Investor Presentation

CALCULATED CONSOLIDATION

August 2021

REALTY INCOME

The Monthly Dividend Company®

Safe Harbor For Forward-Looking Statements

Statements in this investor presentation that are not strictly historical are “forward-looking” statements. Forward-looking statements involve known and unknown risks, which may cause our actual future results to differ materially from expected results. These risks include, among others, general economic conditions, domestic and foreign real estate conditions, client financial health, the availability of capital to finance planned growth, volatility and uncertainty in the credit markets and broader financial markets, changes in foreign currency exchange rates, property acquisitions and the timing of these acquisitions, the structure, timing and completion of the announced mergers between us and VEREIT, Inc. and any effects of the announcement, pendency or completion of the announced mergers, including the anticipated benefits therefrom, charges for property impairments, the effects of the COVID-19 pandemic and the measures taken to limit its impact, the effects of pandemics or global outbreaks of contagious diseases or fear of such outbreaks, our clients' ability to adequately manage their properties and fulfill their respective lease obligations to us, and the outcome of any legal proceedings to which we are a party, as described in our filings with the Securities and Exchange Commission. Consequently, forward-looking statements should be regarded solely as reflections of our current operating plans and estimates. Actual operating results may differ materially from what is expressed or forecast in this presentation. We undertake no 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.

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

To be a **top 5 U.S. REIT**, creating **long-term value** for stakeholders across the world

Realty Income: A Path to Continued Long-Term Profitable Growth

WHERE WE ARE:

- **S&P 500** company
- One of 65 companies in the elite **S&P 500 Dividend Aristocrats®** Index
- **Top 10** global REIT[1]
- **15.3%** compound annual total shareholder return since public listing in 1994
- **4.4%** compound annual dividend growth rate since 1994 and **111** dividend increases

WHERE WE ARE GOING:

- To become a **$50+ billion global company**, as measured by enterprise value
- To **consolidate** the **~$12 trillion** global net lease addressable market
- To become a **top 5 global REIT**[1]
- To average **double-digit total shareholder return** 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 TR Index Constituents.

Key Takeaways

- Realty Income's track record illustrates **superior total return per unit of volatility.**
- Our **external growth** opportunities are **broad** and **unconstrained** by property type or geography.
- Realty Income's **size and scale** is a **competitive advantage** supporting long-term growth through consolidation of a **highly fragmented net lease industry.**
- With over 6,700 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 **fortress balance sheet** and **access to a low-cost, diversified capital pool** supports the curation of a **best-in-class 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.**
- Realty Income's **strategic merger** with VEREIT® creates the **premier net lease REIT** with increased **size and scale**, significant **diversification** and **efficiency**, which will allow for **unique external growth** opportunities that will continue to **drive outsized returns.**

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All data as of June 30, 2021 unless otherwise specified

Investment Thesis

PROVEN TRACK RECORD OF RETURNS…

15.3%
Compound Annual Total Return Since '94 NYSE Listing

0.4
Beta vs. S&P 500 Since '94 NYSE Listing[1]

STABILITY AND GROWTH OF EARNINGS…

24 of 25
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 Addressable Market Opportunity in the US and Europe

$64 Billion
Sourced Acquisition Opportunities in 2020

(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

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

REALTY INCOME

SIZE, SCALE AND QUALITY

$34B enterprise value

$1.8B annualized base rent

A3 /A- credit ratings by Moody's & S&P

52 years of operating history

6,761 commercial real estate properties

~50% of rent from investment grade clients[1]

GROWING INTERNATIONAL PRESENCE

10th largest global REIT[2]

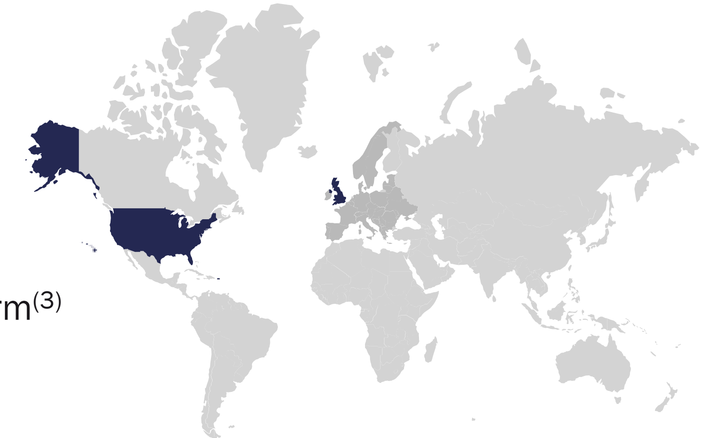
$2.7B UK Portfolio

83 assets

100% occupancy

11 years remaining lease term[3]

5 industries



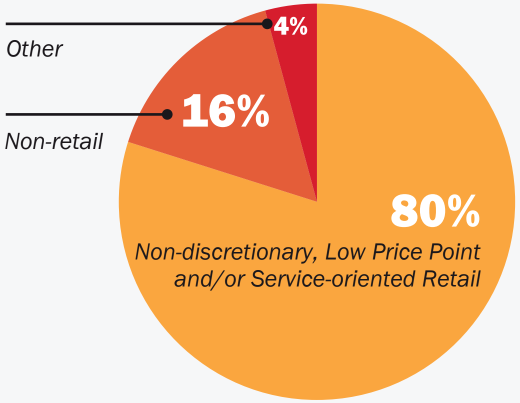
[2] As measured by equity market capitalization of FTSE EPRA Nareit Global REITs TR Index Constituents.
[3] As of June 30, 2021.

DIVERSIFIED REAL ESTATE PORTFOLIO

~630 clients

58 industries

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



~96% of total rent is resilient to economic downturns and/or isolated from e-commerce pressures

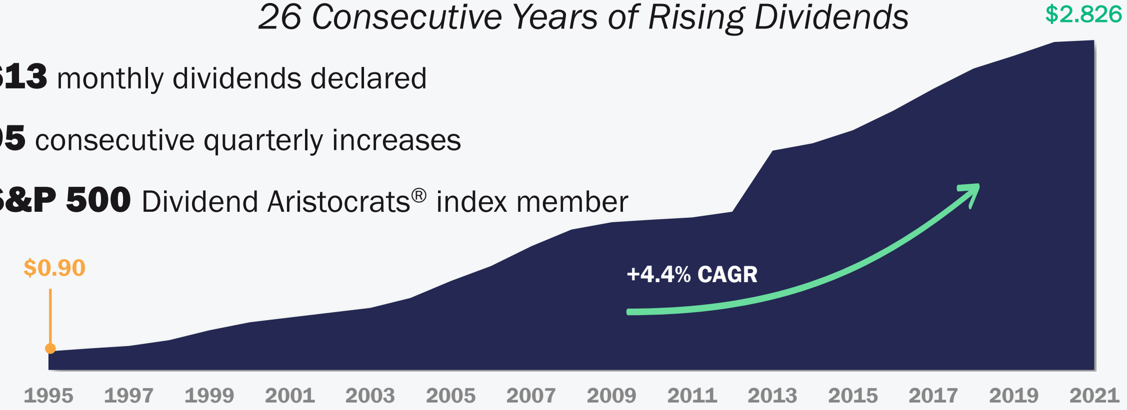
STRONG DIVIDEND TRACK RECORD[4]

26 Consecutive Years of Rising Dividends

613 monthly dividends declared

95 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).

[4] As of July 2021 dividend declaration.

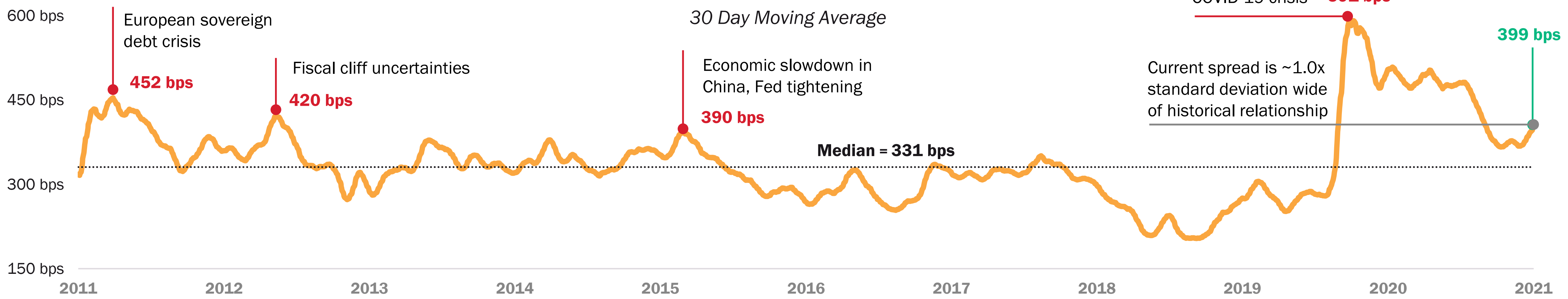
REALTY INCOME

Valuation Considerations Normalizing for Historically Low Treasury Yields

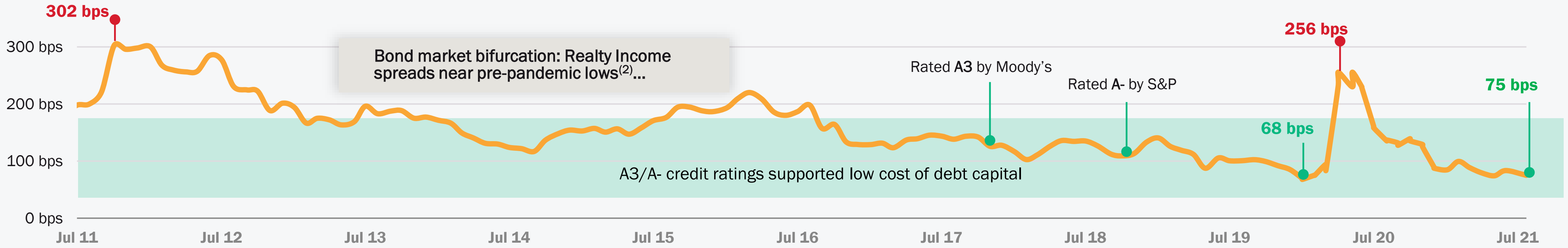
Historically, O's equity valuation spread has normalized following periods of economic uncertainty…

HISTORICAL NTM AFFO YIELD SPREAD VS 10 YEAR US TREASURY

30 Day Moving Average



In order for O's AFFO yield spread to **normalize to its historical median**, annual AFFO would have to decline to $3.23, a 9% decline relative to the midpoint of O's 2021 AFFO/sh guidance(1).



As of 7/30/2021. **Source:** Bloomberg.

(1) Assuming 10y UST yield of 1.30%, $70 stock price, and 2021 AFFO/sh guidance range of $3.53-$3.59.

(2) Represents estimated G-spreads on Realty Income benchmark 10-year unsecured notes outstanding.

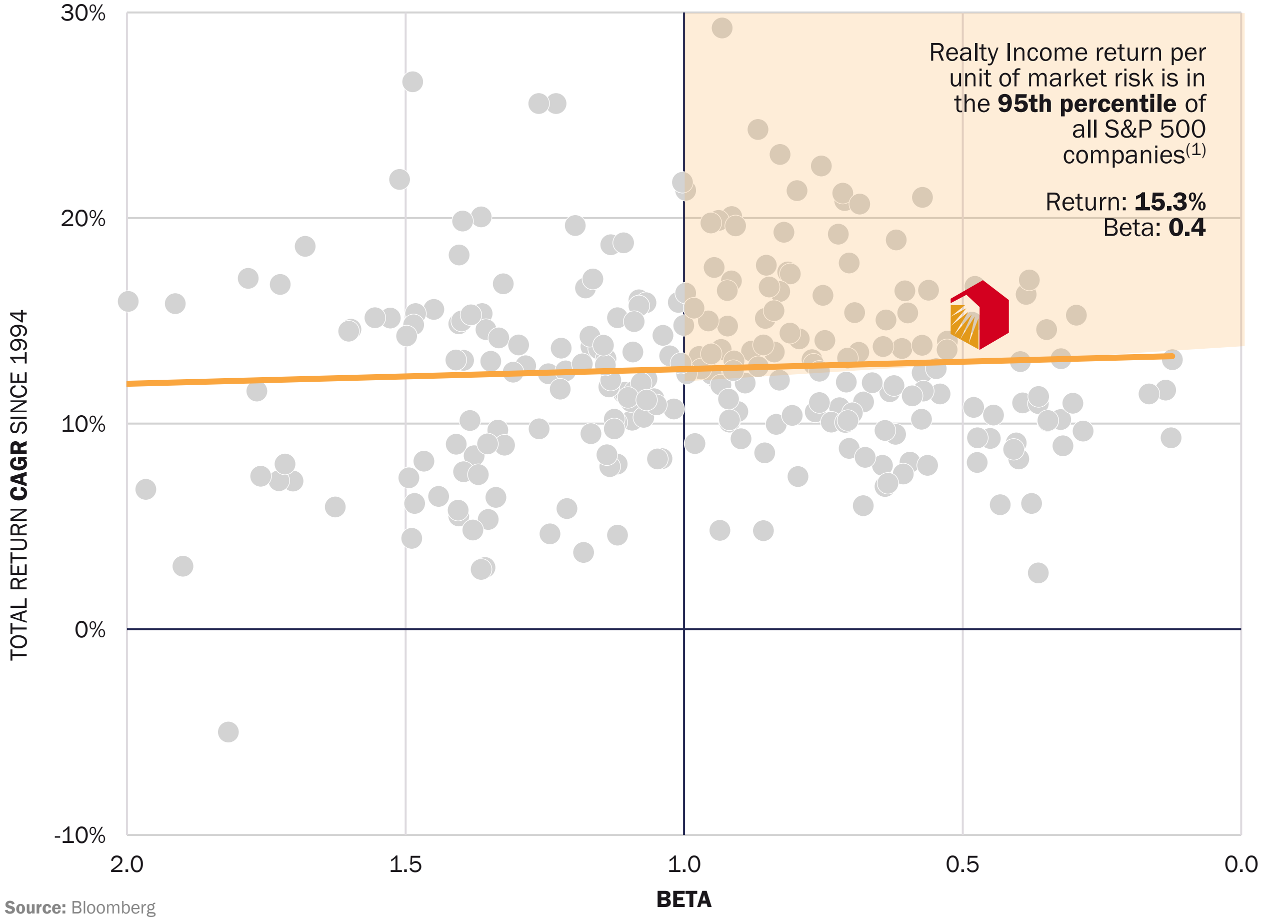
Performance Track Record

Superior risk-adjusted returns, particularly during economic downturns

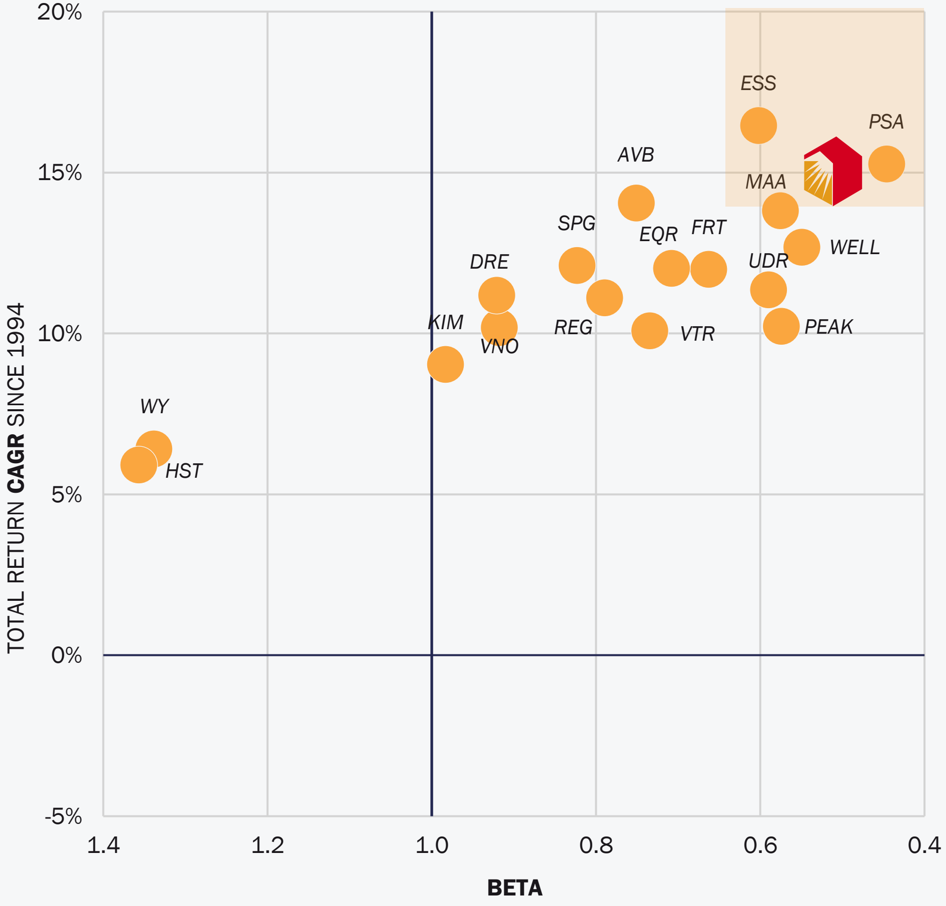
Attractive Risk/Reward vs. S&P 500 Companies and Blue-Chip REITs

Historically, **Realty Income** delivered more return per unit of risk vs. majority of **S&P 500** companies and **S&P 500 REITs**(2)

S&P 500 Members



S&P 500 REIT Peers



Source: Bloomberg

(1) n=261 | As of 6/30/2021 | Excludes companies without trading histories dating to 1994 | Beta measured using monthly frequency.

(2) Excludes REITs without trading histories dating to 1994.

Low Earnings and 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=261 S&P 500 constituents with trading histories dating to Realty Income's 1994 NYSE listing.

Superior Stability vs. Peers: Consistent Growth Maintained Through Pandemic

+3.1%

2020 Dividend Growth

1 of **8** Net Lease REITs(2)

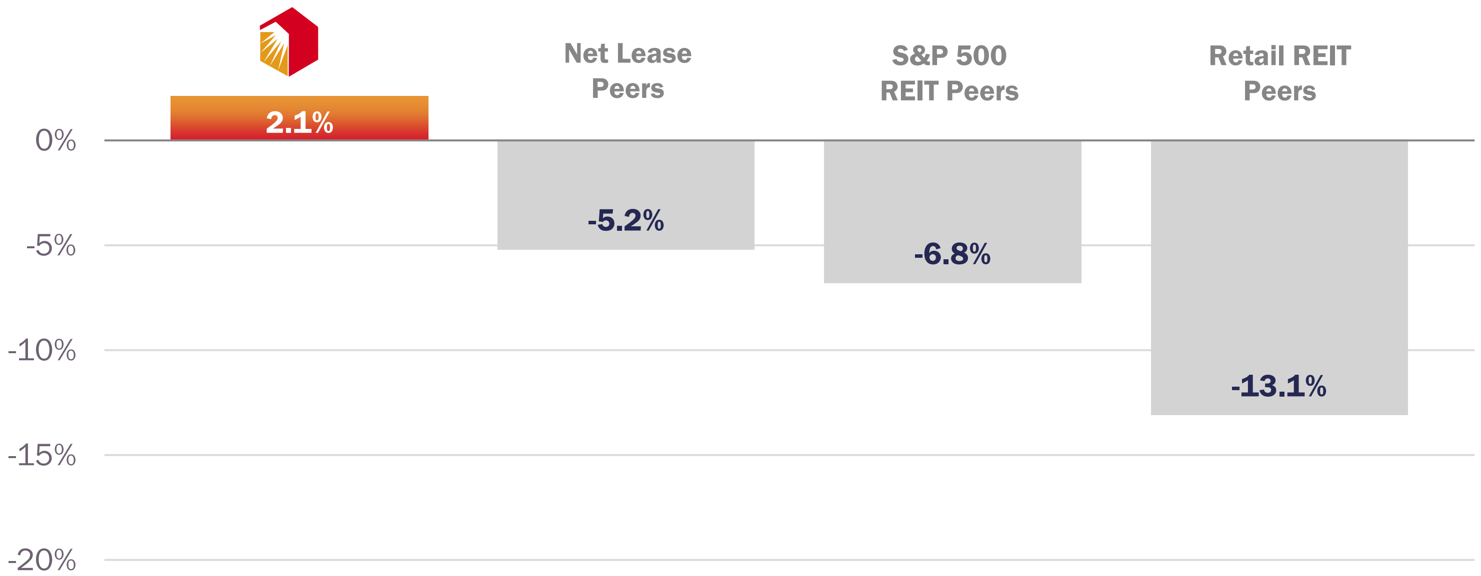
1 of **15** S&P 500 REITs(3)

1 of **7** Retail REITs(4)

THAT INCREASED DIVIDEND IN 2020

2020 EARNINGS PER SHARE

Growth(1)



1 of **4** Net Lease REITs(2)

1 of **7** S&P 500 REITs(3)

1 of **4** Retail REITs(4)

WITH POSITIVE EARNINGS GROWTH IN 2020

(1) Measured as median AFFO/sh growth rate for net lease peers and median FFO/sh growth rates for S&P 500 and retail REIT peers.
(2) Net lease peers include ADC, EPRT, FCPT, GTY, NNN, SRC, STOR, VER, WPC.
(3) Includes 22 S&P 500 constituents, excluding non-property REITs, such as AMT, CCI, EQIX, IRM, SBAC, WY.
(4) 25 total Retail REITs including shopping center and mall REITs, and ADC, EPRT, FCPT, GTY, NNN, O, SRC, STOR, VER.

Superior Stability Through Pandemic: Realty Income Emerged Stronger and Better Positioned

Despite volatility brought upon by the pandemic, the overall portfolio and balance sheet weathered the storm due to our commitment to a **prudent capital structure** and the **resiliency of our portfolio.**

SIZE, SCALE AND LIQUIDITY	FY 2019	Q2 2021
Enterprise Value (in billions)	$32.5	**$34.4**
Annualized Contractual Rent (in millions)	$1,553	**$1,791**
Available Liquidity (in millions)(1)	$2,350	**$1,946**
Fixed Charge Coverage Ratio	5.0x	**6.0x**
LEVERAGE AND DEBT MATURITY SCHEDULE	**FY 2019**	**Q2 2021**
Net Debt-to-EBITDAre	5.5x	**5.4x**
Total Debt / Total Market Capitalization	24%	**27%**
Weighted Average Bonds Maturity (years)	8.3	**8.5**
Total Debt Due in the Next Two Years (in millions)(2)	$653	**$122**
AMPLE EXTERNAL GROWTH OPPORTUNITIES	**FY 2019**	**YTD 2021**
Acquisition Volume Sourced (in billions)	$57	**$40**
Selectivity	7%	**5%**
Annual Acquisitions Guidance (in billions)	$3.25 to $3.50	**~$4.5**

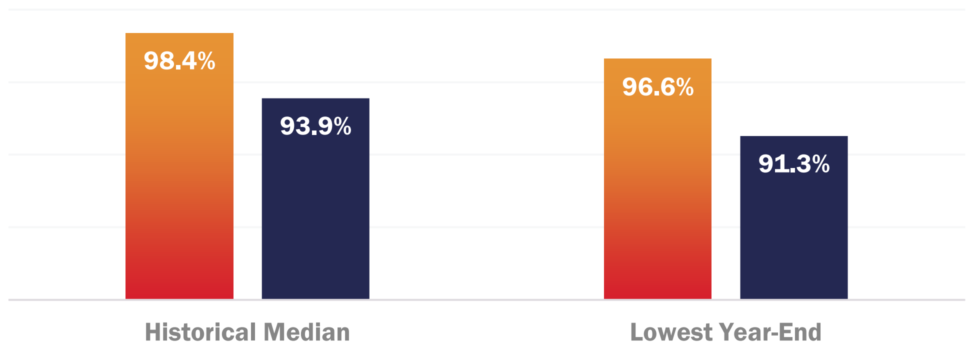
The highest FCCR in our history

The highest acquisition guidance ever provided

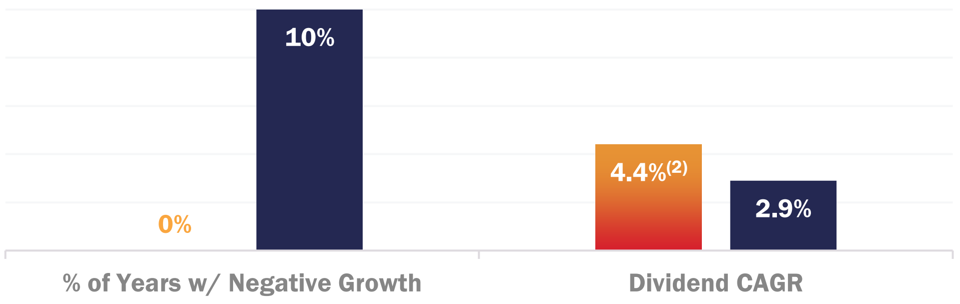
(1) Net of $650 million of commercial paper notes outstanding. Liquidity calculation excludes availability under the $1.0 billion commercial paper program. We use our unsecured revolving credit facility as a liquidity backstop for the repayment of the notes issued under this program.
(2) Excluding commercial paper and revolver maturities.

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

PORTFOLIO OCCUPANCY



DIVIDEND GROWTH(1)

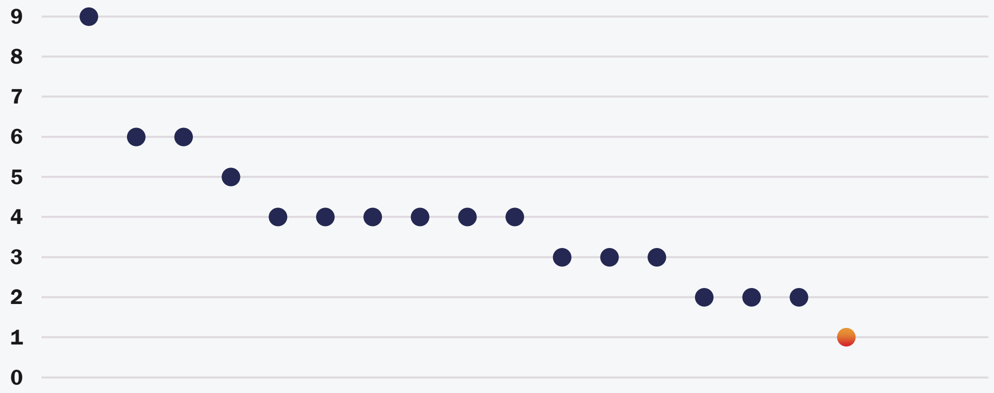


REALTY INCOME

S&P 500 REIT
Median

AVG. CREDIT RATING (S&P/MOODY'S)

OF YEARS WITH TSR < -10%(1)



Source: SNL, Bloomberg | Excludes specialty REITs (i.e., infrastructure, timber, information services).
(1) Since 1995. Excludes REITs with fewer years of history than Realty Income.
(2) As of July 2021 dividend declaration.

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

2007 – 2009 relative 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%
2	0.7%	0.5%	0.6%	0.8%	**0.3x**	1.2%	0.2%
3	3.1%	1.1%	3.8%	1.3%	0.5x	1.5%	**0.3%**
4	3.7%	1.4%	4.3%	2.0%	1.5x	2.0%	0.3%
5	4.0%	1.7%	5.7%	2.2%	2.2x	2.2%	0.7%
6	4.2%	1.7%	9.7%	7.4%	2.2x	2.8%	3.4%
7	9.7%	9.4%	31.9%	20.3%	3.3x	4.9%	N/A[3]

LESS VOLATILE

MORE VOLATILE

Realty Income

REITs that currently have at least two A-/A3 credit ratings or better

Source: SNL

[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 unconstrained.

Size and Scale as a Competitive Advantage

Inherent advantages of size and scale drive...

1 OPTIMIZED PORTFOLIO PROFITABILITY

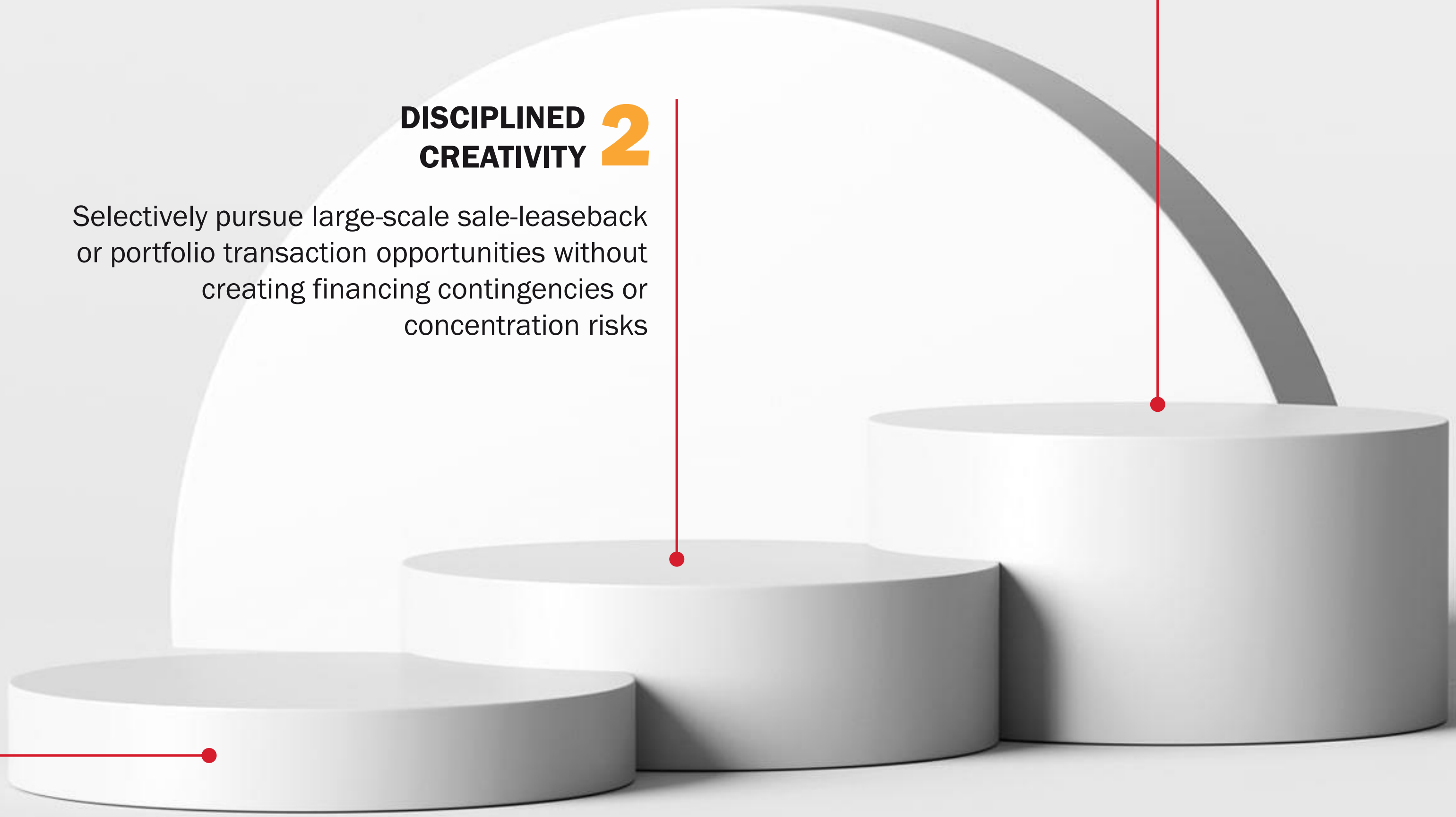
Leverage our 52+ year history and trove of portfolio data to capitalize on unique insights driven by predictive analytics

2 DISCIPLINED CREATIVITY

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

3 CALCULATED CONSOLIDATION

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



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

EUROPE

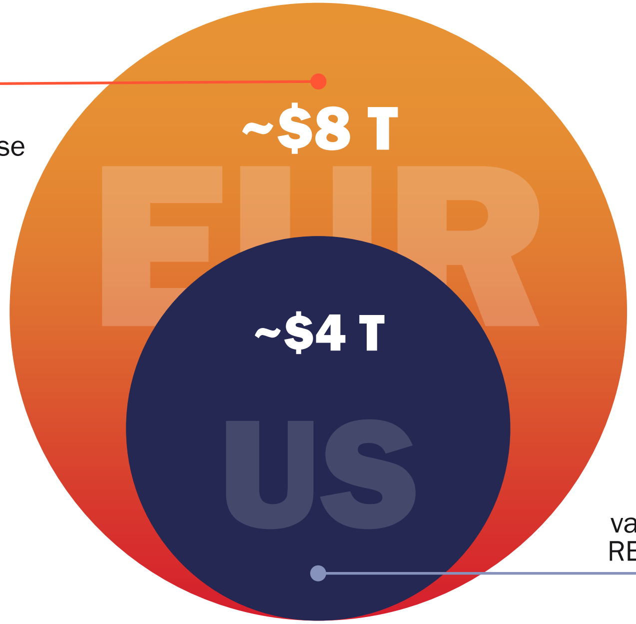
UNITED STATES

AGGREGATE NET LEASE

Market

EUROPE

Combined enterprise value of public net lease REITs of **~$5 billion**



UNITED STATES

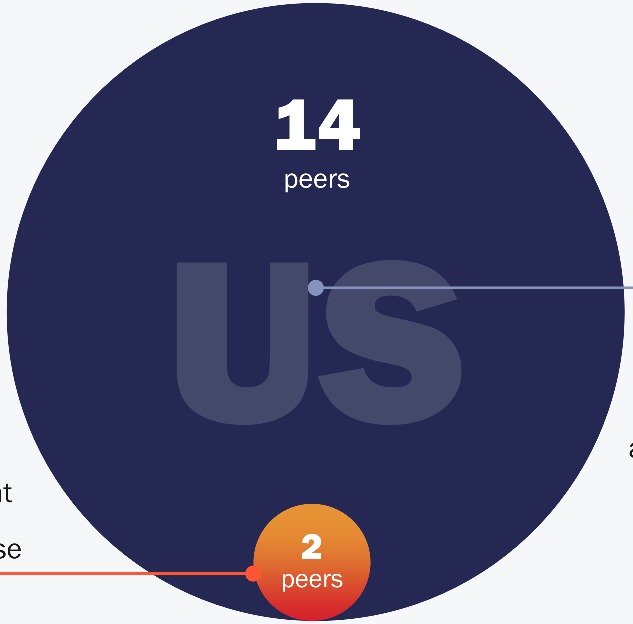
Combined enterprise value of public net lease REITs **of ~$145 billion**[1]

PUBLIC NET LEASE

Peers

EUROPE
~$5 B

Public net lease REITs account for **< 1%** of total addressable universe



UNITED STATES
~$145 B

Public net lease REITs account for **~4%** of total addressable universe

To achieve similar market saturation, Realty Income's enterprise value in Europe would approximate ~$68B, or ~25X the current portfolio size

[1] Represents "traditional" net lease peers, excluding gaming REITs.

Realty Income's External Growth Opportunities are Broad and Unconstrained

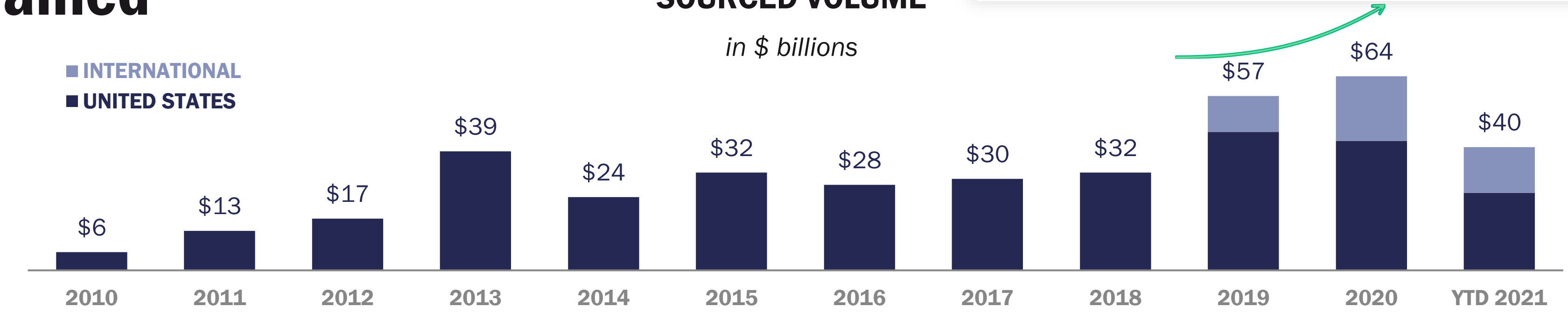
International opportunities added **~30%** to Realty Income's combined **sourcing volume** in 2019-2020

International Expansion Has Accelerated **Sourcing Volume** Over the Last 2 Years…

Which Resulted in Increased **Selectivity**

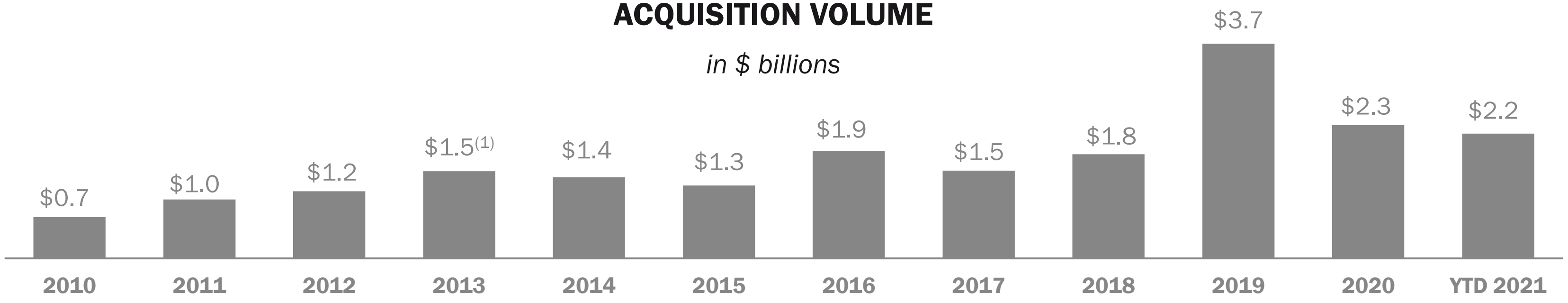
SOURCED VOLUME

in $ billions



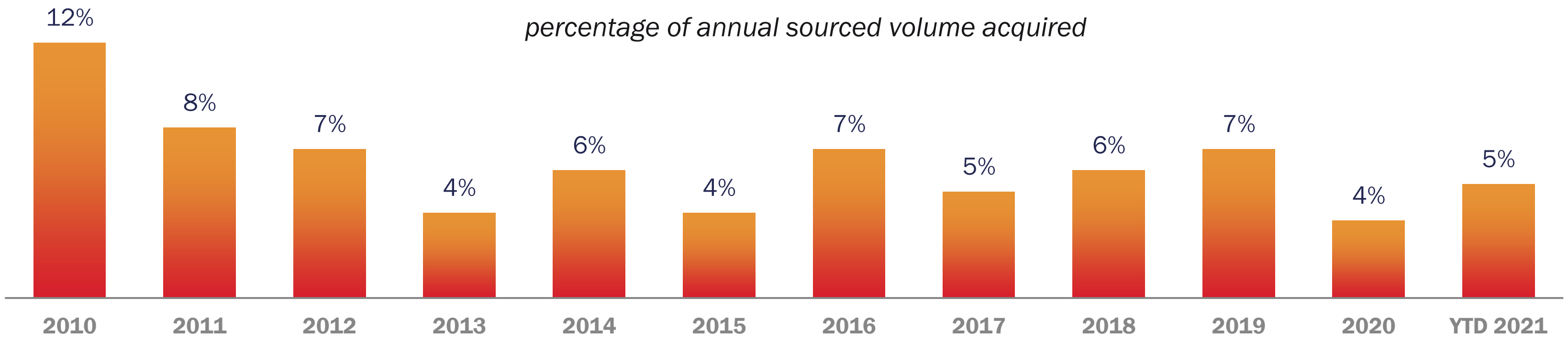
ACQUISITION VOLUME

in $ billions



SELECTIVITY

percentage of annual sourced volume acquired



(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**

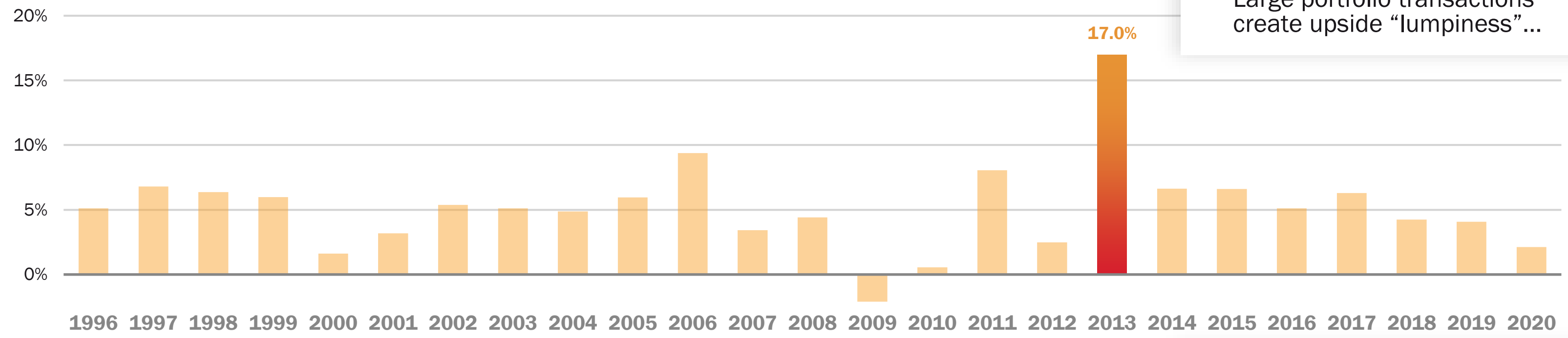
- Stronger historical growth rate vs. REITs **(3.2%)**[1]
- Positive earnings growth in **24** of **25** years
- Modest annual downside volatility of **2.8%**[2]

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

REALTY INCOME

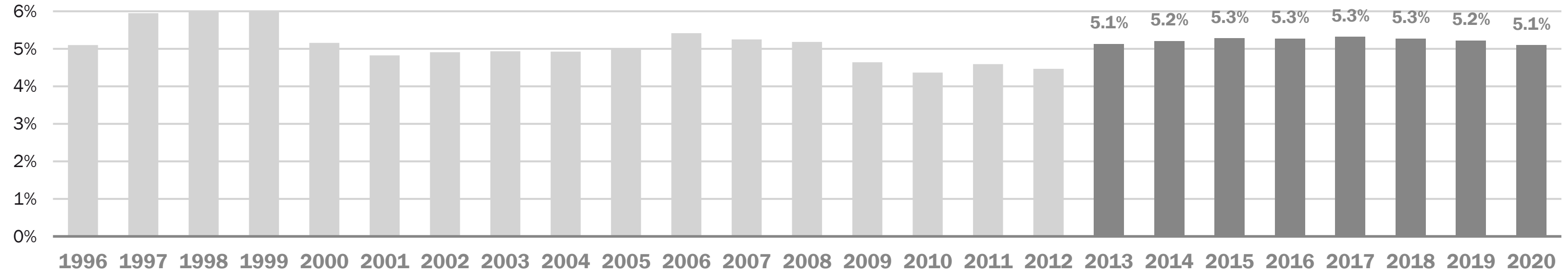
ANNUAL AFFO/sh[3]
Growth



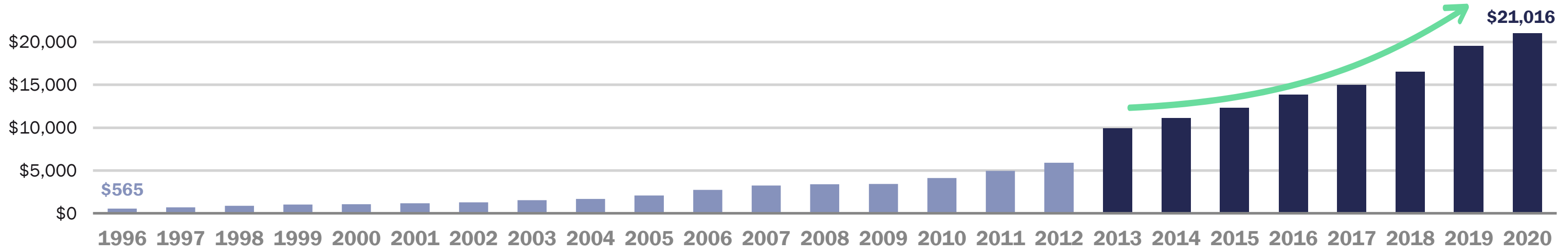
Large portfolio transactions create upside "lumpiness"...

...which supports outsized blended growth over time

AFFO/sh CAGR
Benchmarked to 1995



GROSS RE ASSET VALUE
(GREAV)[4]



(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) Gross real estate asset 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]

S&P 500® ~$1.5 TRILLION

+

FTSE Russell 3000 ~$500 BILLION

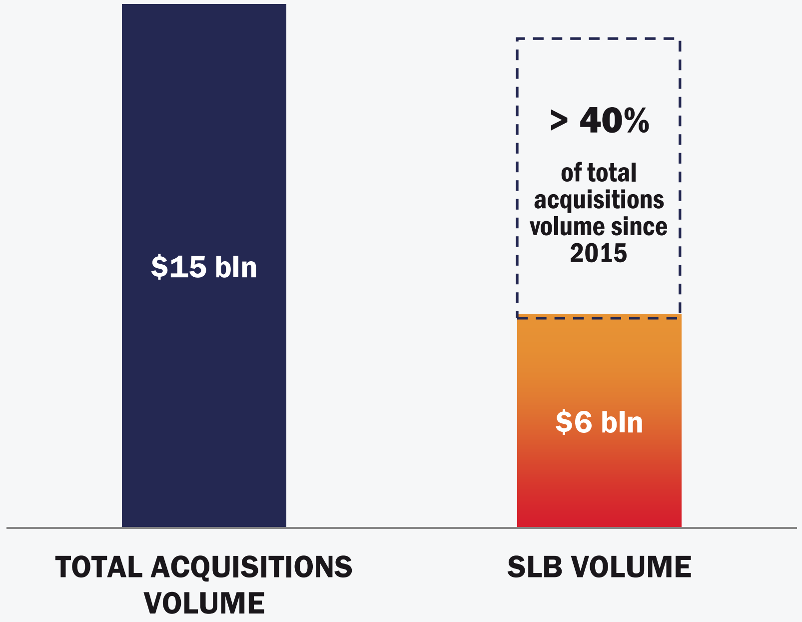
Blue-chip, best-in-class operators represent **Realty Income's** target market and account for **~75%** of real estate owned by public companies

MOMENTUM

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

AGGREGATE ACQUISITIONS VOLUME

2015 – YTD 2021



Source: Bloomberg

[1] Represents real estate owned by publicly traded companies. Calculated as the sum of gross book values of land, buildings, improvements and construction-in-progress. Excludes energy and real estate industries.

Crystallizing Value Creation: Illustrative Sale-Leaseback Scenarios

REALTY INCOME

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**

(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	SHOPPING CENTERS AND MALLS
Initial Length of Lease	**15+ 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	**12k sf / High**	150k–850k sf / Low
AMPLE EXTERNAL GROWTH OPPORTUNITIES	**REALTY INCOME**	**SHOPPING CENTERS AND MALLS**
Target Markets	**Many**	Few
External Acquisition Opportunities	**High**	Low
Institutional Buyer Competition	**Modest**	High

External acquisitions drive **~2/3** of total earnings growth

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 6,700 Properties

$40 BILLION
YTD 2021 SOURCED OPPORTUNITIES

RESEARCH AND STRATEGY > REVIEW OF REAL ESTATE FUNDAMENTALS > ANALYSIS OF CLIENT FINANCIAL STRENGTH > INVESTMENT COMMITTEE DISCUSSION AND DECISION

SELECTIVITY: ~5%

$2.2 BILLION
YTD 2021 ACQUISITIONS VOLUME

Strategic Objectives:

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

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

Key Insights:

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

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

Investment Strategy: 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)	0.86
Long-term 10-year U.S. yield (Fitted Instantaneous Forward Rate)	3.1%
Equity market risk premium (S&P 500 Earnings Yield vs 10Y UST)	3.6%
Long-Term Cost of Equity (CAPM methodology)	**6.2%**
Dividend yield	4.0%
Assumed long-term dividend growth rate	4.0%
Long-Term Cost of Equity (Yield + Growth methodology)	**8.0%**
Long-Term Cost of Equity (Average of two methodologies)	**7.1%**

KEY ASSUMPTIONS & CALCULATION: LONG-TERM WACC

65% Weight: Long-Term Cost of Equity	7.1%
35% Weight: Cost of Debt (unsecured, 10Y, fixed)	1.9%
Long-Term WACC	**5.3%**

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

62% Equity: AFFO Yield	5.2%
33% Debt: unsecured, 10-year, fixed	1.9%
5% Retained Free Cash Flow	0%
Nominal 1st-Year WACC	**3.9%**

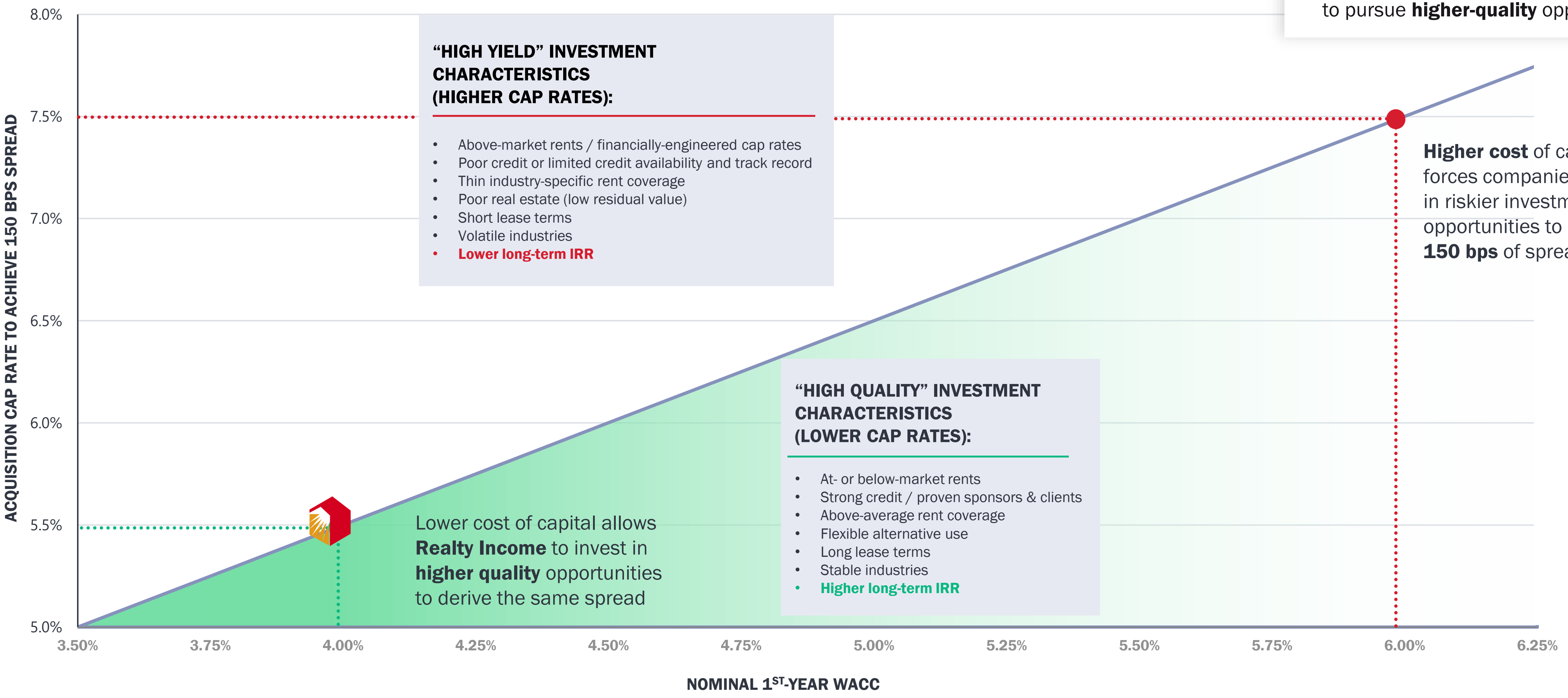
LOW NOMINAL WACC supports ability to spread invest in high-quality real estate opportunities

LONG-TERM WACC considers growth requirements of equity and supports focus on residual value of acquisitions

Note: Cost of capital information uses illustrative assumptions only (as of 7/30/2021). AFFO yield is based on the NTM AFFO/sh consensus. Cost of debt is based on a mix of USD-denominated and GBP-denominated debt.

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

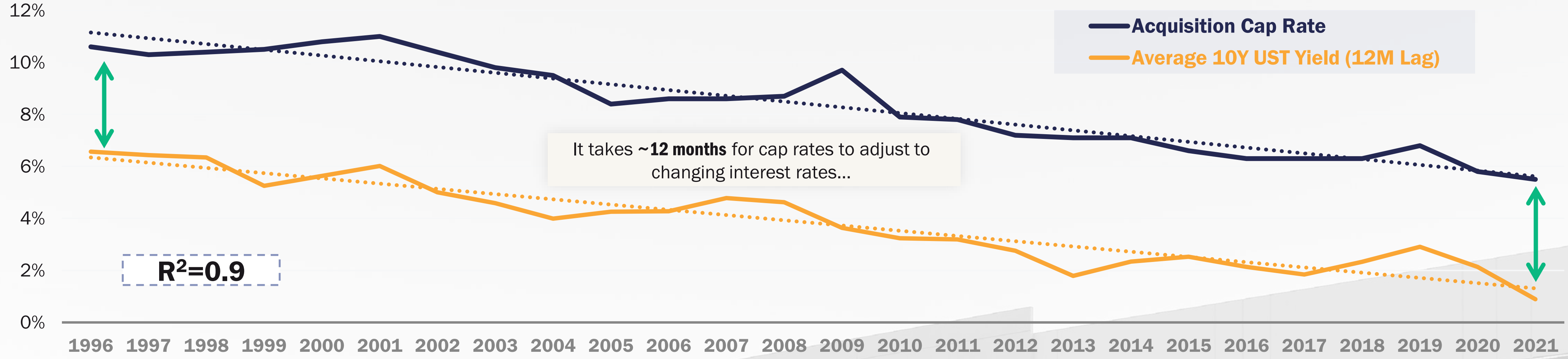
Net lease peers with **higher cost** of capital than **Realty Income** cannot "afford" to pursue **higher-quality** opportunities



Note: Cost of capital information uses illustrative assumptions only.

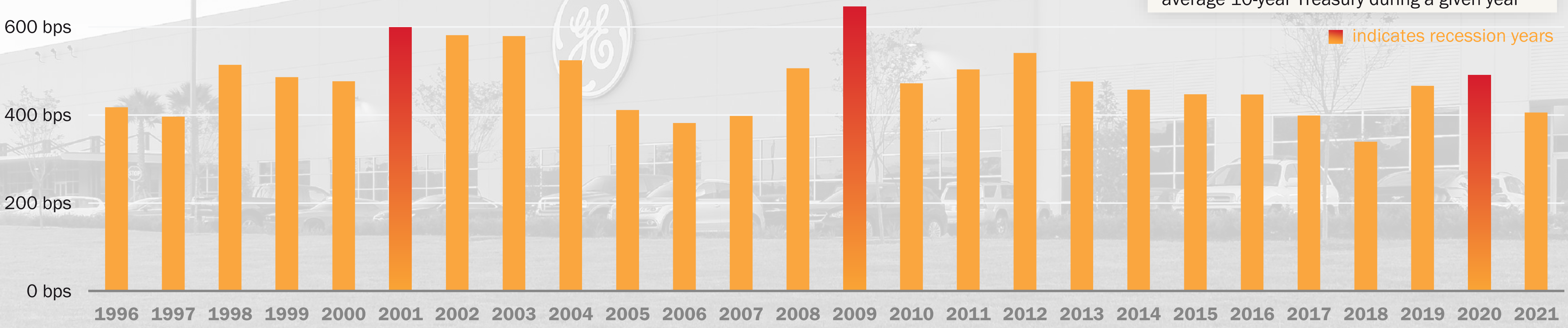
Investment Spreads Tend to Persevere Even as Interest Rates Rise

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



RECESSIONARY ENVIRONMENT PRESENTS ATTRACTIVE ACQUISITIONS OPPORTUNITIES

Measured as acquisition cap rate spread over average 10-year Treasury during a given 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%	6%	8%	11%	13%	23%
$400	1%	3%	4%	6%	7%	13%
$600	1%	2%	3%	4%	5%	9%
$800	1%	1%	2%	3%	4%	7%
$1,000	1%	1%	2%	2%	3%	6%
$1,800	<1%	<1%	1%	1%	<2%	3%

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

$1.8 BILLION ABR

Current size allows Realty Income to pursue large sale-leaseback transactions without compromising prudent client and industry diversification metrics

(1) Assumes 6.0% 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%

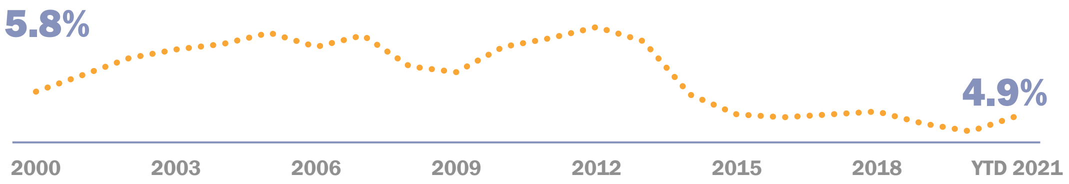
Benefits of Size and Scale: Greater EBITDA Flow-Through to Bottom Line

Operating efficiencies continue to scale as **Realty Income grows**

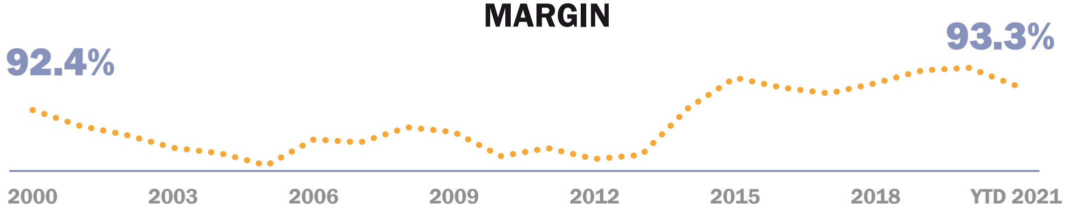
	Realty Income	NET LEASE PEER MEDIAN(2)	S&P 500 REIT PEER MEDIAN(3)
G&A AS % OF RENTAL REVENUE	4.9%	9.1%	9.3%
ADJUSTED EBITDAre MARGIN	93.3%	88.3%	78.1%
G&A AS % OF GREAV	33 bps	70 bps	66 bps

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

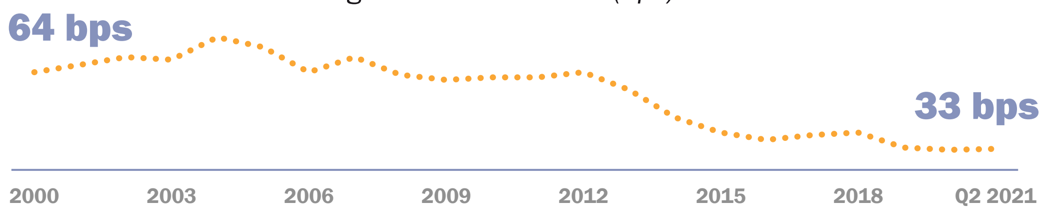
G&A as %
rental revenue(1)



ADJUSTED EBITDAre MARGIN



G&A as %
gross RE asset value (bps)(1)



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. Net Lease peers include ADC, BNL, EPR, EPRT, FCPT, GTY, LXP, NNN, NTST, SRC, STAG, STOR, VER, WPC.
(3) Based on trailing twelve months. Excludes non-property REITs: AMT, CCI, EQIX, IRM, SBAC, WY.

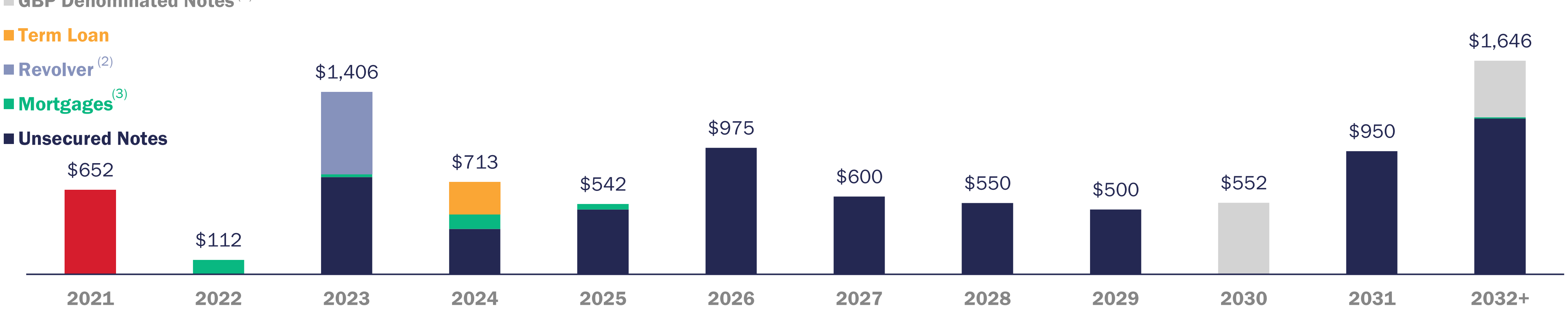
Fortress Balance Sheet

Our conservative capital structure supports superior financial flexibility.

Fortress Balance Sheet – One of Only Eight U.S. REITs with Two A3/A- Ratings or Better

STAGGERED DEBT MATURITY PROFILE

in $ millions



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

5.4x — *Net Debt to EBITDAre*

6.0x — *Fixed Charge Coverage Ratio*

27% — *Debt to Total Market Cap*

Conservative Long-Term Debt Profile

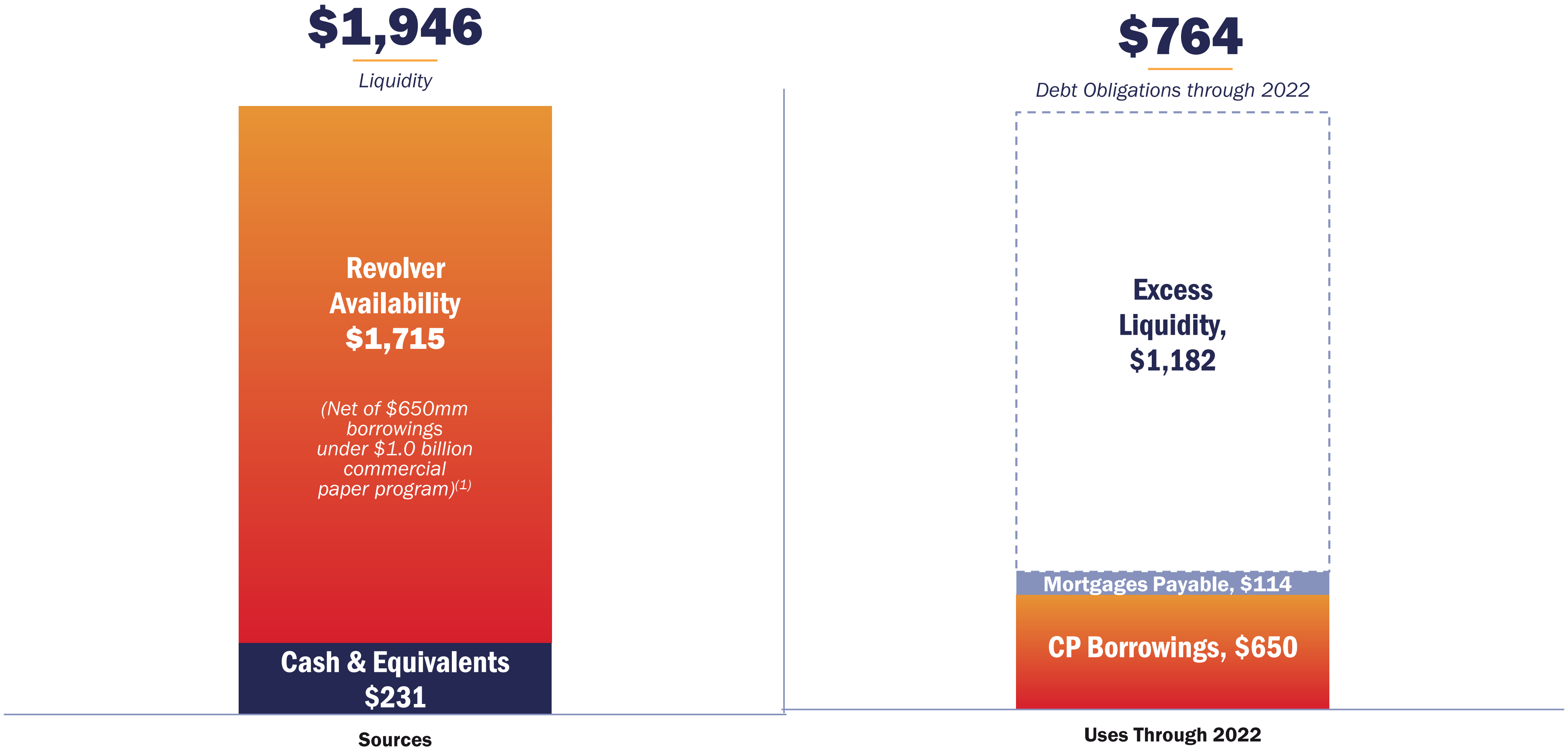
97% — *Unsecured*

86% — *Fixed Rate*

8.5 yrs — *W.A. term to maturity for notes & bonds*

(1) Represents the principal balance (in USD) of the Sterling-denominated note offering and Sterling-denominated private placement of £400 million and £315 million, respectively, converted at the applicable exchange rate on June 30, 2021. The maturity schedule excludes our July 2021 debut green bond issuances of £400 million of 1.125% senior unsecured notes due July 2027 and £350 million of 1.750% senior unsecured notes due July 2033.
(2) As of June 30, 2021, the balance of borrowings outstanding under our revolving credit facility consisted entirely of Sterling-denominated borrowings of £460 million. The revolver has a $1 billion accordion feature, which is subject to obtaining lender commitments.
(3) includes the principal balance (in USD) of one Sterling-denominated mortgage payable of £31 million converted at the applicable exchange rate on June 30, 2021.

Ample Liquidity and Low Borrowing Costs Support Enhanced Financial Flexibility



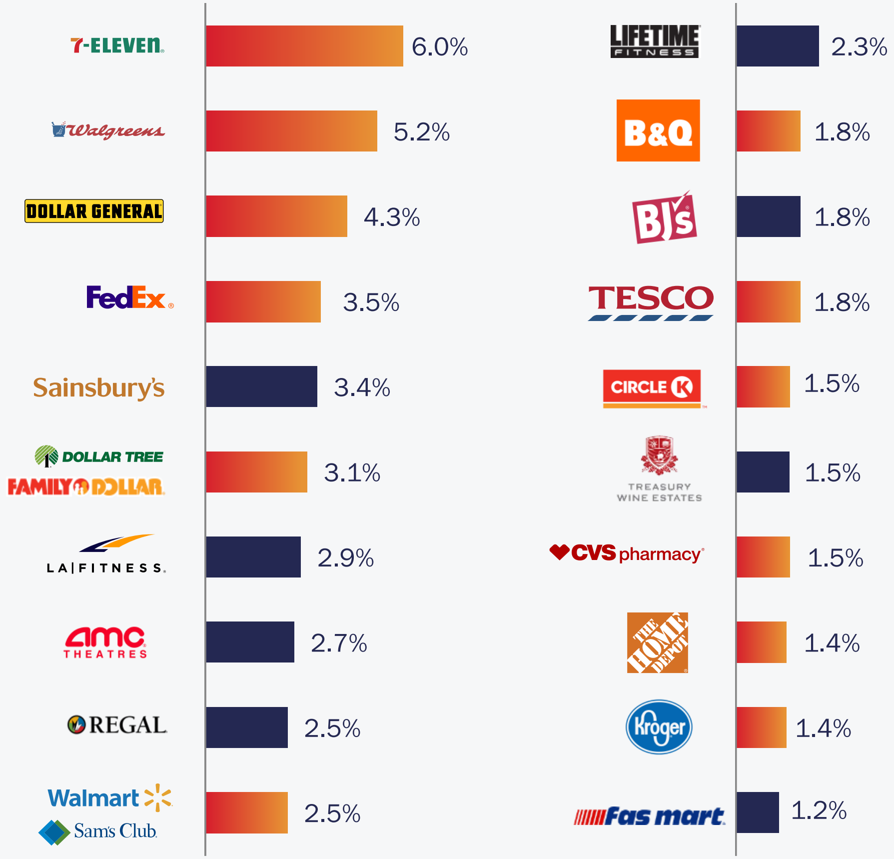
Note: Values shown in millions.
Uses: Excludes interest expense, ground leases paid by Realty Income or our clients, and commitments under construction contracts.
[1] We use our revolving credit facility as a liquidity backstop for the repayment of the notes issued under our commercial paper program. The revolver has a $1 billion accordion feature, which is subject to obtaining lender commitments.

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

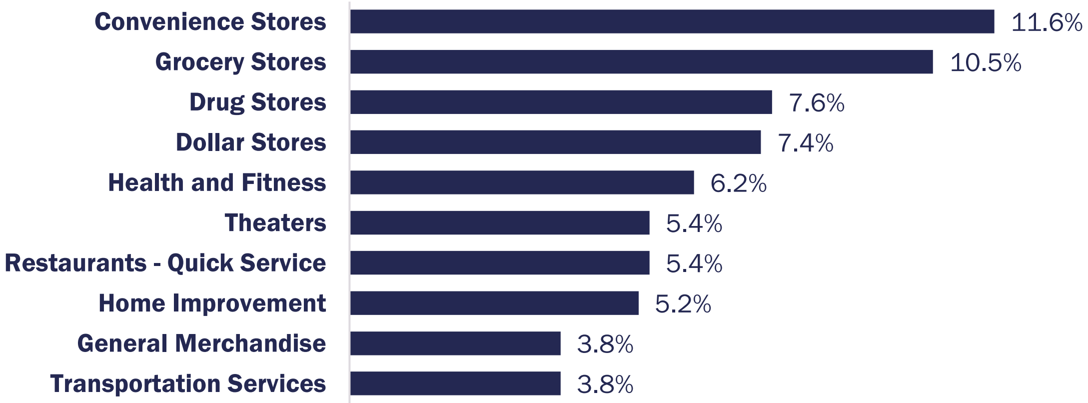


Note: Orange indicates investment grade clients that are companies or their subsidiaries with a credit rating, as of the balance sheet date, of Baa3/BBB- or higher from one of the three major rating agencies (Moody's/S&P/Fitch).

REALTY INCOME

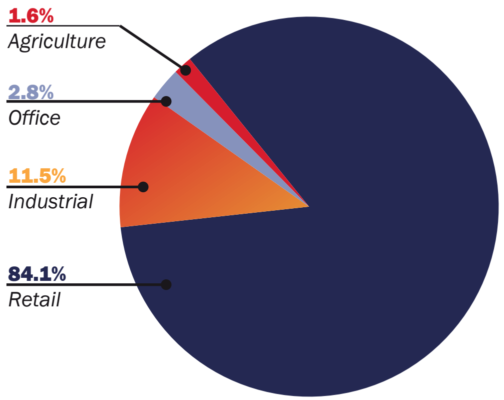
INDUSTRY DIVERSIFICATION[1]

% of Revenue



[1] Represents total portfolio annualized contractual rent contribution from U.S. and U.K. properties.

PROPERTY TYPE DIVERSIFICATION



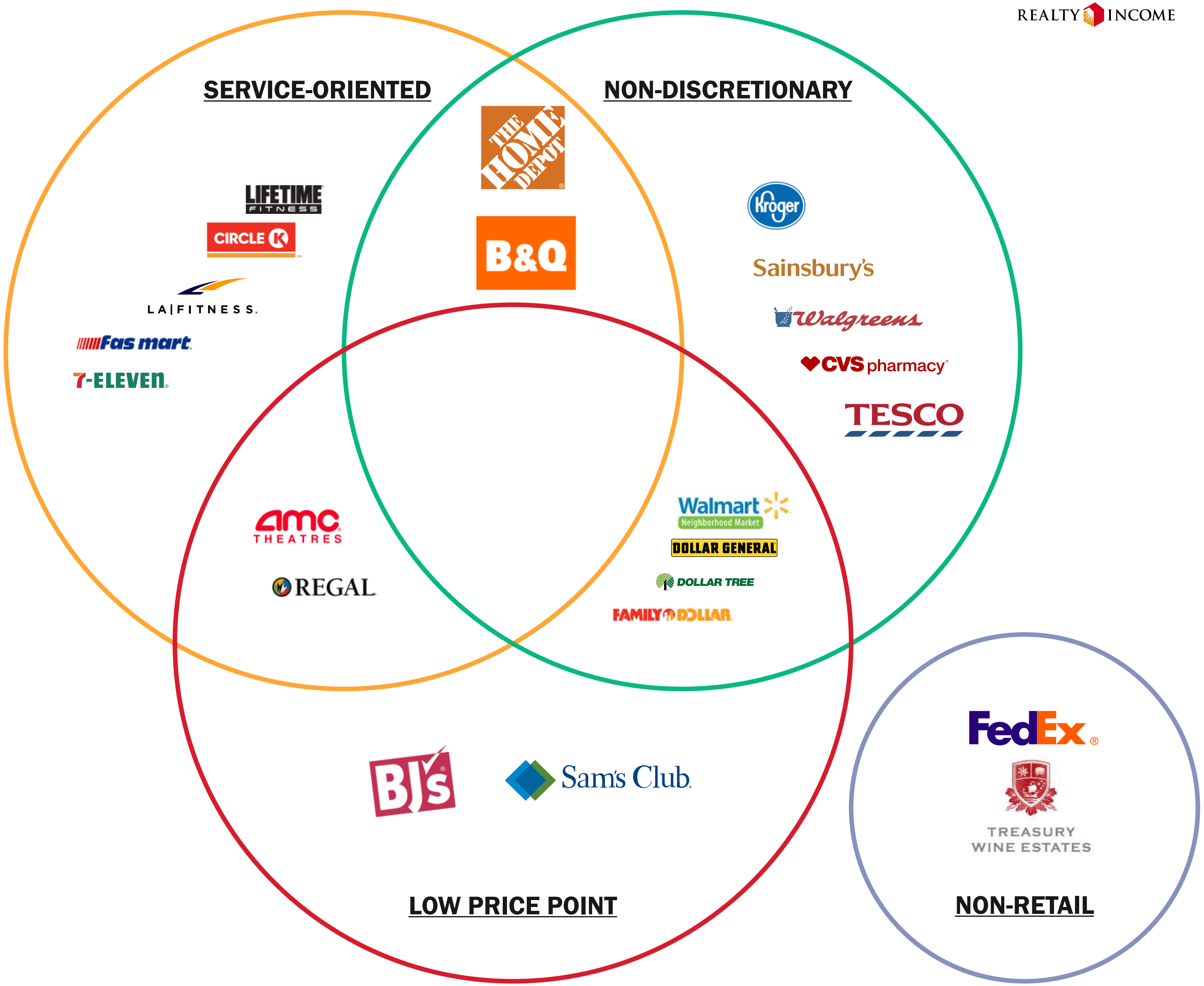
GEOGRAPHIC DIVERSIFICATION

TEXAS	10.5%
U.K.	8.9%
CALIFORNIA	8.6%
ILLINOIS	5.6%
FLORIDA	5.0%

Top 20 Clients Highly 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 Results 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.

109 of 148 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
37	Apparel	Limited exposure to the industry; existing exposure is primarily with off-price retailers that have fared better.
33	Casual Dining	Immaterial exposure to bankruptcies in this sector. Top two clients are large, national operators with strong access to capital that paid ~97% of rent through the duration of the pandemic.
19	Specialty Retailer	Limited exposure to the industry, primarily with clients selling low price point goods.
17	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 NM) control ~40% 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	Jewelry / Accessories	Immaterial exposure to this industry. No exposure to bankruptcies.
3	Consumer Electronics	Immaterial exposure to a large, national operator with strong balance sheet and successful omni-channel platform. No exposure to bankruptcies.
3	Other Discretionary Retail	No exposure to retailers that filed bankruptcy.

Investing in Realty Income = Diversified Credit Exposure to Best-in-Class Operators

Realty Income dividend yield is superior to 10-year bond yields of its underlying clients

Investing in **Realty Income** vs investing in individual bonds of top clients[1]

		CONVENIENCE STORES	GROCERY STORES	DRUG STORES	DOLLAR STORES
PREMIUM YIELD WITH BOND-LIKE SAFETY GUARANTEED BY INVESTMENT GRADE CREDITS	Walgreens, 7-ELEVEN, DOLLAR GENERAL, Kroger	7-ELEVEN, CIRCLE K	Kroger, Walmart, TESCO	CVS pharmacy, Walgreens	DOLLAR TREE, DOLLAR GENERAL
DIVERSIFICATION	✓	✗	✗	✗	✗
INCOME GROWTH POTENTIAL	✓	✗	✗	✗	✗
25+ YEAR HISTORY OF INCREASING INCOME	✓	✗	✗	✗	✗
YIELD PRODUCING	4.2%[2]	2.4%[3]	1.9%[3]	3.2%[3]	2.3%[3]

[1] The sample size represents Realty Income's clients from top four industries that have ~10-year public unsecured debt outstanding.
[2] Represents dividend yield as of 6/30/2021.
[3] Weighted average (by rent) ~10-year unsecured bond yields for each industry.
As of 6/30/2021.

Credit Valuation Arbitrage:

Acquiring Cash Flow from Blue-Chip Operators at Attractive Real Estate Spreads

Top 50 Clients Represent(2)

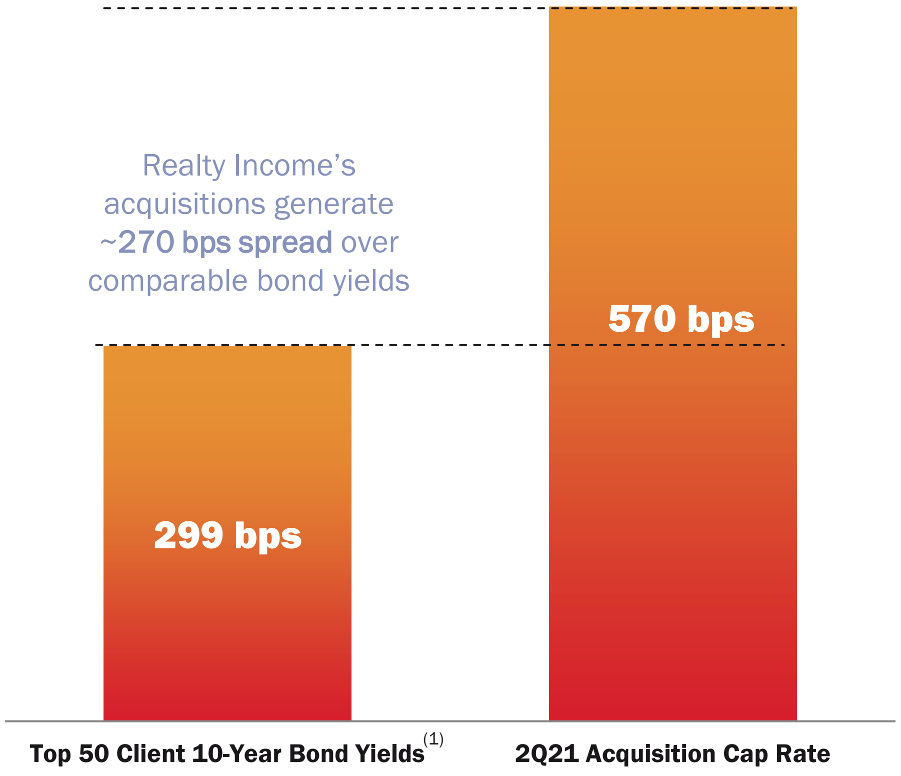
~70% of total annual rent

~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)

BBB-/Baa3 weighted average credit rating

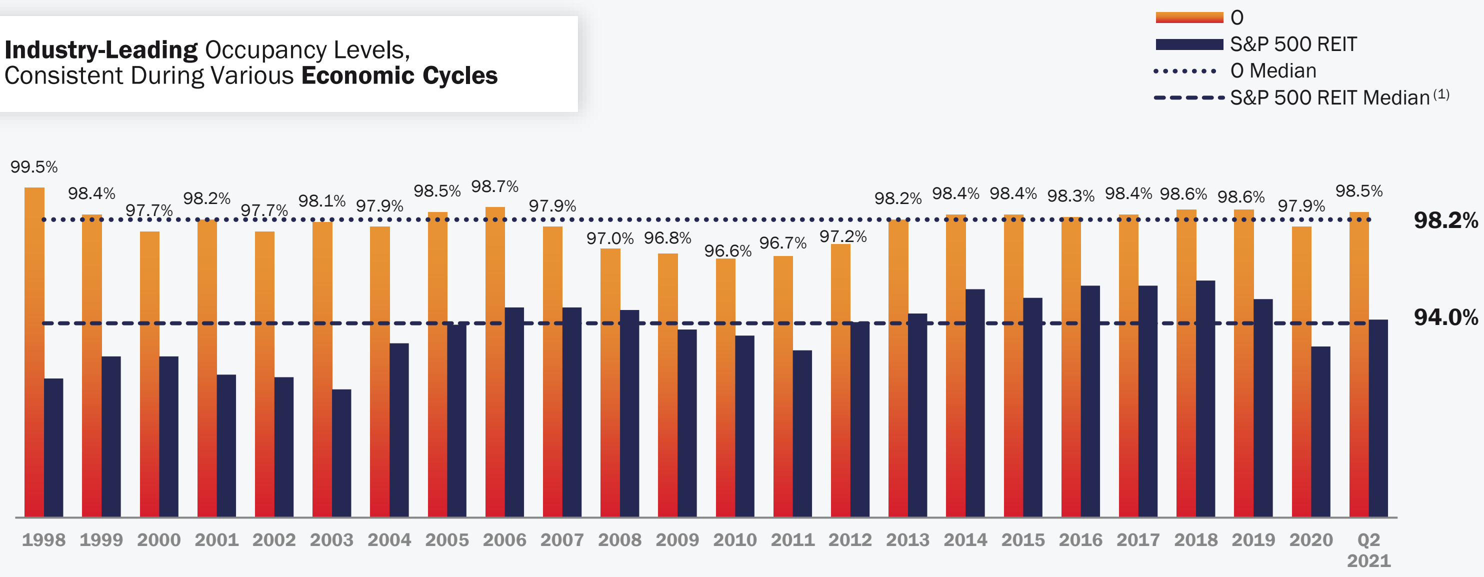
NET LEASE ACQUISITIONS GENERATE PREMIUM INCOME STREAM RELATIVE TO BONDS



Source: Bloomberg
(1) Weighted average (by rent) ~10-year bond yields as of 6/30/2021.
(2) As of 6/30/2021.
(3) As measured by rent. ~15% 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).

Stable and Predictable Cash Flows Supported by High-Quality Real Estate Portfolio

Industry-Leading Occupancy Levels,
Consistent During Various **Economic Cycles**



CONSISTENCY BY DESIGN:

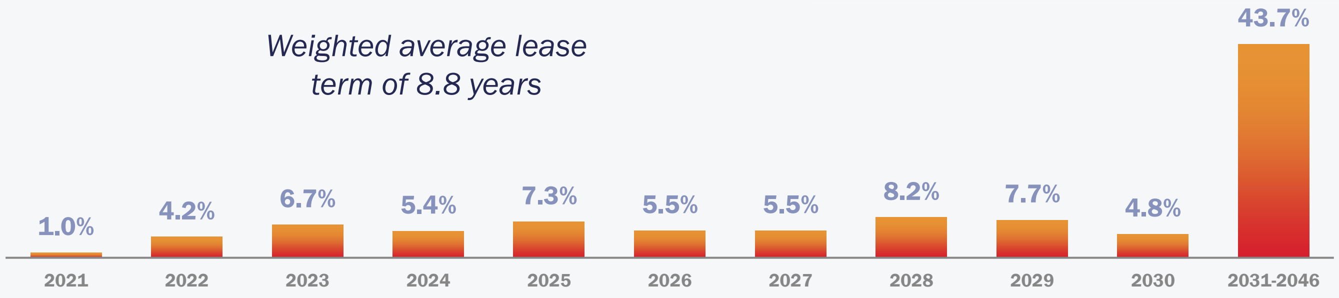
- **Careful underwriting** at acquisition
- **Long** initial lease **term**
- **Strong** underlying real estate **quality**
- Strategy of owning "**mission critical**" locations
- **Diversified client industries** with strong fundamentals
- **Prudent** disposition **activity**

MAXIMIZING REAL ESTATE VALUE:

- **Strategic management** of rollovers
- Proactively addressing portfolio **"watch list"**
- Resolved over 3,700 lease expirations since **1996**

Manageable Lease Expiration Schedule
Provides High Visibility into Future **Cash Flows**

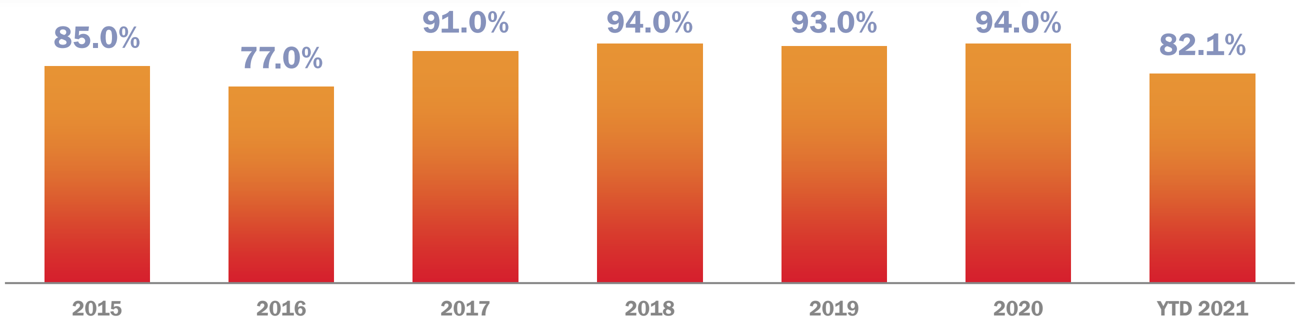
Weighted average lease term of 8.8 years



(1) Includes 22 S&P 500 constituents, excluding non-property REITs, such as AMT, CCI, EQIX, IRM, SBAC, WY.
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

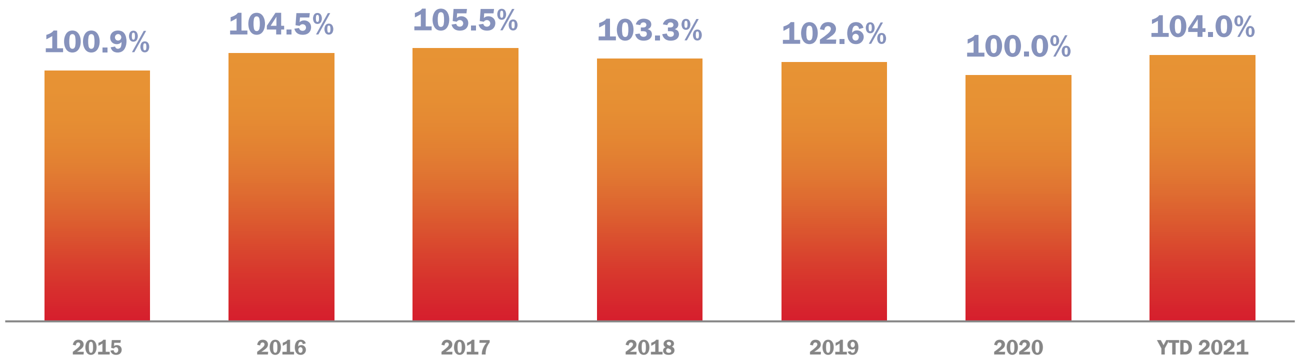
Strong client retention rates are a testament to **real estate quality, operator quality,** active **asset management** and mutually beneficial **client relationships**[(1)]



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 **3,100** properties at **100.6%** recapture rate[(2)] since **1996.**
- One of the few net lease companies that report re-leasing results.

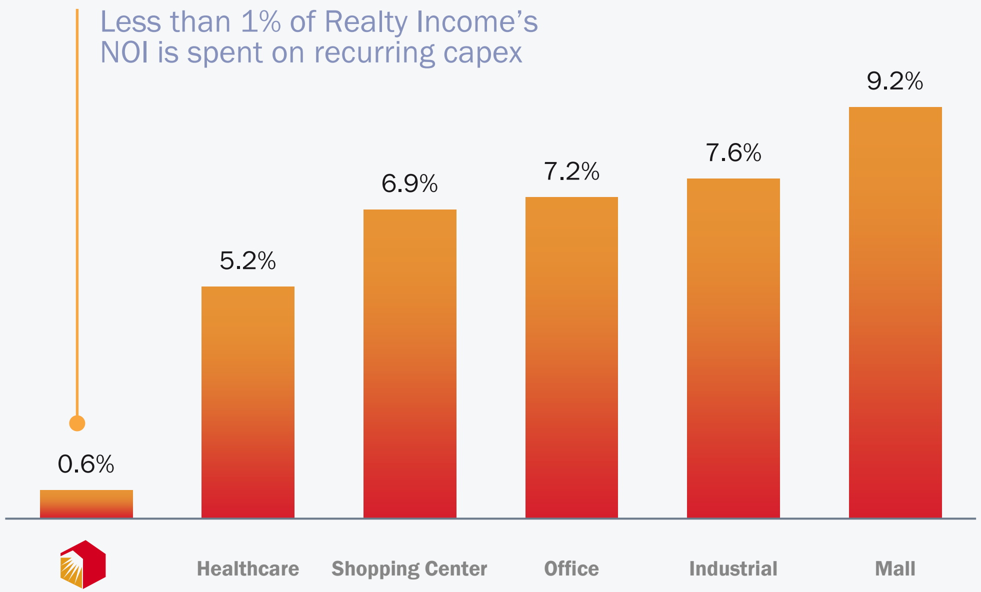
Accretive Re-Leasing Activity is a Result of Prudent Underwriting[(2)]



(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. Based on annual data between 2012 and 2020.

"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)

UK Portfolio Overview

Sale-leaseback transaction with Sainsbury's in May 2019 was a foundation for a growth platform in the U.K.

U.K. Portfolio Snapshot

REALTY INCOME

REALTY INCOME HAS CONTINUED TO GROW ITS U.K. PRESENCE WITH INVESTMENTS OF ~$2.7 BILLION THROUGH JUNE 30, 2021

83 properties

100% occupancy

~6.8mm leasable square feet

~$161mm annualized contractual rent

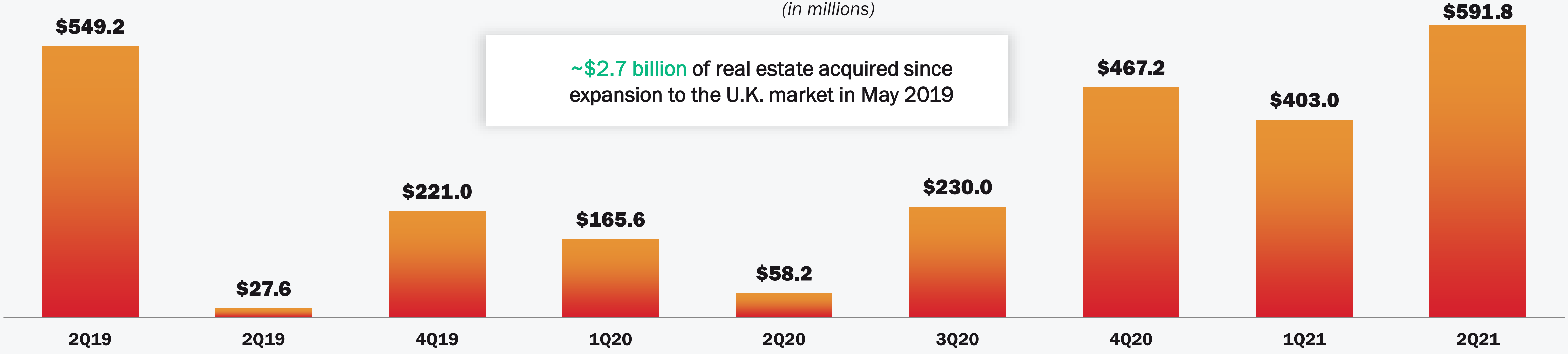
~11 years wtd. avg. remaining lease term

8.9% of total portfolio annualized contractual rent

REALTY INCOME'S QUARTERLY ACQUISITION VOLUMES IN THE U.K.

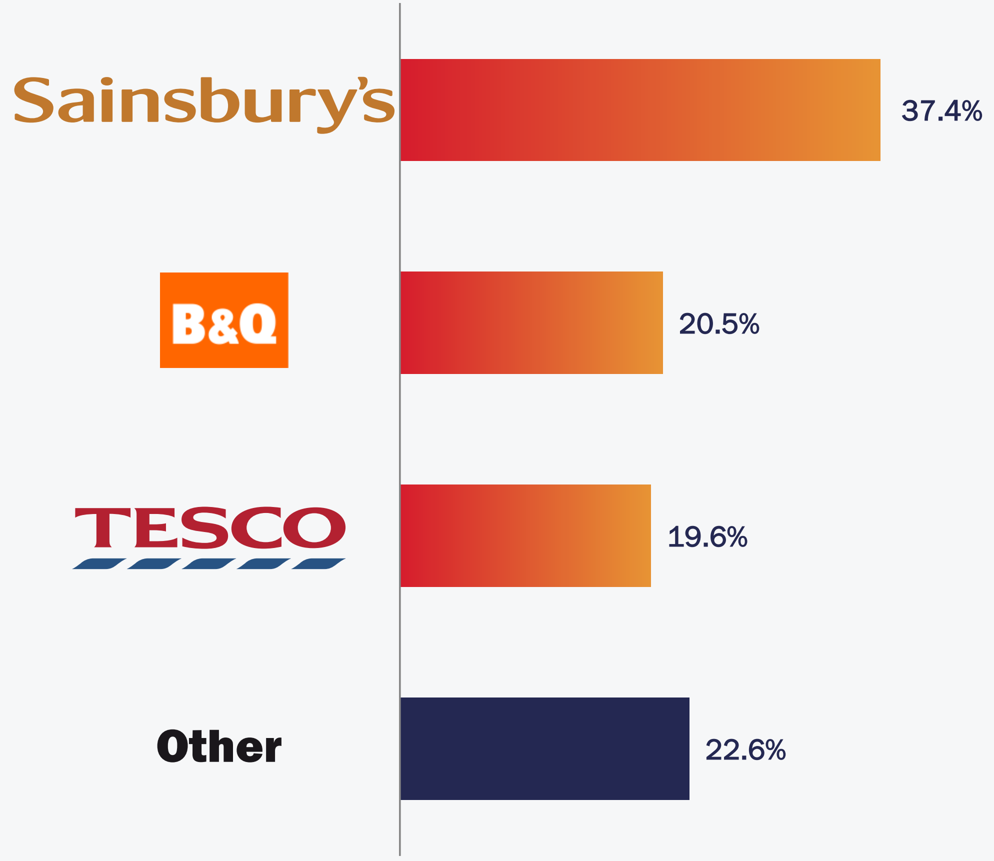
(in millions)

~$2.7 billion of real estate acquired since expansion to the U.K. market in May 2019

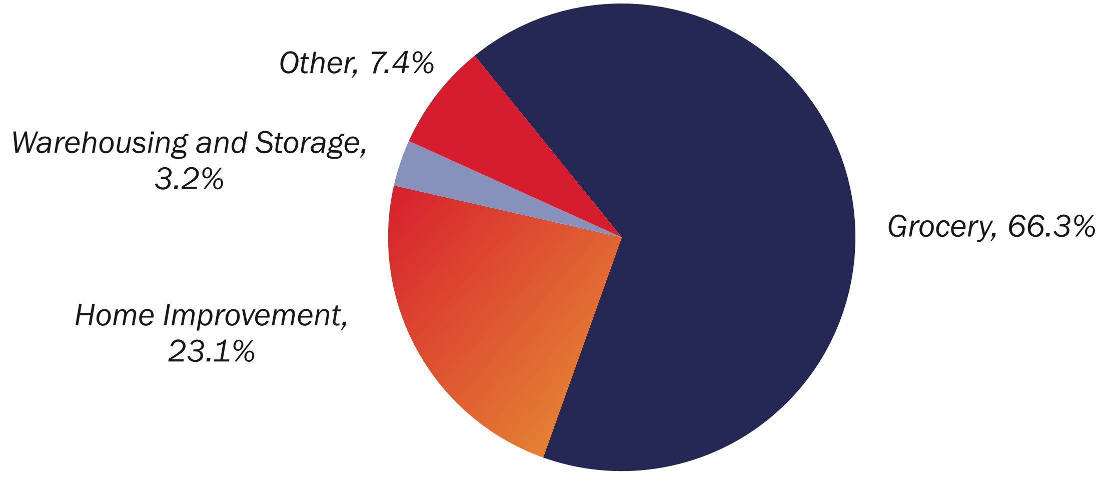


U.K. Portfolio Snapshot (cont'd)

CLIENT DIVERSIFICATION – TOP U.K. CLIENTS[1]



U.K. PORTFOLIO BY INDUSTRY[1]



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]
- ✓ B&Q (Kingfisher) is the **largest home improvement retailer** in the U.K. and is number two in France[3]

[1] Based on percentages of total U.K. portfolio annualized contractual rent as of June 30, 2021.
[2] Based on market share. Source: Kantar World Panel.
[3] Source: Mintel, 2019.

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

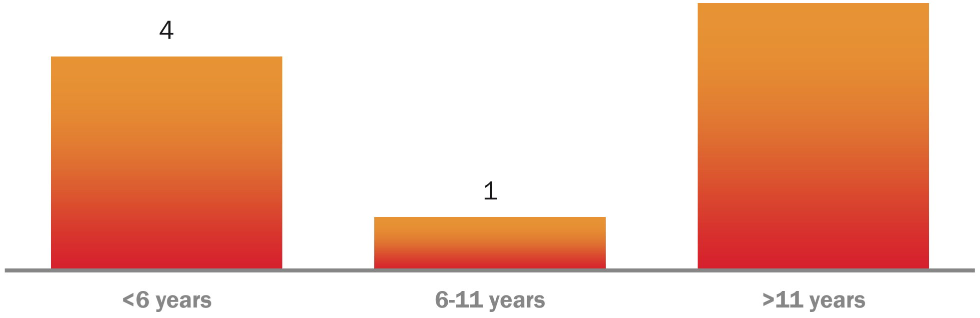
The Nominating/Corporate Governance Committee of our Board of Directors has **direct oversight** of the **policies, programs and practices** related to **ESG matters** of significance to the company.

30% OF OUR BOARD IDENTIFIES AS **FEMALE**	**60%** OF OUR BOARD IS FROM **UNDERREPRESENTED COMMUNITIES**

90% INDEPENDENT

All our directors other than our CEO are independent.

DIRECTOR TENURE



Note: for additional information, refer to our Sustainability Report which can be found at: https://www.realtyincome.com/corporate-responsibility/sustainability-report

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 **values of integrity, respect,** and **humility**. 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

REALTY INCOME

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 headquarters and within our communities. We work with our clients to **promote environmental responsibility** at the properties we own.

- **Starting** to realize the benefits of property-level energy efficiency commitments.
- **Expanding** and incorporating a greater volume of “Green Lease Clauses”.
- **Scaling** collaborative client engagement projects.
- **Working** with strategic partners to identify sustainable portfolio initiatives.
- **Providing** our team with resources to further client partnership opportunities.
- **Continuing** to strengthen our sustainability governance structure across portfolio.

GRESB

MSCI

S&P Global Ratings

SUSTAINALYTICS

Green Financing Framework

REALTY INCOME

Summary

We believe we all have a shared responsibility to our community and the planet. As a leading company in the U.S. REIT industry, we feel we have a role to play in **driving positive change** and we are committed to exploring ways in which we can **partner with our clients to realize this objective**.

We aspire to be a **sustainability leader** in the net lease REIT sector and have established a **Green Financing Framework** that includes the following:

- **Use of Proceeds:** Green Buildings, Energy Efficiency, Clean Transportation, Renewable Energy, Sustainable Water and Wastewater Management, Pollution Prevention and Control, Climate Change Adaption
- **Process for Project Evaluation and Selection:** Realty Income's Green Finance Committee (or a subcommittee thereof)
- **Management of Proceeds:** Allocation of amount equal to net proceeds to the financing and refinancing of completed, current and future Eligible Green Projects
- **Reporting:** Annually until full allocation of net proceeds on the sustainability page of our website and including, where applicable, quantification of environmental benefits using key performance indicators (KPIs)

We have followed the International **Capital Market Association's (ICMA) 2021 Green Bond Principles** and received an external review from a leading **Second Party Opinion** (SPO) provider, DNV, to further establish confidence in our approach.

Note: for additional information, refer to our Green Financing Framework which can be found at: https://www.realtyincome.com/corporate-responsibility/Green-Financing-Framework

REALTY INCOME

Latest Developments

Capital Markets

July 2021: Raised **~$594 million** of attractively priced equity capital	• Allowed us to de-leverage our balance sheet and provide additional financial flexibility
July 2021: Raised **£750 million** of **Green** Bond proceeds via dual-tranche offering with 8.8 years weighted average term at 1.48% effective yield	• Termed out short-term borrowings under our revolving credit facility • Major milestone to establish Realty Income as a **sustainability leader in the net lease REIT sector** • **Eligible green projects completed** over the past 36 months account for **~40%** of Green Bond proceeds

Capital Allocation and Portfolio

2nd Quarter 2021: Invested **$1.1 billion** in real estate, including **$592mm** in the UK	• Acquired **~$2.2 billion** of real estate during 1H21 • Surpassed the **$2.5 billion** investment mark since entering the UK in April 2019
July 2021: Collected **98.9%** of contractual rent due from our **theater clients,** and **99.4%** -- across our entire portfolio	• Improving rent collections in the theater industry support portfolio recovery • As of 6/30/21, we had **~$38 million of theater rental revenue reserves**, representing ~$0.10 in AFFO/sh[1]
April 2021: Announced a **strategic merger with VEREIT®**, which is expected to close in Q4 2021	• Expected to generate **10%+ accretion** to annualized AFFO/sh • Enhanced size, scale, diversification and **synergies** to drive **future growth** and value creation

[1] Since April 2020. Reserves net of $2.0 mm straight-line rent reserves | Utilizing 390 mm outstanding diluted share count as of 2Q21, inclusive of 9.2 mm share July follow-on offering.

VEREIT Merger Rationale:
Combination Further Distances Realty Income as the Premier Net Lease REIT

Immediately Accretive	• **10%+ accretive** relative to the midpoint of Realty Income's 2021 AFFO per share guidance
Scale Driving Growth	• Increased **size**, **scale** and **diversification** unlocks additional flexibility for **growth in core verticals**
Amplifies Cost of Capital Advantages	• Supports **accretive**, **high-quality growth** • **Incremental debt issuance opportunities** in lower yielding currencies
Track Record of Dividend Growth and Total Return	• Continued membership in the **S&P 500 Dividend Aristocrats®** Index • Increase in dividend/sh to VEREIT's shareholders upon close
Fortress Balance Sheet	• Net lease industry leading credit ratings of **'A3/A-'** • **Target leverage maintained** at 5.5x Net Debt & Pref./EBITDAre
Unquestioned Leader in the Net Lease Industry	• Realty Income will be the **6th largest REIT** in the RMZ and ranked in the **top half of the S&P 500** with a best-in-class portfolio

Refinancing Opportunity Quantified

Superior credit ratings and access to international capital markets provide organic growth lever for value creation...

Synergies amplified: As capital allocation progresses throughout Europe, refinancing opportunities support natural hedging needs

$75 – $100 Million

ANNUALIZED ACCRETION BY YE 2025[1]

$110 – $205 Million

ANNUALIZED ACCRETION OVER NEXT 10 YEARS[1]

Cumulative Annualized Interest Expense Accretion[1]

in $ millions

Year	Maturities[2]	Rate	$ 2.4%	£ 1.8%	€ 0.9%
Pref + 2021	686	6.1%	25	30	36
2022	266	4.8%	32	38	46
2023	124	4.3%	34	41	50
2024	1,120	4.8%	61	74	94
2025	550	4.6%	73	90	115
Through 2025	$2,746	5.1%	$73	$90	$115
2026	600	4.9%	88	108	139
2027	600	4.0%	98	121	157
2028	1,100	2.9%	103	133	178
2029	600	3.1%	107	141	192
2030	11	5.5%	107	141	192
2032	700	2.9%	110	148	205
Total	$6,356	4.1%	$110	$148	$206

(1) Estimated based on various 10-yr indicatives as of 4/26/2021.
(2) As of December 31, 2020 reported capital structure adjusted for previously disclosed activity.

Appendix

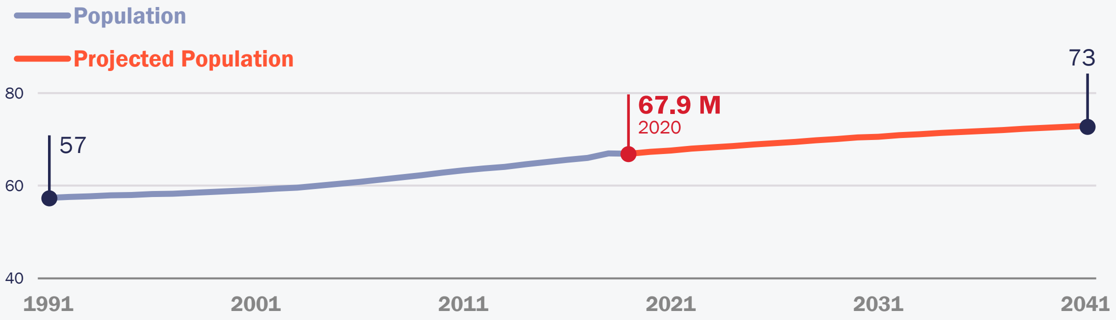
- International Expansion Opportunity
- Top Industry Investment Theses

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; Springboard.
[3] 2020 GDP. Source: OECD National Accounts Data files; Bureau of Economic Analysis.

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

67.9M
Current Population[1]

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

93,628
Square Miles

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

$2.7
Trillion GDP[3]

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

Convenience Stores (11.6% 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].

2040 SNAPSHOT

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.

VEHICLES ON THE ROAD IN 2040[4]

AVG AGE OF CARS ON THE ROAD 11.8 YEARS[4]

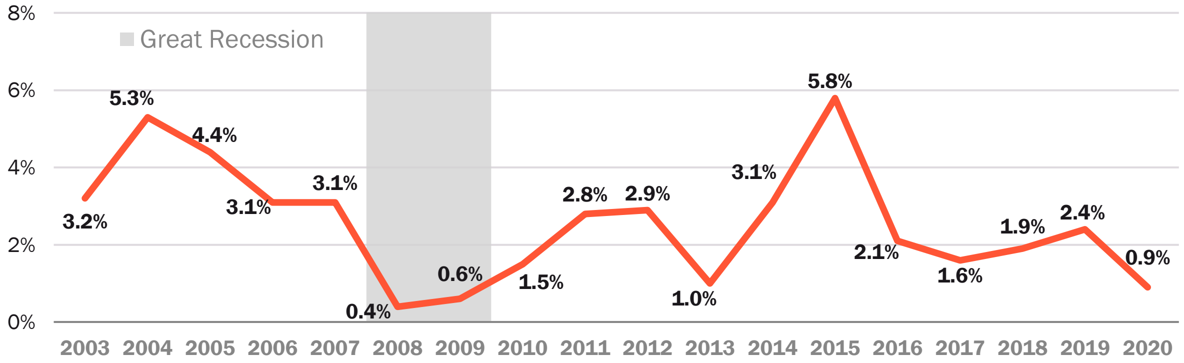
GROSS MARGIN[3]

~9% Margin	30%+ Margin
Gasoline	*In Store Sales*

~70% of gross profit is generated from inside sales

7-ELEVEN: INSIDE SAME-STORE SALES:

18 Consecutive Years of Positive Same-Store Sales Growth[5]

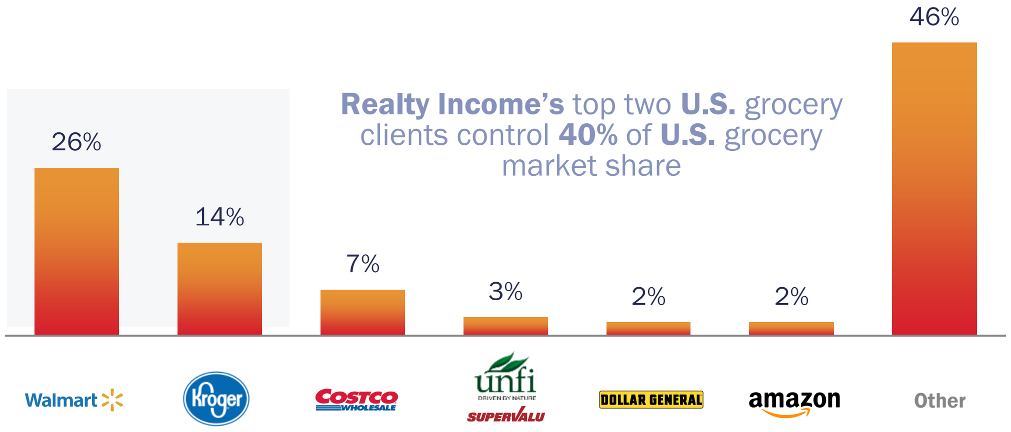


Source:
(1) Explorer Research.
(2) Realty Income estimates based on industry component data.
(3) National Association of Convenience Stores. Gross margins are averages over the past five years.
(4) U.S. Energy Information Administration and Bureau of Transportation Statistics.
(5) Company Filings.

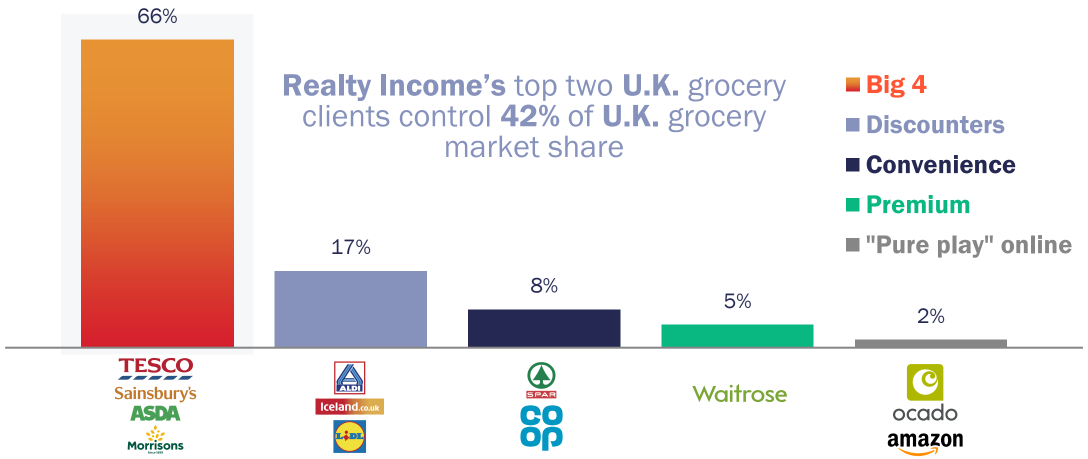
Grocery (10.5% of ABR)

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

U.S. Grocery Market Share(1)

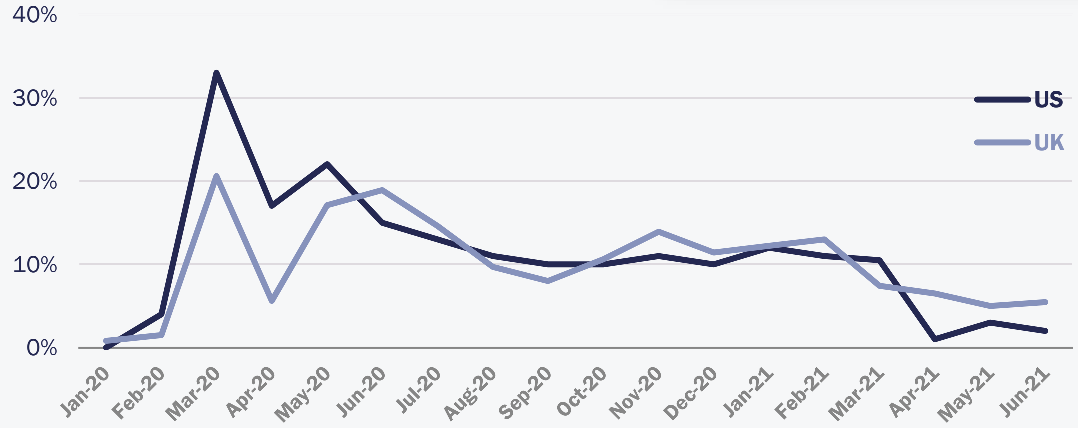


U.K. Grocery Market Share(2)



…SUPPORTED BY NEAR-TERM AND LONG-TERM TAILWINDS

2020–2021 Grocery Sales(3)
(YoY growth for 4 weeks ended)



Source:
(1) Barclays Research, 2020.
(2) Kantar World Panel for 12 weeks ending 7/11/2021.
(3) The Nielsen Company for US grocery sales and Kantar World Panel for UK grocery sales. Starting April 2021, grocery sales growth is compared to 2019 (pre-pandemic year).

Drug Stores (7.6% of ABR)

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

Both **Walgreens** and **CVS** are **investing** in improved customer experience.

Walgreens plans to open **600-700** full-service doctor offices before **2025**.

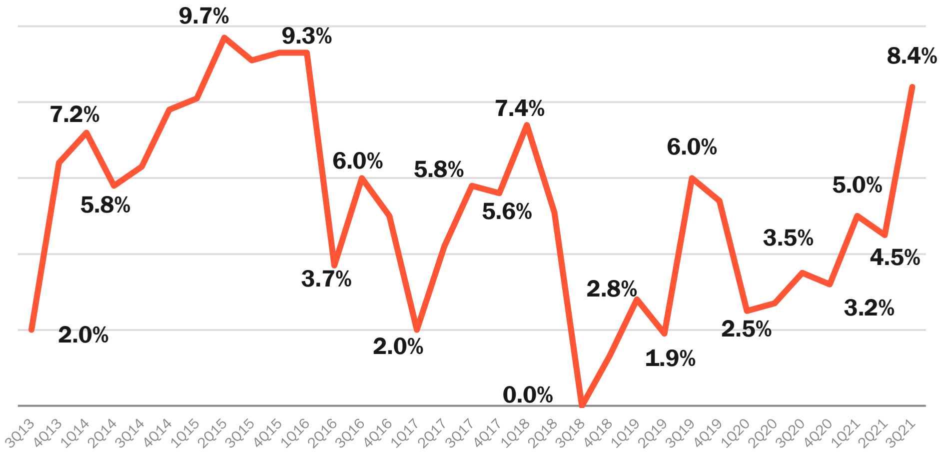
CVS aims to implement **1,500** Health HUB locations by the end of **2021.**

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: 32 of 33 Quarters of Positive Same-Store Pharmacy Sales Growth[4].

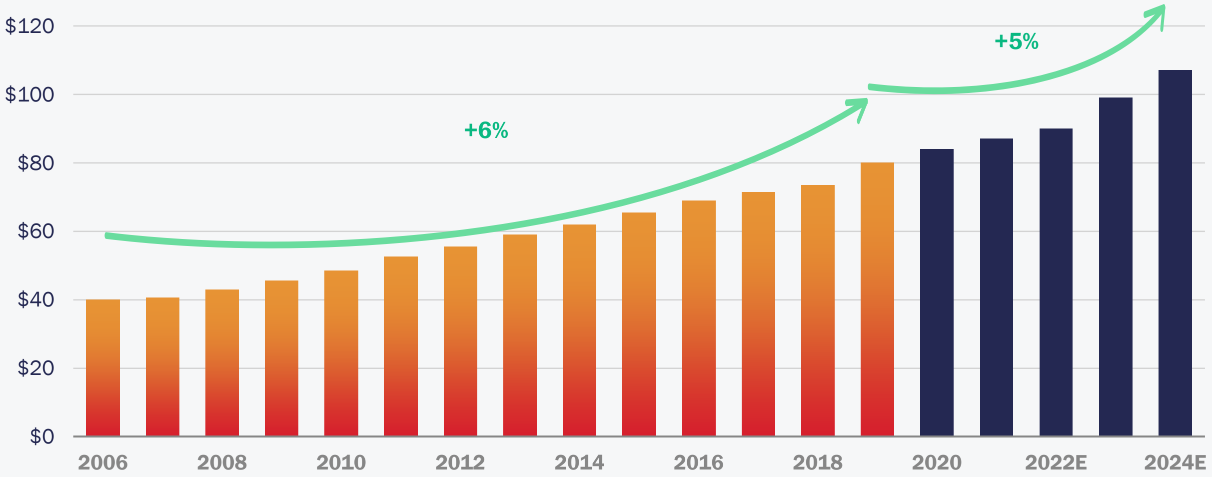


Source:
[1] CVS filings.
[2] Company Documents.
[3] Company Filings as reported by IQVIA.
[4] Company Filings | Latest reported quarter.

Dollar Stores (7.4% of ABR)

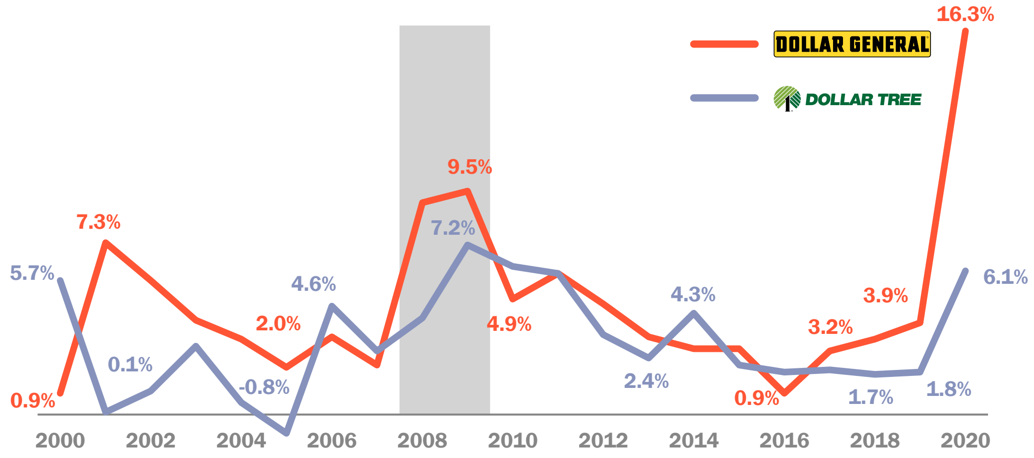
Growing industry: 89% of all shoppers across geographies, income levels, and demographics shop at discount retailers.

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



Dollar General & Dollar Tree:
Same-Store Sales Growth[2]

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



Source:
(1) National Retail Federation.
(2) Company Filings.

Health & Fitness (6.2% of ABR)

Illustrative **Gym Rent** Coverage Sensitivity

	ORIGINAL ECONOMICS	△	NEW ECONOMICS
REVENUES	100	50%	50
STAFFING COSTS	(25)		(25)
REPAIRS & MAINTENANCE	(5)		(5)
EBITDAR	70		20
RENT	20		20
EBITDAR COVERAGE	3.5x		1.0x

Source:
(1) IHRSA.
(2) Average CFC of portfolio based on locations that report sales.

FAVORABLE CONSUMER TRENDS AND DEMOGRAPHIC TAILWINDS:

- **Growing market** as consumers increasingly value health.
- Consumer surveys indicate that **94%** of pre-pandemic gym-goers will return in **some capacity**(1).

E-COMMERCE RESILIENT INDUSTRY:

- **Health clubs** offer unique experiences to their members that **cannot be replicated online** (i.e. socializing, amenities).
- **Service-oriented business model** makes the **core real estate essential** to operators.

ATTRACTIVE MARGIN OF SAFETY, EXPOSURE TO TOP OPERATORS:

- **Average CFC of portfolio**(2) allows for **40%** sales drop to breakeven.
- Top exposure is with **#1 operator** (L.A. Fitness, a low-cost provider) and **premium provider** that performed well during prior economic downturn (Life Time Fitness).

Theaters (5.4% of ABR)

Theatrical Releases are Significant Revenue Generators for Studios

Hollywood studios receive **55%-60%** of theater ticket sales, incentivizing them to distribute through the theater channel

PVOD RELEASE

Release Date 9/4/2020

Budget $200M

Opening Weekend Estimate[1] ~$34M

International Box Office[2] $66.8M

100% Margin

Disney's Box Office Share

~$34M

Est. Disney's Gross Profit

THEATER RELEASE

Release Date 7/21/2019

Budget $260M

Opening Weekend Estimate[1] ~$192M

International Box Office[2] $1.7B

55% Margin

Disney's Box Office Share

$100M+

Est. Disney's Gross Profit

Theatrical releases generate 3X gross profit vs PVOD

Source:
[1] SambaTV.
[2] Box Office Mojo.

Quick-Service Restaurants (5.4% 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.**

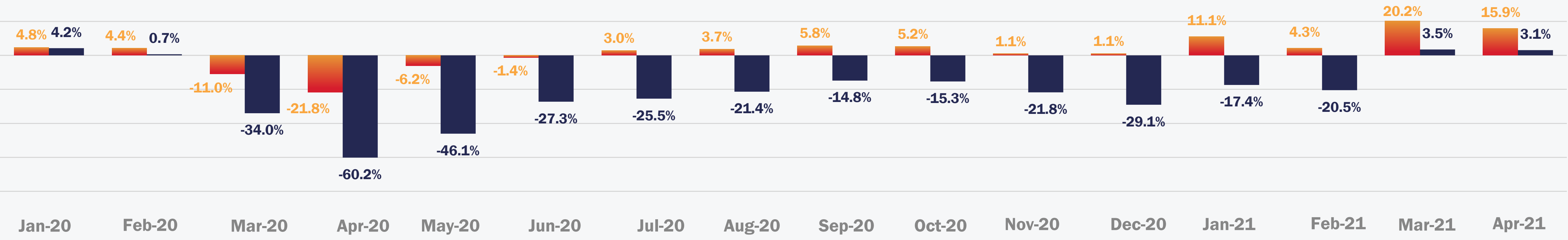
STRONG VALUE PROPOSITION:

- ✔ 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.**

SAME-STORE SALES TRENDS: QSR RESILIENCE THROUGH THE PANDEMIC UNDERSCORED ITS POSITION AS THE MOST STABLE PERFORMER IN THE RESTAURANT INDUSTRY(1)



(1) Source: Miller Pulse for QSR and KnappTrack for casual dining comps. Starting January 2021, 2021 same-store sales growth is based on the 2019 sales (pre-pandemic year).

Investor Presentation

CALCULATED CONSOLIDATION

August 2021

REALTY INCOME

The Monthly Dividend Company®