



## Q2 2019 | **Supplementary Information**

as at June 30, 2019

This supplementary information should be read in conjunction with the corporation's Management Discussion & Analysis dated June 30, 2019.

In this document, the Company uses terms and ratios (including "before-tax adjusted operating income", "earning assets" and "tangible leverage ratio") that do not have a standardized meaning under IFRS and are unlikely to be comparable to similar measures presented by other organizations. A full description of these measures can be found in Element's Management Discussion & Analysis that accompanies the financial statements for the most recent quarter or year, which have been filed on SEDAR ([www.sedar.com](http://www.sedar.com)). Element believes that certain non-IFRS measures can be useful to investors because they provide a means by which investors can evaluate Element's underlying key drivers and operating performance, exclusive of certain adjustments and activities that investors may consider to be unrelated to the underlying economic performance of the business.

## FORWARD-LOOKING STATEMENTS DISCLAIMER

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The following pages provide information ("Supplementary Information") management believes is relevant to an assessment and understanding of the financial condition, results and operations of Element Fleet Management Corp. (the "Company" or "Element") as at and for the three- and six-month periods ended June 30, 2019, and should be read in conjunction with the Company's Q2 Management Discussion & Analysis and interim condensed consolidated financial statements and accompanying notes for the three- and six-months ended June 30, 2019. All monetary figures are in millions of Canadian dollars unless otherwise noted or for per share amounts. Additional information regarding the Company is available on SEDAR at [www.sedar.com](http://www.sedar.com) and on the Company's website at [www.elementfleet.com](http://www.elementfleet.com).

### CAUTIONARY STATEMENT

**THIS ANALYSIS HAS BEEN PREPARED TAKING INTO CONSIDERATION INFORMATION AVAILABLE TO JULY 31, 2019. CERTAIN STATEMENTS CONTAINED IN THIS REPORT CONSTITUTE "FORWARD LOOKING STATEMENTS". IN SOME CASES THE FORWARD LOOKING STATEMENTS CAN BE IDENTIFIED BY WORDS OR PHRASES SUCH AS "MAY", "CAN", "WILL", "EXPECT", "GUIDANCE", "PLAN", "ANTICIPATE", "TARGET", "INTEND", "POTENTIAL", "ESTIMATE", "BELIEVE" OR THE NEGATIVE OF THESE TERMS, OR OTHER SIMILAR EXPRESSIONS INTENDED TO IDENTIFY FORWARD-LOOKING STATEMENTS, INCLUDING, AMONG OTHERS, STATEMENTS REGARDING ELEMENT'S TRANSFORMATION PLAN, GROWTH PROSPECTS AND OBJECTIVES, ABILITY TO DRIVE OPERATIONAL EFFICIENCIES, ASSETS, BUSINESS STRATEGY, COMPETITIVE POSITIONING, ABILITY TO CREATE VALUE FOR SHAREHOLDERS, THE EVOLUTION OF ELEMENT'S BUSINESS, THE AVAILABILITY OF FUNDS FROM OPERATIONS, CASH FLOW GENERATION, BUSINESS INTEGRATION, STRATEGIC ASSESSMENT, BUSINESS OUTLOOK AND OTHER EXPECTATIONS REGARDING FINANCIAL OR OPERATING PERFORMANCE AND METRICS. SUCH STATEMENTS REFLECT OUR CURRENT VIEWS WITH RESPECT TO FUTURE EVENTS AND ARE SUBJECT TO INHERENT RISKS, UNCERTAINTIES AND NUMEROUS ASSUMPTIONS, INCLUDING, WITHOUT LIMITATION, GENERAL ECONOMIC CONDITIONS, OPERATIONAL CAPABILITIES, TECHNOLOGICAL DEVELOPMENT, RELIANCE ON DEBT FINANCING, DEPENDENCE ON BORROWERS, INABILITY TO SUSTAIN RECEIVABLES, COMPETITION, INTEREST RATES, REGULATION, INSURANCE, FAILURE OF KEY SYSTEMS, DEBT SERVICE, FUTURE CAPITAL NEEDS AND SUCH OTHER RISKS OR FACTORS DESCRIBED FROM TIME TO TIME IN REPORTS OF ELEMENT, INCLUDING HEREIN AND IN ELEMENT'S CURRENT ANNUAL MD&A AND ANNUAL INFORMATION FORM, WHICH HAVE BEEN FILED ON SEDAR AND MAY BE ACCESSED AT [WWW.SEDAR.COM](http://WWW.SEDAR.COM).**

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All monetary figures are in millions of Canadian dollars unless otherwise noted or for per share amounts.

# Transformation Program

## Definitions

|                    |                                                                                                                                                                                                                                             |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| "Actioned"         | A profitability improvement initiative has been "actioned" when Element has taken all steps required for the initiative to deliver value. The value of an "actioned" initiative is the run-rate of the resulting profitability improvement. |
| "Operating income" | Operating income before tax.                                                                                                                                                                                                                |
| "Delivered"        | A profitability improvement is "delivered" as each dollar of cost savings or revenue increase is reflected in Element's operating income.                                                                                                   |
| "Run-rate"         | The maximum potential annual value that a profitability improvement initiative can deliver.                                                                                                                                                 |

## TRANSFORMATION PROGRAM

### 1.0 Transformation progress in Q2 2019

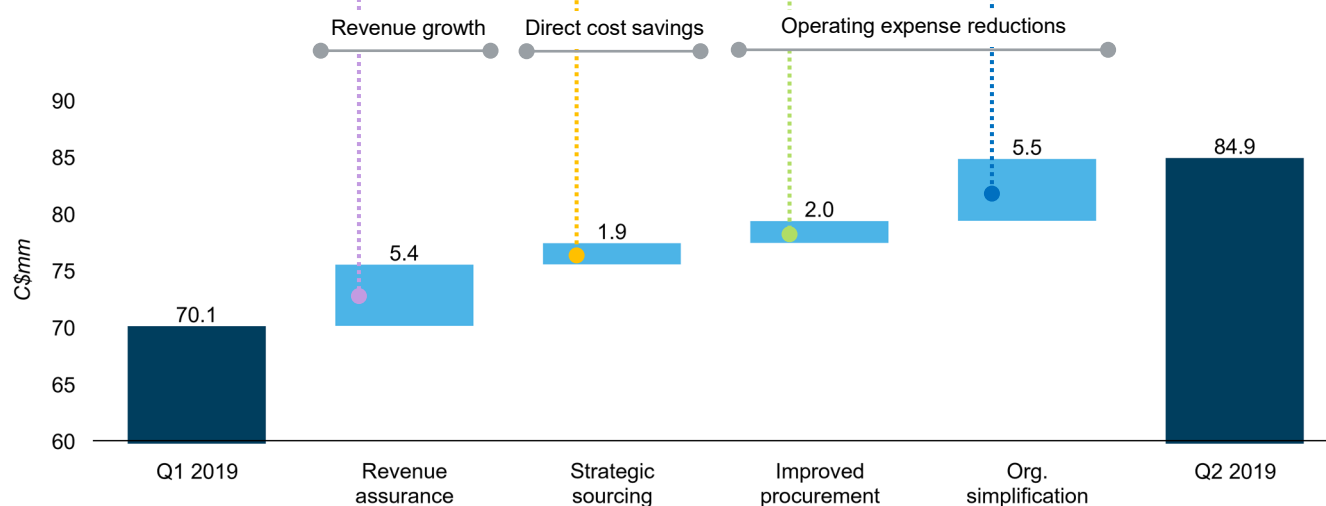
Following the completion of our comprehensive strategic assessment in Q3 2018, we announced a 27-month client-focused transformation program on October 1, 2018. As of June 30, 2019, we have actioned \$85 million of transformation initiatives, including an incremental \$15 million since March 31, 2019. Some examples are:

Our Revenue Assurance team continued to action additional initiatives to stem revenue leakage. For our Canadian Preferred Dealer Network, in Spring 2019 we billed past-due fees that were not previously billed in 2018. This was specific to 172 Canadian dealers for \$561,000 in missed revenue. The team also evaluated the Employee Purchase Documentary fee paid at the time of remarketing an asset. The historical matrix fee was increased from \$75 or \$95. This is expected to result in an annual increase of \$406,000 in documentary fee income. There has also been continued movement in identifying gaps in late charges that should be billed to clients; we expect \$157,000 of such charges to be billed (depending on the client's payment habits).

We continue working with our suppliers to improve terms and conditions, and our overall client experience, having actioned an incremental \$1.9 million of direct cost savings this quarter. We have also been focused on: (1) identifying inefficient client spend behaviours, and (2) providing recommendations that allow client savings and increased utilization of contracted relationships.

Many of our improved procurement initiatives involve supplier consolidation, which requires updating internal processes and better supplier relationship management in order to reduce external vendor spend. Reducing supplier count, while ensuring the appropriate contractual relationship, benefits our clients through a consistently delivered superior client experience.

In this quarter, we actioned \$4 million of productivity improvements in our operations through process and workflow optimization. We also actioned an additional \$1.5 million of profitability improvements by further reorganizing the Commercial segment of our business as it relates to sales force effectiveness and growth strategy optimization.

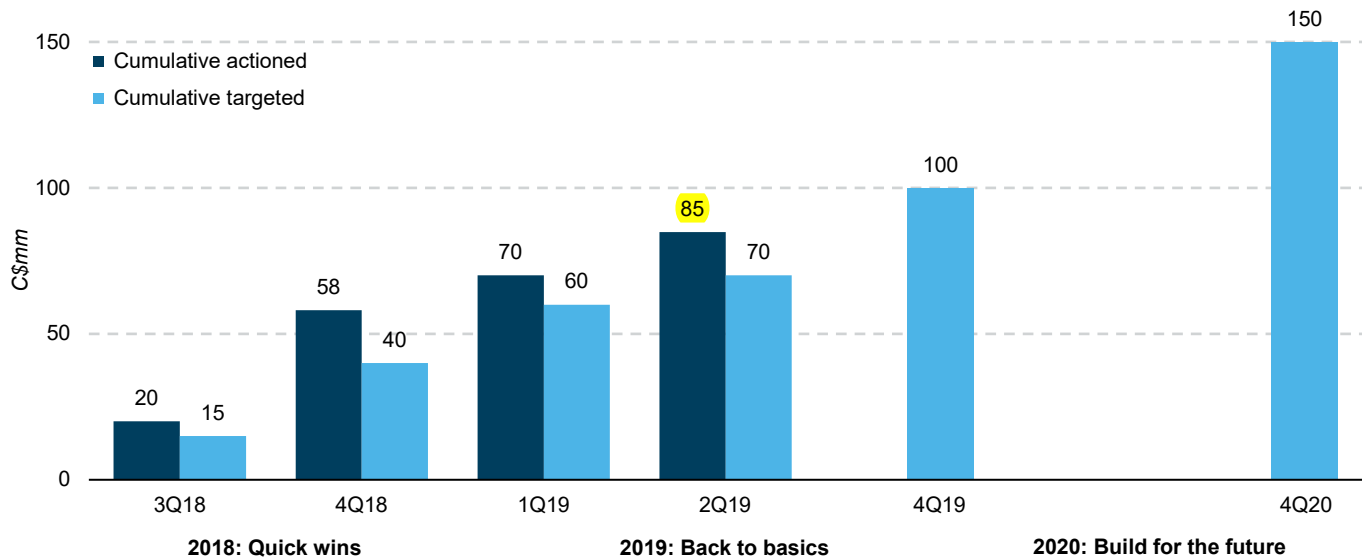


The significant progress we have made on our transformation initiatives begets strong momentum that has continued through 2019 to date. We are in the "back to basics" phase of our transformation, focusing our business on delivering a consistently superior client experience and creating value for our shareholders.

## TRANSFORMATION PROGRAM

### 1.1 Cumulative: actioned and targeted (to-be-actioned) operating income improvements

We remain ahead of target, having actioned \$85 million of operating income improvements to date.

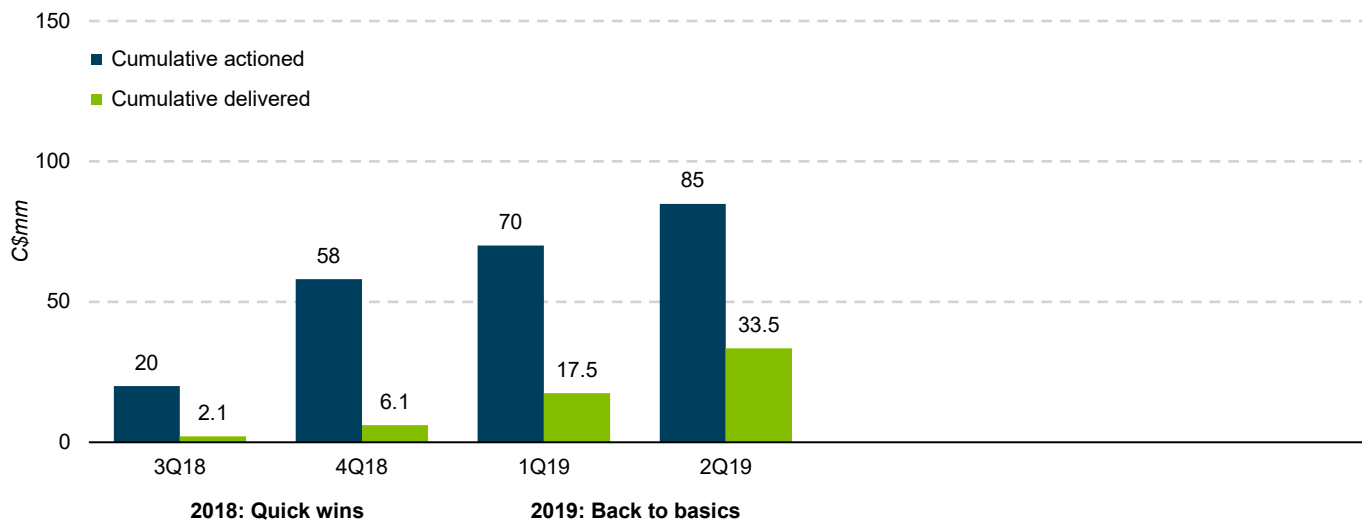


### 1.2 Delivery and anticipated delivery of \$85 million of operating income improvements actioned to date

Our actioned initiatives to date will deliver \$65 million of operating income improvements (~\$0.12 EPS) in 2019.

| C\$mm                        | 3Q18       | 4Q18       | FY18       | 1Q19        | 2Q19        | 3Q19      | 4Q19      | FY19      | 1Q20      | 2Q20      | 3Q20      | 4Q20      | FY20      |
|------------------------------|------------|------------|------------|-------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Revenue growth               | 1.4        | 1.5        | 2.9        | 3.6         | 4.5         | 4         | 4         | 16        | 4         | 4         | 4         | 4         | 17        |
| Direct cost savings          | 0.5        | 0.6        | 1.1        | 1.4         | 3.0         | 3         | 5         | 13        | 4         | 3         | 4         | 4         | 14        |
| Opex reductions              | 0.2        | 1.9        | 2.1        | 6.4         | 8.5         | 10        | 11        | 36        | 12        | 12        | 12        | 12        | 48        |
| <b>Op income improvement</b> | <b>2.1</b> | <b>4.0</b> | <b>6.1</b> | <b>11.4</b> | <b>16.0</b> | <b>18</b> | <b>20</b> | <b>65</b> | <b>20</b> | <b>19</b> | <b>20</b> | <b>20</b> | <b>79</b> |

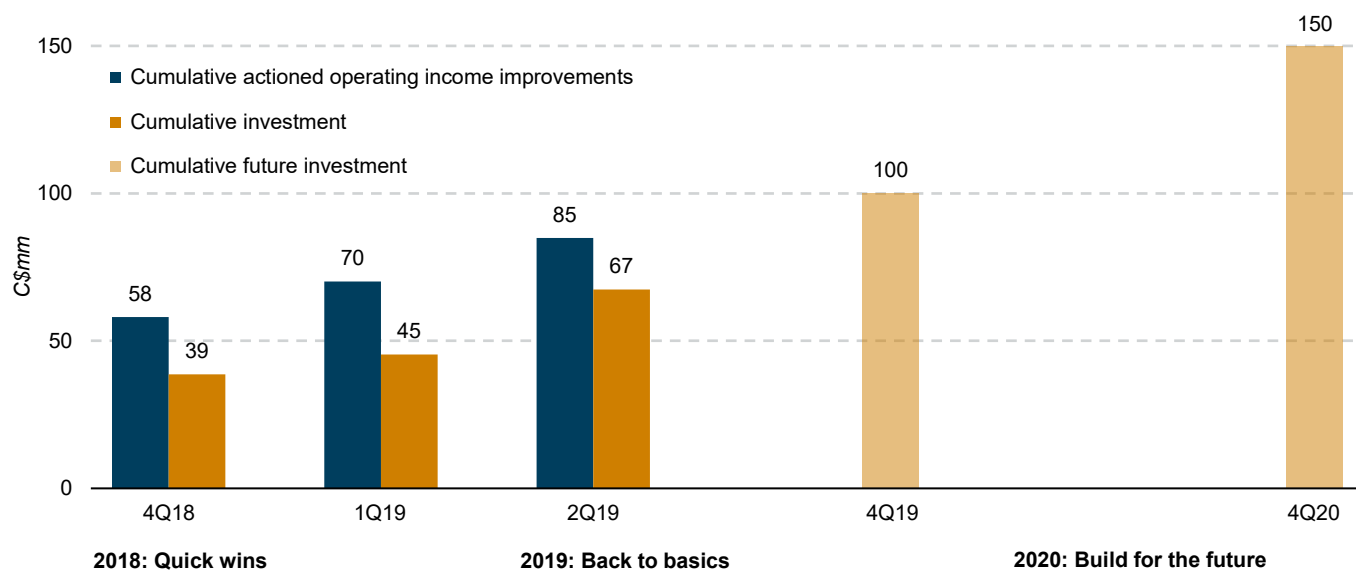
### 1.3 Cumulative: actioned and delivered operating income improvements



## TRANSFORMATION PROGRAM

### 1.4 Cumulative: actioned operating income improvements and investment (and future investment) in our transformation program

We plan to invest approximately \$150 million to fund our transformation program before the end of 2020. To date, we have made \$67 million such one-time investments.

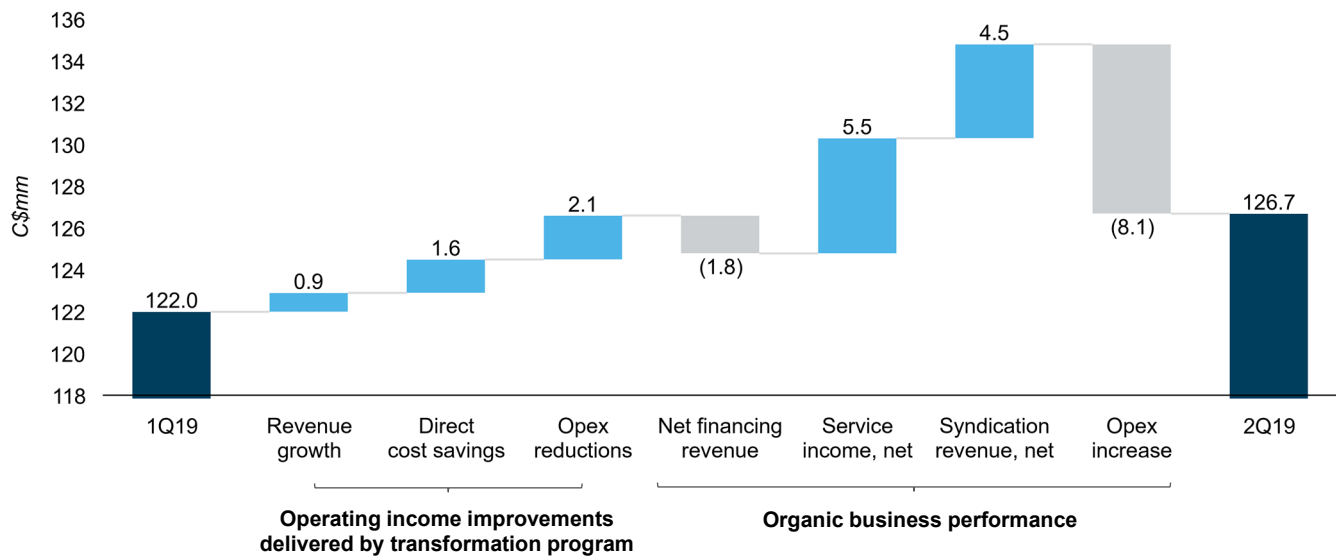


# Financial Information

## FINANCIAL INFORMATION

### 2.0 1Q19 → 2Q19 Core adjusted operating income growth

Core adjusted operating income increased by \$4.7 million in Q2 2019, largely driven by the impact of our transformation program and growth in services and syndications, offset by increases in opex.



### 2.1 1Q19 → 2Q19 Core opex increase

Core opex increased \$6.0 million quarter-over-quarter, primarily driven by an accrual for performance-based compensation, and professional fees – offset by increased transformation savings.



1. YTD increase in performance-based compensation accrual due to performance as measured by our Balanced Scorecard.

## FINANCIAL INFORMATION

### 3.0 Core end-of-period earning assets

While Mexico continued to enjoy strong organic growth, the syndication of US assets and the economic slowdown in ANZ led to declining and flat end-of-period net earning assets, respectively.

| <i>Local currencies, billions</i> | <u>2Q17</u> | <u>3Q17</u> | <u>4Q17</u> | <u>1Q18</u> | <u>2Q18</u> | <u>3Q18</u> | <u>4Q18</u> | <u>1Q19</u> | <u>2Q19</u> |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| US and Canada (USD)               | 8.2         | 8.3         | 8.2         | 8.2         | 8.3         | 8.0         | 8.1         | 7.9         | 7.7         |
| Mexico (MXN)                      | 4.4         | 5.0         | 6.0         | 5.9         | 6.7         | 7.2         | 8.0         | 8.9         | 10.2        |
| Australia and New Zealand (AUD)   | 1.5         | 1.5         | 1.5         | 1.6         | 1.6         | 1.6         | 1.7         | 1.7         | 1.7         |

### 3.1 Core earning asset distribution across industries

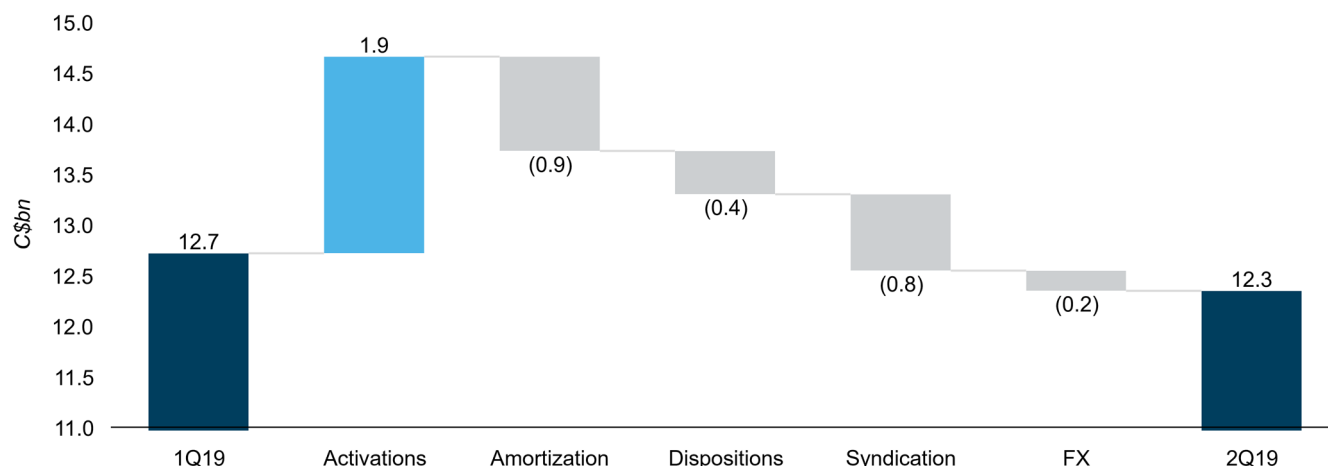
Element's core earning assets are used in hundreds of industries, with no single classification accounting for more than 5.1% of total core earning asset value ("EA"). Approximately 50% of Element's core earning assets by value are distributed across 30 industries (immediately below), while the remaining 50% are spread across an additional 728 industries.

| <u>Industry</u>                                  | <u>EA</u> | <u>Industry</u>                                       | <u>EA</u> |
|--------------------------------------------------|-----------|-------------------------------------------------------|-----------|
| Electrical Work                                  | 5.1%      | Concrete Block and Brick                              | 1.2%      |
| Electric Services                                | 4.5%      | Oil & Gas Field Services, NEC                         | 1.2%      |
| Pharmaceutical Preparations                      | 3.5%      | Auto Controls For Regulating Residential & Commercial | 1.1%      |
| Passenger Car Rental                             | 3.1%      | Electronic Connectors                                 | 1.1%      |
| Motor Vehicles & Passenger Car Bodies            | 2.6%      | Retail-Eating Places                                  | 1.0%      |
| Oil & Gas Field Exploration Services             | 2.4%      | Crude Petroleum & Natural Gas                         | 1.0%      |
| Telephone Communications                         | 1.7%      | Retail-Auto & Home Supply Stores                      | 1.0%      |
| Services-Engineering Services                    | 1.6%      | Services-Medical Laboratories                         | 1.0%      |
| Services-Detective, Guard & Armored Car Services | 1.6%      | Retail-Grocery Stores                                 | 1.0%      |
| Cable & Other Pay Television Services            | 1.4%      | Water, Sewer, Pipeline, Comm & Power Line             | 0.9%      |
| Pesticides and Agricultural Chemicals            | 1.4%      | Wholesale-Electrical Apparatus & Equipment            | 0.9%      |
| Electric & Other Services Combined               | 1.4%      | Wholesale-Drugs, Proprietaries & Druggists            | 0.9%      |
| Industrial Instruments For Measurement           | 1.4%      | Paints, Varnishes, Lacquers, Enamels & Allied         | 0.9%      |
| Fire, Marine & Casualty Insurance                | 1.3%      | Natural Gas Distribution                              | 0.9%      |
| Retail-Lumber & Other Building Materials Dealers | 1.3%      | Services-Business Services, NEC                       | 0.9%      |

## FINANCIAL INFORMATION

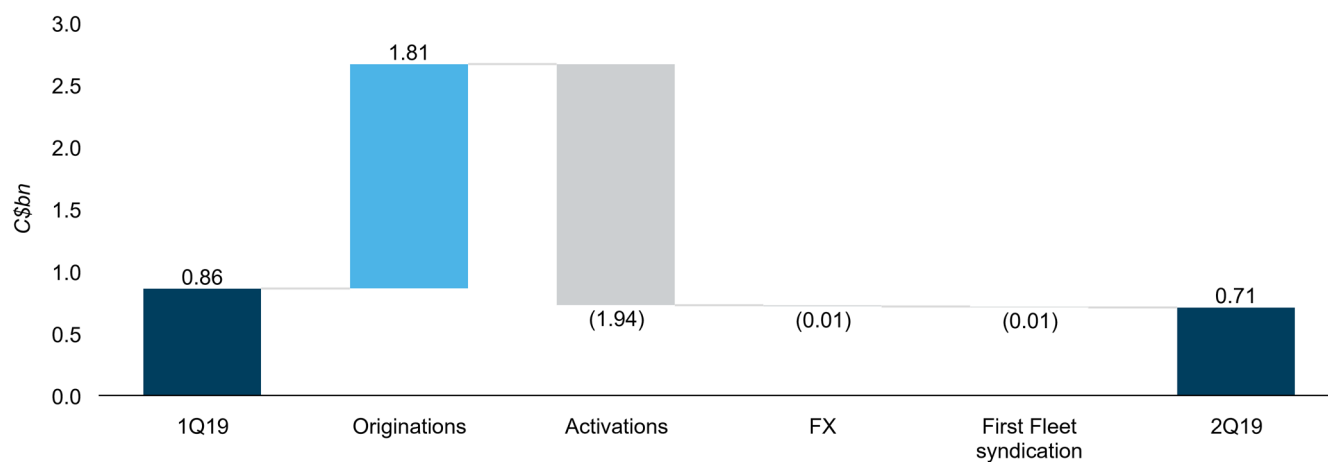
### 3.2 1Q19 → 2Q19 Core end-of-period earning assets

Notwithstanding syndicated volumes of \$0.8 billion, core earning assets fell by only \$0.4 billion from Q1 2019 due to strong activations of approximately \$1.9 billion, offset by amortization of \$0.9 billion, dispositions of \$0.4 billion and changes in FX of \$0.2 billion.



### 3.3 1Q19 → 2Q19 Core interim funded assets

Interim funded assets decreased approximately \$0.2 billion from Q1 2019 due to \$1.8 billion in originations being offset by approximately \$1.9 billion in activations.



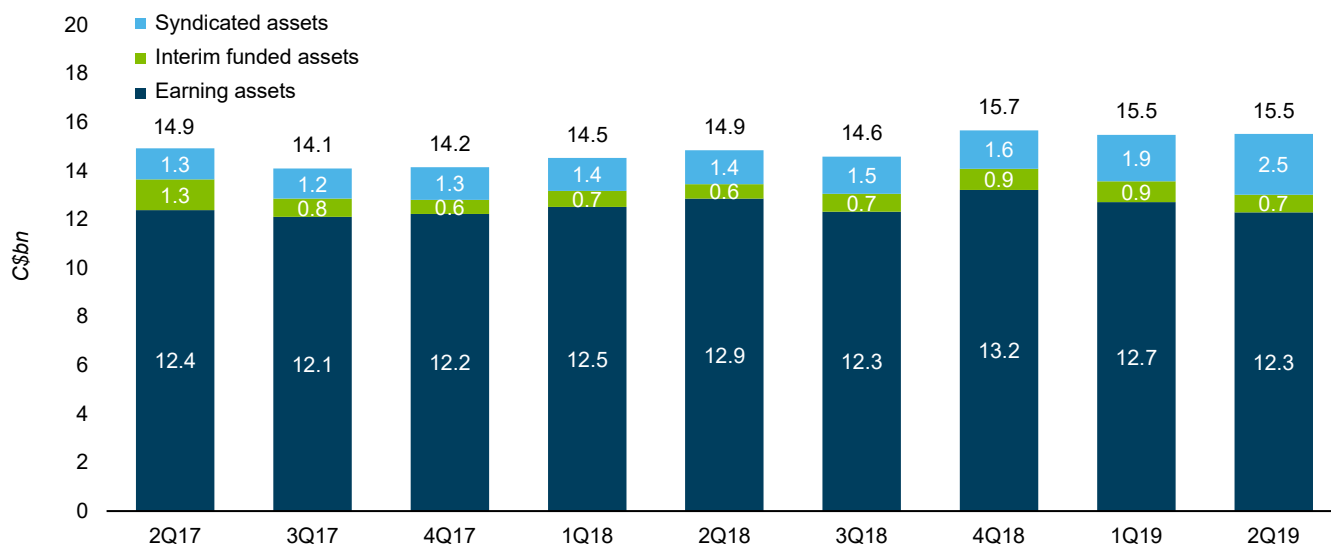
## Definitions

|                         |                                                                                                                                                                                                                                               |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| "Originations"          | An origination occurs when Element pays a manufacturer for a vehicle.                                                                                                                                                                         |
| "Activations"           | An activation occurs when a vehicle is delivered to a client.                                                                                                                                                                                 |
| "Interim funded assets" | Interim funded assets are vehicles paid for by Element ("originated") but not yet delivered to our clients ("activated"). The most common reason for a timing difference between origination and activation is client-required vehicle upfit. |

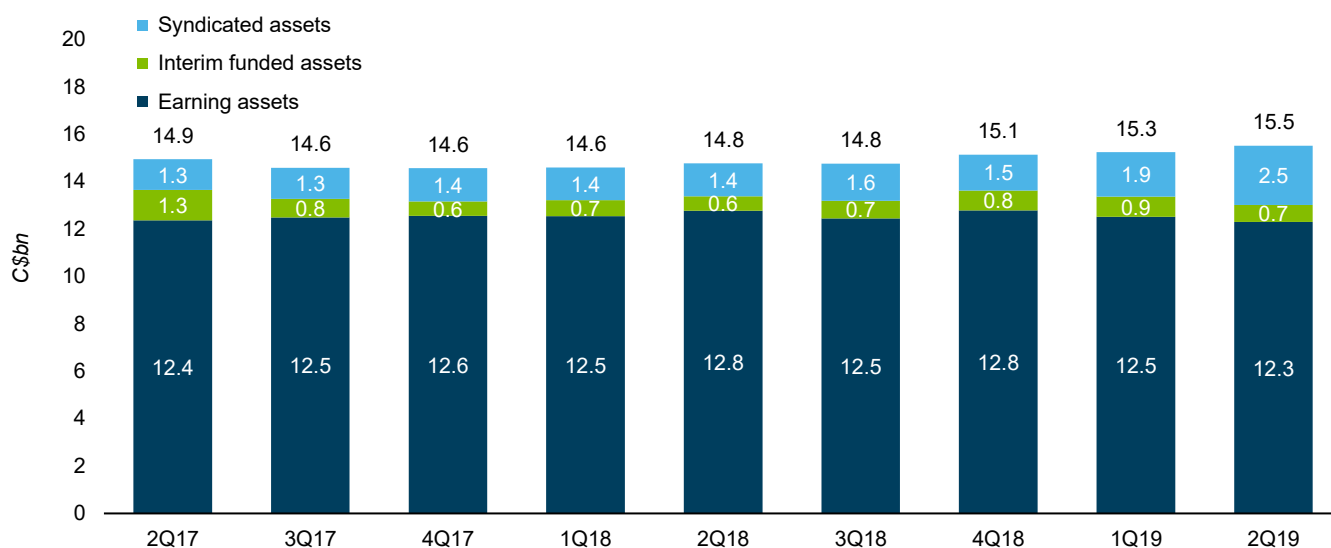
## FINANCIAL INFORMATION

### 3.4 Core fleet assets under management

Core fleet assets under management were flat quarter-over-quarter at \$15.5 billion, with growth in syndicated assets of \$0.6 billion being offset by a reduction in interim funded assets of approximately \$0.2 billion and earning assets of \$0.4 billion. On a constant currency basis, core fleet assets under management increased by approximately \$0.2 billion quarter-over-quarter; see section 3.5 below.



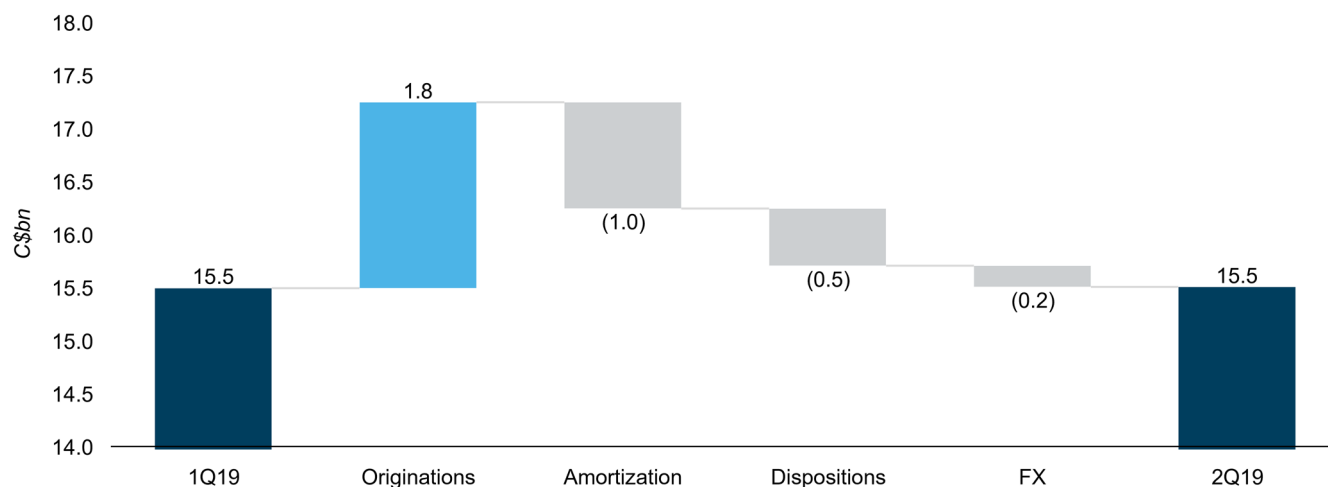
### 3.5 Core fleet assets under management (constant currency)



## FINANCIAL INFORMATION

### 3.6 1Q19 → 2Q19 Core fleet assets under management

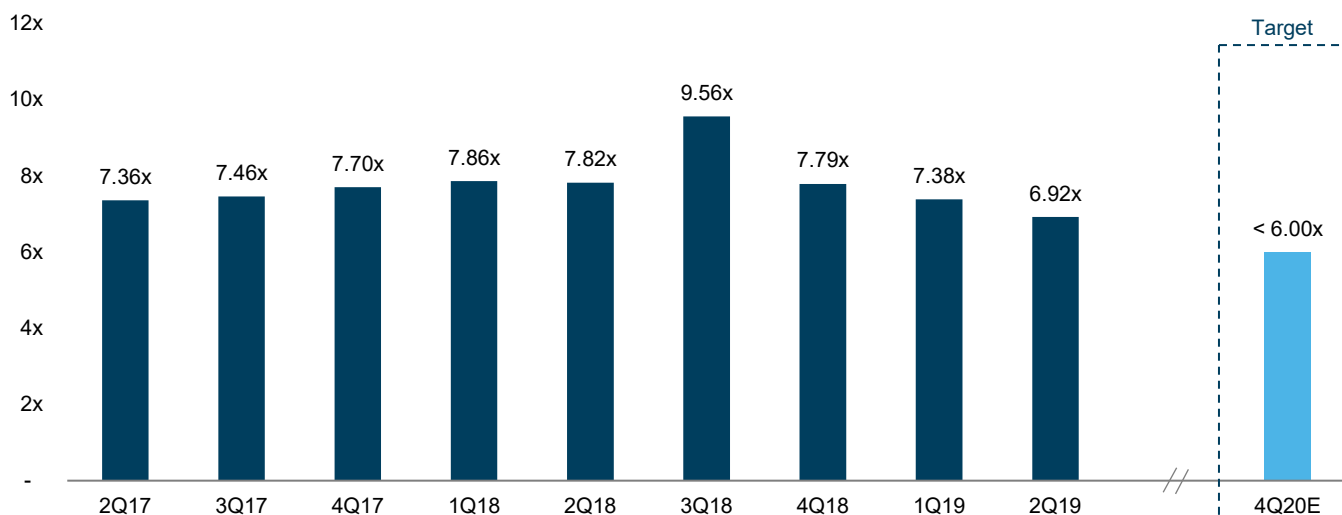
Strong originations of \$1.8 billion were offset by amortization of approximately \$1.0 billion and dispositions of approximately \$0.5 billion, delivering an increase in core assets under management of \$0.2 billion on a constant currency basis, offset by \$0.2 billion of unfavourable FX.



## FINANCIAL INFORMATION

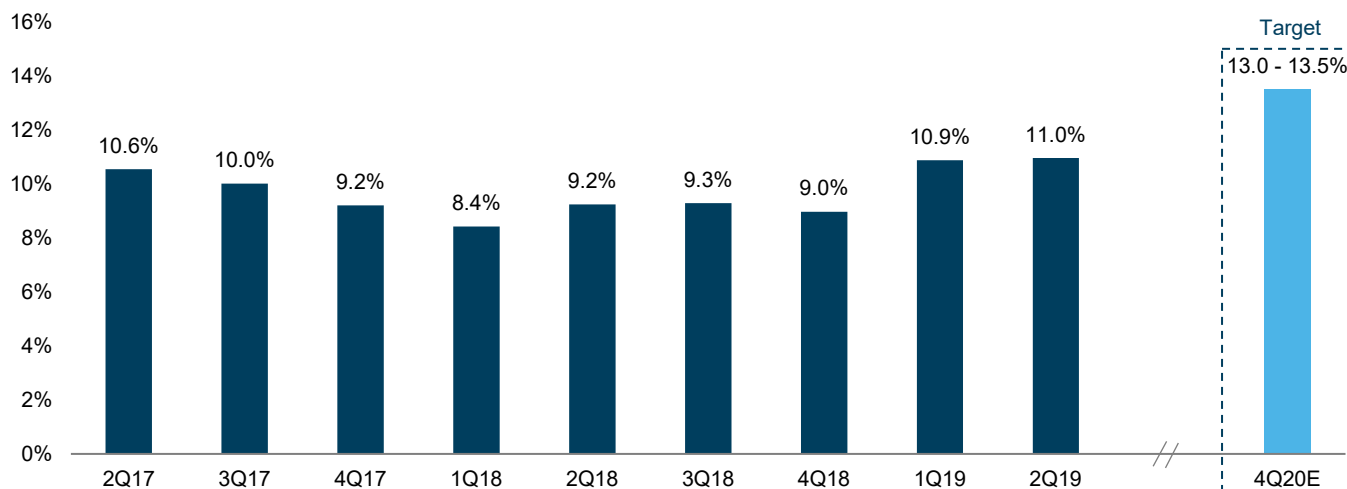
### 4.0 Consolidated leverage ratios

We continue to take steps to improve our tangible leverage ratio, which decreased 0.46x from Q1 2019, largely driven by an increase in syndication activity and the redemption of our \$345 million June 2019 convertible debentures. We are targeting a tangible leverage ratio below 6.0x exiting 2020. We expect the path to our target will be non-linear and fluctuate based on anticipated originations for one large, rapidly growing client in particular.



### 4.1 Return on equity

We are targeting ROE of 13.0 - 13.5% exiting 2020. Our return on equity increased 10 basis points from Q1 2019 due to the increase in quarter-over-quarter adjusted operating income.



#### Definition

"Return on equity" Annualized consolidated after-tax adjusted operating income attributable to common shareholders divided by average common equity of the current and immediately preceding periods.

## FINANCIAL INFORMATION

### 5.0 Consolidated free cash flow

| <i>C\$mm (except free cash flow per common share )</i>                 | <u>2Q17</u>  | <u>3Q17</u>  | <u>4Q17</u>  | <u>FY17</u>  | <u>1Q18</u> | <u>2Q18</u>  | <u>3Q18</u>  | <u>4Q18</u>  | <u>FY18</u>  | <u>1Q19</u>  | <u>2Q19</u>  |
|------------------------------------------------------------------------|--------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Before-tax adjusted operating income</b>                            | <b>124.3</b> | <b>116.5</b> | <b>102.6</b> | <b>466.6</b> | <b>90.0</b> | <b>102.6</b> | <b>98.1</b>  | <b>96.5</b>  | <b>387.1</b> | <b>122.0</b> | <b>126.0</b> |
| Add/(subtract) cash revenue/(expenses) and non-cash expenses/(revenue) | (4.1)        | 0.6          | (18.2)       | (34.2)       | (3.9)       | 5.2          | 9.3          | 14.8         | 25.4         | 13.4         | 12.2         |
| <b>Cash from operations</b>                                            | <b>120.2</b> | <b>117.1</b> | <b>84.4</b>  | <b>432.4</b> | <b>86.1</b> | <b>107.7</b> | <b>107.4</b> | <b>111.3</b> | <b>412.5</b> | <b>135.4</b> | <b>138.2</b> |
| Subtract required cash expenses:                                       |              |              |              |              |             |              |              |              |              |              |              |
| Sustaining capital investments                                         | 11.5         | 10.4         | 19.1         | 60.6         | 12.3        | 9.7          | 10.7         | 7.0          | 39.7         | 13.8         | 10.2         |
| Preferred share dividends                                              | 10.3         | 11.1         | 11.1         | 41.4         | 11.1        | 11.1         | 11.1         | 11.1         | 44.3         | 11.2         | 11.2         |
| Cash taxes paid                                                        | 18.2         | 2.1          | 12.4         | 40.8         | 5.9         | 6.3          | 25.4         | 3.5          | 41.2         | 9.9          | 8.6          |
| <b>Free cash flow</b>                                                  | <b>80.1</b>  | <b>93.5</b>  | <b>41.8</b>  | <b>289.7</b> | <b>56.8</b> | <b>80.6</b>  | <b>60.2</b>  | <b>89.7</b>  | <b>287.3</b> | <b>100.5</b> | <b>108.2</b> |
| <i>As a % of before-tax adjusted operating income</i>                  | <i>64%</i>   | <i>80%</i>   | <i>41%</i>   | <i>62%</i>   | <i>63%</i>  | <i>79%</i>   | <i>61%</i>   | <i>93%</i>   | <i>74%</i>   | <i>82%</i>   | <i>86%</i>   |
| Weighted avg. number of common shares o/s (mm)                         | 389.0        | 384.9        | 380.2        | 385.4        | 380.4       | 380.5        | 380.6        | 424.8        | 391.7        | 433.6        | 434.7        |
| <b>Free cash flow per common share</b>                                 | <b>0.21</b>  | <b>0.24</b>  | <b>0.11</b>  | <b>0.75</b>  | <b>0.15</b> | <b>0.21</b>  | <b>0.16</b>  | <b>0.21</b>  | <b>0.73</b>  | <b>0.23</b>  | <b>0.25</b>  |

## FINANCIAL INFORMATION

### 6.0 Value of consolidated tax assets

The value of tax assets at the end of Q2 2019 was \$327 million, equating to \$0.75 per common share. The decline from Q1 2019 represents the utilization of our tax losses against taxable income in the quarter.

| <i>C\$mm (except tax asset value per common share)</i>     | <u>FY17</u>  | <u>FY18</u>  | <u>1Q19</u>  | <u>2Q19</u>  |
|------------------------------------------------------------|--------------|--------------|--------------|--------------|
| Gross non-capital tax losses                               | 3,531.1      | 4,043.3      | 3,789.9      | 3,871.6      |
| Value of tax losses at statutory tax rate <sup>1</sup>     | 955.9        | 1,043.0      | 1,009.6      | 1,004.7      |
| Value of depreciation tax shield                           | (818.0)      | (701.8)      | (732.6)      | (687.7)      |
| Value of other tax assets                                  | 9.4          | 24.6         | 73.8         | 10.4         |
| <b>Value of tax assets</b>                                 | <b>147.3</b> | <b>365.7</b> | <b>350.8</b> | <b>327.4</b> |
| Weighted average number of common shares o/s ( <i>mm</i> ) | 385.4        | 391.7        | 433.6        | 434.7        |
| <b>Tax asset value per common share</b>                    | <b>0.38</b>  | <b>0.93</b>  | <b>0.81</b>  | <b>0.75</b>  |

1. 25.9% Q2 2019 statutory tax rate

## FINANCIAL INFORMATION

### 7.0 Reclassification of consolidated statement of operations

Effective Q1 2019, Element modified the presentation and classification of the net revenue section within the interim condensed consolidated statement of operations with the overarching principle of disaggregating revenue into three distinct revenue streams: 1) financing revenue, 2) servicing revenue, and 3) syndication revenue.

The following table illustrates the reclassification for the periods noted, and adds Q1 2019 and Q2 2019 for comparison. Further information on this reclassification can be found in note 2 to the company's interim condensed consolidated financial statements dated June 30, 2019.

|                                          | Fiscal 2018 - As reported |              |              |              |                | Fiscal 2018 - Reclassified |              |              |              |                | 1Q19         | 2Q19         |
|------------------------------------------|---------------------------|--------------|--------------|--------------|----------------|----------------------------|--------------|--------------|--------------|----------------|--------------|--------------|
|                                          | Q1                        | Q2           | Q3           | Q4           | FY18           | Q1                         | Q2           | Q3           | Q4           | FY18           |              |              |
| <i>C\$mm</i>                             |                           |              |              |              |                |                            |              |              |              |                |              |              |
| Interest income, net                     | 153.2                     | 169.3        | 167.8        | 162.7        | <b>652.9</b>   | 153.4                      | 169.8        | 168.8        | 164.1        | <b>656.1</b>   | 167.2        | 167.1        |
| Rental revenue and other                 | 125.9                     | 129.8        | 134.4        | 155.3        | <b>545.4</b>   | 140.6                      | 146.5        | 150.9        | 170.6        | <b>608.6</b>   | 191.4        | 184.8        |
| Dep. of equip. under operating leases    | (95.3)                    | (98.3)       | (99.7)       | (107.5)      | <b>(400.8)</b> | (96.9)                     | (100.4)      | (102.0)      | (109.1)      | <b>(408.3)</b> | (122.5)      | (119.6)      |
|                                          | 183.7                     | 200.8        | 202.5        | 210.4        | <b>797.5</b>   | 197.1                      | 215.9        | 217.7        | 225.6        | <b>856.4</b>   | 236.0        | 232.3        |
| Interest expense                         | (101.5)                   | (111.6)      | (112.7)      | (125.9)      | <b>(451.8)</b> | (101.5)                    | (111.6)      | (112.7)      | (125.9)      | <b>(451.8)</b> | (129.1)      | (128.8)      |
| Net financing revenue                    | 82.2                      | 89.2         | 89.8         | 84.5         | <b>345.7</b>   | 95.6                       | 104.3        | 105.0        | 99.7         | <b>404.6</b>   | 106.9        | 103.5        |
| Fleet service revenue                    | 140.2                     | 142.1        | 142.9        | 144.8        | <b>570.0</b>   | 125.8                      | 124.8        | 121.3        | 127.3        | <b>499.2</b>   | 129.9        | 135.4        |
| Dir. costs of fixed rate serv. contracts | (11.1)                    | (11.8)       | (11.5)       | (7.8)        | <b>(42.2)</b>  | (11.1)                     | (11.8)       | (11.5)       | (7.8)        | <b>(42.2)</b>  | (11.8)       | (11.2)       |
| Servicing income, net                    | 129.1                     | 130.3        | 131.4        | 137.0        | <b>527.8</b>   | 114.7                      | 113.0        | 109.9        | 119.5        | <b>457.0</b>   | 118.1        | 124.2        |
| Syndication revenue, net                 | 0.0                       | 0.0          | 0.0          | 0.0          | <b>0.0</b>     | 1.0                        | 2.2          | 6.4          | 2.3          | <b>11.9</b>    | 17.2         | 21.7         |
| <b>Net revenue</b>                       | <b>211.3</b>              | <b>219.4</b> | <b>221.3</b> | <b>221.5</b> | <b>873.5</b>   | <b>211.3</b>               | <b>219.4</b> | <b>221.3</b> | <b>221.5</b> | <b>873.5</b>   | <b>242.2</b> | <b>249.4</b> |

# Balanced Scorecard

## BALANCED SCORECARD

### 8.0 Global dashboard

We are outperforming on most metrics on our Global Balanced Scorecard, indicating healthy performance across our organization. Our clients and investors metrics are particularly strong: all outperforming year-to-date targets at June 30, 2019.

#### Element Global Balanced Scorecard

## Results at June 30, 2019

All dollar figures are CAD

Outperforming  
On Target  
Target at Risk  
Below Threshold



#### Our Clients

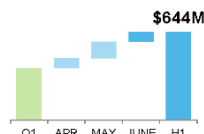
##### Operational Effectiveness (% Achievement of Target)



##### Client Retention (% Achievement of Target)



##### Cost Savings Identified for Clients

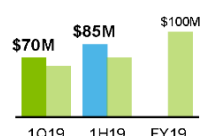


##### Net Promoter Score

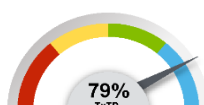


#### Our Business

##### Annual Pre-Tax Run-Rate Profit Improvement Actioned



##### Investments from \$150M Transformation Fund



##### Operational Efficiency (% Achievement of Target)

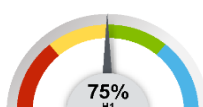


##### Disposition of Non-Core Assets (% Achievement of Target)

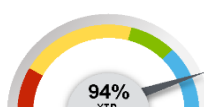


#### Our People

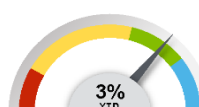
##### Employee Engagement



##### Recruitment Win Rate

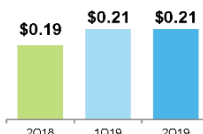


##### Regrettable Attrition

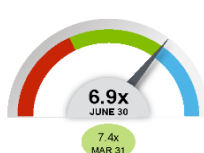


#### Our Investors

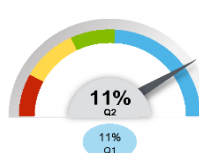
##### Adjusted Core EPS



##### Tangible Leverage Ratio



##### Return on Equity



##### Enterprise Risk

