

# FirstService Corporation

## Investors Presentation

June 2025



**FirstService**

Creating value one step at a time

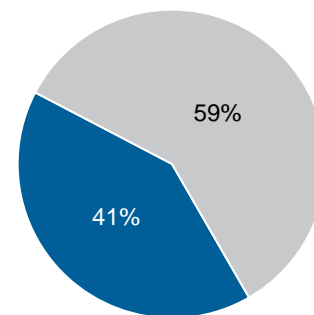
# Forward Looking Statements

Certain statements included herein constitute “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such factors include, among others, the following: general economic and business conditions, which will, among other things, impact demand for the Company’s services, service industry conditions and capacity; the ability of the Company to implement its business strategy, including the Company’s ability to acquire suitable acquisition candidates on acceptable terms and successfully integrate newly acquired businesses with its existing businesses; changes in or the failure to comply with government regulations (especially safety and environmental laws and regulations); and other factors which are described in the Company’s filings with the Canadian securities regulators and the U.S. Securities and Exchange Commission.

# FirstService Corporation Overview

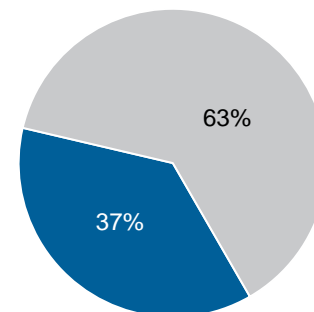
- Leader in essential outsourced property services in U.S. and Canada
  - FirstService Residential: Largest provider of residential community and amenity management services
  - FirstService Brands: One of the largest providers of essential property services
- TTM Revenue: \$5.3BN
- TTM Adjusted EBITDA<sup>(3)</sup>: \$534MM
- Geographic Revenue Split: 88% U.S. / 12% Canada
- 30,000 Employees
- Dual-listing on TSX and NASDAQ (Ticker: FSV)
- US\$1.10 per share annual dividend

## Revenue by Division (TTM)<sup>(1)</sup>



■ FirstService Residential ■ FirstService Brands

## EBITDA by Division (TTM)<sup>(1)(2)</sup>



■ FirstService Residential ■ FirstService Brands

(1) Trailing 12 months as of year ending March 31, 2025

(2) Excludes unallocated corporate costs.

(3) See Appendix slide for reconciliation of GAAP Earnings to Adjusted EBITDA

# Proven Business Model

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## Strategic Focus

10% annual average top-line growth; driven equally by organic growth and tuck-under acquisitions

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## Leader in Very Large Markets

Modest yet leading market shares; significant room for further growth

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## Service Excellence Culture

Strong client retention; repeat business; referrals

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## High Proportion of Contractual Revenue

Highly predictable and recurring cash flow

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## Modest Capex

Strong free cash flow and returns on capital

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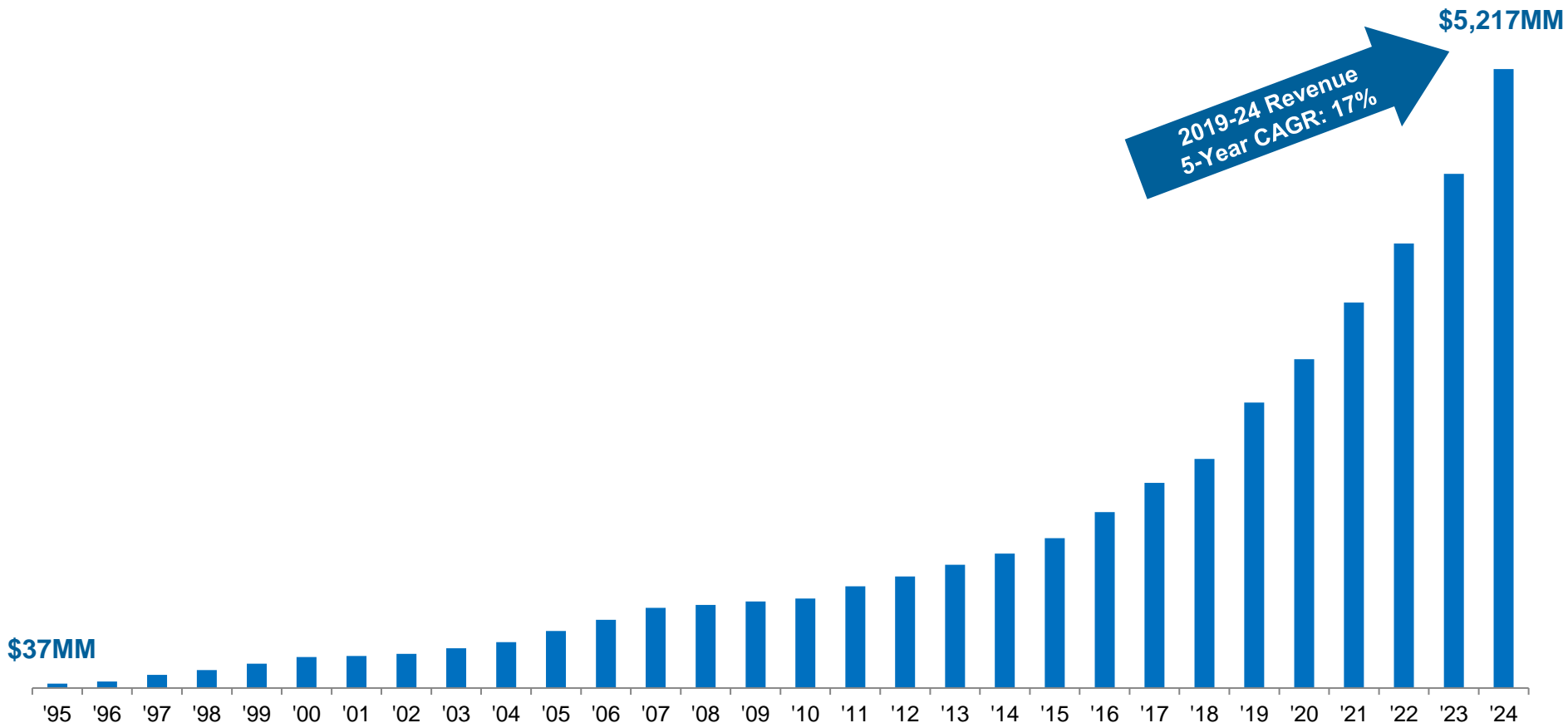
## Conservative Balance Sheet

Low financial leverage; well-capitalized to fund growth

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# Almost Three Decades of Consistent Growth

>25 Years Revenue Compounded Annual Growth: 19%  
Organic Growth: >50%



# FirstService Residential – What We Do

## Management Contracts

- Condominiums / Co-Operatives
- Homeowner Associations
- Master-Planned
- Active Adult / Lifestyle
- High-Rise, Low-Rise, Townhouse, Single Family Home
- Multi-family / Rental
- Mixed-Use Properties (Residential / Commercial)
- Amenity / Aquatic Facilities
- Advisory / Project Management



## Broad Range of Services

### Traditional

- Property Management
- Development Consulting
- Client Budget (collection & disbursements)
- Governance Oversight

### On-Site Staff

- Facility Maintenance & Engineering
- Front Desk / Concierge
- Pool & Amenity Management
- Food & Beverage

### Transaction

- Transfers & Disclosures; Collections
- Financial Products (banking, insurance)
- Energy Management / Procurement

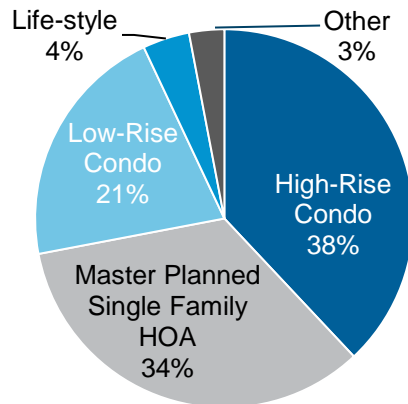


# FirstService Residential – Profile

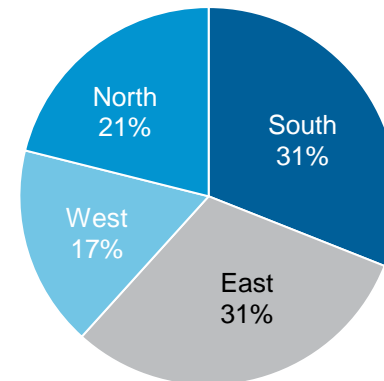
|                          |  |  |
|--------------------------|--|--|
| 2024 Revenues:           | <b>\$2.1BN</b>                               | <b>Scale enhances competitive position</b>                                       |
| No. of Communities:      | <b>9,000+ total (3,800 high-rise condos)</b> | <b>Diversified clients &amp; properties with specialized operating expertise</b> |
| Contract Retention Rate: | <b>Mid-90%+</b>                              | <b>Sticky customer base; Consistent cash flow profile</b>                        |
| Geographic Footprint:    | <b>100 Offices; 25 Regional Markets</b>      | <b>North American coverage</b>   |
| No. of Employees:        | <b>20,000</b>                                | <b>Full service capabilities</b>   |

# FirstService Residential – Diversified Operations

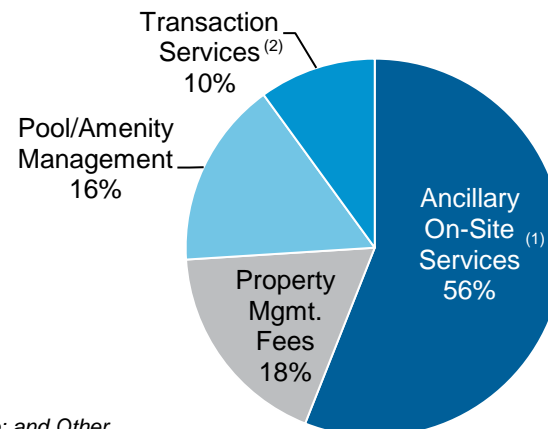
## Breakdown by Property Type



## 2024 Revenue By Region (\$2.1BN Total)



## 2024 Revenue By Service (\$2.1BN Total)



(1) Includes Engineering; Front Desk; Maintenance; and Other.

(2) Includes Transfers & Disclosures; Collections; and Financial Products.



# FirstService Residential – Condo/HOA Market Opportunity

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Total # of community associations: **395,000**

**We Have ~6-8% Share  
in a Sizeable Market<sup>(1)</sup>**

Total # of housing units: **31MM**

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Percent of self-managed community associations: **35%**

**Conversion Opportunity**

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Percent of U.S. homes in community associations: **34%**

**Growing Trend Towards  
HOA Development**

New homes sold in HOAs: **81%**

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Source: Community Associations Institute (2024).

(1) Based on CAI data for U.S. market, plus an estimate for Canadian market.

# FirstService Brands – What We Do

Leading provider of eight branded essential property services to commercial and residential customers across four verticals

## Restoration



**PAUL DAVIS**  
RECOVER • RECONSTRUCT • RESTORE

## Roofing



## Fire Protection

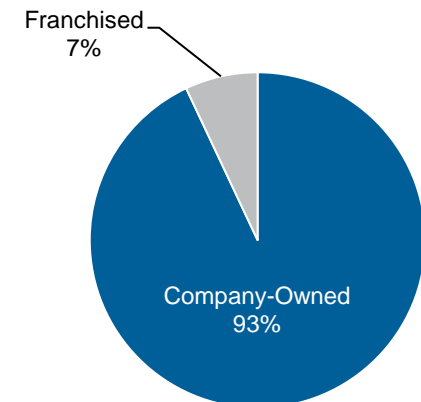
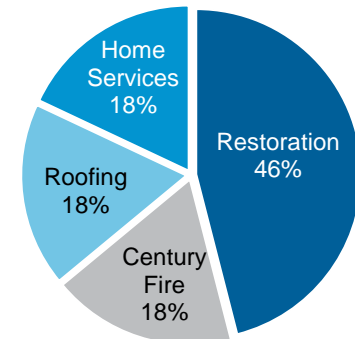


## Home Services

CALIFORNIA CLOSETS®



## 2024 Revenue Breakdown (\$3.1BN)



# Restoration Profile

## Operating Metrics

|                  |   |
|------------------|---|
| 2024 Revenues    | <b>\$2.6BN System-Wide Sales</b>  |
|                  | <b>\$1.4BN Company-Owned</b>  |
| No. of Branches  | <b>504 (142 Owned; 362 Franchised)</b>  |
| Geography        | <b>North America-Wide</b>   |
| No. of Employees | <b>3,700</b>  |
| Segmentation     | <div><div><b>FIRST<br/>ONSITE</b><br/><small>PROPERTY RESTORATION</small></div><div><b>PAULDAVIS</b><br/><small>RECOVER • RECONSTRUCT • RESTORE</small></div></div> <div><b>80% Commercial</b><br/><b>80% Residential</b></div> |

## Market Growth Drivers

- Increasing frequency of recurring local weather events
- Increasing size of large-scale CAT/natural disasters
- Growing installed base of commercial/residential properties
- Non-discretionary; not correlated with economic cycles



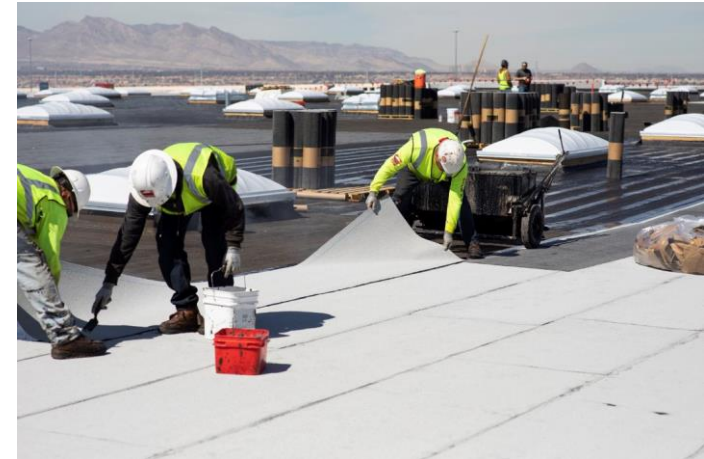
# Roofing Profile

## Operating Metrics

|                  |   |
|------------------|---|
| 2024 Revenues    | <b>\$560MM</b>  |
| No. of Branches  | <b>27</b>   |
| Geography        | <b>Sun Belt, Mid-Atlantic, Midwest, West U.S. Regions</b>                         |
| No. of Employees | <b>2,100</b>  |
| Segmentation     | <b>90% Commercial; 10% Residential</b><br><b>2/3 Re-Roof/Repair; 1/3 New Roof</b> |

## Market Growth Drivers

- Replacement cycles and preventative repair/maintenance
- Growth of built environment
- Adjacent strategic fit with Restoration brands
- Non-discretionary, non-deferrable essential property service



# Fire Protection Profile

## Operating Metrics

|                  |   |
|------------------|---|
| 2024 Revenues    | <b>\$550MM</b>  |
| No. of Branches  | <b>36</b>   |
| Geography        | <b>Southeast, Mid-Atlantic, Upper<br/>Mid-West U.S. Regions</b>           |
| No. of Employees | <b>2,100</b>  |
| Segmentation     | <b>50% Sprinkler/Alarm Installation<br/>50% Repair/Service/Inspection</b> |

## Market Growth Drivers

- Increasing fire code regulation and complexity
- Commercial new development
- Expansion of recurring service & inspection work and national accounts





# Home Services Profile

CALIFORNIA CLOSETS®

**CertaPro Painters**  
★★★★★

  
FLOOR COVERINGS  
*international*

 **PILLAR TO POST**  
HOME INSPECTORS

## Operating Metrics










|                  |  |
|------------------|--|
| 2024 Revenues    | <b>\$1.7BN System-Wide Sales</b>           |
|                  | <b>\$560MM Company-Owned</b>               |
| No. of Branches  | <b>25 Owned</b><br><b>1,185 Franchises</b> |
| Geography        | <b>North America-Wide</b>                  |
| No. of Employees | <b>2,000</b>                               |

## Market Growth Drivers

- Home improvement spending
- Housing prices and home equity
- Existing home sales
- Consumer sentiment and interest rate environment



# FirstService – Leaders in Huge Markets

| Brand   | U.S. Market | Our Position           | Market Share |
|---|-------------|------------------------|--------------|
|    | \$30 Bn     | #1                     | 7%           |
|    | \$60 Bn     | #2                     | 4%           |
|    | \$45 Bn     | #3                     | 1.5%         |
|    | \$12 Bn     | #1<br>(Southeast U.S.) | 5%           |
|    | \$50 Bn     | #1                     | 1%           |
|    | \$6 Bn      | #1                     | 12%          |
|   | \$65 Bn     | #1<br>(Franchised)     | <1%          |
|  | \$3 Bn      | #1                     | 3%           |
|  |             |                        |              |

# Growth Strategy

## *Organic Growth*

1

Focus on Customer Retention,  
Repeat & Referral

2

Leverage Differentiators to Drive  
New Business

3

Continue to Expand our  
Ancillary Services

## *Acquisition Growth*

1

Expand Maintenance, Repair and Restoration  
Services to Commercial Built Environment

2

New Geographies; In-Market Tuck-Unders

3

Property Management Ancillary Services

4

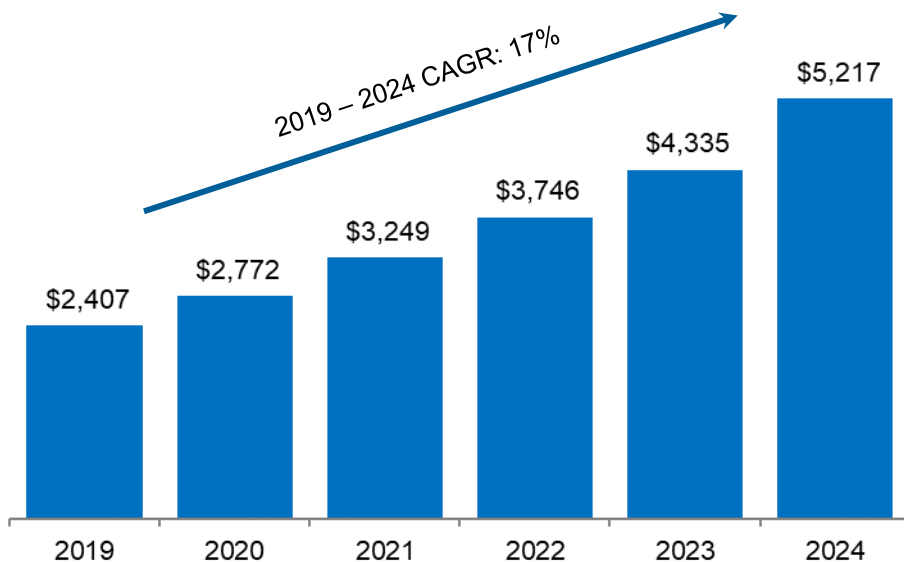
Complementary Essential Property Service Lines



# Strong Historical Performance

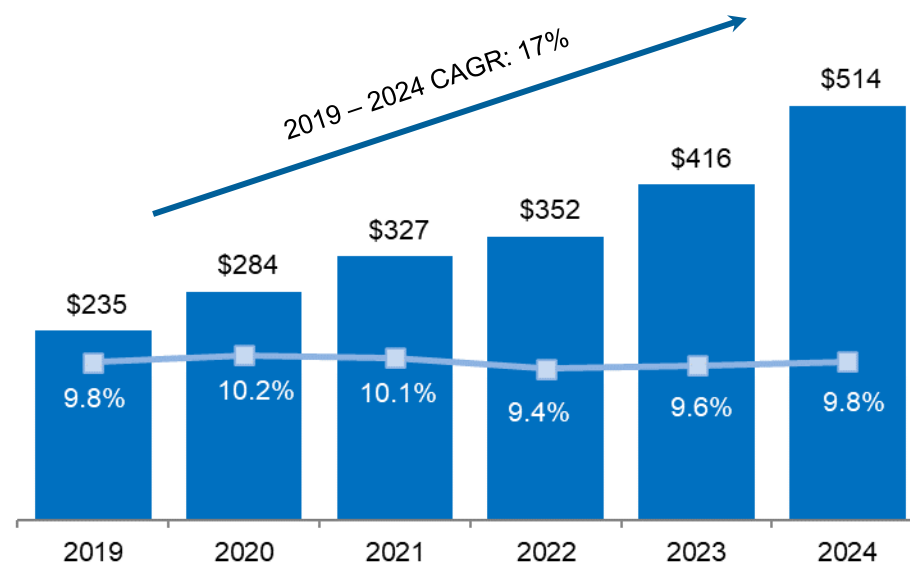
## Revenues

(\$ in millions)



## Adjusted EBITDA<sup>(1)</sup>

(\$ in millions)



***Recurring revenue model with strong organic growth underpinning top-line performance...***

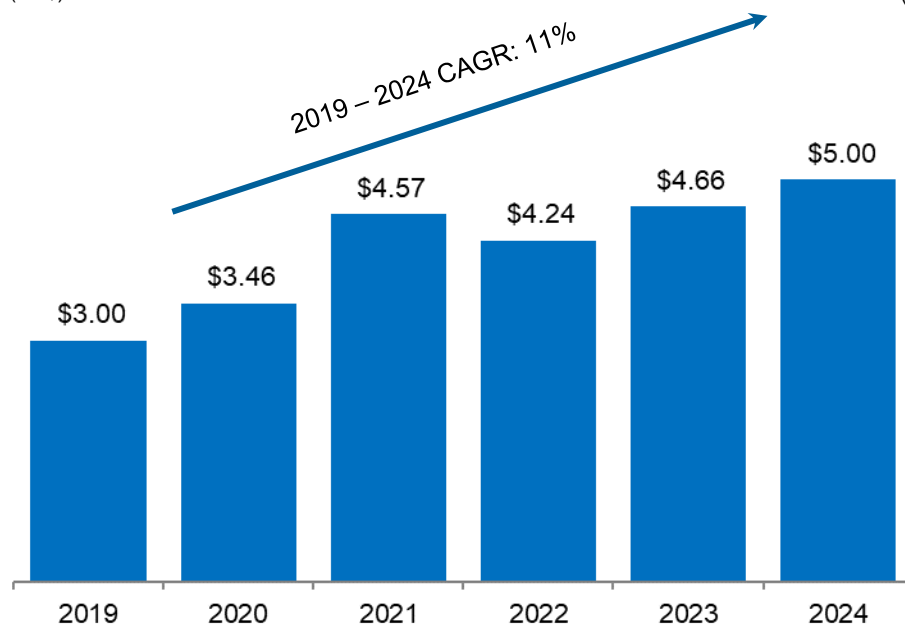
***...with comparable operating cash flow and earnings growth***

(1) Adjusted EBITDA as presented above is a non-GAAP measure. Investors should consider non-GAAP measures in addition to, not as a substitute for, the comparable GAAP measures. Please visit [www.sedarplus.ca](http://www.sedarplus.ca) to view our annual and interim MD&As, under Reconciliation of non-GAAP financial measures, for each of the above mentioned periods for a description of each non-GAAP measure as well as the reconciliations to GAAP measures.

# Strong Historical Performance (cont'd)

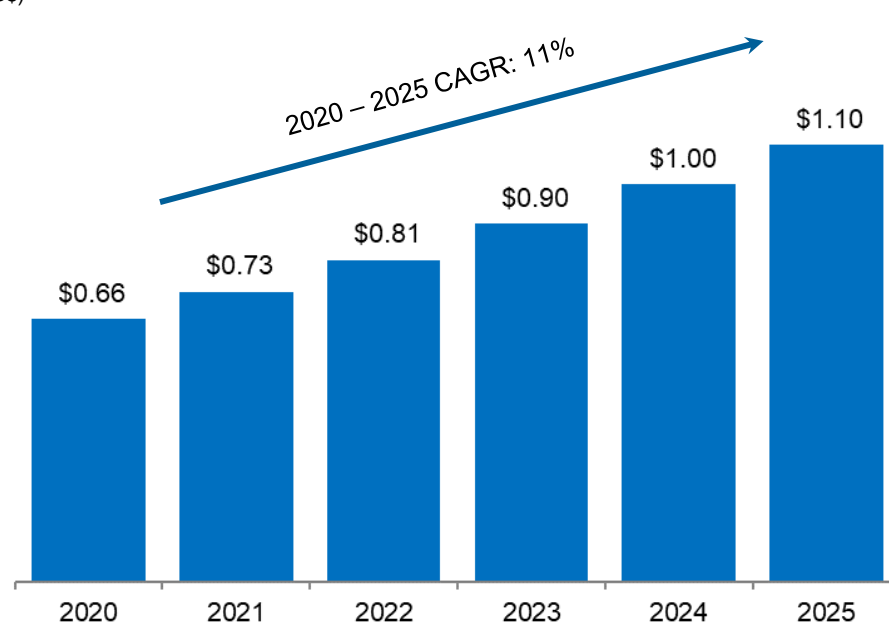
## Adjusted EPS<sup>(1)</sup>

(US\$)



## Annual Dividends

(US\$)



**Strong earnings growth has also supported...**

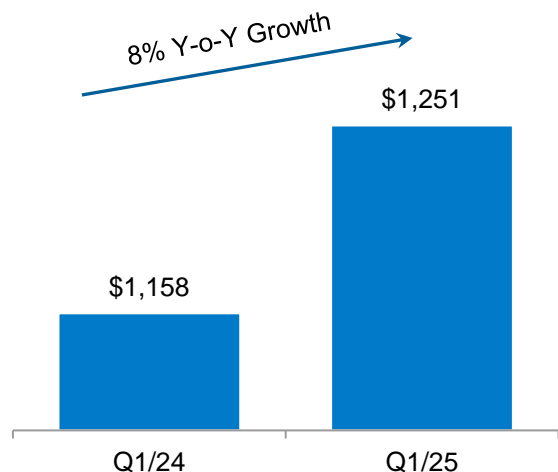
**...175% cumulative dividend growth since 2015**

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# YTD Performance – Q1/25 Vs. Prior Year

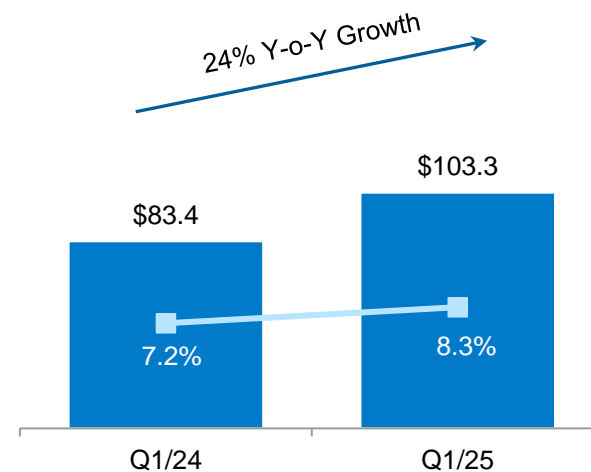
## Revenue – Q1 vs. Prior Year

(\$ in millions)



## Adjusted EBITDA<sup>(1)</sup> – Q1 vs. Prior Year

(\$ in millions)



(1) Adjusted EBITDA as presented above is a non-GAAP measure. Investors should consider non-GAAP measures in addition to, not as a substitute for, the comparable GAAP measures. Please visit [www.sedarplus.ca](http://www.sedarplus.ca) to view our annual and interim MD&As, under Reconciliation of non-GAAP financial measures, for each of the above mentioned periods for a description of each non-GAAP measure as well as the reconciliations to GAAP measures.

# Capital Structure Summary

## Attractive Unsecured Lending Arrangements

- \$1.75BN Bank Credit Facility (+\$250MM Accordion) (5-Yr Term Expiring Feb/30)
- \$60MM Senior Notes – 4.5% coupon long-term maturity (2032)
- \$125MM Senior Notes ~5.5% coupon area, long term maturity (2029 – 2031)

## Leverage and Liquidity

|   | 31-Dec-24 <sup>(3)</sup> | 31-Mar-25    |
|---|--------------------------|--------------|
| <b>Net Debt / EBITDA <sup>(1)</sup></b>       | <b>2.0x</b>              | <b>2.0x</b>  |
| <b>Total Liquidity (\$ MM) <sup>(2)</sup></b> | <b>\$861</b>             | <b>\$805</b> |

(1) Expressed as Net Debt / Trailing 12 Months Adjusted EBITDA, including annualized contribution from acquisitions.

(2) Reflects cash on hand plus availability under Revolving Bank Credit Facility

(3) Total Liquidity reflects increased Revolving Bank Credit Facility announced on February 26, 2025

# FirstService – A Compelling Investment Opportunity

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## Market

### Leadership Position

- Leader in large and highly fragmented essential, outsourced property services markets
- Scale advantage, proprietary products / services and national coverage are competitive differentiators which are difficult to replicate

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## Attractive

### Financial Profile

- Long and consistent track record of strong growth
- Diversified portfolio of brands with highly predictable and recurring revenue streams
- Low CapEx and working capital requirements drive strong free cash flow
- Conservative balance sheet

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## Compelling

### Growth Prospects

- Significant organic growth opportunities
  - Leveraging differentiators to drive contract wins
  - Leading yet modest shares in huge markets
- Margin enhancement potential
- Proven, disciplined acquisition strategy

# Appendix

## Reconciliation of GAAP Earnings to Adjusted EBITDA

| (in thousands of US dollars)     | Three months ended |           | Twelve months ended |
|----------------------------------|--------------------|-----------|---------------------|
|                                  | March 31           |           | December 31         |
|                                  | 2025               | 2024      | 2024                |
| Net earnings                     | \$ 14,080          | \$ 14,897 | \$ 187,774          |
| Income tax                       | 6,000              | 6,015     | 70,124              |
| Other income                     | (86)               | (1,880)   | (3,239)             |
| Interest expense, net            | 19,264             | 19,026    | 82,853              |
| Operating earnings               | 39,258             | 38,058    | 337,512             |
| Depreciation and amortization    | 44,176             | 36,807    | 165,269             |
| Acquisition-related items        | 12,233             | 1,600     | (14,402)            |
| Stock-based compensation expense | 7,599              | 6,908     | 25,311              |
| Adjusted EBITDA                  | \$ 103,266         | \$ 83,373 | \$ 513,690          |

# Appendix

## Reconciliation of GAAP Earnings to Adjusted Net Earnings and Adjusted Earnings Per Share

|  | Three months ended |           |
|--|--------------------|-----------|
|  | March 31           |           |
|  | 2025               | 2024      |
| <i>(in thousands of US dollars)</i>        |                    |           |
| Net earnings                               | \$ 14,080          | \$ 14,897 |
| Non-controlling interest share of earnings | (1,243)            | (1,533)   |
| Acquisition-related items                  | 12,233             | 1,600     |
| Amortization of intangible assets          | 18,517             | 15,231    |
| Stock-based compensation expense           | 7,599              | 6,908     |
| Income tax on adjustments                  | (8,575)            | (6,421)   |
| Non-controlling interest on adjustments    | (542)              | (264)     |
| Adjusted net earnings                      | \$ 42,069          | \$ 30,418 |

|   | Three months ended |         |
|---|--------------------|---------|
|   | March 31           |         |
|   | 2025               | 2024    |
| <i>(in US dollars)</i>                        |                    |         |
| Diluted net earnings per share                | 0.06               | \$ 0.14 |
| Non-controlling interest redemption increment | 0.22               | 0.16    |
| Acquisition-related items                     | 0.21               | 0.03    |
| Amortization of intangible assets, net of tax | 0.28               | 0.23    |
| Stock-based compensation expense, net of tax  | 0.15               | 0.11    |
| Adjusted EPS                                  | \$ 0.92            | \$ 0.67 |