

BOSTON PROPERTIES INC
Form DEF 14A
April 02, 2015
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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the
Securities Exchange Act of 1934 (Amendment No.)

Filed by Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
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BOSTON PROPERTIES, INC.

(Name of Registrant as Specified in Its Charter)

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- 1) Amount Previously Paid:

2) Form, Schedule or Registration Statement No.:

3) Filing Party:

4) Date Filed:

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**Notice of 2015 Annual
Meeting of Stockholders
and Proxy Statement**

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April 2, 2015

Dear Stockholder:

You are cordially invited to attend the 2015 annual meeting of stockholders of Boston Properties, Inc. The annual meeting will be held on Tuesday, May 19, 2015 at 10:00 a.m., Eastern Time, at 399 Park Avenue, 13th Floor, New York, New York.

The proxy statement, with the accompanying formal notice of the meeting, describes the matters expected to be acted upon at the meeting. We urge you to review these materials carefully and to use this opportunity to take part in the affairs of Boston Properties by voting on the matters described in the proxy statement. Following the formal portion of the meeting, we will report on the operations of our company and our directors and management team will be available to answer appropriate questions from stockholders.

This year's proxy statement demonstrates our ongoing commitment to provide a clear and detailed discussion of matters that will be addressed at the meeting. We have included a proxy summary that includes highlights of some important policy updates and a snapshot of other information that are discussed in more detail elsewhere in the proxy statement. The Compensation Discussion and Analysis, which begins on page 25, provides a focused discussion of our executive compensation practices that reinforce pay-for-performance and alignment with our stockholders.

Your vote is important. We hope that you will be able to attend the meeting. Whether or not you plan to attend the meeting, please vote as soon as possible. Instructions on how to vote are contained in the proxy statement.

Thank you for your continued support of Boston Properties.

Sincerely,

Mortimer B. Zuckerman

Chairman of the Board

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Boston Properties, Inc. 800 Boylston Street
Suite 1900
Boston, MA 02199-8103

Notice of 2015 Annual Meeting of Stockholders

Date: Tuesday, May 19, 2015
Time: 10:00 a.m., Eastern Time
Place: 399 Park Avenue, 13th Floor, New York, New York
Record Date: You may vote if you were a stockholder of record as of the close of business on March 25, 2015.

Items of Business:

1. To elect the eleven nominees for director named in the proxy statement, each to serve for a one-year term and until their respective successors are duly elected and qualified.
2. To hold an advisory vote on named executive officer compensation.
3. To ratify the Audit Committee's appointment of PricewaterhouseCoopers LLP as our independent registered public accounting firm for the fiscal year ending December 31, 2015.
4. To consider and act upon a stockholder proposal concerning an independent board chairman.
5. To consider and act upon a stockholder proposal concerning the adoption of proxy access.
6. To consider and act upon a stockholder proposal concerning a policy regarding accelerated vesting of equity awards to senior executives upon a change in control.
7. To consider and act upon any other matters that are properly brought by or at the direction of the Board of Directors before the annual meeting and at any adjournments or postponements thereof.

Proxy Voting: If you do not plan to attend the meeting and vote your shares of common stock in person, we urge you to vote your shares as instructed in the proxy statement. If you received a copy of the proxy card by mail, you may sign, date and mail the proxy card in the postage-paid envelope provided.

If your shares of common stock are held by a broker, bank or other nominee, please follow the instructions you receive from your broker, bank or other nominee to have your shares of common stock voted.

Any proxy may be revoked at any time prior to its exercise at the annual meeting.

Important Notice Regarding the Availability of Proxy Materials for the Stockholders Meeting to be Held on May 19, 2015. The proxy statement and our 2014 annual report to stockholders are available at

www.edocumentview.com/bxp.

By Order of the Board of Directors

FRANK D. BURT, ESQ.

Secretary

April 2, 2015

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This summary highlights information contained elsewhere in the proxy statement. This summary does not contain all of the information that you should consider, and you should read the entire proxy statement carefully before voting.

STOCKHOLDER VOTING MATTERS

Voting Matter	Board Vote Recommendation	Page Reference for more information
<i>Management Proposals:</i>		
Item 1 Election of Directors	FOR each nominee	13
Item 2 Advisory Vote on Named Executive Officer Compensation	FOR	62
Item 3 Ratification of Independent Registered Public Accounting Firm	FOR	63
<i>Stockholder Proposals:</i>		
Item 4 Independent Board Chairman	AGAINST	65
Item 5 Proxy Access	AGAINST	68
Item 6 Accelerated Vesting of Equity Awards	AGAINST	69

COMPENSATION POLICY HIGHLIGHTS

Since our 2014 annual meeting of stockholders, we have updated our compensation policies as follows:

Refined Performance Framework

As we committed to doing last year, the Compensation Committee refined a framework that measures our performance against operational, capital and management goals on an absolute basis and compared to other office REITs that we consider direct competitors. This measurement framework was a key component of the overall process used by the Compensation Committee to assess performance and determine executive compensation levels for 2014. The Compensation Committee expects to continue to use this framework in future years. For more information on our 2014 performance, compensation policies and compensation decisions, please see *Compensation Discussion and Analysis* on page 25.

Adopted Double-Trigger Vesting for Time-Based Equity Awards

The Compensation Committee modified our policy regarding the accelerated vesting of equity awards in connection with a change of control. Beginning in 2015, grants of time-based equity awards to executives include double-trigger vesting, meaning that, if there is a change of control and the awards are not otherwise cancelled in connection with the change of control transaction, they only become fully vested if, within 24 months after the change of control, the executive's employment is terminated by Boston Properties or its successor without cause or the executive resigns for good reason.

CORPORATE GOVERNANCE HIGHLIGHTS

Since our 2014 annual meeting of stockholders, we have updated our corporate governance practices as follows:

Lead Independent Director

In 2013 our Board of Directors separated the roles of the Executive Chairman and Chief Executive Officer, and in 2014 our Board of Directors decided to establish a lead independent director role

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effective immediately following the 2014 annual meeting of stockholders. Our independent directors selected Mr. Ivan G. Seidenberg, who has both extensive executive management and board experience, as our initial lead independent director.

Completed Transition to New Chief Executive Officer

Effective December 31, 2014, our founder, Mr. Mortimer B. Zuckerman, completed his transition from Executive Chairman to non-executive Chairman of the Board. As a result, he is no longer an officer or employee of Boston Properties, but his term as a director remained unchanged by the transition. Mr. Owen D. Thomas continues as our Chief Executive Officer and a director, positions he has held since April 2, 2013.

Adoption of Proxy Access By-Laws

In February 2015, we amended our By-laws to adopt a proxy access right for stockholders, pursuant to which a stockholder, or group of up to five stockholders, meeting specified eligibility requirements, may include director nominees in our proxy materials for annual meetings of our stockholders. Among other requirements, to be eligible to utilize these proxy access provisions, the stockholder or group must have owned at least 3% of the aggregate of the issued and outstanding shares of our common stock continuously for at least the prior three years. The maximum number of director nominees that may be submitted may not exceed 25% of the number of directors then in office. For more information, see *Proxy Access By-Law Provisions* on page 12.

SNAPSHOT OF BOARD & GOVERNANCE INFORMATION

Number of Independent Directors Standing for Election	8
Total Number of Director Nominees	11
Average Age of Directors Standing for Election	65.8
Average Tenure of Directors Standing for Election (years)	8.7
Separate Chairman and CEO	Yes
Independent Chairman	No
Lead Independent Director	Yes
3% / 3-Year Proxy Access Right	Yes
Annual Election of All Directors	Yes
Majority Voting for Directors	Yes
Regular Executive Sessions of Independent Directors	Yes
Annual Board and Committee Self-Evaluations	Yes
Disclosure of Policy on Company Political Spending	Yes
Code of Business Conduct and Ethics for Employees and Directors	Yes
Stock Ownership Requirements for Executives	Yes
Stock Ownership Requirements for Directors	Yes
Anti-Hedging, Anti-Short-Sale and Anti-Pledging Policies	Yes
Compensation Clawback Policy	Yes
Double-Trigger Vesting for Time-Based Equity Awards	Yes
No Future Tax Gross-Up Provisions	Yes
Target Compensation above Market Median	No

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April 2, 2015

PROXY STATEMENT

This proxy statement is being made available to stockholders of Boston Properties, Inc. (we, us, our, Boston Properties or the Company) on or about April 2, 2015 via the Internet or by delivering printed copies by mail, and is furnished in connection with the solicitation of proxies by the Board of Directors of Boston Properties, Inc. for use at the 2015 annual meeting of stockholders of Boston Properties, Inc. to be held on Tuesday, May 19, 2015 at 10:00 a.m., Eastern Time, at 399 Park Avenue, 13th Floor, New York, New York, and at any adjournments or postponements thereof.

QUESTIONS AND ANSWERS ABOUT THE ANNUAL MEETING

Why did I receive a notice in the mail regarding the Internet availability of the proxy materials instead of a paper copy of the proxy materials?

As permitted by rules adopted by the Securities and Exchange Commission (SEC), we are making this proxy statement and our 2014 annual report, including a copy of our annual report on Form 10-K and financial statements for the year ended December 31, 2014, available to our stockholders electronically via the Internet. On or about April 2, 2015, we began mailing to many of our stockholders a Notice of Internet Availability of Proxy Materials (Notice) containing instructions on how to access this proxy statement and our annual report online, as well as instructions on how to vote. Also on or about April 2, 2015, we began mailing printed copies of these proxy materials to stockholders that have requested printed copies. If you received a Notice by mail, you will not receive a printed copy of the proxy materials in the mail unless you request a copy. Instead, the Notice instructs you on how to access and review all of the important information contained in the proxy statement and annual report. The Notice also instructs you on how you may vote via the Internet. If you received a Notice by mail and would like to receive a printed copy of our proxy materials, you should follow the instructions for requesting such materials included in the Notice. Our 2014 annual report is not part of the proxy solicitation material.

What is the purpose of the annual meeting?

At the annual meeting, stockholders will be asked to vote upon the matters set forth in the accompanying notice of annual meeting, including the election of directors, an advisory resolution on named executive officer compensation, the ratification of the appointment of our independent registered public accounting firm and, if properly presented, consideration of three stockholder proposals.

Who is entitled to vote?

If you were a stockholder of record as of the close of business on March 25, 2015, which is referred to in this proxy statement as the record date, you are entitled to receive notice of the annual meeting and to vote the shares of common stock that you held as of the close of business on the record date. Each stockholder is entitled to one vote for each share of common stock held by such stockholder on the record date.

May I attend the meeting?

All stockholders of record of shares of common stock of Boston Properties, Inc. at the close of business on the record date, or their designated proxies, are authorized to attend the annual meeting. Each stockholder and proxy will be

asked to present a valid government-issued photo identification, such as

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a driver's license or passport, before being admitted. If you are not a stockholder of record but you hold your shares in street name (*i.e.*, your shares are held in an account maintained by a bank, broker or other nominee), then you should provide proof of beneficial ownership as of the record date, such as an account statement reflecting your stock ownership as of the record date, a copy of the voting instruction card provided by your broker, bank or other nominee, or other similar evidence of ownership. We reserve the right to determine the validity of any purported proof of beneficial ownership. If you do not have proof of ownership, you may not be admitted to the annual meeting. Cameras, recording devices and other electronic devices will not be permitted, and attendees may be subject to security inspections and other security precautions. You may obtain directions to the annual meeting on our website at <http://www.bostonproperties.com/proxy>.

What constitutes a quorum?

The presence, in person or by proxy, of holders of at least a majority of the total number of outstanding shares of common stock entitled to vote is necessary to constitute a quorum for the transaction of business at the annual meeting. As of the record date, there were 153,402,107 shares of common stock outstanding and entitled to vote at the annual meeting. Each share of common stock outstanding on the record date is entitled to one vote on each matter properly submitted at the annual meeting and, with respect to the election of directors, one vote for each director to be elected. Abstentions or broker non-votes (*i.e.*, shares represented at the meeting held by brokers, as to which instructions have not been received from the beneficial owners or persons entitled to vote such shares and with respect to which, on one or more but not all matters, the broker does not have discretionary voting power to vote such shares) will be counted for purposes of determining whether a quorum is present for the transaction of business at the annual meeting.

How do I vote?

Voting in Person at the Meeting

If you are a stockholder of record and attend the annual meeting, you may vote in person at the meeting. If your shares of common stock are held in street name and you wish to vote in person at the meeting, you will need to obtain a legal proxy from the broker, bank or other nominee that holds your shares of common stock of record.

Voting by Proxy for Shares Registered Directly in the Name of the Stockholder

If you hold your shares of common stock in your own name as a holder of record with our transfer agent, Computershare Trust Company, N.A., you may instruct the proxy holders named in the proxy card how to vote your shares of common stock in one of the following ways:

Vote by Internet. You may vote via the Internet by following the instructions provided in the Notice or, if you received printed materials, on your proxy card. The website for Internet voting is printed on the Notice and also on your proxy card. Please have your Notice or proxy card in hand. Internet voting is available 24 hours per day until 11:59 p.m., Eastern Time, on May 18, 2015. You will receive a series of instructions that will allow you to vote your shares of common stock. You will also be given the opportunity to confirm that your instructions have been properly recorded.

If you vote via the Internet, you do not need to return your proxy card.

Vote by Telephone. If you received printed copies of the proxy materials, you also have the option to vote by telephone by calling the toll-free number listed on your proxy card. Telephone voting is available 24 hours per day until 11:59 p.m., Eastern Time, on May 18, 2015. When you call, please have your proxy card in hand. You will receive a series of voice instructions that will allow you to vote your shares of common stock. You will also be given the opportunity to confirm that your instructions have been properly recorded. If you did not receive printed materials and would like to vote by telephone, you must request printed copies of the proxy materials by following the instructions on your Notice.

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If you vote by telephone, you do not need to return your proxy card.

Vote by Mail. If you received printed materials, and would like to vote by mail, then please mark, sign and date your proxy card and return it promptly to our transfer agent, Computershare Trust Company, N.A., in the postage-paid envelope provided. If you did not receive printed materials and would like to vote by mail, you must request printed copies of the proxy materials by following the instructions on your Notice.

Voting by Proxy for Shares Registered in Street Name

If your shares of common stock are held in street name, then you will receive instructions from your broker, bank or other nominee that you must follow in order to have your shares of common stock voted.

Will other matters be voted on at the annual meeting?

We are not currently aware of any other matters to be presented at the annual meeting other than those described in this proxy statement. If any other matters not described in the proxy statement are properly presented at the meeting, any proxies received by us will be voted in the discretion of the proxy holders.

May I revoke my proxy instructions?

You may revoke your proxy at any time before it has been exercised by:

filing a written revocation with the Secretary of Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02199-8103;

submitting a new proxy by telephone, Internet or proxy card after the time and date of the previously submitted proxy; or

appearing in person and voting by ballot at the annual meeting.

If you are a stockholder of record as of the record date attending the annual meeting you may vote in person whether or not a proxy has been previously given, but your presence (without further action) at the annual meeting will not constitute revocation of a previously given proxy.

What is householding?

If you and other residents at your mailing address own shares of common stock in street name, your broker, bank or other nominee may have sent you a notice that your household will receive only one annual report, Notice of Internet Availability of Proxy Materials, notice of annual meeting and/or proxy statement. This procedure, known as householding, is intended to reduce the volume of duplicate information stockholders receive and also reduce our printing and postage costs. Under applicable law, if you consented or were deemed to have consented, your broker, bank or other nominee may send one copy of our annual report, Notice of Internet Availability of Proxy Materials, notice of annual meeting and/or proxy statement to your address for all residents that own shares of common stock in street name. If you wish to revoke your consent to householding, you must contact your broker, bank or other

nominee. If you are receiving multiple copies of our annual report, Notice of Internet Availability of Proxy Materials, notice of annual meeting and/or proxy statement, you may be able to request householding by contacting your broker, bank or other nominee.

If you wish to request extra copies free of charge of our annual report or proxy statement, please send your request to Investor Relations, Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02199-8103; call us with your request at (617) 236-3322; or visit our website at <http://www.bostonproperties.com>.

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How can I access Boston Properties proxy materials electronically?

This proxy statement and our 2014 annual report are available at <http://www.edocumentview.com/bxp>. Instead of receiving copies of our future annual reports, proxy statements, proxy cards and, when applicable, Notices of Internet Availability of Proxy Materials, by mail, we encourage you to elect to receive an email that will provide electronic links to our proxy materials and also will give you an electronic link to the proxy voting site. Choosing to receive your future proxy materials online will save us the cost of producing and mailing the proxy materials or Notices of Internet Availability of Proxy Materials to you and help conserve natural resources. You may sign up for electronic delivery by visiting <http://www.bostonproperties.com/proxy>.

CORPORATE GOVERNANCE PRINCIPLES AND BOARD MATTERS

The Board of Directors

Composition of the Board of Directors

Boston Properties is currently governed by an eleven-member Board of Directors. The current members of our Board of Directors are Mortimer B. Zuckerman, Carol B. Einiger, Dr. Jacob A. Frenkel, Joel I. Klein, Douglas T. Linde, Matthew J. Lustig, Alan J. Patricof, Ivan G. Seidenberg, Owen D. Thomas, Martin Turchin and David A. Twardock.

At the 2015 annual meeting of stockholders, directors will be elected to hold office for a one-year term expiring at the 2016 annual meeting of stockholders or until his or her successor is duly elected and qualified or until his or her earlier resignation or removal. Any director appointed to our Board of Directors to fill a vacancy will hold office for a term expiring at the next annual meeting of stockholders following such appointment.

Leadership Structure

Our Board of Directors has separated the roles of the Chairman and Chief Executive Officer and, as described in more detail below, established a lead independent director role in 2014. Currently, Mr. Zuckerman serves as non-executive Chairman of the Board, Mr. Thomas serves as Chief Executive Officer and Mr. Seidenberg serves as our lead independent director. Our Board of Directors believes that the Company is best served with this leadership structure, which provides us with the continued benefits of the experience, knowledge and vision of Mr. Zuckerman, who co-founded Boston Properties in 1970 and has served as the Chairman of our Board of Directors since our initial public offering in June 1997, particularly following the completion of the transition of Chief Executive Officer responsibilities to Mr. Thomas at the end of 2014. In addition, our Board of Directors believes the lead independent director role enhances and provides further assurances to our stockholders regarding the strong independent oversight exercised by our Board of Directors.

Our Board of Directors encourages strong communication among all of our independent directors and the Chairman and believes that it is able to effectively provide independent oversight of Boston Properties business and affairs, including risks facing Boston Properties, without an independent Chairman, through the composition of our Board of Directors, the strong leadership of the independent directors and the independent committees of our Board of Directors, and the other corporate governance processes already in place. In addition, our lead independent director will be selected annually by our independent directors and has well-defined, substantive responsibilities that include, among others that may be assigned from time to time:

presiding at all meetings of our Board of Directors at which the Chairman is not present, including executive sessions of independent directors;

serving as a liaison between the Chairman and the independent directors;

approving information sent to our Board of Directors;

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approving meeting agendas and meeting schedules for our Board of Directors to assure that there is sufficient time for discussion of all agenda items;

having the authority to call meetings of the independent directors of our Board of Directors; and

if requested by major stockholders, ensuring that he or she is available for consultation and direct communication.

The lead independent director role is intended to complement the effective independent oversight our Board of Directors already has in place.

Director Independence

Under the rules of the NYSE, a majority of the Board of Directors must qualify as independent directors. To qualify as an independent director, the Board of Directors must affirmatively determine that the director has no material relationship with us (either directly or as a partner, shareholder or officer of an organization that has a relationship with us). Our Board of Directors established categorical standards to assist it in making the required independence determinations.

Under these categorical standards, any relationship with us shall be deemed not material if:

1. The relationship does not preclude a finding of independence under Sections 303A.02(b)(i) through 303A.02(b)(v) of the New York Stock Exchange Listed Company Manual (the NYSE Disqualifying Rules);
2. The relationship does not involve any of the following, whether currently existing or occurring since the end of the last fiscal year or during the past three fiscal years:
 - (a) a director being an executive officer of, or owning, or having owned, of record or beneficially in excess of ten percent (10%) equity interest in, any business or professional entity that has made during any of such fiscal years, or proposes to make during the Company's current fiscal year, payments to the Company, an executive officer of the Company or an entity controlled by an executive officer of the Company for property or services in excess of five percent (5%) of: (i) the Company's consolidated gross revenues for such fiscal year (or, in the case of proposed payments, its last fiscal year), or (ii) the other entity's consolidated gross revenues for such fiscal year (or, in the case of proposed payments, its last fiscal year);
 - (b) a director being an executive officer of, or owning, or having owned, of record or beneficially in excess of ten percent (10%) equity interest in, any business or professional entity to which the Company, an executive officer of the Company or an entity controlled by an executive officer of the Company has made during any of such fiscal years, or proposes to make during the Company's current fiscal year, payments for property or services in excess of five percent (5%) of: (i) the Company's consolidated gross revenues for such fiscal year (or, in the case of proposed payments, its last fiscal year), or (ii) the other entity's consolidated gross revenues for such fiscal year (or, in the case of proposed payments, its last fiscal year);

- (c) a director or an immediate family member of the director being an officer, director or trustee of a charitable organization where the annual discretionary charitable contributions of the Company, an executive officer of the Company or an entity controlled by an executive officer of the Company in any single year to the charitable organization exceeded the greater of \$1 million or two percent (2%) of that organization's consolidated gross revenues for the fiscal year;
- (d) a director or an immediate family member of a director being indebted to the Company, an executive officer of the Company or an entity controlled by an executive officer of the Company in an amount in excess of \$120,000;
- (e) a director being an executive officer, partner or greater than 10% equity owner of an entity, or being a trustee or a substantial beneficiary of a trust or estate, indebted to the Company, an

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executive officer of the Company or an entity controlled by an executive officer of the Company in an amount in excess of the greater of \$120,000 or 5% of such entity's total consolidated assets, or to whom the Company or an entity controlled by an executive officer of the Company is indebted (other than with respect to (i) any publicly traded debt securities of the Company or such entity or (ii) non-recourse loans secured by real estate where both the lender and the Company or such entity intend for the lender to transfer all right to, and control over, the loan within 12 months and the documentation includes customary provisions for loans targeted at the commercial mortgage backed securities (CMBS) or collateralized debt obligation (CDO) markets) in an amount in excess of 5% of the Company's or such entity's total consolidated assets;

- (f) a transaction or currently proposed transaction (other than relating to the ownership of securities), which involved or involves the direct or indirect payment in a single year of in excess of \$120,000 from the Company, an executive officer of the Company or an entity controlled by an executive officer of the Company to a director or an immediate family member of a director;
- (g) a director or an immediate family member of a director being an executive officer, general or managing partner or owner of more than 10% of the outstanding equity securities of an entity that has a co-investment or is a joint venture partner with the Company where the amount of the entity's equity investment in any single year exceeds the greater of \$1 million or 2% of the total consolidated assets of the entity; or
- (h) a director or an immediate family member of a director being an executive officer, general or managing partner or owner of more than 10% of the outstanding equity securities of an entity (other than the Company) in which an executive officer of the Company or an entity controlled by an executive officer of the Company is an executive officer, general or managing partner or owner of more than 10% of the outstanding equity securities of the entity.

For purposes of these standards, immediate family member has the same meaning as in the NYSE Disqualifying Rules.

Relationships not specifically deemed not material by the above categorical standards may, in the Board's judgment, be deemed not to be material.

Messrs. Klein, Lustig, Patricof, Seidenberg and Turchin qualify as independent directors under NYSE rules because none of them (1) have any relationships that would disqualify him from being considered independent under the minimum objective standards contained in the NYSE rules or (2) have any relationships other than those deemed to be immaterial under the categorical standards adopted by the Board.

The Board of Directors also concluded that each member of the Compensation Committee, Ms. Einiger and Messrs. Frenkel and Twardock, qualifies as an independent director under NYSE rules because none of them (1) have any relationships that would disqualify him or her from being considered independent under the minimum objective standards contained in the NYSE rules, (2) have any relationships other than those deemed to be immaterial under the categorical standards adopted by the Board, or (3) except as set forth herein, have any relationship specifically relevant to his or her Compensation Committee membership.

In determining that Dr. Frenkel qualified as an independent director for purposes of his service on the Compensation Committee, the Board considered Dr. Frenkel's position as the Chairman of JPMorgan Chase International and a member of the executive committee of JPMorgan Chase & Co. Affiliates of JPMorgan Chase & Co. are commercial

lenders to the Company and tenants in the Company's properties and have acted as underwriters or sales agents for securities offerings of the Company. The Board's conclusion that Dr. Frenkel is independent was based on the following information, which in the view of the Board demonstrates the relatively *de minimis* nature of these transactions as they relate to Dr. Frenkel's independence: (1) the Company's long-standing relationship with JPMorgan Chase &

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director and (2) the total number of meetings of all committees of our Board of Directors on which the director served during the periods that he or she served. Directors are

The Compensation Committee operates pursuant to a charter that was approved by our Board of Directors and that is reviewed and reassessed at least annually. The Compensation Committee's responsibilities include, among other duties, the responsibility to (1) review and approve the corporate goals and objectives relevant to the compensation of the Chairman, the Chief Executive Officer and certain designated senior executive officers, (2) evaluate the performance of the Chairman, the Chief Executive Officer and designated senior executive officers in light of such goals and objectives and determine and approve compensation of such officers based on such evaluation, (3) review and

any other information regarding the proposed director candidate that is required to be included in a proxy statement filed pursuant to the rules of the SEC.

Board Membership Criteria

The NCG Committee has established criteria for NCG Committee-recommended director nominees. These criteria include the following specific, minimum qualifications that the NCG Committee believes must be met by an NCG Committee-recommended nominee for a position on the Board:

the candidate must have experience at a strategic or policymaking level in a business, government, non-profit or academic organization of high standing;

firms or any other source it deems appropriate.

The NCG Committee will review and evaluate the qualifications of any proposed director candidate that it is considering or has been recommended to it by a securityholder in compliance with the NCG Committee's procedures for that purpose, and conduct inquiries it deems appropriate into the background of these proposed director candidates. In identifying and evaluating proposed director candidates, the NCG Committee may consider, in addition to the minimum qualifications for NCG Committee-recommended director nominees, all facts and circumstances that it deems appropriate or advisable, including, among other things, the skills of the proposed director candidate, his or her depth and breadth of business experience, his or her independence and the needs of our Board. Neither the NCG Committee nor the Board has a specific policy with regard to the consideration of diversity in identifying director nominees, although both may consider diversity when identifying and evaluating proposed director candidates. As noted above, the NCG Committee, when recommending director candidates to the full Board for nomination, may consider whether a director candidate, if elected, assists in achieving a mix of Board members that represents a diversity of background and experience. Other than circumstances in which we may be legally required by contract or otherwise to provide third

The majority voting standard will apply to the election of directors at the 2015 annual meeting of stockholders. Accordingly, nominees for director will be elected if the votes cast for such nominee's election exceed the votes cast against such nominee's election. Broker non-votes, if any, and abstentions will not be treated as votes cast.

Investment Committee of The JPB Foundation, and a member of the Board of Overseers of Columbia Business School. She previously served on the Boards of Trustees and Investment Committees of the University of Pennsylvania, the Lasker Foundation and the Horace Mann School; as Vice Chair of the Investment Committee of The Museum of Modern Art; as a Director of Credit Suisse First Boston (USA)

Information regarding FMR LLC, Edward C. Johnson 3d and Abigail P. Johnson is based solely on a Schedule 13G filed jointly by FMR LLC, Edward C. Johnson 3d and Abigail P. Johnson with the SEC on February 13, 2015. FMR LLC reported sole voting power with respect to 3,526,796 shares and each of FMR LLC, Edward C. Johnson 3d and Abigail P. Johnson reported sole dispositive power with respect to the same 8,867,378 shares. The address of FMR LLC, Edward C. Johnson 3d and Abigail P. Johnson is 245 Summer Street, Boston, MA 02210.

Section 16(a) Beneficial Ownership Reporting Compliance

Section 16(a) of the Securities Exchange Act of 1934, as amended (the Exchange Act), requires the executive officers and directors of Boston Properties, and persons who own more than ten percent of a registered class of Boston Properties equity securities, to file reports of ownership and changes in ownership with the SEC and the New York Stock Exchange. Officers, directors and greater than ten percent beneficial owners are required by SEC regulations to furnish Boston Properties with copies of all Section 16(a) forms they file. To our knowledge, based solely on our review of the copies of such reports furnished to us and written representations that no other reports were required during the fiscal year ended December 31, 2014, all Section 16(a) filing requirements applicable to our executive officers, directors and greater than ten percent beneficial owners were timely satisfied.

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Completion of Multi-Year Succession Process. Effective January 1, 2015, Mr. Zuckerman, our founder, became non-executive Chairman of the Board, the final step of a succession process that began in 2010. Under Mr. Zuckerman's leadership, we have become one of the most successful office-focused REITs and since our IPO in 1997 have completed some of the largest, most profitable and transformative transactions in the industry. Properly executing a succession process is of vital importance for a company like Boston Properties that focuses on long-term value creation and takes on complex, technically challenging development projects. The Board is pleased with the succession process and believes that we have a strong management team, led by Messrs. Thomas, Linde, Ritchey and LaBelle, that has demonstrated stability and is focused on executing our long-held strategy. The Board is grateful to Mr. Zuckerman for his 45 years of leadership and looks forward to his continued contribution as non-executive Chairman, in light of his unique vision, stature and relationships.

executed, both of which are annual leasing records. One of our key leasing goals was to proactively manage future major lease expirations, which in many cases required us to take-back unneeded space in the near term and provide capital for refitting space in return for long-term lease extensions. This approach has been successful, with the early renewal of several significant tenants, including the completion of five leases, with expirations from 2015 to 2022, totaling more than 1.4 million square feet with law firms in New York and Washington, DC.

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Ø Revenue from Assets Other than Office

Our goal for 2014 was to increase revenue from residential and retail assets, and we accomplished the goal with 7.9% growth, from \$267 million in 2013 to \$288 million in 2014. We also added two new retail developments to our pipeline.

Ø Capital Expenditures

We managed capital expenditures according to plan, completing 2014 capital projects for a total of \$59 million.

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Total Stockholder Return

The Compensation Committee reviewed data regarding the Company's TSR performance relative to different indices. Because we are the largest dedicated office REIT, our performance is most closely correlated with both the larger U.S. REITs and office-focused companies. Therefore, the Compensation Committee looks primarily at a comparison of our TSR against the Cohen & Steers Realty Majors Index and the FTSE NAREIT Office Index. The Compensation Committee also compares our TSR to (1) the MSCI U.S. REIT Index (commonly referred to as the RMS Index) because it is a broad index for the domestic REIT sector and (2) the S&P 500 Index because the Company is included in that index and it is a benchmark for many institutional investors.

Our annualized TSR outperformed all four indices over the one-, five- and ten-year periods and underperformed over the three-year period. Consistent with the Company's focus on creating shareholder value over the longer term, the Compensation Committee emphasizes our TSR performance over three- and five-year periods, while taking into account all periods shown.

The Compensation Committee was satisfied that management surpassed its goals and continued to build a strong pipeline of new investments for the future, while maintaining investment discipline in a robust capital market for real estate assets. The Compensation Committee uses the market median of our compensation peer group for each element of executive compensation as its starting point and as the indicator of competitive market trends, then makes adjustments based on a comprehensive assessment of performance. Considering the management team's strong performance in exceeding 2014 strategic, operational, capital and management goals, continuing to execute on our strong development pipeline, and managing liquidity and leverage ratios within our target operating ranges, and also taking into account our TSR performance, the Compensation Committee decided that 2014 total compensation for the leadership team collectively should be set to a level that falls in the second quartile for NEOs as a group. Then, based on each NEO's role and performance, including evolving

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roles within the ongoing management transition, the Compensation Committee approved the level and mix of pay for individual NEOs. The Compensation Committee believes that our executive compensation, both in the aggregate and for each NEO individually, is well-aligned with our stockholders' interests and in line with peer companies.

Looking ahead, the Compensation Committee expects to continue to use the same approach. We have established corporate and individual performance goals for 2015, divided into operational, capital and management goals, which, where possible, are designed to permit an assessment of above, met or below performance levels. The Compensation Committee expects to continue to use the market median for executive compensation as its starting point and as the indicator of competitive market trends. It will then determine the level of compensation based on performance in light of the range for our compensation peer group. Any one element of compensation, as well as a specific NEO's pay, may vary based on factors the Compensation Committee considers relevant.

Alignment of Pay with Performance

Variable pay, consisting of LTI equity awards and annual cash bonus, constitutes the vast majority of our executive compensation (for our CEO and President, 90.9%). This allows the Compensation Committee to reward good performance and penalize poor performance. To build even stronger pay-for-performance alignment with our stockholders, LTI equity awards are predominantly at-risk, performance-based equity awards, the ultimate value of which depends mostly on the Company's future relative TSR. The following charts present the allocation of total pay among different components for our CEO and the weighted average of each component for our other NEOs as a group:

- (1) Consists of 75% performance-based LTI equity awards and 25% time-based LTI equity awards.

- (2) Other NEOs in this chart excludes Mr. Zuckerman because, in light of his transition to non-executive Chairman of the Board, he is no longer an officer or employee and thus did not receive any performance-based LTI equity awards.

- (3) Consists of 67% performance-based LTI equity awards and 33% time-based LTI equity awards.

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The following graph illustrates how, on average, the basis point differential hurdles for 2015 MYLTIP awards correlate to a hypothetical performance-based plan using 25th/50th/75th percentile rankings. The Compensation Committee believes, and was advised by FPL, that the revised plan design is more reflective of market practice in the REIT industry, which should make 2015 MYLTIP awards a more effective performance-based element of our executive compensation.

*Basis point differential hurdles associated with the 25th and 75th percentile rankings are based on historical data for the 20 largest REITs by market capitalization and the REITs (other than the Company) that are included in the FTSE NAREIT Office Index, in each case averaged for overlapping three-year measurement periods starting with 1998 and ending with 2014.

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We provide a car and full-time drivers for the use of Mr. Zuckerman. This allows him to use his time efficiently for business purposes during his travel time. For Messrs. Linde and Ritchey, we provide a

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monthly car allowance of \$750 and we provide all of our executive officers a designated parking space. Mr. Thomas employment agreement provides that he is entitled to the use of a Company-owned or leased vehicle, but Mr. Thomas declined this benefit in 2014. Apart from these arrangements, we do not provide any other perquisites to our executive officers.

Deferred Compensation Plan

We offer a deferred compensation plan that enables our executives to defer a portion of their base salaries and bonuses. The amounts deferred are not included in the executive's current taxable income and, therefore, are not currently deductible by us. The executives select from a limited number of mutual funds which serve as measurement funds, and the deferred amounts are increased or decreased to correspond to the market value of the mutual fund investments. Because the measurement funds are publicly traded securities, we do not consider any of the earnings credited under the deferred compensation plan to be above market. We do not provide any matching contribution to any executive officer who participates in this plan, other than a limited amount to make up for any loss of matching contributions under our Section 401(k) plan. We have made this plan available to our executives in order to ensure that our benefits are competitive. See *Nonqualified Deferred Compensation* beginning on page 52.

Retirement and Health and Welfare Benefits

We have never had a traditional or defined benefit pension plan. We maintain a 401(k) retirement plan in which all salaried employees can participate which provides a Company matching contribution of 200% of the first 3% of compensation contributed to the plan (utilizing earnings not in excess of an amount established by the Internal Revenue Service (\$260,000 in 2014)). Other benefits, such as health and dental plans, group term life insurance, short- and long-term disability insurance and travel accident insurance, are also available generally to all of our salaried employees. Our executives participate in Company-sponsored benefit programs available broadly to generally all of our salaried employees, including our employee stock purchase plan and our 401(k) plan.

Deductibility of Executive Compensation

The Compensation Committee's policy is to consider the tax treatment of compensation paid to our executive officers while simultaneously seeking to provide our executives with appropriate rewards for their performance. Under Section 162(m) of the Internal Revenue Code of 1986, as amended (the Code), a publicly-held corporation may not deduct compensation of more than \$1 million paid to any covered employee unless certain exceptions are met primarily related to performance-based compensation. Substantially all of the services rendered by our executive officers were performed on behalf of our operating partnership or its subsidiaries. The Internal Revenue Service has issued a series of private letter rulings which indicate that compensation paid by an operating partnership to executive officers of a REIT that serves as its general partner is not subject to limitation under Section 162(m) to the extent such compensation is attributable to services rendered to the operating partnership. We have not obtained a ruling on this issue, but have no reason to believe that the same conclusion would not apply to us. To the extent that compensation paid to our executive officers is subject to and does not qualify for deduction under Section 162(m), our Compensation Committee is prepared to exceed the limit on deductibility under Section 162(m) to the extent necessary to establish compensation programs that we believe provide appropriate incentives and reward our executives relative to their performance. Because we qualify as a REIT under the Code, we generally distribute at least 100% of our net taxable income each year and therefore do not pay federal income tax. As a result, and based on the level of cash compensation paid to our executive officers, the possible loss of a federal tax deduction would not be expected to have a material impact on us.

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Accounting for Stock-Based Compensation

We account for stock-based awards in accordance with the requirements of ASC Topic 718.

Assessment of Compensation-Related Risks

The Compensation Committee is responsible for overseeing the risks relating to compensation policies and practices affecting senior management on an ongoing basis. The Compensation Committee believes that because of the following there is a low likelihood that our compensation policies and practices would encourage excessive risk-taking:

- our policies and programs are generally intended to encourage executives to focus on achieving long-term objectives

- overall compensation is maintained at levels that are competitive with the market

- the mix of compensation rewards long-term performance with a significant at-risk component

- variable pay is based on the achievement of a variety of different financial and operational performance measures, including TSR, with the Compensation Committee having discretion to determine how much each measure should impact pay, thereby mitigating the risk that any one measure can dominate the payouts based on any formula

- all equity awards are subject to multi-year vesting

- executive officers are subject to minimum stock ownership guidelines and limitations on trading in our securities, including prohibitions on hedging and pledging

- a clawback policy permits the Company to recoup compensation paid on the basis of financial results that are subsequently restated.

COMPENSATION COMMITTEE REPORT

The Compensation Committee of Boston Properties has reviewed and discussed the Compensation Discussion and Analysis required by Item 402(b) of Regulation S-K with management and, based on such review and discussions, the Compensation Committee recommended to the Board that the Compensation Discussion and Analysis be included in this Proxy Statement.

Submitted by the Compensation Committee:

David A. Twardock, Chair

Carol B. Einiger

Dr. Jacob A. Frenkel

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The following table sets forth the compensation paid for 2014, 2013 and 2012 to each of our NEOs.

Name and Principal Position	Year	Stock					All Other Compensation (\$)⁽¹²⁾	Total (\$)⁽¹³⁾
		Salary (\$)	Bonus (\$)	Awards (\$)⁽⁶⁾	Option Awards (\$)⁽⁶⁾			
Mortimer B. Zuckerman	2014	1,000,000	2,800,000 ⁽²⁾	0	0	2,348,328	6,148,328	
	2013	1,000,000	0	16,593,278 ⁽⁷⁾	1,475,000 ⁽¹⁰⁾	4,753,551	23,821,829	
	2012	996,154	2,800,000 ⁽³⁾	5,248,193 ⁽⁸⁾	1,368,750 ⁽¹¹⁾	260,212	10,673,309	
Chairman ⁽¹⁾ Owen D. Thomas	2014	750,000	1,972,500 ⁽²⁾	3,698,841 ⁽⁹⁾	0	16,200	6,437,541	
Chief Executive Officer Douglas T. Linde	2013	559,615	1,293,750 ⁽⁴⁾⁽⁵⁾	3,393,486 ⁽⁷⁾	900,000 ⁽¹⁰⁾	60,750	6,207,601	
	2014	693,462	1,686,377 ⁽²⁾	3,975,284 ⁽⁹⁾	0	32,400	6,387,523	
	2013	671,154	1,487,500 ⁽⁴⁾	3,382,500 ⁽⁷⁾	717,500 ⁽¹⁰⁾	31,800	6,290,454	
President Raymond A. Ritchey	2012	619,231	1,450,000 ⁽³⁾	3,077,515 ⁽⁸⁾	695,000 ⁽¹¹⁾	31,500	5,873,246	
	2014	688,462	1,480,000 ⁽²⁾	3,719,578 ⁽⁹⁾	0	28,908	5,916,948	
	2013	668,462	1,386,250 ⁽⁴⁾	2,988,067 ⁽⁷⁾	669,375 ⁽¹⁰⁾	28,608	5,740,762	
	2012	646,154	1,400,000 ⁽³⁾	2,824,207 ⁽⁸⁾	631,250 ⁽¹¹⁾	28,203	5,529,814	
Executive Vice President, Head of the Washington, D.C. Office and National Director of Acquisitions and Development Michael E. LaBelle	2014	473,846	785,000 ⁽²⁾	1,323,988 ⁽⁹⁾	0	23,400	2,606,234	
	2013	456,539	665,000 ⁽⁴⁾	1,012,452 ⁽⁷⁾	150,000 ⁽¹⁰⁾	22,800	2,306,791	
	2012	411,923	750,000 ⁽³⁾	971,583 ⁽⁸⁾	156,250 ⁽¹¹⁾	22,500	2,312,256	
Senior Vice President, Chief Financial Officer and Treasurer								

- (1) Mr. Zuckerman completed his transition from Executive Chairman to non-executive Chairman effective as of the close of business on December 31, 2014.
- (2) Represents a cash bonus paid to the NEO in 2015 in recognition of performance in 2014.
- (3) Represents a cash bonus paid to the NEO in 2013 in recognition of performance in 2012.
- (4) Represents a cash bonus paid to the NEO in 2014 in recognition of performance in 2013.
- (5) Pursuant to Mr. Thomas' s employment agreement, Mr. Thomas elected to receive his bonus for 2013 in the form of fully vested LTIP units. Pursuant to this election, on February 7, 2014, the payment date of cash bonuses generally to all employees, Mr. Thomas was granted 11,849 LTIP units.
- (6) A discussion of the assumptions used in calculating these values can be found in Note 17 to our 2014 audited financial statements beginning on page 165 of our annual report on Form 10-K for the year ended December 31, 2014.
- (7) Represents the total fair value of common stock and LTIP unit awards and 2013 MYLTIP Awards awarded in 2013, determined in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions.
- (8) Represents the total fair value of common stock and LTIP unit awards and 2012 OPP Awards awarded in 2012, determined in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions.
- (9) Represents the total fair value of common stock and LTIP unit awards and 2014 MYLTIP Awards awarded in 2014, determined in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions. The grant date fair values for the NEOs relating to common stock and LTIP unit awards are as follows: Mr. Zuckerman \$0; Mr. Thomas \$872,278; Mr. Linde \$965,909; Mr. Ritchey \$1,237,390 and Mr. LaBelle \$636,488. The grant date fair values for the NEOs relating to 2014 MYLTIP Awards based upon

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the probable outcome of the performance conditions as of the grant date for the awards are as follows:

Mr. Zuckerman \$0; Mr. Thomas \$2,826,563; Mr. Linde \$3,009,375; Mr. Ritchey \$2,482,188 and Mr. LaBelle \$687,500. The maximum values of the 2014 MYLTIP Awards, assuming that the highest level of performance conditions is achieved, are as follows: Mr. Zuckerman \$0; Mr. Thomas \$8,652,742; Mr. Linde \$9,212,372; Mr. Ritchey \$7,598,533 and Mr. LaBelle \$2,104,592. To have value, the 2014 MYLTIP Awards require the Company to achieve relative total stockholder return thresholds (subject to limited absolute performance modifiers).

- (10) Represents the total fair value of non-qualified stock option awards awarded in 2013, determined in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions.
- (11) Represents the total fair value of non-qualified stock option awards awarded in 2012, determined in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions.
- (12) The table below shows the components of **All Other Compensation** for 2014, which include the life insurance premiums paid by us for group term life insurance, our match for each individual who made 401(k) contributions, the car and driver provided to Mr. Zuckerman, the car allowances provided to Messrs. Linde and Ritchey, the costs to the Company of providing parking spaces to Messrs. Linde, Ritchey and LaBelle and the portion of Mr. Zuckerman's transition benefit cash award pursuant to the TBA that vested on July 1, 2014. The amounts shown for car allowances in the table below reflect the aggregate cost to the Company without deducting costs attributable to business use. The amount shown for company car and driver in the table below includes cost of the assigned car amortized over five years; annual insurance premiums; fuel expense; annual maintenance; and annual drivers' compensation, including salary, overtime, benefits and bonus. The resulting total is allocated between personal and business use. The components of **All Other Compensation** for 2012 and 2013 for each of the NEOs were reported in our 2013 and 2014 proxy statements, respectively.

Name	Life Insurance (\$)	401(k) Company Match (\$)	Car Allowance/		Parking (\$)	Vested Portion of Transition Benefit Cash Award (\$)	Total (\$)
			Car and Driver (\$)				
Mr. Zuckerman	300	15,600	99,095			2,233,333	2,348,328
Mr. Thomas	600	15,600					16,200
Mr. Linde	600	15,600	9,000	7,200			32,400
Mr. Ritchey	600	15,600	9,000	3,708			28,908
Mr. LaBelle	600	15,600		7,200			23,400

- (13) The amounts shown in the **Total** compensation column for each NEO equal the sum of all columns of the Summary Compensation Table.

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The following table provides additional information about the plan-based awards granted to our NEOs during the year ended December 31, 2014.

Name	Grant Date	Date of Compensation Committee Approval ⁽¹⁾	Threshold (\$) ⁽²⁾	Estimated Future Payouts Under Equity Incentive Plan Awards		All Other Stock Awards: Number of Shares of Stock or Units (#) ⁽³⁾	Grant Date Fair Value of Stock and Option Awards (\$) ⁽⁴⁾
				Target (\$) ⁽²⁾	Maximum (\$) ⁽²⁾		
Mortimer B. Zuckerman	N/A	N/A					
Owen D. Thomas	1/31/2014	1/27/2014				8,716 ⁽⁵⁾	872,278 ⁽⁵⁾
	2/4/2014	1/27/2014	1,442,123	2,884,247	8,652,742		2,826,563 ⁽⁵⁾
	2/7/2014	3/9/2013				11,849 ⁽⁶⁾	1,293,750 ⁽⁶⁾
Douglas T. Linde	1/31/2014	1/27/2014				9,280	965,909
	2/4/2014	1/27/2014	1,540,395	3,070,790	9,212,372		3,009,375
Raymond A. Ritchey	1/31/2014	1/27/2014				12,365	1,237,390
	2/4/2014	1/27/2014	1,266,422	2,532,844	7,598,533		2,482,188
Michael E. LaBelle	1/31/2014	1/27/2014				6,360	636,488
	2/4/2014	1/27/2014	350,765	701,530	2,104,592		687,500

- (1) For a discussion of the Company's policy with respect to the effective grant dates for annual equity-based awards, see *Compensation Discussion and Analysis* - *Equity Award Grant Policy* above.
- (2) Represents 2014 MYLTIP Awards for each NEO. Amounts ultimately earned under 2014 MYLTIP Awards may range from \$0 to the maximum amount set forth in the table. Distributions payable on 2014 MYLTIP Awards equal one-tenth (1/10th) of the regular quarterly distributions on common units of our Operating Partnership (and no amounts are payable on special distributions) prior to being earned. Any 2014 MYLTIP Awards ultimately earned based on performance vest 50% on February 3, 2017 and 50% on February 3, 2018, subject to exceptions discussed under *Potential Payments Upon Termination or Change in Control* below.
- (3) Stock awards were made in the form of shares of restricted common stock and/or LTIP units at the election of each NEO. Each NEO, other than Mr. Linde, elected to receive all LTIP units. Mr. Linde elected to receive half of his award in shares of restricted common stock and half of his award in LTIP units. Restricted common stock and LTIP units were awarded under the 2012 Plan by the Compensation Committee. Dividends are payable on restricted common stock and distributions are payable on the LTIP units to the same extent and on the same date

that dividends and distributions are paid on Boston Properties common stock and common units of our Operating Partnership, respectively. Grantees of restricted common stock pay \$0.01 per share and grantees of LTIP units pay \$0.25 per unit. The awards generally vest over a four-year period with 25% vesting on January 15 of each year beginning January 15, 2015, subject to acceleration under certain circumstances. In the case of Mr. Ritchey all of such awards were fully vested upon grant because he had attained the age of 62 with at least 20 years of service with us.

- (4) The amounts included in this column represent the full grant date fair value of the restricted common stock and LTIP unit awards and 2014 MYLTIP Awards computed in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions. A discussion of the assumptions used in calculating these values can be found in Note 17 to our 2014 audited financial statements beginning on page 165 of our annual report on Form 10-K for the year ended December 31, 2014.
- (5) Pro-rated for a partial year of service (April 2-December 31, 2013).
- (6) Pursuant to Mr. Thomas's employment agreement, Mr. Thomas elected to receive his bonus for 2013 in the form of fully vested LTIP units. Pursuant to this election, on February 7, 2014, the payment date of cash bonuses generally to all employees, Mr. Thomas was granted 11,849 LTIP units.

Table of Contents**Outstanding Equity Awards at December 31, 2014**

The following table shows the outstanding equity awards held by our NEOs as of December 31, 2014.

Name	Option Awards ⁽¹⁾⁽²⁾				Stock Awards ⁽¹⁾		Equity Incentive Plan Awards:	
	Number of Securities Underlying Unexercised Options (#)	Number of Securities Underlying Exercisable Options (#)	Option Exercise Price (\$)	Option Expiration Date	Number of Shares or Units of Stock That Have Not Vested (#)	Market Value of Shares or Units of Stock That Have Not Vested (\$) ⁽³⁾	Number of Awards: Unearned Shares, or Other Rights That Have Not Vested (#) ⁽⁴⁾	Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested (\$) ⁽⁴⁾
Mr. Zuckerman ⁽⁵⁾	53,483		87.70	1/28/2021 ⁽⁶⁾				
	67,245		101.75	2/3/2022 ⁽⁶⁾				
	83,661		99.41	2/1/2023 ⁽⁶⁾			57,403 ⁽¹⁶⁾	7,387,192 ⁽¹⁶⁾
							20,448 ⁽¹⁷⁾	2,631,453 ⁽¹⁷⁾
Mr. Thomas	13,439	40,320 ⁽⁷⁾	96.62	4/2/2023	18,174 ⁽¹¹⁾	2,338,812		
					8,716 ⁽¹²⁾	1,121,662		
							22,401 ⁽¹⁷⁾	2,882,785 ⁽¹⁷⁾
							27,231 ⁽¹⁸⁾	3,504,357 ⁽¹⁸⁾
Mr. Linde	20,393	6,798 ⁽⁸⁾	87.70	1/28/2021		660,566		
	17,072	17,072 ⁽⁹⁾	101.75	2/3/2022		1,247,135		
	10,174	30,522 ⁽¹⁰⁾	99.41	2/1/2023		1,976,678		
					5,133 ⁽¹³⁾	660,566		
					9,691 ⁽¹⁴⁾	1,247,135		
					15,360 ⁽¹⁵⁾	1,976,678		
					9,280 ⁽¹²⁾	1,194,243		
							45,318 ⁽¹⁶⁾	5,831,973 ⁽¹⁶⁾
							17,051 ⁽¹⁷⁾	2,194,293 ⁽¹⁷⁾
							28,992 ⁽¹⁸⁾	3,730,980 ⁽¹⁸⁾
Mr. Ritchey ⁽¹⁹⁾	24,501		87.70	1/28/2021				
	31,811		101.75	2/3/2022				

	39,558		99.41	2/1/2023			42,297 ⁽¹⁶⁾	5,443,201 ⁽¹⁶⁾
							15,907 ⁽¹⁷⁾	2,047,072 ⁽¹⁷⁾
							23,913 ⁽¹⁸⁾	3,077,364 ⁽¹⁸⁾
Mr. LaBelle	4,153	1,385 ⁽⁸⁾	87.70	1/28/2021				
	3,837	3,838 ⁽⁹⁾	101.75	2/3/2022				
	2,126	6,380 ⁽¹⁰⁾	99.41	2/1/2023				
							1,046 ⁽¹³⁾	134,610
							2,179 ⁽¹⁴⁾	280,416
							3,211 ⁽¹⁵⁾	413,224
							6,360 ⁽¹²⁾	818,468
							21,148 ⁽¹⁶⁾	2,721,536 ⁽¹⁶⁾
							8,318 ⁽¹⁷⁾	1,070,443 ⁽¹⁷⁾
							6,623 ⁽¹⁸⁾	852,314 ⁽¹⁸⁾

- (1) This table does not include LTIP unit and restricted common stock grants and 2015 MYLTIP Awards made in February 2015 reflecting performance in 2014 because they were not outstanding at the end of 2014. Such grants are described above under *Compensation Discussion and Analysis*.
- (2) In January 2015, we paid a special dividend of \$4.50 per share of common stock to all stockholders of record as of the close of business on December 31, 2014. In connection with this special dividend, the Board of Directors adjusted all outstanding options that had not been exercised prior to the ex-dividend date for the special dividend to ensure that options holders were in a neutral economic position after giving effect to the payment of the special dividend. The number of shares subject to each such option was increased and the exercise price correspondingly decreased so that each option had the same fair value to the holder before and after giving effect to the payment of the special dividend. The numbers in these columns and the related footnotes reflect these adjustments.

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- (3) The market value of such holdings is based on the closing price of our common stock as reported on the New York Stock Exchange on December 31, 2014 of \$128.69 per share.
- (4) The number and market or payout value of equity incentive plan awards is based on the amount that would have been earned pursuant to the 2012 OPP Awards, 2013 MYLTIP Awards and 2014 MYLTIP Awards if our performance had continued through the end of the performance period at the same rate as had occurred from the beginning of the performance period through December 31, 2014.
- (5) Pursuant to Mr. Zuckerman's TBA, all of Mr. Zuckerman's options and LTIP units that were outstanding on December 31, 2014 vested as a result of his transition to non-executive Chairman.
- (6) Pursuant to the supplemental agreement with Mr. Zuckerman dated March 9, 2015, the period for the exercise of these options will end on the earlier of one year from when Mr. Zuckerman ceases to be a director or the original option expiration date.
- (7) On April 2, 2013, Mr. Thomas received an award of 53,759 non-qualified stock options under the 2012 Plan. These options vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2014, subject to acceleration under certain circumstances.
- (8) On January 28, 2011, these NEOs received awards of non-qualified stock options under the 1997 Plan as follows: Mr. Linde 27,191 options and Mr. LaBelle 5,538 options. These options vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2012, subject to acceleration under certain circumstances.
- (9) On February 3, 2012, these NEOs received awards of non-qualified stock options under the 1997 Plan as follows: Mr. Linde 34,144 options and Mr. LaBelle 7,675 options. These options vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2013, subject to acceleration under certain circumstances.
- (10) On February 1, 2013, these NEOs received awards of non-qualified stock options under the 2012 Plan as follows: Mr. Linde 40,696 options and Mr. LaBelle 8,506 options. These options vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2014, subject to acceleration under certain circumstances.
- (11) On April 2, 2013, Mr. Thomas received an award of 24,231 LTIP units under the 2012 Plan. These LTIP units vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2014, subject to acceleration under certain circumstances.
- (12)

On January 31, 2014, these NEOs received awards of LTIP units under the 2012 Plan as follows: Mr. Thomas 8,716 LTIP units; Mr. Linde 9,280 LTIP units and shares of restricted common stock and Mr. LaBelle 6,360 LTIP units. These LTIP units vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2015, subject to acceleration under certain circumstances.

- (13) On January 28, 2011, these NEOs received awards of LTIP units under the 1997 Plan as follows: Mr. Linde 20,531 LTIP units and Mr. LaBelle 4,182 LTIP units. These LTIP units vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2012, subject to acceleration under certain circumstances.
- (14) On February 3, 2012, these NEOs received awards of LTIP units under the 1997 Plan as follows: Mr. Linde 19,382 LTIP units and Mr. LaBelle 4,357 LTIP units. These LTIP units vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2013, subject to acceleration under certain circumstances.
- (15) On February 1, 2013, these NEOs received awards of LTIP units and/or shares of restricted common stock under the 2012 Plan as follows: Mr. Linde 20,480 shares and Mr. LaBelle 4,281 LTIP units. These LTIP units and restricted common shares vest ratably over four years, with 25% of the total award vesting on January 15 of each year beginning January 15, 2014, subject to acceleration under certain circumstances.
- (16) On February 7, 2012, these NEOs received 2012 OPP Awards. Any 2012 OPP Awards earned based on performance vest 25% on February 7, 2015, 25% on February 7, 2016 and 50% on February 7, 2017, subject to exceptions discussed under *Potential Payments Upon Termination or Change in Control* below. On February 6, 2015, the measurement period for the 2012 OPP Awards ended and the Company's total return to stockholders was sufficient for employees to earn and therefore become eligible to vest in the 2012 OPP Awards. The final outperformance pool was determined to be approximately \$32.1 million, or approximately 80% of the total maximum outperformance pool of \$40.0 million.

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(17) On February 5, 2013, these NEOs, other than Mr. Thomas, received 2013 MYLTIP Awards and on April 2, 2013, Mr. Thomas received a 2013 MYLTIP Award. Any 2013 MYLTIP Awards earned based on performance vest 25% on February 4, 2016, 25% on February 4, 2017 and 50% on February 4, 2018, subject to exceptions discussed under *Potential Payments Upon Termination or Change in Control* below.

(18) On February 4, 2014, these NEOs received 2014 MYLTIP Awards. Any 2014 MYLTIP Awards earned based on performance vest 50% on February 3, 2017 and 50% on February 3, 2018, subject to exceptions discussed under *Potential Payments Upon Termination or Change in Control* below.

(19) All of Mr. Ritchey’s options, LTIP units and shares of restricted common stock are fully vested because he attained the age of 62 with at least 20 years of service with us.

2014 Option Exercises and Stock Vested

The following table sets forth the aggregate number of options to purchase shares of our common stock exercised by our NEOs in 2014 and the aggregate number of shares of common stock and LTIP units that vested in 2014. The Value Realized on Exercise is the product of (1) the fair market value of a share of common stock on the date of exercise minus the exercise price, multiplied by (2) the number of shares of common stock underlying exercised options. Except as noted below, the Value Realized on Vesting is the product of (1) the closing price on the New York Stock Exchange of a share of common stock on the vesting date (or, if the vesting date was not a trading day, the immediately preceding trading date), multiplied by (2) the number of shares/LTIP units vesting. In each case, the value realized is before payment of any applicable taxes and brokerage commissions.

Name	Number of Shares Acquired on Exercise (#)	Value Realized on Exercise (\$)	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting (\$)
Mortimer B. Zuckerman ⁽¹⁾			137,690	16,584,833
Owen D. Thomas ⁽²⁾			17,906	1,930,810
Douglas T. Linde			23,192	2,439,566
Raymond A. Ritchey			12,365	1,336,533
Michael E. LaBelle			5,228	549,933

(1) Included in the Value Realized on Vesting is \$3,687,500, which represents the portion of the transition benefits equity award that vested in 2014 and that Mr. Zuckerman received on January 1, 2015 pursuant to Mr. Zuckerman’s TBA. The number of shares is based on the closing price of our common stock as reported on the New York Stock Exchange on December 31, 2014 of \$128.69 per share. Also includes outstanding equity awards that vested on December 31, 2014 pursuant to Mr. Zuckerman’s TBA as a result of his transition to non-executive Chairman of the Board.

- (2) Includes 11,849 LTIP units granted to Mr. Thomas pursuant to his election under his employment agreement to receive his bonus for 2013 in the form of fully vested LTIP units. The LTIP units were granted on February 7, 2014, the payment date of cash bonuses generally to all employees.

Nonqualified Deferred Compensation

We provide our executives with the opportunity to defer up to 20% of their base salary and cash bonuses. Deferrals are credited with earnings or losses based upon the executive's selection of one or more of 28 measurement funds which are all publicly traded mutual funds. Executives may change their selection of measurement funds on a daily basis.

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The table below summarizes the annual rates of return for the year ended December 31, 2014 for the 28 measurement funds:

Name of Fund	2014 Rate of Return (%)	Name of Fund	2014 Rate of Return (%)
Allianz NFJ Dividend Value	11.03	T. Rowe Price Mid-Cap Value	11.53
American Beacon Small Cap Value	6.05	Virtus Real Estate Securities A	31.74
Artisan Mid Cap	7.16	T. Rowe Price Retirement 2005	5.13
Buffalo Small Cap	-5.38	T. Rowe Price Retirement 2010	5.46
T. Rowe Price Dividend Growth	13.45	T. Rowe Price Retirement 2015	5.96
Dodge & Cox International	1.56	T. Rowe Price Retirement 2020	6.31
Domini Social Equity	15.05	T. Rowe Price Retirement 2025	6.67
Oakmark Equity & Income	7.65	T. Rowe Price Retirement 2030	6.90
PIMCO Low Duration Bond	0.77	T. Rowe Price Retirement 2035	6.99
Dodge & Cox Income ⁽¹⁾	5.33	T. Rowe Price Retirement 2040	7.14
Vanguard Total Stock Market Index	13.56	T. Rowe Price Retirement 2045	7.10
Vanguard Total Bond Market Index	5.78	T. Rowe Price Retirement 2050	7.18
Vanguard Total International Stock Index	-2.79	T. Rowe Price Retirement 2055	7.17
T. Rowe Price Growth Stock	9.70	T. Rowe Price Retirement Balanced ⁽²⁾	4.26

(1) Effective November 14, 2014, Dodge & Cox Income replaced the PIMCO Total Return Bond. The annual rate of return for PIMCO Total Return Bond for the year ended December 31, 2014 was 4.58%.

(2) Formerly named T. Rowe Price Retirement Income.

Benefits under the deferred compensation plan are generally paid in a lump sum upon the executive's termination of employment prior to attainment of retirement age (age 55 with five years of service) or the executive's death, or in a lump sum or annual installments for a period of up to 15 years (as previously selected by the executive) upon the executive's retirement. Payment will generally start or be made by January 15 following the year of termination or retirement, or six months after the executive's termination or retirement, whichever is later. Executives may also at the time of deferral elect a fixed distribution date, which must be at least five years after the end of the calendar year in which amounts are deferred. The deferred compensation plan also permits an in-service withdrawal of the executive's account balance attributable to pre-2005 deferrals, subject to a withdrawal penalty equal to 10% of the amount withdrawn.

The following table shows deferrals made by our NEOs to the deferred compensation plan during the year ended December 31, 2014, the earnings (losses) and withdrawals/distributions during the year, and the aggregate account balance of each NEO under the deferred compensation plan as of December 31, 2014.

Name	Executive Registrant Contributions in 2014	Contributions in	Aggregate Earnings in 2014	Aggregate Withdrawals/Distributions	Aggregate Balance at 12/31/2014(\$)⁽²⁾
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	(\$) ⁽¹⁾⁽²⁾	2014	(\$)	(\$)
				(\$)
Mortimer B. Zuckerman				
Owen D. Thomas	150,000		3,738	153,738
Douglas T. Linde				
Raymond A. Ritchey	207,471		106,833	1,759,277
Michael E. LaBelle	56,943		53,174	823,461

(1) These amounts do not include any contributions out of bonus payments that were made during 2015 in recognition of performance in 2014.

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- (2) Of the amounts reported in the contributions column, (a) \$150,000 of Mr. Thomas' contributions, \$68,846 of Mr. Ritchey's contributions and \$23,692 of Mr. LaBelle's contributions are also included in the Summary Compensation Table as salary for 2014 and (b) \$138,625 of Mr. Ritchey's contributions and \$33,250 of Mr. LaBelle's contributions are also included in the Summary Compensation Table as bonus for 2013 that was paid in 2014. Of the amounts reported in the aggregate balance column, (a) \$66,846 of Mr. Ritchey's aggregate balance and \$45,654 of Mr. LaBelle's aggregate balance is also included in the Summary Compensation Table as salary for 2013, (b) \$64,615 of Mr. Ritchey's aggregate balance and \$41,192 of Mr. LaBelle's aggregate balance is also included in the Summary Compensation Table as salary for 2012, and (c) \$140,000 of Mr. Ritchey's aggregate balance and \$75,000 of Mr. LaBelle's aggregate balance is also included in the Summary Compensation Table as bonus for 2012 that was paid in 2013.

Potential Payments Upon Termination or Change in Control***Employment Agreements and Severance Arrangements***

We have various employment and severance arrangements with our NEOs (other than Mr. Zuckerman) to provide severance and other benefits in the event of the termination of their employment under certain circumstances. In return for such protection, each NEO has agreed to be bound by confidentiality, non-competition and non-solicitation restrictive covenants and to provide to us post-termination litigation and regulatory cooperation.

Under these employment arrangements, in the event the NEO is terminated by us "without cause" or the NEO terminates for "good reason," the NEO will be entitled to receive a pro-rated target bonus for the year of termination and cash severance. The cash severance is the sum of (x) his base salary plus (y) the amount of his cash bonus, if any, received or payable in respect of the immediately preceding year, except that the cash severance for Mr. Thomas is two times the foregoing sum. Subject to payment of premiums at the active employees' rate, each NEO, his spouse and dependents may also participate in our health plan for up to 18 months (24 months in the case of Mr. Thomas) after termination of employment. In addition, each NEO, other than Mr. Thomas, will be entitled to an additional 12 months of vesting of his outstanding equity awards with time-based vesting. Mr. Thomas will be entitled to full vesting of his initial equity grants with time-based vesting and an additional 24 months of vesting in his other time-based equity awards. All NEOs will also become vested on a pro-rated basis in any outstanding equity awards with performance-based vesting, subject to attainment of performance goals.

If an NEO's employment with us is terminated by reason of death or disability, he or his beneficiary will be entitled to receive a pro-rated target bonus for the year of termination. In addition, he will become fully vested in his outstanding equity awards with time-based vesting, and subject to payment of premiums, he or his spouse and dependents may participate in our health plan for up to 18 months after termination of employment. The NEO will also become vested on a pro-rated basis in any outstanding equity awards with performance-based vesting, subject to attainment of performance goals.

If Mr. Thomas' employment with us ends upon the conclusion of the initial three-year term of his employment agreement or the first year of the extended term following our non-renewal of the agreement, he will not be entitled to receive any cash severance or benefits continuation, but he will receive accelerated vesting of his equity awards to the same extent as described above for a termination "without cause" or for "good reason."

If an NEO's employment is terminated by us "without cause" or by the NEO for "good reason" upon or within 24 months after a "change in control," then such NEO will be entitled to a pro-rated target cash bonus for the year of termination and a lump sum severance amount equal to three times the sum of (x) his base salary plus (y) the amount of his average annual bonus. Each NEO will also be entitled to full vesting of his outstanding equity awards with time-based vesting granted prior to 2015, acceleration of vesting of his performance-based equity awards, subject to attainment of

performance goals, 36 months of financial counseling, tax preparation assistance and outplacement, and, subject to

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payment of premiums at the active employees' rate, may also participate in our health plan for up to 36 months following termination of employment. In addition, each NEO, other than Mr. Thomas, will be entitled to receive a tax gross-up payment in the event he becomes subject to the golden parachute excise tax (as discussed above under *Compensation Discussion and Analysis – Other Compensation Policies*).

The Compensation Committee decided to modify time-based equity awards made in 2015 or later to include double-trigger vesting, meaning that, if there is a change of control (as defined in the Company's 2012 Plan) and the awards are not otherwise cancelled in connection with the change of control transaction, they only become fully vested if, within 24 months after the change of control, the executive's employment is terminated by the Company or its successor without cause or the executive resigns for good reason. Although Mr. Thomas is entitled to single-trigger vesting upon a change of control under his employment agreement, he has agreed to be subject to the new policy.

Transition Benefits Agreement with Mr. Zuckerman

In connection with Mr. Thomas succeeding Mr. Zuckerman as Chief Executive Officer, we entered into the TBA with Mr. Zuckerman. Pursuant to the TBA, because he remained employed by us through July 1, 2014, on January 1, 2015 he received a lump sum cash payment of \$6,700,000 and 85,962 LTIP units. He also retains the right to certain perquisites as more fully described above under *Compensation Discussion and Analysis – Compensation for Former Executive Chairman*. Mr. Zuckerman also earned his 2012 OPP award on a pro-rated basis in February 2015, and he retains the right to earn a pro-rated portion of his 2013 MYLTIP award, subject to attainment of performance goals.

The TBA provided that, without regard to whether Mr. Zuckerman is entitled to any other supplemental benefits under such agreement, if he is terminated for any reason, voluntarily or involuntarily, after March 10, 2013, he would become fully vested in any outstanding equity awards with time-based vesting and become vested on a pro-rated basis in any outstanding equity awards with performance-based vesting, subject to attainment of performance goals. Accordingly, all of Mr. Zuckerman's then-outstanding equity awards vested in accordance with the preceding sentence on December 31, 2014 as a result of the completion of his transition to non-executive Chairman.

Retirement-Related Provisions in LTI Equity Awards

In general, when an employee attains age 65 or attains age 62 and completes 20 years of service with us while still in service, the employee becomes fully vested in all time-based LTI equity awards. As of December 31, 2014, Mr. Ritchey satisfied the age and service condition and therefore all of his time-based LTI equity had vested.

In the case of performance-based LTI equity awards granted prior to 2014 (*i.e.*, the 2012 OPP and 2013 MYLTIP), if an employee retires after attaining age 65 or attaining age 62 with 20 years of service with us, then the employee will become vested on a pro-rated basis, based on the number of days served in the performance period, subject to attainment of performance goals.

In the case of performance-based LTI equity awards granted under the 2014 MYLTIP and 2015 MYLTIP:

if an employee retires after (1) attaining age 62 with 20 years of service with us, or (2) attaining age 65 with less than 15 years of service with us, then the employee will become vested on a pro-rated basis, based on the number of days elapsed in the performance period plus 365 (*i.e.*, one additional year), subject to attainment of performance goals; and

if an employee retires after attaining age 65 with 15 years of service with us, then the employee will become vested on a pro-rated basis, based on the number of days elapsed in the performance period plus 730 (*i.e.*, two additional years), subject to attainment of performance goals.

Excise Tax Gross-Up			6,427,247		
Total	8,512,964	10,269,516	23,423,396	10,567,637	11,280,368

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26,890 LTIP units and 40,320 non-qualified stock options; Mr. Linde 39,464 LTIP units and 54,392 stock options and Mr. LaBelle 12,796 LTIP units and 11,603 non-qualified stock options. All of Mr. Ritchey's LTIP units, shares of restricted common stock and options previously vested because he attained the age of 62 with at least 20 years of service with us. All of Mr. Zuckerman's LTIP units, shares of restricted common stock and stock options vested on December 31, 2014 in connection with his transition to non-executive Chairman. See note (1).

- (4) Pursuant to the terms of the 2012 OPP Awards, 2013 MYLTIP Awards and 2014 MYLTIP Awards, in the event of a change in control prior to the end of the three-year performance period, the number of LTIP units earned will be calculated as of the date of the change in control based on our performance through such date as measured against performance hurdles (without proration), and any LTIP units earned will be fully vested. The values set forth above relating to (a) an involuntary not for cause termination or a good reason termination following a change in control and (b) a change in control without termination are based on the number of LTIP units that would have been earned assuming a per share consideration in a change in control transaction equal to the closing stock price on December 31, 2014. Pursuant to the terms of the 2012 OPP

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Awards, 2013 MYLTIP Awards and 2014 MYLTIP Awards, in the event of termination of the employment of any of our NEOs resulting from an involuntary not for cause termination, a good reason termination or death or disability, then (a) the number of LTIP units that such officer will earn will be determined in the same manner, with respect to the performance-based goals, and at the same time as it otherwise would have been (*i.e.*, as of the end of the performance period or upon a change in control), (b) such officer will be vested in a pro rated portion of the LTIP units that such officer otherwise would have earned based on the portion of the three-year performance period during which such officer was employed by us (or, in the event of a termination upon death or disability, such officer will be vested in all of the LTIP units that such officer otherwise would have earned) and (c) except in the event of death or disability, such officer will not be permitted to transfer the LTIP units that are earned until they otherwise would have vested under the terms of the awards (*i.e.*, (i) for the 2012 OPP Awards, 25% on February 7, 2015, 25% on February 7, 2016 and 50% on February 7, 2017, (ii) for the 2013 MYLTIP Awards, 25% on February 4, 2016, 25% on February 4, 2017 and 50% on February 4, 2018 and (iii) for the 2014 MYLTIP Awards, 50% on February 3, 2017 and 50% on February 3, 2018). For a discussion of retirement-related provisions in the 2012 OPP Awards, the 2013 MYLTIP Awards and the 2014 MYLTIP Awards, see *Retirement Related Provisions in LTI Equity Awards*. The values set forth above relating to (a) an involuntary not for cause termination or a good reason termination and (b) death or disability are based on the number of LTIP units that would have been earned assuming our performance for the three-year performance period under the 2012 OPP, 2013 MYLTIP and 2014 MYLTIP continued at the same annualized rate as we experienced from the first day of the respective performance period through December 31, 2014 and reflect pro rated vesting, as applicable, but are not discounted to reflect the fact that such LTIP units would not be earned until a later date and would be subject to continuing transfer restrictions except in the case of death or disability. LTIP units are valued based on the closing price of the Company's common stock on December 31, 2014, which was \$128.69 per share. On February 6, 2015, the measurement period for the 2012 OPP Awards ended and the Company's total return to stockholders was sufficient for employees to earn and therefore become eligible to vest in the 2012 OPP Awards. The final outperformance pool was determined to be approximately \$32.1 million, or approximately 80% of the total maximum outperformance pool of \$40.0 million.

- (5) Includes outplacement services valued at 15% of current base salary and bonus with respect to the immediately preceding year up to a maximum of \$75,000 paid in a lump sum, and financial counseling and tax preparation services valued at \$25,000 per year for 36 months.

The amounts shown in the above tables do not include payments and benefits to the extent they have been earned prior to the termination of employment or are provided on a non-discriminatory basis to salaried employees upon termination of employment. These include:

accrued salary and vacation pay;

distribution of plan balances under our 401(k) plan and the non-qualified deferred compensation plan (see *Nonqualified Deferred Compensation* beginning on page 52 for the plan balances of each NEO under the non-qualified deferred compensation plan); and

life insurance proceeds in the event of death.

COMPENSATION OF DIRECTORS

Our directors who are also employees receive no additional compensation for their services as directors. During 2014, we paid our non-employee directors:

an annual cash retainer of \$60,000 (payable in quarterly installments) for their services;

an annual cash retainer of \$15,000 (payable in quarterly installments) to the lead independent director;

an annual cash retainer of \$15,000 (payable in quarterly installments) to the chair of each of the Audit Committee, Compensation Committee and NCG Committee;

\$1,500 for each Board of Directors meeting attended; and

\$1,500 to the members of each of the Audit Committee, Compensation Committee, NCG Committee and Significant Transactions Committee for each committee meeting attended.

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Committee attendance fees are received whether or not the committee meeting is held on the same day as a meeting of our Board of Directors. Non-employee directors also are reimbursed for reasonable expenses incurred to attend Board of Directors and committee meetings.

Ms. Einiger and Messrs. Klein, Lustig, Patricof, Seidenberg and Twardock each made an election, in accordance with our 2012 Plan and approved by our Board of Directors, to defer all cash retainer and meeting attendance fees payable to such director during 2014 and to receive his or her deferred cash compensation in the form of our common stock upon the director's retirement from our Board of Directors. Each director is credited with the number of deferred stock units determined by dividing the amount of the cash compensation deferred during each calendar quarter by the closing market price of our common stock on the New York Stock Exchange on the last trading day of the quarter. Hypothetical dividends on the deferred stock units are reinvested in additional deferred stock units based on the closing market price of the common stock on the cash dividend payment date. Payment of a director's account may only be made in a lump sum of shares of our common stock equal to the number of deferred stock units in a director's account upon the director's retirement from our Board of Directors.

Additionally, in 2014 each continuing non-employee director was entitled to receive, on the fifth business day after the annual meeting of stockholders, a number of shares of restricted common stock or, if elected by such director, LTIP units (or a combination of both) valued at \$120,000. In addition, any new non-employee director was entitled to receive, on the fifth business day after his or her initial election to our Board of Directors, a number of shares of restricted common stock (or, if offered by the Board of Directors and elected by such director, LTIP units) valued at \$120,000 (prorated based on the number of months from the date the director is first appointed or elected to our Board of Directors to the date of the Company's next annual meeting of stockholders). These annual and initial grants are made pursuant to a policy adopted by the Board of Directors so that the equity compensation of non-employee directors will be determined by a formula. The actual number of shares of restricted common stock or LTIP units that we grant is determined by dividing the fixed value of the grant by the closing market price of our common stock on the New York Stock Exchange on the grant date. Pursuant to this policy, on May 28, 2014, Ms. Einiger and Messrs. Frenkel, Klein, Lustig, Patricof, Seidenberg, Turchin and Twardock each received 1,005 LTIP units or shares of restricted common stock. Annual and initial grants of LTIP units and restricted common stock will vest 100% on the earlier of (1) the first anniversary of the grant date and (2) the date of the next annual meeting of stockholders.

In addition to the foregoing compensation for non-employee directors, beginning in 2015, Mr. Zuckerman will be entitled to \$350,000 per year for serving as Chairman. One-third ($\frac{1}{3}$ rd) of this amount will be payable in equal quarterly cash installments and two-thirds ($\frac{2}{3}$ rds) will be payable in shares of restricted common stock, or at his election, LTIP units, on the fifth business day after each annual meeting of stockholders.

On March 9, 2015, the Company granted Mr. Zuckerman an aggregate of 997 LTIP units representing a prorated initial non-employee director award and initial chairman equity award for the period between January 1, 2015 and May 19, 2015 (i.e., the date of the 2015 annual meeting of stockholders). These LTIP units will vest on May 19, 2015.

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- (2) Represents the total fair value of common stock and LTIP unit awards granted to non-employee directors in 2014, determined in accordance with ASC Topic 718, disregarding for this purpose the estimate of forfeitures related to service-based vesting conditions. A discussion of the assumptions used in calculating these values can be found in Note 17 to our 2014 audited financial statements beginning on page 165 of our annual report on Form 10-K for the year ended December 31, 2014. As of December 31, 2014, our non-employee directors had the following unvested equity awards outstanding:

Name	LTIP Units (#)	Common Stock (#)
Zoë Baird Budinger		
Carol B. Einiger	1,005	
Dr. Jacob A. Frenkel	1,005	
Joel I. Klein	1,005	
Matthew J. Lustig	1,005	
Alan J. Patricof	1,005	
Ivan G. Seidenberg		1,005
Martin Turchin	502	503
David A. Twardock		1,005

- (3) Ms. Budinger's term as a director ended on May 20, 2014.

- (4) Mr. Seidenberg was elected to the Board of Directors on May 20, 2014.

Director Stock Ownership Guidelines

Our Board believes it is important to align the interests of the directors with those of the stockholders and for directors to hold equity ownership positions in Boston Properties. Accordingly, each non-employee director is expected to retain an aggregate number of shares of our common stock, our deferred stock units (and related dividend equivalent rights), and LTIP units and common units in our Operating Partnership, whether vested or not, equal to at least the aggregate number of such shares or units received by the director as annual retainers during the first three years following the later of: (a) our 2007 annual meeting of stockholders or (b) our annual meeting of stockholders at which the director was initially elected or, if earlier, the first annual meeting of stockholders following the initial appointment of the director. Compliance with these ownership guidelines will be measured as of the end of each fiscal year. Any director who is prohibited by law or by applicable regulation of his or her employer from owning equity in the Company shall be exempt from this requirement. The NCG Committee may consider whether exceptions should be made for any director on whom this requirement could impose a financial hardship.

COMPENSATION COMMITTEE INTERLOCKS AND INSIDER PARTICIPATION

The current members of the Compensation Committee are Ms. Einiger and Messrs. Twardock and Frenkel. None of these persons has served as an officer or employee of Boston Properties. None of these persons had any relationships with Boston Properties requiring disclosure under applicable rules and regulations of the SEC. None of Boston Properties' executive officers served as a director or a member of a compensation committee (or other committee serving a similar function) of any other entity, the executive officers of which served as a director of Boston Properties or a member of the Compensation Committee during 2014.

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PROPOSAL 2: ADVISORY VOTE ON NAMED EXECUTIVE OFFICER COMPENSATION

Proposal

Section 14A(a)(1) of the Exchange Act generally requires each public company to include in its proxy statement a separate resolution subject to a non-binding stockholder vote to approve the compensation of the Company's named executive officers, as disclosed in its proxy statement pursuant to Item 402 of Regulation S-K, not less frequently than once every three years. This is commonly known as a "Say-on-Pay" proposal or resolution.

At our 2011 annual meeting of stockholders, our stockholders voted on, among other matters, a proposal regarding the frequency of holding a non-binding, advisory vote on the compensation of our named executive officers. A majority of the votes cast on the frequency proposal were cast in favor of holding a non-binding, advisory vote on the compensation of the Company's named executive officers every year, which was consistent with the recommendation of our Board of Directors. Our Board of Directors considered the voting results with respect to the frequency proposal and other factors, and the Board of Directors currently intends for the Company to hold a non-binding, advisory vote on the compensation of the Company's named executive officers every year until the next required advisory vote on the frequency of holding the non-binding, advisory vote on the compensation of our named executive officers.

Accordingly, we will ask our stockholders to vote **FOR** the following resolution at the 2015 annual meeting:

RESOLVED, that the compensation paid to the Company's named executive officers, as disclosed in this proxy statement pursuant to the Item 402 of Regulation S-K, including the Compensation Discussion and Analysis, compensation tables and narrative discussion, is hereby **APPROVED**.

The vote is advisory, and therefore not binding on Boston Properties, the Compensation Committee or our Board of Directors. However, our Board and our Compensation Committee value the opinions of our stockholders and intend to take into account the results of the vote when considering future compensation decisions for our named executive officers.

Vote Required

The affirmative vote of a majority of shares of common stock present in person or represented by proxy at the meeting and entitled to vote on this proposal is required for the approval of this proposal. Abstentions shall be included in determining the number of shares present and entitled to vote on the proposal, thus having the effect of a vote against the proposal. Broker non-votes, if any, are not counted in determining the number of shares present and entitled to vote and will therefore have no effect on the outcome.

Recommendation

The Board of Directors unanimously recommends a vote FOR this proposal. Properly authorized proxies solicited by the Board will be voted FOR this proposal unless instructions to the contrary are given.

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The Audit Committee of the Board of Directors is directly responsible for the appointment, compensation, retention, and oversight of the independent registered public accounting firm retained to audit our consolidated financial statements. The Audit Committee has selected and appointed PricewaterhouseCoopers LLP as our independent registered public accounting firm to audit our consolidated financial statements for the year ending December 31, 2015. PricewaterhouseCoopers LLP has audited our consolidated financial statements continuously since our initial public offering in June 1997. In order to ensure continuing auditor independence, the Audit Committee periodically considers whether there should be a regular rotation of the independent registered public accounting firm. Further, in conjunction with the mandated rotation of the PricewaterhouseCoopers LLP's lead engagement partner, the Audit Committee and its chairman were directly involved in the selection of PricewaterhouseCoopers LLP's lead engagement partner. The members of the Audit Committee and the Board believe that the continued retention of PricewaterhouseCoopers LLP to serve as our independent registered public accounting firm is in the best interests of Boston Properties and its stockholders.

Although ratification by stockholders is not required by law or by our By-laws, the Audit Committee believes that submission of its selection to stockholders is a matter of good corporate governance. Even if the appointment is ratified, the Audit Committee, in its discretion, may select a different independent registered public accounting firm at any time if the Audit Committee believes that such a change would be in the best interests of Boston Properties and its stockholders. If our stockholders do not ratify the appointment of PricewaterhouseCoopers LLP, the Audit Committee will take that fact into consideration, together with such other factors it deems relevant, in determining its next selection of independent auditors.

It is anticipated that a representative of PricewaterhouseCoopers LLP will attend the annual meeting of stockholders, will have an opportunity to make a statement if he or she desires to do so and will be available to respond to appropriate questions.

Fees

The Audit Committee is responsible for the audit fee negotiations associated with the retention of PricewaterhouseCoopers LLP. Aggregate fees for professional services rendered by PricewaterhouseCoopers LLP for the years ended December 31, 2014 and 2013 were as follows:

	2014	2013
Audit Fees		
Recurring audit, quarterly reviews and accounting assistance for new accounting standards and potential transactions	\$ 1,621,945	\$ 1,417,868
Comfort letters, consents and assistance with documents filed with the SEC and securities offerings	76,000	200,174
Subtotal	1,697,945	1,618,042
Audit-Related Fees		
Audits required by lenders, joint ventures, tenants and employee benefit plans	396,560	258,836

Tax Fees

Recurring tax compliance	287,508	255,707
Tax planning and research	414,061	89,414
REIT and other compliance matters	47,743	91,860

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	2014	2013
Tax assistance for potential transactions	85,014	88,273
Sales and use tax examinations	16,832	28,545
Subtotal	851,158	553,799
All Other Fees		
Software licensing fee	1,800	1,800
Total	\$ 2,947,463	\$ 2,432,477

Auditor Fees Policy

The Audit Committee has approved a policy concerning the pre-approval of audit and non-audit services to be provided by PricewaterhouseCoopers LLP, our independent registered public accounting firm. The policy requires that all services provided by PricewaterhouseCoopers LLP to us, including audit services, audit-related services, tax services and other services, must be pre-approved by the Audit Committee. In some cases, pre-approval is provided by the full Audit Committee for up to a year, and relates to a particular category or group of services and is subject to a particular budget. In other cases, specific pre-approval is required. The Audit Committee has delegated authority to the Chair of the Audit Committee to pre-approve additional services, and any such pre-approvals must then be communicated to the full Audit Committee.

The Audit Committee approved all audit and non-audit services provided to us by PricewaterhouseCoopers LLP during the 2014 and 2013 fiscal years.

Vote Required

The affirmative vote of a majority of shares of common stock present in person or represented by proxy at the meeting and entitled to vote on this proposal is required for the ratification of the appointment of PricewaterhouseCoopers LLP. Abstentions shall be included in determining the number of shares present and entitled to vote on the proposal, thus having the effect of a vote against the proposal. Broker non-votes, if any, are not counted in determining the number of shares present and entitled to vote and will therefore have no effect on the outcome.

Recommendation

The Board of Directors unanimously recommends a vote FOR this proposal. Properly authorized proxies solicited by the Board will be voted FOR this proposal unless instructions to the contrary are given.

AUDIT COMMITTEE REPORT

The members of the Audit Committee of the Board of Directors of Boston Properties submit this report in connection with the committee's review of the financial reports for the fiscal year ended December 31, 2014 as follows:

1. The Audit Committee has reviewed and discussed with management the audited financial statements for Boston Properties, Inc. for the fiscal year ended December 31, 2014.

- 2.

The Audit Committee has discussed with representatives of PricewaterhouseCoopers LLP the matters required to be discussed by the statement on Auditing Standards No. 61, as amended (AICPA, *Professional Standards*, Vol. 1. AU section 380), as adopted by the Public Company Accounting Oversight Board in Rule 3200T.

3. The Audit Committee has received the written disclosures and the letter from the independent accountant required by the applicable requirements of the Public Company Accounting Oversight Board regarding the independent accountant's communications with the Audit Committee concerning independence, and has discussed with the independent accountant the independent accountant's independence.

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Based on the review and discussions referred to above, the Audit Committee recommended to the Board of Directors that the audited financial statements be included in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2014 for filing with the SEC.

The Audit Committee operates pursuant to a charter that was approved by our Board of Directors. A copy of the Audit Committee Charter is available on our website at <http://www.bostonproperties.com> under the heading "Corporate Governance".

Submitted by the Audit Committee:

Alan J. Patricof, Chair

Joel I. Klein

David A. Twardock

PROPOSAL 4: STOCKHOLDER PROPOSAL

Proposal

The Massachusetts Laborers' Pension Fund, 14 New England Executive Park, Suite 200, Burlington, MA 01801, the beneficial holder of approximately 253 shares of common stock of Boston Properties, has given formal notice that it will introduce the following resolution and supporting statement at the 2015 annual meeting of stockholders:

RESOLVED: That the stockholders of Boston Properties, Inc., ("Boston Properties" or "the Company") ask the board of directors to adopt a policy that, whenever possible, the board's chairman should be an independent director who has not previously served as an executive officer of the Company. The policy should be implemented so as not to violate any contractual obligation. The policy should also specify (a) how to select a new independent chairman if a current chairman ceases to be independent during the time between annual meetings of shareholders; and (b) that compliance with the policy is excused if no independent director is available and willing to serve as chairman.

Proponent's Supporting Statement

It is the responsibility of the Board of Directors to protect shareholders' long-term interests by providing independent oversight of management, including the Chief Executive Officer ("CEO"), in directing the corporation's business and affairs. Currently Mr. Mortimer Zuckerman, founder and former CEO of Boston Properties, is our Company's Executive Chairman of the Board. We believe this scheme may not adequately protect shareholders.

We believe that an independent Chairman who sets agendas, priorities and procedures for the board can enhance board oversight of management and help ensure the objective functioning of an effective board. We also believe that having an independent Chairman (in practice as well as appearance) can improve accountability to shareowners, and we view the alternative of having a lead outside director, even one with a robust set of duties, as not adequate to fulfil these functions.

A number of respected institutions recommend such separation. CalPERS' Corporate Core Principles and Guidelines state that "the independence of a majority of the Board is not enough"; the leadership of the board must embrace independence, and it must ultimately change the way in which directors interact with management. In 2009 the Milstein Center at Yale School of Management issued a report, endorsed by a number of investors and board members

that recommended splitting the two positions as the default provision for U.S. companies. A commission of The Conference Board stated in a 2003 report: Each corporation should give careful consideration to separating the offices of Chairman of the Board and CEO, with those two roles being performed by separate individuals. The Chairman would be one of the independent directors.

We believe that the recent economic crisis demonstrates that no matter how many independent directors there are on a Board, that Board is less able to provide independent oversight of the officers if the Chairman of the Board is not independent.

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We, therefore, urge shareholders to vote FOR this proposal.

Boston Properties Statement in Opposition

Our Board of Directors recommends that you vote against this proposal. Our Board of Directors believes that the adoption of a firm policy that our Chairman be an independent director who has not previously served as an executive officer of the Company is unnecessary and would only serve to limit our Board of Directors' flexibility in determining the best candidate to serve as our Chairman. Our stockholders have consistently agreed with our Board of Directors regarding this matter as they considered and rejected an identical proposal at our 2014 annual meeting of stockholders, with approximately 86% of the votes cast against the proposal, as well as nearly identical proposals at each of our 2010 and 2009 annual meetings of stockholders.

Requiring that our Chairman be an independent director is not necessary to ensure that our Board of Directors provides independent and effective oversight of the Company's business and affairs. Such oversight is and will be maintained at the Company through:

our lead independent director;

the composition of our Board of Directors, eight of 11 members (or approximately 73%) of which are independent under the NYSE rules;

the Audit Committee, Compensation Committee and NCG Committee, which are all comprised entirely of independent directors; and

our Corporate Governance Guidelines.

In order to provide our stockholders with even further reassurance regarding the strong independent oversight exercised by our Board of Directors, our Board of Directors recently amended our Corporate Governance Guidelines to establish a lead independent director role and require that the independent members of our Board of Directors annually select an independent director to serve as our lead independent director. This amendment became effective immediately following the 2014 annual meeting, with Ivan G. Seidenberg selected by our independent directors to serve as our lead independent director. Our lead independent director has well-defined, substantive responsibilities that include, among others:

presiding at all meetings of our Board of Directors at which the Chairman is not present, including executive sessions of independent directors;

serving as a liaison between the Chairman and the independent directors;

approving information sent to our Board of Directors;

approving meeting agendas and meeting schedules for our Board of Directors to assure that there is sufficient time for discussion of all agenda items;

having the authority to call meetings of the independent directors of our Board of Directors; and

if requested by major stockholders, ensuring that he or she is available for consultation and direct communication.

Further, all of our independent directors may suggest the inclusion of items on the agenda for meetings of our Board of Directors or raise subjects that are not on the agenda for that meeting. In addition, our Board of Directors and each committee thereof has complete and open access to any member of management and the authority to retain independent legal, financial and other advisors as they deem appropriate without consulting or obtaining the approval of any member of management. Our Board of Directors also holds regularly scheduled executive sessions of only non-management directors in order to promote discussion among the non-management directors and assure independent oversight of management. Moreover, the Audit Committee, Compensation Committee and NCG Committee, all of which are comprised entirely of independent directors, also perform

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oversight functions independent of management. Based on this governance structure, our Board of Directors does not believe that mandating an independent chairman provides any additional governance or oversight benefits.

The adoption of a policy requiring that our Chairman be an independent director who has not previously served as an executive officer of the Company would preclude our current Chairman, Mr. Zuckerman, from serving in this role. Mr. Zuckerman co-founded Boston Properties in 1970 and has served on our Board of Directors since the Company's initial public offering in June 1997 and recently completed his transition from Executive Chairman to non-executive Chairman as had been contemplated by the transition benefits agreement we entered into with Mr. Zuckerman as of March 10, 2013. Our Board of Directors has given careful consideration to the appointment of our Chairman and his continued service as a non-executive Chairman and has determined that the Company and our stockholders are best served by having Mr. Zuckerman continue on in this role.

Under Mr. Zuckerman's leadership, the Company has outperformed the S&P 500 Index and the FTSE NAREIT Office Index based on cumulative total return, on both a short-term and long-term basis, as set forth below:

	Cumulative Total Return for the 1-year period from January 1, 2014 through December 31, 2014⁽¹⁾	Cumulative Total Return for the 3-year period from January 1, 2012 through December 31, 2014⁽¹⁾	Cumulative Total Return for the 5-year period from January 1, 2010 through December 31, 2014⁽¹⁾	Cumulative Total Return for the period from the Company's initial public offering through December 31, 2014⁽¹⁾
Boston Properties, Inc.	35.51%	46.29%	127.47%	1,081.84%
S&P 500 Index	13.69%	74.60%	105.13%	217.70%
FTSE NAREIT Office Index	25.86%	51.67%	78.23%	388.24%

(1) Assumes the reinvestment of dividends.

This outperformance suggests that the Company has been well served in the past by having Mr. Zuckerman as Chairman, and, as one of our largest individual equityholders, Mr. Zuckerman's interests continue to be uniquely aligned with those of our stockholders.

Our Board of Directors believes that it is in the best interests of the Company and our stockholders for our Board of Directors to retain the flexibility and discretion to conduct the Company's business in the most efficient and effective manner, including the flexibility to determine on a case-by-case basis who is best qualified to serve as our Chairman. According to the Spencer Stuart Board Index 2014, only 28% of the companies in the S&P 500 Index had an independent chairman and only 3% had a formal policy requiring the separation of the chairman and chief executive officer roles, a decrease from 4% in 2013, with the majority of the companies deciding on a case-by-case basis. Implementing the proposal would deprive our Board of Directors of its ability to select the person that it determines has the most effective leadership style and is best qualified to serve as our Chairman and put the Company out of step with, and at a competitive disadvantage to, the vast majority of companies in the S&P 500 Index.

Vote Required

The affirmative vote of the majority of shares present in person or represented by proxy at the meeting and entitled to vote on this proposal is required for adoption of this resolution. Abstentions shall be included in determining the number of shares present and entitled to vote on the proposal, thus having the effect of a vote against the proposal. Broker non-votes, if any, are not counted in determining the number of shares present and entitled to vote and will therefore have no effect on the outcome.

Recommendation

The Board of Directors unanimously recommends a vote AGAINST this proposal. Properly authorized proxies solicited by the Board will be voted AGAINST this proposal unless instructions to the contrary are given.

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PROPOSAL 5: STOCKHOLDER PROPOSAL

Proposal

The City of Philadelphia Public Employees Retirement System, Sixteenth Floor, Two Penn Plaza, Philadelphia, PA 19102, as lead filer, and Miami Firefighters Relief and Pension Fund, 2980 N.W. South River Drive, Miami, FL 33125, as co-filer, beneficial holders of approximately 3,488 and 1,050 shares of common stock of Boston Properties, respectively, have given formal notice that they will introduce the following resolution and supporting statement at the 2015 annual meeting of stockholders:

RESOLVED: Shareholders of Boston Properties, Inc. (the Company) ask the board of directors (the Board) to adopt, and present for shareholder approval, a proxy access bylaw. Such a bylaw shall require the Company to include in proxy materials prepared for a shareholder meeting at which directors are to be elected the name, Disclosure and Statement (as defined herein) of any person nominated for election to the Board by a shareholder or group (the Nominator) that meets the criteria established below. The Company shall allow shareholders to vote on such nominee on the Company's proxy card.

The number of shareholder-nominated candidates appearing in proxy materials shall not exceed one quarter of the number of directors then serving. This bylaw, which shall supplement existing rights under the Company's bylaws, should provide that a Nominator must:

- a) have beneficially owned 3% or more of Boston Properties' outstanding common stock continuously for at least three years before the nomination is submitted;
- b) give Boston Properties written notice within the time period identified in the Company's bylaws of the information required by the bylaws and any rules of the Securities and Exchange Commission about (i) the nominee, including consent to being named in the proxy materials and to serving as a director if elected; and (ii) the Nominator, including proof it owns the required shares (the Disclosure); and
- c) certify that (i) it will assume liability stemming from any legal or regulatory violation arising out of the Nominator's communications with Boston Properties shareholders, including the Disclosure and Statement; (ii) it will comply with all applicable laws and regulations if it uses soliciting materials other than the Company's proxy materials; and (c) to the best of its knowledge, the required shares were acquired in the ordinary course of business and not to change or influence control at Boston Properties.

The Nominator may submit with the Disclosure a statement not exceeding 500 words in support of the nominee (the Statement). The Board shall adopt procedures for promptly resolving disputes over whether notice of a nomination was timely, whether the Disclosure and Statement satisfy the bylaw and any applicable federal regulations, and the priority to be given to multiple nominations exceeding the one-quarter limit.

Proponent's Supporting Statement

We believe long-term shareholders should have a meaningful voice in electing directors. In 2013, this proposal received 64.5% support from shareholders.

We believe shareholders should be able to select their directors from a pool of nominees submitted by the company and qualified shareholders.

We urge shareholders to vote FOR this proposal.

Boston Properties Statement in Opposition

Our Board of Directors recommends that you vote against this proposal because we believe it has already been implemented. On February 24 2015, our Board of Directors amended our By-laws to adopt proxy access provisions with terms consistent with those set forth in this proposal. In particular, the proxy access By-law provisions that we adopted generally permit a stockholder or a group of no

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more than five stockholders that have held at least 3% of our issued and outstanding common stock for at least three years, with issued and outstanding common units of BPLP counting as issued and outstanding common stock, to include director nominees in our annual meeting proxy materials. These stockholders or groups of stockholders are generally permitted to include nominees for up to 25% of the number of directors then in office, as requested by this proposal. The proxy access By-law provisions that we adopted, including the eligibility, procedural and disclosure requirements contained therein, are more fully described in this proxy statement under Corporate Governance Principles and Board Matters Proxy Access By-law Provisions. Our adoption of these proxy access By-law provisions demonstrates the commitment of our Board of Directors to being responsive to our stockholders.

Because we have adopted proxy access By-law provisions with terms consistent with those set forth in this proposal, we believe we have already implemented this proposal and its adoption is unnecessary.

Vote Required

The affirmative vote of the majority of shares present in person or represented by proxy at the meeting and entitled to vote on this proposal is required for adoption of this resolution. Abstentions shall be included in determining the number of shares present and entitled to vote on the proposal, thus having the effect of a vote against the proposal. Broker non-votes are not counted in determining the number of shares present and entitled to vote and will therefore have no effect on the outcome.

Recommendation

The Board of Directors unanimously recommends a vote AGAINST this proposal. Properly authorized proxies solicited by the Board will be voted AGAINST this proposal unless instructions to the contrary are given.

PROPOSAL 6: STOCKHOLDER PROPOSAL

Proposal

The AFL-CIO Equity Index Fund, beneficial holder of approximately 46,821 shares of common stock of Boston Properties, has given formal notice that it will introduce the following resolution and supporting statement at the 2015 annual meeting of stockholders:

RESOLVED: The shareholders ask the board of directors of Boston Properties to adopt a policy that in the event of a change in control (as defined under any applicable employment agreement, equity incentive plan or other plan), there shall be no acceleration of vesting of any equity award granted to any senior executive officer, provided, however, that the board's Compensation Committee may provide in an applicable grant or purchase agreement that any unvested award will vest on a partial, pro rata basis up to the time of the named executive officer's termination, with such qualifications for an award as the Committee may determine.

For purposes of this Policy, equity award means an award granted under an equity incentive plan as defined in Item 402 of the SEC's Regulation S-K, which addresses elements of executive compensation to be disclosed to shareholders. This resolution shall be implemented so as not to affect any contractual rights in existence on the date this proposal is adopted, and it shall apply only to equity awards made under equity incentive plans or plan amendments that shareholders approve after the date of the 2015 annual meeting.

Proponent's Supporting Statement

Boston Properties (Company) allows executives to receive an accelerated award of unearned equity under certain conditions after a change of control of the Company. We do not question that some form of severance payments may be appropriate in that situation. We are concerned, however, that current practices at the Company may permit windfall awards that have nothing to do with an executive s performance.

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According to last year's proxy statement, a termination and change in control at the end of fiscal year 2013 could have accelerated the vesting of \$20.3 million worth of long-term equity to four of Boston Properties' senior executive officers, with the former CEO Mortimer B. Zuckerman entitled to \$11 million.

We are unpersuaded by the argument that executives somehow deserve to receive unvested awards. To accelerate the vesting of unearned equity on the theory that an executive was denied the opportunity to earn those shares seems inconsistent with a "pay for performance" philosophy worthy of the name.

We do believe, however, that an affected executive should be eligible to receive an accelerated vesting of equity awards on a pro rata basis as of his or her termination date, with the details of any pro rata award to be determined by the Compensation Committee.

Other major corporations, including Apple, Chevron, ExxonMobil, IBM, Intel, Microsoft, and Occidental Petroleum, have limitations on accelerated vesting of unearned equity, such as providing pro rata awards or simply forfeiting unearned awards. Research from James Reda & Associates found that over one third of the largest 200 companies now pro rate, forfeit, or only partially vest performance shares upon a change of control.

We urge you to vote FOR this proposal.

Boston Properties' Statement in Opposition

The Company received substantially the same proposal at its 2014 annual meeting and approximately 52.97% of shares cast were voted in its favor. Although the level of support for the policy put forward by the proponents was barely a majority, the Compensation Committee was responsive to our stockholders and, with the advice of its independent advisor, FPL, undertook a full review of the Company's policy regarding acceleration of vesting upon a change of control and engaged with investors to better understand their concerns. As a result of that process, the Compensation Committee decided to modify time-based equity awards made in 2015 or later to include "double-trigger" vesting, meaning that if there is a change of control (as defined in the Company's 2012 Stock Option and Incentive Plan) and the awards are not otherwise cancelled in connection with the change of control transaction, they only become fully vested if, within 24 months after the change of control, the executive's employment is terminated by the Company or its successor without cause or the executive resigns for good reason. Our Board of Directors believes that the change from single-trigger to double-trigger vesting addresses investors' main concern, removes potential disincentives for executives to pursue a change of control transaction that would benefit stockholders and brings our policy regarding acceleration of vesting upon a change of control in line with current best practice. Therefore, the Board of Directors unanimously recommends a vote AGAINST the proposed resolution for the reasons explained below.

The stockholder proposal approved at the 2014 annual meeting (i) only called for changes to equity awards made to NEOs under future equity incentive plans or plan amendments that stockholders approve, and (ii) did not require that it be implemented to affect existing contractual rights. However, the Compensation Committee decided to make the change *effective immediately*, and those senior officers, including our Chief Executive Officer, who are entitled to single-trigger vesting under their employment agreements, have *agreed to be subject* to the new policy. The Compensation Committee believes that this demonstrates its and management's responsiveness and that, therefore, it is unnecessary for stockholders to vote in favor of this proposal.

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The Compensation Committee believes that the Company's new policy, including double-trigger vesting for time-based equity awards, is appropriate. The policy put forward by the proponents, however, would only allow for vesting on a partial, *pro rata* basis even if an executive's employment was terminated in connection with the change of control. The Compensation Committee believes that adopting it would not be in line with practice for the vast majority of public companies or among the Company's peers and is inadvisable because three key objectives of the Company's policy, as revised, would be undermined:

Aligning executives' interests with stockholders' interests. When a change of control may be imminent, it is important to ensure that executives have the same incentive as stockholders to maximize stockholder value. This alignment will be weakened if, following a change of control, executives stand to lose a significant portion of the value of their equity awards.

Minimizing conflicts of interest. In the context of a potential change of control, lack of protection in the value of unvested awards could distract executives or contribute to their leaving the Company before a transaction is completed. Double-trigger vesting of time-based equity awards lessens those risks and is sufficient to prevent executives from receiving a windfall by compensating them only if their employment is terminated.

Attracting and retaining talent. Equity awards help us attract and retain talented individuals with the skills and expertise necessary to lead the Company. We believe that our ability to grant time-based awards with double-trigger vesting and performance-based awards where vesting is based on the measurement of performance as of the date of a change of control is important to attracting and retaining executives who can create value for our stockholders.

The stockholder proposal seeks to create a policy that the Board of Directors believes would unwisely restrict the Company's ability to structure our executive compensation program. It would prohibit time-based equity awards with double-trigger vesting, which are widely seen as entirely appropriate and best practice. Moreover, in response to feedback from investors, in recent years the Company has shifted increasing portions of total annual compensation for our senior executives toward performance-based equity awards that use total stockholder return (TSR) as the key metric. The purpose of performance-based equity awards is to make part of our executives' pay at-risk compensation that is earned only if and to the extent that they create value for stockholders. If they do so in connection with a change of control, limiting the amount of compensation they can earn would seem to undermine legitimate expectations because (i) the metrics underlying a performance-based award may no longer be measurable or meaningful following a change of control if the structure, capitalization and strategy of the successor entity are different, and (ii) executives may no longer have the same ability to influence performance following a change of control.

Our MYLTIP awards provide that their value will be calculated based on the Company's relative TSR performance up to the date of a change of control (measured against the relevant hurdles), with any awards that are earned based on performance becoming vested as of that date. The Compensation Committee believes this is appropriate because executives would not otherwise have the opportunity to earn their awards over their term and participate in the creation of stockholder value above the selected benchmarks. Executives should be able to earn up to the full potential value of their MYLTIP awards if stockholders realize sufficient value upon a change of control. Under the policy put forward by the proponents, however, even though a change of control transaction delivered such a premium that MYLTIP awards would be earned at the maximum level, if the transaction occurred half-way through the performance period and a senior executive were terminated, only half of his or her award would be earned. The Compensation

Committee does not believe such a policy to be in the best interests of the Company or our stockholders.

Vote Required

The affirmative vote of the majority of shares present in person or represented by proxy at the meeting and entitled to vote on this proposal is required for adoption of this resolution. Abstentions shall be

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included in determining the number of shares present and entitled to vote on the proposal, thus having the effect of a vote against the proposal. Broker non-votes are not counted in determining the number of shares present and entitled to vote and will therefore have no effect on the outcome.

Recommendation

The Board of Directors unanimously recommends a vote AGAINST this proposal. Properly authorized proxies solicited by the Board will be voted AGAINST this proposal unless instructions to the contrary are given.

CERTAIN RELATIONSHIPS AND RELATED PERSON TRANSACTIONS

The Board of Directors has adopted a Related Person Transaction Approval and Disclosure Policy for the review, approval or ratification of any related person transaction. This written policy provides that all related person transactions, other than a transaction for which an obligation to disclose under Item 404 of Regulation S-K (or any successor provision) arises solely from the fact that a beneficial owner of more than 5% of a class of the Company's voting securities (or an immediate family member of any such beneficial owner) has an interest in the transaction, must be reviewed and approved by a majority of the disinterested directors on our Board of Directors in advance of us or any of our subsidiaries entering into the transaction; provided that, if we or any of our subsidiaries enter into a transaction without recognizing that such transaction constitutes a related person transaction, the approval requirement will be satisfied if such transaction is ratified by a majority of the disinterested directors on the Board promptly after we recognize that such transaction constituted a related person transaction. Disinterested directors are directors that do not have a personal financial interest in the transaction that is adverse to our financial interest or that of our stockholders. The term "related person transaction" refers to a transaction required to be disclosed by us pursuant to Item 404 of Regulation S-K (or any successor provision) promulgated by the SEC. For purposes of determining whether such disclosure is required, a related person will not be deemed to have a direct or indirect material interest in any transaction that is deemed to be not material (or would be deemed not material if such related person was a director) for purposes of determining director independence pursuant to the Company's categorical standards of director independence. Please refer to the categorical standards under *Director Independence* beginning on page 5 of this proxy statement.

Prior to joining the Company effective January 2, 2014, Mr. John F. Powers provided commercial real estate brokerage services to the Company, on behalf of his prior employer, CBRE, Inc., in connection with certain leasing transactions. Mr. Powers received approximately \$1.2 million during 2014 and is expected to receive approximately \$350,000 in 2015 in the form of residual payments related to these transactions.

Since January 1, 2014, the Company has paid a firm controlled by Mr. Raymond A. Ritchey's brother aggregate leasing commissions of approximately \$780,000. Given current leasing activity, the Company expects to pay additional commissions to this firm during 2015. Mr. Ritchey is an Executive Vice President of Boston Properties. The Company believes the terms of the related agreements are comparable to, and in most cases more favorable to us than, similar arrangements with other brokers in relevant markets.

On June 30, 1998, we acquired from entities controlled by Mr. Alan B. Landis a portfolio of properties known as the Carnegie Center Portfolio and Tower Center One and related operations and development rights (collectively, the Carnegie Center Portfolio). Mr. A. Landis is the brother of Mr. Mitchell S. Landis, our former Senior Vice President and Regional Manager of our Princeton office. Mr. M. Landis' employment with us terminated on March 31, 2014. In connection with the acquisition of the Carnegie Center Portfolio, the Operating Partnership entered into a development agreement (the Development Agreement) with affiliates of Mr. A. Landis providing for up to approximately 2,000,000 square feet of development in or adjacent to the Carnegie Center office complex. One

affiliate of Mr. A. Landis was entitled to a purchase price for each parcel developed under the Development

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Agreement calculated on the basis of \$20 per rentable square foot of property developed. Another affiliate of Mr. A. Landis was eligible to earn a contingent payment for each developed property that achieves a stabilized return in excess of a target annual return ranging between 10.5% and 11%. The Development Agreement also provided that upon negotiated terms and conditions, we and Mr. A. Landis would form a development company to provide development services for these development projects and would share the expenses and profits, if any, of this new company.

On October 21, 2004, the Operating Partnership and Mr. A. Landis entered into an agreement (the 2004 Agreement) to modify several provisions of the Development Agreement. Under the terms of the 2004 Agreement, the Operating Partnership and affiliates of Mr. A. Landis amended the Development Agreement to limit the rights of Mr. A. Landis and his affiliates to participate in the development of properties under the Development Agreement. Among other things, Mr. A. Landis agreed that (1) Mr. A. Landis and his affiliates will have no right to participate in any entity formed to acquire land parcels or the development company formed by the Operating Partnership to provide development services under the Development Agreement, (2) Mr. A. Landis will have no right or obligation to play a role in development activities engaged in by the development company formed by the Operating Partnership under the Development Agreement or receive compensation from the development company and (3) the affiliate of Mr. A. Landis will have no right to receive a contingent payment for developed properties based on stabilized returns. In exchange, we agreed to:

effective as of June 30, 1998, pay Mr. A. Landis \$125,000 on January 1 of each year until the earlier of (A) January 1, 2018, (B) the termination of the Development Agreement or (C) the date on which all development properties under the Development Agreement have been conveyed pursuant to the Development Agreement, with \$750,000, representing payments of this annual amount from 1998 to 2004, being paid upon execution of the 2004 Agreement; and

pay an affiliate of Mr. A. Landis, in connection with the development of land parcels acquired under the Development Agreement, an aggregate fixed amount of \$10.50 per rentable square foot of property developed (with a portion of this amount (*i.e.*, \$5.50) being subject to adjustment, in specified circumstances, based on future increases in the Consumer Price Index) in lieu of a contingent payment based on stabilized returns, which payment could have been greater or less than \$10.50 per rentable square foot of property developed.

The Operating Partnership also continues to be obligated to pay an affiliate of Mr. A. Landis the purchase price of \$20 per rentable square foot of property developed for each land parcel acquired as provided in the original Development Agreement. During the 20-year term of the Development Agreement, until such time, if any, as the Operating Partnership elects to acquire a land parcel, an affiliate of Mr. A. Landis will remain responsible for all carrying costs associated with such land parcel.

Pursuant to the Development Agreement, as amended by the 2004 Agreement, we paid Mr. A. Landis \$125,000 on each of January 1, 2014 and January 1, 2015. On November 12, 2014, we acquired from Mr. A. Landis 804 Carnegie Center, a land parcel located in Princeton, New Jersey, for a purchase price of approximately \$3.7 million.

OTHER MATTERS

Expenses of Solicitation

The cost of solicitation of proxies will be borne by Boston Properties. In an effort to have as large a representation at the annual meeting as possible, special solicitation of proxies may, in certain instances, be made personally or by telephone, telegraph or mail by one or more employees of Boston Properties. We also may reimburse brokers, banks, nominees and other fiduciaries for postage and reasonable clerical expenses of forwarding the proxy material to their principals who are beneficial owners of shares of our common stock. In addition, MacKenzie Partners, Inc., a proxy solicitation firm, has been engaged by Boston Properties to act as proxy solicitor and will receive a fee of \$7,500 plus reimbursement of reasonable out-of-pocket expenses.

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Stockholder Proposals for the 2016 Annual Meeting

Any stockholder proposals submitted pursuant to Exchange Act Rule 14a-8 for inclusion in Boston Properties' proxy statement and form of proxy for its 2016 annual meeting must be received by Boston Properties on or before December 4, 2015 in order to be considered for inclusion in its proxy statement and form of proxy. Such proposals must also comply with the requirements as to form and substance established by the SEC if such proposals are to be included in the proxy statement and form of proxy. Any such proposal should be mailed to: Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02199-8103, Attn.: Secretary.

In order for an eligible stockholder or group of stockholders to nominate a director nominee for election at Boston Properties' 2016 annual meeting pursuant to the proxy access provision of our By-laws, notice of such nomination and other required information must be received by Boston Properties on or before December 4, 2015 unless our 2016 annual meeting of stockholders is scheduled to take place before April 19, 2016 or after July 18, 2016. Our By-laws state that such notice and other required information must be received by Boston Properties not less than 120 days prior to the anniversary of the date of the proxy statement for the prior year's annual meeting of stockholders; provided, however, that in the event the annual meeting is scheduled to be held on a date more than 30 days before the anniversary of the date of the immediately preceding annual meeting, or the annual meeting anniversary date, or more than 60 days after the annual meeting anniversary date, or if no annual meeting was held in the preceding year, the deadline for the receipt of such notice and other required information shall be the close of business on the later of (i) the 180th day prior to the scheduled date of such annual meeting or (ii) the 15th day following the day on which public announcement of the date of such annual meeting is first made.

In addition, our By-laws require the eligible stockholder or group of stockholders to update and supplement such information (or provide notice stating that there are no updates or supplements) as of specified date. Notices and other required information must be received by our Secretary at our principal executive office, which is currently Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02119-8103.

Stockholder proposals to be presented at Boston Properties' 2016 annual meeting, other than stockholder proposals submitted pursuant to Exchange Act Rule 14a-8 for inclusion in Boston Properties' proxy statement and form of proxy for its 2016 annual meeting or submitted pursuant to the proxy access provision of our By-laws, must be received in writing at our principal executive office not earlier than January 20, 2016, nor later than March 5, 2016, unless our 2016 annual meeting of stockholders is scheduled to take place before April 19, 2016 or after July 18, 2016. Our By-laws state that the stockholder must provide timely written notice of such proposal or a nomination and supporting documentation as well as be present at such meeting, either in person or by a representative. A stockholder's notice shall be timely received by Boston Properties at its principal executive office not less than seventy-five (75) days nor more than one hundred twenty (120) days prior to the annual meeting anniversary date; provided, however, that in the event the annual meeting is scheduled to be held on a date more than thirty (30) days before the annual meeting anniversary date or more than sixty (60) days after the annual meeting anniversary date, a stockholder's notice shall be timely if received by Boston Properties at its principal executive office not later than the close of business on the later of (1) the seventy-fifth (75th) day prior to the scheduled date of such annual meeting or (2) the fifteenth (15th) day following the day on which public announcement of the date of such annual meeting is first made by Boston Properties. Proxies solicited by our Board of Directors will confer discretionary voting authority with respect to these proposals, subject to SEC rules and regulations governing the exercise of this authority. Any such proposals must be received by our Secretary at our principal executive office, which is currently Boston Properties, Inc., 800 Boylston Street, Suite 1900, Boston, Massachusetts 02119-8103.

Table of Contents**APPENDIX A****Adjusted Net Debt to Combined EBITDA Reconciliation**

	Years ended December 31, (dollars in thousands)	
	2014	2013
Net income attributable to Boston Properties, Inc. (BXP) common stockholders	\$ 433,111	\$ 741,754
Add:		
Preferred dividends	10,500	8,057
Net income attributable to noncontrolling interests	82,446	91,629
Interest expense	455,743	446,880
Losses (gains) from early extinguishments of debt	10,633	(122)
Depreciation and amortization	628,573	560,637
Impairment loss		8,306
Less:		
Discontinued operations		137,792
Gains on sales of real estate	168,039	
Interest and other income	8,765	8,310
Gains from investments in securities	1,038	2,911
Gains on consolidation of joint ventures		385,991
Income from unconsolidated joint ventures	12,769	75,074
EBITDA	1,430,395	1,247,063
Unconsolidated joint venture EBITDA	45,116	107,527
Combined EBITDA	\$ 1,475,511	\$ 1,354,590
Total Consolidated Debt	\$ 9,906,984	\$ 11,341,508
BXP's share of unconsolidated joint venture debt	351,500	329,188
Total Combined Debt	10,258,484	11,670,696
Less:		
Cash & cash equivalents	1,763,079	2,365,137
Net Debt	8,495,405	9,305,559
Less:		
Restricted cash held in escrow for 1031 exchanges	433,794	
Add:		
Special dividend payable	769,790	384,517
Adjusted Net Debt	\$ 8,831,401	\$ 9,690,076
Combined EBITDA	\$ 1,475,511	\$ 1,354,590

Adjusted Net Debt to Combined EBITDA	6.0	7.2
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Adjusted net debt to combined EBITDA is a non-GAAP financial measure. A reconciliation of the components of adjusted net debt to combined EBITDA to the most directly comparable GAAP financial measures is set forth above. We present this ratio because it provides management, investors and others with additional means of evaluating our overall financial flexibility, capital structure and leverage.

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Electronic Voting Instructions

**You can vote by Internet or telephone!
Available 24 hours per day, 7 days per week!**

Instead of mailing your proxy, you may choose one of the two voting methods outlined below to vote your proxy.

VALIDATION DETAILS ARE LOCATED BELOW IN THE TITLE BAR.

Proxies submitted by the Internet or telephone must be received by 11:59 p.m., Eastern Time, on May 18, 2015.

Vote by Internet

Go to www.envisionreports.com/BXP

Or scan the QR code with your smartphone

Follow the steps outlined on the secure website

Vote by telephone

Call toll free 1-800-652-VOTE (8683) within the USA, US territories &

Canada on a touch tone telephone

Follow the instructions provided by the recorded message

Using a **black ink** pen, mark your votes with an **X** as shown in this example. Please do not write outside the designated areas.

X

q **IF YOU HAVE NOT VOTED VIA THE INTERNET OR TELEPHONE, FOLD ALONG THE PERFORATION, DETACH AND RETURN THE BOTTOM PORTION IN THE ENCLOSED ENVELOPE.** q

The Board of Directors recommends a vote **FOR** all of the nominees for director listed.

1. To elect the eleven nominees for director named in the proxy statement, each to serve for a one-year term and until their respective successors are duly elected and qualified: **+**

	For	Against	Abstain		For	Against	Abstain		For	Against	Abstain
01 - Carol B. Einiger	"	"	"	05 - Matthew J. Lustig	"	"	"	09 - Martin Turchin	"	"	"
02 - Jacob A. Frenkel	"	"	"	06 - Alan J. Patricof	"	"	"	10 - David A. Twardock	"	"	"
03 - Joel I. Klein	"	"	"	07 - Ivan G. Seidenberg	"	"	"	11 - Mortimer B. Zuckerman	"	"	"
04 - Douglas T. Linde	"	"	"	08 - Owen D. Thomas	"	"	"				

The Board of Directors recommends a vote **FOR** Proposals 2 and 3.

	For	Against	Abstain		For	Against	Abstain
2. To approve, by non-binding resolution, the Company's named executive officer compensation.	"	"	"	3. To ratify the Audit Committee's appointment of PricewaterhouseCoopers LLP as our independent registered public accounting firm for the fiscal year ending December 31, 2015.	"	"	"

The Board of Directors recommends a vote **AGAINST** Proposals 4, 5 and 6.

	For	Against	Abstain		For	Against	Abstain
4. Stockholder proposal concerning an independent board chairman, if properly presented at the Annual Meeting.	"	"	"	5. Stockholder proposal concerning the adoption of proxy access, if properly presented at the Annual Meeting.	"	"	"
6. Stockholder proposal concerning a policy regarding accelerated vesting of equity awards of senior executives upon a change in control, if properly presented at the Annual Meeting.	"	"	"	7. In their discretion, the proxies are authorized to vote upon any other matters that are properly brought by or at the direction of the Board of Directors before the Annual Meeting and at any adjournments or postponements thereof.	"	"	"

IF VOTING BY MAIL, YOU MUST COMPLETE BOTH SIDES OF THIS CARD.

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q IF YOU HAVE NOT VOTED VIA THE INTERNET OR TELEPHONE, FOLD ALONG THE PERFORATION, DETACH AND RETURN THE BOTTOM PORTION IN THE ENCLOSED ENVELOPE. q

Proxy

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BOSTON PROPERTIES, INC.

THIS PROXY IS SOLICITED ON BEHALF OF THE BOARD OF DIRECTORS

FOR THE ANNUAL MEETING OF STOCKHOLDERS TO BE HELD ON MAY 19, 2015

The undersigned hereby appoints Douglas T. Linde and Frank D. Burt, and each of them, as proxies for the undersigned, each with the power to appoint his substitute, and hereby authorizes them to attend the Annual Meeting of Stockholders of Boston Properties, Inc. (the Annual Meeting) to be held at 399 Park Avenue, 13th Floor, New York, NY 10022 on May 19, 2015 at 10:00 a.m., Eastern Time, and at any adjournments or postponements thereof, to vote, as designated on the reverse side, all of the shares that the undersigned is entitled to vote at the Annual Meeting and otherwise to represent the undersigned with all of the powers the undersigned would possess if personally present at the Annual Meeting. The undersigned hereby acknowledges receipt of the Notice of Annual Meeting of Stockholders, the Proxy Statement and the Annual Report to Stockholders and revokes any proxy heretofore given with respect to the Annual Meeting.

THIS PROXY, WHEN PROPERLY EXECUTED, WILL BE VOTED AS DIRECTED HEREIN. UNLESS DIRECTION IS GIVEN TO THE CONTRARY, THIS PROXY WILL BE VOTED FOR ALL NOMINEES FOR DIRECTOR, FOR PROPOSALS 2 AND 3, AND AGAINST PROPOSALS 4, 5 AND 6. IN THEIR DISCRETION, THE PROXIES ARE AUTHORIZED TO VOTE ON SUCH OTHER MATTERS THAT ARE PROPERLY BROUGHT BY OR AT THE DIRECTION OF THE BOARD OF DIRECTORS BEFORE THE ANNUAL MEETING AND AT ANY ADJOURNMENTS OR POSTPONEMENTS THEREOF, INCLUDING WHETHER OR NOT TO ADJOURN THE ANNUAL MEETING. THIS PROXY ALSO CONFERS DISCRETIONARY AUTHORITY ON THE PROXIES TO VOTE WITH RESPECT TO THE ELECTION OF ANY INDIVIDUAL AS DIRECTOR WHERE ONE OR MORE NOMINEES ARE UNABLE TO SERVE, OR FOR GOOD CAUSE WILL NOT SERVE, AND WITH RESPECT TO MATTERS INCIDENTAL TO THE CONDUCT OF THE ANNUAL MEETING.

PLEASE MARK, SIGN AND DATE AND RETURN PROMPTLY, OR VOTE BY TELEPHONE OR INTERNET.

THIS PROXY IS CONTINUED ON REVERSE SIDE

Please sign exactly as name appears hereon. Joint owners should each sign. Executors, administrators, trustees, guardians or other fiduciaries should give full title as such. If signing for a company or partnership, please sign in full company or partnership name by a duly authorized officer or partner.

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Date (mm/dd/yyyy) Please print date below.

/ /

Signature 1 Please keep signature within the box.

Signature 2 Please keep signature within the box.

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IF VOTING BY MAIL, YOU MUST COMPLETE BOTH SIDES OF THIS CARD.

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