



SiteOne LANDSCAPE SUPPLY

Stronger Together

Second Quarter 2026 Earnings

NYSE: SITE | July 29, 2026

Disclaimer

Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may include, but are not limited to, statements relating to our acquisition pipeline, organic and acquisition growth, execution of commercial and operational initiatives, pricing, gross margin, SG&A, and 2026 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 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 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 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. Free Cash Flow is defined as Cash Flow from Operating Activities, less capital expenditures. Base Business is defined as SiteOne operations excluding acquired branches that have not been under our ownership for at least four full fiscal quarters at the start of the fiscal year. 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

Eric Elema, CFO

Business Update

Doug Black, Chairman and CEO

Financial Update

Eric Elema, CFO

Development Update

Daniel Laughlin, SVP Strategy & Development

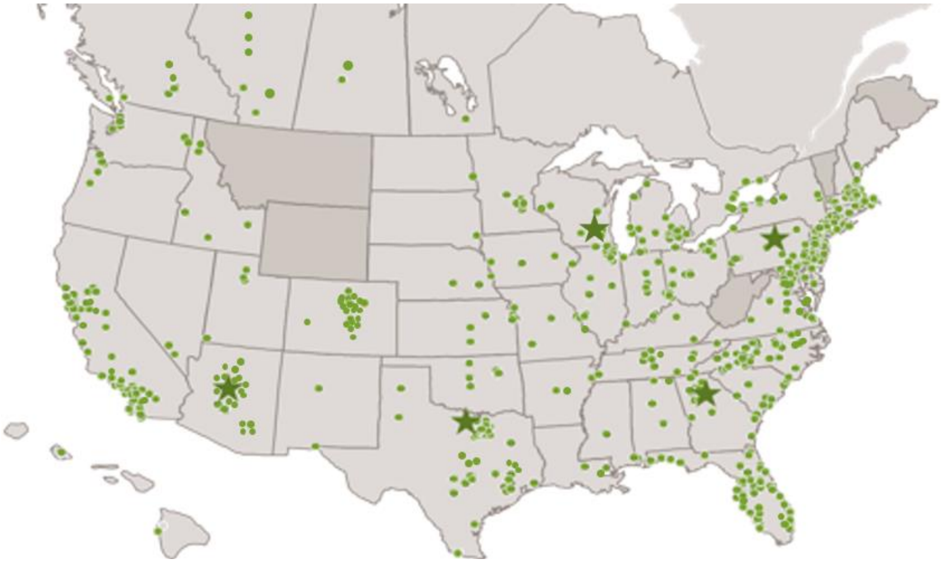
Closing & Outlook

Doug Black, Chairman and CEO

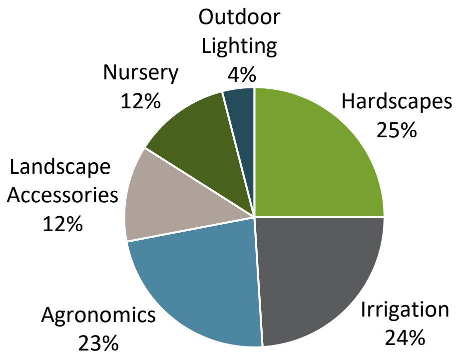
Q&A

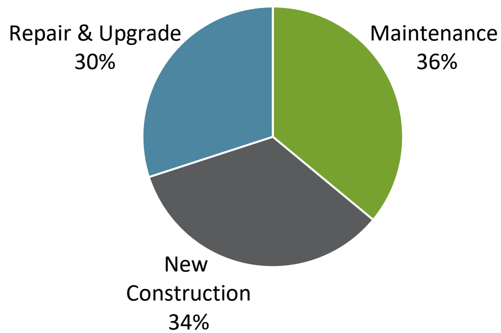
Company and industry overview

- **Largest and only nationwide (U.S.** and **Canada) full product line** wholesale distributor of landscape supplies
- **$36 billion** highly fragmented market[1]
- Approximately **three times** the size of next competitor and only **~13%** market share[1]
- 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 provinces[2]



Balanced by product and end markets (FY25)





1. *As of year-end 2025. Source: Management estimates; Company data; Kearney Total Addressable Market Assessment, dated May 2026*
2. *Branch count as of Second Quarter 2026*

SiteOne is built for continued 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 functional support

✓ **Drive commercial and operational performance**

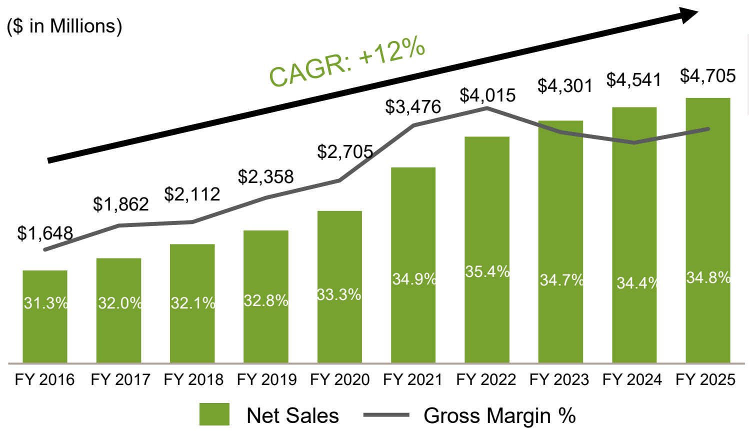
- Category management
- Supply chain
- Salesforce performance
- Operational excellence
- Marketing and Digital

Value creation levers

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

Track record of performance and growth

Net Sales

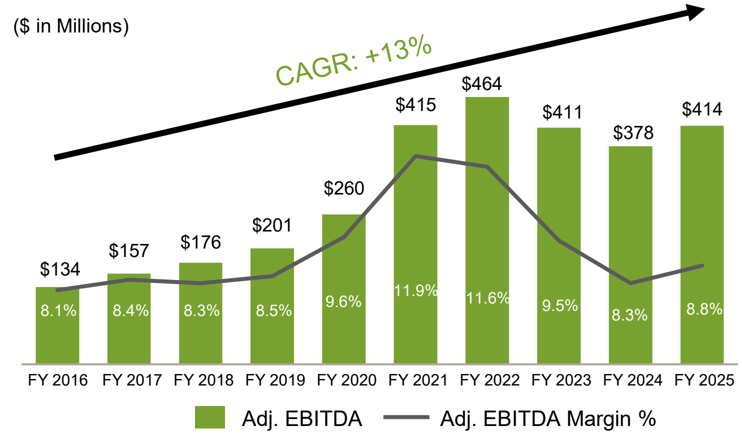


’16-’25 Growth

Sales $
+185%

GM %
+350bps

Adjusted EBITDA



’16-’25 Growth

Adj. EBITDA $
+209%

Adj. EBITDA %
+70 bps

Acquisitions

2016-2021

- 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
- Village Nurseries
- Terrazzo & Stone
- Landscaper’s Choice
- Auto-Rain
- All American Stone
- Landscape Express
- Kirkwood
- Stone Center
- CentralPro
- C&C Sand and Stone
- All Around
- Cutting Edge
- All Pro Horticulture
- Landscape Depot
- Fisher’s Depot
- Stone & Soil Depot
- Voss Materials
- Trendset Concrete
- Design Outdoor
- Dirt Doctors
- Daniel Stone
- Wittkopf
- Empire Supplies
- The Garden Dept
- Big Rock
- Alliance Stone
- Modern Builders
- BURNCO
- Hedberg Supply
- Alpine Materials
- Dirt and Rock
- Stone Center of VA
- Lucky Landscape
- Arizona Stone & Solstice
- Timberwall
- Melrose Irrigation
- Rock & Block
- Green Brothers
- Semco Stone
- Seffner Rock

2022

- JK Enterprise
- BellStone Masonry
- Preferred Seed
- Across the Pond
- Yard Works
- Prescott Dirt
- A&A Stepping Stone
- River Valley Hort
- Cape Cod Stone
- Linzel Distributing
- Jim Stone
- Stone Plus
- Kaknes Landscape
- Madison Block & Stone
- Telluride Natural Stone
- Whittlesey Landscape

2023

- J&J Materials
- Triangle Landscape Supplies
- Adams Wholesale
- Link Outdoor Lighting
- Hickory Hill
- New England Silica
- Timothy’s Center for Gardening
- Pioneer Landscape Centers
- Regal Chemical
- JMJ Organics
- Newsom Seed

2024

- Eggemeyer
- Devil Mountain Wholesale Nursery
- Hardscape.com
- Cohen & Cohen
- Millican Nurseries
- OakStreet Nursery
- Custom Stone

2025

- Pacific Nurseries
- Green Trade Nursery
- Grove Nursery
- Nashville Nursery
- Autumn Ridge Stone
- Red’s Home & Garden
- CC Landscaping Warehouse
- French Broad Stone

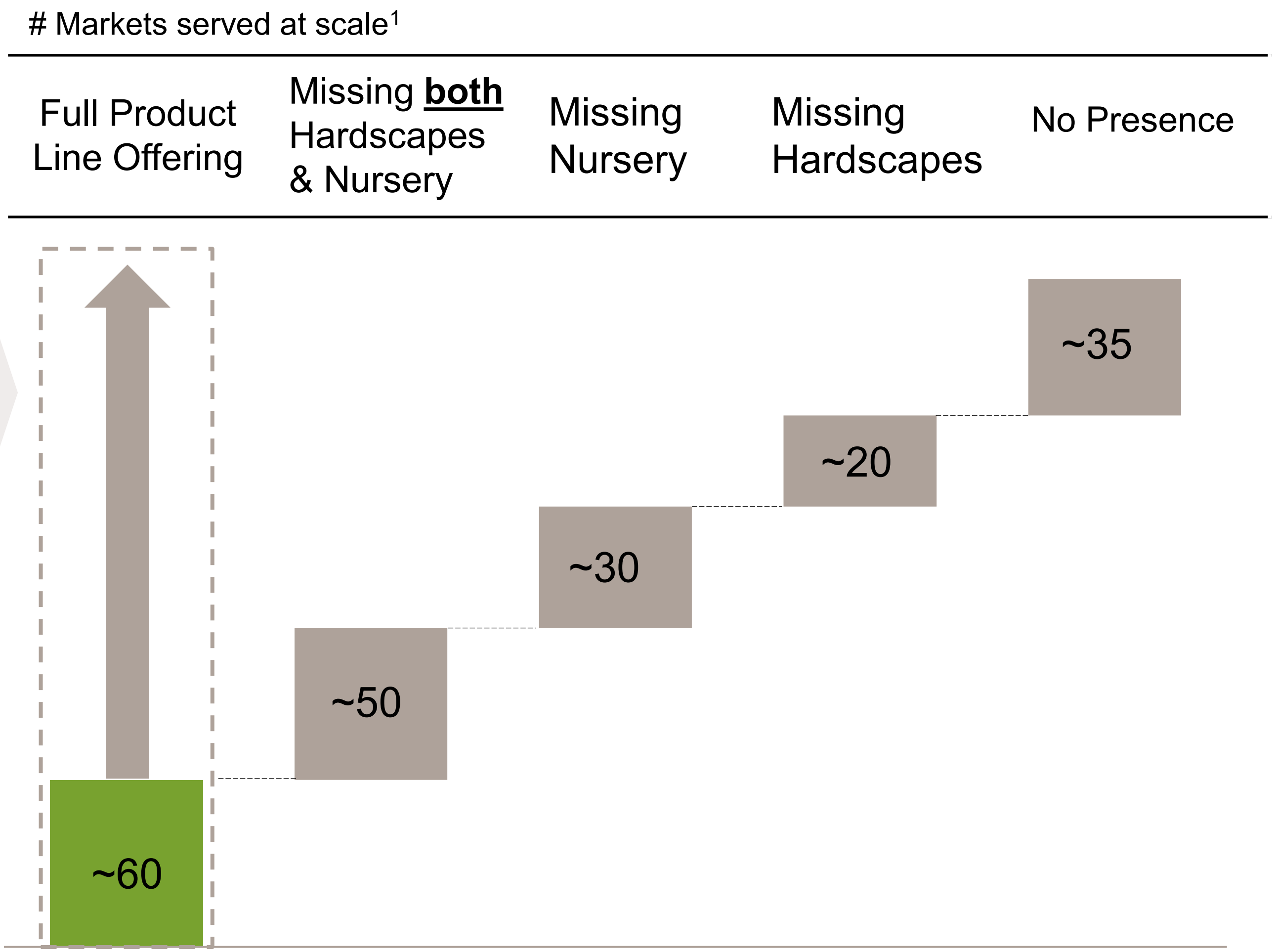
2026

- Bourget Flagstone
- Reinders

Source: Company data

Meaningful whitespace for future expansion

SiteOne offers all product lines in only ~30% of our target markets today…



1. *Target markets as of the second quarter of 2026 are represented by metropolitan statistical areas ("MSAs") where SiteOne currently has a presence or MSAs with a population above ~250K, which cover ~80% of the total U.S. population. Having a presence in Hardscapes or Nursery is defined as operating one or more branches in an MSA where those sales exceed 20% and 10% of total branch sales, respectively.*

Second Quarter 2026 highlights

Second Quarter 2026 highlights (compared to Second Quarter 2025):

- ✓ Net sales increased 5% to $1,530.7 million and Organic Daily Sales increased 1%
- ✓ Gross profit increased 6% to $564.5 million; gross margin expanded 50 basis points to 36.9%
- ✓ SG&A as a percentage of Net sales increased 30 basis points to 24.2%
- ✓ Net income attributable to SiteOne increased 8% to $139.3 million
- ✓ Adjusted EBITDA[1] increased 5% to $237.2 million; Adjusted EBITDA margin was flat
- ✓ Cash provided by operating activities increased $16.5 million to $153.2 million
- ✓ Amended ABL Facility and extended maturity date to April 2031
- ✓ Repurchased $93.8 million of shares under the share repurchase authorization
- ✓ Acquired remaining 25% interest in Devil Mountain Wholesale Nursery

Post Quarter Highlights

- ✓ Repurchased additional $10.0 million of shares under the share repurchase authorization

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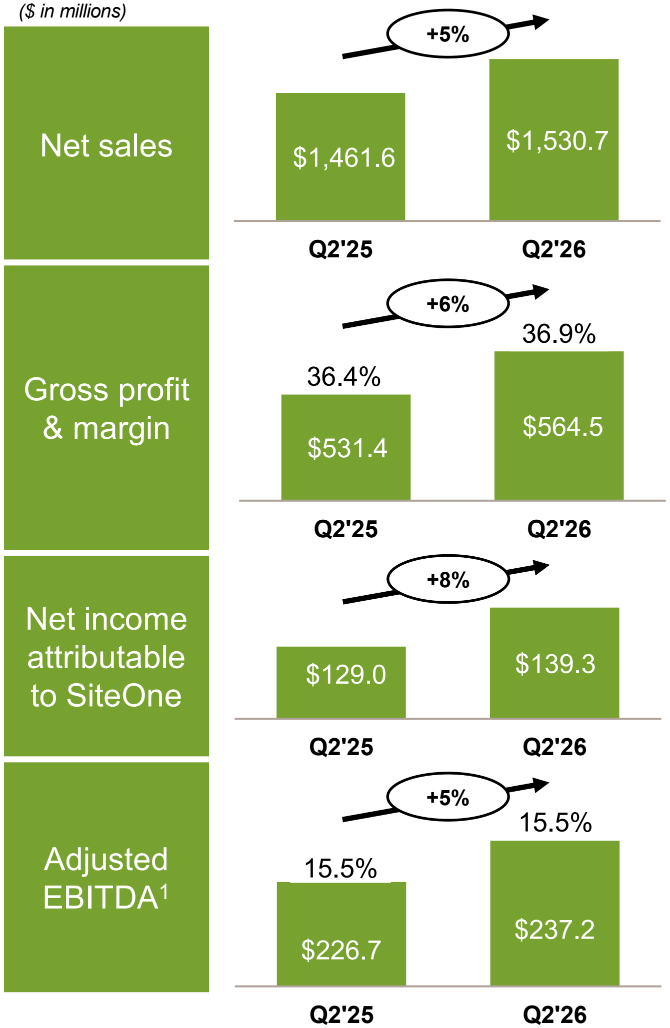
1. *Adjusted EBITDA includes contribution from non-controlling interest of $1.3 million for the Second Quarter of 2026*

Source: Company filings

Review of Second Quarter 2026 financial results

Summary financials

($ in millions)



Financial highlights (compared to prior-year period)

- **Net sales increased 5% to $1,530.7 million**
  - Organic Daily Sales increased 1% driven by price inflation in response to rising costs and our commercial initiatives, partially offset by softer demand in our end markets
  - Acquired sales were $49.2 million, contributing 3% to Net sales growth
- **Gross profit increased 6% to $564.5 million**
  - Gross margin expanded 50 basis points to 36.9%, driven by higher price realization and continued benefits from commercial initiatives, partially offset by higher freight and distribution costs and deflation in certain commodity products
- **Net income attributable to SiteOne increased 8% to $139.3 million**
  - Net income improvement reflects gross margin expansion, partially offset by lower sales volume and higher SG&A
- **Adjusted EBITDA[1] increased 5% to $237.2 million**
  - Adjusted EBITDA margin of 15.5% was flat compared to the prior year period

1. *Adjusted EBITDA includes contribution from non-controlling interest of $1.3 million for the Second Quarter of 2026*

Source: Company filings

Balance sheet and cash flow highlights

Quarter ended June 28, 2026

($ in millions)

Working capital	$1,098.4
Cash provided by operating activities	$153.2
Capital expenditures	$17.6

Balance sheet & cash flow highlights (compared to prior-year period)

- **Working capital increased to $1.10 billion, compared to $1.06 billion**
  - Increase attributable to working capital from acquisitions and early purchases of inventory ahead of price increases
- **Cash provided by operating activities increased $16.5 million to $153.2 million, compared to $136.7 million**
  - Driven by higher Net income and positive working capital changes
- **Capital expenditures increased to $17.6 million, compared to $14.3 million**
  - Reflects increased investment in branch locations and equipment
- **Net debt[1] was $555.6 million, compared to $531.6 million**
  - Liquidity of $530.4 million consisting of $87.4 million of cash and $443.0 million in available ABL borrowing capacity
- **Net debt / Adjusted EBITDA[2] of 1.3x, compared to 1.3x**
  - In line with target leverage range of 1.0x to 2.0x

1. *Net debt is calculated as long-term debt plus finance leases, net of cash and cash equivalents*
2. *Leverage ratio defined as net debt (including finance leases) to trailing twelve months Adjusted EBITDA*

Source: Company filings

Proven track record of successful acquisitions

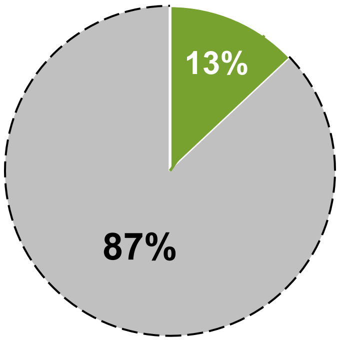
	2014 – 2021	2022	2023	2024	2025	2026	Total
		▪ JK Enterprise ▪ BellStone Masonry ▪ Preferred Seed ▪ Across the Pond ▪ Yard Works ▪ Prescott Dirt ▪ A&A Stepping Stone ▪ River Valley Horticultural ▪ Cape Cod Stone ▪ Linzel Distributing ▪ Jim Stone ▪ Stone Plus ▪ Kaknes Landscape ▪ Madison Block & Stone ▪ Telluride Stone ▪ Whittlesey Landscape	▪ J&J Materials ▪ Triangle Landscape Supplies ▪ Adams Wholesale Supply ▪ Link Outdoor Lighting ▪ Hickory Hill Farm & Garden ▪ New England Silica ▪ Timothy's Center for Gardening ▪ Pioneer Landscape Centers ▪ Regal Chemical ▪ JMJ Organics ▪ Newsom Seed	▪ Eggemeyer ▪ Devil Mountain Wholesale Nursery* ▪ Hardscape.com ▪ Cohen & Cohen Natural Stone ▪ Millican Nurseries ▪ OakStreet Nursery ▪ Custom Stone	▪ Pacific Nurseries ▪ Green Trade Nursery ▪ Grove Nursery ▪ Nashville Nursery ▪ Autumn Ridge Stone ▪ Red's Home & Garden ▪ CC Landscaping Warehouse ▪ French Broad Stone	▪ Bourget Flagstone ▪ Reinders	
# Acquisitions	64	16	11	7	8	2	**108**
Annualized Net sales[1]	~$1,225M	~$240M	~$320M	~$200M	~$55M	~$110M	**~$2,150M**
# Branches added	280	48	61	28	9	13	**439**

1. *Trailing twelve months (TTM) revenues in the year acquired*
** Acquired 75% interest in Devil Mountain Wholesale Nursery; annualized net sales includes 100% of Devil Mountain's TTM net sales*
Source: Company data

SiteOne LANDSCAPE SUPPLY

Robust pipeline provides significant growth opportunity

- ✓ SiteOne is the leading industry consolidator
- ✓ Significant sourcing advantage with 80+ leaders scouting new growth opportunities
- ✓ Our pipeline remains robust
- ✓ Experienced M&A team driving strong acquisition growth
- ✓ Acquisitions are expected to be accretive and present significant profit growth potential



~$36bn market[1]

1. *As of year-end 2025. Source: Management estimates; Company data; Kearney TAM Assessment, dated May 2026*

2026 Outlook

- ✓ End market demand expected to be down with declines in new residential construction and repair and upgrade more than offsetting maintenance growth and flat new commercial construction
- ✓ Pricing expected to be up approximately 3%
- ✓ Organic Daily Sales expected to be flat to up 1% with the benefit of commercial initiatives and price inflation offsetting lower end market demand
- ✓ Gross margin expected to improve with continued price realization and the benefit of our commercial initiatives
- ✓ SG&A as a percentage of Net sales expected to be approximately flat reflecting lower sales volume and the 53rd week offsetting the benefit of our operational initiatives
- ✓ Adjusted EBITDA margin expansion expected to continue
- ✓ Continued growth through M&A activity
- ✓ Full year Adjusted EBITDA expected to be $425 million to $455 million including the $4 million to $5 million negative effect of the 53rd week

Investment highlights

Uniquely attractive industry

Clear market leader

Proven management team

SiteOne LANDSCAPE SUPPLY

Stronger Together

Compelling and sustainable growth strategy

Value-creating acquisitions

Operational and commercial excellence

SiteOne
LANDSCAPE SUPPLY
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Appendix

Second Quarter 2026 Earnings

Non-GAAP reconciliations

Adjusted EBITDA Reconciliation

($ in millions)	2026		2025				2024	
	Q2'26	Q1'26	Q4'25	Q3'25	Q2'25	Q1'25	Q4'24	Q3'24
Reported Net income (loss)	**$139.3**	**$(24.1)**	**$(7.8)**	**$60.6**	**$132.1**	**$(27.5)**	**$(21.5)**	**$44.6**
Income tax expense (benefit)	48.3	(9.8)	(5.4)	15.5	45.0	(9.4)	(10.1)	15.8
Interest expense, net	10.0	8.0	8.2	9.1	10.3	7.4	6.7	9.5
Depreciation & amortization	36.2	35.1	34.7	35.4	35.3	35.4	35.6	35.9
EBITDA	**$233.8**	**$9.2**	**$29.7**	**$120.6**	**$222.7**	**$5.9**	**$10.7**	**$105.8**
A Stock-based compensation	2.1	14.2	5.5	5.6	2.3	13.6	5.5	5.2
B (Gain) loss on sale of assets	(0.6)	(1.6)	0.3	0.1	(0.5)	(0.2)	1.5	0.3
C Financing fees	--	--	--	--	--	--	--	0.5
D Acquisitions & other	1.9	3.7	2.1	1.2	2.2	3.1	14.1	3.0
E **Adjusted EBITDA**	**$237.2**	**$25.5**	**$37.6**	**$127.5**	**$226.7**	**$22.4**	**$31.8**	**$114.8**

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 associated with our debt refinancing and debt amendments.

D 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 related to the purchase accounting of Devil Mountain as well as charges during the fourth quarter of 2025 and 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.

E 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 $1.3 million and $0.7 million for the second and first quarter of 2026, respectively; $1.1 million, $1.0 million, $1.8 million, and $0.3 million for the fourth, third, second, and first quarter of 2025, respectively; and $0.8 million and $0.8 million for the fourth and third quarter of 2024, respectively.

Non-GAAP reconciliations

Adjusted EBITDA Reconciliation

	($ in millions)	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 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.

Non-GAAP reconciliations

2026 Organic Daily Sales Reconciliation

	2026					2025				
($ in millions)	FY'26	Q4'26	Q3'26	Q2'26	Q1'26	FY'25	Q4'25	Q3'25	Q2'25	Q1'25
Reported Net sales	**--**	**--**	**--**	**$1,530.7**	**$940.1**	**$4,704.8**	**$1,045.6**	**$1,258.2**	**$1,461.6**	**$939.4**
(A) Organic Sales	--	--	--	1,479.2	927.7	4,692.3	1,039.0	1,254.6	1,459.3	939.4
(B) Acquisition contribution	--	--	--	51.5	12.4	12.5	6.6	3.6	2.3	--
Selling Days	256	65	63	64	64	252	61	63	64	64
Organic Daily Sales	**--**	**--**	**--**	**$23.1**	**$14.5**	**$18.6**	**$17.0**	**$19.9**	**$22.8**	**$14.7**

(A) Organic Sales equals reported Net sales less Net sales from branches acquired in 2026 and 2025.

(B) Represents Net sales from acquired branches that have not been under our ownership for at least four full fiscal quarters at the start of Fiscal Year 2026. Includes Net sales from branches acquired in 2026 and 2025.