

An aerial photograph of a large, modern, white building with a flat roof and a prominent white lattice canopy over a central courtyard. In the foreground, a large red sign with the word 'ROLLINS' in white capital letters is mounted on several white poles. Below it, a red diamond-shaped sign with the word 'ORKIN' in white capital letters is also mounted on the same poles. The building is surrounded by greenery, including trees and shrubs. In the background, a city skyline with various skyscrapers is visible under a blue sky with scattered white clouds.

ROLLINS

ORKIN
®

ROLLINS, INC

The leader in pest control
"Pest control down to a science"

Forward-Looking Statement

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, without limitation, the effect of the future adoption of recent accounting pronouncements on the Company's financial statements; statements regarding management's expectation regarding the effect of the ultimate resolution of pending claims, proceedings or litigation on the Company's financial position, results of operation and liquidity; the Company's belief that its current cash and cash equivalent balances, future cash flows expected to be generated from operating activities and available borrowings will be sufficient to finance its current operations and obligations, and fund expansion of the business for the foreseeable future; our expectation that the Company will continue to pay dividends; our intention to continue to grow the business in foreign markets in the future through reinvestment of foreign deposits and future earnings as well as acquisitions of unrelated companies and that repatriation of cash is not a part of the Company's business plan; possible defined benefit retirement plan contributions and their effect on the Company's financial position, results of operations and liquidity; the Company's expectation regarding capital expenditure for the remainder of the year; the Company's expectation to maintain compliance with debt covenants; and the Company's belief that interest rate exposure and foreign exchange rate risk will not have a material effect on the Company's results of operations going forward. The actual results of the Company could differ materially from those indicated by the forward-looking statements because of various risks and uncertainties including, without limitation, the possibility of an adverse ruling against the Company in pending litigation; general economic conditions; market risk; changes in industry practices or technologies; the degree of success of the Company's termite process and pest control selling and treatment methods; the Company's ability to identify and integrate potential acquisitions; climate and weather conditions; competitive factors and pricing practices; our ability to attract and retain skilled workers, and potential increases in labor costs; and changes in various government laws and regulations, including environmental regulations. All of the foregoing risks and uncertainties are beyond the ability of the Company to control, and in many cases the Company cannot predict the risks and uncertainties that could cause its actual results to differ materially from those indicated by the forward-looking statements. A more detailed discussion of potential risks facing the Company can be found in the Company's Report on Form 10-K filed with the Securities and Exchange Commission for the year ended December 31, 2018. The Company does not undertake to update its forward-looking statements.

The Rollins Brand



Continued Growth

- 21 consecutive years of improved earnings
- Dividend increased a minimum of 12% for 17 consecutive years
- 5% or greater revenue growth each of the last 10 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

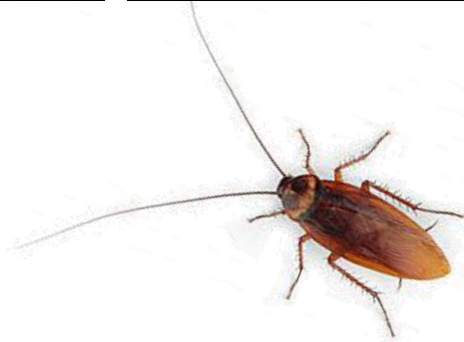


“We were in a lot of really poor businesses before we found a good business.”

---O Wayne Rollins



Our History



Key Events in Our History

1901

Orkin began operations; Otto Orkin “The Rat Man”
sold poison door to door

1964

Rollins buys Orkin for \$62 million

1968

Rollins begins trading on the NYSE

1995

First Orkin franchise opens

1999

Orkin acquires Canadian Based PCO Services

2000

First Orkin international franchise opens

2005

Rollins acquires The Industrial Fumigant Company

2008

Rollins acquires HomeTeam Pest Defense and Crane
Pest Control



Key Events in Our History (cont.)



2014

Rollins acquires Australian based Allpest WA and Statewide Pest Management

2015

Rollins acquires Critter Control, Inc.

2016

Rollins acquires Australian based Murray Pest Control and Scientific Pest Management and UK based Safeguard Pest Control

2017

Rollins acquires Northwest Exterminating, Inc.

2018

Rollins acquires UK based AMES and Kestrel Pest Control, Singapore based Aardwolf and US based OPC Services

2019

Rollins acquires Clark Pest Control





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 US and 30% commercial



Market

US market is 20,000 companies; Highly fragmented market



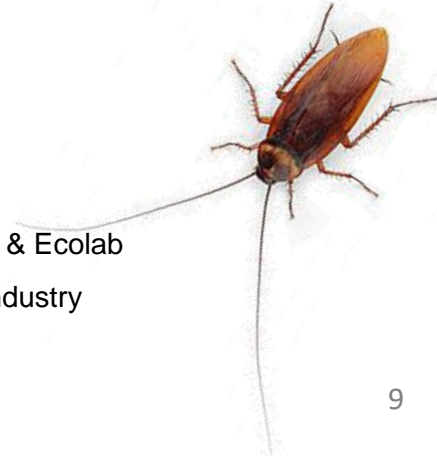
Competitors

3 largest public competitors:
ServiceMaster (NYSE:SERV)
Rentokil (LSE:RTO)
Ecolab (NYSE:ECL)



Evolution

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



Solid track record of Shareholder Value creation

Rollins Value Proposition



Competitive Advantage

Brand and best in class customer experience



Recession Resistant

80% of revenues are recurring



Significant Insider Ownership

Strong management and excellent depth

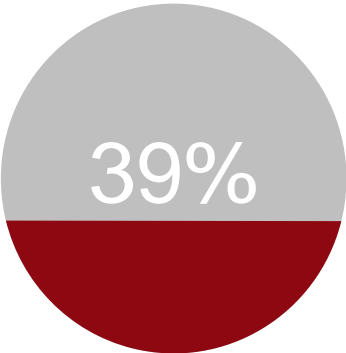


Strong Balance Sheet

Focus on sustained profitable growth

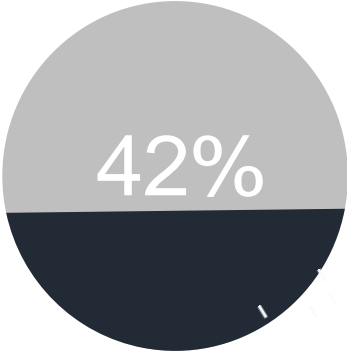


Revenue & Retention by Business Line



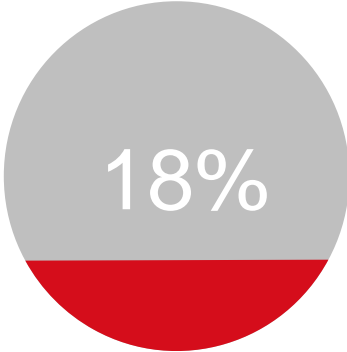
Commercial

Retention 88% - 90%



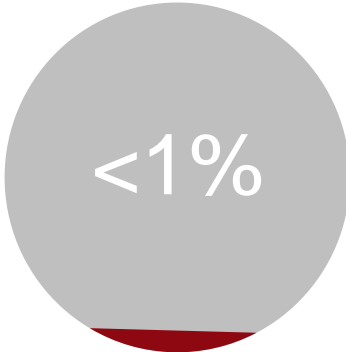
Residential

Retention 76% - 85%

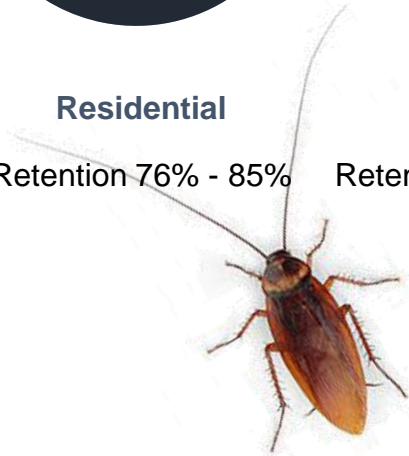


Termite

Retention approximately 85%



Other



* Updated annually

General Pests

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



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

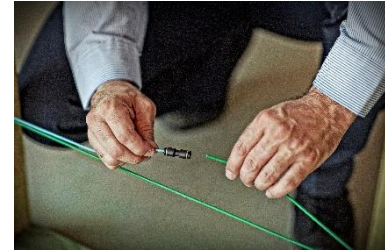
- Rising concern over health, safety and protection of property
- Better informed consumers, targeting specific segments
- Internet providing accelerated growth
- Recession resistant – non-discretionary purchase
- Expandable service offerings – varied across brands to meet customer needs and improve 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

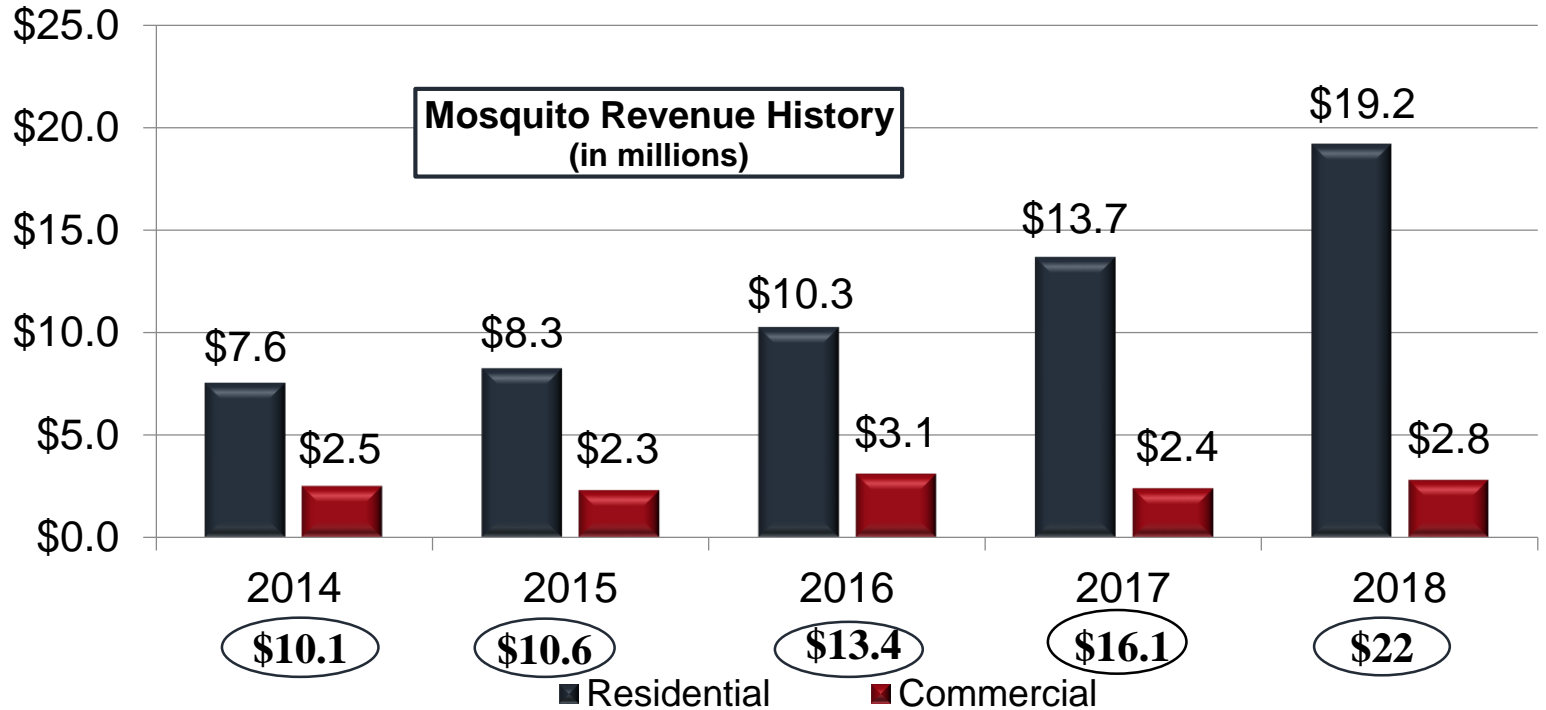


VISION – To deliver a delightful experience every time for a lifetime
PURPOSE – Protecting homes and improving communities

- 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



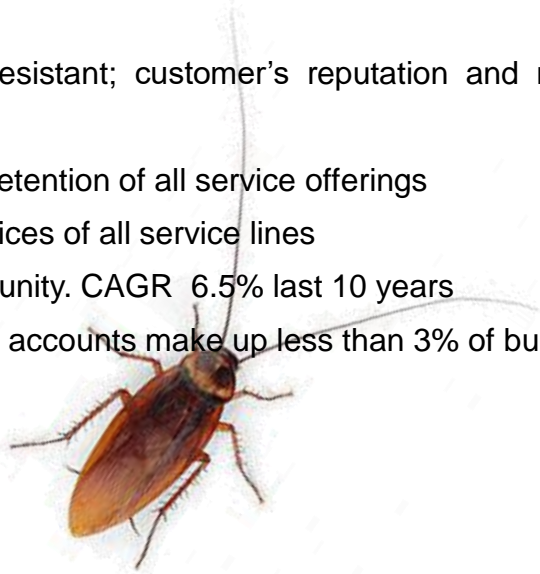
Mosquito: Strategic Growth Opportunity



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

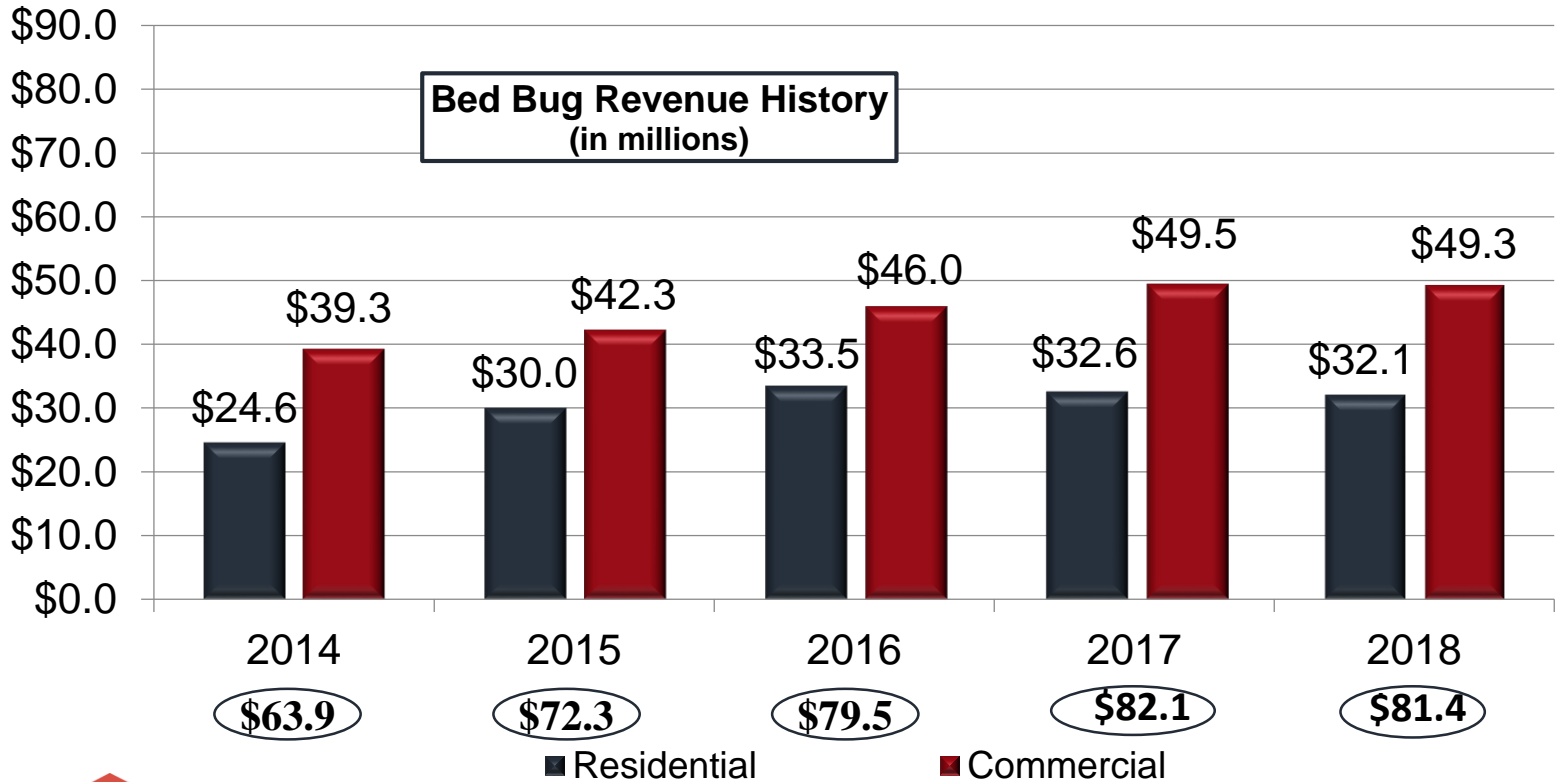


Companies offering Commercial services

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



Bedbug: Strategic Growth Opportunity



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*
“ #64 of 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



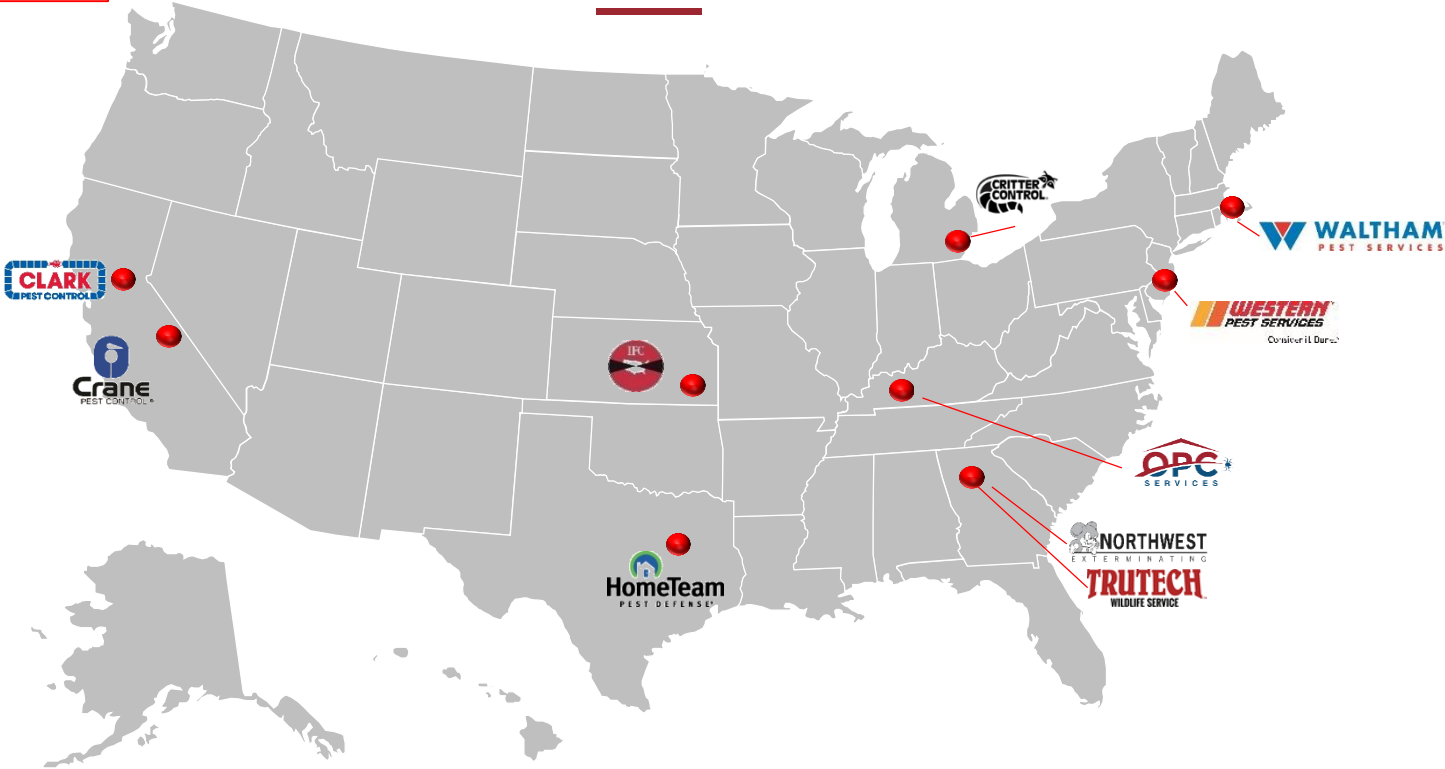
Web-based employee training network utilized by employees and franchises worldwide



Growth Through Strategic Acquisitions

United States

● Headquarters Location



Growth Through Strategic Acquisitions

Canada



Headquarters
Location

Over 30 branches across
Canada

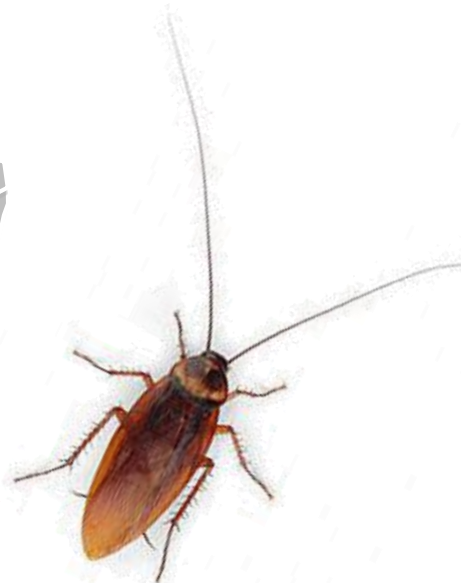
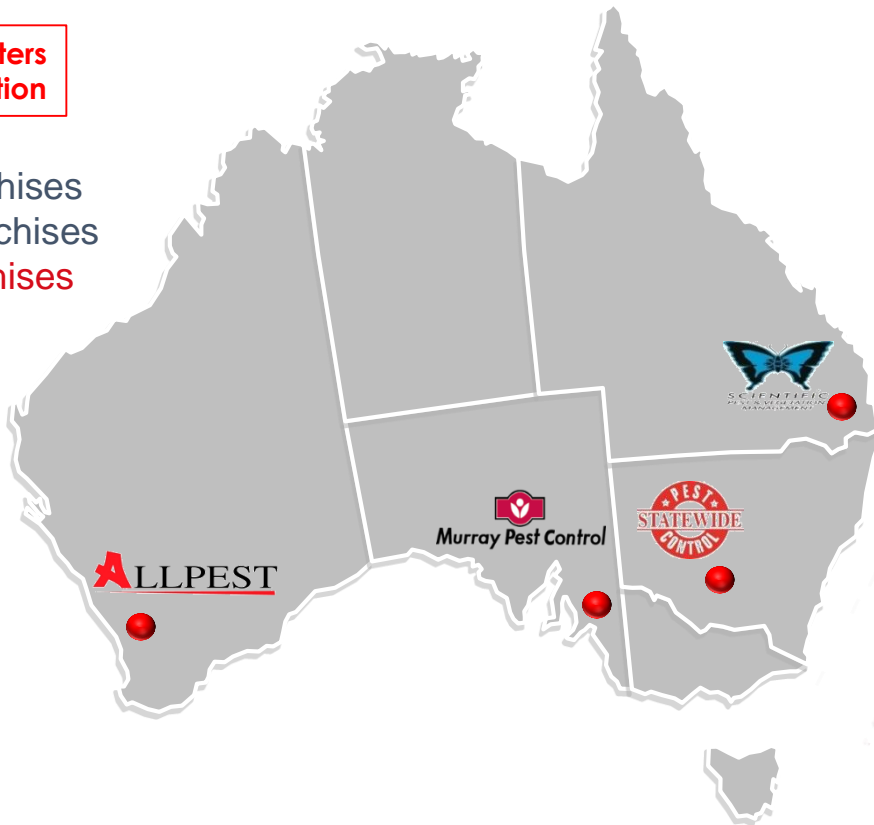


Growth Through Strategic Acquisitions

Australia

 **Headquarters Location**

8 Murray Franchises
2 Scientific Franchises
10 Total Franchises



Growth Through Strategic Acquisitions

United Kingdom

 **Headquarters Location**



KESTREL PEST CONTROL LTD



Growth Through Strategic Acquisitions

Singapore

● Headquarters Location

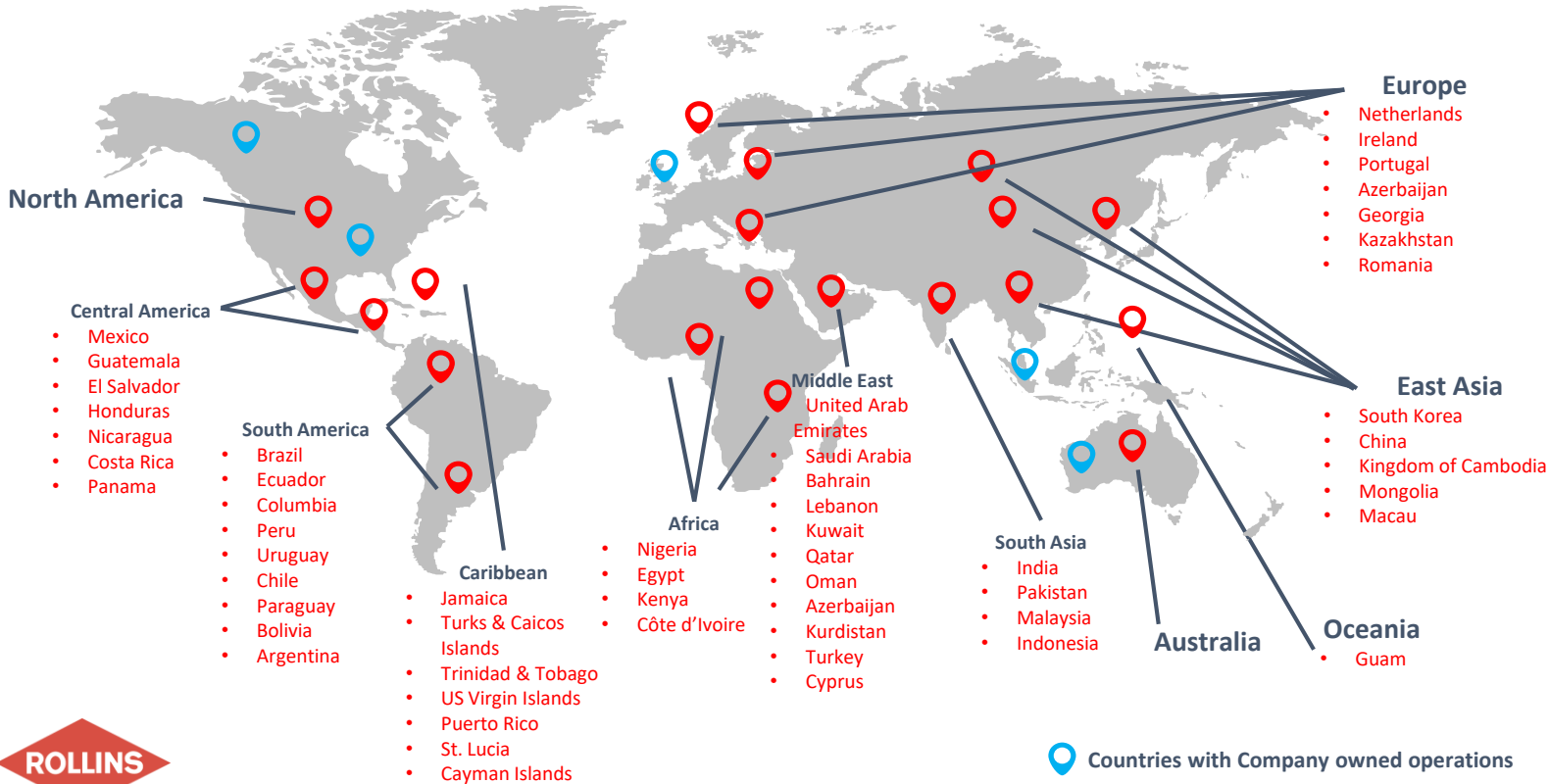


49 Orkin Domestic Franchises
 86 Orkin International Franchises
 10 Orkin Australia Franchises
 83 Critter Control Franchises
228 Total Franchises

Global Strategic Franchises

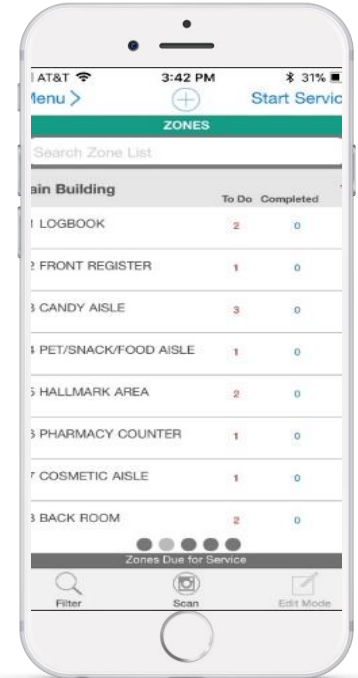
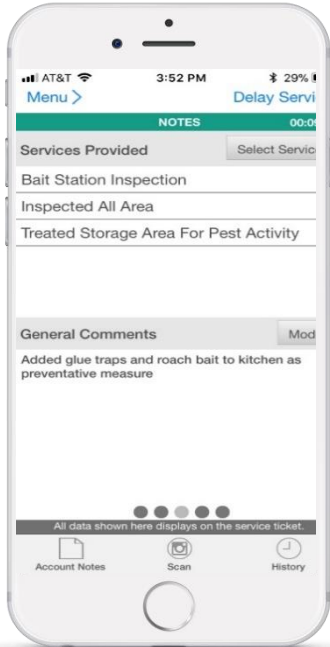
Worldwide

24 North & South America
 28 Europe & Asia
 1 Australia
 4 Africa
57 Total Countries



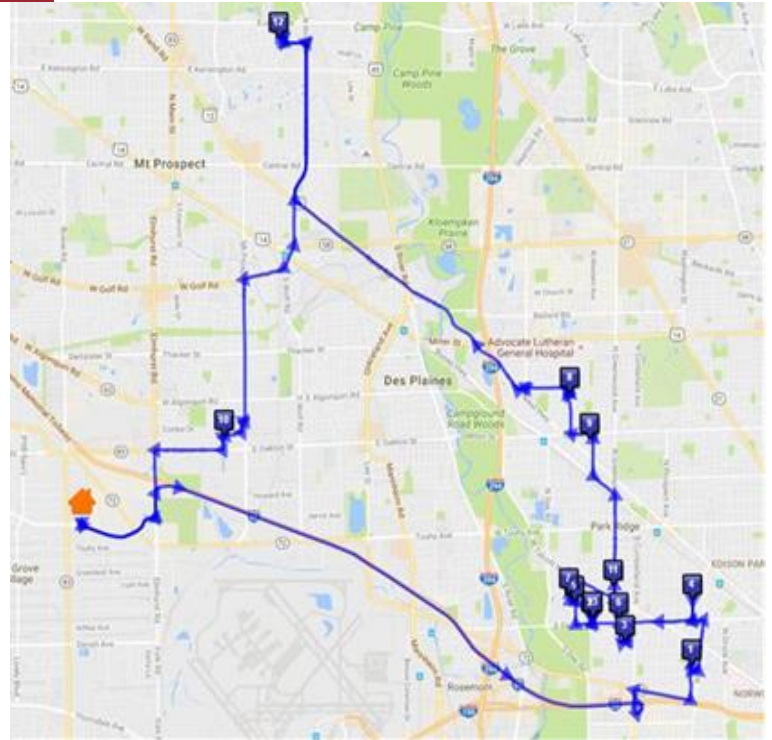
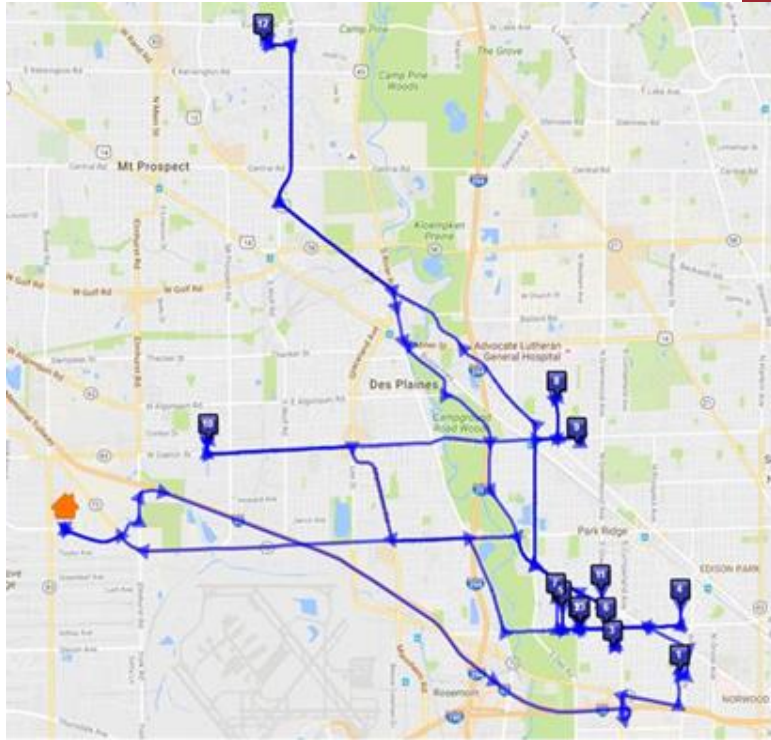
Technology

BOSS – Branch Operating Support System



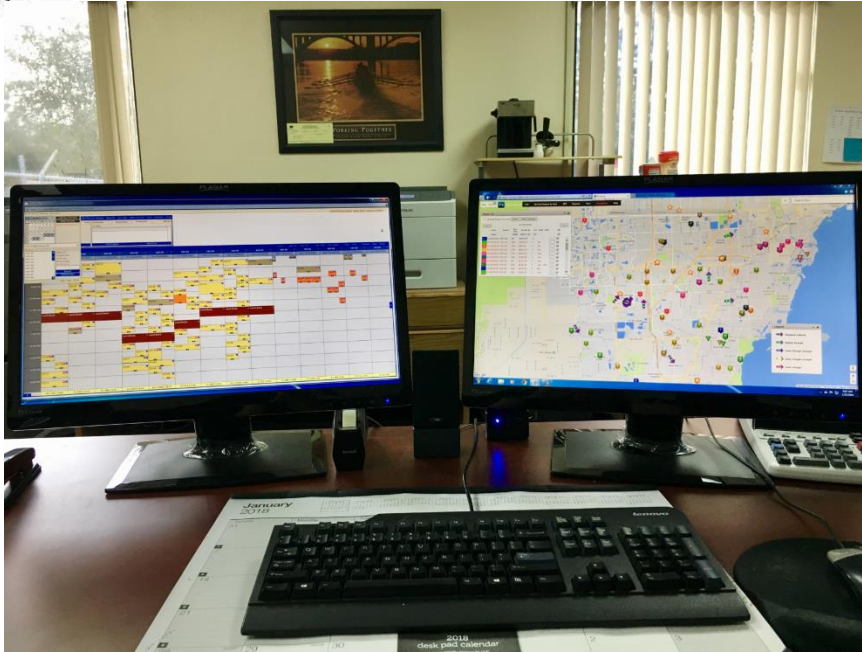
Technology

Virtual Route Management



Technology

Orkin 2.0

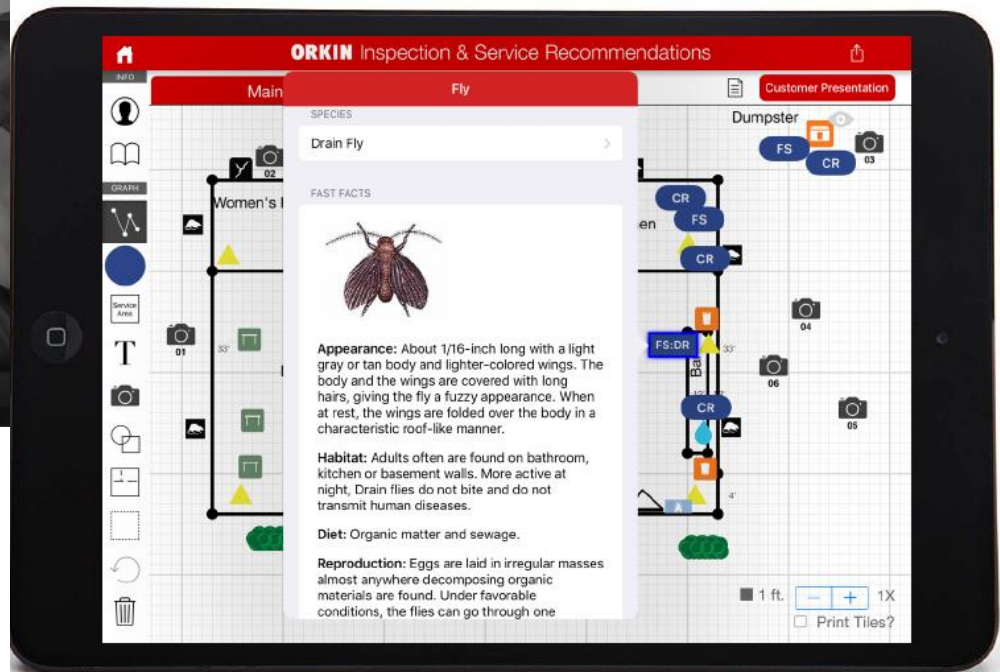


Benefits Include:

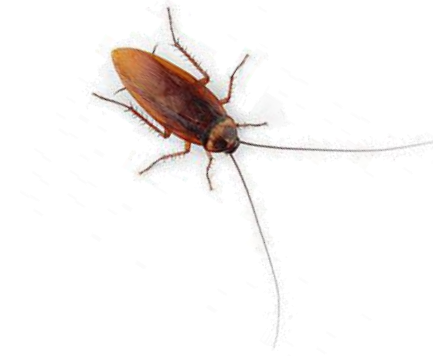
- Improved productivity
- Reduced fleet costs
- Improved Customer Service
- Reduced Turnover

Technology

BizSuite



Technology InSite



InSite DASHBOARD MY REPORTS CONFIGURATION SURVEYS

2nd Floor Insect Light Traps Show Station Labels Show Station Icons

1001 Texas Central Pkwy
Waco, TX 76712
2nd Floor

Pest Device Location Map

LEGEND
 Insect Light Trap
 Pheromone Monitors

WASTE WATER TREATMENT PLANT

COOLING TOWER

Zone: 06 Insect O Cutters
 Station: 0200 Front Office-Lobby Area
 North Wall
 Trap: Electrocuter
 Trap Type: Insect Light Traps
 Findings: 25 House Flies(25 Weighted)

REVISED 4/29/2011 ORKIN Commercial Services

Timeframe: Last 90 Days Work Order: -All Work Orders- Work Order: 171160981 (2018-06-12)

En Allen Janusz

Current Week

All Pest Customer Responsibility

857 Locations

Account Contacts

Check

Filter by: 6 117 45

Pest Control 41 Issues

Customer Responsible 127 Issues

Demo Client, Inc.

Filter by: 81 53

Pest Control 8 Issues

Customer Responsible 127 Issues

Service Callbacks

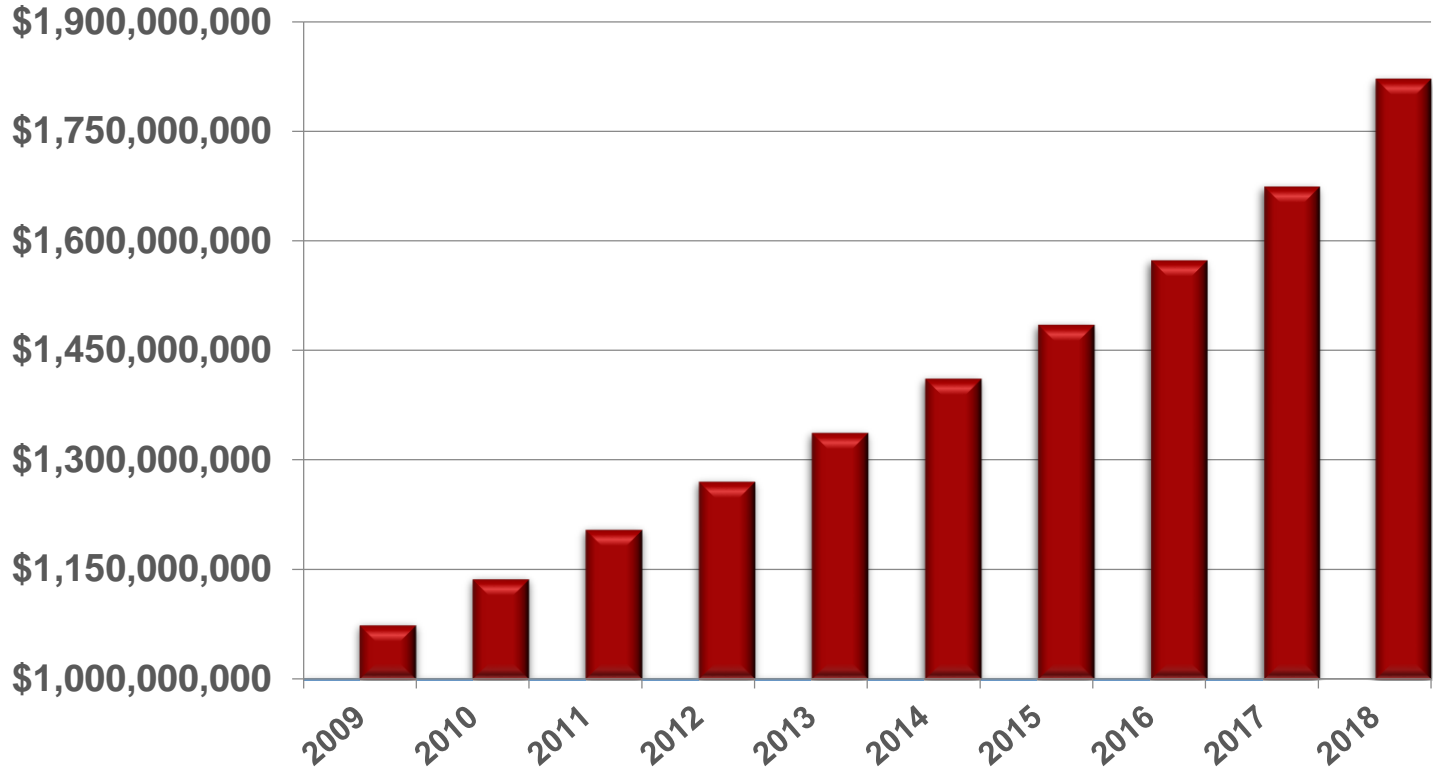
06/18/2018 TO 07/18/2018

249 Callbacks

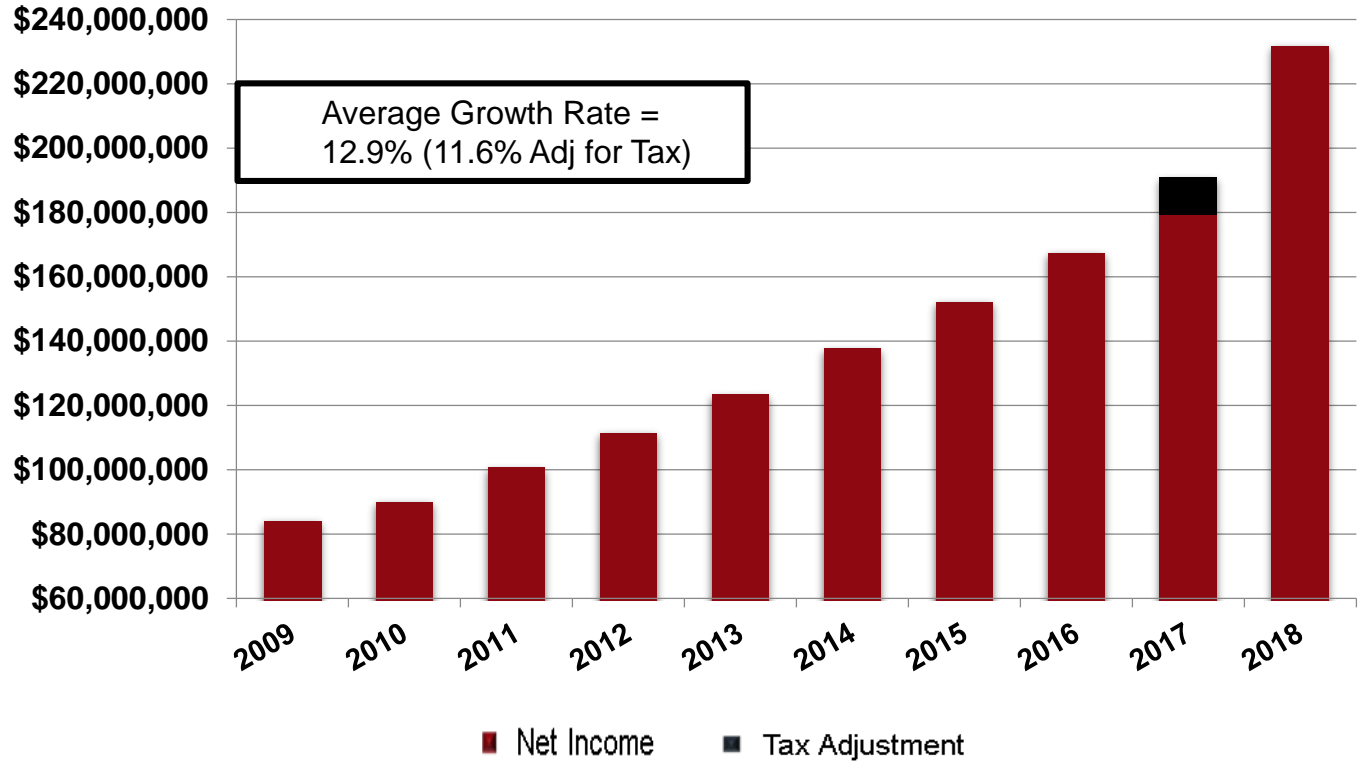
Map



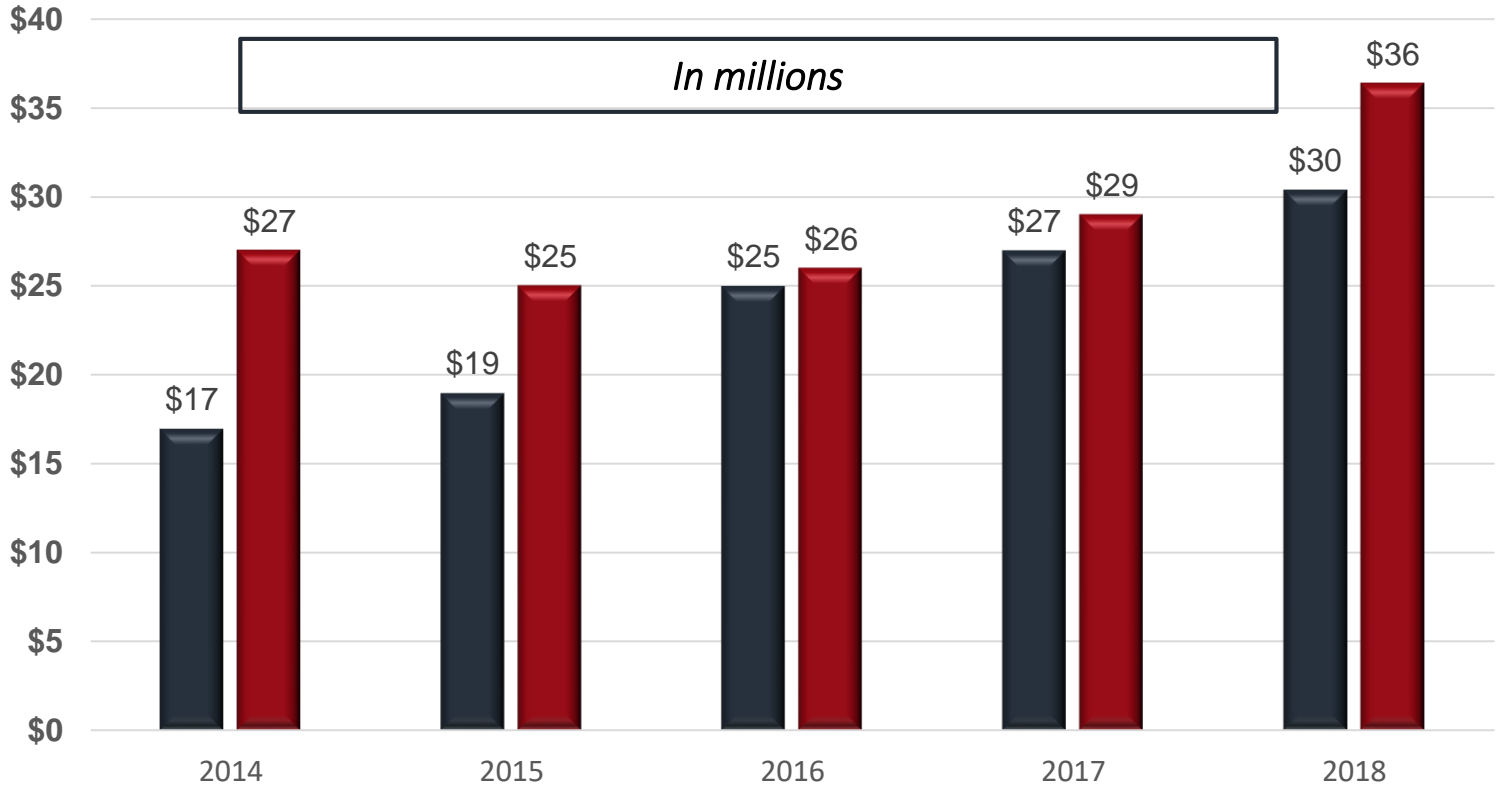
Revenue Growth 2009-2018



Net Income 2009-2018

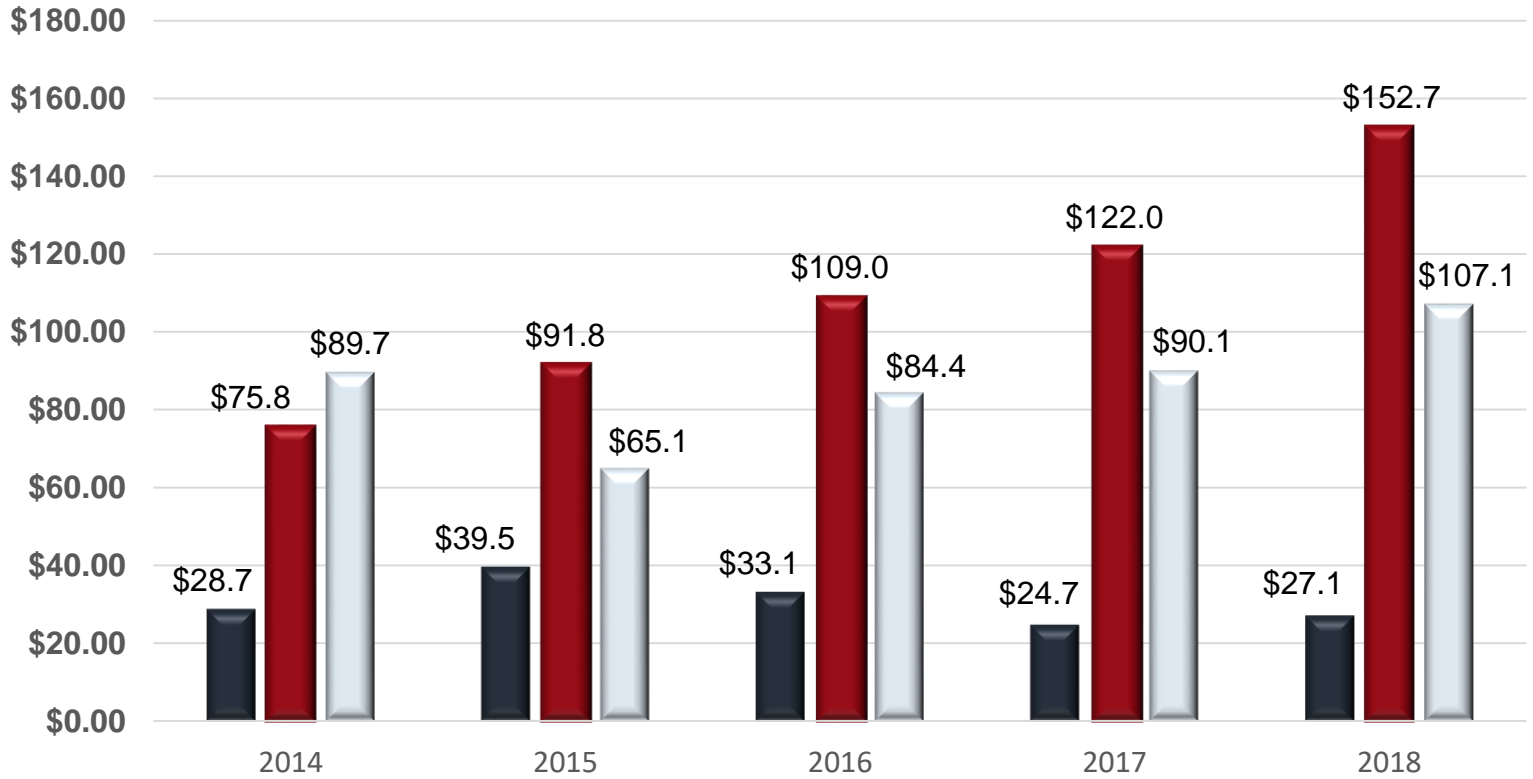


Depreciation & Amortization of Intangibles



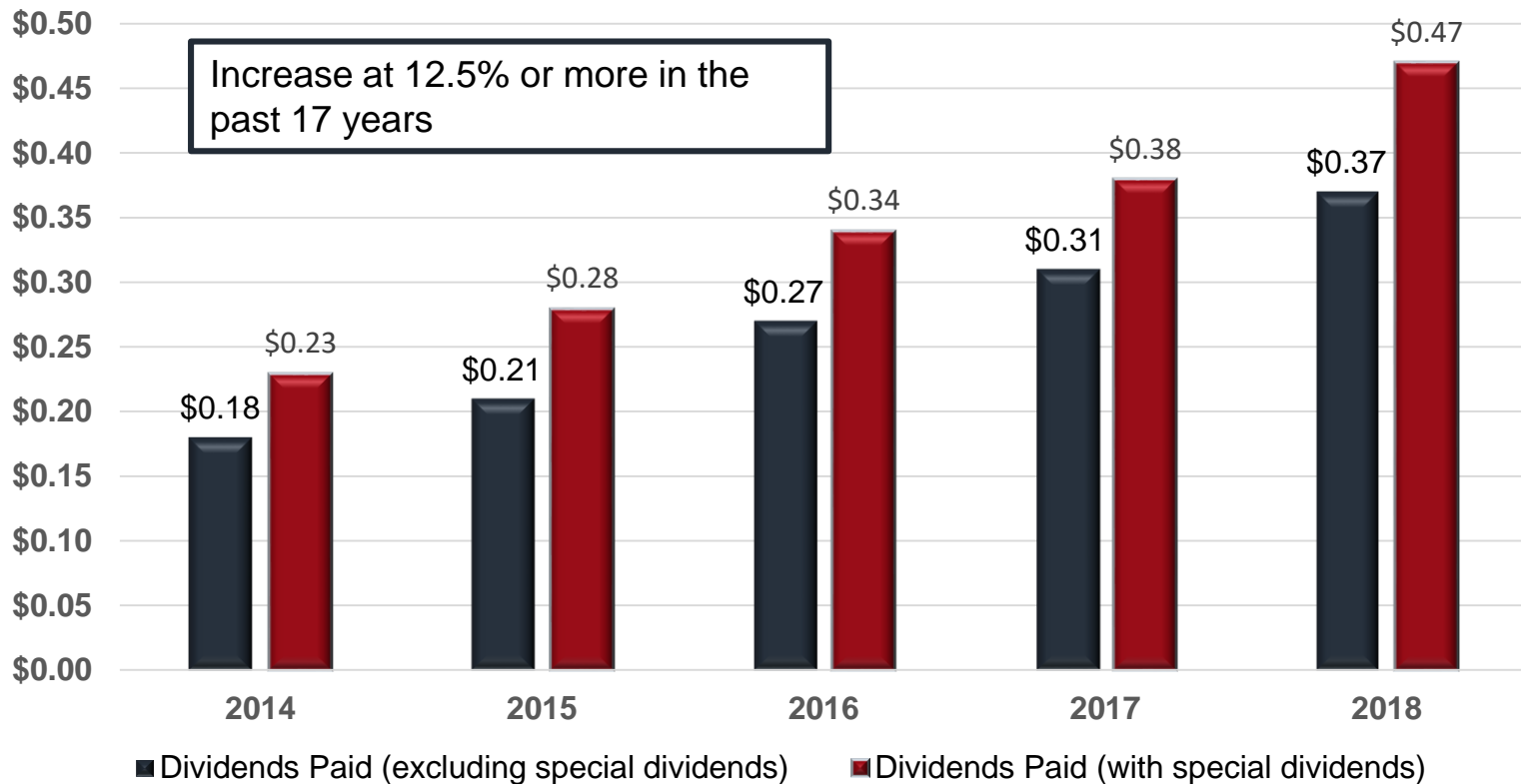
■ Depreciation ■ Amortization

Strong Free Cash Flows Growth



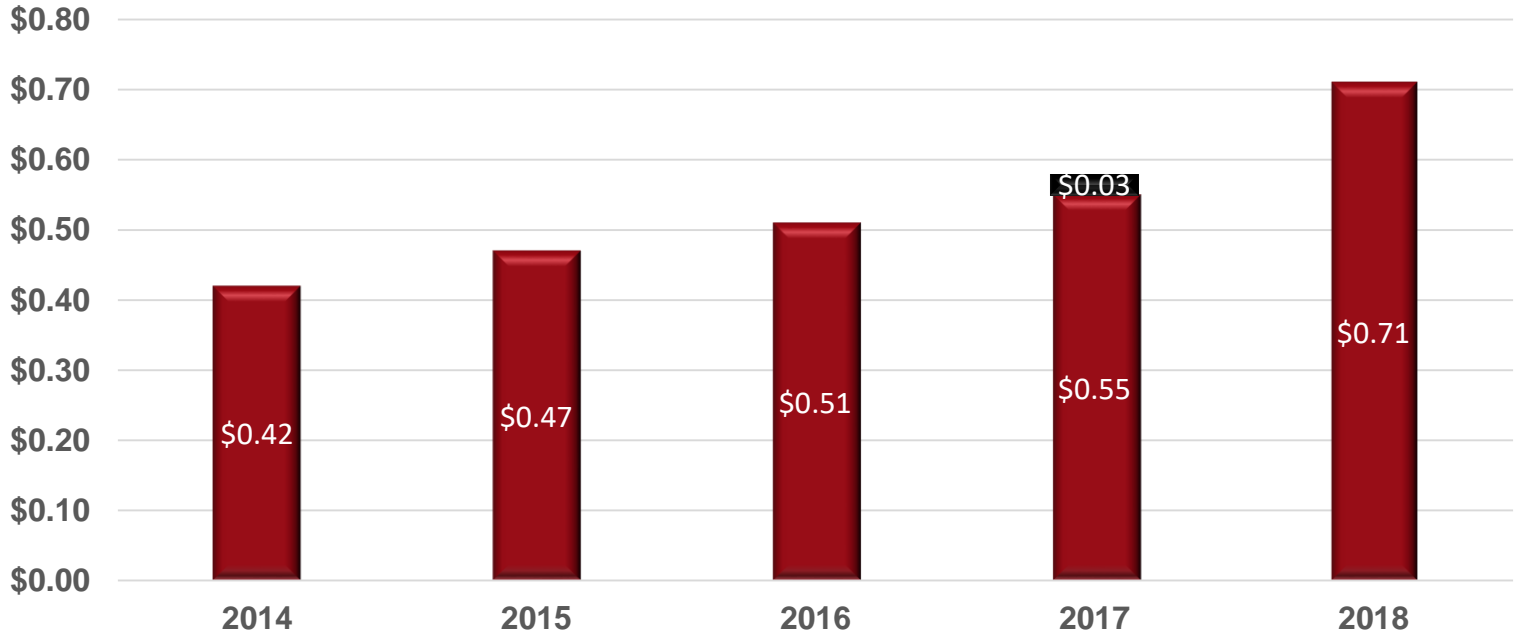
■ Capital Expenditures ■ Dividend Payout ■ Free Cash Flow

Dividend Record



All dividend data is presented post-split for the three-for-two stock split effective March 10, 2015 and November 9, 2018 for shareholders of record February 10, 2015 and December 10, 2018.

Diluted Earnings Per Share Growth



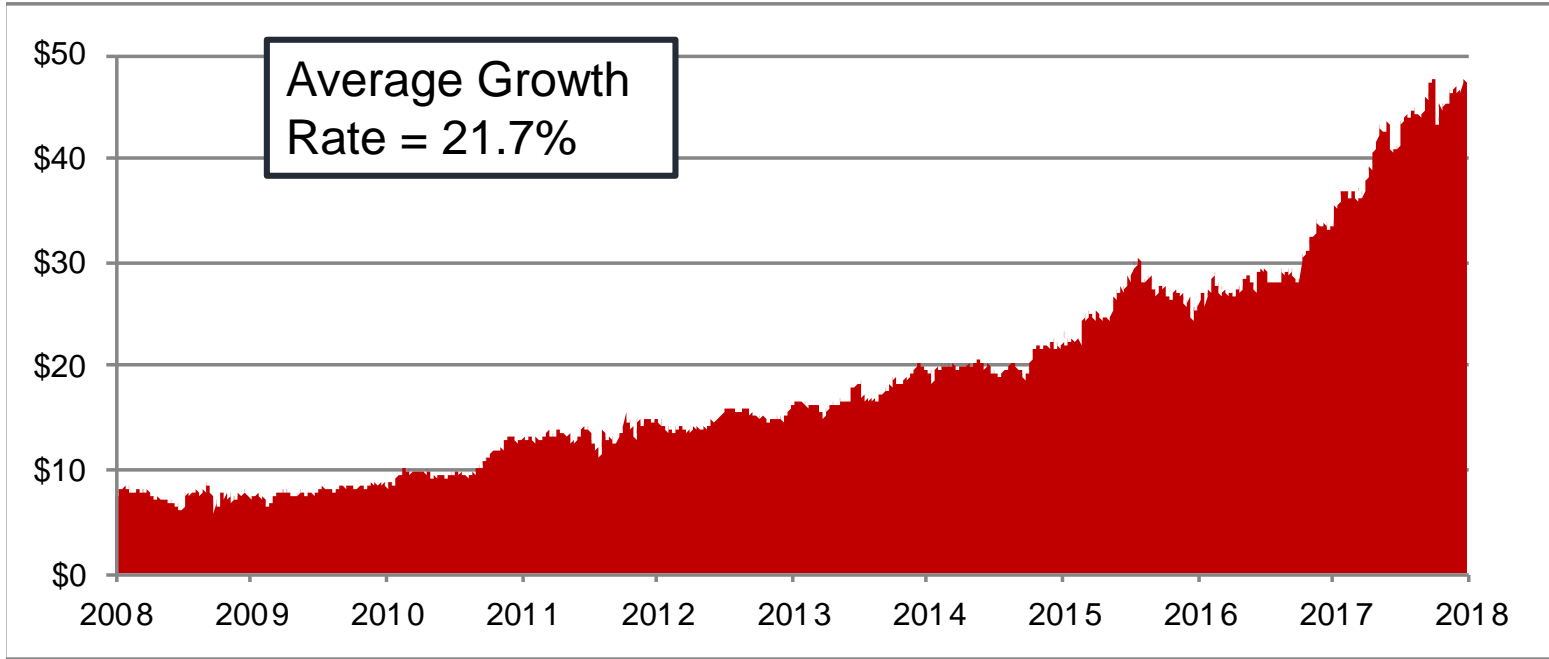
■ EPS ■ Tax Adjustment

All diluted earnings per share data is presented post-split for the three-for-two stock splits effective March 10, 2015 and December 10, 2018 for shareholders of record February 10, 2015 and November 9, 2018. 2017 Diluted Earnings Per Share were \$0.55 per diluted share and \$0.58 per diluted share excluding significant items

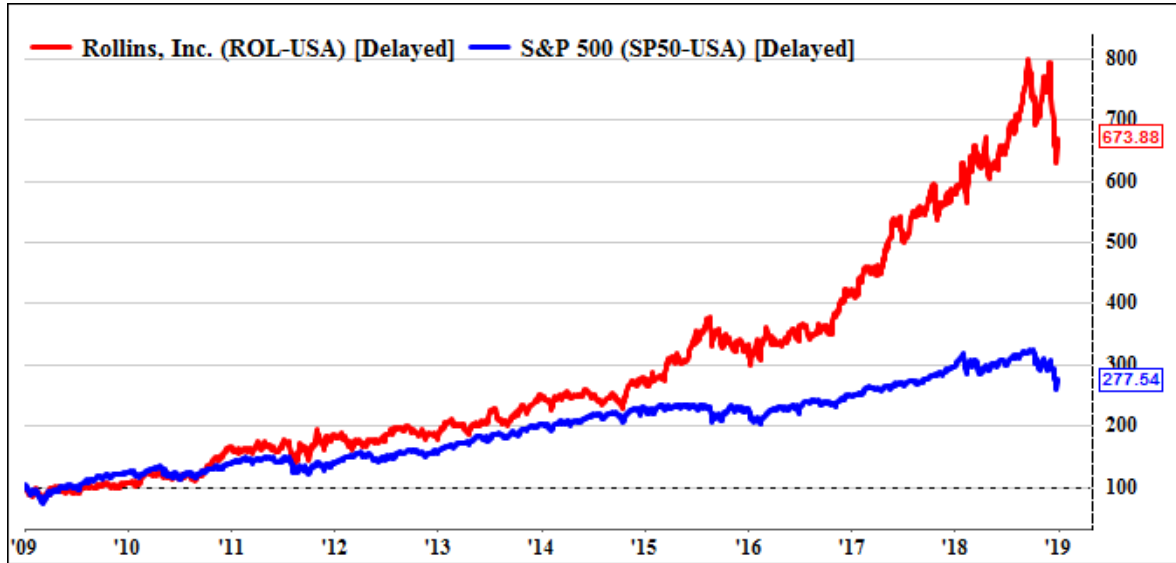
On December 22, 2017, the Tax Cuts & Jobs Act ("TCJA") was signed into law. 2017 results reflect the estimated negative impact of the enactment of the TCJA, which resulted in an \$11.6 million decrease in net income, (\$8.0 million from transition tax on foreign earnings, \$2.9 million from the revaluation of deferred tax assets, and \$0.7 million from reductions in tax benefits on stock compensation). This resulted in a \$0.03 per diluted share decrease for the year. Earnings per diluted share excluding significant items is a non-GAAP financial measure. Management believes this measures help investors understand the effect of these on reported results.



ROL Stock Performance



Rollins, Inc. 10-year stock performance (with dividends reinvested) vs. S&P 500 Index 12/31/2008 – 12/31/2018



10-Year Performance w/ dividends

Reinvested (12/31/2008 – 12/31/2018):

Total

Annualized

Rollins Inc. —

573.9%

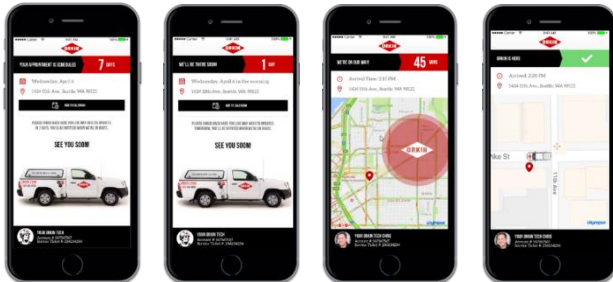
21.0%

S&P 500 Index —

177.5%

10.8%

Growth and the Future of Rollins



Growth and the Future of Rollins People

**TOP
WORK
PLACES**

2019

**The Atlanta
Journal-Constitution**



training **TOP
125**
2019 WINNER

ROLLINS
®

Thank You

For questions, please reach out to Julie Bimmerman

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