Our multi-year plan focuses on three major principles:

**Portfolio Quality**
High-quality assets, tightly clustered in major metro markets that provide multiple growth levers

**NAV Creation**
Increase Net Asset Value (NAV) through redevelopment, select ground-up development and active investment management

**Financial Strength**
Maintain a strong balance sheet and financial flexibility

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**Financial & Balance Sheet Highlights**
- Debt/Total Capitalization* = 0.48:1
- Net Debt/EBITDA, as adjusted* = 6.0x
- Debt Service Coverage* = 4.4x
- Q1 Dividend Payout Ratio = 78%

*Consolidated.

**Capital & Balance Sheet Strategy**
- Grow free cash flow (after common dividends) for investment and debt reduction
- Maintain solid balance sheet metrics:
  - Net Debt/Recurring EBITDA target of 5.0x - 5.5x
  - Stable fixed charge coverage
- Strong liquidity position - $2.25B available unsecured line of credit
- Large unencumbered asset pool
- One of the longest debt maturity profiles in the REIT industry
The statements in this fact sheet state the company's and management’s intentions, beliefs, expectations or projections ... statements. It is important to note that the company's actual results could differ materially from those projected in such forward-looking statements. Factors which may cause actual results to differ materially from current expectations ... to, (i) general adverse economic and local real estate conditions, (ii) the inability of major tenants to continue paying their rent obligations due to bankruptcy, insolvency or a general downturn in their business, (iii) financing risks, such as the inability to obtain, debt or other sources of financing or refinancing on favorable terms to the company, (iv) the company's ability to raise capital by selling its assets, (v) changes in governmental laws and regulations and management's ability to estimate the impact thereof, (vi) risks related to the Company’s international operations, (vii) the availability of suitable redevelopment opportunities, and risks related to acquisitions not performing in accordance with our expectations, (viii) valuation and risks related to the company’s joint venture and preferred equity investments, (ix) increases in operating costs, (x) changes in the dividend policy for the company’s common and preferred stock and the company’s ability to pay dividends at current levels, (xi) the reduction in the company’s income in the event of lease terminations by tenants or a failure by multiple tenants to occupy their premises in a shopping center, (xii) impairment charges and (xv) unanticipated changes in the company’s intention or ability to prepay certain debt prior to maturity and/or hold certain securities until maturity. Additional information concerning factors that could cause actual results to differ materially from those forward-looking statements is contained from time to time in the company's SEC filings. Copies of each filing may be obtained from the company or the SEC. The company refers you to the documents filed by the company from time to time with the SEC, specifically the section titled “Risk Factors” in the company’s Annual Report on Form 10-K for the year ended December 31, 2019, as may be updated or supplemented in the company’s Quarterly Reports on Form 10-Q and the company’s other filings with the SEC, which discuss these and other factors that could adversely affect the company’s results. The company disclaims any intention or obligation to update the forward-looking statements, whether as a result of new information, future events or otherwise.

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