


SiteOne™
LANDSCAPE SUPPLY

Stronger Together

Fourth Quarter 2017 Earnings

Disclaimer

Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Federal Private Securities Litigation Reform Act of 1995. Forward-looking statements may include, but are not limited to, statements relating to our 2017 Adjusted EBITDA outlook. 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,” 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: cyclicality in residential and commercial construction markets; general economic and financial conditions; weather conditions, seasonality and availability of water to end-users; laws and government regulations applicable to our business that could negatively impact demand for our products; public perceptions that our products and services are not environmentally friendly; competitive industry pressures; product shortages and the loss of key suppliers; product price fluctuations; inventory management risks; ability to implement our business strategies and achieve our growth objectives; acquisition and integration risks; increased operating costs; 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 January 1, 2017.

Non-GAAP Financial Information

This release 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. Adjusted EBITDA represents EBITDA as further adjusted for items permitted under the covenants of our credit facilities. EBITDA represents our Net income (loss) plus the sum of Income tax (benefit), Depreciation and amortization and interest expense, net of interest income. Adjusted EBITDA is also adjusted for stock-based compensation expense, related party advisory fees, (gain) loss on sale of assets, other non-cash items and other non-recurring (income) loss. Adjusted EBITDA does not include pre-acquisition acquired Adjusted EBITDA of any acquired company. Adjusted EBITDA is not a measure of our liquidity or financial performance under GAAP and should not be considered as an alternative to net income, operating income or any other performance measures derived in accordance with 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 capital leases, net of cash and cash-equivalents on our balance sheet. Leverage Ratio is defined as Net Debt to the trailing twelve months Adjusted EBITDA. 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.

Conference call agenda

Introduction

Pascal Convers, EVP S&D and IR

Business Update

Doug Black, Chairman and CEO

Financial Update

John Guthrie, CFO

Development Update

Pascal Convers, EVP S&D and IR

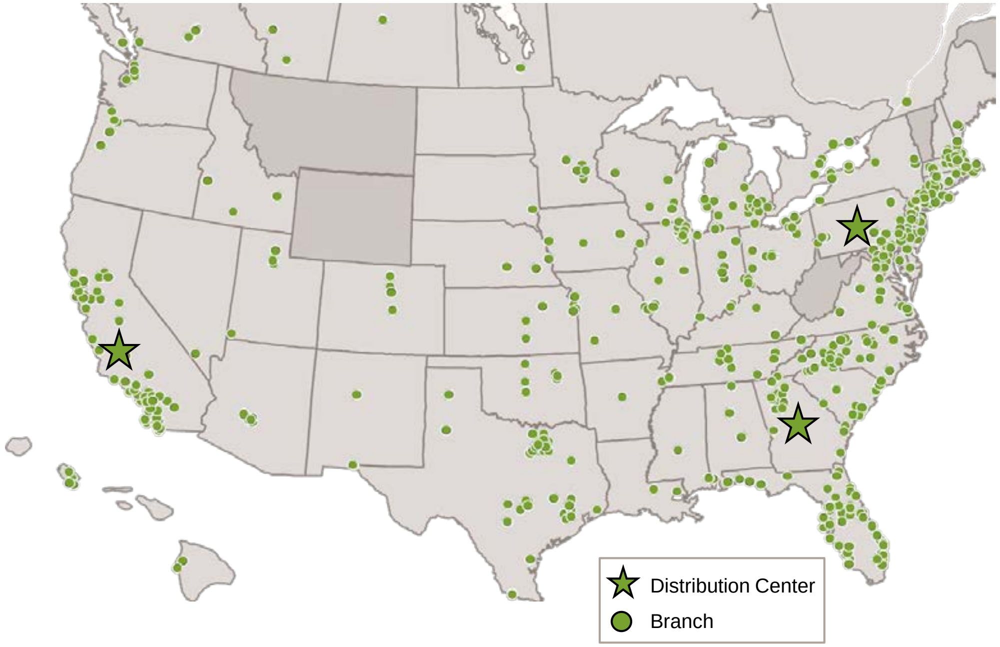
Closing & Outlook

Doug Black, Chairman and CEO

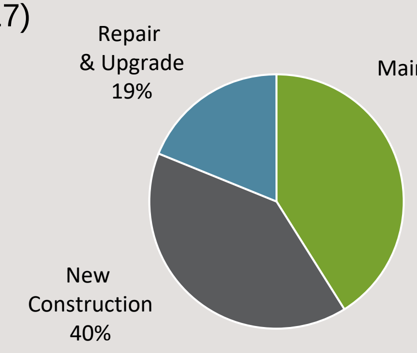
Q&A

Company and industry overview

- **Largest** and **only national** wholesale distributor of landscape supplies
- **Large $18 billion** highly fragmented market
- More than **four times** the size of next competitor and only ~**10%** market share(1)
- Serving **residential** and **commercial** landscape professionals
- Complementary **value-added services** and **product support**
- Approximately **120,000 SKUs**
- **511** branches in **45** U.S. states and **six** Canadian provinces(2)



Balanced end markets (FY17)



(1) *Source: Management estimates, Company data, independent 3rd party support*
(2) *Branch count* as of February 20, 2018

SiteOne is poised for long-term growth and margin enhancement

Current 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 leadership and functional support
- ✓ Early innings of operational and commercial excellence
  - Category management
  - Pricing
  - Supply chain
  - Salesforce performance
  - Marketing

Value creation levers

1) Organic growth
2) Margin expansion
3) Acquisition growth

Accelerating performance and growth led by recent transformation

JOHN DEERE LANDSCAPES

2001 Acquired McGinnis Farms & Century RainAid

2005 Acquired UGM

2007 Acquired LESCO

2013 (Q4) CD&R acquired 60% of JDL

2014 New Management

Acquired:
- Eljay
- Diamond Head
- Stockyard
- BISCO

Strategy & Brand Development

2015 Acquired
- Shemin
- AMC
- Green Resource
- Tieco

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2016 (May) Initial public offering

2016 Acquired
- Hydro-Scape
- Blue Max
- Bissett
- Glen Allen
- Loma Vista
- East Haven

2017 (August) Deere & CD&R fully divested

2017 Acquired
- Aspen Valley
- Stone Forest
- Angelo's
- AB Supply
- Evergreen Partners
- South Coast Supply
- Marshall Stone
- Harmony Gardens

2018YTD Acquired
- Pete Rose
- Atlantic Irrigation

Deere strategy | Right-sizing

- Deere combined irrigation, nursery and agronomic product lines under a single distributor as John Deere Landscapes
- Created a national footprint

Transformation

- CD&R acquired ~60% of JDL
- New leadership
- Strategy and brand development
- Commercial & operational initiatives
- Established a robust acquisition program

SiteOne

- Functional teams & systems built across HR, IT, Marketing, E-commerce, Finance & Sales
- Execute initiatives and re-branding
- Performance and growth
- Successful IPO, debt refinancing and secondary offerings
- Small / mid size acquisitions gain momentum

($ in millions)	FY 2014	FY 2015	FY2016	FY2017	'14-'17 Growth
Net Sales	$1,177	$1,452	$1,648	$1,862	**+58%**
Gross Margin %	*26.4%*	*29.6%*	*31.3%*	*32.0%*	***+560 bps***
Adj. EBITDA	$73.8	$106.5	$134.3	$157.2	**+113%**
Adj. EBITDA Margin %	*6.3%*	*7.3%*	*8.1%*	*8.4%*	***+210 bps***

Source: Company data

Fiscal Year 2017 highlights and recent developments

Fiscal Year 2017 highlights:

- ✓ Net sales increased by 13% to $1.86 billion
- ✓ Organic Daily Sales increased by 5%
- ✓ Gross profit increased 15% to $595.5 million; gross margin expanded by 70 bps to 32.0%
- ✓ Net income for the year was $54.6 million, compared to $30.6 million in 2016
- ✓ Adj. EBITDA increased 17% to $157.2 million; Adj. EBITDA margin improved 30bps to 8.4%
- ✓ Year-end net debt to Adjusted EBITDA was 2.9x
- ✓ Completed 8 acquisitions during the year with ~$130 million in annualized net sales

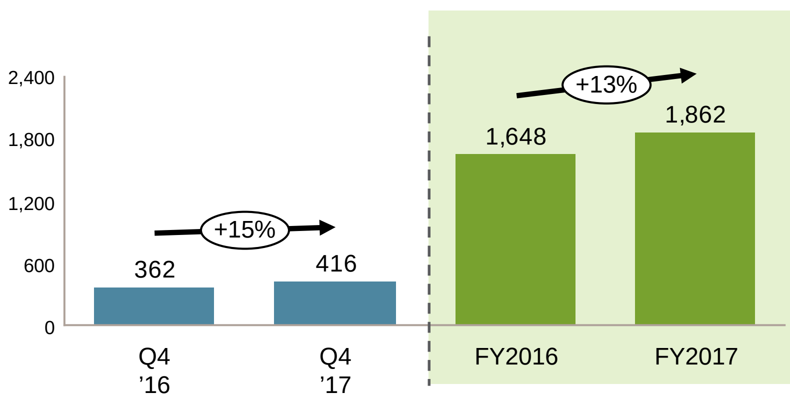
Recent developments:

- ✓ Acquired Pete Rose on January 3, 2018
- ✓ Acquired Atlantic Irrigation on February 12, 2018

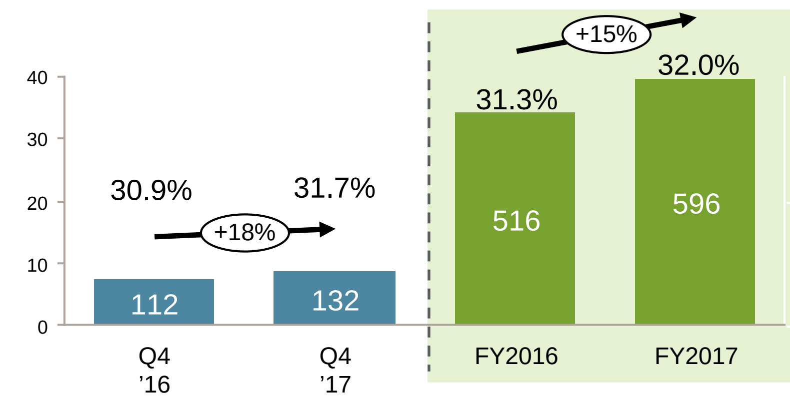
Fiscal Year 2017 and Fourth Quarter 2017 financial results

Financial performance

Net sales ($M)



Gross Profit ($M)



Fiscal Year 2017 highlights

- ✓ Net sales increased by 13% to $1.86 billion
- ✓ Organic Daily Sales increased by 5%
- ✓ Acquisitions contributed ~$135 million of growth
- ✓ Gross profit increased 15% to $595.5 million, with gross margin improving by 70 bps to 32.0%

Fourth Quarter 2017 highlights

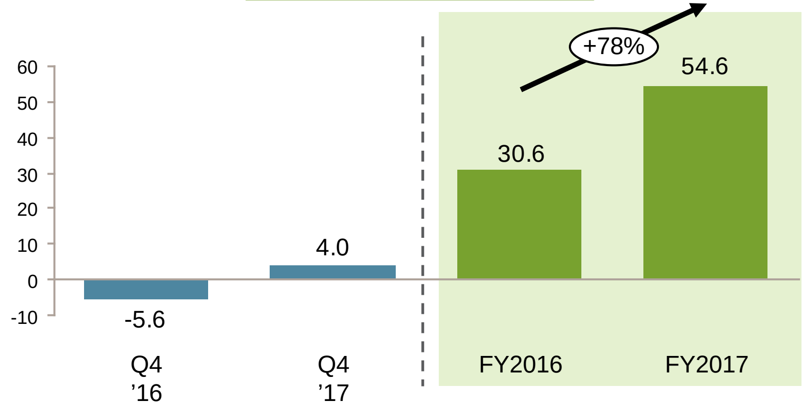
- ✓ Net sales increased by 15% to $415.7 million
- ✓ Organic Daily Sales increased by 7%
- ✓ Acquisitions contributed ~$31 million of growth
- ✓ Gross profit increased 18% to $131.9 million, with gross margin improving 80 basis points to 31.7%

(1) Fiscal year 2017 had 252 selling days as compared to 253 in 2016; 2017Q4 had 61 Selling days in the quarter which was unchanged compared to 2016Q4

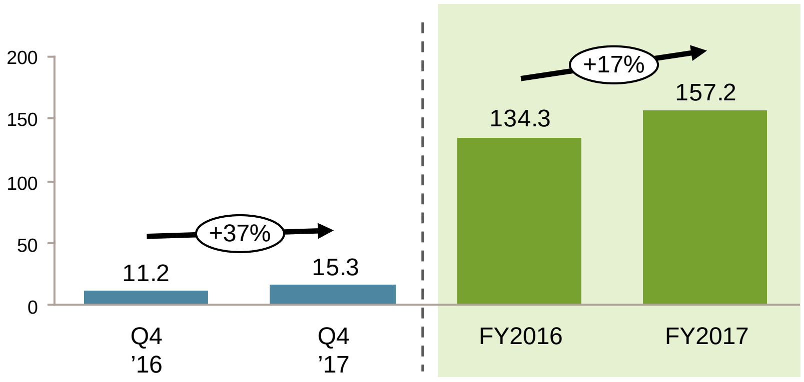
Fiscal Year 2017 and Fourth Quarter 2017 financial results

Financial performance

Net Income ($M)



Adjusted EBITDA ($M)



Fiscal Year 2017 highlights

- ✓ Net income for the year was $54.6 million, compared to $30.6 million in 2016
- ✓ Adjusted EBITDA increased 17% to $157.2 million, compared to $134.3 million in the prior year
- ✓ Effective tax rate 24.8% reflecting $6.8 million benefit from ASU 2016-09 and $3.2 million benefit from 2017 Tax Act
- ✓ Acquisitions continue to contribute meaningfully

Fourth Quarter 2017 highlights

- ✓ Net income of $4.0 million, compared to a net loss of $5.6 million in the prior year period
- ✓ Adjusted EBITDA increased 37% to $15.3 million
- ✓ Net income includes $11.4 million tax benefit primarily from ASU 2016-09 and 2017 Tax Act
- ✓ We continue to execute our operational and commercial initiatives

Balance sheet & cash flow highlights

For the year ended December 31,2017

($ in millions)

Net debt[1]	$458.6
Cash flow from operating activities	$16.3
Capital expenditures	$14.5

Balance sheet & cash flow highlights

- **Working Capital increased 30% YoY to $396.1 million**
  - Higher receivables reflect strong 4th quarter sales growth organically and from acquisitions
  - Carrying additional inventory as we transition to new supply chain strategy including distribution hubs
- **Net debt / Adjusted EBITDA of 2.9x**
  - Year-end target net debt / Adjusted EBITDA leverage(2) of 2.0x – 3.0x
- **Operating cash flow decreased $56.6 million over prior year reflecting increase in working capital**
- **Cash investments of $98.6 million during the year, including $14.5 million for capital expenditures and $82.9 million for acquisitions**

1 Net debt is calculated as long-term debt plus capital leases, net of cash and cash equivalents
2 Leverage ratio defined as net debt (including capital leases) to trailing twelve months Adjusted EBITDA
Source: Company filings

Robust track record of acquisitions

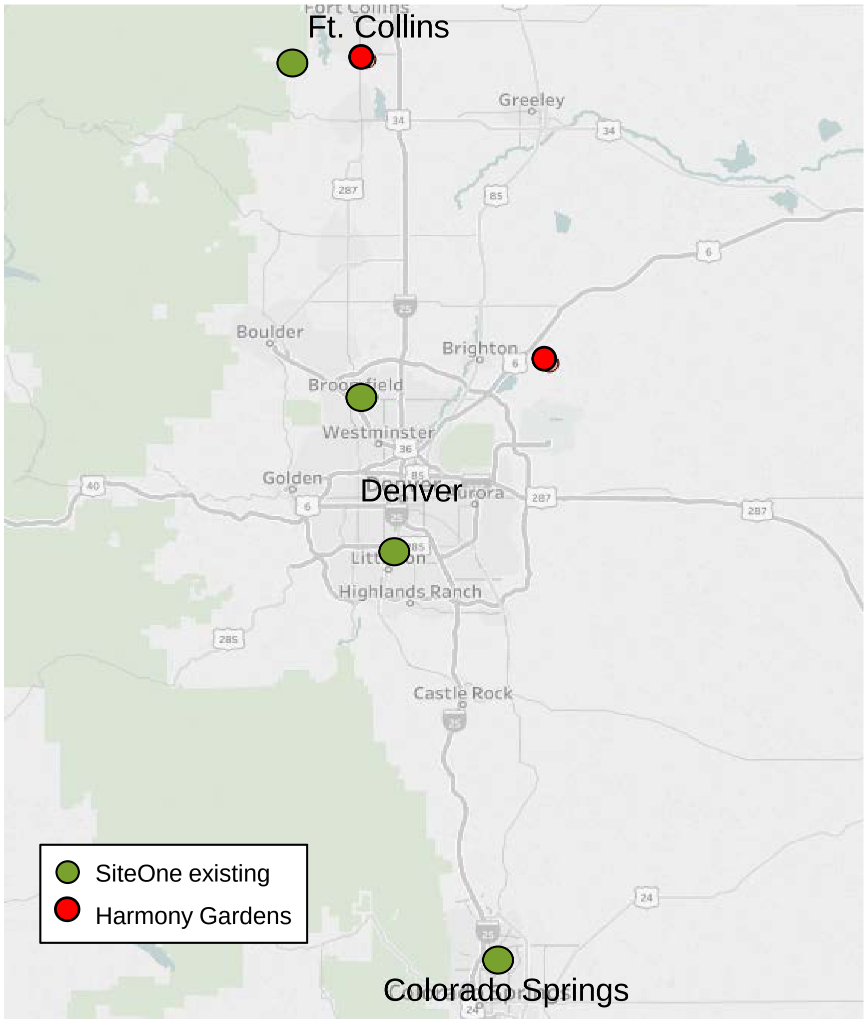
	2014	2015	2016	2017	2018YTD	Total
	Eljay Diamond Head Stockyard BISCO	Shemin AMC Green Resource Tieco	Hydro-Scape Blue Max Bissett Glen Allen Loma Vista East Haven	Aspen Valley Stone Forest Angelo's AB Supply Evergreen Partners South Coast Supply Marshall Stone Harmony Gardens	Pete Rose Atlantic Irrigation	
# Acquisitions	4	4	6	8	2	**24**
Annualized sales[1]	~$40M	~$230M	~$150M	~$130M	~$85M	**~$630M**
# branches added	18	50	29	26	34	**157**

1 Trailing twelve months revenues in the year acquired

Source: Company data

M&A strategy continues to gain momentum

Harmony Gardens



- ✓ Closed in October 2017
- ✓ Leading nursery position in Colorado
- ✓ Allows for full product line offering to local customers
- ✓ Cross-sell SiteOne full suite of products
- ✓ Purchasing synergies

Source: Company data

M&A strategy continues to gain momentum

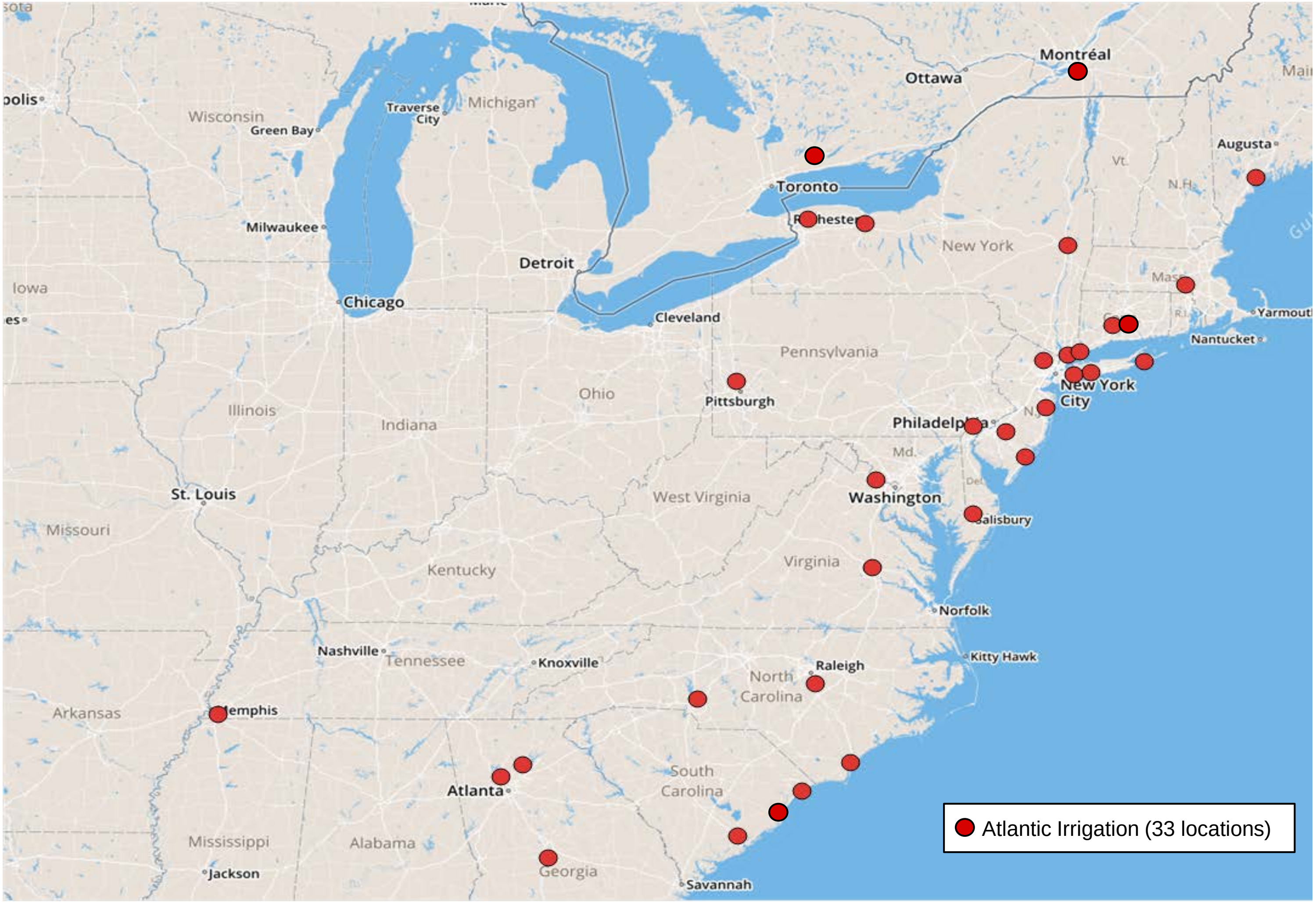
Pete Rose

- ✓ Closed in January 2018
- ✓ Leading hardscapes position in Richmond, VA
- ✓ Allows for full product line offering to local customers
- ✓ Cross-sell SiteOne full suite of products

Source: Company data

M&A strategy continues to gain momentum

Atlantic Irrigation



Source: Company data

Atlantic Irrigation acquisition

Company Overview

- ✓ Closed in February 2018
- ✓ Leading supplier of Irrigation products along the East Coast
- ✓ Established in 1976 by Ed Santalone Sr
- ✓ Talented team with strong customer service culture
- ✓ 33 locations, covering 22 MSAs in 12 U.S. States and 2 Canadian Provinces
- ✓ ~$80 million revenues TTM
- ✓ Good synergies
- ✓ Opportunities to cross-sell across the network

History of Atlantic Irrigation Growth

1976
Opened Deer Park, Long Island- First Location

1987 -1996
Expanded with 12 locations across the Northeast

2006 - 2008
Added 11 locations in DE, NY, NJ, VA, NC, SC, GA and TN

2010-2014
Added 6 locations in MA, GA and TN

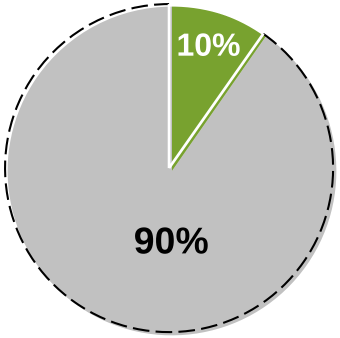
2014 - 2016
Expanded into Canada with 2 locations in Toronto and Montreal

2018
Joins the SiteOne Family, becoming the largest irrigation supplier on the East Coast

Source: Company data

Robust pipeline provides significant growth opportunity

- ✓ SiteOne is the leading industry consolidator
- ✓ Significant sourcing advantage with 70+ associates scouting
- ✓ Our pipeline is deep and rapidly expanding
- ✓ M&A team in place to execute larger pipeline
- ✓ Acquisitions are highly accretive and present significant profit growth potential



~$16bn(1) opportunity

(1) *Management Estimates*

2018 outlook

- ✓ Underlying market trends remain positive
- ✓ Market share gains expected to continue
- ✓ Continued EBITDA margin expansion
- ✓ M&A activity continues to gain momentum from a robust pipeline
- ✓ 2018 Adjusted EBITDA expectation of $180 million to $192 million

Investment highlights

- Uniquely attractive industry
- Clear market leader
- Proven management team
- Compelling and sustainable growth strategy
- Value-creating acquisitions
- Operational and commercial excellence

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Appendix

Non-GAAP reconciliations

Adjusted EBITDA Reconciliation

($ in millions)	2017					2016				
	Year	Q4 '17	Q3 '17	Q2 '17	Q1 '17	Year	Q4 '16	Q3 '16	Q2 '16	Q1 '16
Net income	**54.6**	**4.0**	**16.9**	**44.2**	**(10.5)**	**30.6**	**(5.6)**	**14.9**	**26.9**	**(5.6)**
Income tax expense (benefit)	18.0	(11.4)	10.7	26.3	(7.6)	21.3	(4.1)	10.7	18.1	(3.4)
Interest expense, net	25.2	6.2	6.2	6.6	6.2	22.1	6.7	6.3	6.5	2.6
Depreciation and amortization	43.1	11.4	11.1	10.8	9.8	37.0	9.6	9.7	9.1	8.6
EBITDA	**140.9**	**10.2**	**44.9**	**87.9**	**(2.1)**	**111.0**	**6.6**	**41.6**	**60.6**	**2.2**
A Stock-based compensation	5.9	1.4	1.5	1.6	1.4	5.3	1.3	1.1	2.2	0.7
B (Gain) loss on sale of assets	0.6	0.4	0.0	0.1	0.1	0.0	0.1	0.0	0.0	(0.1)
C Advisory fees	0.0	0.0	0.0	0.0	0.0	8.5	0.0	0.0	8.0	0.5
D Financing fees	1.7	0.2	0.4	1.1	0.0	4.6	1.1	0.4	3.1	0.0
E Rebranding, acquisitions & other	8.1	3.1	1.6	1.6	1.8	4.9	2.1	0.6	1.0	1.2
F **Adjusted EBITDA**	**157.2**	**15.3**	**48.4**	**92.3**	**1.2**	**134.3**	**11.2**	**43.7**	**74.9**	**4.5**

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

B Represents any gain or loss associated with the sale or write-down of assets 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 IPO and secondary offerings.

E Represents (i) expenses related to our rebranding to the name SiteOne and (ii) professional fees, retention and severance payments, and performance bonuses related to historical acquisitions. Although we have incurred professional fees, retention and severance payments, and performance bonuses related to acquisitions in several historical periods and expect to incur such fees and payments for any future acquisitions, we cannot predict the timing or amount of any such fees or payments.

F Adjusted EBITDA excludes any earnings or loss of acquisitions prior to their respective acquisition dates for all periods presented.

Non-GAAP reconciliations

Organic Daily Sales Reconciliation

($ in millions)	2017 Year	Q4 '17	Q3 '17	Q2 '17	Q1 '17	2016 Year	Q4 '16	Q3 '16	Q2 '16	Q1 '16
Net Sales	**$1,861.7**	**$415.7**	**$502.4**	**$608.6**	**$335.0**	**$1,648.2**	**$361.8**	**$444.5**	**$513.4**	**$328.5**
Organic Sales	$1,694.0	$370.0	$457.4	$548.1	$318.5	$1,615.5	$346.8	$433.6	$506.6	$328.5
(A) Acquired Sales	$167.7	$45.7	$45.0	$60.5	$16.5	$32.7	$15.0	$10.9	$6.8	$0.0
Selling Days (#)	252	61	63	64	64	253	61	63	64	65
Organic Daily Sales	**$6.7**	**$6.1**	**$7.3**	**$8.6**	**$5.0**	**$6.4**	**$5.7**	**$6.9**	**$7.9**	**$5.1**

(A) Represents Net Sales from acquired branches that have not been under our ownership for at least four full fiscal quarters at the start of the 2017 fiscal year.