



June 1, 2011

To all Horizon Bay Residents, Family Members and Associates:

We announced early today that we have entered into an agreement with Brookdale Senior Living to purchase Horizon Bay Retirement Living. Brookdale owns and operates 558 independent living, assisted living, memory care, and continuing care retirement communities in 33 states. The Brookdale organization, with the addition of the 90 Horizon Bay communities will become the largest retirement community operator in the world.

There are numerous similarities between Horizon Bay and Brookdale including our caring cultures, our talented associates and our overlapping core values. I personally believe that the winning combination will give our associates the best career opportunities, our residents the best care, and the industry's first true "Best Practices" organization. After numerous meetings with Brookdale's CEO, Bill Sheriff, I am appreciative and convinced that Bill recognizes Horizon Bay's strength: our people.

Our residents will benefit from the combination due to Brookdale's broader service platform. Brookdale provides additional healthcare services that Horizon Bay does not offer through their national home health care and therapy platforms, which will enable our residents to continue their stories with us for a longer period of time.

Over the years, our associates have helped Horizon Bay create its caring culture and highly recognized organization by coming together with a single minded focus on our residents, and our core values. Our commitment has captured the attention of the largest operator in our industry, and with our help and commitment to Best Practices, I believe we can make Brookdale stronger and better together as ***our story continues here.***

Thank you for your years of support and your contributions every day that make Horizon Bay such a special place.

Sincerely,

Thilo D. Best, CEO
Horizon Bay Retirement Living

Your story continues here...

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