



Third Quarter 2026 Earnings Presentation

October 30, 2026



Forward-Looking Statements; Non-GAAP Financial Information

Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements reflect our current views with respect to, among other things, our operations and financial performance. Forward-looking statements include all statements that are not historical facts. These forward-looking statements may relate to matters which include, but are not limited to, industries, business strategy, goals and expectations concerning our market position, future operations, margins, profitability, capital expenditures, liquidity and capital resources and other financial and operating information. In some cases, we have used words such as “anticipate,” “assume,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “potential,” “predict,” “project,” “future,” “will,” “seek,” “foreseeable,” “target,” “guidance,” the negative version of these words, or similar terms and phrases to identify these forward-looking statements.

The forward-looking statements are based on management’s current expectations and are not historical facts or guarantees of future performance. The forward-looking statements relate to the future and are therefore subject to various risks, uncertainties, assumptions, or changes in circumstances that are difficult to predict or quantify. Our expectations, beliefs, and projections are expressed in good faith and we believe there is a reasonable basis for them. However, there can be no assurance that management’s expectations, beliefs, and projections will result or be achieved. Actual results may differ materially from these expectations due to changes in global, regional, or local economic, business, competitive, market, regulatory, and other factors, many of which are beyond our control. We believe that these factors include but are not limited to the following:

- our operation in a highly competitive industry;
- our inability to maintain relationships with existing patient referral sources or establish new referral sources;
- changes to Medicare and Medicaid rates or methods governing Medicare and Medicaid payments for our services;
- cost containment initiatives of third-party payors, including post-payment audits;
- the implementation of alternative payment models and the transition of Medicaid and Medicare beneficiaries to managed care organizations may limit our market share and could adversely affect our revenues;
- changes in the case mix of patients, as well as payor mix and payment methodologies, and decisions and operations of third-party organizations;
- our reliance on federal and state spending, budget decisions, and continuous governmental operations which may fluctuate under different political conditions;
- changes in drug utilization and/or pricing, PBM contracts, and Medicare Part D/Medicaid reimbursement, which may negatively impact our profitability;
- changes in our relationships with pharmaceutical suppliers, including changes in drug availability or pricing;
- reliance on the continual recruitment and retention of nurses, pharmacists, therapists, caregivers, direct support professionals, and other qualified personnel, including senior management;
- compliance with or changes to federal, state, and local laws and regulations that govern our employment practices, including minimum wage, living wage, and paid time-off requirements;
- fluctuation of our results of operations on a quarterly basis;
- harm caused by labor relation matters;
- limitations in our ability to control reimbursement rates received for our services if we are unable to maintain or reduce our costs to provide such services;
- delays in collection or non-collection of our accounts receivable, particularly during the business integration process;
- failure to manage our growth effectively, which may inhibit our ability to execute our business plan, maintain high levels of service and satisfaction or adequately address competitive challenges;
- our ability to identify, successfully complete and manage acquisitions, joint ventures, divestitures and other significant transactions and strategic initiatives;
- our ability to continue to provide consistently high quality of care;
- maintenance of our corporate reputation or the emergence of adverse publicity, including negative information on social media or changes in public perception of our services;
- contract continuance, expansion and renewal with our existing customers, including renewals at lower fee levels, customers declining to purchase additional services from us, or reduction in the services received from us pursuant to those contracts;
- effective investment in, implementation of improvements to and proper maintenance of the uninterrupted operation and data integrity of our information technology and other business systems;
- security breaches, loss of data, and other disruptions, which could compromise sensitive business or patient information; cause a loss of confidential patient data, employee data or personal information; or prevent access to critical information and thereby expose us to liability, litigation, and federal and state governmental inquiries and damage our reputation and brand;
- risks related to credit card payments and other payment methods;
- potential substantial malpractice or other similar claims;
- various risks related to governmental inquiries, regulatory actions, and whistleblower and other lawsuits, which may not be entirely covered by insurance;
- our current insurance program, which may expose us to unexpected costs, particularly if we incur losses not covered by our insurance or if claims or losses differ from our estimates;

- factors outside of our control, including those listed, which have required and could in the future require us to record an asset impairment of goodwill;
- a pandemic, epidemic, or outbreak of an infectious disease;
- inclement weather, natural disasters, acts of terrorism, riots, civil insurrection or social unrest, looting, protests, strikes, or street demonstrations;
- our inability to adequately protect our intellectual property rights;
- risks related to our compliance with our regulatory framework;
- The significant interests of KKR Stockholder may conflict with our stockholders’ interests in the future;
- our substantial indebtedness;
- significant changes in tax or trade policies, tariffs, or trade relations between the United States and other countries, such as the imposition of unilateral tariffs on imported products, including impacts on imported drug products, which could result in supply chain disruptions and significant increases in costs; and
- fluctuations in the amount and frequency of repurchases of our common stock.

The forward-looking statements included in this presentation are made only as of the date of this presentation, and we undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments, or otherwise, except as required by law. These factors should not be construed as exhaustive, and should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, our actual results may vary in material respects from those projected in these forward-looking statements. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. We may not actually achieve the plans, intentions, or expectations disclosed in our forward-looking statements and you should not place undue reliance on our forward-looking statements. Our forward-looking statements do not reflect the potential impact of any future acquisitions, mergers, dispositions, joint ventures, investments, or other strategic transactions we may make. For additional information on these and other factors that could cause BrightSpring’s actual results to differ materially from expected results, please see our filings with the Securities and Exchange Commission (the “SEC”), which are accessible on the SEC’s website at www.sec.gov.

Presentation of Data

Within this presentation, we reference information and statistics regarding the industries in which we compete. We have obtained this information and statistics from various independent third-party sources, including independent trade associations, industry publications, government publications, reports by market research firms and other independent sources. Some data and other information contained in this presentation are also based on management’s estimates and calculations, which are derived from our review and interpretation of internal company research, surveys, information from our customers and suppliers, trade and business organizations and other contacts in the markets in which we operate and independent sources. Data regarding the industries in which we compete and our market position and market share within the industries are inherently imprecise and are subject to significant business, economic and competitive uncertainties beyond our control, but we believe they generally indicate size, position and market share within the industries. In addition, assumptions and estimates of our and our industries’ future performance are necessarily subject to a high degree of uncertainty and risk due to a variety of factors, which could cause our future performance to differ materially from our assumptions and estimates.

Numerical figures included in this presentation have been subject to rounding adjustments. Accordingly, numerical figures shown as totals in various tables and charts may not be arithmetic aggregations of the figures that precede them.

Non-GAAP Financial Information

This presentation contains “non-GAAP financial measures,” including “EBITDA,” “Segment EBITDA,” “Adjusted EBITDA,” and “Adjusted EPS,” which are financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measures calculated and presented in accordance with accounting principles generally accepted in the United States, or GAAP.

EBITDA, Segment EBITDA, Adjusted EBITDA, and Adjusted EPS have been presented in this release as supplemental measures of financial performance that are not required by, or presented in accordance with, GAAP, because we believe they assist investors and analysts in comparing our operating performance across reporting periods on a consistent basis by excluding items that we do not believe are indicative of our core operating performance. Management also believes that these measures are useful to investors in highlighting trends in our operating performance, while other measures can differ significantly depending on long-term strategic decisions regarding capital structure, the tax jurisdictions in which we operate and capital investments. Management uses EBITDA, Segment EBITDA, Adjusted EBITDA, and Adjusted EPS to supplement GAAP measures of performance in the evaluation of the effectiveness of our business strategies, to make budgeting decisions, to establish and award discretionary annual incentive compensation, and to compare our performance against that of other peer companies using similar measures.

Management supplements GAAP results with non-GAAP financial measures to provide a more complete understanding of the factors and trends affecting the business than GAAP results alone. EBITDA, Segment EBITDA, Adjusted EBITDA, and Adjusted EPS are not GAAP measures of our financial performance and should not be considered as an alternative to net income as a measure of financial performance or any other performance measures derived in accordance with GAAP. Additionally, these measures are not intended to be a measure of free cash flow available for management’s discretionary use as they do not consider certain cash requirements such as tax payments, debt service requirements, total capital expenditures, and certain other cash costs that may recur in the future.

Management defines EBITDA as net income from continuing operations before income tax expense, interest expense, net and depreciation and amortization. Management defines Segment EBITDA as segment operating income before income tax expense, interest expense, net and depreciation and amortization. Management also defines Adjusted EBITDA as EBITDA, further adjusted to exclude non-cash share-based compensation, acquisition, integration and transaction-related costs, and restructuring and divestiture-related and other costs. Management also defines Adjusted EPS as Diluted EPS, further adjusted to exclude non-cash share-based compensation, acquisition, integration and transaction-related costs, restructuring and divestiture-related and other costs, and the income tax impact of the aforementioned adjustments.

The presentations of these measures have limitations as analytical tools and should not be considered in isolation, or as a substitute for analysis of our results as reported under GAAP. Because not all companies use identical calculations, the presentations of these measures may not be comparable to other similarly titled measures of other companies and can differ significantly from company to company. Please see the end of this presentation for reconciliations of non-GAAP financial measures to the most directly comparable financial measure prepared in accordance with GAAP.



*A leading pharmacy and health care provider in the U.S.,
serving large and growing markets that have significant unmet needs,
with high-quality and integrated services that improve outcomes and reduce cost*



BrightSpring: A Leader in Home & Community Healthcare

Providing Needed Solutions

Serving large and growing healthcare populations, characterized by high-cost, high-acuity, and significant complexity, with patient-centered and high-quality services delivered in preferred and lower-cost home and community settings

Focus on Operational Capabilities

Driving patient access and outcomes, through operational focus, quality, and technology and people investments, supplemented with patient engagement and new locations, analytics, and integrated care capabilities

Importance of Scale and Services

Leveraging a uniquely scaled and complementary platform of leading services, defined by continuous process innovation, best practices deployment, and enterprise efficiency, for differentiation and longer-term sustainability

**High-Quality, Preferred, and Lower Cost Health Services
Delivered to Large and Complex Populations Where They Are**



BrightSpring Financial Highlights

Third Quarter 2026

\$4,213M

Revenue

26.4%

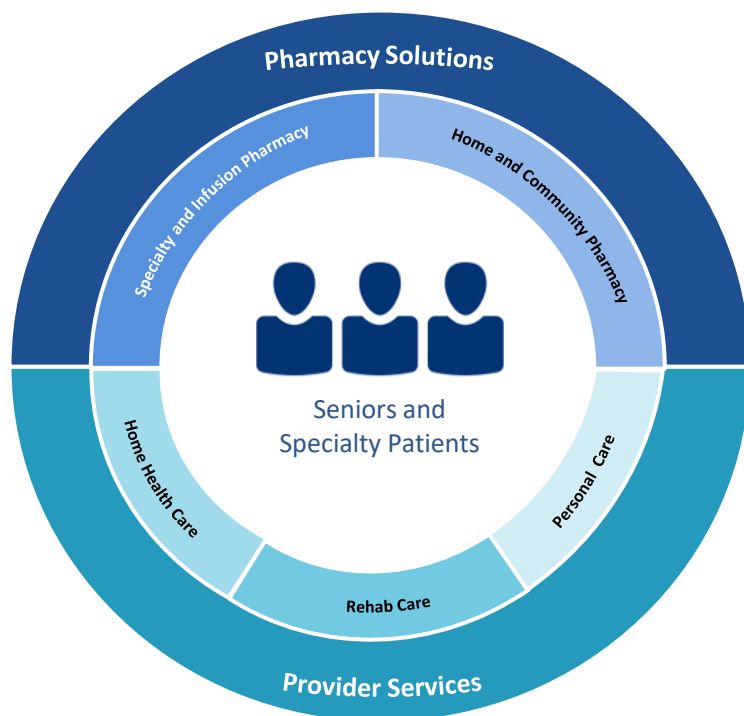
Revenue Growth

\$228M

Adj. EBITDA

42.0%

Adj. EBITDA Growth



	Third Quarter 2026 (\$ in millions)	Y/Y Growth
Pharmacy Solutions Revenue	\$3,732	+25.8%
Specialty and Infusion Revenue	3,180	+33.8%
Home and Community Revenue	553	(6.3%)
Pharmacy Segment EBITDA	\$202	+43.3%
Provider Services Revenue	\$481	+31.0%
Home Health Care Revenue	288	+52.4%
Rehab Care Revenue	82	+8.3%
Personal Care Revenue	111	+8.1%
Provider Segment EBITDA	\$79	+30.1%

**Leading service lines in home & community healthcare markets,
and meaningful clinical integrations across patients and services today**

Note: Adjusted EBITDA and Segment EBITDA are non-GAAP metrics. See Slide 16 for a reconciliation of Segment EBITDA to net income from continuing operations. See slide 17 for a reconciliation of Adjusted EBITDA to net income from continuing operations.

All financial results pertain to continuing operations and exclude the Community Living business, which was divested on March 30, 2026.

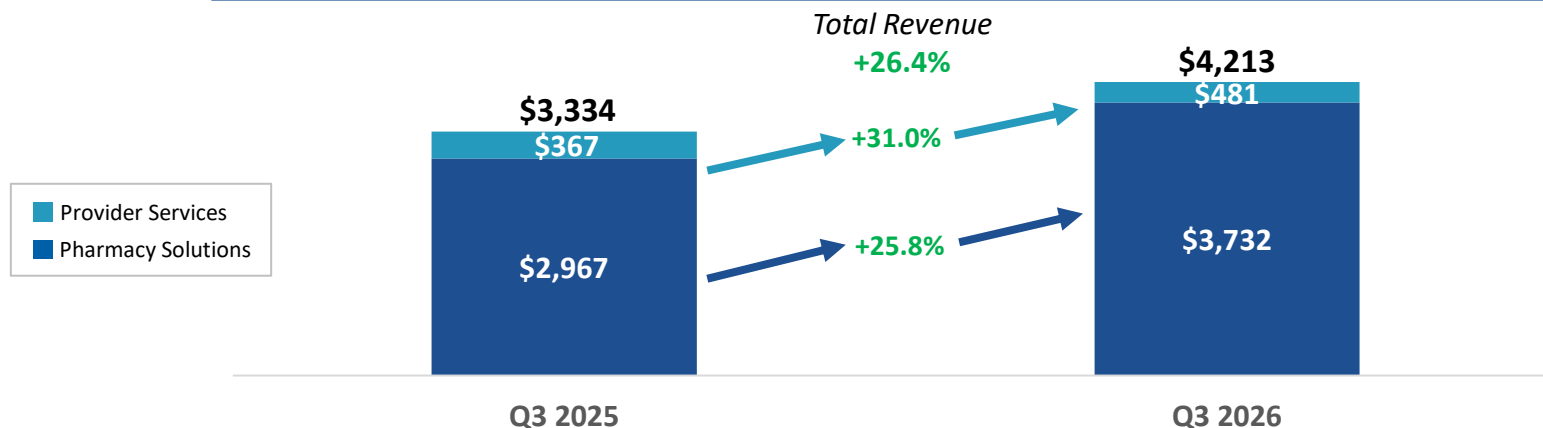
Note: Effective July 1, 2026, the Company realigned its Rehab in Motion business from the Rehab Care sub-segment to the Home Health Care sub-segment to reflect how the business is managed. Prior period sub-segment information has been recast to conform to the current presentation. The change did not affect consolidated company or segment results. The impact on prior periods was not material.



Q3 2026 Revenue and Adjusted EBITDA Results

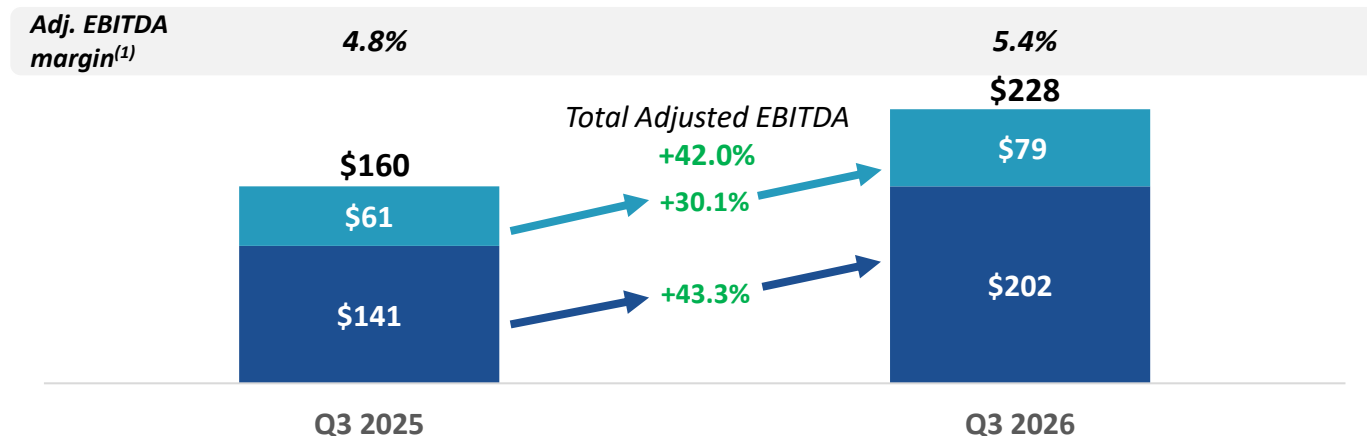
(\$ in millions)

Revenue



(\$ in millions)

Adjusted EBITDA⁽¹⁾



BrightSpring reported a year-over-over revenue increase of 26% driven by broad increases in volume and strong growth in both segments; Adjusted EBITDA grew 42% driven by broad-based operational execution

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 17 for a reconciliation of Adjusted EBITDA to net income from continuing operations. Segment EBITDA is presented for the reportable segments as a component of consolidated company Adjusted EBITDA and is a non-GAAP metric. See slide 16 for a reconciliation of Segment EBITDA to net income from continuing operations.

All financial results pertain to continuing operations and exclude the Community Living business, which was divested on March 30, 2026.

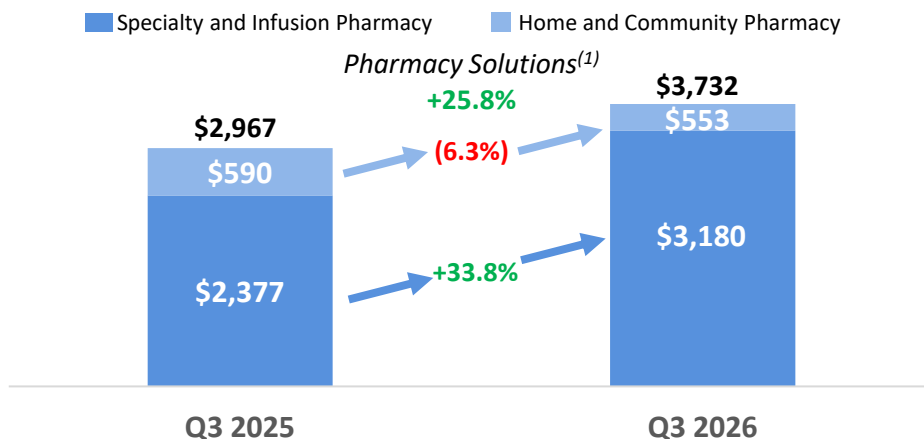
1. Adjusted EBITDA Margin is Adjusted EBITDA/Revenue for the applicable period.



Q3 2026 Pharmacy Solutions Segment Performance

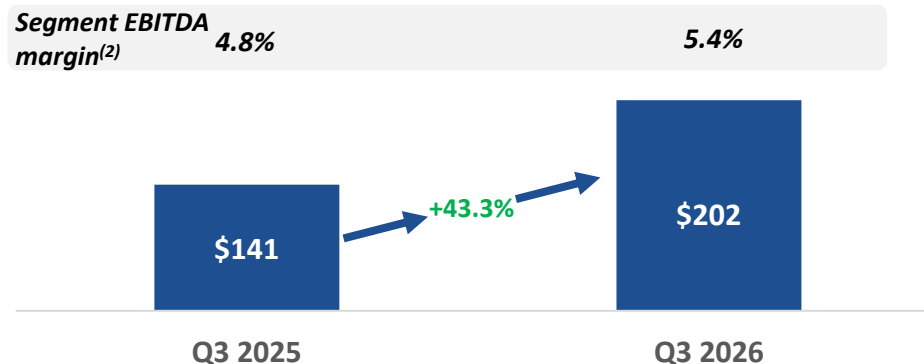
(\$ in millions)

Q3 2026 Revenue



(\$ in millions)

Q3 2026 Segment EBITDA



Business Metrics

Prescriptions dispensed (thousands)	→	10,950 +1.5% y/y 10,793 in 3Q25
Revenue per script	→	\$340.86 +24.0% y/y \$274.89 in 3Q25
Gross Profit per script	→	\$28.86 +26.8% y/y \$22.76 in 3Q25

Pharmacy revenue growth driven by Specialty and Infusion volume and mix, with strong EBITDA growth in both Specialty and Infusion and Home and Community Pharmacy; growth across all per script metrics

Note: Segment EBITDA and Segment EBITDA Margin are non-GAAP metrics. See Slide 16 for a reconciliation of Segment EBITDA and Segment EBITDA Margin.

All financial results pertain to continuing operations and exclude the Community Living business, which was divested on March 30, 2026.

1. Revenue may not reconcile due to rounding.

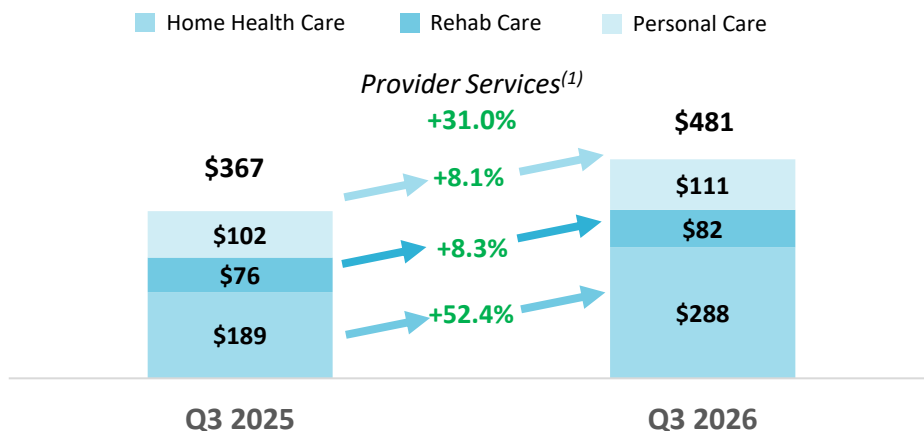
2. Segment EBITDA Margin is Segment EBITDA/Revenue for the applicable period.



Q3 2026 Provider Services Segment Performance

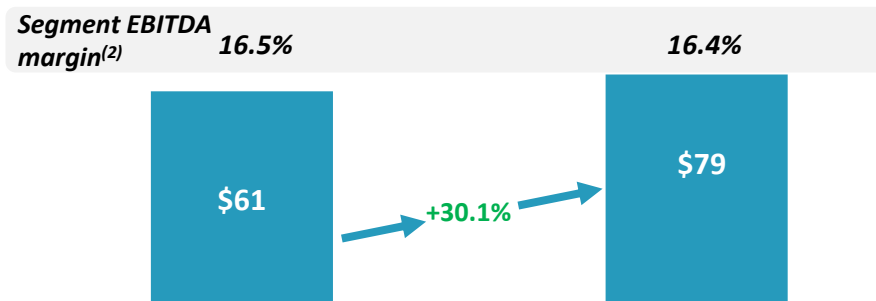
(\$ in millions)

Q3 2026 Revenue



(\$ in millions)

Q3 2026 Segment EBITDA



Business Metrics

Home Health Care average daily census	→	47,256 +57.6% y/y 29,980 in 3Q25
Rehab Care persons served	→	7,574 +9.3% y/y 6,932 in 3Q25
Personal Care persons served	→	16,320 +1.2% y/y 16,134 in 3Q25

Provider Services delivered strong revenue and Segment EBITDA growth driven by volume increases and operational efficiencies; outsized Home Health Care revenue growth driven by acquisition integration and organic and acquisition ADC growth

Note: Segment EBITDA and Segment EBITDA Margin are non-GAAP metrics. See Slide 16 for a reconciliation of Segment EBITDA and Segment EBITDA Margin.

Note: Effective July 1, 2026, the Company realigned its Rehab in Motion business from the Rehab Care sub-segment to the Home Health Care sub-segment to reflect how the business is managed. Prior period sub-segment information has been recast to conform to the current presentation. The change did not affect consolidated company or segment results. The impact on prior periods was not material.

All financial results pertain to continuing operations and exclude the Community Living business, which was divested on March 30, 2026.

1. Revenue may not reconcile due to rounding.

2. Segment EBITDA Margin is Segment EBITDA/Revenue for the applicable period.



Financial Performance: Three Months Ended September 30, 2026

Three Months Ended September 30, 2025 vs. Three Months Ended September 30, 2026

Pharmacy Solutions				Provider Services			
(\$ in millions, except Margin)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2026	Change %	(\$ in millions, except Margin)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2026	Change %
Revenue	\$2,967	\$3,732	25.8%	Revenue	\$367	\$481	31.0%
Cost of goods ⁽¹⁾	\$2,721	\$3,416	25.5%	Cost of services ⁽¹⁾	\$221	\$278	26.0%
Gross profit ⁽²⁾	\$246	\$316	28.6%	Gross profit ⁽²⁾	\$146	\$203	38.4%
Segment EBITDA	\$141	\$202	43.3%	Segment EBITDA	\$61	\$79	30.1%
Segment EBITDA Margin % ⁽³⁾	4.8%	5.4%	60bps	Segment EBITDA Margin % ⁽³⁾	16.5%	16.4%	(10)bps

Total Company

(\$ in millions)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2026	Change %
Pharmacy Solutions Segment EBITDA	\$141	\$202	43.3%
Provider Services Segment EBITDA	61	79	30.1%
Total Segment EBITDA	202	281	39.3%
Total Company Corporate Costs	\$(41)	\$(53)	n.m.
Total Company Adjusted EBITDA	160	228	42.0%

Note: Adjusted EBITDA, Total Segment EBITDA, and Segment EBITDA Margin are non-GAAP metrics. See Slide 16 for a reconciliation of Total Segment EBITDA and Segment EBITDA Margin. See slide 17 for a reconciliation of Adjusted EBITDA to net income from continuing operations.

All financial results pertain to continuing operations and exclude the Community Living business, which was divested on March 30, 2026.

1. Balance includes depreciation and amortization expense that relates to revenue-generating assets

2. Gross profit may not reconcile due to rounding

3. Segment EBITDA Margin is Segment EBITDA/Revenue for the applicable period



2026 Guidance, Excluding Community Living

2026 Fiscal Year Guidance

(\$ in millions)	Prior FY 2026 Guidance ¹ <i>Provided February 27, 2026</i>	Prior FY 2026 Guidance ¹ <i>Provided May 1, 2026</i>	Prior FY 2026 Guidance ¹ <i>Provided July 31, 2026</i>	Updated FY 2026 Guidance ¹ <i>Provided October 30, 2026</i>
Pharmacy Revenue	\$12,600 – \$13,100 10.1% – 14.5% y/y ¹	\$12,850 – \$13,300 12.3% – 16.2% y/y ¹	\$13,200 – \$13,500 15.3% – 17.9% y/y ¹	\$14,000 – \$14,200 22.3% – 24.1% y/y ¹
Provider Revenue	\$1,850 – \$1,900 26.3% – 29.7% y/y ¹	\$1,875 – \$1,925 28.0% – 31.4% y/y ¹	\$1,900 – \$1,925 29.7% – 31.4% y/y ¹	\$1,900 – \$1,925 29.7% – 31.4% y/y ¹
Total Revenue	\$14,450 – \$15,000 11.9% – 16.2% y/y ¹	\$14,725 – \$15,225 14.1% – 17.9% y/y ¹	\$15,100 – \$15,425 17.0% – 19.5% y/y ¹	\$15,900 – \$16,125 23.2%–24.9% y/y ¹
Total Company Adjusted EBITDA	\$760 – \$790 23.1% – 27.9% y/y ¹	\$795 – \$825 28.7% – 33.6% y/y ¹	\$820 – \$845 32.8% – 36.8% y/y ¹	\$850 – \$860 37.6% – 39.3% y/y ¹

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 17 for a reconciliation of Adjusted EBITDA to net income from continuing operations.
All financial results pertain to continuing operations and exclude the Community Living business, which was divested on March 30, 2026.

1. FY 2026 guidance growth rates ranges reflect growth compared to FY 2025 results, excluding the Community Living business and other acquisitions that have not yet closed.



De-leveraging Update and Capital Allocation Priorities

De-leveraging driven by operational performance and capital allocation

Cash Flow Generation Capability

- Capex investments: 1% of revenue
- Sustainable net working capital position and annual investments
- Estimated 2026 Operating Cash Flow of ~\$700 million⁽¹⁾

Pre IPO / Post-Equity and Debt Transactions
Leverage Ratio⁽²⁾

Current
Leverage⁽³⁾

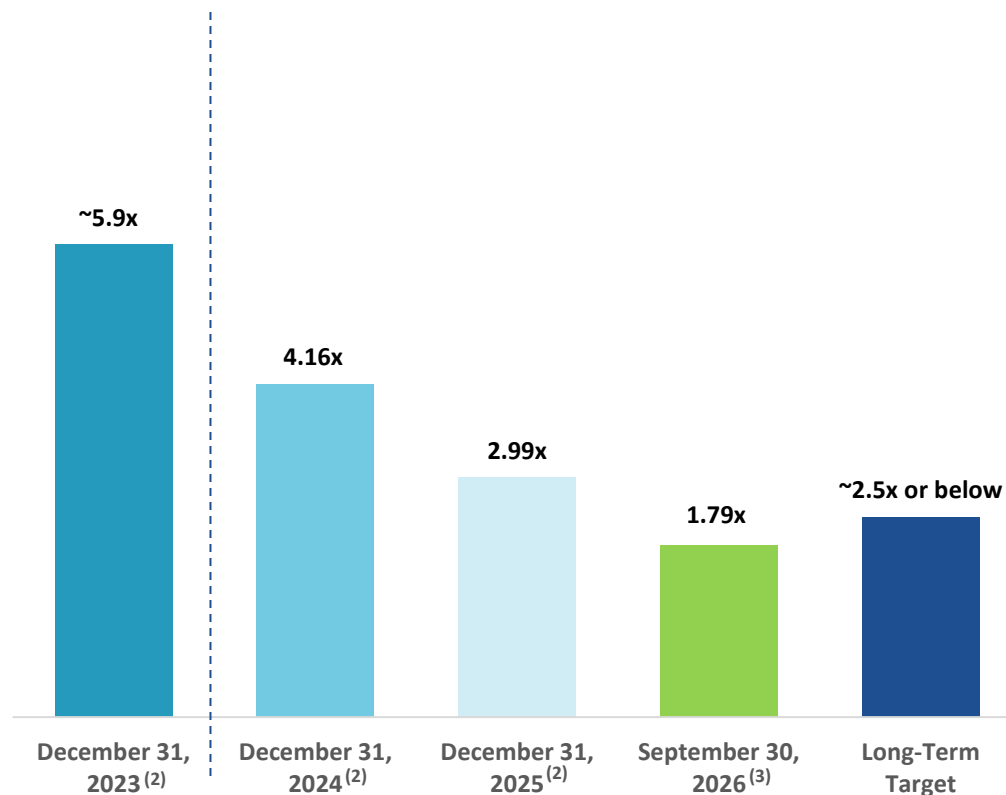
Long-Term
Leverage
Ratio Target

Debt Service

- Capital allocation priority to reduce leverage ratio to long-term target
- Associated reduction in interest expense, including through ratings and refinancings
- Long-term leverage target of ~2.5x or below

M&A

- Acquisitions focused on synergistic and accretive transactions to drive geographic expansion and increased scale
- Proprietary opportunity generation and disciplined target selection
- Proven integration process and capabilities



Note: The forward-looking information presented in this slide are not projections; they are goals/ targets and are forward-looking, subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions and opportunities, which are subject to change. Actual results will vary and those variations may be material. For discussion of some of the important factors that could cause these variations, please consult "Forward-Looking Statements" at beginning of this presentation. Nothing in this presentation should be regarded as a representation by any person that these goals/targets will be achieved, or that these goals/targets should act as guidance, and the Company undertakes no duty to update its goals/targets.

1. Operating cash flow estimate for 2026 excludes the impact of discontinued operations.

2. Calculated pursuant to the company's credit facilities. Leverage calculation includes the Community Living business.

3. Leverage as of September 30, 2026 is calculated excluding the Community Living business, given the divestiture closed on March 30, 2026.

Appendix





Historical Pharmacy Solutions Financials¹

Historical Pharmacy Solutions Financials

(\$ in millions)	Q1'24	Q2'24	Q3'24	Q4'24	FY24	Q1'25	Q2'25	Q3'25	Q4'25	FY25	Q1'26	Q2'26	Q3'26
Revenue	1,977	2,114	2,266	2,397	8,754	2,532	2,790	2,967	3,157	11,446	3,171	3,407	3,732
y/y growth	34.8%	32.4%	35.4%	34.3%	34.2%	28.1%	32.0%	31.0%	31.7%	30.7%	25.2%	22.1%	25.8%
Gross Profit	170	183	189	205	746	204	234	246	255	938	301	298	316
y/y growth	6.2%	16.1%	15.5%	19.7%	14.5%	20.0%	27.9%	30.3%	24.7%	25.8%	47.5%	27.6%	28.6%
Segment EBITDA	88	94	99	113	395	116	125	141	162	544	169	180	202
y/y growth	7.1%	18.7%	15.2%	21.7%	15.8%	31.2%	32.0%	42.2%	43.6%	37.7%	46.1%	44.4%	43.3%

Historical Pharmacy Solutions Business Metrics

Key Metrics	Q1'24	Q2'24	Q3'24	Q4'24	FY24	Q1'25	Q2'25	Q3'25	Q4'25	FY25	Q1'26	Q2'26	Q3'26
Total Prescriptions dispensed (thousands)	9,854	10,120	10,874	10,967	41,817	10,877	10,852	10,793	10,845	43,367	10,730	10,844	10,950
y/y growth	9.2%	9.1%	14.5%	14.4%	11.8%	10.4%	7.2%	(0.7%)	(1.1%)	3.7%	(1.4%)	(0.1%)	1.5%
Revenue per script (\$)	200.62	208.94	208.35	218.56	209.35	232.79	257.11	274.89	291.07	263.93	295.56	314.20	340.86
y/y growth	23.5%	21.3%	18.3%	17.4%	20.0%	16.0%	23.1%	31.9%	33.2%	26.1%	27.0%	22.2%	24.0%
Gross Profit per script (\$)	17.24	18.06	17.34	18.65	17.83	18.75	21.54	22.76	23.52	21.64	28.03	27.50	28.86
y/y growth	(2.8%)	6.4%	0.9%	4.7%	2.3%	8.8%	19.3%	31.3%	26.1%	21.4%	49.5%	27.7%	26.8%

Note: Segment EBITDA is a non-GAAP metric. See Slide 16 for a reconciliation of Segment EBITDA to net income from continuing operations.

Note: Gross profit per script metric growth rates in the second quarter of 2024 and for the full year 2024 exclude a certain Quality Incentive Payment of approximately \$30 million in the second quarter of 2023.

1) Tables may not cross foot due to rounding.



Historical Provider Services Financials, excluding Community Living¹

Historical Provider Services Financials

Revenue (\$ in millions)	Q1'24	Q2'24	Q3'24	Q4'24	FY24	Q1'25	Q2'25	Q3'25	Q4'25	FY25	Q1'26	Q2'26	Q3'26
Home Health Care	148	158	168	182	656	179	185	189	218	770	267	279	288
Rehab Care	67	70	70	70	276	70	73	76	74	292	74	81	82
Personal Care	94	96	97	98	386	98	100	102	102	402	102	107	111
Total Provider Revenue	309	324	336	350	1,318	346	358	367	394	1,465	442	466	481
Total Provider Segment EBITDA	47	51	52	56	205	51	56	61	64	233	66	75	79

Historical Provider Services Business Metrics

Key Business Metrics	Q1'24	Q2'24	Q3'24	Q4'24	FY24	Q1'25	Q2'25	Q3'25	Q4'25	FY25	Q1'26	Q2'26	Q3'26
Home Health Care average daily census	27,093	28,280	28,678	30,084	28,538	30,384	30,276	29,980	34,980	31,414	46,527	46,903	47,256
Rehab Care persons served	6,546	6,728	6,543	6,479	6,573	6,555	6,928	6,932	6,976	6,849	7,158	7,300	7,574
Personal Care persons served	15,798	15,932	15,910	15,874	15,879	15,863	16,138	16,134	16,175	16,079	16,079	16,357	16,320

Note: Segment EBITDA is a non-GAAP metric. See Slide 16 for a reconciliation of Segment EBITDA to net income from continuing operations

Note: Effective July 1, 2026, the Company realigned its Rehab in Motion business from the Rehab Care sub-segment to the Home Health Care sub-segment to reflect how the business is managed. Prior period sub-segment information has been recast to conform to the current presentation. The change did not affect consolidated company or segment results. The impact on prior periods was not material.

1) Tables may not foot or cross foot due to rounding.

Payor Mix



For the Three Months Ended September 30, 2026

	Commercial insurance	Medicaid	Medicare Part A	Medicare Part B	Medicare Part C	Medicare Part D	Private & other	Total
Specialty and Infusion Pharmacy	25.8 %	7.5 %	—	0.4 %	16.8 %	24.0 %	1.0 %	75.5 %
Home and Community Pharmacy	2.3 %	1.4 %	3.2 %	—	0.0 %	5.6 %	0.6 %	13.1 %
Pharmacy Solutions	28.1 %	8.9 %	3.2 %	0.4 %	16.8 %	29.6 %	1.6 %	88.6 %
Home Health Care	0.5 %	0.3 %	4.4 %	0.1 %	1.5 %	—	0.1 %	6.9 %
Rehab Care	0.9 %	0.6 %	—	0.0 %	0.1 %	—	0.3 %	1.9 %
Personal Care	0.1 %	1.6 %	—	—	—	—	0.9 %	2.6 %
Provider Services	1.5 %	2.5 %	4.4 %	0.1 %	1.6 %	—	1.3 %	11.4 %
Consolidated BrightSpring	29.6%	11.4%	7.6%	0.5%	18.4%	29.6%	2.9%	100.0%

For the Three Months Ended September 30, 2025

	Commercial insurance	Medicaid	Medicare Part A	Medicare Part B	Medicare Part C	Medicare Part D	Private & other	Total
Specialty and Infusion Pharmacy	21.8 %	6.8 %	—	0.6 %	17.8 %	23.5 %	0.8 %	71.3 %
Home and Community Pharmacy	2.7 %	1.8 %	4.3 %	—	0.0 %	8.2 %	0.7 %	17.7 %
Pharmacy Solutions	24.5 %	8.6 %	4.3 %	0.6 %	17.8 %	31.7 %	1.5 %	89.0 %
Home Health Care	0.3 %	0.3 %	3.8 %	0.0 %	0.9 %	—	0.3 %	5.6 %
Rehab Care	1.1 %	1.0 %	—	0.1 %	0.0 %	—	0.1 %	2.3 %
Personal Care	0.1 %	2.5 %	—	—	—	—	0.5 %	3.1 %
Provider Services	1.5 %	3.8 %	3.8 %	0.1 %	0.9 %	—	0.9 %	11.0 %
Consolidated BrightSpring	26.0%	12.4%	8.1%	0.7%	18.7%	31.7%	2.4%	100.0%



Non-GAAP Reconciliations

	For the Three Months Ended		For the Nine Months Ended	
<i>(\$ in thousands)</i>	September 30, 2025	September 30, 2026	September 30, 2025	September 30, 2026
Net Income from Continuing Operations	\$ 37,488	\$ 100,802	\$ 55,245	\$ 261,689
Segment Depreciation and Amortization	33,791	30,794	102,275	97,367
Expenses Not Allocated at Segment Level:				
Selling, General, and Administrative Expenses	73,060	82,080	239,047	239,681
Depreciation and Amortization	6,962	7,578	21,149	21,522
Interest Expense, Net	38,235	31,038	118,776	106,532
Income Tax Expense	12,120	28,640	13,118	44,099
Total Segment EBITDA	\$ 201,656	\$ 280,932	\$ 549,610	\$ 770,890
Pharmacy Solutions Segment EBITDA	\$ 140,987	\$ 201,980	\$ 381,405	\$ 551,097
Pharmacy Solutions Segment Revenue	2,966,966	3,732,428	8,289,238	10,310,950
Pharmacy Solutions Segment EBITDA Margin	4.8%	5.4%	4.6%	5.3%
Provider Services Segment EBITDA	60,669	78,952	168,205	219,793
Provider Services Segment Revenue	\$ 367,140	\$ 480,806	\$ 1,070,695	\$ 1,389,145
Provider Services Segment EBITDA Margin	16.5%	16.4%	15.7%	15.8%



Non-GAAP Reconciliations

	For the Three Months Ended		For the Nine Months Ended	
(\$ in thousands)	September 30, 2025	September 30, 2026	September 30, 2025	September 30, 2026
Net Income from Continuing Operations	\$ 37,488	\$ 100,802	\$ 55,245	\$ 261,689
Income Tax Expense	12,120	28,640	13,118	44,099
Interest Expense, net	38,235	31,038	118,776	106,532
Depreciation and Amortization	40,753	38,372	123,424	118,889
EBITDA	\$ 128,596	\$ 198,852	\$ 310,563	\$ 531,209
Non-Cash Share-Based Compensation ^(a)	14,173	17,871	46,155	50,475
Acquisition, Integration, and Transaction-Related Costs ^(b)	5,462	2,855	34,811	15,585
Restructuring and Divestiture-Related and Other Costs ^(c)	12,212	8,181	42,493	25,756
Total Adjustments	\$ 31,847	\$ 28,907	\$ 123,459	\$ 91,816
Adjusted EBITDA	\$ 160,443	\$ 227,759	\$ 434,022	\$ 623,025
 Revenue	 \$ 3,334,106	 \$ 4,213,234	 \$ 9,359,933	 \$ 11,700,095
Adjusted EBITDA Margin	4.8%	5.4%	4.6%	5.3%

(a) Represents non-cash share-based compensation to certain members of our management and full-time employees.

(b) Represents transaction costs incurred in connection with planned, completed, or terminated acquisitions, which include investment banking fees, legal diligence and related documentation costs, finance and accounting diligence and documentation; costs associated with the integration of acquisitions, including any facility consolidation, integration travel, or severance; and costs associated with other planned, completed, or terminated non-routine transactions.

(c) Represents costs associated with restructuring-related activities, including closure, and related license impairment, and severance expenses associated with certain enterprise-wide or significant business line cost-savings measures.



Basic and Diluted Weighted-Average Shares Outstanding Calculation utilized in calculating Diluted EPS to Adjusted EPS

	For the Three Months Ended				
<i>(in thousands)</i>	Sept 30, 2025	Dec 31, 2025	Mar 31, 2026	Jun 30, 2026	Sept 30, 2026
Publicly owned shares (excluding KKR)	103,138	130,026	151,154	170,004	171,771
Shares owned by KKR	77,096	61,942	41,824	26,830	26,830
Remaining TEU minimum settlement of 3.2733 shares per unit	23,253	11,734	11,734	9,208	8,421
Weighted-average shares outstanding – basic	203,487	203,702	204,712	206,042	207,022
Effect of dilutive securities:					
Stock options	7,835	7,126	9,416	8,947	7,950
RSUs	6,660	7,589	7,193	5,287	5,254
TEUs	-	-	-	-	-
Weighted-average shares outstanding – diluted	217,982	218,417	221,321	220,276	220,226