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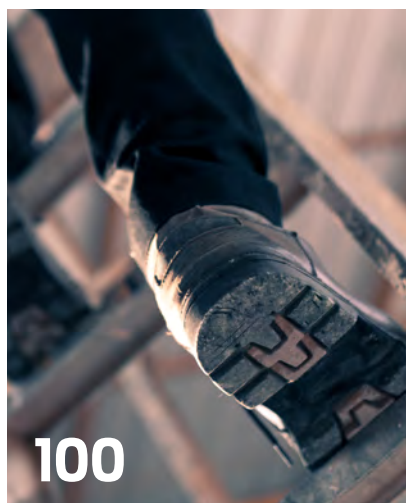
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PCT is expanding our research capabilities with The Pulse: Digging Deeper, weekly online polls on topics PCOs are talking about. If you would like to have your voice heard, contact us at www.pctonline.com/contact. Our current poll asks:

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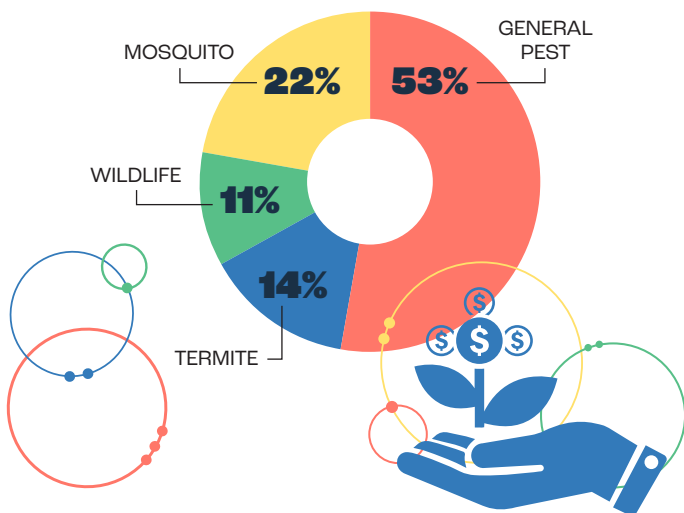
- ☐ Yes
- ☐ No

READER POLL RESULTS

Here's a look at results from a recent PCT Reader Poll.

WHICH OF THESE SEGMENTS HAD THE **LARGEST PERCENT OF GROWTH IN 2022?**

Source: PCT Reader Poll, March 2023



FEATURED SECTION: Entomology News

As part of this year's redesign of PCT Online, our website has been bolstered with even more resources. New areas on the PCT website with regularly updated features and videos include: Service Technician Resources, Technical Pest Management, PMP Conversations and Entomology Features. Visit Entomology Features for the latest news and features from leading university entomology programs and more, including content through PCT's partnership with the Entomological Society of America (ESA). Check them out on the PCT homepage or directly at bit.ly/414LZ76.

Video Coverage from NPMA Legislative Day

At this year's NPMA Legislative Day, PCT conducted video interviews related to this year's event, including:

- Ceola Henderson on her experience singing the U.S. National Anthem
- Chris Haggerty on winning the FMC Legislative Day Award
- Xavier Cugnon on the significance of the David Cooksey PestVets Award
- J.D. Darr on the industry's preemption push in the 2023 Farm Bill
- Ted Brayton on why preemption is important to companies like Griggs & Browne

Watch these and other videos at bit.ly/3x8CXZZ.



NOMINATE A TECHNICIAN OF THE YEAR ONLINE

PCT recently launched its annual Technician of the Year Awards program. The awards recognize a trio of standout service professionals in the residential, commercial and termite categories. Be sure to nominate one of your company's deserving employees. You can nominate a Technician of the Year online at bit.ly/3ZA3ps5.

TECHNICIAN OF THE YEAR AWARDS 2023

ONLINE EXTRAS

Throughout the year, PCT hosts free webinars sponsored by leading suppliers. PMPs can watch and participate live or access them from our on-demand page: www.pctonline.com/webinars.

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Flying High



Close to 250 of you submitted your company's revenue, number of employees, residential/commercial account breakdown and more to be considered for this year's PCT Top 100 List. OK, a handful of entries (you know who you are) didn't include revenue figures, but we appreciate your correspondence, nonetheless.

One of my favorite entries isn't on *this* year's list, but the submission reminds me of the spirit of the industry. The entry was from a PCO who submitted all of his company's data, and in the notes field wrote the following: "I'm sure we're not at Top 100 level yet, but that's my goal by the end of the 2020s, so I figured I might as well get used to filling this out!" The winking emoji they included at the end was the pièce de résistance.

Talk about visualizing your own future.

There are so many fun nuggets like that, many of which are included in our Top 100 coverage, including a couple from companies that are new to the list.

Luke Lewis, founder and president of Native Pest Management (No. 97 on this year's list), is a graduate of NPMA's Executive Leadership Program (ELP). The two-year curriculum was created to help aspiring association leaders learn more about the pest control industry. For his bio on the ELP website, Lewis told NPMA that one of his future goals was to be a PCT Top 100 company. Read more about Lewis' journey (so far) on page 40.

Economy Exterminators, which has been around since 1976, submitted their revenue for the first time this year. When company revenue hit \$12.6 million in 2022, President Greg Canning and his father, John, decided it was time to showcase its growth by submitting to PCT's Top 100 List.

"Some employees have been here 30 and 40 years, and it's a good way to recognize them as well as us, because we could not have done it without them," John told Senior Editor Jacqueline Mitchell (page 64).

They make their debut at No. 66 this year.

In all, the 100 companies on this year's list earned revenues of more than \$11.17 billion in 2022, more than \$1.2 billion over 2021's numbers. This is a good sign that the industry continues to be on the up and up, whether you're on the Top 100 or not (or soon will be).

In fact, in a recent release, financial services firm William Blair reported that the pest control industry experienced an 11 percent year-over-year growth from March 2022 to March 2023. While that's even with the long-term average growth rate of 11 percent, 2021 and 2022 were big years for the industry, William Blair said.

The mergers and acquisitions activity in the industry is another example of the gains that are possible. This year's list sees the debut of PestCo (No. 15), the pest control holding company formed by private equity firm Thompson Street Capital. The company's two biggest acquisitions were Pointe Pest Control — IL in early 2022, and Pointe Pest Control — ID, WA, OR, MT late in 2022/early 2023. A neat byproduct of that is the reunification of brothers Jacob and Jared Borg, who each independently ran their own Pointe location, and are staying on with PestCo.

Another fun M&A story is the merger of Alta Pest Control and Ardent Pest Control, which Lead News Editor Brad Harbison digs into on page 44. The owners of each company actually met at last year's PCT Top 100 Awards Ceremony and Executive Summit in Orlando, an every-other-year networking and professional development event we hold for companies that make the list. Harbison talked to Chris Langlois (Alta) and Preston Peterson (Ardent) about how that meeting spurred more talks and eventually led to the companies combining.

The 800-pound gorilla in the room is, of course, the Rentokil (No. 3) acquisition of Terminix (No. 2). Since the deal wasn't completed until October 2022, the companies submitted revenue separately this year — which means Rollins stays in the No. 1 spot it's held since 2012. Next year, we may end up seeing a major shift at the top.

What will that mean for the rest of the industry? What major acquisition or merger is being discussed in some hushed boardroom right now that may shake things up even more?

Buckle up. We're going places. **PCT**

The author is managing editor of PCT.



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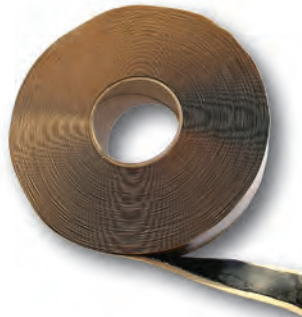
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PCT Survey: Electric Vehicle Adoption Slow in Pest Control Industry

CLEVELAND — While the use of electric vehicles has great potential in a route-based industry like pest control, PMP adoption has been slow. Most respondents (96 percent) to a recent PCT Reader Poll said that less than 25 percent of their vehicle fleet is electric.

When PCT interviewed Bobby Leon, owner of Akita Pest Control, Lancaster, Pa., in May 2021, he had just purchased his first electric vehicle (a Chevrolet Volt) and he said his goal was to replace existing service vehicles (when they were ready to be retired) with electric ones.

“Unfortunately, we only have three on our fleet of 19,” he said recently. “I hoped by this time to have 60 percent of the fleet electric, but things didn’t work out as



Most PCOs recently surveyed by PCT are not widely using electric vehicles.

planned due to a supply and demand issue. At the time when we obtained our electrics, there were many available and they also had some rebate deals that made them more attractive. Currently we are running into really long waiting lists for new electric cars.”

Leon said “mostly electric” is still his goal and that once the market settles down, and once more incentives are rolled out, he will be pursuing more electric vehicles. He said Akita has seen first-hand the benefits of using electric vehicles, including less down time at gas stations, a better quality ride, no oil changes or tune ups needed and “our technicians all appreciate the ride quality as well,” he said.

Another challenge with electric vehicles cited by PMPs at larger pest control companies is the infrastructure needed to build charging stations at offices. All U Need Pest Control, Fort Myers, Fla., has about 75 service vehicles on the road, and operations manager Kyle Selbach said, “I couldn’t imagine having them within our

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fleet,” because of the high amount of energy to charge them.

Selbach added, “I see it working at a smaller company, but it would be rather tough at a large one. Also, I personally don’t think they are true on the battery life. For instance, my [battery-powered Tesla] says it lasts 380 miles, but in my head I will only get 275 out of that.”

A trend gaining in popularity is the adoption of hybrid vehicles. Court Parker, CEO of Bug Busters, Acworth, Ga., said his management and sales teams have been using hybrid vehicles for years. Currently, Bug Busters has 10 Ford Mavericks on the road (10 percent of the fleet) with 25 more Ford Mavericks on order, which would increase that percent to 30.

“We are averaging 43 miles per gallon. With the rising fuel cost, this has really helped the overall fuel expense,” Parker said. “The PMPs really like these trucks. They have lots of options and gadget connectivity.” — Brad Harbison

PCO News



Please send press releases about your firm to bharbison@gie.net.



Members of Sprague Pest Solutions' Portland, Ore., branch celebrated their back-to-back Branch of the Year Award.

Sprague Pest Solutions hosted its 8th Annual Awards Gala in February, in Tacoma, Wash. The highlight of the meeting was the annual awards banquet that recognized both individual and team accomplishments across Sprague's multi-state operations for their work in 2022.

Taking home Branch of the Year honors for the second year in a row — a first in Sprague history — was the Portland, Ore., branch. Also recognized was Danny Liming (Eugene, Ore.), who won the Bob Treleven Technician of the Year Award.

Armed Force Pest Control, Middletown, Calif., was the winner in the categories Best Pest Control Company and Best Customer Service in the Best of Lake & Mendocino 2023 competition. Armed Force has been in business since 2002 and serves Lake, Mendocino, Sonoma, Napa, Colusa, Sutter and Yuba counties.

Fox Pest Control, Logan, Utah, ranked No. 36 on Inc. magazine's third annual Inc. Regionals Rocky Mountain list, a ranking of the 60 fastest-growing private companies based in Colorado, Idaho, Montana, Nevada, Utah and Wyoming. Fox Pest Control is one of 19 repeat honorees on this year's list.

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Mild Winters, Moisture Surges Raise Mosquito Threat, Entomologist Says

VIRGINIA BEACH, Va. — Many parts of the U.S., like the Northeast and Midwest, have experienced warmer winters

since the turn of the century, resulting in an overabundant mosquito population, according to David Price, associate certified entomologist and director of technical services at Mosquito Joe.

Price said the most significant temperature increase during that time span has oc-

curred in the last seven years. "Mosquitoes are dependent on temperature and moisture collection, and the global temperature has increased by 2 degrees Fahrenheit," he said. "Combine that with air that becomes 4 percent more saturated per degree of Fahrenheit, so that provides a perfect environment for mosquitoes to proliferate."

Price said the Northeast has received 55 percent more rain compared to the 1950s, according to the most recent national cli-



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David Price (right) serves as the associate certified entomologist and director of technical services at Mosquito Joe.

mate assessment. Mosquitoes are able to live longer and expand their range, which, combined with increased urbanization and expanded breeding grounds, means more people are coming into contact with mosquitoes, he said.

In addition, some new mosquito species are touching down in the U.S. this season.

"The *Aedes aegypti* have aggressively taken over California and moved into Oregon," Price said. "We've had two new species. ... The golden mosquitoes that entered Florida recently have become established and moved across the south toward Texas. The Australian backyard mosquitoes have also entered the U.S., which came from Australia."

Price warned the public health threat of disease-borne mosquitoes is only going to increase in the next several years.

According to a 2019 study in the journal *PLOS Neglected Tropical Diseases*, by 2050, disease-carrying mosquitoes will reach 500 million more people than they do today.

"Climate change has added to the [public health threat] in particular with the *Aedes* species that are container breeders and carry West Nile virus," Price said. "What's becoming a threat is Dengue

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fever. Those cases are steadily increasing with traveling and bringing these diseases [into the U.S.].” — *Amanda Donchatz*

RISE Joins More Than 400 Organizations to Support Pesticide Regulation

WASHINGTON, D.C. — RISE (Responsible Industry for a Sound Environment) joined more than 400 organizations to send a letter to all members of the U.S. Senate and House of Representatives voicing support for the current regulatory framework in place under the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA).

The letter is in direct response to recently introduced legislation (S. 269) that would undermine the current science-based regulatory system that guides the nation's pesticide laws. This is the third time legislation involving such restrictive language has been introduced, and the

Comings & Goings

If your company has added new personnel, send a photo and press release to bharrison@gie.net.



Kornas



Ramos



Meade



Masferrer

Hygienic Solutions Pest Control, Norton, Ohio, announced that **Noah Kornas** has been named co-owner. Tom Kornas started the company in 1996 and his son, Noah, recently obtained his Ohio general pest control license. Along with being a service technician, his duties consist of new client development, marketing and IT strategies.

Nisus Corporation announced **Javier Ramos** recently joined the company as a territory manager for California and Hawaii. Ramos brings experience in operations and logistics to support Nisus' customers and strategic partners in the two states. Ramos holds a degree in public policy with a specialization

in urban planning and development from the University of California, Riverside.

Arrow Pest Control, Morganville, N.J., announced that **Tom Meade**, senior technician and team lead, has passed his associate certified entomologist

(A.C.E.) exam. A.C.E. is a credentialing program through the Entomological Society of America (ESA). Meade has been working in pest management for more than a decade, starting with Ehrlich Rentokil, and working with Arrow Pest Control since 2019.

Truly Nolen Pest Control, Tucson, Ariz., announced the promotion of **Rafael Masferrer** to senior operations support. Masferrer has been with Truly Nolen since 2010. In this new role, Masferrer will oversee areas of the management-in-training program, resource allocation, customer alert and outline review, and vehicle stewardship and efficiency.

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5 QUESTIONS WITH KEMP ANDERSON

1 What's going on with interest rates?

There is a tug of war between increasing prices (inflation) and the Federal Reserve — the controller of interest rates in the U.S. The Federal Reserve's mission is to keep the U.S. economy running at that perfect temperature. When the economy runs too "hot," market distortions like inflation and the asset bubbles can arise. Too "cold" and we can enter periods of economic recession with GDP growth and investments declining.

2 How does the Fed change rates?

Generally, the Fed changes the interest rate on reserve balances. This is the interest rate that banks hold their reserve balance accounts at the Federal Reserve. Since the Fed is paying higher interest to financial institutions on reserve balances, short term interest rates are lifted to match this risk-free opportunity.

3 How do higher rates affect my business?

Higher interest rates increase the cost

of credit throughout the economy, meaning loans and other credit products get more expensive for businesses and consumers. Depending on how you purchase fleet or inventory, it is important to understand the terms of those agreements, as you may be paying more than you were in a low-rate environment.

4 How does this impact acquisitions?

As interest rates rise, the future value of a dollar goes down. Said differently, it costs more to borrow and finance deals. Gone are the days of the cheap debt, and with greater scrutiny on our financial institutions after the collapse of several banks, credit is going to be harder and more expensive to find. The good news is a large portion of strategic buyers don't rely on heavy debt financing, and private equity firms are still sitting on a substantial amount of cash that they raised in more relaxed macroeconomic environments. In the years to come, multiples may start to get squeezed,

however, the industry remains strong and a safe haven for buyers. So, with today's current low tax structure and high demand for well-run pest control companies that continue to receive high multiples, it is still a great time to sell.

5 Do interest rates affect private equity activity?

Private equity firms are impacted by rising rates in some instances because of their reliance on debt to fund portions of acquisitions. As the Fed raises rates, the cost of debt gets higher, which increases the cost of purchasing a company using debt. PE firms have already raised a substantial amount of capital in a low-rate interest rate environment that they will need to deploy in the years to come. It will be interesting to watch how transactions are structured in a world where debt is no longer cheap. We expect to see an increased reliance on equity roll over by owners and a push for owners to hold larger notes.

THINKING OF SELLING?



- Kemp started in the industry in 1998 at Sears Termite and Pest Control.
- Later he built a Pest Control company with residential services in Central Florida and commercial services throughout Florida which he sold to Terminix.
- Then he spent over 15 years managing M&A for some of the largest publicly traded buyers in our industry: Rollins and Orkin, Scotts Miracle-Gro and Scotts Lawn Care Service and Middleton Lawn & Pest Control.
- M&A Leadership in the Private Equity Firm Royal Palm.
- Kemp Anderson Consulting has an experienced team that includes industry expertise, marketing, data analytics, and finance experts to support you and your company through the selling process.
- Kemp Anderson Consulting will leverage over 40+ years of collective industry experience to support our clients and our experience helps seller's achieve maximum value when they exit.
- A fiduciary that will stand by your side at every meeting and on every call, the day of close and beyond.
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third time hundreds of organizations have reached out to Congress to express concern over the ability to manage public health risks if access to pesticide products were to be limited.



“Our members’ role is to protect public health and safety, infrastructure and the environment. To do this successfully requires a robust science-based regulatory system,” said RISE President Megan Provost. “This bill rejects 50 years of established federal regulatory processes un-

der FIFRA and would repeal decades of work and scientific advancements made by EPA’s scientific experts. We want the industry to be subject to a science-based regulatory framework that evolves as science evolves to keep our products safe and accessible — unfortunately, S. 269 lacks that scientific foundation and would jeopardize the tools necessary for protecting our families, homes, environment and infrastructure.”

If passed, S. 269 would roll back decades of regulation and scientific progress in regulating pesticides, Provost added.

Cleveland Chemical Pest Control Celebrates 120 Years

CLEVELAND — Cleveland Chemical Pest Control recently celebrated 120 years in business. The company was founded in 1903 and acquired by William E. Kirchner and his wife, Lucile, in 1929, the year the Great Depression began, for \$2,500, paid in \$100 monthly installments.



Cleveland Chemical serves residential and commercial customers across Northeast Ohio through four divisions: Cleveland Chemical Pest Control, Lake Wildlife Services, Glenridge Pest Control and Avalon Pest Control.

Bill Kirchner, current president of the company and grandson of William E. Kirchner (and son of second-generation owner William L. Kirchner), said Cleveland Chemical Pest Control relies on the same formula that has helped it succeed through five generations. “My family’s commitment has never wavered. We provide, and have always provided, the highest level of service to every customer who trusts us with their pest management needs.”

PCT magazine traces its roots to Cleveland Chemical Pest Control. In 1972, Rick Schroeder, son of Cleveland Chemical Pest Control co-founder Dick Schroeder and

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cousin of present-day owner Bill Kirchner, launched the magazine.

"The concept was to offer a magazine that was free to subscribers — paid for by advertising — and have it geared more to technicians," said Kirchner.

Kirchner said that although the original PCT concept was good, the magazine was financially challenged. PCT eventually was sold to the Scherzinger family (owners of Scherzinger Pest Control, Cincinnati). In 1980, PCT was purchased by Richard Foster, current chairman of GIE Media. PCT remains a part of GIE Media, which is now led by Chris Foster, president and CEO. — Brad Harbison

Syngenta Continues Support of Pi Chi Omega Scholarships

WASHINGTON — During NPMA Legislative Day in March, Syngenta presented its annual scholarship donation to Pi Chi Omega. Pi Chi Omega members Cassie Krejci (president) Karen Furguele (treasurer) and Andrea Coron (executive director) accepted the contribution of \$4,500 from Syngenta's Berry Cothorn.



Pictured (from left right): Karen Furguele, Berry Cothorn, Cassie Krejci and Andrea Coron

This contribution helps Pi Chi Omega provide scholarship funds and research support to students studying urban entomology at the undergraduate and graduate level. "They say, 'It takes a village,' and I will kindly adopt that phrase for the Pi Chi Omega Scholarship program," said Krejci. "We thank the Syngenta team — an integral part of the Pi Chi Omega village — for their continued support of students through the Pi Chi Omega scholarship program."

Syngenta's continued commitment to

match what was previously donated as part of the yearly Copesan Conference ensures Pi Chi Omega's long tradition of awarding scholarships will continue. Pi Chi Omega currently awards six student scholarships per year. Since 1976, the fraternity has awarded scholarships to 145

students whose scientific discoveries positively impact the industry's ability to manage pests. Many of those individuals have become an integral part of the structural pest management industry. Pi Chi Omega provides five \$2,000 scholarships and one \$3,000 scholarship each year. **PCT**

Selling your business?

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—Mike Besche, seller

"Financially it was very well worth it. But I would say it was more worth it because of peace of mind."

—Dennis O'Leary, seller

"I'm really glad I made the decision to work with the team at Cetane. Importantly, they kept the process confidential from start to finish."

—Michael Manzelli, seller

These testimonials came from happy sellers who started their journey with a **FREE** valuation completed by Cetane Associates.

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EXCLUSIVE INTERVIEW: Nisus Acquires Sales, Marketing and Distribution Rights to Sterifab

PCT magazine sat down with Lee Barrett, president of Nisus Corporation, and Jordan Brooks, vice president of Noble Pine, for an exclusive interview on all the details, including Nisus' marketing strategy and the next steps for these two family-owned businesses working together in the pest control industry.

ROCKFORD, Tenn. — Nisus Corporation announced on April 12 that it had reached an agreement with Noble Pine Products Company to handle the sales, marketing and distribution of Sterifab to the professional pest control market.

Noble Pine will continue manufacturing the product at its plant in Mt. Vernon, N.Y., and Nisus will sell, market, distribute and provide technical support to companies and distributors in the pest control industry.

Sterifab is a disinfectant, insecticide and viricide. Noble Pine says the product is widely recognized as an effective tool for pest management companies for control of bed bugs, mites, fleas, lice, cockroaches, ants, spiders and other pests. Sterifab was registered by EPA in 1967.

Sterifab is labeled for use on human contact surfaces, including mattresses and upholstered furniture, adding to its application flexibility. Noble Pine will continue to exclusively sell to and service distributors in the other industries in which Sterifab is used, such as janitorial, sanitation, bedding and furniture.

Nisus is a widely known manufacturer of sustainable products for the pest control, wood preservation and agricultural micronutrient industries. The company manufactures products at its facility near the Great Smoky Mountains; Nisus began stocking and selling Sterifab for the pest control industry on May 1.

Lee Barrett, Nisus president, said he was interested in working with Sterifab and Jordan Brooks, vice president of Noble Pine, before he became president of the company in November 2021. But it wasn't until December 2022 that the two started discussing the potential opportunity in earnest.

"At the time [before I was president

of Nisus], I was not in a position where I could go talk to those guys. ... I could only make that suggestion," Barrett exclusively told PCT. But he asked a mutual colleague to tell Brooks he was "interested" and "was a fan" of the product. "Literally two months ago, we were talking on the phone and here we are," Barrett said.



Lee Barrett (left), Nisus Corp., and Jordan Brooks (right), Noble Pine.

Barrett said Nisus plans on marketing Sterifab as a stand-alone product and as part of Nisus' broad portfolio of products. Nisus has another bed bug product, Fireback, in its portfolio currently. Nisus also has DSV (disinfectant, sanitizer and viricide), a concentrated disinfectant, cleaner, mildewstat, fungicide and sanitizer. The product kills a broad spectrum of viruses, bacteria and fungi on hard surfaces.

Brooks told PCT he spoke with some of the Nisus staff and they're excited to have a new product in their portfolio. "One of them was really pumped about the way it complements Fireback for bed bug and insects. They're really pumped about Sterifab being a non-residual going on mattresses and killing all levels of bed bugs," he said. "They're really excited about how it can work as a one-two punch with Fireback. It gives them another great product among the ones they already have."

And adding the product to Nisus' lineup opens new market opportunities for the company, Barrett added. "With Sterifab,

we can start talking to customers we've never had. We're going to first put Sterifab on the map nationally and with one [sales team] effort."

FOURTH-GENERATION SUCCESS. Both Nisus and Noble Pine are rooted in family history, making this relationship even more special, Barrett and Brooks told PCT.

"My uncle's grandfather founded the parent manufacturing company, and in 1967, my uncle's father put Sterifab to the market and it was really created to be put on upholstery furniture and bedding," Brooks said. In 1992, bed bugs were added to the label, but, it was almost as an afterthought because bed bugs were basically eradicated at that time, Brooks said.

"In the mid-2000s, you had the explosion of bed bugs," he told PCT. "We're in New York and all of a sudden the Empire State Building and notable hotels were being infested and the owners of these businesses started speaking to us. Sterifab was one of the very few products at the time with bed bugs on the label."

Previously, Brooks was a practicing attorney in Westchester County, N.Y., before joining the business. He told PCT "a new challenge at 40 years old sounded fantastic." Like many who have joined the pest management industry, Brooks has found PMPs to be welcoming. "The people that I have met have been remarkable," he said. "Some people ask me if there's anything I miss about law, and there's not a single thing I miss about it."

Barrett already knows how great the industry is. "I wouldn't be here if our sales team wasn't doing what they were doing. This addition to our portfolio will make things even sweeter." — Jodi Dorsch and Amanda Donchatz **PCT**

PCT'S 22ND ANNUAL LIST of the Industry's Largest Companies

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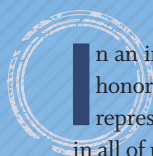
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In an industry where service and quality are the hallmarks of success, it's a tremendous honor for any company to be recognized within the PCT Top 100. This achievement is representative of the excellence within our industry and should instill confidence within all of us for what the future holds.

For Vesperis, 2022 was a year of progress as we are now well-established in our new-found identity and independence. In a year of growth for our business, we continued to make progressive investments in People, Digital and Solutions oriented offerings, and we are just getting started.



Ken Bradley

For 2023 we have a newly launched strategy that will guide our focus, energizing our culture and accelerating the expansion of our value proposition. Our strategy is built around a vision that centers on the objective of becoming "PREFERRED CHOICE," for our Customers, Suppliers and our People.

This vision is not about reaching a destination but represents our continual pursuit of excellence across the experiences and value we provide.

Throughout this year, we will be expanding our reach with new ProCenter additions, strengthening our product offerings, investing in enhancements to our omni-channel experience through digital and human touch channels, and making step-change investments to modernize our Distribution Operations.

Each endeavor aims to strengthen the value we can provide our partners as we strive to earn the right to be your Preferred Choice.

Again, I congratulate everyone who achieved this distinguished PCT Top 100 status and recognition. And to all those who took their business to new heights in 2022, whether you made it on the Top 100 or not, well done. You stand out amongst highly esteemed peers, and we at Vesperis are honored to serve you.

Ken Bradley

CEO, Vesperis

U.S. Structural Pest Control Market Surpasses \$11 Billion

The United States structural pest control industry generated total service revenue of \$11.042 billion in 2022, a 6 percent increase from the \$10.421 billion measured in 2021, according to the latest market report, “A Strategic Analysis of the U.S. Structural Pest Control Industry” from Specialty Consultants. Total organic revenue growth for the professional pest control industry outpaced the 2022 U.S. GDP figure of 2.1 percent by nearly threefold this past year. “The industry growth might have been even more robust if companies were able to hire more service techs,” said Rich Kalik, partner. “Nearly two of five owners or managers surveyed reported their business was held back by not having a sufficient number of technicians.” There were an estimated 17,670 pest control firms operating in the U.S. this past year.

Service revenue derived from controlling cockroaches surpassed the revenue from controlling nuisance ants for the first time in more than 10 years. Service revenue generated from controlling rodents in residential and commercial establishments increased by more than 13 percent, approaching \$1.1 billion in 2022, or nearly 10 percent of all revenue earned. The only leading pest showing a decline in revenue generated was bed bugs. “We suspect the decline is likely a function of

reduced travel during the pandemic and it may have impacted the incidence of bed bugs, particularly in the hospitality sector,” said Kalik. Respondents named bed bugs, ants and flies as the top three pests they would like a better solution to control.

Sales of rodenticides containing SGARs contributed to more than three-quarters of all manufacturer level rodenticide sales this past year. “Nearly nine of 10 respondents have not changed from using SGARs yet,” said Kalik, “but expect they might.”

Despite staffing challenges and a softening economy, the residential service segment expanded as pest control operators passed along price increases to their customers. Nearly 12.5 million residential customers received a professional pest control service this past year. Recurring revenue accounted for 85.8 percent of the residential pest control service revenue generated this past year, down slightly from 86.5 percent measured in 2021. The commercial segment continued to re-

bound after a decline in 2020 from the impact of COVID-19 closures. While customer counts in portions of the professional pest control industry began to soften, price increases contributed toward the growth. With discretionary income on the decline, higher earning households still consider pest service an “essential” service. “For 2023, we expect total industry revenues to increase by 5 percent or more,” said Kalik.

The 2022 season market report is the 23rd edition of “A Strategic Analysis of the U.S. Structural Pest Control Industry.” A total of 800 owners or managers of pest control companies were surveyed for this study. The syndicated market report is available for purchase only by subscription, sold in its entirety.

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ABOUT THIS LIST



- The PCT Top 100, a list of the industry's largest firms by revenue, is based on 2022 North American revenues. Firms submitted revenues online or via a form included in the January issue of PCT.
- The abbreviations on the list are as follows: ** = estimated figure; n/a = no answer/unknown; NC = no change; GPC = general pest control; TC = termite control; Other = other services (see next bullet point); RES = residential; COM = commercial; EMP = employees.
- In the "other" category, services may include structural fumigation, construction services, nuisance wildlife control, irrigation repair and maintenance, insulation, bird control, pool services, lawn care, lawn maintenance, snow

- removal, tree care, weed control, heating and air conditioning services, gutter work, handyman services and more.
- Companies on the list earned total revenues of \$11,277,642,130 in 2022.
 - There are 29 states and two Canadian provinces represented. Florida has 10 companies on the list; California and North Carolina have nine. Texas and Utah are each home to eight companies.
 - There are 11 companies on this year's list that were not on last year's: PestCo, Clayton, Mo.; Pestmaster, Reno, Nev.; Economy Exterminators, Apex, N.C.; Big Blue Bug Solutions, Providence, R.I.; Fast Action Pest Control, Elk Grove, Calif.; Ridd Pest Control, Lehi, Utah; Bug-N-A-Rug Exterminators, Wilmington, N.C.;

2023 Commemorative Poster

- All U Need Pest Control, Fort Myers, Fla.; No More Bugs, Raleigh, N.C.; Native Pest Management, Tallahassee, Fla., and Town & Country Pest Solutions, Rochester, N.Y.
- PestCo acquired Pointe Pest Control — IL in early 2022. In a bifurcated acquisition, PestCo acquired part of Pointe Pest Control — ID, WA, OR, MT in late 2022, and the rest of the company in early 2023.
 - For various reasons, several companies that were on last year's list declined to submit revenue figures for this year's list, so they are not included.
 - PCT estimated the revenues for several companies on the list. PCT staff interviewed state association executives, industry consultants and others, as well as reviewed previously published figures, to

- arrive at these estimates.
- PCT vets companies' Top 100 entries throughout the year and reserves the right to not publish any information it believes may be inaccurate.
 - When companies submit information with qualifiers such as "more than," PCT rounds to the nearest whole number since there is no way to discern the correct figure with the data provided.
 - Visit PCT magazine's interactive map (the "online extras" section at www.pctonline.com) to see company information and view live links to each of the Top 100 firms' websites.
 - Email PCT Managing Editor Jason Brill at jbrill@gie.net with questions about this list.



2022 RANK	COMPANY	2021 RANK	CITY	STATE/ PROVINCE	2022 REVENUES	INC/DEC OVER 2021	INC/DEC FOR 2023	GPC	TC	OTHER	RES	COM	# EMP	# OFFICES
1	Rollins	1	Atlanta	GA	\$2,507,115,390	11%	n/a	80%	20%	0%	66%	34%	17,500	800
2	Terminix Global Holdings	2	Memphis	TN	\$1,985,000,000	7%	7%	65%	30%	5%	73%	27%	10,000	380
3	Rentokil North America	3	Reading	PA	\$1,535,000,000	23%	7%	70%	10%	20%	45%	55%	7,500	300
4	Ecolab	4	St. Paul	MN	\$673,700,000**	11%	n/a	n/a	n/a	n/a	0%	100%	n/a	n/a
5	Anticimex	5	Basking Ridge	NJ	\$500,000,000	n/a	n/a	85%	10%	5%	75%	25%	3,500	100
6	Aptive Environmental	6	Provo	UT	\$414,494,000	17%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7	Arrow Exterminators	8	Atlanta	GA	\$361,924,000	14%	11%	50%	38%	12%	90%	10%	3,226	169
8	Massey Services	7	Orlando	FL	\$354,721,722	11%	15%	47%	24%	29%	93%	7%	2,675	184
9	Cook's Pest Control	9	Decatur	AL	\$188,000,000	4%	6%	60%	40%	0%	80%	20%	1,775	42
10	Terminix Service	10	Columbia	SC	\$148,785,920	3%	2%	45%	45%	10%	90%	10%	1,050	56
11	ABC Home & Commercial Services	12	Austin	TX	\$136,740,000	13%	13%	37%	3%	60%	80%	20%	n/a	5
12	Truly Nolen of America	11	Tucson	AZ	\$125,858,604	5%	5%	68%	23%	9%	80%	20%	1,113	73
13	Fox Pest Control	13	Logan	UT	\$121,807,000	28%	20%	88%	7%	5%	98%	2%	889	31
14	Greenix Pest Control	15	Orem	UT	\$107,000,000	22%	20%	100%	0%	0%	100%	0%	675	27
15	PestCo	n/a	Clayton	MO	\$103,000,000	12%	n/a	n/a	n/a	n/a	75%	25%	800	47
16	Abell Pest Control	14	Etobicoke	ON	\$98,200,000**	7%	10%	97%	0%	3%	14%	86%	600	26
17	Home Paramount Pest Control	16	Forest Hill	MD	\$92,300,000**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
18	Plunkett's Pest Control	17	Fridley	MN	\$90,000,000	13%	10%	90%	1%	9%	30%	70%	660	3
19	Certus	18	Tampa	FL	\$75,000,000	-1%	10%	80%	5%	15%	80%	20%	540	19
20	Dodson Pest Control	19	Lynchburg	VA	\$68,426,000	3%	5%	72%	28%	0%	60%	40%	n/a	38
21	Terminix Co. of North Carolina	20	Fayetteville	NC	\$68,300,000**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
22	Senske Services	23	Kennewick	WA	\$62,000,000	19%	77%	15%	0%	85%	85%	15%	550	18
23	Saela Pest Control	21	Orem	UT	\$61,695,165	7%	10%	100%	0%	0%	95%	5%	420	22
24	Sprague Pest Solutions	24	Tacoma	WA	\$42,500,000	6%	10%	90%	0%	10%	0%	100%	280	20
25	Lloyd Pest Control	25	San Diego	CA	\$41,500,000	9%	6%	75%	25%	0%	60%	40%	310	10
26	Rose Pest Solutions	26	Troy	MI	\$38,500,000**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
27	Green Pest Solutions	30	West Chester	PA	\$37,500,000	25%	20%	33%	2%	65%	91%	9%	270	8
28	Terminix Triad	27	Greensboro	NC	\$36,500,000	11%	9%	50%	50%	0%	78%	22%	300	16
29	Rottler Pest Solutions	32	St. Louis	MO	\$33,337,732	14%	10%	80%	10%	10%	70%	30%	258	10
30	ABC Home & Commercial Services of DFW	31	Lewisville	TX	\$32,809,537	10%	15%	62%	2%	36%	68%	32%	238	5
31	PestNow	28	Sterling	VA	\$32,760,000	7%	7%	74%	20%	6%	89%	11%	195	8
32	Hulett Environmental Services	22	West Palm Beach	FL	\$32,362,804	5%	3%	n/a	n/a	n/a	88%	12%	n/a	2
33	Advanced IPM	39	Roseville	CA	\$31,981,767	36%	10%	n/a	n/a	n/a	40%	60%	215	10
34	ABC Home & Commercial Services	34	Houston	TX	\$29,238,086	15%	18%	77%	5%	18%	70%	30%	240	3
35	Maheu & Maheu	33	Québec	QC	\$27,129,141	4%	4%	90%	0%	10%	10%	90%	155	7
36	Pacific Coast Termite	35	Orange	CA	\$25,948,265	3%	5%	6%	79%	15%	90%	10%	135	2
37	Palmetto Exterminators	38	Charleston	SC	\$25,800,000	n/a	n/a	40%	50%	10%	90%	10%	180	9
38	Clegg's Termite and Pest Control	37	Durham	NC	\$25,678,527	6%	6%	61%	37%	2%	60%	40%	315	13
39	Knox Pest Control	40	Columbus	GA	\$23,537,798	10%	12%	61%	33%	6%	40%	60%	230	20
40	The Pest Group	36	Pompano Beach	FL	\$23,471,000	4%	5%	2%	6%	92%	90%	10%	165	9
41	RK Environmental Services	44	Westwood	NJ	\$23,464,622	18%	15%	100%	0%	0%	0%	100%	140	1
42	Black Diamond Pest Control	41	Jeffersonville	IN	\$22,764,871	9%	10%	60%	30%	10%	70%	30%	178	13
43	Servall Termite & Pest Control	42	Clarksville	TN	\$22,291,531	8%	8%	40%	35%	25%	75%	25%	235	7
44	Braman Termite & Pest Elimination	45	Agawam	MA	\$20,882,000	6%	10%	90%	10%	0%	20%	80%	192	7
45	Go-Forth Pest Control	61	Greensboro	NC	\$19,850,000	59%	20%	78%	21%	1%	90%	10%	130	10
46	Pestmaster	n/a	Reno	NV	\$18,758,315	13%	7%	75%	5%	20%	10%	90%	145	71
47	Insight Pest Solutions WA	48	Seattle	WA	\$18,303,166	18%	10%	95%	0%	5%	95%	5%	125	13
48	Lewis Pest Control	60	Thomasville	AL	\$17,287,000	n/a	n/a	30%	23%	47%	60%	40%	n/a	8
49	Deans Pest Control	54	Leesburg	FL	\$17,172,557	16%	10%	26%	16%	58%	99%	1%	156	1
50	Adam's Pest Control	51	Maple Grove	MN	\$16,900,000	16%	10%	96%	1%	3%	60%	40%	130	2
51	Breda Pest Management	49	Loganville	GA	\$16,680,000	9%	10%	50%	50%	0%	95%	5%	140	3
52	Romex Pest Control	70	Plano	TX	\$16,245,718	52%	20%	88%	9%	3%	98%	2%	112	5
53	MosquitoNix	50	Dallas	TX	\$16,232,087	6%	10%	3%	0%	97%	90%	10%	125	11
54	Versacor Enterprises	56	Southlake	TX	\$15,768,273	17%	16%	98%	2%	0%	0%	100%	110	6
55	Liberty Pest Control	57	Brooklyn	NY	\$15,198,000	15%	15%	100%	0%	0%	0%	100%	90	1
56	Alta Pest Control	92	Round Rock	TX	\$15,191,570	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
57	Evergreen Pest Solutions	47	Ogden	UT	\$15,000,000	-17%	35%	98%	1%	1%	100%	0%	105	8
58	American Pest Control	58	Athens	GA	\$14,697,000	6%	8%	65%	30%	5%	80%	20%	142	10
59	Frontline Pest	62	Orem	UT	\$14,506,000	14%	15%	81%	4%	15%	100%	0%	85	5
60	Quality Pest Services	53	Anaheim	CA	\$14,143,079	-1%	20%	10%	90%	0%	75%	25%	115	7
61	Al-Flex Exterminators	59	Miami	FL	\$14,108,826	11%	6%	21%	50%	29%	48%	52%	95	1
62	Ardent	63	Highland	UT	\$14,000,000	11%	80%	80%	9%	11%	98%	2%	56	11
62	Cingo	55	Marietta	GA	\$14,000,000	NC	4%	46%	46%	8%	85%	15%	120	6
64	Anthem Pest Control	67	Duluth	GA	\$13,626,300	17%	18%	99%	1%	0%	98%	2%	65	4
65	West Termite Pest & Lawn	66	Lowell	AR	\$13,394,990	14%	15%	40%	32%	28%	75%	25%	122	8
66	Economy Exterminators	n/a	Apex	NC	\$12,651,000	6%	8%	76%	11%	13%	70%	30%	95	3
67	Meerkat	72	Albany	NY	\$12,500,000	20%	10%	95%	5%	0%	90%	10%	60	1
68	Hoffman's Exterminating	74	Mantua	NJ	\$12,260,000	20%	15%	80%	20%	0%	49%	51%	93	5
69	Nozzle Nolen	65	West Palm Beach	FL	\$11,775,000	4%	10%	60%	18%	22%	75%	25%	83	5
70	Big Blue Bug Solutions	n/a	Providence	RI	\$11,500,000	7%	12%	90%	5%	5%	67%	33%	94	5
71	All-American Pest Control	77	Nashville	TN	\$11,175,000	17%	17%	n/a	n/a	n/a	97%	3%	69	3
72	Catsye Pest Control	80	Latham	NY	\$11,000,000	19%	n/a	n/a	n/a	n/a	80%	20%	62	3
73	Scherzinger Pest Control	71	Cincinnati	OH	\$10,963,590	4%	5%	82%	18%	0%	68%	32%	100	3
74	DA Exterminating	78	Metairie	LA	\$10,425,000	12%	10%	35%	65%	0%	65%	35%	67	3
75	All Natural Pest Elimination	69	Medford	OR	\$10,200,000	-1%	10%	50%	40%	10%	80%	20%	75	4
75	The Bugman	75	Anaheim	CA	\$10,200,000	2%	10%	60%	40%	0%	70%	30%	65	1
75	Southern & Sovereign Pest Control	73	Virginia Beach	VA	\$10,200,000	-1%	2%	50%	50%	0%	100%	0%	85	12
78	Nelon-Cole Termite & Pest Control	68	Shelby	NC	\$10,180,000	4%	5%	35%	25%	40%	80%	20%	86	3
79	Fast Action Pest Control	n/a	Elk Grove	CA	\$9,965,018	33%	30%	79%	10%	11%	6%	94%	93	1
80	Senate Termite and Pest Control	88	Gaithersburg	MD	\$9,593,998	10%	15%	74%	26%	0%	98%	2%	60	3
81	Canady's Services	94	Lumber Bridge	NC	\$9,577,178	16%	15%	50%	25%	25%	60%	40%	85	5
82	Swat Pest Management	81	Evansville	IN	\$9,484,086	4%	3%	42%	6%	52%	75%	25%	62	3
83	American Pest Control	84	Hanna City	IL	\$9,328,400	4%	3%	60%	40%	0%	45%	55%	75	1
84	Ace Exterminating	89	Joelton	TN	\$9,300,000	5%	7%	57%	27%	16%	57%	43%	105	3
85	National Exterminating													

The Modest & THE MASSIVE

Nothing remains static in the global mergers and acquisitions market, and 2022 was no exception. The largest single acquisition ever undertaken, the Rentokil Initial purchase of Terminix, was finalized Oct. 12, 2022, but how did the industry and other key players perform?

BY Frances McKim

As an industry, the global professional pest control market continues to thrive. According to Research & Markets' Pest Control Global Market Report 2023, it was estimated to be worth \$21.17 billion in 2022, \$22.85 billion in 2023, and is predicted to rise by an average of 5 to 6 percent per year to reach \$31.4 billion in 2027.

The U.S. market mirrors this increase. Figures recently published by Specialty Consultants (see page 27) estimated a 6 percent increase in the revenue of the pest control service industry, rising from \$10.42 billion in 2021 to \$11.04 billion in 2022. In other words, half the global total. By comparison, the 2022 U.S. GDP figure only rose by a meager 2.1 percent.

On a global scale, the general economic market slowed to 3.2 percent in 2022, with projections by the International

Monetary Fund (IMF) that it will only increase by 2.9 percent in 2023 and 3.1 percent in 2024. Rising inflation, the cost-of-living crisis, tightening financial conditions in most regions, Russia's invasion of Ukraine and the lingering COVID-19 pandemic all weigh heavily on the outlook.

So how does professional pest control manage to buck the general trend? From the very first days of the pandemic in spring 2020, pest control was classified as an essential service — it still remains a non-discretionary service. Businesses and residential consumers are not prepared to put up with pests.

On a global scale, increased urbanization and population growth, rising middle classes, climate change and increasing food safety regulations all contribute to this growing market. On the

downside, a lack of available labor to work within the industry is a global problem. "Industry growth in the U.S. might have been even more robust if companies were able to hire more service technicians," explained Rich Kalik of Specialty Consultants. "Nearly two of five owners or managers we surveyed reported their business was held back by not having a sufficient number of technicians." As a result, numerous service companies across the globe now run various staff incentive schemes to attract new recruits.

Even so, the existing industry players have posted some excellent 2022 revenue and profit figures. This also has gained the attention of investors attracted by the resilient and above average returns — notably the private equity (PE) investors. These PE investors are changing the dynamics of this market.



A YEAR TO REMEMBER. In 2022 one single transaction will go down in the pest control history books — the acquisition of Terminix by Rentokil Initial. The price paid, as recorded in the Rentokil 2022 Annual Report, was just over \$5 billion. The intention to acquire Terminix was announced on Dec. 14, 2021, but it took until Oct. 12, 2022, to clear all the required regulatory and legal requirements. As Rentokil CEO Andy Ransom said: “2022 was a seminal year in the history of Rentokil Initial. It’s a year in which we concluded a genuinely game-changing transaction for us and the industry; one which has been many years in the making.”

“Game changing” is no overstatement. From its first U.S. acquisition in 1978, Rentokil has steadily expanded its U.S. business, with its first entry into the PCT Top 100 in 2002. Now, with this one deal, it could have claimed the No. 1 spot with a combined revenue of \$3.52 billion. However, for 2022 Rentokil (No. 3) and Terminix (No. 2) submitted revenues individually.

But with this acquisition comes much hard work. As soon as the acquisition was announced, the task of drawing these two companies together began — this has involved 15 different work streams covering all the various functions and the adoption of a “best practices” approach, meaning the stand-out aspects of each organization were identified and drawn together. This work has produced numerous cost-saving synergies, for example, by reducing the number of operational branches from over 600 to nearly 400, raising the total synergy savings target from \$150 million to at least \$200 million by 2025.

Not surprisingly, the scale of this activity is accounting for a considerable amount of management time, but not to the elimination of further additional acquisitions. As Ransom explained: “We’ll probably slightly reduce our mergers and acquisitions (M&A) activity in this market, but that doesn’t mean we won’t do any deals over the next year or two. I’m certain that we’ll continue to selectively acquire very high-quality assets in North America.” This has certainly been the case, for ex-



On Oct. 12, 2022, Rentokil-Terminix launched on the New York Stock Exchange after Rentokil’s acquisition of Terminix became official.

ample, with the recent purchase of New Jersey-based RK Environmental/Comprehensive Food Safety (RKE/CFS).

M&A IN 2022 WAS VARIED. In the year Rentokil broke the record books for the size of a single acquisition, how did the other leading players perform?

The answer is mixed. Paul Giannamore, managing director of M&A adviser The Potomac Co., explained: “2022 was a very strong year in pest control M&A from a historical perspective. However, throughout the course of the year, there was a slowdown from the strategic acquirers and a dramatic increase from financial sponsors, better known as the private equity firms.”

Comparing like for like, meaning excluding the Rentokil/Terminix acquisition, the total global M&A spend for 2022 fell to \$1.153 billion — a fall of 15 percent or \$205 million. Without exception, the global strategic acquirers, the “Big Five,” all spent less, according to Giannamore.

Anticimex, headquartered in Sweden, spent the most on acquisitions — \$400 million in 2022, which was less than the \$450 million it spent in 2021. Asked about this decline, CEO Staffan Pehrson said: “We acquire all over the world, and our focus is more on finding companies that

fit into our culture of decentralization and empowerment than specific regions.

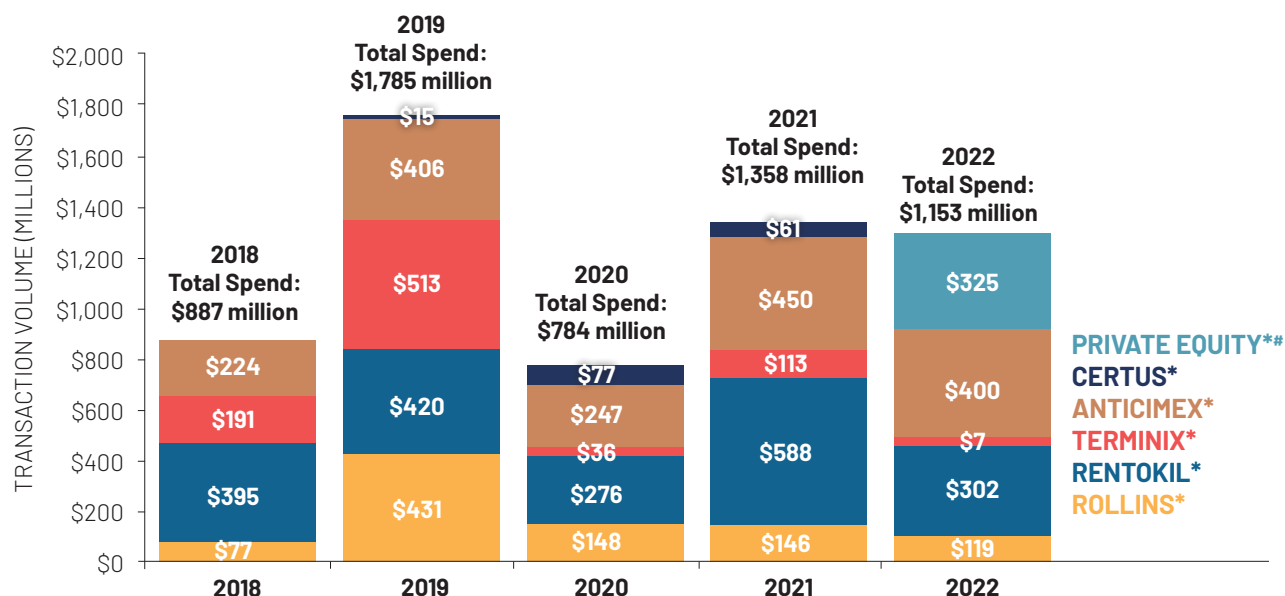
“We like to get to know the seller and feel confident that we have a joint view on the way forward after the deal. It is important for us, and it is very appreciated by the sellers. Having said that, in 2022 the greatest number of acquisitions were made in the Asia Pacific region whilst the highest amount spent on acquisitions was in North America. As interest rates went up in mid-2022 and multiples on stock went down, the U.S. pest market had a few months lag to adapt multiples to the new interest rates. In short, we do not see any real market decline.”

What Pehrson did not mention was that in the summer of 2022, Anticimex, No. 5 on this year’s list, acquired its first company in the U.K. — Pestokill, based in Leigh, near Manchester. While it’s based in northwest England, it offers nationwide coverage. The U.K. has always been a noticeable gap in the Anticimex European coverage, so this acquisition comes as no surprise — nor does the subsequent purchase of two further companies.

Commenting on future plans, Pehrson said: “We will keep, or even increase, our growth rate of over 20 percent annually by transforming the pest industry from

Global Merger and Acquisition Spend by the 'Big Five' 2018-2022 (\$m USD)

Does not include the more than \$5 billion Rentokil/Terminix acquisition.



* Figures from company estimates, company filings and/or The Potomac Co.

Includes Certus

a reactive to a proactive and preventive approach. We will expand our thought leadership in combining technology and biology, for example via our SMART intelligent system, for around-the-clock digital pest control.”

Also down on M&A spend in 2022 was Rollins, No. 1 on this year’s list. In total they made 31 acquisitions, compared to 39 in 2021, with spending falling from \$146 million in 2021 to \$119 million in 2022. These purchases extended their footprint in the U.S. with acquisitions, such as Georgia-based Bug House Pest Control. In 2023, the company has clearly shown its current intentions with the acquisition of Fox Pest Control from Logan, Utah. It’s a significant purchase since the company occupies No. 13 on this year’s Top 100.

Internationally, further tuck-ins have been added to Rollins’ leading overseas markets. This has included in the U.K., where the company has significantly extended its geographic footprint with the purchase of Europest and NBC Environment, followed by a further addition, Pest-

Proof, in 2023. In total, 12 companies have been acquired since its first in 2016.

Although the spotlight has been firmly trained on the Rentokil acquisition of Terminix, it should not be forgotten that both these companies continued their M&A activities prior to the finalization of the deal. However, the volume of Terminix’s spending was minimal at only \$7 million compared with \$113 million in 2021.

On the other hand, the Rentokil bandwagon rolls on virtually unabated. In 2022, they made 46 pest control acquisitions for a sum of \$302 million, down from \$588 million in 2021. For the future, in their 2022 annual report presentation, Ransom described the company’s M&A pipeline as robust with a targeted spend of \$310 million in 2023.

Globally, the statistics for Rentokil are staggering. With the addition of Terminix, the combined company will employ about 58,600 staff and have about 4.9 million customers. They claim they are the No. 1 company in 57 of the 90 markets they operate in. Rentokil has been the larg-

est global pest control company for some years — a position they have now substantially added to.

It’s quite a responsibility for Ransom. In his revealing, and at times very personal interview with Paul Giannamore on Potomac TV, Ransom said: “I’ll tell you what it’s like being a CEO. I’ve got to get 58,000 people out of bed every morning. I’ve got to get them to work. I’ve got to get them to do an amazing job for their customers. I’ve got to get them to do it safely. Without supervision, on their own, I’ve got to get them to do it happily. I’ve then got to get them home again in the hope that they come back to work the next day.”

This may keep his staff going, but the stock market also has to be watched. While executive time has to be a focus in the short term — something the company has been very successful at in 2022 with revenue rising 19.1 percent to \$4.35 billion, and operating profit up 22.7 percent to \$673 million — Ransom is keen to point

/// continued on page 126



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Invest Quest

While rising interest rates might be squeezing private equity firms, they're continuing to look to the pest control industry for investment opportunities.

BY Grant Sinnott

When people say PE or “private equity,” they are generally referring to a firm that aggregates or collects investors’ capital and deploys it in private investment opportunities. The GPs (general partners) collect capital from institutions and high net worth individuals, who are called LPs (limited partners). The LPs or investors provide money for the firm to invest. Most funds are structured to operate for 5 to 10 years. It is common for the first few years to be spent researching an industry and making an initial investment (buying a business in that industry).

The initial investment is usually large and called a “platform.” Typically, a firm spends the next few years operating the new business, growing it, and then the last few years they are focused on exiting (or selling) the business and returning a profit to their investors.

A PE HISTORY. Private equity firms are nothing new in the pest control industry, nor are their financial tactics. Wayne Huizenga, the former owner of the Miami Dolphins, Florida Panthers and Florida Marlins, is credited with what we now call “roll ups.” He began in the recycling/garbage industries by buying a series of companies and aggregating them into what is now Waste Management. For those of us that remember VHS tapes, he did the same with Blockbuster. Unlike the investment icons of the 1980s, such as Carl Icahn, who made their money buying conglomerates and selling of their pieces, the roll ups starting in the 1990s are the reverse of

a leveraged buyout, because they leverage equity and access to debt markets to finance the aggregation of businesses. Huizenga combined or acquired businesses to form empires in sports, waste and media.

Since the '90s, we have seen hundreds of roll ups across industries from banking, funeral homes, pet cremation, bus lines, car wash, medical services and pest control. PE firms can capture market share because these industries are highly fragmented. In the early 2000s, Royal Palm (a PE firm) entered the pest control industry by purchasing Middleton Lawn & Pest Control in Florida. At the time, Middleton was generating an estimated \$8 million a

year in revenue.

The plan, according to Kemp Anderson, who led the acquisition at Middleton for Royal Palm, was to go public. “After closing the platform acquisition (Middleton), we took control of a failing penny stock: SNE (Sunair Electronics). Selling their core electronic assets, we rebranded the SNE business as a pest-related services business and proceeded to close at least one deal per month,” said Anderson. “The heavy acquisition activity at a lower P/E (price to earnings) multiple created an arbitrage opportunity. We did an initial offering around \$2 a share and drove the stock to approximately \$12 a share.”





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After a few years, the assets were sold for over \$50 million.

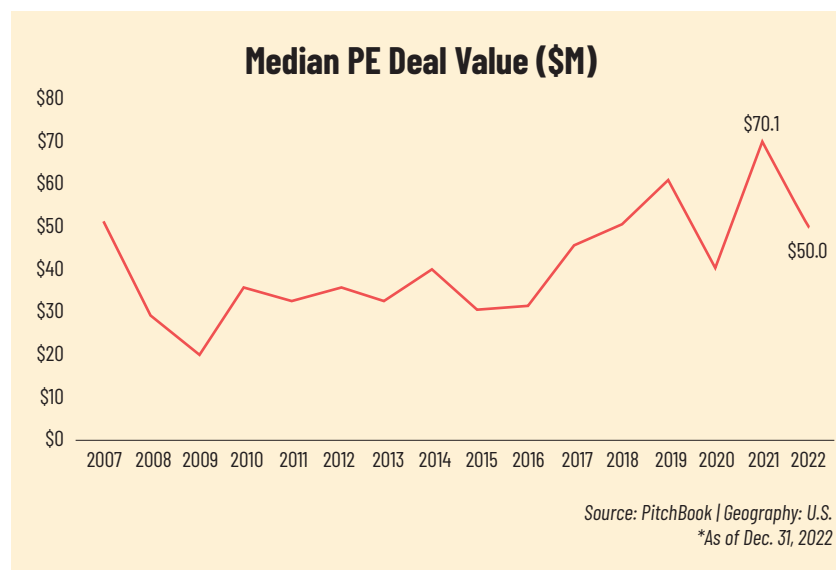
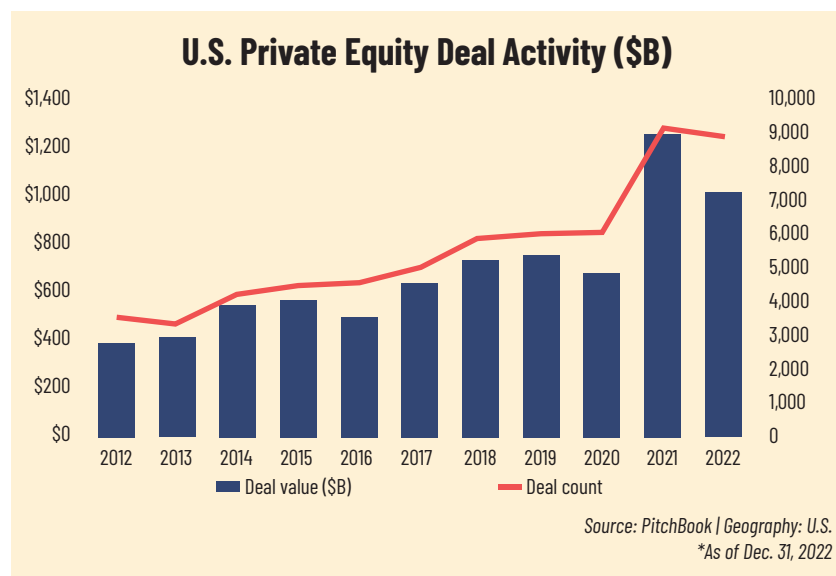
A PE PRESENT. Today, the market is rich with companies trying to replicate that same formula; purchase a platform company, grow the business, then sell the larger company for a premium price. Access Holdings Principal Josh Finifter describes the reason his firm is focusing on pest control.

“With pest management, our team identified market trends like high fragmentation, a shifting consumer sentiment toward a ‘Do-It-For-Me’ model, a recurring revenue model and an opportunity to enhance both the customer and technician experience through contemporary technology, service excellence and training and development,” he said.

All these trends point to an opportunity to build an enduring business that can help transform the category. The private equity formula relies on a couple of key factors, and as we continue to see firms enter the market, those factors might have begun to get squeezed.

The first factor is a pipeline of available deals at an attractive price. As private equity firms enter a new market, they tend to make a platform acquisition: a larger company with substantial revenue that comes with a solid management team and brand they can grow. After making this initial investment, PE firms seek to buy smaller companies in overlapping geographies. These are called tuck-ins. The PE firm will “tuck” the smaller business into the larger. Usually, these firms are smaller, and the deals are negotiated off-market and outside of an auction process where a firm could maximize value at the point of sale. These cheaper deals dilute the higher cost of the initial platform investment. With more firms entering the market, competition for deals get higher, increasing the transaction multiples at which deals are performed.

The second factor contributing to the efficacy of the private equity strategy is the availability of a profitable exit strategy. As discussed previously, PE firms deploy cap-



ital by buying and aggregating (collecting and combining) various businesses. The rise in interest rates has had a clear negative effect on the PE industry; we saw a sharp decline in the volume of deals in the second half of 2022. Since PE firms tend to use debt to finance part of their investment, higher rates are squeezing the margin on deals.

The good news for PE firms is that major strategic players in the market are still trading at record high price-to-earnings multiples, suggesting there is still an opportunity to sell a premium asset at

a high price.

PCOs should keep in mind the observations from accounting firm Cherry Be-kaert: “From 2021 to 2022, total private equity capital raised dropped almost \$20 billion year-over-year, according to Pitch-book’s 2022 Annual U.S. PE Breakdown.

“Declines in public equity markets may mean many LPs are either fully allocated or overallocated to the alternative investment asset class. Given these dynamics, it is not surprising to see the duration to close a new fund ticked up to 15.4 months from the 13.8-month average seen in 2021.” On



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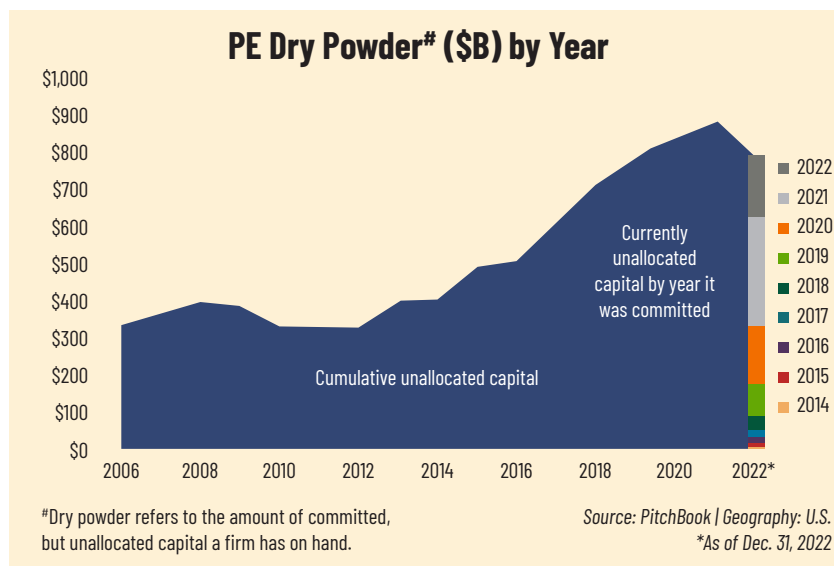
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the other hand, the average time between funds continues to tick lower and reached three years in 2022, down from 3.2 years in 2021, the report said.

PCO PERSPECTIVE. If you are a pest control operator, here are some things to keep in mind.

1. PE firms are incentivized to negotiate outside of a formal auction process. Less competition generally means a better price and terms for the buyer. Don't be surprised if PE firms are reaching out via LinkedIn or other methods to ask for a meeting. PE firms prefer to meet and buy companies that are alone and not represented.
2. Private equity firms are in one way or another beholden to their investors, and these investors want to see a return on their investment. To see a return on their capital, a firm needs to monetize their newly created asset. While holding times (how long a firm will hold onto the asset, aggregated companies in this case) have increased to a little over five years, it should be no surprise that your company and team will almost always go through a second sale farther down the line. Some firms are rumored to be going public, but this is the exception more than the rule.
3. A large portion of the leadership team tends to be tied up in common equity or stock options, usually behind the private equity firm's ownership in payout. It is critical to understand the terms of any options or restrictions on equity in a deal that you make, because they can substantially impact the value of the leaderships team's equity.

Private equity firms can be great for companies whose owners want to seek aggressive growth strategies and big change ups. Generally, for platforms, we see the buyer offer a large percentage of the transaction in cash up front with a complete ownership transfer with the potential for a second bite of the apple if you are willing to stay on and steer the company successfully.



But there are advantages of selling to a private equity firm:

1. Private equity firms can be willing to use creative financial structures to reward owners who are willing to stay on and continue to grow the business.
2. Private equity firms looking to get into the industry can be willing to pay a high premium to make their initial investment.
3. Some business partners desire to remain partial investors, shedding off some managerial roles. They become rollover investors.
4. The business lacks the financial muscle and stamina to finance growth and expansion. It requires an external capital injection to oil its business growth.
5. PE firms typically have abundant resources including cash to support the business.

WHAT TO DO. When engaging with a PE firm who is interested in your business, here are some questions to keep in mind:

1. How many investments have you made in your fund?
2. How many investments are you intending to make in your fund?
3. How do you structure capital?
4. Do you use preferred equity or any types of debt?
5. After close, what decisions are delegat-

ed to the board versus the business leadership team?

6. What percentage of your last LOIs (letters of intent) have closed?
7. Can you explain why any of your past deals didn't close?
8. If I hold a note (or paper), what are my guarantees to be paid in full?
9. How long will you (the PE firm) hold my company before it is sold again as part of a larger entity?

PE firms are viable buyers for our industry, and while the macroeconomic environment may be pulling down the parameters that make investments profitable, the additional competition and deal creativity offer sellers additional paths and opportunities when it is time to sell.

As a seller, it is important to remember that private equity firms operate differently than traditional industry buyers, and whether you are selling to a regional, national, international or private equity firm, you should do extensive research on potential candidates and more. Odds are your pest control company is your largest asset and the transaction process can be complicated. 

Sinnott is with Kemp Anderson Consulting. Reach out at grant@kempanderson.com or call 407/466-5859.



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BY Kim Schneider

Just like in the story about Goldilocks, sometimes you've got to test out a few different careers before you find the one that's just right.

Take Luke Lewis, founder and president of Native Pest Management, for example. He started out as a CPA before working with the FBI as an intelligence analyst. While with the FBI, he focused on counterterrorism and public corruption.

But after three years with the FBI, Lewis started questioning if it's where he belonged.

"I just got a little bit jaded working for the federal government. I was young and ambitious, but the government is a very

large bureaucracy," he said. "While we did exciting work, it was just a very different environment."

In the back of his head, he started thinking about his parents and their family-owned landscaping company.

"Growing up, they were always talking about business at dinner," he said. "I just missed that excitement of being able to come up with an idea, snap your fingers, take action on it and see the results."

But instead of following in his parents' footsteps exactly, he opted to venture into pest control after talking things over with his dad, who offered to refer some of his 80 clients to Lewis.

"The more we talked about it, it just



clicked,” Lewis said of starting Native Pest Management in 2015. “We got about half of their clients signed up.”

Fast forward to now — with a reported 2022 revenue of \$8,104,771, up 67 percent over 2021, good for No. 97 on this year’s Top 100 list — and Lewis is quickly learning how to scale up and manage his 83 full-time employees.

“We’ve created a culture where everyone that we hire, we’re looking for people with positive attitudes who are ambitious and excited. They’re self-starters, they’re driven,” explained Lewis. “There’s a sense of urgency on the team, because everyone has shared goals of improving their careers, growing as fast as possible and supporting their families.”

With a portfolio of 7,000 recurring clients and services that include pest, rodent and mosquito control, Native Pest Management now has three branches throughout Florida: Tallahassee, Fort Lauderdale and West Palm Beach.

“We’re a big proponent of the exterior treatment model,” said Lewis. “Instead of spraying baseboards or fogging the attic, we really try to target our treatments to cracks and crevices only.”

When Lewis first started out, he began to get a lot of calls about termites. It got to the point that he started to offer termite control, especially during peak season from April through June.

“We just saw a massive need,” he said. “Florida is, by far, the biggest state for drywood termites. It really is a challenge because the demand is so high. People want to treat immediately. And sometimes it’s not possible, especially with fumigations, because they’re so labor and time intensive.”

Being in charge of a fast-growing company comes with plenty of challenges. Lewis admits that he struggled with workplace culture when he started out with his first three employees in 2015.

“Our team culture at the time was bad,” he said. “Now that I’m in a position of having more employees, team building has been something that I’ve made much more intentional.”



Native Pest Management has three branches throughout Florida in Tallahassee, Fort Lauderdale and West Palm Beach.

That includes using Slack to welcome new team members, hosting monthly town hall meetings and having company outings that have included a bowling night and a fishing trip.

It all goes back to fostering a workplace that promotes from within — an attractive incentive to a young team looking for an opportunity to advance and move up, especially while the labor market is still sluggish.

Part of Lewis’ leadership growth can be attributed to enrolling in the Executive Leadership Program (ELP) in 2022. The two-year curriculum was created by the National Pest Management Association (NPMA) to help aspiring association leaders learn more about the pest control industry while developing leadership skills including how to network at industry events, how to recruit and retain employees and more.

“With all the people I’ve met as part of the ELP program, it’s been a massive benefit,” he said. “They give you advice on how to motivate people. And all those little pieces of advice, I can take back to my

company and turn them into action items that benefit our team.”

And people are taking notice of the fast rise of Native Pest Management. The company was part of the Inc. 5000 — a list of the most successful companies in the U.S. — in 2021 and 2022.

“It was really mind-blowing,” said Lewis. “When my wife and I were starting the business, our long-term goal was \$1 million in revenue. Never in our wildest dreams did we think that within

10 years we would be a \$10 million company. And we’re projecting to pass that this year.”

With original goals shattered, Lewis and his team set a new lofty goal: to get to \$100 million in revenue by 2032.

So how does Lewis plan on accomplishing that?

“We want to continue to stay on track with 50 percent growth per year.

We think that’s what we need to hit our target,” he said. “We’ve experienced rapid growth before — we’re used to it, and we’re ready for it.” ^{TOP}

The author is a writer and editor based in Cleveland, Ohio.



Luke Lewis



Nibbles Woodaway, a 58-foot-long, 9-foot-tall, 4,000-pound blue eastern subterranean termite, sits atop Big Blue Bug Solutions' Providence, R.I., location.

NEW TO THE LIST:

Big Blue Bug Solutions

Known for its iconic mascot, this New England business continues to thrive under third-generation leaders Brian, Scott and Kevin Goldman.

BY Brad Harbison

It's safe to say there's only one company on PCT's Top 100 list whose headquarters is a legitimate tourist attraction. Big Blue Bug Solutions (No. 70), Providence, R.I., is well known throughout New England for — you guessed it, the 58-foot-long, 9-foot-tall, 4,000-pound blue eastern subterranean termite atop its building. The mascot, which was given the name Nibbles Woodaway in 1990, has been featured in films such as “Dumb and Dumber,” and was profiled on roadsideamerica.com, an online guide to offbeat tourist attractions.

The brainchild of second-generation own-

er Stephan Goldman, the addition of Nibbles in 1980 proved to be a turning point in the company's history, which dates back to 1935.

“That's when the pest control side of our business really took off,” said Brian Goldman, son of Stephan and the company's current CEO. “We became an icon for our state. Most everybody seems to know the bug. It really has become quite a staple of our region.”

Prior to the addition of the bug, pest control was one of several sectors the company was involved in, including window washing, but “pest control is what stuck,” Brian said.

Stephan joined the company in 1974, when

NUMBER
70



Brian Goldman

COURTESY OF BRIAN GOLDMAN



at the time it went by the name New England Pest Control. Brian describes his dad as “a marketing guru” who jump-started the company’s growth. Stephan, who retired in 2019, carried on an important legacy started by his father, company founder Leonard Goldman: The company fosters a family atmosphere that has led to longtime employees, like Tony DeJesus, who recently retired after 45 years with the company.

As DeJesus noted, “I think the fact that Mr. [Leonard] Goldman started off by putting Steve on the road as a technician and doing all the jobs, and then Steve did the same thing with his three sons. ... They all understand what it’s like to be technicians, and they can relate to you.”

Long-tenured employees have led to longtime customers and Big Blue Bug Solutions continues to thrive under the leadership of Stephan’s three sons: Brian (CEO), Scott (CFO) and Kevin (director of administration).

Brian said the brothers are fortunate that they each possess their own unique skill sets “so each of us fills certain needs

for the company and that really balances it out. We know what falls under each person’s bucket and what we are good at. Whenever we do have disagreements, we are able to sit back and say, ‘OK, what’s best for the business?’”

New developments at Big Blue Bug Solutions include the opening of new branch offices in South Portland, Maine, and Orange, Conn., within the last two years. “Both are located in densely populated areas with people that we hope will be buying pest control,” Brian said. Each office has about five employees, allowing the company to offer its full suite of services, which includes pest, termite, wildlife and mosquito control.

Thus far, the new locations are performing “fantastically,” Brian said. “Last year in New England, we had a drought, so pest pressure was down. But even then, we were still growing at over 20 percent in each branch from the previous year. So, we’re expecting a huge year this year. We’re geared up for it.” ^{TOP}

The author is lead news editor of PCT.



Visit Online Extras on the PCT Online homepage for additional photos from Big Blue Bug Solutions.

BY Brad Harbison

The Perfect Mix

A chance encounter at an industry event led two quick-rising pest control companies to join forces.

NUMBER

56

Chris Langlois, Alta Pest Control



NUMBER

62

Preston Peterson, Ardent Pest Control



At last summer's PCT Top 100 Awards Ceremony and Executive Summit in Orlando, leaders from Ardent Pest Control, Highland, Utah, and Alta Pest Control, Round Rock, Texas, met for the first time. The more they talked, the brighter the proverbial "light bulb" became for both companies.

Ardent Pest Control President Preston Peterson recalled, "I had never met [Alta CEO] Chris [Langlois] before, but before long we realized we had a lot of similarities and our markets lined up. I called my business partner when we left Florida and said, 'I need you to be in Dallas in like a week. You need to meet these guys.'"

What got both parties interested in a partnership

was discovering commonalities in business models and company cultures, as well as the ways each company could benefit from one another in terms of services offered, shared best practices and geography.

Both Ardent and Alta are fast-growing firms with young leaders who have embraced rapid growth drivers such as the use of door-to-door sales professionals. Alta is No. 56 on the PCT Top 100 list with \$15.1 million in yearly revenue, while Ardent reported 2022 revenue of \$14 million (tied for No. 62 on this year's PCT Top 100).

"We both have similar backgrounds and face similar challenges, so being able to see some of their systems and processes for how they handled those

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challenges and vice versa — I liked the idea of being able to come together and say, ‘What are the best practices we can use to overcome these challenges together?’” Peterson said.

For Alta, door-to-door sales were going so well it needed ways to fund them “as we were growing more than we could handle cash flow-wise,” said Chris Langlois, who leads Alta along with brothers Michael Langlois (president) and Tyler Langlois (president of sales). What appealed to Alta is Ardent’s success with ancillary services (e.g., attic restoration, rodent exclusion). “So it’s kind of perfect where we were looking for a partner

or a way to help fund our growth and give ourselves access to new markets,” said Chris Langlois.

Conversely, Ardent’s door-to-door sales program had slowed a bit in recent years, so the opportunity to infuse the company with Alta’s door-to-door sales team — and its practices — appealed to Ardent, which needs a growing customer base to sell the aforementioned ancillary services.

Ardent is based in Utah and Alta is based in Texas, but both companies have locations throughout the country. One of the reasons this merger works is there was very little geographic overlap. For example, Alta is in Austin, while Ardent is in Dallas and San Antonio; Alta is in Wichita, Kan., and Ardent is in Kansas City, Mo.; and Alta is in Washington, D.C., while Ardent is in Virginia Beach, Va. Combined, the company now services 15 markets.

“The only markets we overlapped in



The Alta leadership team (from left to right) Chris, Michael and Tyler Langlois at last year’s PCT Top 100 conference in Orlando.

was Oklahoma City and Tulsa. And believe it or not, our Tulsa location was a very strong brand, and Oklahoma City was kind of a weaker one and theirs was reverse,” said Chris Langlois.

The newly merged company also will benefit by combining employee benefits. For example, Ardent offered employees a 401(k) retirement savings program, but not health insurance, while Alta offered health insurance but not a 401(k)

program. Now employees receive both benefits, making the combined company a more attractive employer in today’s challenging labor market.

Other benefits of being a bigger business include having

greater buying power and ease of financing.

Both parties agreed to use the Alta Pest Control brand.

Langlois said this decision allows the company to move forward with a unified

sales and marketing message, something particularly important for door-to-door sales professionals.

“The credit goes to Preston and his ability to swallow his ego in order to move forward,” Langlois said, adding that this allowed him to go back to his marketing team and say, “Hey, this is Alta, this is what we’re doing. Nothing’s changing. We’re not partnering with another company that you have to go sell for.”

Peterson added, “It wasn’t as difficult as I thought it would be. At the end of the day, our focus is on doing what’s best for our employees and for our customers. It wasn’t like we were being acquired and so we had to lay off a bunch of people. It’s just the name. The culture we had built, the people we built, the leaders we built, they’re all staying.”

Both Peterson and Langlois said the newly formed company has very aggressive goals and plans to double in size this year.

The merger officially closed in February 2023. ^{TOP}

The author is lead news editor of PCT.



BED BUGS?



Sean Hearn (left), director of business development, and Kyle Selbach, director of operations, All U Need Pest Control



NEW TO THE LIST:

All U Need Pest Control

Building a brand takes more than just solid sales.

BY James Bigley II

When Steve Groeper purchased All U Need Pest Control in 2017, he thought the Florida-based company was stuck in a rut. Even though it had been in business for 14 years, the previous owners had two employees and three trucks to work with. Groeper thought there was more potential.

“When I bought it, they were making

a little over \$300,000 a year in revenue,” said Groeper. “They just couldn’t figure out how to grow the business.”

Groeper had never worked in the pest management industry before, but his previous 30 years of experience in home services, banking and real estate development fueled his desire to start a new challenge fresh out of retirement.

Five years later, All U Need Pest Con-

trol joins the Top 100 list at No. 94, having grown revenue to \$8.3 million with more than 55 employees. In March, the company opened its seventh location in St. Augustine, Fla., and later this year it will open its first office outside the state of Florida.

Over the next five years, Groeper has plans to expand across 40 branches in Georgia, North Carolina, South Carolina,

NUMBER

94

PCT

TOP 100 LIST

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Deanna Townsend

Co-Owner of Eastside Exterminators



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All U Need Pest Control director of service Kristoffer Bagnara treating a home exterior.

Arizona, Nevada and Texas. Such goals seem lofty on the surface, but for a company that ranked No. 1,057 on the Inc. 5000 list in 2022 — just four years after Groeper took it over — it seems possible. In the last year, All U Need Pest Control has grown its revenue by 89 percent.

“Instead of taking the money out and putting it in my pocket, I’m leaving the profit in the company and just growing the heck out of this thing,” said Groeper. “We’re hiring constantly.”

All U Need Pest Control helped promote its brand with the creation of Boomer, the company’s bearded, gritty mascot armed with a spray gun, red polo shirt and trucker hat that’s splashed across flyers, billboards, TV commercials, employee uniforms and 72 vehicles.

“Here in southwest Florida, you can sit at a stoplight, look in every direction and see a different pest control company,” said All U Need Director of Operations Kyle Selbach. “The biggest difference we needed to make was figuring out how we could stand out from everyone else, and we’ve built a real continuity with our brand.”

The name for the mascot and the drive for big business comes from the company’s earliest days when sales representatives had a group chat to boost camaraderie.

For every sale made, they’d text the group: “BOOM.”

“We’ve been trying to build a household name instead of being just a pest control [provider],” said Groeper. “We want everybody to know who Boomer is.”

But building a brand takes far more than just a flashy logo. It takes promoting from within, full health benefits, a 401(k) matching program, generous vacation and full transparency on how the company is growing month over month and where the company is headed.

“We’ve embraced an employee-first model,” said Selbach. “Our employees and our sales reps know the rate at which we’re growing and every single person here knows that, wants it and is trying to obtain that every single day.”

That level of transparency then trickles down to the day-to-day interactions with customers looking to purchase new services or maintain current upkeep on

private and commercial properties. A pest library on the company’s site provides an educational resource for prospective and current customers who are curious about what they’re dealing with. And every appointment has a three-step notification process in which the customer knows who’s servicing their property, what products are being used and when the technician will arrive and leave.

“It’s constant contacting,” said Selbach.

It’s this dedication to being front and center that makes All U Need Pest Control a serious competitor in the dynamic Southwest Florida market.

“We are in the pest control industry, but we’re in the people business, too,” said Groeper. “Our employees are priority No. 1, and the customers are priority No. 2. If you have your employees wanting to come to work every day, they’ll make darn good and sure those homeowners and commercial accounts will be taken care of and they’re happy.” ^{TOP}

The author is a writer and editor based in Cleveland, Ohio.

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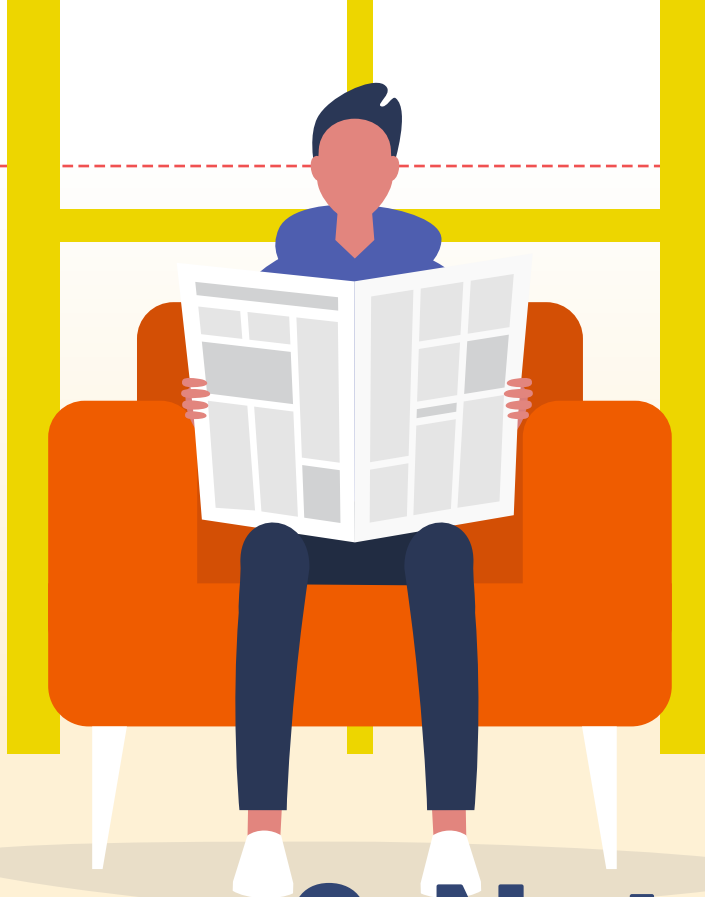


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News & Notes

In the first few months of 2023, there were several high-profile mergers, acquisitions and more. Here's a round-up of the latest Top 100 news.

Rollins Acquires Fox Pest Control

On April 5, Atlanta-based Rollins announced the acquisition of Fox Pest Control. Headquartered in Logan, Utah, Fox employs more than 1,300 employees, according to a press release. The company ranked 13th on this year's PCT Top 100. Rollins is No. 1.

Founded in 2012, Fox provides services for residential customers across 13 states. In addition to door-to-door marketing services, the company has expanded through digital channels. Fox was recently recognized on the Inc. 5000 list as one of the fastest-growing private companies in America.

Fox was acquired through Rollins' HomeTeam Pest Defense brand.

"In addition to providing HomeTeam with an efficient entry point to new markets, we provide the team at Fox Pest Control with new services to offer to their existing customers," said Jerry Gahlhoff Jr., Rollins president and CEO. "The highly complementary nature of the acquisition will provide both brands with new avenues of growth across several regions."

The transaction was valued at \$350 million, including \$32 million of contingent payments based upon the attainment of future growth and profitability levels, according to a press release. Fox had annual revenues in excess of \$120 million in 2022.

"Culturally, HomeTeam was an obvious fit for Fox. Our long-standing relationship with the good people of the Rollins organization has been a blessing to our company, and we were mindful of that when pursuing this opportunity," said Mike Romney, co-founder of Fox Pest Control. "We are excited to gain the benefits of HomeTeam's expertise in the industry as well as its track record of excellence."

Dan Gordon and the team at PCO M&A Specialists, a division of PCO Bookkeepers, acted as exclusive financial advisers to Fox on the transaction.



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TOP 100

2023
22ND ANNUAL LIST

Rentokil Terminix Acquires RK Environmental



Reading, Pa.-based Rentokil Terminix (Nos. 2 and 3) announced the acquisition of RK Environmental/Comprehensive Food Safety (RKE/CFS).

The New Jersey-based company, ranked No. 41 on the PCT Top 100 this year, provides pest management services and food safety consulting through its comprehensive food safety (CFS) division.

"RKE/CFS has a rich and proud history of providing exceptional service to their clients," said John Myers, president and CEO, Rentokil Terminix U.S. Pest. "I have had the good fortune of getting to know Hank Hirsch during the past five years, and the culture he fostered at RKE/CFS is a great fit with Rentokil Terminix. We are thrilled to expand our presence in their markets, and will work to continue their legacy of excellence."

Based in Westwood, N.J., RK Environmental/Comprehensive Food Safety brings 135 employees to Rentokil Terminix, operating in 31 states across the United States.

"When considering what organization RKE/CFS would want to partner with, it was clear from the start that Rentokil Terminix was the perfect fit," said Hirsch, RKE/CFS founder & CEO. "Our aligned commitment to the food industry, offering the highest level IPM services, food safety consulting, auditing and training make us the clear industry leader. We are proud to be part of the Rentokil Terminix team!"

PCO M&A Specialists (a division of PCO Bookkeepers) acted as the financial adviser to RK Environmental/Comprehensive Food Safety.

Anticimex Acquires Eastside Exterminators

Anticimex (No. 5) on April 13 announced its expansion into Washington state with the acquisition of Eastside Exterminators, Woodinville, Wash. This is Anticimex's first foray into the Pacific Northwest.

The company, which was No. 64 on last year's Top 100, offers pest and rodent control services throughout the Greater Seattle area. The acquisition closed on October 16.

Eastside was founded by Ralph James Townsend Jr. in 1969, and has been operated by his daughter Deanna Townsend and business partner Alex Altizer for the last 23 years. Townsend and Altizer have cultivated a customer-centric culture focused on deliv-



Left to right: Deanna Townsend, owner, Eastside Exterminators; Alex Altizer, owner, Eastside Exterminators; and Bill Talon, president, Anticimex South & West North America.

ering high-quality service.

"Partnering with Eastside is a major milestone for Anticimex as we expand into the Seattle market," said Bill Talon, president of Anticimex South & West North America. "Eastside is a household name and a leader in the pest management industry, with a long-standing history and commitment to their customers and employees that perfectly aligns with Anticimex's values of trust, passion and innovation."

"With this acquisition, we see a significant opportunity to pair Eastside's highly trained and dedicated staff with Anticimex's cutting-edge SMART technologies, allowing us to provide even greater value. Together, we look forward to continuing our growth and further establishing ourselves as a leading provider of pest management services in the Pacific Northwest."

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Townsend said making the decision to sell was a life-altering one, “And I am at peace knowing that our family values will live on with Anticimex.”

Alitzer said when looking at potential partners, “Anticimex stood out as the clear choice. Their passion for the industry and dedication to their core values align perfectly with what we have been committed to at Eastside for the past 54 years. We wanted to take Eastside to the next level, and we knew that partnering with Anticimex would provide us with the resources and support we need to achieve that goal.”

Kemp Anderson of Kemp Anderson Consulting represented and acted as exclusive financial adviser to Eastside Exterminators in this transaction.

Senske Acquires Blades of Green

Senske Services, No. 22, a provider of recurring residential lawn care, pest control and other home services, announced the acquisition of Blades of Green, Edgewater, Md.

Blades of Green is a lawn care and pest control company that provides services in Maryland and Virginia. The acquisition expands Senske’s footprint into the Mid-Atlantic region. Mark Leahy founded Blades of Green in 1989. After nearly 40 years in the industry, he felt the time was right to sell his business, the company said.

“I’m excited about the opportunities this acquisition will bring for our customers, team members and the communities we serve,” said Leahy, who will remain on board as a consultant.

Senske Services and Blades of Green will continue to operate as separate entities with their respective brands, teams and services.

“We are thrilled to welcome Blades of Green to the Senske Services team,” said Casey Taylor, CEO of Senske. “With the addition of Blades of Green’s experienced team, we will continue to lead the industry in providing exceptional customer service and expertise as we expand nationwide.”

Jake Plevelich Joins Rentokil Terminix as Director of Government Affairs

Jake Plevelich has joined Rentokil Terminix as director of government affairs. Plevelich, former director of public policy at the National Pest Management Association (NPMA), will serve as Rentokil Terminix’s lead on legislative and regulatory policy at the federal, state and local levels.

After leaving NPMA in 2022, Plevelich served as director of legislative affairs for NAFCU (the National Association of



Jake Plevelich

Federally-Insured Credit Unions). Plevelich told PCT the opportunity to return to the pest control industry is what drew him to the position. “I saw the job was posted online and immediately thought this is my dream job because my love for the pest control industry and pest control public policy has never waned,” he said.

Plevelich will be reporting to Mac MacAllister, general counsel for Rentokil Terminix. He said he’s excited to be working with MacAllister, as well as the company’s technical and management teams.

“Everyone will tell you, ‘There’s nothing like the people in the pest control industry,’” Plevelich said. “The unconditional willingness to help competitors and put the industry first is one of the main reasons as to why the industry is so special and successful. The ‘We are all in this together’ mentality is not found in many other industries, and it definitely sets pest control apart.”

Another reason Plevelich is so passionate about advocating for the pest control industry is personal. “I’ve had family members impacted by Lyme disease and West Nile virus resulting in encephalitis (swelling of the brain). I know first-hand the essential work that my Rentokil Ter-

minix teammates do to manage dangerous and deadly pests. Protecting public health and property is a great reason to get up in the morning and come to work.” —

Brad Harbison

Rockit Pest Acquires Petri Pest Control Services

In January, Rockit Pest announced the acquisition of Petri Pest Control Services, No. 95 on last year’s PCT Top 100 List, a provider of pest control solutions for more than 65 years in Broward and Palm Beach counties in Florida.

The company was founded by Hank Petri in 1956 and operated by three generations of his family.

“When it came time to consider an ownership transition, we were immediately impressed with [Rockit CEO] Ryan Bradbury and Rockit Pest, as they share our values of treating employees and customers with respect and understanding,” Brendan Cavanagh, president of Petri Pest Control, said. “That’s critical to maintaining these wonderful long-term relationships we have developed over many decades.”

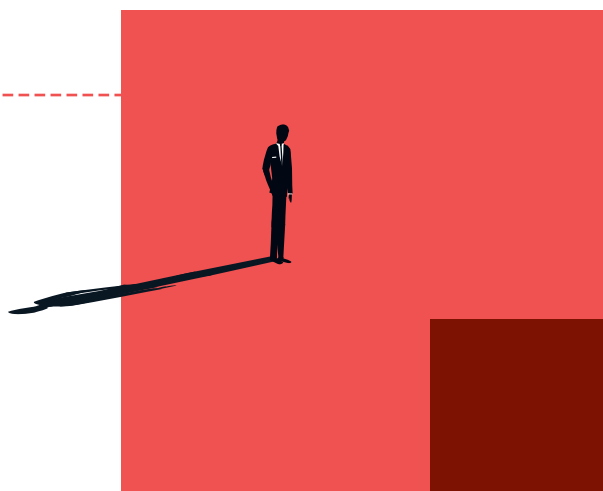
Bradbury said the company aims to partner with “high-quality, experienced operators in key markets,” and Petri is known for these attributes, he said.

“We could not be more pleased to welcome the Cavanagh family and Petri’s dedicated employees to the Rockit family. Petri provides an outstanding platform for us in southeast Florida,” Bradbury said.

LR Tullius represented and acted as financial adviser to Petri Pest Control on the transaction. ☞

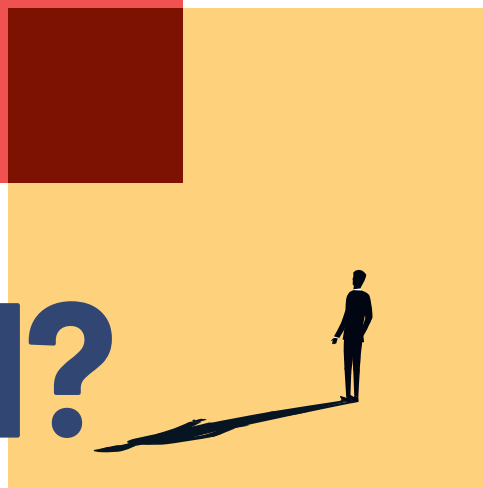
Top 100 Map

Curious about where this year’s Top 100 companies are located in the U.S. and Canada? Check out the digital version of the May issue on pctonline.com to see our interactive map with plots for all 100 companies.



BY Amy Newman Smith

Ready, Set, Sell?



Arrow Exterminators' Kevin Burns discusses how to position your company — whether you're in the Top 100 or not — for a future sale.

As the chief development officer for Atlanta-based Arrow Exterminators, Kevin Burns takes the lead on the company's mergers and acquisitions. The company is now in its third generation, with Emily Thomas Kendrick, the granddaughter of founder Starkey Thomas, as CEO, and her father, Joe Thomas, as chairman of the board. It has grown from a 1964-founded startup operating out of the back of a beauty parlor, said Burns, to being No. 7 on this year's Top 100 list. He attributes the company's success to its core values of investing in people, creating a positive work culture and focusing on excellent service. In a recent PCT webinar sponsored by MGK, Burns highlighted some of those values while discussing how to position a company for future sale.

WHAT A BUYER WANTS. When Burns is asked how to make a business attractive for sale, he says his first answer is, "We're in the pest control business. We're attractive already!" But different buyers are looking for different things, and he rec-

ommends that companies thinking about selling should start by understanding a buyer's primary goals. "They want to grow revenue, maybe get into a new geography or increase market share in a given geographical area," he said. Other companies, those in plumbing or HVAC, for example, may be primarily interested in adding a new service offering to their clients. And some buyers are looking to acquire talent to supercharge their growth plans. Despite those differences, they will examine the same business fundamentals when assessing an M&A target.

IF YOU BUILD IT, THEY WILL BUY. There are two paths to building a company's value: one that emphasizes steady growth and a healthy profit and another that emphasizes rapid growth, with the most significant share of the profits being taken when the sale is completed. To decide which of those two paths is right for them, Burns suggests business owners be realistic about how much they want to sell for and when—and then write those numbers down. "What's your timing and what's your number?"

Burns asked. Without the answer to those two questions, you can't create a plan that gets you where you want to be.

Burns emphasizes that keeping a business in the family still requires strategic thinking. If you're passing the business on, you need to be realistic about its future and careful about setting the company up so that it is profitable enough to take care of your needs as you age, provide the next generation with a living and have money left over to reinvest in the business.

Burns has been around long enough to see what can go wrong when a company is passed along to the kids without proper planning. The transition has to be planned and structured to avoid those pitfalls. "As parents," he said, "we want to send our kids the message that they've always got a home and that we are always there for them. That's a dangerous place to be when you're talking about your business."

He also cautions against promising a job to any relative who wants one. He further suggests that the next generation has a business mentor in place who can give them new perspectives.

LET'S TALK NUMBERS. Burns says business owners building for the future should focus on recurring pest control services rather than one-and-done offerings such as WDO inspections, termite pretreatments, etc. Forgoing one-off jobs can be hard because a \$750 bed bug job is initially worth more than a standard \$400 pest control call. But Burns points out that other industries are moving toward recurring revenue models because of the upsides. He points to Dollar Shave Club, which gained 4 million customers and disrupted an industry by offering razors as a subscription. On the surface, Burns said, these deals don't make sense. But savvy businesspeople know that recurring revenue increases the lifetime value of a customer.

From a strategic buyer's viewpoint, Burns said, 80 percent or more of revenue coming from recurring customers is "fantastic." With 70 to 80 percent, "you are go-

ing to impress a buyer," he said. Pest control companies that have 65 to 70 percent are "solid," he said. Below that, owners likely will find less interest and buyers likely will want to see more pest control contracts and termite renewals before they are ready to do a deal.

What about revenue growth? Burns advises keeping an eye on industry growth numbers and seeing how your company compares. The industry values certain services over others, so make sure your company's top three services rank highly on buyers' lists.

THE PRICES SHOULD BE RIGHT. Another thing you should be prepared for buyers to ask about is how your pricing compares



Kevin Burns

to local competitors and published industry numbers, as well as how your pricing keeps up with the Consumer Price Index.

In fact, expect to answer a lot of questions about your customers. Buyers will want to know how many of them use more

than one of your services since one customer using two of your services is more profitable than two customers using two services. But this can be taken too far, he points out. If more than 10 percent of your business comes from one customer, it will likely be viewed as a liability, since large contracts often come up for bid, and losing a single customer could radically change the company's profitability.

Burns says companies looking to make an acquisition will want the target

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company's payroll to absorb no more than 42 percent of its total revenue. He notes Arrow won't cut employee pay or benefits to make an acquisition more profitable.

Buyers typically use EBITDA (earnings before interest, taxes, depreciation and amortization), the standard measure of a company's health, as a benchmark and will want to see a number in the range of 15 to 20 percent. A company's debt also will be scrutinized. Since debt is often an indicator of how a business is run, a lot of it can "make a buyer wonder what else might be concerning about the business," Burns said.

JUST LIKE RIDING A BIKE. Acquiring another company involves so much more than writing a check. Buyers like Arrow will be thinking about what running the business and integrating it with other parts of the company will entail. Good financial statements and tax records that are in or-

der are essential, as are written contracts with repeat customers and good documentation about what service customers have been provided and guaranteed. "An indicator of the success of a business is the documentation of that business," said Burns.

Technology plays a crucial piece in running a business efficiently, and Burns said he more highly values companies that have moved beyond QuickBooks on the technology front. He strongly encourages companies to invest in customer relationship management systems, smartphones for field technicians and automated billing systems.

IT ALL COUNTS. While the bottom line is often the starting point, many factors beyond numbers signal your business' health and whether it can continue operating successfully without you. Part of preparing your company for sale is developing a

management bench that can take over and keep the business running. This includes having established training methods, mentorship programs, and robust employee retention programs with a proven record of keeping employees on staff.

Buyers also take a look at your company the way customers do. Is your team professional? Are the uniforms laundered and the trucks cleaned? Is your company known in your area, and what reputation does it have? These day-to-day issues really do make a difference when it comes time to sell your business.

"Whatever you choose to do, whether you keep it in the family or whether you decide to sell it, don't make assumptions about the future," Burns said, because it is often uncertain. Just run the business as well as you can, every single day. ^{TOP}

The author is a writer based in Cleveland, Ohio.

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Pete Schopen, Former Owner

**TOP
100**

2023
22ND ANNUAL LIST

Greg (left) and John Canning head Economy Exterminators, recognized by Raleigh news station WRAL as a Voters' Choice Award winner in 2022.



NUMBER

66

NEW TO THE LIST:

Economy Exterminators

BY Jacqueline Mitchell

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Brothers Joe (left) and John Canning work the office in the early days of Economy Exterminators.



Nearly 50 years ago, two brothers set out to take their careers into their own hands. Today, Economy Exterminators has become a place for employees to grow and build strong community partnerships.

Economy Exterminators' humble beginnings started with two brothers trying to find a fulfilling career.

"My brother Joe and I concocted the idea back when we were young," said John Canning, vice president of the now \$12.6 million company serving Raleigh, Charlotte and Wilmington, N.C.

Throughout college, the pair had worked at a hardware store and admired their boss. But after graduating, their jobs (and their bosses) left something to be desired.

"We were single. We had nothing to lose," said John. "We figured we could do

pest control."

Joe received his pest control license in 1976, and Economy Exterminators opened for business that December. Joe and John ran the sales and service portion of the business, and their father ran the office.

"There was no great business plan, no great vision," said John. "Really, we just wanted to be in our own business. This industry suited me perfectly, because I got to see customers, I got to take care of their problems. It was a physical job, because I was really not built for inside the office."

Over the years, the company expanded,

opening a Charlotte service location in 1994 and a Wilmington location in 1998, offering general pest control, termite control, moisture control, crawlspace encapsulation, thermal bed bug treatments, rodent exclusion, fly control and more to residential and commercial clients.

Now, the family-owned business is being led by the next generation, with John's son Greg Canning at the helm as president.

Greg joined the business full-time in 2015, but he grew up working at Economy Exterminators in the summers as a

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customer service representative and technician. With a Ph.D. in philosophy, he hadn't planned on joining the family business full-time. For about 10 years, he taught philosophy in Washington, D.C., then moved to Massachusetts for a year, where he struggled to find a job in academia.

"There were hiring freezes at all the universities, and I couldn't find any work," Greg said. "My dad and Joe invited me to do human resources, because we had gotten to be about 65 employees at that time. So I stepped in, and I really liked it."

Gradually, Greg moved into a leadership role at the company. After Joe retired in October 2022, Greg took over his half.

When company revenue hit \$12.6 million in 2022, Greg said he and his father decided it was time to showcase its growth by submitting to PCT's Top 100 list. To put that growth in perspective, when Greg joined the company, revenue was \$6.3



Since its inception, Economy Exterminators has grown from three employees to 100, including a team of managers, pictured above.

million. Now, the company is No. 66 on the list.

"Some employees have been here 30 and 40 years, and it's a good way to recognize them as well as us, because we could not have done it without them," John said.

Greg added, "And also to let the community know. A lot of our success has been

due to the Raleigh-Durham community and the great customers and clients we've had."

IT TAKES A VILLAGE. Employee longevity and community partnership are two steady constants that have contributed to Economy Exterminators' success.

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Among the company's three locations, it now has 100 employees, and many have been with the company for decades.

"If they find the right place to land and they like the work and they like the customers and it supports family — I think it has to answer all of those questions," said John. "To take it all the way back to the hardware store, I enjoyed working for that man. I get to see people I really enjoy working with all the time, watch their families grow and they watch our families grow."

The business' proximity to North Carolina State University also has contributed to its success. Early in the company's history, John and Joe would head down the street to NC State for advice on unusual pest issues.

"If we ever had any questions, we could go straight over there and they would help us resolve whatever pest issue it was," he

said. "We had this readily accessible set of expertise within 15 minutes of us."

John and the rest of the team developed a close relationship — going on over 30 years — with Dr. Mike Waldvogel, who recently retired as the university's extension specialist for household and structural entomology.

Through this partnership, Economy Exterminators became involved in early research of Sentricon's termite bait stations. In 1993, Waldvogel asked Economy Exterminators manager Daniel Harris if the company was interested in working with the university on new termite technology using a baiting system.

"Daniel had what we thought would be the perfect test house — a home that had multiple slab additions over the years and had been treated with liquid material multiple times, but still had termite swarms," recalled John.

The client agreed to let the home be used as a test structure, and over the next year, Sentricon was successful in eliminating the pests.

Waldvogel next wanted to test an above-ground treatment station. Economy Exterminators had another client home suited for the study, and the above-ground baiting research assisted in the development of what was to eventually become Sentricon AG. Economy Exterminators has been using Sentricon products ever since.

"It's been a beautiful collaboration," John said. "They get something, and our clients are happy to assist. And we gain cutting-edge technology in our industry, which is absolutely wonderful."

As part of the ongoing partnership, Economy Exterminators also built and donated a termite trailer to NC State's Department of Entomology and Plant Pathology for teaching purposes.

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FORWARD VISION. In 2007, Economy Exterminators hired a consultant that helped the business see beyond what John described as “our own little bubble” and fully accelerate its growth.

“He came from a larger pest control company, and he gave us a different vision,” he said. “I’ve always liked being as close to the cutting edge as I can be.”

The consultant helped the company go paperless, a saving grace in 2020 when COVID-19 hit.

“We had it all in place where we could send the office staff home and they could operate,” Greg said. “And there was not even a hiccup.”

Greg said he envisions several avenues through which the company can continue growing, including expanding its commercial client base, which currently accounts for 30 percent of revenue.

“I think we mainly focused on residen-



Members of the Economy Exterminators team gather outside of PNC Arena in Raleigh, N.C., which is home to the NHL’s Carolina Hurricanes hockey team.

tial for so many years that it’s just become second nature to us,” said Greg. “But we’ve started really shifting the focus towards commercial clients and pursuing those.”

The company has been building its commercial sales team and recently hired a director of sales and business development to guide them.

Greg also sees the company opening another branch and eventually venturing into acquisitions.

“We wouldn’t be here without our employees, but we also wouldn’t be here without the vision of the founders and their willingness to change over the years and adapt to different business environments,” he said. “I think that people want to be part of that mission. You spend a third of your life doing work, and you want to make sure that it’s worthwhile.” ^{TOP}

The author is senior editor of PCT.

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The Clendenin Consulting Group Announces the Creation of an Annual \$10,000 Scholarship Fund to Support Those in the Pest Control and Lawn Spray Industry

The Clendenin Consulting Group and CEO, Greg Clendenin, announce the creation of an annual \$10,000 scholarship fund to support those in the pest control and lawn spray industry. Students who are eligible to apply for this scholarship assistance are the children of a parent or legal guardian and that parent or guardian is a pest control or lawn spray industry employee who was employed at least from 8/1/2022 until the time of the scholarship award to be presented in the summer of 2023. Other eligibility requirements are:

- Either a weighted or unweighted GPA in the senior year that began in the fall of 2022 and ends in the spring of 2023 of at least a 2.5 evidenced by the official school transcripts or a copy of that transcript.
- They graduate from high school in the spring of 2023 prior to June 21 evidenced by a copy of the diploma.
- They are the child of or under the legal guardianship of a pest control or lawn care business employee at the time of the scholarship presentation which is in the summer of 2023 prior to August 15, 2023 evidenced by a letter from the employer.
- They present a record of service to the community showing at least 10 service hours donated during their senior year of high school evidenced by community

service letter(s).

- They obtain two teacher referrals/ letters of support from a teacher whom they were a student of sometime during their high school years of grades 9-12, evidenced by a letter/email to essay@clendenincg.com, from the teacher with Essay in the subject line.
- They must have been accepted to a college or university or technical school and by the end of their senior year evidenced by a copy of the acceptance letter of the school the student chooses to attend.
- They submit an essay of 750 -1500 words on the subject of "What's bugging you?". This can be on any subject in life that is bugging or concerning the student.
- The essay must be solely the work of the student.
- There will be a first, second and third place award of \$5,000, \$3,000 and \$2,000, respectively.
- The scholarship awards will be sent directly to the college or technical school in the name of the student after a semester completion showing the passing grade of at least 75% or 2.5 GPA evidenced by the school's transcripts until the award amount is fulfilled. The scholarship award must be fulfilled within the first two consecutive

semesters following receiving the award.

All of these eligibility requirements will be considered by a distinguished panel of a teacher, a retired medical doctor, three superstar owners from the industry, a business consultant and a longtime civic leader. Special attention will be given to the essay. The panel of judges will read the essays and evaluate them based on the thesis statement, organization, support and development of ideas, insight into the subject, clarity, style and mechanics. No essays will be made public without the written permission of student and parent. All essays and eligibility requirements must be sent as attachments to essay@clendenincg.com no later than June 21, 2023. All essays must be in size 12 font, typewritten and double spaced.

"I have had a very rewarding career in pest control and lawn care industry which spans over six different decades including five years of success in our Mergers and Acquisitions business. This is another way we have decided on as a way to give back and to support the great families in our industry" Greg Clendenin, CEO of The Clendenin Consulting Group, stated. "Getting kids through college or technical school is not inexpensive and every bit helps", he added.

To learn more and to ask any question regarding this scholarship opportunity, email essay@clendenincg.com at your earliest convenience. Please put "Essay" in the subject line.

About The Clendenin Consulting Group: The Clendenin Consulting Group was founded in 2018 by 44 year industry veteran and CEO, Greg Clendenin. The firm represents and advises sellers in the M&A process throughout all phases of the acquisition process. TCCG also consults with business owners to get their company on a path of sustained, exponential growth. TCCG specializes in the pest control, lawn spray and landscape industries in all 50 states. For more information or a confidential conversation:

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ABOUT THIS REPORT

Sponsored by MGK, the 2023 PCT State of the Mosquito Control Market study was conducted by Readex Research, a privately held research firm based in Stillwater, Minn. A sample of 2,657 pest control company owners and executives was systematically selected from the PCT circulation file. Data was collected from 153 respondents via an online survey from February 6-22, 2023. To best represent the audience of interest, 40 respondents were terminated from the survey after indicating their company location does not provide mosquito control services. The margin of error for percentages based on 113 respondents whose company location provides mosquito control services is plus or minus 9.2 percentage points at the 95% confidence level. Charts may not add up to 100 percent due to rounding.

Mosquito control is becoming more significant to U.S. pest management companies.

More than half — 56 percent — of pest management professionals said the percentage of revenue generated from mosquito control services increased at their locations in 2022 from the year before, according to the 2023 PCT State of the Mosquito Control Market study.

On average, these services generated 19.3 percent of company revenue in 2022, up from 18.1 percent in 2021.

At Barber's Best Termite & Pest in Tallahassee, Fla., mosquito revenue increased by about 50 percent last year. "It was a very good season. It was our biggest mosquito season yet," said President Todd Barber.

Mosquito revenue increased modestly for Crystal Rizzo, owner/operator of Crystal Pest Control, Henderson, N.C. Consistent rain and high humidity, which kept the standing water where mosquitoes breed from evaporating, had a big impact. "With that high humidity, the breeding levels tend to increase," explained Rizzo.

While weather helped boost mosquito control revenue in some markets, it posed a challenge to growth in others. For Tom Drapeau, president of Freedom Pest Control, Merrimac, Mass., dry weather caused mosquito revenue to decline last year.

"In the Northeast one of the key components to mosquitoes is moisture, and we were kind of in a drought. The population surge we normally get in August was not there," he said.

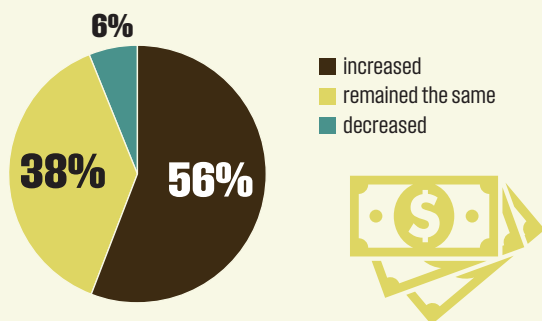
Weather-related issues were aggravated by not having enough employees to do the work. The shortage of workers forced Laura Strasser, owner of the Mosquito Joe franchise in Greater St. Louis, Mo., to start working Sundays, in addition to evenings and Saturdays, to get treatments done in a timely manner.

"If you have three days of rain in the middle of the week, I can't squeeze in 300 people in two business days," said Strasser, whose team performs 100 to 150 treatments a day on average during mosquito season.

PMPs said backyard mosquito control was catching on with customers. Requests for the service — offered by 74 percent of pest control company locations — increased somewhat or significantly in 2022, reported 63 percent of PMPs. ✱

GROWING SERVICE

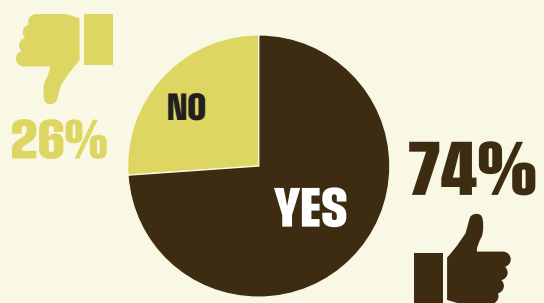
How did the percentage of your location's mosquito control service revenue change in 2022 compared to 2021?



Source: Readex Research; Number of respondents: 105 (those involved in mosquito control before 2022)

THREE-QUARTERS OFFER

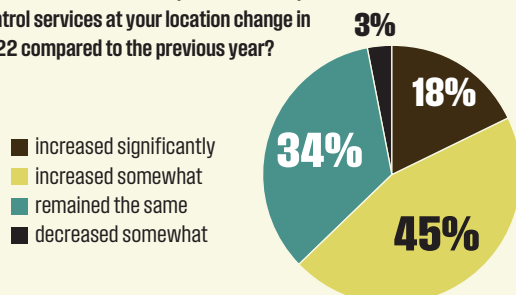
Does your company location offer mosquito control services?



Source: Readex Research; Number of respondents: 153

MODEST GAINS

How did the number of requests for mosquito control services at your location change in 2022 compared to the previous year?



Source: Readex Research; Number of respondents: 105 (those involved in mosquito control before 2022)



19.3%
Average percentage of overall revenue derived from mosquito control services in 2022.

Source: Readex Research; Number of respondents: 113



Most PMPs (85 percent) said mosquito control is offered as an add-on service at their company location, found the 2023 PCT State of the Mosquito Control Market study. In follow-up interviews, they said this provides huge potential to cross-sell the service to existing customers.

Rollins CEO Jerry Gahlhoff, speaking on a 4th quarter earnings call in February, said the company has “plenty of customers” who don’t currently use its mosquito control service; as such, “the upside looks endless” for cross-selling this (and other ancillary) services.

Freedom Pest Control leverages mosquito control to grow its recurring revenue base. People who request the service are the company’s ideal customers — they typically have kids and are worried about more outside pests than just mosquitoes.

“That’s the customer we want to sell our gold plan to,” said President Tom Drapeau. The gold plan protects homes against general insect pests and mice for a monthly fee.

Drapeau designed a marketing plan specifically to convert mosquito customers. “The goal is to bundle everything together: mosquito, tick, termite, general pest control. The optimum customer has all these problems, and we roll them into one bundled package, and we take care of them all,” said Drapeau.

A thorough site inspection can create opportunities to sell additional services. While looking for mosquito breeding sites, “you can tell if there are tell-tale signs of structural pests trying to invade the house,” explained David Madurski, owner of Madurski Termite & Pest Exterminating, Florence, S.C.

He alerts customers to his findings and provides a quote for bundled services. “We have a lot of customers who do the combo services with the structural and the mosquito based off of that,” said Madurski.

Offering mosquito control can help retain customers, as well. “If we don’t (offer it), somebody else will,” said Michael Grace, president, TNT Exterminating Company, Macedonia, Ohio. A while back, he lost some clients to a mosquito franchise company, which prompted him to begin offering the service in earnest.

Providing mosquito control is a “love-hate decision” that doesn’t quite fit Grace’s business model and accounts for less than 1 percent of company revenue, but it keeps customers from spending their money elsewhere, he said.

At Freedom Pest Control, mosquito control sales “took off” after Drapeau created a separate business unit called Mosquito Busters. The suggestion to do this came from his manager, who previously worked at a mosquito franchise company. Drapeau learned from him that people who want mosquito control are drawn to companies that specialize in this service, just like people who want pizza go to a pizzeria and not to a Chinese restaurant.

According to the PCT study, 56 percent of PMPs said mosquito control franchise companies were the primary competition to their mosquito business. *

ADD-ON MOST POPULAR

How does your location offer mosquito control service?

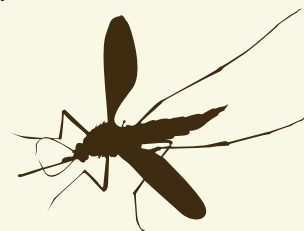
85%



19%



12%

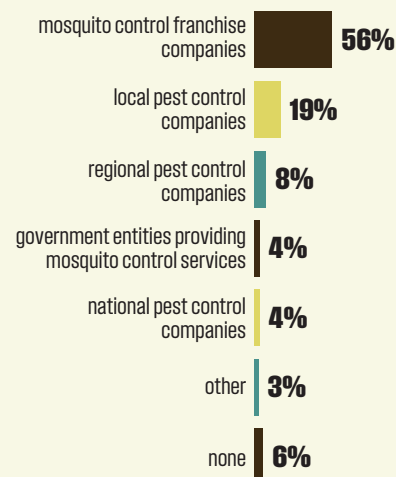


- as an add-on service
- as part of or included in our general pest control service
- it is our primary service

Source: Readex Research; Number of respondents: 113;
Respondents could select multiple answers

PRIMARY COMPETITORS

What do you view as your location’s primary competition for mosquito control business in your market area?



Source: Readex Research; Number of respondents: 113



CONCERNS: *Drift AND Noise*

Mosquito control is “a very visual treatment. It gets a lot of attention when you’re there,” said Kevin Wright, Mosquito Safeguard. Unfortunately, not all attention is good.

Seeing technicians apply chemical products to yards with mister-blowers and sprayers can raise concerns with neighbors, activists and regulators about the treatment’s impact on pollinator health, biodiversity and sensitive non-target species like amphibians. “The biggest downfall with our industry is public perception,” Wright said.

According to the 2023 PCT State of the Mosquito Control Market study, 44 percent of PMPs said chemical trespass or insecticide drift was an issue their companies must address at mosquito control accounts.

Educating technicians on how to minimize risk is key. “You can discreetly treat properties and not just come in and blow it out,” said Wright. He’d like to see more continuing education courses offered on mosquito control and equipment calibration, and for pest control companies to de-

velop better mosquito treatment protocols.

“I think we’re going to see a lot more regulation and a lot more pushback from the public if things aren’t tightened up a little,” Wright said. “You can get results spraying and praying but do you want to solve the problem or do you just want to knock [mosquitoes] down,” he asked.

In follow-up interviews, PMPs said they reschedule treatments when rain is forecast and when winds are blowing above 7 to 9 mph.

“If there’s any chance of drift or runoff, we won’t do the service,” said Crystal Rizzo, Crystal Pest Control. The label is the law, and it protects applicators when followed. “Whatever the label says, as long as we’re doing that, I don’t worry too much about any scrutiny,” she said.

Before conducting mosquito treatments, Todd Barber, Barber’s Best Termite & Pest, consults a Florida registry to determine if anyone living nearby requires prior notification of pesticide application. “You have to make sure that if there’s anyone on that chemical-sensitive list that they have prior notification before you come out and apply any pesticides on the site,” he said.

44%

PMPs who said chemical trespass/insecticide drift is an issue their companies must address at mosquito control accounts.

Source: Readex Research; Number of respondents: 113

Equipment noise also is becoming an issue for PMPs. A growing number of communities are passing ordinances to limit the times when leaf-blower-like devices can be operated. Gas-powered backpack mister-blowers used for mosquito control can fall into this category.

Freedom Pest Control serves a few communities near Boston that have passed noise ordinances. As such, Tom Drapeau trains his employees on how to avoid noise-related confrontations with people. He’s also investing in battery operated mister-blowers that run quieter. This way, employees don’t aggravate neighbors and can still begin and end their day early to avoid heat exhaustion.

“We don’t want guys out there in the middle of the afternoon on a 95 degree day,” explained Drapeau. ✱

TAKE CONTROL OF MOSQUITOES

The focus on mosquito control has intensified from increased public awareness to a disease vector. This focus is often combined with real, emotion-laden, public concern relating to mosquito control efforts. What was once considered a nuisance pest, now presents as a grave public health concern. Pest Management Professionals serve on the front line of this fight. Now is the time to fight off mosquitoes.

When approaching mosquito control, experts recommend using an IPM approach that starts with surveillance and moves towards chemical treatments that target the mosquito at various life stages. This includes the use of an adulticide, synergist and insect growth regulator (IGR).



EFFECTIVE MOSQUITO TREATMENTS

Effective mosquito treatments start with an IPM approach followed by chemical treatments that target the mosquito at various life stages.

Surveillance and Exclusion

Inspect the entire area for harborage and breeding sites. Remove all sources of standing water and any other potential breeding sites. It is important to include the customer in this process and communicate the importance of correcting all conducive conditions.

Chemical Treatments

ADULTICIDE

Adulticides are important because they provide immediate relief from an adult population of biting mosquitoes. For best results, choose an adulticide with microcap technology. Microcaps provide controlled release of the active ingredient, thereby providing control for an extended period of time on difficult surfaces.

SYNERGIST

Synergists are not insecticides by themselves but they enhance insecticide efficacy. Synergist use combats insecticide resistance present in the mosquito population. Piperonyl butoxide, commonly referred to as PBO, is one of the most common synergists used in insect control today. It prevents the breakdown of the insecticide in the insect which leads to increased efficacy at lower concentrations.

Mosquitoes are capable of producing many generations in a short time. One female mosquito may produce between one thousand and three thousand eggs in her lifetime. Within a few weeks, thousands of eggs will have become adult females laying eggs. The high numbers of individual mosquitoes in field populations combined with rapid reproduction results in an increased potential for insecticide resistance making a synergist an important part of mosquito management.

INSECT GROWTH REGULATOR

Insect growth regulators (IGRs) have a very different mode of action than adulticides, affecting the hormonal system of the insects rather than killing them outright. One type of IGR is a juvenile hormone (JH) mimic. Pyriproxyfen is a JH mimic and can prevent the transition of larvae into adults, effectively ending their life cycle in the pupal stage. It remains bioavailable after applied. What does that mean for you? It means when you use an IGR to treat a potential breeding site surfaces like tires or ceramic pots, the IGR will still work to prevent emergence of the biting adults for an extended period of time. This is also true of areas that don't have standing water today, but will collect water after a rain event.

Choose the right mosquito control product

MGK is unique in the insect control industry. For over 100 years, we have been a leader in the lab and in the field, developing innovative and effective products, including a broad portfolio of mosquito control products for residential, commercial, and equine structures. Partner with us to get the results you need in the fight against mosquitoes.

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OneGuard® Multi MoA Concentrate

OneGuard Multi MoA Concentrate combines the power of a knockdown agent, microcapped residual adulticide, synergist and NyGuard® IGR in one single product. This multi-mode action, all-in-one solution is effective against *Aedes*, *Anopheles* and *Culex* mosquitoes – those that may transmit or carry West Nile virus, Chikungunya virus and Zika virus. For highly effective knockdown and long-lasting control of mosquitoes, choose OneGuard Multi MoA Concentrate.



Visit MGK.com to see more
MGK mosquito control solutions.



OVERCOMING *Treatment Challenges*



The average callback rate for mosquito control service was 6.8 percent, according to the 2023 PCT State of the Mosquito Control Market study. That was higher than the callback rate for most other pest control services.

Why? There are “things around us that we can’t control,” said Crystal Rizzo, Crystal Pest Control. The neighbor’s green pool or the water-trapping tires your client won’t recycle are breeding grounds for the pests. The koi

pond, vegetable garden near the patio, and free-range chickens create challenging environments in which to apply treatment. So do nearby water bodies and natural areas.

Of course, weather — wind, rain, temperature — is another factor. “You can’t control mother nature,” said David Madurski, Madurski Termite & Pest Exterminating. “Weather is a huge factor for us when it comes to doing service. I can’t tell how many times I’ve performed a service and I go to leave and it downpours on us,” he said.

Companies most often provided mosquito

control service to residential (100 percent) and commercial (73 percent) accounts. Service usually involved regular, targeted applications via mister-blower or sprayer (94 percent), larval control (65 percent) and one-time special event services (59 percent), reported PMPs.

Customers need to understand that any type of mosquito control service is a reduction, not an elimination, program, said PMPs in follow-up interviews. Most (89 percent) believed customers were onboard with this thinking.

A successful mosquito suppression program starts with a thorough inspection to find and eliminate breeding sites and conducive conditions. Kevin Wright, owner

6.8%

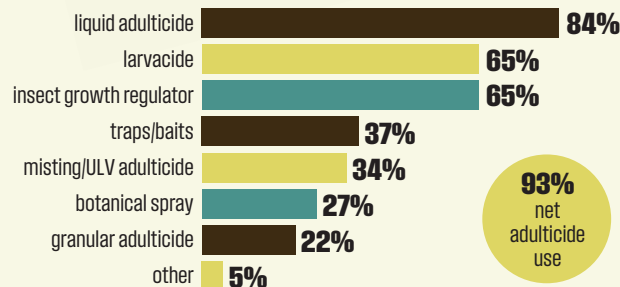
Average callback rate for
mosquito control services

Source: Readex Research; Number of respondents: 113



A FULL TOOLBOX

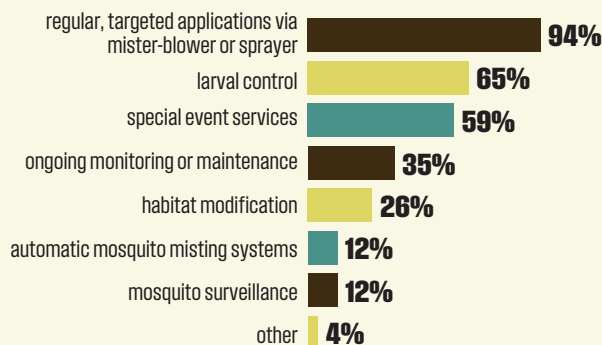
What type of *products* does your location use for mosquito control?



Source: Readex Research; Number of respondents: 113; Respondents could select multiple answers

WIDE VARIETY OF SERVICES

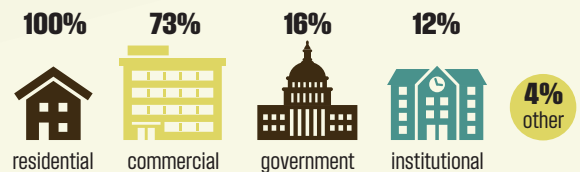
What types of mosquito control *services* does your location offer?



Source: Readex Research; Number of respondents: 113; Respondents could select multiple answers

RESIDENTIAL RULES

For what types of accounts does your location offer mosquito control services?



Source: Readex Research; Number of respondents: 113; Respondents could select multiple answers

89% PMPs who feel customers understand treatment is a mosquito *reduction* not *elimination* service.

27% PMPs who found using an IGR as a standalone treatment in early spring will knock down mosquito populations on wet properties.

67% PMPs who are aware of or concerned about different/invasive mosquito species becoming established in their markets.

Source: Readex Research; Number of respondents: 113

of Mosquito Safeguard, Savannah, Ga., also identifies the mosquito species causing the problem, since they bite at different times of the day. He interviews customers to learn how they use the yard and when they're having problems. He then develops an individualized control program. "The initial inspection tells me what program I'll suggest to them," he said.

Nearly two-thirds (65 percent) of PMPs used an insect growth regulator to help control mosquitoes and 27 percent, like Freedom Pest Control's Tom Drapeau, used one early in the season as a standalone treatment for wet areas of the yard.

In addition, 65 percent of PMPs applied larvicide and 27 percent used botanical

sprays to control the pests. Mid-season, Drapeau applies natural oils to repel mosquitoes and ticks. He said botanical products require more frequent application but get good results when used as part of an integrated pest management program.

The majority of PMPs (93 percent) relied on adulticides to control mosquitoes. These included liquid (84 percent), misting/ULV (34 percent) and granular (22 percent) adulticides.

To protect pollinators, Laura Strasser, Mosquito Joe of Greater St. Louis, applies a granular adulticide to shady areas under shrubs during key times of the year. "We are very careful about not spraying anything that is pollinating," she said. Typically, her

technicians use a combination of products, formulations and approaches to address the unique outdoor environment at each account.

The use of mosquito traps has gained adoption. The PCT study found 37 percent of company locations used traps and baits to control mosquitoes, up from 24 percent in 2022.

Wright will use traps to help manage mosquitoes in a garden-forward yard. "I won't even touch it with a spray, especially not during blooming time," he said.

More than two-thirds (67 percent) of PMPs said they were concerned about different or invasive mosquito species becoming established in their markets. ✱

FOCUS ON *Homeowners & Families*

The most successful mosquito control marketing efforts were directed at homeowners (50 percent) and families with children (42 percent), reported PMPs in the 2023 PCT State of the Mosquito Control Market study.

In follow-up interviews, they also said it was effective to target existing customers and new residents who move into areas with high mosquito pressure. As well, they said people who live on big parcels in far-out suburban and rural communities often show more interest in mosquito control than those living in municipalities that have established mosquito vector control programs.

Word of mouth was the most effective way to advertise the service, cited 63 percent of PMPs in the study. “Word of mouth is huge. I would say the majority of [new mosquito business] does come from customer referrals and being in the neighborhood,” said Crystal Rizzo, Crystal Pest Control.

Michael Grace, TNT Exterminating, offers a season of free mosquito service to homeowners who refer 10 new customers. It can take time to identify these neighborhood influencers, but it pays off. People like to brag about stuff; not having mosquitoes is one of them, he said.

Thirty-eight percent of PMPs said online channels like social media and company websites were an effective way to promote

mosquito control. Rizzo runs ads on YouTube and her Google business page. Todd Barber, Barber’s Best Termite & Pest, said awareness of his mosquito service has “spread like wildfire” thanks to getting recommended in Facebook community groups.

Online ads, PMPs admitted, are getting more expensive as national and franchise companies bid up keywords for mosquito service. Higher costs had some PMPs turning to more traditional marketing methods. This included email marketing (26 percent), door hangers/cloverleafing (17 percent) and direct mail (16 percent), found the study.

Laura Strasser, Mosquito Joe of Greater St. Louis, gets the word out about her service using yard signs, by sponsoring community events and partnering with affiliated companies on customer appreciation day promotions, in addition to direct mail and customer referrals.

While the public health threat of mosquito-borne illness motivates some customers to sign up for service, most just want to reduce the nuisance of getting bit by the pests so they can enjoy their yards, said PMPs in follow-up interviews. Eighty-two percent of PMPs said they object to using scare tactics to promote mosquito control.

Companies typically began marketing their mosquito control services in March (37 percent) and April (33 percent), reported PMPs. ✱

82%

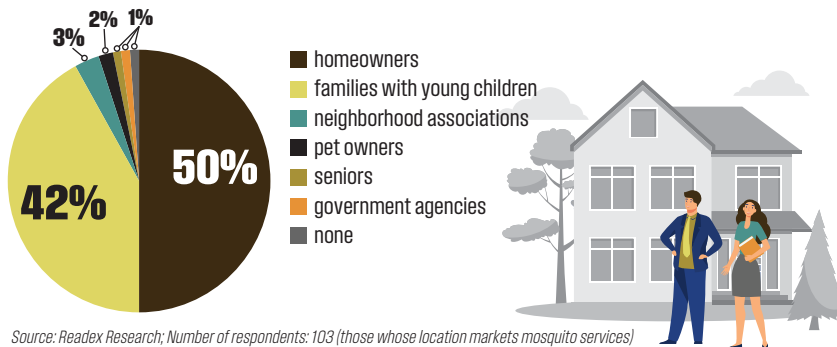
PMPs who disapprove
of using scare tactics
to promote mosquito
control services.

Source: Readex Research; Number of
respondents: 113



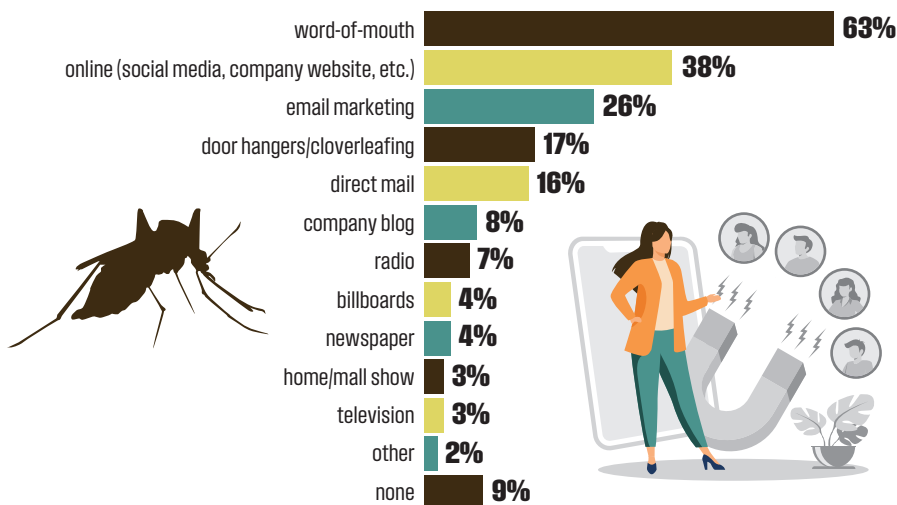
HOMEOWNERS/FAMILIES KEY

To what audience has your location had the *greatest success* marketing its mosquito control services?



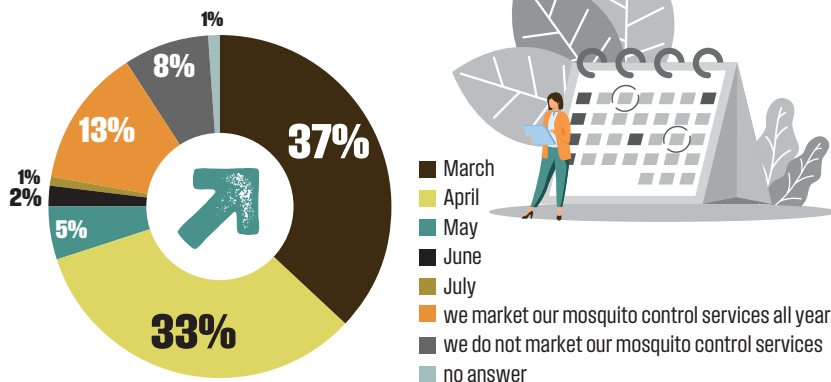
WIDE RANGE OF COMMUNICATION

What types of advertising have been most effective in marketing your location's mosquito control services?



SPRING IS SWEET SPOT

What month does your location begin marketing mosquito control services to its customers?



PMPs Expect Gains in 2023

According to the 2023 PCT State of the Mosquito Control Market study, 63 percent of PMPs expected revenue from mosquito control services to increase this year.

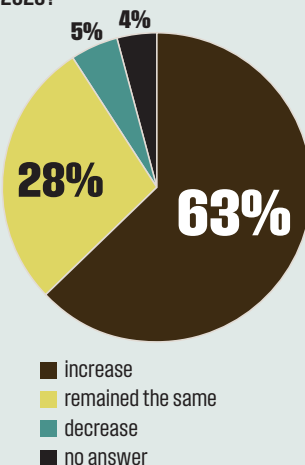
"I think the season is going to be very busy," said Kevin Wright, Mosquito Safe-guard. New residents are moving into his Savannah, Ga., market, and they aren't aware of the heavy mosquito pressure there. "I'm not sure they got the welcome brochure that says we are inundated with bugs," said Wright.

Todd Barber, Barber's Best Termite & Pest, bought two new mister-blowers to keep up with demand for the service. "I have a very optimistic outlook. I think we're going to grow that portion of the business. I think it's going to be great," he said.

Still, job insecurity and high inflation could force customers to cut spending on discretionary services like mosquito control. "It's almost more of a luxury service. Not every house needs it like residential pest control," admitted Wright.

POSITIVE OUTLOOK

Compared with 2022, how do you anticipate the percentage of mosquito control service revenue generated at your location to change in 2023?





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* See label for a complete list of pests controlled.



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DEVELOP YOUR TEAM— NPMA has online and in-person trainings for you and your employees and works to grant continuing education credits.



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Legislative Day attendees from Texas pose for a photo before gathering to discuss strategy.



To the *Hill*

Legislative Day attendees urged their congressional representatives to codify federal pesticide preemption.

By Brad Harbison

Attendees of this year's NPMA Legislative Day, held in late March, used their Capitol Hill visits to urge members of the 118th Congress to codify the role of state lead agencies as co-regulators of pesticides alongside the U.S. Environmental Protection Agency in the 2023 Farm Bill.

NPMA and others have tried for many years to have pesticide preemption federally codified. Most recently, in 2022 U.S. Rep. Rodney Davis (R-Ill.) introduced

pesticide preemption bill HR 7266, but that bill stalled when Davis lost his reelection bid.

This time around there is optimism that preemption will be included in the 2023 Farm Bill, which must be re-authorized by the end of September. Typically, lawmakers on both sides of the aisle work together to get the Farm Bill passed.

J.D. Darr, director of legislative and regulatory affairs, NPMA, said there is precedence as pesticide preemp-



Left: At the FMC Legislative Day luncheon, a friendly political discussion was held between conservative columnist Jonah Goldberg (left) and NPR reporter Mara Liasson (right) that was moderated by NPMA's J.D. Darr. Right: National security expert Jeff Eggers presented a keynote session sponsored by Control Solutions.



tion language was included in the 2018 House version of the Farm Bill. "Something that most people don't know is that the Ag Committee *does* have oversight of a small sliver of FIFRA (the Federal Insecticide, Fungicide, and Rodenticide Act).

So the Farm Bill is a really good vehicle for us making regulatory decisions surrounding pesticides," Darr said.

NPMA is joined in its support of federal pesticide preemption legislation by the Agricultural Retailers Association;

the American Mosquito Control Association; the Golf Course Superintendents Association of America; and the National Association of Landscape Professionals.

NPMA and others have long argued that pest control oversight is best handled

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5 QUESTIONS WITH CASEY PREWITT

Food safety is a common consideration among pest professionals, especially those servicing food processing facilities, restaurants and residences. Each site offers challenging conditions where Neogen's SureKill® professional products assist the PMP in satisfying customers' expectations, while protecting the world food supply. Neogen's Casey Prewitt, National Sales Manager for Professional Pest, explains how the SureKill portfolio can increase productivity and control in food safety and beyond.

1 How do Neogen's Professional Pest and Food Safety missions align?

Neogen's mission over the last 40 years has been concise and clear: to protect global food supply using a "Farm to Fork" strategy. Our continued focus on the professional pest industry has allowed Neogen the ability to offer key insect, rodent and disinfectant solutions under the SureKill portfolio. The SureKill portfolio offers solutions through all steps of the food process, including agriculture, food processing, restaurants and residential homes, to keep supply chains moving and people safe.

2 What does the SureKill "One Brand. Endless Protection." tagline mean for the PMP?

Neogen's vision has always been to provide our customers with one partner for trusted solutions and technical support. SureKill's professional brand of insect control, rodent control and disinfectant products provide endless opportunities to protect your customer through one trusted partner: Neogen Professional Pest. The SureKill portfolio

continues to grow year after year, adding unique solutions to the everyday challenges our customers face.

3 How do the SureKill Gel Bait formulations differ from other baits?

As a new addition to the SureKill portfolio, both the Roach gel and Ant gel are a great example of the Neogen commitment to providing our customers with valuable product solutions. Formulated with an imidacloprid active ingredient in a unique bait matrix, it allows the applied product to stay palatable in environments where the PMP needs them most. The hygroscopic nature of both formulations slows the

process of gels becoming hard due to the loss of moisture content once applied.

4 What additional SureKill formulations and products should PMPs be introduced to?

In addition to the gel baits, two come to mind immediately: SureKill Flushers, a patented non-flammable aerosol; and SureKill Command rodenticide, treated with S-methoprene IGR to protect the bait from infestation by insects. Both products were born by assessing the missed needs of the pest control industry. SureKill translated those needs into useful solutions by providing added safety and added protection, respectively.

5 What is next for Neogen and the SureKill portfolio?

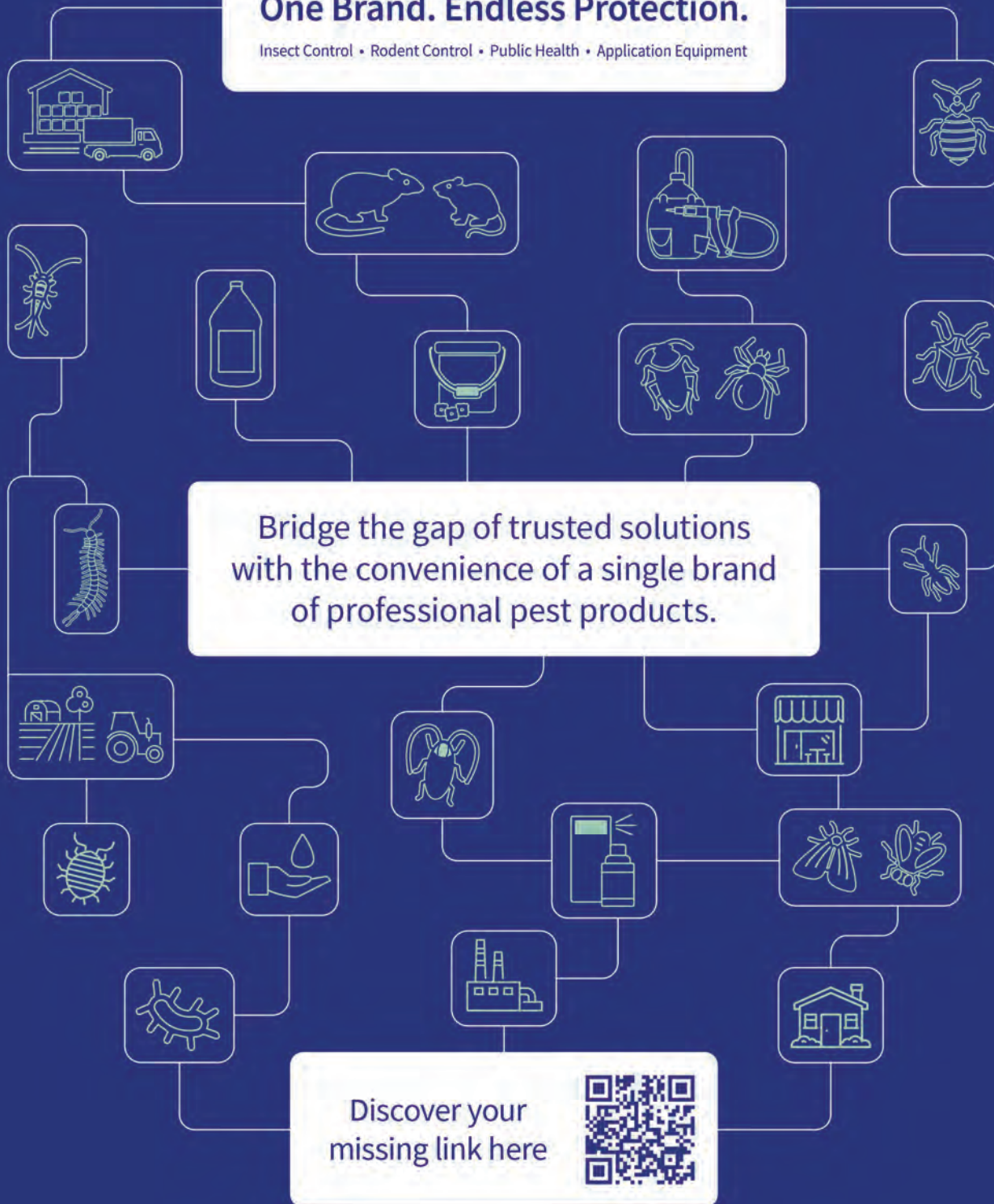
Neogen has always had an open vision concerning new products and solutions. We operate knowing the pest industry faces challenges from pest pressures and regulations and strive to bring PMPs new and forward-thinking innovations. Our next steps might include solutions outside of our normal pesticide manufacturing, with the vision of a multi-solution IPM approach to pest management.



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jointly by each state's lead agency and the U.S. EPA.

Currently, 46 states have preemption. PMPs who operate in states without preemption (Alaska, Maine, Maryland and Nevada) are burdened with having to comply with different laws and regulations in each of the communities they service. Additionally, NPMA and others are concerned that states with preemption will repeal or roll back the preemption they currently have in place.

The goal of Legislative Day visits was for attendees to remind their congressional representatives that codifying the exclusive role of state lead agencies as pesticide co-regulators with EPA is crucial to protecting American health, food and property from pests.

Other highlights from Legislative Day included:

At the **FMC Legislative Day lun-**

Haggerty Recognized with FMC Legislative Day Award

Chris Haggerty, part-owner of American Pest Control, Hanna, Ill., was presented with the FMC Legislative Day Award. Haggerty was recognized for his efforts to advocate for the pest control industry in Illinois and nationally. FMC's Dan Carrothers presented the award to Haggerty, noting that he is a third-generation professional "whose family has a long tradition of giving back to the industry." In addition to serving as Illinois' SPAR (State Policy Affairs Representative), Haggerty spends significant time in Illinois capitol Springfield protecting the pest control industry from potentially damaging legislation year after year.



Chris Haggerty was presented with the FMC Legislative Day Award.

cheon, a friendly political discussion was held between conservative columnist Jonah Goldberg and NPR reporter Mara Liasson that was moderated by Darr. The pair shared their views on a variety of topics, including the upcoming 2024 presi-

dential election and the current state of the media. Liasson said that although a "big majority of Democratic voters" tell pollsters they wish President Joe Biden would not run again, "the Democratic Party establishment has kind of made

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/// PCT ON **THE ROAD**



Top: NPMA President Justin McCauley presented Sen. John Boozman (R-Ark.) with the Legislator of the Year Award. Bottom: Journalist and political pundit Major Garrett presented a keynote session sponsored by Corteva Agriscience.

their peace with [Biden] running again. And there's no obvious challenger." On the Republican side, Goldberg said the upcoming primary will be rough, that "the living will envy the dead." Former President Donald Trump's strongest challenger for the Republican nomination is most likely Florida Gov. Ron DeSantis (although he's not officially announced he's running as of mid-April). "There are strong suspicions that Trump will not participate in the debates. So, if he doesn't participate in the debates, will Ron DeSantis not participate in the debates?" Goldberg asked. So, what happens if the Republican party has debates without the first and second place people in the race? "Who will these people be and who are they going to attack? This would be uncharted territory," Goldberg said.

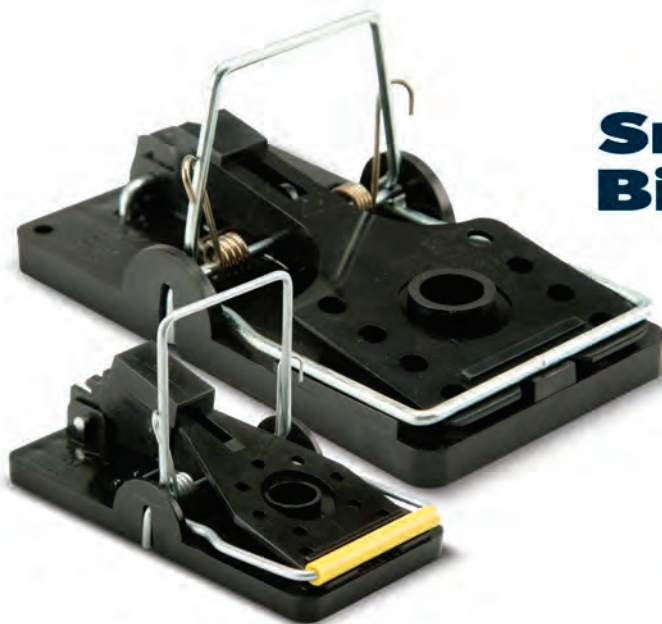
PCT and BASF presented the 2022 Technician of the Year Awards to: Hector Avila, Arrow Exterminators, Dallas (commercial); Brian Sheppard, All-American Pest Control, Nashville, Tenn. (residential); and Ernie Esteve, Billiot Pest Control, New Orleans (termite). PCT then presented results from a recent market study done in partnership with NPMA and with sponsorship



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from BASF. For this year's survey, PCT examined 11 key issues facing pest management professionals, which we reported on in-depth in our January cover story.

Journalist Major Garrett spoke in a session sponsored by Corteva Agriscience. Garrett said that where journalism struggles is "finding a place where we don't try to be the arbiter of what is or isn't common sense. We try to provide as much information to let you feel empowered to decide for yourself what common sense is."

Jeff Eggers, a U.S. Navy veteran who also served as a senior policy adviser, security professional and leadership consultant, presented a keynote session sponsored by Control Solutions. Eggers, who co-authored the national best-seller "Leaders: Myth and Reality," encouraged attendees to embrace the polarity of "confidence and humility" as leaders.

NPMA President Justin McCauley presented Sen. John Boozman (R-Ark.) with the Legislator of the Year Award for his support of pest control-related issues

at the MGK Headquarters on the Hill luncheon, at which Boozman spoke. **PCT**

The author is PCT's lead news editor.

Cugnon Named the David Cooksey PestVet of the Year



Xavier Cugnon of Arrow Exterminators was recognized as the David Cooksey PestVet of the Year. Cugnon, a former Marine, established the Veterans Committee at Arrow Exterminators, which has resulted in numerous charitable programs, including sponsoring Christmas celebrations for local families, building handicapped-accessible ramps for those in need, yard cleanup at veterans' homes and providing pest services for those in desperate situations. This past January, Cugnon and the Georgia Pest Control Association collected more than 5,000 coats for homeless veterans.

Xavier Cugnon, the David Cooksey PestVet of the Year, at Legislative Day.

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JOSEPH LATINO
President, Allergy Technologies



5 QUESTIONS WITH JOSEPH LATINO

Preventing and controlling bed bug infestations in affordable housing and hotels is possible. Joseph Latino, President of Allergy Technologies, discusses a few misconceptions and explains how preventing and controlling bed bugs is not only proven, but profitable as well. As he likes to say, Bed Bug Prevention is Good Business.

1 If you prevent bed bugs in hotels and affordable housing, aren't you cutting into PMPs' profit?

Not at all. While the PMP may initially "lose" revenue given the success of bed bug prevention and reduced callbacks, overall prevention is profitable. Callbacks are disruptive to schedules, and often "eat into" net revenues while under warranty. The good will and performance success from bed bug prevention programs helps PMPs streamline labor deployment, ultimately maximizing revenue. In addition, successfully preventing bed bugs enhances client confidence and retention.

2 What role does ActiveGuard play in preventing bed bugs in hotels and affordable housing communities?

No one product or methodology can successfully control and prevent bed bugs, but ActiveGuard plays a central role in

the ATAHC Program in continuing to prevent bed bug introductions from becoming infestations in affordable housing and hotels. For effective control, you need to adopt a programmatic strategy — inspection, initial unit-wide treatment to virtually wipe out the population, installation of preventive measures, i.e., ActiveGuard, monitoring and insecticidal desiccant dust. Followed by periodic inspection leading to early detection and subsequent intervention when a breakthrough event occurs. ActiveGuard is proven to prevent introductions from becoming infestations for two years, well beyond the life cycle of a bed bug.

3 How does a preventive-based program help PMPs from a labor deployment standpoint?

Bed bug emergencies and related callbacks after treatment are disruptive to route scheduling and often result in poor labor deployment in response. ATAHC's

preventive-based, facility wide approach allows for more organized and reduced field technician assignments, resulting in more confident clients and better retention rates, all while retaining bottom line revenues.

4 How big is the market opportunity for PMPs in Affordable Housing?

Controlling and preventing bed bugs in Affordable Housing is a \$15 billion untapped market for PMPs that is primed for a unique, effective and cost-sustainable service offering.

5 How can PMPs become certified ATAHC providers?

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"Controlling and preventing bed bugs in affordable housing is a \$15 billion untapped market for PMPs." – Joseph Latino

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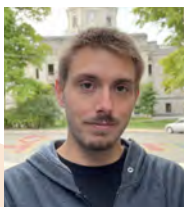


Check out photos from PCT's annual contest, which was won by Dylan Miller of Affordable Termite & Pest Control, Bloomington, Ind.

By Brad Harbison

Dylan Miller of Affordable Termite & Pest Control, Bloomington, Ind., is the winner of PCT's annual photo contest with his entry of a Brood X periodical cicada.

Miller encountered the cicada on a tree branch outside of an open window. "The client's open window with the blue painted walls set this cicada



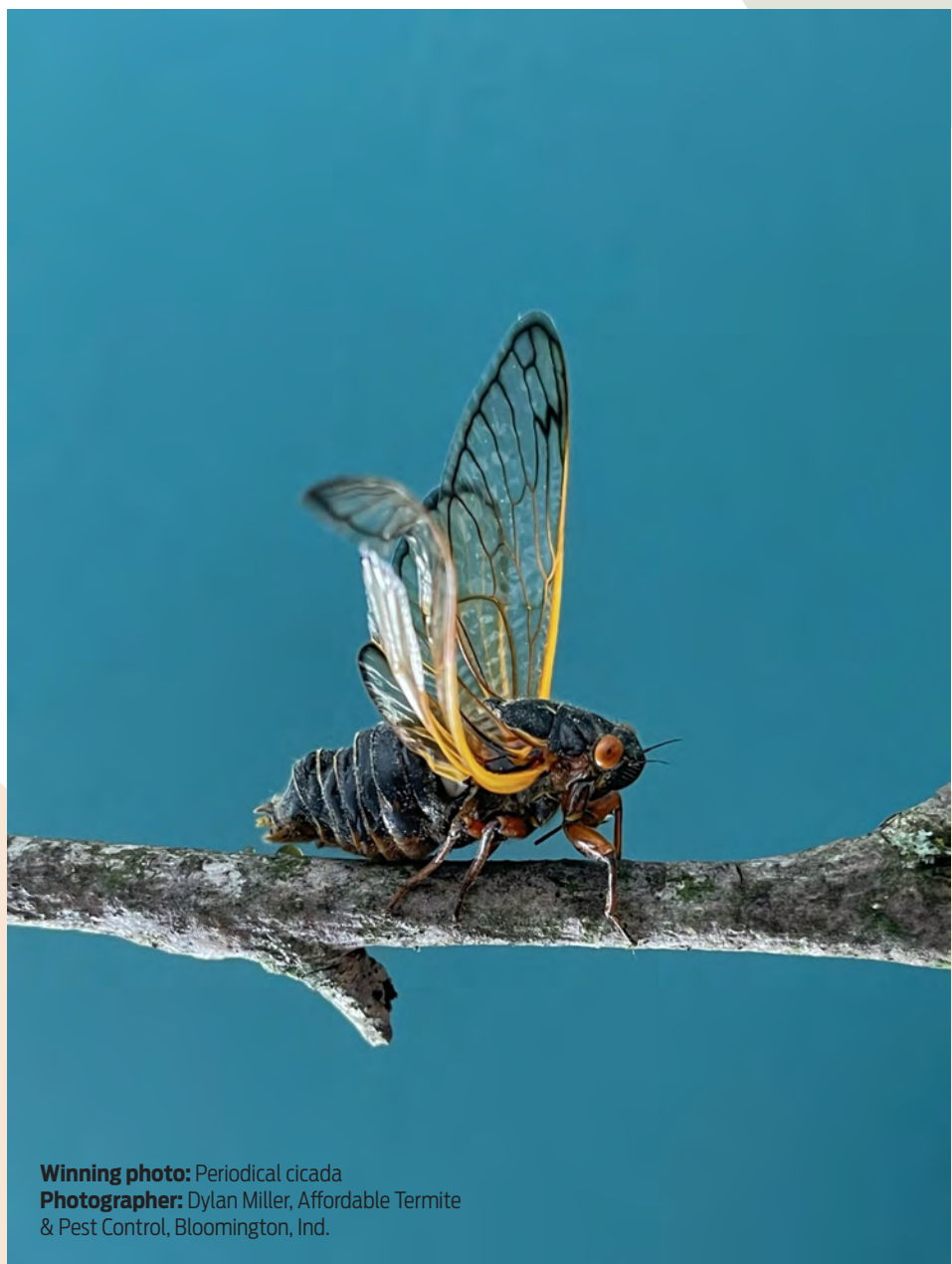
Dylan Miller

up for a perfect backdrop," said Miller, who captured the photo on an iPhone X. "I like the level of contrast and the level of focus and detail it created with the subject."

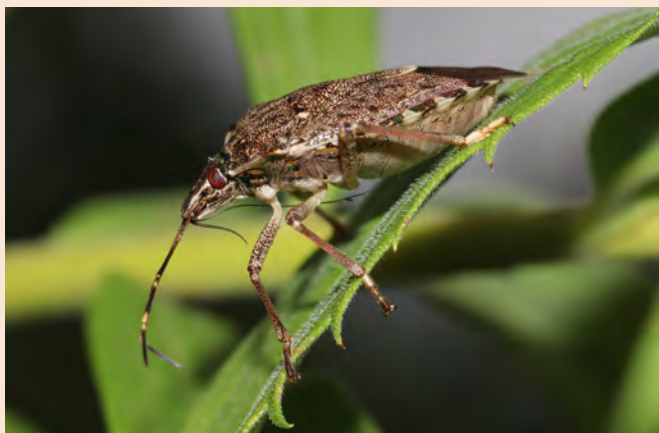
Celebrating his first full year in the industry this month, Miller enjoys the work because of all the different people and places he goes, which "gives me time to enjoy the beauty of nature and capture shots of all the cool insects that most people never take the time to stop and look at," he said.

Miller wins \$500 from PCT. What follows is a look at the finalist photos from this year's contest. **PCT**

The author is lead news editor of PCT.



Winning photo: Periodical cicada
Photographer: Dylan Miller, Affordable Termite & Pest Control, Bloomington, Ind.



CLOCKWISE FROM TOP LEFT

Description: Bumble bee feeding

Photographer: Tom Myers, All-Rite Pest Control, Lexington, Ky.

Description: Cockroach molting

Photographer: Mark VanderWerp, Rose Pest Solutions, Troy, Mich.

Description: An aggregation of *Cotinis mutabilis* with two paper wasps and a green bottle fly.

Photographer: Dr. Hanif Gulmahamad, urban and structural entomologist, Ontario, Calif.

Description: Brown marmorated stink bug

Photographer: Bennett Jordan, Ecolab, Minneapolis, Minn.

Description: Leaf-cutting ants

Photographer: Bob Richardson, McCarthy Pest Control, St. Charles, Mo.



CLOCKWISE FROM TOP LEFT

Description: Praying mantis

Photographer: Cheryl Drotar, Rentokil Terminix, Wyomissing, Pa.

Description: Bald-faced hornet

Photographer: Brittany Dunchus, Viking Pest Control, Basking Ridge, N.J.

Description: Joro spider

Photographer: Glen Ramsey, Rollins, Atlanta, Ga.

Description: A smokybrown cockroach molting

Photographer: Mark Gincerowski, Augusta, Ga.

Description: Unidentified pest in eastern Arizona

Photographer: Steve Schauer, Atomic Pest Control, Mesa, Ariz.

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Safe Bets

From ladder safety to how to protect yourself and subcontractors, here are 12 tips to follow when it comes to worker safety.

One of the big takeaways from the COVID-19 pandemic was worker safety, especially in the pest management industry, which was deemed an essential service. But worker safety goes beyond communicable diseases.

In fact, according to the Occupational Safety and Health Administration, accidents resulting from fall protection and ladders are among the most frequently cited violations of workplace safety standards.

Linda Midyett, vice president and loss control director for PestSure, says the pest control industry is no stranger to the risks presented by falls and ladder usage.

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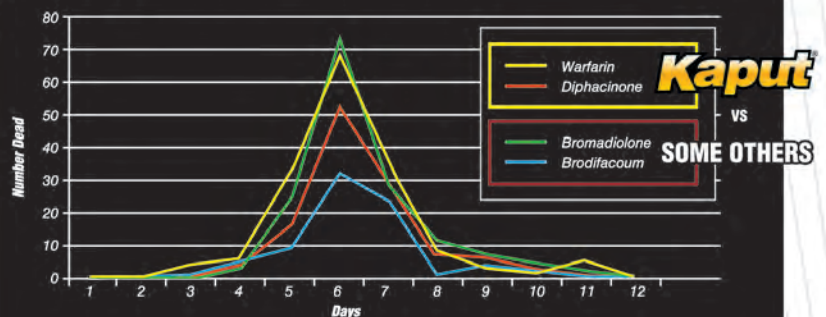
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* Poché, R.M. and Poché, D.M. (2012). Rodenticides: Warfarin, Still a Good Management Tool. Part 1: First and Second Generation Anticoagulants. *Outlooks in Pest Management*, June 2012. Pages 1-4. DOI:10.1564/23jun00.

Days to Death (In House Mice)*



perform services for customers,” said Midyett. “With an increase in the demand for bird management services and the need to access attics, crawlspaces and roofs of both commercial and residential structures, technicians are spending more time on ladders and lifts.”

As a result, Midyett encourages company owners and managers to schedule regular ladder safety and fall protection training for their employees. She also encourages pest control professionals to take the time to carefully consider the following variables before stepping on a ladder to perform a service:

- The length of time the job will require.
- The materials and tools required.
- The worksite setup.

“If the job requires extended hours working from a ladder, carrying excessive loads while climbing a ladder and over-

Owners and managers should schedule regular ladder safety and fall protection training.

reaching while on the ladder, consider the options of using a scaffold or an aerial lift,” said Midyett.

Selecting the correct ladder for the job at hand and following proper set up and usage practices is essential to safe ladder usage.

Midyett recommends following this ladder safety checklist for pest control companies to include in their ladder safety education and protocols:

- Make sure the ladder is the proper height or length for the job.
- Confirm the ladder type is suitable for the job at hand and reaches the level you will need to access.
- Check the ladder set up, location and

stability before each climb.

- Inspect the ladder before each climb.
- Determine how long will you be working from the ladder.
- Make certain the ladder is stable and secure once set.
- Consider your total weight including any tools or materials you will take with you on the ladder.
- If the ladder is near exposed electrical conductors, use one made of non-conductive material.

Midyett also reminds workers to keep three points of contact and keep your body between the side rails as you climb, work

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from and descend the ladder. And if the work you are doing requires you to leave the ladder on an elevated surface, be certain to review and implement your fall protection plan.

SUBCONTRACTOR SAFETY. The structural pest control industry is no stranger to sub-contractors. From termite pre-treatments and fumigations to lawn care and construction repairs, PMPs rely on sub-contractors to fill in service gaps and allow them to provide more services to clients. Working with subcontractors is not without risk, however, and many pest management professionals are not fully aware of the perils as it relates to insurance.

Kristina Phillips, vice president and director of client services for PestSure at Alliant Specialty, says pest management professionals need to carefully review the details in their subcontractor agreements and con-

tracts, and make sure they are indemnified.

"PMPs must ensure the subcontractor can comply with all the requirements included in the contract," said Phillips. "If something goes wrong and there is a claim, the pest management professional is ultimately responsible. Many PMPs don't realize that and assume the subcontractor will take care of it."

Phillips says workers' compensation claims around fumigations — a service PMPs routinely subcontract for — is a good example of the importance of carefully reviewing your agreements.

In contracts, PMPs are often asked by customers to include a waiver of subrogation to their workers' compensation policy. By signing the waiver, PMPs eliminate their insurance carrier's right to seek damages from another party. PMPs often add these waivers without knowing the full impact of the decision, said Phillips.

"It is important to remember that if you sign a waiver, you are doing so for both you and the subcontractor," said Phillips. "If a subcontractor's employee gets hurt on the job, their insurance company can go after your company to recover costs for the injury."

If you regularly work with subcontractors, Phillips offers the following tips to ensure the process protects the interests of both parties.

- Review subcontractor contracts carefully — know what you're signing.
- Confirm the insurance coverage is what the contract requires.
- Obtain a certificate of insurance from the subcontractor and be named as an additional insured.
- Don't sign waivers before reviewing them with your insurance carrier. **PCT**

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Mosquito Control SUPPLEMENT



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- 118** STUDY FINDS UNEXPECTED BACTERIA ON MOSQUITOES



PCOs and municipal government agencies can work together to protect the public. Here's how.

By Jennifer Gordon, Sydney Crawley and Kyndall Dye-Braumuller

Summer is coming, and with the warmer weather and rain, mosquitoes will soon follow. Trends such as climate change, expanding cities and introduction of new species increase the risk of mosquito-human contact and itchy bites. Most of the time, a mosquito bite results in little more than an uncomfortable welt. However, for an unlucky few, a mosquito-transmitted disease may result — making them seriously ill.

Because of the real threat mosquitoes pose to mental and physical wellness, various entities are employed to manage them. Municipal vector control and pest management professionals may target mosquitoes, but each group, generally, has different goals. A municipal mosquito control pro-

gram focuses on reducing mosquitoes over a large area, paid by tax dollars, to increase overall public health. Conversely, a pest control company often focuses on individual accounts and satisfying the needs of their customers for a direct fee.

In recent years, the demand for professional mosquito management services has been on the rise. The 2021 State of the Mosquito Market Report showed that the number of pest control companies offering mosquito control increased dramatically between 2014-2020 (PCT 2021). But, how can pest management professionals (PMPs) respond to the increasing demand for mosquito control while also best protecting public health to grow their business responsibly? A company that develops stra-

tegic partnerships with their customers and public health professionals can help keep their community safe while also separating their company from others.

EDUCATE CUSTOMERS. Mosquito management has shifted away from only spraying, to an integrated, multi-pronged, area-wide approach known as integrated mosquito management (IMM). Mosquito control professionals created IMM by adapting the concept of integrated pest management to provide effective mosquito control while minimizing impacts on the environment and delaying insecticide resistance. An IMM program includes a combination of educating customers, collecting data, preventing mosquito



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Mosquito Control SUPPLEMENT

development, utilizing multiple control tools and evaluating the program regularly. Research supports using IMM to control backyard nuisance mosquitoes as even aggressive, disease-carrying species can be successfully managed with this strategy (Fonseca et al. 2013).

Although the goal of IMM is to manage mosquitoes across a large area, for backyard mosquitoes and nuisance biters, you must also focus intently on each and every individual account. Because daytime biters, such as the Asian tiger mosquito, are typical culprits prompting calls to a PMP, municipal mosquito control may not always thoroughly address these species using control measures such as nighttime ultra-low-volume sprays. Additionally, daytime biting mosquitoes remain fairly local, thus, PMPs have the opportunity to reduce adult mosquito populations by focusing on individual accounts.

When servicing an account for mosquitoes, consider the following:

- *Interview the customer.* On your initial visit, conduct an interview with the client. Ask about trouble spots that hold water, when bites are occurring and where in the yard biting happens most often. Use this as a first step to collect data.
- *Perform a thorough inspection.* Do you have your dipper, flashlight, boots and collection equipment? Focus where mosquitoes might breed. Mosquitoes will lay eggs in nearly anything that holds water. Look down, up and all around for any backyard item or area that could hold water for larval mosquito development.
- *Show the customer what you found and reduce or eliminate larval habitat.* Once you have identified potential problem spots, ask the customer to “tip and toss” the water out. By guiding the customer through the process and showing them your approach, you create trust and provide education simultaneously.
- *Discuss the treatment plan.* This should include source reduction, larviciding (for some accounts), barrier treatments and regular in-

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spections. Use this opportunity to educate your customer on the mosquito life cycle, on-skin repellents and the approach you are using to solve their problem.

- *Encourage community-wide participation.* Sometimes, a mosquito problem is originating from outside of the customer's property. Encourage your customer to talk to their neighbors and recruit them into the IMM program. Consider offering tiered pricing, so more people are incentivized to sign up.

GET TO KNOW YOUR LOCAL AGENCY.

As mentioned earlier, many areas have municipal, organized vector control programs (VCP), and these VCPs generally do not compete with commercial pest control, creating an opportunity for a savvy pest control company to create a relationship. One way is through communication and being a form of "surveillance" for the program. Your main responsibility as a PMP is to your client; however, if you recognize the source of the mosquito problem is originating from a somewhat cryptic aquatic habitat somewhere else, some local VCPs may appreciate you giving them a heads up that you have found a larger breeding source on public or hidden property.

Science-based mosquito control programs rely on data to make decisions. However, vector control professionals may find

collecting data challenging, such as the different types of active ingredients used within their jurisdictions. Homeowners and PMPs have access to products containing similar active ingredients as the ones used by VCPs. While the product choice and rate applied may be a trade secret, sharing any type of this information with your local VCP can help them make informed control and insecticide resistance management decisions and build trust.

Another way you can help facilitate the flow of communication is through hosting a biannual working group between PMPs and VCPs. Twice a year, invite different VCPs and public health professionals to a 1-2 hour video call to discuss what everyone is seeing with their programs and what opportunities may exist to collaborate or problem solve. In addition to expanding your network and creating open communication, you are getting face time with key decision leaders who may be in a position in the future to hire a contractor or make service provider recommendations.

PARTNER WITH PUBLIC HEALTH PROS.

In addition to building relationships with homeowners and VCPs, public health initiatives can benefit from PMPs developing collaborative, positive relationships with individuals such as epidemiologists at public health departments and universities. When establishing these relationships, a key component to combating mosquitoes is information, such as mosquito species identification data, from additional areas where public health entomologists (PHE) may have limited access. Furthermore, this information sharing is not a one-way street. You can ask VCPs or researchers to share their hotspot maps of virus activity, resistance data or their rates of application to help your own organization choose the best product for the situation or understand where to market your services.

Your client relationships throughout local communities grants you access to areas (like backyards) normally inaccessible to PHEs. Mosquito species data can help PHEs locate invasive or nuisance species or help VCP education programs focus on educating the public on protecting themselves from mosquitoes. Insecticide resistance data are crucial to ensure the continued efficacy of mosquito control products. This could be especially useful for VCPs to

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Daytime biters, such as the Asian tiger mosquito, are typical culprits for PMPs, but may not always be thoroughly addressed by municipal agencies.

share with PMPs and vice versa, if applicable, to ensure that all products used are effectively working on mosquito populations. If your organization does not currently collect this data, working with a public health department is a great first step. You can ask what data would be most helpful for their efforts and discuss ways to begin collecting data together.

Working together will ultimately help all parties solve future problems and protect your community better.

In addition to sharing data, many public health departments or VCPs need help during emergencies. Specifically, natural disasters and disease outbreaks can divert mosquito control personnel to more immediate needs not normally performed in

their regular roles (Vigilant et al. 2020), or smaller programs may not have enough staff to effectively respond to the disaster (Ward and Qualls 2020). Even the Centers for Disease Control and Prevention had to reach out to additional individuals with mosquito control pesticide licensing and entomological knowledge during the 2016 Zika outbreak in Florida (Wilson 2020). On these rare occasions, specially trained individuals become invaluable, and this type of service can make for very effective marketing campaigns to show your business' dedication to keeping a community healthy and building trust.

FINAL THOUGHTS. The U.S. has a long history of protecting its residents from mosquitoes and their bites. Many different organizations and groups tackle this foe, but communication between groups is not always a priority. Pest management

4 WAYS A PMP CAN PROTECT PUBLIC HEALTH

- Serve as an educator and expert to the public. Establish yourself as a trusted resource for accurate information.
- Protect individual accounts. Thoroughly inspect all accounts before treating and remove any standing water to prevent mosquito growth.
- Protect communities. Offer tiered pricing based on the number of accounts in a neighborhood to recruit more homes in a single area.
- Share information. Create an open dialogue with vector control professionals and local health departments and let them know you are a resource to them.

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THE U.S. HAS A LONG HISTORY OF PROTECTING RESIDENTS FROM MOSQUITOES.

companies can carve a unique niche in this world by serving as communication facilitators. Reaching out to local partners such as VCPs and PHEs at public health departments could have a synergistic effect from the knowledge sharing resulting in all parties better controlling mosquitoes. You could even grow your business by leveraging these efforts in marketing materials and being available to bid on future contracts.

As factors outside of our control continue to bring us into contact with more mosquitoes more often, we all have a po-

tential role to play in protecting our communities from these public health pests. In the future, we may see more public health departments contracting licensed pest control companies to manage mosquitoes. This means that any company forging relationships and developing IMM programs today will be ahead of the game tomorrow. **PCT**

Gordon is founder and principal consultant of Bug Lessons. Crawley is an assistant professor of urban entomology at North Carolina State University. Dye-Braumuller is a vector-borne disease epidemiologist at the University of South Carolina.

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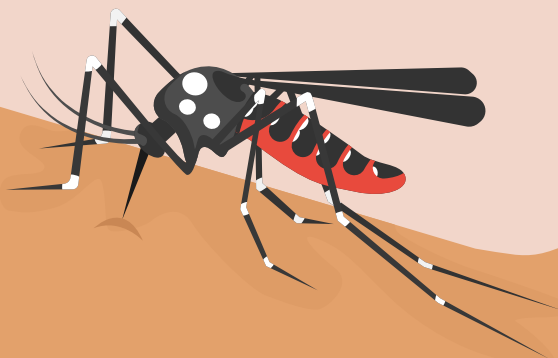
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Repellent RUBBISH

By Matan Shelomi, Ph.D.

Recent research has identified the scientific consensus on the matter of vitamin B1 and insect repellency.

Editor's Note: This article originally appeared in Entomology Today, a project of the Entomological Society of America with the goal of reporting interesting discoveries in the world of insect science and news from various entomological societies. To learn more, visit www.entomologytoday.org.

Many people believe taking vitamin B1, garlic or yeast pills can make their body repel mosquitoes without the need for repellents or nets or long sleeves. Is there truth to this? With all the unfounded fearmongering over the safe and effective DEET, my initial response when hearing a friend-of-a-friend extol the superpowers of supplements as “systemic repellents” was to assume this was yet more medical pseu-

doscience. Spoiler alert: It is indeed bunk. Still, I had to do my due diligence and find the evidence for or against my view, but to my surprise there were no review papers on the question of edible insect repellents.

So, I wrote one myself.

My review paper, published in February 2022 in the *Bulletin of Entomological Research*, has, for the first time, identified the scientific consensus on the matter of vitamin B1 and insect repellency. It covers

over 100 papers from multiple countries in a half dozen languages spanning nearly 80 years, including papers unavailable online from journals that no longer exist. (Hooray for interlibrary loan!) The conclusion is unequivocal: Oral mosquito repellents do not work. So, where did this idea come from, and why won't it go away?

The myth started in a 1943 case report by a Minnesota pediatrician who claimed oral doses of vitamin B1, or thiamine, as

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low as 10 milligrams could protect one from bites for an entire summer. Attempts a year later by the U.S. Naval Medical Research Institute, Department of Agriculture and the National Institute of Health to replicate the results failed, but the myth had already taken root, with doctors and veterinarians recommending ever larger doses of thiamine (up to 1,000 milligrams daily) to protect humans and animals from mosquitoes, fleas and ticks.

While some old case reports and uncontrolled studies in predatory journals claim otherwise, in all properly controlled experiments vitamin B1 failed to have any effect on pest landing, probing or biting rates. In fact, despite extensive searches, no food, supplement or drug of any kind has ever been shown to make anyone repel any insects. As desirable as they would be, systemic repellents remain the stuff of legend. Every relevant entomological and medical organization to issue statements on the subject since the 1990s has agreed



Despite evidence to the contrary, the myth that vitamin B1 repels mosquitoes has managed to stick around.

that oral repellents are a myth.

The explanations for why thiamine fails to repel mosquitoes are numerous, starting with the fact that vitamin B1 is nutritious for mosquitoes too, so there is no reason they would fear it. Pharmacological studies found that absorption of swallowed vitamin B1 is greatly reduced after the first 5 milligrams. The human body does not store vitamin B1 long-term, but rather it excretes excess quickly through the urine

— meaning large doses will have no effect on thiamine levels in the body. People with thiamine deficiencies, meanwhile, are not more attractive to mosquitoes, nor do people taking thiamine to treat deficiencies become less attractive. Experiments confirmed neither oral nor topical thiamine affects the skin, skin bacteria or body odor in any way. In theory and in practice, vitamin B1 completely fails as an insect repellent, as does thiamine-rich brewer's yeast,

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another alleged repellent.

Why did early doctors mistake thiamine as repellent? These reports typically used reduction in bite symptoms as a proxy for reduced insect bites, rather than directly observing biting mosquitoes. The problem is that intensity of bite reaction and attractiveness to mosquitoes are uncorrelated. Mosquito-bite reactions have two parts: an immediate reaction that appears within minutes and vanishes within hours, and a delayed reaction that emerges later and lasts for days. Whether and how strongly one experiences either reaction changes with age and with continued exposure to bites, until eventually one has no reactions at all despite being bitten. This phenomenon was only described in the late 1980s, so the early doctors likely mistook the natural progression of individuals' mosquito-bite reactions for a reduction in bites.

Despite being thoroughly debunked, the myth that some oral supplements can make people invisible to mosquitoes

is still popular today. Surveys of pharmacists in Switzerland and Australia found that a fifth were recommending vitamins as insect repellents for people travelling abroad, unnecessarily exposing their patients to a risk of contracting mosquito-borne diseases like malaria or dengue. An explanation for this persistence is that doctors and pharmacists may likely enter medical school already believing the myth since childhood and would need to be explicitly taught that it is false. The internet is not helping, as vitamin-based repellents are promoted on the same types of websites selling other, equally worthless alternative or "natural" remedies. Because the body excretes consumed thiamine so readily, overdose is practically impossible, which makes vitamin B1 a safe ingredient for snake-oil sellers to put in their placebos.

The myth has also evolved since the 1940s, and not just in the alleged dosages needed for an effect. While the U.S. Food

and Drug Administration banned the marketing of oral insect repellents in 1985 for being fraudulent, new products attempt to circumvent this restriction by formulating extremely high doses of vitamin B1 into creams, transdermal patches and even injections. These products are neither safe nor effective, as injected thiamine can trigger severe allergic reactions while still having no effect on biting insects.

The situation is comparable to that of smoking, in which it took several decades before doctors accepted the scientific consensus linking smoking with lung cancer, or to the more recent myth that drugs like hydroxychloroquine or ivermectin can treat COVID-19, despite evidence to the contrary. It takes time for practicing doctors to catch up to the scientific community, if ever, but unfortunately, online misinformation spreads faster than the truth. **PCT**

The author is an associate professor of entomology at National Taiwan University in Taipei.

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Bacteria BITES

A recent North Carolina State University study examines bacteria living in and on mosquitoes.

Avoiding mosquitoes to protect against bites is always a good idea. But a new North Carolina State University study shows that the bacteria-ridden exteriors of mosquitoes may be another reason to arm yourself with a swatter.

The first-of-its-kind study, published in PLOS ONE, examined both the exterior surface and interior microbiome of mosquitoes found in homes in Africa's Cote d'Ivoire — the Ivory Coast.

"When you're exposed to mosquitoes, you worry about blood feeding," said R. Michael Roe, William Neal Reynolds Distinguished Professor of Entomology at NC State and co-corresponding author of the study. "Our hypothesis is that mosquitoes can physically transfer bacteria by landing on you or by defecating on household surfaces, like flies do. They may not, but no one has studied it before."

Research collaborators at the Centre Suisse de Recherches Scientifiques collected 79 adult female *Anopheles coluzzii* mosquitoes from homes in a rice-producing province in Cote d'Ivoire. The mosquitoes were

sent to NC State for analysis of the microbiome inside and on external body surfaces.

Some of the findings were surprising. "We found greater bacterial diversity internally than externally, which didn't match what has been found with blow flies, for example," said Loganathan Ponnusamy, an NC State principal research scholar in entomology and co-corresponding author of the paper.

"At the same time, we found lots of external bacterial differences between homes, but not much difference internally between homes, which makes sense. Much of what is found internally relates to nectar or honey consumed as mosquitoes forage outdoors."

The researchers also found — for the first time in the academic literature — fructobacillus, which is generally found in nectar sources like flowers and beehives, pointing to mosquitoes visiting those plants or nectar sources, said Kaiying Chen, an NC State postdoctoral researcher and first author of the paper.

Perhaps more ominously, the research-

ers also found large amounts of *Staphylococcus* and two variants of *Rickettsia*. The genus of these bacteria are associated with human and animal diseases.

"This is another risk," Roe said. "Mosquitoes carry bacteria externally and internally and come into your home, possibly transferring pathogenic bacteria."

The researchers hope to continue the work by exposing mosquitoes to a bacteria that would never be found on human skin and seeing whether the bacteria transfers to an artificial membrane. They then could perform the same test on human arms. **PCT**

Source: North Carolina State University. NC State Ph.D. researchers Chouaibou S. Mouhamadou and Jean M. Deguenon co-authored the paper, as did Behi Kouadio Fodjo, Gba Christabelle Sadia and France Paraudie Kouadio Affoue from the Centre Suisse de Recherches Scientifiques, Abidjan, Cote d'Ivoire, Africa. Funding was provided by a grant from the Department of the Army under a Deployed Warfighter Protection (DWFP) Program Grant W911QY1910003.

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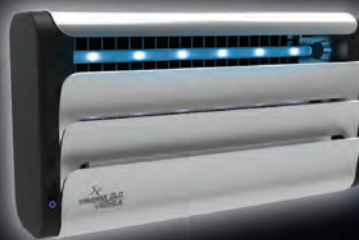
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Documentation: What You Write Matters

When writing recommendations, what you decide to write can build on your credibility or damage it.

What you notice or don't notice can make or break your customer's trust and potentially put you in a bad position. Sometimes, the little things you tell the customer can save them significant amounts of money, and other times, the lack of attention on your part can put both the customer and your company at risk.

TYPES OF DOCUMENTATION. There are three main types of recommendations you can write: cultural, sanitation and structural.

Cultural recommendations are habits that need to be adjusted to reduce the likelihood that pests can enter a structure. These are things like an employee using a rodent device as a door stop, switching off an air curtain or leaving food in a desk.

Sanitation recommendations are items that affect the hygiene of the client's location. These are items like power washing food under equipment, getting garbage chutes cleaned at regular intervals or making sure food that has spilled under an aisle gets cleaned up quickly.

Finally, *structural recommendations* are issues in the construction or its maintenance that can allow a pest to cause an issue. Some examples of structural issues are cracked pipes under a slab that are harboring phorid flies, expansion joints that are damaged or something as simple as a missing door sweep.

Each of these types of recommendations is important for a pest-free environment, and how you document them is equally important.

IT'S THE LITTLE THINGS. The little things you notice can potentially prevent a larger issue.

Think about all the times we have told a customer about something we notice that could have been a large problem. How many

times have you told a customer about a potential tripping hazard? What about the potential fire hazard you talked to the client about?

I remember finding a small leak while doing a WDI inspection when I first started. If it was allowed to keep going, it would have flooded multiple condos. Even the small things that we notice can save the customer a lot of heartache and help build trust that you have their best interest at heart.

LIABILITY. Something else to think about is your liability.

If you notice recommendations but don't document the deficiency, you could be responsible for any current issues. This could mean you now own the problem, with weeks or months of free follow-ups. It could also find you legally liable with a monetary penalty that you never even thought about.

If you only do general pest control and don't perform any termite work, but you work in a crawlspace and don't document termite tubes, you could be sued since you didn't tell the customer about the tubes. A jury might find that you should know what a termite tube is and that you should have noticed it.

Another instance would be if you are working in an area where water is accumulating, or you notice a leak but don't say anything about it. Just being in the area with one of those hazards and not reporting it could find you culpable in any damage the customer experiences since you know the damage that type of water exposure can cause.

On the flip side, continuing to service a location that has conducive conditions can get you in legal trouble as well. If there are recommendations that you keep putting down year after year, it could be perceived that you have accepted those deficiencies because you continue to service the location and accept the customer's money. If there is significant damage down the line and you get brought into a lawsuit, by continuing to service the location with those same deficiencies, you

could find the ruling going against you.

Think about how many fires get started by rodents. If you perform wildlife services and just continue to document a hole in the roof, at what point should you walk away from the client?

What about if you work in a warehouse and go along with a client who wants you to write up a bird proposal each year so they can pass their audit? What happens if something gets corroded from the droppings and fails or someone gets sick? Would you feel comfortable that your company would be protected?

What happens if a property gets sold? You had a great relationship with the previous owner, but the new owner doesn't want to work with you anymore and decides you are responsible.

Another way this could hurt you is if a customer has an addition put on their property, but you never update the map.

Even if you are not found culpable, there are still lawyer fees and your time that gets tied up with any litigation. These are things to think about when we get complacent with what we allow over and over again.

FINAL THOUGHTS. When you write your recommendations, make sure they spell out exactly what you mean. They should tell a story, not just offer vague directions.

You also should make sure what you are documenting is relevant to the issue at hand. Make sure you express to the client that these items need to be fixed in a timely manner.

If they continue to not act on those recommendations, you need to decide if you want to continue servicing them with that elevated risk. You just never know what will happen in the future. **PCT**

David Moore is a Board Certified Entomologist who received his master's degree in entomology from Virginia Tech. He serves as the manager of technical services for Dodson Bros. Exterminating and is the treasurer for the Urban Pest Management Technical Committee (upmtc.org).



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VALUATION AND M&A



Controlling Mosquitoes with Simple Practices

Let's face it, mosquitoes are a major nuisance. Their painful bites and pestering nature may annoy many people, but they also can spread harmful diseases and can be a major public health threat.

There are about 176 species of mosquitoes in the United States and U.S. territories, and about 12 species spread pathogens. Adult mosquitoes live indoors and outdoors and can bite day and night. Female mosquitoes typically live longer than males and are the only ones that bite, as they need a blood meal to produce eggs.

A mosquito's life cycle consists of four life stages: egg to larva to pupa to adult. The first three stages of a mosquito's life cycle are aquatic, and the adult stage is an active flying insect.

Female mosquitoes typically lay eggs directly on water or moist substrates that may eventually flood with water such as plant pots or old tires.

After about two days, these eggs are ready to hatch and if not flooded can withstand drying for months.

The larval stage is next, which will eventually molt into a pupa. Then, an adult

mosquito will emerge on the water's surface and take flight.

Areas with heavy rains and flooding can produce millions of mosquitoes in a very short time, which is why it is important to control mosquitoes in their aquatic habitat.

CONTROLLING IMMATURE STAGES.

Mosquitoes are stationary, accessible and concentrated in their aquatic habitat, which maximizes control in the mosquito population before adults get a chance to disperse.

They may have various habitats depending on the species, including but not limited to



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tree holes, plant pots, old tires, bird baths or even a small bottle cap.

Egg and larval interventions are generally effective and cost-efficient, but not 100 percent. Some species breed in locations that can be difficult to control, but habitat removal along with other means of control will be effective.

Immature stages of mosquitoes can be controlled with simple practices. Source reduction of potential breeding habitats will play a very crucial role in mosquito control because adult mosquitoes will not emerge to be a nuisance or public health concern.

Below are some tips to control mosquitoes around homes and structures with simple source reduction practices:

- Clean rain gutters and drainage systems to allow water to flow freely.
- Fix leaky faucets.

- Keep swimming pool water treated and circulating.
- Drain, remove or drill drainage holes in tires.
- Check for water-holding containers.
- Replace birdbath water at least once per week.
- Remove standing water to eliminate or limit mosquito breeding.
- Fill in temporary pools of water/holes with dirt or gravel.

MANAGING ADULTS. Controlling the immature stages of mosquitoes is great, but it is even more critical to properly manage the adult mosquitoes. One of the most effective ways to control adult mosquitoes is with an EPA-registered adulticide. It is impossible to treat or control every mosquito out there, especially because some mosquitoes are strong fliers and can fly up to 50 miles from

their breeding site.

Mechanical control is also an important control method to keep mosquitoes out of homes and structures. An important way to reduce the incidence of nuisance and bites is through structural barriers.

Installing window and door screens, repairing holes in screens to keep mosquitoes out, covering all gaps in windows, doors and walls to prevent mosquitoes from entering and making sure windows and door screens are "bug tight" are a few examples. Mosquitoes love overgrown weeds and tall grass, so keeping the yard area pruned and tidy also will help. **PCT**

Tashani Brown is a technical specialist at Rentokil Terminix. She has a master's degree in agricultural science and entomology from Florida A&M University.

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Target Specialty Products announced the launch of Strike Max CITO Paste, a commercial rodenticide paste.

The soft bait paste is designed for indoor or outdoor use. The primary ingredient, brodif-



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fast-acting, said Target Specialty Products. Applicators will need a caulking gun and the appropriate bait station to properly use the product. It is not available for sale in California.

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Wildlife Control Supplies' (WCS) wooden carpenter bee cottage trap is designed to eliminate wood-burrowing carpenter bees that can damage structures. Bees are collected in a permanent bottom receptacle in the trap. Pull the cord on the bottom lid to open the trap when full.

WCS also offers Soap in Seconds, designed to keep hands clean without access to soap and water. The foaming hand soap requires no rinsing and keeps hands smelling fresh without the harshness of hand sanitizer, WCS said. Each can provides up to 250 hand washes.

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/// continued from page 30

out not only his short-term objectives but also those of the longer term.

First, and easiest, is the short term in countries where the company already has a presence. Here, the objective is to build scale and density with bolt-ons in the key cities, rather than throughout the entire country, as was recently the case in Brazil.

The second is looking at what Ransom calls “Cities of the Future” — those urban areas that are expected to grow at materially higher rates — the cities that are going to be megacities by 2050. As part of this strategy, its first acquisitions were made in Pakistan, Argentina and Israel.

Summarizing the M&A year, Giannamore said: “The slowdown we see from the strategics is largely related to the Rentokil/Terminix merger and that Anticimex has become far less willing to pay to get deals done. The industry has lost an acquirer in Terminix, so that has certainly slowed things down. With regard to Rentokil, there is just a much smaller number of ‘must have’ acquisitions for them.”

THE NEW KIDS ON THE BLOCK. Private equity (PE) investment within the pest control market is not new. For example, global player Anticimex is PE funded, but during the pandemic, this market has certainly proved attractive to PE investment. The fact that pest control is classified as an essential, non-discretionary service with a high level of recurring revenue and good margins proves an attractive investment.

The result: In the U.S., there are now well over a dozen PE firms either already active within the pest market or on the sidelines.

The activity of PE company Certus over the last three years is an interesting case. The company may have led the charge, but it appears to have slowed. Their position within the Top 100 falls one spot to No. 19, eclipsed by the activities of PestCo, which has debuted at No. 15 on the Top 100.

Based in St. Louis, Mo., PE firm Thompson Street Capital Partners only formed PestCo Holdings in 2021, recruiting seasoned pest control industry executive Jay



Interviewed by Paul Giannamore for Potomac TV, Rentokil Initial CEO Andy Ransom (left) openly discusses the company's plans, along with what it's like to head the company.

Keating as its CEO. Commenting on their whirlwind activities, Keating said: “We have closed 10 acquisitions in our first 18 months as a company and are currently focused on integration activities. We have multiple add-ons under letter of intent and expect to continue our pace in 2023 with a growing funnel of M&A targets identified.

“We have invested meaningfully in a corporate management layer and business information tools and systems to manage our organic and inorganic growth initiatives. We are excited for the company’s continued march up the PCT Top 100 list.” This was certainly helped by their purchase of Pointe Pest Control of Chicago, Ill., which occupied No. 43 on last year’s PCT Top 100.

Other PE firms that are funding pest control firms include Halle Capital (Rockit Pest); Center Oak (Palmetto Exterminators); PCM Growth (Hawx) and Percheron.

But do the original strategic players like these new players? Maybe so, as Pehrson stated: “It is the nature of any attractive market, and we welcome the competition as it keeps us on our toes and helps us focus on the companies and owners that fit into the Anticimex culture of decentralization and empowerment.”

As to whether pest control will remain so attractive, Giannamore has a prediction: “In 2021, PE dramatically increased its activity in the global pest control industry. Over the course of 2022, PE outpaced the strategic acquirers in terms of M&A volume, and we expect that to continue.

“PE utilizes debt capital to juice returns, so interest rates, as well as availability of bank credit, will be crucial to the PE industry’s ability to continue to consolidate. There are clearly some dark clouds on the horizon when it comes to both, given the high level of sticky inflation and the recent crisis in the banking industry.”

It’s not just the servicing companies that are attractive to PE investment. On the manufacturing and distribution side, U.K.-based Pelsis is PE funded, and they too have expanded this year with the purchase of companies such as Brandenburg to add to their existing stable, which also includes Curtis Gilmour and Bird-B-Gone.

Finally, don’t forget it was the Cinven PE investment company that bought Bayer’s Environmental Science business — now Envu — in August 2022. What’s next, we wonder? ^{TOP}

The author is a freelance U.K.-based industry journalist.

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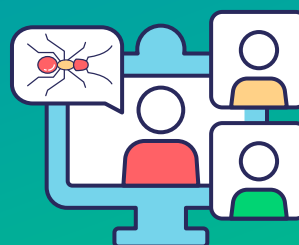
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THE LIZARD KING

“I’ve got a guy for that.” It’s a phrase we’ve all heard, or muttered ourselves, when talking to friends and/or acquaintances about service providers.

In Florida’s Broward County and surrounding areas, “the guy” who traps iguanas is Luis Valle, a service professional with JP Miller & Sons, Deerfield Beach, Fla. Valle, 42, has developed a reputation as the go-to trapper and expert on iguanas, an increasingly problematic pest in Florida, which has a subtropical climate that is ideal for the cold-blooded reptile.

“Kids will get them as pets, and when they go off to college, the parents will let them loose out the back door,” said Valle, whose comfort working with iguanas is traced back to age 16 when he owned and took care of a pet iguana.

One of the reasons iguana populations proliferate is because males typically have multiple female partners. “That’s just how they roll,” said Valle. Seasonal residents (aka, “snow birds”) will return home and “their whole backyard will be covered with them — their pool area, their roof, you name it — they’re all over their property. So, we come in and we just start removing them one by one.”

Dr. William Kern, an associate professor in the Department of Entomology & Nematology at the Ft. Lauderdale Research and Education Center of the University of Florida, told PCT that iguanas have become a nuisance to Florida residents “because of damage to the landscape excavation, of nesting burrows that can then lead to erosion, especially along shorelines.”

And it’s not just damage to foliage and landscaping that is a concern, Valle said. “They tend to poop around pools, so there is a real concern for Salmonella poisoning.”

While some pest and wildlife control companies use sharpshooters to control iguanas,



JP Miller & Sons’ Luis Valle uses past experience keeping an iguana as a pet to help remove the scaly critters from customers’ homes.



JP Miller & Sons performs live trapping almost exclusively, the exception being to control the occasional “smart iguana.” After being trapped, iguanas are brought back to the company’s office where they are humanely euthanized.

Valle hearkened back to his youth when figuring out how to best bait iguanas. “I just thought about what my iguana would eat. You know, basically they’re vegetarians and they like fruits and flowers and things like that. I started out using peaches and mangoes, and then as I started getting more familiar with wild iguanas, I found that watermelon works best.”

Like all good trappers, Valle uses a combination of art and science to catch iguanas. For example, he’ll look for iguana poop and pos-

sible pathways from roof to ground to help him with trap placement.

Pre-baiting also is an important part of his trapping protocols. In addition to placing baits such as watermelon inside a (closed) trap, he will place it alongside the outside of a trap. This helps the iguana get used to and comfortable with the trap. “I have a two- to three-week trapping

period,” he said. “So, on my first trip I will put the bait inside and outside of the closed trap. You can see them fighting to get in the trap and get it. Then when I come back, I will put a [trail] of watermelon [to lead the iguana into the trap],” and once the iguana enters the cage, it automatically closes. This type of pest control requires patience, diligence and excellent organizational skills.

Valle added that several other technicians at JP Miller & Sons trap iguanas, helping the company carve out a niche as a service provider who does this line of work. In fact, the company even has an iguana on its truck to help market it as the iguana-trapping company.

“And I get a lot of word-of-mouth referrals since I’ve been doing this for 22 years,” Valle said. **PCT** — Brad Harbison



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ABOUT THIS LIST

- The PCT Top 100, a list of the industry's largest firms by revenue, is based on 2022 North American revenues. Firms submitted revenues online or via a form included in the January issue of PCT.
- The abbreviations on the list are as follows: ** = estimated figure; n/a = no answer/unknown; NC = no change; GPC = general pest control; TC = termite control; Other = other services (see next bullet point); RES = residential; COM = commercial; EMP = employees.
- In the "other" category, services may include structural fumigation, construction services, nuisance wildlife control, irrigation repair and maintenance, insulation, bird control, pool services, lawn care, lawn maintenance, snow

- removal, tree care, weed control, heating and air conditioning services, gutter work, handyman services and more.
- Companies on the list earned total revenues of \$11,177,842,130 in 2022.
- There are 29 states and two Canadian provinces represented. Florida has 10 companies on the list; California and North Carolina have nine. Texas and Utah are each home to eight companies.
- There are 11 companies on this year's list that were not on last year's. PestCo, Clayton, Mo.; Pestmaster, Reno, Nev.; Economy Exterminators, Apex, N.C.; Big Blue Bug Solutions, Providence, R.I.; Fast Action Pest Control, Elk Grove, Calif.; Ridd Pest Control, Lehi, Utah; Bug-N-A-Rug Exterminators, Wilmington, N.C.;

- All U Need Pest Control, Fort Myers, Fla.;
- No More Bugs, Raleigh, N.C.; Native Pest Management, Tallahassee, Fla., and Town & Country Pest Solutions, Rochester, N.Y.;
- Pestco acquired Pointe Pest Control — IL
- Pestco acquired part of Pointe Pest Control — ID, WA, OR, MT in late 2022, and the rest of the company in early 2023.
- For various reasons, several companies that were on last year's list declined to submit revenue figures for this year's list, so they are not included.
- PCT estimated the revenues for several companies on the list. PCT staff interviewed state association executives, industry consultants and others, as well as reviewed previously published figures, to

- arrive at these estimates.
- PCT vets companies' Top 100 entries throughout the year and reserves the right to not publish any information it believes may be inaccurate.
- When companies submit information with qualifiers such as "more than," PCT rounds to the nearest whole number since there is no way to discern the correct figure with the data provided.
- Visit PCT magazine's interactive map (the "online extras" section at www.pctonline.com) to see company information and view live links to each of the Top 100 firms' websites.
- Email PCT Managing Editor Jason Brill at jbrill@gienet.com with questions about this list.



2023 Commemorative Poster

Congratulations to the PCT TOP 100!



2022 RANK	COMPANY	2021 RANK	CITY	STATE/ PROVINCE	2022 REVENUES	INC/DEC OVER 2021	INC/DEC FOR 2023	GPC	TC	OTHER	RES	COM	# EMP	# OFFICES
1	Rollins	1	Atlanta	GA	\$2,507,115,390	11%	n/a	80%	20%	0%	66%	34%	17,500	800
2	Terminix Global Holdings	2	Memphis	TN	\$1,995,000,000	7%	7%	65%	30%	5%	73%	27%	10,000	380
3	Rentokil North America	3	Reading	PA	\$1,535,000,000	23%	7%	70%	10%	20%	45%	55%	7,500	300
4	Ecolab	4	St. Paul	MN	\$673,700,000**	11%	n/a	n/a	n/a	n/a	0%	100%	n/a	n/a
5	Anticimex	5	Basking Ridge	NJ	\$500,000,000	n/a	n/a	85%	10%	5%	75%	25%	3,500	100
6	Apive Environmental	6	Provo	UT	\$414,494,000	17%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7	Arrow Exterminators	8	Atlanta	GA	\$361,924,000	14%	11%	50%	38%	12%	90%	10%	3,226	169
8	Massey Services	7	Orlando	FL	\$354,721,722	11%	15%	47%	24%	29%	93%	7%	2,675	184
9	Cook's Pest Control	9	Decatur	AL	\$188,000,000	4%	6%	60%	40%	0%	80%	20%	1,775	42
10	Terminix Service	10	Columbia	SC	\$148,785,920	3%	2%	45%	48%	10%	90%	10%	1,050	56
11	ABC Home & Commercial Services	12	Austin	TX	\$136,740,000	13%	13%	37%	3%	60%	80%	20%	n/a	5
12	Truly Nolen of America	11	Tucson	AZ	\$125,858,604	5%	5%	68%	23%	9%	80%	20%	1,113	73
13	Fox Pest Control	13	Logan	UT	\$121,807,000	28%	20%	88%	7%	5%	98%	2%	889	31
14	Greenix Pest Control	15	Orem	UT	\$107,000,000	22%	20%	100%	0%	0%	100%	0%	675	27
15	PestCo	n/a	Clayton	MO	\$98,200,000**	7%	10%	97%	0%	3%	14%	86%	600	26
16	Abell Pest Control	14	Ebolioko	ON	\$92,300,000**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
17	Home Paramount Pest Control	16	Forest Hill	MD	\$90,000,000	13%	10%	90%	1%	9%	30%	70%	660	3
18	Plunkett's Pest Control	17	Fridley	MN	\$90,000,000	-1%	10%	80%	5%	15%	80%	20%	540	19
19	Certus	18	Tampa	FL	\$75,000,000	3%	5%	72%	28%	0%	60%	40%	n/a	38
20	Dodson Pest Control	19	Lynchburg	VA	\$68,426,000	3%	5%	72%	28%	0%	60%	40%	n/a	n/a
21	Terminix Co. of North Carolina	20	Fayetteville	NC	\$68,300,000**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
22	Senske Services	23	Kennewick	WA	\$62,000,000	19%	77%	15%	0%	85%	85%	15%	550	18
23	Saia Pest Control	21	Orem	UT	\$61,635,165	7%	10%	100%	0%	0%	95%	5%	420	22
24	Sprague Pest Solutions	24	Tacoma	WA	\$42,500,000	6%	10%	90%	0%	10%	0%	100%	280	20
25	Lloyd Pest Control	25	San Diego	CA	\$41,500,000	9%	6%	75%	25%	0%	60%	40%	310	10
26	Rose Pest Solutions	26	Troy	MI	\$38,500,000**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
27	Green Pest Solutions	30	West Chester	PA	\$37,500,000	25%	20%	33%	2%	65%	91%	9%	270	8
28	Terminix Triad	27	Greensboro	NC	\$36,500,000	11%	9%	50%	50%	0%	78%	22%	300	16
29	Rottler Pest Solutions	32	St. Louis	MO	\$33,337,732	14%	10%	80%	10%	10%	70%	30%	258	10
30	ABC Home & Commercial Services of DFW	31	Lewisville	TX	\$32,809,537	10%	15%	62%	2%	36%	68%	32%	238	5
31	PestNow	28	Sterling	VA	\$32,760,000	7%	7%	74%	20%	6%	89%	11%	195	8
32	Hullett Environmental Services	22	West Palm Beach	FL	\$32,362,804	5%	3%	n/a	n/a	n/a	88%	12%	n/a	2
33	Advanced IPM	39	Roseville	CA	\$31,981,767	36%	10%	n/a	n/a	n/a	40%	60%	215	10
34	ABC Home & Commercial Services	34	Houston	TX	\$29,238,086	15%	18%	77%	5%	18%	70%	30%	240	3
35	Maheu & Maheu	33	Quebec	QC	\$27,123,141	4%	4%	90%	0%	10%	10%	90%	155	7
36	Pacific Coast Termite	35	Orange	CA	\$25,948,265	3%	5%	6%	79%	15%	90%	10%	135	2
37	Palmetto Exterminators	38	Charleston	SC	\$25,800,000	n/a	n/a	40%	50%	10%	90%	10%	180	9
38	Clegg's Termite and Pest Control	37	Durham	NC	\$25,678,527	6%	6%	61%	37%	2%	60%	40%	315	13
39	Knox Pest Control	40	Columbus	GA	\$23,537,798	10%	12%	61%	33%	6%	40%	60%	230	20
40	The Pest Group	36	Pompano Beach	FL	\$23,471,000	4%	5%	2%	6%	92%	90%	10%	165	9
41	RK Environmental Services	44	Westwood	NJ	\$23,464,622	18%	15%	100%	0%	0%	0%	100%	140	1
42	Black Diamond Pest Control	41	Jeffersonville	IN	\$22,764,871	9%	10%	60%	30%	10%	70%	30%	178	13
43	Servall Termite & Pest Control	42	Clarksville	TN	\$22,291,531	8%	8%	40%	35%	25%	75%	25%	235	7
44	Braman Termite & Pest Elimination	45	Agawan	MA	\$20,882,000	6%	10%	90%	10%	0%	20%	80%	192	7
45	Go-Forth Pest Control	61	Greensboro	NC	\$19,850,000	59%	20%	78%	21%	1%	90%	10%	130	10
46	Pestmaster	n/a	Reno	NV	\$18,758,315	13%	7%	75%	5%	20%	10%	90%	145	71
47	Insight Pest Solutions WA	48	Seattle	WA	\$18,303,166	18%	10%	95%	0%	5%	95%	5%	125	13
48	Lewis Pest Control	60	Thomasville	AL	\$17,287,000	n/a	n/a	30%	23%	47%	60%	40%	n/a	8
49	Deans Pest Control	54	Leesburg	FL	\$17,172,557	16%	10%	26%	16%	58%	99%	1%	156	1
50	Adam's Pest Control	51	Maple Grove	MN	\$16,900,000	16%	10%	96%	1%	3%	60%	40%	130	2
51	Breda Pest Management	49	Loganville	GA	\$16,680,000	9%	10%	50%	50%	0%	95%	5%	140	3
52	Romex Pest Control	70	Piano	TX	\$16,245,718	52%	20%	88%	9%	3%	98%	2%	112	5
53	MosquitoNix	50	Dallas	TX	\$16,232,087	6%	10%	3%	0%	97%	90%	10%	125	11
54	Versacor Enterprises	56	Southlake	TX	\$15,768,273	17%	16%	98%	2%	0%	0%	100%	110	6
55	Liberty Pest Control	57	Brooklyn	NY	\$15,198,000	15%	15%	100%	0%	0%	0%	100%	90	1
56	Alta Pest Control	92	Round Rock	TX	\$15,191,570	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
57	Evergreen Pest Solutions	47	Ogden	UT	\$15,000,000	-17%	35%	98%	1%	1%	100%	0%	105	8
58	American Pest Control	58	Athens	GA	\$14,697,000	6%	8%	65%	30%	5%	80%	20%	142	10
59	Frontline Pest	62	Orem	UT	\$14,506,000	14%	15%	81%	4%	15%	100%	0%	85	5
60	Quality Pest Services	53	Anaheim	CA	\$14,143,079	-1%	20%	10%	90%	0%	75%	25%	115	7
61	At-Flex Exterminators	59	Miami	FL	\$14,108,826	11%	6%	21%	50%	29%	48%	52%	95	1
62	Ardent	63	Highland	UT	\$14,000,000	11%	80%	90%	9%	11%	98%	2%	56	11
63	Cingo	55	Marietta	GA	\$14,000,000	NC	4%	46%	48%	8%	85%	15%	120	6
64	Anthem Pest Control	67	Duluth	GA	\$13,626,300	17%	18%	99%	1%	0%	98%	2%	65	4
65	West Termite Pest & Lawn	66	Lowell	AR	\$13,394,990	14%	15%	40%	32%	28%	75%	25%	122	8
66	Economy Exterminators	n/a	Apex	NC	\$12,651,000	6%	8%	76%	11%	13%	70%	30%	95	3
67	Meerkat	72	Albany	NY	\$12,500,000	20%	10%	95%	5%	0%	90%	10%	60	1
68	Hoffman's Exterminating	74	Manlius	NJ	\$12,260,000	20%	15%	10%	60%	18%	75%	25%	83	5
69	Nozzle Nolen	65	West Palm Beach	FL	\$11,775,000	4%	10%	60%	18%	22%	75%	25%	83	5
70	Big Blue Bug Solutions	71	Providence	RI	\$11,500,000	7%	12%	90%	5%	5%	67%	33%	94	5
71	All-American Pest Control	n/a	Nashville	TN	\$11,175,000	17%	17%	n/a	n/a	n/a	97%	3%	69	3
72	Catsaye Pest Control	80	Latham	NY	\$11,000,000	19%	n/a	n/a	n/a	n/a	80%	20%	62	3
73	Scherzinger Pest Control	71	Cincinnati	OH	\$10,963,590	4%	5%	82%	18%	0%	68%	32%	100	3
74	DA Exterminating	78	Metairie	LA	\$10,425,000	12%	10%	35%	65%	0%	65%	35%	67	3
75	All Natural Pest Elimination	69	Medford	OR	\$10,200,000	-1%	10%	50%	40%	10%	80%	20%	75	4
75	The Bugman	75	Anaheim	CA	\$10,200,000	2%	10%	60%	40%	0%	70%	30%	65	1
75	Southern & Sovereign Pest Control	73	Virginia Beach	VA	\$10,200,000	-1%	2%	50%	50%	0%	100%	0%	85	12
78	Nelson-Cole Termite & Pest Control	68	Shelby	NC	\$10,180,000	4%	5%	35%	25%	40%	80%	20%	86	3
79	Fast Action Pest Control	n/a	Elk Grove	CA	\$9,965,018	33%	30%	79%	10%	11%	6%	94%	93	1
80	Senate Termite and Pest Control	88	Gaithersburg	MD	\$9,593,998	10%	15%	74%	28%	0%	98%	2%	60	3
81	Canada's Services	94	Lumber Bridge	NC	\$9,577,178	16%	15%	50%	25%	25%	60%	40%	85	5
82	Swat Pest Management	81	Evansville	IN	\$9,484,086	4%	3%	42%	6%	52%	75%	25%	62	3
83	American Pest Control	84	Hanna City	IL	\$9,328,400	4%	3%	60%	40%	0%	45%	55%	75	1
84	Ace Exterminating	89	Joelton	TN	\$9,300,000	5%	7%	57%	27%	16%	57%	43%	105	3
85	National Exterminating	79	Newport News	VA	\$9,236,536	-2%	5%	50%	30%	20%	80%	20%	64	



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