

BUILT 
TO GROW

 2026 SiteOne Investor Day



Disclaimer

Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Some of the forward-looking statements can be identified by the use of terms such as “may,” “intend,” “might,” “will,” “should,” “could,” “would,” “expect,” “believe,” “estimate,” “anticipate,” “predict,” “project,” “potential,” “target”, or the negative of these terms, and similar expressions. You should be aware that these forward-looking statements are subject to risks and uncertainties that are beyond our control. Further, any forward-looking statement speaks only as of the date on which it is made, and we undertake no obligation to update any forward-looking statement to reflect events or circumstances after the date on which it is made or to reflect the occurrence of anticipated or unanticipated events or circumstances. New factors emerge from time to time that may cause our business not to develop as we expect, and it is not possible for us to predict all of them. Factors that may cause actual results to differ materially from those expressed or implied by the forward-looking statements include, but are not limited to, the following: cyclical in residential and commercial construction markets; general business, economic, and financial market conditions; the level of new home sales and construction activity, geopolitical conflicts, trade disputes, inflationary pressures, capital markets volatility, and declines in consumer confidence; severe weather and climate conditions; seasonality of our business and its impact on demand for our products; volatility in the prices for the products we purchase and the costs required to operate our business; laws and regulations governing our operations; hazardous materials and related materials; laws and government regulations applicable to our business that could negatively impact demand for our products; competitive industry pressures; supply chain disruptions (including as a result of geopolitical conflicts, the imposition of U.S. tariff policies or any changes affecting tariffs resulting from the recent U.S. Supreme Court decision), product or labor shortages, and the loss of key suppliers; inventory management risks; ability to implement our business strategies and achieve our growth objectives; acquisition and integration risks, including increased competition for acquisitions; risks associated with our large labor force and our customers’ labor force and labor market disruptions; public perceptions that our products and services are not environmentally friendly or that our practices are not sustainable; retention of key personnel; construction defect and product liability claims; impairment of goodwill; inefficient or ineffective allocation of capital; credit sale risks; performance of individual branches; cybersecurity incidents involving our systems or third-party systems; failure or malfunctions in our information technology systems; security of personal information about our customers; intellectual property and other proprietary rights; unanticipated changes in our tax provisions, including those resulting from the passage of the One Big Beautiful Bill Act; risks related to our current indebtedness, including with respect to elevated interest rates on our variable indebtedness, and our ability to obtain financing in the future; threats from terrorism, violence, uncertain political conditions, and geopolitical conflicts with Iran as well as the ongoing conflict between Russia and Ukraine and other disruptions in the Middle East; and other risks, as described in Item 1A, “Risk Factors”, and elsewhere in our Annual Report on Form 10-K for the fiscal year ended December 28, 2025, as may be updated by subsequent filings under the Securities Exchange Act of 1934, as amended, including Forms 10-Q and 8-K.

Non-GAAP Financial Information

This presentation includes certain financial information, not prepared in accordance with U.S. GAAP. Because not all companies calculate non-GAAP financial information identically (or at all), the presentations herein may not be comparable to other similarly titled measures used by other companies. Further, these measures should not be considered substitutes for the information contained in the historical financial information of the Company prepared in accordance with U.S. GAAP that is set forth herein.

We present Adjusted EBITDA in order to evaluate the operating performance and efficiency of our business. EBITDA represents Net income (loss) plus the sum of income tax expense (benefit), interest expense, net of interest income, and depreciation and amortization. Adjusted EBITDA represents EBITDA as further adjusted for stock-based compensation expense, (gain) loss on sale of assets, and termination of finance leases not in the ordinary course of business, financing fees, as well as other fees, and expenses related to acquisitions and other non-recurring (income) loss. Adjusted EBITDA includes Adjusted EBITDA attributable to non-controlling interest. Adjusted EBITDA does not include pre-acquisition acquired Adjusted EBITDA. Adjusted EBITDA is not a measure of our liquidity or financial performance under U.S. GAAP and should not be considered as an alternative to Net income, operating income or any other performance measures derived in accordance with U.S. GAAP, or as an alternative to cash flow from operating activities as a measure of our liquidity. The use of Adjusted EBITDA instead of Net income has limitations as an analytical tool. Because not all companies use identical calculations, our presentation of Adjusted EBITDA may not be comparable to other similarly titled measures of other companies, limiting its usefulness as a comparative measure. Net debt is defined as long-term debt (net of issuance costs and discounts) plus finance leases, net of Cash and cash equivalents on our balance sheet. Leverage Ratio is defined as Net debt to trailing twelve months Adjusted EBITDA. We define EBITDA Margin as EBITDA divided by Net sales for the same period. We define Organic Daily Sales as Organic Sales divided by the number of Selling Days in the relevant reporting period. We define Organic Sales as Net sales, including Net sales from newly-opened greenfield branches, but excluding Net sales from acquired branches until they have been under our ownership for at least four full fiscal quarters at the start of the fiscal year. Selling Days are the number of business days, excluding Saturdays, Sundays, and holidays, that SiteOne branches are open during the relevant reporting period. We define Return on Invested Capital (“ROIC”) as Earnings before taxes, interest, and intangible amortization multiplied by (1 – the effective tax rate), divided by the four-quarter average of Net assets for the fiscal year. Net assets are defined as Total stockholders’ equity plus Net debt. We define Free Cash Flow (“FCF”) as Net cash provided by operating activities less capital expenditures.

Welcome

Doug Black | Chairman and Chief Executive Officer

Agenda

8:00 a.m. ET
**Company +
Industry
Overview**



***Doug Black**
Chairman and Chief Executive Officer*

8:30 a.m. ET
**Organic
Growth**



***Jerry Justice**
Division President, East*



***Shannon Versaggi**
EVP, Marketing,
Category, Digital &
Pricing*



***Carl Sukenik**
SVP, Digital &
Analytics*

Agenda

9:20 a.m. ET
**EBITDA
Margin
Expansion**



Stephanie Hertzog
Division President, West



Shawn Delfausse
EVP, Supply Chain,
Operational
Excellence & IT



David Bannister
Chief Information
Officer

10:00 a.m. ET
Q&A + Break

10:30 a.m. ET
Acquisitions



Daniel Laughlin
SVP, Strategy &
Development

Agenda

10:45 a.m. ET
**Culture +
Talent**



Joseph Ketter
EVP, Human Resources

11:00 a.m. ET
**Financial
Overview**

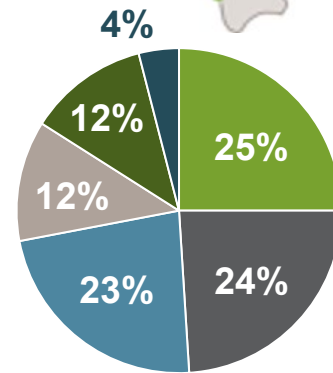


Eric Elema
Chief Financial Officer

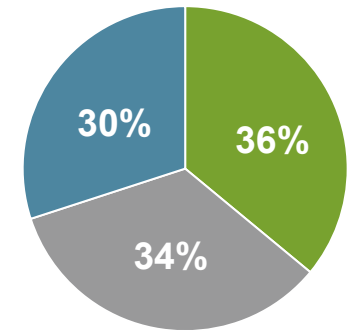
11:30 a.m. ET
**Q&A +
Wrap up**

Company Overview

- **Largest and only nation-wide (U.S. and Canada) full product line** wholesale distributor of landscape supplies
- **\$36 billion** highly fragmented market¹
- Approximately **three times** the size of next competitor and only **~13%** market share¹
- Serving **residential and commercial** landscape professionals
- Complementary **value-added services and product support**
- Approximately **180,000 SKUs**¹
- **Over 680** branches and **five** distribution centers covering **45** U.S. states and five Canadian provinces²



Balanced by Product and End Markets (FY25)



- Hardscapes
- Irrigation
- Agronomics
- Landscape Accessories
- Nursery
- Outdoor Lighting

- Repair & Upgrade
- Maintenance
- New Construction

Our Vision

Be a great place to work for our associates

Deliver superior quality, service and value to our customers

Be the distributor of choice for our suppliers

Achieve industry-leading financial performance and growth for our shareholders

Be a good neighbor in our communities

Our Culture – The SiteOne DNA

Always Safe

We take personal responsibility for our safety and for the safety of others

Customer Obsessed

We are passionate about making our customers successful

Team Players

We respect and support each other and put our team first

Professional

We do everything with quality and integrity... never cutting corners

Accountable

We think and act like owners; and leverage SiteOne's resources to succeed

Continuously Improving

We quickly adapt best practices to drive growth and deliver world-class results

Talent Focused

We recruit, develop, mentor and retain the best people

Overall

We have fun serving our customers, being the best and winning!

SiteOne Growth Strategy

Leverage strengths of both large and local company

- Fully exploit our scale, resources and capabilities
- Execute local market growth strategies
- Deliver superior value to our customers and suppliers
- Close and integrate high value-added acquisitions
- Entrepreneurial local area teams supported by world-class functional support

Drive commercial and operational performance

- Category management
- Supply chain
- Salesforce performance
- Operational excellence
- Marketing and Digital

VALUE CREATION LEVERS

**Organic
Growth**

**Margin
Expansion**

**Acquisition
Growth**

The SiteOne Team: Stronger Together

LOCAL TEAMS

POSITION	AVG YRS SITEONE	AVG YRS INDUSTRY	% FORMER CUSTOMER
Regional VP	17	31	25%
Area Manager	16	25	47%
Area Business Manager	12	24	50%
Area Sales Manager	11	23	41%
Branch Manager	9	19	38%
Outside Sales Rep	10	24	54%

FUNCTIONAL EXCELLENCE

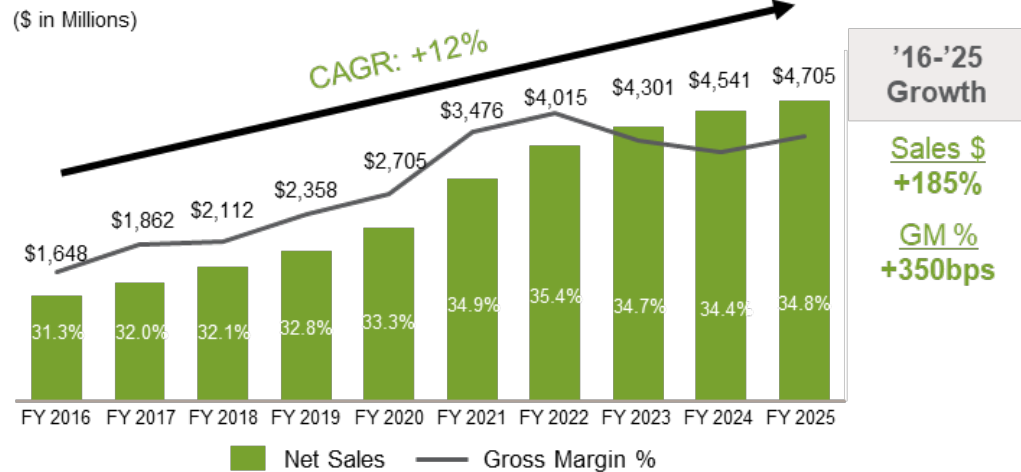


SENIOR LEADERSHIP TEAM

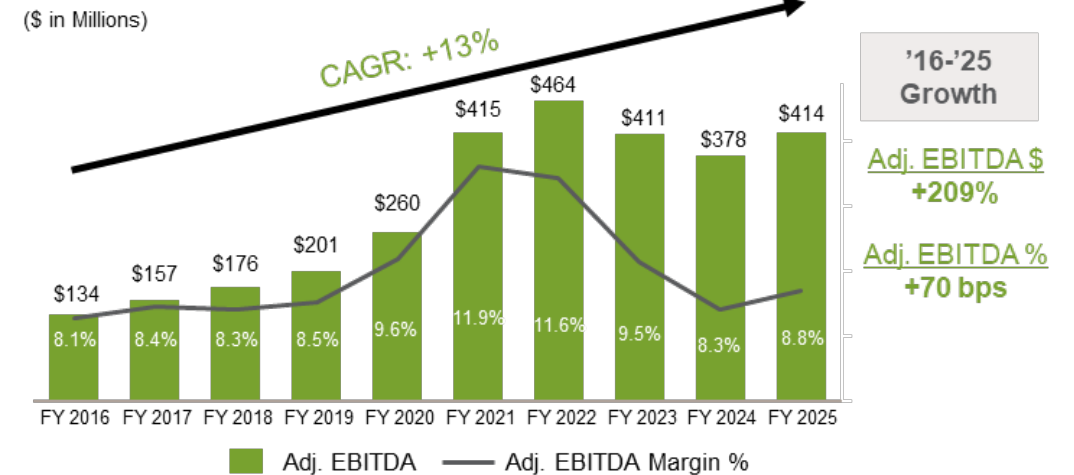
LEADER	EXPERIENCE
Doug Black Chairman & CEO	McKinsey & Company
Jason Brewster SVP, Nursery & Hardscapes	JOHN DEERE LANDSCAPES
Shawn Delfausse EVP, Supply Chain, OpEx & IT	THE HOME DEPOT
Eric Elema CFO	MCKESSON SKANSKA
Stephanie Hertzog West Division President	sodexo, McKinsey & Company
Travis Jackson General Counsel	mativ, kids2
Jerry Justice East Division President	JOHN DEERE LANDSCAPES
Joe Ketter EVP, Human Resources	Newell Rubbermaid, GRAHAM PACKAGING COMPANY INC.
Daniel Laughlin SVP, Strategy & Development	ServiceMaster, TRUSTR
Rob Malkani SVP, Sales	Gartner
Shannon Versaggi EVP, Marketing, Category, Digital & Pricing	LOWE'S

Financial Progress

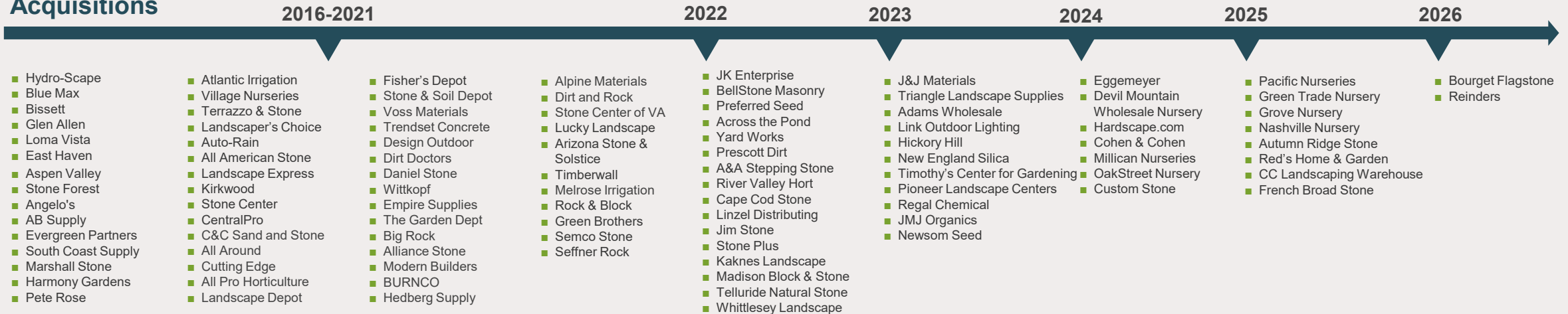
Net Sales



Adjusted EBITDA



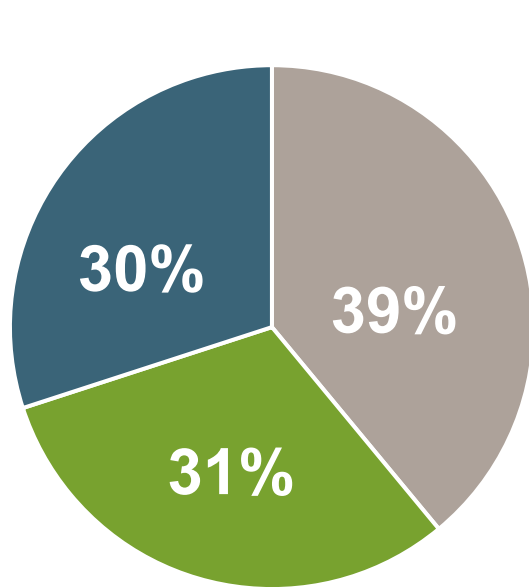
Acquisitions



SiteOne Evolution: Building a Great Company

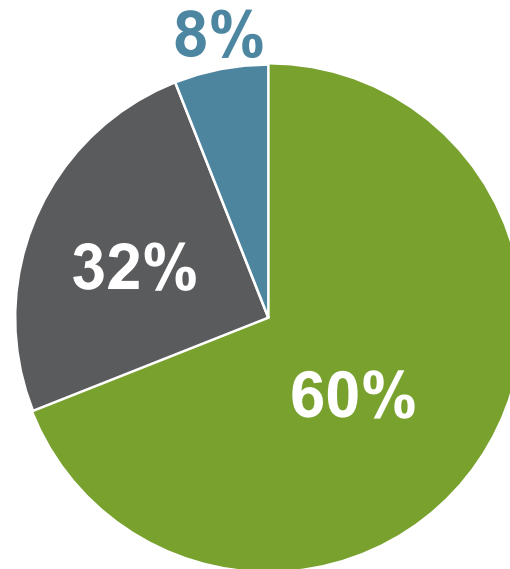


The Landscape Industry Is Uniquely Attractive



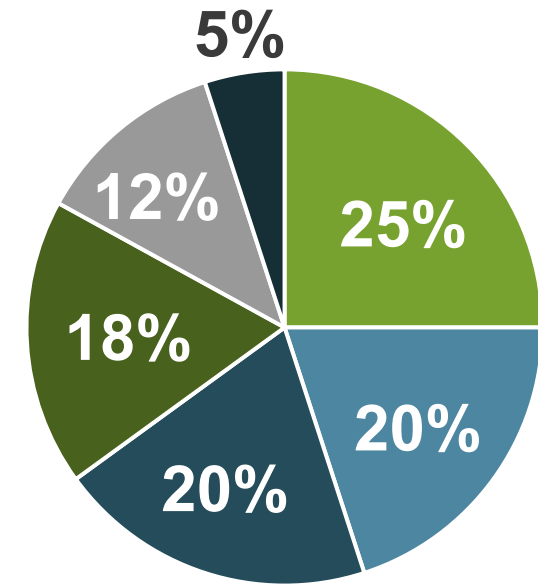
End Market

- Maintenance
- New Construction
- Repair & Upgrade



Construction Sector

- Residential
- Commercial
- Recreational & Other



Product Category

- Agronomics
- Landscapes
- Nursery
- Irrigation
- Lighting





Market = \$36 Billion*

SiteOne Total Addressable Market





LINE OF BUSINESS (LOB)	SITEONE REVENUE (2025 \$B)	SITEONE TAM (\$B) ¹	MARKET SHARE ¹
Agronomics	1.1	9.1	12%
Nursery	0.5	7.3	7%
Hardscapes	1.2	7.2	17%
Landscape Supplies	0.6	6.4	9%
Irrigation	1.1	4.3	26%
Lighting	0.2	1.7	12%
TOTAL	4.7	36.0	13%

Overall Industry Trends

Customer

- Ongoing shortage of labor 
- Increasing Hispanic influence (approx. 60% of workers) 
- Private Equity consolidation (Commercial Maintenance) 
- Steady adoption of technology 

Market

- Outdoor living trend driving steady investment 
- Regulations & water/energy efficiency spurring innovation 
- Increasing use of professional landscaping services 
- Single family home affordability 

Overall positive trends for the industry and for SiteOne

Expected Landscaping Market Growth (Nominal)

END MARKET	% OF TAM	DRIVERS	PRODUCTS	ESTIMATED LONG-TERM YOY GROWTH ¹
Maintenance	39%	<ul style="list-style-type: none"> Residential & Commercial Installed base Homeowner income (>\$100,000) 	Agronomics Landscape Supplies	2-3%
New Construction	31%	<ul style="list-style-type: none"> Single family housing completions Commercial Put in Place construction Population growth Interest rates 	Nursery Irrigation Landscape Supplies	3-5%
Repair & Upgrade	30%	<ul style="list-style-type: none"> Aging housing stock Existing home sales Consumer confidence Job growth Interest rates 	Hardscapes Lighting Landscape Supplies	4-6%

SiteOne Plays a Critical Role in the Value Chain

THOUSANDS OF SUPPLIERS



Critical Business Partner



Full Product Line Distributor

HUNDREDS OF THOUSANDS OF CUSTOMERS

Small: ~26%
of 2025 net sales
< \$75k in average annual purchases¹

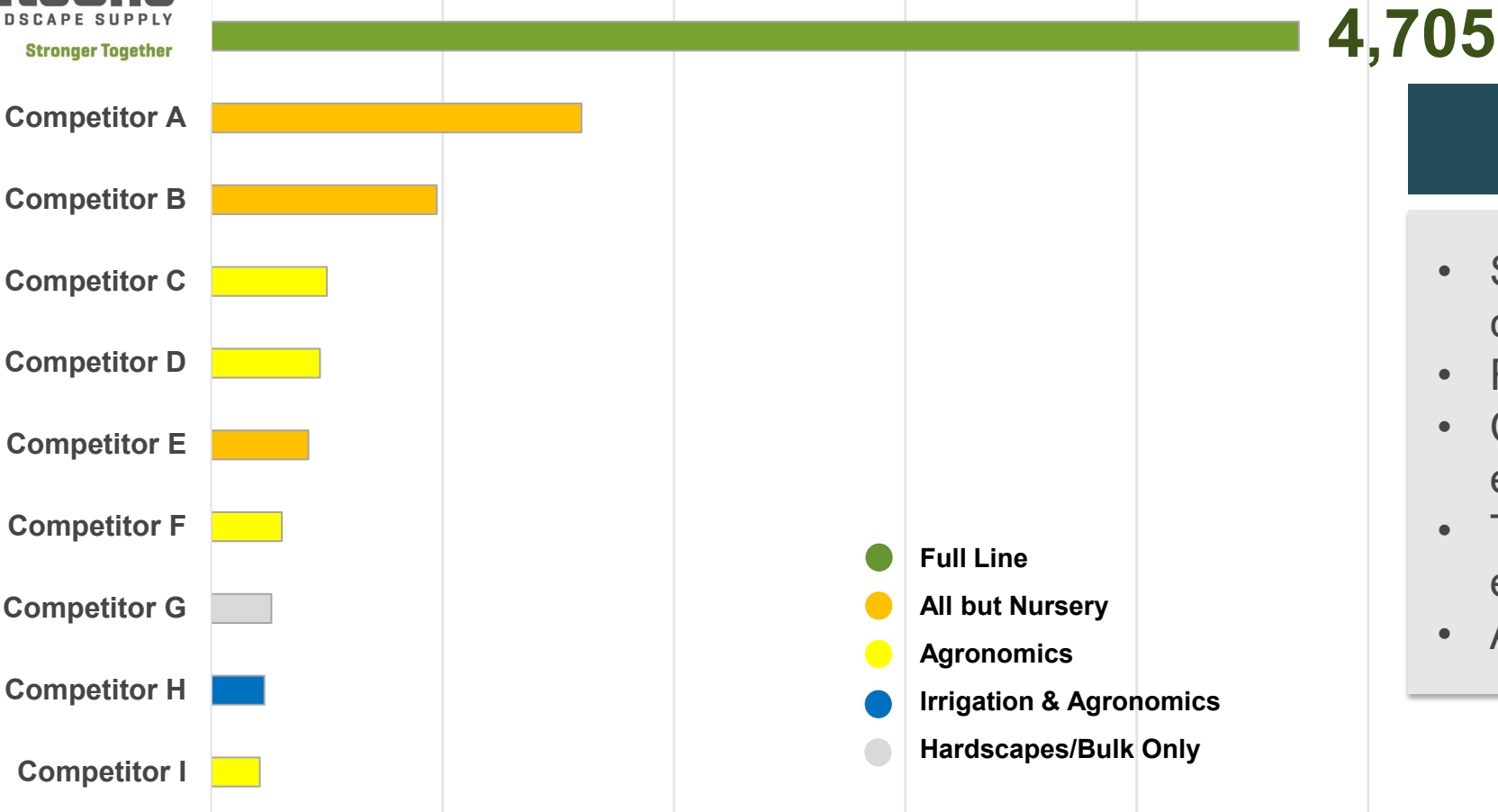
Medium: ~21%
of 2025 net sales
\$75k–\$500k in average annual purchases¹

Large/Major: ~53%
of 2025 net sales
>\$500k in average annual purchases¹

We Are The Clear Market Leader



2025 REVENUE (\$M)¹



KEY COMPETITIVE ADVANTAGES

- Scale for purchasing, cost & convenience
- Full product line
- Culture, line of business expertise, bilingual
- Technology for customer experience & cost to serve
- Acquisition capability

1. Competitor revenues based on Management estimates.

Landscape Contractor Customer Segments

CUSTOMER SEGMENT (SERVICE REVENUE)	# EE'S	# CUSTOMERS	AVERAGE MATERIALS PURCHASE	LANDSCAPE SUPPLY MARKET	ESTIMATED SITEONE SHARE
Small Customers (<\$500K)	1-4	~633K	~\$17K	34%	9%
Medium Customers (\$500K - \$2.5M)	5-19	~47K	~\$175K	23%	11%
Large Customers (\$2.5M - \$15M)	20-99	~12K	~\$800K	26%	13%
Major Customers (>\$15M+)	100+	~1K	~\$5.5M	18%	17%
TOTAL		~700K		\$36B	13%

Market Analysis – Key Takeaways

Market

- Fragmented suppliers and customers support a strong role for wholesale distributors
- Long-term outdoor living trends remain attractive for landscaping

Customers

- Scarcity of labor and increasing Hispanic influence are two important trends
- SiteOne is under-penetrated with smaller customers

Competition

- We have a clear advantage in size, scope, talent & focus; competitive dynamics are stable
- Some acquisition competition exists, but we have a strong advantage as the acquirer of choice

Technology

- Customers continue to steadily adopt technology to run their businesses
- SiteOne is creating a technology competitive advantage

SiteOne Strategy – Where Do We Compete?

Customers

Professional landscape contractors/ maintainers

Products & Services

All landscaping products, supplies and related service needs; full-line provider

Geographic Markets

U.S. and Canada

Degree of Vertical Integration

Wholesale distribution*

**We are
a full-line
supplier to
landscape
professionals**



Leveraging Our Scale While Executing Locally



Large	Local
<ul style="list-style-type: none">• Functional expertise• Best tools/technology• Customer obsessed	<p data-bbox="1024 415 1462 611">Serving</p> <ul style="list-style-type: none">• Talented, experienced, passionate• Customer obsessed• Consistent execution



Compelling Value Proposition

- Full product line
- Business assistance
- Excellent customer experience
- Consistent & competitive price



Best Acquired Companies

Delivering Tremendous Customer Benefits....

COMPONENT	FOCUS	TABLE STAKES
Product Breadth & Depth	Full Line of Products	<ul style="list-style-type: none"> • Major Brands • Competitive Pricing • In-Stock Availability of Core Items • Terms/Credit
Customer Service	Personal Connection	<ul style="list-style-type: none"> • Friendly Service • Serviceable Locations • Delivery
Business Assistance	Growing Their Business	<ul style="list-style-type: none"> • Knowledgeable Staff • Website • Outside Sales Support

DIFFERENTIATORS
<ul style="list-style-type: none"> • Full product line across all LOBs • Deep offering in each LOB • Strong private brand offering
<ul style="list-style-type: none"> • Customers FIRST • Trusted & personal relationships • Multiple networked locations • Efficient pick-up and delivery
<ul style="list-style-type: none"> • Deep expertise in all categories • SiteOne University • Partners Program • Project Services • Digital business tools/content • Growth consultants

...consistently to every customer.

The SiteOne Advantage



Scale

- Number one wholesale purchaser in all product lines
- Low-cost supply chain w/ global sourcing
- Low-cost to serve and deliver across product lines



Customer Value

- Superior culture, line of business expertise, bilingual capability
- Convenient locations to match all customer segments
- Full product line to simplify customer sourcing & operations
- Superior technology: SiteOne.com, integrated systems
- Partners Program: training, business assistance



Supplier Value

- Supplier portal, forecasting, efficient purchasing
- Joint marketing, product development, demand creation

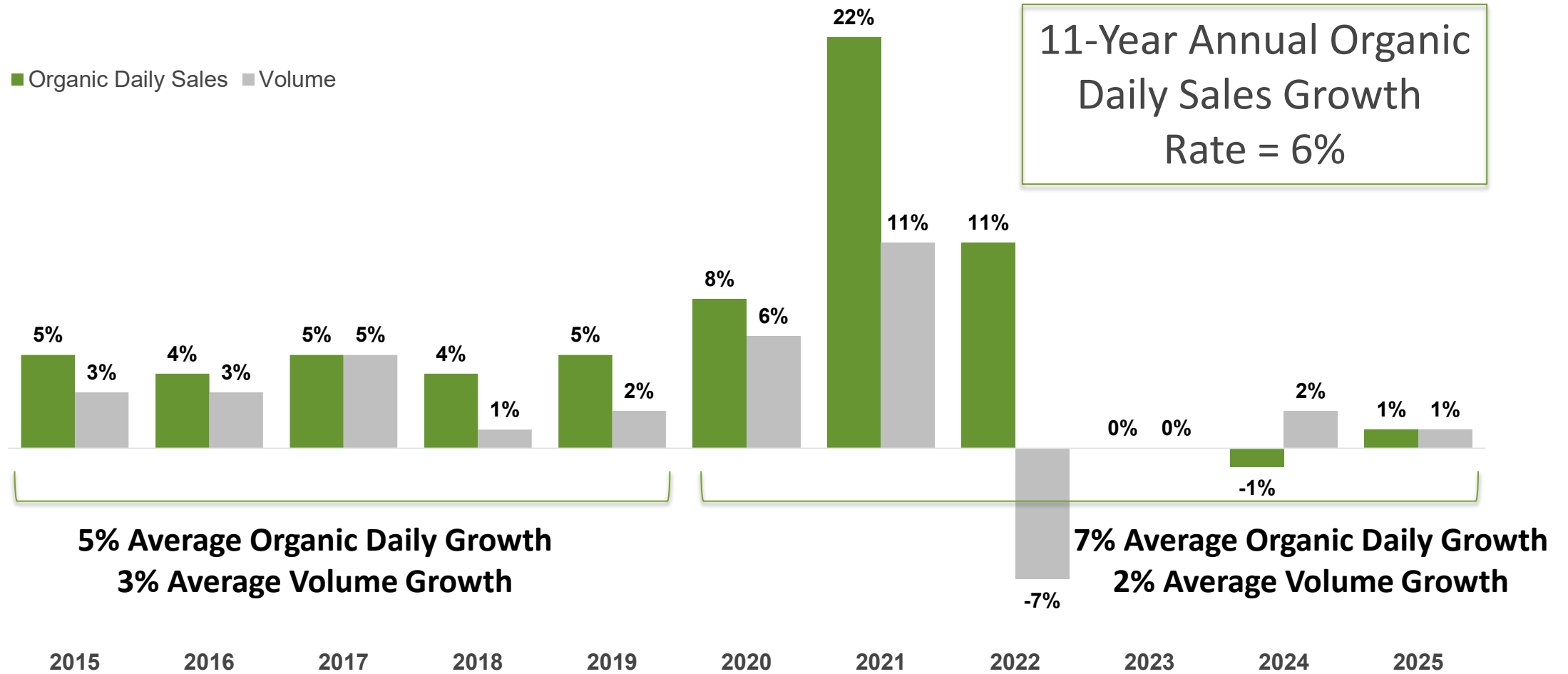


Acquisition Capability

- Attractive home for high-performing companies
- Integration capability across all product lines
- Ability to capture synergies and support growth

Organic Growth

Organic Daily Sales and Volume



Organic Growth

Customer Strategies

Jerry Justice | Division President, East

Shannon Versaggi | EVP, Marketing, Category, Digital & Pricing

Meeting Customer Needs



**SMALL
CUSTOMER**

Who They Are

- Purchases < \$75K annually
- Starts in 1 LOB: Maintenance
- Purchases 2 – 3X week in branch
- Less experience
- 4 associates or less

Critical Needs

- Expertise and training
- Spanish language support
- Business Support
- Competitive pricing

SITE Solutions

- ✓ Knowledgeable & Bilingual associates
- ✓ Convenient locations
- ✓ Training opportunities
- ✓ Business Solutions
- ✓ SiteOne.com and Mobile App



**MEDIUM
CUSTOMER**

- Purchases \$75K - \$500K annually
- Maintenance and some Residential Installation
- Purchases 5 – 7x month
- 5 to 19 associates

- Business Support
- Time saving opportunities
- Specific training
- Mostly pick-up in branch, but some delivery

- ✓ Dedicated sales associate
- ✓ Convenient locations
- ✓ SiteOne Universities
- ✓ Business Solutions
- ✓ SiteOne.com and Mobile App
- ✓ Delivery

Meeting Customer Needs



**LARGE
CUSTOMER**

Who They Are

- Purchases between \$500K and \$3M annually
- Maintenance and Installation
- Residential and Commercial
- Business management systems and locations
- 20 to 99 associates; procurement

Critical Needs

- Training
- Buying programs
- Inventory management
- Delivery
- Best cost pricing
- Job quoting

SITE Solutions

- ✓ Dedicated sales associate
- ✓ Partners Program Points/Trips
- ✓ Consignment Solutions
- ✓ Project Services
- ✓ Digital, integrated with their systems
- ✓ Delivery



**MAJOR
CUSTOMER**

- Purchases over \$3M annually
- Purchases all LOBs; across states
- Biased towards delivery
- Business management systems and locations
- > 100 associates; leadership team

- Buying programs
- Significant inventory support – large orders
- Delivery
- Job quoting
- Labor and fleet management

- ✓ Dedicated sales associate
- ✓ Agronomic Sales Centers
- ✓ Consignment Solutions
- ✓ Digital, integrated with their systems
- ✓ Delivery

Customer Evolution Examples



MAINTENANCE CUSTOMER

- ✓ Small maintenance jobs
- ✓ Low volume purchases
- ✓ Picks up from branch
- ✓ Needs significant training

Standard SiteOne Branch



Customer Grows



SiteOne Supports



- ✓ Seller support
- ✓ Large jobs, quotes
- ✓ High volume of product
- ✓ Better pricing
- ✓ Delivery



SiteOne Agronomic Sales Center



INSTALLATION CUSTOMER

- ✓ Maintenance
- ✓ 1 – 2 lines of business
- ✓ Wants to expand
- ✓ Picks up from branch/some delivery

Standard SiteOne Branch



Customer Grows



SiteOne Supports

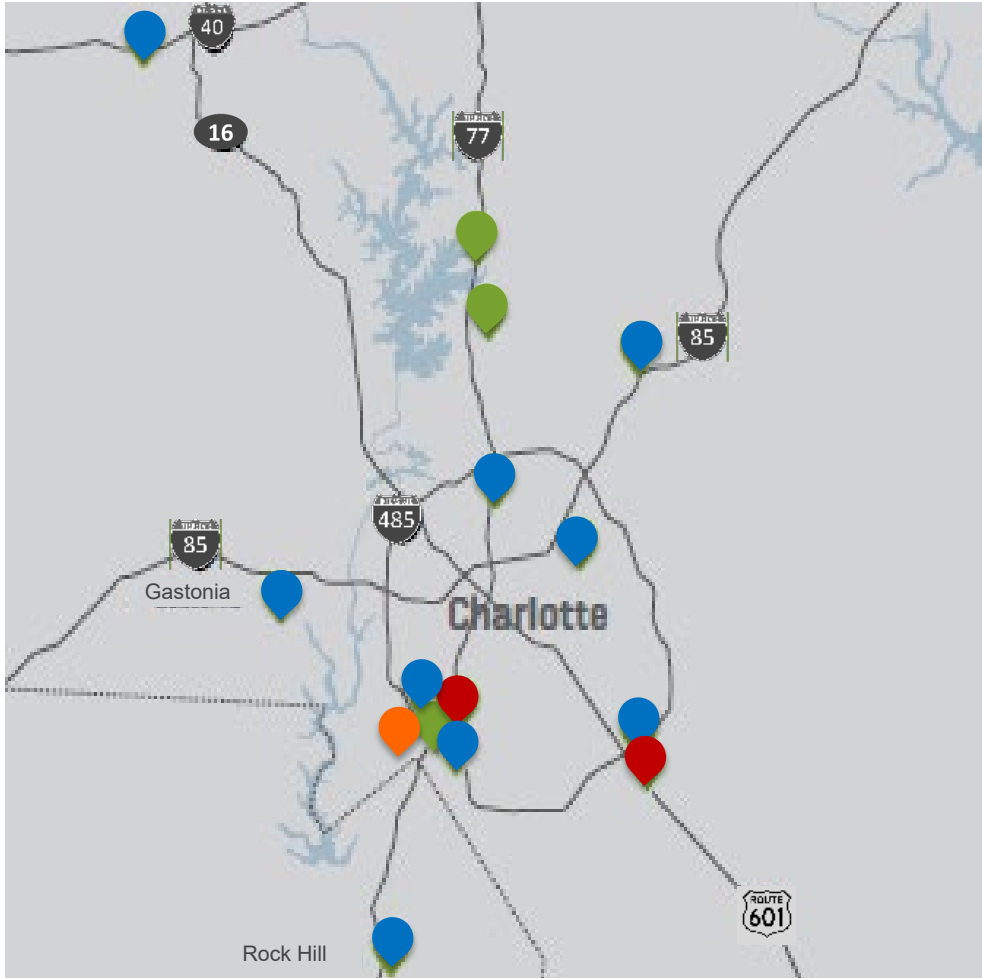


- ✓ Adds Installation
- ✓ All lines of business
- ✓ Needs AE for hardscapes and nursery purchases



Full Concept SiteOne Branch

Full Concept Market Example

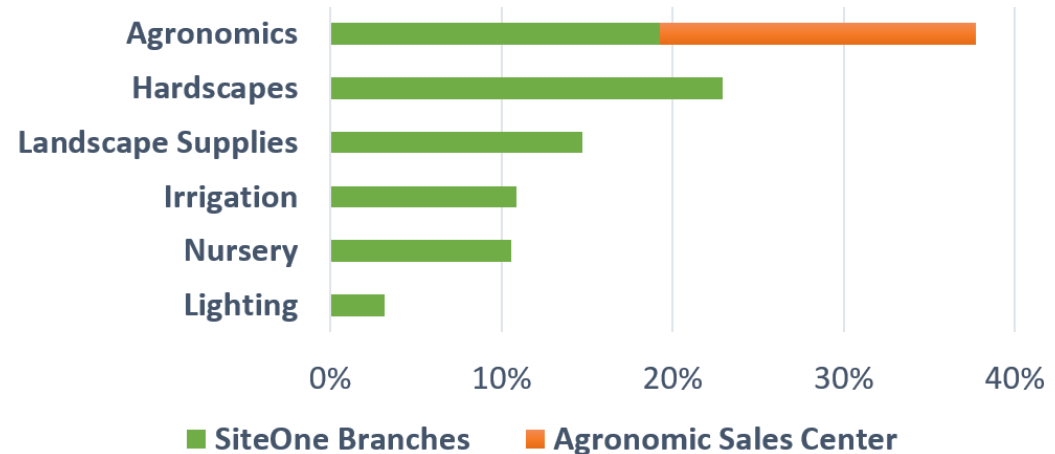


15 Locations

- 9 Standard
- 3 Full Concept / Nurseries
- 2 Stone Centers
- 1 Agronomic Sales Center

36% Delivered Sales

Balanced Mix of Business



Value Added Services



Project Services

- Quick and accurate bid and takeoff services
- Contractor access for open bids



Training

- SiteOne Universities offer Continuing Education Units (CEU) credits
- Local training events
- How-To videos and articles on SiteOne.com



Consignment

- SiteOne managed customer stock rooms
- Usage based payment
- Fast and efficient digital integration & replenishment



Business Solutions

- Provides support such as marketing, web design & project management tools
- Offers discounts on products such as phone services & fuel

SiteOne Sales and Marketing Strategy

CUSTOMER SEGMENTS

Major

Large

Medium

Small

- National Accounts team to manage and grow largest customers
- Assigned Key Account Managers (KAMs) & Account Executives (AEs) to protect & grow high-share customers
- Business Development Managers (BDMs) targeting low share, high opportunity customers
- Leverage the full might of SiteOne tailored to the customer
- Marketing
 - Connect and drive customers to our branches & products
 - Create loyalty & incentivize use of SiteOne.com
- Inside Sales/Branch
 - Intentional touches with small/medium customer & new customers
 - Win back strategies for declining customers

Winning the Major to Medium Customer: Sales Coverage

Driving growth while reducing cost of sales

High Share Customers – KAMs/AEs

Key Productivity Drivers

- ✓ Sales Support Rep.
- ✓ Improved Processes
- ✓ Technology Solutions

Book Size



Retention



Growth



Lower Overall Cost of Sales

Low Share Customers – BDMs

	<u>Today</u>	<u>2030 Target</u>
# in Role	~70	~200
Sales Growth Per	\$0.8M	\$1M
Total Annual Growth	\$56M	\$200M

Systematic Market Share Gains

Winning the Major to Medium Customer: Technology

Industry Leading Technology Solutions for SiteOne Sales Associates *and* Customers



- ✓ Industry leading digital solutions for customers and sales associates
- ✓ Seamless customer experience
- ✓ Saves customers time and money







- ✓ Industry leading CRM adoption and best practices
- ✓ In-depth customer profiles and buying history
- ✓ Prioritization and planning reports



- ✓ Industry leading AI solutions for Sales
- ✓ AI meeting assistant
- ✓ Full stack AI-enabled sales planning capability
- ✓ Coaching and development
- ✓ Market insights

Winning the Large & Major Customers: Cost to Serve

ELEMENT	STRATEGY
 Sales	<ul style="list-style-type: none">• Cost effective Key Account Managers• Quoting/ordering w/ SiteOne.com and/or Sales Support Representative
 Sourcing	<ul style="list-style-type: none">• Private brand and targeted local sourcing
 Service & Delivery	<ul style="list-style-type: none">• Direct shipments from manufacturers• Local shipment from lower-cost large sales center• DC direct for consignment inventory• Branch used for convenience situations only
 Business Plans & Execution	<ul style="list-style-type: none">• Annual meetings to align resources efficiently• Integrated systems to lower transactional cost• Line of business training

Lower SG&A in terms of wages, operating cost, rent, marketing

Lower COGS to match competitive pricing

Winning the Small Customer



Winning the Small Customer

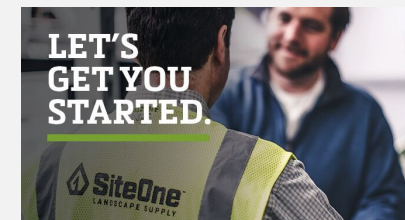
Partners Program

- ✓ Purchase threshold lowered in 2023
- ✓ 82K Active Members (up from 25K)
- ✓ Over 50% are small customers
- ✓ Higher growth vs. non-members
- ✓ Accounts for almost 70% of total sales



Customer Lifecycle Strategies

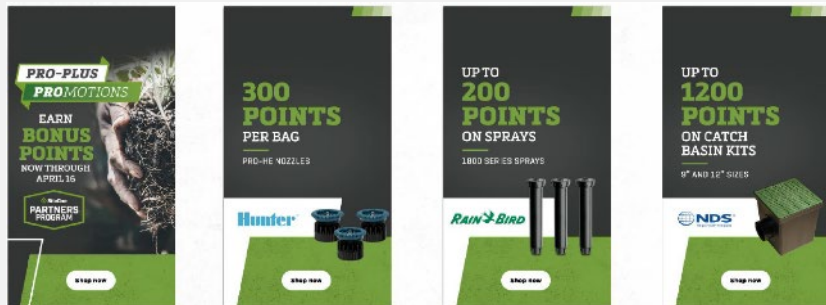
- ✓ Welcoming and onboarding new customers:
 - ✓ Increases spend
 - ✓ Creates digital accounts
 - ✓ Improves stickiness
- ✓ Contacting declining customers:
 - ✓ Re-engages customers
 - ✓ Identifies and resolves issues
- ✓ Medium or larger customers handed over to BDMs



Winning the Small Customer

Product Marketing

- ✓ Leveraging paid media across channels to target small customers
- ✓ Campaigns drove 23% of online revenue in 2025, up 42% YoY
- ✓ Delivered a significant 2025 ROAS*



Private Brands

- ✓ Supporting private brand growth, +12% in 2025
- ✓ Continuing to drive awareness:
 - LESCO® +9%
 - Pro-Trade® +17%
 - Portfolio® +6%
 - Solstice® +7%
- ✓ Incorporating private brands across channels: Paid Media, Events and Merchandising

LESCO®

PRO-TRADE®

PORTFOLIO®
NURSERY COLLECTION

SOLSTICE®
STONE COLLECTIONS

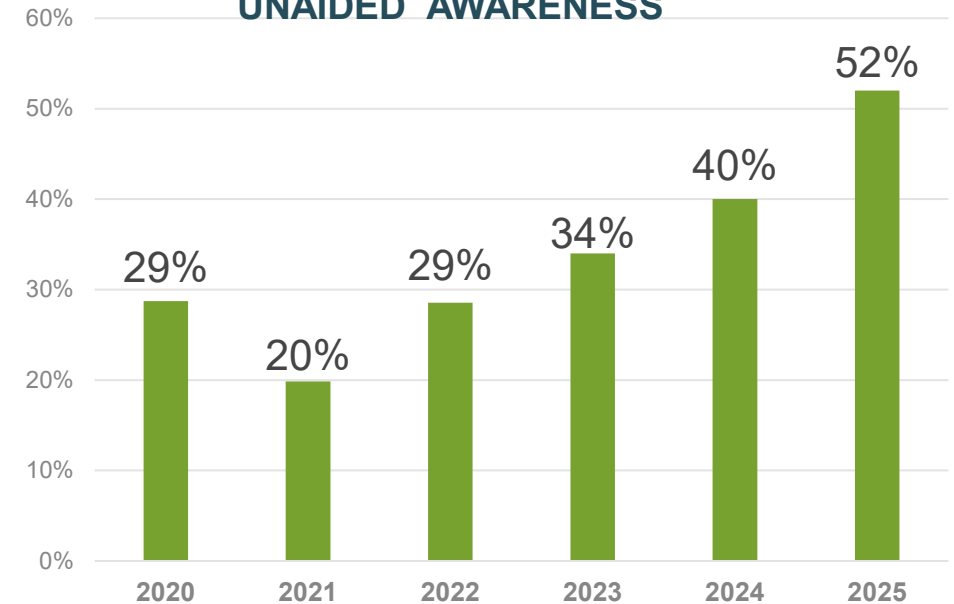
Winning the Small Customer

Hispanic Customer Acquisition

- ✓ Launched sponsorship of the United Soccer League
- ✓ Building awareness of SiteOne
- ✓ Merchandising and most paid media campaigns are in English and Spanish



HISPANIC SITEONE
UNDAIDED AWARENESS



Winning the Small Customer

Merchandising

- ✓ Upgrading 75 branches annually
- ✓ Driving YOY lift in branch sales
- ✓ Helps guide small customer purchases
- ✓ Focused on high-margin private brands and impulse items



Training & Industry Events

- ✓ SiteOne University: training 5,000 contractors annually
- ✓ National & local industry events: reaching an estimated 45,000 contractors annually



Summary of Customer Growth Strategies

SEGMENT

STRATEGY

TARGET GROWTH

Major through upper Medium



- White glove service w/ dedicated Seller
- Tailored offerings and pricing
- Minimize problems, maximize crew efficiency
- Digital and systems for admin. efficiency
- Direct ship & large LOB Sales Centers

50 to 150bps
> than Mkt growth

Small through lower Medium



- Offer convenience & bilingual capability
- Focused marketing and assortment
- Training, mentorship, value-added services
- Digital and Partners Program
- Nurture with Inside Sales (onboarding, win back)

400 to 500bps
> than Mkt growth

SiteOne Irrigation Strategy



\$4.3B
Est.
Market Size¹

\$1.1B
2025
Revenue

26%
Market
Share²

- Exploit repair, replacement and retro-fit cycles
- Own smart and water-efficient upgrades
- Drive system specifications (GreenTech[®])
- Expand share in commercial and institutional irrigation
- Utilize online channel to reach smaller customers

SiteOne Agronomics Strategy



\$9.1B
Est.
Market Size¹

\$1.1B
2025
Revenue

12%
Market
Share²

- Drive LESCO[®] product innovation
- Leverage national & local scale to lower cost
- Grow rapidly in low-share categories like Equipment and Pest Control
- Win the larger maintenance customer with Agronomics Sales Centers and BDMs

Large Agronomic and Erosion Control Customer

Strategy:

- Lower cost to serve
- Narrow but deep product assortment
- Significant inventory levels; leverage “fighting” brands
- Dedicated sales team with significant expertise
- Serving major markets; > 95% delivered product



New Branch Openings

Proven model with
13 existing sales
centers with \$210M
revenue; high ROS

Grow to 40+
Agronomic/Erosion
Control Sales
Centers by 2030

- ✓ Tennessee
- ✓ Georgia
- ✓ Florida

Planned: DFW, Houston, Boston

SiteOne Hardscapes Strategy



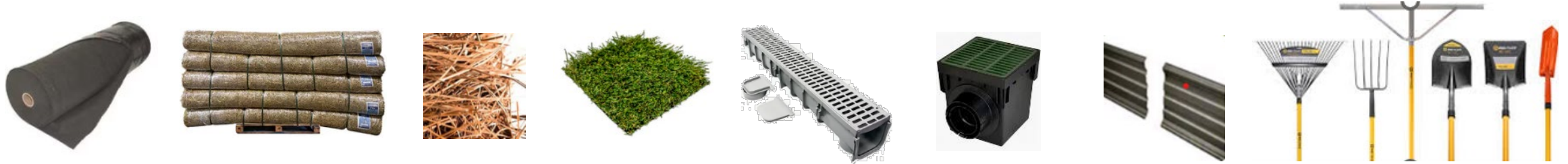
\$7.2B
Est.
Market Size¹

\$1.2B
2025
Revenue

17%
Market
Share²

- Leverage purchasing scale; simplify offering
- Optimize product mix – shift into higher margin private brand and natural stone
- Promote system selling w/ Lighting, Drainage, Tools, and Bulk Materials

SiteOne Landscape Supplies Strategy



\$6.4B
Est.
Market Size¹

\$0.6B
2025
Revenue

9%
Market
Share²

- Leverage private brands across categories to drive profitable growth
- Partner closely with key suppliers on marketing, merchandising and sales opportunities
- Win larger erosion control customers through the Agronomic Sales Centers
- Execute merchandising strategies to increase impulse purchases
- Utilize online channel to reach small customers

SiteOne Nursery Strategy



\$7.3B
Est.
Market Size¹

\$0.5B
2025
Revenue

7%
Market
Share²

- Leverage purchasing scale; execute long range forecasting with select partners
- Deliver unique genetics and premium sizes via Portfolio[®] brand
- Grow direct business to gain market share

SiteOne Lighting Strategy



\$1.7B
Est.
Market Size¹

\$0.2B
2025
Revenue

12%
Market
Share²

- Leverage Pro-Trade® brand to gain market share
- Exploit Holiday Lighting niche
- Co-market with Hardscapes
- Utilize online channel to reach small customers

Private Brand Strategy

LESCO[®]

EST. 1962

Fertilizer/Seed
Pesticides
Specialty Chemicals
Equipment

SiteOne[™]
Green Tech

Complex water
management systems

PRO-TRADE[®]

Lighting
Long Handle Tools
Erosion Control
Synthetic Turf

SOLSTICE[®]
STONE COLLECTIONS

Natural Stone

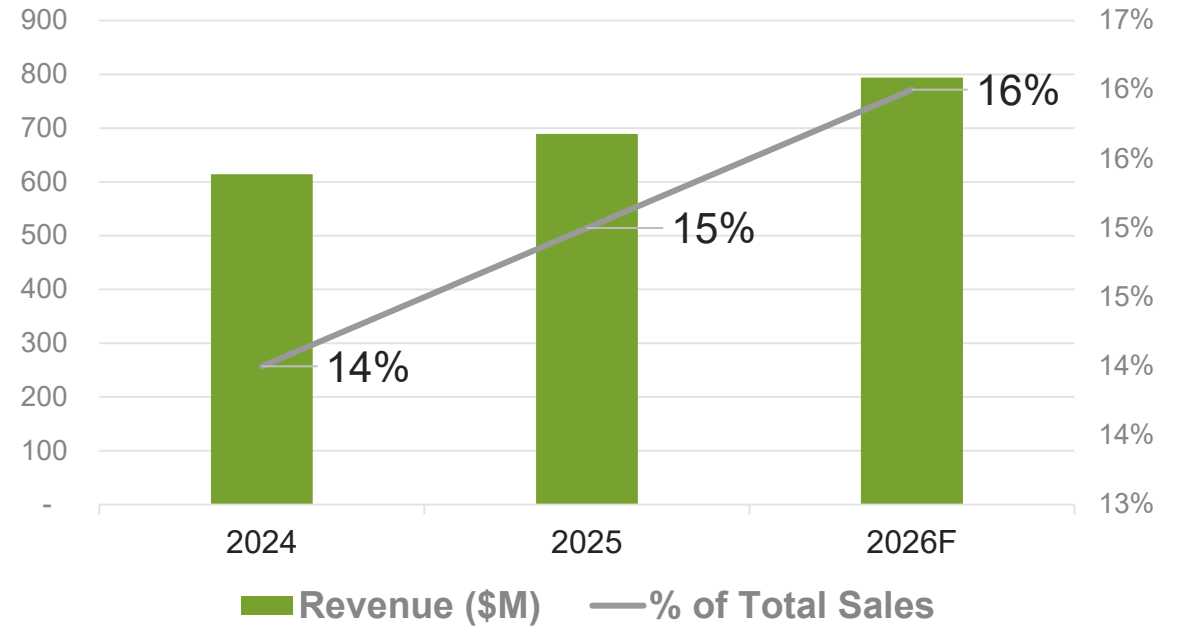
PORTFOLIO
NURSERY COLLECTION

Premium Plants
New Genetics

Established

Newer/
Rapidly Growing

PRIVATE BRAND GROWTH



- Growing penetration +100bps/year
- Brands only at SiteOne
- High quality products, competitive pricing
- Higher margin drives SiteOne GM%

Organic Growth

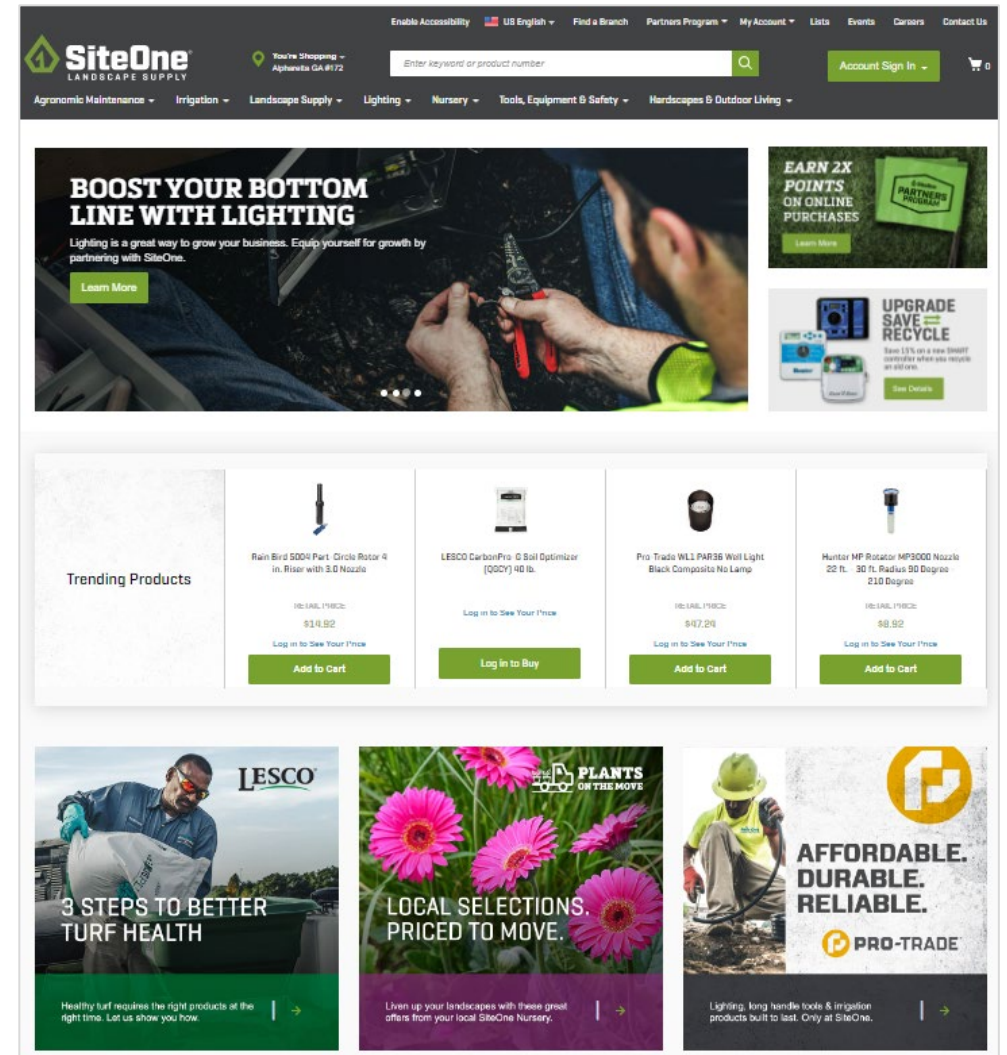
Digital

Carl Sukenik | SVP, Digital & Analytics

Digital Vision

A seamless customer experience that is consistent across channels, dependable, fast and tailored to the customer.

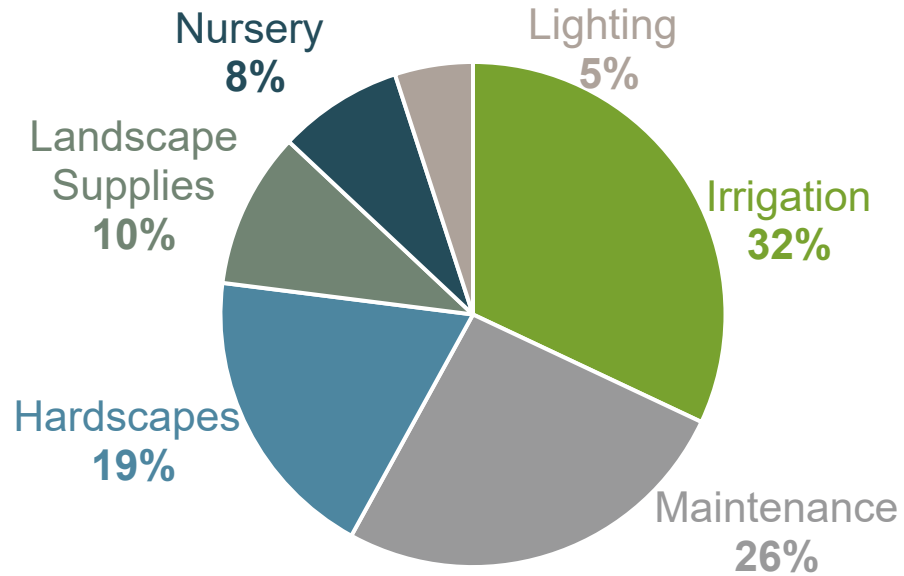
- **Customer:** Saves customers time and money through convenience
- **Associate:** Enhances and improves efficiency of Associate/Customer interactions
- **Financial:** Leverages our branches and inventory; lowers transactional cost to serve



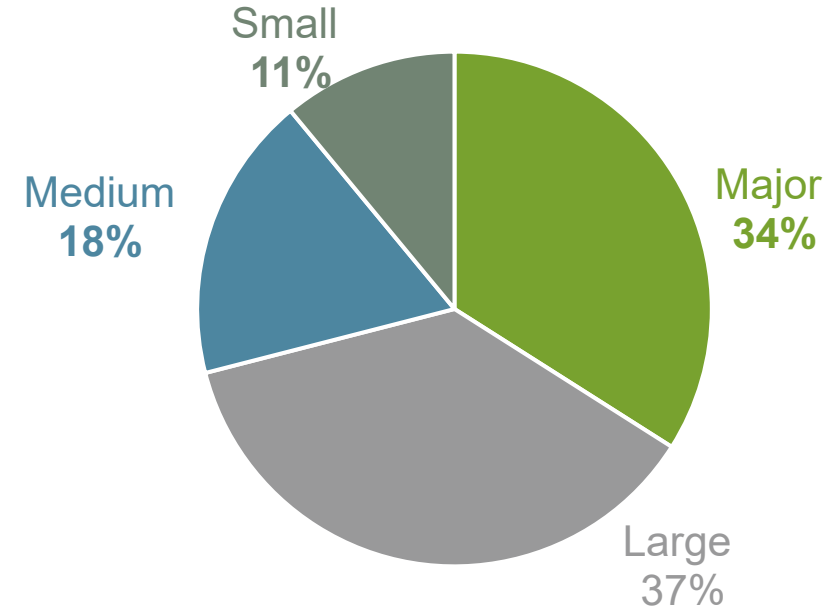
Differentiates SiteOne from the competition

Digital Snapshot

DIGITAL SALES BY LOB



DIGITAL SALES BY SEGMENT



DIGITAL CUSTOMERS

SELF-SERVICE USAGE

67K

Self-Service “Active” Accounts¹

DIGITAL PURCHASING

49K

Digital Purchasers

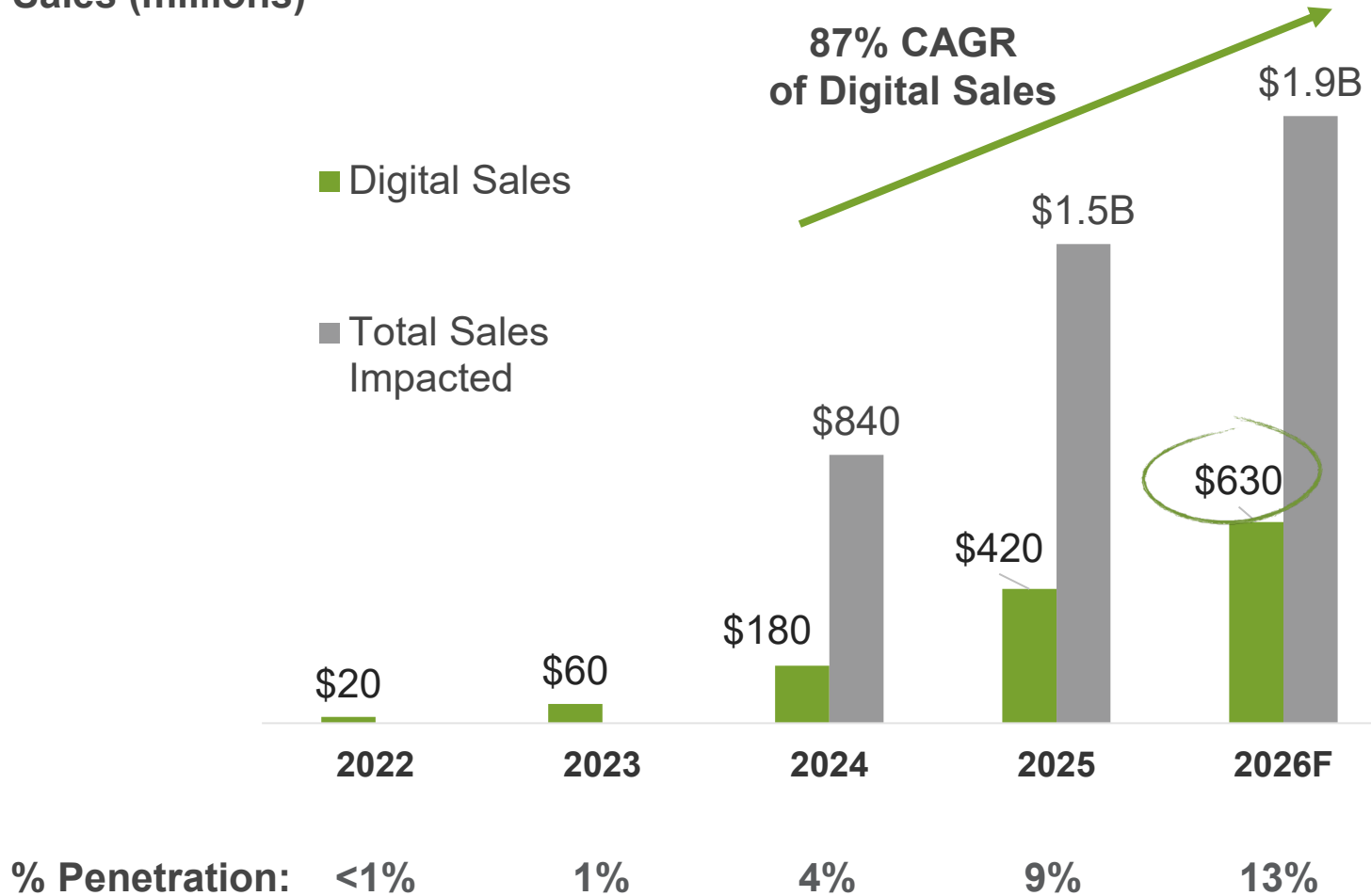
10K

Digital “Regular” Purchasers²

1) “Active” customers are those with >\$1K in SiteOne sales R12.
 2) “Regular” customers have 1 or more Digital transactions in 3 different months in prior 12 months.

Digital Engagement

Sales (millions)



Benefits

- Accelerated organic growth
- Labor savings
- GM rate benefit
- Reduced handling and transportation costs
- Lower inventory carrying cost

SiteOne Digital Initiatives

PLATFORM FUNCTIONALITY & PRODUCTIVITY

- **Seller Digital Tools** – Speed, accuracy, and conversion
- **Digital Quotes** – Automated across desktop and mobile
- **Project Services** – Commercial project workflows

CUSTOMER SEGMENT USE CASES

- **Large Customer Integration** – Procurement-platform functionality and integrations
- **Business Management Software (BMS) Features** – Small and mid-sized customer features
- **Stockroom / Replenishment** – Easy re-order and inventory management

BROADER ASSORTMENT & FASTER FULFILLMENT

- **Expanded Assortment** – Offer broader assortment
- **Direct Fulfillment** – Ship orders direct from DCs
- **Same-Day / Next-Day Delivery** – Faster delivery available

EBITDA Margin Expansion

Stephanie Hertzog | Division President, West

Shawn Delfausse | EVP, Supply Chain, Operational Excellence & IT

David Bannister | Chief Information Officer

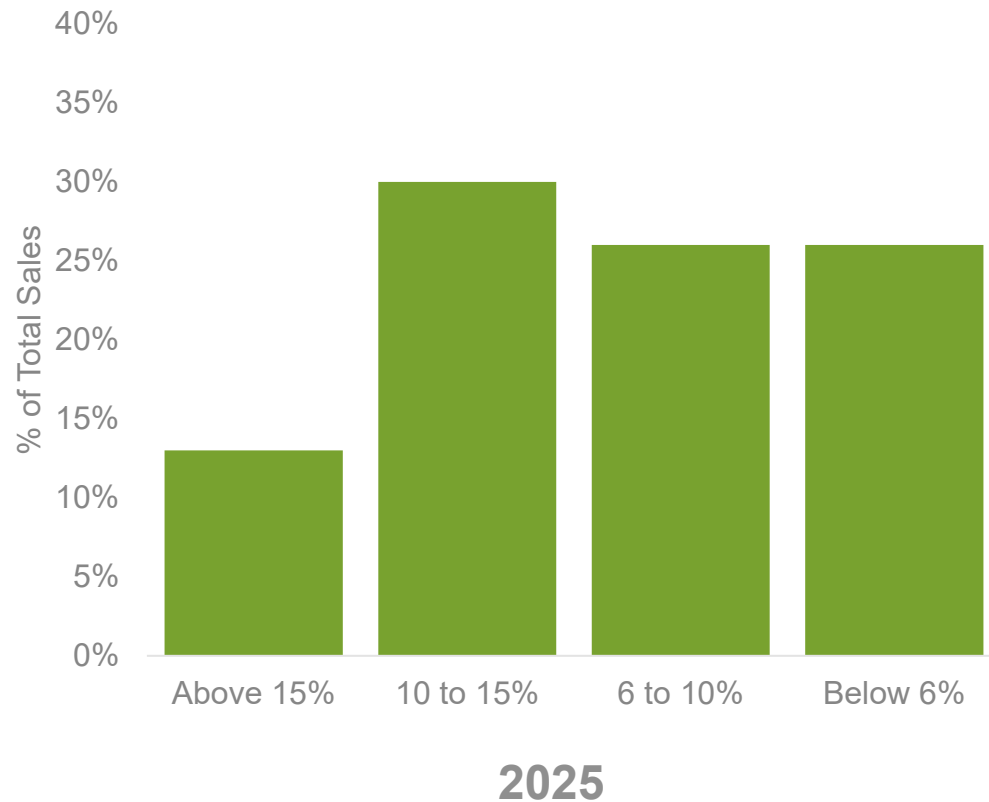
EBITDA Margin Expansion

Focus Branches + Pricing

Stephanie Hertzog | Division President, West

Focus Branch Improvement

Branch EBITDA% Distribution



- All regions and lines of business are represented across the performance spectrum
- Clear opportunity to shift toward a more normalized distribution
- Established playbook to systematically improve underperforming branches
- Demonstrated strong progress in 2025 and we expect to continue this for the next several years

The table excludes branches acquired in the current fiscal year and the prior fiscal year

Levers We Pull on Focus Branch Performance



TEAM

- Right leaders
- Line of business Expertise
- Clear roles & responsibilities
- Sales & Operations collaboration



FINANCIAL

- Sales coverage & culture
- Assortment & mix
- Pricing consistency
- Delivery P&L
- SG&A efficiency



CUSTOMERS

- Sales & Service metric execution
- Customer FIRST* execution
- Management routines
- Customer profitability



OPERATIONS

- Labor productivity & staffing model
- Delivery & operational efficiency
- Branch appearance and maintenance
- Branch consolidations

Systematic lever activation drives measurable, repeatable margin improvement at the branch level

Branch Turnaround in Action

STANDARD BRANCH IN SOUTHEAST

(000)s	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue	5,557	5,695	6,528
YoY %	-7.3%	2.5%	14.6%
Gross Margin	1,550	2,003	2,347
% Sales	27.9%	35.2%	36.0%
SG&A	1,345	1,203	1,316
% Sales	24.2%	21.1%	20.2%
EBITDA	205	800	1,032
% Sales	3.7%	14.1%	15.8%

- 2021 Acquisition
- Developed branch leadership post-acquisition
- Exited low-margin accounts and diversified lines of business to grow revenue
- Improved procurement strategy to expand gross margin
- Right-sized staffing to current business scale

Key Takeaway: Developed leadership and procurement discipline accelerated both revenue growth and margin recovery

Branch Turnaround in Action

NURSERY / STONE CENTER IN MIDWEST

(000)s	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue	6,232	7,070	8,215
YoY %	17.7%	13.4%	16.2%
Gross Margin	2,016	2,487	2,935
% Sales	32.3%	35.2%	35.7%
SG&A	1,770	1,855	2,093
% Sales	28.4%	26.2%	25.5%
EBITDA	250	635	842
% Sales	4.0%	9.0%	10.2%

- New Branch leader in 2023 who upgraded team talent
- Product Offering expansion: bulk, natural stone
- Dialed in the product assortment, improving buying and reducing inventory obsolescence
- Drove adoption of MobilePRO in yard to serve customers faster
- Reinvested in equipment, improving labor productivity and enabling better service to customers

Key Takeaway: Stronger leadership, product expansion and enhanced productivity drove improvement in profitability

Operational Excellence Accelerators



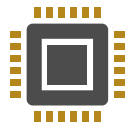
Gold Standard locations

- Line of Business specific centers of excellence
- Recognized for achieving superior results via world class execution
- Market hub for training and development



Regional OpEx & LOB teams

- Organizing SMEs by area of expertise to support regional execution
- Share and implement best practices across our network
- Incentives & goals aligned to our regional field leaders' financial results



Leveraging Data & Technology

- Developing a full suite of sales and operations reporting, providing clear and actionable insights
- Fine tuning and driving adoption of industry leading technologies that improve productivity and the customer experience (MobilePRO, SiteOne.com, Delivery systems)

SiteOne Pricing is a Strategic Advantage

STRATEGY

- Consistently deliver right pricing for right customer/project
- Optimize margin dollar growth
- Implement KVI strategies to drive competitive price perception
- Give field autonomy to adjust as needed
- Provide metrics to mitigate margin leakage



TEAM

- Experienced, fast-moving talent
- Integrated with local field teams
- Aligned with category leaders
- Partnered with suppliers



ADVANTAGE

- ✓ Enables gross margin expansion and market share gains
- ✓ Can navigate through significant volatility (inflation/deflation, tariffs) while maintaining gross margin dollars

AI Enabled Pricing Software

Foundational Offerings

1. AGENTS

Agents monitor data to recommend, quantify & prioritize pricing activities – focusing team on where to capture value

2. DATA QUERY

Converse with data to uncover insights and assign actions

3. AI OPTIMIZATION

Optimize pricing using prebuilt AI models

AI OPTIMIZATION USE CASES

Negotiation Guidance

Win Rate Optimization

Product Recommendations

Demand Forecasting

List Price Optimization

EBITDA Margin Expansion

Procurement, Supply Chain & Delivery

Shawn Delfausse | EVP, Supply Chain, Operational Excellence & IT

SiteOne Supply Chain Pillars

Efficient Inventory Management

- Optimal product sourcing
- Adaptive backbone for forecasting and replenishing
- Efficient, centralization of replenishment

Optimized Transportation and Delivery

- Best cost / service model
- Optimized transportation decisions
- World-class delivery efficiency and customer experience

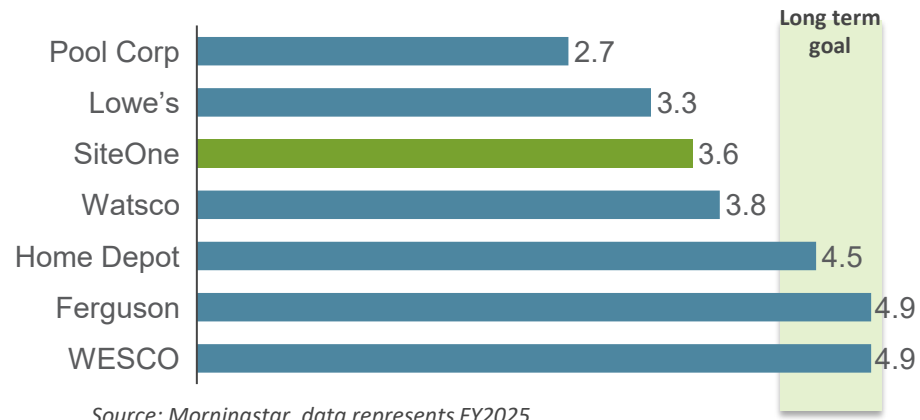
Low-Cost Distribution

- Inbound consolidation of product
- Deep inventory levels near branches / customers
- Enable optimal inventory and transportation decisions

Provide the right product, at the right time, for the best value!

Inventory Management Initiatives

Inventory Turnover



- Streamline private brands / import procurement and planning process
- Assortment Management
 - 100% defined assortment (All LOBs/Branches)
 - Continue to right size inventory where assortment has been defined

Sourcing Opportunity

- Sourcing optimization for freight intensive Nursery & Hardscape lines via:
 - Data driven assortment decisions
 - Supplier and SKU consolidation
 - Improved supplier planning & forecasting (3-5 years out for Nursery)

Meaningful margin expansion opportunity through 2030

What's Next for Distribution Centers and Transportation

- Leverage expanded DC footprint
- Continue shift from “build” to “optimize”
- Develop customer drop ship capabilities
- Drive inbound freight management to 75%+



↑ **Customer Experience**

↑ **Sales**

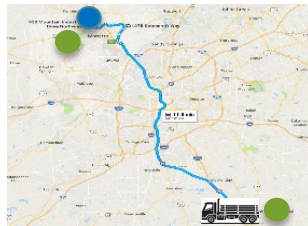
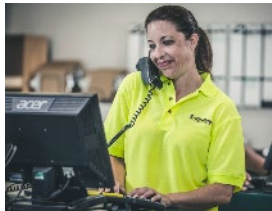
↑ **Gross Margins**

↓ **SG&A**

Customer Delivery Journey

2016

- Whiteboard, paper-based tracking
- Manual execution
- Localized, “gut” based fleet procurement decisions



Today

- Digital delivery execution and established processes
- Automated customer alerts, tracking, and surveys
- Standardized fleet catalog

DESCARTES™



What's Next

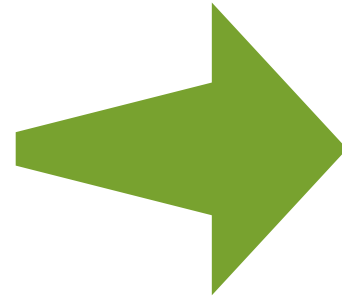
- Leverage local scale and routing technology to lower cost and improve customer experience
- Maximize customer delivery from suppliers, DCs, and larger sales centers
- Delivery fee standardization



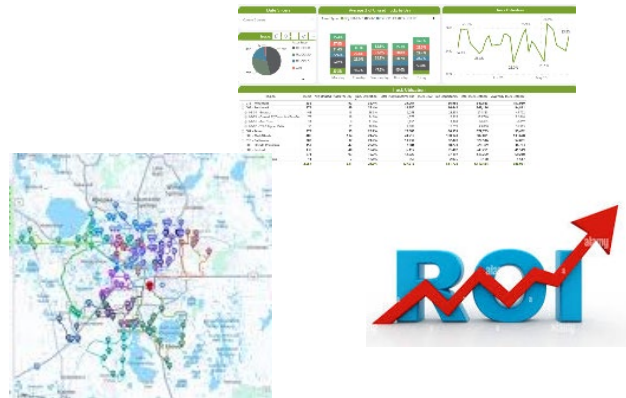
Customer Delivery Journey

What's Next

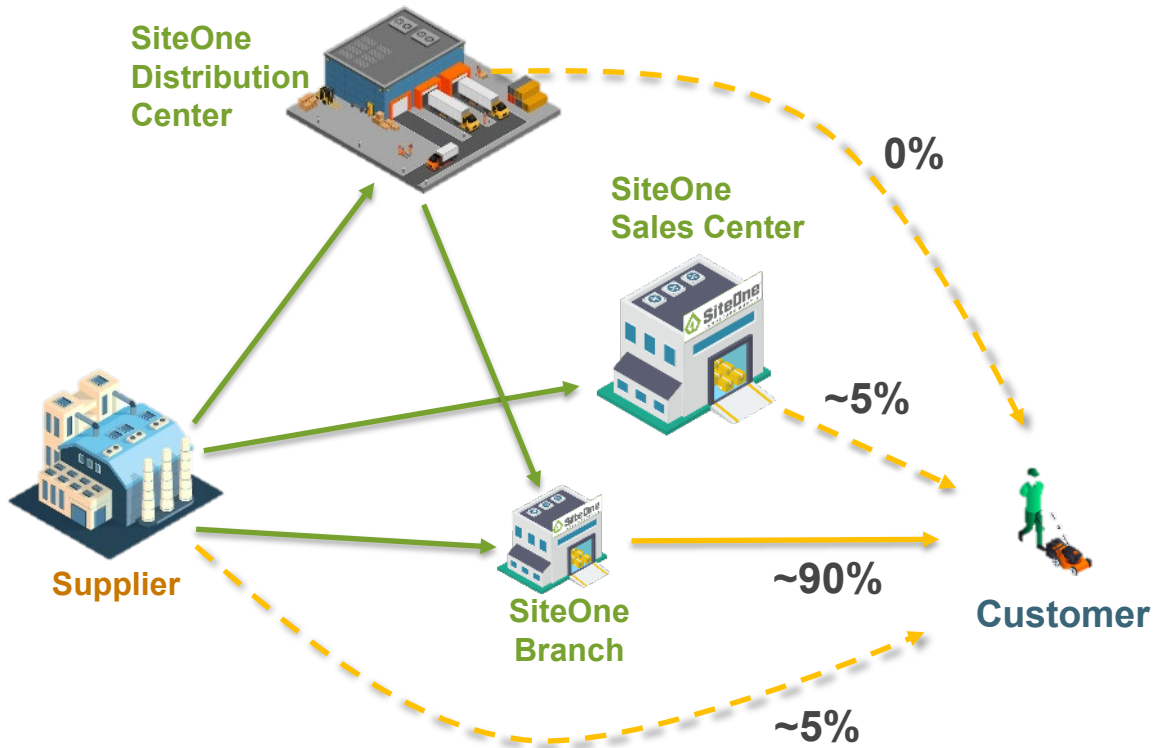
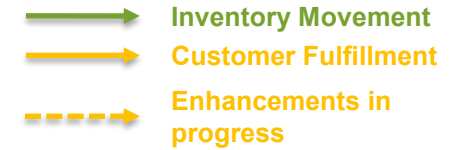
- Leverage local scale and routing technology to lower cost and improve customer experience
- Maximize customer delivery from suppliers, DCs, and larger sales centers
- Delivery fee standardization



Opportunity to reduce net delivery expense across our markets while improving the customer experience

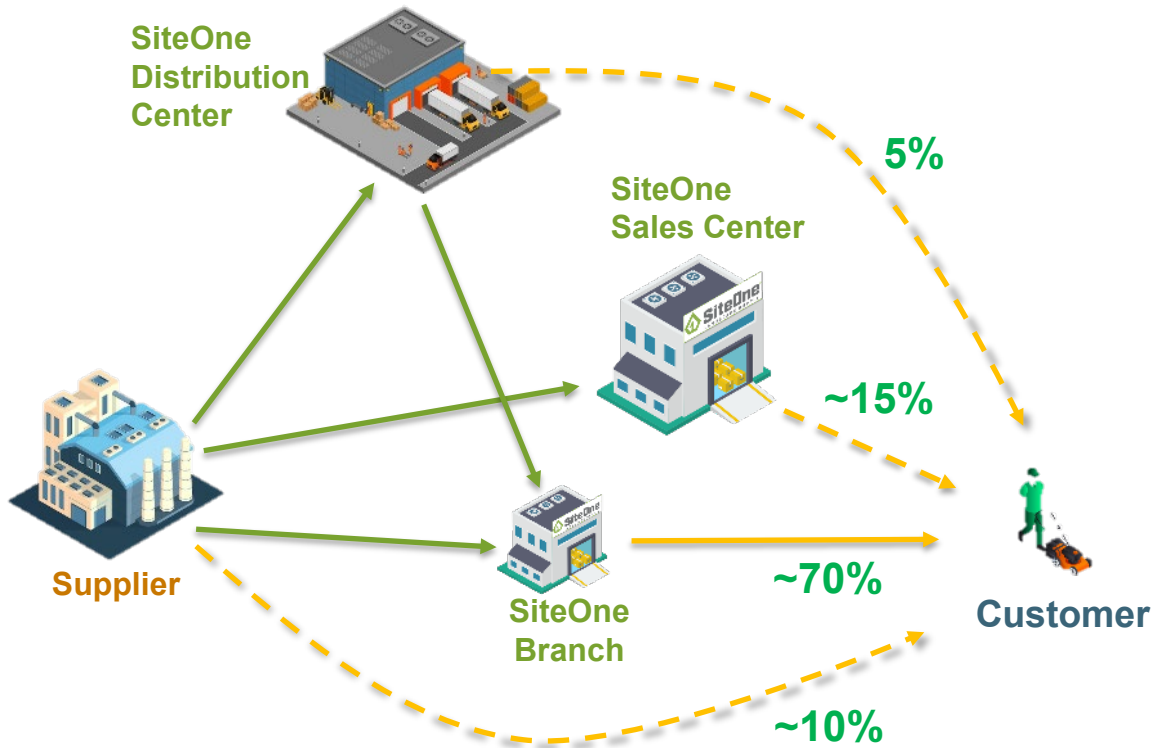
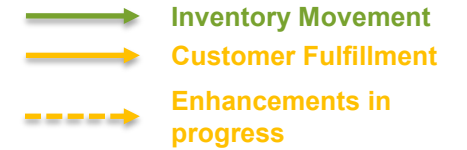


Current Fulfillment Network



- **Branches:** The core of our network servicing walk-in and delivery for all customers
- **Sales Centers (SC):** Delivery & fulfillment for large customer orders, freight intensive products
- **Distribution Centers:** Efficient re-distribution of product and fast, effective customer fulfillment for smaller parcel shipments
- **Supplier Direct:** Low touch, low-cost fulfillment from local/regional suppliers directly to customers (*Nursery, Bulk*)

Future Fulfillment Network



- **Branches:** The core of our network servicing walk-in and delivery for all customers
- **Sales Centers (SC):** Delivery & fulfillment for large customer orders, freight intensive products
- **Distribution Centers:** Efficient re-distribution of product and fast, effective customer fulfillment for smaller parcel shipments
- **Supplier Direct:** Low touch, low-cost fulfillment from local/regional suppliers directly to customers (*Nursery, Bulk*)

Enabling low-cost fulfillment and higher service levels to gain market share

Supply Chain Summary

Key Remaining Initiatives

Maturity Assessment

Efficient Inventory Management

Nursery & Hardscapes



Other Product Lines



- Nursery / Hardscapes sourcing synergies
- Assortment Mgt fully rolled out
- Inventory optimization, 4.5X+ turns

Optimized Transportation and Delivery

Transportation



Delivery



- 75%+ Freight under Management
- Market based delivery optimization
- Standardized Delivery Fee across markets

Low-Cost Distribution

Distribution Centers



Sales Centers (SC)



- Leverage our expanded network
- Drive Labor & Sqft. leverage
- Continue Sales Center rollouts, driving market share gains

EBITDA Margin Expansion

Systems, AI + Automation

David Bannister | Chief Information Officer

Technology

What We've Done

- Selected and **implemented** our **core technology platforms**
- Stabilized and **secured** our **critical systems**
- Consolidated and **centralized** our **data**



What's Next

- Continue to **enhance our point of sale** and MobilePRO to **serve customers faster**
- Fully realize supply chain efficiencies** through deeper integrations of our purchasing, transportation and warehouse management systems
- Leverage our data** to drive deeper analytics, unlocking **sales growth & increased margin**
- Develop and execute our AI strategy** to accelerate value creation

AI Strategic Focus

We expect to focus our AI investments on domains that yield benefits in the following areas:

Customer Experience

- Differentiated customer experiences
- Improved service
- Reduced friction

Associate Productivity

- Associate effectiveness
- Operational and service efficiency
- Improved customer service

Automation

- Increased throughput
- Internal expense savings
- Consistent execution

Priority Areas of AI Focus - 2026

1

Sales Enablement

- Increased seller productivity
- Automating administrative tasks
- More time in front of customers

2

Project Services

- Automating material takeoffs
- Reduced turnaround time
- Increased Volume and Customer Experience

3

Pricing Optimization

- Reduced margin leakage
- More competitive bids, increased win rate
- Faster price updates

4

Associate Training

- More effective training and coaching
- Faster new associate ramp-up
- Better customer experience

Q&A

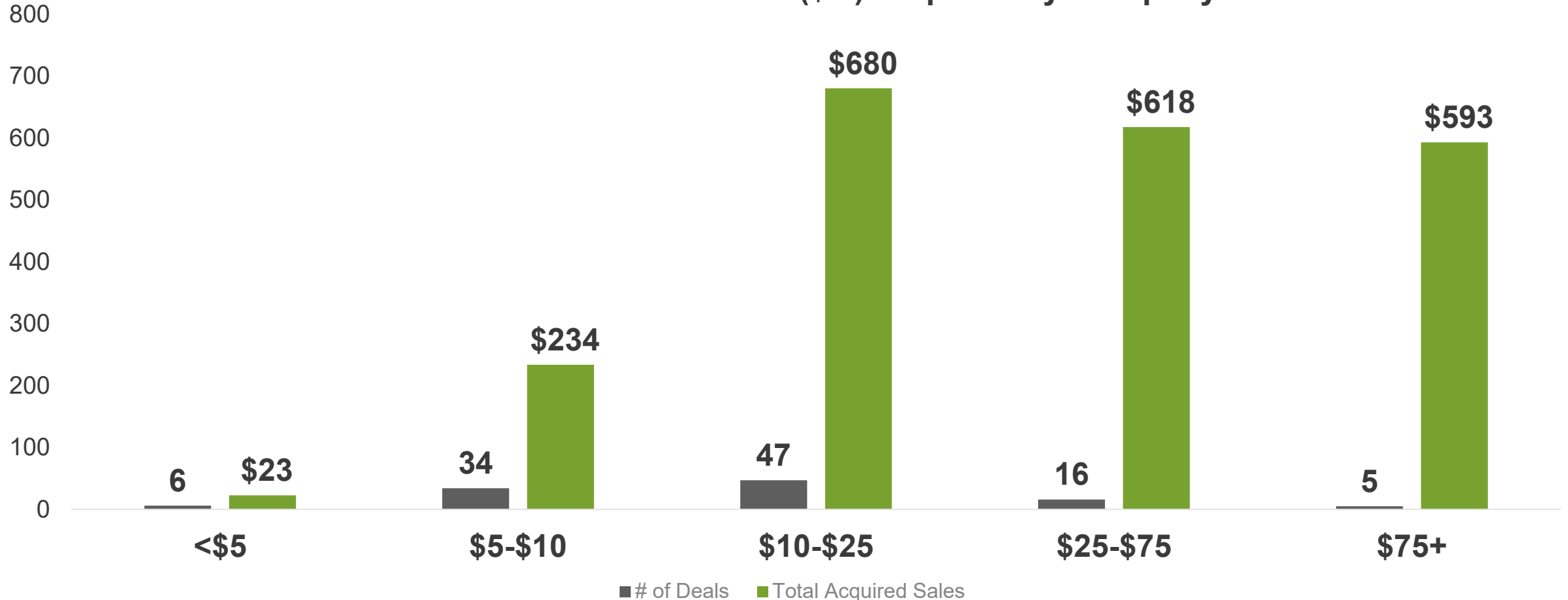
Break

Acquisitions and Greenfields

Daniel Laughlin | SVP, Strategy and Development

12-Year Acquisition History

Annualized Sales (\$M) Acquired by Company Size



TOTAL ACQUIRED SALES = 108 companies w/ \$2.1 Billion Annualized Sales

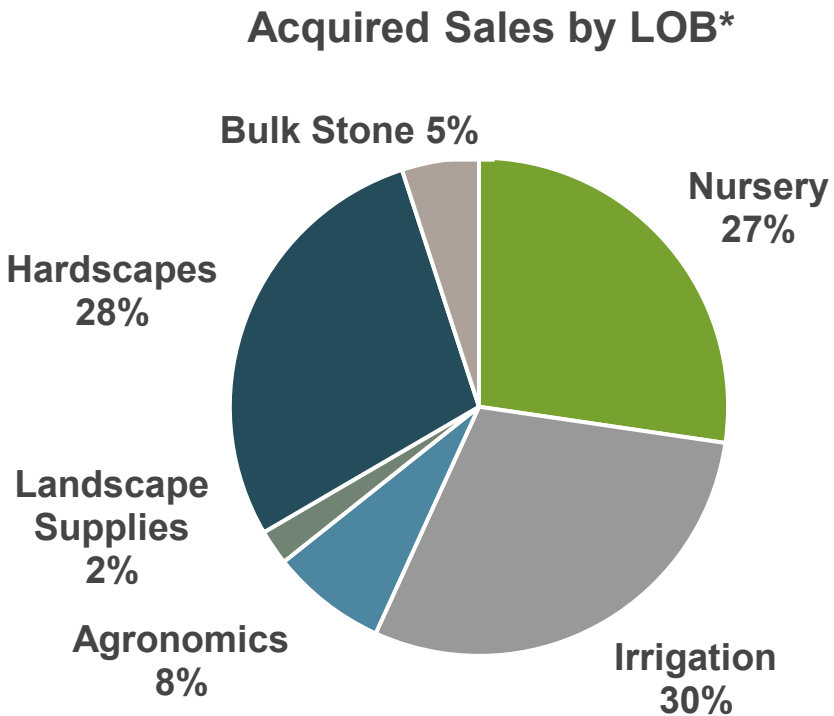
Acquirer of Choice: Key Elements

Local Autonomy	Autonomy to run the business, long term, as a part of the broader SiteOne strategy
Strategic Focus	Solely focused on the landscaping industry
Long-Term Stability	Financially strong, long-term home, with a great reputation and long list of references
Cultural Alignment	Our focus is on associates and customers, in line, with private companies with great owners
Trust and Integrity	We are transparent and we do what we say we will do
Respectful Integration	We take the time to learn our acquired companies and grow stronger with them
Flexible Deal Structure	We tailor deals to each owner's specific objectives to include post-close upside and buy-in

Who Do We Target for Acquisitions?

- Strong owners with strong teams
- Highly regarded in their Line of Business by customers in the market
- Above average financial performance and growth
- Fill gaps in our market coverage; enhance our position

How We Have Historically Captured Synergies



100% = \$1.2B

* 2014 – 2019 Acquisitions

Avg Beginning ROIC*¹

11%

Avg 2025 ROIC*¹

16%

3.5%

1.0%

0.5%

11%

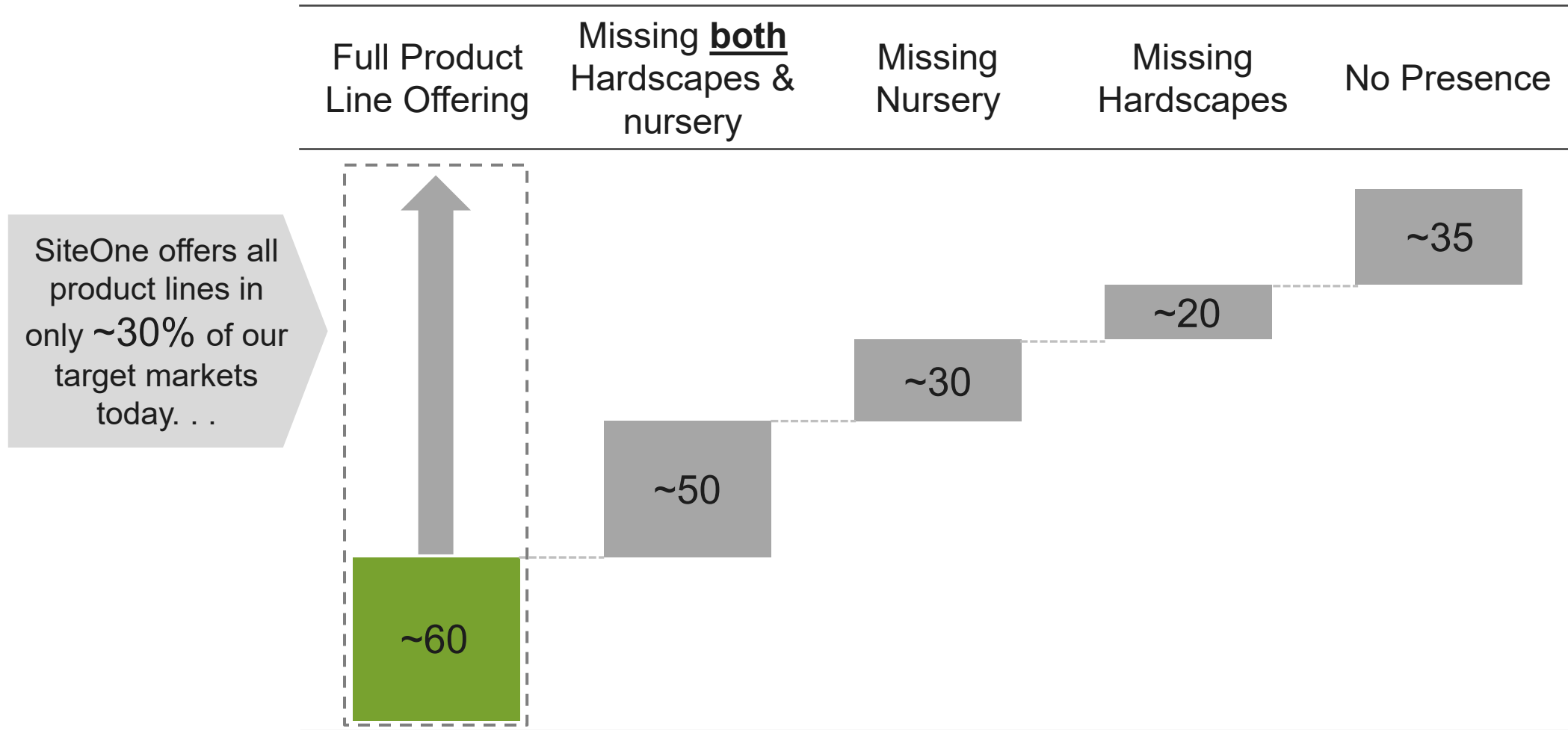
Revenue Growth ~350 bps
Cross selling, additional line of business offerings, & growth

Gross Margin Expansion ~100 bps
Purchasing synergies & product mix

SG&A Leverage ~50 bps
Consolidation synergies

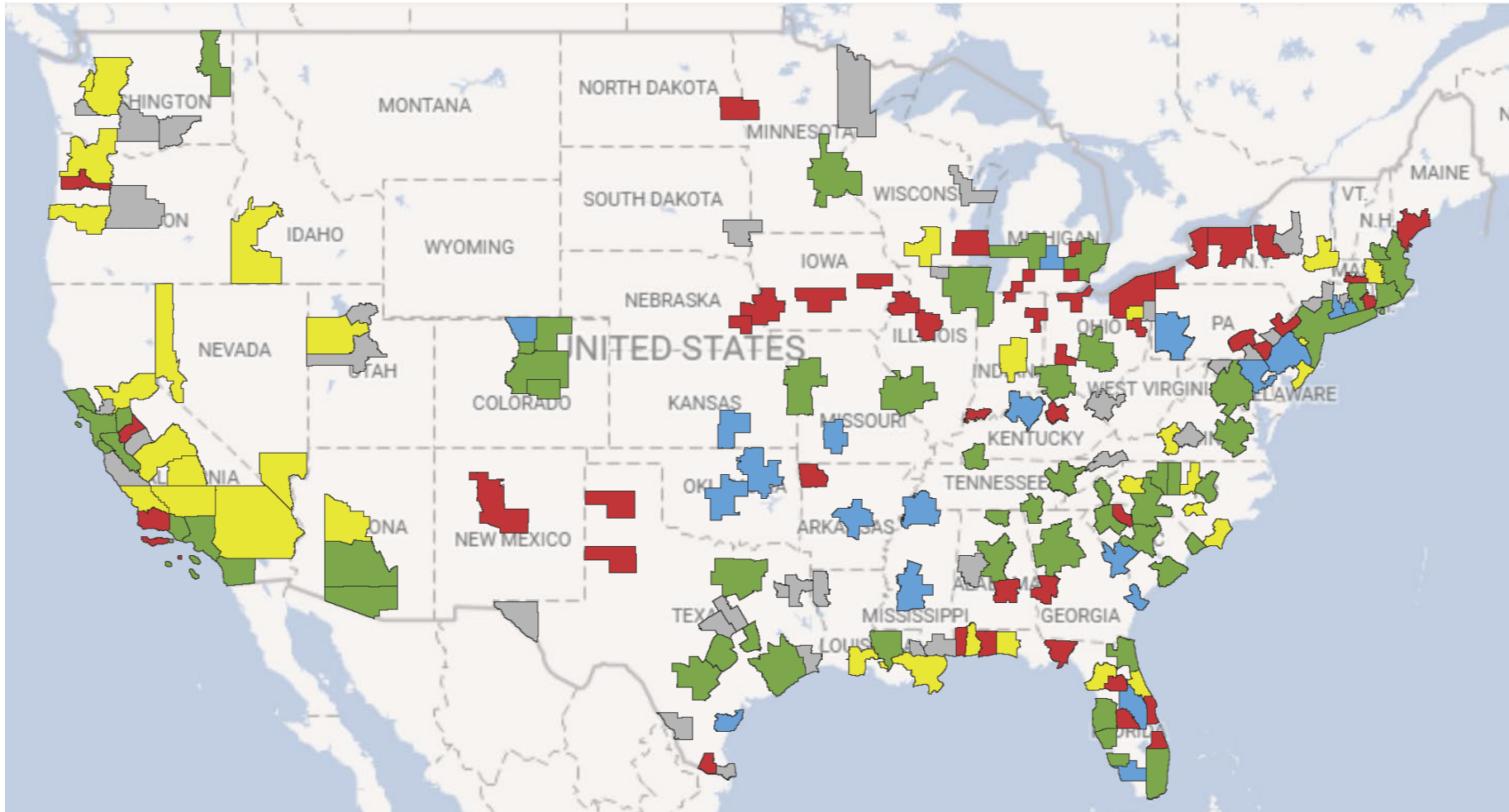
Meaningful Whitespace for Future Expansion






Markets served¹



1. Target markets as of Q1 2026 are represented by Metropolitan Statistical Areas (“MSAs”) where SiteOne currently has a presence or MSAs with a population above ~250k, which covers ~80% of the total U.S. Population.

Significant Product Expansion in Key Markets



-  ~60 MSAs serving all product lines
-  ~50 MSAs without Hardscapes and Nursery
-  ~30 MSAs without Nursery
-  ~20 MSAs without Hardscapes
-  ~35 MSAs with no SiteOne presence

Complementary Greenfield Strategy

2020 – 2025 HISTORY

- 17 greenfield branches (3-4 per year)
- Standard (12), Hardscapes (4), Agronomic (1)
- Contributing \$81M sales, EBITDA% = 10%, high ROIC in 2025
- Opportunistic approach driven by local management, supported by the center
- Secondary to acquisition growth

GROWTH TARGETS GOING FORWARD

- 5 to 10 new locations opened annually
- Agronomic Sales Centers and Standard Branches will be primary growth vehicles
- Above average ROS and high ROIC
- Intentional strategies to complete market coverage and achieve low cost to serve
- Complementary to acquisition growth

Increased high-return greenfield investments to support organic growth

Remaining Landscape Industry Pipeline

Annual Sales Range (\$M)	AVAILABLE INDUSTRY DISTRIBUTORS		ACTIVE RELATIONSHIPS	
	# of Companies	Total Sales (\$M)*	# of Targets	Total Sales (\$M)*
<\$5	480	1,100	50	150
\$5-\$10	400	2,400	90	600
\$10-\$25	190	2,800	70	1,000
\$25-\$75	70	2,800	40	1,400
\$75+	15	4,100	10	3,200
Total	1,155	13,200	260	6,350

Supports the acquisition of \$200M to \$300M annual sales per year for the next 10 years

M&A pipeline remains robust to support future performance and growth

Acquisition Growth Summary

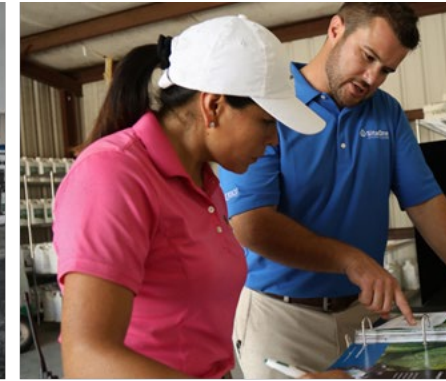
- We are the market leader with a strong reputation as the acquiror of choice in our industry
- With only 13% market share, acquisitions will continue to play a significant role in filling out our lines of business across all markets
- We have deep experience in capturing synergies with acquired companies across all lines of business
- We will open new branches selectively to complement our acquisition strategy and enhance our ROIC
- We expect to add over \$2 billion in acquired sales over the next decade

Culture + Talent

Joseph Ketter | EVP, Human Resources

Great Place to Work

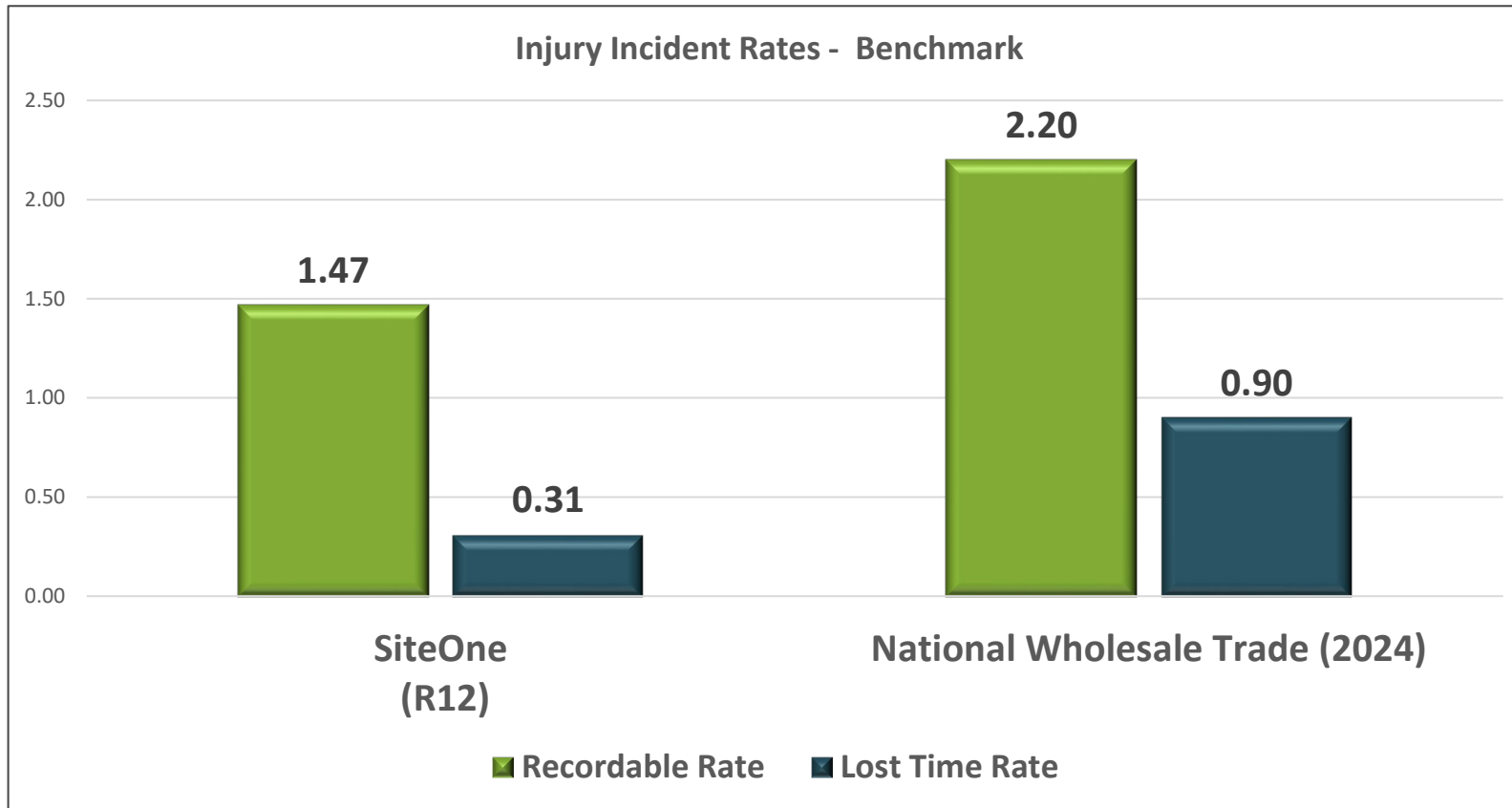
- Safety starts with caring
- Strong values and team-based culture
- Industry-leading strategies focused on attracting, developing, retaining and rewarding top talent
- Our culture and talent strategies make us the “Employer of Choice” in our industry



SiteOne Safety

SAFETY
STARTS WITH

CARING



Key Success Factors

- Leadership Commitment
- Operational Integration
- Accountability
- Open Communication
- Local Engagement
- Continuous Improvement

Clear Objectives

- 100% safe behaviors
- Zero incidents

We care for the safety of our teams to ensure every associate returns home safe – every day

Building a Sustainable Talent Pipeline



ATTRACT

- Recognized Great Place to Work with a strong, values driven culture
- Unique blend of large company resources and small company feel
- Competitive total rewards and growth opportunities
- Strong employer brand



HIRE

- Specialized recruiting pillars
- Proactive sourcing and early talent
- Tech-enabled, efficient processes
- Associate referrals
- Outperforming industry benchmarks
- Building branch bilingual capabilities
- Decreasing cost per hire



RETAIN

- Consistent growth creates career opportunities
- Significant investment in training and leadership development
- Internal mobility with 700+ promotions annually
- Ability to grow across roles and geographies

Strong talent pipelines support SiteOne's continued growth

Talent Development as Driver of Performance

FOUNDATION

Performance Management

- Annual Performance Process aligns goals and performance to business goals and outcomes
- Career ambitions and development plans



LEADERSHIP

Leadership Academy

All Leaders

Branch Manager Academy

Branch Managers

LEAD training

All Leaders

- Listen, Empathy, Advocate, Develop



SKILLS AND CAPABILITIES

Customers FIRST

Sales and Service training

DiSC training

Role based/ Product training



Reinforces culture, improves customer experience, and develops and retains talent

Skill Building – Product Training

- **Certification Training** designed to upskill our associates in each product category
- **Blended Approach:** On-demand, Instructor-Led, Practicums
- Taught by **local certified associates**
- **Pay increases** for level completions
- **Recognition & Rewards** with badging/wearables

Over 5,300 Product Certifications



Irrigation



Drainage



Agronomics



Lighting



Hardscapes



Pest Management



Nursery

Retaining and Rewarding Associates

REDUCING TURNOVER

- **Selection-** DNA “Fit” first
- **Onboarding-** leader-led
- **Environment-** safe and supportive
- **Training and Development-** real development with a path to grow
- **Pay-** reflective of market and qualifications

SITEONE VALUE PROPOSITION

- Market leader with growth
- Small company “feel” with large company resources
- Empowered associates who think and act like owners
- Clear growth opportunities
- Competitive pay and benefits
- We give back to our communities

PAY FOR PERFORMANCE

1. **Financial Performance**
 2. **Safety**
 3. **Customer/Sales Performance**
 4. **Strategic Goals**
- 70%
- 30%
- Aligned incentives from frontline to leadership
 - High Performers are recognized and meaningfully rewarded

Hire for culture, invest in growth and reward on performance

2025 Engagement Survey Summary

81%

participated in engagement survey

95%

recommend SiteOne as a **safe place to work**

94%

feel they are **treated with respect**

87%

believe strongly in SiteOne goals

83%

recommend SiteOne as a **great place to work**

86%

are considered **engaged** in their work

Willis Towers Watson Defines World Class as 85%

SiteOne Culture and Talent – Our “Special Sauce”

- Central to how we operate
- Enables
 - Consistent local execution
 - Strong customer service
 - Performance against our objectives
 - Scalable long-term growth



Provides a clear, lasting competitive advantage as we continue to grow

Financial Overview

Eric Elema | Chief Financial Officer

Key Financial Messages

- Track record of double-digit Net sales and EBITDA CAGR since IPO
- Expanded TAM and current market share provides significant opportunity for future growth organically and through M&A
- Well-positioned to improve EBITDA margin and ROIC
 - Price inflation recovery
 - Self-help initiatives
 - Accretive M&A
 - Disciplined capital management
- Proven M&A strategy and integration capabilities expected to deliver value-added growth

Expectations

- ↑ Organic Growth
- M&A Contribution
- ↑ Gross Margin
- ↓ SG&A as % of Sales
- ↑ EBITDA Margin
- ↑ ROIC

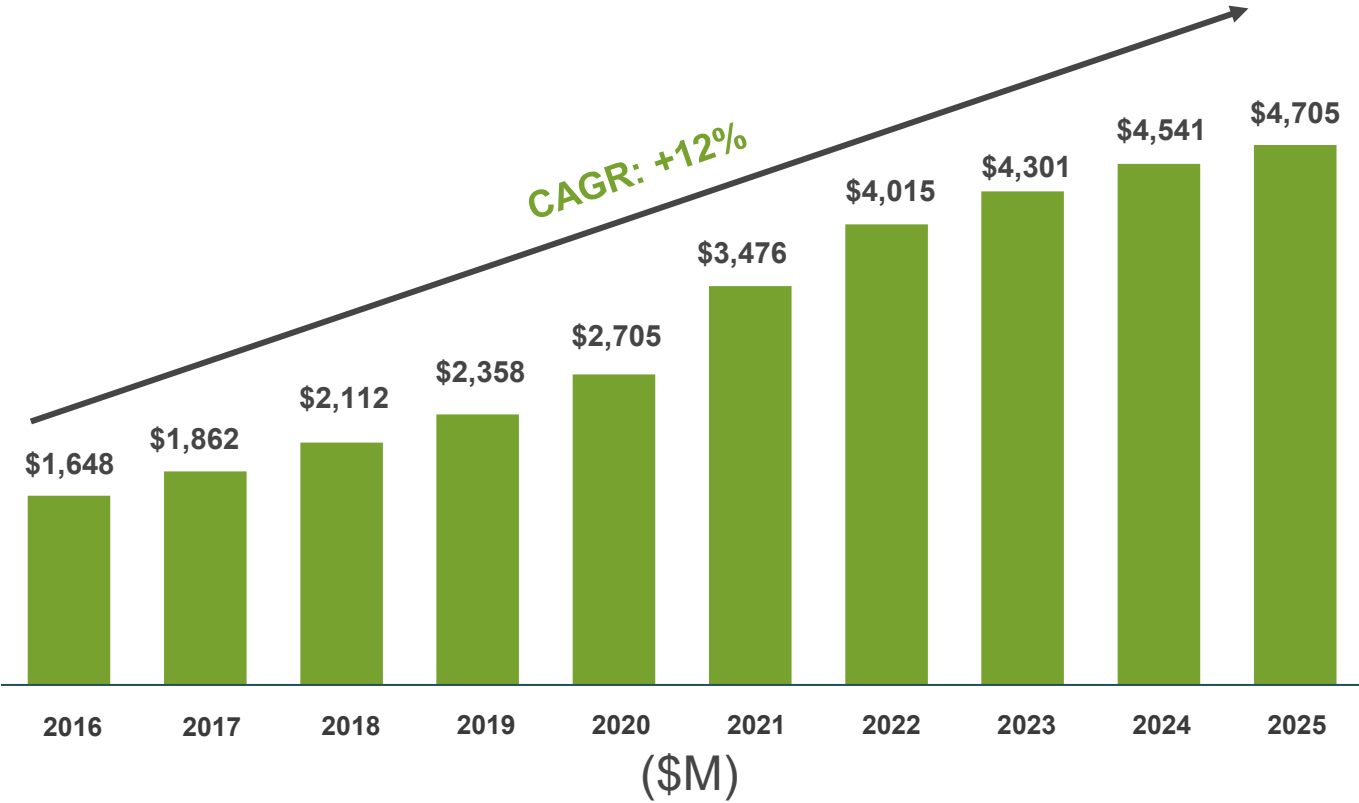
Financial Overview

(\$M)	2019	2025	2030 TARGET
Net Sales	\$2,358	\$4,705	\$7,000 - \$8,000 ¹
Organic Daily Sales Growth	5%	1%	6% - 8%
Gross Margin	32.8%	34.8%	36% - 37%
EBITDA	\$201	\$414	\$900 - \$1,050
EBITDA Margin	8.5%	8.8%	13%

¹Includes an assumption of ~\$1.1B for Net sales contribution from new acquisitions at the mid-point

Strong Foundation of Organic Sales Growth and Strategic Acquisitions

\$3B+ of sales growth 2016 – 2025



6%
Average annual Organic Daily Sales growth

~\$1.9B
Sales growth from Acquisitions¹

¹Contribution to Net sales growth from acquisitions for 2016 - 2025

Solid Adjusted EBITDA Growth Despite Market Volatility

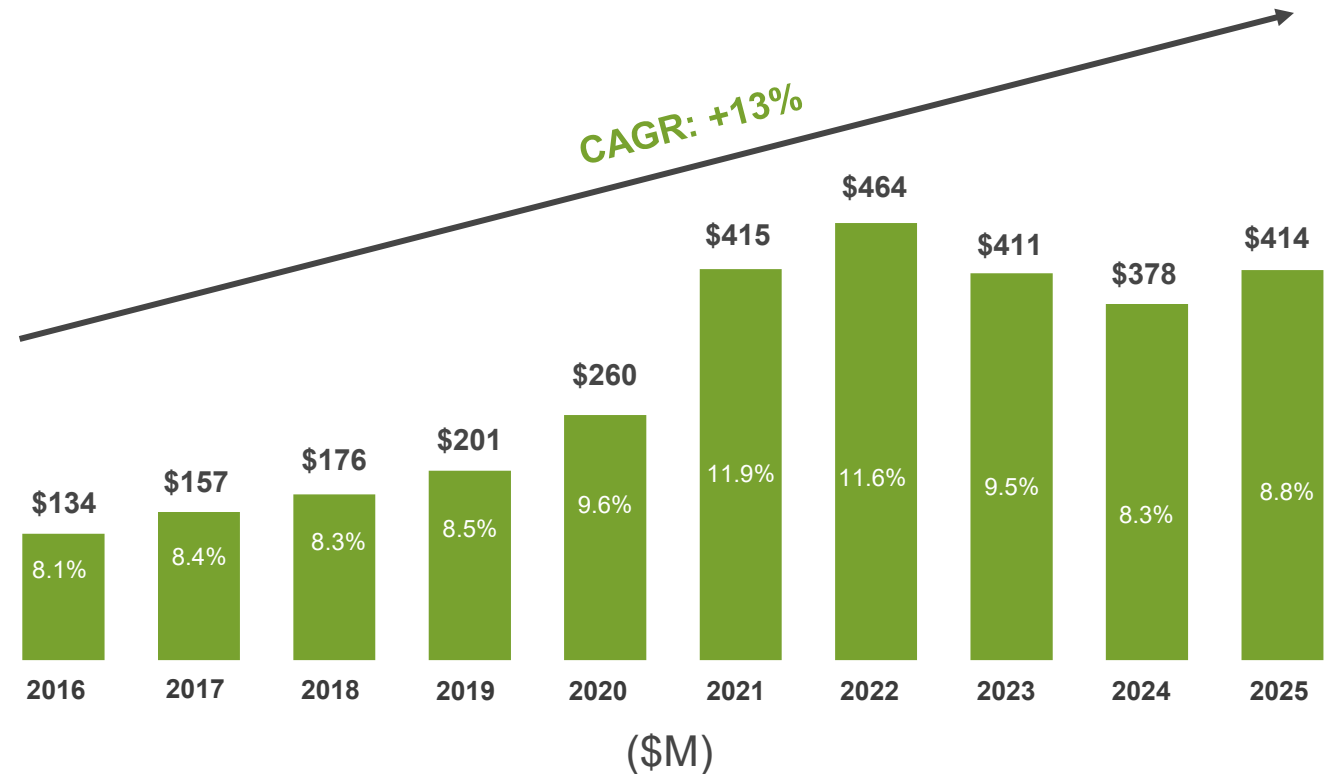
Gross Margin expansion of 350 bps

- 130 bps from acquisition product mix

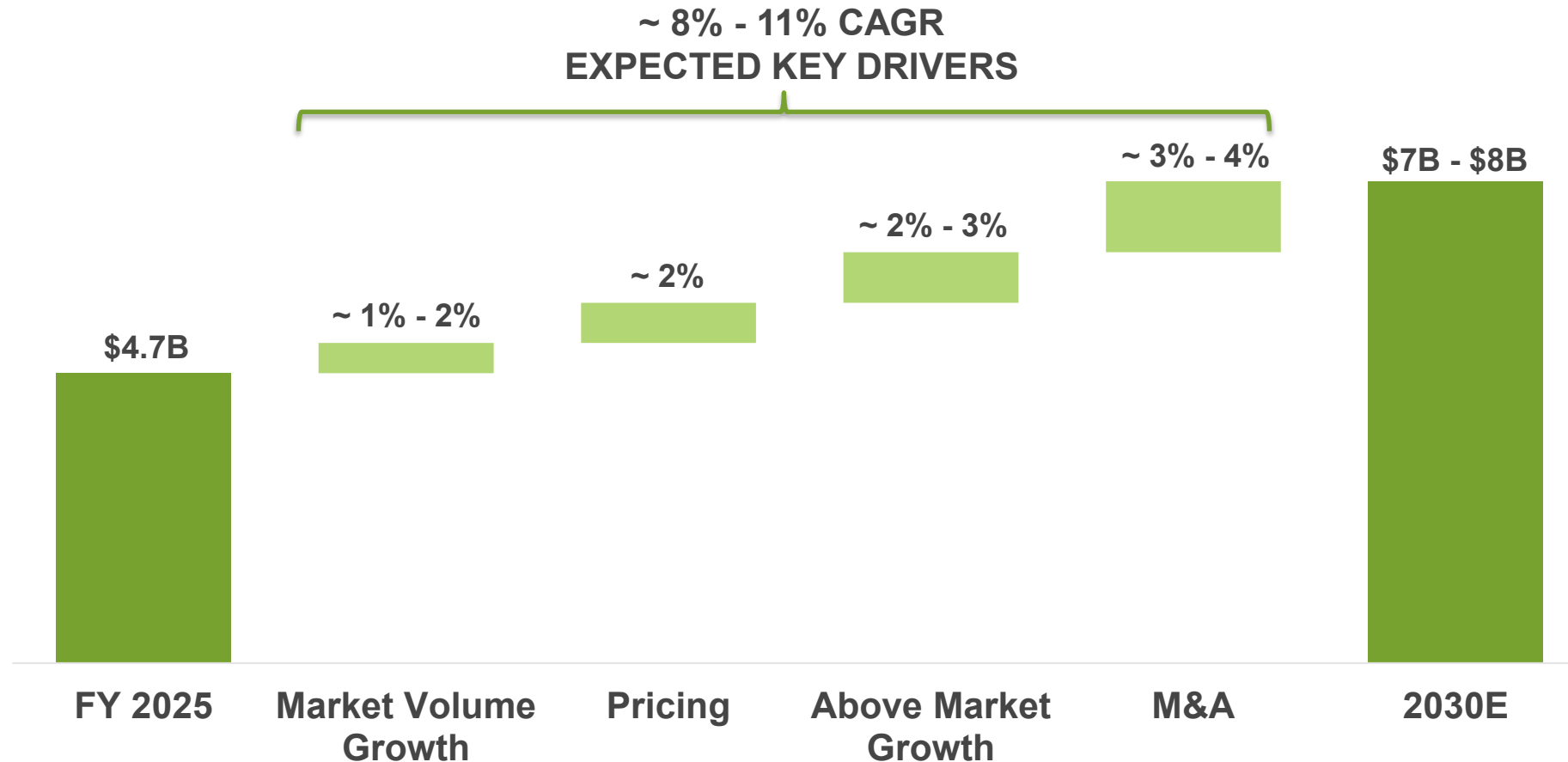
SG&A deleverage of 280 bps

- 130 bps from acquisitions
- 150 bps from price deflation, focus branches, lower end market demand & growth investments

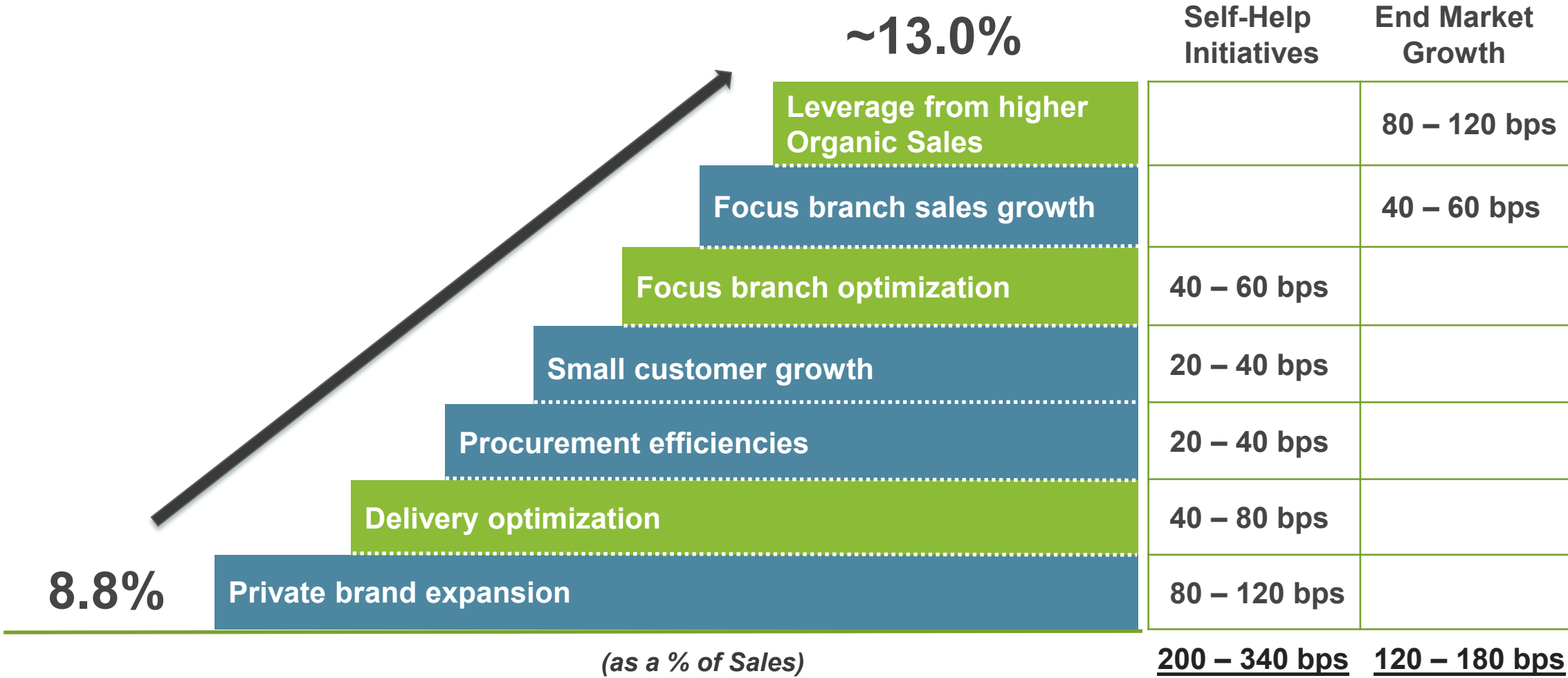
Adjusted EBITDA Growth of \$280M 2016 – 2025



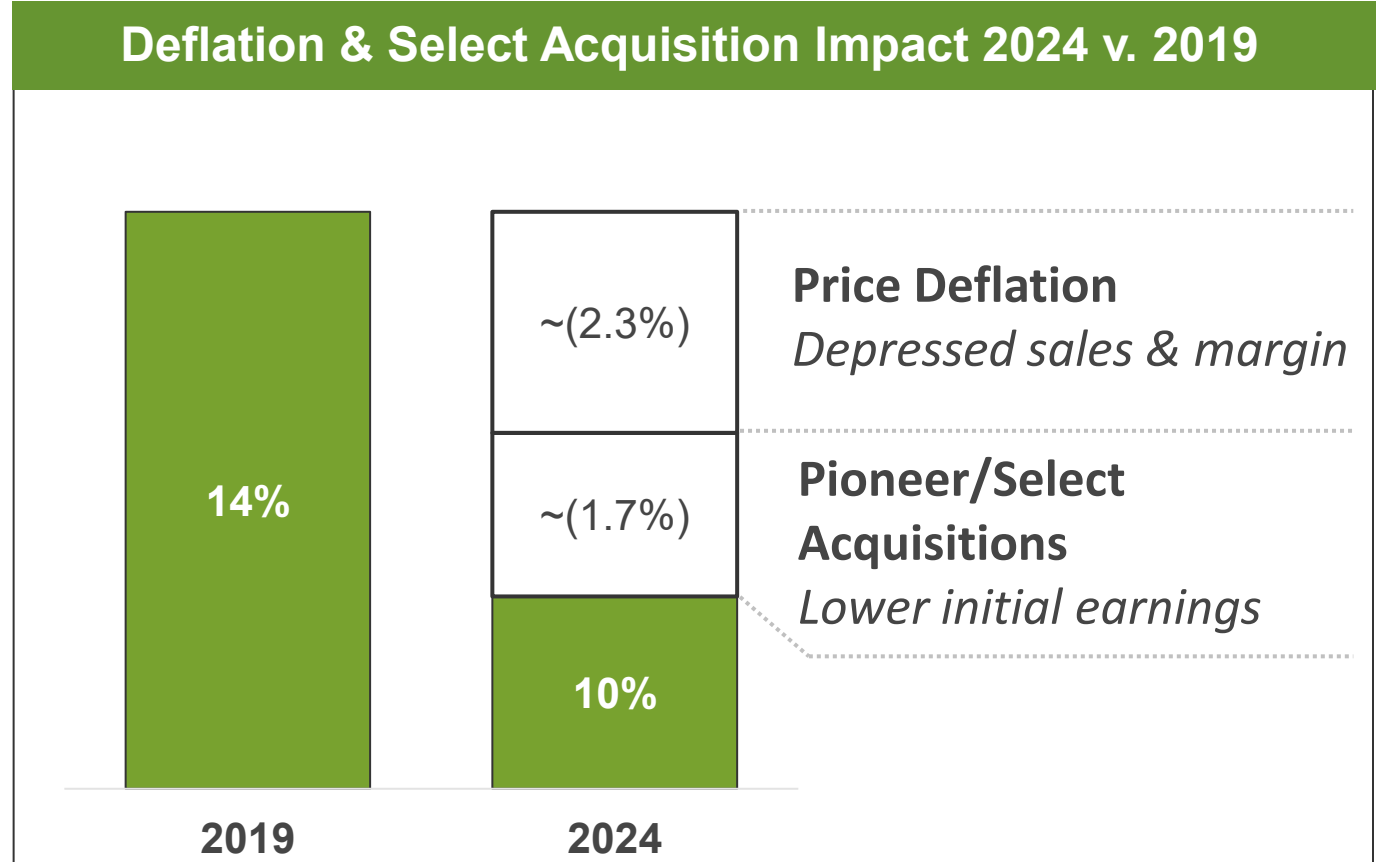
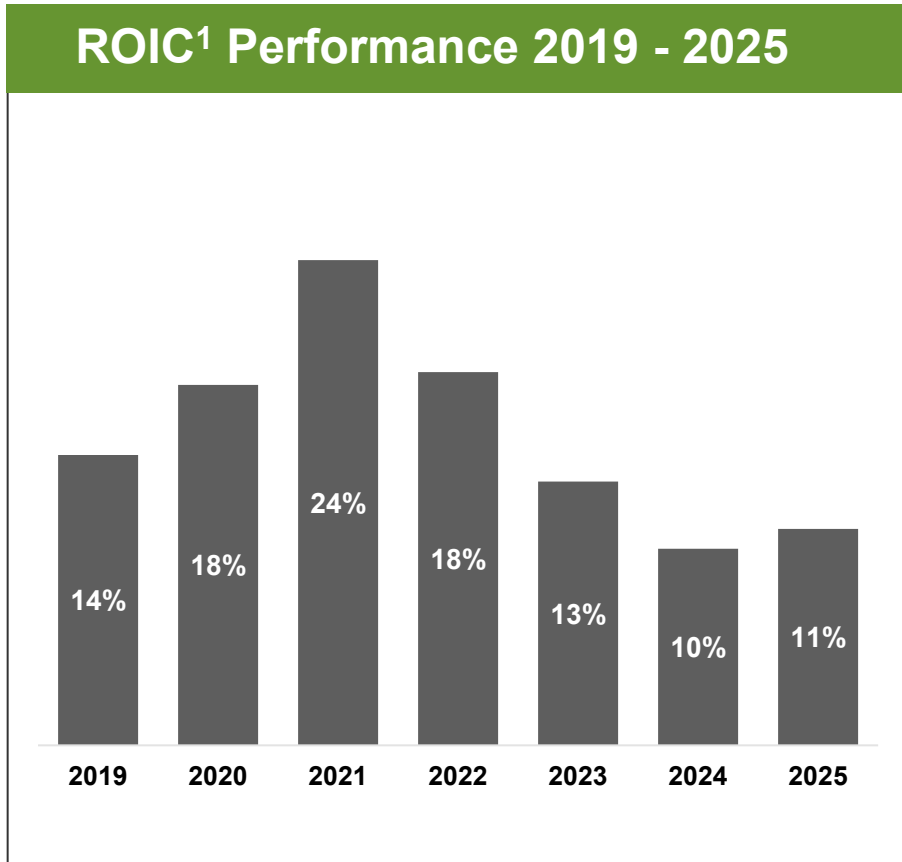
Expect Continued Strong Net Sales Growth



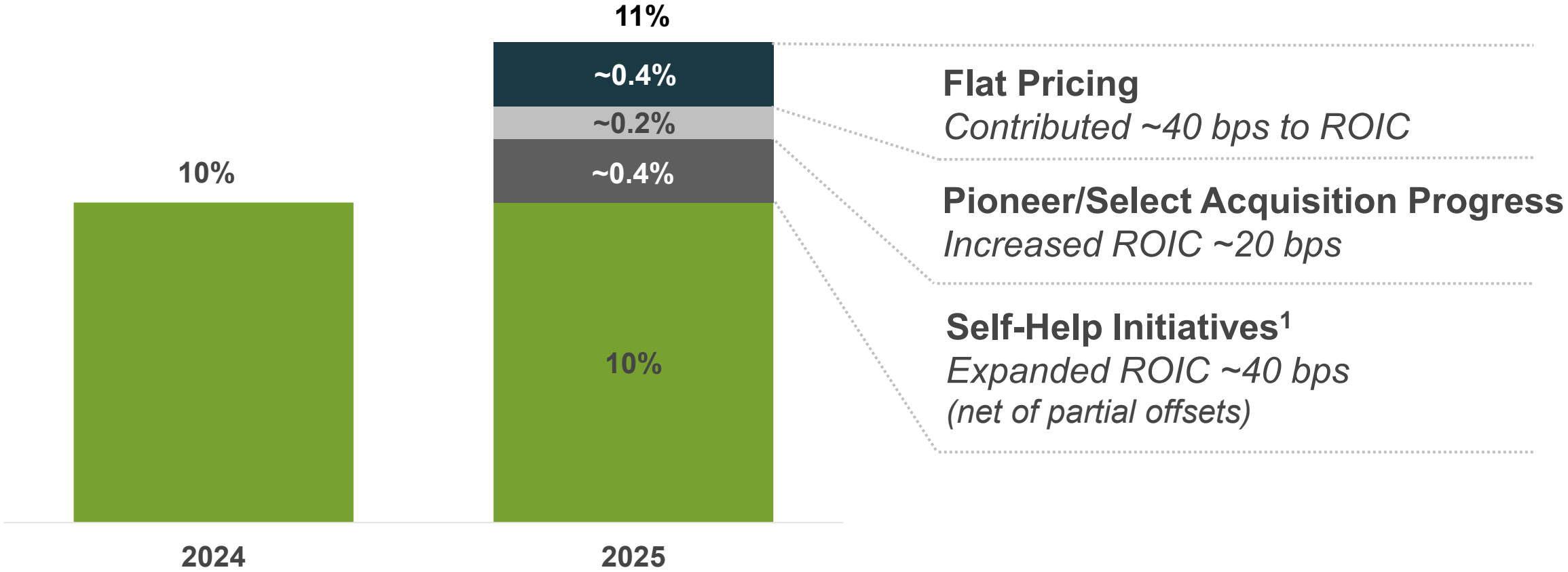
Well-Positioned to Expand EBITDA Margin to Target of 13% by 2030



Return on Invested Capital Negatively Affected by Price Deflation and Select Acquisitions



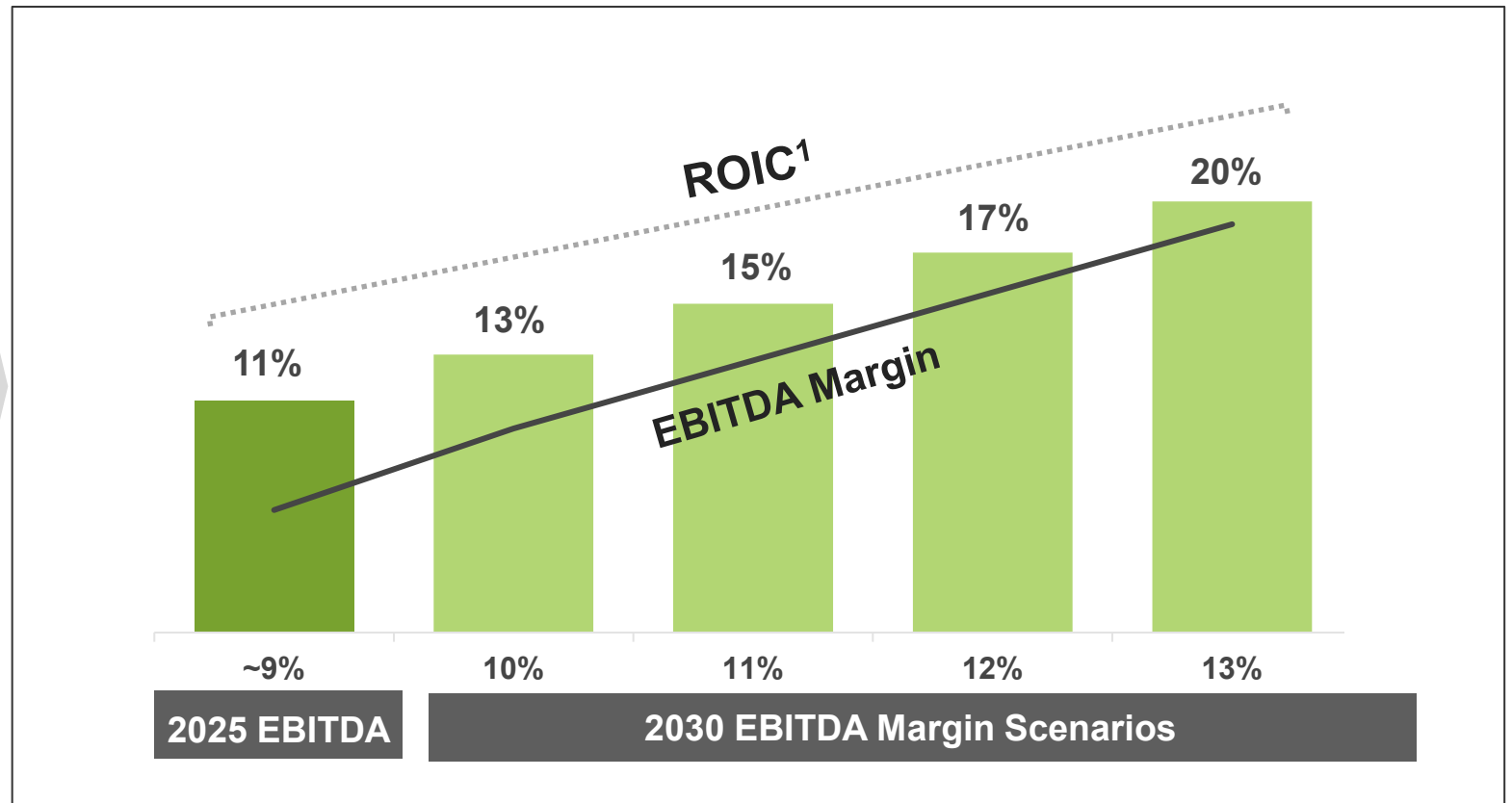
2025 ROIC Improvement Driven by Price Recovery, Acquisition Turnarounds, and Self-Help Initiatives



¹ Self-Help Initiatives include private brand expansion, focus branch improvement, delivery optimization, SG&A productivity, and other commercial and operational initiatives.

EBITDA Margin Expansion Primary Driver of ROIC Improvement

EBITDA margin expansion coupled with disciplined capital allocation drives ROIC increase



Strong Balance Sheet and Financial Flexibility

Debt and Liquidity Profile

As of March 29, 2026 (\$M)

NET DEBT LEVERAGE	
Cash	84.0
Total Debt	668.5
Net Debt	584.5
TTM Adjusted EBITDA ¹	417.3
Leverage Ratio	1.4x

LIQUIDITY	
Cash	84.0
Available Revolver	418.1
Total Available Liquidity	502.1

Capital Structure

As of March 29, 2026 (\$M)

DEBT MATURITIES

- \$388 Term Loan 2030
- \$600 ABL Revolver 2031²

SHARE REPURCHASES

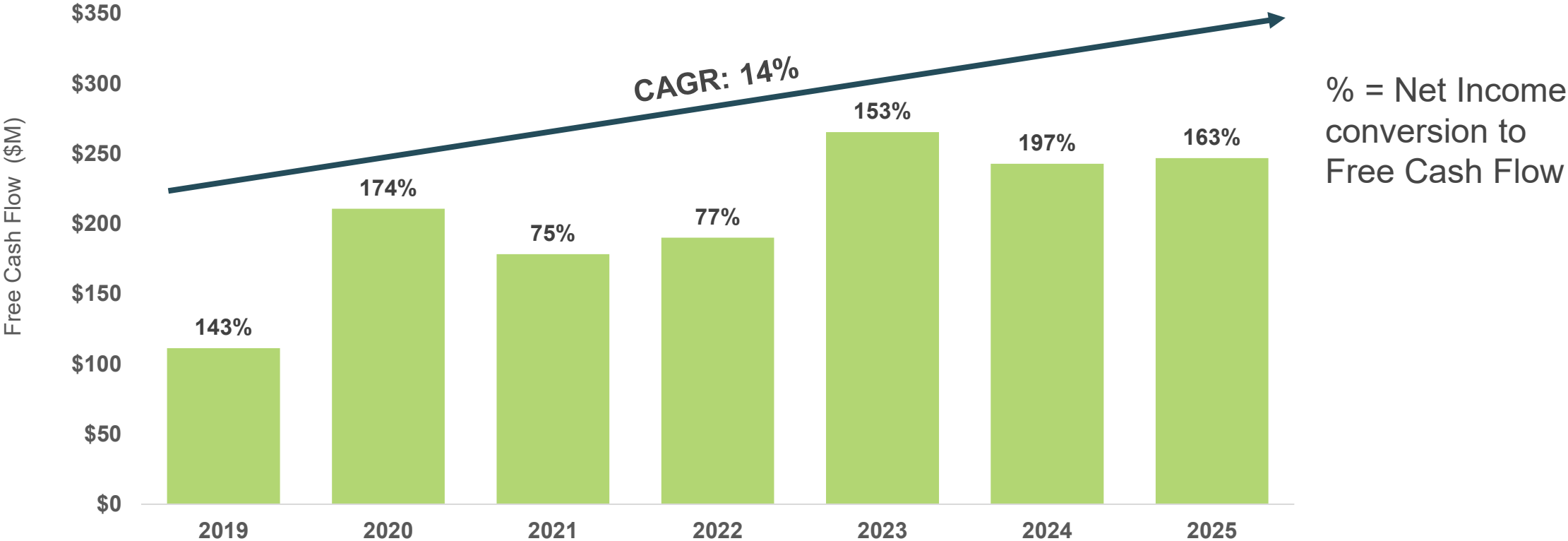
- \$98 completed in 2025
- \$20 completed in Q1 2026
- \$194 remains available
- Continue to be opportunistic

CURRENT CREDIT RATINGS

BB
S&P

Ba1
Moody's

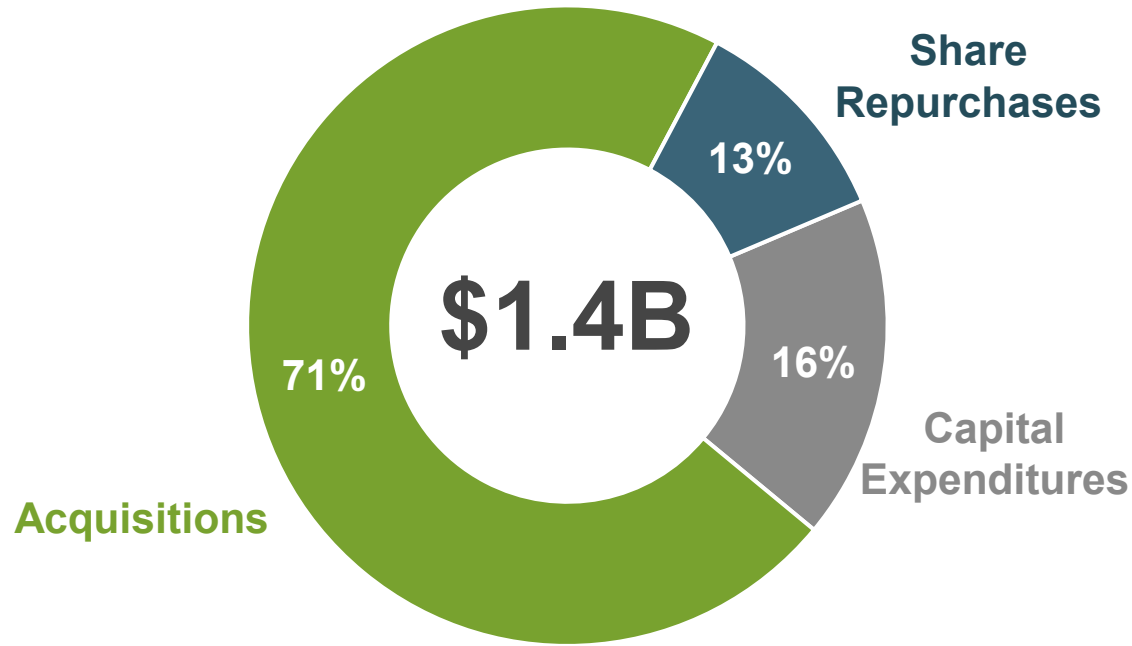
Consistent Free Cash Flow Generation



Focused on Earnings Growth and Cash Conversion

Capital Allocation Focused on Growth

Cumulative Use of Cash Since 2019



CAPITAL DEPLOYMENT	EXPECTED ANNUAL RANGE
Capital Expenditures Organic Growth, New locations, Technology	1.0% - 1.4% of Sales
Strategic Acquisitions (\$200M to \$300M acquired annualized Net sales)	\$150M - \$250M
Share Repurchases to Maintain Leverage at 1x to 2x <small>(Subject to Board of Director approval)</small>	\$100M - \$200M

Capital Allocation Priorities Expected to Continue Over the Near Term

2030 Summary Outlook



2030E
SALES

\$7B - \$8B

~8% to ~11%
2025 - 2030E CAGR

2030E
EBITDA

\$900M - \$1,050M

14% - 15%¹ 3% - 5%¹
Incremental Base M&A EBITDA
Branch EBITDA ¹CAGR 2025-2030E

CUMULATIVE FCF
(2026 - 2030E)

\$2.1B - \$2.3B

2030E
ROIC

>16%

OTHER
ASSUMPTIONS

Working Capital: **16% - 18%**

Capex: **1.0% - 1.4%**

Taxes: **~25%**



Summary + Q&A

Doug Black | Chairman & Chief Executive Officer

SiteOne Landscape Supply – Built For Growth

- ✓ Attractive industry for wholesale distribution
- ✓ Clear market leader with significant advantages
- ✓ Well-developed organic growth strategies to outperform the market
- ✓ Significant margin expansion opportunity through self-help initiatives
- ✓ Market-leading technology capabilities to leverage going forward
- ✓ Well established acquisition growth engine with robust pipeline
- ✓ Strong management team and culture to execute

Q&A

BUILT TO GROW

 2026 SiteOne Investor Day



Glossary

Glossary

<u>Acronym</u>	<u>Defined Term</u>
\$B	\$Billion
\$M	\$Million
ABL	Asset-Based Loan
AE	Account Executive
AI	Artificial Intelligence
BDM	Business Development Manager
BM	Branch Manager
BMS	Business Management System
BPS	Basis Point
CAGR	Compound Annual Growth Rate
CEU	Continuing Education Units
COGS	Cost of Goods Sold
CRM	Customer Relationship Management
CX	Customer Experience
DC	Distribution Center
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EE	Employee
FY	Fiscal Year
GM	Gross Margin
IPO	Initial Public Offering
IT	Information Technology

<u>Acronym</u>	<u>Defined Term</u>
KAM	Key Account Manager
KVI	Known Value Item
LEAD	Listen, Empathy, Advocate, Develop
LOB	Line of Business
M&A	Mergers and Acquisitions
MGT	Management
MSA	Metropolitan Statistical Area
OPEX	Operational Excellence
P&L	Profit and Loss
R12	Rolling 12 Months
ROAS	Return on Ad Spend
ROIC	Return on Invested Capital
ROS	Return on Sales
S&OP	Sales and Operations Planning
SC	Sales Center
SG&A	Selling, General, and Administrative Expenses
SKU	Stock Keeping Unit
SME	Subject Matter Expert
TAM	Total Addressable Market
TTM	Trailing Twelve Months
YOY	Year-over-Year

Appendix

Adjusted EBITDA Reconciliation (\$M)

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Reported Net income	\$157.4	\$124.4	\$173.4	\$245.4	\$238.4	\$121.3	\$77.7	\$73.9	\$54.6	\$30.6
Income tax expense	45.7	36.0	49.8	67.7	56.1	27.5	13.8	1.3	18.0	21.3
Interest expense, net	35.0	31.9	27.1	20.0	19.2	31.0	33.4	32.1	25.2	22.1
Depreciation & amortization	140.8	139.0	127.7	103.8	83.0	67.2	59.5	52.3	43.1	37.0
EBITDA	\$378.9	\$331.3	\$378.0	\$436.9	\$396.7	\$247.0	\$184.4	\$159.6	\$140.9	\$111.0
A Stock-based compensation	27.0	25.0	25.7	18.3	14.3	10.6	11.7	7.9	5.9	5.3
B (Gain) Loss on sale of assets	(0.3)	0.5	(0.5)	(0.8)	(0.1)	(0.4)	0.3	(0.4)	0.6	--
C Advisory fees	--	--	--	--	--	--	--	--	--	8.5
D Financing fees	--	0.5	0.5	0.3	0.7	--	--	0.8	1.7	4.6
E Acquisitions, rebranding & other	8.6	20.9	7.0	9.6	3.5	3.0	4.7	8.1	8.1	4.9
F Adjusted EBITDA	\$414.2	\$378.2	\$410.7	\$464.3	\$415.1	\$260.2	\$201.1	\$176.0	\$157.2	\$134.3

A Represents stock-based compensation expense recorded during the period.

B Represents any gain or loss associated with the sale of assets and termination of finance leases not in the ordinary course of business.

C Represents fees paid to CD&R and Deere for consulting services. In connection with the IPO, we entered into termination agreements with CD&R and Deere pursuant to which the parties agreed to terminate the related consulting agreements.

D Represents fees associated with our debt refinancing and debt amendments, as well as fees incurred in connection with our initial public offering and secondary offerings.

E Represents professional fees and settlement of litigation, performance bonuses, and retention and severance payments related to historical acquisitions. Also included is the cost of inventory that was stepped up to fair value during the 2024 Fiscal Year related to the purchase accounting of Devil Mountain as well as charges during Fiscal Year 2025 and Fiscal Year 2024 for consolidating or closing certain branch locations. We cannot predict the timing or amount of any such fees or payments. These amounts are recorded in Cost of goods sold and Selling, general and administrative expenses in the Consolidated Statements of Operations.

F Adjusted EBITDA excludes any earnings or loss of acquisitions prior to their respective acquisition dates for all periods presented. Adjusted EBITDA includes Adjusted EBITDA attributable to non-controlling interest of \$4.2 million and \$2.5 million for Fiscal Year 2025 and Fiscal Year 2024, respectively.

Return on Invested Capital Reconciliation (\$M)

Numerator (total of four fiscal quarters):

	2025	2024	2023	2022	2021	2020	2019
Net income attributable to SiteOne	\$ 151.8	\$ 123.6	\$ 173.4	\$ 245.4	\$ 238.4	\$ 121.3	\$ 77.7
Income tax expense	45.7	36.0	49.8	67.7	56.1	27.5	13.8
Interest and non-operating expenses, net	35.0	31.9	27.1	20.0	19.2	31.0	33.4
Amortization expense for intangible assets ¹	55.6	61.0	62.6	50.8	45.0	35.7	32.3
Earnings before taxes, interest, and intangible amortization	\$ 288.1	\$ 252.5	\$ 312.9	\$ 383.9	\$ 358.7	\$ 215.5	\$ 157.2
Less: Taxes on Earnings before taxes, interest, and intangible amortization	(64.8)	(56.6)	(69.8)	(82.9)	(68.2)	(39.9)	(23.7)
	\$ 223.3	\$ 195.9	\$ 243.1	\$ 301.0	\$ 290.5	\$ 175.6	\$ 133.5

Denominator (average of four fiscal quarters):

Total stockholders' equity	\$ 1,635.6	\$ 1,561.6	\$ 1,429.8	\$ 1,242.3	\$ 955.6	\$ 603.0	\$ 350.6
Total Long-term debt and Finance leases	574.2	549.7	516.7	449.2	354.8	521.7	609.8
Less: Cash and cash equivalents	(108.2)	(76.5)	(66.8)	(46.8)	(88.0)	(128.9)	(23.9)
	\$ 2,101.6	\$ 2,034.8	\$ 1,879.7	\$ 1,644.7	\$ 1,222.4	\$ 995.8	\$ 936.5

Return on invested capital

	11%	10%	13%	18%	24%	18%	14%
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¹ Intangible assets include customer relationships as well as trademarks and other intangibles acquired through acquisitions.

² The effective tax rates used in the calculations were 22.5% in 2025, 22.4% in 2024, 22.3% in 2023, 21.6% in 2022, 19.0% in 2021, 18.5% in 2020, and 15.1% in 2019.