

# Report to Shareholders

**Q1 2025** Sienna Senior Living Inc.



Cultivating happiness in daily life

**Sienna**  
Senior Living

# Letter from the President & CEO



Dear fellow shareholders,

**Sienna continues its strong growth momentum, with our key performance indicators moving in a positive direction – and we are confident that we can sustain this ongoing trend. Rising demand from an aging population, coupled with the strength of our operations, and our ability to execute on acquisitions and development projects are all contributing to our optimistic outlook.**

## **Same property portfolio continues to deliver solid growth**

Same property growth remained a key driver of Sienna's strong performance in the first quarter of 2025. Excluding one-time items, same property net operating income ("NOI") increased by 16.7% in the retirement segment and by 2.2% in the long-term care segment.

Across our retirement platform, the exceptional supply/demand fundamentals and ongoing improvements to our operations supported a 260 basis point ("bps") year-over-year occupancy increase to 92.5% in Q1 2025. At our long-term care segment, our results reflect the stability of this segment with fully occupied homes and growing wait lists.

## **On track to complete nearly \$600 million of acquisitions and developments by Q3 2025**

2025 is shaping up to be a year of considerable growth through acquisitions and developments. So far, we are on track to grow our platform by nearly \$600 million

across three provinces by Q3 2025, with significant potential for further growth throughout the balance of the year.

To date, we have completed over \$250 million of acquisitions, with a number of additional opportunities under contract or in advanced stages of negotiation. Each acquisition is expected to enhance Sienna's financial performance and aligns with our strategy to invest in high-quality, well located assets in core markets, positioning us to meet the evolving needs and expectations of today's seniors. As we expand, we are creating meaningful operational synergies – enhancing margins, improving service delivery, and reinforcing our position as a leading operator in the sector.

This summer, we also expect to complete Sienna's first two long-term care redevelopment projects in North Bay and Brantford. These projects have no lease-up risk and will immediately contribute to Sienna's financial results once they open. Each redevelopment is expected to contribute approximately 3% to the Company's adjusted funds from operations ("AFFO") per share.

We are also nearing completion of a 147-suite retirement residence at our Brantford location. Developing this retirement residence adjacent to the long-term care redevelopment supports its economic viability at a time of high construction costs.

At a combined development cost of \$220 million, our projects in North Bay and Brantford will add significant value to Sienna's asset base.

To support Sienna's continued growth momentum, we successfully raised \$144 million of equity in February 2025, and we are on track to deploy the proceeds in accretive acquisitions.

# Letter from the President & CEO

## Investing in our team members as we grow

With a growing workforce of approximately 14,500 team members alongside our expanding portfolio, we remain committed to invest in initiatives that foster a strong sense of ownership and shared purpose. One meaningful way we do this is through SOAR, Sienna's employee share ownership program. Starting in 2025, we have expanded the program beyond its original one-time award to include a new "SOAR for Service" initiative. SOAR for Service awards additional shares at key service milestones throughout a team member's tenure.

This program, which allows our team members to participate in the growth and success of Sienna, contributed to the 30% decline in team member turnover for two years in a row, along with a significant reduction of agency costs.

## A time for growth

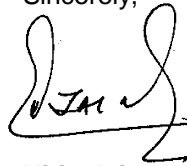
During a time of broader economic uncertainty, the Canadian senior living sector continues to demonstrate stability, resilience and opportunity for growth.

Demand for senior housing continues to accelerate, while new supply dropped below 1% of the total inventory in the past two years, and is expected to remain below 2% for at least five years.

These dynamics not only reinforce the stability of our sector and the value of our assets, but also make Canadian senior living an increasingly attractive sector for long-term investments. As an operator with significant scale, an exceptional balance sheet and ample liquidity, we believe that this is a defining time for our Company.

On behalf of everyone at Sienna, I extend our deepest gratitude for your continued support and trust.

Sincerely,



**Nitin Jain**

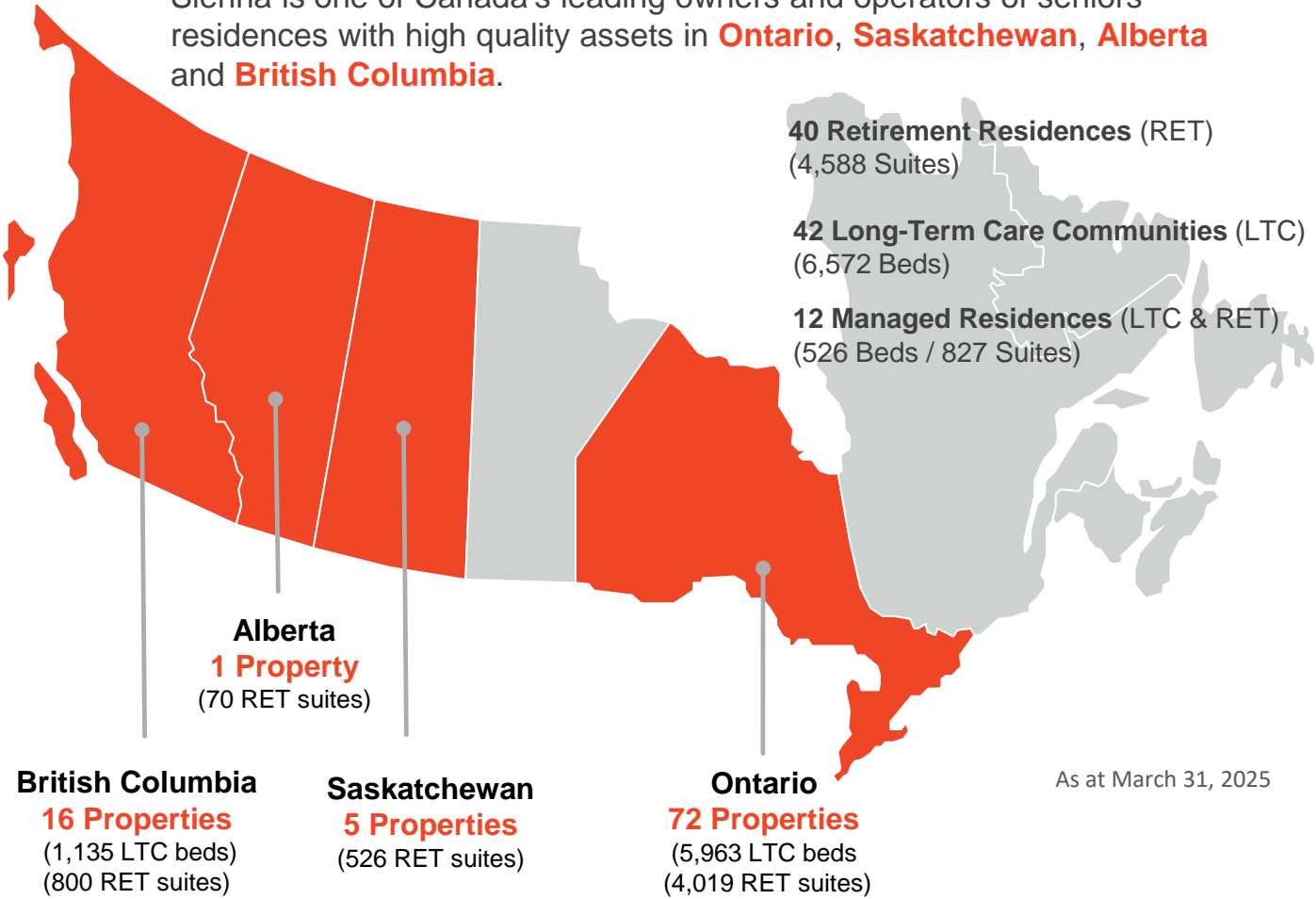
President and Chief Executive Officer  
Sienna Senior Living



**Nicola Lodge**  
Metro Vancouver, British Columbia

# Q1 2025 Sienna at-a-Glance

Sienna is one of Canada's leading owners and operators of seniors' residences with high quality assets in **Ontario, Saskatchewan, Alberta** and **British Columbia**.



Sienna offers a full range of senior living options, including **Independent Living, Independent Supportive Living, Assisted Living, and Memory Care** under its Aspira retirement brand, **Long-Term Care**, and **specialized programs and services**.



**\$2.7B**

Adjusted Gross Book Value



**\$0.94**

Annual Dividend per Share



**BBB**

DBRS Credit Rating



**~14,500**

Team Members

# Management's Discussion and Analysis

**Q1 2025** Sienna Senior Living Inc.



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**Sienna**  
Senior Living

## MANAGEMENT'S DISCUSSION AND ANALYSIS

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## Basis of Presentation

The following Management's Discussion and Analysis ("**MD&A**") for Sienna Senior Living Inc. (the "**Company**" or "**Sienna**") provides a summary of the financial results for the three months ended March 31, 2025. This MD&A should be read in conjunction with the Company's unaudited consolidated financial statements ("**consolidated financial statements**") for the three months ended March 31, 2025. This material is available on the Company's website at [www.siennaliving.ca](http://www.siennaliving.ca).

All references to "**we**", "**our**", "**us**", "**Sienna**", or the "**Company**", unless otherwise indicated or the context otherwise requires, refer to Sienna Senior Living Inc. and its direct and indirect subsidiaries. For ease of reference, the "Company" is used in reference to the ownership and operation of senior living residences and its third party management business. Subsidiaries of the Company are the direct owners and operators of such residences.

Financial information has been prepared in accordance with IFRS® Accounting Standards as issued by the International Accounting Standards Board ("**IFRS Accounting Standards**"). In this document, "**Q1**" refers to the three-month period ended March 31; "**Q2**" refers to the three-month period ended June 30; "**Q3**" refers to the three-month period ended September 30; and "**Q4**" refers to the three-month period ended December 31.

With the exception of this MD&A's Business Update, Outlook and Environmental, Social and Governance ("**ESG**") Responsibility sections, or unless otherwise stated, all dollar amounts referred to in this MD&A, including tabular amounts, are expressed in thousands of Canadian dollars.

This MD&A contains forward-looking information based on management's expectations, estimates and projections about the future results, performance, achievements, prospects or opportunities for Sienna and the senior living industry as of the date of this MD&A. Please refer to the "Forward-looking Statements" section and the "Risk Factors" section of this MD&A for more information.

## Additional Information

Additional information relating to the Company, including its most current Annual Information Form ("**AIF**") can be found on the Company's website at [www.siennaliving.ca](http://www.siennaliving.ca), by accessing the Company's public filings on SEDAR+, or by contacting David Hung, the Company's Chief Financial Officer and Executive Vice President, Investments at 905-489-0258 or [david.hung@siennaliving.ca](mailto:david.hung@siennaliving.ca).

## Review and Approval by the Board of Directors

This MD&A is dated as of May 6, 2025, the date this report was approved by the Board of Directors of the Company, and is based on information available to management of the Company as of that date.

## Company Profile

The Company and its predecessors have been operating since 1972. The Company is a senior living provider serving the continuum of independent living ("**IL**"), independent supportive living ("**ISL**"), assisted living ("**AL**"), memory care ("**MC**") and long-term care ("**LTC**" or "**Long-term Care**") through the ownership and operation of senior living residences in the Provinces of British Columbia, Alberta, Saskatchewan and Ontario. As at March 31, 2025, the Company owns and operates a total of 82 senior living residences: 40 retirement residences ("**RRs**" or "**Retirement Residences**") (including the Company's 50% joint venture interest in 12 residences in Ontario and Saskatchewan, and 70% joint venture interest in one residence in Ontario); 34 LTC communities; and eight senior living residences providing both private-pay IL/AL and funded LTC (including the Company's joint ownership in one residence in British Columbia). The Company also provides management services to an additional 12 senior living residences in the Provinces of British Columbia, Ontario and Alberta.

The table below represents the number of suites or beds owned and operated or managed by the Company, by business segment.

	Retirement		Long-term Care		Total <sup>(1)</sup>	
	Residences	Suites	Residences	Beds <sup>(2)</sup>	Residences	Beds / Suites
<b>Owned Residences</b>						
100% Owned - operating	27	3,204	41	6,454	68	9,658
Partially Owned - operating <sup>(3)</sup>	13	1,384	1	118	14	1,502
<b>Total Owned</b>	<b>40</b>	<b>4,588</b>	<b>42</b>	<b>6,572</b>	<b>82</b>	<b>11,160</b>
Managed Residences	9	827	3	526	12	1,353
<b>Total</b>	<b>49</b>	<b>5,415</b>	<b>45</b>	<b>7,098</b>	<b>94</b>	<b>12,513</b>

1. 79.8%, 15.5%, 4.1% and 0.6% of total beds/suites are located in Ontario, British Columbia, Saskatchewan and Alberta, respectively.

2. 180 of the LTC beds are privately funded and 1,909 of the total owned long-term care beds are class C beds.

3. We have a 50% ownership in 12 retirement residences (1,234 suites), a 70% ownership in one retirement residence (150 beds), a 77% ownership in one long-term care community ( 118 beds) as at March 31, 2025.

The Company is traded on the Toronto Stock Exchange ("**TSX**") under the symbol "SIA". The Company's business is carried on through a number of wholly owned limited partnerships and joint ventures formed under the laws of the Province of Ontario.

As at May 6, 2025, the Company had 92,117,773 common shares outstanding.

## Key Performance Indicators

The following table represents the Key Performance Indicators ("KPI") for the periods ended March 31:

Thousands of Canadian dollars, except occupancy, share and ratio data	Three months ended March 31,		
	2025	2024	Change
<b>OCCUPANCY</b>			
Retirement - Average Same Property <sup>(1)(2)</sup>	92.5 %	89.9 %	2.6 %
Retirement - Average Growth and Optimization <sup>(1)(2)</sup>	75.4 %	65.8 %	9.6 %
Retirement - Average total occupancy <sup>(1)(2)</sup>	90.1 %	86.6 %	3.5 %
LTC - Average private occupancy <sup>(1)(2)</sup>	96.4 %	91.6 %	4.8 %
LTC - Average total occupancy <sup>(1)(2)</sup>	98.0 %	97.5 %	0.5 %
<b>FINANCIAL</b>			
Total Adjusted Revenue <sup>(1)(2)</sup>	244,005	239,384	4,621
Total Adjusted Operating Expenses, net <sup>(1)(2)</sup>	198,123	175,895	22,228
Total Adjusted Same Property NOI <sup>(1)(2)</sup>	44,363	62,852	(18,489)
Total Adjusted NOI <sup>(1)(2)</sup>	45,882	63,489	(17,607)
Administrative expenses	9,134	9,249	(115)
Adjusted EBITDA <sup>(1)(2)</sup>	37,132	55,129	(17,997)
OFFO <sup>(1)(2)</sup>	26,028	36,729	(10,701)
AFFO <sup>(1)(2)</sup>	24,202	35,359	(11,157)
Dividends declared	20,802	17,074	3,728
AFFO Payout ratio <sup>(2)</sup>	86.0 %	48.2 %	37.8 %
Total assets	1,952,153	1,700,083	252,070
<b>PER SHARE INFORMATION</b>			
OFFO per share	0.302	0.503	(0.201)
AFFO per share	0.281	0.485	(0.204)
Dividends per share	0.234	0.234	—
<b>FINANCIAL RATIOS</b>			
Debt to Adjusted Gross Book Value as at period end <sup>(2)</sup>	38.5 %	44.3 %	(5.8)%
Weighted Average Cost of Debt as at period end <sup>(2)</sup>	3.8 %	3.7 %	0.1 %
Debt to Adjusted EBITDA as at period end <sup>(2)(3)</sup>	7.0	7.1	(0.1)
Interest Coverage Ratio <sup>(2)(3)</sup>	3.5	3.9	(0.4)
Debt Service Coverage Ratio <sup>(2)(3)</sup>	2.4	2.6	(0.2)
Weighted Average Term to Maturity as at period end <sup>(2)</sup>	6.8	5.7	1.1
<b>CHANGE IN TOTAL ADJUSTED SAME PROPERTY NOI</b>			
Retirement			14.7 %
LTC			(45.9)%
Total			(29.4)%

1. This is a non-GAAP measure. Refer to the *Non-GAAP Measures* section in this MD&A for more information on each non-GAAP measure.

2. This is a KPI. Refer to the *Non-GAAP Measures* section in this MD&A for definition and additional information on each KPI measure.

3. Calculated for a trailing twelve-month periods ended March 31, 2025 and March 31, 2024.

The following table represents the KPI adjusted for One-Time Items for the periods ended March 31:

Thousands of Canadian dollars, except occupancy, share and ratio data	Three months ended March 31,		
	2025	2024	Change
<b>OCCUPANCY <sup>(2)</sup></b>			
Retirement - Average Same Property <sup>(2)</sup>	92.5 %	89.9 %	2.6 %
Retirement - Average Growth and Optimization <sup>(2)</sup>	75.4 %	65.8 %	9.6 %
Retirement - Average total occupancy <sup>(2)</sup>	90.1 %	86.6 %	3.5 %
LTC - Average private occupancy <sup>(2)</sup>	96.4 %	91.6 %	4.8 %
LTC - Average total occupancy <sup>(2)</sup>	98.0 %	97.5 %	0.5 %
<b>FINANCIAL</b>			
Total Adjusted Revenue excluding One-Time Items <sup>(1) (4)</sup>	241,846	215,729	26,117
Total Adjusted Operating Expenses, excluding One-Time Items <sup>(1) (4)</sup>	197,781	175,895	21,886
Total Adjusted Same Property NOI, excluding One-Time Items <sup>(1) (4)</sup>	42,546	39,197	3,349
Total Adjusted NOI, excluding One-Time Items <sup>(1) (4)</sup>	44,065	39,834	4,231
Administrative expenses	9,134	9,249	(115)
Adjusted EBITDA, excluding One-Time Items <sup>(1) (4)</sup>	35,315	31,474	3,841
OFFO, excluding One-Time Items <sup>(1) (4)</sup>	24,694	19,364	5,330
AFFO, excluding One-Time Items <sup>(1) (4)</sup>	22,868	17,994	4,874
Dividends declared	20,802	17,074	3,728
AFFO Payout ratio, excluding One-Time Items <sup>(2) (4)</sup>	91.0 %	94.9 %	(3.9)%
Total assets	1,952,153	1,700,083	252,070
<b>PER SHARE INFORMATION</b>			
OFFO per share, excluding One-Time Items <sup>(1) (4)</sup>	0.287	0.265	0.022
AFFO per share, excluding One-Time Items <sup>(1) (4)</sup>	0.266	0.247	0.019
Dividends per share	0.234	0.234	—
<b>FINANCIAL RATIOS</b>			
Debt to Adjusted Gross Book Value at period end <sup>(2)</sup>	38.5 %	44.3 %	(5.8)%
Weighted Average Cost of Debt at period end <sup>(2)</sup>	3.8 %	3.7 %	0.1 %
Debt to Adjusted EBITDA at period end, excluding One-Time Items <sup>(2) (3) (4)</sup>	7.4	8.4	(1.0)
Interest Coverage Ratio, excluding One-Time Items <sup>(2) (3) (4)</sup>	3.3	3.3	—
Debt Service Coverage Ratio, excluding One-Time Items <sup>(2) (3) (4)</sup>	2.2	2.2	—
Weighted Average Term to Maturity at period end <sup>(2)</sup>	6.8	5.7	1.1
<b>CHANGE IN TOTAL ADJUSTED SAME PROPERTY NOI, EXCLUDING ONE-TIME ITEMS <sup>(4)</sup></b>			
Retirement			16.7 %
LTC			2.2 %
Total			8.5 %

1. This is a non-GAAP measure. Refer to the Non-GAAP Measures section in this MD&A for more information on each non-GAAP measure.

2. This is a KPI. Refer to the Non-GAAP Measures section in this MD&A for definition and additional information on each KPI measure.

3. Calculated for a trailing twelve-month periods ended March 31, 2025 and March 31, 2024.

4. The following table summarizes One-Time Items recognized for three months ended March 31, including items relating to the prior years:

Thousands of Canadian dollars	2025			2024		
	Amount	Taxes	Amount net of Taxes	Amount	Taxes	Amount net of Taxes
Ontario one-time funding	—	—	—	10,064	2,676	7,388
British Columbia retroactive funding	—	—	—	13,591	3,614	9,977
Workplace Safety Insurance Board ("WSIB") refund	1,817	483	1,334	—	—	—
<b>Total One-Time Items</b>	<b>1,817</b>	<b>483</b>	<b>1,334</b>	<b>23,655</b>	<b>6,290</b>	<b>17,365</b>

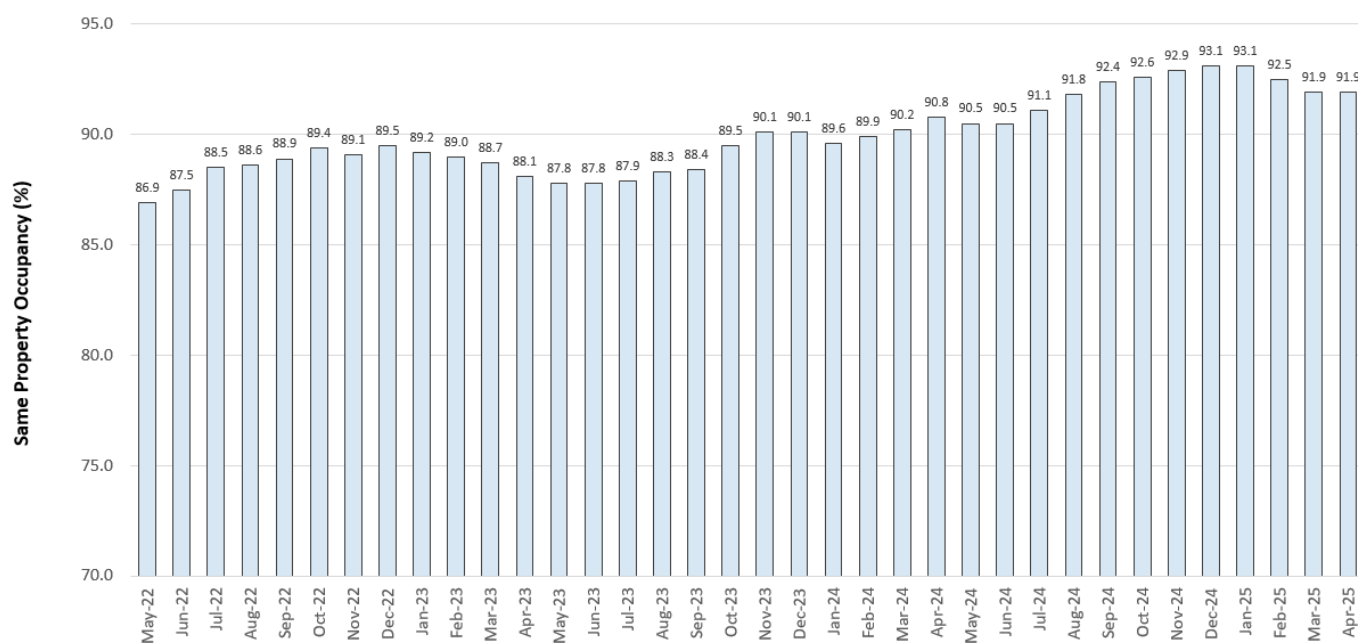
In Q1 2024, the Company recognized an one-time funding from MLTC of \$13,419, of which \$10,064 relates to 2023. The Company also received retroactive funding of \$16,055 from the Government of British Columbia, including \$13,591 related to the prior years. In Q1 2025, the Company recognized a WSIB refund, net of expenses of \$1,817 relating to the prior years.

## First Quarter 2025 Summary

To date in 2025, Sienna has made considerable progress growing the Company. Our Q1 2025 results highlight our ongoing initiatives to improve our operating platforms and deliver on Sienna's growth strategies across both lines of business.

Excluding One-Time Items, Sienna generated an 8.5% increase in its adjusted same property NOI year-over-year in Q1 2025. Adjusted same property NOI, excluding One-Time Items increased by 16.7% in the retirement segment and by 2.2% in the long-term care segment.

The following charts shows the monthly average Retirement Same Property occupancy percentage over the past three years.



**LTC Occupancy** - Average occupancy in the LTC portfolio was 98.0% in Q1 2025, excluding the unavailable 3rd and 4th beds that will not be reopened, a 50 bps improvement compared to 97.5% in Q1 2024.

**Total Adjusted Revenue, excluding One-Time Items** increased by 12.1% in Q1 2025, or \$26,117, to \$241,846, compared to Q1 2024. In the Retirement segment, Total Adjusted Revenue, excluding One-Time Items increased by \$5,220, or 9.8%, compared to Q1 2024, primarily attributable to occupancy increases,

## Q1 2025 Financial Highlights (excluding One-Time Items):

We make reference to our operating results excluding One-Time Items in order to provide a clearer view of Sienna's underlying performance. This approach enhances year-over-year comparability and offers a more meaningful presentation of our operating trends.

**Retirement Same Property Occupancy** - Average Same Property occupancy in the Retirement portfolio was 92.5% in Q1 2025, up 260 basis points ("bps") year-over-year from 89.9% in Q1 2024.

rental rate adjustments in line with market conditions and higher care revenue. In the LTC segment, Total Adjusted Revenue, excluding One-Time Items increased by \$20,897, or 12.9%, compared to Q1 2024, primarily due to higher flow-through funding for direct care and private accommodation revenue.

**Total Adjusted Operating Expenses, excluding One-Time Items** increased by \$21,886 in Q1 2025, or 12.4%, to \$197,781, compared to Q1 2024. In the Retirement segment, the increase in Total Adjusted Operating

expenses, excluding One-Time Items, is primarily due to higher labour, food, utilities and other operating costs, in line with increased occupancy and inflation. In the LTC segment, the increase in Total Adjusted Operating Expenses, excluding One-Time Items, is primarily due to higher direct care labour, higher repairs and maintenance, utilities and inflationary increases in other operating expenses.

**Total Adjusted NOI, excluding One-Time Items** increased by \$4,231 in Q1 2025, or 10.6%, to \$44,065, compared to Q1 2024. Total Adjusted NOI, excluding One-Time Items in the Retirement segment increased by \$3,740 and Total Adjusted NOI, excluding One-Time Items in the LTC segment increased by \$491 as a result of revenue and operating expense changes as discussed above.

**OFFO, excluding One-Time Items** increased by 27.5% in Q1 2025, or \$5,330, to \$24,694 compared to Q1 2024. The increase was primarily due to higher Total Adjusted NOI in Q1 2025. OFFO per share, excluding One-Time Items increased by 8.3% in Q1 2025, or \$0.022, to \$0.287.

**AFFO, excluding One-Time Items** increased by 27.1% in Q1 2025, or \$4,874, to \$22,868 compared to Q1 2024. The increase was primarily related to the increase in OFFO, offset by a decrease in construction funding income. AFFO per share, excluding One-Time Items, increased by 7.7% in Q1 2025 to \$0.266.

**Debt** - The Company's Debt to Adjusted Gross Book Value decreased by 580 bps to 38.5% at the end of Q1 2025, from 44.3% at the end of Q1 2024, primarily due to an increase in Adjusted Gross Book Value as a result of acquisition completed in Q1 2025, development projects in process and the Company's equity issuance in both August 2024 and February 2025. Debt to Adjusted EBITDA, excluding One-Time Items, decreased to 7.4 times in Q1 2025 from 8.4 times in Q1 2024, and the Debt Service Coverage Ratio, excluding One-Time Items remained at 2.2 times in Q1 2025 in comparison to 2.2 times in Q1 2024. The Interest Coverage Ratio, excluding One-Time Items, remained at 3.3 times in Q1 2025 compared to 3.3 times in Q1 2024. The Weighted Average Cost of Debt increased by 10 bps to 3.8% at the end of Q1 2025, from 3.7% at the end of Q1 2024. The

Weighted Average Term to Maturity increased to 6.8 years from 5.7 years in Q1 2024. The Company is in compliance with all of its debt covenants.

Our debt is well distributed between unsecured debentures, credit facilities, construction loans, conventional mortgages and CMHC insured mortgages.

## Business Update

2025 is shaping up to be a year of considerable growth. So far, we are on track to complete nearly \$600 million of acquisitions and developments across three provinces by Q3 2025, with significant potential for further growth throughout the balance of the year.

Since the beginning of the year, we completed over \$250 million of acquisitions in British Columbia, Alberta and Ontario with a number of additional opportunities under contract or in advanced stages of negotiation. These acquisitions strengthen Sienna's national presence and further enhance the scale, quality, and geographic diversity of our operations.

In addition, we continue to grow our asset base through our development program. Two of the Company's redevelopments located in North Bay and Brantford are expected to be completed this summer. Construction at a third project located in Keswick, Ontario started in Q4 2024 and is progressing well.

To support the continued growth momentum, Sienna successfully raised \$144 million of equity (before fees) in February 2025. This was our third significant capital markets activity in as many quarters, following an equity issuance in Q3 2024, and an unsecured debenture issuance in Q4 of last year.

Combined, we raised nearly \$450 million of capital, further strengthened our balance sheet and ensured we have ample liquidity to follow through with our growth initiatives.

Q1 2025 also marked the continued year-over-year growth of our operating results. Same Property NOI, excluding One-Time Items, increased by 8.5% year-over-year in Q1 2025, including by 16.7% in the retirement segment and by 2.2% in the long-term care segment.

## Growth and Diversification Initiatives

Sienna maintains its strategy of growing its diversified portfolio of private-pay retirement residences and government-funded long-term care communities in Canada.

With deep experience and scale in both retirement living and long-term care, we run two distinct business lines, while taking advantage of the benefits inherent in shared services and scale. Furthermore, our expertise in clinical care within Sienna's long-term care operations can be applied across our retirement platform, where an increasing number of residents requires support with daily living and healthcare. At the same time, many hospitality elements at our retirement platform can also be applied at our long-term care operations to enhance resident experience.

We believe that diversification adds to the financial strength of our business as it allows us to capture higher potential growth and operating margins inherent in our retirement portfolio, while benefiting from the stability of the government-funded long-term care operations.

### *Acquisition of Ownership Interest in Nicola Lodge in Port Coquitlam, British Columbia*

On February 28, 2025, Sienna finalized the acquisition of the remaining 30% interest in Nicola Lodge, a 256-bed best-in-class long-term care community managed and partially owned by the Company. Nicola Lodge was built in 2016 and offers long term care with specialized services for bariatric care, dementia and mental health care.

The transaction, which increased Sienna's ownership to 100%, was financed through the assumption of the

remaining share of an in-place mortgage as well as cash on hand.

### *Expansion into Alberta with Portfolio Acquisition of Continuing Care Homes*

On April 1, 2025, Sienna completed the acquisition of a portfolio of four continuing care homes in Alberta, consisting of 540 suites in the Calgary Metropolitan Region, Edmonton, Fort Saskatchewan and Medicine Hat for an aggregate purchase price of \$181.6 million.

With an average age of less than three years, the portfolio offers contemporary senior living accommodations with extensive care and service offerings, reflecting the changing needs of seniors. The Portfolio falls under the Continuing Care Home segment and will be classified as part of Sienna's long term care platform.

The Portfolio's NOI is expected to be stabilized within the first year of operations. Sienna expects the Acquisition to generate an approximate 6.5% Investment Yield in the first twelve months of operations following the closing of the transaction, with opportunity for additional growth, including synergies from potential further expansion in Western Canada.

The aggregate purchase price of \$181.6 million was financed through the assumption of approximately \$150.6 million of CMHC debt with a weighted average interest rate of approximately 4.6% and a remaining average term of approximately 4.3 years. The balance was financed with cash on hand.

The table below provides key information with respect to the Alberta Portfolio acquisition:

Property	Market	Opened	# of Suites			Occupancy (March 2025)
			Type B Continuing Care	Type B Dementia Care	Total	
Airdrie Care Community	Calgary Metropolitan Region, AB	Q2 2022	90	36	126	100.0 %
Shasta Care Community	Edmonton, AB	Q4 2022	72	90	162	99.1 %
Fort Saskatchewan Care Community	Fort Saskatchewan, AB	Q3 2023	72	54	126	99.3 %
Medicine Hat Care Community	Medicine Hat, AB	Q3 2023	90	36	126	92.1 %
<b>Total</b>			<b>324</b>	<b>216</b>	<b>540</b>	<b>97.7 %</b>

#### *Acquisition of Wildpine Residence in Ottawa, Ontario*

On April 15, 2025, the Company finalized the acquisition of Wildpine Residence, a 165-suite retirement residence consisting of 119 independent living (IL) and 46 assisted living (AL) units in Stittsville, Ontario, a suburb located in Ottawa's west end for an aggregate purchase price of \$48.0 million. The property's occupancy is stabilized and is expected to benefit from the rapidly improving supply-demand fundamentals in the Ottawa market.

The acquisition was financed through the assumption of approximately \$25.2 million of CMHC insured debt and the use of cash on hand.

#### *Acquisition of Class A Long-term Care Community (Under Contract)*

On February 14, 2025, the Company entered into a purchase agreement to acquire Cawthra Gardens, a 192-bed Class A long-term care home in Mississauga, Ontario for a gross purchase price of \$32.6 million, subject to certain customary adjustments and a \$2.0 million capital allowance which the Company plans to use within the first twelve months after closing.

The acquisition will be financed through use of general corporate funds. The transaction is subject to regulatory approvals and customary closing conditions, and is expected to close in Q3 2025.

#### *Acquisition of Hazeldean Retirement Residence (Under Contract)*

On May 2, 2025, the Company entered into a purchase agreement to acquire Hazeldean Gardens Retirement Residence, a 172-suite retirement residence consisting of 129 independent living (IL), 31 assisted living (AL), and 12 memory care (MC) units in Stittsville, Ontario, a suburb located in Ottawa's west end.

The gross purchase price for the acquisition is \$85.25 million, including a performance-based payment of \$3.75 million, and is subject to an additional performance-based contingent payment of \$1.25 million.

Sienna's Investment Yield in Hazeldean Gardens is 6.33%, with additional upside through internal synergies. The purchase price will be fully financed with cash on hand.

#### *Development/Redevelopment of Long-Term Care and Campus of Care Portfolio in Ontario*

The Government of Ontario is committed to significant investments with respect to developing new long-term care beds and upgrading existing beds. The investments are tailored to account for regional differences in land and construction costs.

To date, we have three projects under construction, with two of these projects nearing completion. Our campus of care in Brantford, where we are replacing 122 Class C long-term care beds with 160 Class A beds and adding a 147-suite retirement residence, is expected to be completed in Q3 2025. In September 2024, we opened a sales centre for the retirement residence named Aspira Brants Landing in anticipation of completing this project later this year. The estimated total development cost for the campus of care is approximately \$140.0 million, with an Expected Development Yield of approximately 8.5%.

We are also in the final stages of construction at our Northern Heights Care Community in North Bay, a 160-bed long-term care redevelopment, which will replace 148 older Class C beds. The total development cost for this project, which has an Expected Development Yield of 8.0% and is expected to open in Q3 2025, is close to \$80.0 million.

Both projects in Brantford and North Bay are located on new sites.

With respect to our long-term care redevelopment project in Keswick, Ontario, we started construction in October 2024. Located on a campus comprising a 130-suite retirement residence and an older 60-bed Class B long-term care home, Sienna is redeveloping the current 60-bed long-term care home into a 160-bed community, adding 100 new beds. The Expected Development Yield for this project with anticipated development costs of \$87.0 million is approximately 8.5%.

Once completed and operational, these three projects with a combined development cost of over \$300 million are expected to have a significant impact on our operating results and are expected to be accretive to Sienna's AFFO per share.

These developments will support the Company's growth and renewal plans for its long-term care portfolio,

contribute to the government's important goal of rebuilding Ontario's older long-term care homes, and ultimately benefit the fast growing seniors population.

### *\$143.9 Million Equity Offering*

On February 27, 2025, Sienna completed a bought deal offering of common shares to support the Company's growth initiatives. A total of approximately 9,108,000 shares were issued at a price of \$15.80 per share for aggregate gross proceeds of \$143.9 million.

### *Inaugural At-The-Market Equity Distribution Program ("ATM Program")*

On May 6, 2025, Sienna established an ATM Program, which will allow the Company from time to time during favourable market conditions to issue up to \$125 million of common shares to raise equity. Any common shares sold under the ATM Program will be distributed through the Toronto Stock Exchange or any other permitted marketplace at the market prices prevailing at the time of sale.

The ATM Program provides an additional and flexible avenue to fund our growth, should it be required in the future. Sienna intends to use the net proceeds from the ATM Program, if any, for future investments, including acquisitions, developments or redevelopments, repayment of indebtedness, and for general corporate purposes.

### *Retirement Operations Update*

As at March 31, 2025, the Company's owned retirement portfolio comprised 4,588 suites across Ontario, Saskatchewan and British Columbia and contributed approximately 49% to the Adjusted NOI, excluding One-Time Items in Q1 2025. Adjusted same-property NOI excluding One-Time Items increased by 16.7% year-over-year compared to Q1 2024.

Average occupancy in the Company's Same Property portfolio was 92.5% in Q1 2025, up 260 bps year-over-year compared to Q1 2024. Our robust sales platform and intensified focus on generating strong interest in our residences, as well as continued improvements to our operations and exceptional supply/demand fundamentals all supported this year-over-year occupancy improvement. During Q1 2025, monthly

occupancy softened as a result of seasonality, including more severe weather conditions in many of our key markets.

Year-over-year, the significant Same Property NOI growth in Q1 2025 was supported by rate increases in line with market rates in addition to the notable occupancy increase and higher care revenue. Combined with our asset optimization initiatives and disciplined cost management, we expect to drive continued margin expansion in the retirement segment.

### *Asset Optimization Initiatives*

Sienna believes that there is a significant opportunity to create value through asset optimization initiatives at certain properties. These initiatives target a better market fit and include renovations, the changes in suite mix, additional services or the alternative use of a property to reflect the evolving needs of residents. By optimizing our existing portfolio, we expect to unlock substantial NOI growth while modernizing Sienna's asset base.

In Q4 2024, we identified five retirement residences that are well suited for repositioning in the near term. With an average occupancy rate of approximately 80% in Q1 2025, these assets are expected to make a significant contribution to Sienna's overall NOI growth, once repositioned.

Effective as of Q4 2024, the five repositioning assets as well as a retirement residence in Niagara Falls, which is currently in lease-up, are included in the "Growth and Optimization" portfolio of the Company.

The following table summarizes the assets that are in the Growth and Optimization portfolio as of March 31, 2025:

<b>Portfolio Type</b>	<b>Number of Properties</b>	<b>Number of Suites</b>	<b>Q1 2025 Occupancy</b>	<b>Q1 2024 Occupancy</b>
Optimization Portfolio	5	535	79.9 %	74.9 %
Growth Portfolio	1	150	55.6 %	13.1 %

### *Marketing and Sales Initiatives*

Strong community engagement remains a key objective of Sienna's sales teams, with a keen focus on building and maintaining excellent relationships with healthcare

and business partners in the local communities of our residences.

The marketing strategy continues to be strengthened with new digital and print campaigns. We also leverage and continually strengthen the Company's Aspira brand and signature programs to generate strong interest in our residences. In addition, we are focused on resident feedback to enhance the living experience, including dining, culinary, resident engagement and care.

In addition to our local and centralized marketing and sales initiatives, targeted on-site sales, marketing, and community outreach support is provided to a number of homes with above average levels of vacancy.

### Long-term Care Operations Update

In Q1 2025, Same Property NOI, excluding One-Time Items, increased by 2.2% to \$24.7 million year-over-year in the Company's owned long-term care portfolio, which comprises 6,572 beds in Ontario and British Columbia.

A stable operating environment and continued improvements to private occupancy across Sienna's LTC platform contributed to the year-over-year improvement.

Sienna's LTC Same Property NOI contributed approximately 51% to the Company's Total Adjusted NOI, excluding One-Time Items in Q1 2025.

### Continued Improvements to LTC Platform

Sienna's LTC platform is deeply aligned with the Company's purpose of Cultivating Happiness in Daily Life and is based on our belief that happiness drives wellness.

**Circle Platform** – In 2023, Sienna launched an updated LTC platform called Circle. The platform design is based on best practices and the input from residents and families, with the aim to distinguish Sienna as a LTC provider of choice. Sienna's Circle approach puts the resident at the centre of everything we do.

### Government Funding and Policy Update

#### Ontario

**Ontario funding increases** – the Government of Ontario made substantial funding increases in the long-term care sector in 2024, including

- an approximate 4.5% increase in its flow-through funding, which covers the cost of care, nutritional support and programs provided to residents; and
- an 11.5% increase in Other Accommodations funding to offset inflation in recent years and support the increased costs of resident accommodation, comfort and safety.

The significant improvement to the level of care funding has supported Sienna in adding hundreds of important care staff positions.

In addition, funding increases include

- an extension of the Construction Funding Subsidy top-up until November 30, 2024 of up to \$35 per bed, per day, for 25 years; and
- a one-time payment of \$2,543 per eligible long-term care bed as of March 1, 2024 to be applied against eligible expenditures to address key priorities such as building compliance, deferred maintenance and proceeding with development and redevelopment projects. With respect to Sienna's share of approximately \$13.4 million, approximately \$10.1 million relates to 2023, with the balance of approximately \$3.3 million relating to Q1 2024.

Combined, these funding increases are expected to have a lasting impact on the well-being of Ontario's seniors and the stability and growth of Sienna's long-term care segment.

**Ontario funding changes with respect to 3<sup>rd</sup> and 4<sup>th</sup> beds in multi-bed rooms** - During Q4 2024, the Ministry provided an update with respect to Sienna's 3<sup>rd</sup> and 4<sup>th</sup> beds in Ontario. The Company was advised that it would continue to receive full funding for the Other Accommodations ("OA") per diem until March 31, 2026. OA funding includes funding for dietary services, housekeeping, laundry services, building/property operations and maintenance and more, and needs to generate sufficient cash flow to fund routine capital maintenance, interest and principal payments on debt, income taxes and provide a return on equity.

In addition, the Ministry confirmed that funding for nursing and personal care as well as nutritional support,

which was reduced to 50% from April 1, 2023 to March 31, 2024, with further reductions to 25% from April 1, 2024 to March 31, 2025, will not be extended past March 31, 2025. As a result, effective as of April 1, 2025, we are no longer receiving any funding for nursing and personal care as well as nutritional support with respect to these 3rd and 4th beds and have adjusted our costs accordingly.

Sienna has approximately 350 3rd and 4th beds in Ontario, of which 100 beds will be re-opened in private and semi-private rooms in our three redevelopment projects currently under construction. The Company is grateful to the Ontario government for its important decision to protect the full OA funding for the 350 beds, which is currently \$66.56 per bed/per day until March 31, 2026.

**Ontario licence renewals** - In January 2025, the Ministry extended five-year licences for all of Sienna's Class C long-term care homes not currently under redevelopment, whose current term is expiring on June 30, 2025.

### *British Columbia*

**British Columbia retroactive government funding** - The British Columbia Ministry of Health has been providing funding for incremental costs associated with prevention and containment measures and personal protective equipment to long-term care homes in the province. Following substantial retroactive funding to cover eligible expenses incurred during the funding periods from April 2021 to March 2022 and April 2022 to March 2023, the Ministry confirmed additional retroactive funding in Q4 2024 for the period from April 2023 to March 2024.

This retroactive funding effectively addressed all previously uncovered expenses the Company incurred for prevention and containment measures between April 2021 and March 2024. In total, Sienna recognized approximately \$16.1 million of retroactive funding in 2024, including \$13.6 million in Q1 2024 and \$2.5 million in Q4 2024.

The Company did not receive any retroactive funding in Q1 2025.

### **Staffing Update**

As part of our strategic objectives, we aim to offer a compelling team experience and nurture a purpose-driven culture. We believe that the appeal of our purpose, vision and values differentiates Sienna from competitors and helps us attract and retain a highly engaged workforce. Our efforts contributed to a decrease in team member turnover of more than 30% in 2024.

### *Staffing Strategy*

We remain committed to limiting our reliance on agency staff and to position Sienna well for the gradual increase in direct hours of care across the long-term care platform. These significant improvements have resulted in the ongoing reduction of agency costs.

### *Agency Staffing Costs*

With respect to staffing costs, a combination of an improved operating environment and our ability to fill shifts with Sienna's own team members have led to a continued reduction of agency staffing costs. During the first quarter of 2025, agency cost were \$1.9 million, a \$4.2 million year-over-year reduction compared to \$6.1 million in Q1 2024.

### *Improved Onboarding Process*

We have made improvements to our onboarding process, including enhancements to team member orientation, mentoring and a more streamlined pre-boarding process across our LTC communities. A key aspect of these changes is an enhanced multi-day orientation program for Executive Directors, personal support worker and clinical leaders, which is expected to improve team member engagement and help reduce turnover.

### *Campus Recruitment Campaigns*

As part of our ongoing talent acquisition strategy, we continually expand our collaboration with educational and government institutions. We further enhanced our campus recruitment campaigns at key colleges and universities across Ontario and British Columbia to ensure a talent pipeline for future staffing needs. Our collaboration with colleges and universities has resulted in approximately 1,250 student placements in Q1 2025, many of whom we hope to hire once they graduate.

## **SPARK**

Based on feedback from team member satisfaction surveys, team members seek opportunities to share their ideas. As a result, Sienna created SPARK, a program that allows team members to share ideas on how Sienna can grow, improve and fulfil its purpose of Cultivating Happiness in Daily Life. A small number of the submitted ideas are piloted with the most outstanding being rewarded with cash prizes of up to \$15,000. During the most recent round of submissions, 144 ideas were submitted and five finalists, whose ideas have been selected to move forward, are currently being piloted.

## **Sienna Ownership and Reward Program**

The Sienna Ownership and Reward Program ("**SOAR**") awards common shares of the Company to all permanent employees who have been with the Company for one year or longer. To date, shares have been awarded to thousands of team members .

Effective January 1, 2025, SOAR has been expanded from what was originally a one-time award. Through the expanded "SOAR for Service" program, team members are awarded additional shares at significant service milestones throughout their tenure.

During Sienna's next round of awards of shares in May 2025, shares will be awarded to over 1,300 first-time recipients and nearly 1,800 SOAR for Service recipients.

## **Team Member Engagement**

In September 2024, Sienna conducted its annual employee satisfaction survey, a third-party survey that allows team members to voice their opinions. Feedback from these surveys provide insights concerning team members' level of engagement. It also allows Sienna to build and implement action plans to improve engagement and enhance the team member experience.

2024 was the fourth consecutive time Sienna's employee engagement score increased, with significant improvements across engagement drivers, demonstrating the positive impact of our ongoing efforts to foster a more engaged and connected workplace. In addition, the survey participation exceeded 80%, the highest participation rate to date at Sienna, and a significant improvement from the prior years.

Sienna's continued focus on enhancing team member engagement and reducing agency staffing has contributed to the notable improvement in team member retention and the continued improvement of our business operations.

## **Resident Satisfaction**

### **Resident & Family Satisfaction Surveys**

At both our retirement residences and long-term care communities, we measure our residents' likelihood to promote our residences and communities based on the internationally recognized net promoter score method ("NPS").

We had good engagement with respect to our platform-wide NPS surveys to date, with excellent participation from both residents and families. An in-depth analysis of the survey results has provided important insights on what it takes to improve our residents' happiness in daily life. It also helps us identify areas for improvement and prioritize operational changes.

Since its introduction in 2023, we have seen notable improvements in the results across both operating platforms.

## **SPARKLE**

Aligned with Sienna's purpose and values, we introduced the Sienna Sparkle Award, which honours residents from both our retirement and long-term care homes who go above and beyond to help cultivate happiness and create community. Nominations can be made by team members, residents and family members. Since the initiation of this program in early 2024, there have been more than 400 submissions to date, with nearly 90 residents receiving a Sparkle Award.

## **Outlook**

The exceptional long-term fundamentals in Canadian senior living are fueled by the rising needs of seniors, who make up the fastest-growing demographic in Canada, and limited new supply of senior living accommodations.

Looking ahead, we will continue to leverage these outstanding sector dynamics as we grow through portfolio optimization, achieve retirement occupancy

improvements towards our 95% target and drive retirement NOI and margin growth.

In addition, the increasing scale of our operations, combined with our ability to identify and execute on strategic transactions, is positioning us well to sustain our growth momentum. By Q3 2025, we expect to have grown our platform by nearly \$600 million across three provinces through acquisitions and developments, with significant potential for further growth throughout the balance of the year.

We are nearing completion at two of our three development projects located in North Bay and Brantford this summer, both of which are expected to have a notable impact on our financial results, once operational.

### Retirement Operations

Average occupancy in the Company's Same Property portfolio was 92.5% in Q1 2025, a 260 bps increase year-over-year. Our focus on generating strong interest in our residences, as well as continued improvements to our operations and exceptional supply/demand fundamentals supported this significant year over year occupancy improvement.

Going forward, we will continue to focus on expanding the Company's Adjusted NOI with our concentrated marketing and sales initiatives, operational efficiency focus and our asset optimization efforts. We have increased Sienna's targeted year-over-year adjusted Same Property NOI growth in our retirement portfolio, expecting it to exceed 10% in 2025 as a result of occupancy growth and rate increases. We are further targeting margin growth in our Same Property portfolio of approximately 100 – 150 bps in 2025 compared to 2024.

### Growth Target

The following table summarizes Sienna's 2025 guidance for same property growth:

Segment	Performance Indicator	Target
Retirement	Reaching 95% Occupancy (Stabilized)	Q1 2026
Retirement	2025 Margin Growth (YoY)	100 - 150 bps
Retirement	2025 Adjusted NOI Growth (YoY)	10%+
LTC	2025 NOI Growth (YoY)	Low single-digit percentage range

### Asset Optimization Initiatives

Sienna believes that there is a significant opportunity to create value through asset optimization initiatives at certain properties. These initiatives target a better market fit and include renovations, the changes in suite mix, additional services or the alternative use of a property to reflect the evolving needs of residents. By optimizing our existing portfolio, we expect to unlock substantial NOI growth while modernizing Sienna's asset base.

We have identified five retirement residences that are well suited for repositioning in the near term. With an average occupancy rate of approximately 80% in Q1 2025, these assets are expected to make a significant contribution to Sienna's overall NOI growth, once repositioned.

### Long-Term Care Operations

Sienna's LTC segments continues to benefit from a stable operating environment, high occupancy levels and an increase in private accommodation revenues as a result of higher private occupancy.

For the balance of 2025, we expect to continue to benefit from a favourable operating environment, fully occupied homes and our successful cost management strategy.

Excluding one-time items, we expect the year-over-year increase of our LTC adjusted Same Property NOI for the full year to be in the low single digits, in line with inflation.

## Developments

Sienna currently has three projects in North Bay, Brantford and Keswick under development, which are expected to exceed \$300 million.

The following table summarizes development projects that were in progress as at Q1 2025:

Projects	Property Type	Expected Completion	Number of Beds / Suites	Estimated Development Costs	Development Grant	Annual Construction Subsidy <sup>(1)</sup>	Expected Development Yield
Brantford	LTC / Retirement	Q3 2025	160 / 147	\$140M	\$4.0M	\$3.3M	8.5 %
North Bay	LTC	Q3 2025	160	\$80M	\$4.0M	\$3.3M	8.0 %
Keswick	LTC	Q1 2027	160	\$87M	\$8.2M	\$3.5M	8.5 %
<b>Total</b>			<b>480 / 147</b>	<b>\$307M</b>	<b>\$16.2M</b>	<b>\$10.1M</b>	

1. Total amount receivable each year over a period of 25 years.

The Government of Ontario's commitment to significant new investments in the long-term care sector affirmed our strategy to enhance and expand our long-term care platform and maintain a diversified portfolio of long-term care communities and retirement residences.

Once completed and fully operational, each of our three development projects is expected to have a significant impact on our operating results and improve our AFFO per share by approximately 3%.

### Capitalizing on long-term fundamentals

We intend to capitalize on the outstanding long-term fundamentals in Canadian senior living and our business. We will continue to focus on adding value to our operating platforms by making ongoing improvements to resident experience and team member engagement, as well as our asset optimization initiatives.

In addition to our ongoing initiatives to generate occupancy improvements and rental rate increases in our retirement segment, we will also remain focused on cost management by creating operational efficiencies and by minimizing our reliance on agency staffing. Combined, these initiatives will support our operating margins and put us in a strong position to take advantage of the favourable supply and demand fundamentals across our key markets.

### Significant Potential for Growth in Adjusted NOI

We see significant growth potential in our business over the next several years and are actively working on a

number of initiatives which may contribute to the Company's Adjusted NOI expansion including:

- **Occupancy growth in the Company's retirement segment**, including incremental Adjusted NOI, as we move towards our target for stabilized average occupancy of 95.0% in our same-property portfolio. This would represent a 250 bps increase from our average occupancy of 92.5% in Q1 2025, supporting rental rate growth in line with market rents and targeted margin growth of 100 - 150 bps in 2025.
- **Contributions from acquisitions, asset optimization and new developments**, including incremental Adjusted NOI from:
  1. The Company's acquisitions completed to date in 2025, including
    - its remaining interest in Nicola Lodge, expected to generate an Investment Yield of 6.75%;
    - its acquisition of four continuing care properties in Alberta, expected to generate an approximate 6.5% Investment Yield, with potential additional upside; and
    - its acquisition of Wildpine residence in Ottawa expected to generate an approximate Investment Yield of 6.25%.
  2. The Elgin Falls Retirement Residence, completed in late 2023 for \$38.5 million with

respect to the Company's 70% joint venture interest, which has an Expected Development Yield of approximately 7.5%; in addition, the Company has the ability to acquire the remaining 30% ownership interest, once the property is fully stabilized;

3. The contributions from the Company's acquisitions of a retirement residence in Ottawa, expected to close within 60 - 75 days and generate an approximate Investment Yield of 6.33%, and a long-term care community in the GTA, expected to close in Q3 2025 and generate an approximate Investment Yield of 6.75%.
4. The Company's five assets identified to be repositioned as part of its asset optimization initiatives; and
5. The Company's development projects in North Bay, Brantford, and Keswick, once completed and operational.

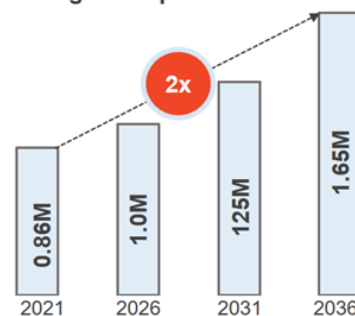
These initiatives could have a significant positive impact on the value of Sienna's business and enhance its financial performance.

## Industry Update

Demand for senior living is driven by an aging population. According to Statistics Canada, the cohort of seniors aged 85 and older is expected to grow to approximately one million by 2026. This number is projected to increase by an additional 65% over the following 10 years as a result of baby boomers reaching retirement age and life expectancy continuously increasing. In Canada, more than one quarter of the population aged 85 and older lives in some form of congregate care setting, such as a nursing home, long-term care or retirement residence.

The following chart highlights the projected population growth of seniors aged 85 or older in Canada:

85+ Age Group in Canada

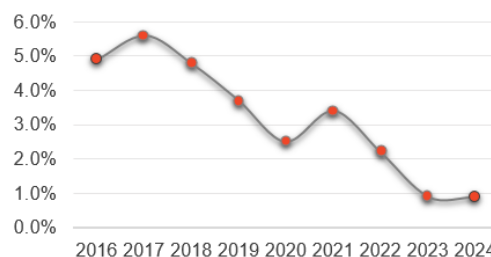


Source: Statistics Canada

## Slowing Supply of Retirement Residences

Due to a combination of factors, including rising construction costs and interest rates, new construction activity of retirement residences in Canada has declined significantly in recent years. While development prior to the pandemic caused some headwinds in several regions across the country due to oversupply, slowing development activity since 2018 is resulting in less competition from newly completed developments and is expected to support continued occupancy growth in Canadian senior living.

The following chart highlights construction starts as percent of the total seniors' housing inventory in Canada:



Source: Cushman & Wakefield ULC

## Robust Fundamentals in Sienna's Key LTC Markets

Demand for long-term care beds is higher than ever, with long waiting lists and increasing pressure on hospital systems. In Ontario, an estimated 48,000 people are waiting for long-term care and the waitlist is expected to surpass 50,000 in 2025, according to the Ontario Long-Term Care Association ("OLTCA"). Similarly, there is strong demand for LTC beds in British Columbia and continuing care spaces in Alberta.

## Barriers to Entry

The senior living sector in Canada continues to be fragmented and highly regulated, with various barriers to entry. The sector is regulated by provincial governments and regional health authorities, with growing and varied obligations placed on operators. Additionally, the sector requires an increasingly complex level of specialized expertise and a solid operating platform in order to succeed in meeting regulatory requirements and providing positive resident and family experiences. All LTC and Retirement residences require an approved licensed operator.

## Company Strategy and Objectives

Sienna's strategic objectives are centered around the following three pillars:

### Strengthening Team Engagement

Sienna strives to recruit, retain and develop a high performing and engaged team and reduce voluntary turnover by:

#### *Offering a compelling team experience*

- Conduct team member engagement surveys to gain insights and identify opportunities to enhance team member experience;
- Design, develop and introduce an essential program for new and developing frontline managers;
- Offer learning and development growth to support orientation, onboarding and enhancements to operating platforms; and
- Increase talent pipeline in leadership roles.

#### *Creating a purpose-driven, differentiated culture*

- Align employer brand with Company's purpose, vision, values and value proposition; and
- Implement and maintain initiatives, such as team member recognition programs and education with respect to the Company's values, aimed at building a purpose-driven culture.

## Elevating Quality of Life of Residents

Sienna aims to elevate the quality of life of its residents by:

#### *Offering outstanding resident experience*

- Enhance dining, recreation and community-focused interactions through rebranded operating platforms;
- Improve quality of care by leveraging insights from quality indicators, clinical reviews and inspection reports;
- Enhance clinical care offerings at retirement residences to support an increasing number of residents in need of support with daily living and healthcare; and
- Collaborate with all levels of government, sector associations, regulatory authorities and others to help shape and improve the future of senior living in Canada.

#### *Achieving operational excellence*

- Invest in Sienna's team culture and operating platform to deliver quality resident experiences;
- Create operating efficiencies by streamlining processes to enhance resident experience and improve operating results; and
- Distinguish retirement product and services from competitors through the Company's Aspira platform, offering customer-centric personalization and expanded choices.

## Achieving Growth & Enhanced Performance

#### *Outperforming the market*

- Grow organically through investments in sales and marketing programs, supporting improved occupancy, expanded services, rental rate increases and focused cost management;
- Grow through asset optimization initiatives, including renovations, repositioning and intensification;
- Maintain a diversified portfolio of private-pay retirement residences and government-funded long-term care communities; and

- Maintain a strong balance sheet and liquidity, including a diversified debt portfolio with staggered debt maturities, an investment-grade credit rating and a sizeable pool of unencumbered assets.

### *Growing the Company's footprint*

- Redevelop older LTC communities in key Ontario markets with both new and upgraded facilities;
- Establish and deepen joint venture partnerships to provide additional avenues for growth; and
- Expand high-quality portfolio through strategic and disciplined acquisitions, developments, as well as growing capacity at existing retirement residences with excess land.

## **Environmental, Social and Governance (ESG) Responsibility**

Sienna's commitment to corporate social responsibility is highlighted in our continued enhancements of the Company's ESG initiatives and disclosures, including Sienna's 2023/2024 ESG Report published on August 8, 2024. For more information on Sienna's ESG initiatives, please refer to the ESG section on Sienna's website under <https://www.siennaliving.ca/investors/esg>.

ESG practices across Sienna's operations have long been integrated into our overall strategy and daily business practices and are reflected in our actions and initiatives, each of which affect the quality of life and well-being of our residents, their families and our team members.

### **Our Purpose, Vision & Values**

#### *Our Purpose*

**Cultivating happiness in daily life** - Each of our actions and initiatives affects our residents' quality of life and well-being and impacts our team members and the communities we serve across the country. This is at the heart of what we do and is reflected in Sienna's purpose. It conveys our belief that our role does not stop at providing the highest quality of service and care to our residents - it goes much further. Each and every day, we will strive to bring happiness into our residents' lives by enabling our team to put their passion for their work into

action and supporting families to bring joy into our homes.

#### *Our Vision is to be:*

**Canada's most trusted and most loved senior living provider** - In retirement and long-term care, we are committed to helping residents discover happiness through personalization, choice and community engagement in a comfortable, home-like setting. Doing this each and every day supports Sienna's vision to be Canada's most trusted and most loved senior living provider. With this vision, we will meet the needs and expectations of our residents, families, team members and the communities we serve.

#### *Our Values:*

**Act positively:** We inspire happiness and hope in the people around us

**Be accountable:** We do what we say we will and work as a team to get things done

**Create community:** We foster strong relationships and celebrate diversity

**Demonstrate caring:** We are passionate about what we do and engage with empathy and understanding

### **Building a Strong Team**

#### *Sienna Ownership and Reward Program*

SOAR was launched to recognize the compassion, effort and dedication that team members bring to Sienna's residents and communities every day. Through this ownership and reward program, team members are further invested in making Sienna a leader in seniors' quality of life and at the same time, have the opportunity to meaningfully invest in the Company and in their future.

SOAR awards common shares of the Company to all permanent employees who have been with the Company for one year or longer. Effective January 1, 2025, SOAR has been expanded from what was originally a one-time award. Through the expanded "SOAR for Service" program, team members are awarded additional shares at significant service milestones throughout their tenure at Sienna. At the Company's upcoming Annual and Special Meeting of

Shareholders, shareholders will be asked to approve an increase in the number of common shares eligible for issuance under the restated SOAR program.

### *Labour Relations and Union Representation*

Labour rights are an important consideration with respect to Sienna's human capital management strategies. Sienna's labour strategy is focused on educating management teams at our local communities, cultivating strong relationships with union stakeholders and aligning our collective agreements to our long-term operational strategies.

We respect our team members' rights to unionize. Sienna has a strong, positive relationship with union leaders and a good working relationship with union representatives at its owned and managed residences.

### *Health, Safety and Wellness Programs*

Promoting health and safety is fundamental to Sienna's culture and business and takes into consideration the many aspects of our team members' health and wellness through a number of initiatives and programs. One of the programs made available to team members are Telus Health Webinars.

### **Giving Back to the Community**

#### *Sienna for Seniors Foundation ("Foundation")*

The Foundation was formed in April 2021 as part of Sienna's ongoing commitment to support the communities it serves across Canada. It allows us to raise funds and make donations to a variety of important seniors-related initiatives. Sienna relies on team members from across Canada to identify charities doing impactful work in their communities.

The Foundation receives support from external partners, strengthening its ability to support seniors' charities in the communities it serves.

This allowed us to issue grants to many impactful organizations, including Concerts in Care, an organization that brings world-class musicians into

senior living settings to let seniors experience the joy of live music, the Saskatchewan Council on Aging and various universities, where the Foundation has invested in helping to prepare nursing students for their long-term career and personal success.

At York University, the Foundation is providing five scholarships annually to Nursing students enrolled in the Healthy Aging Stream. Scholarship recipients may receive additional placement opportunities with Sienna Senior Living Properties.

At Ontario Tech University, the Foundation has established the Sienna Senior Living Nursing Scholarships through a \$100,000 commitment, providing critical financial support to students in the Faculty of Health Sciences' Nursing program.

### **Improving Sienna's Environmental Footprint**

#### *Addressing Climate Change through Development*

Our development plans are an opportunity to address climate change in both the Company's existing residences and the development portfolio as we adopt environmentally-friendly designs and install energy-efficient features, all with the goal of significantly reducing the environmental footprint of these homes.

The development plans include energy-efficient heating and cooling systems, LED lighting and updated energy-efficient windows and fixtures.

#### *Committing to Waste Reduction by Going Paperless*

Reducing the amount of paper use and ultimately "going paperless" is an important aspect of Sienna's waste reduction strategy. Team members are encouraged to minimize the use of physical paper whenever possible. Recent achievements include going digital with respect to all accounts payable invoices and frequently updated policy and procedure manuals at our care communities and retirement residences.

## Operating Results

The following table represents the operating results for the periods ended March 31, prepared in accordance with IFRS Accounting Standards:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Revenue</b>	<b>234,245</b>	230,950	3,295
Operating expenses	<b>191,455</b>	169,316	22,139
Depreciation and amortization	<b>12,057</b>	12,199	(142)
Administrative	<b>9,134</b>	9,249	(115)
Share of net loss in joint ventures	<b>1,827</b>	3,012	(1,185)
Net finance charges	<b>8,517</b>	9,807	(1,290)
Transaction costs	<b>2,091</b>	410	1,681
Gain on remeasurement of previously held interest in joint operation	<b>(12,596)</b>	—	(12,596)
	<b>212,485</b>	203,993	8,492
<b>Income before provision for (recovery of) income taxes</b>	<b>21,760</b>	26,957	(5,197)
<b>Provision for (recovery of) income taxes</b>			
Current	<b>2,582</b>	7,892	(5,310)
Deferred	<b>3,384</b>	(664)	4,048
	<b>5,966</b>	7,228	(1,262)
<b>Net income and comprehensive income</b>	<b>15,794</b>	19,729	(3,935)
<b>Total assets</b>	<b>1,952,153</b>	1,700,083	252,070
<b>Total debt</b>	<b>979,329</b>	1,008,067	(28,738)

## Revenue and Operating Expenses

### First Quarter 2025

Revenue for Q1 2025 increased by \$3,295 to \$234,245, compared to Q1 2024, primarily due to higher flow-through funding for direct care and private revenue increases in LTC segment and occupancy increases, rental rate adjustments in line with market conditions and higher care revenue in RET segment. This was offset by the one-time and retroactive funding received in Q1 2024 of \$23,655.

Operating expenses for Q1 2025 increased by \$22,139 to \$191,455, compared to Q1 2024, mainly due to higher direct care labour, higher repairs and maintenance, utilities and inflationary increases in other operating expenses.

## Adjusted Revenue, Adjusted Operating Expenses, and Adjusted Net Operating Income

The following table reconciles revenue and operating expenses from our financial statements to Adjusted Revenue, Adjusted Operating Expenses and Adjusted NOI:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
Revenue	234,245	230,950	3,295
Share of revenue from Equity-Accounted Joint Ventures	9,760	8,434	1,326
<b>Adjusted Revenue</b>	<b>244,005</b>	<b>239,384</b>	<b>4,621</b>
One-Time Items <sup>(1), (2)</sup>	(2,159)	(23,655)	21,496
<b>Adjusted Revenue, excluding One-Time Items</b>	<b>241,846</b>	<b>215,729</b>	<b>26,117</b>
Operating Expenses	191,455	169,316	22,139
Share of expenses from Equity-Accounted Joint Ventures	6,668	6,579	89
<b>Adjusted Operating Expenses</b>	<b>198,123</b>	<b>175,895</b>	<b>22,228</b>
One-Time Items <sup>(1), (2)</sup>	(342)	—	(342)
<b>Adjusted Operating Expenses, excluding One-Time Items</b>	<b>197,781</b>	<b>175,895</b>	<b>21,886</b>
NOI	42,790	61,634	(18,844)
Share of NOI from Equity-Accounted Joint Ventures	3,092	1,855	1,237
<b>Adjusted NOI</b>	<b>45,882</b>	<b>63,489</b>	<b>(17,607)</b>
One-Time Items <sup>(1), (2)</sup>	(1,817)	(23,655)	21,838
<b>Adjusted NOI, excluding One-Time Items</b>	<b>44,065</b>	<b>39,834</b>	<b>4,231</b>

1. For the three months ended March 31, 2025, includes a WSIB refund of \$2,159 in LTC segment, and a \$342 net one-time WSIB expenses in RET segment.

2. For the three months ended March 31, 2024, includes a one-time & retroactive funding of \$23,655 related to prior years in LTC segment.

## Adjusted Net Operating Income

The following table represents the breakdown of Total Adjusted revenue, Total Adjusted Operating Expenses and Total Adjusted NOI, split between Same Property and others, and adjusted for One-Time Items, for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Revenue</b>			
<b>Same Property</b>	237,914	234,553	3,361
<b>Growth and Optimization</b>			
Optimization Portfolio	5,150	4,669	481
Growth Portfolio	941	162	779
<b>Subtotal - Growth and Optimization Revenue</b>	6,091	4,831	1,260
<b>Total Adjusted Revenue</b>	244,005	239,384	4,621
One-Time Items <sup>(1), (2)</sup>	(2,159)	(23,655)	21,496
<b>Total Adjusted Revenue, excluding One-Time Items</b>	241,846	215,729	26,117
<b>Operating Expenses</b>			
<b>Same Property</b>	193,551	171,701	21,850
<b>Growth and Optimization</b>			
Optimization Portfolio	3,824	3,641	183
Growth Portfolio	748	553	195
<b>Subtotal - Growth and Optimization Expenses</b>	4,572	4,194	378
<b>Total Adjusted Operating Expenses</b>	198,123	175,895	22,228
One-Time Items <sup>(1), (2)</sup>	(342)	—	(342)
<b>Total Adjusted Operating Expenses, excluding One-Time Items</b>	197,781	175,895	21,886
<b>NOI</b>			
<b>Same Property</b>	44,363	62,852	(18,489)
<b>Growth and Optimization</b>			
Optimization Portfolio	1,326	1,028	298
Growth Portfolio	193	(391)	584
<b>Subtotal - Growth and Optimization NOI</b>	1,519	637	882
<b>Total Adjusted NOI</b>	45,882	63,489	(17,607)
One-Time Items <sup>(1), (2)</sup>	(1,817)	(23,655)	21,838
<b>Total Adjusted NOI, excluding One-Time Items</b>	44,065	39,834	4,231

1. For the three months ended March 31, 2025, includes a WSIB refund of \$2,159 recognized in LTC segment and a \$342 net one-time WSIB expenses in RET segment.
2. For the three months ended March 31, 2024, includes a one-time & retroactive funding of \$23,655 related to prior years in LTC segment.

The following table reconciles the Total Adjusted Same Property Revenue, Adjusted Operating Expenses and Adjusted NOI for One-Time Items for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Adjusted Same Property Revenue</b>	237,914	234,553	3,361
One-Time Items <sup>(1), (2)</sup>	(2,159)	(23,655)	21,496
<b>Adjusted Same Property Revenue, excluding One-Time Items</b>	235,755	210,898	24,857
<b>Adjusted Same Property Operating Expenses</b>	193,551	171,701	21,850
One-Time Items <sup>(1), (2)</sup>	(342)	—	(342)
<b>Adjusted Same Property Operating Expenses, excluding One-Time Items</b>	193,209	171,701	21,508
<b>Adjusted Same Property NOI</b>	44,363	62,852	(18,489)
One-Time items <sup>(1), (2)</sup>	(1,817)	(23,655)	21,838
<b>Adjusted Same Property NOI, excluding One-Time Items</b>	42,546	39,197	3,349

1. For the three months ended March 31, 2025, includes a WSIB refund of \$2,159 recognized in LTC segment and a \$342 net one-time WSIB expenses in RET segment.
2. For the three months ended March 31, 2024, includes a one-time & retroactive funding of \$23,655 related to prior years in LTC segment

## First Quarter 2025

Sienna's Q1 2025 results highlight the Company's ongoing initiatives to improve its operating platforms and deliver on Sienna's growth strategies across both lines of business.

Excluding One-Time Items, the Company's Total Adjusted Same Property NOI for Q1 2025 increased by \$3,349 or 8.5% to \$42,546, compared to Q1 2024. The Company's Growth and Optimization adjusted NOI for Q1 2025 increased by \$882 or 138.5% to \$1,519.

Our Retirement portfolio operates in well located markets and generated approximately 49% of the Company's Total Adjusted NOI excluding One-Time Items for Q1 2025.

Our LTC portfolio contributed approximately 51% to the Company's Total Adjusted NOI excluding One-Time Items for Q1 2025. Refer to detailed discussion below for segment operating results.

## Adjusted Net Operating Income by Segment

### Retirement

The following table represents the results of the Retirement segment for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Revenue</b>			
<b>Same Property</b>	<b>52,380</b>	48,420	3,960
<b>Growth and Optimization</b>			
Optimization Portfolio	5,150	4,669	481
Growth Portfolio	941	162	779
<b>Subtotal - Growth and Optimization Revenue</b>	<b>6,091</b>	4,831	1,260
<b>Total Adjusted Revenue</b>	<b>58,471</b>	53,251	5,220
<b>Operating Expenses</b>			
<b>Same Property</b>	<b>32,751</b>	31,307	1,444
<b>Growth and Optimization</b>			
Optimization Portfolio	3,824	3,641	183
Growth Portfolio	748	553	195
<b>Subtotal - Growth and Optimization Expenses</b>	<b>4,572</b>	4,194	378
<b>Total Adjusted Operating Expenses</b>	<b>37,323</b>	35,501	1,822
One-Time Items <sup>(1)</sup>	(342)	—	(342)
<b>Total Adjusted Operating Expenses, excluding One-Time Items</b>	<b>36,981</b>	35,501	1,480
<b>NOI</b>			
<b>Same Property</b>	<b>19,629</b>	17,113	2,516
<b>Growth and Optimization</b>			
Optimization Portfolio	1,326	1,028	298
Growth Portfolio	193	(391)	584
<b>Subtotal - Growth and Optimization NOI</b>	<b>1,519</b>	637	882
<b>Total Adjusted NOI</b>	<b>21,148</b>	17,750	3,398
One-Time Items <sup>(1)</sup>	342	—	342
<b>Total Adjusted NOI, excluding One-Time Items</b>	<b>21,490</b>	17,750	3,740

1. For the three months ended March 31, 2025, includes one-time net WSIB expense of \$342.

The following table reconciles the Retirement's Adjusted Same Property Revenue, Adjusted Operating Expenses and Adjusted NOI, for One-Time Items for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Adjusted Same Property Revenue and Adjusted Same Property Revenue, excluding One-Time Items</b>	<b>52,380</b>	48,420	3,960
<b>Adjusted Same Property Operating Expenses</b>	<b>32,751</b>	31,307	1,444
One-Time Items <sup>(1)</sup>	<b>(342)</b>	—	(342)
<b>Adjusted Operating Expenses, excluding One-Time Items</b>	<b>32,409</b>	31,307	1,102
<b>Adjusted Same Property NOI</b>	<b>19,629</b>	17,113	2,516
One-Time items <sup>(1)</sup>	<b>342</b>	—	342
<b>Adjusted Same Property NOI, excluding One-Time Items</b>	<b>19,971</b>	17,113	2,858

1. For the three months ended March 31, 2025, includes one-time net WSIB expense of \$342.

### First Quarter 2025

Retirement's adjusted Same Property revenues for Q1 2025 increased by \$3,960 to \$52,380, compared to Q1 2024, primarily attributable to occupancy increases, rental rate adjustments in line with market conditions and higher care revenue. Retirement's adjusted Growth and Optimization revenues for Q1 2025 increased by \$1,260 to \$6,091, compared to Q1 2024, driven primarily by revenue from Elgin Falls in lease up and five repositioning assets under asset optimization initiatives.

Retirement's adjusted Same Property operating expenses excluding the One-Time Item for Q1 2025 increased by \$1,102 to \$32,409 compared to Q1 2024, primarily due to higher labour, food, utilities and other operating costs.

Retirement's adjusted Growth and Optimization operating expenses for Q1 2025 increased by \$378 to \$4,572, compared to Q1 2024, mainly due to costs relating to Elgin Falls in lease up, and higher labour, food, utilities and ancillary expenses for five repositioning properties.

Retirement's adjusted Same Property NOI excluding the One-Time Items, and adjusted Growth and Optimization NOI for Q1 2025 increased by \$2,858 and \$882 to \$19,971 and \$1,519, respectively, compared to Q1 2024 as discussed above.

## Long-term Care

The following table represents the results of the LTC segment for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Revenue</b>			
Same Property	185,534	186,133	(599)
<b>Total Revenue</b>	<b>185,534</b>	<b>186,133</b>	<b>(599)</b>
One-Time Items <sup>(1)</sup>	(2,159)	(23,655)	21,496
<b>Total Revenue, excluding One-Time Items</b>	<b>183,375</b>	<b>162,478</b>	<b>20,897</b>
<b>Operating Expenses</b>			
Same Property	160,800	140,394	20,406
<b>Total Operating Expenses and Total Operating Expenses, excluding One-Time Items</b>	<b>160,800</b>	<b>140,394</b>	<b>20,406</b>
<b>NOI</b>			
Same Property	24,734	45,739	(21,005)
<b>Total NOI</b>	<b>24,734</b>	<b>45,739</b>	<b>(21,005)</b>
One-Time Items <sup>(1)</sup>	(2,159)	(23,655)	21,496
<b>Total NOI, excluding One-Time Items</b>	<b>22,575</b>	<b>22,084</b>	<b>491</b>

1. For the three months ended March 31, 2025, includes a WSIB refund of \$2,159. For the three months ended March 31, 2024, includes a one-time & retroactive funding of \$23,655 related to prior years.

The following table reconciles the LTC's Same Property Revenue, Operating Expenses and NOI, for One-Time Items for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Same Property Revenue</b>	<b>185,534</b>	<b>186,133</b>	<b>(599)</b>
One-Time Items <sup>(1)</sup>	(2,159)	(23,655)	21,496
<b>Same Property Revenue, excluding One-Time Items</b>	<b>183,375</b>	<b>162,478</b>	<b>20,897</b>
<b>Same Property Operating Expenses and Same Property Operating Expenses, excluding One-Time Items</b>	<b>160,800</b>	<b>140,394</b>	<b>20,406</b>
<b>Same Property NOI</b>	<b>24,734</b>	<b>45,739</b>	<b>(21,005)</b>
One-Time items <sup>(1)</sup>	(2,159)	(23,655)	21,496
<b>Same Property NOI, excluding One-Time Items</b>	<b>22,575</b>	<b>22,084</b>	<b>491</b>

1. For the three months ended March 31, 2025, includes a WSIB refund of \$2,159. For the three months ended March 31, 2024, includes a one-time & retroactive funding of \$23,655 related to prior years.

## First Quarter 2025

Excluding the impact of One-Time Items, LTC's Same Property revenues for Q1 2025 increased by \$20,897 to \$183,375, compared to Q1 2024, primarily due to higher flow-through funding for direct care and private revenue increases.

Excluding the impact of One-Time Items, LTC's Same Property NOI for Q1 2025 increased by \$491 to \$22,575, compared to Q1 2024 as a result of the Same Property revenue and operating expenses changes as discussed above.

LTC's Same Property operating expenses for Q1 2025 increased by \$20,406 to \$160,800, compared to Q1 2024, primarily due to higher labour, repair and maintenance, utilities and other operating expenses.

## Administrative Expenses

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
General and administrative expenses	7,634	7,913	(279)
Share-based compensation	1,500	1,336	164
<b>Total administrative expenses</b>	<b>9,134</b>	<b>9,249</b>	<b>(115)</b>

### First Quarter 2025

Administrative expenses for Q1 2025 decreased by \$115 to \$9,134, compared to Q1 2024, primarily due to lower wages partially offset by increase in share-based compensation expenses.

## Depreciation and Amortization

### First Quarter 2025

Depreciation and amortization for Q1 2025 decreased by \$142 to \$12,057, compared to Q1 2024, primarily due to lower amortization on computer software, furniture and fixtures and building, offset partly by higher amortization on computer hardware.

## Share of Net Loss in Joint Ventures

### First Quarter 2025

The Company's share of net loss in joint ventures of \$1,827 (2024 - \$3,012), was related to Sienna-Sabra LP and Sienna-RSH Niagara Falls LP. This balance is comprised of NOI of \$3,092, less depreciation and amortization of \$4,424, net finance costs of \$554 and transaction costs reversal of \$(59).

## Net Finance Charges

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Finance costs</b>			
Interest expense on mortgages	5,331	6,051	(720)
Interest expense on debentures	3,994	3,544	450
Interest expense on construction loan	537	—	537
Interest expense on credit facilities	214	735	(521)
Interest expense on right-of-use assets	32	38	(6)
Amortization of financing charges and fair value adjustments on acquired debt	953	941	12
Net settlement receipt on interest rate swap contracts	(148)	(699)	551
Fair value loss (gain) on interest rate swap contracts	567	(307)	874
	<b>11,480</b>	<b>10,303</b>	<b>1,177</b>
Less: interest capitalized on qualifying development projects	(1,848)	—	(1,848)
<b>Net Finance Costs</b>	<b>9,632</b>	<b>10,303</b>	<b>(671)</b>
<b>Finance income</b>			
Interest income on construction funding receivable	53	78	(25)
Other interest income	1,062	418	644
	<b>1,115</b>	<b>496</b>	<b>619</b>
<b>Net finance charges</b>	<b>8,517</b>	<b>9,807</b>	<b>(1,290)</b>

### First Quarter 2025

Net finance charges for Q1 2025 decreased by \$1,290 to \$8,517, compared to Q1 2024, primarily due to interest capitalized on qualifying development projects, lower interest expense on mortgages and credit facilities from repayments and lower utilization respectively, and higher interest income from equity offering proceeds, partially offset by higher interest on debentures from higher interest rate, and fair value loss on interest rate swap contracts.

## Transaction Costs

### First Quarter 2025

Transaction costs for Q1 2025 increased by \$1,681 to \$2,091 compared to Q1 2024 primarily attributable to timing of activities related to acquisitions and development projects.

### Gain on Remeasurement of Previously Held Interest in Joint Operation

#### First Quarter 2025

In Q1 2025, the Company acquired the remaining 30% interest in Nicola Care Community Lodge. As a result, its previously held 70% interest was remeasured to the fair value, resulting in a gain of \$12,596 recognized.

## Income Taxes

### First Quarter 2025

Income tax expense for Q1 2025 decreased by \$1,262 resulting in an income tax expense of \$5,966 (current tax expense of \$2,582 and deferred tax expense of \$3,384), compared to Q1 2024 income tax expense of \$7,228 (current tax expenses of \$7,892 and deferred tax recovery of \$(664)).

The decrease in current income expenses primarily due to the \$27,010 One-Time & Retroactive Funding received in Q1 2024 was partially offset by higher deferred taxes resulted from gain on remeasurement of previously held interest in joint operation recognized in Q1 2025.

## Adjusted Funds from Operations

The measure most directly comparable to FFO and OFFO is "Adjusted NOI". The following table represents the reconciliation of "Adjusted NOI" to "net income" to FFO and OFFO for the periods ended March 31. The reconciliation from FFO to AFFO is provided as supplementary information.

Thousands of Canadian dollars, except share and per share data	Three months ended March 31,		
	2025	2024	Change
Adjusted revenue	244,005	239,384	4,621
Adjusted operating expense, net of government assistance	(198,123)	(175,895)	(22,228)
<b>Adjusted NOI</b>	<b>45,882</b>	63,489	(17,607)
Depreciation and amortization	(12,057)	(12,199)	142
Administrative expenses	(9,134)	(9,249)	115
Share of net loss in equity accounted joint ventures	(1,827)	(3,012)	1,185
Share of NOI in equity accounted joint ventures	(3,092)	(1,855)	(1,237)
Net finance charges	(8,517)	(9,807)	1,290
Transaction costs	(2,091)	(410)	(1,681)
Gain from remeasurement of equity interest before acquisition	12,596	—	12,596
Income taxes expenses	(5,966)	(7,228)	1,262
<b>Net income</b>	<b>15,794</b>	19,729	(3,935)
Deferred income taxes, including adjustments	2,748	(664)	3,412
Depreciation and amortization	11,178	11,354	(176)
Transaction costs	2,091	410	1,681
Fair value (gain) loss on interest rate swap contracts	567	(307)	874
Gain on remeasurement of previously held interest in joint operation	(12,596)	—	(12,596)
Equity-Accounted Joint Ventures:			
Depreciation and amortization	4,424	4,370	54
Transaction cost	(59)	—	(59)
<b>Funds from operations (FFO)</b>	<b>24,147</b>	<b>34,892</b>	<b>(10,745)</b>
Depreciation and amortization - corporate	879	845	34
Amortization of financing charges and fair value adjustments on assumed debt <sup>(1)</sup>	1,002	992	10
<b>Operating funds from operations (OFFO)</b>	<b>26,028</b>	36,729	(10,701)
Construction funding	331	811	(480)
Maintenance capital expenditure <sup>(2)</sup>	(2,157)	(2,181)	24
<b>Adjusted funds from operations (AFFO)</b>	<b>24,202</b>	35,359	(11,157)
<b>Basic and Diluted FFO per share</b>	<b>0.280</b>	0.478	(0.198)
<b>Basic and Diluted OFFO per share</b>	<b>0.302</b>	0.503	(0.201)
<b>Basic and Diluted AFFO per share</b>	<b>0.281</b>	0.485	(0.204)
<b>Weighted average common shares outstanding</b>	<b>86,127,813</b>	72,967,166	
<b>OFFO</b>	<b>26,028</b>	36,729	(10,701)
One-Time Items <sup>(3)</sup>	(1,334)	(17,365)	16,031
<b>OFFO excluding One-Time Items</b>	<b>24,694</b>	19,364	5,330
<b>AFFO</b>	<b>24,202</b>	35,359	(11,157)
One-Time Items <sup>(3)</sup>	(1,334)	(17,365)	16,031
<b>AFFO, excluding One-Time Items</b>	<b>22,868</b>	17,994	4,874
<b>Basic and Diluted OFFO per share, excluding One-Time Items</b>	<b>0.287</b>	0.265	0.022
<b>Basic and Diluted AFFO per share, excluding One-Time Items</b>	<b>0.266</b>	0.247	0.019

1. For the three months ended March 31, 2025, includes the Company's share of amortization of financing charges and fair value adjustments on assumed debt in Equity-Accounted Joint Ventures of \$48 (2024 - \$50)

2. For the three months ended March 31, 2025 includes the Company's share of maintenance capital expenditure in Equity-Accounted Joint Ventures of \$170 (2024 - \$112).

3. For the three months ended March 31, 2025, includes a WSIB refund, net of expenses of \$1,334 (\$1,817 net of \$483 taxes) relating to the prior years. For the three months ended March 31, 2024, includes a one-time & retroactive funding of \$17,365 (\$23,655 net of \$6,290 taxes) related to prior years.

## Financial Position

### Balance Sheet Analysis

The following table summarizes the significant changes in assets, liabilities and equity as at March 31, 2025 compared to December 31, 2024:

Thousands of Canadian dollars	March 31, 2025	December 31, 2024	Change
Total assets	1,952,153	1,859,807	92,346
Total liabilities	1,333,288	1,379,086	(45,798)
Total equity	618,865	480,721	138,144

Total assets increased by \$92,346 to \$1,952,153 primarily due to increase in cash and cash equivalents as a result of the Company's Q1 2025 equity offering, acquisition of the remaining 30% interest in Nicola lodge, net increase in property and equipment from construction in progress mainly relating to development projects, timing of government funding receivable, offset by net loss equity pick-up in joint ventures.

Total liabilities decreased by \$45,798 to \$1,333,288 primarily due to repayment of mortgages and construction loan, settlement of income tax payable, timing of government funding payable and payment of share-based compensation liability, partially offset by higher accounts payable and accrued liabilities.

Total equity increased by \$138,144 to \$618,865 primarily due to the shares issuance in Q1 2025, the Company's year-to-date net income, partially offset by dividends declared during the quarter.

### Cash Flow Analysis

The following table represents the summary of cash flows for the three-month periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
Cash provided by (used in):			
Operating activities	(23,670)	36,490	(60,160)
Investing activities	(43,306)	(18,761)	(24,545)
Financing activities	76,926	(16,418)	93,344
Increase in cash and cash equivalents during the period	9,950	1,311	8,639
Cash and cash equivalents, end of period	137,152	25,715	111,437

### First Quarter 2025

Cash used in operating activities was \$23,670 for the three months ended March 31, 2025, a decrease of \$60,160 compared to \$36,490 cash generated in the same period last year, primarily due to lower NOI, deposits made for Alberta acquisition in Q1 2025 and income taxes paid.

Cash used in investing activities for the three months ended March 31, 2025 increased by \$24,545 to \$43,306 primarily due to acquisition of the remaining 30% interest in Nicola Lodge and capital investments on development projects.

Cash provided by financing activities for the three months ended March 31, 2025 increased by \$93,344 to \$76,926 primarily due to proceeds from the equity issuance in the quarter, offset partially by repayment of property level mortgages and construction loan.

## Reconciliation of Cash Flow from Operations to Adjusted Funds from Operations

The IFRS Accounting Standards measure most directly comparable to AFFO is "cash flow from operating activities". The following table represents the reconciliation of cash provided by operating activities to AFFO for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
<b>Cash provided by operating activities</b>	<b>(23,670)</b>	36,490	(60,160)
Construction funding principal	331	811	(480)
Transaction costs	2,091	410	1,681
Maintenance capital expenditures	(2,157)	(2,181)	24
Net change in working capital, interest and taxes	46,558	(193)	46,751
Share-based compensation expenses	(1,500)	(1,336)	(164)
AFFO of Equity-Accounted Joint Ventures	2,549	1,358	1,191
<b>Adjusted funds from operations (AFFO)</b>	<b>24,202</b>	35,359	(11,157)

## Quarterly Financial Information

Thousands of Canadian dollars, except occupancy, per share and ratio data	2025	2024				2023		
	Q1 <sup>(1)</sup>	Q4 <sup>(1)</sup>	Q3 <sup>(1)</sup>	Q2 <sup>(1)</sup>	Q1 <sup>(1)</sup>	Q4	Q3	Q2
Total Adjusted Revenue	244,005	246,265	224,775	219,487	239,384	218,863	199,840	198,343
Total Adjusted Operating Expenses, net of government assistance	198,123	199,607	181,326	173,477	175,895	180,659	162,003	159,438
Net income (loss)	15,794	7,860	4,728	6,086	19,729	432	2,479	4,467
Per share basic and diluted	0.183	0.095	0.060	0.083	0.270	0.006	0.034	0.061
OFFO	26,028	29,432	23,877	26,081	36,729	22,112	20,069	21,443
Per share basic	0.302	0.356	0.312	0.357	0.503	0.303	0.275	0.294
AFFO	24,202	25,084	20,351	22,433	35,359	17,756	19,612	19,582
Per share basic	0.281	0.304	0.266	0.307	0.485	0.243	0.269	0.268
Dividends declared	20,802	19,332	18,578	17,080	17,074	17,074	17,074	17,072
Per share	0.234	0.234	0.234	0.234	0.234	0.234	0.234	0.234
Occupancy								
Retirement - Average Same Property	92.5 %	92.9 %	91.8 %	90.6 %	89.9 %	89.9 %	88.2 %	87.9 %
Retirement - Average - Growth and Optimization <sup>(2)</sup>	75.4 %	71.4 %	67.2 %	65.4 %	65.8 %	77.1 %	78.9 %	78.9 %
Retirement - Average - Optimization Portfolio	79.9 %	76.4 %	73.7 %	73.7 %	74.9 %	77.1 %	78.9 %	78.9 %
Retirement - Average - Growth Portfolio	55.6 %	49.8 %	38.9 %	29.4 %	13.1 %	— %	— %	— %
Retirement - Average total occupancy	90.1 %	89.8 %	88.2 %	87.0 %	86.6 %	88.4 %	87.1 %	86.8 %
LTC - Average private occupancy	96.4 %	97.7 %	96.5 %	98.4 %	95.9 %	93.3 %	93.8 %	92.6 %
LTC - Average total occupancy <sup>(3)</sup>	98.0 %	98.4 %	98.4 %	98.5 %	97.5 %	97.5 %	98.1 %	97.8 %
Debt to Adjusted Gross Book Value as at period end	38.5 %	41.1 %	42.3 %	43.7 %	44.3 %	44.6 %	44.4 %	44.0 %
Debt to Adjusted EBITDA as at period end	7.0	6.4	7.0	6.8	7.1	8.4	8.3	8.0
Interest Coverage Ratio	3.5	3.9	4.0	4.0	3.9	3.4	3.3	3.3
Total assets	1,952,153	1,859,807	1,909,523	1,712,579	1,700,083	1,695,343	1,681,167	1,675,614
Total debt	979,329	1,012,345	1,058,030	1,006,617	1,008,067	1,006,649	994,112	988,938
Weighted average shares outstanding	86,127,813	82,605,054	76,543,993	72,978,178	72,967,166	72,967,166	72,967,166	72,949,215

- Effective January 1, 2024, the Company began classifying all active funding that began during the pandemic as revenue ("pandemic funding"), instead of presenting them as net pandemic and incremental agency expenses. The corresponding expenses are presented as part of operating expenses.
- Effective as of Q4 2024, "Growth and Optimization" portfolio, previously referred to as "Acquisitions, Development and Others" includes five retirement residences that are undergoing repositioning under asset optimization initiative, and Elgin Falls retirement residence in Niagara Falls currently in the process of being leased effective January 24, 2024.
- Excludes the 3rd and 4th beds in multi-bed rooms in Ontario that will not be reopened.

The Company's quarterly financial results are impacted by various factors including, but not limited to, timing of funding rate increases or additional funding, occupancy levels, timing of operating expenses and maintenance capital expenditures, seasonality of utility expenses, timing of resident co-payment increases, the timing of disposals and acquisitions, and capital market and financing activities.

For the three months ended March 31, 2025, the Company's results have been impacted by share of net loss in joint ventures, occupancy rates, increased costs pertaining to labour, food and other operating expenses.

A discussion of the operating results for the three months ended March 31, 2025 compared to the same period in the prior year is provided in the section "Operating Results".

## Liquidity and Capital Resources

### Liquidity

The Company's primary source of liquidity is cash flow generated from operating activities. The Company expects to meet its operating cash requirements, including required working capital, capital expenditures, and currently scheduled interest payments on debt through fiscal 2025 and beyond, from cash on hand, cash flow from operations, proceeds from refinancing its debt, its committed but unutilized borrowing capacity and, if necessary, will pursue debt or equity financing to provide the Company with additional financial flexibility.

As at March 31, 2025, the Company's liquidity was \$444,963, as follows:

Thousands of Canadian dollars	March 31, 2025	December 31, 2024
Cash and cash equivalents	137,152	127,202
Available funds from credit facilities	307,811	307,811
<b>Total</b>	<b>444,963</b>	435,013

As at March 31, 2025, the Company's share of cash and cash equivalents held in our Equity-Accounted Joint Ventures was \$3,940.

The Company had a working capital deficiency (current liabilities less current assets) of \$309,237 as at March 31, 2025, including the current portion of long-term debt of \$207,729. To support its working capital deficiency, the Company has available cash from operations, access to multiple sources of financing and has a history of successfully refinancing debt.

The Company has an unencumbered asset pool with a fair value of approximately \$1,124,000 as at March 31, 2025, representing an increase of \$70,000 from \$1,054,000 as at December 31, 2024. The increase in the unencumbered asset pool since the beginning of the year is due to an addition of two properties to the unencumbered asset pool.

The unencumbered asset pool provides the Company with financial flexibility to enter into different financing options.

### Debt

The Company's objectives are to access and maintain the lowest cost of debt with the most flexible terms available. The Company's debt strategy involves primarily unsecured debentures, conventional and CMHC insured mortgages, and secured and unsecured credit facilities.

The Company's goal is to continue to optimize its debt maturity schedule over a 10-year period in order to manage interest rate and financial risks. The Company's strategy is to build a 10-year debt maturity ladder by refinancing approximately 10% of its debt annually, which is approximately \$979,329 as at March 31, 2025.

The Company's total debt is comprised as follows:

Thousands of Canadian dollars	March 31, 2025	December 31, 2024
Series B Unsecured Debentures	175,000	175,000
Series C Unsecured Debentures	125,000	125,000
Series D Unsecured Debentures	150,000	150,000
Construction Loan	18,181	30,208
Mortgages	527,287	548,001
Lease liability	3,251	3,434
	<b>998,719</b>	1,031,643
Fair value adjustments on assumed debt	922	1,815
Less: Deferred financing costs	(20,312)	(21,113)
<b>Total debt</b>	<b>979,329</b>	1,012,345

The following table summarizes the scheduled principal maturities of the Company's long-term debt commitments as at March 31, 2025:

Thousands of Canadian dollars, except interest rate										
Year	Series B Unsecured Debentures (1)	Series C Unsecured Debentures (2)	Series D Unsecured Debentures (3)	Construction Loan	Mortgages				Total	Consolidated Weighted Average Interest Rate on Maturing Debt
					Capitalized Lease Principal Payments (4)	Regular Principal Repayments	Principal Due at Maturity	Weighted Average Interest Rate on Maturing Mortgages		
2025	—	—	—	3,987	612	13,035	13,334	4.29 %	30,968	4.46 %
2026	175,000	—	—	—	825	17,910	—	— %	193,735	3.45 %
2027	—	125,000	—	—	856	17,444	35,115	3.31 %	178,415	2.95 %
2028	—	—	—	—	563	12,778	125,154	3.47 %	138,495	3.47 %
2029	—	—	150,000	14,194	395	8,865	—	— %	173,454	4.49 %
2030	—	—	—	—	—	8,928	9,230	1.65 %	18,158	1.65 %
2031	—	—	—	—	—	9,086	—	— %	9,086	— %
Thereafter	—	—	—	—	—	35,429	220,979	4.26 %	256,408	4.26 %
	<b>175,000</b>	<b>125,000</b>	<b>150,000</b>	<b>18,181</b>	<b>3,251</b>	<b>123,475</b>	<b>403,812</b>	<b>3.90 %</b>	<b>998,719</b>	<b>3.78 %</b>
Fair value adjustments on assumed debt									922	
Less: Deferred financing costs									(20,312)	
<b>Total debt</b>									<b>979,329</b>	

1. The interest rate for the Series B Unsecured Debentures is 3.450%.
2. The interest rate for the Series C Unsecured Debentures is 2.820%.
3. The interest rate for the Series D Unsecured Debentures is 4.436%.
4. The weighted average interest rate for capitalized lease principal payments is 3.87% for each year.

The following tables are supplemental information and summarize the components of the Company's share of debt for our Equity-Accounted Joint Ventures:

Thousands of Canadian dollars	March 31, 2025	December 31, 2024
Mortgages	24,090	24,327
Construction loan	27,283	27,283
Fair value adjustments on assumed debt	(2,072)	(2,120)
Less: Deferred financing costs	(5)	(10)
<b>Total debt</b>	<b>49,296</b>	<b>49,480</b>

Year	Principal Repayments
2025	720
2026	28,261
2027	1,000
2028	1,023
2029	1,046
2030	1,069
2031	1,094
Thereafter	17,160
Fair value adjustments on assumed debt	
	51,373
Less: Deferred financing costs	
	(2,072)
<b>Total debt</b>	<b>49,296</b>

### Debentures

The Series B senior unsecured debentures were issued on October 2, 2020, and bear interest at a rate of 3.450% per annum, payable semi-annually in February and August of each year and mature on February 27, 2026 (the "**Series B Unsecured Debentures**").

The Series C senior unsecured debentures were issued on June 3, 2021, and bear interest at a rate of 2.820% per annum, payable semi-annually in March and September of each year and mature on March 31, 2027 (the "**Series C Unsecured Debentures**").

The balances related to the debentures are as follows:

Thousands of Canadian dollars	March 31, 2025	December 31, 2024
Series B Unsecured Debentures	175,000	175,000
Series C Unsecured Debentures	125,000	125,000
Series D Unsecured Debentures	150,000	150,000
Add: Deferred financing costs	565	438
	450,565	450,438

### Credit Facilities

The Company has a combined total borrowing capacity of \$307,811 pursuant to its credit facilities as at March 31, 2025.

On March 19, 2020 the Company entered into a credit agreement for \$200,000 senior unsecured revolving credit facility (the "Unsecured Revolving Credit Facility"). On October 26, 2022, the Company increased the Unsecured Revolving Credit Facility by \$100,000 to \$300,000 and extended its maturity to March 19, 2027. On June 26, 2024, the Company further extended the term of the unsecured revolving credit facility for an additional two-year period expiring on March 19, 2029. The Unsecured Revolving Credit Facility may be extended for additional one-year terms, subject to certain conditions. The capacity of the Unsecured Revolving Credit Facility may be increased by up to \$50,000 during the term of the facility, subject to certain conditions. Borrowings under the Unsecured Revolving Credit Facility bear interest at Canadian Overnight Repo Rate Average ("CORRA") plus credit spread adjustment plus 145 bps per annum (formerly under the discontinued banker's acceptance ("**BA**") rate plus 145bps per annum) or at the Canadian prime rate plus 45 bps per annum, at the Company's option. The

On October 17, 2024, the Company issued \$150,000 aggregate principal amount of Series D senior unsecured debentures ("**Series D Unsecured Debentures**"). The Series D Unsecured Debentures bear interest at a rate of 4.436% per annum, payable semi-annually in April and October of each year maturing on October 17, 2029.

Unsecured Revolving Credit Facility is subject to certain customary financial and non-financial covenants.

The Company has a non-revolving acquisition loan facility totaling \$6,000 that matures on June 6, 2025. Borrowings under the credit facility are available by way of loans at the Canadian prime rate plus 75 bps per annum or CORRA plus credit spread adjustment plus 175 bps per annum (formerly under the discontinued BAs at 175 bps per annum), at the Company's option.

The Company has other property credit facilities totaling \$2,500 that can be accessed for working capital purposes. Borrowings are available at the Canadian prime rate plus 50 bps per annum.

As at March 31, 2025 and December 31, 2024, the Unsecured Revolving Credit Facility was undrawn. As at March 31, 2025, deferred financing cost related to the Unsecured Revolving Credit Facility was \$2,433 (December 31, 2024 - \$2,557).

### Construction Loans

As at March 31, 2025, the Company had access to two non-revolving demand construction loans for the purpose of financing development projects, totaling

166,626. As at March 31, 2025, \$18,181 was drawn on the construction loans.

Borrowings under the construction loans are available by way of loans at the Canadian prime rate plus 50 bps per annum, or CORRA plus credit spread adjustment plus 195 bps per annum, at the Company's option.

### Mortgages

The Company has both fixed and variable rate mortgages with various financial institutions.

The Company is subject to interest rate risk on mortgages at variable rates associated with certain

The balances related to property-level mortgages are as follows:

Thousands of Canadian dollars	March 31, 2025	December 31, 2024
Mortgages at fixed rates	469,243	461,381
Mortgages at variable rates <sup>(1)</sup>	58,044	86,620
Fair value adjustments on assumed debt	922	1,815
Less: Deferred financing costs	(18,444)	(18,994)
	<b>509,765</b>	<b>530,822</b>

1. Includes floating rate mortgages that have been fixed through interest rate swaps.

The following table summarizes some metrics on the Company's property-level mortgages:

	March 31, 2025			December 31, 2024	
	Fixed Rate	Variable Rate	Total	Total	Total
Weighted average interest rate <sup>(1)</sup>	3.92 %	3.70 %	3.90 %		3.88 %
Weighted average term to maturity (years)	7.4	2.1	6.8		6.7

1. Weighted average interest rate includes variable rates that have been fixed through interest rate swaps.

### Lease Liability

The lease liability as at March 31, 2025 of \$3,251 represents the Company's lease on its office equipment and the renewed Markham corporate office space.

### Credit Ratings

The Company's credit ratings for its debentures are summarized below:

Debt	Rating Agency	Credit Rating	Outlook
Series B Unsecured Debentures	DBRS	BBB	Stable
Series C Unsecured Debentures	DBRS	BBB	Stable
Series D Unsecured Debentures	DBRS	BBB	Stable

### Financial Covenants

The Company is in compliance with all financial covenants on its borrowings as at March 31, 2025. However, there can be no assurance that covenant requirements will be met at all times. If the Company does not remain in compliance, its ability to amend the covenants or refinance its debt could be adversely affected.

Adjusted EBITDA, as referenced in certain ratios below, is presented in accordance with defined terms in certain covenant calculations. The following table represents the reconciliation of net income to EBITDA and Adjusted EBITDA for the rolling twelve months ended March 31, 2025 and December 31 2024:

Thousands of Canadian dollars	12 months ended December 31, 2024	Subtract: Three months ended March 31, 2024	Add: Three months ended March 31, 2025	12 months ended March 31, 2025
Net income <sup>(1)(2)</sup>	38,403	(19,729)	15,794	34,468
Depreciation and amortization <sup>(1)</sup>	68,532	(16,569)	16,481	68,444
Net finance charges <sup>(1)</sup>	40,343	(10,304)	9,071	39,110
Provision for income taxes	14,428	(7,228)	5,966	13,166
Transaction costs <sup>(1)</sup>	2,846	(410)	2,032	4,468
<b>EBITDA</b>	164,552	(54,240)	49,344	159,656
Proceeds from construction funding	2,839	(889)	384	2,334
Restructuring costs	200	—	—	200
SOAR program <sup>(1)</sup>	495	—	—	495
Gain from remeasurement of equity interest before acquisition	—	—	(12,596)	(12,596)
<b>Adjusted EBITDA</b>	168,086	(55,129)	37,132	150,089
Less: One-Time Items <sup>(2)</sup>	(29,525)	23,655	(1,817)	(7,687)
<b>Adjusted EBITDA, excluding One-Time Items</b>	138,561	(31,474)	35,315	142,402

1. Includes the Company's proportionate share of Equity-Accounted Joint Ventures.

2. For the twelve months ended December 31, 2024, includes \$23,655 of one-time and retroactive funding received in Q1 2024, \$3,406 of WSIB refund received in Q2 2024, and \$2,464 of retroactive funding received in Q4 2024. For the three months ended March 31, 2025, includes \$1,817 of one-time WSIB funding relating to the prior years.

## Interest Coverage Ratio

The Interest Coverage Ratio is a common measure used to assess an entity's ability to service its debt obligations. In general, higher ratios indicate a lower risk of default.

The interest coverage ratio is calculated using the trailing 12 months amounts as of below dates:

Thousands of Canadian dollars, except ratio	Rolling 12 months ended	
	March 31, 2025	December 31, 2024
Net finance charges	36,606	37,896
Add (deduct):	—	—
Amortization of financing charges and fair value adjustments on acquired debt	(4,095)	(4,083)
Interest capitalized on construction	6,175	4,327
Interest income on construction funding receivable	244	269
Interest expenses from Equity-Accounted Joint Ventures	2,340	2,288
Other interest income <sup>(1)</sup>	4,908	4,277
Fair value (loss) gain on interest rate swap contracts	(3,262)	(2,388)
<b>Net finance charges, adjusted</b>	42,916	42,586
<b>Adjusted EBITDA <sup>(2)</sup></b>	150,089	168,086
<b>Interest coverage ratio</b>	3.5	3.9
<b>Adjusted EBITDA - excluding One-Time Items <sup>(2)</sup></b>	142,402	138,561
<b>Interest coverage ratio - excluding One-Time Items</b>	3.3	3.3

1. Includes the Company's proportionate share of Equity-Accounted Joint Ventures.

2. For the twelve months ended December 31, 2024, includes \$23,655 of one-time and retroactive funding received in Q1 2024, \$3,406 of WSIB refund received in Q2 2024, and \$2,464 of retroactive funding received in Q4 2024. For the three months ended March 31, 2025, includes \$1,817 of one-time WSIB funding relating to the prior years

## Debt Service Coverage Ratio

The Debt Service Coverage Ratio is a common measure used to assess an entity's ability to service its debt obligations. Maintaining the debt service coverage ratio forms part of the Company's debt covenant requirements. In general, higher ratios indicate a lower risk of default. Adjusted EBITDA as referenced below, is presented in accordance with defined terms in certain covenant calculations. The following is the calculation for the rolling twelve months ended March 31, 2025 and December 31 2024.

Thousands of Canadian dollars, except ratio	Rolling 12 months ended	
	March 31, 2025	December 31, 2024
<b>Net finance charges, adjusted</b> <sup>(1)</sup>	<b>42,916</b>	42,586
Principal repayments <sup>(1)(2)</sup>	<b>20,707</b>	21,490
<b>Total debt service</b> <sup>(1)</sup>	<b>63,623</b>	64,076
<b>Adjusted EBITDA</b> <sup>(3)</sup>	<b>150,089</b>	168,086
<b>Debt service coverage ratio</b>	<b>2.4</b>	2.6
<b>Adjusted EBITDA - excluding One-Time Items</b> <sup>(3)</sup>	<b>142,402</b>	138,561
<b>Debt service coverage ratio - excluding One-Time Items</b>	<b>2.2</b>	2.2

1. Includes the Company's proportionate share of Equity-Accounted Joint Ventures.

2. Debt repayments on maturity and voluntary payments towards the Company's credit facilities have been excluded from the debt service coverage ratio calculation.

3. For the twelve months ended December 31, 2024, includes \$23,655 of one-time and retroactive funding received in Q1 2024, \$3,406 of WSIB refund received in Q2 2024, and \$2,464 of retroactive funding received in Q4 2024. For the three months ended March 31, 2025, includes \$1,817 of one-time WSIB funding relating to the prior years.

## Debt to Adjusted EBITDA Ratio

The Debt to Adjusted EBITDA ratio is an indicator of the approximate number of years required for current cash flows to repay all indebtedness.

Thousands of Canadian dollars, except ratio	Rolling 12 months ended	
	March 31, 2025	December 31, 2024
Series B Unsecured Debentures	<b>175,000</b>	175,000
Series C Unsecured Debentures	<b>125,000</b>	125,000
Series D Unsecured Debentures	<b>150,000</b>	150,000
Construction loan	<b>18,181</b>	30,208
Mortgages	<b>527,287</b>	548,001
Mortgages related to Equity-Accounted Joint Ventures	<b>24,090</b>	24,327
Construction loan related to Equity-Accounted Joint Venture	<b>27,283</b>	27,283
Lease liability <sup>(1)</sup>	<b>3,257</b>	3,440
<b>Total indebtedness</b>	<b>1,050,098</b>	1,083,259
<b>Adjusted EBITDA</b> <sup>(1)</sup>	<b>150,089</b>	168,086
<b>Debt to Adjusted EBITDA</b>	<b>7.0</b>	6.4
<b>Adjusted EBITDA - excluding One-Time Items</b> <sup>(1)(2)</sup>	<b>142,402</b>	138,561
<b>Debt to Adjusted EBITDA - excluding One-Time Items</b>	<b>7.4</b>	7.8

1. Includes the Company's proportionate share of Equity-Accounted Joint Ventures.

2. For the twelve months ended December 31, 2024, includes \$23,655 of one-time and retroactive funding received in Q1 2024, \$3,406 of WSIB refund received in Q2 2024, and \$2,464 of retroactive funding received in Q4 2024. For the three months ended March 31, 2025, includes \$1,817 of one-time WSIB funding relating to the prior years.

## Debt to Adjusted Gross Book Value

Debt to Adjusted Gross Book Value indicates the leverage applied against the total gross book value (original costs) of the entity.

Thousands of Canadian dollars, except ratio	March 31, 2025	December 31, 2024
<b>Total indebtedness</b> <sup>(1)</sup>	<b>1,050,098</b>	1,083,259
Total assets <sup>(1)</sup>	<b>2,004,869</b>	1,913,540
Accumulated depreciation on property and equipment <sup>(1)</sup>	<b>499,687</b>	497,554
Accumulated amortization on intangible assets <sup>(1)(2)</sup>	<b>226,366</b>	223,356
<b>Adjusted Gross Book Value</b> <sup>(1)</sup>	<b>2,730,922</b>	2,634,450
<b>Debt to Adjusted Gross Book Value</b>	<b>38.5 %</b>	41.1 %

1. Includes the Company's proportionate share of Equity-Accounted Joint Ventures.

2. Includes fully amortized assets of \$175,361 as at March 31, 2025 (December 31, 2024 - \$175,361).

## Equity

### Share Capital

The Company is authorized to issue an unlimited number of common shares or preferred shares, without nominal or par value. The following table summarizes the common shares issued and outstanding:

Thousands of Canadian dollars, except shares	Common shares	Amount
Balance, January 1, 2024	72,967,166	964,843
Dividend reinvestment plan	70,507	1,126
Long-term incentive plan, net of loans receivable	—	24
Common shares issued, net of share issuance costs	9,591,000	138,990
Common shares issued pursuant to SOAR program	32,327	471
Balance, December 31, 2024	82,661,000	1,105,454
Dividend reinvestment plan	260,637	3,930
Long-term incentive plan, net of loans receivable	—	6
Common shares issued, net of share issuance costs	9,108,000	139,216
<b>Balance, March 31, 2025</b>	<b>92,029,637</b>	<b>1,248,606</b>

On February 27, 2025, the Company completed a bought-deal offering of 9,108,000 common shares of the Company at a price of \$15.80 per common share for aggregate gross proceeds of \$143,906. Costs related to the issuance totaled \$ 4,690, net of taxes of \$1,699, and were recorded against shareholders' equity.

### Normal course issuer bid

On June 17, 2024, the Company received approval from the TSX on its notice of intention to renew its normal course issuer bid ("**NCIB**") for a portion of the Company's common shares. Pursuant to the notice, the Company has the authority to acquire up to a maximum of 3,649,974 of its common shares for cancellation over the next 12 months. Purchases by the Company under the NCIB will be made through the facilities of the TSX or through a Canadian alternative trading system and in accordance with applicable regulatory requirements at a price per common share equal to the market price at the

time of acquisition. The number of common shares that can be purchased pursuant to the NCIB is subject to a current daily maximum of 61,857 common shares, subject to the Company's ability to make one block purchase of its common shares per calendar week that exceeds such limits.

All common shares purchased by the Company under the NCIB will be cancelled upon purchase. The Company had the option to purchase shares beginning on June 20, 2024. The NCIB will terminated on June 19, 2025.

No common shares were purchased pursuant to the Company's normal course issuer bid.

### Dividend reinvestment plan

The Company has established a dividend reinvestment plan ("**DRIP**") for eligible holders of common shares,

which allows participants to reinvest cash dividends paid in respect of their common shares in additional common shares at a 3% discount.

On November 11, 2024, the Company reinstated the DRIP, upon approval by the Board of Directors, which was previously temporarily suspended on March 18, 2020.

### **ATM Program**

On May 6, 2025, Sienna established an ATM Program, which will allow the Company from time to time during favourable market conditions to issue up to \$125 million

of common shares to raise equity. Any common shares sold under the ATM Program will be distributed through the Toronto Stock Exchange or any other permitted marketplace at the market prices prevailing at the time of sale.

### **Dividends**

The Board of Directors of the Company determines the appropriate dividend levels based on its assessment of cash provided by operations normalized for unusual items, expected working capital requirements and actual and projected capital expenditures.

The following table summarizes the dividends declared in relation to cash flows from operating activities and AFFO for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,		
	2025	2024	Change
Cash flows from operating activities	(23,670)	36,490	(60,160)
Dividends declared	(20,802)	(17,074)	(3,728)
<b>Cash flows from operating activities in excess of dividends declared</b>	<b>(44,472)</b>	19,416	(63,888)
AFFO	24,202	35,359	(11,157)
Dividends declared	(20,802)	(17,074)	(3,728)
<b>AFFO retained</b>	<b>3,400</b>	18,285	(14,885)

The Company believes that its current dividend level is sustainable. However, cash dividends are not guaranteed and may fluctuate with the performance of the Company.

### **Contractual Obligations and Other Commitments**

#### **Leases**

The Company has a lease with respect to its Markham corporate office that expires on October 31, 2029. The Company has various leases for office and other equipment that expire over the next four years.

#### **Other Commitments**

On October 16, 2024, the Company entered into an agreement to acquire a portfolio of four continuing care homes in Alberta, consisting of 540 suites in the Calgary Metropolitan Region, Edmonton, Fort Saskatchewan and Medicine Hat for an aggregate purchase price of \$181.6 million.

On February 14, 2025, the Company entered into a purchase agreement to acquire Cawthra Gardens, a

192-bed Class A long-term care home in Mississauga, Ontario for a gross purchase price of \$32.6 million, subject to certain customary adjustments and a \$2.0 million capital allowance which the Company plans to use within the first twelve months after closing.

The acquisition will be financed through use of general corporate funds. The transaction is subject to regulatory approvals and customary closing conditions, and is expected to close in Q3 2025.

## Capital Disclosure

The Company defines its capital as the total of its long-term debt and shareholders' equity less cash and cash equivalents.

The Company's objectives when managing capital are to:

- (i) maintain a capital structure that provides options to the Company for accessing capital on commercially reasonable terms, without exceeding its debt capacity, or the limitations in its credit facilities, or taking on undue risks;
- (ii) maintain financial flexibility in order to preserve its ability to meet financial obligations, including debt service payments and regular dividend payments; and
- (iii) deploy capital to provide an appropriate investment return to its shareholders.

The Company's financial strategy is designed to maintain a flexible capital structure consistent with the objectives stated above and to respond to changes in

economic conditions. In order to maintain or adjust its capital structure, the Company may issue additional shares, additional long-term debt, or long-term debt to replace existing long-term debt with similar or different characteristics, or adjust the amount of dividends paid to the Company's shareholders. The Company's financing and refinancing decisions are made on a specific transaction basis and depend on factors such as the Company's financial needs and the market and economic conditions at the time of the transaction.

The Board of Directors of the Company determines and approves monthly dividends in advance on a quarterly basis. There were no changes in the Company's approach to capital management during the period.

## Capital Investment

### Strategic Capital Investments

The Company believes it can enhance its existing portfolio through strategic capital investments aimed at supporting occupancy, improving margins and NOI, and ultimately increasing the long-term value of its assets. The strategic capital investments include suite renovations, technology enhancements, and environmental upgrades across selected retirement residences.

These investments are aimed at modernizing the properties' aging infrastructure and increasing operational efficiency. Strategic capital investments are not included in the determination of AFFO.

For the three month ended March 31, 2025, the Company incurred \$4,681 (March 31, 2024 - \$157) for strategic capital initiatives.

### Maintenance Capital Expenditures

The Company monitors all of its properties for ongoing maintenance requirements. As part of the capital investments' monitoring process, items are assessed

and prioritized based on the urgency and necessity of the expenditure to sustain or maintain the condition of buildings, or to meet residents' needs.

The following table summarizes the Company's maintenance capital expenditures, including the Company's proportionate share of Equity-Accounted Joint Ventures, for the periods ended March 31:

Thousands of Canadian dollars	Three months ended March 31,	
	2025	2024
Building maintenance	1,058	265
Mechanical and electrical	106	816
Suite renovations and common area upgrades	438	686
Communications and information systems	83	82
Furniture, fixtures and equipment	472	332
<b>Total maintenance capital expenditures</b>	<b>2,157</b>	<b>2,181</b>
<b>Capital Investments in Equity-Accounted Joint Ventures</b>	<b>170</b>	<b>112</b>

### *Building Maintenance*

Building maintenance include the costs for structures, roofing, exterior grounds, fire safety, and sprinklers. For the three months ended March 31, 2025, the increase in building maintenance compared to the prior year was due to re-piping and timing of repairs.

### *Mechanical and Electrical*

Mechanical and electrical expenditures include the costs for heating, air conditioning and ventilation systems, generators, boilers, pumps and building elevators. The year-over-year decrease in mechanical and electrical was due to the timing of repairs for air conditioning, pumps and generators at certain properties.

### *Suite Renovations and Common Area Maintenance*

Suite renovations and common area maintenance are expenditures to maintain the marketability of the

### **Construction Funding**

The Company receives construction funding subsidies from the Government of Ontario on a per bed per diem basis to support the costs of developing or redeveloping eligible LTC homes.

There are several eligibility requirements, including receiving approval from the MLTC on the development or redevelopment and completing the construction in accordance with a development agreement signed with the MLTC.

This funding is non-interest bearing, and is received subject to the condition that the residences continue to operate as long-term care residences for the period for which they are entitled to the construction funding. As at March 31, 2025, the condition for funding has been met.

Company's residences. Flooring and carpeting replacements are often done in conjunction with suite renovations.

### *Communication and Information Systems*

Communication and information systems' expenditures include the costs for purchasing and installing computer equipment, software applications, telecommunication systems and wireless solutions.

### *Furniture, Fixtures and Equipment*

Furniture, fixtures and equipment expenditures include the costs for replacing or maintaining residences' furnishings and equipment, including those in residents' rooms, as well as kitchen facilities, laundry facilities and dining furnishings.

The construction funding amount to reconcile from OFFO to AFFO represents the change in the construction funding receivable balance, which consists of the cash to be received, offset by the interest income on the construction funding receivable recognized in "net income".

For the years ending December 31, 2025 through 2029, and thereafter, the Company estimates that the construction funding amount for completed projects, excluding Brantford and North Bay which are expected to complete in the second half of 2025, will be as follows:

Thousands of Canadian dollars	Construction funding interest income <sup>(1)</sup>	Construction funding principal <sup>(2)</sup>	Total construction funding to be received
2025	140	1,396	1,536
2026	136	1,204	1,340
2027	107	463	570
2028	94	482	576
2029	73	410	483
Thereafter	407	2,304	2,711
	<b>957</b>	<b>6,259</b>	<b>7,216</b>

1. The interest income relates to interest accretion resulting from the construction funding receivable that was initially measured at fair value and subsequently measured at amortized cost using the effective interest method.
2. The construction funding principal received is an adjustment to reconcile from OFFO to AFFO.

For the three months ended March 31, 2025, interest income on construction funding of \$53 (2024 - \$78) was recognized, and an adjustment of \$331 (2024 - \$811) was made to AFFO for construction funding principal received.

## Critical Accounting Estimates and Accounting Policies

The accounting policies and estimates that are critical to the understanding of the Company's business operations and results of operations are identified in Note 3 of the Company's annual audited consolidated financial statements for the year ended December 31, 2024.

New or changes in accounting policies are identified in Note 3 of the Company's condensed interim consolidated financial statements for the three months ended March 31, 2025. Please refer to those financial statements for further details.

## Significant Judgments and Estimates

The critical accounting estimates used by management in applying the Company's accounting policies and the key sources of estimation uncertainty are identified in Note 3 of the Company's annual audited consolidated financial statements for the year ended December 31, 2024.

There were no significant changes in judgments and estimates for the three months ended March 31, 2025. Please refer to those condensed interim consolidated financial statements for further details.

## Risk Factors

Please refer to the latest AIF for a discussion of the Company's risk factors.

The Company is subject to various legal proceedings and claims that arise in the ordinary course of business. These matters are generally covered by insurance other than the deductible amounts of the claims. Management believes the final outcome of such matters will not have a material adverse impact on the business, operating results and financial condition of the Company. However, actual outcomes may differ from management's expectations.

On January 21, 2022, the Superior Court of Justice (the "Court") made an order consolidating six proposed class actions in the form ordered by the Court. The aggregate amount of damages claimed in the consolidated claim against the Company is \$260,000.

On March 7, 2024, the Court issued its decision certifying the consolidated claim against the Company on the terms set out in the decision, namely only in respect of the Ontario long term care homes owned by the Company and with a gross negligence cause of action.

The Company intends to continue to vigorously defend itself against the consolidated claim.

Given the status of the proceedings, management is unable to assess the potential impact of the consolidated claim on the Company's financial results.

On November 20, 2020, the Government of Ontario enacted the Supporting Ontario's Recovery Act (the "Recovery Act"). The Recovery Act provides civil liability

## Controls and Procedures

Management is responsible for establishing and maintaining a system of disclosure controls and procedures to provide reasonable assurance that all material information relating to the Company, inclusive of its subsidiaries, is gathered and reported to senior management on a timely basis so that appropriate decisions can be made regarding public disclosure.

Management is also responsible for establishing and maintaining adequate internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial reports for external purposes in accordance with IFRS.

## Non-GAAP Performance Measures

In this MD&A, the Company uses certain supplemental measures of key performance that are not measures recognized under IFRS Accounting Standards and do not have standardized meanings prescribed by IFRS Accounting Standards. These performance measures are net operating income ("**NOI**"), funds from operations ("**FFO**"), operating funds from operations ("**OFFO**"), adjusted funds from operations ("**AFFO**"), earnings before interest, taxes, depreciation and amortization, and impairment loss ("**EBITDA**") and maintenance capital expenditures ("**maintenance capital expenditures**"), and collectively with NOI, FFO, OFFO, AFFO and EBITDA, the "**Non-GAAP Measures**". These terms are defined in the following table and reconciliations to the most comparable IFRS measures are referenced, as applicable.

The Company also uses the following key performance indicators (the "**Key Performance Indicators**"):

protection to organizations that made a good faith effort to follow public health guidance and COVID-19 related laws, and did not act with gross negligence. The Recovery Act also deems existing civil proceedings related to COVID-19 exposure to be dismissed without costs and will bar future proceedings from being brought, as long as the defendant acted in good faith and not with gross negligence.

In designing such controls, it should be recognized that due to inherent limitations, any controls, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives and may not prevent or detect misstatements. Additionally, management is necessarily required to use judgment in evaluating controls and procedures.

There were no material changes in the Company's disclosure controls and procedures and internal controls over financial reporting since year-end that have a material effect, or are reasonably likely to have a material effect, on the Company's control environment.

Occupancy, Total Adjusted Revenue, Total Adjusted Operating Expenses, Adjusted NOI, OFFO and OFFO per share, AFFO and AFFO per share, EBITDA, Adjusted EBITDA, AFFO Payout Ratio, Debt to Adjusted Gross Book Value, Weighted Average Cost of Debt, Debt to Adjusted EBITDA Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Weighted Average Term to Maturity, Same Property, and Growth and Optimization Portfolio to assess the overall performance of the Company's operations.

These Key Performance Indicators and Non-GAAP Measures should not be construed as alternatives to net income or cash flow from operating activities determined in accordance with IFRS Accounting Standards as indicators of the Company's performance. The Company believes these measures and indicators improve comparability of the underlying financial performance between periods. The Company's method of calculating

these measures may differ from other issuers' methods and accordingly, these measures may not be comparable to measures presented by other publicly traded entities.

<b>Non-GAAP Measures <sup>(1)</sup></b>	<b>Definition</b>	<b>Reconciliation</b>
<b>One-Time Items</b>	One-Time Item(s) are non-recurring and/or non-operational in nature. The Company believes the normalized metric would be useful and would allow readers to compare Sienna's performance to industry peers on a more consistent basis. Please refer to Key Performance Indicators, footnote 3 for list of One-Time Items.	N/A
<b>Total Adjusted Revenue</b>	Total Adjusted Revenue is defined as revenue, including the Company's share of revenue in Equity-Accounted Joint Ventures (as defined below) on a proportionate consolidated basis.	Section - Adjusted Revenue, Adjusted Operating Expenses, and Adjusted NOI
<b>Total Adjusted Revenue, excluding One-Time Items</b>	Total Adjusted Revenue, excluding One-Time Items begins with Total Adjusted Revenue, then adjusts for One-Time Items.	
<b>Total Adjusted Operating Expenses</b>	Total Adjusted Operating Expenses is defined as operating expenses, including the Company's share of operating expenses in Equity-Accounted Joint Ventures (as defined below) on a proportionate consolidated basis.	Section - Adjusted Revenue, Adjusted Operating Expenses, and Adjusted NOI
<b>Total Adjusted Operating Expenses, excluding One-Time Items</b>	Total Adjusted Operating Expenses, excluding One-Time Items begins with Total Adjusted Operating Expenses, then adjusts for One-Time Items.	
<b>Equity-Accounted Joint Ventures</b>	Equity-Accounted Joint Ventures is defined as the Company's interest in Sienna-RSH Niagara Falls LP and Sienna-Sabra LP joint ventures.	N/A
<b>Net Operating Income ("NOI")</b>	NOI is defined as property revenue net of property operating expenses. The Company believes that NOI is a useful additional measure of operating performance as it provides a measure of core operations that is calculated prior to taking into account depreciation, amortization, administrative expenses, impairment loss, net finance charges, transaction costs, gain (loss) on disposal of properties and income taxes.	Section - Adjusted Revenue, Adjusted Operating Expenses, and Adjusted NOI
<b>NOI, excluding One-Time Items</b>	NOI, excluding One-Time Items begins with NOI, then adjusts for One-Time Items.	
<b>Total Adjusted Net Operating Income ("Total Adjusted NOI")</b>	Adjusted Net Operating Income is defined as NOI, including the Company's share of the NOI from Equity-Accounted Joint Ventures. Management of the Company is of the view that Adjusted NOI is a relevant measure of the operating performance of the Company.	Section - Adjusted Revenue, Adjusted Operating Expenses, and Adjusted NOI
<b>Total Adjusted NOI, excluding One-Time Items</b>	Adjusted NOI, excluding One-Time Items begins with Adjusted NOI, then adjusts for One-Time Items	

<b>Non-GAAP Measures <sup>(1)</sup></b>	<b>Definition</b>	<b>Reconciliation</b>
<b>Funds from Operations ("FFO")</b>	FFO is defined as Adjusted NOI less certain items including administrative expenses, net finance charges, current income taxes and SOAR program. FFO is a recognized earnings measure that is widely used by public real estate entities, particularly by those entities that own and/or operate income-producing properties. The use of FFO, combined with the required IFRS presentations, has been included for the purpose of improving the understanding of the Company's operating results. The IFRS measure most directly comparable to FFO is "net income".	Section - Business Performance - Adjusted Funds from Operations
<b>FFO, excluding One-Time Items</b>	FFO, excluding One-Time Items begins with FFO, then adjusts for One-Time Items.	
<b>Operating Funds from Operations ("OFFO") and OFFO per Share</b>	OFFO is FFO adjusted for non-recurring items, which includes restructuring costs, and presents net finance charges on a cash interest basis. Management of the Company is of the view that OFFO is a relevant measure of the operating performance of the Company.	Section - Business Performance - Adjusted Funds from Operations
<b>OFFO and OFFO per Share, excluding One-Time Items</b>	OFFO, excluding One-Time Items, begins with OFFO, then adjusts for One-Time Items.	
<b>Adjusted Funds from Operations ("AFFO") and AFFO per Share</b>	AFFO is defined as OFFO plus the principal portion of construction funding received, less actual maintenance capital expenditures. Management of the Company believes AFFO is a cash flow measure, which is relevant in understanding the Company's ability to earn cash and pay dividends to shareholders. The IFRS measure most directly comparable to AFFO is "cash flow from operating activities".	Section - Business Performance - Reconciliation of Cash Flow from Operations to Adjusted Funds from Operations, and Section - Business Performance - Adjusted Funds from Operations
<b>AFFO and AFFO per Share, excluding One-Time Items</b>	AFFO, excluding One-Time Items begins with AFFO, then adjusts for One-Time Items.	
<b>Earnings before Interest, Taxes, Depreciation and Amortization ("EBITDA")</b>	EBITDA is defined as net income excluding net finance charges, taxes, transaction costs, depreciation and amortization, impairment loss, and including the Company's share of NOI in the Equity-Accounted Joint Ventures. EBITDA is relevant in understanding the Company's ability to service its debt, finance capital expenditures and pay dividends to shareholders. The IFRS measure most directly comparable to EBITDA is "net income".	Section - Liquidity and Capital Resources - Financial Covenants
<b>EBITDA, excluding One-Time Items</b>	EBITDA, excluding One-Time Items begins with EBITDA, then adjusts for One-Time Items.	
<b>Adjusted EBITDA</b>	Adjusted EBITDA is defined as EBITDA, including the Company's share of Equity-Accounted Joint Ventures (as defined above) on a proportionate consolidated basis, adjusted for construction funding proceeds and non-recurring items, including SOAR program.	Section - Liquidity and Capital Resources - Financial Covenants
<b>Adjusted EBITDA, excluding One-Time Items.</b>	Adjusted EBITDA, excluding One-Time Items, begins with Adjusted EBITDA, then adjusts for One-Time Items.	

These are also Key Performance Indicators used to assess overall performance of the Company's operation.

<b>Key Performance Indicators</b>	<b>Description</b>
<b>Maintenance Capital Expenditures</b>	Maintenance capital expenditures are defined as capital investments, including the Company's share of capital investments in Equity-Accounted Joint Ventures, made to maintain the Company's residences to meet residents' needs and continually improve residents' experience. These expenditures include building maintenance, mechanical and electrical spend, suite renovations, common area maintenance, communications and information systems, furniture, fixtures and equipment. Please refer to the Maintenance Capital Expenditures section of this MD&A for additional financial information.
<b>Occupancy</b>	Occupancy is a key driver of the Company's revenues.
<b>AFFO Payout Ratio</b>	Management of the Company monitors the AFFO payout ratio, which is calculated by dividing dividends declared over AFFO.
<b>Debt to Adjusted Gross Book Value</b>	<p>This ratio is calculated by dividing total debt (including the Company's share of debt in Equity-Accounted Joint Ventures) over Adjusted Gross Book Value.</p> <p>In conjunction with the debt service coverage ratio, management of the Company monitors this ratio to ensure compliance with certain financial covenants.</p>
<b>Weighted Average Cost of Debt</b>	<p>This ratio is calculated by weighted averaging the average interest rate for the total debt maturing each year.</p> <p>It is an indicator of the average interest rate the Company expects to pay on its total debt.</p>
<b>Debt to Adjusted EBITDA Ratio</b>	This ratio is calculated by dividing total debt (including the Company's share of debt in Equity-Accounted Joint Ventures), over Adjusted EBITDA.
<b>Debt to Adjusted EBITDA Ratio, excluding One-Time Items</b>	Debt to Adjusted EBITDA Ratio, excluding One-Time Items, calculated using Debt to Adjusted EBITDA Ratio, then adjusts for One-Time Items.
<b>Interest Coverage Ratio</b>	Interest coverage ratio, which is calculated using Adjusted EBITDA divided by net finance charges, is a common measure used to assess an entity's ability to service its debt obligations.
<b>Interest Coverage Ratio, excluding One-Time Items</b>	Interest Coverage Ratio, excluding One-Time Items is calculated using Adjusted EBITDA, excluding One-Time Items divided by net finance charges.
<b>Debt Service Coverage Ratio</b>	This ratio which is calculated using total debt service (including the Company's share of debt in Equity-Accounted Joint Ventures), divided by Adjusted EBITDA, is a useful indicator of the Company's ability to pay off its debt.
<b>Debt Service Coverage Ratio, excluding One-Time Items</b>	Debt Service Coverage Ratio, excluding One-Time Items calculated using Debt Service Coverage Ratio, then adjusts for One-Time Items.
<b>Weighted Average Term to Maturity</b>	<p>This ratio is calculated by totaling the weighted average number of remaining years for mortgages.</p> <p>This indicator is used by management of the Company to monitor its debt maturities.</p>
<b>Same Property</b>	"Same Property" measures are similar to "same-store" measures used in a number of other industries and are intended to measure the period over period performance of the same asset base. The Same Property portfolio excludes any properties in the Growth and Optimization portfolio.
<b>Growth and Optimization</b>	The Growth and Optimization portfolio includes optimization properties ("Optimization Portfolio") that are expected to be undergoing repositioning under Sienna's asset optimization initiative, involving renovations or major adjustments, including adjustment to capacity or use in the current and/or the next year to maximize value, increase NOI, maintain market-competitive position and/or achieve stabilization; growth properties ("Growth Portfolio"), including: (i) properties that were acquired and (ii) development and redevelopment properties that are in lease-up; and others, including assets held for sale or that were sold, and properties closing or closed. Acquired properties are considered "Same Property" after one year since the acquisition. Properties undergoing new development, redevelopment or repositioning are considered "Same Property" at the earlier of three years since completion or upon achieving stabilized occupancy levels and/or NOI levels.
<b>Expected Development Yield</b>	This ratio is calculated as the expected stabilized annual NOI of a development property, divided by development cost net of any development grant and present value of construction funding subsidy.
<b>Investment Yield</b>	This ratio is calculated as stabilized annual NOI, divided by the purchase price of the acquired property.

## Forward-Looking Statements

This MD&A, and the documents incorporated by reference herein, contain forward-looking information that reflects management's current expectations, estimates and projections about the future results, performance, achievements, prospects or opportunities for the Company, the senior living sector and government funding as of the date of this MD&A. Forward-looking statements are based upon a number of assumptions and involve significant known and unknown risks and uncertainties, many of which are beyond our control, the completion of acquisitions, dispositions and financing activities relating thereto, and statements with respect to the Company's ability to refinance debt maturities, that could cause actual results to differ from those that are disclosed in or implied by such forward-looking statements. The words "plan", "expect", "schedule", "estimate", "intend", "budget", "anticipate", "project", "forecast", "believe", "continue", or variations of such words and phrases or statements to the effect that certain actions, events or results "may", "will", "could", "should", "would", "might" occur and other similar expressions, identify forward-looking statements. While we anticipate that subsequent events and developments may cause our views to change, we do not intend to update this forward-looking information, except as required by applicable securities laws.

This forward-looking information represents our views as of the date of this MD&A and such information should not be relied upon as representing our views as of any date subsequent to the date of this document. We have based the forward-looking statements in this MD&A on information currently available to us and that we currently believe are based on reasonable assumptions. However, there may be factors that cause results, performance or achievements not to be as expected or estimated and that could cause actual results, performance or achievements to differ materially from current expectations. There can be no assurance that forward-looking information will prove to be accurate. Accordingly, readers should not place undue reliance on forward-looking information. These factors are not intended to represent a complete list of the factors that could affect the Company. See risk factors highlighted in materials filed with the securities regulators in Canada from time to time, including the Company's latest AIF.

# Consolidated Financial Statements

**Q1 2025** Sienna Senior Living Inc.



Cultivating happiness in daily life

**Sienna**  
Senior Living

## Condensed Interim Consolidated Financial Statements

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## Condensed Interim Consolidated Statements of Financial Position (Unaudited)

Thousands of Canadian dollars

	Notes	March 31, 2025	December 31, 2024
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents		137,152	127,202
Accounts receivable and other receivables		16,574	18,432
Prepaid expenses and deposits	24	40,221	13,321
Government funding receivable		5,022	3,387
Construction funding receivable	5, 6	1,347	1,333
Derivative assets		1,533	1,194
Income taxes recoverable		323	—
		<b>202,172</b>	<b>164,869</b>
<b>Non-current assets</b>			
Derivative assets		147	446
Restricted cash		3,066	2,736
Construction funding receivable	5, 6	4,523	4,868
Investment in joint ventures	22	128,298	131,775
Property and equipment	4, 7	1,253,773	1,194,272
Intangible assets	4, 8	195,829	195,938
Goodwill	4, 9	164,345	164,903
<b>Total assets</b>		<b>1,952,153</b>	<b>1,859,807</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Accounts payable and other liabilities	10	155,018	151,821
Government funding payable		139,192	145,553
Current portion of long-term debt	5, 11	207,729	72,233
Current portion of share-based compensation liability	16	9,470	7,058
Income taxes payable		—	11,441
		<b>511,409</b>	<b>388,106</b>
<b>Non-current liabilities</b>			
Long-term debt	5, 11	771,600	940,112
Deferred income taxes	13	48,208	46,523
Share-based compensation liability	16	2,071	4,345
<b>Total liabilities</b>		<b>1,333,288</b>	<b>1,379,086</b>
<b>EQUITY</b>			
Shareholders' equity		618,865	480,721
<b>Total equity</b>		<b>618,865</b>	<b>480,721</b>
<b>Total liabilities and equity</b>		<b>1,952,153</b>	<b>1,859,807</b>

Commitments and contingencies (Note 23)

See accompanying notes

Approved by the Board of Directors of Sienna Senior Living Inc.

"Shelly Jamieson"

Shelly Jamieson  
Chair and Director

"Stephen Sender"

Stephen Sender  
Director

## Condensed Interim Consolidated Statements of Changes in Equity (Unaudited)

Thousands of Canadian dollars

	Notes	Share capital	Contributed surplus	Accumulated deficit	Total shareholders' equity
<b>Balance, January 1, 2025</b>		<b>1,105,454</b>	<b>203</b>	<b>(624,936)</b>	<b>480,721</b>
<b>Issuance of shares, net of share issuance costs</b>	14	<b>139,216</b>	<b>—</b>	<b>—</b>	<b>139,216</b>
<b>Reinvested dividends</b>	14	<b>3,930</b>	<b>—</b>	<b>—</b>	<b>3,930</b>
<b>Net income</b>		<b>—</b>	<b>—</b>	<b>15,794</b>	<b>15,794</b>
<b>Long-term incentive plan</b>	14	<b>6</b>	<b>—</b>	<b>—</b>	<b>6</b>
<b>Dividends</b>	15	<b>—</b>	<b>—</b>	<b>(20,802)</b>	<b>(20,802)</b>
<b>Balance, March 31, 2025</b>		<b>1,248,606</b>	<b>203</b>	<b>(629,944)</b>	<b>618,865</b>

	Notes	Share capital	Contributed surplus	Accumulated deficit	Total shareholders' equity
Balance, January 1, 2024		964,843	203	(591,275)	373,771
Net income		—	—	19,729	19,729
Long-term incentive plan	14	6	—	—	6
Dividends	15	—	—	(17,074)	(17,074)
Balance, March 31, 2024		964,849	203	(588,620)	376,432

See accompanying notes.

## Condensed Interim Consolidated Statements of Net Income and Comprehensive Income (Unaudited)

Thousands of Canadian dollars, except share and per share data

	Notes	Three months ended March 31,	
		2025	2024
<b>Revenue</b>	18, 21	<b>234,245</b>	230,950
<b>Expenses and other items</b>			
Operating expenses		<b>191,455</b>	169,316
Depreciation and amortization	7, 8	<b>12,057</b>	12,199
Administrative	19	<b>9,134</b>	9,249
Share of net loss in joint ventures	22	<b>1,827</b>	3,012
Net finance charges	12	<b>8,517</b>	9,807
Transaction costs		<b>2,091</b>	410
Gain on remeasurement of previously held interest in joint operation	4	<b>(12,596)</b>	—
	20	<b>212,485</b>	203,993
<b>Income before provision for (recovery of) income taxes</b>		<b>21,760</b>	26,957
<b>Provision for (recovery of) income taxes</b>			
Current	13	<b>2,582</b>	7,892
Deferred	13	<b>3,384</b>	(664)
	13	<b>5,966</b>	7,228
<b>Net income and comprehensive income</b>		<b>15,794</b>	19,729
Net income per share (basic and diluted)	14	<b>\$0.18</b>	\$0.27
Weighted average number of common shares outstanding	14	<b>86,127,813</b>	72,967,166

See accompanying notes.

## Condensed Interim Consolidated Statements of Cash Flows (Unaudited)

Thousands of Canadian dollars

	Notes	Three months ended March 31,	
		2025	2024
<b>OPERATING ACTIVITIES</b>			
<b>Net income</b>		<b>15,794</b>	19,729
Add (deduct) items not affecting cash			
Depreciation of property and equipment	7	11,794	11,838
Amortization of intangible assets	8	263	361
Current income tax expense	13	2,582	7,892
Deferred income tax expense (recovery)	13	3,384	(664)
Share of net loss in joint ventures	22	1,827	3,012
Share-based compensation expense	16	1,500	1,336
Net finance charges	12	8,517	9,807
Gain on remeasurement of previously held interest in joint operation	4	(12,596)	—
		<b>33,065</b>	53,311
<b>Non-cash changes in working capital</b>			
Accounts receivable and other receivables		1,758	2,079
Prepaid expenses and deposits		(26,723)	(411)
Accounts payable and other liabilities		2,142	9,481
Government funding, net		(8,555)	(16,749)
		<b>(31,378)</b>	(5,600)
Interest paid on long-term debt	12	(11,160)	(11,368)
Net settlement receipt on interest rate swap contracts	12	148	699
Income taxes paid		(14,345)	(552)
<b>Cash (used in) provided by operating activities</b>		<b>(23,670)</b>	36,490
<b>INVESTING ACTIVITIES</b>			
Purchase of property and equipment	7	(38,746)	(28,226)
Government assistance related to capital expenditures	7	6,610	7,918
Acquisition of Nicola Lodge, net of cash acquired	4	(13,668)	—
Purchase of intangible assets	8	(268)	(535)
Amounts received from construction funding	6	384	889
Interest received	12	1,062	418
Investment in joint ventures	22	(700)	(917)
Distributions received from joint ventures	22	2,350	1,750
Increase in restricted cash		(330)	(58)
<b>Cash used in investing activities</b>		<b>(43,306)</b>	(18,761)
<b>FINANCING ACTIVITIES</b>			
Net proceeds from issuance of common shares	14	137,517	—
Repayment of long-term debt	11	(44,247)	(5,231)
Proceeds from long-term debt	11	—	6,000
Deferred financing costs		(202)	(113)
Dividends paid	15	(16,142)	(17,074)
<b>Cash provided by (used in) financing activities</b>		<b>76,926</b>	(16,418)
<b>Increase in cash and cash equivalents during the period</b>		<b>9,950</b>	1,311
Cash and cash equivalents, beginning of period		127,202	24,404
<b>Cash and cash equivalents, end of period</b>		<b>137,152</b>	25,715

See accompanying notes.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

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### 1 Organization

Sienna Senior Living Inc. (the "**Company**") and its predecessors have been operating since 1972. The Company is a seniors' living provider serving the continuum of independent living ("**IL**"), independent supportive living ("**ISL**"), assisted living ("**AL**"), memory care ("**MC**") and long-term care ("**LTC**" or "**Long-term Care**") through the ownership and operation of seniors' living residences in the Provinces of British Columbia, Saskatchewan, and Ontario. As at March 31, 2025, the Company owns and operates a total of 82 seniors' living residences: 40 retirement residences ("**RRs**" or "**Retirement Residences**") (including the Company's joint venture interest in 12 residences in Ontario and Saskatchewan, and 70% joint venture interest in one residence in Ontario); 34 LTC residences; and eight seniors' living residences providing both private-pay IL and AL and funded LTC (including the Company's joint ownership in one residence in British Columbia). The Company also provides management services to 12 seniors' living residences in British Columbia, Alberta and Ontario.

The Company was incorporated under the Business Corporations Act (Ontario) on February 10, 2010 and was subsequently continued under the Business Corporations Act (British Columbia) on March 18, 2010. The Company closed the initial public offering of its common shares on March 23, 2010 and is traded on the Toronto Stock Exchange ("**TSX**") under the symbol "SIA".

The Company's business is carried on through a number of wholly owned limited partnerships and joint ventures formed under the laws of the Province of Ontario. The head office of the Company is located at 302 Town Centre Blvd., Suite 300, Markham, Ontario, L3R 0E8. The registered office of the Company is located at 700 West Georgia Street, Vancouver, British Columbia, V7Y 1B3.

As at March 31, 2025, the Company had outstanding 92,029,637 common shares.

### 2 Basis of preparation

These condensed interim consolidated financial statements have been prepared in accordance with IAS 34 Interim Financial Reporting as issued by the International Accounting Standards Board ("IASB").

Certain information and footnote disclosure normally included in annual financial statements prepared in accordance with IFRS<sup>®</sup> Accounting Standards as issued by the IASB ("IFRS Accounting Standards") have been omitted or condensed. These condensed interim consolidated financial statements should be read in conjunction with the Company's annual consolidated financial statements for the year ended December 31, 2024.

These condensed interim consolidated financial statements have been approved by the Board of Directors, and authorized for issuance on May 6, 2025.

### 3 Summary of material accounting policy information and significant judgments and estimates

In preparing these condensed interim consolidated financial statements, the accounting policies utilized are consistent with those utilized in the preparation of the annual audited consolidated financial statements for the year ended December 31, 2024.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

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### Accounting standards issued but not yet applied

#### *IFRS 18, Presentation and Disclosure in Financial Statements*

In April 2024, IASB issued IFRS 18 *Presentation and Disclosure in Financial Statements* ("IFRS 18"), which will replace IAS 1 *Presentation of Financial Statements*. IFRS 18 introduces new requirements around the structure of profit or loss, disclosures in financial statement for management defined performance measures and principles on aggregation and disaggregation applied to primary financial statements and notes. IFRS 18 will be effective January 1, 2027. The Company will assess the impact of IFRS 18 on our condensed interim consolidated Financial Statements.

There are no other accounting standards issued but not yet applied that would be expected to have a material impact on the Company.

## 4 Acquisition

### Acquisition of Remaining 30% Interest in Nicola Care Community Lodge

On February 28, 2025, the Company acquired the remaining 30% interest in Nicola Care Community Lodge ("Nicola Lodge"), increasing its interest in Nicola Lodge from 70% to 100% ("**Step-up Acquisition of Nicola**") and obtaining control of Nicola Lodge. The acquisition qualifies as a business combination as defined by IFRS 3 Business Combinations.

As part of the step-up acquisition to 100% ownership of Nicola Lodge, the previously held interest was deemed to be disposed and reacquired at fair value of \$61,880, resulting in a gain of \$12,596 recorded on the condensed interim consolidated statements of net income and comprehensive income.

The following table summarizes the provisional fair value of the identifiable assets acquired and liabilities of the acquired business as of February 28, 2025, as well as the consideration transferred. The provisional purchase price allocation is based on management's current best estimate of fair value. The actual allocation to certain identifiable net assets could vary as the purchase price allocation is finalized.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

	February 28, 2025
<b>Assets</b>	
Cash	5,583
Accounts receivable and other receivables	410
Prepaid expenses	620
Property and equipment	74,337
Intangible assets	13,573
<b>Total assets</b>	<b>94,523</b>
<b>Liabilities</b>	
Accounts payable and accrued liabilities	3,650
Government funding payable	1,863
<b>Total liabilities</b>	<b>5,513</b>
<b>Net assets of Nicola Lodge</b>	<b>89,010</b>
<b>Fair value of 30% interest in Nicola Lodge</b>	<b>26,703</b>
<b>Satisfied by</b>	
Cash consideration	15,343
Long-term debt assumed	11,360
<b>Total consideration transferred</b>	<b>26,703</b>
Cash consideration	15,343
Less: cash acquired	(1,675)
<b>Net cash outflow arising on acquisition</b>	<b>13,668</b>

Transaction costs expensed related to the Step-up Acquisition of Nicola for the three months ended March 31, 2025 were \$80. As part of the Step-up Acquisition of Nicola, the Company assumed the remaining 30% of the existing property-level mortgage in the amount of \$11,506 with a fair value of \$11,360, bearing interest at a rate of 5.01% and maturing on August 1, 2041.

From February 28, 2025, Nicola Lodge contributed incremental revenue and net income of \$773 and \$74, respectively.

If the Step-up Acquisition of Nicola had taken place on January 1, 2025, the Company's revenue and net income would have increased by \$2,211 and \$168, respectively.

## 5 Financial instruments

The following financial instruments are measured at amortized cost and the corresponding fair values as at March 31, 2025 and December 31, 2024 are disclosed in the table below:

	March 31, 2025		December 31, 2024	
	Carrying Value	Fair Value	Carrying Value	Fair Value
<b>Financial Assets</b>				
Current and long-term portion of construction funding receivable	5,870	5,506	6,201	5,953
<b>Financial Liabilities</b>				
Current and long-term portion of debt	979,329	992,131	1,012,345	1,005,059

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### Liquidity risk

Liquidity risk is the risk the Company may encounter difficulties in meeting its obligations associated with financial liabilities and commitments. The Company has credit agreements in place related to its long-term debt. These credit agreements contain a number of standard financial and other covenants. The Company was in compliance with all covenants on its borrowings as at March 31, 2025. A failure by the Company to comply with the obligations in these credit agreements could result in a default that, if not rectified or waived, could permit acceleration of the relevant indebtedness.

As at March 31, 2025, the Company had negative working capital (current assets less current liabilities) of \$309,237 (December 31, 2024 - \$223,237), which is primarily related to the timing of debt maturity and timing of settling accounts payable. To support the Company's working capital deficiency, the Company has available cash from operations, access to multiple sources of financing including available credit facilities.

## 6 Construction funding receivable

As at March 31, 2025, the Company is eligible to receive funding from the Government of Ontario of approximately \$5,870 (December 31, 2024 - \$6,201) related to the costs of developing or redeveloping eligible LTC residences. The receipt of this funding is subject to the condition that the residences continue to operate as long-term care residences for the period for which the residences are entitled to the construction funding. As at March 31, 2025, the condition for the funding has been met.

As at March 31, 2025, the weighted average remaining term of the construction funding is approximately 10.7 years (December 31, 2024 - 10.6 years). The fair value of the construction funding receivable is determined by discounting the expected future cash flows of the receivable using the applicable Government of Ontario bond rates. The following table summarizes the construction funding activity:

As at January 1, 2024	8,771
Add: Interest income earned	269
Less: Construction funding payments received	(2,839)
As at December 31, 2024	6,201
Add: Interest income earned	53
Less: Construction funding payments received	(384)
<b>As at March 31, 2025</b>	<b>5,870</b>
Less: Current portion	(1,347)
<b>Long-term receivable</b>	<b>4,523</b>

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### 7 Property and equipment

	Land	Buildings	Furniture and fixtures	Automobiles	Computer hardware	Circulating equipment	Construction in progress	Right-of-use building and equipment <sup>(1)</sup>	Total
<b>Cost</b>									
As at January 1, 2025	137,981	1,272,271	95,522	2,763	22,078	1,377	150,704	6,252	1,688,948
Derecognition of previously held interest (Note 4)	(6,036)	(36,967)	(3,300)	—	(43)	—	—	—	(46,346)
Acquisition (Note 4)	11,800	61,537	1,000	—	—	—	—	—	74,337
Additions <sup>(2)</sup>	42	1,781	1,037	—	434	7	28,819	16	32,136
<b>As at March 31, 2025</b>	<b>143,787</b>	<b>1,298,622</b>	<b>94,259</b>	<b>2,763</b>	<b>22,469</b>	<b>1,384</b>	<b>179,523</b>	<b>6,268</b>	<b>1,749,075</b>
<b>Accumulated depreciation</b>									
As at January 1, 2025	—	405,366	67,920	2,121	14,768	1,278	100	3,123	494,676
Derecognition of previously held interest (Note 4)	—	(8,369)	(2,700)	—	(99)	—	—	—	(11,168)
Charges for the period	—	8,734	2,247	85	524	10	—	194	11,794
<b>As at March 31, 2025</b>	<b>—</b>	<b>405,731</b>	<b>67,467</b>	<b>2,206</b>	<b>15,193</b>	<b>1,288</b>	<b>100</b>	<b>3,317</b>	<b>495,302</b>
<b>Net book value</b>									
As at December 31, 2024	137,981	866,905	27,602	642	7,310	99	150,604	3,129	1,194,272
<b>As at March 31, 2025</b>	<b>143,787</b>	<b>892,891</b>	<b>26,792</b>	<b>557</b>	<b>7,276</b>	<b>96</b>	<b>179,423</b>	<b>2,951</b>	<b>1,253,773</b>

<sup>(1)</sup> Includes right-of-use building and related accumulated depreciation of \$4,227 and \$2,471, respectively (December 31, 2024 - \$4,227 and \$2,373, respectively), and the right-of-use equipment and related accumulated depreciation of \$2,041 and \$846, respectively (December 31, 2024 - \$2,025 and \$750, respectively).

<sup>(2)</sup> Includes government-funded capital expenditures for the three months ended March 31, 2025 of \$6,610 (2024 - \$7,918), reduced by related government funding for the three months ended March 31, 2025 of \$6,610 (2024 - \$7,918).

### 8 Intangible assets

	Indefinite life		Finite life		Total
	Licences	Resident relationships	Service contracts	Computer software	
<b>Cost</b>					
As at January 1, 2024	192,420	437	4,490	19,772	217,119
Derecognition <sup>(1)</sup>	—	—	(4,490)	—	(4,490)
Additions	—	—	—	2,075	2,075
As at December 31, 2024	192,420	437	—	21,847	214,704
Derecognition of previously held interest (Note 4)	(13,421)	(437)	—	—	(13,858)
Acquisition (Note 4)	12,066	1,507	—	—	13,573
Additions	—	—	—	268	268
<b>As at March 31, 2025</b>	<b>191,065</b>	<b>1,507</b>	<b>—</b>	<b>22,115</b>	<b>214,687</b>
<b>Accumulated amortization</b>					
As at January 1, 2024	1,426	—	4,490	14,003	19,919
Derecognition <sup>(1)</sup>	—	—	(4,490)	—	(4,490)
Charges for the period	—	146	—	3,191	3,337
As at December 31, 2024	1,426	146	—	17,194	18,766
Derecognition of previously held interest (Note 4)	—	(171)	—	—	(171)
Charges for the period	—	36	—	227	263
<b>As at March 31, 2025</b>	<b>1,426</b>	<b>11</b>	<b>—</b>	<b>17,421</b>	<b>18,858</b>
Net book value as at December 31, 2024	190,994	291	—	4,653	195,938
<b>Net book value as at March 31, 2025</b>	<b>189,639</b>	<b>1,496</b>	<b>—</b>	<b>4,694</b>	<b>195,829</b>

<sup>(1)</sup> Relates to fully amortized resident relationships and service contracts as at December 31, 2024.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### 9 Goodwill

	March 31, 2025	December 31, 2024
<b>Cost and carrying value at January 1</b>	<b>164,903</b>	164,903
Derecognition of previously held interest (Note 4)	(558)	—
<b>Cost and carrying value at March 31, 2025</b>	<b>164,345</b>	164,903

### 10 Accounts payable and other liabilities

	March 31, 2025	December 31, 2024
Accounts payable and other liabilities	66,409	61,107
Accrued wages and benefits	75,870	77,556
Accrued interest payable	5,398	6,450
Dividends payable (Note 15)	7,178	6,448
Restructuring provision	163	260
<b>Total</b>	<b>155,018</b>	151,821

### 11 Long-term debt

	Interest rate	Maturity date	March 31, 2025	December 31, 2024
Series B Unsecured Debentures	3.450 %	February 27, 2026	175,000	175,000
Series C Unsecured Debentures	2.820 %	March 31, 2027	125,000	125,000
Series D Unsecured Debentures	4.436 %	October 27, 2029	150,000	150,000
Construction Loans	Floating	2025-2029	18,181	30,208
Mortgages at fixed rates	1.65% - 5.80%	2025-2041	469,243	461,381
Mortgages at variable rates	Floating	2025-2029	58,044	86,620
Lease liability	2.58% - 3.83%	2025-2029	3,251	3,434
			<b>998,719</b>	1,031,643
Fair value adjustments on acquired debt			922	1,815
Less: Deferred financing costs			(20,312)	(21,113)
Total debt			<b>979,329</b>	1,012,345
Less: Current portion			(207,729)	(72,233)
Long-term debt			<b>771,600</b>	940,112

#### Credit facilities

The following table summarizes the Company's credit facilities activity:

	March 31, 2025	December 31, 2024
Credit facilities available	308,500	308,500
Utilized for letters of credit (Note 23)	(689)	(689)
<b>Remaining available balance under credit facilities</b>	<b>307,811</b>	307,811

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### Mortgages

The following table summarizes the scheduled maturities of the Company's property-level mortgages as at March 31, 2025:

Year	Mortgages		Total	% of Total
	Regular Principal Repayments	Principal Due at Maturity		
2025	13,035	13,334	26,369	5.0 %
2026	17,910	—	17,910	3.4 %
2027	17,444	35,115	52,559	10.0 %
2028	12,778	125,154	137,932	26.2 %
2029	8,865	—	8,865	1.7 %
2030	8,928	9,230	18,158	3.4 %
2031	9,086	—	9,086	1.7 %
Thereafter	35,429	220,979	256,408	48.6 %
	123,475	403,812	527,287	100 %

## 12 Net finance charges

	Three months ended March 31,	
	2025	2024
<b>Finance costs</b>		
Interest expense on mortgages	5,331	6,051
Interest expense on debentures	3,994	3,544
Interest expense on construction loan	537	—
Interest expense on credit facilities	214	735
Interest expense on right-of-use assets	32	38
Amortization of financing charges and fair value adjustments on acquired debt	953	941
Net settlement receipt on interest rate swap contracts	(148)	(699)
Fair value loss on interest rate swap contracts	567	(307)
	11,480	10,303
Less: Interest capitalized on qualifying development projects	(1,848)	—
<b>Net finance costs</b>	<b>9,632</b>	<b>10,303</b>
<b>Finance income</b>		
Interest income on construction funding receivable	53	78
Other interest income	1,062	418
	1,115	496
<b>Net finance charges</b>	<b>8,517</b>	<b>9,807</b>

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### 13 Income taxes

Total income tax expense for the year can be reconciled to the condensed interim consolidated statements of net income and comprehensive income as follows:

	Three months ended March 31,	
	2025	2024
<b>Income before provision for income taxes</b>	<b>21,760</b>	26,957
Canadian combined income tax rate	<b>26.59 %</b>	26.59 %
Income tax expense	<b>5,786</b>	7,168
Adjustments to income tax provision:		
Non-deductible items	<b>200</b>	60
Book to filing adjustment	<b>(20)</b>	—
<b>Provision for income taxes</b>	<b>5,966</b>	7,228

The following are the deferred tax assets (liabilities) recognized by the Company and movements thereon during the three months ended March 31, 2025:

	Depreciable tangible and intangible assets	Share issuance	Construction funding interest	Other	Total
As at January 1, 2024	(52,111)	719	540	1,537	(49,315)
(Expenses) recovery in net income	(2,002)	(592)	(71)	3,608	943
Book to filing adjustment	(200)	—	—	283	83
Credit to equity	—	1,766	—	—	1,766
As at December 31, 2024	(54,313)	1,893	469	5,428	(46,523)
(Expenses) recovery in net income	(3,797)	(232)	(14)	659	(3,384)
Credit to equity	—	1,699	—	—	1,699
<b>As at March 31, 2025</b>	<b>(58,110)</b>	<b>3,360</b>	<b>455</b>	<b>6,087</b>	<b>(48,208)</b>

### 14 Share capital

#### Authorized

Unlimited number of common shares, without nominal or par value

Unlimited number of preferred shares, without nominal or par value

#### Issued and outstanding

	Common shares	Amount \$
Balance, January 1, 2024	72,967,166	964,843
Dividend reinvestment plan	70,507	1,126
Long-term incentive plan, net of loans receivable	—	24
Common shares issued, net of share issuance costs	9,591,000	138,990
Common shares issued pursuant to SOAR program	32,327	471
Balance, December 31, 2024	82,661,000	1,105,454
Dividend reinvestment plan	260,637	3,930
Long-term incentive plan, net of loans receivable	—	6
Common shares issued, net of share issuance costs	9,108,000	139,216
<b>Balance, March 31, 2025</b>	<b>92,029,637</b>	<b>1,248,606</b>

On February 27, 2025, the Company completed a bought-deal offering of 9,108,000 common shares of the Company at a price of \$15.80 per common share for aggregate gross proceeds of \$143,906. Issuance costs of \$4,690, net of taxes of \$1,699 (Note 13), were recorded against shareholders' equity.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

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### *Normal course issuer bid*

On June 17, 2024, the Company received approval from the TSX on its notice of intention to renew its normal course issuer bid ("**NCIB**") for a portion of the Company's common shares. Pursuant to the notice, the Company has the authority to acquire up to a maximum of 3,649,974 of its common shares for cancellation over the next 12 months. Purchases by the Company under the NCIB will be made through the facilities of the TSX or through a Canadian alternative trading system and in accordance with applicable regulatory requirements at a price per common share equal to the market price at the time of acquisition. The number of common shares that can be purchased pursuant to the NCIB is subject to a current daily maximum of 61,857 common shares, subject to the Company's ability to make one block purchase of its common shares per calendar week that exceeds such limits. All common shares purchased by the Company under the NCIB will be cancelled upon purchase. The Company had the option to purchase shares beginning on June 20, 2024. The NCIB will terminate on June 19, 2025.

No common shares were purchased pursuant to the Company's normal course issuer bid.

### *Dividend reinvestment plan*

The Company has established a dividend reinvestment plan ("**DRIP**") for eligible holders of common shares, which allows participants to reinvest cash dividends paid in respect of their common shares in additional common shares at a 3% discount.

On November 11, 2024, the Company reinstated its DRIP, upon approval by the Board of Directors which was previously temporarily suspended on March 18, 2020.

### *Net income per share*

Net income per share is calculated using the weighted average number of common shares outstanding for the three months ended March 31, 2025.

## 15 Dividends

For the three months ended March 31, 2025, the Company paid monthly dividends of \$0.078 per common share totaling \$20,072 (2024 - \$17,074), which includes \$3,930 DRIP (2024 - \$nil). Dividends payable of \$7,178 are included in accounts payable and other liabilities as at March 31, 2025 (December 31, 2024 - \$6,448). Subsequent to March 31, 2025, the Board of Directors declared dividends of \$0.078 per common share for April 2025 totaling \$7,178.

## 16 Share-based compensation

### *Restricted share units plan ("**RSUP**")*

Total expenses related to the RSUP for the three months ended March 31, 2025 \$1,455 (2024 - \$1,631), including mark-to-market adjustments and net of forfeitures, which were recognized in administrative expenses. During the three months ended March 31, 2025, 94,494 RSUs vested (2024 - 58,252) and were settled in cash, resulting in a decrease of \$2,008 to the share-based compensation liability (2024 - \$719). The total liability recorded as part of the share-based compensation liability as at March 31, 2025 was \$6,264 (December 31, 2024 - \$6,817).

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

A summary of the movement of the RSUs granted is as follows:

	<b>Number of RSUs</b>
Outstanding, January 1, 2024	453,138
Granted	236,455
Forfeited	(49,885)
Dividends reinvested & forfeiture	37,509
Settled in cash	(84,325)
Outstanding, December 31, 2024	592,892
Granted	203,089
Forfeited	(6,669)
Dividends reinvested & forfeiture	8,278
Settled in cash	(94,494)
<b>Outstanding, March 31, 2025</b>	<b>703,096</b>

### *Deferred share units plan ("DSUP")*

Total expenses related to the DSUP for the three months ended March 31, 2025 were \$357 (2024 - \$504), including mark-to-market adjustments, which were recognized in administrative expenses. During the three months ended March 31, 2025, no DSUs vested (2024 - 17,691) and were settled in cash, resulting in a nil decrease to the share-based compensation liability (2024 - \$235). The total liability recorded related to the DSUP as a part of the share-based compensation liability as at March 31, 2025 was \$2,974 (December 31, 2024 - \$2,617). The value of each deferred share unit is measured at each reporting date and is equivalent to the fair value of a common share at the reporting date.

A summary of the movement of the DSUs granted is as follows:

	<b>Number of DSUs</b>
Outstanding, January 1, 2024	178,591
Granted	32,107
Dividends reinvested & forfeiture	11,438
Settled in cash	(54,610)
Outstanding, December 31, 2024	167,526
Granted	8,931
Dividends reinvested & forfeiture	2,626
<b>Outstanding, March 31, 2025</b>	<b>179,083</b>

### *Executive deferred share units plan ("EDSUP")*

Total expenses related to the EDSUP for the three months ended March 31, 2025 were \$334 (2024 - \$387) including mark-to-market adjustments, which were recognized in administrative expenses. During the three months ended March 31, 2025, no executive deferred share unit "EDSU" vested (2024 - 4,193) and settled in cash, resulting in a decrease of \$nil to share-based compensation liability (2024 - \$56). The total liability recorded related to the EDSUP as a part of the share-based compensation liability as at March 31, 2025 was \$2,303 (December 31, 2024 - \$1,969). The value of each vested EDSU is measured at each reporting date and is equivalent to the fair value of a common share of the Company at the reporting date.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

A summary of the movement of the EDSUs granted is as follows:

	Number of EDSUs
Outstanding, January 1, 2024	133,386
Forfeited	(662)
Dividends reinvested & forfeiture	8,082
Settled in cash	(4,193)
Outstanding, December 31, 2024	136,613
Granted	13,369
Forfeited	(8,726)
Dividends reinvested & forfeiture	2,143
<b>Outstanding, March 31, 2025</b>	<b>143,399</b>

### *Total return swap contracts and mark-to-market adjustments on share-based compensation*

Share-based compensation expense, under Notes 17 and 19, includes a fair value gain on Total Return Swap contracts for the three months ended March 31, 2025 of \$646 (2024 - \$1,186) and mark-to-market expense on share-based compensation liability for the three months ended March 31, 2025 of \$1,241 (2024 - \$1,687).

## 17 Key management compensation

The remuneration of key management is set out in aggregate for each of the categories below:

	Three months ended March 31,	
	2025	2024
Salaries and short-term employee benefits	1,707	1,925
Share-based compensation expense	1,214	1,011
	<b>2,921</b>	2,936

## 18 Economic dependence

The Company holds licences related to each of its LTC residences and receives funding from the applicable health authorities related to those licences, which are included in revenues. Funding for incremental costs of specific initiatives is provided in addition to ongoing long-term care funding, all of which are subject to periodic reconciliations with the regulatory authorities. Funding for the incremental costs is required to be spent entirely on resident care, with any excess amounts not allocated to direct resident care or specific purpose is required to be returned to the regulatory authorities. During the three months ended March 31, 2025, the Company received approximately \$138,075 (2024 - \$136,967) in funding.

Approximately 77% and 61% (2024 - 76% and 64%) of revenue from the Company's Ontario LTC residences and British Columbia LTC residences is received from the applicable health authorities, respectively. The rest of the LTC segment's revenue are received from resident co-payments.

## 19 Administrative expenses

	Three months ended March 31,	
	2025	2024
General and administrative expenses	7,634	7,913
Share-based compensation expense	1,500	1,336
<b>Total administrative expenses</b>	<b>9,134</b>	<b>9,249</b>

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### 20 Expenses and other items by category

	Three months ended March 31,	
	2025	2024
Salaries, benefits and people costs	150,222	126,796
Depreciation and amortization	12,057	12,199
Food	9,432	9,011
Purchased services and non-medical supplies	8,370	7,934
Property taxes	3,791	3,456
Utilities	6,407	5,705
Share of net loss in joint ventures	1,827	3,012
Net finance charges	8,517	9,807
Share-based compensation expense	1,500	1,336
Transaction costs	2,091	410
Gain on remeasurement of previously held interest in joint operation (Note 4)	(12,596)	—
Other <sup>(1)</sup>	20,867	24,327
<b>Total expenses and other items</b>	<b>212,485</b>	<b>203,993</b>

<sup>(1)</sup> Other expenses primarily relates to medical supplies, information technology costs, professional fees, insurance and maintenance and equipment.

### 21 Segmented information

Segmented information is presented in respect of the Company's business segments. The business segments are based on the Company's management and internal reporting structure. The Company operates solely within Canada, hence no geographical segment disclosures are presented. Inter-segment pricing is determined on an arm's length basis. Segment results and assets include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

The accounting policies of the business segments are the same as those for the Company and is presented on a proportionate share basis in the manner which our chief operation decision maker reviews the financial information. The "**Adjustments for Joint Ventures**" column shows the adjustments to account for Sienna-Sabra LP and Sienna-RSH Niagara Falls LP using the equity method, as applied in these condensed interim consolidated financial statements.

The Company is comprised of the following main business segments:

- Retirement - this segment consists of 40 RRs, of which five retirement residences are located in Saskatchewan, four of which are located in British Columbia and 31 of which are located in Ontario, and the RR management services business;
- LTC - this segment consists of 34 LTC residences located in Ontario, eight seniors' living residences located in British Columbia and the LTC management services business; and
- Corporate, Eliminations and Other - this segment represents the results of head office, intercompany eliminations and other items that are not allocated to the segments.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

	Three months ended March 31, 2025				
	Retirement <sup>(1)</sup>	LTC	Corporate, eliminations and other	Adjustments for Joint Ventures <sup>(4)</sup>	Total
<b>Gross revenue</b>	<b>58,471</b>	<b>189,500</b>	<b>21,290</b>	<b>(9,760)</b>	<b>259,501</b>
<b>Less: Internal revenue</b>	<b>—</b>	<b>(3,966)</b>	<b>(21,290)</b>	<b>—</b>	<b>(25,256)</b>
<b>Net revenue</b>	<b>58,471</b>	<b>185,534</b>	<b>—</b>	<b>(9,760)</b>	<b>234,245</b>
<b>Operating expense</b>	<b>37,323</b>	<b>160,800</b>	<b>—</b>	<b>(6,668)</b>	<b>191,455</b>
<b>Depreciation and amortization</b>	<b>9,929</b>	<b>5,673</b>	<b>879</b>	<b>(4,424)</b>	<b>12,057</b>
<b>Administrative expense</b>	<b>—</b>	<b>—</b>	<b>9,134</b>	<b>—</b>	<b>9,134</b>
<b>Share of net loss in joint ventures</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,827</b>	<b>1,827</b>
<b>Finance costs</b>	<b>5,949</b>	<b>1,069</b>	<b>3,174</b>	<b>(560)</b>	<b>9,632</b>
<b>Finance income</b>	<b>(6)</b>	<b>(102)</b>	<b>(1,013)</b>	<b>6</b>	<b>(1,115)</b>
<b>Transaction costs</b>	<b>(153)</b>	<b>837</b>	<b>1,348</b>	<b>59</b>	<b>2,091</b>
<b>Gain on remeasurement of previously held interest in joint operation (Note 4)</b>	<b>—</b>	<b>(12,596)</b>	<b>—</b>	<b>—</b>	<b>(12,596)</b>
<b>Provision for income taxes</b>	<b>—</b>	<b>—</b>	<b>5,966</b>	<b>—</b>	<b>5,966</b>
<b>Net income (loss)</b>	<b>5,429</b>	<b>29,853</b>	<b>(19,488)</b>	<b>—</b>	<b>15,794</b>
<b>Additions to property and equipment <sup>(2) (3)</sup></b>	<b>12,735</b>	<b>57,997</b>	<b>563</b>	<b>—</b>	<b>71,295</b>
<b>Additions to intangible assets <sup>(3)</sup></b>	<b>—</b>	<b>(117)</b>	<b>271</b>	<b>—</b>	<b>154</b>

<sup>(1)</sup> For the three months ended March 31, 2025, the Retirement segment recognized accommodation revenues of \$27,481 and service revenues of \$30,990.

<sup>(2)</sup> Includes government-funded capital expenditures for the three months ended March 31, 2025 of \$6,610.

<sup>(3)</sup> Includes additions and acquisitions net of derecognition of previously held interest in joint operation (Note 4).

<sup>(4)</sup> Adjustments to present Sienna-Sabra LP and Sienna-RSH Niagara Falls LP using the equity method, as applied in the condensed interim consolidated financial statements.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

	Three months ended March 31, 2024				Total
	Retirement <sup>(1)</sup>	LTC	Corporate, eliminations and other	Adjustments for Joint Ventures <sup>(3)</sup>	
Gross revenue	53,251	190,083	17,866	(8,434)	252,766
Less: Internal revenue	—	(3,950)	(17,866)	—	(21,816)
Net revenue	53,251	186,133	—	(8,434)	230,950
Operating expense	35,501	140,394	—	(6,579)	169,316
Depreciation and amortization	9,855	5,869	845	(4,370)	12,199
Administrative expense	—	—	9,249	—	9,249
Share of net loss in joint ventures	—	—	—	3,012	3,012
Finance costs	4,498	1,730	4,585	(510)	10,303
Finance income	(13)	(144)	(352)	13	(496)
Transaction costs	—	161	249	—	410
Provision for income taxes	—	—	7,228	—	7,228
Net income (loss)	3,410	38,123	(21,804)	—	19,729
Purchase of property and equipment, net of disposals <sup>(2)</sup>	9,265	10,823	220	—	20,308
Purchase of intangible assets	—	—	535	—	535

<sup>(1)</sup> For the three months ended March 31, 2024, the Retirement segment recognized accommodation revenues of \$25,028 and service revenues of \$28,223.

<sup>(2)</sup> Includes government-funded expenditures for the three months ended March 31, 2024 of \$7,918.

<sup>(3)</sup> Adjustments to present Sienna-Sabra LP using the equity method, as applied in the condensed interim consolidated financial statements.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

	As at March 31, 2025				
	Retirement	LTC	Corporate, eliminations and other	Adjustments for Joint Venture <sup>(1)</sup>	Total
<b>Total assets</b>	<b>871,046</b>	<b>1,005,014</b>	<b>128,809</b>	<b>(52,716)</b>	<b>1,952,153</b>

	As at December 31, 2024				
	Retirement	LTC	Corporate, eliminations and other	Adjustments for Joint Venture	Total
Total assets	879,973	921,841	111,726	(53,733)	1,859,807

<sup>(1)</sup> Adjustments to present Sienna-Sabra LP and Sienna-RSH Niagara Falls LP using the equity method, as applied in the condensed interim consolidated financial statements.

	As at March 31, 2025				
	Retirement	LTC	Corporate, eliminations and other	Adjustments for Joint Venture <sup>(1)</sup>	Total
<b>Total liabilities</b>	<b>478,696</b>	<b>379,670</b>	<b>527,638</b>	<b>(52,716)</b>	<b>1,333,288</b>

	As at December 31, 2024				
	Retirement	LTC	Corporate, eliminations and other	Adjustments for Joint Venture	Total
Total liabilities	506,479	382,958	543,382	(53,733)	1,379,086

<sup>(1)</sup> Adjustments to present Sienna-Sabra LP and Sienna-RSH Niagara Falls LP using the equity method, as applied in the condensed interim consolidated financial statements.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

### 22 Joint arrangements

A joint arrangement can be a joint venture or a joint operation. In a joint venture, the parties that have joint control of the arrangement have the rights to the net assets of the arrangement. In a joint operation, the parties that have joint control of the arrangement have the rights to the assets, and obligations for the liabilities, relating to the arrangement. The following are the Company's joint arrangements as at March 31, 2025:

Joint Arrangements	Number of properties	Sienna ownership	Joint arrangement type	Accounting treatment	Investment in joint venture balance as at March 31, 2025	Share of net loss from joint venture for the three months ended March 31, 2025
Sienna-RSH Niagara Falls LP	1	70%	Joint venture	Equity	5,037	(329)
Sienna-Sabra LP	12	50%	Joint venture	Equity	123,261	(1,498)
Sienna Baltic Development LP <sup>(1)</sup>	1	77%	Joint operation	Proportionate	N/A	N/A
<b>Total</b>					<b>128,298</b>	<b>(1,827)</b>

<sup>(1)</sup>The Company owns 100% of Sienna Baltic Development LP which owns 77% of Glenmore Lodge Community.

#### Joint ventures

##### *Sienna-RSH Niagara Falls LP*

On February 7, 2020, the Company formed a joint venture with a third party for the purpose of developing a retirement residence in Niagara Falls, Ontario, which began operating in Q1 2024. The Company owns a 70% interest in this joint venture. The Company has accounted for this joint venture using the equity method of accounting, since this joint arrangement is structured through a separate legal vehicle, and the Company has rights to the net assets of the arrangement.

The following tables outline the Company's investment in this joint venture, and the Company's share of the joint venture's net loss.

Investment in joint venture as at January 1, 2025	4,666
Contributions to joint venture	700
Share of net loss in joint venture	(329)
<b>Investment in joint venture as at March 31, 2025</b>	<b>5,037</b>

Statements of Financial Position of Joint Venture	March 31, 2025	December 31, 2024
Current assets	291	266
Long-term assets	46,741	47,248
<b>Total assets</b>	<b>47,032</b>	<b>47,514</b>
Current liabilities	860	1,872
Long-term liabilities	38,976	38,976
<b>Total liabilities</b>	<b>39,836</b>	<b>40,848</b>
Net assets	7,196	6,666
<b>Sienna's share of net investment in joint venture (70%)</b>	<b>5,037</b>	<b>4,666</b>

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

Statements of Net Income of Joint Venture	Three months ended March 31,	
	2025	2024
<b>Revenue</b>	<b>1,345</b>	<b>231</b>
<b>Expenses and other items</b>		
Operating expenses	1,069	790
Depreciation and amortization	205	241
Net finance charges	541	457
	<b>1,815</b>	<b>1,488</b>
Net loss	(470)	(1,257)
<b>Sienna's share of net loss in joint venture (70%)</b>	<b>(329)</b>	<b>(880)</b>

### Sienna-Sabra LP ("SSLP")

The Company owns 50% interest in this joint venture. The Company has accounted for this joint venture using the equity method of accounting, since this joint arrangement is structured through a separate legal vehicle, and the Company has rights to the net assets of the arrangement.

The following tables outline the Company's investment in this joint venture, and the Company's share of the joint venture's net loss.

Investment in joint venture as at January 1, 2025	127,109
Distribution received from joint venture	(2,350)
Share of net loss in joint venture	(1,498)
<b>Investment in joint venture as at March 31, 2025</b>	<b>123,261</b>

Statements of Financial Position of Joint Venture	March 31, 2025	December 31, 2024
Current assets	10,455	11,013
Long-term assets	285,728	293,483
<b>Total assets</b>	<b>296,183</b>	<b>304,496</b>
Current liabilities	7,188	7,411
Long-term liabilities	42,474	42,868
Total liabilities	49,662	50,279
Net assets	246,521	254,217
<b>Sienna's share of net investment in joint venture (50%)</b>	<b>123,261</b>	<b>127,109</b>

Statements of Net Income of Joint Venture	Three months ended March 31,	
	2025	2024
<b>Revenue</b>	<b>17,637</b>	<b>16,545</b>
<b>Expenses and other items</b>		
Operating expenses	11,842	12,052
Depreciation and amortization	8,562	8,402
Net finance charges	350	354
Transaction costs	(121)	—
	<b>20,633</b>	<b>20,808</b>
<b>Net loss</b>	<b>(2,996)</b>	<b>(4,263)</b>
<b>Sienna's share of net loss in joint venture (50%)</b>	<b>(1,498)</b>	<b>(2,132)</b>

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

Related party transactions occur between Sienna and its joint ventures. These related party transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to between the related parties. Except as disclosed elsewhere in these condensed interim consolidated financial statements, the related party balances are included in accounts receivable and payable, and in management fee revenue, as applicable. As of March 31, 2025, \$152 (December 31, 2024 - \$295) of the Company's accounts receivable related to its investments in joint ventures. For the three months ended March 31, 2025, \$354 (2024 - \$384) of the Company's management fees related to its investment in joint ventures.

### Joint operations

#### *Sienna Baltic Development LP*

On September 14, 2023, the Company entered into an agreement to acquire the remaining 60% interest in Nicola Lodge, over two closings. The first closing took place on December 31, 2023. On February 28, 2025, the Company acquired all remaining interests, increasing from 70% to 100% and obtained control. This resulted in Nicola Lodge no longer being a joint operation (refer to Note 4).

As at December 31, 2024, the Company's share of net assets of Nicola Lodge was \$22,298. For the two months of January and February 2025, the Company's share of net income in Nicola Lodge was \$220 (For the three months ended March 31, 2024 - \$880).

The Company's joint arrangement in Glenmore Lodge Community ("**Glenmore Lodge**") is a joint operation, since the parties that have joint control of the arrangements have right to the assets, and obligations for the liabilities, Glenmore Lodge.

The following tables outline the net assets and net income for Glenmore Lodge, and the Company's share of 77% of Glenmore Lodge that has been recognized in the condensed interim consolidated financial statements.

Statements of Financial Position of Joint Operation	March 31, 2025	December 31, 2024
Current assets	3,195	10,492
Long-term assets	28,809	99,943
<b>Total assets</b>	<b>32,004</b>	110,435
Current liabilities	4,761	12,988
Long-term liabilities	19,093	57,141
<b>Total liabilities</b>	<b>23,854</b>	70,129
Net assets	8,150	40,306
<b>Sienna's share of net assets</b>	<b>6,296</b>	28,827

As at March 31, 2025, the Company's share of net assets in Glenmore Lodge was \$6,296 (December 31, 2024 - \$6,529).

Statements of Net Income of Joint Operations	Three months ended March 31,	
	2025 <sup>(1)</sup>	2024
<b>Revenue</b>	<b>8,081</b>	12,851
<b>Expenses and other items</b>		
Operating, net	6,610	8,314
Depreciation and amortization	559	912
Net finance charges	494	608
<b>Net income</b>	<b>418</b>	3,017
<b>Sienna's share of net income</b>	<b>300</b>	2,241

<sup>(1)</sup> Includes results of Nicola Lodge for the two months ended February 28, 2025.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

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For the three months ended March 31, 2025, the Company's share of net income in Nicola Lodge and Glenmore Lodge was \$220 and \$80, respectively (2024 - \$880 and \$1,361, respectively).

### 23 Commitments and contingencies

#### *Contractual commitments*

The Company has a lease with respect to its Markham corporate office, which expires on October 31, 2029.

The Company also has various leases for office and other equipment that expire over the next four years.

On February 14, 2025, the Company entered into a purchase agreement to acquire Cawthra Gardens, a 192-bed Class A long-term care home in Mississauga, Ontario for a gross purchase price of \$32.6 million, subject to certain customary adjustments and a \$2.0 million capital allowance which the Company plans to use within the first twelve months after closing. The acquisition will be financed through use of general corporate funds. The transaction is subject to regulatory approvals and customary closing conditions, and is expected to close in Q3 2025.

#### *Letters of credit*

As at March 31, 2025, the Company was contingently liable for letters of credit in the amount of \$689 (December 31, 2024 - \$689).

#### *Legal Proceedings*

The Company is subject to various legal proceedings and claims that arise in the ordinary course of business. These matters are generally covered by insurance other than the deductible amounts of the claims. Management believes the final outcome of such matters will not have a material adverse impact on the business, operating results and financial condition of the Company. However, actual outcomes may differ from management's expectations.

On January 21, 2022, the Superior Court of Justice (the "**Court**") made an order consolidating six proposed class actions in the form ordered by the Court. The aggregate amount of damages claimed in the consolidated claim against the Company is \$260,000.

On March 7, 2024, the Court issued its decision certifying the consolidated claim against the Company on the terms set out in the decision, namely only in respect of the Ontario long term care homes owned by the Company and with a gross negligence cause of action.

The Company intends to continue to vigorously defend itself against the consolidated claim.

Given the status of the proceedings, management is unable to assess the potential impact of the consolidated claim on the Company's financial results, and accordingly no provision has been recorded in the condensed interim consolidated financial statements as at March 31, 2025 and December 31, 2024.

On November 20, 2020, the Government of Ontario enacted the Supporting Ontario's Recovery Act (the "**Recovery Act**"). The Recovery Act provides civil liability protection to organizations that made a good faith effort to follow public health guidance and COVID-19 related laws, and did not act with gross negligence. The Recovery Act also deems existing civil proceedings related to COVID-19 exposure to be dismissed without costs and will bar future proceedings from being brought, as long as the defendant acted in good faith and not with gross negligence.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

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### *Pay Equity Claim Proceedings*

The Company along with a number of other industry participants and the Ontario Government are currently engaged in various proceedings with several unions regarding pay equity maintenance for employees at long-term care facilities, for which wages and benefits are typically funded by the MLTC. In one such proceeding, the Supreme Court of Canada denied leave to appeal and upheld the appellate court ruling that the proxy method should be used and comparisons should be made to an external sector employer. The Company and the other participants in the long-term care sector are working with the unions and government to assess the impact of the ruling and establish a framework for pay equity suitable for the sector.

Given the current status of the various proceedings and significant number of judgements required in establishing the pay equity framework that will impact the measurement of any potential provision, including ongoing discussions with the unions amongst the parties, management has assessed the conditions required for a provision and have concluded that it is not possible to reliably measure the potential outflow of resources, and accordingly no provision has been recorded in the condensed interim consolidated financial statements as at March 31, 2025 and December 31, 2024.

## 24 Subsequent Events

### *Alberta Portfolio Acquisition*

On April 1, 2025, the Company closed its acquisition of a portfolio of four continuing care homes in Alberta, consisting of 540 suites in the Calgary Metropolitan Region, Edmonton, Fort Saskatchewan and Medicine Hat (the "**Portfolio**" or "**Acquisition**") for an aggregate purchase price of \$181.6 million. Given the timing of the transaction, the Company is in the process of finalizing the purchase price allocation and expects to disclose it in the Company's second quarter 2025 condensed interim consolidated financial statements.

Transaction costs expensed related to the Acquisition for the three months ended March 31, 2025 were \$389.

The acquisition was financed through the assumption of approximately \$150.6 million of CMHC debt, with a fair value of \$157.6 million, bearing a weighted average interest rate of 4.6% and a remaining average term of approximately 4.3 years. The balance was financed with cash on hand. As at March 31, 2025, there was \$25,362 deposit paid prior to closing on April 1, 2025, which is presented as prepaid expenses and deposits on the condensed interim consolidated financial statements.

### *Wildpine Acquisition*

On April 16, 2025, the Company closed its acquisition of Wildpine Residence, a 165-suite retirement residence in Ottawa, Ontario, for an aggregate purchase price of \$48.0 million. The acquisition was financed through assumption of approximately \$25.2 million of CMHC insured debt with an interest rate of 3.69% and a remaining term of approximately 7.4 years. The balance was financed with cash on hand. Given the timing of the transaction, the Company is in the process of finalizing the purchase price allocation and expects to disclose it in the Company's second quarter 2025 condensed interim consolidated financial statements.

Transaction costs expensed related to the Wildpine acquisition for the three months ended March 31, 2025 were \$194.

## Notes to the Condensed Interim Consolidated Financial Statements (Unaudited)

All amounts are in thousands of Canadian dollars, except share and per share data, or unless otherwise noted

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### *Hazeldean Gardens Acquisition*

On May 2, 2025, the Company entered into a purchase agreement to acquire Hazeldean Gardens Retirement Residence, a 172-suite retirement residence consisting of 129 independent living (IL), 31 assisted living (AL), and 12 memory care (MC) units in Stittsville, a suburb located in Ottawa's west end for an purchase price of \$85.25 million, including a performance-based payment of \$3.75 million, plus an additional performance-based contingent payment of \$1.25 million. The acquisition will be financed with cash on hand.

The transaction is subject to regulatory approvals and customary closing conditions, and is expected to close within 60 – 75 days.

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