



# Fourth Quarter and Full Year 2025 Earnings Presentation

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*February 27, 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 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](http://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,” “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, 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, 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, Adjusted EBITDA, and Adjusted EPS are not GAAP measures of our financial performance and should not be considered as an alternative to net income (loss) 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 (loss) from continuing operations before income tax expense (benefit), 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, restructuring and divestiture-related and other costs, legal costs and settlements associated with certain historical matters for PharmMerica, significant projects, and management fees.

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 press release 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 At A Glance



### *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 new locations and patient engagement, 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

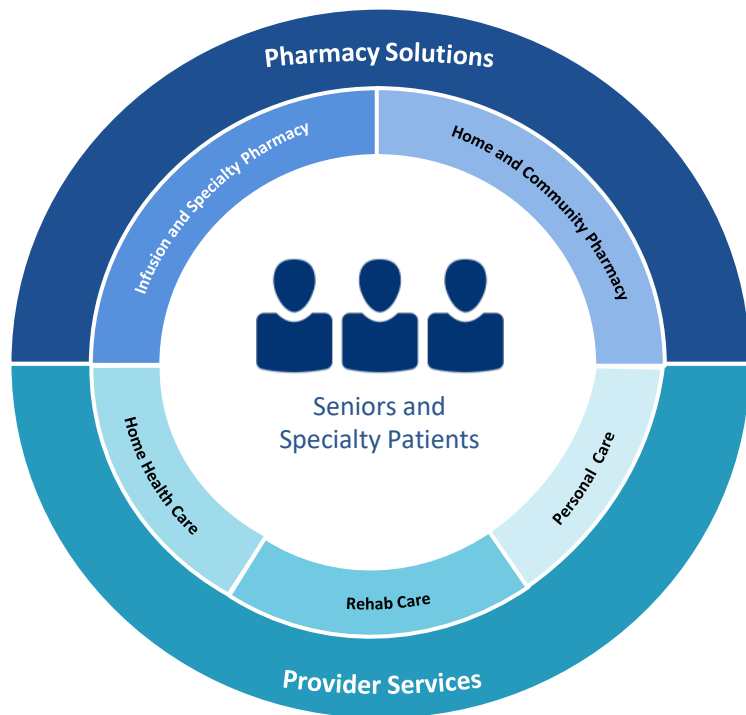
## Fourth Quarter 2025 (for Continuing Operations)

**\$3,551M**  
Revenue

**29.3%**  
Revenue Growth

**\$184M**  
Adj. EBITDA

**40.7%**  
Adj. EBITDA Growth



	<b>Fourth Quarter 2025</b> <i>(\$ in millions)</i>	<b>Y/Y Growth</b>
<b>Pharmacy Solutions Revenue</b>	<b>\$3,157</b>	<b>+31.7%</b>
Infusion and Specialty Revenue	2,564	+42.7%
Home and Community Revenue	593	(1.4%)
<b>Pharmacy Segment EBITDA</b>	<b>\$162</b>	<b>+43.6%</b>
<b>Provider Services Revenue</b>	<b>\$394</b>	<b>+12.6%</b>
Home Health Care Revenue	217	+19.0%
Rehab Care Revenue	75	+7.9%
Personal Care Revenue	102	+4.2%
<b>Provider Segment EBITDA</b>	<b>\$64</b>	<b>+15.9%</b>

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

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.



# Q4 2025 & FY 2025 Revenue and Adjusted EBITDA Results (for Continuing Operations)

(\$ in millions)

## Q4 2025 Revenue

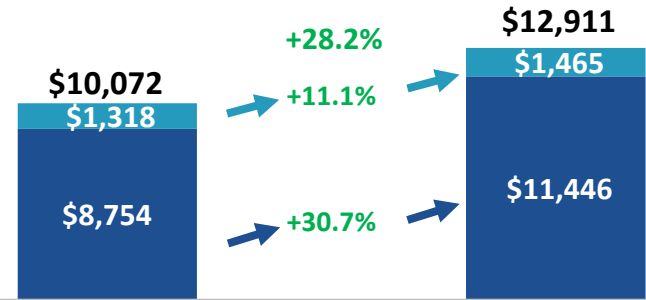


Q4 2024

Q4 2025

(\$ in millions)

## FY 2025 Revenue



FY24

FY25

(\$ in millions)

## Q4 2025 Adjusted EBITDA<sup>(1)</sup>

Adj. EBITDA margin<sup>(1)</sup> 4.7%

5.2%

(\$ in millions)

## FY 2025 Adjusted EBITDA<sup>(1)</sup>

Adj. EBITDA margin<sup>(1)</sup> 4.6%

4.8%



Q4 2024

Q4 2025



FY24

FY25

**BrightSpring FY25 reported revenue grew 28% driven by outsized growth in Pharmacy Solutions and double-digit Provider Services growth; FY25 Adjusted EBITDA grew 34% driven by operational execution**

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.

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

■ Provider Services  
 ■ Pharmacy Solutions

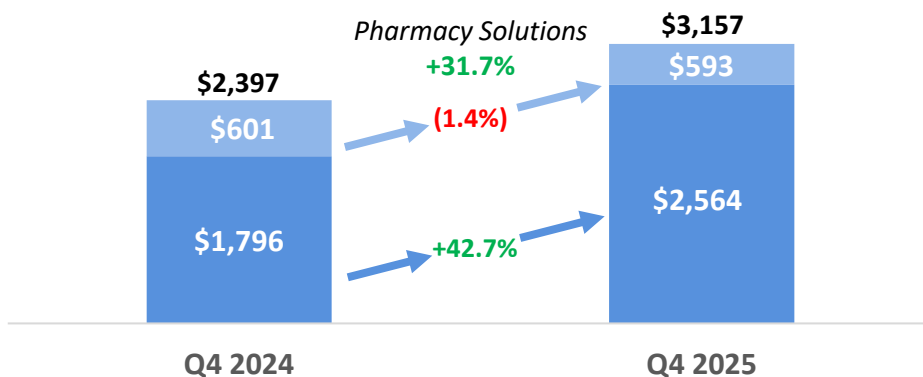


# Q4 2025 Pharmacy Solutions Segment Performance (for Continuing Operations)

(\$ in millions)

## Q4 2025 Revenue

■ Infusion and Specialty Pharmacy   ■ Home and Community Pharmacy

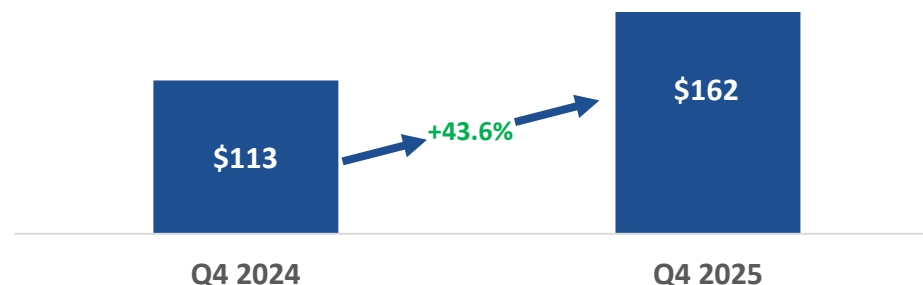


(\$ in millions)

## Q4 2025 Segment EBITDA

**Segment EBITDA margin<sup>(1)</sup>** 4.7%

5.1%



## Business Metrics

Prescriptions dispensed (thousands)	→	<b>10,845</b> (1.1%) y/y 10,967 in 4Q24
Revenue per script	→	<b>\$291.07</b> +33.2% y/y \$218.56 in 4Q24
Gross Profit per script	→	<b>\$23.52</b> +26.1% y/y \$18.65 in 4Q24

**Pharmacy revenue and Adjusted EBITDA growth driven by Specialty and Infusion, strength in total Pharmacy revenue per script and gross profit per script growth**

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.

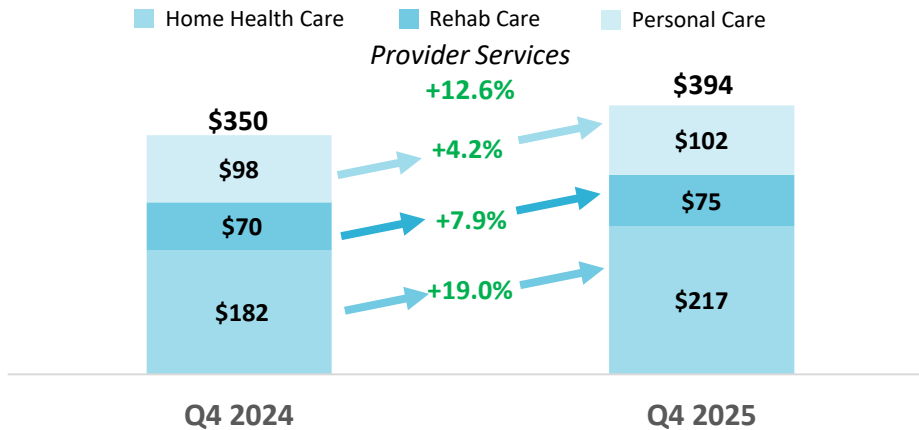
1. Adjusted EBITDA Margin is Adjusted EBITDA/Revenue for the applicable period.



# Q4 2025 Provider Services Segment Performance (for Continuing Operations)

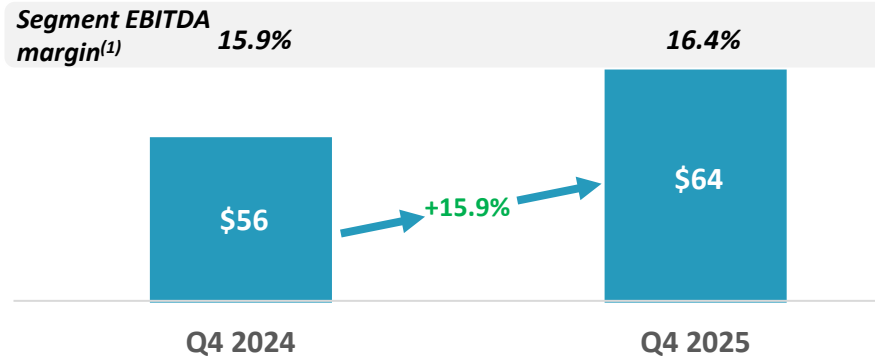
(\$ in millions)

## Q4 2025 Revenue



(\$ in millions)

## Q4 2025 Segment EBITDA



## Business Metrics

Home Health Care average daily census	→	<b>34,593</b> +15.2% y/y 30,019 in 4Q24
Rehab Care persons served	→	<b>7,363</b> +12.5% y/y 6,544 in 4Q24
Personal Care persons served	→	<b>16,175</b> +1.9% y/y 15,874 in 4Q24

**Provider Services delivered solid revenue and Adjusted EBITDA growth, and particularly strong Home Health Care ADC growth, along with consistent operational execution and quality results across all Provider Services**

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.

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



# Financial Performance: Three Months Ended December 31, 2025 (for Continuing Operations)

## Three Months Ended December 31, 2024 vs. Three Months Ended December 31, 2025

Pharmacy Solutions				Provider Services			
(\$ in millions, except Margin)	Three Months Ended December 31, 2024	Three Months Ended December 31, 2025	Change %	(\$ in millions, except Margin)	Three Months Ended December 31, 2024	Three Months Ended December 31, 2025	Change %
<b>Revenue</b>	<b>\$2,397</b>	<b>\$3,157</b>	<b>31.7%</b>	<b>Revenue</b>	<b>\$350</b>	<b>\$394</b>	<b>12.6%</b>
Cost of goods <sup>(1)</sup>	\$2,193	\$2,902	32.3%	Cost of services <sup>(1)</sup>	\$216	\$237	9.6%
<b>Gross profit<sup>(2)</sup></b>	<b>\$205</b>	<b>\$255</b>	<b>24.7%</b>	<b>Gross profit<sup>(2)</sup></b>	<b>\$134</b>	<b>\$158</b>	<b>17.4%</b>
<b>Segment EBITDA</b>	<b>\$113</b>	<b>\$162</b>	<b>43.6%</b>	<b>Segment EBITDA</b>	<b>\$56</b>	<b>\$64</b>	<b>15.9%</b>
<i>Segment EBITDA Margin %<sup>(3)</sup></i>	<i>4.7%</i>	<i>5.1%</i>	<i>40bps</i>	<i>Segment EBITDA Margin %<sup>(3)</sup></i>	<i>15.9%</i>	<i>16.4%</i>	<i>50bps</i>

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.

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

2. Gross profit may not reconcile due to rounding

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



# Financial Performance: Twelve Months Ended December 31, 2025 (for Continuing Operations)

## Twelve Months Ended December 31, 2024 vs. Twelve Months Ended December 31, 2025

Pharmacy Solutions				Provider Services			
(\$ in millions, except Margin)	Twelve Months Ended December 31, 2024	Twelve Months Ended December 31, 2025	Change %	(\$ in millions, except Margin)	Twelve Months Ended December 31, 2024	Twelve Months Ended December 31, 2025	Change %
<b>Revenue</b>	<b>\$8,754</b>	<b>\$11,446</b>	<b>30.7%</b>	<b>Revenue</b>	<b>\$1,318</b>	<b>\$1,465</b>	<b>11.1%</b>
Cost of goods <sup>(1)</sup>	\$8,009	\$10,507	31.2%	Cost of services <sup>(1)</sup>	\$797	\$885	11.0%
<b>Gross profit<sup>(2)</sup></b>	<b>\$746</b>	<b>\$938</b>	<b>25.8%</b>	<b>Gross profit<sup>(2)</sup></b>	<b>\$521</b>	<b>\$579</b>	<b>11.3%</b>
<b>Segment EBITDA</b>	<b>\$395</b>	<b>\$544</b>	<b>37.7%</b>	<b>Segment EBITDA</b>	<b>\$205</b>	<b>\$233</b>	<b>13.3%</b>
<i>Segment EBITDA Margin %<sup>(3)</sup></i>	<i>4.5%</i>	<i>4.7%</i>	<i>20bps</i>	<i>Segment EBITDA Margin %<sup>(3)</sup></i>	<i>15.6%</i>	<i>15.9%</i>	<i>30bps</i>

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.

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

2. Gross profit may not reconcile due to rounding

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



## 2026 Guidance, Excluding Community Living

### 2026 Fiscal Year Guidance

(\$ in millions)	FY 2025 December 31, 2025	FY 2026 Guidance <sup>1</sup> Provided February 27, 2026
Pharmacy Revenue	\$11,446	\$12,600 – \$13,100 10.1% – 14.5% y/y <sup>1</sup>
Provider Revenue	\$1,465	\$1,850 – \$1,900 26.3% – 29.7% y/y <sup>1</sup>
<b>Total Revenue</b>	<b>\$12,911</b>	<b>\$14,450 – \$15,000</b> 11.9% – 16.2% y/y <sup>1</sup>
<b>Total Company Adjusted EBITDA</b>	<b>\$618</b>	<b>\$760 – \$790</b> 23.1% – 27.9% y/y <sup>1</sup>

Note: Adjusted EBITDA is a non-GAAP metric. See Slide 15 for a reconciliation of Adjusted EBITDA to net income (loss) from continuing operations.

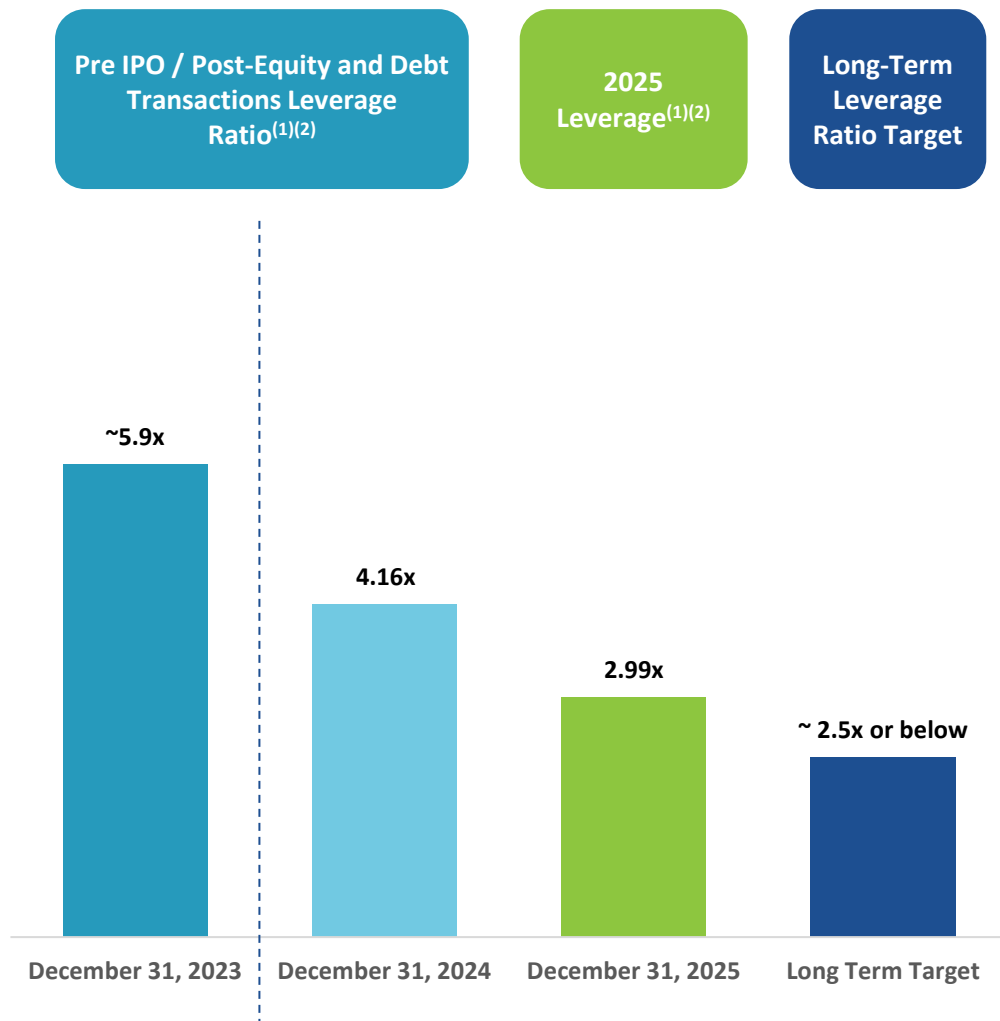
1. FY 2026 guidance growth rates ranges reflect growth compared to FY 2025 results, excluding the Community Living business and acquisitions that have not yet closed.



# De-leveraging Plan and Capital Allocation Priorities

*De-leveraging driven by operational performance and capital allocation*

<b>Cash Flow Generation Capability</b>	<ul style="list-style-type: none"> <li>• Capex investments: 1% of revenue</li> <li>• Sustainable net working capital position and annual investments</li> </ul>
<b>Debt Service</b>	<ul style="list-style-type: none"> <li>• Capital allocation priority to reduce leverage ratio and interest expense</li> <li>• Long term leverage target of ~2.5x or below</li> </ul>
<b>M&amp;A</b>	<ul style="list-style-type: none"> <li>• Acquisitions focused on synergistic and accretive transactions to drive geographic expansion and increased scale</li> <li>• Strategic divestitures that reduce leverage and optimize platform</li> <li>• Disciplined target selection and strong integration capabilities</li> </ul>



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, 2025 and application of net proceeds from the Equity and Debt Transactions.
2. Leverage as of December 31, 2025 is calculated inclusive of the Community Living business.

# Appendix





# Historical Provider Services Financials, excluding Community Living

## FY24 and FY25 Provider Revenue and EBITDA

Revenue (\$ in millions)	Q1'24	Q2'24	Q3'24	Q4'24	FY24	Q1'25	Q2'25	Q3'25	Q4'25	FY25
Home Health Care	148	158	168	182	655	178	185	188	217	768
Rehab Care	67	70	70	70	277	70	73	76	75	295
Personal Care	94	96	97	98	386	98	100	102	102	402
<b>Total Provider Revenue</b>	<b>309</b>	<b>324</b>	<b>336</b>	<b>350</b>	<b>1,318</b>	<b>346</b>	<b>358</b>	<b>367</b>	<b>394</b>	<b>1,465</b>
<b>Total Provider Adjusted EBITDA</b>	<b>47</b>	<b>51</b>	<b>52</b>	<b>56</b>	<b>205</b>	<b>51</b>	<b>56</b>	<b>61</b>	<b>64</b>	<b>233</b>

## FY24 and FY25 Provider Business Metrics

Key Business Metrics	Q1'24	Q2'24	Q3'24	Q4'24	FY24	Q1'25	Q2'25	Q3'25	Q4'25	FY25
Home Health Care average daily census	27,093	28,280	28,650	30,019	28,532	30,241	30,085	29,592	34,593	31,135
Rehab Care persons served	6,546	6,728	6,571	6,544	6,597	6,697	7,119	7,321	7,363	7,127
Personal Care persons served	15,798	15,932	15,910	15,874	15,879	15,863	16,138	16,134	16,175	16,079



# Continuing Operations Non-GAAP Reconciliations

(\$ in thousands)	For the Three Months Ended		For the Twelve Months Ended	
	December 30, 2024	December 30, 2025	December 30, 2024	December 30, 2025
Net Income (Loss) from Continuing Operations	\$ 4,282	\$ 49,551	\$ (68,931)	\$ 104,796
Income Tax Expense (Benefit)	5,077	20,027	(26,387)	33,145
Interest Expense, net	46,180	38,535	190,546	157,311
Depreciation and Amortization	42,675	39,524	162,144	162,948
<b>EBITDA</b>	\$ 98,214	\$ 147,637	\$ 257,372	\$ 458,200
Non-Cash Share-Based Compensation <sup>(a)</sup>	11,543	13,009	61,336	59,164
Acquisition, Integration, and Transaction-Related Costs <sup>(b)</sup>	6,625	5,613	31,953	40,424
Restructuring and Divestiture-Related and Other Costs <sup>(c)</sup>	14,046	17,289	61,688	59,782
Legal Costs and Settlements <sup>(d)</sup>	---	—	21,886	—
Significant Projects <sup>(e)</sup>	---	—	2,604	—
Management Fee <sup>(f)</sup>	—	—	23,381	—
<b>Total Adjustments</b>	\$ 32,214	\$ 35,911	\$ 202,848	\$ 159,370
<b>Adjusted EBITDA</b>	130,428	183,548	460,220	617,570
<b>Revenue</b>	\$ 2,746,965	\$ 3,550,631	\$ 10,072,214	\$ 12,910,564
<b>Adjusted EBITDA Margin</b>	4.7%	5.2%	4.6%	4.8%

- (a) Represents non-cash share-based compensation to certain members of our management and other full-time employees. The year ended December 31, 2024 includes \$15.0 million of previously unrecognized share-based compensation expense related to performance-vesting options under the 2017 Stock Plan, a portion of 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; 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. The years ended December 31, 2025 and 2024 included other non-routine transaction costs of \$26.8 million and \$5.8 million, respectively.
- (c) Represents costs associated with restructuring-related activities, including closure costs, and related license impairment, and severance expenses associated with certain enterprise-wide or significant business line cost-savings measures. These costs included \$23.4 million and \$23.7 million of costs that did not meet the criteria for discontinued operations related to the Community Living divestiture for the years ended December 31, 2025 and 2024, respectively. These costs also included \$12.7 million of unamortized debt issuance costs associated with the extinguishment of our Second Lien Facility in the year ended December 31, 2024.
- (d) Represents settlement and defense costs associated with certain historical PharMerica litigation matters, including the Silver matter, all of which were finalized in 2024.
- (e) Represents costs associated with certain transformational projects and for the periods presented primarily included general ledger system implementation, pharmacy billing system implementation, and ransomware attack response costs, all of which were finalized in 2024.
- (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 ceased following the completion of the IPO in 2024.



## 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>	Dec 31, 2024	Mar 31, 2025	Jun 30, 2025	Sept 30, 2025	Dec 31, 2025
Publicly owned shares (excluding KKR and Walgreens)	57,926	70,721	98,627	103,138	130,026
Shares owned by KKR	92,960	92,960	77,096	77,096	61,942
Shares owned by Walgreens	23,240	11,240	-	-	-
Remaining TEU minimum settlement of 3.2733 shares per unit	26,186	26,084	26,084	23,253	11,734
<b>Weighted-average shares outstanding – basic</b>	<b>200,312</b>	<b>201,005</b>	<b>201,807</b>	<b>203,487</b>	<b>203,702</b>
Effect of dilutive securities:					
Stock options	7,327	8,055	8,098	7,835	7,126
RSUs	5,521	5,867	6,431	6,660	7,589
TEUs <sup>(1)</sup>	-	-	-	-	-
<b>Weighted-average shares outstanding – diluted</b>	<b>213,160</b>	<b>214,927</b>	<b>216,336</b>	<b>217,982</b>	<b>218,417</b>