Business Update

March 6, 2022

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," "pro forma," "estimate" or similar expressions that do not relate solely to historical matters, Welltower is making forward-looking statements. Forward-looking statements, including statements related to Funds From Operations guidance, 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 the COVID-19 pandemic; uncertainty regarding the implementation and impact of the CARES Act and future stimulus or other COVID-19 relief legislation; the status of the economy; the status of capital markets, including availability and cost of capital; issues facing the health care industry, including compliance with, and changes to, regulations and payment policies, responding to government investigations and punitive settlements and operators'/tenants' difficulty in cost effectively obtaining and maintaining adequate liability and other insurance; changes in financing terms; competition within the health care 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 and other acts of God 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; 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.

Recent Highlights - Since Previous Business Update on February 15, 2022

Acceleration in Seniors Housing Operating (SHO) portfolio occupancy growth as impact of Omicron variant has subsided

- Quarter-to-date SHO portfolio spot occupancy is flat through March 4, 2022, with an increase of 30 basis points (bps) over the past two weeks representing an acceleration of growth into March⁽¹⁾
 - The US and UK portfolios have exhibited notable strength, with spot occupancy gains of approximately 40bps and 90bps⁽¹⁾, respectively, over the past two weeks
 - Nearly all communities are accepting new residents with resident COVID-19 case counts declining by 91% since their peak in mid-January 2022
 - Tour activity increased meaningfully following the steep decline in COVID-19 cases, which is expected to drive continued occupancy growth above historical seasonal trends
 - · Pricing power remains robust as evidenced by strong realized renewal rate increases quarter-to-date

Observations on Labor Trends

- Staff COVID-19 cases have declined by 93% since their peak in early January 2022; most communities have returned to pre-Omicron staffing levels
- Through February, agency labor utilization has continued to decline following the steep fall in staff COVID-19 cases; contract labor expense is expected to moderate through 1H2022 and to decline substantially in 2H2022 barring an additional disruptive COVID-19 surge

Investment and Balance Sheet Activity

- Announced on March 6, 2022 agreements to purchase three SH portfolios for \$548 million, subject to customary closing conditions, with an expected high-single-digit unlevered IRR
 - Portfolios are comprised of 2,787 units and 33 communities located across the Midwest with a median vintage of 2016. Purchase price of approximately \$197,000 per unit represents a significant discount to estimated replacement cost
 - Significant expansion of strategic partnership with StoryPoint Senior Living which will operate the communities under a highly-aligned RIDEA 3.0 contract. Strong upside for occupancy, margins, and cash flow under StoryPoint's enhanced operating platform with current average occupancy of 63% for acquired portfolios
 - The transactions are expected to be funded through the issuance of operating partnership units, assumed debt, and cash on hand
- Announced the expansion of our strategic partnership with the Related|Atria JV through the planned development of two luxury senior housing developments in Silicon Valley
 - The two projects are located in Santa Clara and Cupertino and represent the third and fourth installments in the partnership's new series of upscale senior living communities in major metropolitan areas
 - The projects exemplify Welltower's focused senior housing development pipeline targeting underserved senior populations in high-barrier-to-entry markets, including Silicon Valley, with its multi-year entitlement process
- Exceptional liquidity profile with expected total proceeds of \$1.5 billion from unsettled forward sale ATM issuances, properties held for sale and loan payoffs⁽²⁾

WELL has announced or completed approximately \$1.2 billion of capital deployment quarter-to-date, making 1Q2022 one of the most active starts to the year for investment activity in WELL's history; announced or completed approximately \$6.8 billion of capital deployment since October 2020⁽³⁾

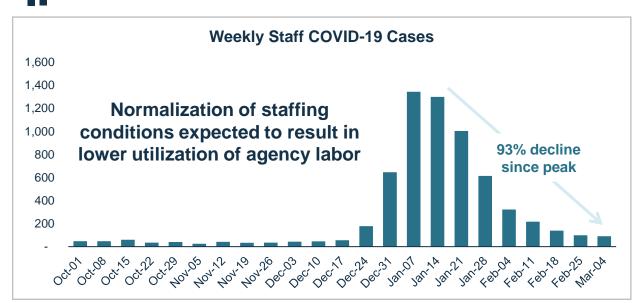
^{1.} Spot occupancy represents occupancy at our share for 546 properties in operation as of December 31, 2020, including unconsolidated properties but excluding acquisitions, executed dispositions, development conversions, one property closed for redevelopment, and excludes the impact of the previously announced transition of 45 properties from Sunrise UK to Care UK and Signature Senior Lifestyle effective December 1, 2021

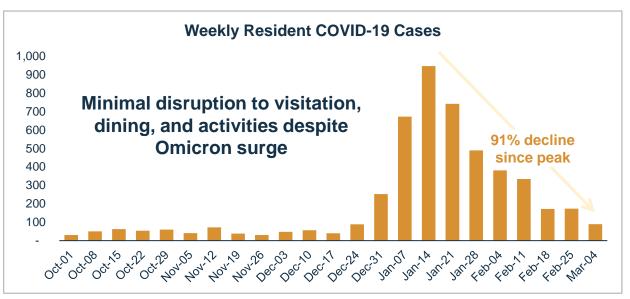
Includes \$1.3 billion of unsettled ATM proceeds as of March 4, 2022; \$220 million of assets held for sale and expected loan payoffs as of December 31, 2021

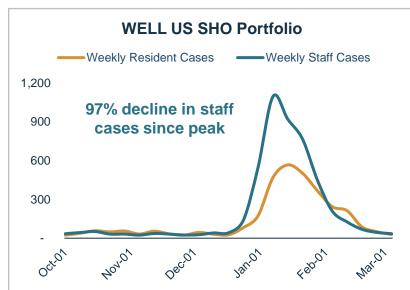
^{3.} Includes completed and announced transactions through March 6, 2022; excludes development funding

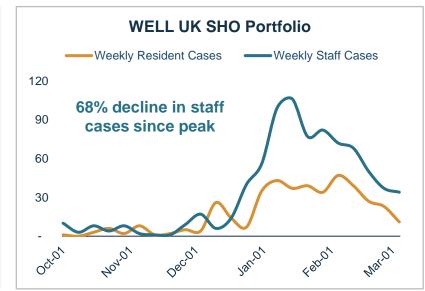
Seniors Housing Update

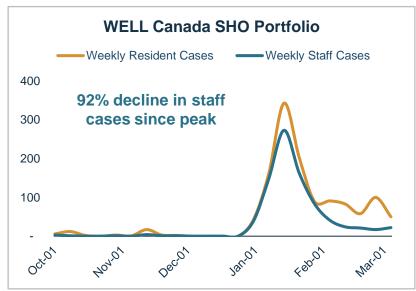
SHO Portfolio | COVID-19 Impact⁽¹⁾







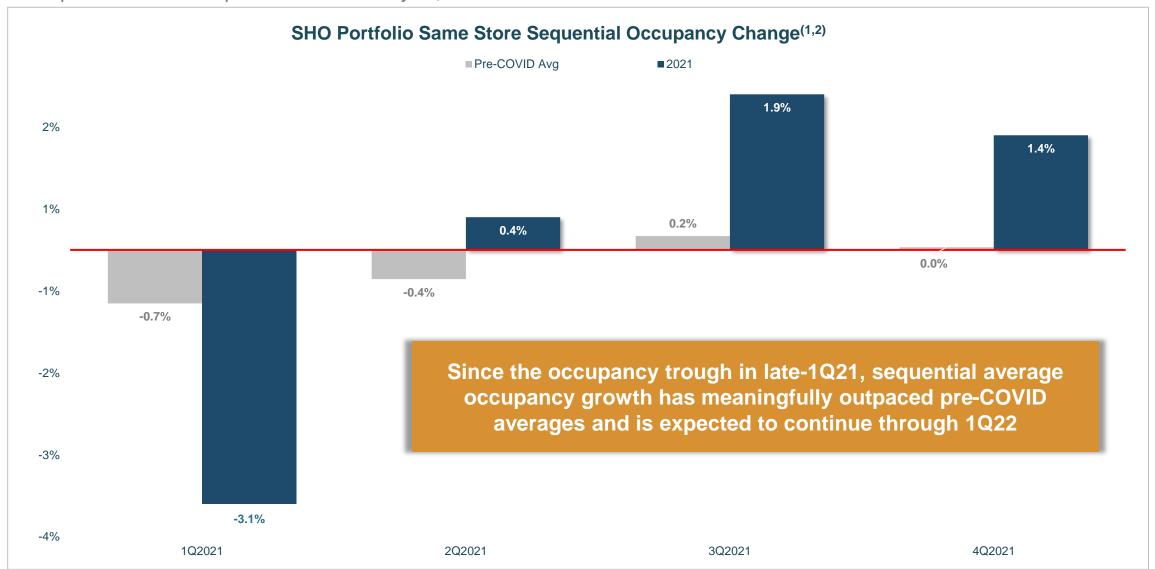




1. All data presented as of March 4, 2022 as reported by operators

Occupancy Continues to Outperform Seasonal Trends

Per previous business update issued February 15, 2022

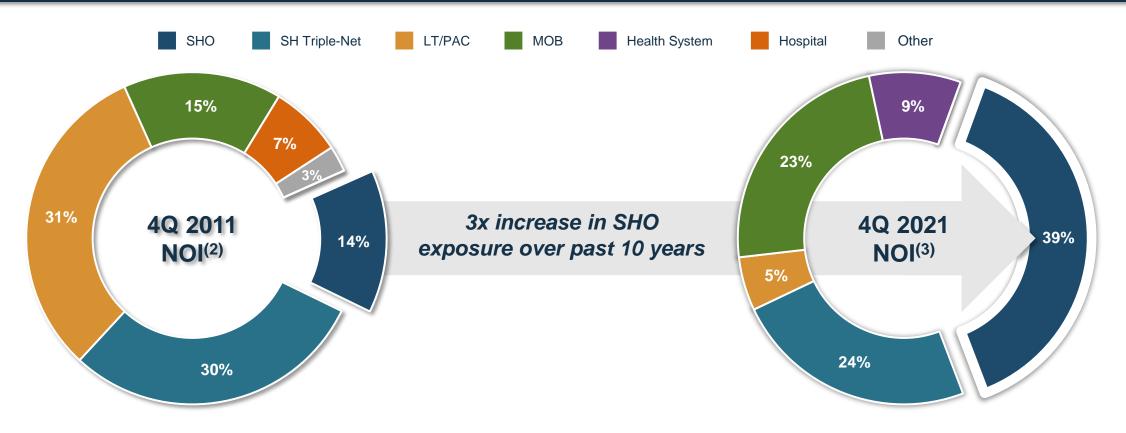


Represents SHO same store portfolio each quarter at pro rata ownership

^{2.} Pre-COVID average represents 2016 through 2019

Balanced lease structure and WALT mitigates impact of inflationary pressures⁽¹⁾

Shorter duration leases in SHO portfolio allow for more frequent mark-to-market of rents



Approximately 2.6 year total portfolio weighted average lease term(4)

[.] WALT: Weighted Average Lease Term

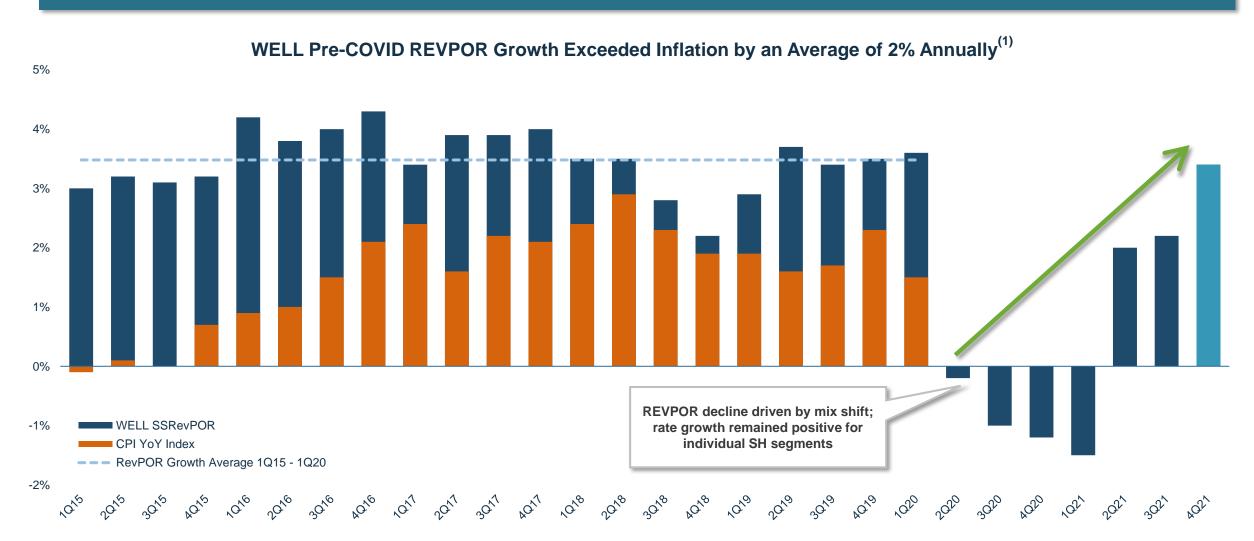
^{2.} Represents annualized NOI as reported in 4Q 2011. See 4Q 2011 Supplemental Information Report for further information

^{3.} Represents in place NOI. See Supplemental Financial Measures at the end of this presentation for further information and reconciliation

Assumes 50% of SHO resident agreements reset on January 1 and 50% reset on the anniversary date (6 months). Weighted Average Lease Term/Maturity per 4Q2021 supplemental disclosure: SH NNN = 10 years, LT/PAC = 9 years, Outpatient Medical = 6 years; Health System = 12 years and based upon segment level

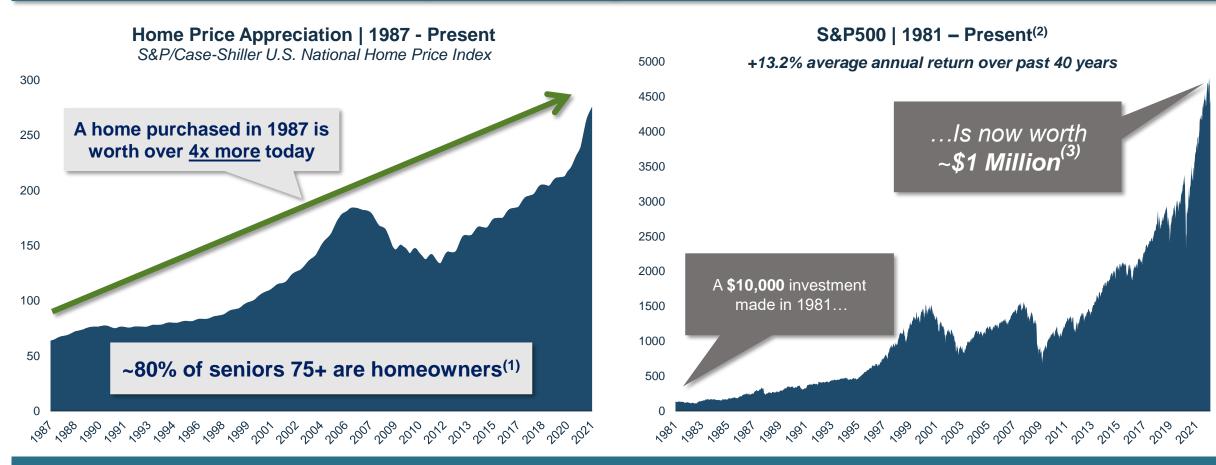
SHO Portfolio | Historical REVPOR Growth vs. Inflation

4Q21 SS REVPOR growth returned to pre-COVID average; further acceleration expected through 2022



Significant Wealth Accumulation Allows for Greater SH Affordability

Backdrop to drive rate growth remains favorable



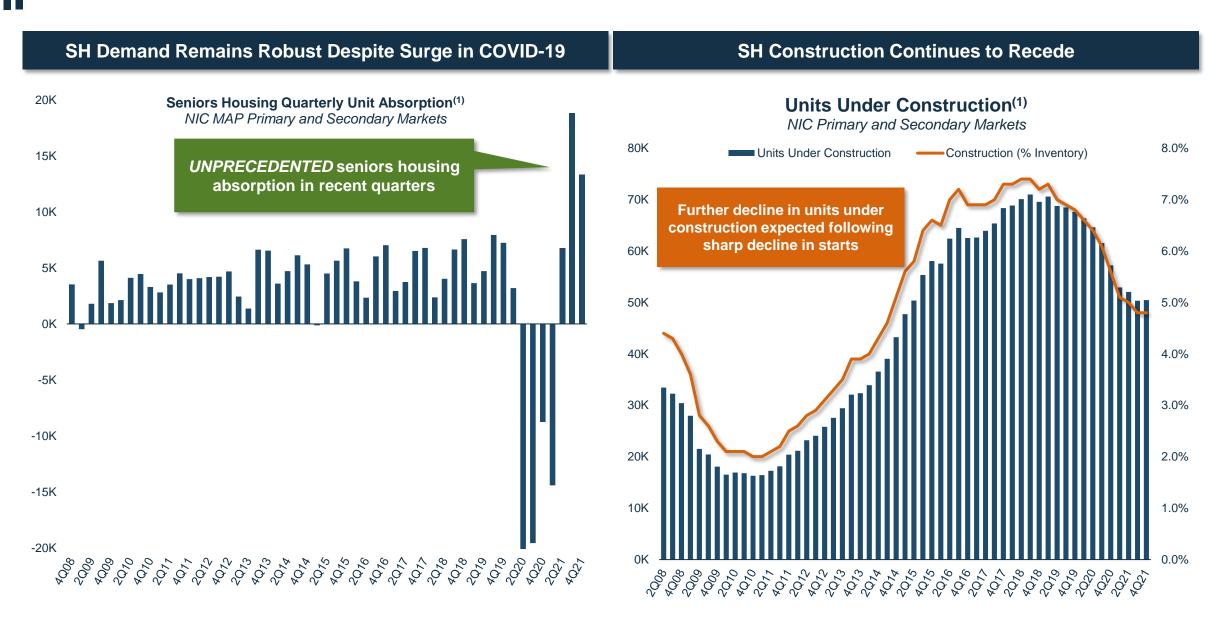
Seniors Housing is NOT INCOME DEPENDENT; generally funded through ASSET SALES and PERSONAL WEALTH

[.] Source: U.S. Census Bureau, Current Population Survey/Housing Vacancy Survey

Source: Bloomberg as of 2/4/2022

Assumes reinvestment of dividends and annual compounding

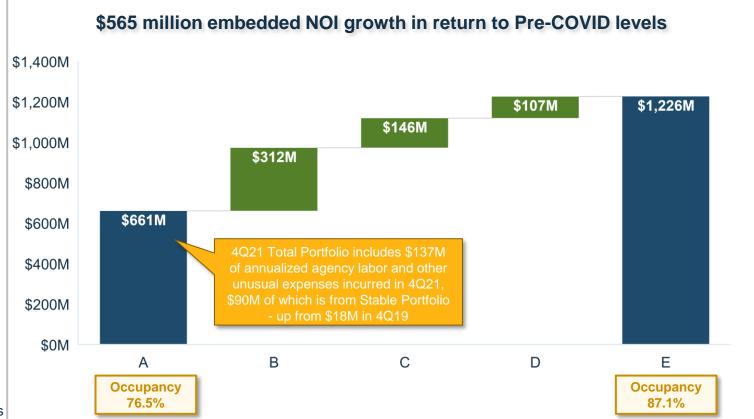
Seniors Housing Backdrop Supports Sustained Revenue Acceleration in 2022+



SHO Portfolio | Path to Recovery

Per previous business update issued February 15, 2022

	Category			
A)	4Q21 Total Portfolio - IPNOI Portfolio ex HHS ⁽¹⁾	661		
B)	Stable Portfolio Remaining Occupancy Recovery	312		
C)	Development, Lease-Up, Transitions and Acquisitions	146		
D)	Lease-Up of COVID Class Acquisitions (4Q20-4Q21)	107		
E)	4Q21 Total Portfolio - Post COVID Recovery NOI	1,226		



- **A)** 4Q21 Portfolio In-Place NOI excluding HHS⁽¹⁾
- B) 4Q19 Stable Portfolio Incremental NOI from return to 4Q19 NOI levels
- Incremental NOI from: Development properties delivered subsequent to 4Q19, lease-up properties as of 4Q19, properties transitioned to new operators subsequent 4Q19, properties transitioned to SHO from SHNNN subsequent to 4Q19, 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
- D) Incremental NOI from stabilization of acquisitions between 4Q20 and 4Q21
- E) 4Q21 portfolio post-COVID recovery NOI. Represents portfolio occupancy of 87.1% and operating margin of 30.4%

Potential for ADDITIONAL UPSIDE assuming return to PEAK OCCUPANCY of 91.2% in 4Q2015

Capital Deployment Update

Near-term capital deployment pipeline remains robust, exceeding \$1.0 billion

Notable Recent Investments

Opportunistic
Investments
Executed at
Significant
Discounts to
Estimated
Replacement
Cost

Transaction	Segment	Properties	Investment ⁽¹⁾	Commentary	
Watermark	SHO	14	\$580M	 Portfolio comprised of eight rental and six entrance fee communities located in attractive markets across the US Price represents a 40% discount to estimated replacement cost Anticipated unlevered IRR in high-single-digit range 	
New Perspective	SHO	3	\$119M	 Newly-developed communities in fast-growing micro markets in the Midwest with densification opportunities New Perspective to assume operations under strongly aligned RIDEA 3.0 contract Anticipated unlevered IRR in high-single-digit range 	
Atria	SHO	85	\$1.6B	 Acquisition of 85 properties at a significant discount to estimated replacement cost, operated by Atria Senior Living Anticipated unlevered IRR in low-to-mid-teens range 	

Newly
Established and
Growing
Relationships

NNN/ SHO	5 + pipeline	\$172M	 Acquisition of five recently developed Class A communities across the Mid-Atlantic and Southeastern US QSL, a best-in-class operator and developer retained to manage the properties Agreed to strategic long-term exclusive development agreement
SHO	9	\$450M	 Class A portfolio of 100% private pay communities in highly attractive markets Cogir, an existing Welltower operator to assume operations Anticipated unlevered IRR in high-single-digit range
МОВ	7 + pipeline	\$98M	 Formed strategic joint venture including the acquisition of seven Class A medical office buildings and properties under construction Ten-year exclusivity agreement on future development opportunities in NYC metro area
SHO	1 + pipeline	\$35M	 New long-term exclusive development agreement to build, own, and operate Class A communities Expanded relationship through purchase of an AL/MC property in a highly-desirable sub-market in SoCaL Anticipated unlevered IRR of approximately 10%
	SHO	SHO 9 MOB 7 + pipeline	SHO 9 \$450M MOB 7 + pipeline \$98M

Capital Deployment Since 4Q20

Capital Deployment Volume⁽¹⁾

\$6.8B GROSS INVESTMENTS (1)



- ✓ Initial yield of 5.9%; 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

67 Total Transactions⁽¹⁾

280 OM and SH Properties Acquired

29K 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
- ✓ Seniors housing acquisitions executed at an average investment of \$20.6 million per property

Significant Discount to Replacement Cost

\$184K / unit Avg. Last Dollar Basis US transactions **£40K / 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







Foundation for Long-Term Growth Established

Opportunity to deploy in excess of \$2.5 billion Annually | Economics Defined During Pandemic

NEW and **PROPRIETARY** long-term relationships with best-in-class developers and operators with either exclusive rights or right of first offer

5

19

4

28

\$25B+

Relationships Formed Pre-COVID

Newly Formed COVID Relationships

Additional Relationships Currently In Progress Total Newly Established Growth Relationships

Potential Capital Deployment Opportunity Over Next Decade



New relationships formed during depths of COVID-19 pandemic to create visible and significant longterm capital deployment opportunities

Welltower Overview

Welltower at a Glance



500

\$52B Enterprise Value⁽¹⁾

2.8% Dividend Yield⁽¹⁾

Baa1 Moody's BBB+

S&P Global

Ratings



125,000+
Seniors Housing &
Wellness Housing Units



~22M sq. ft.
Outpatient Facilities

Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM







World's largest health & wellness real estate platform

1. Bloomberg, as of 12/31/2021

Leadership Team



SHANKH MITRA
Chief Executive Officer &
Chief Investment Officer



TIMOTHY G. MCHUGH
Chief Financial Officer



JOHN F. BURKART Chief Operating Officer



MATTHEW G. MCQUEEN
General Counsel &
Corporate Secretary



AYESHA MENON
Senior Vice President
Wellness Housing and Development



JOSHUA T. FIEWEGER Chief Accounting Officer

WELL ESG Focus⁽¹⁾ | Profit, Planet, People



Building a Portfolio for the Future

Serving our People and our Communities

Good Governance is Good Business

Sustainability Goals & Achievements(1)

Targeting 10% reduction in greenhouse gas (GHG) emissions, energy, and water use by **2025**⁽²⁾

First health care REIT to issue Green Bond (December 2019)

MEMBER OF

Dow Jones Sustainability Indices

In Collaboration with RobecoSAM (





Gender parity across organization





Employee participation across 8
Employee Network Groups

- 80% Women and Minority Independent Director Leadership on the Board of Directors
- ESG Goals Incorporated into Management Compensation Plan
- Separate Chairman & CEO roles



G&A as % of Enterprise Value

See Welltower 2020 Environmental, Social and Governance Report and Business Update dated June 7, 2021 for additional details and disclosures

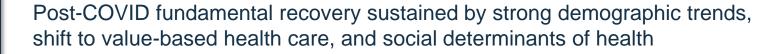
See Welltower 2020 Environmental, Social and Governance Report for additional details and disclosures

^{3.} Most recently disclosed trailing twelve-month G&A; Enterprise Value as of February 14, 2022

Drivers of Per Share Cash Flow Growth



SECULAR GROWTH TAILWINDS





ACCRETIVE CAPITAL DEPLOYMENT

External growth strategy underpinned by value-oriented capital deployment philosophy and data-driven decisions in innovative structures



DIVERSIFIED PLATFORM OF OPERATORS

Strongly aligned operating partners, positioned for significant growth



STRONG INTERNAL TALENT BASE

Entrepreneurial - Passionate - Diverse - Aligned



RISK MITIGANTS Value-based investment philosophy and innovative structure of transactions offer significant downside protection

Strong investment grade balance sheet and robust liquidity profile

New Paradigm for Growth with Lower Entity-Level Risk

PAST FIVE YEARS DO NOT REFLECT OUTLOOK FOR NEXT FIVE YEARS

		Where we <i>Were</i> (2015- 2020)	Where we're <i>Going</i> (2021 and beyond)			
/	SENIORS HOUSING DEMAND	Relatively flat demographic growth of key seniors housing demographic resulting from "Baby Bust" of 1928 - 1940	Sharply accelerating growth of 80+ age cohort			
\	SENIORS HOUSING SUPPLY	Significant multi-year increase in seniors housing supply	Precipitous decline in starts resulting from accelerating construction costs and challenges in procuring construction financing			
(PORTFOLIO	Outsized operator and post-acute concentration: Genesis Healthcare comprised nearly 20% of WELL NOI	 Substantially exited operating relationship with Genesis; immaterial post-acute care exposure following announced sales⁽¹⁾ 			
1000 I	OPERATOR PLATFORM	Long-term revenue-based management contracts	Aligned interests via RIDEA 3.0 construct with shorter term management contracts			
•••	INVESTMENT ENVIRONMENT	 Focused on improving portfolio quality through dispositions Prohibitive seniors housing valuations resulted in few net investment value creation opportunities 	Significant increase in net investment activity: abundant opportunities to create shareholder value through capital deployment			
	EARNINGS GROWTH	Lackluster growth resulting from elevated disposition activity and impact of COVID-19 pandemic	At the cusp of multi-year period of compelling per share growth			



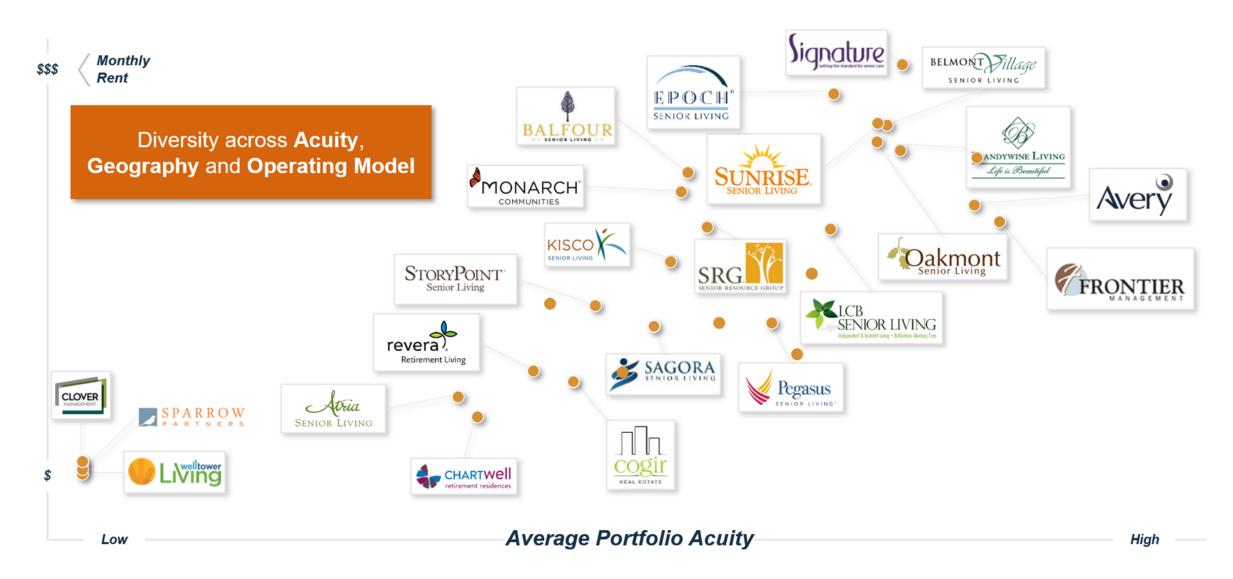
Secular Societal & Technological Trends | Impact on Real Estate Sectors

Precedent for EXTENDED PERIOD OF MULTIPLE EXPANSION in Secular Growth Sectors

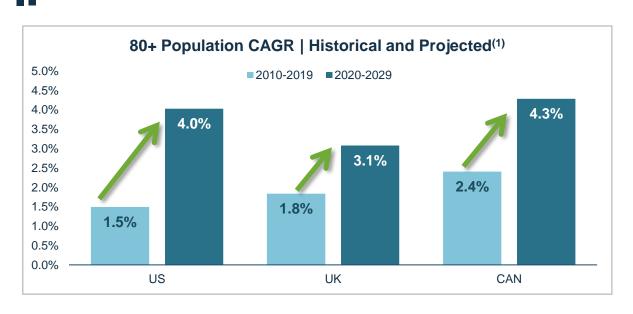
THEME	REAL ESTATE SECTOR IMPACT
E-Commerce	Industrial
Digital Technology	Data Centers
Mobile Phone Usage & Wireless Technology	Cellular Towers
AGING OF THE POPULATION	HEALTH CARE

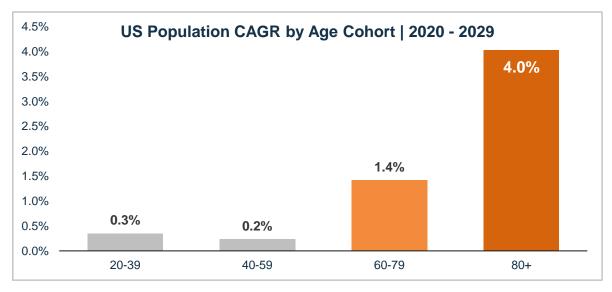
Seniors Housing

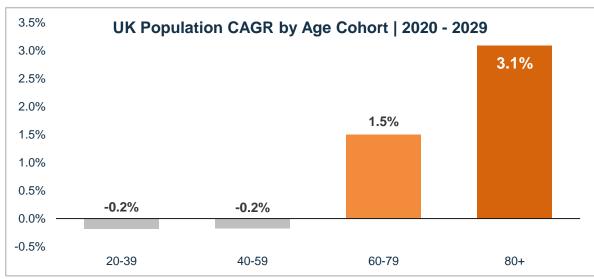
Seniors Housing Operator Platform | Power of Diversification

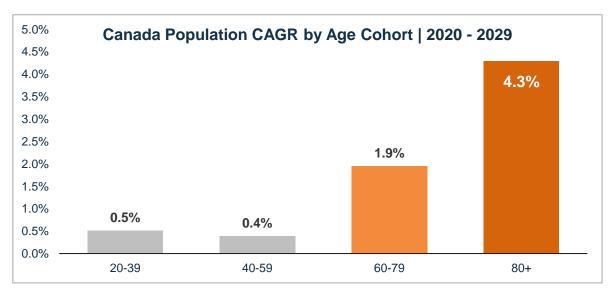


Demographic Backdrop | Rapidly Aging Population

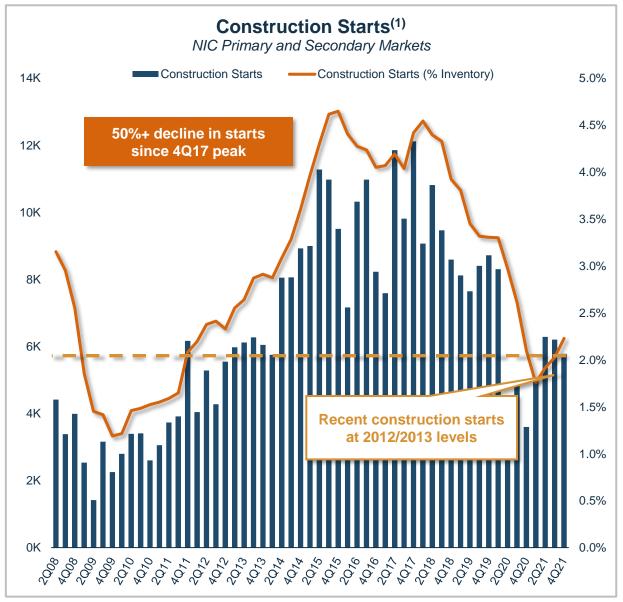


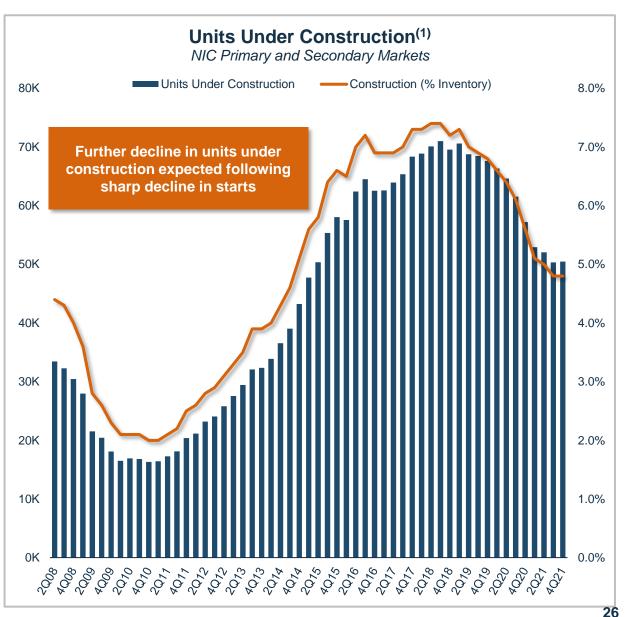






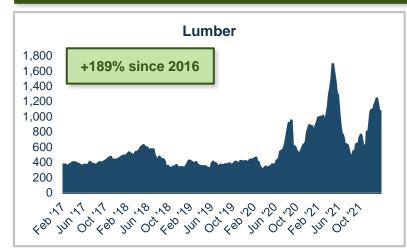
Seniors Housing Supply | Construction Remains Well Below Peak Levels

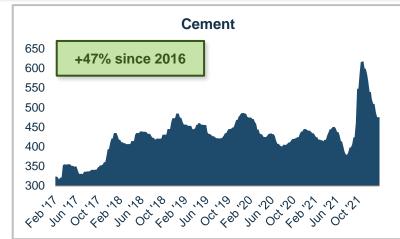


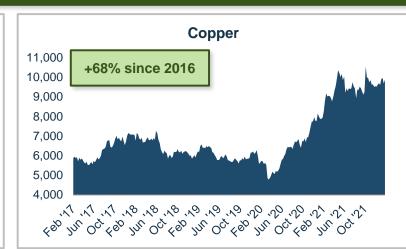


Seniors Housing Supply | Surging Construction Costs

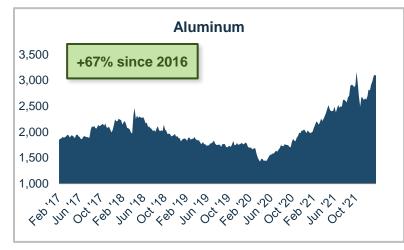
Material increase in cost of development for ALL RESIDENTIAL property types including SENIORS HOUSING

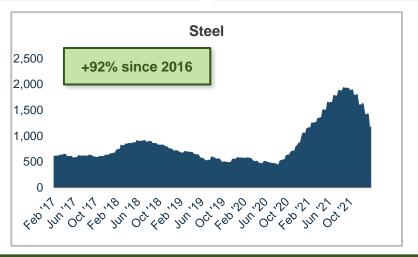






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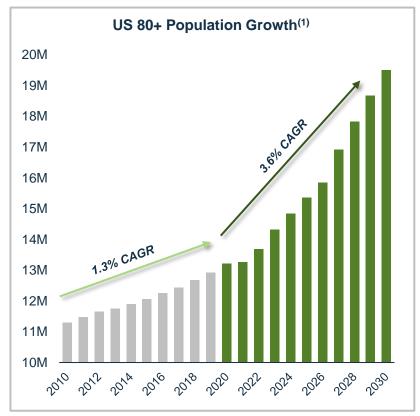


WEAKER DEVELOPMENT ECONOMICS LEADING TO SHARP DECLINE IN SENIORS HOUSING SUPPLY

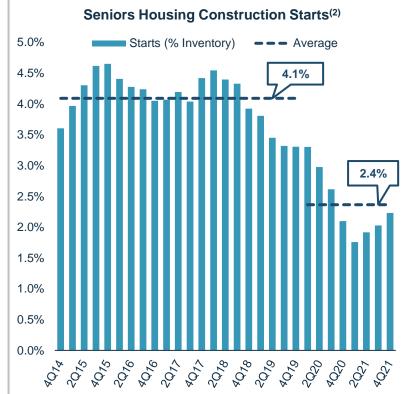
SOURCE: Factset, as of 2/8/2022

Post-COVID Recovery | Long-Term Secular Growth Opportunity

Demographic-Driven Demand



Supply Deceleration



Resilient Pricing Power



Unique Opportunity to Generate Significant NOI Growth Over Multi-Year Period

[.] The Organisation for Economic Cooperation and Development (OECD)

[.] Source: NIC MAP® Data Service, Primary and Secondary markets

^{3.} Represents quarterly year-over-year Same Store REVPOR growth percentage. See each quarters respective Supplemental Information Report for a discussion of such supplemental reporting measure as well as the applicable reconciliations

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 Net Operating Income ("NOI") and In-Place NOI ("IPNOI") to be useful supplemental measures of our operating performance. 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.

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.

NOI and IPNOI

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 costs unrelated to property operations and transaction costs. These expenses include, but are not limited to, payroll and benefits, 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.

We believe NOI and IPNOI 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 these metrics to make decisions about resource allocations and to assess the property level performance of our properties.

In-Place NOI Reconciliations

(dollars in thousands)	4Q21	In-Place NOI by property type	4Q21	% of Total
Net income (loss)	\$ 66,194	Seniors Housing Operating	\$ 721,684	39 %
Loss (gain) on real estate dispositions, net	(11,673)	Seniors Housing Triple-Net	430,476	24 %
Loss (income) from unconsolidated entities	12,174	Outpatient Medical	425,592	23 %
Income tax expense (benefit)	2,051	Health System	162,104	9 %
Other expenses	15,483	Long-Term/Post-Acute Care	94,808	5 %
Impairment of assets	2,357	Total In-Place NOI	\$ 1,834,664	100 %
Provision for loan losses, net	(39)			
Loss (gain) on extinguishment of debt, net	(1,090)			
Loss (gain) on derivatives and financial instruments, net	(830)			
General and administrative expenses	33,109			
Depreciation and amortization	284,501			
Interest expense	121,848			
Consolidated net operating income	524,085			
NOI attributable to unconsolidated investments(1)	20,287			
NOI attributable to noncontrolling interests(2)	(27,889)			
Pro rata net operating income (NOI)	516,483			
Adjust:				
Interest income	(39,672)			
Other income ⁽³⁾	(11,898)			
Sold / held for sale	(3,770)			
Non operational ⁽⁴⁾	2,040			
Non In-Place NOI ⁽⁵⁾	(16,395)			
Timing adjustments ⁽⁶⁾	11,878			
In-Place NOI	458,666			
Annualized In-Place NOI	\$ 1,834,664			

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

⁽²⁾ Represents minority partner's interest in joint ventures where Welltower is the majority partner and includes an adjustment to remove NOI related to a leasehold portfolio interest for 26 properties assumed by a wholly-owned affiliate in conjunction with the Holiday Retirement transaction. Subsequent to the initial transaction, we purchased eight of the leased properties and one of the properties was sold by the landlord and removed from the lease. No rent will be paid in excess of net cash flows relating to the leasehold properties.

⁽³⁾ Excludes amounts recognized in other income related to the Health and Human Services Provider Relief Fund in the US and similar programs in the UK and Canada.

⁽⁴⁾ Primarily includes development properties and land parcels.

⁽⁵⁾ Primarily represents non-cash NOI.

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