

# Almost Family, Inc. AFAM (NAS)

Last Close	Industry	Sector
37.88 USD	Medical Care	Health Care

## Profile

Pricing data through 14 Jan 2011

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Almost Family, Inc. is a regionally focused provider of home health services. It has service locations in Florida, Kentucky, Connecticut, New Jersey, Ohio, Massachusetts, Alabama, Missouri, Illinois, Pennsylvania and Indiana. The company has two reportable segments, Visiting Nurse and Personal Care. Its VN segment provides a range of Medicare-certified home health nursing services to patients in need of recuperative care, typically following a period of hospitalization or care in another type of inpatient facility. Its services are often provided to patients in lieu of additional care in other settings, such as long term acute care hospitals, inpatient rehabilitation hospitals or skilled nursing facilities. Its nurses, therapists, medical social workers and home health aides work closely with patients and their families to design and implement an individualized treatment response to a physician-prescribed plan of care. The Company also offers specialty programs based on local needs, such as its Cardiacare Program, Frail Elderly Care Management, Orthopedic Program, Urology Program, Optimum Balance Program, and Telehealth Monitoring Program. Its PC segment provides services in patients' homes on an as-needed, hourly, or live-in basis. These services include personal care, medication management, meal preparation, caregiver respite and homemaking. Its services are often provided to patients who would otherwise be admitted to skilled nursing facilities for long term custodial care.

# Almost Family, Inc. AFAM

Almost Family and its subsidiaries provide home health-care and adult day-care services. It operates adult-care centers in the eastern and Midwestern United States that offer home health-care services, including nursing and home infusion. Almost Family's centers administer medicine, prepare meals, offer counseling, and organize recreational and educational programs.

9510 Ormsby Station Road Suite 300  
Louisville, KY 40223  
Phone: 1 502 891-1000  
Website: <http://www.almostfamily.com>

Employees: 6123

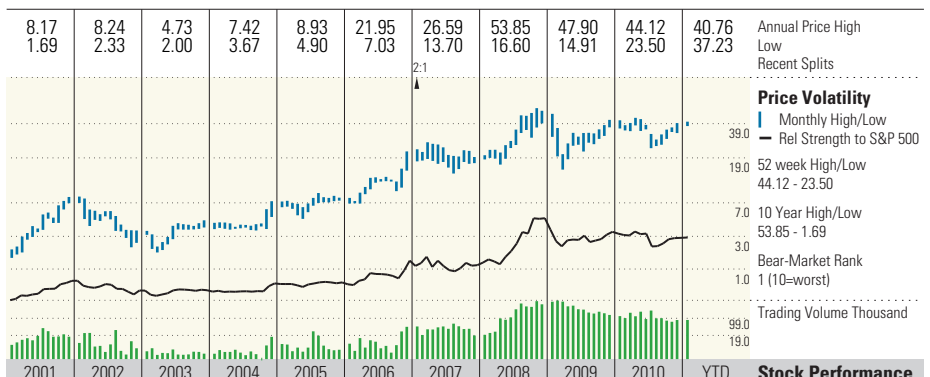
Growth Rates	Compound Annual			
	1 Yr	3 Yr	5 Yr	10 Yr
Revenue %	40.1	48.0	28.0	11.0
Operating Income %	49.2	81.5	69.5	44.6
Earnings/Share %	32.3	53.1	57.1	—
Dividends %	—	—	—	—
Book Value/Share %	39.8	41.5	40.7	18.9
Stock Total Return %	-6.5	23.9	39.4	35.9
+/- Industry	-12.4	24.2	39.7	36.7
+/- Market	-19.1	26.9	39.3	36.4

Profitability Analysis	Current	5 Yr Avg	Ind	Mkt
	Return on Equity %	19.3	26.8	5.5
Return on Assets %	15.7	15.6	1.8	8.5
Fixed Asset Turns	76.8	64.5	3.8	7.2
Inventory Turns	—	—	25.6	14.0
Revenue/Employee USD K	53.9	37.8*	—	884.2
Gross Margin %	54.2	51.0	36.6	39.5
Operating Margin %	15.7	10.2	10.1	14.3
Net Margin %	9.2	7.3	1.8	9.5
Free Cash Flow/Rev %	10.6	5.2	5.6	0.1
R&D/Rev %	—	—	—	9.9

Financial Position	12-09 USD Mil	09-10 USD Mil
	Cash	19
Inventories	—	—
Receivables	35	39
Current Assets	65	92
Fixed Assets	4	5
Intangibles	114	115
Total Assets	183	212
Payables	3	4
Short-Term Debt	—	—
Current Liabilities	25	28
Long-Term Debt	3	1
Total Liabilities	34	37
Total Equity	149	175

Valuation Analysis	Current	5 Yr Avg	Ind	Mkt
	Price/Earnings	11.6	17.5	13.3
Forward P/E	12.4	—	—	15.2
Price/Cash Flow	9.4	19.8	8.1	8.6
Price/Free Cash Flow	10.1	23.0	13.6	17.0
Dividend Yield %	—	—	0.3	1.7
Price/Book	2.0	3.0	2.3	2.3
Price/Sales	1.1	1.2	0.8	1.4
PEG Ratio	0.8	—	—	1.7

<b>Sales USD Mil</b>	330	<b>Mkt Cap USD Mil</b>	350	<b>Industry</b>	Medical Care	<b>Sector</b>	Health Care
<b>Morningstar Rating</b>	—	<b>Last Price</b>	37.88	<b>Fair Value</b>	—	<b>Uncertainty</b>	—
<b>Economic Moat™</b>	—	<b>Stewardship Grade</b>	—	per share prices in USD			



Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	YTD	Stock Performance
Price	8.17	8.24	4.73	7.42	8.93	21.95	26.59	53.85	47.90	44.12	40.76	Annual Price High
Low	1.69	2.33	2.00	3.67	4.90	7.03	13.70	16.60	14.91	23.50	37.23	Low
52 week High/Low	44.12 - 23.50											
10 Year High/Low	53.85 - 1.69											
Bear-Market Rank	1 (10=worst)											
Trading Volume Thousand	99.0											
Dividend Yield %	0.0											
Market Cap USD Mil	350											

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	TTM	Financials
Revenue USD Mil	347.7	-56.5	29.0	64.6	8.6	173.8	-11.3	131.5	-12.1	-2.8	-1.4	Revenue USD Mil
Gross Margin %	360.7	-33.1	2.6	55.6	5.6	160.2	-14.8	170.0	-35.5	-15.6	-4.2	Gross Margin %
Operating Income %	347.8	-21.8	1.6	62.1	-4.0	169.6	-10.0	159.9	-36.9	-7.7	-7.9	Operating Income %
Net Income USD Mil	—	—	—	—	—	—	—	—	—	—	—	Net Income USD Mil
Earnings Per Share USD	39	16	21	34	37	106	106	366	362	355	350	Earnings Per Share USD
Dividends USD	—	—	—	—	—	—	—	—	—	—	—	Dividends USD
Shares Mil	2.11	2.23	2.67	2.95	4.33	5.74	6.41	11.65	16.28	18.94	18.94	Shares Mil
Book Value Per Share USD	16	2	5	6	7	4	5	7	9	27	38	Book Value Per Share USD
Oper Cash Flow USD Mil	-1	-2	-3	-2	-1	-1	-1	-1	-1	-2	-3	Oper Cash Flow USD Mil
Cap Spending USD Mil	15	1	2	4	6	4	4	6	8	25	35	Cap Spending USD Mil
Free Cash Flow USD Mil	-15.6	11.1	3.6	6.1	3.9	26.9	10.1	12.6	14.3	14.3	15.7	Free Cash Flow USD Mil
Return on Assets %	-35.1	22.4	13.3	19.0	9.2	46.7	17.7	24.3	25.1	20.1	19.3	Return on Assets %
Return on Equity %	-10.6	4.4	1.6	2.4	1.4	10.4	4.6	5.8	7.7	8.2	9.2	Return on Equity %
Net Margin %	1.47	2.50	2.33	2.49	2.84	2.58	2.19	2.19	1.86	1.73	1.70	Net Margin %
Asset Turnover	1.6	2.5	3.6	2.7	2.1	1.5	1.9	1.9	1.7	1.2	1.2	Asset Turnover
Financial Leverage	3	5	10	10	7	9	7	5	6	40	65	Financial Leverage
Working Capital USD Mil	1	6	14	11	4	1	13	16	27	3	1	Working Capital USD Mil
Long-Term Debt USD Mil	11	9	10	12	14	20	28	35	95	149	175	Long-Term Debt USD Mil
Total Equity USD Mil	0.06	0.73	1.52	1.00	0.37	0.06	0.47	0.47	0.29	0.02	0.01	Total Equity USD Mil
Debt/Equity	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	TTM	Debt/Equity
Price/Earnings	16.7	14.2	17.9	24.6	14.4	27.4	13.9	20.8	13.8	11.8	11.6	Price/Earnings
P/E vs. Market	0.9	0.2	0.3	0.4	0.6	1.3	0.8	1.6	1.1	1.1	0.7	P/E vs. Market
Price/Sales	3.8	1.6	1.7	2.5	1.9	3.8	3.0	3.9	2.4	2.0	2.0	Price/Sales
Price/Book	8.2	3.8	4.0	5.5	10.0	25.5	15.5	36.0	12.5	9.5	9.4	Price/Book
Price/Cash Flow	—	—	—	—	—	—	—	—	—	—	—	Price/Cash Flow

Quarterly Results	Revenue USD Mil			
	Dec 09	Mar 10	Jun 10	Sep 10
Most Recent Period	78.0	81.8	85.6	84.9
Prior Year Period	66.2	69.2	74.8	76.3
Rev Growth %	Dec 09	Mar 10	Jun 10	Sep 10
	17.9	18.2	14.4	11.3
Most Recent Period	86.9	77.3	53.7	29.9
Prior Year Period	0.64	0.68	0.71	0.73

Earnings Per Share USD	Dec 09				Mar 10				Jun 10				Sep 10			
	Most Recent Period	0.72	0.80	0.89	0.85	0.72	0.80	0.89	0.85	0.72	0.80	0.89	0.85	0.72	0.80	0.89
Prior Year Period	0.64	0.68	0.71	0.73	0.64	0.68	0.71	0.73	0.64	0.68	0.71	0.73	0.64	0.68	0.71	0.73

Industry Peers by Market Cap	Mkt Cap USD Mil				Rev USD Mil				P/E				ROE%			
	Almost Family, Inc.	350	330	11.6	19.3	350	330	11.6	19.3	350	330	11.6	19.3	350	330	11.6
Fresenius Medical Ca	17073	11922	18.0	13.7	17073	11922	18.0	13.7	17073	11922	18.0	13.7	17073	11922	18.0	13.7
Fresenius Medical Ca	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

Major Fund Holders	% of shares	
	Royce Pennsylvania Mutual Invmt	5.93
American Beacon Small Cp Val Inst	2.13	
Vanguard Small Cap Index Inv	1.27	



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## Management & Ownership

### Management Activity

Name	Position	Shares Held	Report Date*	InsiderActivity
WILLIAM B. YARMUTH	CEO/Chairman of the Board/ President/Director,Director	410,383	31 Dec 2009	-
C. STEVEN GUENTHNER	CFO/Senior VP	150,482	12 May 2010	-
W. EARL REED,III	Director	119,134	04 May 2010	-
PATRICK T. LYLES	Divisional Senior VP	62,612	14 Dec 2009	-
JONATHAN D. GOLDBERG	Director	34,859	03 May 2010	-
DONALD G. MCCLINTON	Director	31,259	10 May 2010	-
TYREE G. WILBURN	Director	27,759	06 May 2010	-
ANNE T. LIECHTY	Divisional Senior VP	14,190	14 Dec 2009	-

\*Report date represents the date on which the owner's common shares held was audited.

### Fund Ownership

Top Owners	Morningstar Rating	% of Shares Held	% of Fund Assets	Change (k)	Portfolio Date
Royce Pennsylvania Mutual Invmt	QQQQ	6.55	0.32	70	30 Sep 2010
Fidelity Low-Priced Stock	QQQQ	5.41	0.06	340	31 Oct 2010
Royce Capital Small-Cap Inv	QQQQ	3.45	1.64	59	30 Sep 2010
American Beacon Small Cp Val Inst	QQQQ	1.96	0.22	0	31 Oct 2010
iShares Russell 2000 (AU)		1.38	0.03	2	07 Jan 2011
Concentrated Holders					
HWB Portfolio Extra Plus V		0.22	3.14	0	30 Nov 2010
CornerCap Small Cap Value	QQQ	0.15	2.47	5	30 Sep 2010
Catalyst Value A	QQQQQ	0.43	2.28	-4	30 Sep 2010
Norrep US Class Series F	QQQQ	0.04	2.03	0	30 Nov 2010

### Institutional Transactions

Top 5 Buyers	Morningstar Rating	% of Shares Held	% of Fund Assets	Shares Bought/ Sold (k)	Portfolio Date
Fidelity Low-Priced Stock	QQQQ	5.41	0.06	340	31 Oct 2010
Royce Pennsylvania Mutual Invmt	QQQQ	6.55	0.32	70	30 Sep 2010
Royce Capital Small-Cap Inv	QQQQ	3.45	1.64	59	30 Sep 2010
CREF Stock	QQQ	0.89	0.00	47	31 Aug 2010
OH Coll Adv Oppenheimer Main St Sm-Cap		0.78	0.06	22	30 Sep 2010
Top 5 Sellers					
Catalyst Value A	QQQQQ	0.43	2.28	-4	30 Sep 2010
PNC Small Cap Core A	QQ	0.71	1.24	-1	30 Nov 2010
ProFunds Small Cap Growth Inv	QQQ	0.01	0.14	-1	31 Oct 2010
Old Mutual Strategic Small Company Z	QQQ	0.06	0.17	0	30 Sep 2010

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**Sector** Health Care

## Industry Focus: Health Care Providers

### Why Dialysis Remains an Attractive Business

25 August 2010

Bill Buhr  
 IPO Strategist/Stock Analyst

The dialysis industry is in a state of flux, but business models remain intact.

With regulatory changes afoot in the dialysis space, it's critical that investors understand the dimensions around the new bundled payment system, and what it means for industry stalwarts Fresenius FMS and DaVita DVA. We've touted both of these firms as intriguing investment opportunities at various times in the past, and would recommend them again--Fresenius more so, given its vertically integrated business model and non-U.S. exposure--if either one were to return to 4- or 5-star territory. Before we talk about the two companies individually, let's quickly recap the current reimbursement structure, as well as the Centers for Medicare Medicaid Services' (CMS) final proposed changes to the payment system.

### Regulatory Changes to the Current Reimbursement Structure

Dialysis is somewhat unique in that Medicare is the primary payer for all patients with End-Stage Renal Disease after a period of 33 months, regardless of age. Once Medicare becomes the primary payer, it pays for 80% of the cost of treatment, with the patient, Medicaid, or supplementary

third-party insurance responsible for the remaining 20%. Medicare payment rates are considerably lower than commercial rates, which mean two things: Dialysis centers depend on higher commercial rates to subsidize Medicare rates, and centers actually lose money on Medicare-reimbursed treatments, as payments are lower than a typical center's average cost per treatment.

The current Medicare payment system provides dialysis centers with an adjustable composite payment for each treatment, plus a separate payment for certain drugs administered during treatment, the most critical of which is Amgen's AMGN anemia drug Epogen. Due to the fact that the government provides separate Epogen reimbursement to clinics, a de facto profit center has developed for many dialysis firms, much to the chagrin of regulators. Epogen now represents around 20% of dialysis services revenue in North America for both Fresenius and DaVita, and an even greater amount of profits. CMS has become increasingly concerned that the current system encourages overuse of Epogen, particularly due to the drug's high profitability for dialysis centers and recent safety concerns that may be tied to Epogen overuse.

### Bundling and its Impact on Fresenius, DaVita

Partly as a result of these concerns, the government will now administer one payment for all dialysis services provided, including pharmaceuticals. The new payment system, which begins next year, will cover services and certain drugs, including Epogen, with potential adjustments based on age, body measurements, and total time spent on dialysis. This base rate has the potential to be roughly 10% lower than what the payment would have been under the old system. CMS is also introducing performance standards to ensure that quality of care for ESRD patients is satisfactory, with clinics facing a potential 2% rate reduction beginning in 2012 if quality of care is deemed subpar. We've been fairly steadfast in our opinion that dialysis providers in general, and the larger chains in particular, will not suffer materially from these changes, but we want to specially discuss our assumptions for each

Growth and Returns at the Top Two Dialysis Centers								
	2005	2006	2007	2008	2009	2010 E	2011 E	2012 E
<b>DaVita Inc. DVA</b>								
Revenue Growth (%)	36.6	64.1	7.9	7.5	7.9	6.7	4.0	4.1
Operating Margin (%)	16.4	15.9	17.2	15.3	15.4	15.6	15.6	15.5
ROIC (%)	7.4	11.5	10.6	12.3	11.0	9.3	10.2	8.4
<b>Fresenius FMS</b>								
Revenue Growth (%)	8.7	25.5	14.4	9.2	6.0	8.1	5.0	5.9
Operating Margin (%)	13.9	15.5	16.3	15.8	15.6	16.0	16.0	16.0
ROIC (%)	11.2	10.2	9.0	11.1	9.6	8.6	9.3	9.7

Sources: Company Reports, Morningstar

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### Industry Focus: Health Care Providers

company in the wake of the new bundling era.

We believe Fresenius is in a fairly strong position to absorb a more punitive bundling outcome. The firm has nearly 800 dialysis clinics outside of North America, which won't be affected by CMS' bundling decision. Secondly, Fresenius has a vibrant dialysis products business that generated \$2.9 billion in 2009 and provides some diversity to its operating structure. With its vertically integrated business model, as well as its significant scale, we think the firm will be able to stomach any short-term issues related to bundling. In our base-case model for Fresenius, which yields a fair value estimate of \$59 per share, we are currently projecting average revenue per treatment in North America to increase by 2% in 2010 to \$349 per dialysis treatment (a blended rate of Medicare and private payers). However, we are projecting 1% reductions in this metric in 2011 through 2014 based on the introduction of bundling, as we expect private payer reimbursement levels to mitigate the negative bundling reimbursement changes. While it is unclear whether Fresenius will opt in fully on Jan. 1, 2011 or more gradually over the four-year period, the company has indicated to us that the longer the delay around the final rule lingers, the harder it could be to opt in fully next year. We currently assume the firm opts in over a four-year period. Including our revenue growth estimate of around 8% for 2010, we project a five-year compound annual growth rate of nearly 6% through 2014.

Our downside scenario assumes more drastic outcomes to revenue per treatment, with the metric falling by 4% annually from 2011 through 2014, yielding declining growth in North America dialysis care revenue over our five-year forecast period. Under this scenario, our overall compound annual growth rate for Fresenius revenue amounts to 2% annually. Even in this bear-case scenario, with lower growth and declining margins, our fair value estimate is \$43 per share, about 20% off where Fresenius currently trades.

We think DaVita faces greater uncertainty and an elevated risk profile given the firm's lack of diversity, as the company

possesses neither a products business nor international exposure on the services side. Our base-case scenario for DaVita assumes a compound annual revenue growth rate of 5% through 2014, including 7% revenue growth for 2010, and we estimate declines in average revenue per treatment for DaVita that are similar to Fresenius (1% revenue per treatment reductions beginning in 2011). This yields our fair value estimate of \$71 per share. Our downside scenario for DaVita incorporates a 5% decline in average revenue per treatment from 2011 through 2014, yielding a compound annual revenue growth rate of roughly 1%. This scenario also assumes margin declines of 150 basis points to 13.8% of sales by 2014, and assumes DaVita is not able to realize cost savings on Epogen through its negotiations with Amgen. In this bear-case scenario, with lower growth and declining margins, our fair value estimate falls to \$41 per share.

#### Overall Investment Takeaway

While there are still some uncertainties around how specific components of the new bundling rule could affect each firm's overall business model, we continue to believe that new regulations will not cause any substantial hiccups operationally for either company. Furthermore, given Fresenius' vertically integrated business model, and its international presence that partially serves to insulate it from potential domestic regulatory hurdles, we think the company is a great overall business for investors to hitch their wagons to--but only at the right price.