



Element Fleet Management (TSX: EFN)

2022 Investor Day
& Accompanying Materials



Forward-looking statements and disclaimer

This document contains certain forward-looking statements and forward-looking information regarding Element Fleet Management Corp. (“Element”) and its business which are based upon Element’s current expectations, estimates, projections, assumptions and beliefs. In some cases, words such as “plan”, “expect”, “intend”, “believe”, “anticipate”, “estimate”, “may”, “will”, “potential”, “target”, “proposed” and other similar words, or statements that certain events or conditions “may” or “will” occur are intended to identify forward-looking statements and forward-looking information. These statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in the forward-looking statements or information.

Forward-looking statements and information in this document may include, but are not limited to, statements with respect to, among other things, the impact that the COVID-19 pandemic may have on Element’s financial condition, operating results and cash flows; the impact that manufacturers’ production delays will have on Element’s business; the objectives, vision and strategies of Element; the future financial reporting of Element; future cash flows, financial condition, financial performance, operating performance, financial ratios, projected asset base, capital structure and capital expenditures; Element’s after-tax adjusted operating income per share and free cash flow per share; Element’s expectations regarding revenue growth; Element’s EV strategy and capabilities; global EV adoption rates; Element’s anticipated dividend policy and plans for future dividends; Element’s ability to deliver returns and benefits from its initiatives; client acquisition, retention and experience; relationships with suppliers; anticipated cash needs, capital requirements, need for and cost of additional financing and ability to access such financing; future assets; demand for services; Element’s competitive position; anticipated trends and challenges in Element’s business and the markets in which it operates; Element’s ability to generate pre-tax run-rate operating income; expectations regarding syndication; Element’s ability to increase total shareholder return; Element’s ability to pre-fund redemption of its outstanding convertible debentures upon their maturity; Element’s ability to redeem its preferred shares; Element’s dividend policy and the payment of future dividends; Element’s proposed share purchases, including the number of common shares to be repurchased, the timing thereof and TSX acceptance of the normal course issuer bid and any renewal thereof; and expectations regarding credit ratings.

By its nature, forward-looking information involves numerous assumptions, known and unknown risks and uncertainties, both general and specific, that contribute to the possibility that the predictions, forecasts, projections and other forward-looking statements will not occur. Such forward-looking statements and information in this document speak only as of the date on the front of this document. The forward-looking information and statements contained in this document reflect several material factors, expectations and assumptions of Element including, without limitation: that Element will conduct its operations in a manner consistent with its expectations and, where applicable, consistent with past practice; acceptable negotiations with third parties; the general continuance of current or, where applicable, assumed industry conditions; the continuance of existing (and in certain circumstances, the implementation of proposed) tax and regulatory regimes; certain cost assumptions; the continued availability of adequate debt and/or equity financing and cash flow to fund its capital and operating requirements as needed; Element’s net interest margin; expectations regarding syndication; growth in lease receivables and service income; assumed rate of cost inflation; assumed applicable foreign exchange rates and applicable income tax rates; Element’s funding mix; terms of new instruments issued to refinance Element’s 2024 convertible debentures; the reset rates for Element’s outstanding preferred shares; the extent of its assets and liabilities; and the impact of vehicle manufacturers’ ability to deliver vehicles. Element believes the material factors, expectations and assumptions reflected in the forward-looking information and statements are reasonable but no assurance can be given that these factors, expectations and assumptions will prove to be correct.

The forward-looking events and circumstances discussed in this document may not occur and could differ materially as a result of known and unknown risk factors and uncertainties affecting Element, including risks regarding the fleet management and finance industries, economic factors, risks related to the addition of new clients, risks related to the payment of dividends, risks relating to business integration and many other factors beyond the control of Element. The COVID-19 pandemic has cast additional uncertainty on Element’s expectations, estimates, projections, assumptions and beliefs. The duration, extent and severity of the impact that the COVID-19 pandemic, including measures to prevent its spread, will have on Element’s business remains uncertain and difficult to predict. No forward-looking statement can be guaranteed and Element cannot guarantee future results, levels of activity, performance or achievements. Accordingly, readers should not place undue reliance on any forward-looking statements or information. A discussion of the material risks applicable to Element can be found in Element’s most recent Management Discussion and Analysis document as well as the most recent such document in respect of a full calendar year, and Element’s Annual Information Form, each of which have or will have been filed on SEDAR and can be accessed at www.sedar.com. Except as required by applicable securities laws, forward-looking statements speak only as of the date on which they are made and Element disclaims any intention and assumes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

An investment in the securities of Element involves significant risks. A discussion of some of the material risks affecting Element and its business appears under the heading “Risk Factors” in Element’s Annual Information Form dated on March 1, 2022, and under the headings “Risk Management” and “Critical Accounting Policies and Estimates” in Element’s Management Discussion and Analysis for the three- and nine-month periods ended September 30, 2022 as well as the most recent such document in respect of a full calendar year, all of which have or will have been filed on SEDAR and can be accessed at www.sedar.com. Prospective investors should carefully consider the risks associated with an investment in the securities of Element before deciding to purchase any such securities.

Non-GAAP Measures

In this document, management presents measures that do not have a standardized meaning under IFRS and may not be comparable to similarly-named or any other non-GAAP measures presented by other organizations. Descriptions of the non-GAAP measures presented in this document can be found in Element’s Management Discussion & Analysis that accompanies the financial statements for the most recent quarter or year, which have or will have been filed on SEDAR (www.sedar.com).

Notes



Unless otherwise noted herein...

- all monetary amounts are millions of Canadian dollars, except per share amounts, which are single Canadian dollars,
and
- Element is the attributable source of all content.

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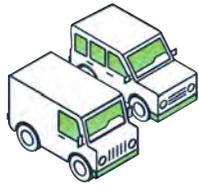


- Introductory materials
 - Fleet Management 101
 - Element 101
- Investor Day materials
 - Organic revenue growth
 - Scalable operating platform
 - Capital-lighter business model
 - ESG & Electric vehicles
- Supplemental materials
 - Current events
 - Resilient business model

Fleet Management 101

Lowering the total cost of fleet operations and reducing administrative burden

Fleet management



**What
is it?**



**Attractive
industry
dynamics**



**Low risk,
resilient
business model**

What is it?

- Operators of automotive fleets can outsource vehicle-related responsibilities and functions to a fleet management company ('**FMC**').
- Through scale efficiencies and know-how, FMCs lower the total cost of fleet operations ('**TCO**') and reduce administrative burden for their clients.
- FMC services can span the vehicle lifecycle, from suitability analysis before vehicle ordering to the remarketing of vehicles at the end of their useful life.
- The FMC services pictured here do not constitute an exhaustive list.



Vehicle Selection



Vehicle Ordering



Production Tracking



Customization / "Upfit"



Financing



Titling & Registration



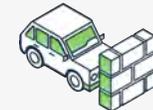
Vehicle Delivery



Maintenance & Repair



Driver Safety Training



Accident Services



Connected Vehicles



Fuel Management

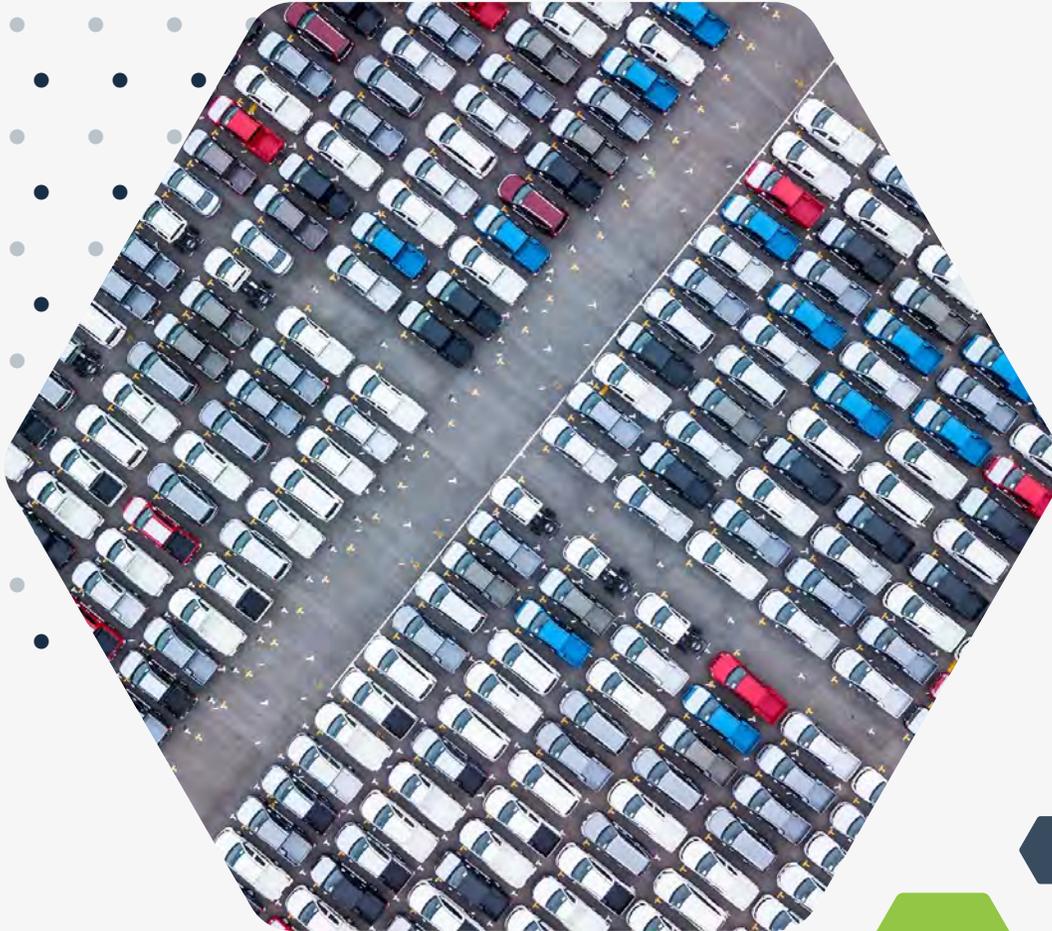


Tolls & Violations



Vehicle Remarketing

Attractive industry dynamics



High barriers to entry

- Scale: Incumbents possess scale advantages and expertise, to maximize TCO savings for clients.
- “Sticky” Clients: Long-term relationships and material switching costs contribute to high client retention rates.

Mature industry participants

- Well-established FMCs are focused on value-based selling.

The fleet management industry took shape over 70 years ago and has consistently demonstrated stability and resilience throughout the cycle.

Low risk, resilient business model

- Low recession risk: FMC value proposition – to reduce TCO – becomes more compelling.
- Low inflation risk: “Cost-plus” business model translates higher costs of vehicles and services into higher revenue.
- Low concentration risk: Automotive fleets exist in almost every industry, allowing large FMCs to diversify their client rosters.
- Low credit risk: Contractual provisions and mission-critical nature of fleet assets result in exceptionally low real economic losses.

FMCs enjoy predominantly recurring revenue streams and high client retention rates.



Element Fleet Management

The largest pure-play FMC in the world

ELEMENT 101

Global industry leader

- We provide services and financing to large and mid-sized corporate/commercial and government/public service fleets.
- We specialize in large, complex fleets of mission-critical service vehicles: vans, pick-ups, and medium- and heavy-duty trucks. The majority are “upfit” post-production.
- We are the market leader everywhere we operate
 - the U.S. and Canada
 - Australia and New Zealand (**‘ANZ’**)
 - Mexico
- We win global client mandates with our strategic alliance partner, Arval (BNP Paribas).



ELEMENT 101

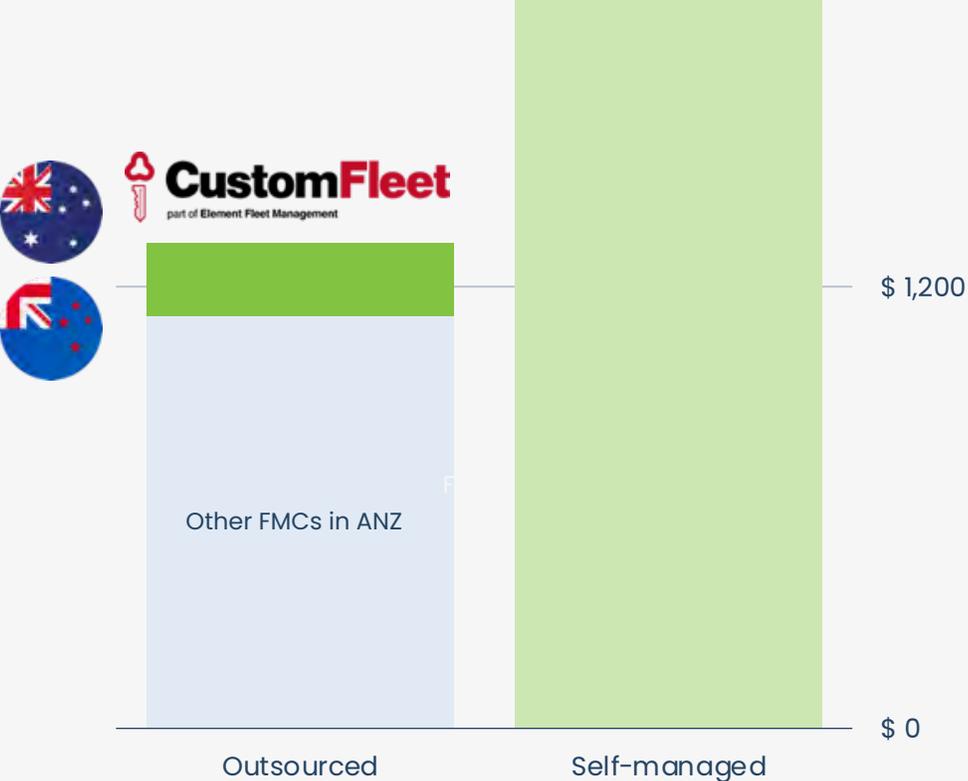
The clear market leader in the U.S. and Canada

Element captures approximately 30% of annual net revenue earned by FMCs in the region; with approximately 1.3 million vehicles under management ('VUM').

The addressable market of mid- and enterprise-sized fleets in the U.S. and Canada represents approximately \$6 billion of annual net revenue opportunity for FMCs, of which only approximately 45% is currently being earned by FMCs.



Element goes to market as Custom Fleet in Australia and New Zealand ('ANZ') which, combined, represent approximately \$3.3 billion of annual net revenue opportunity for FMCs, of which only approximately 40% is currently being earned by FMCs.



ELEMENT 101

The clear market leader in ANZ

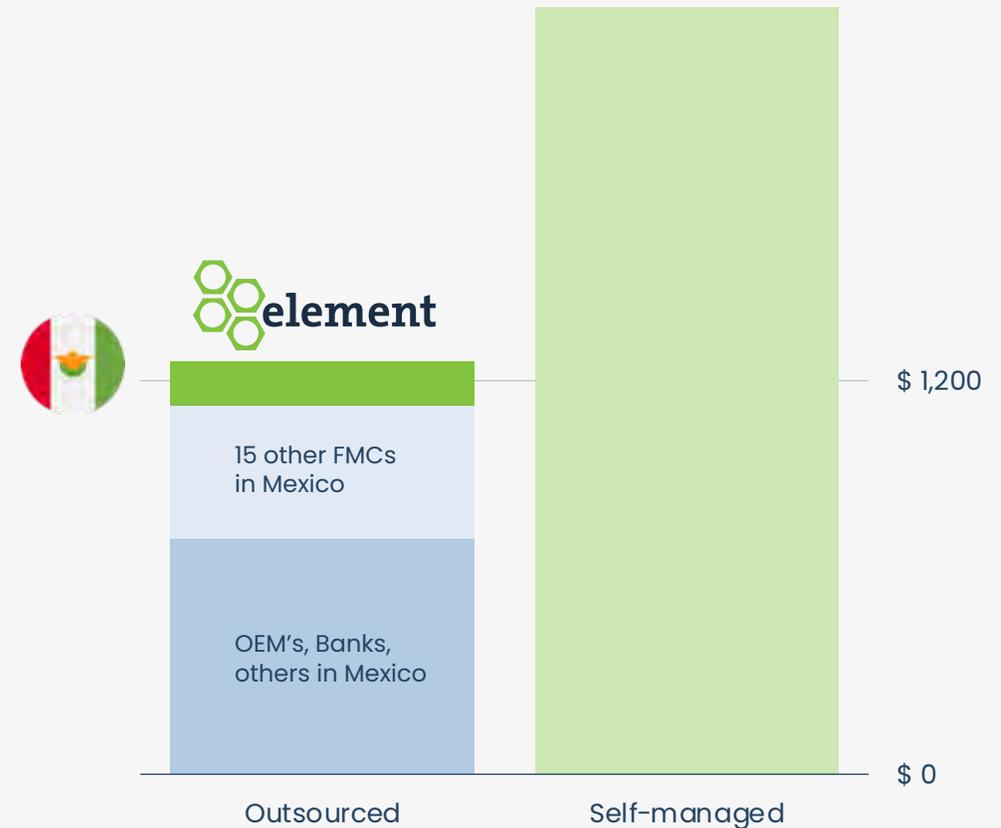
Element is a leader in a competitive market in Australia, and the foremost FMC in New Zealand.

ELEMENT 101

The foremost FMC in Mexico

Element is the foremost FMC in a fragmented Mexican market that also includes OEM captives, banks and others.

Element's addressable market in Mexico represents approximately \$3.6 billion of annual net revenue opportunity for FMCs, of which only approximately 35% is currently being earned by FMCs.





“Element has never been better positioned than we are right now to sustain our momentum and build on our success.”

Jay Forbes

President & CEO, Element Fleet Management

ELEMENT 101

Three strategic growth priorities



Aggressively pursue organic growth in all our geographies and demonstrate the scalability of Element's transformed operating platform by growing operating income in excess of the annual net revenue growth rate.



Advance a capital-lighter business model by growing services revenue and strategically syndicating assets, which enhance return on equity.



Given the expected double-digit annual free cash flow per share growth rate, predictably return excess equity to investors by way of growing common dividends and share buybacks.



Retaining our clients



Growing share of wallet



Stealing market share



Converting self-managed fleets into
Element clients

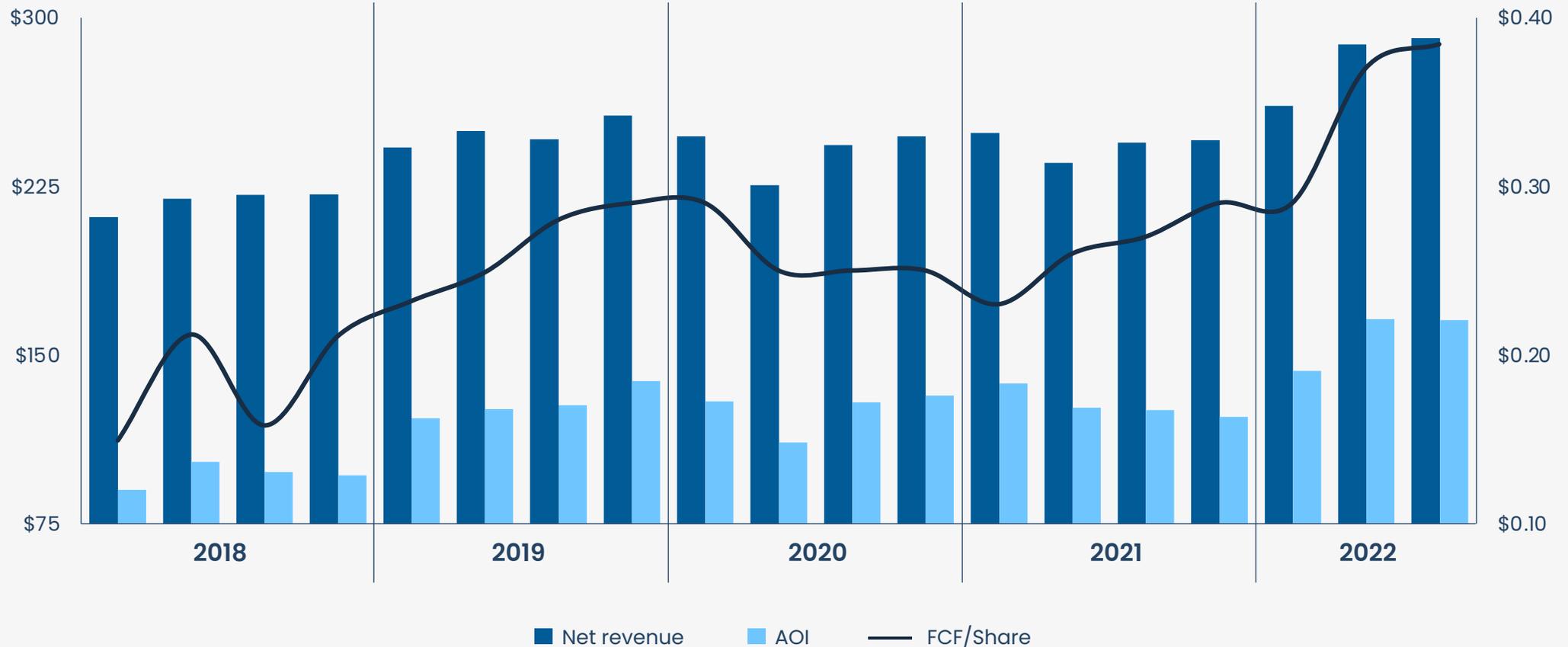


Winning government & 'mega' fleets

ELEMENT 101

Five revenue growth drivers

Materially improved results over ~5 years



ELEMENT 101

Vehicles under management

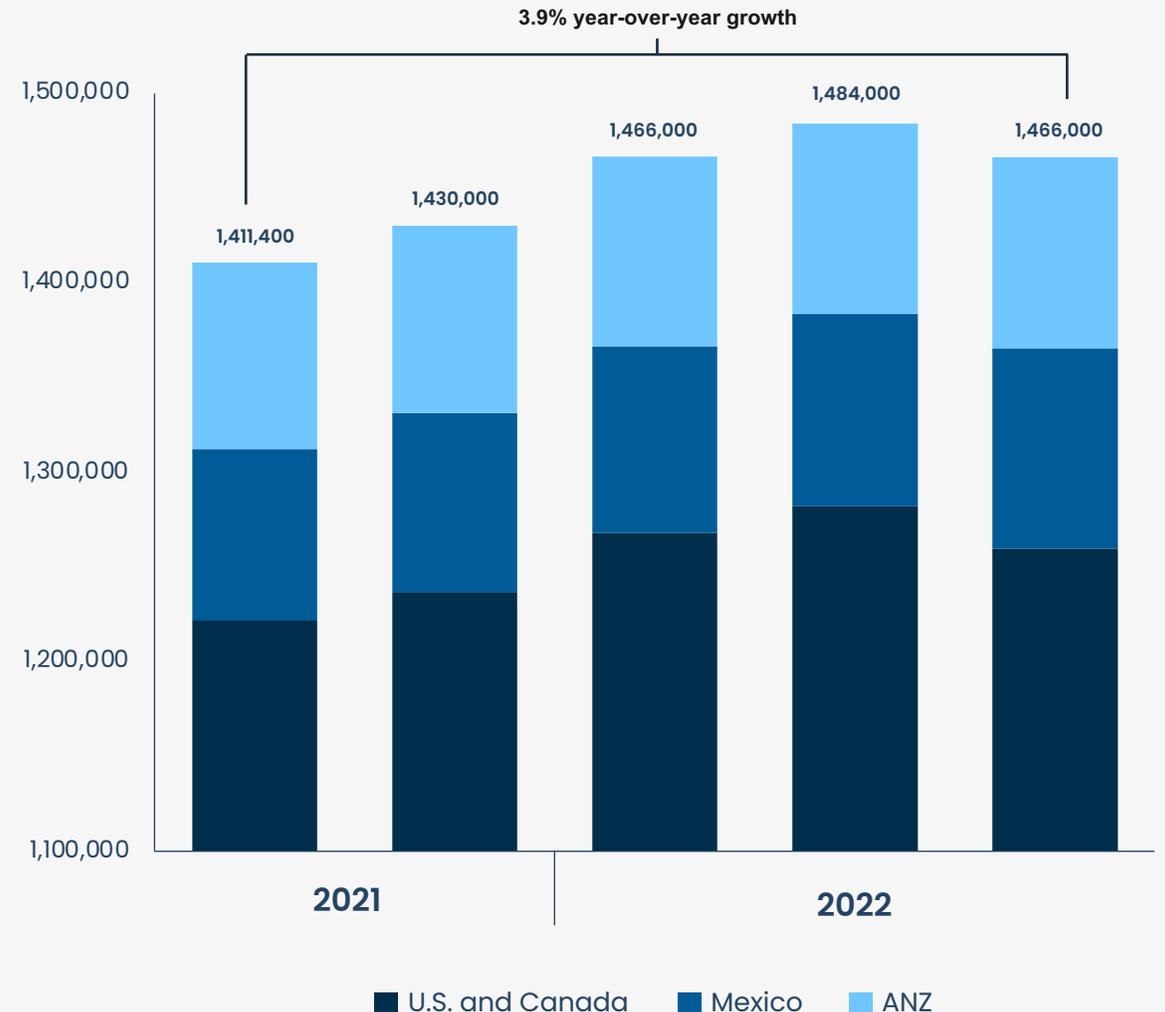
Element drives growth in vehicles under management ('VUM') through:

- Improving client retention;
- 'Internal' growth: earning incremental business from vibrant, growing clients whose fleet needs are increasing; and
- New clients: stealing market share, converting self-managed fleets, and winning government and 'mega' fleets.

VUM growth, in turn, increases share of wallet growth opportunities.



Vehicles under management



ELEMENT 101

Annuity business model

- Our clients' mission-critical fleet vehicles are constantly in use and regularly replaced, driving robust recurring services revenue.
- Leased vehicles provide consistent, predictable financing revenue over a relatively uniform timespan (on average, 42 months) before being replaced with the next leased vehicle.
- Annual originations (\$8+ billion) and a large lease portfolio facilitate recurring syndication revenue, which is economically superior and capital-lighter than balance sheet-driven financing revenue.

All underpinned by near-99% client retention.



Element Fleet Management (TSX: EFN)

Investor Day

Tuesday, November 29, 2022



INVESTOR DAY

Presenters



Jay Forbes
President & Chief
Executive Officer



Frank Ruperto
EVP & Chief Financial
Officer



Jim Halliday
EVP & Chief Operating
Officer



David Madrigal
EVP & Chief
Commercial Officer



Jacqui McGillivray
EVP & Chief People
& Social Impact Officer



Chris Gittens
EVP & Chief
Digital Officer



Izzy Kaufman
EVP & Treasurer



David Colman
EVP & General Counsel



Chris Tulloch
Country Head, ANZ
(Custom Fleet)



Manuel Tamayo
Country Head, Mexico



Germán Piderit
Head of North
American Operations



Nick Verceles
Head of North
American Sales



Raj Eshwar
Vice President, Client
Experience



Steve Jastrow
Vice President,
Strategic Consulting



Avninder Buttar
Vice President,
Strategy



Michael Barrett
Vice President,
Investor Relations

Agenda



- Opening remarks
- Organic revenue growth
- Scalable operating platform
- Capital-lighter business model
- ESG & Electric Vehicles
- Q&A
- Closing remarks

Opening remarks



Jay Forbes

President & Chief Executive Officer

Jay joined Element as President & CEO in mid-2018 and has led the Transformation of the company and the implementation of Element's growth strategy:

- Securing industry-leading client satisfaction and retention;
- Deepening the engagement and capabilities of Element's employees;
- Creating a scalable operating platform that delivers a consistent, superior client experience with minimal operating risk; and
- Generating more than \$5.6 billion in shareholder value and a path to further value creation for years to come.

OPENING REMARKS

Element's competitive advantages



Our People, and their delivery of a consistent, superior client experience.



Our Scale, and the unrivaled purchasing power, supplier networks, and data that come from managing 1.5 million vehicles across 5 countries.



Our differentiated offerings, including Strategic Consulting Services ('**SCS**') that generate unmatched insights to lower TCO, and **Arc by Element**, our industry leading global wing-to-wing Electric Vehicle solution.

Organic revenue growth

Presenter



David Madrigal

Chief Commercial Officer

David leads Element's global commercial sales efforts and is responsible for coordinating our five revenue growth drivers to deliver 6-8% organic net revenue growth annually.

Previously, as the country head of Element Mexico, David and his team successfully developed and refined the commercial sales strategy and structure that is now the basis of our global growth strategy.

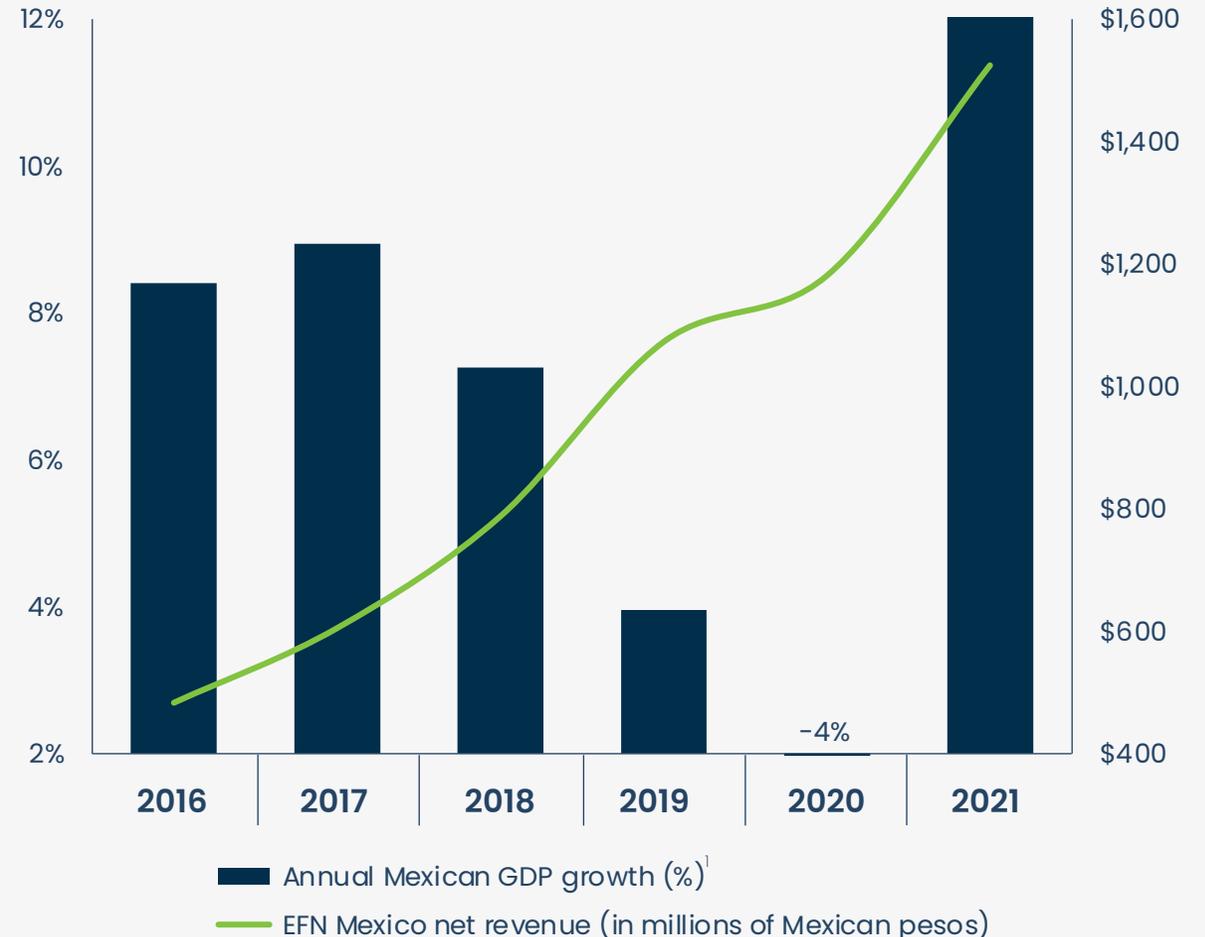
ORGANIC REVENUE GROWTH

Last 6 years' performance in Mexico

Mexico is a country of 126 million people, with 2021 GDP of \$26.2 trillion pesos (\$1.3 trillion U.S. dollars).¹

Operating in Mexico since 2016, Element has:

- Delivered high double-digit annual net revenue growth (25.9% CAGR 2016-2021);
- Competed very successfully against many of the same FMCs we compete with in the U.S. and Canada, as well as FMCs and captive OEMs that are unique to the Mexico fleet market; and
- Grown and underwritten a portfolio that performs as well or better than our portfolios in the other 4 countries we serve.



ORGANIC REVENUE GROWTH

Set up for success

In Q1 2020, we began an overhaul of our Commercial function in the U.S. and Canada, upgrading people, processes and systems.

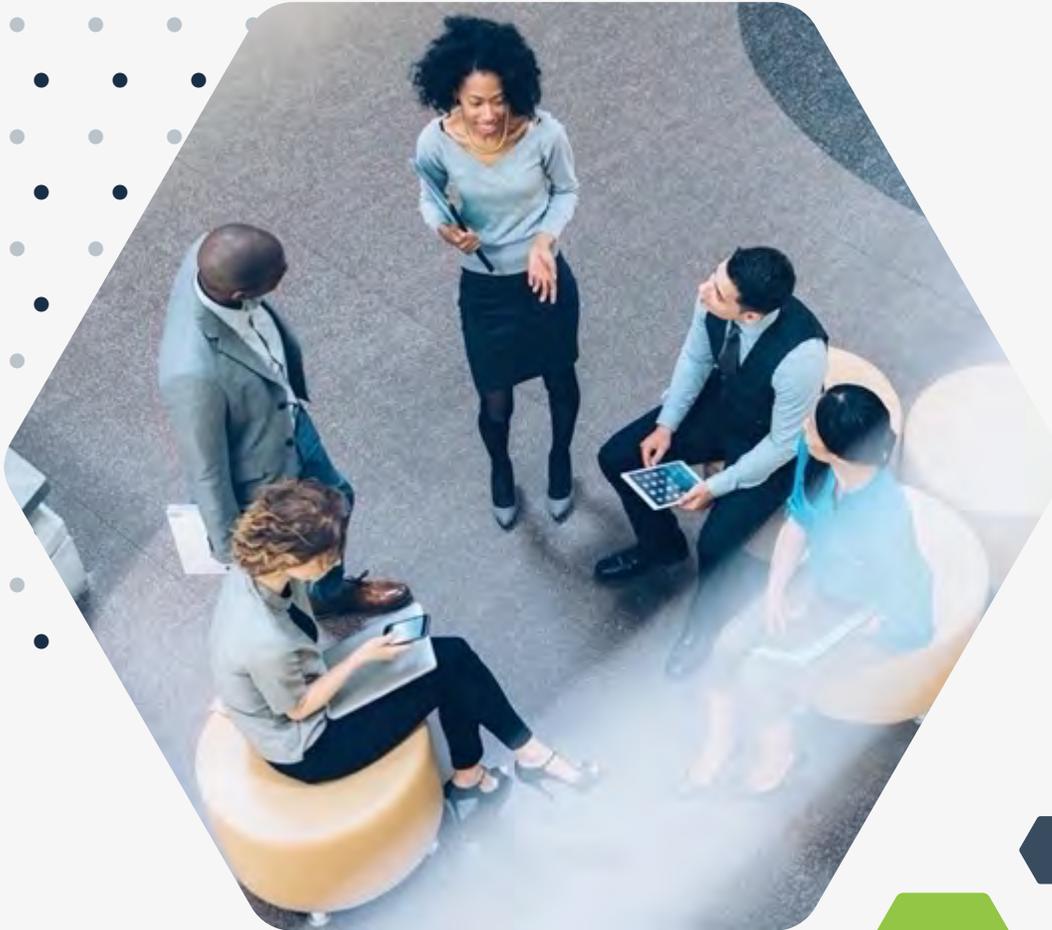
We instituted a “Hunter”/“Farmer” model.

- Reorganized the salesforce into functional teams that reflect the strengths of our people.

We increased salesforce capability & accountability.

- Enhanced our training programs to emphasize value-based selling.
- Invested in a new technology stack to manage pipeline growth, velocity and accountability.

We invested in account-based marketing capabilities.



ORGANIC REVENUE GROWTH

Five revenue growth drivers

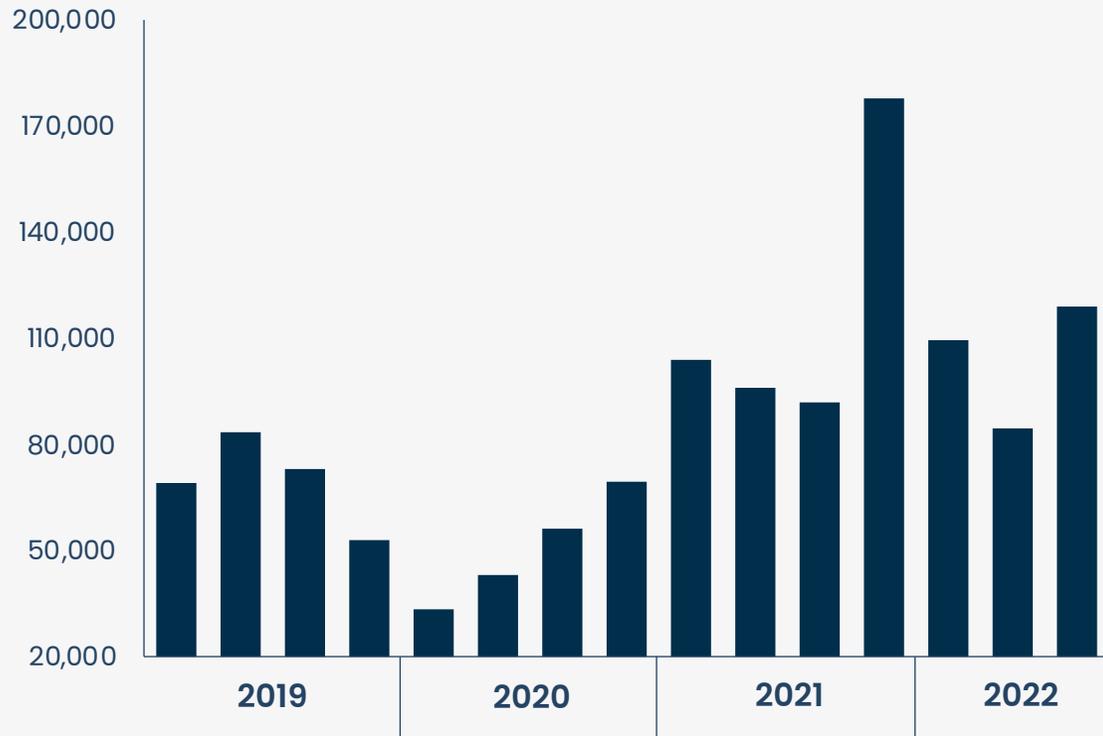
1. Retaining our clients
2. Growing share of wallet (**'SOW'**)
3. Stealing market share
4. Converting self-managed fleets into Element clients
5. Winning government & 'mega' fleets



ORGANIC REVENUE GROWTH

Traction in the U.S. and Canada...

Growth in U.S. & Canada contracted revenue units...



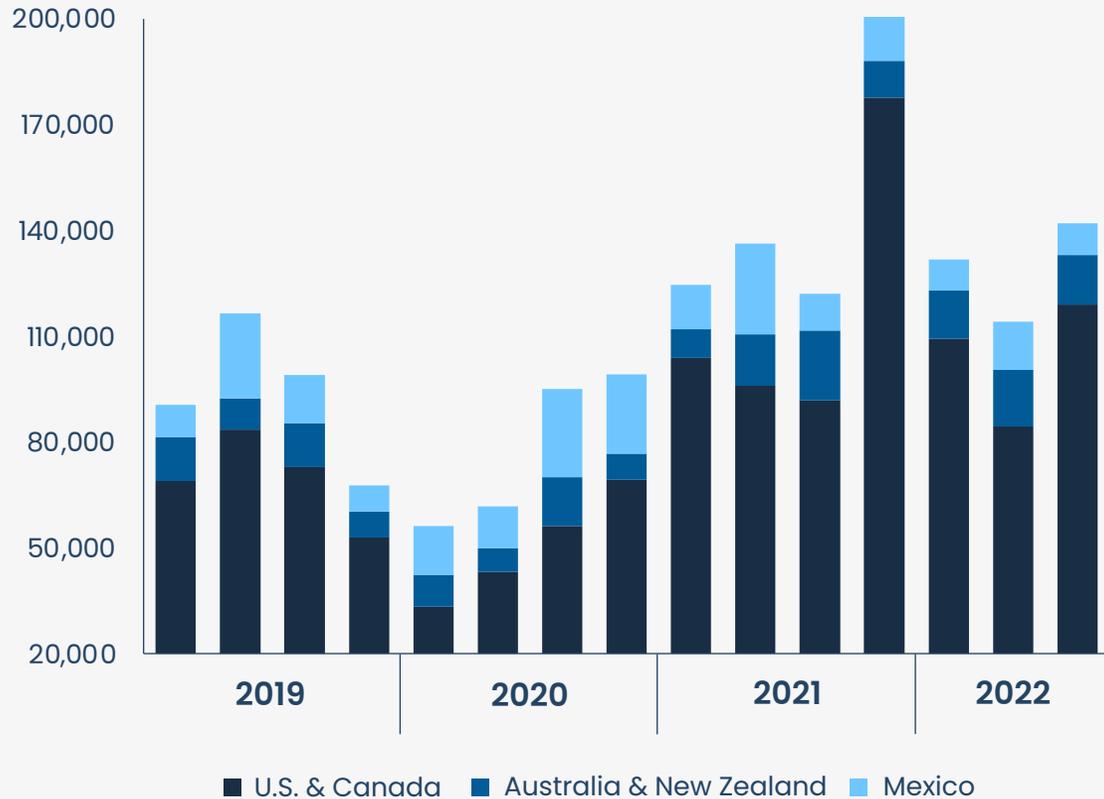
...driving U.S. & Canada services revenue growth



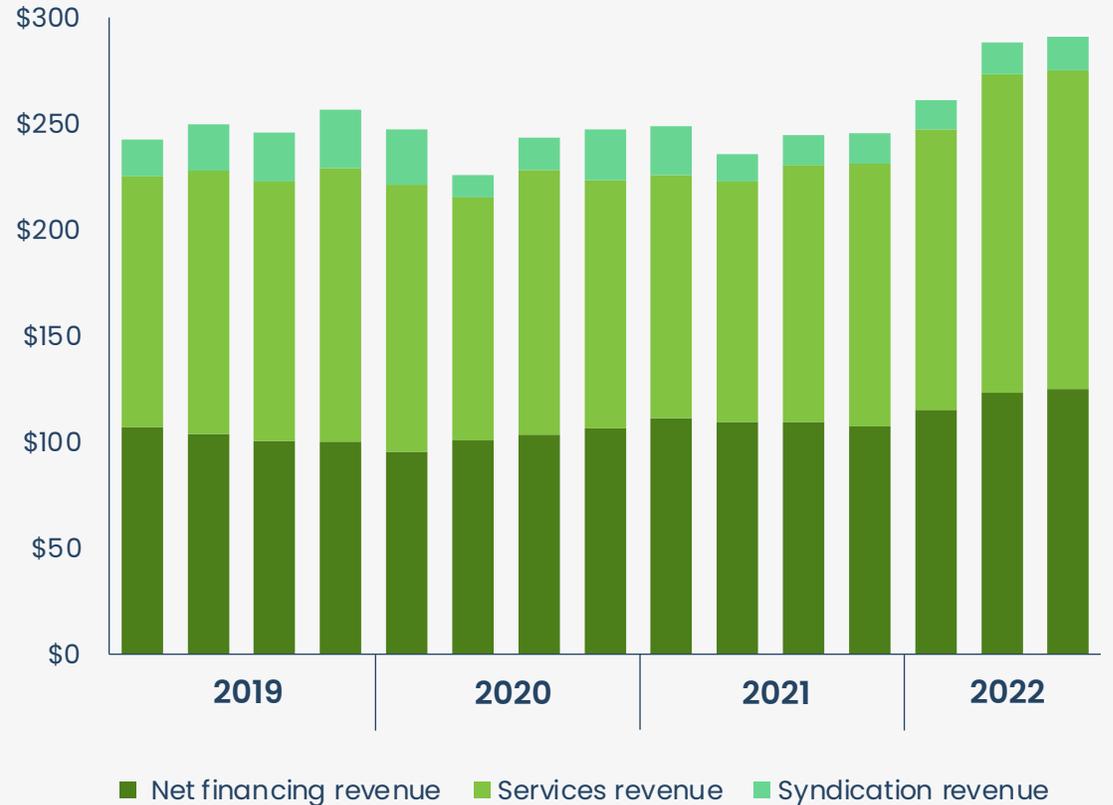
ORGANIC REVENUE GROWTH

...fueling strong global growth

Global contracted revenue units



Global net revenue



PEOPLE, PROCESSES AND SYSTEMS

Grounds for confidence in sustainability of success



**People,
processes
and systems**



**Strong & rising
Net Promoter
Scores**

ORGANIC REVENUE GROWTH

Grounds for confidence in sustainability of success



**Experience
in Mexico**



**Global
best-practice
sharing**

Client retention

Presenter



Raj Eshwar

Vice President, Client Experience

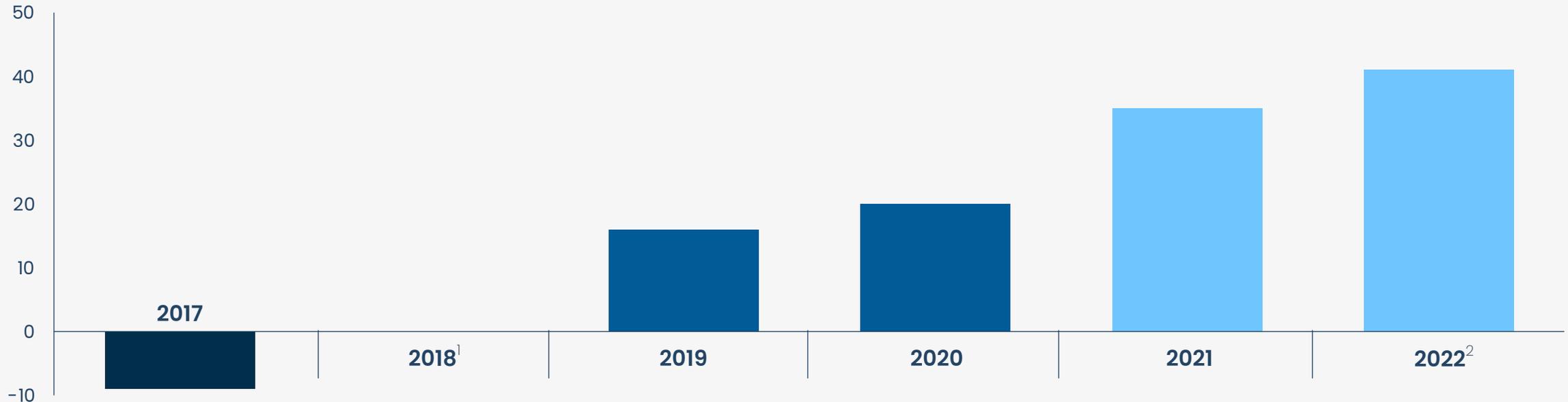
Raj leads Element's focus on ensuring a consistent superior client experience and is responsible for the Client Retention & SOW pillars of our growth strategy.

In prior roles, Raj was Head of Client experience & Delivery Transformation at T. Rowe Price and Chief Sales Officer at Capgemini Sogeti, driving double-digit revenue growth and increasing client loyalty.

Raj joined Element in 2021 and has since made both immediate and lasting impacts.

NET PROMOTER SCORES

Rising to best-in-class levels



Our NPS proves we are delivering a consistent, superior client experience – foundational to our organic revenue growth strategy.

Deeper insights



**SOW success
is >20% greater
with 'promoters'**



**Our highest-
revenue clients
are our happiest**



**Reputation is
a top-3 driver of
client decisions**

CLIENT RETENTION

Driving improvement



We monitor specific KPIs as part of a disciplined approach to improving retention, including:

- Client-Driver sentiment towards Element;
- Ease of doing business with Element; and
- Client satisfaction.

We are equally disciplined in our response to opportunities for improvement:

- End-to-end process for service recovery.
- Training and Enablement through our CX academy.

Every 10 basis points of improvement in retention is equivalent to 10 basis points of annual net revenue growth.

CLIENT RETENTION

Approaching 99% globally

- Fast approaching 99% in the U.S. & Canada.
- We continue to retain ~99% in ANZ, Mexico.
- We deliver the consistent, superior client experience that is necessary to achieve industry-leading retention levels.
- Our proactive identification of ~\$1.5 billion in annual TCO savings for clients evidences our ability to deliver on Element's core value proposition.

Client demand for fleet electrification support is another tailwind to retention.



Strategic Consulting Services

('SCS')

Presenter



Steve Jastrow

Vice President, SCS

Steve is a 23-year industry veteran, having joined GE Capital's fleet business in 1999. Today, he leads the consulting & analytics team ('Strategic Consulting Services' or '**SCS**') that is central to Element's value proposition.

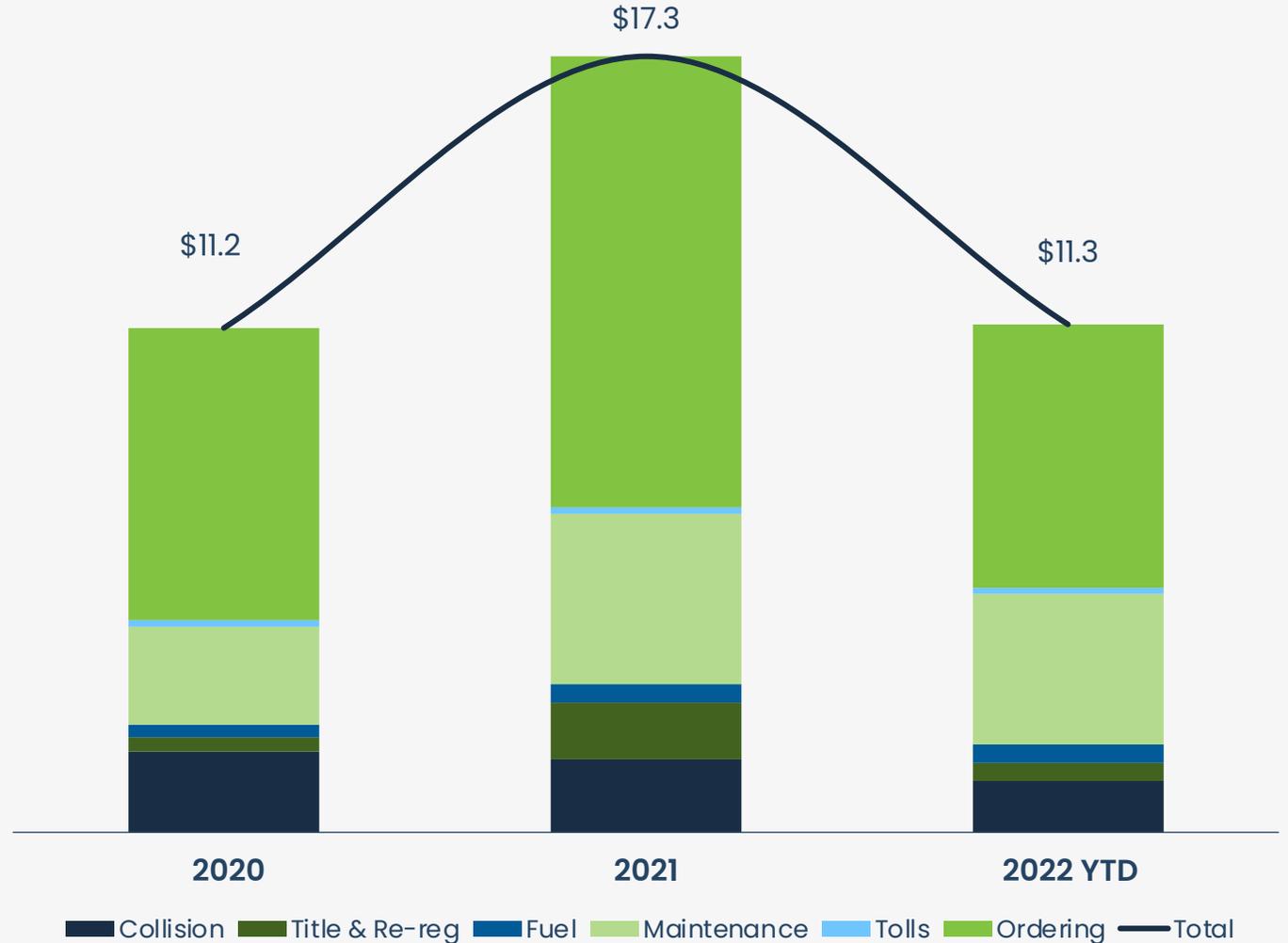
SCS uncovers the insights and actionable ideas that enable our clients to lower their TCO and make their fleets more productive.

Actionable insights

SCS provides:

- Proactive identification of cost saving opportunities for clients, which often grow share of wallet (penetration).
- Support to Commercial teams winning new clients.
- Fleet electrification assessments.
- Analytics and benchmarking.

Illustrative client review content:
identified (incl. actioned) cost savings



Share of wallet

(**'SOW'**)

SHARE OF WALLET

Three drivers of SOW gains



Penetration



Utilization



Pricing

SHARE OF WALLET

Penetration

Recognizing the strong relationships we enjoy with our existing clients, and the amount of 'white space' that exists (clients not availing themselves of the full suite of value-add financing and service options we offer), we have built out our marketing and account management capabilities to capture a greater share of wallet from our clients.





SHARE OF WALLET

Increasing penetration

We demonstrate our value by using analytics – leveraging data from the millions of vehicles we have managed, across geographies and use cases – to identify opportunities for clients to lower TCO.

SHARE OF WALLET

Measuring success

Systems:

- Monitoring tools identify opportunities to clients for incremental service additions and the value they can deliver.
- Dynamic scorecards track penetration (and utilization) opportunities and success internally.

Client testimonials / case studies:

- We develop case studies of clients subscribing for incremental services and yielding material savings within short timeframes, to show other clients what we can do.

Type	Enrolled Units	Opportunity Units	Total Units	Penetration %	Opportunity %	Opportunity \$ Ann.
Lease	10,258	10,740	20,998	48.9%	51.1%	\$6,245,723
Telematics	4,010	37,970	41,980	9.6%	90.4%	\$5,162,362
Maintenance	2,665	19,203	21,868	12.2%	87.8%	\$1,951,791
Personal Use	13,430	59,278	72,708	18.5%	81.5%	\$1,548,254
FPS	213,467	73,297	286,764	74.4%	25.6%	\$998,951
Rereg	57,109	52,783	109,892	52.0%	48.0%	\$817,076
Accident	5,289	8,128	13,417	39.4%	60.6%	\$298,235
Fuel	1,782	4,324	6,106	29.2%	70.8%	\$158,202
Violations	231,056	55,708	286,764	80.6%	19.4%	\$143,443
Total	539,067	321,430	860,497	62.6%	37.4%	\$17,324,036

Report date: 11/01/2022
Bill Month: 11/2022

Country
US

Managing Director
Eric Stanley

Sales Rep
All

Definitions

SHARE OF WALLET

Penetration 'white space'

- Ample opportunity to sell incremental services (including financing) to existing clients.
- Increased penetration intensifies clients' experience of our value proposition by further lowering TCO and reducing fleet-related administrative burden.
- Rising NPS signal growing client trust.
- EVs are rapidly catalyzing conversations and clients' openness to incremental change.

\$245 million
annual net revenue
'white space' in
our current global
client base



SHARE OF WALLET

Utilization

- Utilization is a key driver of share of wallet, as 2/3rds of services revenue is vehicle usage-based. (The remaining 1/3rd is recurring subscription fee-based.)
- We offer clients insights to encourage and improve service utilization, which benefits clients' TCO because our services are far more cost-effective than alternatives.

SHARE OF WALLET

Improving utilization

Driving in-network purchases

- Proactive notifications (eg. preventive maintenance recommendations) in Xcelerate improve timely directed spend.

Expanding our service-supplier network

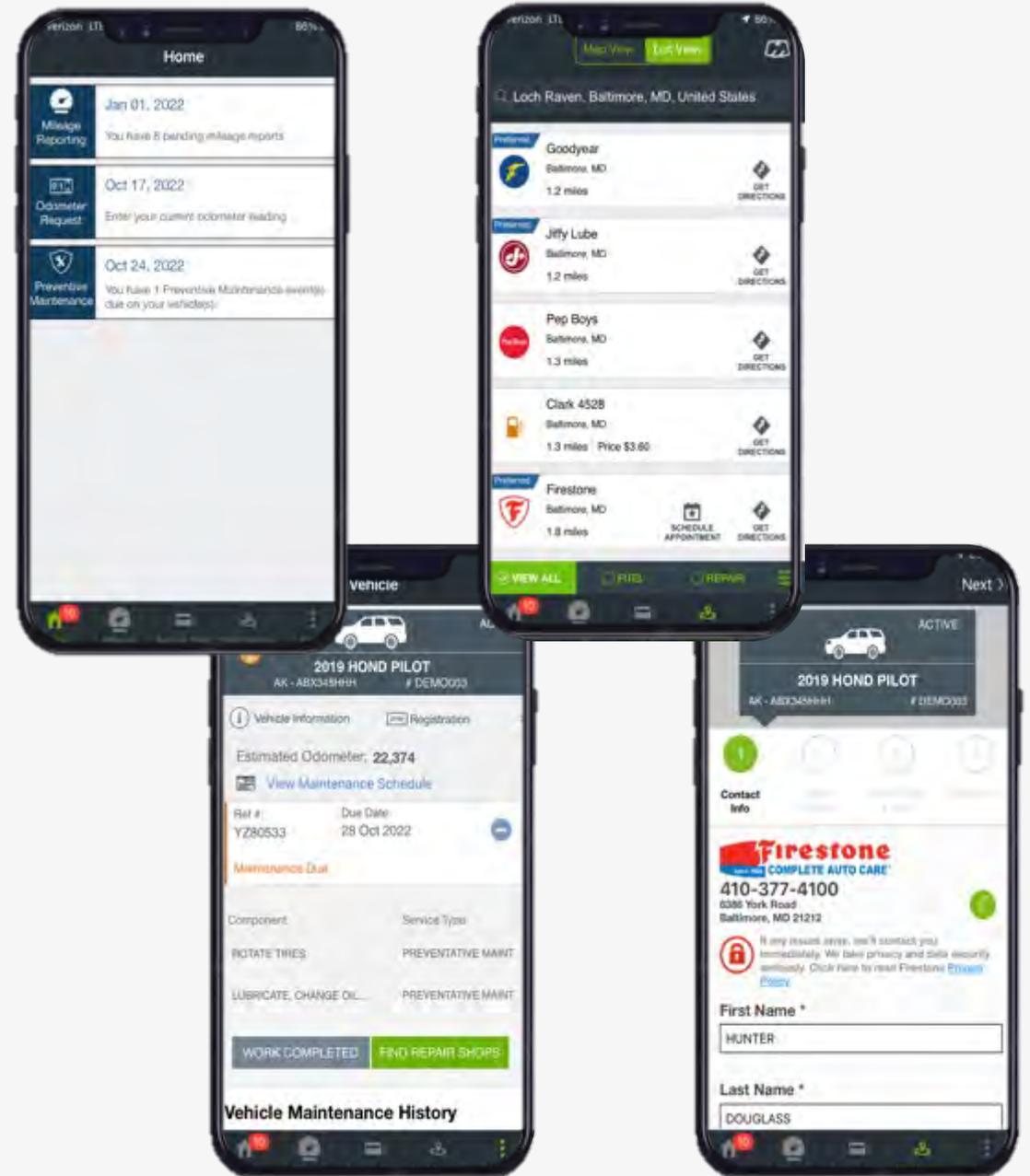
- Ensuring ready access to service options.

Strategic consulting services

- Analyzing TCO and recommending changes at quarterly business reviews.

Behaviour management

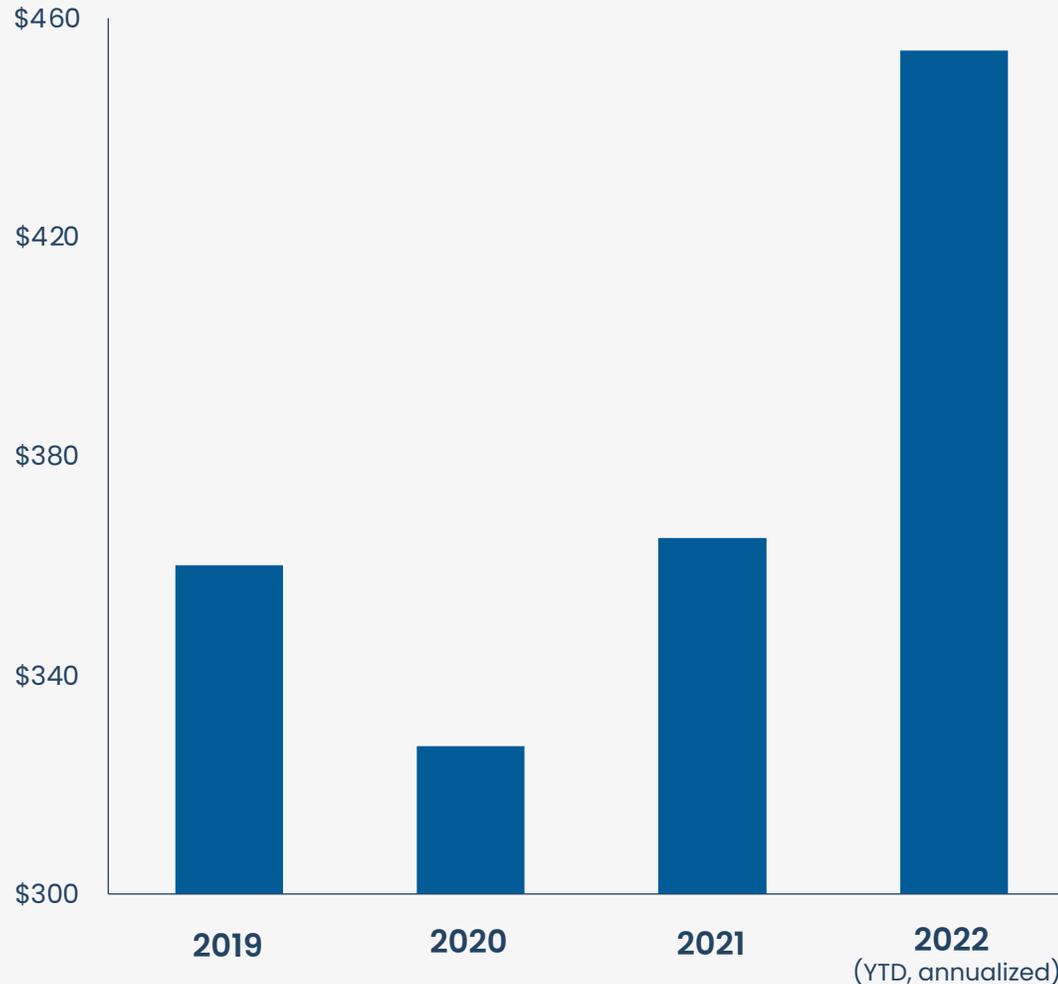
- Assessing driver behaviours and running campaigns to influence.



SHARE OF WALLET

Future of utilization

Client spend with national accounts



Success to date

- Dramatic increase in client spend with national accounts.
- Strong & rising NPS.
- Accelerating services revenue growth.

Sustainable growth drivers

- Technology: increased use of behaviour management.
- Compelling value proposition: utilization lowers TCO by ensuring drivers take advantage of our favorable offerings.
- Client Response: rising NPS signal growing trust.

SHARE OF WALLET

Pricing

Inflationary increases in the cost of vehicles – and the parts and services to maintain and operate them – automatically flow through as increases in Services, Financing and Syndication revenues.



Stealing market share

Presenter



Nick Verceles

Head of North American Sales

Nick joined Element earlier this year after five years in sales at UPS, including as head of North American sales for UPS's wholly owned subsidiary, Coyote Logistics. This background gives Nick experience in transport, logistics and supply chain.

The common thread throughout Nick's career is a focus on client engagement.

STEALING MARKET SHARE

Current state of play

Element is the market leader everywhere we operate, yet there is significant opportunity for us to gain share by:

- Leveraging our well-honed competitive advantages; and
- Capitalizing on competitors' weaknesses - especially those undergoing changes in ownership and/or operating models.

The addressable market of mid- and enterprise-sized fleets in the U.S. and Canada represents approximately \$6 billion of annual net revenue opportunity for FMCs, of which only approximately 45% is currently being earned by FMCs.



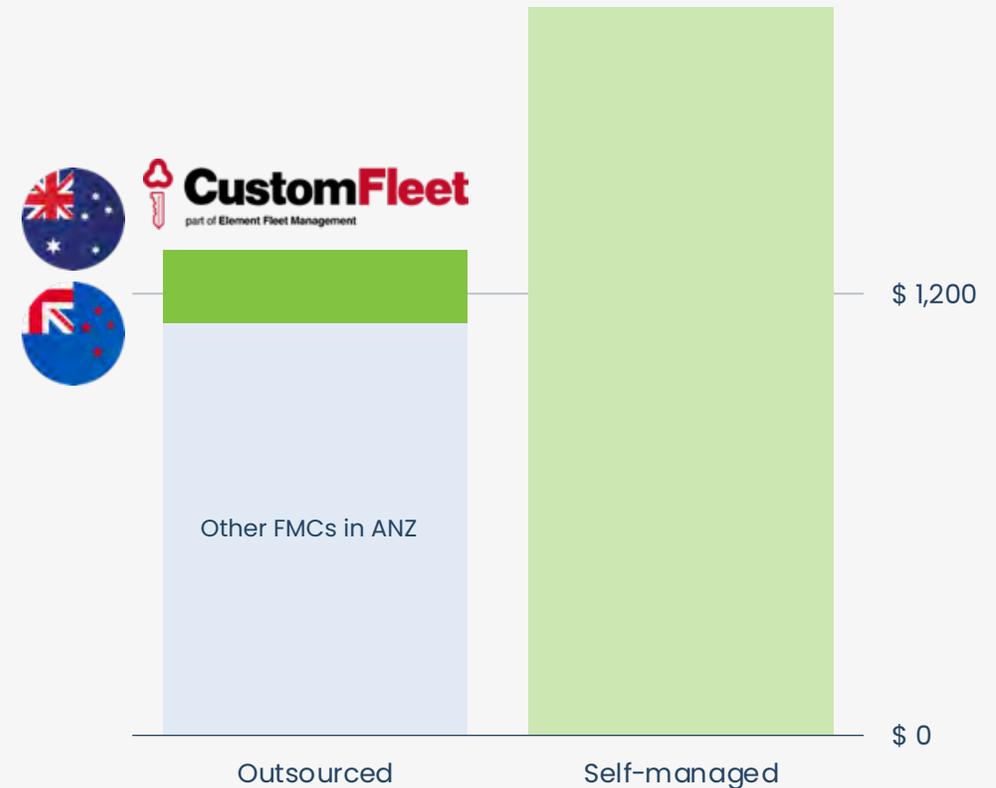
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Element's addressable market in Mexico represents approximately \$3.6 billion of annual net revenue opportunity for FMCs, of which only approximately 35% is currently being earned by FMCs.





STEALING MARKET SHARE

What we do

- Hunt strategically to identify and win-over clients dissatisfied with our competitors.
- Selectively participate in RFPs for those prospects we want to add to our client roster.
- Generate and swarm inbounds and referrals that fit our desired client profile.

STEALING MARKET SHARE

How we win share

Focus on select targets: Our Commercial function and its upgraded people, processes and systems use detailed, strategic sales account planning and management to turn targeted prospects into long-term clients.

Focus on adding value through clear differentiators:

- eg. TCO: Strategic Consulting Services
- eg. Electrification: *Arc by Element*

Focus on the client and driver experience: Deliver our market-leading consistent, superior client experience.

Protect and leverage our reputation: Existing clients act as sterling references.



STEALING MARKET SHARE

Winning RFPs

Our strategy enables us to win without participating in “a race to the bottom”.

- Pre-empt RFPs wherever possible;
- Focus on high-potential RFPs, often by invitation only; and
- Compete on client experience and value.

Element strives to deliver the best value – not necessarily the lowest price – in every market we serve.



STEALING MARKET SHARE

Success to date

Thus far in 2022, we have:

- Stolen 77 clients from competitors across our global footprint, representing 33,100 vehicles under management, and 19% more annualized revenue than we secured stealing market share in the same period last year;
- Seen success in RFPs across a broad range of industries; and
- Capitalized on service quality issues at competitors in the U.S. and Canada in particular.

Stolen market share in 2022

	Clients	VUM	Incumbents
U.S. & Canada	36	21,000	Holman, Wheels, Merchants, Emkay, Enterprise, and others
ANZ	12	10,500	SG Fleet, Orix, Toyota Financial Services, Fleetcare, and others
Mexico	29	1,600	Holman, LeasePlan, ALD, Arrenda, Nissan, and others
Total	77	33,100	

STEALING MARKET SHARE

Success is sustainable

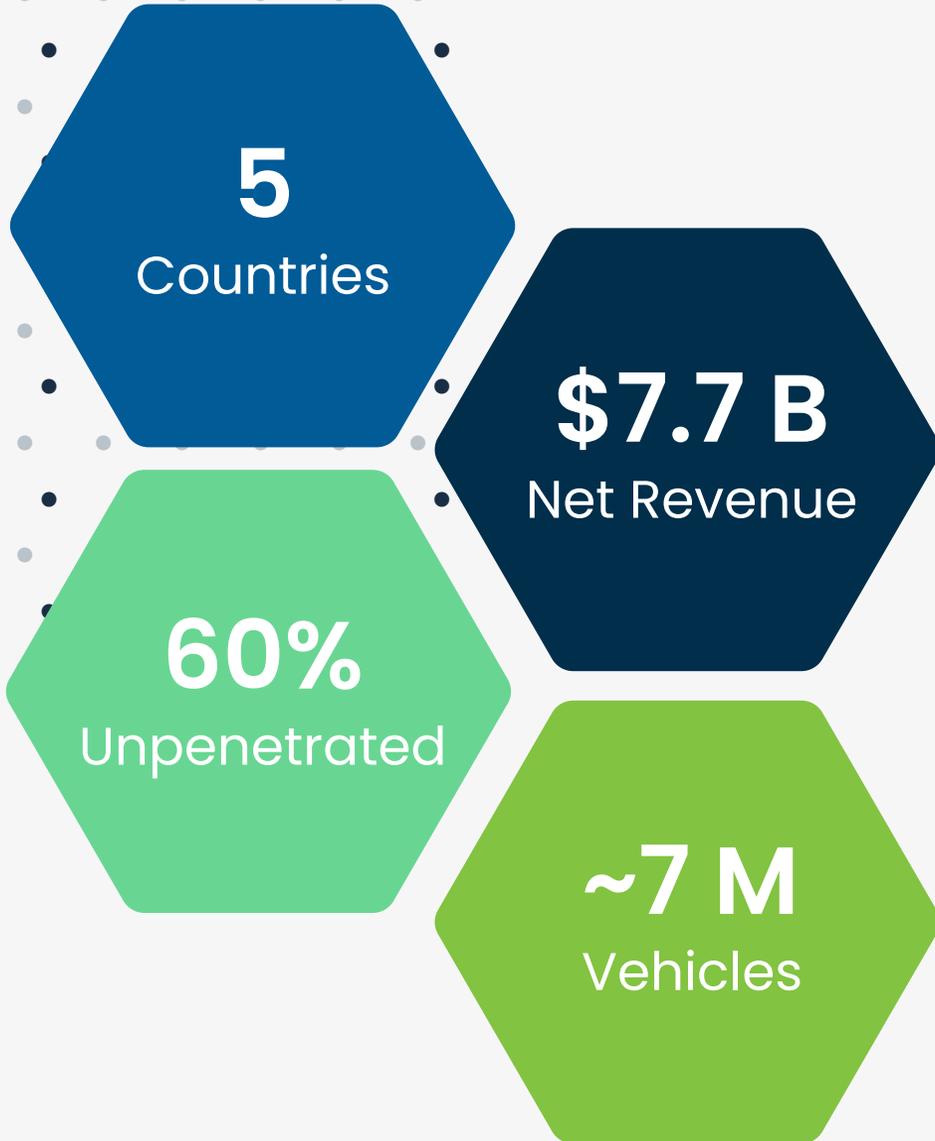
We see a clear path to stealing market share through continued investment in our competitive advantages:

- **Our people**, and the systems that support them in delivering a consistent, superior client experience;
- **Our scale** - purchasing power, supplier networks, and data; and
- **Our differentiated offerings**, including SCS and *Arc by Element*.

Most of our competitors are undergoing ownership, leadership and/or operating platform changes that will create unease and issues for their clients, many of whom will seek out an alternative FMC.



Converting self-managed fleets into Element clients



“Self-managed fleets represent by far Element’s largest long-term revenue growth opportunity across our footprint.”

David Madrigal

Chief Commercial Officer, Element Fleet Management

Presenter



Manuel Tamayo

Country Head, Mexico

Manuel has been with Element for seven years. He joined us as the commercial leader for Mexico – coauthoring the successful revenue growth strategy in that region – and assumed the role of Country Head, succeeding David Madrigal, in 2020.

Prior to his time at Element, Manuel spent 10 years in GE Capital's equipment finance business covering a myriad of asset classes including vehicles and transportation equipment.

CONVERTING SELF-MANAGED FLEETS

Ample opportunity

Approximately 70% of our full-year 2022 net revenue will have been earned in the U.S. and Canada.

Approximately 55% of our addressable market in the U.S. and Canada is currently self-managed, representing approximately \$3.3 billion of annual net revenue opportunity - more than four times our current annual net revenue from this region.

We have ample opportunity and a proven strategy to convert self-managed fleets into Element clients.



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Value proposition



**Lower total
cost of fleet
operations**



**Provide ready
access to cost-
efficient capital**

Value proposition



**Reduce
administrative
burden**



**Simplify and
de-risk fleet
electrification**

CONVERTING SELF-MANAGED FLEETS

How we do it in Mexico...

- Build high-performance sales teams
- Manage them for effectiveness
- Target prospects' C-suites
- Practice value-based selling



CONVERTING SELF-MANAGED FLEETS

...is how we do it globally



Carefully screened sales reps are provided extensive in-house training.

- 80% of sales reps in the U.S. and Canada hired since Q1 2020.
- 51% of ANZ sales reps hired since Q1 2020.

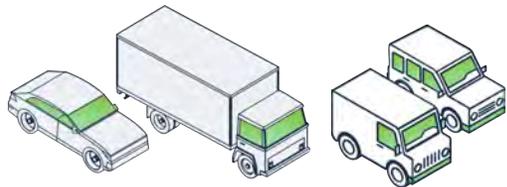
Our reps target prospects' C-suites.

- Account-based marketing helps ID prospects.
- Reps have the financial knowledge needed for C-suite conversations and to make the business case.

We focus on value-based selling.

- Element's ability to deliver on outsourced fleet management's value proposition is unmatched in our industry.

Case study: Global confectionary brand



**4,000
Vehicles Under
Management**

Client believed they were efficiently self-managing a 4,000 vehicle fleet – including sales, distribution, and executive vehicles – with 20 in-house staff.

We showed them how much more efficient they could be working with Element.

- Approached all levels of the organization, from HR to sourcing to finance, demonstrating our ability to create connectivity to clients.
- Gained an understanding of their pain points and concerns, and crafted a tailor-made solution to address same.
- Initially, financing only. As subject matter experts, we earned their trust – and multiple incremental services, including titling, fuel and managed maintenance (which is critical for uptime).
- We have continued to deepen our relationship with this client by delivering a consistent, superior client experience and generating compound annual TCO reductions of 5% to date.

Case study: Construction/infra./real estate firm



**\$5+ Billion
Market Cap**

Client was a large off-market opportunity in late 2021: a \$5+ billion market cap construction, infrastructure and real estate company.

- Strong senior-level connectivity between client and Custom Fleet, which enabled us to avoid the deal going to market.
- Keeping the deal off-market allowed a focus on value, not price.
- Senior-level connectivity and being off-market resulted in expedience: only 90-120 days to funding, taking 18 months off the typical deal cycle.
- Included a \$20 million sale-and-leaseback, meaning large volume added to our business on Day 1.

Case study: Social service provider



**Large,
decentralized
fleet**

Client has a large, decentralized fleet, lack of in-house knowledge, and unmanaged maintenance and fuel expenses. This was a perfect fit for our value prop: lower TCO and make the complex simple for our client.

- Engaged with key stakeholders to showcase our value prop before the organization tested the market.
- Having gained understanding of their unique needs, we tailored our proposal and engaged several subject matter experts to support the pitch.
- Our integrated technology (including Xcelerate) and client service experience resonated, and we crafted a thoughtful onboarding process that included incorporation of Element-best practices.
- Over 800 serviced & financed VUM, with opportunity to expand share of wallet in the medium term.

CONVERTING SELF-MANAGED FLEETS

Element's competitive advantages



Our People, and their delivery of a consistent, superior client experience.



Our Scale, and the unrivaled purchasing power, supplier networks, and data that come from managing 1.5 million vehicles across 5 countries.



Our differentiated offerings, including Strategic Consulting Services (**'SCS'**) that generate unmatched insights to lower TCO, and **Arc by Element**, our industry leading global wing-to-wing Electric Vehicle solution.

CONVERTING SELF-MANAGED FLEETS

Robust outlook

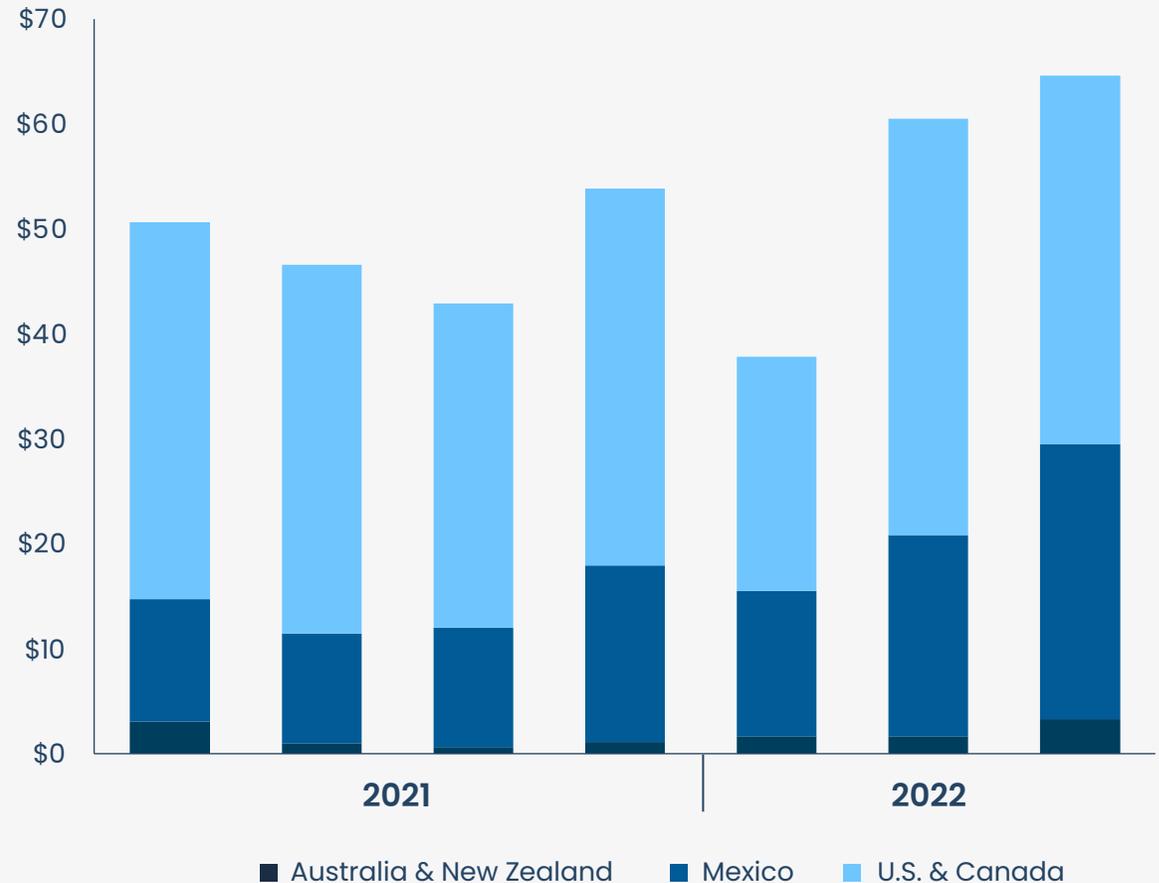
Sizeable Market: Approximately 55% of the market in the U.S./Canada, 60% in ANZ and 65% in Mexico is unpenetrated.

Compelling Value Prop: Our ability to materially lower TCO and reduce administrative burden, provide ready access to cost-efficient capital, and simplify and de-risk their fleet electrification journey, represent sustainable drivers of self-managed fleet growth.

Proven sales approach

- Our pipeline is strong in all geographies.
- And, with COVID waning, we have better access to C-suites.

Self-managed fleet sales pipeline





Winning government & 'mega' fleets



Presenter



Chris Tulloch

Country Head, ANZ (Custom Fleet)

Chris has been with the organization for 19 years, starting when Custom Fleet was owned by GE. He ran the sale process that resulted in Custom Fleet becoming part of Element.

Chris's career has spanned financial services, commercial and consumer finance with a broad range of roles in operational leadership, marketing and leveraged lending.

What it means

Government fleets come in all shapes, compositions and sizes:

- National down to municipal governments can also include affiliated agencies and gov't-owned companies (public services).

Mega fleets are the largest fleets in the regions and would typically consume a large number of services, some of them customized for their unique needs.

Government and 'mega' prospects share two characteristics from a commercial perspective:

- Long, specialized sales cycles; and
- Often unique requirements.



WINNING GOVERNMENT & 'MEGA' FLEETS

Case study: Armada

Our four-year relationship with Armada gives us

- Proof of the potential for substantial value creation;
- A growing strategic relationship;
- A great reference; and
- Invaluable (and readily usable) experience and IP.



Strategic pursuit

- Government and 'mega' fleets are each subsets of the self-managed fleet opportunity.
- Winning one of a government's many fleets opens doors to further opportunities.
- 'Mega' opportunities are more common in certain industries than others. We take a calculated approach.



WINNING GOVERNMENT FLEETS

How we win

Our government account wins have taught us to:

- Dedicate commercial teams to the sole pursuit of these kinds of accounts;
- Build and leverage relationships with 'connectors' who can help navigate this unique prospect set; and
- Invest in operating platform enhancements to meet the frequent needs particular to this market (eg. garage management).



WINNING MEGA' FLEETS

How we win

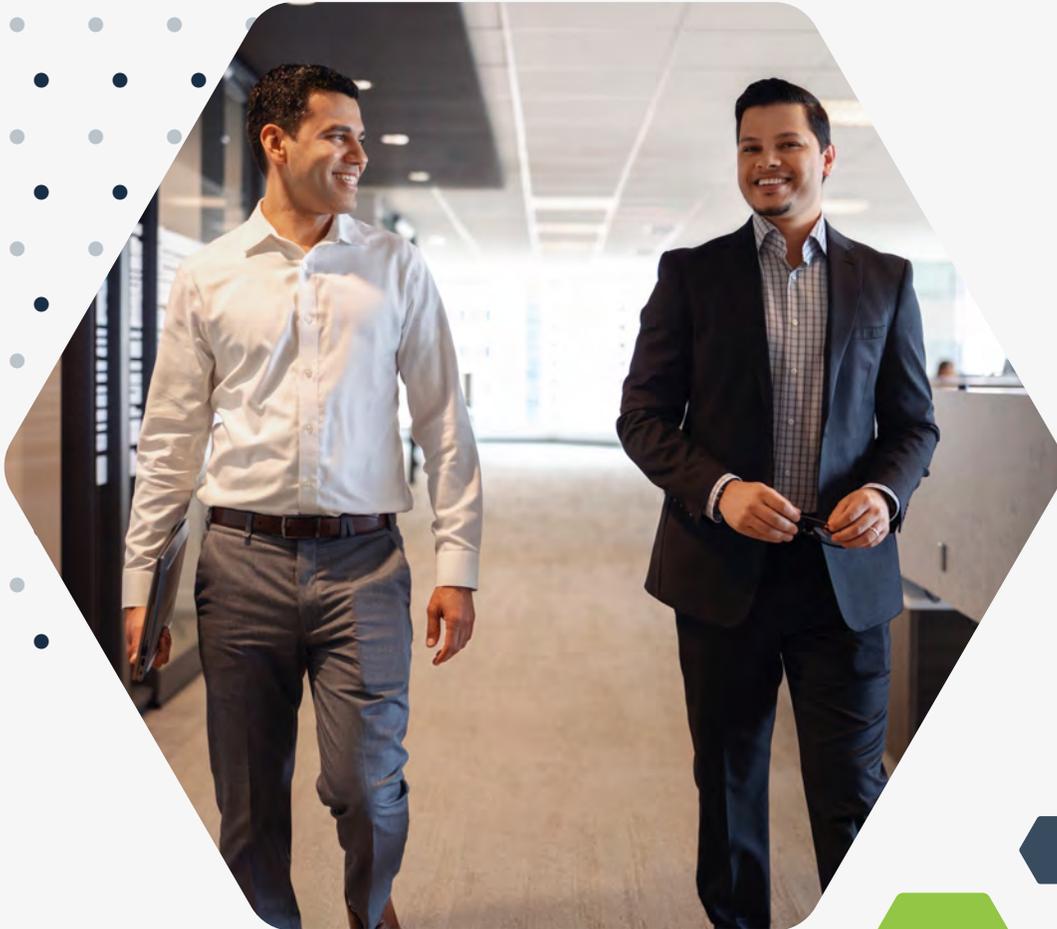
Our 'mega' successes have taught us to:

- Invest in sales force effectiveness;
- Commit to investing in relationships early;
- Leverage our unique IP;
- Capitalize on our SCS capabilities - often looking at a prospect's own data;
- Demonstrate scale advantage; and
- Promote ICE-to-EV transition capabilities, to be able to support prospects' ESG ambitions.



WINNING GOVERNMENT & 'MEGA' FLEETS

Confidence grounded in success to date



We have grown the Armada relationship (and our capabilities and reputation)

- From strictly-financing, to strictly-services, to a combination of financing and services;
- From one of our smallest to our single largest client; and
- From the U.S. into Mexico.

We have secured additional 'mega' account mandates in all three regions based on our well-earned position of market leadership and the 'safe hands' we represent.

Our government wins in the U.S., Canada and ANZ have been both encouraging and informative in shaping our commercial and operational plans and capabilities.

Presenter



David Madrigal

Chief Commercial Officer

David leads Element's global commercial sales efforts and is responsible for coordinating our five revenue growth drivers to deliver 6-8% organic net revenue growth annually.

Previously, as the country head of Element Mexico, David and his team successfully developed and refined the commercial sales strategy and structure that is now the basis of our global growth strategy.

ORGANIC REVENUE GROWTH

Low-risk revenue growth

- The market opportunities are plentiful, doing exactly what we do today, for similar clients in the same geographies.
- We have designed five revenue drivers to capture these market opportunities to grow both VUM and share of wallet.
- Our revitalized commercial capabilities are demonstrating remarkable progress two years into our pivot to growth.
- Our competitive advantages are unmatched and we are investing to maintain that advantage.

All these factors provide both confidence and means to achieve 6–8% annual net revenue growth.



Scalable operating platform

Magnifying organic revenue growth

Presenter



Jim Halliday

Chief Operating Officer

Having led the Transformation of our operating platform to deliver a consistent, superior client experience, Jim knows first-hand the importance of scalability in the processes and systems which underpin that experience.

As COO, Jim is responsible for our global operations, services revenue P&L's, EV strategy and offerings, and strategic procurement and supply chain management functions. He also has P&L responsibility for both our Element Mexico business and our Custom Fleet business in ANZ.

The insights and expertise that Jim brings from his two decades of leadership in the industry are vital to our best-in-class client experience, delivering for those clients, growing profitably, and the scalability of our operating platform.

SCALABLE OPERATING PLATFORM

What we do

- We aggregate third-party services and add value as intermediary by making the complex simple for fleet operators.
- Our strategic relationships with OEMs and across our curated service-supplier networks are significant competitive advantages (and barriers to industry entry).
- We leverage technology to seamlessly connect these OEMs and service-suppliers with our clients, their vehicles, their drivers, and Element systems.
- We deliver a consistent, superior client experience and maximize the positive impacts of our value proposition for clients.
- The FMC services pictured here do not constitute an exhaustive list.



Vehicle Selection



Vehicle Ordering



Production Tracking



Customization / "Upfit"



Financing



Titling & Registration



Vehicle Delivery



Maintenance & Repair



Driver Safety Training



Accident Services



Connected Vehicles



Fuel Management



Tolls & Violations



Vehicle Remarketing

SCALABLE OPERATING PLATFORM

Transformed

- Our scalable operating platform is a product of the Transformation we undertook from September 2018 through December 2020.
- We took our operations “back to the studs” and streamlined policies, processes and systems, or invested to create them where they didn’t exist.
- We focused on simplicity to ensure consistency, thereby drastically reducing error rates while increasing operational efficiency.
- The result is an industry-leading, scalable operating platform capable of underpinning our ambitious growth agenda.



“Our relationships with OEMs and across our service-supplier networks are a hugely underappreciated competitive advantage.”

Jim Halliday

Chief Operating Officer, Element Fleet Management

SCALABLE OPERATING PLATFORM

Element's competitive advantages



Our People, and their delivery of a consistent, superior client experience.



Our Scale, and the unrivaled purchasing power, supplier networks, and data that come from managing 1.5 million vehicles across 5 countries.



Our differentiated offerings, including Strategic Consulting Services (**'SCS'**) that generate unmatched insights to lower TCO, and **Arc by Element**, our industry leading global wing-to-wing Electric Vehicle solution.

Our People

- The “people, processes and systems” message is in order of priority.
- Our people are critical to Element’s current and future success.
- All employees are trained on client service culture. This is mandatory, akin to compliance training.
- Re-invigorating Element’s service culture was a key component of Transforming our operations.

Our clients regularly identify our people as our greatest competitive advantage and differentiator.



SCALABLE OPERATING PLATFORM

Element's competitive advantages



Our People, and their delivery of a consistent, superior client experience.



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Our differentiated offerings, including Strategic Consulting Services ('**SCS**') that generate unmatched insights to lower TCO, and **Arc by Element**, our industry leading global wing-to-wing Electric Vehicle solution.

Managed maintenance

Scaling our largest service offering

Presenter



Germán Piderit

Head of North American Operations

Germán joined Element two years ago as VP Operations with responsibility for strategic relationships. He took over his current role of leading the operations team for our North American clients in March and is responsible for ensuring the delivery of a consistent, superior client experience.

Germán comes to Element from the telecommunications industry, where he worked at one of Canada's largest providers and was focused on customer care and, in his most recent role, on machine learning, robotics and back-office operations.

MANAGED MAINTENANCE

Program overview

- From regular oil and tire changes to major drivetrain repairs, we ensure clients' vehicles are operating safely and cost-efficiently.
- Our managed maintenance services epitomize Element's value proposition: they materially lower TCO and reduce administrative burden.
- Significant managed maintenance 'white space' remains in our client base.

Managed maintenance is the single largest services revenue driver in every geography.



MANAGED MAINTENANCE

Value-added service

Clients outsource management of their vehicle maintenance regime to Element because we add value by:

- Monitoring every vehicle and making proactive and reactive maintenance recommendations to maximize uptime;
- Surfacing data-driven insights to optimize maintenance spend, extend the life of clients' vehicles, and maximize value upon resale;
- Ensuring drivers' safety; and
- Co-ordinating suitable replacement vehicle rentals when maintenance requirements will result in prolonged vehicle downtime.

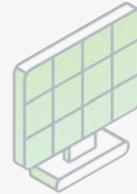


MANAGED MAINTENANCE

How we do it best



Scale: purchasing power; service-supplier networks; data.



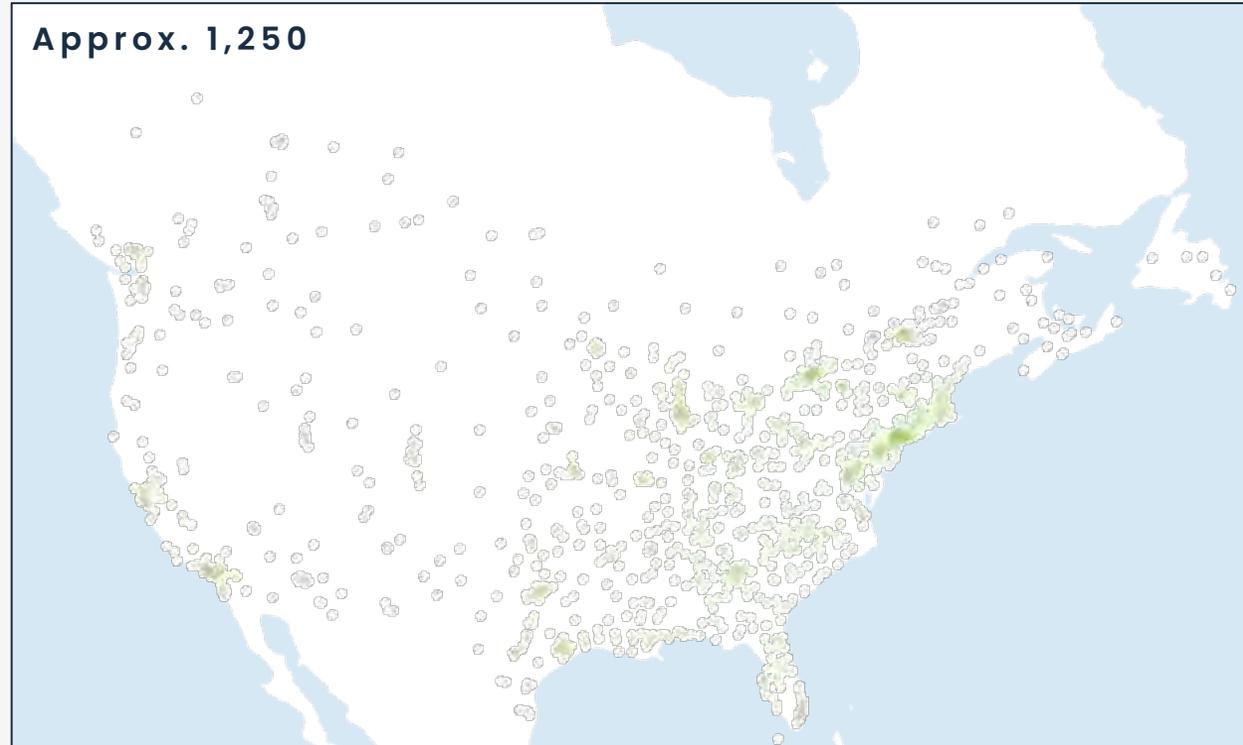
Technology: State-of-the art platform, reflecting upgrades.



Accountability: Services revenue category (eg. maintenance) leaders have standalone P&L's, driving accountability for operating margins.

MANAGED MAINTENANCE

Service locations in the U.S. and Canada

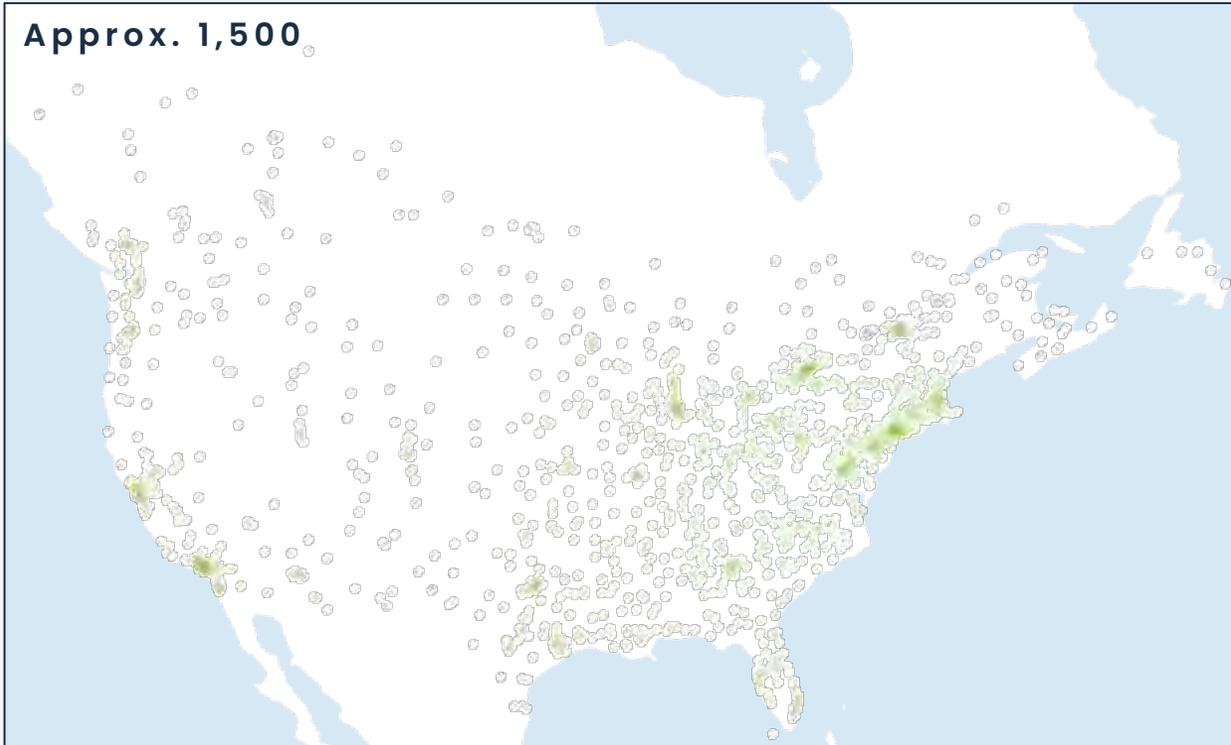


MANAGED MAINTENANCE

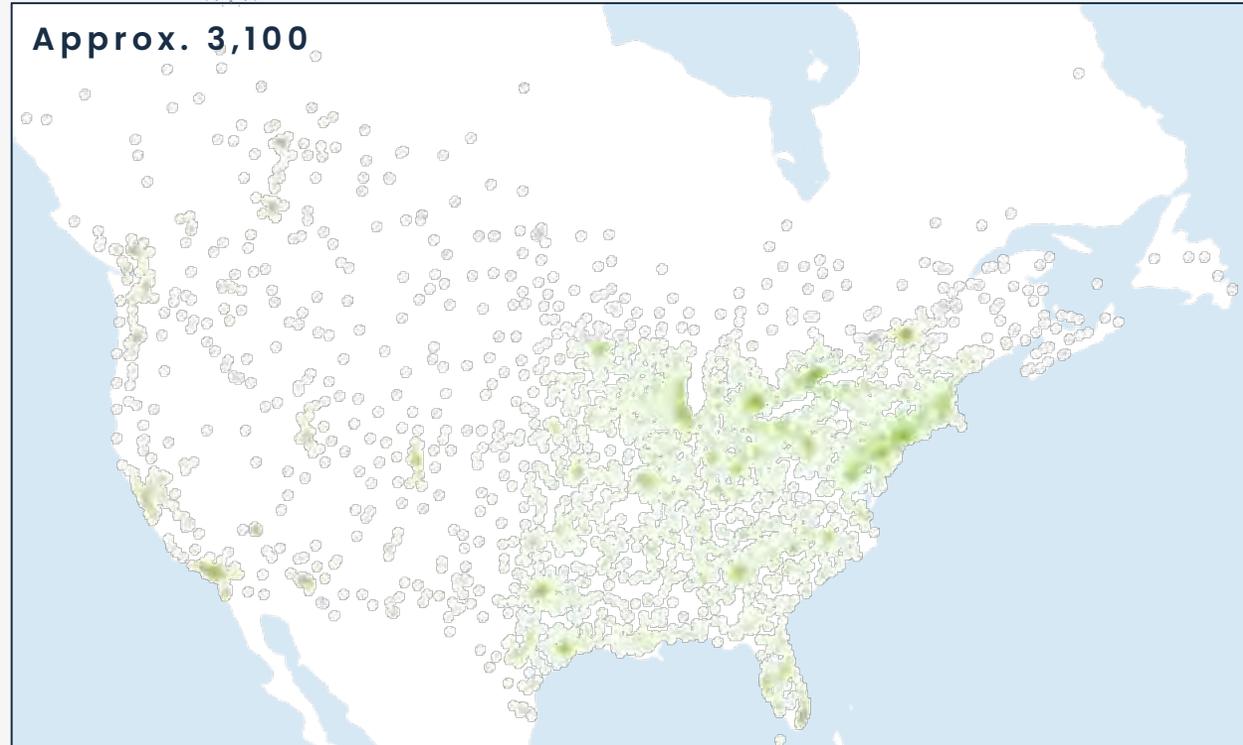
Service locations in the U.S. and Canada



Approx. 1,500



Approx. 3,100

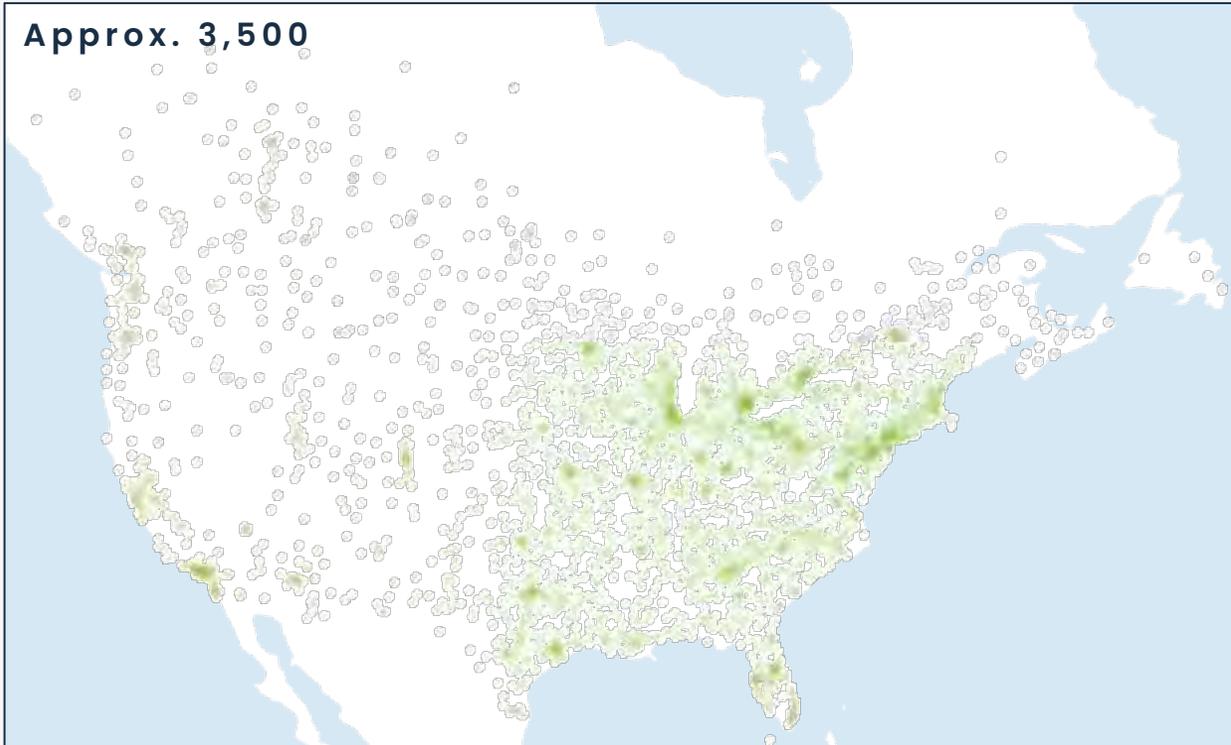


MANAGED MAINTENANCE

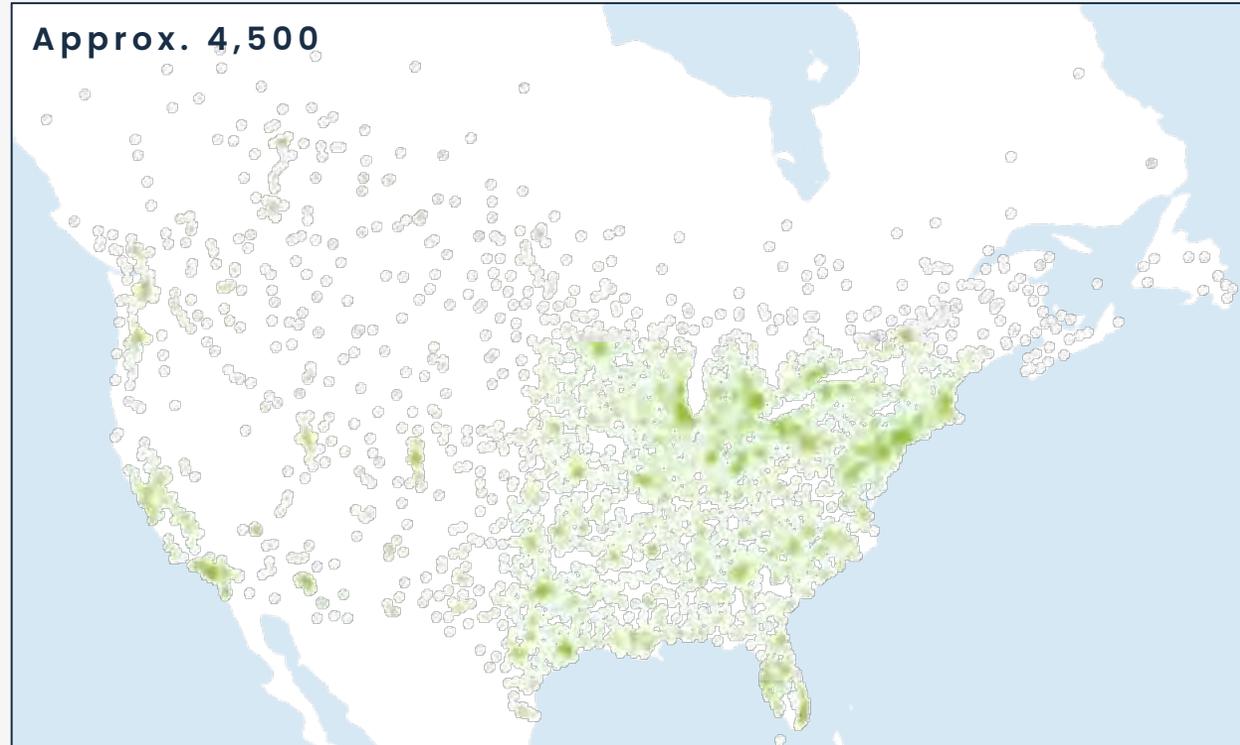
Service locations in the U.S. and Canada



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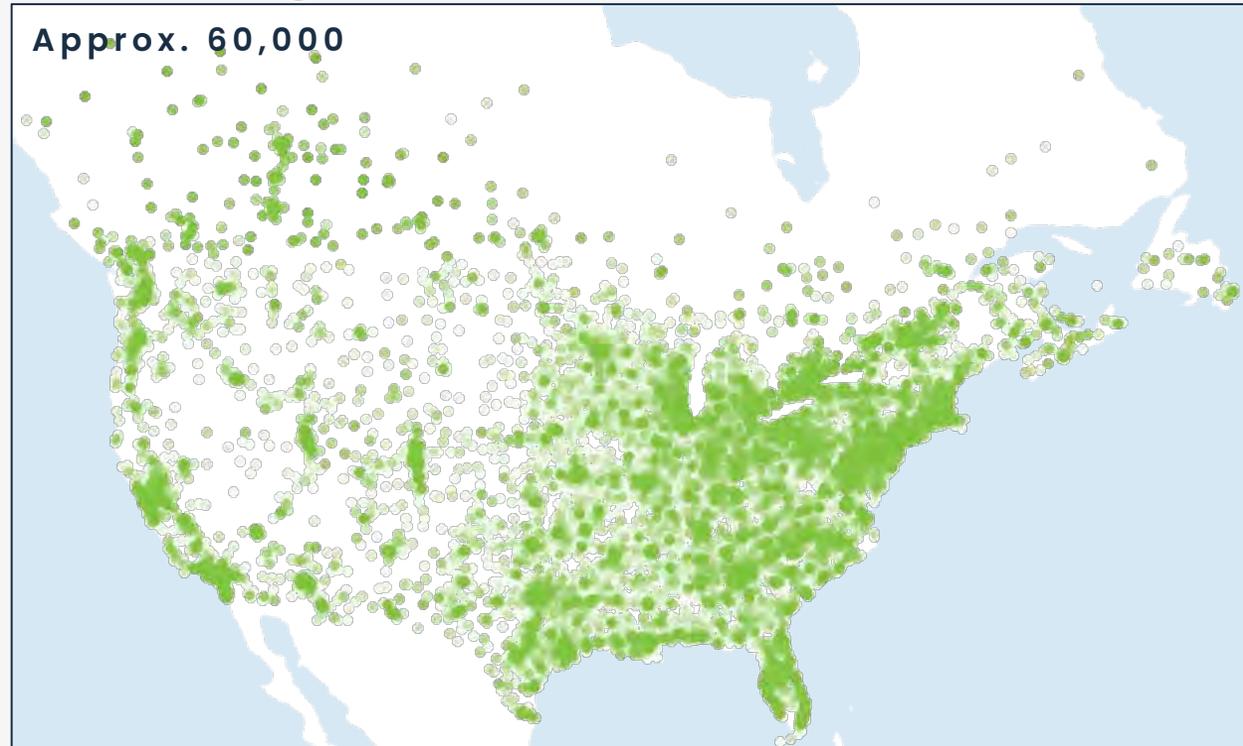
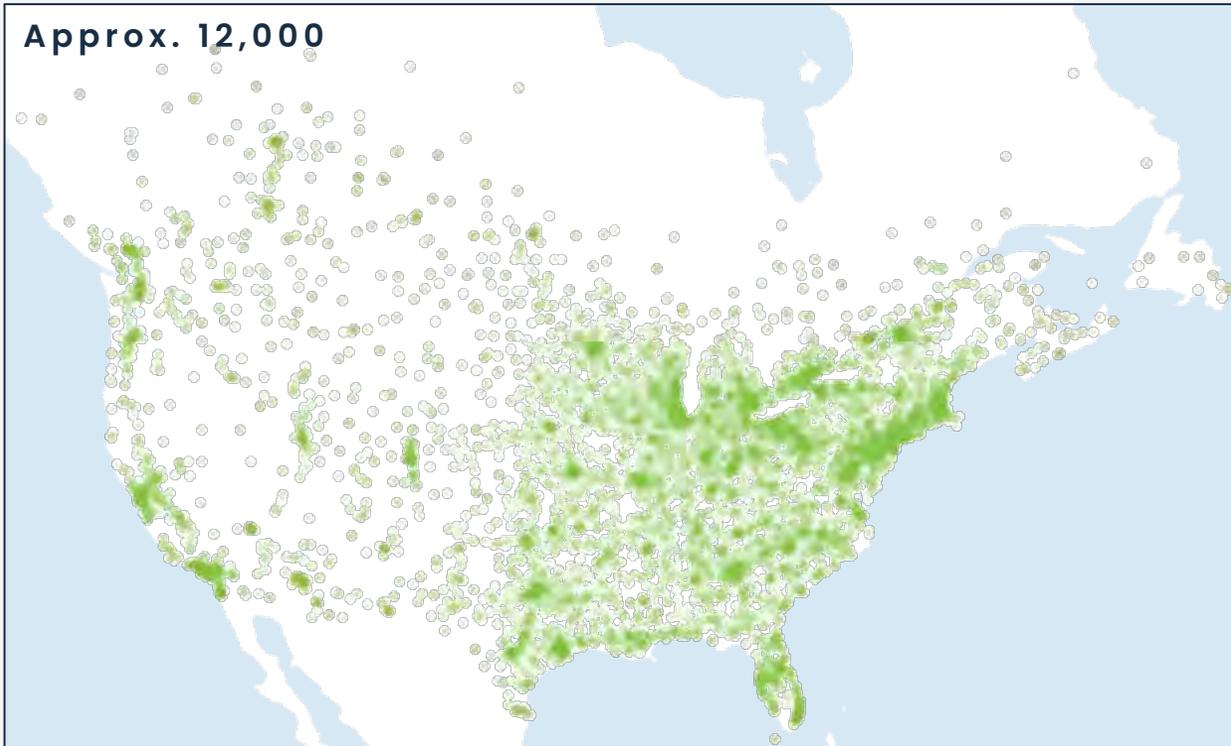


Approx. 4,500



MANAGED MAINTENANCE

Service locations in the U.S. and Canada¹



1. The Element managed maintenance service-suppliers (non-OEMs) identified by their logo on this slide are far from an exhaustive representation of the members of our network.

MANAGED MAINTENANCE

How we do it best



Scale: purchasing power; service-supplier networks; data.



Technology: State-of-the art platform, reflecting upgrades.



Accountability: Services revenue category (eg. maintenance) leaders have standalone P&L's, driving accountability for operating margins.

MANAGED MAINTENANCE

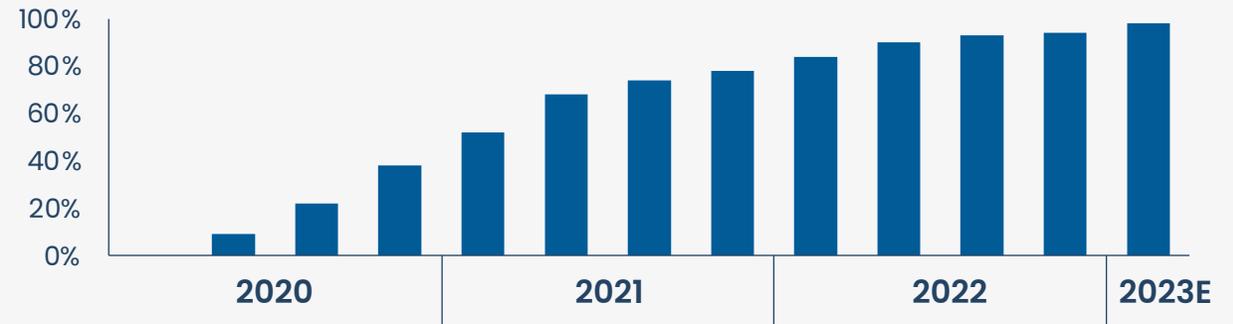
State-of-the-art platform

Investments in technology and automation, as well as client onboarding, have made us far more efficient.

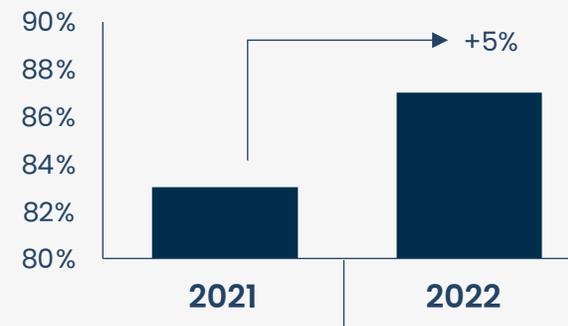
- Our service-suppliers have adopted our platform – for many we are integrated at point-of-sale (POS).
- 90% of transactions are now submitted electronically to us for review – up from 20% five years ago.
- Technology allows our people to focus on adding value instead of data entry.

Our investments have yielded a 35% increase in our people's productivity.

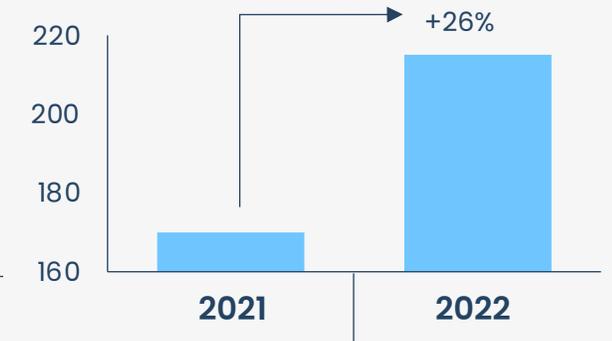
Platform adoption



Repair completed within ETA



Annual savings per asset

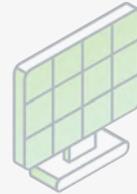


MANAGED MAINTENANCE

How we do it best



Scale: purchasing power; service-supplier networks; data.



Technology: State-of-the art platform, reflecting upgrades.



Accountability: Services revenue category (eg. maintenance) leaders have standalone P&L's, driving accountability for operating margins.

MANAGED MAINTENANCE

Accountability

Services revenue category leaders in every geography have standalone P&Ls, driving accountability for operating margins:

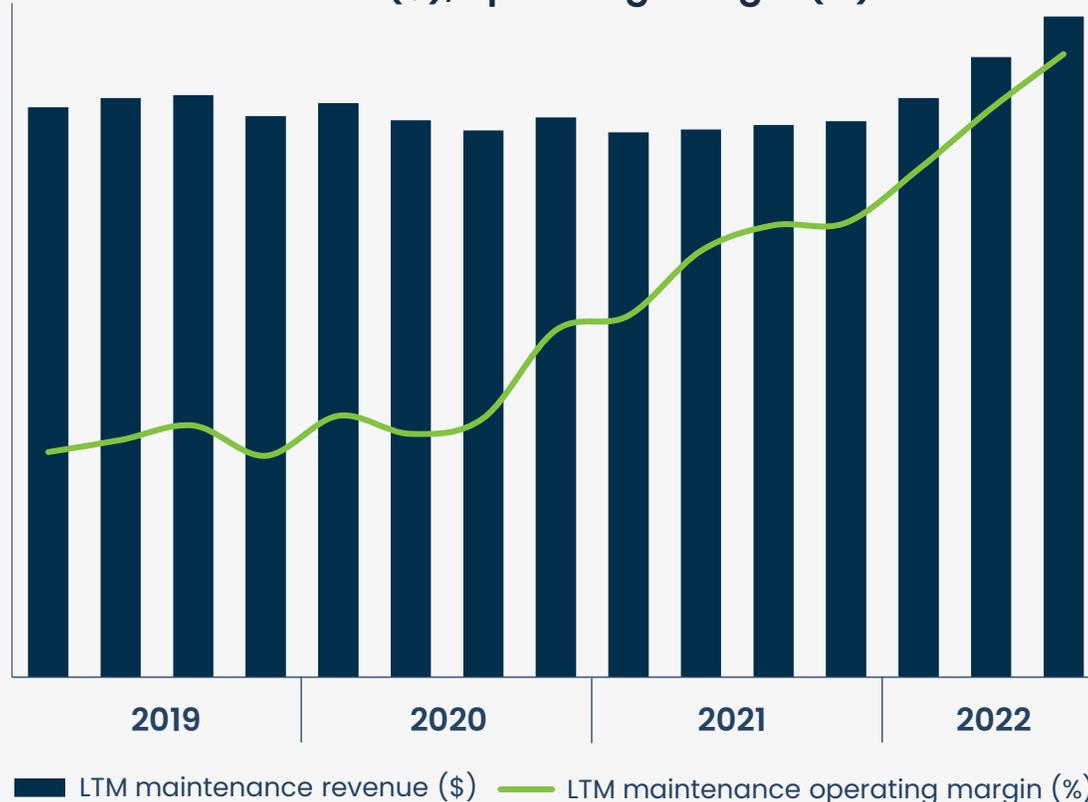
- Maintenance
- Accident services
- Remarketing
- Title & (re-)registration
- Telematics / connected vehicles
- Tolls & violations
- Fuel management
- Etc.



MANAGED MAINTENANCE

Proof of success to date

LTM U.S. & Canadian managed maintenance revenue (\$), operating margin (%)



Utilization of our managed maintenance program has increased

- 80.5% in 2022 (YTD) vs. 77.1% in 2021.

Maintenance services revenue is growing

- Up 21% at Q3 2022 (LTM) vs. Q1 2021 (LTM).

Managed maintenance operating margins are expanding

- Improved 29.1% from our 2019 managed maintenance operating margins.

CSAT scores are up 200 bps YoY in 2022.

These proof points underpin our confidence that this success is sustainable and repeatable.

Presenter



Jim Halliday

Chief Operating Officer

Having led the Transformation of our operating platform to deliver a consistent, superior client experience, Jim knows first-hand the importance of scalability in the processes and systems which underpin that experience.

As COO, Jim is responsible for our global operations, services revenue P&L's, EV strategy and offerings, and strategic procurement and supply chain management functions. He also has P&L responsibility for both our Element Mexico business and our Custom Fleet business in ANZ.

The insights and expertise that Jim brings from his two decades of leadership in the industry are vital to our best-in-class client experience, delivering for those clients, growing profitably, and the scalability of our operating platform.

SCALABLE OPERATING PLATFORM

Automation

We invest to automate our processes wherever possible in order to deliver a consistent, superior client experience that is sustainable as we grow.

We have put 126 automations in production since January 2020 – a pace of 3-4 automations per month with average annual run-rate savings of \$35,000 per solution. These automations process 2 million transactions per year across the business.



- **Acquisitions:** Our systems place vehicle orders directly with OEMs, update plate information and process purchase orders.



- **Maintenance:** Our systems assign preventative maintenance schedules, facilitate follow-up and collect information on shop repair ETAs.



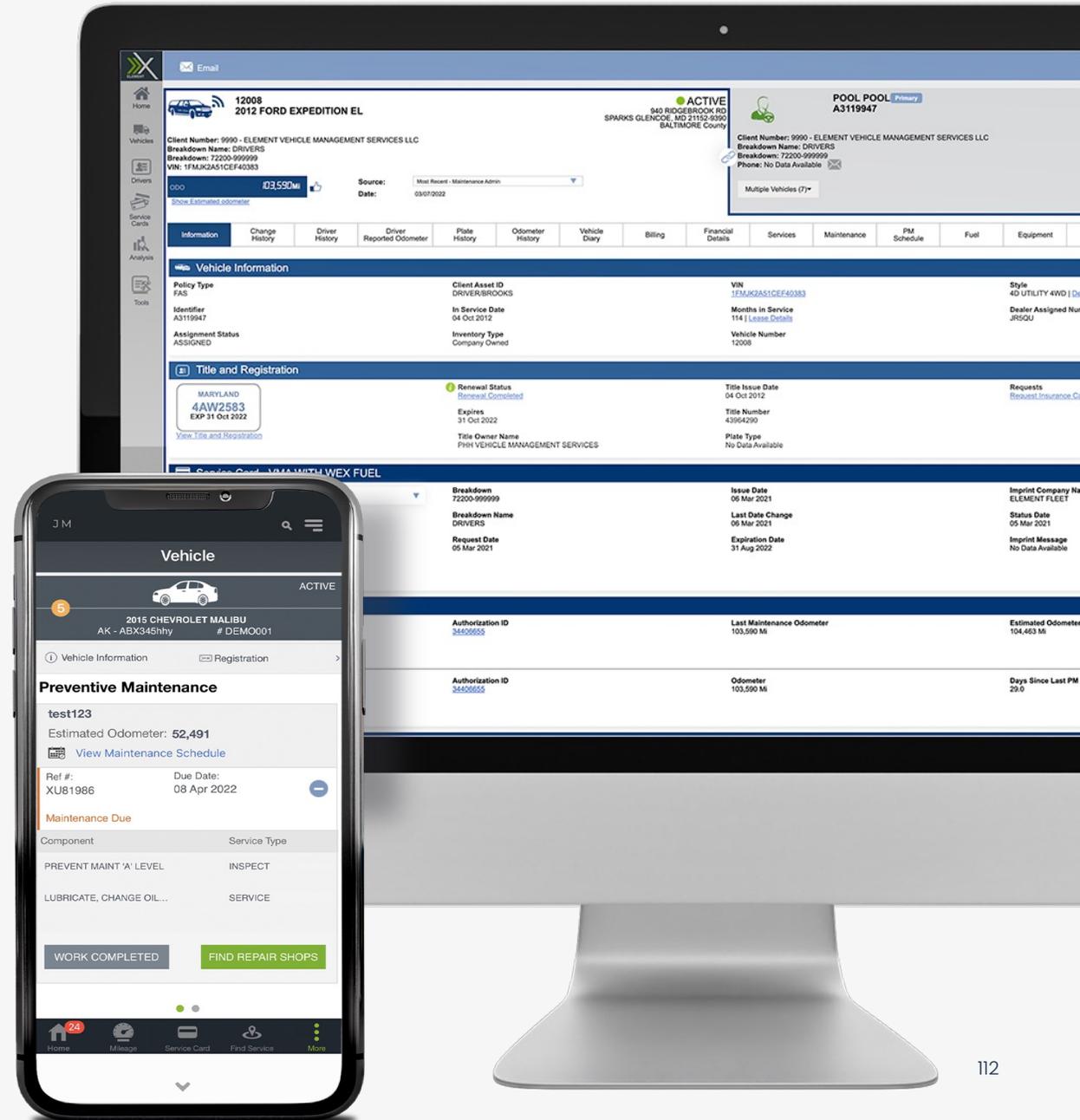
- **Billing:** Our platform sends thousands of invoices to customers each month, and processes 100,000+ accounts payable and billing charges each year.

SCALABLE OPERATING PLATFORM

Direct client access

- **Ordering** used to be a manual, labour intensive process.
- Element has rebuilt its ordering platform to allow clients direct access and leverage automation.
- Clients on the platform are now able to place **90% of their orders themselves** directly; **6x** greater than using our prior system.

We can now rapidly increase ordering throughput with virtually no incremental cost.



SCALABLE OPERATING PLATFORM

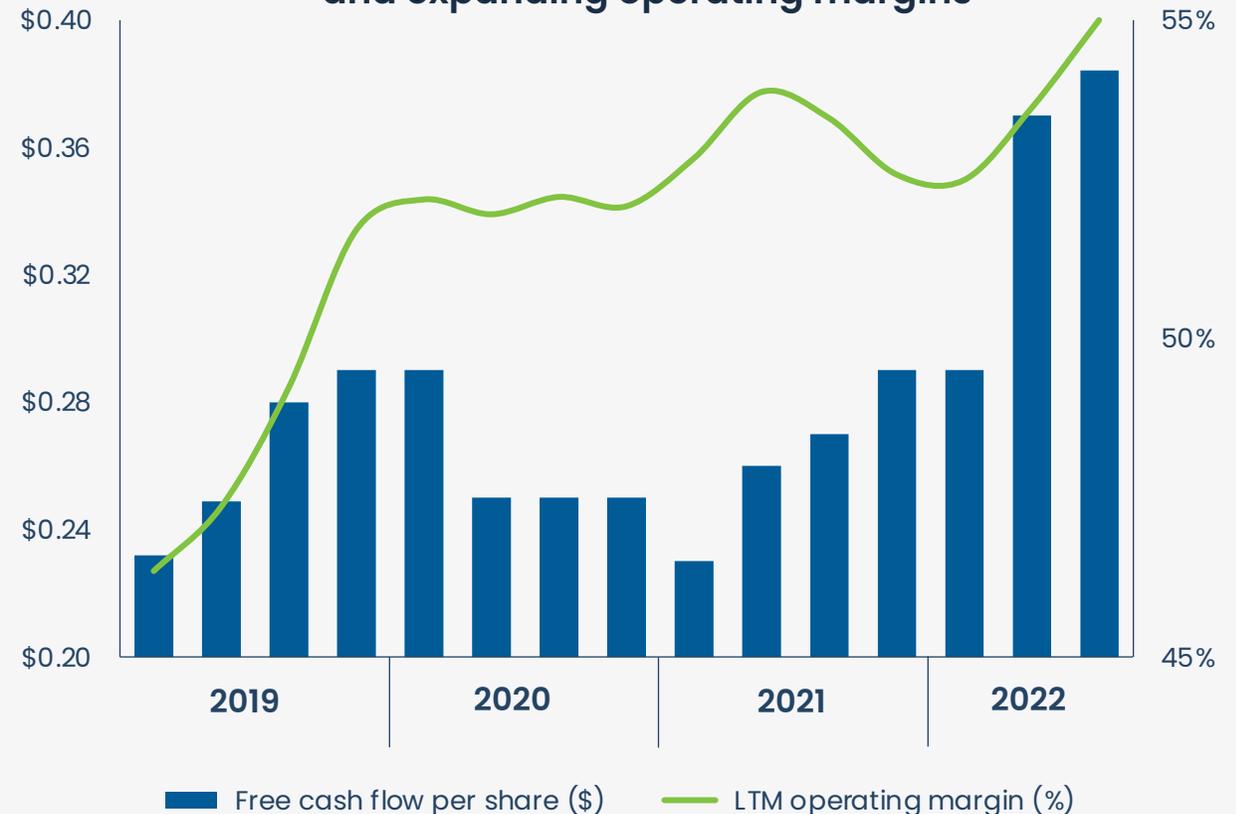
Magnifying organic revenue growth

- Our transformed operations underpin our ambitious growth agenda.
- Our OEM relationships and service-supplier networks are competitive advantages – and we continue to expand and improve on them in preparation for fleet electrification.
- Ongoing investments in our people, processes and systems – all to continuously improve the client experience – are modest cash costs with significant ROI.
- Continued platform upgrades enable further margin expansion in future years.

We are expanding operating margins and rapidly growing free cash flow per share.



Growing free cash flow per share and expanding operating margins



Capital-lighter business model

Accelerating revenue & cash flow, managing leverage, and enhancing ROE

Presenter



Frank Ruperto

Chief Financial Officer

While Frank is relatively new to the Element leadership team, he quickly ascended the learning curve to become a trusted partner for his fellow executives and a strong source of perspective for Investors.

Prior to joining Element in 2021, Frank served as Chief Financial Officer and Senior Vice President of Finance and Strategy at Rayonier Advanced Materials. He also spent over 20 years in investment banking. Frank holds a Bachelor of Arts with a concentration in Economics from Harvard University and a Master of Business Administration from The Wharton School at the University of Pennsylvania.

CAPITAL-LIGHTER BUSINESS MODEL

Investment grade balance sheet

- We have a diversified funding model with access to multiple debt capital markets including securitizations, bank funding and public markets.
- The maturation of our business has allowed us to significantly reduce our funding costs while optimizing the size of our various facilities.
- We maintain significant liquidity to fund our growth.



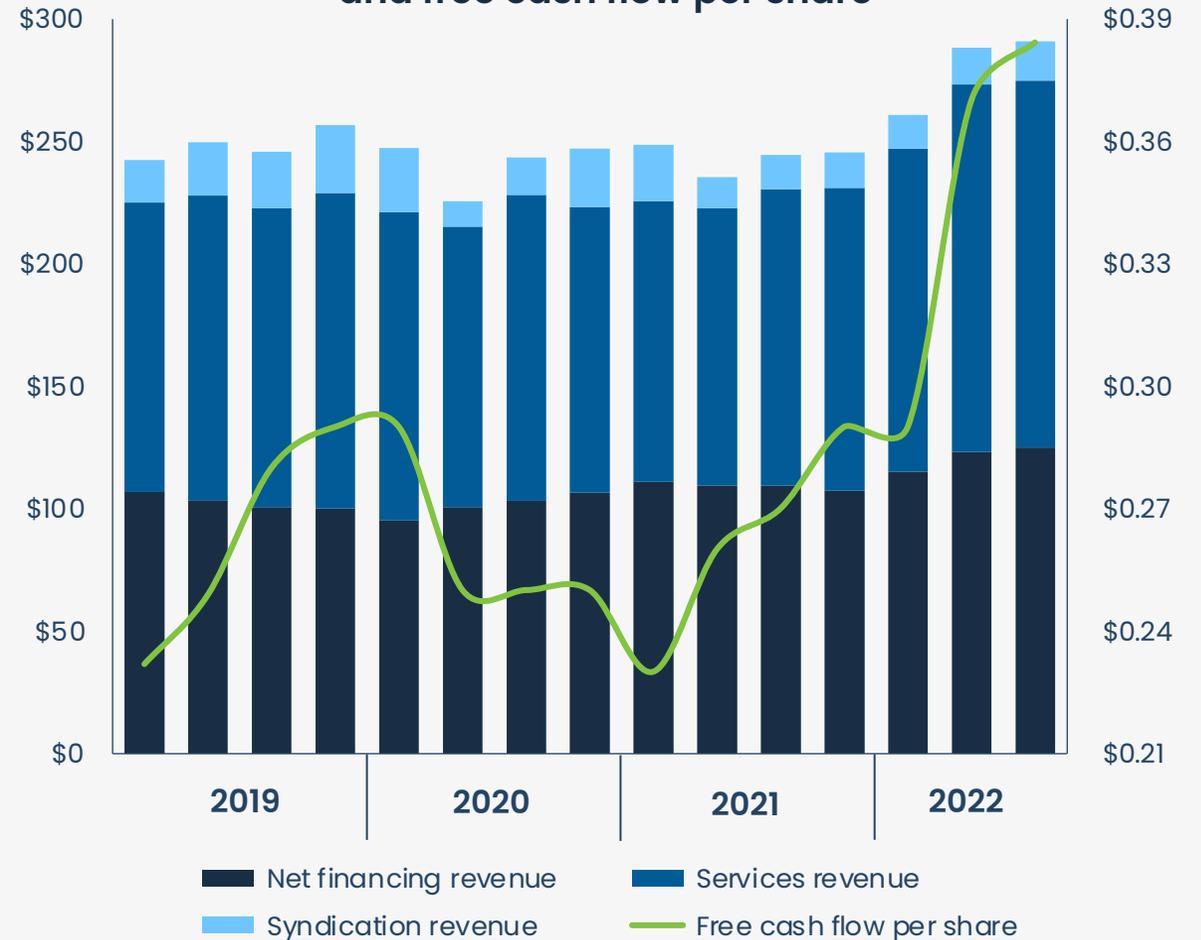
CAPITAL-LIGHTER BUSINESS MODEL

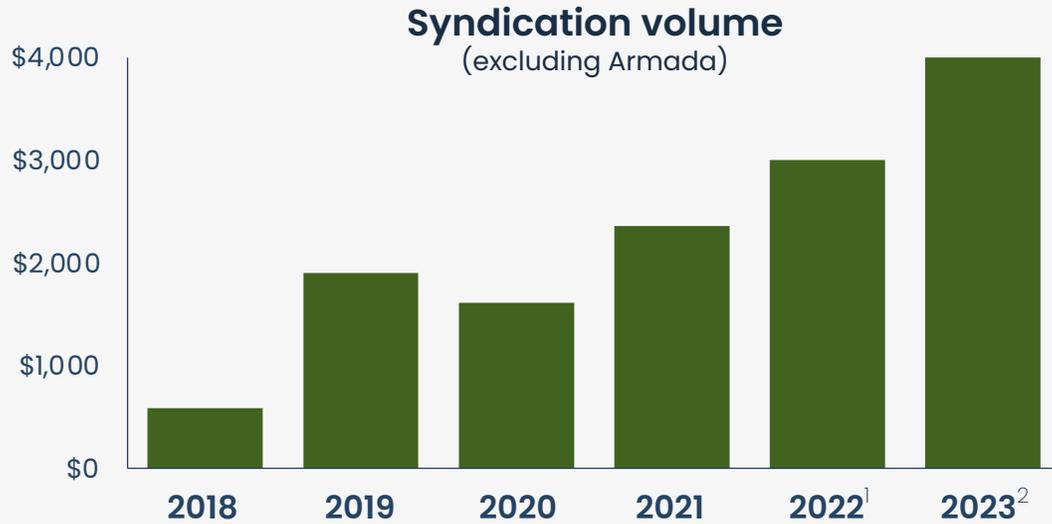
Syndication & Services

We are using two levers to effect a capital-lighter business model

- Syndication:
 - Is both capital-lighter than net financing revenue and economically superior;
 - Accelerates net revenue recognition and the velocity of free cash flow ('**FCF**'); and
 - Deleverages our balance sheet, liberating capital to be reinvested in the business or returned to shareholders.
- Services revenue requires minimal investment (net working capital) to support growth and has increased to 52% of net revenue in Q3 2022 (with syndication revenue accounting for another 6%).

Net revenue streams,
and free cash flow per share



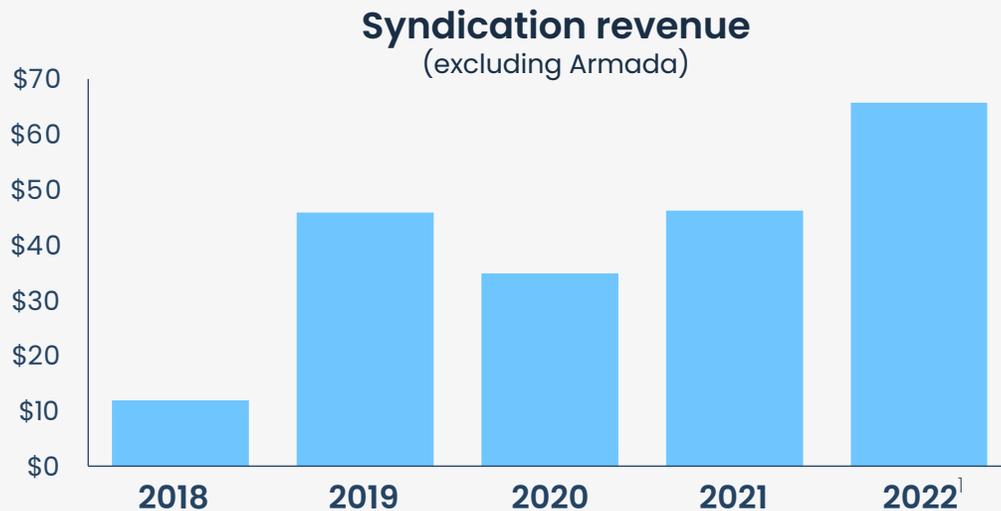


CAPITAL-LIGHTER BUSINESS MODEL

We syndicate when it's economically superior

- We write leases with the intention of holding them on-book.
- We enhance economics through syndication, driving superior yields.
- We monetize tax benefits that Element could not otherwise use for years.
- We are guided by the strategic imperative to maintain an investment grade balance sheet target tangible leverage range and tax optimization considerations.

Syndication is a key growth enabler: It increases velocity of capital; reduces leverage; and drives our return of capital strategy.



CAPITAL-LIGHTER BUSINESS MODEL

Syndication market

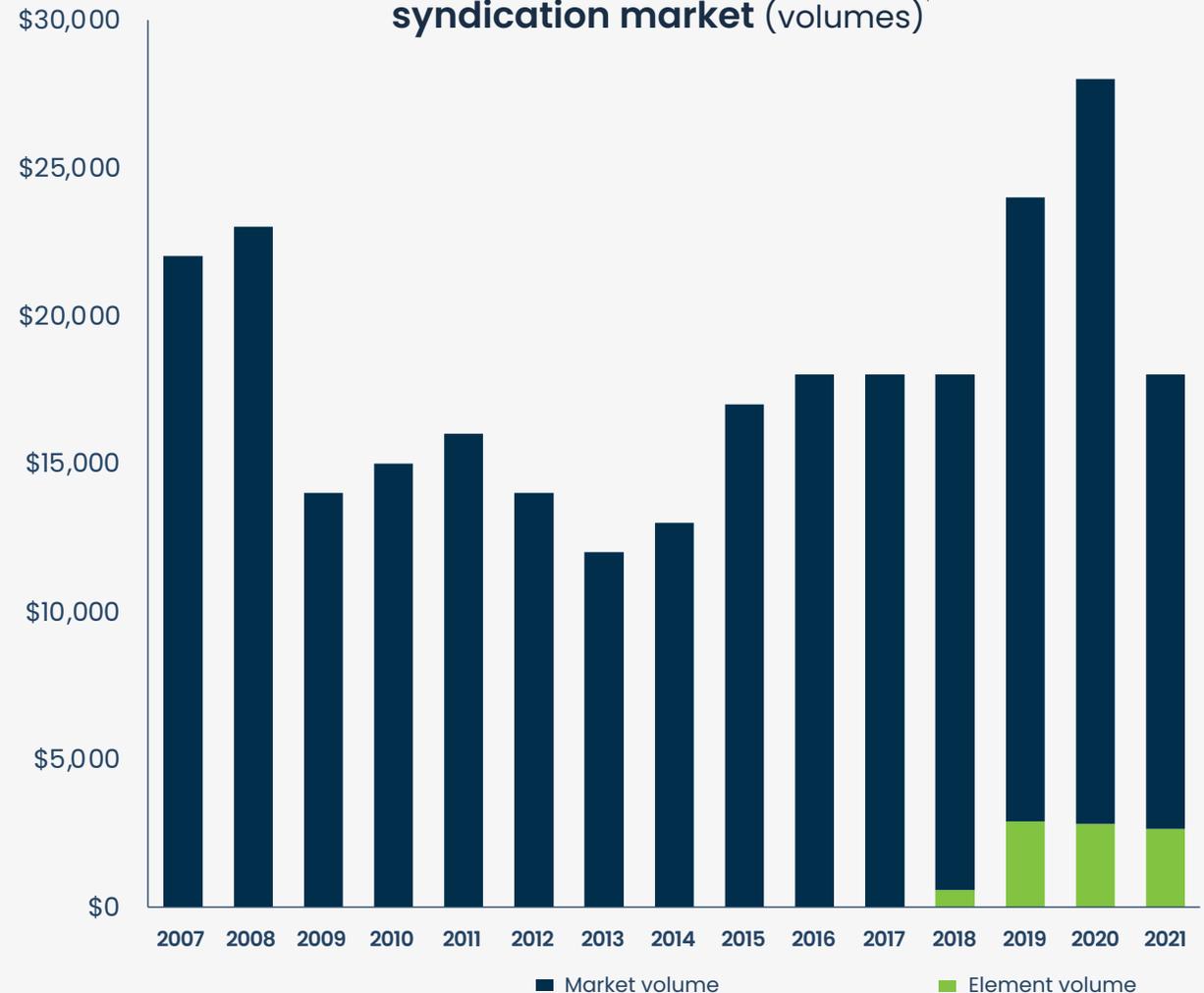
- The \$25–30 billion U.S. equipment lease syndication market is deep and attractive.
- Element finance receivables' low loss rates (single digit bps) drive consistent syndication investor demand for our assets throughout the years and business cycles.
- Tax benefits that come with U.S. syndicated assets are very attractive to U.S. investors.
- Our ability to scale our syndication activity at yields that continue to be economically superior is a proof point of market appetite.

The deep market has allowed us to expand volume at attractive rates throughout the business cycle.



1. The Monitor Daily, RAM Group Holdings

U.S. equipment lease syndication market (volumes)¹



On-book net earning assets decrease as syndicated assets and pre-tax return on common equity (pROcE) grow



CAPITAL-LIGHTER BUSINESS MODEL

Origins of a capital-lighter business model

- Traditionally, Element has held its fleet vehicle assets on-book, primarily funding same through securitization (asset-backed securities).
- Syndication – selling the assets to an investor on a non-recourse basis – was limited to managing credit exposure and rarely exceeded \$500 million in volume in any given year.
- As we sought to rapidly return our balance sheet to investment grade (and fund the early financing requirements of Armada) we bore down on syndication as the means to do so, revealing an opportunity to pursue a capital-lighter business model.

CAPITAL-LIGHTER BUSINESS MODEL

Evolution of capabilities

Our best-in-class syndication capabilities:

- We conduct robust securitize vs. syndicate analysis focused on economic return.
- We have an experienced team with proven track record through business cycles.
- We create competition for attractive assets, thereby optimizing pricing.
- Our clients are not exposed to syndication as Element plays the facilitator role.
- We can create bespoke interest rate hedges associated with specific groups of lease assets to protect yield.

Our syndication has grown from \$500M in 2018 to ~\$3B in 2022 with the ability to ramp to \$5B.

	2018	2019	2020	2021	2022
Investment grade	\$588	\$2,263	\$2,233	\$1,940	\$732+
Sub-investment grade	--	\$636	\$579	\$663	\$451+
Portfolio transactions	--	--	--	\$48	\$866+
Canadian transactions	--	--	--	--	\$14+
Total	\$588	\$2,898	\$2,812	\$2,652	~\$3,000
# of investors in Element syndicated assets	6	12	23	28	32+

CAPITAL-LIGHTER BUSINESS MODEL

Optimizing syndication

Syndication is a core component of our strategy, representing recurring revenue and access to capital.

Results to-date are predictive of future success:

- From price-taker to competitive bidding;
- Increased number of buyers 5-fold;
- Grown number of client names and breadth of credits syndicated;
- Executed portfolio deals (mixed credits);
- Grown volume each of last 4 years;
- Expanded geographically into Canada, and evaluating Mexico.

We continue to hone our syndication model and capabilities to scale for future growth.



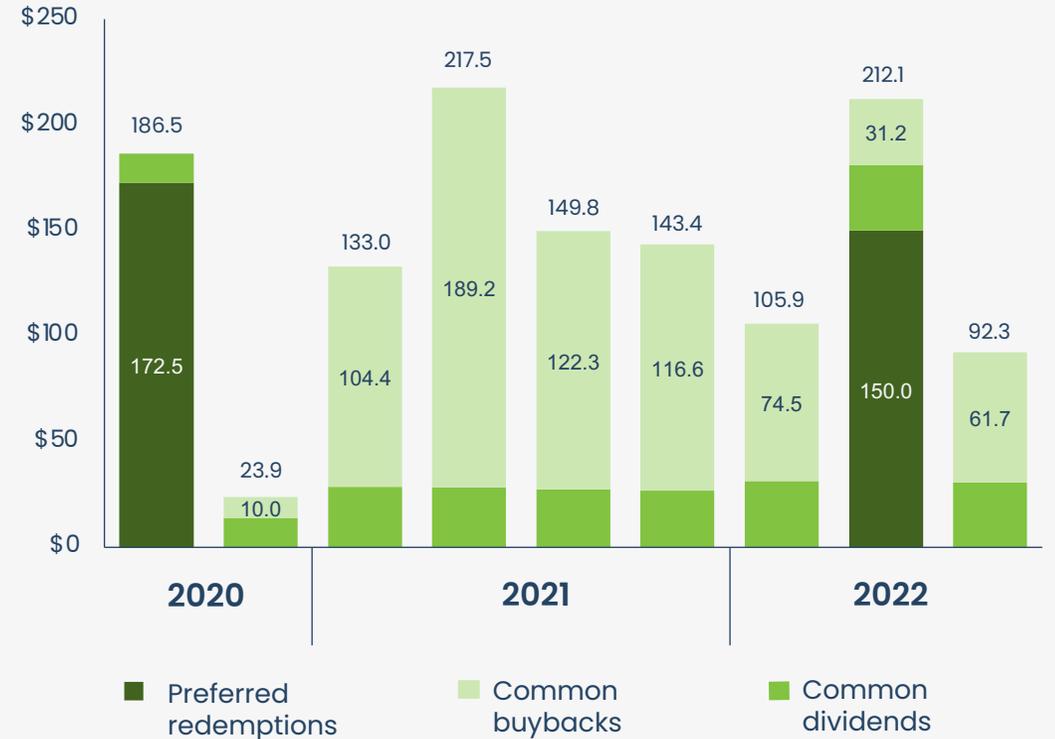
CAPITAL-LIGHTER BUSINESS MODEL

Positive impacts of syndication

Enhancing Return on Equity by 610 bps



Enabling \$1.3 billion in return of capital



Syndication has created significant value for Element and our shareholders since ramping up in 2019.



CAPITAL-LIGHTER BUSINESS MODEL

Remarkable financial impact

	2020		2021		2022	
	Had we not syndicated ¹	As reported	Had we not syndicated ¹	As reported	Had we not syndicated ¹	As guided
Adjusted EPS	\$0.81	\$0.85	\$0.77	\$0.84	\$0.90-0.94	\$1.03-1.07
FCF per share	\$1.00	\$1.02	\$0.98	\$1.05	\$1.13-1.18	\$1.27-1.32
pROcE	13.8%	14.0%	13.9%	15.4%	15-16%	18-19%
Weighted Avg. Common Shares	439M	439M	439M	423M	435-445M	390-400M

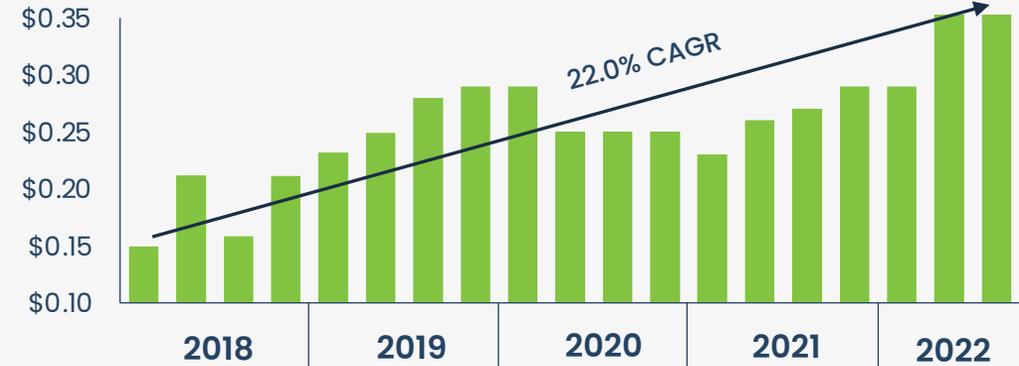
PERFORMANCE

~5-year performance

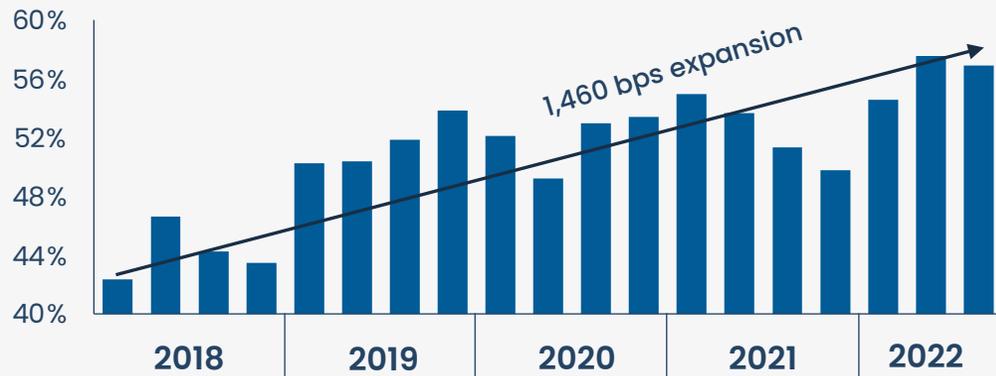
Net revenue



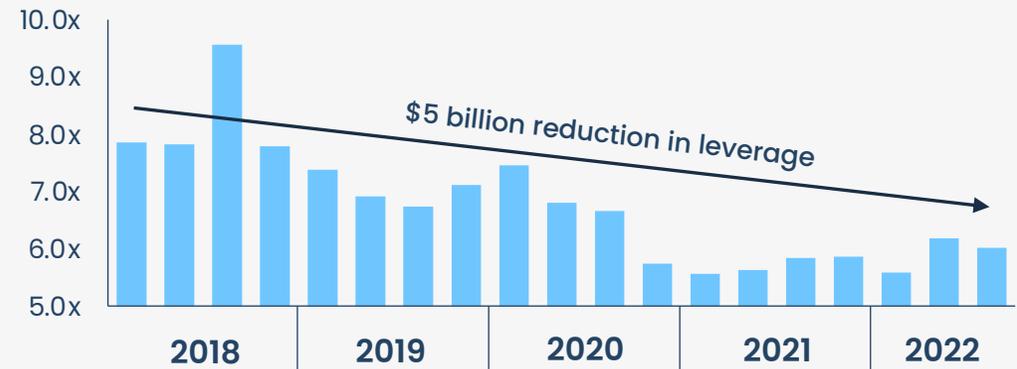
Free cash flow per share



Quarterly operating margin



Tangible leverage ratio



PERFORMANCE

2023 & Long-term guidance

Full-year 2023 results¹

- \$1,140-1,170 million net revenue
- 54-55% operating margin
- \$1.45-1.50 free cash flow per share

Long-term outlook

- 6-8% annual net revenue growth
- Continued operating margin expansion
- Double-digit annual free cash flow per share growth

1. Based on a CAD:USD exchange rate of 1.29:1

Environmental, Social & Governance

With a focus on Electric Vehicles

Presenter



Jacqui McGillivray

Chief People & Social Impact Officer

Jacqui is accountable for Element's ESG strategy, which includes our Diversity, Equity & Inclusion and Corporate Social Responsibility efforts.

She is also responsible for Element's global balanced scorecard, people and organizational performance, talent management and development, compensation and benefits, real estate and communications.

Prior to Element, Jacqui held senior HR leadership roles at Royal Bank of Canada and major energy producers.

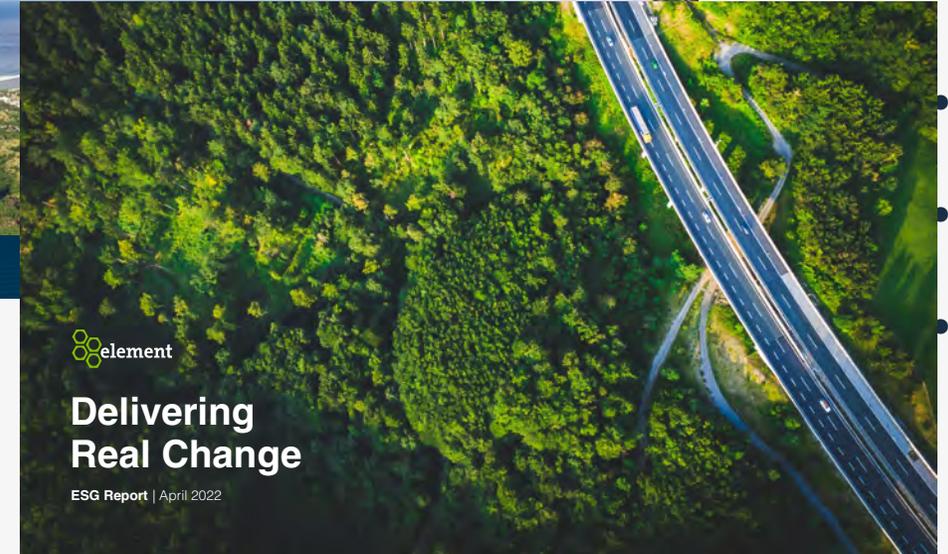
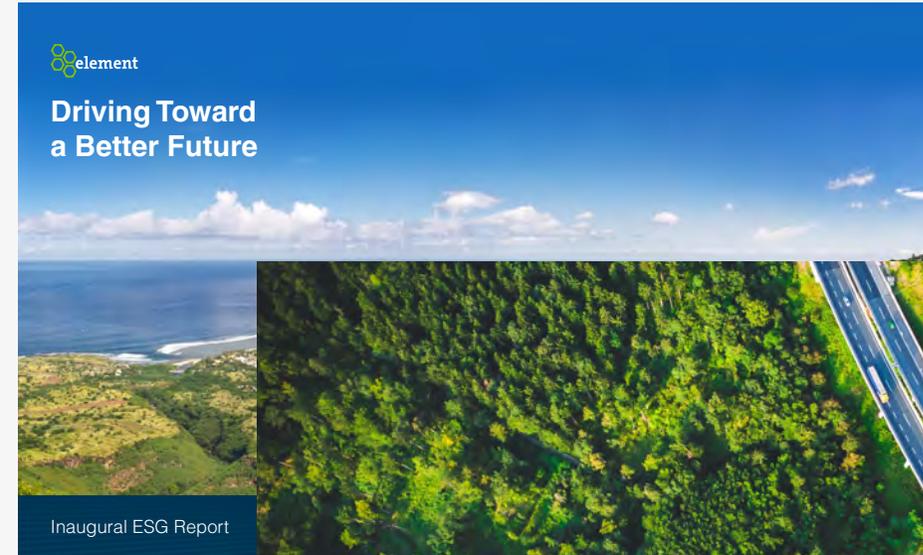
Highlights

Governance: We are top ranked in Canada by The Globe & Mail national newspaper.

Social: We are driving:

- Diversity, Equity & Inclusion – by closing the pay equity gap and exceeding our diverse hiring goals;
- Employee Engagement – over 90% of our people participated in our recent annual employee survey, resulting in an 82% engagement score; and
- Community Impact – by focusing donations on priority areas and encouraging increased employee volunteerism.

Environmental: We are in the process of inventorying GHG emissions (scopes 1-3).



ESG

Sustainability

Our sustainability milestones include:

- Joining the UN Global Compact, demonstrating our commitment to sustainability principles;
- Increasing our standing from bronze to silver with EcoVadis; and
- Joining the Ceres *Corporate Electric Vehicle Alliance*.

We also have over 4,700 diverse suppliers – businesses owned by women, BIPOC, members of the LGBTQ+ community, and veterans – in our service networks; and we make it easy for our clients and their drivers to specifically identify and choose to utilize these diverse suppliers.



Electric Vehicles

Presenter



Avninder Buttar

Vice President, Strategy

Avninder joined Element last year and oversees the company's EV and sustainability strategy.

His role merges his passion for sustainability with his background in corporate strategy, which included roles at Accenture Strategy, Hudson's Bay Co. and CSA Group.

He has an engineering degree from Toronto Metropolitan University and an MBA from the Ivey Business School at Western University.

ELECTRIC VEHICLES

Pole position

Element is best positioned to lead our industry through the gradual electrification of automotive fleets over the next decade.





ELECTRIC VEHICLES

Arc by Element

- Global offering.
- Wing-to-wing EV solution, tailored to availability and infrastructure in each geography.
- Ongoing expansion of the Arc product portfolio as we innovate EV-specific offerings.

ELECTRIC VEHICLES

How we do EVs best



Strategic partnerships

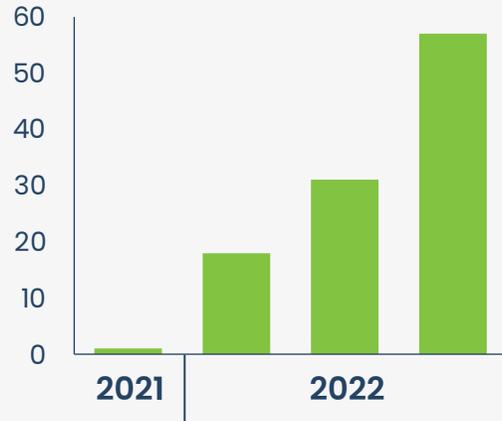


Strategic Consulting Services ('SCS')



Learnings from New Zealand, Arval

Global pilot program launches



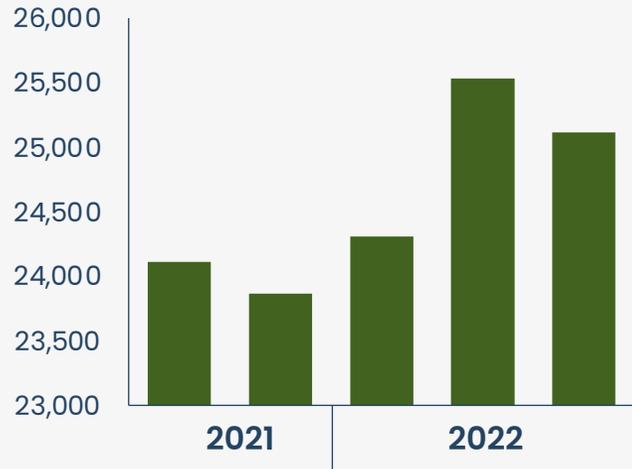
ELECTRIC VEHICLES

Market validation

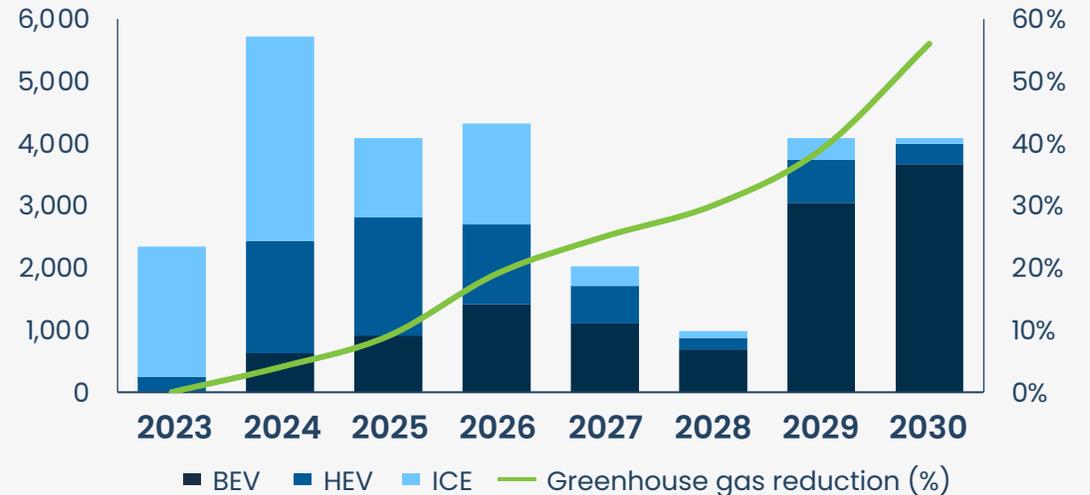
We see proof of our leadership in the form of:

- Strategic partnerships;
- Pilot participation growth; and
- eVUM growth.

Global eVUM¹



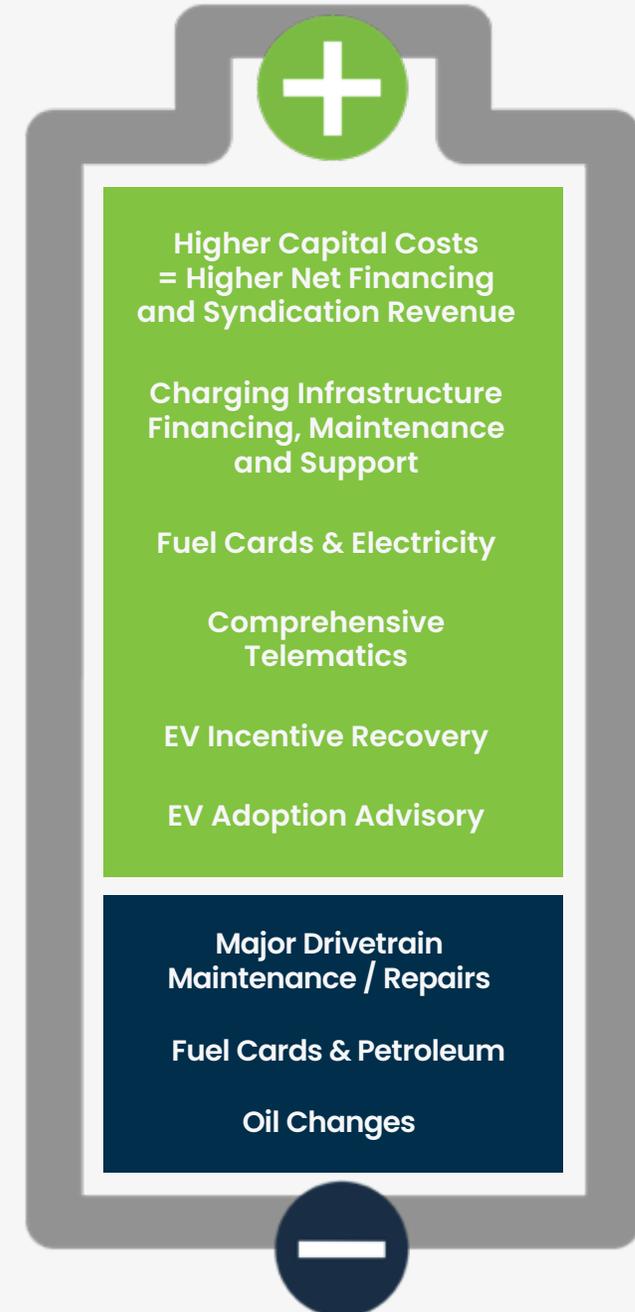
Illustrative eVUM purchasing roadmap for a light vehicle fleet



ELECTRIC VEHICLES

Favourable economics

- Higher vehicle prices and opportunities to finance charging infrastructure will improve net financing and syndication revenue.
- New services revenue opportunities will more than make up for “lost” fuel and a slice of maintenance revenues.
- EVs are already accelerating our success converting self-managed fleets.



ELECTRIC VEHICLES

Confidence in sustainability

- Clients want to electrify – in most cases, “eventually,” but that day will come.
- We are investing to maintain the pole position.
- There is a societal imperative to electrify, and corresponding government and regulatory incentives and bans.

We are excited for the EV transition because it benefits Element and benefits the planet.



Q&A

Presenter¹



Chris Gittens

Chief Digital Officer

Chris is focused on leading and advancing Element's digital strategy, systems, and tools to drive scale, enhanced security and new revenue growth opportunities aligned with our consistent, superior client experience.

He has been in the fleet industry for more than a decade and was previously President of Canada for Element.

Presenter¹



Izzy Kaufman

Treasurer

Izzy is responsible for executing Element's best-in-class funding strategy, and overall development and optimization of the company's capital structure and debt programs. He is also responsible for managing the company's credit, liquidity, interest rate, and FX risk position.

Izzy joined Element in 2019 and brings more than two decades of experience in treasury at leading financial services companies.

Presenter¹



David Colman

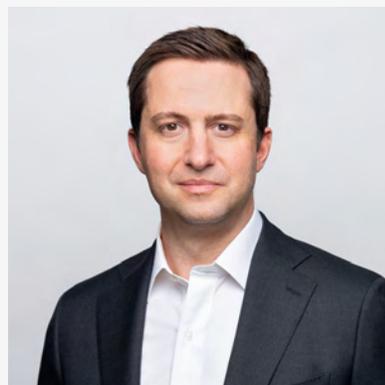
General Counsel

David manages the legal, regulatory and governance functions of the business. He is also responsible for the continuous improvement and automation function at Element.

David joined Element in 2017 after five years at Blake, Cassels & Graydon, LLP.

As General Counsel, David is responsible for the efficient negotiation of client contracts, for ensuring Element's compliance with its legal obligations, for supporting Element's Board of Directors, and for finding and promoting opportunities for Element to continuously improve the way it works and operates.

Presenter¹



Michael Barrett

Vice President, Investor Relations

Mike joined Element in October 2018, prior to which he ran a small business with a mission-critical fleet. Mike also has experience as an investment banker and a lawyer. He earned MBA & JD degrees from the University of Victoria and a BA from McGill University.

Closing remarks

Closing remarks



Jay Forbes

President & Chief Executive Officer

Jay joined Element as President & CEO in mid-2018 and has led the Transformation of the company and the implementation of Element's growth strategy:

- Securing industry-leading client satisfaction and retention;
- Deepening the engagement and capabilities of Element's employees;
- Creating a scalable operating platform that delivers a consistent, superior client experience with minimal operating risk; and
- Generating more than \$5.6 billion in shareholder value and a path to further value creation for years to come.

CLOSING REMARKS

Three takeaways

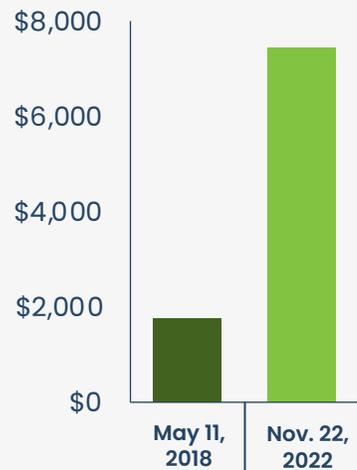
- Low-risk organic revenue growth atop our industry-leading scalable operating platform means expanding margins and growing free cash flow on an annuity-like basis.
- Our capital-lighter business model enhances ROE, enables us to actively manage our balance sheet (leverage) and accelerates the velocity of free cash flow.
- Our business has very modest reinvestment needs, allowing us to return the vast majority of free cash flow to investors by way of growing common dividends and ongoing share buybacks.



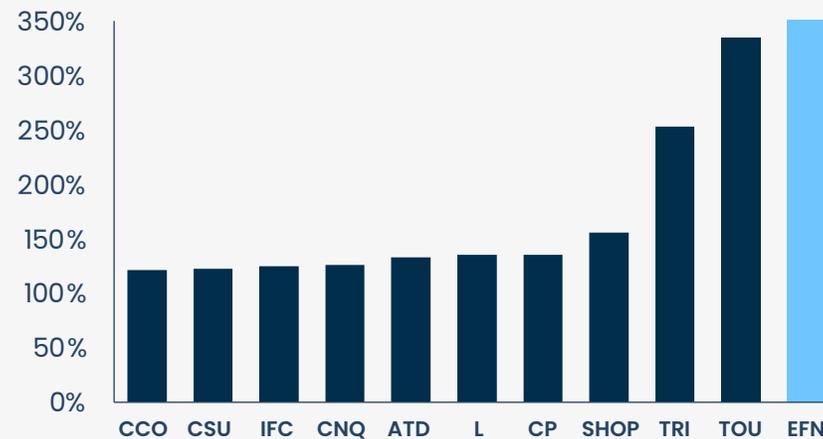
CLOSING REMARKS

Common share performance

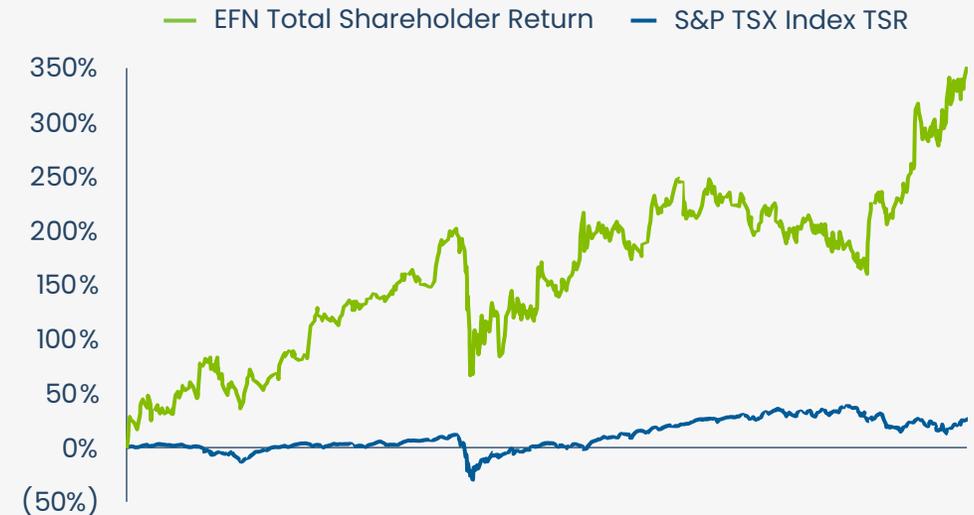
EFN market cap^{1,2}



EFN vs. Top 10 TSX-60 TSR performers over the period^{1,2}



EFN vs. S&P TSX Index TSR over the period^{1,2}



Our common shares currently trade at a 13.9x multiple of free cash flow, which we believe makes EFN materially undervalued.

Supplemental materials

Current events, and our resilient business model

CURRENT EVENTS

OEM production delays

- As forecast, automotive OEM production volumes are gradually improving. We expect this to continue.
- That said, volumes remain low by historical standards. We expect that to remain the case through the first half of 2023.
- This will result in the continued deferral of a portion of our growing revenues, operating income and cash flow, as would-be originations remain in our global order backlog awaiting new vehicles.
- With expectations of OEM production capacity improved in 2023, we anticipate our excess order backlogs will begin to recede in the second half of next year.



CURRENT EVENTS

Inflation

- Inflation is additive to Element's profitable revenue growth.
- Net financing revenue benefits from rising vehicle prices, as does syndication revenue when we choose to transact on those leases.
- Services revenue benefits from inflation as the growing cost of maintaining, repairing and fueling vehicles result in higher fee bases.

Most importantly, rising vehicle operating costs drive greater demand for Element's services, as clients (and prospective clients) seek to control and optimize TCO.

CURRENT EVENTS

Industry consolidation

- Consolidation in our industry by established, long-term-return-driven investors bodes well for the health of fleet management and, as market leader, the health of Element's business.
- The current round of industry consolidation has and will continue to afford us ample opportunity to steal market share from our competitors.
- We see no need for Element to pursue higher-risk, inorganic growth when an estimated half to two-thirds of the addressable markets in which we operate remain unpenetrated.



Element's resilient business model

ELEMENT'S RESILIENT BUSINESS MODEL

Rising interest rates

- Element's business model is largely agnostic to interest rate movements.
- We match-fund our leases on interest rate type (fixed vs. floating) and duration.
- We originate at deliberate interest margins/spreads, which are preserved for the life of the asset on our balance sheet.
- A declining interest rate environment is equally benign for our business.



Recession

- Our value proposition – lower the total cost of clients' fleet operations – is even more compelling in a recessionary environment.
- Our “credit first, collateral second” approach protects investors from any material escalation of credit losses.
- Our leases are typically among the first contracts affirmed in a bankruptcy, because the associated vehicles are essential to our clients' ability to continue operating their business and generating revenue.
- Our cross-collateralized leases and active collateral gap management protocols have proven effective in the exceedingly rare cases of client liquidation.



Thank you