
P | **PLYMOUTH REIT**



Investor Presentation

May 2023

Atlanta ♦ Boston ♦ Columbus ♦ Jacksonville ♦ Memphis

Disclaimer

Except as otherwise indicated, this presentation speaks only as of the date hereof. The delivery of this presentation shall not, under any circumstances, create any implication that there has been no change in the affairs of Plymouth Industrial REIT, Inc. (the "Company") after the date hereof. Certain of the information contained herein may be derived from information provided by industry third-party sources. The Company believes that such information is accurate and that the sources from which it has been obtained are reliable. The Company cannot guarantee the accuracy of such information, however, and has not independently verified such information.

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Notice Regarding Non-GAAP Financial Measures

This presentation contains certain non-GAAP financial measures, including funds from operations ("FFO"), Core funds from operations ("Core FFO"), adjusted funds from operations ("AFFO"), net operating income ("NOI") and earnings before interest, taxes and depreciation ("EBITDA"). For definitions of each of these measures and reconciliations to the closest GAAP measure please see the Company's Annual Report on Form 10-K for the year ended December 31, 2021. The Company's calculations of these measures may not be exactly the same as other companies who report similar measures. As a result, the Company's measures may not be comparable to those of other companies. The Company believes these measures are helpful supplemental measures, but should be read in conjunction with our financial statements presented in accordance with GAAP.

Company Overview

From the First Mile to the Last Mile

Plymouth Industrial REIT is a full service, vertically integrated real estate investment company focused on the acquisition, ownership and management of single and multi-tenant industrial properties. Our mission is to provide tenants with cost effective space that is functional, flexible and safe.

Company Overview

- Full service, vertically integrated, self-administered and self-managed
- Focused on the acquisition, development, ownership and management of efficient, utilitarian single and multi-tenant industrial properties
 - Distribution centers
 - Warehouses
 - Light industrial
 - Small bay industrial
- Concentrated in primary and secondary markets within the main industrial, distribution and logistics corridors of the U.S.
- Acquires properties that provide income and growth, enabling us to leverage our real estate operating expertise to enhance shareholder value through proactive asset management, prudent property repositioning and disciplined capital deployment

Our Heritage

- Plymouth team is well-recognized for its decades-long experience in extensive, operational approach to real estate asset management and investment
- Intensive, detailed approach to underwriting acquisitions enables thorough understanding of each asset and affords us the ability to unlock value
- Hands-on asset management strategy enhances tenant experiences and drives property values over the long term
- “Boots-on-the-ground” strategy through our team members in Boston and regional offices in Atlanta, Columbus, Jacksonville and Memphis give us a competitive advantage in our markets and exemplifies Plymouth’s ability to proactively respond to tenant/property needs

Investment Highlights

- **Focus on Relative Valuation Guides Acquisition Strategy**
 - Proven record of acquiring properties at lower acquisition price/SF and higher initial yields compared to peer group provides compelling return metrics in the industrial sector
 - Team approach to underwriting acquisitions that identifies the correlation between perceived and actual risks to target resilient properties within the main industrial, distribution and logistics corridors of the U.S.
 - Hyper focused on achieving desired returns on a deal-by-deal basis while methodically creating platform scale and synergies
- **Heritage as Real Estate Operators Contributes to Execution of Growth Strategy**
 - Strong property-level operations combined with accretive acquisitions improves capital structure and enhances significant growth in targeted markets
 - “Ground-up” operational expertise enables the team to uncover property-level issues/opportunities that non-operators may miss or overlook
- **Strong Fundamentals in the Industrial Sector Leading to Historic Opportunity**
 - Accelerated e-commerce growth and the need for warehouse space expected to increase the demand for industrial space to an additional one billion square feet by 2025 ⁽¹⁾
 - Trimming and realignment of supply chains is continuing
 - Protection of intellectual property, enhanced security of the supply chain and reduction of the environmental impact of global shipping expected to have a positive impact on demand

(1) Source: JLL, July 2020.

Proven Track Record

Plymouth has been able to combine a long heritage as real estate operators with experience in the public markets to make enhancements to its long-term strategy

<p>Operational Execution</p>	<ul style="list-style-type: none"> • Significant leasing activity and improvement in lease rates support investment strategy <ul style="list-style-type: none"> – Through May 1, 2023, completed 4.1 million SF of new and renewal leases commencing in 2023 with 19.3% increase in cash rental rates – Completed 7.6 million SF of new and renewal leases commencing in 2022 with 18.5% increase in cash rental rate – Completed over 5.0 million SF of new and renewal leases commencing in 2021 with 11.1% increase in cash rental rates 	<div style="border: 1px solid red; padding: 10px; text-align: center;"> <p>19.3%</p> <p>Increase in Rental Rates on a Cash Basis YTD 2023</p> </div>
<p>Capital Management</p>	<ul style="list-style-type: none"> • PLYM has accessed multiple forms of capital, including preferred equity, common equity through ATM activity and marketed offerings, debt refinancings and unsecured credit facilities • PLYM continues to focus on ways to reduce its cost of capital and increase its risk-adjusted returns 	<p>Key Financial Achievements</p> <ul style="list-style-type: none"> ✓ Unsecured revolver and term loans ✓ Successful ATM deployment and strategic follow-on offerings ✓ Continued to lower debt costs
<p>Asset Management</p>	<ul style="list-style-type: none"> • PLYM collected over 99% of its expected rent for every quarter in 2020, 2021 and 2022; all rent deferments granted during the pandemic have been paid and there are no active rent deferrals • Q1 2023 rent collections were 99.8% • Portfolio occupancy remained relatively stable during the pandemic due to proactive leasing, responsiveness to tenants and a portfolio well-diversified by geography, asset type and industry 	

Core Growth, Stable Occupancy & Strong Leasing...

FY 2022 Recap

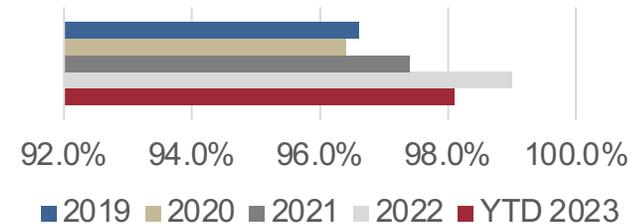
- Portfolio Performance:
 - Ending occupancy of 99.0%
 - Collected 99.7% of rent
- Investment:
 - \$253.7 million in acquisitions adding approximately 4.2 million square feet at a projected weighted average initial yield of 6.1% and cost of \$72 PSF

Developable Land

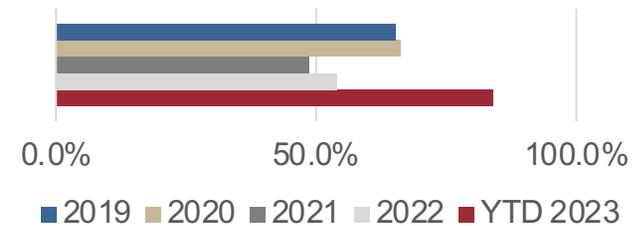
- 156 acres of land owned in key markets identified for potential development
- The developable gross leasable area is estimated to be 1.9 million square feet as of March 31, 2023
- Phase 1 under construction: 180,000 SF in Atlanta, GA, and 80,322 SF in Jacksonville, FL

Performance Metrics (2019 – 2023)

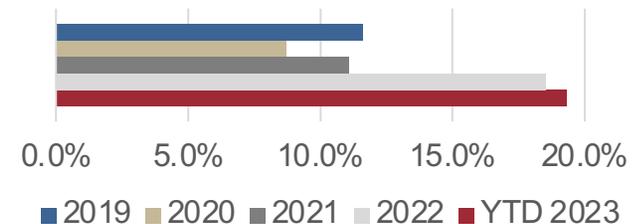
Total Portfolio Occupancy



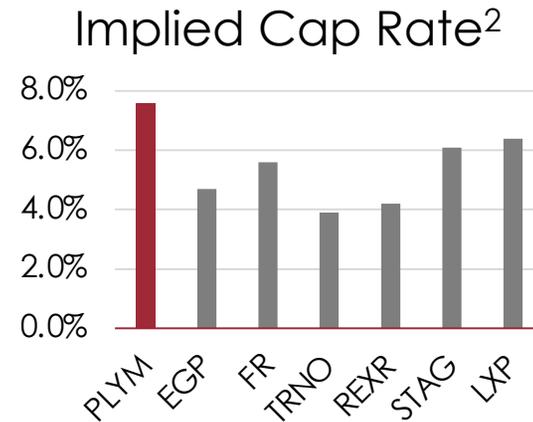
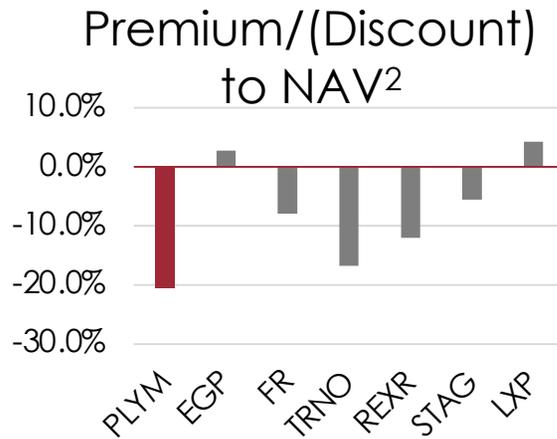
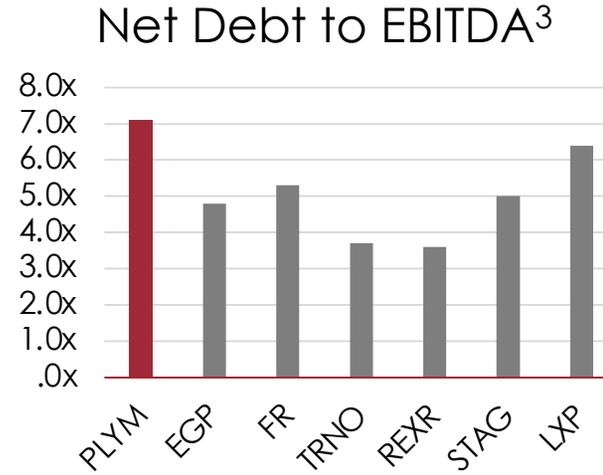
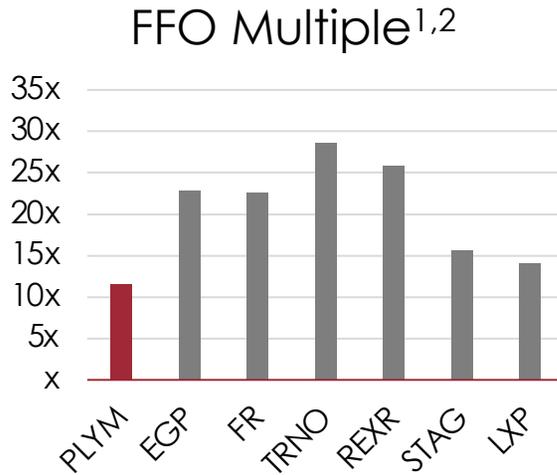
Lease renewals



Releasing spreads (cash basis)



...Yet Significant Valuation Discount to Peers



¹ Prices as of May 5, 2023

² Provided by BMO's BREW Report dated May 7, 2023

³ Provided by Company Reports

Differentiated Investment Strategy

Key Investment Themes – Plymouth’s Industrial Real Estate Property Strategy

- Plymouth targets investments in industrial properties in primary and secondary markets with characteristics that provide attractive risk-adjusted returns compared to many other industrial REITs:
 - Assets that are positioned for above average growth
 - Low vacancy properties in limited supply markets to drive returns
 - Industries that can benefit from an improving U.S. economy and realignment of supply chains
 - Markets that possess large pools of skilled workers
 - Properties whose tenants:
 - Have invested heavily in their leased space
 - Have a high probability of lease renewal/expansion
 - Have a high likelihood of increasing rents upon tenant rollover

Desired Single Tenant Property Characteristics

- Net leases with terms of less than 5 years and a high likelihood of renewal

Desired Multi-Tenant Property Characteristics

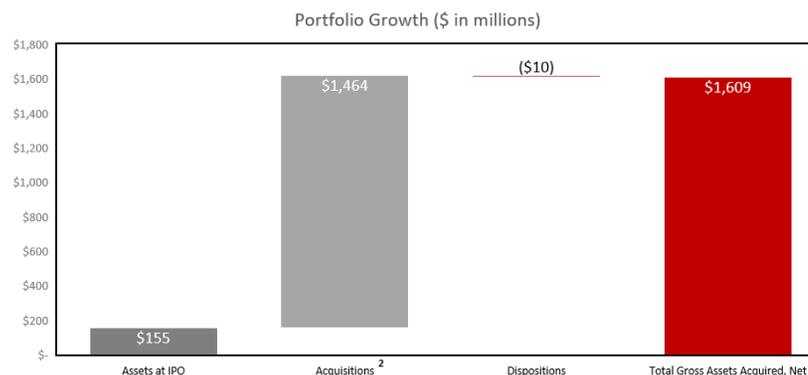
- Value added approach geared toward smaller tenants to customize space and achieve higher rents per square foot

Recent Investment Activity

Plymouth has executed transformational acquisitions supported by strategic capital management, providing accretion and increased scale

Investment Activity

- Plymouth has acquired \$1.6 billion of wholly owned industrial properties ⁽¹⁾
- Current development program totals 719,702 square feet for total investment of \$61 million (88% funded as of March 31, 2023)
- Of this amount, 459,380 square feet has been delivered and 260,322 square feet is under construction with deliveries in 2H 2023
- Plymouth owns land in 7 markets which could yield a total of 1.9 million square feet of incremental development space



2022 Investments

- During 2022, acquired 44 buildings totaling 4.2 million square feet for total consideration of \$253.7 million for a weighted average initial yield of 6.1% and a weighted average price of ~\$72 per square foot.

2021 Investments

- Acquired 24 wholly owned buildings totaling 6.4 million square feet for total consideration of \$371.0 million in Chicago, Cleveland, Columbus, Kansas City, Memphis, and St. Louis for a weighted average projected initial yield of 6.7% and a weighted average price of ~\$63 per square foot

(1) Plymouth disposed of three assets that had a total cost basis of approximately \$10.0 million. Acquisitions include capitalized development costs in accordance to GAAP for development properties placed in service.

(2) Acquisitions include capitalized costs in accordance to GAAP for development properties placed in-service.

Select Recent Acquisitions – Rockside Logistics Center



Location	Cleveland
Acquisition Date	July-22
# of Buildings	1
Purchase Price ¹	\$16,500
Square Footage	197,518
Occupancy	100.0%
WA Lease Term Remaining	4.6 years
Projected Initial Yield	6.3%
Purchase Price/SF ²	\$83.54
Replacement Cost/SF ²	\$147.85
Multi-Tenant %	0%
Single-Tenant %	100%

Location Characteristics: Cleveland, a pivotal industrial market along the industrial beltway which spans from Philadelphia to Chicago, has seen record absorption and demand numbers for all industrial product. The market is home to 9 Fortune 1000 companies and a highly skilled workforce, making it a perfect place for industrial growth and occupancy

Market Insight: 7 of the last 8 quarters have experienced significant positive absorption, which has kept vacancy rates under 2% since 2020. The market's modest development pipeline will have trouble keeping up with demand, allowing room for growth in lease rates and keeping vacancies low

Portfolio Fit: Brings Company's scale in the Cleveland market to approximately 4.0 million square feet

(1) Represents total direct consideration paid rather than GAAP cost basis.

(2) Replacement cost is based on the Marshall & Swift valuation methodology for the determination of building costs. Replacement cost includes land reflected at the allocated cost in accordance with GAAP.

Select Recent Acquisitions – Memphis Industrial Portfolio



Location	Charlotte
Acquisition Date	May-22
# of Buildings	1
Purchase Price ¹	\$20,400
Square Footage	155,220
Occupancy	100.0%
WA Lease Term Remaining	3.5 years
Projected Initial Yield	5.7%
Purchase Price/SF ²	\$131.43
Replacement Cost/SF ²	\$134.14
Multi-Tenant %	0%
Single-Tenant %	100%

(1) Represents total direct consideration paid rather than GAAP cost basis.

(2) Replacement cost is based on the Marshall & Swift valuation methodology for the determination of building costs. Replacement cost includes land reflected at the allocated cost in accordance with GAAP.

Location Characteristics: This building is located north of Charlotte in an area of high growth due to its access to not only the Charlotte market, but the Winston-Salem and Greensboro markets as well. This superior location along with low availability rates and low projected development activity over the next few years supports sustainable growth and stability.

Market Insight: The greater Charlotte industrial market continues to experience record growth and demand. In 2021 over 10 million SF of space was absorbed. Along with that, the availability rate is at an all-time-low of 3%. Due to such high demand, rents closed out the year at record levels with an 8.7% year over year increase and are expected to continue high growth over the next 5+ years (source: CBRE).

Portfolio Fit: Expands Plymouth's portfolio into the high-growth Charlotte market and provides expansion and rent-growth upside in the long-term.

Value Creation Examples



Renewal – Atlanta

- Executed an early 7-year renewal for a 194,800 SF tenant effective upon the substantial completion of capital improvements to the property.
- The estimated \$1.6 million capital improvements include remodeling of restrooms, roof replacement, dock door restorations, and parking lot repairs.
- Tenant is in place during capital improvements resulting in no downtime. Renewal rent will be a 53% net increase over the prior rental rate.

Lease-up / Building Refurbishment – Memphis, TN

- Executed a 312,000 SF 5-year lease with annual escalators of 3% at a rental rate increase of 56% over prior rents
- Tenant move-out was addressed expeditiously. The building will undergo roof and fire suppression upgrades as part of the new lease transaction
- The property was acquired at a going-in yield of 8.0%, which has now increased to a stabilized yield of over 11.0%

New Development – Atlanta, GA

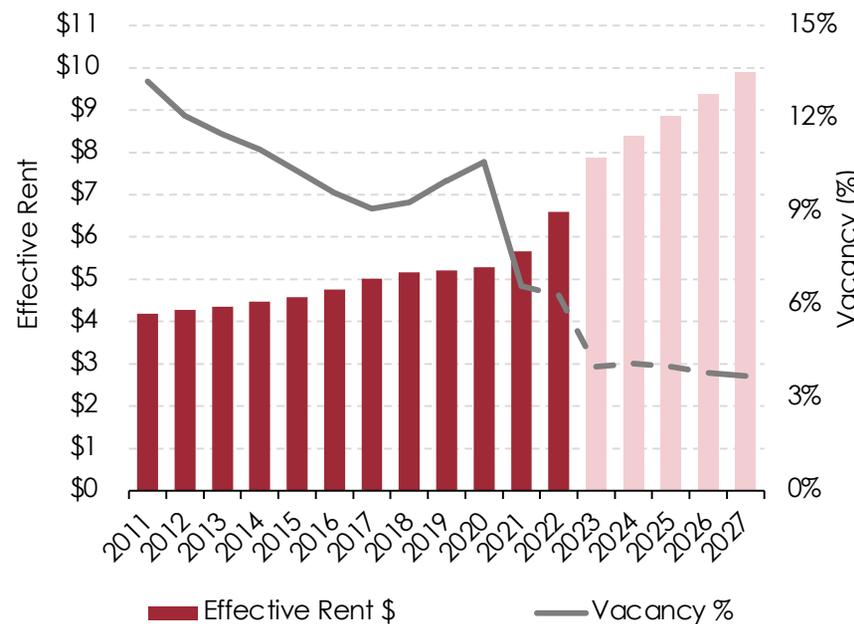
- Acquired single-tenant industrial building in January 2020 with ~ 65 acres of developable land
- Broke ground on new ~240,000 SF building during Q2 2021 with an estimated shell completion in Q4 2022 at a cost of ~\$13.6M; an add'l ~180,000 SF building is projected for Q4 2022 at a cost of \$12.2M
- Flexible design planned for both buildings to allow for demising. There is strong prospective tenant interest for multi- and single-tenant occupancy

Industrial Sector Dynamics Expected to Accelerate

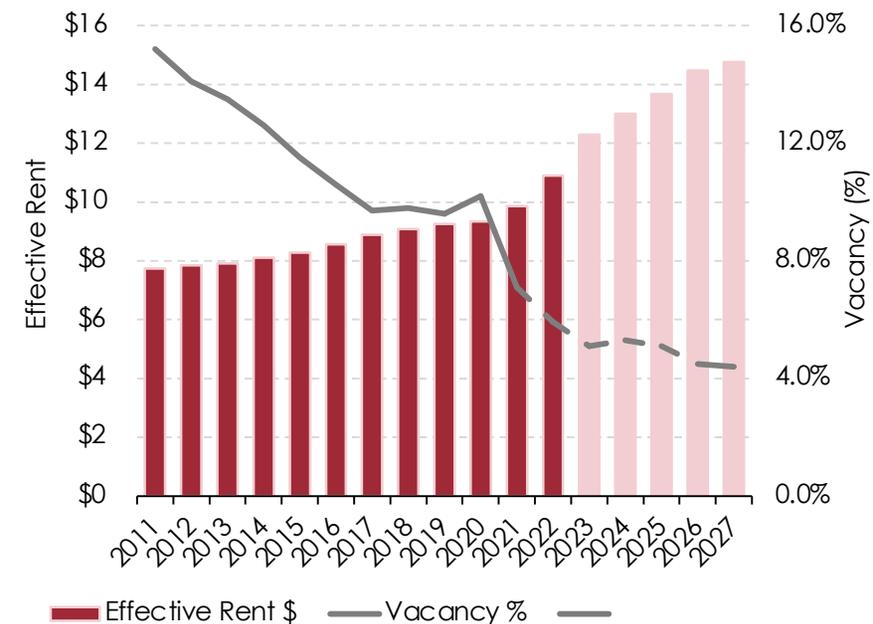
The U.S. industrial sector is experiencing rising rental rates and declining vacancy rates due primarily to the following long-term factors:

- Limited new construction and growing demand
- Positive economic tailwinds: trade growth, inventory rebuilding and increased industrial output
- Growth of e-commerce (transfer of retail tenants to warehouses)
- Resurgence in domestic manufacturing

U.S. Warehouse/Distribution Q4-22 Trend Futures



U.S. Flex/R&D Q4-22 Trend Futures



Source: Reis, Inc.

Tier II Markets Offer Sizable Advantages to Tier 1

- **Workforce availability and labor costs are predominant factors for companies occupying industrial space**
 - Tier II markets enjoy higher affordability and lower average labor costs than Tier 1 markets
 - Tier II markets boast an industrial worker-to-business ratio of 4X those of Tier I markets
- **Availability of industrial space 20K – 150K square feet has shrunk significantly as a percentage of total inventory over the last 20 years**
 - This limiting supply has pushed up rental rates for tenants in this size range
 - 70% of Plymouth's ABR is concentrated in leases under 250K square feet
 - Plymouth's average sized tenant is 65,000 square feet
- **The Golden Triangle region has become the crème of the crop for logistics infrastructure**
 - The strongest e-commerce, parcel delivery, logistics, and retail firms continue to expand throughout the region (Source: CCIM Institute)
 - Over 90% of Plymouth's portfolio resides within the Golden Triangle

Source: AVANT by Avison Young; CoStar

Tier 1: Inland Empire, Los Angeles, Northern New Jersey, Seattle-Bellevue

Tier II: Cincinnati, Cleveland, Columbus, Indianapolis, Jacksonville, Kansas City, Memphis, St. Louis

Not All New Supply is Created Equal

- **Since 2001, over 11% decrease in 20K – 150K inventory relative to all inventory in Tier II markets**
 - The 20K – 150K square foot size range has diminished as a total proportion of overall inventory by nearly 10% in both Tier I & Tier II markets
 - Predominant development focus has been in the 500K+ square foot range, representing nearly 1/3 of all inventory in Tier II markets
- **Industrial inventory growth has been focused on big box space**
 - The inventory of 20K – 150K square foot size has grown by only 7% since 2010 compared with 75% inventory growth for 500K+ square foot space
 - 55% of all new construction since 2018 in Tier I & Tier II markets has been 500K+ square foot space
 - Development has been largely focused on delivering buildings 250K+ square feet since the Global Financial Crisis, leaving the 20K – 150K square foot size relatively stagnant in both Tier 1 & Tier II
- **Change in minimum Class A distinction since 2018 yields little competing space to PLYM**
 - Over 90% of all new construction in Tier I & Tier II markets has been 32'+ clear (new standard for Class A)
 - Prior to the Global Financial Crisis, 28' clear buildings were predominant feature in Tier 1 markets; now representing only 7% of deliveries since 2018

Source: AVANT by Avison Young; CoStar

Tier I: Inland Empire, Los Angeles, Northern New Jersey, Seattle-Bellevue

Tier II: Cincinnati, Cleveland, Columbus, Indianapolis, Jacksonville, Kansas City, Memphis, St. Louis

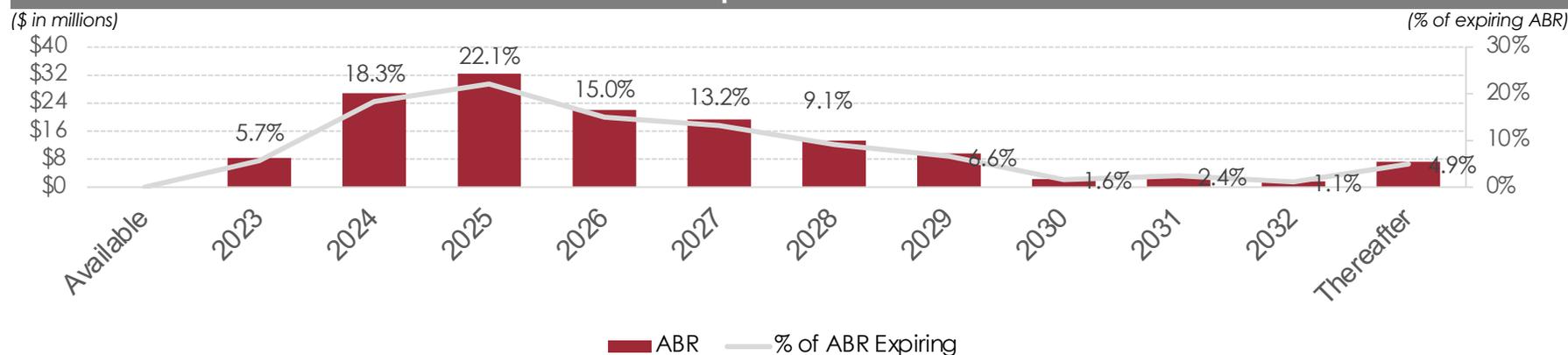
Lack of Availability Drives Superior Rental Growth

Near-term expirations present mark-to-market leasing and significant internal growth opportunities

Organic Growth

- Plymouth's focus on select primary and secondary markets allows for substantial rent growth opportunities
 - Through May 1, 2023, 2023 new and renewal leases signed were 19.3% higher than expiring rental rates on a cash basis
 - During 2022, new and renewal leases signed were 18.1% higher than expiring rental rates on a cash basis
 - During 2021, new and renewal leases signed were 11.1% higher than expiring rental rates on a cash basis
- The mark-to-market for the entire portfolio is expected to be in the 18% to 20% range on a cash basis

Lease Expiration Schedule ⁽¹⁾

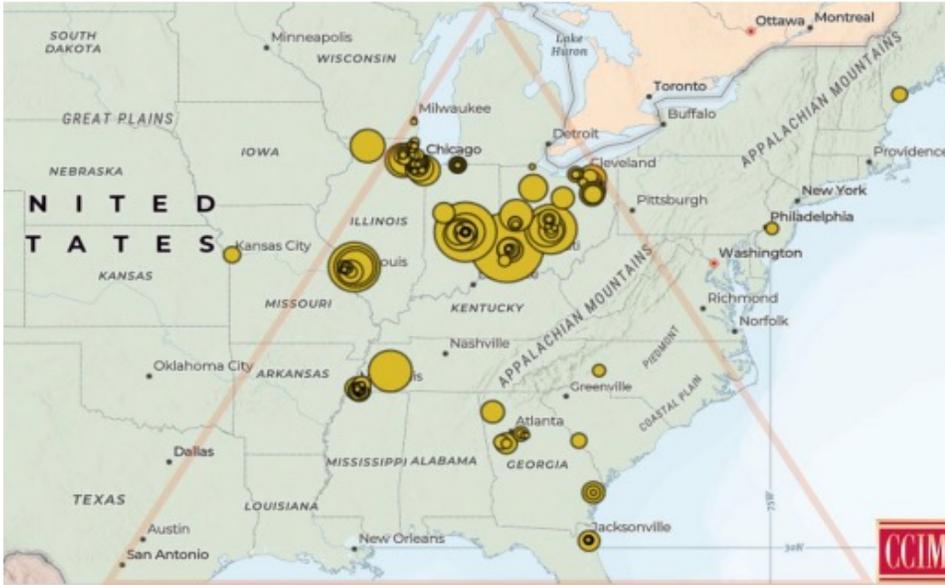


	Available	2023	2024	2025	2026	2027	Thereafter
Total SF	0.6	1.9	6.2	7.5	4.6	4.3	9.0
% of Total SF	1.9%	5.6%	18.1%	21.9%	13.5%	12.6%	26.4%

(1) As of March 31, 2023, "Annualized Base Rent" is the monthly base cash rent for the applicable property or properties as of March 31, 2023, multiplied by 12.

The Golden Triangle¹

Over 90% of Plymouth’s portfolio resides inside the Golden Triangle



The region gets its name the “The Golden Triangle as it:

- Contains over 70% of the U.S. population
- Includes more than half the U.S GDP within its boundaries
- Contains more ports than any other region in the country
- Encompasses five of the seven Class I railroads
- 90% of households live within a five-hour truck drive of primary intermodal facilities and inland rail ports
- Over the last five years, the population growth for markets within the GT has averaged 5.1%

Plymouth owns over 32 million square feet within the Golden Triangle, and has regional offices located in Atlanta, Columbus, Memphis and Jacksonville.

Ratio of Shipping Containers Handled

	2020	2021
West Coast Ports	65%	50%
East Coast/Gulf Coast	35%	50%

(1) Source: CCIM Institute (<https://www.ccim.com/newscenter/commercial-real-estate-insights-report/last-mile-logistics--commercial-real-estate-s-growth-engine/>)

Proven Management Team

Highly experienced management team with extensive commercial real estate and investment backgrounds

Jeff Witherell
**Chairman, CEO & Co-
Founder**

- Over 30 years of experience in real estate investment, development and banking activities with \$1.5 billion in total syndication, loan acquisition and real estate development experience
- Former senior executive at Franklin Street Properties (NYSE: FSP), GAP LP, and Devonshire Development

Pen White
**President, CIO & Co-
Founder**

- Over 35 years of experience in commercial real estate, including roles in acquisitions, leasing, investment sales, and investment banking with over \$2 billion in total real estate transaction experience
- Former senior executive at Franklin Street Properties (NYSE: FSP), Scanlan Kemper Bard, Coldwell Banker Commercial, and Spaulding & Slye

Jim Connolly
EVP – Asset Management

- Over 35 years of experience in real estate asset management with a significant background in property level and portfolio wide operations
- Held senior real estate asset management and real estate finance roles at Nortel Corporation, Bay Networks, and Raytheon

Anthony Saladino
EVP & CFO

- Over 20 years of real estate accounting, finance, and public company experience
- Former CAO of AFIN and NYC REIT, VP Finance of The Ryland Group, CFO of The High Companies Real Estate Group, and focus on publicly traded REITs at EY

Lyndon Blakesley
SVP & CAO

- Over 15 years of experience in real estate accounting, financial planning and analysis and REIT compliance
- Formerly with Iron Mountain and Ernst & Young LLP, focusing on public and private REITs

Anne Hayward
SVP & General Counsel

- Over 30 years of experience in the practice of law, specializing in project finance, securities, and real estate transactional matters.
- Served in similar roles for Shane & Associates, Atlantic Exchange Company, Holland & Knight, and BankBoston

Strong Independent Board and Corporate Governance

Independent board with extensive real estate, logistics, Wall Street and public company expertise

Martin Barber

- Founded CenterPoint Properties Trust in 1984 and served as Chairman and lead independent trustee through the company's IPO in 1993 and eventual \$3.4 billion sale to CalEast Industrial Investors in April 2006
- Director Applied Residential and Steamroller Restaurants

Phillip Cottone

- Former board member of Government Properties Trust (NYSE: GPT) and lead director of Boston Capital REIT
- Currently mediator and arbitrator for FINRA, the American Arbitration Association, and the Counselors of Real Estate

Richard DeAgazio

- Founder and Principal of Ironsides Associates, LLC
- Founder, Executive VP and Principal of Boston Capital

David Gaw

- Former SVP and CFO of Boston Properties (NYSE: BXP)
- Former SVP, CFO and Treasurer of Heritage Property Investment Trust (NYSE: HTG)

John Guinee

- Former Managing Director of Stifel as a sell-side analyst covering 40 publicly traded REITs
- Former EVP and CIO of Duke Realty (NYSE: DRE) and Charles E. Smith Residential Realty

Caitlin Murphy

- Founder and CEO of Global Gateway Logistics
- Former Director of Business Development for Axis Worldwide Supply Chain & Logistics

Shareholder Friendly Corporate Governance

- ✓ Annual elections of all board members
- ✓ Regular executive sessions of independent directors
- ✓ Majority of directors are independent
- ✓ Lead independent director
- ✓ Stockholder ability to amend bylaws
- ✓ Opted out of Maryland anti-takeover provisions
- ✓ Insiders do not control enough votes to veto a merger
- ✓ No conflicts of interest with regards to outside business deals with management
- ✓ Code of business conduct and ethics for employees and directors

Portfolio Overview

High-Quality Portfolio in Attractive Markets

Plymouth currently owns 210 buildings totaling 34.2 million square feet in industrial markets in the main industrial, distribution and logistics corridors of the U.S. at a cost basis well below replacement cost

As of March 31, 2023



<i>(SF in thousands)</i>	# of Buildings	Rentable SF	Occ. % ⁽¹⁾	% of ABR
Tier I Markets				
Atlanta	12	1,906,835	99.9%	5.6%
Chicago	41	6,930,887	97.9%	20.7%
Tier II Markets				
Boston	2	268,713	100.0%	1.4%
Cincinnati	12	2,710,964	93.4%	6.6%
Charlotte	1	155,220	100.0%	0.8%
Cleveland	19	3,979,209	98.8%	12.3%
Columbus	15	3,757,614	100.0%	9.0%
Indianapolis	17	4,085,169	97.5%	10.5%
Jacksonville	26	2,052,074	97.1%	9.5%
Kansas City	1	221,911	100.0%	0.6%
Memphis	49	4,783,046	98.3%	12.1%
Philadelphia	1	156,634	99.8%	0.7%
St. Louis	14	3,219,689	99.4%	10.2%
Total / Average	210	34,227,965	98.1%	100%

(1) Calculated as the average occupancy at such properties as of March 31, 2023.

Substantial Portfolio Diversification

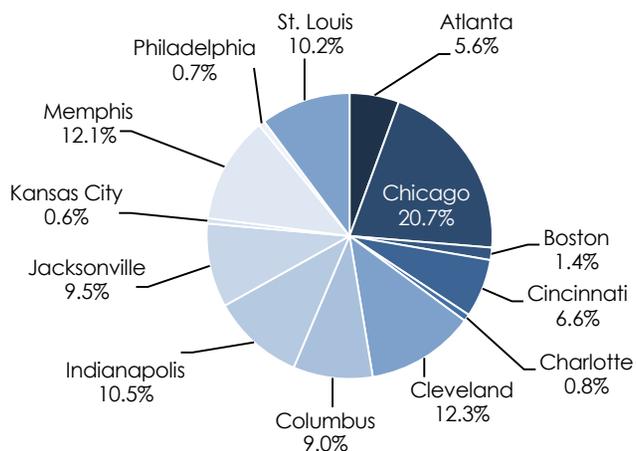
Plymouth's portfolio is diversified by tenant, geography, asset type and industry

Top Ten Tenants

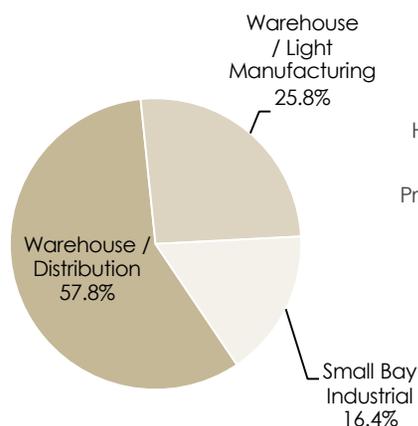
15.7% of Total Portfolio ABR
5.7M Leased Square Feet
\$23.01M Annualized Base Rent
\$4.02 Rent Per Square Foot
19 Total Leases



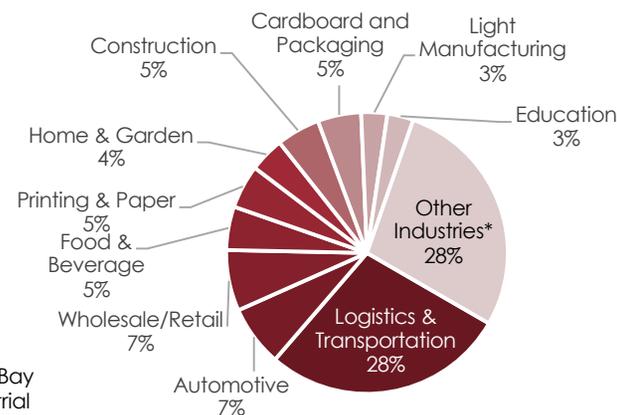
ABR by Market



ABR by Asset Type (1)



ABR by Industry



Note: All data as of March 31, 2023. "Annualized Base Rent" is the monthly base cash rent for the applicable property or properties as of March 31, 2023, multiplied by 12.

(1) Small bay industrial is inclusive of flex space totaling 500,294 leased square feet and annualized base rent of \$5,979,674. Small bay industrial is multipurpose space; flex space includes office space that accounts for greater than 50% of the total rentable area.

Capital Structure

Plymouth has access to multiple sources of capital and has continued to enhance its balance sheet and improve liquidity

Capital Markets Highlights

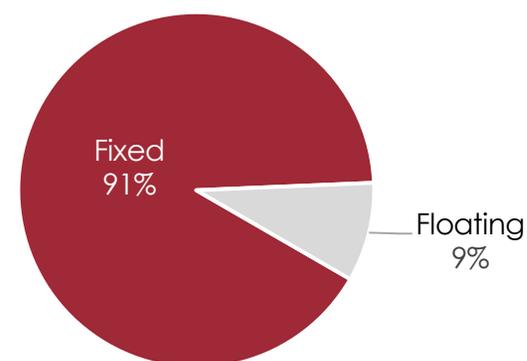
- Net debt plus preferred to EBITDA has declined four quarters in a row to 7.14X as of March 31 from 8.8X as of March 31, 2022
- The credit facility comprises the only floating rate debt and is expected to be used to fund the development program

2022

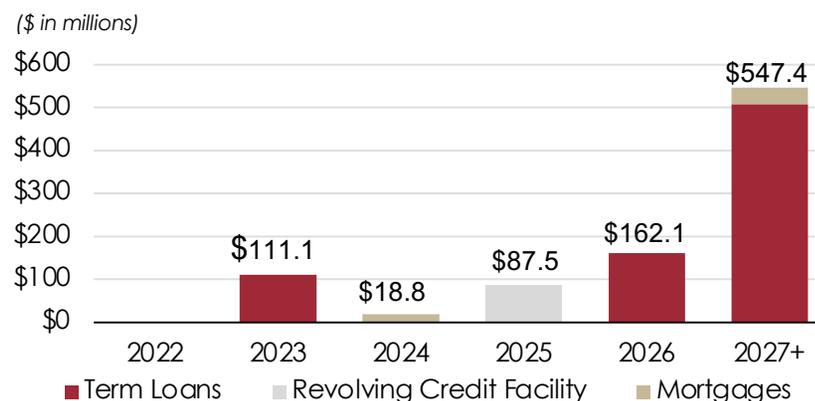
- Converted all shares of the Series B Preferred Stock through a combination of ~4.1M shares of common stock and \$15.0M in cash
- Increased the unsecured credit facility by \$300M to \$800M in total with \$350M revolver and \$450M in term loans
- Fixed the 1-month SOFR base rate of \$100M, \$150M and \$200M terms loans to 1.504%, 2.904% and 1.5273%, respectively
- 2.3M shares sold under the ATM for net proceeds of \$58.3M

(1) Adjusted for interest rate swaps on \$450M in term loans.

Fixed / Floating Debt (1)



Debt Maturity Schedule (As of 3/31/2023)



W.A. Interest Rate					
-	4.08%	4.14%	6.31%	3.47% ⁽¹⁾	3.70% ⁽¹⁾



Atlanta ♦ Boston ♦ Columbus ♦ Jacksonville ♦ Memphis