

Investor Presentation

November 2026

Improving health and well-being at home

ADDUS HOMECARE

Forward looking statements

Certain matters discussed in this Presentation constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements may be identified by words such as “preliminary,” “continue,” “expect,” and similar expressions. These forward-looking statements are based on our current expectations and beliefs concerning future developments and their potential effect on us. Forward-looking statements involve a number of risks and uncertainties that may cause actual results to differ materially from those expressed or implied by such forward-looking statements, including discretionary determinations by government officials, the consummation and integration of acquisitions, transition to managed care providers, our ability to successfully execute our growth strategy, unexpected increases in SG&A and other expenses, expected benefits and unexpected costs of acquisitions and dispositions, management plans related to dispositions, the possibility that expected benefits may not materialize as expected, the failure of the business to perform as expected, changes in reimbursement, changes in government regulations, changes in our relationships with referral sources, increased competition for our services, changes in the interpretation of government regulations, the uncertainty regarding the outcome of discussions with managed care organizations, changes in tax rates, the impact of adverse weather, higher than anticipated costs, lower than anticipated cost savings, estimation inaccuracies in future revenues, margins, earnings and growth, whether any anticipated receipt of payments will materialize, any security breaches, cyber-attacks, loss of data or cybersecurity threats or incidents, and other risks set forth in the Risk Factors section in our Annual Report on Form 10-K and in other documents filed with the Securities and Exchange Commission, which is available at www.sec.gov. Accordingly, any forward looking statements included in this Presentation may not be realized, and you are cautioned not to place undue reliance upon them.

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This Presentation includes market data and industry information from third party sources. Although we believe that these sources are reliable, we have not independently verified this information, and you should not place undue reliance on it.

This Presentation includes certain financial measures not presented in accordance with generally accepted accounting principles in the United States (“GAAP”), which are used by management as a supplemental measure, have certain limitations, and should not be construed as alternatives to financial measures determined in accordance with GAAP. The non-GAAP measures as defined by us may not be comparable to similar non-GAAP financial measures presented by other companies. A reconciliation to the most directly comparable GAAP measures is provided in the Appendix to this presentation.

ADDUS HOMECARE

Company Overview

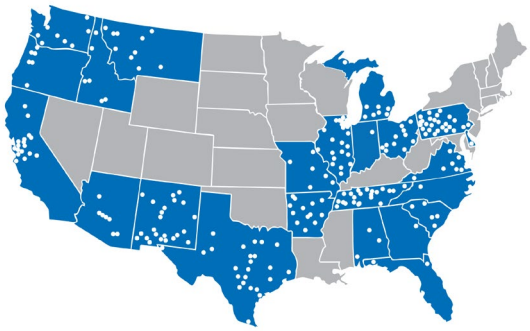
Addus is a Leading Provider in Home-Based Care

1. National, scaled provider of home-based care
2. Cost effective position and preferred setting in the continuum of care
3. Continued diversification of payer mix
4. Consistent margin profile driven by stable/growing reimbursement rates
5. Industry tailwinds driving favorable sector trends
6. Experienced management team with a history of success

Scaled, National Provider of Home-Based Care

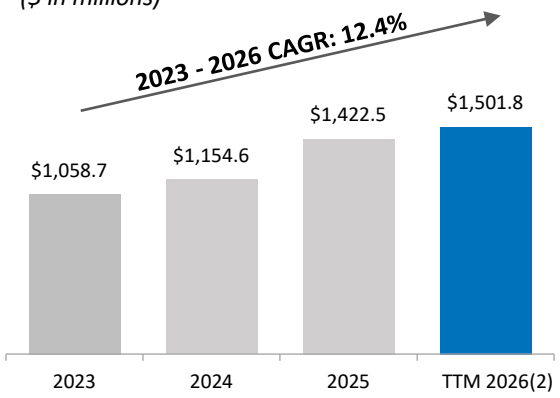
- A home care services provider primarily focused on personal care, hospice and home health services
- Operates 263 locations providing services in 24 states with approximately 50,000 employees
- Hospice and home health services are complementary to personal care segment
- Serves approximately 62,500 consumers - typically elderly, chronically ill or disabled and at risk of hospitalization or institutionalization
- Provides primarily personal care (non-medical services) on a long-term continual basis
  - Without this care, consumers typically progress care in more expensive settings
- Revenues of $1.5 billion and adjusted EBITDA [(1)] of $195.3 million, respectively, based on trailing 12 months ended September 30, 2026
- Stated goal of revenue growth of at least 10% annually

Geographic Footprint



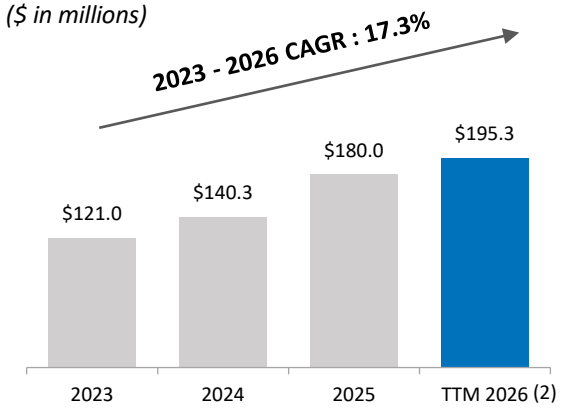
Revenue Growth

($ in millions)

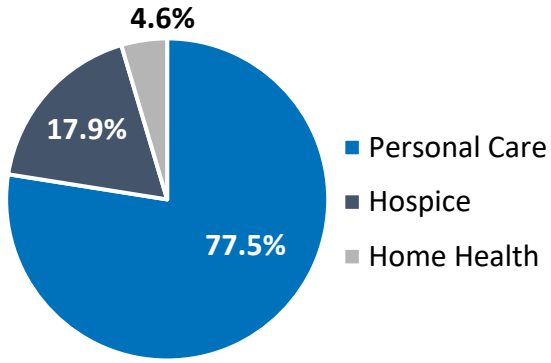


Adjusted EBITDA[(1)] Growth

($ in millions)



Net Revenue (2)

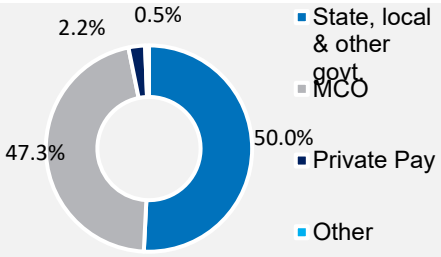
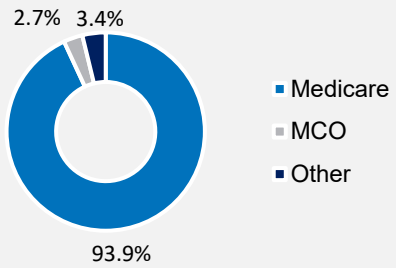
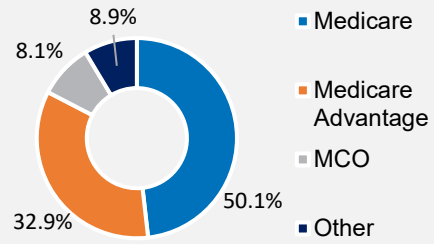


Company Mission: Providing cost effective care and assistance that gives people the freedom to remain in their homes

(1) Non-GAAP measure, for a reconciliation to the nearest comparable GAAP metric, please see the appendix.
(2) Based on trailing 12 months ended September 30, 2026

Scaled, National Provider of Home-Based Care (Cont'd)

Addus provides cost-effective care across three segments

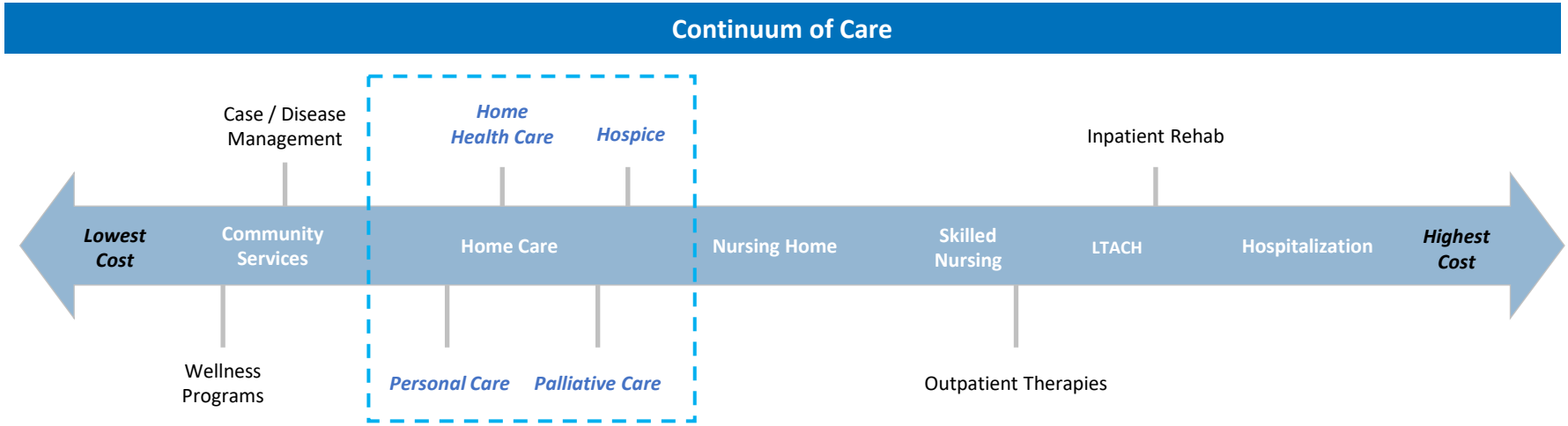
	Personal Care	Hospice	Home Health
Description	▪ Non-skilled attendant care for daily activities	▪ End-of-life care for patients	▪ Skilled nursing or rehabilitative services provided to homebound patients
Key Services	▪ Personal hygiene ▪ Dressing ▪ Meal preparation ▪ Housekeeping ▪ Transportation services	▪ Palliative nursing care ▪ Social work ▪ Spiritual counseling ▪ Homemaker services ▪ Bereavement counseling	▪ Skilled nursing care ▪ Physical therapy ▪ Occupational therapy ▪ Speech therapy
Reimbursement	Per-hour basis	Per-diem basis	Paid on 60-day episode driven by diagnosis and paid on 30-day intervals
Mix by Net Revenues [1]			
Net Revenue [1]	$1,164.1 million	$269.1 million	$68.7 million
% of Net Revenues [1]	77.5%	17.9%	4.6%

(1) Based on trailing 12 months ended September 30, 2026

Cost Effective, Preferred Setting in Continuum of Care

Addus's care model is designed to improve consumer outcomes and satisfaction in a preferred setting, as well as mitigate the need for high-cost acute care treatment.

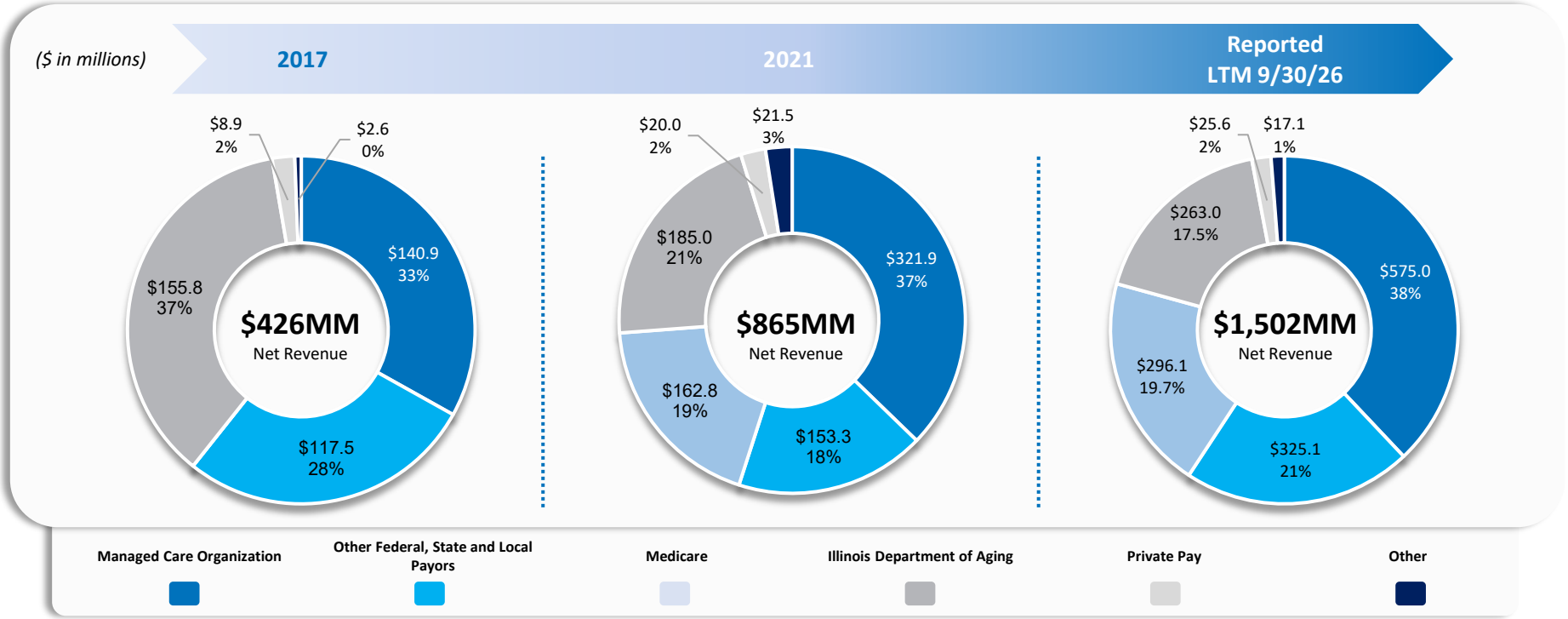
- We believe the Company's overall model is valuable to managed care organizations ("MCOs") that have the economic responsibility for both home and community-based services ("HCBS") and acute care costs.
- Addus PCS employees observe and report changes in conditions for the purpose of timely intervention
  - Consumer condition changes are evaluated by trained managers and referred to either medical personnel, including primary care physicians or case managers for treatment and follow-up
  - PCS Caregivers use Interactive Voice Response ("IVR") and GPS enabled mobile applications for Electronic Visit Verification ("EVV") to report changes in health conditions to a manager for triage and evaluation
- Focus on providing both clinical and non-clinical services in the home



Continued Diversification of Payor Mix

Addus' net service revenues have continually shifted to managed care plans. This trend is driven by a state level focus on the Managed Medicaid model for personal care, as well as Medicare Advantage's prevalence in the home health market

- Continued payor base diversification and reduced revenue concentration with the Illinois Department on Aging (37% in 2017 down to 18% in LTM 9/30/2026)
- Addus is well positioned to benefit from broader growth in the shift to managed care



Stable Reimbursement Environment

- Personal care reimbursement rates vary by state and service type but are typically based on an hourly or fractional hour unit-of-service basis
  - States are broadly supportive of PCS, and as such, the Company has enjoyed stable-to-increasing rates across markets since 2021
  - States want to ensure the viability of HCBS since this is the lowest-cost solution when compared to more expensive institutional services, with labor cost increases historically offset in total or in part by reimbursement rate increases
- Hospice rates are paid on a per diem basis
  - Medicare rates have increased since 2021
- Home health reimbursement rates are dependent on the payor
  - Medicare rates have been modest to slightly positive since 2021, with a finalized 2.4% Medicare Home Health rate increase in CY 2027. Medicare rates are based on a 60-day episode driven by diagnosis and paid on 30-day intervals
- Continued growth and scale combined with a broadly favorable reimbursement rate environment have resulted in consistent Gross margins and Adjusted EBITDA margins

Historical Margin Profile

($ in millions)	2022	2023	2024	2025	Q3 2026	Q3 2025
Revenue	$ 951.1	$ 1,058.7	$ 1,154.6	$ 1,422.5	$ 387.7	$ 362.3
Gross Profit	299.7	339.9	375.0	461.9	124.4	116.7
Gross Margin	*31.5%*	*32.1%*	*32.5%*	*32.5%*	*32.1%*	*32.2%*
Reported Adjusted EBITDA [(1)]	$ 101.5	$ 121.0	$ 140.3	$ 180.0	$ 51.2	$ 45.1
Adjusted EBITDA Margin	*10.7%*	*11.4%*	*12.2%*	*12.7%*	*13.2%*	*12.5%*

(1) Non-GAAP measure, for a reconciliation to the nearest comparable GAAP metric, please see the appendix.

Industry Tailwinds Driving Favorable Sector Trends

Highly Fragmented Market with Few Platforms of Scale

Addus is a Leading Provider of Scale, in a Market Consisting of ~18,000 Licensed Home Care Services Agencies

Key Growth Drivers

Rising Costs Benefit Home Health [1]

Continued rising costs of healthcare drive significant demand for home care as a lower cost of care setting

30% *Cut in cost through home care programs*

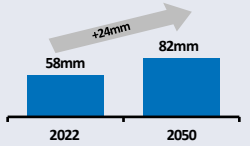
38% *Lower cost of care compared to traditional care settings*

Aging Population [2]

Senior population in the 65+ and 85+ age groups is expected to continue to grow

65+

85+



2x Increase in America's 85+ population by 2050

"Age in Place" [3]

Seniors have a strong preference to stay at home for as long as possible before moving to a healthcare facility

90% *Of adults age 65+ hope to stay in their homes for as long as possible*

Market with Ample Whitespace [4]

Highly fragmented market ripe for continued consolidation

15% *Of the market captured by the largest providers*

Supportive Legislative Trends in Key States

Core markets across Addus' geographic footprint represent states where historically, the Medicaid environment has been favorable with positive trends

Sources: [1] Commonwealth Fund and ACP Journal, [2] PRB and U.S. Census Bureau, [3] USC Leonard Davis School of Gerontology, [4] Uplift Partners

Highly Experienced Management Team

In addition to the Company's executive management team, Addus has a deep and highly experienced bench of senior managers

										
Name	**Dirk Allison**	**Brad Bickham**	**Brian Poff**	**Sean Gaffney**	**Darby Anderson**	**David Tucker**	**Mike Wattenbarger**	**Robby Stevenson**	**Monica Raines**	**Cliff Blessing**
Title	Chairman and Chief Executive Officer	Chief Operating Officer on Interim Basis	Chief Financial Officer	Chief Legal Officer	Chief Government Relations Officer	Chief Strategy Officer	Chief Information Officer	Chief Human Resources Officer	Chief Compliance and Quality Officer	Chief Development Officer
Joined Addus	2016 [1]	2017	2016	2019	1996	2016	2018	2020	2016	2022
Prior Experience	▪ CEO, Correctional Healthcare ▪ CEO, CCS Medical ▪ CFO, Odyssey Healthcare	▪ President and Chief Operating Officer, Addus Homecare ▪ CLO, United Surgical Partners ▪ CLO, Correctional Healthcare ▪ SVP & GC, Odyssey Healthcare	▪ CFO, Oceans Healthcare ▪ CAO, CCS Medical ▪ Division CFO – Hospice Services, Gentiva Health Services ▪ Assistant Controller, Odyssey Healthcare	▪ General Counsel of Home Health & Hospice at Encompass Health ▪ EVP Corporate Development, General Counsel and Secretary – BroadJump, LLC	▪ 20+ year career at Addus in various roles	▪ SVP of Business Development, Addus ▪ SVP of Business Development, CCS Medical ▪ VP Sales, Microlife	▪ SVP of Information Technology, Addus ▪ CIO, LifeCare Management Services	▪ SVP of Human Resources, Addus ▪ VP of Human Resources, Seasons Hospice and Palliative Care	▪ SVP Chief Compliance and Quality Addus ▪ Chief Compliance & General Counsel, CCS Medical ▪ Associate, Jenkins and Gilchrist	▪ EVP of Corporate Development Encompass Health – Home Health & Hospice ▪ Various corporate development and finance roles

[1] Director since 2010 and became CEO in 2016

Growth Strategies

Multiple Avenues to Drive Strong Growth

Organic Growth

Organic Volumes

- ✓ Strong industry and demographic trends
- ✓ Increased interaction with referral sources in existing locations
- ✓ Increase alignment with payors
- ✓ Addus poised to disproportionately benefit from personal care regulatory changes
- ✓ Opportunity for reimbursement rate leverage due to scale

Growth Investments

- ✓ Build and enhance sales force capabilities
- ✓ Enhance business intelligence capabilities
- ✓ Investments in technology and operations drive efficiencies

Selected Acquisitions

Existing Markets / Services

- ✓ Pursue accretive acquisitions
- ✓ Acquire providers in existing markets to build density and coverage capabilities
- ✓ Consolidator of choice in fragmented market for personal care

Adjacent Markets / Services

- ✓ Pursue accretive acquisitions
- ✓ Evaluate targets in states where Addus has opportunity to be a leading personal care provider
- ✓ Add selected complementary home-based care services (e.g. skilled care in combination with personal care)

Value-Based Care Opportunity

- Offering multiple services in a particular geography provides additional leverage when negotiating more favorable rates with Managed Medicaid and Medicare Advantage, while enhancing the ability for value-based care arrangements and cross-selling opportunities to home health and hospice
- Represents long-term growth catalyst as payors look to realize cost savings of personal care services through an integrated care delivery model

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Acquisition Growth Strategy

Recent Acquisitions Completed

- 2026 acquisitions
  - Acquired HomeCourt Home Care personal care operations on May 1, 2026
  - Announced acquisition of AccentCare personal care operations, anticipated to close in Q1 2027
- 2025 acquisitions
  - Acquired Great Lakes personal care operations on March 1, 2025
  - Acquired Helping Hands Home Care operations on August 1, 2025
  - Acquired Del Cielo Home Care personal care operations on October 1, 1025
- 2024 Acquisitions
  - Acquired Gentiva's personal care operations on December 1, 2024,
- 2023 Acquisitions
  - Acquired Coastal Nursecare of Florida, Inc. on January 1, 2023
  - Acquired Tennessee Quality Care on August 1, 2023
- 2022 Acquisitions
  - Acquired JourneyCare Hospice on February 1, 2022
  - Acquired Apple Home Healthcare on October 1, 2022
- 2021 Acquisitions
  - Acquired Armada Skilled Home Health and Hospice on August 1, 2021
  - Acquired Summit Home Health LLC on October 1, 2021

Acquisition Profile

- Focused on growing markets with favorable demographics, in states that are fiscally well managed and have reasonable labor cost environment
- We believe we have the potential to become one of the leading providers in the state, in support of our managed care strategy
- Thorough diligence process and disciplined approach to accretive acquisitions
- Will consider acquisitions that include personal care and/or hospice and home health, centered on the home and that are strategically complementary

Liquidity and Borrowing Capacity

- As of September 30, 2026, the Company had cash of $98.5 million and bank debt of $24.3 million, while capacity and availability under its revolving credit facility was $650.0 million and $617.8 million, respectively.

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Successful and Accretive Acquisition Strategy

Completed acquisitions to date 2023 -2026

Target	Acquisition Date	Transaction Summary	Service Lines	Commentary
HOMECOURT HOME CARE	May 1, 2026	▪ Purchase Price $12.5MM	▪ Personal Care	✓ Expanded personal care coverage into Indiana market ✓ Immediately accretive to earnings
DEL CIELO HOME CARE	October 1, 2025	▪ Purchase Price $7.4MM	▪ Personal Care	✓ Expanded personal care coverage in Texas market ✓ Immediately accretive to earnings
HELPING HANDS HOME CARE SERVICE	August 1, 2025	▪ Purchase Price $21.4MM	▪ Personal Care ▪ Hospice	✓ Expanded coverage in Pennsylvania market ✓ Immediately accretive to earnings
GREAT LAKES HOME CARE UNLIMITED (PCS)	March 1 ,2025	▪ Purchase Price: $2.6MM	▪ Personal Care	✓ Expanded personal care coverage in Michigan market ✓ Immediately accretive to earnings
gentiva	December 2, 2024	▪ Purchase Price: $350MM	▪ Personal Care	✓ Broadens personal care exposure and further cements Addus as one of the few consolidated and scaled home care platforms ✓ Diversifies revenue mix, adding three new personal care service states and allowing Addus to enter as a scaled homecare operator in Texas, a key market for both Addus and its value-based care partners ✓ Immediately accretive to earnings
Upstate Home Care Solutions	March 9, 2024	▪ Purchase Price: $0.4MM	▪ Personal Care	✓ Expanded personal care coverage in South Carolina market ✓ Immediately accretive to earnings
TENNESSEE QualityCARE	August 1, 2023	▪ Purchase Price: $110MM	▪ Home Health ▪ Hospice ▪ Private Duty Nursing Services	✓ Added home health and hospice coverage to Tennessee market ✓ Immediately accretive to earnings
CareStaff	January 1, 2023	▪ Purchase Price: $1MM	▪ Personal Care	✓ Expanded personal care coverage in Florida market ✓ Immediately accretive to earnings

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Successful and Accretive Acquisition Strategy

Completed Acquisitions 2020-2022

Target	Acquisition Date	Transaction Summary	Service Lines	Commentary
Apple Home Healthcare	October 1, 2022	▪ Purchase Price: $13MM	▪ Home Health	✓ Expanded home health coverage in Illinois market ✓ Immediately accretive to earnings
JourneyCare	February 1, 2022	▪ Purchase Price: $85MM	▪ Hospice	✓ Added hospice coverage to Illinois market ✓ Immediately accretive to earnings
Summit	October 1, 2021	▪ Purchase Price: $8MM	▪ Home Health	✓ Added home health coverage to Illinois market ✓ Immediately accretive to earnings
ARMADA	August 1, 2021	▪ Purchase Price: $29MM	▪ Home Health	✓ Expanded home health coverage in New Mexico market ✓ Immediately accretive to earnings
QUEEN CITY HOSPICE	December 4, 2020	▪ Purchase Price: $195MM	▪ Hospice Care	✓ Added hospice coverage to Ohio market ✓ Immediately accretive to earnings
Sun Life home care	December 1, 2020	▪ Purchase Price: $1.7MM	▪ Personal Care	✓ Expanded coverage in Arizona market ✓ Integrated into existing Addus operations in the state ✓ Immediately accretive to earnings
County HomeMakers, Inc.	November 1, 2020	▪ Purchase Price: $16MM	▪ Personal Care	✓ Expanded coverage in Pennsylvania market ✓ Immediately accretive to earnings
We care for you. A PLUS HEALTH CARE	July 1, 2020	▪ Purchase Price: $15MM	▪ Personal Care	✓ Expanded coverage in Montana market ✓ Immediately accretive to earnings

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Successful and Accretive Acquisition Strategy

Completed acquisitions 2017 to 2019

Target	Acquisition Date	Transaction Summary	Service Lines	Commentary
Hospice Partners	October 1, 2019	▪ Purchase Price $130MM	▪ Hospice Care	✓ Enhanced ability to establish national platform for hospice care ✓ Provided entry into key Texas market ✓ Immediately accretive to earnings
FOREMOST HOME CARE	August 1, 2019	▪ Purchase Price: $1.4MM	▪ Personal Care	✓ Supported growth in New York City market ✓ Consolidated with VIP Health Care Services ✓ Immediately accretive to earnings
Alliance HOME HEALTH CARE	August 1, 2019	▪ Purchase Price: $23MM	▪ Hospice ▪ Personal Care ▪ Home Health	✓ Strengthened operations and expanded Addus footprint in New Mexico ✓ Enhanced service offering for hospice care ✓ Immediately accretive to earnings
VIP	June 1, 2019	▪ Purchase Price: $28MM	▪ Personal Care	✓ Expanded coverage in New York City ✓ Immediately accretive to earnings
ambercare	May 1, 2018	▪ Purchase Price: $40MM	▪ Hospice ▪ Personal Care ▪ Home Health	✓ Made Addus the largest provider of hospice in New Mexico ✓ Supplemented service offerings with hospice and home health services ✓ Immediately accretive to earnings
ARCADIA Home Care & Staffing	April 1, 2018	▪ Purchase Price: $19MM	▪ Personal Care	✓ Strengthened operations in 8 states and provided entry into 2 new states (Florida and Wisconsin) ✓ Brought 2,300 consumers through 26 locations in 10 states ✓ Immediately accretive to earnings
OPTIONS Home Care	August 1, 2017	▪ Purchase Price: $23MM	▪ Personal Care	✓ Operations in 20+ counties in New Mexico, expanding the footprint of Addus' existing operations in the state ✓ Made Addus the largest provider of personal care in New Mexico ✓ Immediately accretive to earnings

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AccentCare PCS Acquisition

- Addus to acquire the personal care operations of AccentCare (outside of New York), for a purchase price of ~$275 million in cash, after customary purchase price adjustments
- Transaction anticipated to be accretive and expands Addus' personal care market coverage in 8 states, significantly expanding PCS operations in Texas, Illinois, California and Arizona with smaller operations in Tennessee, Washington, Pennsylvania, Georgia. Also adds new private pay operations in Colorado and Minnesota.
- Establishes Addus as a scaled and diversified provider of home care services, meaningfully expanding personal care revenue base by an estimated $280mm

Broadens personal care exposure and further **establishes Addus as the leading consolidated and scaled home care platforms**

Significantly increases scale and financial profile; Acquired revenue increases revenue base by ~19% and meaningfully expands EBITDA

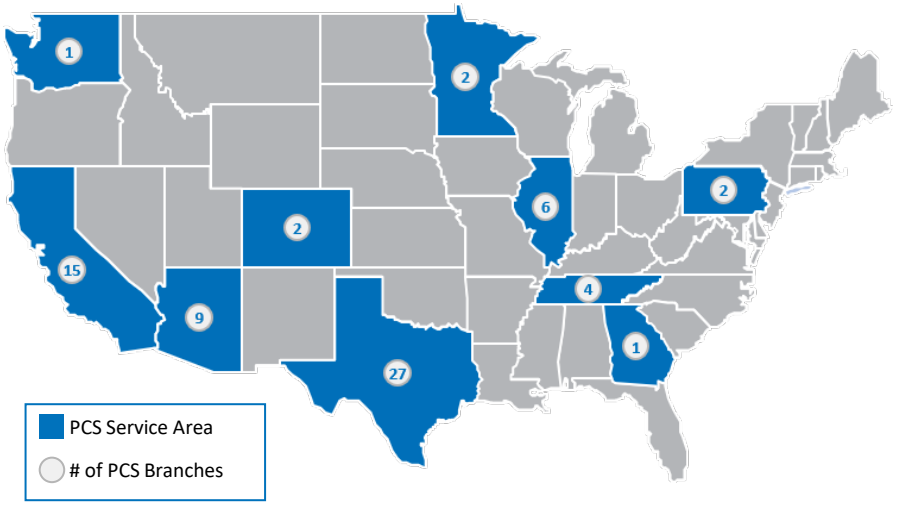
Further expands scale and density in 8 states, Texas, Illinois, California, Arizona, Tennessee, Washington, Pennsylvania and Georgia

Expected to be **accretive to EPS**

Increased personal care services offering helps **improve Addus' overall opportunities in value-based care**

Opportunity for growth and margin improvement under Addus' experienced, personal care focused, management team

AccentCare PCS provides a meaningful opportunity to expand Texas, a key market for both Addus and its value-based care partners



AccentCare Personal Care Services Overview

AccentCare PCS is a multi-state personal care business with most significant presence in Texas, Illinois, California and Arizona. The business also has a smaller presence in 6 other states: Tennessee, Washington, Pennsylvania, Georgia, Minnesota, and Colorado.

Key Personal Care Services

- Bathing, toileting, transferring and hygiene
- Accompany to doctor's visits
- Housekeeping and meal preparation
- Alzheimer's, dementia and memory care
- Post-hospital care
- Companionship and caregiver respite

Key Statistics

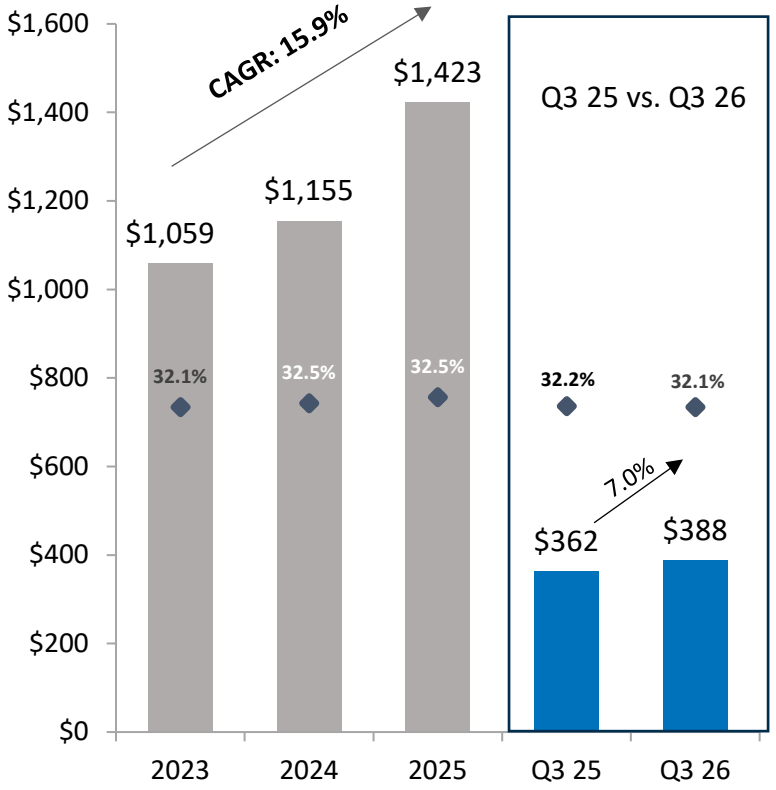
~10 States	~69 Branches	~12M Billable Hours

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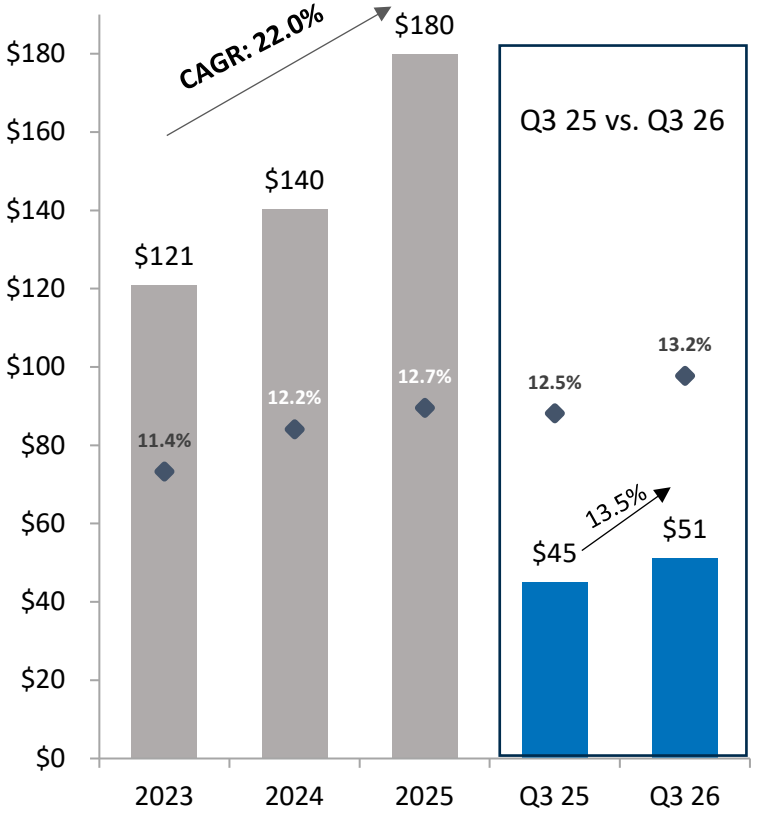
Financial Overview

Robust Financial Profile

Net Service Revenues ($ millions)



Adjusted EBITDA[1] ($ millions)

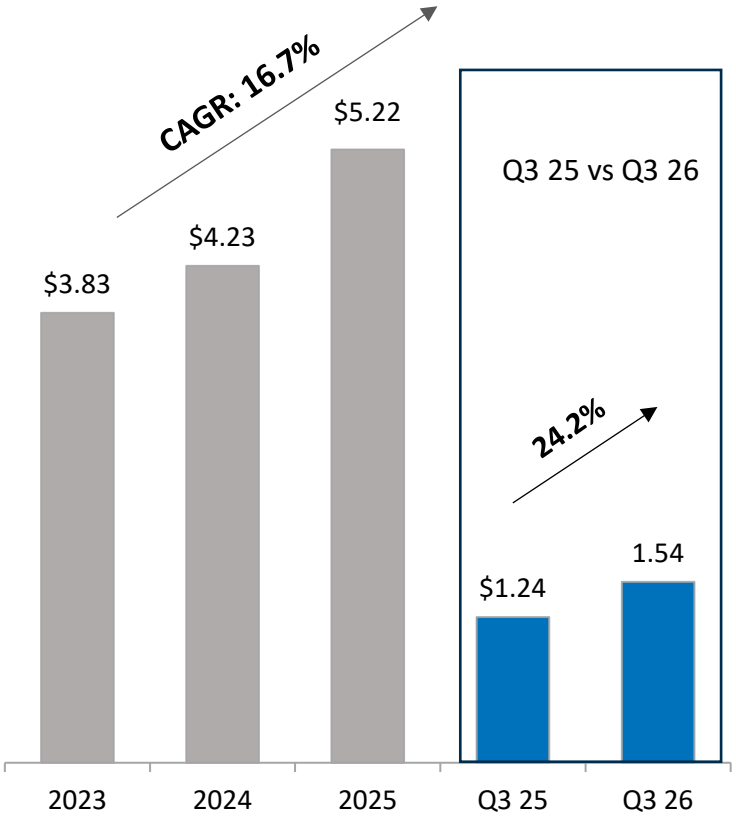


◆ % Margin

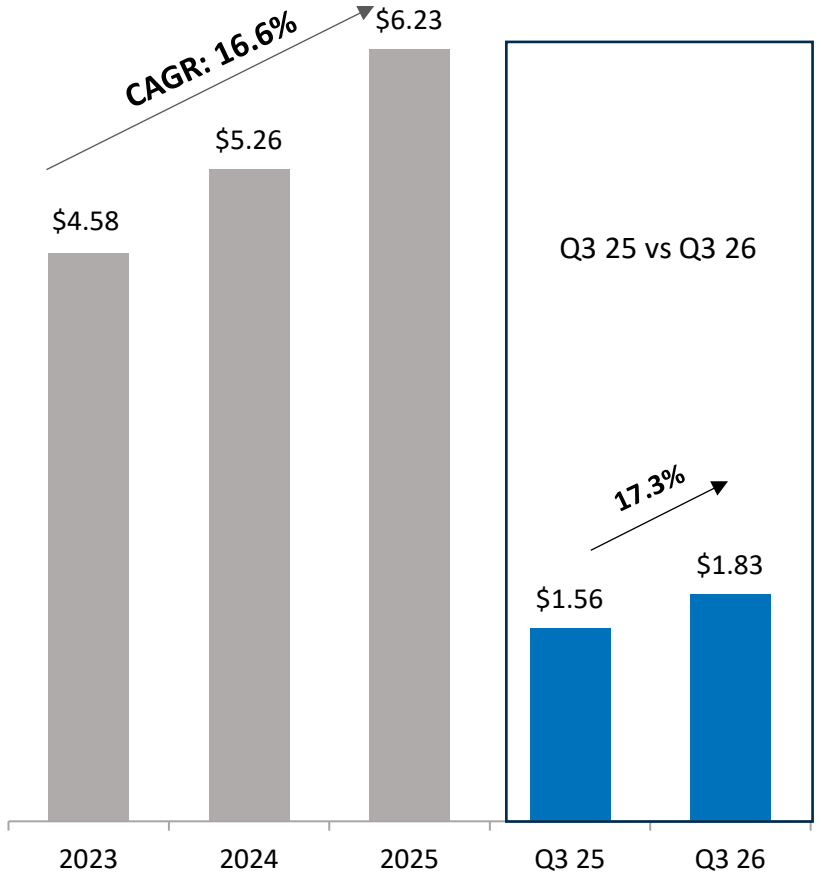
(1) *Non-GAAP measure, for a reconciliation to the nearest comparable GAAP metric, please see the appendix.*

Continued Strong Net Income Growth

Net Income per Diluted Share



Adjusted Net Income per Diluted Share[1]



(1) *Non-GAAP measure, for a reconciliation to the nearest comparable GAAP metric, please see the appendix.*

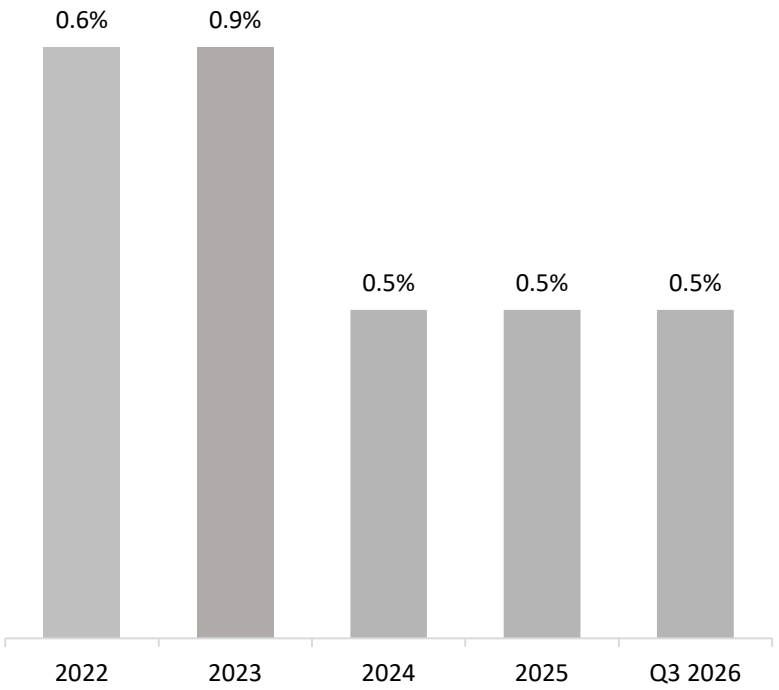
Advantageous and Stable Cash Flow Profile

Predictable capital needs and favorable DSO trend

Minimal Capex Requirements[1]

(Capex as % of revenue)

- ***Consistent and predictable capital needs allows for high free cash flow conversion***

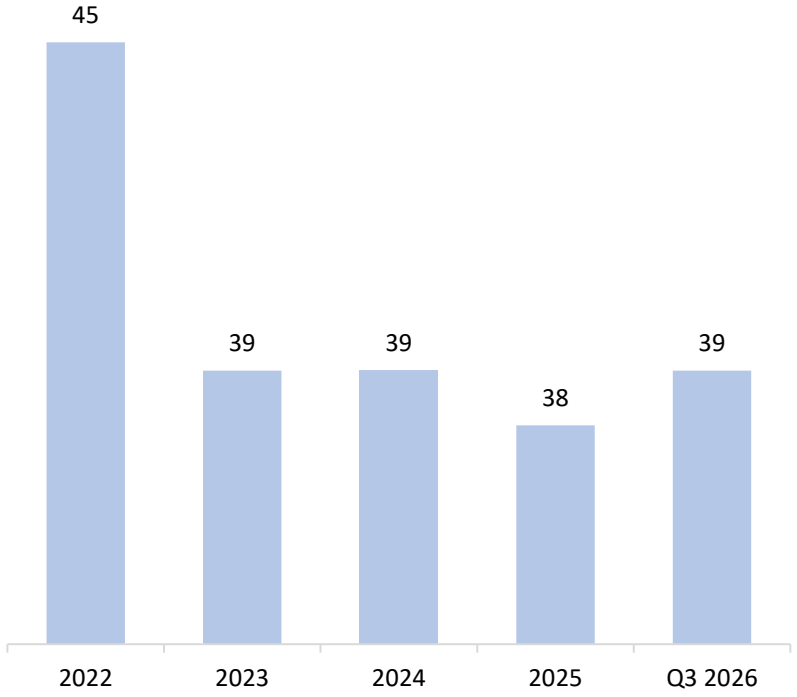


Capex *($mm)*[1]

$8	$9	$6	$8	$5

Days Sales Outstanding

(# of days)



(1) *Purchase of Property, Plant and Equipment. Excludes acquisition spending.*

Well-Positioned Balance Sheet

($ millions)	September 30, 2026
Cash	$98.5
Working capital	$109.8
Total assets	$1,450.2
Total bank debt, net of debt issuance costs	$21.9
Total stockholders' equity	$1,179.8
Availability on revolving credit facility	$617.8
Borrowing capacity on revolving credit facility	$650.0

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Appendix

Reconciliation of Non-GAAP to GAAP Items

Adjusted EBITDA to Net Income ($ in thousands)

	Year Ended December 31,					
	2022	2023	2024	2025	Q3 26	Q3 25
Net income	$46,025	$62,516	$73,598	$95,910	$28,594	$22,848
Interest expense, net	8,566	9,630	3,338	11,170	678	2,583
Loss (gain) on sale of assets	(60)	(2)	(3,738)	(2)	(33)	2
Income tax expense	14,146	18,810	25,755	31,535	10,546	7,506
Depreciation and amortization	14,060	14,126	13,530	16,412	4,138	4,408
Impact of lease impairment	-	-	4,968	-	-	-
Impact of New York retroactive rate increases	-	(868)	(3,004)	-	-	-
Impact of New York accounts receivable settlements	-	-	-	(1,864)	-	-
Acquisition expenses	7,657	6,220	14,678	8,899	3,948	2,012
Stock-based compensation expense	10,625	10,319	11,165	16,424	3,008	4,286
Restructure and other non-recurring costs	461	269	-	1,500	370	1,500
Adjusted EBITDA	**$101,480**	**$121,020**	**$140,290**	**$179,984**	**$51,249**	**$45,145**

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Reconciliation of Non-GAAP to GAAP Items

Adjusted net income per diluted share to net income per diluted share

	Year Ended December 31,					
	2022	2023	2024	2025	Q3 26	Q3 25
Net income per diluted share	$2.84	$3.83	$4.23	$5.22	$1.54	$1.24
Impact of New York items	-	(0.04)	(0.13)	(0.08)	-	-
(Gain) loss on sale of assets	-	-	(0.16)	-	-	-
Impact of lease impairment	-	-	0.21	-	-	-
Acquisition expenses	0.36	0.29	0.63	0.36	0.16	0.08
Restructure and other non-recurring costs	0.02	0.01	-	0.06	0.01	0.06
Stock-based compensation expense	0.51	0.49	0.48	0.67	0.12	0.18
Adjusted net income	**$3.73**	**$4.58**	**$5.26**	**$6.23**	**$1.83**	**$1.56**

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