



FINNING[®]

Q1 2009 Results
Investor Conference Call

May 14, 2009

Forward Looking Information

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This presentation and the Company's Management's Discussion & Analysis (MD&A), consolidated financial statements, and notes to consolidated financial statements filed separately contains statements about the Company's business outlook, objectives, plans, strategic priorities and other statements that are not historical facts. A statement we make is forward-looking when it uses what we know and expect today to make a statement about the future. Forward-looking statements may include words such as aim, anticipate, assumption, believe, could, expect, goal, guidance, intend, may, objective, outlook, plan, seek, should, strategy, strive, target, and will. Forward-looking statements in this presentation include, but are not limited to, statements with respect to: expectations with respect to the economy and associated impact on the Company's financial results; the estimated annualized cost savings and anticipated restructuring charges related to actions taken by the Company in response to the economic downturn; anticipated generation of free cash flow, and its expected use; and expected target range of Debt Ratio. All such forward-looking statements are made pursuant to the 'safe harbour' provisions of applicable Canadian securities laws.

Unless otherwise indicated by us, forward-looking statements in this presentation describe our expectations at May 14, 2009. Except as may be required by Canadian securities laws, we do not undertake any obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

Forward-looking statements, by their very nature, are subject to numerous risks and uncertainties and are based on several assumptions which give rise to the possibility that actual results could differ materially from our expectations expressed in or implied by such forward-looking statements and that our business outlook, objectives, plans, strategic priorities and other statements that are not historical facts may not be achieved. As a result, we cannot guarantee that any forward-looking statement will materialize. Factors that could cause actual results or events to differ materially from those expressed in or implied by our forward-looking statements include: general economic and credit market conditions; foreign exchange rates; commodity prices; the level of customer confidence and spending, and the demand for, and prices of, our products and services; our dependence on the continued market acceptance of Caterpillar's products and Caterpillar's timely supply of parts and equipment; our ability to continue to implement our cost reduction initiatives while continuing to maintain customer service; the intensity of competitive activity; our ability to raise the capital we need to implement our business plan; regulatory initiatives or proceedings, litigation and changes in laws or regulations; stock market volatility; changes in political and economic environments for operations outside Canada. Forward-looking statements are provided in this presentation for the purpose of giving information about management's current expectations and plans and allowing investors and others to get a better understanding of our operating environment. However, readers are cautioned that it may not be appropriate to use such forward-looking statements for any other purpose.

Forward-looking statements made in this presentation and the Company's MD&A, consolidated financial statements, and notes to consolidated financial statements filed separately are based on a number of assumptions that we believed were reasonable on the day we made the forward-looking statements. Refer in particular to the Market Outlook section of the MD&A. Some of the assumptions, risks, and other factors which could cause results to differ materially from those expressed in the forward-looking statements contained in this presentation are discussed in the Company's 2008 Annual Information Form (AIF) on pages 31-44.

We caution readers that the risks described in the AIF are not the only ones that could impact us. Additional risks and uncertainties not currently known to us or that we currently deem to be immaterial may also have a material adverse effect on our business, financial condition, or results of operations.

Except as otherwise indicated by us, forward-looking statements do not reflect the potential impact of any non-recurring or other unusual items or of any dispositions, mergers, acquisitions, other business combinations or other transactions that may be announced or that may occur after the date hereof. The financial impact of these transactions and non-recurring and other unusual items can be complex and depends on the facts particular to each of them. We therefore cannot describe the expected impact in a meaningful way or in the same way we present known risks affecting our business.

Additional information relating to the Company, including the Company's AIF, annual report, management information circular, and other filings with Canadian securities regulators, can be found on the SEDAR (System for Electronic Disclosure and Retrieval) website at www.sedar.com.

All amounts in this presentation are in Canadian dollars unless otherwise noted

Q1 2009 Results

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<u>(C\$ millions)</u>	<u>Q109</u>	<u>Q108</u>	<u>Q109/Q108</u>	<u>Q408*</u>	<u>Q109/Q408</u>
Revenue	1,364	1,430	(5%)	1,567	(13%)
Gross profit	394	410	(4%)	432	(9%)
<i>GP margin</i>	28.8%	28.6%		27.6%	
SG&A	(310)	(315)	2%	(349)	11%
Other income (expenses)	(8)	15		(16)	
EBIT	76	110	(31%)	67	13%
<i>EBIT margin</i>	5.5%	7.7%		4.3%	
Net Income	45	71	(36%)	45	no change
Diluted EPS	0.26	0.40	(35%)	0.26	no change

- Q1/09 new equipment and power systems sales down 13% over Q1/08
- Q1/09 customer support revenues up 16% over Q1/08, increased in all dealerships in local currency
- Good progress on SG&A cost reductions, full benefit to be reflected in future quarters

* Q4/08 EBIT, Net Income and Diluted EPS before goodwill impairment

Canada – Q1/09

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<u>(C\$ millions)</u>	<u>Q109</u>	<u>Q108</u>	<u>Change (C\$)</u>	<u>Q408</u>
Revenue	713	793	(10%)	826
Operating Costs	(627)	(706)	11%	(720)
Depreciation/Amortization	(38)	(36)		(45)
Other Income / (Expense)	(2)	-		(14)
EBIT	46	51	(10%)	47
EBIT Margin	6.4%	6.4%		5.7%

- Product support revenue up almost 10% over Q1/08
- New equipment and power systems sales down 24% over Q1/08 reflecting weaker market conditions particularly in construction, oil & gas and forestry sectors
- Focus on cost reductions and operational efficiency improvements
 - workforce reductions: 225 positions in Q4/08, 170 positions in April 2009
 - senior management changes & realignment of resources to busy areas
 - expect improved profitability in the coming quarters

FINSA – Q1/09

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<u>(C\$ millions)</u>	<u>Q109</u>	<u>Q108</u>	<u>Change (C\$)</u>	<u>Change (US\$)</u>	<u>Q408</u>
Revenue	413	307	35%	8%	464
Operating Costs	(355)	(263)	(35%)	(9%)	(411)
Depreciation/Amortization	(10)	(8)			(10)
Other Income / (Expense)	(1)	-			(5)
EBIT	47	37	28%	3%	38
EBIT Margin	11.3%	11.9%			8.2%

- Product support revenue up 35% over Q1/08 (up 9% in local currency)
- New equipment and power systems sales up 42% over Q1/08 (up 14% in local currency) due to continued strong mining activity
- Cost control initiatives underway
- Demand remains fairly good, revenue and EBIT growth expected to moderate from record levels

UK Group – Q1/09

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<u>(C\$ millions)</u>	<u>Q109</u>	<u>Q108</u>	<u>Change</u> <u>(C\$)</u>	<u>Change</u> <u>(GBP)</u>	<u>Q408</u>
Revenue	239	330	(28%)	(20%)	276
Operating Costs	(216)	(284)	24%	16%	(251)
Depreciation/Amortization	(25)	(32)			(30)
Other Income / (Expense)	(3)	15			(5)
EBIT	(5)	29	(118%)	(121%)	(10)
EBIT Margin	(2.3%)	8.8%			(3.5%)

- Dealership:
 - new equipment and power systems sales down 33% (down 25% in local currency) reflecting very soft construction markets
 - customer support revenues down 2% (up 9% in local currency)
 - positive EBIT contribution
- Hewden:
 - reduced rental activity and lower margins impact UK Group EBIT
 - decisive steps to improve efficiencies, fleet reduction continues
- Q1/09 non-recurring restructuring costs = \$5 million
- Q1/08 EBIT includes gain on sale of Hewden properties = \$15 million

Cash Flow

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(C\$ millions)

	<u>Q109</u>	<u>Q108</u>	<u>Q408</u>	<u>FY2008</u>
Operating cash flow	120	136	129	577
Changes in working capital items	(105)	(148)	40	(299)
Net (expenditures)/disposals on capital assets	(22)	16	(25)	(50)
Net (expenditures)/disposals on rental fleet	5	(87)	8	(205)
Free cash flow	(2)	(83)	152	23

- Focus for 2009:
 - reduced equipment inventories going forward
 - tight equipment order management
 - tight control of capital spending
 - reduced rental fleet additions
- Expect positive free cash flow in each of the remaining quarters in 2009

Free cash flow is cash from operating activities less net expenditures on capital assets and excludes amounts related to acquisitions and sales of businesses

- Customer support business continues to grow in all dealerships, provides profitable revenue stream
- Decline in new equipment sales as expected, reflects slowdown in Canada and challenging market conditions in the UK
- Focus on improving EBIT margins
 - Cost reductions
 - UK performance
- On plan to generate strong free cash flow in 2009
- Strong financial position
 - Net debt to total capital ratio = 49%. Expect to bring down to lower end of 40-50% target range by the end of 2009
 - Adequate committed operating lines and no term debt maturities until Dec 2011
 - Credit ratings reconfirmed by DBRS and S&P: R1 low, A (low), BBB+
- Dividend = \$0.11 per share, payable June 11, 2009 (record date May 28, 2009)

■ FINSA

- Mining growth to moderate, mining product support opportunities remain strong
- Softer demand from construction and power systems, particularly in Argentina

■ Canada

- Mining still growing but at a slower rate. Significant oil sands projects proceeding (Horizon and Jackpine starting up, Kearl going ahead as planned)
- Expect to benefit from infrastructure spending on large projects
- Access to credit has eased for some customers
- Equipment pricing stabilizing
- Significant productivity / EBIT margin opportunity

■ UK

- Activity in infrastructure and coal mining drives product support opportunities
- Steady demand from coal mining, waste & recycling and power systems provides opportunities to improve market share – diversify away from general construction
- General construction and rental sectors expected to remain very weak

- Significant free cash flow
- Customer support business growth
- Cost structure adjustments to market conditions
 - Low capital requirements
 - Decisive steps to reduce costs in Q4/08 and Q1/09
 - Focus on reducing working capital
 - Can go further if we need to
- Improved operating efficiencies
- Remain committed to long term strategies
 - Dominate mining
 - Build and grow large and core machine business
 - Grow product support business