

FirstService Corporation

Investors Presentation

February 2026



FirstService

Creating value one step at a time

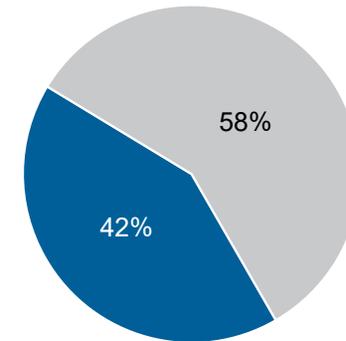
Forward Looking Statements

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

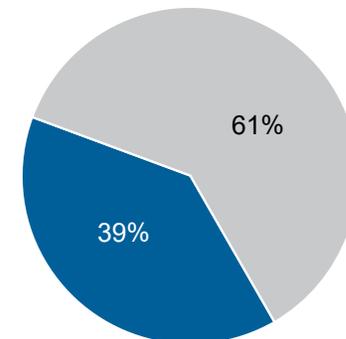
- Leader in essential outsourced property services in U.S. and Canada
 - FirstService Residential: Largest provider of residential community and amenity management services
 - FirstService Brands: One of the largest providers of essential property services
- 2025 Revenue: \$5.5BN
- 2025 Adjusted EBITDA⁽²⁾: \$563MM
- Geographic Revenue Split: 90% U.S. / 10% Canada
- 30,000 Employees
- Dual-listing on TSX and NASDAQ (Ticker: FSV)
- US\$1.22 per share annual dividend

Revenue by Division (2025)



■ FirstService Residential ■ FirstService Brands

EBITDA by Division (2025)⁽¹⁾



■ FirstService Residential ■ FirstService Brands

(1) Excludes unallocated corporate costs.

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

Proven Business Model

Strategic Focus

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

Leader in Very Large Markets

Modest yet leading market shares; significant room for further growth

Service Excellence Culture

Strong client retention; repeat business; referrals

High Proportion of Contractual Revenue

Highly predictable and recurring cash flow

Modest Capex

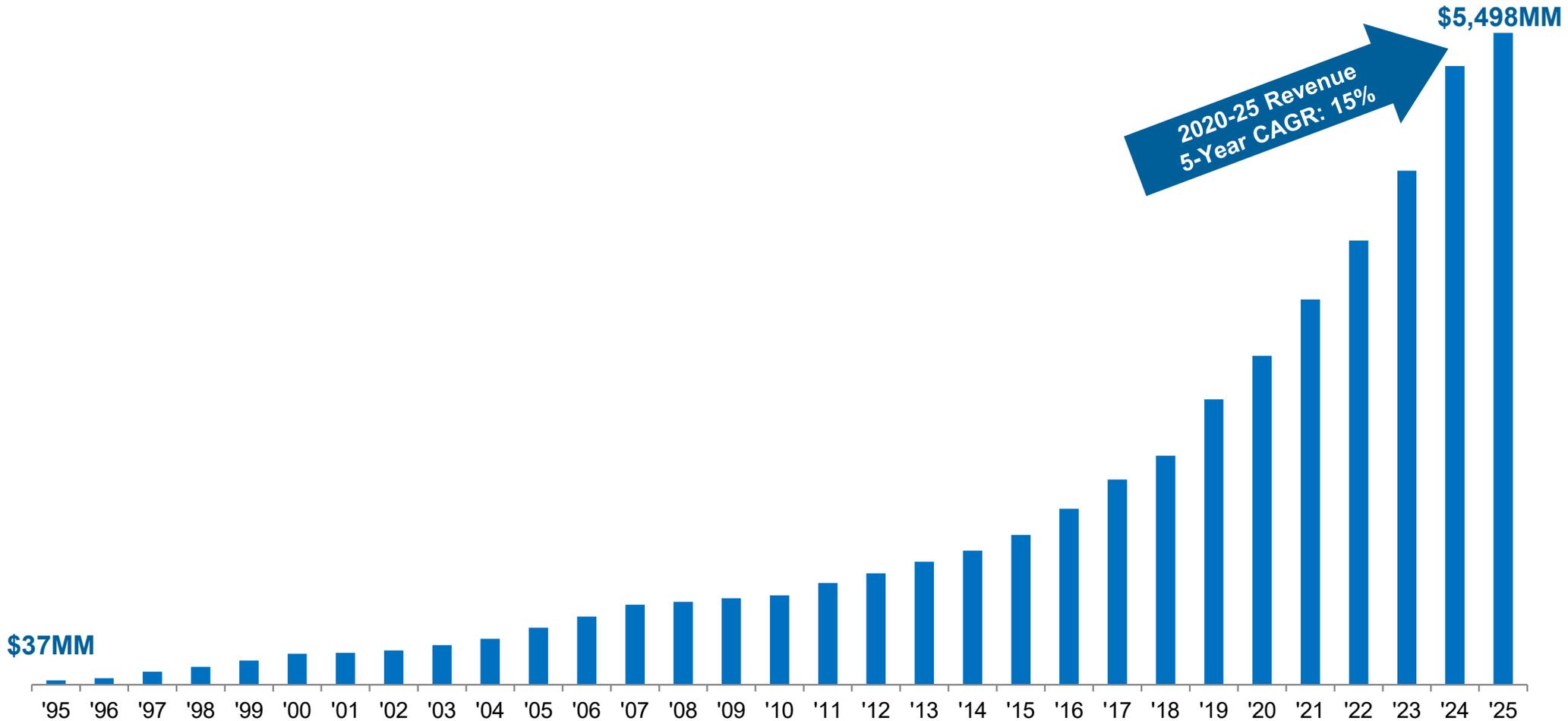
Strong free cash flow and returns on capital

Conservative Balance Sheet

Low financial leverage; well-capitalized to fund growth

Three Decades of Consistent Growth

30 Years Revenue Compounded Annual Growth: 18%
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

2025 Revenues:

\$2.3BN

**Scale enhances
competitive position**

No. of Communities:

9,500+ total (3,800 high-rise condos)

**Diversified clients &
properties with specialized
operating expertise**

Contract Retention
Rate:

Mid-90%+

**Sticky customer base;
Consistent cash flow
profile**

Geographic Footprint:

100 Offices; 25 Regional Markets

North American coverage

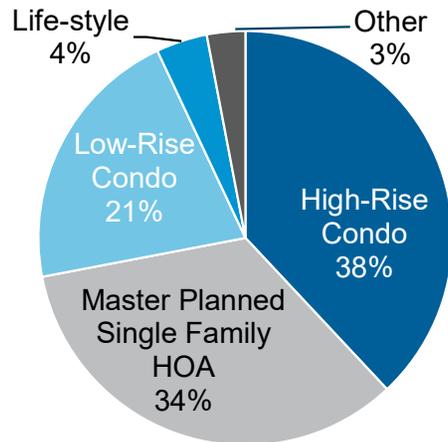
No. of Employees:

20,000

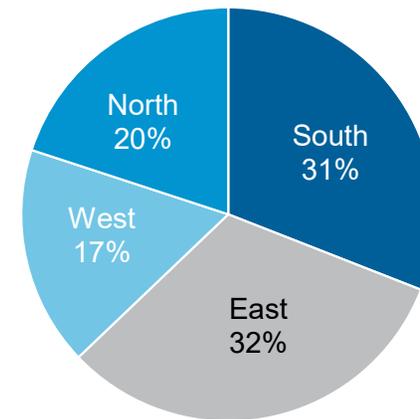
Full service capabilities

FirstService Residential – Diversified Operations

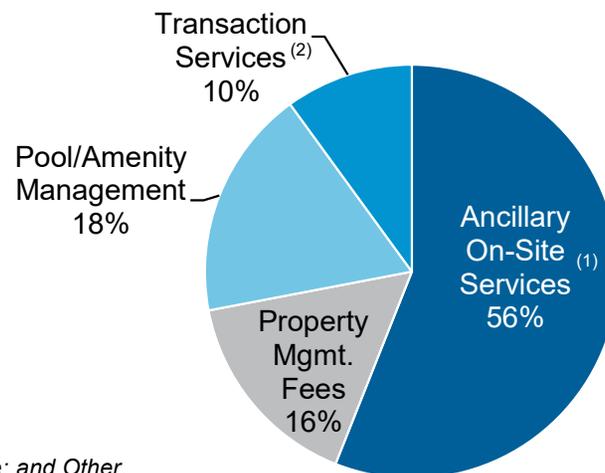
Breakdown by Property Type



2025 Revenue By Region (\$2.3BN Total)



2025 Revenue By Service (\$2.3BN Total)



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

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

FirstService Residential – Condo/HOA Market Opportunity

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

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

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

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

Conversion Opportunity

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

**Growing Trend Towards
HOA Development**

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

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

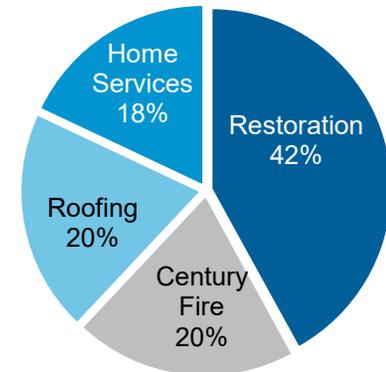
Restoration



Roofing



2025 Revenue Breakdown (\$3.2BN)

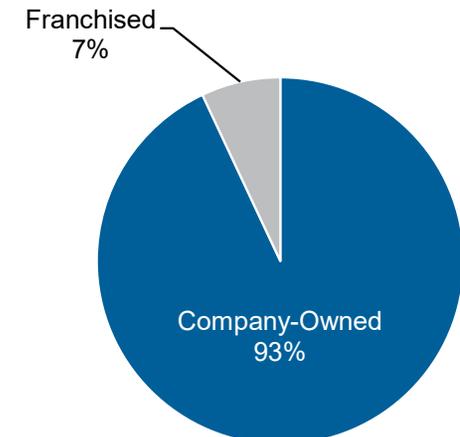


Fire Protection



Home Services

CALIFORNIA CLOSETS®



Restoration Profile

Operating Metrics

| | |
|------------------|--|
| 2025 Revenues | \$2.5BN System-Wide Sales |
| | \$1.4BN Company-Owned |
| No. of Branches | 516 (144 Owned; 372 Franchised) |
| Geography | North America-Wide |
| No. of Employees | 3,750 |
| Segmentation |  80% Commercial |
| |  80% Residential |

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

| | |
|------------------|---|
| 2025 Revenues | \$650MM |
| No. of Branches | 27 |
| Geography | Sun Belt, Mid-Atlantic, Midwest, West U.S. Regions |
| No. of Employees | 2,150 |
| Segmentation | 90% Commercial; 10% Residential 2/3 Re-Roof/Repair; 1/3 New Roof |

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

| | |
|------------------|---|
| 2025 Revenues | \$640MM |
| No. of Branches | 41 |
| Geography | Southeast, Mid-Atlantic, Upper Mid-West U.S. Regions |
| No. of Employees | 2,100 |
| Segmentation | 50% Sprinkler/Alarm Installation 50% Repair/Service/Inspection |

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®



Operating Metrics

| | |
|------------------|--|
| 2025 Revenues | \$1.75BN System-Wide Sales |
| | \$560MM Company-Owned |
| No. of Branches | 25 Owned 1,122 Franchises |
| Geography | North America-Wide |
| No. of Employees | 2,000 |

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 | 7.5% |
|  | \$60 Bn | #2 | 4% |
|  | | | |
|  | \$45 Bn | #3 | 1.5% |
|  | \$12 Bn | #1 (Southeast U.S.) | 5% |
|  | \$50 Bn | #1 | 1% |
| CALIFORNIA CLOSETS® | \$6 Bn | #1 | 12% |
|  | \$65 Bn | #1 (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

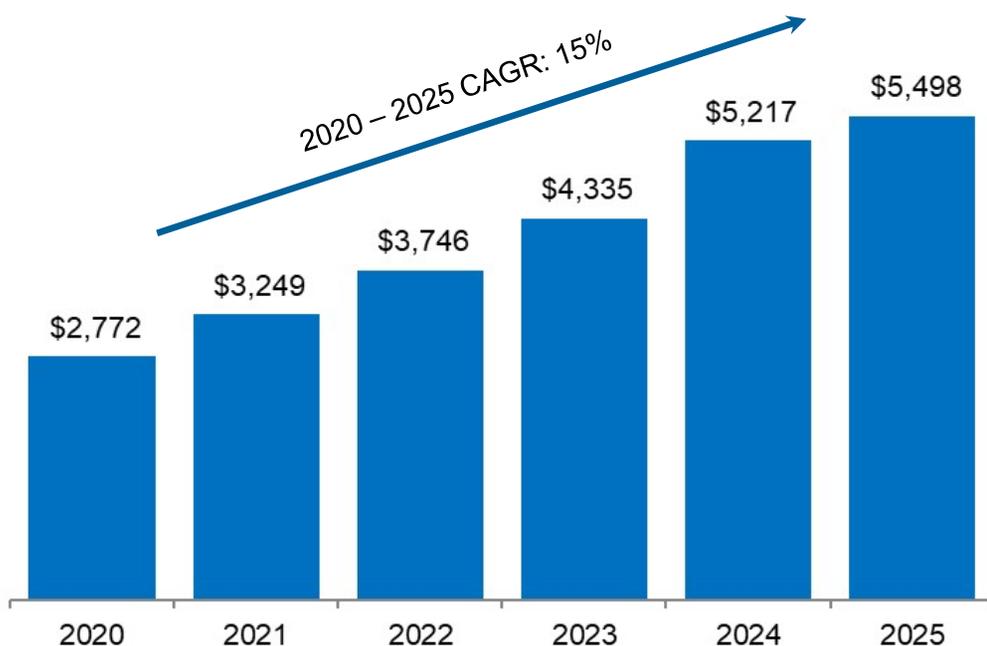
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Complementary Essential Property Service Lines

Strong Historical Performance

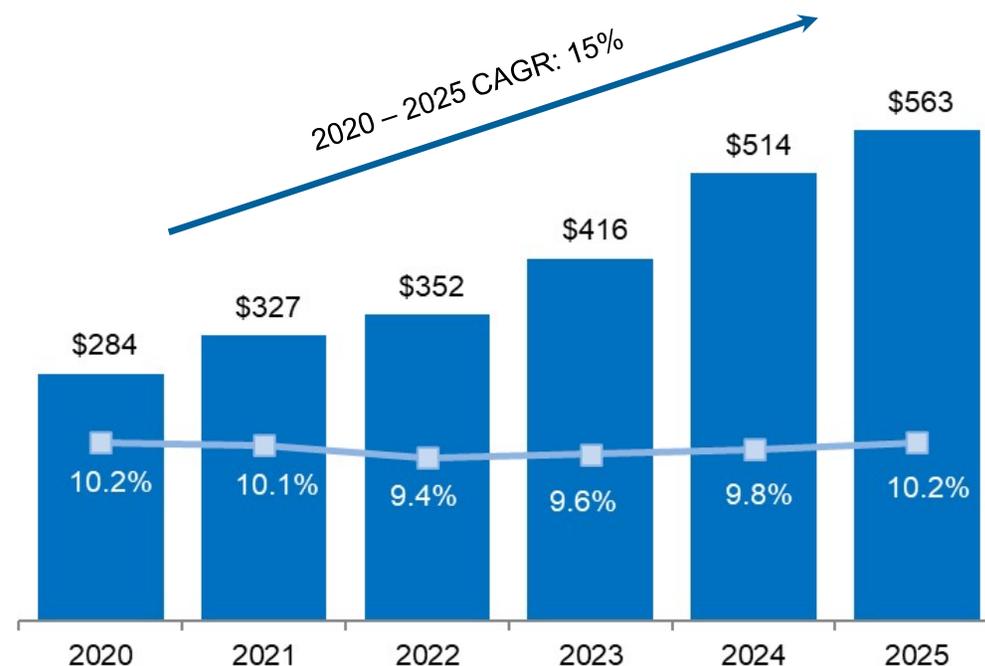
Revenues

(\$ in millions)



Adjusted EBITDA⁽¹⁾

(\$ in millions)



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

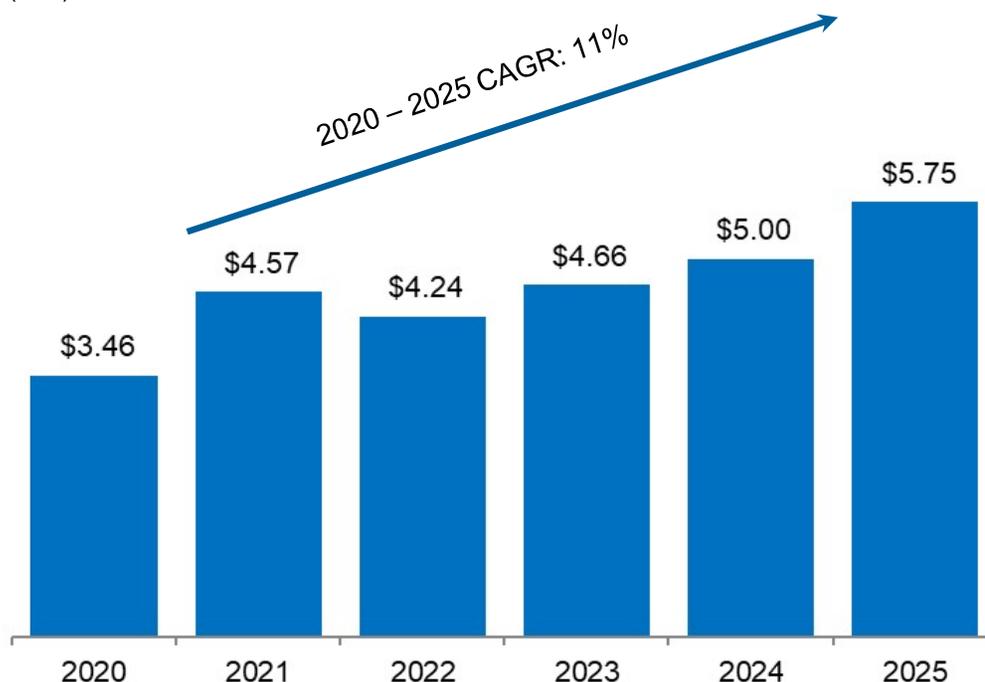
...with comparable operating cash flow and earnings growth

(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 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)

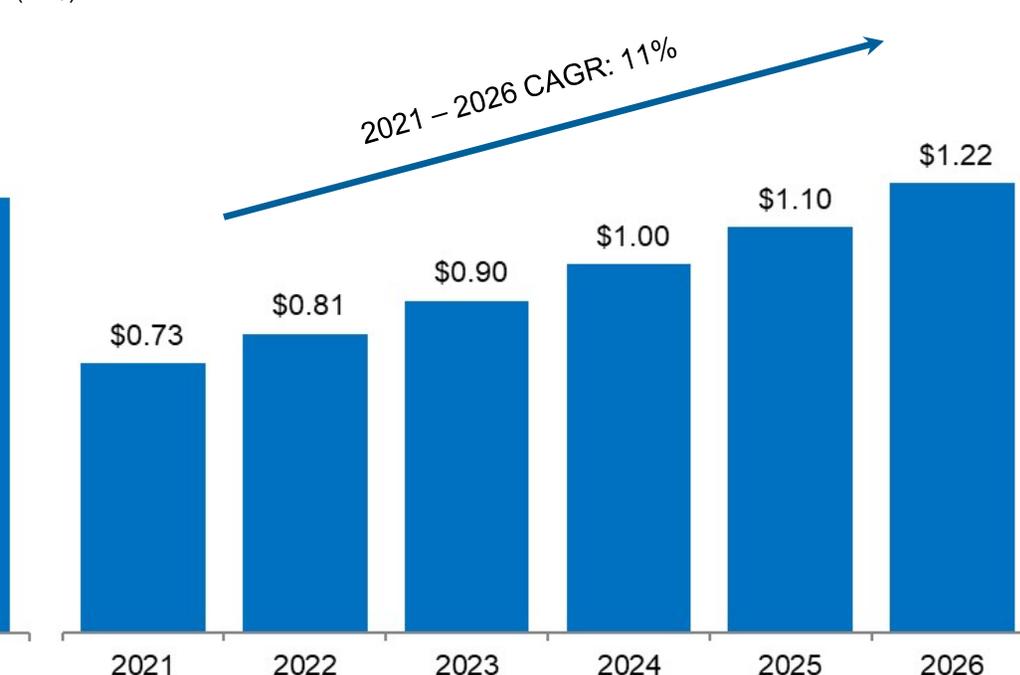
Adjusted EPS⁽¹⁾

(US\$)



Annual Dividends

(US\$)



Strong earnings growth has also supported...

...205% cumulative dividend growth since 2015

(1) Adjusted EPS 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 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 ⁽³⁾ | 31-Dec-25 |
|---|--------------------------|--------------|
| Net Debt / EBITDA ⁽¹⁾ | 2.0x | 1.6x |
| Total Liquidity (\$ MM) ⁽²⁾ | \$861 | \$972 |

(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

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

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

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

| <i>(in thousands of US dollars)</i> | Three months ended | | Twelve months ended | |
|-------------------------------------|--------------------|-------------|---------------------|-------------|
| | December 31 | | December 31 | |
| | <u>2025</u> | <u>2024</u> | <u>2025</u> | <u>2024</u> |
| Net earnings | \$ 50,349 | \$ 50,179 | \$ 190,747 | \$ 187,774 |
| Income tax | 18,388 | 19,153 | 75,765 | 70,124 |
| Other income, net | 84 | (863) | (2,136) | (3,239) |
| Interest expense, net | 17,093 | 21,146 | 73,702 | 82,853 |
| Operating earnings | 85,914 | 89,615 | 338,078 | 337,512 |
| Depreciation and amortization | 48,766 | 47,828 | 185,209 | 165,269 |
| Acquisition-related items | (3,674) | (5,272) | 12,121 | (14,402) |
| Stock-based compensation expense | 6,615 | 5,685 | 27,387 | 25,311 |
| Adjusted EBITDA | \$ 137,621 | \$ 137,856 | \$ 562,795 | \$ 513,690 |

Appendix

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

(in thousands of US dollars)

| | Three months ended | | Twelve months ended | |
|--|--------------------|-----------|---------------------|------------|
| | December 31 | | December 31 | |
| | 2025 | 2024 | 2025 | 2024 |
| Net earnings | \$ 50,349 | \$ 50,179 | \$ 190,747 | \$ 187,774 |
| Non-controlling interest share of earnings | (4,444) | (3,639) | (15,874) | (15,624) |
| Acquisition-related items | (3,674) | (5,272) | 12,121 | (14,402) |
| Amortization of intangible assets | 20,187 | 22,331 | 77,238 | 72,396 |
| Stock-based compensation expense | 6,615 | 5,685 | 27,387 | 25,311 |
| Income tax on adjustments | (6,282) | (8,125) | (26,938) | (28,335) |
| Non-controlling interest on adjustments | (185) | (206) | (1,371) | (693) |
| Adjusted net earnings | \$ 62,566 | \$ 60,953 | \$ 263,310 | \$ 226,427 |

(in US dollars)

| | Three months ended | | Twelve months ended | |
|---|--------------------|---------|---------------------|---------|
| | December 31 | | December 31 | |
| | 2025 | 2024 | 2025 | 2024 |
| Diluted net earnings per share | \$ 0.85 | \$ 0.71 | \$ 3.17 | \$ 2.97 |
| Non-controlling interest redemption increment | 0.15 | 0.31 | 0.65 | 0.83 |
| Acquisition-related items | (0.07) | (0.11) | 0.22 | (0.31) |
| Amortization of intangible assets, net of tax | 0.31 | 0.34 | 1.16 | 1.11 |
| Stock-based compensation expense, net of tax | 0.13 | 0.09 | 0.55 | 0.40 |
| Adjusted EPS | \$ 1.37 | \$ 1.34 | \$ 5.75 | \$ 5.00 |