

Great
Place
To
Work®

Certified

AUG 2025-AUG 2026

USA

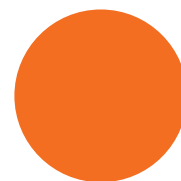
2025 Annual Report



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Mission

We create unlimited possibilities to enhance the lives of older adults by integrating housing, community services, technology, philanthropy, and partnerships. We are Transforming Age.

Values

Integrity: Act honestly.

Grace: Be kind, empathetic and compassionate.

Respect: Honor and accept the value of each person.

Innovation: Create new solutions and improve constantly.

Teamwork: We work together and support each other.

Accountability: Take responsibility for your actions.

Fun: Have fun and bring joy.





Letter from the CEO

As I scroll through the pages of the 2025 Annual Report for Transforming Age and reflect on the remarkable progress we have made in the last 12 months, I am struck by a powerful notion. What you see on these pages are big milestones, an impressive list of projects we tackled together, and stories about the people who made them happen. **But what's not easy to see** are the simple human moments that carried us through. The pages can hardly depict what I experience every day at Transforming Age: an amazing culture that only grows deeper as we increase our impact, the intangible power of our Culture of Excellence, and the way we show up for one another. This year proved to me that **grace** is more than a soft skill. It's the Transforming Age way of leading. It turns tough challenges into inspiring opportunities for all of us to understand one another better. And it reinforces the truth that our work, at its core, is about **people**.

This past year has also been a powerful reminder of what we can achieve when we stay rooted in mission and united by purpose. Across our Transforming Age network, our teams, partners, and affiliates have continued to uplift the aging journey with compassion, creativity, and unwavering commitment. It has been an honor to witness how each of us brings our mission to life every single day.

A highlight of the year was the meaningful affiliation between Alegre Home Care and Elder Care Alliance, joining the Transforming Age family and expanding our ability to support older adults who wish to age safely and confidently at home. We are a **learning organization** and each affiliation advances our capabilities, talent pool, and resources. Alegre's inclusive, relationship-based care model aligns beautifully with our values and strengthens our capacity to meet the growing demand for home-based support across California and beyond. This milestone reflects the very best of who we are: mission-driven organizations coming together to extend **purpose and possibility** for every older adult we serve.

We also continued to grow and strengthen our network in ways that elevate quality, expand access, and build vibrant affiliates. Our **Great Place to Work®** certification once again reaffirmed the culture our dedicated team members have created stays true to our values of teamwork, integrity, respect, grace, fun, innovation and accountability. Across more than 80 affiliates, teams advanced wellness initiatives, deepened community connections, uplifted voices, and implemented innovative solutions that make daily life safer, richer, and more fulfilling for those we serve.

As lives grow longer and older adults outnumber humanity's youth, aging is no longer a sidebar, **it's the story we all share**. The needs of our aging society are evolving and so must Transforming Age. As a learning organization, **evolving is what we do best**. From robotics, digital transformation, and artificial intelligence, to advancements in memory care and bringing home gold medals from the Senior Olympics, we continue to prove that supporting an aging society is not a problem to solve, but a **transformation to harness**. Looking ahead, we embrace a future filled with opportunity. People are living longer, seeking deeper purpose, and redefining what it means to age. At Transforming Age, we are not simply responding to this movement, **we are shaping it**. Together we are expanding pathways to thrive and creating systems that honor every person's unique journey.

To our residents and clients, thank you for trusting us. To our team members, thank you for leading with heart. To our partners, donors, advocates and supporters, thank you for believing in our mission. Together, we are transforming the experience of aging **and the world we live in is better for it.**

Board of Directors

Board Chair: Greg Russell, Partner, Peterson Russell Kelly PLLC

Vice Chair: Barb Bennett, Retired President & COO of Vulcan Inc.

Kathi Lentzsch, CEO of Rad Power Bikes

Joy Moore, Chief People Officer, On Lok

Mary Wagner, Retired Senior Vice President, Starbucks

Immediate Past Board Chair: Jesse Bond, Owner, Bond Financial, LLC

Cathy Danigelis, Western Region Manager, KeyBank Community Development Lending

Torsten Hirche, President & CEO, Transforming Age

Jim Melhorn, Retired President/CEO, Episcopal Ministries to the Aging, Board service ended July 2025

Jesse Bond, Owner, Bond Financials

Senior Leadership

Torsten Hirche, President & CEO

Michael Connell, Chief Financial Officer and Treasurer

Marc Gaber, Chief Technology and Information Officer

Ken Noreen, Chief Operating Officer, retired as of May 2026

Brian Robbins, Chief Operating Officer, May 2026

David Knight, Executive Vice President of Strategy and Partnerships & President, GSI

Ashlee Gray, General Counsel

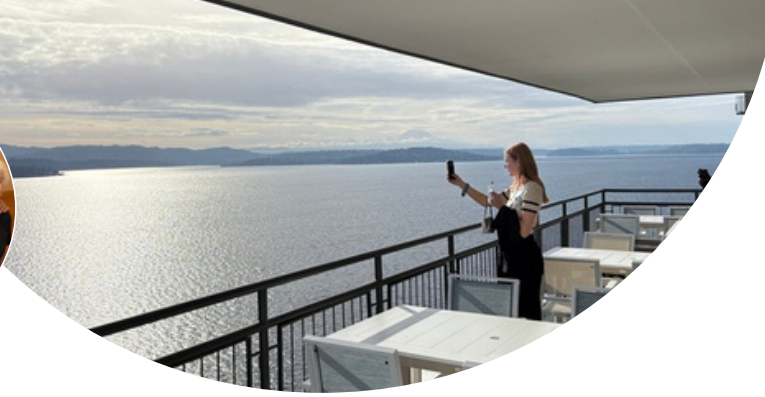
Mark Heston, Chief Human Resources Officer

Frankie Pane, President, GSI

Adriene Iverson, Senior Vice President, One Customer

Andrew Minear, Chief Advancement Officer





Market Rate Housing

At Transforming Age, we strive to be best-in-class operators, delivering innovative living options to serve older adults of diverse backgrounds and socioeconomic status.

At Transforming Age, our market rate housing communities are more than just places to live—they are vibrant spaces where individuality is honored, potential is nurtured, and aging is embraced as a powerful journey of growth.

Across our 27 unique communities, residents are welcomed with warmth and supported by a Culture of Excellence that encourages them to craft their own path. From new technology solutions and wellness programming to thoughtfully

designed amenities, we challenge outdated notions of senior living and celebrate the richness of every stage of life. Here, aging isn't about limits—it's about possibility. It's about waking up each day with purpose, surrounded by a community that believes your best days are still unfolding.

Meeting the Challenge of Memory Loss: MyLife's transformative approach



Worldwide, more than 55 million people are living with dementia and other forms of memory loss—a number expected to rise sharply in the coming decades. This reality underscores the urgent need for bold, innovative solutions that not only respond to the clinical aspects of memory care but also address the emotional, social, and personal dimensions of those affected.

Our MyLife memory care program was conceived with this imperative at heart, aiming to transform care through a holistic approach that empowers individuals, supports families, and enriches communities. Through this initiative, Transforming Age leveraged the most recent research and therapies to build out My Life, operationalizing the training and tools throughout all memory care settings within the Network.

At its core, MyLife is built on the values of dignity, empathy, and engagement. The program's philosophy

recognizes each resident as a unique individual and honors each person's history, preferences, and strengths. MyLife upholds that every person has capacity to learn and add value and fosters a compassionate environment and meaningful connections among residents, staff, and loved ones. Our commitment to lifelong learning and continuous improvement ensures that MyLife remains adaptable, forward-thinking, and deeply attuned to the evolving needs of those we serve. By championing these values, we strive to deliver not just care, but a vibrant quality of life for all participants in the MyLife community.



A Steady Hand Through Change: Waterford's Path to a Sustainable Future



When Waterford Manor faced one of the most challenging moments in its history, Alyssa Lauzon stepped forward with the clarity and steadiness the community needed most. The problem was stark. Waterford's assisted living model had become

financially unsustainable, strained by rising costs, workforce pressures, and declining occupancy. Remaining on the same path was no longer an option. In response, Alyssa led with resolve, shaping a transition plan rooted in compassion, transparency, and thoughtful communication. She guided residents and families through each step, providing clear letters, detailed move planning, and structured communication channels that ensured no one walked this journey alone.

Her leadership didn't just manage the transition—it secured Waterford's future. By repositioning the campus as a 55+ Independent Living

community, Alyssa helped create a sustainable and viable operational model that preserves low-cost housing for seniors caught in the middle—earning too much for support programs, but not enough for rising housing and care costs.

The outcome is a more stable, resilient Waterford—one with the ability to thrive long-term while continuing to serve residents with dignity, affordability, and purpose. Under Alyssa's guidance, a moment of uncertainty became a turning point, safeguarding the community for years to come.

Inspiring the Next Generation: The ROAD Internship Experience

The summer of 2025, an expanded version of the ROAD (Rotational Operations and Development) Internship Program was introduced at across the entire TA network to strengthen our talent pipeline, offering college students and recent grads a hands-on, multi-department experience that reveals the purpose-driven nature of senior living. Through

immersive rotations throughout multiple Transforming Age affiliates, interns gained a deeper understanding of how our communities operate and the meaningful impact this work has on residents' lives. Each intern concluded their experience with a final project documenting their experiences. Their reflections highlighted something profound: the relationships they built with residents were



the most transformative part of the experience. As one participant shared, "I didn't expect to feel so connected to the residents—hearing their stories changed the way I think about my future." Another reflected, "I came here to learn about operations, but what stayed with me were the people. This experience felt purposeful."



CIRC

"You give us a different insight on life and how we can keep our minds active and positive."

CIRC resident

Affordable Housing and Resident Services

CIRC transforms the way that people think about affordable housing by building and supporting vibrant communities where seniors and families thrive.

In the Puget Sound, CIRC works in 40 communities through ownership, sponsorship, community management, and service delivery. The results impact over 7,000 older adults and families helping them live with autonomy, dignity, and possibility.

CIRC brings transformative programming and property management services to affordable housing communities.

CIRC supported communities, coupled with active resident services and programming, experience happier residents, higher occupancy, and reduced late payments and unpaid rent. Residents living in a community are more likely to create social connections and lead active lives with targeted programming and onsite supports. We are proud of what we accomplished in 2025.

Strengthening Resident Health & Wellness

In 2025, CIRC expanded health education and culturally responsive care through partnerships with regional universities and launched *Volunteer Connections* to empower resident volunteers.

Innovation in Motion: Kenzie Youngmark Leads Fall-Prevention & Tackles Food Insecurity

Residents at Cedar Park and other senior communities feel steadier and more confident thanks to Kenzie Youngmark, Wellness Initiatives Program Manager. In 2025, the Washington State Department of Health honored Kenzie for leadership in older-adult falls prevention, citing her innovative, evidence-based programs. Her impact shows in results: at Cedar Park, 91% of SAIL participants report better balance, 73% feel stronger, and 100% would recommend the program. Kenzie also drives food-access efforts through the AHA Screen & Refer initiative, screening 548 residents and securing \$4,000 for pantry equipment—boosting participation by 23%. From expanding SAIL sites to strengthening partnerships, Kenzie's work helps residents stay active, safe, and nourished—while advancing CIRC's mission to help communities thrive.



New educational sessions covered vital topics like Advanced Directives, Diabetes Management, and Mental Health. Building on our digital-literacy platform, we partnered with the Retired Seniors Volunteer Program to help residents navigate online tools and telehealth.

Expanding Fitness & Food Access

With support from King County’s VSHSL grant and the American Heart Association, we grew SAIL fitness classes, screened 548 residents for health and food insecurity, and expanded food pantries—boosting participation by 23%.

Safety, Security & Sustainability

We strengthened fraud-prevention efforts with DEA support, delivered life kits and fall-prevention packets, and ensured reliable transportation during repairs and emergencies. Across all communities, 445 outdated fixtures were replaced with high-efficiency LEDs, improving safety and reducing energy use.

Strategic Growth

The Everglen Village project advanced with Wilburton Neighborhood upzoning and DASH’s acquisition of a key Bellevue site, paving the way for future community expansion.





Partnerships

GSI continues to accelerate its national impact as a full-service development and management partner within the Transforming Age network and for external partners. Started over 40 years ago, the GSI leadership team brings over 300 collective years in senior housing and now manages \$2 billion in active development projects while also supporting 12 third-party management contracts. The team attributes to their rapid growth to deep trust among industry peers and a development process that puts the client first.

The team currently oversees more than 2 million square feet under development and engages in master planning, market analysis, capital strategy, design coordination, construction oversight, and operational advisory services. This work translates into meaningful, measurable mission impact. Projects and partnerships now reach more than 20,000 older adults nationwide, shaping the future of senior living through new campus developments, strategic redevelopments, and operational improvement initiatives. By pairing GSI's sophisticated development model with Transforming Age's national scale and mission-driven ethos, GSI continues to help nonprofits and mission-aligned operators expand housing options, enhance resident experiences, and strengthen long-term sustainability—advancing a shared commitment to improving the lives of older adults.

Client Spotlight: Josephine Caring Community

For over 100 years, Josephine Caring Community has been a trusted provider of senior care in Stanwood, beginning as a small, faith-based nursing home and evolving into a full-service campus offering skilled nursing, assisted living, and rehabilitation. Like many legacy organizations, JCC faced mounting challenges like an aging infrastructure, rising costs, and changing expectations from the modern consumer. To secure its mission for generations to come, JCC engaged with GSI to masterplan for long-term sustainability. From the very beginning of this journey, GSI has been an integral partner, guiding JCC towards a sustainable future.

That vision is taking shape through two major projects: a new 21-suite Memory Care residence in Stanwood that opened in 2025 and Cascade Village, an independent-living campus in Marysville. Cascade Village will feature 63 homes and modern amenities like a clubhouse, fitness studio, indoor pool, and arts spaces—all designed for vibrant community living. GSI is leading development and financing efforts, ensuring these initiatives position JCC to meet today's needs while securing a sustainable future for seniors in North Snohomish County.



\$2B

Billion in active projects impacting 20,000 older adults





"Welcoming Alegre Home Care into the Elder Care Alliance family—and by extension into the Transforming Age national network—is a meaningful step in expanding compassionate, inclusive services for diverse older adults across California," "

-Adriene Iverson

Senior Vice President of One Customer with Transforming Age

Strength in Partnership: Alegre Home Care Joins Elder Care Alliance

In 2025, Alegre Home Care joined Elder Care Alliance in a strategic affiliation that significantly expanded Transforming Age's mission-aligned network of services across California. This milestone reflects a shared commitment to inclusive, people-first care models and strengthens Elder Care Alliance's ability to meet the rapidly growing demand for home-based support among older adults.

Alegre Home Care brings more than two decades of experience and a team of over 400 caregivers providing more than 300,000 hours of annual care across Northern California. Founder and CEO Charles Symes will remain engaged through the transition, ensuring continuity for clients and staff while preserving the trusted service and relationship-based care Alegre is known for.

The affiliation ensures no disruption to daily operations and maintains the culturally aware, inclusive approach that has shaped Alegre's reputation.

By joining the Elder Care Alliance family—and, in turn, the Transforming Age national network—Alegre becomes part of an expanded ecosystem now reaching more than 11,000 older adults across Northern California. Together, the organizations advance a shared vision centered on the One Customer philosophy: placing older adults at the center and integrating housing, community services, technology, partnerships, and philanthropy to support aging with dignity and purpose.

"Over time, as I've come to know the people behind this long-standing nonprofit, I have been moved by how we share similar values of innovation, inclusion, affordability, connection, wellness, and compassion."

-Charles Symes

Alegre Founder





Community Services: Mercy Brown Bag

The Mercy Brown Bag Program, established in 1982 by residents of the Mercy Retirement & Care Center in Oakland, California, addresses food insecurity among low-income seniors in Alameda County. Operated by Elder Care Alliance's Mercy Retirement and Care Center, the program distributes nutritious grocery bags—each containing approximately 20 pounds of food—twice a month to eligible seniors aged 60 and older. With over 600 senior volunteers contributing more than 21,000 hours annually, the program serves approximately 11,000 seniors across 82 distribution sites,

providing essential support to those facing economic hardships. In addition to food distribution, the Mercy Brown Bag Program fosters community engagement and volunteerism among seniors, promoting physical activity and social interaction. The program also advocates for policies that benefit low-income older adults, participating in events like Hunger Action Day and collaborating with local organizations to address senior hunger. Through its comprehensive approach, the Mercy Brown Bag Program not only alleviates immediate nutritional needs but also empowers seniors to remain self-sufficient and connected within their communities.

"It is unacceptable that people don't have enough food. It's important to me to do what little I can. Mercy Brown Bag provides a vehicle for me to do that."

-Longtime Volunteer

134K

Bags Distributed

2.4M

Pounds of Food Distributed

600

Volunteers

21K

Volunteer Hours



Community Services: Mercy Brown Bag Spotlights on Miguel

From its founding 43 years ago, Mercy Brown Bag has always been about seniors caring for their elderly neighbors in need. No one exemplifies the spirit of Brown Bag better than long-time employee, Miguel Magallan, pictured here.

Celebrating 35 years with Mercy Brown Bag in August, 2025, Miguel started in 1980 when he would drive a flatbed truck from Mercy Retirement and Care Center (MRCC), headquartered in Oakland, CA, to the Central Valley of California weekly to glean fruits and vegetables.

Accompanied by a van filled with seniors and nuns from MRCC, they would sing as they harvested artichokes, garlic, bell peppers or apricots, stopping only to enjoy a picnic lunch in the field. Together, they would load pallets and totes onto Miguel's truck, fixing the fruit in with a tarp. As they made their way back up the narrow Highway 17 from Watsonville or Santa Cruz, they would stop along the way and exchange their treasure with other pantries, trading for a variety of fruits and vegetables to put in the bags of hungry seniors back home in the East Bay.



In those early days, Miguel and his band of seniors typically fed about 500 low-income seniors. As word of this community service spread, Brown Bag grew to now serve 10,000+ food-insecure older adults, across San Francisco's East Bay, who regularly get fresh, healthy bags of groceries twice a month from the warehouses of Mercy Brown Bag.

Miguel's perspective is simple: "With Brown Bag, you have to do whatever is needed to get the food to those in need." And the Team of Ten working today at Mercy Brown Bag take their cue from the wisdom of Miguel, banding together to "do whatever is needed".

As the fiscal year closed out in FY25, Miguel has retired to rest after so many years devoted to the community. But he returns next month to train new Community Coordinators and Drivers on the standards of excellence he helped to establish many years ago.



Community Services: Full Life Care

Full Life Care is dedicated to building a future where adults with serious illnesses or disabilities can thrive in community settings rather than face isolation or institutionalization. Over the past year, the organization served more than 3,000 individuals and their families across King and Snohomish counties, offering vital programs that promote independence, dignity, and connection. With 97% of participants considered low-income and 76% living below the poverty line, Full Life Care continues to play a critical role in addressing the needs of some of the region's most vulnerable residents—ensuring they receive compassionate support and the opportunity to live fuller, more engaged lives.

Adult Day Health: supported more than 200 low-income older adults and people with disabilities in 2025. ADH helps older adults and people with chronic conditions remain in the community by providing nursing care, therapy, meals, and social connection. With 90% of clients on Medicaid and most requiring skilled nursing, the program prevents costly institutional care while

promoting health, independence, and quality of life. Unfortunately, funding for ADH is not consistent across the State of Washington which forced the Everett location to close in July 2025. The Beacon Hill program remains a vital resource, serving an average of 53 participants per day.

Home Care: trained professional caregivers provide vital in-home support for elders and adults with disabilities who live alone or with family members.

- Averaging 35,000 hours/month
- Current Active Clients: 689
- 500 active Home Care Aides
- Home Care is expanding its reach! Full Life Care opened a new home care office in Everett, WA
- Currently working with refugee organizations to hire refugees, a great way to support both the refugee populations and vulnerable adults in our communities.

1,000 home care clients received a total of 423,000 hours of in-home services in 2025



Housing Stabilization and Supports (HSS): This compilation of community-based programs focus on helping individuals secure and maintain stable housing while addressing health-related needs through care coordination, behavioral health support, and resource navigation. In 2025, due to financial constraints, HSS closed the Community Choice Guide program and transitioned to the Client Training program that aligns with our mission and strengthens our service delivery. Throughout the year, HSS served more than one thousand clients throughout King and Snohomish counties.

Volunteer Programs and Services: Volunteers are integral to Full Life Care, enabling us to grow, sustain, and enrich the services we provide to enhance quality of life for the elders, caregivers, and adults with disabilities that we serve. Last year, 385 Volunteers contributed 8048 hours. Volunteers support activities in our adult day health center, provide one on one companionship to isolated older adults living independently, offer tailored social and practical support to unpaid family caregivers of seniors and veterans. Individual community volunteers, corporate groups, students and families also work on projects such as gardening, creating handmade greeting cards, quilts, hats, scarves and clothing protectors for our participants.

Our volunteer-based programs, ElderFriends and Care Teams offered social connection to 200 individuals annually.



Meet Keith Van Wetter. Keith is a musician, actor, teacher, and animal lover living with Early-Onset Parkinson's Disease, and his journey reflects the heart of Full Life Care's mission. After facing isolation and difficult choices, Keith found stability, connection, and renewed joy through Full Life Care's Adult Day Health program—spending his days gardening, sharing meals, and rediscovering purpose alongside a supportive community. "I am very thankful to have the Full Life center, as a safe and supportive environment," Keith says, capturing the impact compassionate care can have on someone's life. Full Life Care continues to provide this dignity-centered support to hundreds of adults across King and Snohomish counties, helping neighbors not just survive—but truly live a fuller, more connected life.



"You should **just do it** because there is so much to get out of it, and this world needs **more** people who are willing to be a **friend first.**"

-Suzanne
Care Teams Volunteer

Transforming Age Foundation

1,297
donors



The Transforming Age (TA) Foundation is here to help create that safety net for older adults and their families. Aiming to change the perception of aging both individually and societally, the TA Foundation enhances the lives of older adults and the people who provide them care.

Originally established in 1992 as the Presbyterian Retirement Communities Northwest Foundation, the TA Foundation is dedicated to supporting communities and peers through impactful giving.

The Foundation helps make a difference by funding initiatives such as:

- **Affordable**, quality housing for more than 10,000 older adults, 75% of whom are low-income
- **Resident programs** and community outreach that foster engagement and well-being
- **Essential services and programs**, including low-income housing, in-home care, and support for neighbors who are low-income, disabled, or chronically ill
- **Emergency financial support** for team members facing unexpected hardships

Transformation Fund: This fund addresses the highest-priority needs across Transforming Age and its affiliates. It fuels strategic investments across all five mission spheres, supporting innovative solutions to enhance the lives of older adults.

Transforming Age Cares:

This dedicated fund provides emergency financial assistance to staff members dealing with unexpected life events. Whether it's a medical emergency or a financial crisis, this support helps minimize disruptions to family life and work responsibilities — challenges all too familiar to the communities we serve.

The Foundation by the numbers:

In 2025 The Transforming Age foundation raised over **\$6.8 million**, a 114% increase over the year prior.

The Transforming Age Foundation is extremely grateful to each of their 1,297 donors and the impact they make with their generosity.



"Together with my late husband Jack, we created a legacy gift to Skyline in our will because what we've spent will be gone, what we have kept will be lost, and what we invest in others is ours forever. We value education as the passport from poverty and resident assistance as a fundamental duty to support our neighbors in need."

Rose Southall, Donor



The **Fred Lind Manor** Fireflies, a team of ten residents aged 67–91, competed in the 1500-meter power walk at the Washington Senior Games in Olympia this summer—and every single participant medaled in their age group. The Fireflies were supported by donations raised through the Foundation's Hearts of Gold spring campaign, exemplifying Fred Lind Manor's commitment to celebrating and enhancing resident wellness.



Transforming Age Foundation

Transforming Age Scholarships: The Transforming Age Foundation provides Education Grants to assist staff members seeking job-related or other educational opportunities that could include continuing education credits, degree completion, or adding skills that elevate their job qualifications, enabling more people to enter the aging services workforce.

When Kassa arrived in the U.S. from Ethiopia in 2015, he carried with him little more than a dream—to build a better life and serve others. With limited English and a heart full of hope, he began by helping fellow immigrants navigate their new home in Seattle. A chance assignment as a security guard at Parkshore changed everything. There, Kassa connected with staff who saw his potential and encouraged him to pursue a career in healthcare.

With their mentorship and the life-changing support of the Employee Education Program, Kassa earned his CNA, then his LPN, and today proudly serves as a Registered Nurse. Free from the weight of student debt, he and his growing family are thriving. Kassa's story is still being written—his sights are now set on healthcare administration and one day joining Doctors Without Borders to give back globally. This is the power of education, opportunity, and belief.

Your support of the Employee Education Program doesn't just fund tuition—it transforms lives, builds legacies, and creates ripple effects that span generations.



56 Education Grants given to 32 team members



Kassa, RN and Education Grant recipient pictured with Gary, ED, Parkshore

Technology

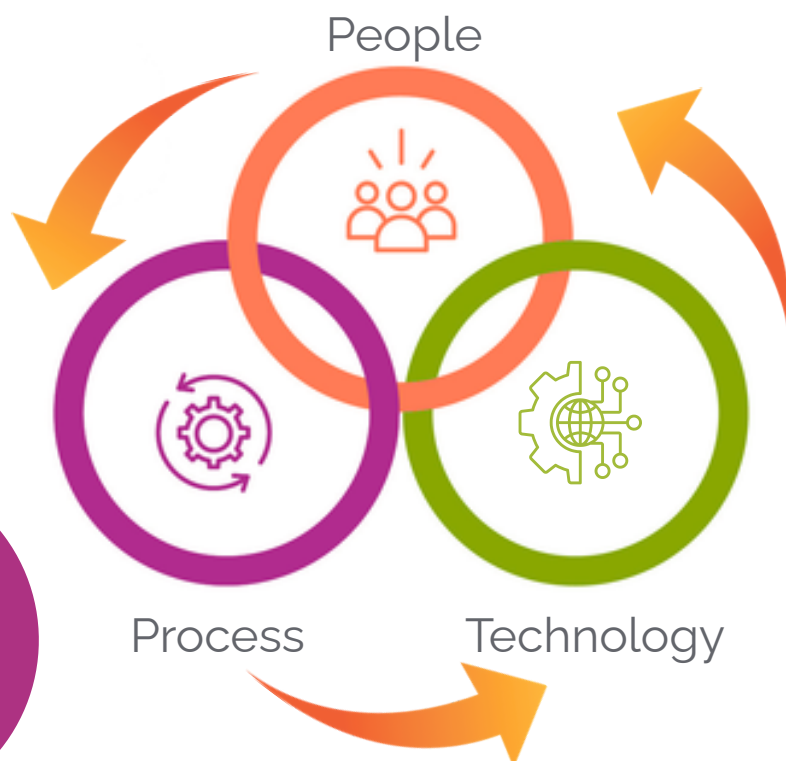
As our society experiences unprecedented demographic shifts and a rapidly growing older adult population, the need for scalable, technology-powered solutions has never been greater. Transforming Age is setting the pace across the industry for pioneering technology solutions that transform lives and work processes, and enhance holistic care to boldly shape the future of aging. At Transforming Age, digital transformation is enabling the network to scale its impact more than ever. From modernizing with Workday, embracing the ever-advancing Microsoft 365 ecosystem, and setting the stage for AI, automation, robotics, and data-driven insight, we're not just improving operations; we're architecting a living platform to support innovation and societies ever-increasing longevity.

Data science initiatives: Launched in partnership with external experts to identify opportunities for process automation, predictive analytics, and AI-driven insights. While implementation is planned for the coming year, groundwork was laid through stakeholder engagement and opportunity mapping.

Cybersecurity: Implemented managed Wi-Fi and Microsoft Defender to protect resident and organizational data, ensuring industry-leading connectivity and privacy.



Robots **Meryl Sweep** and **Dustbin Hoffman** keep the floors clean at Skyline.



A Commitment to Sustainability



How can we balance our increasing longevity without over-burdening our planet? On behalf of our customers, team members, and communities in which we serve, Transforming Age is committed to proactive stewardship of our planet and its resources. As we retrofit, redevelop, and build new campuses, we prioritize environmentally responsible practices. For example, Parkshore Juanita Bay in the Pacific Northwest opens in May of 2026 and will be the first senior living community with a LEED Platinum certification. Designed from the outset to embrace high-efficiency systems – including HVAC, plumbing, and air filtration – Parkshore Juanita Bay even features its own power generation courtesy of a rooftop solar array. Beyond simply maintaining our residents' high quality of life, these efforts enhance it.

Across the Transforming Age network, we continue to double-down on our commitment to a more sustainable future, turning strategy into action across our affiliates. With a clear baseline and heatmap established, our initial focus centered on our Seattle Communities—ensuring compliance with evolving local regulations while positioning ourselves to meet future Target requirements. We are actively pursuing participation in the early adopter program, reinforcing our role as a proactive leader in sustainability.

At the same time, three Seattle Communities are developing comprehensive decarbonization roadmaps that will not only guide regulatory compliance but also inform thoughtful capital investment decisions for years to come. Beyond Seattle, our sustainability efforts extend to California, where plans are in place to convert all Communities to energy-efficient LED lighting. With On-Bill Financing secured, these projects are poised for final approval and implementation in FY26—marking another meaningful step toward reducing our environmental footprint while investing wisely in our future.



~1 million

People served across
our network



\$6.9 million

Donor support for
philanthropic programs



30,000

mostly low-income
seniors served via
home and community-
based services



950,000

People reached digitally



20,000

People touched
by GSI/B2B
projects



MISSION IMPACT

Transforming Age is building a successful aging and longevity solutions ecosystem across the socioeconomic spectrum that puts the older adult at the center. Our One Customer philosophy aims to enable successful aging and advance healthy longevity. We advance our mission through our five mission spheres of housing, community services, partnerships, technology, and philanthropy.

6,500

People served
across 30 market
rate communities



5,700

Affordable Housing Units
sponsored and preserved across
42 Affordable Communities



3,500

Team members



\$ 40 Million

Unreimbursed charity care



Financial Stewardship with Mission Impact

Transforming Age continues to grow and strengthen its financial position with over \$1 Billion in assets as of fiscal year end 2025, enabling Transforming Age to grow mission impact. In 2025, assets increased by 12%, and cash & investments grew by 12%. Driven by our commitment to serve all seniors, 50% of our \$292 million in operating revenues for 2025 derived from affordable and low-income housing and services. This underscores our dedication to supporting vulnerable populations. As efficient operators and good financial stewards, we are committed to ensuring every dollar is used responsibly to further our mission. Accountability remains at the heart of our work, reinforcing our commitment to long-term sustainability and impact.



12%
Cash & investments
growth

12%
Total revenue
growth

2025 Revenue Source



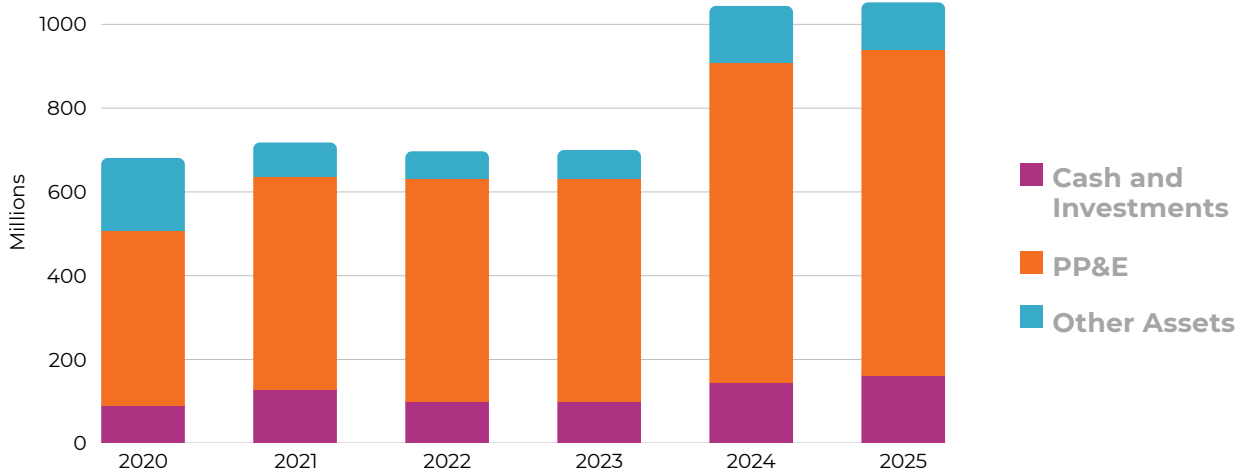
39%
Affordable Housing

48%
Market Rate

11%
Medicaid

2%
Other

Transforming Age Assets Growth



Transforming Age Consolidating Statement of Financial Position

September 30, 2025 (In Millions)

\$160

INVESTMENTS

\$7.5

RECEIVABLES

\$73.7

LIMITED USE
ASSETS

\$780

PROPERTY AND
EQUIPMENT

\$28.4

OTHER

\$1,053

TOTAL ASSETS



Total Assets (in millions)	\$1,053.2
Cash and Investments	\$161.5
Receivables	\$8.0
Limited Use Assets	\$73.7
Property and Equipment	\$778.9
Other	\$31.1

Total Liabilities and Net Deficit	\$1,053.2
Accounts Payable and Accrued Expenses	\$48.6
Deposits	\$5.2
Debt and Operating Lease Liabilities	\$670.1
Contingent Refundable Entrances Fees	\$279.9
Deferred Revenue From Entrance Fes	\$102.4
Net Deficit	(\$44.4)



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info@transformingage.org