



A TRANSFORMING AGE COMPANY

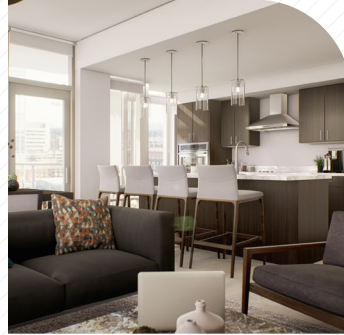
GROWTH. STRATEGY. INNOVATION.



LEVELED UP



THE EXPANDED
CAPABILITIES
OF **GSI**



THE GSI STORY

For over 40 years, the ever-growing team of experts at GSI have helped the owners and providers within the senior housing industry transform their visions into reality.

GSI is the business-to-business division of Transforming Age, one of the country's leading senior housing providers serving 100,000 people across the economic spectrum in almost 70 affordable, mid-market, and market-rate communities throughout the nation.

Through GSI, we provide top-tier planning, market analysis, finance, development, sales and construction oversight, and third-party management expertise to those within the industry who share our passion for serving seniors with the best possible experiences and care. All told, our

team has assisted in the completion of **over five billion dollars' worth of community development**, equating to several thousand individual living units.

Today, our commitment to the cause is stronger than ever. With our expanded scope of services, GSI can now be your single-source partner for all for-profit and non-profit development opportunities, including new or repositioning of CCRC's, rental, and active adult senior living.

Known throughout the industry for their vision, diligence, and dedication to those they serve, the GSI leadership team stands ready to offer guidance and thoughtfulness for senior living projects of all scopes.



LEADERSHIP



DAVID KNIGHT
President

831-331-9989



FRANKIE J. PANE
President

402-301-7015



TED MACBETH
Vice President Real
Estate Development

515-897-8866



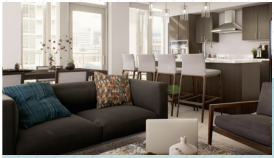
KEN NOREEN
Executive Vice
President and Chief
Operating Officer

425-559-6845



ALICIA HOPPERS
Vice President of
Affordable Housing

425-559-6311



LEADERSHIP



David Knight President

David has over 25 years of multidisciplinary experience as a senior-living executive, including work in strategic planning, project development, merger and acquisition, and troubled-project advisory services. Through his leadership David guides

growth for Transforming Age and its affiliates. David received his Bachelor of Arts in economics, accounting, and philosophy (magna cum laude) from North Park University and a Master of Arts in health administration from the University of Chicago.



Frankie J. Pane President

Frankie has been a leader in the senior living industry since 2003 and has extensive experience spearheading the development of new communities, acquisition & disposition of existing communities, and community operations. As an ardent advocate for 55+ housing and care, Frankie is also

actively involved with collaborative organizations focused on industry betterment. He earned his bachelor's degree in business administration from the University of Nebraska at Omaha, and is a licensed real estate broker in the State of Nebraska. Frankie resides in Omaha with his two awesome children.



Ted Macbeth Vice President Real Estate Development

Ted brings nearly 25 years of senior living leadership experience to the Transforming Age network. He most recently served as Vice President Development for LCS in Des Moines, Iowa, where he provided direct oversight to 20 projects valued at more

than \$2 billion. At GSI, Ted spearheads the company's development planning process, project management, and repositioning efforts. Ted earned his MBA at DePaul University and currently resides with his family in Des Moines.



LEADERSHIP



Ken Noreen

Executive Vice President and Chief Operating Officer

Ken has more than 35 years of senior living leadership experience with a focus on operations, project development and strategy of CCRCs and Senior Living rental continuums. Prior to joining Transforming Age Ken served as the Senior Vice President of the nation's 3rd largest builder of senior living communities. Over the course of his career, he has cultivated a deep knowledge of all aspects of senior living having served in many different roles and capacities at national operators

including Covenant Living, Asbury Communities and Retirement Living Services. Ken has pioneered operational systems and industry-wide benchmarks as well as the planning and execution of many campus redevelopments. A licensed NHA and RCFE, Ken earned his Bachelor of Arts in Business Administration from North Park University and his MBA from Loyola University, Chicago.



Alicia Hoppers

Vice President of Affordable Housing

Alicia is experienced in the asset management of multifamily real estate developed through federal, state, and local programs. Over the last 17 years, she has led asset management strategies to address long-term viability issues in portfolios valued from \$150 million to \$500 million. At GSI and Transforming

Age, Alicia works closely with its affordable housing real estate portfolio to drive long-term preservation initiatives and provide insight into new real estate developments. She earned her B.A. from the University of Washington and her M.B.A. from Western Governors University.



GSI provides expert consulting to owners and providers, investors, and operators in the industry.

We offer an exceptionally comprehensive suite of services. Whatever you require from a partner, chances are GSI cannot only do it, but do it at the highest level.

OUR EXPANDED SERVICES



THIRD-PARTY MANAGEMENT AND CONSULTING

Our decades of experience and high level of expertise in the senior living industry make us an ideal partner for those seeking third-party management or consulting services. Partnering with the experienced professionals at GSI can lead to successful and profitable outcomes.

PRODUCT TYPES

- 55+ Active Adult
- Independent Living
- Assisted Living/Memory Care
- CCRC

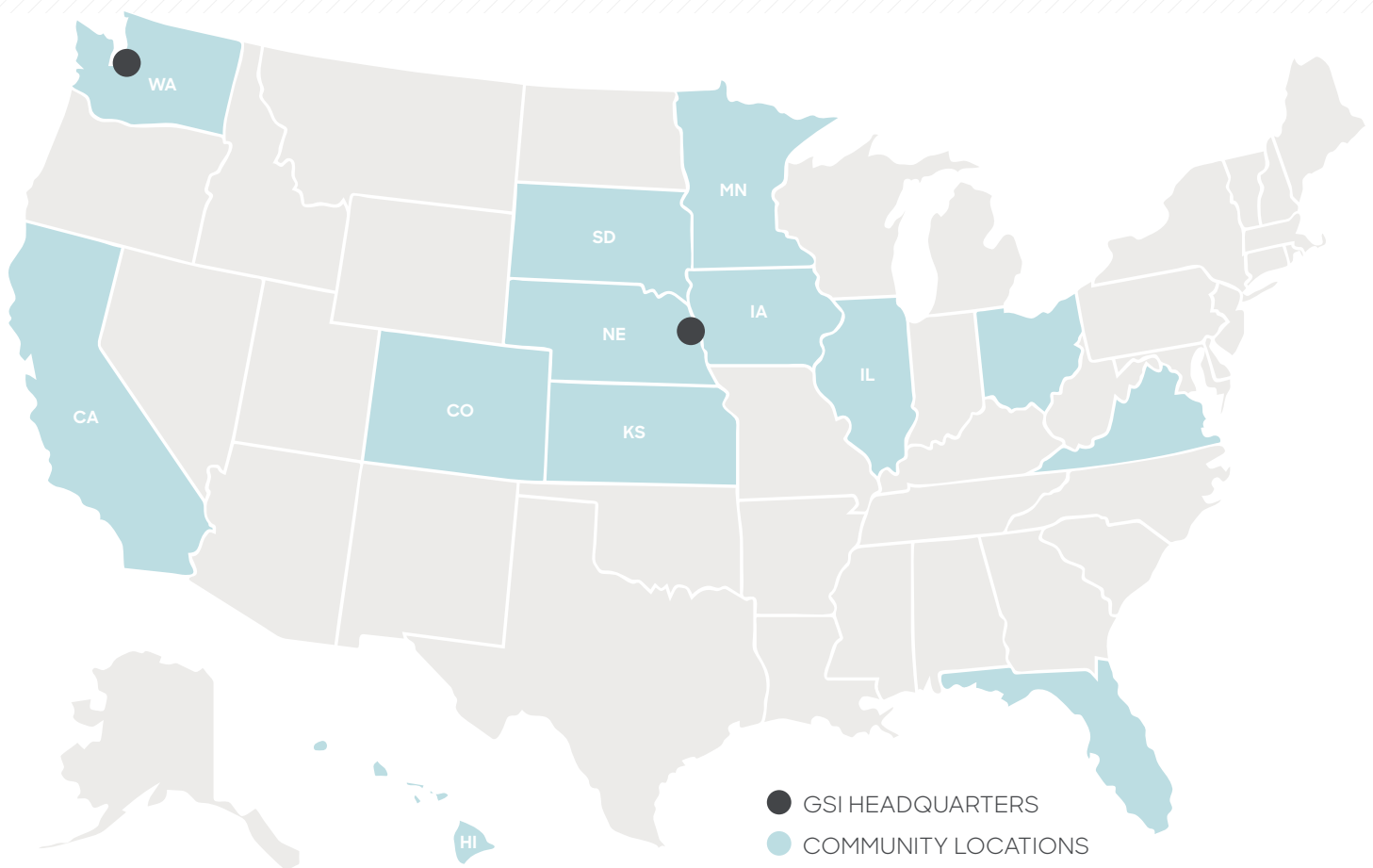
DEVELOPMENT

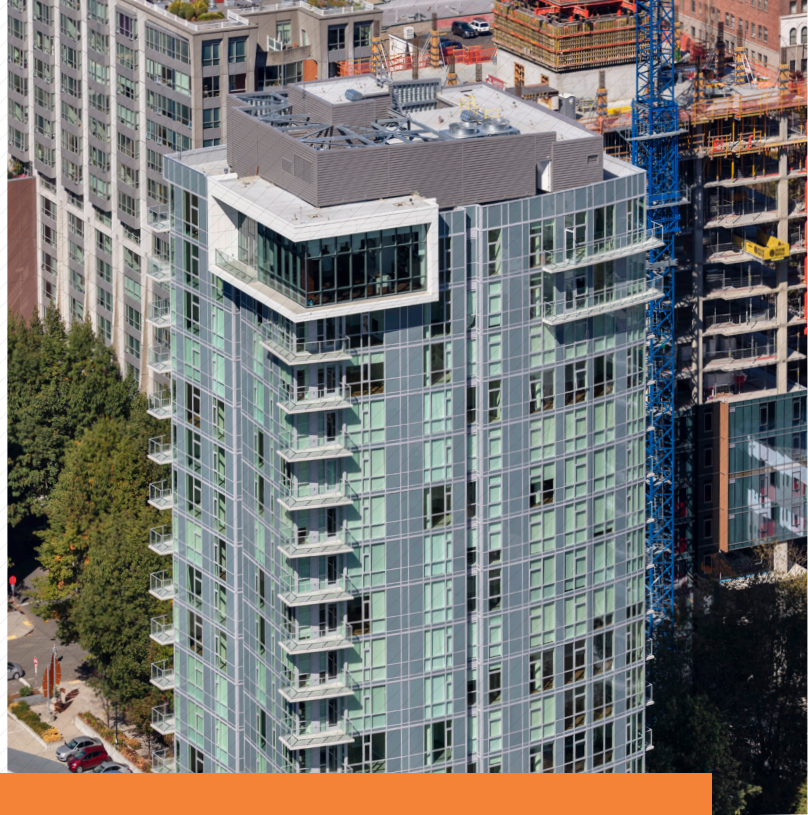
- Master Planning
- New Development
- Repositioning
- Sales and Marketing
- Management
- Land Acquisition Support



WHERE WE ARE

GSI currently serves 70+ senior living communities across America.





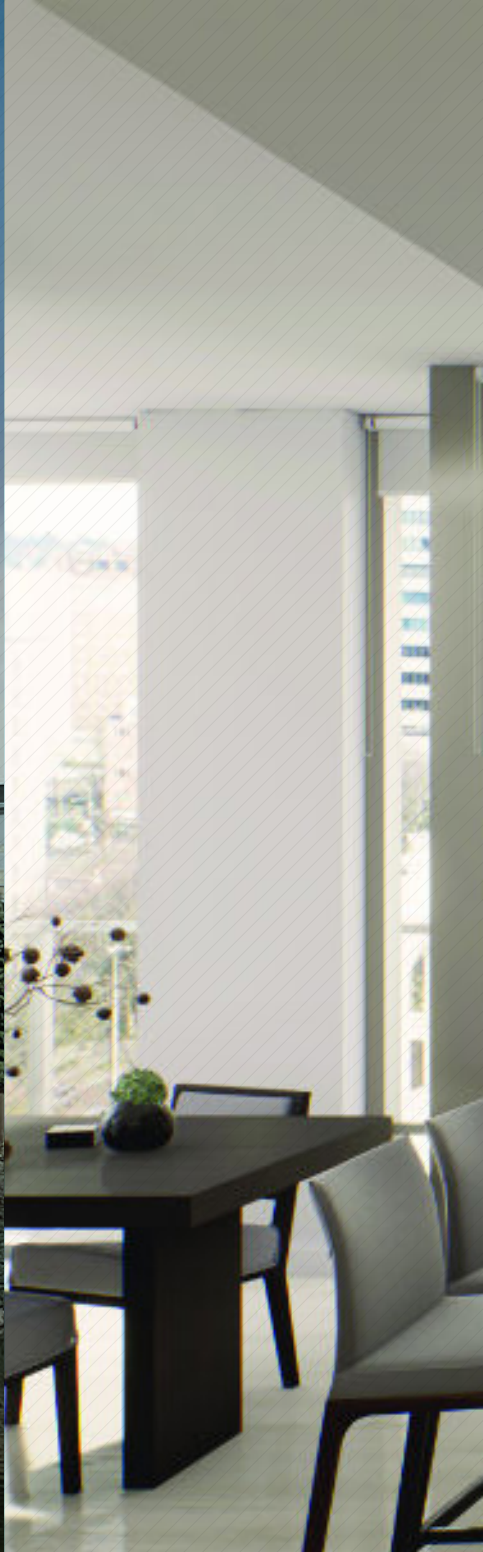
READY TO LEVEL UP?

To learn more about how you can leverage our expansive services for your next development opportunity, third-party management needs, or a repositioning of existing communities, please contact us at:

GSI

1980 112th Avenue NE, Suite 210
Bellevue, WA 98004

(425) 559-6335
INFO@GSIRESEARCH.COM
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