



## 14th Annual Global Services Conference

# Management Participants



**Gary W. Rollins**

*Chief Executive Officer, President and Chief  
Operating Officer*

**Harry J. Cynkus**

*Senior Vice President, Chief Financial Officer  
and Treasurer*

# Forward-Looking Statement

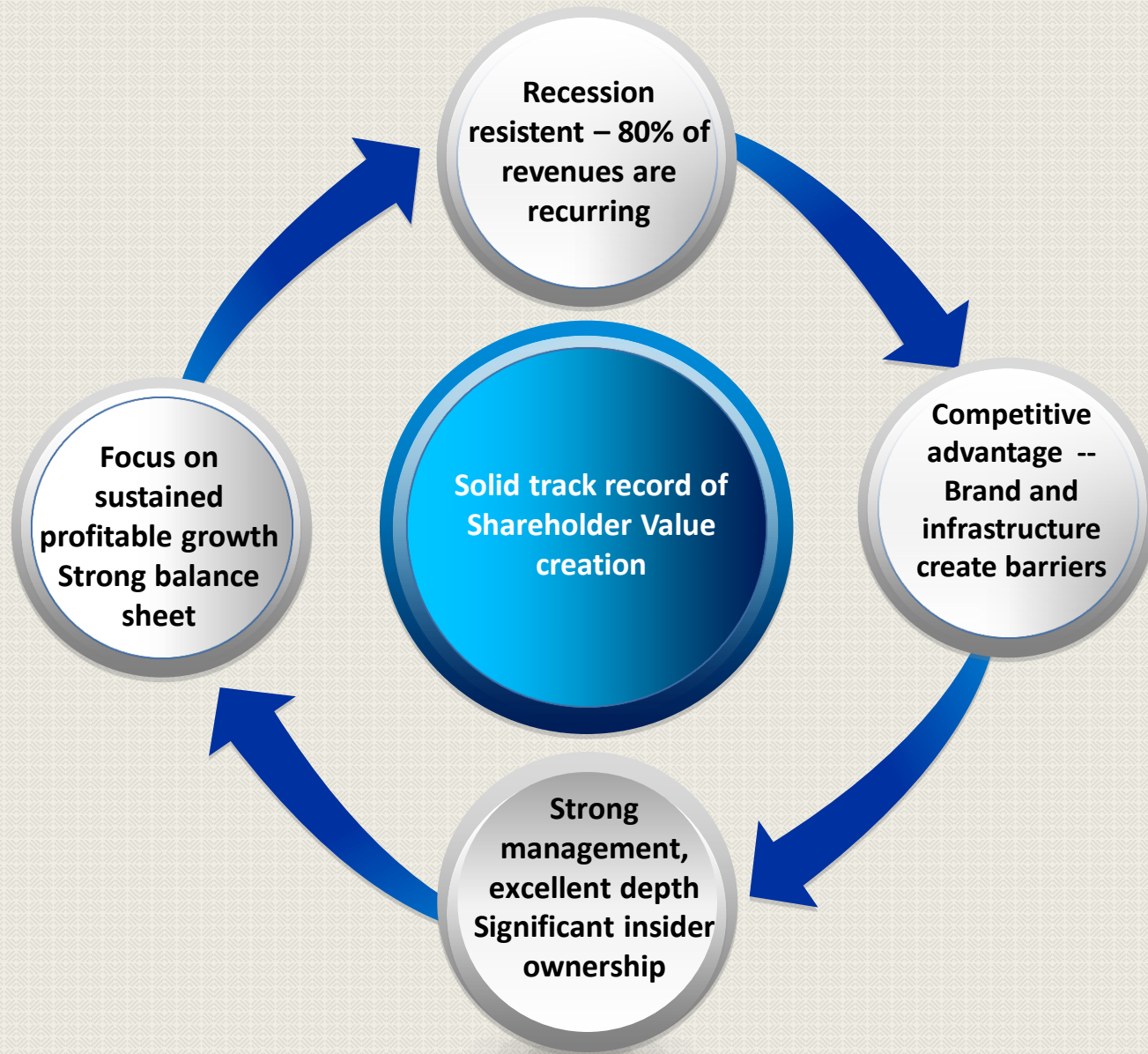
Certain information provided during today's presentation will include forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include statements regarding our expectations, beliefs, intentions, plans, objectives, goals, strategies, future events or performance and underlying assumptions and other statements which are other than statements of historical facts. These statements may be identified, without limitation, by the use of forward-looking terminology such as "may", "will", "anticipates", "expects", "believes", "intends", "should" or comparable terms or the negative thereof. All forward-looking statements included in this press release are based on information available to us on the date hereof. Such statements speak only as of the date hereof and we assume no obligation to update such forward-looking statements for any reason, or to update the reasons actual results could differ materially from those anticipated in these forward-looking statements, even if new information becomes available in the future. These statements involve risks and uncertainties that could cause actual results to differ materially from those described today. Such risk factors are described in SEC reports including the Company's Form 10-K for the period ending December 31, 2011.



- Leading pest and termite control company
- Powerful “Orkin” brand name – world renown
- Over 2.0 million residential & commercial customers
- 14 consecutive years of improved earnings
- 10 consecutive years of increased dividends of 12+%
- 111 year history with operations in U.S., Canada, Central America, the Caribbean, the Middle East, Asia, the Mediterranean, Europe and Africa from over 500 locations



# Rollins Value Proposition



# Industry



\$7.0+ billion industry

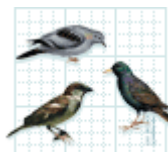
Increasing health awareness

Roughly 70% residential and 30% commercial

Highly fragmented with numerous small operators

Two public competitors: Ecolab (NYSE:ECL) and Rentokil (LSE:RTO)

Rollins, Terminix, and Ecolab generate over 30% of industry revenues



# Strategic Overview



## Growth through Selected Acquisitions “Acquirer of Choice”

- 1999 – Acquired Orkin Canada, Prsim, and Redd Pest Control
- 2004 – Acquired Western Pest Services
- 2005 – Acquired The Industrial Fumigant Company
- 2008 – Acquired HomeTeam Pest Defense and Crane Pest Control
- 2010 -- Acquired Waltham Services, Inc. and TruTech, Inc.
- Continue to seek regional pest control operators

## Growing our Business Organically

- Internet lead development
- Increased yield and retention across all brands
- Pricing power

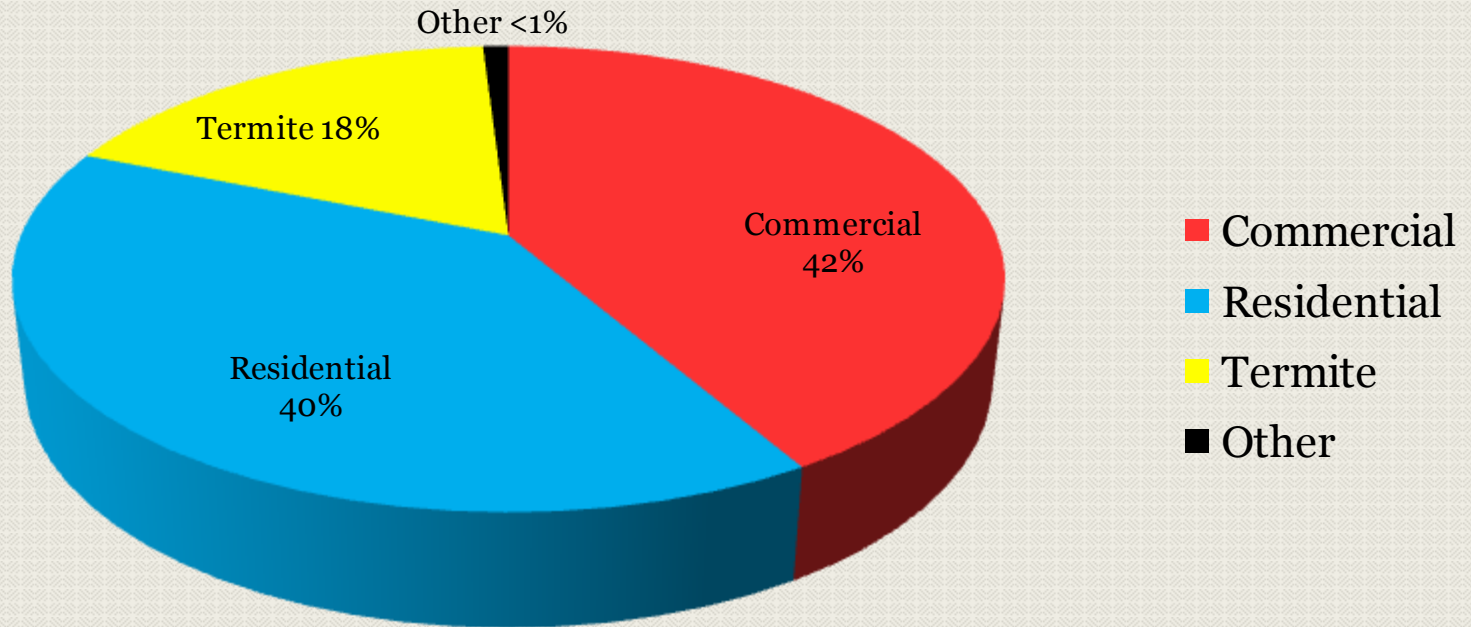
## Growing Domestic and International Franchises

- Currently have 76 franchises
- 58 domestic franchises – right but no obligation to repurchase domestic franchises
- 18 international franchises in Panama, Costa Rica, Honduras, the United Arab Emirates, The Dominican Republic, South Korea, Qatar, Saudi Arabia, Bahrain, Lebanon, Kuwait, Jamaica, Ireland, Turkey, China and Nigeria

# Total Revenue by Business Line



## Revenue % by Business Line

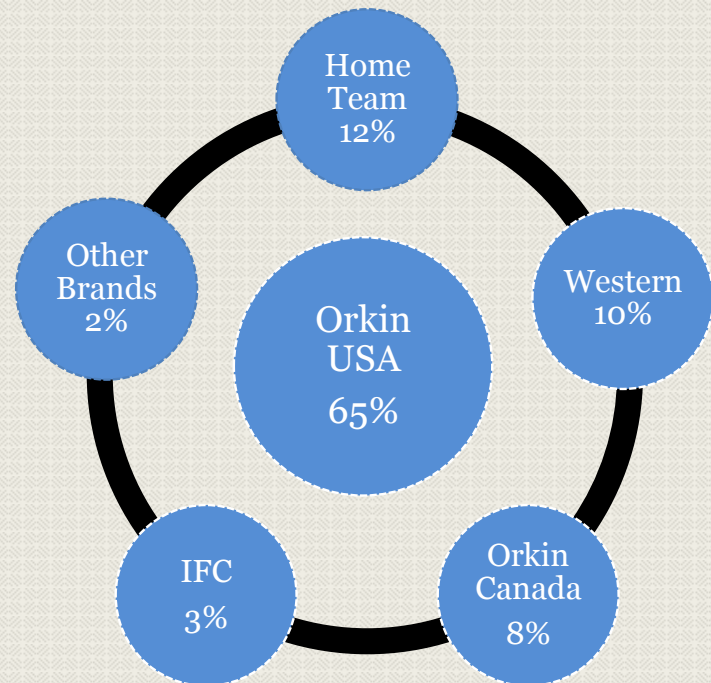




# Rollins' Family of Brands

- ❖ **Orkin** is the industry's leading brand and today represents just under 2/3<sup>rd</sup> of the company
- ❖ **HomeTeam** provides a strategic entry into a new market channel (new home construction and access to the new home owner).
- ❖ **Western Pest Services** founded in 1928 is a commercial pest control leader in the Eastern U.S., and the largest fruit and vegetable fumigator on the East Coast
- ❖ **Orkin Canada** is Canada's largest commercial and residential pest control company. Since 1999 the acquisition revenues have tripled
- ❖ **IFC** specializes in food manufacturing and processing pest control and is the largest fumigation company for that segment in the U.S.
- ❖ **Waltham, Crane Pest Service** and **TruTech** make up the balance of our business

## Revenue Percentage by Operation



# Focus on the Orkin Brand



111 year old company

Brand value grows with importance of Internet marketing

National ad campaign – “Keeping Pests in their Place”

Approximately 5% of revenues spent annually on growing and preserving the brand

“Orkin” man icon – 70% brand awareness

## Orkin – Keeping Pests in their Place



Orkin Advertising



## COMMERCIAL

Orkin, LLC

Orkin Canada

Western Pest  
Services

IFC

Crane Pest  
Control

Waltham Services

### **Focused Sustained, Profitable Growth**

- No. 1 commercial pest control provider in North America – 20% market share
- Nationwide service network with 53 dedicated commercial branches
- Highly recession resistant; customer's reputation and risk too great
- High growth opportunity. CAGR 10.3% last 10 years
- Highest customer retention of all service offerings and higher average prices
- Focused on five priority industries: food and beverage processing, healthcare, food service, food retail and hospitality
- 2010 Readers' Choice Award for pest management from *Food Processing* magazine



# Commercial Growth Potential

- Increasing demand driven by health and safety concerns
- Long term growth potential through increased market penetration and service frequency
- Largest 20 national accounts make up less than 3% of the business



Food and Beverage Processing



Healthcare



Hospitality



Food Service



Retail



Apartments



Schools



Other Industries



## RESIDENTIAL

Orkin

HomeTeam Pest  
Defense

Orkin Canada

Waltham Services



## Focused on Sustained, Profitable Growth

- Recession resistant – non-discretionary purchase
- Rising concern over health, safety and protection of property
- Better informed consumers, targeting specific segments
- Internet will provide accelerated growth
- Primary service offerings – varied across brands to meet customer needs and improve profitability
- New market opportunity: rebounding home construction – HomeTeam’s Taexx<sup>®</sup> tubes-in-the-wall”



# TERMITE

Orkin

HomeTeam Pest  
Defense

Western Pest  
Services

## **Focused on Sustained, Profitable Growth**

- Termite damage -- \$5.6 billion annually, a real threat to homeowners.
- Shares many of the same characteristics of our other businesses – strong recurring revenue and high retention
- Claims costs reduced over the last 10+ years
- Invigorated sales force, utilizing digital technology



## BED BUGS

Orkin, LLC

Orkin Canada

Home Team Pest  
Defense

Western Pest  
Services

Waltham Services



## Strategic Growth Opportunity

- Bed bug industry grew 25% to \$320million in 2010\*
- Rollins data shows company growing faster than industry
- Recurring revenue growth through inspection and remedial services.
- New opportunity to introduce residential and commercial pest control services to new bed bug customers.

\*Specialty Products Consultants



# Advancing our Initiatives in 2012



## Employee and Customer Satisfaction

- Improving on lowest employee turnover rate in company history
- Improving ability to please customers
- Improve retention

## Technology Improvements

- Testing and rollout of common branch operating/CRM system
- State-of-the-art customer sales, internet and call center software

## Alliances, Partnerships and Collaborations

- Centers for Disease Control and Prevention (CDC)
- University of Kentucky



Improved Customer and Employee Satisfaction, Productivity and Profitability



# Commitment to Training

27,000 sq. ft. Training Center unique to pest control industry

13,000 sq. ft. commercial training facility includes commercial kitchen, hotel room, hospital room, cafeteria, warehouse, supermarket, bakery and pharmacy

Attracts customers, regulators, educators, university researchers

**Cafeteria**



**Commercial Kitchen**



**Hospital Room**





## Commitment to Training

Residential facility incorporates a 2,400 sq. ft. fully constructed home and termite treating pavilion

Named to *Training Magazine* Top 125 Training Companies for last nine years

National satellite training delivery system to over 350 locations

Transitioning to web delivery to all worldwide locations

## Residential Training Facility



2,400 sq. foot home



Termite pavilion



Broadcast studio



# Financial Overview



# Three Year Financial Improvement 2009-2011

Cash Provided  
from  
Operations  
increased  
from \$110.8  
million in  
2009 to  
\$155.2 million  
in 2011

EBITDA  
increased  
from \$164.4  
million to  
\$199.1 million

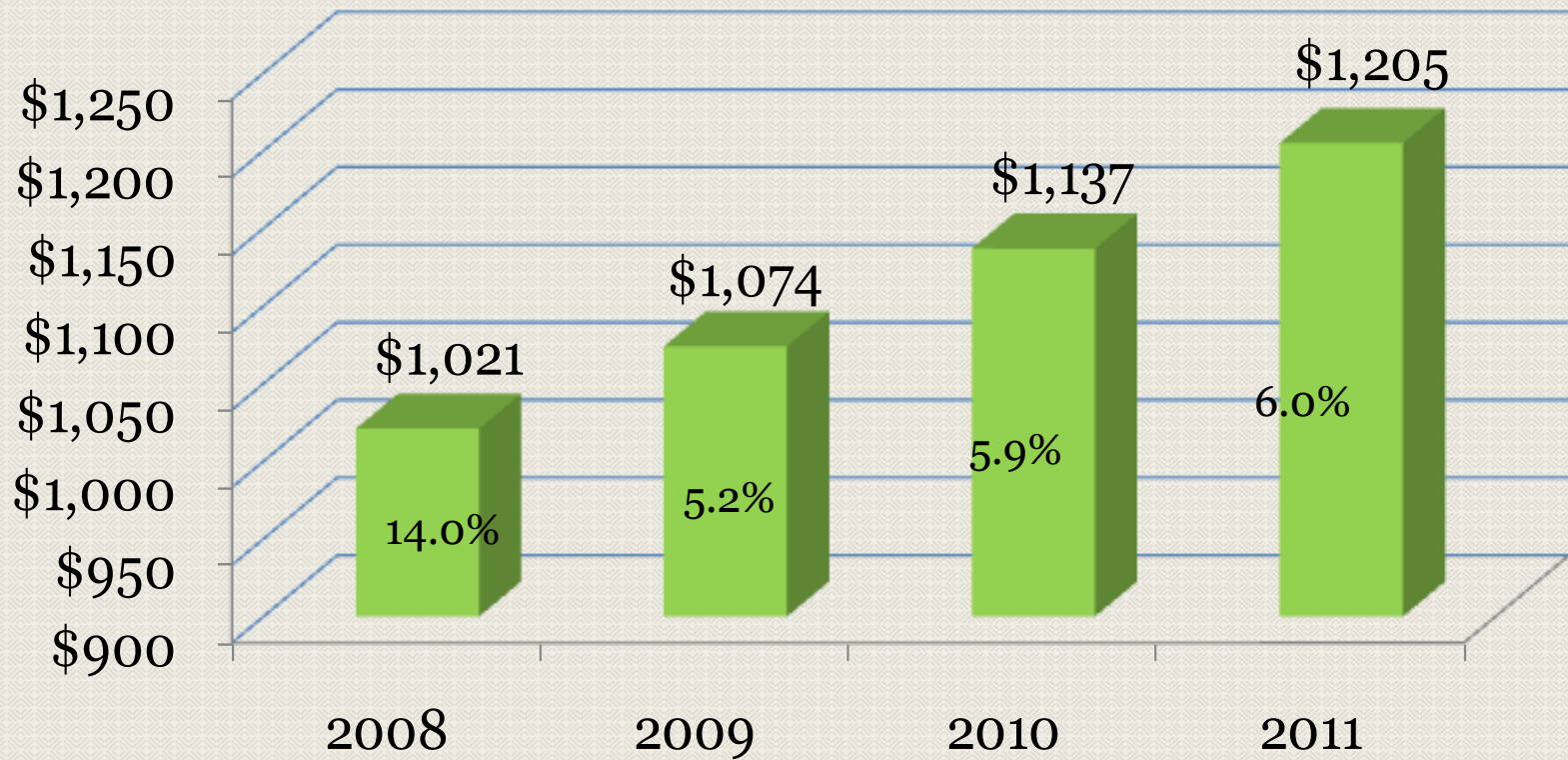
EPS grew  
from \$0.56 in  
2009 to \$0.69  
per diluted  
share in 2011

Current  
dividend yield  
approximately  
1.3%

# Revenue Growth

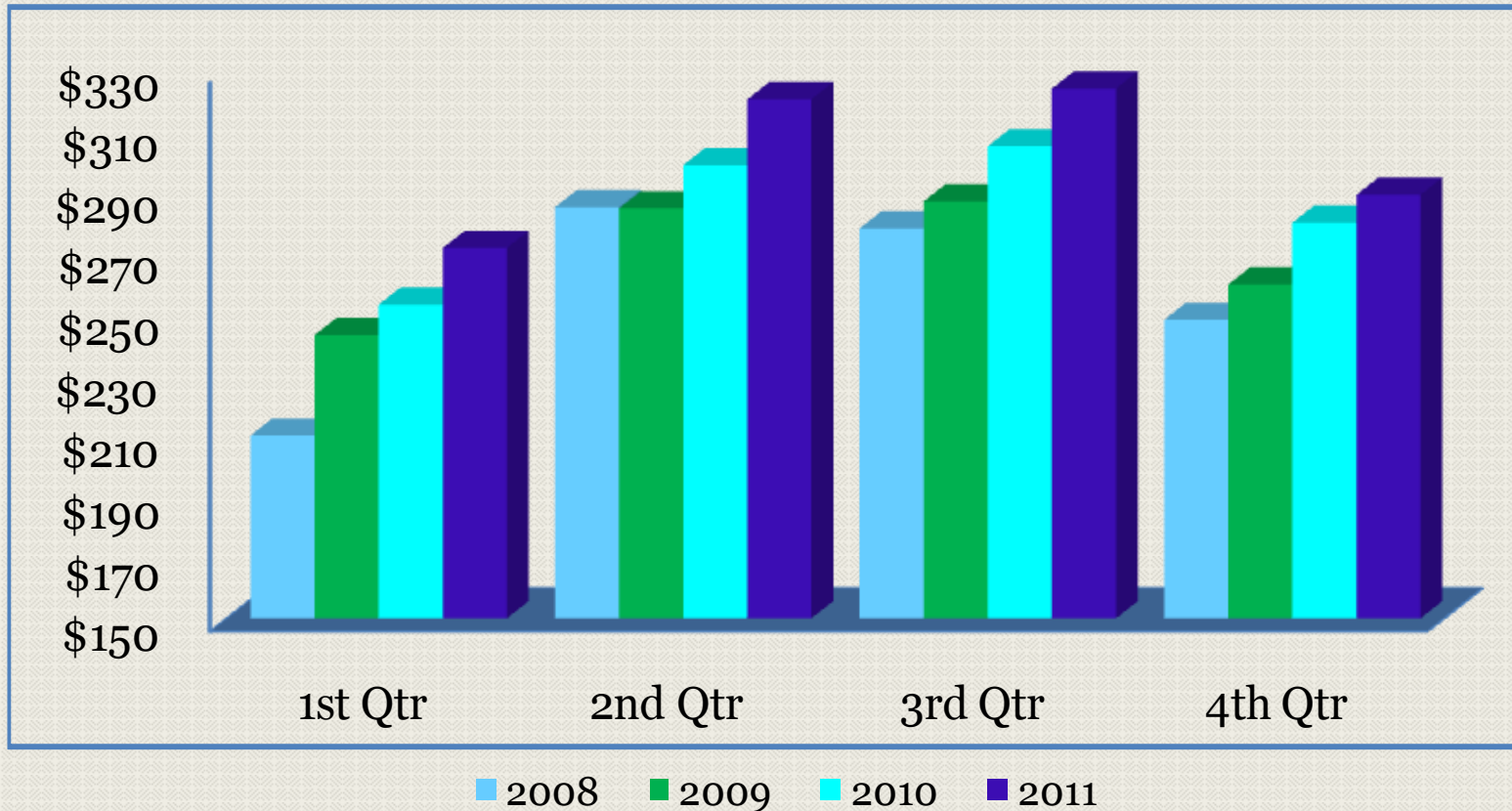


(\$in millions)

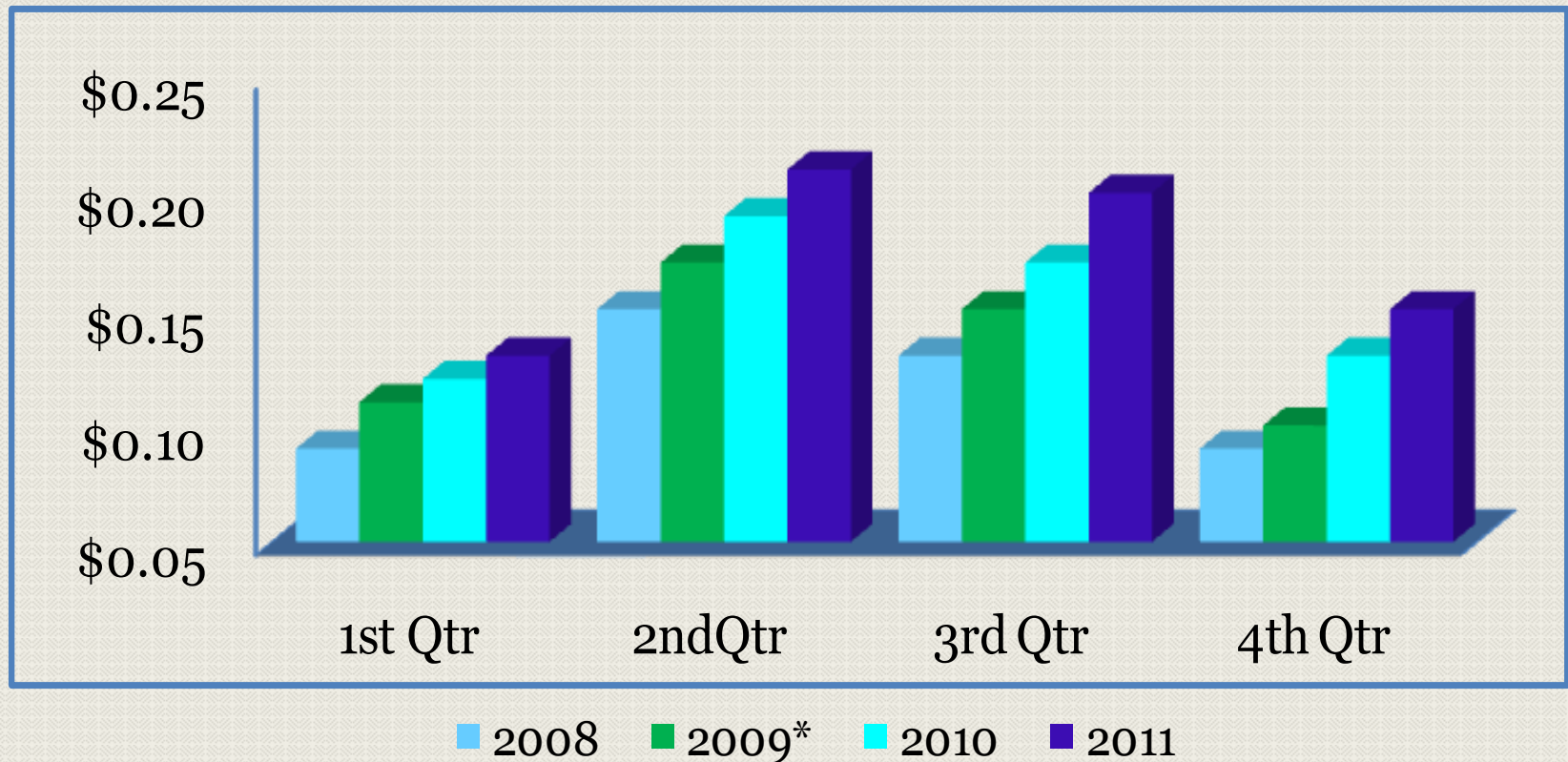


# Revenue Growth by Quarter

(\$in millions)



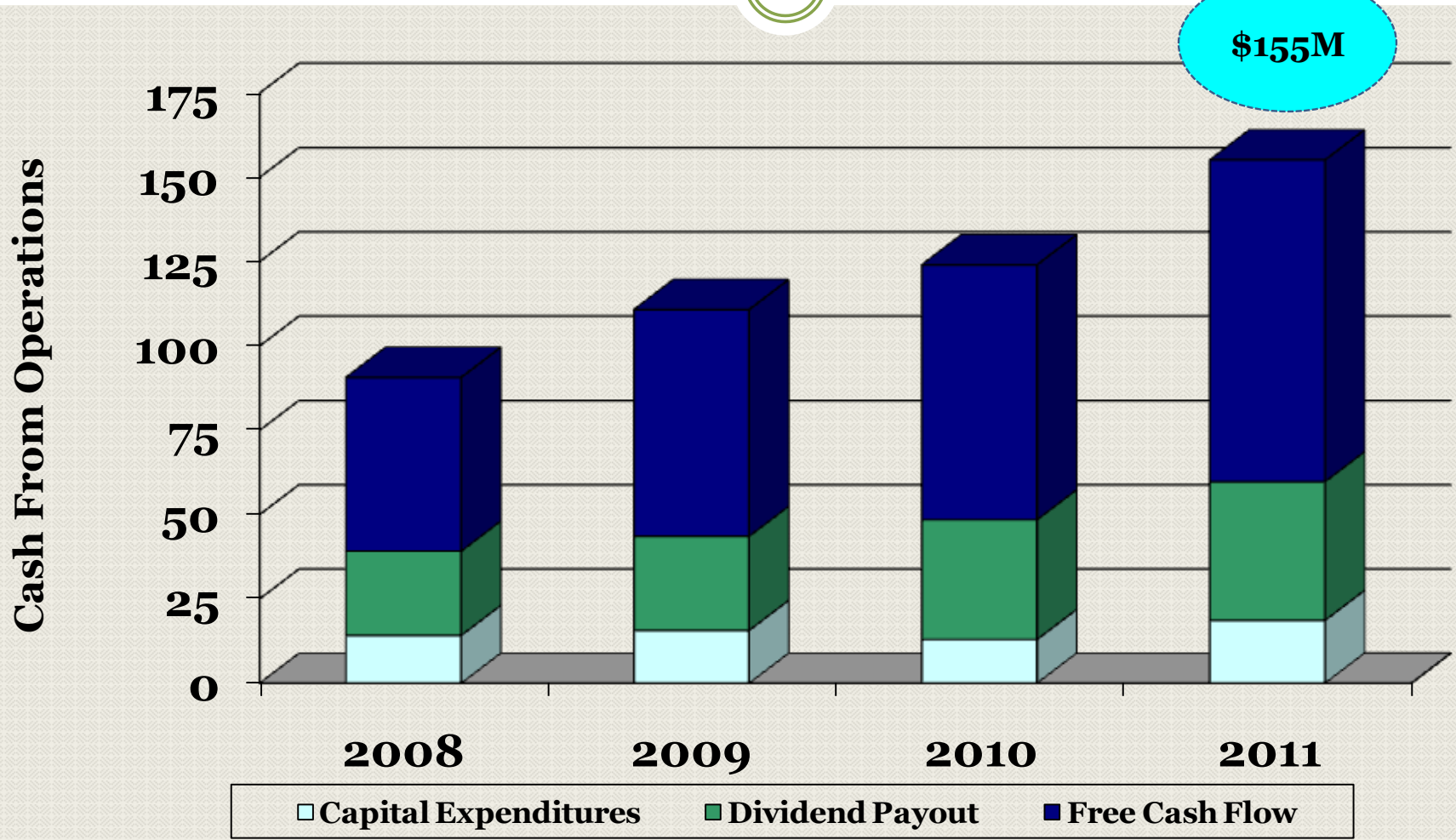
# Diluted Earnings Per Share by Quarter



\*Rollins, Inc.'s 4<sup>th</sup> Qtr EPS adjusted for the impairment of assets and conversion of subsidiaries to LLCs was \$0.20 per share

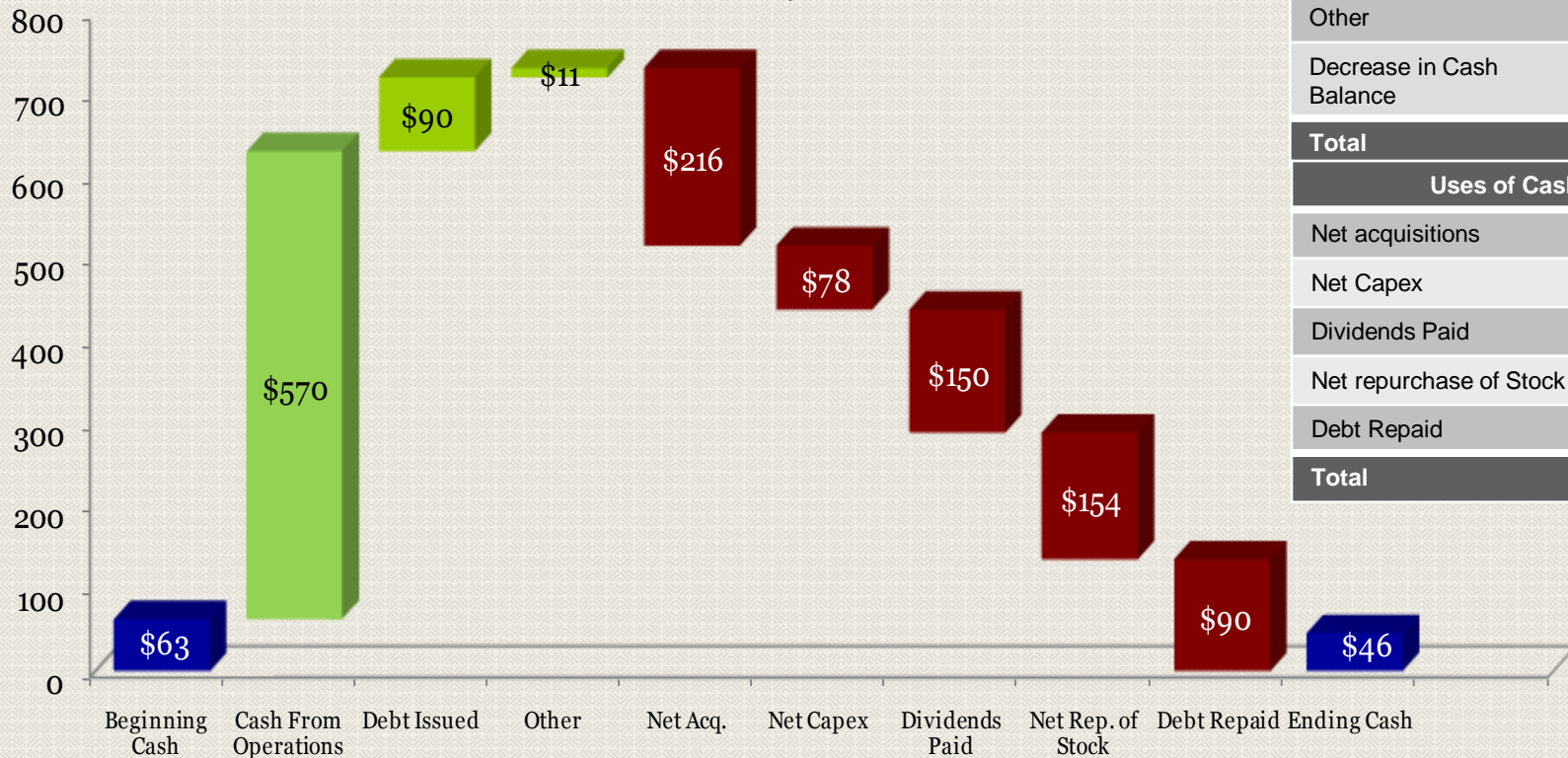


# Strong Free Cash Flows



# Rollins' Sources and Uses of Cash

Cash Flow for FY 2007 - FY 2011 (in millions)



Sources of Cash	
Cash From Operations	570
Debt Issued	90
Other	11
Decrease in Cash Balance	17
<b>Total</b>	<b>\$688</b>
Uses of Cash	
Net acquisitions	\$216
Net Capex	78
Dividends Paid	150
Net repurchase of Stock	154
Debt Repaid	90
<b>Total</b>	<b>\$688</b>

Source: Company Filings

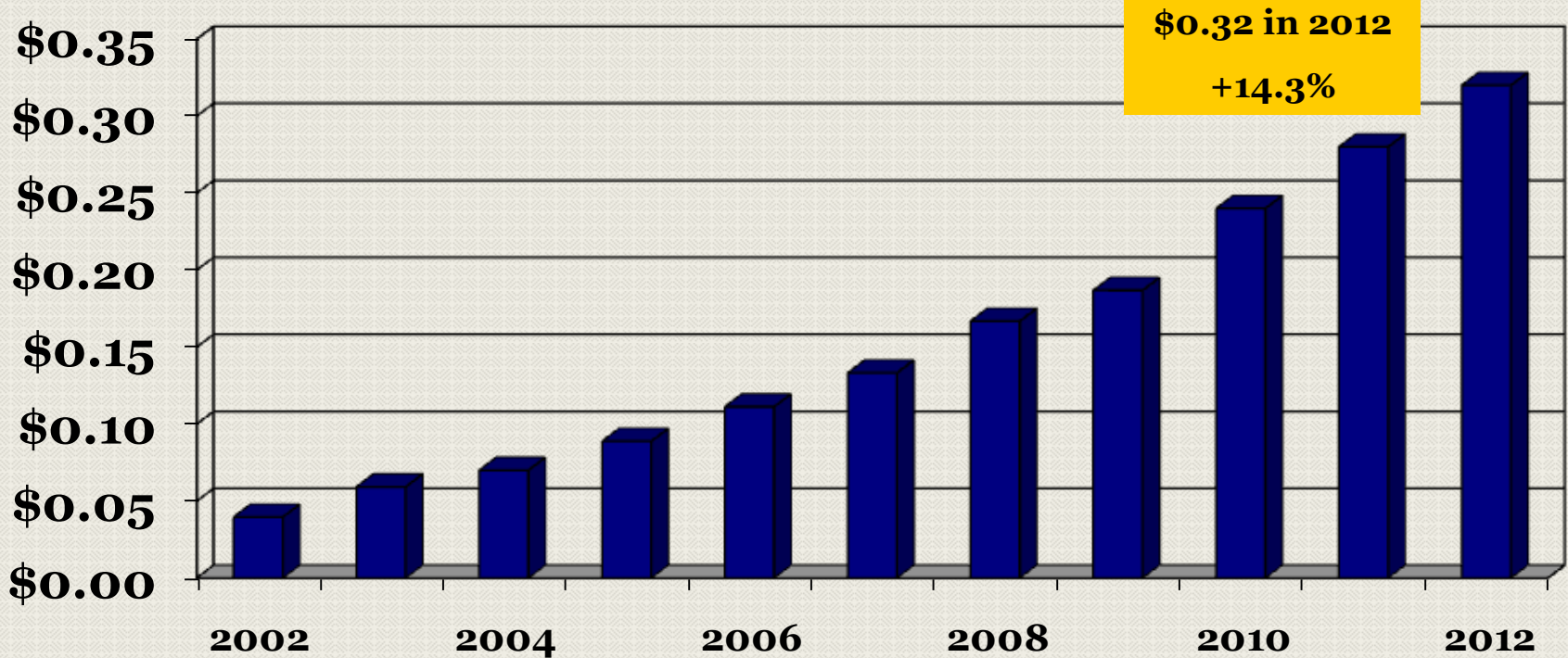
# Share Repurchase Program: 2008 - 2011

(In million)

Year	#of Shares	Cash Paid
• 2008	• 2,078,213	• \$22,139,826
• 2009	• 2,515,800	• 27,820,860
• 2010	• 1,889,141	• 26,410,570
• 2011	• 1,458,282	• 27,313,985
• <b>Total</b>	• <b>7,941,436</b>	• <b>\$103,685,241</b>

**1.1 Million Shares Remaining to be Repurchased at 12/31/2011**

# Dividend Record



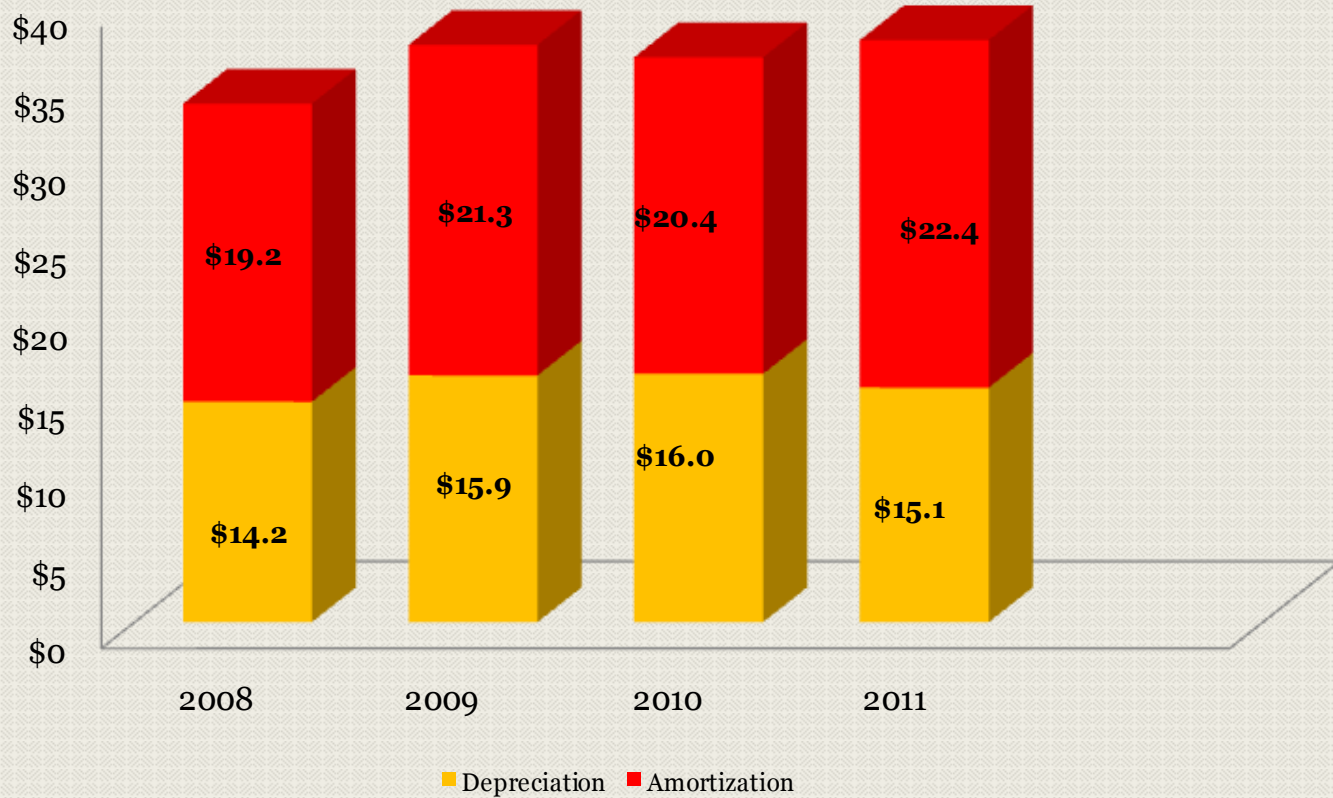
■ 10 consecutive years of minimum of 12% increased dividends



# Depreciation and Amortization of Intangibles

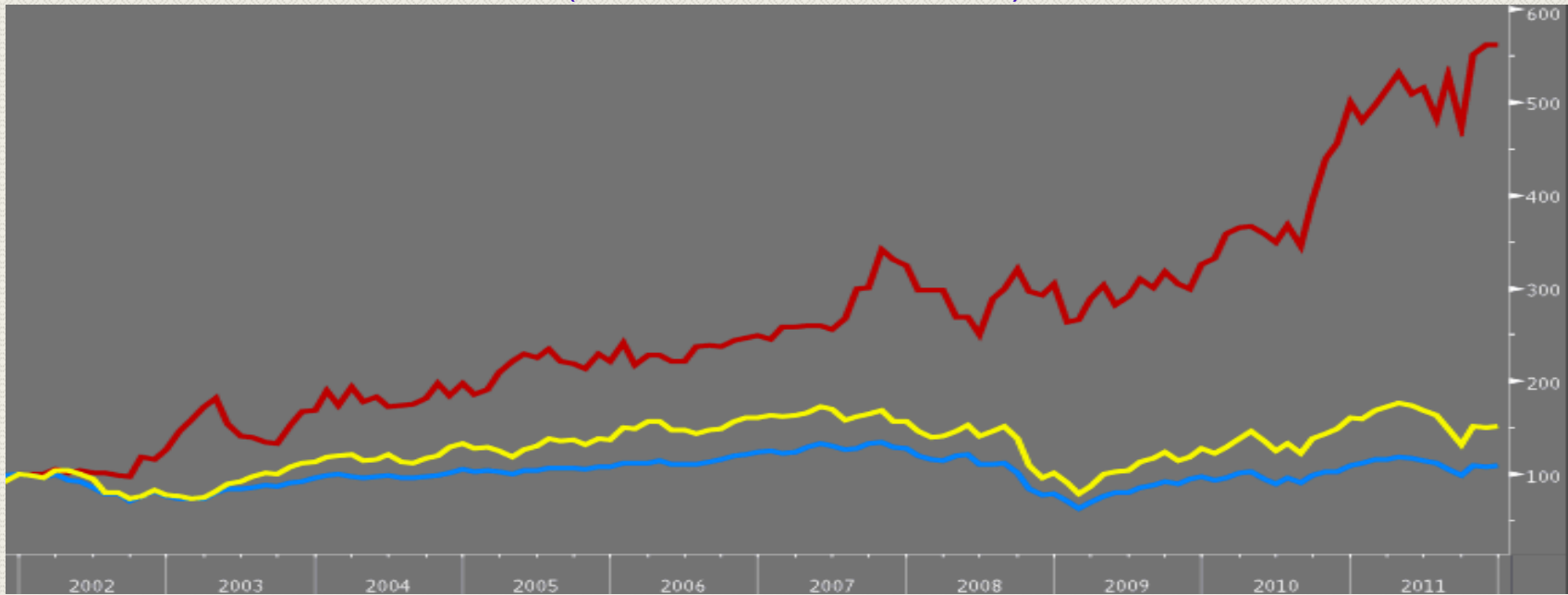
\$ in millions

\$ in millions



# Rollins' 10-year stock performance (with dividends reinvested) vs. S&P 500 and Russell 2000 Indices

(12/31/2001 – 12/31/2011)






## 10-Year Performance w/ dividends

Reinvested (1/4/2001 – 12/31/2011):

Total

Annualized

	Rollins Inc.	537.0%	20.3%
	S&P 500 Index	33.3%	2.9%
	Russell 2000 Index	73.1%	5.6%

Source: FactSet, Bloomberg

**ROLLINS**



# EBIDTA Reconciliation

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>EBITDA (Excluding Gain):</b>					
Net income	\$ 64,731	\$ 68,934	\$ 83,984	\$ 90,002	\$ 100,711
+ Interest Income	(2,289)	761	964	437	508
+ Taxes	40,182	44,020	42,307	53,543	60,385
+ Depreciation & Amortization	<u>27,086</u>	<u>33,443</u>	<u>37,169</u>	<u>36,408</u>	<u>37,503</u>
<b>EBITDA (Excluding Gain):</b>	<b>129,710</b>	<b>147,158</b>	<b>164,424</b>	<b>180,390</b>	<b>199,107</b>

## EBITDA (Excluding Gain) Three year margin increase

EBITDA (Excluding Gain)	\$ 129,710	\$ 147,158	\$ 164,424	\$ 180,390	\$ 199,107
Revenues	894,920	1,020,564	1,073,958	1,136,890	1,205,064
EDITDA Margin (EBITDA/Revenue)	14.494%	14.419%	15.310%	15.867%	16.523%

Three year Margin Increase =  $(16.523 - 15.310 / 15.310) * 100 = 7.922\%$



# Free Cash Flow and Gross Margin Reconciliation



<b>Free Cash Flow:</b>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Cash Flow from Operations	\$ 88,795	\$ 90,744	\$ 110,846	\$ 122,054	\$ 155,169
- Purchases of Equipment	16,244	14,815	15,740	13,036	18,652
<b>Free Cash Flow</b>	<b>72,551</b>	<b>75,929</b>	<b>95,106</b>	<b>109,018</b>	<b>136,517</b>
<b>Gross Margin:</b>					
Revenues	\$ 894,920	\$ 1,020,564	\$ 1,073,958	\$ 1,136,890	\$ 1,205,064
-Cost of Services Provided	468,665	534,494	551,002	583,089	616,842
Gross Margin \$	426,255	486,070	522,956	553,801	588,222
<b>Gross Margin %</b>	<b>47.6%</b>	<b>47.6%</b>	<b>48.7%</b>	<b>48.7%</b>	<b>48.8%</b>

**Gross Margin % = (Gross Margin \$/Revenues)**

Three Year Gross Margin Increase

# Free Cash Flow and Gross Margin Reconciliation



## ROLLINS, INC. AND SUBSIDIARIES RECONCILIATION OF NON-GAAP FINANCIALS (in thousands except per share data) (unaudited)

	Fourth Quarter Ended December 31, 2009	Twelve Months Ended December 31, 2009
Net income per share - diluted as reported	\$ 0.13	\$ 0.56
Add: Impairment of project (net of taxes)	\$ 0.01	\$ 0.01
Less: Net tax benefit	\$ (0.04)	\$ (0.04)
Adjusted earnings per share - diluted	<u>\$ 0.10</u>	<u>\$ 0.53</u>

# Company History

