



A·D·S Senior Housing

400 Centre Street
Newton, MA 02158
Tel 617-332-5522
Fax 617-332-2196

To Whom It May Concern Regarding Ben Pearce;

It is my pleasure to reflect on my working experience with Ben Pearce. Ben joined A·D·S Senior Housing in May, 1995 and has since served as our Senior Vice President of Operations. In this capacity, he has overseen the opening of A·D·S assisted living and Alzheimer's communities, and the planning for a number of communities currently under construction or in development. As Principal in charge of the senior housing business, I had occasion to work with Ben very closely and had a full view of his personal and professional attributes.

Without question, Ben is the most knowledgeable operations person of senior housing communities I have ever had the privilege of knowing. Not only does he know the intimate details of the nuts and bolts operations better than anyone, but he has the unique ability to take this detailed technical knowledge and translate it into a broader vision and leadership for people at all levels. He is as comfortable dealing directly with hourly staff as he is with senior management executives, client organizations, or financial groups and investors.

Ben's interpersonal skills and leadership are second-to-none. He is well liked by his subordinates, peers and superiors, and earns the respect of all those who cross paths with him. He has a warm and supportive management style which encourages open communication, and yet which sets appropriate parameters and boundaries for direction. He is thoughtful in his sharing of thanks with employees who perform ably, and is equally sensitive in dealing with difficult resident situations.

Finally, Ben is a leader, both in his professional capacity and in his industry. He is well known nationally as being an expert in operating a variety of senior housing community types, and is highly regarded by all those who have come in contact with him. Similarly, Ben is not just a manager of operations, he is a leader as well. He sets high standards for performance, is able to assemble outstanding management teams through diligent hiring practices and provides strong training to reinforce not only the technical skills, but also the philosophical attitudes and expectations of behavior.

I am pleased to recommend Ben Pearce in the strongest possible terms as a true leader in senior housing operations. It has been my privilege to work with him, and I would congratulate any organization fortunate enough to have him join their team.

Best Regards,

Thomas H. Grape
Managing Director

A member of The A·D·S Group

SolomontBailis

V E N T U R E S , L L C

SUSAN S. BAILIS, CO-CHAIRMAN/CEO

November 30, 1998

Re: Benjamin Pearce

To Whom It May Concern:

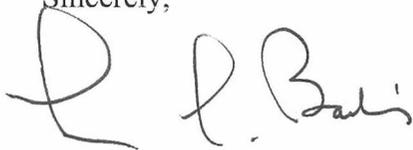
It is a pleasure to write a reference for Benjamin Pearce who worked for me from May 1, 1995 to early 1998. Ben functioned as our Senior Vice President of Senior Housing and oversaw the development, opening and operations of eleven assisted living and independent housing communities. These communities were complicated, needed sophisticated marketing efforts, were in a highly competitive areas and demanded the most skilled knowledge of assisted living operations.

I was enormously pleased with the work that Ben did for us prior to the sale of our company to Genesis Health Ventures. He worked hard, he showed himself to be exceedingly knowledgeable about assisted living and senior housing, and fulfilled every requirement of the position.

It is with no reservations and with great pleasure that I recommend Benjamin Pearce. He is a good person, a person of great integrity and a wonderful team player.

Please contact me if you have any questions about Mr. Pearce.

Sincerely,



Susan S. Bailis

SSB/cdh

February 13, 1995

Mr. Benjamin W. Pearce
Vice President of Operations
Classic Residence by Hyatt
200 West Madison Street
27th Floor
Chicago, IL 60606

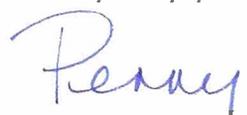
Dear Ben:

It is with deep regret that I accept your resignation. I understand that the challenges and opportunities for personal growth here may be somewhat limiting for you. You have been an extremely valuable member of Classic Residence and oversaw a remarkable increase in the Company's occupancy and profitability. Your performance over the last five years has been exemplary and was instrumental in developing our industry profile and has inspired the confidence of my family and our owners.

You possess talents, knowledge, and skills that are very rare in this industry, and you will be sorely missed by our staff and residents alike. During your tenure, you have handled and overcome major obstacles. A lesser person without your perseverance and competence would have failed where you succeeded. Your tenure with Classic Residence will always be meaningful to those of us who have had the good fortune to work with you.

All of us wish you well and hope you will remain in touch. Good luck.

Very truly yours,


Penny Pritzker

jkf



September 27, 1993

To Whom it may Concern:

This letter will serve to introduce and recommend Benjamin Pearce.

*The
Hillhaven
Corporation*

Ben served as Regional Director of Operations for 13 congregate care centers for The Hillhaven Corporation under my direct supervision from July 1988 to July 1990.

I found Ben to be an exceptionally talented manager whose dedication to his work and compassion for his staff is constant and unwavering. He performed his job responsibilities with the highest standards of excellence, enthusiasm and integrity. Ben learns very quickly and is willing to accept responsibility and make things work. He is a team player as well as a team leader and earned the respect of all people he was involved with.

Ben's people skills are extraordinary and he is able to successfully balance the results oriented corporate objectives with a sensitivity and understanding of human problems.

The intangibles that Ben possesses as an individual cannot be measured by any corporate yardstick. He encourages staff and co-workers to perform better and to achieve more, simply by being himself. Significant results were achieved through his approach and initiative.

I most highly recommend Ben, without reservation; any company he is associated with will absolutely benefit from his presence. A person of Ben's quality, loyalty and intelligence is rare indeed.

If I can be of any further assistance, please feel free to contact me personally at (206) 572-4901.

Sincerely,

Ralph Bellande
Vice President

RHB:sa

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November 19, 2012

To Whom It May Concern:

For me to give a letter of recommendation, I have two requirements. First, the person must be of high integrity and, second, must have good business acumen. It is with great pleasure that I write this letter of recommendation for Benjamin Pearce.

Ben came to work with Potomac Group Home Corporation as president and COO on June 1, 1999. Because of his capabilities and fine performance, he was later promoted to CEO. Ben has one of the best attitudes I believe I have ever seen. No job was too small or insignificant and no job too large or complex for him to assume with equal enthusiasm and achievement. He has a profound understanding of the assisted living industry and has both taught and written on the subject. However, most importantly, he knows how to apply good business judgment in theory to actual practice with an emphasis on quality care, but always keeping a watchful eye on profitability.

As a result of Ben's management, Potomac developed into a profitable and valuable company. We recently received value for our investment.

I have also found that good people hire good people. We certainly experienced this at Potomac under Ben's management. We had high quality employees and the lowest turnover of any of our competitors.

I highly recommend Ben Pearce for any position that would utilize his talents and capabilities.

Sincerely yours,



Clarence Mayer

CM/jm