



# Investor Presentation

**Sienna**

Senior Living

February 2024

# Cautionary Note

Certain information in this presentation may contain forward-looking information. Actual results could differ materially from conclusions, forecasts or projections in the forward-looking information, and certain material factors or assumptions were applied in drawing conclusions or making forecasts or projections as reflected in the forward-looking information.

Additional information about the material factors, assumptions and/or risks that could cause actual results to differ materially from the conclusions, forecasts or projections in the forward-looking information, and the material factors or assumptions that were applied in drawing a conclusion or making a forecast or projection as reflected in the forward-looking information are as disclosed in the company's disclosure documents filed on SEDAR+ from time to time, including but not limited to the company's most recent MD&A and AIF ([www.sedarplus.ca](http://www.sedarplus.ca)).

# Sienna at-a-glance

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

**42**

**Long-term Care  
Communities**

(6,572 beds)

**39**

**Retirement  
Residences**

(4,442 suites)

**12**

**Managed  
Residences**

(1,352 beds/suites)

As at December 31, 2023

Sienna offers a full range of senior living options, including **independent living, assisted living and memory care** under its Aspira retirement brand, **long-term care**, and **specialized programs and services.**

**~12,000**

Dedicated Team Members

**51**

Years of Operations

**\$0.94**

Annual Distribution/Share

**\$307M**

Liquidity

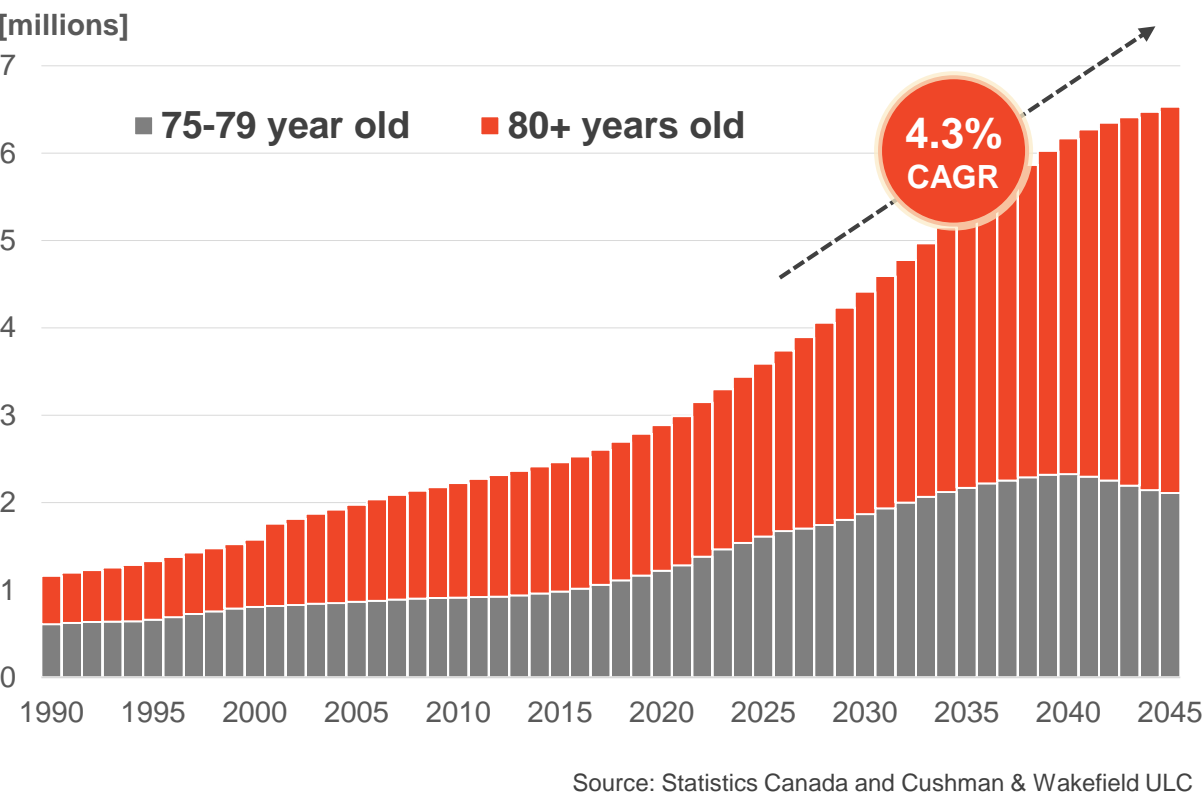
December 31, 2023

# Investment Highlights

- 1 Leading **diversified** Canadian senior living provider with a **balanced portfolio** of retirement residences and long-term care communities
- 2 **Monumental demographic shift** with **85+ age group expected to triple** in Canada in the next 25 years
- 3 **Needs-driven** business supported by a **strong balance sheet** and **substantial liquidity**
- 4 Significant **potential for incremental growth** of net operating income
- 5 Attractive **~7% dividend yield**

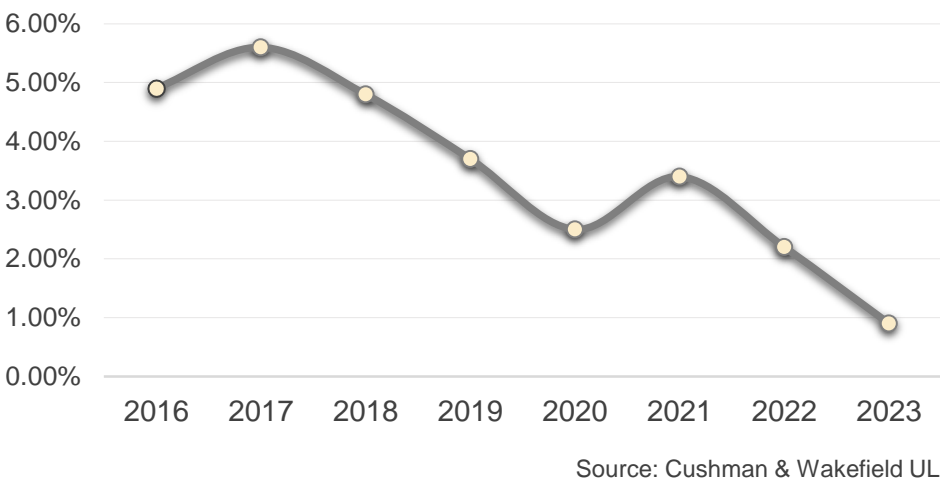
# Compelling Canadian Senior Living Fundamentals

## 80+ age group growth

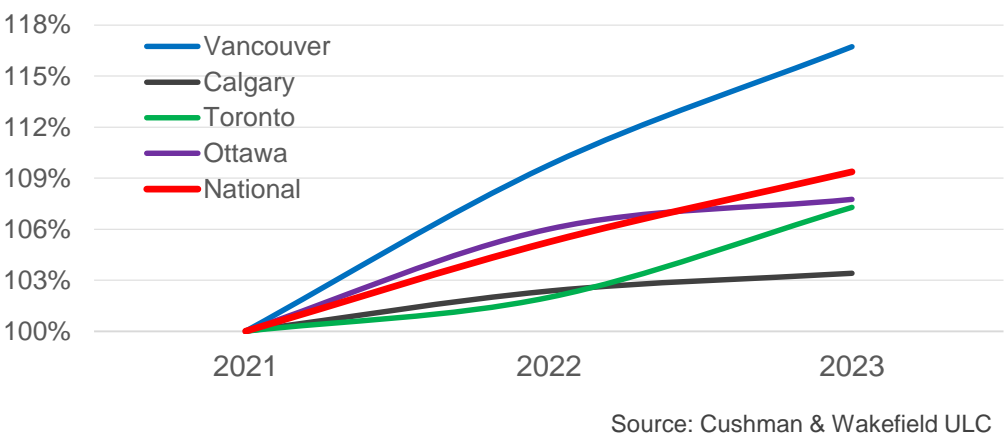


**80+ age group** expected to grow at a 4.3% compound annual growth rate (“CAGR”) over the next 20 years

## Construction starts as % of senior housing inventory



## Rent growth trend (indexed to 2021)





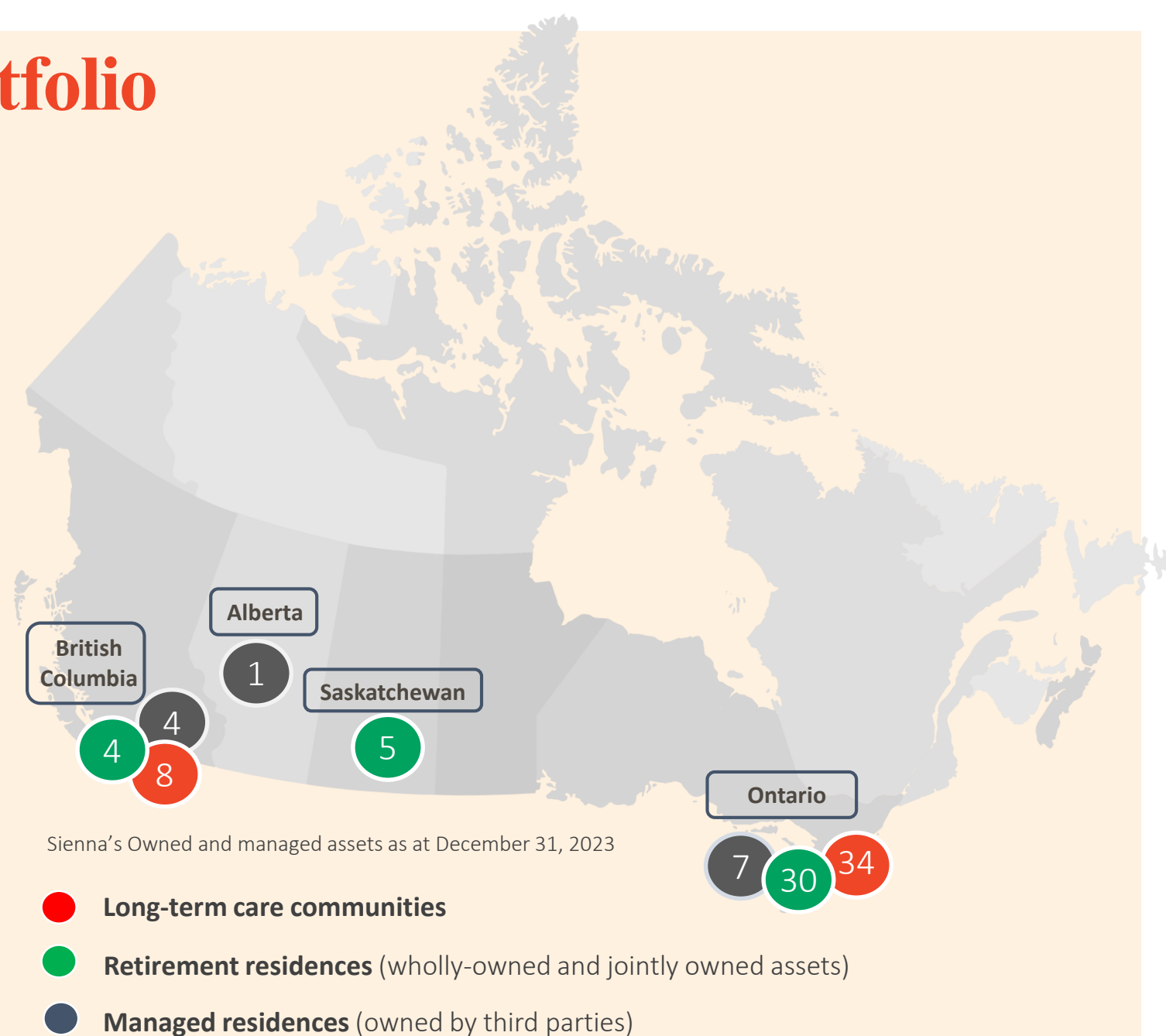
# Sienna's Diversified Portfolio

## Retirement

- **High quality residences** in key Canadian markets
- **Community-focused** service offerings and programs under **Aspira** brand
- **Development** and **expansion** potential

## Long-term Care

- **Well-located care communities** in Ontario and British Columbia
- **High demand for long-term care** with rapidly aging population
- **Stable revenue stream** supported by government funding for resident care





# High Quality Retirement Residences in Key Markets

**Empire Crossing**, Port Hope, Ontario



**Peninsula**, Surrey, British Columbia



**Hunter Village**, Saskatoon, Saskatchewan



**Cedar Crossing**, Simcoe, Ontario



**Waterford** Barrie, Ontario



**Villa DaVinci**, Vaughan, Ontario



**Mayfair Terrace**, Port Coquitlam, British Columbia



**Waterford** Kingston, Ontario



**Douglas Crossing**, Uxbridge, Ontario



**Riverbend Crossing**, Regina, Saskatchewan



**Island View**, Arnprior, Ontario





# Growth & Expansion Across Three Provinces

## Alberta

- **Management contract** for 70-suite retirement residence in **Calgary**

**Britannia Retirement Residence**  
Calgary, Alberta



**Elgin Falls Retirement Residence,**  
Niagara Falls, Ontario



## British Columbia

- **Acquisition of additional 30% of Nicola Lodge** in Greater Vancouver Area, increasing ownership to 70%

**Nicola Lodge Long-Term Care Community**  
Greater Vancouver Area, British Columbia



**Campus of Care Development**  
Brantford, Ontario



## Ontario

- **Newly constructed Elgin Falls** retirement residence in Niagara Falls currently **in lease-up**
- **Progressing well** on development projects in **Brantford** and **North Bay**



**Long-Term Care Redevelopment**  
North Bay, Ontario



# Steady Progress Towards Stabilized Retirement Occupancy

- Progressing towards goal of **stabilized occupancy of 95%**
- **Focus on high opportunity homes** with lower occupancy levels
- **Average rate increases of 5%** supporting results



**88.2%**

Q4 Retirement  
Same Property Occupancy



**11.8%**

Q4 Retirement  
Same Property NOI Growth



**~150 bps**

Expected YoY 2024 Same  
Property Occupancy Growth

# Long-Term Care Operations Back at Full Occupancy

- **Reinvigorated growth** against backdrop of stable operating environment
- **Exceeded** occupancy requirement for full government funding
- **Increased** preferred accommodation revenues
- **Reduced** agency cost



**97.6%**  
Average Total  
Long-Term Care  
Occupancy



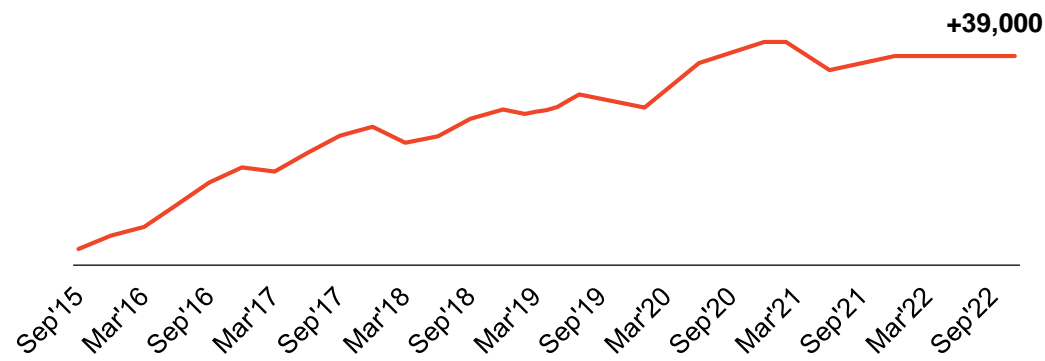
**21.1%**  
Q4 Long-Term Care  
Same Property  
NOI Growth



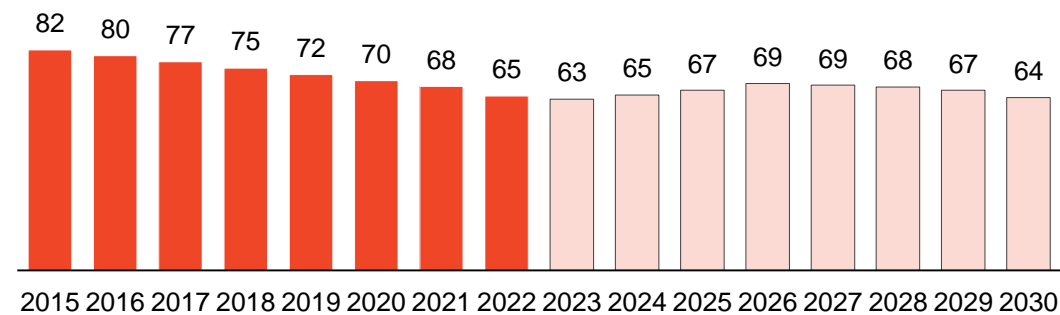


# Supply/Demand Imbalance in Long Term Care

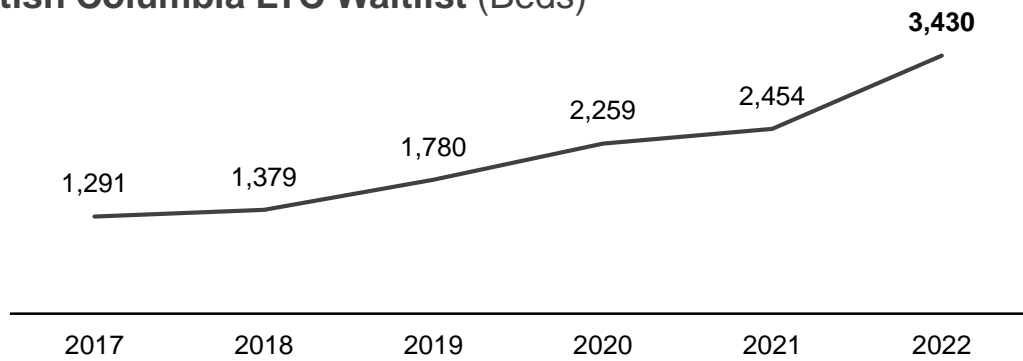
Ontario LTC Waitlist (Beds)



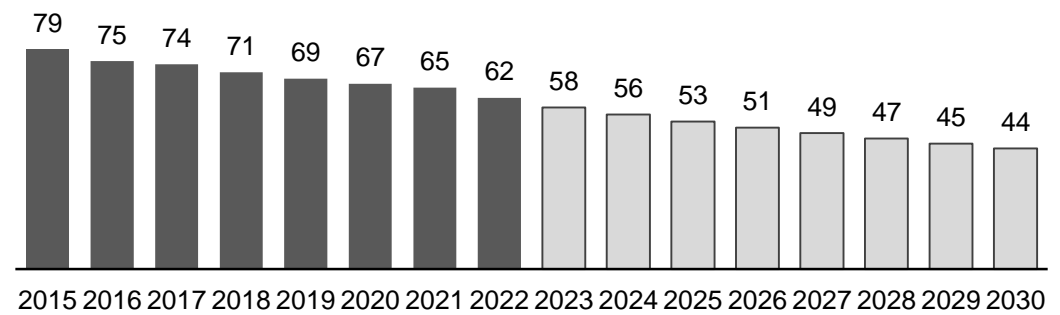
Number of LTC Beds per 1,000 Ontarians Aged 75+



British Columbia LTC Waitlist (Beds)



Number of LTC Beds per 1,000 British Columbians Aged 75+<sup>(1)</sup>

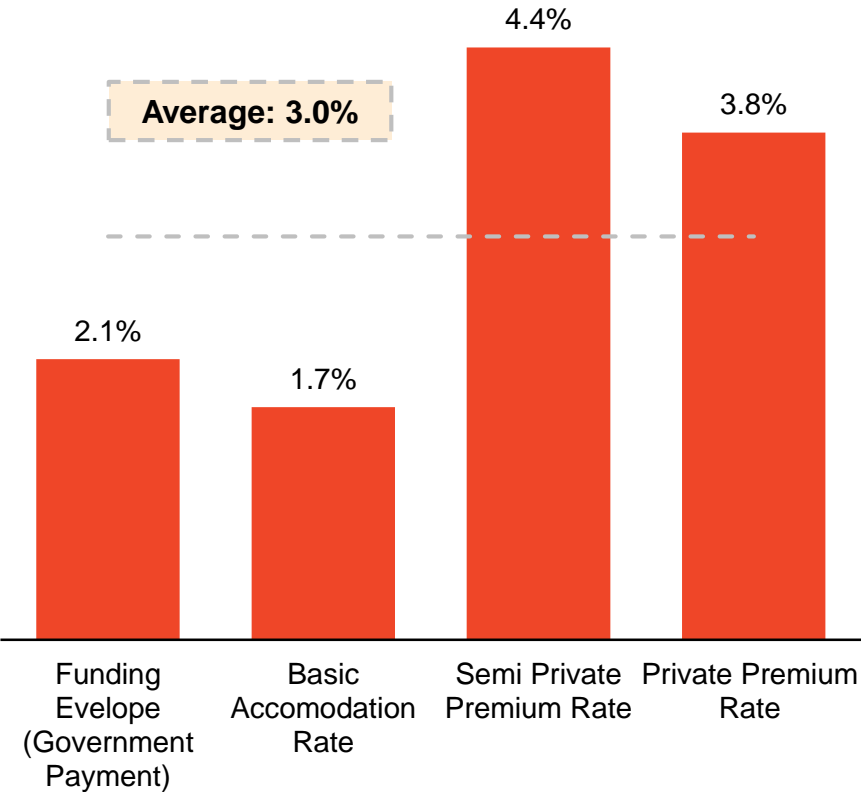


Source: Ontario Long Term Care Association, MOLTC, Statistics Canada, Seniors Advocate BC  
(1) Forecast funded beds based on average year over year growth rate of funded beds from 2012-2020

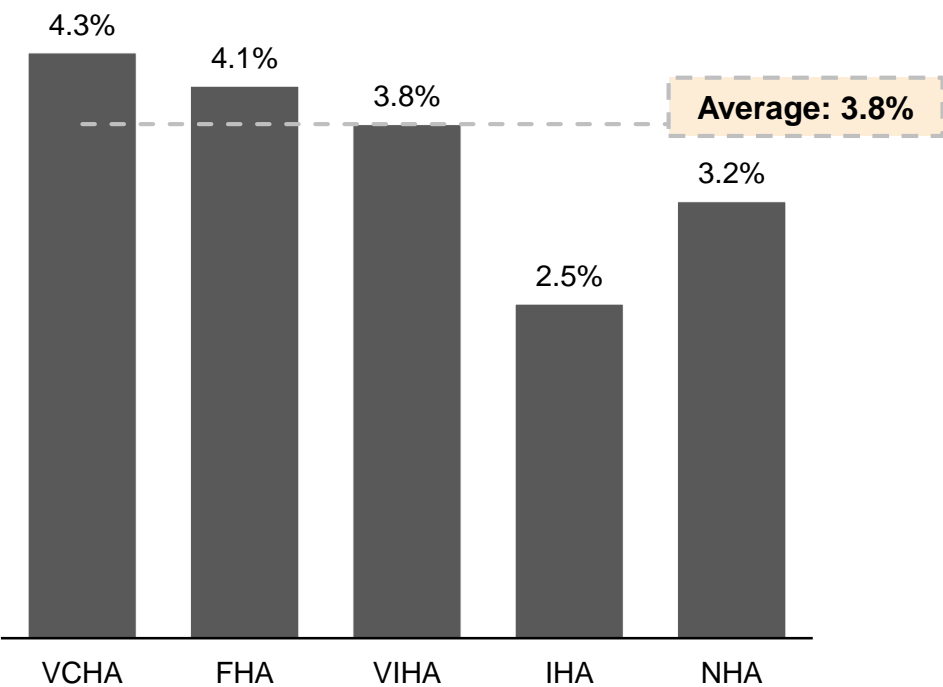
**The supply / demand imbalance is expected to grow over the next decade as a result of an aging population, despite the planned additional LTC beds**

# Track Record of Government LTC Funding

Ontario Historical Funding Rates CAGR | 2011 - 2023



BC Health Authority Funding Rates CAGR<sup>(1)</sup> | 2017 - 2023



Source: Ontario Long Term Care Association, Office of the Seniors Advocate British Columbia  
(1) VCHA – Vancouver Island Health Authority; FHA – Fraser Health Authority; VIHA – Vancouver Island Health Authority; IHA – Interior Health Authority; NHA – Northern Health Authority

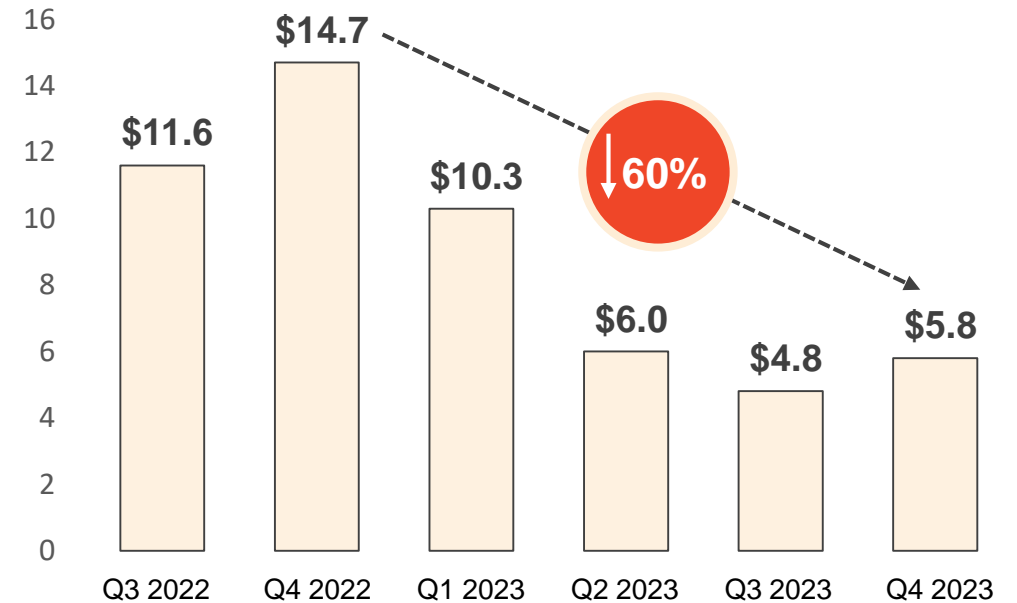
Long-term care is an essential government service that benefits from a consistent track record of annual funding increases



# Effective Cost Management

- **Reduced number of staffing agencies** from over 100 to less than 15 with improved contract terms
- Investment in **automated centralized scheduling and call-out system**, improving ability to fill staffing gaps
- **Operational efficiencies** and reduced reliance on pandemic-related support resulted in **10% workforce reduction** at Sienna's **corporate head office**

Agency Staffing Costs (\$M)








**~\$26.9M**

in agency staffing costs in 2023  
(vs. \$52.2M in 2022)

# Operating & Financial Results



# Q4 Financial Results

	Q4 2023	Q4 2022
<b>Total Adjusted Revenue</b>	 <b>\$218.9M</b> +13.3%	\$193.2M
<b>Retirement Same Property NOI</b>	 <b>\$18.0M</b> +11.8%	\$16.1M
<b>Long-Term Care (“LTC”) Same Property NOI</b>	 <b>\$19.7M</b> +21.1%	\$16.2M
<b>OFFO per share</b>	 <b>\$0.303</b> +24.7%	\$0.243
<b>AFFO per share</b>	 <b>\$0.243</b> +2.5%	\$0.237

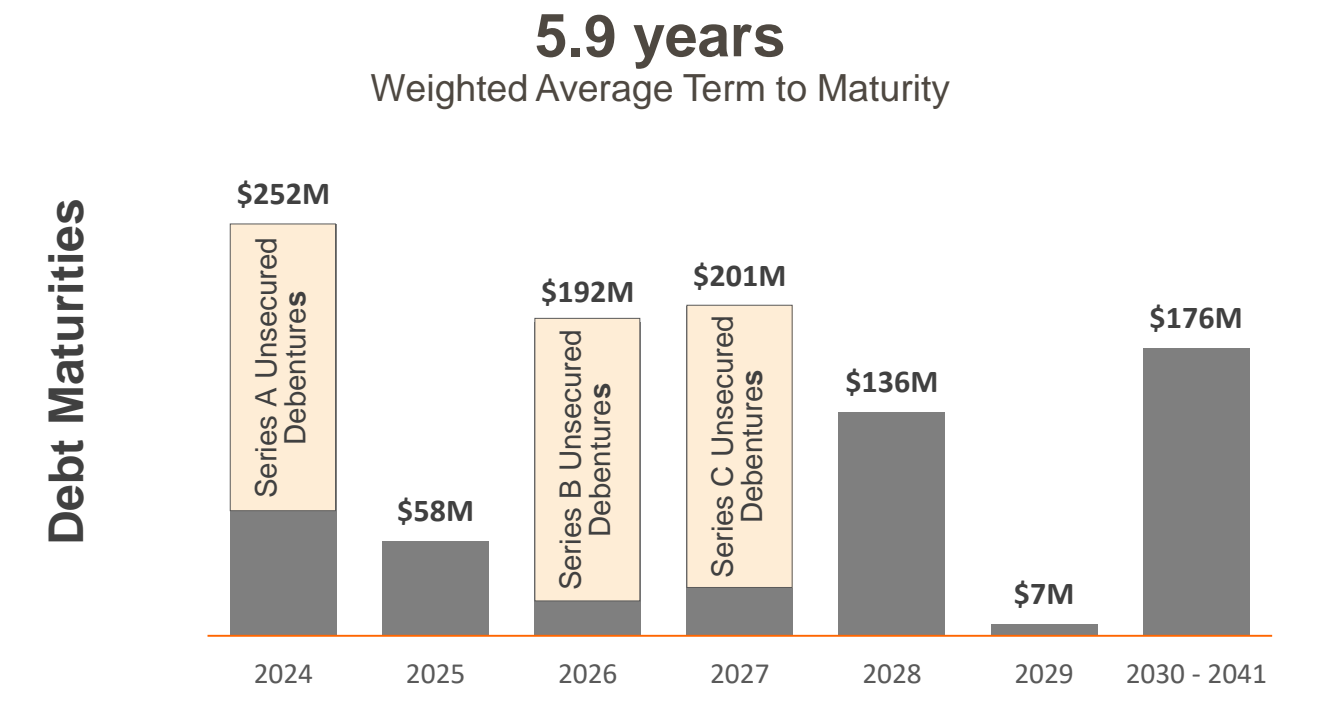
**OFFO** benefitting from higher NOI

**AFFO** increase as a result of higher OFFO, offset partly by higher maintenance costs and a decrease in construction funding income

Significant **improvement in AFFO Payout Ratio** in 2023

**90.9%**  
2023 AFFO Payout Ratio

# Strong Financial Position



**\$307M**  
Liquidity

**\$1.0B**  
Unencumbered Assets

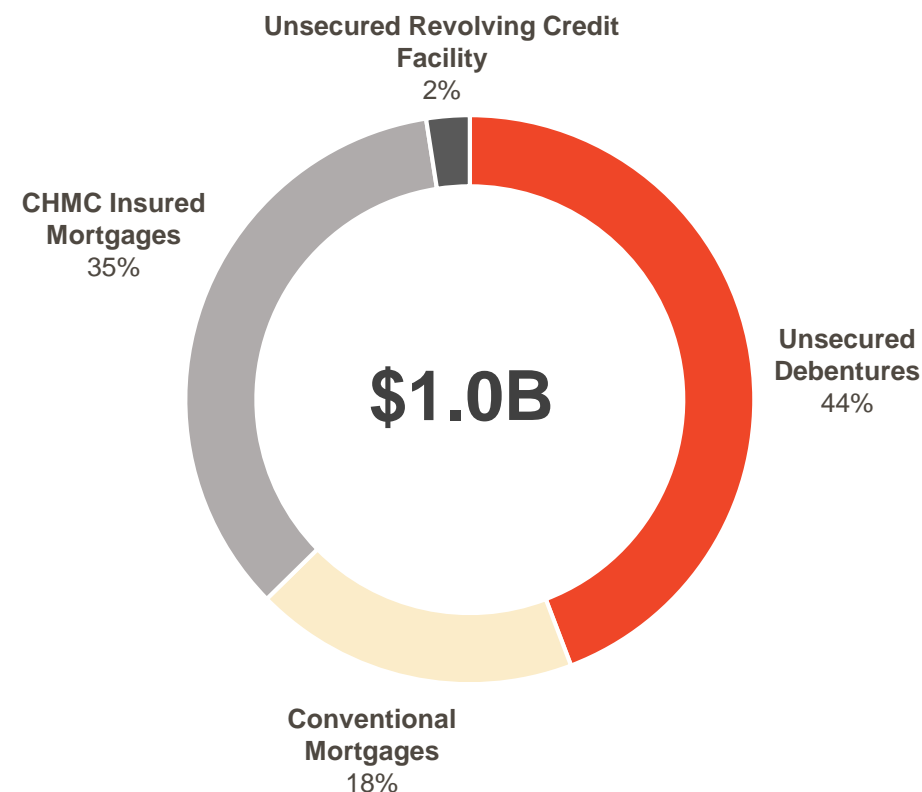
**44.6%**  
Debt to Gross Book Value

As at December 31, 2023

**Financial flexibility supports refinancing initiatives at attractive rates**

# Maintaining a Diversified Debt Portfolio

## Debt Capitalization



**“BBB”**

DBRS investment  
grade credit rating

**65%**

of property-level  
mortgages insured by  
CMHC

As at December 31, 2023

**Well positioned to execute on upcoming financing initiatives**



# Building a Talent Pipeline for the Future

- Focus on building and retaining a team that is **fully aligned** with Sienna's purpose, vision and values
- **Improved onboarding** through enhanced orientation, mentoring and pre-boarding
- **Centralized shift scheduling and call-out system**
- **Improving team member engagement** through awards and recognition

**9.1**

(Out of 10)

**Ability to do Meaningful Work**  
2023 Team Member Engagement Score



# Team Member Awards, Recognition & Communication

## SOAR

Sienna's **share ownership and reward program**, awarding company shares to permanent employees to recognize the dedication they bring to Sienna's residents and communities



## SPARK

Allowing team members to **share their ideas** on how Sienna can **grow, improve and fulfill its purpose** of cultivating happiness in daily life



## SPOT AWARDS

Providing team members and leaders a means of **recognizing each other for stepping up** in big and small ways;  
**CEO Spot Award** given for special recognition



## SIENNAGRAM

A **bi-weekly team newsletter** to help team members stay informed, engaged and energized

## SIENNA CELEBRATES

A **company-wide town hall**, held quarterly at multiple times during the day to capture every shift and time zone.

## Initiatives to enhance team member alignment and engagement

# Attracting and Retaining a Diverse Team

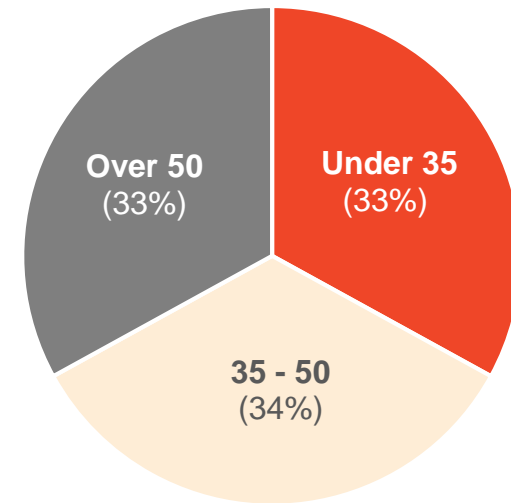
## A Leader in Gender Diversity

Recognized in the Globe and Mail's 2023 **"Women Lead Here"** for commitment to gender diversity and support of female leaders



## A Broad and Balanced Age Range

An **intergenerational team** is crucial for the success of Sienna, where **everyone can thrive, regardless of age**



**At Sienna, we nurture a culture in which people of diverse backgrounds, race, age and gender have equal opportunity to achieve their potential**



# Putting our Values into Action

## ESG Report

2022–2023

**Sienna**  
Senior Living



BC Pow Wow organized by a Sienna community relations specialist connects resident with her family and culture

**“This was the best experience I’ve had in a very long time.”**

Our **2022-2023 ESG Report** highlights Sienna’s purpose, vision and values through inspiring examples and stories of team members’ impact on the life and wellbeing of residents.

For information on Sienna’s **ESG initiatives**, including the **latest ESG Report**, or to provide feedback, please go to <https://www.siennaliving.ca/investors/esg>

# Board of Directors & Senior Executive Team

## Board of Directors

- Shelly Jamieson – Chair
- Barbara Bellissimo
- Paul Boniferro
- Dr. Gina Cody
- Nitin Jain
- Brian Johnston
- Stephen Sender

## Senior Executive Team

- Nitin Jain

Director, President & CEO
- David Hung

Chief Financial Officer, EVP
- Jennifer Anderson

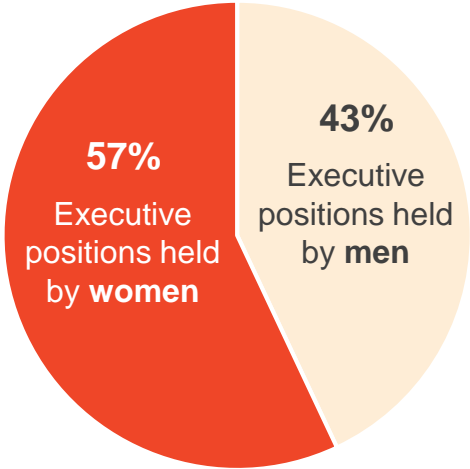
Long-Term Care Operations, EVP
- Teresa Fritsch

Chief Corporate Officer, EVP
- Olga Giovanniello

Chief Human Resources Officer, EVP
- Adam Walsh

General Counsel, SVP
- Nancy Webb

Public Affairs & Marketing, SVP



# Significant Potential for NOI Growth

Generate **continued occupancy growth** in the Company's retirement segment

Incremental NOI contribution as Company reaches stabilized average **SP occupancy of 95%**, a **680 bps increase** from 88.2% in Q4 2023

Add incremental NOI from **acquisitions** and **new developments**

Contributions from **accretive acquisitions** as well as incremental NOI from recently completed retirement residence with expected **development yield of 7.5%**

Address government funding shortfalls through **catch-up funding**

Each percentage point in additional Other Accommodations funding represents an approximate annual funding increase of **\$1.2 million** for Sienna

## Initiatives to support financial results and AFFO payout ratio



# Outlook

## Retirement 2024 SP NOI

Expected to grow in  
**high-single digit  
percentage range**



## Long-Term Care 2024 SP NOI

Expected to grow in  
**low to mid-single digit  
percentage range**



Sienna is in a **strong  
position** to take  
**advantage of the  
tremendous growth  
potential** in Canadian  
senior living



# Contact Information

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