

TOP 40

LARGEST ASSISTED LIVING COMPANIES

Company Name/ Chief Executive Officer	City, State/ Web address	Total Assisted Living Occupant Capacity	Total Facilities With Assisted Living	% Occ. Rate	States With ALFs	Revenue Sources:				Total Assisted Living Revenue	Services Offered:									
						% Medicaid	% Private Pay	% SSI	% Other		Traditional Nursing	Post-acute Care	Dementia Care	Assisted Living	Independent Living	Therapy	Outpatient Therapy	Pharmacy	Home Care	Hospice
1. Emeritus Senior Living Granger Cobb	Seattle, WA www.emeritus.com	50,000	483	86.8	45	8	92	0	0	\$1.35 Billion	x	x	x	x	x	x				x
2. Brookdale Senior Living Andrew Smith	Brentwood, TN www.brookdaleliving.com	33,435	591	89.7	36	2	98	0	0	\$1 Billion	x	x	x	x	x	x	x	x	x	x
3. Sunrise Senior Living* Mark Ordan	McLean, VA www.sunrisesenior living.com	27,098	269	N/A	31	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x				x
4. Atria Senior Living* John Moore	Louisville, KY www.atriaseniorliving.com	14,800	N/A	N/A	27	N/A	N/A	N/A	N/A	N/A			x	x	x					
5. Five Star Quality Care Bruce Mackey Jr.	Newton, MA www.fivestarsenior living.com	14,309	202	86.6	25	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x			
6. Merrill Gardens* Bill Pettit	Seattle, WA www.merrillgardens.com	11,085	61	94	9	0	100	0	0	\$240 Million			x	x	x					
7. Assisted Living Concepts Charles Roadman III, MD	Menomonee Falls, WI www.alcco.com	9,348	211	N/A	20	0	100	0	0	\$228.4 Million			x	x	x					
8. Elmcroft Senior Living* Pat Mulloy	Louisville, KY www.elmcroft.com	7,268	86	89.1	19	4	96	0	0	\$250 Million			x	x	x					
9. Capital Senior Living Corp. Lawrence Cohen	Dallas, TX www.capitalsenior.com	5,750	70	N/A	23	N/A	N/A	N/A	N/A	\$310.5 Million	x	x	x	x	x	x	x	x	x	x
10. Leisure Care* Dan Madsen	Seattle, WA www.leisurecare.com	5,074	31	93	9	0	100	0	0	N/A			x	x	x					
11. HCR ManorCare* Paul Ormond	Toledo, OH www.hcr-manorcare.com	4,940	65	N/A	13	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x	x	x	x
12. Genesis HealthCare* George Hager Jr.	Kennett Square, PA www.geneshicc.com	4,478	47	N/A	22	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x			x	x
13. LCS* Edward Kenny	Des Moines, IA www.lcsnet.com	4,318	82	90	26	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x			x	
14. Benchmark Senior Living* Thomas Grape	Wellesley, MA www.benchmarksenior living.com	4,214	45	92	6	0	97	0	3	\$307.8 Million	x		x	x	x					

Ranked by number of beds as of Dec. 31, 2011. U.S. operations only. Percentage may not add up to 100% due to rounding.

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15. Belmont Village Senior Living* Patricia Will	Houston, TX www.belmontvillage.com	3,455	21	92	7	0	100	0	0	N/A			x	x	x								
16. BMA Management* Rod Burkett	Bradley, IL www.bma-mgmt.com	3,359	36	94	1	56	44	0	0	\$102 Million			x	x	x								
17. Americare* Clay Crosson	Sikeston, MO www.americareusa.net	2,945	102	85	5	10	75	15	0	\$71 Million	x	x	x	x	x	x	x	x	x				
18. Trilogy Health Services* Randall Bufford	Louisville, KY www.trilogyhs.com	2,477	56	81.8	5	2	98	0	0	\$78 Million	x	x	x	x	x	x	x	x	x	x	x	x	x
19. JEA Senior Living* Jerry Erwin	Vancouver, WA www.jeaseniorliving.com	2,474	37	N/A	13	10	90	0	0	N/A			x	x									
20. Frontier Management* Gregory Roderick	Durham, OR www.frontiermgmt.com	2,392	39	N/A	8	N/A	N/A	N/A	N/A	N/A	x		x	x	x	x							
21. Aegis Living Dwayne Clark	Redmond, WA www.aegisliving.com	2,302	28	N/A	3	0	100	0	0	N/A			x	x									
22. Evangelical Lutheran Good Samaritan Society*† David Horazdovsky	Sioux Falls, SD www.good-sam.com	2,256	89	86	18	24	76	0	0	\$64.6 Million	x	x	x	x	x	x	x	x	x	x	x	x	x
23. Integral Senior Living* Sue Farrow	Carlsbad, CA www.isllc.com	2,255	41	89.7	9	1	99	0	0	\$95.2 Million			x	x	x								
24. Prestige Care* Harold Delamarter	Vancouver, WA www.prestigecare.com	2,096	35	88	7	12	88	0	1	\$81 Million	x	x	x	x	x	x	x	x	x	x	x	x	x
25. Chelsea Senior Living* Herbert Heflich	Fanwood, NJ www.chelseasenior living.com	1,803	15	93	3	17	83	0	0	\$78.6 Million			x	x	x								
26. The Ensign Group Christopher Christensen	Mission Viejo, CA www.ensigngroup.net	1,799	12	78.9	8	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x	x				x	x	
27. The Arbor Co.* Ellison Thomas	Atlanta, GA www.arborcompany.com	1,722	19	91	7	0	100	0	0	N/A			x	x	x								
28. HHHunt Senior Living* Jim King	Blacksburg, VA www.hhhunt.com	1,556	21	92	2	12	88	0	0	\$62 Million			x	x		x							

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29. Benectine Health System*† Dale Thompson	Duluth, MN www.bhshealth.org	1,453	22	83.3	6	13	87	0	0	\$35.1 Million	x	x	x	x	x	x	x		x	x
30. Petersen Health Care* Mark Petersen	Peoria, IL www.petersenhealthcare.net	1,225	22	88	2	25	70	5	0	\$85 Million	x	x	x	x	x	x	x	x	x	x
31. Commonwealth Assisted Living* Richard Brewer	Charlottesville, VA www.commonwealthal.com	1,218	19	N/A	3	0	100	0	0	N/A			x	x						
32. Juniper Communities* Lynne Katzmann	Bloomfield, NJ www.junipercommunities.com	1,203	15	95	4	5	95	0	0	\$56 Million	x	x	x	x	x	x				
33. Milestone Retirement Communities* Paul Dendy	Vancouver, WA www.milestoneretirement.com	1,064	15	90.6	9	13	87	0	0	\$28 Million			x	x	x	x				x
34. Independent Healthcare Properties* Greg Vital	Georgetown, TN www.morningpointe.com	1,060	20	86	5	0	100	0	0	N/A			x	x						
35. Ridgeline Management* Charles McGlade	Eugene, OR www.ridgelinemc.com	1,044	17	91	10	23	76	0	1	\$33 Million			x	x	x					
36. Saber Healthcare Group* George Repchick	Bedford Heights, OH www.saberhealth.com	1,025	13	73.2	5	N/A	N/A	N/A	N/A	\$25 Million	x	x	x	x	x	x	x			x
37. Skilled Healthcare Group Boyd Hendrickson	Foothill Ranch, CA www.skilledhealthcare.com	926	22	80.9	3	12	86	1	1	\$28 Million	x	x	x	x	x	x	x		x	x
38. National HealthCare Corp. Robert Adams	Murfreesboro, TN www.nhccare.com	847	17	85.9	11	N/A	N/A	N/A	N/A	N/A	x	x	x	x	x	x		x	x	x
39. Eskaton*† Todd Murch	Carmichael, CA www.eskaton.org	713	9	85	1	0	100	0	0	\$37.2 Million	x	x	x	x	x	x	x		x	
40. American Senior Communities* James Burkhart	Indianapolis, IN www.americansr.com	705	9	92	1	5	95	N/A	N/A	\$19.5 Million	x	x	x	x	x	x				x

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