UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q

(Mark One)

☒ **QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended June 30, 2026

or

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from _________ to

Commission File Number 001-39275

APi Group Corporation
(Exact name of registrant as specified in its charter)

Delaware	**98-1510303**
(State or other jurisdiction of incorporation or organization)	**(I.R.S. Employer Identification No.)**
1100 Old Highway 8 NW New Brighton, Minnesota	**55112**
(Address of principal executive offices)	**(Zip Code)**

Registrant's telephone number, including area code: (651) 636-4320

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value $0.0001 per share	**APG**	**New York Stock Exchange**

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer", "accelerated filer", "smaller reporting company", and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	☒	Accelerated filer	☐
Non-accelerated filer	☐	Smaller reporting company	☐
		Emerging growth company	☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

Indicate the number of shares outstanding of each of the registrant's classes of common stock, as of the latest practicable date: 432,160,297 shares of common stock as of July 23, 2026.

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APi Group Corporation
Condensed Consolidated Balance Sheets (Unaudited)
(In millions, except share and per share data)

	June 30, 2026	December 31, 2025
Assets		
Current assets:		
Cash and cash equivalents	$ 851	$ 912
Accounts receivable, net of allowances of $9 and $14 at June 30, 2026 and December 31, 2025, respectively	1,706	1,563
Inventories	172	145
Contract assets	630	484
Prepaid expenses and other current assets	171	125
Total current assets	3,530	3,229
Property and equipment, net	429	397
Operating lease right-of-use assets	303	301
Goodwill	3,643	3,167
Intangible assets, net	1,736	1,584
Deferred tax assets	20	40
Pension and post-retirement assets	129	129
Other assets	157	89
Total assets	$ 9,947	$ 8,936
Liabilities and Shareholders' Equity		
Current liabilities:		
Short-term and current portion of long-term debt	$ 306	$ 5
Accounts payable	554	526
Contingent consideration and compensation liabilities	51	60
Accrued salaries and wages	372	444
Contract liabilities	815	694
Operating and finance leases	100	98
Other accrued liabilities	343	323
Total current liabilities	2,541	2,150
Long-term debt, less current portion	3,217	2,754
Pension and post-retirement obligations	48	50
Contingent consideration and compensation liabilities	12	8
Operating and finance leases	219	215
Deferred tax liabilities	248	205
Other noncurrent liabilities	146	146
Total liabilities	6,431	5,528
Commitments and contingencies (Note 14)		
Shareholders' equity:		
Series A Preferred Stock, $0.0001 par value; 7,000,000 authorized shares; 4,000,000 shares issued and outstanding at June 30, 2026 and December 31, 2025	—	—
Common stock, $0.0001 par value; 1,000,000,000 authorized shares at June 30, 2026 and December 31, 2025; 431,694,335 shares and 415,915,273 shares issued at June 30, 2026 and December 31, 2025, respectively (excluding 15,212,810 shares declared for stock dividend at December 31, 2025)	—	—
Additional paid-in capital	3,255	3,296
Retained earnings	673	517
Accumulated other comprehensive loss	(412)	(405)
Total shareholders' equity	3,516	3,408
Total liabilities and shareholders' equity	$ 9,947	$ 8,936

See notes to condensed consolidated financial statements.

APi Group Corporation
Condensed Consolidated Statements of Operations (Unaudited)
(In millions, except per share amounts)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2026	2025	2026	2025
Net revenues	$ 2,254	$ 1,990	$ 4,236	$ 3,709
Cost of revenues	1,551	1,375	2,913	2,552
Gross profit	703	615	1,323	1,157
Selling, general, and administrative expenses	528	472	1,045	930
Operating income	175	143	278	227
Interest expense, net	36	37	66	75
Investment expense (income) and other, net	1	(2)	3	(2)
Other expense, net	37	35	69	73
Income before income taxes	138	108	209	154
Income tax provision	39	31	53	42
Net income	99	77	156	112
Net income attributable to common shareholders:				
Income allocable to Series A Preferred Stock	(10)	(8)	(16)	(12)
Net income attributable to common shareholders	$ 89	$ 69	$ 140	$ 100
Net income per common share:				
Basic	$ 0.21	$ 0.17	$ 0.32	$ 0.24
Diluted	0.20	0.16	0.32	0.24
Weighted average shares outstanding:				
Basic	433	415	432	416
Diluted	437	428	436	422

See notes to condensed consolidated financial statements.

APi Group Corporation
Condensed Consolidated Statements of Comprehensive Income (Unaudited)
(In millions)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2026	2025	2026	2025
Net income	$ 99	$ 77	$ 156	$ 112
Other comprehensive income:				
Fair value change - derivatives, net of tax benefit (expense) of $1, $8, $(7), and $12, respectively	(3)	(26)	21	(38)
Pension plans, net of tax expense of $1, $0, $1, and $0, respectively	11	—	11	—
Foreign currency translation adjustment	(23)	128	(39)	187
Comprehensive income	$ 84	$ 179	$ 149	$ 261

See notes to condensed consolidated financial statements.

APi Group Corporation
Condensed Consolidated Statements of Shareholders' Equity (Unaudited)
(In millions, except share amounts)

	Preferred Stock Issued and Outstanding		Common Stock Issued and Outstanding		Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Total Shareholders' Equity
	Shares	Amount	Shares	Amount				
Balance, December 31, 2025	4,000,000	$ —	415,915,273	$ —	$ 3,296	$ 517	$ (405)	$ 3,408
Net income	—	—	—	—	—	57	—	57
Fair value change - derivatives	—	—	—	—	—	—	24	24
Foreign currency translation adjustment	—	—	—	—	—	—	(16)	(16)
Series A Preferred Stock dividend	—	—	15,212,810	—	—	—	—	—
Profit sharing plan contributions	—	—	683,093	—	30	—	—	30
Share-based compensation and other, net	—	—	1,416,813	—	(17)	—	—	(17)
Balance, March 31, 2026	4,000,000	$ —	433,227,989	$ —	$ 3,309	$ 574	$ (397)	$ 3,486
Net income	—	—	—	—	—	99	—	99
Fair value change - derivatives	—	—	—	—	—	—	(3)	(3)
Foreign currency translation adjustment	—	—	—	—	—	—	(23)	(23)
Pension plans	—	—	—	—	—	—	11	11
Share repurchases	—	—	(1,586,704)	—	(66)	—	—	(66)
Share-based compensation and other, net	—	—	53,050	—	12	—	—	12
Balance, June 30, 2026	4,000,000	$ —	431,694,335	$ —	$ 3,255	$ 673	$ (412)	$ 3,516

	Preferred Stock Issued and Outstanding		Common Stock Issued and Outstanding		Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Total Shareholders' Equity
	Shares	Amount	Shares	Amount				
Balance, December 31, 2024	4,000,000	$ —	412,167,491	$ —	$ 3,305	$ 215	$ (567)	$ 2,953
Net income	—	—	—	—	—	35	—	35
Fair value change - derivatives	—	—	—	—	—	—	(12)	(12)
Foreign currency translation adjustment	—	—	—	—	—	—	59	59
Series A Preferred Stock dividend	—	—	3,815,493	—	—	—	—	—
Share repurchases	—	—	(3,095,573)	—	(75)	—	—	(75)
Profit sharing plan contributions	—	—	928,483	—	24	—	—	24
Share-based compensation and other, net	—	—	1,444,040	—	(2)	—	—	(2)
Balance, March 31, 2025	4,000,000	$ —	415,259,934	$ —	$ 3,252	$ 250	$ (520)	$ 2,982
Net income	—	—	—	—	—	77	—	77
Fair value change - derivatives	—	—	—	—	—	—	(26)	(26)
Foreign currency translation adjustment	—	—	—	—	—	—	128	128
Share-based compensation and other, net	—	—	64,719	—	10	—	—	10
Balance, June 30, 2025	4,000,000	$ —	415,324,653	$ —	$ 3,262	$ 327	$ (418)	$ 3,171

See notes to condensed consolidated financial statements.

APi Group Corporation
Condensed Consolidated Statements of Cash Flows (Unaudited)
(In millions)

	Six Months Ended June 30,	
	2026	2025
Cash flows from operating activities:		
Net income	$ 156	$ 112
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	42	42
Amortization	131	119
Restructuring charges, net of cash paid	(4)	(2)
Deferred taxes	(1)	(1)
Share-based compensation expense	23	21
Profit-sharing expense	15	14
Non-cash lease expense	61	56
Net periodic pension cost	12	11
Other, net	(2)	2
Changes in operating assets and liabilities, net of effects of acquisitions:		
Accounts receivable	(89)	(12)
Contract assets	(133)	(77)
Inventories	(9)	(3)
Prepaid expenses and other current assets	(38)	(36)
Accounts payable	15	7
Accrued liabilities and income taxes payable	(26)	(56)
Contract liabilities	124	37
Other assets and liabilities	(109)	(89)
Net cash provided by operating activities	168	145
Cash flows from investing activities:		
Acquisitions, net of cash acquired	(816)	(111)
Purchases of property and equipment	(49)	(39)
Proceeds from sales of property and equipment	4	10
Net cash used in investing activities	(861)	(140)
Cash flows from financing activities:		
Net short-term debt	280	—
Proceeds from long-term borrowings	795	—
Payments on long-term borrowings	(303)	(4)
Payments of debt issuance costs	(16)	—
Repurchases of common stock	(66)	(75)
Payments of acquisition-related consideration	(13)	(2)
Restricted shares tendered for taxes	(38)	(20)
Net cash provided by (used in) financing activities	639	(101)
Effect of foreign currency exchange rate change on cash, cash equivalents, and restricted cash	(8)	28
Net decrease in cash, cash equivalents, and restricted cash	(62)	(68)
Cash, cash equivalents, and restricted cash, beginning of period	913	501
Cash, cash equivalents, and restricted cash, end of period	$ 851	$ 433
Supplemental cash flow disclosures:		
Cash paid for interest, net of interest income	$ 60	$ 70
Cash paid for income taxes, net of refunds	55	63
Accrued consideration issued in business combinations	10	9
Shares of common stock issued to profit sharing plan	30	24

See notes to condensed consolidated financial statements.

APi Group Corporation
Notes to Condensed Consolidated Financial Statements (Unaudited)
(Amounts in millions, except shares and where noted otherwise)

NOTE 1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES

Nature of business

APi Group Corporation (the “Company” or “APG”) is a global, market-leading business services provider of fire and life safety, security, elevator and escalator, and specialty services with a substantial recurring revenue base and over 600 locations worldwide.

Principles of consolidation

The accompanying interim unaudited condensed consolidated financial statements (the “Interim Statements”) include the accounts of the Company and of its wholly-owned subsidiaries. All significant intercompany accounts and transactions have been eliminated in consolidation. These Interim Statements have been prepared pursuant to the rules and regulations of the U.S. Securities and Exchange Commission (“SEC”) and do not include all of the information and footnotes required by generally accepted accounting principles in the United States of America (“GAAP”) for complete financial statements. The condensed consolidated balance sheets as of December 31, 2025 were derived from audited financial statements for the year then ended but do not include all of the information and footnotes required by GAAP with respect to annual financial statements. In the opinion of management, the Interim Statements include all adjustments necessary for a fair presentation of the Company’s consolidated financial position, results of operations, and cash flows for the dates and periods presented. It is recommended that these Interim Statements be read in conjunction with the Company’s audited annual consolidated financial statements and accompanying footnotes thereto for the year ended December 31, 2025. Results for interim periods are not necessarily indicative of the results to be expected for a full fiscal year or for any future period.

Cash, cash equivalents, and restricted cash

The Company considers all highly liquid investments purchased with an original maturity date of three months or less to be cash equivalents. Restricted cash is reported as other current assets in the condensed consolidated balance sheets. Restricted cash reflects collateral against certain bank guarantees.

Investments

The Company holds investments in joint ventures, the majority of which are accounted for under the equity method of accounting as the Company does not exercise control over the joint ventures. The Company exercises control over one joint venture that is consolidated into the Company's financial statements and the results for that joint venture for the three and six months ended June 30, 2026 and 2025 were immaterial. The Company’s share of earnings from the non-consolidated joint ventures was $3 and $5 during the three months ended June 30, 2026 and 2025, respectively, and $5 and $8 during the six months ended June 30, 2026 and 2025, respectively. The earnings are recorded within investment expense (income) and other, net in the condensed consolidated statements of operations. The investment balances were $7 and $6 as of June 30, 2026 and December 31, 2025, respectively, and are recorded within other assets in the condensed consolidated balance sheets.

Stock Split

During the second quarter of 2025, the Company executed a three-for-two stock split by issuing a stock dividend of one-half of one share of common stock for each share of common stock. The Company retained the current par value of $0.0001 per share for all common shares. All references to the number of shares outstanding, issued shares, and per share amounts of the Company’s common shares have been restated to reflect the effect of the stock split for all historical periods prior to the stock split presented in the Company’s accompanying condensed consolidated financial statements and footnotes thereto.

NOTE 2. RECENT ACCOUNTING PRONOUNCEMENTS

See discussion below for information pertaining to the effects of recent accounting pronouncements as updated from the discussion in the Company's Form 10-K filed on February 25, 2026.

In July 2025, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2025-05, Financial Instruments - Credit Losses (Topic 326): Credit Losses for Accounts Receivable and Contract Assets, which provides a practical expedient for estimating expected credit losses on current accounts receivable and current contract assets arising from revenue transactions accounted for under FASB Accounting Standards Codification ("ASC") Topic 606. ASU

2025-05 is effective for the Company's annual and interim periods in fiscal years beginning after December 15, 2025, with early adoption permitted. The Company adopted this ASU on January 1, 2026, and it did not have a material impact on its consolidated financial statements.

In December, 2025, the FASB issued ASU 2025-12, *Codification Improvements* which enhances the Codification to clarify accounting guidance, correct errors and make technical corrections. This ASU is effective for all entities for annual and interim periods in fiscal years beginning after December 15, 2026. Early adoption is permitted for all entities. The Company is currently evaluating the potential impact of adopting this ASU on its consolidated financial statements and disclosures but does not expect the impact to be material.

NOTE 3. BUSINESS COMBINATIONS

The Company regularly evaluates potential acquisitions that strategically fit with the Company's existing portfolio or expand the Company's portfolio into a new and attractive business area. Acquisitions are accounted for as business combinations using the acquisition method of accounting. As such, the Company makes a preliminary allocation of the purchase price to the tangible assets and identifiable intangible assets acquired and liabilities assumed. In the months after closing, as the Company obtains additional information about the acquired assets and liabilities and learns more about the newly acquired business, it is able to refine the estimates of fair value and more accurately allocate the purchase price. Purchase price is allocated to acquired assets and liabilities assumed based upon their estimated fair values, with limited exceptions as permitted pursuant to GAAP, as determined based on estimates and assumptions deemed reasonable by the Company. The Company engages third-party valuation specialists to assist with preparation of critical assumptions and calculations of the fair value of acquired tangible and intangible assets in connection with significant acquisitions. The excess of the purchase price over the tangible and intangible assets acquired and liabilities assumed is recorded as goodwill. Goodwill is attributable to the workforce of the acquired businesses, the complementary strategic fit and resulting synergies these businesses bring to existing operations, and the opportunities in new markets expected to be achieved from the expanded platform.

2026 Acquisitions

On February 2, 2026, the Company completed the acquisition of CertaSite, LLC ("CertaSite"), an inspection-first provider of fire and life safety services. The results of the CertaSite business are reported within the Company's Safety Services segment from the date of acquisition. Consideration transferred of $271 for CertaSite included cash paid at closing of $268 and cash deposited in escrow of $3.

On June 8, 2026, the Company completed the acquisition of Onyx-Fire Protection Services, Inc. ("Onyx-Fire"), an inspection-first provider of fire and life safety services in Canada. The results of the Onyx-Fire business are reported within the Company's Safety Services segment from the date of acquisition. Consideration transferred of $522 for Onyx-Fire included cash paid at closing of $518 and cash deposited in escrow of $4.

During the six months ended June 30, 2026, the Company completed seven individually immaterial acquisitions for aggregate consideration transferred of $47, made up of cash paid at closing of $37 and accrued consideration of $10. The results of operations of these acquisitions are included in the Company's condensed consolidated statements of operations from the date of acquisition and were not material.

	CertaSite	Onyx-Fire	Other 2026 Acquisitions
Cash paid at closing	$ 268	$ 518	$ 37
Cash deposited into escrow	3	4	—
Accrued consideration	—	—	10
Total net consideration	$ 271	$ 522	$ 47
Cash and cash equivalents	$ 3	$ 13	$ 1
Accounts receivable	18	42	2
Inventories	6	13	—
Contract assets	3	14	—
Other current assets	1	9	—
Operating lease right-of-use assets	4	—	—
Property and equipment	7	17	—
Intangible assets	98	181	10
Goodwill	155	326	37
Accounts payable	(3)	(13)	(1)
Other accrued liabilities	(3)	(7)	—
Operating and finance lease liabilities	(7)	—	—
Other noncurrent liabilities	(11)	(73)	(2)
Net assets acquired	$ 271	$ 522	$ 47

The Company has not finalized its accounting for any of the acquisitions completed during 2026 and will make appropriate adjustments to the purchase price allocation prior to completion of the measurement periods, as required. Based on preliminary estimates, the total amount of goodwill from acquisitions expected to be deductible for tax purposes is $143. See Note 6 – "Goodwill and Intangibles" for the provisional goodwill assigned to each segment.

2025 Acquisitions

During the year ended December 31, 2025, the Company completed 14 acquisitions for total net consideration transferred of $225, made up of cash paid at closing of $186, cash deposited into escrow of $17, and accrued consideration of $22. The results of operations of these acquisitions are included in the Company's consolidated statements of operations from their respective dates of acquisition and were not material.

		2025 Acquisitions
Cash paid at closing	$	186
Cash deposited into escrow		17
Accrued consideration		22
Total net consideration	$	225
Cash and cash equivalents	$	13
Accounts receivable		27
Contract assets		2
Other current assets		1
Property and equipment		3
Intangible assets		90
Goodwill		116
Accounts payable		(8)
Other accrued liabilities		(9)
Contract liabilities		(8)
Other noncurrent liabilities		(2)
Net assets acquired	$	225

The Company has not finalized its accounting for seven of the acquisitions completed during 2025 and will make appropriate adjustments to the purchase price allocation prior to completion of the measurement periods, as required. Based on preliminary estimates, the total amount of goodwill from acquisitions expected to be deductible for tax purposes is $118.

For the three months ended June 30, 2026, net revenues and operating income from the Company's material acquisitions that closed over the previous twelve months were $36 and $1, respectively. For the six months ended June 30, 2026, net revenues and operating income from the Company's material acquisitions that closed over the previous twelve months were $51 and $1, respectively.

Accrued consideration

The Company’s acquisition purchase agreements typically include deferred payment provisions, often to sellers who become employees of the Company or its subsidiaries. The provisions are made up of three general types of arrangements, contingent compensation, contingent consideration (both of which are contingent on the future performance of the acquired entity), and deferred payments related to indemnities. Contingent compensation arrangements are typically contingent on the former owner’s future employment with the Company and the related amounts are recognized over the required employment period, which is typically one to four years. Contingent consideration arrangements are not contingent on employment and are included as part of purchase consideration at the time of the initial acquisition and are paid over a period of one to four years. The liability for deferred payments is recognized at the date of acquisition based on the Company’s best estimate and is typically payable over a period of one to three years. Deferred payments are not contingent on any future performance or employment obligations and can be offset for working capital true-ups and representations and warranty items.

The total contingent compensation arrangement liability was $0 and $7 as of June 30, 2026 and December 31, 2025, respectively. The maximum payout of these arrangements upon completion of the future performance periods was $15, inclusive of the $0 and $7, accrued as of June 30, 2026 and December 31, 2025, respectively. The contingent compensation liability is included in contingent consideration and compensation liabilities in the condensed consolidated balance sheets for all periods presented. The Company primarily determines the contingent compensation liability based on forecasted cumulative earnings compared to the cumulative earnings target set forth in the arrangement. Compensation expense associated with these arrangements is recognized ratably over the required employment period.

The contingent consideration obligations are measured at fair value each reporting period and changes in estimates of fair value are recognized in earnings. For additional considerations regarding the fair value of the Company's contingent consideration liabilities, see Note 7 – "Fair Value of Financial Instruments."

The total liability for deferred payments was $45 and $39 as of June 30, 2026 and December 31, 2025, respectively, and is included in contingent consideration and compensation liabilities in the condensed consolidated balance sheets for all periods presented.

NOTE 4. RESTRUCTURING

During 2022, the Company announced its multi-year Chubb restructuring program designed to drive efficiencies and synergies and optimize operating margin. The Chubb restructuring program included expenses related to workforce reductions, lease termination costs, and other facility rationalization costs. As of the second quarter of 2025, the Chubb restructuring program ended and no additional expenses have since been incurred.

The following table summarizes the Company's restructuring liabilities for the six months ended June 30, 2026 and 2025:

	Six Months Ended June 30,	
	2026	2025
Balance at beginning of period	$ 13	$ 15
Charges	—	4
Payments	(6)	(4)
Currency translation adjustment	—	1
Balance at end of period	$ 7	$ 16

NOTE 5. NET REVENUES

Contracts with customers

The Company derives net revenues primarily from contracts with a duration of less than one week to five years (with the majority of contracts having short durations), which are subject to multiple pricing options, including fixed price, unit price, time and material, or cost plus a markup. Net revenues are primarily recognized by the Company over time utilizing the cost-to-cost measure of progress. Net revenues recognized at a point in time primarily relate to distribution contracts and short-term time and material contracts. The Company also enters into fixed-price service contracts related to monitoring, maintenance, and inspection of safety systems.

The Company disaggregates its net revenues primarily by segment, service type, and country from which revenues are invoiced, as the nature, timing, and uncertainty of cash flows are relatively consistent within each of these categories. The following tables provide disclosure of disaggregated net revenues by segment for the three and six months ended June 30, 2026 and 2025. Disaggregated net revenues information is as follows:

	Three Months Ended June 30, 2026		
	Safety Services	Specialty Services	Consolidated
Life Safety	$ 1,482	$ —	$ 1,482
Infrastructure and Utility	—	299	299
Fabrication and Distribution	—	101	101
Specialty Contracting	—	373	373
Corporate and Eliminations	—	—	(1)
Net revenues	$ 1,482	$ 773	$ 2,254

	Three Months Ended June 30, 2025		
	Safety Services	Specialty Services	Consolidated
Life Safety	$ 1,362	$ —	$ 1,362
Infrastructure and Utility	—	256	256
Fabrication and Distribution	—	99	99
Specialty Contracting	—	274	274
Corporate and Eliminations	—	—	(1)
Net revenues	$ 1,362	$ 629	$ 1,990

	Six Months Ended June 30, 2026		
	Safety Services	Specialty Services	Consolidated
Life Safety	$ 2,897	$ —	$ 2,897
Infrastructure and Utility	—	517	517
Fabrication and Distribution	—	183	183
Specialty Contracting	—	642	642
Corporate and Eliminations	—	—	(3)
Net revenues	$ 2,897	$ 1,342	$ 4,236

	Six Months Ended June 30, 2025		
	Safety Services	Specialty Services	Consolidated
Life Safety	$ 2,629	$ —	$ 2,629
Infrastructure and Utility	—	441	441
Fabrication and Distribution	—	169	169
Specialty Contracting	—	472	472
Corporate and Eliminations	—	—	(2)
Net revenues	$ 2,629	$ 1,082	$ 3,709

	Three Months Ended June 30, 2026			
	Safety Services	Specialty Services	Corporate and Eliminations	Consolidated
United States	$ 773	$ 773	$ (1)	$ 1,545
France	177	—	—	177
Other	532	—	—	532
Net revenues	$ 1,482	$ 773	$ (1)	$ 2,254

	Three Months Ended June 30, 2025			
	Safety Services	Specialty Services	Corporate and Eliminations	Consolidated
United States	$ 674	$ 629	$ (1)	$ 1,302
France	172	—	—	172
Other	516	—	—	516
Net revenues	$ 1,362	$ 629	$ (1)	$ 1,990

	Six Months Ended June 30, 2026			
	Safety Services	Specialty Services	Corporate and Eliminations	Consolidated
United States	$ 1,497	$ 1,342	$ (3)	$ 2,836
France	357	—	—	357
Other	1,043	—	—	1,043
Net revenues	$ 2,897	$ 1,342	$ (3)	$ 4,236

	Six Months Ended June 30, 2025			
	Safety Services	Specialty Services	Corporate and Eliminations	Consolidated
United States	$ 1,301	$ 1,082	$ (2)	$ 2,381
France	333	—	—	333
Other	995	—	—	995
Net revenues	$ 2,629	$ 1,082	$ (2)	$ 3,709

For in-process contracts, the aggregate amount of transaction price allocated to the unsatisfied performance obligations at June 30, 2026 was $4,066. The Company expects to recognize revenue on approximately 81% of the remaining performance obligations over the next twelve months.

Contract assets and liabilities

Contract assets and contract liabilities are classified as current in the condensed consolidated balance sheets as all amounts are expected to be relieved within one year. The balances of accounts receivable, net of allowances, contract assets, and contract liabilities from contracts with customers as of June 30, 2026 and December 31, 2025 are as follows:

	Accounts receivable, net of allowances	Contract assets	Contract liabilities
Balance at June 30, 2026	$ 1,706	$ 630	$ 815
Balance at December 31, 2025	1,563	484	694

The Company did not recognize significant revenues associated with the final settlement of contract value for any projects completed in prior periods. In accordance with industry practice, accounts receivable includes retentions receivable, a portion of which may not be received within one year. At June 30, 2026 and December 31, 2025, retentions receivable were $190 and $187, respectively, while the portions that may not be received within one year were $45 and $48, respectively.

NOTE 6. GOODWILL AND INTANGIBLES

Goodwill

The following table provides disclosure of goodwill by segment as of June 30, 2026 and December 31, 2025. The changes in the carrying amount of goodwill by reportable segment for the six months ended June 30, 2026 are as follows:

	Safety Services	Specialty Services	Total Goodwill
Goodwill as of December 31, 2025	$ 2,927	$ 240	$ 3,167
Acquisitions	518	—	518
Foreign currency translation and other, net [1]	(44)	2	(42)
Goodwill as of June 30, 2026	$ 3,401	$ 242	$ 3,643

[1] Other includes immaterial measurement period adjustments recorded during the six months ended June 30, 2026 related to acquisitions for which the measurement period was open during the six months ended June 30, 2026 (see Note 3 – "Business Combinations").

Intangibles

The Company's identifiable intangible assets are comprised of the following as of June 30, 2026 and December 31, 2025:

	June 30, 2026			
	Weighted Average Remaining Useful Lives (in Years)	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Amortized intangibles:				
Contractual backlog	0.3	$ 169	$ (168)	$ 1
Customer relationships	8.2	2,114	(963)	1,151
Trade names and trademarks	10.1	856	(272)	584
Total		$ 3,139	$ (1,403)	$ 1,736

	December 31, 2025			
	Weighted Average Remaining Useful Lives (in Years)	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Amortized intangibles:				
Contractual backlog	0.8	$ 169	$ (168)	$ 1
Customer relationships	8.7	1,897	(869)	1,028
Trade names and trademarks	10.6	801	(246)	555
Total		$ 2,867	$ (1,283)	$ 1,584

Amortization expense recognized on identifiable intangible assets is as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2026	2025	2026	2025
Cost of revenues	$ 1	$ 4	$ 1	$ 7
Selling, general, and administrative expenses	67	55	130	112
Total intangible asset amortization expense	$ 68	$ 59	$ 131	$ 119

NOTE 7. FAIR VALUE OF FINANCIAL INSTRUMENTS

GAAP defines fair value as the price that would be received to sell an asset or transfer a liability in an orderly transaction between market participants. As such, fair value is a market-based measurement that should be determined based on

assumptions that market participants would use in pricing an asset or liability. The authoritative guidance discusses valuation techniques such as the market approach (comparable market prices), the income approach (present value of future income or cash flow), and the cost approach (cost to replace the service capacity of an asset or replacement cost). These valuation techniques are based upon observable and unobservable inputs. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company's market assumptions. As the basis for evaluating such inputs, a three-tier value hierarchy prioritizes the inputs used in measuring fair value as follows:

Level 1: Observable inputs such as quoted prices for identical assets or liabilities in active markets.

Level 2: Observable inputs other than quoted prices that are directly or indirectly observable for the asset or liability, including quoted prices for similar assets or liabilities in active markets; quoted prices for similar or identical assets or liabilities in markets that are not active; and model-derived valuations whose inputs are observable or whose significant value drivers are observable.

Level 3: Unobservable inputs that reflect the Company's own assumptions.

Recurring fair value measurements

The Company's financial assets and liabilities (adjusted to fair value at least quarterly) are derivative instruments and contingent consideration obligations. In the condensed consolidated balance sheets, derivative instruments are primarily included in other assets and other noncurrent liabilities and contingent consideration obligations are primarily included in contingent consideration and compensation liabilities.

The following tables summarize the fair values and levels within the fair value hierarchy in which the measurements fall for assets and liabilities measured on a recurring basis as of June 30, 2026 and December 31, 2025:

	Fair Value Measurements at June 30, 2026			
Financial assets:	Level 1	Level 2	Level 3	Total
Derivatives designated as hedge instruments:				
Cash flow hedges:				
Interest rate swaps	$ —	$ 16	$ —	$ 16
Cross-currency contracts	—	5	—	5
Foreign currency forward contracts	—	—	—	—
Fair value hedges – cross-currency contracts	—	17	—	17
Net investment hedges – cross-currency contracts	—	26	—	26
Derivatives not designated as hedge instruments:				
Foreign currency forward contracts	—	4	—	4
Total	$ —	$ 68	$ —	$ 68
Financial liabilities:				
Derivatives designated as hedge instruments:				
Fair value hedges – cross-currency contracts	$ —	$ —	$ —	$ —
Net investment hedges – cross-currency contracts	—	—	—	—
Derivatives not designated as hedge instruments:				
Foreign currency forward contracts	—	(1)	—	(1)
Contingent consideration obligations	—	—	(17)	(17)
Total	$ —	$ (1)	$ (17)	$ (18)

Financial assets:	Fair Value Measurements at December 31, 2025 Level 1	Level 2	Level 3	Total
Derivatives designated as hedge instruments:				
Cash flow hedges:				
Interest rate swaps	$ —	$ 1	$ —	$ 1
Cross-currency contracts	—	3	—	3
Foreign currency forward contracts	—	—	—	—
Fair value hedges – cross-currency contracts	—	2	—	2
Net investment hedges – cross-currency contracts	—	10	—	10
Derivatives not designated as hedge instruments:				
Foreign currency forward contracts	—	1	—	1
Total	$ —	$ 17	$ —	$ 17
Financial liabilities:				
Derivatives not designated as hedge instruments:				
Foreign currency forward contracts	$ —	$ (5)	$ —	$ (5)
Contingent consideration obligations	—	—	(16)	(16)
Total	$ —	$ (5)	$ (16)	$ (21)

The Company determines the fair value of its derivative instruments designated as hedge instruments using standard pricing models and market-based assumptions for all inputs, including yield curves and spot and forward exchange rates. Accordingly, the Company's derivative instruments are classified as Level 2.

Contingent consideration obligations

The value of the contingent consideration obligations is determined using a probability-weighted discounted cash flow method. This fair value measurement is based on unobservable inputs in the market and thus represents a Level 3 measurement within the fair value hierarchy. This analysis reflects the contractual terms of the purchase agreements (e.g., potential payment amounts, length of measurement periods, manner of calculating any amounts due) and utilizes assumptions with regard to future cash flows, probabilities of achieving such future cash flows, and a discount rate. Depending on the contractual terms of the purchase agreement, the probabilities of achieving future cash flows or earnings generally represent the only significant unobservable inputs. The contingent consideration obligations are measured at fair value each reporting period and changes in estimates of fair value are recognized in earnings.

The table below presents a reconciliation of the fair value of the Company's contingent consideration obligations that use unobservable inputs, as well as other information about the contingent consideration obligations:

	Six Months Ended June 30, 2026
Balance as of December 31, 2025	$ 16
Issuances	3
Settlements	(2)
Balance as of June 30, 2026	$ 17
Number of open contingent consideration arrangements at the end of the period	11
Maximum potential payout at the end of the period	$ 18

At June 30, 2026, the remaining open contingent consideration arrangements are set to expire at various dates through 2028. Level 3 unobservable inputs were used to calculate the fair value adjustments shown in the table above. The fair value adjustments and the related unobservable inputs were not considered significant for the three and six months ended June 30, 2026.

Fair value estimates

The following table presents the carrying amount and fair value of the Company’s variable and fixed rate debt (instruments defined in Note 10 – “Debt”), including current portions and excluding unamortized debt issuance costs. Fair value is estimated by discounting future cash flows at currently available rates for borrowing arrangements with similar terms and conditions, which are considered to be Level 2 inputs under the fair value hierarchy. The interest rates of the variable interest rate long-term debt instruments are generally reset monthly, however can be set quarterly or semi-annually.

	June 30, 2026		December 31, 2025	
	Carrying Value	Fair Value	Carrying Value	Fair Value
2021 Term Loan	$ 2,152	$ 2,149	$ 2,157	$ 2,162
4.125% Senior Notes	337	324	337	327
4.750% Senior Notes	277	270	277	271
5.750% Senior Notes	500	493	—	—

NOTE 8. DERIVATIVES

The Company uses foreign currency forward contracts, cross-currency swaps, and interest rate swaps to manage risks associated with foreign currency exchange rates, net investments in foreign operations, and interest rates. The Company does not hold derivative financial instruments of a speculative nature or for trading purposes. The Company records derivatives as assets and liabilities on the condensed consolidated balance sheets at fair value. Changes in fair value are recognized immediately in earnings unless the derivative qualifies and is designated as a hedge under ASC 815, *Derivatives and Hedging*. Cash flows from derivatives are classified in the condensed consolidated statements of cash flows in the same category as the cash flows from items subject to designated hedge or undesignated (economic) hedge relationships. The Company evaluates hedge effectiveness at inception and on an ongoing basis. If a derivative is no longer expected to be effective, hedge accounting is discontinued.

The Company is exposed to credit risk in the event of nonperformance of counterparties for foreign currency forward exchange contracts, cross-currency swaps, and interest rate swap agreements. The Company monitors its exposure to credit risk by using credit approvals and credit limits and by selecting major global banks and financial institutions as counterparties. The Company does not enter into derivative transactions for trading purposes, and is not party to any derivatives that require collateral to be posted prior to settlement.

Certain of the Company’s derivative transactions are subject to master netting arrangements that allow the Company to net settle contracts with the same counterparties. These arrangements do not call for collateral and no cash collateral had been received or pledged related to the underlying derivatives as of June 30, 2026.

The following table presents the fair value of derivative instruments:

	June 30, 2026			December 31, 2025		
	Outstanding Gross Notional Amount	Other assets	Other noncurrent liabilities	Outstanding Gross Notional Amount	Other assets	Other noncurrent liabilities
Derivatives designated as hedging instruments:						
Cash flow hedges:						
Interest rate swaps	$ 1,840	$ 16	$ —	$ 1,840	$ 1	$ —
Cross-currency contracts	120	5	—	120	3	—
Foreign currency forward contracts	—	—	—	—	—	—
Fair value hedges:						
Cross-currency contracts	689	17	—	689	2	—
Net investment hedges:						
Cross-currency contracts	931	26	—	931	10	—
Total derivatives designated as hedging instruments	3,580	64	—	3,580	16	—
Derivatives not designated as hedging instruments:						
Foreign currency forward contracts	325	4	(1)	312	1	(5)
Total derivatives	$ 3,905	$ 68	$ (1)	$ 3,892	$ 17	$ (5)

The following tables present the after tax effect of derivatives on the condensed consolidated statements of operations:

		Amount of expense (income) recognized in income	
		Three Months Ended June 30,	
Derivatives	Location of expense (income) recognized in the condensed consolidated statements of operations	2026	2025
Cash flow hedging relationships:			
Interest rate swaps	Interest expense, net	$ (1)	$ 7
Cross-currency contracts	Investment expense (income) and other, net	(1)	9
Cross-currency contracts	Interest expense, net	(1)	2
Foreign currency forward contracts	Investment expense (income) and other, net	—	—
Fair value hedging relationships:			
Cross-currency contracts	Investment expense (income) and other, net	(6)	44
Cross-currency contracts	Interest expense, net	—	(2)
Net investment hedging relationships:			
Cross-currency contracts	Interest expense, net	(2)	3
Not designated as hedging instruments:			
Foreign currency forward contracts	Investment expense (income) and other, net	—	—

Derivatives	Location of expense (income) recognized in the condensed consolidated statements of operations	Amount of expense (income) recognized in income — Six Months Ended June 30, 2026	Amount of expense (income) recognized in income — Six Months Ended June 30, 2025
Cash flow hedging relationships:			
Interest rate swaps	Interest expense, net	$ (1)	$ 5
Cross-currency contracts	Investment expense (income) and other, net	(3)	14
Cross-currency contracts	Interest expense, net	(1)	1
Foreign currency forward contracts	Investment expense (income) and other, net	—	—
Fair value hedging relationships:			
Cross-currency contracts	Investment expense (income) and other, net	(16)	61
Cross-currency contracts	Interest expense, net	(1)	(1)
Net investment hedging relationships:			
Cross-currency contracts	Interest expense, net	(6)	2
Not designated as hedging instruments:			
Foreign currency forward contracts	Investment expense (income) and other, net	—	—

Currency Effects

The expense (income) from derivatives designed to offset foreign currency remeasurement gains and losses, recorded in investment expense (income) and other, net were offset by foreign currency transaction gains and losses resulting in a net loss (gain) of $0 and $(1) for the three months ended June 30, 2026 and 2025, respectively, and $1 and $(1) for the six months ended June 30, 2026 and 2025, respectively.

The following tables present the effect of cash flow and fair value hedge accounting on accumulated other comprehensive income (loss) ("AOCI"):

Derivatives	Amount of gain (loss) recognized in other comprehensive income Three Months Ended June 30, 2026	Amount of gain (loss) recognized in other comprehensive income Three Months Ended June 30, 2025	Location of (gain) loss reclassified from AOCI into income	Amount of gain (loss) reclassified from AOCI into income Three Months Ended June 30, 2026	Amount of gain (loss) reclassified from AOCI into income Three Months Ended June 30, 2025
Cash flow hedging relationships:					
Interest rate swaps	$ 6	$ (7)	Interest expense, net	$ —	$ —
Cross-currency contracts	(2)	—	Investment expense (income) and other, net	1	(9)
Forward currency forward contracts	—	—	Investment expense (income) and other, net	—	—
Fair value hedging relationships:					
Cross-currency contracts	(2)	1	Investment expense (income) and other, net	5	(47)
			Interest expense, net	—	—
Net investment hedging relationships:					
Cross-currency contracts	(5)	(20)	Interest expense, net	(3)	1

Derivatives	Amount of gain (loss) recognized in other comprehensive income Six Months Ended June 30, 2026	Amount of gain (loss) recognized in other comprehensive income Six Months Ended June 30, 2025	Location of (gain) loss reclassified from AOCI into income	Amount of gain (loss) reclassified from AOCI into income Six Months Ended June 30, 2026	Amount of gain (loss) reclassified from AOCI into income Six Months Ended June 30, 2025
Cash flow hedging relationships:					
Interest rate swaps	$ 11	$ (18)	Interest expense, net	$ —	$ —
Cross-currency contracts	(1)	2	Investment expense (income) and other, net	3	(14)
Forward currency forward contracts	—	—	Investment expense (income) and other, net	—	—
Fair value hedging relationships:					
Cross-currency contracts	—	1	Investment expense (income) and other, net	16	(60)
			Interest expense, net	—	(2)
Net investment hedging relationships:					
Cross-currency contracts	11	(23)	Interest expense, net	—	—

Cash flow hedges

For derivative instruments that are designated and qualify as cash flow hedges, the gain or loss on the derivative is reported as a component of other comprehensive income and reclassified into earnings in the same period during which the hedged transaction affects earnings. Gains and losses on the derivative representing hedge components excluded from the assessment of effectiveness are recognized in current earnings.

Interest rate swaps

The Company manages its fixed and floating rate debt mix using interest rate swaps. The Company uses interest rate swap contracts to separate interest rate risk management from the debt funding decision. The Company elected a method that does not require continuous evaluation of hedge effectiveness.

The Company has an aggregate $720 notional amount interest rate swap ("2026 Interest Rate Swap") and aggregate $400 notional swaps ("2028 Interest Rate Swap"). The 2026 Interest Rate Swap exchanges a variable rate of interest (SOFR) for an average fixed rate of interest of approximately 3.59% over the term of the agreement, which matures in October 2026. The

2028 Interest Rate Swap exchanges a variable rate of interest (SOFR) for an average fixed rate of interest of approximately 3.41% over the term of the agreements, which mature in January 2028.

During 2024, the Company entered into a $720 notional amount forward starting interest rate swap that exchanges a variable rate of interest (SOFR) for an average fixed rate of interest of approximately 3.13% over the term of the agreement, commencing in October 2026 and maturing in January 2029 ("2029 Interest Rate Swap"). Upon commencement, the 2029 Interest Rate Swap will cover the remainder of the interest payments starting in October 2026 to the maturity of the 2021 Term Loan.

As of June 30, 2026, the Company had $1,840 notional amount outstanding in the 2026 Interest Rate Swap, the 2028 Interest Rate Swap, and the 2029 Interest Rate Swap. The Company has designated these swaps as cash flow hedges of the interest rate risk attributable to forecasted variable interest (SOFR) payments for its SOFR based term loan of $2,152. As of June 30, 2026, the weighted average fixed rate of interest on these swaps was approximately 3.52%. Variations in the assets and liability balances related to the swaps are primarily driven by changes in the applicable forward yield curves related to SOFR.

Cross-currency swaps

The Company enters into cross-currency exchange contracts utilized to hedge against the effect of exchange rate fluctuations on cash flows denominated in foreign currencies and to hedge exposures of certain intercompany loans subject to changes in foreign currency exchange rates. The Company periodically assesses whether its currency exchange contracts are effective, and when a contract is determined to be no longer effective as a hedge, the Company discontinues hedge accounting prospectively.

During 2021, the Company entered into two cross-currency swaps designated as cash flow hedges with gross notional U.S. dollar ("USD") equivalent amounts of $26 and $94 with maturity dates of September 2027 and 2030, respectively.

Foreign currency forward contracts

The Company utilizes foreign currency forward contracts to hedge the effect of foreign currency exchange rate fluctuations on forecasted foreign currency transactions, including inventory purchases and intercompany charges and other payments. These forward contracts are designated as cash flow hedges. The changes in fair value of these contracts are recorded in other comprehensive income until the hedged items affect earnings, at which time the hedge gain or loss is reclassified into current earnings. The Company periodically assesses whether its currency exchange contracts are effective, and when a contract is determined to be no longer effective as a hedge, the Company discontinues hedge accounting prospectively.

Fair value hedges

The Company uses cross-currency swaps designated as fair value hedges to manage exposure from intercompany loans subject to foreign exchange risks. During 2024, an Australian dollars ("AUD") swap with a notional amount of $16 and a maturity date in June 2029 was added to the existing British pounds ("GBP"), Canadian dollars ("CAD"), and Euros ("EUR") swaps, which had a total notional amount of $721 and a maturity date in January 2027. During 2025, the Company partially terminated its CAD swap, resulting in the reclassification of $2 of losses from AOCI to interest expense, net in its consolidated statements of operations. Following the partial termination of the CAD swap, the remaining notional amount outstanding as of June 30, 2026 was $689. Subsequent to June 30, 2026, the Company rolled an existing foreign currency forward into an incremental CAD to USD cross-currency swap with a notional amount of $231 and a maturity date in January 2032.

The Company measures the effectiveness of fair value hedges on a spot-to-spot basis. Accordingly, the spot-to-spot change in the derivative fair values are recorded in the consolidated statements of operations and perfectly offset the spot-to-spot change in the underlying intercompany loans, and as such, these hedges are deemed highly effective. The excluded component of the fair values of these derivatives is reported in AOCI within shareholders' equity in the consolidated balance sheets. Any cash flows associated with these instruments are included in operating activities in the consolidated statements of cash flows.

Net investment hedges

The Company has net investments in foreign subsidiaries subject to changes in foreign currency exchange rates. During the second quarter of 2025, the Company entered into a $701 notional foreign currency swap designated as a net investment hedge ("2025 net investment hedge") for a portion of the Company's net investments in Euro-denominated subsidiaries. In 2021, the Company entered into a $230 notional foreign currency swap designated as a net investment hedge ("2021 net investment hedge") for a portion of the Company's net investments in Euro-denominated subsidiaries. Gains and losses resulting from a change in fair value of the net investment hedges are offset by gains and losses on the underlying foreign currency exposure and are included in AOCI in the condensed consolidated balance sheets. The Company evaluates the effectiveness of its net investment hedges at inception and on an ongoing basis. If a net investment hedge is no longer expected to be effective, the Company discontinues hedge accounting prospectively.

In 2021, the Company amended the critical terms of the 2021 net investment hedge by extending the maturity date to July 2029 and modifying the USD and EUR coupons. The amended swap was redesignated as a net investment hedge and is recorded at fair value with changes recorded in AOCI. The initial net investment hedge was dedesignated. The fair value previously recognized in AOCI related to interest rate movements of the dedesignated swap is being amortized to interest expense on a straight-line basis through the third quarter of 2029 and is less than $1 annually.

Foreign currency contracts

The Company also utilizes foreign currency forward contracts to hedge the effect of foreign currency exchange rate fluctuations on confirmed foreign currency transactions, including inventory purchases, intercompany charges, loans, and other payments. These forward contracts are undesignated for hedge accounting purposes. The changes in fair value of these contracts are recorded in investment expense (income) and other, net.

NOTE 9. PROPERTY AND EQUIPMENT, NET

The components of property and equipment, net as of June 30, 2026 and December 31, 2025 are as follows:

	Estimated Useful Lives (In Years)	June 30, 2026	December 31, 2025
Land	N/A	$ 22	$ 20
Building	39	90	86
Machinery, equipment, and office equipment	1-20	453	429
Autos and trucks	4-10	152	138
Leasehold improvements	1-15	70	65
Total cost		787	738
Accumulated depreciation		(358)	(341)
Property and equipment, net		$ 429	$ 397

Depreciation expense related to property and equipment, including finance leases, was $21 and $22 during the three months ended June 30, 2026 and 2025, respectively, and $42 during the six months ended June 30, 2026 and 2025. Depreciation expense is included within cost of revenues and selling, general, and administrative expenses in the condensed consolidated statements of operations.

NOTE 10. DEBT

Debt obligations consist of the following:

	Maturity Date	June 30, 2026	December 31, 2025
Term loan facility			
2021 Term Loan	May 14, 2033	$ 2,152	$ 2,157
Revolving Credit Facility	May 14, 2031	280	—
Senior notes			
4.125% Senior Notes	July 15, 2029	337	337
4.750% Senior Notes	October 15, 2029	277	277
5.750% Senior Notes	June 1, 2034	500	—
Other obligations		5	5
Total debt obligations		3,551	2,776
Less: unamortized deferred financing costs		(28)	(17)
Total debt, net of deferred financing costs		3,523	2,759
Less: short-term and current portion of long-term debt		(306)	(5)
Long-term debt, less current portion		$ 3,217	$ 2,754

Term loan facility

As of June 30, 2026, the Company had $2,152 of principal outstanding under the incremental term loan (the "2021 Term Loan") with a maturity date of May 14, 2033. During the six months ended June 30, 2026, the Company made payments of $5 on the term loan. The interest rate applicable to the 2021 Term Loan is, at the Company's option, either (1) a base rate plus an applicable margin equal to 0.75% or (2) Term SOFR rate (adjusted for statutory reserves) plus an applicable margin equal to 1.75%.

The interest rate applicable to borrowings under the $1,000 five-year senior secured revolving credit facility (the “Revolving Credit Facility”) is, at the Company’s option, either (1) a base rate plus an applicable margin equal to 0.25%, or (2) a Term SOFR rate (adjusted for statutory reserves) plus an applicable margin equal to 1.25%.

As of June 30, 2026 and December 31, 2025, the Company had $280 and $0 outstanding under the Revolving Credit Facility, and $714 and $745 was available at June 30, 2026 and December 31, 2025, respectively, after giving effect to $6 and $5 of outstanding letters of credit, respectively.

During the second quarter of 2026, the Company completed its Ninth Amendment to its credit agreement, upsizing and extending the Revolving Credit Facility, and extending the 2021 Term Loan. The amendment increased the Revolving Credit Facility by $250, from $750 to $1,000, increased the letter of credit sublimit from $250 to $300, extended the maturity date of the Revolving Credit Facility to May 14, 2031, and extended the maturity date of the 2021 Term Loan to May 14, 2033.

During 2025, the Company completed its Eighth Amendment to its credit agreement, which increased the Revolving Credit Facility from $500 to $750, extended the facility's maturity to five years from the date of the Eighth Amendment, reduced the applicable margin by 75 basis points, and eliminated the credit spread adjustment ("CSA") applicable to the Revolving Credit Facility. The Company also completed its Seventh Amendment to its credit agreement, repricing the 2021 Term Loan. The repricing reduced the applicable margin on the 2021 Term Loan by 25 basis points.

During 2024, the Company completed its Sixth Amendment to its credit agreement, refinancing the 2021 Term Loan by increasing its principal amount by approximately $550, lowering the interest margin by 50 basis points, and removing the CSA. The Company also completed its Fifth Amendment to its credit agreement, upsizing its 2021 Term Loan by a principal amount equal to $300.

As of June 30, 2026 and December 31, 2025, the Company was in compliance with all applicable debt covenants.

Swap activity

As of June 30, 2026, the Company had the 2026 Interest Rate Swap with $720 of notional value, exchanging one-month SOFR for a fixed rate of 3.59% per annum and the 2028 Interest Rate Swap with aggregate $400 notional value, exchanging one-month SOFR for a rate of 3.41%. Accordingly, the Company's fixed interest rate per annum on the swapped $720 notional value of the term loans is 5.34% and the swapped $400 notional value of the term loans is 5.16% through the maturity of the swaps. The remaining $1,032 of the term loan balance will bear interest based on one-month SOFR plus 175 basis points, and the rate will fluctuate as SOFR fluctuates. During 2024, the Company entered into a $720 notional amount forward starting interest rate swap commencing in October 2026 and maturing in January 2029 that exchanges a variable rate of interest (SOFR) for an average fixed rate of interest of approximately 3.13% over the term of the agreement. Refer to Note 8 – "Derivatives" for additional information.

Senior notes

4.125% Senior Notes

During 2021, the Company completed a private offering of $350 aggregate principal amount of 4.125% Senior Notes due 2029 (the “4.125% Senior Notes”) issued under an indenture dated June 22, 2021. The 4.125% Senior Notes are fully and unconditionally guaranteed on a senior unsecured basis by the Company and certain of the Company’s subsidiaries. The balance as of June 30, 2026 was $337.

4.750% Senior Notes

During 2021, the Company completed a private offering of $300 aggregate principal amount of 4.750% Senior Notes due 2029 (the "4.750% Senior Notes") issued under an indenture dated October 21, 2021, as supplemented by a supplemental indenture dated January 3, 2022. The 4.750% Senior Notes are fully and unconditionally guaranteed on a senior unsecured basis by the Company and certain of the Company's subsidiaries. The balance as of June 30, 2026 was $277.

5.750% *Senior Notes*

During the second quarter of 2026, the Company completed a private offering of $500 aggregate principal amount of 5.750% Senior Notes due 2034 (the "5.750% Senior Notes") issued under an indenture dated May 14, 2026. The Company used the net proceeds from the offering for general corporate purposes, including funding previously announced acquisitions and related fees and expenses. The 5.750% Senior Notes are fully and unconditionally guaranteed on a senior unsecured basis by the Company and certain of the Company's subsidiaries. The balance as of June 30, 2026 was $500.

The Company was in compliance with all covenants contained in the indentures for the 4.125% Senior Notes and 4.750% Senior Notes as of June 30, 2026 and December 31, 2025, and for the 5.750% Senior Notes as of June 30, 2026.

Other obligations

As of June 30, 2026 and December 31, 2025, the Company had $5 in short-term loans outstanding for working capital purposes and the acquisition of equipment and vehicles.

NOTE 11. INCOME TAXES

The Company’s quarterly income tax provision is measured using an estimate of its consolidated annual effective tax rate, adjusted in the current period for discrete income tax items, within the periods presented. The Company’s effective tax rate was 28.0% and 28.7% for the three months ended June 30, 2026 and 2025, respectively, and 25.2% and 27.1% for the six months ended June 30, 2026, and 2025, respectively. The decrease in the effective tax rate between the periods was primarily due to the increase in windfall tax benefit for vested shares in the current year. The difference between the effective tax rate and the statutory U.S. federal income tax rate of 21.0% for the three and six months ended June 30, 2026 and 2025 is due to the windfall tax benefit for vested shares partially offset by nondeductible permanent items, taxes on foreign earnings in jurisdictions that have higher tax rates, and state taxes.

As of June 30, 2026, the Company’s deferred tax assets included a valuation allowance of $105 primarily related to certain net operating loss, capital loss, and tax credit carryforwards of the Company’s foreign subsidiaries. The factors used to assess the likelihood of realization were the past performance of the related entities, forecasts of future taxable income, future reversal of existing taxable temporary differences, and available tax planning strategies that could be implemented to realize the deferred tax assets. The ability or failure to achieve the forecasted taxable income in these entities could affect the ultimate realization of deferred tax assets.

As of June 30, 2026, the Company had gross federal, state, and foreign net operating loss carryforwards of approximately $1, $20, and $67, respectively, foreign capital loss carryforwards of $217, and foreign credit carryforwards of $39. The federal net operating losses can be carried forward indefinitely. The state net operating losses have carryforward periods of five to twenty years and begin to expire in 2029. The foreign attributes generally have carryforward periods of twenty years, which begin to expire in 2026, or can be carried forward indefinitely, subject to utilization rules.

The Company's liability for unrecognized tax benefits is recorded within other noncurrent liabilities in the condensed consolidated balance sheets and recognizes interest and penalties accrued related to unrecognized tax benefits in the income tax provision in the condensed consolidated statements of operations. As of June 30, 2026 and December 31, 2025, the total gross unrecognized tax benefits were $9. The Company accrued gross interest and penalties as of June 30, 2026 and December 31, 2025 of $4. During the three and six months ended June 30, 2026 and 2025, the Company recognized net interest expense of less than $1 for all periods.

If all of the Company's unrecognized tax benefits as of June 30, 2026 were recognized, $12 would impact the Company's effective tax rate.

The Company files income tax returns in the U.S. federal jurisdiction, and various state, local, and foreign jurisdictions. As of June 30, 2026, with few exceptions, neither the Company nor its subsidiaries are subject to examination prior to tax year 2015. There are various other audits in state and foreign jurisdictions.

On July 4, 2025, the "One Big Beautiful Bill Act" was enacted into law. The legislation includes several changes to federal tax law including permanent extension of certain expiring Tax Cuts and Jobs Act provisions and modifications to US taxation of foreign activity. Certain provisions are effective for 2026. The Company has evaluated the impact of the legislation and incorporated the applicable tax provisions into its condensed consolidated financial statements for the current reporting period.

NOTE 12. EMPLOYEE BENEFIT PLANS

Defined benefit pension plans

The Company sponsors both funded and unfunded foreign defined benefit pension plans that cover a portion of the Company's employees, and the largest plans are closed to new participants and frozen for accrual of future service.

The components of the net periodic pension cost for the defined benefit pension plans are as follows:

	Three Months Ended June 30,	
	2026	2025
Service cost	$ 1	$ 1
Interest cost	16	16
Expected return on plan assets	(16)	(17)
Amortization of actuarial losses	5	6
Net periodic pension cost	$ 6	$ 6

	Six Months Ended June 30,	
	2026	2025
Service cost	$ 2	$ 2
Interest cost	32	32
Expected return on plan assets	(33)	(34)
Amortization of actuarial losses	11	11
Net periodic pension cost	$ 12	$ 11

Multiemployer pension plans

Certain subsidiaries of the Company contribute amounts to multiemployer pension plans and other multiemployer benefit plans and trusts, which are recorded as a component of employee wages and salaries within cost of revenues on the condensed consolidated statements of operations. Contributions are generally based on fixed amounts per hour per employee for employees covered under these plans. Multiemployer plan contribution rates are determined annually and assessed on a pay-as-you-go basis based on union employee payrolls. Union payrolls cannot be determined for future periods because the number of union employees employed at a given time and the plans in which they participate vary depending upon the location, the number of ongoing projects, and the need for union resources in connection with those projects. Total consolidated contributions to multiemployer plans were $29 and $26 during the three months ended June 30, 2026 and 2025, respectively, and $54 and $47 during the six months ended June 30, 2026 and 2025, respectively.

Profit sharing plans

The Company has a trustee-administered profit-sharing retirement plan covering substantially all of the Company's employees in the U.S. not covered by collective bargaining agreements and a profit sharing plan for employees in Canada (collectively, “Profit Sharing Plans”). The Profit Sharing Plans provide for annual discretionary contributions in amounts based on a performance grid as determined by the Company’s directors, which may be settled in shares of the Company's common stock or in cash. In connection with these plans, the Company recognized $4 and $5 in expense for shares distributed to eligible employees during the three months ended June 30, 2026 and 2025, respectively, and $15 and $14 in expense during the six months ended June 30, 2026 and 2025, respectively.

Employee stock purchase plan

Most of the Company’s employees in the U.S. and Canada, including named executive officers, are eligible to participate in the Company’s Employee Stock Purchase Plan (the “ESPP”). Sales of shares of the Company’s common stock under the ESPP are generally made pursuant to offerings that are intended to satisfy the requirements of Section 423 of the Internal Revenue Code. The ESPP permits employees of the Company to purchase common stock at a price equal to 85% of the lesser of (i) the market value of the common stock on the first day of the offering period, or (ii) the market value of the common stock on the purchase date, whichever is lower. Participants are subject to eligibility requirements and may not purchase more than 500 shares in any offering period or more than ten thousand dollars of common stock in a year under the ESPP. The Company recognized $3 and $2 of expense during the three months ended June 30, 2026 and 2025, respectively, and $5 and $4 of expense during the six months ended June 30, 2026 and 2025, respectively.

NOTE 13. RELATED-PARTY TRANSACTIONS

The Company incurred advisory fees of $1 during both the three months ended June 30, 2026 and 2025, and $2 during both the six months ended June 30, 2026 and 2025, in each case payable to Mariposa Capital, LLC, an entity owned by a co-chair of the Company’s Board of Directors. In addition, dividends for Series A Preferred Stock declared as of December 31, 2025 and December 31, 2024 were settled in 15,212,810 shares and 3,815,493 shares, respectively, issued during January 2026 and January 2025, respectively. The shares were issued to Mariposa Acquisition IV, LLC, a related entity that is controlled by a co-chair of the Company's Board of Directors.

From time to time, the Company also enters into other immaterial related-party transactions.

NOTE 14. COMMITMENTS AND CONTINGENCIES

The Company is involved in various litigation matters and is subject to claims from time to time from customers and various government entities. While it is not feasible to determine the outcome of any of these uncertainties, it is the opinion of management that their outcomes will not have a material adverse effect on the financial position, results of operations, or cash flows of the Company.

Environmental obligations

The Company's operations are subject to environmental regulation by various authorities. The Company has accrued for the costs of environmental remediation activities, including but not limited to investigatory, remediation, operating and maintenance costs, and performance guarantees, and periodically reassesses these amounts. Management believes that the likelihood of incurring losses materially in excess of the amounts accrued is remote.

The outstanding liability for these obligations of $12 and $13 was included in other noncurrent liabilities as of June 30, 2026 and December 31, 2025, respectively.

NOTE 15. SHAREHOLDERS' EQUITY AND REDEEMABLE CONVERTIBLE PREFERRED STOCK

Shareholders' equity

Series A Preferred Stock

The Company had 4,000,000 shares of Series A Preferred Stock issued and outstanding as of June 30, 2026 ("Series A Preferred Stock"). As a result of the three-for-two stock split completed in the second quarter of 2025, the Series A Preferred Stock will be convertible into 6,000,000 shares of common stock upon conversion on the last day of 2026, pursuant to the Company's Certificate of Incorporation.

Stock Repurchases

During the second quarter of 2025, the Company's Board of Directors authorized a share repurchase program ("2025 SRP") to purchase up to $1,000 in shares of the Company's common stock. The timing, amount, and manner of any repurchases under the new repurchase program will be determined at the discretion of the Company's leadership based on a number of factors, including the availability of capital, capital allocation alternatives, and market conditions for the common stock. The share repurchase program is open-ended and does not require the Company to acquire any specific number of shares. It may be modified, suspended, extended, or terminated by the Company at any time without prior notice and may be executed through open-market purchases, privately negotiated transactions or otherwise, and the Company may enter into Rule 10b5-1 trading plans in connection with such repurchases. This new authorization replaces the Company's previous share repurchase authorization announced in 2024 ("2024 SRP"). Prior to the new authorization, the Company repurchased 3,095,573 shares of common stock for approximately $75 under the 2024 SRP. During the six months ended June 30, 2026, the Company repurchased 1,586,704 shares of common stock for approximately $66 under the 2025 SRP. As of June 30, 2026, the Company had $934 of authorized repurchases remaining under the 2025 SRP.

Authorized Shares

During the second quarter of 2025, upon the recommendation of the Company's Board of Directors, the Company's shareholders approved an amendment to the Company's Certificate of Incorporation to increase the number of authorized shares of the Company's common stock, par value $0.0001 per share, from 500,000,000 to 1,000,000,000 shares.

Stock Split

During the second quarter of 2025, the Company executed a three-for-two stock split by issuing a stock dividend of one-half of one share of common stock for each share of common stock. No shares of common stock were issued to the holders of the Company's Series A Preferred Stock in connection with the stock split. The Series A Preferred Stock will convert to 6,000,000 shares of common stock upon conversion as a result of the stock split. The Company retained the current par value of $0.0001 per share for all common shares. All references to the number of shares outstanding, issued shares, and per share amounts of the Company's common shares have been restated to reflect the effect of the stock split for all historical periods presented in the Company's accompanying condensed consolidated financial statements and footnotes thereto.

NOTE 16. EARNINGS PER SHARE

Net income is allocated between the Company's common shares and other participating securities based on their participation rights. The Series A Preferred Stock represent participating securities. Earnings attributable to Series A Preferred Stock are not included in earnings attributable to common shares in calculating earnings per common share (the two-class method). For periods of net loss, there is no impact from the two-class method on earnings per share ("EPS") as net loss is allocated to common shares because Series A Preferred Stock shares are not contractually obligated to share the loss.

The following table sets forth the computation of earnings per common share using the two-class method. The dilutive effect of outstanding Series A Preferred Stock and the Series A Preferred Stock dividend is reflected in diluted EPS using the if-converted method and restricted shares and performance shares are reflected using the treasury stock method. For periods of net loss, basic and diluted EPS are the same, as the assumed exercise of Series A Preferred Stock, restricted shares, and performance shares are anti-dilutive. (Amounts in millions, except share and per share amounts.)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2026	2025	2026	2025
Basic earnings per common share:				
Net income	$ 99	$ 77	$ 156	$ 112
Income allocable to Series A Preferred Stock	(10)	(8)	(16)	(12)
Net income attributable to common shareholders	$ 89	$ 69	$ 140	$ 100
Weighted average shares outstanding - basic	432,738,694	415,269,213	432,114,533	415,560,022
Income per common share - basic	$ 0.21	$ 0.17	$ 0.32	$ 0.24
Diluted earnings per common share:				
Net income	$ 99	$ 77	$ 156	$ 112
Income allocable to Series A Preferred Stock	(10)	(8)	(16)	(12)
Net income attributable to common shareholders - diluted	$ 89	$ 69	$ 140	$ 100
Weighted average shares outstanding - basic	432,738,694	415,269,213	432,114,533	415,560,022
Dilutive securities: [(1)]				
Restricted stock units	998,511	1,163,959	1,350,118	1,103,563
Shares issuable pursuant to the Series A Preferred Stock dividend [(2)]	3,159,305	11,216,378	2,523,836	5,608,189
Weighted average shares outstanding - diluted	436,896,510	427,649,550	435,988,487	422,271,774
Income per common share - diluted	$ 0.20	$ 0.16	$ 0.32	$ 0.24

(1) For all periods presented, 4,000,000 shares of Series A Preferred Stock were excluded from the calculation of diluted shares as their inclusion would be anti-dilutive. These shares are convertible to 6,000,000 common shares, as a result of the June 30, 2025 stock split. For additional information regarding the stock split, see Note 15 – "Shareholders' Equity and Redeemable Convertible Preferred Stock."

(2) For the three and six months ended June 30, 2026 and 2025, dilutive securities include common share equivalents which represent the annual dividend, payable in the form of common shares or cash at the Company's sole option, that Series A Preferred Shares would be entitled to receive assuming that the volume weighted average price of the Company's common shares for the last ten trading days of the period would be the same average price during the last ten trading days of the calendar year. The holders of the Series A Preferred Stock are entitled to receive an annual dividend based on the increase in the market price of the Company's common stock (the "Annual Dividend Amount"). The Annual Dividend Amount is equal to 20% of the increase in the volume-weighted average market price per share of the Company's common shares for the last ten trading days of the calendar year, multiplied by 211,791,957 shares. During 2026, the Annual Dividend amount was calculated based on the appreciation of the Company's share price over the highest previously used share price of $38.8096. During 2025, the Annual Dividend amount was calculated based on the appreciation of the Company's share price over the highest previously used share price of $24.8713.

NOTE 17. SEGMENT INFORMATION

The Company manages its operations under three operating segments which represent the Company's two reportable segments: Safety Services, comprised of the North American Life Safety and International Life Safety operating segments, and Specialty Services. This structure is generally comprised of various businesses related to contracted services, inspections, and monitoring of industrial and commercial facilities. The segments have separate management and have results that are regularly reviewed by the Chief Executive Officer and President, who acts as the Company's Chief Operating Decision Maker ("CODM"), for the purpose of allocating resources and evaluating performance, identifying them as separate reportable segments.

The Safety Services segment focuses on fire and life safety solutions, electronic security systems, and elevators and escalators, including the design, installation, inspection, service, and monitoring of these systems. The work performed within this segment spans across a diverse mix of end markets with a focus on high tech services, advanced manufacturing, healthcare, fulfillment and distribution centers, and critical infrastructure.

The Specialty Services segment provides a variety of specialty contracting, fabrication and distribution, and infrastructure and utility services. The work within this segment spans across a diverse mix of end markets with a focus on high tech services, healthcare, and critical infrastructure throughout North America.

The accounting policies of the reportable segments are the same as those described in Note 1 – "Basis of Presentation and Significant Accounting Policies." All intercompany transactions and balances are eliminated in consolidation. Intercompany revenues and costs between entities within a reportable segment are eliminated to arrive at segment totals, and eliminations between segments are separately presented.

Segment earnings is the measure of profitability used by the CODM to manage the segments and, accordingly, in segment reporting. Segment earnings is defined as earnings before interest, taxes, depreciation, and amortization and after adjustments for non-recurring items. Adjustments include expenses that management deems are non-recurring in nature and not indicative of the Company's core operating results. These adjustments include contingent consideration and compensation, non-service pension cost, systems and business enablement expenses, business process transformation expenses, acquisition and divestiture related expenses, restructuring program related costs, and other miscellaneous items.

The CODM establishes budgets for the segments, including growth of segment earnings. The CODM considers segment earnings budget-to-actual variances when making decisions about allocating capital to the segments. Segment earnings is also used in the compensation of certain employees and to assess the performance of each segment by regularly comparing the results of each segment with forecasted amounts. The CODM uses segment earnings to evaluate the Company's performance, both internally and as compared with its peers, because it excludes certain items that may not be indicative of the Company's core operating results for its reportable segments. The CODM does not review assets and capital expenditures by segment.

Summarized financial information for the Company’s reportable segments are presented and reconciled to consolidated financial information in the following tables, including a reconciliation of segment earnings to income before income taxes:

	Three Months Ended June 30, 2026		
	Safety Services	Specialty Services	Total
Revenues from external customers	$ 1,481	$ 773	$ 2,254
Intersegment revenues	1	—	1
Net revenues	1,482	773	2,255
Reconciliation of revenue:			
Elimination of intersegment revenues			(1)
Total consolidated revenues			$ 2,254
Less: [(a)]			
Segment cost of revenues[(b)]	927	624	
Segment operating expenses [(c)]	314	71	
Plus:			
Segment other income/expense	2	4	
Depreciation	9	10	
Segment earnings	$ 252	$ 92	$ 344
Reconciliation of profit/(loss):			
Corporate/other profit/(loss) [(d)]			(33)
Interest expense, net			(36)
Depreciation			(21)
Amortization			(68)
Contingent consideration and compensation			1
Non-service pension cost			(5)
Systems and business enablement			(25)
Business process transformation expenses			—
Acquisition and divestiture related expenses			(9)
Restructuring program related costs			—
Other			(10)
Income before income taxes			$ 138

(a) The significant expense categories and amounts align with the segment-level information that is regularly provided to the CODM. Intersegment expenses are included within the amounts shown and amortization expense is excluded from the amounts shown.

(b) Segment cost of revenues consists of costs such as direct labor, materials, subcontract costs and indirect costs related to contract performance, adjusted for non-recurring items.

(c) Segment operating expenses consist primarily of compensation and associated costs for sales and corporate marketing, administrative expenses associated with accounting, finance, legal, information systems, leadership development, and other corporate expenses, adjusted for non-recurring items.

(d) Corporate/other profit/(loss) includes amounts related to corporate functions such as administrative costs, professional fees, and other discrete items.

	Three Months Ended June 30, 2025		
	Safety Services	Specialty Services	Total
Revenues from external customers	$ 1,361	$ 629	$ 1,990
Intersegment revenues	1	—	1
Net revenues	1,362	629	1,991
Reconciliation of revenue:			
Elimination of intersegment revenues			(1)
Total consolidated revenues			$ 1,990
Less: [(a)]			
Segment cost of revenues [(b)]	856	516	
Segment operating expenses [(c)]	285	58	
Plus:			
Segment other income/expense	1	5	
Depreciation	10	11	
Segment earnings	$ 232	$ 71	$ 303
Reconciliation of profit/(loss):			
Corporate/other profit/(loss) [(d)]			(31)
Interest expense, net			(37)
Depreciation			(22)
Amortization			(59)
Contingent consideration and compensation			—
Non-service pension cost			(5)
Systems and business enablement			(18)
Business process transformation expenses			—
Acquisition and divestiture related expenses			(11)
Restructuring program related costs			(11)
Other			(1)
Income before income taxes			$ 108

(a) The significant expense categories and amounts align with the segment-level information that is regularly provided to the CODM. Intersegment expenses are included within the amounts shown and amortization expense is excluded from the amounts shown.

(b) Segment cost of revenues consists of costs such as direct labor, materials, subcontract costs and indirect costs related to contract performance, adjusted for non-recurring items.

(c) Segment operating expenses consist primarily of compensation and associated costs for sales and corporate marketing, administrative expenses associated with accounting, finance, legal, information systems, leadership development, and other corporate expenses, adjusted for non-recurring items.

(d) Corporate/other profit/(loss) includes amounts related to corporate functions such as administrative costs, professional fees, and other discrete items.

	Six Months Ended June 30, 2026		
	Safety Services	Specialty Services	Total
Revenues from external customers	$ 2,896	$ 1,340	$ 4,236
Intersegment revenues	1	2	3
Net revenues	2,897	1,342	4,239
Reconciliation of revenue:			
Elimination of intersegment revenues			(3)
Total consolidated revenues			$ 4,236
Less: [(a)]			
Segment cost of revenues[(b)]	1,815	1,100	
Segment operating expenses [(c)]	620	138	
Plus:			
Segment other income/expense	2	7	
Depreciation	18	20	
Segment earnings	$ 482	$ 131	$ 613
Reconciliation of profit/(loss):			
Corporate/other profit/(loss) [(d)]			(67)
Interest expense, net			(66)
Depreciation			(42)
Amortization			(131)
Contingent consideration and compensation			1
Non-service pension cost			(10)
Systems and business enablement			(52)
Business process transformation expenses			—
Acquisition and divestiture related expenses			(28)
Restructuring program related costs			—
Other			(9)
Income before income taxes			$ 209

(a) The significant expense categories and amounts align with the segment-level information that is regularly provided to the CODM. Intersegment expenses are included within the amounts shown and amortization expense is excluded from the amounts shown.

(b) Segment cost of revenues consists of costs such as direct labor, materials, subcontract costs and indirect costs related to contract performance, adjusted for non-recurring items.

(c) Segment operating expenses consist primarily of compensation and associated costs for sales and corporate marketing, administrative expenses associated with accounting, finance, legal, information systems, leadership development, and other corporate expenses, adjusted for non-recurring items.

(d) Corporate/other profit/(loss) includes amounts related to corporate functions such as administrative costs, professional fees, and other discrete items.

	Six Months Ended June 30, 2025		
	Safety Services	Specialty Services	Total
Revenues from external customers	$ 2,628	$ 1,081	$ 3,709
Intersegment revenues	1	1	2
Net revenues	2,629	1,082	3,711
Reconciliation of revenue:			
Elimination of intersegment revenues			(2)
Total consolidated revenues			$ 3,709
Less: [(a)]			
Segment cost of revenues [(b)]	1,654	893	
Segment operating expenses [(c)]	563	120	
Plus:			
Segment other income/expense	1	9	
Depreciation	18	22	
Segment earnings	$ 431	$ 100	$ 531
Reconciliation of profit/(loss):			
Corporate/other profit/(loss) [(d)]			(66)
Interest expense, net			(75)
Depreciation			(42)
Amortization			(119)
Contingent consideration and compensation			(1)
Non-service pension cost			(9)
Systems and business enablement			(30)
Business process transformation expenses			(4)
Acquisition and divestiture related expenses			(14)
Restructuring program related costs			(14)
Other			(3)
Income before income taxes			$ 154

(a) The significant expense categories and amounts align with the segment-level information that is regularly provided to the CODM. Intersegment expenses are included within the amounts shown and amortization expense is excluded from the amounts shown.

(b) Segment cost of revenues consists of costs such as direct labor, materials, subcontract costs and indirect costs related to contract performance, adjusted for non-recurring items.

(c) Segment operating expenses consist primarily of compensation and associated costs for sales and corporate marketing, administrative expenses associated with accounting, finance, legal, information systems, leadership development, and other corporate expenses, adjusted for non-recurring items.

(d) Corporate/other profit/(loss) includes amounts related to corporate functions such as administrative costs, professional fees, and other discrete items.

NOTE 18. SUBSEQUENT EVENTS

On July 1, 2026, the Company completed the acquisition of WTech Fire Group ("WTech"), a leading provider of fire sprinkler, suppression, and detection solutions across Europe. The total consideration transferred by the Company consists of approximately $394 in cash paid at closing. In conjunction with the acquisition, the Company entered into a USD to GBP cross-currency swap for a notional amount of $400 with a maturity date in June 2027 to manage foreign exchange risks associated with a new intercompany loan.

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This quarterly report contains “forward-looking statements” within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 (the "Exchange Act"). These forward-looking statements are based on beliefs and assumptions as of the date such statements are made and are subject to risks and uncertainties. These forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. In some cases, you can identify forward-looking statements by terms including "expect, "anticipate," "project," "will," "should," "believe," "intend," "plan," "estimate," "potential," "target," "would," and variations of similar words and similar expressions, although not all forward-looking statements contain these identifying terms.

These forward-looking statements are based on our current expectations and assumptions and on information currently available to management and include, among others, statements regarding, as of the date such statements are made:

- our beliefs and expectations regarding our business strategies and competitive strengths;
- our beliefs regarding procurement challenges and the nature of our contractual arrangements and renewal rates and their impact on our future financial results;
- our beliefs regarding our acquisition and divestiture platform and ability to execute acquisitions and divestitures and successfully integrate strategic acquisitions;
- our beliefs regarding the future demand for our services, the seasonal and cyclical volatility of our business, financial condition, results of operations, and cash flows;
- our beliefs regarding the recurring and repeat nature of our business, customers and revenues, and its impact on our cash flows and organic growth opportunities and our belief that it helps mitigate the impact of economic downturns;
- our intent to continue to grow our business, both organically and through acquisitions, and our beliefs regarding the impact of our business strategies on our growth;
- our beliefs regarding our customer relationships and plans to grow existing business and expand service offerings;
- our beliefs regarding our ability to pass along price increases in supplies and materials to our customers;
- our expectations regarding the cost of compliance with laws and regulations;
- our expectations regarding labor matters;
- our beliefs regarding market risk, including our exposure to foreign currency fluctuations, and our ability to mitigate that risk;
- our expectations and beliefs regarding accounting and tax matters;
- our beliefs regarding the effectiveness of the design and operation of our internal control over financial reporting;
- our expectations regarding future capital expenditures;
- our expectations regarding our enterprise resource planning systems implementations;
- our expectations regarding future pension contributions; and
- our beliefs regarding the sufficiency of our current sources of liquidity to fund our future liquidity requirements, our expectations regarding the types of future liquidity requirements, and our expectations regarding the availability of future sources of liquidity.

These forward-looking statements are subject to a number of known and unknown risks, uncertainties, and assumptions, including those described in “Management’s Discussion and Analysis of Financial Condition and Results of Operations,” and elsewhere in this quarterly report and in our Annual Report on Form 10-K, filed on February 25, 2026, including those described under “Cautionary Note Regarding Forward Looking Statements” and “Risk Factors” in such Form 10-K, and other filings we make with the SEC. In light of these risks, uncertainties, and assumptions, the forward-looking events and circumstances discussed in this quarterly report may not occur, and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements. Important factors that may materially affect the forward-looking statements include the following:

- we operate in both domestic and international markets, which subjects us to economic, political, and other risks;
- we may not implement our new enterprise resource planning systems successfully, on time, and on budget;
- as we increase our reliance on cloud-based applications and platforms to operate our businesses, any disruption or interference with these platforms could adversely affect our financial condition and results of operations;
- improperly managed projects or project delays may result in additional costs or claims against us;
- we are a decentralized company and place significant decision-making authority with our subsidiaries' leadership, supported by certain integrated policies and processes;
- as part of our business strategy, we rely on our ability to successfully execute acquisitions and divestitures and to integrate acquired businesses into our operations, and our inability to do so could adversely affect our business and results of operations;
- higher interest rates increase the interest costs on our credit facilities and on our other floating rate indebtedness and could impact adversely our ability to refinance existing indebtedness or to sell assets;
- adverse developments in the credit markets could adversely affect funding of significant projects and our ability to secure financing, take advantage of acquisition opportunities, or achieve our growth objectives;
- our level of indebtedness, and the associated compliance obligations contained in the financial covenants in our credit facilities and restrictions on our operations set forth in the Credit Agreement (as later defined), increases the potential negative impact of interest rate increases and creates risks to our cash flow and operating flexibility;
- a significant portion of our revenue is recognized over time based on estimates of contract revenue, costs, and profitability, and our reliance on such projections carries risk of a reduction or reversal of previously recorded revenue or profits;
- we are self-insured against many potential liabilities, which makes estimating our future expenses for claims difficult and which increases the financial risks associated with the realization of such potential liabilities;
- we carry a significant amount of goodwill, identifiable intangible assets, and fixed assets that are subject to impairment in the future under certain circumstances;
- any shortfalls in our operation and maintenance of effective controls over financial reporting creates certain risks;
- we may not accurately estimate the costs associated with services provided under fixed price contracts;
- a portion of our contracts allocate the risks of price increases in supplies and materials to us;
- our contracts portfolio contains many highly-regulated government contracts and guaranties of subsidiary contracts, which present elevated risks in the event of contract breach, as well as elevated risks in the event of changes in spending or budgetary priorities, or delays in contract awards;
- our backlog is subject to reduction or cancellation, and revenues may be realized in different periods than initially reflected in backlog;
- we maintain a workforce based upon current and anticipated workloads. We could incur significant costs and reduced profitability from underutilization of our workforce if we do not receive future contract awards, if contract awards are delayed, or if there is a significant reduction in the level of services we provide. Additionally, shortages of skilled labor could impede our ability to provide timely, cost-effective services to our customers;
- a large portion of our workforce is covered by collective bargaining agreements, works council arrangements and pension plans, which limits our discretion in the management of covered employees, carries a risk of strikes or other concerted activities that may impair our operations, subjects us to potential works council claims and litigation and imposes obligations to fund certain pension plans;
- we are vulnerable to the economic conditions affecting the industries we serve, including the construction, technology, energy exploration, and related industries, which present risks of a decline in demand for our

services or in the financial condition of our customers and their ability and willingness to invest in infrastructure projects;

- a portion of our expected future growth is based on the ability and willingness of public and private entities to invest in infrastructure;
- our business is subject to operational hazards due to the nature of services we provide and the conditions in which we operate, including some factors which may be outside of our control, including electricity, fires, explosions, mechanical failures and weather-related incidents;
- in our business we face regular litigation across a broad range of claims, including health, safety, and environmental regulation proceedings, as well as costs related to damages we may be assessed relating to our contractual obligations, or as a result of product liability claims against our customers;
- our success ultimately depends on our ability to successfully compete in the highly competitive industries and markets we serve, which may be jeopardized by the loss of key senior leadership personnel or a shortage of highly skilled personnel;
- certain of the markets we serve are seasonal, and our projects can be negatively impacted by poor or extreme weather;
- we operate as a holding company, and as such rely on our subsidiaries to provide cash for our operations and obligations, including distributions and dividends, if any;
- we have outstanding equity instruments that require us to issue additional shares of common stock in the future and we may issue additional preferred stock or make other changes to our ownership structure to generate additional capital. These activities may dilute your ownership interests and, among other reasons, reduce the value of our common stock;
- we may issue preferred stock in the future and the terms of the preferred stock may reduce the value of our common stock;
- as part of our incorporation and bylaws in Delaware, we are subject to certain provisions that limit stockholders' actions;
- our stock price may be volatile and, as a result, stockholders could lose a significant portion or all of their investment;
- we maintain confidential data and information which exposes us to risks associated with cybersecurity incidents and compliance with data privacy and security laws, identity protection and information security; and
- we face risks associated with deterioration in our performance of services, increases in healthcare costs, significant employee misconduct, adverse regulatory changes and changes in accounting principles, all of which may negatively impact our operations and financial results.

The factors identified above are believed to be important factors, but not necessarily all of the important factors, which could cause actual results to differ materially from those expressed in any forward-looking statement made by us. Other factors not discussed herein could also have a material adverse effect on us. You should not rely upon forward-looking statements as predictions of future events. Although we believe the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, level of activity, performance or achievements. These forward-looking statements speak only as of the date of this quarterly report. We assume no obligation to update or revise these forward-looking statements for any reason, even if new information becomes available in the future, except as required by applicable law.

All forward-looking statements attributable to us are expressly qualified in their entirety by these cautionary statements as well as others made in this quarterly report and hereafter in our other SEC filings and public communications. You should evaluate all forward-looking statements made by us in the context of these risks and uncertainties.

ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

This Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") section should be read in conjunction with the interim unaudited condensed consolidated financial statements (the "Interim Statements") and related notes included in this quarterly report, and the Company's 2025 audited annual consolidated financial statements, the related notes thereto and under the heading "Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations" and other disclosures contained in our Annual Report on Form 10-K, including financial results for the year ended December 31, 2025. This discussion contains forward-looking statements that involve risks and uncertainties. Actual results may differ materially from those discussed in these forward-looking statements. Factors that might cause a difference include, but are not limited to, those discussed under the "Cautionary Note Regarding Forward Looking Statements" section of this quarterly report.

We prepare our financial statements in accordance with generally accepted accounting principles in the United States of America ("GAAP"). To supplement our financial results presented in accordance with GAAP in this MD&A section, we present EBITDA, which is a non-GAAP financial measure, to assist readers in understanding our performance and provide an additional perspective on trends and underlying operating results on a period-to-period comparable basis. Non-GAAP financial measures either exclude or include amounts not reflected in the most directly comparable measure calculated and presented in accordance with GAAP. Where a non-GAAP financial measure is used, we have provided the most directly comparable measure calculated and presented in accordance with GAAP, a reconciliation to the GAAP measure and a discussion of the reasons why management believes this information is useful to it and may be useful to investors.

Unless the context otherwise requires, all references in this section to "APG," the "Company," "we," "us," and "our" refer to APi Group Corporation and its subsidiaries.

Overview

We are a global, market-leading business services company providing statutorily mandated and contracted services across our Safety Services and Specialty Services segments, including fire and life safety, electronic security, elevator and escalator, and infrastructure services. With more than 600 locations in over 20 countries, we are built on a century of expertise, a people-first culture, and our purpose of Building Great Leaders.

We operate our business under three primary operating segments, two of which aggregate into a single reportable segment, resulting in two reportable segments:

- ***Safety Services*** – A leading provider of safety services in North America, Europe, and Asia-Pacific, focusing on fire and life safety solutions, electronic security systems, and elevators and escalators, including design, installation, inspection, service, and monitoring of these systems. The work performed within this segment spans across a diverse mix of end markets with a focus on high tech services, advanced manufacturing, healthcare, fulfillment and distribution centers, and critical infrastructure.
- ***Specialty Services*** – A leading provider of a variety of specialty contracting, fabrication and distribution, and infrastructure and utility services. The work within this segment spans across a diverse mix of end markets with a focus on high tech services, healthcare, and critical infrastructure throughout North America.

We focus on growing our recurring revenue streams and repeat business from a diverse set of long-standing customers across a variety of end markets, which we believe provides us with stable cash flows and a platform for organic growth. We believe inspection, service, and monitoring revenues are generally more predictable through contractual arrangements with typical terms ranging from days to five years, with the majority having short durations and are often recurring due to consistent renewal rates and long-standing customer relationships.

For financial information about our segments see Note 17 – "Segment Information" to our condensed consolidated financial statements included herein.

RECENT DEVELOPMENTS AND CERTAIN FACTORS AND TRENDS AFFECTING OUR RESULTS OF OPERATIONS

Acquisitions

For information about our acquisition activity, see Note 3 – "Business Combinations" to our condensed consolidated financial statements included herein.

Economic, Industry, and Market Factors

We closely monitor the effects of general changes in economic and market conditions on our customers. General economic and market conditions can positively or negatively affect demand for our customers' products and services, which can impact their planned capital and maintenance budgets in certain end markets. Market, regulatory, and industry factors could affect demand for our services. Availability of transportation and transmission capacity and fluctuations in market prices for energy and other fuel sources can also affect demand for our services for pipeline and power generation construction services. These fluctuations, as well as the highly competitive nature of our industries, have resulted, and may continue to result, in lower proposals and lower profit on the services we provide. Increased volatility in the global economy, and the increased tariffs on imported goods by the United States, Canada, and other countries, may also impact the financial results of some of our businesses. These tariffs have a direct impact on the cost of certain materials utilized in the services we provide and will increase the overall cost of projects which could lower project activity and impact the demand for our services. In the face of increased cost pressure on key materials or other market developments, we strive to maintain our profit margins through productivity improvements, cost reduction programs, pricing adjustments, and business streamlining efforts. Increased competition for skilled labor resources and higher labor costs can reduce our profitability and impact our ability to deliver timely service to our customers. We could experience supply chain disruptions, which could negatively impact the source and supply of materials needed to perform our work. In addition, fluctuations in foreign currencies may have an impact on our financial position and results of operations. However, we believe that our exposure to transactional gains or losses resulting from changes in foreign currencies is limited because our foreign operations primarily invoice and collect receivables in their respective local or functional currencies, and the expenses associated with these transactions are generally contracted and paid for in the same local currencies. In cases where operational transactions represent a material currency risk, we generally enter into cross-currency swaps. Refer to Note 8 – "Derivatives" to our condensed consolidated financial statements included in this quarterly report for additional information on our hedging activities. While we actively monitor economic, industry, and market factors that could affect our business, we cannot predict the effect that changes in such factors may have on our future consolidated results of operations, liquidity, and cash flows, and we may be unable to fully mitigate, or benefit from, such changes.

Effect of Seasonality and Cyclical Nature of Business

Our net revenues and results of operations can be subject to variability stemming from seasonal and other variations. Seasonal variations can be influenced by weather conditions impacting customer spending patterns, contract award seasons, and project schedules, as well as the timing of holidays. Consequently, net revenues for our businesses are typically lower during the first and second quarters due to the prevalence of unfavorable weather conditions within our North American companies, which can cause project delays and affect productivity.

Additionally, the industries we serve can be cyclical. Fluctuations in end-user demand, or in the supply of services within those industries, can affect demand for our services. As a result, our businesses may be adversely affected by industry declines or by delays in new projects. Variations or unanticipated changes in project schedules in connection with large projects can create fluctuations in net revenues.

Recent Accounting Pronouncements

A summary of recent accounting pronouncements is included in Note 2 – "Recent Accounting Pronouncements" to our condensed consolidated financial statements included herein.

DESCRIPTION OF KEY LINE ITEMS

Net revenues

Net revenues are generated from the sale of various types of contracted services, fabrication, and distribution. We derive net revenues primarily from services under contractual arrangements with durations ranging from days to five years, with the majority having short durations, and which may provide the customer with pricing options that include a combination of fixed, unit, or time and material pricing. Net revenues for fixed price agreements are generally recognized over time using the cost-to-cost method of accounting which measures progress based on the cost incurred to total expected cost in satisfying our performance obligation.

Net revenues from time and material contracts are recognized as the services are provided. Net revenues earned are based on total contract costs incurred plus an agreed upon markup. Net revenues for these cost-plus contracts are recognized over time on an input basis as labor hours are incurred, materials are utilized, and services are performed. Net revenues from wholesale or retail unit sales are recognized at a point-in-time upon shipment.

Cost of revenues

Cost of revenues consists of direct labor, materials, subcontract costs, and indirect costs related to contract performance, such as indirect labor, supplies, tools, repairs, and depreciation costs. Labor costs are considered to be incurred as the work is performed. Subcontractor labor is recognized as the work is performed.

Gross profit

Our gross profit is influenced by direct labor, materials, and subcontract costs. Our profit margins are also influenced by raw material costs, contract mix, weather, and proper coordination with contract providers. Labor-intensive contracts usually drive higher margins than those contracts that include material, subcontract, and equipment costs.

Selling, general, and administrative ("SG&A") expenses

Selling expenses consist primarily of compensation and associated costs for sales and advertising, trade shows, and corporate marketing. General and administrative expenses consist primarily of compensation and associated costs for executive management, personnel, facility leases, impairment, administrative expenses associated with accounting, finance, legal, information systems, leadership development, human resources, and risk management, and overhead associated with these functions. General and administrative expenses also include outside professional fees and other corporate expenses.

Investment expense (income) and other, net

Investment expense (income) and other, net includes income and expense from foreign currency forward contracts, cross-currency swaps, joint ventures, non-service pension cost, and other miscellaneous items including gains or losses on extinguishment of debt. Non-service pension cost reflects the sum of the components of pension expense not related to service expense, i.e., interest expense, expected return on assets, and amortization of prior service costs and actuarial gains and losses.

CRITICAL ACCOUNTING ESTIMATES

For information regarding our critical accounting estimates, see the “Critical Accounting Estimates” section of the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual Report on Form 10-K for the fiscal year ended December 31, 2025. There have been no material changes to our critical accounting estimates during the six months ended June 30, 2026.

Results Of Operations

The following is a discussion of our financial condition and results of operations during the three and six months ended June 30, 2026 and 2025.

Three months ended June 30, 2026 compared to the three months ended June 30, 2025

	Three Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Net revenues	$ 2,254	$ 1,990	$ 264	13.3 %
Cost of revenues	1,551	1,375	176	12.8 %
Gross profit	703	615	88	14.3 %
Selling, general, and administrative expenses	528	472	56	11.9 %
Operating income	175	143	32	22.4 %
Interest expense, net	36	37	(1)	(2.7)%
Investment expense (income) and other, net	1	(2)	3	(150.0)%
Other expense, net	37	35	2	5.7 %
Income before income taxes	138	108	30	27.8 %
Income tax provision	39	31	8	25.8 %
Net income	$ 99	$ 77	$ 22	

Net revenues

Net revenues for the three months ended June 30, 2026 were $2,254 million compared to $1,990 million for the same period in 2025, an increase of $264 million or 13.3%. The increase in net revenues was driven by solid growth in inspection, service, and monitoring revenues, robust growth in project revenues, revenues from acquisitions completed in the prior 12 months, and pricing improvements.

Gross profit

The following table presents gross profit (net revenues less cost of revenues) and gross margin (gross profit as a percentage of net revenues) for the three months ended June 30, 2026 and 2025, respectively:

	Three Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Gross profit	$ 703	$ 615	$ 88	14.3%
Gross margin	*31.2%*	*30.9%*		

Gross profit for the three months ended June 30, 2026 was $703 million compared to $615 million for the same period in 2025, an increase of $88 million or 14.3%. Gross margin for the three months ended June 30, 2026 was 31.2%, an increase of 30 basis points compared to the prior year period. Margins increased in both project and service revenues, driven by disciplined customer and project selection and pricing improvements, offset by project and business mix.

Operating expenses

The following table presents operating expenses for the three months ended June 30, 2026 and 2025, respectively:

($ in millions)	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Change $	Change %
Selling, general, and administrative expenses	$ 528	$ 472	$ 56	11.9%
SG&A expenses as a % of net revenues	*23.4%*	*23.7%*		
SG&A expenses (excluding amortization) (non-GAAP)	$ 461	$ 417	$ 44	10.6%
SG&A expenses (excluding amortization) as a % of net revenues (non-GAAP)	*20.5%*	*21.0%*		

Selling, general, and administrative expenses

SG&A expenses for the three months ended June 30, 2026 were $528 million compared to $472 million for the same period in 2025, an increase of $56 million. SG&A expenses as a percentage of net revenues was 23.4% during the three months ended June 30, 2026 compared to 23.7% for the same period in 2025. The increase in SG&A expenses was primarily driven by expenses from acquisitions completed during the prior 12 months, amortization of intangible assets, non-recurring systems and business enablement expenses, and investments to support growth. SG&A expenses excluding amortization for the three months ended June 30, 2026 were $461 million, or 20.5% of net revenues, compared to $417 million, or 21.0% of net revenues, for the same period of 2025. The decrease in SG&A expenses excluding amortization as a percentage of net revenues is primarily due to revenue growth outpacing growth in expenses. See the discussion and reconciliation of our non-GAAP financial measures below.

Interest expense, net

Interest expense, net was $36 million and $37 million for the three months ended June 30, 2026 and 2025, respectively. The decrease in interest expense, net was primarily driven by a decrease in floating rates and benefits from certain derivative transactions, offset by an increased volume of outstanding debt.

Investment expense (income) and other, net

Investment expense (income) and other, net was $1 million for the three months ended June 30, 2026 compared to $2 million of income for the same period of 2025. The change in investment expense (income) and other, net was primarily due to a loss on the extinguishment of debt in the current year with no similar activity in the prior year.

Income tax provision

The effective tax rate for the three months ended June 30, 2026 was 28.0% compared to 28.7% in the same period of 2025. The decrease in the effective tax rate between the periods was primarily due to the increase in windfall tax benefit for vested shares in the current year. The difference between the effective tax rate and the statutory U.S. federal income tax rate of 21.0% for the three months ended June 30, 2026 and 2025 is due to the windfall tax benefit for vested shares partially offset by nondeductible permanent items, taxes on foreign earnings in jurisdictions that have higher tax rates, and state taxes.

Net income and adjusted EBITDA

The following table presents net income and adjusted EBITDA for the three months ended June 30, 2026 and 2025, respectively:

($ in millions)	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Change $	Change %
Net income	$ 99	$ 77	$ 22	28.6%
Adjusted EBITDA (non-GAAP)	311	272	39	14.3%
Net income as a % of net revenues	*4.4%*	*3.9%*		
Adjusted EBITDA as a % of net revenues	*13.8%*	*13.7%*		

Net income for the three months ended June 30, 2026 was $99 million compared to $77 million for the same period in 2025, an increase of $22 million. The net income improvement is primarily attributable to strong revenue growth, partially offset by the increase in SG&A expenses discussed above. Net income as a percentage of net revenues for the three months ended June 30, 2026 and 2025 was 4.4% and 3.9%, respectively. Adjusted EBITDA for the three months ended June 30, 2026 was $311 million compared to $272 million for the same period in 2025, an increase of $39 million. The growth in adjusted EBITDA was driven by the same factors discussed above.

Segment Results for the three months ended June 30, 2026 compared to the three months ended June 30, 2025

	Net Revenues			
	Three Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Safety Services	$ 1,482	$ 1,362	$ 120	8.8 %
Specialty Services	773	629	144	22.9 %
Corporate and Eliminations	(1)	(1)	NM	NM
	$ 2,254	$ 1,990	$ 264	13.3 %

	Segment Earnings			
	Three Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Safety Services	$ 252	$ 232	$ 20	8.6%
Safety Services segment earnings as a % of net revenues	*17.0 %*	*17.0 %*		
Specialty Services	$ 92	$ 71	$ 21	29.6%
Specialty Services segment earnings as a % of net revenues	*11.9 %*	*11.3 %*		
Corporate and Eliminations	$ (33)	$ (31)	NM	NM
Adjusted EBITDA (non-GAAP)	$ 311	$ 272	$ 39	14.3%

NM = Not meaningful

The following discussion breaks down the net revenues and segment earnings by reportable segment for the three months ended June 30, 2026 compared to the three months ended June 30, 2025.

Safety Services

Safety Services net revenues for the three months ended June 30, 2026 increased by $120 million or 8.8% compared to the same period in 2025. The increase was driven by solid growth in inspection, service, and monitoring revenues, growth in project revenues, acquisitions, pricing improvements, and impacts of foreign exchange translation.

Safety Services segment earnings as a percentage of net revenues for the three months ended June 30, 2026 was approximately 17.0%, unchanged compared to prior year, driven by disciplined customer and project selection and pricing improvements, resulting in margin expansion in inspection, service, and monitoring revenues and project revenues, partially offset by mix and increased SG&A expenses.

Specialty Services

Specialty Services net revenues for the three months ended June 30, 2026 increased by $144 million or 22.9% compared to the same period in 2025. The increase was driven by robust growth in both project and service revenues.

Specialty Services segment earnings as a percentage of net revenues for the three months ended June 30, 2026 and 2025 was approximately 11.9% and 11.3%, respectively. The increase was primarily driven by disciplined customer and project selection and pricing improvements, resulting in margin expansion in service and project revenues, partially offset by SG&A expenses, including variable compensation expense.

Six months ended June 30, 2026 compared to the six months ended June 30, 2025

	Six Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Net revenues	$ 4,236	$ 3,709	$ 527	14.2 %
Cost of revenues	2,913	2,552	361	14.1 %
Gross profit	1,323	1,157	166	14.3 %
Selling, general, and administrative expenses	1,045	930	115	12.4 %
Operating income	278	227	51	22.5 %
Interest expense, net	66	75	(9)	(12.0)%
Investment expense (income) and other, net	3	(2)	(5)	(250.0)%
Other expense, net	69	73	(4)	(5.5)%
Income before income taxes	209	154	55	35.7 %
Income tax provision	53	42	11	26.2 %
Net income	$ 156	$ 112	$ 44	

Net revenues

Net revenues for the six months ended June 30, 2026 were $4,236 million compared to $3,709 million for the same period in 2025, an increase of $527 million or 14.2%. The increase in net revenues was driven by solid growth in inspection, service, and monitoring revenues, robust growth in project revenues, acquisitions, and pricing improvements.

Gross profit

The following table presents gross profit (net revenues less cost of revenues) and gross margin (gross profit as a percentage of net revenues) for the six months ended June 30, 2026 and 2025, respectively:

	Six Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Gross profit	$ 1,323	$ 1,157	$ 166	14.3%
Gross margin	*31.2%*	*31.2%*		

Gross profit for the six months ended June 30, 2026 was $1,323 million compared to $1,157 million for the same period in 2025, an increase of $166 million or 14.3%. Gross margin for the six months ended June 30, 2026 was 31.2%, unchanged compared to the prior year period. Margins increased in both project and service revenues, driven by disciplined customer and project selection and pricing improvements, offset by project and business mix.

Operating expenses

The following table presents operating expenses for the six months ended June 30, 2026 and 2025, respectively:

	Six Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Selling, general, and administrative expenses	$ 1,045	$ 930	$ 115	12.4%
SG&A expense as a % of net revenues	*24.7%*	*25.1%*		
SG&A expenses (excluding amortization) (non-GAAP)	$ 915	$ 818	$ 97	11.9%
SG&A expenses (excluding amortization) as a % of net revenues (non-GAAP)	*21.6%*	*22.1%*		

Selling, general, and administrative expenses

SG&A expenses for the six months ended June 30, 2026 were $1,045 million compared to $930 million for the same period in 2025, an increase of $115 million. SG&A expenses as a percentage of net revenues was 24.7% during the six

months ended June 30, 2026 compared to 25.1% for the same period in 2025. The increase in SG&A expenses was primarily driven by expenses from acquisitions completed during the prior 12 months, non-recurring systems and business enablement expenses, amortization of intangible assets, investments to support growth, and foreign currency translation. SG&A expenses excluding amortization for the six months ended June 30, 2026 were $915 million, or 21.6% of net revenues, compared to $818 million, or 22.1% of net revenues, for the same period of 2025. The decrease in SG&A expenses excluding amortization as a percentage of net revenues is primarily due to revenue growth outpacing growth in expenses. See the discussion and reconciliation of our non-GAAP financial measures below.

Interest expense, net

Interest expense, net was $66 million and $75 million for the six months ended June 30, 2026 and 2025, respectively. The decrease in interest expense, net was primarily driven by a decrease in floating rates and benefits from certain derivative transactions, offset by an increased volume of outstanding debt.

Investment expense (income) and other, net

Investment expense (income) and other, net was $3 million for the six months ended June 30, 2026 compared to $2 million of income for the same period of 2025. The change in investment expense (income) and other, net was primarily due to a loss on the extinguishment of debt in the current year with no similar activity in the prior year and a loss associated with the impact of foreign currency exchange rates compared to the prior year.

Income tax provision

The effective tax rate for the six months ended June 30, 2026 was 25.2% compared to 27.1% in the same period of 2025. The difference in the effective tax rate was driven by discrete and nondeductible permanent items. The difference between the effective tax rate and the statutory U.S. federal income tax rate of 21.0% is due to the windfall tax benefit for vested shares partially offset by nondeductible permanent items, taxes on foreign earnings in jurisdictions that have higher tax rates, and state taxes.

Net income and adjusted EBITDA

The following table presents net income and adjusted EBITDA for the six months ended June 30, 2026 and 2025, respectively:

	Six Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Net income	$ 156	$ 112	$ 44	39.3%
Adjusted EBITDA (non-GAAP)	546	465	81	17.4%
Net income as a % of net revenues	*3.7%*	*3.0%*		
Adjusted EBITDA as a % of net revenues	*12.9%*	*12.5%*		

Net income for the six months ended June 30, 2026 was $156 million compared to $112 million for the same period in 2025, an increase of $44 million. The increase is attributable to strong revenue growth, partially offset by the increase in SG&A expenses discussed above. Net income as a percentage of net revenues for the six months ended June 30, 2026 and 2025 was 3.7% and 3.0%, respectively. Adjusted EBITDA for the six months ended June 30, 2026 was $546 million compared to $465 million for the same period in 2025, an increase of $81 million. The growth in adjusted EBITDA was driven by the same factors discussed above.

Segment Results for the six months ended June 30, 2026 compared to the six months ended June 30, 2025

	Net Revenues			
	Six Months Ended June 30,		Change	
($ in millions)	2026	2025	$	%
Safety Services	$ 2,897	$ 2,629	$ 268	10.2 %
Specialty Services	1,342	1,082	260	24.0 %
Corporate and Eliminations	(3)	(2)	NM	NM
	$ 4,236	$ 3,709	$ 527	14.2 %

($ in millions)	Segment Earnings			
	Six Months Ended June 30,		Change	
	2026	2025	$	%
Safety Services	$ 482	$ 431	$ 51	11.8%
Safety Services segment earnings as a % of net revenues	16.6 %	16.4 %		
Specialty Services	$ 131	$ 100	$ 31	31.0%
Specialty Services segment earnings as a % of net revenues	9.8 %	9.2 %		
Corporate and Eliminations	$ (67)	$ (66)	NM	NM
Adjusted EBITDA (non-GAAP)	$ 546	$ 465	$ 81	17.4%

NM = Not meaningful

The following discussion breaks down the net revenues and segment earnings by reportable segment for the six months ended June 30, 2026 compared to the six months ended June 30, 2025.

Safety Services

Safety Services net revenues for the six months ended June 30, 2026 increased by $268 million or 10.2% compared to the same period in 2025. The increase was driven by solid growth in inspection, service, and monitoring revenues, growth in project revenues, acquisitions, pricing improvements, and impacts of foreign exchange translation.

Safety Services segment earnings as a percentage of net revenues for the six months ended June 30, 2026 and 2025 was approximately 16.6% and 16.4%, respectively. The increase was primarily driven by disciplined customer and project selection and pricing improvements, resulting in margin expansion in inspection, service, and monitoring revenues and project revenues, partially offset by mix and increased SG&A expenses.

Specialty Services

Specialty Services net revenues for the six months ended June 30, 2026 increased by $260 million or 24.0% compared to the same period in 2025. The increase was driven by robust growth in both project and service revenues.

Specialty Services segment earnings as a percentage of net revenues for the six months ended June 30, 2026 and 2025 was approximately 9.8% and 9.2%, respectively. The increase was driven by disciplined customer and project selection and pricing improvements, resulting in margin expansion in service and project revenues, partially offset by SG&A expenses.

Non-GAAP Financial Measures

We supplement our reporting of consolidated financial information determined in accordance with GAAP with SG&A expenses (excluding amortization) and adjusted EBITDA (defined below), which are non-GAAP financial measures. We use these non-GAAP financial measures to evaluate our performance, both internally and as compared with our peers, because they exclude certain items that may not be indicative of our core operating results. Management believes these measures are useful to investors because they (a) reflect the same tools management uses to assess performance and prospects, (b) facilitate peer comparison, (c) provide consistent period-to-period comparisons, and (d) in the case of adjusted EBITDA, determine certain elements of executive incentive compensation.

These non-GAAP financial measures, however, have limitations as analytical tools and should not be considered a substitute for, or superior to, GAAP financial measures. The principal limitation of these non-GAAP financial measures is that they exclude significant expenses, gains, and other non-recurring items that are required by GAAP to be recorded in our financial statements and may not be comparable to similarly titled measures of other companies due to potential differences in calculation methods. In addition, these measures are subject to inherent limitations as they reflect the exercise of judgment by management about which items are excluded or included in determining these non-GAAP financial measures. Investors are encouraged to review the following reconciliations of these non-GAAP financial measures to the most comparable GAAP financial measures and not to rely on any single financial measure to evaluate our business.

SG&A expenses (excluding amortization)

SG&A expenses (excluding amortization) is a measure of operating costs used by management to manage the business. We believe this non-GAAP measure provides meaningful information and helps investors understand our core selling, general, and administrative expenses, excluding acquisition-related amortization expense, to better enable investors to understand our financial results and assess our prospects for future performance.

The following tables present reconciliations of SG&A expenses to SG&A expenses (excluding amortization) for the periods indicated:

($ in millions)	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025
Reported SG&A expenses	$ 528	$ 472
Adjustments to reconcile to SG&A expenses to SG&A expenses (excluding amortization)		
Amortization expense	(67)	(55)
SG&A expenses (excluding amortization)	$ 461	$ 417

($ in millions)	Six Months Ended June 30, 2026	Six Months Ended June 30, 2025
Reported SG&A expenses	$ 1,045	$ 930
Adjustments to reconcile to SG&A expenses to SG&A expenses (excluding amortization)		
Amortization expense	(130)	(112)
SG&A expenses (excluding amortization)	$ 915	$ 818

Adjusted EBITDA

Adjusted earnings before interest, taxes, depreciation, and amortization (“adjusted EBITDA”) is the measure of profitability used by management to manage the business. Adjustments include expenses that are non-recurring in nature and that may not be indicative of the Company’s core operating results, including contingent consideration and compensation, non-service pension cost, systems and business enablement expenses, business process transformation expenses, acquisition and divestiture related expenses, restructuring program related costs, and other miscellaneous items. We supplement the reporting of our consolidated financial information with adjusted EBITDA. We believe this non-GAAP measure provides meaningful information and helps investors understand our financial results and assess our prospects for future performance.

The following tables present reconciliations of net income to adjusted EBITDA for the periods indicated:

($ in millions)	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025
Reported net income	$ 99	$ 77
Adjustments to reconcile net income to adjusted EBITDA:		
Interest expense, net	36	37
Income tax provision	39	31
Depreciation	21	22
Amortization	68	59
Contingent consideration and compensation	(1)	—
Non-service pension cost	5	5
Systems and business enablement	25	18
Acquisition and divestiture related expenses	9	11
Restructuring program related costs	—	11
Other	10	1
Adjusted EBITDA	$ 311	$ 272

($ in millions)	Six Months Ended June 30, 2026	2025
Reported net income	$ 156	$ 112
Adjustments to reconcile net income to adjusted EBITDA:		
Interest expense, net	66	75
Income tax provision	53	42
Depreciation	42	42
Amortization	131	119
Contingent consideration and compensation	(1)	1
Non-service pension cost	10	9
Systems and business enablement	52	30
Business process transformation expenses	—	4
Acquisition and divestiture related expenses	28	14
Restructuring program related costs	—	14
Other	9	3
Adjusted EBITDA	$ 546	$ 465

Liquidity And Capital Resources

Overview

Our primary sources of liquidity are cash flows from the operating activities of our consolidated subsidiaries, available cash and cash equivalents, our access to our $1 billion five-year senior secured revolving credit facility (the "Revolving Credit Facility") and the proceeds from debt and equity offerings. We believe these sources will be sufficient to fund our liquidity requirements for at least the next twelve months. Although we believe we have sufficient resources to fund our future cash requirements, there are many factors with the potential to influence our cash flow position including weather, seasonality, commodity prices, market conditions, geopolitical issues, and inflation, over which we have no control.

As of June 30, 2026, we had $1,565 million of total liquidity, comprised of $851 million in cash and cash equivalents and $714 million ($1 billion less $280 million of outstanding borrowings and outstanding letters of credit of approximately $6 million, which reduce availability) of available borrowings under our Revolving Credit Facility.

During the second quarter of 2026, we completed the Ninth Amendment to our credit agreement, upsizing and extending the Revolving Credit Facility, and extending the 2021 Term Loan. The amendment increased the Revolving Credit Facility by $250 million, from $750 million to $1 billion, increased the letter of credit sublimit from $250 million to $300 million, extended the maturity date of the Revolving Credit Facility to May 14, 2031, and extended the maturity date of the 2021 Term Loan to May 14, 2033.

During 2025, we completed the Eighth Amendment to our credit agreement, which increased the Revolving Credit Facility from $500 million to $750 million, extended the facility's maturity to five years from the date of the Eighth Amendment, reduced the applicable margin by 75 basis points, and eliminated the credit spread adjustment. We also completed the Seventh Amendment to our credit agreement, repricing the 2021 Term Loan. The repricing reduced the applicable margin on the 2021 Term Loan by 25 basis points.

During 2024, we completed the Sixth Amendment to our credit agreement, refinancing the 2021 Term Loan by increasing its principal amount by approximately $550 million, lowering the interest margin by 50 basis points, and removing the CSA. We also completed our Fifth Amendment to our credit agreement, upsizing our 2021 Term Loan by an aggregate principal amount equal to $300 million.

Our principal liquidity requirements have been, and we expect will continue to be, for working capital and general corporate purposes, including capital expenditures and debt service, identifying, executing, and integrating strategic acquisitions and business transformation transactions or initiatives, as well as any accrued consideration and compensation due to the sellers, including tax payments in connection therewith.

During 2025, our Board of Directors authorized a share repurchase program ("2025 SRP") to purchase up to $1 billion in shares of our common stock. The timing, amount, and manner of any repurchases under the new repurchase program will be determined at the discretion of our leadership based on a number of factors, including the availability of capital, capital allocation alternatives, and market conditions for our common stock. The share repurchase program is open-ended and does not require us to acquire any specific number of shares. It may be modified, suspended, extended, or terminated by us at any time without prior notice and may be executed through open-market purchases, privately negotiated transactions or otherwise, and we may enter into Rule 10b5-1 trading plans in connection with such repurchases. This new authorization replaces our previous share repurchase authorization announced in 2024 ("2024 SRP"). In 2025, prior to the new authorization, we repurchased 3,095,573 shares of common stock for approximately $75 million under the 2024 SRP. During the six months ended June 30, 2026, we repurchased 1,586,704 shares of common stock for approximately $66 million under the 2025 SRP. As of June 30, 2026, we had approximately $934 million of authorized repurchases remaining under the 2025 SRP.

Cash Flows

The following table summarizes net cash flows with respect to our operating, investing, and financing activities for the periods indicated:

	Six Months Ended June 30,	
($ in millions)	2026	2025
Net cash provided by operating activities	$ 168	$ 145
Net cash used in investing activities	(861)	(140)
Net cash provided by (used in) financing activities	639	(101)
Effect of foreign currency exchange rate change on cash, cash equivalents, and restricted cash	(8)	28
Net decrease in cash, cash equivalents, and restricted cash	$ (62)	$ (68)
Cash, cash equivalents, and restricted cash, end of period	$ 851	$ 433

Net Cash Provided by Operating Activities

Net cash provided by operating activities was $168 million for the six months ended June 30, 2026 compared to $145 million for the same period in 2025. The increase in cash provided by operating activities is primarily due to an increase in net income and improvements in working capital efficiencies associated with the various services we provided during the six months ended June 30, 2026 compared to the same period of the prior year. Cash flow from operations is primarily driven by changes in the quantity of services provided and working capital needs associated with the various services we provide. Working capital is primarily affected by changes in total accounts receivable, accounts payable, accrued expenses, and contract assets and contract liabilities, all of which tend to be related and are affected by changes in the timing and volume of work performed.

Net Cash Used in Investing Activities

Net cash used in investing activities was $861 million for the six months ended June 30, 2026 compared to $140 million for the same period in 2025. This increase is primarily driven by increased acquisition consideration in the current year. We had cash used in acquisitions, net of cash acquired, of $816 million and $111 million in the six months ended June 30, 2026 and 2025, respectively.

Net Cash Provided by (Used in) Financing Activities

Net cash provided by financing activities was $639 million for the six months ended June 30, 2026 compared to net cash used in financing activities of $101 million for the same period in 2025. The cash provided by financing activities for the six months ended June 30, 2026 was driven by $795 million in proceeds from long-term borrowings and $280 million of net short-term debt, offset by $303 million in payments on long-term borrowings, $66 million of share repurchases, $38 million of restricted shares tendered for taxes, and $13 million of payments of acquisition-related consideration, while in the six months ended June 30, 2025, cash used in financing activities was driven by $75 million of share repurchases, $20 million of restricted shares tendered for taxes, and $2 million of payments of acquisition-related consideration.

Financing Activities

Credit Agreement

We have entered into a Credit Agreement by and among APi Group DE, Inc., our wholly-owned subsidiary, as borrower ("APi Group DE"), APG as a guarantor, the subsidiary guarantors from time to time party thereto, the lenders from time to time party thereto, and Citibank N.A., as administrative agent and as collateral agent (the “Credit Agreement”) which provides for: (1) a term loan facility, pursuant to which we incurred the $2,152 million seven-year incremental term loan ("2021 Term Loan") (increased from $1,100 million in 2024 and 2025) used to fund a portion of the purchase price in the Chubb acquisition and to fully repay the balance of a previously outstanding term loan, and (2) a $1 billion Revolving Credit Facility (increased from $750 million in 2026) of which up to $300 million (increased from $250 million in 2026) can be used for the issuance of letters of credit.

During the second quarter of 2026, we completed the Ninth Amendment to our credit agreement, upsizing and extending the Revolving Credit Facility. The amendment increased the Revolving Credit Facility by $250 million from $750 million to $1 billion, increased the letter of credit sublimit from $250 million to $300 million, extended the maturity date of the Revolving Credit Facility to May 14, 2031, and extended the maturity date of the 2021 Term Loan to May 14, 2033.

During 2025, we completed the Eighth Amendment to our credit agreement, which increased the Revolving Credit Facility from $500 million to $750 million, extended the facility's maturity to five years from the date of the Eighth Amendment, reduced the applicable margin by 75 basis points, and eliminated the credit spread adjustment applicable to the Revolving Credit Facility. We also completed the Seventh Amendment to our credit agreement, repricing the 2021 Term Loan. The repricing reduced the applicable margin on the 2021 Term Loan by 25 basis points.

During 2024, we completed the Sixth Amendment to our credit agreement, refinancing the 2021 Term Loan by increasing its principal amount by approximately $550 million, lowering the interest margin by 50 basis points, and removing the CSA. We also completed our Fifth Amendment to our credit agreement, upsizing our 2021 Term Loan by a principal amount equal to $300 million.

The amended interest rate applicable to the 2021 Term Loan is, at our option, either (a) a base rate plus an applicable margin equal to 0.75% or (b) a Term SOFR rate (adjusted for statutory reserves) plus an applicable margin equal to 1.75%. The 2021 Term Loan matures on May 14, 2033. Principal payments on the 2021 Term Loan will be made in quarterly installments on the last day of each fiscal quarter, for a total annual amount equal to 1.00% of the initial aggregate principal amount of the 2021 Term Loan.

The interest rate applicable to borrowings under the Revolving Credit Facility is, at our option, either (a) a base rate plus an applicable margin equal to 0.25% or (2) a Term SOFR rate (adjusted for statutory reserves) plus an applicable margin equal to 1.25%.

The Credit Agreement contains customary representations and warranties, and affirmative and negative covenants, including covenants that, among other things, restrict our, and our restricted subsidiaries’, ability to (i) incur additional indebtedness; (ii) pay dividends or make other distributions or repurchase or redeem capital stock; (iii) prepay, redeem or repurchase certain debt; (iv) make loans and investments; (v) sell, transfer and otherwise dispose of assets; (vi) incur or permit to exist certain liens; (vii) enter into transactions with affiliates; (viii) enter into agreements restricting subsidiaries’ ability to pay dividends; and (ix) consolidate, amalgamate, merge or sell all or substantially all assets. The Credit Agreement also contains customary events of default. Furthermore, with respect to the revolving credit facility, we must maintain a first lien net leverage ratio that does not exceed 3.75 to 1.00 for each fiscal quarter, if on the last day of any fiscal quarter the outstanding amount of all revolving loans and letter of credit obligations (excluding undrawn letters of credit up to $60 million) under the Credit Agreement is greater than 30% of the total revolving credit commitments thereunder subject to a right of cure. Our first lien net leverage ratio as of June 30, 2026 was 1.3:1.0.

As of June 30, 2026, the 2021 Term Loan has $2,152 million remaining principal amount outstanding and we had $280 million outstanding under the Revolving Credit Facility, under which $714 million was available after giving effect to $6 million of outstanding letters of credit, which reduces availability.

Senior Notes

On June 22, 2021, APi Group DE completed a private offering of $350 million aggregate principal amount of 4.125% Senior Notes due 2029 (the “4.125% Senior Notes”), issued under an indenture, dated June 22, 2021. The 4.125% Senior Notes are fully and unconditionally guaranteed on a senior unsecured basis by us and certain of our subsidiaries. The

4.125% Senior Notes will mature on July 15, 2029, unless redeemed earlier, and bear interest at a rate of 4.125% per year until maturity, payable semi-annually in arrears. We used the net proceeds from the sale of the 4.125% Senior Notes to repay previously outstanding term loans and for general corporate purposes. As of June 30, 2026, we had $337 million aggregate principal amount of 4.125% Senior Notes outstanding.

On October 21, 2021, APi Group DE completed a private offering of $300 million aggregate principal amount of 4.750% Senior Notes due 2029 (the “4.750% Senior Notes”) issued under an indenture dated October 21, 2021, as supplemented by a supplemental indenture dated January 3, 2022. The 4.750% Senior Notes are fully and unconditionally guaranteed on a senior unsecured basis by us and certain of our subsidiaries. The 4.750% Senior Notes will mature on October 15, 2029, unless earlier redeemed, and bear interest at a rate of 4.750% per year until maturity, payable semi-annually in arrears. We used the net proceeds from the sale of the 4.750% Senior Notes to finance a portion of the consideration for the Chubb acquisition. As of June 30, 2026, we had $277 million aggregate principal amount of 4.750% Senior Notes outstanding.

On May 14, 2026, APi Group DE completed a private offering of $500 million aggregate principal amount of 5.750% Senior Notes due 2034 (the "5.750% Senior Notes") issued under an indenture dated May 14, 2026. The 5.750% Senior Notes are fully and unconditionally guaranteed on a senior unsecured basis by us and certain of our subsidiaries. The 5.750% Senior Notes will mature on June 1, 2034, unless redeemed earlier, and bear interest at a rate of 5.750% per year until maturity, payable semi-annually in arrears. We intend to use the net proceeds from the offering for general corporate purposes, including funding previously announced acquisitions and related fees and expenses. As of June 30, 2026, we had $500 million aggregate principal amount of 5.750% Senior Notes outstanding.

Debt Covenants

We were in compliance with all covenants contained in the indentures governing the 4.125% Senior Notes, 4.750% Senior Notes, and Credit Agreement as of June 30, 2026 and December 31, 2025, and the 5.750% Senior Notes as of June 30, 2026.

Material Cash Requirements from Known Contractual and Other Obligations

Our material cash requirements from known contractual and other obligations primarily relate to the following, for which information on both a short-term and long-term basis is provided in the indicated notes to the Interim Statements and expected to be satisfied using cash generated from operations:

- Debt – See Note 10 – "Debt" for future principal payments and interest rates on our debt instruments.
- Tax Obligations – See Note 11 – "Income Taxes."
- Operating and Finance Leases – See Note 12 – "Leases" in the Annual Report on Form 10-K filed on February 25, 2026. We have not had material changes to our lease obligations during the six months ended June 30, 2026.

We make investments in our properties and equipment to enable continued expansion and effective performance of our business. Our capital expenditures are typically less than 1.5% of annual net revenues.

ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

Interest Rate Risk

As of June 30, 2026, our outstanding variable interest rate debt was primarily related to our $2,152 million 2021 Term Loan. To mitigate increases in variable interest rates, we have a $720 million interest rate swap, exchanging one-month SOFR for a rate of 3.59% per annum, maturing October 2026, and a $400 million interest rate swap exchanging one-month SOFR for a rate of 3.41% per annum, maturing January 2028. During 2024, we entered into a $720 million notional amount forward starting interest rate swap commencing in October 2026 and maturing in January 2029 that exchanges a variable rate of interest (SOFR) for an average fixed rate of interest of approximately 3.13% over the term of the agreement. The remaining floating rate portfolio bears interest based on one-month SOFR plus 175 basis points. As of June 30, 2026, excluding letters of credit outstanding of $6 million, we had $280 million of outstanding revolving loans under our Credit Agreement.

Foreign Currency Risk

We have operations in over 20 countries globally. Revenues generated from foreign operations represented approximately 31% of our consolidated net revenues for the three and six months ended June 30, 2026. Net revenues and expenses related to our foreign operations are, for the most part, denominated in the functional currency of the foreign operation, which minimizes the impact fluctuations in exchange rates would have on net income or loss. We are subject to fluctuations in foreign currency exchange rates when transactions are denominated in currencies other than the functional currencies. Such transactions were not material to our operations during the six months ended June 30, 2026. These foreign currency transaction gains and losses, including hedging impacts, are classified in investment expense (income) and other, net, in the condensed consolidated statements of operations and were a loss (gain) of $0 million and $(1) million for the three months ended June 30, 2026 and 2025, respectively, and a loss (gain) of $1 million and $(1) million for the six months ended June 30, 2026 and 2025, respectively. These net foreign currency transaction gains and losses include derivative instruments designed to reduce foreign currency exchange rate risks. Translation gains or losses, which are recorded in accumulated other comprehensive loss in the condensed consolidated balance sheets, result from translation of the assets and liabilities of our foreign subsidiaries into U.S. dollars. Foreign currency translation (losses) gains totaled approximately $(23) million and $128 million for the three months ended June 30, 2026 and 2025, respectively, and $(39) million and $187 million for the six months ended June 30, 2026 and 2025, respectively.

Our exposure to fluctuations in foreign currency exchange rates has increased as a result of our international presence and may continue to increase in the future as we continue to expand our operations outside of the U.S. We seek to manage foreign currency exposure by minimizing our consolidated net assets and liability positions in currencies other than the functional currency of our foreign subsidiaries. However, we believe that our exposure to transactional gains or losses resulting from fluctuations in foreign currencies is limited because our foreign operations primarily invoice and collect receivables in their respective local or functional currencies, and the expenses associated with these transactions are generally contracted and paid for in the same local currencies. In order to manage foreign currency risk related to transactions in foreign currencies and the intercompany financing structure, we entered into cross-currency swaps to manage the foreign currency risk of certain intercompany loans. We also use foreign currency forward contracts as a way to mitigate foreign currency exposure.

Other Market Risk

We are also exposed to market risks impacting our customer base due to the potential related impact on accounts receivable or contract assets on uncompleted contracts. The amounts recorded may be at risk if our customers' ability to pay these obligations is negatively impacted by economic conditions. We continually monitor the creditworthiness of our customers and maintain ongoing discussions with customers regarding contract status with respect to change orders and billing terms. Therefore, management believes it takes appropriate action to manage market and other risks, but there is no assurance management will be able to reasonably identify all risks with respect to the collectability of these assets. See also "Revenue Recognition from Contracts with Customers" under Critical Accounting Estimates within Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K for the fiscal year ended December 31, 2025.

In addition, we are exposed to various supply chain risks, including the market risk of price fluctuations or availability of copper, steel, cable optic fiber, and other materials used as components of supplies or materials utilized in our operations. We are also exposed to increases in energy prices, particularly as they relate to gasoline prices for our vehicle fleet. Disruptions in our supply chain can occur due to market inefficiencies but can also be driven by other events, like cybersecurity breaches, pandemics, or similar disruptive events. While we believe we can increase our contract prices to adjust for some price increases in commodities, there can be no assurance that such price increases, if they were to occur, would be recoverable. Additionally, some of our fixed price contracts do not allow us to adjust prices and, as a result, increases in material costs could reduce profitability with respect to projects in progress.

Significant declines in market prices for oil, gas, and other fuel sources may also impact our operations. Prolonged periods of low oil and gas prices may result in projects being delayed or canceled and in a low oil and gas price environment, certain of our businesses could become less profitable or incur losses.

ITEM 4. CONTROLS AND PROCEDURES

Evaluation of Disclosure Controls and Procedures

We maintain disclosure controls and procedures that are designed to provide reasonable assurance that information required to be disclosed by us in the reports we file or submit under the Securities Exchange Act of 1934, as amended (the

"Exchange Act"), is recorded, processed, summarized, and reported within the time periods specified in the SEC's rules and forms, and that such information is accumulated and communicated to management, including our Chief Executive Officer and Chief Financial Officer, as appropriate, to allow timely decisions regarding required disclosure. In designing and evaluating such controls and procedures, we recognize that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives.

As required by Rule 13a-15(b) of the Exchange Act, our management, including our Chief Executive Officer and Chief Financial Officer, have evaluated the effectiveness of our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) as of the end of the period covered by this quarterly report. Based on that evaluation, our Chief Executive Officer and Chief Financial Officer have concluded that our disclosure controls and procedures were effective as of June 30, 2026.

Our disclosure controls and procedures are designed to provide reasonable assurance of achieving their objectives as specified above. However, our management, including our Chief Executive Officer and Chief Financial Officer, does not expect that our disclosure controls and procedures will prevent or detect all errors and fraud. Any control system, no matter how well designed and operated, is based upon certain assumptions and can provide only reasonable, not absolute, assurance that its objectives will be met. Further, no evaluation of controls can provide absolute assurance that misstatements due to error or fraud will not occur or that all control issues and instances of fraud, if any, within our Company have been detected.

Changes in Internal Control over Financial Reporting

During the second quarter of 2026, we began a series of enterprise resource planning systems implementations. In connection with these implementations, we continue to review the design and operation of our internal control over financial reporting processes. Other than as described above, there were no changes in our Company's internal control over financial reporting during the quarter ended June 30, 2026, that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II. OTHER INFORMATION

ITEM 1. LEGAL PROCEEDINGS

From time to time, we are subject to workmanship warranty, casualty, negligence, construction defect, breach of contract, product liability, wage and hour, and other claims and legal proceedings in the ordinary course of business relating to the products we install that, if adversely determined, could adversely affect our financial condition, results of operations, and cash flows. We do not believe that the ultimate resolution of these matters will have a material adverse effect on our business, financial condition, results of operations or cash flows.

ITEM 1A. RISK FACTORS

There have been no material changes to our risk factors contained in Part I, Item 1A. "Risk Factors" of our Form 10-K for the year ended December 31, 2025.

ITEM 2. UNREGISTERED SALES OF EQUITY SECURITIES, USE OF PROCEEDS, AND ISSUER PURCHASES OF EQUITY SECURITIES

The following table provides information about the Company's purchase of equity securities during the three months ended June 30, 2026.

During the Three Months Ended June 30, 2026	Total Number of Shares Purchased[(1)]	Average Price Paid Per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Maximum Approximate Dollar Value of Shares that May Yet Be Purchased Under the Plans or Programs (in millions)
April 1, 2026 - April 30, 2026	—	$ —	—	$ —
May 1, 2026 - May 31, 2026	422,502	41.75	422,502	982
June 1, 2026 - June 30, 2026	1,164,202	41.42	1,164,202	934
Total	1,586,704	$ 41.51	1,586,704	$ 934

(1) During the second quarter of 2025, the Company's Board of Directors authorized a share repurchase program to purchase up to $1 billion in shares of the Company's common stock. The timing, amount, and manner of any repurchases under the new repurchase program will be determined at the discretion of the Company's leadership based on a number of factors, including the availability of capital, capital allocation alternatives, and market conditions for the common stock. The share repurchase program is open-ended and does not require the Company to acquire any specific number of shares. It may be modified, suspended, extended, or terminated by the Company at any time without prior notice and may be executed through open-market purchases, privately negotiated transactions or otherwise, and the Company may enter into Rule 10b5-1 trading plans in connection with such repurchases.

ITEM 3. DEFAULTS UPON SENIOR SECURITIES

The Company did not have any defaults upon senior securities during the three months ended June 30, 2026.

ITEM 4. MINE SAFETY DISCLOSURES

Information regarding mine safety violations and other regulatory matters required by Section 1503(a) of the Dodd-Frank Wall Street Reform and Consumer Protection Act and Item 104 of Regulation S-K is included in Exhibit 95.1 to this quarterly report.

ITEM 5. OTHER INFORMATION

(a) Departure of Directors or Certain Officers

Effective August 1, 2026, James T. Arseniadis, the Company's Vice President, Corporate Controller and Chief Accounting Officer, will transition to a new role within the Company. Effective as of August 1, 2026, Glenn David Jackola, the Company's Executive Vice President and Chief Financial Officer, will be designated as the Company's "principal accounting officer" in addition to his existing positions. Mr. Jackola's biographical information is hereby incorporated into this Item 5 by reference to the information under Executive Officers in Part I, Item 1 (Business) in the Company's Form 10-K for the fiscal year ended December 31, 2025, as filed with the U.S. Securities and Exchange Commission on February 25, 2026.

(b) Rule 10b5-1 trading arrangement

No officers or directors, as defined in Rule 16a-1(f), adopted and/or terminated a "Rule 10b5-1 trading arrangement" or a "non-Rule 10b5-1 trading arrangement," as defined in Regulation S-K Item 408, during the quarter ended June 30, 2026.

ITEM 6. EXHIBITS

Exhibit No.	Description of Exhibits
4.1	Indenture, dated as of May 14, 2026, by and between APi Group DE, Inc., as issuer, the guarantors party thereto, and Computershare Trust Company, N.A., as trustee (incorporated herein by reference to Exhibit 4.1 to the Company's Current Report on Form 8-K filed on May 18, 2026).
4.2	Form of 5.750% Senior Notes due 2034 (included in Exhibit 4.1) (incorporated herein by reference to Exhibit 4.2 to the Company's Current Report on Form 8-K filed on May 18, 2026).
10.1	Amendment No. 9 to Credit Agreement, dated as of May 14, 2026, among APi Group DE, Inc., as borrower, APi Group Corporation, the subsidiary guarantors from time to time party thereto, the lenders from time to time party thereto, and Citibank, N.A. as administrative agent and collateral agent. (Incorporated herein by reference to Exhibit 10.1 to the Registrant's Current Report on Form 8-K filed May 18, 2026).
31.1*	Certification by Russell A. Becker, President and Chief Executive Officer, pursuant to Exchange Act Rules 13a-14 and 15d-14 as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
31.2*	Certification by Glenn David Jackola, Executive Vice President and Chief Financial Officer, pursuant to Exchange Act Rules 13a-14 and 15d-14 as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
32.1**	Certification by Russell A. Becker, President and Chief Executive Officer, pursuant to 18 U.S.C. Section 1350 as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
32.2**	Certification by Glenn David Jackola, Executive Vice President and Chief Financial Officer, pursuant to 18 U.S.C. Section 1350 as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
95.1*	Mine Safety Disclosures.
101.INS*	Inline XBRL Instance Document.
101.SCH*	Inline XBRL Taxonomy Extension Schema Document.
101.DEF*	Inline XBRL Taxonomy Extension Definition Linkbase Document.
101.CAL*	Inline XBRL Taxonomy Extension Calculation Linkbase Document.
101.LAB*	Inline XBRL Taxonomy Extension Label Linkbase Document.
101.PRE*	Inline XBRL Taxonomy Extension Presentation Linkbase Document.
104*	Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101).

* Filed herewith

** Furnished herewith

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this quarterly report to be signed on its behalf by the undersigned, thereunto duly authorized.

APi GROUP CORPORATION

July 30, 2026	/s/ Russell A. Becker
	Russell A. Becker President and Chief Executive Officer (Duly Authorized Officer)
July 30, 2026	/s/ Glenn David Jackola
	Glenn David Jackola Executive Vice President and Chief Financial Officer (Principal Financial Officer)
July 30, 2026	/s/ James T. Arseniadis
	James T. Arseniadis Vice President, Corporate Controller and Chief Accounting Officer (Principal Accounting Officer)

Exhibit 31.1

CERTIFICATION

I, Russell A. Becker, President and Chief Executive Officer, certify that:

1. I have reviewed this quarterly report on Form 10-Q of APi Group Corporation;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) for the registrant and have:

   a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

   b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

   c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

   d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

   a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

   b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: July 30, 2026	By:	/s/ Russell A. Becker
	Name:	Russell A. Becker
	Title:	President and Chief Executive Officer (principal executive officer)

Exhibit 31.2

CERTIFICATION

I, Glenn David Jackola, Executive Vice President and Chief Financial Officer, certify that:

1. I have reviewed this quarterly report on Form 10-Q of APi Group Corporation;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) for the registrant and have:

   a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

   b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

   c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

   d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

   a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

   b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: July 30, 2026	By:	/s/ Glenn David Jackola
	Name:	Glenn David Jackola
	Title:	Executive Vice President and Chief Financial Officer (principal financial officer)

Exhibit 32.1

CERTIFICATION OF CEO PURSUANT TO 18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report on Form 10-Q of APi Group Corporation (the “Company”) for the quarterly period ended June 30, 2026 as filed with the Securities and Exchange Commission on the date hereof (the “Report”), Russell Becker, as President and Chief Executive Officer, hereby certifies, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, to the best of his knowledge:

1. The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: July 30, 2026	By:	/s/ Russell A. Becker
	Name:	Russell A. Becker
	Title:	President and Chief Executive Officer

Exhibit 32.2

CERTIFICATION OF CFO PURSUANT TO 18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report on Form 10-Q of APi Group Corporation (the “Company”) for the quarterly period ended June 30, 2026 as filed with the Securities and Exchange Commission on the date hereof (the “Report”), Glenn David Jackola, as Executive Vice President and Chief Financial Officer, hereby certifies, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, to the best of his knowledge:

1. The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

2. The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: July 30, 2026	By:	/s/ Glenn David Jackola
	Name:	Glenn David Jackola
	Title:	Executive Vice President and Chief Financial Officer

Exhibit 95.1

MINE SAFETY DISCLOSURES

The following disclosures are provided pursuant to Section 1503(a) of the Dodd-Frank Wall Street Reform and Consumer Protection Act (the "Act") and Item 104 of Regulation S-K, which requires certain disclosures by companies required to file periodic reports under the Securities Exchange Act of 1934, as amended, that operate mines regulated under the Federal Mine Safety and Health Act of 1977 (the "Mine Act").

Mine Safety Information

Whenever the Federal Mine Safety and Health Administration ("MSHA") believes a violation of the Mine Act, any health or safety standard or any regulation has occurred, it may issue a citation which describes the alleged violation and fixes a time within which the U.S. mining operator must abate the alleged violation. In some situations, such as when MSHA believes that conditions pose a hazard to miners, MSHA may issue an order removing miners from the area of the mine affected by the condition until the alleged hazards are corrected. When MSHA issues a citation or order, it generally proposes a civil penalty, or fine, as a result of the alleged violation, that the operator is ordered to pay. Citations and orders can be contested and appealed, and as part of that process, may be reduced in severity and amount, and are sometimes dismissed. The number of citations, orders and proposed assessments vary depending on the size and type (underground or surface) of the mine as well as by the MSHA inspector(s) assigned.

The following table includes information required by the Act for the three months ended June 30, 2026.

APi Inc.

Three Months Ended June 30, 2026												
Operation / MSHA Identification Number	**Section 104 S&S Citations (#)**	**Section 104(b) Orders (#)**	**Section 104(d) Citations and Orders (#)**	**Section 110(b) (2) Violations (#)**	**Section 107(a) Orders (#)**	**Total Dollar Value of MSHA Assessments Proposed ($)**	**Mining-Related Fatalities (#)**	**Received Notice of Pattern of Violations Under Section 104(c) (Yes/No)**	**Received Notice of Potential to Have Pattern Under Section 104(c) (Yes/No)**	**Legal Actions Initiated During Period (#)**	**Legal Actions Resolved During Period (#)**	**Legal Actions Pending as of the End of the Period (#)**
Eagle Mine/4607437	0	0	0	0	0	0	0	No	No	0	0	0

APi Group Life Safety USA

Three Months Ended June 30, 2026												
Operation / MSHA Identification Number	**Section 104 S&S Citations (#)**	**Section 104(b) Orders (#)**	**Section 104(d) Citations and Orders (#)**	**Section 110(b) (2) Violations (#)**	**Section 107(a) Orders (#)**	**Total Dollar Value of MSHA Assessments Proposed ($)**	**Mining-Related Fatalities (#)**	**Received Notice of Pattern of Violations Under Section 104(c) (Yes/No)**	**Received Notice of Potential to Have Pattern Under Section 104(c) (Yes/No)**	**Legal Actions Initiated During Period (#)**	**Legal Actions Resolved During Period (#)**	**Legal Actions Pending as of the End of the Period (#)**
Pend Oreille Mine/4500366	0	0	0	0	0	0	0	No	No	0	0	0
Freeport-McMoRan Morenci Inc./0200024	0	0	0	0	0	0	0	No	No	0	0	0
Coeur Rochester /2601941	0	0	0	0	0	0	0	No	No	0	0	0
Continental Cement Company/2302434	0	0	0	0	0	0	0	No	No	0	0	0
Graymont Pilot Peak Plant / 2601906	0	0	0	0	0	0	0	No	No	0	0	0
American Soda LLC (Solvay Chemicals)/ 4801295	0	0	0	0	0	0	0	No	No	0	0	0
Big Island Mine & Refinery (Ciner Wyoming) / 48000154	0	0	0	0	0	0	0	No	No	0	0	0
US Borax Inc (Boron) / 400743	0	0	0	0	0	0	0	No	No	0	0	0

Davis Ulmer Sprinkler Company

Three Months Ended June 30, 2026												
Operation / MSHA Identification Number	**Section 104 S&S Citations (#)**	**Section 104(b) Orders (#)**	**Section 104(d) Citations and Orders (#)**	**Section 110(b) (2) Violations (#)**	**Section 107(a) Orders (#)**	**Total Dollar Value of MSHA Assessments Proposed ($)**	**Mining-Related Fatalities (#)**	**Received Notice of Pattern of Violations Under Section 104(c) (Yes/No)**	**Received Notice of Potential to Have Pattern Under Section 104(c) (Yes/No)**	**Legal Actions Initiated During Period (#)**	**Legal Actions Resolved During Period (#)**	**Legal Actions Pending as of the End of the Period (#)**
US Salt – Watkins Glen	0	0	0	0	0	0	0	No	No	0	0	0
Cargill – Watkins Glen	0	0	0	0	0	0	0	No	No	0	0	0
Cargill - Lansing	0	0	0	0	0	0	0	No	No	0	0	0
Cargill: 1252 PA-706, Wyalusing, PA 18853	0	0	0	0	0	0	0	No	No	0	0	0

The Jamar Company

Three Months Ended June 30, 2026												
Operation / MSHA Identification Number	Section 104 S&S Citations (#)	Section 104(b) Orders (#)	Section 104(d) Citations and Orders (#)	Section 110(b)(2) Violations (#)	Section 107(a) Orders (#)	Total Dollar Value of MSHA Assessments Proposed ($)	Mining-Related Fatalities (#)	Received Notice of Pattern of Violations Under Section 104(c) (Yes/No)	Received Notice of Potential to Have Pattern Under Section 104(c) (Yes/No)	Legal Actions Initiated During Period (#)	Legal Actions Resolved During Period (#)	Legal Actions Pending as of the End of the Period (#)
C6S	0	0	0	0	0	0	0	No	No	0	0	0
J03	2	0	0	0	0	1184	0	No	No	0	0	0

Viking Automatic Sprinkler

Three Months Ended June 30, 2026												
Operation / MSHA Identification Number	Section 104 S&S Citations (#)	Section 104(b) Orders (#)	Section 104(d) Citations and Orders (#)	Section 110(b)(2) Violations (#)	Section 107(a) Orders (#)	Total Dollar Value of MSHA Assessments Proposed ($)	Mining-Related Fatalities (#)	Received Notice of Pattern of Violations Under Section 104(c) (Yes/No)	Received Notice of Potential to Have Pattern Under Section 104(c) (Yes/No)	Legal Actions Initiated During Period (#)	Legal Actions Resolved During Period (#)	Legal Actions Pending as of the End of the Period (#)
US Steel – MinnTac 2100282	0	0	0	0	0	0	0	No	No	0	0	0
US Steel – KeeTac 2103352	0	0	0	0	0	0	0	No	No	0	0	0
Cleveland Cliffs – Eveleth pit and Forbes Pellet Plant 2103403 & 2103404	0	0	0	0	0	0	0	No	No	0	0	0
Cleveland Cliffs – NorthShore Mining, Silver Bay Pellet Plant and Babbitt pit 2100209 & 2100831	0	0	0	0	0	0	0	No	No	0	0	0
ArcelorMittal Minorca Mine – pit/ plant	0	0	0	0	0	0	0	No	No	0	0	0
Cleveland Cliffs – Hibbing Taconite 2101600	0	0	0	0	0	0	0	No	No	0	0	0