

Fact Sheet

TSX: SIA

\$1.7B

Asset Value

13,000+

Dedicated Team Members

49

Years of Operation

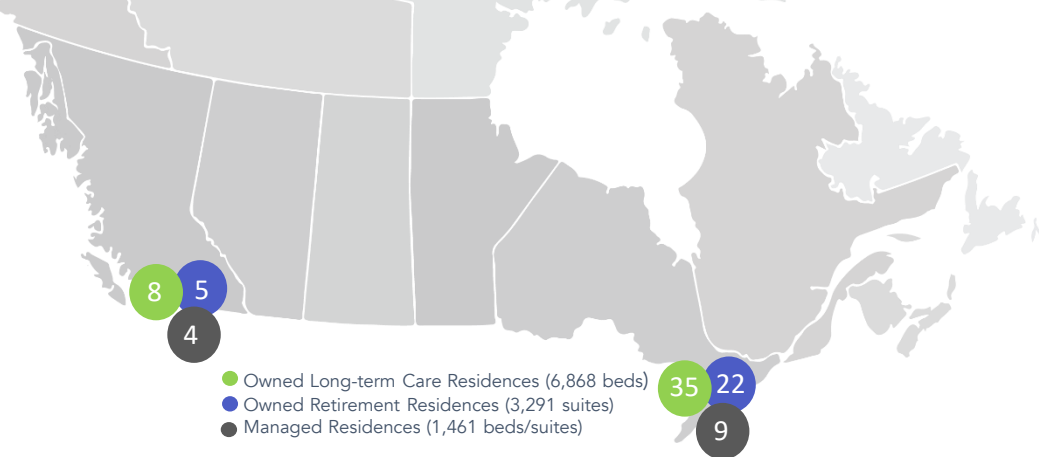
\$0.94

Annual Distribution/Share

\$217M

Available Liquidity

As at December 31, 2020



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. With the dedication and support of over 13,000 team members, Sienna helps residents to live fully every day.

Why Invest in Sienna

- **Well established** provider of essential services in a sector with compelling demographics and growing demand
- **Balanced portfolio** of government-funded 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

Strategy & Objectives

Long-term strategic approach to operations and growth unchanged with short-term shift in focus amid COVID-19

Short-term focus/impact

Long-term strategy/goals

Operating platform

- Foremost priority is the health and safety of residents and team members

- Focus on resident experience and quality of care and service
- Recruit and retain an experienced and high performing team

Balance Sheet

- Focus on liquidity and financial flexibility

- Optimize capital structure and refinance debt at favourable interest rates
- Retain pool of unencumbered assets
- Maintain investment-grade credit rating

Growth

- Two long-term care projects expected to advance to construction phase in 2021
- JV retirement development project advancing as planned

- \$600M+ redevelopment of Ontario long-term care homes over 5 – 7 years
- Development and expansions of retirement residences
- Retirement acquisitions
- Organic growth



Senior Leadership

- Nitin Jain**
Director, President & CEO
- Dr. Andrea Moser**
Chief Medical Officer, SVP
- Mark A. Lugowski**
Operations, EVP
- Karen Hon**
Chief Financial Officer, SVP
- Olga Giovanniello**
Chief Human Resources Officer, EVP
- David Hung**
Corporate Services, SVP
- 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**
- Janet Graham**
- Brian Johnston**
- Paula Jourdain Coleman**
- Jack C. MacDonald**
- Stephen Sender**



Financial Highlights

Key Performance Indicators

\$thousands, except occupancy, share and ratio data

	2020 ⁽¹⁾	2019
Occupancy – Long-term care (average)	90.7%	98.3%
Occupancy – Retirement same property (average)	82.7%	87.9%
Revenue	664,233	669,733
Net operating income (NOI)	126,010	156,860
Operating Funds from Operations (OFFO)	68,897	91,886
Adjusted Funds from Operations (AFFO)	69,568	93,186
OFFO per share	1.028	1.382
AFFO per share	1.038	1.402
Debt to gross book value (period end)	48.2%	46.0%
Weighted average cost of debt (period end)	3.2%	3.6%
Debt to adjusted EBITDA (period end)	9.4	6.7

⁽¹⁾ Operating performance impacted by COVID-19 pandemic and related pandemic expenses (net of government funding)

Sienna's Foundation

Sienna has a strong foundation with an experienced team, operating platform and solid financial position, which helps the Company navigate the current situation amid COVID-19.

Large-scale Operating Platform

with resident-focused, people-driven partnership in care

- Engaged **leading health care experts** to help strengthen infection prevention and control measures
- Established **Quality Committee** to enhance oversight of key resident quality and risk indicators

Robust Balance Sheet and Liquidity

provides financial flexibility during pandemic and beyond

- Successful debt financings of **\$175 million** of unsecured debentures and a **\$100 million** secured credit facility
- Significant liquidity of **~\$217 million**
- ~\$840 million** of unencumbered assets

Environmental, Social & Governance (ESG) Framework

ESG practices are anchored by Sienna's values of respect, passion, teamwork, responsibility, and growth.



See Sienna's inaugural [ESG Report](#) for further information

Sector Leadership

Sienna advocates for and helps shape sound policies and quality care for seniors' living. Initiatives include:

- Seniors Quality Leap Initiative** – joined initiative to benchmark international quality indicators and to share best practices in seniors' living
- CaRES Fund** – co-founded CaRES Fund to provide emergency financial assistance to sector employees who are facing extraordinary circumstances amid COVID-19

Our Vision is to awaken our communities to the positive possibilities of life's next chapters.

Our Mission is to help you live fully, every day.

Our Values are respect, passion, teamwork, responsibility & growth.



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