



Consolidated Financial Statements and Notes

Year ended December 31, 2025

Extendicare Inc.
Dated: February 26, 2026

Extendicare Inc.

Consolidated Financial Statements

Years ended December 31, 2025 and 2024

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Management’s Responsibility for Consolidated Financial Statements

The accompanying consolidated financial statements of Extencicare Inc. (“Extencicare” or the “Company”) and other financial information contained in this Annual Report are the responsibility of management. The consolidated financial statements have been prepared in conformity with IFRS[®] Accounting Standards as issued by the International Accounting Standards Board, using management’s best estimates and judgments, where appropriate. In the opinion of management, these consolidated financial statements reflect fairly the financial position, results of operations and cash flows of Extencicare within reasonable limits of materiality. The financial information contained elsewhere in this report has been reviewed to ensure consistency with that in the consolidated financial statements.

A system of internal accounting and administrative controls is maintained by management to provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition and that financial records are properly maintained to provide accurate and reliable consolidated financial statements.

The board of directors of Extencicare (the “Board of Directors” or the “Board”) is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls. The Board of Directors carries out this responsibility principally through its independent Audit Committee comprised of unrelated and outside directors. The Audit Committee meets regularly during the year to review significant accounting and auditing matters with management and the independent auditors and to review and approve the interim and annual consolidated financial statements of Extencicare.

The consolidated financial statements have been audited by KPMG LLP, which has full and unrestricted access to the Audit Committee. KPMG’s report on the consolidated financial statements follows.



MICHAEL GUERRIERE

President and Chief Executive Officer



DAVID BACON

Executive Vice President and Chief
Financial Officer

February 26, 2026



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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Extendicare Inc.

Opinion

We have audited the consolidated financial statements of Extendicare Inc. (the Entity), which comprise:

- the consolidated statements of financial position as at December 31, 2025 and December 31, 2024
- the consolidated statements of earnings for the years then ended
- the consolidated statements of comprehensive income for the years then ended
- the consolidated statements of changes in equity for the years then ended
- the consolidated statements of cash flows for the years then ended
- and notes to the consolidated financial statements, including a summary of material accounting policy information

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2025 and December 31, 2024, and its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “***Auditor’s Responsibilities for the Audit of the Financial Statements***” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the year ended December 31, 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matter described below to be the key audit matter to be communicated in our auditor's report.

Evaluation of the impairment assessment of long-term care homes non-financial assets

Description of the matter

We draw attention to Notes 2(c), 3(c), 3(g), 6, and 17 to the financial statements. Property and equipment is a significant portion of the non-financial assets, being \$353,687 thousand, and is primarily comprised of long-term care homes, each property being a cash-generating unit ("CGU"). The Entity recognizes impairment losses in net earnings if the carrying amount of an asset or its related CGU exceeds its estimated recoverable amount. The recoverable amount of an asset or a CGU is the greater of its value in use and its fair value less costs to sell.

Significant assumptions in determining the recoverable amount of CGUs include:

- the estimated market capitalization or discount rate
- estimated normalized net operating income ("NOI") after adjusting for management fees and capital maintenance, or forecasted cash flows.

During the year ended December 31, 2025, the Company did not record any impairment charges.

Why the matter is a key audit matter

We identified the evaluation of the impairment assessment of long-term care homes non-financial assets as a key audit matter. This matter represented an area of significant risk of material misstatement given the magnitude of long-term care homes non-financial assets and the high degree of estimation uncertainty in determining the recoverable amount of long-term care homes non-financial assets. In addition, significant auditor judgment and specialized skills and knowledge were required in evaluating the results of our audit procedures due to the sensitivity of the Entity's determination of recoverable amount to minor changes to significant assumptions.



How the matter was addressed in the audit

The following are the primary procedures we performed to address this key audit matter:

For a selection of CGUs, we evaluated the appropriateness of the normalized NOI assumptions by comparing respective assumptions used in the determination of the recoverable amount of the CGUs to actual historical NOI of such CGUs. We took into account changes in conditions and events affecting the CGU to assess the adjustments or lack of adjustments made in arriving at the normalized NOI for such CGUs.

For one CGU, we evaluated the appropriateness of the forecasted cash flow assumption by comparing the forecasted cash flows used in the determination of the recoverable amount of the CGU to actual historical cash flows of a comparable CGU. We took into account expected changes in conditions and events affecting the CGU to assess the adjustments made in arriving at the forecasted cash flows for this CGU.

For a selection of CGUs, we involved valuations professionals with specialized skills and knowledge, who assisted in evaluating the appropriateness of the capitalization or discount rate assumptions by comparing the capitalization or discount rate against published reports of real estate industry commentators for long-term care homes.

Other Information

Management is responsible for the other information. Other information comprises:

- the information included in Management’s Discussion and Analysis.
- the information, other than the financial statements and the auditor’s report thereon, included in a document likely to be entitled “Annual Report”.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information included in Management’s Discussion and Analysis as at the date of this auditor’s report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor’s report.

We have nothing to report in this regard.



The information, other than the financial statements and the auditor's report thereon, included in a document likely to be entitled "Annual Report" is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.



The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.



- Determine, from the matters communicated with those charged with governance, those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

The engagement partner on the audit resulting in this auditor's report is W. G. Andrew Smith

Vaughan, Canada

February 26, 2026

Extendicare Inc.
Consolidated Statements of Financial Position
As at December 31

<i>(thousands of dollars)</i>	<i>notes</i>	2025	2024
Assets			
Current assets			
Cash and cash equivalents		347,937	121,846
Restricted cash		1,244	710
Accounts receivable	5	84,209	92,324
Income taxes recoverable	20	966	—
Other assets	8	17,578	28,819
Total current assets		451,934	243,699
Non-current assets			
Property and equipment	6	353,687	295,231
Goodwill and other intangible assets	7	195,300	120,907
Other assets	8	33,449	29,433
Deferred tax assets	20	7,673	5,772
Investment in joint ventures	9	24,472	24,746
Total non-current assets		614,581	476,089
Total assets		1,066,515	719,788
Liabilities and Equity			
Current liabilities			
Accounts payable and accrued liabilities		298,739	241,497
Income taxes payable	20	11,594	20,293
Current portion of long-term debt	11	19,847	31,093
Total current liabilities		330,180	292,883
Non-current liabilities			
Long-term debt	11	310,356	261,394
Provisions	10	9,869	9,055
Other long-term liabilities	12	31,314	24,943
Deferred tax liabilities	20	11,426	7,161
Total non-current liabilities		362,965	302,553
Total liabilities		693,145	595,436
Share capital	14	662,850	469,328
Contributed surplus	13	16,290	14,331
Accumulated deficit		(299,676)	(352,546)
Accumulated other comprehensive loss		(6,094)	(6,761)
Shareholders' equity		373,370	124,352
Total liabilities and equity		1,066,515	719,788

See accompanying notes to the consolidated financial statements.
 Commitments and Contingencies (*Note 21*), Subsequent Event (*Note 28*).



Alan D. Torrie
 Chairman



Michael Guerriere
 President and Chief Executive Officer

Extendicare Inc.
Consolidated Statements of Earnings
Years ended December 31

<i>(thousands of dollars except for per share amounts)</i>	<i>notes</i>	2025	2024
Revenue	15	1,660,408	1,466,202
Operating expenses		1,423,570	1,264,713
Administrative costs		61,224	56,940
Total expenses	16	1,484,794	1,321,653
Earnings before depreciation, amortization, and other		175,614	144,549
Depreciation and amortization	6, 7	36,943	33,336
Other income	17	(4,000)	(2,450)
Share of profit from investment in joint ventures	9	(1,854)	(1,933)
Earnings before net finance costs and income taxes		144,525	115,596
Net finance costs	18	14,422	15,735
Earnings before income taxes		130,103	99,861
Current income tax expense		39,777	27,244
Deferred income tax recovery		(6,330)	(2,592)
Total income tax expense	20	33,447	24,652
Net earnings		96,656	75,209
Basic Earnings per Share			
Net earnings	19	\$1.132	\$0.893
Diluted Earnings per Share			
Net earnings	19	\$1.113	\$0.859

See accompanying notes to the consolidated financial statements.

Extendicare Inc.
Consolidated Statements of Comprehensive Income
Years ended December 31

<i>(thousands of dollars)</i>	2025	2024
Net earnings	96,656	75,209
Other Comprehensive Income (Loss), Net of Taxes		
Items that will not be reclassified to profit or loss:		
Defined benefit plan actuarial gains (losses)	908	(861)
Tax (expense) recovery on changes in defined benefit plan	(241)	228
Other comprehensive income (loss), net of taxes	667	(633)
Total comprehensive income	97,323	74,576

See accompanying notes to the consolidated financial statements.

Extendicare Inc.
Consolidated Statements of Changes in Equity
Years ended December 31

<i>(thousands of dollars, except for number of shares)</i>	<i>notes</i>	Number of Shares	Share Capital	Equity Portion of Convertible Debentures	Contributed Surplus	Accumulated Deficit	Accumulated Other Comprehensive Loss	Shareholders' Equity
Balance at January 1, 2024		83,158,315	467,347	7,085	13,087	(393,471)	(6,128)	87,920
Share-based compensation	13	308,663	1,981	—	1,244	(1,336)	—	1,889
Net earnings		—	—	—	—	75,209	—	75,209
Dividends declared	14	—	—	—	—	(40,033)	—	(40,033)
Other comprehensive loss		—	—	—	—	—	(633)	(633)
Redemption of convertible debentures		—	—	(7,085)	—	7,085	—	—
Balance at December 31, 2024		83,466,978	469,328	—	14,331	(352,546)	(6,761)	124,352

<i>(thousands of dollars, except for number of shares)</i>	<i>notes</i>	Number of Shares	Share Capital	Equity Portion of Convertible Debentures	Contributed Surplus	Accumulated Deficit	Accumulated Other Comprehensive Loss	Shareholders' Equity
Balance at January 1, 2025		83,466,978	469,328	—	14,331	(352,546)	(6,761)	124,352
Issuance of common shares	14	10,640,000	193,327	—	—	—	—	193,327
Share-based compensation	13	350,931	195	—	1,959	(1,458)	—	696
Net earnings		—	—	—	—	96,656	—	96,656
Dividends declared	14	—	—	—	—	(42,328)	—	(42,328)
Other comprehensive income		—	—	—	—	—	667	667
Balance at December 31, 2025		94,457,909	662,850	—	16,290	(299,676)	(6,094)	373,370

See accompanying notes to the consolidated financial statements.

Extendicare Inc.
Consolidated Statements of Cash Flows
Years ended December 31

<i>(thousands of dollars)</i>	<i>notes</i>	2025	2024
Operating Activities			
Net earnings		96,656	75,209
Adjustments for:			
Share-based compensation		696	1,889
Depreciation and amortization	6, 7	36,943	33,336
Net finance costs	18	14,422	15,735
Current taxes	20	39,872	26,675
Deferred taxes	20	(7,867)	(2,818)
Defined benefit plan expenses	22	973	996
Defined benefit plan contributions	22	(1,854)	(1,864)
Gain on sale of assets to joint venture, net of tax	17	(11,081)	(2,707)
Gain on sale of Class C LTC assets, net of tax	17	—	(7,651)
Share of profit from investment in joint ventures	9	(1,854)	(1,933)
Other income and expense	17	—	2,661
		166,906	139,528
Net change in operating assets and liabilities			
Accounts receivable		18,559	(3,583)
Other assets		13,215	(5,479)
Accounts payable and accrued liabilities		25,244	31,916
		223,924	162,382
Interest paid, net		(10,893)	(11,203)
Income taxes paid, net		(49,439)	(7,540)
Net cash from operating activities		163,592	143,639
Investing Activities			
Purchase of property, equipment and other intangible assets	6, 7	(59,904)	(41,950)
Change in other assets	8	1,632	1,653
Proceeds from sale of assets to joint venture		57,360	20,482
Proceeds from sale of Class C LTC assets		—	8,990
Investment in joint ventures	9	(1,080)	(718)
Distributions from investment in joint ventures	9	1,617	2,432
Acquisition of home health care business	4	(75,116)	—
Acquisition of LTC assets	4	(41,908)	—
Net cash used in investing activities		(117,399)	(9,111)
Financing Activities			
Issuance of common shares	14	191,524	—
Issuance of long-term debt	11	55,000	130,000
Repayment of long-term debt and lease liabilities	11	(21,586)	(18,936)
Payment of lease liabilities related to purchase of LTC assets from lessor	11	—	(29,918)
Redemption of convertible debentures	11	—	(125,680)
Change in restricted cash		(534)	19
Dividends paid	14	(41,699)	(40,020)
Financing costs	11	(2,807)	(3,331)
Net cash from (used in) financing activities		179,898	(87,866)
Increase in cash and cash equivalents		226,091	46,662
Cash and cash equivalents at beginning of year		121,846	75,184
Cash and cash equivalents at end of year		347,937	121,846

See accompanying notes to the consolidated financial statements.

1. GENERAL INFORMATION AND NATURE OF THE BUSINESS

The common shares (the "Common Shares") of Extencicare Inc. are listed on the Toronto Stock Exchange ("TSX") under the symbol "EXE". The Company and its predecessors have been in operation since 1968. The Company is a leading provider of care and services for seniors across Canada, operating under the Extencicare, ParaMed, Extencicare Assist and SGP Purchasing Network ("SGP") brands and is committed to delivering quality care to meet the needs of a growing seniors' population, inspired by its mission to provide people with the care they need, wherever they call home. The registered office of the Company is located at 3000 Steeles Avenue East, Suite 400, Markham, Ontario, Canada, L3R 4T9.

In 2025, the Company completed the acquisition of nine Class C long-term care homes located in Ontario and Manitoba and one parcel of vacant land located in Ontario. The Company also completed the acquisition of a Canadian home health care business (*Note 4*). In the fourth quarter of 2025, the Company announced the acquisition of another Canadian home health care business expected to close in 2026 (*Note 21*).

2. BASIS OF PREPARATION

a) Statement of Compliance

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB"). These consolidated financial statements were approved by the Board on February 26, 2026.

b) Basis of Measurement

The consolidated financial statements have been prepared on the historical cost basis except for financial assets and liabilities classified at fair value through profit or loss.

The consolidated financial statements are presented in Canadian dollars, which is the Company's functional currency. All financial information presented in dollars has been rounded to the nearest thousand, unless otherwise noted.

c) Use of Estimates and Judgment

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period. Estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. Information about the significant judgments, estimates and assumptions that have the most significant effect on the recognition and measurement of assets, liabilities, income and expenses are discussed below. The recorded amounts for such items are based on management's best available information and are subject to assumptions and judgment, which may change as time progresses; accordingly, actual results could differ from estimates.

A more subjective estimate is the determination of the recoverable amount of cash-generating units ("CGUs") subject to an impairment test in accordance with IAS 36 *Impairment of Assets*. In addition, the assessment of contingencies and provisions are subject to judgment, the gain on sale of assets to the joint ventures includes variable consideration, and the measurement of variable consideration is subject to judgment.

3. MATERIAL ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

a) Basis of Consolidation

The consolidated financial statements include the accounts of Extencicare and its wholly owned subsidiaries. All intercompany transactions and balances have been eliminated. The financial statements of Extencicare's subsidiaries are included within the Company's consolidated financial statements from the date that control commences until the date that control ceases, and are prepared for the same reporting period as the Company, using consistent accounting policies. The Company accounts for business combinations under the acquisition method (see section 'New Material Accounting Policy').

b) Cash and Cash Equivalents

Cash and cash equivalents include unrestricted cash and short-term investments less bank overdraft and outstanding cheques. Short-term investments, comprised of money market instruments, have a maturity of 90 days or less from their date of purchase.

c) Property and Equipment

Property and equipment is stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition or development of the asset. Homes that are constructed or under construction include all incurred expenditures for the development and other direct costs related to the acquisition of land, development and construction of the homes, including borrowing costs of assets meeting certain criteria that are capitalized until the home is completed for its intended use.

Property and equipment, primarily related to long-term care ("LTC") homes, are classified into components when parts of an item have different useful lives. The cost of replacing a component of an item is recognized in the carrying amount of the item if there is future economic benefit and its cost can be measured reliably. Any undepreciated carrying value of the assets being replaced will be derecognized and charged to net earnings upon replacement. The costs of the day-to-day maintenance of property and equipment are recognized in net earnings as incurred.

Depreciation and amortization are computed on a straight-line basis based on the useful lives of each component of property and equipment. Depreciation of LTC homes under construction commences when the home is available for its intended use based upon the useful life of the asset, as outlined in the following table. Land and Construction in Progress are not depreciated. Depreciation methods, useful lives and residual values are reviewed at least annually, and adjusted if appropriate.

Land improvements	20 years
Buildings:	
Building components:	
Structure and sprinklers systems	15 to 50 years
Roof, windows and elevators	25 years
HVAC and building systems	10 to 20 years
Flooring and interior upgrades	15 years
Building improvements and extensions	3 to 10 years
Furniture and equipment:	
Furniture and equipment	5 to 15 years
Computer equipment	3 years
Leasehold improvements	Term of the lease and renewal that is reasonably certain to be exercised

d) Government Grants

Government grants are recognized depending on the purpose and form of the payment from the government.

Forgivable loans issued by the government are accounted for as government grants if there is reasonable assurance the Company will meet the terms for forgiveness of the loan. Forgivable loans granted by a provincial or health authority body for the construction of a senior care centre, where the grants are received throughout the duration of the construction project, are netted with the cost of property and equipment to which they relate when such payments are received.

Capital funding payments for the development of a senior care centre that are received from a provincial body subsequent to construction over extended periods of time are present valued and are recorded as notes and amounts receivable included in other assets, with an offset to the cost of property and equipment upon inception; as these grants are received over time, the accretion of the receivable is recognized in interest revenue as part of net finance costs within net earnings.

Government grants are recognized only when there is reasonable assurance that the Company will comply with the conditions attached to the grants and they will be received. Government grants are recognized in net earnings as a deduction from the related expense, systematically over the periods in which the grants are intended to compensate.

e) Leases

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, and subsequently at cost less any accumulated depreciation and impairment losses and adjusted for certain remeasurements of the lease liability. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate. Lease payments for assets that are exempt through the short-term or low-value exemptions and variable payments not based on an index or rate are recognized in operating expenses or administrative costs on a systematic basis.

The lease liability is subsequently increased by the interest cost through accretion and decreased by lease payments made. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, or as appropriate, changes in the assessment of whether a purchase or extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised.

The Company has applied judgment to determine the lease term for leases that include renewal options. The assessment of whether there is reasonable certainty to exercise such options impacts the lease term, which significantly affects the amount of right-of-use assets and lease liabilities recognized.

f) Goodwill and Other Intangible Assets

GOODWILL

Goodwill represents the excess amount of consideration given over the fair value of the underlying net assets acquired in a business combination and is measured at cost less accumulated impairment losses. Goodwill is not amortized but is tested for impairment on an annual basis or more frequently if there are indicators that goodwill may be impaired.

OTHER INTANGIBLE ASSETS

Other intangible assets that are acquired are recorded at fair value determined upon acquisition, and if the assets have finite useful lives are measured at cost less accumulated amortization and accumulated impairment losses.

Intangible assets with finite lives are amortized on a straight-line basis, based on cost. Cost includes expenditures that are directly attributable to the acquisition or development of the asset, as well as the preparation of the asset to be capable of operating in the manner intended by management. Subsequent expenditures are capitalized only if future benefit exists. All other expenditures, including expenditures on internally generated goodwill, are recognized in net earnings as incurred.

Amortization methods and useful lives are reviewed at least annually and are adjusted when appropriate.

Customer relationships	8 to 20 years
Operational entitlements	3 to 30 years
Computer software licences	5 to 7 years
Internal development costs for software	10 years

g) Impairment

Impairment of financial and non-financial assets is assessed on a regular basis. All impairment losses are charged to other expense as part of net earnings before net finance costs and income taxes.

NON-FINANCIAL ASSETS

Non-financial assets consist of property and equipment, intangible assets with finite lives and goodwill.

The carrying amounts of non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated to determine the extent of the impairment, if any. For goodwill and intangible assets that are not yet available for use, the recoverable amount is estimated annually at the same time or more frequently if warranted. An impairment loss is recognized in net earnings if the carrying amount of an asset or its related CGU, or group of assets on the same basis as evaluated by management, exceeds its estimated recoverable amount. A CGU is defined to be the smallest group of assets that generates cash inflows from continuing use that is largely independent of the cash inflows of other assets. The Company has identified the home health care segment and each individual LTC home as a CGU.

The determination of recoverable amount can be significantly impacted by estimates related to current market valuations, current and future economic conditions in the geographical markets of each CGU, and management's strategic plans within each of its markets. The significant assumptions used in the determination of the recoverable amount of the home health care segment CGU including the related goodwill include normalized earnings before interest, depreciation and amortization and the earnings multiple. The significant assumptions used in the determination of the recoverable amount for a LTC home CGU include normalized net operating income, after adjusting for management fees and capital maintenance, or forecasted cash flows, and estimated market capitalization or discount rate.

Goodwill is allocated to its respective CGUs for the purpose of impairment testing. Corporate assets that do not generate separate cash flows and are utilized by more than one CGU are allocated to each CGU for the purpose of impairment testing and are not tested for impairment separately.

Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU and then to reduce the carrying amounts of the assets in the CGU on a pro rata basis. Impairment losses on goodwill cannot be reversed. In respect of other non-financial assets, impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

FINANCIAL ASSETS

Financial assets are reviewed at each reporting date using the expected credit loss ("ECL") impairment model which applies to all financial assets except for investments in equity securities.

The Company has elected to use the simplified approach and calculates impairment loss on accounts receivable when there has been a significant increase in credit risk of lifetime ECL. The other ECL models applied to other financial assets also

require judgment, assumptions and estimations for changes in credit risks, forecasts of future economic conditions and historical information of the credit quality of the financial asset.

Impairment losses are recorded in operating expenses in the consolidated statements of earnings with the carrying amount of the financial asset reduced through the use of impairment allowance accounts.

h) Employee Benefits

DEFINED BENEFIT PLANS

Defined benefit plans are post-employment plans with a defined obligation to employees in return for the services rendered during the term of their employment with the Company. The net obligation of these plans is calculated separately for each plan by estimating the present value of future benefit that employees have earned in return for their service in the current and prior periods. Past service costs are recognized during the period in which they are incurred, and the fair value of any plan assets are deducted. The discount rate used in deriving the present value is the yield at the reporting date on AA credit-rated corporate bonds that have maturity dates approximating the Company's obligations and are denominated in the same currency in which the benefits are expected to be paid.

The calculation of the future benefit of the plan is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the plan, the recognized asset is limited to the present value of economic benefits available in the form of reductions in future contributions to the plan.

All actuarial gains and losses arising from defined benefit plans are recognized in other comprehensive income ("OCI") during the period in which they are incurred.

DEFINED CONTRIBUTION PLANS

The Company has corporate specific and multi-employer defined benefit pension plans. Multi-employer defined benefit pension plans are accounted for as defined contribution plans as the liability per employer is not available. Defined contribution plans are post-employment plans where the costs are fixed and there are no legal or constructive obligations to pay further amounts. Obligations for such contributions are recognized as employee benefit expense in net earnings during the periods in which services are rendered by employees.

SHORT-TERM EMPLOYEE BENEFITS

The Company has vacation, paid sick leave and short-term disability plans along with other health, drug and welfare plans for its employees. These employee benefit obligations are measured on an undiscounted basis and are expensed as the related services are rendered.

i) Share-based Compensation

EQUITY-SETTLED LONG-TERM INCENTIVE PLANS

Awards for deferred share units ("DSUs") and performance share units ("PSUs") are a share-based component of director and executive compensation, which are accounted for based on the intended form of settlement. Under a long-term incentive plan ("LTIP"), the Board has the discretion to settle the DSU and PSU awards in cash, market-purchased Common Shares, or Common Shares issued from treasury. Based on the Board's intention to settle the awards in Common Shares issued from treasury, the PSU and DSU awards are accounted for as equity-settled awards. Settlement of the DSUs and PSUs are net of any applicable taxes and other source deductions required to be withheld by the Company, which amounts are anticipated to approximate 50% of the fair value of the award on the redemption date. The compensation expense for these equity-settled awards is prorated over the vesting or performance period, with a corresponding increase to contributed surplus. The fair value of each award is measured at the grant date. Forfeitures are estimated at the grant date and are revised to reflect changes in expected or actual forfeitures. In addition, PSU and DSU participants are credited with dividend equivalents in the form of additional units when dividends are paid on Common Shares in the ordinary course of business.

j) Provisions

Provisions comprise estimated decommissioning provisions. A provision is recognized when there is a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation, and that obligation can be measured reliably. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. Any increase in the provision due to passage of time is recognized as accretion expense and recognized as part of net finance costs. Provisions are reviewed on a regular basis and adjusted to reflect management's best current estimates. Due to the judgmental nature of these items, future settlements may differ from amounts recognized.

DECOMMISSIONING PROVISIONS

Management has determined that future costs could be incurred for possible asbestos remediation for certain of the Company's pre-1980 constructed homes. Although asbestos is currently not a health hazard in any of these homes, appropriate remediation procedures may be required to remove potential asbestos-containing materials, consisting primarily of floor and ceiling tiles, in connection with any major renovation or demolition.

The fair value of the decommissioning provisions related to asbestos remediation is estimated by computing the present value of the estimated future costs of remediation based on estimated expected dates of remediation. The computation is

based on a number of assumptions, which may vary in the future depending upon the availability of new information, changes in technology and in costs of remediation, and other factors.

k) Fair Value Measurement

The Company measures certain financial instruments at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either: in the principal market for the asset or liability; or in the absence of a principal market, in the most advantageous market for the asset or liability.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the following fair value hierarchy:

Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 – inputs other than quoted market prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices); or

Level 3 – unobservable inputs such as inputs for the asset or liability that are not based on observable market data.

Each type of fair value is categorized based on the lowest level input that is significant to the fair value measurement in its entirety, categorization of which is re-assessed at the end of each reporting period. For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

l) Financial Instruments

FINANCIAL ASSETS AND LIABILITIES

Financial assets are classified as measured at fair value through profit and loss (“FVTPL”), fair value through other comprehensive income (“FVOCI”), or amortized cost. The classification depends on the Company’s business model for managing its financial instruments and the characteristics of the contractual cash flows associated with the instruments.

Financial assets and liabilities classified as measured at amortized cost are initially recognized at fair value (net of any transaction costs) and are subsequently measured at amortized cost using the effective interest method less allowance for credit losses for financial assets.

Financial assets classified as measured at FVOCI are initially recognized at fair value and transaction costs are recognized in net earnings. Subsequently, unrealized gains and losses are recognized in other comprehensive income. Upon derecognition, realized gains and losses are reclassified from other comprehensive income and are recognized in net earnings for debt instruments and remain in other comprehensive income for equity investments. Interest income, foreign exchange gains/losses and impairments from debt instruments as well as dividends from equity investments are recognized in net earnings.

Financial assets and liabilities classified as measured at FVTPL are initially recognized at fair value and transaction costs are recognized in net finance costs in net earnings, along with gains and losses arising from changes in fair value.

Financial liabilities are measured as FVTPL if they are classified as held for trading or are designated as such. Other non-derivative financial liabilities are classified as amortized cost. Derivative financial liabilities are classified as FVTPL.

DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments are used to manage risks from fluctuations in interest rates. All derivative instruments, including embedded derivatives that must be separately accounted for, are valued at their respective fair values in the consolidated financial statements.

The Company currently does not have any fair value, cash flow or net investment hedges.

m) Revenue

The Company recognizes revenue for the transfer of goods or services to customers at an amount that reflects the consideration expected to be received for those goods or services. The Company generates revenue primarily from the provision of services to LTC residents, home health care services and managed services.

LONG-TERM CARE

Services provided to residents include the provision of accommodation and meals, assistance with activities of daily living and continuing care. Programs and services are offered to all residents and specialty programs are offered for those with cognitive needs. Revenue from the LTC segment is regulated by provincial authorities and provincial programs fund a substantial portion of these fees with a co-payment for accommodation being paid by the residents. Accommodation and services are delivered as a bundle and revenue is recognized over time, typically on a monthly basis, which reflects when the services are provided. The frequency that funding is received depends on the jurisdiction in which the LTC home operates and varies between a monthly or more frequent basis; and payments from residents are typically due at the beginning of each month.

In some cases, the Company's funding is based on occupancy levels achieved or certain policy conditions being met such as spending or staffing hour requirements. In these cases, the Company estimates the amount of funding that it expects to be entitled to for the services provided.

HOME HEALTH CARE

Home health care services provided include complex nursing care, occupational, physical and speech therapy and assistance with daily activities to accommodate clients of all ages living at home. Revenue from the home health care segment is also regulated by provincial authorities. Revenue is derived from both government and private-pay clients. Performance obligations are satisfied as services are delivered and revenue is therefore recognized over time, typically as the services are provided to the customer. Private-pay services are invoiced at the end of each month based on the services provided, and the billing frequency of government-funded services varies between monthly and bi-weekly depending on the jurisdiction in which the Company operates.

MANAGED SERVICES

The Company's managed services are composed of its management, consulting and group purchasing divisions. Through the Extencare Assist division, the Company provides management, consulting and other services to third parties and joint ventures to which the Company is a party; and through the SGP division, the Company offers cost-effective purchasing contracts to other senior care providers for food, capital equipment, furnishings, cleaning and nursing supplies, and office products. Rates are contractual, and these contracts are typically accounted for as a single performance obligation because goods or services are delivered concurrently. Revenue is recognized over time, typically on a monthly basis, which reflects when the services are provided.

n) Finance Costs, Finance Income, and Deferred Financing Costs

Finance costs include: interest expense on long-term debt; accretion of the discount on decommissioning provisions; losses on the change in fair value of financial assets and liabilities designated as FVTPL; and losses in foreign exchange on non-Canadian dollar-based monetary items.

Finance income includes interest income on funds invested, gains on the change in fair value of financial assets and liabilities designated as FVTPL, accretion on deferred consideration and gains in foreign exchange on non-Canadian based monetary items.

Deferred financing costs are deducted against long-term debt and are amortized using the effective interest rate method over the term of the debt.

o) Income Taxes

The Company and its subsidiaries are subject to income taxes as imposed by the jurisdictions in which they operate, in accordance with the relevant tax laws of such jurisdictions. The provision for income taxes for the period comprises current and deferred tax.

Current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the jurisdictions in which the Company operates. Deferred income tax is calculated using tax rates anticipated to apply in the periods that the temporary differences are expected to reverse.

The income tax rates used to measure deferred tax assets and liabilities are those rates enacted or substantially enacted at the reporting date and are recognized to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

Current and deferred income tax assets and liabilities are offset when there is a legally enforceable right of offset; and the income taxes are levied by the same taxation authority on either the same taxable entity or different taxable entities, which intend either to settle current tax liabilities and assets on a net basis or to realize the assets and settle the liabilities simultaneously, for each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

The ultimate realization of deferred tax assets is dependent upon if the generation of future taxable income is probable during the periods in which those temporary differences become deductible. Management considers the scheduled reversal of deferred tax liabilities, projected future taxable income and tax planning strategies in making this assessment.

p) Segmented Reporting

The Company operates solely within Canada, hence, no geographical segment disclosures are presented. Segmented information is presented in respect of business segments, based on management's internal reporting structure.

q) Joint Ventures

Joint ventures are accounted for in the Company's consolidated financial statements as investments using the equity method, whereby the investment is initially recognized at cost, and adjusted thereafter to recognize the Company's share of the profit or loss and other comprehensive income or loss of the joint venture from the date of acquisition, increased by the Company's contributions and reduced by distributions received. The Company's share of joint venture profit or loss is included in the consolidated statements of earnings.

Unrealized gains and losses arising from transactions with the joint ventures are eliminated to the extent of the Company's interest in the joint ventures; unrealized losses are eliminated to the extent that there is no evidence of impairment.

r) New Material Accounting Policy

BUSINESS COMBINATIONS AND ASSET ACQUISITIONS

The Company accounts for business combinations under the acquisition method in accordance with IFRS 3 *Business Combinations* when the acquired set of activities and assets meets the definition of a business and control is transferred. In determining whether a particular set of activities and assets is a business, the Company assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs. The Company also uses the optional fair value concentration test when determining whether a transaction is to be accounted for as an asset acquisition or a business combination.

The cost of a business combination is measured at the fair value of consideration transferred at the acquisition date. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at fair value at the date of acquisition. The Company recognizes assets or liabilities, if any, resulting from a contingent consideration arrangement at their acquisition date fair value and such amounts form part of the consideration transferred. Subsequent changes in the fair value of contingent consideration arrangements are recognized in profit and loss.

When an acquisition does not meet the criteria for business combination accounting treatment, it is accounted for as an acquisition of a group of assets and liabilities, the cost of which includes transaction costs that are allocated upon initial recognition to the assets and liabilities acquired based upon their relative fair values. In determining the fair values that drive such analysis, the Company estimates the fair value of each component using a number of sources including independent appraisals, internal analysis of recently acquired or developed properties, existing comparable properties and other market data.

s) Future Changes in Accounting Policies

PRESENTATION AND DISCLOSURE IN FINANCIAL STATEMENTS

In April 2024, the IASB published its new standard IFRS 18 *Presentation and Disclosure in Financial Statements*. This standard will replace IAS 1 *Presentation of Financial Statements* and introduce new presentation and disclosure requirements, including updates to the statement of earnings and disclosures relating to performance measures. The new standard will be effective January 1, 2027 onwards. The Company is currently assessing the potential impact of this standard on its consolidated financial statements.

4. SIGNIFICANT TRANSACTIONS

LTC Transaction

In the fourth quarter of 2024, the Company entered into an agreement with Revera Inc. with its affiliates, ("Revera") to acquire nine Class C LTC homes located in Ontario and Manitoba and one parcel of vacant land located in Ontario (the "LTC Transaction").

On June 1, 2025, Extencicare completed the LTC Transaction. The purchase price of \$46.2 million was funded from cash on hand of \$41.9 million, plus an estimated \$4.3 million to be paid upon the sale of the land and building from one of the acquired Class C LTC homes in Ontario after it is vacated following redevelopment (*Note 12*). Upon closing of the LTC Transaction, the Company's existing management agreements with Revera in respect of the nine homes, as well as related development arrangement agreements, terminated in accordance with their terms.

The Company applied the optional concentration test in accordance with IFRS 3 *Business Combinations* and accounted for the LTC Transaction as an acquisition of a group of assets and liabilities.

	<i>notes</i>	June 1, 2025
Accounts receivable		622
Other assets		190
Property and equipment ⁽ⁱ⁾	6	72,713
Accounts payable and accrued liabilities		(27,367)
Net assets acquired		46,158

⁽ⁱ⁾Includes transaction costs of \$1.7 million.

Relatedly, Revera completed a previously announced transaction to sell 21 of Revera's Class C LTC homes located in Ontario that were managed by Extencicare to a third party. Upon closing of the transaction on May 1, 2025, the Company's existing management agreements with Revera in respect of the 21 homes, as well as related development agreements, terminated in accordance with their terms. In connection with the termination of the management agreements, the Company was reimbursed an amount of \$1.6 million by Revera related to amounts previously paid toward operational entitlement rights (*Note 7*).

CTG Transaction

In the second quarter of 2025, the Company, through its wholly owned home health care subsidiary, ParaMed Inc., entered into an agreement to acquire all of the issued and outstanding shares of Closing the Gap Healthcare Group Inc. and certain affiliates (collectively, "Closing the Gap") (the "CTG Transaction").

On July 1, 2025, the Company completed the CTG Transaction. The aggregate cash consideration for the CTG Transaction was \$75.1 million, subject to customary and other adjustments and was funded from cash on hand. The CTG Transaction includes an earnout tied to new business revenue generation in the twelve months after closing. The estimated contingent consideration from the earnout is between \$1.5 million and \$2.0 million, and is expected to be funded from cash on hand and the Company's existing Senior Secured Credit Facility.

The following table summarizes the acquisition date fair value of each class of consideration transferred. There was no change in the estimated fair value of the earnout as of December 31, 2025.

	July 1, 2025
Cash	75,116
Contingent consideration	1,750
Consideration transferred	76,866

The Company accounted for the CTG Transaction as a business combination in accordance with IFRS 3 *Business Combinations* and recognized the following identifiable net assets. Any adjustments will be reflected retrospectively in accordance with IFRS 3.

	<i>notes</i>	July 1, 2025
Cash and cash equivalents		1,954
Accounts receivable ⁽ⁱ⁾		5,729
Other assets		232
Property and equipment	6	3,000
Customer relationships	7	38,705
Accounts payable and accrued liabilities		(6,206)
Deferred tax liabilities		(10,257)
Lease liabilities	6, 11	(2,667)
Net assets acquired		30,490

⁽ⁱ⁾Represents gross contractual amounts.

Goodwill has been recognized as follows, and arises from the expanded platform, future growth opportunities, and access to further opportunities in existing provinces:

	<i>notes</i>	July 1, 2025
Consideration transferred		76,866
Less: Fair value of identifiable net assets		(30,490)
Goodwill	7	46,376

None of the goodwill recognized is expected to be deductible for tax purposes.

For the year ended December 31, 2025, Closing the Gap contributed revenue of \$50.6 million and net earnings of \$4.8 million to the Company. If the acquisition had occurred on January 1, 2025, estimated revenue on a consolidated basis would have been \$1,708.8 million, and estimated net earnings on a consolidated basis would have been \$102.0 million, for the year ended December 31, 2025.

5. ACCOUNTS RECEIVABLE

	2025	2024⁽¹⁾
Trade receivables	78,377	90,352
Other receivables	10,520	4,829
Accounts receivable	88,897	95,181
Less: trade receivable allowance	(4,688)	(2,857)
Accounts receivable, net of allowance	84,209	92,324

⁽¹⁾Certain comparative information has been reclassified to conform to the current year presentation.

6. PROPERTY AND EQUIPMENT

	Land & Land Improve- ments	Buildings & Leasehold Improvements	Right-of- use Assets	Furniture & Equipment	Construction in Progress ("CIP")	Projects in Progress ("PIP")	Total
Cost							
January 1, 2024	38,764	344,301	106,440	78,838	33,043	7,417	608,803
Additions	—	236	2,911	1,164	22,090	16,297	42,698
Derecognition	—	—	(1,178)	—	—	—	(1,178)
Write-offs	—	—	—	—	(479)	—	(479)
Sale of assets to joint venture	—	—	—	—	(16,059)	(257)	(16,316)
Sale of Class C LTC assets	(616)	(4,692)	—	(2,420)	—	—	(7,728)
Purchase of LTC assets from lessor	—	38,711	(82,581)	—	—	—	(43,870)
Transfers	699	11,442	—	3,891	2,521	(18,553)	—
December 31, 2024	38,847	389,998	25,592	81,473	41,116	4,904	581,930
Additions	—	548	3,235	865	26,501	24,004	55,153
Derecognition	—	(552)	(1,032)	(9,591)	—	—	(11,175)
Sale of assets to joint venture (<i>Note 17</i>)	—	—	—	—	(43,985)	—	(43,985)
Acquisition of LTC assets (<i>Note 4</i>)	24,906	44,198	—	1,981	1,628	—	72,713
Acquisition of home health care business (<i>Note 4</i>)	—	96	2,667	195	—	42	3,000
Transfers	484	13,440	(85)	10,743	—	(24,582)	—
December 31, 2025	64,237	447,728	30,377	85,666	25,260	4,368	657,636

	Land & Land Improvements	Buildings & Leasehold Improvements	Right-of-use Assets	Furniture & Equipment	CIP	PIP	Total
Accumulated Depreciation and Impairment Losses							
January 1, 2024	6,612	210,062	53,573	42,659	—	—	312,906
Depreciation	607	11,557	5,380	7,824	—	—	25,368
Derecognition	—	—	(767)	—	—	—	(767)
Sale of Class C LTC assets	(214)	(4,311)	—	(1,369)	—	—	(5,894)
Purchase of LTC assets from lessor	—	—	(44,914)	—	—	—	(44,914)
December 31, 2024	7,005	217,308	13,272	49,114	—	—	286,699
Depreciation	591	15,845	2,928	8,163	—	—	27,527
Derecognition	—	(552)	(134)	(9,591)	—	—	(10,277)
December 31, 2025	7,596	232,601	16,066	47,686	—	—	303,949
Carrying Amounts							
December 31, 2024	31,842	172,690	12,320	32,359	41,116	4,904	295,231
December 31, 2025	56,641	215,127	14,311	37,980	25,260	4,368	353,687

7. GOODWILL AND OTHER INTANGIBLE ASSETS

	Goodwill	Operational Entitlements	Customer Relationships ⁽¹⁾	Software and Other Intangible Assets ⁽¹⁾	Total
Cost					
January 1, 2024	45,850	20,809	39,100	60,362	166,121
Additions	—	—	—	7,661	7,661
December 31, 2024	45,850	20,809	39,100	68,023	173,782
Additions	—	—	—	951	951
Derecognition (Note 4)	—	(5,423)	—	—	(5,423)
Write-offs	—	—	—	(596)	(596)
Acquisition of home health care business (Note 4)	46,376	—	38,705	—	85,081
December 31, 2025	92,226	15,386	77,805	68,378	253,795
Accumulated Amortization					
January 1, 2024	—	550	23,898	17,366	41,814
Amortization	—	1,266	2,400	4,734	8,400
Impairment	—	2,661	—	—	2,661
December 31, 2024	—	4,477	26,298	22,100	52,875
Amortization	—	682	3,454	5,280	9,416
Derecognition (Note 4)	—	(3,796)	—	—	(3,796)
December 31, 2025	—	1,363	29,752	27,380	58,495
Carrying Amounts					
December 31, 2024	45,850	16,332	12,802	45,923	120,907
December 31, 2025	92,226	14,023	48,053	40,998	195,300

⁽¹⁾Certain comparative information has been reclassified to conform to the current year presentation.

8. OTHER ASSETS

	2025	2024
Construction funding subsidy receivable	26,317	27,949
Supply inventory	4,702	4,671
Prepayments and other	20,008	25,632
Total other assets	51,027	58,252
Less: current portion	(17,578)	(28,819)
Other assets, non-current portion	33,449	29,433

Construction Funding Subsidy Receivable

Construction funding subsidy receivable represents discounted amounts receivable from the Government of Ontario with respect to construction funding subsidies for LTC homes. As at December 31, 2025, the current portion of construction funding subsidy receivable was \$1.7 million (December 31, 2024 – \$1.6 million). These subsidies represent funding for a portion of LTC home construction costs over a 20-year to 25-year period. The weighted average remaining term of this funding is 13 years.

9. JOINT VENTURES

Axium Extencicare LTC LP

Axium Extencicare LTC LP ("Axium JV") is jointly redeveloping certain of Extencicare's existing Ontario Class C homes. Axium LTC Limited Partnership (with its affiliates, "Axium") owns an 85% interest and Extencicare has the remaining 15% managed interest. The Company has undertaken all development activities for a customary development fee in respect of the joint venture homes and will operate the homes upon completion of construction for a customary management fee.

Axium JV owns three new LTC homes located in Ontario consisting of approximately 700 funded LTC beds, and five LTC home under construction in Ontario.

Axium Extencicare LTC II LP

Axium Extencicare LTC II LP ("Axium JV II") owns 19 new LTC homes located in Ontario and six homes in Manitoba, consisting of approximately 3,000 funded LTC beds, and one LTC home under construction in Ontario. The Company has a 15% managed interest in the joint venture, with the remaining 85% interest owned by Axium. Extencicare is operating the homes in consideration for a customary management fee.

The Company accounts for its investments in the joint ventures above using the equity method:

	2025	2024
Interest in Axium JV - 15% ownership	8,994	8,420
Interest in Axium JV II - 15% ownership	15,478	16,326
Total	24,472	24,746

The assets and liabilities of the joint ventures below including a reconciliation to the carrying amount of Extendicare's interest are as follows:

	2025	2024
Current assets (including cash and cash equivalents - \$42,895)	70,739	57,593
Non-current assets	974,522	751,203
Total assets	1,045,261	808,796
Current liabilities (Current portion of long-term debt - \$191,824)	342,594	274,786
Long-term debt (Note 21)	521,139	369,721
Other long-term liabilities	17,925	7,648
Total liabilities	881,658	652,155
Total net assets (100%)	163,603	156,641
Company share of net assets (15%)	24,472	23,467
Difference between investment carrying amount and underlying equity in net assets ⁽ⁱ⁾	—	1,279
Carrying amount of investment in joint ventures	24,472	24,746

⁽ⁱ⁾Related primarily to provincial land transfer taxes and losses not attributable to Extendicare.

	2025	2024
Investment in joint ventures as at January 1	24,746	24,527
Investment in joint ventures	1,080	718
Distributions from investment in joint ventures	(1,617)	(2,432)
Share of profit from investment in joint ventures	1,854	1,933
Other adjustments ⁽ⁱ⁾	(1,591)	—
Investment in joint ventures as at end of year	24,472	24,746

⁽ⁱ⁾Related primarily to provincial land transfer taxes and losses not attributable to Extendicare.

Financial information of the joint ventures are as follows:

	2025	2024
Revenue	474,191	407,858
Operating expenses	430,582	366,698
Administrative costs	232	241
Earnings before depreciation, amortization, and net finance costs	43,377	40,919
Depreciation and amortization	17,737	16,538
Net finance costs	13,286	11,502
Net income (100%)	12,354	12,879
Company share of net income (15%)	1,854	1,933

10. PROVISIONS

	Decommissioning Provisions
January 1, 2024	10,343
Provisions released	(856)
Accretion	158
Change in measurement	(590)
December 31, 2024	9,055
Accretion	305
Change in measurement	509
December 31, 2025	9,869

Decommissioning Provisions

The decommissioning provisions relate to possible asbestos remediation for certain of the Company's pre-1980 constructed homes. An estimated undiscounted cash flow amount of approximately \$11.3 million (December 31, 2024 – \$11.0 million) was discounted using a rate of 2.95% (December 31, 2024 – 3.05%) over an average estimated time to settle of 5 years.

11. LONG-TERM DEBT

	Interest Rate	Year of Maturity	2025	2024
CMHC mortgages, fixed rate	2.65% - 7.70%	2026 - 2037	33,664	36,771
CMHC mortgage, variable rate	Variable	2027	19,082	19,878
Non-CMHC mortgages and loans	5.05% - 5.64%	2027 - 2038	90,620	95,003
Lease liabilities ⁽ⁱ⁾	4.27% - 5.50%	2026 - 2033	16,838	14,736
Senior secured credit facility, term loan ⁽ⁱⁱ⁾	5.30%	2027	175,500	130,000
Total debt			335,704	296,388
Deferred financing costs			(5,501)	(3,901)
Total debt, net of deferred financing costs			330,203	292,487
Less: current portion			(19,847)	(31,093)
Long-term debt			310,356	261,394

⁽ⁱ⁾ 'Year of Maturity' excludes options to extend the lease term at the end of the non-cancellable lease term.

⁽ⁱⁱ⁾ Further discussion on interest rate in the Senior Secured Credit Facility section below.

Principal Repayments

	Mortgages and Loans		Lease Liabilities	Credit Facility	Total
	Regular	Maturity			
2026	8,660	—	4,111	9,250	22,021
2027	7,150	43,116	3,577	166,250	220,093
2028	6,747	—	2,787	—	9,534
2029	7,099	—	2,272	—	9,371
2030	6,607	12,098	1,870	—	20,575
Thereafter	44,016	7,873	5,838	—	57,727
Total debt principal and lease liability repayments	80,279	63,087	20,455	175,500	339,321
Interest on lease liabilities	—	—	(3,617)	—	(3,617)
Principal and lease liabilities, after interest	80,279	63,087	16,838	175,500	335,704

Long-term Debt Continuity

	2025	2024
As at January 1	292,487	334,516
Issuance of long-term debt	55,000	130,000
New lease liabilities	3,235	2,911
Lease liabilities from acquisition of home health care business (<i>Note 4</i>)	2,667	—
Accretion and other	—	1,108
Repayments of long-term debt	(17,786)	(8,232)
Payment of lease liabilities	(3,800)	(2,514)
Payment of lease liabilities related to purchased LTC assets from lessor	—	(8,190)
Increase in deferred financing costs	(2,807)	(3,331)
Amortization of deferred financing costs and other	1,207	1,817
Redemption of convertible debentures	—	(125,680)
Release of lease liabilities related to purchase of LTC assets from lessor	—	(29,918)
As at end of year	330,203	292,487

CMHC Mortgages

The Company has various mortgages insured through the Canada Mortgage and Housing Corporation ("CMHC") program. The fixed rate CMHC mortgages are secured by several Canadian financial institutions at rates ranging from 2.65% to 7.70% with maturity dates through to 2037. The Company has one variable rate mortgage, insured through the CMHC program, that is secured by a Canadian financial institution at a variable rate based on the lender's cost of funds plus 225 basis points.

Non-CMHC Mortgages and Loans

The Company has a number of conventional mortgages and loans on certain LTC homes, at rates ranging from 5.05% to 5.64%.

In the first quarter of 2025, the Company renewed three of its mortgages. These renewed mortgages each have a maturity date of April 1, 2030 and a fixed interest rate of 5.05%.

Lease Liabilities

Lease liabilities include head office and district office leases. The liabilities associated with the head and district office leases contain remaining initial non-cancellable lease terms of up to 8 years. Some leases provide the Company with options to extend at the end of the term.

During the year ended December 31, 2025, the Company has recognized new and renewed district office lease liabilities of \$3.2 million (December 31, 2024 – \$2.9 million).

In the third quarter of 2025, the Company acquired \$2.7 million in lease liabilities as part of the CTG Transaction (*Note 4*).

Senior Secured Credit Facility

In the second quarter of 2025, the Company amended the existing senior secured credit facility agreement to increase the revolving credit facility by \$45.0 million for up to \$190.0 million (the "Revolving Facility") and the delayed draw term loan facility by \$55.0 million in an amount up to \$185.0 million (the "Delayed Draw Facility"), for a total of \$375.0 million (the "Senior Secured Credit Facility"). The Senior Secured Credit Facility is secured by 30 LTC homes and is subject to certain customary financial and non-financial covenants and other terms. The Company utilized \$130.0 million of the Delayed Draw Facility in the fourth quarter of 2024.

Borrowings under the Senior Secured Credit Facility can take place by way of direct borrowings at either the prime rate plus an applicable margin ranging from 0.70% to 1.95%, or the Canadian Overnight Repo Rate Average ("CORRA") plus an applicable margin ranging from 1.70% to 2.95%, or through letters of credit. The Company has swap contracts with a syndicate of Canadian chartered banks for the Delayed Draw Facility that fix the CORRA portion of the interest rate of the credit facility at a rate of 2.74%, and mature in November 2029 (*Note 12, 18*).

In the third quarter of 2025, the Company utilized the remaining \$55.0 million of its Delayed Draw Facility to fund part of the purchase price related to the CTG Transaction (*Note 4*). The Company also then amended its existing swap contracts with a syndicate of Canadian chartered banks for the total remaining amount owing under the Delayed Draw Facility of \$180.1 million to fix the CORRA portion of the interest rate of the credit facility at a rate of 2.80%, maturing in November 2029.

As at December 31, 2025, \$24.2 million of the Revolving Facility secures the Company's defined benefit pension plan obligations (December 31, 2024 – \$23.2 million), \$11.8 million secures the Company's obligation to fund capital contributions to the joint ventures in connection with construction of LTC redevelopment projects within the joint ventures

(December 31, 2024 – \$10.9 million), and \$0.5 million was used in connection with obligations relating to LTC homes (December 31, 2024 – \$2.4 million), leaving \$153.5 million unutilized (December 31, 2024 – \$108.5 million).

Interest Rates

The weighted average interest rate of all long-term debt as at December 31, 2025, was approximately 5.26% (December 31, 2024 – 5.12%).

Financial Covenants

The Company is subject to debt service coverage covenants on certain of its loans and its Senior Secured Credit Facility. The Company was in compliance with all of these covenants as at December 31, 2025.

12. OTHER LONG-TERM LIABILITIES

	2025	2024
Accrued pension and benefits obligation (<i>Note 22</i>)	18,782	20,508
Interest rate swaps	1,182	563
Other long-term liabilities related to unrealized gain and deferred revenue (<i>Note 25</i>)	7,100	3,872
Amount due to seller on LTC Transaction (<i>Note 4</i>)	4,250	—
Other long-term liabilities	31,314	24,943

Interest Rate Swaps

Interest rate swaps include a swap contract relating to a loan with a notional amount of \$26.7 million (December 31, 2024 – \$27.7 million), to lock in a rate of 5.40% for the full term of the loan, maturing in April 2027.

Interest rate swaps also include swap contracts relating to the Delayed Draw Facility with a notional amount of \$175.5 million (December 31, 2024 – \$130.0 million). The swaps fix the CORRA portion of the interest rate of the credit facility at a rate of 2.80%, and mature in November 2029.

All interest rate swap contracts are measured at FVTPL and are categorized as Level 2 on the fair value hierarchy, and hedge accounting has not been applied. Changes in fair value are recorded in net finance costs.

As at December 31, 2025, the interest rate swaps were classified as a liability of \$1.2 million (December 31, 2024 – a liability of \$0.6 million).

13. SHARE-BASED COMPENSATION

Equity-settled Long-term Incentive Plan

The Company's LTIP provides for a share-based component of executive and director compensation designed to encourage a greater alignment of the interests of the Company's executives and directors with its shareholders, in the form of DSUs for non-employee directors and PSUs for employees.

DSUs and PSUs granted under the LTIP do not carry any voting rights. DSUs vest immediately upon grant and PSUs vest with a term of not less than 24 months and not more than 36 months from the date of grant. The Company settled DSUs and PSUs as follows:

<i>(number of units)</i>	DSUs and PSUs	
	2025	2024
Settled in Common Shares issued from treasury	350,931	308,663
Settled in cash	399,657	346,655
DSUs and PSUs settled during the year	750,588	655,318

During the year ended December 31, 2025, the Company's DSUs and PSUs were an expense of \$5.9 million (December 31, 2024 – \$4.5 million), recorded in administrative costs.

The carrying amounts of the Company's DSUs and PSUs are recorded in the consolidated statements of financial position as follows:

	2025	2024
Contributed surplus – DSUs	7,054	6,132
Contributed surplus – PSUs	9,236	8,199
Total	16,290	14,331

As at December 31, 2025, an aggregate of 3,225,017 (December 31, 2024 – 3,575,948) Common Shares were reserved and available for issuance pursuant to the LTIP.

DSU and PSU activity was as follows:

<i>(number of units)</i>	DSUs		PSUs	
	2025	2024	2025	2024
Units outstanding, beginning of year	825,011	857,813	1,623,854	1,486,841
Granted	73,182	97,145	415,839	564,584
Reinvested dividend equivalents	29,208	49,267	55,240	92,223
Change due to performance and forfeiture	—	—	65,473	(43,690)
Settled	(79,506)	(179,214)	(671,082)	(476,104)
Units outstanding, end of year	847,895	825,011	1,489,324	1,623,854
Weighted average fair value of units granted during the period at grant date	\$15.14	\$8.49	\$14.63	\$8.19

DSUs are fair valued at the date of grant using the previous day's closing trading price of the Common Shares. The grant date values of PSUs awarded were based on the fair values of one award comprised of two equal components being the adjusted funds from operations ("AFFO") and total shareholder return ("TSR"). The fair values of the AFFO component were measured using the previous day's closing trading price of the Common Shares. The fair values of the TSR component were measured using the Monte Carlo simulation method.

PSUs granted and the assumptions used to determine the grant date values are as follows:

	2025			2024 ⁽¹⁾		
	Dec 12, 2025	Aug 15, 2025	Mar 10, 2025	Nov 22, 2024	Aug 22, 2024	Mar 19, 2024
Grant date	Dec 12, 2025	Aug 15, 2025	Mar 10, 2025	Nov 22, 2024	Aug 22, 2024	Mar 19, 2024
Vesting date	Mar 10, 2028	Mar 10, 2028	Mar 10, 2028	Mar 19, 2027	Mar 19, 2027	Mar 19, 2027
PSUs granted	5,526	30,598	379,715	37,671	28,065	498,848
Fair value of AFFO component	\$11.12	\$6.74	\$6.52	\$5.17	\$4.29	\$3.81
Fair value of TSR component	\$14.36	\$7.50	\$7.98	\$6.28	\$4.75	\$4.09
Grant date fair value	\$25.48	\$14.24	\$14.50	\$11.45	\$9.04	\$7.90
Expected volatility of the Company's Common Shares	24.74 %	23.44 %	21.77 %	21.39 %	20.66 %	18.43 %
Expected volatility of the Index	15.08 %	14.05 %	15.06 %	12.99 %	16.17 %	15.85 %
Risk-free rate	2.60 %	2.70 %	2.51 %	3.34 %	3.24 %	3.94 %
Dividend yield	nil	nil	nil	nil	nil	nil

⁽¹⁾Certain comparative information has been reclassified to conform to the current year presentation.

14. SHARE CAPITAL

Common Shares

Each Common Share is transferable, represents an equal and undivided beneficial interest in the assets of the Company and entitles the holder to one vote at all meetings of shareholders of the Company. Shareholders are entitled to receive dividends from the Company when declared by the Board. During the year ended December 31, 2025, the Company declared cash dividends of \$0.500 per share (December 31, 2024 – \$0.480 per share).

In June 2025, the Company received approval from the TSX to renew its normal course issuer bid ("NCIB") to purchase for cancellation up to 7,281,193 Common Shares, representing 10% of its public float, through the facilities of the TSX and/or through alternative Canadian trading systems, in accordance with TSX rules. The NCIB commenced on July 2, 2025, and provides the Company with flexibility to purchase Common Shares for cancellation until July 1, 2026, or on such earlier date as the NCIB is complete. The actual number of Common Shares purchased under the NCIB and the timing of any such purchases will be at the Company's discretion. Subject to the TSX's block purchase exception, daily purchases will be limited to 44,803 Common Shares. There were no purchases under the Company's NCIB program during the year ended December 31, 2025.

In the fourth quarter of 2025, the Company issued an aggregate of 10,640,000 Common Shares at an issue price of \$18.80 per share (2024 – nil) for aggregate gross proceeds of \$200.0 million. Transaction costs of \$6.7 million, net of taxes of \$1.8 million, were recorded against shareholder's equity.

15. REVENUE

Funding for the Company's LTC homes and home health care services is regulated by provincial authorities. Revenue from provincial programs represented approximately 77% of the Company's LTC revenue (December 31, 2024 – 78%), and approximately 99% of the home health care revenue for 2025 (December 31, 2024 – 99%).

16. EXPENSES BY NATURE

	2025	2024 ⁽ⁱ⁾
Employee wages and benefits	1,302,551	1,143,796
Food, drugs, supplies and other variable costs	64,684	64,685
Property based and leases	55,324	54,288
Other	62,235	58,884
Total operating expenses and administrative costs	1,484,794	1,321,653

⁽ⁱ⁾Certain comparative information has been reclassified to conform to the current year presentation.

17. OTHER INCOME AND EXPENSE

	2025	2024
Impairment (<i>Note 7</i>)	–	2,661
Strategic transformation costs	3,182	6,042
Gain on sale of assets to joint venture	(12,523)	(2,922)
Gain on sale of Class C LTC assets	–	(8,231)
Integration and transaction costs	5,404	–
Other	(63)	–
Total other income	(4,000)	(2,450)

Impairment

GOODWILL AND OTHER INTANGIBLE ASSETS

The Company completed its annual impairment assessment of the carrying value of goodwill. There was no impairment of goodwill during the years ended December 31, 2025 and December 31, 2024.

In 2024, the Company recorded an impairment charge of \$2.7 million, in respect of its operational entitlement contracts with Revera Inc. and its affiliates ("Revera") due to the anticipated sale of 30 LTC homes to the Company and a third party that will result in the Company's existing management agreements with Revera in respect of the 30 LTC homes terminating in accordance with their terms upon closing of the two transactions (*Note 4*).

PROPERTY AND EQUIPMENT

During the years ended December 31, 2025 and December 31, 2024, the Company did not record any impairment charges.

The Company completes the assessment of the recoverable amount of its CGUs as follows:

Each LTC home is a CGU and is assessed by comparing the recoverable amount (in this case the value in use) of each CGU, determined using the direct capitalization method, to their carrying values. The direct capitalization method divides the estimated normalized net operating income, after adjusting for management fees and capital maintenance using an estimated market capitalization rate of 7.1%, derived from a combination of third-party information and industry trends.

In the case of one Alberta LTC home, this was assessed by comparing the recoverable amount (in this case the value in use) determined using the discounted cash flow method, to its carrying value. The discounted cash flow method takes into account forecasted cash flows using an estimated pre-tax discount rate of 17.1%, derived from third-party information and adjusted for cash-flow specific risks.

Strategic Transformation Costs

In the first quarter of 2025, the Company incurred transaction, legal, regulatory, IT integration and management transition costs related to the strategic transformation of \$3.2 million (December 31, 2024 – \$6.0 million).

Gain on Sale of Assets to Joint Venture

In the second quarter of 2025, the Company completed the sale to Axium JV of three LTC homes currently under construction in St. Catharines, Ontario (256 beds), Port Stanley, Ontario (128 beds), and London, Ontario (192 beds) for cash proceeds of \$56.3 million, net of Extencicare's 15% retained interest, holdbacks and closing costs. The net book value of the projects was \$43.0 million, resulting in a gain, before taxes of \$1.4 million, of \$12.5 million.

Integration and Transaction Costs

During the year ended December 31, 2025, the Company incurred transaction-related professional fees and integration costs.

18. NET FINANCE COSTS

	2025	2024
Interest expense	18,720	20,145
Interest revenue	(5,731)	(7,039)
Accretion	814	1,110
Loss on redemption of convertible debentures	—	820
Fair value adjustments	619	699
Net finance costs	14,422	15,735

Fair Value Adjustments

Fair value adjustments related to interest rate swap contracts for the year ended December 31, 2025 were a loss of \$0.6 million (December 31, 2024 – loss of \$0.7 million).

19. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net earnings for the period by the weighted average number of shares outstanding during the period, including vested DSUs awarded that have not settled. Diluted earnings per share is calculated by adjusting the net earnings and the weighted average number of shares outstanding for the effects of all dilutive instruments.

The Company's potentially dilutive instruments include equity-settled compensation arrangements, and included convertible debentures in 2024. The number of shares included with respect to the PSUs is computed using the treasury stock method. The calculation of diluted earnings per share does not assume conversion, exercise, or other issue of potential ordinary shares that would have an antidilutive effect on earnings per share.

The following table reconciles the numerator and denominator of the basic and diluted earnings per share computation.

	2025	2024
Numerator for Basic and Diluted Earnings per Share		
Net earnings		
Net earnings for basic earnings per share	96,656	75,209
Add: after-tax interest on convertible debt	—	6,661
Net earnings for diluted earnings per share	96,656	81,870
Denominator for Basic and Diluted Earnings per Share		
Actual weighted average number of shares	84,591,650	83,389,426
Actual weighted average number of DSUs	809,754	829,062
Weighted average number of shares for basic earnings per share	85,401,404	84,218,488
Shares issued if all convertible debt was converted	—	9,889,205
PSUs	1,441,755	1,254,367
Total for diluted earnings per share	86,843,159	95,362,060
Basic Earnings per Share (in dollars)		
Net earnings	\$1.132	\$0.893
Diluted Earnings per Share (in dollars)		
Net earnings	\$1.113	\$0.859

20. INCOME TAXES

Effective Tax Rate

The major factors that caused variations from the expected combined Canadian federal and provincial statutory income tax rates were as follows:

	2025	2024
Earnings before income taxes	130,103	99,861
Tax rate	26.5 %	26.5 %
Income taxes at statutory rates of 26.5%	34,477	26,463
Income tax effect relating to the following items:		
Non-deductible items	1,001	649
Non-taxable income	(1,877)	(2,150)
Other items	(154)	(310)
Income tax expense	33,447	24,652

Summary of Operating and Capital Loss Carryforwards

The Company and its subsidiaries have nominal operating loss carryforwards available as at December 31, 2025 (December 31, 2024 – nominal), which are recognized in deferred tax assets. Capital loss carryforwards of \$16.9 million (December 31, 2024 – \$60.0 million) which have not been tax benefited, are available indefinitely to apply against future capital gains.

Recognized Deferred Tax Assets and Liabilities

Deferred income taxes are provided for temporary differences between the carrying values of assets and liabilities and their respective tax values as well as available tax loss carryforwards. Management believes it is more likely than not that the Company's corporate subsidiaries will realize the benefits of these deductible differences.

Net deferred tax liabilities changed in 2025 to \$3.8 million (deferred tax liabilities of \$11.4 million net of deferred tax assets of \$7.7 million) from a net deferred tax liability position of \$1.4 million (deferred tax liabilities of \$7.2 million net of deferred tax assets of \$5.8 million) at December 31, 2024.

The significant components of deferred income tax assets and liabilities and the movement in these balances during the year were as follows:

	Balance January 1, 2025	Recognized in Net Earnings	Recognized in Other Comprehensive Income	Recognized in Share Capital	Arising from Business Acquisition	Balance December 31, 2025
Property and equipment, goodwill and other intangible assets	22,015	(2,452)	—	—	10,257	29,820
Provisions	(2,580)	(199)	—	—	—	(2,779)
Accrued pension and benefits obligation	(5,959)	6	241	—	—	(5,712)
Other	(12,087)	(3,685)	—	(1,804)	—	(17,576)
Deferred tax liabilities/ (assets), net	1,389	(6,330)	241	(1,804)	10,257	3,753

	Balance January 1, 2024	Recognized in Net Earnings	Recognized in Other Comprehensive Income	Recognized in Share Capital	Other	Balance December 31, 2024
Property and equipment, goodwill and other intangible assets	24,520	(2,505)	—	—	—	22,015
Provisions	(2,911)	331	—	—	—	(2,580)
Accrued pension and benefits obligation	(5,961)	230	(228)	—	—	(5,959)
Other	(11,439)	(647)	—	—	(1)	(12,087)
Deferred tax liabilities/ (assets), net	4,209	(2,591)	(228)	—	(1)	1,389

21. COMMITMENTS AND CONTINGENCIES

Commitments

As at December 31, 2025, the Company has outstanding commitments of \$124.0 million, primarily related to construction contracts for its LTC redevelopment projects and various IT service and licence agreements for IT cloud-based applications in support of the Company's growth initiatives. The expected payments towards those obligations are due as follows:

	Construction Commitments	Technology Commitments	Total
2026	36,246	9,893	46,139
2027	39,665	6,710	46,375
2028 and thereafter	24,745	6,725	31,470
Total	100,656	23,328	123,984

In the fourth quarter of 2025, the Company entered into a \$91.5 million (before taxes) fixed-price construction agreement in connection with the construction of a new 320-bed LTC home in Sudbury, Ontario.

CBI Acquisition

In the fourth quarter of 2025, the Company, through its wholly owned home health care subsidiary, ParaMed, entered into an agreement to acquire all of the equity interests of CBI Home Health LP and CBI (GP) 3 Inc. and their respective subsidiaries (collectively, "CBI Home Health") (the "CBI Acquisition"). The CBI Acquisition will be completed for a cash purchase price of \$570.0 million, subject to customary adjustments. In the fourth quarter of 2025, the Company entered into an agreement to amend the existing senior secured credit facility agreement to increase the Revolving Facility by \$60.0 million to \$250.0 million and the Delayed Draw Facility by \$154.5 million to \$339.5 million, contingent upon the closing of the CBI Acquisition (*Note 11*).

The CBI Acquisition is subject to customary closing conditions, including receipt of consents from third parties, including Ontario Health atHome and Assisted Living Alberta, and regulatory approval pursuant to the *Competition Act* (Canada), and is not conditional on financing or due diligence.

Guarantees

The Company provides unsecured guarantees related to certain credit facilities held by its joint ventures; namely, construction loans and letter of credit facilities in support of ongoing construction of joint venture LTC redevelopment projects and term loans and lease-up credit facilities for operating joint venture LTC homes. As at December 31, 2025, 28 LTC homes within the joint ventures have existing credit facilities available of up to \$885.9 million. The guarantees provided by the Company vary depending upon the project, but are typically either on a joint and several basis for 50% of the loan amount or on a several basis for 15% of the loan amount or some lesser portion thereof. The amount of the guarantees will vary as borrowings increase on projects under construction and reduce as homes become operational, when guarantee requirements are generally lower. As at December 31, 2025, the Company has provided unsecured guarantees of \$345.5 million in support of the credit facilities held by its joint ventures.

The joint ventures are subject to debt service coverage covenants on certain of its credit facilities. The joint ventures were in compliance with the covenants as at December 31, 2025.

Legal Proceedings and Regulatory Actions

In the ordinary course of business, the Company is involved in and potentially subject to legal proceedings brought against it from time to time in connection with its operations. The COVID-19 pandemic has increased the risk that litigation or other legal proceedings, regardless of merit, will be commenced against the Company.

In April 2021, the Company was served with a statement of claim filed in the Court of Queen's Bench for Saskatchewan alleging negligence, breach of fiduciary duty, breach of contract and breach of the required standard of care by the Company and certain unnamed defendants in respect of all residents of Company LTC homes and retirement communities located in Saskatchewan as well as their family members. The claim seeks an order certifying the action as a class action and unspecified damages.

In January 2022, four active class actions against the Company in Ontario were consolidated into one action pursuant to the *Class Proceedings Act* (Ontario). The consolidated claim is in respect of all Ontario LTC homes owned, operated, licensed and/or managed by the Company and its affiliates and names as defendants the Company, certain of its affiliates and the owners of any such managed LTC homes and alleges negligence, gross negligence, breach of fiduciary duty, breach of contract, unjust enrichment, wrongful death in respect of all persons who contracted COVID-19 at the residence or subsequently contracted COVID-19 from such persons and breach of section 7 of the *Canadian Charter of Rights and Freedoms*. The consolidated claim seeks damages in the aggregate of \$110.0 million. On March 7, 2024, the consolidated claim was certified against the Company in respect of owned and managed homes with a gross negligence cause of action.

The Company is vigorously defending itself against these claims, and these claims are subject to insurance coverage maintained by the Company. However, given the status of the proceedings, the Company is unable to assess their potential outcome and they could have a materially adverse impact on the Company's business, results of operations and financial condition.

In December 2020, the Government of Ontario passed Bill 218, *Supporting Ontario's Recovery Act* (Ontario), which provides targeted liability protection against COVID-19 exposure-related claims against any individual, corporation, or other entity that made a "good faith" or "honest" effort to act in accordance with public health guidance and laws relating to COVID-19 and did not otherwise act with "gross negligence". The protection under Bill 218 is retroactive to March 17, 2020, when Ontario first implemented emergency measures as part of its response to the COVID-19 pandemic. Similar legislation has been passed in other provincial jurisdictions, including Saskatchewan.

In October 2021, the Supreme Court of Canada dismissed an application for leave to appeal by the Attorney General of Ontario which sought to challenge the decision issued by the previous presiding court that ruled in favour of certain unions in respect of a legal challenge to a 2016 Pay Equity Tribunal decision. The unions argued that new pay equity adjustments were required in order to maintain pay equity with municipal LTC homes where personal support workers and other direct care workers in other industries are included in determining pay equity. The matter has now been referred back to the Pay Equity Tribunal to settle the matter between the participating LTC homes, unions and the Government and establish a framework for pay equity suitable for the sector. The Company, along with other participants in the LTC sector, including the Government of Ontario, are working to resolve the matter. Given the uncertainty of the matter and the various stakeholders involved, and as a result the wide range of possible settlement outcomes and related funding changes the Company is unable to determine a reliable estimate of the potential outcome. Therefore, the Company did not record a provision with respect to this matter as at December 31, 2025. This matter could have a materially adverse impact on the Company's business, results of operations and financial condition.

22. EMPLOYEE BENEFITS

Retirement compensation arrangements are maintained for certain employee groups as described below.

Defined Benefit Plans

The Company has benefit arrangements for certain of its executives, which include a registered defined benefit pension plan, as well as supplementary plans that provide pension benefits in excess of statutory limits and post-retirement health and dental benefits. These plans have been closed to new entrants for several years. The plans are exposed to various risks, including longevity risk, currency risk, interest rate risk and market risks.

The different types of defined benefit plans of the Company are listed below.

	Defined Benefit Plan		Supplementary Defined Benefit Plans		Total	
	2025	2024	2025	2024	2025	2024
Fair value of plan assets	4,622	4,238	2,545	2,545	7,167	6,783
Present value of obligations	5,059	5,231	22,806	24,039	27,865	29,270
Deficit	(437)	(993)	(20,261)	(21,494)	(20,698)	(22,487)

DEFINED BENEFIT PLAN

As required by law, the registered defined benefit pension plan is funded through a trust, and the Company is responsible for meeting the statutory obligations for funding this plan. The funding requirement for past service is determined based on separate actuarial valuations for funding purposes, which are completed every three years. The last actuarial review was performed effective October 1, 2024 and completed in early 2025. During 2026, the Company expects to contribute nominal amounts (2025 - contributed \$0.1 million) to its Defined Benefit Plan. The actual amount of contributions may vary from the estimate depending on the filing of any actuarial valuations, any new regulatory requirements, or other factors related to its Defined Benefit Plan.

SUPPLEMENTARY DEFINED BENEFIT PLANS

The supplementary defined benefit pension plan is funded through a retirement compensation arrangement and secured through a letter of credit that is renewed annually.

The supplementary health and dental benefit plan is unfunded. The Company does not set aside other assets for this plan and the benefit payments are funded from cash generated from operations.

DEFINED BENEFIT OBLIGATIONS

	2025	2024
Present Value of Defined Benefit Obligations		
Accrued benefit obligations		
Balance at beginning of year	29,270	29,036
Current service cost	5	5
Benefits paid	(2,046)	(2,140)
Interest costs	1,267	1,285
Actuarial (gain) loss	(631)	1,084
Balance at end of year	27,865	29,270
Plan assets		
Fair value at beginning of year	6,783	6,542
Employer contributions	127	54
Actual gain on plan assets	277	223
Interest income on plan assets	299	294
Benefits paid	(319)	(330)
Fair value at end of year	7,167	6,783
Defined benefit obligations	20,698	22,487

The Company's defined benefit obligations are recorded in the consolidated statements of financial position as follows:

	2025	2024
Accounts payable and accrued liabilities	1,916	1,979
Other long-term liabilities (Note 12)	18,782	20,508
Defined benefit obligations, end of year	20,698	22,487

EFFECT OF CHANGES TO DEFINED BENEFIT OBLIGATIONS

	2025	2024
Expenses Recognized in Net Earnings		
Annual benefit plan expenses		
Current service cost	5	5
Interest costs	968	991
Defined benefit plan expenses included in administrative costs	973	996
Actuarial Loss Recognized in Other Comprehensive Income		
Amount in accumulated deficit at January 1	(6,710)	(6,077)
Actuarial gain (loss) arising from changes in liability experience and assumption changes	631	(1,084)
Gain on assets	277	223
Income tax (expense) recovery on actuarial adjustments	(241)	228
Amount in accumulated deficit at December 31	(6,043)	(6,710)

PLAN ASSETS

	2025	2024
Equities	62 %	58 %
Fixed income securities	32 %	36 %
Real estate / commercial mortgage	6 %	6 %
	100 %	100 %

ACTUARIAL ASSUMPTIONS

	2025	2024
Discount rate for accrued obligation at end of year	4.60 %	4.50 %
Discount rate for plan expenses	4.50 %	4.60 %
Rate of compensation increase	— %	— %
Income Tax Act limit increase	3.00 %	3.00 %
Average remaining service years of active employees	2	2
Mortality table	CPM2014Publ w/ MI-2017	CPM2014Publ w/ MI-2017

The present value of the pension and benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension and benefit obligations.

The Company determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Company considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and those that have terms to maturity approximating the terms of the related pension liability.

Changes to the following actuarial assumptions, while holding the other assumptions constant, would have affected the defined benefit obligation and related expense for 2025 by the amounts shown below.

	Increase (Decrease) in Benefit Obligation	Increase (Decrease) in Net Earnings
Discount rate		
1% increase	(1,952)	80
1% decrease	2,235	(110)
Mortality rate		
10% increase	(677)	(30)
10% decrease	742	34

Defined Contribution Plans

The Company maintains registered savings and defined contribution plans and matches up to 120% of the employees' contributions according to seniority, subject to a maximum based on the salary of the plan participants. Contributions to these various plans in December 31, 2025 were \$19.6 million (December 31, 2024 – \$14.6 million).

23. MANAGEMENT OF RISKS AND FINANCIAL INSTRUMENTS

a) Management of Risks

LIQUIDITY RISK

Liquidity risk is the risk that the Company will encounter difficulty in meeting its contractual obligations. The Company manages its liquidity risk through the use of budgets and forecasts. Cash requirements are monitored regularly based on actual financial results and actual cash flows to ensure that there are sufficient resources to meet operational requirements.

In addition, since there is a risk that current borrowings and long-term debt may not be refinanced or may not be refinanced on as favourable terms or with interest rates as favourable as those of the existing debt, the Company attempts to appropriately structure the timing of contractual long-term debt renewal obligations and exposures.

The following are the contractual maturities of financial liabilities, including estimated interest payments:

As at December 31, 2025	Carrying Amount	Contractual Cash Flows	Less than 1 Year	1-2 Years	2-5 Years	More than 5 Years
CMHC mortgages, fixed rate	33,664	42,669	4,744	4,106	12,317	21,502
CMHC mortgages, variable rate	19,082	20,451	1,819	18,632	—	—
Non-CMHC mortgages and loans	90,620	114,604	9,367	33,033	31,579	40,625
Lease liabilities	16,838	20,455	4,111	3,577	6,929	5,838
Senior secured credit facility, term loan	175,500	207,932	18,358	189,574	—	—
Accounts payable and accrued liabilities	298,739	298,739	298,739	—	—	—
Income taxes payable	11,594	11,594	11,594	—	—	—
	646,037	716,444	348,732	248,922	50,825	67,965

The gross outflows presented above represent the contractual undiscounted cash flows.

In addition to cash generated from its operations and cash on hand as at December 31, 2025, the Company has available undrawn credit facilities totalling \$153.5 million (December 31, 2024 – \$108.5 million).

CREDIT RISK

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the Company by failing to discharge its obligation. The nature and maximum exposure to credit risk as at December 31 was:

	Carrying Amount	
	2025	2024
Cash and cash equivalents	347,937	121,846
Restricted cash	1,244	710
Accounts receivable, net of allowance	84,209	92,324
Construction funding subsidy receivable	26,317	27,949
Interest rate swap contracts	(1,182)	(563)
	458,525	242,266

Cash and Cash Equivalents

Cash and cash equivalents are held with highly-rated financial institutions in Canada.

Restricted Cash

Restricted cash is cash held mainly on account of lender capital reserves with highly-rated financial institutions in Canada, and minimal credit risk.

Accounts Receivable, Net of Allowance

The Company evaluates the adequacy of its provision for expected credit losses on trade and other receivables by conducting a specific account review of amounts in excess of predefined target amounts and aging thresholds, and are considered based upon historical credit loss experiences for each payor type and age of the receivables, adjusted for current

and forecasted future economic conditions. Accounts receivable that are specifically estimated to be uncollectible, based upon the above process, are fully reserved for in the provision for receivable impairment until they are written off or collected.

Receivables from government agencies represent the only concentrated group of accounts receivable for the Company, which is primarily from provincial government agencies. Management does not believe there is any credit risk associated with these government agencies other than possible funding delays. Accounts receivable other than from government agencies consist of private individuals that are subject to different economic conditions, none of which represents any concentrated credit risk to the Company.

As at December 31, 2025, receivables from government agencies represented approximately 60% of the total receivables (December 31, 2024 – 57%). Management continuously monitors reports from trade associations or notes from provincial or federal agencies that announce possible delays that are rare to occur and usually associated with changes of fiscal intermediaries or changes in information technology or forms.

The aging analysis of these trade receivables is as follows:

	2025	2024 ⁽ⁱ⁾
Current	57,334	66,605
Between 30 and 90 days	15,568	16,731
Over 90 days	5,475	7,016
Less: provision for receivable impairment	(4,688)	(2,857)
	73,689	87,495

⁽ⁱ⁾Certain comparative information has been reclassified to conform to the current year presentation.

Any change in provision for receivables impairment has been included in operating expenses in net earnings. In general, amounts charged to the provision for impairment of trade receivables are written off when there is no expectation of recovering additional cash.

Construction Funding Subsidy Receivable

Included in construction funding subsidy receivable were \$26.3 million (December 31, 2024 – \$27.9 million) of discounted amounts receivable due from government agencies. These represent amounts funded by the Ontario government for a portion of LTC home construction costs over a 20-year or 25-year period (*Note 8*). The Company does not believe there is any credit exposure for these amounts due from government agencies.

Interest Rate Swap Contracts

Interest rate swap contracts are entered with highly-rated financial institutions in Canada.

INTEREST RATE RISK

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

To mitigate interest rate risk, the Company's debt portfolio includes fixed-rate debt and variable-rate debt with interest rate swaps in place. At December 31, 2025, CMHC variable-rate mortgages of \$19.1 million (December 31, 2024 – \$19.9 million) are variable-rate debt, which do not have interest rate swaps in place. The Company's Senior Secured Credit Facility, and future borrowings, may be at variable rates which would expose the Company to the risk of interest rate volatility (*Note 11*).

Although the majority of the Company's long-term debt is effectively at fixed rates, there can be no assurance that as debt matures, renewal rates will not significantly impact future income and cash flow. The Company does not account for any fixed-rate liabilities at FVTPL; consequently, changes in interest rates have no impact on the Company's fixed-rate debt, including the Senior Secured Credit Facility, and therefore, would not impact net earnings.

Below is the interest rate profile of the Company's interest-bearing financial instruments, which reflects the impact of the interest rate swaps:

	2025		2024	
	Percentage of Total Debt	Carrying Amount	Percentage of Total Debt	Carrying Amount
Fixed-rate long-term debt ⁽ⁱ⁾⁽ⁱⁱ⁾	94.3 %	316,622	93.3 %	276,510
Variable-rate long-term debt ⁽ⁱ⁾	5.7 %	19,082	6.7 %	19,878
Total	100.0 %	335,704	100.0 %	296,388

⁽ⁱ⁾ Includes current portion and excludes netting of deferred financing costs.

⁽ⁱⁱ⁾ Includes Senior Secured Credit Facility.

Fair Value Sensitivity Analysis for Variable-rate Instruments

All long-term debt with variable rates are classified as other financial liabilities, which are measured at amortized cost using the effective interest method of amortization; therefore, changes in interest rates would not affect OCI or net earnings with respect to variable-rate debt. The value of the interest rate swaps is subject to fluctuations in interest rates, and changes in fair value of these swaps are recognized in net earnings.

Cash Flow Sensitivity Analysis for Variable-rate Instruments

An increase of 100 basis points in interest rates would have decreased net earnings by \$0.1 million and a decrease of 100 basis points in interest rates would have increased net earnings by \$0.1 million. This analysis assumes that all other variables, in particular foreign currency rates, remains constant, and excludes variable interest rate debt that is locked in through interest rate swaps.

b) Fair Values of Financial Instruments

Financial Instruments are comprised of cash and cash equivalents, restricted cash, accounts receivable, construction funding receivable, accounts payable and accrued liabilities, long-term debt, and interest rate swap contracts.

The following table presents the fair value and fair value hierarchy of the Company's financial instruments and excludes financial instruments measured at amortized cost that are short-term in nature. The carrying amounts of the Company's financial instruments approximate their fair values except for items presented below.

As at December 31, 2025	Carrying Amount	Fair Value	Fair Value Hierarchy
Financial assets			
Construction funding subsidy receivable ⁽ⁱ⁾	26,317	24,866	Level 2
	26,317	24,866	
Financial liabilities			
Long-term debt ⁽ⁱ⁾⁽ⁱⁱ⁾	143,366	141,888	Level 2
Senior secured credit facility, term loan	175,500	161,158	Level 2
	318,866	303,046	
As at December 31, 2024			
Financial assets			
Construction funding subsidy receivable ⁽ⁱ⁾	27,949	26,826	Level 2
	27,949	26,826	
Financial liabilities			
Long-term debt ⁽ⁱ⁾⁽ⁱⁱ⁾	151,652	150,308	Level 2
Convertible unsecured subordinated debentures	130,000	111,731	Level 1
	281,652	262,039	

⁽ⁱ⁾ Includes current portion.

⁽ⁱⁱ⁾ Excludes leases, credit facility and netting of deferred financing costs.

BASIS FOR DETERMINING FAIR VALUES

The following summarizes the significant methods and assumptions used in estimating the fair values of financial instruments reflected in the previous table.

The fair values of convertible debentures are based on the closing price of the publicly traded convertible debentures on each reporting date, and the fair values of mortgages and other debt are estimated based on discounted future cash flows using discount rates that reflect current market conditions for instruments with similar terms and risks.

24. CAPITAL MANAGEMENT

The Company accesses the capital markets periodically to fund acquisitions, growth capital expenditures and certain other expenditures. The Company monitors the capital markets to assess the conditions for changes in capital and the cost of such capital relative to the return on any acquisitions or growth capital projects. Funds raised in the capital markets that are not deployed in acquisitions or growth projects are held in high-quality investments with surplus cash held in secure institutions. The Company manages the cash position and prepare monthly cash flow projections over the remaining and future fiscal periods, and continuously monitors the level, nature and maturity dates of debt and level of leverage and interest coverage ratios to ensure compliance with debt covenants. The Company provides information to the Board on a regular basis in order to carefully evaluate any significant cash flow decisions.

Capital Structure

The Company defines its capital structure to include long-term debt, net of cash and cash equivalents, and share capital.

	2025	2024
Current portion of long-term debt ⁽ⁱ⁾	19,847	31,093
Long-term debt ⁽ⁱ⁾	310,356	261,394
Total debt	330,203	292,487
Less: cash and cash equivalents	(347,937)	(121,846)
Net (cash position) debt	(17,734)	170,641
Share capital	662,850	469,328
Total capital structure	645,116	639,969

⁽ⁱ⁾ Net of deferred financing costs.

25. RELATED PARTY TRANSACTIONS

Compensation of Key Management Personnel

The remuneration of directors and key management personnel of the Company was as follows:

	2025	2024
Salaries and short-term benefits	4,704	4,535
Share-based compensation	3,823	3,233
Total compensation	8,527	7,768

Transactions with Joint Ventures

Related party transactions between the Company and its joint ventures occur in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties (*Note 9*). Except as disclosed elsewhere in these consolidated financial statements, the related party balances are included in accounts receivable, accounts payable, other long-term liabilities, revenue, and other income, as applicable.

In the second quarter of 2025, the Company completed the sale to Axium JV of three LTC homes currently under construction (*Note 17*).

The Company's assets, liabilities and distributions related to its joint ventures are as follows:

	2025	2024 ⁽ⁱ⁾
Accounts receivable	4,183	1,859
Other assets	11,625	7,191
Accounts payable and accrued liabilities	506	779
Other long-term liabilities related to unrealized gain and deferred revenue (<i>Note 12</i>)	7,100	3,872
Distributions from investment in joint ventures (<i>Note 9</i>)	1,617	2,432

⁽ⁱ⁾ Certain comparative information has been reclassified to conform to the current year presentation.

Other long-term liabilities related to unrealized gain and deferred revenue is related to LTC homes under construction sold to Axium JV in prior periods.

The Company's revenue related to its joint ventures consists of development and management fees as follows (Note 9):

	2025	2024 ⁽¹⁾
Revenue	19,608	16,093

⁽¹⁾Certain comparative information has been reclassified to conform to the current year presentation.

26. SIGNIFICANT SUBSIDIARIES

The following is a list of the significant subsidiaries as at December 31, 2025, all of which are 100% directly or indirectly owned by the Company.

	Jurisdiction of Incorporation
Extendicare (Canada) Inc.	Canada
ParaMed Inc.	Canada

27. SEGMENTED INFORMATION

The Company reports on the following segments: i) LTC; ii) home health care; iii) managed services, composed of its Extendicare Assist and SGP divisions; and iv) the corporate functions, including the Company's joint venture interests, as "corporate".

The LTC segment represents the 59 LTC homes that the Company owns and operates in Canada. Through the Company's wholly owned subsidiary ParaMed, ParaMed's home health care operations provide complex nursing care, occupational, physical and speech therapy, and assistance with daily activities to accommodate those living at home.

The Company's managed services are composed of its management, consulting and group purchasing divisions. Through the Extendicare Assist division, the Company provides management, consulting and other services to third parties and joint ventures to which the Company is a party; and through the SGP division, the Company offers cost-effective purchasing contracts to other senior care providers for food, capital equipment, furnishings, cleaning and nursing supplies, and office products.

	2025				
	Long-term Care	Home Health Care	Managed Services	Corporate	Total
Revenue	892,109	701,139	67,160	–	1,660,408
Operating expenses	789,731	603,619	30,220	–	1,423,570
Net operating income	102,378	97,520	36,940	–	236,838
Administrative costs				61,224	61,224
Earnings before depreciation, amortization, and other					175,614
Depreciation and amortization				36,943	36,943
Other income				(4,000)	(4,000)
Share of profit from investment in joint ventures				(1,854)	(1,854)
Earnings before net finance costs and income taxes					144,525
Net finance costs				14,422	14,422
Earnings before income taxes					130,103
Current income tax expense				39,777	39,777
Deferred income tax recovery				(6,330)	(6,330)
Total income tax expense				33,447	33,447
Net earnings					96,656

	2024				
	Long-term Care	Home Health Care	Managed Services	Corporate	Total
Revenue	827,448	566,046	72,708	—	1,466,202
Operating expenses	727,644	503,292	33,777	—	1,264,713
Net operating income	99,804	62,754	38,931	—	201,489
Administrative costs				56,940	56,940
Earnings before depreciation, amortization, and other					144,549
Depreciation and amortization				33,336	33,336
Other income				(2,450)	(2,450)
Share of profit from investment in joint ventures				(1,933)	(1,933)
Earnings before net finance costs and income taxes					115,596
Net finance costs				15,735	15,735
Earnings before income taxes					99,861
Current income tax expense				27,244	27,244
Deferred income tax recovery				(2,592)	(2,592)
Total income tax expense				24,652	24,652
Net earnings					75,209

28. SUBSEQUENT EVENT

Subsequent to the fourth quarter of 2025, the Company completed the sale of the land and building associated with a vacated Class C LTC home for proceeds of \$12.5 million. The book value of the net assets was \$1.9 million, resulting in a gain, before taxes, certain closing and other costs of \$0.5 million, of \$10.6 million. As part of the sale, the Company provided the purchaser with a secured \$9.0 million interest-bearing vendor take-back mortgage, maturing on February 5, 2027.