



Investor Presentation

CALCULATED CONSOLIDATION

August 2022

REALTY  INCOME
The Monthly Dividend Company®



Safe Harbor For Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Exchange Act of 1934, as amended. When used in this presentation, the words “estimated,” “anticipated,” “expect,” “believe,” “intend,” and similar expressions are intended to identify forward-looking statements. Forward-looking statements also include discussions of future operations and results, strategy, plans, intentions of management, and the anticipated consummation of pending transactions. Forward-looking statements are subject to risks, uncertainties, and assumptions about us, which may cause our actual future results to differ materially from expected results. Some of the factors that could cause actual results to differ materially are, among others, our continued qualification as a real estate investment trust; general domestic and foreign business and economic conditions; competition; fluctuating interest and currency rates; access to debt and equity capital markets; continued volatility and uncertainty in the credit markets and broader financial markets; other risks inherent in the real estate business including our clients' defaults under leases, potential liability relating to environmental matters, illiquidity of real estate investments, and potential damages from natural disasters; impairments in the value of our real estate assets; changes in income tax laws and rates; the continued evolution of the COVID-19 pandemic and the measures taken to limit its spread, and its impacts on us, our business, our clients, or the economy generally; the timing and pace of reopening efforts at the local, state and national level in response to the COVID-19 pandemic and developments, such as the unexpected surges in COVID-19 cases, that cause a delay in or postponement of reopenings; the outcome of any legal proceedings to which we are a party or which may occur in the future; acts of terrorism and war; any effects of uncertainties regarding whether the anticipated benefits or results of our merger with VEREIT, Inc. will be achieved; and those additional risks and factors discussed in our reports filed with the U.S. Securities and Exchange Commission. Readers are cautioned not to place undue reliance on forward-looking statements. Those forward-looking statements are not guarantees of future plans and performance and speak only as of the date that this press release. Actual plans and operating results may differ materially from what is expressed or forecasted in this press release. Realty Income does not undertake any obligation to publicly release the results of any revisions to these forward-looking statements that may be made to reflect events or circumstances after the date these statements were made.

Clients, Trademarks and Logos

Realty Income is not affiliated or associated with, is not endorsed by, does not endorse, and is not sponsored by or a sponsor of the clients or of their products or services pictured or mentioned. The names, logos and all related product and service names, design marks and slogans are the trademarks or service marks of their respective companies.

Who We Are

To build **enduring relationships** and brighter financial futures

- Do the right thing
- Take ownership
- Empower each other
- Celebrate differences
- Give more than we take



We invest in **people** and **places** to deliver dependable **monthly dividends** that increase over time

Continue to be a **top 5 U.S. REIT⁽¹⁾**, creating **long-term value** for stakeholders across the world

⁽¹⁾ As measured by equity market capitalization of MSCI US REIT Index (RMZ) Constituents.

Realty Income: Seeking Continued Long-Term Profitable Growth



WHERE WE ARE:

- **S&P 500** company
- One of 64 companies in the elite **S&P 500 Dividend Aristocrats®** Index
- **Top 10** global REIT⁽¹⁾
- **15.1%** compound annual total shareholder return since public listing in 1994
- **4.4%** compound annual dividend growth rate since 1994 and **116** dividend increases



WHERE WE ARE LOOKING TO GO:

- Continue to be a **top 5 global REIT**⁽¹⁾
- Continue to **consolidate** the **~\$12 trillion** global net lease addressable market⁽²⁾
- Continue to average **double-digit total shareholder return** in the future with minimal volatility
- To continue treating the dividend as **sacrosanct** to our mission

⁽¹⁾ As measured by equity market capitalization of FTSE EPRA Nareit Global REITs Total Return Index Constituents.

⁽²⁾ Refer to page 18 for the definition and calculation methodology.

Key Takeaways

- Realty Income's track record illustrates **superior total return per unit of volatility**.
- Our **external growth** opportunities are **broad** including diverse property types and geographies.
- Realty Income's strategic merger with VEREIT® created the **premier net lease REIT** with increased **size and scale**, supporting long-term growth through consolidation of a **fragmented net lease industry**.
- With over 11,400 properties, our portfolio has reached a critical mass providing access to proprietary data and information that enables us to make **data-driven, calculated investment decisions**.
- Our selective capital allocation philosophy supports **superior financial and operational stability** relative to REIT peers, particularly during economic downturns.
- Our **strong balance sheet** and **access to a low-cost, diversified capital pool** supports the curation of a **superior real estate portfolio** generating growing cash flows guaranteed by large, national, blue-chip operators.
- We aspire to be a **sustainability leader** in the net lease REIT sector and have set ambitious but attainable **goals for environmental stewardship** and **social responsibility**.

Table of Contents

• REALTY INCOME OVERVIEW AND INVESTMENT THESIS	7
• PERFORMANCE TRACK RECORD	10
• LEVERAGING SIZE AND SCALE TO DRIVE PROFITABLE GROWTH	16
• PRUDENT CAPITAL ALLOCATION FRAMEWORK	25
• STRONG BALANCE SHEET	34
• DIVERSIFIED HIGH-QUALITY REAL ESTATE PORTFOLIO	37
• GROWING INTERNATIONAL PORTFOLIO	45
• ESG OVERVIEW	48
• APPENDIX	52

Investment Thesis

PROVEN TRACK RECORD OF RETURNS...

15.1%

Compound Annual Total Return Since '94 NYSE Listing

0.5

Beta vs. S&P 500 Since '94 NYSE Listing⁽¹⁾

STABILITY AND GROWTH OF EARNINGS...

25 of 26

Years of Positive Earnings Per Share⁽²⁾ Growth

5.1%

Median AFFO Per Share Growth Since 1996

CONSISTENTLY INCREASING DIVIDENDS...

4.4%

Compound Annual Dividend Growth Rate Since 1994

S&P 500 Dividend Aristocrats®

Index Member

POSITIONED FOR CONTINUED GROWTH...

\$12 Trillion

Estimated Global Net Lease Addressable Market

\$84 Billion

Sourced Acquisition Opportunities in 2021

⁽¹⁾ Beta measured using monthly frequency.

⁽²⁾ Measured as AFFO per share growth | Excludes positive earnings from Crest Net Lease, a subsidiary of Realty Income, as earnings do not reflect recurring business operations.

Note: The area chart reflects Realty Income's total shareholder return since 10/18/1994 through 6/30/2022.

Realty Income is the Global Leader in a Fragmented Net Lease Sector

SIZE, SCALE AND QUALITY

~\$58B

enterprise
value

~\$3.1B

annualized
base rent

A3 / A-

credit ratings by
Moody's & S&P

53+

years of
operating history

11,427

commercial real
estate properties

~43%

of rent from investment
grade clients⁽¹⁾

GROWING INTERNATIONAL PRESENCE

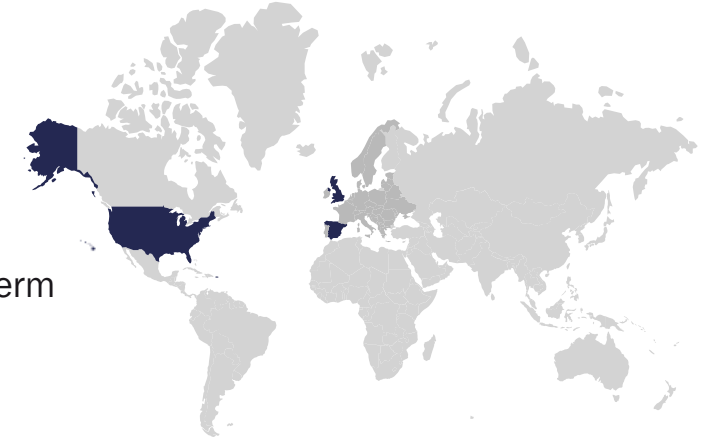
4th largest global REIT⁽²⁾

\$5.8B European Portfolio

225 assets

~10 years remaining lease term

20+ industries



⁽²⁾ As measured by equity market capitalization of FTSE EPRA Nareit Global REITs TR Index Constituents. As of 7/11/2022.

DIVERSIFIED REAL ESTATE PORTFOLIO

1,125

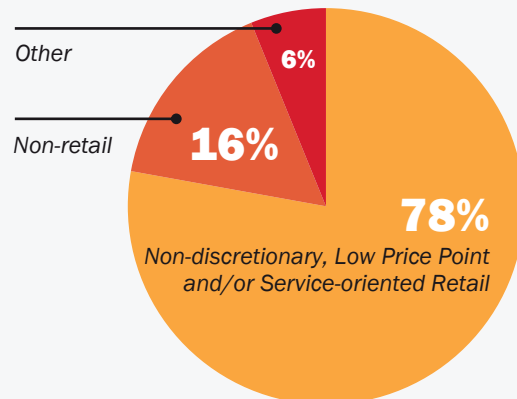
clients

72

industries

50

U.S. states, Puerto Rico,
Spain and the U.K.



~94%

of total rent is
resilient to
economic
downturns and/or
isolated from
e-commerce
pressures

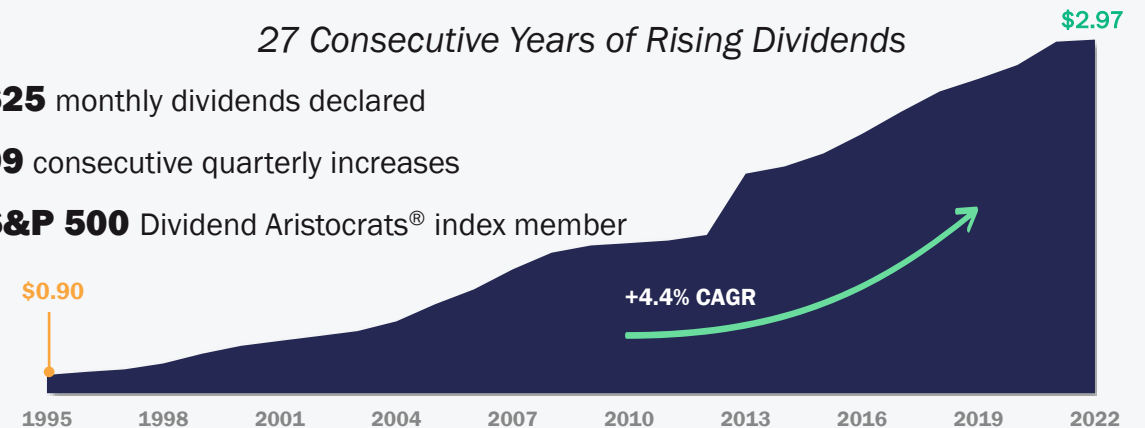
STRONG DIVIDEND TRACK RECORD⁽³⁾

27 Consecutive Years of Rising Dividends

625 monthly dividends declared

99 consecutive quarterly increases

S&P 500 Dividend Aristocrats® index member



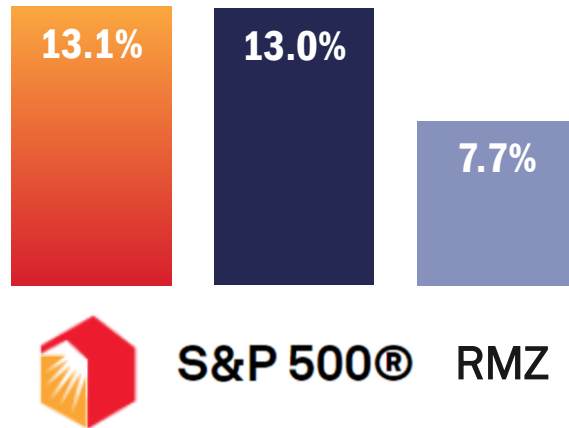
⁽¹⁾ Clients and clients that are subsidiaries or affiliates of companies with a credit rating of Baa3/BBB- or higher from one of the three major rating agencies (Moody's/S&P/Fitch).

⁽³⁾ As of July 2022 dividend declaration.

Rising Short-Term Yields Have Historically Been Correlated with Realty Income Outperformance

In 2015, the Fed began raising its benchmark interest rate, which continued through 2018⁽¹⁾

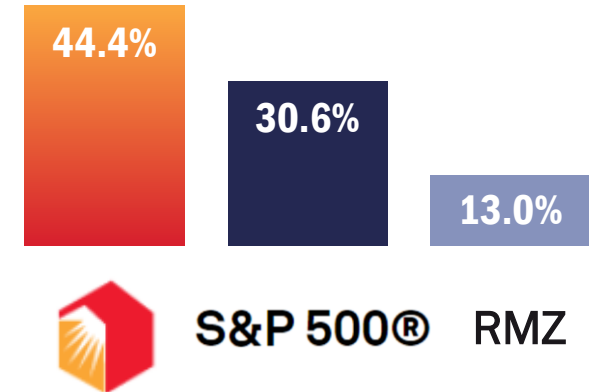
TOTAL RETURNS: YEAR 1 OF FED RATE HIKE CYCLE⁽²⁾



TOTAL RETURN PERFORMANCE

During the Fed's prior rate hike cycle, Realty Income outperformed the S&P 500 and the MSCI US REIT Index (RMZ) over the 3-year duration of the rate hike cycle

TOTAL RETURNS: 3-YEAR DURATION OF FED RATE HIKE CYCLE⁽³⁾



COMPARATIVE CORRELATION: TOTAL RETURN VS. 2-YEAR UST YIELD SINCE 2009⁽⁴⁾

Historically, Realty Income's returns have been positively correlated to short-term yields

+0.24

S&P 500®

+0.35

RMZ

+0.39



⁽¹⁾ During the prior rate hike cycle, the Fed initiated its initial rate hike in December 2015 (0.25% - 0.50%) with its final hike occurring in December 2018 (2.25% - 2.50%).

⁽²⁾ Total returns between 12/17/2015 and 12/17/2016.

⁽³⁾ Total returns between 12/17/2015 and 12/19/2016.

⁽⁴⁾ Calculated from 12/31/2009 through 6/30/2022.

Performance Track Record

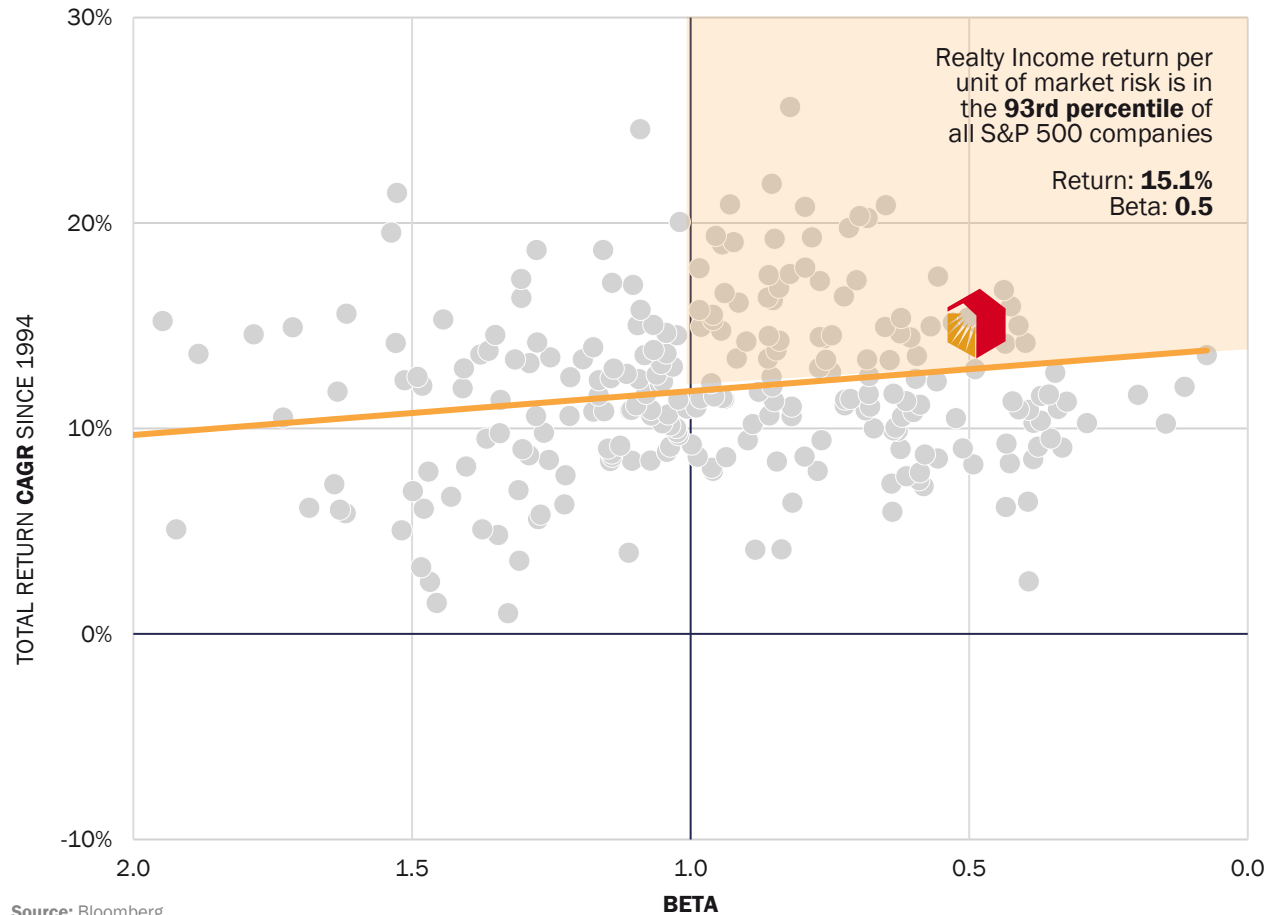
Superior risk-adjusted returns,
particularly during economic
downturns



Attractive Risk/Reward vs. S&P 500 Companies and REIT Peers

Historically, **Realty Income** delivered more return per unit of risk vs. majority of **S&P 500** companies and **S&P 500 REIT Peers**⁽³⁾

S&P 500 Members⁽¹⁾⁽²⁾



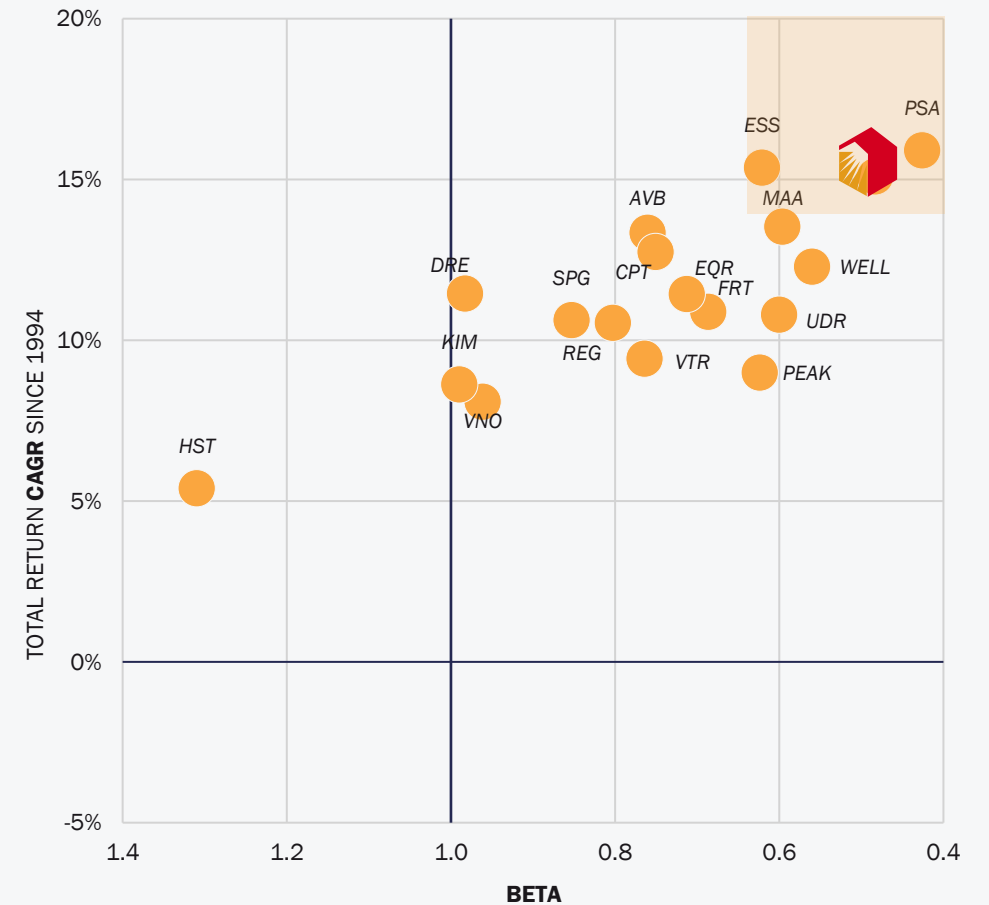
Source: Bloomberg

⁽¹⁾ Excludes companies without trading histories dating to 10/18/1994. Beta measured using monthly frequency.

⁽²⁾ n=255.

⁽³⁾ Excludes the following non-property S&P 500 REITs: AMT, CCI, EQIX, IRM, SBAC and WY (the "S&P 500 non-property REITs").

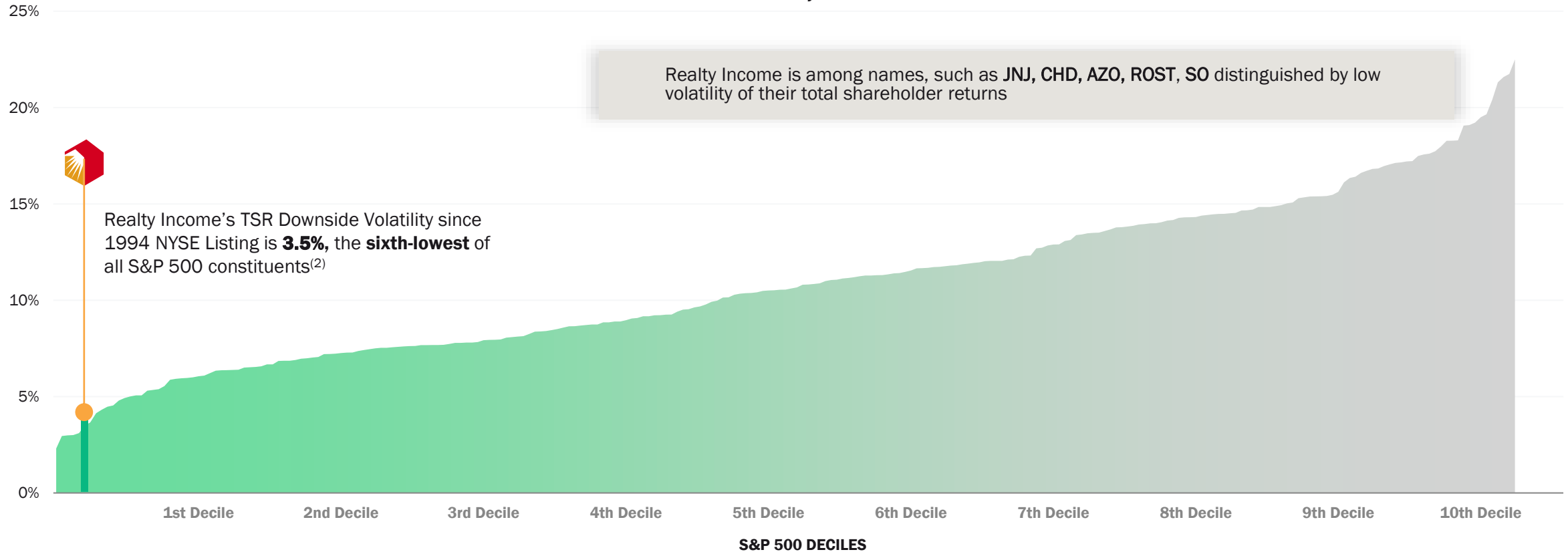
S&P 500 REIT Peers⁽¹⁾⁽³⁾



Stable Earnings and Low Dividend Volatility Supports Low Share Price Volatility

ANNUAL TOTAL SHAREHOLDER RETURN AMONG S&P 500 COMPANIES:

Downside Volatility Since 1994⁽¹⁾



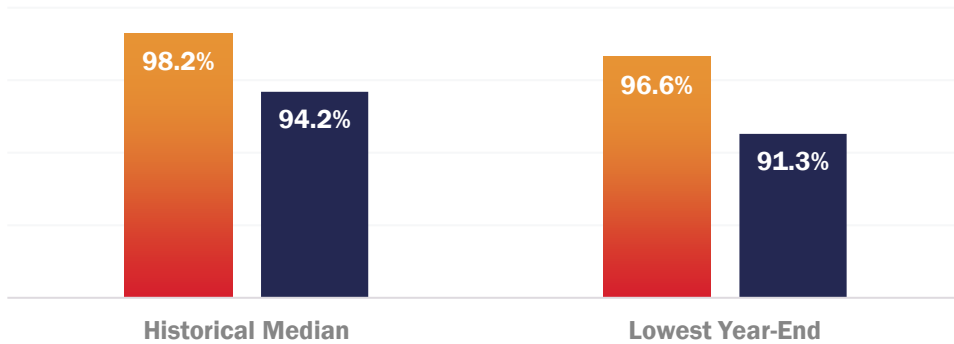
Source: Bloomberg

⁽¹⁾ "Downside volatility" calculated as the standard deviation of annual total shareholder returns where positive values are assigned "0" value.

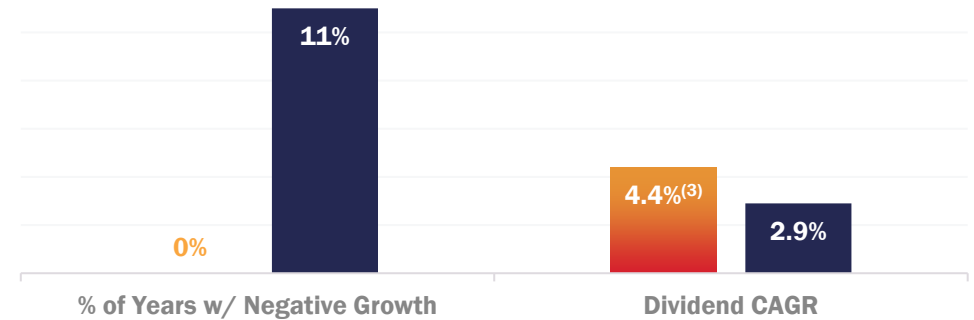
⁽²⁾ n=257 S&P 500 constituents as of 12/31/21 with trading histories dating to 10/18/1994.

Superior Stability vs S&P 500 REITs: Favorable Occupancy, Dividend Growth, Credit Rating and Total Return

PORTFOLIO OCCUPANCY⁽¹⁾



DIVIDEND GROWTH⁽²⁾



AVG. CREDIT RATING (S&P/MOODY'S)⁽⁴⁾



OF YEARS WITH TSR < -10%⁽²⁾



Source: SNL, Bloomberg

⁽¹⁾ Data since 12/31/2000 through 6/30/2022. Excludes companies without trading histories dating to 10/18/1994 and the S&P 500 non-property REITs. Data for S&P 500 REITs is calculated as median of the group.

⁽²⁾ Data since 1/1/1995 through 12/31/2021. Excludes companies without trading histories dating to 10/18/1994 and the S&P 500 non-property REITs. Data for S&P 500 REITs is calculated as median of the group.

⁽³⁾ As of July 2022 dividend declaration.

⁽⁴⁾ Current S&P 500 REITs, excluding the S&P 500 non-property REITs. Credit ratings as of 6/30/2022.

Superior Stability vs. Peers: Demonstrated Consistent Growth Through 2020 Pandemic

+3.1%

2020 Dividend Growth

1 of **8** Retail Net Lease REITs⁽²⁾

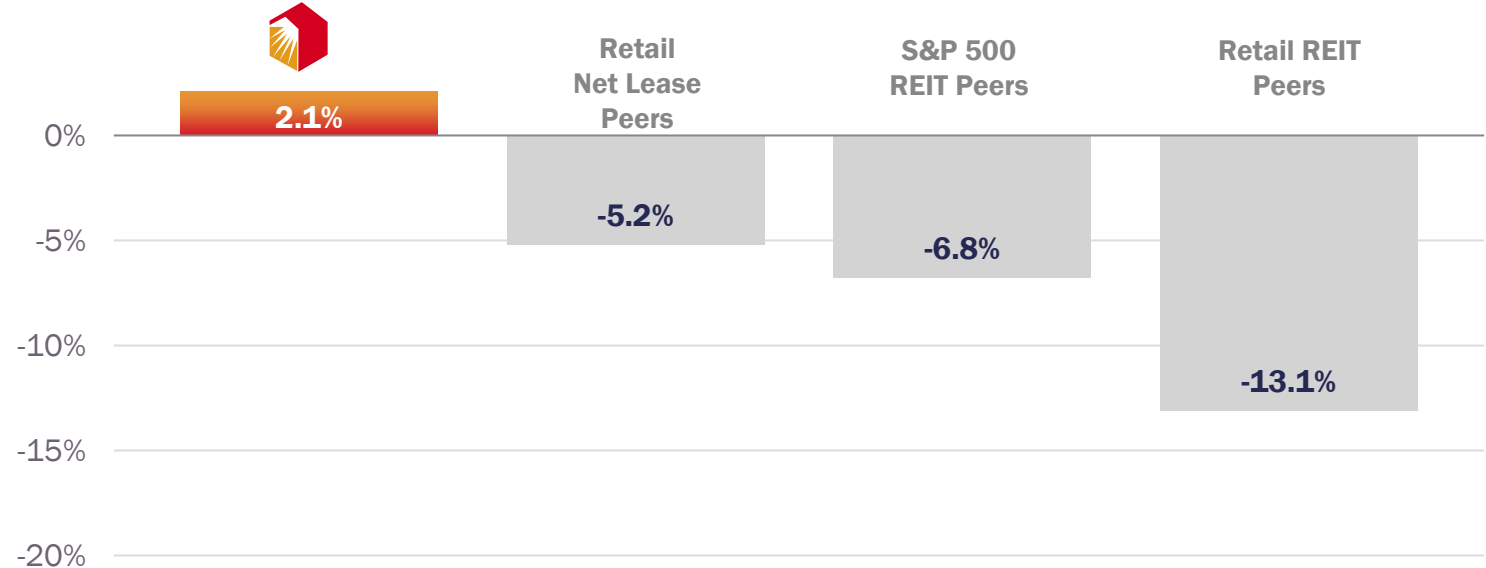
1 of **15** S&P 500 REITs⁽³⁾

1 of **7** Retail REITs⁽⁴⁾

THAT **INCREASED**
DIVIDEND IN 2020

2020 EARNINGS PER SHARE

Growth⁽¹⁾



1 of **4** Retail Net Lease REITs⁽²⁾

1 of **7** S&P 500 REITs⁽³⁾

1 of **4** Retail REITs⁽⁴⁾

WITH
POSITIVE
EARNINGS
GROWTH IN 2020

Source: SNL, Bloomberg, Company Filings. Data as of 12/31/2020.

⁽¹⁾ Measured as median AFFO/sh growth rate for retail net lease peers and median FFO/sh growth rates for S&P 500 and retail REIT peers.

⁽²⁾ Retail net lease peers include retail-focused REITs, such as ADC, EPRT, FCPT, GTY, NNN, SRC, STOR, VER, WPC.

⁽³⁾ Includes 22 S&P 500 constituents, excluding the S&P 500 non-property REITs.

⁽⁴⁾ 25 total Retail REITs including shopping center and mall REITs, and ADC, EPRT, FCPT, GTY, NNN, O, SRC, STOR, VER.

Realty Income Exhibited the Lowest Operational and Financial Volatility During Great Recession vs. A-Rated S&P 500 REITs

2007 – 2009 relative volatility rankings

RANK	RENTAL REVENUE ⁽¹⁾	GROSS MARGIN ⁽¹⁾	EBITDA ⁽¹⁾	EBITDA MARGIN ⁽¹⁾	DEBT/EBITDA ⁽²⁾	UNSECURED/TOTAL DEBT ⁽²⁾	OCCUPANCY RATE ⁽¹⁾		
1	0.3%	0.3%	0.4%	0.6%	0.1x	0.0%	0.1%	LESS VOLATILE MORE VOLATILE	Realty Income REITs that currently have at least two A-/A3 credit ratings or better
2	2.1%	0.5%	3.2%	1.3%	0.3x	1.2%	0.2%		
3	3.1%	1.1%	3.8%	2.0%	1.5x	1.5%	0.2%		
4	3.7%	1.4%	4.3%	2.1%	2.2x	2.0%	0.3%		
5	4.0%	1.7%	5.7%	2.2%	2.2x	2.8%	0.7%		
6	4.2%	2.1%	9.7%	7.4%	2.6x	4.0%	3.4%		
7	9.7%	9.4%	31.9%	20.3%	3.3x	4.9%	N/A ⁽³⁾		

Source: SNL as sourced from company filings. Metrics include non-GAAP measures that could be calculated differently from how Realty Income calculates such metrics or how each company calculates as of today.

⁽¹⁾ Downside Volatility calculated as the standard deviation around zero of quarterly percentage changes in each metric shown, where positive changes are replaced with zero.

⁽²⁾ Upside Volatility calculated as the standard deviation around zero of quarterly percentage changes, where negative changes are replaced with zero.

⁽³⁾ Company did not report consolidated quarterly portfolio occupancy during 2007-2009.

Leveraging Size and Scale to Drive Profitable Growth

The net lease opportunity set is broad and diverse.



Size and Scale as a Competitive Advantage

Inherent advantages of size and scale drive...

1 OPTIMIZED PORTFOLIO PROFITABILITY

Leverage our 53+ year history and trove of portfolio data to capitalize on unique insights driven by predictive analytics

CALCULATED CONSOLIDATION 3

Take advantage of attractive consolidation opportunities in the extremely fragmented net lease space

DISCIPLINED CREATIVITY 2

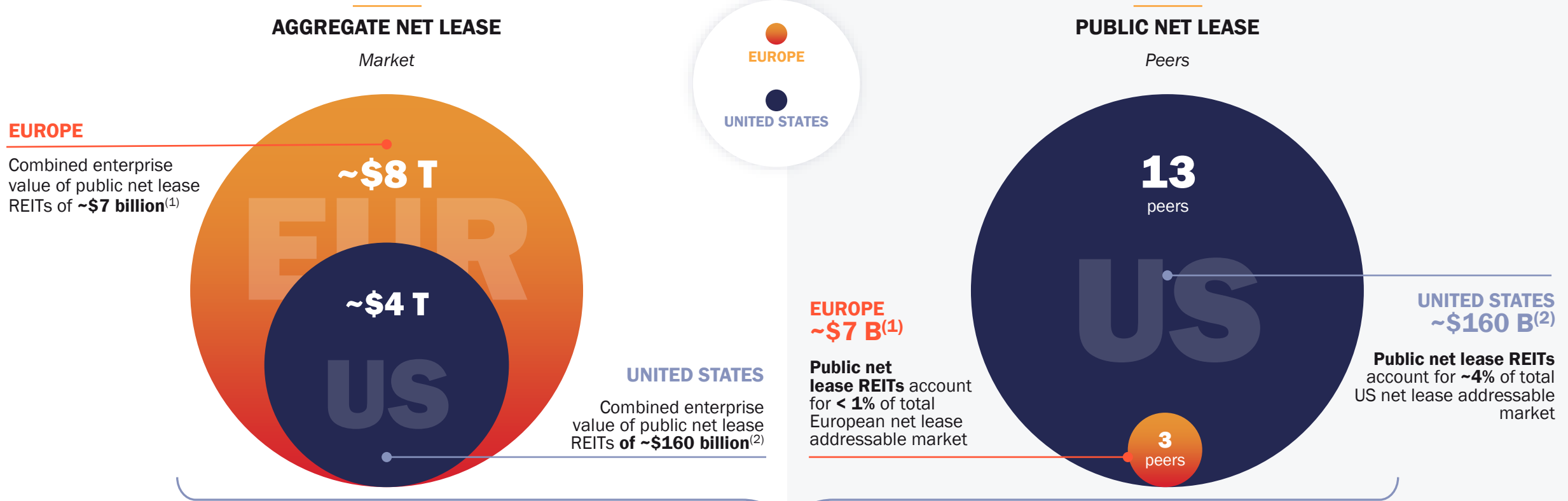
Selectively pursue large-scale sale-leaseback or portfolio transaction opportunities without creating financing contingencies or concentration risks



Global Net Lease Investable Universe is Immense

Quantum of opportunity and low market saturation affords ample runway for growth

Europe is an attractive growth avenue with limited direct competition



To achieve similar market saturation, Realty Income's enterprise value in Europe would approximate ~\$115B, or ~20X the current portfolio size

⁽¹⁾ Includes LXI, SIR, and SUPR.

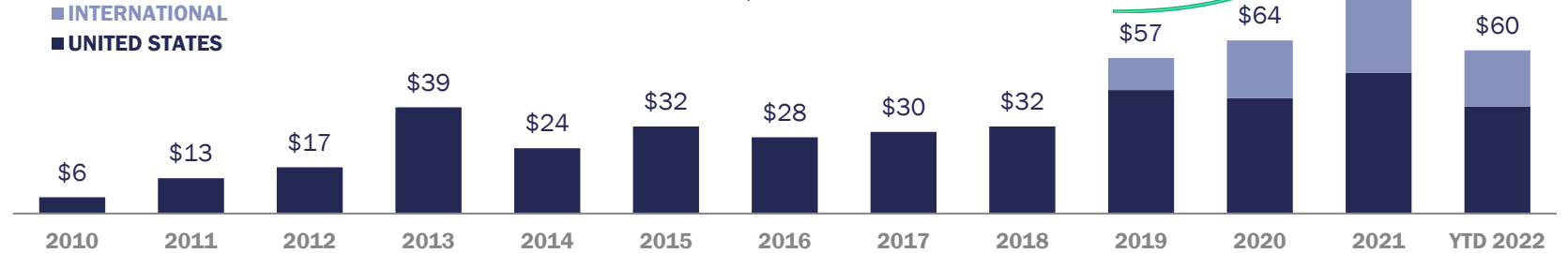
⁽²⁾ Represents the following "traditional" net lease peers: ADC, BNL, EPR, EPRT, FCPT, GTY, LXP, NNN, NTST, SRC, STAG, STOR, and WPC ("the traditional" net lease peers).

Realty Income's External Growth Opportunities are Broad and Diverse

International opportunities added **>30%** to Realty Income's combined **sourcing volume** since 2019

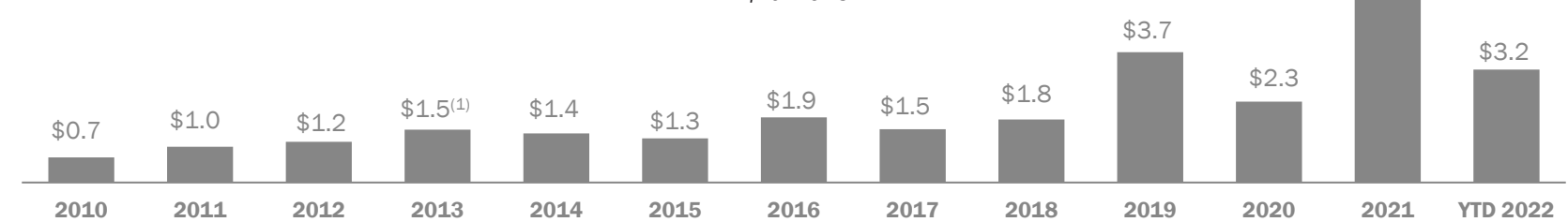
SOURCED VOLUME

in \$ billions



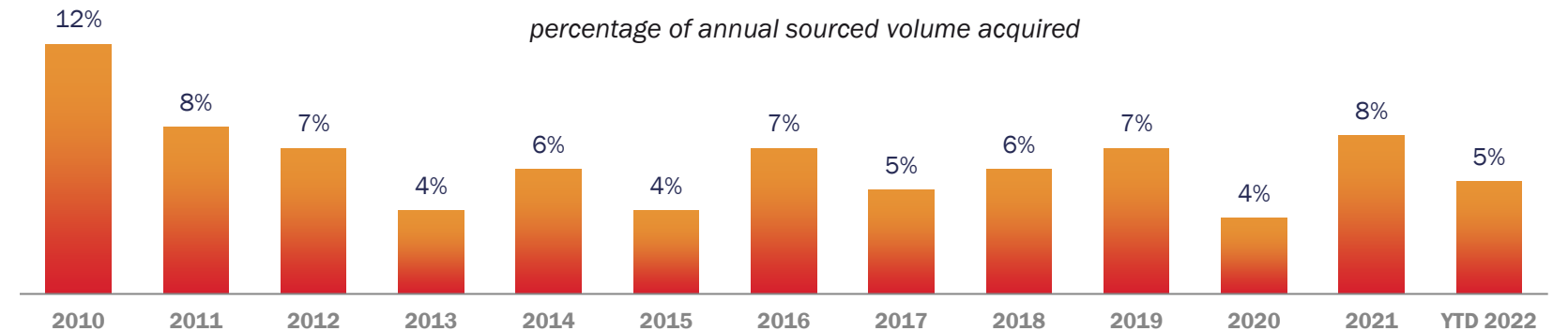
ACQUISITION VOLUME

in \$ billions



SELECTIVITY

percentage of annual sourced volume acquired



International Expansion Has Accelerated **Sourcing Volume** Over the Last 3 Years...

Which Resulted in Increased **Selectivity**

⁽¹⁾ Excluding \$3.2 billion ARCT transaction.

Earnings Growth Remains Strong As Size of Portfolio Continues to Increase

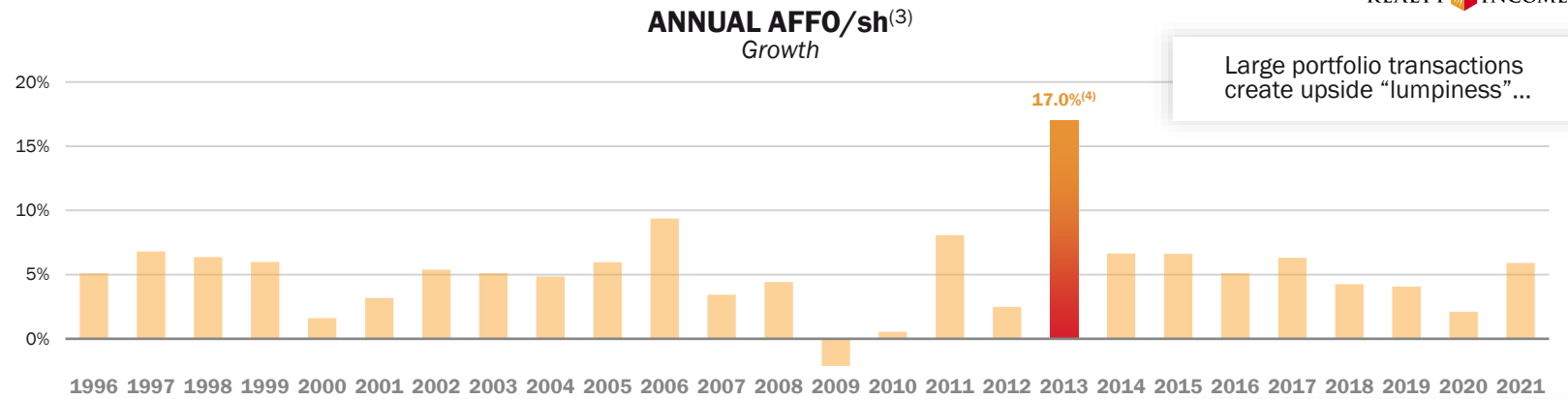
AFFO/SH GROWTH:

5.1% HISTORICAL MEDIAN

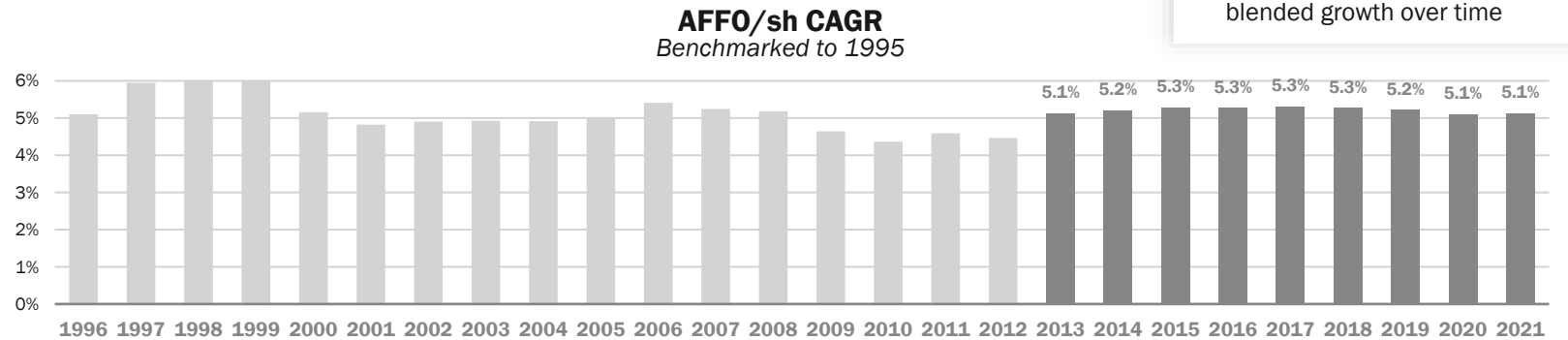
- Stronger historical growth rate vs. REITs (**4.0%**)⁽¹⁾
- Positive earnings growth in **25** of **26** years
- Modest annual downside volatility of **2.8%**⁽²⁾

5.1% CAGR SINCE 1995

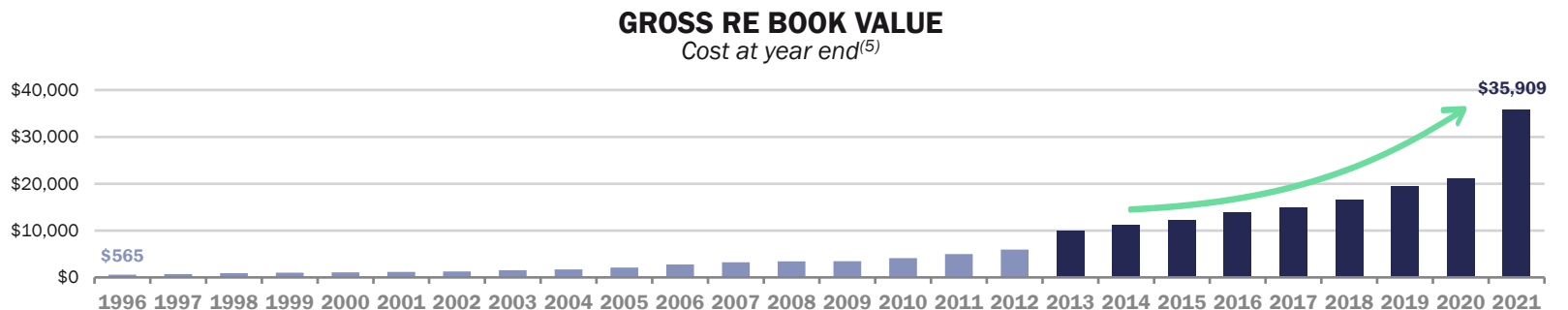
- Proven track record of maintaining **5%+** earnings **CAGR** since listing regardless of size
- In 2012, portfolio **GREAV** was < **\$6B** and earnings CAGR was **4.5%**
- Earnings growth has accelerated as portfolio real estate value crossed **\$10B**:
 - **6.4%** AFFO/sh CAGR since 2012



Large portfolio transactions create upside "lumpiness"...



...which supports outsized blended growth over time



⁽¹⁾ Median FFO | Represents all REITs currently included in MSCI REIT Index with earnings history since 2000 | Source: SNL.

⁽²⁾ Volatility of earnings growth, where accelerating year-over-year growth is replaced with "0".

⁽³⁾ Excludes positive earnings from Crest Net Lease, a subsidiary of Realty Income, as earnings do not reflect recurring business operations.

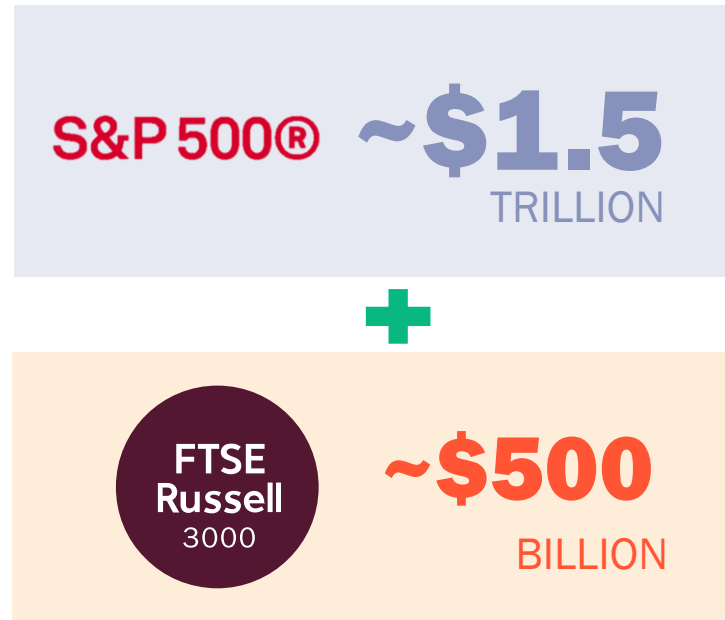
⁽⁴⁾ \$3.2 billion ARCT acquisition was completed in January 2013.

⁽⁵⁾ Gross real estate book value reflects historical year end real estate held for investment, at cost (in millions)

Filling the Void as a Premier Sale-Leaseback Financing Partner

THE OPPORTUNITY

Aggregate Corporate-Owned Real Estate⁽¹⁾



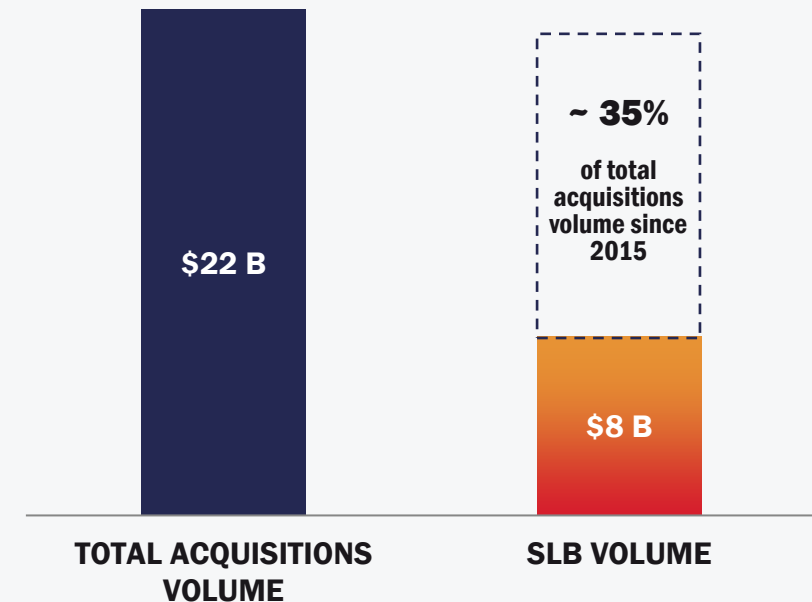
Blue-chip, best-in-class operators represent **Realty Income's** target market and account for **~75%** of real estate owned by public companies

MOMENTUM

Realty Income is Well-Positioned to Continue to Execute on Large-Scale Sale-Leaseback Transactions

AGGREGATE ACQUISITIONS VOLUME

2015 - Q2 2022



Source: Bloomberg

⁽¹⁾ Represents real estate owned by publicly traded companies in the S&P 500 and Russell 3,000 Index, respectively, as of 6/30/2022. Calculated as the sum of gross book values of land, buildings, improvements and construction-in-progress. Excludes energy, materials, industrials, financials and real estate industries.

Crystallizing Value Creation: Illustrative Sale-Leaseback Scenarios

SLB transactions: Inherently a deleveraging and value-enhancing exercise for shareholders of corporate sellers

\$500 MILLION SALE-LEASEBACK TRANSACTION AT 6.0% CAP RATE
\$30 MILLION ANNUAL LEASE PAYMENT

CORPORATE SELLER USES PROCEEDS TO DE-LEVER BALANCE SHEET...

\$ IN MILLIONS	PRE-SLB	ADJUSTMENTS	POST-SLB
Real Estate	\$500	(\$500)	\$0
Total Debt	\$3,100	(\$500)	\$2,600
Rent	\$0	\$30	\$30
Total Lease Adj. Debt⁽¹⁾	\$3,100	(\$500) + \$225	\$2,825
EBITDA	\$800	(\$30)	\$770
Total Debt / EBITDA	3.9x		3.4x
Lease Adj. Debt / EBITDAR	3.9x		3.5x

CORPORATE SELLER USES PROCEEDS FOR SHARE BUYBACK...

\$ IN MILLIONS	PRE-SLB	ADJUSTMENTS	POST-SLB
Real Estate	\$500	(\$500)	\$0
Total Debt	\$3,100		\$3,100
Common Equity	\$6,000	(\$500) + \$140	\$5,640
Shares Outstanding	100	(\$500/\$60)	91.7
Price/Share	\$60		\$61.5
Earnings	\$500	(\$30)	\$470
EPS	\$5.00		\$5.13
P/E	12.0x		12.0x

Note: The information on this slide is for illustrative purposes only and contains many assumptions that may and will differ depending on many factors, including the company, the transaction and the market generally.

⁽¹⁾ Assuming rating agency rent capitalization at 7.5x.

Note: Assuming constant P/E | Corporate seller uses \$500 million of SLB proceeds to buy back 8.3 million shares at \$60/sh.

Net Lease Investment Opportunity Set is Not Constrained by Property Type

Diageo Transaction in 2010: Template for Creative Sale-Leaseback Opportunities

	REALTY INCOME INVESTMENT CRITERIA	DIAGEO PORTFOLIO ATTRIBUTES
LEASE	Triple Net Lease	✓ Triple Net, Sale-Leaseback Transaction
	Long Lease Term	✓ 20-year term with extension options for up to 60 years
REAL ESTATE	Single-Client Commercial Property	✓ 17 Vineyards leased to Diageo
	Strategic Location	✓ Napa Valley
CLIENT	Investment Grade Rated	✓ A- / A3 / A-
	Strong Financial Position	✓ Low leverage, strong coverage ratios, and solid free cash flow generation
	Industry Leader	✓ Diageo is a leading global premium drink company (brands include Smirnoff, Baileys, Don Julio, Tanqueray and Guinness)

QUANTIFYING VALUE OF THE INVESTMENT GRADE CREDIT

In 2016-2017, Diageo paid \$75 mm for a release of the guarantee, reducing Realty Income's cost basis by ~25% and resulting in a 10% adjusted cap rate. **Treasury Wine Estates**, which has lower corporate leverage but no public debt outstanding, assumed the corporate guarantee.



Efficiency of the Net Lease Business Model Supports Cash Flow Stability

Lease structure and growth drivers support a more predictable revenue stream relative to other forms of retail real estate

UNIQUE "NET LEASE" STRUCTURE DRIVES LOWER CASH FLOW VOLATILITY	REALTY INCOME ⁽¹⁾	SHOPPING CENTERS AND MALLS ⁽²⁾
Initial Length of Lease	> 10 Years	< 10 Years
Remaining Average Term	~ 9 Years	~ 5-7 Years
Responsibility for Property Expenses	Client	Landlord
Gross Margin	> 98%	~ 75%
Volatility of Rental Revenue	Low	Modest / High
Maintenance Capital Expenditures	Low	Modest / High
Reliance on Anchor Tenant(s)	None	High
Average Retail Property Size / Fungibility	13k sf / High	150k-850k sf / Low
AMPLE EXTERNAL GROWTH OPPORTUNITIES	REALTY INCOME ⁽¹⁾	SHOPPING CENTERS AND MALLS ⁽²⁾
Target Markets	Many	Few
External Acquisition Opportunities	High	Low
Institutional Buyer Competition	Modest	High

External acquisitions drive
~2/3 of total earnings growth

⁽¹⁾ Reflects average features of Realty Income's investments and real estate portfolio as of 6/30/2022.

⁽²⁾ Reflects typical features of investments and real estate portfolios of shopping center and mall REITs. This information is for illustrative purposes only, and does not reflect the characteristics of all shopping centers and malls, which may vary significantly in one or more of these characteristics.

Prudent Capital Allocation

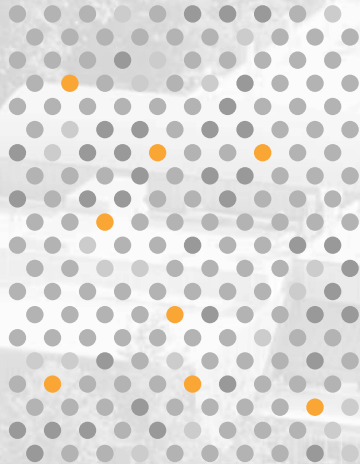
Building a high-quality real estate portfolio through prudent, top-down, data-driven investment process.



Curating Best-in-Class Portfolio Through Thoughtful Investment Process Supported by Proprietary Data From Over 11,400 Properties

\$60
BILLION
YTD 2022 SOURCED
OPPORTUNITIES

RESEARCH AND STRATEGY



Strategic Objectives:

- Identify “Mega Trends”
- Research Geographies, Industries and Prospective Clients
- “Big Data” Analysis of New and Existing Industries
- Construct Optimal Portfolio



REVIEW OF REAL ESTATE FUNDAMENTALS



Considerations Include:

- Market & Location
- Surrounding Demographics
- Traffic Counts, Access & Signage
- Rent Relative to Market
- Price vs Replacement Cost
- Lease Term & Rent Escalators
- Alternative Use and Fungibility
- IRR Scenario Analysis



ANALYSIS OF CLIENT FINANCIAL STRENGTH



Key Insights:

- Long-Term Industry Trends
- Competitive Landscape
- Corporate Financial Profile
- Client’s Long-Term Growth Strategy
- Store-Level Performance
- ESG Metrics



INVESTMENT COMMITTEE DISCUSSION AND DECISION



Discussion Points:

- Fit in Portfolio and Company Strategy
- Consideration of Overall Opportunity
- Pricing and Other Deal Terms
- Investment Spreads and Long-Term IRR vs Long-Term WACC

SELECTIVITY: ~ 5%

\$3.2
BILLION
YTD 2022
ACQUISITIONS
VOLUME

Investment Strategy Illustration: Returns Must Exceed Long-Term WACC

WACC viewpoint balances near-term earnings per share growth with long-term value accretion

LONG-TERM

Weighted Average Cost of Capital

- **Drives investment decision-making at the property level**
- Considers required “growth” component of equity returns
- Long-term WACC is the hurdle rate for acquisitions
- Focus on higher long-term IRR discourages risk-taking

KEY ASSUMPTIONS & CALCULATION:

LONG-TERM COST OF EQUITY

Beta vs. S&P 500 (since S&P 500 Index Inclusion on 4/6/15) ⁽¹⁾	0.81
Long-term 10-year U.S. yield (Fitted Instantaneous Forward Rate) ⁽¹⁾	3.4%
Equity market risk premium (S&P 500 Earnings Yield vs 10Y UST) ⁽¹⁾	3.5%
Long-Term Cost of Equity (CAPM methodology)	6.2%
Dividend yield	4.1%
Assumed long-term dividend growth rate	4.0%
Long-Term Cost of Equity (Yield + Growth methodology)	8.1%
Long-Term Cost of Equity (Average of two methodologies)	7.2%

KEY ASSUMPTIONS & CALCULATION:

LONG-TERM WACC

65% Weight: Long-Term Cost of Equity	7.2%
35% Weight: Cost of Debt (unsecured, 10Y, fixed)	4.1%
Long-Term WACC	6.1%

SHORT-TERM

“Nominal 1st-Year Weighted Average Cost of Capital

- **Used to measure initial (year one) earnings accretion**
- Higher stock price (lower cost) supports faster growth
- Spread on short-term WACC required to generate accretion
- Unwilling to sacrifice quality to generate wider spreads

KEY ASSUMPTIONS & CALCULATION:

NOMINAL 1ST-YEAR WACC

60% Equity: AFFO Yield ⁽¹⁾	5.5%
33% Debt: unsecured, 10-year, fixed	4.1%
7% Retained Free Cash Flow	0%
Nominal 1st-Year WACC	4.7%



LOW NOMINAL WACC

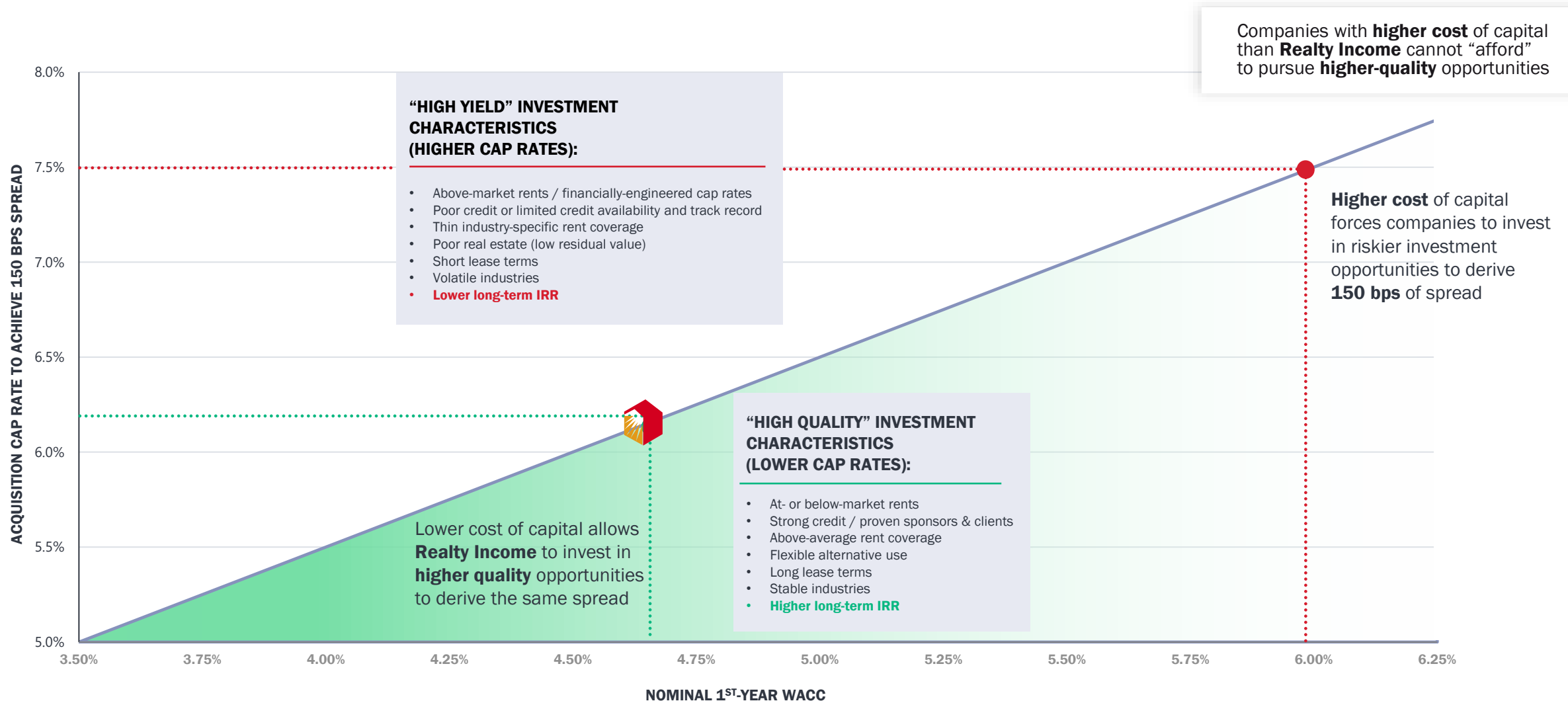
supports ability to spread invest in high-quality real estate opportunities



LONG-TERM WACC

considers growth requirements of equity and supports focus on residual value of acquisitions

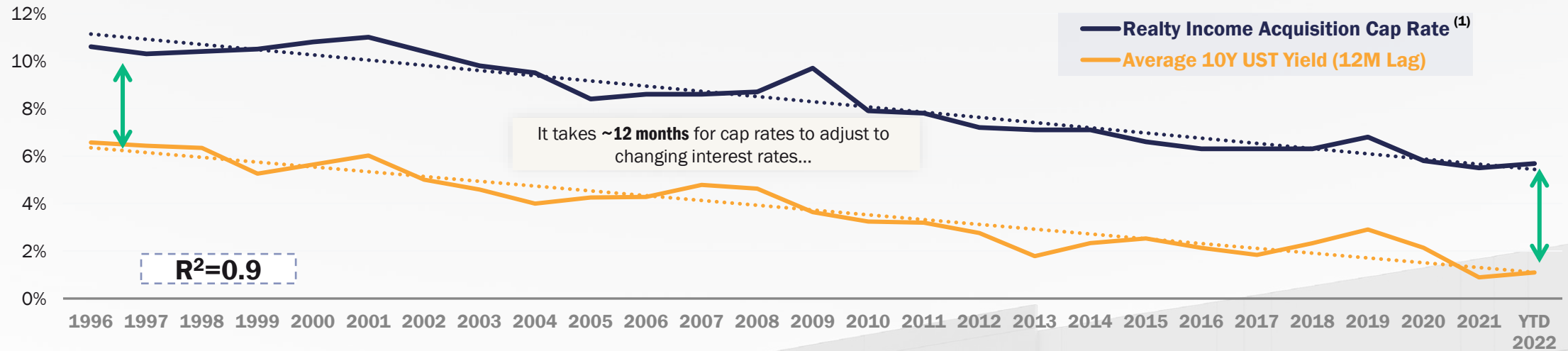
Illustration of Capital Allocation Mindset: Utilizing Low Cost of Capital to Assemble Highest-Quality Portfolio in Marketplace



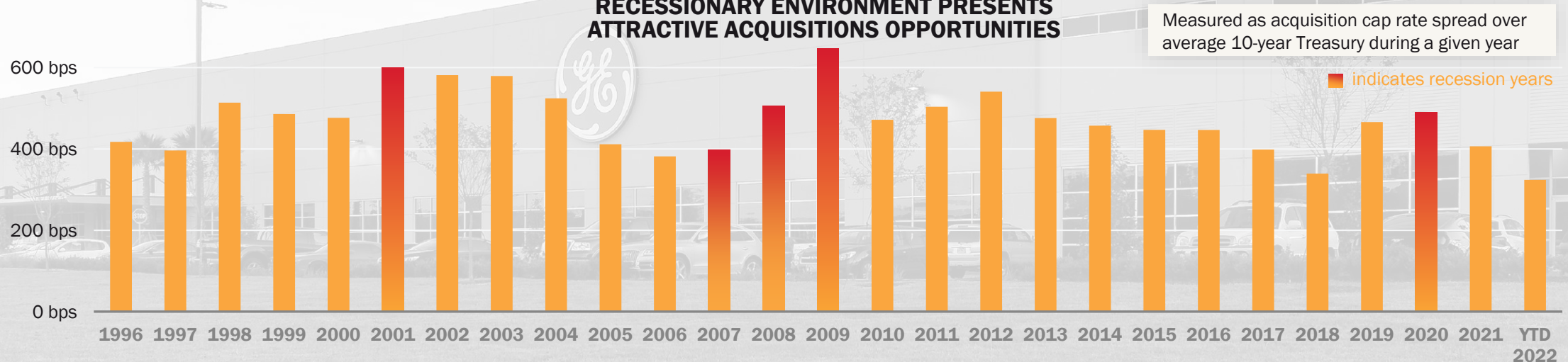
Note: Cost of capital information is presented for illustrative purposes only. Actual results and calculations may vary materially from these illustrative calculations.

Investment Spreads Tend to Persevere Even as Interest Rates Rise

RISING INTEREST RATES DO NOT POSE SIGNIFICANT EARNINGS HEADWIND TO THE NET LEASE BUSINESS MODEL



RECESSIONARY ENVIRONMENT PRESENTS ATTRACTIVE ACQUISITIONS OPPORTUNITIES



⁽¹⁾ Weighted average initial cash lease yield during each year.

Benefits of Size and Scale

Capacity to Buy in Bulk at “Wholesale” Prices While Maintaining Diversification

LARGER SIZE PROVIDES GROWTH OPTIONALITY

TRANSACTION SIZE & IMPACT⁽¹⁾ TO RENT CONCENTRATION

TOTAL ABR	\$100	\$200	\$300	\$400	\$500	\$1,000
\$200	3%	5%	8%	10%	12%	22%
\$400	1%	3%	4%	5%	6%	12%
\$600	1%	2%	3%	4%	4%	8%
\$800	1%	1%	2%	3%	3%	6%
\$1,000	1%	1%	2%	2%	3%	5%
\$2,000	<1%	<1%	1%	1%	<2%	3%
\$3,000	<1%	<1%	<1%	<1%	1%	2%

Peers with smaller denominators lack ability to buy in bulk without incurring material diversification risk

~\$3.0 BILLION ABR

Increased scale post merger allows Realty Income to pursue even larger sale-leaseback transactions without compromising prudent client and industry diversification metrics

⁽¹⁾ Assumes 5.5% cap rate | in millions.

SCALE AND SIZE BENEFITS ILLUSTRATED

\$1.2B

portfolio transaction
at ~7% cap rate

444

single-client
properties

~9.5Y

WALT

58%

investment-grade
clients

CIM Transaction (Dec 2019)

- Realty Income estimates cap rate represented a portfolio discount relative to sum-of-the-parts valuation
- Top 3 client concentration – Dollar General, Walgreens, Dollar Tree / Family Dollar
- Negligible impact to key portfolio concentrations:

Dollar General	3.8%	▶	4.4%
Dollar Tree / Family Dollar	3.1%	▶	3.5%
Walgreens	5.7%	▶	6.1%
Dollar Stores	7.1%	▶	8.0%



Benefits of Size and Scale: Greater EBITDA Flow-Through to Bottom Line

Operating efficiencies continue to scale as Realty Income grows

YTD as of 6/30/2022		NET LEASE PEER MEDIAN ⁽²⁾	S&P 500 REIT PEER MEDIAN ⁽³⁾
G&A AS % OF TOTAL REVENUE	4.4%	8.7%	9.2%
ADJUSTED EBITDAre MARGIN	95.1%	88.9%	86.2%
LTM G&A AS % OF RE BOOK VALUE	32 bps	73 bps	65 bps

Source: Bloomberg

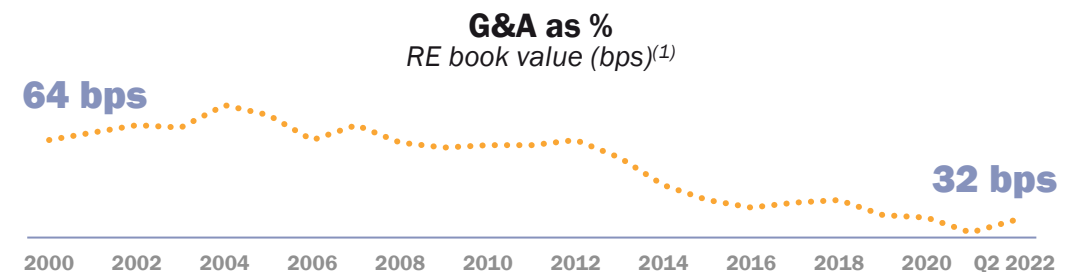
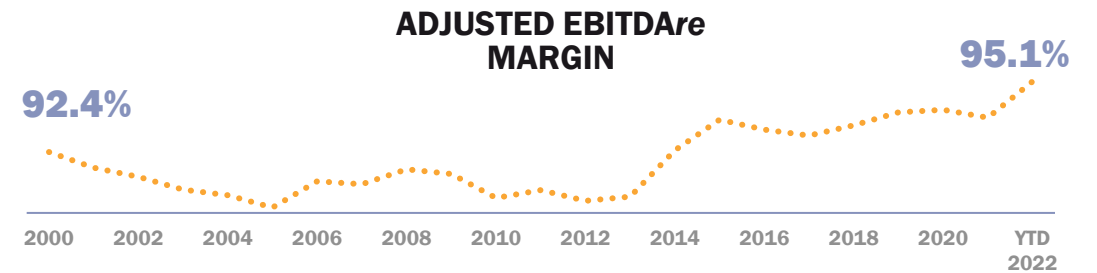
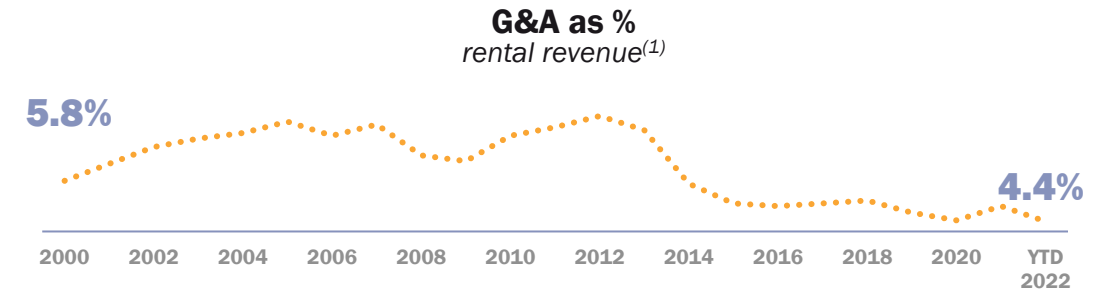
⁽¹⁾ 2018 G&A excludes \$18.7 million severance to former CEO paid in 4Q18 | 2020 G&A excludes \$3.5 million severance to former CFO paid in 1Q20. Percentage of rental revenue calculation excludes reimbursements.

⁽²⁾ Based on trailing twelve months. Represents the "traditional" net lease peers.

⁽³⁾ Based on trailing twelve months. Excludes the S&P 500 non-property REITs.

Note: Metrics include non-GAAP measures that could be calculated differently by each company from how Realty Income calculates such metrics.

Portfolio growth resulted in improved operating margins, which compare favorably vs. industry peers



Recent Acquisitions Demonstrate Examples of Quality

UNITED STATES

- Property Type:** Class A Industrial (acquired in 2021)
- Size:** approx. 2mm SF
- Year Built:** 2020 – 2021
- Strategic Location:** DFW (Texas) / \$37B+ in annual economic impact
- Client Industry:** Warehousing / Distribution / E-commerce
- Lease Term:** approx. 11 years
- Contractual Rent Escalators:** annual fixed increases of **2.0%+**
- Key Real Estate Attributes:** 15-minute drive population of ~650k, healthy direct vacancy rate of ~5%, annual net absorption of over 20mm sq. ft. for the fifth consecutive year
- “Green” Attributes:** LED lighting, ESFR sprinkler system, TPO roofing, efficient HVAC



EUROPE

- Property Type:** Retail (acquired in 2021)
- Transaction Type:** Strategic sale-leaseback with **Carrefour** in Spain
- Purchase Price:** approx. **€93mm**
- Location:** Canary Islands, Valencia, Madrid, Basque Country, Navarra, and Castile and León
- Lease Term:** approx. 10 years
- Contractual Rent Escalators:** annual inflation-linked increases
- Client Profile:** Carrefour is the second-largest grocer in Spain and the eighth-largest retailer in the world with ~€70 billion in annual revenue
- Investment Grade Credit:** **‘BBB’** / **‘Baa1’** by S&P and Moody’s
- Key Real Estate Attributes:** average 10-minute drive population of ~200k, with average household income above the Spanish median, below market rents support future releasing prospects



Pending Sale-Leaseback with Wynn Resorts

Encore Boston Harbor Resort & Casino

- **Attractive risk-adjusted returns.** Realty Income is purchasing the Encore Boston Harbor (Encore) Resort and Casino for \$1.7 billion at a 5.9% cash cap rate. The transaction is consummated under a 30-year triple net lease with favorable annual escalators.
- **Partnership with leading operator.** Wynn Resorts (NASDAQ: WYNN) is a \$20 billion (EV) S&P 500 company and one of the preeminent developers and operators of integrated resorts in the world, reflecting Realty Income's strategy of partnering with industry blue chips.
- **Benefits of size and scale.** Pro-forma for the transaction, Realty Income's exposure to the gaming sector is expected to be < 3.5%, preserving prudent diversification.
- **Demonstrates growth profile of business model.** Realty Income's entry into the gaming industry demonstrates that its growth opportunities are unconstrained by industry, property type or geography and in alignment with our investment criteria.

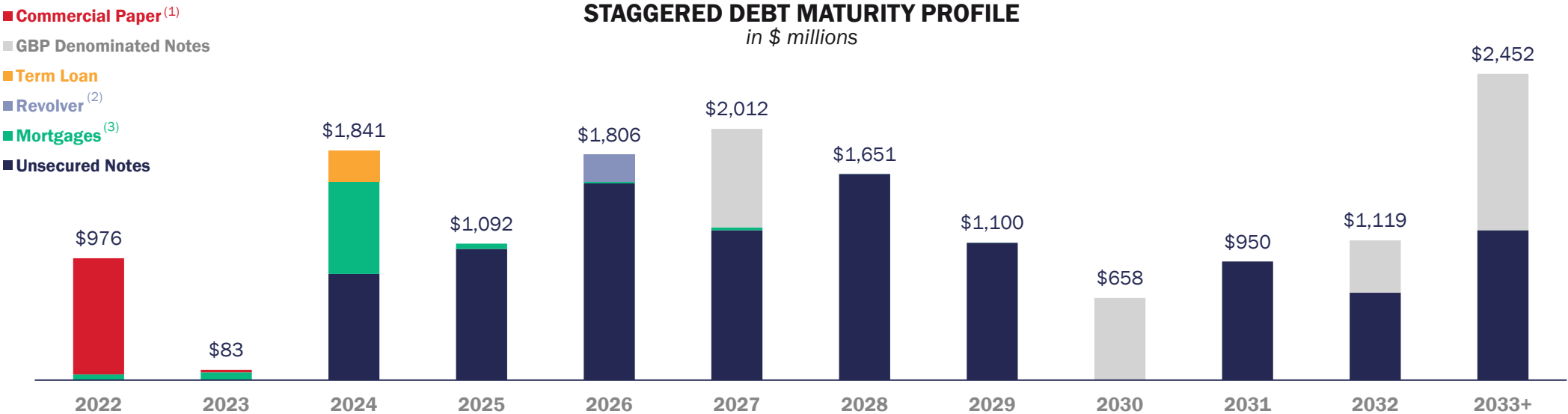


Strong Balance Sheet

Our conservative capital structure supports superior financial flexibility.



Strong Balance Sheet – One of Only Seven S&P 500 REITs with Two A3/A- Ratings or Better



FAVORABLE CREDIT RATINGS
Long-Term Unsecured Debt Rating

MOODY'S

A3 / Stable

S&P Global

A- / Stable

KEY CREDIT METRICS

Low Leverage /
High Coverage Ratios

5.2x

Net Debt
to Annualized Pro
Forma Adj.
EBITDAre⁽⁴⁾

5.5x

Fixed Charge
Coverage Ratio

Conservative Long-Term
Debt Profile

94%

Unsecured

93%

Fixed Rate

27%

Debt to Total
Market Cap

7.6 yrs

W.A. term to maturity
for notes & bonds

⁽¹⁾ Commercial paper borrowings outstanding at June 30, 2022 were \$950 million and mature between July 2022 and January 2023.

⁽²⁾ As of June 30, 2022, there was a carrying balance of \$219.1 million outstanding under our revolving credit facility. In April 2022, we amended and restated our unsecured credit facility in order to increase the borrowing capacity to \$4.25 billion and extend the initial term to June 2026.

⁽³⁾ Includes the principal balance (in USD) of one Sterling-denominated mortgage payable of £33.4 million converted at the applicable exchange rate on June 30, 2022.

⁽⁴⁾ Net Debt/Annualized Pro Forma Adjusted EBITDAre is a ratio used by management as a measure of leverage. It is calculated as net debt (which we define as total debt per our consolidated balance sheet, excluding deferred financing costs and net premiums and discounts, but including our proportionate share on debt from unconsolidated entities, less cash and cash equivalents), divided by Annualized Pro Forma Adjusted EBITDAre. The Annualized Pro Forma Adjustments, which include transaction accounting adjustments in accordance with U.S GAAP, consist of adjustments to incorporate Adjusted EBITDAre from properties we acquired or stabilized during the applicable quarter and remove Adjusted EBITDAre from properties we disposed of during the applicable quarter, giving pro forma effect to all transactions as if they occurred at the beginning of the applicable period. Our calculation includes all adjustments consistent with the requirements to present Adjusted EBITDAre on a pro forma basis in accordance with Article 11 of Regulation S-X. The annualized Pro Forma Adjustments are consistent with the debt service coverage ratio calculated under financial covenants for our senior unsecured notes.

Significant Liquidity and Low Borrowing Costs Support Enhanced Financial Flexibility



Note: Values shown in millions.
Uses: Excludes interest expense, ground leases paid by Realty Income or our clients, and commitments under construction contracts.
⁽¹⁾ We use our revolving credit facility as a liquidity backstop for the repayment of the notes issued under our commercial paper program. The revolver has a \$1 billion accordion feature, which is subject to obtaining lender commitments. During July 2022, our U.S. Dollar-denominated unsecured commercial paper program was amended to increase the maximum aggregate amount of outstanding notes from \$1.0 billion to \$1.5 billion and we established a new Euro-denominated unsecured commercial paper program, which permits us to issue additional unsecured commercial notes up to a maximum aggregate amount of \$1.5 billion (or foreign currency equivalent) in U.S. dollars or other foreign currencies
⁽²⁾ Excluding revolver and commercial paper maturities.

High-Quality Real Estate Portfolio

Diversified exposure to cash flows guaranteed by best-in-class, blue-chip operators

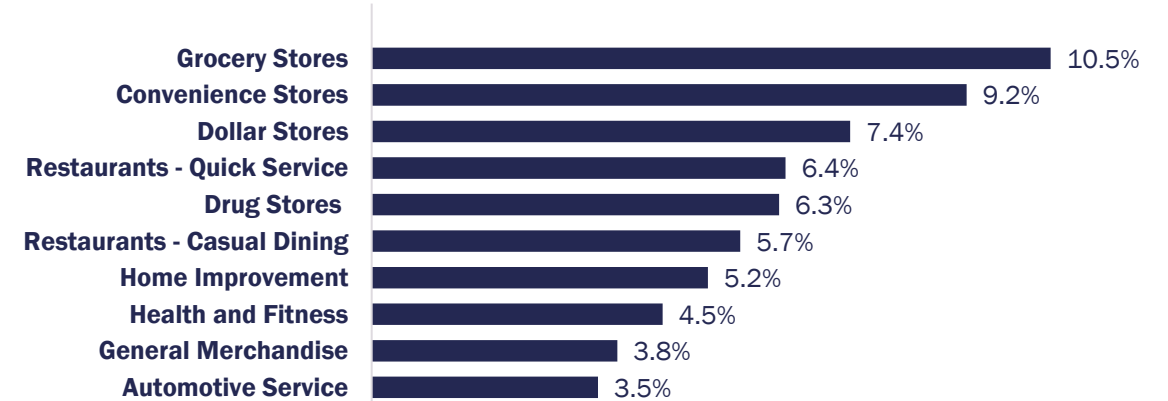


Diversified High-Quality Portfolio

CLIENT DIVERSIFICATION – TOP 20 CLIENTS % of Annualized Contractual Rent⁽¹⁾

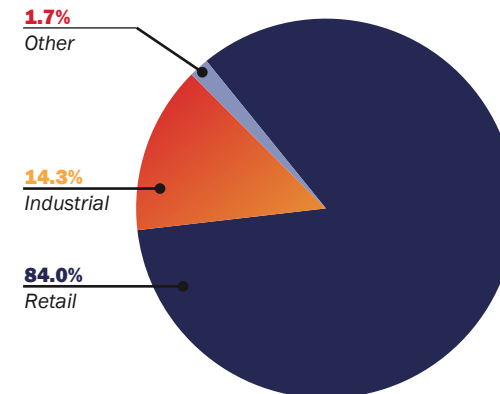


INDUSTRY DIVERSIFICATION⁽²⁾ % of Annualized Contractual Rent⁽¹⁾



⁽²⁾ Represents total portfolio annualized contractual rent contribution from U.S. and European properties.

PROPERTY TYPE DIVERSIFICATION % of Annualized Contractual Rent⁽¹⁾



GEOGRAPHIC DIVERSIFICATION % of Annualized Contractual Rent⁽¹⁾

TEXAS	10.7%
U.K.	9.1%
CALIFORNIA	6.3%
ILLINOIS	5.3%
FLORIDA	5.3%
OHIO	4.5%
GEORGIA	3.6%

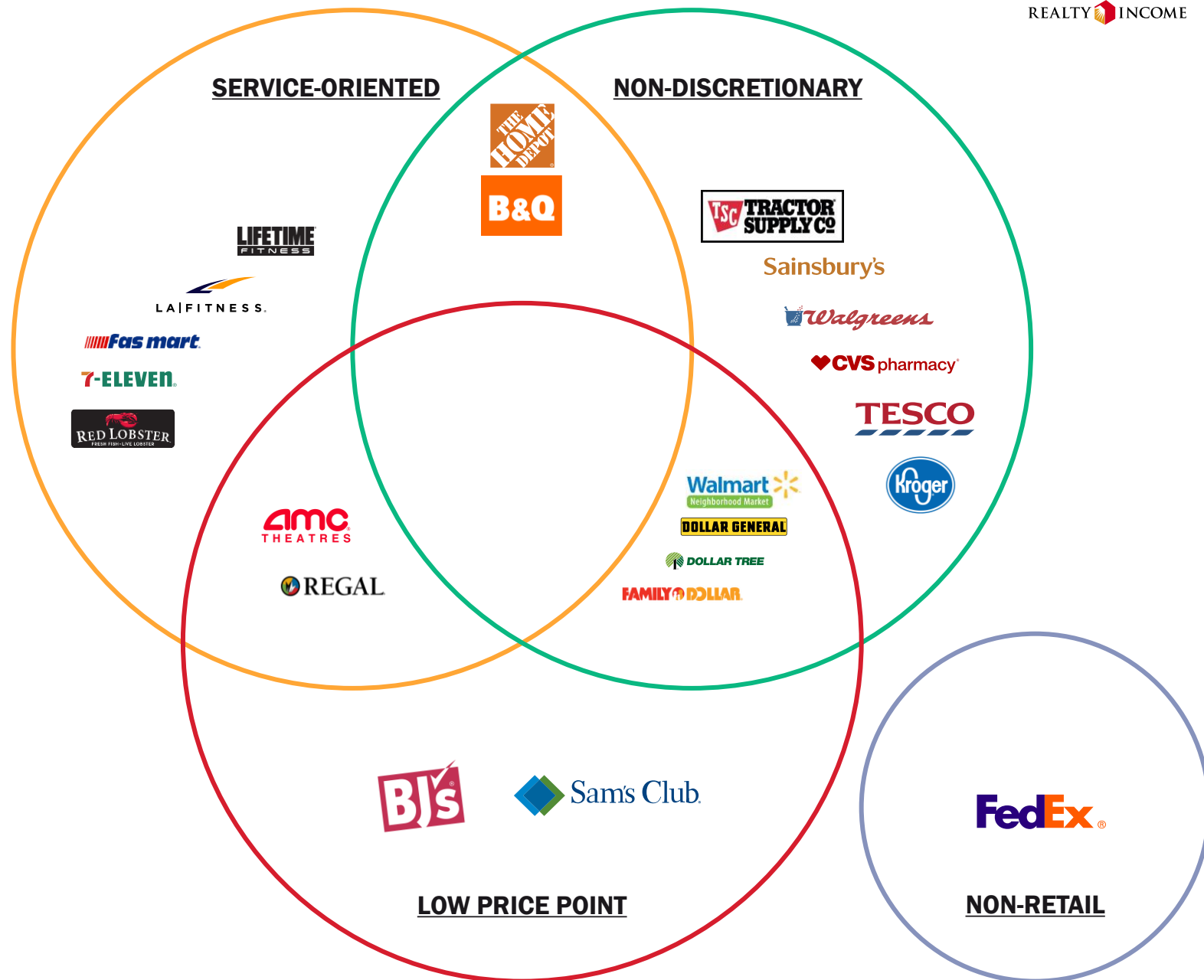
Note: Orange indicates investment grade clients that are companies or their subsidiaries with a credit rating, as of the balance sheet date, of Baa3/BBB- or higher from one of the three major rating agencies (Moody's/S&P/Fitch).

⁽¹⁾ Annualized Contractual Rent is the monthly aggregate cash amount charged to clients, inclusive of monthly base rent receivables, as of the balance sheet date, multiplied by 12, excluding percentage rent. We believe total portfolio annualized contractual rent is a useful supplemental operating measure, as it excludes properties that were no longer owned at the balance sheet date and includes the annualized rent from properties acquired during the quarter. Total portfolio annualized contractual rent has not been reduced to reflect reserves recorded as reductions to GAAP rental revenue in the periods presented. Total portfolio annualized contractual rent excludes unconsolidated entities.

Top 20 Clients Insulated from Changing Consumer Behavior

All **top 20** clients fall into **at least one category**:

- Non-Discretionary
- Low Price Point
- Service Retail
- Non-Retail



Note: Walmart represented by both Neighborhood Markets and Sam's Club.

Diligent Underwriting Process Has Resulted in Minimal Exposure to Retail Bankruptcies

Realty Income's strategy is to invest in clients with a **non-discretionary, low price point**, and / or **service-oriented component** to their business.

115 of 156 U.S. retailer bankruptcies since **2017** are associated with companies lacking **at least one of these characteristics**.

#	TOTAL RETAILER BANKRUPTCIES SINCE 2017	REALTY INCOME EXPOSURE AND STRATEGY
38	Apparel	Limited exposure to the industry; existing exposure is primarily with off-price retailers that have fared better.
34	Casual Dining	Immaterial exposure to bankruptcies in this sector. Top clients are large, national operators with strong access to capital that paid essentially all rent due through the duration of the pandemic.
20	Specialty Retailer	Limited exposure to the industry, primarily with clients selling low price point goods.
18	General Merchandise	Exposure to clients selling non-discretionary and/or low price point goods.
8	Grocery	Immaterial exposure to bankruptcies in this industry. Top two US grocery clients (Kroger and Walmart) control >30% of the US grocery market share and have significant size, scale and access to capital to expand their omni-channel platforms. In the UK, Sainsbury's and Tesco are among the top three grocery operators.
8	Shoe Stores	Limited exposure to the industry, primarily with off-price retailers.
6	Sporting Goods	Limited exposure to this industry and immaterial exposure to bankruptcies, as Realty Income has been proactively addressing its investment in this industry since 2016.
6	Entertainment	Immaterial exposure to entertainment clients outside of the movie theaters, and minimal exposure to bankruptcies.
5	Health and Fitness	Top two clients are large, national operators with strong scale and access to capital, one of which paid 100% of rent through the duration of the pandemic.
3	Consumer Electronics	Immaterial exposure to a large, national operator with strong balance sheet and successful omni-channel platform. No exposure to bankruptcies.
4	Jewelry / Accessories	Immaterial exposure to this industry. No exposure to bankruptcies.
6	Other Retail	No exposure to retailers that filed bankruptcy.

Credit Valuation Arbitrage: Acquiring Cash Flow from Blue-Chip Operators at Attractive Real Estate Spreads

Top 50 Clients Represent⁽²⁾

~60%

of total annual
rent

~40%

of total annual rent from
clients with public ~10-yr
notes outstanding

~60%

of Top 50 clients
have an investment
grade credit rating⁽³⁾

~80%

of total rent from
publicly traded
companies

~70%

of total rent from
members of S&P 500
or equivalent index

BBB-/Baa3

weighted average
credit rating



Source: Bloomberg

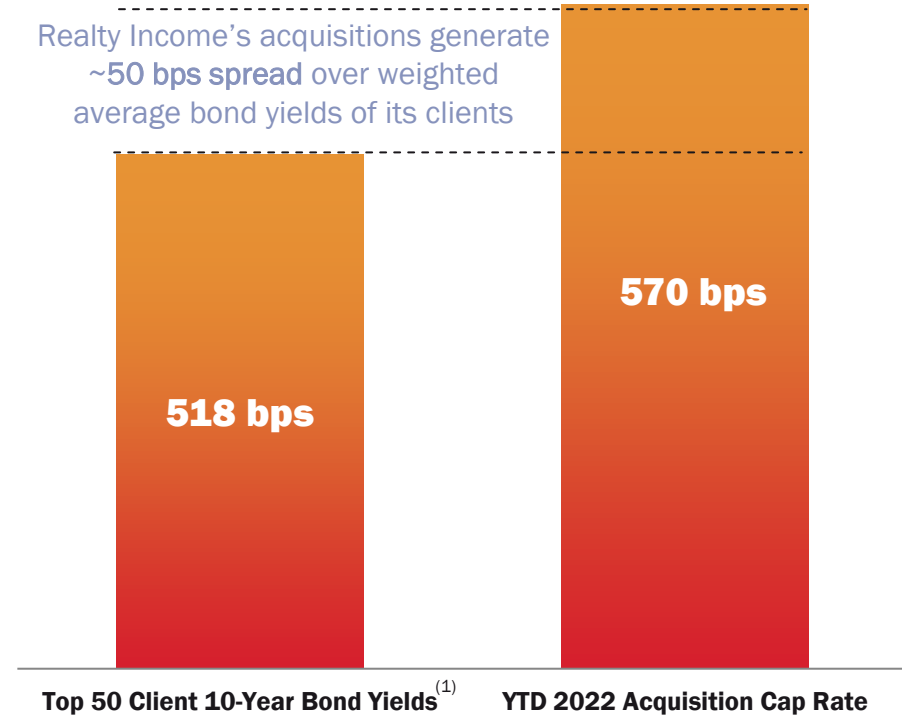
⁽¹⁾ Weighted average (by rent) ~10-year bond yields as of 6/30/2022.

⁽²⁾ As of 6/30/2022.

⁽³⁾ As measured by rent. ~12% of clients (by rent) are not rated. Investment grade clients are clients with a credit rating of Baa3/BBB- or higher from one of the three major rating agencies (Moody's/S&P/Fitch).

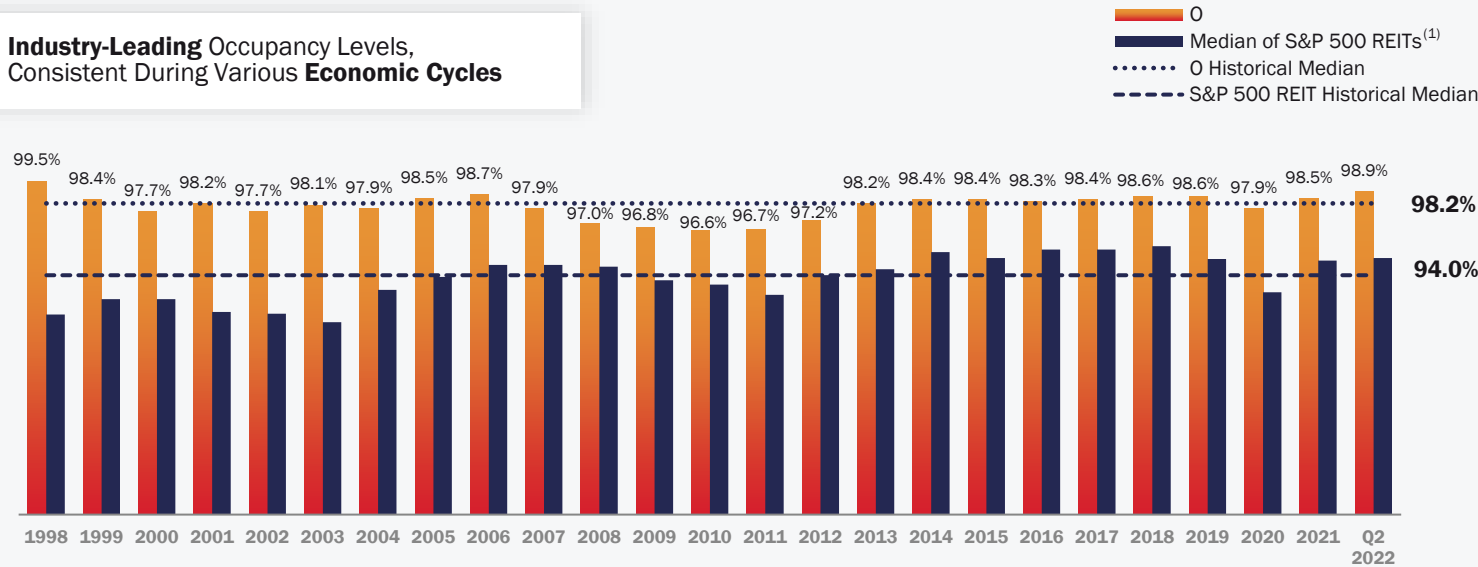
NET LEASE ACQUISITIONS GENERATE PREMIUM INCOME STREAM RELATIVE TO BONDS

Realty Income's acquisitions generate
~50 bps spread over weighted
average bond yields of its clients



Historically Stable Cash Flows Supported by High-Quality Real Estate Portfolio

Industry-Leading Occupancy Levels, Consistent During Various Economic Cycles



CONSISTENCY BY DESIGN:

- ✓ **Careful underwriting** at acquisition
- ✓ **Long** initial lease **term**
- ✓ **Strong** underlying real estate **quality**
- ✓ Strategy of owning “**mission critical**” locations
- ✓ **Diversified client industries** with strong fundamentals
- ✓ **Prudent** disposition **activity**

MAXIMIZING REAL ESTATE VALUE:

- ✓ **Strategic management** of rollovers
- ✓ Proactively addressing portfolio “**watch list**”
- ✓ Resolved over 4,500 lease expirations since **1996**

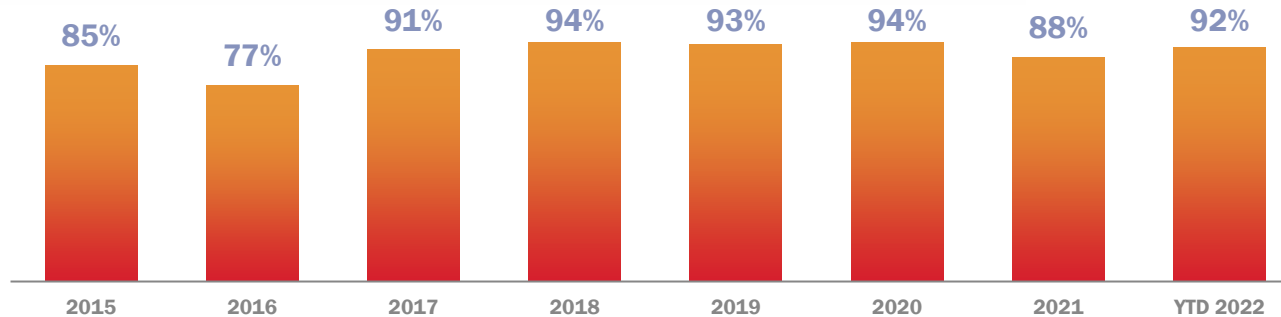
Lease Expiration Schedule Provides Visibility into Future Cash Flows



⁽¹⁾ Based on the publicly available information as of 6/30/22. Excludes the S&P 500 non-property REITs. Occupancy calculated by number of properties. Lease expiration schedule represents percentage of total portfolio annualized contractual rent.

Proven Track Record of Value-Add Asset and Portfolio Management

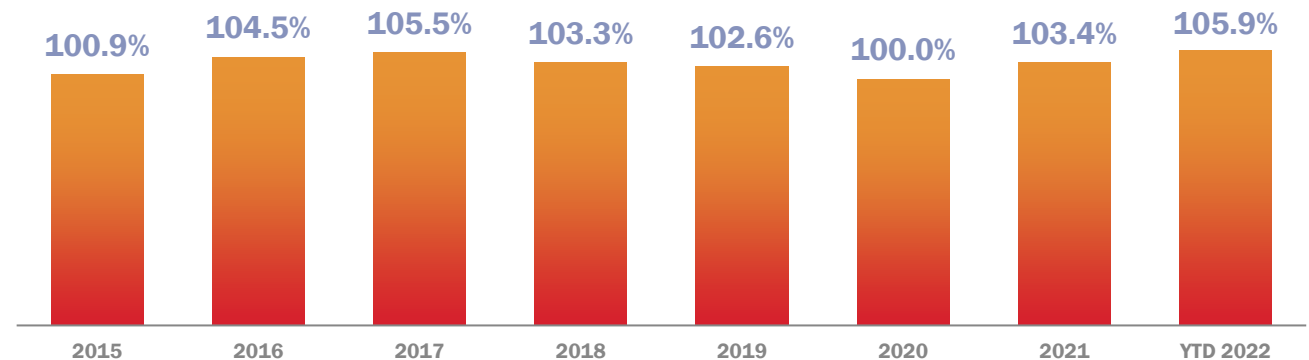
Strong client retention rates are a testament to **real estate quality, operator quality, active asset management** and mutually beneficial **client relationships**⁽¹⁾



Strong client retention supports **industry-leading leasing spreads**

- **Rents** at or below market at acquisition result in above **100%** recapture ratios at **expiration**.
- Re-leased over **3,700** properties at **101.4%** recapture rate⁽²⁾ since **1996**.
- One of the few net lease companies that report re-leasing results.

Accretive Re-Leasing Activity is a Result of Prudent Underwriting⁽²⁾

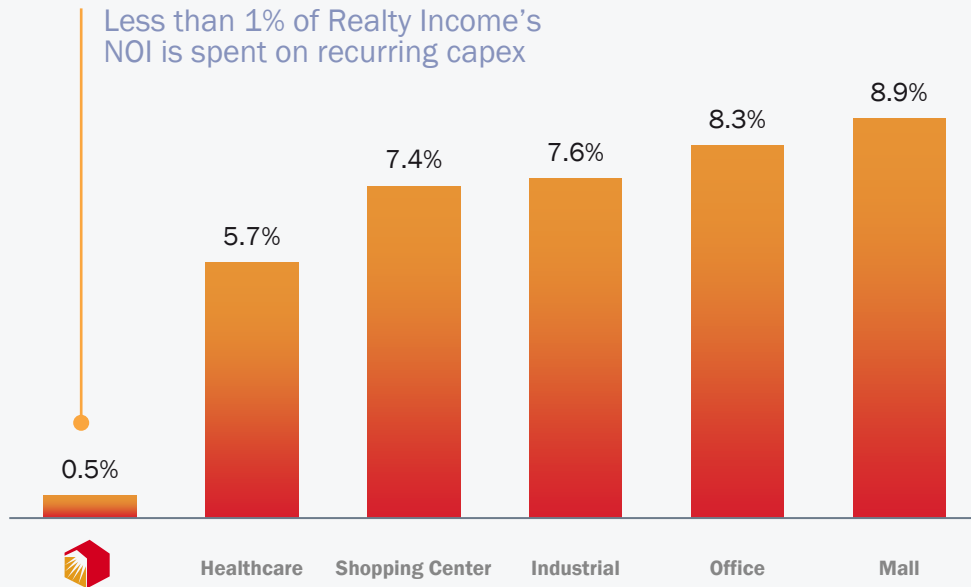


⁽¹⁾ Based on number of leases re-leased to same clients each year.

⁽²⁾ Reflects cash rent recapture inclusive of client improvement spend (immaterial).

Capital-Light Real Estate Portfolio is a Differentiating Factor vs Other Property Types

Recurring Capital Expenditures as % of NOI:
Realty Income vs. Competing Real Estate Sectors⁽¹⁾



Source: SNL, Company Filings.

⁽¹⁾ Analysis represents simple average of 52 representative companies across five property types in the MSCI US REIT Index. Based on annual data between 2012 and 2021.

“HIDDEN” COST OF SUPPORTING PORTFOLIO REVENUE:
RARELY CAPTURED IN NAREIT-DEFINED FFO MULTIPLES....

NAREIT-DEFINED FUNDS FROM OPERATIONS (FFO)
(NOT INTENDED TO MEASURE CASH GENERATION OR DIVIDEND PAYING CAPACITY)

Generally used as primary valuation **multiple for other Real Estate** sectors and **excludes recurring Capex associated** with maintaining revenue-generating capacity of portfolio

....BUT IS BETTER REFLECTED IN AFFO MULTIPLES

ADJUSTED FFO (AFFO)
(CLOSE PROXY FOR RECURRING CASH EARNINGS)

Generally used as a **valuation metric for net lease sector** and includes impact of recurring **Capex** (defined by **Realty** as mandatory and repetitive landlord capex obligations that have a limited useful life)

Growing International Portfolio

Sale-leaseback transaction with Sainsbury's in May 2019 was a foundation for a growth platform in Europe



European Portfolio Snapshot

REALTY INCOME HAS CONTINUED TO GROW ITS EUROPEAN PRESENCE WITH INVESTMENTS OF **~\$5.8 BILLION** THROUGH JUNE 30, 2022

225
properties

>20
industries

~18.3_{mm}
leasable square
feet

~\$299_{mm}
annualized
contractual rent

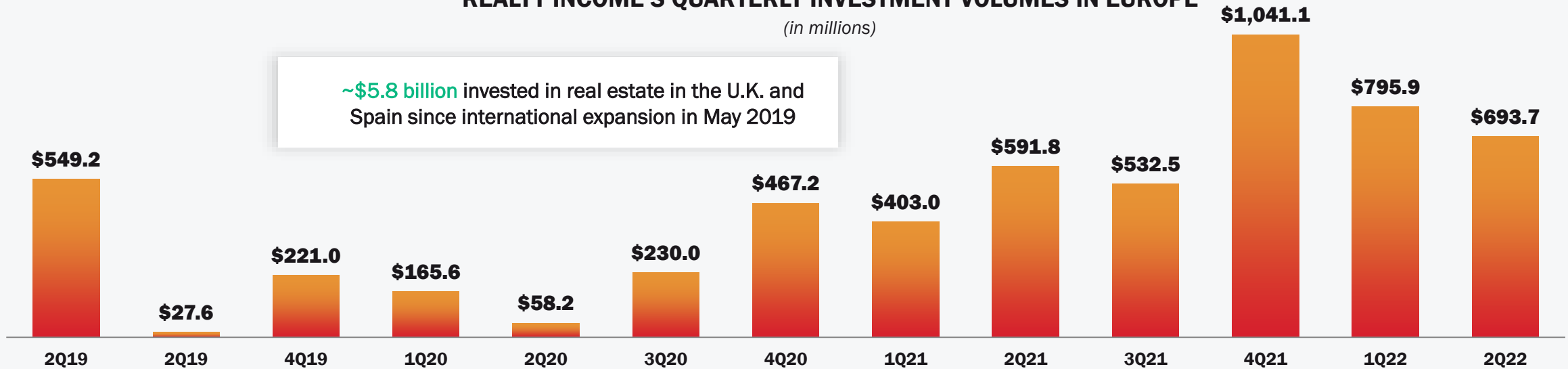
~10
years wtd. avg.
remaining lease term

9.8%
of total portfolio annualized
contractual rent

REALTY INCOME'S QUARTERLY INVESTMENT VOLUMES IN EUROPE

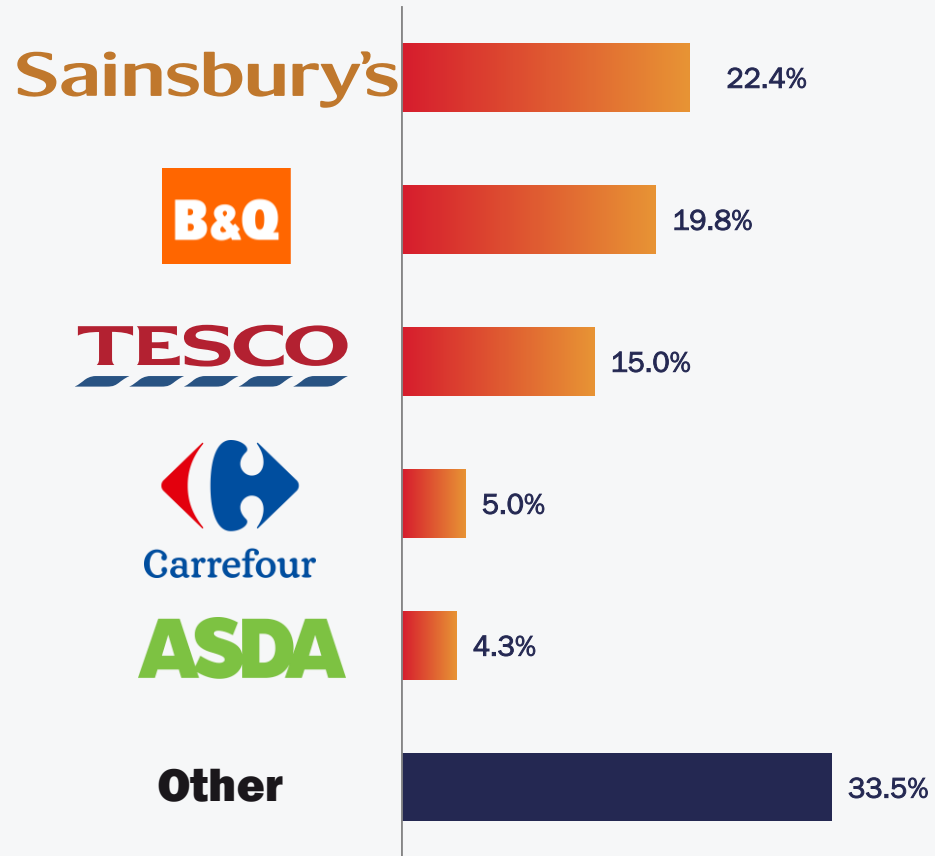
(in millions)

~\$5.8 billion invested in real estate in the U.K. and Spain since international expansion in May 2019

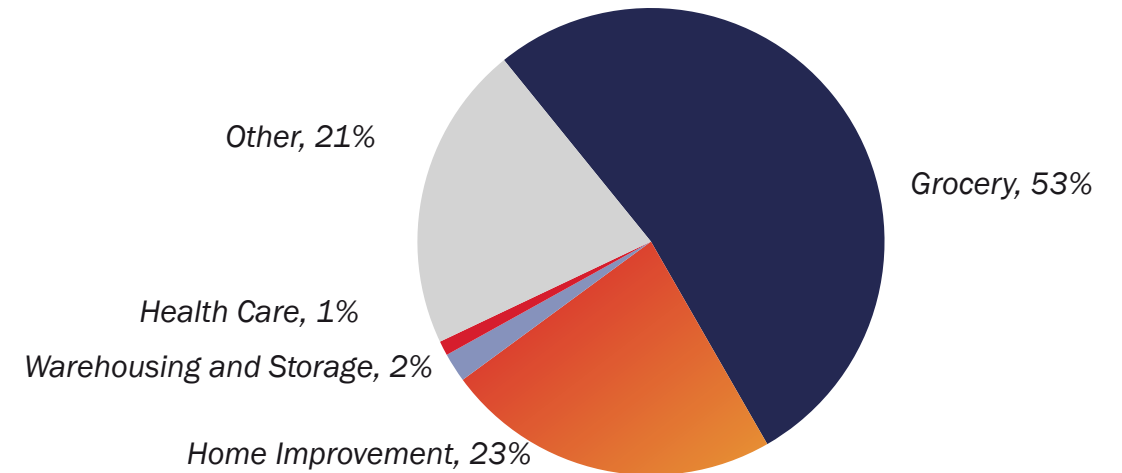


European Portfolio Snapshot (cont'd)

CLIENT DIVERSIFICATION – TOP EUROPEAN CLIENTS⁽¹⁾
% of European Annualized Contractual Rent



EUROPEAN PORTFOLIO BY INDUSTRY⁽¹⁾
% of European Annualized Contractual Rent



KEY HIGHLIGHTS

- ✓ **Diversified portfolio** leased to clients operating in non-discretionary industries
- ✓ Sainsbury's and Tesco are the **top grocers** in the U.K.⁽²⁾, and Carrefour is the **2nd largest grocer** in Spain⁽³⁾
- ✓ B&Q (Kingfisher) is the **largest home improvement retailer** in the U.K. and is number two in France⁽⁴⁾

⁽¹⁾ Based on percentages of total European portfolio annualized contractual rent as of June 30, 2022.

⁽²⁾ Based on market share. Source: Kantar World Panel.

⁽³⁾ Source: Kantar World Panel Spain.

⁽⁴⁾ Source: Mintel, 2020.

ESG Overview

We are committed to partnering with our clients on ESG initiatives to uphold our corporate responsibilities as a public company for the benefit of our stakeholders.



ESG Overview

OUR COMMITMENT

Realty Income is committed to conducting our business according to the **highest ethical standards**. We are dedicated to providing an **engaging, inclusive, and safe work environment** for our employees, operating our business in an environmentally conscious manner, and upholding our corporate responsibilities as a **public company** for the benefit of our stakeholders.

OUR STAKEHOLDERS



Investors



Clients



Team



Community

GOVERNANCE

KEY BOARD CHARACTERISTICS

We seek to compose our **Board of directors** with members who **contribute to diversity** of **background, expertise, perspective, age, gender, and ethnicity**.

ESG OVERSIGHT

The Nominating/Corporate Governance Committee of our Board of Directors has **direct oversight** of the **policies, programs and practices** related to **ESG matters** of significance to the company.

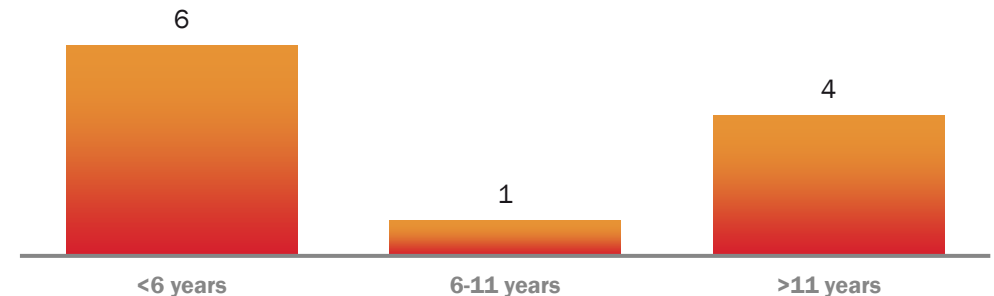
36% OF OUR BOARD IDENTIFIES AS FEMALE

55% OF OUR BOARD IS FROM UNDERREPRESENTED COMMUNITIES

91% INDEPENDENT

All our directors other than our CEO are independent.

DIRECTOR TENURE



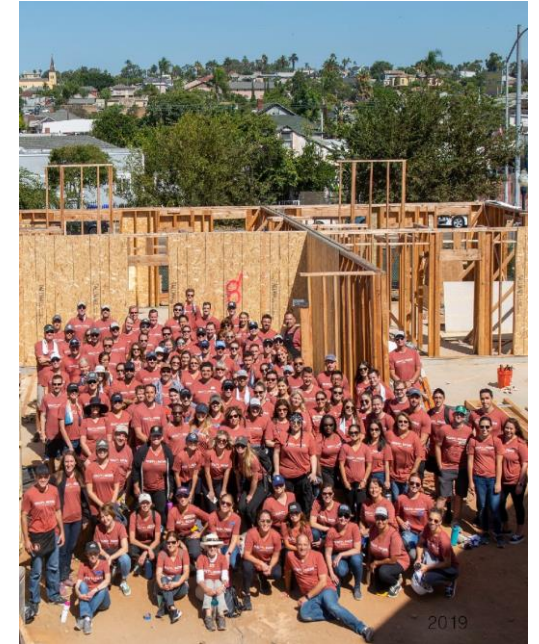
Social Responsibility



Social

OUR COMMITMENT: We put great effort into **cultivating an inclusive company culture**. We are one team, and **together we are committed to providing** an engaging work environment centered on our One Team values of **Do the right thing, Take ownership, Empower each other, Celebrate differences, and Give more than we take**. We hire talented employees **with diverse backgrounds** and **perspectives** and work to provide an **environment** with regular open communication where capable team members have **fulfilling careers** and are **encouraged** to engage with and make a positive impact with business partners and in the communities where we operate.

-  **Hiring and Retention** – Competitive pay & benefits; Internal Talent Mobility Program; Mentorship Program.
-  **Human Capital Development** – Continued education; training and development.
-  **Employee Health, Safety & Wellbeing** – “O”verall Wellbeing Program.
-  **Human Rights** – Read our Human Rights Policy on our website!
-  **Engagement** – We conduct employee engagement surveys every 18 months.
-  **Social Justice** – Read our Statement on Racial Justice and Equality for All on our website!
-  **Community Service** – Our community partnerships and charitable giving reflect our commitment.



Environmental Responsibility

Environmental

OUR COMMITMENT: We remain committed to **sustainable business practices** in our day-to-day activities by **encouraging a culture of environmental responsibility** at our corporate offices and within our communities. We work with our clients to **promote environmental responsibility** at the properties we own.

- **Increasing** investments in green certified buildings.
- **Demonstrating** our commitment through the issuance of our inaugural Green Bond.
- **Innovating** solutions for reporting Scope 3 emissions across a net lease real estate portfolio.
- **Expanding** and incorporating a greater volume of “Green Lease Clauses” (as of 2021).
- **Engaging** with our clients to understand ESG priorities and share data.
- **Scaling** collaborative client engagement projects.
- **Working** with strategic partners to grow sustainable portfolio initiatives.
- **Providing** ESG resources and tools for internal teams to carry out key initiatives.
- **Assessing and adapting** to ESG regulatory environments and climate risks across portfolio.



Appendix

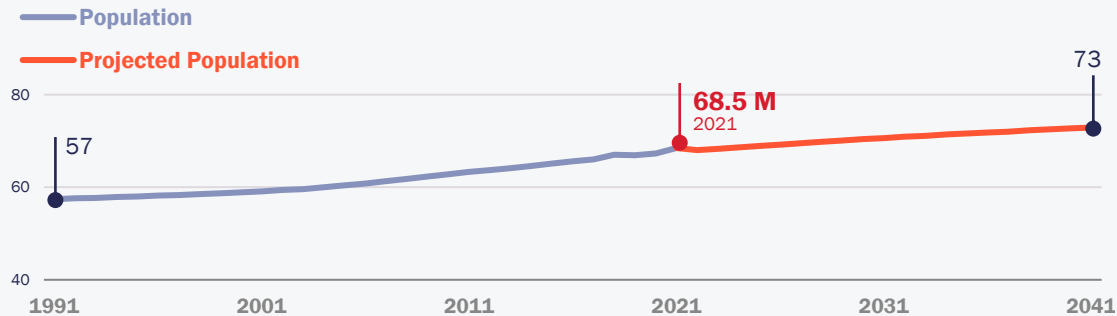
- International Expansion Opportunity
- Top Industry Investment Theses



UK Density Supports Long-Term Real Estate Stability

Limited retail supply and supply growth also supports long-term viability of stable cash flow generation.

UK POPULATION AND PROJECTIONS⁽¹⁾
(in millions)



RETAIL SQUARE FOOTAGE PER CAPITA⁽²⁾



Source:

⁽¹⁾ UK Office for National Statistics.

⁽²⁾ ICSC for the US data; Springboard for European data.

⁽³⁾ World Bank.

⁽⁴⁾ 2021 GDP. Source: Office for National Statistics for the UK data and Bureau of Economic Analysis for the US data.

The **UK**, by population, is approximately the size of **California** and **Texas** combined.

68.5M
Current Population⁽⁴⁾

The UK, by land area, is approximately the size of Oregon.

~94,000
Square Miles⁽³⁾

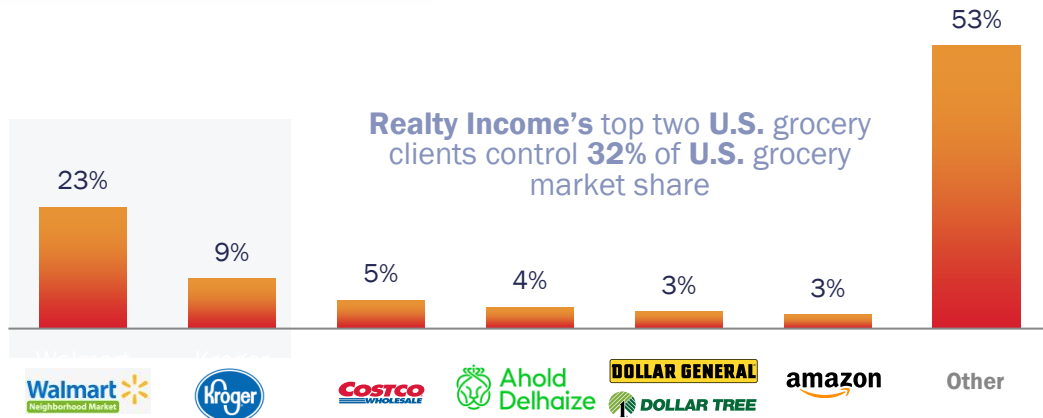
The UK, by GDP, is approximately the size of California.

\$3.2
Trillion GDP⁽⁴⁾

Population density and growth, combined with limited retail supply and supply growth, creates compelling opportunity for long-term real estate investors.

Grocery (10.5% of ABR)

U.S. Grocery Market Share⁽¹⁾



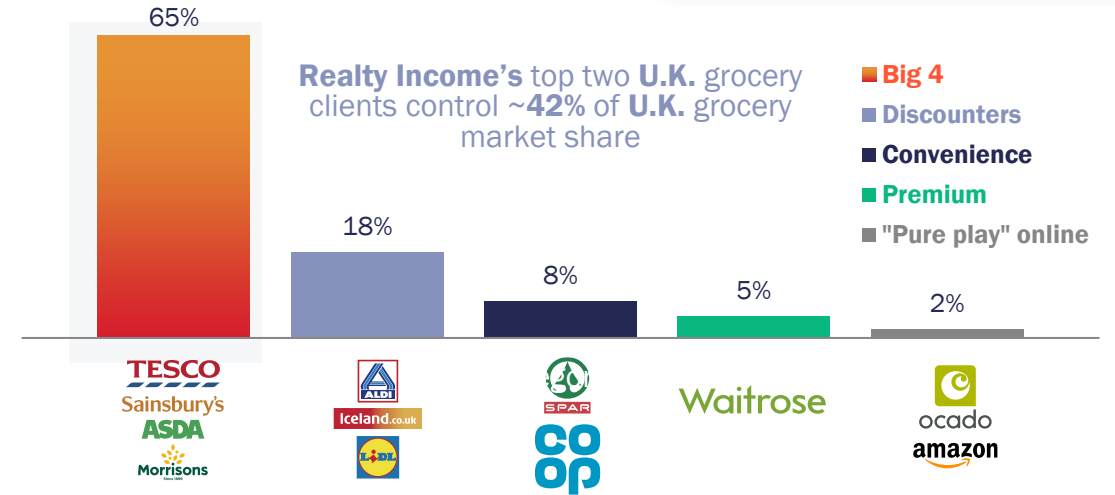
Source:

⁽¹⁾ Wells Fargo Securities Research, 2022.

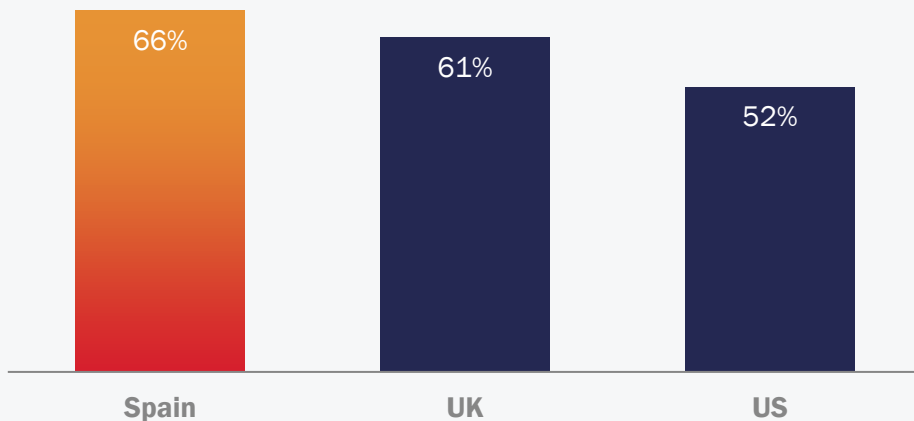
⁽²⁾ Kantar World Panel for 12 weeks ending 7/10/2022.

EXPOSURE TO TOP OPERATORS IN AN ESSENTIAL, E-COMMERCE RESISTANT INDUSTRY

U.K. Grocery Market Share⁽²⁾



Food-at-Home as a % of Total Food Expenditure⁽³⁾



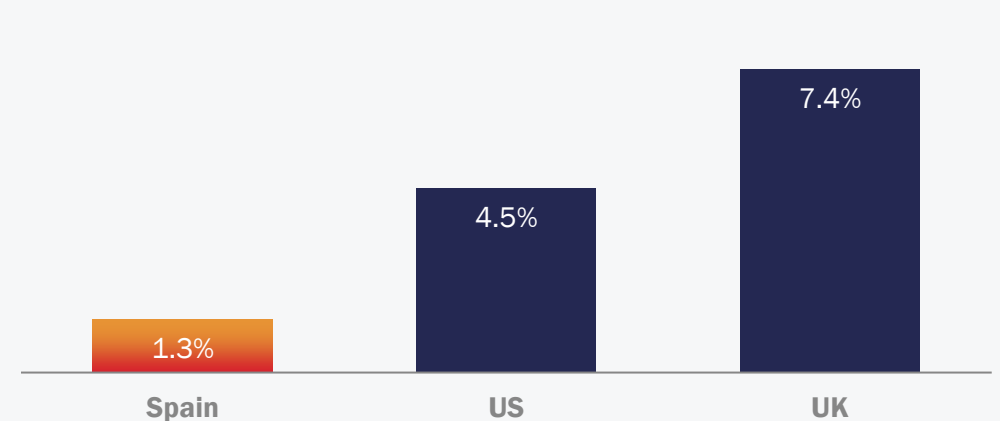
Source:

⁽³⁾ Statista.com, Gov.uk, USDA ERS.

⁽⁴⁾ CBRE, Statista.com, Multichannelmerchant.com, Kantar.

POSITIVE OUTLOOK ON THE SPANISH GROCERY INDUSTRY: Food-at-home spending more prevalent, online grocery spending less common

Pre-COVID Online Grocery Penetration⁽⁴⁾



Convenience Stores (9.2% of ABR)

Quality real estate locations with inelastic demand

~20% of all shoppers claim to visit a **c-store** to purchase food-to-go⁽¹⁾.

~70% of **inside sales** are generated by customers **not buying gas**⁽²⁾.

165M people shop in **c-stores** everyday⁽³⁾.

GROSS MARGIN⁽³⁾



~9% Margin

Gasoline



30%+ Margin

In Store Sales

~70% of gross profit is generated from inside sales

Source:

⁽¹⁾ Explorer Research.

⁽²⁾ Realty Income estimates based on industry component data.

⁽³⁾ National Association of Convenience Stores. Gross margins are averages over the past five years.

⁽⁴⁾ U.S. Energy Information Administration and Bureau of Transportation Statistics.

⁽⁵⁾ Company Filings.

2040 SNAPSHOT



VEHICLES ON THE ROAD IN 2040⁽⁴⁾



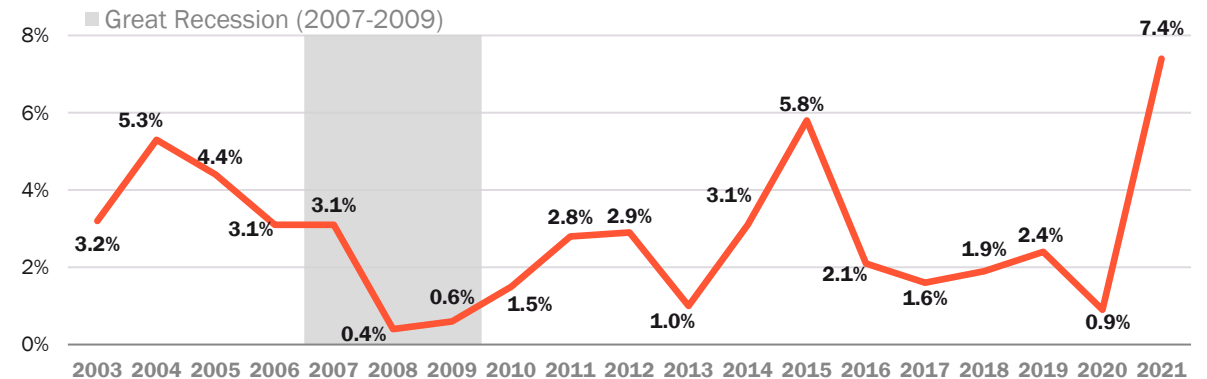
In 2040, EVs will make up about 6% of all vehicles on the road, while EVs will account for about 10% of all new vehicle sales.



AVG AGE OF CARS ON THE ROAD 11.8 YEARS⁽⁴⁾

7-ELEVEN: INSIDE SAME-STORE SALES:

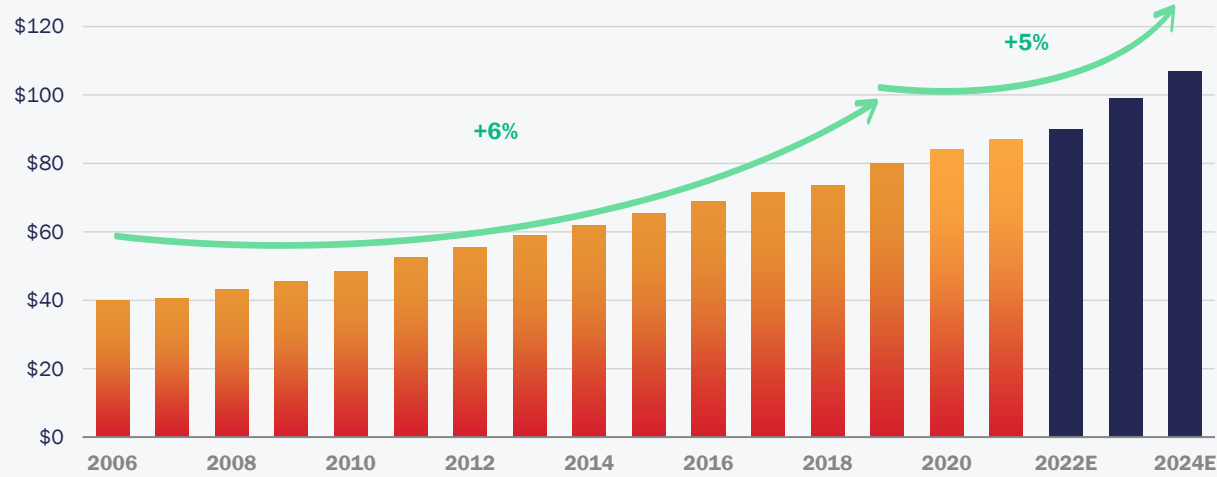
19 Consecutive Years of Positive Same-Store Sales Growth⁽⁵⁾



Dollar Stores (7.4% of ABR)

Growing industry: 89% of all shoppers across geographies, income levels, and demographics shop at discount retailers.

US Discount Store Market Size
(in billions)⁽¹⁾



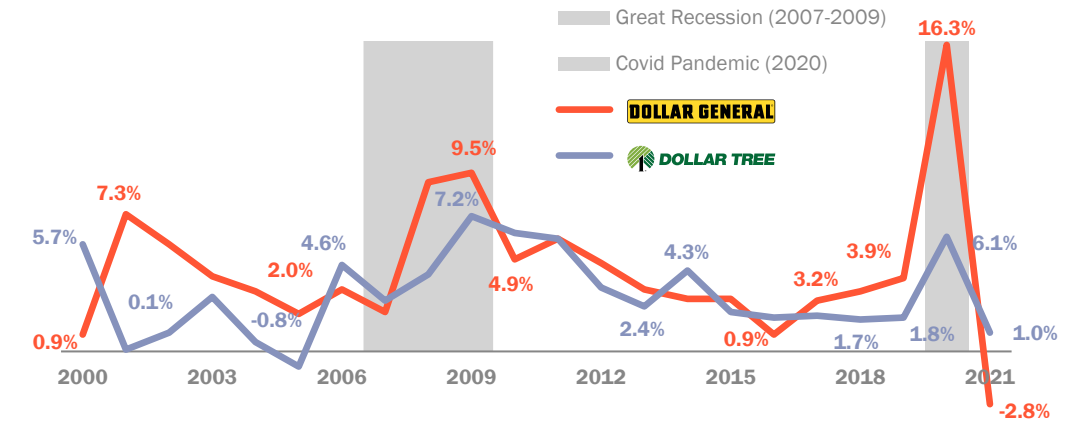
Source:

⁽¹⁾ National Retail Federation.

⁽²⁾ Company Filings.

Dollar General & Dollar Tree:
Same-Store Sales Growth⁽²⁾

Counter-cyclical protection due to a trade down effect and e-commerce resiliency.



Quick-Service Restaurants (6.4% of ABR)



RESILIENT BUSINESS MODEL:

- ✓ QSRs are **less dependent on “dine-in” traffic** as their revenue model is based on an **“off-premise”** and **drive-thru (historically 65%+ of sales)** offerings.

STRONG VALUE PROPOSITION:

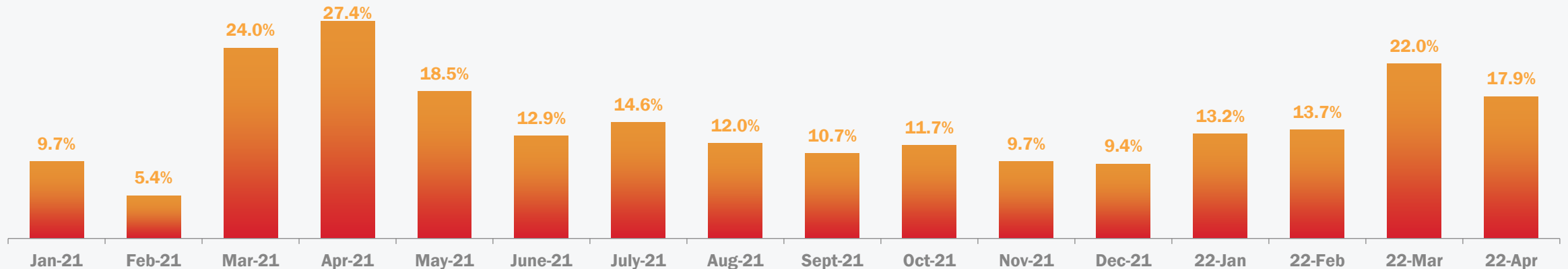
- ✓ In a **recessionary environment**, consumers tend to be **more value-centric** and **QSR operators benefit** from a “trade down” effect from casual dining consumers.

FUNGIBILITY OF REAL ESTATE:

- ✓ **Positive re-leasing results** on QSR assets due to convenience of **real estate location** and **modest space footprint**.

INDUSTRY SAME-STORE SALES TRENDS: STRONG RECOVERY TO ABOVE PRE-PANDEMIC LEVELS

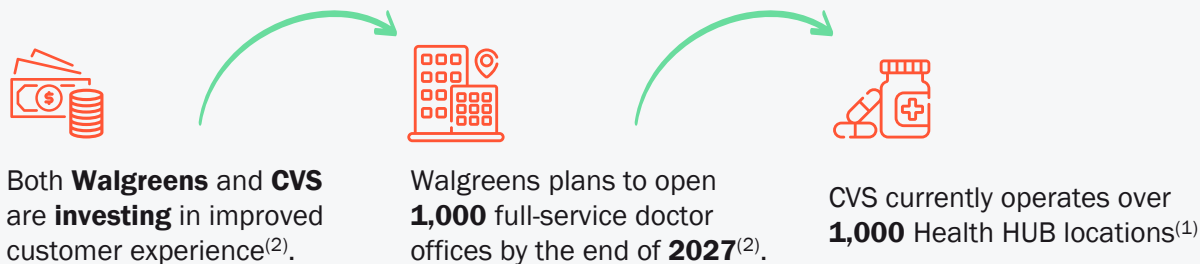
Growth Over the Same Month in 2019⁽¹⁾



⁽¹⁾ Source: Miller Pulse.

Drug Stores (6.3% of ABR)

Bundled service partnerships and vertical integration among incumbents insulates industry from outside threats.



Source:

⁽¹⁾ CVS filings.

⁽²⁾ Company Documents.

⁽³⁾ Company Filings as reported by IQVIA.

⁽⁴⁾ Company Filings | Latest reported quarter.

80%

Of the scope of a **typical primary care** physician treatable at an **on-site clinic**⁽¹⁾.

85%

Of the **US** population lives within **3 miles** of a **Walgreens or CVS**⁽²⁾.

~50%

Combined **retail prescription market** share of **Walgreens and CVS**⁽³⁾.

Walgreens: 36 of 37 Quarters of Positive Same-Store Pharmacy Sales Growth⁽⁴⁾.

