

INVESTOR & ANALYST **CONFERENCE** **2026**

ROLLINS

®

ROL
LISTED
NYSE

AGENDA

Presentations

Delivering Excellence the Rollins Way

Jerry Gahlhoff | Chief Executive Officer, President

Orkin at 125 | Built to Last, Positioned to Grow

Scott Weaver | Chief Operating Officer, Orkin USA

Essential Together | Protecting People, Brands & Performance

Stanford Phillips | President, Rollins Brands USA

Our Strategic and Disciplined Approach to M&A

Ken Krause | Executive Vice President, Chief Financial Officer

Brand Leadership Panel

Ken Krause | Executive Vice President, Chief Financial Officer

Ed Donoghue | Vice President of Sales – Rollins Inc.

Jeff Dunn | Co-President, Northwest Exterminating

Jamie Holyoak | President, Fox Pest Control

Mitch Smith | President, Sacla Pest Control

Marketing as a Growth Enabler Across Rollins

Cam Glover | Vice President, Orkin Marketing

Improved Service Delivery Through Technical Teams and Innovation

Clay Scherer, Ph.D. | Senior Vice President, Operational Support

Accelerating Growth, Efficiency, & Value Via Technology

Renee Pearson | Senior Vice President, Chief Information Officer

Driving Sustainable, Long-Term Value Creation

Ken Krause | Executive Vice President, Chief Financial Officer

Q&A

ROLLINS

INVESTOR AND ANALYST CONFERENCE 2026



EXECUTIVE BIOS



Jerry E. Gahlhoff, Jr.

Chief Executive Officer, President

Jerry E. Gahlhoff, Jr. was appointed Chief Executive Officer of Rollins, Inc. in 2023, while retaining his prior role as President. He previously served as President and Chief Operating Officer of Rollins in 2020 and joined the Board of Directors in 2021. He served as President of Specialty Brands and Vice President of Human Resources, where he oversaw the Company's specialty brands portfolio—including HomeTeam Pest Defense, Western Pest Services, Waltham Pest Services, Northwest Exterminating, Clark Pest Control and OPC Services. He also led Human Resources and Training for all Rollins Brands.

An industry veteran, Mr. Gahlhoff began his career in 1999 as an entomologist with Wilson Pest Control Company in Winston-Salem, NC, later acquired by HomeTeam in 2001. He then moved to HomeTeam's headquarters in Dallas, TX, serving as Vice President of Technical Services, Regional Vice President of the Florida Region and Vice President of the East Division, before becoming President of HomeTeam after Rollins acquired the company in 2008. In 2018, Mr. Gahlhoff received the Crown Leadership Award from Pest Control Technology (PCT) magazine for his ethical leadership and contributions to the industry. He is an active member of the national professional pest control fraternity, Pi Chi Omega, and has served as a board member of Zoo Atlanta since 2023 and was appointed to the Culligan International Board of Directors in 2025. He also serves as Treasurer of the Pest Management Board of Trustees and as Vice Chairman of The Professional Pest Management Association, roles he has held since 2022 and 2024, respectively.



Kenneth D. Krause

Executive Vice President, Chief Financial Officer

Kenneth D. Krause has served as the Executive Vice President and Chief Financial Officer of Rollins, Inc. since 2022. He oversees the Company's financial operations, strategy and planning, helping to guide Rollins' growth and long-term performance. In 2024, his role expanded to include oversight of Rollins' International Brands. Before joining Rollins, Mr. Krause held multiple leadership positions at MSA Safety, Inc., including Senior Vice President, Chief Financial Officer, Chief Strategy Officer and Treasurer from 2015 to 2022. He also served in various senior roles at MSA from 2006 to 2015. Prior to MSA, he was an active CPA with the international accounting firm of KPMG, LLP. Mr. Krause is actively involved in the business community and currently serves on the Metro Atlanta Chamber Board of Director.



Renee J. Pearson

Senior Vice President, Chief Information Officer

Renee J. Pearson was promoted to Chief Information Officer in 2024 and leads the Company's technology teams, including Enterprise Applications, Shared Services, Data & Analytics, Business Relationship Management, Mergers & Acquisitions, IT Transformation and Cybersecurity. Ms. Pearson joined Rollins, Inc. in 2023 as Senior Vice President and Chief Technology Officer, where she oversaw enterprise technology strategy and modernization initiatives. Previously, she served as Senior Vice President of IT at Republic National Distributing Company and held various leadership roles across the consumer-packaged goods industry from 1999 to 2020.



Stanford C. Phillips

President, Rollins Brands USA

Stanford C. Phillips serves as President of U.S. Brands for Rollins, Inc. He joined the Company in 2017 through the acquisition of Northwest Exterminating and transitioned to the Rollins Leadership Team in 2024, first as Vice President of Strategic Initiatives and later that year as President of U.S. Brands. His path to Rollins follows nearly a decade of leadership at Northwest Exterminating, the company founded by his grandparents in 1951. From 2015 to 2024, Mr. Phillips served as Co-President of Northwest Exterminating and was promoted in 2020 to Division President of Northwest Exterminating & IFC. Having grown up in the pest control business, he has extensive experience in operations, customer experience, branding and service-driven initiatives that supported Northwest's expansion of more than 50 offices. He has a strong focus on servant leadership, innovation, and cultural strength to support the continued growth and long-term success of Rollins Family of Brands.



Clay W. Scherer, Ph.D.

Senior Vice President, Operational Support

Clay W. Scherer joined Rollins, Inc. as Senior Vice President of Operational Support in 2024. He oversees the Company's Technical Services, Quality Assurance, Termite Warranty Claims and Regulatory teams. Mr. Scherer previously served as Global Research and Development Lead for Syngenta Crop Protection AG in Switzerland. He has also held various leadership roles at Syngenta and DuPont in the United States and in key pest management markets worldwide. As an entomologist, Mr. Scherer has developed protocols for schools and other sensitive accounts that continue to serve as standard industry practice within the pest management industry.



Scott Weaver

Chief Operating Officer, Orkin USA

Scott Weaver serves as Chief Operating Officer of Orkin USA, where he oversees day-to-day operations with a primary focus on Commercial Operations, National Accounts strategy, service execution, and operational performance. With more than 30 years of experience in the consumer services industry, Scott is recognized for driving operational excellence, scalable growth, customer retention, and the development of high-performing teams. Since joining Orkin in 2016, he has held multiple leadership positions of increasing responsibility, including Division Sales Manager, Region Manager for Midwest Commercial, President of Orkin's Midwest Division, and President of Orkin's Commercial Division. During his leadership of the Midwest Division, Scott helped drive strong growth across both residential and commercial operations through a disciplined focus on sales execution, customer experience, operational performance, and talent development. He has also been instrumental in building and scaling Orkin's dedicated Commercial Division into a major growth engine for the organization, strengthening the company's position in complex commercial markets through operational discipline, strategic customer partnerships, and a relentless focus on execution and customer experience.



Cam C. Glover

Vice President of Marketing, Orkin USA

Cam C. Glover has served as the Vice President of Marketing at Orkin since October 2021. In this role, he leads a team supporting multiple areas including brand strategy, performance marketing, communications, product management, pricing, analytics, and B2B marketing. Since joining Rollins in 2003, Mr. Glover has progressed through various marketing leadership positions, each with increasing responsibility. Prior to his tenure at Rollins, he gained extensive experience in marketing across retail, e-commerce, and consumer packaged goods sectors, cultivating a skill set that he brings to his current role.



Ed Donoghue

Vice President of Sales – Rollins Inc.

Ed Donoghue moved into his role as Vice President of Sales, Rollins Inc. in January 2026. In this role, he supports the broader Rollins family of brands in sales leadership, development, and field execution. After more than four decades of service with Orkin, Ed brings deep field experience and a long track record of sales leadership to his current role. He began his Orkin career in 1983 as a termite sales inspector in Ohio and progressed through many areas of the business, ultimately serving as Orkin's longest-tenured Vice President of Sales for the past 13 years. In that role, he led more than 1,800 sales professionals and supported branch and sales leaders across the country. Under his leadership, Orkin achieved record sales growth, shaped by a strong focus on development, discipline, accountability, and servant leadership.



Jeff Dunn

Co-President, Northwest Exterminating

Jeff Dunn serves as Co-President of Northwest Exterminating, where he has spent more than 25 years helping lead the company's growth into a regional leader with over 60 locations across six southeastern states. He began his career in service and sales and has progressed through key leadership roles including Branch Manager, Director of Pest Control Operations, Vice President of Sales, and Chief Progression Officer.

Throughout his tenure, Mr. Dunn has played an integral role in scaling operations, developing leadership talent, and strengthening a service-driven culture to support sustained growth and long-term success.



Jamie Holyoak

President, Fox Pest Control

Jamie Holyoak serves as President of Fox Pest Control, where he leads the brand's strategy, operations, and continued growth within the Rollins Family of Brands. Jamie joined Fox in 2012 as a leadership consultant, working primarily with door-to-door teams in building the customer base. In 2021, he came to work with Fox full time as a Region Manager over the Northeast region. He then served as the Division President until Fox was acquired by Rollins in 2023. In his role as Brand President, he focuses on operational excellence, customer experience, and leadership development, ensuring the organization delivers consistent, high-quality service across its markets. Mr. Holyoak works closely with executive leadership to drive performance, strengthen culture, and support the long-term success of the Fox Pest Control brand.



Mitch Smith

President, Saela Pest Control

Mitch Smith serves as President of the Western U.S. Brands for Rollins, Inc., where he oversees three brands: Saela, Clark, and the newly acquired Romex Pest. With four decades of experience in the pest control industry, Mr. Smith's roles have spanned from a Service Specialist to Chief Operating Officer. He has spent 18 years with Rollins in various leadership roles, including Regional Vice President and Division President of both the South Central and Pacific Divisions. Prior to returning to Rollins through the acquisition of Saela in April 2025, Mr. Smith served as President and COO of Saela for six years. A dedicated, people-first leader, Mr. Smith brings deep operational expertise and a proven track record of building strong teams across the industry.

Cautionary Statement Regarding Forward-Looking Statements

This presentation as well as other written or oral statements by the Company may contain “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. We have based these forward-looking statements on our current opinions, expectations, intentions, beliefs, plans, objectives, assumptions and projections about future events and financial trends affecting the operating results and financial condition of our business. Although we believe that these forward-looking statements are reasonable, we cannot assure you that we will achieve or realize these plans, intentions, or expectations. Generally, statements that do not relate to historical facts, including statements concerning possible or assumed future actions, business strategies, events or results of operations, are forward-looking statements. The words “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “might,” “plan,” “possible,” “potential,” “predict,” “should,” “will,” “would,” and similar expressions may identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking.

Forward-looking statements in this presentation include, but are not limited to, statements regarding: expectations with respect to our financial and business performance; expectations related to acquisitions, including expected M&A revenue growth contribution of 2–3% and estimated value creation from recent acquisitions; our recession-resilient business model; our expected growth, including 2026 outlook for organic revenue growth of 7–8% and adjusted incremental EBITDA margins of approximately 25–30% as well as medium-term targets for organic revenue growth of 7–8%, adjusted incremental EBITDA margins of approximately 30–35%, free cash flow conversion in excess of 100%, and double-digit earnings and free cash flow growth; underlying markets remain healthy and customer retention rates are strong; our pricing strategy, including CPI-plus pricing; expectations regarding market growth; focus on margins as well as pricing and productivity; expected gross margin and SG&A improvement opportunities, including procurement, fleet, technician turnover, back-office modernization, and shared services initiatives; expectations regarding our effective tax rate; a balanced capital allocation strategy; healthy balance sheet provides flexibility and positions us well to execute on capital allocation priorities; and healthy dividend. These forward-looking statements, including the 2026 outlook and medium-term targets discussed herein, are objectives and targets only and should not be regarded as representations or guarantees that such results will be achieved. Actual results may differ materially from these targets.

These forward-looking statements are based on information available as of the date of this presentation, and current expectations, forecasts, and assumptions, and involve a number of judgments, risks and uncertainties. Important factors could cause actual results to differ materially from those indicated or implied by forward-looking statements including, but not limited to, those set forth in the sections entitled “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended December 31, 2025, and may also be described from time to time in our future reports filed with the SEC.

Accordingly, forward-looking statements should not be relied upon as representing our views as of any subsequent date, and we do not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date they were made, whether as a result of new information, future events or otherwise, except as may be required by law.

The Company has not reconciled its forward-looking adjusted incremental EBITDA margin, adjusted EBITDA margin, free cash flow conversion, or other forward-looking non-GAAP financial measures to the most directly comparable GAAP measures because the Company cannot predict with reasonable certainty the ultimate outcome or timing of certain significant items without unreasonable effort. These items include, but are not limited to, acquisition-related expenses, adjustments to the fair value of contingent consideration, restructuring charges, gains or losses on the disposition of assets or businesses, and other unusual or infrequent items. These items are uncertain, depend on various factors, and could have a material impact on GAAP reported results for the applicable periods. A reconciliation of these forward-looking non-GAAP measures is therefore not available without unreasonable effort.

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Reconciliation of GAAP and Non-GAAP Financial Measures

A non-GAAP financial measure is a numerical measure of financial performance, financial position, or cash flows that either 1) excludes amounts, or is subject to adjustments that have the effect of excluding amounts, that are included in the most directly comparable measure calculated and presented in accordance with GAAP in the statement of income, statement of financial position or statement of cash flows, or 2) includes amounts, or is subject to adjustments that have the effect of including amounts, that are excluded from the most directly comparable measure so calculated and presented.

These measures should not be considered in isolation or as a substitute for revenues, net income, earnings per share or other performance measures prepared in accordance with GAAP. Management believes all of these non-GAAP financial measures are useful to provide investors with information about current trends in, and period-over-period comparisons of, the Company's results of operations. An analysis of any non-GAAP financial measure should be used in conjunction with results presented in accordance with GAAP.

The Company uses the following non-GAAP financial measures

Organic revenues

Organic revenues are calculated as revenues less the revenues from acquisitions completed within the prior 12 months and excluding the revenues from divested businesses. Acquisition revenues are based on the trailing 12-month revenue of our acquired entities. Management uses organic revenues, and organic revenues by type to compare revenues over various periods excluding the impact of acquisitions and divestitures.

Adjusted operating income and adjusted operating margin

Adjusted operating income and adjusted operating margin are calculated by adding back to operating income those expenses associated with the amortization of intangible assets and adjustments to the fair value of contingent consideration resulting from the acquisitions of Fox Pest Control and Soela Pest Control. Adjusted operating margin is calculated as adjusted operating income divided by revenues. Management uses adjusted operating income and adjusted operating margin as measures of operating performance because these measures allow the Company to compare performance consistently over various periods.

Adjusted net income and adjusted EPS

Adjusted net income and adjusted EPS are calculated by adding back to the GAAP measures amortization of intangible assets and adjustments to the fair value of contingent consideration resulting from the acquisitions of Fox Pest Control and Soela Pest Control, excluding gains and losses on the sale of non-operational assets and gains on the sale of businesses, and by further subtracting the tax impact of those expenses, gains, or losses. Management uses adjusted net income and adjusted EPS as measures of operating performance because these measures allow the Company to compare performance consistently over various periods.

EBITDA, EBITDA margin, adjusted EBITDA, adjusted EBITDA margin, incremental EBITDA margin and adjusted incremental EBITDA margin

EBITDA is calculated by adding back to net income depreciation and amortization, interest expense, net, and provision for income taxes. EBITDA margin is calculated as EBITDA divided by revenues. Adjusted EBITDA and adjusted EBITDA margin are calculated by further adding back those expenses associated with the adjustments to the fair value of contingent consideration resulting from the acquisitions of Fox Pest Control and Soela Pest Control, and excluding gains and losses on the sale of non-operational assets and gains on the sale of businesses. Management uses EBITDA, EBITDA margin, adjusted EBITDA and adjusted EBITDA margin as measures of operating performance because these measures allow the Company to compare performance consistently over various periods. Incremental EBITDA margin is calculated as the change in EBITDA divided by the change in revenue. Management uses incremental EBITDA margin as a measure of operating performance because this measure allows the Company to compare performance consistently over various periods. Adjusted incremental EBITDA margin is calculated as the change in adjusted EBITDA divided by the change in revenue. Management uses adjusted incremental EBITDA margin as a measure of operating performance because this measure allows the Company to compare performance consistently over various periods.

Free cash flow and free cash flow conversion

Free cash flow is calculated by subtracting capital expenditures from cash provided by operating activities. Management uses free cash flow to demonstrate the Company's ability to maintain its asset base and generate future cash flows from operations. Free cash flow conversion is calculated as free cash flow divided by net income.

Management uses free cash flow conversion to demonstrate how much net income is converted into cash. Management believes that free cash flow is an important financial measure for use in evaluating the Company's liquidity. Free cash flow should be considered in addition to, rather than as a substitute for, net cash provided by operating activities as a measure of our liquidity. Additionally, the Company's definition of free cash flow is limited, in that it does not represent residual cash flows available for discretionary expenditures, due to the fact that the measure does not deduct the payments required for debt service and other contractual obligations or payments made for business acquisitions. Therefore, management believes it is important to view free cash flow as a measure that provides supplemental information to our condensed consolidated statements of cash flows.

Adjusted sales, general, and administrative (“SG&A”)

Adjusted SG&A is calculated by removing the adjustments to the fair value of contingent consideration resulting from the acquisitions of Fox Pest Control and Soela Pest Control. Management uses adjusted SG&A to compare SG&A expenses consistently over various periods.

Leverage ratio

Leverage ratio, a financial valuation measure, is calculated by dividing adjusted net debt by adjusted EBITDAR. Adjusted net debt is calculated by adding short-term debt and operating lease liabilities to total long-term debt less a cash adjustment of 90% of total consolidated cash. Adjusted EBITDAR is calculated by adding back to net income depreciation and amortization, interest expense, net, provision for income taxes, operating lease cost, and stock-based compensation expense. Management uses leverage ratio as an assessment of overall liquidity, financial flexibility, and leverage.

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Delivering Excellence the Rollins Way

Jerry Gahlhoff, Jr.
Chief Executive Officer and President



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Recent Milestones



CELEBRATING **75 YEARS** OF EXTRAORDINARY EXPERIENCES



OVER **75 YEARS** OF EXCELLENCE



OVER **30 YEARS** OF PROTECTING HOMES



NEARING **100 YEARS** OF SERVICE



OVER **130 YEARS** OF HISTORY

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The Rollins Way



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The Rollins Way



AI-Proof Jobs for 2026: Careers (and Skills) Technology Still Can't Replace



**Competing on trust
in the Age of AI**



**'What if I told you this school had no teachers?':
Is AI schooling the future of education — or a
risky bet?**



**How To Recognize AI-Generated Scams As They
Become Harder To Detect**



**Nearly 4 in 10 companies will replace
workers with AI by 2026, survey shows**



An AI disaster is getting ever closer

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The Rollins Way



'What if I told you this school had no teachers?':
Is AI schooling the future of education — or a
risky bet?



How To Recognize AI-Generated Scams As They
Become Harder To Detect



Nearly 4 in 10 companies will replace
workers with AI by 2026, survey shows



An AI disaster is getting ever closer

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The Rollins Way



How To Recognize AI-Generated Scams As They
Become Harder To Detect



An AI disaster is getting ever closer

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The Rollins Way



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Our Strategic Objectives



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People First: Teammate Investments

Investments in Our People



Teammate Engagement

Servant Leadership

85%

Overall Teammate Engagement

86%

Based on an **81%** Response Rate

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People First: Driver Safety

Improvement in Collision Rates

Collision Frequency Rate

Down



~20%

Since 2022

Improvement in Injury Rates

Injury Frequency Rate

Down



~20%

Since 2022



*As of 12/31/25

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Customer Loyalty

Focus of Customer Experience Team

Operational and Customer Touchpoints

Execution of Treatment Protocols

Relationships & Communication



Every Percentage Point of Improvement Translates to Meaningful Results

Materially Improve the Customer Experience in Ways Customers Can Feel

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Growth Mindset



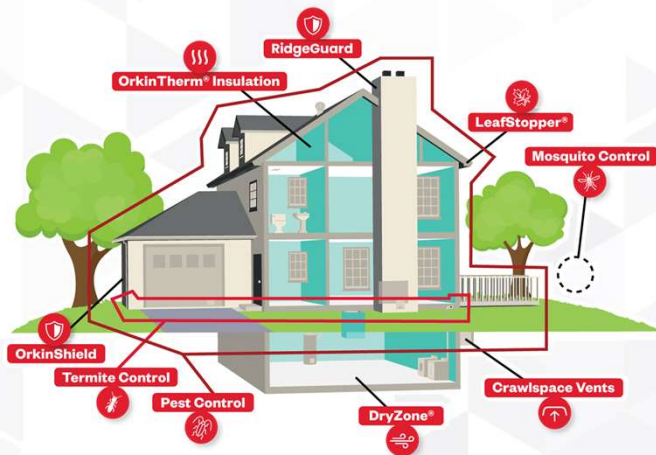
Self Improvement



Expand Customer Base



Increase Depth of Relationship



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Operational Efficiency

Continuous **Improvement** and **Operational Efficiency** are Core Tenets of **our Strategy** — Reinforced Across **Every Brand, Every Team, Every Day.**

Continuous Improvement

Constantly striving to **improve service** levels and **optimize our business.**

Evolve and Invest in our Operating Model

Bringing more brands online with **enhanced capabilities** to create a **better experience** for our team and customers.

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Our Portfolio of Brands: Power of Collaboration

ROLLINS



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Key Investment Highlights

01 **Scaled player** with distinct competitive advantages and a number of **levers for growth and margin expansion**

02 Operate in a large and **fragmented industry** with significant runway for growth, supported by **structural tailwinds**; attractive adjacent/complementary markets to compound growth

03 Continue to invest for growth, both organically as well as through disciplined and **strategic M&A**

04 Strongly embrace a culture of **continuous improvement** and productivity that will be further enhanced by our **modernization journey**

05 We are a **compounder** and will continue to create shareholder value through **disciplined capital allocation** and strong balance sheet



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Orkin at 125 Built to Last, Positioned to Grow

Scott Weaver
Chief Operating Officer, Orkin USA



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Three Growth Levers Strengthening Long-Term Performance

1



Teammates & Culture

Engaged teammates power consistent execution and growth

Engagement + Retention
 Consistent Performance

2



Residential Execution

Density and productivity are improving cost-to-serve

Density + Local Optimization
 Margin Expansion

3



Commercial Scale

Now a scaled, structured growth engine

Specialization + Accounts
 Scalable Growth

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ETHOS + THE ROLLINS WAY





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Orkin's Teammates & Our Culture

Training & People First



G.R. ♦ .W.


WOMEN'S IMPACT NETWORK >>

MISSION FIRST VETS-ENG

ORKIN SERVES

+


Compensation



Tied to Improved Performance in:

- Customer Satisfaction
- Service Delivery
- Key Business Metrics

=



12% Improvement in first-year Teammate Retention

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Why We Win: Scale & Localized Execution



200+ Years
of Combined
Leadership Experience

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The Power of the Orkin Brand

ORKIN
InSite

MyAccount

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One Operating Model, Two Growth Engines



Residential



One Trusted Brand



Commercial

Agile Operations | Leadership Alignment | Technical Expertise

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National Scale with Agile Operating Units



**27 New Locations
Since 2024**

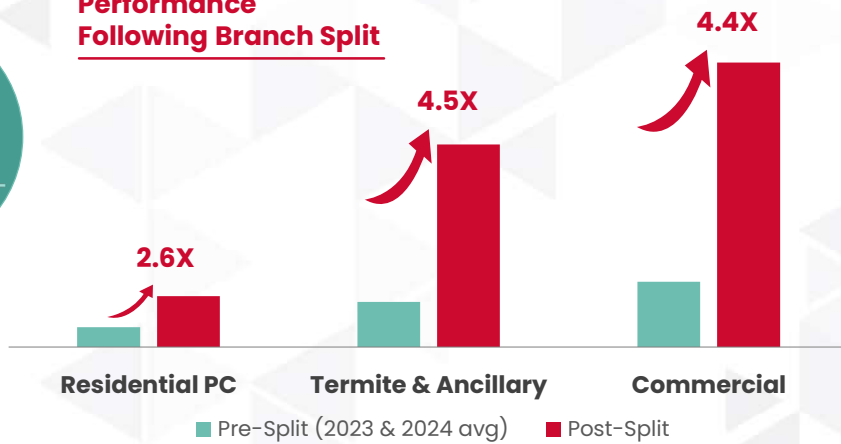
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Optimizing Operating Structure Amplifying Results (Kentucky Case Study)

4.2x
Average
Acceleration
30.4% vs. 7.3%

Performance Following Branch Split



Greater Focus. Stronger Performance. All business lines accelerated – 4.2x lift.

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Commercial Focus Accelerating Sales Results

New Commercial Sales¹

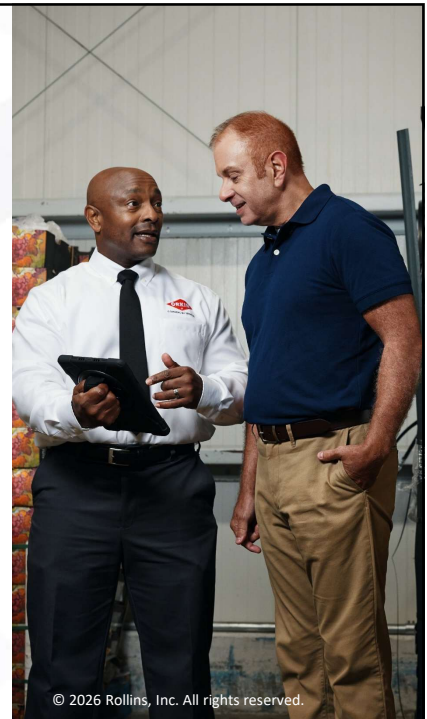


Strong Growth Momentum

2-Year CAGR for
NEW COMMERCIAL SALES: 2023 – 2025

+25%

1. Based on a 12-month annualized expected revenue value



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How Orkin Wins in the Residential Space

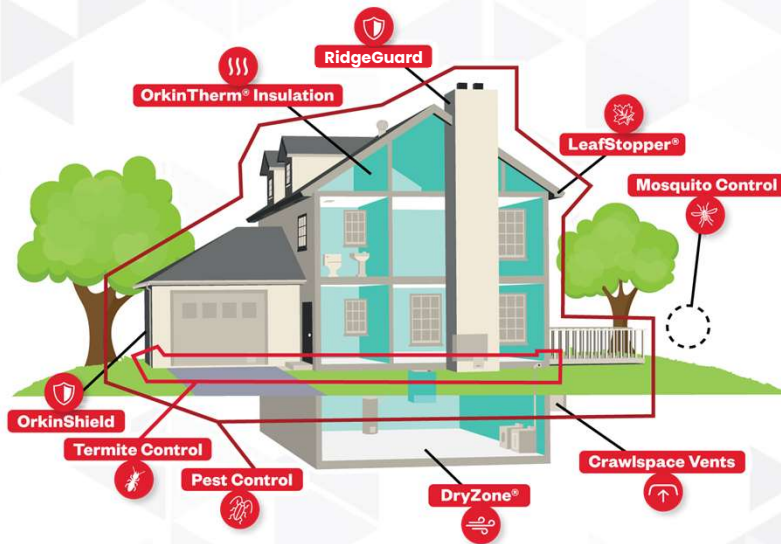
Brand Strength Opens The Door For Consistent, Trusted Customer Experiences



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Cross-Sell Expands CLTV and Improves Retention



Ancillary and Other Residential Services Increase Share of Wallet and Customer Lifetime Value (CLTV)

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Cross-Sell Case Study: Mosquito Control

5-year Mosquito Control Sales Growth



+100%
Growth
Since 2020

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Priority Industry Segments & Sales Channels



Food
Processing



Hospitality



Healthcare



Logistics



Manufacturing



Education



Assisted
Living



Multi-
Family

National Accounts

National Decision Maker for
entire customer footprint
(Master Service Agreements)

Preferred Vendor designation
requiring synchronized effort
(Team Sales)

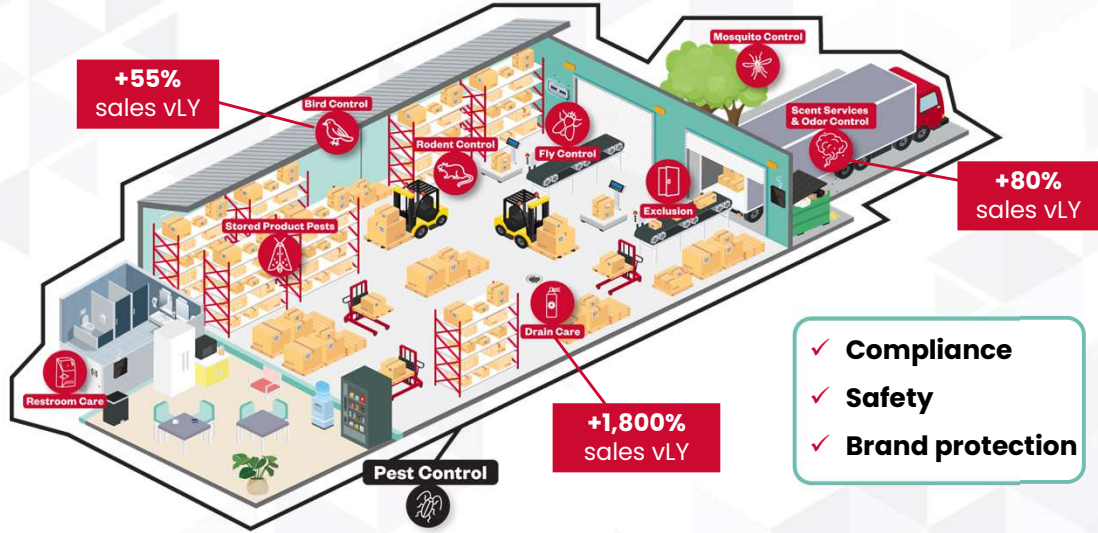
Local Accounts

Independent decision made
at the local business

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Commercial is a Core Growth Engine



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Why Orkin Wins in the Commercial Space



Orkin's Triple Guarantee

- 1 **2x24 Response Guarantee:** Response within **2 hours** - visit within **24 hours**
- 2 **Reimbursement Guarantee:** If a pest infestation alone causes a customer to receive a regulatory fine, Orkin will reimburse the fines the customer pays
- 3 **360° Satisfaction Guarantee:** **60 days** complimentary service if customers aren't satisfied

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125 YEARS

ORKIN

Trusted Brand ◆ **National Scale** ◆ **Local Execution**

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Essential Together Protecting People, Brands & Performance

Stanford Phillips
President, Rollins Brands USA

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**OUR FOCUS IS SIMPLE: PROTECT
THE TWO DRIVERS OF DURABLE
RETURNS IN LOCAL SERVICE –
TEAMMATE RETENTION AND
CUSTOMER TRUST**

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Northwest Exterminating — Founded 1951
"Earn trust one home at a time."
— L.A. Phillips

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Doubled Down on Culture, Leadership, and Development



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**“BRAND” IS NEVER JUST
MARKETING FOR US – IT’S THE
LIVED EXPERIENCE A TEAMMATE
DELIVERS, DAY AFTER DAY**

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CUSTOMERS FIRST | **CHALLENGE LEAD** | **THE NORTHWEST WAY** | **GROWTH**

MAKING A DIFFERENCE | **INSPIRED** | **MOVE FORWARD**

BE EXTRAORDINARY | **INSPIRED NORTHWEST CULTURE** | **POSSIBILITY EXPANSION** | **PURPOSE DRIVEN**

MAKE IT BETTER | **HELPING EACH OTHER** | **AN EXTRAORDINARY COMPANY CREATING EXTRAORDINARY EXPERIENCES** | **DO WHAT IS RIGHT** | **TALENT PASSION** | **OUTWARD THINKING** | **BE HUMBLE** | **RELATIONSHIPS**

COMMUNICATION | **OPTIMISTIC** | **BELIEVE IN YOU** | **TRUST** | **INNOVATE**

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Northwest Growth Since Acquisition

Since Being Acquired, We've More Than **Doubled our Teammates** and Have Acquired **17 Companies**

Year	Revenue
2017	Low
2025	High (~4x 2017)

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We Don't "Buy" Revenue – We Join Families



NORTHWEST
E X T E R M I N A T I N G



CULTURE • PEOPLE • BRANDS • CAPABILITY

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Formula For Durable Returns

Valued Teammates



Valued Customers



Customer Retention



DURABLE RETURNS

Creating A Reputation In The Industry
As **The Acquiror Of Choice**

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Rollins U.S. Brands



45

THAT'S THE SWEET SPOT
LOCAL TRUST
 PLUS **SHARED**
CAPABILITIES



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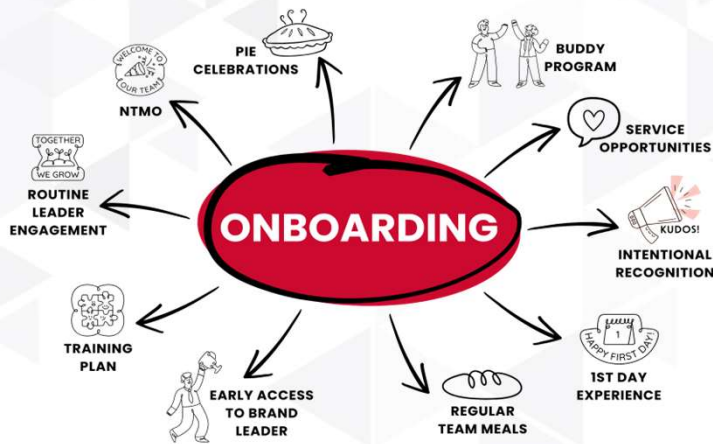
Collaboration: Share What Works and Scale it Quickly

 <p>Net Promoter Score ~90</p>	  <p>Proven Door-to-Door Playbook - 90% Increase in Q1 Termite sales at HomeTeam</p>	 <p>Sharing Wildlife Leads - 45% Increase in Revenue Growth in Pilot</p>
 <p>Expanding Sales Capability - 40% Growth in Call Center Sales vLY</p>	 <p>Outbound Cross-Sell Initiatives with Support of Five Other Brands</p>	 <p>RAC Utilization up 70% Across the Brands YTD</p>

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Teammate Retention

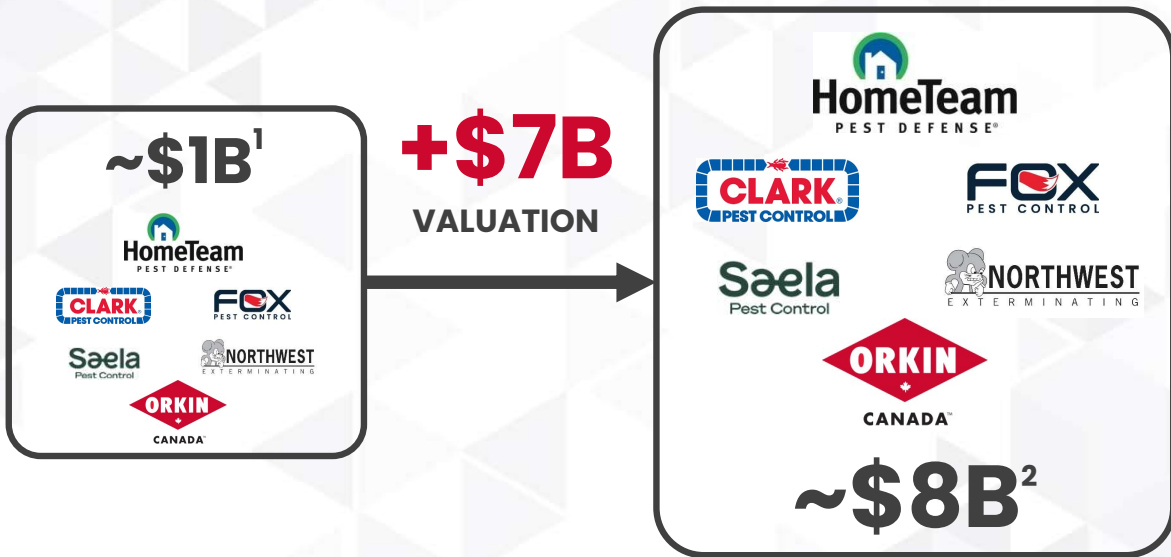


IMPROVING OUR FIRST-YEAR TEAMMATE EXPERIENCE HAS RESULTED IN **~550 FEWER TEAMMATE HIRES**, WHILE STILL ACHIEVING OUR GROWTH AND TALENT TARGETS.

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Value Creation through M&A



1. Approximate purchase price of these acquisitions
 2. Represents approximate current value of these brands (EBITDA x ROL LTM multiple)

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The Rollins Way



MORE MARKETS TO ADD,
 MORE SERVICES TO DELIVER
 & MORE VALUE TO UNLOCK

**AND WE ARE JUST
 GETTING STARTED!**

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Our Strategic and Disciplined Approach to M&A

Ken Krause

Executive Vice President,
Chief Financial Officer

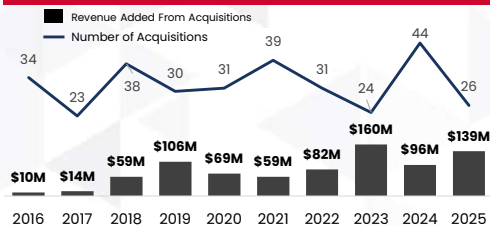


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Large Runway for Expansion from M&A Opportunities

Robust M&A Pipeline



Fragmented Market

The Pest Control Industry is Highly Fragmented with Few Players of Scale



1. Source: IBISWorld, Vesteris, PCT Top 100 List

Evolution of the PCT Top 100

Companies	2014		2024		
	Count	Combined Revenue	Count	Combined Revenue	CAGR
> \$100M	11	\$4.5B	18	\$11.4B	9.7%
> \$50M	5	\$290M	6	\$400M	3.3%
< \$50M	84	\$1.3B	76	\$1.5B	1.4%
TOTAL REVENUE: \$6.1B		TOTAL REVENUE: \$13.3B			

CAGR: 8.1%

The M&A Pipeline Continues to Grow; Despite Active M&A Environment, the Market Continues to Expand

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Our M&A Playbook

Acquiror of Choice



Scale enables revenue and cost synergies



Industry relationships and reputation create proprietary deal opportunities



Reputation for teammate satisfaction and opportunity to grow within organization



Preserves brands of acquired companies, supporting customer and teammate retention

Our Approach

Consistent focus on tuck-in acquisitions that enhance route density and operating efficiency

Long history of acquiring owner-operated businesses with strong local market positions

Acquisitions completed at attractive valuations within essential end markets

Proven integration discipline, with acquired businesses typically integrated within 12 months

Track Record of Execution



~\$1B Invested in Acquisitions in Key Markets from **2022 to 2025**

Solid Track Record of M&A Execution

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Recent M&A has Exceeded 2-3% Target

2023

+5.9%
Revenue Growth

\$367M deployed

24 acquisitions closed including Fox



2024

+3.1%
Revenue Growth

\$157M deployed

44 tuck-in acquisitions closed

2025

+4.1%
Revenue Growth

\$310M deployed

26 acquisitions closed including Sæla



2026 (Expected)

+2-3%
Revenue Growth

\$18M in Q1

3 acquisitions closed in Q1 and Romex acquired in April



Recent M&A
~\$800M Investment

~\$400M Revenue
~\$90M EBITDA

~\$3B
Value in 3 Years

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5 Factors of M&A		FOX PEST CONTROL	Sæla Pest Control
1	Accretive to long-term organic revenue growth	✓	✓
2	Accretive to margins post-synergies	✓	✓
3	Accretive to earnings in year one	✓	✓
4	Consistent with Rollins-like strong cash flow profile and low recurring capital requirements	✓	✓
5	ROIC greater than the cost of capital by year 3	✓	On Track

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Opportunity to Drive Continued Above-Market Growth

	Multi-Brand Approach	Strategy Builds on Existing Brand Recognition to Build Loyalty and Maximize Customer Reach
	Multi-Channel Access to the Customer	Multiple Routes to Acquire New Customers
	Cross-Sell Opportunities	Loyal Customer Base Creates Significant Opportunity to Cross-Sell Services

Strong National Brand with a Portfolio of Leading Local and Regional Brands

"Full Funnel Approach" to Marketing & Advertising

- Digital Marketing
- Traditional Outlets
- Social Media Advertising
- Local Marketing
- Relationships with Homebuilders and HOAs
- Door-to-Door Model

Advantaged Position To Cross-Sell To Larger Customer Base

- Pest Control
- Termite
- Mosquito
- Wildlife
- Ancillary

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Brand Leadership Panel



Ed Donoghue

Vice President
of Sales - Rollins

Ken Krause

Executive Vice President,
Chief Financial Officer

Jamie Holyoak

President,
Fox Pest Control

Jeff Dunn

Co-President,
Northwest
Exterminating

Mitch Smith

President,
Sacla Pest Control

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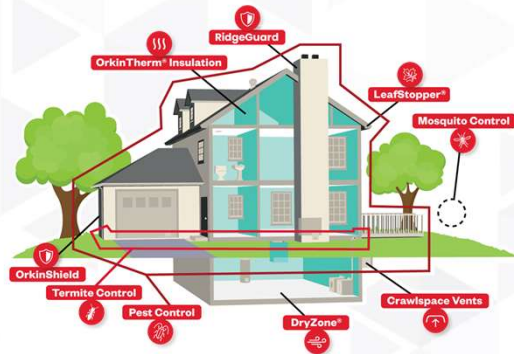
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Ancillary & Cross-Sell: "9 Shots on Goal"

Ancillary Services Opportunity

Revenue Potential

**Solid Double-Digit
Growth**



Today

% of customer base

Future State

Current Service Intensity

Customers use **<2 services** on average, largely limited to core pest or termite

Growth & Wallet Share Strategy

Only **10% of revenue** is ancillary services and average ticket price is **>10x** an annual residential contract

Untapped Portfolio Potential

Ancillary services only sold by Orkin currently

Ancillary & Other Services Increase Share of Wallet and Customer Lifetime Value

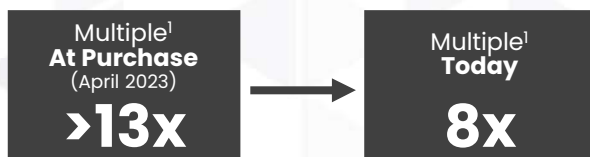
- Existing customer relationships create a strong platform for **cross-selling**
- Today, adoption of non-pest home services remains **relatively low with significant opportunity**
- Expanding services increase **revenue per customer, retention, and lifetime value**

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Fox Pest Control

Highly complementary end market exposure that provides strategic growth opportunities



- Revenue growth higher than portfolio in 2025
- Accretive to GAAP earnings in first year
- Multiple improvement of >5x since acquisition

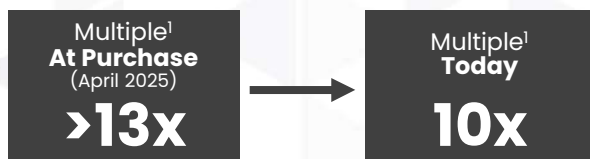
1. Calculated as investment made divided by EBITDA



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Sæla Pest Control

Expanded our presence in key geographies, including the Pacific Northwest, Mountain West, and Midwestern United States



- Revenue growth higher than portfolio in 2025
- Accretive to GAAP earnings in first year
- Multiple improvement of >3x in 1 year

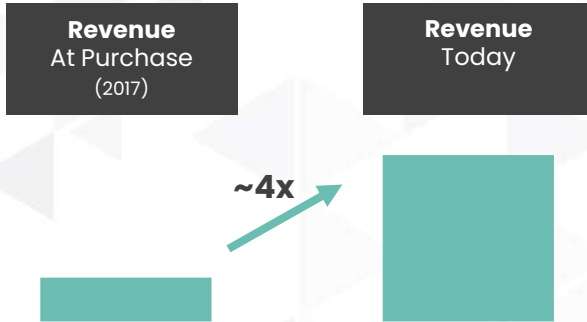
1. Calculated as investment made divided by EBITDA



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Northwest Exterminating

Southeast platform for "second bite of the apple" growth



- Revenue growth well **above Rollins average**
- Strong player in Southeast market with **highest Net Promoter Score (NPS)** in Rollins
- Leader in **"green"** pest control services



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Marketing as a Growth Enabler Across Rollins

Cam Glover

Vice President, Orkin Marketing



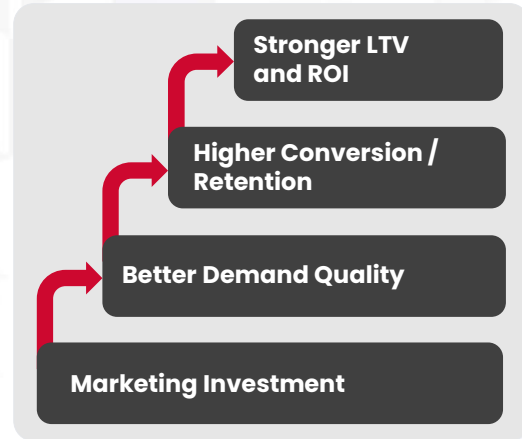
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Marketing as a Growth Enabler Across Rollins

Marketing Drives Growth Across the Rollins Portfolio

- Marketing improves not only demand, but also **customer quality, retention, and lifetime value**
- It helps Rollins grow with greater **efficiency and discipline**
- Stronger collaboration can **improve performance** across brands while **preserving local relevance**



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Portfolio of Distinct Brands with Shared Strategic Advantages

- Rollins serves **diverse markets, geographies, and customer needs** through multiple brands
- Each brand maintains its own positioning and **local relevance**
- **Shared marketing and analytics capabilities** improve speed-to-learn, reduce duplicated spend, and drive better decisions and ROI across the portfolio



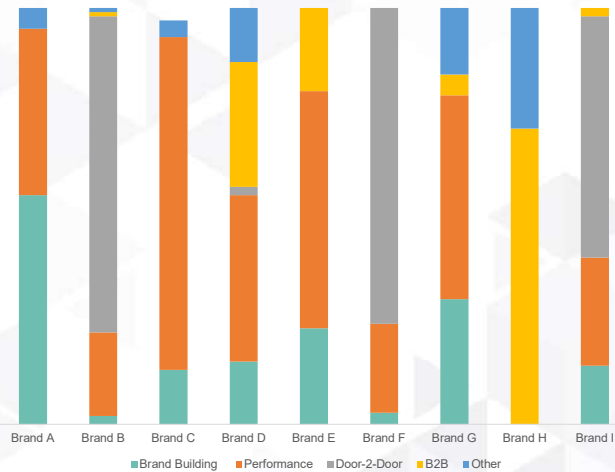
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Multi-Brand, Multi-Channel Approach

- Drives a **balanced, disciplined approach** to customer acquisition
- Mitigates risk by **reducing dependence** on any one acquisition channel
- Accelerates learning through **shared best practices** and market intelligence across brands

Marketing Investment Diversification



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Orkin is the Flagship Brand and a Powerful Marketing Asset

- Orkin combines **awareness, trust,** and **service credibility** at scale
- That brand strength supports **acquisition, conversion,** and **retention**
- Orkin provides a powerful **test-and-learn platform** for marketing strategies that can be deployed to the broader portfolio



125 YEARS

#1

UNAIDED BRAND AWARENESS IN U.S. PEST CONTROL*

Most Cited Pest Control Brand in Media

2X SOV OF NEAREST COMPETITOR**



*Source: Outward Intelligence - Total US Homeowners 575k+ aged 25-34 - Q1 2026

**Cision Media Monitoring; SOV: Share of Voice

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The Search Environment Is Changing



What's Changing

- **Discovery is moving** beyond blue links
- **AI answers, local packs, and zero-click results** are capturing more of the discovery journey
- **Brand authority and trust signals** increasingly shape who gets recommended



Our Response

- **Protect SEO fundamentals:** technical health, structured content, and local coverage
- **Improve AI discoverability:** create content and authority signals that earn citations
- **Scale local relevance** while reinforcing portfolio-wide brand trust



Why It Matters

- **Success is no longer measured** by site traffic alone
- **Better discoverability improves** lead quality and conversion efficiency
- **This keeps our brands visible** as search behavior continues to evolve

Orkin

Leading share of GEO visibility for pest control Brands*

#1

AI-Generated Answers

#1

Share of voice for Citations

Success now depends on being visible, trusted, and recommended wherever customers search

1. *Source: Profound - April 2026
2. Definitions: SEO: Search Engine Optimization; GEO: Generative Engine Optimization

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Residential Marketing Opportunity Across the Portfolio



Capture Demand with Local Precision

High-intent channels and market-level activation help intercept customers at the moment of need.



Improve Conversion & Lower CAC

Optimization lifts close rates, while brand trust supports structurally lower acquisition costs.



Expand Lifetime Value

Recurring plan adoption and service quality increase retention and recurring revenue across the portfolio.



A scaled, trusted marketing engine supports efficient customer acquisition and multi-year revenue value.

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Commercial Marketing Opportunity Across the Portfolio

- Commercial growth depends on **vertical relevance, lead quality,** and **stronger sales enablement**
- Marketing helps the field communicate **differentiated expertise** and measurable outcomes
- Priority opportunities include **national accounts, multi-location customers,** and **high-value vertical segments**

What Wins Commercial Business

- Relevant proof points
- Industry-specific content
- Account-aware outreach
- Sales support tools



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Collaborative Marketing Builds Portfolio Advantages

Shared Best Practices can Lift Performance Across the Portfolio

- **Cross-brand collaboration strengthens performance** while each brand stays focused on its customers, markets, and growth priorities
- **Shared expertise helps teams learn faster** across analytics, strategy, creative effectiveness, and measurement
- **Greater collaboration improves execution quality** by increasing speed, decision discipline, and investment effectiveness while preserving each brand's voice

Portfolio Marketing Advantage

Brand-led execution strengthened by shared learnings, tools, and practices

- Measurement standards
- Attribution and test design
- Media and vendor learnings
- Creative effectiveness playbooks
- Forums to share what works
- Stronger brand-level performance

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Customer Quality and Lifetime Value Matter More than Lead Volume

Goal is Loyal Customers, Not Just More Leads

- Marketing success should be measured by **conversion quality, retention, recurring revenue, and lifetime value**
- Demand generation is coordinated with operations/sales to **protect service quality and margin**
- **Better measurement improves capital allocation** across channels and brands



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Marketing Supports Growth Today and Strengthens the Platform for Tomorrow

Growth Today



Marketing is contributing to growth across the portfolio

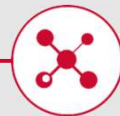


Orkin demonstrates what strong brand and go-to-market execution can achieve



Brand Strength

Strong brands + go-to-market execution



Shared Capabilities

Extend impact across brands



Sustainable Growth

Long-term value creation

Platform for Tomorrow



Greater collaboration can extend that impact across brands over time



A coordinated marketing system supports sustainable growth and stronger long-term value creation

Scale What Works Across the Portfolio

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Improved Service Delivery Through Technical Teams and Innovation

Clay Scherer, Ph.D.
Senior Vice President, Operational Support



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The Solution Journey



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The Strength of Entomology



The Urban Entomologist's
Employer of Choice



All divisions have a
dedicated entomologist



Over **200 entomologists**
across operations including
10 with Ph.D.s



Strong industry reputation
enables Rollins to **attract
and recruit top-tier talent**

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Doubling Down on Technical Training



Redesigned Our Technical Team

To operate **more efficiently**
and better support field
operations



New Lead Training Role

Clearer direction,
coordination,
and **stronger support**
across organization

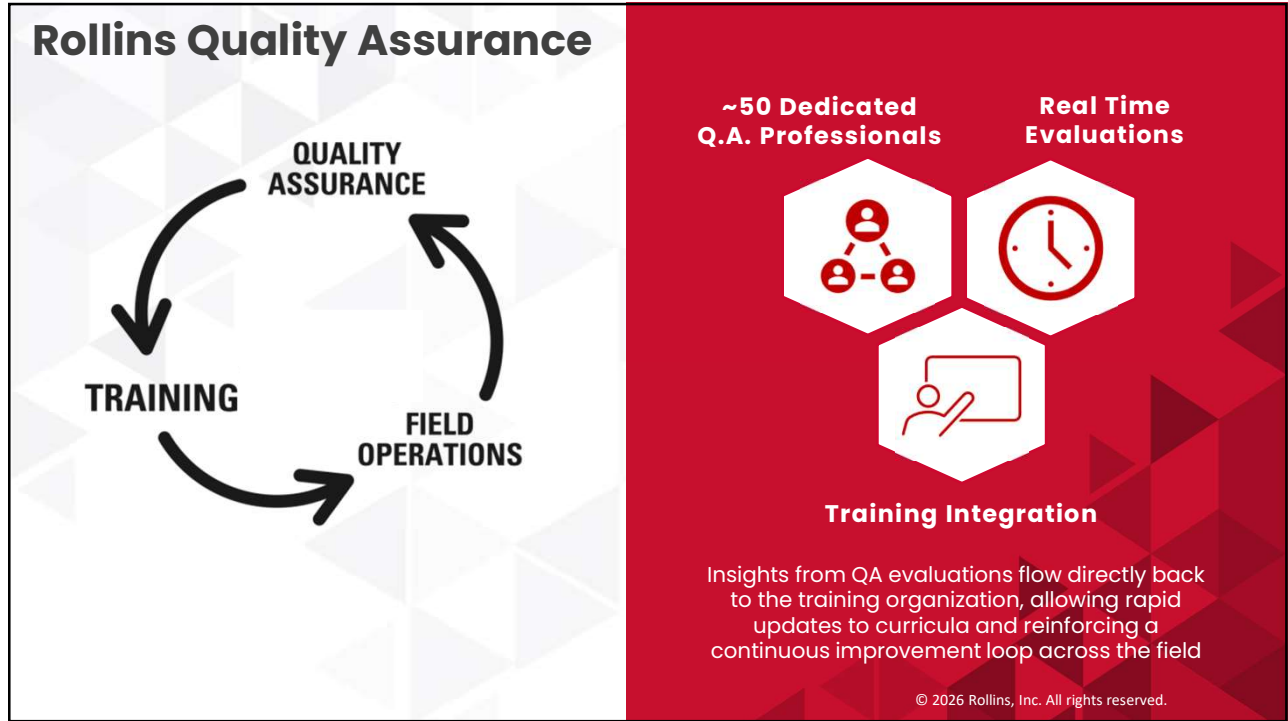


Career Journey For Technicians

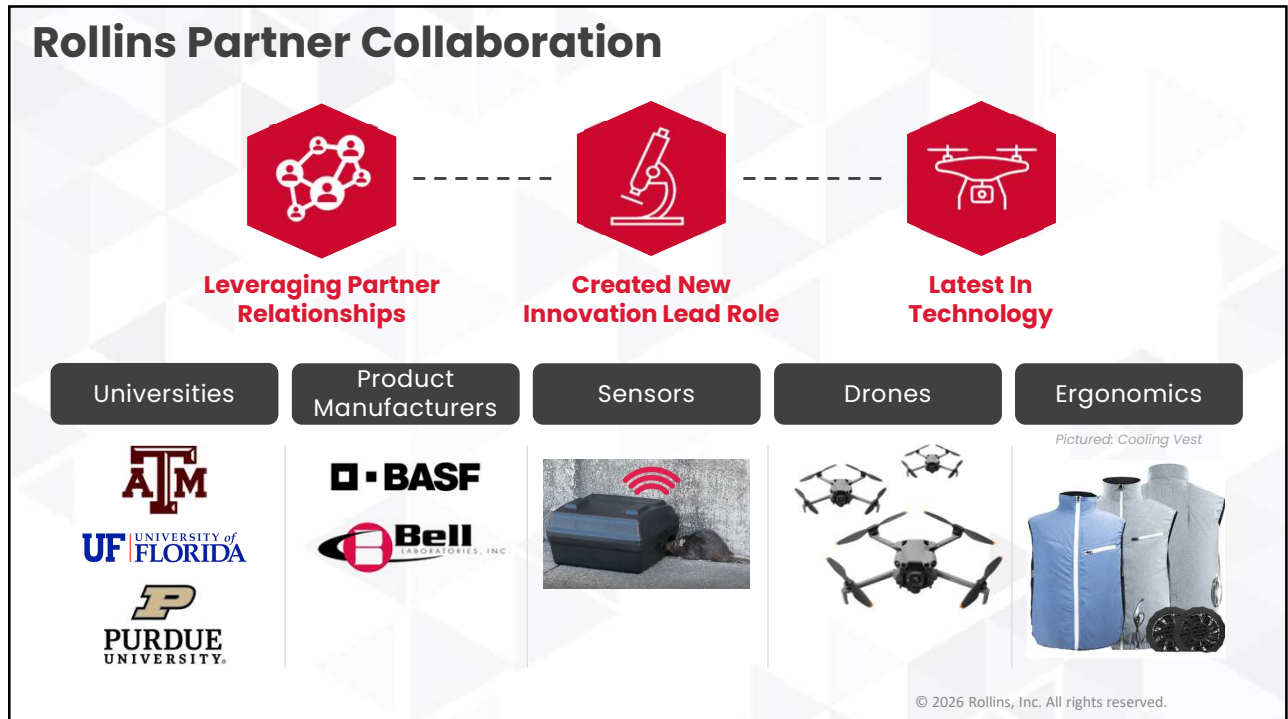
Formal advancement
framework links
experience and certifications to
clear career paths
resulting in **stronger retention**

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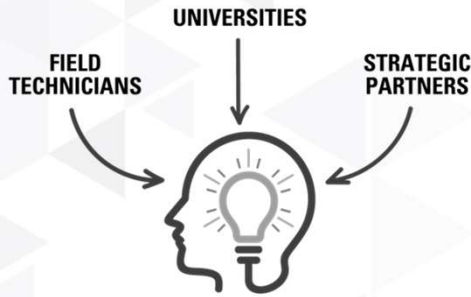


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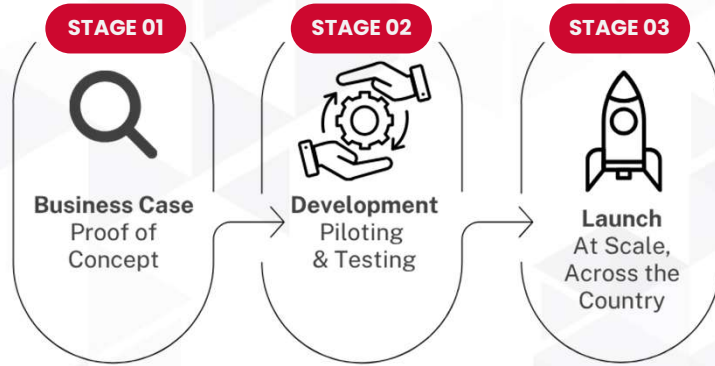


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Innovation Cycle



Innovation Pipeline of **40+ Projects**



We create a test and learn environment with cross functional oversight.
Working with a fail-fast approach, then scale-broadly with the winning process

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Technological Advancements

Comprehensive Reporting

Detailed Customer Location Mapping

Rodent Monitoring System



Remote pest monitoring represents a major opportunity in service delivery and value capture continues to be an area of focus

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Leader in Regulatory Experience

Rollins Experience Continues to Help **Shape Our Industry**



Government
Pest Management is
Highly Regulated



Policy Makers
Rollins Remains Fully
Engaged With Officials

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Closing Remarks



**Each Service
Professional is
Backed with
an Army of
Experienced
Teammates,
Training and
Confidence.**

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Accelerating Growth, Efficiency, & Value Via Technology

Renee Pearson

Senior Vice President,
Chief Information Officer



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Information Technology

Driving Business Outcomes Through Disciplined Technology Investment & AI Across The Enterprise





- 1 Increasing operational efficiency while **empowering our teammates**
- 2 Delivering superior customer and teammate experiences that **drive retention** and **growth**
- 3 Building a **modern technology** and data foundation that **scales with the business**



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Operational Efficiencies

M&A	Call Center	Routing & Scheduling	Customer Engagement
 <ul style="list-style-type: none"> Dedicated technology M&A team CRM data conversions augmented by AI reduce time and effort from days to minutes 	 <ul style="list-style-type: none"> Conversational AI insights Efficiency in mass log analysis vs. log by log Optimized and AI driven call routing for better service and customer experiences 	 <ul style="list-style-type: none"> Continued brand adoption Mitigates rising fuel costs 	 <ul style="list-style-type: none"> AI driven text messaging and engagement Upsell and cross-sell Efficiencies in customer touch Revenue growth

Technology and AI Improve Productivity and Reduce Operating Costs

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Superior Customer and Teammate Experiences

AI Training & Adoption	HR Chatbot	Technician Chatbot
<p>Enterprise training and adoption of agent and generative AI capabilities</p> 	 <p>Answering common HR questions across the enterprise</p> <ul style="list-style-type: none"> Reduce HR helpdesk calls by 4x Provide fast and frictionless teammate experience 	 <p>Providing answers to the field in the moment of need</p> <ul style="list-style-type: none"> Safety data sheets Rollins process and procedure information Pest information Training materials

Self-Service Capabilities, Chatbots, and Field Productivity Drive Retention and Engagement

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AI Technician Experience

TRANSFORM THE TECHNICIAN CAPABILITIES AND EXPERIENCE END-TO-END.

- 1 Personalized & interactive **onboarding and training**
- 2 A virtual technician assistant to prepare for upcoming services and **customer interactions**
- 3 Voice-enabled and automated **service orders management and closure**

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Enterprise Data & AI Foundations

Unified Enterprise Data Foundations

- Master data across customers, services, pests, and suppliers to unify applications or data silos for enterprise insights

Modern Financial Platforms

- Enterprise Performance Management
- Enhance planning, forecasting, consolidation, and financial insights

Cross-Brand Data Sharing

- Strengthening cross brand insights, actions, and sales
- HomeTeam and TruTech / Critter Control lead sharing

Shared Data Platforms Enable Insight, Growth, and Scalability

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Operational Efficiencies and Cost Savings

Superior Customer and Teammate Experiences

Modern Technology and Data Foundation

DRIVING BUSINESS OUTCOMES THROUGH **DISCIPLINED TECHNOLOGY INVESTMENTS & AI ACROSS THE ENTERPRISE**

Information Technology

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Driving Sustainable, Long-Term Value Creation

Ken Krause
Executive Vice President,
Chief Financial Officer




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WE COMPOUND REVENUE, EARNINGS, AND CASH FLOW BY ACQUIRING AND GROWING MARKET-LEADING PEST CONTROL BUSINESSES

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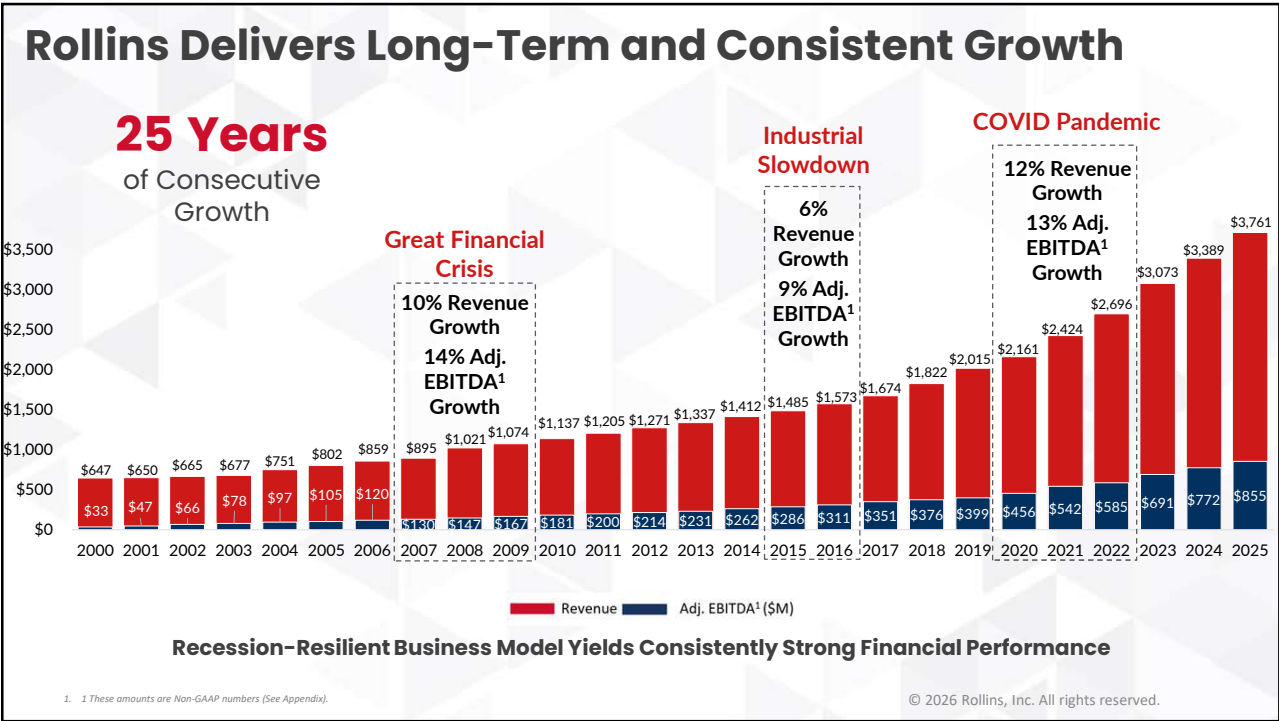
Key Takeaways



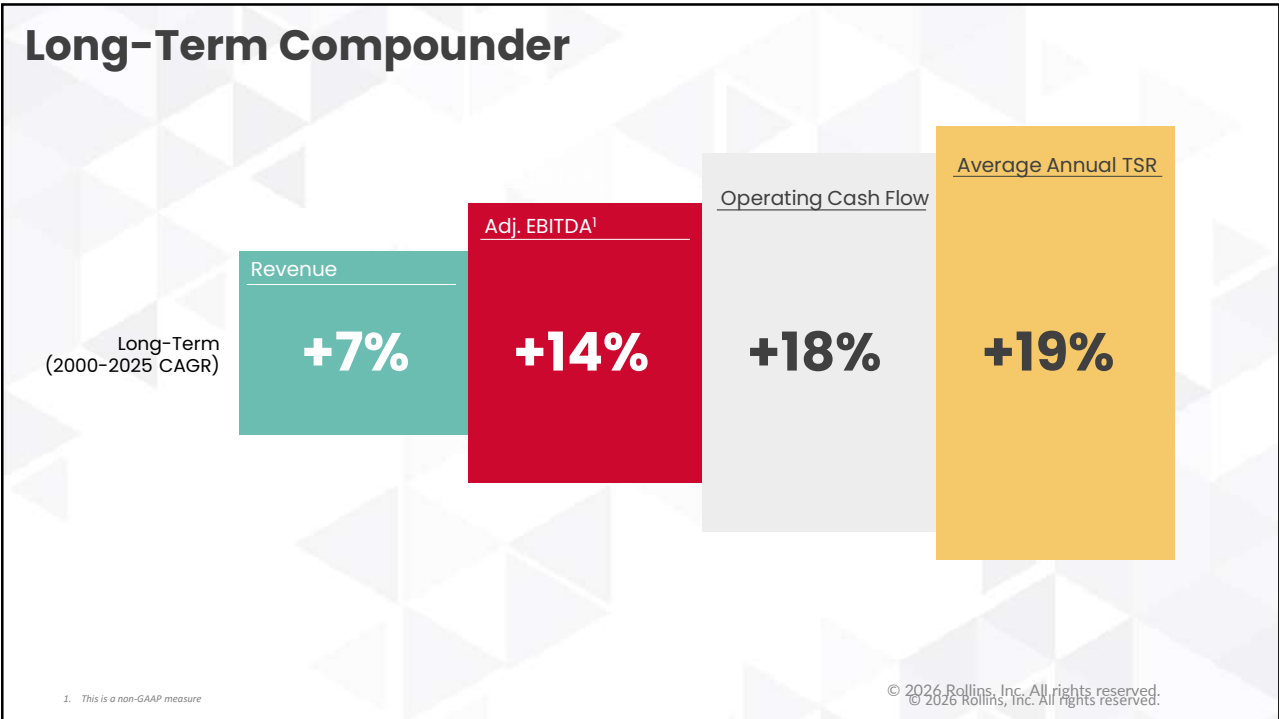
01 Significant progress made on key objectives	02 Platform poised for compounding and sustainable multi-faceted growth	03 Modernization journey and opportunities for margin upside	04 Cash flow generation enables reinvestment and return of capital	05 Compelling value creation algorithm
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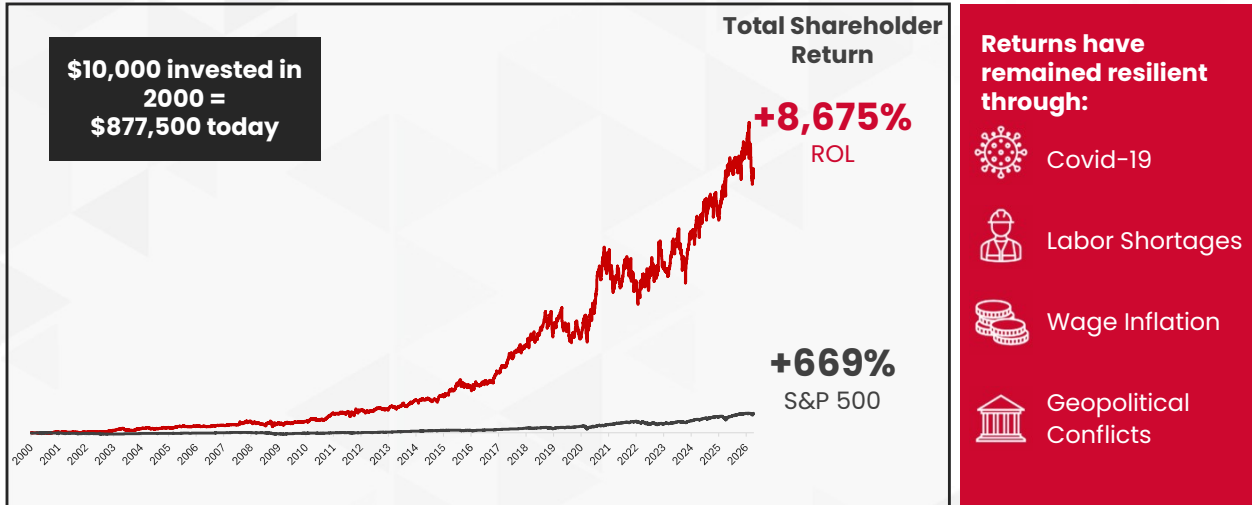
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Proven Track Record of Compounding Shareholder Value

Strong outperformance throughout uncertainties and across cycles



1. Cumulative Return 12/31/1999 through 4/14/2026
2. S&P return based on Factset data

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Delivery on Our Financial Targets

	MEDIUM-TERM TARGETS		DELIVERY ON TARGETS SINCE LAST INVESTOR DAY (AVG.)		COMMENTS
Organic Revenue Growth	7-8%	▶▶▶	8% Organic Revenue Growth	✓	Consistent results
M&A Revenue Growth	2-3%	▶▶▶	4% Inorganic Revenue Growth	✓	94 acquisitions over 3 years
Incremental Adj. EBITDA¹ Margins	~30-35%	▶▶▶	25% Incremental Adj. EBITDA Margin	✓	Investing thoughtfully in growth
Free Cash Flow Conversion¹	>100%	▶▶▶	121% Free Cash Flow Conversion	✓	Focus converting FCF >100%
Earnings Growth	Double-Digit	▶▶▶	14% Earnings Growth	✓	Focus on growing earnings double-digits
Free Cash Flow Growth	Double-Digit	▶▶▶	14% Free Cash Flow Growth	✓	Focus on growing double-digits in FCF

1. This is a non-GAAP measure (See Appendix).

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Progress Over the Past Few Years

Rollins' Modernization Journey is Just Getting Started

Capital Allocation	Capital Structure	Investor Relations	Board & Talent
<ul style="list-style-type: none"> Executed scaled M&A to penetrate new markets / geographies and expand customer acquisition capabilities Increased regular dividend ~80% since 2022 Opportunistic share repurchases, including \$300M repurchase concurrent with 2023 secondary offering and \$200M repurchase with the 2025 secondary offering 	<ul style="list-style-type: none"> Upsized revolver to \$1B to enhance flexibility and modernize capital structure Inaugural Investment Grade Credit Rating of BBB+ (Fitch) and BBB (S&P) Debut \$500M bond issuance Established commercial paper program 	<ul style="list-style-type: none"> Secondary offering in 2023 transitioned the company to non-controlled status with family ownership now well below 50% Implemented performance share program Increased sell-side analyst coverage from 5 analysts (2022) to 18 analysts (2026) 	<ul style="list-style-type: none"> Began transitioning to declassified board in 2025 and appointed two new board members in 2024 and 2025, Dale Jones and Paul Donahue Appointed Louise Sams as lead independent director in 2024 Investing in teammates through Co-lab and succession planning initiatives

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Durable Organic Engine



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Rollins Operates in a Highly Attractive Market

MARKET GROWTH

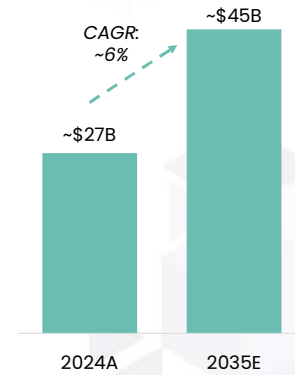
Strong Secular Tailwinds

- Increasing Environmental and Climate Awareness
- Supportive Demographic Trends
- Rising Preference for Outsourced Services
- Lifestyle Trends Favoring Outdoor Living and Pet Ownership
- Evolving Regulatory Requirements Around Sanitation

Consumer Preferences Enable Continued Market Growth¹

- 90%** Are as likely or more likely to **hire a professional** than they were 2-3 years ago
- 85%** Plan to maintain or **increase their spend** on home services, even during a recession
- 96%** Say a well-regarded, well-known brand is important when **hiring a home services provider**
- 79%** Prefer hiring "local" companies or individuals for **home services**
- 94%** Noted availability of financing has had an **impact** on their decision to **purchase a service**

Resilient And Consistent Global Market Growth²



Durable, Growing Market with Secular Growth Opportunities

1. Source: Harris Williams Home Services Consumer Study
2. Source: Vantage Market Research




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Pricing Opportunity

PRICING

Market Factors & Dynamics

 Essential Service	 Low Portion of Customer's Budget	 Low DIY
--	---	--

Process

 Data Driven analytics	 Market Specific	 Continuously Evaluated
--	--	---

Focused on a CPI+ Pricing Strategy

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Recurring Revenue

Recurring Revenue

Predictable Recurring Revenue Base

- **75%+** recurring revenue enabled by service
- Scheduled treatments drive repeat engagement and relationships
- Low reliance on one-time transactions
- **Strong visibility** supports durable growth

High Retention Drives Lifetime Value

- Average customer life of **4–5** years in residential and up to **10+** years in commercial
- Acquisition cost incurred once, revenue realized over many years
- **High lifetime value** relative to customer acquisition cost

Route Density Improves Service Quality And Economics

- Dense routes improve **technician productivity and engagement**
- Faster response times improve customer experience
- **Supports retention** and margin expansion

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Commercial Growth

COMMERCIAL GROWTH

Predictable Recurring Revenue Base

Strong recurring revenue and customer retention averaging **10+ years**

Multi-Prong Approach

National Accounts captures large, multi-location customers with scale and consistency while **Local Sales** drives share within existing markets

10+ Opportunities with the Customer

Attractive platform for **cross-sell** offerings; **Non-discretionary** demand driven by compliance, safety, and brand protection



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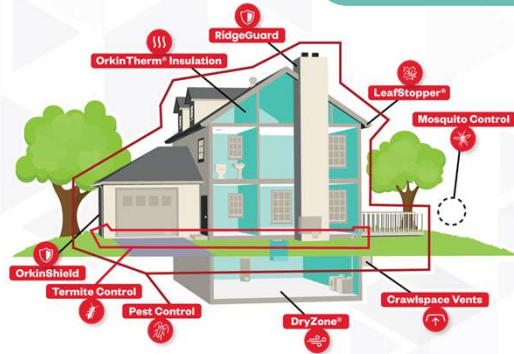
Ancillary & Cross-Sell: "9 Shots on Goal"

ANCILLARY & CROSS-SELL

Ancillary Services Opportunity

Revenue Potential

Solid Double-Digit Growth



Today	% of customer base	Future State
Current Service Intensity Customers use <2 services on average, largely limited to core pest or termite	Growth & Wallet Share Strategy Only 10% of revenue is ancillary services and average ticket price is >10x an annual residential contract	Untapped Portfolio Potential Ancillary services only sold by Orkin currently

Ancillary & Other Services Increase Share of Wallet and Customer Lifetime Value

- Existing customer relationships create a strong platform for **cross-selling**
- Today, adoption of non-pest home services remains **relatively low with significant opportunity**
- Expanding services increase **revenue per customer, retention, and lifetime value**

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M&A as a Complement to Organic Growth

What Gives Us Confidence In Outlook

2-3%

Target

- Opportunity For Upside**
- 4% Average Growth Over Last 3 Years**
 - Acquirer of Choice**
 - Fragmented Industry with Growing Pipeline**
 - PCT Top 100 Companies Growing at an 8% CAGR Over Last 10 Years**
 - Committed to Disciplined Approach to M&A**

Reputation and Fragmented Market Provide Upside Opportunity

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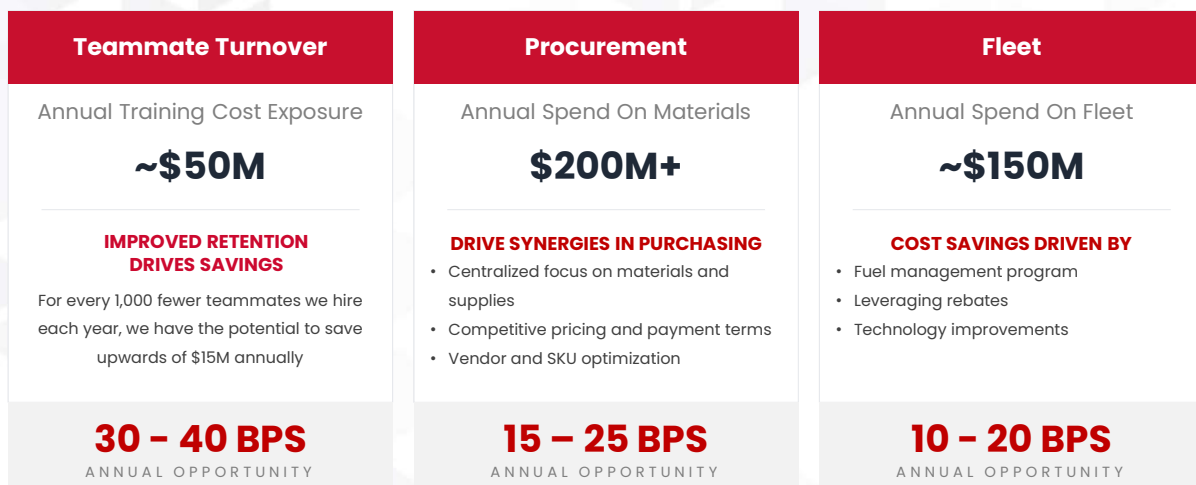
Earnings Growth Levers



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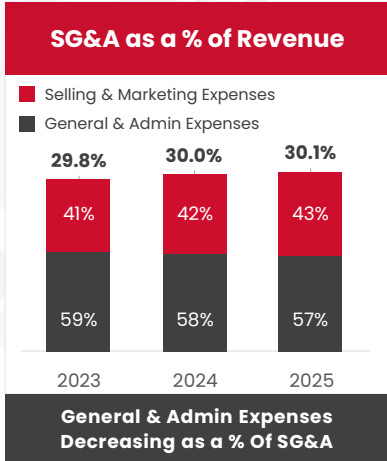
Size the Prize: Gross Margin Opportunities



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Spend Reduction Opportunity



Back-Office Modernization

Cost Reduction Opportunities
in Accounting, FP&A, IT, and Admin Services

Implementing **New Applications**
That Make our Work **More Effective**

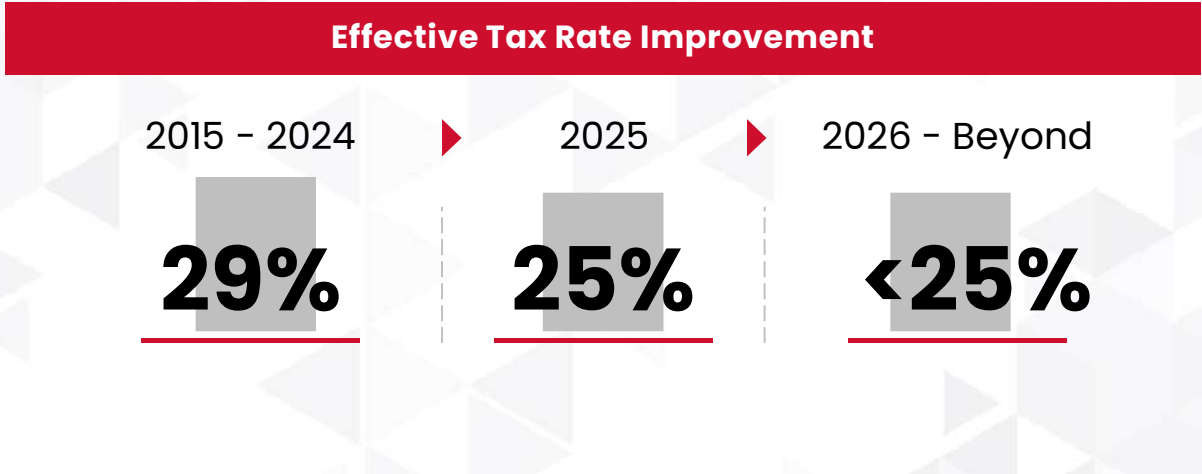
Shared Services Model

Creating scalable shared service solutions that will better serve our business and keep our costs low

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Tax Strategy

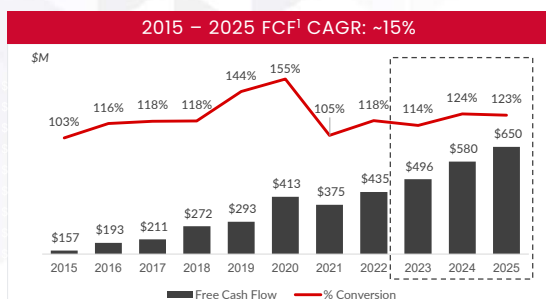


Significant Progress Made in Reducing our Effective Tax Rate With Plenty of Opportunities Ahead

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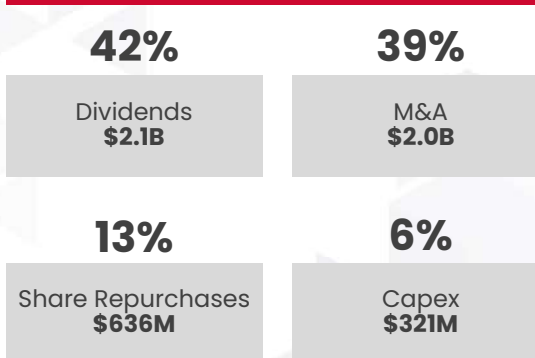
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Balanced Approach to Deploying Capital



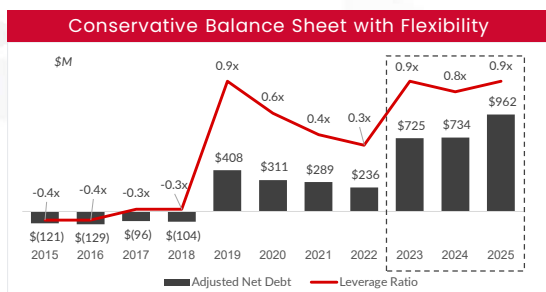
**10-YEAR
2015-2025
CASH
GENERATION** **\$5 BILLION**

How It Was Spent



1. This is a non-GAAP measure (See Appendix).

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On Track to Achieve Medium-Term Goals



Double-Digit Revenue, Earnings, and Cash Flow Growth

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Key Investment Highlights

01

Scaled player with distinct competitive advantages and a number of **levers for growth and margin expansion**

02

Operate in a large and **fragmented industry** with significant runway for growth, supported by **structural tailwinds**; attractive adjacent/complementary markets to compound growth

03

Continue to invest for growth, both organically as well as through disciplined and **strategic M&A**

04

Strongly embrace a culture of **continuous improvement** and productivity that will be further enhanced by our **modernization journey**

05

We are a **compounder** and will continue to create shareholder value through **disciplined capital allocation** and strong balance sheet



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Rollins 2026 Investor & Analyst Conference

APPENDIX

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Non-GAAP Reconciliation

SM	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Revenue	\$646.9	\$649.9	\$665.4	\$677.0	\$750.9	\$802.4	\$858.9	\$894.9	\$1,020.6	\$1,075.0	\$1,137.0	\$1,205.0	\$1,271.0
Adj. EBITDA													
Net Income	9.6	16.9	27.1	35.8	52.1	52.8	57.8	64.7	68.9	84.0	90.0	100.7	111.3
Provision for Income Taxes	5.9	10.4	16.6	24.3	40.5	35.2	37.4	40.2	44.0	42.3	53.5	60.4	65.3
Interest (Income) Expense, net	(0.5)	(0.2)	(0.2)	(0.4)	(0.4)	(1.6)	(1.5)	(2.3)	0.8	1.0	0.4	0.5	-
Depreciation and Amortization	18.4	20.3	21.6	20.2	23.0	24.3	26.9	27.1	33.4	37.2	36.4	37.5	38.7
EBITDA	\$33.4	\$47.4	\$65.2	\$79.8	\$115.2	\$110.7	\$120.5	\$129.7	\$147.2	\$164.4	\$180.4	\$199.1	\$215.3
Pension Settlement Loss	-	-	-	-	-	(4.2)	-	-	-	-	-	-	(1.0)
Accelerated Stock Vesting Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Disposition Gains	-	-	-	-	-	-	-	-	-	-	-	-	-
SEC Matter	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisition-Related Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Restructuring Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Accounting Principle	-	-	-	-	6.2	-	-	-	-	-	-	-	-
(Gain) Loss on Sale of Assets, net	-	(0.0)	0.8	(1.7)	(24.7)	(1.0)	(0.1)	(0.1)	(0.2)	2.9	0.1	0.4	(0.5)
(Gain) Loss on Sale of Business, net	-	-	-	-	-	-	-	-	-	-	-	-	-
Adj. EBITDA	\$33.4	\$47.4	\$65.9	\$78.1	\$96.7	\$105.5	\$120.4	\$129.6	\$147.0	\$167.4	\$180.5	\$199.5	\$213.8

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Non-GAAP Reconciliation

\$M	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue	\$1,337.0	\$1,412.0	\$1,485.0	\$1,573.0	\$1,674.0	\$1,822.0	\$2,015.0	\$2,161.0	\$2,424.0	\$2,696.0	\$3,073.3	\$3,389.1	\$3,761.1
Adj. EBITDA													
Net Income	123.3	137.7	152.1	167.4	179.1	231.7	203.3	266.8	356.6	368.6	435.0	466.4	526.7
Provision for Income Taxes	68.3	81.8	91.0	93.3	115.4	79.1	57.8	96.0	125.9	130.3	151.3	163.9	174.2
Interest (Income) Expense, net	(0.4)	(0.3)	(0.2)	(0.2)	(0.3)	(0.2)	6.9	5.1	0.8	2.6	19.1	27.7	28.6
Depreciation and Amortization	39.6	43.5	44.5	50.9	56.6	66.8	81.1	79.3	86.6	91.3	99.8	113.2	124.7
EBITDA	\$230.8	\$262.7	\$287.5	\$311.4	\$350.8	\$377.3	\$349.2	\$447.2	\$569.9	\$592.9	\$705.1	\$771.1	\$854.2
Pension Settlement Loss	-	-	-	-	-	-	49.9	-	-	-	-	-	-
Accelerated Stock Vesting Expense	-	-	-	-	-	-	-	6.7	-	-	-	-	-
Property Disposition Gains	-	-	-	-	-	-	-	-	(31.5)	-	-	-	-
SEC Matter	-	-	-	-	-	-	-	-	8.0	-	-	-	-
Acquisition-Related Expenses	-	-	-	-	-	-	-	-	-	-	3.1	1.1	3.2
Restructuring Costs	-	-	-	-	-	-	-	-	-	-	5.2	-	-
Change in Accounting Principle	-	-	-	-	-	-	-	-	-	-	-	-	-
(Gain) Loss on Sale of Assets, net	(0.2)	(0.6)	(2.0)	(0.8)	(0.2)	(0.9)	(0.6)	1.6	(4.2)	(8.2)	(6.6)	(0.7)	(2.3)
(Gain) Loss on Sale of Business, net	-	-	-	-	-	-	-	-	-	-	(15.5)	-	-
Adj. EBITDA	\$230.6	\$262.1	\$285.5	\$310.6	\$350.6	\$376.4	\$398.5	\$455.5	\$542.2	\$584.7	\$691.3	\$771.5	\$855.1

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Non-GAAP Reconciliation

\$M	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Free Cash Flow											
Net Cash Provided by Operating Activities	196.4	226.5	235.4	299.4	319.6	435.8	401.8	465.9	528.4	607.7	678.1
Capital Expenditures	(39.5)	(33.1)	(24.7)	(27.2)	(27.1)	(23.2)	(27.2)	(30.6)	(32.5)	(27.6)	(28.1)
Free Cash Flow	\$156.9	\$193.4	\$210.7	\$272.2	\$292.5	\$412.6	\$374.6	\$435.3	\$495.9	\$580.1	\$650.0
Free Cash Flow Conversion	103%	116%	118%	118%	144%	155%	105%	118%	114%	124%	123%
Leverage Ratio											
Short-term Debt	-	-	-	-	12.5	-	-	-	-	-	123.7
Long-term Debt	-	-	-	-	279.0	185.8	136.3	39.9	493.0	397.0	500.0
Operating Lease Liabilities	-	-	-	-	201.8	214.1	247.8	281.4	325.6	417.2	428.2
Cash Adjustment	(121.1)	(128.5)	(96.3)	(103.9)	(84.8)	(88.6)	(94.8)	(85.8)	(93.4)	(80.7)	(90.0)
Adjusted Net Debt	\$(121.1)	\$(128.5)	\$(96.3)	\$(103.9)	\$408.5	\$311.3	\$289.2	\$235.5	\$725.1	\$733.6	\$961.9
Net Income	152.1	167.4	179.1	231.7	203.3	266.8	356.6	368.6	435.0	466.4	526.7
Depreciation and Amortization	44.5	50.9	56.6	66.8	81.1	79.3	86.6	91.3	99.8	113.2	124.7
Interest (Income) Expense, net	(0.2)	(0.2)	(0.3)	(0.2)	6.9	5.1	0.8	2.6	19.1	27.7	28.6
Provision for Income Taxes	91.0	93.3	115.4	79.1	57.8	96.0	125.9	130.3	151.3	163.9	174.2
Operating Lease Cost	-	-	-	-	77.4	85.4	93.2	97.8	110.6	133.4	159.9
Stock-based Compensation Expense	12.1	12.4	12.4	13.7	14.2	20.9	14.9	21.2	24.6	30.0	39.7
Adjusted EBITDAR	\$299.7	\$323.8	\$363.2	\$391.0	\$440.8	\$553.4	\$678.0	\$711.9	\$840.3	\$934.5	\$1,053.9
Leverage Ratio	-0.4x	-0.4x	-0.3x	-0.3x	0.9x	0.6x	0.4x	0.3x	0.9x	0.8x	0.9x

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