



# Investor Presentation

November 2014



# Safe Harbor

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## SPECIAL NOTE REGARDING FORWARD-LOOKING STATEMENTS AND INFORMATION

This presentation contains statements about future events and expectations that constitute forward-looking statements. Forward-looking statements are based on our beliefs, assumptions and expectations of industry trends, our future financial and operating performance and our growth plans, taking into account the information currently available to us. These statements are not statements of historical fact. Forward-looking statements involve risks and uncertainties that may cause our actual results to differ materially from the expectations of future results we express or imply in any forward-looking statements and you should not place undue reliance on such statements. Factors that could contribute to these differences include, but are not limited to, the factors described in “Risk Factors” in Civitas’ Registration Statement on Form S-1. Words such as “anticipates”, “believes”, “continues”, “estimates”, “expects”, “goal”, “objectives”, “intends”, “may”, “opportunity”, “plans”, “potential”, “near-term”, “long-term”, “projections”, “assumptions”, “projects”, “guidance”, “forecasts”, “outlook”, “target”, “trends”, “should”, “could”, “would”, “will” and similar expressions are intended to identify such forward-looking statements. We qualify any forward-looking statements entirely by these cautionary factors. We assume no obligation to update or revise any forward-looking statements for any reason, or to update the reasons actual results could differ materially from those anticipated in these forward-looking statements, even if new information becomes available in the future. Comparisons of results for current and any prior periods are not intended to express any future trends or indications of future performance, unless expressed as such, and should only be viewed as historical data.

## NON-GAAP FINANCIAL MEASURES

This presentation includes disclosures of Adjusted EBITDA which is defined as net income before equity in earnings of unconsolidated subsidiary, income tax expense, loss on early debt extinguishment, interest and other (expense) income, realized gain (loss) on investments, interest expense, equity-based compensation expense, related party management fees, restructuring charges, depreciation and amortization expense and net income attributable to noncontrolling interest. EBITDA and Adjusted EBITDA are not determined in accordance with GAAP and should not be considered in isolation or as an alternative to net income, income from operations, net cash provided by operating, investing or financing activities or other financial statement data presented as indicators of financial performance or liquidity, each as presented in accordance with GAAP. Neither EBITDA nor Adjusted EBITDA should be considered as a measure of discretionary cash available to us to invest in the growth of our business. While EBITDA and Adjusted EBITDA are frequently used as measures of operating performance and the ability to meet debt service requirements, they are not necessarily comparable to other similarly titled captions of other companies due to potential inconsistencies in the method of calculation. Our presentation of EBITDA and Adjusted EBITDA should not be construed as an inference that our future results will be unaffected by unusual items.

# Our Mission

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- To offer adults, children, young people and their families innovative and high-quality services and support that lead to growth and independence, regardless of the physical, intellectual or behavioral challenges they face
- Our philosophy emphasizes partnerships – with those we serve, their families, our employees, Mentors, payors and the communities in which we work – in an effort to help people shape the direction of their own lives and thrive in less restrictive settings



# Who We Are

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- Leading provider of home- and community-based health and human services
  - Individuals with intellectual, developmental, physical or behavioral disabilities and other special needs
  - Customized solutions delivered in less restrictive, non-institutional settings
  - ~28,000 clients in 36 states
  - Over 20,000 employees and 5,500 independently-contracted host home caregivers
- 35-year history of providing services to must-serve populations
- FY2013 revenues of \$1.2 billion and adjusted EBITDA margin of 9.8%<sup>1</sup>
  - Nine-months, 6/30/14: revenues of \$938.9 million and adjusted EBITDA margin of 10.2%<sup>1</sup>

1. For definition and reconciliation of Adjusted EBITDA please see page 24.

# Investment Highlights

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**Large and Expanding “Must Serve” Markets**

**Diversified Payor Base and Stable Reimbursement**

**Strong and Stable Cash Flows**

**Multiple Growth Drivers: Organic expansion, Acquisitions,  
Adjacent Markets**

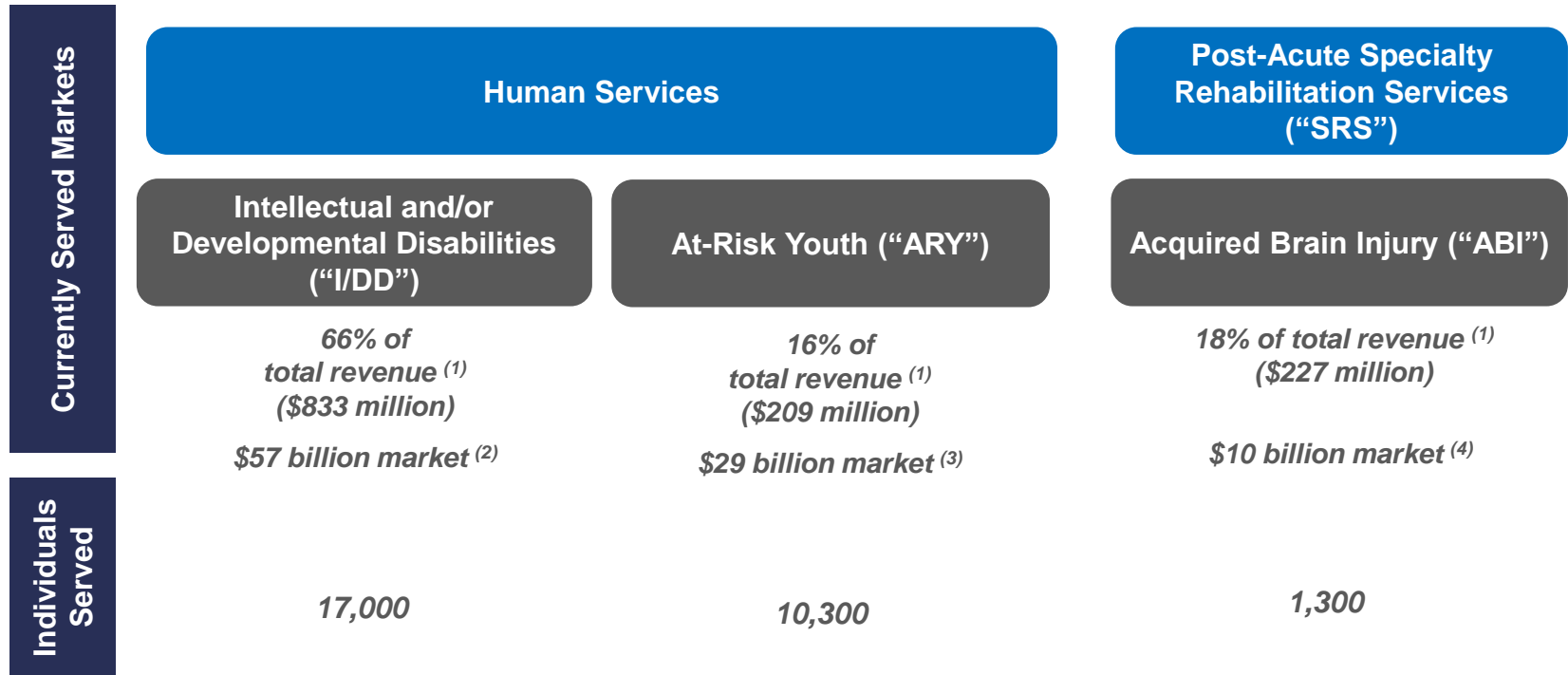
**First Mover Advantage in SRS**

**Leader and Consolidator in Large Fragmented Market**

**Proven Management Team with Average of 23 years  
in Human Services Industry**



# Leading Provider of Home- and Community-Based Health and Human Services



**With September 2014 acquisition of Massachusetts Adult Day Health, we entered \$6.2 billion market for elder day services**

1. Represents percent of total gross revenue for the LTM period as of 6/30/2014.  
 2. Based on data from the Braddock report; represents size for 2011.  
 3. Based on data from Child Trends; represents size for 2010.  
 4. Based on data from the CDC; represents annual spend.

# Our Value Proposition

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**The services we offer provide higher quality care to clients at a lower cost to payors**



## **Clients and Families**

- Less restrictive care settings that promote client independence
- Integration into the community
- Unique and customized care delivery
- Supports a range of special needs populations



## **Payors**

- Customized service plans across the continuum of care to address payor and client needs
- Lower cost of care than traditional institutional settings
- Best practices from a national network of clinicians
- Support from advocacy groups and clients
- National scale facilitates billing and other administration efficiencies

# Driving Value for Clients, Families and Payors

## Our Customized Approach

### Saving Payors Money: California Case Study

Aggressively market our cost efficient and high quality models; achieved ~50% increase in host home census from FY11-FY13

### Driving Better Outcomes: NeuroRestorative Difference

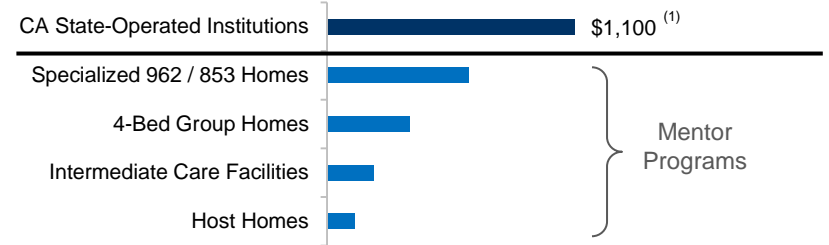
Leverage our clinical expertise to measure and drive better outcomes for individuals served

### Rapid Response: New Jersey Expansion

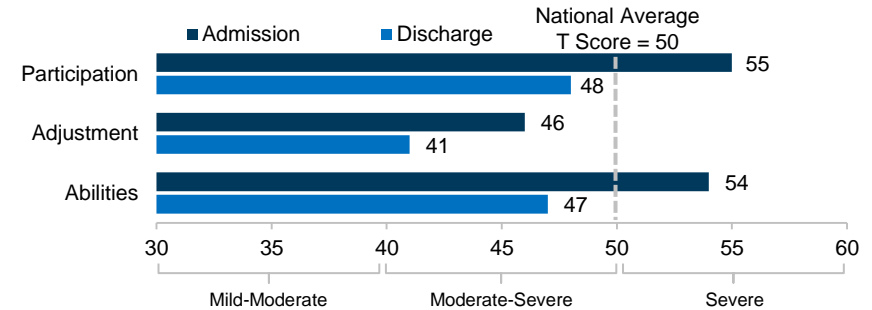
Utilize our scale and experience to rapidly deploy resources and meet NJ's needs and save the state money

## Results

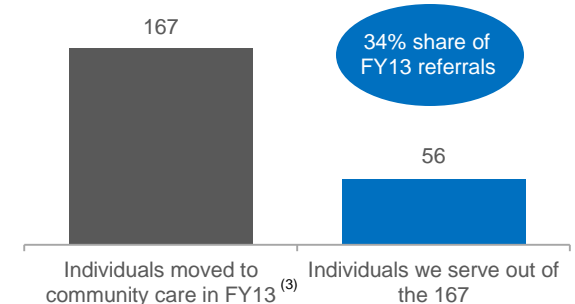
### Average Daily Rates – State Institutions vs. Mentor Programs



### Reduction in Measured Deficiencies<sup>(2)</sup>



### New Jersey Deinstitutionalization Project



1. Based on data from The Press Democratic news article, published June 6, 2014.

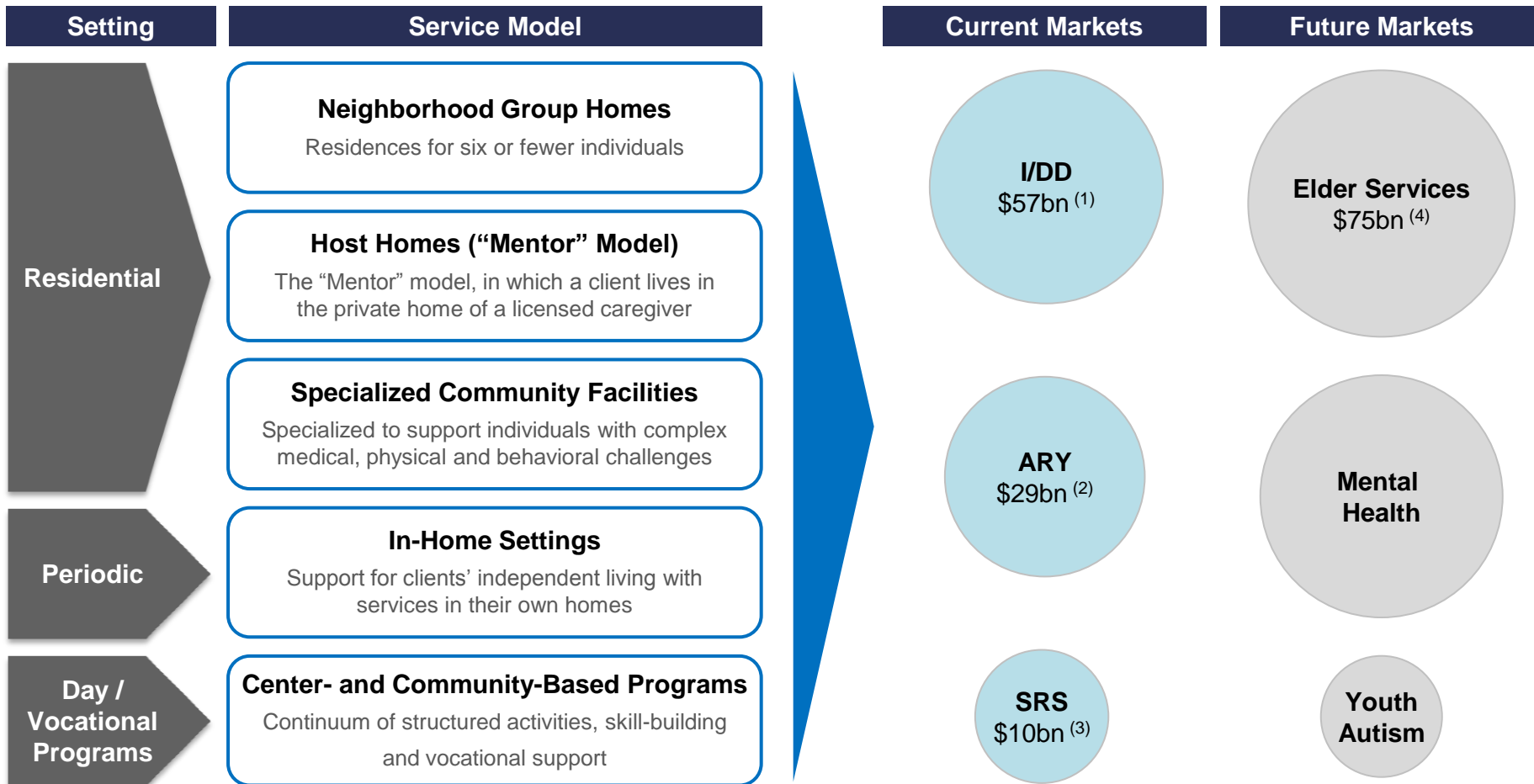
2. Represents Mayo-Portland Adaptability Inventory-4 summary results.

3. Based on data from the New Jersey Department of Human Services, Division of Developmental Disabilities.



# Our Service Models – A Continuum of Care

Our home- and community-based models can be applied across a range of markets



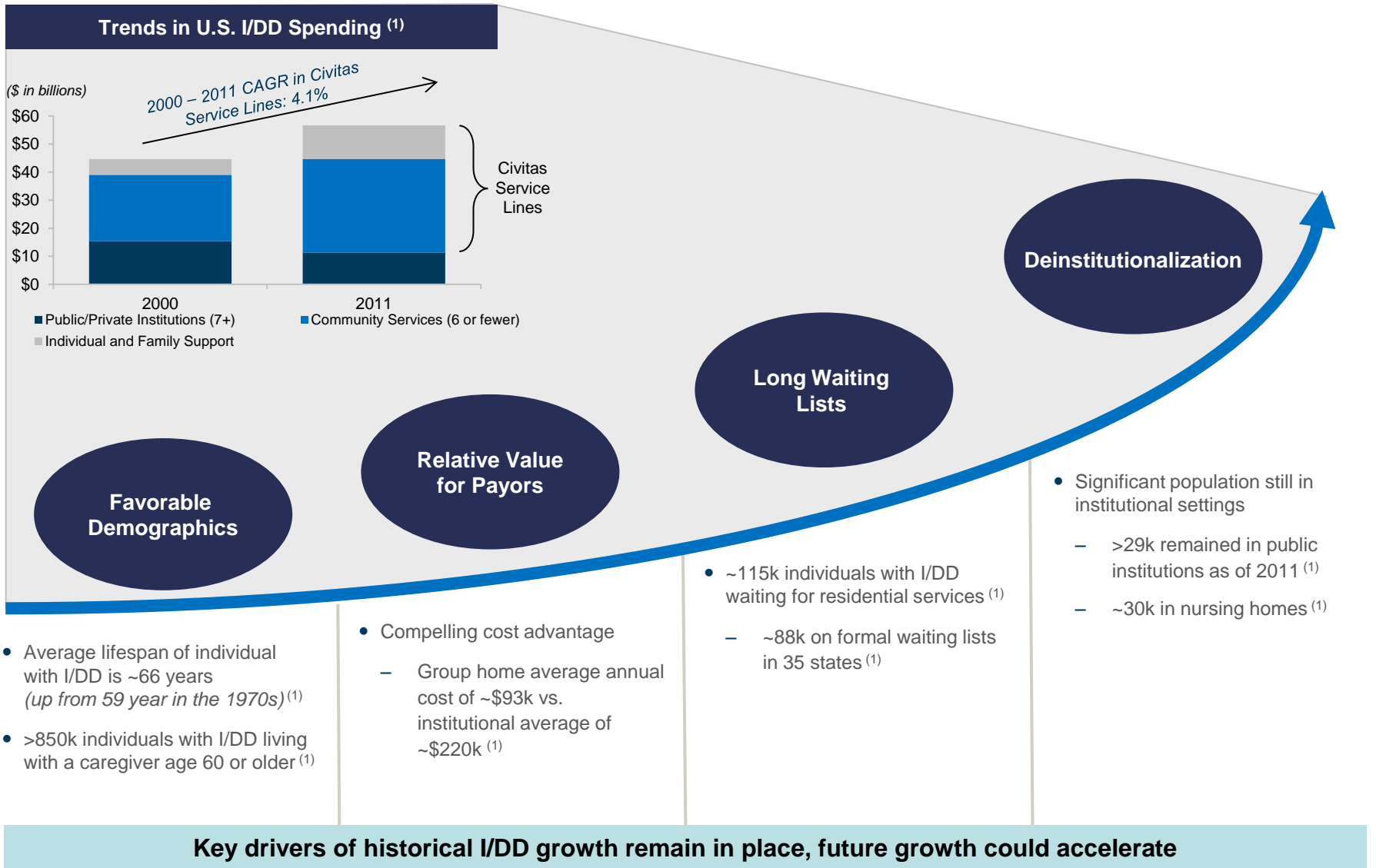
1. Based on data from the Braddock report; represents size for 2011.

2. Based on data from Child Trends; represents size for 2010.

3. Based on data from the CDC; represents annual spend.

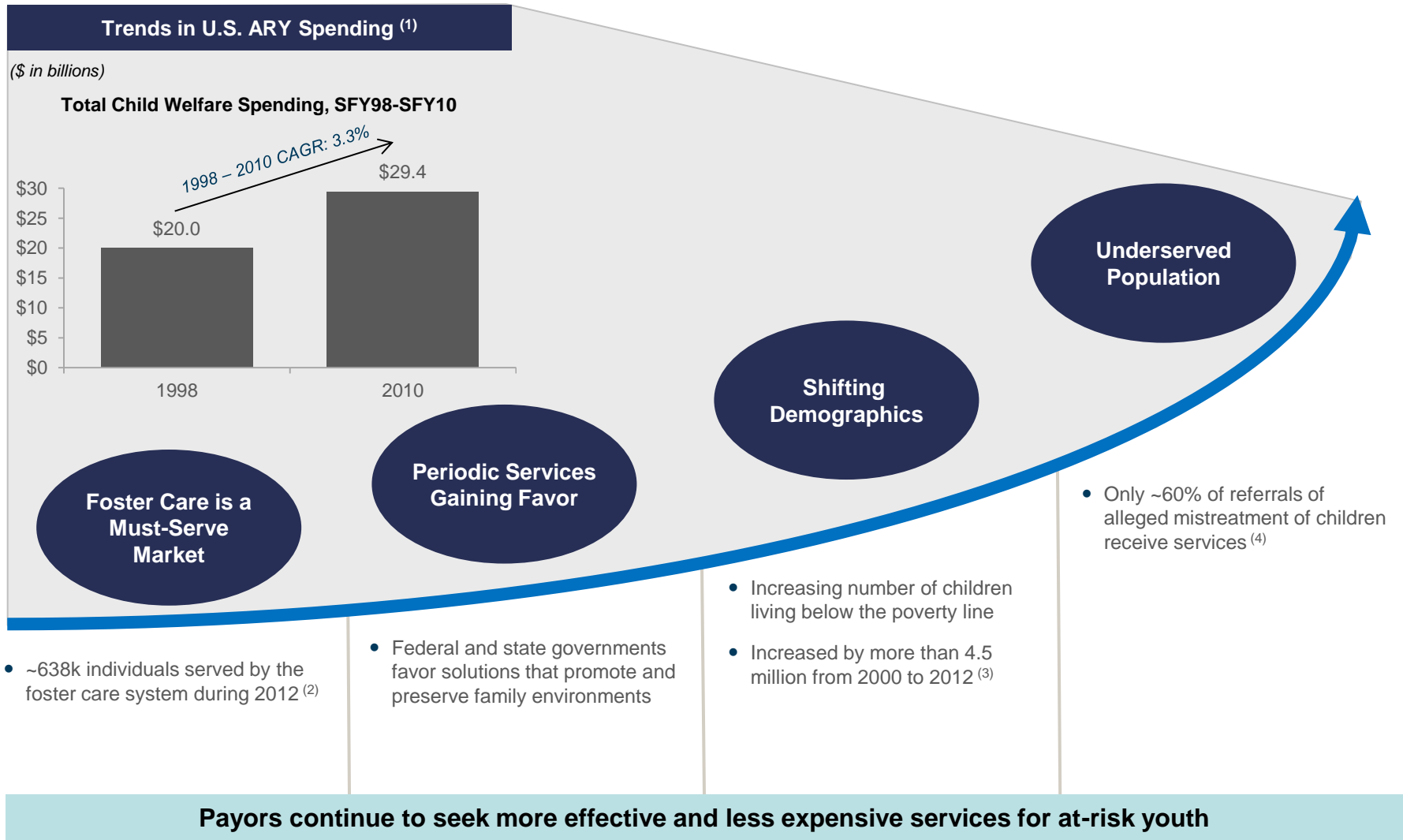
4. Based on data from CMS, Office of the Actuary, National Health Statistics Group; represents size for 2010.

# I/DD Market Growth Drivers



1. Based on data from the Braddock report.

# ARY Market Growth Drivers



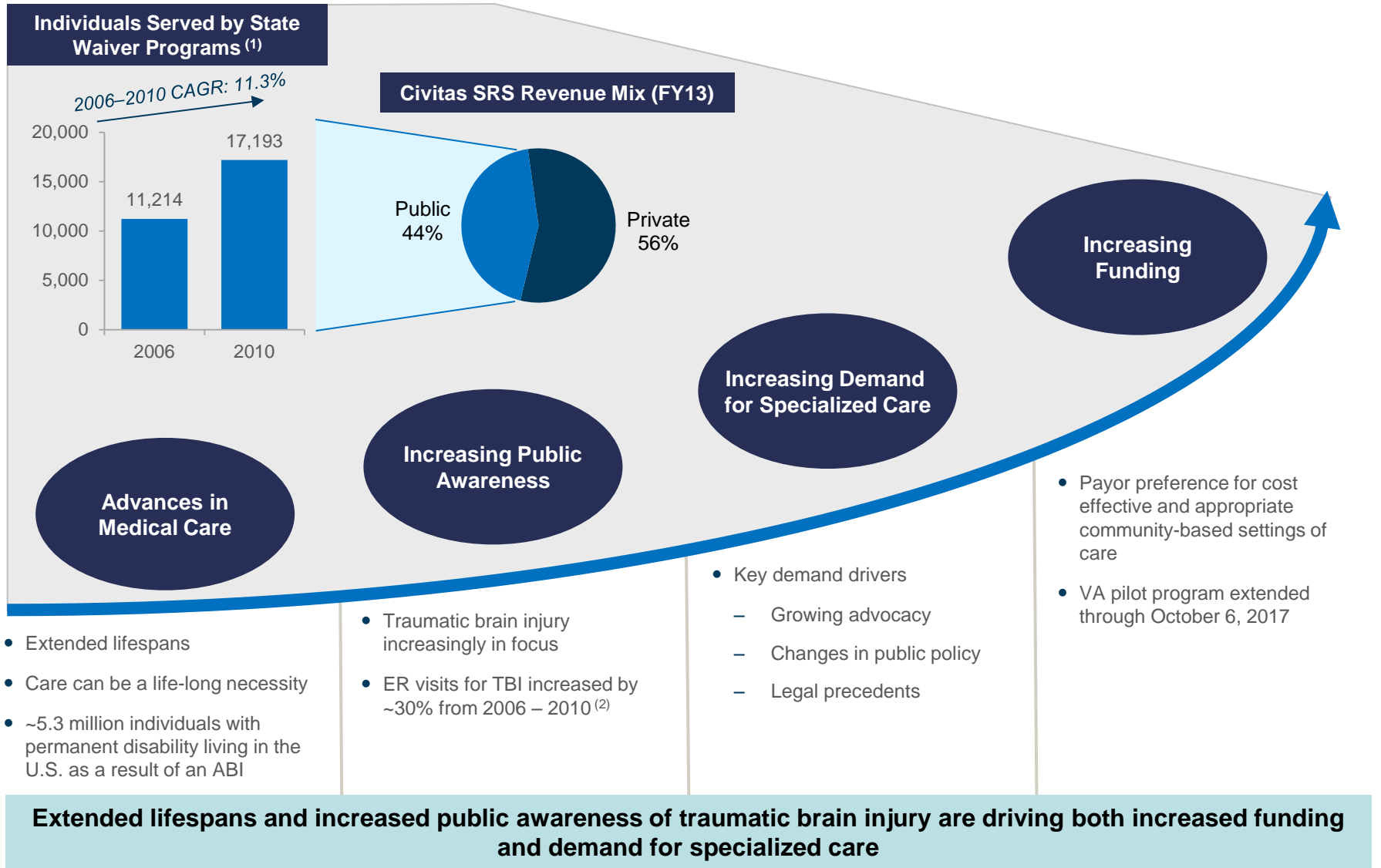
1. Based on data from Child Trends.

2. Based on data from the Children's Bureau.

3. Based on data from Child Poverty in America 2012.

4. Based on data from the U.S. Department of Health and Human Services, Administration for Children and Families.

# SRS Market Growth Drivers

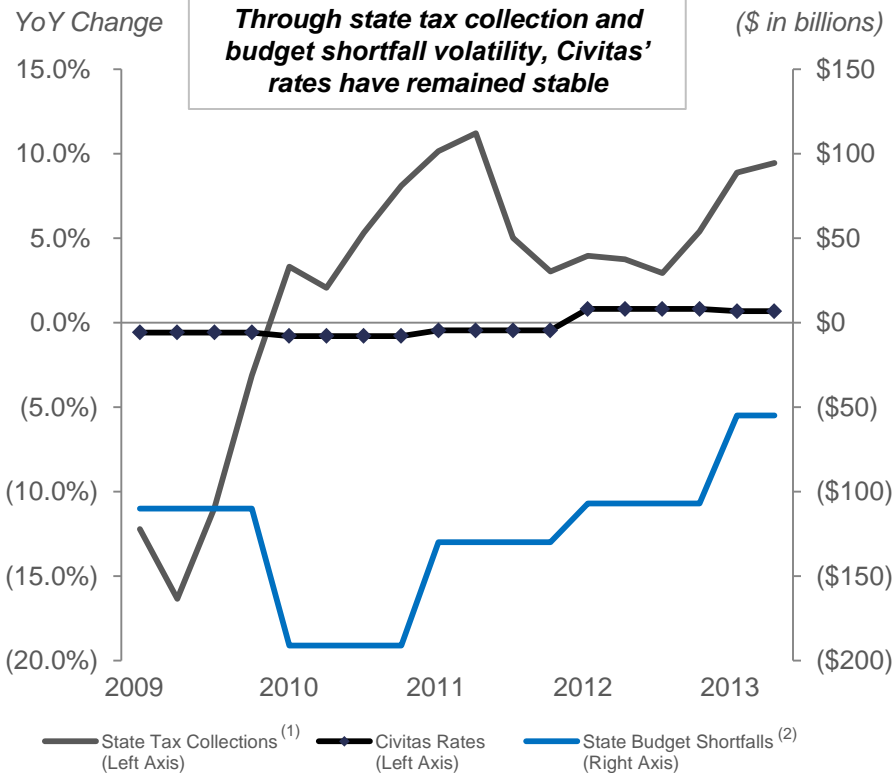


1. Based on data from the Henry J. Kaiser Family Foundation.

2. Based on data from the Journal of American Medical Association.

# Protected and Growing Reimbursement for Our Services

## YoY State Tax Collection Changes & State Budget Shortfalls



## Highlights

- “Must serve” population:
  - Strong advocacy support
  - Litigation risk for state and local governments
- Strong value proposition to payors and states
- Medicaid matching increases funds available to states and amplifies impacts of cuts
- Budget Control Act (sequestration) exempted Medicaid and Foster Care from automatic across-the-board budget cuts
- As the state fiscal picture continues to improve, we are benefitting from price increases in 2014
- In addition to a stable public payor base, we have a growing non-public payor base in our SRS segment


**Protected and growing funding with limited “stroke of the pen” reimbursement risk**

1. Based on data from the Nelson A. Rockefeller Institute of Government.





2. Based on data from the Henry J. Kaiser Family Foundation.

# Experienced Management Team With Strong Track Record

## Executive Leadership

	Name	Title	Years at Civitas <sup>(1)</sup>	Years in Human Svcs.
	Ned Murphy	Executive Chair	10	40
	Bruce Nardella	President and CEO	18	35
	Denis Holler	Chief Financial Officer	13	13
	Jeffrey Cohen	Chief Information Officer	3	3
	Linda De Renzo	Chief Legal Officer	8	8
	Kathleen Federico	Chief Human Resources Officer	6	6
	Bob Melia	Chief Business Development Officer	7	25
	Gerry Morrissey	Chief Quality Officer	7	38
	Dwight Robson	Chief Public Strategy and Marketing Officer	11	11

## Operational Leadership

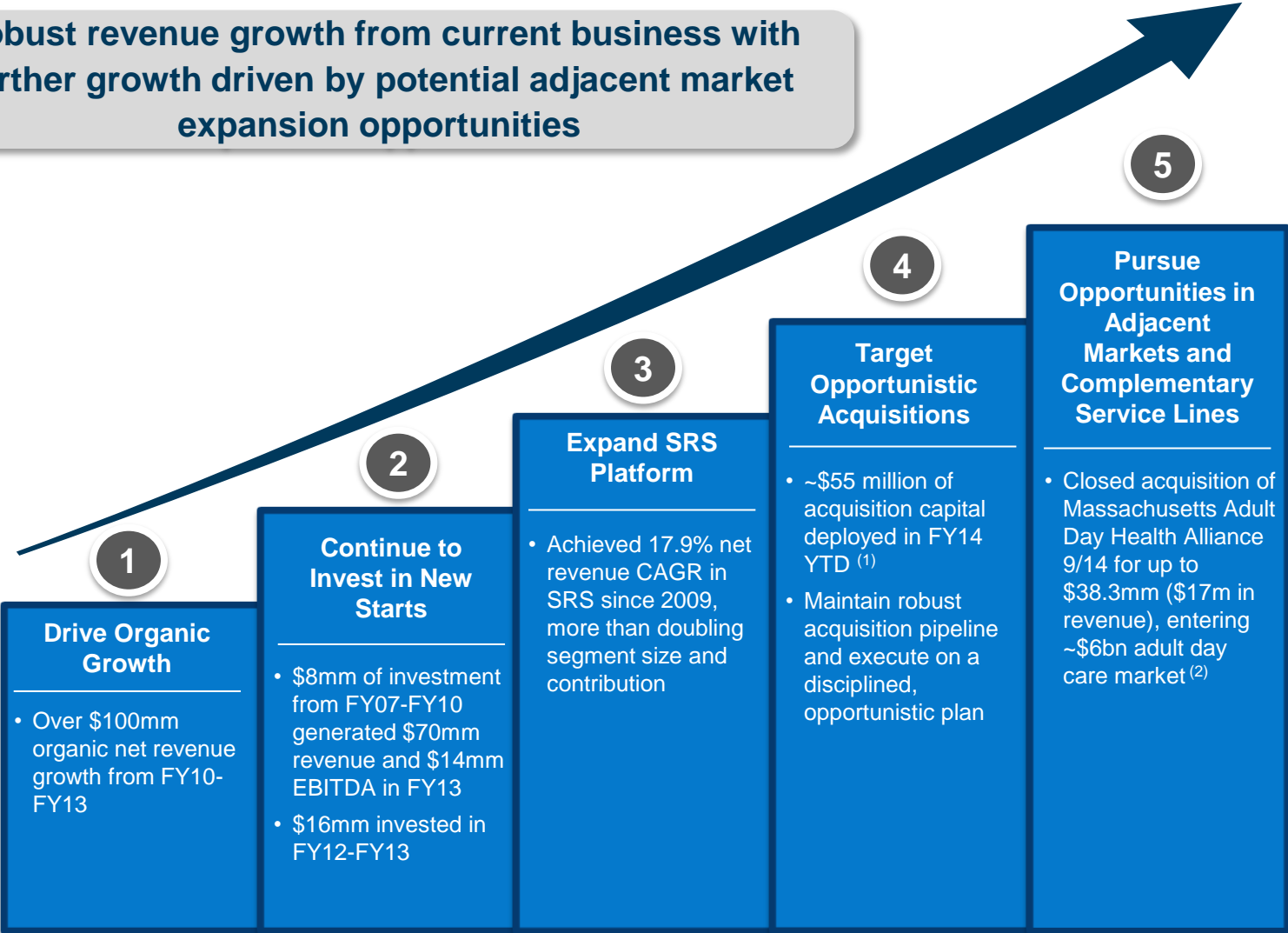
	Name	Title	Years at Civitas <sup>(1)</sup>	Years in Human Svcs.
	David Petersen	President, Human Services - Redwood Group	41	41
	Neil Brendmoen	President, Human Services - Cambridge Group	34	35
	William Duffy	Chief Operating Officer, SRS - NeuroRestorative	6	20
	Jim Ashby	President and CEO, SRS - CareMeridian	11	21

**Management team has an average of 13 years of experience with Civitas and 23 years in the human services industry**

1. Includes years at predecessor companies to Civitas.

# Our Growth Strategy

**Robust revenue growth from current business with further growth driven by potential adjacent market expansion opportunities**



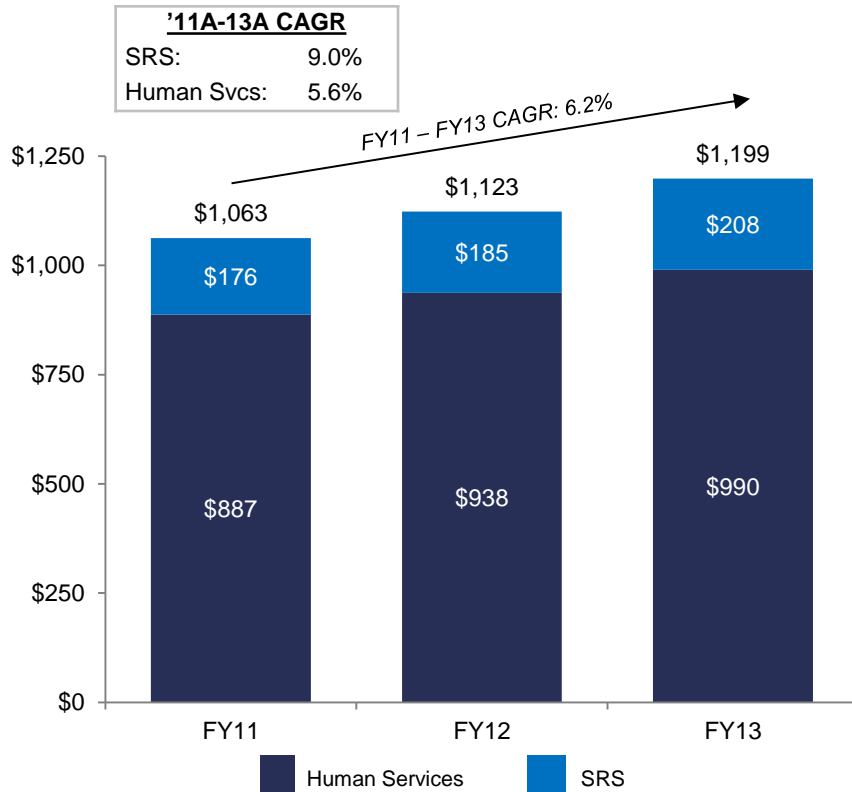
1. Includes \$16.6 million of acquisition spend through July 2014 and up to \$38.3 million FY14 related to the September 2014 Massachusetts Adult Day acquisition.  
 2. IBISWorld estimates for spending on adult day care in 2010.

# Historical Financial Performance

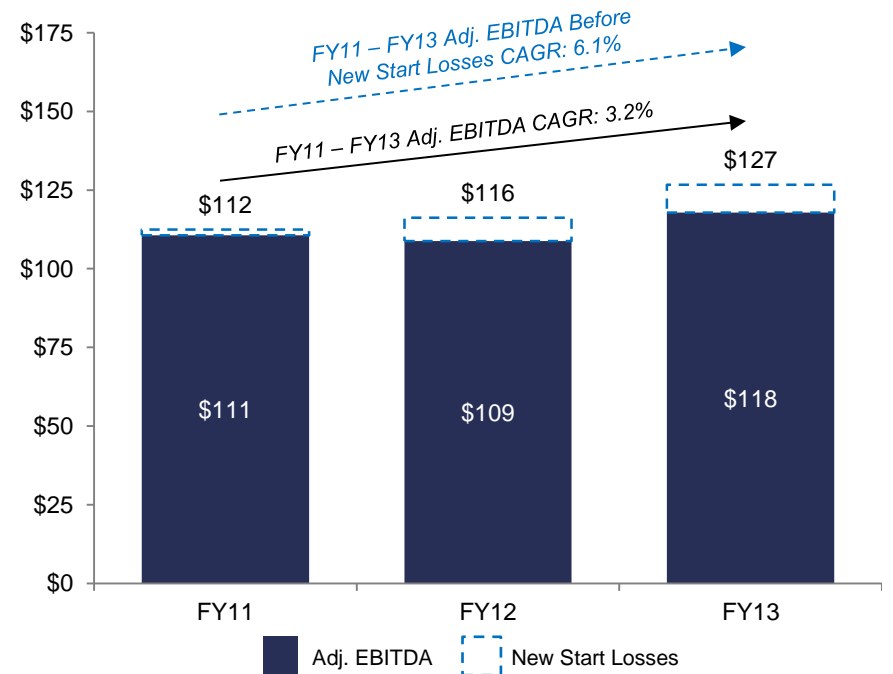
(\$ in millions)

**Strong Net Revenue and Adj. EBITDA growth driven by disciplined investment in organic and acquisition growth opportunities**

## Net Revenue



## Adjusted EBITDA<sup>(1)</sup>



**Adj. EBITDA Margin:**

10.4%

9.7%

9.8%

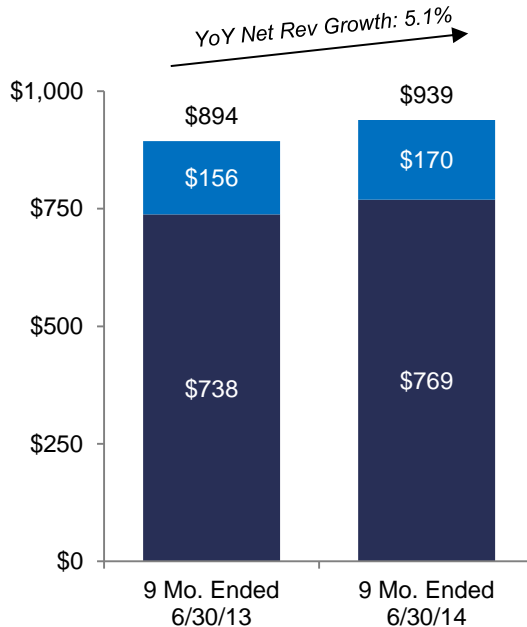
1. For definition and reconciliation of Adjusted EBITDA please see page 27.



# Financial Results for 9 Months Ending June 30

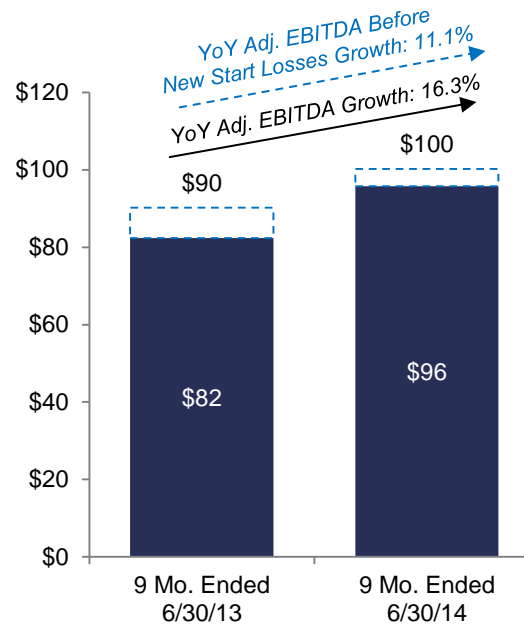
(\$ in millions)

## Net Revenue



Human Services SRS

## Adjusted EBITDA<sup>(1)</sup>



Adj. EBITDA New Start Losses

## Key Highlights

- 5.1% increase in Net Revenue
- 16.3% increase in Adjusted EBITDA
- Performance driven by:
  - \$28 million of organic revenue growth, including growth related to new programs, and \$19 million of revenue from acquisitions
  - Margin expansion, excluding new starts, was the result of leveraging direct labor and other G&A functions

### Q3 FY14 YTD YoY Net Revenue Growth:

Human Services:	4.2%
SRS:	9.0%

### Adj. EBITDA Margin:

9.2%	10.2%
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1. For definition and reconciliation of Adjusted EBITDA please see page 27.

# New Start Investments Drive Organic Growth

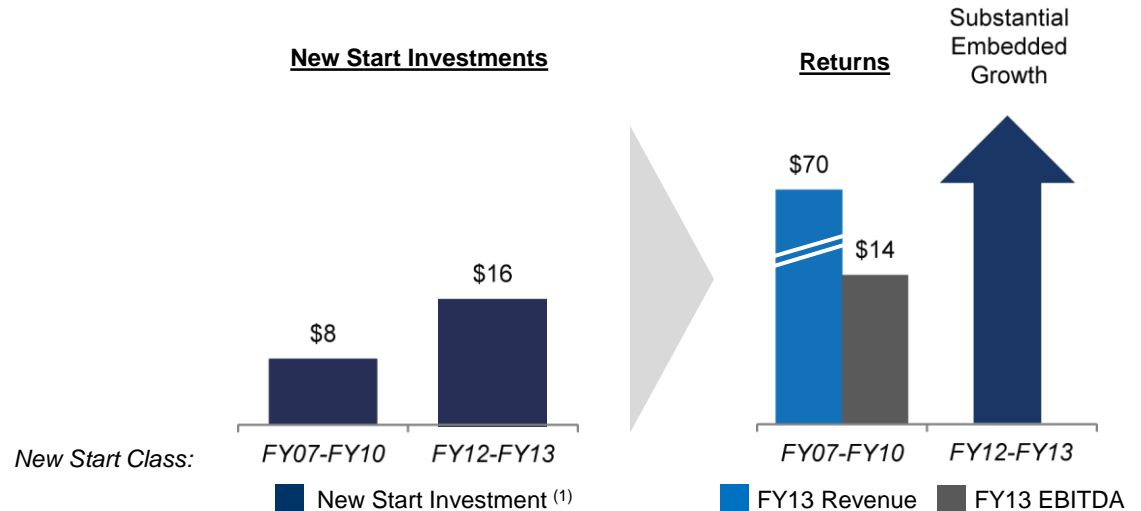
(\$ in millions)

## New Start Overview

- New start program is our *de novo* build-out platform
- More than 100 investments from FY09 through FY13
- Typical time to profitability is 18-24 months
- Flexibility to accelerate or slow investments based on market conditions
- Investments from FY07-FY10 of \$8.2mm drove \$70mm of revenue and \$14mm of EBITDA in FY13

## New Start Investments and Returns Profile

**\$16 million of investments from FY12-FY13 represent substantial embedded growth**



1. *New Start Investment is defined as revenue less direct expenses but not including allocated overhead costs incurred 18 months after a new start begins operations.*

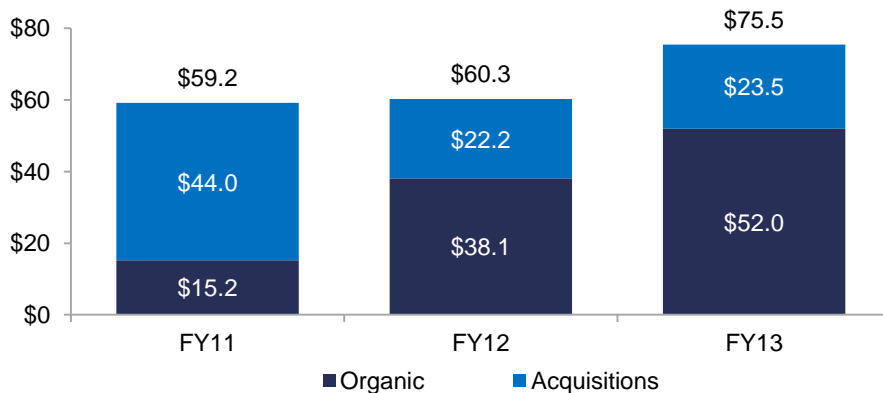
# Robust Landscape of Acquisition Opportunities in Fragmented Markets

(\$ in millions)

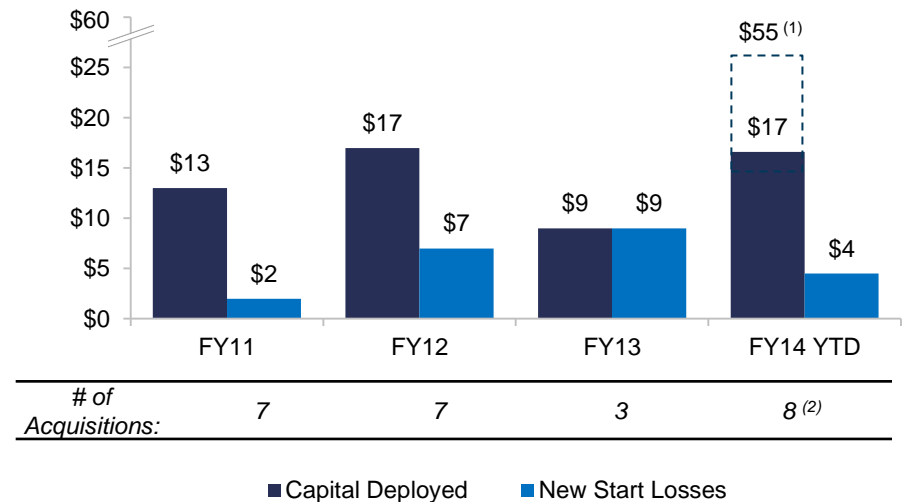
## Acquisition Overview

- One of two scale players in highly-fragmented markets
  - Offer exit opportunities to small providers
  - Executed 36 acquisitions from 2009 through YTD Q314 with total capital deployment of approximately \$127 million
- Demonstrated ability to integrate and enhance operations, a clear competitive advantage in acquisition-focused growth
- Acquisitions often serve as platforms for expanding New Start initiatives
- Robust pipeline of acquisition targets
- Initial public offering will enhance free cash flow and the capital structure to further support future acquisition activity

## Revenue Growth over Prior Year, FY10 – FY13



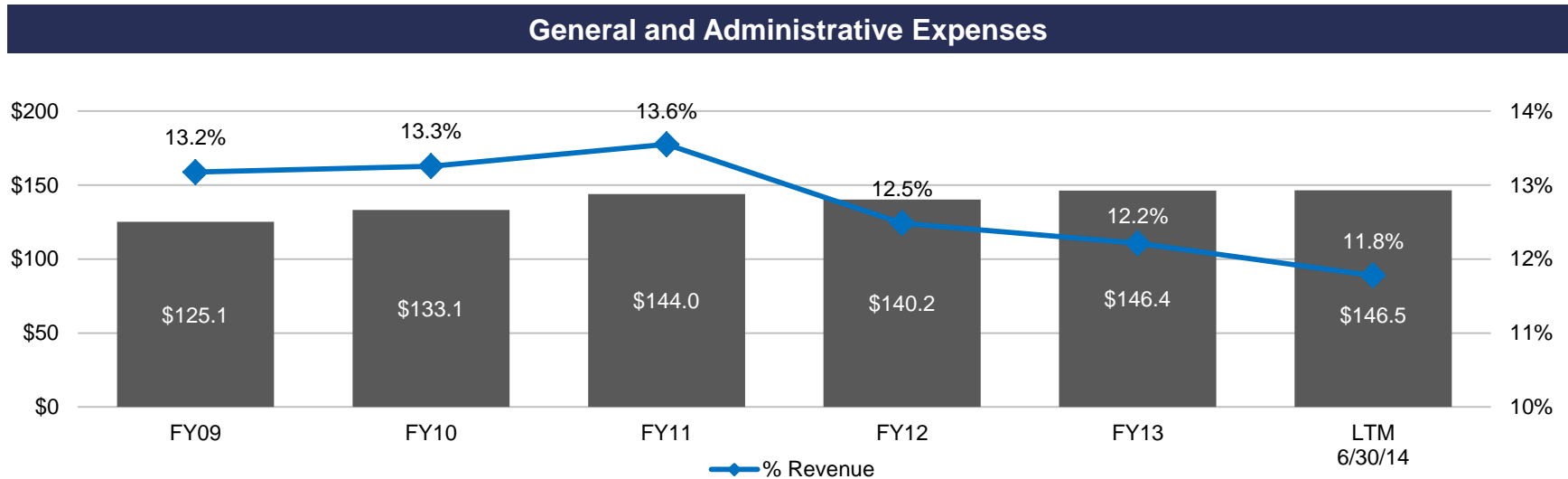
## Acquisition Capital Deployed & New Start Losses



1. Includes cash consideration of \$16.6 million, of which \$1.5 million was paid in July 2014, and up to \$38.3 million related to the September 2014 Massachusetts Adult Day acquisition.  
 2. Includes the Massachusetts Adult Day acquisition.

# Effective General & Administrative Expense Leveraging

(\$ in millions)



- Total G&A overhead at Regional, State, Operating Group and Corporate
- Also includes:
  - Shared Service Center
  - HR and IT Infrastructure
- Operating leverage allows us to reduce overhead costs as a percent of revenue

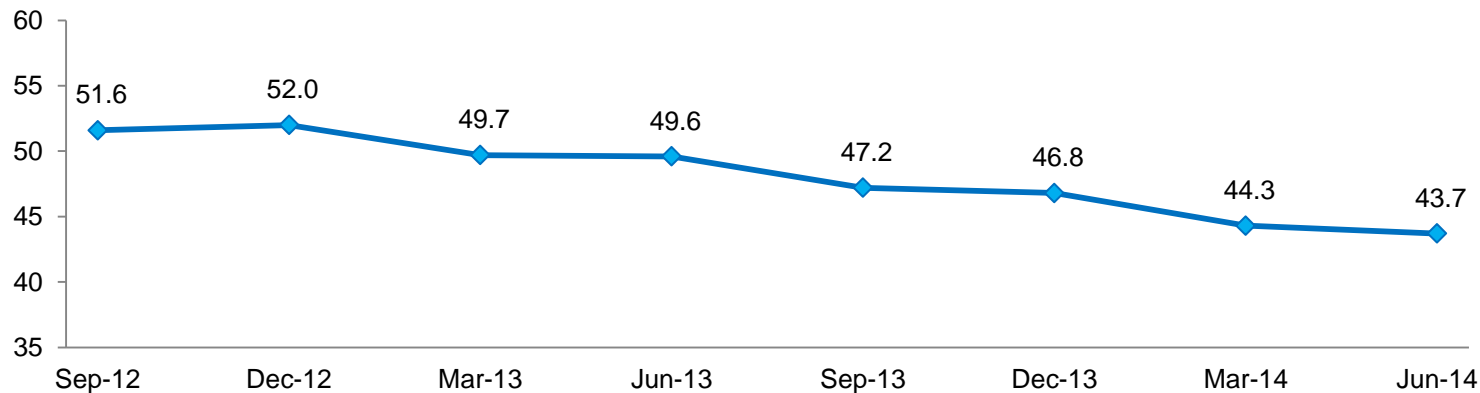
**Our overhead costs are leveraged as we expand organically, tuck acquisitions into our platform and consolidate back office functions into our Shared Service Center**

# Free Cash Flow

The post IPO Bond redemption and the favorable January 2014 senior debt refinancing increased free cash flow by \$35 million annually.

<b>FREE CASH FLOW</b> <i>(\$ in millions)</i>	<b>FY13</b>	<b>Pro Forma (1) FY13</b>	<b>YTD Q3 FY14</b>	<b>Pro Forma (1) YTD Q3 FY14</b>
Cash Flow from Operations	\$55.7	\$90.6	\$66.7	\$88.6
Capital Expenditures	(31.9)	(31.9)	(24.3)	(24.3)
<b>Free Cash Flow</b>	<b>\$23.8</b>	<b>\$58.7</b>	<b>\$42.4</b>	<b>\$64.3</b>

## DAYS SALES OUTSTANDING



**(1) Pro Forma assumptions:**

- The 1/31/2014 credit facility refinancing took place 9/30/2012.
- The interest spread on the Term loans qualified for the 50 bps reduction due to the IPO starting on 9/30/2012
- \$200M of the bonds were redeemed on 9/30/2012.

# Summary Capitalization

(\$ in millions)

	June 30, 2014	
	Actual	As Adjusted <sup>(1)</sup>
<b>Cash and cash equivalents:</b>		
Available cash <sup>(2)</sup>	\$47.5	\$42.3
Restricted cash <sup>(3)</sup>	50.0	50.0
<b>Total cash and cash equivalents</b>	<b>\$97.5</b>	<b>\$92.3</b>
<b>Debt:</b>		
Senior revolver <sup>(4)</sup>	—	—
Term loan facility <sup>(5)</sup>	598.5	598.5
Senior notes <sup>(6)</sup>	212.0	50.0
<b>Total long-term debt<sup>(7)</sup></b>	<b>\$810.5</b>	<b>\$648.5</b>
<b>Stockholders' equity:</b>		
Preferred stock	—	—
Common stock	0.3	0.4
Additional paid-in-capital	90.1	264.2
Accumulated other comprehensive loss	(0.5)	(0.5)
Accumulated deficit	(151.8)	(163.1)
<b>Total stockholders' (deficit) equity<sup>(8)</sup></b>	<b>(\$62.0)</b>	<b>\$100.9</b>
<b>Total capitalization</b>	<b>\$748.5</b>	<b>\$749.4</b>
<b>LTM Adj. EBITDA</b>	<b>\$131.3</b>	<b>\$131.3</b>
<b>Credit statistics:</b>		
Total debt / Adj. EBITDA	6.2x	4.9x
Net debt / Adj. EBITDA	5.4x	4.2x

1. Updated for actual terms of the IPO at \$17.00 per share.

2. As adjusted available cash assumes the payment of accrued and unpaid interest of \$7.6 million as of June 30, 2014 in connection with the redemption of a portion of the outstanding senior notes. Assuming a redemption date of October 17, 2014, the accrued and unpaid interest on the senior notes being redeemed would be \$3.5 million, which gives effect to the scheduled semi-annual interest payment of \$13.3 million, which was paid on August 15, 2014. Represents cash deposited in a cash collateral account in support of the issuance of undrawn letters of credit.

3. Represents cash deposited in a cash collateral account in support of the issuance of undrawn letters of credit.

4. As of June 30, 2014, on an actual and an as adjusted basis, we had \$100.0 million of availability under our senior revolver.

5. Excludes the impact of original issue discount, net of accumulated amortization of \$1.3 million.

6. Excludes the impact of original issue discount and initial purchasers discount, net of accumulated amortization of \$4.9 million.

7. Includes current portion but excludes \$6.6 million in obligations under capital leases.

8. Assumes that each of (i) the unamortized debt issuance costs of the senior notes of \$3.7 million, (ii) the unamortized deferred financing costs of \$0.8 million, (iii) the \$4.0 million cash payment to certain nonexecutive officer employees who participate in the CareMeridian, LLC Management Cash Incentive Plan that will be paid in two installments, the first occurring in January 2015 and the second in January 2016, and (iv) the call premium of \$10.1 million on the senior notes are expensed, net of related taxes, upon completion of this offering.

# Summary Financials

(\$ in millions)

	Fiscal Year Ending September 30,			Nine Months Ended June 30,	
	2011	2012	2013	2013	2014
Human Services	887.3	937.7	990.2	737.9	769.2
SRS	175.5	185.5	208.4	155.7	169.7
<b>Net Revenue</b>	<b>\$1,062.8</b>	<b>\$1,123.1</b>	<b>\$1,198.7</b>	<b>\$893.5</b>	<b>\$938.9</b>
<b>Gross Profit</b>	<b>\$239.8</b>	<b>\$248.3</b>	<b>\$263.5</b>	<b>\$193.1</b>	<b>\$204.0</b>
Less: General and administrative	144.0	140.2	146.0	110.9	108.8
Less: Depreciation and amortization	61.3	60.5	64.1	48.0	51.0
<b>Income From Operations</b>	<b>\$34.4</b>	<b>\$47.6</b>	<b>\$53.3</b>	<b>\$34.3</b>	<b>\$44.2</b>
<b>EBITDA</b>	<b>\$70.7</b>	<b>\$106.8</b>	<b>\$117.0</b>	<b>\$81.9</b>	<b>\$79.9</b>
<b>Adjusted EBITDA <sup>(1)</sup></b>	<b>\$110.6</b>	<b>\$108.8</b>	<b>\$117.9</b>	<b>\$82.4</b>	<b>\$95.8</b>
<i>% Margin</i>	10.4%	9.7%	9.8%	9.2%	10.2%
<b>G&amp;A as % of Revenue</b>	<b>13.6%</b>	<b>12.5%</b>	<b>12.2%</b>	<b>12.4%</b>	<b>11.6%</b>
<b>Capital Expenditures</b>	<b>\$20.9</b>	<b>\$30.0</b>	<b>\$31.9</b>	<b>\$22.3</b>	<b>\$24.3</b>
<i>% of Revenue</i>	1.96%	2.67%	2.66%	2.50%	2.59%
<b>Cash Paid for Acquisitions</b>	<b>\$12.7</b>	<b>\$16.5</b>	<b>\$9.3</b>	<b>\$0.5</b>	<b>\$16.6 <sup>(2)</sup></b>
<b>Days Sales Outstanding</b>	<b>48</b>	<b>52</b>	<b>47</b>	<b>NA</b>	<b>NA</b>

1. For a reconciliation of EBITDA to Adjusted EBITDA please see page 27.

2. Includes \$16.6 million of acquisition spend, including \$1.5 million paid in July 2014; does not include \$38.3 million signed and expected to close in FY14 related to the Massachusetts Adult Day acquisition.

# Adjusted EBITDA Reconciliation

(\$ in millions)	Fiscal Year Ended September 30,			Nine Months Ended June 30,	
	2011	2012	2013	2013	2014
	<b>EBITDA</b>	<b>\$70.7</b>	<b>\$106.8</b>	<b>\$117.0</b>	<b>\$81.9</b>
<b>Adjustments:</b>					
Sponsor management fee <sup>(1)</sup>	\$1.3	\$1.3	\$1.4	\$1.0	\$1.0
Stock-based compensation	3.7	0.7	0.3	0.3	0.1
Predecessor provider tax reserve adjustment <sup>(2)</sup>	-	-	(2.1)	(2.1)	-
Extinguishment of debt <sup>(3)</sup>	23.7	-	-	-	14.7
Discretionary recognition bonuses <sup>(4)</sup>	2.4	-	-	-	-
Non-cash impairment charges <sup>(5)</sup>	6.0	-	1.3	1.3	-
Restructuring <sup>(6)</sup>	3.0	-	-	-	-
<b>Adjusted EBITDA</b>	<b>\$110.6</b>	<b>\$108.8</b>	<b>\$117.9</b>	<b>\$82.4</b>	<b>\$95.8</b>
Operating losses from new starts <sup>(7)</sup>	1.8	7.5	8.8	7.9	4.5
<b>Adjusted EBITDA before new starts losses</b>	<b>\$112.4</b>	<b>\$116.3</b>	<b>\$126.7</b>	<b>\$90.2</b>	<b>\$100.3</b>

1. Represents management fees paid to Vestar which will not continue after this offering.

2. The reversal of an accrual for provider tax that is not expected to be required.

3. The write-off of deferred financing costs on debt that was refinanced as well as other debt-related costs.

4. Represents payment of one-time discretionary bonuses in recognition of extraordinary contribution of certain employees in connection with a refinancing transaction in February 2011.

5. Impairment charges associated with indefinite lived intangible assets and goodwill related to the closure of certain businesses.

6. Severance consulting and other costs related to a restructuring of certain corporate and field overheads.

7. Represents the aggregation of net losses for any program started within 18 months of the end of the period that had net operating losses for the period. For more information regarding operating income and losses related to new starts, see "Management's Discussion and Analysis of Financial Condition and Results-Factors Affecting our Operating Results-Expansion-Organic Growth" in S-1.



# Investment Highlights

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**Large and Expanding “Must Serve” Markets**

**Diversified Payor Base and Stable Reimbursement**

**Strong and Stable Cash Flows**

**Multiple Growth Drivers: Organic expansion, Acquisitions,  
Adjacent Markets**

**First Mover Advantage in SRS**

**Leader and Consolidator in Large Fragmented Market**

**Proven Management Team with Average of 23 years  
in Human Services Industry**

