BrightSpring Health Services®

Second Quarter 2024 Earnings Presentation

August 2, 2024

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, and other 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 including adverse impacts from the cyber attack of Change Healthcare, one of the largest providers of healthcare payment systems in the United States;
- 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, including the ongoing effects of COVID-19;
- 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

The forward-looking statements included in this press release are made only as of the date of this press release, 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 and Adjusted EBITDA, 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 and Adjusted EBITDA have been presented in this presentation as supplemental measures of financial performance that are not required by, or presented in accordance with, GAAP, because the Company believes they assist investors and analysts in comparing the Company's operating performance across reporting periods on a consistent basis by excluding items that the Company does not believe are indicative of its 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 and Adjusted EBITDA 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 its 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 and Adjusted EBITDA are not GAAP measures of our financial performance and should not be considered as an alternative to net (loss) 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.

We define EBITDA as net (loss) income before income tax expense (benefit), interest expense, and depreciation and amortization. We define Adjusted EBITDA as EBITDA, further adjusted to exclude non-cash share-based compensation, acquisition, integration and transaction-related costs, restructuring and divestiture-related and other costs, goodwill impairment, legal costs associated with certain historical matters for PharMerica and settlement costs associated with the Silver matter, significant projects, management fees, and unreimbursed COVID-19 related costs.

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 refer to Slide 14 of this presentation for a reconciliation of non-GAAP financial measures to the most directly comparable financial measure prepared in accordance with GAAP.

BrightSpring™
Health Services

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 at a Glance

Attractive Markets, Needed Solutions

Serving large and growing healthcare markets of high-cost and complex patient populations – in preferred and lower-cost home and community settings, for high ROI and patient satisfaction

Focus on Growth and Operations

Driving outsized volume growth and a high degree of recurring revenue – through quality, operational strength, and sales and marketing investments and capabilities, supplemented with de novos, integrated care, and accretive acquisitions

Benefits of Scale and Services

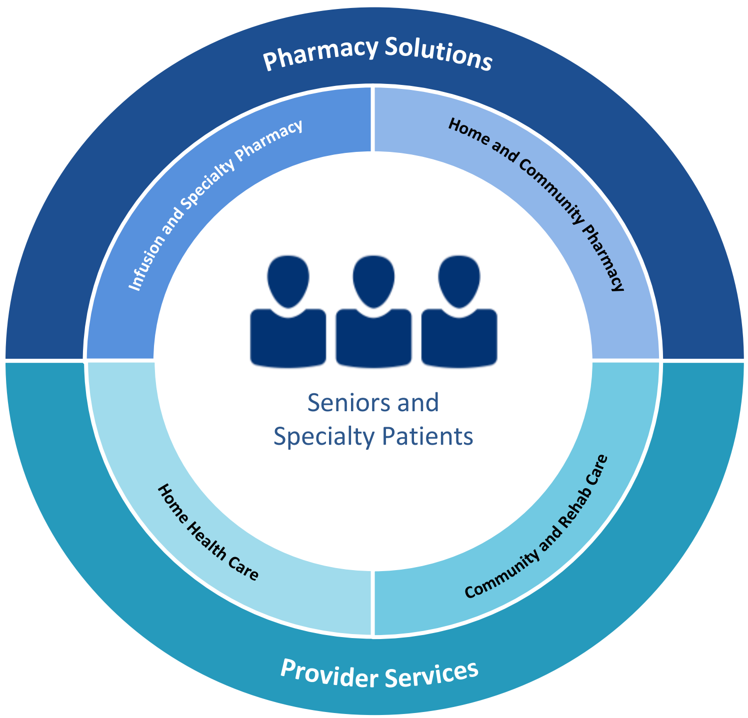
Leveraging a uniquely scaled and complementary platform – including in procurement and contracting, cost efficiencies, best practices deployment, acquisitions synergies, and payer diversification, all for added stability

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

BrightSpring Financial Highlights

Second Quarter 2024

$2,730M	26.0%	$139.1M	16.7%[1]
Revenue	Revenue Growth	Adj. EBITDA	Adj. EBITDA Growth



	Second Quarter 2024 ($ in millions)	Y/Y Growth
Pharmacy Solutions Revenue	$2,114	+32.4%
Infusion and Specialty Revenue	1,586	+40.3%
Home and Community Revenue	528	+13.3%
Pharmacy Segment EBITDA	$94	+18.7%[1]
Provider Services Revenue	$616	+8.0%
Home Health Care Revenue	254	+13.0%
Community and Rehab Care Revenue	362	+4.8%
Provider Segment EBITDA	$86	+15.7%

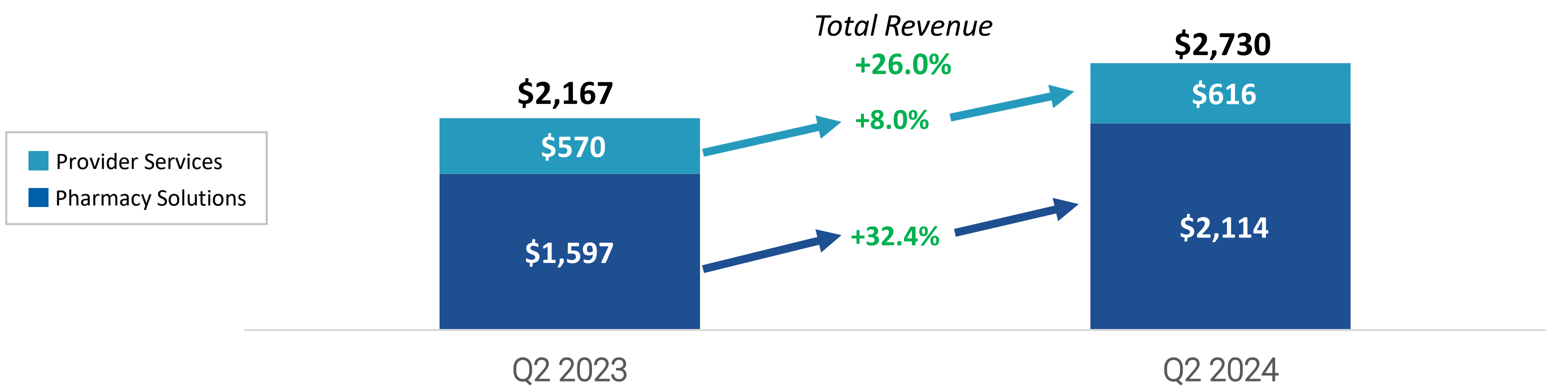
Meaningful clinical integrations across patients and services today

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss)
1. Adjusted EBITDA growth excludes a certain Quality Incentive Payment of $30 million in the second quarter of 2023

Q2 2024 Revenue and Adjusted EBITDA Results

($ in millions)

Revenue

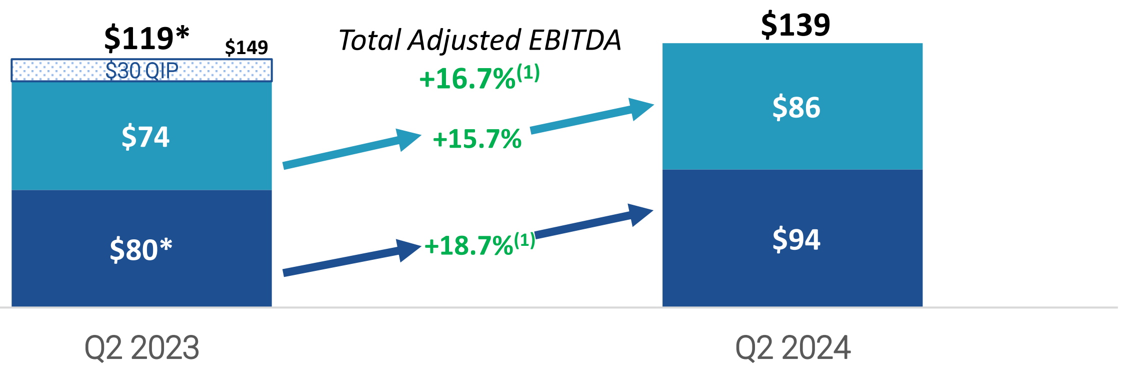


($ in millions)

Adjusted EBITDA[1]

Adj. EBITDA margin[2]	***5.6%***	***5.1%***

****Adjusted EBITDA in second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million.***



BrightSpring reported revenue grew 26% driven by outsized growth in Pharmacy Solutions; Adjusted EBITDA grew 17%[1], supported by broad operational efficiency

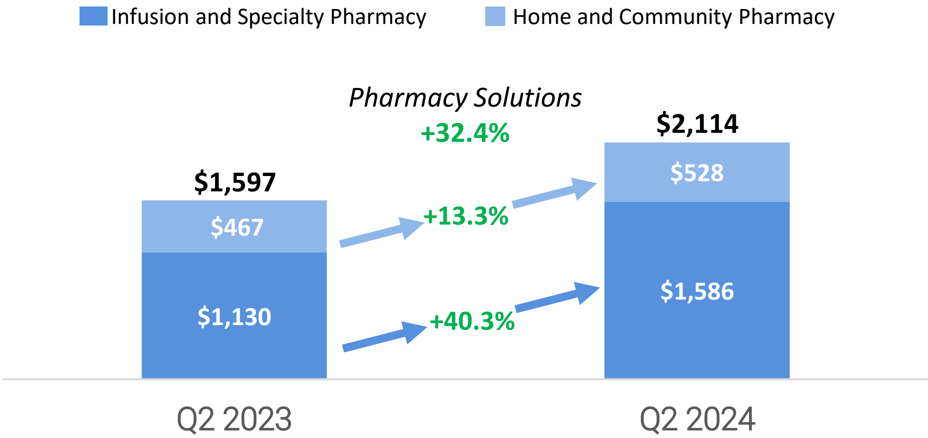
Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss).

1. Adjusted EBITDA in second quarter of 2023 and associated adjusted EBITDA growth metrics provided exclude a certain Quality Incentive Payment of $30 million in the second quarter of 2023
2. Adjusted EBITDA Margin is Adjusted EBITDA/Revenue for the applicable period.

*Adjusted EBITDA in second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million

Pharmacy Solutions Segment Performance

($ in millions) **Revenue**



($ in millions) **Segment EBITDA[1]**

	Q2 2023	Q2 2024
Segment EBITDA margin[2]	***5.1%***	***4.5%***

****Adjusted EBITDA in second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million.***

Business Metrics[3]

Prescriptions dispensed *(thousands)*	**10,120** *+9.1%* y/y *9,274 in 2Q23*
Revenue per script	**$208.94** *+23.7%* y/y[3] *$168.92 in 2Q23[3]*
Gross Profit per script	**$18.06** *+6.4%* y/y[3] *$16.97 in 2Q23[3]*

Pharmacy revenue and adjusted EBITDA growth was driven by strength in the Specialty and Infusion business and strong execution across the Limited Distribution Drug portfolio

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss).

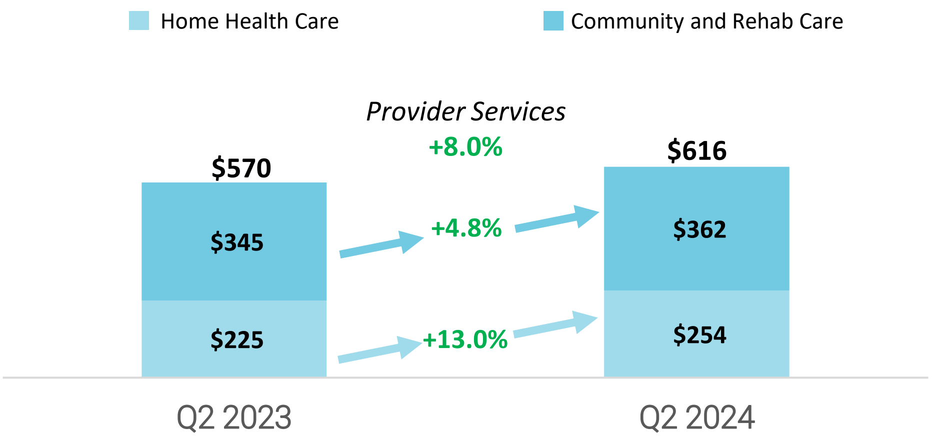
1. Adjusted EBITDA in second quarter of 2023 and associated adjusted EBITDA growth metrics provided exclude a certain Quality Incentive Payment of $30 million in the second quarter of 2023
2. Adjusted EBITDA Margin is Adjusted EBITDA/Revenue for the applicable period.
3. Revenue per script and gross profit per script in the second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million

*Adjusted EBITDA in second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million

Provider Services Segment Performance

Revenue

($ in millions)



Segment EBITDA

($ in millions)

Segment EBITDA margin[(1)]	***13.1%***	***14.0%***

Business Metrics

Home Health Care average daily census → **44,246**
+13.2% y/y
39,087 in 2Q23

Community and Rehab Care persons served → **16,814**
(0.1%) y/y
16,828 in 2Q23

Provider services delivered solid revenue and adjusted EBITDA growth with strong Home Health Care average daily census growth

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss).
1. Adjusted EBITDA Margin is Adjusted EBITDA/Revenue for the applicable period.

Financial Performance: Three Months Ended June 30, 2024

Three Months Ended June 30, 2023 vs. Three Months Ended June 30, 2024

Pharmacy Solutions

($ in millions, except Margin)	Three Months Ended June 30, 2023	Three Months Ended June 30, 2024	Change %
Revenue	**$1,597**	**$2,114**	**32.4%**
Cost of goods *(1)*	$1,409	$1,932	37.1%
Gross profit *(2)*	**$157**	**$183**	**16.1%**
Segment EBITDA*(3)*	**$80**	**$94**	**18.7%**
Segment EBITDA Margin % (4)	*5.1%*	*4.5%*	*(60)bps*

Provider Services

($ in millions, except Margin)	Three Months Ended June 30, 2023	Three Months Ended June 30, 2024	Change %
Revenue	**$570**	**$616**	**8.0%**
Cost of services *(1)*	$385	$409	6.2%
Gross profit	**$184**	**$206**	**11.8%**
Segment EBITDA	**$74**	**$86**	**15.7%**
Segment EBITDA Margin % (4)	*13.1%*	*14.0%*	*90bps*

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss).

1. Balance includes depreciation and amortization expense that relates to revenue-generating assets
2. Gross profit in the second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million
3. Adjusted EBITDA in second quarter of 2023 excludes a certain Quality Incentive Payment of $30 million
4. Adjusted EBITDA Margin is Adjusted EBITDA/Revenue for the applicable period, which excludes a certain Quality Incentive Payment of $30 million in the second quarter of 2023

2024 Fiscal Year Guidance

2024 Fiscal Year Guidance

($ in millions)	Fiscal Year Ended Actual December 31, 2023	Prior Guidance (February 2024) December 31, 2024E	Prior Guidance (May 2024) December 31, 2024E	Updated Guidance (August 2024) December 31, 2024E
Pharmacy Revenue	$6,522	$6,950 - $7,050 *6.6% - 8.1% y/y*	$7,850 - $8,300 *20.4% - 27.3% y/y*	$8,000 - $8,400 *22.7% - 28.8% y/y*
Provider Revenue	$2,304	$2,400 - $2,450 *4.2 – 6.3% y/y*	$2,450 - $2,500 *6.3% - 8.5% y/y*	$2,450 - $2,500 *6.3% - 8.5% y/y*
Total Revenue (1)	**$8,826**	**$9,350 - $9,500** ***5.9 – 7.6% y/y***	**$10,300 - $10,800** ***16.7% - 22.3% y/y***	**$10,450 - $10,900** ***18.4% - 23.5% y/y***
Adjusted EBITDA (1)	**$538**	**$550 - $564** ***2.3 – 4.9% y/y****	***$555 - $570*** ***3.2% - 6.0% y/y****	***$570 - $580*** ***6.0% - 7.8% y/y****

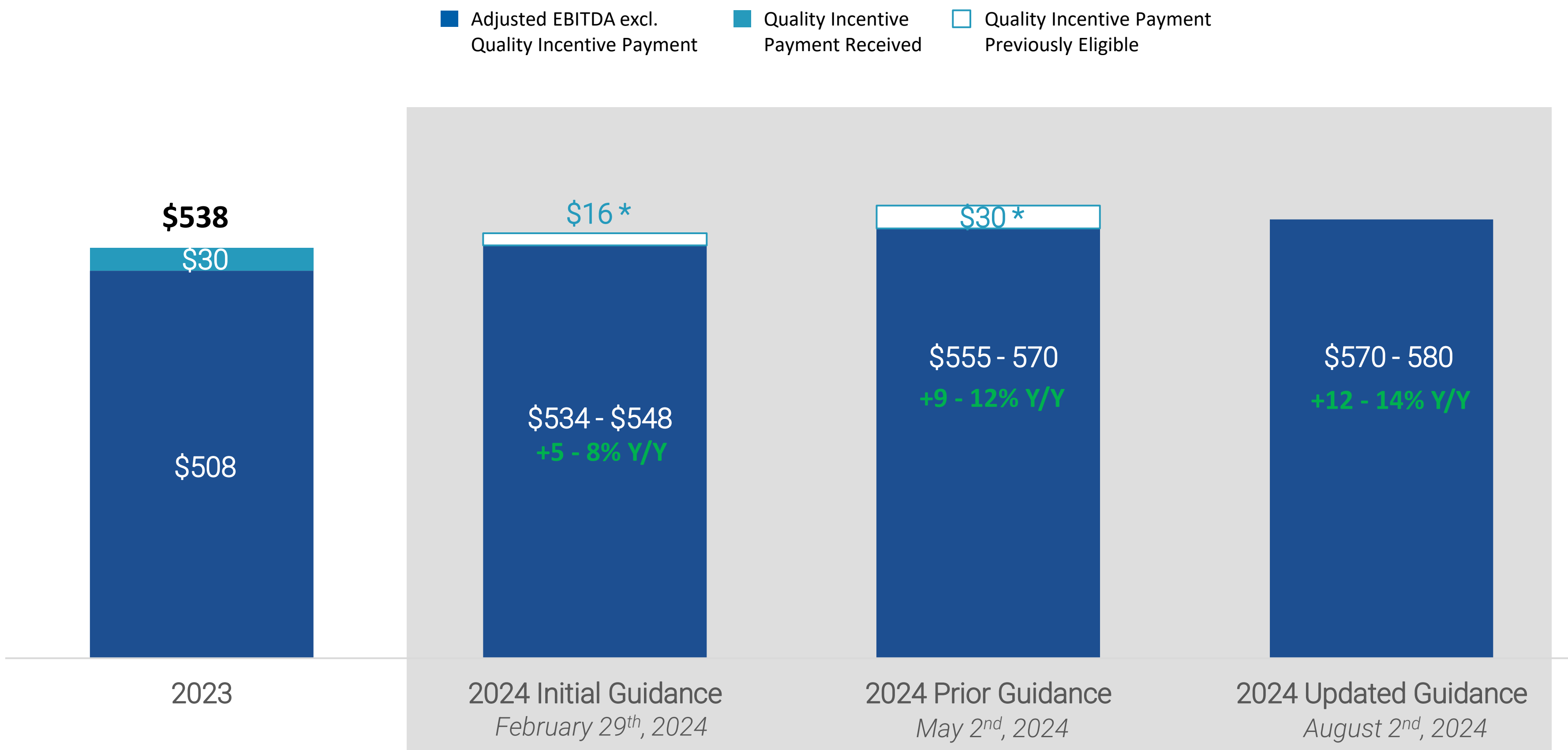
** Like-for-like year-over-year growth on following slide.*

Note: A reconciliation of the foregoing guidance for the non-GAAP metric of Adjusted EBITDA to GAAP net income (loss) cannot be provided without unreasonable effort because of the inherent difficulty of accurately forecasting the occurrence and financial impact of the various adjusting items necessary for such reconciliation that have not yet occurred, are out of our control, or cannot be reasonably predicted. For the same reasons, the Company is unable to assess the probable significance of the unavailable information, which could have a material impact on its future GAAP financial results.
Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss).
1) Excludes the impact of future closed M&A

Adjusted EBITDA Outlook

($ in millions)

Adjusted EBITDA [1]



2024 growth rates impacted by $6 million of new public company costs

2024 Adjusted EBITDA growth projected to grow 12% to 14%, excluding quality incentive payment in 2023

Note: A reconciliation of the foregoing guidance for the non-GAAP metric of Adjusted EBITDA to GAAP net income (loss) cannot be provided without unreasonable effort because of the inherent difficulty of accurately forecasting the occurrence and financial impact of the various adjusting items necessary for such reconciliation that have not yet occurred, are out of our control, or cannot be reasonably predicted. For the same reasons, the Company is unable to assess the probable significance of the unavailable information, which could have a material impact on its future GAAP financial results.

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 14 for a reconciliation of Adjusted EBITDA to net income (loss).

1) Excludes the impact of future M&A.

De-leveraging Plan and Capital Allocation Priorities

De-leveraging driven by operational performance and capital allocation

Cash Flow Generation Capability

- Capex needs: 1% of revenue
- Sustainable net working capital position

Debt Service

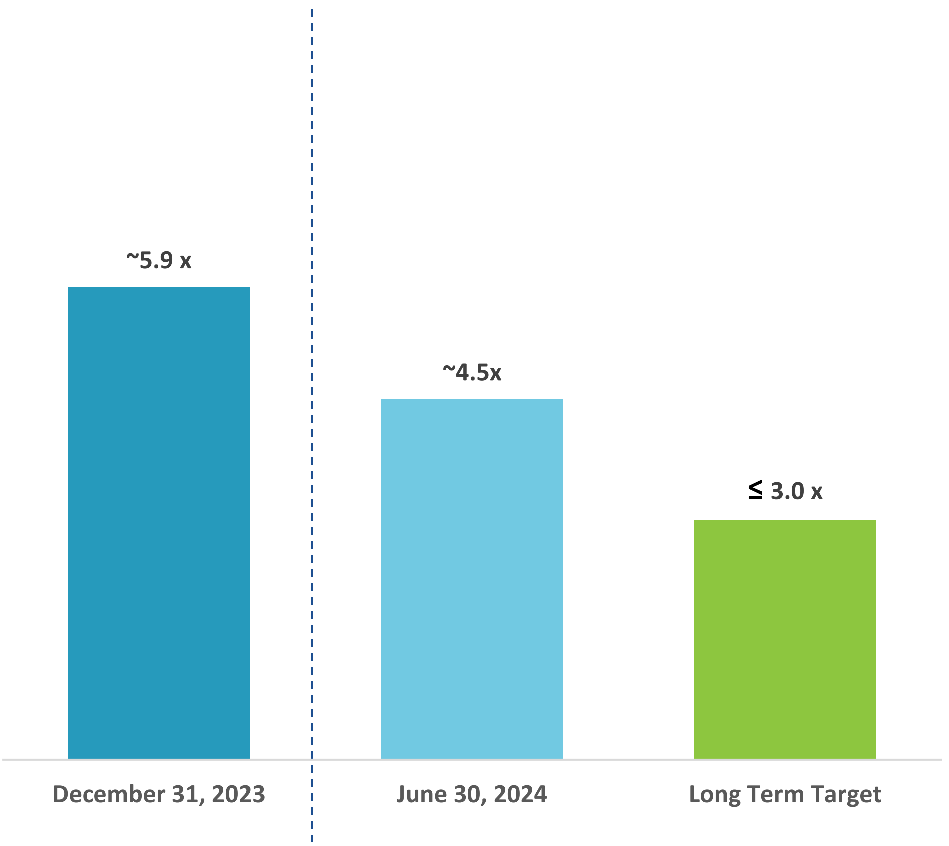
- IPO and Debt Transactions proceeds used to pay down debt
- Post-IPO focus on deleveraging to continue to reduce debt to long-term target of ≤ 3.0 x

M&A

- Continued strategy focused on synergistic and accretive acquisitions to augment market share
- Disciplined target selection from broad opportunity set to enhance capabilities and value

Pre IPO / Post-Equity and Debt Transactions Leverage Ratio (1)

Long Term Leverage Ratio Target



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) Calculated pursuant to the company's credit facilities and based upon estimates as of December 31, 2023 and application of net proceeds from the Equity and Debt Transactions.

Appendix

Non-GAAP Reconciliations

	For the Three Months Ended		For the Six Months Ended	
($ in thousands)	**June 30, 2023**	**June 30, 2024**	**June 30, 2023**	**June 30, 2024**
Net Income (Loss)	$ 2,766	$ 19,441	$ (19,510)	$ (26,944)
Income Tax Benefit	(2,834)	(9,466)	(7,180)	(32,760)
Interest Expense	79,684	52,439	157,861	117,459
Depreciation and Amortization	50,205	50,071	100,550	98,993
EBITDA	$ 129,821	$ 112,485	$ 231,721	$ 156,748
Non-Cash Share-Based Compensation [a]	825	15,136	1,275	39,984
Acquisition, Integration, and Transaction-Related Costs [b]	5,789	5,022	7,435	13,564
Restructuring and Divestiture-Related and Other Costs [c]	7,419	3,562	11,644	21,393
Legal Costs and Settlements [d]	2,626	2,493	4,664	12,966
Significant Projects [e]	1,248	444	4,964	1,604
Management Fee [f]	1,432	—	2,865	23,381
Unreimbursed COVID-19 Related Costs	266	—	136	—
Total Adjustments	$ 19,606	$ 26,657	$ 32,984	$ 112,892
Adjusted EBITDA	$ 149,427	$ 139,142	$ 264,705	$ 269,640
Revenue	$ 2,166,724	$ 2,730,210	$ 4,195,102	$ 5,306,848
Adjusted EBITDA Margin	6.9%	5.1%	6.3%	5.1%

(a) Represents non-cash share-based compensation to certain members of our management and full-time employees. The three and six months ended June 30, 2024 includes $13.3 million and $21.4 million of costs, respectively, related to new equity awards granted upon the completion of our IPO under the 2024 Equity Incentive Plan. The six months ended June 30, 2024 includes $15.0 million of previously unrecognized share-based compensation expense related to performance-vesting options under the 2017 Stock Plan, which vested upon completion of the IPO.

(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, and integration costs incurred including any facility consolidation, integration travel, or severance associated with the integration of an acquisition. These costs also included $1.1 million and $5.5 million of costs related to the IPO Offerings which were not capitalizable for the three and six months ended June 30, 2024, respectively, compared to $0.0 million and $0.2 million for the three and six months ended June 30, 2023, respectively; and system implementation costs associated with the integration of acquisitions of $0.1 million and $0.2 million for the three and six months ended June 30, 2024, respectively, compared to $0.5 million and $1.5 million for the three and six months ended June 30, 2023, respectively.

(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. These costs included $12.7 million of unamortized debt issuance costs associated with the extinguishment of our Second Lien Facility in the six months ended June 30, 2024. These costs also included $0.1 million and $1.9 million of intangible asset and other investment impairment for the three and six months ended June 30, 2024, respectively, as compared to $3.8 million and $6.0 million for the three and six months ended June 30, 2023, respectively.

(d) Represents settlement and defense costs associated with certain PharMerica litigation matters associated with two historical cases, which includes the Silver matter. For the six months ended June 30, 2024, these costs included $5.0 million associated with the settlement of the Silver matter due to a change in estimate. See Note 10 within the unaudited condensed consolidated financial statements and related notes in this Quarterly Report on Form 10-Q for additional information.

(e) Represents costs associated with certain transformational projects and for the periods presented. General ledger system migration and related business intelligence system implementation costs, which were capitalized as development costs and are subsequently amortized in accordance with ASC 350-40, *Internal Use Software*, were $0.2 million and $0.7 million for the three and six months ended June 30, 2024, respectively, compared to $0.5 million and $1.0 million for the three and six month ended June 30, 2023, respectively. The general ledger system migration and related business intelligence system project costs were completed during the second fiscal quarter of 2024. Pharmacy billing system implementation costs were $0.1 million and $0.7 million for the three and six months ended June 30, 2024, respectively, compared to $0.7 million and $1.1 million for the three and six months ended June 30, 2023, respectively. The pharmacy billing system project costs were completed in the second fiscal quarter of 2024. Ransomware attack response costs associated with the ransomware attack in the first half of 2023 were $0.5 million and $2.5 million for the three and six months ended June 30, 2023.

(f) Represents annual management fees payable to the Managers under the Monitoring Agreement through the date of the IPO, and $22.7 million of termination fees resulting from the Monitoring Agreement being terminated upon completion of the IPO Offerings. All management fees have ceased following the completion of the IPO.