

ITEM 18 **PUBLIC FIGURES**

We do not use any public figure to promote our franchise.

ITEM 19 **FINANCIAL PERFORMANCE REPRESENTATIONS**

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the Disclosure Document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

FACTUAL BACKGROUND

The historical financial performance information in this Item 19 includes certain information as of December 31, 2024, relating to (i) our franchisees' operation of their respective BrightStar agencies and (ii) BrightStar affiliate-owned agencies that were previously owned by franchisees. Revenue is calculated based upon the date the franchisee's minimum revenue performance requirements begin (the "Start Date"), which is the date on which an agency has the ability to perform 50% or more of the BrightStar business model.

In some instances, franchisees operate more than one BrightStar agency. Except as stated below, the information contained in this Item 19 includes information as of December 31, 2024, for all BrightStar agencies operated by our franchisees and by our affiliates as company-owned agencies (if what are now company-owned agencies were previously operated by a franchisee during some portion of 2022, 2023, or 2024). If a franchisee or an affiliate operates more than one BrightStar agency in the same market, the information in Sections A, B, and C includes financial information only for the franchisee's or the affiliate's first agency unless the franchisee or the affiliate acquired what was a first agency from another franchisee (as described below).

In 2022, BrightStar offered incentives for approved franchisees to expand by acquiring other existing territories through the resale process or committing to develop additional new territories. We recognized that scale can benefit our well-established franchisees. In Sections A, B, and C, we also include any franchised agencies that previously were a franchisee's first franchised agency but have since been acquired by other franchisees or by our affiliates and are now considered a second or subsequent agency.

This Item 19 also includes financial information for our franchised agency resale transactions, i.e., transferred agencies. From 2006 through 2018, the date of transfer was defined as the date on which the new franchisee secured its license to operate the agency in the same manner as the selling franchisee. Beginning in 2019, the definition of the date of transfer changed to be the date on which the new franchisee and the selling franchisee execute the asset purchase agreement and the new franchisee executes its franchise agreement, even though the assets might not yet have transferred

if the new franchisee has not yet received its license to operate the agency in the same manner as it had been operated by the selling franchisee. The information disclosed for resale transactions depends on the amount of the agency's weekly Revenue as of the date of transfer. Specifically, if the franchised agency's weekly Revenue immediately before the date of transfer was less than \$15,000 per week, any Revenue earned by the agency before the date of transfer was not included in the information contained in this Item 19. In such situations, the Revenue reflected in this Item 19 includes Revenue earned by the new franchisee only since the date of transfer. If, however, at the date of transfer from the selling franchisee to the new franchisee the agency's weekly Revenue exceeded \$15,000, the Revenue included in this Item 19 reflects all Revenue earned by the agency since the agency's Start Date.

Different Schedules throughout this Item 19 contain different data sets. Specifically, Tables A, B, and C include first franchised agencies only and, beginning in 2022, former first franchised agencies that were subsequently acquired by our affiliate or by larger franchisees. These 3 Tables only include agencies open for at least 12 months as of December 31, 2024. Tables D and E include all agencies, regardless of whether a first agency or an additional agency and regardless of the length of time open. Table F includes various disclosures, including columns noted as either for all agencies regardless of the length of time open or only for first agencies open at least 12 months. Table G includes all franchised and affiliate-owned agencies regardless of whether a first agency or an additional agency and regardless of the length of time open between October 1, 2002, and December 31, 2024.

FRANCHISEE AND AFFILIATE-OWNED RESULTS

We used our Athena Business System (ABS) to gather the information for this Item 19 relating to our franchisees' and affiliate-owned (but formerly franchised) agencies' revenue, gross margins, customer and employee counts, mix of business, National Accounts program, and payer sources.

Our franchisees' experience has shown that the success of a BrightStar franchised agency has a strong correlation to the amount of time and energy a franchisee spends on recruiting, advertising and marketing, inbound sales call conversion, making sales calls, customer satisfaction (measured by Net Promoter Score), and employee retention. As noted in Item 1 of this Disclosure Document, it is not necessary that you have experience in the healthcare industry before acquiring your agency. As an example, 75% of the franchisees/affiliates that are included in Table A under the heading "2024 Revenue for Franchised Agencies open 12 months or longer" had no prior healthcare experience before becoming a BrightStar franchisee, and there is little, if any, correlation between performance and healthcare experience.

A. Franchisee and Affiliate-Owned Revenue During 2024 (First Franchised Agency Only or Agencies that were once the First Agency of Another Franchisee)

Table A illustrates the average Revenue, displayed by quartile, earned by our franchisees for their first franchised agencies only—or earned by our franchisees or affiliates in connection with franchised agencies that previously were first franchised agencies but have since been acquired by them—during: (i) the 2024 calendar year for agencies open 12 months or longer; (ii) the 2024 calendar year for agencies open 24 months or longer; (iii) their first 12 months of operation

commencing on their Start Date; (iv) their second year (months 13 through 24) of operation commencing on their Start Date; (v) their third year (months 25 through 36) of operation commencing on their Start Date; (vi) their fourth year (months 37 through 48) of operation commencing on their Start Date; (vii) their fifth year (months 49 through 60) of operation commencing on their Start Date; (viii) their sixth year (months 61 through 72) of operation commencing on their Start Date; (ix) their seventh year (months 73 through 84) of operation commencing on their Start Date; (x) their eighth year (months 85 through 96) of operation commencing on their Start Date; (xi) their ninth year (months 97 through 108) of operation commencing on their Start Date; and (xii) their tenth year (months 109 through 120) of operation commencing on their Start Date.

In 2022, Brightstar and its affiliates started the process of acquiring territories that had been previously franchised. In 2024, Brightstar and its affiliates acquired a total of 4 territories, in addition to the 9 territories acquired in 2023 and the 17 territories acquired in 2022. All 4 agencies acquired during 2024 started the year as franchised agencies (2 were acquired in February 2024, and 2 were acquired in April). Table A provides 2024 performance (in Notes 1-4 and corresponding portions of Table) with and without these acquired agencies to provide a view of full system performance. Schedules B, C, D, and E include what are now these 4 BrightStar affiliate-owned agencies that were owned by franchisees during a portion of 2024; the performance of these agencies did not materially change between the date of acquisition and the end of the year.

For purposes of this financial performance representation, “Quartile” refers to the relative performance of the BrightStar Agencies. Specifically, “Quartile 1” refers to the top 25% of performing Agencies, “Quartile 2” refers to the next highest 25% of performing Agencies, “Quartile 3” refers to the next highest 25% of performing Agencies, and “Quartile 4” refers to the bottom 25% of performing Agencies.

TABLE A (First Agencies Only)

First Agencies	Average Revenue	Median Revenue	High Amount	Low Amount	Number of Agencies	Number & Percentage of Agencies that Attained or Exceeded the Average Revenue Amount	Number & Percentage of Agencies that Attained or Exceeded the Median Revenue Amount
2024 Revenue for Brightstar Agencies (Franchised & Affiliate-owned) open 12 months or longer ¹	2,432,014	1,984,427	13,364,802	192,068	190	71 (37%)	95 (50%)
Quartile 1	4,667,562	3,862,988	13,364,802	2,862,996	48	16 (33%)	24 (50%)
Quartile 2	2,442,269	2,377,052	2,851,487	1,996,010	47	23 (49%)	24 (51%)
Quartile 3	1,666,560	1,685,594	1,972,844	1,317,293	47	27 (57%)	24 (51%)

First Agencies	Average Revenue	Median Revenue	High Amount	Low Amount	Number of Agencies	Number & Percentage of Agencies that Attained or Exceeded the Average Revenue Amount	Number & Percentage of Agencies that Attained or Exceeded the Median Revenue Amount
Quartile 4	935,932	1,039,356	1,282,830	192,068	48	31 (65%)	24 (50%)
2024 Revenue for Brightstar Agencies (Franchised & Affiliate-owned) open 24 months or longer ²	2,478,928	2,002,547	13,364,802	192,068	184	71 (39%)	92 (50%)
Quartile 1	4,745,620	3,927,868	13,364,802	2,893,750	46	16 (35%)	23 (50%)
Quartile 2	2,488,818	2,539,882	2,881,470	2,007,128	46	25 (54%)	23 (50%)
Quartile 3	1,702,373	1,700,413	1,997,967	1,369,626	46	21 (46%)	23 (50%)
Quartile 4	978,900	1,060,276	1,360,865	192,068	46	28 (61%)	23 (50%)
2024 Revenue for Franchised Agencies open 12 months or longer ³	2,463,257	1,996,988	13,364,802	192,068	182	69 (38%)	91 (50%)
Quartile 1	4,723,205	3,927,868	13,364,802	2,862,996	46	16 (35%)	23 (50%)
Quartile 2	2,460,870	2,537,171	2,851,487	1,997,967	45	23 (51%)	23 (51%)
Quartile 3	1,684,556	1,690,112	1,996,010	1,360,865	45	24 (53%)	23 (51%)
Quartile 4	967,417	1,050,610	1,334,985	192,068	46	28 (61%)	23 (50%)
2024 Revenue for Franchised Agencies open 24 months or longer ⁴	2,510,759	2,017,081	13,364,802	192,068	177	69 (39%)	89 (50%)
Quartile 1	4,807,340	3,976,985	13,364,802	2,893,750	44	16 (36%)	22 (50%)
Quartile 2	2,510,487	2,545,909	2,881,470	2,026,886	44	25 (57%)	22 (50%)
Quartile 3	1,733,779	1,733,567	2,017,081	1,414,811	44	22 (50%)	22 (50%)
Quartile 4	1,025,192	1,075,384	1,414,441	192,068	45	28 (62%)	23 (51%)

TABLE A continued (First Agencies Only)

First Agencies	Average Revenue	Median Revenue	High Amount	Low Amount	Number of Agencies	Number & Percentage of Agencies that Attained or Exceeded the Average Revenue Amount	Number & Percentage of Agencies that Attained or Exceeded the Median Revenue Amount
First year performance	454,771	354,900	2,013,367	27,376	190	73 (38%)	95 (50%)
Second year performance	994,647	839,657	3,661,793	164,281	184	72 (39%)	92 (50%)
Third year performance	1,246,812	1,096,000	4,433,481	221,575	175	62 (35%)	88 (50%)
Fourth year performance	1,495,379	1,293,453	5,370,051	331,135	169	67 (40%)	85 (50%)
Fifth year performance	1,680,343	1,365,052	7,775,668	330,575	161	53 (33%)	81 (50%)
Sixth year performance	1,843,713	1,496,400	8,264,101	449,335	154	46 (30%)	77 (50%)
Seventh year performance	2,012,617	1,740,807	7,915,742	483,288	145	48 (33%)	73 (50%)
Eighth year performance	2,064,564	1,763,571	10,839,910	314,368	140	50 (36%)	70 (50%)
Ninth year performance	2,218,378	1,781,994	12,539,974	237,468	133	42 (32%)	67 (50%)
Tenth year performance	2,362,166	1,881,024	11,793,328	349,159	121	38 (31%)	61 (50%)

Notes

1. The 2024 Revenue information includes Revenues earned by the first franchised BrightStar agencies from the time period of January 1, 2024, to December 31, 2024, if the BrightStar agency had been operated by the franchisee and/or our affiliates for at least 12 months before December 31, 2024.

Of the 190 agencies opened as first franchised agencies that were in operation for a period of at least 12 months as of December 31, 2024, 124 of these agencies were awarded a territory with a population of less than 400,000 people. The average Revenue during 2024 for these 124 agencies open at least 12 months as of December 31, 2024, was \$2,300,187, of which 45 agencies (36%) attained or exceeded this stated average. The median 2024 Revenue for these 124 agencies open at least 12 months as of December 31, 2024, was \$1,915,338.

2. The 2024 Revenue information includes Revenues earned by the first franchised BrightStar agencies from the time period of January 1, 2024, to December 31, 2024, if the BrightStar agency had been operated by the franchisee and/or our affiliates for at least 24 months before December 31, 2024.

Of the 184 agencies opened as first franchised agencies that were in operation for a period of at least 24 months as of December 31, 2024, 122 of these agencies were awarded a

territory with a population of less than 400,000 people. The average Revenue during 2024 for these 122 agencies open at least 24 months as of December 31, 2024, was \$2,313,106, of which 45 agencies (37%) attained or exceeded this stated average. The median 2024 Revenue for these 122 agencies open at least 24 months as of December 31, 2024, was \$1,915,338.

3. The 2024 Revenue information in this Note 3 and in Note 4 and the corresponding portions of the Table only include Revenues earned by franchisees for their first BrightStar agencies from the time period of January 1, 2024 to December 31, 2024. Agencies owned by us or our affiliates at any point during 2024 (after having acquired them from franchisees) are excluded from Notes 3 and 4 and the corresponding portions of the Table.

Of the 182 agencies opened by franchisees as their first agency that were in operation for a period of at least 12 months as of December 31, 2024, 119 of these agencies were awarded a territory with a population of less than 400,000 people. The average Revenue during 2024 for these 119 agencies open at least 12 months as of December 31, 2024, was \$2,331,932, of which 44 agencies (37%) attained or exceeded this stated average. The median 2024 Revenue for these 119 agencies open at least 12 months as of December 31, 2024, was \$1,915,967.

4. The 2024 Revenue information includes Revenues earned by franchisees for their first BrightStar agencies from the time period of January 1, 2024, to December 31, 2024, if the franchisee had operated its BrightStar agency for at least 24 months before December 31, 2024.

Of the 177 agencies opened by franchisees as their first agency that were in operation for a period of at least 24 months as of December 31, 2024, 118 of these agencies were awarded a territory with a population of less than 400,000 people. The average Revenue during 2024 for these 118 agencies open at least 24 months as of December 31, 2024, was \$2,343,450, of which 44 agencies (37%) attained or exceeded this stated average. The median 2024 Revenue for these 118 agencies open at least 24 months as of December 31, 2024, was \$1,929,204.

Table B below is a subset of certain information disclosed in Table A in that it discloses the following information during specified years of performance only for territories having a population of less than 400,000 people that were franchisees' first franchised agencies or were franchisees' first agencies and then acquired by other franchisees or by our affiliates: average Revenue, median Revenue, high Revenue, low Revenue, number of agencies, and number (and percentage) of agencies that attained or exceeded the average and median revenue. Because the Start Date for each franchised agency differed, each performance year includes revenue earned during distinct 12-month time periods that generally do not correspond with a calendar year. The information in Table B discloses the noted performance about first franchised agencies during (i) their first 12 months of operation commencing on their Start Date; (ii) their second year (months 13 through 24) of operation commencing on their Start Date; (iii) their third year (months 25 through 36) of operation commencing on their Start Date; (iv) their fourth year (months 37 through 48) of operation commencing on their Start Date; (v) their fifth year (months 49 through 60) of

operation commencing on their Start Date; (vi) their sixth year (months 61 through 72) of operation commencing on their Start Date; (vii) their seventh year (months 73 through 84) of operation commencing on their Start Date; (viii) their eighth year (months 85 through 96) of operation commencing on their Start Date; (ix) their ninth year (months 97 through 108) of operation commencing on their Start Date; and (x) their tenth year (months 109 through 120) of operation commencing on their Start Date.

Table B – Territories with population < 400k (First Agencies Only)

First Agencies	Average Revenue	Median Revenue	High Amount	Low Amount	Number of Agencies	Number & Percentage of Agencies that Attained or Exceeded the Average Revenue Amount	Number & Percentage of Agencies that Attained or Exceeded the Median Revenue Amount
First year performance	444,532	349,311	2,013,367	27,376	124	46 (37%)	62 (50%)
Second year performance	975,589	834,692	3,661,793	164,281	122	48 (39%)	61 (50%)
Third year performance	1,238,072	1,084,589	4,433,481	221,575	114	39 (34%)	57 (50%)
Fourth year performance	1,486,618	1,298,245	5,370,051	331,135	108	42 (39%)	54 (50%)
Fifth year performance	1,655,395	1,363,981	7,775,668	330,575	103	35 (34%)	52 (50%)
Sixth year performance	1,847,656	1,389,958	8,264,101	531,797	95	26 (27%)	48 (51%)
Seventh year performance	1,982,344	1,498,268	7,915,742	528,127	87	24 (28%)	44 (51%)
Eighth year performance	2,035,413	1,587,531	10,839,910	314,368	83	28 (34%)	42 (51%)
Ninth year performance	2,215,381	1,623,712	12,539,974	237,468	77	22 (29%)	39 (51%)
Tenth year performance	2,336,565	1,851,382	11,793,328	349,159	66	21 (32%)	33 (50%)

5. The tables in Schedule A exclude two New York agencies in transition on change of ownership pending LHCSCA licensure moratorium resolution.

B. Franchisee Margins (First Franchised Agency Only or Agencies that were once First Agency of Another Franchisee during 2022, 2023, or 2024)

The following table identifies our franchisees' Gross Margin percentage. Agencies that were the first franchised agency of a franchisee during any portion of 2022, 2023, or 2024 and subsequently acquired by our affiliate during 2022, 2023, or 2024 are also included. Gross Margin percentage is defined as Gross Margin divided by Revenues. Gross Margin is defined as Revenues less Cost of Goods Sold. Cost of Goods sold includes all direct and indirect costs related to field employees, including payroll, payroll taxes, benefits, screening costs, workers' comp insurance, crime bond costs, and professional and general liability insurance. We use a 20.0% average load onto known payroll costs to estimate COGS. The 20.0% is based on the franchise system average estimates.

The information contained in this table includes information for all agencies opened by franchisees as their first agency through 2024, even if the agencies became a second agency in 2022, 2023, or 2024 and even if they are now owned as a company-owned unit, including all resale agencies, for the full year as of December 31, 2024, for agencies opened 12 months or longer as of December 31, 2024. Specifically, out of our 408 total franchised and affiliate-owned agencies in existence as of the end of 2024, 187 of these agencies were opened by franchisees as their first agency (or used to be first agencies and then transitioned to an existing franchisee or to our affiliate as a second agency) and were open for 12 months or longer as of December 31, 2024. Excluded are three agencies doing primarily skilled business that are not reflective of typical agencies. If a franchisee operates more than one BrightStar agency, the information contained in the table below only includes information for the franchisee's first BrightStar agency unless the franchisee acquired a former first agency of another franchisee or the first agency of a franchisee was acquired by a company-owned affiliate.

	Average Gross Margin Percentage	Median Gross Margin Percentage	High Margin	Low Margin	Number of agencies	Number and % of Agencies that attained or exceeded Average Amount
2024	42.4%	41.7%	64.8%	20.9%	187	89 (48%)

Notes

1. Cost of Goods sold includes the direct cost of Nurse visits associated with billable services.
2. The schedule excludes two New York agencies in transition on change of ownership pending LHCSCA licensure moratorium resolution.
3. The schedule excludes three agencies using a different operational system from which financial data was not yet available.
4. All 187 agencies shown in the schedule above were franchised at the beginning of 2022. Agencies that were the first franchised agency of a franchisee during any portion of 2022, 2023, or 2024 and subsequently acquired by our affiliate during 2022, 2023, or 2024 are also included. Post-acquisition performance did not materially change compared to pre-acquisition performance.
5. This schedule excludes two affiliate-owned agencies that were affiliate-owned during all of 2024 and were never previously franchisee-owned agencies.

C. Data Analysis of Client and Employee Statistics (First Agency Only)

Hours Billed per Client per Week

The information in the chart below reflects the average, median, high, and low hours billed per client per week during calendar year 2024 for all Brightstar franchised first agencies as well as for former franchised first agencies resold as secondary agencies 2022 through 2024 or sold to our

affiliate, including all resale agencies, open and operating for at least 12 months as of December 31, 2024. As of December 31, 2024, we had 185 franchised and affiliate-owned (previously franchisee owned and operated during a portion of 2022, 2023, or 2024) BrightStar agencies open as first agencies.

Average Hours Billed Per Week	Median Hours Billed per Week	High Per Week	Low Per Week	Number of Agencies	Number and Percentage of Agencies that Attained or Exceeded Average Amount
24.4	22.1	96.6	2.7	185	77 (42%)

Notes

1. Excluding skilled care, the average hours per client per week are 20.4 (most franchisees will begin to perform skilled care in their second year unless there are Certificate of Need restrictions in the state, including Kentucky until late 2020, and Arkansas and Tennessee as well).
2. All 185 agencies shown in the schedule above were franchised at the beginning of 2022. Agencies that were the first franchised agency of a franchisee during any portion of 2022, 2023, or 2024 and subsequently acquired by our affiliate during 2022, 2023, or 2024 are also included. Post-acquisition performance did not materially change compared to pre-acquisition performance.
3. The schedule excludes five agencies that primarily do skilled care through an outside system.
4. The schedule excludes two New York agencies in transition of change of ownership pending state licensure.
5. The schedule excludes data from the Care Homes pilot program.
6. This schedule excludes two affiliate-owned agencies that were affiliate-owned during all of 2024 and were never previously franchisee-owned agencies.

Number of Clients and Employees Serviced Per Agency

Avg Weekly Billed Revenue Range	Avg weekly hours per employee	# and % of agencies > avg	Median weekly hours per EE	Avg weekly EEs	# and % of agencies > avg	Median # weekly EEs	Avg weekly customer count	# and % of agencies >avg	Median weekly customer count	Agency count
0-5,000	24.9	0 (0%)	24.9	3.9	0 (0%)	3.9	2.9	0 (0%)	2.9	1.0
5,000-10,000	15.0	3 (50%)	14.5	12.8	3 (50%)	13.5	18.8	3 (50%)	19.2	6.0
10,000-20,000	18.6	5 (29%)	16.2	24.2	7 (41%)	22.7	26.7	7(41%)	25.5	17.0
20,000-30,000	20.5	12 (31%)	17.7	29.1	21 (54%)	29.5	28.9	13 (33%)	24.3	39.0
30,000-40,000	20.2	16 (43%)	19.2	43.4	20 (54%)	44.4	43.7	17 (46%)	40.3	37.0
40,000-50,000	19.3	11(50%)	19.8	52.5	9 (41%)	50.0	48.7	8 (36%)	42.0	22.0
50,000-60,000	21.8	15 (58%)	22.4	56.1	15(58%)	58.0	53.5	11(42%)	48.4	26.0
60,000-75,000	23.1	7 (41%)	19.8	60.4	9 (53%)	62.0	62.4	7 (41%)	63.7	17.0
>75,000	24.5	9 (45%)	23.6	101.3	8 (40%)	90.9	97.7	5 (25%)	73.8	20.0

The information in the chart above reflects the average and median weekly hours worked per employee, average and median number of employees worked per week, and average and median number of clients per week for full year 2024. The information above contains information for all Brightstar first agencies, or former first agencies resold as secondary agencies in 2022, 2023, and 2024, for all ongoing clients for agencies open and operating 12 months or longer as of December 31, 2024. Specifically, out of the 408 total Brightstar agencies in existence as of December 31, 2024, 190 of those agencies were opened as a franchisee's first agency, or former first agencies resold as secondary agencies in 2024, and open and operating 12 months or longer as of December 31, 2024. Excluded from the chart above are 13 new franchised agencies opened in 2024 and most of these fall in the below \$20,000 average weekly billed revenue level as of the end of the year that contributes to the franchisees falling into the less than \$5,000, \$5,001-\$10,000, and \$10,001-20,000 average weekly billed revenue categories.

NOTES

1. All 185 agencies shown in the schedule above were franchised at the beginning of 2022. Agencies that were the first franchised agency of a franchisee during any portion of 2022, 2023, or 2024 and subsequently acquired by our affiliate during 2022, 2023, or 2024 are also included.
2. The schedule excludes five agencies that primarily do skilled care through an outside system.