



Forward-Looking Statements – Safe Harbor

Certain statements in this Investor Presentation may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are subject to various risks and uncertainties and include all statements that are not historical statements of fact and those regarding our intent, belief, or expectations. Forward-looking statements are generally identifiable by use of forward-looking terminology such as "may," "will," "should," "could," "would," "potential," "intend," "expect," "endeavor," "seek," "anticipate," "estimate," "believe," "project," "predict," "continue," "plan," "target," "annualized," "proforma," or other similar words or expressions, and include statements regarding our expected financial and operational results. These forward-looking statements are based on certain assumptions and expectations, and our ability to predict results or the actual effect of future plans or strategies is inherently uncertain. Although we believe that expectations reflected in any forward-looking statements are based on reasonable assumptions, we can give no assurance that our assumptions or expectations will be attained and actual results and performance could differ materially from those projected. Factors which could have a material adverse effect on our operations and future prospects or which could cause events or circumstances to differ from the forward-looking statements include, but are not limited to, events which adversely affect the ability of seniors to afford resident fees, including downturns in the economy, housing market, consumer confidence, or the equity markets and unemployment among resident family members; the effects of senior housing construction and development, lower industry occupancy, and increased competition; conditions of housing markets, regulatory changes, acts of nature, and the effects of climate change in geographic areas where we are concentrated; terminations of our resident agreements and vacancies in the living spaces we lease; changes in reimbursement rates, methods, or timing under governmental reimbursement programs including the Medicare and Medicaid programs; failure to maintain the security and functionality of our information systems, to prevent a cybersecurity attack or breach, or to comply with applicable privacy and consumer protection laws, including HIPAA; our ability to complete our capital expenditures in accordance with our plans; our ability to identify and pursue development, investment, and acquisition opportunities and our ability to successfully integrate acquisitions; competition for the acquisition of assets; our ability to complete pending or expected disposition, acquisition, or other transactions on agreed upon terms or at all, including in respect of the satisfaction of closing conditions, the risk that regulatory approvals are not obtained or are subject to unanticipated conditions, and uncertainties as to the timing of closing, and our ability to identify and pursue any such opportunities in the future; risks related to the implementation of our strategy, including initiatives undertaken to execute on our strategic priorities and their effect on our results; limits on our ability to use net operating loss carryovers to reduce future tax payments; delays in obtaining regulatory approvals; the risks associated with tariffs and the uncertain duration of trade conflicts; disruptions in the financial markets or decreases in the appraised values or performance of our communities that affect our ability to obtain financing or extend or refinance debt as it matures and our financing costs; our ability to generate sufficient cash flow to cover required interest, principal, and long-term lease payments and to fund our planned capital projects; the effect of any non-compliance with any of our debt or lease agreements (including the financial or other covenants contained therein), including the risk of lenders or lessors declaring a cross default in the event of our non-compliance with any such agreements and the risk of loss of our property securing leases and indebtedness due to any resulting lease terminations and foreclosure actions; the inability to renew, restructure, or extend leases, or exercise purchase options at or prior to the end of any existing lease term; the effect of our indebtedness and long-term leases on our liquidity and our ability to operate our business; increases in market interest rates that increase the costs of our debt obligations; our ability to obtain additional capital on terms acceptable to us; departures of key officers and potential disruption caused by changes in management; increased competition for, or a shortage of, associates, wage pressures resulting from increased competition, low unemployment levels, minimum wage increases and changes in overtime laws, and union activity; an adverse determination or resolution of complaints filed against us, including putative class action complaints; negative publicity with respect to any lawsuits, claims, or other legal or regulatory proceedings; costs to respond to, and adverse determinations resulting from, government inquiries, reviews, audits, and investigations; the cost and difficulty of complying with increasing and evolving regulation, including new disclosure obligations; changes in, or our failure to comply with, employment-related laws and regulations; environmental contamination at any of our communities; failure to comply with existing environmental laws; the risks associated with current global economic conditions and general economic factors on us or our business partners such as inflation, commodity costs, fuel and other energy costs, competition in the labor market, costs of salaries, wages, benefits, and insurance, interest rates, tax rates, tariffs, and geopolitical tensions or conflicts, the impact of seasonal contagious illness or other contagious disease in the markets in which we operate; actions of activist stockholders; as well as other risks detailed from time to time in our filings with the Securities and Exchange Commission ("SEC"), including those set forth under "Item 1A. Risk Factors" contained in our Annual Report on Form 10-K and "Part II, Item 1A. Risk Factors" of our Quarterly Reports on Form 10-Q. When considering forward-looking statements, you should keep in mind the risk factors and other cautionary statements in such SEC filings. Readers are cautioned not to place undue reliance on any of these forward-looking statements, which reflect management's views as of the date of this Investor Presentation. We cannot guarantee future results, levels of activity, performance or achievements, and, except as required by law, we expressly disclaim any obligation to release publicly any updates or revisions to any forward-looking statements contained in this Investor Presentation to reflect any change in our expectations with regard thereto or change in events, conditions, or circumstances on which any statement is based.

Unless otherwise specified, references to "Brookdale," "we," "us," "our," or "the Company" in this Investor Presentation mean Brookdale Senior Living Inc. together with its consolidated subsidiaries.



About Brookdale



BROOKDALE
— SENIOR LIVING —

Leading senior living owner-operator in the United States

Brookdale is the nation's premier operator of senior living communities, with communities in 41 states and the ability to serve approximately 51,000 residents. We offer a broad continuum of services across various sectors of the senior living industry, including independent living, assisted living, memory care, and continuing care retirement communities. Our goal is to provide older adults with a comfortable and homelike environment while offering expert care, wellness programs and opportunities to pursue their passions and build meaningful relationships. With our expertise in healthcare, hospitality, and real estate, we enable residents to age in place, providing tailored solutions that help empower seniors to live with dignity, connection, and purpose.



OUR MISSION

Enriching the Lives of those we serve with compassion, respect, excellence and integrity



OUR VISION

To be the nation's *First Choice* in senior living

#1

largest provider of senior living in the U.S.⁽¹⁾

539

consolidated communities that are geographically diverse and high-quality⁽⁴⁾

94%

of senior living resident fees are private pay⁽²⁾

#3

largest owner of senior living properties in the U.S.⁽³⁾

~51K

ability to serve ~51,000 residents⁽⁴⁾

~32K

caring and dedicated associates⁽⁴⁾

Tailored product lines support a diverse range of needs



Independent Living (IL)

Our independent living communities are ideal for older adults who desire to live in a residential setting that feels like home, without the burden of ownership. Through experiential dining, community amenities and diverse programs to support social connections, IL communities provide older adults an antidote to loneliness.



Memory Care (MC)

Our memory care program is rooted in a person-centered approach that preserves identity and sense of self, and is recognized by the Alzheimer's Association®. Our secure communities provide a daily path of engagement that allows residents to flourish, even with advanced expressions of dementia.



Assisted Living (AL)

Our assisted living communities provide a redefined independence through 24-hour assistance and services like medical care coordination, education and wellness programs, experiential dining, as well as social and recreational activities which support resident wellness, socialization and engagement.



Skilled Nursing (SNF)

Our rehabilitation and skilled nursing offerings are here to help residents throughout their journey to recovery. Whether residents need a long-term stay or short-term rehabilitation, these facilities provide around-the-clock licensed nursing care in a supportive environment.

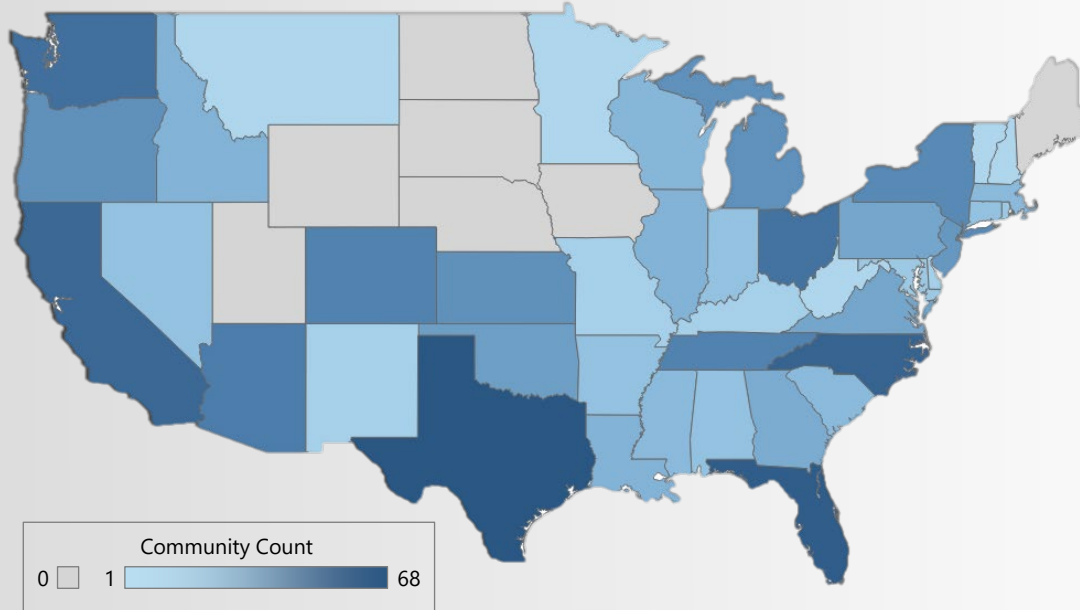


Continuing Care Retirement Communities (CCRC)

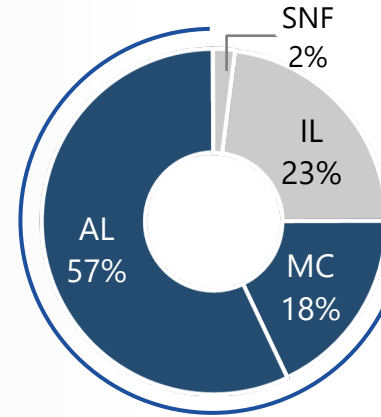
Our CCRCs offer a variety of living arrangements and services to accommodate a broad spectrum of physical ability and healthcare needs. Residents are generally seeking a broad continuum of care in supportive residential settings, meaning they can transition from independent living to receive assisted living, skilled nursing, or memory care services as the need arises.

Varied community types in markets with rapidly growing senior population

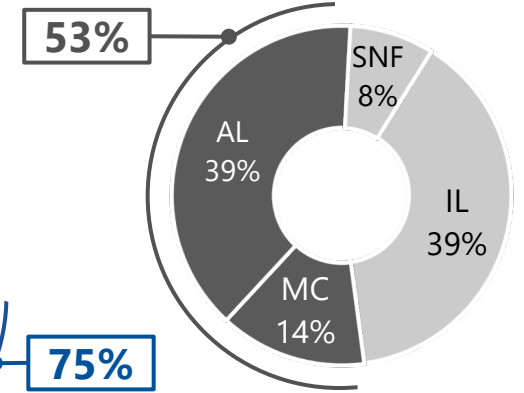
539 Consolidated Communities across 41 States



Brookdale Mix⁽¹⁾



Industry Mix⁽²⁾

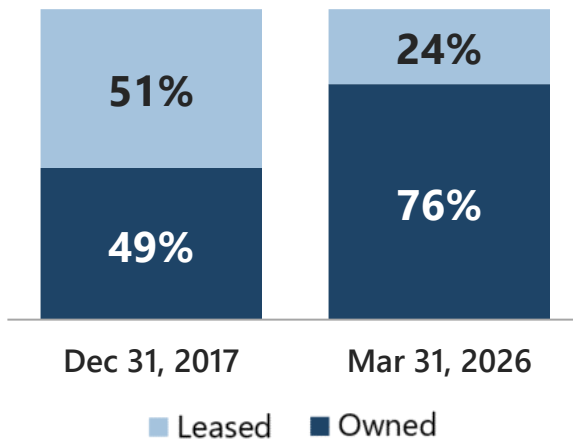


53%

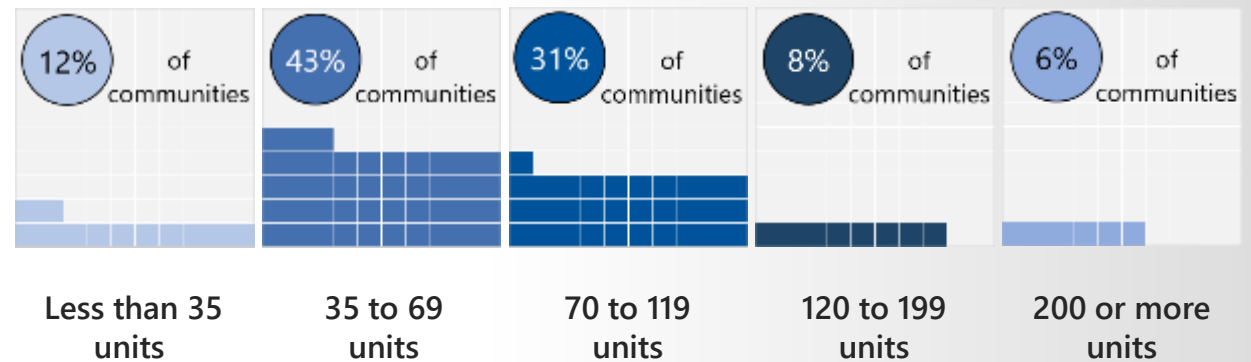
75%

Brookdale is **22% higher** in needs-based AL & MC

Consolidated Portfolio: Units



Broad Range of Community Sizes⁽¹⁾



Three key levers to achieving our multiyear projection



Leverage supply and demand dynamics

- Senior housing is entering an unprecedented supply versus demand environment, with baby boomers boosting demand against a slow-growth unit inventory backdrop
- Leverage the reality of supply and demand dynamics that will underpin senior housing for the next decade-plus
- Increase the number of seniors we serve through targeted efforts to further grow occupancy
- Ensure appropriate and dynamic pricing actions that reflect our high quality care and service in addition to local market supply-demand dynamics



Achieve critical mass at market level

- Prioritize whole markets based on embedded opportunity to rapidly improve performance — occupancy, rate, expenses and operating income across the entire market
- Leverage and coordinate district leadership across the Key-3 functions (Ops, Sales, Clinical)
- Focus corporate resources at the market level, including contact center cross-selling of communities, holistic CapEx deployment, targeted marketing spend, recruiting support and bespoke sales incentives programs



Excel operationally

- Leverage insights from ongoing surveys and feedback to further enhance resident and family satisfaction
- Expand upon proven tools to improve the skills of our leaders and the consistency of our operations
- Maximize our differentiated programs including Brookdale HealthPlus® and Brookdale EngagementPlus®
- Maintain appropriate expense management while ensuring that we continue to meet residents' needs, provide high-quality care and personalized service and remain in compliance with applicable regulations



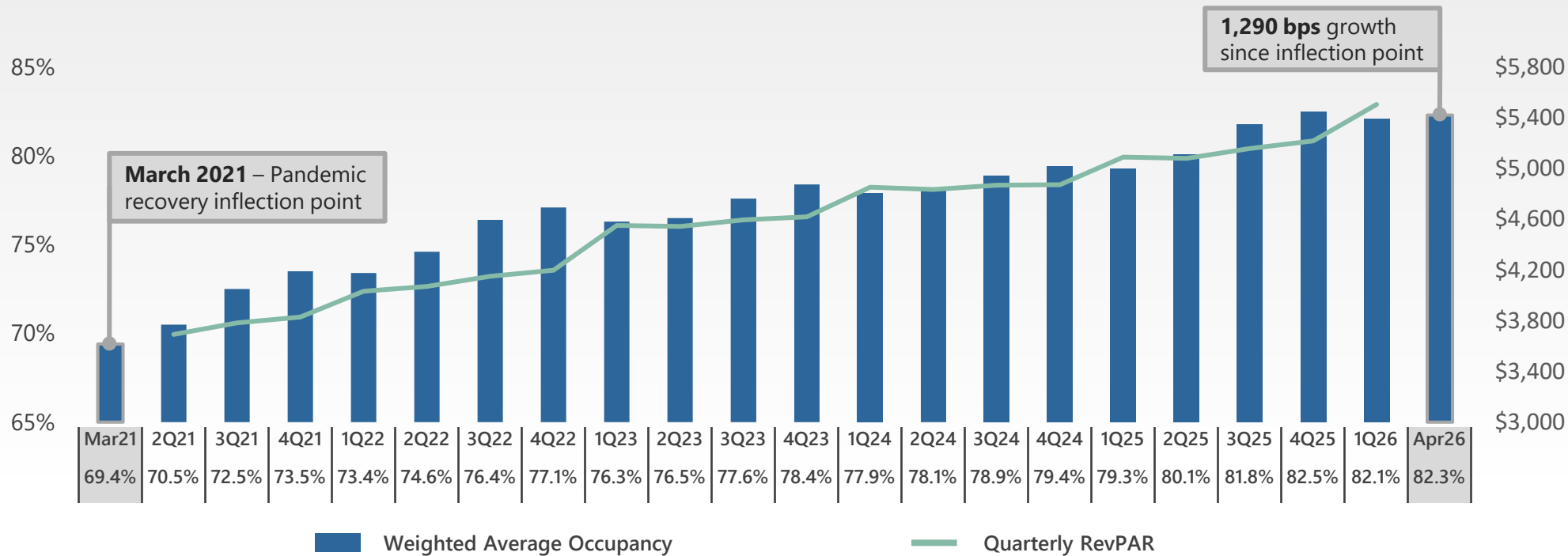
1Q 2026 Results & 2026 Guidance



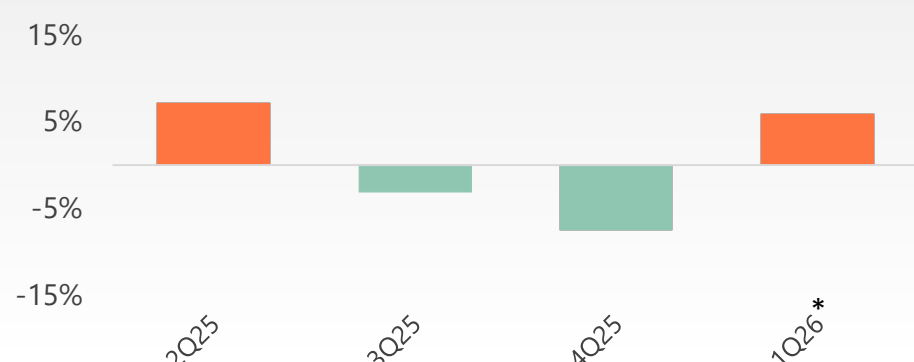
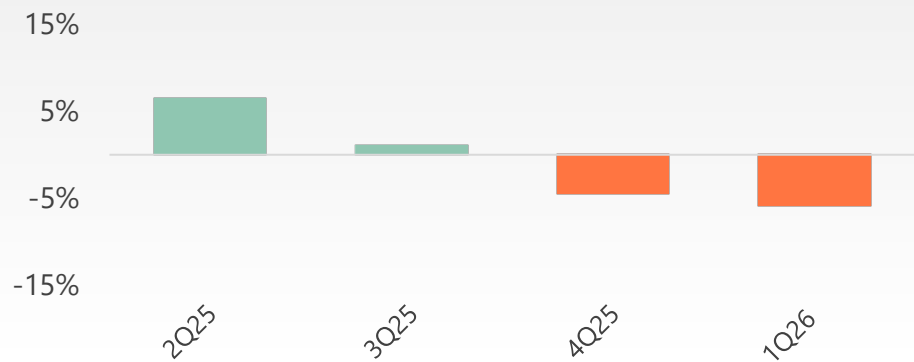
BROOKDALE
— SENIOR LIVING —

Continued occupancy growth in 2025 with momentum into 2026

RevPAR & Weighted Average Occupancy⁽¹⁾



Year-Over-Year Move-Ins⁽²⁾ Year-Over-Year Controllable Move-Outs⁽³⁾



*1Q26 reflects impact of higher year-over-year rate increase

First-quarter 2026 financial and operational highlights



Business Highlights and Recent Performance

- **Brookdale reiterates 2026 annual guidance** of \$502 million to \$516 million of Adjusted EBITDA and RevPAR year-over-year growth of 8% to 9%
- **+8.2% year-over-year RevPAR increase** in first quarter
- **+6.0% RevPOR sequential growth** in 1Q26 over 4Q25
- **+280 bps year-over-year** consolidated weighted average occupancy growth in the first quarter – continuing multiyear trend of strong occupancy growth
- **82.7% same community weighted average occupancy** for the first quarter, up 170 bps over the prior year
- Trailing twelve month FFO of \$202 million and **Normalized FFO of \$225 million**
- **Refinanced a significant portion of 2027 maturities**, obtaining \$185 million of new mortgage debt, maturing in 2033, while repaying \$191 million of mortgage debt
- **Recognized by U.S. News & World Report** for having the most communities recognized as “Best Senior Living”, with 294 Brookdale communities recognized
- **Portfolio optimization progress continues**, with the sale of ten communities in 2026 through May 6 for net proceeds in excess of \$100 million; continue to target sale of 29 total non-strategic of underperforming communities during 2026 for total proceeds of approximately \$200 million

2026 guidance – strong RevPAR drives mid-teens Adjusted EBITDA growth

2026 Annual Guidance

RevPAR YOY Growth **8.0% to 9.0%**

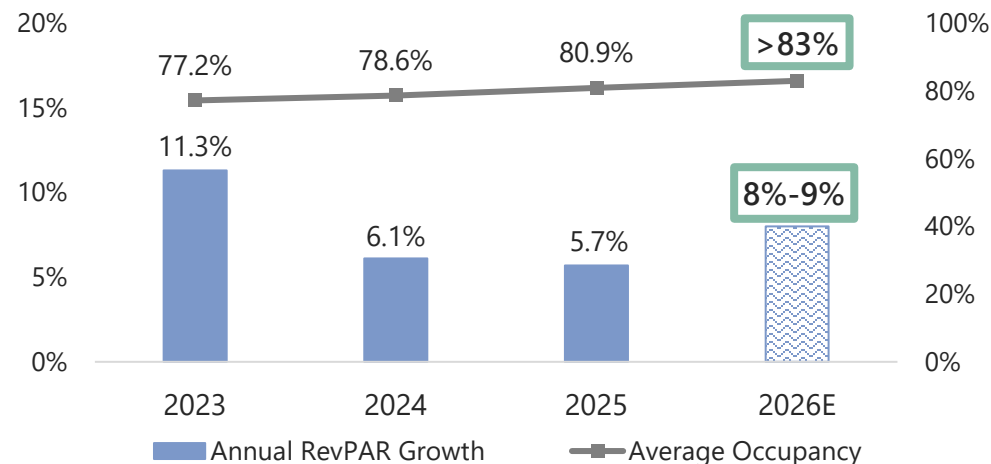
Adjusted EBITDA **\$502 to \$516 million**

Reconciliation of the non-GAAP financial measure included in the foregoing guidance to the most comparable GAAP financial measure is not available without unreasonable effort due to the inherent difficulty in forecasting the timing or amounts of items required to reconcile Adjusted EBITDA from the Company's net income (loss). Variability in the timing or amounts of items required to reconcile the measure may have a significant impact on the Company's future GAAP results.

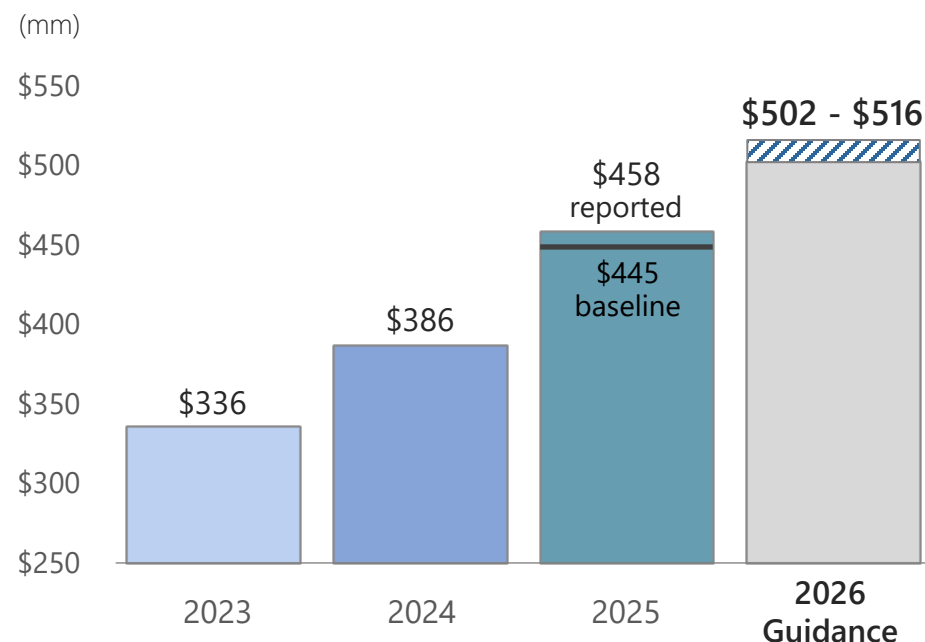
2026 Guidance Considerations

- **Higher annual resident rate increase** and projected strong move-in volume drive accelerated RevPAR growth in 2026
- **Higher occupancy** from favorable supply-demand dynamics
- RevPOR and occupancy benefit from positive mix impact of 2025 lease terminations and 2025-2026 community dispositions
- **Widening RevPOR-ExpOR spread** in 2026 versus prior year driven by higher rate growth and lower marginal costs associated with occupancy growth above 80% level
- **29 owned community dispositions** anticipated at or just after midyear 2026; 43,637 consolidated units in 1Q26 should decline to approximately 42,500 in 2Q26 and 41,500 for 3Q26 and 4Q26
- **\$157 million** — expected 2026 G&A expense, with increased savings versus prior \$162 million target seen in second half 2026
- **\$180 million** — expected 2026 cash facility operating lease payments (annual lease escalators average below 3%)
- **\$1 million** expected total remaining management fees for 2Q26-4Q26 due to reduction in managed communities
- **2025 baseline Adjusted EBITDA of \$445 million** removes the benefit from earlier timing of cost rationalization associated with dispositions and lease terminations

Consolidated RevPAR Growth & Average Occupancy



2026 Adjusted EBITDA Guidance of \$502M to \$516M



2026 RevPAR and Adjusted EBITDA year-over-year growth pacing

RevPAR and Adjusted EBITDA improvement in the second half reflect improving occupancy as well as the accretive impact of dispositions

2026 Quarterly Pacing

	1QA	2Q	3Q	4Q
Average Units <i>Consolidated Average (Expected)</i>	43,637 <i>(down 14% Y/Y)</i>	~43,000 <i>(down 15% Y/Y)</i>	~41,500 <i>(down 17% Y/Y)</i>	~41,500 <i>(down 9% Y/Y)</i>
RevPAR <i>Illustrative Y/Y Growth</i>	8.2%	Similar to 1Q26	Acceleration from first half on disposition impact and expected occupancy growth >9.2%	Acceleration from first half on disposition impact and expected occupancy growth >9.2%
Adjusted EBITDA⁽¹⁾ <i>Y/Y Growth vs. As-Reported 2025 results</i>	5.6%	Low to mid single digit	Within long-term growth expectation range	Above long-term growth expectation range
Adjusted EBITDA⁽¹⁾ <i>Y/Y Growth vs. Baseline⁽²⁾ 2025 results</i>	Low double digit	Low double digit	Within long-term growth expectation range	Above long-term growth expectation range

(1) Note Regarding Non-GAAP Financial Measures. Adjusted EBITDA is a financial measure that is not calculated in accordance with U.S. generally accepted accounting principles (GAAP). See the definition of, and important information regarding, this measure, including reconciliation to the most comparable GAAP financial measure, in the Appendix hereto.

(2) 2025 baseline Adjusted EBITDA of \$445 million removes the benefit from earlier timing of cost rationalization associated with dispositions and lease terminations

Capital structure anchored in attractive fixed-rate, non-recourse mortgages

\$0M

mortgage debt maturities through 2026

76%

of debt is fixed rate debt with 24% variable

89%

of debt is non-recourse property-level mortgage financings

96%

of variable rate debt is subject to interest rate cap/swap agreements

(mm)

	Weighted Rate ⁽¹⁾	Fixed Rate Maturities	Variable Rate Maturities	Recurring Principal Payments	Total	Available Extension Option		Convertible Senior Notes	Total
						Yes	No		
2026	4.04%	\$23	\$-	\$53	\$76	\$-	\$53	\$23	\$76
2027	4.81%	374	59	47	480	-	480	-	480
2028	5.60%	333	575	41	949	376	573	-	949
2029	4.30%	714	78	35	827	-	457	369	826
2030	4.29%	518	291	22	831	-	831	-	831
Thereafter	5.87%	1,128	24	37	1,189	-	1,189	-	1,189

2027 maturities primarily consist of the following:

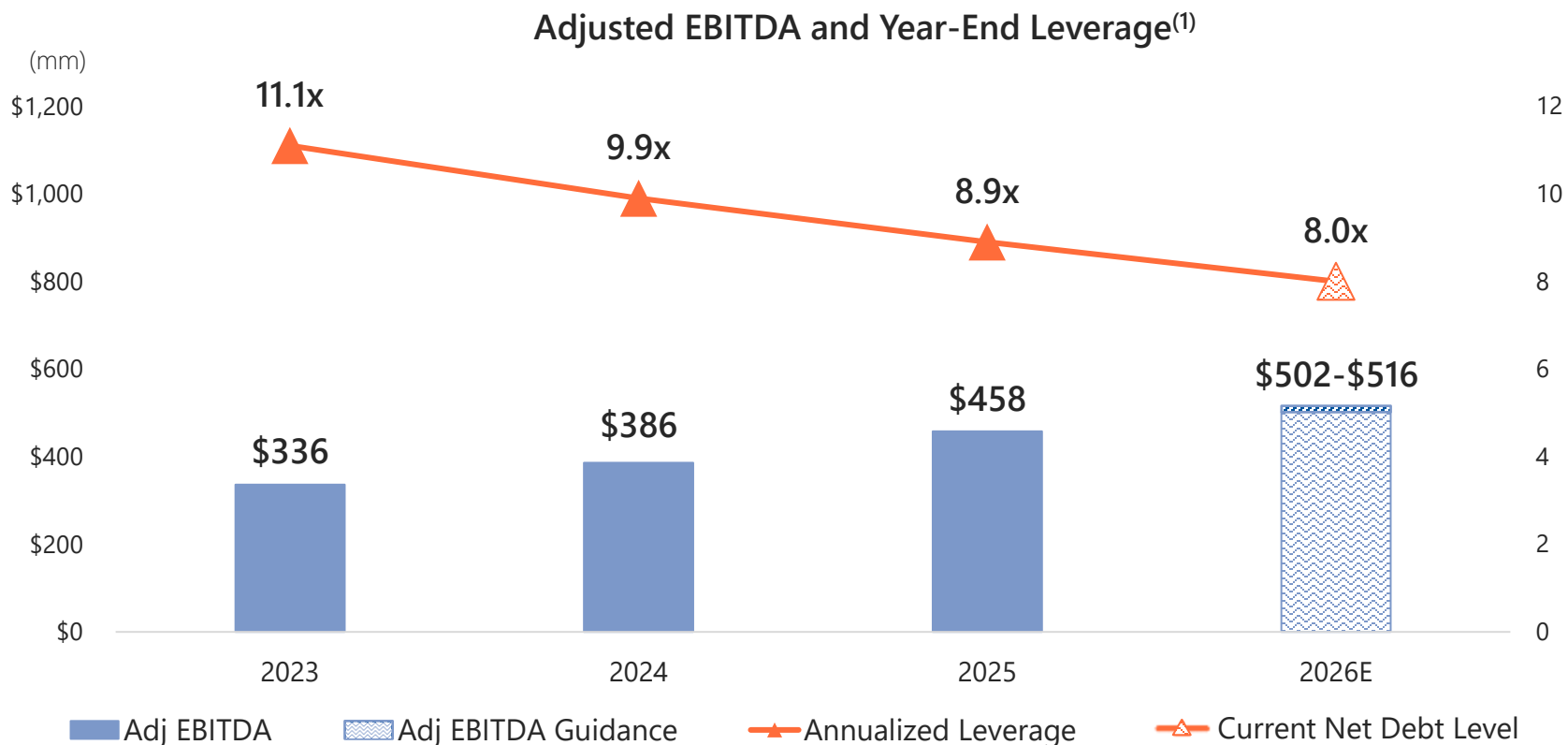
- \$237M agency loan with a 4.47% fixed interest rate, maturing in 3Q 2027
- \$195M agency loan with a 5.23% blended interest rate, maturing in 3Q 2027

2028 maturities primarily consist of the following:

- \$304M agency loan with a 5.38% blended interest rate, maturing in 4Q 2028
- \$227M agency loan with a 4.99% blended interest rate, maturing in 2Q 2028
- \$376M bank loans with two extension options available for periods of one year each

Meaningful leverage reduction on significant Adjusted EBITDA growth

30% anticipated leverage reduction over three years



Half-turn leverage improvement for ~\$30 million in incremental annual Adjusted EBITDA

Expect continued future leverage improvement with target below 6.0x by year-end 2028



Long-Term Organic Growth Potential

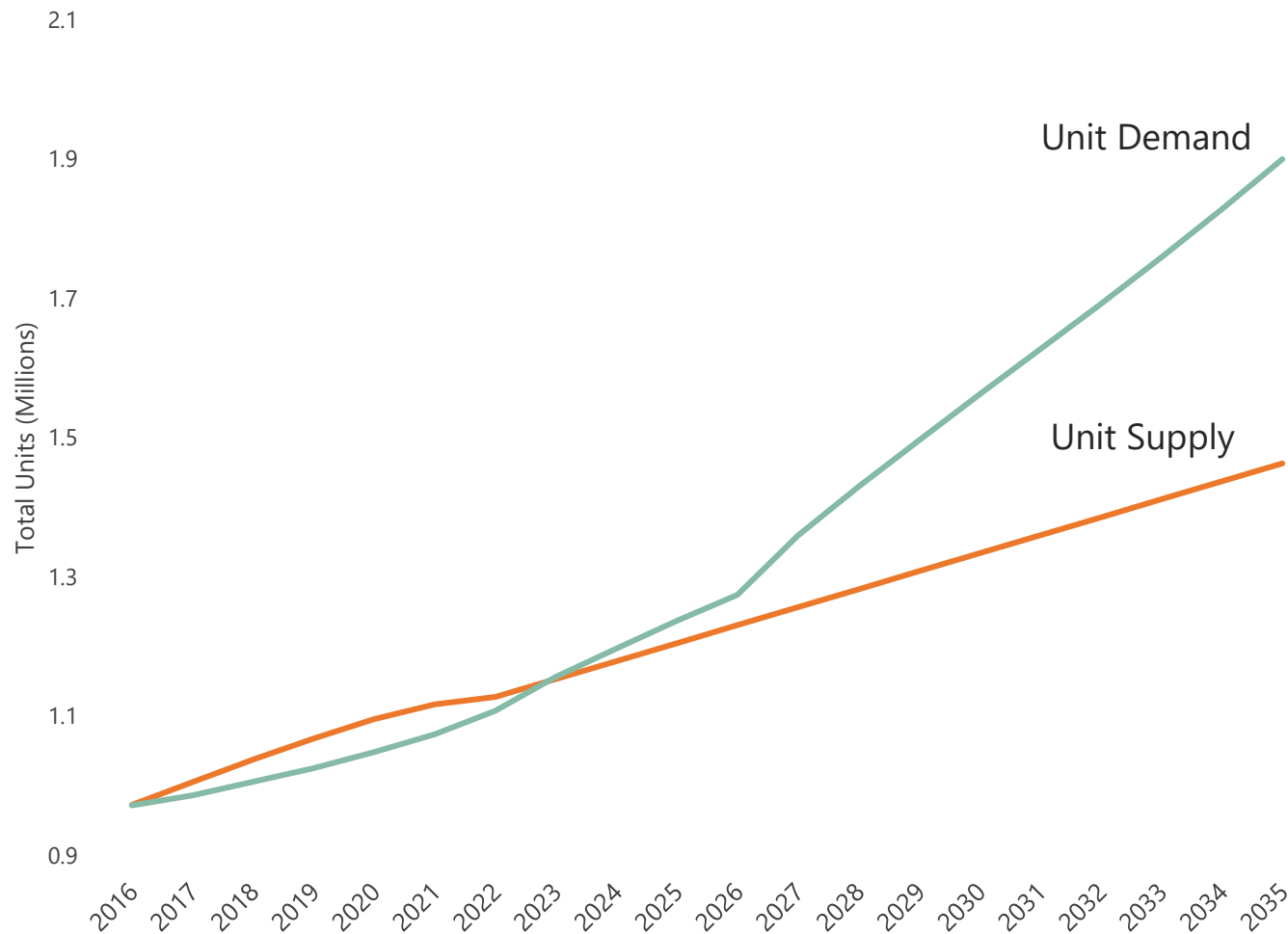


BROOKDALE
— SENIOR LIVING —

Limited new supply and growing demand underpin significant opportunity

New construction is expected to continue to lag demand, creating a shortage of available senior housing units and increasing demand for existing Brookdale communities

Estimated Supply and Demand for Seniors Housing⁽¹⁾



By 2027, estimated demand for Senior Housing is expected to exceed supply by over 100K units

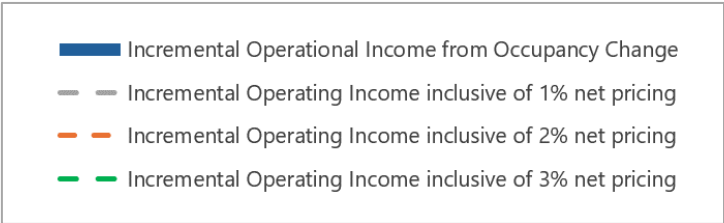
By 2035, the deficit is expected to exceed 400K units

Robust operating income opportunity from occupancy and rate growth

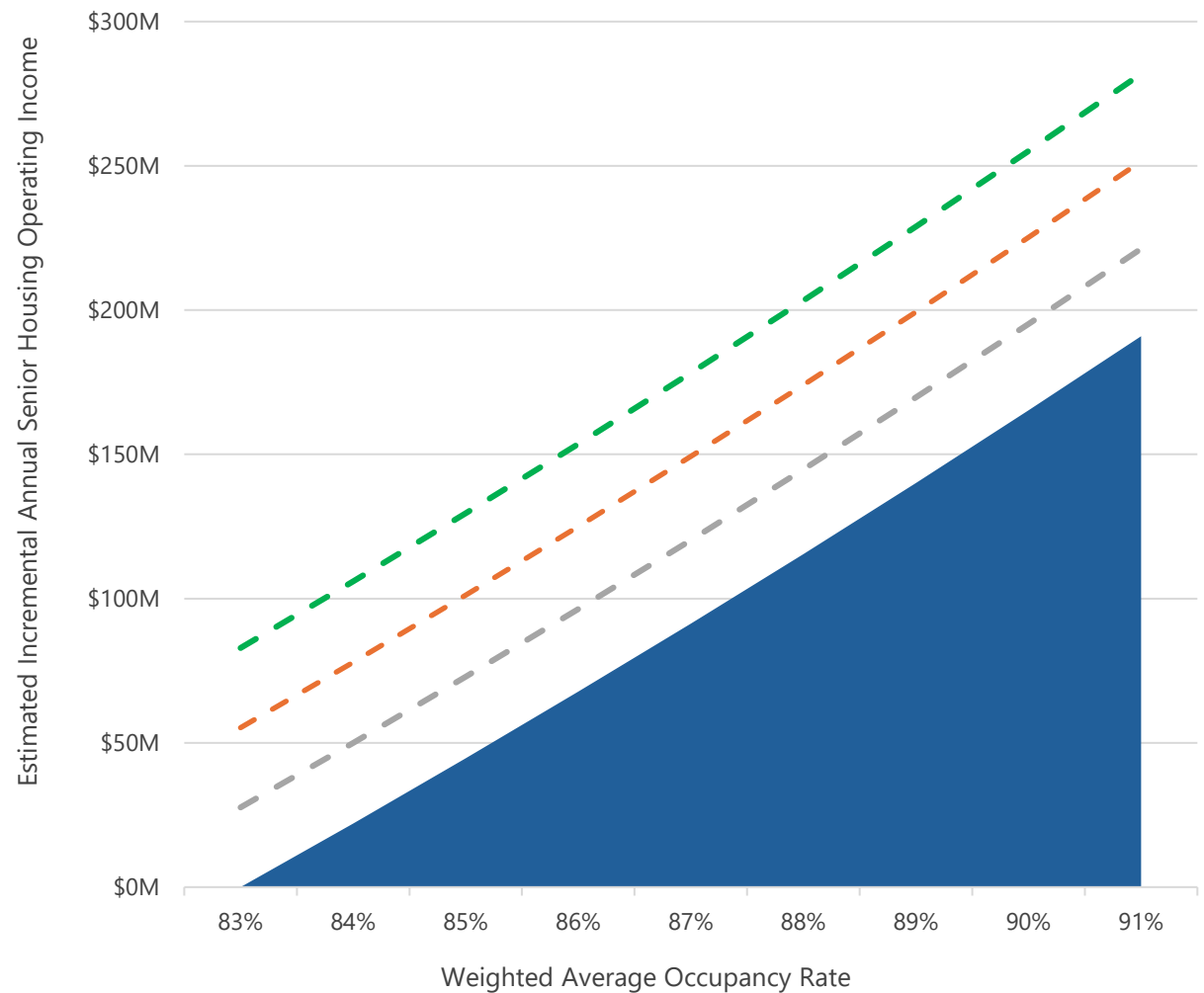
Operating income is expected to increase due to the significant flow-through from increases in occupancy and rate increases above cost inflation

100 bps occupancy increase yields approximately \$23M in Senior Housing Operating Income on same community portfolio

1% point RevPOR increase above expense inflation (ExPOR) yields approximately \$27M in Senior Housing Operating Income on same community portfolio



Illustrative Operating Income through Occupancy and Pricing Gains



Higher occupancy drives significantly higher operating income

Moving communities up from lower occupancy bands would deliver significant operating income and Adjusted EBITDA

Key Considerations

- Our higher occupancy communities generate significantly more operating income per unit on average
- We are focused on driving revenue and operating income growth in communities across all occupancy bands, especially through occupancy growth in those under 80%
- Increasing occupancy in the ~13,000 units at owned communities currently under 80% to over 80% is expected to generate significantly higher operating income and Adjusted EBITDA

Illustrative Adjusted EBITDA by Occupancy Band, 1Q26 (Annualized)

<i>Occupancy Band</i>	<i>Owned Same Community Portfolio</i> (\$ in millions, except per available unit data)		<i>Senior Housing Adjusted EBITDA</i>	<i>Illustrative Adjusted EBITDA Per Available Unit</i>
	<i>Number of Communities</i>	<i>Units</i>		
Over 80%	201	17,832	\$372	\$20,900
70 – 80%	87	8,785	\$84	\$9,600
Under 70%	52	4,200	\$20	\$4,800
Total Owned Portfolio	340	30,817	\$476	\$15,400

Additional opportunity for growth as RevPOR potential surpasses inflation in future years

Recent community renovation CapEx investment projects demonstrate ROI

Brookdale Montclair Poulsbo, Washington



Project Cost	\$1.6m
Occupancy	98% (+400bps)
Units	103
ROI	69%

Montclair Poulsbo was a full renovation of resident-use common space to provide an update to all finishes, including paint, flooring, furniture, fixtures and lighting. Where appropriate, re-programming of spaces was incorporated to provide better functionality and higher resident satisfaction.

Brookdale Carriage Club Providence, North Carolina



Project Cost	\$2.7m
Occupancy	85% (+1,840bps)
Units	399
ROI	236%

Carriage Club was a full renovation of the main Club House, which is the primary resident-use common space for the Independent Living residents. This was a major update of all finishes including paint, flooring, furniture, fixtures and other millwork.

Brookdale River Valley Tualatin, Oregon



Project Cost	\$1.8m
Occupancy	85% (+440bps)
Units	117
ROI	47%

River Valley was a full renovation of the resident-use common area spaces to provide an update to all finishes including paint, flooring, cabinetry, front desk, interior doors, fireplace area, interior signage, furniture, fixtures and lighting.

Key Drivers To Achieving Long-Term Growth Potential



Limited
New
Supply



Less New
Competition



Rapidly
Growing
Demographic



Greater
Demand

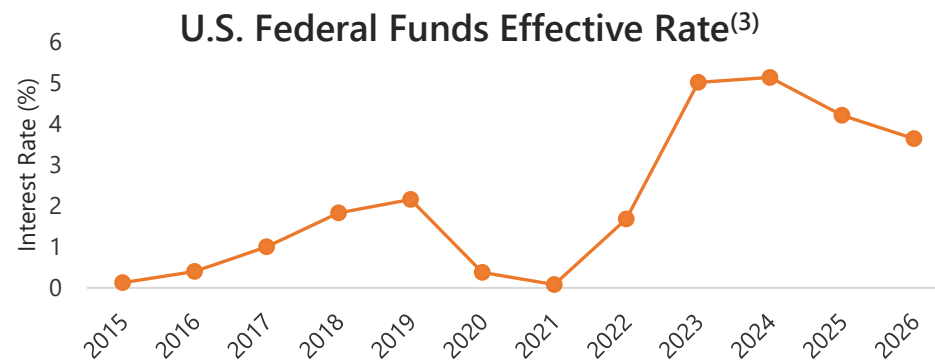
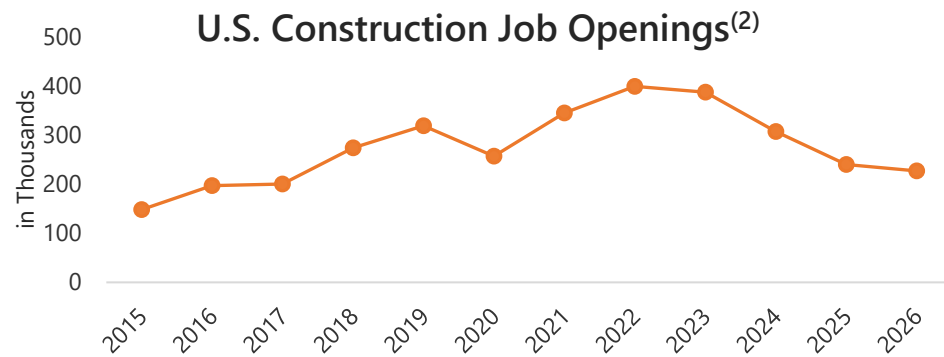
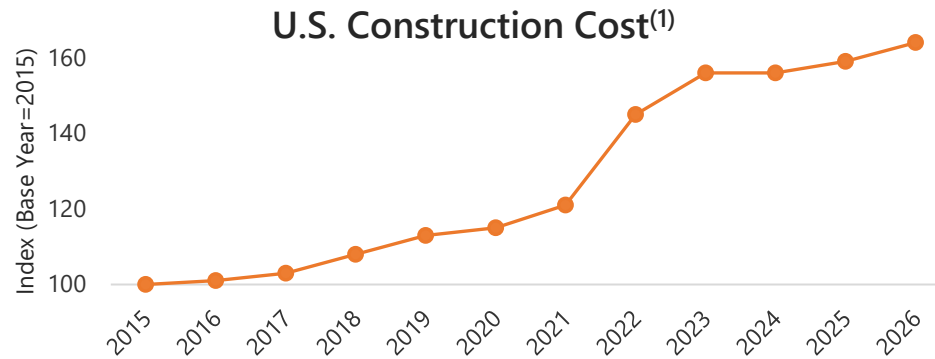


Brookdale's
Unique
Differentiators



Competitive
Advantage

Macroeconomic factors have influenced pace of industry development ...



Cost to build surged and has remained elevated amid high material, labor and capital costs

Construction costs are up 42% since 2020 due to supply chain issues and inflation in materials

Labor shortages continue to pressure project timelines and expenses with 349,000 net new workers needed in 2026 to meet anticipated demand for construction services⁽⁴⁾

Elevated interest rates have significantly increased borrowing costs, limiting new development

Access to capital remains tight, especially for higher-risk developments

... which has led to extremely few competitive communities under construction

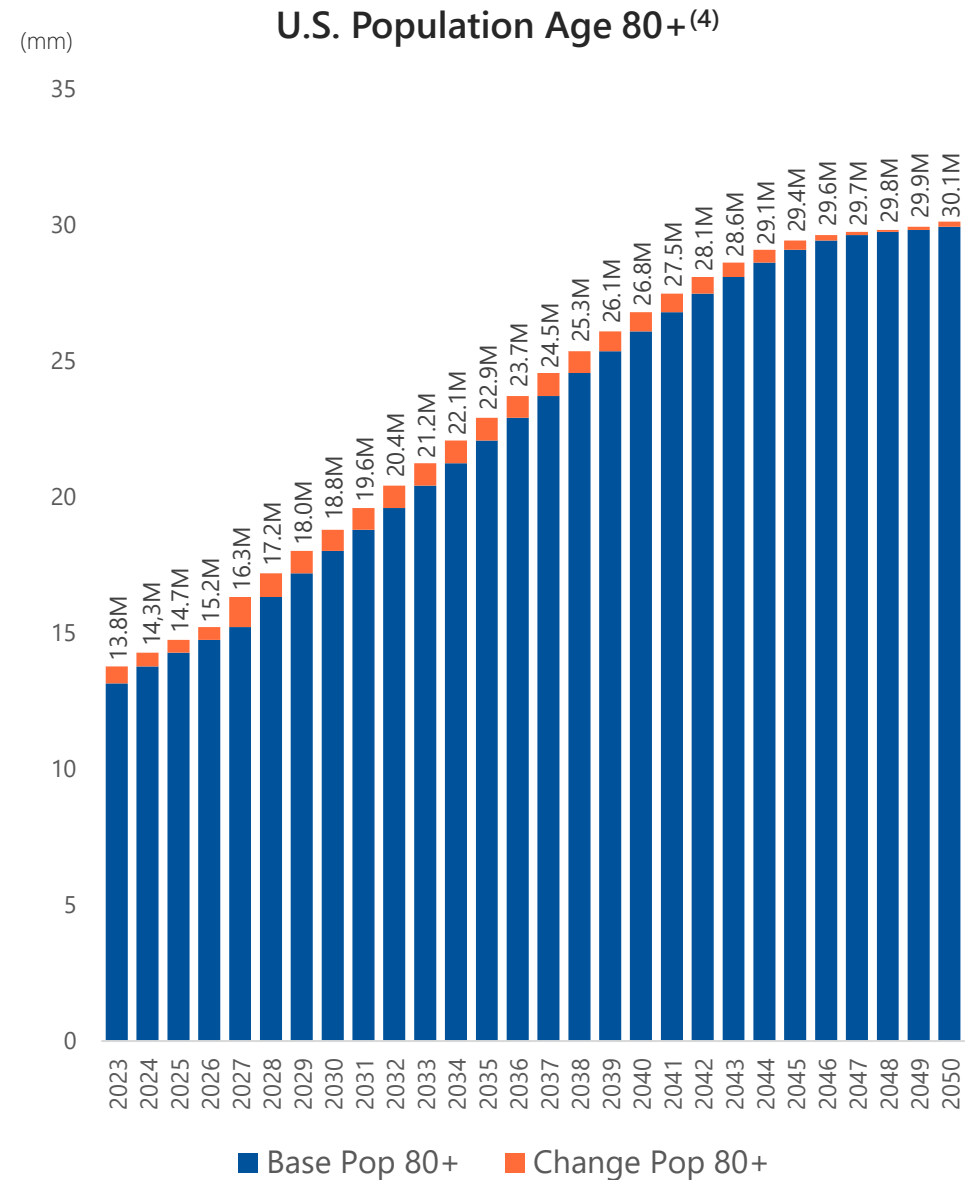
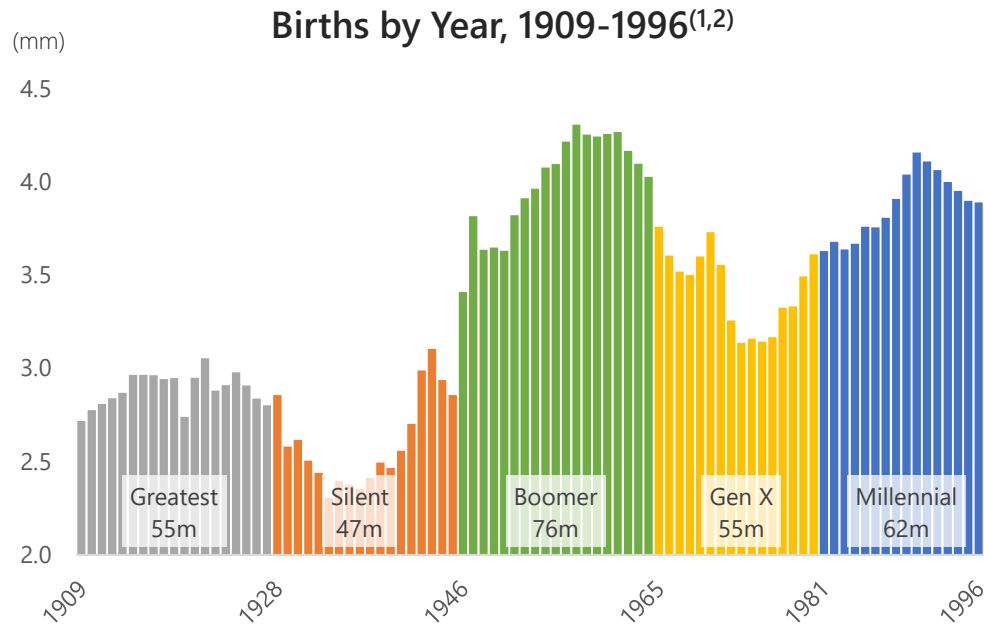


Lengthy pre-development and construction phases will suppress supply growth for years to come



Age-driven demand for senior living is growing ...

Demographic Trends



- **>1 million** new seniors enter target market age cohort every year through 2036⁽³⁾
- **In 2026**, Baby Boomers began celebrating their 80th birthdays
- **25%** of Brookdale residents are Baby Boomers
- **84 years** is Brookdale's average age at move-in
- **47%** of Brookdale move-ins occur at ages 80-90 years; 30% of Brookdale move-ins are under age 80

... and difficulties experienced by older adults are on the rise

Higher Acuity

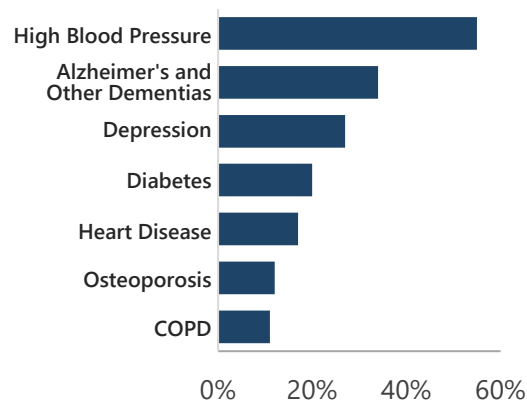


70% of adults age 65+ develop severe need of long-term services and support⁽¹⁾

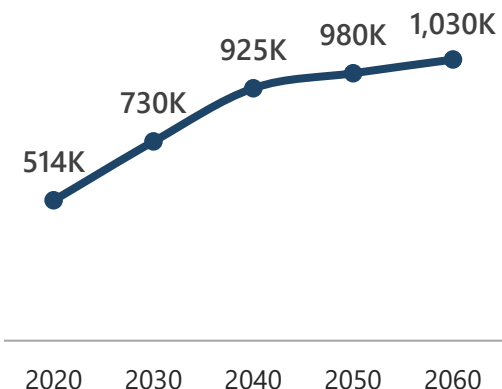
66% of long-term care residents are diagnosed with at least two chronic conditions⁽²⁾

42% lifetime risk of dementia after age 55⁽³⁾

Chronic conditions in residential care⁽²⁾



US adults new dementia cases by year⁽³⁾



Fewer Caregivers



80% of long-term care at home is provided by unpaid caregivers⁽⁴⁾

25% drop in ratio of unpaid caregivers to seniors 2023 to 2030⁽⁶⁾

By 2027, adults age 64+ will exceed number of children⁽⁵⁾

1 in 5 older adults don't have someone they can depend on in time of need⁽⁷⁾



With our strong clinical expertise and resident engagement programs, Brookdale is well-positioned to serve the diverse needs of seniors in their Brookdale homes

Ongoing Social Isolation Risk



69% of seniors felt lonely most of the time prior to moving into a senior living community⁽⁸⁾

31% greater likelihood of developing dementia is associated with loneliness⁽¹⁰⁾

10% decline in frailty level following move to senior housing⁽⁹⁾

Senior living improves affordability of support for an aging population

66% of total net wealth in U.S. is held by Baby Boomer and Silent generations⁽¹⁾

\$410k median Boomer net worth - would cover 5+ years living in a Brookdale community⁽²⁾

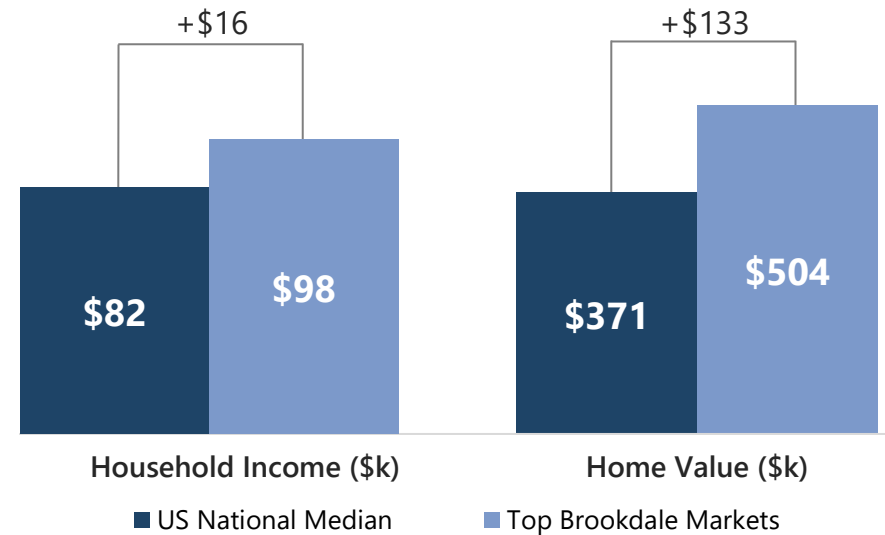
79% of seniors age 75+ are homeowners⁽³⁾

~10x increase in median price of existing single-family homes since early 1970s⁽⁴⁾

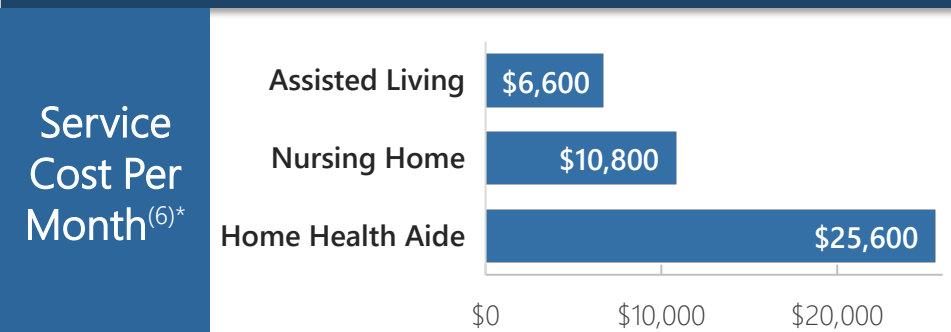
Brookdale Senior Living is a strong value proposition



Brookdale Communities are Well Positioned for Affordability⁽⁵⁾



Assisted Living is a cost-effective option



*Average cost of 24/7 care; home health does not include room & board

Assisted living communities edge out professional at-home care and nursing home care as the paid long-term care option of choice for US middle class retirees⁽⁷⁾

Brookdale is differentiated within a highly fragmented industry

Well Recognized Leadership Position

Highly fragmented competitive landscape with ~2,900 operators, ~90% of which operate five or fewer communities⁽¹⁾

Earned most senior living community recognitions by brand 2022-2026



Strong Clinical Expertise	Quality Care	Industry-Leading Scale
<ul style="list-style-type: none"> Approximately 10% of workforce are nurses Senior living leader in value-based care Brookdale HealthPlus[®] provides an innovative care delivery model with care coordination Employs evidence-based clinical practices 	<ul style="list-style-type: none"> Highly-individualized care and personal service Nationally-ranked training and development programs Marked improvement in customer satisfaction across key areas Holistic approach to health and well-being 	<ul style="list-style-type: none"> Scale provides deep, effective reach to senior population Informed, strategic leadership team driven by an average of nearly 20 years of industry experience Broad product offerings provide seamless support across continuum of care

Industry-leading clinical expertise through programs like Brookdale HealthPlus®

BROOKDALE
Health+Plus



Benefits

Community-Based, Proactive Care Coordination – That's Brookdale HealthPlus®

Works to help improve residents' quality of life and help prevent avoidable emergency room visits or hospitalizations; in partnership with residents' family and healthcare providers

Each Brookdale HealthPlus® community has a dedicated RN Care Manager who proactively helps residents manage their health every day. Care Managers serve as a partner for other healthcare professionals and are an advocate for residents to help manage care transitions, including coordinating communication between providers, reconciling medications and scheduling follow-up visits with physicians.



Care Coordination

Proactive assistance with and management of preventive healthcare services, like annual wellness visits, immunizations and health screenings



Chronic Conditions Management

Evidence-based protocols are used to manage chronic conditions and monitor a change in condition to help avoid emergency room visits and hospitalizations



Increased Resident Satisfaction

We help coordinate care with providers, manage health daily and provide oversight of urgent care needs, which supports increased resident satisfaction

Helping to Improve Our Residents' Health: Brookdale HealthPlus® Outcomes

For Brookdale HealthPlus residents compared to similar individuals living in private homes⁽¹⁾



Fewer urgent care visits



Fewer hospitalizations



Higher annual wellness visit completion rate

Approximately 180 communities have the Brookdale HealthPlus® platform as of year-end 2025
58 communities across eight states – including three new states – added Brookdale HealthPlus® in 2025

Brookdale HealthPlus is not currently available in all Brookdale communities.

A solid long-term investment option for significant value creation

Strong Brand and Leadership

Nation's premier owner-operator of senior living communities known for clinical expertise and for providing exceptional care and services to older adults and their families

Accelerating Demographic Growth

Brookdale's innovative initiatives combined with unprecedented growth expected in the senior population in the coming years contribute to our confidence in a strong future

Positive Shift in Supply Trend

Senior living inventory growth remains at record lows with new construction expected to remain constrained, resulting in ongoing occupancy gains within existing communities

Increasingly a Needs-Based Business

With a more robust mix of assisted living and memory care offerings, and given the rising prevalence of older adults with chronic medical conditions, Brookdale is exceptionally well-positioned to meet the expanding needs of the senior population

Leading Senior Living Clinical Expertise

Brookdale's clinical excellence is evident through nationally recognized care models, supported by high-quality health and wellness platforms, and demonstrated by evidence-backed value-based care programs like Brookdale HealthPlus[®]

Significant Real Estate Value

Brookdale's real estate assets, including ownership of 76% of consolidated units (as of March 31, 2026), meaningfully underpin the Company's intrinsic value

Brookdale has significant growth potential from continued occupancy increases and improved fixed-cost leverage, including ongoing productivity improvements, which, in turn, will significantly reduce leverage



Appendix & Endnotes



BROOKDALE
— SENIOR LIVING —

Appendix: Definitions and Non-GAAP Financial Measures

Definitions

Community Operating Income is defined by the Company as resident fee revenue less facility operating expense for one of the Company's communities. Community Operating Income does not include general and administrative expense or depreciation and amortization.

RevPAR, or average monthly senior housing resident fee revenue per available unit, is defined by the Company as resident fee revenue for the corresponding portfolio for the period (excluding revenue for private duty services provided to seniors living outside of the Company's communities and entrance fee amortization), divided by the weighted average number of available units in the corresponding portfolio for the period, divided by the number of months in the period.

RevPOR, or average monthly senior housing resident fee revenue per occupied unit, is defined by the Company as resident fee revenue for the corresponding portfolio for the period (excluding revenue for private duty services provided to seniors living outside of the Company's communities and entrance fee amortization), divided by the weighted average number of occupied units in the corresponding portfolio for the period, divided by the number of months in the period.

Same Community information reflects operating results and data of a consistent population of communities by excluding the impact of changes in the composition of the Company's portfolio of communities. The operating results exclude natural disaster expense and related insurance recoveries. The Company defines its same community portfolio as communities consolidated and operational for the full period in both comparison years. Consolidated communities excluded from the same community portfolio include communities acquired or disposed of since the beginning of the prior year, communities classified as assets held for sale, certain communities planned for disposition including through asset sales or lease terminations, certain communities that have undergone or are undergoing expansion, redevelopment, and repositioning projects, and certain communities that have experienced a casualty event that significantly impacts their operations.

Same Community Operating Income is defined by the Company as resident fee revenue less facility operating expense (excluding natural disaster expense and related insurance recoveries) for the Company's Same Community portfolio. Same Community Operating Income does not include general and administrative expense or depreciation and amortization.

Senior Housing Operating Income is defined by the Company as segment revenue less segment facility operating expense for the Company's Independent Living, Assisted Living and Memory Care, and CCRCs segments on an aggregate basis. Senior Housing Operating Income does not include general and administrative expense or depreciation and amortization.

Senior Housing Operating Income Margin is defined by the Company as Senior Housing Operating Income divided by resident fee revenue.

Senior Housing Operating Income per Available Unit is defined by the Company as Senior Housing Operating Income divided by the weighted average number of available units in the Senior Housing portfolio for the period.

Senior Housing Owned Portfolio represents the Company's owned communities and does not include leased or managed communities.

Senior Housing Leased Portfolio represents the Company's leased communities and does not include owned or managed communities.

Non-GAAP Financial Measures

This Investor Presentation contains the financial measures Adjusted EBITDA, Adjusted EBITDA after cash financing lease payments, Senior Housing Owned Portfolio Adjusted EBITDA, FFO, Normalized FFO, and Net Debt (each as defined on the following pages), which are not calculated in accordance with U.S. generally accepted accounting principles ("GAAP"). Presentations of these non-GAAP financial measures are intended to aid investors in better understanding the factors and trends affecting the Company's performance and liquidity. However, investors should not consider these non-GAAP financial measures as a substitute for financial measures determined in accordance with GAAP, including net income (loss), income (loss) from operations, short-term debt, long-term debt less current portion, or current portion of long-term debt. Investors are cautioned that amounts presented in accordance with the Company's definitions of these non-GAAP financial measures may not be comparable to similar measures disclosed by other companies because not all companies calculate non-GAAP measures in the same manner. Investors are urged to review the reconciliations set forth in this Appendix of these non-GAAP financial measures from the most comparable financial measures determined in accordance with GAAP and to review the information under "Reconciliations of Non-GAAP Financial Measures" in the Company's earnings release dated May 6, 2026 for additional information regarding the Company's use and the limitations of such non-GAAP financial measures.

Appendix: Non-GAAP Financial Measures

Adjusted EBITDA

Adjusted EBITDA is a non-GAAP performance measure that the Company defines as net income (loss) excluding: benefit/provision for income taxes, non-operating income/expense items, and depreciation and amortization; and further adjusted to exclude income/expense associated with non-cash, non-operational, transactional, legal, cost reduction, or organizational restructuring items that management does not consider as part of the Company's underlying core operating performance and that management believes impact the comparability of performance between periods. For the periods presented herein, such other items include non-cash impairment charges, gain/loss on facility operating lease termination, operating lease expense adjustment, non-cash stock-based compensation expense, gain/loss on sale of communities, and transaction, legal, and organizational restructuring costs. Transaction costs include those directly related to acquisition, disposition, financing, and leasing activity and stockholder relations advisory matters, and are primarily comprised of legal, finance, consulting, professional fees, and other third-party costs. Legal costs include charges associated with putative class action litigation. Organizational restructuring costs include those related to the Company's efforts to reduce general and administrative expense and its senior leadership changes, including severance.

The table below **reconciles** Adjusted EBITDA from net income (loss).

(in millions)	Years Ended December 31,			Three Months Ended
	2023	2024	2025	March 31, 2026
Net income (loss)	\$ (189)	\$ (202)	\$ (263)	\$ (7)
Provision (benefit) for income taxes	9	4	(2)	-
Equity in (earnings) loss of unconsolidated ventures	4	-	-	-
Loss (gain) on debt modification and extinguishment, net	3	21	40	3
Non-operating loss (gain) on sale of assets, net	(1)	(1)	-	-
Other non-operating (income) loss	(22)	(9)	(4)	-
Interest expense	238	253	254	60
Interest income	(24)	(19)	(12)	(4)
Income (loss) from operations	18	47	13	52
Depreciation and amortization	343	358	356	73
Asset impairment	41	8	71	6
Loss (gain) on sale of communities, net	(36)	-	(2)	(4)
Loss (gain) on facility operating lease termination, net	-	-	4	-
Operating lease expense adjustment	(46)	(49)	(14)	(1)
Non-cash stock-based compensation expense	12	14	12	4
Transaction, legal, and organizational restructuring costs	4	8	18	1
Adjusted EBITDA	\$ 336	\$ 386	\$ 458	\$ 131

Appendix: Non-GAAP Financial Measures

Adjusted EBITDA (Continued)

The table below reconciles Senior Housing Owned Portfolio Adjusted EBITDA from net income (loss).

	<u>1Q26</u>
(in millions)	
Net income (loss)	\$ (7)
Provision (benefit) for income taxes	-
Loss (gain) on debt modification and extinguishment	3
Other non-operating (income) loss	-
Interest expense	60
Interest income	(4)
Income (loss) from operations	52
Depreciation and amortization	73
Asset impairment	6
Loss (gain) on sale of communities, net	(4)
Operating lease expense adjustment	(1)
Non-cash stock-based compensation expense	4
Transaction, legal, and organizational restructuring costs	1
Adjusted EBITDA	\$ 131
Senior Housing Leased Portfolio resident fees	(197)
Senior Housing Leased Portfolio facility operating expense	132
Senior Housing Leased Portfolio general and administrative expense allocation	10
Senior Housing Leased Portfolio cash facility operating lease payments	44
Corporate cash facility operating lease payments	-
Management fees	(5)
All Other general and administrative expense allocation	3
Senior Housing Owned Portfolio Adjusted EBITDA	\$ 118
Resident fees of owned communities excluded from same community portfolio	(25)
Facility operating expense of owned communities excluded from same community portfolio	25
General and administrative expense allocation for owned communities excluded from same community portfolio	1
Natural disaster expense of Senior Housing Owned Same Community Portfolio	-
Senior Housing Owned Same Community Portfolio Adjusted EBITDA	\$ 119
Senior Housing Owned Same Community Portfolio Adjusted EBITDA (Annualized)	\$ 476

Appendix: Non-GAAP Financial Measures

Adjusted EBITDA after cash financing lease payments and Net Debt

Net Debt is a non-GAAP financial measure that the Company defines as the total of its debt and the outstanding balance on the line of credit, less unrestricted cash, marketable securities, and cash held as collateral against existing debt.

The tables below 1) reconcile Adjusted EBITDA after cash financing lease payments from net income (loss) and 2) provide the individual components of Net Debt.

(in millions)	Years Ended December 31,			Twelve months ended
	2023	2024	2025	March 31, 2026
Net income (loss)	\$ (189)	\$ (202)	\$ (263)	\$ (205)
Provision (benefit) for income taxes	9	4	(2)	(2)
Equity in (earnings) loss of unconsolidated ventures	4	-	-	-
Loss (gain) on debt modification and extinguishment, net	3	21	40	8
Non-operating loss (gain) on sale of assets, net	(1)	(1)	-	-
Other non-operating (income) loss	(22)	(9)	(4)	(2)
Interest expense	238	253	254	249
Interest income	(24)	(19)	(12)	(12)
Income (loss) from operations	18	47	13	36
Depreciation and amortization	343	358	356	338
Asset impairment	41	8	71	75
Loss (gain) on sale of communities, net	(36)	-	(2)	(6)
Loss (gain) on facility operating lease termination, net	-	-	4	4
Operating lease expense adjustment	(46)	(49)	(14)	(11)
Non-cash stock-based compensation expense	12	14	12	12
Transaction and organizational restructuring costs	4	8	18	17
Interest expense: financing lease obligations	(22)	(28)	(11)	(7)
Payment of financing lease obligations	(9)	(1)	(1)	(1)
Adjusted EBITDA after cash financing lease payments	\$ 305	\$ 357	\$ 446	\$ 457

	As of December 31,			As of March 31,
	2023	2024	2025	2026
Long-term debt (including current portion)	\$ 3,697	\$ 4,063	\$ 4,292	\$ 4,307
Cash and cash equivalents	(278)	(309)	(279)	(265)
Marketable securities	(30)	(20)	-	(5)
Cash held as collateral against existing debt	(3)	(3)	(6)	(8)
Net Debt	\$ 3,386	\$ 3,731	\$ 4,007	\$ 4,029

Annualized Leverage (Net Debt/Adjusted EBITDA after cash financing lease payments⁽¹⁾)

11.1 x

9.9 x

8.9 x

8.8 x

(1) For 2024, adjusted to exclude \$21 million of cash facility lease payments for previously leased communities acquired in December 2024. For 2025, adjusted to exclude \$4 million of cash facility lease payments for previously leased communities acquired in February 2025.

Appendix: Non-GAAP Financial Measures

Funds from Operations (“FFO”) and Normalized FFO

Funds from Operations (“FFO”), is a non-GAAP performance measure that the Company defines as net income (loss) excluding: depreciation and amortization, gain/loss on sale of communities, and non-cash impairment charges. Normalized FFO is a non-GAAP performance measure that the Company defines as net income (loss) excluding: deferred benefit/provision for income taxes, depreciation and amortization, and property and casualty insurance income less: payment of financing lease obligations; and further adjusted to exclude income/expense associated with non-cash, non-operational, transactional, legal, cost reduction, or organizational restructuring items that management does not consider as part of the Company’s underlying core operating performance and that management believes impact the comparability of performance between periods. For the periods presented herein, such other items include non-cash impairment charges, gain/loss on sale of communities, gain/loss on debt modification and extinguishment, gain/loss on facility operating lease termination, and transaction, legal, and organizational restructuring costs. Transaction costs include those directly related to acquisition, disposition, financing, and leasing activity and stockholder relations advisory matters, and are primarily comprised of legal, finance, consulting, professional fees, and other third-party costs. Legal costs include charges associated with putative class action litigation. Organizational restructuring costs include those related to the Company’s efforts to reduce general and administrative expense and the Company’s senior leadership changes, including severance.

The table below reconciles Funds from Operations and Normalized Funds from Operations from net income (loss).

(in millions)	Twelve months ended	
	March 31, 2026	
Net income (loss)	\$	(205)
Depreciation and amortization		338
Loss (gain) on sale of communities, net		(6)
Asset impairment		75
FFO		202
Deferred income tax (benefit) provision		(3)
Loss (gain) on debt modification and extinguishment, net		8
Property and casualty insurance income		(2)
Loss (gain) on facility operating lease termination, net		4
Payment of financing lease obligations		(1)
Transaction, legal, and organizational restructuring costs		17
Normalized FFO	\$	225
Weighted average shares (in millions)		237.0

Endnotes

Slide	Reference
4	<ol style="list-style-type: none"> 1. National Investment Center for Seniors Housing & Care (NIC) IL, AL, and MC units, NIC Supply Set 1Q 2026 2. Brookdale's Senior Housing segments' resident fees for the trailing 12 months ending March 31, 2026 3. "2025 ASHA 50: The 50 largest U.S. seniors housing real estate owners and operators" American Seniors Housing Association, August 2025 4. As of March 31, 2026
6	<ol style="list-style-type: none"> 1. Based on consolidated portfolio, as of March 31, 2026 2. National Investment Center for Seniors Housing & Care (NIC) IL, AL, and MC units in NIC reported markets, NIC Supply Set 1Q 2026
9	<ol style="list-style-type: none"> 1. Based on consolidated portfolio; weighted average shown is based on units occupied 2. Based on same community portfolio; metric is stated for the quarter of the year shown compared to the same quarter in the prior year 3. Based on same community portfolio; metric is stated as a percentage of resident count for the respective quarter shown compared to the same calculation for the prior year quarter
12	<ol style="list-style-type: none"> 1. Reflects rates as of March 31, 2026
14	<ol style="list-style-type: none"> 1. 2024 and 2025 figures are Adjusted Leverage
16	<ol style="list-style-type: none"> 1. "Market Trends & Investor Survey: Senior Living & Care H1 2025" Cushman & Wakefield, June 2025
21	<ol style="list-style-type: none"> 1. Producer Price Index by Commodity: Final Demand: Final Demand Construction (PPIFDC), U.S. Bureau of Labor Statistics, retrieved from FRED, Federal Reserve Bank of St. Louis, April 2026; 2026 value is average of year-to-date data available at time of reporting 2. Job Openings and Labor Turnover Survey, U.S. Bureau of Labor Statistics, April 2026; 2026 value is average of year-to-date data available at time of reporting 3. Federal Funds Effective Rate, Board of Governors of the Federal Reserve System (US), retrieved from FRED, Federal Reserve Bank of St. Louis, April 2026 4. "ABC: Construction Industry Must Attract 349,000 Workers in 2026 Despite Macroeconomic Headwinds" Associated Builders and Contractors, January 2026
22	<ol style="list-style-type: none"> 1. NIC Supply Set 1Q 2026; NIC data subject to future revision
23	<ol style="list-style-type: none"> 1. "Live Births, Birth Rates, and Fertility Rates, by Race: United States, 1909-2003" National Center for Health Statistics, CDC, 2003 2. "Defining Our Six Generations" The Pew Charitable Trusts, February 2019 3. "Projected Population by Single Year of Age, Sex, Race, and Hispanic Origin for the United States: 2022 to 2100" US Census Bureau, Population Division, November 2023; target market age cohort defined as 75+ 4. "Projected Population by Single Year of Age, Sex, Race, and Hispanic Origin for the United States: 2022 to 2100" US Census Bureau, Population Division, November 2023

Endnotes

Slide	Reference
24	<ol style="list-style-type: none"> 1. "What is the Lifetime Risk of Needing and Receiving Long-Term Services and Supports?" Office of Disability, Aging and Long-Term Care Policy, HHS, April 2019 2. "Residential Care Community Resident Characteristics: United States, 2018" National Center for Health Statistics, CDC, September 2021 3. "Lifetime risk and projected burden of dementia" Nature Medicine, M Fang, J Hu, J Weiss, et al, March 2025 4. "Who Will Provide Your Care?" U.S. Department of Health and Human Services, Administration for Community Living, February 2020 5. "Projected Population by Single Year of Age, Sex, Race, and Hispanic Origin for the United States: 2022 to 2100" US Census Bureau, Population Division, November 2023 6. "Projected Population by Single Year of Age, Sex, Race, and Hispanic Origin for the United States: 2022 to 2100" US Census Bureau, Population Division, November 2023; caregiver ratio defined as proportion of adults age 80+ compared to those age 45-64 7. "A Look at Loneliness in America's Older Adults and People with Disabilities" State of Social Health Report, Papa, 2023 8. "Loneliness in Older Adults: Challenges and Remedies" US News and World Report, Tina Donvito, March 2025 9. "Older Adults Are Demonstrably Less Vulnerable Soon After Moving into Senior Housing" National Investment Center (NIC), September 2023 10. "Loneliness linked to dementia risk in large-scale analysis" National Institute on Aging, January 2025
25	<ol style="list-style-type: none"> 1. "Visualizing \$156 Trillion in U.S. Assets, by Generation" Visual Capitalist, Marcus Lu, August 2023 2. Survey of Consumer Finances 1989-2022, Board of Governors of the Federal Reserve System, net worth by age of reference person (age 65 to 74), November 2023; calculation based on Brookdale average monthly RevPOR for 1Q 2026 3. "Homeownership Rates for the United States, by Age of Householder and by Family Status: 1982 to 2021" US Census Bureau, Current Population Survey/Housing Vacancy Survey, March 2022 4. "Boomers Bought Up the Big Homes. Now They're Not Budging" Wall Street Journal, Rachel Louise Ensign and Rachel Wolfe, April 2024 5. ESRI, Brookdale proprietary analysis; Brookdale Weighted Averages include median household income and median home value based on households within 20-minute drive time of Consolidated Brookdale communities in the top 25 Brookdale markets (CBSA) by NOI, weighted by annualized NOI per CBSA 6. For Assisted Living, Brookdale average monthly RevPOR for AL and MC units in 2025; for Nursing Home and Home Health Aide, 2025 median national costs for nursing home private room and home health aide calculated per month and rounded to nearest hundred, from CareScout Cost of Care Survey 2025, March 2026 7. "The Retirement Outlook of the American Middle Class" Transamerica Center for Retirement Studies, August 2024
26	<ol style="list-style-type: none"> 1. NIC Supply Set 1Q 2026; NIC data subject to future revision; industry data does not include Brookdale 2. Clare Bridge Training by Brookdale Senior Living is recognized by the Alzheimer's Association® for incorporating the evidence-based Dementia Care Practice Recommendations in the following topic areas: Alzheimer's and dementia, person-centered care, assessment and care planning, activities of daily living, and behaviors and communication. Of note: The Alzheimer's Association statement of recognition is not an endorsement of the professional training or evaluation of the care provided by the organization
27	<ol style="list-style-type: none"> 1. "HealthPlus Program Assessment" ATI Advisory, September 2024

Endnotes

Normal Seasonality Sequential View				
	1Q	2Q	3Q	4Q
Occupancy Sequential Change	Lower due to increased incidence and severity of flu	Begins to turn positive toward end of quarter	Historically highest sequential growth period of the year	Generally remains flat to slightly positive to third quarter
RevPOR \$ Sequential Change*	Largest sequential increase	Generally steps-down from prior quarter	Generally steps-down from prior quarter	Generally steps-down from prior quarter
Labor (Annual Merit Increase)	Full-quarter impact of community associates merit increase			
Utilities	Seasonally high		Seasonally high	
2026 Number of work days / holidays⁽¹⁾	90 / 1	91 / 1	92 / 2	92 / 2
Working Capital	Majority of incentive compensation payments			Majority of real estate tax payments

(1) Facility operating expenses, such as labor, food and supplies trend higher due to increased number of working days; labor cost trends higher with number of holidays

* For 2026, we expect RevPOR to decline slightly in the second quarter but then to remain relatively firm in the back half of the year.