

A Message From Our CEO: Naim Ali

Dear Valued Employees and Partners,

Often, I am asked, “**What is your management style?**” In this letter, and because spring is a time of renewal and positivity, I wanted to share with you my thoughts on what servant leadership means to me and what I aspire for SM2 Capital Partners. It is well known that many leaders achieve their positions by being self-centered, overconfident, narcissistic, arrogant, manipulative and risk averse. In fact, many companies value these traits and promote such leaders (who then model this behavior for others). However, I believe that such behaviors are the opposite of what is required to build trust. At the extreme, these organizations also risk creating and enabling a toxic culture that can lead to serious performance and health issues.

However, I believe that our core values represent many aspects of servant leadership. To me, our core values: **People Matter, Together We Are Stronger, Do the Right Thing,** and **Humility** make our roles more meaningful because these values inspire us to help each other and our customers. These core values also encourage behaviors that lead to building relationships that create trust, open dialogue, and transparency. When done authentically, the results are mutual trust, encouragement, empathy, and good communication. And this is our vision for SM2. Each of you should know that you impact your colleagues within your business units and all the way up to the executive team. For example, I get so much joy from reading our Weekly Core Value Stories.

“To me, our core values make our roles more meaningful because the value inspire us to help each other and our customers.” - Naim Ali

What kind of leader or colleague do you want to be? What kind of partner, parent or friend do you want to be? What kind of company do you want to work for? When I think about the aspects of servant leadership, it is how I aspire to do business every day.

With gratitude,



Naim Ali

Core Value Stories:

Together We Are Stronger

I had the pleasure of coming into work last week to find that our Housekeeping Management team, Zlata Trbojevic and Sherry Bremner, took it upon themselves to "spring clean" our staff room! No one asked, no one put it on any list, no one even mentioned it needed to be done, but these wonderful ladies saw the need and took the initiative to take care of it. Thank you both for going the extra mile to make our hotel shine bright!

- Keri Perreault, Assistant General Manager

Do The Right Thing

I would like to recognize Gurdeep Singh (General Manager of Budget) for the values of Humility and Do the Right Thing. A couple of weeks ago, her and I had a serious conversation as I expressed concerns with the fleet utilization and some operational feedback I had received with fleet distribution. Gurdeep accepted the responsibility - she recognized the excuses (below the line), dived down into the department to learn the reporting and investigated the issue. She continues to lead by example and owns it, which is the highest level of accountability. Thank you Gurdeep! - Jamil Ali, Chief Operating Officer

People Matter

I would like to thank Deepkiran for all the support and knowledge she has given me over the last few months. Whenever I need to bounce ideas off her or have any questions or problems, she always makes herself available. Thank you for making my job easier!

- Shelley McMurray, Property Operations Manager

Humility

I was tasked to put together all ideas for the Easter Egg contest. I was so grateful to all of my teammates for the support they extended to me. You helped me a lot to execute these into the basket:

David - for moral support in keep telling "you nailed it". It boosted my confidence.

Rosalva - for her inputs how to dye the eggs as I don't know how to dye it.

Nerissa - for her idea to add bunny stuff on the basket.

Anh - for her idea to make the eggs colourful.

Raghuwar - for taking the pictures nicely and always being around to make me feel his presence ready to help.

Olga - for moral support in keep saying "you're the best"

- Francisca Aribon, Accounts Payable

Be Courageous

We wanted a new bold vision for our business strategy at Calgary Park & Jet. After months of hard work, we are embarking on a new technology upgrade at the operation.



Thank you to Jamil for challenging our status quo and opening up the idea bank around this business. Our competitors may be waiting just to ride out the pandemic. But Jamil and his team have been working hard to change this business and with a whole focus on the customer experience.

- Naim Ali, Chief Executive Officer

Aspire To Excellence

Aly is the head of operations for Cash Casino and Ace Casino. During the current closure has Aly has morphed into the role of General Contractor and has renovated all parts of Cash Calgary and Cash Red Deer. The casinos are looking modern and all our customers will love the new look! Thanks Aly for your attention to detail and for all your hard work! - Hafiz Ali, Chief Investment Officer



Meet Our Executive Team:

Naim Ali, Chief Executive Officer:

I am 45 years old and have been married for seven years to my wife Rosie (who has the kindest eyes). We have two beautiful children (Arman, age 4, and Amaya, age 2). I was completely unprepared for how much I love being a father. As a family, we have enjoyed exploring the different neighborhoods in Calgary. I enjoy buying and borrowing more books than I could possibly ever finish. This year, my favorite book is *Station 11*, by Emily St. John Mandel. I also sit on the board of the Calgary Public Library Foundation.

This organization is so important to me because our purpose is to share the beauty of our library spaces with everyone. My mom taught me to love libraries and all that they can offer your soul. I really enjoy playing sports like swimming, skiing, golfing, tennis and wake surfing. And if you want to throw a football or a baseball around, I'll do that too. One day, I would like to learn Spanish and become fluent (*Money Heist* and its soundtrack is my number one favorite Netflix series of all time). I am so grateful to be the Chief Executive Officer of SM2 Capital Partners. The favorite part of my day is writing thank you letters to employees who have been recognized by their colleagues for living our core values. The best work happens when you know that it's not just work, but something that will impact other people's lives.



In order: Hafiz, Naim, Riz and Jamil

Riz Bharmal, Chief Financial Officer:

I was born in England and moved to Canada when I was four years old. I've been told that I had a really thick English accent at that time. Needless to say I have lost the accent and I can't even imitate an English accent if I tried. When we first moved to Canada we ended up in Calgary and we stayed in Calgary for roughly 7 years – during that time I became a huge Calgary Flames fan. From Calgary we moved to Vancouver. I left Vancouver and went to McMaster University in Ontario – which is where I met my wife Farin. We have been married for 17 years and have two amazing boys. Our oldest Iliyan is turning 13 in March and Noah is 11. As I mentioned I am a big sports fan and I also love learning. I am pretty much a perpetual student – I have been taking courses and pursuing different designations since I graduated from university. I love talking about personal finance and the stock market – although you probably don't want any stock tips from me. In between driving the kids around to soccer, tennis, piano or speech classes, our family enjoys playing tennis together, playing board games, going out for dinner and spending sometime in front of the fireplace with a takeout meal and watching hockey or a movie. We also love to travel and are looking forward to being able to do more of that soon. I have been in my current role with SM2 for about three years. I really enjoy being able to work within so many different business units and it is a pleasure to work with so many extraordinary people.

Jamil Ali, Chief Operating Officer:

I'm a born and raised Calgarian, minus the cowboy hat and boots. I grew up as a huge Calgary Flames fan (and still am, at least most of the time) and my dream job was to be the General Manager of an NHL hockey team. As the youngest in my family, I have been blessed to be surrounded by them throughout my life and I feel proud to be working alongside them in the family business. Shortly after graduating university, my journey took a profound turn when I was diagnosed with leukemia and successfully received treatment at the Tom Baker Cancer Centre. This experience not only strengthened my spiritual faith but also my desire to do whatever I can to help others. Today, I lead a group of dedicated volunteers in our amazing community and one day I hope to establish a charitable foundation. In my spare time, I love to play sports, specifically swinging a tennis racket or golf club. In the winter, I attempt to ski. I also have my scuba diving license and hope to explore more of the underwaters when I travel. When I'm not pretending to be an athlete, I like to learn new things, I recently started painting and want to learn how to play the piano. But I'll even admit that I enjoy being lazy and can spend too many hours binge watching Netflix (just finished watching Vikings and Cobra Kai) or flipping through TikTok or Instagram until the early hours of the morning.



In order: Jamil, Hafiz, Riz and Naim

Hafiz Ali, Chief Investment Officer:

You probably do not see me around the office very much, that's because I'm usually late and running to catch a flight back to Vancouver because that's where I live with my wife, Aleya and 2 boys Aidan (age 5) and Luca (age 3). Most of you probably don't know what I do - but I'm the Chief Investment Officer of SM2 Capital Partners. What does that mean? Well, I'm still figuring it out, but basically, I'm in charge of investing in real estate, private companies and start-up companies for SM2. Last year was an exciting year as we added 3 casinos to the SM2 portfolio. So, that has been taking up a lot of my time! Also, I'm working on building a new casino by the Calgary International Airport.

I look forward to sharing our progress on that project with you over the next few months. Prior to moving to Vancouver, I lived in London for 12 years and I'm a tennis fanatic both watching and playing. One summer I met Roger Federer, Rafael Nadal and Novak Djokovic at Wimbledon, unfortunately all of them declined to be my doubles partner so my tennis career never really got off the ground. In the winter, I love skiing and travelling with my family which means finding a beach, building sandcastles and usually getting splashed by Aidan and Luca! Some Fun Facts: I lived in Paris for 3 years and in Milan for 1 year, and I make an irresistible moelleux au chocolat - which is an amazing French dessert. My son Luca and I share the same birthday, which is on February 21st. Aidan isn't too happy with this arrangement... so we end up celebrating with him as well!