

CONNECTION

Keeping Team Members Connected!

A MESSAGE FROM YOUR CEO

Dear Discovery Family,

We're now well into the third quarter of the year. It's the "home stretch," you might say, and although the clock never stops in our industry, much like in business and life outside of it, this is still an important checkpoint. It's a time for reflection and celebrating successes. It's a time for reflection and celebrating successes. It's a time for rejuvenation, as well as a chance to examine opportunities and ways to improve performance going forward.

As far as successes go, there's one in particular that we should mention right now:

- **We have returned to pre-COVID occupancy levels:** At the end of Q2, we achieved the same levels of occupancy that we sustained pre-pandemic. We are one of the first in our industry to do it. That's such a remarkable feat, and a true testament to the overall quality of our product. (It may also serve as proof and a humble reminder that you really are part of something very special here!)

The past eight months (or so) have also been historically significant for our company. At a time when many companies struggled (or worse), Discovery Senior Living expanded, adding communities, launching new, regional brands and bringing in top-tier leadership talent. We've also begun new, financial partnerships with investors that together form their industry's elite. That's fitting, because now, our company does, too:

- **We've joined an exclusive list that together represent the pinnacle of our industry:** Amidst a global pandemic, we've managed to further elevate our position within the senior living industry, and by way of growth and expansion, have become one of the nation's ten, largest senior living providers.

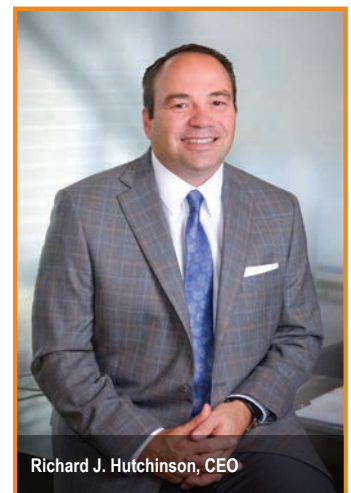
Looking back at the year so far, I'm extremely proud of where we are today as an organization. I'm humbled by all we've accomplished thus far, and despite the continued challenges with COVID-19 and labor shortages, I'm even more energized about our future. Most of all, though, I'm amazed by your commitment to provide exceptional resident experiences, and as always, am sincerely grateful for you and your hard work.

Now, let's stay focused and finish strong!

Stay well,



Richard J. Hutchinson, CEO



Richard J. Hutchinson, CEO

YOU'VE BEEN

DISCOVERED

An illustration of a hand in a dark blue suit sleeve holding a magnifying glass with a red handle. The magnifying glass is positioned over the letter 'I' in the word 'DISCOVERED', which is written in large, bold, blue capital letters. The background is a solid light blue color.

Congratulations

Join us in congratulating your fellow Team Members!

ASTON GARDENS AT TAMPA BAY

Jessica Kyte, Promoted to Recreation & Events Coordinator

ASTON GARDENS AT THE COURTYARDS

Richard Lallave, Promoted to Director of Transportation & Security

CONSERVATORY AT NORTH AUSTIN

Ryan Smith, Promoted to Cook

DISCOVERY VILLAGE AT THE WEST END

Tracy Cruz, Promoted to Lead Server
Ryan Sale, Promoted to Sous Chef

THE SUMMIT

Sharon Alvarez, Promoted to HR Specialist
Tayna Collins, Promoted to Concierge
Charles Hearn, Promoted to Senior Culinary Director
Henry Starks, Promoted to Senior Lifestyle Coordinator



Revisiting Our “Celebration of the Stars 2021”

Picture this, if you can: One day, and one special event so big that it can reach almost 6,000 Team Members at Discovery Senior Living communities across the nation! That’s just what we did on Friday, June 4 as part of our first-ever **Celebration of the Stars**.

That day, more than 60 participating Discovery communities from Texas to Florida and all throughout the Midwest and Mid-Atlantic regions, kicked into full celebration mode. We’re not talking about a little pizza party in some back room, either! Think bigger... much bigger.

Think about entire communities being transformed, and love and appreciation filling every lobby, amenity area, hallway and dining venue. Think residents and community leaders coming together to celebrate and give back to the caring Team Members who selflessly give so much to them all year long. Think hugs and laughter, gifts and surprises, heartfelt “Thank you” messages, and for this, special day,

beloved Team Members shining brightly amidst the same spotlight that you normally cast upon our residents.

At the community level, each and every celebration was just as unique as that community and its Team Members. From poolside dance parties, games and prizes to fun, photo shoots and even a red-carpet extravaganza that was just about celebrity worthy, communities enjoyed doing their part to honor Team Members with these unforgettable celebrations and more:

- A massive ice cream sundae bar in Fort Worth, Texas
- Delicious coconut shrimp and chicken wings in Boynton Beach, Florida
- Classic summertime backyard BBQ in Stuart, Florida
- A carnival-themed celebration in Richmond, Virginia

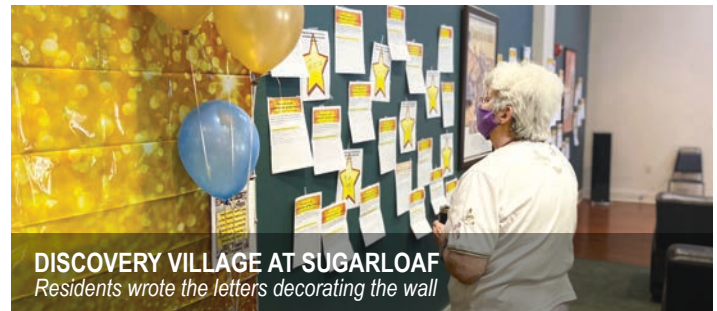
Here are just some of the highlights captured during Celebration of the Stars 2021:



LAKESIDE AT MALLARD LANDING
The community joins together for Celebration of the Stars



ASTON GARDENS AT PELICAN MARSH
Directors and community employees pose together for photos



DISCOVERY VILLAGE AT SUGARLOAF
Residents wrote the letters decorating the wall

Celebration of the Stars 2021 culminated with the announcement that as a token of appreciation for Team Members’ hard work and dedication during the pandemic, the company gave paid time off (PTO) to all Team Members of the Discovery Senior Living family that worked during this time period. Care providers, dishwashers, cooks and community leaders... everybody is included. Now that’s putting Team Members first!

In all, **Celebration of the Stars 2021** was one, new way the company is giving back to you, the Team Members who together form the backbone of our organization. Heartfelt thanks to everyone who took part in this year’s **Celebration of the Stars!**



The Undeniable Power of Acceptance

"It is what it is." The saying itself has become pretty mainstream across our society. Its message is one of acceptance and not obsessing over things we can't really change. It's good advice, to be sure.

Acceptance, or the ability and willingness to acknowledge all parts of life (good and bad) is a precursor to feeling content in our lives and careers. In fact, it's a state of mind that can easily translate across all facets of day-to-day living.

It also appears as though our society needs acceptance right now more than ever. Case in point: A large-scale study conducted in 2020 found that Americans were the unhappiest we've been in almost 50 years. It's not surprising given recent events, most of all the adverse economic, social and lifestyle-related impacts of COVID-19. Yet it indicates that the vast majority of us are probably still trying to make sense of a lot of what we as a nation, society and workforce have been through lately.

Acceptance: The Importance of Acknowledging Reality

In addition to helping create more happiness in the present day, being accepting of our current situations is so often a bridge to creating a better tomorrow. It's only natural that there are things in our lives we'd like to change for the better, but acceptance begins with acknowledging the good qualities, as well as being honest about what we can work on to create a better reality in the future.

Working with and for seniors in our communities, we're positively impacting residents' lives each and every day. Inevitably, some days are better than others, but nonetheless, there's plenty of pride to be taken in the current reality. Plus, add to it our roles within our families

(as a Mom or Dad, son or daughter, sibling, spouse, etc.) and all of our real-world impact is far greater. We really should try to be good to ourselves and acknowledge that.

Additionally, acceptance as a quality and personal value involves being honest about what's less than desirable within our current realities, too. Maybe it's unmet financial goals and career aspirations, relationships, improving mental health or losing some weight (you're not alone there). As the saying goes, "You can't fix a 'problem' until you acknowledge that it exists." That all begins with acceptance.

Being Accepting of Ourselves & Others

Indeed, in an age of Internet trolls, divisive politics and the like, society as a whole could be better about acceptance. Just think about it: Have you ever experienced a time when people are so easily and emotionally triggered just by opinions, world views and beliefs that differ from their own?

To accept others, you don't have to agree with them. However, you do have to allow them the freedom to possess their own views, even as you remain steadfast and committed to your own. Learning to be at peace with that dynamic is acceptance, personified.

Also important is self-acceptance, and acknowledging that we are and will always be a work in progress. It's powerful and ought to even be liberating to admit our own mistakes and shortcomings and then take control of the process we use to learn from it and improve going forwards. Always keep in mind that acceptance of the past and present is often the first step towards creating a more satisfying and successful future.



Dream Flights Partnership

Discover the Latest Communities to Join the Discovery Family

Discovery Senior Living is working alongside Dream Flights to make it possible for surviving WWII veterans to enjoy complimentary tribute flights on restored, WWII-era biplanes.

Discovery Senior Living has announced a three-year partnership with non-profit organization Dream Flights, which treats eligible military vets to experience 20-minute Dream Flights in one of six, restored Stearman biplanes.

For Dream Flights, which to date has flown more than 4,500 veterans, many of whom resided in U.S. senior living and long-term care communities, this represents the first-ever partnership with a senior living provider organization.

It's especially meaningful to us, too, as many will know that military roots run deep within the Discovery organization, from CEO Richard Hutchinson and other members of our Corporate Leadership Team, right on through to the brave men and women who live and work in our communities every day.

Immediate efforts will be focused on Dream Flights' upcoming Operation September Freedom, an historic barnstorming initiative which will run from August 1 through September 30 and aim to fly hundreds of WWII veterans in cities and towns across the US in that 60-day period. Mid-campaign, September 8-9, 2021, Dream Flights crews will rendezvous at the 50th National Stearman Fly-in in Galesburg, IL, where they will honor WWII veterans and fly formation for the crowd.

Discovery Senior Living is proud to align with Dream Flights and give back to those who have sacrificed so much for our country. The timing is crucial as well, as this may be our nation's last opportunity to recognize and honor the men and women who defended our country in WWII. Of the 16 million Americans who served in WWII, only an estimated 100,000 remain living today, with the youngest WWII veteran being age 95 in 2021.





Going Above & Beyond

Sending well-deserved “Shout Outs” to all our communities and Team Members who go the extra mile. Your hard work and commitment touch the lives of so many each and every day!

MAGAYE KHAN & TEAM MEMBERS Conservatory At Plano

WELCOME ABOARD!!! The Conservatory At Plano is proud to announce the addition of our new Director of Culinary Services, Magaye (Max) Khan! Chef Max comes to DSL with over 16 years of Executive Chef experience in Senior Living. We are happy to have Max join the Team and we look forward to what delicacies he has in store for our residents! Chef Max recently created a beautiful table for our Luau Happy Hour networking event. Thank you to all of the Team Members at the Conservatory at Plano. Your dedication and commitment to providing our residents with the best life experiences is greatly appreciated!

UMBERTO DI LEO & JASON ELIZONDO Aston Gardens At Tampa Bay

Shout Out to Umberto for quick thinking and going above and beyond. Recently, there was a planned trip to go shopping at Walmart – when the bus arrived at Walmart they had no power and couldn’t shop. Umberto offered to take the residents to Publix or another store so they could pick up the items they needed. It was a nice way to fix the issue and our residents still got to go shopping! Thanks, Umberto!

Shout Out to Jason Elizondo in Security for going above and beyond in being flexible and covering different shifts. He assists on carts and in Security, and doesn’t hesitate to sweep leaves out of the front entryway to the clubhouse or empty full trash cans when he sees them. He keeps busy and helps where needed, even outside his department. He keeps the residents smiling! Thanks, Jason!

MAINTENANCE & TEAM MEMBERS Blue Ridge Assisted Living & Memory Care

Thank you Jason Dearman and James Gilliland, Blue Ridge maintenance crew for taking the lead and rebuilding four rooms damaged by a major water leak. We also have our amazing Team Members, Tina Stover, Hayley Smith and Hayleigh Queen working additional hours and shifts when we were in need. We are so fortunate for them to go above and beyond!

DINING TEAM MEMBERS Conservatory At North Austin

Shout out to our awesome Dining Team Members who stepped up to help while our community is between Director of Culinary Services. Thank you, Alyce Ebbs, Brianna Godinez, Linda Margain.

TEAM MEMBERS TerraBella Lake Norman

Thank you to the entire Team at TerraBella for the wonderful and compassionate care you all gave my dad during his altogether too short visit to TerraBella. He wasn’t able to take advantage of the impressive community and the many activities you coordinate, but he certainly did benefit from the caregivers. As your Team knows, China earned his trust and quickly became his favorite - near the end, he called all of the caregivers China, and that’s the highest compliment. The entire Team deserves a medal and we are forever grateful. Pat, Jennifer, Holly, Margaret, Katie, Daryl Ann, Dee, Ciera, Donna, Josh, Sammie...we’ve never met a Team of more responsive and caring people. As my dad declined, the little things became the big things, and this group handled our many questions and requests like the professionals they are.

— Resident Family Member

CHRISTINA MIRELES Discovery Village At Southlake

We have many Team Members who go above and beyond, but there is always one employee that deserves some applause here at Discovery Village At Southlake. Christina Mireles has been caring for our residents for 12 years. Not only has she become a part of their family, but they have become her family as well.

Christina arrives to work with a smile, takes the initiative to check in on all of her residents on service for that day - just to check in, see if there is anything they need, and she will do so again through-out the day. By taking this extra step of care, the residents rarely push their pendant for help, and if they do – she answers quickly. Her positivity is infectious within the community, as she sets a standard for resident care.

The dedication and commitment that Christina has portrayed with our community and residents goes far beyond the scope of a homerun hit. Being a compassionate Care Manager/CNA is one of the most challenging yet rewarding positions if you really think about it. Being that one person that the resident counts on to be there for them in their time of need, whether it be a simple request, or assisting with daily activity. That trust factor – knowing that Christina will be their hero no matter the task, and always does so with such a pleasant smile and spirit. Christina goes home knowing that she has made a difference in their day, and that itself is priceless.



Together, We Really Are Making A Difference

On Friday, July 23, Discovery Senior Living home office Team Members proudly partnered with Habitat for Humanity for what was our first group volunteer opportunity for 2021. That day, nearly a dozen Team Members traded their desk jobs for the morning and got down and dirty on a current Habitat for Humanity build site in Naples, FL. This particular group build was unique, however, because we did it in part to help one of our own!

You see, after hearing that a Team Member at one of our area Discovery communities is an applicant for a new home, the Discovery Makes a Difference team sprang into action, arranging for our team to donate our own “sweat

equity” to our Team Member and bring their dream of a new home that much closer to becoming reality.

Through the kindness and commitment of our Team Members, we gave more than 40 hours of field service time to our team members’ family. Those hours will count towards the family quota as it also assists Habitat for Humanity in building homes for others in return for receiving their own.

Heartfelt “Thank you” to everyone involved in this volunteer opportunity, which allowed us to make a meaningful difference in the lives of others from our own, Discovery family and the surrounding community!



Welcome! Two, New Additions to Our Discovery Commons Family of Communities

In late-August, we proudly added two, new communities to our Discovery Commons portfolio. Bright and cheerful, and with relaxed vibes and a bit of Old Florida charm, the communities are now called Discovery Commons Cypress Point (Ft. Myers, FL) and Discovery Commons South

Biscayne (North Port, FL). Each offers Assisted Living and Memory Care and blends modern conveniences with high standards for attentive, professional care. To everyone at these communities, welcome to our Discovery family!



Discovery Continues to Lead Nationwide Industry Advocacy Efforts

This summer, Discovery Senior Living executives were front and center at the American Seniors Housing Association (ASHA) mid-year meeting in Lake Tahoe, where 350+ leaders gathered to discuss key issues impacting our industry. As pictured, CEO, Richard Hutchinson and COO, Bill Sciortino took the stage to discuss advocacy at the Federal and State levels and were joined by two of our industry's foremost champions in Washington: Jeanne McGlynn Delgado and Bob Thomas.

The fact is, many legislators in Washington think we all work in nursing homes and, especially now, continuing advocacy efforts are making important strides to change

misconceptions about the senior housing industry and secure all-important COVID relief dollars. Advocacy isn't only about money though...it's about raising awareness and having a voice on the issues that affect our collective work and livelihoods. We can all make a difference, so speak to a community or corporate leader to see how you might get involved.

To donate any amount using a credit card, please visit <https://tinyurl.com/33j77a57>, enter your company e-mail address and the temporary password 'Discovery' to sign in. You may then change your password on the next screen. Thank you for supporting our industry.





DAH CORNER

Hello Everyone and Welcome Back

I found myself thinking recently, where has the year gone? In addition, I found myself remembering how different 2020 vs. 2021 has been and how much of my time last year was spent sourcing personal protective gear, to protect our caregivers. Sometimes the whole day!

2021 has brought new challenges, primarily finding people to join Discovery At Home to care for our patients and clients. Where is everyone hiding?

I think that much of the issue is due to the 2020 hangover effect. If a person is in a good spot professionally, they are much more careful about moving. In fact, even if they are not as happy as usual, they fact that a professional move is now a lot riskier, tends to keep people in place, and less likely to move.

Secondly, our Government leadership has extended unemployment benefits, so that financially, it is easier for someone not to be in a rush to find work, if they had lost their job last year. Now, this is coming to an end in our two key States, Florida and Texas, so I have begun to see some more enthusiastic response to my online searches.

So, what has 2021 brought to the four Discovery At Home Companies? GROWTH! Each company has experienced significant base business growth.

At **DAH LLC** In Southwest Florida, we made the strategic decision to become competitive outside the walls of Discovery Senior Living, and we gained market share in our first month! We accepted cases primarily outside our traditional DSL community template.

At **DAH Gulf Coast** in Tampa, we have grown in our traditional Medicare referrals, but our Private Duty care has jumped off the table! We have been setting revenue records every couple of months which is certainly noteworthy.

DAH Personalized Living has grown into accepting clients at Discovery Village At Palm Beach Gardens, and even Discovery Village At Boynton Beach has had some record months.

DAH in Texas has begun to take patients at our Morada Senior Living communities and we will be expanding our licensure to begin servicing patients in Austin and eventually San Antonio.

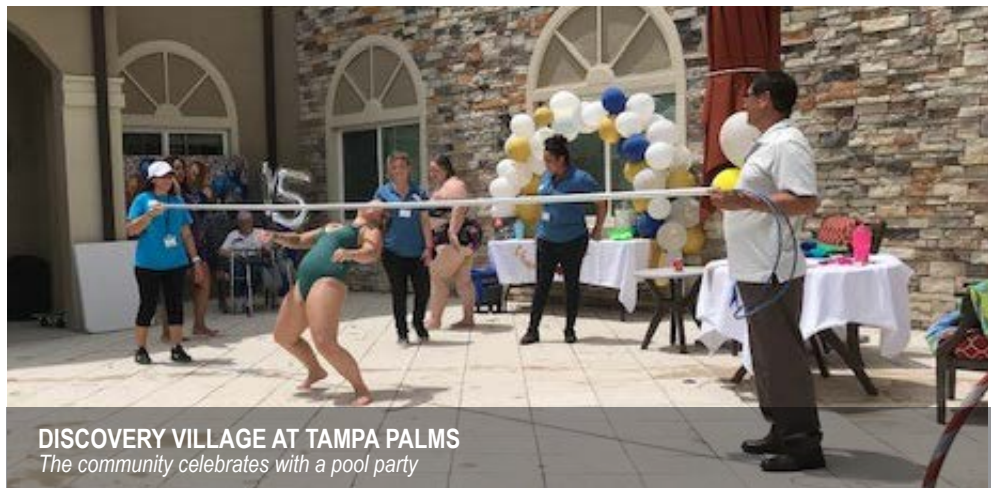
As always, it is an honor to serve all of our patients, especially those that live in Discovery Senior Living locations. Now to have a strong finish to 2021. Where has the year gone?

Dan Cundiff | President, Discovery At Home

THE MANY FACES OF DISCOVERY SENIOR LIVING



DISCOVER COMMONS AT COLLEGE PARK
Residents enjoy pet therapy



DISCOVERY VILLAGE AT TAMPA PALMS
The community celebrates with a pool party



ASTON GARDENS AT TAMPA BAY
The community has a picnic at the park



DISCOVERY VILLAGE AT STUART
The community enjoys antique cars and refreshments



THE SUMMIT
The community celebrates their 6th anniversary



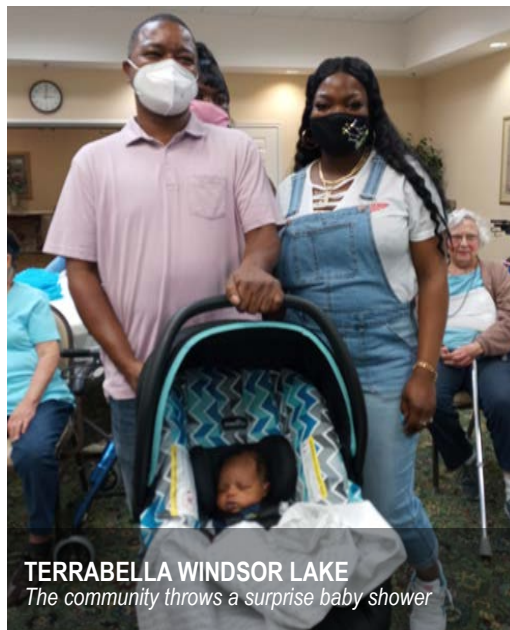
ASTON GARDENS AT PELICAN POINT
The community joins together for the Celebration of the Stars event



WELSTONE AT MISSION CROSSING
The community wears blue in support of Men's Health Month



CONSERVATORY AT ALDEN BRIDGE
The Team serves Residents meals from portable kitchens



TERRABELLA WINDSOR LAKE
The community throws a surprise baby shower



BLUE RIDGE
Celebration of the Stars event



Aging in America: A Once-in-a-Generation Mega-Shift

We've all heard a lot about the generation of retiring Baby Boomers and the potential impact on not just our company and industry, but the nation and world as a whole. Maybe we can't see it happening day-to-day, but illustrations like the one below go to show that changing demographics and a landmark shift towards an older America will do much to make our company, its product and all of our collective efforts essential to the overall future of the nation. (How's that for being a part of something much bigger than any one of us, right?)

The real-world impact of a swelling senior population is likely to be seen and felt across multiple fronts. There's the obvious, urgent need for more residential

communities, and, of course, an influx of dedicated, caring people to work there. This next generation of resident seniors, however, is unique. Younger, more active, tech-savvy. It's going to help re-define the overall lifestyle in the community setting as we now know it.

Perhaps more than anything else, though, the trend of aging in America further validates that the work we all do truly matters. It matters to our residents in communities all over the country. It matters to their families and loved ones. It matters throughout the cities and towns, and as the above numbers show, it matters to our country and society as a whole.

Population age 65 and over and age 85 and over, selected years, 1900–2018, and projected years, 2020–2060

