



2024 Year in Review





Table of Contents



Introduction

- 3** Message from the Principals
- 4** Optima Living: A Fresh Look, the Same Heart
- 5** Optima Steering Committee
- 6** Optima by the Numbers
- 7** Financial & Operational Highlights

Community & Market Leadership

- 8** Recognition & Industry Influence
- 10** Life at Optima Living
- 13** Partnering for Excellence in Care and Learning

Industry Leadership

- 14** A Record-Breaking Year for Grants
- 15** Promoting Employee Wellness
- 15** Building Strong Relationships with Government Leaders
- 16** Showcasing Leadership and Innovation
- 16** Advocating for Sustainable Growth
- 17** Thought Leadership in Action

Big Rocks Leadership

- 18** Reflective Leadership: Guiding Our Big Rocks in 2024
- 19** Priority 1: Operational Excellence
- 20** Priority 2: People
- 22** Priority 3: Growth
- 24** Priority 4: Governance and Risk Management



Welcome to our interactive PDF!

We are pleased to offer this year's report with new interactive features. Please use the top navigation bar to move through pages and keep an eye out for other interactive content.



Message from the Principals

Optima Living is defined by three key pillars: we are purpose-driven, value-based, and growth-oriented. Our purpose-driven approach is guided by our North Star, ***Let us welcome you home***, a commitment that has been central to our vision since 2007.

We continue to scale this purpose, always remembering that home is both a place and a feeling. Our value-based philosophy emphasizes dignity, respect, collaboration, and doing the right thing.

We celebrate our X-factor, the gift of learning, by embracing both successes and challenges in our quest to make a meaningful difference in the lives of seniors and employees. Finally, our growth-oriented mindset focuses not only on expanding the number of communities and residents we serve but also on fostering individual and organizational growth through knowledge, scale and opportunity as we build strong systems and tools that enable us to fulfill our purpose.

In 2024, Optima Living strengthened its position as a leader in the Canadian seniors housing and care sector, focusing on operational excellence, financial discipline and sustainable growth.

A key strategic decision this year was to prioritize operational stabilization, enhance efficiencies, and prepare for future high-value acquisition and development opportunities. Our focus remains on accretive transactions that maximize income growth, portfolio value, and partner distributions. By targeting assets below replacement cost, we are positioning Optima Living for long-term success in a competitive market.

A significant challenge in 2024 was the healthcare labour shortage and the subsequent impact on operational costs. We tackled this head-on by reducing reliance on third-party agencies, achieving a 70%+ reduction in agency hours by end of 2024. This initiative improved efficiency,

strengthened our internal workforce, and enhanced resident care, ultimately stabilizing financial performance.

Reflective leadership inspired us to invest in our people. This year we innovated on key people development programs. We rolled out Shining Stars, a peer-to-peer recognition program which drives our Optima values of Working Together, Doing the Right Thing, Dignity and Respect. We have also launched the Rising Star leadership development program, an initiative dedicated to strengthening leadership capacity in our communities.

Our strategic leadership retreats, including our Annual Leadership Summit, Base Camps, Strategic Planning Bricks, and Big Rocks sessions, have played a pivotal role in aligning business objectives with investor expectations.

Optima Living is the only top ten senior housing and care operator in Canada operating exclusively in Western Canada. As we look ahead, this geographic concentration offers continued opportunities for expansion and market dominance.

To everyone who was part of our journey in 2024, we say thank you. We are excited to see what 2025 will bring!

Ali, Farid and Karim



**“Looking ahead,
Optima Living is the only top
ten senior housing and care
operator in Canada operating
exclusively in Western Canada.**

– Ali, Farid and Karim

Optima Living: A Fresh Look, the Same Heart

At Optima Living, home is more than a place—it's a feeling of belonging, purpose, and care. Since our founding, we've remained committed to creating environments where seniors not only live but thrive. Guided by our North Star, **Let us welcome you home**, our growth from a small startup to a leader in senior living has always been driven by vision, values, and a deep respect for every individual we serve.

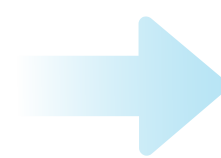
We have introduced a refreshed logo—one that reflects our evolution while staying true to the heart of who we are. Inspired by our founders' original sketch on a napkin, the updated design captures the essence of our journey and aspirations. The strong mountain lines represent protection, resilience and reliability; the modern font symbolizes clarity and innovation; and the refreshed colour palette—drawn from nature—honours our commitment to diversity and sustainability.

At the centre of the logo is the human figure, representing the residents and team members who are the soul of Optima Living. This thoughtful blend of elements encapsulates our North Star, **Let us welcome you home**.

Our visual identity may have evolved—but our promise remains unchanged. Together, we continue to create a better tomorrow—one community at a time. See the Optima Living Brand Reveal by clicking [here](#).



Original



Refreshed





Optima Steering Committee



Natalie Ku
Chief Financial Officer



Angela Grottoli
Chief Operating Officer



Sharon Conway
Head of Human Resources



Lauren MacLeod
Head of Legal



Farid F. Damji
Co-Founder & Principal



Karim Kassam
Co-Founder & Principal

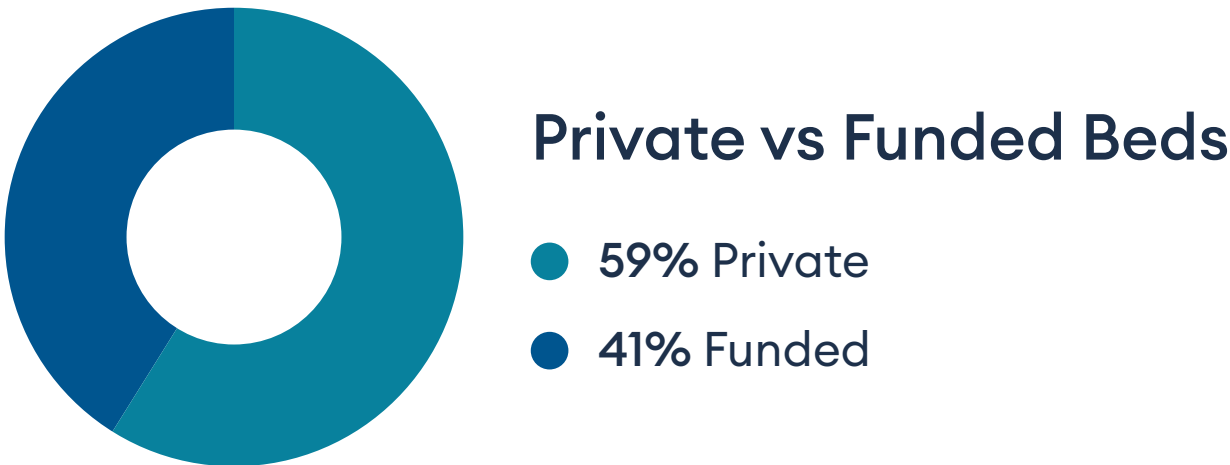
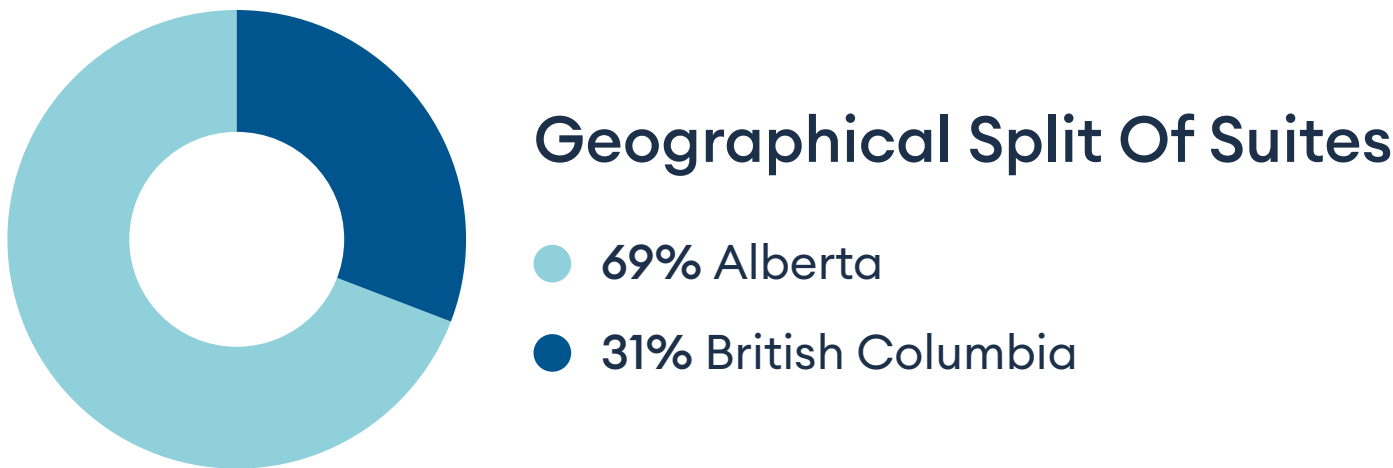


Ali Shivji
Principal



Optima by the Numbers

As of December 31, 2024



Recognized Nationally as a Top 10 Seniors Living and Care Operator, with In-Depth Expertise in Alberta and British Columbia.

Source: Cushman & Wakefield

(1) Valuation is based on assumed cap rates for all operating entities and not 3rd party appraised
 (2) FY2024A is based on a combination of actual FY2024 audited and unaudited financial results

Financial & Operational Highlights

Portfolio Performance



+4% YoY Revenue Growth

Increased year-over-year through revenue optimization and enhanced service offerings.



Operational Efficiencies

Cost reductions through agency reduction, procurement improvements, and streamlined processes.



+9% NOI Expansion

Through a combination of revenue growth and improving operational efficiency.



Occupancy Growth

Grew occupancy to record highs with increased demand in key markets.

Strategic Capital Allocation



AI Integration

Rolled out OLiViA, an AI-powered chatbot, enhancing customer engagement and lead generation. Rolled out Microsoft Co-Pilot, an AI tool to optimize workflow and efficiency, for the senior leadership teams.



\$9.5M Invested in Infrastructure Investment

Modernized key communities to improve resident satisfaction and operational efficiency.



Recognition & Industry Influence

This year, communities across Optima Living were honoured for their dedication to creating welcoming, supportive communities for residents and our commitment to operational excellence. These awards highlight the incredible efforts of our teams who bring our North Star, ***Let us welcome you home***, to life every day.



Golden Sands

Outstanding Employer of the Year

In Lac La Biche, AB, Golden Sands was named Outstanding Employer of the Year by the Lac La Biche & District Chamber of Commerce. This award celebrates the team's commitment to fostering a positive and rewarding workplace. "It's an honour to be recognized by the community we serve," said Carissa Mangiwet, General Manager, Golden Sands. "This award belongs to every team member who makes Golden Sands a truly special place."



Aspen Ridge

A Top Pick in Red Deer

Aspen Ridge in Red Deer, AB, was selected as Silver Winner in the Best Retirement Home category of the Best of Red Deer Readers' Choice Awards. The team's dedication to providing personalized care and creating a warm, welcoming environment for residents shines through. "This recognition is a reflection of our team's incredible efforts to make every resident feel at home," shared Jennifer Jacobsen, General Manager who recently relocated to Vernon and was able to stay with the Optima family.





Wisteria Place

Among the Best in Richmond

Wisteria Place in Richmond, BC, was voted one of the Top Three Seniors' Homes by Richmond News readers. Nestled in the vibrant waterfront community of Steveston, Wisteria Place thrives on its culturally diverse and harmonious environment. General Manager Elena Grishina noted, "This recognition is a testament to our team's passion for creating a vibrant and inclusive home for our residents."



The Hamlets at Vernon

Excellence in Senior Care

The Hamlets at Vernon in BC received the 2024 Thompson Okanagan Business Excellence Award for Healthcare. Known for innovative care programs and community involvement, the team has gone above and beyond from supporting local students through practicum opportunities to welcoming displaced seniors during the McDougall forest fire. "This honour reflects our team's unwavering commitment to enriching the lives of our residents and supporting our community," said Krista Thompson, Regional Operations Manager.

These achievements are a testament to the hard work, compassion, and dedication of our teams. It's a privilege to be recognized by the communities we serve and to create vibrant, caring environments where residents feel at home.



Ali Shivji Named Judge for Senior Living Design Awards

For the second year in a row, Optima Living's Principal, Ali Shivji, served as a judge for the prestigious North American Senior Housing News (SHN) Architecture & Design Awards. This annual program recognizes exceptional senior living design and innovation. Ali joined an expert panel of industry professionals to evaluate projects based on design and functionality, with the most innovative communities highlighted across the industry.

Optima Living has previously earned two SHN awards: Wisteria Place (2022) for fostering cultural connection through its harmonious design and Aster Gardens (2021) for its unique focus on People, Place, and Community.

Life at Optima Living

At Optima Living, our guiding principle, ***Let us welcome you home***, is more than a statement—it's a heartfelt promise to every resident. We believe in communities that are not just places to live but places to thrive. Here are just a few stories that reflect the heartwarming moments, intergenerational connections, and innovative programs that brought people together and fostered meaningful relationships in our communities in 2024.



Bringing Generations Together Through Creativity and Connection

At The Hamlets at Westsyde in Kamloops, BC, residents, children, and teens collaborated on an Intergenerational Mural Project that transformed the community's walls into a vibrant display of nature and unity. This two-day initiative brought together participants from Bumble and Bean Daycare, Westsyde Secondary School, and the seniors' community, resulting in a stunning mural that celebrates community and shared memories. The Intergenerational Mural Project is a symbol of the bonds that unite generations, and a tangible expression of how participants found joy in building relationships through art.



Community Kindness: A Thanksgiving to Remember

When the elevator at Cedarwood Station in Airdrie, AB, was out of order, a local U16 AA hockey team stepped in to ensure residents didn't miss out on Thanksgiving. Delivering over 85 meals from the kitchen, the young athletes not only provided a solution but also brought smiles and a sense of care to the residents. "It warmed their spirits to know young people in the community care," shared Heather Crossen, Community Relations Coordinator.





Fighting Hunger, Building Hope

In August and September 2024, Optima Living communities came together in an incredible show of generosity, contributing a record-breaking 30,000 pounds of food to local food banks. Over the course of a 45-day donation drive, residents, team members, and partners rallied to make a meaningful impact, exemplifying the Optima Living spirit of People, Place, and Community.

The food drive culminated at our Open House events, generating over \$12,500 in financial donations and more than 16,500 pounds of food, bringing the total to just over 29,000 pounds. To push us over the 30,000-pound milestone, our Principals made an additional contribution. A friendly competition between communities added excitement, with each team working tirelessly to make a difference. This remarkable achievement represents a 4x increase over 2022 and is 50% more than we collected last year.

“We’re proud to support the communities where we live and work. Hearing from our food bank partners about the impact of these efforts reinforces just how important this initiative is,” says Carmen Chung, Director of Marketing



Award-Winning Programs That Inspire

Optima Living communities continue to lead with innovative programs like “Together We Grow,” an intergenerational initiative at Rutherford Heights, AB. This collaboration between the Edmonton Public Library and residents was recognized with an Excellence and Innovation Award by Alberta Municipal Affairs. The program fosters connections between seniors, infants, and their parents through singing, storytelling, and shared activities, proving the power of community connections.



4X increase

in funds and donations collected for local food banks over 2022.



“Cloverdale Community Kitchen provides vital support through its food bank, helping 358 families each week and serving hot meals five days a week. None of this would be possible without the generosity of donors like Optima Living. Your support truly impacts the lives of those we serve”

– Linda Wing, Cloverdale Community Kitchen

CARF Accreditation – A Benchmark of Excellence

In keeping with our drive towards excellence in 2024, five of our long-term care communities in BC received the prestigious Three-Year Accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) meeting 100% of nearly 200 standards with no recommendations for improvement, Optima Living joins the elite 3% of CARF-accredited organizations to achieve this distinction.

"This achievement is an indication of Optima Living's dedication and commitment to improving the quality of life of persons served," wrote Brian Boone, President and CEO, CARF Canada.



Why CARF Accreditation Matters:



Excellence in Person-Centred Care

CARF accreditation confirms Optima Living's unwavering commitment to delivering care that prioritizes residents' needs and well-being.



Rigorous Standards

Achieving this recognition requires a thorough peer-review process, including an on-site survey.



Continuous Improvement

Accreditation reflects Optima Living's dedication to quality, accountability, and innovative practices.



100%

of nearly 200 standards were met by five long-term care communities to achieve Three-Year Accreditation from CARF.



"Our success reflects the dedication of each member of the Optima Living family"

– Farid Damji, Co-Founder and Principal



Partnering for Excellence in Care and Learning

We believe in the power of collaboration to create a brighter future. Our partnerships with educational institutions are essential to attracting talented individuals who share our commitment to excellence in care.

Through programs like our Co-op initiative, we provide students with meaningful opportunities to gain hands-on experience while nurturing their growth as future leaders in the continuing care sector.

These collaborations also allow us to work with esteemed researchers and experts, such as Dr. Adrian Wagg, Alberta Health Services Chair in Healthy Ageing, Department of Medicine, University of Alberta. By partnering with these subject matter experts, we bring invaluable health-related resources to our residents and seniors.

Initiatives like Optima Living TV features on bone health and dementia demonstrate our dedication to supporting healthy aging and delivering exceptional care. Together, we are building a network of skilled and compassionate professionals while enhancing the quality of life for those we serve.



View a full list of our Community Partners.



A Record-Breaking Year for Grants

In 2024, Optima Living celebrated an incredible milestone: 20 communities were awarded over \$450,000 through the New Horizons for Seniors Program (NHSP). This funding will support initiatives ranging from community gardens and cultural programs to digital wellness projects and memory care enhancements. Farid Damji, Co-Founder and Principal, expressed gratitude for “the opportunity to fuel our purpose through the grants that make a meaningful difference in the lives of our residents”.

Optima Living also received \$211,066 in grants from EquipCare BC, which brings safety and quality of life items to publicly funded long-term care and assisted living operators. B.C.’s Ministry of Health awards the grant to BCCPA to develop and manage the province-wide program. Optima Living has used the funds under this program to enhance the lives of our residents through the purchase of mobility equipment, ergonomic furniture, life safety equipment and sensory aids. Optima Living was also approved for \$141,300 in 2024 for EquipCare Climate Action grants.

NHSP Grant Initiatives Highlights

- ➔ Power of Art and Culture
- ➔ Celebrating Pluralism
- ➔ Community Garden and Horticulture Programs
- ➔ Memory Living and Brain Health Enhancements
- ➔ Digital Wellness for Women and Low-Income Seniors



\$450,000

Funding provided through the New Horizons for Seniors Program



\$211,066

Amount received in grants from EquipCare BC



\$141,300

Amount received in grants for EquipCare Climate Action grants



Promoting Employee Wellness

We are also grateful to have received a grant for over \$300,000 from the Alberta Continuing Care Association as administrator of the Care for Staff program, which is funded by Alberta Health through the Continuing Care Staff Mental Health Supports grant program.

This grant provides funding for staff to engage in personal wellness initiatives, such as counselling and psychological support, physical health activities, education, artistic pursuits, and physical wellness services.

We believe that mental health is crucial for employee wellness, engagement and creativity, which also has a direct impact on our residents' experience, and we are committed to continuing to find ways to support the well-being of our team members.



\$300,000

Amount received in grants from the
Alberta Continuing Care Association



Building Strong Relationships with Government Leaders

Fostering strong relationships with government leaders is essential to addressing the growing needs of seniors across British Columbia and Alberta.

Through collaboration with policymakers, health authorities, and community partners, Optima Living is making meaningful progress toward innovative solutions for housing shortages, workforce challenges, and infrastructure redevelopment.



Showcasing Leadership and Innovation

From hosting B.C. Seniors Advocate Dan Levitt at Royal Crescent Gardens to engaging Alberta leaders at the Central Alberta Leaders' Dinner in 2024, Optima Living consistently demonstrates our commitment to quality care and home-style environments. These interactions provide opportunities for meaningful discussions on pressing issues, such as implementing tax credits for seniors, securing funding for redevelopment projects, and streamlining the delivery of care.

Advocating for Sustainable Growth

Recognized as a leader in the industry, Optima Living is frequently invited to participate in media interviews and provide commentary on critical issues, with a *Business in Vancouver* article serving as a prime example.

In an October 2024 Business in Vancouver article, Co-Founder and Principal Karim Kassam emphasized the urgency of addressing the seniors housing crisis. “The demand is so high that it’s going to cause an exceptional strain on the housing system, healthcare system, and acute system. We need proactive government collaboration to address these challenges effectively,” he said.



Thought Leadership in Action

We are committed to using our experience to advance not only Optima Living, but also the sector as a whole.

Karim Kassam, our Co-Founder and Principal, was elected to serve as the volunteer Treasurer for the Alberta Continuing Care Association, and Angela Grottoli, our Chief Operating Officer, was elected as the volunteer Treasurer for the BC Care Providers Association. By contributing their time and expertise, Karim and Angela are playing key roles in shaping the future of care for seniors in Alberta, British Columbia, and beyond.

Optima Living's leadership also extends to international stages. As a keynote speaker in Florida at the Seniors Housing News Sales and Marketing Conference, Karim Kassam shared insights on social media's power to enrich the resident experience, showcasing how Optima communities inspire vibrant living. This blend of advocacy and thought leadership ensures Optima Living remains a trusted voice in shaping the future of senior care.





Reflective Leadership: Guiding Our Big Rocks in 2024

The Big Rocks framework is our way of staying focused on what truly matters—our people, our places, and the communities we call home. This approach keeps us grounded in our mission to provide seniors with home-style living while ensuring every decision reflects care, quality, and balance. It also helps us to manage our significant growth over a short time, by focusing on scaling our culture, stabilizing operations and positioning ourselves for sustainable growth in the future.

Together, we laid the foundation for continued excellence, proving the power of our Big Rocks framework in driving positive change and helping to navigate the changing senior living landscape. In the following pages, we take a look at each of our key priorities that scale our purpose and North Star, ***Let us welcome you home.***



Operational
Excellence



People



Growth



Governance and
Risk Management



See How Far We've Come: [click here to watch our video.](#)



Big Rocks 2024: [click here to watch our video.](#)





Priority 1

Operational Excellence

Operational excellence is the foundation of Optima Living's North Star, ensuring exceptional care and service through streamlined systems, scalable growth, and financial discipline. This commitment enables us to provide the best possible experience for our residents.

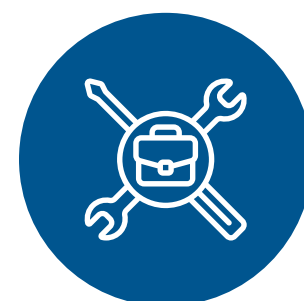


2024 Key Highlights



Reduced Agency Hours

From over 10,000 to 3,000 hours and still improving. This lessens our reliance on third-party agencies.



Leadership Toolkit

Critical resources now at General Managers' fingertips.



CapEx Improvements

Processes approved and deployed at sites.



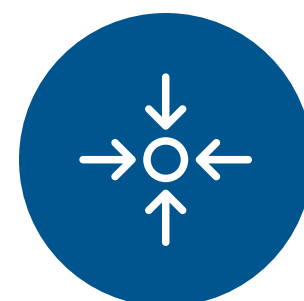
Leveraged PowerBI

- Yardi Access rolled out for management efficiency.
- Procure-to-Pay and Yardi EHR launched at major sites.
- SharePoint HUB established for company-wide updates.
- Deliver on-demand data for better decision-making.



Resident Satisfaction

Resident participation and satisfaction increased 3-6% from 2023 to 2024.



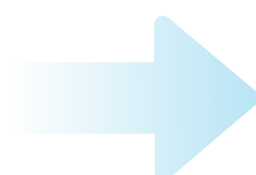
Centralized Policies

A single reference point for all Optima policies.



Accreditation

CARF Accreditation earned for five long-term care homes.



These advancements showcase how we're continually improving to create better experiences for our residents, team members, and communities.

2

Priority 2 People

Our team is the driving force behind our success. We are dedicated to creating a workplace where every individual feels valued, supported, and empowered to grow.

Through purposeful hiring, seamless onboarding, ongoing development opportunities, and a strong focus on well-being, we strive to foster an environment where our people can do their best work. By investing in our team, we strengthen our culture, enhance engagement, and ensure that every member of the Optima family feels a true sense of belonging.



2024 Key Highlights



Employee Satisfaction
Increased from 59% in 2023 to 68% in 2024.



Record Applications for the Co-op Program
16 students hired in 2024, 25 since the program began in 2023.



Groundbreaking Initiatives
Initiatives like the **Welcome Home Program**, exemplify Optima’s commitment to community and inclusivity.



Began with a strong start, bringing leadership development to life.



Launched to celebrate outstanding contributions.



Our people are the heart and soul of Optima Living, and their commitment and dedication remain pivotal to our success. Looking forward, we are building on initiatives that address retention challenges while attracting new-to-industry talent and students.



Co-op Program: Fostering the Next Generation

Since its launch in late 2022, Optima Living’s Co-op Program has provided meaningful, hands-on learning experiences in various business areas. Under the visionary leadership of Simran Sandhu, Manager, HR Special Programs, the program has expanded significantly, welcoming students from top institutions including University of British Columbia, Simon Fraser University, and British Columbia Institute of Technology.

In 2024, we had 16 students working across diverse functions—Marketing, HR, Data Analysis, and more—gaining real-world insights while contributing fresh ideas to Optima Living.

As Simran notes, “Our goal is to create a pipeline of talent that not only enhances our team today but inspires young professionals to innovate and grow within the seniors living sector.” Plans are underway to expand the program to Alberta in 2025.



Welcome Home: Refugee Support Initiative

In 2024, Optima Living took a bold step to support displaced refugees through the “Welcome Home Program”, spearheaded by Simran Sandhu and Kristie Kekewich. The initiative aims to bring 100 refugees and their families to Canada, offering them a fresh start through employment and support.

The first arrivals, known as the “Fantastic Four,” came from Afghanistan and are now pursuing careers in healthcare through BC’s Health Career Access Program. Supported by Optima’s team, including leaders at The Hamlets at Westsyde, they are building new lives in Canada.

For so many of us at Optima, this mission is deeply personal and is inspired by our own immigration experiences. We remain committed to creating lasting change as this is only the beginning of what we can do together to rebuild lives.

Rising Star

The Rising Star program is a year-long leadership development initiative designed to prepare a select group of dedicated individuals—each nominated by respected leaders—for future General Manager roles. Chosen for their exceptional commitment, potential, and proven experience in community management or support services, participants build the skills and knowledge to lead with confidence.

Rising Stars Graduating Class of 2025

- | | |
|------------------------|---------------------|
| ◆ Ashley Vigue | ◆ Lindsay Vanderlip |
| ◆ Connie Auriti | ◆ Margie Edwards |
| ◆ Kat Desmarais | ◆ Maricel Bolze |
| ◆ Inderjeet Kaur Batth | ◆ Michelle Kerr |
| ◆ Isabella Yendt | ◆ Robin Brooks |
| ◆ Jenny Rounis | ◆ Samantha Gantz |
| ◆ Jaskaran Singh | ◆ Shannon Condon |
| ◆ Kailey Brown | ◆ Tanicia Dyer |
| ◆ Lakmini Ramanayake | |



3

Priority 3

Growth

Growth at Optima Living reflects our commitment to nurturing meaningful relationships with key stakeholders including residents, partners, and government, while expanding our reach and enhancing our services. In 2024, we celebrated milestones that solidified our presence and positioned us for future success.



2024 Key Highlights



Upgraded Offices

Our Edmonton office expanded to a larger, modern space and we renovated the Surrey office to enhance cross-functional collaboration and support growing teams. We added more desks in Vancouver to accommodate the growing number of employees.



Open House Success

Spring events welcomed over 1,600 visitors, three times more than in 2023. Fall events continued the momentum with 1,400 visitors, generating 530 prospects and securing nearly 60 deposits.



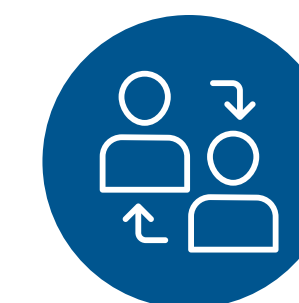
Oakwood Manor Rebrand

Parkwood Court was rebranded to Oakwood Manor, reflecting its upscale private long-term care services. The new name differentiates Oakwood Manor from Parkwood Place, our Independent Living sister community.



Aspen House Transition

Aspen House, previously operated by Pro Vita/WestCana, joined the Optima Living family, ensuring a smooth transition for residents and employees while upholding high standards of care.



Evergreen Hamlets Staffing Transition

We successfully transitioned staffing services from Sterling to Optima Living, providing continuity and enhanced service quality.



Our Online Community Growth



11,702 newsletter subscribers

Subscribers increased 71%. This was the highest subscriber increase this year.



3,011 Instagram Followers

Followers increased 4% from 2023.



23,556 Facebook Followers

Followers increased 7% from 2023. Bourbon still have the highest.



735 YouTube Subscribers

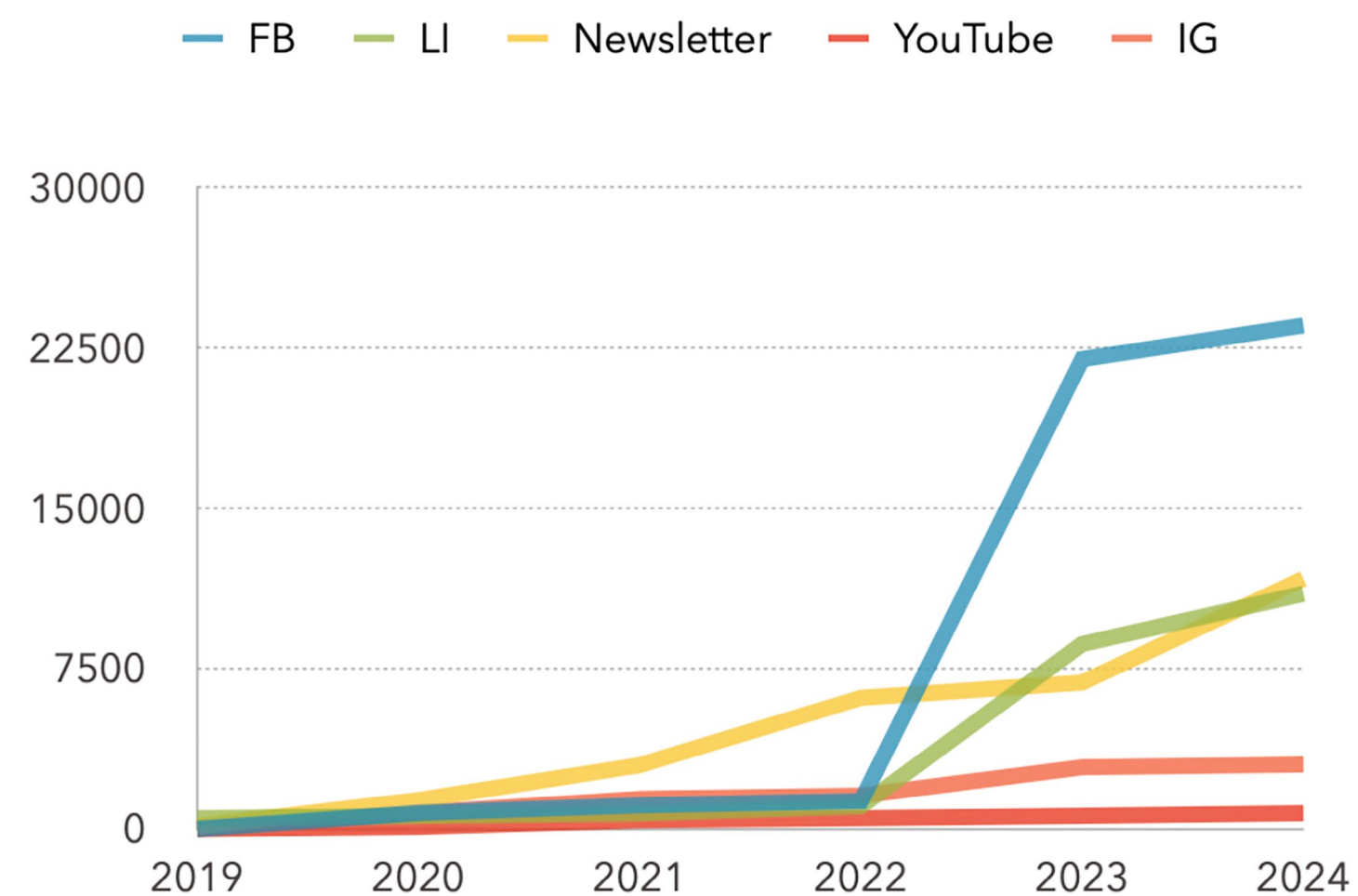
Subscribers increased 20%. Videos had 188K views with over 3K hours of watch time.



11,000 LinkedIn Followers

Subscribers increased 27% from 2023.

Social Media and Content Growth



Spike in 2022 & 2023 from acquisitions.

Occupancy



94%

Our overall occupancy last year for all of BC & Alberta private pay and funded suites.



Meet OLiViA – AI-Powered Innovation

In June 2024, we proudly launched OLiViA (Optima Living Virtual Assistant), an innovative AI-powered chatbot that enhances website engagement and simplifies the visitor experience.

The Meaning Behind OLiViA:

Inspired by “olive,” symbolizing peace and friendship, and “Liv” (protection) and “Via” (through), the name reflects our values and commitment to guiding individuals toward fulfilling lifestyles. We invited Optima Living team members to submit their ideas for names. Congratulations to Paul Ramirez, General Manager of Summerwood Village, for submitting the winning name!

This step into AI positions Optima Living at the forefront of technological innovation in the senior living industry.



4

Priority 4

Governance and Risk Management

Addressing risk is essential to achieving long-term success. At Optima Living, we prioritize robust governance and risk management practices to navigate uncertainties and drive our strategic objectives. By embedding these practices into our operations, we not only safeguard our organization against potential challenges but also create a strong foundation for innovation, sustainability, and continued growth.



2024 Key Highlights



Steering Committee Formation

Established to expedite decision making and strengthen community-focused strategies.



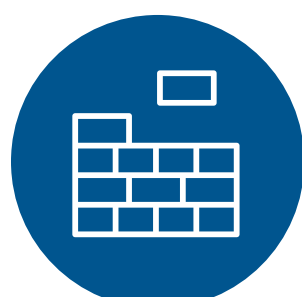
Big Rocks Deep Dive Meetings

Dedicated sessions to eliminate bottlenecks and accelerate major projects.



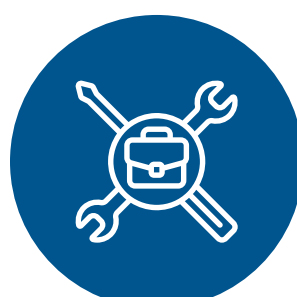
Legal Function

Introduced to support sustainability efforts and align management strategies.



Comprehensive BRICKS Planning Process

A collaborative, all-hands-on-deck approach to set priorities for BIG ROCKS 2025.



Leadership Toolkit

A new resource created to empower general managers with critical information at their fingertips.



Data Analytics Function

Established to foster a data-centric decision-making culture across the organization.



Formation of New Operations Groups

Reorganization to enhance operational efficiency and elevate service delivery across our communities.



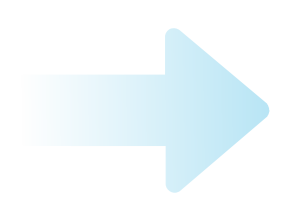
Workshops and Engagements

Summits, Base Camps, and Road Shows implemented to focus both in and on the business, ensuring alignment and progress.



Enhanced Cybersecurity

Strengthened cybersecurity measures across communities and OSM, complemented by a robust anti-phishing and training plan.



With a disciplined approach to capital allocation, strategic growth, and operational efficiencies, Optima Living is well-positioned to proactively manage risks, seize opportunities, and ensure a sustainable future for our communities. As we look ahead, our focus remains on strengthening our portfolio, enhancing resident experiences, and driving shareholder returns.

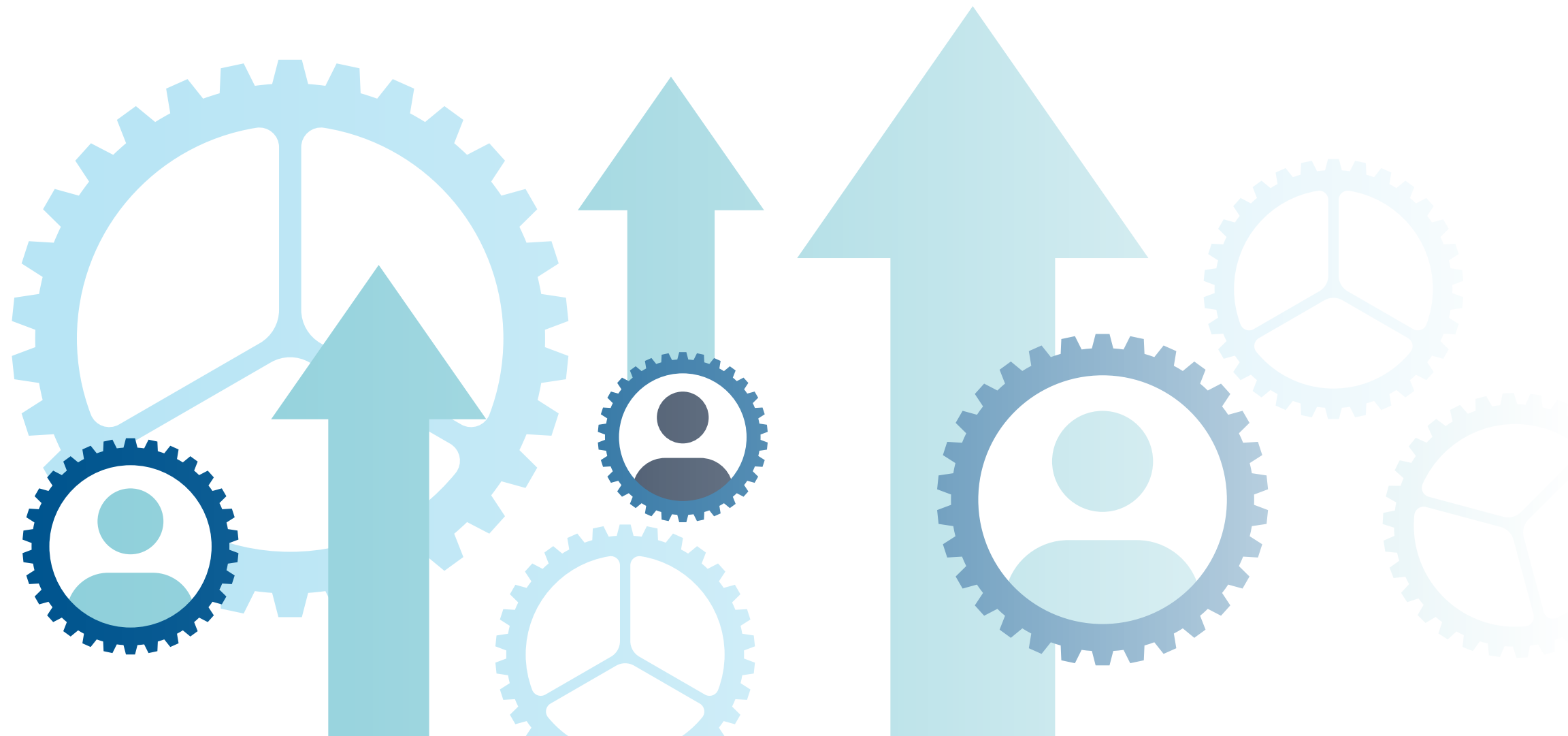
We take great pride in growing our internal talent at Optima Living and are invested in helping our team members build their careers.

In 2024, we saw seven internal promotions to General Managers and two General Managers to Regional Operations Managers. Promoting from within our communities brings numerous advantages. It fosters a sense of loyalty and commitment among our team members, as they see that hard work and dedication are recognized and rewarded.

Internal promotions also ensure that those in leadership positions have a deep understanding of our organizational mission, vision and values. Furthermore, it reduces the onboarding time and costs associated with hiring externally, as promoted individuals are already familiar with our systems and procedures. By investing in our team's development, we cultivate a motivated workforce that is dedicated to delivering exceptional care and service to our residents and a continued commitment to our North Star of ***“Let us welcome you home”***.

**13**

Internal leadership promotions
in 2024





Optima Living

Let us welcome you home.™

optimaliving.ca