

# **Welltower Inc.**

## **Corporate Governance Guidelines**

The Board of Directors (the “Board”) of Welltower Inc. (“Welltower”) has adopted these Corporate Governance Guidelines (the “Guidelines”) to promote the effective functioning of the Board and its committees. These Guidelines, along with Welltower’s Certificate of Incorporation, By-Laws and Board committee charters, provide the framework for the governance of Welltower.

### **A. Role of the Board**

The primary responsibility of the Board is to exercise its business judgment to act in what it reasonably believes to be the best interests of Welltower and its shareholders. In carrying out its responsibilities, the Board selects Welltower’s management, acts as an advisor to management and oversees management’s performance. It is management’s responsibility to manage the day-to-day operations of Welltower. In discharging responsibilities as a director, each director is entitled to rely in good faith on reports or other information provided by Welltower’s management, independent auditors and other persons as to matters the director reasonably believes to be within such other person’s professional or expert competence and who has been selected with reasonable care by or on behalf of Welltower.

### **B. Size of Board**

Welltower’s By-Laws provide that the Board shall consist of not less than three nor more than fifteen directors. The exact number of directors shall be fixed from time to time by the Board in accordance with Welltower’s By-Laws. The Nominating/Corporate Governance Committee annually reviews the size of the Board with the Board.

### **C. Director Qualification Standards**

1. In accordance with its charter, the Nominating/Corporate Governance Committee is responsible for engaging in succession planning for the Board and key leadership roles on the Board and its committees, and for identifying and recommending to the Board the nominees to stand for election at each annual meeting of shareholders and the nominees to fill vacancies or newly created positions on the Board.
2. To assist with the selection and nomination process, the Nominating/Corporate Governance Committee shall periodically review policies, processes and criteria regarding the identification and selection of Board nominees, including nominees recommended by shareholders of Welltower.

3. The Nominating/Corporate Governance Committee annually reviews the overall size and structure of the Board and the experience, skills, diversity and other qualities represented on the Board to assess the Board's composition and assesses the criteria that may be needed in the future in light of Welltower's anticipated needs, taking into account the current Board members and the specific needs of Welltower and the Board. The Nominating/Corporate Governance Committee recommends to the Board, if necessary, measures to be taken so that the Board reflects the appropriate balance of knowledge, experience, skills and diversity. The Nominating/Corporate Governance Committee considers diversity in terms of (i) professional experience, including experience in Welltower's primary business segments and in areas of possible future expansion, (ii) educational background and (iii) age, race, gender, sexual orientation, geography, ethnicity and national origin. This process is designed to ensure that the Board includes members with diverse backgrounds, skills and experience, including appropriate financial and other expertise relevant to Welltower's business.
4. The Board generally looks for individuals who have displayed high ethical standards, integrity and sound business judgment. The Board also believes that a nominee for director should be or have been a senior manager, chief operating officer, chief financial officer or chief executive officer of a complex organization such as a corporation, university, foundation or governmental entity or unit or, if in a professional capacity, be accustomed to dealing with complex problems, or otherwise have obtained and excelled in a position of leadership. In addition, directors and nominees for director should have the education, experience, intelligence, independence, fairness, reasoning ability, practical wisdom and vision to exercise sound business judgment and should have high personal and professional ethics, strength of character, integrity and values. Also, directors and nominees for director should be available and willing to attend regularly scheduled meetings of the Board and its committees and otherwise able to contribute a reasonable amount of time to Welltower's affairs, with participation on other boards of directors encouraged to provide breadth of experience to the Board.
5. The Board will consist of at least a majority of non-employee directors who meet the criteria for independence set by the New York Stock Exchange and any other applicable rules and regulations. The Board will affirmatively determine on an annual basis, and Welltower will disclose as required, whether each director is independent.

#### **D. Director Nomination Process**

1. The Nominating/Corporate Governance Committee uses multiple sources for identifying and evaluating nominees for director, including referrals from current directors and management, and may seek input from third party executive search firms retained at Welltower's expense. The Nominating/Corporate Governance Committee will evaluate each candidate, and determine whether the candidate would add value to the Board. Once a candidate is approved by the Nominating/Corporate Governance Committee, the candidate will have an opportunity to meet with the remaining directors and management. At the end of this process, if the Nominating/Corporate Governance Committee determines that the candidate will be able to add value to the Board and the

candidate expresses his or her interest in serving on the Board, the Nominating/Corporate Governance Committee will then recommend to the Board that the candidate stand for election by the shareholders or fill a vacancy or newly created position on the Board. *As part of the search process for each new director, the Nominating/Corporate Governance Committee actively seeks out, and instructs any search firm to seek out, a diverse pool of candidates in terms of backgrounds, perspective, and experiences from which Board nominees are chosen.*

2. The Nominating/Corporate Governance Committee will consider qualified candidates recommended by shareholders. The Nominating/Corporate Governance Committee requires that shareholder recommendations for director candidates be accompanied by (i) the name, age, business address and, if known, residence address of the candidate, (ii) the principal occupation or employment of the candidate for at least the last five years and a description of the qualifications of the candidate, (iii) the class or series and number of shares of Welltower's stock that are owned beneficially or of record by the candidate and (iv) any other information relating to the candidate that is required to be disclosed in solicitations for proxies for election of directors under Regulation 14A of the Securities Exchange Act of 1934, as amended, together with a written statement from the candidate that he or she is willing to be nominated and desires to serve, if elected, and will provide such representations and any questionnaires required to be completed by Welltower directors. For such a candidate to be considered as a potential nominee for Welltower's next annual meeting of shareholders, the recommendation must be submitted by the deadline set forth in Welltower's most recent proxy statement. Also, the shareholder making the recommendation should include (i) his or her name and record address, together with the name and address of any other shareholder known to be supporting the candidate and (ii) the class or series and number of shares of Welltower's stock that are owned beneficially or of record by the shareholder making the recommendation and by any other supporting shareholders. Candidates for director who are recommended by shareholders will be evaluated in the same manner as any other candidate for director.

## **E. Annual Elections; Majority Voting**

1. Each director stands for election by Welltower's shareholders annually to serve a one-year term.
2. Welltower has adopted majority voting in the uncontested election of directors and plurality voting in contested elections. In uncontested elections, directors are elected by a majority of the votes cast, which means that the number of shares voted "for" a director must exceed the number of shares voted "against" that director.
3. The Board shall nominate for election or re-election as directors only candidates who have tendered or agreed to tender an irrevocable resignation that will be effective upon (i) the failure of the candidate to receive the required vote at an annual meeting at which he or she is nominated for election or re-election, and (ii) Board acceptance of the tendered resignation.
4. The Nominating/Corporate Governance Committee will promptly consider the tendered

resignation offer and will recommend to the Board whether to accept or reject it. In making its recommendation to the Board, the Nominating/Corporate Governance Committee may consider any factors and information it deems relevant or appropriate, including, without limitation, (i) the stated reasons, if any, why shareholders did not vote in favor of the director, (ii) possible alternatives for curing the underlying cause of the “against” votes, (iii) the director’s tenure, (iv) the director’s qualifications and contributions, and (v) the overall composition of the Board.

5. The Board will act on the Nominating/Corporate Governance Committee’s recommendation no later than 90 days following the date of the certification of the shareholder vote. In considering the Nominating/Corporate Governance Committee’s recommendation, the Board will consider the factors and information considered by the Nominating/Corporate Governance Committee and such additional factors and information the Board deems relevant or appropriate.
6. Following the Board’s decision on the Nominating/Corporate Governance Committee’s recommendation, Welltower will publicly disclose the Board’s decision and explain the rationale behind the decision.
7. Any director who has or is expected to tender his or her resignation offer in accordance with this Section E will not participate in the consideration of the matter by the Nominating/Corporate Governance Committee or the Board.
8. If a majority of the members of the Nominating/Corporate Governance Committee fail to receive the required number of votes for re-election, then the independent directors then serving on the Board who did receive the required number of votes for re-election will appoint a Board committee (the “Temporary Committee”) from amongst themselves solely for the purpose of considering the tendered resignation offer and making a recommendation to the Board regarding such tendered resignation offer. Notwithstanding the foregoing, if fewer than three directors would be eligible to serve on the Temporary Committee, the entire Board (other than the directors whose resignation offers are being considered) will make the determination to accept or reject the resignation offers without any recommendation from the Nominating/Corporate Governance Committee and without the creation of the Temporary Committee.

## **F. Director Responsibilities**

Directors shall have the following responsibilities:

1. Promote the best interests of Welltower and its shareholders by overseeing the management of Welltower’s business and affairs.
2. Select, evaluate and compensate the Chief Executive Officer (“CEO”) and approve the appointment and compensation of the other members of the senior management team.
3. Oversee and interact with senior management with respect to key aspects of the business including strategic planning, management development and succession, operating performance and shareholder returns.

4. Be satisfied that senior management maintains an effective system for timely reporting to the Board or appropriate Board committees on the following: (i) Welltower's financial and business plans, strategies and objectives; (ii) the recent financial results and condition of Welltower and its business segments; (iii) significant accounting, regulatory, competitive, litigation and other external issues affecting Welltower; and (iv) systems of control which promote accurate and timely reporting of financial information to shareholders and compliance with laws and corporate policies.
5. Have a basic understanding of the foregoing matters to the extent information is furnished by management or otherwise available to the Board.
6. Provide general advice and counsel to Welltower's CEO and members of the senior management team.

### **G. Board Meetings; Annual Meeting of Shareholders**

Regular meetings of the Board may be held without notice at such time and at such place as may from time to time be determined by the Board. There shall be at least four regular meetings each year. Directors are expected to attend Board meetings and meetings of the Board committees on which they serve. The Chair of the Board and the independent Lead Director, if any, will have primary responsibility for establishing the agenda for each meeting and arranging for the agenda to be sent in advance of the meeting to the directors along with appropriate written information and background materials so as to allow directors to review and prepare for discussion of the items at the meeting. Each Board committee, and each individual director, is encouraged to suggest items for inclusion on the agenda.

Directors are encouraged to attend the annual meeting of shareholders.

### **H. Board Leadership Structure**

The Board is responsible for the selection of the Chair of the Board and the CEO. The Board believes it is in the best interests of Welltower for the Board to make a determination regarding whether to separate the roles of Chair of the Board and CEO based on the circumstances. Accordingly, these roles may be filled by one individual or by two different individuals. The Board regularly reviews and assesses Welltower's leadership structure in connection with its review of succession planning.

If the same person holds the CEO and Chair roles or if the Chair is not otherwise independent, the independent directors of the Board will designate one of the independent directors as the Lead Director to serve for a period of at least one year. In that case, the specific responsibilities of the independent Lead Director will include:

1. presiding at all meetings of the Board at which the Chair of the Board is not present, including executive sessions of non-employee directors and independent directors;
2. calling executive sessions of the non-employee and independent directors;
3. serving as a liaison between the Chair of the Board and the independent directors;
4. consulting with the Chair of the Board regarding company strategy and performance;

5. consulting with the Chair regarding agendas for all meetings of the Board as well as contributing to and approving them;
6. approving Board meeting schedules to provide that there is sufficient time for discussion of all agenda items;
7. approving information sent to the Board and overseeing that the scope, quality, quantity and timeliness of the flow of information between management and the Board is adequate for the Board to effectively and responsibly perform its duties;
8. interviewing all Board candidates in coordination with the Chair of the Nominating/Corporate Governance Committee, and making recommendations to such Committee and the Board;
9. collaborating with the Nominating/Corporate Governance, Compensation and Executive Committees to delineate the respective roles of these committees and the Lead Director with respect to the CEO's retention, compensation, evaluation and termination;
10. facilitating the development of a succession plan for the Chair and CEO;
11. collaborating with the Chair of the Board and committee chairs to ensure effective functioning of all committees;
12. consulting with the Nominating/Corporate Governance Committee regarding Board and committee composition, committee chair selection, the annual performance review of the Board and its committees, and director succession planning;
13. being available, as appropriate, for consultation and direct communication with major shareholders upon request; and
14. performing such other duties and responsibilities as described in these Guidelines and as may be requested by the Board from time to time.

## **I. Executive Sessions of Independent Directors**

Executive sessions of non-employee directors are held after regularly scheduled meetings of the Board. If the non-management directors include directors who are not independent, an executive session of independent directors is held at least once each year. The independent Chair of the Board or the independent Lead Director, as applicable, chairs these executive sessions.

## **J. Director Compensation**

1. The form and amount of director compensation is determined by the Board upon the recommendation of the Compensation Committee in accordance with the policies and principles set forth herein and those that may be adopted by the Compensation Committee pursuant to its charter, as well as all applicable legal and regulatory guidelines. Generally, the Board's policy is to pay its non-employee directors appropriate and competitive compensation so as to ensure Welltower's ability to attract and retain highly-qualified directors. The Compensation Committee will conduct

reviews, of the form and amount of director compensation. The Compensation Committee will take into consideration that a director's independence may be jeopardized if director compensation and perquisites exceed customary levels, if Welltower makes substantial charitable contributions to organizations with which a director is affiliated, and if Welltower enters into a consulting contract with, or provides other forms of compensation to, an organization with which a director is affiliated.

2. Directors who are employees of Welltower do not receive additional compensation for serving as directors.
3. Directors who are members of the Audit Committee may receive no compensation from Welltower other than the fees they receive for serving as directors.

#### **K. Director Access To Management and, As Necessary and Appropriate, Outside Advisors**

1. The Board shall have full and free access to members of the senior management team and all other employees of Welltower in order to ensure that all members of the Board may ask all questions and glean all information necessary to fulfill their duties. Any meetings or contacts that a director wishes to initiate may be arranged through the CEO; provided, however, that any director has the right to directly contact Welltower's internal auditor (or persons performing the internal audit function) without informing members of the senior management team. The Board may specify a protocol for making such inquiries. Management is encouraged to invite Welltower personnel to any Board meeting at which their presence and expertise would help the Board have a full understanding of matters being considered.
2. The Board and each committee of the Board has the right to retain or obtain the advice of such outside advisors, including, without limitation, accountants, legal counsel or other experts or consultants, as the Board and such committee, in its sole and absolute discretion, deems advisable or appropriate. Welltower will provide for appropriate funding for payment of reasonable compensation to any such advisors.

#### **L. Service on Other Boards**

Service as a member of the Board is a significant commitment in terms of responsibility and time. Each director is encouraged to limit the number of other boards on which he or she serves so that other directorships will not interfere with his or her service as an effective member of the Board. Directors should advise the Chair of the Board, the Lead Director, if applicable, the Chair of the Nominating/Corporate Governance Committee and the Corporate Secretary in advance of accepting an invitation to serve on other boards. However, directors may not serve on the boards of more than three other public companies. Directors who are chief executive officers of public companies may not serve on the boards of more than one other public company, in addition to Welltower's Board.

#### **M. Term Limits**

The Board does not believe it should establish term limits. While term limits could help

generate fresh ideas and viewpoints, they may deprive Welltower of valuable contributions from directors who, over time, have developed increasing insights into Welltower and its operations. As an alternative to term limits, the Nominating/Corporate Governance Committee will evaluate each director's nomination for re-election to the Board each year.

## **N. Age Limit Policy**

Unless otherwise determined by the Board, no person shall be nominated for election as a director after his or her 75th birthday.

## **O. Director Resignation Following a Change in Employment**

Non-management directors who substantially change employment (including through retirement or a significant decrease in job responsibilities) are expected to tender their resignation to the Chair of the Nominating/Corporate Governance Committee immediately upon such change. The Nominating/Corporate Governance Committee, together with the Board, will consider the offered resignation and decide what action, if any, should be taken by the Board with respect to the offer to resign.

## **P. Director Orientation and Continuing Education**

1. The Board shall implement and maintain an orientation program for newly elected directors. The orientation process will include providing new Board members with comprehensive information about (i) Welltower's business and financial performance; (ii) governance practices, including policies, procedures and responsibilities of the Board and its committees; and (iii) legal and regulatory developments with respect to Welltower and its industry. New Board members will also meet with members of the senior management team and will have the opportunity to visit Welltower's headquarters.
2. Welltower will facilitate the participation of all Board members in relevant continuing education programs. Directors are required to continue to educate themselves with respect to accounting and finance matters, leadership, industry practices, general management and strategic planning. Members of Welltower's senior management team may also review with the Board, from time to time, certain aspects of Welltower's operations as part of regularly scheduled Board meetings.

## **Q. Committees of the Board**

1. The Board has established the following standing committees: (i) Audit, (ii) Compensation, (iii) Executive, and (iv) Nominating/Corporate Governance. The Audit, Compensation, and Nominating/Corporate Governance Committees are comprised solely of independent directors. In addition, directors who serve on the Audit Committee and the Compensation Committee must meet additional, heightened independence criteria applicable to directors serving on these committees under New York Stock Exchange listing standards. The Board may also establish and maintain other committees from time to time as it deems necessary and appropriate in accordance with Welltower's By-Laws.

2. The Nominating/Corporate Governance Committee shall periodically review committee assignments and make recommendations to the Board for rotations of assignments and appointment of committee chairs, as appropriate. The chair of each committee, in consultation with other committee members, will set the agenda for each meeting and determine the length and frequency of committee meetings (consistent with the committee's charter and the needs of Welltower). The chair of each committee will report on the proceedings of the committee to the Board (when requested by the Board and in accordance with the committee's charter).
3. Each standing committee operates under a written charter that sets forth the purposes and responsibilities of the committee as well as qualifications for committee membership. Each standing committee assesses the adequacy of its charter annually and recommends changes to the Board as appropriate.

## **R. Management Succession**

The Compensation Committee will conduct an annual review of the CEO's performance and oversee the evaluation of Executives (as defined in the Compensation Committee Charter). At least annually, the Board will review succession plans for Welltower's CEO and such Executives with the Compensation Committee and consider recommendations and evaluations of potential successors for the CEO and other senior management, along with a review of any development plans for such individuals. Succession planning will address both succession in the ordinary course of business and contingency planning in case of unexpected events.

## **S. Equity Ownership Guidelines for Directors and Management**

Certain executive officers and non-employee directors are required to own a certain amount of Welltower's equity securities as more particularly described in the Equity Ownership Policy.

## **T. Evaluations of CEO and Management**

The Compensation Committee and Board annually assess the CEO's performance in consultation with the Chair of the Board (if the CEO and Chair roles are separated) and the independent Lead Director, if applicable, and the CEO in consultation with the Compensation Committee and the Board annually assesses the individual performance of the other executive officers. These reviews may be (but need not be) completed in connection with the Compensation Committee's review of Welltower's executive compensation programs.

## **U. Code of Conduct**

The Board has adopted a Code of Business Conduct and Ethics that meets the New York Stock Exchange's listing standards and complies with the rules of the SEC. The Code of Business Conduct and Ethics is available on Welltower's website. Directors must abide by the relevant provisions of Welltower's Code of Business Conduct and Ethics.

## **V. Confidentiality**

Directors must protect and hold confidential all non-public information that comes to them, from whatever source, in their capacity as a director of Welltower, unless disclosure is authorized or required by law. Proceedings and deliberations of the Board and its committees are confidential, unless disclosure is authorized or required by law.

## **W. Board Interaction with Shareholders and Others**

To enable Welltower to speak with a single voice, as a general matter, senior management serves as the primary spokesperson for Welltower and is responsible for communicating with various constituencies that are involved with Welltower, including shareholders. Directors may participate in discussions with shareholders and other constituencies on issues where Board-level involvement is appropriate.

## **X. Communications with the Board**

Shareholders and other parties interested in communicating with the Board or any specific directors (including the Chair of the Board and the independent Lead Director, if applicable) may do so by writing to the Board at Welltower's corporate headquarters. The Nominating/Corporate Governance Committee has approved a process for handling letters received by Welltower and addressed to members of the Board. Under that process, the Corporate Secretary of Welltower reviews all such correspondence and regularly forwards to the Board a summary of the correspondence (with copies of the correspondence attached) that, in the opinion of the Corporate Secretary, relates to the functions of the Board or committees thereof or that he or she otherwise determines requires their attention. Directors may at any time review a log of all correspondence received by Welltower that is addressed to members of the Board and request copies of such correspondence.

## **Y. Annual Performance Evaluation of the Board**

The Nominating/Corporate Governance Committee is responsible for developing, administering and overseeing processes for conducting evaluations. The Board and Nominating/Corporate Governance Committee will conduct an annual self-evaluation of the Board and its committees to evaluate the size, composition and diversity of the Board and to determine whether it and its committees are functioning effectively. The Board will also review the Nominating/Corporate Governance Committee's recommendations concerning the performance and effectiveness of the Board and its committees. The Nominating/Corporate Governance Committee also conducts an individual evaluation of each director every year.

## **Z. Shareholder Engagement**

To enable Welltower to speak with a single voice, as a general matter, senior management serves as the primary spokesperson for the Company and is responsible for communicating with various constituencies, including shareholders, on behalf of the Company. Directors may participate in discussions with shareholders and other constituencies on issues where Board-level involvement is appropriate. In addition, the Board oversees the Company's

shareholder engagement efforts, with assistance from the Nominating/Corporate Governance Committee and the Compensation Committee, which oversees shareholder engagement on the subject of executive compensation.

## **AA. Risk Management**

The Board, as a whole and at the committee level, plays an important role in overseeing the management of Welltower's risks. The Board regularly reviews Welltower's material risks and exposures, including operational, strategic, financial, legal, environmental sustainability and regulatory risks. The Board and the Audit Committee review the management of financial risk and Welltower's policies regarding risk assessment and risk management. The Audit Committee shall review and discuss with management the strategies, processes and controls pertaining to the management of the Company's information technology operations, including cyber risks, and information security. The Board and the Compensation Committee review the management of risks relating to Welltower's compensation plans and arrangements. The Board and the Nominating/Corporate Governance Committee review the management of risks relating to compliance, environmental sustainability and Welltower's corporate governance policies.

Management is responsible for identifying Welltower's significant risks, developing risk management strategies and policies and integrating risk management into Welltower's decision-making process. To that end, Welltower has implemented an enterprise risk management program and created an internal risk management steering committee charged with identifying, monitoring and controlling such risks and exposures. This risk management structure helps ensure that necessary information regarding significant risks and exposures is transmitted to Welltower's leadership, including management, the appropriate Board committees and the Board.

It is also the primary responsibility of management to (1) make and keep books, records and accounts, which, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of Welltower; (2) devise and maintain an effective system of internal accounting controls; (3) devise and maintain effective disclosure controls and procedures and internal controls over financial reporting; (4) prepare financial statements that are accurate and complete and fairly present the financial condition, results of operating and cash flows of Welltower; and (5) devise and maintain systems, procedures and corporate culture which promote compliance with legal and regulatory requirements and the ethical conduct of Welltower's business.

## **BB. Annual Review of Corporate Governance Guidelines**

The Nominating/Corporate Governance Committee will review these Guidelines annually and recommend any proposed changes to the Board for approval.

*Reviewed and Approved by the Board of Directors of Welltower Inc. on February 26, 2026*