U.S.-based summer analysts and include summer analysts at K-Star Asset Management LLC, a subsidiary of KKR & Co. Inc.

Talent Development and Engagement

In our 50 years as investors, we have learned that our people and our culture are critical drivers of success, and that creating value for our clients and stakeholders requires us to harness and unlock insights from all of our people.⁶

Learning and Development Initiatives

Career Advancement and Development Programs

KKR seeks to provide our people with the expertise and experiences they need in their roles now and to lead in the future. We do this by offering effective training and professional development opportunities. Our learning and development programs aim to enable our people to achieve their career aspirations and optimize their business impact. We design these experiences to enhance employees' ability to engage, motivate, and drive high performance across their teams. Ultimately, we want to equip our people with the right skills, knowledge, and leadership behaviors they will need to advance their careers at KKR.

We offer multiple programs to encourage employees to continue developing their leadership and technical skills. Through these programs, we leverage the expertise of our internal leaders and teams to pass on critical skills and best practices to those around them.

Early Careers

- **Analyst and Associate Career Experience:** Designed for early career employees, this program consists of four distinct components: onboarding; cultural integration; technical training; and functional and skills-based development. Upon joining, Analysts and Associates spend four weeks exploring KKR's culture and values; networking and participating in community volunteer opportunities; receiving technical and skills-based training and on-the-job mentoring; and learning in-depth about KKR's business.
- **Aspire:** Provides leadership and skills enhancement opportunities for early career, high-performing, and high-potential employees. The program consists of workshops facilitated by executive coaches and programming on subjects such as executive presence and relationship building.

Mid Careers

- **Activating Apprenticeship:** Designed for Analyst managers, this session introduces a relationship-driven model centered around day-to-day work. It covers four key techniques to support the seamless integration and success of new Analysts on the desk.
- **Leading Global Teams:** Created for mid-level managers with widely distributed teams, this program provides tools and best practices for effectively leading direct reports across geographies
- **Manager Essentials:** Tailored for mid-level managers, this program includes workshops focused on coaching fundamentals and best practices for effective feedback and delegation

Senior Executives

- **Manager Edge:** This immersive, cohort-based development experience for Managing Director and Director-level employees covers topics such as leadership communication style, delivering effective feedback, and promoting an inclusive environment for all employees. The program consists of in-person workshops and virtual coaching sessions facilitated by industry-leading executive coaches.

⁶Please refer to the [Cautionary Statement](#) for important information relating to the scope of statements made in this report and this section.

2025 Highlights

~1,200

employees trained through skills-based development workshops

30+

executive coaching engagements

20

unique training programs hosted

Support for Continuing Education

- **Tuition Reimbursement:** KKR offers tuition reimbursement for eligible full-time employees to further their education with external undergraduate, graduate, MBA, or certification classes

External Partnerships

- **Culture — Expert in Residence:** We seek to incorporate internal and external thought leadership into programs to facilitate training and dialogue among our employees. One way we do this is through our Expert in Residence series, where we invite leaders to present on a topic of their expertise.
- **Learning Hub:** We aim to provide employees with skill development opportunities through our Learning Hub. In 2025, we expanded participation across the firm, with a focused effort on integrating our Insurance business onto the platform.

Feedback and Engagement

To evaluate the effectiveness of our learning and development programs, our Human Capital team gathers employee feedback throughout the year, including anecdotal feedback and live post-training surveys. We also conduct program assessments to evaluate KKR's professional development and career advancement opportunities. We seek to continually improve our programs to develop our global workforce and

ensure they have the skills needed to succeed. We believe that our approach to talent development directly affects our ability to retain our employees and achieve our business strategy.

We value continual and robust dialogue with our employees. Our feedback loop is a cornerstone of our culture, reflecting the changing needs and perspectives of our workforce at KKR. We regularly conduct anonymous employee surveys to gather feedback, better understand employee needs, and learn how we can best support them.

Engagement Surveys

In early 2026, we conducted a firmwide culture survey focused on employees' experiences of KKR's culture and values, resulting in a 94% participation rate. This effort is designed to help us understand what is working well and where we can improve as a firm. Employee feedback is one of our most important inputs, and the results directly inform how we invest in our people, strengthen our culture, and continue building KKR for the long term.

Beyond our survey, we also stay connected with our employees through internal communication channels in an effort to foster a greater sense of community and increase transparency across the business. The KKR Conversation Series program aims to connect employees with external and internal thought leaders by learning about their stories, experiences, and backgrounds. We also provide regular opportunities for employees to hear from KKR senior leaders, stay updated on firm priorities, and learn about various events available to them, such as wellness- and community-related activities.

Career Advancement and Mobility

Career Navigator

Through our Career Navigator initiative, we strive to empower management teams to have effective conversations and provide a clear framework to enable upward mobility at KKR. It outlines the required skills, behaviors, and competencies for each role, level, and function across businesses. This also includes interactive panel discussions where leaders, managers, and team members detail their own journeys to their own career advancement and promotion within KKR.

KKR Talent Marketplace

We recognize how important it is that employees gain experience in various parts of the business and across our geographic footprint as a way to gain new skills and progress in their careers. Our internal KKR Talent Marketplace aims to improve awareness and access to these types of opportunities and reinforce mobility as a part of KKR's culture. By providing our employees with engaging and new experiences over the long term, we seek to support them in building lasting careers at KKR.

Employee Resource Groups and Mentorship

We work to cultivate an environment where all employees at KKR feel a sense of purpose, belonging, and achievement. Our nine firm-sponsored Employee Resource Groups (ERGs) work together to foster a sense of connection across a community and their allies. We believe these groups, which are open to all employees, aim to foster collaboration and productivity by enabling employees to connect with others who share similar experiences and interests, learn from each other about our business and culture, and ensure everyone has a platform to share their voice. In 2025, a key focus of our ERG efforts was integrating colleagues across our Insurance business, bringing our total ERG participation to over 3,200 employees registered as members of at least one ERG.

Our Firm's Nine Global ERGs

- KKR API: Asian Pacific Islander Network
- KKR Disability: Disability Network
- KKR Kulanu: Jewish Heritage Network
- KKR Parents: Working Parents Network
- KKR Pride: LGBTQ Network
- KKR Unity: Black Network
- KKR Veterans: Veterans Network
- KKR Viva La Casa: Latin and Hispanic Network
- KKR Women: Women's Network

As of January 2026, 71% of our global employees are affiliated with at least one ERG.

⁷The reported metrics do not include Global Atlantic employees.

⁸Data based on only those employees who self-identified sexual orientation. The reported metric does not include Global Atlantic employees.

KKR Workforce Composition

Nationality (Global)⁷

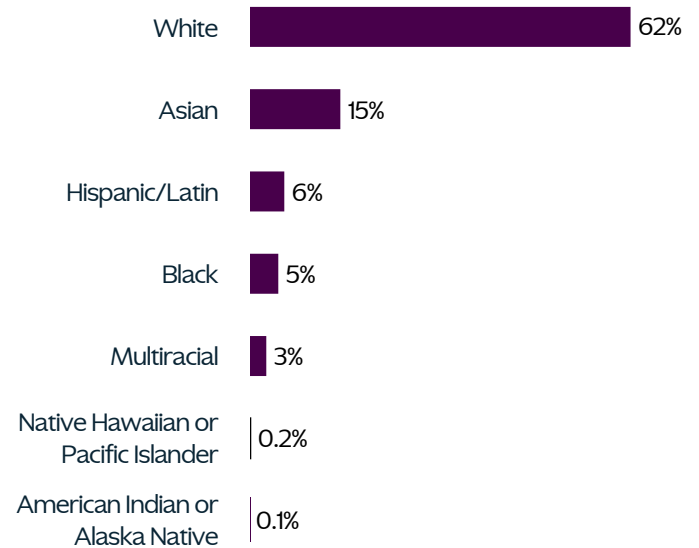
78

different nationalities, with

55

different languages spoken

Ethnic/Racial (U.S.)



Gender (Global)

46%

of our total workforce are women

30%

of KKR senior executives are women (including Partner, Managing Director, and Director)

Veteran Status (U.S.)

1%

Veterans

Sexual Orientation (U.S. and EMEA)⁸

5%

Lesbian, Gay, Bisexual, or Queer

Benefits and Well-being⁹

We can only be our best when our people are thriving at work and at home. KKR invests in our employees and their families by offering top-tier benefits designed to maximize value and provide access to care that supports employees throughout their work-life continuum. We aim to equip our people with the tools necessary to maintain physical, mental, and emotional health and well-being in a demanding yet rewarding environment.

Differentiated Healthcare and Wellness Benefits

Our comprehensive healthcare benefits focus on preventive care and provide navigation for the myriad of healthcare challenges eligible employees and their loved ones may face, including primary care, mental health, musculoskeletal, and cancer care, through multiple modalities — on-site, near-site, and virtually. We have on-site health centers for New York- and London-based employees, which include access to in-person primary care, mental health, and physical therapy services. In 2025, we expanded our wellness center at our office at 30 Hudson Yards in New York. The center offers access to a range of services — including primary and acute care, chiropractic care and physical therapy, cancer screenings, blood tests, and on-site mental health support — designed to help make care more accessible for our employees. At KKR, we believe in the power of prevention and encourage employees to get their annual physical and/or age-related screenings and endeavor to remove barriers to care by providing annual physicals in our on-site clinics. Additionally, KKR's U.S. employees are provided a medical premium discount based on their engagement each year.

KKR has a strong culture and our benefits and programming are designed to facilitate opportunities to connect with colleagues. We provide a wide variety of healthy meal options, snacks, and drinks to help our employees stay energized throughout the day. Our fitness reimbursement program provides flexibility for custom wellness journeys and can be used for wellness expenses including gym memberships, personal trainers, online subscriptions, yoga, or meditation studios. We host an annual global step challenge and a variety of activities and programming to increase employee engagement in health and fitness.

We are committed to supporting employees' overall well-being, resilience, and work-life integration, ensuring that our people are supported both in and beyond the workplace. In 2025, we enhanced our healthcare and wellness benefit offerings to include:

- Expanded preventative care coverage to support early disease detection and proactive health management
- Access to specialized virtual support for menopause and related women's health needs
- Access to personalized cancer risk assessments and genetic testing to support informed screening and prevention decisions
- Enhanced long-term disability coverage to provide additional income protection options for employees facing serious or extended health challenges

⁹Availability of the benefits outlined here and in the Benefits Summary depend on office location, with certain benefits accessible globally. The benefits summarized here may not be available to all employees of Global Atlantic. Consistent with local law, benefits may vary in their application across the jurisdictions in which KKR operates.

Inclusive Benefits and Family-building Resources

We are continually focused on expanding our inclusive benefits offerings to support the diverse needs of our global employees at KKR, whether they are starting or growing their families, looking for help balancing work and home life, or looking for additional support for later-in-life needs, such as menopause.

Our family-forming benefits program at KKR provides financial assistance and personalized guidance to support one's unique path to parenthood, including support for in vitro fertilization, fertility preservation, donor tissue, surrogacy, fostering, and adoption. Our family support benefits include access to behavioral health experts for parents with children with developmental disabilities, as well as caregiver support, including back-up child and elder care.

We continue to strengthen our collaboration with the KKR ERGs to further promote and enhance our benefit offerings. We believe working closely with the ERGs helps ensure that our benefit plans are tailored to meet the diverse needs of all employees, fostering a more inclusive workplace.

Expert-facilitated Financial Security Resources

KKR is committed to helping KKR's employees build financial security now and in the future through life insurance, disability benefits, and retirement plans — and for eligible employees, through the ability to commit their own capital to KKR investment funds — all of which are designed to build a solid foundation for long-term wealth creation, preservation, and planning. Through a combination of firm-sponsored and supplemental life and disability coverage, and certain voluntary benefits such as a group personal umbrella program, long-term care, and legal assistance, each of KKR's employees is provided with options to secure their families' long-term financial well-being. In addition, KKR offers access to financial counseling in the U.S. and UK through advisors who can help KKR's employees make the most of benefits available to them and create a plan to meet their personal financial goals.

Benefits Summary

Healthcare Coverage

Comprehensive health insurance, which includes full medical, dental, and vision insurance (including prescription drug coverage)

Life and accidental death and dismemberment insurance

Disability insurance

Voluntary benefits program, including long-term care, pet insurance, and group legal plan

Discounts on healthcare premium contributions each year when preventive health care activities are completed

Health Services and Resources

Access to a suite of health programs through various third-party service providers, including:

- Company-sponsored membership to a private primary care practice that offers virtual visits, same-day primary care physician appointments, 24/7 phone support, mobile app access, travel medicine needs, and email communications with physicians
 - Medical consulting service for health care decisions and second opinion support
 - Free annual on-site flu vaccine
-

Access to Memorial Sloan Kettering (MSK) for annual mammograms as well as global access to MSK's cancer navigation support where KKR employees and their families can receive expedited appointments for in-person or remote care from MSK in collaboration with their local doctors

Multi-cancer early detection blood test

Virtual ergonomic consultations as well as tele-physical therapy (PT)

Mental Health and Resilience

Mental well-being platform providing access to screening, navigation, and scheduling of up to 12 in-person or virtual visits with licensed therapists/psychiatrists to all employees and their family members globally

Complex work-life support benefits, including personalized assistance for challenging personal and professional situations, such as legal matters, financial planning, terminal illnesses, and family care

Wellness Services and Resources

Fitness reimbursement program

On-site health and wellness suite with access to primary care, mental health, and PT/chiropractic services, and access to wellness rooms or multipurpose wellness rooms at select offices

Various wellness programs including health clinics, walking/running challenges, wellness education, subscriptions to a mindfulness and meditation app, as well as a nutrition app

Childcare and Family-building and Support

Fertility management/support programs, including IVF coverage, egg freezing treatments, sperm freezing and testing, donor tissue coverage, and surrogacy/adoption expense reimbursement

Family support resources, including:

- Parental coaching and support through the spectrum of family needs, from considering to infant care, child/teen care, and elder care
- Birth center coverage
- Support for delivery at home
- Breast pump coverage
- Breast milk shipping through a third party for employees traveling for business both domestically and internationally
- Dedicated nursing mothers' rooms in several offices

Paid parental leave policy:

- 18 weeks of paid leave for a primary caregiver new parent
 - Four weeks for non-primary caregiver
 - Four weeks of paid family caregiving leave, regardless of tenure, to support a serious health condition of a family member
-

Childcare travel program covering costs related to childcare provider accompaniment on essential business-related travel

Access to a third-party service that provides navigation assistance for KKR employees with children with special/developmental needs

Emergency backup child/elder care, adult/elder care navigation, return to work support, and additional family support, such as college coaching/application support

Coaching program for executives and their managers to support the transition between parental leave and full-time work

Financial Wellness and Retirement

Access to financial counseling services when a KKR employee or their family member passes away

Firm-sponsored personal financial planning with a specialist advisor

Retirement benefits (including a firm contribution)

Other Benefits

Paid time off benefits, including vacation time, personal days, sick days, funeral or bereavement days, and jury duty service

A curated guide outlining KKR's LGBTQ+ benefits

Performance and Compensation

We believe our one-firm approach helps ensure we share responsibility and success. This approach extends to our compensation program, which is based on the performance of KKR as a whole, in addition to an individual's contributions. Our assessment, pay, promotion, and succession processes are designed to engage and reward employees, and we believe that this structure promotes collaboration and resource sharing, encourages shared accountability, and aligns interests across all of our stakeholders. To ensure our employees at KKR are compensated appropriately and competitively compared to the market, we conduct annual benchmarking exercises.


Performance Evaluations

We believe that providing guidance, support, and feedback to employees is a key aspect of their career development. KKR's employees participate in a goal-setting exercise at the beginning of each calendar year and participate in formal performance evaluations annually, with a six-month informal review to track progress against pre-set goals. These evaluations include a discussion on feedback, performance, compliance, conduct, and contributions to our firm's culture, values, and sustainability-related efforts. These considerations all factor into compensation and promotion decisions. The evaluation process is based on input from a wide range of sources, which we feel promote a measure of objectivity as a balance to a single manager's judgment. In 2025, more than 4,100 full-time employees participated in KKR's review process, with a 97% completion rate.

Compensation Practices

Employees typically receive a base salary and may be eligible for a discretionary cash bonus and discretionary equity compensation. Select employees are also eligible to receive an incentive allocation in our carry pool.

Our equity awards are an important element of our compensation program. These awards help attract highly skilled people in our highly competitive industry, encourage retention, and align the financial interests of our employees with the firm. We believe that providing an equity stake in the future success of our business motivates employees to achieve long-term business goals and to increase stockholder value. Cash bonus, equity compensation, and carried interest allocation are discretionary, and carried interest and equity awards are typically subject to a vesting period of several years.

 Read more on our compensation practices in the KKR & Co. Inc., [Annual Report on Form 10-K \(2025 10-K\)](#).

KKR is an equal opportunity employer and prohibits discrimination in all aspects of employment, including compensation. To promote pay equity, our compensation structure and determinations are required to be based on job qualification and financial and personal performance-based factors. We periodically review our compensation structure, along with our other human capital and workplace policies and practices, to help ensure that our commitment to equal employment opportunity and pay equity is upheld.

Relevant Policies

Below, we have provided an overview of select KKR policies and procedures relevant to Human Capital.

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Harassment Policy

KKR prohibits sexual harassment and harassment because of race, color, sex, age, disability, religion, national origin, marital status, familial status, family care status, gender (including pregnancy, childbirth, breastfeeding, or related medical conditions), sexual orientation, gender identity or expression, ancestry, military or veteran status, genetic information, as well as any other basis protected by applicable law. All such harassment violates this policy and will not be tolerated. Sexual harassment may occur between individuals of the same or different gender and need not be motivated by sexual desire to be in violation of this policy. Harassment violates this policy whether it involves co-worker harassment, harassment by a manager, harassment by persons doing business with or for KKR, or harassment by any individual with whom an employee comes into contact with as part of his or her job. This policy prohibits harassment that occurs at KKR's offices or outside KKR's offices while on KKR's business.

Equal Employment Opportunity Policy¹⁰

KKR will provide equal employment opportunity to all employees and applicants for employment. No employee will be discriminated against in hiring or employment because of race, color, sex, age, disability, religion, national origin, marital status, sexual orientation, gender identity and/or expression, ancestry, military status, genetic information, or any other basis protected by applicable federal, state, or local law. It is the policy of KKR to:

- Comply with personnel procedures to ensure equal employment opportunity for all people without regard to race, color, sex, age, disability, religion, national origin, marital status, sexual orientation, gender identity and/or expression, ancestry, military status, genetic information, or any other basis protected by applicable federal, state, or local law
- Comply with all the relevant and applicable provisions of the Americans with Disabilities Act. KKR will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability
- Make reasonable accommodations wherever necessary for all employees or applicants with disabilities, provided that the individual is otherwise qualified to safely perform the essential duties and assignments connected with the job and provided that any accommodations made do not impose an undue hardship on KKR
- Achieve understanding and acceptance of KKR's policy on Equal Employment Opportunity by all employees and by the communities in which KKR operates
- Investigate instances of alleged discrimination and take corrective action if warranted
- Refrain from discriminating against any employee based on the employee's or the employee's dependent's reproductive health decision-making, as provided under New York Labor Law Section 203-e. Applicable remedies in case of violation of this prohibition include damages (including back pay and attorneys' fees), injunctive relief, reinstatement, or liquidated damages
- Be alert to identify and correct any practices by individuals that are at variance with the intent of the Equal Employment Opportunity Policy

¹⁰The Equal Employment Opportunity Policy summarized here applies to KKR employees in North America. Consistent with local law, similar employment policies may apply in other jurisdictions in which KKR operates.

Workforce Composition

Gender and Race/Ethnicity

TABLE 1: GLOBAL EMPLOYEES - GENDER (%)

	2025			2024		
	Female	Male	N/A	Female	Male	N/A
Executive Management	26%	74%	0.3%	22%	78%	—%
Non-Executive Management	38%	62%	0.4%	39%	61%	—%
Senior Executives	35%	65%	0.4%	34%	66%	—%
Professionals	42%	57%	0.5%	43%	57%	—%
All Other Employees	85%	15%	0.3%	94%	5%	1%
Total Firm	46%	54%	0.4%	46%	54%	—%
% of New Hires	45%	54%	1.4%	45%	54%	1%
KKR Board¹¹	29%	71%	—%	29%	71%	—%

TABLE 2: U.S. EMPLOYEES - RACE/ETHNICITY (%)


	2025								
	White	Asian	Black	Hispanic / Latin	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Two or more races	Other	Prefer not to answer / Unknown
Executive Management	71%	14%	4%	3%	—%	—%	2%	0.4%	6%
Non-Executive Management	62%	18%	2%	5%	—%	0.2%	2%	1%	10%
Senior Executives	65%	16%	3%	5%	—%	0.1%	2%	1%	9%
Professionals	62%	18%	4%	5%	0.1%	0.1%	3%	1%	9%
All Other Employees	59%	5%	14%	12%	0.2%	1%	4%	0.2%	5%
Total Firm	62%	15%	5%	6%	0.1%	0.2%	3%	1%	8%
% of New Hires	53%	13%	7%	4%	—%	0.2%	3%	1%	19%
KKR Board¹¹	71%	7%	7%	7%	—%	—%	—%	—%	7%

¹¹As of May 29, 2026 the composition of the KKR Board is 27% female and 73% male. By race/ethnicity, the KKR Board is 73% White, 9% Asian, 9% Black, and 9% prefer not to answer/unknown. Definitions: "Executive Management" defined as global Partners and Managing Directors; "Non-Executive Management" defined as global Directors and Principals; "Professionals" defined as global Associates, Analysts, and Professionals; "All Other Employees" defined as global Staff and Support.

Operational Footprint

Approach

We aim to improve resource efficiency to reduce our operational footprint and minimize environmental impacts. We are proactive in managing KKR's direct footprint, including through efforts to reduce greenhouse gas (GHG) emissions from our own operations. Furthermore, we recognize the majority of our environmental impact stems from our investment portfolio, and we are committed to working together to support the effective management of material environmental issues alongside our portfolio companies.

 Read about how we seek to manage climate-related risks and opportunities across our portfolio in [KKR's 2025 Sustainability Report](#).

Since 2018, we have been tracking our GHG footprint and working to reduce our emissions. Our carbon inventory follows the revised GHG Protocol Corporate Standard and the Corporate Value Chain Accounting and Reporting Standard. Our 2025 GHG footprint calculations satisfy ISO Standard 14064-1, and our 2025 Scope 1 and 2 emissions are third-party verified in accordance with ISO Standard 14064-3.

 Read more in the [Operational GHG Emissions Assurance](#) statement.

Our 2025 GHG footprint comprises emissions from both direct (Scope 1) and indirect sources (Scope 2 market-based and certain Scope 3), amounting to an estimated 41,650 metric tons CO₂e. This figure does not incorporate our financed emissions.

Emissions Monitoring and Measurement¹²

TABLE 3: EMISSIONS BY SCOPE					
	Source	Emissions			Details
		2025	2024	2023	
Scope 1	Space Heating; Fugitive Refrigerants	1,549 mtCO ₂ e	1,860 mtCO ₂ e	2,136 mtCO ₂ e	Estimated, based on site characteristics
Scope 2 (location-based)	Purchased Electricity, District Heating, District Cooling	8,019 mtCO ₂ e	6,419 mtCO ₂ e	4,807 mtCO ₂ e	KKR office emissions
Scope 2 (market-based)		8,471 mtCO ₂ e	6,539 mtCO ₂ e	4,975 mtCO ₂ e	
Scope 3	Multiple Categories	31,630 mtCO ₂ e	30,702 mtCO ₂ e	26,774 mtCO ₂ e	Scope 3 includes: <ul style="list-style-type: none"> • Category 1: Purchased goods and services (office-related materials, contractor spend) • Category 3: Fuel- and energy-related activities • Category 5: Waste generated in operations (office consumables, mixed solid waste) • Category 6: Business travel (commercial air travel, car service and rental, private jet, rail, hotel) • Category 7: Employee commute (physical commute, remote work)

¹²Our GHG footprint, as detailed in this table, is based on KKR-level Scope 1 emissions arising from our direct impacts and operations, indirect Scope 2 emissions, and certain categories of Scope 3 emissions; it does not account for financed emissions. Our GHG footprint does not include emissions from KJRM but does include emissions from Global Atlantic. KKR's 2025 GHG footprint is developed in accordance with the revised GHG Protocol Corporate Standard and the Corporate Value Chain Accounting and Reporting Standard. Portions of KKR's 2025 inventory relied on proxy data to develop the resource consumption estimates and resulting emissions impact. We believe the procedures developed and executed during the development of the KKR Inventory for Reporting Year 2025 satisfy ISO Standard 14064-1. Our Scope 1 and 2 emissions for 2025 have received limited assurance by an independent third-party. Notwithstanding the foregoing or any other statements made in this report, the disclosures in this report do not purport to be applicable to, or derived from, all of the legal entities, business units, activities or operations constituting KKR & Co. Inc., KKR, or Global Atlantic, as defined. For further information, please refer to the [Cautionary Statement](#).

Sustainable Operations

Energy Efficiency

As a firm with global operations, we strive to integrate recognized environmental standards into our site selection processes and new design and construction projects. When selecting office buildings, we seek to review the sustainability attributes of their structures and operations. Some of the considerations we evaluate include whether the building has obtained a sustainability certification, such as Leadership in Energy and Environmental Design (LEED) or Building Research Establishment Environmental Assessment Method (BREEAM), and if there are elements such as charging stations for electric vehicles, waste management and recycling programs, procurement of renewable energy, and/or use of cleaning products with qualities that mitigate their environmental impact.

For example, our Frankfurt office is in a building that is powered by 100% renewable energy and LEED Gold certified, joining our New York, San Francisco, Seoul, and Beijing buildings in achieving various LEED certifications. KKR's Madrid office has charging stations for electric vehicles and is pursuing BREEAM recertification, expected in 2026, while our Hong Kong office is in a LEED Platinum building. Additionally, our London office at 18 Hanover Square is pursuing final BREEAM certification, having achieved an Outstanding rating at the interim design stage. The office also achieved ISO 14001, while also participating in the Energy Savings Operations Scheme (EOS), a mandatory energy assessment administered by the UK's Environmental Agency, which is conducted on a four-year cycle.

When renovating existing interior office spaces, we seek to pursue the highest level of LEED Interior Design and Construction certification, to the extent feasible. Looking forward, we plan to achieve LEED and/or BREEAM certifications based on the scope of the projects and what is achievable in the local market.

Waste Management

In addition to reducing the impact of our office spaces, we strive to reduce food waste by managing food ordering, deliveries, and production quantities. Despite these efforts, there is always an element of food waste in the catering industry, and we continue to work to reduce the food waste that KKR produces.

We are continuing our global effort to eliminate single-use plastics across our offices in favor of reusable or biodegradable products, where possible. This includes incorporating the use of reusable cutlery, glassware, and dishes, and offering recyclable or compostable containers.

Data Responsibility

Approach

We recognize the importance of protecting KKR, employee, investor, and vendor information, and employ a systematic approach to safeguarding data and information security across KKR.

Data responsibility at KKR encompasses cybersecurity and data privacy. Our cybersecurity practices include efforts to secure data from unauthorized use or access. Data privacy refers to how we collect, manage, store, and appropriately control the use of personal information. Both are vital to maintaining operational integrity and stakeholder trust. As cyber threats evolve and increase in presence, we seek to prioritize the continuous improvement of our data responsibility processes.

Our Data Responsibility efforts are guided by the following policies:
Information Security Policy
Use of Technology Policy
European Data Protection Policy
Consumer Privacy Policy and Procedures

2025 Highlights

- Continued global Cybersecurity Awareness Month programming
- Launched global Data Privacy Awareness Month programming
- Enhanced KKR's Cybersecurity & Data Privacy Annual Training
- Advanced KKR's Responsible AI Governance and Oversight Program

 Read about how we seek to protect data security and privacy across our portfolio in [KKR's 2025 Sustainability Report](#)

Cybersecurity

Governance

KKR's Chief Information Security Officer (CISO) leads an Information Security team whose responsibilities include securing data from unauthorized use or access. The cybersecurity strategy and program at KKR includes, among other things, annual employee training about cybersecurity risks and new employee onboarding about KKR's security policies. The KKR Information Security team's mandates can be broadly grouped into three categories:

- Operations and engineering
- Threat detection and response
- Governance

Additionally, the Information Security team maintains various levels of certifications — including CISSP, GIAC security operations certification, certified information security manager, and other certifications focused on specific technologies.

The KKR CISO is a member of the firm's Operational Risk Committee. The Operational Risk Committee is comprised of senior employees from across our firm. The committee focuses on significant operating and business risks, which includes among others, regulatory, cybersecurity, operational, geopolitical, and reputational risks, and is responsible for ensuring risks are identified, assessed, managed, and mitigated effectively in the cybersecurity risk management environment for KKR. This includes identifying and monitoring KKR's technology risks, including those related to information security, business disruption, fraud and privacy related risks, and also promoting cybersecurity awareness at the firm.

The Operational Risk Committee reports to the ROC. At least annually, management will present to the Audit Committee and the Risk Committee of the KKR Board on various topics relating to KKR's technology risks, including KKR's cybersecurity program, the current cybersecurity threat landscape, and related risk management.

Risk Management and Strategy

KKR has a cybersecurity incident response plan, which was developed taking into account industry standard guidance provided by institutes such as the National Institute of Standards and Technology. This plan is a key component of the cybersecurity program, which is generally incorporated within our enterprise risk management framework.

The KKR CISO and KKR's CCO co-chair a cybersecurity incident response team (CIRT), which aims to manage and mitigate the risk and impact of cybersecurity breach events at KKR, including those arising from third-party service providers, including those providers that have access to KKR's customer and employee data. Cybersecurity considerations affect the selection and oversight of our third-party service providers. We perform cybersecurity-related diligence on third parties that have access to our systems, data, or facilities.

In addition to the KKR CISO and KKR's CCO, the KKR CIRT includes members of the firm's Legal, Technology, Compliance, Risk, Public Policy and Affairs, Human Capital, and Finance groups. KKR has established a notification decision framework to determine when the KKR CIRT will provide notifications regarding certain cybersecurity incidents, with different severity thresholds triggering notifications to different recipient groups, including the ROC, senior members of management, and the KKR Board or its committees, as applicable.

The KKR Information Security team undertakes a variety of measures to monitor and manage the cybersecurity risks of KKR. Our technology platforms and applications are designed to enable us to monitor user and network behavior at KKR, identify threats using certain analytics, and mitigate attacks across various layers of the enterprise. The KKR Information Security team conducts regular internal and external audits with third-party cybersecurity experts to identify and evaluate potential weaknesses in our cybersecurity systems. In addition, the KKR Information Security team conducts periodic phishing simulations, as well as periodic employee training on KKR's security policies and controls, and provides other security training as part of new employee onboarding.

 Read more on cybersecurity at KKR in Part 1 Item 1A of our KKR & Co. Inc., [Annual Report on Form 10-K \(2025 10-K\)](#).

Cyber Awareness and Education

KKR's commitment to cybersecurity starts with our employees, and, as such we focus on providing dynamic, tailored programming. For example, in October 2025, our Information Security team hosted a range of events for Cybersecurity Awareness Month, including a session focusing on how AI is transforming the cybersecurity landscape, covering practical ways to share cybersecurity best practices with families, everyday habits that strengthen cyber resilience, and the importance of fostering a culture that encourages awareness, learning, and proactive reporting.

Data Privacy


KKR appreciates the significance of data privacy in the current digital era. Understanding that data privacy is not merely a regulatory requirement, we treat it as a foundation for trust, security, and responsible innovation. Guided by our Chief Data Privacy Officer, KKR has implemented comprehensive strategies to safeguard personal data across our global operations. Examples of our data privacy initiatives include:

- **Data protection, governance, and security measures:** KKR protects data by applying strong encryption to information both at rest and in transit, helping prevent unauthorized access at every stage of the data life cycle. Encryption is supported by clear data governance controls, including defined handling procedures and access management protocols. Multi-factor authentication, firewalls, and other technical safeguards further strengthen our layered security approach and help uphold KKR's commitment to data privacy.
- **Respecting individual privacy rights:** Respect for individual privacy rights is fundamental to KKR's data privacy program. To this end, KKR has established processes to handle requests for access, rectification, deletion, and portability of personal data. These processes aim to ensure that individuals can exercise their privacy rights effectively, promoting transparency and accountability in data handling practices.

- **Employee education and awareness:** Educating employees about privacy policies, procedures, and their roles in protecting personal data is crucial for fostering a culture of privacy within KKR. Regular training aims to keep employees informed and builds a strong privacy culture that is reflected across KKR's daily operations.
- **Incident response plan:** A well-defined incident response plan is critical for timely action in the event of a privacy incident. KKR is committed to maintaining such a plan, which outlines processes for identifying, assessing, and responding to potential privacy risks. It includes measures for prompt notification to affected individuals and relevant authorities, in line with applicable privacy and incident reporting requirements. By following these guidelines, KKR seeks to ensure it can respond swiftly to privacy incidents and effectively mitigate their impact.
- **Third-party vendor compliance:** Upholding robust privacy standards for our vendors is essential to maintaining data protection across the entire data life cycle. KKR aims to conduct thorough due diligence and to establish clear, enforceable contractual obligations on data privacy and data security. These measures aim to ensure every partner in our supply chain meets KKR's expectations and upholds the same high standards for data stewardship at every stage of processing and management.

At KKR, we recognize the potential of artificial intelligence (AI) to enhance productivity and analytics capabilities. Acknowledging the responsibility that comes with deploying such powerful technology, we are committed to the ethical, responsible, and compliant use of AI in line with our firm-wide Responsible AI Policy. To uphold this commitment, KKR manages AI through a formal, cross-functional governance process that evaluates proposed AI tools and use cases. This process aims to assess risks, determines appropriate safeguards, and approves implementation only when the technology meets our standards for responsible use. By embedding this oversight, we aim to ensure that innovation is paired with accountability, and that AI adoption strengthens, not compromises, our operational, ethical, and regulatory posture.

KKR's framework is a robust foundation to guide the responsible use of AI through clear policies, practical controls, mandatory firm-wide training, strong oversight, and disciplined risk assessment. We actively monitor legal and regulatory changes to properly guide our internal implementation of this technology.

 Read about our **privacy practices**, including those applicable to California, United Kingdom and European Union, Non-European Union, Singapore, and Job Applicants.

Relevant Policies

Below, we have provided an overview of select KKR policies and procedures relevant to Data Responsibility.

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Information Security Policy and Use of Technology Policy

KKR maintains an Information Security Policy and Use of Technology Policy. KKR is also a member of the Financial Services Information Sharing and Analysis Center (FS-ISAC), a nonprofit group dedicated to reducing cybersecurity risks throughout the global finance industry. Additionally, our cybersecurity Incident Response Plan is a key component of our cybersecurity program, which is generally incorporated as part of our enterprise risk management program.

Responsible AI Policy

KKR's Responsible AI Policy establishes the firm's core principles, governance mechanisms, and oversight responsibilities for the development, acquisition, and use of AI. It defines how KKR works to ensure that AI systems are deployed ethically, securely, and in compliance with applicable laws and internal standards. The policy provides a clear framework for assessing risks, assigning accountability, and promoting responsible innovation across the firm, enabling KKR to harness AI's benefits while protecting stakeholders and upholding the firm's values.

Corporate Citizenship

Approach

KKR's Corporate Citizenship platform helps build stronger communities through philanthropy, employee engagement, and scalable community programs where we operate. We strive to take a holistic approach to Corporate Citizenship at KKR, empowering strong communities where we have a presence through our Strategic Philanthropy approach and leveraging the dedication and expertise of our global team. We seek to collaborate on programs that create pathways for economic mobility.

The Corporate Citizenship team, led by our Head of Corporate Citizenship and reporting to our Global Head of Human Capital, is responsible for developing and leading our global Corporate Citizenship strategy in collaboration with team members across KKR's global offices.

 Read more about [Corporate Citizenship](#) on [kkf.com](#).

Employee Engagement

KKR Cares

KKR team members are a vital asset in our efforts to support and empower communities. We see this as a win-win — both to continue generating positive social outcomes and to enhance employees' experience and connection to KKR.

KKR Cares encompasses the collaborative effort and engagement of our employees through four key programs:

- **40 for 40 Volunteering:** KKR employees are eligible for 40 hours of paid volunteer time each year
- **Matching Gift:** KKR matches employee donations to eligible nonprofits up to a designated limit per year
- **Nonprofit Board Service:** KKR provides pathways for employees to serve on nonprofit boards aligned with their interests
- **Pro Bono Service:** KKR employees and teams share their skilled expertise to help communities and nonprofit organizations achieve their goals

In 2025, we expanded our Corporate Citizenship efforts by hosting our first **Global KKR Cares Week**, a firm-wide effort for colleagues to support local communities and deepen our culture of service. Through KKR Cares Week, employees helped:

- Pack or serve approximately **35,000** meals
- Assemble **2,000+** essential needs kits
- Donate **800+** items to communities in need
- Complete beautification projects across **3** continents

Employees across 26 offices participated in more than 70 volunteer events, reflecting our belief that engagement strengthens both our firm and the places where we operate. This inaugural effort builds on our long-standing commitment to volunteerism and reinforces how our people bring KKR's values to life globally.

2025 Highlights

\$14.5 M

in grants provided through Corporate Citizenship programs impacting

20+

countries

1,300+

nonprofits supported¹³

2,500+

KKR employees participated in KKR Cares through volunteering, matching gifts, and nonprofit board service

Charitable Giving

Strategic Philanthropy

Through our Strategic Philanthropy efforts, we aim to increase the positive impact we can make in our communities by driving long-term, sustainable economic opportunity and economic security in communities where we operate. We seek to do this by building businesses, opening pathways, and growing financial preparedness in support of shared economic mobility globally.

We plan to measure our success based on outcomes, and the positive impact our funded programs drive in communities. Our philanthropy is focused on four key constituencies:

- Opportunity Talent
- Opportunity Youth
- Small Businesses and Social Enterprises
- Civil Servants

Selecting our nonprofit partners is a team effort at KKR. KKR's Global Grants Committees review and approve grants to nonprofits aligned with our priorities. Including representatives from each of our business regions enables local team members to advance programming tailored to community needs.

Disaster Relief and Crisis Response

Community need is amplified in times of crisis. KKR seeks to support communities where we operate, helping them to respond and recover. We provide support to local, national, and international nonprofits providing relief on the ground and have also implemented innovative programming to support segments of the population that face unique challenges in the wake of disasters. For example, in 2025 KKR and its employees supported efforts to help Los Angeles teachers replace classroom supplies lost in the California wildfires through KKR employee donations and KKR's matching contributions.

¹³Includes KKR strategic philanthropy grants, matching gifts, and corporate contributions.

Appendix

Operational Emissions Assurance

VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS



To: The Stakeholders of KKR & Co. Inc.

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by KKR & Co. Inc. (KKR) for the period stated below. This verification declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of KKR. KKR is responsible for the preparation and fair presentation of the GHG emissions statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG emissions statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing, and extent than in a reasonable level of assurance verification.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide
- Exclusions: Emergency generator, fire pump, and other non-heating related stationary combustion emissions are excluded from Scope 1.

Types of GHGs: CO₂, N₂O, CH₄, HFCs

GHG Emissions Statement:

- **Scope 1:** 1,549 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 8,019 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 8,471 metric tons of CO₂ equivalent

Data and information supporting the Scope 1 and Scope 2 GHG emissions statement were historical in nature, but in some cases estimated.

Global Warming Potential (GWP) and emission factor data sets:

- GWP: Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR-5)
- United States Environmental Protection Agency (USEPA) Emissions & Generation Resource Integrated Database (eGRID) (2023 data), June 2025
- USEPA Emission Factor Hub, January 2025
- International Energy Agency (IEA) Emission Factor Database (2025 data), September 2025
- United Kingdom (UK) Department for Environment Food & Rural Affairs (DEFRA), UK Government GHG Conversion Factors for Company Reporting, June 2025
- Australia National Greenhouse Accounts Factors, August 2024
- Green-E Residual Mix Emissions Rates (2023 Data), January 2026
- Association of Issuing Bodies (AIB) European Residual Mixes (2024 Data), August 2025

Period covered by GHG emissions verification:

- January 1, 2025 to December 31, 2025

Criteria against which verification was conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)

Reference Standard:

- ISO 14064-3 Second Edition 2019-04: Greenhouse gases -- Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of $\pm 5\%$ for aggregate errors in sampled data for each of the above indicators

GHG Emissions Verification Methodology:

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of KKR and their consultant;
- Review of documentary evidence produced by KKR and their consultant;
- Review of KKR data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by KKR to determine GHG emissions.

Verification Opinion:

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2).

It is our opinion that KKR has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with KKR, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

Attestation:



Emma Annand, Lead Verifier
ESG Project Manager 2
Apex Companies, LLC
Portland, Oregon

April 23, 2026



David Reilly, Technical Reviewer
ESG Principal Consultant
Apex Companies, LLC
Santa Ana, California

This verification opinion declaration, including the opinion expressed herein, is provided to KKR & Co. Inc. and is solely for the benefit of KKR & Co. Inc. in accordance with the terms of our agreement. We consent to the release of this declaration to the public or other organizations, but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this declaration.

Cautionary Statement

“KKR” means Kohlberg Kravis Roberts & Co. L.P. and its corporate affiliates that operate KKR’s legacy asset management business, which includes its capital markets subsidiaries but does not include The Global Atlantic Financial Group LLC or its subsidiaries (“Global Atlantic”) or any other subsidiaries of KKR & Co. Inc., including KJR Management and its subsidiaries (“KJRM”). “KKR” includes the investment funds, vehicles, and accounts advised by KKR, as the context requires, but does not include the portfolio companies owned by KKR’s investment funds, vehicles and accounts. References to KKR & Co. Inc. in this report refer to KKR & Co. Inc. and its subsidiaries, as the context requires. “We” and “our” refer to KKR & Co. Inc., KKR or Global Atlantic, as the context requires. For further information on the scope of KKR’s Responsible Investment Policy, see the publicly available Responsible Investment Policy at www.kkr.com. Notwithstanding the foregoing or any other statements made in this report, including the particular defined terms used throughout, the disclosures in this report do not purport to be applicable to, or derived from, all of the legal entities, business units, activities or operations constituting KKR & Co. Inc., KKR or Global Atlantic, as defined.

This report documents activities and includes data which are as of December 31, 2025, unless otherwise noted. This report is dated June 23, 2026 and speaks only as of such date, unless otherwise stated, and access to this report at any given time shall not give rise to any implication that there has been no change in the facts set forth in this report since such date. This report is not, and shall not be construed, as an offer to purchase or sell, or the solicitation of an offer to purchase or sell any securities in any jurisdiction.

Forward-Looking Statements

This report contains certain forward-looking statements pertaining to KKR, including investment funds, vehicles and accounts managed by KKR and Global Atlantic. You can identify these forward-looking statements by the use of words such as “opportunity,” “outlook,” “believe,” “expect,” “feel,” “potential,” “continue,” “may,” “should,” “seek,” “intend,” “will,” “plan,” “estimate,” “visibility,” “positioned,” “path to,” the negative version of these words, other comparable words or other statements that do not relate strictly to historical or factual matters. Forward-looking statements relate to expectations, estimates, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts, including but, not limited to, any statements with respect to: statements regarding KKR’s business, financial condition, and operations; the potential for future business growth; KKR’s ability to grow its AUM, to deploy capital, to realize unrealized investment appreciation, and the time period over which such events may occur; expansion and growth opportunities and other synergies resulting from acquisitions of companies (including the acquisition and integration of Global Atlantic), internal reorganizations or strategic partnerships with third parties; and KKR’s ability to manage the investments in and operations of acquired companies and businesses.

These forward-looking statements are based on KKR’s beliefs, assumptions and expectations, taking into account all information currently available to it. These beliefs, assumptions and expectations can change as a result of many possible events or factors, not all of which are known to KKR or are within its control. The use of words such as “consistent,” “trends,” or comparable words or other

statements is not a guarantee of future performance or that any other statements to which these apply are guaranteed to occur. If a change occurs, forward-looking statements made as part of this report may vary materially from those expressed in the applicable forward-looking statements.

These forward-looking statements include target, goal, hypothetical or estimated results, projections and other comparable phrases and concepts are hypothetical in nature and are shown for illustrative, informational purposes only. Except as otherwise specifically stated, this information is not intended to forecast or predict future events, but rather to show the hypothetical estimates calculated using the specific assumptions presented herein. It does not reflect any actual results, which may differ materially. Certain of the forward-looking information has been made for illustrative purposes and may not materialize. No representation or warranty is made as to the reasonableness of the assumptions made or that all assumptions used in calculating the target, goal, hypothetical or estimated results have been stated or fully considered. Changes in the assumptions may have a material impact on the target, goal, hypothetical or estimated results presented. Target, goal, hypothetical or estimated results or projections may not materialize.

These statements are subject to numerous risks, uncertainties and assumptions, including those listed here in the above paragraphs and described under the section entitled “Risk Factors” in KKR & Co. Inc.’s Annual Report on Form 10-K for the year ended December 31, 2025, filed with the SEC on February 27, 2026, as such factors may be updated from time to time in our periodic filings with the SEC, which are accessible on the SEC’s website at www.sec.gov. These factors should not be construed as being exhaustive and should be read in conjunction with the other cautionary statements that are included in this report and in KKR & Co. Inc.’s filings with the SEC.

All forward-looking statements speak only as of the date of this report. KKR does not undertake any obligation to update any forward-looking statements to reflect circumstances or events that occur after the date on which such statements were made except as required by law.

KKR Entities

Nothing in this report is intended to constitute, and shall not be construed as constituting, the provision of any tax, accounting, financial, investment, insurance, regulatory, legal or other advice by KKR, KKR & Co. Inc., or its representatives. Without limiting the foregoing, this report is not and shall not be construed as an “advertisement” for purposes of the Investment Advisers Act of 1940, as amended, or an offer to purchase or sell, or the solicitation of an offer to purchase or sell, any security, service or product of or by any KKR or KKR & Co. Inc. entity, including but not limited to any investment advice, any investment fund, vehicle or account, any capital markets service, or any insurance product, including but not limited to (i) any investment funds, vehicles or accounts sponsored, advised or managed by (or any investment advice from) Kohlberg Kravis Roberts & Co. L.P., KKR Credit Advisors (US) LLC, KKR Credit Advisors (Ireland) or other subsidiary, (ii) any capital markets services by KKR Capital Markets LLC (“KCM”) or any KCM affiliate outside the United States, or (iii) any insurance product or reinsurance offered by

Accordia Life and Annuity Company, Commonwealth Annuity and Life Insurance Company, First Allmerica Financial Life Insurance Company, Forethought Life Insurance Company, Global Atlantic Re Limited, Global Atlantic Assurance Limited or any other Global Atlantic owned or sponsored insurance company, or any investment or insurance product or reinsurance offered by any insurance-related vehicle sponsored or managed by Global Atlantic.

Each KKR and KKR & Co. Inc. entity is responsible for its own financial, contractual and legal obligations. This report has been prepared solely for informational purposes. This report is not intended to make, and does not make, any financial or investment recommendation or otherwise promote a product or service of KCM or any of its affiliates.

Sustainability

Statistics and metrics relating to our sustainability matters, including greenhouse gas (“GHG”) metrics, are estimates and may be based on assumptions or developing standards (including KKR’s internal standards and policies) and, as a result, may be hypothetical in nature and may vary materially. Such statistics and metrics, including those relating to our financed emissions and the number of portfolio companies associated with such emissions, are subject to change in the future.

KKR’s sustainability initiatives, policies, and procedures are subject to KKR’s fiduciary or similar duties and applicable legal, regulatory, and contractual requirements. There can be no assurance that KKR’s policies and procedures as described in this report, including policies and procedures related to sustainability or the application of sustainability-related criteria or reviews to the investment process will continue; such policies and procedures could change, even materially, or may not be applied to a particular investment at KKR’s discretion, based on cost, timing, or other considerations. The actual investment process used for any particular investment may differ materially from the process described herein. There is no guarantee that KKR will remain a signatory, supporter, or member of any Sustainability, Impact, or Responsible Investment initiatives or other similar industry frameworks.

Statements about sustainability initiatives or practices related to portfolio companies do not apply in every instance and depend on factors including, but not limited to, the relevance or implementation status of a sustainability initiative, to or within, the portfolio company; the nature and/or extent of investment in, ownership of or, control or influence exercised by KKR with respect to the portfolio company; and other factors as determined by investment teams, corporate groups, asset management teams, portfolio operations teams, companies, investments, and/or businesses on a case-by-case basis. Sustainability factors are only some of the many factors KKR considers in evaluating an investment, and there is no guarantee that consideration of sustainability factors will enhance long-term value and financial returns for investors. To the extent KKR engages with portfolio companies on sustainability-related practices and potential enhancements thereto, there is no guarantee that such engagements will improve the financial performance or risk profile of the investment. In addition, the act of identifying and evaluating material sustainability factors is subjective by nature, and there is no guarantee that the criteria utilized or judgment exercised by KKR will correlate with the perceived material sustainability risks, views, internal policies or preferred practices of investors, other asset managers or with market trends.

Any awards or designations presented herein are the opinion of the respective parties conferring the award or designation and not of KKR or KKR & Co. Inc. KKR or KKR & Co. Inc. may have paid a fee to participate in such awards or assessments. The receipt of compensation influences, and is likely to present a potential material conflict of interest, relating to any granted award or designation. There can be no assurance that other providers or surveys would reach the same conclusions.

Certain information contained herein relating to any goals, targets, intentions, or expectations is subject to change, and no assurance can be given that such goals, targets, intentions, or expectations will be met. Further, the information included herein does not imply that KKR sets any greenhouse gas emissions-related goals, targets, intentions, or expectations. These statements are subject to numerous risks, uncertainties and assumptions.

In this report, we are not using such terms as “material” or “materiality” as they are used under the securities or other laws of the U.S. or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for purposes of this report, should not, therefore, be read as equating to any use of the word in other KKR reporting or statements. “Material” sustainability issues are defined as those issues that KKR, in its sole discretion, determines to have — or have the potential to have — a substantial impact on an organization’s ability to create or preserve economic value. Any discussion of sustainability-related topics that are potentially material to a portfolio company refers only to the materiality of such topic to a portfolio company and does not imply or indicate that such topic is material to KKR or KKR & Co. Inc.