BrightView

Inspiring People.
Nurturing Landscapes.

Investor Presentation

March 2026

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Forward Looking Statements

Forward Looking Statements

This presentation contains “forward-looking statements” within the meaning of the safe harbor provision of the U.S. Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), which are subject to the “safe harbor” created by those sections. All statements, other than statements of historical facts included in this presentation, including statements concerning our plans, objectives, goals, beliefs, business outlook, business trends, expectations regarding our industry, strategy, future events, future operations, future liquidity and financial position, future revenues, projected costs, prospects, plans and objectives of management and other information, may be forward-looking statements.

Words such as “believes,” “expects,” “may,” “will,” “should,” “seeks,” “intends,” “plans,” “estimates,” or “anticipates,” and variations of such words or similar expressions are intended to identify forward-looking statements. The forward-looking statements are not historical facts or guarantees of future performance and are based upon our current expectations, beliefs, estimates and projections, and various assumptions, many of which, by their nature, are inherently uncertain and beyond our control. Our expectations, beliefs, and projections are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management’s expectations, beliefs and projections will result or be achieved, and actual results may vary materially from what is expressed in or indicated by the forward-looking statements. Factors that could cause actual results to differ materially from those projected include, but are not limited to: competitive industry pressures; our ability to preserve long-term customer relationships; a determination by customers to reduce their outsourcing or use of preferred vendors; inconsistent practices and the operating results of individual branches; our ability to implement our business strategies and achieve our growth objectives; impacts of future acquisitions or other strategic transactions; the possibility that costs or difficulties related to the integration of acquired businesses’ operations will be greater than expected; the seasonal nature of our landscape maintenance services; our dependence on weather conditions and the impact of severe weather and climate change on our business; any failure to accurately estimate the overall risk, requirements, or costs when we bid on or negotiate contracts that are ultimately awarded to us and, for such contracts, the ability to collect amounts owed under such contracts; the conditions and periodic fluctuations of the new commercial construction sector, as well as spending on repair and upgrade activities; the level, timing and location of snowfall; our ability to retain or hire our executive management and other key personnel; our ability to attract, retain and maintain positive relations with workers; any failure to properly verify employment eligibility of our employees; the liability exposure from our use of subcontractors to perform work under certain customer contracts; our recognition of future impairment charges; laws and governmental regulations, including those relating to employees, wage and hour, immigration, human health, safety, transportation, and the associated financial impact of such regulations; environmental, health and safety laws and regulations, as well as the related risk of potential litigation, the distraction and impact caused by litigation, of adverse litigation judgments and settlements resulting from legal proceedings; tax increases and changes in tax rules; any increase in on-job accidents involving employees; any failure, inadequacy, interruption, security failure or breach of our information technology systems; compliance with data privacy regulations; our ability to adequately protect our intellectual property; any adverse consequences of our substantial indebtedness; increases in interest rates governing our variable rate indebtedness increasing the cost of servicing our substantial indebtedness; risks related to counterparty credit worthiness or non-performance of the derivative financial instruments we utilize; restrictions within our debt agreements that limit our flexibility in operating; our ability to generate sufficient cash flow to satisfy our significant debt service obligations; the incurrence of substantially more debt, including off-balance sheet financing, contractual obligations and general and commercial liabilities; any failure to extend credit under our facility or reduce the borrowing base under our Revolving Credit Facility; any future sales, or the perception of future sales, by us or our affiliates, which could cause the market price for our common stock to decline; the ability of KKR and One Rock to exert significant influence over us; anti-takeover provisions in our organizational documents that could delay or prevent a change in control; the authorization of our Board of Directors to issue and designate shares of our preferred stock in additional series without stockholder approval; the fact that the holders of our Series A Preferred Stock may have different interests from and vote their shares in a manner deemed adverse to, holders of our common stock; the dividend, liquidation, and redemption rights of the holders of our Series A Preferred Stock; our certificate of incorporation restricting all stockholder litigation matters to the Court of Chancery of the State of Delaware and the federal district courts of the United States of America; general business, economic, and financial market conditions; increases in raw material costs, fuel prices, wages and other operating costs, and changes in our ability to source adequate supplies and materials in a timely manner; occurrence of natural disasters, terrorist attacks, global health emergencies and other external events; heightened inflation, geopolitical conflicts, recession, financial market disruptions, trade policies and tariffs, and other economic conditions; corporate responsibility matters and/or our reporting of such matters; significant changes in our stock price and its ability for resale; securities analysts’ reports about our business or their downgrade of our stock or sector; maintaining effective internal controls; and costs and requirements imposed as a result of maintaining compliance with the requirements of being a public company.

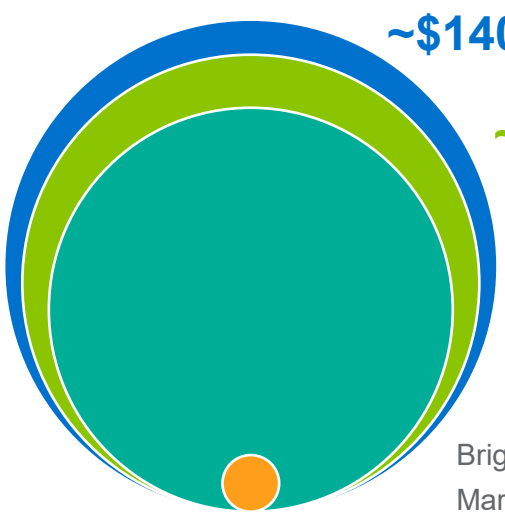
Additional factors that could cause our results to differ materially from those described in the forward-looking statements can be found under “Item 1A. Risk Factors” in our Form 10-K for the fiscal year ended September 30, 2025, and such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission (the “SEC”), which are accessible on the SEC’s website at www.sec.gov. Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this release and in our filings with the SEC. Any forward-looking statement made in this presentation speaks only as of the date on which it was made. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

Non-GAAP Financial Measures

Included in this presentation are certain non-GAAP financial measures, such as " Adjusted EBITDA", "Adjusted EBITDA Margin", "Adjusted Net Income", “'Adjusted Free Cash Flow", Total Financial Debt", "Total Net Financial Debt" and "Total Net Financial Debt to Adjusted EBITDA ratio", designed to complement the financial information presented in accordance with U.S. GAAP because management believes such measures are useful to investors. These non-GAAP financial measures should be considered only as supplemental to financial measures provided in accordance with GAAP. Please refer to the appendix of this presentation for a reconciliation of the historical non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP. Because GAAP financial measures on a forward-looking basis are not accessible, and reconciling information is not available without unreasonable effort, we have not provided reconciliations for forward-looking non-GAAP measures. For the same reasons we are unable to address the probable significance of the unavailable information, which could have a potentially unpredictable and potentially significant impact on our future GAAP financial results.

Opportunity Abounds in Large & Highly Fragmented Market

U.S. Market Structure



~$140B U.S. Commercial Landscaping, Snow and Development

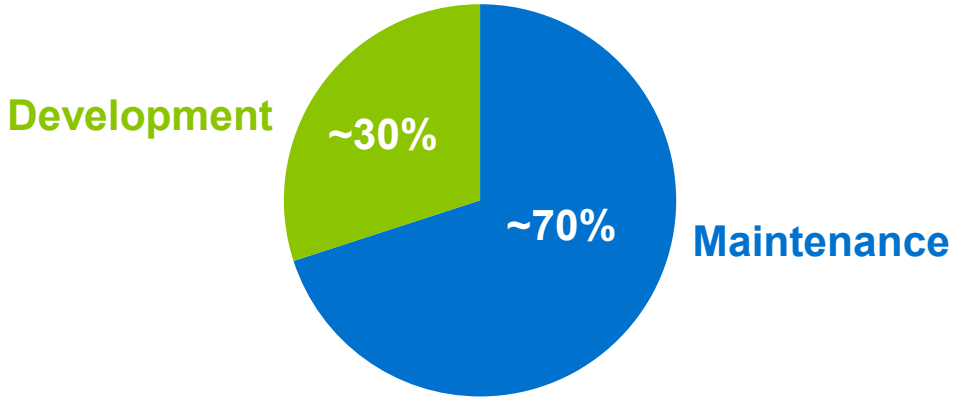
~$125B U.S. Commercial Landscaping and Snow

~$105B U.S. Commercial Landscaping Services

BrightView: **~$1.7B** (Land only)
Market Share: **~2%**

- **Stable, non-discretionary & versatile** nature of service
- **Resilient revenue** from focus on industry's **Top Quartile**
- Overall market grows **~1-2% annually**

BrightView 2025 Revenue: $2.7B



Recurring Revenue
+
Scalable Business Model
+
Accretive M&A
=
Significant Shareholder Value Opportunity

#1 Player in a Growing Industry with Revenue 4x Our Next Largest Competitor

BrightView

Source: IBIS Industry Reports (April 2025), Landscaping and Snow Removal (May 2025)

Key Investment Highlights

Unifying BrightView

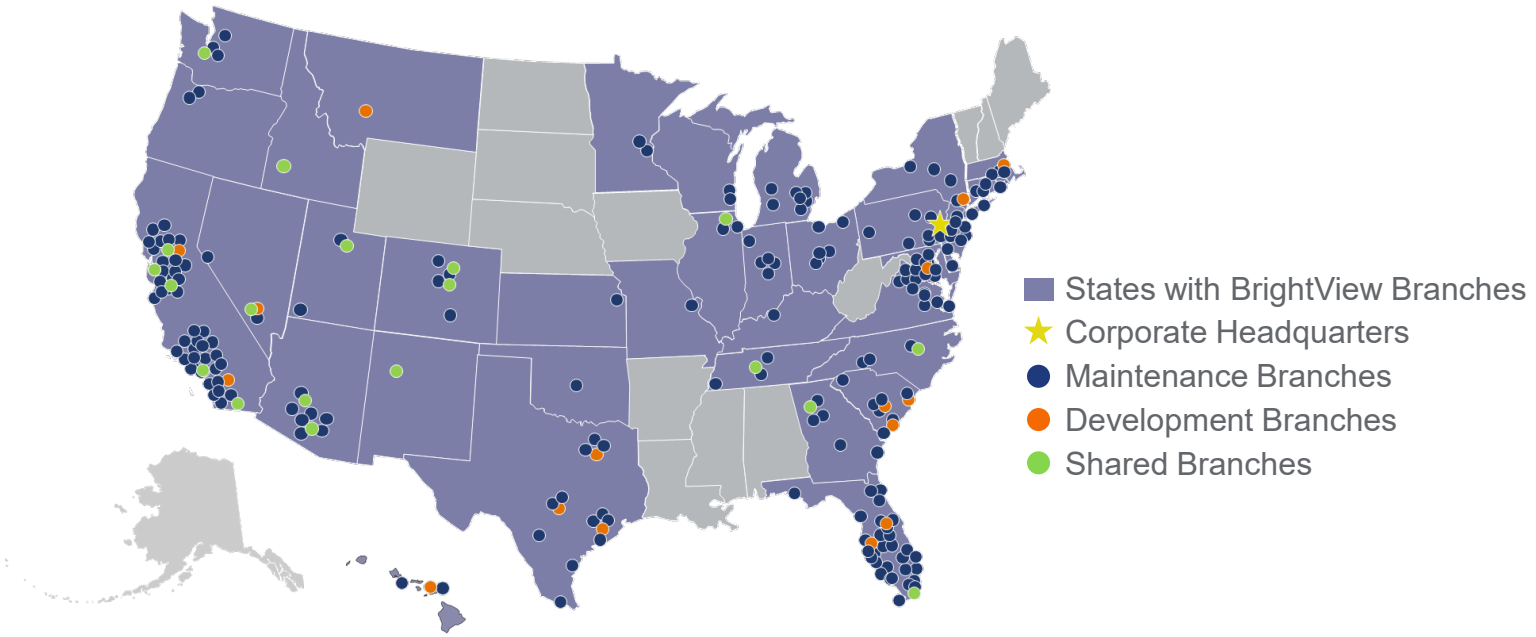
- Market leader with size, scale and strategy to compound competitive advantages
- Prioritizing our employees to become employer and service provider of choice
- Sustainable business model with recurring revenue and intense customer focus to gain wallet share
- Multiple strategic initiatives including leveraging our size and scale to drive profitable growth
- Clear path to achieve long-term targets and drive shareholder value



BrightView of the Past Will Not Be the BrightView of the Future

BrightView Today

- Founded in 1939
- Headquartered: Blue Bell, PA
- Employees: ~19,000
- Revenue: $2.7B *(FY 2025)*
- Jobs: ~20,000
- Branch Locations: 265+



Note: Branch locations include satellites

Business Overview & Highlights

Essential Commercial Landscaping & Snow Services

- Predictable recurring revenue model
- Non-discretionary and resilient service
- Broad offering of ancillary services

Landscape Architecture & Development Services

- New landscapes / large-scale redesign projects
- Horticultural & design thought-leadership
- Complex and high-profile projects

BrightView

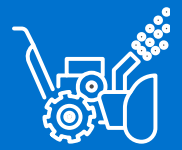
BrightView – Much More Than Just Mowing

Maintenance


Mowing


Gardening

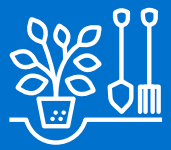

Mulching


Snow Services

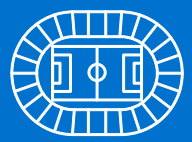

Tree Care


Water Mgmt. & Irrigation

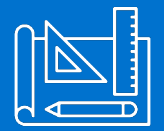

Lake & Pond Management


Landscape Installation


Disaster Recovery


Sports Fields

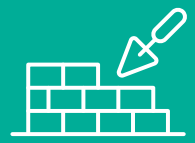

Golf Course Maintenance


Landscape Design

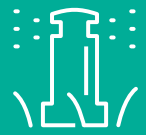
Development

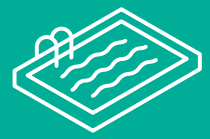

Design & Pre-development


Landscape Installation

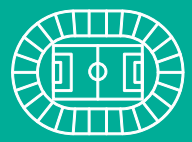

Masonry + Concrete


Hardscape Installation


Irrigation Systems

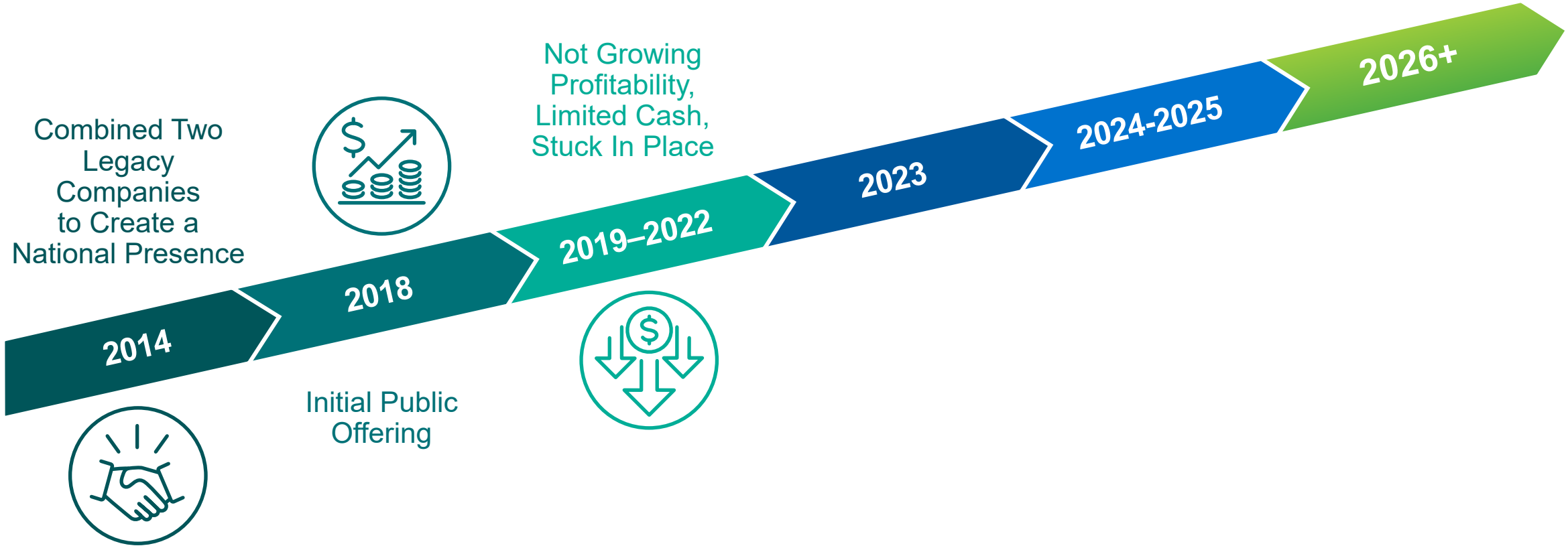

Pools & Water Features


Soil Mixing & Testing


Sports Field Installation

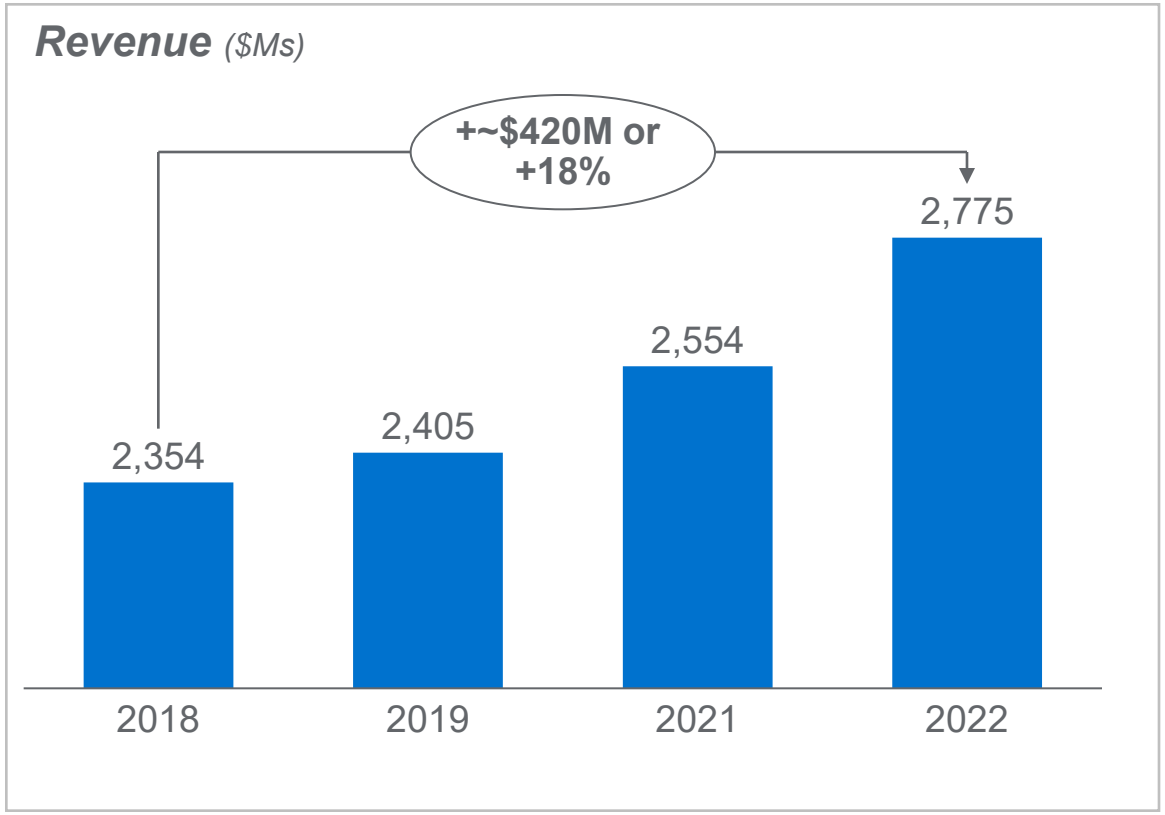
BrightView

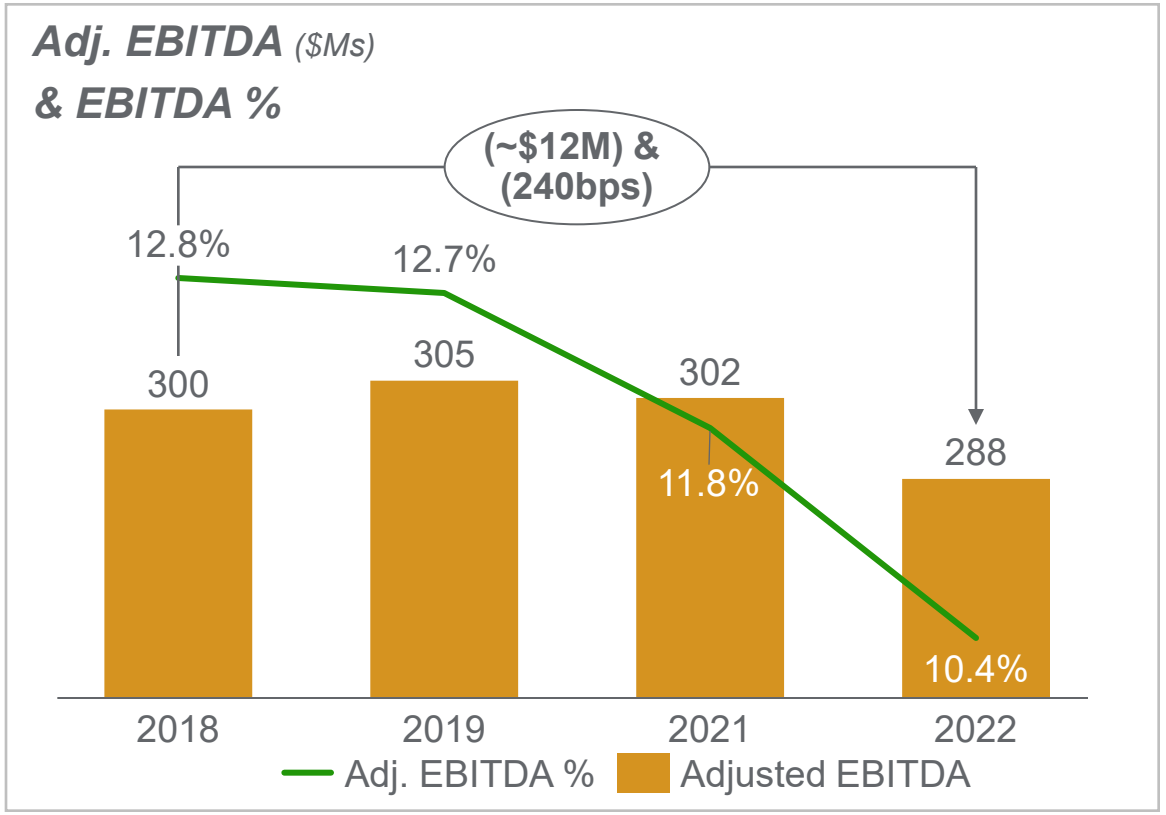
BrightView's Early Days…



Focused on Revenue Growth, but not Profitable Growth

…Led to These Financial Results





NOTE: FY20 excluded from above due to atypical results related to COVID pandemic

BrightView's Refreshed Focus…

2014
Combined Two Legacy Companies to Create a National Presence

2018
Initial Public Offering

2019–2022
Not Growing Profitability, Limited Cash, Stuck In Place

2023
New Leadership, One Rock Partnership, New Journey Begins

2024-2025
Increased Employee & Customer Focus, While Delivering Record EBITDA Results

2026+
Top-Line Growth Fueling Transformation

BrightView of the Past Will Not be the BrightView of the Future

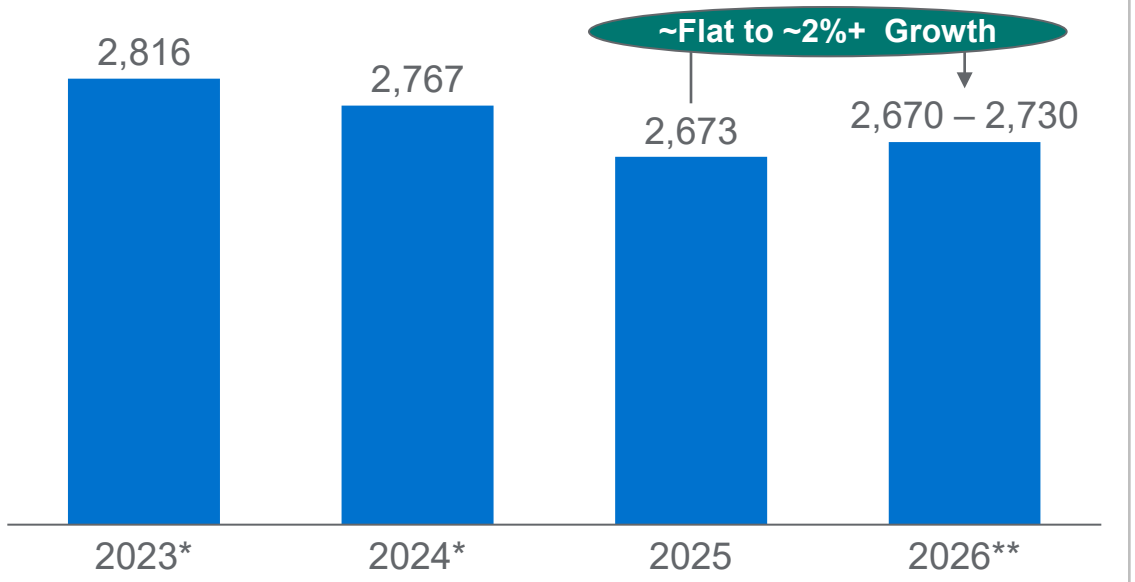
…Positions BrightView for Long Term Profitable Growth

Prioritizing our employees and a customer-centric focus producing momentum

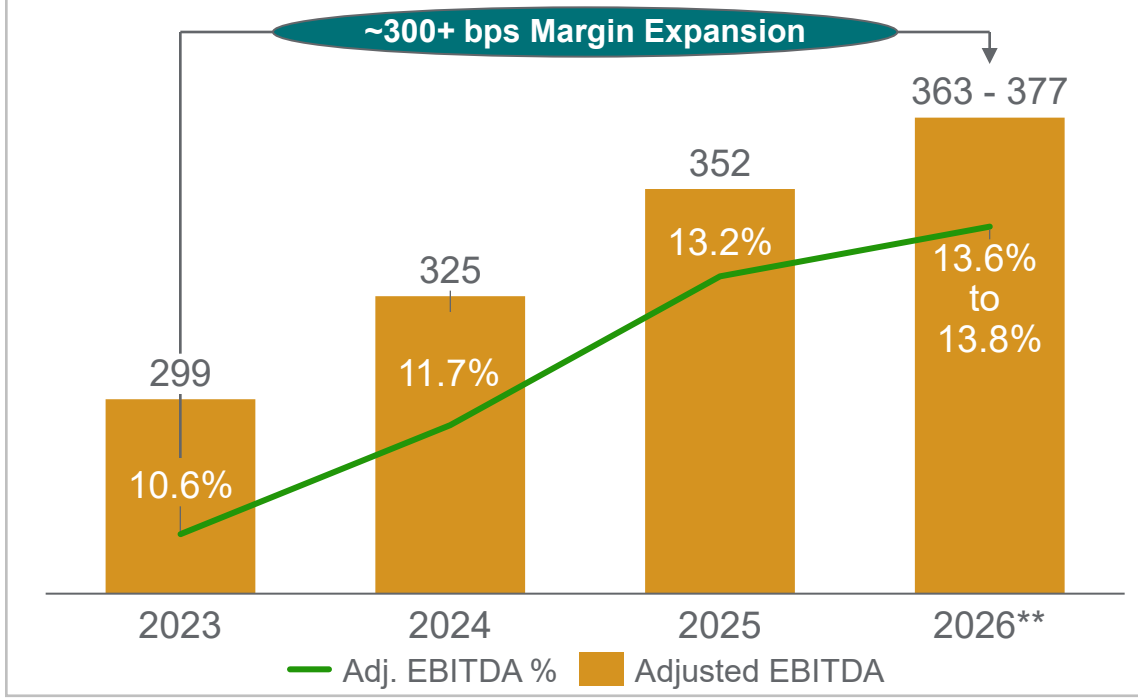
Revenue ($Ms)

2026 Revenue Guidance Assumptions
Maintenance Land Growth: *~ +1% to ~ +2%*
Development Growth: *~ Flat to ~ +2%*
Snow Revenue: *~$190 to ~ $220M*

Management Comments (Feb'26 Earnings) : "…we're probably going to pace ahead of the top end of our [snow] range"



Adj. EBITDA ($Ms) *& EBITDA %*



*Revenue reflects divested franchise business and unwind of subcontractor business: ~$130M impact
**Represents guidance ranges as of February 2026 Earnings Call

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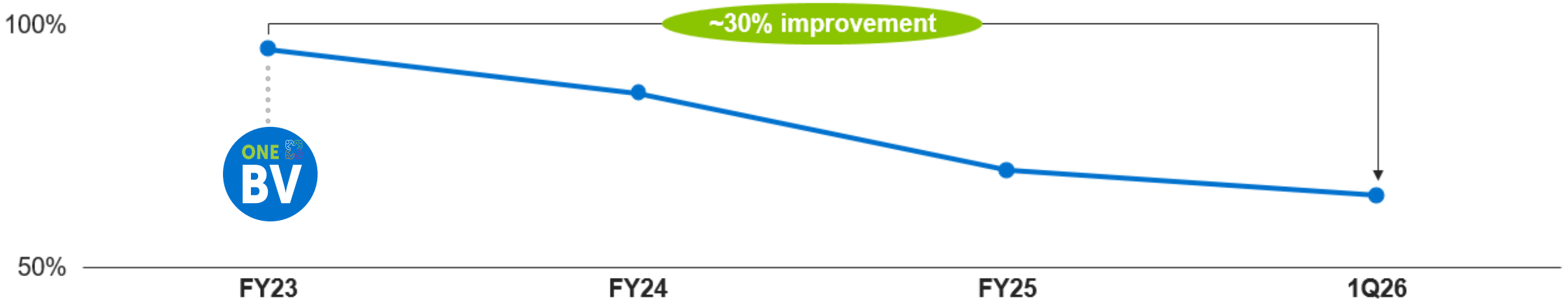
Continuing To Prioritize Our Employees (from February '26 Earnings Call)

Prioritizing and investing in our front line delivers sequential employee turnover improvement

- Trucks / Mowers ✓
- Flexible Schedules ✓
- PTO ✓
- Employee Wellness
- Boots ✓
- Service Hours ✓
- HRIS ✓
- Advanced Pay ✓

TTM Frontline Employee Turnover



CUSTOMER CENTRIC FOCUS

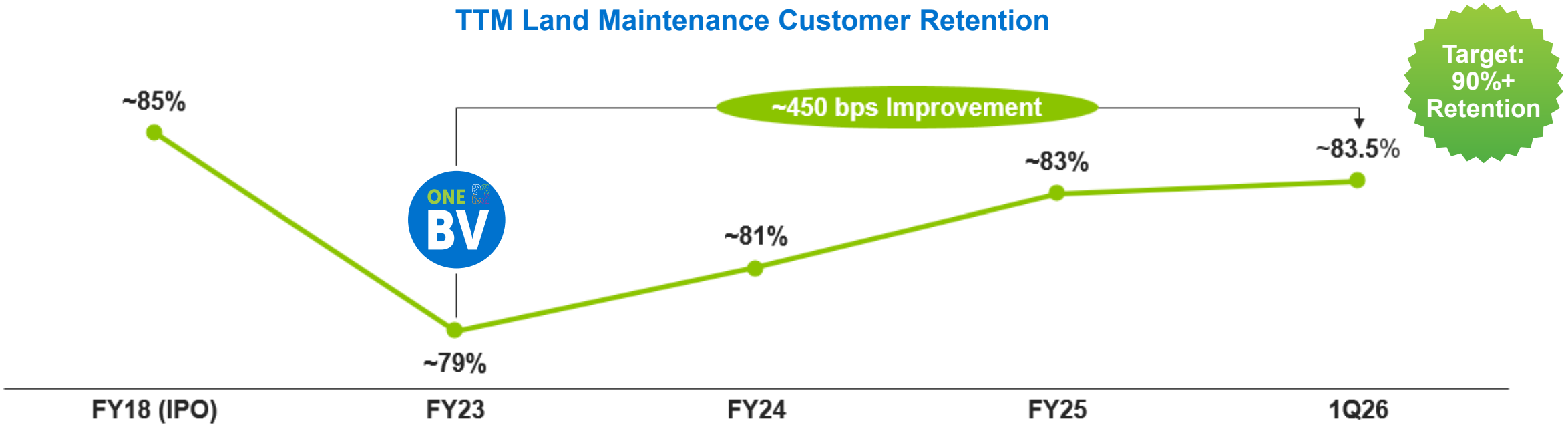
Continuing To Deliver Best in Class Customer Service

(from February '26 Earnings Call)

Unwavering customer service yields sequential customer retention improvement

- Reduced Turnover
- Improved Communication
- Consistent & Reliable Service
- Efficient / Unified

TTM Land Maintenance Customer Retention



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Accelerating Salesforce Ramp Up Progressing (from February ’26 Earnings Call)

Investments in New Business & Customer Facing Sellers

~80 net sellers added in 1Q26 & **~180 total net sellers added***

Pacing ahead of expectations…will continue to ramp up

Cumulative Net Sellers Added Through 1Q26

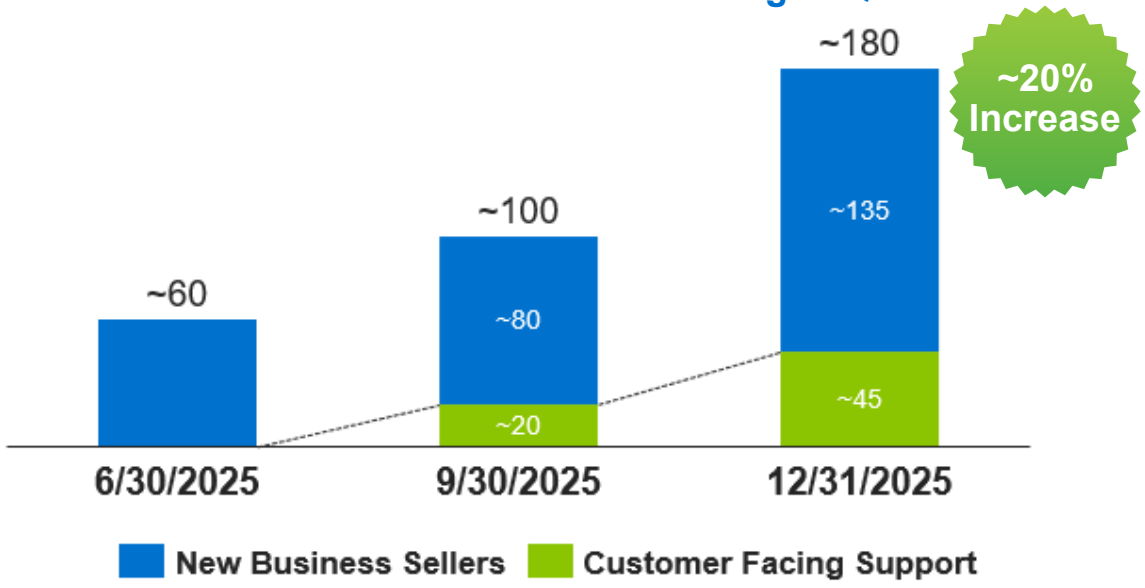
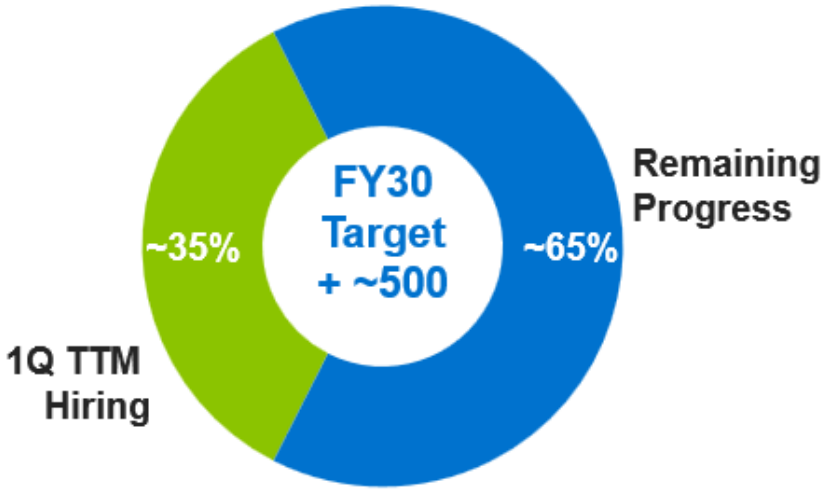


*Chart represents cumulative net new sellers relative to 9/30/2024

Progress Towards 2030 Hiring Target



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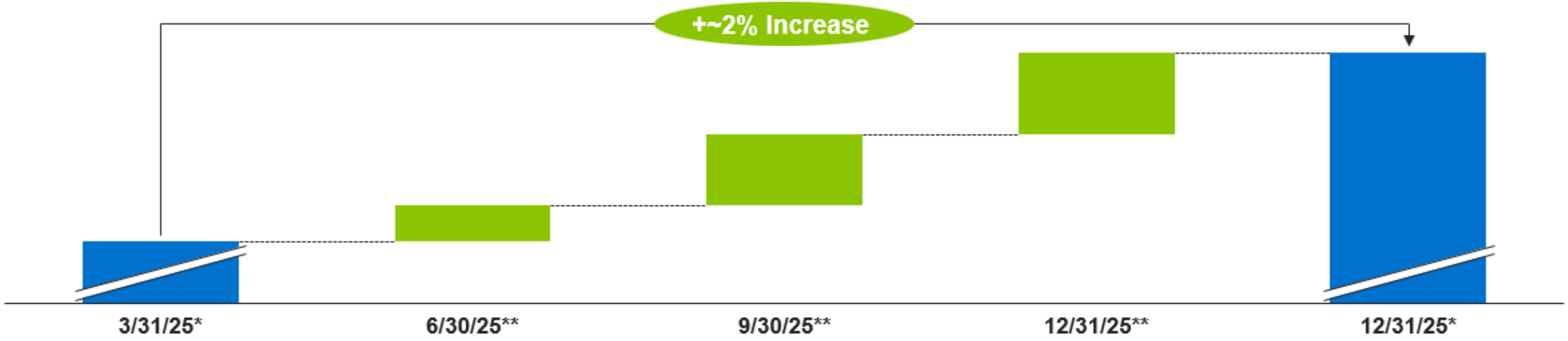
Land Contract Business Building Momentum (from February ’26 Earnings Call)

Customer Retention & Sales Force Ramp Drive Leading Indicator of Future Growth

2023	2024	2025	2026
Misaligned Sales & Ops structure = **Unprofitable new sales**	Realigned Sales & Ops structure + new incentive = **Profitable sales**	Solidified Foundation + Salesforce ramp up = **Positive net new momentum**	Continued customer retention improvement + salesforce expansion = **Profitable growth**

Land Contract Book of Business***



For illustrative purposes; does not include Price Increase & Scope

** Ending Annualized Land Maintenance Contract Values*
***Net New Sales = Annualized value of new Land Maintenance contract sales less annualized value of lost Land Maintenance contracts*
****Book of Business = Annualized Value of Land Maintenance contracts*

Driving Profitable Growth in 2026 & Beyond (from February '26 Earnings Call)

Foundation in place to deliver Top Line Profitable Growth and Shareholder Value



Prioritizing Employees

Improved employee turnover

Invested G&A savings in front-line employees



Delivering Best In Class Customer Service

Improved customer retention

Improved communication and service hours



Unlocking Size & Scale

Refreshed aging fleet

Reduced R&M and rentals expense

Centralized procurement

Driving Profitable Growth

Continue accelerating salesforce ramp up

Bolster contract business through net new sales

Drive further ancillary sales on growing contract book

Increase density within existing and adjacent service lines

2024 – 2025: Solidifying the Foundation of Our Business

Focus for 2026 & Beyond

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2030 Aspirational Targets (from February '25 Investor Day)

Clear path to achieve long-term targets and drive shareholder value



~$4B*+ Total Revenue	**~$650M+** Adjusted EBITDA
~16%+ Adjusted EBITDA Margins	**~40%+** Free Cash Flow Conversion**

KEY INVESTMENT HIGHLIGHTS

- Market leader with size, scale and strategy to compound competitive advantages
- Prioritizing our employees to become employer and service provide of choice
- Sustainable business model with recurring revenue & intense customer focus to gain wallet share
- Multiple strategic initiatives including leveraging our size and scale to drive profitable growth

BECOMING THE EMPLOYER OF CHOICE + **CUSTOMER CENTRIC FOCUS** + **UNLOCKING SIZE AND SCALE** + **STRATEGIC CAPITAL ALLOCATION** = **INVESTMENT OF CHOICE**

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*~$450M+ in M&A
** Free Cash Flow Conversion = Adjusted Free Cash Flow / EBITDA $



Appendix

FY 2026 Guidance (from February '26 Earnings Call)

2026 Guidance

Total Revenue	$2.670B – $2.730B
Adjusted EBITDA	$363M – $377M
Adj. EBITDA Margin Expansion	~ +40 to ~ +60bps
Adj. Free Cash Flow[1]	$100M – $115M

Guidance Assumptions

Revenue	Maintenance Land Growth	~ +1% to ~ +2%
	Development Growth	~ Flat to ~ +2%
	Snow Revenue	~$190 to ~ $220M
Margin Expansion	Maintenance	~ +50 to ~ +70bps
	Development	~ +20 to ~ +40bps

1. Adjusted Free Cash Flow guidance assumes Net CapEx: $165M - $180M, Cash Interest: $55M - $60M, Cash Taxes: ~$5M - $10M, NWC: use of cash to fund growth

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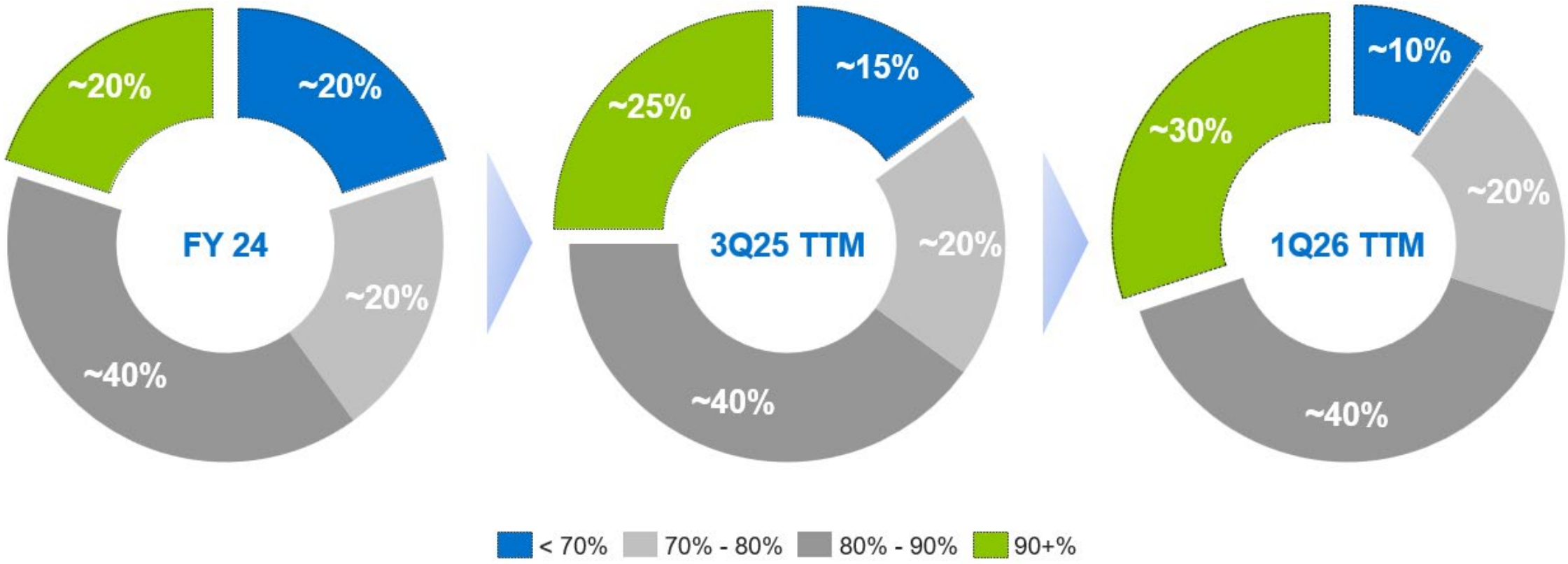
CUSTOMER CENTRIC FOCUS

Improving Retention Across Our Branch Network (from February '26 Earnings Call)

Customer centric focus driving higher concentration of branches with 90+% retention

TTM Customer Retention – Branch Segmentation



Strategic Capital Priorities (from February ’26 Earnings Call)

Fortified balance sheet enables execution of capital allocation priorities

Fortified Balance Sheet

- Favorable debt structure & ample liquidity
- No Long-Term Maturities until 2029

Accelerate Fleet Strategy ✓

- Fleet Investments = Lower Frontline Turnover / Higher Customer Retention
- Continue to see benefits in Equipment Repairs & Rentals

Share Repurchase ✓

- Accelerating Pace vs. PY

2025 Average Qtr.	1Q26
~$7M Per Qtr.	~$14M

Accretive Acquisitions

- Robust acquisition pipeline
- Primary Focus on Service-Line Density (i.e. Tree / Aquatics) & Market expansion

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Leadership

Inspiring & Unifying ~19,000 Employees to Operate as One BrightView



DALE ASPLUND
Chief Executive Officer



BRETT URBAN
Chief Financial Officer



MANDY ORDERS
Chief Human Resources Officer



MICHAEL DOZIER
Chief Commercial Officer



JONATHAN GOTTSEGEN
Chief Legal Officer & Corporate Secretary

Sales and Operations Leadership

Average Operations Tenure ~28 years

Dan Harper
Northwest Region

Enrico Marogna
Southwest Region

Ray Nobile
Northeast Region

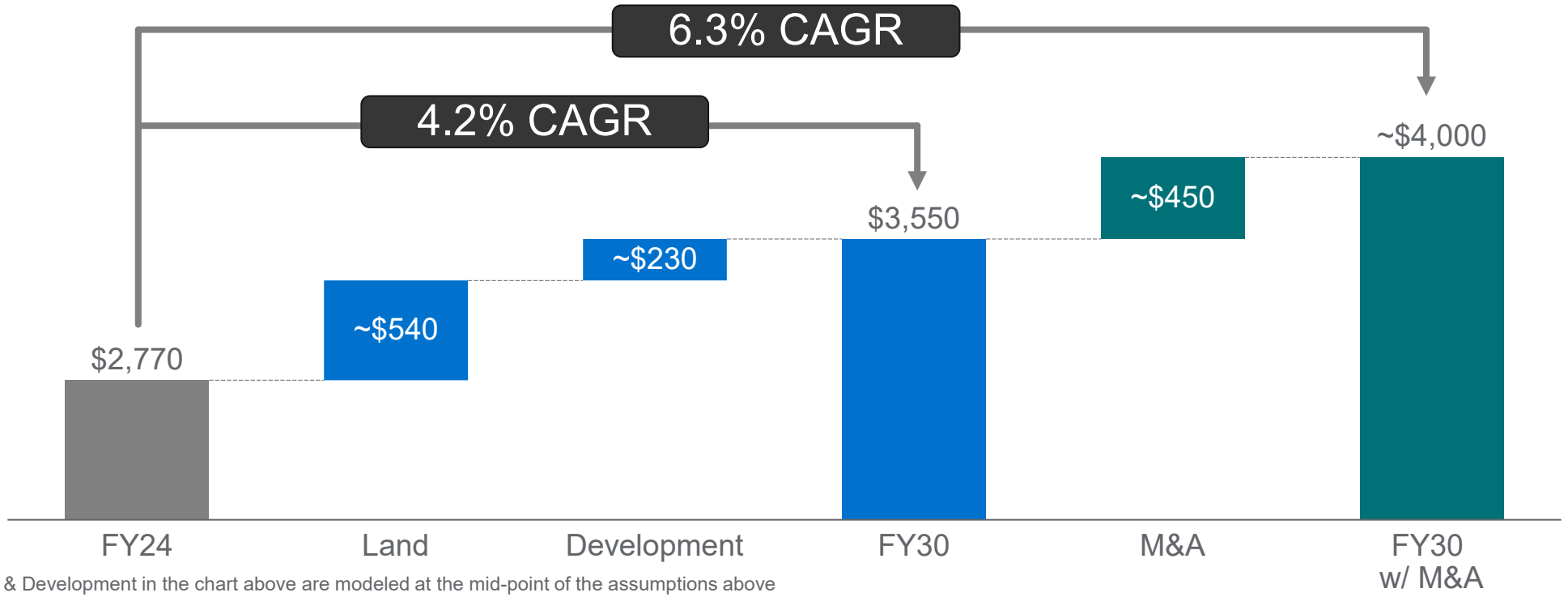
Todd Chesnut
Southeast Region

Vince Germann
SVP – Sales

Path to ~$4B in Revenue (from February '25 Investor Day)

1 **Land Maintenance**	~3% to ~6% Growth per Annum *(Retention, Route Density, Cross Selling, Ancillary Offerings)*
2 **Development**	~4% to ~5% Growth per Annum *(Continued momentum in backlog)*
3 **Accretive M&A**	~$400M to ~$500M in Accretive Mergers & Acquisitions

Revenue Growth Drivers

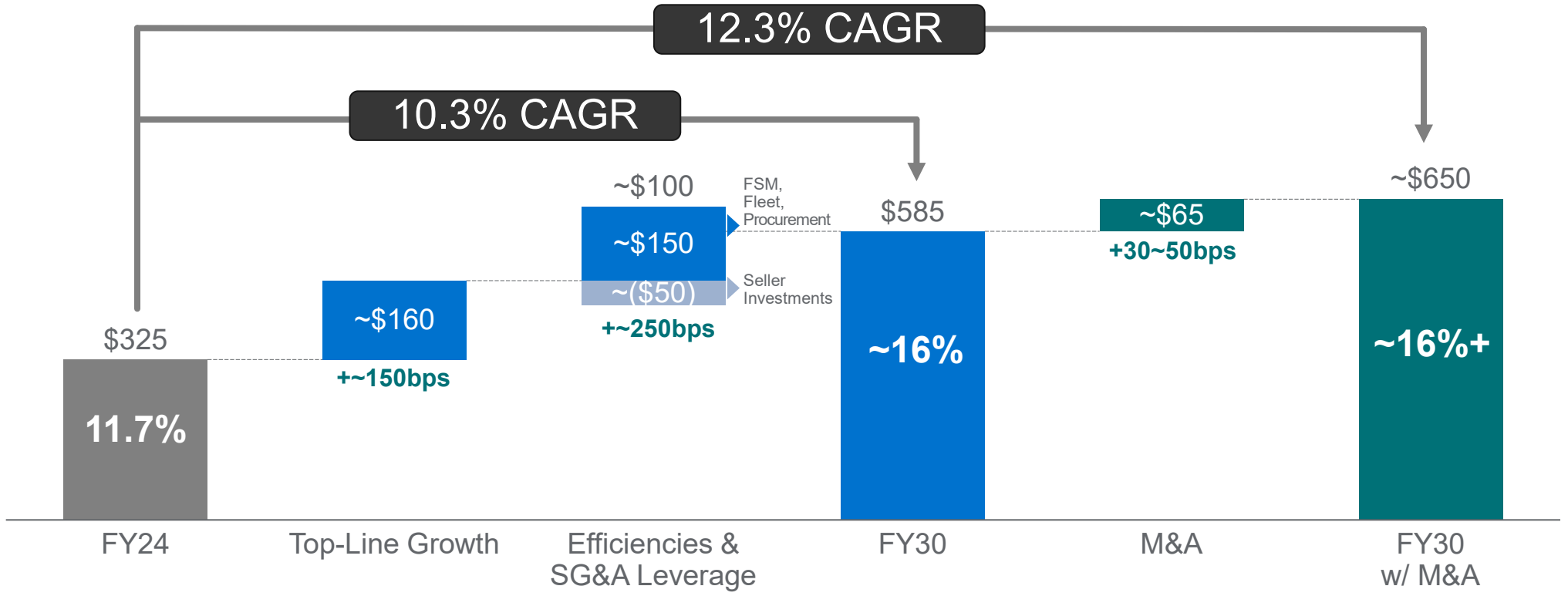


*Land & Development in the chart above are modeled at the mid-point of the assumptions above
**Snow impact de minimis over the planning period

Path to 16%+ EBITDA Margins (from February '25 Investor Day)

1 **Top-Line Growth**	~20%+ Flowthrough on Top-Line Growth Drivers
2 **Efficiencies**	+~250bps margin expansion driven by FSM*, procurement, fleet & SG&A leverage
3 **Accretive M&A**	Flowthrough on ~$450M of Accretive Mergers & Acquisitions

EBITDA Growth Drivers



*Field Services Management

Non-GAAP to GAAP Reconciliation

(In millions)	Fiscal Year Ended September 30 2025	2024	2023	2022	2021	2020	2019	2018
Adjusted EBITDA								
Net income (loss)	$ 56.0	$ 66.4	$ (7.7)	$ 14.0	$ 46.3	$ (41.6)	$ 44.4	$ (15.1)
Plus:								
Interest expense, net	53.7	62.4	97.4	53.3	42.3	64.6	72.5	97.8
Income tax expense (benefit)	25.3	30.1	4.6	5.6	4.6	(9.6)	12.8	(66.2)
Depreciation expense	142.2	108.4	105.2	98.9	84.7	80.5	80.1	75.3
Amortization expense	29.3	35.8	44.5	51.5	52.3	55.8	56.3	104.9
Equity-based compensation	19.0	20.5	22.3	19.0	20.0	24.0	15.7	28.8
Business transformation and integration costs	26.1	44.1	23.7	21.5	28.5	32.5	17.5	25.5
Debt extinguishment	0.7	0.6	8.3	12.6	—	—	—	25.1
(Gain) loss on divestiture	—	(43.6)	—	—	—	22.2	—	—
COVID-19 related expenses	—	—	0.4	11.4	23.0	13.8	—	—
Offering-related expenses	—	—	—	0.1	0.6	4.4	—	—
Changes in self-insured liability estimates	—	—	—	—	—	24.1	—	—
Establish public company financial reporting compliance	—	—	—	—	—	0.9	4.8	4.1
Expenses related to initial public offering	—	—	—	—	—	—	1.0	6.8
Management fees	—	—	—	—	—	—	—	13.1
Adjusted EBITDA	**$ 352.3**	**$ 324.7**	**$ 298.7**	**$ 287.9**	**$ 302.3**	**$ 271.6**	**$ 305.1**	**$ 300.1**
Adjusted Free Cash Flow								
Cash flows from operating activities	$ 291.8	$ 205.6	$ 129.9	$ 106.9	$ 148.4	$ 245.1	$ 169.7	$ 180.4
Minus:								
Capital expenditures	254.2	78.4	71.3	107.3	61.2	52.7	89.9	86.4
Plus:								
Proceeds from sale of property and equipment	27.6	18.1	21.6	7.1	9.5	4.8	6.8	12.0
Adjusted Free Cash Flow	**$ 65.2**	**$ 145.3**	**$ 80.2**	**$ 6.7**	**$ 96.7**	**$ 197.2**	**$ 86.6**	**$ 105.9**

Refer to the appropriate Form 10-Ks filed with the SEC for additional details regarding the adjustments to reconcile net income to EBITDA.

Non-GAAP to GAAP Reconciliation (cont.)

Total Financial Debt and Total Net Financial Debt

	Fiscal Year Ended September 30							
(In millions)	**2025**	**2024**	**2023**	**2022**	**2021**	**2020**	**2019**	**2018**
Long-term debt, net	$ 790.2	$ 802.5	$ 888.1	$ 1,330.7	$ 1,130.6	$ 1,127.5	$ 1,134.2	$ 1,141.3
Plus:								
Current portion of long-term debt	—	—	—	12.0	10.4	12.3	10.4	13.0
Financing costs, net	5.3	6.5	6.6	10.6	11.1	13.9	17.1	20.0
Present value of net minimum payment - finance lease obligations	81.9	68.3	42.8	41.7	27.6	18.6	8.5	10.1
Total Financial Debt	**877.4**	**877.3**	**937.5**	**1,395.0**	**1,179.7**	**1,172.3**	**1,170.2**	**1,184.4**
Less: Cash and cash equivalents	(74.5)	(140.4)	(67.0)	(20.1)	(123.7)	(157.1)	(39.1)	(35.2)
Total Net Financial Debt	**$ 802.9**	**$ 736.9**	**$ 870.5**	**$ 1,374.9**	**$ 1,056.0**	**$ 1,015.2**	**$ 1,131.1**	**$ 1,149.2**
Total Net Financial Debt to Adjusted EBITDA ratio	**2.3x**	**2.3x**	**2.9x**	**4.8x**	**3.5x**	**3.7x**	**3.7x**	**3.8x**

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