



FROM THE PRESIDENT'S DESK

Dear Arcadia Senior Living Team Members,

As we close the books on 2025 and eagerly anticipate the opportunities of a New Year, I want to pause and personally thank each of you for the care, compassion, and dedication you bring to our residents and their families every single day. It is truly a privilege to lead an organization made up of people who so clearly place the well-being of others at the center of their work.

As I look back on 2025, I'm filled with great pride and gratitude about the many accomplishments achieved by our communities, as well as a sense of excitement for the future of Arcadia. Here are just a few of the accomplishments our team members helped make a reality in 2025:

- All seven State License Surveys in 2025 were completed with zero deficiencies.
- We continued to deliver consistent, high quality service across all of our communities.
- We successfully implemented the new ALC regulations at all Kentucky communities.
- 6 of 8 of our Senior Communities earned Google Review Ratings of 4.8 or better with 4 communities earning a perfect 5-star rating.
- 7 of 8 Communities achieved 100% occupancy this year and as a company we reached 94% total occupancy.
- 6 of 8 Senior Communities earned "Best in Class" distinction within their respective markets.
- We successfully integrated a new Pharmacy partner as part of the Kentucky regulatory transition.

In addition to these amazing accomplishments, I am continually inspired by the way you show up for our residents—with patience, kindness, professionalism, and heart.

The work you do is not always easy, and it often happens quietly and behind the scenes, but please know that it matters deeply. Your efforts make a meaningful difference in the lives of those we serve, and they do not go unnoticed or unappreciated.

Each time I visit one of our communities, I am reminded of what makes Arcadia special. I witness genuine connections, thoughtful care, and countless small moments that collectively create a sense of home and dignity for our residents. Those moments—whether a warm smile, a listening ear, or a reassuring presence—mean more to our residents and their families than words can fully express.

Serving seniors is both a responsibility and a calling. Most people choose this work not for recognition or reward, but because they believe in enhancing the lives of others. In doing so, you also provide comfort and peace of mind to families who trust us with the care of those they love most. My hope is that each of you feels pride and fulfillment in the important role you play and recognizes the lasting impact of your work.

2025 brought its share of challenges, but it also highlighted the strength, resilience, and commitment of our team. Because of you, our residents continue to experience quality of life, stability, and genuine care. I am optimistic about the future of Arcadia and deeply grateful for the foundation you help build every day. You have my commitment that we will continue working hard to be a company you are proud to be part of. Please accept my heartfelt wishes to each of you and your family for a happy, healthy, and peaceful New Year!

Sincerely,
Brian Durbin, President
Arcadia Communities



APPLAUSE FOR ADVANCEMENT

At Arcadia we believe that hard work and dedication pave the way for remarkable personal and professional growth. Our team members consistently demonstrate passion, resilience, and a commitment to excellence, which not only drives our success but also creates opportunities for individual advancement.

We're thrilled to shine a spotlight on our team members who have earned well-deserved promotions. Their journeys showcase what's possible when talent meets opportunity within each of our communities. Join us in celebrating their achievements in this issue's Applause for Advancement section, where we honor the milestones that inspire us all to reach higher.

PACE

Hailie O'Connell has been promoted to Director of Community Relations.

Destinee Miller has been promoted to Life Engagement Director.

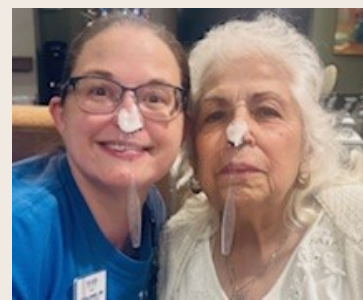
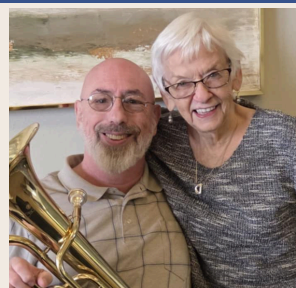
Aleacia Ingram has been promoted to Open Arms Director.



Your Paycheck may look a little different...

In 2026, the One Big Beautiful Bill Act requires employers to classify overtime pay into a specific category. If you have overtime, you will see a classification called OBBBA which is showing how much Overtime pay you received in that pay period and year-to-date. This classification does not change how you are paid or how much federal taxes are withheld on your paycheck but could potentially be used as a deduction when filing your 2026 taxes.

CELEBRATING 2025 WITH OUR ARCADIA FAMILIES



3rd Quarter Ambassadors



Rhonda Drye
Hospitality Specialist

Brent Hardin
Maintenance Specialist

Arcadia IL | Louisville, KY



Gwen Haskins
Resident Care Specialist

Karen Cooper
Concierge

Arcadia AL | Louisville, KY



Brandy Webb
Resident Care Specialist

Chasity Oldham
Certified Med Tech

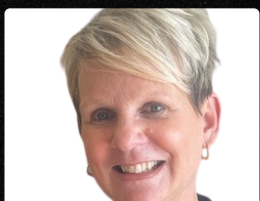
Stilley House | Benton, KY



Abbie Parker
Business Office Director

Bob Campioni
Maintenance Specialist

The Bluffs | Houghton, MI



Kelly Kelly
Director of Resident Care
& Wellness

Muranda Williams
Dining Specialist

Arcadia | Bowling Green, KY



Dillon Southerland
Sous Chef

Marlanea Morgan
Lead Certified Med Tech

Arcadia | Pace, FL



Brayli Costello
Dining Specialist

Kimberly Hammond
Resident Care Specialist

Arcadia Clarksville | Clarksville, TN



Gina Gordon
Business Office Director

Karen Grantham
Hospitality Specialist

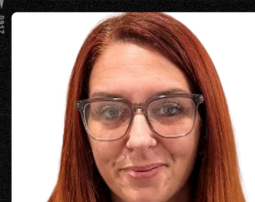
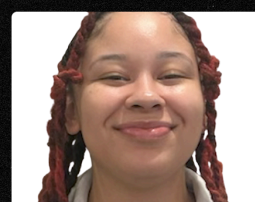
The Lakes | Paducah, KY



Sandra Miller
Open Arms Programming
Coordinator

Dee Dee Barnes
RN

RobinBrooke | Elizabethtown, KY



5 Pillars of Arcadia Ambassadors

S We Put
T Safety
A First
I We succeed through
R Teamwork
and Togetherness
We are
Accountable
for our results
We Act with
Integrity
We
Respect
all Viewpoints

*It is not
only what
we do,
but also
what we
don't do,
for which
we are
accountable.*

-MOLIERE