

An aerial photograph of a large, modern, light-colored building with a flat roof and a prominent white lattice canopy over a central courtyard. The building is surrounded by lush green trees and a parking lot. In the foreground, a large red sign with white lettering reads 'ROLLINS'. Below it, a diamond-shaped red sign with white lettering reads 'ORKIN'.

**ROLLINS**

**ORKIN**

**ROLLINS, INC**

**The leader in pest  
control**

***"Pest control down to  
a science"***

# The Rollins Brand



## Continued Growth

- Over 20 consecutive years of improved earnings
- Dividend increased a minimum of 12% for 18 consecutive years
- 5% or greater revenue growth each of the last 11 years

## Our Company

- Leading pest and termite control company
- Powerful ORKIN brand name – world renown
- Over 2.4 million residential and commercial customers
- Over 800 locations and 200 franchises worldwide





## Rollins: Then and Now

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"We were in a lot of really poor businesses before  
we found a good business."

----O Wayne Rollins

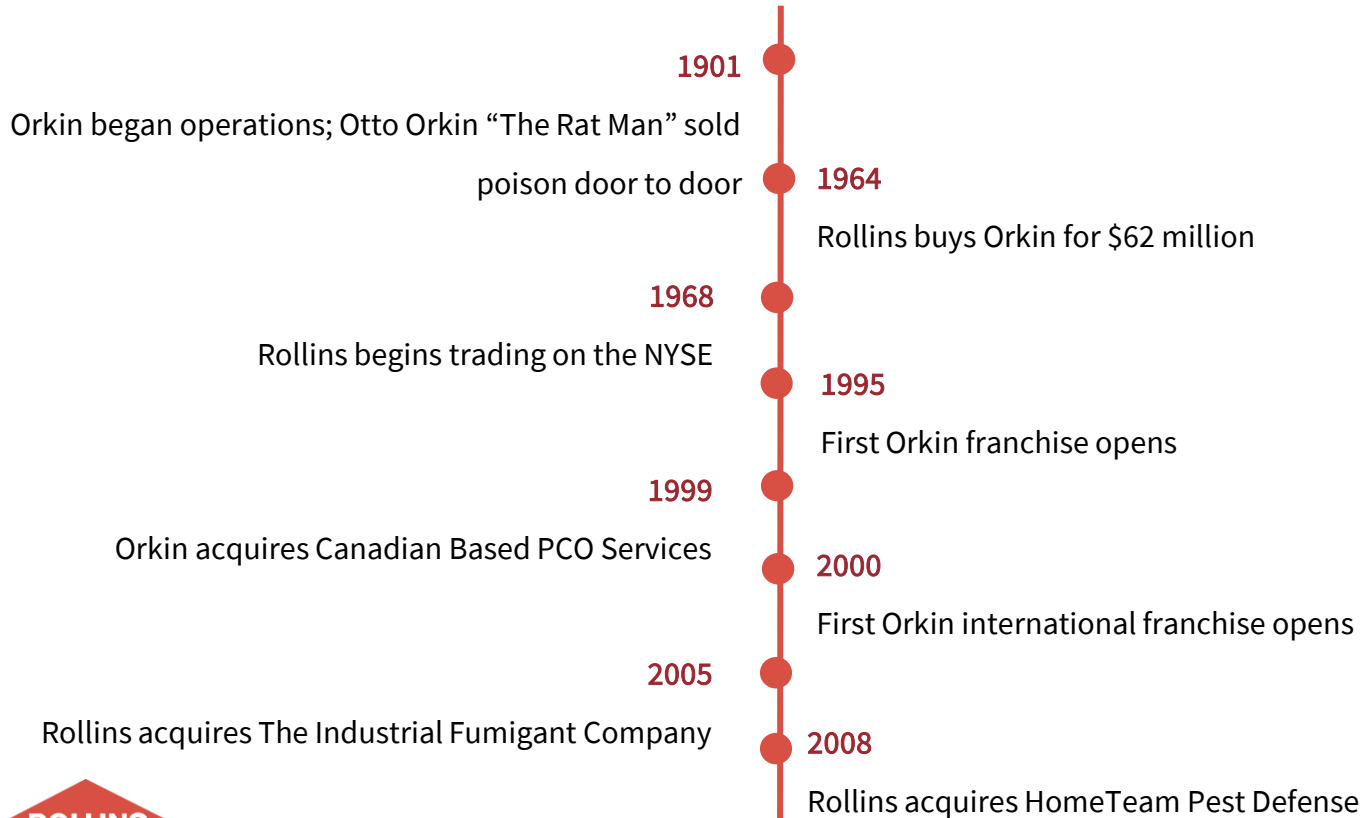


# Our History

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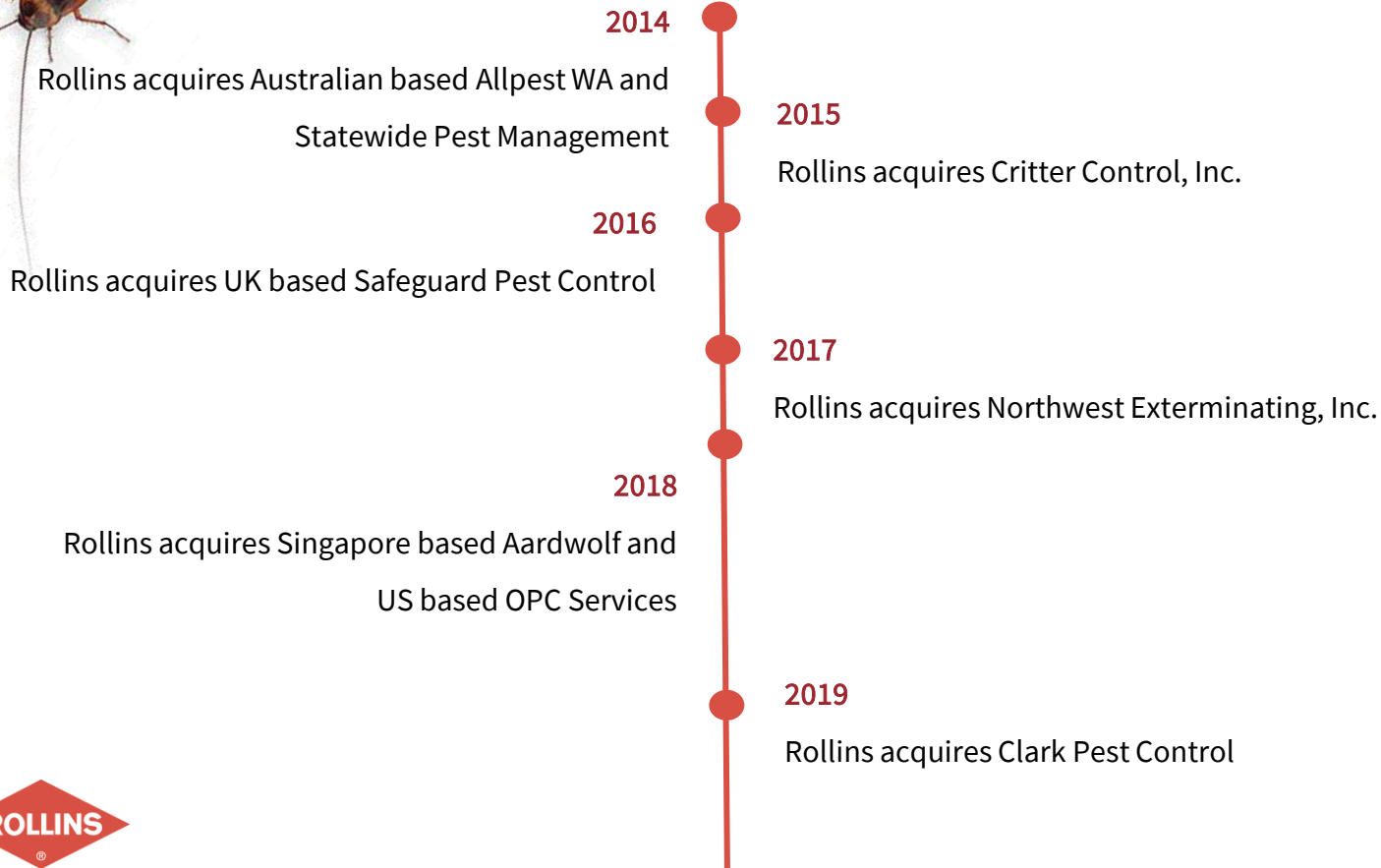


# Key Events in Our History





# Key Events in Our History (cont.)





## A FAMILY OF BRANDS



# Industry



## Growth

\$18 billion industry globally with an expected growth rate of 4-5% annually; \$12+ billion US



## Awareness

Increasing health awareness



## Customers

US, roughly 70% residential and 30% commercial



## Market

US market is 20,000 companies; Highly fragmented market



## Competitors

3 largest public competitors:

ServiceMaster (NYSE:SERV)

Rentokil (LSE:RTO)

Ecolab (NYSE:ECL)



## Evolution

Rollins, Terminix, Rentokil, Anticimex & Ecolab generate over 30% of industry revenues





Solid track record of Shareholder Value creation

# Rollins Value Proposition

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## Competitive Advantage

Brand and best in class customer experience



## Recession Resistant

80+% of revenues are recurring



## Significant Insider Ownership

Strong management and excellent depth

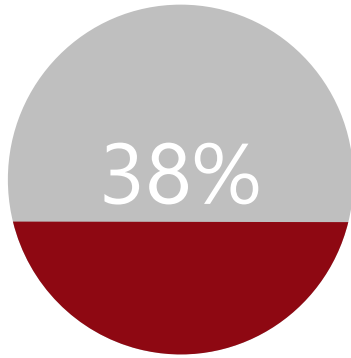


## Strong Balance Sheet

Focus on sustained profitable growth

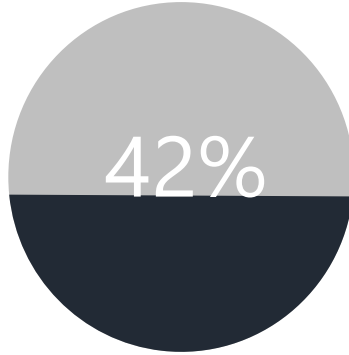


# Revenue & Retention by Business Line



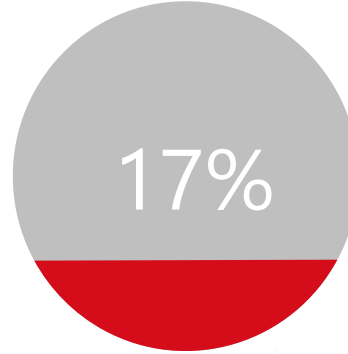
**Commercial**

Retention 88% - 90%



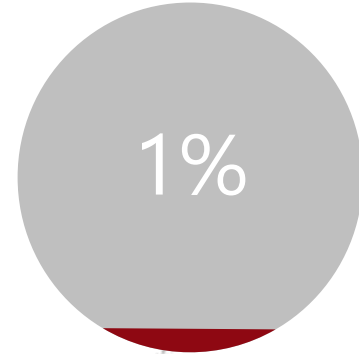
**Residential**

Retention 76% - 85%

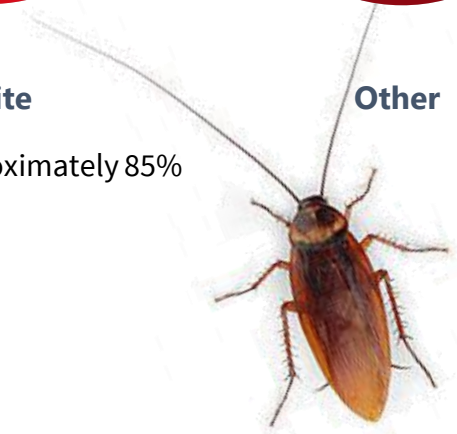


**Termite**

Retention approximately 85%



**Other**



# General Pests

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## Mosquitoes



Mosquito control begins with a thorough inspection and treatment recommendations such as removing conducive conditions

## Roaches



Since every home is different, the technician will design a unique program for each structure. Techs can provide the right solution to keep cockroaches in their place

## Termites



To prevent termites in your structure, eliminate moisture problems, and remove food sources. This will help make your structure a less attractive target

## Ants



In controlling an infestation of ants, it is necessary to first find the nest. Once found, it can be removed or treated chemically. All conditions that the ants found conducive must be corrected



*\*These are only a few of the pests that Rollins' Brands protect against*

# Wildlife

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## Rats

Rats often are attracted to homes for the 3 essentials: Food, Water, & Shelter. Homeowners should reduce or eliminate as many of these sources as possible



## Skunks

Easiest way to control or prevent is exclusion. Ensure no holes near structures where they can create a den and remove shelter such as brush and woodpiles



## Snakes

A step that can help prevent snakes is removing as much of their habitat as possible. Without a comfortable habitat, snakes will relocate



## Gophers

Skilled burrowers and designed for subterranean life. They burrow in lawns and gardens. You must remove a source of food to eliminate



*\*These are only a few of the pests that Rollins' Brands protect against*

# Residential Business

## Focused On Sustained, Profitable Growth

- Rising concern over health, safety and protection of property
- Better informed consumers, targeting specific segments
- Internet providing accelerated growth
- Recession resistant – non-discretionary purchase
- Expandable service offerings – varied across brands to meet customer needs and improve profitability
- HomeTeam's unique new home service offering provides recurring revenues and long-term profitability
- Mosquito control revenues were approximately \$160 million US in 2016 (*PCT Online*)
- Mosquito-borne disease concerns are spurring demand for mosquito work.
- New opportunity to introduce residential and commercial pest control services to new mosquito customers

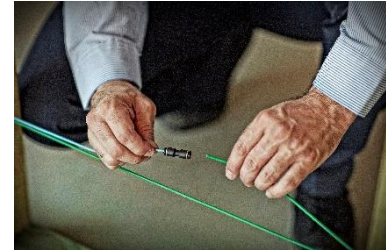


## Companies offering Residential services

- Orkin, LLC
- HomeTeam Pest Defense
- Northwest Exterminating
- Waltham Services
- Western Pest Control
- Kestrel Pest Control
- AMES
- OPC
- Clark Pest Control



# HomeTeam Pest Defense



VISION – To deliver a delightful experience every time for a lifetime

PURPOSE – Protecting homes and improving communities

- Of the Top 25 Builders in 2017, HomeTeam provides service to 23 of 25.
- As of 2018, HomeTeam has installed TAEXX in over 1,000,000 structures
- For the past 7 out of 8 years, HomeTeam has received David Weekly's highly coveted Partners of Choice Quality Award





# Commercial Business

## Focused On Sustained, Profitable Growth

- No. 1 commercial pest control provider in North America – over 20% market share
- Increasing demand driven by health and safety concerns
- Worldwide service network with 103 dedicated commercial branches
- Highly recession resistant; customer's reputation and risk too great
- Highest customer retention of all service offerings
- Highest average prices of all service lines
- High growth opportunity. CAGR 6.5% last 10 years
- Largest 20 national accounts make up less than 3% of business



## Companies offering Commercial services

- Orkin, LLC
- Orkin Canada
- Western Pest Services
- IFC
- Orkin Australia
- Waltham Services
- Crane Pest Control
- Safeguard
- Aardwolf
- OPC
- Clark Pest Control



# Termite & Ancillary Business

## Focused On Sustained, Profitable Growth

- Termite damage -- \$5.6 billion annually, a real threat to homeowners
- Strong recurring revenue and high retention
- Invigorated sales force, utilizing digital technology
- HomeTeam providing pre-treat service to nation's leading homebuilders
- In-house financing options
- Insulation protect against unwanted pests. This includes:
  - special insulation for your attics
  - Crawlspace and basements
- Moisture control is designed to:
  - help meet your structure's specific needs, construction type, and geographical location
  - Prevents high moisture levels that can lead to pest issues or possibly mold and mildew



## Companies offering Termite & Ancillary services

- Orkin, LLC
- HomeTeam Pest Defense
- Northwest Exterminating
- Orkin Australia
- Western Pest Services
- OPC
- Aardwolf
- Clark Pest Control



# Wildlife Control



## Continued Growth

- Built-in acquisition network with Critter Control Franchises
- Franchise Operations in over 150 of the top markets with Rollins Wildlife brands



## Wildlife – Accelerating Our Growth Opportunity

- North America Wildlife Category Opportunity of \$500M+
- Critter Control and Trutech are #1 and #2 companies in the category
- Immediate synergy created by integrating marketing and training



# Commitment to Training



Named to *Training Magazine*  
“Top 125 Training Companies”  
for the past 13 years



Attracts regulators, educators,  
& university researchers



27,000 sq. ft. state of the art  
Learning & Training Center  
unique to pest control  
industry, including Termite &  
Commercial training facility



# Global Training Communication

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Web-based employee training network utilized by employees and franchises worldwide



# People – Our Greatest Asset

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**TOP  
WORK  
PLACES**  
**2019**

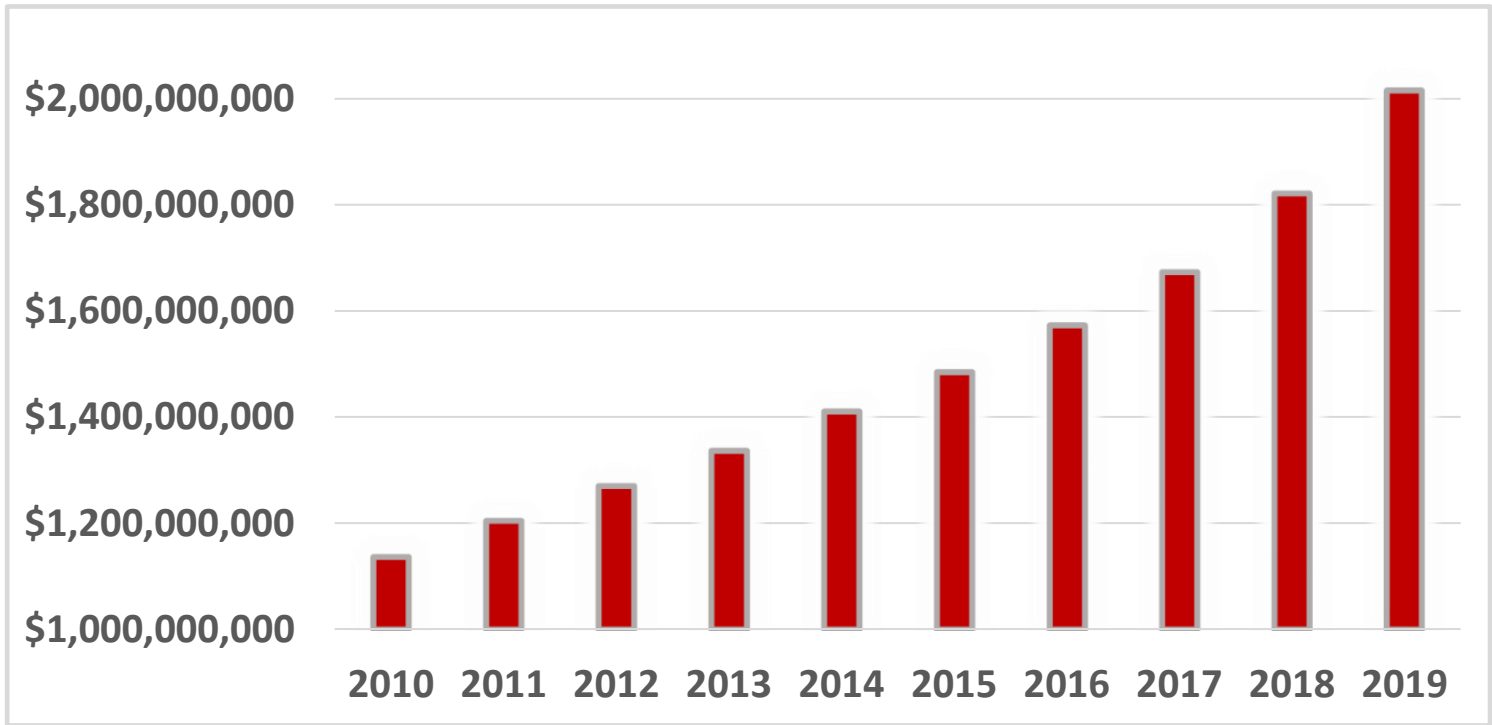
**The Atlanta  
Journal-Constitution**



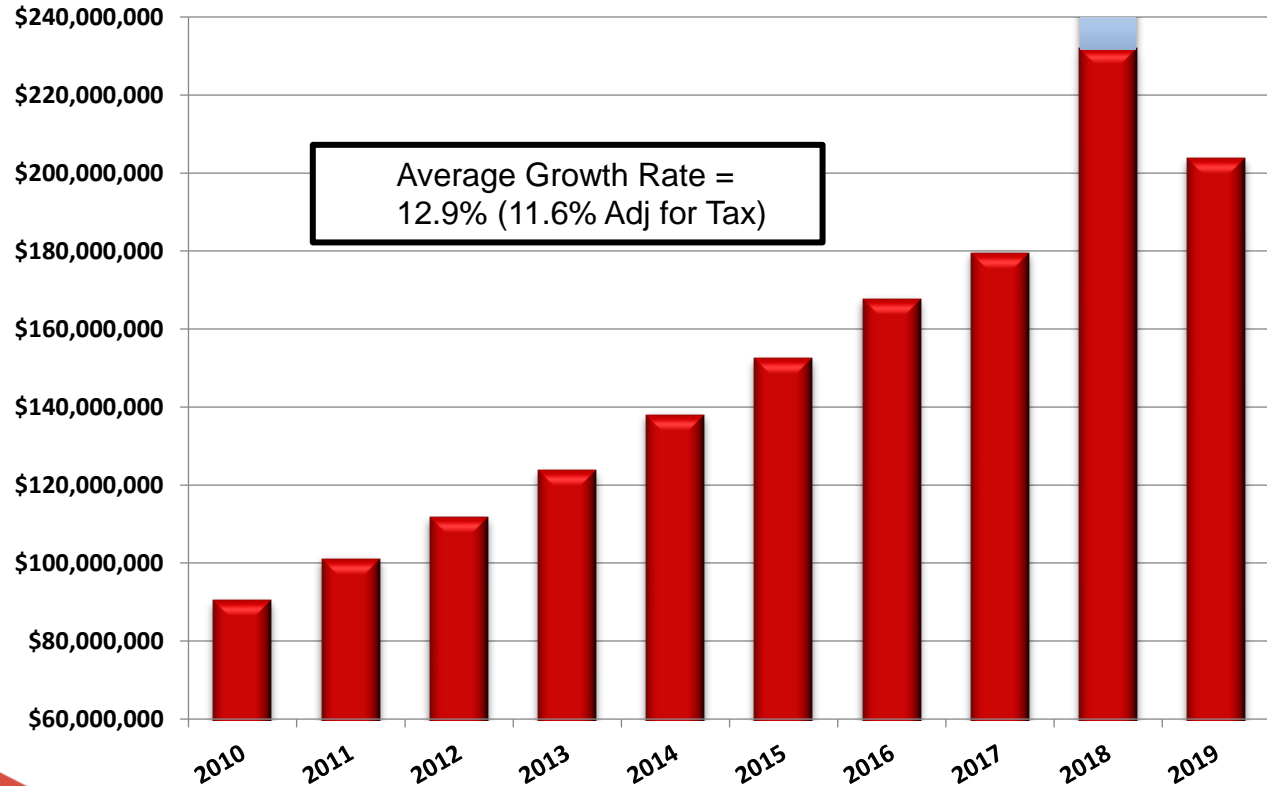
**ROLLINS**



# Revenue Growth 2010-2019



# Net Income 2010-2019

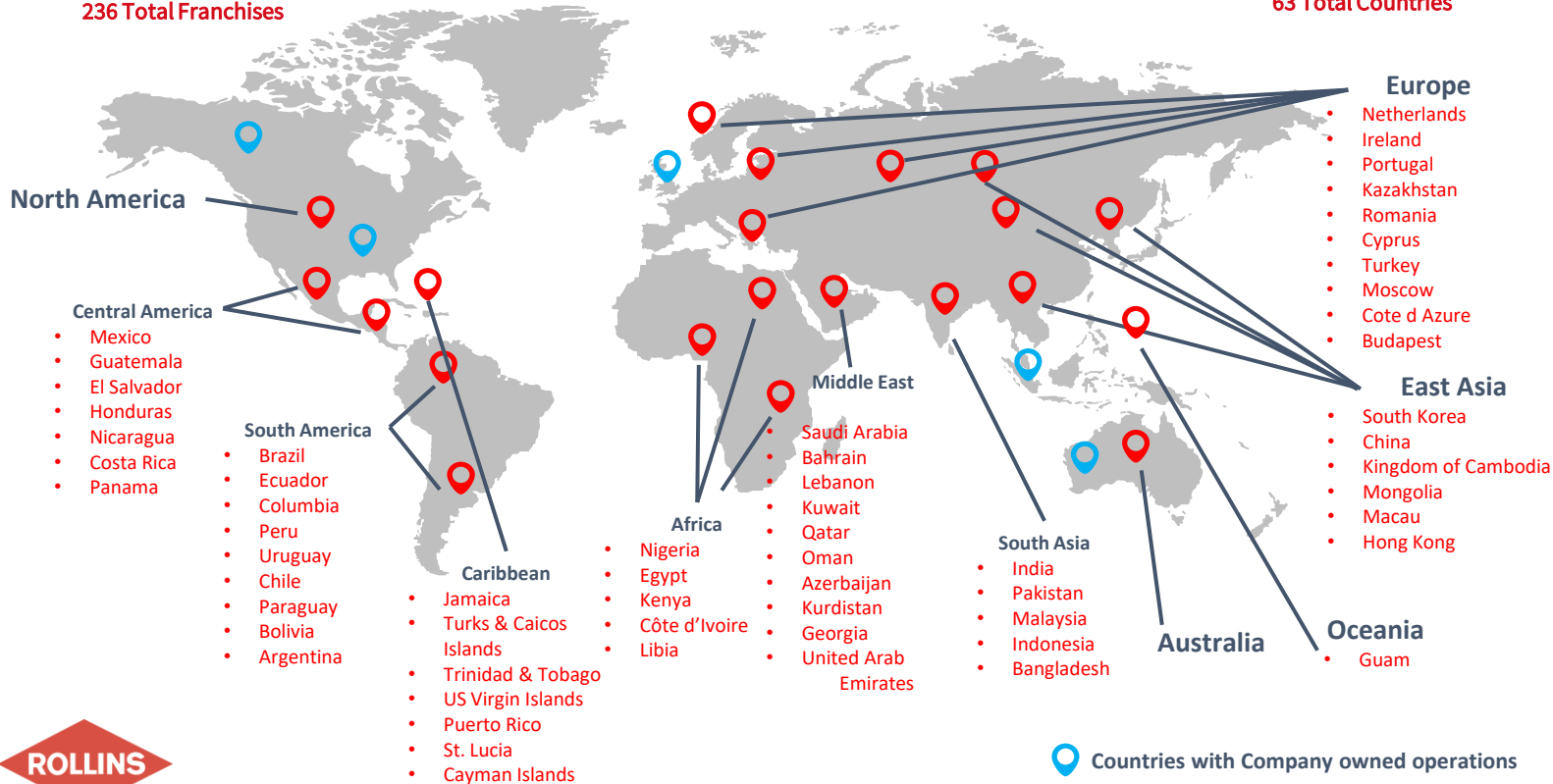


# Global Strategic Franchises

## Worldwide

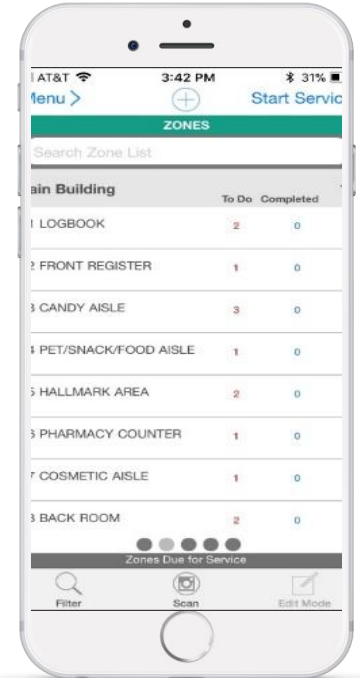
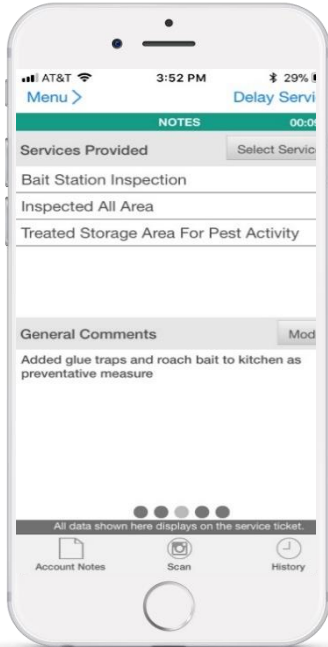
49 Orkin Domestic Franchises  
 94 Orkin International Franchises  
 10 Orkin Australia Franchises  
 83 Critter Control Franchises  
**236 Total Franchises**

23 North & South America  
 34 Europe & Asia  
 1 Australia  
 5 Africa  
**63 Total Countries**



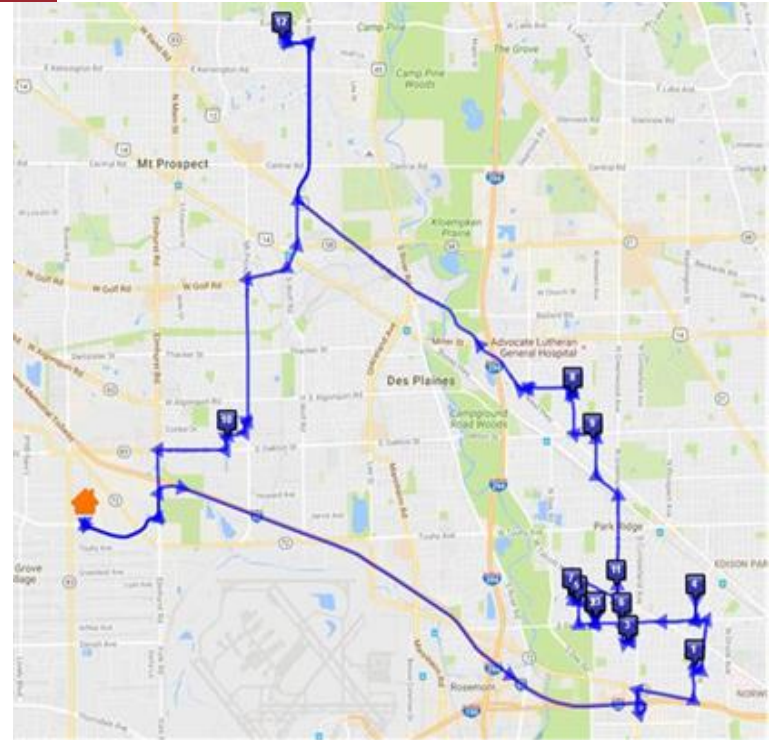
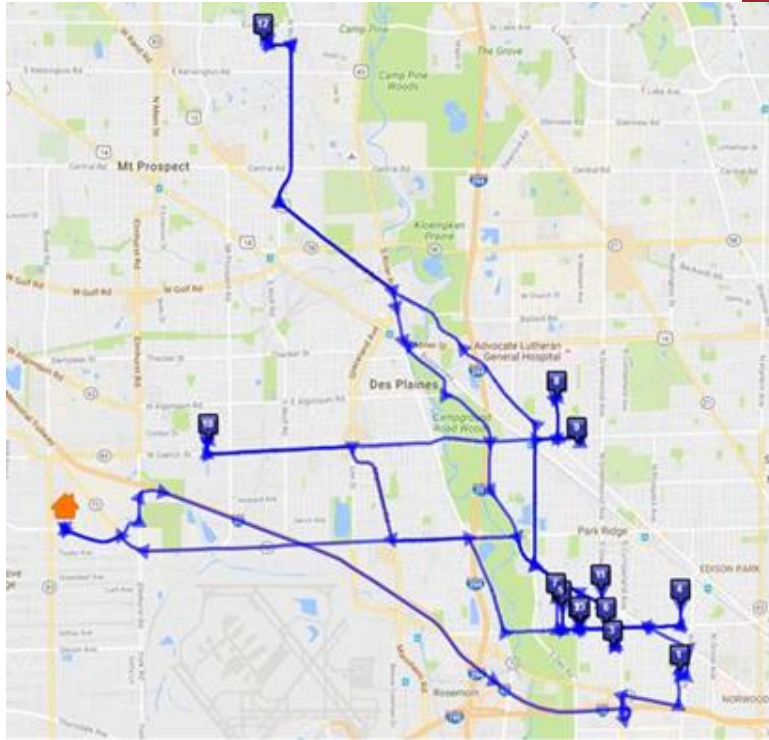
# Technology

## BOSS – Branch Operating Support System



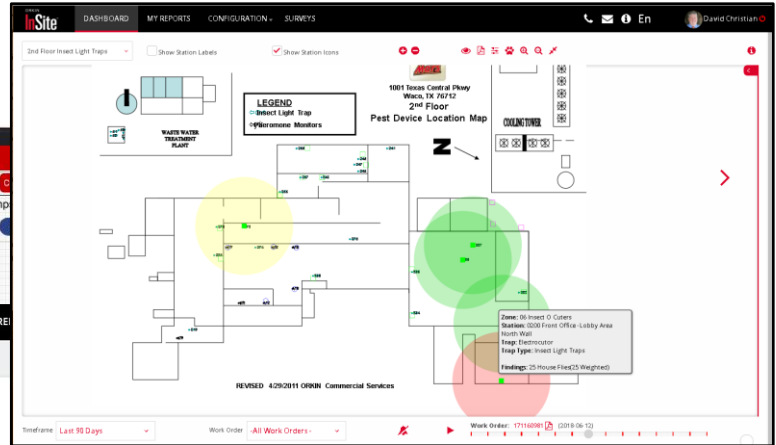
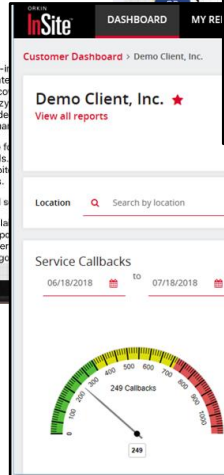
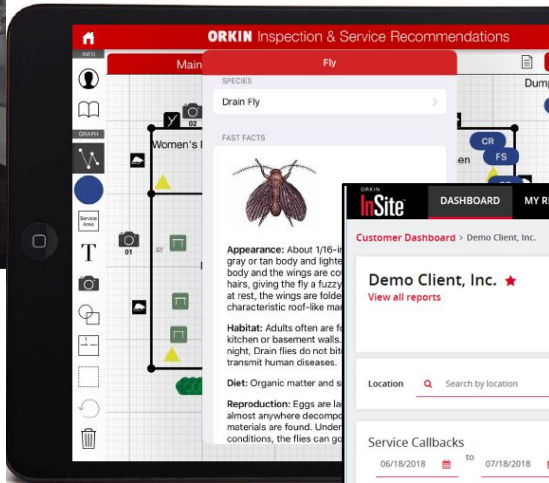
# Technology

## Virtual Route Management



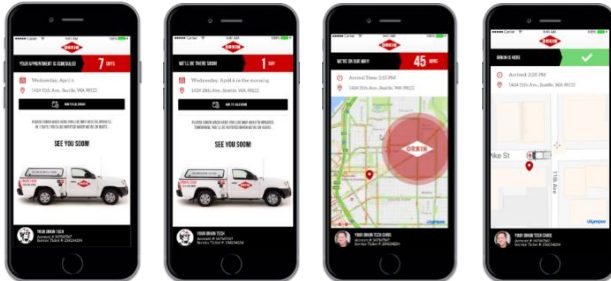
# Technology

## BizSuite, InSite





# Growth and the Future of Rollins



# Sustainability Mission

**At Rollins, we are committed to sustaining our people and communities, our environment, and our business.**



- Consolidated and unified our community volunteer efforts through the creation of "Rollins United".
- Encouraged and supported our veterans' hiring program.
- Continued our employee emergency assistance efforts through the Rollins Employee Relief Fund.



- Increased our mileage and fuel savings with improved routing and scheduling.
- Expanded our "Green Services" across multiple brands.
- Enhanced our honeybee relocation efforts.



- Successfully integrated # new companies into our family.
- Reinforced transparency to our employees through quarterly State of the Company meetings.

# Thank You

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For questions, please reach out to Julie Bimmerman

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