

ZIEGLER INVESTMENT BANKING | SENIOR LIVING

KEY ISSUES UPDATE: NOT-FOR-PROFIT LIFE PLAN COMMUNITIES

October 14, 2025

PRESENTED BY

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ZIEGLER – SENIOR LIVING INDUSTRY LEADER

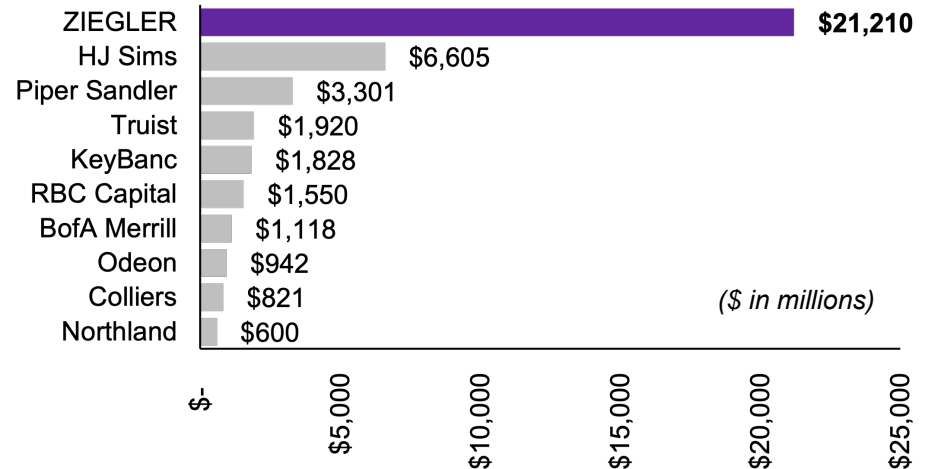
123-year-old employee-owned firm that is the independent industry leader in NFP senior living investment banking

- 170+ professionals located in 18 nationally registered offices with expansive corporate resources with decentralized decision-making allowing bankers to apply regional knowledge and creative solutions – nothing cookie cutter
- First bond financing completed in 1913 (Holy Angels Church) and first institutional loan in 1928 (St. Therese's Hospital)
- Significant investments in strategic resources for research, planning and mergers/affiliations

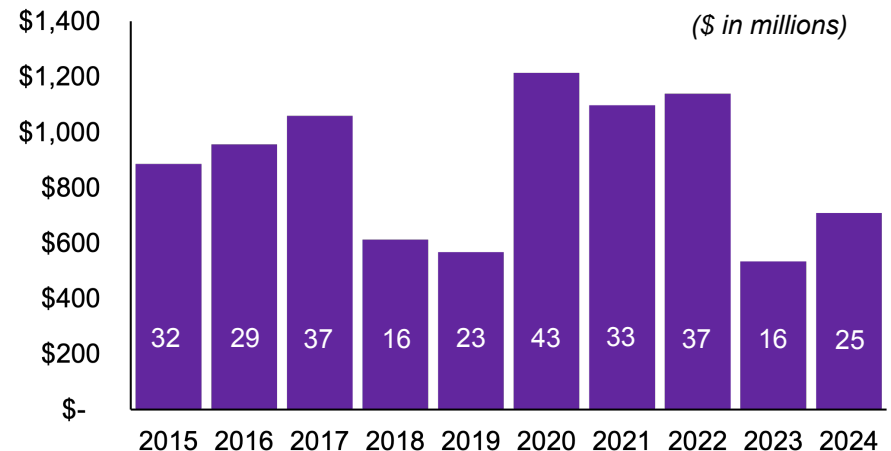


ZIEGLER SENIOR LIVING FINANCING VOLUME

Public Fixed Rate Bond Experience Since 2015 ⁽¹⁾



Bank Direct Placement Experience Since 2015 ⁽²⁾



(1) Not-for-Profit rankings and amounts through Refinitiv Data, as of 05/23/25.

(2) Ziegler Investment Banking, as of 05/23/25. Number on bars represents number of transactions completed.

ZIEGLER'S NORTH CAROLINA EXPERIENCE

Our team has worked with our North Carolina clients an average of over 20-year, executing on multiple financings

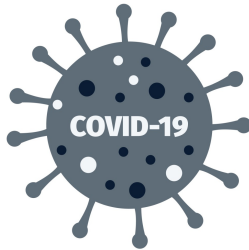
Since July 1, 2014 ⁽¹⁾	# of Issues	Par Amount
Public Fixed Rate Bonds	30	\$1,213,515,000
Bank Direct Placements	44	1,105,103,945
Total	74	\$2,318,618,945



(1) Ziegler Investment Banking since July 1, 2024, as of 06/30/25.

(2) Not-for-Profit rankings and amounts through Refinitiv Data, as of 06/30/25.

WHAT WE ARE SEEING AND HEARING



A CHALLENGING TIME...

- Unprecedented COVID Pandemic changed everything
 - How do we keep residents and staff safe?
 - Disrupted biggest value proposition, socialization within a community setting
 - Intensified workforce challenges
- Post Pandemic realities:
 - Operating expense pressures
 - Construction-cost inflation
 - Uncertainty with skilled nursing

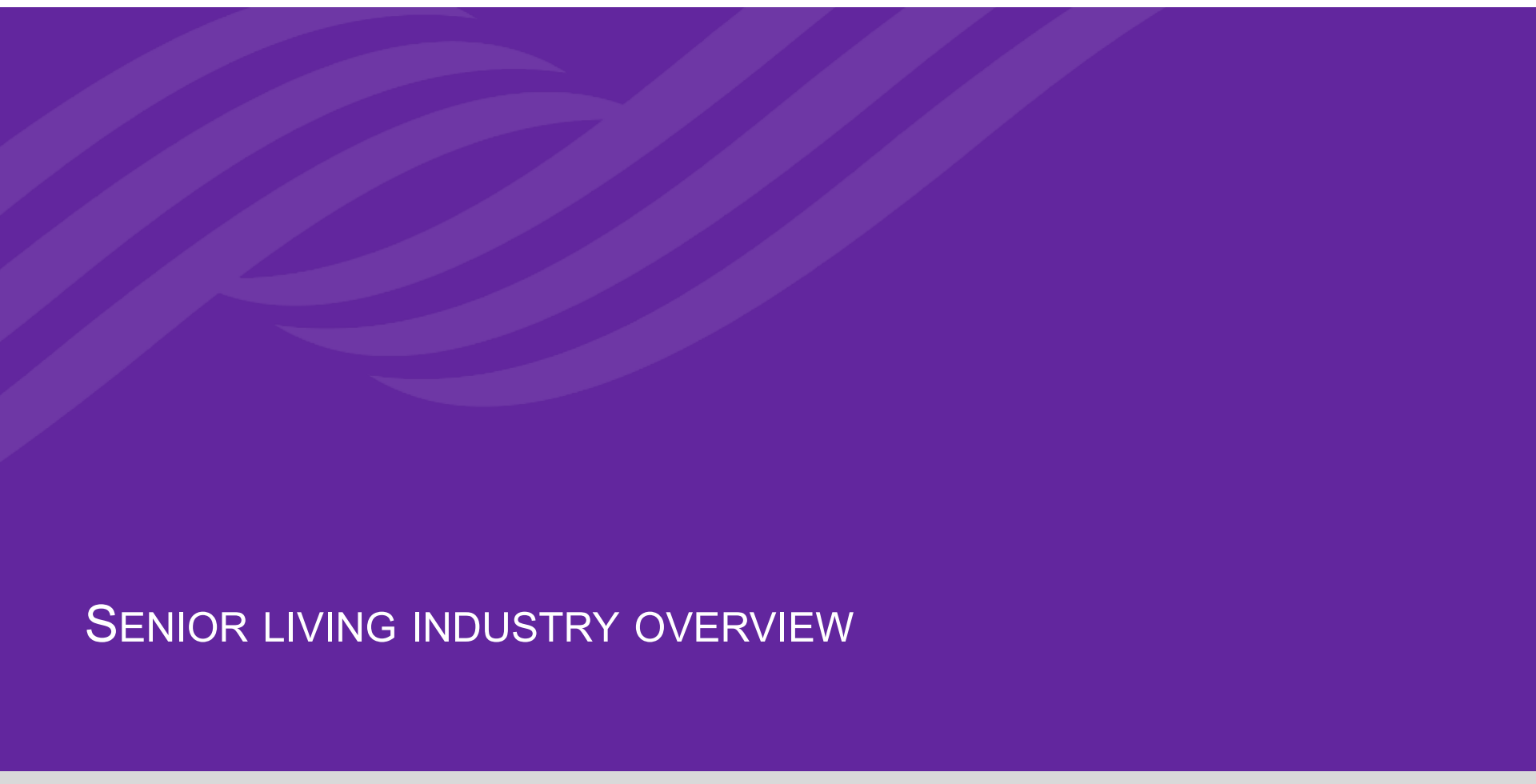


...BUT WE SURVIVED

- Occupancy recovered and now exceeds pre-Pandemic levels
- Resilient focus on operations combined with government stimulus and strong investment environment has resulted in record balance sheet liquidity
- Additional appreciation by residents (and their family) on the value of a LPC
- Greater collaboration among our peer not-for-profit organizations

2025 ZIEGLER SENIOR LIVING FINANCE & STRATEGY CONFERENCE – KEY TAKEAWAYS

- Growth Requires Vision
- Governance is Strategic
- Technology as a Catalyst
- Financial Discipline is Essential
- Consumer Expectations are Evolving
- Design & Environment Shape
- Consolidation & Capital Markets Will Drive
- Leadership Lessons for the Future

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SENIOR LIVING INDUSTRY OVERVIEW

TODAY'S RETIREMENT OPTIONS

A LOOK AT SENIORS HOUSING & SERVICES SUPPLY

		% NFP
	1,911 communities	74%
Adult Day²	4,127 centers	50%
	2.86MM units	33%
	14,933 homes	23%
Home Health²	11,682 agencies	16%
Hospice²	6,068 agencies	15%
	1,924 properties	14%
	6,785 communities	8%
	840 communities	4%
	536 communities	1%

***Nursing Home data includes both freestanding SN and those within a larger continuum**

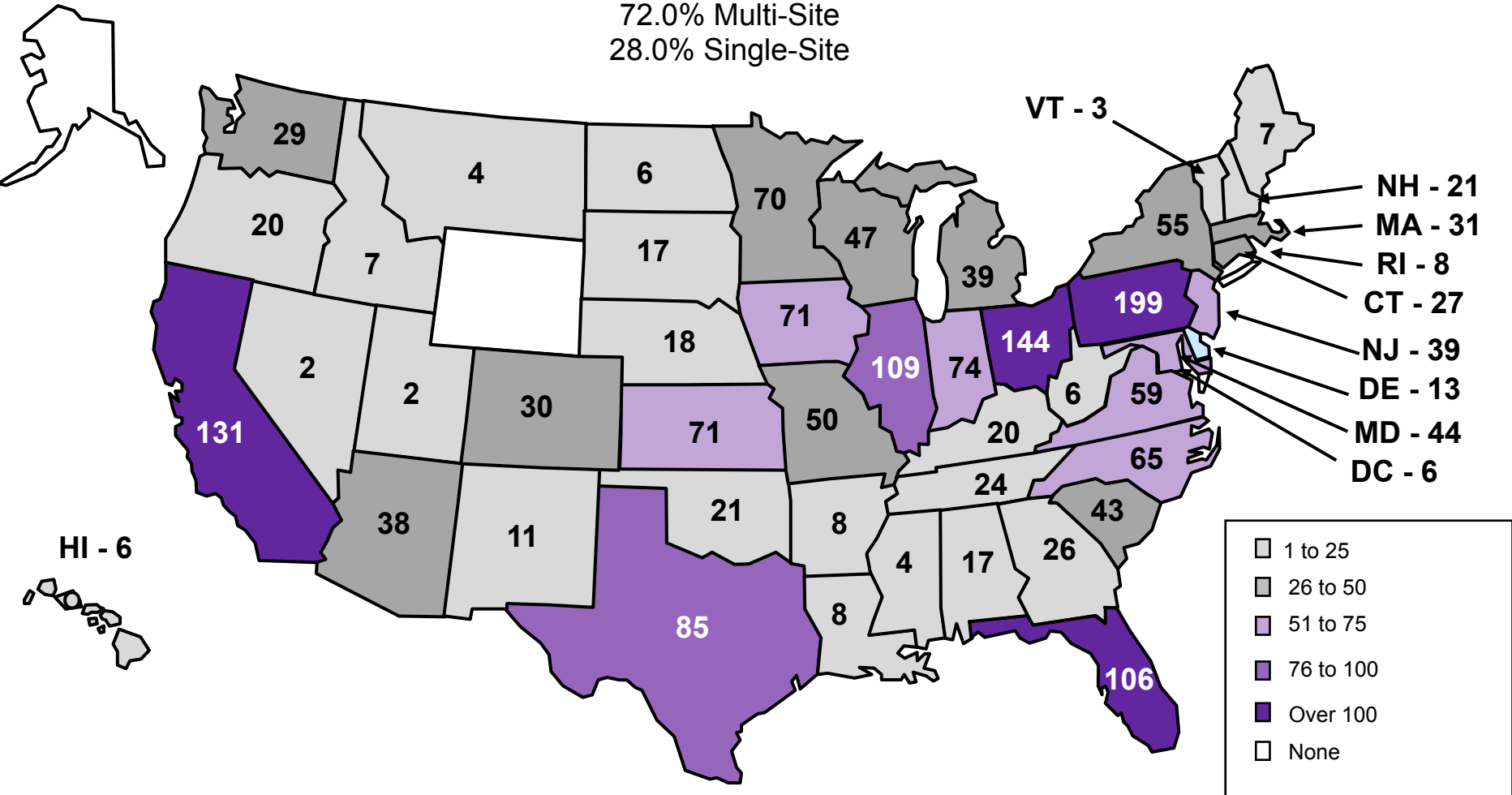
Sources: ¹Ziegler National LPC/CCRC Listing & Profile, Sept. 2023; ²Centers for Medicare and Medicaid Services, Aug. 2023; ³The Public and Affordable Housing Research Corp.-2020 Housing Impact Report: Seniors," 2020; ⁴National Investment Center for Seniors Housing & Care (99 primary and secondary markets), Q2 2023

ZIEGLER NATIONAL LPC DATABASE

ALL PROVIDERS

1,911 Total LPCs

72.0% Multi-Site
28.0% Single-Site



2024 LEADINGAGE ZIEGLER 200

HEADQUARTERED IN NORTH CAROLINA

2024 Rank	2023 Rank	System Name	State	Units (as of 12/31/23)				Communities (as of 12/31/23)				
				Total	ILU	ALU	NCB	Total	LPC	IL	AL	NH
36	-	Kintura ⁽¹⁾	NC	1,864	1,337	264	263	5	5	0	0	0
37	40	Lutheran Services Carolinas	NC	1,771	552	315	904	10	3	1	0	6
53	93	EveryAge (United Church Homes and Services)	NC	1,430	803	180	447	5	4	1	0	0
82	88	The United Methodist Retirement Homes, Inc.	NC	976	640	140	196	3	3	0	0	0
94	100	Givens Communities	NC	904	751	43	110	2	2	0	0	0
142	149	Friends Homes, Inc,	NC	646	445	92	109	2	2	0	0	0
148	148	ThriveMore (Baptist Retirement Homes NC)	NC	596	358	137	101	4	2	1	1	0

Source: 2024 LeadingAge Ziegler 200 Publication, data as of 12/31/23.

(1) Kintura unit counts are from the NCDOI CCRC References Guide and Listing Database, as of 01/10/25

(2) EveryAge includes addition of Providence Place and BellaAge Hickory.

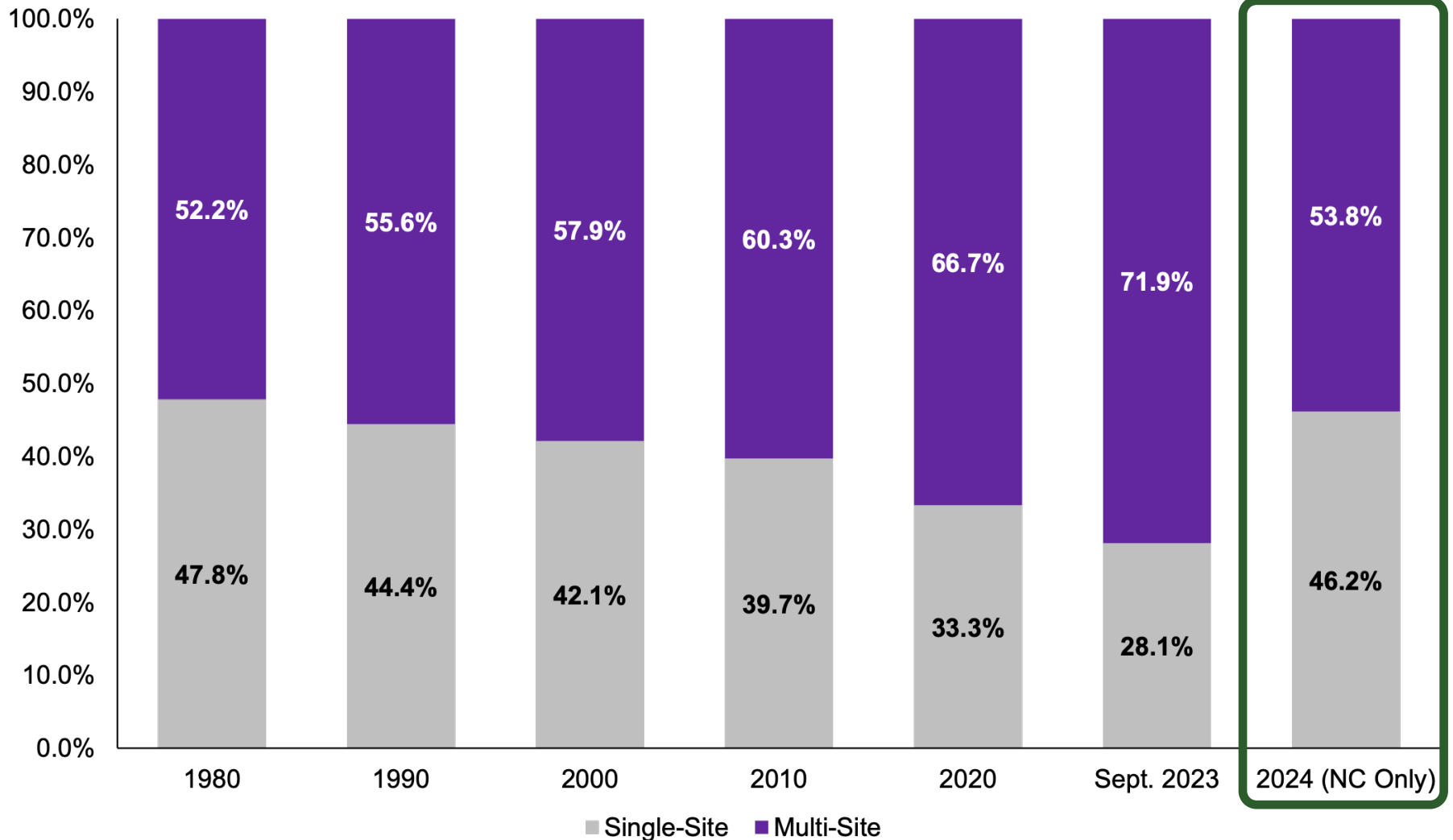
2024 LEADINGAGE ZIEGLER 200

LARGEST SINGLE-SITES IN NORTH CAROLINA

2024 Rank	Campus	City	State	Summary of Market Rate Units (as of 12/31/23)			
				Total	ILU	ALU	NCB
20	Carolina Meadows, Inc.	Chapel Hill	NC	640	476	78	86
29	Twin Lakes Community	Burlington	NC	606	434	68	104
32	Springmoor Life Care Retirement Community	Raleigh	NC	588	397	34	157
42	Aldersgate UMRC	Charlotte	NC	525	300	105	120
48	Deerfield Episcopal Retirement Community, Inc.	Asheville	NC	503	379	62	62
52	Carolina Village, Inc.	Hendersonville	NC	492	374	60	58
54	Arbor Acres United Methodist Retirement Community, Inc.	Winston-Salem	NC	489	311	95	83
88	Carol Woods	Chapel Hill	NC	434	315	89	30
102	Southminster, Inc.	Charlotte	NC	407	322	25	60
110	The Pines at Davidson	Davidson	NC	397	292	30	75
113	Galloway Ridge	Pittsboro	NC	396	300	56	40
116	Pennybyrn at Maryfield, Inc.	High Point	NC	395	222	48	125
132	Salemtowne	Winston-Salem	NC	373	221	52	100
172	The Forest at Duke	Durham	NC	325	235	33	58

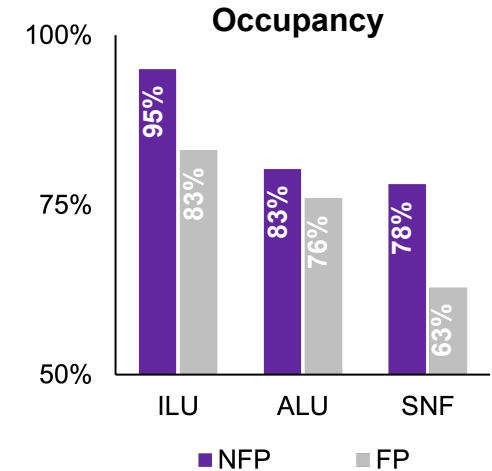
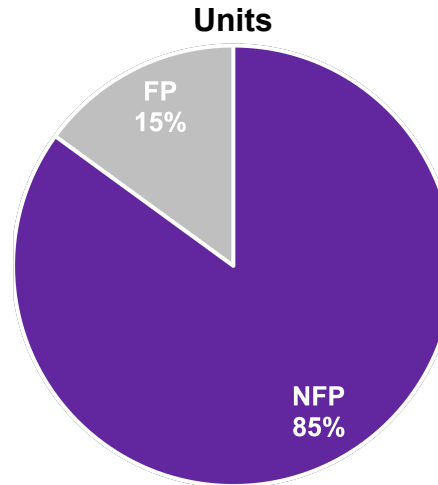
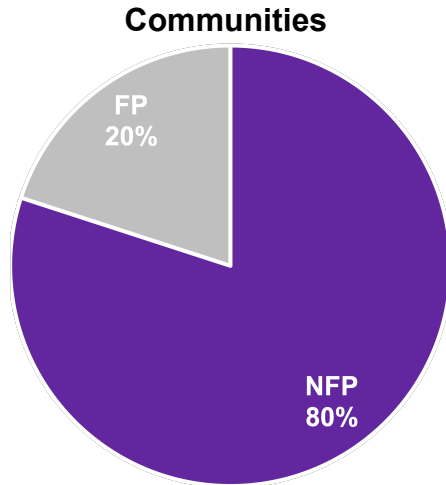
NORTH CAROLINA HAS A HIGHER % OF SINGLE SITES

PERCENTAGE OF SINGLE-SITES TO MULTI-SITE SINCE 1980

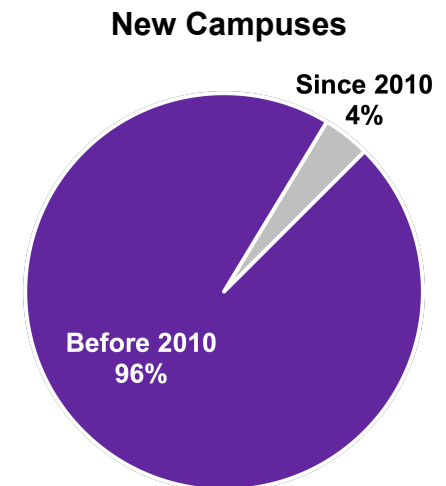
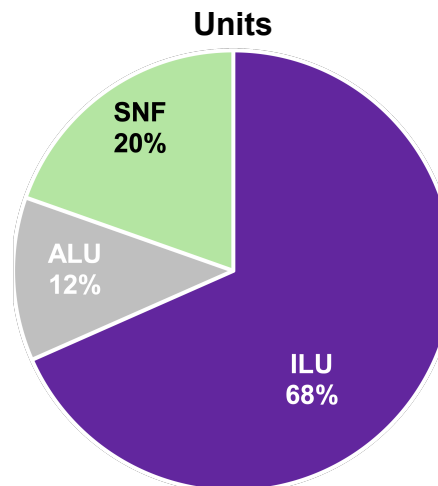
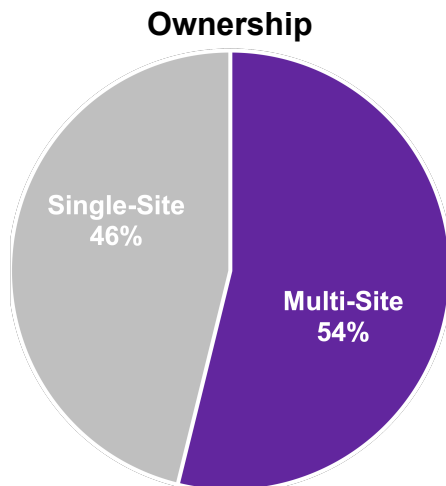


NORTH CAROLINA LIFE PLAN COMMUNITIES

- NC Department of Insurance licenses a total of 65 Life Plan Communities

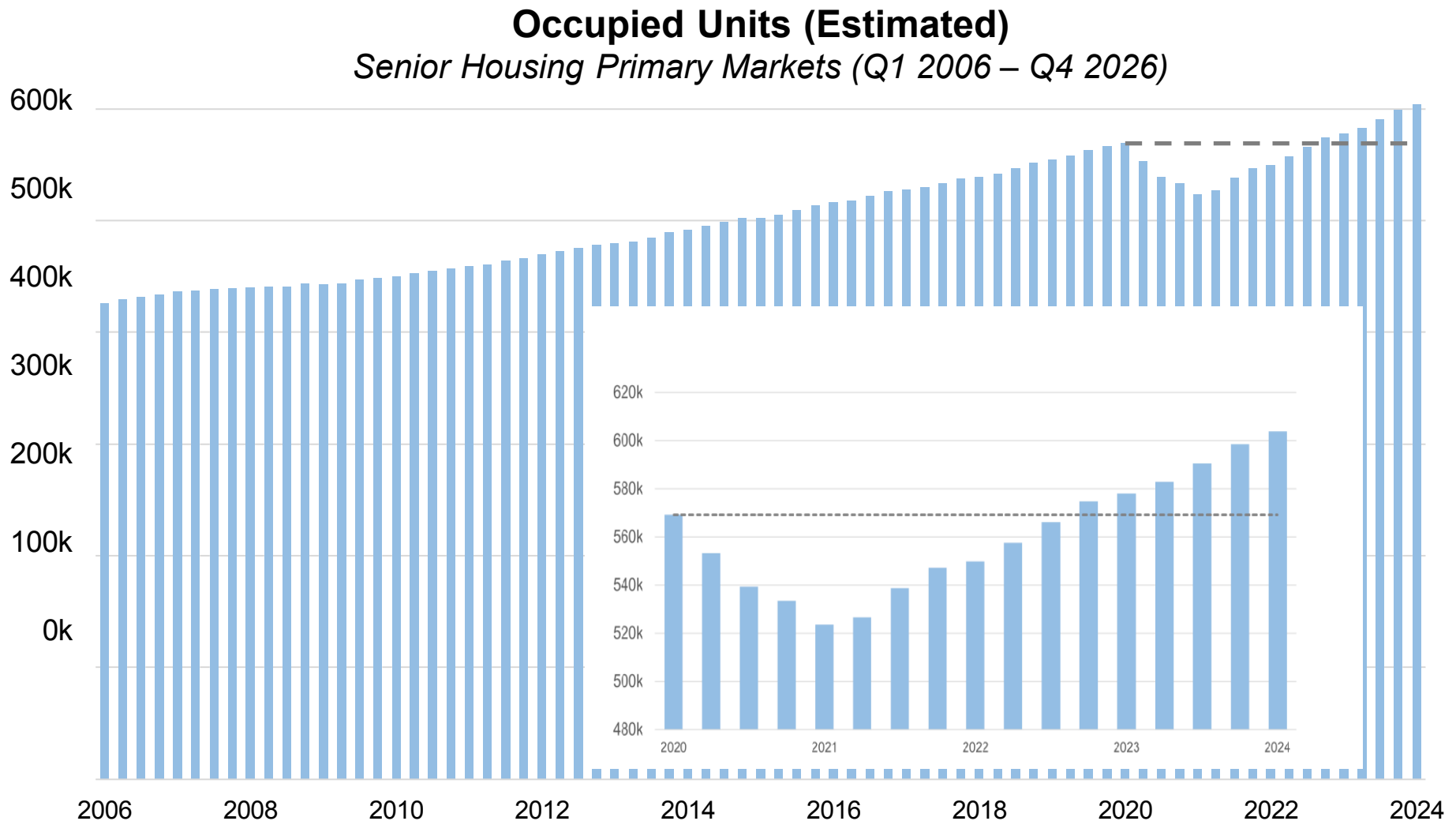


- Below are some key characteristics of the 52 not-for-profit communities



LIFE PLAN COMMUNITY OCCUPANCY BY LEVEL OF LIVING

RECORD NUMBER OF OCCUPIED UNITS: EXCEEDING PRE-PANDEMIC NUMBERS



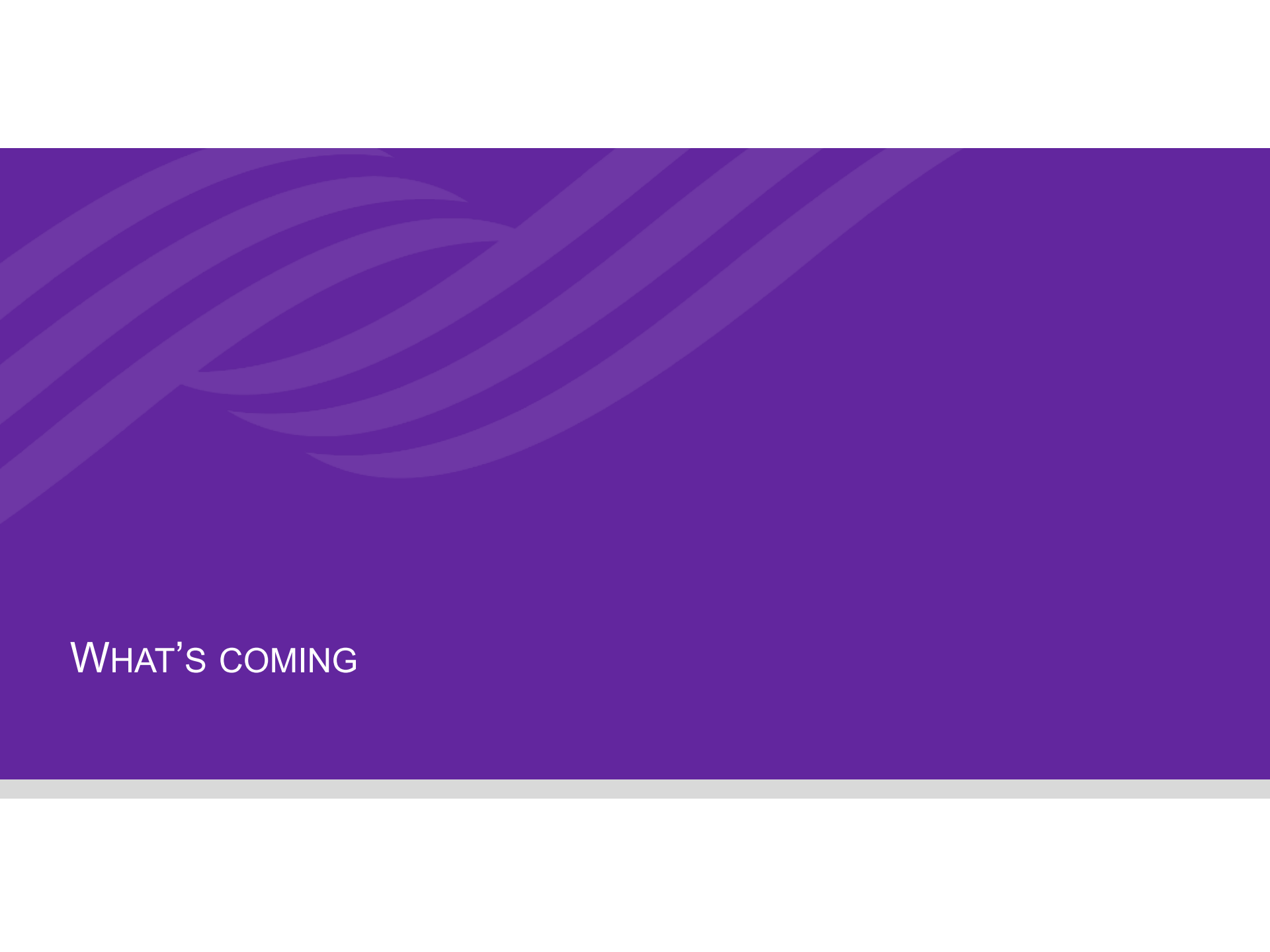
CCRC OCCUPANCY CONTINUES TO TREND UP

CCRC Occupancy by Profit Status; MAP31
4Q05 – 2Q25



FINANCIAL PERFORMANCE OVERVIEW

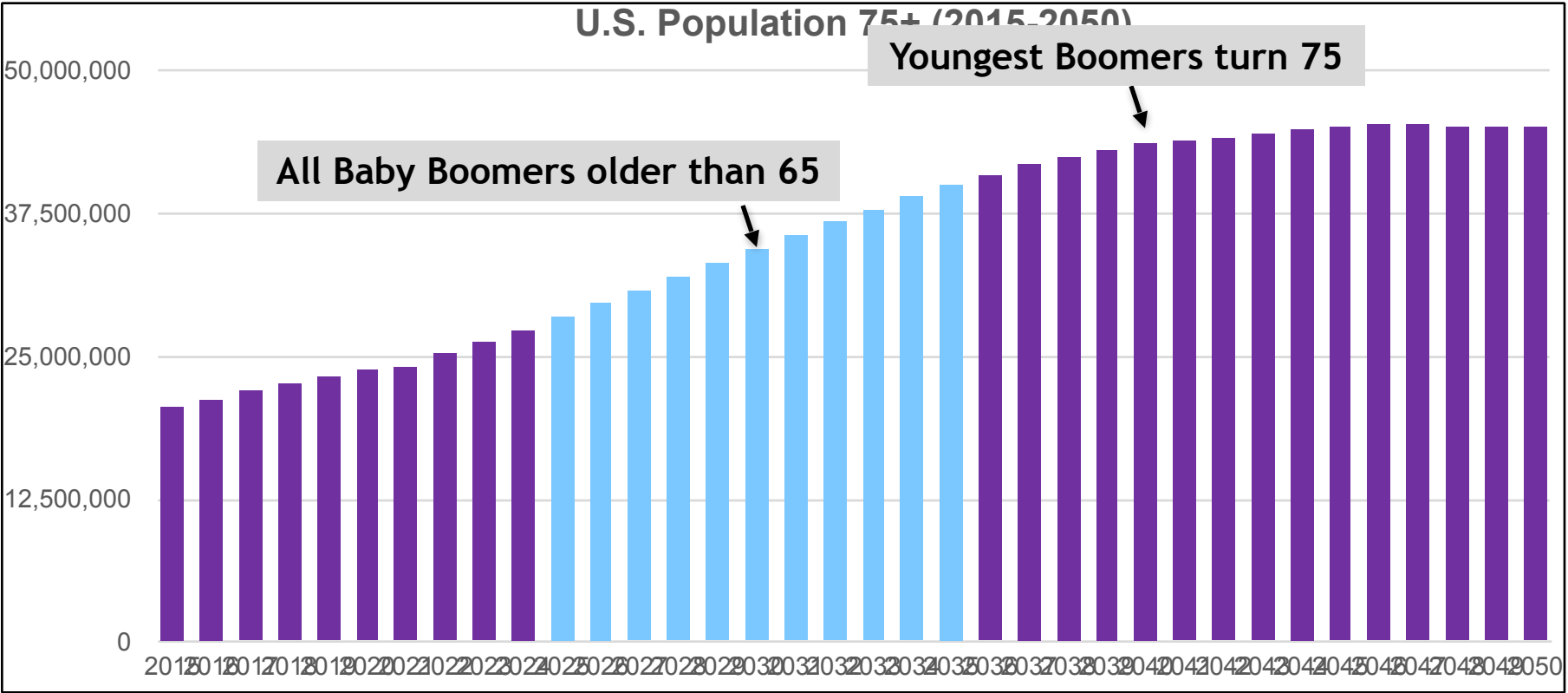
- After several years of strained financial performance (Pandemic and inflation), sector has stabilized with most key indicators at or above historical averages
- Operating performance stable as communities have been successful increasing monthly service fees inline with inflation
- Liquidity near all time high bolstered by exceptional investment returns
- Workforce and skilled nursing challenges remain and will continue to threaten financial performance

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WHAT'S COMING

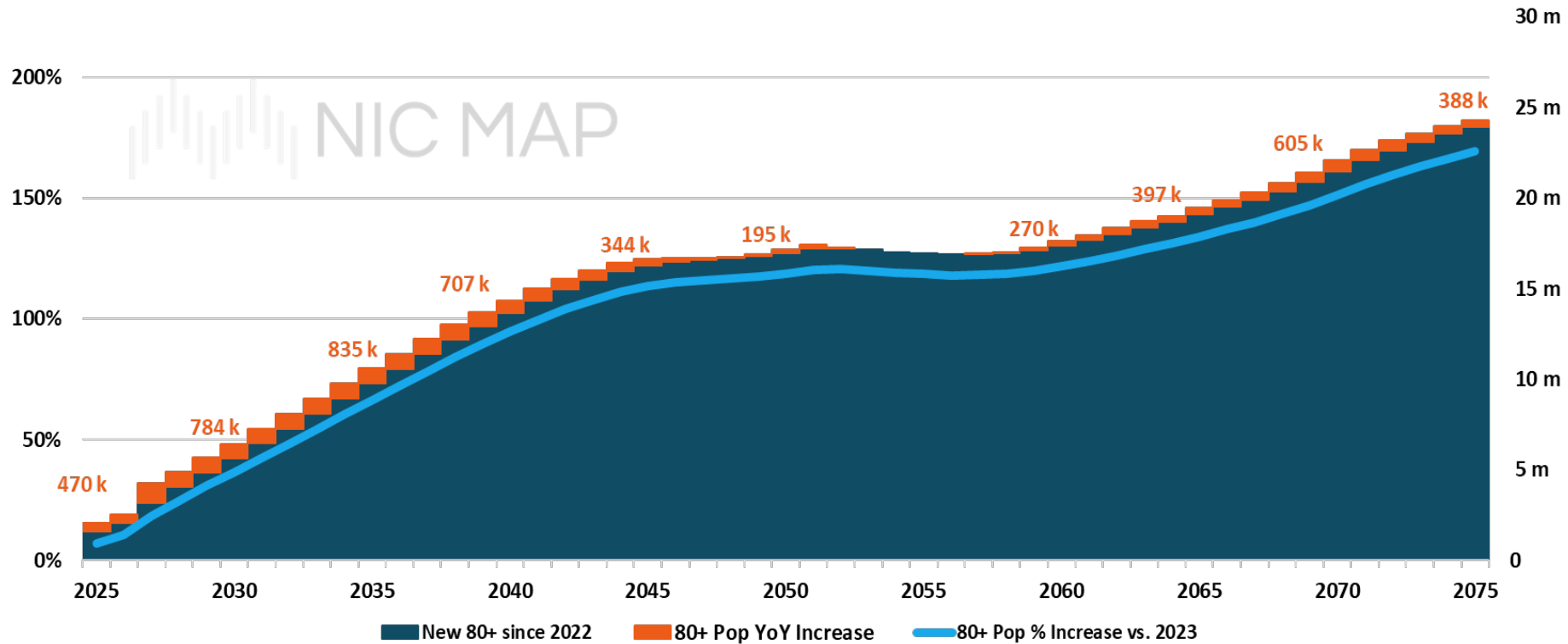
DEMOGRAPHICS: SIGNIFICANT DECADE AHEAD

Increase in 75+ Population by Decade		
2015-2025: 7.2M	2025-2035: 11.5M	2035-2045: 5.9M

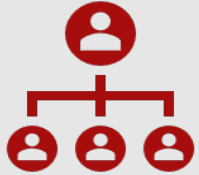


Source: U.S. Census Bureau, 2023 Population Projections Released October 2024

GROWING & SUSTAINED POPULATION OF OLDER ADULTS – BEYOND THE BOOMERS



ADDITIONAL BABY BOOMER & DEMOGRAPHIC TRENDS



Survey of 7,300 Baby Boomers reported that¹:

22%

have no children

37%

have no grandchildren

Middle & High-income Boomers less likely to live with or near their children



Roughly **35%** of American **divorcees** in 2021 were 55+, more than twice the rate of other age groups²

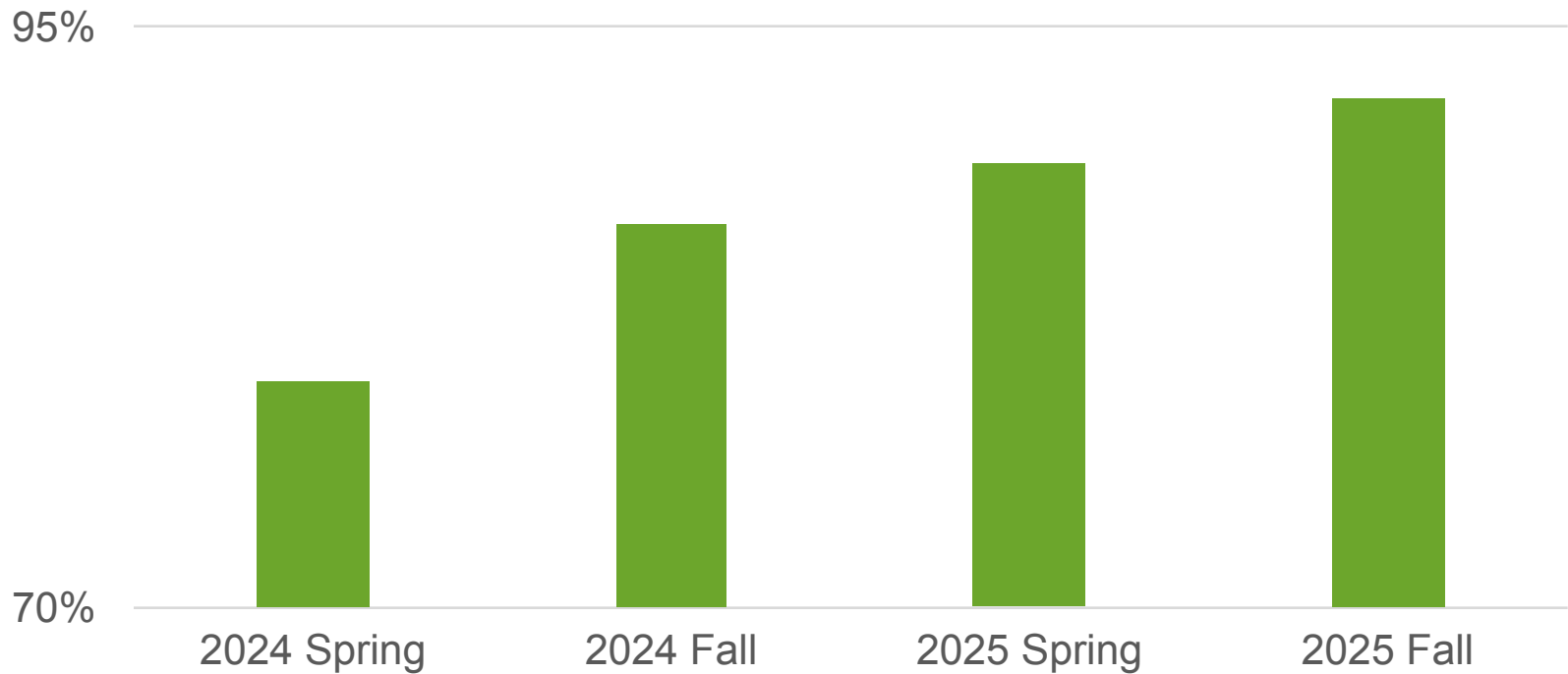


Working longer: **49%** expect to or are already **working past age 70**³

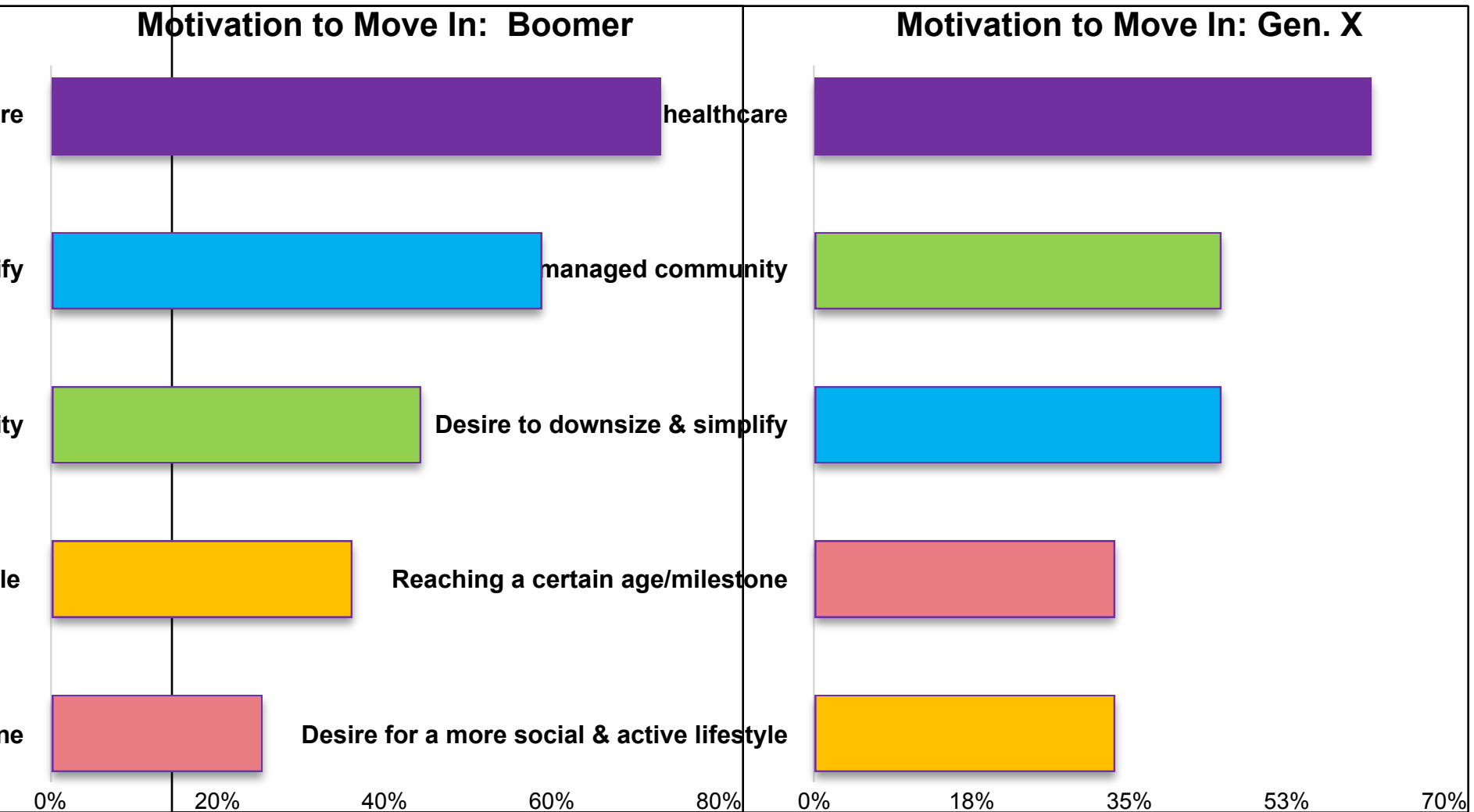
SENIOR HOUSING INDUSTRY SENTIMENT HITS HIGH POINT

What is your overall outlook for the senior housing and care sector in the year ahead?

(% Extremely Positive or Positive)



WHAT DOES THE FUTURE CONSUMER WANT?

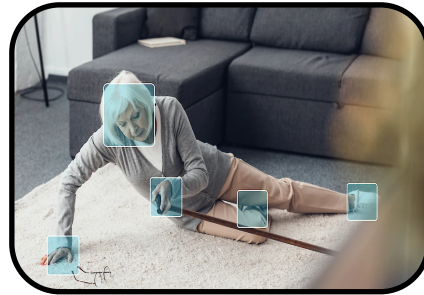


Source: The Holleran National Study on Aging May 7, 2025.

THE FUTURE OF SENIOR LIVING TECHNOLOGY



Electronic Medical/
Health Records (EMR/
EHR)



Automatic Fall
Detection



Passive Monitoring
Technologies



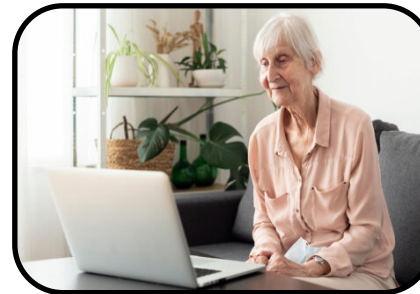
Post-Acute Referral
Management



Home- and
Community-Based
Services (HCBS)
Technologies



Digital Dining Service



Social Connectedness
& Engagement
Technologies

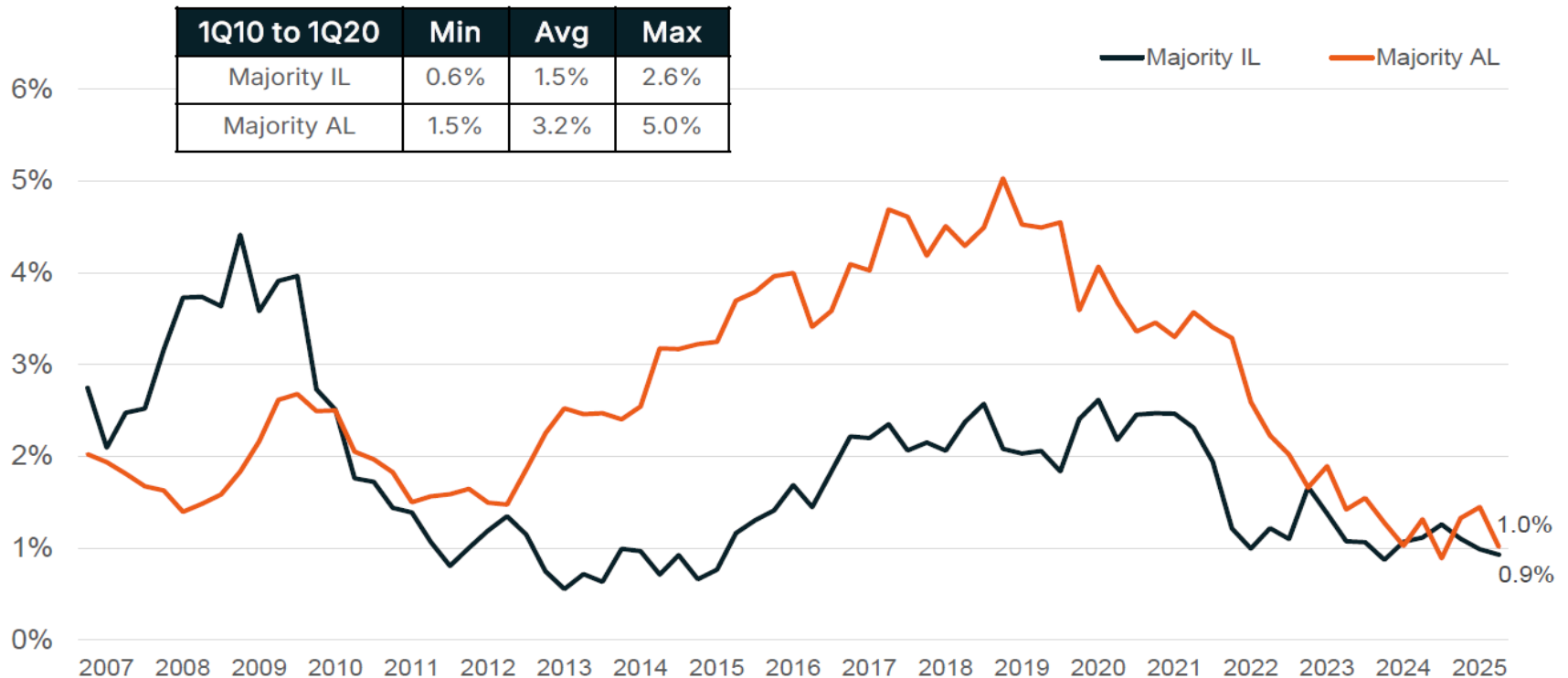


Fleet-Managed Smart
Home Devices
Wellness & Smart
Home Integration

NUMBER OF NEWLY AVAILABLE SENIOR HOUSING UNITS IN 2Q 2025: LOWEST EVER RECORDED

Inventory Growth Dips Below 1.0% for First Time

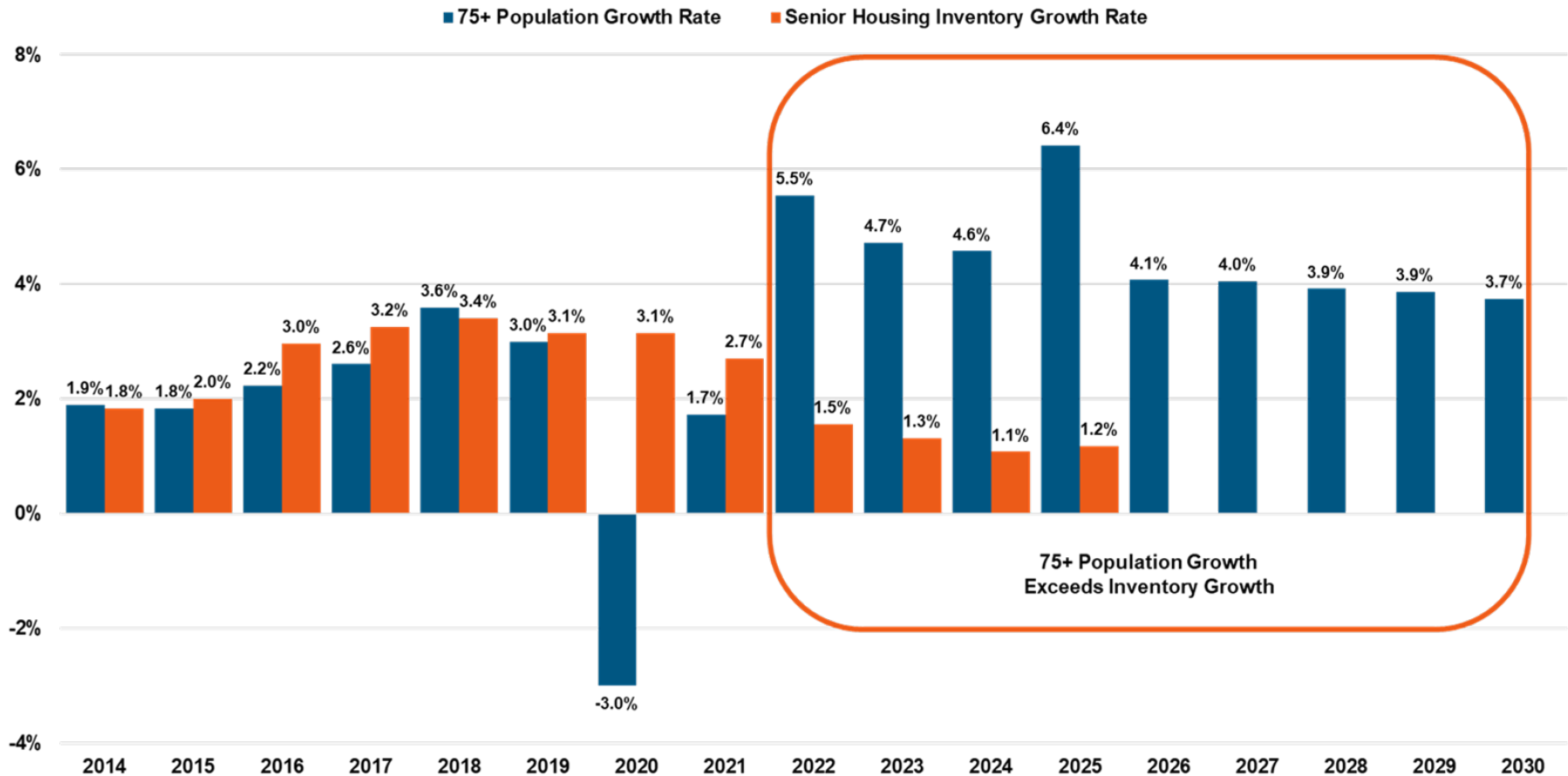
Senior Housing Annual Inventory Growth Rate | Primary Markets | 4Q06 – 2Q25



Source: NIC MAP®

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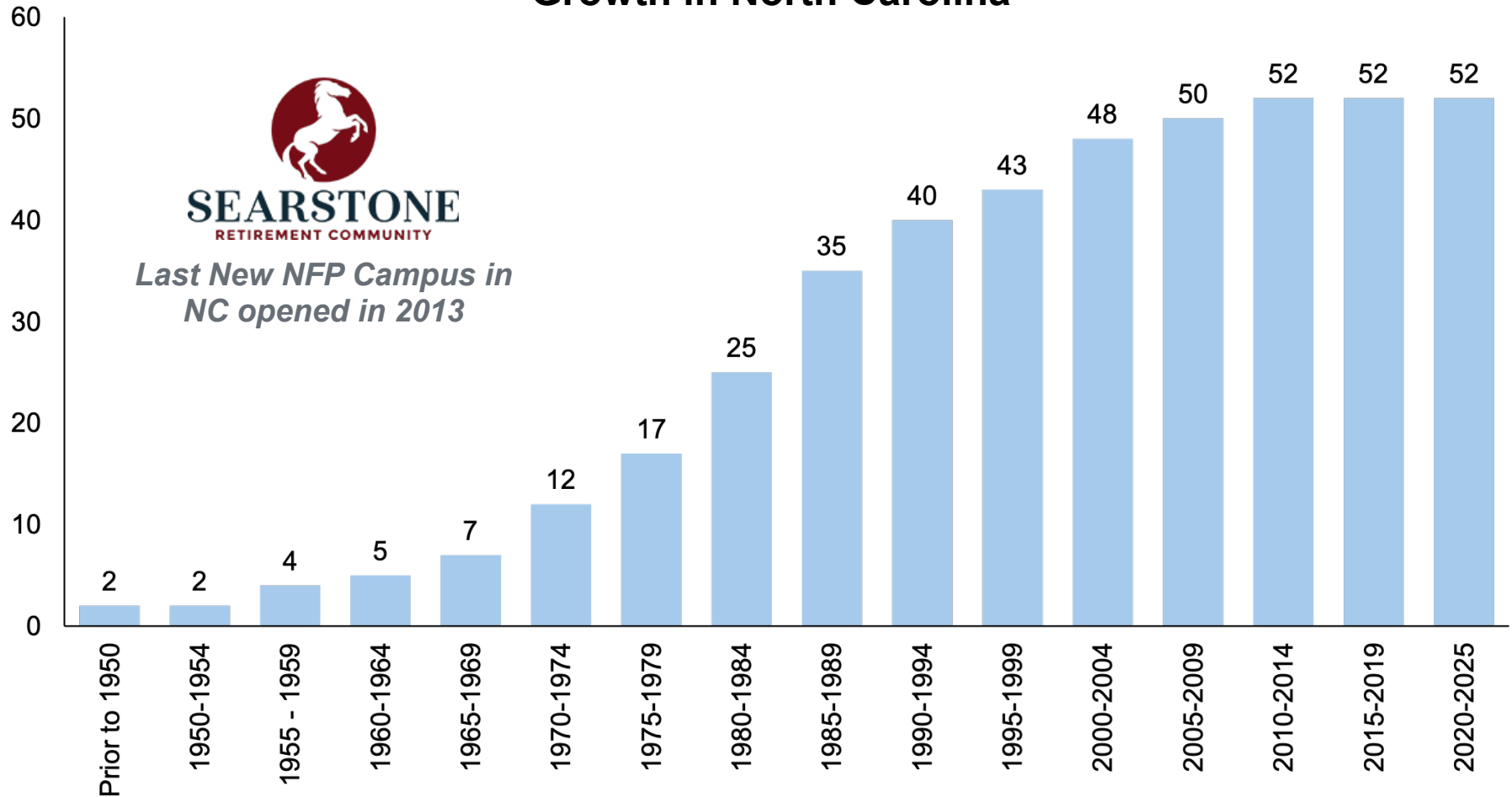
AGING POPULATION EXCEEDS SECTOR GROWTH



Prepared by: NIC Analytics of the National Investment Center for Senior Housing & Care (NIC) | Data Source: U.S. Census, NIC MAP | Market Coverage: 99 NIC MAP Primary and Secondary Markets.

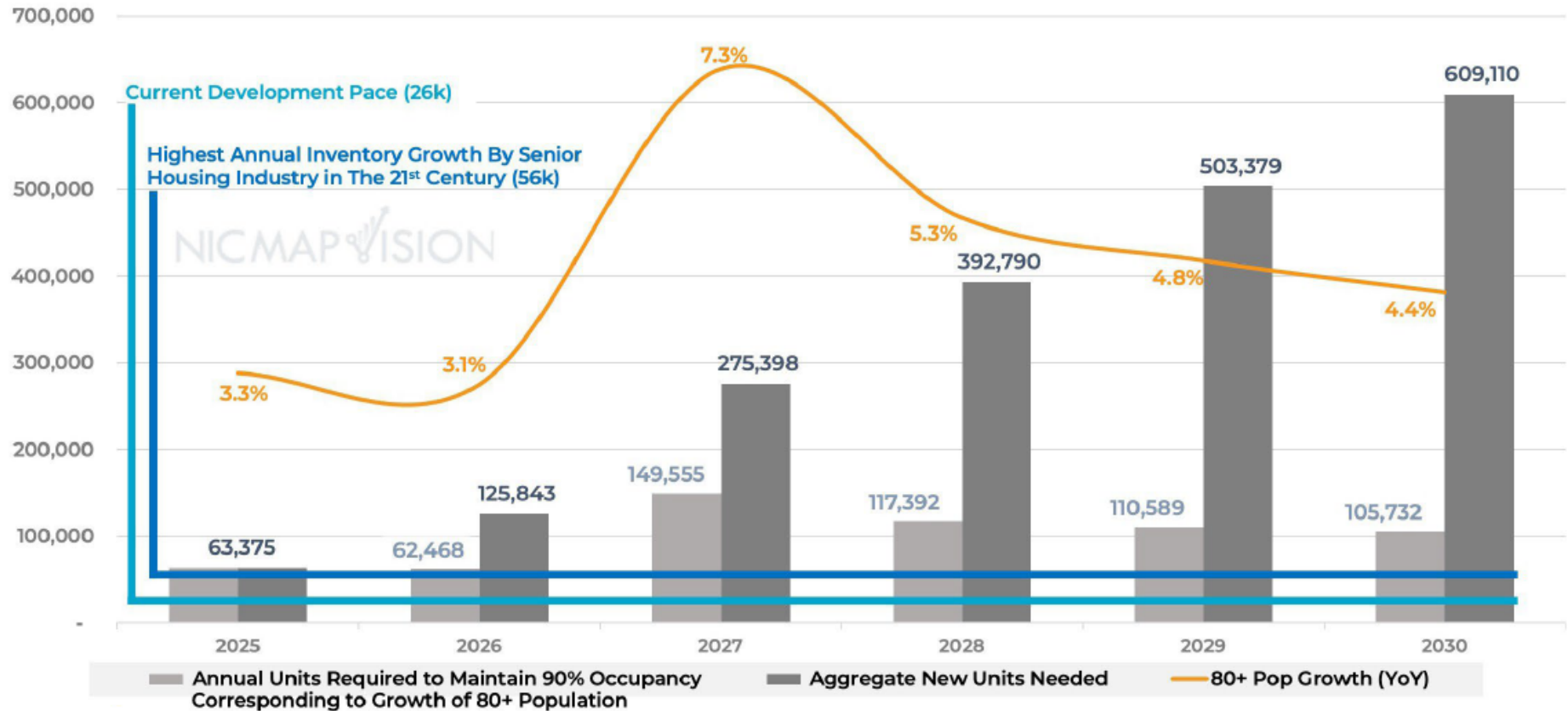
NOT-FOR-PROFIT COMMUNITY GROWTH IN NORTH CAROLINA

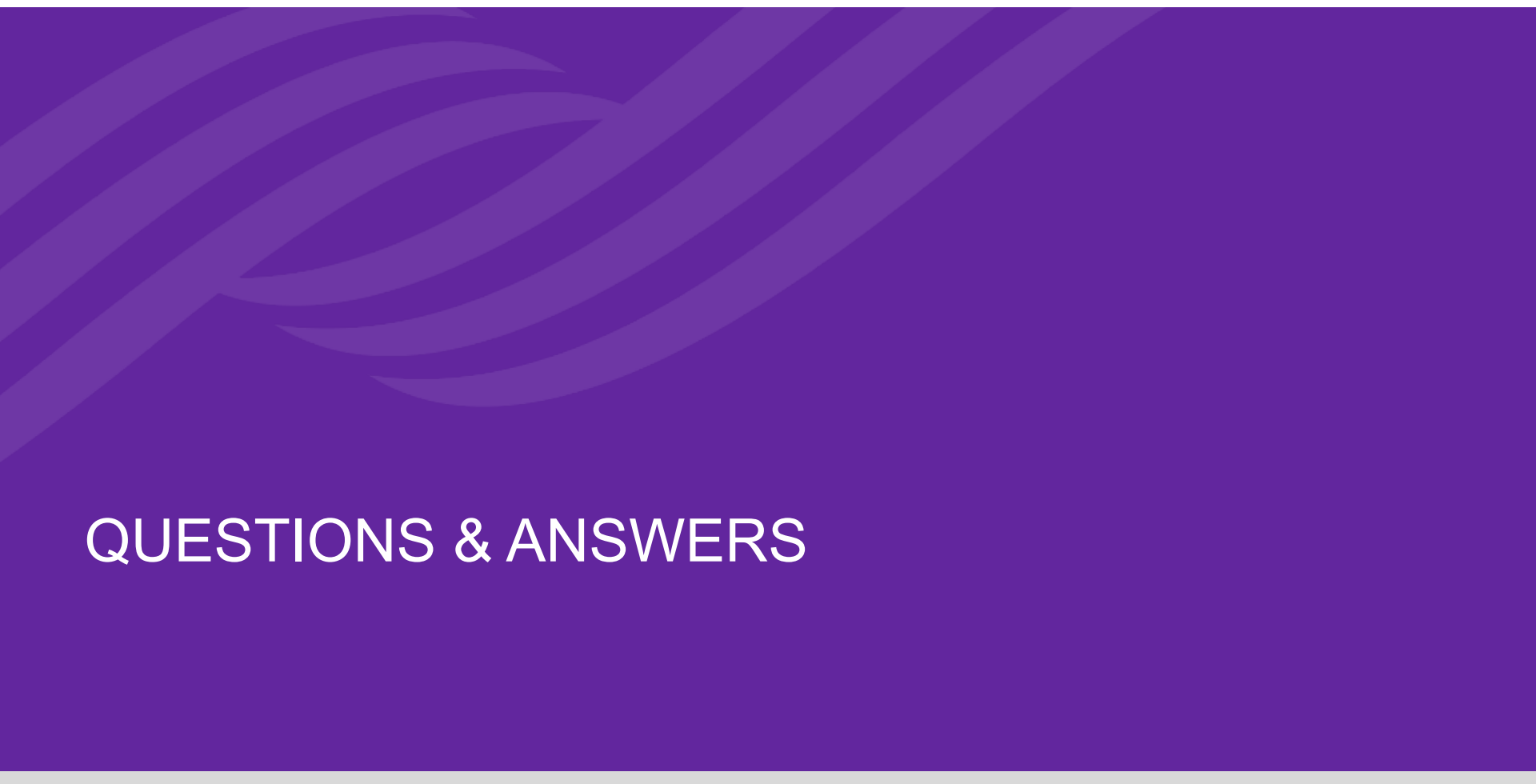
Cumulative Not-for-Profit Life Plan Community Growth in North Carolina



A CALL TO ACTION: HISTORIC GROWTH NEEDED

Aggregate New Units Needed to Maintain Current Penetration Rate



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QUESTIONS & ANSWERS

ABOUT ZIEGLER

- Ziegler is a privately-held investment bank, capital markets and proprietary investments firm
- A registered broker dealer with SIPC & FINRA
- Ziegler provides its clients with capital raising, strategic advisory services, equity & fixed-income trading and research
- Founded in 1902, Ziegler specializes in the healthcare, senior living and educational sectors as well as general municipal finance

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