

Fact Sheet

TSX: SIA

\$1.6B

Asset Value

~12,000

Dedicated Team Members

49

Years of Operation

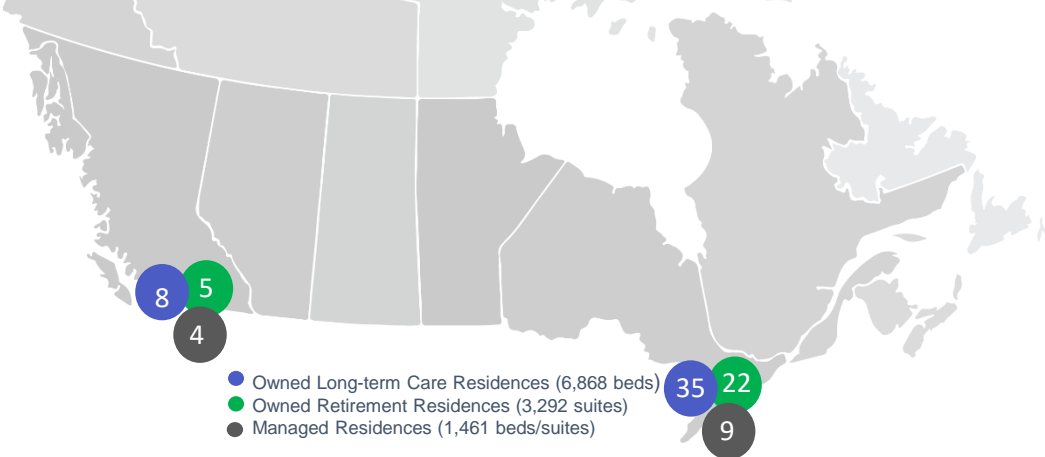
\$0.94

Annual Distribution/Share

\$222M

Available Liquidity

As at September 30, 2021



70 owned high quality residences | 13 managed residences

Sienna Senior Living Inc. (TSX:SIA) is one of Canada's leading owners and operators of seniors' residences with high quality assets in great locations in Ontario and British Columbia.

Why Invest in Sienna

- **Well established** provider of essential services in a sector with compelling demographics and growing demand
- **Balanced portfolio** of long-term care and private-pay retirement residences
- **Experienced leadership team** focused on high quality care and resident-centered experience
- **Solid financial position** with investment grade credit rating, a large pool of unencumbered assets and high liquidity

of Seniors over 85 to double in Canada by 2040

Sienna's long-term strategic approach to operations and growth is focused on recruiting and retaining a high-performing team, optimizing the Company's balance sheet and capital structure and building a best-in-class portfolio

Operating platform

- Development of resident-centric retirement platform "Aspira" with increased emphasis on personalization, expanded choices and being a vital part of the local community
- New long-term care platform to provide holistic and integrated care to improve the quality of life of residents
- Build and retain a high performing team and great culture

Balance Sheet

- Optimize capital structure and refinance debt at favourable interest rates
- Finance development projects at favourable terms while supporting robust debt metrics
- Maintain investment-grade credit rating of "BBB"

Growth

- \$600M+ redevelopment of long-term care portfolio over 5 – 7 years
- Development and expansions of retirement residences
- Retirement acquisitions and capital recycling through dispositions
- Organic growth



Senior Leadership

Nitin Jain

Director, President & CEO

Dr. Andrea Moser

Chief Medical Officer, SVP

Mark Lugowski

Retirement Operations, EVP

Jennifer Anderson

Long-Term Care Operations, EVP

Karen Hon

Chief Financial Officer, SVP

Olga Giovanniello

Chief Human Resources Officer, EVP

David Hung

Chief Investment Officer & EVP, Corporate Services

Stephen Roy

Real Estate Development & Construction, SVP

Adam Walsh

General Counsel, SVP

Nancy Webb

Public Affairs & Marketing, SVP

Board of Directors

Dino Chiesa

Chairman

Nitin Jain

Shelly Jamieson

Brian Johnston

Paula Jourdain

Coleman

Jack C. MacDonald

Stephen Sender

Financial Highlights

Key Performance Indicators

\$thousands, except occupancy, share and ratio data

Occupancy – Long-term care (average)

Occupancy – Retirement same property (average)

Revenue

Net operating income (NOI)

Operating Funds from Operations (OFFO)

Adjusted Funds from Operations (AFFO)

OFFO per share

AFFO per share

Debt to gross book value (period end)

Weighted average cost of debt (period end)

Debt to adjusted EBITDA (period end)

Q3 2021

Q3 2020

86.2%

87.4%

82.1%

81.8%

170,423

166,850

33,403

28,955

18,265

13,624

15,671

14,187

0.272

0.203

0.234

0.212

45.6%

47.3%

3.4%

3.3%

7.8

8.9

Sienna's Environmental, Social and Governance Initiatives

Sienna Ownership and Reward Program "SOAR" awarding qualifying employees with Company shares

- **\$3 million investment** in recognition of team members' tireless efforts
- Approximate **one-time grant of \$500** for permanent full-time employees and **\$300** for permanent part-time team members

Developing for the Future

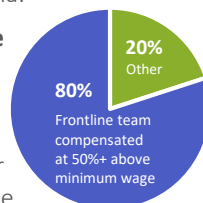
The redevelopment of Sienna's long-term care portfolio is a major opportunity to invest with purpose to

- **enhance the quality of life** for the seniors we serve
- **enrich the work environment** of our team members, and
- **address climate change** as we adopt environmentally-friendly designs and install energy-efficient features

Diversity, Inclusion & Fair Compensation

Nurturing a culture in which **people of diverse backgrounds have equal opportunity** to achieve their potential and are compensated fairly is important to Sienna.

95% of Sienna's **front-line team members are compensated above minimum wage** with 80% compensated at over 50% above minimum wage



Giving Back

- **Contribution of \$700,000** to CaRES Fund, providing emergency financial assistance to sector employees
- **Donation of \$250,000** to Scarborough Health Network in support of new mental health hub

See Sienna's [ESG Report](#) and [ESG Mid-Year 2021 Update](#) for further information on Sienna's initiatives

"In everything we do, we are guided by the belief that it is both a great privilege and a tremendous responsibility to serve Canada's seniors to ensure that they live with the utmost dignity and respect."

Sienna
SENIOR LIVING®

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