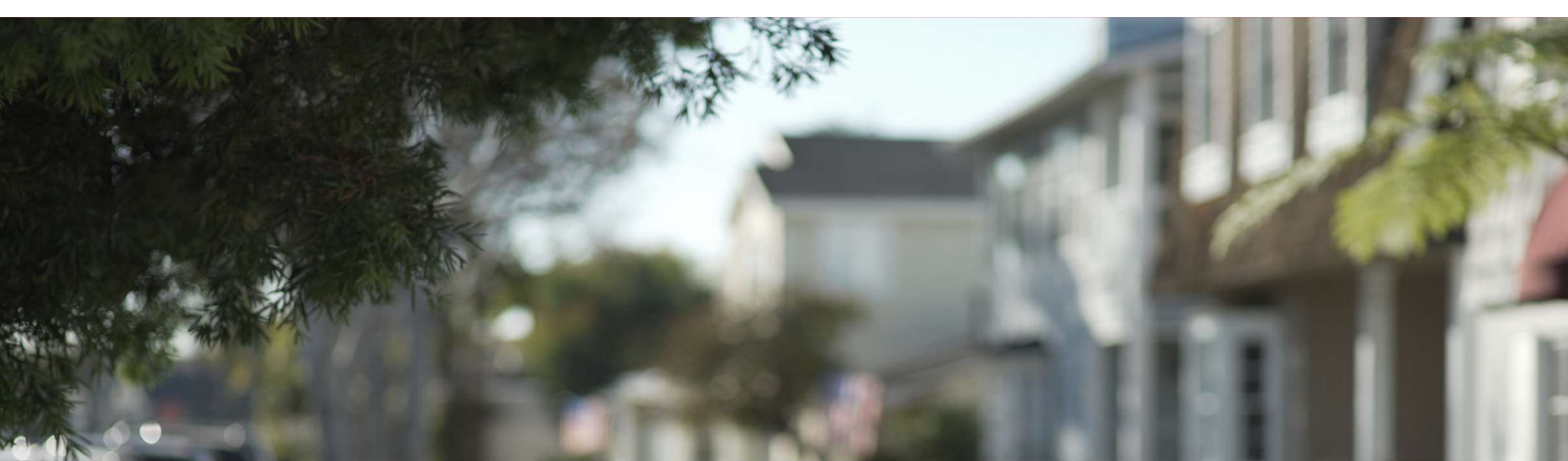




Third Quarter 2026 Earnings Webcast Presentation

Rollins, Inc.

October 22, 2026

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," "confident," "continue," "could," "estimate," "expect," "framework," "goal," "guidance," "intend," "may," "might," "outlook," "plan," "possible," "potential," "predict," "priority," "should," "target," "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: the Company's expectations with respect to financial and business performance, including its updated 2026 outlook for organic revenue growth, inorganic revenue growth, adjusted incremental EBITDA margin and free cash flow conversion, and the lead-trend scenarios underlying that outlook; the Company's medium-term financial framework, including the potential to return to 7-8% organic growth and 30-35% adjusted incremental EBITDA margins over time; the timing of future guidance, including with respect to 2027; near-term demand trends; the evolving customer acquisition landscape and the Company's actions to address customer acquisition challenges, including the sustainability of any stabilization in lead trends at Orkin; lead volumes and consumer-initiated demand through search, digital media, inbound calls, and other channels; the Company's marketing strategy, including the reallocation of marketing resources and the expected benefits of investments in channels and capabilities intended to improve the Company's visibility in artificial intelligence- and large language model-driven discovery; the benefits of the Company's recurring customer relationships and diversified, multi-brand approach; the performance of the Company's termite and ancillary businesses and its ability to address staffing and capacity constraints; the resilience of the pest control market; margin performance, margin trends, and the alignment of the Company's cost structure with demand conditions; investments in the Company's people and service quality and other investments intended to support long-term growth; the strength of the Company's balance sheet; cash flow generation, including the extent to which future cash flows may differ from periods favorably impacted by the timing of tax refunds; financial flexibility; capital allocation, including reinvestment in the business, acquisitions, capital expenditures, dividends and the Company's dividend policy, and share repurchases; and the Company's ability to execute its strategy and deliver sustainable, profitable growth over the long term.

These forward-looking statements are based on information available as of the date of this presentation and on current expectations, forecasts, and assumptions, and involve judgments, risks and uncertainties, many of which are beyond the Company's control. Important factors that could cause actual results to differ materially include, but are not limited to: risks to the assumptions underlying the Company's 2026 outlook and medium-term framework; the Company's ability to attract and retain customers as customer acquisition channels evolve, including digital and artificial intelligence-driven channels; residential lead volumes and the conversion of leads into revenue; the effectiveness of the Company's marketing efforts; competition; the Company's ability to execute its business strategies and successfully onboard acquisitions; labor, insurance, and other operating costs; economic conditions; weather and seasonality; and the other risks described in Part I, Item 1A, "Risk Factors," of the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2025, and in the Company's subsequent filings with the U.S. Securities and Exchange Commission, which are available at www.sec.gov.

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, free cash flow conversion or other forward-looking non-GAAP financial measures to the most directly comparable GAAP measures because it cannot predict, without unreasonable effort, the amount or timing of certain items, including contingent consideration fair value adjustments, gains and losses on sales of assets or businesses, the related tax effects, working capital changes, tax payments and refunds, and future acquisitions. These items could have a material impact on GAAP reported results for the applicable periods.

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 has used the following non-GAAP financial measures in this earnings presentation:

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, Saela Pest Control and Romex 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, Saela Pest Control and Romex Pest Control, excluding gains and losses on the sale of non-operational assets and gains and losses 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, Saela Pest Control and Romex Pest Control, and excluding gains and losses on the sale of non-operational assets and gains and losses 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, Saela Pest Control and Romex 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.



Third Quarter 2026 Results

Revenue **\$1.1B** up ▲ **6.2%**

Adjusted
EPS¹ **\$0.34** down ▼ **2.9%**

Free
Cash
Flow¹ **\$235.5M** up ▲ **28.8%**

**Taking Concrete Actions to Accelerate Growth in
Residential Customer Acquisition, Supported by Strong
Business Fundamentals**

Other Q3 Notes

- Residential customer acquisition remained under pressure as AI / LLM-driven search continued to impact how customers identify providers
- Termite and ancillary businesses also experienced softer growth, reflecting slower residential customer acquisition and capacity constraints in certain markets
- Our diversified portfolio continues to ensure multiple routes to the customer and our recurring residential customer base remains healthy, with strong underlying demand
- We now have a clearer understanding of the challenge and are taking concrete steps to address it
- We saw early but encouraging signs of progress at Orkin at the end of the quarter, following actions to improve local search visibility and highlight differentiated offerings

Full quarter comparisons are against Q3 2025 unless otherwise noted.
1. These amounts are non-GAAP numbers (see Appendix).

Our Action Plan

Our Approach

1 Strengthen Local Visibility

Improve how our brands appear across traditional and AI-driven search by expanding locally relevant content, optimizing business listings and reviews, and strengthening presence in sources LLMs use for recommendations.

2 Make Our Differentiators Clear

Help customers choose our brands through better local content, greater price transparency, and clearer messaging on same- and next-day availability, service quality, and accurate service information.

3 Test, Learn & Reallocate

Improve lead attribution, test approaches, and shift investment toward channels that generate qualified leads, convert customers, and deliver the strongest returns.

Key Takeaways

Focus on what we control

- Strengthen local visibility and make it easier for customers to understand why our brands stand out

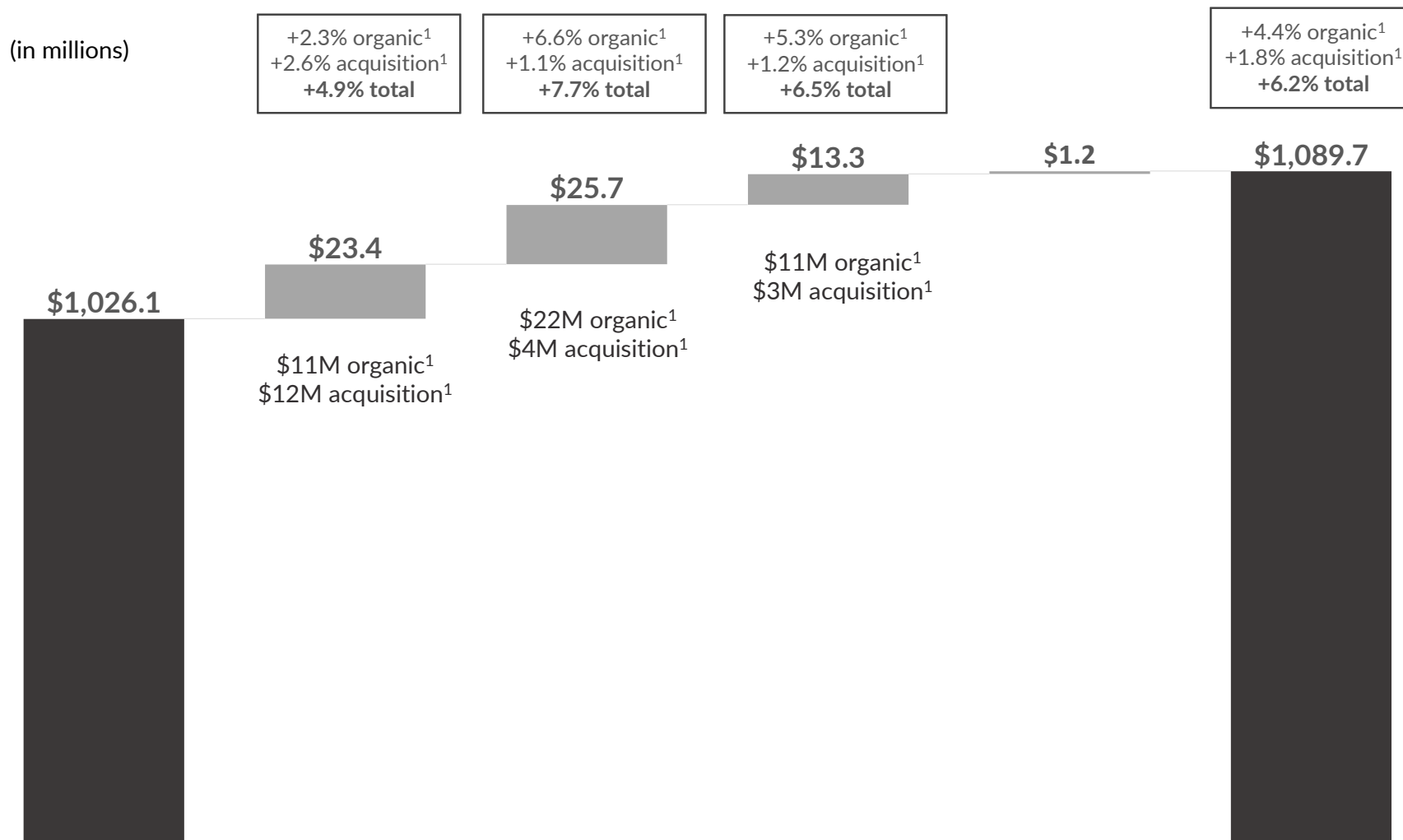
Follow the returns

- Use better attribution and testing to direct spend toward the channels and tactics that work

Stay nimble

- This dynamic environment rewards our ability to continuously evaluate where our marketing dollars generate the strongest returns and invest behind those opportunities

Q3 Revenue Growth



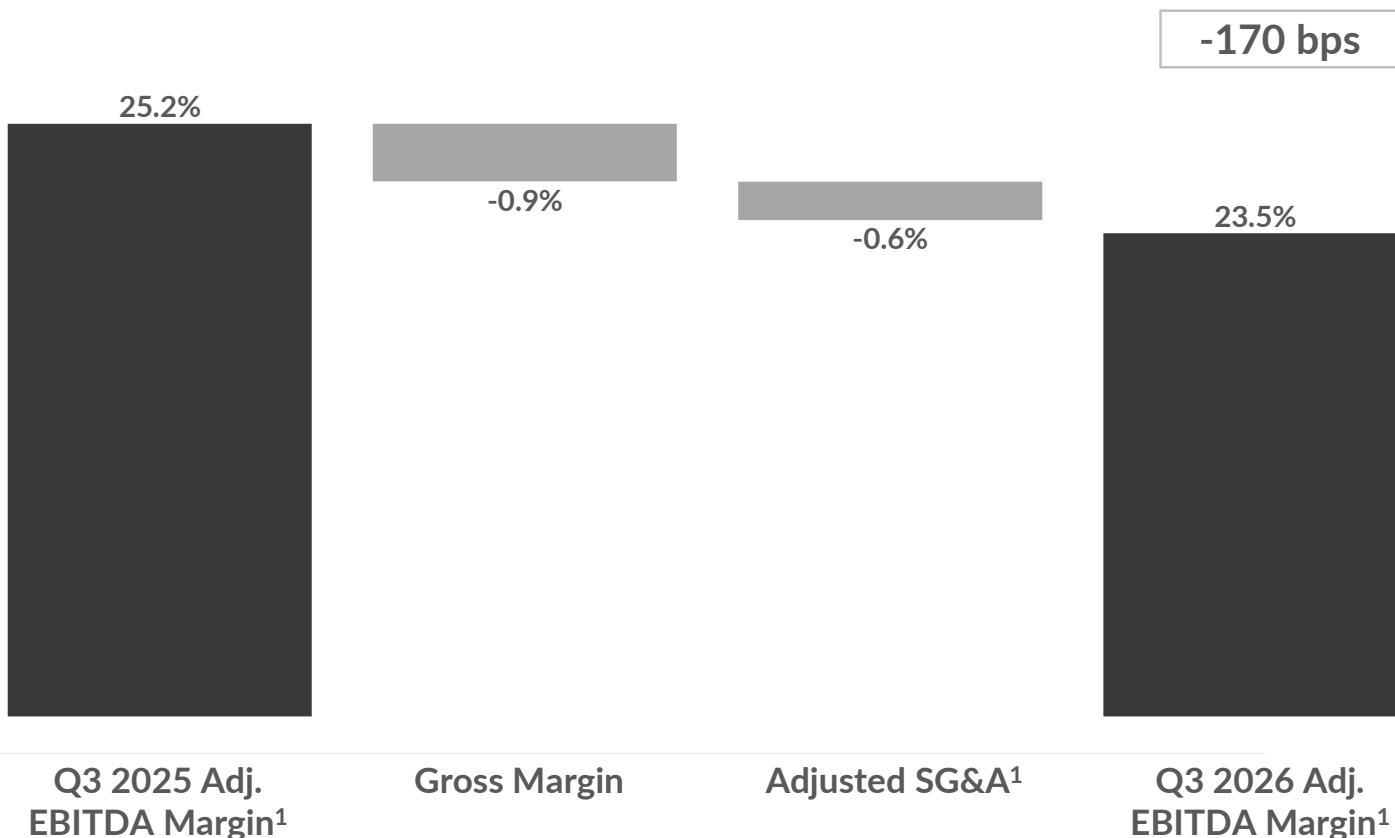
Revenue Growth in Q3 Across All Major Service Lines

Note: Figures may not foot due to rounding.
 1 These amounts are non-GAAP numbers (See Appendix).

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Q3 Adjusted EBITDA Margin¹



Key Drivers

Gross Profit

- Insurance and claims costs drove 100 basis points of deleverage, primarily reflecting higher claims costs against a favorable prior-year comparison
- Fleet costs represented 40 basis points of headwind
- Employee expenses and materials and supplies costs both improved, by 30 and 10 basis points, respectively

Adj. SG&A¹

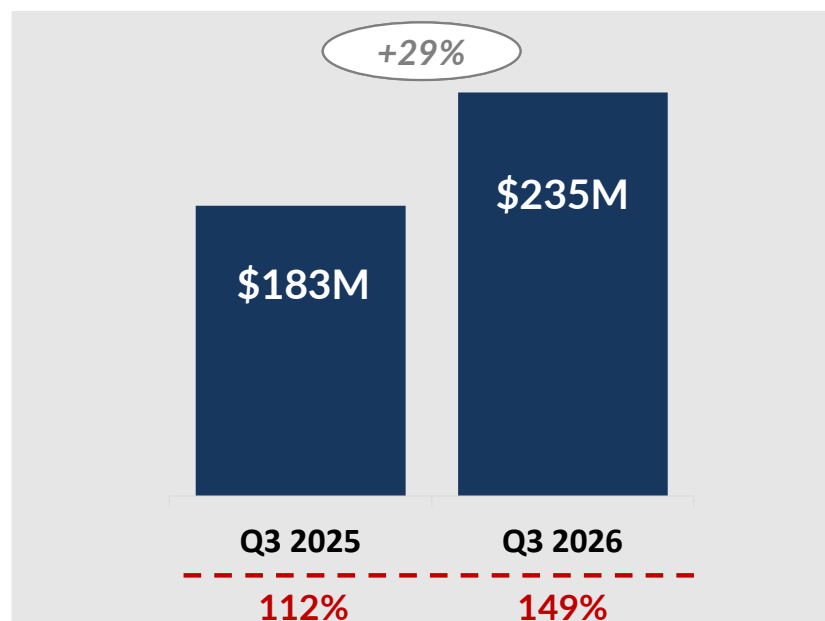
- Higher insurance and fuel costs were partially offset by our continued focus on cost management and improvements in employee expenses

Margins Impacted by Lower-Than-Expected Volume, Higher Claims Activity and Fuel Headwinds

Note: Figures may not foot due to rounding.
¹ These amounts are non-GAAP numbers (See Appendix).

Free Cash Flow and Capital Allocation

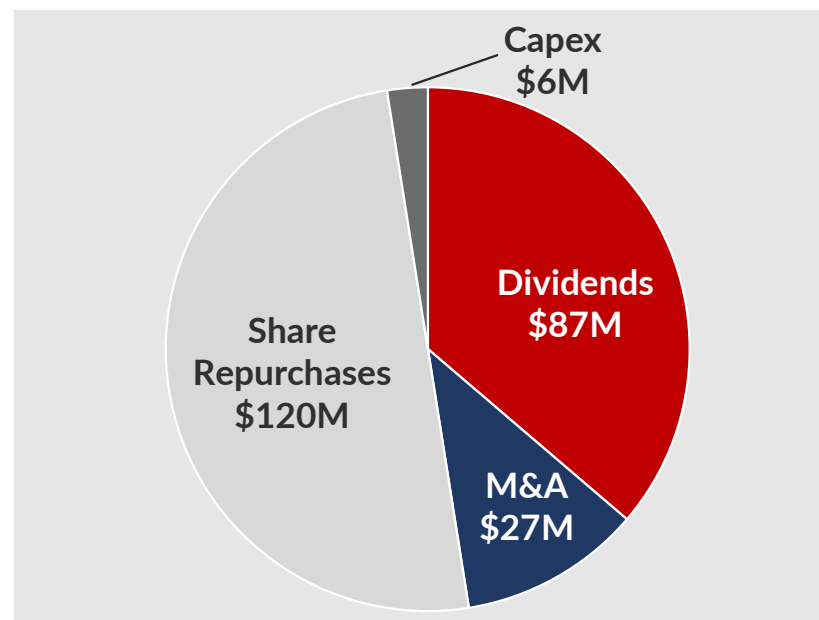
Q3 2026 Free Cash Flow¹ and Free Cash Flow Conversion¹



Cash Flow & Balance Sheet

- Cash flow performance during the quarter benefitted from a \$63 million refund received that is associated with our tax credit planning strategy. Excluding the tax benefit, Free Cash Flow Conversion¹ would have been 109%.
- Leverage¹ of 1.0x

Q3 2026 Uses of Cash Flow



Capital Allocation

- Completed 7 acquisitions
- Dividend +10% YoY
- Opportunistically repurchased shares, with remaining authorization of 7.9 million shares

Solid Cash Flow Conversion and Disciplined Capital Allocation Strategy

¹ These amounts are Non-GAAP numbers (See Appendix).

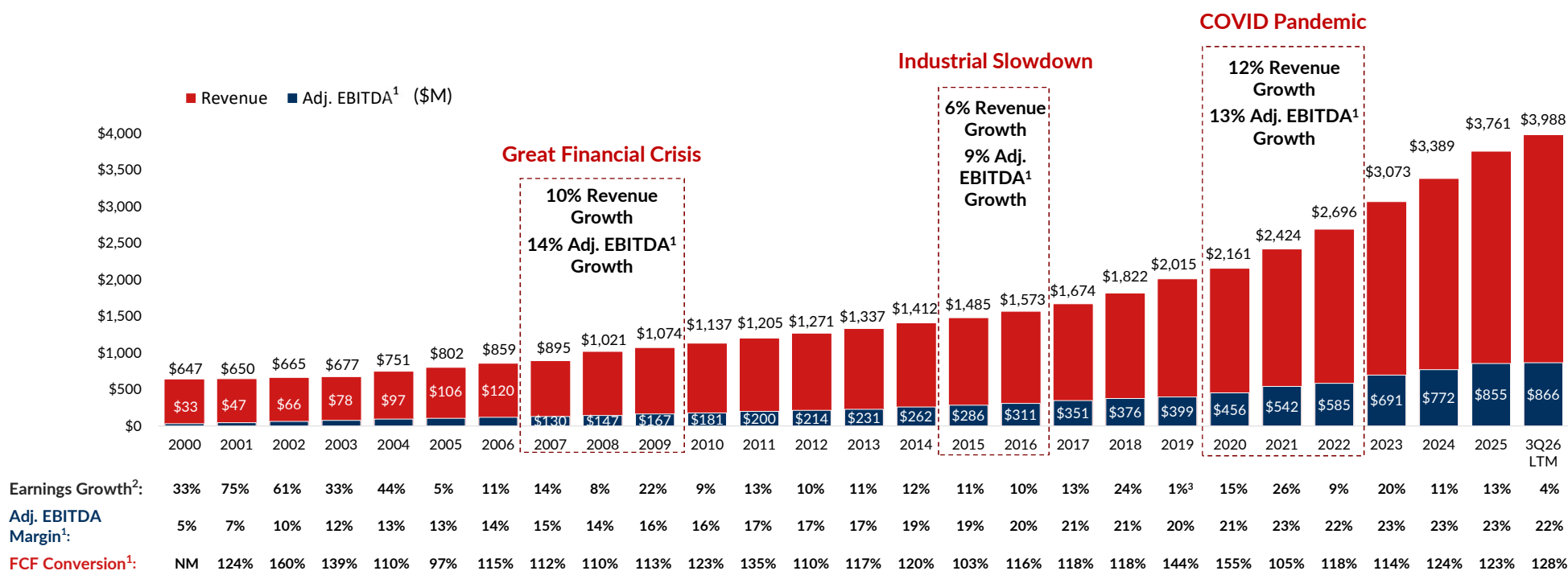
Strong Track Record of Long-Term Financial Performance

100 Quarters of Consecutive Revenue Growth

Strong Recurring Revenue Base

Diversified Portfolio with Multiple Routes to Customer

Resilient Business Model



Resilient Business Model Yields Consistently Strong Financial Performance

¹ These amounts are Non-GAAP numbers (See Appendix).

² Growth rates reflect Adjusted (non-GAAP) EPS beginning in 2017. Prior to 2017, growth is based on reported GAAP EPS.

³ Driven by a one-time \$50M pension plan discontinuation charge.



Key Takeaways



Clear Understanding of The Challenge

- AI / LLM-driven search is changing how customers discover local service providers, creating a more fragmented, variable and dynamic customer-acquisition environment
- We have a clearer understanding of the challenge, and addressing it is our top priority



Taking Concrete Action to Improve Customer Acquisition Growth

- Strengthening our presence across traditional search and AI / LLM-driven discovery
- Making it easier for customers to choose Rollins by improving local content and price transparency and highlighting differentiated service attributes
- Improving lead attribution, testing different approaches and reallocating investment to channels generating the strongest returns



Underlying Business Remains Healthy

- Our recurring residential customer base remains healthy, supported by strong customer relationships and underlying demand for our services
- We have the resources, experience and capabilities to successfully navigate the evolving landscape



Confidence in Long-Term Strategy

- Our scaled, diversified portfolio and healthy balance sheet provide a strong foundation for long-term growth
- Our longer-term framework remains unchanged, and we maintain conviction in our medium-term organic growth and incremental margin goals

¹ These amounts are non-GAAP numbers (See Appendix).

2026 Outlook

Updated 2026 Guidance

Organic Revenue Growth

4% to 6%

~4% Further lead deceleration | ~5% Lead flow stabilization at Q3 levels |
~6% Improvement from Q3 levels of lead flow

Inorganic Revenue Growth

~2% to 3%

Unchanged

Adj. Incremental EBITDA Margin¹

Slightly positive to ~10%

Based on corresponding expected organic growth rates

FCF Conversion¹

>100%

Unchanged

Key Takeaways

2026 Outlook

- Our updated guidance reflects a range of outcomes based on how lead trends could evolve for the remainder of the year
- This is a highly dynamic environment, and the updated organic growth and incremental margin ranges reflect that

2027 Outlook

- Given the current landscape, we are not sharing guidance on 2027 at this time
- We are currently focused on taking concrete steps to strengthen residential customer acquisition and will discuss 2027 when we release our Q4 and full year results

Growth Algorithm

	Last 3 Years (2022 – 2025)	Medium- to Long-Term Outlook	Key Takeaways
Revenue Growth	12%	~7% to 8% Organic ~2% to 3% M&A	Medium- to Long-Term Outlook Our medium-term financial framework remains unchanged, and we maintain conviction that the business has the potential to return to 7–8% organic growth and 30–35% adjusted incremental EBITDA margins over time
Adj. Incremental EBITDA Margin ¹	25%	~30-35%	
FCF Conversion ¹	121%	>100%	

Appendix

Reconciliation of GAAP and Non-GAAP Financial Measures

Set below are reconciliations of non-GAAP financial measures used in this investor presentation, and our earnings release and conference call to their most directly comparable GAAP measures.

(unaudited, in thousands, except per share data)	Three Months Ended September 30,				Nine Months Ended September 30,			
			Variance				Variance	
	2026	2025	\$	%	2026	2025	\$	%
Reconciliation of Net Income to Adjusted Net Income and Adjusted EPS								
Net income	\$ 157,927	\$ 163,527			\$ 409,675	\$ 410,264		
Acquisition-related expenses ⁽¹⁾	7,824	7,036			23,711	18,824		
(Gain) loss on sale of assets, net ⁽²⁾	(545)	(350)			1,590	(1,334)		
Tax impact of adjustments ⁽³⁾	(1,863)	(1,712)			(6,477)	(4,477)		
Adjusted net income	\$ 163,343	\$ 168,501	(5,158)	(3.1)	\$ 428,499	\$ 423,277	5,222	1.2
EPS - basic and diluted	\$ 0.33	\$ 0.34			\$ 0.85	\$ 0.85		
Acquisition-related expenses ⁽¹⁾	0.02	0.01			0.05	0.04		
Loss (gain) on sale of assets, net ⁽²⁾	—	—			—	—		
Tax impact of adjustments ⁽³⁾	—	—			(0.01)	(0.01)		
Adjusted EPS - basic and diluted ⁽⁴⁾	\$ 0.34	\$ 0.35	(0.01)	(2.9)	\$ 0.89	\$ 0.87	0.02	2.3
Weighted average shares outstanding - basic	478,970	484,635			480,567	484,565		
Weighted average shares outstanding - diluted	478,978	484,670			480,586	484,598		

(1) Consists of expenses resulting from the amortization of intangible assets and adjustments to the fair value of contingent consideration associated with the acquisitions of Fox Pest Control, Saela Pest Control and Romex Pest Control. While we exclude such expenses in this non-GAAP measure, the revenue from the acquired companies is reflected in this non-GAAP measure and the acquired assets contribute to revenue generation.

(2) Consists of the gain or loss on the sale of non-operational assets.

(3) The tax effect of the adjustments is calculated using the applicable statutory tax rates for the respective periods.

(4) In some cases, the sum of the individual EPS amounts may not equal total adjusted EPS calculations due to rounding.

Reconciliation of GAAP and Non-GAAP Financial Measures

Set below are reconciliations of non-GAAP financial measures used in this investor presentation, and our earnings release and conference call to their most directly comparable GAAP measures.

(unaudited, in thousands, except margins)	Three Months Ended September 30,				Nine Months Ended September 30,			
			Variance				Variance	
	2026	2025	\$	%	2026	2025	\$	%
Reconciliation of Net Income to EBITDA, Adjusted EBITDA, EBITDA Margin, Incremental EBITDA Margin, Adjusted EBITDA Margin, and Adjusted Incremental EBITDA Margin								
Net income	\$ 157,927	\$ 163,527			\$ 409,675	\$ 410,264		
Depreciation and amortization	33,273	32,231			99,381	93,177		
Interest expense, net	10,669	7,942			28,911	21,118		
Provision for income taxes	54,663	53,902			129,767	135,954		
EBITDA	<u>\$ 256,532</u>	<u>\$ 257,602</u>	<u>(1,070)</u>	<u>(0.4)</u>	<u>\$ 667,734</u>	<u>\$ 660,513</u>	<u>7,221</u>	<u>1.1</u>
Acquisition-related expenses ⁽¹⁾	584	1,082			3,008	2,164		
(Gain) loss on sale of assets, net ⁽²⁾	(545)	(350)			1,590	(1,334)		
Adjusted EBITDA	<u>\$ 256,571</u>	<u>\$ 258,334</u>	<u>(1,763)</u>	<u>(0.7)</u>	<u>\$ 672,332</u>	<u>\$ 661,343</u>	<u>10,989</u>	<u>1.7</u>
Revenues	\$ 1,089,670	\$ 1,026,106	63,564		3,074,670	\$ 2,848,137	226,533	
EBITDA margin	23.5%	25.1%			21.7%	23.2%		
Incremental EBITDA margin			(1.7)%				3.2%	
Adjusted EBITDA margin	23.5%	25.2%			21.9%	23.2%		
Adjusted incremental EBITDA margin			(2.8)%				4.9%	

(1) Consists of expenses resulting from the amortization of intangible assets and adjustments to the fair value of contingent consideration associated with the acquisitions of Fox Pest Control, Sacla Pest Control, and Romex Pest Control. While we exclude such expenses in this non-GAAP measure, the revenue from the acquired companies is reflected in this non-GAAP measure and the acquired assets contribute to revenue generation.

(2) Consists of the gain or loss on the sale of non-operational assets.

Reconciliation of GAAP and Non-GAAP Financial Measures

Set below are reconciliations of non-GAAP financial measures used in this investor presentation, and our earnings release and conference call to their most directly comparable GAAP measures.

	Three Months Ended September 30,				Nine Months Ended September 30,			
	2026	2025	Variance		2026	2025	Variance	
			\$	%			\$	%
<i>(unaudited, in thousands, except margins)</i>								
Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow and Free Cash Flow Conversion								
Net cash provided by operating activities	\$ 241,859	\$ 191,349			\$ 532,732	\$ 513,363		
Capital expenditures	(6,364)	(8,503)			(19,932)	(22,360)		
Free cash flow	<u>\$ 235,495</u>	<u>\$ 182,846</u>	<u>52,649</u>	<u>28.8</u>	<u>\$ 512,800</u>	<u>\$ 491,003</u>	<u>21,797</u>	<u>4.4</u>
Free cash flow conversion	149.1 %	111.8 %			123.4 %	124.4 %		

Reconciliation of GAAP and Non-GAAP Financial Measures

Set below are reconciliations of non-GAAP financial measures used in this investor presentation, and our earnings release and conference call to their most directly comparable GAAP measures.

(unaudited, in thousands)	Three Months Ended September 30,				Nine Months Ended September 30,			
	2026	2025	Variance	%	2026	2025	Variance	%
Reconciliation of Revenues to Organic Revenues								
Revenues	\$ 1,089,670	\$ 1,026,106	63,564	6.2	\$ 3,074,670	\$ 2,848,137	226,533	8.0
Revenues from acquisitions	(18,348)	—	(18,348)	1.8	(70,023)	—	(70,023)	2.5
Organic revenues	\$ 1,071,322	\$ 1,026,106	45,216	4.4	\$ 3,004,647	\$ 2,848,137	156,510	5.5
Reconciliation of Residential Revenues to Organic Residential Revenues								
Residential revenues	\$ 499,682	\$ 476,271	23,411	4.9	\$ 1,375,031	\$ 1,288,249	86,782	6.7
Residential revenues from acquisitions	(12,310)	—	(12,310)	2.6	(44,405)	—	(44,405)	3.4
Residential organic revenues	\$ 487,372	\$ 476,271	11,101	2.3	\$ 1,330,626	\$ 1,288,249	42,377	3.3
Reconciliation of Commercial Revenues to Organic Commercial Revenues								
Commercial revenues	\$ 360,685	\$ 334,956	25,729	7.7	\$ 1,020,324	\$ 939,803	80,521	8.6
Commercial revenues from acquisitions	(3,538)	—	(3,538)	1.1	(13,376)	—	(13,376)	1.5
Commercial organic revenues	\$ 357,147	\$ 334,956	22,191	6.6	\$ 1,006,948	\$ 939,803	67,145	7.1
Reconciliation of Termite and Ancillary Revenues to Organic Termite and Ancillary Revenues								
Termite and ancillary revenues	\$ 217,930	\$ 204,670	13,260	6.5	\$ 647,504	\$ 588,655	58,849	10.0
Termite and ancillary revenues from acquisitions	(2,500)	—	(2,500)	1.2	(12,242)	—	(12,242)	2.1
Termite and ancillary organic revenues	\$ 215,430	\$ 204,670	10,760	5.3	\$ 635,262	\$ 588,655	46,607	7.9
Reconciliation of Franchise and Other Revenues to Organic Franchise and Other Revenues								
Franchise and other revenues	\$ 11,373	\$ 10,209	1,164	11.4	\$ 31,811	\$ 31,430	381	1.2
Franchise and other revenues from acquisitions	—	—	—	—	—	—	—	—
Franchise and other organic revenues	\$ 11,373	\$ 10,209	1,164	11.4	\$ 31,811	\$ 31,430	381	1.2

Reconciliation of GAAP and Non-GAAP Financial Measures

Set below are reconciliations of non-GAAP financial measures used in this investor presentation, and our earnings release and conference call to their most directly comparable GAAP measures.

<i>(unaudited, in thousands)</i>	Period Ended September 30, 2026	Period Ended December 31, 2025
Reconciliation of Debt and Net Income to Leverage Ratio		
Short-term debt ⁽¹⁾	\$ 239,562	\$ 123,683
Long-term debt ⁽²⁾	500,000	500,000
Operating lease liabilities ⁽³⁾	398,559	428,175
Cash adjustment ⁽⁴⁾	(116,145)	(90,004)
Adjusted net debt	\$ 1,021,976	\$ 961,854
Net income	\$ 526,116	\$ 526,705
Depreciation and amortization	130,948	124,744
Interest expense, net	36,351	28,558
Provision for income taxes	168,034	174,221
Operating lease cost ⁽⁵⁾	170,431	159,924
Stock-based compensation expense	41,629	39,707
Adjusted EBITDAR	\$ 1,073,509	\$ 1,053,859
Leverage ratio	1.0x	0.9x

(1) The Company's short-term borrowings are presented under the short-term debt caption of our condensed consolidated statement of financial position, net of unamortized discounts.

(2) As of September 30, 2026 and December 31, 2025, the Company had outstanding borrowings of \$500.0 million from the issuance of our 2035 Senior Notes. These borrowings are presented under the long-term debt caption of our condensed consolidated statement of financial position, net of unamortized discount and unamortized debt issuance costs. As of September 30, 2026 and December 31, 2025, the Company had no outstanding borrowings under the Revolving Credit Facility.

(3) Operating lease liabilities are presented under the operating lease liabilities - current and operating lease liabilities, less current portion captions of our condensed consolidated statement of financial position.

(4) Represents 90% of cash and cash equivalents per our condensed consolidated statement of financial position as of both periods presented.

(5) Operating lease cost excludes short-term lease cost associated with leases that have a duration of 12 months or less.

Reconciliation of GAAP and Non-GAAP Financial Measures

Set below are reconciliations of non-GAAP financial measures used in this investor presentation, and our earnings release and conference call to their most directly comparable GAAP measures.

(unaudited, in thousands)	Three Months Ended September 30,		Nine Months Ended September 30,	
	2026	2025	2026	2025
Reconciliation of SG&A to Adjusted SG&A				
SG&A	\$ 326,771	\$ 301,404	\$ 944,666	\$ 859,513
Acquisition-related expenses ⁽¹⁾	584	1,082	3,008	2,164
Adjusted SG&A	\$ 326,187	\$ 300,322	\$ 941,658	\$ 857,349
Revenues	\$ 1,089,670	\$ 1,026,106	\$ 3,074,670	\$ 2,848,137
Adjusted SG&A as a % of revenues	29.9 %	29.3 %	30.6 %	30.1 %

(1) Consists of expenses resulting from the amortization of intangible assets and adjustments to the fair value of contingent consideration associated with the acquisitions of Fox Pest Control, Sacla Pest Control, and Romex Pest Control. While we exclude such expenses in this non-GAAP measure, the revenue from the acquired companies is reflected in this non-GAAP measure and the acquired assets contribute to revenue generation.