INSPIRING PEOPLE. NURTURING LANDSCAPES.

BrightView

Third Quarter 2026

Earnings Call

August 5, 2026

NYSE: BV

Introductory Information

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 and the possibility that integration efforts will disrupt our business and strain management time and resources; 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, including laws pertaining to the use of pesticides, herbicides and fertilizers, or liabilities thereunder, as well as the related risk of potential litigation, settlements resulting from legal proceedings relating to our business operations; expenses related to allegations, claims, proceedings, judgments or settlements exceeding the amounts of our insurance coverage or estimates of accrued self-insured claims; 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.

Executive Summary

Dale Asplund | President & Chief Executive Officer

Key Operational & Financial Highlights

One BrightView strategy continues to drive transformation

Q3 Executive Summary

- **Second consecutive quarter of Land revenue growth underpinned by solidified foundation**
- **Fifth Consecutive quarter of Land contract book of business growth**
- **Q3 Adj. EBITDA ~ $96M; includes ~ $20M of non-routine items***
- **Reaffirms midpoint of Land revenue guidance**

Key Q3 Metrics

~700bps	~84.6%	+~4%	+~2.3%
Frontline Turnover Improvement	TTM Customer Retention	Contract Book Growth from 2Q25	Land Revenue
11 Consecutive Qtrs.	*+~250bps vs. PY*	*+~100 bps* QoQ	*+~$12M vs. PY*

** Non-routine items consist of ~ $16M impact from self insurance adjustment and ~ $4M fuel-related headwind. See reconciliation on slide 24*

BECOMING THE EMPLOYER OF CHOICE

CUSTOMER CENTRIC FOCUS

Prioritizing Employees & Delivering for Our Customers

Our people-first strategy continues to drive lower front line turnover & higher customer retention

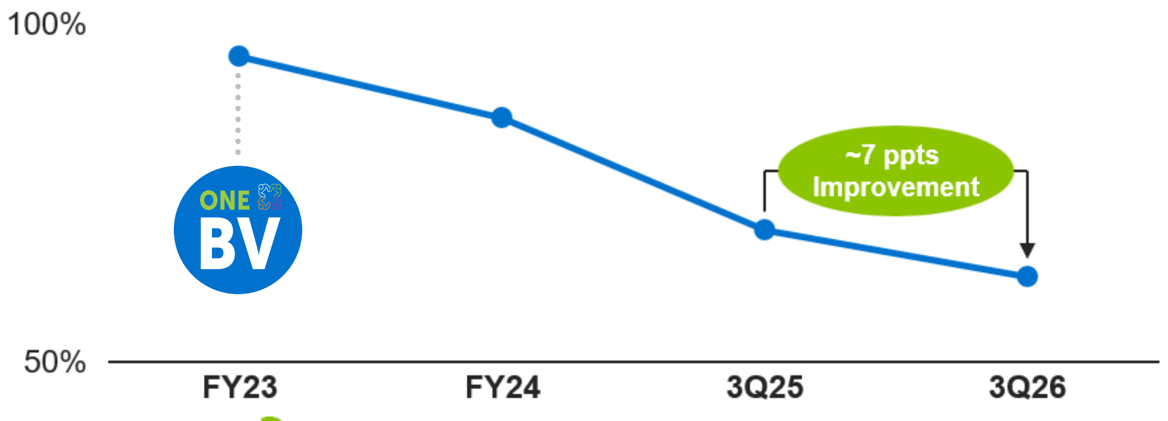
PRIORITIZING OUR EMPLOYEES

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

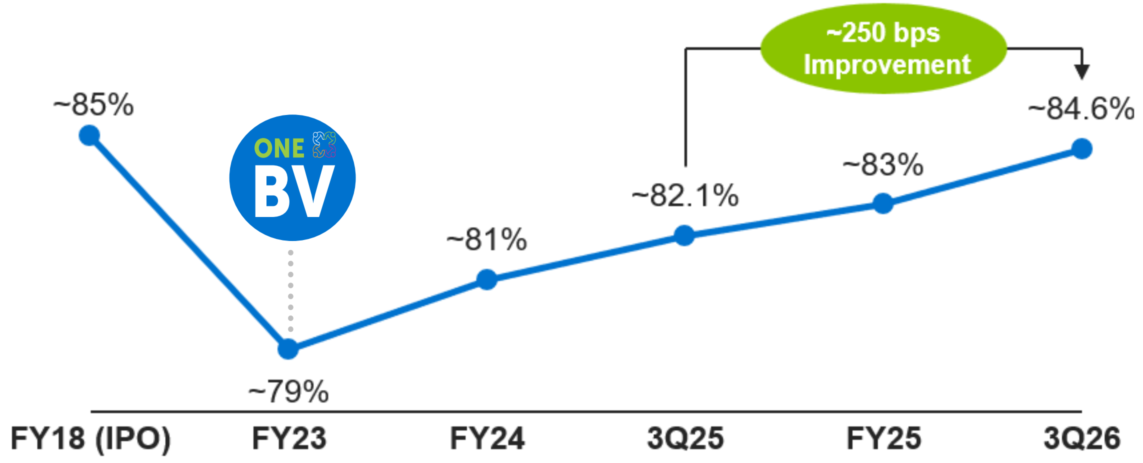
DELIVERING FOR OUR CUSTOMERS

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

TTM Frontline Employee Turnover



TTM Land Maintenance Customer Retention



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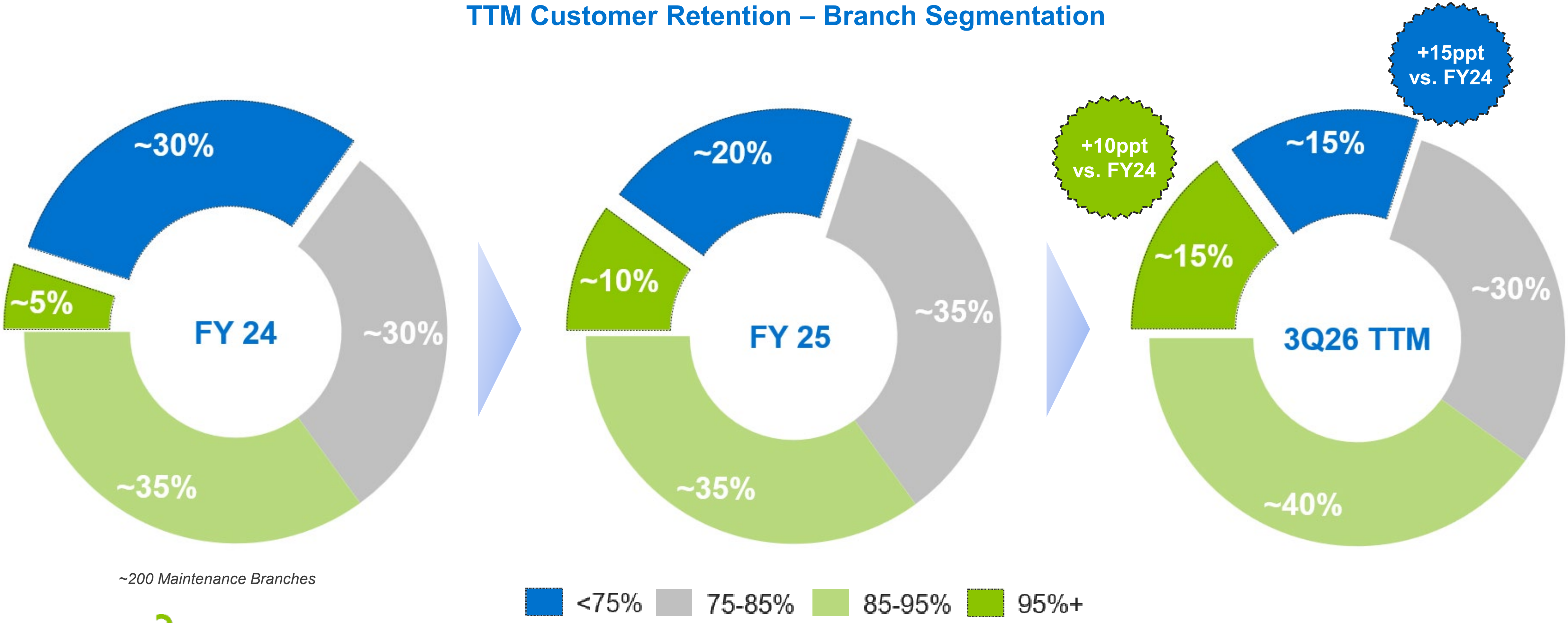
Improving Retention Across Our Branch Network

Customer centric focus driving higher concentration of branches with 85+% retention

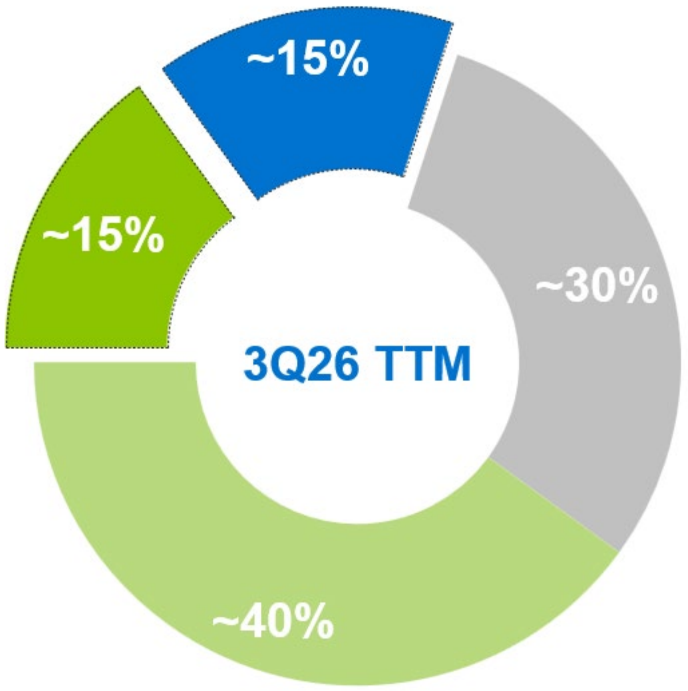
TTM Customer Retention – Branch Segmentation



~200 Maintenance Branches

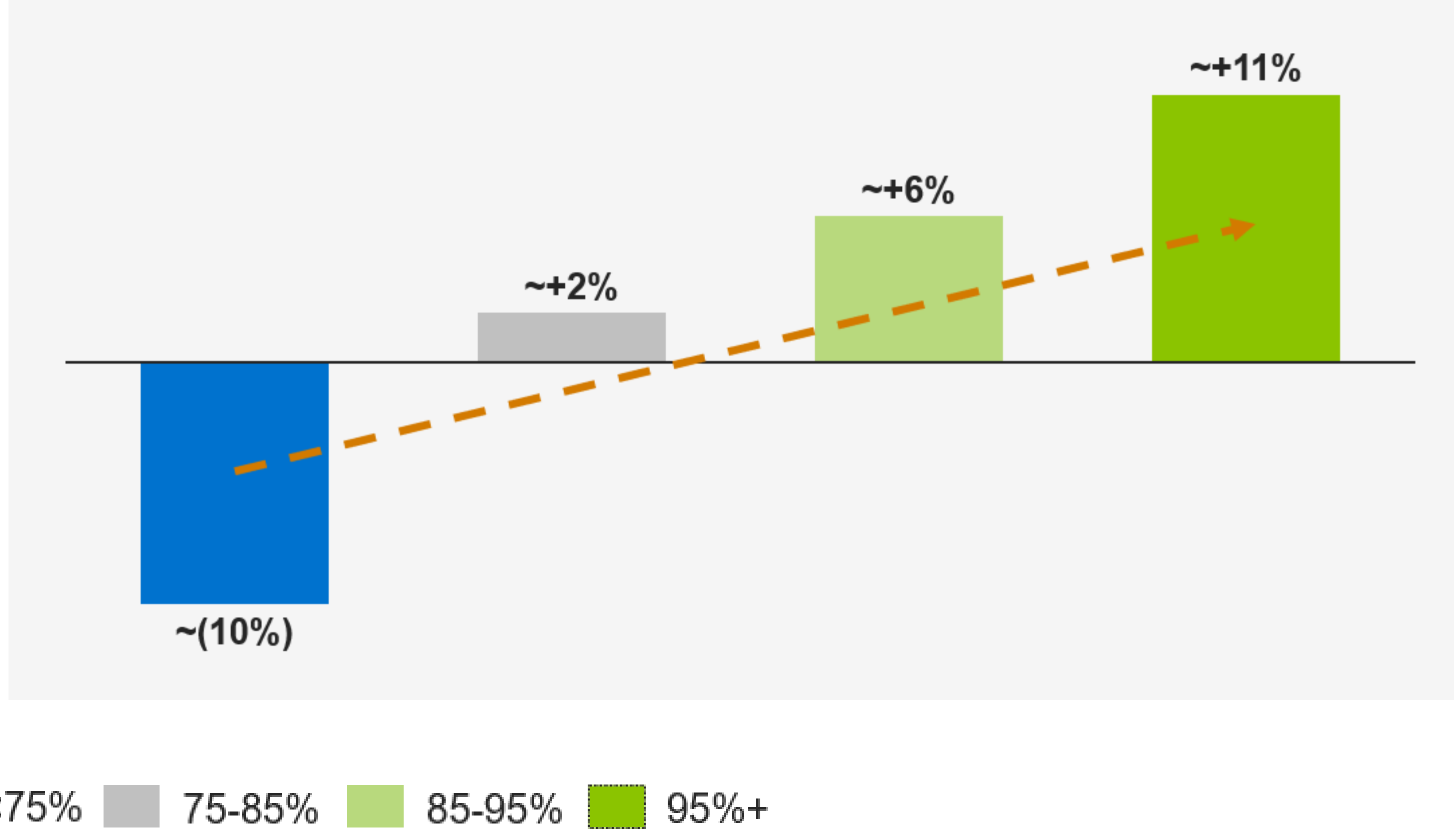
Retention Accelerates Profitable Growth

Customer retention is directly correlated to growing branches



~200 Maintenance Branches

Branches with Higher Retention Have Higher Contract Growth

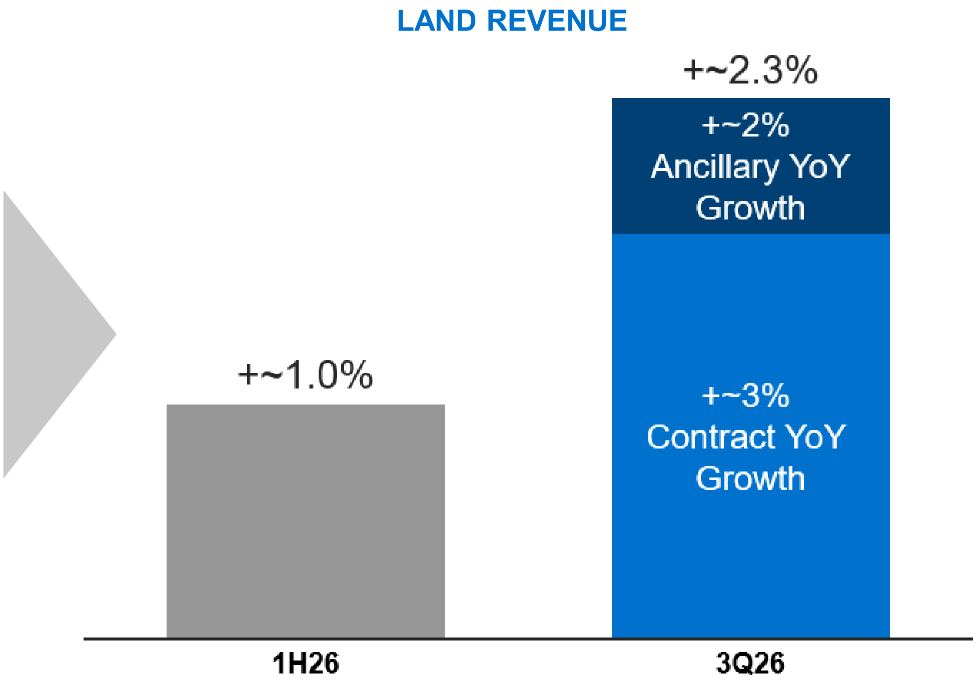


* ~11% of Land Maintenance Contract Revenue below 75% Retention

Growing Net New Driving Momentum in Contract Book

Contract book growth is catalyst to sustainable recurring revenue growth

Improved Customer Retention + **Salesforce Hiring Ramp** = **Growing Net New Sales & Contract Book**



** 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*

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Salesforce investment driving measurable results

New sellers ramping productivity and providing runway for profitable growth

Net New Sellers	New Contract Sales*	Contract Book Growth	Land Revenue
+~200	+~20%	+~4%	+~$15M
Since FY24	YTD	Since 2Q25	YTD

Productivity Run-Rate By Tenure**

0-6 months	6-12 months	12-18 months	18+ months
~$0	~$0.5M	~$1M	~$1.5M

*Annualized value of new Land Maintenance contract sales
**New Business Sellers (Land Maintenance Contract Only)

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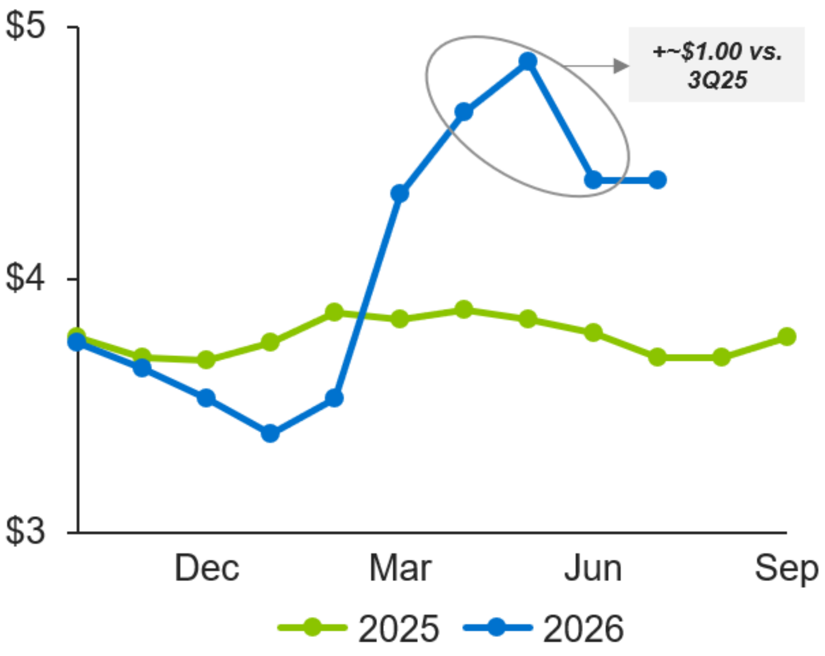
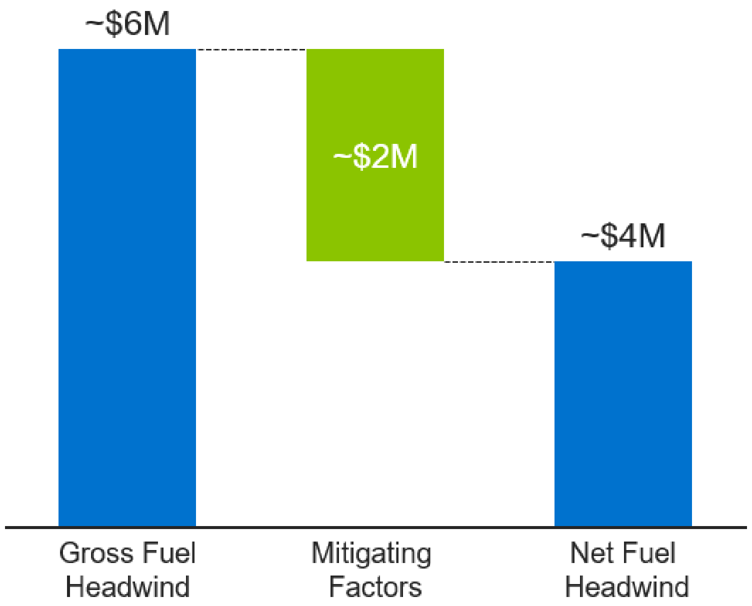
3Q Fuel Impact Update

Fuel hedges and operational execution continue to mitigate the impact of elevated prices

BV Fuel Prices*



Fuel Cost Management



Mitigating Factors

- **Refreshed Fleet & Technology**
  Newer Fleet & leveraging route-based technology led to ~10% less consumption
- **Fuel Hedges**
  Proactive fuel hedges reduce volatility despite ~20% YoY price increase
- **Daily Pricing**
  ~1/3 Land revenue priced daily via ancillary work
- **Fuel Application**
  Routing drivers to lowest cost fuel option

Elevated fuel prices remain a headwind, but disciplined execution is reducing the impact on our business

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*Based on actual usage across BrightView branch network; correlates YoY to Gasprices.AAA.com

Positioned for continued profitable growth

Multiple strategic levers to drive long-term 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

Sustainable 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: Solidified the Foundation of Our Business

Focus for 2026 & Beyond

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Financial Review & Outlook

Brett Urban | Chief Financial Officer

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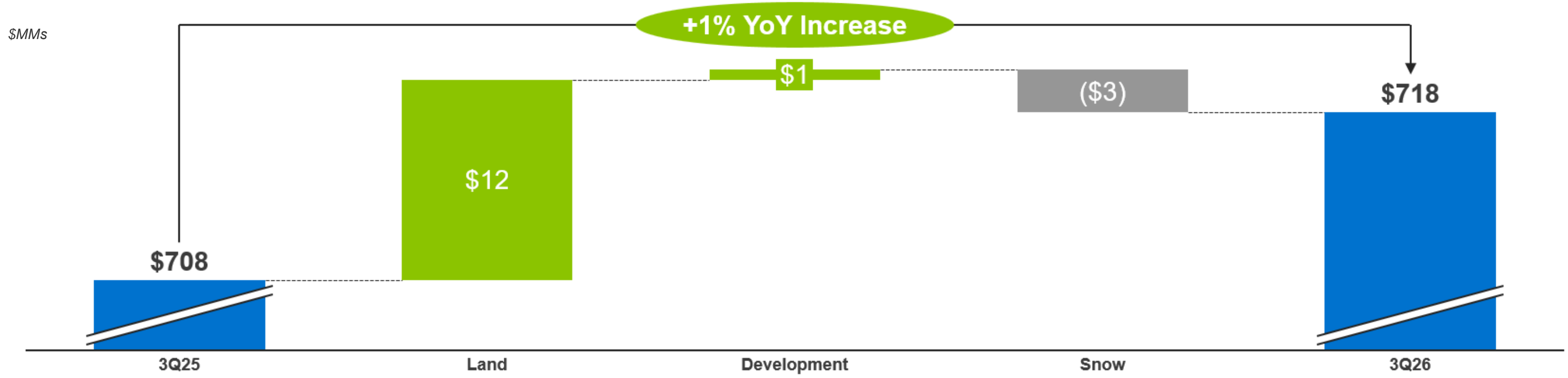
3Q26 Revenue



Totals may not sum due to intercompany eliminations

$MMs	3Q26	3Q25	Commentary
Total Revenue	**$717.6**	**$708.3**	• ~1.3% increase
Land	$514.5	$502.8	• ~2.3% increase
Snow	$3.4	$5.9	
Total Maintenance Services	$517.9	$508.8	• ~1.8% increase
Development Services	$201.9	$201.3	• ~0.3% increase

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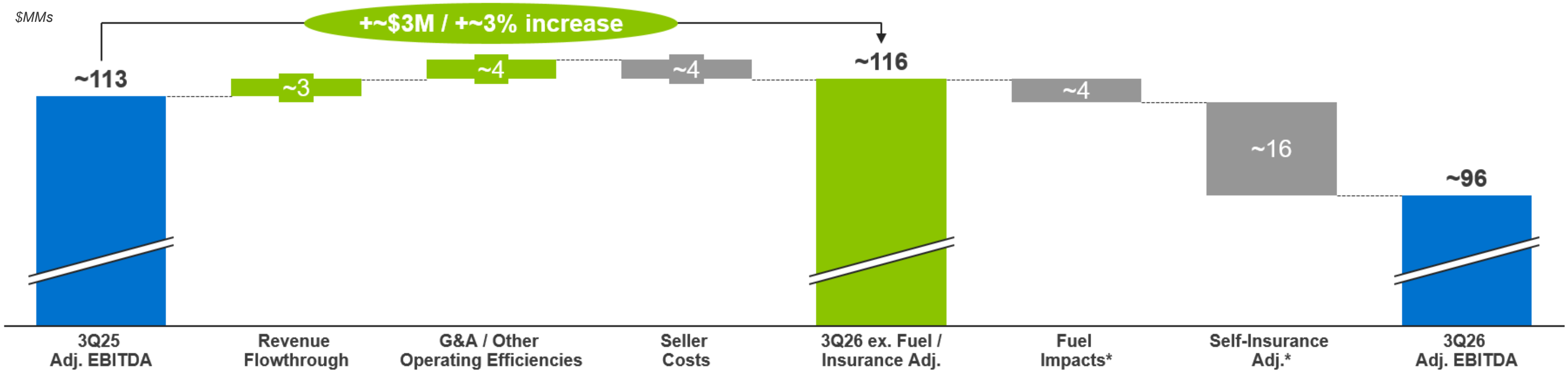
3Q26 Adjusted EBITDA

Continued EBITDA growth excluding the impact of fuel & self-insurance adjustment



Minor differences may exist due to rounding

$MMs	3Q26	3Q25	Commentary
Total Adjusted EBITDA	$96.1	$113.2	Includes ~$20M Non-Routine* Costs
Maintenance Services	$63.0	$81.7	Includes ~$17M Non-Routine* Costs
Development Services	$33.1	$31.5	Includes ~$3M Non-Routine* Costs

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** $20M Non-routine items consist of ~ $16M impact from self insurance adjustment and ~ $4M fuel-related headwind. See reconciliation on slide 24*

Non-Routine Self-Insurance Adjustment

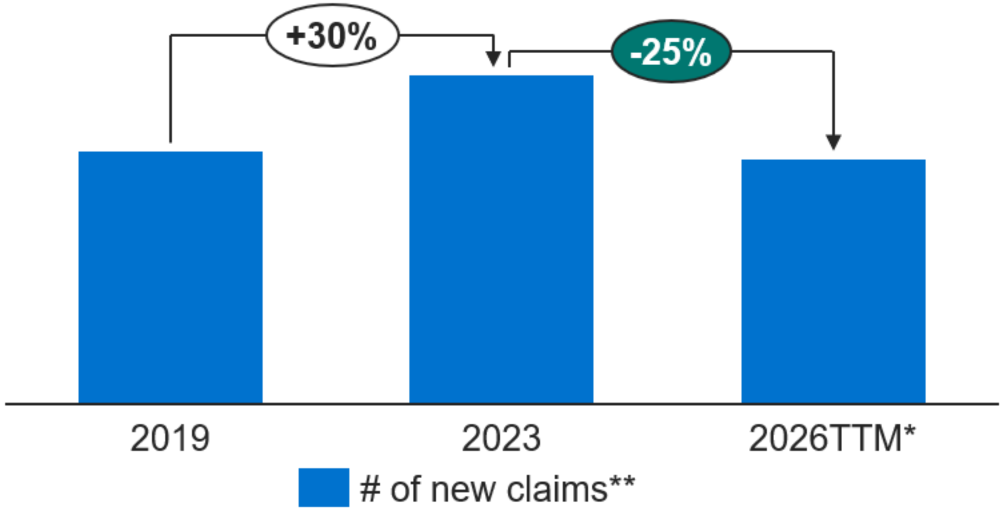
Reflects adverse development & resolution of older claims *(prior to 2024)*

Driving Factors

- Resolving **new claims timely**
- Closed out **50% more** claims YTD26 vs. prior year
- **Aggressively** resolving claims prior to 2024 (~85% closed)
- Claims prior to 2024 negatively impacted by ~20% (FY24 → Q326)

Uptick in claims & undisciplined resolution led to aging old claims

1. Hired new safety leaders
2. Drive safety first culture
3. Deployed cameras in vehicles
4. Reduced front-line turnover



**TTM Q326 # of claims*
***Workers Compensation / General Liability / Auto*

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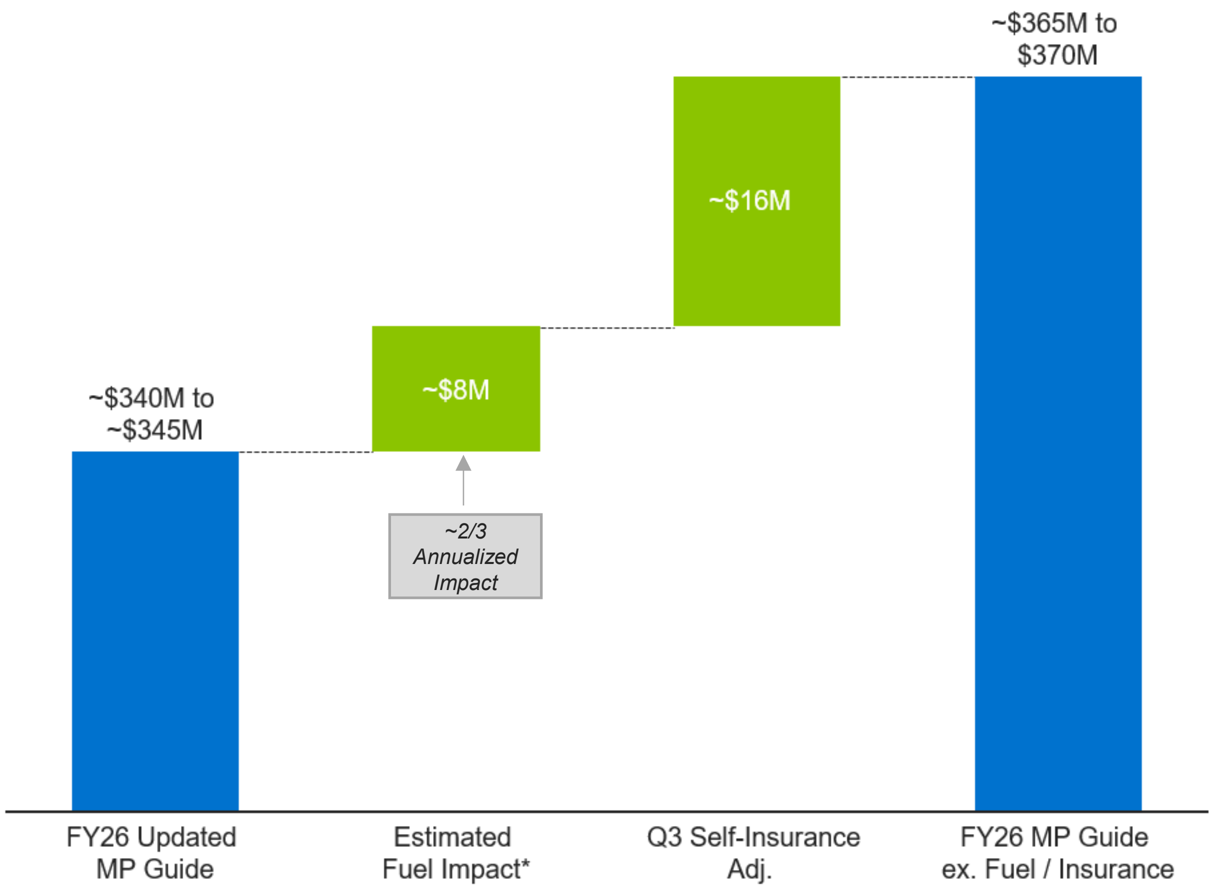
Updating FY 2026 Guidance

Reaffirming mid-point of Land revenue

	Current Guidance	
Total Revenue	**$2.750B – $2.780B**	
Revenue Assumptions	Land	~ +2% to ~ +3%
	Snow	~$290M
	Development	~ (5%) to ~ (3%)
Adjusted EBITDA	**$340M – $345M**	
Adj. Free Cash Flow[1]	**$70M – $80M**	

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*

Adj. EBITDA Guidance Reconciliation



**Assumes Fiscal 4Q26 fuel impact in-line with Fiscal 3Q26 of ~$4M net impact*

Favorable Debt Structure & Ample Liquidity

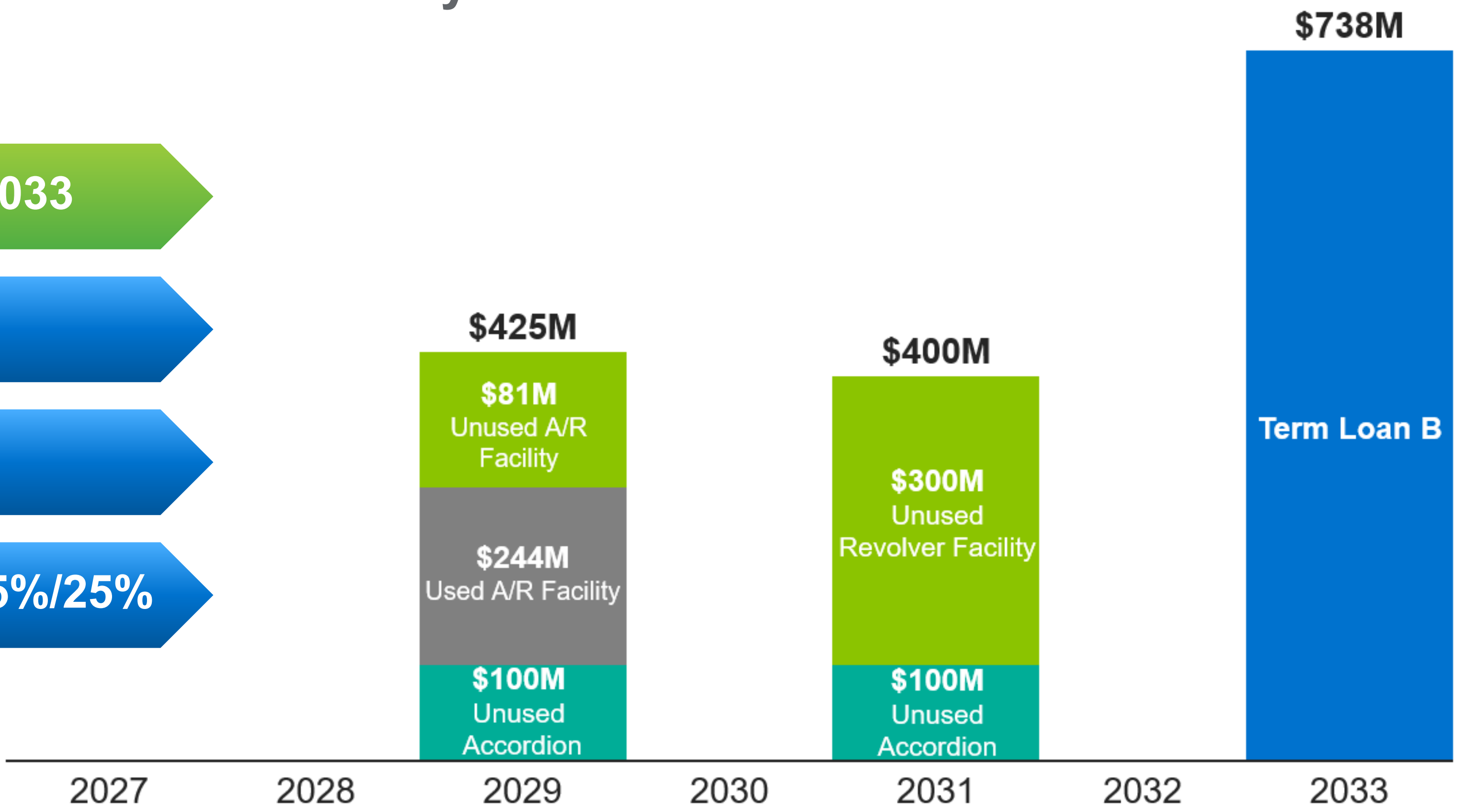
Successfully Extended our Entire Debt Maturity Profile

No Long-Term Maturities Until 2033

Liquidity of ~$600M[1]

Average Cost of Capital: ~5.5%[2]

Fixed vs Floating Debt Ratio ~75%/25%

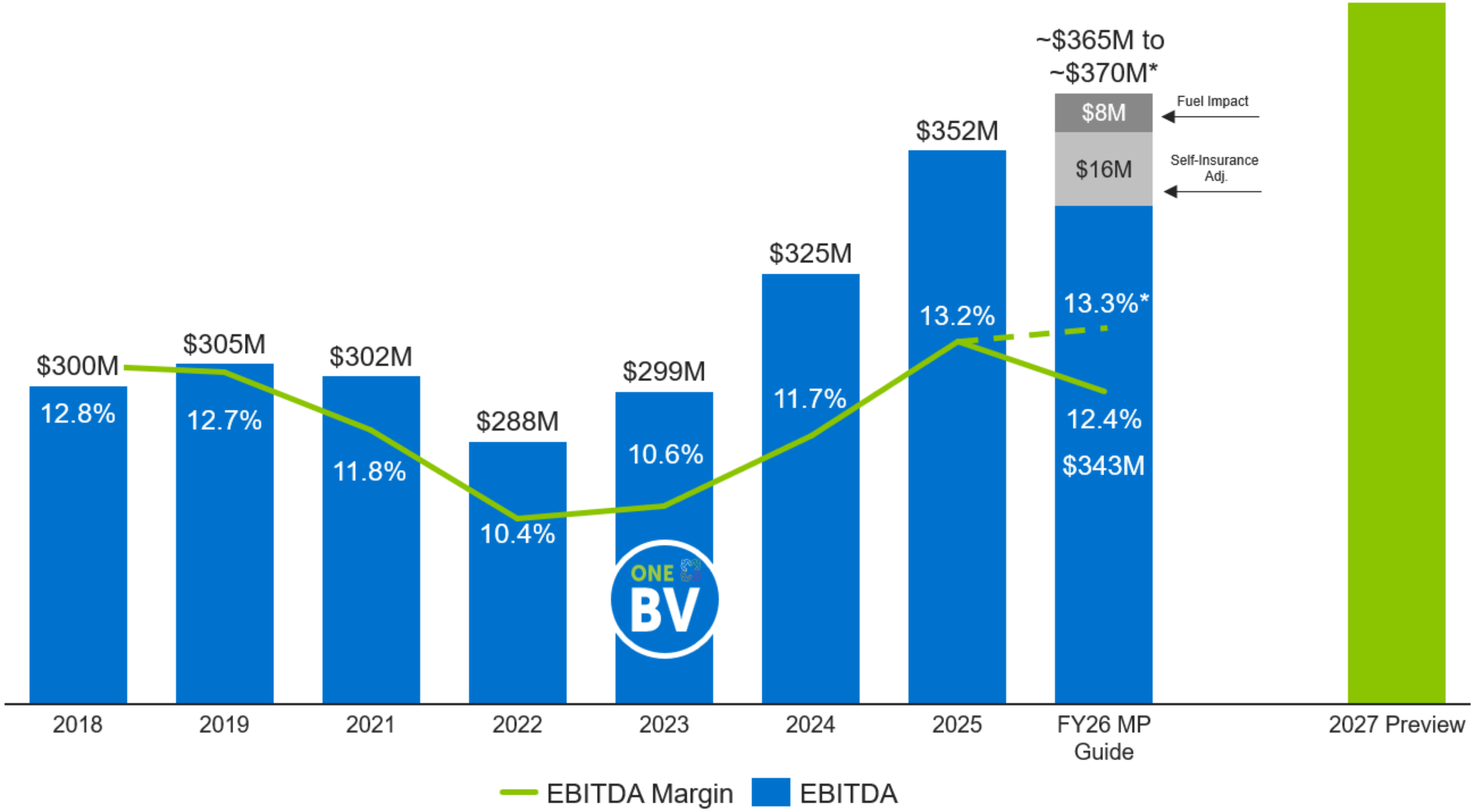


Management of Long-Term Maturity Towers

(1) Includes total cash, cash equivalents and availability under Revolver and A/R facilities less letters of credit as of Jun 30.
(2) Includes SOFR Rate of 3.65%; rate reduction of ~25bps on revolver & maintaining the same pricing on the term-loan following a 4-year extension

Continued Execution of Our Long-Term Strategy

Remained Focused on Sustainable Profitable Growth & Shareholder Value Creation



2027 Preview

Continued transformation & execution of L/T strategy

Accelerated momentum in recurring land business *(~MSD)*

Further margin expansion through ops efficiencies / Size & Scale unlock

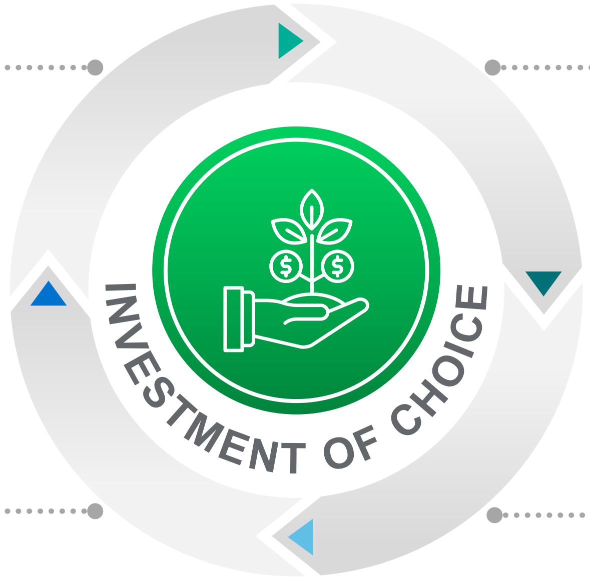
**Excluding fuel impact & non-routine self-insurance adjustment*

One BrightView Driving Long-Term Profitable Growth

Reaffirming our commitment to Long-Term Growth Targets

BECOMING THE EMPLOYER OF CHOICE

UNLOCKING SIZE AND SCALE



CUSTOMER CENTRIC FOCUS

STRATEGIC CAPITAL ALLOCATION

2030 Aspirational Targets[1]

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

1. From 2025 Investor Day

* ~$450M+ in M&A Revenue / $65M in M&A EBITDA

** Free Cash Flow Conversion = Adjusted Free Cash Flow / EBITDA $

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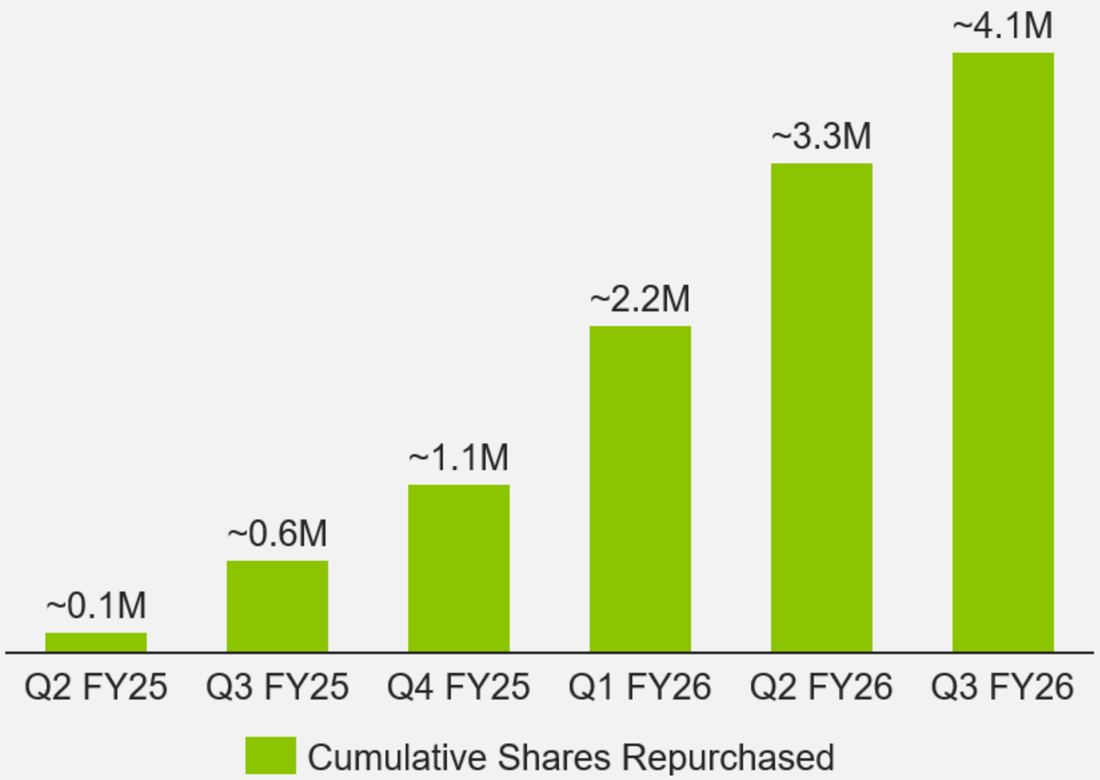
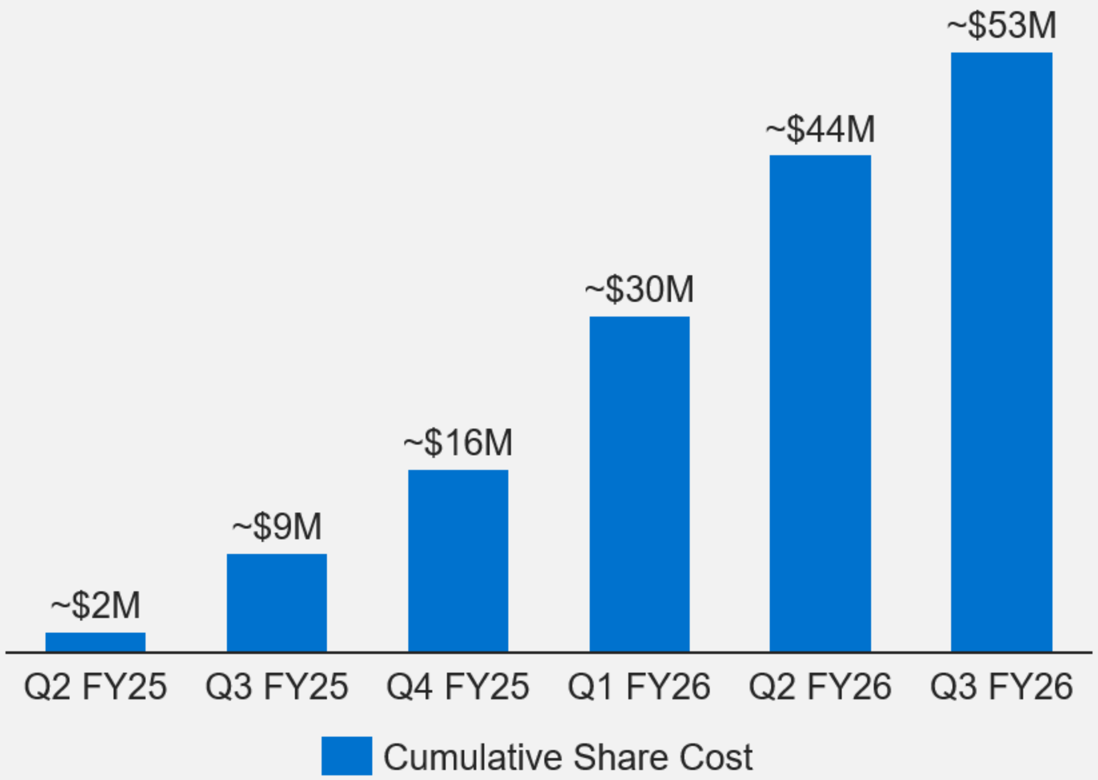
QUESTIONS & ANSWERS

Appendix

Share Repurchase Summary

~$53M Shares Repurchased of $150M Share Repurchase Authorization





Rounded figures, please see latest 10Q & prior filings for details

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Revenue Guidance Reconciliation

		FY26 Revenue Guidance			
		Land	Snow	Dev't	Total*
	FY'25	1,680	211	789	2,673
Ranges	Low-End	2%	39%	(5%)	3%
	High-End	3%	39%	(3%)	4%
Implied Math	Low-End	1,715	290	750	2,750
	High-End	1,730	290	765	2,780
Guide	Low-End				2,750
	High-End				2,780

		Implied Q4 Revenue Guidance			
		Land	Snow	Dev't	Total*
	Q4'25	480	0	224	703
Ranges	Low-End	3%	0%	(3%)	2%
	High-End	6%	0%	5%	6%
Implied Math	Low-End	495	0	218	715
	High-End	510	0	235	745
Implied $'s	Low-End	15	0	(6)	715
	High-End	30	0	10	745

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**Amounts may not total due to rounding*

Q3 EBITDA Reconciliation

	Q3 EBITDA Bridge									
	Q3'26 Revenue*	Q3'26 Adjusted EBITDA*	Q3'26 Adjusted Margin*	Self-Insurance Adj.	Fuel Costs	Total Non-Routine Costs	EBITDA ex. Non-Routine Costs	EBITDA Margin ex. Non-Routine	YoY EBITDA $ ex. Non-Routine	YoY EBITDA Margin ex. Non-Routine
Maintenance Services	518	63	12.2%	13	4	16	79	15.3%	(2)	(80) bps
Development Services	202	33	16.4%	3	0	4	37	18.2%	5	260 bps
EBITDA	**718**	**96**	**13.4%**	**16**	**4**	**20**	**116**	**16.2%**	**3**	**20 bps**

**As reported in Q3'26*

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Non-GAAP to GAAP Reconciliation

(in millions)*	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Nine Months Ended June 30, 2026	Nine Months Ended June 30, 2025
Adjusted EBITDA				
Net income (loss)	$ 6.1	$ 32.3	$ (7.4)	$ 28.3
Income tax expense (benefit)	2.3	12.6	(2.3)	10.7
Interest expense, net	14.9	13.4	42.1	40.3
Depreciation expense	46.7	38.9	137.0	101.2
Amortization expense	5.1	7.1	16.7	22.3
Business transformation and integration costs (a)	6.3	4.2	19.0	21.2
Equity-based compensation (b)	4.9	4.7	13.7	14.1
Debt extinguishment (f)	9.8	—	9.8	0.7
Adjusted EBITDA	**$ 96.1**	**$ 113.2**	**$ 228.6**	**$ 238.8**
Adjusted Net (Loss) Income				
Net income (loss)	$ 6.1	$ 32.3	$ (7.4)	$ 28.3
Amortization expense	5.1	7.1	16.7	22.3
Business transformation and integration costs (a)	6.3	4.2	19.0	21.2
Equity-based compensation (b)	4.9	4.7	13.7	14.1
Debt extinguishment (f)	9.8	—	9.8	0.7
Income tax adjustment (c)	(6.8)	(2.8)	(15.3)	(14.0)
Adjusted Net Income	**$ 25.4**	**$ 45.5**	**$ 36.5**	**$ 72.6**
Adjusted Earnings per Share				
Numerator:				
Adjusted Net (Loss) Income	$ 25.4	$ 45.5	$ 36.5	$ 72.6
Denominator:				
Weighted average number of common shares outstanding – basic	93,092,000	95,228,000	93,918,000	95,302,000
Plus:				
Dilutive impact of Series A convertible preferred stock as-converted	54,242,000	54,242,000	54,242,000	54,242,000
Adjusted weighted average number of common shares outstanding	147,334,000	149,470,000	148,160,000	149,544,000
Adjusted (Loss) Earnings per Share	**$ 0.17**	**$ 0.30**	**$ 0.25**	**$ 0.48**

(*) Amounts may not total due to rounding.

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Non-GAAP to GAAP Reconciliation (con't.)

(a) Business transformation and integration costs consist of (i) severance and related costs; (ii) business integration costs and (iii) information technology infrastructure, transformation costs, and other.

(in millions)*	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Nine Months Ended June 30, 2026	Nine Months Ended June 30, 2025
Severance and related costs	$ 0.3	$ —	$ 1.3	$ (0.4)
Business integration (d)	—	0.2	0.2	—
IT, infrastructure, transformation, and other (e)	6.0	4.0	17.5	21.6
Business transformation and integration costs	**$ 6.3**	**$ 4.2**	**$ 19.0**	**$ 21.2**

(b) Represents equity-based compensation expense and related taxes recognized for outstanding equity incentive plans.

(c) Represents the tax effect of pre-tax items excluded from Adjusted Net Income and the removal of the applicable discrete tax items, which collectively result in a reduction of income tax expense (benefit). The tax effect of pre-tax items excluded from Adjusted Net Income is computed using the statutory rate related to the jurisdiction that was impacted by the adjustment after taking into account the impact of permanent differences and valuation allowances. Discrete tax items include changes in laws or rates, changes in uncertain tax positions relating to prior years and changes in valuation allowances.

(in millions)*	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Nine Months Ended June 30, 2026	Nine Months Ended June 30, 2025
Tax impact of pre-tax income adjustments	$ 6.2	$ 3.1	$ 16.0	$ 14.0
Discrete tax items	0.6	(0.3)	(0.7)	—
Income tax adjustment	**$ 6.8**	**$ 2.8**	**$ 15.3**	**$ 14.0**

(d) Represents isolated expenses specifically related to the integration of acquired companies such as one-time employee retention costs, employee onboarding and training costs, fleet and uniform rebranding costs, and adjustments to performance based contingent consideration. The Company excludes Business integration costs from the measures disclosed above since such expenses vary in amount due to the number of acquisitions and size of acquired companies as well as factors specific to each acquisition, and as a result lack predictability as to occurrence and/or timing, and create a lack of comparability between periods.

(e) Represents expenses related to distinct initiatives, typically significant enterprise-wide changes, including actions taken as part of the Company's One BrightView initiative, and other non-operating expenses. Such expenses are excluded from the measures disclosed above since such expenses vary in amount based on occurrence as well as factors specific to each of the activities, are outside of the normal operations of the business, and create a lack of comparability between periods.

(f) Represents losses on the extinguishment of debt related to Amendment No. 10 to the Credit Agreement, Amendment No. 11 to the Credit Agreement, and the Sixth Amendment to the Receivables Financing Agreement, in the fiscal year ended September 30, 2026, and Amendment No. 9 to the Credit Agreement, in the fiscal year ended September 30, 2025 and includes accelerated amortization of deferred financing fees and original issue discount as well as fees paid to lenders and third parties.

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Non-GAAP to GAAP Reconciliation (con't.)

Total Financial Debt and Total Net Financial Debt

(in millions)*	June 30, 2026	September 30, 2025
Long-term debt, net	$ 875.3	$ 790.2
Plus:		
Current portion of long term debt	7.4	—
Financing costs, net	7.0	5.3
Present value of net minimum payment - finance lease obligations (g)	100.8	81.9
Total Financial Debt	**990.5**	**877.4**
Less: Cash and cash equivalents	(14.4)	(74.5)
Total Net Financial Debt	**$ 976.1**	**$ 802.9**
Total Net Financial Debt to Adjusted EBITDA ratio	**2.9x**	**2.3x**

(g) Balance is presented within Accrued expenses and other current liabilities and Other liabilities in the Consolidated Balance Sheet.

(*) Amounts may not total due to rounding.