

Investor Presentation

Third Quarter **2025**

Wellington Green Commons
Wellington, Florida



Safe Harbor and Non-GAAP Disclosures

Forward-Looking Statement and Risk Factors

This communication contains certain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). The Company intends such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995 and includes this statement for purposes of complying with the safe harbor provisions. Forward-looking statements, which are based on certain assumptions and describe the Company's future plans, strategies and expectations, are generally identifiable by use of the words "believe," "expect," "intend," "commit," "anticipate," "estimate," "project," "will," "target," "plan," "forecast" or similar expressions. You should not rely on forward-looking statements since they involve known and unknown risks, uncertainties and other factors which, in some cases, are beyond the Company's control and could materially affect actual results, performance or achievements. Factors which may cause actual results to differ materially from current expectations include, but are not limited to, (i) financial disruption, changes in trade policies and tariffs, geopolitical challenges or economic downturn, including general adverse economic and local real estate conditions, (ii) the impact of competition, including the availability of acquisition or development opportunities and the costs associated with purchasing and maintaining assets, (iii) the inability of major tenants to continue paying their rent obligations due to bankruptcy, insolvency or a general downturn in their business, (iv) the reduction in the Company's income in the event of multiple lease terminations by tenants or a failure of multiple tenants to occupy their premises in a shopping center, (v) the potential impact of e-commerce and other changes in consumer buying practices, and changing trends in the retail industry and perceptions by retailers or shoppers, including safety and convenience, (vi) the availability of suitable acquisition, disposition, development, redevelopment and merger opportunities, and the costs associated with purchasing and maintaining assets and risks related to acquisitions not performing in accordance with our expectations, (vii) the Company's ability to raise capital by selling its assets, (viii) disruptions and increases in operating costs due to inflation and supply chain disruptions, (ix) risks associated with the development of mixed-use commercial properties, including risks associated with the development, and ownership of non-retail real estate, (x) changes in governmental laws and regulations, including, but not limited to, changes in data privacy, environmental (including climate change), safety and health laws, and management's ability to estimate the impact of such changes, (xi) valuation and risks related to the Company's joint venture and preferred equity investments and other investments, (xii) collectability of mortgage and other financing receivables, (xiii) impairment charges, (xiv) criminal cybersecurity attack disruptions, data loss or other security incidents and breaches, (xv) risks related to artificial intelligence, (xvi) impact of natural disasters and weather and climate-related events, (xvii) pandemics or other health crises, (xviii) our ability to attract, retain and motivate key personnel, (xix) financing risks, such as the inability to obtain equity, debt or other sources of financing or refinancing on favorable terms to the Company, (xx) the level and volatility of interest rates and management's ability to estimate the impact thereof, (xxi) changes in the dividend policy for the Company's common and preferred stock and the Company's ability to pay dividends at current levels, (xxii) unanticipated changes in the Company's intention or ability to prepay certain debt prior to maturity and/or hold certain securities until maturity, (xxiii) the Company's ability to continue to maintain its status as a REIT for U.S. federal income tax purposes and potential risks and uncertainties in connection with its UPREIT structure, and (xxiv) other risks and uncertainties identified under Item 1A, "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2024. Accordingly, there is no assurance that the Company's expectations will be realized. The Company disclaims any intention or obligation to update the forward-looking statements, whether as a result of new information, future events or otherwise. You are advised to refer to any further disclosures the Company makes in other filings with the Securities and Exchange Commission ("SEC").

Non-GAAP Disclosure

This presentation may include certain non-GAAP measures that the company considers meaningful measures of financial performance. Additional information regarding non-GAAP measures, including reconciliations to GAAP, are included in documents we have filed with the SEC.

Definitions of terms not defined in this presentation can be found in our documents filed with the SEC.

Strategy Overview

- **Providing** essential, necessity-based goods and services to local communities.
- Capitalize on our **efficiencies and advantages of scale** to serve as the **best-in-class operator** for tenants.
- **Maintaining** a strong balance sheet with ample liquidity.
- **Expanding** a nationally-diversified portfolio located in the **high-barrier to entry, first-ring suburbs** within **key major metropolitan Sun belt and Coastal markets**.
- **Unlocking** the highest and best use of real estate through our entitlement program and redevelopment projects through a disciplined capital allocation strategy.

Burke Town Plaza
Burke, Virginia

1958 / 1991

Founded / IPO

564 / 100M

Properties/Total GLA¹

KIM

NYSE Listed

\$23.7B

Total Capitalization²

A- / A- / Baa1

S&P / Fitch / Moody's Credit Ratings

S&P500



Multiple Cashflow Growth Drivers



1. Annual Base Rent

2. Trailing Twelve Months

3. Inclusive of projects completed and those expected to be completed in 2025.

Operations

95.7%Pro-rata
occupancy; Up
30bps QoQ**86%**Record-high ABR
from grocery-
anchored centers**2.3M**Square feet
leased**\$71M**Signed Not
Opened ("SNO")
pipeline**92.5%**Record-high small
shop occupancy**21.1%**Pro-rata rent
spread on
comparable new
leases**11.1%**Blended pro-rata
rent spread on
comparable
leases

Balance Sheet

5.6xNet debt to EBITDA
on a look-through
basis¹**8.2YR**WAVG debt
maturity profile
(consolidated)**99.4%**Consolidated debt
is fixed rate**\$2.1B+**Immediate
liquidity

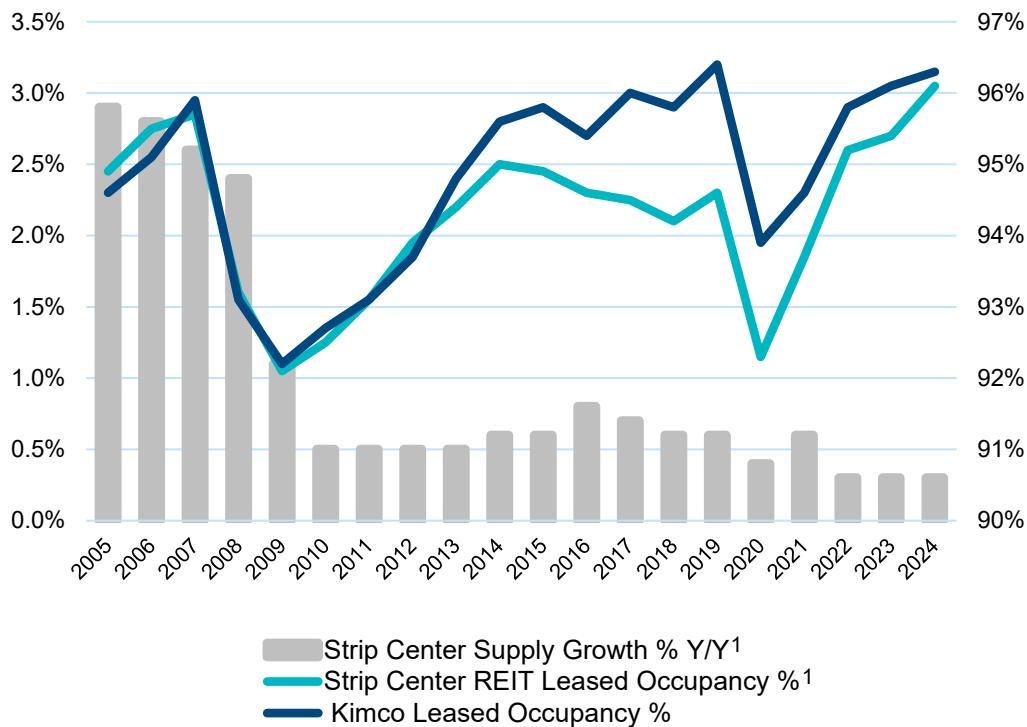


Strong Shopping Center Fundamentals

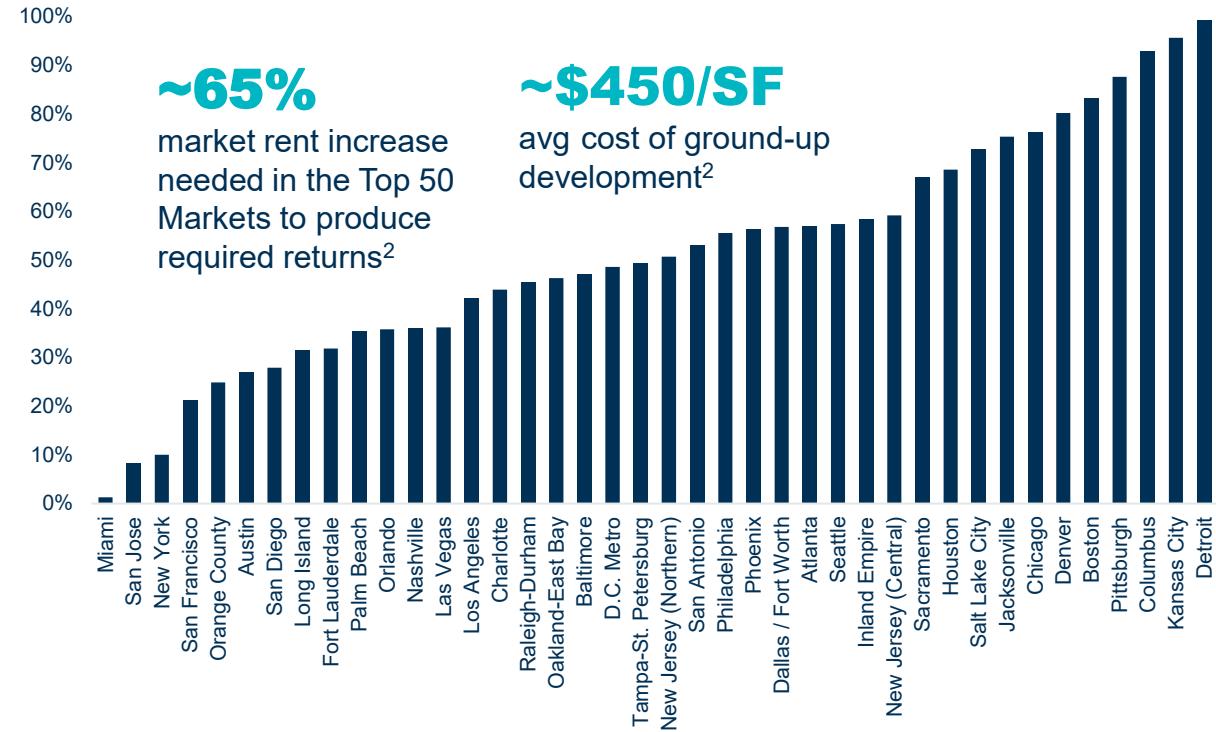


New Development at Historic Lows

Strip Center Supply Growth vs. Leased Rates



Rent Increase Needed to Make Development Economically Feasible²



1. Greenstreet: Strip Center Sector Update "Two Steps Forward, One Step Back", March 14, 2025

2. Green Street: Strip Center Insights "Drawing the Line – Where and When New Developments Pencil", July 11, 2024. Notes: Only top 40 markets are displayed; ~\$450/SF includes land costs.

Ecommerce Boosts Demand for Physical Stores

Physical Stores Fulfill Online Orders

Online orders fulfilled by omni-channel methods¹



TARGET >96% of sales fulfilled by stores²

"we will continue to leverage our stores as fulfillment hubs. It's an incredibly fast, efficient and capital-light approach"³

DICK'S >90% of sales enabled by stores

"We leverage our 800+ store network to capitalize on our proximity to athletes and deliver at speed"⁴

Walmart ~50% growth in eCommerce store-fulfilled delivery⁵

"Now delivers to 95% of households in <3hrs and can deliver food profitably"⁶

The Returns Problem⁷

Over half of all U.S. retail returns are online (\$541B)

- E-commerce return rates average ~30%, more than double physical stores.
- Returns are costly, eroding 25 to 30% of an item's value
- Retailers are **incentivizing in-store returns** to reduce costs and improve resale efficiency
- Brick-and-mortar stores offer lower return rates, better resale opportunities, and a chance to preserve margins.

Omni-Channel Shoppers are More Valuable



"People enter our ecosystem through eCommerce, they then shop the entire ecosystem and they become more valuable customers to us overall."⁸



"Overall, omni-channel customers have grown nearly 25% year-on-year with high retention levels."⁹

Physical Store Openings Boost Trade Area Sales¹⁰

+6.8% Established Retailers

+13.9% Emerging Retailers

WARBY PARKER "Markets with the highest number of stores frequently have the highest e-commerce growth driven by greater brand awareness and customer engagement across channels."¹¹

1. J.P. Morgan Commercial Real Estate Update, October 2025
2. Target Corp. Q1 Earnings, May 21, 2025
3. Target Corp. Q2 Earnings, August 21, 2025
4. DKS Investor Presentation, August, 2025
5. Walmart Investment Community Meeting, April 10, 2025

6. BofA Nashville Store Tours, October 10, 2025.
7. Bloomberg 'Retailers Try to Solve \$1 Trillion Returns Puzzle', September, 16, 2025
8. Kroger's Q2 Earnings Call, September 11, 2025
9. Koninklijke Ahold Delhaize Q1 Earnings Call, May 7, 2025
10. ICSC "The Halo Effect III", December, 18, 2023
11. Warby Parker Earnings Call, August, 7, 2025

Strong Shopping Center Fundamentals

Retailer Expansion Drives Growth

Grocers



Anchor (10K+ SQFT)



Small Shop (<10K SQFT)



Source: Company releases, media reports



High Quality, Necessity-based Operating Portfolio

 **KIMCO**[®]
REALTY

National Presence with Specialized Local Insight

82% of Annual Base Rent (ABR) from Top Major Metro Markets¹



1. Markets noted on the map are Kimco Realty's top major metropolitan markets by percentage of pro-rata ABR as of 9/30/2025

2. Represents 3-mile pro-rata ABR weighted portfolio demographics as of 6/30/25

3. Popstats 2024 full demographic report

Portfolio Statistics

- 564 Properties
- 100M GLA
- \$21.09 ABR/SF
- 86% of ABR from grocery-anchored portfolio
- 91% of ABR within **Sun Belt and/or coastal markets**

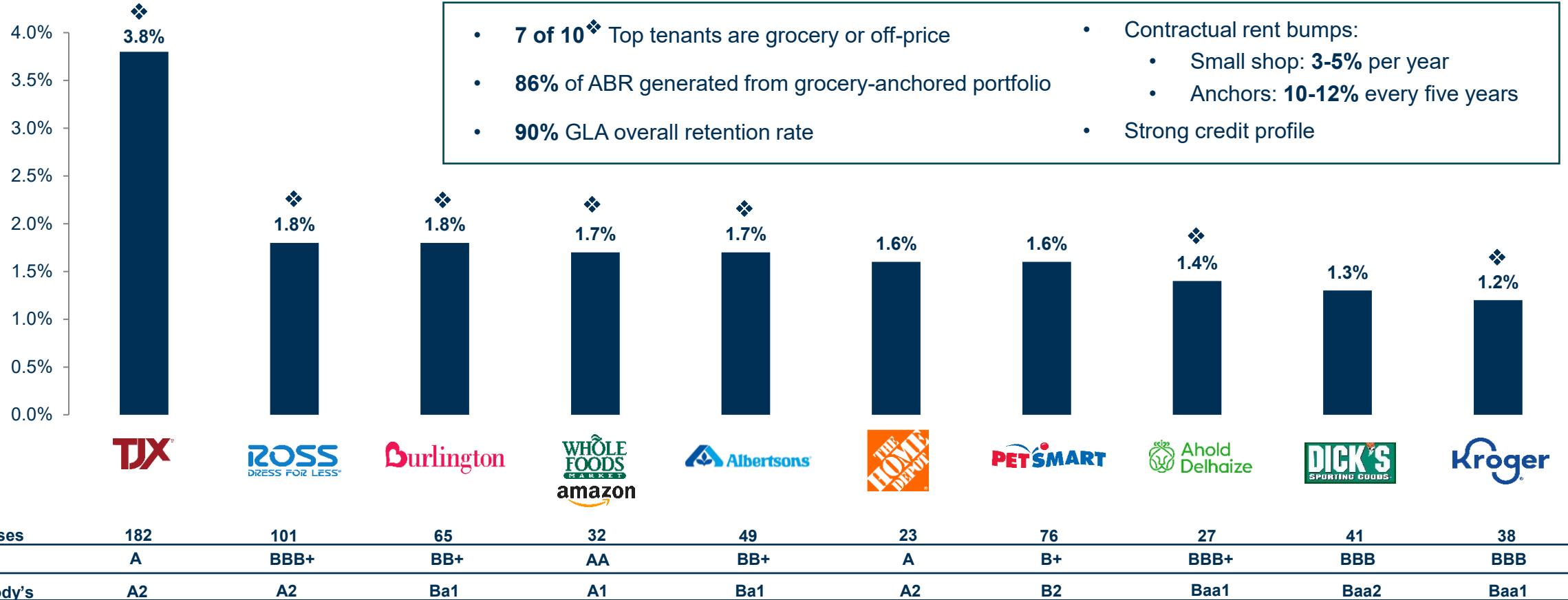
New lease rents trending **20%** and **10%** greater for non-anchors and anchors, respectively, over the TTM compared to other markets.

3-Mile Demographics²

- 121K Estimated population
- \$101K Median income – **27%** above national average³
- 42% Bachelor degree or higher – **21%** above national average³
- Unemployment Rate **22%** Better than National Average³

Strong and Highly Diversified Tenant Base

Limited Exposure: No Tenant >4% of ABR

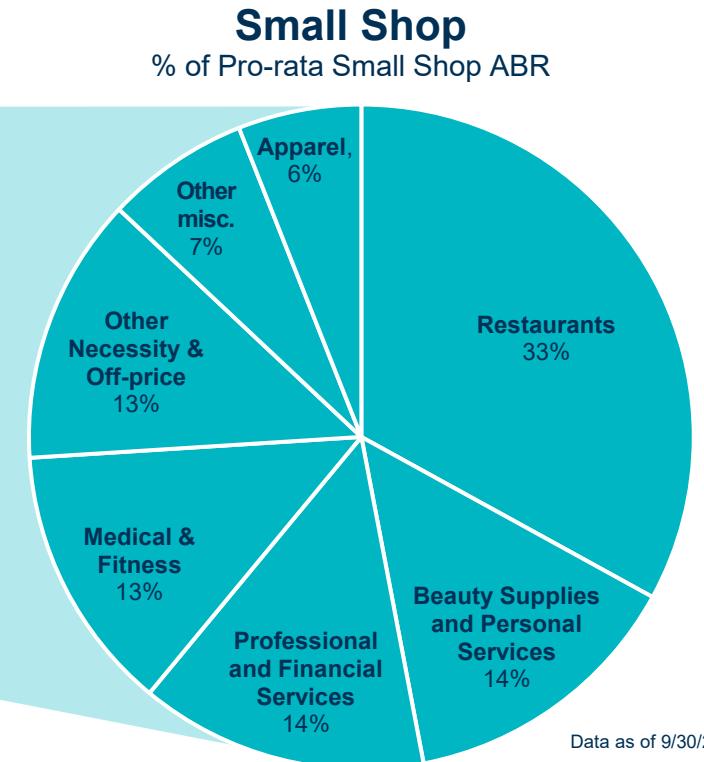
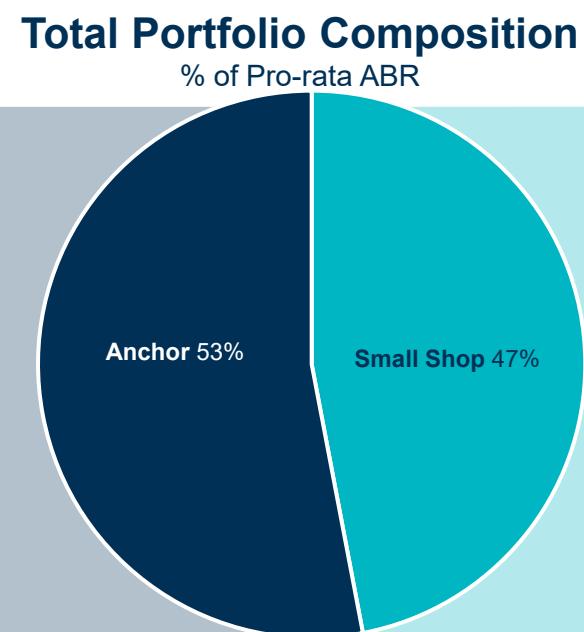
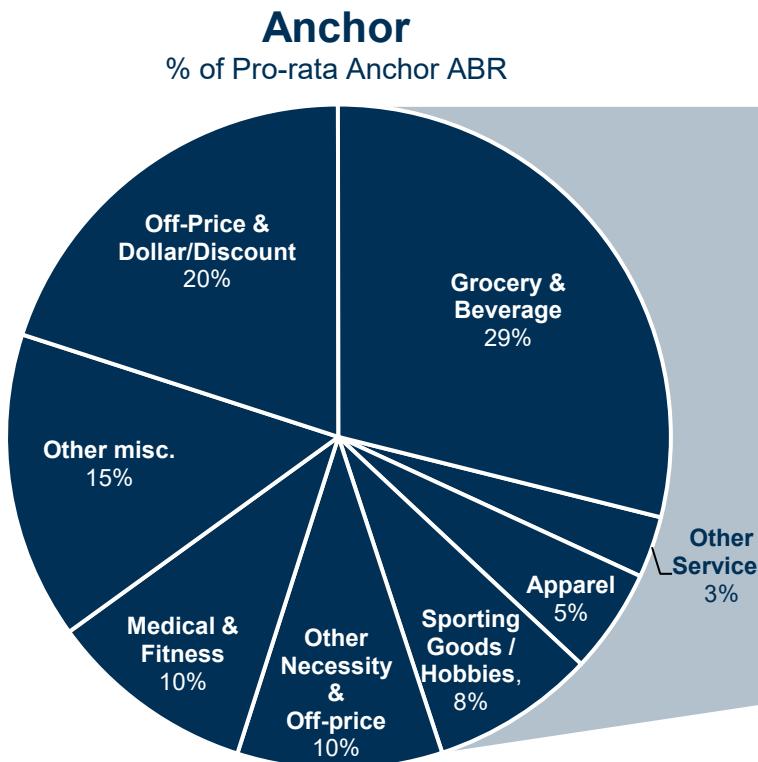


Portfolio Breakdown: Anchor & Small Shop Tenancy

47% of Kimco's ABR is derived from small shop tenants (<10K SF), comprised primarily of:

- **Restaurants** (quick serve, fast casual and full service)
- **Beauty Supplies and Personal services** (salons, beauty merchandisers, weight services)
- **Professional and Financial Services** (accounting/tax prep, courier services, veterinary/grooming, banking)
- **Medical and fitness** (doctors, dentists, urgent care facilities and boutique fitness)
- **Other Necessity & Off-price** (grocery, off-price and discount)

Top 50 Small Shop Tenants
by Pro-rata ABR% are all National



Continued Strength in Leasing

59

Consecutive quarters of positive leasing spreads on comparable spaces

+4%

YoY ABR/SF growth

+49%

Anchor new lease spreads TTM

3%+ / 4%+

Annual rent bumps on 80% / 37% of new small shop leases in 3Q

+9%

Increase in TTM Net Effective Rents YoY

+20%

Small shop new lease spreads TTM

Future Leasing Upside

- **9%** of pro-rata ABR from ground leases with mark to market of **~70%**
- **55** anchor leases expiring through 2026 with no further options (“naked leases”)
 - **\$14.83** WAVG ABR/SF (naked leases); \$11.52 with options remaining
 - **\$17.79** WAVG ABR/SF (new leases TTM)
- Spreads on new anchor leases expected to remain elevated

Recently Leased Tenants



Backfill Strategies Capturing Upside

Tenant	# of Leases	Assigned	Re-released	At Lease	Blended Spread	LOI	Marketing
Party City	49	12	24	2	+21%	7	4
JOANN	24	1	6	4	+42%	11	2
BIG LOTS!	13	3	4	3	+43%	2	1
RITE AID	9	3	1	-	+123%	4	1

As of 9/30

- Mostly single tenant backfills
- Assigned leases have no downtime or lost rent
- Est. down time: 9 to 12 months
- Leasing capex ~\$45 to \$50 PSF for as-is replacements

Replacement Tenants Include:

Grocery:



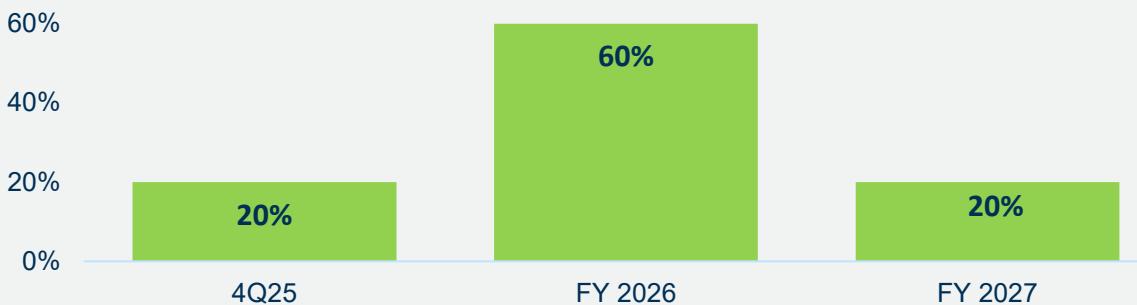
Retail:



Visible Future Cash Flow Growth

Signed Not Open (SNO) Spread = Embedded Rent Growth

\$71M SNO Pipeline Rent Commencement Timing



- **All incremental** to revenue (does not include upside to recovery income of 20-25%)
- **Record high: \$71M of ABR** at 9/30/2025, 360 basis point spread

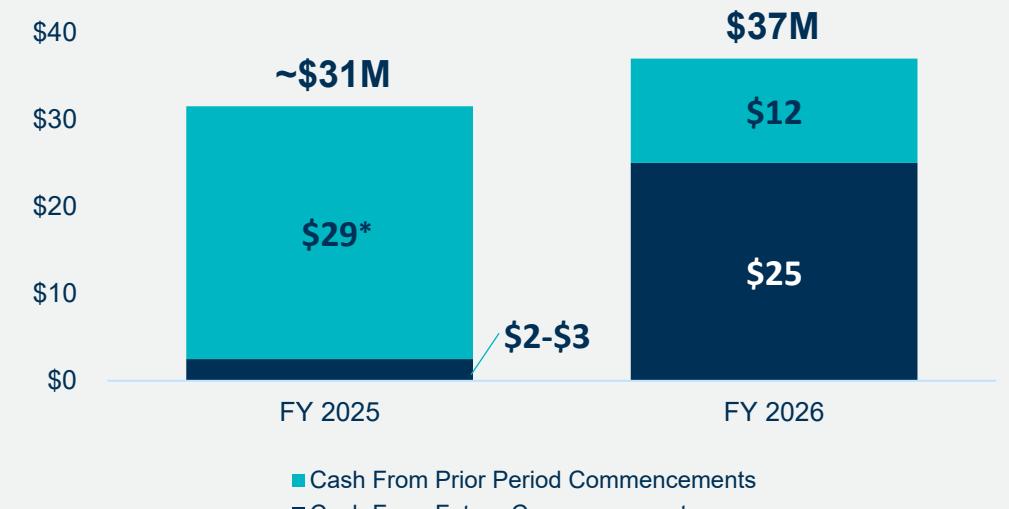
Kimco's Tenant Coordinators are dedicated to expediting store openings by guiding retailers through the permitting and construction process.

- +15% in expected 2025 SNO cash flows (~\$31M vs. ~\$25M initial expectations)

Expected Cash Flow Receipts from \$71M SNO Pipeline

~\$31M cash flow impact of SNO in 2025:

- \$29M from 1Q-3Q rent commencements*
- \$2M to \$3M from 4Q rent commencements



*This is not in the current \$71M SNO as it already commenced.



Accretive Capital Allocation



RPT Successful Integration

Deal Summary: Favorable Pricing

- Completed \$2.2B acquisition of 56 properties totaling 13M sf at ~8.50% implied cap rate January '24;
- ~\$165 psf; well below est. replacement cost of ~\$450 psf¹
- Sold 10 riskiest properties at similar 8.50% cap rate immediately.

Market Approval:

1-Year Total Returns Following Shopping Center M&A

Transaction Announcement	Acquiring Company	Shopping Center Peers ²
KIM – WRI (4/14/21)	33.0%	21.6%
KRG – RPAI (7/16/21)	(12.4%)	(0.2%)
REG – UBA (5/17/23)	8.0%	11.1%
KIM – RPT (8/25/23)	30.7%	27.4%

Source: SNL CapIQ & Piper Sandler

1. Green Street: Strip Center Insights "Drawing the Line – Where and When New Developments Pencil", July 11, 2024. Note: Includes land costs.

2. Based on Dow Jones U.S. Real Estate Strip Centers Index

Synergies & Achievements

Since merger, RPT portfolio has far exceeded underwriting assumptions:

- Integration completed in just 6 weeks
- Leasing calls taken 24hrs after closing
- Scale advantage: Reduced office needs, temporary staffing and service contracts sooner than expected
- Yr 1. Cost Synergies Realized: \$36M; ~12% better than underwriting
- RPT overall occupancy up 70bps since acquisition
 - Small shop up 280bps
- 97 new leases signed with spreads on comp deals of +50% (since acquisition)
- Grocery ABR: 89%; Up from 72%
- 6.2% same-site NOI in 2024; 4.1% YTD 2025

KIM Platform Advantage:

- KIM's national tenant relationship strength & highly motivated leasing team
- Tenant coordinators who expedite new store openings
- Introduced new retail brands to RPT assets
- Successful WRI merger integration experience

Accretive Acquisitions & Investments

Unique to Kimco: Structured Investment Program

Building a Strategic Acquisition Pipeline

Provides capital to third party owners of high-quality retail real estate earning above average returns.

- Yield range: 9.0% to 10.0%
- ROFO/ROFR* to buy on every investment
- Select 2025 Investment Activity:
 - The Shops at Waldorf, Waldorf, MD (Sr. Mortgage: \$97.0M)
 - Shoppes at Knollwood, St. Louis Park, MN (Mezz Financing: \$25.6M)

2025 Assumptions: \$100M to \$125M in net acquisitions, including structured investments

Inclusive of selling ~\$100M to \$150M of low growth, low-cap rate assets including ground leases

Completed YTD**:

Shopping Centers \$97M

- Acquisitions \$198M, 6.7% cap rate
- Dispositions (\$101M), 5.9% cap rate

Structured Investments (\$53M)

- New capital \$260M, 10.1% yield
- Repayments (\$313M), 9.4% yield

*Right of First Offer/Right of First Refusal

**As of October 29, 2025

External Growth via Capital Recycling Advantage:

- Sell low-growth, low-cap rate assets
- Redeploy into higher growth assets via acquisitions and Structured Investment Program
- **Highlighted Acquisition:**

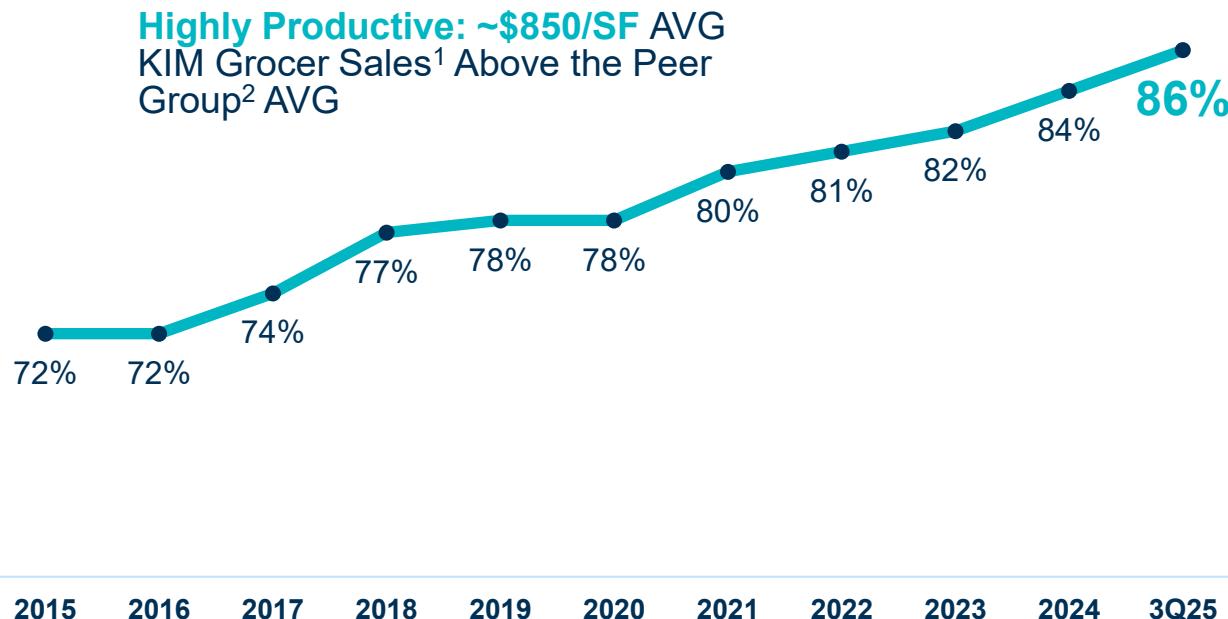
Tanasbourne Village, Hillsboro, Oregon

- Premier dual-grocery anchored shopping center
- Acquired via 1031 exchange through the disposition of a freestanding, Home Depot anchored property
- ~200 bps higher CAGR over assets sold



Value Creation: Grocery Expansion

Expanded ABR contribution from grocery-anchored shopping centers to a new record level of 86%



1. For those that report sales

2. Our peers that report this metric include BRX, REG, PECO and UE

3. Statista.com

4. Capital One Shopping Research, September 1, 2025

Benefits:

- **Lower Cap rates**, ~125-150 BPS vs. non-grocery
- **High Foot Traffic**, U.S. households make on avg. approx. two grocery trips per week in 2025³
- **~93%** of grocery shopping occurs in store⁴ driving trips to the center

Near-Term Conversions and Expansions:

Palms at Town & Country



West Broward



North Towne Plaza



Forest Avenue S.C.



Value Creation: Anchor Repositioning & Redevelopment

3Q25 Completions

Anchor Repositioning



Poway City Center – Poway, CA

Split former 40K SF Steinmart for Trader Joe's, Boot Barn, and Five Below

2025 Repositioning Projects¹

9 / \$57M / 11%

Projects / Gross Costs / WAVG Blended Stabilized Yield²

Retail Redevelopment



Mary Brickell Village – Miami, FL

Redevelop and relocation of in-line shop tenants for Rivian with extensive façade enhancements

2025 Redevelopment Projects¹

11 / \$22M / 17%

Projects / Gross Costs / WAVG Blended Stabilized Yield²



Palms at Town & Country – Miami, FL

Outparcel development for Starbucks

1. Inclusive of projects completed and those expected to be completed in 2025.

2. Est. WAVG Blended Stabilized Yields are net of any credits or fees earned by owner

Value Creation: Mixed-Use Redevelopment

Project Spotlights - 7.0% to 9.0% WAVG Blended Stabilized Yield^{1 2}

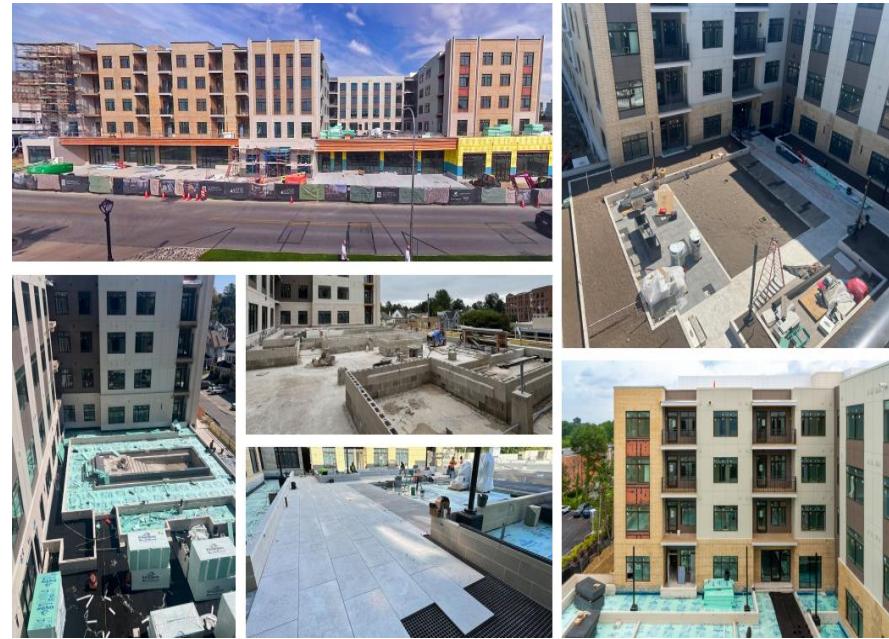
Preferred equity mixed-use development with the Bozzuto Group with KIM contributing entitled land at marked-up value; reduction of capital outlay reduces earnings drag

The Chester @ Westlake - Daly City, CA



- 214 Multi-family units, 10K SF of retail
- 2028 Estimated Completion
- Gross Costs: \$153M
- 75% Ownership

Coulter Place @ Suburban Square, Ardmore, PA



- 131 Multi-family units, 19K SF of retail
- 2026 Estimated Completion
- Gross Costs: \$106M
- 50% Ownership

1. Est. WAVG Blended Stabilized Yields are net of any credits or fees earned by owner

2. Est. WAVG Blended Stabilized Yields are shown as yield on Kimco's equity to reflect the ground lease and preferred equity structure.

Value Creation: Mixed-Use Entitlements & Components

Value & Optionality

Entitlement Value: ~\$210M to \$385M

~\$30K to ~\$60K unit value for future development of nearly 11K multi-family units and hotel keys¹

Entitlement Optionality:

Hold for life of the asset or,

Activate when WACC is favorable:

- Self-develop, ground lease to third-party, contribute to JV at marked-up basis

Highly Complementary

Enhances Property Value with lower blended cap rate

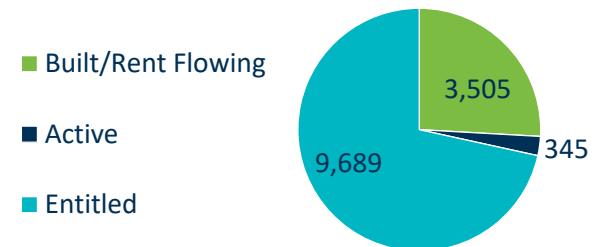
Acquisition Pipeline

- ROFO/ROFR² for all Ground Leases
- Positive arbitrage for ground lease sales where we own the fee

Near Term Opportunities

- 3,053 Multi-family Units and 100K SQFT of Retail
- Activation expected to occur within a three-year period

**760 New Units Entitled in 3Q 2025;
13,500+ Total**

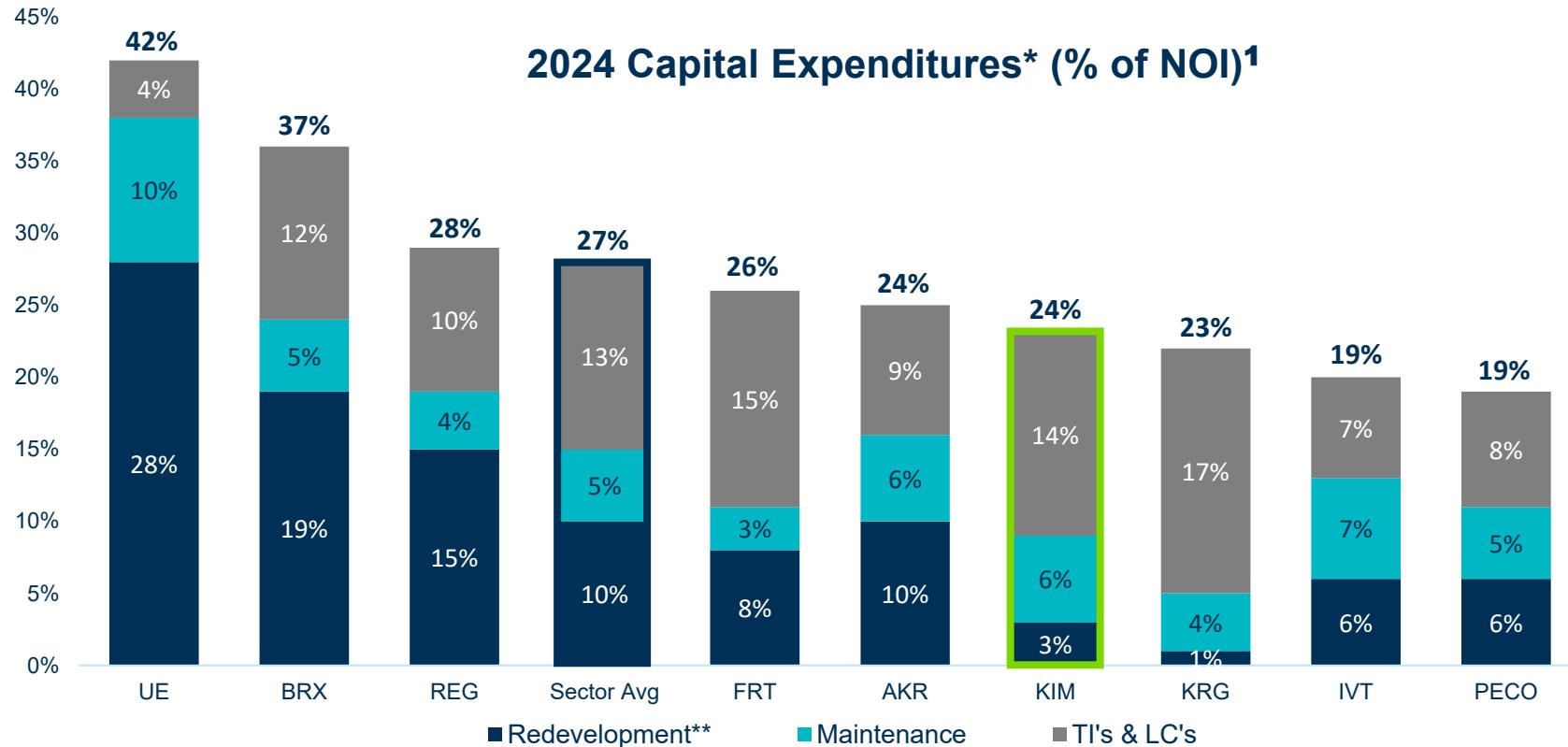


1. Calculated using a market-based development yield.
2. Right of First Offer/Right of First Refusal

As of 9/30/2025

Capital Expenditures

Disciplined All-in Capex Spending



KIM projects 2025 Capital Expenditures to be ~21% of NOI and fully funded with free cash flow from earnings

1. Source: Green Street Strip Center Sector "Capex Recap", July 2, 2025.

* Accounting treatment and disclosure practices impact company-level presentation. AKR is Core Portfolio only.

** Excludes select projects where square footage is added (when known)



Financial Capacity to Support Growth

COMMITTED TO

- Investment grade credit rating of:
S&P & Fitch: **A-**
Moody's: **Baa1 (positive watch)**
- Low look-through net debt to EBITDA¹: **5.6x** in 3Q25
- Fixed charge coverage of 3.5x or better. Current level: **4.2x**
- **~80%** recurring AFFO dividend payout ratio
- **~92%** of properties unencumbered

SOURCES

- **~\$150M of annual free cash flow after dividends and leasing capex** (tenant improvements, landlord work and leasing commissions)
- **\$160M** in cash and cash equivalents
- **\$2.0B** available from revolving credit facility

USES

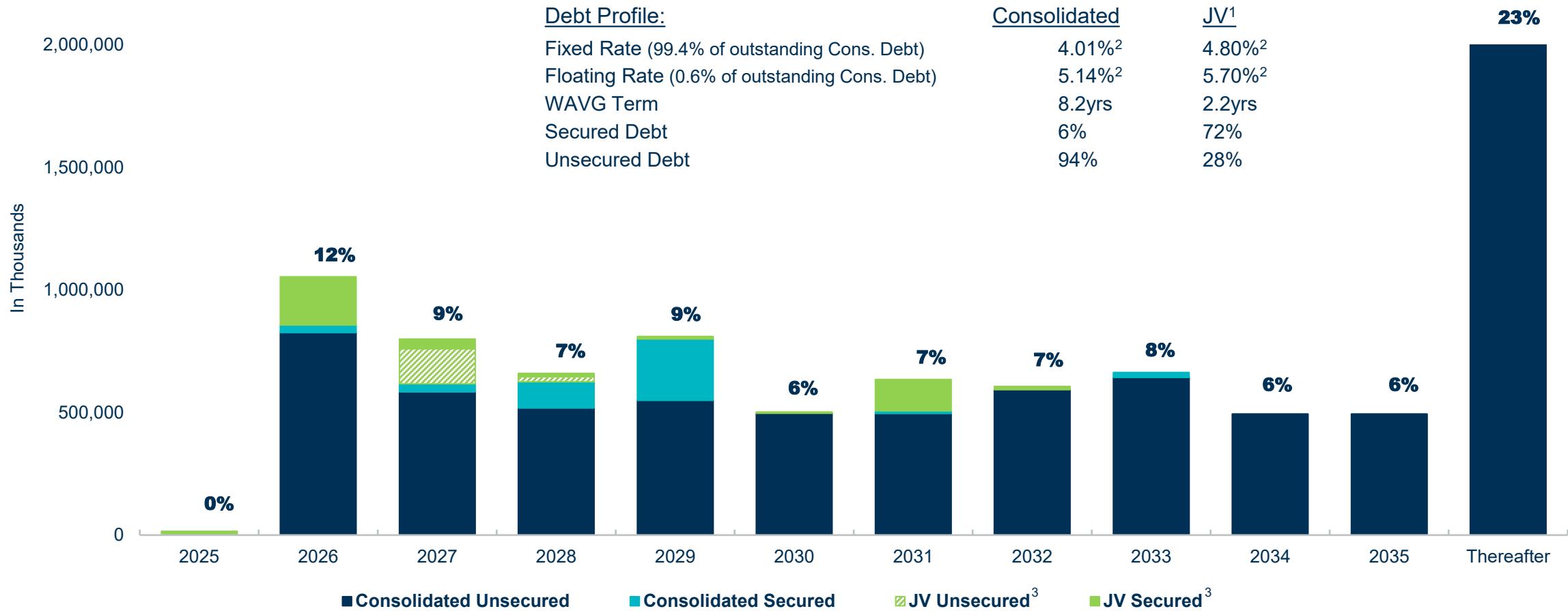
- No remaining consolidated maturities until July 2026
- Repurchased 3.0 million shares of common stock for \$58.8 million, net (\$19.61/share), in April 2025
- **2025 Capital Allocation Priorities**
 1. Leasing and capex costs: **\$275M to \$300M**
 2. Spend on redevelopment: **\$90M to \$110M**
 3. Acquisitions including Structured Investments, net of dispositions: **\$100M to \$125M**

1. Includes outstanding preferred stock and company's pro-rata share of joint venture debt

As of 9/30/2025

Significant Financial Strength

Well-Staggered Debt Maturity Profile



1. Pro-rata share of JV debt

2. Weighted Average

3. KIM's pro-rata share of JV debt

As of 9/30/2025. Percentages are annual maturities of total pro-rata debt stack. Loan extensions are assumed when options exist.

Cash Flow Visibility

Long-term leases with:

- Contractual rent bumps
Small shop: 3-5% per year
Anchors: 10-12% every five years
- Significant remaining term
5 years WAVG remaining lease term
Anchor 5 yrs; Small Shop 4 yrs
- Strong tenant retention
~90% GLA Overall Retention Rate
- Below market rents
18 years (pro-rata) WAVG age of leases
Anchor 20 yrs; Small Shop 13 yrs

Future Cash Flow Growth:

- Signed Not Opened (SNO) pool
\$71M of ABR as of 9/30/25
Expected commencement: 20% in 4Q;
60% in '26; 20% in '27
- Strong leasing spreads
11.1% pro-rata rent spread on comp. leases

Strong Portfolio Diversity

Tenant Mix

- No tenant >4% of ABR
- 7 of top 10 tenants are grocery or off-price
- Strong credit profile
- Top 50 small shop tenants ranked by pro-rata ABR % are all national

Market Exposure: National Platform

- 82% of ABR is from top major metro markets
- Located in high barrier to entry, first-ring suburbs within key major metropolitan Sun belt and Coastal markets.

Strong Balance Sheet

Conservative leverage

- 99.4% fixed-rate*
- 8.2yr WAVG maturity*
- 5.6x Look-through Net Debt/EBITDA
- No remaining maturities until July 2026*

Ample Liquidity

- \$2.1B+ of immediate liquidity
- 92% unencumbered properties
- ~\$150M of annual free cash flow (after dividends and leasing capex)

Investment grade credit ratings: A- / A- / Baa1 (S&P / Fitch / Moody's)

*Consolidated

Appendix



Top 50 Small Shop Tenants by Pro-rata ABR%

Top 50
Small Shop Tenants



100%
National

2,100+
Stores

27%
Pro-rata
Small Shop ABR

13%
Pro-rata
Portfolio ABR

Top 50 Small Shop Tenants by Pro-rata ABR %

1	JPMorgan Chase & Co.	11	Yum Brands, Inc.	21	Chipotle Mexican Grill, Inc.	31	Focus Brands	41	Signet Jewelers
2	Five Below	12	Massage Envy LLC	22	Verizon Communications	32	Orangetheory Fitness	42	Brinker International
3	Somnigroup International (Mattress Firm)	13	KnitWell Group	23	McDonalds' Corporation	33	Phenix Salon Suites	43	Leslie's Swimming Pools
4	Starbucks Coffee	14	Inspire Brands	24	UPS (United Parcel Service)	34	Ulta Beauty	44	Darden Restaurants, Inc.
5	Bank of America	15	United States of America	25	Xponential Fitness	35	Luxottica Retail	45	PNC Bank
6	T-Mobile USA, Inc.	16	Wells Fargo & Company	26	H&R Block, Inc.	36	J. Crew Group	46	Pacific Dental Services
7	JAB Holding Company	17	Dine Brands Global	27	Restaurant Brands International	37	Subway	47	Rainbow USA, Inc.
8	National Vision, Inc.	18	Sally Beauty Supply, LLC	28	First Watch	38	Sephora	48	Vitamin Shoppe
9	Bath & Body Works	19	Tailored Brands	29	Carter's Retail, Inc.	39	Five Guys Burgers & Fries	49	GNC
10	AT&T, Inc.	20	Dollar Tree	30	Radiance Holdings	40	Panda Restaurant Group, Inc	50	GameStop



JPMorganChase



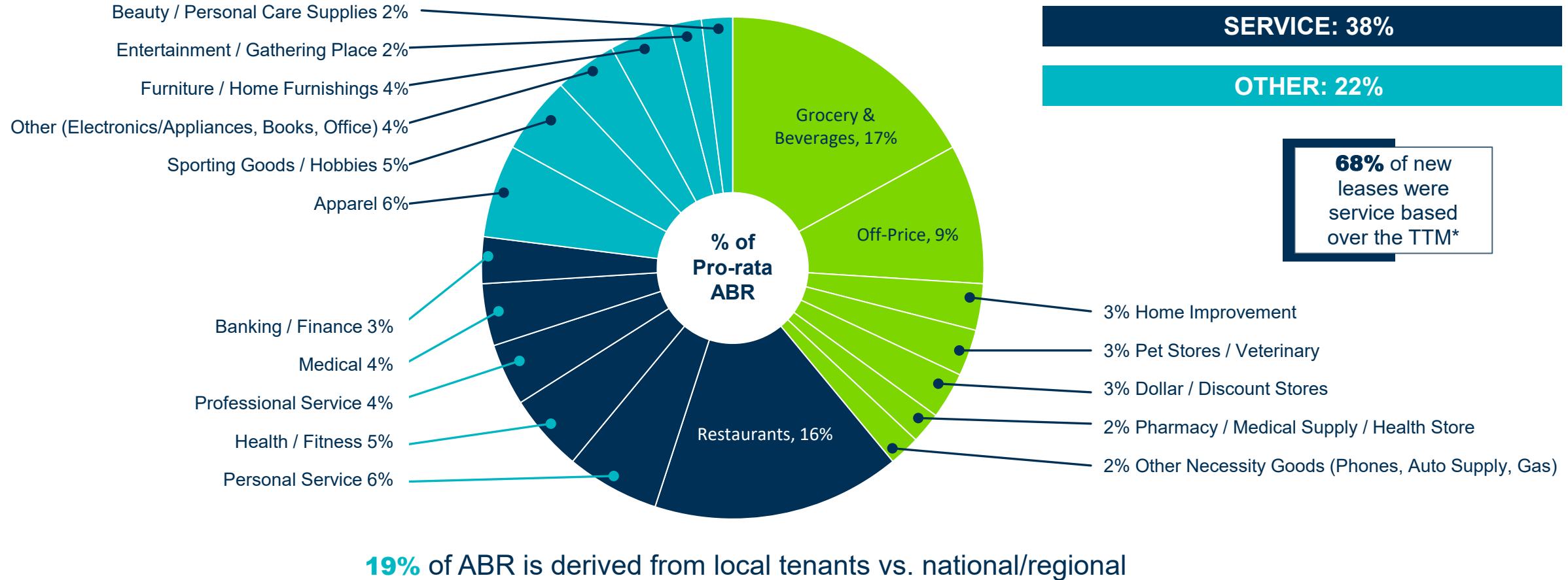
verizon[✓]



five BEL°W

Portfolio Breakdown: Retailer Categories

78% of ABR from Discount & Necessity Goods and Services



DISCOUNT & NECESSITY GOODS: 40%

SERVICE: 38%

OTHER: 22%

68% of new leases were service based over the TTM*

19% of ABR is derived from local tenants vs. national/regional

Data as of 9/30/2025
*Trailing 12 Months