



Fixed Income Update

February 21, 2025

welltower

Forward Looking Statements and Risk Factors

This document contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995. When Welltower uses words such as "may," "will," "intend," "should," "believe," "expect," "anticipate," "project," "estimate" or similar expressions that do not relate solely to historical matters, Welltower is making forward-looking statements. Forward-looking statements are not guarantees of future performance and involve risks and uncertainties that may cause Welltower's actual results to differ materially from Welltower's expectations discussed in the forward-looking statements. This may be a result of various factors, including, but not limited to: the impact of macroeconomic and geopolitical developments, including economic downturns, elevated inflation and interest rates, political or social conflict, unrest or violence or similar events; the status of capital markets, including availability and cost of capital; issues facing the healthcare industry, including compliance with, and changes to, regulations and payment policies, responding to government investigations and punitive settlements, public perception of the healthcare industry and operators'/tenants' difficulty in obtaining and maintaining adequate liability and other insurance; changes in financing terms; competition within the healthcare and seniors housing industries; negative developments in the operating results or financial condition of operators/tenants, including, but not limited to, their ability to pay rent and repay loans; Welltower's ability to transition or sell properties with profitable results; the failure to make new investments or acquisitions as and when anticipated; natural disasters, public health emergencies and extreme weather affecting Welltower's properties; Welltower's ability to re-lease space at similar rates as vacancies occur; Welltower's ability to timely reinvest sale proceeds at similar rates to assets sold; operator/tenant or joint venture partner bankruptcies or insolvencies; the cooperation of joint venture partners; government regulations affecting Medicare and Medicaid reimbursement rates and operational requirements; liability or contract claims by or against operators/tenants; unanticipated difficulties and/or expenditures relating to future investments or acquisitions; environmental laws affecting Welltower's properties; changes in rules or practices governing Welltower's financial reporting; the movement of U.S. and foreign currency exchange rates and changes to U.S. and global monetary, fiscal or trade policies; Welltower's approach to artificial intelligence; Welltower's ability to maintain its qualification as a REIT; key management personnel recruitment and retention; and other risks described in Welltower's reports filed from time to time with the SEC. Welltower undertakes no obligation to update or revise publicly any forward-looking statements, whether because of new information, future events or otherwise, or to update the reasons why actual results could differ from those projected in any forward-looking statements.

Welltower Overview

Welltower At a Glance⁽¹⁾

S&P 500

Index Constituent

USD \$109B

Enterprise Value⁽²⁾

USD \$8.7B

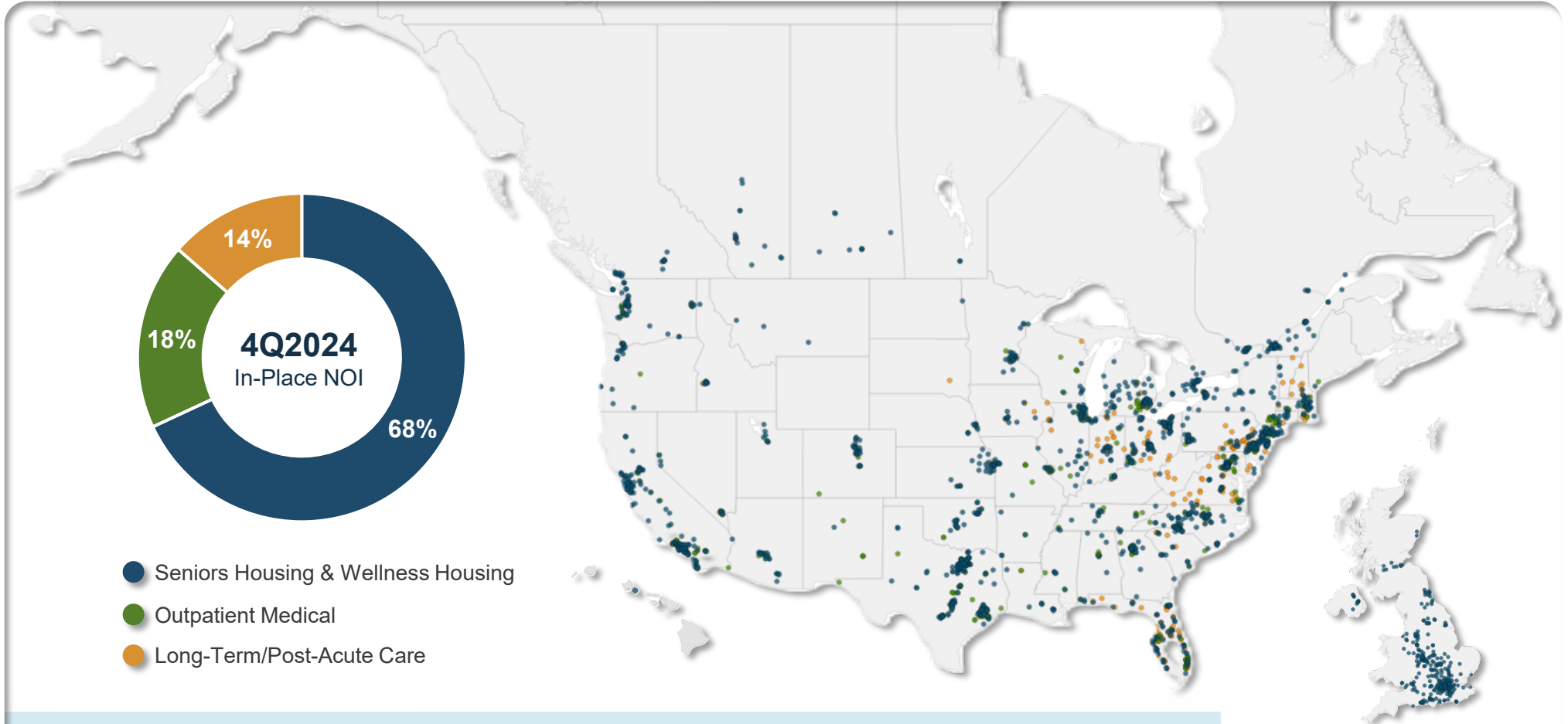
Near-Term Liquidity

3.49x

*Net Debt to
Adjusted EBITDA*

BBB+ / Baa1
Positive Outlook

*S&P Global / Moody's
Credit Ratings*



2,271 *Properties*

200K+ *Total Units*

26.5M+ *Outpatient Medical
Rentable Square Feet*

1. All data excluding Enterprise Value as of December 31, 2024. See "Supplemental Financial Measures" at the end of this presentation for definitions and reconciliations of non-GAAP financial measures
2. Bloomberg. As of February 21, 2025

WELL-Acquired Properties (4Q2024-1Q2025)



Revelle King of Prussia



Revelle of Bucks County



Ridgecrest at Cranberry Woods



Welltower's Unique Value Creation Flywheel

Established Competitive Advantages Driving Sustainable Shareholder Value Creation

Welltower Value-Add and Moat

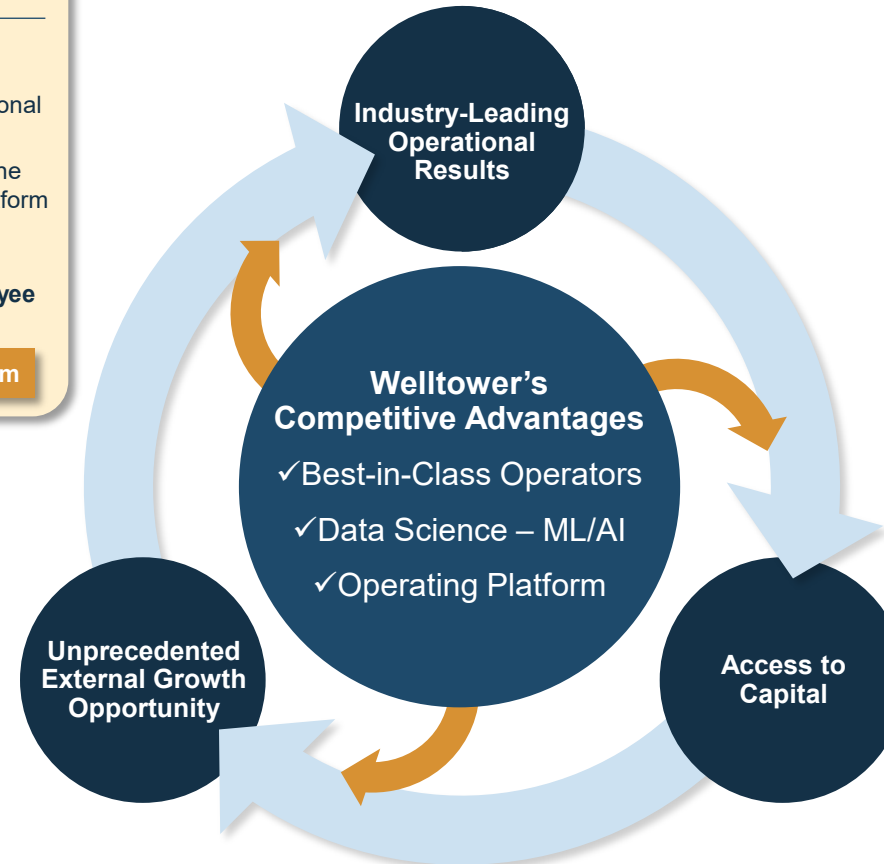
Best-in-class:

- Local & regional operators: Superior managers with significant regional density operating under highly aligned RIDEA 3.0/4.0 contracts
- Data science: Unparalleled data science platform developed over the past eight years informing both capital allocation and operating platform decisions
- Operating platform: Institutionalization of portfolio expected to drive further efficiencies while **improving both the resident and employee experience**

Properties are worth substantially more on Welltower's platform

Capital Allocation

- Macroeconomic uncertainty and capital markets dislocation creating opportunities to acquire assets at increasingly attractive basis, going-in yields, and unlevered IRRs
- Granular approach to capital allocation provides opportunity to acquire assets at deep discounts to replacement cost while complementing Welltower's regional density strategy
- Completed \$19.5 billion of investments since 4Q2020 at attractive high-single-digit to low-double-digit unlevered IRRs with potential for further upside from WELL platform enhancements



Internal Growth

- Long-term demographic tailwinds and significant decline in new supply expected to drive continued outsized growth for extended period
- RevPOR growth (unit revenue) expected to continue to outpace ExpPOR growth (unit expense), resulting in further operating margin expansion
- Industry-leading results being driven by Welltower's superior micro-market locations, disciplined capital allocation strategy, and highly aligned partners with significant regional density

Superior Ability to Capitalize the Opportunity

- Access to a plurality of capital sources including common equity, private equity, unsecured and secured debt, and exchangeable notes
- Ability to opportunistically pivot between each capital source based upon cost and availability
- Robust near-term available liquidity (including cash on hand, line of credit capacity, expected loan payoffs and disposition proceeds) can fully fund announced acquisitions

Welltower competes on Data Science, Operating Platform and Capital Allocation Capabilities – NOT cost of capital

Proprietary Long-Term Operator Partnerships Widen The Welltower Moat

High-end seniors housing is NOT a commodity business – exclusive operator relationships & alignment creating sustained alpha for Welltower



Misaligned incentives due to revenue-based management contracts

Operators incentivized to develop given private capital paying well above replacement cost for assets, leading to greater profitability from development

Property owners had limited flexibility and optionality given highly restrictive termination rights



Refinement of RIDEA contract structure

Introduction of Welltower RIDEA 2.0-4.0 contracts establishes both top- and bottom-line alignment and provides at-will termination rights along with data sharing



25+ relationships formed during COVID driving significant long-term capital deployment opportunities

Welltower forged PROPRIETARY long-term relationships, identifying best-in-class developers and operators with track records of success and playbooks for sustained outperformance

2015

2016-2020

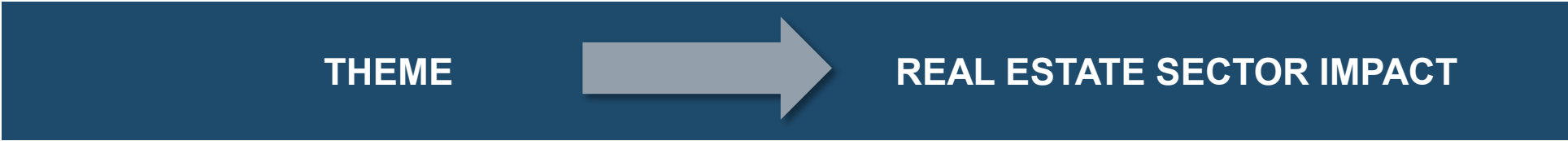
2021+



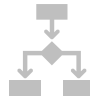
Evolution of Welltower’s operator relationships has resulted in:

- ✓ Additive sum mentality with significant growth opportunities and upside shared by operating partners and Welltower investors
- ✓ Greater long-term alignment of incentives through NOI-based management fees, enhanced promote structures and termination rights
- ✓ Ability to pursue regional densification, driving optimized asset and portfolio management
- ✓ Potential capital deployment pipeline in excess of \$30B from exclusive partnerships forged before and during COVID that feature either exclusive rights or right of first offer
- ✓ Sustained NOI outperformance in an operationally intensive sector with wide performance dispersion

Societal & Technological Trends | Impact on Real Estate Sectors

Precedent for Extended Period of Compounding Cash Flow Growth Driven by Shifting Secular Tailwinds



	E-Commerce	Industrial / Logistics
	Life Sciences	Lab Space
	Operationalization of Real Estate	Self Storage / Single Family Rentals

Themes of the last 10 years



Theme of the next 10+ years

Recent Highlights

Recent Highlights⁽¹⁾

18%

FFO Per Share Growth

Reported 4Q2024 FFO per share growth of 18% with significant momentum being carried into 2025

- Ended 2024 with another quarter of outsized FFO per share growth, driven by Seniors Housing Operating (“SHO”) portfolio results and accretive capital deployment activity
- Announced 2025 FFO guidance of \$4.79 - \$4.95 per share, with drivers in place for a multi-year period of substantial bottom-line growth

23.9%

SHO Portfolio
SSNOI Growth

Strong Fourth Quarter SHO Portfolio NOI Growth; 2025 Outlook Remains Positive

- SHO Portfolio same store net operating income (SSNOI) growth of 23.9% in the fourth quarter represents the ninth consecutive quarter in which growth has exceeded 20%
 - Organic revenue growth remains solid at 8.8% with end-market demand continuing to exceed expectations; achieved near-record sequential average occupancy growth of 120 bps
- **Drivers of strong top-line growth remain firmly intact with occupancy growth expected to accelerate in 2025**
 - The delta between RevPOR and ExpPOR growth reached the widest level in Welltower’s recorded history, driving 320 bps of year-over-year margin expansion. Margin recovery expected to continue in 2025+ given inherent operating leverage of the business and as benefits from the operating platform are recognized
- **Anticipate SHO Portfolio to deliver solid SSNOI growth in 2025 with sustained levels of outsized growth expected in future years**

\$2.2B

Investment Activity

Unprecedented Pace of Investment Activity Through 4Q24; Robust Deal Flow Has Continued Unabated into 2025

- \$2.2 billion of pro rata gross investments completed in 4Q2024, bringing FY2024 activity to \$6.0 billion, the highest level in the Company’s history
- Opportunity set expanding across all regions and the capital stack, with diverse range of sellers motivated by near-term loan maturities and other capital structure issues
- Announced additional \$2.0 billion of on balance sheet investment activity through the first six weeks of 2025, marking the strongest start to the year in the Company’s history

Private Funds Management Business

Launched Inaugural Seniors Housing Fund with Abu Dhabi Investment Authority (ADIA) Serving as Anchor LP

- ADIA is committing, as an anchor LP to the first fund managed by the new business, 20% or up to \$400 million of capital for the first fund
- Through the use of Welltower’s industry-leading data science platform, the fund will seek to acquire seniors housing properties in the US that are either stable or have a near-term path to stabilization
- The fund has closed or is under contract to acquire two stabilized portfolios for total consideration in excess of \$1.0 billion
- Funds management business is intended to result in significant revenue generation opportunities while increasing regional density across Welltower’s portfolio

1. All metrics reflect year-over-year same store results for the fourth quarter 2024 unless otherwise noted. “FFO” represents normalized funds from operations per diluted share. See “Supplemental Financial Measures” at the end of this presentation for definitions and reconciliations of non-GAAP financial measures. Total acquisitions include property acquisitions and loan funding; excludes \$0.9B of development funding completed in 2024.

Full Year 2024 Key Highlights⁽¹⁾

Seniors Housing Operating Portfolio Organic Growth

9.2%

Revenue Growth

310 bps

Margin Expansion

310 bps

Occupancy Growth

23.5%

Same Store NOI Growth

Acquisitions

\$6.0 Billion

Total Acquisitions

Driven by organic growth and bolt-on acquisitions, we have achieved...

23%

Revenue Growth

26%

Adj. EBITDA Growth

19%

FFO Per Share Growth

While meaningfully deleveraging the balance sheet...

1.54x

Reduction In
Net Debt to Adj EBITDA

1. See "Supplemental Financial Measures" at the end of this presentation for definitions and reconciliations of non-GAAP financial measures. Weighted average full-year metrics for 2024 for SS SHO NOI Growth, SS SHO Operating Margin Expansion, SS Revenue and SS SHO Occupancy. Total acquisitions include property acquisitions and loan funding; excludes \$0.9B of development funding completed in 2024. "FFO" represents normalized funds from operations per diluted share.

2025 Guidance Outlook

2025 Guidance Reflects Sustained Seniors Housing SSNOI Growth Coupled with YTD Accretive Capital Deployment Activity

FY2025 Same Store NOI Guidance

Segment	Low	High
SHO	15.0%	21.0%
SH NNN	3.0%	4.0%
OM	2.0%	3.0%
LT/PAC	2.0%	3.0%
Total Portfolio	9.25%	13.0%

2024 to 2025 Normalized FFO per diluted share Guidance Bridge

	Initial Guidance
Adj. FY2024 Normalized FFO per diluted share	\$4.32
(+) Seniors Housing Operating NOI	0.42
(+) Outpatient Medical and Triple Net	0.03
(+) Investment & Financing Activity	0.20
(+) G&A and Other	(0.06)
(+) <u>Foreign Exchange</u>	<u>(0.04)</u>
FY2025 Normalized FFO per diluted share	\$4.79 - \$4.95

Seniors Housing Operating Portfolio - Outlook Assumptions

- **NOI:** SSNOI growth of 15.0% - 21.0% driven by the following midpoints of their respective ranges:
- **Revenue:** SS revenue growth of 8.5% driven by further occupancy gains and rate growth
 - Anticipate year-over-year occupancy growth of ~325 bps
 - Expect full year RevPOR growth of ~4.8%, reflecting healthy levels of pricing power across all regions
- **Expense:** SS expense growth of ~5.0% in 2025 vs. full-year 2024

Guidance Bridge Commentary

- **Foreign Exchange:** Recent US Dollar strength is expected to create ~4c headwind to normalized FFO per diluted share in FY2025 vs. FY 2024
- **G&A:** General & Administrative expense expected to increase to \$235 – \$245 million with year-over-year increase resulting largely from growth in the Company's asset base and expanding asset management initiatives
- **Capital Deployment:** Earnings guidance does not assume additional acquisitions beyond the \$2.0 billion of announced acquisitions closed or under contract to close as of February 11, 2025

Balance Sheet Update

Balance Sheet & Liquidity Update

3.49x

Net Debt to Adjusted EBITDA

12.9%

Net Debt to Enterprise Value

91.2%

Pro Rata Fixed Rate Debt

5.1x

Adjusted Fixed Charge Coverage Ratio

**BBB+ / Baa1
Positive Outlook**

**S&P Global / Moody's
Credit Ratings**

\$9.2B

Near-Term Available Liquidity⁽¹⁾

Recent Highlights

- Significant organic cash flow growth and disciplined capitalization of investment activity drove historic strengthening of balance sheet
 - **Continued momentum in fundamentals to further enhance key credit metrics, providing ample balance sheet capacity while maintaining top tier credit metrics**
- Exceptional liquidity position and balance sheet strength along with unparalleled access to capital provide ability to capitalize on attractive investment opportunities in any capital markets backdrop
- Improved net debt to adjusted EBITDA by 1.54x to 3.49x as of December 31, 2024 from 5.03x as of December 31, 2023
- As of December 31, 2024, we had approximately \$8.7 billion of available liquidity inclusive of \$3.7 billion of available cash and restricted cash and full capacity under our \$5.0 billion line of credit

Liquidity Profile as of December 31, 2024

(In millions)

Cash and Restricted Cash	\$3,700
<u>Line of Credit Capacity</u>	<u>5,000</u>
Near-Term Available Liquidity	8,700
Expected Proceeds from Property Sales and Loan Payoffs ⁽¹⁾	500
Available Liquidity Adjusted for Expanded Credit Facility	\$9,200

Plurality of Capital Sources

Leveraging Efficient & Low-Cost Capital to Execute Investment Strategy

✓ Access to **secured and unsecured** debt financing

✓ Pivot between **multiple sources of capital** based upon cost and availability

✓ **Recycle capital** to improve portfolio quality and capitalize on market inefficiencies

\$25B | PUBLIC EQUITY

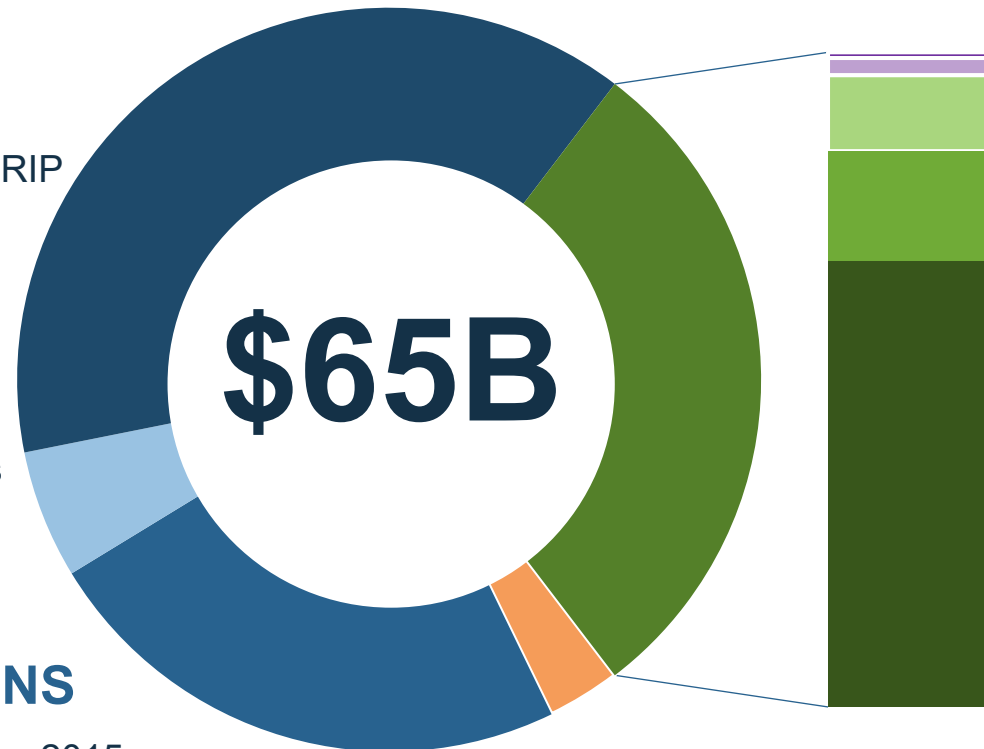
- Efficiently raised primarily via ATM & DRIP programs since 2015

\$4B | PRIVATE CAPITAL

- Capital raised via joint venture partnerships with institutional capital partners

\$15B | DISPOSITIONS

- Asset sales completed since 2015
- Investments across multiple property types allow for opportunistic harvesting of assets, taking advantage of relative value



\$19B | CONVENTIONAL DEBT

- Investment grade balance sheet (BBB+/Baa1 Positive) with access to a plurality of debt capital

- GBP Denominated Secured Debt
- USD Term Loan
- CAD Denominated Secured Debt
- USD Denominated Secured Debt
- Senior Unsecured Debt

\$2B | EXCHANGEABLE DEBT

- Further diversified sources of efficiently priced capital through hybrid debt and equity financing

Well-Laddered Debt Maturity Schedule^(1,2,3)

Weighted Average Maturity of 5.9 Years⁽⁴⁾

(\$mm)

■ USD Unsecured
 ■ USD Secured
 ■ USD Convertible Debt
 ■ GBP Unsecured
 ■ CAD Unsecured
 ■ CAD Secured
 ● Weighted Average Interest

\$6,000

\$5,000

\$4,000

\$3,000

\$2,000

\$1,000

\$0

As of December 31, 2024, liquidity profile includes \$3.7 billion of cash & cash equivalents; 2025 unsecured debt maturity expected to be redeemed with cash on hand

(\$mm)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	After
Unsecured Debt	\$1,260	\$700	\$1,882	\$2,474	\$2,085	\$750	\$1,350	\$1,050	\$0	\$626	\$1,150
Secured Debt	\$805	\$271	\$327	\$184	\$433	\$156	\$79	\$65	\$381	\$191	\$371
Total	\$2,065	\$971	\$2,209	\$2,658	\$2,518	\$906	\$1,429	\$1,115	\$381	\$817	\$1,521

1. As of December 31, 2024

2. Represents principal amounts due excluding unamortized premiums/discounts or other fair value adjustments as reflected on the balance sheet

3. 2027 includes a \$1,000,000,000 unsecured term loan and a CAD \$250,000,000 unsecured term loan (approximately \$173,575,000 USD at December 31, 2024). The loans mature on July 19, 2026. Both term loans may be extended for two successive terms of six months at our option.

4. Weighted Average Maturity calculation excludes the pre-funded \$1,250,000,000 of 4.0% senior notes due in June 2025.

4Q2024 Covenant Compliance⁽¹⁾

Unsecured Debt Covenant Compliance ⁽²⁾			
	4Q24	Covenant	Compliance
Secured Indebtedness to Total Assets	4.58%	<40.00%	✓
Total Indebtedness To Total Assets	32.83%	<60.00%	✓
Unencumbered Assets to Unsecured Debt	3.57x	>1.50x	✓
Fixed Charge Coverage Ratio	5.54x	>1.50x	✓

Line of Credit Covenant Compliance			
	4Q24	Covenant	Compliance
Leverage Ratio	22.80%	<60.00%	✓
Fixed Charge Coverage Ratio	4.97x	>1.50x	✓
Unencumbered Assets to Unsecured Debt	21.65%	<60.00%	✓
Secured Debt Ratio	4.03%	<40.00%	✓
Total Equity Investments to Total Asset Value	3.02%	<25.00%	✓
Total Developments to Total Asset Value	3.12%	<35.00%	✓

1. Covenants calculated based on definitions that are specific to each respective credit agreement, which may differ from similar terms used in our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, and Supplemental

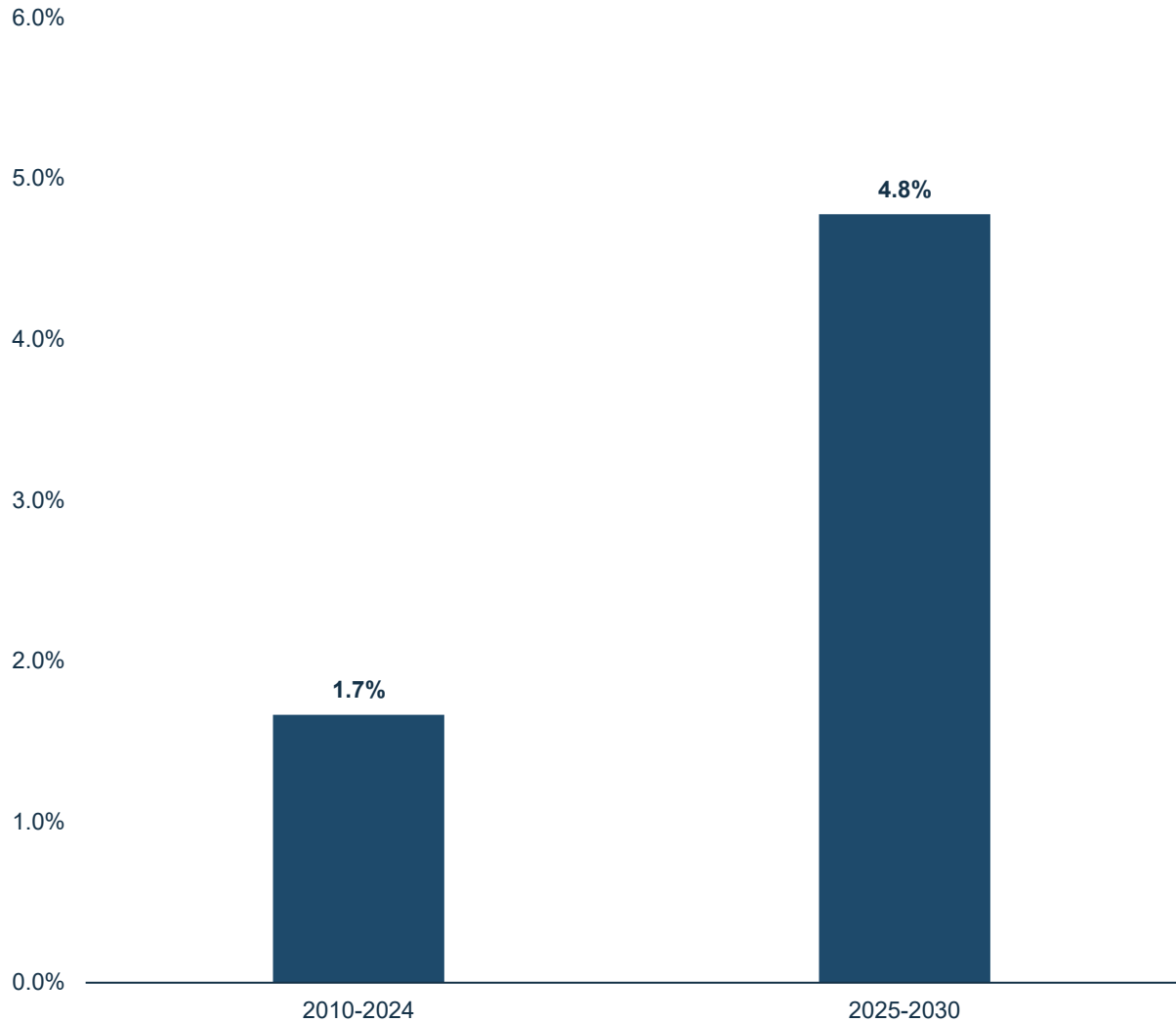
2. Welltower's unsecured debt covenant definitions were updated in 2021 to reflect market precedent for senior unsecured note issuances subsequent to March 1, 2021. Covenant calculations based on updated definitions are as follows: Secured Indebtedness to Total Assets: 3.81%, Total Indebtedness to Total Assets: 27.28%, Unencumbered Assets to Unsecured Debt: 3.57x, Fixed Charge Coverage Ratio: 5.54x

US Demographic Trends

End-Market Demand Drivers

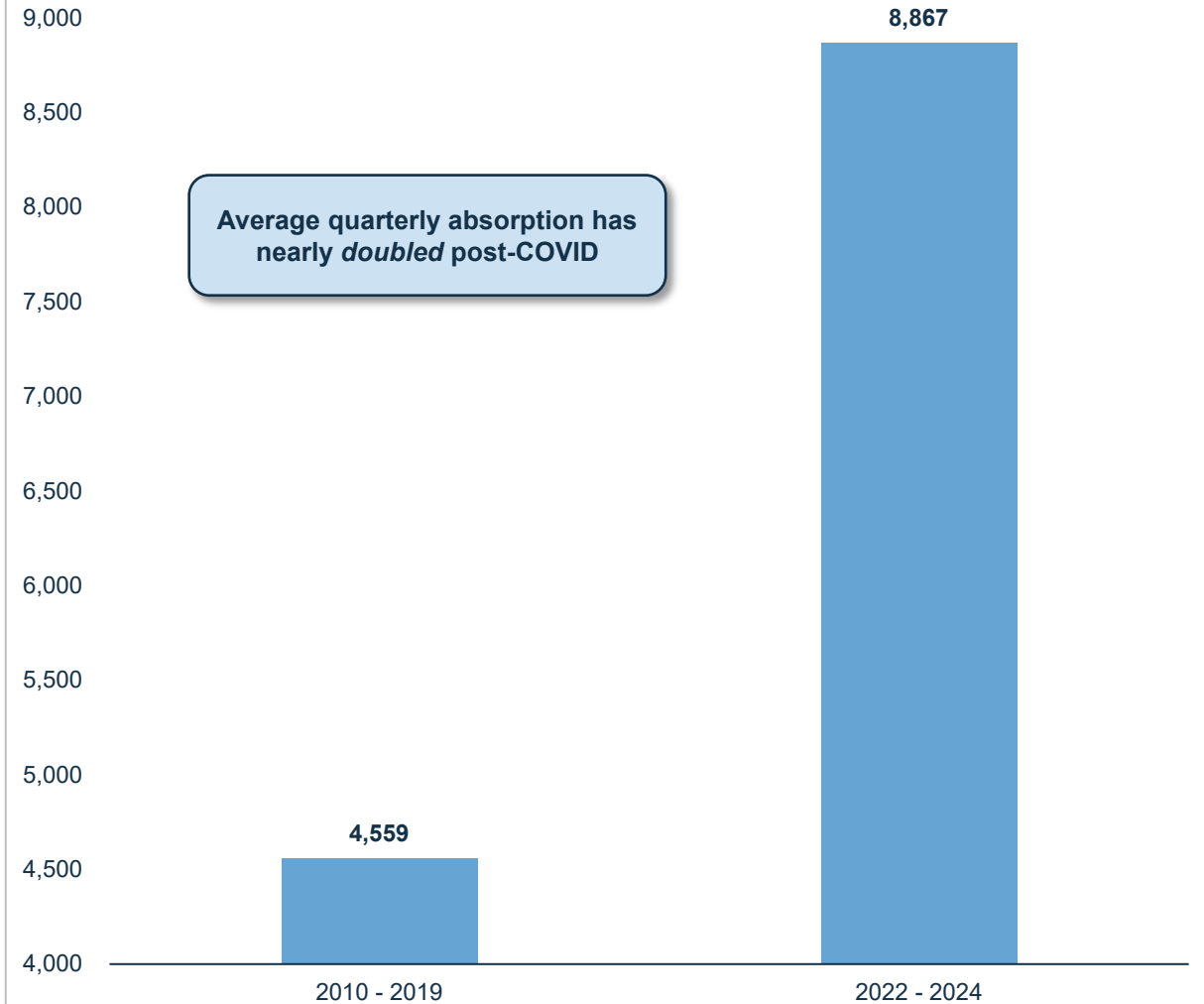
Seniors Housing Demand Expected to Increase Further as 80+ Population Expands

80+ Population CAGR in the US⁽¹⁾



Average Quarterly Total Absorption⁽²⁾

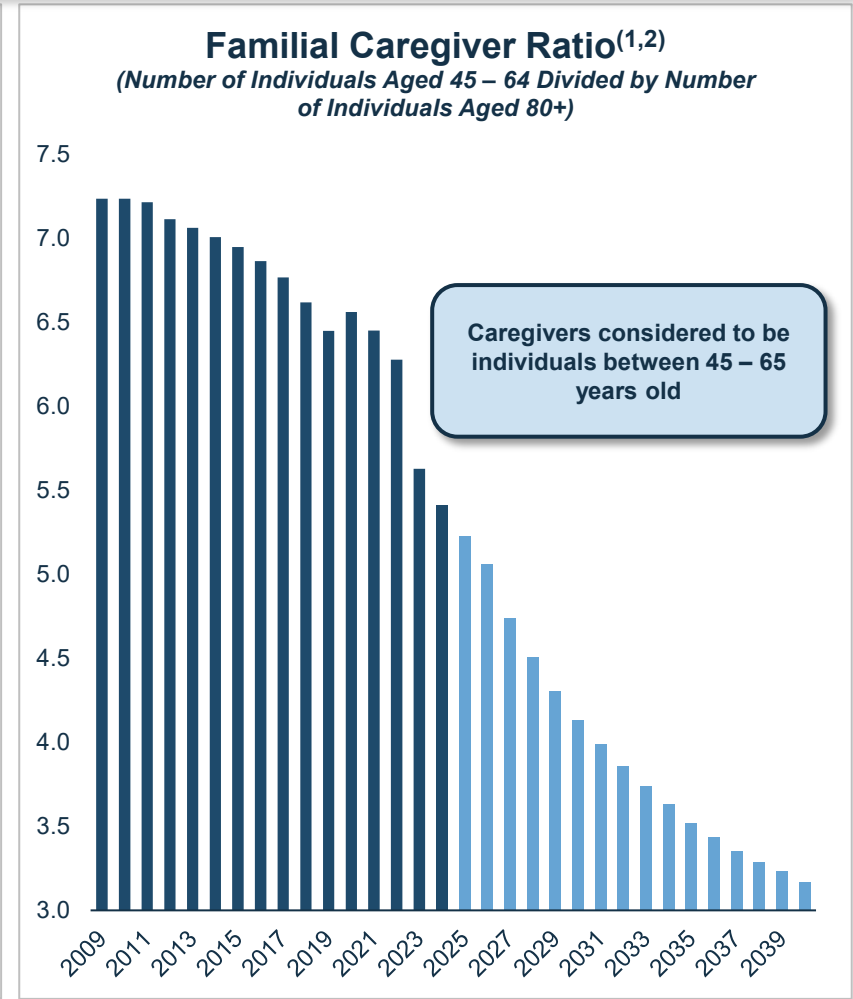
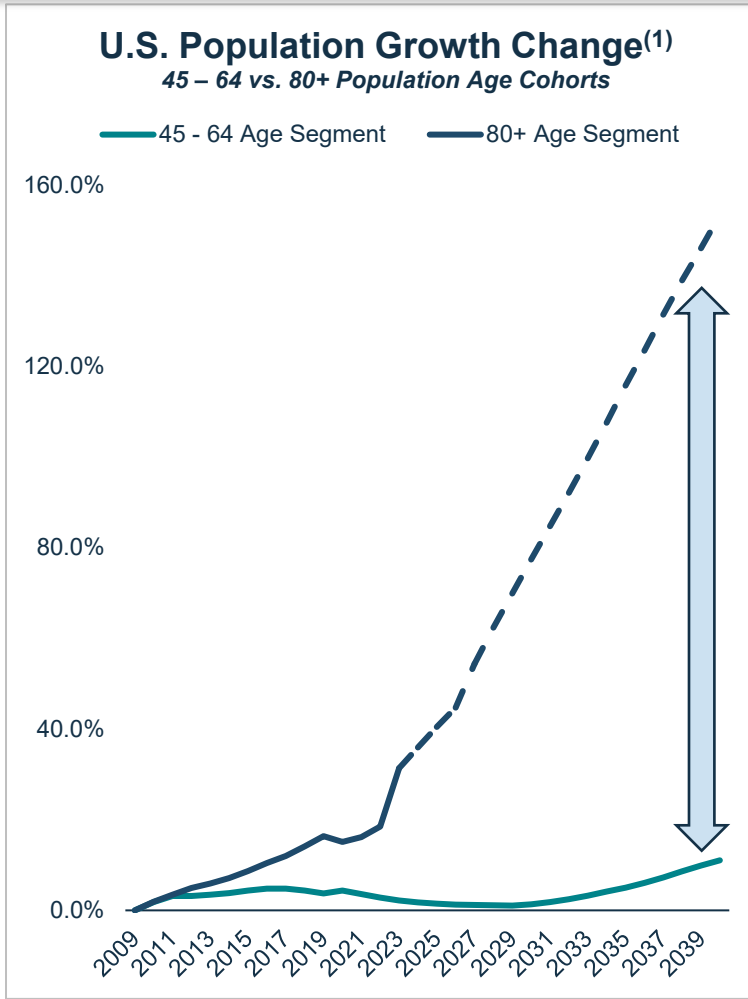
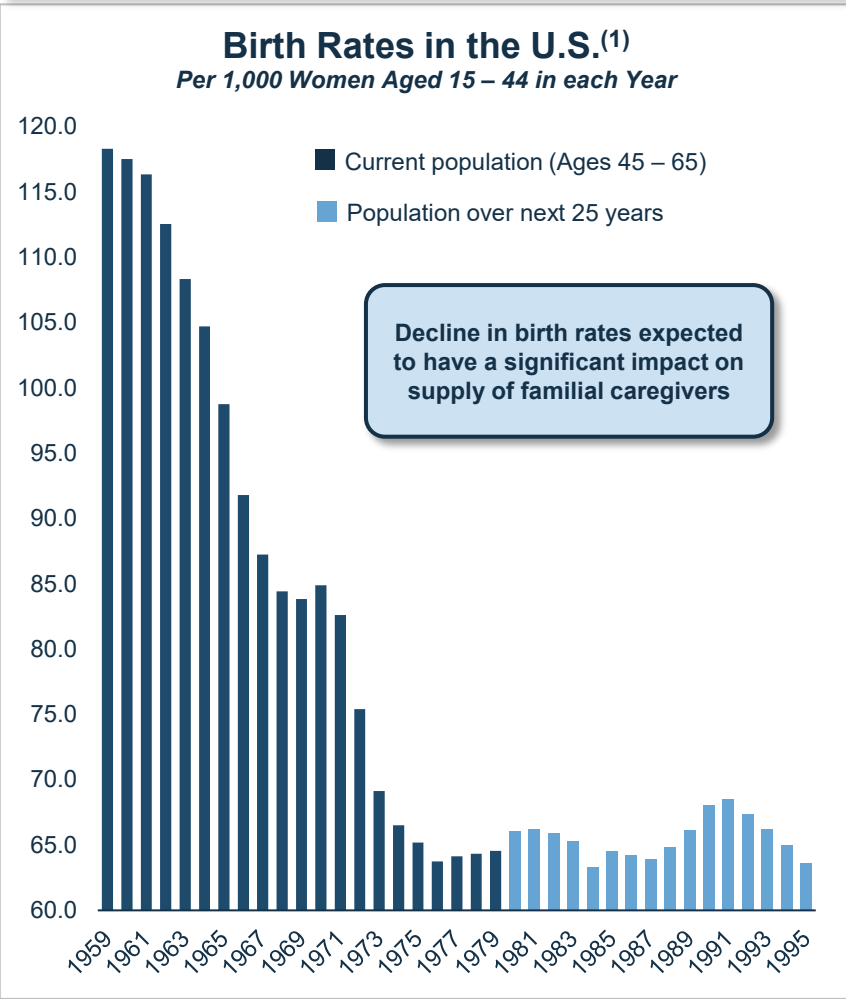
NIC MAP Primary and Secondary Markets



1. Source: Organisation for Economic Co-operation and Development
2. Source: National Investment Center for Seniors Housing & Care

Seniors Housing Utilization Rate Expected to Increase Given Demographic & Societal Trends

Growth of 80+ age cohort rapidly exceeding available FAMILIAL CAREGIVERS, leading to higher demand for seniors housing








Decline in familial caregivers creating “Sandwich Generation” with nearly a quarter also having children under the age of 18⁽³⁾

1. Source: Organisation for Economic Co-operation and Development and US Census Bureau
 2. Current caregiver population calculated as those born between 1959 and 1979 from a base year of 2024. Caregiver population over the next 25 years represents individuals born in 1975 through 1995 that will be 45 – 65 years old in 2040
 3. Source: Pew Research Center

Seniors Housing Trends

Seniors Housing | Product Overview

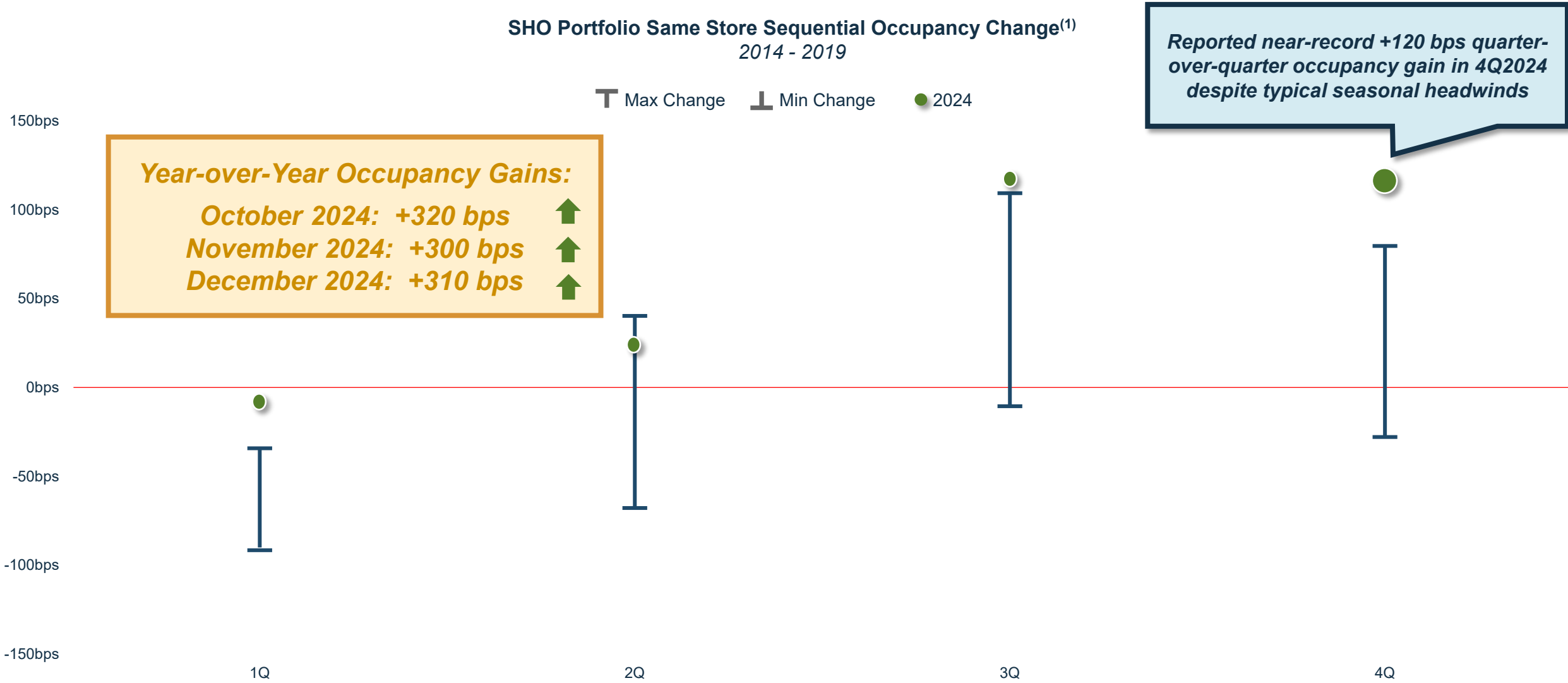
Seniors Housing Product Types

	Independent Living	Assisted Living	Memory Care
 Resident Profile	<ul style="list-style-type: none"> Low Acuity; good health and mobility 	<ul style="list-style-type: none"> Moderate Acuity; declining health and mobility 	<ul style="list-style-type: none"> High Acuity; declining health and cognitive impairment
 Services & Amenities	<ul style="list-style-type: none"> Some dining options, activities, transportation 	<ul style="list-style-type: none"> All dining, group activities, laundry and housekeeping 	<ul style="list-style-type: none"> All dining, specialized care and Memory care trained staff, secured units
 Care Needs	<ul style="list-style-type: none"> Minimal assistance with activities of daily living (ADLs); third-party medical care when needed 	<ul style="list-style-type: none"> Some to full assistance with ADLs and care 	<ul style="list-style-type: none"> Complete assistance with ADLs, 24/7 care
 Product Offerings	 <p>The bar chart illustrates the product offerings for each housing type. 'Real Estate' is offered by all three types. 'Hospitality' is offered by Independent Living and Assisted Living. 'Care' is offered by Assisted Living and Memory Care.</p>		



Pre-COVID Occupancy Seasonality

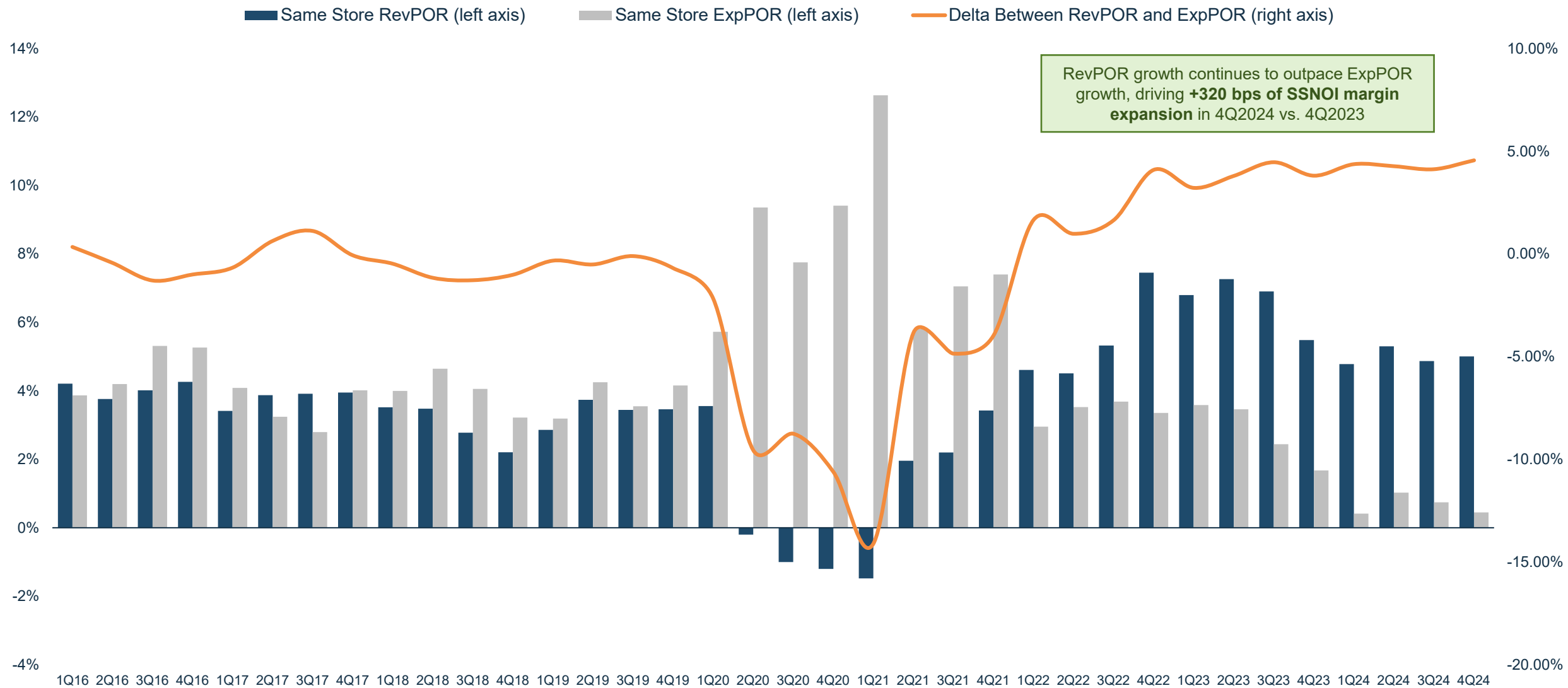
Sequential Occupancy Gains Remain Elevated through 4Q2024 and Outpacing Historical Trends



1. Represents SHO same store portfolio each quarter at pro rata ownership; see each quarter's respective Supplemental Information Report

Favorable Unit Economics Driving Substantial Margin Expansion

Unit Revenue and Expense Trends⁽¹⁾



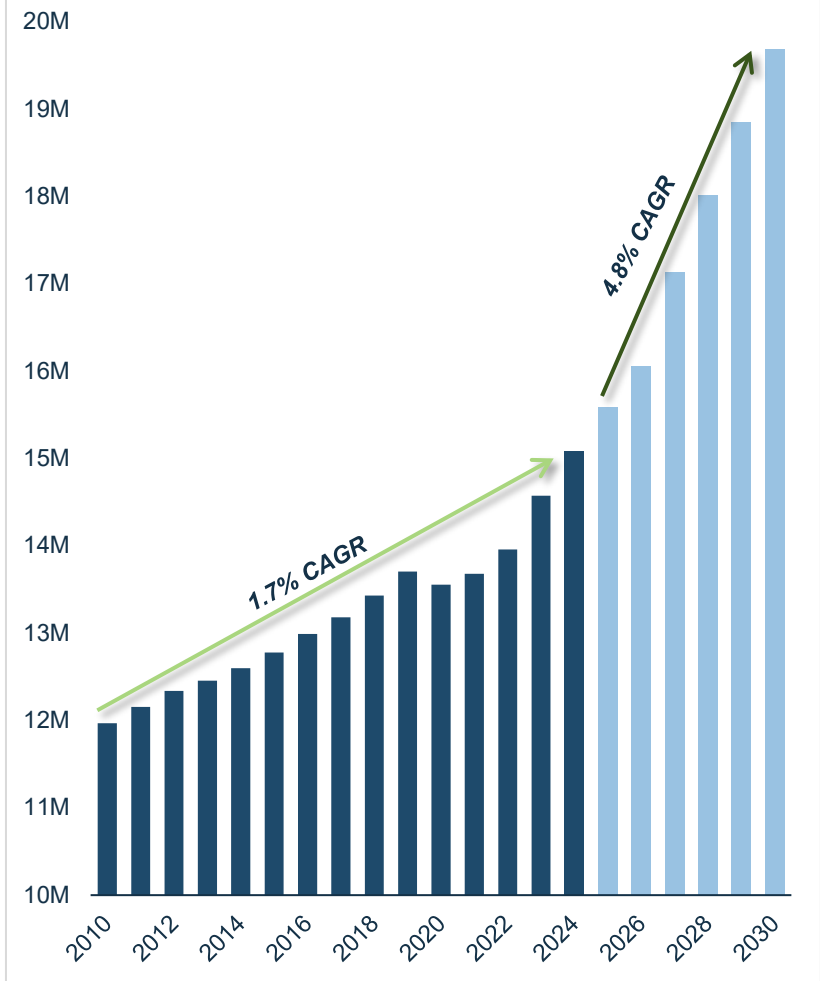
RevPOR growth continues to outpace ExpPOR growth, driving **+320 bps of SSNOI margin expansion** in 4Q2024 vs. 4Q2023

1. Represents year-over-year SS RevPOR and SS ExpPOR growth percentages. See 4Q24 Non-GAAP Financial Measures on Welltower's investor relations section on its website for more information

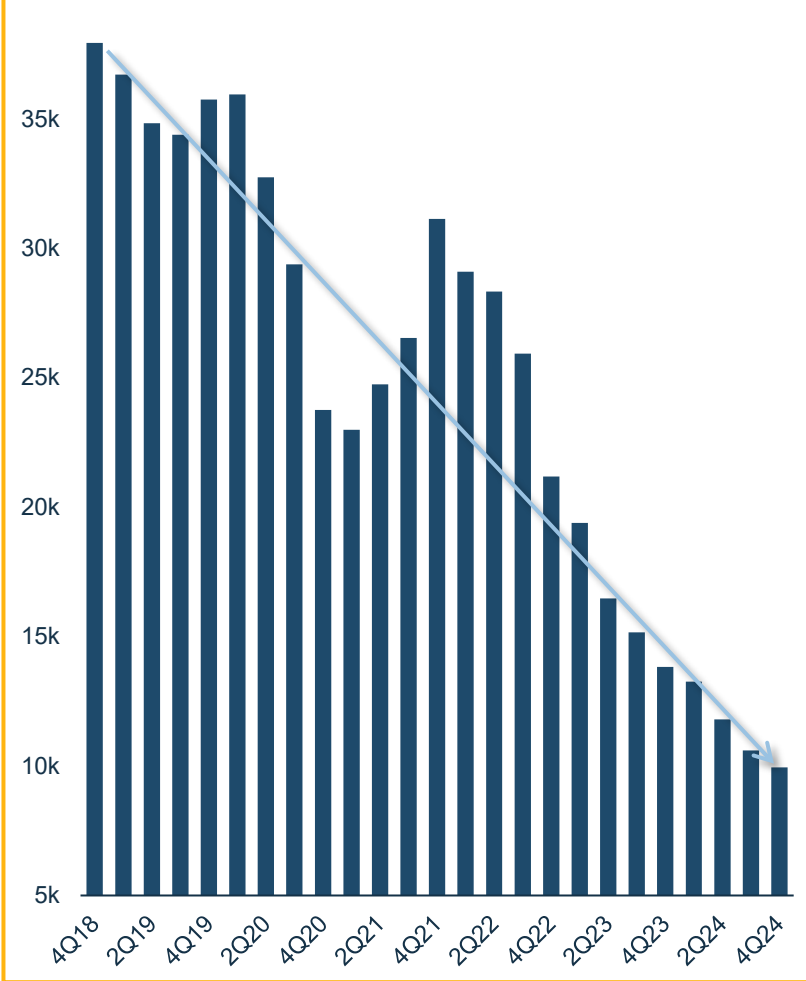
Seniors Housing | Compelling Backdrop for Multi-Year Revenue Growth

Accelerating 80+ Population Growth Coinciding with Diminishing New Supply & Improved Affordability

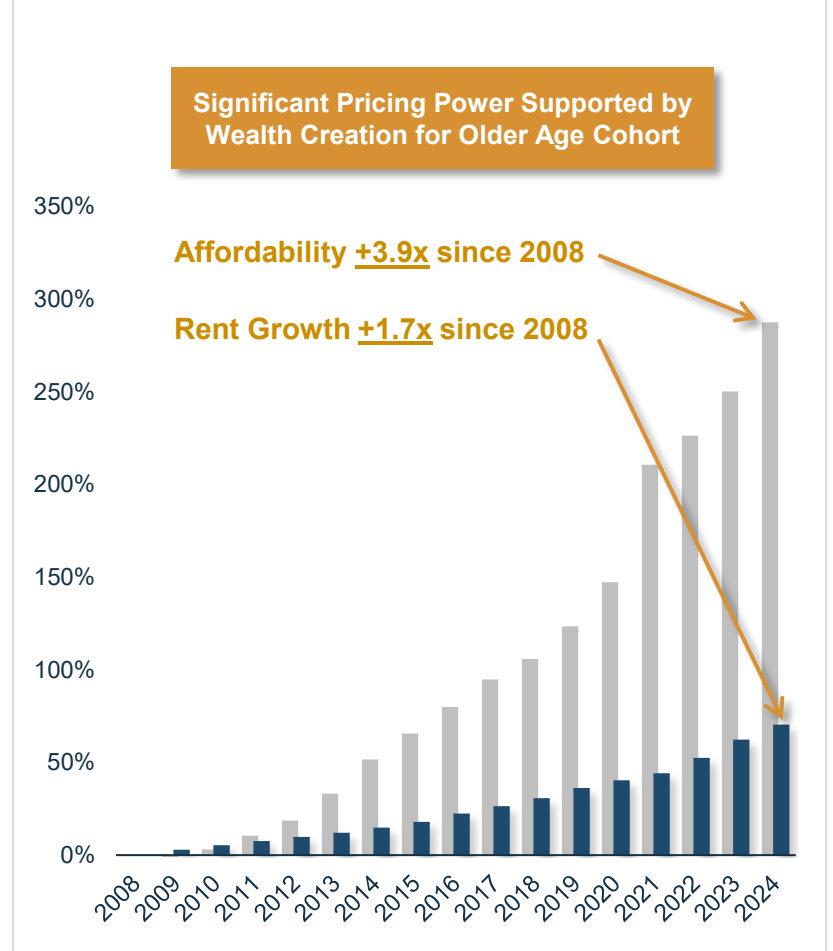
US 80+ Population Growth



Seniors Housing TTM Construction Starts



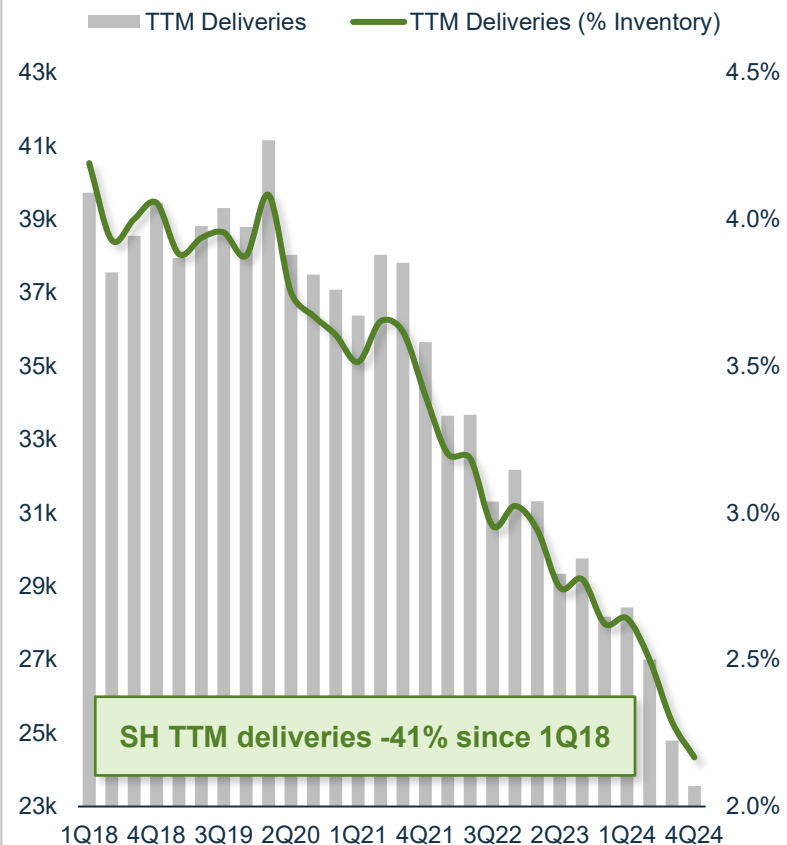
Seniors Housing Affordability
Indexed Growth Since 2008



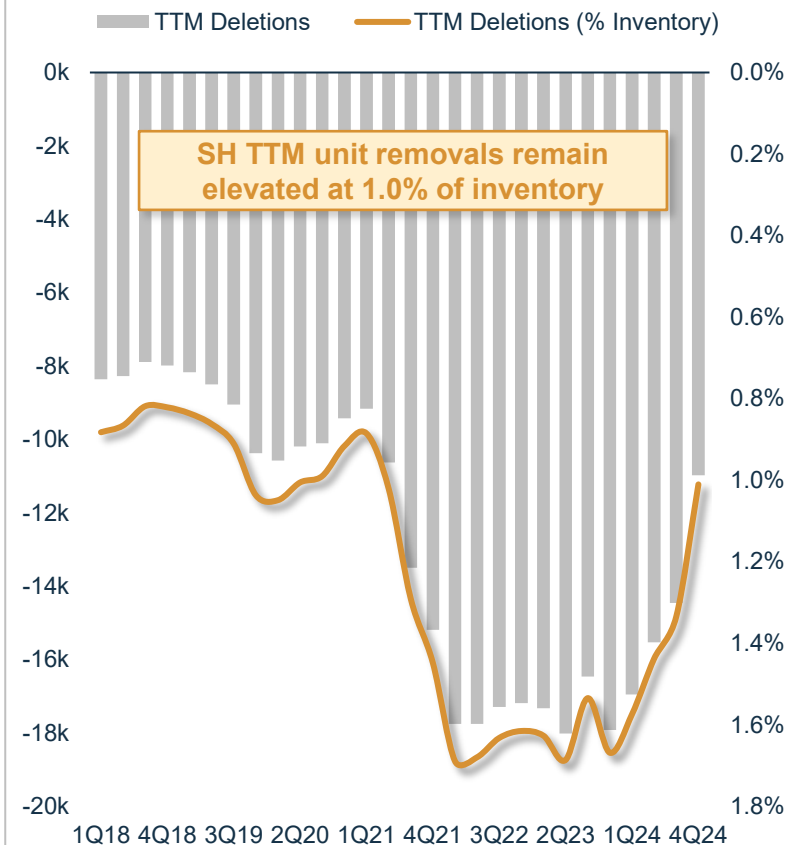
Minimal New Supply in Coming Years Sets Stage For Multi-Year Occupancy Gains

Declining Deliveries Amplified by Elevated Level of Units Coming out of Service

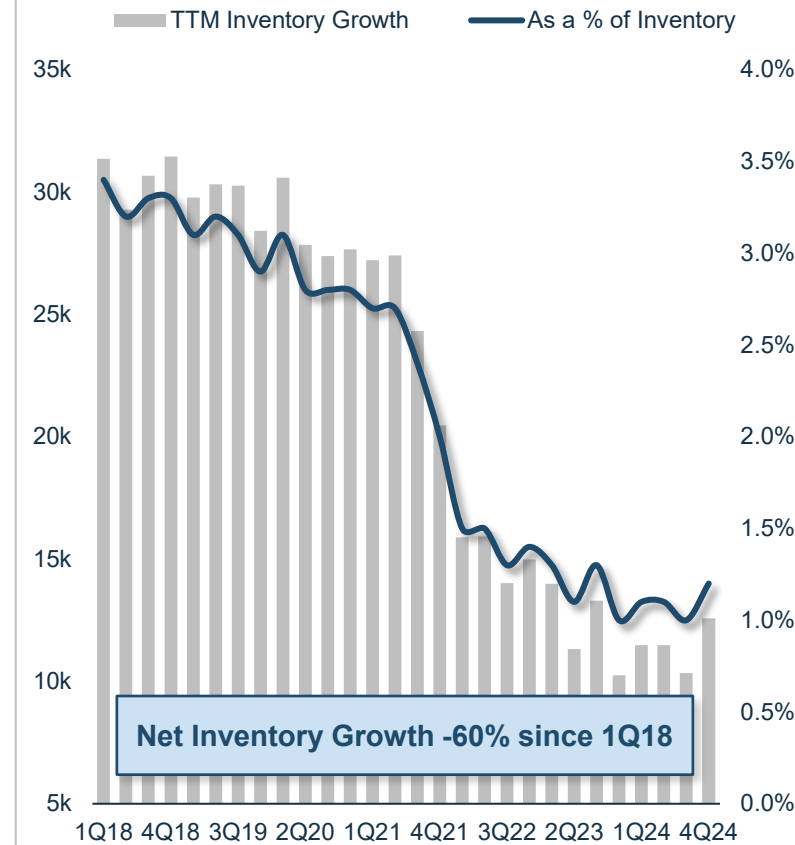
Deliveries



Deletions



Net Inventory Growth

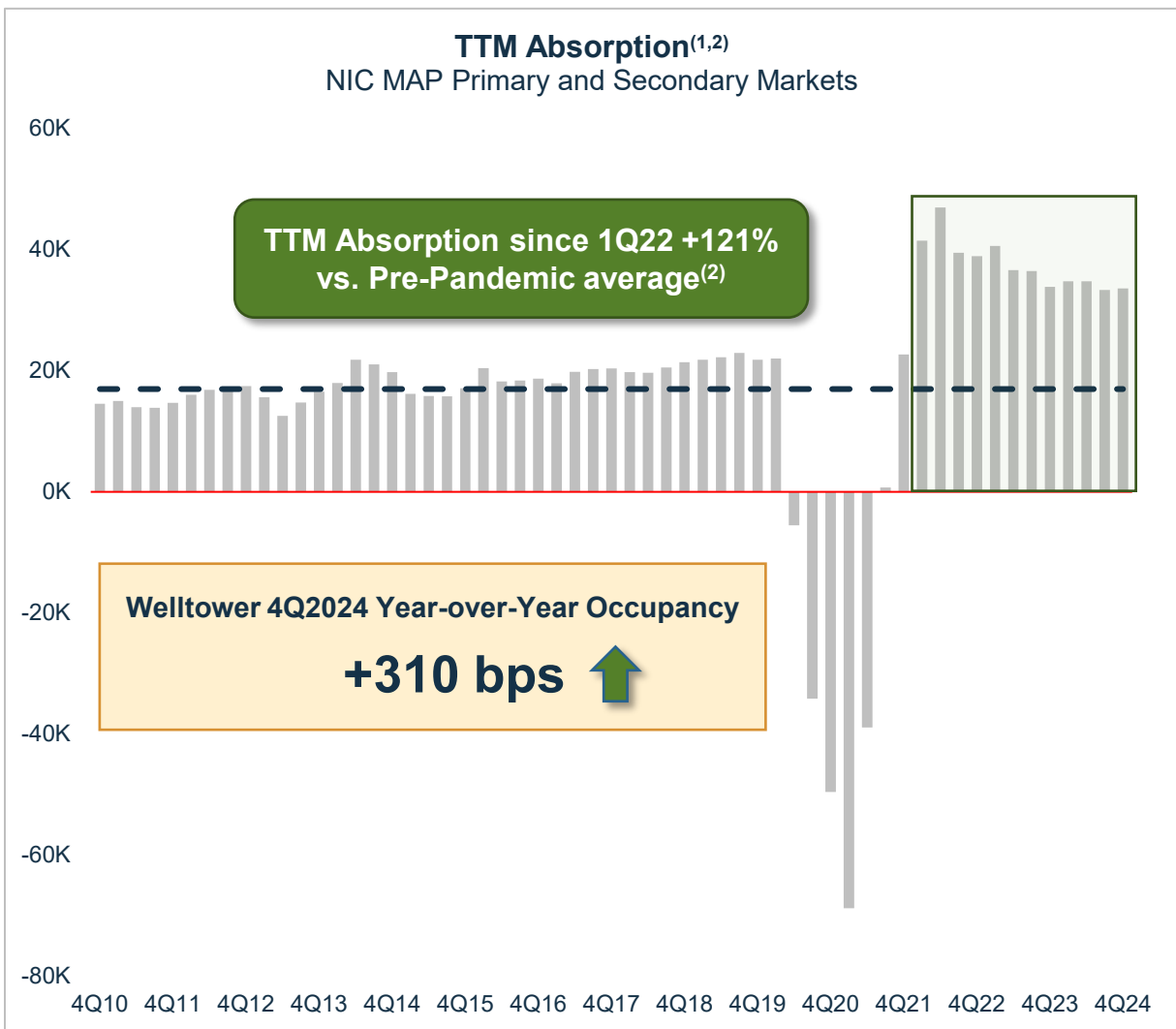


Declining Deliveries + High Inventory Obsolescence

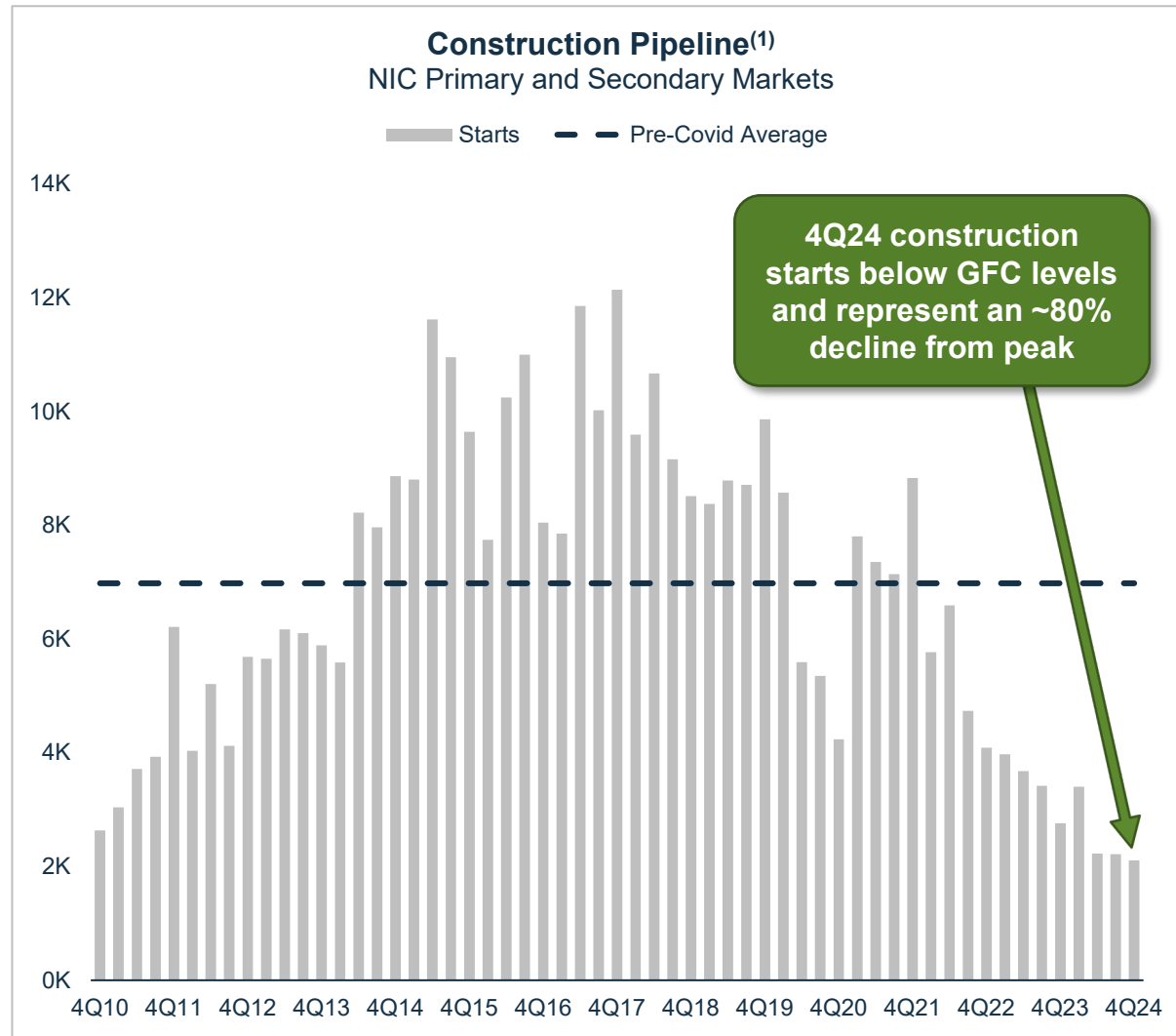
Anemic Inventory Growth

Supply-Demand Imbalance Expected to Support Sustained Occupancy Growth in 2025+

Seniors Housing Demand Remains Robust...



...While Supply Continues to Significantly Lag



1. Source: National Investment Center for Seniors Housing & Care
2. Pre-pandemic average from 1Q09-1Q20

Capital Markets Disruption Continues to Inhibit Capital Formation & New Supply

Disruption in Construction Financing Market and Dismantling of Development Teams Expected to Result in Multi-Year Period of Diminished Supply

Prolonged period of elevated interest rates resulting in prohibitively expensive floating rate debt for developers, in rare instances in which construction financing is extended

- Average spreads over SOFR range from 350 bps to >400 bps, implying a 9%-10%+ all-in cost for construction loans
- Stringent lending standards and greater capital reserve requirements are further raising the cost of construction financing
- Loan-to-cost ratios have declined to ~50%, requiring developers to provide greater upfront equity and pressuring levered IRRs
- Higher construction/financing costs and greater equity requirements and recourse causing many developers & lenders to meaningfully reduce activity
- Development platforms being dismantled given muted construction starts; need to rebuild human capital prior to development capital formation

Developers Face Extended Timeline to Project Stabilization FOLLOWING Rebuilding of Development Teams AND Return of Construction Financing



Average time to stabilization totals approximately 7 years with many projects in high-barrier-to-entry markets taking significantly longer

Post-Election Macro Conditions Exacerbating Construction Challenges

Considerations Impacting Development Economics

Inflation: De-globalization, Tariffs, and Labor

- De-globalization may result in significantly higher long-run cost of production and sourcing of goods, raw materials, and labor
- Many commodities used in construction are sourced from countries that have been targeted for new or increased tariffs
- Policy changes regarding undocumented workers may impact availability of construction laborers, disproportionately impacting construction industry and increasing construction costs

Interest Rates: Short-End (Fed) vs Long-End (Markets)

- Geopolitical impact on countries which have historically maintained a large trade surplus and high savings (e.g. Germany, Japan, and China) are also amongst the largest purchasers of US Treasuries
- Growing US budget deficit may result in an increase in supply of Treasuries; higher nominal growth may also alter the Fed's rate path
- Lenders have already been seeking to reduce their construction financing exposure following significant losses sustained in recent years

Construction and Replacement Cost

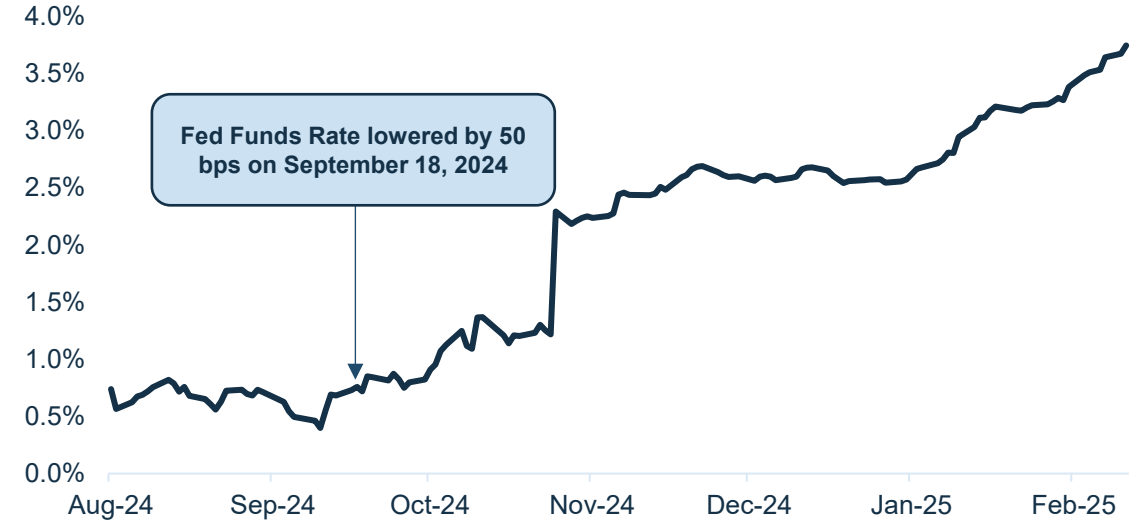
Higher Prices...

- Higher import costs likely to be passed through to end-users, including seniors housing developers
- Increased input costs may drive replacement cost higher across the seniors housing industry, benefitting owners of existing assets

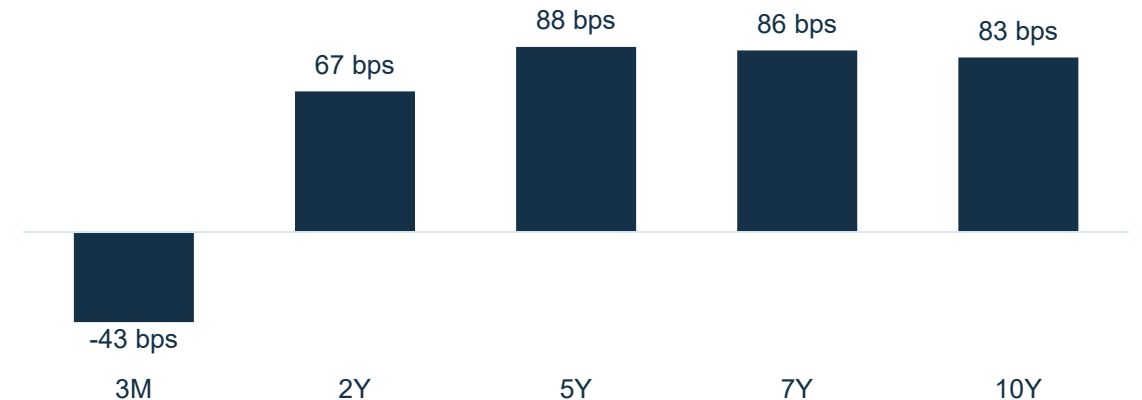
Higher Long-term Rates...

- Will pressure developers' and lenders' exit underwriting through an increase in exit cap rates and permanent financing costs
- Will continue to pressure existing developers and owners who need to refinance maturing debt and/or address expiring floating rate caps

1-Year Breakeven Inflation Rate



Change in Treasury Yields Since September Fed Cut

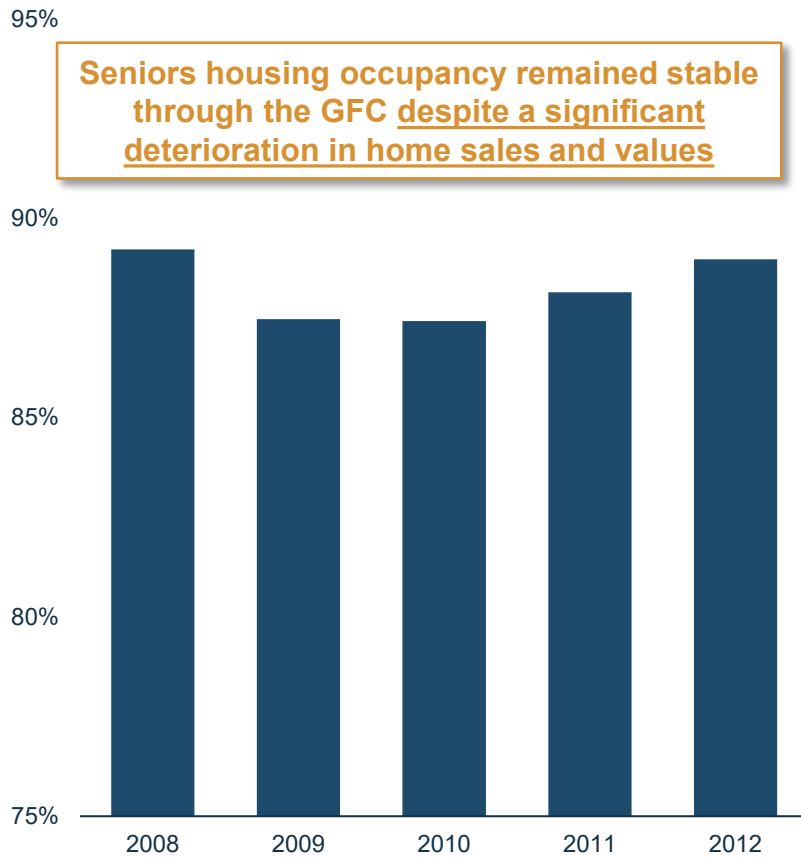


Muted Seniors Housing Supply Expected Through the End of the Decade

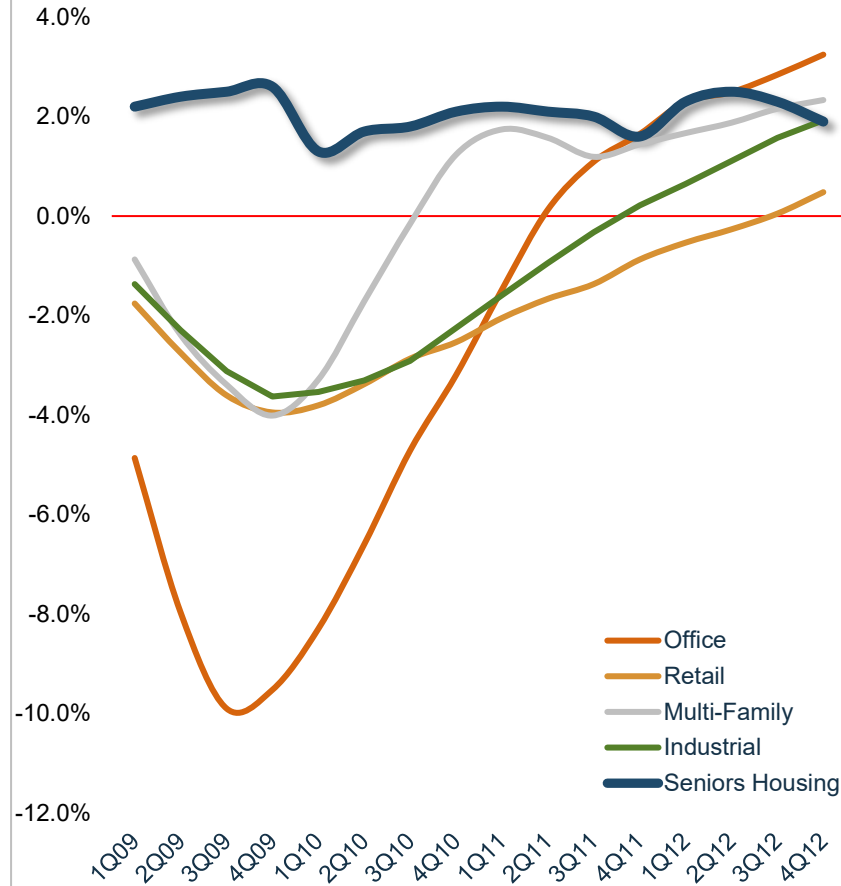
Global Financial Crisis Case Study

Resilient Demand During GFC Driven By Needs-Based Nature of Seniors Housing

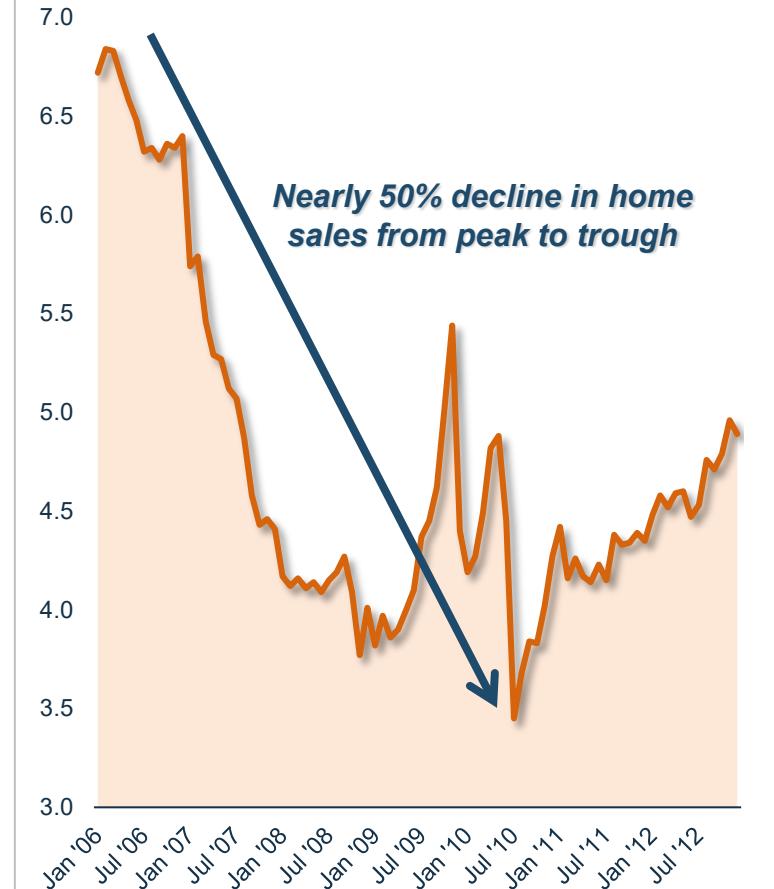
Seniors Housing Average Occupancy



TTM Market Rent Growth



Existing Home Sales

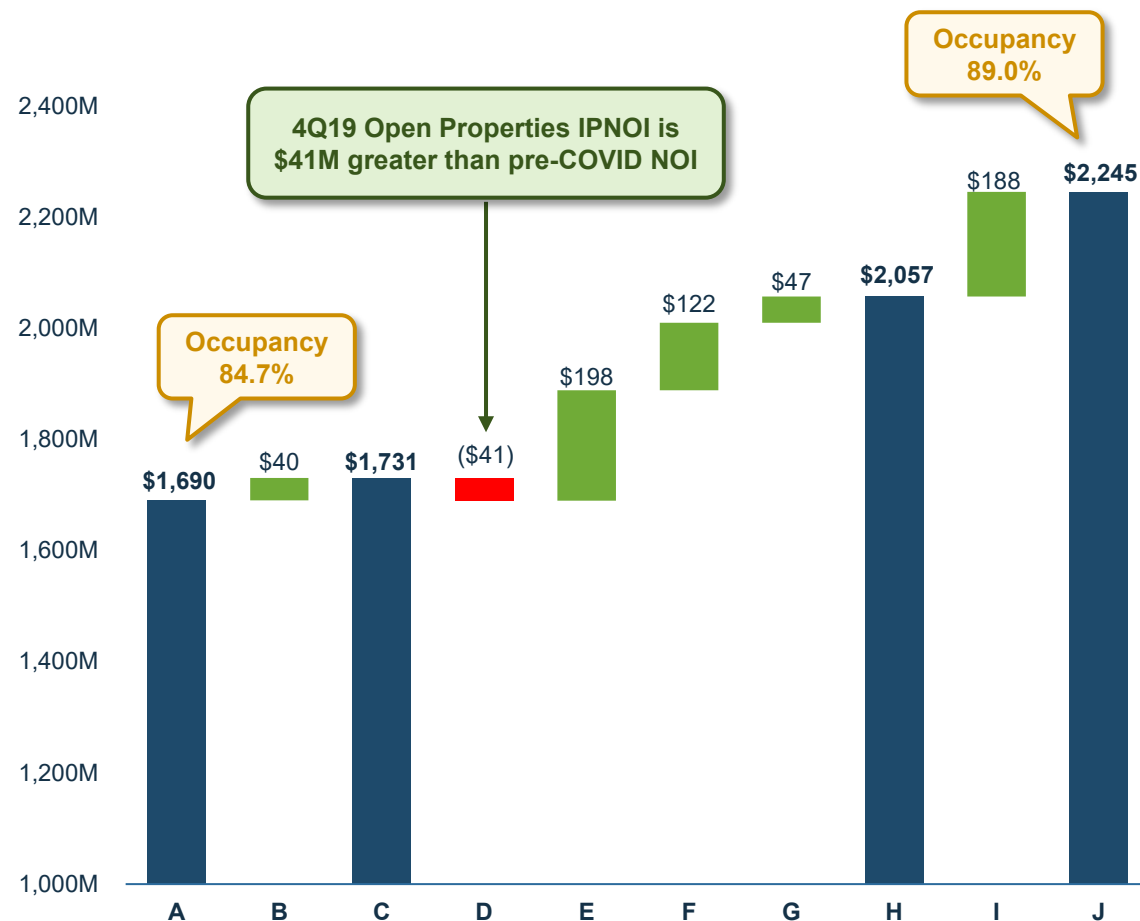


SHO Portfolio | Path to Recovery

Category	NOI (\$M)
A) 4Q24 Total Portfolio - IPNOI Portfolio ⁽¹⁾	1,690
B) Chartwell JV Ownership Increase and 16 Announced NNN Conversions	40
C) 4Q24 Total Portfolio – Adjusted IPNOI Portfolio	1,731
D) 4Q19 Open Property Occupancy Recovery (ex. Transitions)	(41)
E) Transition Properties	198
F) Fill-Up Properties	122
G) Lease-Up of Acquisitions (4Q20-4Q24)	47
H) 4Q24 Total Portfolio - Post COVID Recovery NOI	2,057
I) Upside Assuming 4Q24 Realized RevPOR	188
J) 4Q24 Total Portfolio - Post COVID Recovery NOI Assuming 4Q24 RevPOR	2,245

A) 4Q24 Portfolio In-Place NOI
B) Adjustment reflects 16 NNN conversion properties and increased ownership stake in properties owned in prior Chartwell JV ⁽²⁾
C) Adjusted 4Q24 Portfolio In-Place NOI
D) Incremental NOI from return to 4Q19 NOI levels for properties open in 4Q19, excluding segment or operator transitions
E) Incremental NOI from properties open in 4Q19 that subsequently underwent operator or segment transitions
F) Incremental NOI from development properties delivered subsequent to 4Q19 and properties acquired subsequent to 4Q19 and prior to 4Q20. NOI stabilization assumes return to pre-COVID NOI for acquisition properties and underwritten stabilized NOI for development properties
G) Incremental NOI from stabilization of properties acquired between 4Q20 and 4Q24
H) 4Q24 portfolio post-COVID recovery NOI. Represents portfolio occupancy of 89.0% and operating margin of 31.5%
I) Incremental NOI assuming realized 4Q24 RevPOR for properties open in 4Q19 ⁽³⁾
J) 4Q24 portfolio post-COVID recovery NOI based on 4Q24 realized RevPOR

\$515 million embedded NOI growth in return to pre-COVID occupancy and margin at today's rate



Potential for ADDITIONAL UPSIDE assuming return to PEAK OCCUPANCY of 91.2% in 4Q15 OR BEYOND

1. See "Supplemental Financial Measures" at the end of this presentation for definitions and reconciliations of non-GAAP financial measures
 2. Categories D through G include 16 NNN conversion properties and increased ownership stake in properties owned in prior joint venture with Chartwell
 3. Incremental NOI assumes realized 4Q24 RevPOR for properties open in 4Q19, including those within buckets D, E, and G

Outpatient Medical

Outpatient Medical | Welltower Portfolio Overview



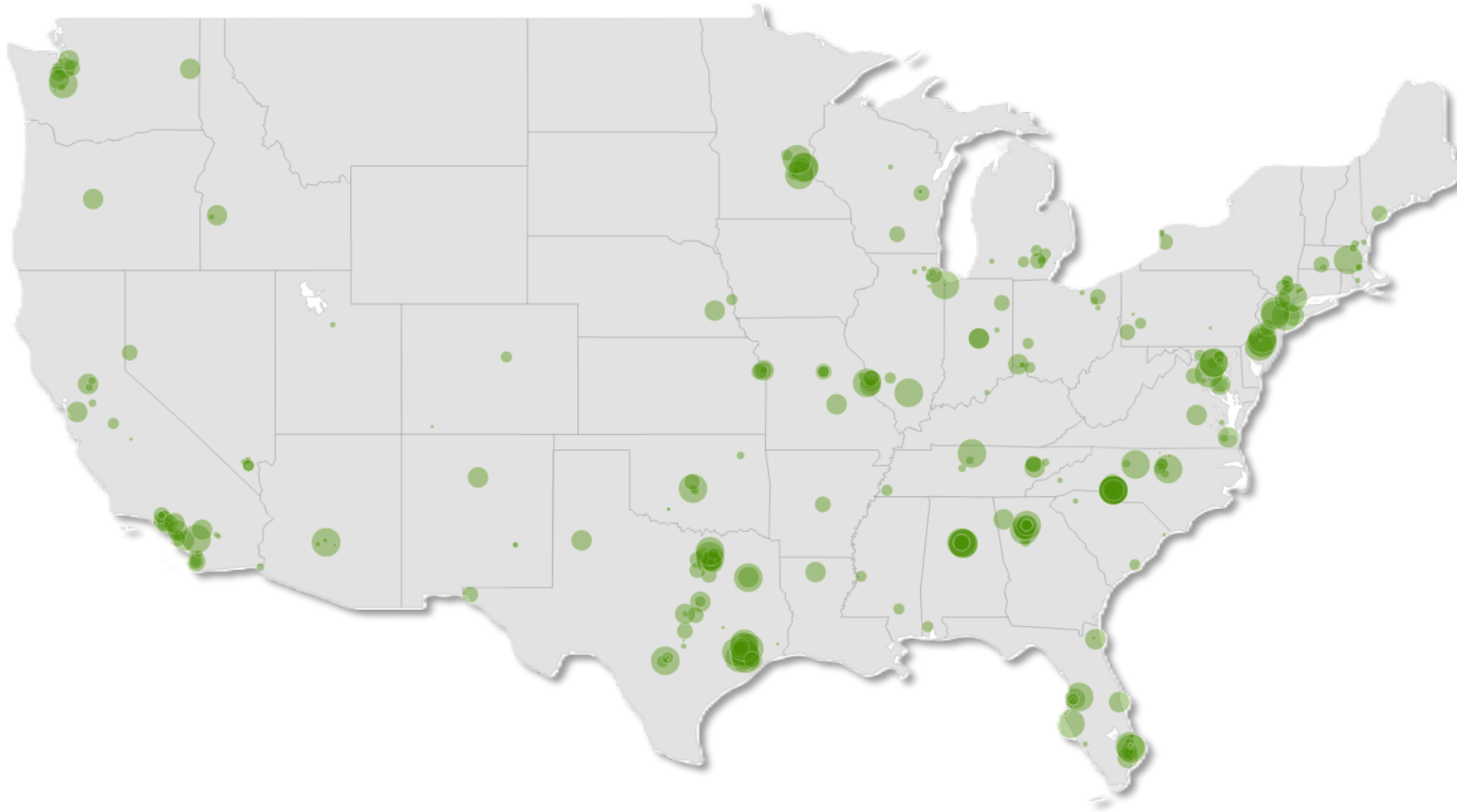
Secular shift in delivery of healthcare



Demand-driven demographic tailwind



Superior data analytics platform



Strategic Health System Partnerships

Integrated Real Estate Management Team

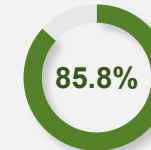
Consumer-focused Care Settings

Predictive Market Analytics



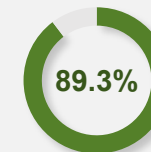
26.5M

Rentable Square Feet



85.8%

In-House Managed Properties



89.3%

Health System Affiliated Properties



7.0

Average Remaining Lease Term (years)

Investment Theme | Shift to Outpatient Care Settings

Drivers of Change



TECHNOLOGY
& INNOVATION

Advances in medical procedures and clinical innovation ease the migration to outpatient settings



CONSUMER
PREFERENCE

Consumer demand for improved care delivery and value necessitates a change in care delivery settings



POPULATION
HEALTH

Providers, clinicians, and payors seek ways to serve broader populations effectively and affordably



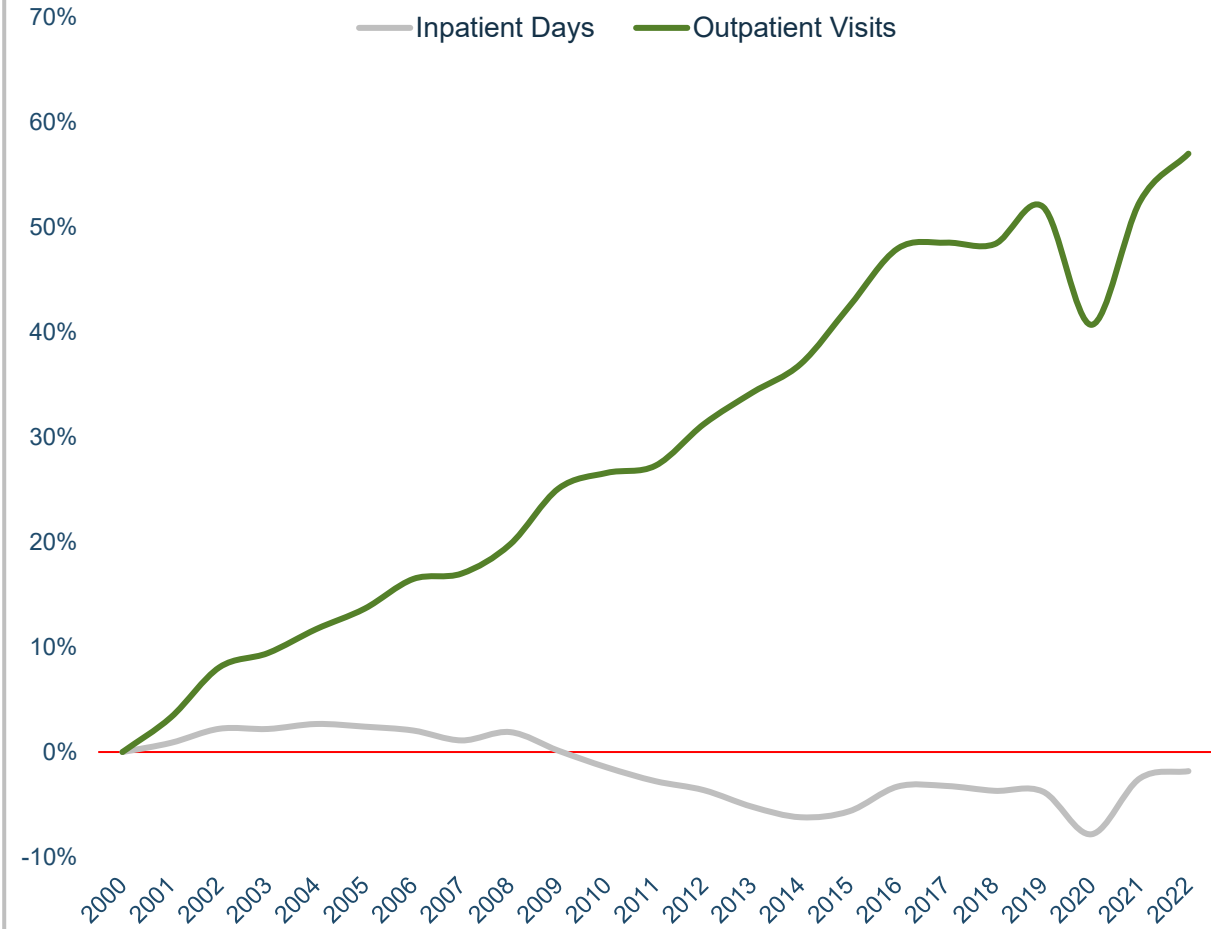
PAYOR
PRICES

Value-based care promotes new incentives for providers and payors to determine the lowest-cost sites of care

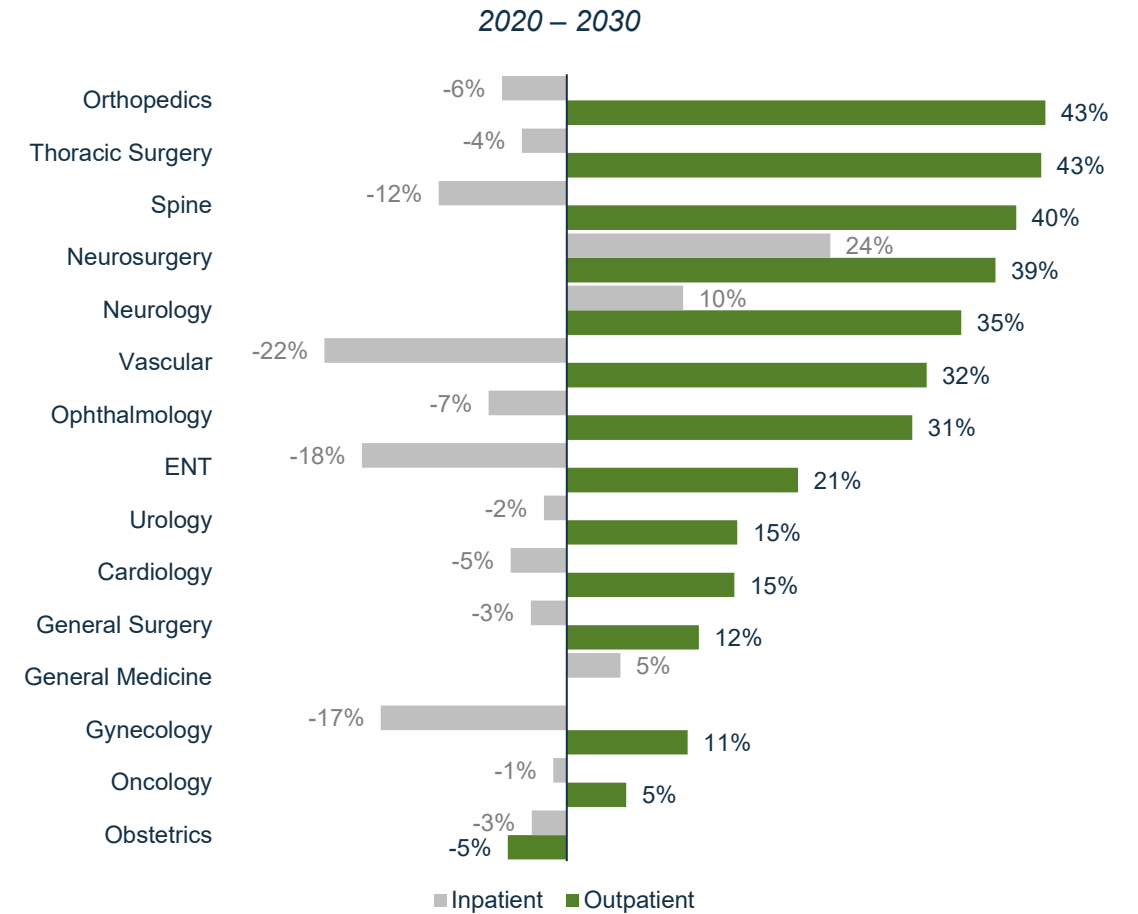


Outpatient Medical | Unprecedented and Ongoing Shift in Delivery of Healthcare

Indexed Patient Visit Volume by Care Setting



Forecasted Patient Visit Volume Growth by Care Setting



Evolving Technology, Consumer and Payor Trends Driving Transition to Outpatient Care Settings

Capital Allocation

Acquisitions Closed Since 4Q2020

Capital Deployment Volume⁽¹⁾

\$19.5B GROSS INVESTMENTS



- ✓ Initial yield of 6.7%; Stable yield of approximately 8.2%
- ✓ Low last-dollar exposure and innovative structure offer downside protection
- ✓ Expected to generate high-single-digit to mid-teens unlevered IRRs to WELL

Granular & Off-Market Transactions

229 Total Transactions
653 Properties Acquired
64K Seniors Housing Units Acquired



- ✓ Predictive analytics and exclusive operator relationships used to execute off-market investments
- ✓ Maximizing risk-adjusted return to WELL through creative investments across the capital stack
- ✓ Debt investments offer equity upside in form of warrants and/or bargain purchase options
- ✓ Acquisitions executed at an average investment of \$28 million per property

Significant Discount to Replacement Cost

\$205K / unit Avg. Last Dollar Basis US & CA transactions
£77K / unit Avg. Last Dollar Basis UK transactions



- ✓ Investments made at significant discount to replacement cost offer enhanced downside protection
- ✓ Limited recent market transactions priced above replacement cost serves to further curtail new supply

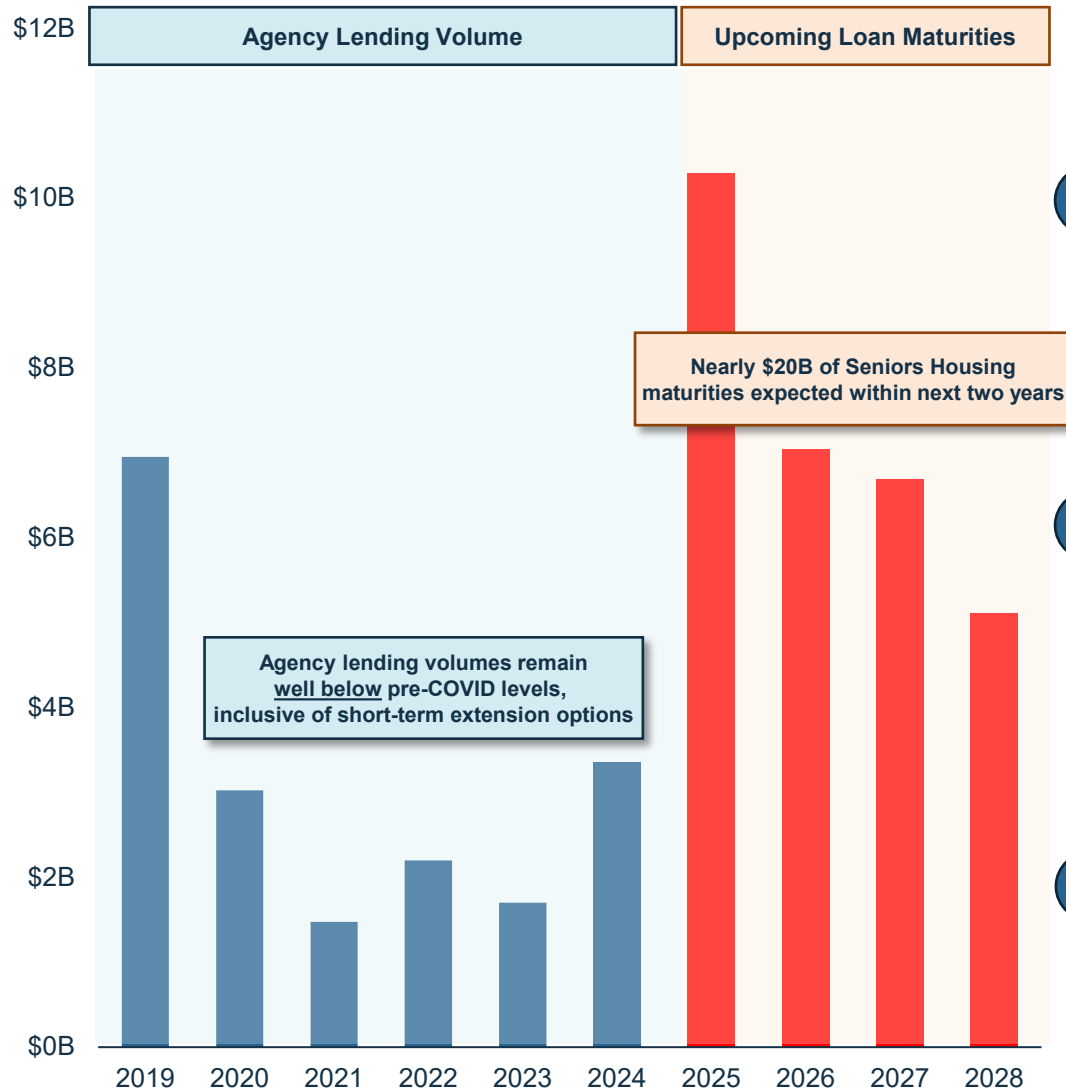


Leaning Into Cash Flow Distress (early) and Balance Sheet Distress (now) through Disciplined Approach to Capital Allocation and Unparalleled Access to Capital

1. Includes pro rata gross investments across acquisitions and loans since October 1, 2020 through December 31, 2024 and excludes development funding

Capital Markets Backdrop | Unprecedented Capital Deployment Opportunity

Pace of Agency Lending Insufficient to Address Upcoming Maturities⁽¹⁾



Higher Rates and Tougher Agency Underwriting Driving Dearth of Liquidity

- Underwritten cash flow meaningfully lower than in-place due to agency underwriters' use of trailing revenue, inflated expenses and cap-ex reserves
- Minimum debt service coverage ratios remain higher than historical norms
- Higher benchmark rates and credit spreads add further pressure to coverage ratios

1 In-Place Debt Service Coverage Remains Challenged, Creating Difficulties Refinancing

- Nearly \$14B of agency loans originated in 2018 and 2019 have begun principal amortization periods, pressuring interest coverage and levered returns
- Post-COVID, interest only (IO) periods have often been shortened to 2-3 years; loans originated in 2021 and 2022 also have amortization periods beginning in 2024 and 2025
- Many upcoming loan maturities remain underwater as underwritten NOI is resulting in lower interest coverage and loan proceeds than in-place debt

2 Acquisition Financing Remains Constrained; Limited New Equity Formation

- Underwritten loan proceeds resulting in prohibitively low leverage; new equity unable to meet levered return hurdles, especially on unstabilized properties
- Banks have historically provided acquisition financing through bridge-to-agency loans on unstabilized properties
 - Banks are less willing to commit capital to low DSCR loans as a result of regulatory scrutiny and capital reserve requirements
 - Reduction in agency volumes is exacerbating the decline in bridge-to-agency loan originations as economics and timing of permanent agency loan takeouts remain uncertain

3 Construction Financing Virtually Nonexistent

- Lenders continue to seek a reduction in exposure to construction financing and are looking to right size their existing loan books before re-deploying capital into commercial real estate
- Most construction lenders rely on additional economics from underwriting and servicing permanent agency financing. Decline in agency lending / tougher underwriting is reducing likelihood that construction financing will be taken out by permanent agency debt, making construction loans riskier for lenders and more costly for borrowers

Platform Investments

*Extending Duration by Creating Invigorating Environments
Where Seniors Want to Live and Employees Want to Work*

“The ultimate goal is very simple. We want to delight our customers and want to be the place, the communities, where people want to work. If we can figure these two out, economics will follow.”

— Shankh Mitra, CEO; BofA 2024 Global Real Estate Conference





Celebrating Life

“I was initially hesitant about moving into a senior living community at this stage in my life, but I never imagined it would be such a positive transformation. I feel more vibrant than ever! The community and staff anticipate my every need, and I’ve built meaningful friendships with others in the same stage of life. This is exactly where I’m meant to be.”

- Current Resident

“The small group activities at Ivy Park promote social connection while respecting each resident’s comfort level. Whether it’s their therapy sessions or simple crafting projects, there’s always something that allows Mom to feel accomplished and engaged”

- Child of Resident

“My 105-year-old father has been at Ivy Park Laguna Woods for a couple months. We love the facility. His apartment is beautiful and so comfy for him. I’d like to give a big shout-out to all the staff. Every person we have dealt with since my dad’s move-in has been so helpful and accommodating. They are a delight to work with. I would highly recommend Ivy Park Laguna Woods.”

- Family Member of Resident

|| Celebrating Life



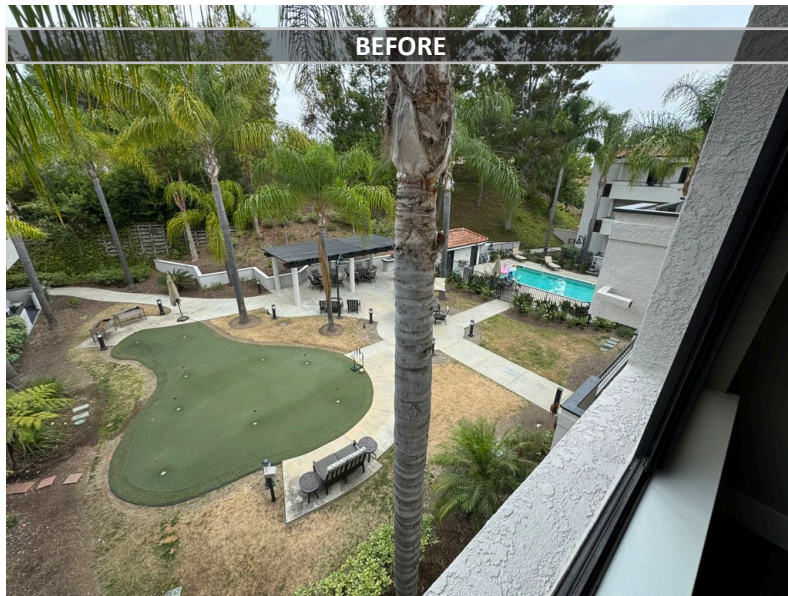
“I see genuine joy in my mother's eyes during the programs at Ivy Park. While memory care is never an easy journey, knowing that Mom is participating in activities that bring purpose and pleasure to her days gives our family tremendous peace of mind” – Child of Resident



Capital Team | Amenity Space Rejuvenation

Enhancing the resident experience by creating like-new communities in an industry with no new product

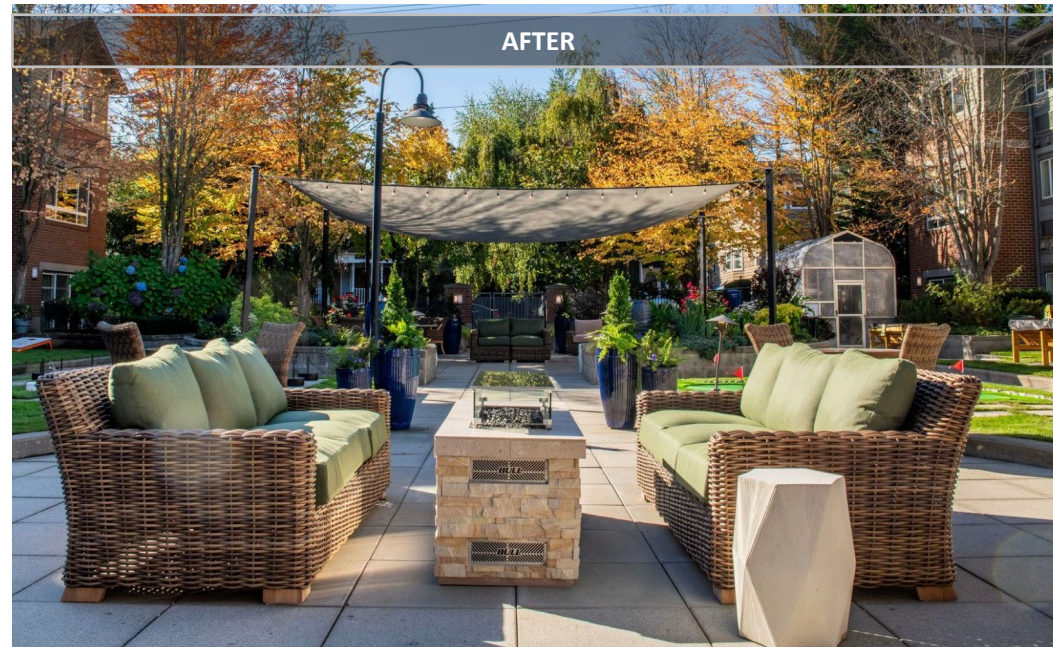
Laguna Woods, CA



Capital Team | Amenity Space Rejuvenation

Enhancing the resident experience by creating like-new communities in an industry with no new product

Seattle, WA



Capital Team | Amenity Space Rejuvenation

Enhancing the resident experience by creating like-new communities in an industry with no new product

San Jose, CA



“Thank you! My mom is so happy to see so much color and shade to enjoy the space. It was depressing before, and now she loves it and wants to go outside all the time.”

- Daughter of resident



“Wow, my mother has been living here for over 4 years, and we never used this courtyard. Now we watch the enhancements with joy everyday, and cannot wait to just sit, or walk around the new pathways. Thank you, we could never walk on gravel before. We are both so happy to see and just enjoy being outside on a nice sunny day.”

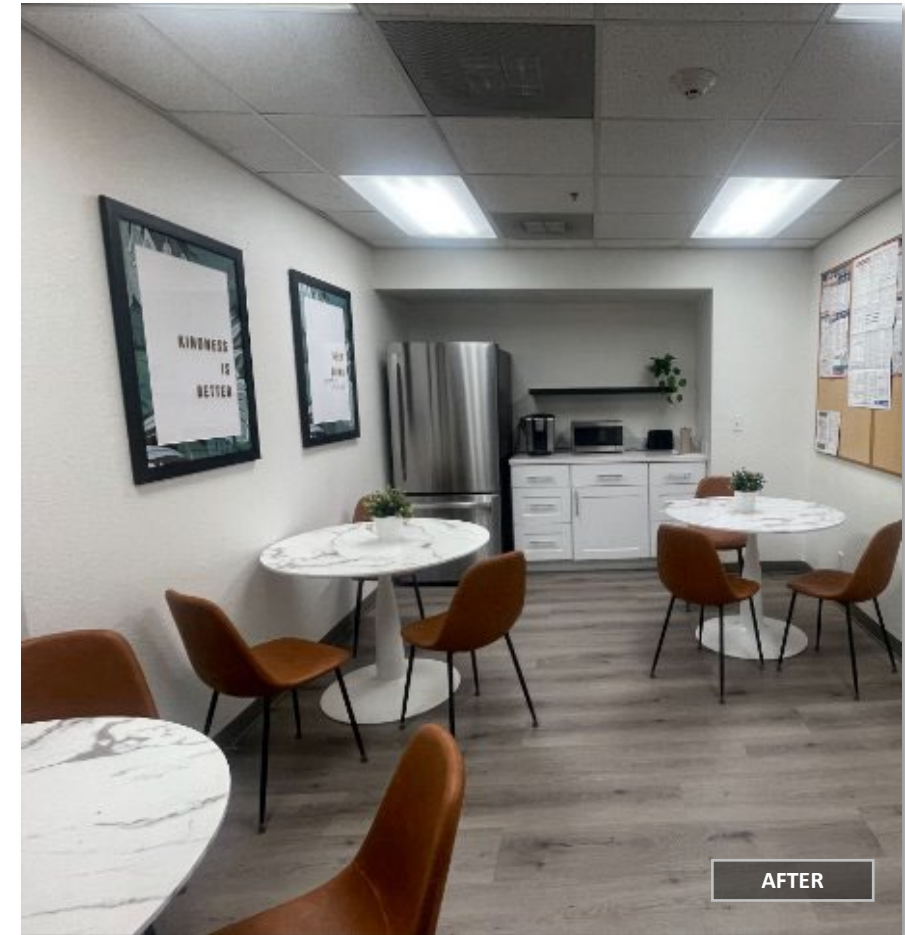
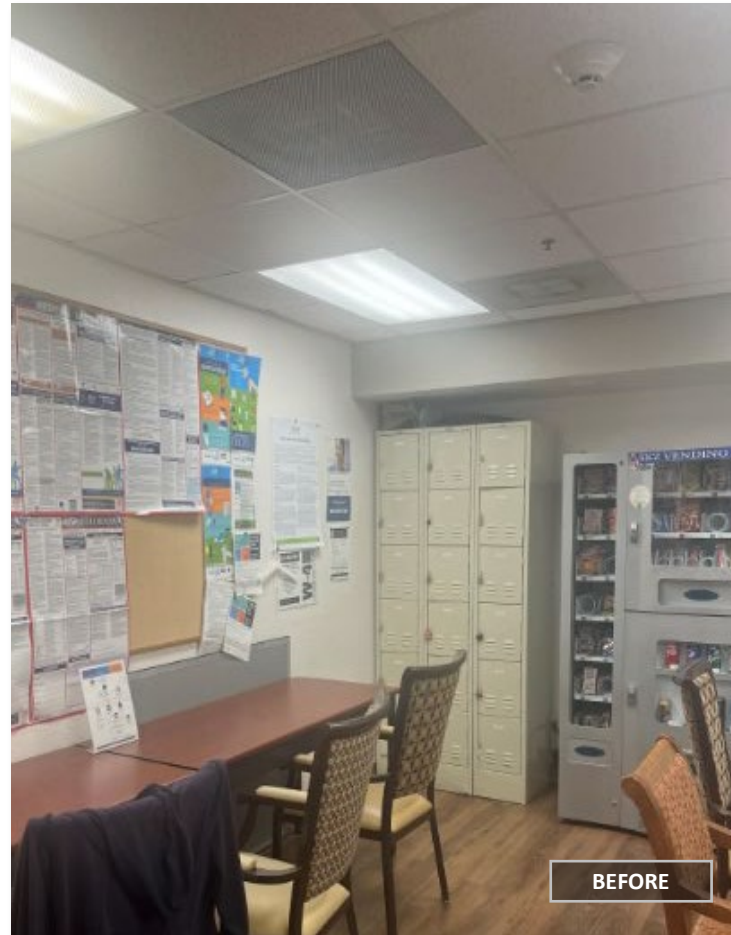
- Daughter of resident

Capital Team | Reimagining Employee Breakrooms

Delighting site-level employees to hire and retain talent and ultimately deliver a killer customer value proposition

- As part of Welltower's focus on improving both the customer and resident experience, the Capital Team has undertaken the renovation of employee breakrooms across the seniors housing portfolio
- Over the course of 2024 and into 2025, the Capital Team has completed or started nearly 90 employee breakroom renovations
- **This initiative has already started driving results.** In one operator's portfolio, the Capital Team completed 40 employee breakroom renovations, representing ~70% of the operators' Welltower-owned portfolio. Employee turnover not only improved, but outperformed non-renovated properties. **Turnover at properties with renovated breakrooms⁽¹⁾:**
 - **Fell 41% over the trailing three-month period vs. the start of 2024**
 - **Was 13% below the turnover rates of properties within the same operators' portfolio with unrenovated breakrooms**

Vallejo, CA



Capital Team | Reimagining Employee Breakrooms

Delighting site-level employees to hire and retain talent and ultimately deliver a killer customer value proposition

Fremont, CA

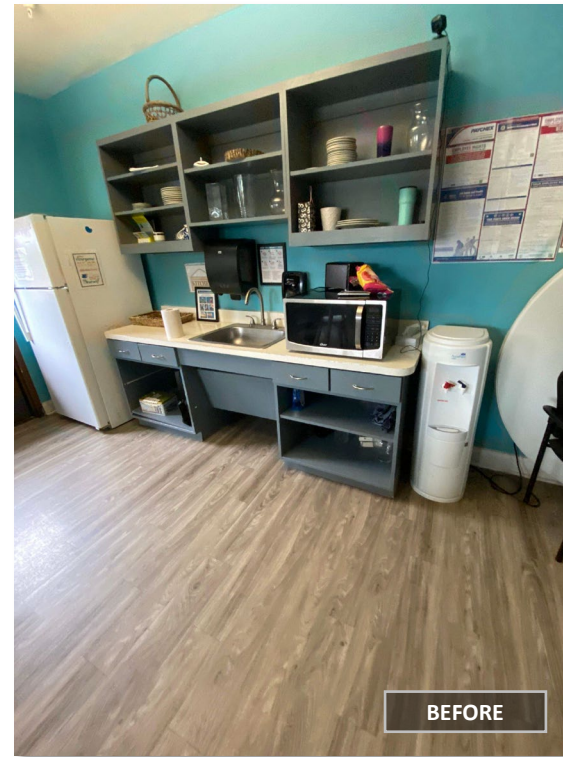


BEFORE



AFTER

Austin, TX



BEFORE



AFTER

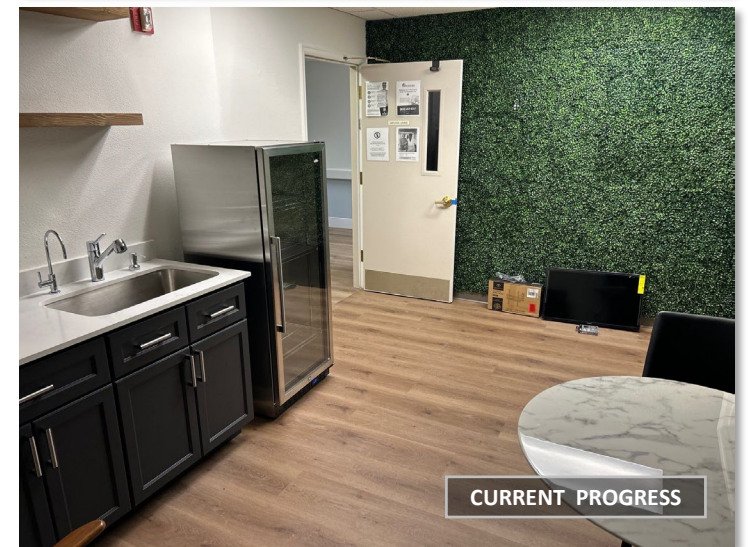
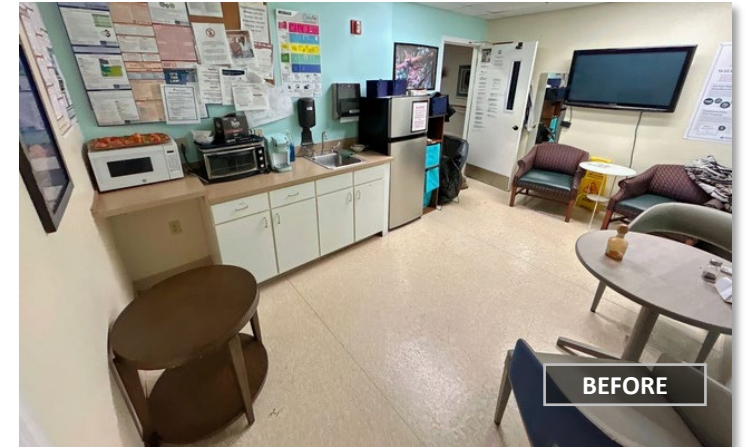
Capital Team | Reimagining Employee Breakrooms

Delighting site-level employees to hire and retain talent and ultimately deliver a killer customer value proposition

Austin, TX



Portland, OR



Capital Team | Unit Renovations

Enhancing the resident experience by creating like-new communities in an industry with no new product

Los Angeles, CA



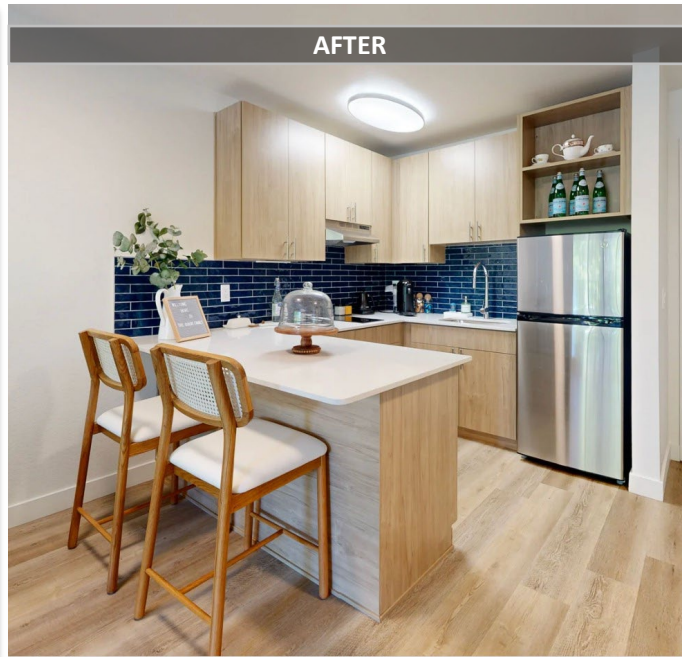
Capital Team | Unit Renovations

Enhancing the resident experience by creating like-new communities in an industry with no new product

Fremont, CA



BEFORE



AFTER

▪ **Updated kitchens include:**

- ✓ Sleek backsplash
- ✓ Updated interior finish with specialty paint designed to contribute to better indoor air quality
- ✓ Wine storage
- ✓ Built-in, easy-to-access microwave



BEFORE



AFTER

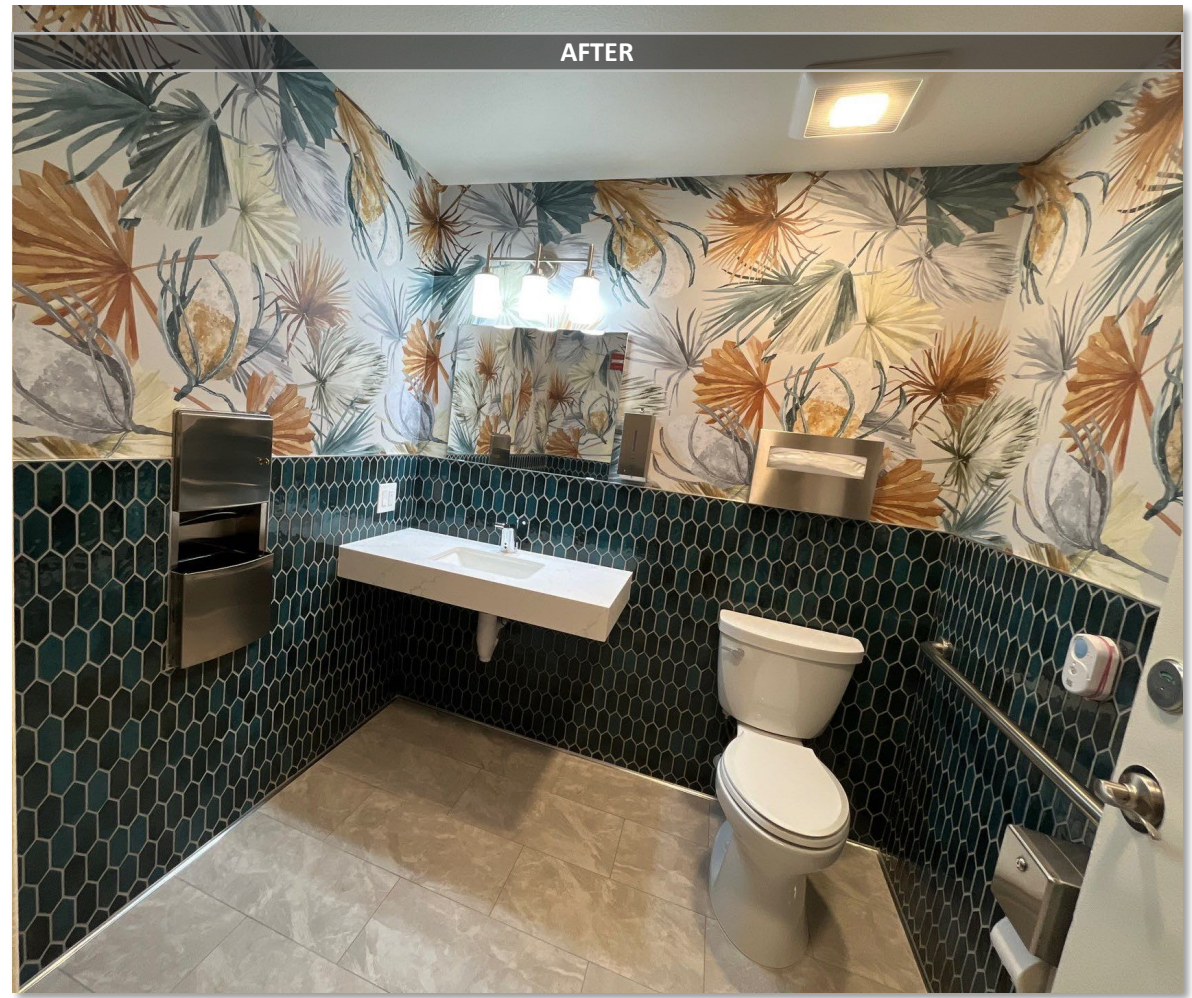
▪ **Updated bathrooms include:**

- ✓ Color temperature lighting
- ✓ Magnifying mirrors
- ✓ Ergonomic toilet paper holders which double as grab bars
- ✓ Heated ventilation

Capital Team | Unit Renovations

Enhancing the resident experience by creating like-new communities in an industry with no new product

San Francisco, CA



Capital Expenditures | Interior Rejuvenation

Enhancing the resident experience by creating like-new communities in an industry with no new product

Philadelphia, PA



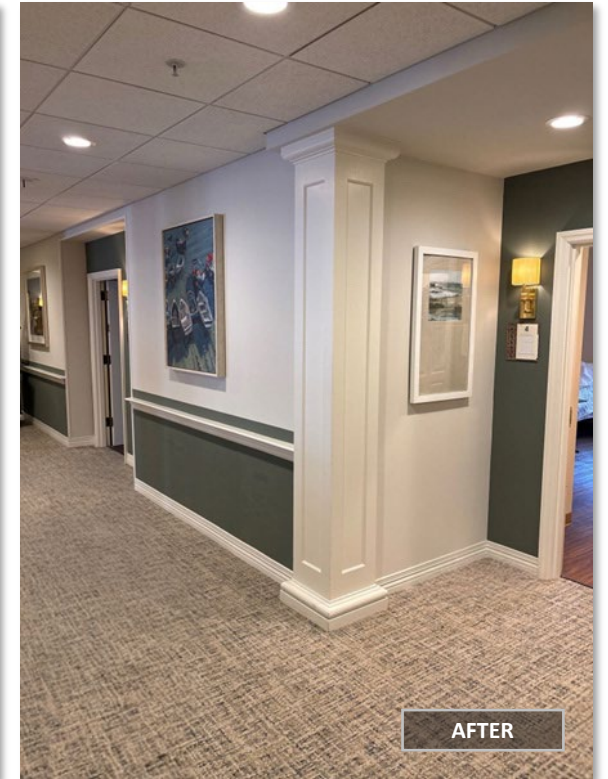
BEFORE



AFTER



BEFORE



AFTER

Supplemental Financial Measures

Non-GAAP Financial Measures

We believe that revenues, net income and net income attributable to common stockholders ("NICS"), as defined by U.S. generally accepted accounting principles ("U.S. GAAP"), are the most appropriate earnings measurements. However, we consider Funds from Operations ("FFO"), Normalized FFO, Net Operating Income ("NOI"), In-Place NOI ("IPNOI"), Same Store NOI ("SSNOI"), RevPOR, ExpPOR, Same Store RevPOR ("SS RevPOR"), Same Store ExpPOR ("SS ExpPOR"), EBITDA and Adjusted EBITDA to be useful supplemental measures of our operating performance. Excluding EBITDA and Adjusted EBITDA these supplemental measures are disclosed on our pro rata ownership basis.

Pro rata amounts are derived by reducing consolidated amounts for minority partners' noncontrolling ownership interests and adding our minority ownership share of unconsolidated amounts. We do not control unconsolidated investments. While we consider pro rata disclosures useful, they may not accurately depict the legal and economic implications of our joint venture arrangements and should be used with caution.

Our supplemental reporting measures and similarly entitled financial measures are widely used by investors, equity and debt analysts and rating agencies in the valuation, comparison, rating and investment recommendations of companies. Our management uses these financial measures to facilitate internal and external comparisons to historical operating results and in making operating decisions. Additionally, these measures are utilized by the Board of Directors to evaluate management performance.

None of the supplemental reporting measures represent net income or cash flow provided from operating activities as determined in accordance with U.S. GAAP and should not be considered as alternative measures of profitability or liquidity. Finally, the supplemental reporting measures, as defined by us, may not be comparable to similarly entitled items reported by other real estate investment trusts or other companies. Multi-period amounts may not equal the sum of the individual quarterly amounts due to rounding.

FFO and Normalized FFO

Historical cost accounting for real estate assets in accordance with U.S. GAAP implicitly assumes that the value of real estate assets diminishes predictably over time as evidenced by the provision for depreciation. However, since real estate values have historically risen or fallen with market conditions, many industry investors and analysts have considered presentations of operating results for real estate companies that use historical cost accounting to be insufficient. In response, the National Association of Real Estate Investment Trusts ("NAREIT") created FFO as a supplemental measure of operating performance for REITs that excludes historical cost depreciation from net income. FFO attributable to common stockholders, as defined by NAREIT, means net income attributable to common stockholders, computed in accordance with U.S. GAAP, excluding gains (or losses) from sales of real estate and acquisitions of controlling interests and impairments of depreciable assets, plus real estate depreciation and amortization, and after adjustments for unconsolidated entities and noncontrolling interests. Normalized FFO attributable to common stockholders represents FFO adjusted for certain items detailed in the reconciliations and described in our earnings press releases for the relevant periods.

We believe that Normalized FFO attributable to common stockholders is a useful supplemental measure of operating performance because investors and equity analysts may use this measure to compare our operating performance between periods or to other REITs or other companies on a consistent basis without having to account for differences caused by unanticipated and/or incalculable items.

FFO Reconciliation

(in thousands, except per share information)

	Twelve Months Ended			Three Months Ended		
	December 31, 2023	December 31, 2024	% Growth	December 31, 2023	December 31, 2024	% Growth
Net income (loss) attributable to common stockholders	\$ 340,094	\$ 951,680		\$ 83,911	\$ 119,971	
Depreciation and amortization	1,401,101	1,632,093		380,730	480,406	
Impairments and losses (gains) on real estate dispositions and acquisitions of controlling interests, net	(31,801)	(358,818)		16,777	15,452	
Noncontrolling interests ⁽¹⁾	(46,393)	(30,812)		(11,436)	(6,667)	
Unconsolidated entities ⁽²⁾	100,226	129,290		21,877	27,978	
NAREIT FFO attributable to common stockholders	1,763,227	2,323,433		491,859	637,140	
Normalizing items:						
Loss (gain) on derivatives and financial instruments, net	(2,120)	(27,887)		(7,215)	(9,102)	
Loss (gain) on extinguishment of debt, net	7	2,130		—	—	
Provision for loan losses, net	9,809	10,125		2,517	(245)	
Income tax benefits	(6,977)	(5,140)		(6,731)	(5,140)	
Other impairment	16,642	139,652		4,333	41,978	
Other expenses	108,341	117,459		36,307	34,405	
Leasehold interest termination	(65,485)	—		—	—	
Special Performance Options and 2022-2025 Outperformance Plan ("OPP") Awards	—	33,414		—	3,576	
Casualty losses, net of recoveries	10,107	12,261		1,038	4,926	
Foreign currency loss (gain)	(1,629)	556		(1,139)	1,913	
Normalizing items attributable to noncontrolling interests and unconsolidated entities, net	53,622	20,754		8,650	6,464	
Normalized FFO attributable to common stockholders	1,885,544	2,626,757		529,619	715,915	
Average diluted common shares outstanding	518,701	608,750		552,380	634,259	
Per diluted share data attributable to common stockholders:						
Net income (loss) ⁽³⁾	\$ 0.66	\$ 1.57		\$ 0.15	\$ 0.19	
NAREIT FFO	\$ 3.40	\$ 3.82		\$ 0.89	\$ 1.00	
Normalized FFO	\$ 3.64	\$ 4.32	19 %	\$ 0.96	\$ 1.13	18 %

(1) Represents noncontrolling interests' share of net FFO adjustments

(2) Represents Welltower's share of net FFO adjustments from unconsolidated entities.

(3) Includes adjustment to the numerator for income (loss) attributable to OP Units and DownREIT Units.

Earnings Outlook Reconciliation

(in millions, except per share data)

	Year Ended December 31, 2025	
	Current Outlook	
	Low	High
<u>FFO Reconciliation:</u>		
Net income attributable to common stockholders	\$ 1,043	\$ 1,147
Depreciation and amortization ⁽¹⁾	2,062	2,062
NAREIT FFO attributable to common stockholders	3,105	3,209
Normalizing items, net ^(1,2)	10	10
Normalized FFO attributable to common stockholders	\$ 3,115	\$ 3,219
Diluted per share data attributable to common stockholders:		
Net income	\$ 1.60	\$ 1.76
NAREIT FFO	\$ 4.77	\$ 4.93
Normalized FFO	\$ 4.79	\$ 4.95
Other items: ⁽¹⁾		
Net straight-line rent and above/below market rent amortization	\$ (155)	\$ (155)
Non-cash interest expenses	51	51
Recurring cap-ex, tenant improvements and lease commissions ⁽³⁾	(343)	(343)
Stock-based compensation	51	51

(1) Amounts presented net of noncontrolling interests' share and Welltower's share of unconsolidated entities.

(2) Includes estimated stock compensation expense related to the one-time 2021 Special Stock Performance Option Awards and the 2022-2025 OPP Awards.

(3) Reflects recurring cap-ex, tenant improvements and lease commissions on owned operational properties.

NOI, IPNOI, SSNOI, RevPOR, ExpPOR, SS RevPOR & SS ExpPOR

We define NOI as total revenues, including tenant reimbursements, less property operating expenses. Property operating expenses represent costs associated with managing, maintaining and servicing tenants for our properties. These expenses include, but are not limited to, property-related payroll and benefits, property management fees paid to operators, marketing, housekeeping, food service, maintenance, utilities, property taxes and insurance. General and administrative expenses represent general overhead costs that are unrelated to property operations and unallocable to the properties. These expenses include, but are not limited to, payroll and benefits related to corporate employees, professional services, office expenses and depreciation of corporate fixed assets.

IPNOI represents NOI excluding interest income, other income and non-IPNOI and adjusted for timing of current quarter portfolio changes such as acquisitions, development conversions, segment transitions, dispositions and investments held for sale.

SSNOI is used to evaluate the operating performance of our properties using a consistent population which controls for changes in the composition of our portfolio. As used herein, same store is generally defined as those revenue-generating properties in the portfolio for the relevant year-over-year reporting periods. Acquisitions and development conversions are included in the same store amounts five full quarters after acquisition or being placed into service. Land parcels, loans and leased properties, as well as any properties sold or classified as held for sale during the period, are excluded from the same store amounts. Redeveloped properties (including major refurbishments of a Seniors Housing Operating property where 20% or more of units are simultaneously taken out of commission for 30 days or more or Outpatient Medical properties undergoing a change in intended use) are excluded from the same store amounts until five full quarters post completion of the redevelopment. Properties undergoing operator transitions and/or segment transitions are also excluded from the same store amounts until five full quarters post completion of the operator transition or segment transition. In addition, properties significantly impacted by force majeure, acts of God or other extraordinary adverse events are excluded from same store amounts until five full quarters after the properties are placed back into service. SSNOI excludes non-cash NOI and includes adjustments to present consistent property ownership percentages and to translate Canadian properties and UK properties using a consistent exchange rate. Normalizers include adjustments that in management's opinion are appropriate in considering SSNOI, a supplemental, non-GAAP performance measure. None of these adjustments, which may increase or decrease SSNOI, are reflected in our financial statements prepared in accordance with U.S. GAAP. Significant normalizers (defined as any that individually exceed 0.50% of SSNOI growth per property type) are separately disclosed and explained in the relevant supplemental reporting package. We believe NOI, IPNOI and SSNOI provide investors relevant and useful information because they measure the operating performance of our properties at the property level on an unleveraged basis. We use NOI, IPNOI and SSNOI to make decisions about resource allocations and to assess the property level performance of our properties. No reconciliation of the forecasted range for SSNOI on a combined basis or by property type is included in this release because we are unable to quantify certain amounts that would be required to be included in the comparable GAAP financial measure without unreasonable efforts, and we believe such reconciliations would imply a degree of precision that could be confusing or misleading to investors.

RevPOR represents the average revenues generated per occupied room per month and ExpPOR represents the average expenses per occupied room per month at our Seniors Housing Operating properties. These metrics are calculated as the pro rata share of total resident fees and services revenues or property operating expenses per the income statement, divided by average monthly occupied room days. SS RevPOR and SS ExpPOR are used to evaluate the RevPOR and ExpPOR performance of our properties under a consistent population, which eliminates changes in the composition of our portfolio. They are based on the same pool of properties used for SSNOI and include any revenue or expense normalizations used for SSNOI. We use RevPOR, ExpPOR, SS RevPOR and SS ExpPOR to evaluate the revenue-generating capacity and profit potential of our Seniors Housing Operating portfolio independent of fluctuating occupancy rates. They are also used in comparison against industry and competitor statistics, if known, to evaluate the quality of our Seniors Housing Operating portfolio.

In-Place NOI Reconciliations

(dollars in thousands)

	Three Months Ended December 31, 2024
Net income (loss)	\$ 123,753
Loss (gain) on real estate dispositions and acquisitions of controlling interests, net	(8,195)
Loss (income) from unconsolidated entities	(6,429)
Income tax expense (benefit)	114
Other expenses	34,405
Impairment of assets	23,647
Provision for loan losses, net	(245)
Loss (gain) on derivatives and financial instruments, net	(9,102)
General and administrative expenses	48,707
Depreciation and amortization	480,406
Interest expense	154,469
Consolidated net operating income	841,530
NOI attributable to unconsolidated investments ⁽¹⁾	31,158
NOI attributable to noncontrolling interests ⁽²⁾	(15,328)
Pro rata net operating income (NOI)	857,360
Adjust:	
Interest income	(74,428)
Other income	(29,207)
Sold / held for sale ⁽³⁾	(3,441)
Nonoperational ⁽⁴⁾	5,578
Non In-Place NOI ⁽⁵⁾	(17,063)
Timing adjustments ⁽⁶⁾	6,708
In-Place NOI	745,507
Annualized In-Place NOI	\$ 2,982,028

(1) Represents Welltower's interests in joint ventures where Welltower is the minority partner.

(2) Represents minority partners' interests in joint ventures where Welltower is the majority partner.

(3) Includes four Seniors Housing Triple-net properties accounted for as sales-type leases expected to be sold to tenants.

(4) Primarily includes development properties and land parcels.

(5) Primarily represents non-cash NOI and NOI associated with leased properties.

(6) Represents timing adjustments for current quarter acquisitions, construction conversions and segment or operator transitions.

	Annualized	
In-Place NOI by Property Type	December 31, 2024	% of Total
Seniors Housing Operating	\$ 1,689,804	57 %
Seniors Housing Triple-net	340,176	11 %
Outpatient Medical	548,136	18 %
Long-Term/Post-Acute Care	403,912	14 %
Total In-Place NOI	<u>\$ 2,982,028</u>	<u>100 %</u>

SSNOI Reconciliations

(in thousands)

	Three Months Ended							
	March 31,		June 30,		September 30,		December 31,	
	2024	2023	2024	2023	2024	2023	2024	2023
Net income (loss)	\$ 131,634	\$ 28,635	\$ 260,670	\$ 106,342	\$ 456,800	\$ 134,722	\$ 123,753	\$ 88,440
Loss (gain) on real estate dispositions and acquisitions of controlling interests, net	(4,707)	(747)	(166,443)	2,168	(272,266)	(71,102)	(8,195)	1,783
Loss (income) from unconsolidated entities	7,783	7,071	(4,896)	40,332	4,038	4,031	(6,429)	2,008
Income tax expense (benefit)	6,191	3,045	1,101	3,503	(4,706)	4,584	114	(4,768)
Other expenses	14,131	22,745	48,684	11,069	20,239	38,220	34,405	36,307
Impairment of assets	43,331	12,629	2,394	1,086	23,421	7,388	23,647	14,994
Provision for loan losses, net	1,014	777	5,163	2,456	4,193	4,059	(245)	2,517
Loss (gain) on extinguishment of debt, net	6	5	1,705	1	419	1	—	—
Loss (gain) on derivatives and financial instruments, net	(3,054)	930	(5,825)	1,280	(9,906)	2,885	(9,102)	(7,215)
General and administrative expenses	53,318	44,371	55,565	44,287	77,901	46,106	48,707	44,327
Depreciation and amortization	365,863	339,112	382,045	341,945	403,779	339,314	480,406	380,730
Interest expense	147,318	144,403	133,424	152,337	139,050	156,532	154,469	154,574
Consolidated NOI	762,828	602,976	713,587	706,806	842,962	666,740	841,530	713,697
NOI attributable to unconsolidated investments ⁽¹⁾	32,090	26,354	32,720	25,150	32,043	29,488	31,158	30,785
NOI attributable to noncontrolling interests ⁽²⁾	(22,796)	(25,057)	(17,296)	(24,262)	(17,332)	(22,838)	(15,328)	(22,402)
Pro rata NOI	772,122	604,273	729,011	707,694	857,673	673,390	857,360	722,080
Non-cash NOI attributable to same store properties	(11,530)	(28,727)	66,066	(28,888)	(24,835)	(26,713)	16,211	(33,837)
NOI attributable to non-same store properties	(222,298)	(101,335)	(262,613)	(190,353)	(290,656)	(165,506)	(300,525)	(183,948)
Currency and ownership adjustments ⁽¹⁾	(713)	3,779	(262)	3,131	(2,273)	1,027	(533)	3,705
Normalizing adjustments, net ⁽²⁾	1,558	(545)	5,621	(8,342)	1,219	(1,749)	2,346	1,429
Same store NOI (SSNOI)	\$ 539,139	\$ 477,445	\$ 537,823	\$ 483,242	\$ 541,128	\$ 480,449	\$ 574,859	\$ 509,429

Note: (1) Represents Welltower's interests in joint ventures where Welltower is the minority partner.

(2) Represents minority partners' interests in joint ventures where Welltower is the majority partner.

(3) Includes adjustments to reflect consistent property ownership percentages and foreign currency exchange rates for properties in the U.K. and Canada.

(4) Includes other adjustments as described in the respective Supplements.

SSNOI Reconciliations

(in thousands)

	Three Months Ended							
	March 31,		June 30,		September 30,		December 31,	
	2022	2021	2022	2021	2022	2021	2022	2021
Seniors Housing Operating	\$ 266,907	\$ 212,749	\$ 261,784	\$ 215,079	\$ 278,849	\$ 226,714	\$ 297,809	\$ 240,443
Seniors Housing Triple-net	93,740	90,310	90,935	87,221	76,591	72,412	77,199	73,482
Outpatient Medical	119,184	116,879	125,840	123,246	127,766	125,068	130,186	127,636
Long-Term/Post-Acute Care	59,308	57,507	59,264	57,696	57,922	56,255	69,665	67,868
Total SSNOI	\$ 539,139	\$ 477,445	\$ 537,823	\$ 483,242	\$ 541,128	\$ 480,449	\$ 574,859	\$ 509,429
								<i>Average</i>
Seniors Housing Operating	25.5 %		21.7 %		23.0		23.9 %	23.5 %
Seniors Housing Triple-net	3.8 %		4.3 %		5.8		5.1 %	4.8 %
Outpatient Medical	2.0 %		2.1 %		2.2		2.0 %	2.1 %
Long-Term/Post-Acute Care	3.1 %		2.7 %		3.0		2.6 %	2.9 %
Total SSNOI	12.9 %		11.3 %		12.6		12.8 %	12.4 %

SHO RevPOR Growth Reconciliation

(dollars in thousands, except SS RevPOR and units)

	Three Months Ended		Three Months Ended		Three Months Ended		Three Months Ended	
	March 31, 2023	March 31, 2024	June 30, 2023	June 30, 2024	September 30, 2023	September 30, 2024	December 31, 2023	December 31, 2024
SHO SS RevPOR Growth								
Consolidated SHO revenues	\$ 1,134,130	\$ 1,361,737	\$ 1,162,344	\$ 1,395,373	\$ 1,201,705	\$ 1,514,022	\$ 1,265,368	\$ 1,764,329
Unconsolidated SHO revenues attributable to WELL ⁽¹⁾	59,581	63,581	63,041	63,164	59,550	64,494	62,256	66,122
SHO revenues attributable to noncontrolling interests ⁽²⁾	(52,285)	(43,216)	(48,260)	(20,394)	(41,430)	(21,559)	(42,926)	(22,426)
SHO pro rata revenues ⁽³⁾	1,141,426	1,382,102	1,177,125	1,438,143	1,219,825	1,556,957	1,284,698	1,808,025
Non-cash and non-RevPOR revenues on same store properties	(1,935)	(1,295)	(3,160)	(1,753)	(2,391)	(2,559)	(4,008)	(2,533)
Revenues attributable to non-same store properties	(237,098)	(377,242)	(298,423)	(478,060)	(252,399)	(497,687)	(272,860)	(698,685)
Currency and ownership adjustments ⁽⁴⁾	6,049	(1,317)	4,936	(604)	426	(5,363)	6,335	(1,800)
Other normalizing adjustments ⁽⁵⁾	—	—	—	—	—	—	858	—
SHO SS RevPOR revenues ⁽⁶⁾	\$ 908,442	\$ 1,002,248	\$ 880,478	\$ 957,726	\$ 965,461	\$ 1,051,348	\$ 1,015,023	\$ 1,105,007
Average occupied units/month ⁽⁷⁾	57,143	59,502	50,982	52,686	53,598	55,662	57,110	59,213
SHO SS RevPOR ⁽⁸⁾	\$ 5,373	\$ 5,630	\$ 5,773	\$ 6,076	\$ 5,955	\$ 6,245	\$ 5,876	\$ 6,170
SS RevPOR YOY growth		4.8 %		5.3 %		4.9 %		5.0 %
Full Year Average SS RevPOR Growth								5.0 %

(1) Represents Welltower's interests in joint ventures where Welltower is the minority partner.

(2) Represents minority partners' interests in joint ventures where Welltower is the majority partner.

(3) Represents SHO revenues/NOI at Welltower pro rata ownership.

(4) Includes where appropriate adjustments to reflect consistent property ownership percentages, to translate Canadian properties at a USD/CAD rate of 1.36 and to translate UK properties at a GBP/USD rate of 1.25.

(5) Represents aggregate normalizing adjustments which are individually less than .50% of SSNOI growth.

(6) Represents SS SHO RevPOR revenues at Welltower pro rata ownership.

(7) Represents average occupied units for SS properties on a pro rata basis.

(8) Represents pro rata SS average revenues generated per occupied room per month.

SHO SS ExpPOR Growth Reconciliation

(dollars in thousands, except SS ExpPOR and units)

	Three Months Ended	
	December 31, 2023	December 31, 2024
SHO SS ExpPOR Growth		
Consolidated SHO property operating expenses	\$ 967,547	\$ 1,333,640
Unconsolidated SHO expenses attributable to WELL ⁽¹⁾	41,768	42,840
SHO expenses attributable to noncontrolling interests ⁽²⁾	(27,238)	(10,057)
SHO pro rata expenses ⁽³⁾	982,077	1,366,423
Non-cash expenses on same store properties	(73)	(9)
Expenses attributable to non-same store properties	(210,049)	(555,079)
Currency and ownership adjustments ⁽⁴⁾	4,847	(1,522)
Other normalizing adjustments ⁽⁵⁾	(1,039)	(1,912)
SHO SS expenses ⁽⁶⁾	\$ 775,763	\$ 807,901
Average occupied units/month ⁽⁷⁾	57,110	59,213
SHO SS ExpPOR ⁽⁸⁾	\$ 4.491	\$ 4.511
SS ExpPOR YOY growth		0.4 %

(1) Represents Welltower's interests in joint ventures where Welltower is the minority partner.

(2) Represents minority partners' interests in joint ventures where Welltower is the majority partner.

(3) Represents SHO property operating expenses at Welltower pro rata ownership.

(4) Includes where appropriate adjustments to reflect consistent property ownership percentages, to translate Canadian properties at a USD/CAD rate of 1.36 and to translate UK properties at a GBP/USD rate of 1.25.

(5) Represents aggregate normalizing adjustments which are individually less than .50% of SSNOI growth.

(6) Represents SS SHO property operating expenses at Welltower pro rata ownership.

(7) Represents average occupied units for SS properties on a pro rata basis.

(8) Represents pro rata SS average expenses generated per occupied room per month.

EBITDA and Adjusted EBITDA

We measure our credit strength both in terms of leverage ratios and coverage ratios. The leverage ratios indicate how much of our balance sheet capitalization is related to long-term debt, net of cash and cash equivalents and restricted cash. We expect to maintain capitalization ratios and coverage ratios sufficient to maintain a capital structure consistent with our current profile. The ratios are based on EBITDA and Adjusted EBITDA. EBITDA is defined as earnings (net income per income statement) before interest expense, income taxes, depreciation and amortization. Adjusted EBITDA is defined as EBITDA excluding unconsolidated entities and including adjustments for stock-based compensation expense, provision for loan losses, gains/losses on extinguishment of debt, gains/losses on disposition of properties and acquisitions of controlling interests, impairment of assets, gains/losses on derivatives and financial instruments, other expenses, additional other income and other impairment charges. We believe that EBITDA and Adjusted EBITDA, along with net income, are important supplemental measures because they provide additional information to assess and evaluate the performance of our operations. We primarily use these measures to determine our fixed charge coverage ratio, which represents Adjusted EBITDA divided by fixed charges. Fixed charges include total interest and secured debt principal amortization. Our leverage ratios include net debt to Adjusted EBITDA and consolidated enterprise value. Net debt is defined as total long-term debt, excluding operating lease liabilities, less cash and cash equivalents and restricted cash. Consolidated enterprise value represents the sum of net debt, the fair market value of our common stock and noncontrolling interests.

We measure our credit strength both in terms of leverage ratios and coverage ratios. The leverage ratios which include net debt to consolidated enterprise value, indicate how much of our balance sheet capitalization is related to long-term debt, net of cash and restricted cash. We expect to maintain capitalization ratios and coverage ratios sufficient to maintain a capital structure consistent with our current profile. Net debt is defined as total long-term debt, excluding operating lease liabilities, less cash and cash equivalents and restricted cash. Consolidated enterprise value represents the sum of net debt, the fair market value of our common stock and noncontrolling interests.

Net Debt to Adjusted EBITDA QTD

(dollars in thousands)

	Three Months Ended			Three Months Ended	
	December 31, 2024	December 31, 2023		December 31, 2024	December 31, 2023
Net income	\$ 123,753	\$ 88,440	Total debt ⁽¹⁾	\$ 15,608,294	\$ 15,815,226
Interest expense	154,469	154,574	Cash and cash equivalents and restricted cash	(3,711,457)	(2,076,083)
Income tax expense (benefit)	114	(4,768)	Net debt	11,896,837	13,739,143
Depreciation and amortization	480,406	380,730	Adjusted EBITDA	853,085	683,159
EBITDA	758,742	618,976	Adjusted EBITDA annualized	\$ 3,412,340	\$ 2,732,636
Loss (income) from unconsolidated entities	(6,429)	2,008	Net debt to Adjusted EBITDA ratio	3.49 x	5.03 x
Stock-based compensation expense	13,358	8,418			
Loss (gain) on real estate dispositions and acquisitions of controlling interests, net	(8,195)	1,783	Interest expense	\$ 154,469	
Impairment of assets	23,647	14,994	Capitalized interest	14,160	
Provision for loan losses, net	(245)	2,517	Non-cash interest expense	(15,143)	
Loss (gain) on derivatives and financial instruments, net	(9,102)	(7,215)	Total interest	153,486	
Other expenses	34,405	36,307	Secured debt principal amortization	14,918	
Casualty losses, net of recoveries	4,926	1,038	Total fixed charges	168,404	
Other impairments ⁽¹⁾	41,978	4,333	Adjusted EBITDA	\$ 853,085	
Adjusted EBITDA	\$ 853,085	\$ 683,159	Adjusted Fixed charge coverage ratio	5.1 x	

(1) Includes unamortized premiums/discounts, other fair value adjustments and financing lease liabilities. Excludes operating lease liabilities related to ASC 842.

Net Debt to Adjusted EBITDA YTD

(dollars in thousands)

	Twelve Months Ended			Twelve Months Ended	
	December 31, 2024	December 31, 2023		December 31, 2024	December 31, 2023
Net income	\$ 972,857	\$ 358,139	Total debt ⁽³⁾	\$ 15,608,294	\$ 15,815,226
Interest expense	574,261	607,846	Cash and cash equivalents and restricted cash	(3,711,457)	(2,076,083)
Income tax expense (benefit)	2,700	6,364	Net debt	11,896,837	13,739,143
Depreciation and amortization	1,632,093	1,401,101	Adjusted EBITDA	\$ 3,151,811	\$ 2,509,003
EBITDA	3,181,911	2,373,450	Net debt to Adjusted EBITDA ratio	3.8 x	5.5 x
Loss (income) from unconsolidated entities	496	53,442	Year over year increase		26 %
Stock-based compensation expense	74,482	36,611			
Loss (gain) on extinguishment of debt, net	2,130	7			
Loss (gain) on real estate dispositions and acquisitions of controlling interests, net	(451,611)	(67,898)			
Impairment of assets	92,793	36,097			
Provision for loan losses, net	10,125	9,809			
Loss (gain) on derivatives and financial instruments, net	(27,887)	(2,120)			
Other expenses	117,459	108,341			
Lease termination and leasehold interest adjustment ⁽¹⁾	—	(65,485)			
Casualty losses, net of recoveries	12,261	10,107			
Other impairments ⁽²⁾	139,652	16,642			
Adjusted EBITDA	\$ 3,151,811	\$ 2,509,003			

(1) Primarily related to the derecognition of leasehold interests and the gain recognized in other income.

(2) Represents the write off of straight-line rent receivables and unamortized lease incentive balances for leases placed on cash recognition.

(3) Includes unamortized premiums/discounts, other fair value adjustments and financing lease liabilities. Excludes operating lease liabilities related to ASC 842.

Net Debt to Consolidated Enterprise Value

(in thousands, except share price)

	Three Months Ended
	December 31, 2024
Common shares outstanding	635,289
Period end share price	\$ 126.03
Common equity market capitalization	\$ 80,065,473
Total debt ⁽¹⁾	\$ 15,608,294
Cash and cash equivalents and restricted cash	(3,711,457)
Net debt	\$ 11,896,837
Noncontrolling interests ⁽²⁾	616,378
Consolidated enterprise value	\$ 92,578,688
Net debt to consolidated enterprise value	12.9 %

(1) Amounts include senior unsecured notes, secured debt and lease liabilities related to finance leases, as reflected on our consolidated balance sheets. Operating lease liabilities related to ASC 842 are excluded.

(2) Includes all noncontrolling interests (redeemable and permanent) as reflected on our balance sheet.