

2023 Annual Meeting of Shareholders June 13, 2023

Rules of Conduct and Procedures

Welcome to the 2023 Annual Meeting of Shareholders of Equity Commonwealth. We appreciate your interest and attendance today. The following procedures will apply to today's meeting:

1. The business of the meeting will be presented as set forth on the Agenda. The only business matters to be conducted at the meeting are those matters set forth in the Notice of 2023 Annual Meeting of Shareholders and Proxy Statement, including any supplements thereto.
2. The Chief Executive Officer shall preside at the meeting and will have full authority to make any necessary determinations with respect to the conduct of and procedures for the meeting.
3. If a shareholder has voted by proxy prior to the start of the meeting, there is no need to vote those shares during the meeting, unless the shareholder wishes to revoke or change their vote.
4. Only shareholders of record as of the close of business on the record date of April 13, 2023, or those who hold a valid legal proxy for the meeting, are entitled to vote at and participate in the meeting.
5. Shareholders may submit appropriate questions or comments beginning approximately fifteen minutes before the meeting in the designated field on the virtual meeting website. Questions or comments relating directly to a proposal may be submitted at or before the time the proposals are presented at the meeting for consideration by specifying the proposal to which the question or comment relates. The Company will address appropriate questions and comments relating to a proposal prior to the closing of the polls. The Company will address appropriate questions or comments that do not relate to a specific proposal during the question-and-answer period after the formal portion of the meeting has concluded.
6. All questions should be brief and specific. To allow for an orderly meeting, the Company may limit the number of questions from any individual shareholder. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized and answered together. The question-and-answer period will end after a reasonable time, as determined by the Company. The Company does not intend to address any inappropriate questions, including questions that, in its judgment:
 - are not related to the business of the meeting;
 - relate to material, non-public information of the Company;
 - relate to personal grievances;
 - contain derogatory references to individuals or are otherwise in bad taste;
 - are repeat questions that have already been answered; or
 - are out of order or not otherwise suitable for the meeting.

7. Recording of the meeting is prohibited. An audio replay of the webcast will be available on the Company's website as soon as practicable after the meeting for 30 days.
8. In the event of technical malfunction or other unforeseen issue that disrupts the meeting, the Company may adjourn, recess or expedite the meeting or take such other action that it deems appropriate under the circumstances.

Forward Looking Statements. The Company may make forward-looking statements during the meeting. Forward-looking statements are not guarantees of future performance. They relate to expectations, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts. Any such forward-looking statements reflect the Company's current views about future events and are subject to numerous known and unknown risks, uncertainties, assumptions and changes in circumstances. Please see the Company's filings with the Securities and Exchange Commission for more information on the risks that could cause the Company's actual results to differ from these forward-looking statements, particularly the section entitled "Risk Factors" in the Company's Annual Report on Form 10-K.

Thank you for your cooperation and participating in the Company's Annual Meeting.