PRIVATE EQUITY APPETITE PROPELS M&A ACTIVITY IN THE PEST CONTROL MARKET

PEST CONTROL SECTOR UPDATE | MAY 2024





TABLE OF CONTENTS

- 4 Key Sector Takeaways
- 5 Sector Growth Prevails Despite Softened Consumer Demand
- 6 M&A Volume Remains Steady in 2023 with Elevated PE Activity
- 7 Recession Resilient Services Accelerate PE Buyer Interest
- 8 Notable Transactions
- 9 Pest Control Select Transactions
- 10 Rentokil Experiences Significant M&A-Driven Revenue Synergies
- 11 Public Company Data: Home Services
- 12 Buyer Universe
- 13 Pest Control Report Contributors
- 14 Firm Track Record
- 15 Capstone's Proprietary Research Reveals Top Services in Demand
- 16 Endnotes



CONTACT OUR PEST CONTROL SECTOR BANKERS



Kenneth Wasik
Managing Director
Head of Consumer Investment Banking
917-434-6124
kwasik@capstonepartners.com



Kenny Green
Director
303-720-9222
kgreen@capstonepartners.com



Timothy Binney Vice President 773-960-8979 tbinney@capstonepartners.com

Capstone Partners, a subsidiary of Huntington Bancshares Incorporated (NASDAQ:HBAN), has been a trusted advisor to leading middle market companies for over 20 years, offering a fully integrated range of expert investment banking and financial advisory services uniquely tailored to help owners, investors, and creditors through each stage of the company's lifecycle.

THE WAR TO SEE THE SECOND SECO

MIDDLE MARKET FOCUS FULL SERVICE CAPABILITIES SUPERIOR CLIENT RESULTS TOP RANKED PERFORMANCE ESTABLISHED BRAND REPUTATION

A DIFFERENT KIND OF FIRM. BUILT FOR THE MIDDLE MARKET.

Mergers & Acquisitions

- Sell-side Advisory
- Buy-side Advisory
- Recapitalizations
- Mergers & Joint Ventures

Capital Advisory

- Equity Advisory
- Debt Advisory
- Infrastructure Finance

Financial Advisory

- Transaction Advisory
- Interim Management
- Performance Improvement
- Litigation
 Support

Special Situations & Restructuring

- Special Situations Turnaround
- Restructuring
- Bankruptcy
- Insolvency

ESOP Advisory

- Preliminary Analysis
- Feasibility Study
- ESOP Implementation
- Design & Execution

Sign Up for Sector Insights.

Delivering timely, sector-specific intelligence to your inbox

One of our core capabilities is to deliver sector-specific intelligence designed specifically for sector leaders, private equity firms and their advisors. Our sector reports and featured articles deliver real-time access to key sector data including:

- · Emerging sector trends
- Acquirer and investor appetites
- · Mergers & acquisitions market analysis
- Notable transactions
- Public company data

Receive email updates with our proprietary data, reports, and insights as they're published for the sectors that matter to you most.





Pest Control Private Equity Appetite Propels M&A Activity in the Pest Control Market

KEY SECTOR TAKEAWAYS

Capstone Partners' <u>Consumer Investment Banking Group</u> is pleased to share its inaugural Pest Control report. The sector's steady growth continued in 2023 despite macroeconomic and inflationary strains that stunted broader consumer demand in the latter half of 2023 and into 2024. Secular trends, such as rising pest populations, remote work, and increased regulatory measures are expected to drive long-term growth. These trends, coupled with the continued consolidation of the sector by large strategic players and elevated financial buyer appetite, have driven merger and acquisition (M&A) activity in the space. Several key sector takeaways are outlined below.

- 1. Pest Control sector M&A deal volume in 2023 remained consistent with 2022, with 77 transactions announced or closed transactions, a year-over-year (YOY) decrease of 1.3%. This marks a stark contrast to the broader Consumer industry which saw a 29.5% YOY decline in transaction volume in 2023 as buyer activity fell in discretionary sectors amid an inflationary environment, according to Capstone's 2023 Annual Consumer M&A Report.
- 2. The historic growth rate of the sector is expected to slow in 2024 as inflationary pressure and a softness in the residential housing market, which led to dampened consumer demand for pest control services in the second half of 2023, are expected to continue into 2024.
- 3. In 2023, private equity (PE) deal volume increased 18.8% YOY within the Pest Control sector. In contrast, PE deal volume across all industries declined 20.7% YOY in the middle market due to elevated interest rates, according to Capstone's Q4 2023 Capital Markets Update. PE deal volume is expected to continue rising as firms look to leverage accumulated dry powder levels and invest in a sector with historically strong growth characterized by recession resilience.
- 4. Pest Control sector M&A activity is expected to remain strong into 2024 as participants have continued to leverage inorganic growth strategies to capture additional market share. The large strategic players and the platform companies that PE have built in the sector have heavily relied on a continuous flow of acquisitions to help drive their impressive financial returns. Which in turn, is expected to drive higher valuations as attractive targets become more competitive to acquire.
- 5. Investments in diverse sales and marketing tactics has, and will likely continue, to drive sector growth organically and inorganically through M&A consolidation.

Capstone Partners has developed a full suite of corporate finance solutions, including, financial advisory services, merger and acquisition advisory, debt advisory, and equity capital financing to help privately owned businesses and private equity firms navigate through each stage of a company's lifecycle.

To learn more about Capstone's wide range of advisory services and Pest Control sector knowledge, please contact us.

SECTOR GROWTH PREVAILS DESPITE SOFTENED CONSUMER DEMAND

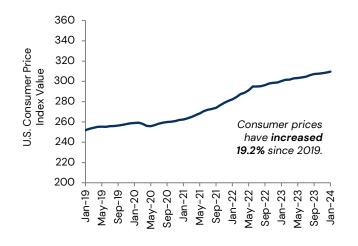
Characterized by recession-resilience and essential non-discretionary services, the Pest Control sector has experienced strong growth in recent years. Secular trends, coupled with aggressive consolidation of the sector and diverse marketing and sales tactics, are expected to drive long-term sector growth. As climate change has continued to increase global temperatures, rodent and pest populations are projected to rise, particularly in traditionally colder areas including the Great Lakes and Northeast regions. Notably, U.S. temperatures rose 2.4°F above historical averages in 2023, according to the National Centers for Environmental Information.¹ Post-pandemic remote work trends, rising pest populations, and increased regulatory measures, such as the 2024 U.S. Food Safety Modernization Act, are among secular trends expected to drive increased demand for pest control services for the foreseeable future. Furthermore, only 15% of U.S. households have professional pest care, creating a favorable opportunity for market growth in the Residential space, according to Rentokil's (LSE:RTO) latest earnings presentation.²

M&A consolidation has played a major role in participants' growth strategies as the sector has remained heavily fragmented. Sector acquisitions have historically focused on market share expansion via geographic consolidation, as evidenced by Rollins' (NYSE:ROL) plans to expand its Midwest footprint through strategic M&A opportunities in 2024, according to its fourth quarter earnings call.³ Buyers have increasingly prioritized diversified service offerings and end-markets as evidenced by Rentokil's acquisition of Terminix (see page 10). However, there exists a continued bifurcation in the market with respect to focus on door-to-door sales versus marketing techniques such as SEO for customer acquisition. For example, in Rollins' acquisition of Fox Pest Control (see page eight), Rollins expects Fox's door knocking capabilities will complement Rollins' HomeTeam's door-to-door efforts.

Despite traditionally strong sector growth, an inflationary environment coupled with a soft Residential Housing market has led to dampened consumer demand for residential pest control services in the latter half of 2023 and into 2024. Notably, Rentokil lowered its fiscal year (FY) 2023 operating margin expectations as inflationary pressures challenged the company's ability to attract new residential customers, according to its Q3 earnings release.⁴ However, many pest control operators have evaded macroeconomic pressures by passing inflationary costs onto consumers. Notably, 75% of surveyed pest control professionals indicated that they increased pricing for services in FY 2023, according to a Pest Control Technology report.⁵

Despite elevated interest rates throughout 2023, PE buyer activity in the sector increased YOY. PE investment in the sector is expected to increase throughout 2024 as firms look to leverage high dry powder levels and capitalize on the recession-resilient, highly fragmented sector.

Accelerated Inflation and a Softened Housing Market Dampened Consumer Demand for Pest Control Services in 2023





Source: FactSet and Capstone Partners as of January 31, 2024

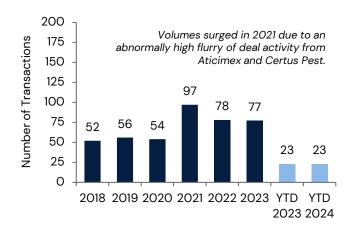
M&A VOLUME REMAINS STEADY IN 2023 WITH ELEVATED PE ACTIVITY

M&A volume in the Pest Control sector remained consistent with 2022 levels, with 77 transactions announced or completed in 2023. Similarly, yearto-date (YTD) 2024 volumes also remain on par with YTD 2023 deal activity. In an ongoing historical trend seen throughout the sector, buyer activity in 2023 was characterized by several major acquirors in the space, including Rollins, Rentokil, Anitcimex, Plunkett's Pest Control, and Halle Capital-backed Rockit Pest. Major players are expected to remain active buyers for the foreseeable future as tuck-in acquisitions play a central role in sector-wide revenue growth and geographic consolidation. Notably, Rollins achieved 5.9% acquisition-based revenue growth YOY in 2023 and anticipates 2%-3% acquisition-based revenue growth in 2024 as the company has a healthy pipeline of deals lined-up, according to its fourth quarter earnings call.

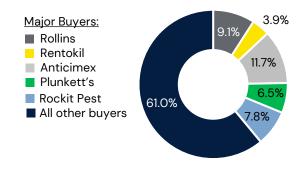
completed has announced or acquisitions since 2021, spending nearly \$367 million on 24 transactions completed in 2023, according to its Q4 earnings release.6 Rollins' acquisition of Fox Pest Control accounted for the majority (91.3%) of the company's capital deployment in 2023. Comparatively, Rentokil made six acquisitions in North America through the first half of 2023. Prior to being acquired, the six companies collectively generated annualized revenues of more than \$47 million in 2022, according to a Q2 2023 earnings release.7 Rentokil anticipates spending ~\$384 million globally on acquisitions by the end of its FY 2023. After five to six years of increases, valuations have likely plateaued, pointing to a higher cost of debt for PE buyers, noted Rentokil CEO Andrew Ransom in its Q2 2023 earnings call.8 However, valuations have remained consistent in 2023 when bidding against other strategic buyers such as Rollins.

Deal activity in 2023 was evenly bifurcated between strategics (50.6%) and financial buyers (49.4%). Despite elevated interest rates, 2023 experienced higher levels of financial buyer activity as volumes increased 18.8% YOY, led by add-on acquisitions. Sponsor-backed deal activity in the sector is expected to continue rising throughout 2024 as PE firms look to leverage high dry powder levels and capitalize on the highly fragmented Pest Control sector dominated by small-scale family-owned businesses, further detailed on page seven.

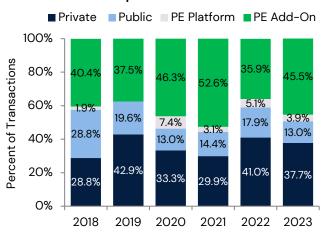
YTD 2024 Pest Control M&A Transaction Volume on Par with 2023 Deal Activity



Leading Pest Control Players Remain Active Buyers in 2023



Proportion of PE Deals Increases YOY in 2023 Despite Interest Rate Strains



Year-to-date (YTD) ended April 18 Source: Capital IQ, FactSet, PitchBook, and Capstone Partners

RECESSION RESILIENT SERVICES ACCELERATE PE BUYER INTEREST

In 2023, sponsor-backed deal volume increased 18.8% YOY within the Pest Control sector. This marks a stark contrast to the broader middle market for PE activity, which saw a YOY decline of 20.7% due to an elevated interest rate environment, according to <u>Capstone's Q4 2023 Capital Markets Update</u>. Across the market, financial buyers have increased their investments in service-oriented businesses to circumvent either the recessionary or inflationary-based impacts to revenue experienced in other industries. Most noticeably, the HVAC Services sector has experienced a sharp rise in PE-backed deal volume over the years (up 175.8% between 2019 and 2023), according to Capstone's November 2023 HVAC Services Market Update.

Furthermore, as inflation increased throughout 2023, the economy shifted toward services-focused spending. Notably, personal consumption expenditures on services rose 7.4% YOY compared to goods which declined 3.3% YOY, according to the Bureau of Economic Analysis. PE buyer activity within the sector is expected to continue to rise as firms aim to capitalize on increased services spending within a recession-resilient sector, mirroring financial buyer investment trends seen within other service-oriented sectors such as HVAC.

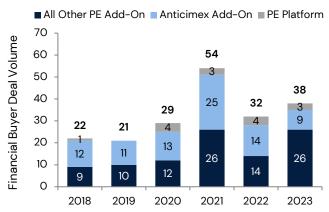
Private Equity Investment

PE firms can provide the financial support and operational expertise required to accelerate the growth of a company. Pest control businesses have leveraged PE funding to expand geographies, add technologies, and bolster scale through inorganic growth. The Pest Control market remains highly fragmented, allowing sponsors to establish and grow platforms using buy-and-build Additionally, attributes strategies. including recession resilience, recurring revenue, and the nature of essential non-discretionary services have continued to attract PE to the space. As PE firms begin to establish Pest Control platforms, a fear-of-missing-out is expected to further propel PE buyer activity.



Transaction Highlight: In March 2023, Percheron Capital acquired pest control provider Lookout Pest Control. The acquisition follows the October 2022 launch of its Pest Control Services Platform. Percheron Capital tapped former Rentokil Senior Executive of Sales and Marketing, Mike St. Clair, to lead the new entity, according to a press release. 10 At Rentokil North America, St. Clair supported growth initiatives and acquisitions. In June 2023 and January 2024, respectively, Percheron added Any Pest (undisclosed) and Ace Exterminating (undisclosed) to its Pest Control Services Platform through add-on acquisitions via Lookout Pest. Ace Exterminating was acquired from Anticimex.

Anticimex Deals Decline as PE Buyer Competition Heats Up



Source: Capital IQ, FactSet, PitchBook, and Capstone Partners



NOTABLE TRANSACTIONS



Acquires



Private Strategic Acquisition Arrow Exterminators, a highly acquisitive private company in the Pest Services space, acquired City Green Environmental in September 2023. Terms of the transactions were not disclosed. City Green Environmental offers lawn care and pest control services out of Fort Myers, Florida. At the time, the acquisition represented Arrow Exterminators' 175th office location in the U.S. and its 50th office in Florida, according to a press release.¹¹ The acquisition represents Arrow Exterminators' third strategic acquisition in 2023. Additionally, Arrow Exterminators continued its geographic and revenue growth strategy by opening six new office locations in 2023, according to a press release.¹² The company achieved its 13th year of revenue growth and surpassed \$380 million in revenue in 2023.

"These new locations contribute to Arrow's list of 176 service centers throughout the United States and is strategic to our growth objective of \$400 million and beyond," said Tim Pollard, President and COO at Arrow Exterminators, in a press release.



Acquires

PestNow

PE Add-on Acquisition Palmetto Exterminators, a portfolio company of Dallas-based private equity firm CenterOak Partners, acquired PestNow in August. Terms of the transactions were not disclosed. PestNow offers residential and consumer pest control services across Virginia, Maryland, D.C., and West Virginia. Alongside the acquisition, CenterOak Partners formed a new entity, Entomo Brands, which will manage CenterOak's insect-related service companies, according to a press release. Following the acquisition, Entomo Brands now manages more than 350 employees at 17 branch locations, effectively positioning the company in the lucrative Virginia, Maryland, D.C., and West Virginia markets.

"The acquisition of PestNow more than doubles the footprint and earnings of the Company since CenterOak completed a majority investment in Palmetto Exterminators in 2022. Scaling Entomo Brands into one of the top 25 largest providers of pest control services in the United States is an important milestone in the execution of our investment thesis," Eric Holter, Managing Director at CenterOak, said in the press release. CenterOak Partners and Entomo Brands will continue seeking add-on acquisitions as part of its growth strategy.



Acquires



Public Strategic Acquisition Rollins acquired Fox Pest Control through its HomeTeam Pest Defense brand in April 2023 at an enterprise value of \$334.9 million, or 2.8x revenue. The deal represented Rollins' second-largest acquisition in the company's history. Fox Pest Control provides residential pest control services to customers across 13 states from 32 locations. The company has more than 1,300 employees and was ranked the 13th largest pest management company according to Pest Control Technology's (PCT) 100 rankings. Rollins tied Fox Pest Control to its HomeTeam subsidiary to leverage both entities' complementary door-to-door sales and customer acquisition strategies. The tie-in enables both brands to scale regional markets faster, provide new service offerings, and generate cross-selling opportunities, according to Rollins' Q1 earnings call.

Furthermore, the transaction reflects Rollins' strategic initiatives to bolster company growth within a highly fragmented sector by leveraging M&A opportunities to expand geographic market share and residential pest control service offerings. Rollins reported that the integration of Fox Pest Control represented 4%, or \$117.8 million, of total FY 2023 revenue, exceeding Q2 expectations between \$90 and \$100 million in revenue, according to its latest 10–K earnings release. Rollins provides pest control services to 2.8 million residential and commercial consumers in 71 countries.

PEST CONTROL SELECT TRANSACTIONS

Date	Target	Acquirer	Target Business Description	Acquirer Parent Company	Deal Type
04/17/24	Assets of Sasquatch Pes Control	PestCo	Provides residential pest control services.	Thompson Street Capital	PE Add-On
03/18/24	SOS Pest Control	Sprague Pest Solutions	Offers commercial and residential pest control services.	-	Private Strategic
02/01/24	Pest Control Insulation	TopBuild (NYSE:BLD)	Provides pest control services catering to the building and construction industry.	-	Public Strategic
01/31/24	Ace Exterminating	Lookout Pest Control	Provides pest control services for homes, business, schools, and commercial spaces.	Percheron Capital	PE Add-On
12/12/23	Bugs B Gone	Wayne's Pest Control	Provides termite and pest control services intended for communities and businesses.	Anticimex	PE Add-On
10/03/23	Go Green Pest Control	Plunkett's Pest Control	Provides full-service pest control and wildlife services for bird, bat, squirrel, raccoon and rat control.	-	Private Strategic
09/28/23	Year Around Termite & Pest	Certus Pest	Offers residential pest control services focused on termite protection and general pest control.	Imperial Capital Group	PE Add-On
09/05/23	City Green Environmental	Arrow Exterminators	Provides pest control and lawn care services to residential and commercial customers.	-	Private Strategic
08/23/23	Mainely Ticks	Orkin	Provides tick and mosquito control services in select communities across Maine.	Rollins (NYSE:ROL)	Public Strategic
08/02/23	Crown Pest Control	Bug Busters USA	Operates as a pest control provider for residential and commercial customers.	-	Private Strategic
07/31/23	PestNow	Palmetto Exterminators	Provides residential and commercial pest elimination, lawn, and wildlife control services.	CenterOak Partners	PE Add-On
06/20/23	National Exterminators	Turner Pest Control	Provides pest control and termite services for residential and commercial clients.	Anticimex	PE Add-On
06/07/23	Paramount Pest Services	Clark Pest Control	Operates as a residential and commercial pest control provider.	Rollins (NYSE:ROL)	Public Strategic
05/10/23	Ace Exterminating	Rockit Pest	Provides pest control services for homes, businesses, schools, and retail spaces.	Halle Capital Management	PE Add-On
04/19/23	Liberty Termite and Pest Control	Smithereen Pest Management	Offers termite and pest control services intending to serve the Commercial sector.	-	Private Strategic
04/05/23	FPC Holdings	Rollins (NYSE:ROL)	Provides residential and commercial pest control focused on ants, bed bugs, termites, and insects.	-	Public Strategic
03/28/23	RK Environmental Services	Rentokil Initial (LSE:RTO)	Provides pest management and food safety consulting services.	-	Public Strategic
03/17/23	Time For Me To Fly	OPC Services	Provides pest control services for residential customers focused on rodents, insects, and seasonal pests.	Rollins	Public Strategic
03/01/23	Lookout Pest Control	Percheron Capital	Provides pest control and crawl space encapsulation services for residential and commercial customers.	-	PE Platform
02/27/23	Thur-O-Pest Management	Moyer Indoor Outdoor	Provides full-service pest control services to residential, commercial, and industrial customers.	-	Private Strategic
02/08/23	Adam's Pest Control	Rockit Pest	Provides residential pest control services.	Halle Capital Management	PE Add-On
01/26/23	Polce Enterprises	Modern Pest Services	Operates as a pest control provider for residential and commercial customers.	Anticimex	PE Add-On
01/10/23	Best Way Animal Removal	Plunkett's Pest Control	Provides pest and animal control services focused on wildlife removal.	-	Private Strategic

Source: Capital IQ, PitchBook, FactSet, and Capstone Partners

RENTOKIL EXPERIENCES SIGNIFICANT M&A-DRIVEN REVENUE SYNERGIES

Rentokil

Ticker: LSE:RTO

Headquarters: Crawley, United Kingdom

Markets: Pest Control LTM Revenue: \$6.1 Billion

Market Capitalization: \$13.5 Billion

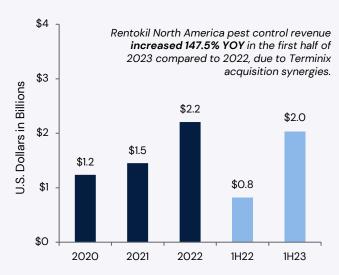
Company Description

Rentokil has experienced significant revenue growth following its acquisition of Terminix in December 2021, evidenced by an 83.2% total revenue increase between the first half of 2021 and the first half of 2023, according to its Q2 earnings release. The acquisition has positioned Rentokil as the largest player in the Pest Control sector, with 4.9 million customers, according to a press release. Rentokil has relied on M&A to stimulate growth through market share expansion and increased service capabilities, with more than 90% of revenue growth in the first half of 2023 attributed to M&A.

Since acquiring Terminix, Rentokil has benefitted from the brand's strong service reputation, North American footprint, and complementary service capabilities. "We're building scale in the world's largest Pest Control market and combining Rentokil's traditional strength in commercial with Terminix's strength in residential and termite, giving us not one but two power brands. We're adopting the same proven low-cost business model, and we're expanding access to Rentokil's innovations and digital capabilities," noted Rentokil CEO Andrew Ransom in its Q2 earnings call. The deal is expected to continue providing synergistic cost benefits of \$200 million by 2025.

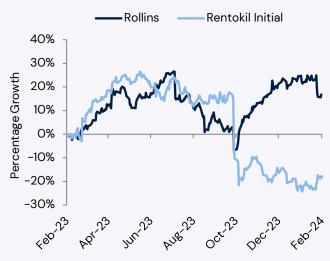
In October 2023, Rentokil reported that reduced demand for chemical use in pest control, coupled with fewer new customer acquisitions due to macroeconomic inflationary pressures, strained organic growth in North America, according to a Q3 earnings release. As a result, Rentokil reduced its FY 2023 operating margin expectations to 18.5%–19.0% from a prior 19.5%, causing both Rentokil and Rollins' shares to plummet. Rollins shares rebounded as its financials have been supported by stronger profit margins and returns on capital, according to the *Financial Times*. ¹⁸

Terminix Acquisition Synergies Boost North America Pest Control Revenue



Source: Rentokil Earnings Release and Capstone Partners

LTM Share Price Performance



Source: Capital IQ and Capstone Partners as of February 21, 2024

PUBLIC COMPANY DATA: HOME SERVICES

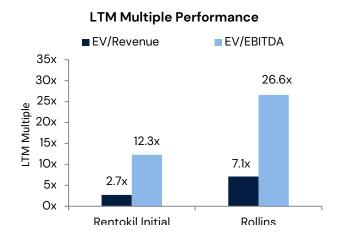
	Price	% 52 Wk	Market	Enterprise _	LTM		EV/LTM		
Company	03/08/24	High	Сар	Value	Revenue	EBITDA	Margin	Revenue	EBITDA
Angi Inc.	\$2.69	64.4%	\$1,350.5	\$1,555.6	\$1,358.7	\$88.2	6.5%	1.1x	17.6x
Central Garden & Pet Company	\$41.24	79.8%	\$2,348.3	\$3,384.8	\$3,317.0	\$411.8	12.4%	1.0x	8.2x
First Service Corporation	\$167.41	97.9%	\$7,528.4	\$9,059.8	\$4,334.5	\$448.2	10.3%	2.1x	20.2x
Frontdoor, Inc.	\$31.50	80.8%	\$2,469.0	\$2,751.0	\$1,780.0	\$307.0	17.2%	1.5x	9.0x
Porch Group, Inc.	\$3.66	92.0%	\$361.9	\$503.6	\$430.3	NM	NA	1.2x	NM
Rentokil Initial plc	\$6.32	74.1%	\$15,872.8	\$20,007.1	\$6,846.4	\$1,482.7	21.7%	2.9x	13.5x
Rollins, Inc.	\$45.45	99.7%	\$21,992.6	\$22,704.1	\$3,073.3	\$816.7	26.6%	7.4x	27.8x
Virbac SA	\$372.15	93.3%	\$3,142.1	\$3,080.5	\$1,378.2	\$256.5	18.6%	2.2x	12.0x
			Γ	Mean			16.2%	2.4x	15.5x
EV = enterprise value; LTM = last twe \$ in millions, except per share data	Median			17.2%	1.8x	13.4x			
NM = Not Meaningful NA = Not Available		Harmonic Mear	ı		13.3%	NA	13.1x		

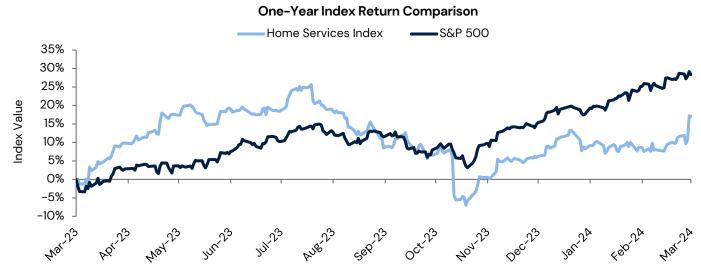
Gross Margin 120% 100% 82.8% 80% 60% 40% 20% 0% EBITDA Margin 52.2% 22.5%

Rentokil Initial

Rollins

LTM Margin Performance





Pest Control Index includes: ANGI, CENT, FSV, FTDR, PRCH, RTO, ROL, VIRP Source: Capital IQ and Capstone Partners as of March 8, 2024

BUYER UNIVERSE

Capstone's <u>Consumer Investment Banking Group</u> has built relationships with and tracked buyers that have been highly acquisitive in the Consumer industry, particularly those that have completed notable Pest Control transactions. Our industry expertise and network provides us with unique insights into this buyer universe and industry and growth drivers for the companies within it.

Leading Strategic Buyers

















Leading Financial Buyers







































PEST CONTROL REPORT CONTRIBUTORS



Kenneth Wasik
Managing Director, Head of Consumer Investment Banking
kwasik@capstonepartners.com | 917-434-6124

Ken joined Capstone to lead the Consumer Investment Banking practice. He brings nearly 25 years of investment banking experience including domestic and international mergers & acquisitions, initial and secondary offerings of public companies, debt raises and private placements for his clients. He has helped raise over \$10 billion in capital for clients during his career. Ken regularly presents at consumer industry conferences and has testified twice as an expert witness on consumer brands. He joins Capstone Partners from Stephens Investment Bank, where he started and led the Consumer Products Group. Ken is a Series 79 Registered Investment Banking Representative and holds an MBA in Finance from Columbia University and a BS in Accounting from St. Joseph's University.



Kenny Green
Director
kgreen@capstonepartners.com | 303-720-9222

Kenny is a Director in Capstone's Consumer Investment Banking Group with over 8 years of experience executing M&A and capital markets transactions across a diverse set of industries. Prior to joining Capstone, Kenny worked for The Cypress Group, a boutique investment bank focused on the Consumer and Franchise space and prior to that he was at Morgan Stanley in the Valuation Review Group, where he advised on debt financings for corporate and middle market clients. He also served five years in the Air Force as a Financial Management Officer.



Timothy BinneyVice President
tbinney@capstonepartners.com | 773-960-8979

Tim is a Vice President in Capstone Partners' Consumer group with a focus on advising companies in the Food & Beverage sector. He brings over 10 years of experience advising companies on mergers, acquisitions, divestitures, valuations, and other corporate finance mandates across multiple asset classes including public and private companies and intellectual property. Tim has amassed broad experience across industries including Technology (Semiconductor, Medical Device, Wireless Communication), Business Services, Consumer, and Retail, with significant depth in Food & Beverage. Over the course of his career, he has advised on transactions with aggregate value in excess of \$10 billion. Prior to joining Capstone Partners, Tim advised clients at Lazard and Houlihan Lokey, and independently through Ashland Securities.



Izzy Jack
Market Intelligence Associate
ijack@capstonepartners.com | 281-620-1477

Izzy serves as a Market Intelligence Associate at Capstone Partners covering the Transportation & Logistics, Building Products & Construction Services, and Agriculture industries. Prior to joining Capstone, Izzy was a Research and Insights Associate for the PR Agency Racepoint Global, where she conducted secondary research to help guide brand communication strategies for clients in industries such as Consumer Technology. Izzy graduated with a Bachelor of Arts degree in Business from Southwestern University.

FIRM TRACK RECORD

Capstone's <u>Consumer Investment Banking Group</u> has generous experience representing companies in the Consumer industry and maintains in-depth knowledge of the buyer universe and business characteristics that drive premium valuations in an M&A process within the Pest Control sector. Our frequent conversations with industry participants provide us with increased transparency into market trends and buyer preferences. A sampling of Capstone's closed deals is outlined below.

























CAPSTONE'S PROPRIETARY RESEARCH REVEALS TOP SERVICES IN DEMAND

The current stage and initiatives of a business often dictates which financial services are in demand. As the majority of CEOs polled in Capstone's 2023 Middle Market Business Owners Survey indicated growth strategies are a priority for 2024, the lion's share (31.5%) of owners anticipate a need for growth strategy support services. Similarly, 28.5% of owners require accounting and audit support to shore-up cash flows and establish financial stability. In addition, more than one-fourth of CEOs demonstrated an interest in accessing relevant industry research to keep up with emerging industry trends, complete competitor analyses, and track capital markets activity in their space.

Capstone has developed a full suite of <u>corporate finance solutions</u> to help privately owned businesses and private equity firms through each stage of the company's lifecycle, ranging from growth to an ultimate exit transaction. In addition, we developed a specialty consulting practice to provide financial advisory services to companies experiencing distress or performance challenges. All of these capabilities are supported by 16 industry groups, an active sponsor coverage group, and a dedicated market intelligence team.

Top Financial Services Required by Business Owners in 2024



ENDNOTES

- National Centers for Environmental Information, "2023 National Climate Report," https://www.ncei.noaa.gov/access/monitoring/monthly-report/national/202313, accessed March 8, 2024.
- 2. Rentokil Initial, "2023 Interim Presentation," https://www.rentokil-initial.com/~/media/Files/R/Rentokil/documents/2023-interim-presentation.pdf, accessed March 8, 2024.
- 3. Rollins, "Fourth Quarter 2023 Earnings Conference Call," https://event.choruscall.com/mediaframe/webcast.html?webcastid=5VdrpZlu, accessed March 8, 2024.
- 4. Rentokil Initial, "Rentokil Initial PLC Third Quarter Trading Update," https://www.rentokil-initial.com/~/media/Files/R/Rentokil/documents/2023-q3-trading-update.pdf, accessed March 8, 2024.
- 5. Pest Control Technology, "Benchmarking Your Business 2.0," https://www.pctonline.com/magazine/january-2024/, accessed March 8, 2024.
- Rollins, "Rollins, Inc. Reports Fourth Quarter and Full Year 2023 Financial Results," https://diio3yog0oux5.cloudfront.net/_1134dda38b1bf39adc1ef03564e426cf/rollins/news/2024-02-14_ROLLINS_INC_REPORTS_FOURTH_QUARTER_AND_FULL_YEAR_381.pdf, accessed March 8, 2024.
- 7. Rentokil Initial, "2023 Interim Results," https://www.rentokil-initial.com/~/media/Files/R/Rentokil/documents/2023-interim-statement.pdf, accessed March 8, 2024
- 8. Rentokil Initial, "2023 Interim Results Webcast," https://www.investis-live.com/rentokil/649aaece383e90130012f68d/hdgr, accessed March 8, 2024.
- 9. Bureau of Economic Analysis, "Personal Income and Outlays, January 2024," https://www.bea.gov/news/2024/personal-income-and-outlays-january-2024, accessed March 20, 2024.
- 10. Percheron Capital, "Percheron Capital Announces Formation of Pest Control Services Platform," https://percheron.com/media/percheron-capital-announces-formation-of-pest-control-services-platform/, accessed March 8, 2024.
- 11. Arrow Exterminators, "Arrow Exterminators Announces the Acquisition of City Green Environmental, LLC in Fort Meyers, FL," https://www.arrowexterminators.com/why-arrow/company/news/arrow-exterminators-announces-the-acquisition-of-city-green-environmental-llc-in-fort-myers-fl, accessed March 8, 2024.
- 12. Arrow Exterminators, "Arrow Exterminators Reflects on a Successful Year in Business in 2023," https://www.arrowexterminators.com/why-arrow/company/news/arrow-exterminators-reflects-on-successful-year-in-business-in-2023, accessed March 8, 2024.
- 13. Center Oak Partners, "Center Oak Acquires PestNow and Forms Entomo Brands," https://centeroakpartners.com/centeroak-partners-acquires-pestnow-and-forms-entomo-brands/, accessed March 8, 2024.
- 14. Pest Control Technology, "2023 Top 100," https://cdn.gie.net/fileuploads/document/2023/05/05/top%20100%20poster.pdf, accessed March 8, 2024.
- 15. Rollins, "First Quarter 2023 Earnings Conference Call," https://event.choruscall.com/mediaframe/webcast.html?webcastid=BZOpHP8N, accessed March 8, 2024.
- 16. Rollins, "2023 Form 10-K," https://www.rollins.com/sec-filings/annual-reports/content/0000084839-24-000025/0000084839-24-000025.pdf, accessed March 8, 2024.
- 17. Rentokil Initial, "Acquisition of Terminix Complete," https://www.rentokil-initial.com/media/news-releases/news-2022/terminix_completion.aspx, accessed March 8, 2024.
- 18. Financial Times, "Rentokil Initial: Valuation Gap with US Peers Will be a Tricky Bug to Squash," https://www.ft.com/content/Ofbd63a3-7739-452a-bd96-a3657f34c4ba.accessed March 8: 2024.



Common Goals, Uncommon Results.

Disclosure

This report is a periodic compilation of certain economic and corporate information, as well as completed and announced merger and acquisition activity. Information contained in this report should not be construed as a recommendation to sell or buy any security. Any reference to or omission of any reference to any company in this report should not be construed as a recommendation to buy, sell or take any other action with respect to any security of any such company. We are not soliciting any action with respect to any security or company based on this report. The report is published solely for the general information of clients and friends of Capstone Partners. It does not take into account the particular investment objectives, financial situation or needs of individual recipients. Certain transactions, including those involving early-stage companies, give rise to substantial risk and are not suitable for all investors. This report is based upon information that we consider reliable, but we do not represent that it is accurate or complete, and it should not be relied upon as such. Prediction of future events is inherently subject to both known and unknown risks and other factors that may cause actual results to vary materially. We are under no obligation to update the information contained in this report. Opinions expressed are our present opinions only and are subject to change without notice. Additional information is available upon request. The companies mentioned in this report may be clients of Capstone Partners. The decisions to include any company in this report is unrelated in all respects to any service that Capstone Partners may provide to such company. This report may not be copied or reproduced in any form or redistributed without the prior written consent of Capstone Partners. The information contained herein should not be construed as legal advice.



Market Presence

With a long-established U.S. footprint, together with an international partner platform, we provide clients with broad expertise and access to key market relationships on a global basis. Our presence is backed by ~200 professionals in the U.S. with 450+ professionals across 41 countries.

231

\$9B+

33%

7th

M&A Transactions in 2023

Transaction Value in 2023

Cross-Border Deals Globally Ranked for Deals < \$500M

450+

Team of IMAP Professionals Worldwide 15

Industry Verticals with Global Expertise

2,250+

Historical Completed Transactions

United States

~200 professionals 8 offices

Boston · Denver · Chicago · Dallas Detroit · Irvine · New York · Tampa

International

450+ professionals 60+ offices in 41 countries

Asia: China · India · Japan · Thailand

Africa: Congo · Egypt · Ghana · Mauritius · Morocco · Senegal · South Africa
Americas: Toronto · Vancouver · Argentina · Brazil · Chile · Colombia · Mexico · Paraguay · Peru
Europe: Belgium · Bosnia & Herzegovina · Croatia · Czech Republic · Finland · France · Germany
Hungary · Ireland · Italy · Netherlands · Poland · Portugal · Romania · Serbia · Slovakia · Slovenia
Spain · Sweden · United Kingdom