



W. P. CAREY

2025

CEO Letter

W. P. Carey (NYSE: WPC) is one of the largest net lease REITs with a well-diversified portfolio of high-quality, operationally critical commercial real estate, including 1,682 net lease properties covering approximately 183 million square feet as of December 31, 2025. We remain focused on investing primarily in single-tenant industrial, warehouse and retail properties located in the U.S. and Europe under long-term net leases with built-in rent escalations.

50+

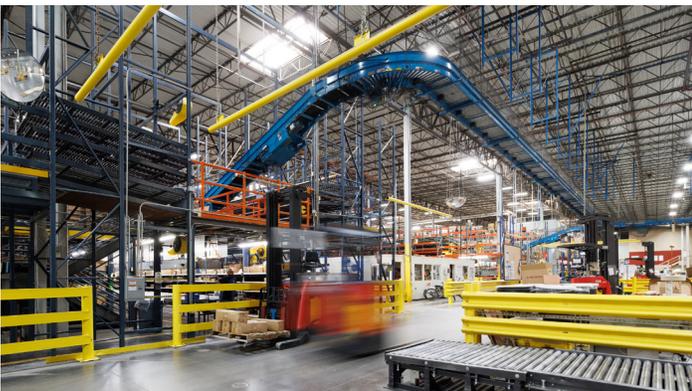
years *Investing for the Long Run*®

25+

years as a public company

25+

years investing in Europe



2025 at a Glance

Earnings growth

AFFO per share grew 5.7% year over year, reflecting a balance of accretive external investment activity and internal rent growth

Investment activity

Completed a record \$2.1 billion of investment volume, deploying capital into long-duration, net lease assets

Rent growth

Achieved contractual same-store rent growth of approximately 2.4% year over year, among the strongest in the net lease sector

Capital recycling

Sold noncore assets at favorably tight cap rates and reinvested proceeds into higher-yielding investments

Balance sheet

Maintained an investment-grade balance sheet with access to multiple forms of capital and ample liquidity

Dividend

Total dividends declared during 2025 increased by 3.7% compared to 2024, providing consistent and growing income to our shareholders

Total return

Shareholders realized a total return of approximately 25% for the year, inclusive of the dividends paid and appreciation of our stock price



Dear Fellow Shareholders,

Over the past 12 months, we successfully executed our strategy, generating attractive near-term returns for our shareholders and laying the foundation for sustainable, long-term growth.

I'm pleased to say that during 2025 we completed record annual investment volume, driven by the strength of our team, the depth of our sourcing platform, and our ability to structure and close deals in a competitive market environment. Our investments were funded primarily through accretive sales of noncore assets, allowing us to recycle capital efficiently while incrementally simplifying our portfolio. Notably, we effectively exited from operating self-storage, both heightening our focus on our core net lease strategy and further enhancing the predictability and stability of our earnings.

Strong execution across the company translated into meaningful financial results. For the year, we generated approximately 5.7% growth in AFFO per share—among the highest in the net lease sector—while delivering a dividend yield averaging over 5%. The dividends we paid, combined with the appreciation of our stock price, provided our shareholders with a total return of 25% for the year, placing us in the top tier of publicly traded REITs.

As we look ahead, I'm more optimistic than ever about the trajectory of our company and our ability to deliver attractive, durable growth over the long term. Our robust outlook for investment volume, strong balance sheet, access to multiple forms of capital and best-in-class rent growth position us to continue driving sector-leading AFFO growth in 2026 and beyond.

Strong Execution Yields Record Deal Volume

Following a period of strategic transition, we entered 2025 with a simplified platform. Against a backdrop of lower interest rate volatility, in both the U.S. and Europe, we leveraged our sourcing capabilities and transaction expertise to deploy capital at attractive risk-adjusted returns.

Investment activity meaningfully accelerated, and in total, we closed a record \$2.1 billion of investments at a weighted-average initial cash cap rate of approximately 7.6% and an estimated average yield of approximately 9.2%, which reflects contractual rent escalations over the terms of the leases. The investments were completed at a compelling average spread relative to the pricing we achieved on our sales of noncore assets and to our overall cost of capital.

Consistent with our strategy, single-tenant warehouse and industrial properties accounted for the large majority of total investment volume, complemented by the deployment of additional capital into retail

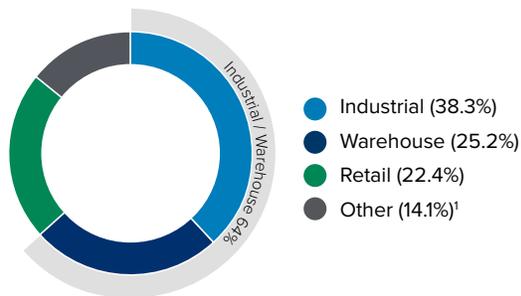
assets, particularly in the U.S. Geographically, about three-quarters of our 2025 investment volume was in North America—virtually all of which was in the U.S.—and one-quarter was in Europe. Over the long term, we expect to maintain a similar allocation between regions as that of our current portfolio, although it can vary from year to year.

With experienced investment teams on the ground in both the U.S. and Europe, a strong balance sheet and ample liquidity, we are well positioned to maintain an accelerated pace of investment activity in 2026. This is further supported by a constructive market backdrop, with transaction markets continuing to stabilize and an anticipated increase in M&A expected to fuel additional sale-leaseback opportunities.

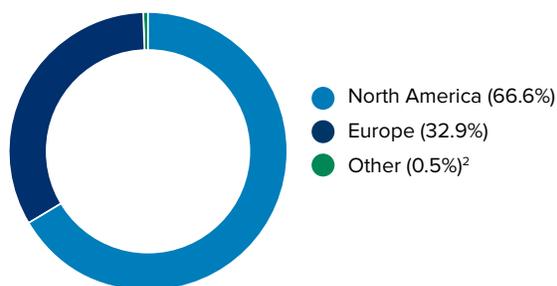


Our diversified investment approach across property types, geographies and tenant industries expands our opportunity set and helps mitigate the impact of localized market disruptions.

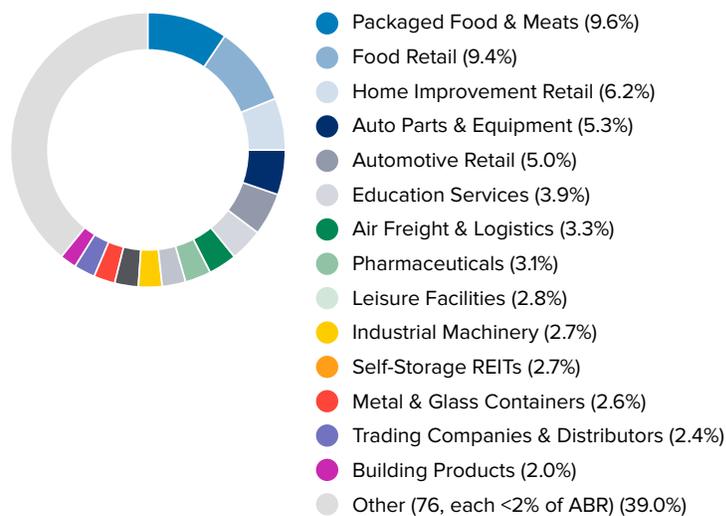
Property Type Diversification



Geographic Diversification



Tenant Industry Diversification³



Portfolio data reflects pro rata ownership of real estate assets (excluding operating properties) and is based on contractual minimum ABR as of December 31, 2025.

¹Other includes education facility, specialty, self-storage (net lease), laboratory, research and development, hotel (net lease), office and land.

²Other includes Mauritius and Japan.

³Industry classification is based on the Global Industry Classification Standard (GICS) framework.

Our Investment Strategy in Action



Valeo Foods

In July, W. P. Carey completed the \$103 million sale-leaseback of six mission-critical food production facilities located across three European countries. The portfolio spans approximately 1.4 million square feet and is net leased to Valeo Foods, an international food production and distribution business. The portfolio is critical to the tenant, with each asset playing a unique and irreplaceable role in the company's operations. It is subject to 25-year, triple-net countrywide master leases, with annual CPI-based rent increases.



Canadian Solar

In September, W. P. Carey completed the \$92 million acquisition of a Class A industrial facility in Texas. Totalling 757,000 square feet, the asset is triple-net leased to Canadian Solar, one of the largest solar module and energy storage manufacturers globally. The facility is newly constructed, featuring cross docks, a 40' clear height and 124 trailer parking stalls. The property is well located in the Dallas-Fort Worth Metroplex and is net leased for a term of 10 years with fixed annual rent increases.

Life Time Fitness

In December, W. P. Carey completed the \$322 million acquisition of 10 fitness facilities located in the U.S. The portfolio, totaling 1.3 million square feet, is net leased to Life Time Fitness, an existing tenant and premium lifestyle brand and fitness operator. After the transaction, Life Time ranked as W. P. Carey's third-largest tenant by ABR. The assets are master leased on a triple-net basis for a remaining term of 9.5 years with built-in rent increases.



2025 Portfolio Overview

\$1.6B ABR

183M square feet

1,682 net lease properties

12-year WALT

371 tenants

25 countries



Expanding Growth Opportunities Through Carey Tenant Solutions

In addition to our core investment activity, sourcing new opportunities through existing tenants has remained an important and differentiated avenue of growth for us for decades. In early 2026, we launched our Carey Tenant Solutions platform to formalize and scale these capabilities and raise awareness among both our existing tenants and investors. Through this platform, we partner with tenants to support their evolving real estate needs through follow-on investments—including build-to-suits, expansions, redevelopments and energy solutions such as solar installations.

Historically, investments sourced through existing tenants have represented a meaningful contribution to annual deal volume—which we believe we can grow over time, supported by our experienced in-house project management team, deep development expertise and long-standing local relationships in the U.S. and Europe.

Such projects typically generate above-market yields, extend lease terms and enhance the strategic importance of the assets involved—creating highly attractive, proprietary deal flow that leverages and strengthens our tenant relationships.



Balance Sheet Strength and Capital Flexibility

Our strong financial position and disciplined capital raising continue to provide a meaningful competitive advantage. In 2025, our funding strategy was uniquely driven by accretive dispositions of noncore assets, with approximately \$1.5 billion of asset sales completed at favorably tight cap rates.

During the second half of the year, we began to proactively get ahead of our 2026 equity capital needs by selling shares of common stock through our ATM program, positioning us with over \$400 million of unsettled forward equity at year-end. In early 2026, we completed additional forward equity sales, totaling close to \$500 million, giving us ample flexibility in how we fund investments.

We continued to secure efficiently priced debt capital, supported by our access to euro-denominated financing—which remains a key differentiator. During

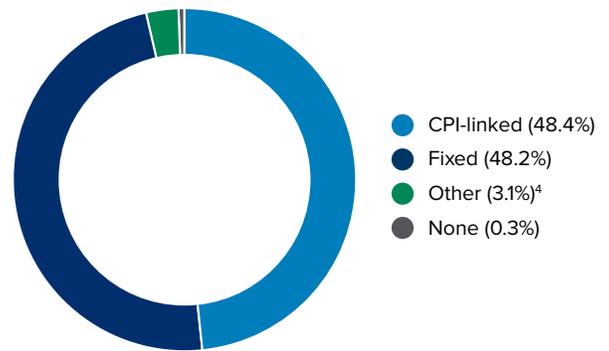
the year, we successfully refinanced our euro-denominated term loan and achieved excellent execution on our five-year U.S. bond issuance. We followed this in early 2026 by issuing €1 billion of senior unsecured notes, a portion of which was used to refinance the first of the two bonds we have maturing this year.

We ended 2025 with significant liquidity, inclusive of our credit facility and unsettled forward equity. In combination with the debt and equity capital markets transactions we executed earlier this year, and the free cash flow we expect to generate, we have already locked in our anticipated 2026 funding needs. Furthermore, we continue to maintain meaningful flexibility through opportunistic dispositions, which we expect to execute at attractive cap rates—supporting our ability to fund even greater investment activity accretively.

Sector-Leading Internal Growth

One of the most compelling aspects of our business model remains our industry-leading rent growth, which supports AFFO growth independent of transaction activity. Even after the peak inflation levels of recent years, our contractual same-store rent growth was approximately 2.4% year over year, which remained among the best in the net lease sector. We expect it to remain at or slightly above this level in 2026, supported by the strength of our fixed rent bumps, which comprise about half of our portfolio's rent escalations.

Our diverse portfolio continued to perform well in 2025, with minimal rent disruption—reflecting both the effectiveness of our long-term underwriting approach and the critical nature of the assets we own.



Portfolio data is based on contractual minimum ABR and reflects pro rata ownership of real estate assets (excluding operating properties) as of December 31, 2025.

⁴Represents leases that include a percentage rent component. Includes \$41.3 million (2.7%) of ABR from a tenant (Extra Space Storage) that has both a percentage rent component and annual fixed rent increases in its lease.

Our European portfolio remains a key competitive advantage, providing geographic diversity and access to attractive sourcing opportunities. Importantly, our established presence in Europe also enables us to access the European debt markets, enhancing our capital flexibility and supporting accretive investment activity.

Looking Ahead with Confidence

2025 was a standout year for W. P. Carey. Our ability to navigate a dynamic market while delivering record investment activity and exceptional financial performance speaks to the strength of our business model, quality of our portfolio and—most importantly—the dedication and expertise of our employees. Across the organization, our teams demonstrated professionalism, discipline and a focus on execution, consistently rising to new challenges and pursuing our long-term strategy.

Our success would also not be possible without the guidance and support of our Board of Directors, whose counsel remains invaluable as we continue to advance our business. In particular, I would like to thank Mark Alexander, who stepped down from the Board in December 2025 after nine years of service as an Independent Director. We are deeply grateful for his leadership and contributions throughout his tenure.

Lastly, I want to thank our shareholders, whose support and trust have been integral to our ability to invest for the long run.

As we move through 2026, we do so with confidence, grounded in a resilient portfolio, strong financial position and clear path for growth. Our priorities remain clear: executing disciplined investments, expanding tenant partnerships through Carey Tenant Solutions and maintaining balance sheet strength and flexibility—all of which support sustainable growth and long-term value creation for our shareholders.

With best regards,



Jason E. Fox
Chief Executive Officer and President



Doing Good While Doing Well®

Wm. Polk Carey's lifelong commitment to *Doing Good While Doing Well*® is fundamental to who we are and how we operate. Our 2025 Corporate Responsibility achievements reflect that commitment in action, highlighting the positive impact we continue to make within our business, our communities and beyond.

- Earned 2025 Great Place to Work Certification™ in the U.S. (fourth year) and the Netherlands (second year)
- Named one of CRE's Best Places to Work of 2025 by *GlobeSt*
- Selected as one of *Fortune's* 2025 Best Workplaces in New York™, Best Workplaces in Real Estate™ and Best Medium Workplaces™
- Maintained a voluntary turnover rate of 5% for 2025, significantly lower than those of our financial services and real estate peers
- Maintained a "1" Governance QualityScore from Institutional Shareholder Services, indicating the lowest governance risk
- Furthered our commitment to sustainability, with 38% of our net lease portfolio (as a percentage of square footage) under leases containing green lease provisions as of December 31, 2025
- Pursued solar opportunities via CareySolar®, increasing total solar in the portfolio to approximately 38 megawatts (MW) as of December 31, 2025
- Achieved a GRESB Public Disclosure score of "A" for the third consecutive year
- Sponsored an employee team to run in the New York City Marathon and, together with the W. P. Carey Foundation, raised \$120,000 for NewYork-Presbyterian Hospital
- Continued our CareyForward employee volunteer program supporting community organizations such as the Amsterdam Food Bank, City Harvest, God's Love We Deliver, New York Cares, NL Cares and Volunteers of America
- The W. P. Carey Foundation matched over \$250,000 of eligible donations made by our employees and directors, amplifying the impact of our collective giving



The following non-GAAP financial measures are used in this CEO letter:

AFFO

Due to certain unique operating characteristics of real estate companies, as discussed below, NAREIT, an industry trade group, has promulgated a non-GAAP measure known as FFO, which we believe to be an appropriate supplemental measure, when used in addition to and in conjunction with results presented in accordance with GAAP, to reflect the operating performance of a REIT. The use of FFO is recommended by the REIT industry as a supplemental non-GAAP measure. FFO is not equivalent to, nor a substitute for, net income or loss as determined under GAAP.

We define FFO, a non-GAAP measure, consistent with the standards established by the White Paper on FFO approved by the Board of Governors of NAREIT, as restated in December 2018. The White Paper defines FFO as net income or loss computed in accordance with GAAP, excluding gains or losses from the sale of certain real estate, impairment charges on real estate or other assets incidental to the company's main business, gains or losses on changes in control of interests in real estate, and depreciation and amortization from real estate assets; and after adjustments for unconsolidated partnerships and jointly owned investments. Adjustments for unconsolidated partnerships and jointly owned investments are calculated to reflect FFO on the same basis.

We also modify the NAREIT computation of FFO to adjust GAAP net income for certain non-cash charges, such as amortization of real estate-related intangibles, deferred income tax benefits and expenses, straight-line rent and related reserves, other non-cash rent adjustments, non-cash allowance for credit losses on loans receivable and finance leases, stock-based compensation, non-cash environmental accretion expense, amortization of discounts and premiums on debt, and amortization of deferred financing costs. Our assessment of our operations is focused on long-term sustainability and not on such non-cash items, which may cause short-term fluctuations in net income but have no impact on cash flows. Additionally, we exclude noncore income and expenses, such as gains or losses from extinguishment of debt, gains or losses on the mark-to-market fair value of equity securities, merger and acquisition expenses, spin-off expenses, and income and expenses associated with our captive insurance company. We also exclude realized and unrealized gains/losses on foreign currency exchange rate movements (other than those realized on the settlement of foreign currency derivatives), which are not considered fundamental attributes of our business plan and do not affect our overall long-term operating performance. We refer to our modified definition of FFO as AFFO. We exclude these items from GAAP net income to arrive at AFFO because they are not the primary drivers in our decision-making process and excluding these items provides investors with a view of our portfolio performance over time and makes it more comparable to other REITs. AFFO also reflects adjustments for unconsolidated partnerships and jointly owned investments. We use AFFO as one measure of our operating performance when we formulate corporate goals, evaluate the effectiveness of our strategies and determine executive compensation.

We believe that AFFO is a useful supplemental measure for investors to consider because we believe it will help them better assess the sustainability of our operating performance without the potentially distorting impact of these short-term fluctuations. However, there are limits on the usefulness of AFFO to investors. For example, impairment charges and unrealized foreign currency exchange rate losses that we exclude may become actual realized losses upon the ultimate disposition of the properties in the form of lower cash proceeds or other considerations. We use our FFO and AFFO measures as supplemental financial measures of operating performance. We do not use our FFO and AFFO measures as, nor should they be considered to be, alternatives to net income computed under GAAP, alternatives to net cash provided by operating activities computed under GAAP, or indicators of our ability to fund our cash needs.

Other Metrics

Pro Rata Metrics

This CEO letter contains certain metrics prepared on a pro rata basis. We refer to these metrics as pro rata metrics. We have certain investments in which our economic ownership is less than 100%. On a full consolidation basis, we report 100% of the assets, liabilities, revenues and expenses of those investments that are deemed to be under our control or for which we are deemed to be the primary beneficiary, even if our ownership is less than 100%. Also, for all other jointly owned investments, which we do not control, we report our net investment and our net income or loss from that investment. On a pro rata basis, we generally present our proportionate share, based on our economic ownership of these jointly owned investments, of the assets, liabilities, revenues and expenses of those investments. Multiplying each of our jointly owned investments' financial statement line items by our percentage ownership and adding or subtracting those amounts from our totals, as applicable, may not accurately depict the legal and economic implications of holding an ownership interest of less than 100% in our jointly owned investments.

ABR

ABR represents contractual minimum annualized base rent for our net leased properties and reflects exchange rates as of December 31, 2025. If there is a rent abatement, we annualize the first monthly contractual base rent following the free rent period. ABR is not applicable to operating properties and is presented on a pro rata basis.



W. P. Carey is committed to reducing our environmental impact and finding new ways to expand our green efforts. As such, we are proud to report that our 2025 CEO Letter was issued in electronic form only.