

2026 FINNING INTERNATIONAL INC.

MANAGEMENT PROXY CIRCULAR

NOTICE OF ANNUAL MEETING

FINNING **CAT**

CAT



Finning Canada branch in
Kamloops, British Columbia.

FINNING

Notice of 2026 annual meeting

You're invited to Finning International Inc.'s annual meeting of shareholders.

When	Where
Tuesday, May 12, 2026 4:00 p.m. Pacific time	Saltspring Island Room, Fairmont Hotel Vancouver 900 West Georgia Street Vancouver, British Columbia

You're entitled to receive notice of and to vote at the meeting if you held your common shares at the close of business on March 20, 2026 (the record date).

You can vote by proxy or in person at the meeting. Shareholders who are not attending the meeting in person will have the opportunity to listen to the meeting through a live audio-only webcast. Shareholders who join the audio webcast will be able to listen to the meeting but will not be able to ask questions or vote. The audio webcast can be accessed on our website at:

https://www.finning.com/en_CA/company/investors.html, directly through the following link: [Finning 2026 Annual Meeting Audio Webcast](#) or by telephone: +1 (403) 910-7222 (Calgary, Canada toll) or (855) 335-8453 (Canada toll-free) Conference ID: 392 381 396#. Registered and non-registered shareholders are encouraged to vote their shares prior to the meeting by returning their proxy form or voting instruction form, voting online or using the toll-free telephone number set out on the proxy or voting instruction form.

The management proxy circular prepared for the meeting provides details about the items of business and other important information to help you decide how to vote your shares.

At the meeting, shareholders will:

1. Receive the annual consolidated financial statements for the year ended December 31, 2025 and the auditor's report
2. Appoint the auditor and authorize the directors to set the auditor's fees
3. Participate in our advisory vote on executive pay
4. Elect directors

By order of the board of directors,

/s/ Dori Assaly

Dori Assaly
General Counsel and Corporate Secretary

Surrey, British Columbia
March 20, 2026

Meeting Materials

We are using notice and access to deliver meeting-related materials to registered and non-registered (beneficial) holders of our common shares. This means the management proxy circular is posted online rather than being mailed out.

Shareholders will still receive by mail a form of proxy or a voting instruction form to vote their shares, together with a notice explaining how to access the management proxy circular electronically.

The management proxy circular can be viewed on our website ([2026 Management Proxy Circular](#)) or on SEDAR+ (www.sedarplus.ca).

If you would like to receive a printed copy, please call 1-888-346-6464 and we will send you one free of charge.

If you have given us instructions to send you a printed copy of meeting-related materials, your management proxy circular is attached to this notice.

Message to shareholders



Charles Ruigrok
Board Chair



Kevin Parkes
President and Chief Executive Officer

Fellow shareholders,

On behalf of the board of directors and leadership team of Finning International Inc., we invite you to attend our 2026 annual meeting, which will be held on May 12, 2026, at the Saltspring Island Room, Fairmont Hotel Vancouver, 900 West Georgia Street, Vancouver, BC beginning at 4:00 p.m. Pacific time. For shareholders who are not attending the meeting in person, a live audio-only webcast will be available to listen to the meeting. Anyone attending the audio-only webcast will be able to hear the meeting proceedings and view presentations but will not be able to ask questions or vote. We encourage shareholders to vote their shares in advance of the meeting by proxy. For details on how to vote and how to access the audio-only webcast, see pages 12 and 11, respectively.

At the meeting, shareholders will vote on the appointment of our auditor and the election of directors and will be able to participate in an advisory vote on executive compensation. For details on 2025 executive compensation, see page 54. Please take the time to review the enclosed management proxy circular to ensure that you are fully informed about these matters before voting.

2025 Overview

We had an exceptional year in 2025, driven by disciplined execution and evidenced by impressive financial and operating results and sustained growth. We also continued to embed our new purpose, *Positive Impact*, across the organization, and we are seeing clear evidence of this shift, from how we collaborate with one another, support our customers and partners, and engage with our communities, to how we contribute meaningfully to the places where we live and work.

Safety

Safety is a critical part of Positive Impact and our organizational culture, and we remain steadfast in our commitment to preventing serious injuries and fatalities (SIF). We work daily with front-line employees to identify hazards, foster psychological safety, and promote continuous learning and improvement in critical controls. Through these efforts, we are strengthening proactive risk recognition and ensuring safety remains at the forefront of everything we do.

Executive Leadership

At the beginning of 2025, we implemented several previously announced pivotal leadership appointments, including changes in Dealer Principals for Canada and the UK & Ireland. In June, David Primrose, then Chief Development Officer, transitioned into the role of Chief Financial Officer. These executive leadership changes, which are part of our succession planning process, directly support our strategy by optimizing and aligning our senior talent with the areas of greatest opportunity, strengthening functional leadership across our regions, and ensuring we have the expertise needed to advance our strategic priorities.

Sustainability & Community Investment

In 2025, we continued to work toward our greenhouse gas (GHG) emissions target (to reduce our absolute scope 1 and 2 GHG emissions by 40% by the end of 2027 from our 2017 baseline) and reached a new milestone achieving the 30% reduction mark. Within Canada, our Indigenous engagement efforts included committing to the Partnership Accreditation in Indigenous Relations (PAIR) process through the Canadian Council for Indigenous Business. This three-year program demonstrates our commitment to corporate social responsibility in Indigenous relations. Globally, over the past year, we launched our refreshed community investment pillars focused on advancing STEM (science, technology, engineering, and math) and skilled trades, increasing social equity among disadvantaged groups, and supporting the development of strong, resilient communities. Our teams tailor their efforts to the unique needs and opportunities within each region. By collaborating closely with local partners and stakeholders, we are making meaningful, customized contributions that reflect the priorities and character of the communities we serve.

Divestitures of Non-Core Operations

In early May, we announced the successful sale of 4Refuel and Compression Technology Corporation (ComTech), with both transactions closing ahead of schedule on June 30 and May 15, 2025, respectively. These transactions represent successful examples of executing our invested capital improvement plan outlined at our Investor Day in 2023 to achieve our return on invested capital objectives. By streamlining our portfolio, we have strengthened the resilience of our business and sharpened our focus on core dealership operations. This renewed focus enables us to dedicate more resources and attention to position our primary business for sustainable long-term growth.

Operations

In 2025, Finning achieved annual record results across several key metrics, including total revenue from continuing operations, product support revenues, SG&A margins, and earnings per share, reflecting the company's strengthened earnings capacity and the focused execution of our employees. Additionally, we generated strong free cash flow, improved our invested capital velocity and reduced leverage, resulting in a more resilient financial position. We exited the year with record level equipment backlog of \$3.1 billion which provides us confidence in our continued business momentum, diverse end markets, and future product support opportunities. Our share price appreciated 95% during 2025, reflecting our consistent and diligent execution of our strategy along with prospective long-term growth opportunities in our business and key end markets. Building on this momentum, we believe we are well-positioned to further advance our strategy by maximizing product support, driving full-cycle resilience, and expanding our used, rental, and power & energy businesses to improve our return on invested capital. Please see the financial summary on page 7 for more information.

Election of Directors

At our annual meeting, shareholders will vote on the election of ten directors to the board, all of whom are current members of our board. You can read more about our ten director nominees beginning on page 21.

We look forward to welcoming you to our annual meeting on May 12, 2026. For more information about Finning, including our latest Sustainability Report, please visit our website at www.finning.com.

Proxy summary

This summary provides key information about our upcoming shareholder meeting and the items of business. You'll find detailed information in this management proxy circular – we encourage you to read it to help you decide how to vote your shares.

2026 Meeting details

When	Where
Tuesday, May 12, 2026 4:00 p.m. Pacific time	Saltspring Island Room, Fairmont Hotel Vancouver 900 West Georgia Street Vancouver, British Columbia

Items to be voted on	Management's voting recommendations
Appoint the auditor	FOR the appointment of Deloitte LLP as auditor Page 16
Advisory vote on executive pay	FOR our approach to executive pay Page 17
Elect directors	FOR each nominated director Page 18

You can vote your shares in person at the meeting or by proxy. See page 12 to read about how to vote your shares.

Finning at a glance

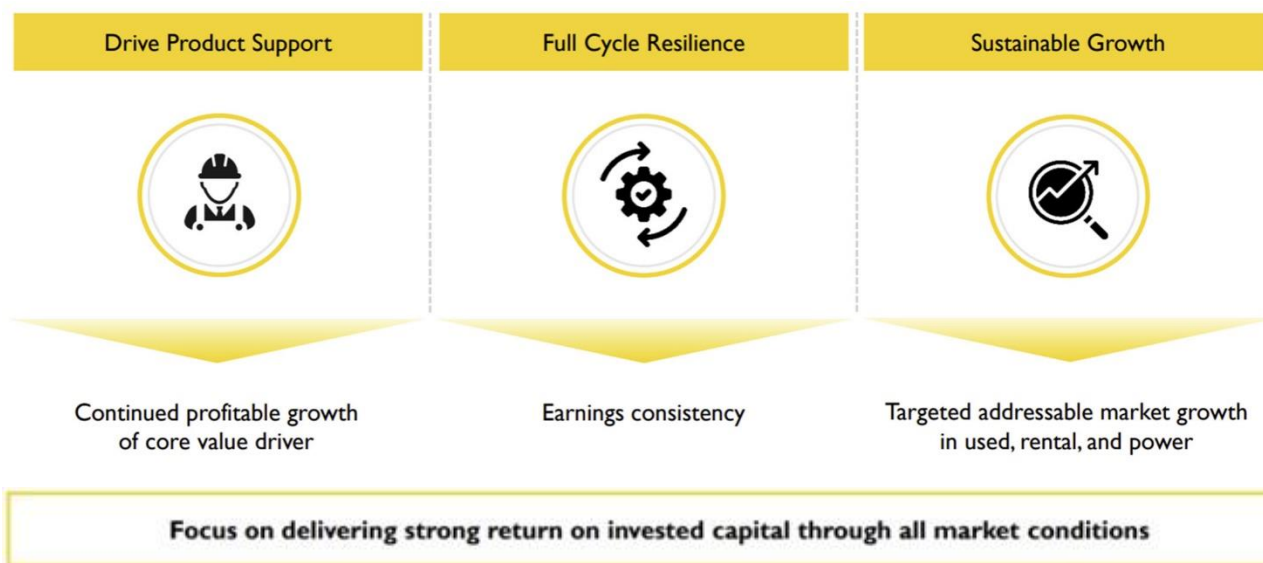
Finning International Inc. (FTT:TSX) is the world's largest Caterpillar dealer. We sell and rent equipment and provide parts, service and performance solutions for equipment and engines to customers in mining, construction, oil and gas, forestry, and a wide range of power & energy applications. Since 1933, we have delivered unrivalled customer service and are committed to solving our customers' toughest challenges.

Based in Surrey, British Columbia, Canada, Finning employed over 15,000 people worldwide as of the end of 2025. Finning operates in Western Canada, Chile, Argentina, Bolivia, the United Kingdom and Ireland.

Strategic priorities

Our strategy builds on our success and focuses on the following priorities: drive product support, full-cycle resilience, and sustainable growth.

We are committed to providing safe and secure environments, and empowering our people to make decisions that drive long-term customer loyalty. Our strategy is focused on generating value for our customers, employees, and shareholders.



Driving product support

remains our primary strategic objective. Product support is our key value driver and remains by far our largest opportunity for resilient, profitable growth. We are working to capture a greater share of product support across the full asset life cycle through further growth in customer value agreements, expanding our rebuild business, and continuing to strategically grow our equipment population.

Full cycle resilience will enable us to deliver more reliable and consistent earnings through all market conditions. We are continuing to optimize and variabilize our cost structure. We are also implementing initiatives that increase our invested capital velocity while concurrently improving customer service levels. These initiatives include an increased focus on inventory management as well as review and exit of lower return on invested capital (ROIC) activities and investments.

We are building a **sustainable growth platform** from our core business and expanding our addressable market in used equipment, rental, and power & energy. These segments are resilient and strategically important and growing them will increase our equipment population and help us drive additional product support growth.

All three elements of our strategy are integrated and designed to drive a fundamentally improved range of ROIC and earnings capacity through all market conditions.

Our 2025 performance

2025 was a very strong year for our company. We grew our business, strengthened both our resilience and adjusted ROIC, and generated significant free cash flow – driven by the strong execution of our strategy by our people. Our earnings capacity continued to improve as product support revenue approached \$6 billion annually while disciplined cost management reduced our SG&A margin¹ to 15%. New equipment revenue reached an all-time high of \$3.9 billion, and equipment backlog¹ increased to a record level of \$3.1 billion as at December 31, 2025, positioning our company well for future growth and product support opportunities. Looking ahead, we remain confident in our strategy and will continue our thoughtful execution to maximize product support, drive full-cycle resilience, and grow our used, rental, and power & energy businesses to improve our adjusted ROIC.

Financial highlights (as at and years ended December 31)	2025	2024 (Restated)²
Revenue	\$10.6 billion	\$9.9 billion
Free cash flow generation from continuing operations ³	\$546 million	\$828 million
Earnings before finance costs and income taxes from continuing operations (EBIT)	\$835 million	\$787 million
Basic earnings per share (EPS) from continuing operations	\$3.93	\$3.43
Adjusted EBIT ^{3,4}	\$869 million	\$820 million
Adjusted EPS from continuing operations ^{1,4}	\$4.12	\$3.61
Adjusted ROIC from continuing operations ^{1,4}	19.2%	17.9%
Net Debt to Adjusted Earnings before finance costs, income tax, depreciation and amortization (EBITDA) ratio from continuing operations ^{1,4}	1.2	1.7

You can read more about our performance and the impact it had on 2025 executive pay beginning on page 54.

Notes:

- 1 These are specified financial measures. Please see page 96 for more information about these financial measures.
- 2 As a result of the sales of our interests in ComTech on May 15, 2025 and 4Refuel Canada and 4Refuel US on June 30, 2025, these businesses qualified as discontinued operations. Effective Q2 2025, the comparative figures have been restated to exclude the results of discontinued operations. The results here reflect those of continuing operations only. More information on the sales of these companies can be found in our 2025 annual consolidated financial statements and 2025 annual MD&A under our profile on SEDAR+ at www.sedarplus.ca.
- 3 These are non-GAAP financial measures. See page 96 for more information about these financial measures.
- 4 Certain financial measures were impacted by significant items management does not consider indicative of operational and financial trends either by nature or amount; these significant items are described on page 5 of the company's 2025 MD&A. The financial measures that have been adjusted to take these significant items into account are referred to as "Adjusted" measures.

Compensation highlights

We believe in the importance of aligning executive compensation with business results and shareholder interests.

Compensation principles

Our executive compensation philosophy is driven by nine core principles designed to align executive pay with our overall business strategy. While performance targets and metrics may change from year to year, the principles underpinning our program remain consistent.

- 1 Focus the executive team on building shareholder value
- 2 Link executive compensation and performance
- 3 Designate a significant portion of executive compensation to at-risk pay
- 4 Focus the executive team on building the business over the medium and longer term, with emphasis on sustainable growth and resilience
- 5 Focus the executive team on employee health and safety
- 6 Establish an incentive structure that is straightforward and easy to understand
- 7 Focus the incentive structure on quantitative metrics
- 8 Encourage and reward the executive team for teamwork
- 9 Develop compensation programs that do not encourage inappropriate risk-taking

Strong oversight ensures we adhere to incentive plan policies and limits. We have robust share ownership requirements to align the interests of our executives and shareholders and our clawback policy applies to all Finning officers.

You can read more about compensation governance at Finning beginning on page 59.

2025 executive compensation

Our 2025 named executives are Kevin Parkes, President and Chief Executive Officer (President and CEO), Greg Palaschuk, former Chief Financial Officer (former CFO), David Primrose, Chief Financial Officer (CFO) and former Chief Development Officer (CDO), Juan Pablo Amar, President, Finning South America, Tim Ferwerda, President, Finning Canada, and Gary Megarrell, Managing Director, Finning UK and Ireland.

Strong 2025 financial results resulted in above target short-term incentive plan awards for our named executives. Compared to 2024, and to maintain alignment with the 50th percentile of our compensation peer group, base salaries increased overall for our named executives, and the total value of long-term incentives awarded also increased.

You can read more about 2025 compensation decisions impacting our named executives beginning on page 65.

We welcome shareholder input regarding our compensation programs. We are holding an advisory vote on executive pay at our 2026 annual meeting of shareholders. See page 17 for details.

Governance highlights

We believe that high governance standards are essential to operating effectively and enhancing shareholder value.

Governance practices

The Finning name continues to convey integrity, reliability and resourcefulness. Our rigorous standards of business conduct are a key reason why employees work for us, customers and suppliers partner with us and shareholders invest in us.

- 1 Our code of conduct applies to everyone at Finning
- 2 All but one of our directors are independent and the Board Chair and CEO are separate roles
- 3 We have a board inclusion and diversity policy which specifically considers the representation of women on the board as well as other designated groups
- 4 We have a flat-fee structure for director compensation
- 5 We have written mandates and position descriptions for the board, committees, Board Chair, committee chairs and the President and CEO
- 6 The board and committees can retain independent advisors, as appropriate
- 7 We have a comprehensive board assessment process
- 8 Directors and executives must meet robust share ownership requirements
- 9 We value diversity at all levels of the organization and have a global inclusion and diversity strategy

You can read more about corporate governance at Finning beginning on page 36.

We're recognized globally

We received a number of recognitions and awards in 2025:

Canada

- Recipient of the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) Outstanding Employer Award

South America

- Recognized as one of the most attractive companies to start a career, placing 44th out of more than 1,000 companies in the General TOM Students' 2025 ranking
- Honoured as a "Company that Inspires the Future" by the AIEP Professional Institute Chile, an alliance that promotes the Electromechanical Maintenance Technician in Heavy Machinery careers

United Kingdom

- Winner of The Royal Society for the Prevention of Accidents (RoSPA) – Engineering Services Industry (Outstanding Performance in Health & Safety)
- Received RoSPA's Order of Distinction
- Received The Armed Forces Covenant gold award - Employer Recognition Scheme

We value sustainability

Finning:

- continues to focus on employee safety and reducing recordable incident frequency, including incidents with serious injury or fatality potential
- is a member of the 30% Club Canada, an initiative that encourages companies to aim for at least 30% female representation on corporate boards and at the executive management level
- is a signatory of the Minerva Pledge, which calls on companies to create opportunities that support women's advancement and leadership within their own organizations and communities
- is focused on eliminating the gender pay gap, through proactive analytics and interventions in talent acquisition and management processes
- invests in advancing STEM and skilled trades education and outreach
- collaborates with local government, customers, and union and industry partners to improve the representation of women in mining in our territories
- became Partnership Accreditation In Indigenous Relations (PAIR) committed in 2025
- has established Indigenous Guiding Principles, in support of truth and reconciliation efforts in Canada, and continues to work to build equitable and inclusive relationships with our Indigenous employees and partners, including through the PAIR program
- is committed to reconciliation in Canada and is a proud supporter and active member of the Northeastern Alberta Aboriginal Business Association, the Canadian Council for Indigenous Business, the Yukon First Nations Chamber of Commerce, and Indigenous Works
- signed both the B.C. Business Council's and the Business Council of Canada's statements against racism
- is a partner of Pride at Work Canada
- invests in our physical and digital workplaces to ensure accessibility for our employees, customers and suppliers
- continues to make progress towards our target to reduce our absolute scope 1 and 2 greenhouse gas (GHG) emissions by 40% by the end of 2027 from a 2017 baseline
- has published an annual sustainability report since 2017

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Management proxy circular

You've received this management proxy circular because you are entitled to vote at Finning's 2026 annual meeting of shareholders.

Who can vote

You can vote your shares if you owned your shares at the close of business on March 20, 2026 (the record date). Each Finning share carries one vote.

How to vote

There are different ways to vote, depending on whether you're a registered or non-registered (beneficial) shareholder. See page 12 for details.

2026 meeting details

When	Where
Tuesday, May 12, 2026 4:00 p.m. Pacific time	Saltspring Island Room, Fairmont Hotel Vancouver 900 West Georgia Street Vancouver, British Columbia

At the meeting, shareholders will have a right to ask questions, and to vote on a number of important matters. We encourage shareholders to vote their shares prior to the meeting by returning their proxy form or voting instruction form by mail, online or using the toll-free telephone number set out on the proxy or voting instruction form. Other members of the public can attend the meeting at the discretion of the chair of the meeting but are not able to vote or ask questions.

Shareholders who are not attending the meeting in person have the opportunity to listen to the meeting through a live audio-only webcast. Shareholders who join the audio webcast will be able to listen to the meeting and view the presentations but will not be able to ask questions or vote. Access to the audio webcast on our website can be found at: https://www.finning.com/en_CA/company/investors.html, directly through the following link: [Finning 2026 Annual Meeting Audio Webcast](#) or by telephone: +1 (403) 910-7222 (Calgary, Canada toll) or (855) 335-8453 (Canada toll-free) Conference ID: 392 381 396#.

Your proxy is being solicited on behalf of Finning management

Management is soliciting proxies either by mail to your latest address shown on the register of shareholders, or by electronic mail to the email address you provided. Our employees or agents may contact you by phone or other ways. We will pay all costs of such solicitation, including costs to send materials to our beneficial holders via their intermediary. We have also retained Laurel Hill Advisory Group (Laurel Hill) to act as our proxy solicitation agent in connection with the annual meeting. Additionally, Laurel Hill will provide the following services in connection with the annual meeting: review and analysis of the management proxy circular, recommending corporate governance best practices and liaising with proxy advisory firms, as applicable, and assisting us with our communication with shareholders. In connection with these services, we will pay Laurel Hill a base proxy solicitation fee of \$38,500, plus out-of-pocket expenses. Shareholders can contact Laurel Hill at 1-877-452-7184 within North America or 416-304-0211 outside of North America, or by email at assistance@laurelhill.com.

Board approval

The board of directors has approved the content of this circular and has authorized us to distribute it to our shareholders of record.

By order of the board of directors,

/s/ Dori Assaly

Dori Assaly
General Counsel and Corporate Secretary

Surrey, British Columbia
March 20, 2026

In this document:

- *we, us, our, Finning, company and corporation* mean Finning International Inc., including our subsidiary companies
- *you, your and shareholder* mean holders of Finning common shares
- *board of directors and board* mean Finning International Inc.'s board of directors
- *shares and common shares* mean common shares in the capital of Finning International Inc.

The record date is March 20, 2026. Information in this circular is as of December 31, 2025 unless otherwise noted. All dollar amounts are in Canadian (CAD) dollars.

Where to get more information

Financial information about Finning is in our annual consolidated financial statements and MD&A for the most recently completed financial year.

You can find these documents and other information about Finning on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca).

How to vote

Each common share you held at the close of business on March 20, 2026 (the record date) carries one vote that may be cast on each of the items to be voted on and any other matters that may be properly brought before the meeting.

How you vote depends on whether you're a registered shareholder or a non-registered (beneficial) shareholder.

You're a **registered shareholder** if your shares are registered in your name.

You're a **non-registered (beneficial) shareholder** if your shares are registered in the name of an intermediary (such as a bank, trust company, trustee, investment dealer, clearing agency or other institution). You have the right to tell your intermediary how to vote your shares. Your intermediary must vote your shares or withhold your shares from voting according to your instructions.

Appointment of a third party as proxy

The following applies to shareholders who wish to appoint someone as their proxyholder other than the management nominees named in the form of proxy or voting instruction form. This includes non-registered shareholders who wish to appoint themselves as proxyholder to attend and participate at the meeting.

Shareholders have the right to appoint a person or company to represent them at the meeting other than the management nominees designated in the form of proxy. Shareholders who wish to appoint someone other than the management nominees as their proxyholder to attend and participate at the meeting as their proxy and vote their shares MUST submit their proxy or voting instruction form, as applicable, appointing that person as proxyholder.

To submit your proxy or voting instruction form: To appoint someone other than the management nominees as your proxyholder, insert that person's name in the blank space provided in the proxy or voting instruction form and follow the instructions for submitting the proxy or voting instruction form.

If you are a non-registered shareholder and you wish to vote your shares yourself at our meeting, you must appoint yourself as proxyholder by inserting your own name in the space provided on the proxy or voting instruction form sent to you by your intermediary and you must follow all of the applicable instructions provided by your intermediary. By doing so, you are instructing your intermediary to appoint you as proxyholder. Non-registered holders who have not appointed themselves as proxyholder cannot vote during the meeting. This is because we and our transfer agent do not maintain the records for non-registered holders of our shares and we have no knowledge of your shareholdings or entitlement to vote, unless you appoint yourself as proxyholder.

Canadian notice and access

We are using notice and access to deliver this circular, as well as our annual financial statements and related management's discussion and analysis for the year ended December 31, 2025 (2025 financial report, and together with the circular, the meeting materials) to both registered and non-registered (beneficial) shareholders of our common shares. Notice and access is a set of rules developed by the Canadian Securities Administrators (CSA) that permit us to post these materials online rather than mail them, reducing our printing and mailing costs, and the impact on the environment through reduced paper and energy consumption.

You will receive a package in the mail with a notification outlining the matters to be addressed at the meeting and explaining how to access and review the meeting materials electronically, how to request a paper copy of the meeting materials at no charge and how to return your proxy or voting instructions. You will also receive a form of proxy or voting instruction form in the mail so you can vote your common shares. A printed copy of the meeting materials will be delivered to shareholders who have given us standing instructions to receive, or have otherwise requested us to provide, a printed copy. All meeting materials will be forwarded to beneficial holders at our expense.

Meeting materials are available on our website (www.finning.com/en_CA/company/governance.html) and under our profile on SEDAR+ (www.sedarplus.ca). You can request a paper copy of the meeting materials, at no cost, up to one year after the date the meeting materials were filed on SEDAR+. You may make such a request prior to the meeting by calling 1-888-346-6464.

As of the record date, we had 130,817,565 common shares issued and outstanding.

As of the date of this circular, the directors and executive officers of Finning are not aware of anyone who beneficially owns, directly or indirectly, or exercises control or direction over, more than ten percent of our common shares except for FIL Limited (FIL), an institutional investor, who filed an alternative monthly report disclosing that, as of December 9, 2025 FIL holds 14,456,745 common shares which represented approximately 11% of our issued and outstanding common shares.

How to vote

Registered shareholders

What your package includes

Your package should include the following documents:

- notice and access notification to shareholders
- proxy form

Ways to vote

1. Vote by proxy; or
2. Attend the meeting and vote in person

If you want to vote in person at the meeting, check in with a Computershare representative when you arrive at the meeting.

Voting by proxy means you can appoint someone (your proxyholder) to attend the meeting in person for you and vote or withhold your shares from voting according to your instructions. Your proxyholder does not need to be a Finning shareholder.

How to appoint someone to be your proxyholder

Print the name of the person you are appointing in the blank space provided in the proxy form. Make sure the person understands that you have appointed them as your proxyholder and that they must attend the meeting in person and vote your shares on your behalf for your vote to be counted.

If you don't appoint someone to be your proxyholder, the two Finning representatives named in the proxy form, **Charles Ruigrok** and **Kevin Parkes**, will act as your proxyholder and vote your shares according to your instructions.

How to provide your voting instructions

Complete your voting instructions, sign and date the proxy and send it to Computershare right away.

As an alternative to providing voting instructions by signing, dating and sending your proxy to Computershare, you may vote by proxy using one of the following methods:

- Online – Go to www.investorvote.com, enter your 15-digit control number from your form of proxy and provide your voting instructions.
- Telephone – Call 1-866-732-VOTE (8683) from a touch-tone phone and follow the automatic voice recording instructions to vote. You will need your 15-digit control number from your proxy to vote.
- Fax – Complete your voting instruction, sign and date the proxy and fax it to Computershare at 1-866-249-7775 (for registered shareholders in Canada and the U.S.) or 1-416-263-9524 (for registered shareholders outside Canada and the U.S.).

If you return the signed proxy but do not give your voting instructions or specify that you want your shares withheld from voting, your proxyholder must vote FOR the items of business:

- FOR the appointment of Deloitte LLP as auditor
- FOR our advisory vote on executive pay
- FOR the election of the nominated directors

If an amendment or variation to an item of business, or if any other item, is properly brought before the meeting, to the extent permitted by law, your proxyholder has discretionary authority to vote as your proxyholder sees fit.

Send in your proxy

Complete, sign and date your proxy form and send it to:

Computershare Investor Services Inc.

Attention: Proxy Department

320 Bay Street, 14th Floor

Toronto, Ontario, M5H 4A6

Computershare must receive your proxy form, or you must have voted your proxy online, by telephone or fax by **4:00 p.m. Pacific time on May 8, 2026** or **at least 48 hours, excluding weekends and holidays**, before the date of the reconvened meeting if the meeting is postponed or adjourned. The proxy deadline may be waived or extended by the chair of the meeting, in the chair's sole discretion, without notice.

Non-registered (beneficial) shareholders

What your package includes

Your investment dealer or other intermediary should have sent you the following documents:

- notice and access notification to shareholders
- voting instruction form

Ways to vote

1. Submit your voting instructions to your intermediary; or
2. Attend the meeting and vote in person, by appointing yourself as proxy

If you want to vote in person at the meeting, print your name in the space provided in your voting instruction form to appoint yourself as proxyholder and follow the instructions from your intermediary for returning the completed form. Check in with a Computershare representative when you arrive at the meeting.

To submit your voting instructions to your intermediary, complete and return the voting instruction form following the instructions on the form.

As an alternative to submitting your voting instructions to your intermediary by completing and returning your voting instruction form, non-registered (beneficial) shareholders (other than non-registered shareholders (employees) under the employee stock purchase plan (ESPP)) may vote using one of the following methods:

- Online – Go to www.proxyvote.com, enter your 16-digit control number from your voting instruction form and provide your voting instructions.
- Telephone – Call the toll-free number listed on your voting instruction form from a touch-tone phone and follow the automatic voice recording instructions to vote. You will need your 16-digit control number from your voting instruction form to vote.

We may use Broadridge Financial Solutions Inc.'s QuickVote™ service to assist non-registered (beneficial) shareholders with voting. Our proxy solicitation agent, Laurel Hill, may contact certain non-registered shareholders who have not objected to the company knowing who they are (non-objecting beneficial owners, or NOBOs) to conveniently obtain a vote directly over the telephone.

Be sure you allow enough time for your intermediary to receive your completed form so they can provide your voting instructions to Computershare by **4:00 p.m. Pacific time on May 8, 2026**. The proxy deadline may be waived or extended by the chair of the meeting, in the chair's sole discretion, without notice.

If an amendment or variation to an item of business, or if any other item, is properly brought before the meeting, to the extent permitted by law, your proxyholder has discretionary authority to vote as they see fit.

US beneficial shareholders

To attend and vote at the meeting, you must first obtain and complete a valid legal proxy from your broker, bank or other agent.

Follow the instructions from your broker, bank or other agent included with the proxy materials, or contact your broker, bank or other agent to request a legal proxy form. After obtaining a valid legal proxy from your broker, bank or other agent, to then register to attend and vote at the meeting, you must bring the completed legal proxy form to the meeting. Check in with a Computershare representative when you arrive at the meeting.

Non-registered (beneficial) shareholders (employees) under the ESPP

To submit your voting instructions to your intermediary, complete and return the voting instruction form following the instructions on the form. The above information for non-registered (beneficial) shareholders applies to non-registered (beneficial) shareholders (employees) under the ESPP unless indicated otherwise.

How to change your vote or revoke your proxy

If you're a registered shareholder and have voted by proxy, you can revoke your proxy (with or without providing new voting instructions) before the meeting is held or an item is voted on. Here's how:

- By providing new voting instructions on a proxy form with a later date or at a later time if you are voting by mail, telephone or online. Any new voting instructions must be received by Computershare by 4:00 p.m. Pacific time on May 8, 2026 or at least 48 hours, excluding weekends and holidays, before the date of the reconvened meeting if the meeting is postponed or adjourned.
- By delivering a written and signed revocation of proxy (without giving new voting instructions) to the registered office of Finning to the attention of the Corporate Secretary at 19100 94 Avenue, Surrey, BC V4N 5C3 any time before 5:00 p.m. Pacific time on May 11, 2026, or, if the meeting is adjourned or postponed, before 5:00 p.m. Pacific time on the business day before the date of the reconvened meeting.
- By delivering a written and signed revocation of proxy to the chair of the meeting before the start of the meeting or before any adjournment or postponement. You may then vote at the meeting.
- By any other manner permitted by law.

If you're a non-registered shareholder, you must contact your intermediary right away if you need help providing new voting instructions, if you want to revoke your voting instructions (without giving new instructions) or if you want to vote in person instead. However, your intermediary is subject to the same time constraints noted above for registered shareholders.

How the votes are tabulated

Computershare acts as our transfer agent. They receive, count and tabulate all proxies received. Computershare keeps the individual shareholder votes confidential except when:

- the law requires it
- there is a proxy contest
- a shareholder has written a comment that is clearly intended for management or the board
- there is a need for the chair of the meeting to rule on the validity of the proxy.

Questions?

Call Laurel Hill at 1-877-452-7184 (for shareholders in Canada and the USA) or 1-416-304-0211 (for callers outside Canada and the USA)

Or send Laurel Hill an email at:

assistance@laurelhill.com

Business of the meeting

1. Receive the annual consolidated financial statements

The annual consolidated financial statements for the year ended December 31, 2025 and the auditor's report will be placed before the meeting. Copies of our 2025 annual consolidated financial statements are available on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca). You will receive a printed copy of our 2025 annual consolidated financial statements only if you requested one.

2. Appoint the auditor

You will be asked to appoint the auditor and authorize the directors to set the auditor's fees.

Deloitte LLP (Deloitte) has been our external auditor since 2002. The audit committee oversees Deloitte's performance, qualifications, independence and audit of Finning's financial statements.

Each year the audit committee performs a formal review of the external auditor prior to making its reappointment recommendation to the board. The review focuses on five areas: (i) independence, objectivity and professional skepticism, (ii) quality of the engagement team, (iii) quality of communication and interaction with the external auditor, (iv) quality of service provided, and (v) relationship between the external auditor and the internal auditor. Further, the audit committee evaluates the benefits and risks of having long-tenured auditors and the controls and processes that ensure the auditors' independence, including the mandatory rotation of the lead audit partner every seven years in accordance with the rules of the Canadian Public Accountability Board (CPAB) and other applicable professional regulatory agencies. This rotation helps ensure auditor independence is maintained by changing the key personnel working on our audits after a set period. An audit partner rotation occurred for the 2025 reporting period and another partner rotation is scheduled to occur for the 2027 reporting period. We believe that the benefits of having long-tenured auditors outweigh the risks as Deloitte's deep understanding of our business, operations, accounting policies, systems and internal controls results in a higher quality of audit services.

Pursuant to the audit committee's terms of reference, the audit committee also conducts a more comprehensive review of the external auditor at least every five years. The most recent comprehensive review was conducted in 2022 and included an assessment by audit committee members and key Finning management of Deloitte's performance and effectiveness, and addressed topics that included the audit team, audit quality, audit strategy and business insights. The purpose of these reviews is to ensure that the audit quality of the external auditor is prioritized and continually enhanced.

Key things to know

According to our by-laws, we must have a quorum (at least two people present who together hold, or represent by proxy, 25 percent or more of our issued and outstanding common shares) for the meeting to continue and to transact business.

We must receive a simple majority of the votes cast at the meeting for an item to be passed. We will disclose the voting results in a news release after the meeting and in our report on the voting results for the 2026 meeting, which will be filed under our profile on SEDAR+ (www.sedarplus.ca). You can read more about voting beginning on page 12.

None of our directors or executive officers in 2025, and none of this year's nominated directors, and no one associated or affiliated with any of them, has a direct or indirect material interest in any matter to be acted on at the meeting other than the election of directors.

The table below sets out the fees paid to Deloitte for the years ended December 31, 2025 and 2024 for audit and other services.

	2025	2024
Audit fees generally relate to fees charged for the annual audit, interim reviews, administrative charges and other services related to the performance of the annual audit of our financial statements.	\$4,568,184	\$4,177,957
Audit related fees generally relate to fees charged for assurance and related services. The 2025 and 2024 fees relate to audits of Finning's pension plans. The 2024 fees also relate to due diligence in connection with a debt offering.	\$86,857	\$116,768
Tax fees generally relate to tax advisory services. The 2024 fee relates to tax advisory services in relation to share-based payment compensation.	-	\$40,660
All other fees generally relate to fees charged for any non-audit related or non-tax services. The 2025 and 2024 fees relate to assurance over GHG emissions.	\$37,450	\$73,830
Total	\$4,692,491	\$4,409,215

All amounts were billed in various currencies and converted to Canadian dollars using the exchange rates at the time of billing.

The board recommends you vote FOR appointing Deloitte LLP as our auditor for 2026 and authorizing the directors to set the auditor's fees.

3. Participate in our advisory vote on executive pay

As a shareholder you have the opportunity to vote on an advisory basis *for* or *against* our overall approach to executive compensation.

This is an advisory vote, which means the results are not binding on the board or Finning. The board, through the human resources committee, is fully responsible for compensation decisions and is not relieved of these responsibilities by either a positive or a negative vote by shareholders.

The board and the human resources committee will consider the outcome of the vote as part of their ongoing review of our executive compensation program, together with feedback they receive from shareholders through regular communications and engagement activities.

You will be voting on the following resolution:

BE IT RESOLVED, on an advisory basis only and not to diminish the role and responsibilities of the board of directors, that shareholders accept the approach to executive compensation disclosed in Finning's management proxy circular delivered in connection with the 2026 annual meeting.

The board recommends you vote FOR our approach to executive pay.

'Say on pay'

We've held an advisory 'say on pay' vote every year since 2011 as part of our commitment to strong corporate governance practices and engaging with our shareholders.

Last year, a total of 92,333,890 (95.78%) votes were cast in favour and 4,070,626 (4.22%) votes were cast against our approach to executive compensation.

We encourage you to take some time to read the executive compensation section beginning on page 54 before you decide how to vote your shares. It discusses our compensation philosophy, individual compensation elements and our performance and the impact that our performance has had on the pay decisions for our most senior executives in 2025.

If you have feedback, questions or concerns about executive compensation at Finning, please contact the Board Chair, c/o the Corporate Secretary at Finning (see page 43 for details).

Pre-approving audit services

The audit committee pre-approves audit, non-audit and tax related services to be provided by the external auditor.

Any services that are not pre-approved require specific approval by the audit committee. The audit committee chair can approve up to \$100,000 of services between audit committee meetings. Management and the external auditor update the audit committee annually on all services that have been provided by the external auditor and the fees paid or accrued. Management cannot ask the external auditor to perform services that have not been approved by the audit committee.

2025 Auditor vote

Last year, the vote to appoint the auditor for 2025 was conducted by a show of hands and passed by the requisite simple majority of votes cast on the resolution at the meeting.

4. Elect directors

This year you will vote to elect ten directors to the board for a term of one year. All of our current directors are standing for election or re-election at the annual meeting.

Our director nominees are:

Robert Atkinson	Michael Putnam	Edward Seraphim
Mary Lou Kelley	John Rhind	Manjit Sharma
Andrés Kuhlmann	Charles Ruigrok	Nancy Tower
Kevin Parkes		

All ten nominated directors have expressed their willingness to serve on the Finning board.

For more information about our nominated directors and commitment to board diversity, see page 19.

The board recommends you vote FOR each nominated director.

Shareholder proposals

Shareholders who wish to submit a proposal for consideration at the 2027 annual meeting must deliver their proposal to Finning between December 13, 2026 and February 11, 2027. All shareholder proposals must comply with the requirements of the Canada Business Corporations Act (CBCA). Shareholders who wish to make proposals are urged to seek legal advice to make sure their proposal complies in full with these requirements.

Nominating directors

If you want to nominate candidates for election to the board, submit your proposal in accordance with our advance notice by-law in writing to the Corporate Secretary prior to any annual or special meeting where directors are being elected. Notice must be delivered to us at least 30 days before the date of a shareholder meeting or 40 days if we use “notice and access” to deliver meeting materials to shareholders, as is the case with this meeting. You will need to provide the information outlined in our advance notice by-law. This description of our advance notice by-law is a summary only and is qualified by reference to the by-law. You can find a copy of our advance notice by-law under our profile on SEDAR+ (www.sedarplus.ca) or on our website (www.finning.com).

Majority voting for directors

In accordance with and subject to the CBCA, directors stand for election each year at the annual meeting of shareholders, and a separate vote of shareholders is taken with respect to each candidate for election as a director. If there is only one candidate nominated for each position available on the board (an uncontested election), each candidate is elected only if the number of votes cast in their favour represents a majority of the votes cast for and against them by the shareholders present in person or represented by proxy. If an incumbent director who was a candidate in an uncontested election is not re-elected in accordance with the above, the director may continue in office until the earlier of the 90th day after the day of the election and the day on which their successor is appointed or elected.

Majority voting will not apply in the case of a contested election of directors, in which case the directors will be elected by a plurality of votes of the shares represented in person or by proxy at the meeting, and voted on the election of directors.

About the nominated directors

We're committed to building a qualified and diverse board that has the knowledge, experience and capabilities necessary to support Finning's strategic direction.

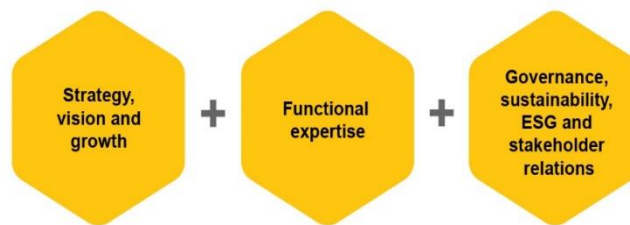
This year ten directors are nominated for election to the board. All of the nominated directors are qualified and have agreed to serve on Finning's board.

Independence

Nine of the ten nominated directors (90%) are independent. Kevin Parkes is not independent because he is Finning's President and CEO.

Key skills and experience

We recruit directors who have skills and experience in three core areas:



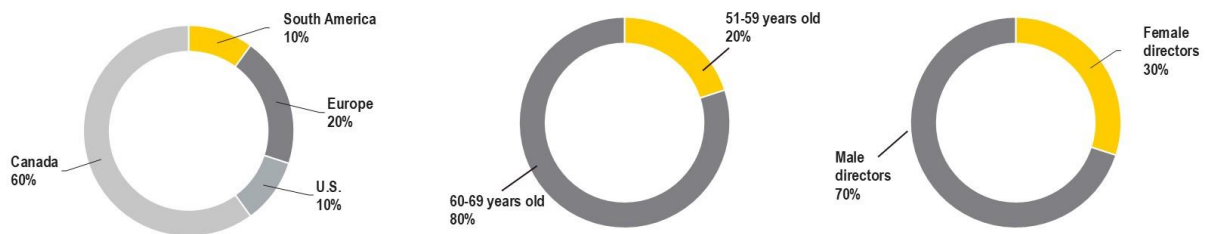
Board Diversity

This year's director nominees represent a wide range of backgrounds and expertise. A key component to our effective governance is the board's commitment to provide oversight and perspectives reflecting a diversity of independent views. The board also strives to maintain a balance between retaining directors with deep knowledge of Finning and adding new directors with a fresh perspective. During times of significant board renewal, we may increase the size of our board to provide an appropriate transition and orientation period for new directors before longer-serving directors retire from the board.

Board renewal has been a key area of focus for the board to address the retirements of several longer-serving directors in 2024 and 2025. Over the last three years, four independent directors have been recruited to the board, namely, Charles Ruigrok in 2023, John Rhind and Michael Putnam in 2024, and Robert Atkinson in 2025. Proactive board succession planning has allowed proper transition and orientation of newer directors as our longer serving directors retire.

Pursuant to our board inclusion and diversity policy, in 2020, the board set a target for women to comprise at least 30% of our board. We have met or exceeded this target at our annual meetings since 2020 and will meet this target this year with 30% of the nominees for election at the annual meeting being women. Beyond gender diversity, the board also aspires under this policy to maintain a board composition that has at least one director from the other designated groups (i.e., Indigenous peoples, visible minorities and persons with disabilities). Currently, one of our directors self-identifies as a visible minority. For further information on our approach to board diversity, see page 42 and Appendix B.

This year's nominated directors reflect the following diversity in terms of age, gender and geographic representation.



Director nominee meeting attendance in 2025

In 2025, three board meetings were held in person and three were held by videoconference. The table below shows the attendance record of our nominee directors at board and committee meetings in 2025. You can read more about each director's attendance record in the profiles that follow and in the detailed attendance table on page 48.

	Board meetings	Committee meetings ¹	Percentage of total meetings attended
Robert Atkinson ²	3 of 3	2 of 2	100%
Mary Lou Kelley	6 of 6	8 of 8	100%
Andrés Kuhlmann	6 of 6	8 of 8	100%
Kevin Parkes	6 of 6	4 of 4	100%
Michael Putnam ³	5 of 6	8 of 8	93%
John Rhind	6 of 6	8 of 8	100%
Charles Ruigrok ⁴	6 of 6	4 of 4	100%
Edward Seraphim ⁵	6 of 6	8 of 8	100%
Manjit Sharma	6 of 6	8 of 8	100%
Nancy Tower	6 of 6	8 of 8	100%

Notes:

- 1 For a breakdown of attendance at committee meetings, please refer to the individual director profiles starting on page 21.
- 2 Mr. Atkinson was appointed to the board and to the human resources committee and the safety, environment and social responsibility committee on August 5, 2025.
- 3 Mr. Putnam was unable to attend the ad hoc board meeting on May 5, 2025, due to a scheduling conflict. He moved from the safety, environment and social responsibility committee to the governance and risk committee effective November 11, 2025.
- 4 Mr. Ruigrok ceased being chair of the human resources committee and a member of the governance and risk committee following his appointment as Board Chair on May 13, 2025. He attended various committee meetings in his capacity as Board Chair thereafter.
- 5 Mr. Seraphim moved from the safety, environment and social responsibility committee to the governance and risk committee meeting effective May 12, 2025.

Director share ownership requirements

Directors are required to own Finning equity so their interests are aligned with those of our shareholders. To better align with shareholder interests, we amended our director share ownership requirements effective January 1, 2026 (see page 44).

Information about shareholdings is provided by each nominee as at December 31, 2025 and includes shares they hold directly or indirectly and deferred share units (DSUs). Market value is based on our year-end closing share price on the Toronto Stock Exchange (TSX) of \$74.37 for 2025 and \$38.09 for 2024. You can read more about director DSUs on page 45.

Director profiles

Charles Ruigrok

Independent | Age 69 | Calgary, Alberta, Canada | Director since 2023



Mr. Ruigrok is a Corporate Director. He has over 40 years of business and executive experience in the energy industry. He currently serves as Board Chair of ENMAX Corporation, a leading electricity provider in Alberta, Canada since 2022, and previously served as Board Chair of Versant Power, ENMAX's Maine, U.S. based transmission and distribution business from 2021 to 2022. He also served as President and Chief Executive Officer of ENMAX on an interim basis from 2011 to 2012 and from 2021 to 2022. Mr. Ruigrok was Chief Executive Officer of Syncrude Canada Ltd. from 2003 to 2007 and, prior to Syncrude, spent 26 years at Imperial Oil Limited where he held various senior executive positions, including Vice President of Oil Sands Development and Research. Mr. Ruigrok holds both Bachelor of Engineering Science and Master of Engineering degrees in Civil Engineering from the University of Western Ontario.

2025 voting results	Finning board/committees ¹	2025 meeting attendance ¹	
Votes for: 94,720,220 (98.25%)	Board of directors	6 of 6	100%
Votes against: 1,684,295 (1.75%)	Governance and risk committee	2 of 2	100%
	Human resources committee	2 of 2	100%

Board Chair

Top five areas of expertise:

- Board governance
- Human capital, compensation, talent and culture
- Industry experience
- Operational expertise
- Sustainability, ESG and health and safety

Finning securities held			Compensation received from Finning (\$)		
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	16,288	16,288	1,211,339	359,621
2024	0	9,643	9,643	367,302	268,000
Change	0	6,645	6,645	844,037	91,621

Notes:

1. On May 13, 2025, Mr. Ruigrok was appointed Board Chair and ceased being chair of the human resources committee and a member of the governance and risk committee. He attended various committee meetings in his capacity as Board Chair thereafter.

Mr. Ruigrok has until May 13, 2030 to meet his share ownership requirements as Board Chair.

Other public company boards, including committee membership

None

Robert Atkinson

Independent | Age 57 | Buckinghamshire, United Kingdom | Director since August 2025



Mr. Atkinson has over 35 years of leadership experience in the global mining industry. He currently serves as a Senior Operating Partner at Appian Capital Advisory LLP, an investment advisor to private capital funds in the metals and mining sector. From 2019 to 2024, he was Chief Operating Officer and Executive Vice President at Newmont Corporation, a leading global gold mining company. Prior to that, he spent over 25 years at Rio Tinto from 1993 to 2019, where he held several senior leadership roles, including Head of Productivity and Technical Support, Chief Operating Officer for copper operations across Mongolia, the U.S., Chile, and Indonesia, and Chief Executive Officer of Energy Resources of Australia, a uranium producer majority owned by Rio Tinto. Mr. Atkinson has held leadership roles in Australia, the U.K., and the U.S., with extensive operational expertise in gold, copper, iron ore, and surface and underground coal mining. He is a former director of Energy Resources of Australia Ltd. Mr. Atkinson holds a Bachelor's degree (Honours) in Mining and Petroleum Engineering from Strathclyde University in Scotland. He is also a Fellow of the Australian Institute of Mining & Metallurgy.

2025 voting results	Finning board/committees ¹	2025 meeting attendance ¹	
Votes for: n/a	Board of directors	3 of 3	100%
Votes against: n/a	Human resources committee	1 of 1	100%
	Safety, environment and social responsibility committee	1 of 1	100%

Top five areas of expertise:

- Human capital, compensation, talent and culture
- Industry expertise
- International business and cultural perspectives
- Operational expertise
- Sustainability, ESG and health and safety

Finning securities held			Compensation received from Finning (\$)		
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	1,577	1,577	117,281	105,198
2024	0	0	0	0	0
Change	0	1,577	1,577	117,281	105,198

Notes:

1. Mr. Atkinson was appointed to the board and to the human resources and safety, environment and social responsibility committees on August 5, 2025.

Mr. Atkinson was appointed to the Board on August 5, 2025 and has until August 5, 2030 to meet his five-year share ownership requirement.

Other public company boards, including committee membership

None

Mary Lou Kelley**Independent | Age 65 | South Bend, Indiana, United States | Director since 2018**

Ms. Kelley is a Corporate Director. From 2014 to 2017 she served as the President of e-commerce for Best Buy, a retail company, and as senior vice president of Chico's FAS from 2010 to 2014. Prior to Chico's FAS, she held senior leadership roles in marketing and e-commerce with various companies, including L.L. Bean and Ashford.com. Earlier in her career, Ms. Kelley served as a management consultant with McKinsey and Company. From 2017 to 2019, Ms. Kelley served as advisor to the senior leadership and board of directors of Falabella Retail. Ms. Kelley is a director of The Kraft Heinz Company and YETI Holdings, Inc.

Ms. Kelley holds a Bachelor of Arts in Economics from Boston College and a Master of Business Administration from The University of Virginia.

2025 voting results	Finning board/committees	2025 meeting attendance	
Votes for: 95,473,788 (99.03%)	Board of directors	6 of 6	100%
Votes against: 930,728 (0.97%)	Human resources committee	4 of 4	100%
	Safety, environment and social responsibility committee	4 of 4	100%

Top five areas of expertise:

- Board governance
- Digital, technology and cybersecurity
- Human capital, compensation, talent and culture
- International business and cultural perspective
- Operational expertise

Finning securities held			Compensation received from Finning (\$)		
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	72,353	72,353	5,380,893	251,000
2024	0	66,275	66,275	2,524,415	261,003
Change	0	6,078	6,078	2,856,478	(10,003)

Meets her share ownership requirements.

Other public company boards, including committee membership

The Kraft Heinz Company – Nominating and corporate governance committee

YETI Holdings, Inc. – Audit; Nomination and governance (chair)

Andrés Kuhlmann**Independent | Age 63 | Santiago, Chile | Director since 2019**

Mr. Kuhlmann is a Corporate Director. He has served as Chairman of the Board of Clínica Alemana in Santiago, Chile since 2022 and is a director of Colbún S.A., one of the main electric generation utilities in Chile, since 2024. He served most recently as Chief Executive Officer of Transelec SA, a leading power transmission company in Chile, from 2007 to 2022. Prior to Transelec, he was the Chief Executive Officer of Siemens in Chile, from 2001 to 2007. He also served as the Chief Executive Officer of Electroandina South America from 1997 to 2001, and was the Operations Vice President at Enel Generación Perú S.A.A., formerly Edegel, a private electric power generation company in Peru, from 1995-1996.

Mr. Kuhlmann is a graduate in civil and industrial engineering from the Pontifical Catholic University of Chile.

2025 voting results	Finning board/committees	2025 meeting attendance	
Votes for: 96,358,839 (99.95%)	Board of directors	6 of 6	100%
Votes against: 45,677 (0.05%)	Audit committee	4 of 4	100%
	Safety, environment and social responsibility committee (chair)	4 of 4	100%

Top five areas of expertise:

- Board governance
- Industry experience
- International business and cultural perspective
- Risk management
- Sustainability, ESG and health and safety

Finning securities held			Compensation received from Finning (\$)		
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	53,580	53,580	3,984,745	271,000
2024	0	47,514	47,514	1,809,808	274,000
Change	0	6,066	6,066	2,174,937	(3,000)

Meets his share ownership requirements.

Other public company boards, including committee membership

Colbún S.A. – Directors' Committee

Kevin Parkes**Not independent | Age 51 | Edmonton, Alberta, Canada | Director since November 2022**

Mr. Parkes was appointed President and Chief Executive Officer of Finning International Inc. in November 2022 after serving as Executive Vice President and Chief Operating Officer since April 2022. Over the course of his 22-year career at Finning, Mr. Parkes has held progressively senior leadership positions. In 2019, he was appointed President of Finning Canada after holding the position of Managing Director of Finning UK and Ireland. In addition, Mr. Parkes was Chief Executive Officer of Hewden Stuart from 2010 to 2015, following the sale of this business by Finning in 2010.

Mr. Parkes holds a BA in Business Administration from Staffordshire University.

2025 voting results	Finning board/committees	2025 meeting attendance	
Votes for: 96,302,994 (99.89%)	Board of directors	6 of 6	100%
Votes against: 101,522 (0.11%)	Safety, environment and social responsibility committee	4 of 4	100%

Finning securities held

Year	Common shares (#)	DSUs ¹ (#)	Stock Options (#)	Performance share units (#)	Restricted share units (#)
2025	61,117	7,871	307,441	141,389	84,834
2024	52,400	7,704	260,204	108,178	64,907
Change	8,717	167	47,237	33,211	19,927

Notes:

¹ Mr. Parkes does not receive director compensation as a member of the Finning board. He receives executive compensation and received his executive DSUs in lieu of cash payouts under our short-term incentive plan on February 26, 2016 and March 21, 2018.

Meets his executive share ownership requirements (see page 61).

Other public company boards, including committee membership

None

Top five areas of expertise:

- Communications and stakeholder relations
- Human capital, compensation, talent and culture
- Industry experience
- International business and cultural perspective
- Operational expertise

Michael Putnam**Independent | Age 65 | Oxford, England, UK | Director since May 2024**

Mr. Putnam is a Corporate Director. He spent his executive career across the full spectrum of construction and underground foundations, tunnelling and mining. Most recently, he served as President and Chief Executive Officer of Skanska UK PLC (Skanska) from 2009 to 2017, having held various board and non-executive positions prior to that during his 22 years with Skanska, a leading project development and construction group active in Europe and the United States. Following his retirement from Skanska in 2017, Mr. Putnam moved into a portfolio non-executive career and currently serves as Vice Chair of the Supervisory Board of Arcadis NV, a global design, engineering and cost consultancy company based in Amsterdam. Mr. Putnam also serves as Senior Independent Director (and Acting Chair from July 2024 to February 2026) of Network Rail, an infrastructure delivery company owned by the UK Government (including as a director of Transpennine Route Upgrade rail infrastructure Programme Board), and as a non-executive director of Bazalgette Tunnel Limited (Thames Tideway Tunnel), an infrastructure program in London, UK. He also acted as a specialist advisor to the Acceleration Unit of the Department for Transport (UK) from 2020 – 2023 and the UK House of Lords Science and Technology Committee in 2018.

Mr. Putnam holds a Bachelor of Science Honours in Civil Engineering from the University of Surrey. He is a Chartered Engineer, a Fellow of the Institution of Civil Engineers and a Fellow of the Royal Institute of Chartered Surveyors in the UK.

2025 voting results	Finning board/committees ¹	2025 meeting attendance ¹	
Votes for: 96,365,315 (99.96%)	Board of directors	5 of 6	83%
Votes against: 39,201 (0.04%)	Audit committee	4 of 4	100%
	Safety, environment and social responsibility committee	4 of 4	100%

Finning securities held

Year	Finning securities held			Compensation received from Finning (\$)	
	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	5,264	5,264	391,484	254,000
2024	0	2,488	2,488	94,768	165,519
Change	0	2,776	2,776	296,716	88,481

Notes:

¹ Mr. Putnam was unable to attend the ad hoc board meeting held on May 5, 2025 due to a scheduling conflict.

Mr. Putnam was elected to the board on May 7, 2024 and has until May 7, 2029 to meet his five-year share ownership requirement.

Other public company boards, including committee membership

Arcadis N.V. – Supervisory board (vice chair); Sustainability (chair); Audit and risk; Selection

John Rhind**Independent | Age 68 | Calgary, Alberta, Canada | Director since January 2024**

Mr. Rhind has more than 40 years of business and executive leadership experience in the oil and gas industry, primarily focused on oil sands operations. He currently serves as President and CEO of Rhind Management Limited, a management consulting firm serving the Canadian oil and gas industry, since 2015. Mr. Rhind served as Chair of the board of directors of Energy Safety Canada, a not-for-profit safety organization, from 2019 to 2022, after serving as its Chief Executive Officer from 2017 to 2019. Prior to that, Mr. Rhind served in several executive officer roles at Shell Canada Ltd., including leading the Oil Sands business as Vice President, Heavy Oil. Before joining Shell, Mr. Rhind spent 25 years at Syncrude Canada Ltd., where he held management and operational roles across various business divisions, including mining, extraction and utilities.

Mr. Rhind holds a Bachelor of Science degree in Geology from the University of Alberta.

Top five areas of expertise:

- Human capital, compensation, talent and culture
- Industry experience
- Operational expertise
- Risk management
- Sustainability, ESG, and health and safety

2025 voting results	Finning board/committees ¹	2025 meeting attendance ¹	
Votes for: 96,363,520 (99.96%)	Board of directors	6 of 6	100%
Votes against: 40,996 (0.04%)	Safety, environment and social responsibility committee	4 of 4	100%
	Human resources committee (chair)	4 of 4	100%

Finning securities held			Compensation received from Finning (\$)		
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	11,510	11,510	855,999	263,637
2024	0	6,523	6,523	248,461	248,000
Change	0	4,987	4,987	607,538	15,637

Notes:

¹ Mr. Rhind was appointed chair of the human resources committee on May 13, 2025.

Meets his share ownership requirements.

Other public company boards, including committee membership

None

Edward Seraphim**Independent | Age 66 | North Vancouver, British Columbia, Canada | Director since 2019**

Mr. Seraphim is a Corporate Director. From 2013 until his retirement in 2019, he was Chief Executive Officer and a director of West Fraser Timber Company Limited. Mr. Seraphim held the role of President from 2012 to 2018 and also held previous positions as Chief Operating Officer and Vice President, Pulp & Paper. Prior to joining West Fraser, he worked for Fletcher Challenge Canada from 1985 to 1997. Mr. Seraphim has over 30 years of operations, marketing and sales experience in the forest products industry. Mr. Seraphim is a former Chairman of the Council of Forest Industries and a former board member of the Softwood Lumber Board, British Columbia Lumber Trade Council and Forest Products Association of Canada.

Mr. Seraphim holds a Bachelor of Commerce degree from the University of British Columbia and is a Chartered Professional Accountant (CPA, CA).

Top five areas of expertise:

- Communications and Stakeholder Relations
- Financial leadership, accounting and audit
- Human capital, compensation, talent and culture
- International business and cultural perspective
- Operational expertise

2025 voting results	Finning board/committees ¹	2025 meeting attendance ¹	
Votes for: 95,908,731 (99.49%)	Board of directors	6 of 6	100%
Votes against: 495,785 (0.51%)	Audit committee (financial expert) (chair)	4 of 4	100%
	Governance and risk committee	2 of 2	100%
	Safety, environment and social responsibility committee	2 of 2	100%

Finning securities held			Compensation received from Finning (\$)		
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	1,400	56,259	57,659	4,288,100	270,000
2024	1,400	50,173	51,573	1,964,416	261,277
Change	0	6,086	6,086	2,323,684	8,723

Notes:

¹ Mr. Seraphim moved from the safety, environment and social responsibility committee to the governance and risk committee effective May 12, 2025.

Meets his share ownership requirements.

Other public company boards, including committee membership

None

Manjit Sharma**Independent | Age 60 | Toronto, Ontario, Canada | Director since 2022**

Ms. Sharma is a Corporate Director. Ms. Sharma served most recently as Interim Chief Financial Officer of WSP Canada Inc., a leading professional services consulting firm, from 2020 to 2021. Prior to WSP Canada, she served as GE Canada's Chief Financial Officer from 2016 to 2019. From 1999 to 2016, she held various senior positions with GE Canada, with responsibilities that spanned strategic planning and analysis, mergers and acquisitions, tax oversight, risk, governance, and diversity and inclusion. Ms. Sharma currently serves as a board member of each of Vermilion Energy Inc., TransAlta Corporation and Export Development Canada.

Ms. Sharma holds a Bachelor of Commerce degree (with Honours) from the University of Toronto, is a Fellow Chartered Professional Accountant and holds the ICD.D Directors designation and the GCB.D Global Competent Boards designation. In 2019, Ms. Sharma was recognized as one of Canada's Top 100 Most Powerful Women by the Women's Executive Network.

2025 voting results	Finning board/committees	2025 meeting attendance	
Votes for: 96,141,669 (99.73%)	Board of directors	6 of 6	100%
Votes against: 262,846 (0.27%)	Audit committee (financial expert)	4 of 4	100%
	Governance and risk committee	4 of 4	100%

Top five areas of expertise:

- Board governance
- Financial leadership, accounting and audit
- Human capital, compensation, talent and culture
- Industry experience
- Operational expertise

Finning securities held

Finning securities held				Compensation received from Finning (\$)	
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	0	16,185	16,185	1,203,678	251,000
2024	0	13,178	13,178	501,950	254,000
Change	0	3,007	3,007	701,728	(3,000)

Meets her share ownership requirements.

Other public company boards, including committee membership

Vermilion Energy Inc. – Audit (chair); Governance; Human resources

TransAlta Corporation – Investment performance; Human resources

Nancy Tower**Independent | Age 67 | Halifax, Nova Scotia, Canada | Director since 2022**

Ms. Tower is a Corporate Director. She most recently served as President and Chief Executive Officer of Tampa Electric Company, a regulated electric utility and a subsidiary of Emera Inc. (Emera) in Tampa, Florida from December of 2017 until 2021. As part of her planned retirement, she transitioned to the role of President in February 2021 and retired in June 2021. From 2014 until 2017, she was the Chief Corporate Development Officer of Emera. Ms. Tower joined Emera in 1997, and over the course of her tenure, held several senior positions in corporate finance and operations at Emera and with its subsidiaries, including Controller and Vice President, Customer Operations, of Nova Scotia Power Inc., Chief Financial Officer of Emera, and Chief Executive Officer of Emera Newfoundland and Labrador. Ms. Tower currently serves on the board of directors of AltaGas Ltd. and Toronto-Dominion Bank.

Ms. Tower holds a Bachelor of Commerce degree from Dalhousie University and is a Fellow Chartered Professional Accountant.

2025 voting results	Finning board/committees	2025 meeting attendance	
Votes for: 95,205,012 (98.76%)	Board of directors	6 of 6	100%
Votes against: 1,199,503 (1.24%)	Governance and risk committee (chair)	4 of 4	100%
	Human resources committee	4 of 4	100%

Top five areas of expertise:

- Board governance
- Communications and stakeholder relations
- Financial leadership, accounting and audit
- Human capital, compensation, talent and culture
- Operational expertise

Finning securities held

Finning securities held				Compensation received from Finning (\$)	
Year	Common shares (#)	DSUs (#)	Total Units (#)	Total market value (\$)	
2025	700	24,864	25,564	1,901,195	268,000
2024	700	19,470	20,170	768,275	262,522
Change	0	5,394	5,394	1,132,920	5,478

Meets her share ownership requirements.

Other public company boards, including committee membership

AltaGas Ltd. – Audit; Human resources and compensation (chair)

Toronto-Dominion Bank – Audit (chair); Governance; Remediation

Cease Trade Orders, Bankruptcies, Penalties or Sanctions

To the knowledge of the company, no proposed director or personal holding company of a proposed director:

(a) is, at the date hereof or has been, within the ten years before, a director, chief executive officer or chief financial officer of any company (including Finning) that, while that person was acting in that capacity:

(i) was the subject of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, for more than 30 consecutive days, or

(ii) was subject to an event that resulted, after the director or executive officer ceased to be a director, chief executive officer or chief financial officer, in the company being the subject of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, for more than 30 consecutive days, or

(b) is, as at the date hereof, or has been, within the ten years before, a director or executive officer of any company (including Finning) that, while that person was acting in that capacity or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets; or

(c) has, within the ten years before the date hereof, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of the director or executive officer.

Committee reports

The board has four standing committees to assist it in fulfilling its duties and responsibilities:

- audit
- governance and risk
- human resources
- safety, environment and social responsibility

Committee responsibilities and their mandates are set out in each committee's terms of reference, which are approved by the board and are available on our website (www.finning.com). Each committee is satisfied that it has fulfilled all of its responsibilities in 2025.

Three of the four committees are made up of independent directors. Mr. Parkes is a member of the safety, environment and social responsibility committee because of his role as President and CEO, which is mandated in the committee's terms of reference. Committees are constituted annually following the election of directors at our annual meeting. Each committee meets in-camera, without management present, at each meeting. You can read more about the committees and governance at Finning beginning on page 36.

Audit committee

The committee is 100% independent and met four times in 2025.

Members

Edward Seraphim (chair and financial expert)
Andrés Kuhlmann
Stuart Levenick
Michael Putnam
Manjit Sharma (financial expert)

Mr. Levenick served on the committee until May 13, 2025, when he retired from the board.

Mandate

The audit committee is responsible for oversight of financial reporting, information systems, ethics and financial risk management, internal control over financial reporting and disclosure controls and procedures, and the pension plans of the corporation.

The primary mandate of the audit committee is to assist the board in fulfilling its oversight responsibilities to the shareholders and other stakeholders of the corporation with respect to:

- the integrity of annual and quarterly financial statements that will be provided to the shareholders and others
- audits of the financial statements
- the systems of internal controls over financial reporting and disclosure controls and procedures established by management and the board
- all audit, accounting, financial reporting, ethics and financial risk management processes, including those related to financial risk areas of financial reporting, information technology systems (including artificial intelligence), cybersecurity matters, business continuity and legal claims and exposures, among others
- compliance with accounting and finance based legal and regulatory requirements, relevant laws, regulations and policies
- the external auditor's qualifications and independence
- the internal and external audit processes and performance of the internal auditor and external auditor
- the corporation's pension plans
- the implementation and effectiveness of the Ethics Program Charter and the compliance program under the Ethics Program Charter.

The audit committee also reviews and approves any related party transactions. You can read more about our governance related to conflicts of interest and related party transactions on page 38.

It is the audit committee's responsibility to maintain an open avenue of communication between the committee, the external auditor, the internal auditor and management of the corporation. At each meeting, the committee meets separately with the chief financial officer and meets in separate closed sessions, with only independent directors in attendance, with the external auditor and with the internal auditor. In discharging its oversight role, the audit committee is empowered to investigate any matter brought to its attention, with full access to all books, records, facilities and personnel of the corporation, and the power to retain outside counsel or other experts for this purpose.

2025 highlights Ethical business conduct	<ul style="list-style-type: none"> reviewed and approved our ethics program charter and oversaw the activities of our global ethics committee and received quarterly updates on its investigations into complaints under our code of conduct
External audit function	<ul style="list-style-type: none"> reviewed and recommended the external auditor's audit plan and fees to the board for approval (see information beginning on page 16 for details about the external auditor's services and fees) received quarterly reports and observations from the external auditor following the external auditor's review and audit procedures met independently with the external auditor at each meeting completed the annual assessment of the external auditor monitored audit quality indicators for the 2025 audit reviewed reports from the external auditor, including the 2024/2025 audit quality report, 2025 audit quality report and 2025 audit transparency report, and reports on the external auditor's independence reviewed and approved the written policy for pre-approving the external auditor's services received overview of external auditor's use of artificial intelligence and generative artificial intelligence principles recommended the reappointment of the external auditor for 2025 reviewed the Canadian Public Accountability Board (CPAB) 2024 Interim Annual Inspections Results Report and 2024 Annual Inspections Results Report
Risk management	<ul style="list-style-type: none"> received quarterly executive updates on global top financial risks and mitigation measures, including top risks related to cybersecurity and macroeconomic and capital markets received a presentation on cyber and information security and business continuity planning from the Vice President, Information Technology and the Chief Financial Officer, including an update on the cybersecurity program, cybersecurity incident response plan and business continuity plans reviewed the global finance team talent and succession plans
Financial reporting and internal controls	<ul style="list-style-type: none"> reviewed and recommended to the board for approval the annual and interim MD&A, financial statements and related earnings releases received an update on climate and sustainability-related regulatory reporting developments in Canada (Canadian Securities Administrators), the UK and EU reviewed new, pending and amended IFRS[®] Accounting Standards as issued by the International Accounting Standards Board reviewed and approved amendments to Finning's non-GAAP and other financial measures global policy recommended amendments to the board authority and approvals policy and reviewed updates to the global delegation of authority policy received an update on global tax developments
Internal audit function	<ul style="list-style-type: none"> reviewed the internal audit function and approved the internal audit charter reviewed and approved the annual internal audit plan, and monitored the plan's progress and any changes met independently with the internal auditor at each meeting reviewed the results of internal audit activities and compliance with applicable regulatory requirements completed the internal auditor's annual performance review reviewed the results of the review of disclosure controls and procedures and internal controls over financial reporting in all regions
Treasury	<ul style="list-style-type: none"> reviewed the dividend strategy and made dividend recommendations reviewed compliance with debt covenants and status with credit rating agencies reviewed and approved key treasury policies recommended renewal of our normal course issuer bid (NCIB) monitored the purchase and cancellation of an aggregate \$288 million of common shares under our NCIB received comprehensive review of property and general liability insurance options including captive feasibility study reviewed and approved our global insurance coverage and premiums monitored foreign exchange risks in South America
Pension plans	<ul style="list-style-type: none"> reviewed and approved pension plan funding, investment and governance policies monitored the investment and financial position of our pension plans

	<ul style="list-style-type: none"> • monitored the risk reduction activities of our defined benefit plans reviewed and approved the management pension committee's terms of reference and adherence to them
General	<ul style="list-style-type: none"> • oversaw our regulatory and legal compliance • monitored the status of legal claims affecting Finning • recommended amendments to the audit committee's terms of reference for board approval • reviewed the code of ethics for senior executive and financial management • established audit committee priorities for 2025 • completed a committee self-assessment

The audit committee oversees Deloitte's performance, qualifications, independence and audit of Finning's financial statements, and recommends the auditor's compensation to the board for approval. See page 17 for information about the fees paid to Deloitte in 2025 and 2024.

You can find more information about the audit committee in our most recent 2025 annual information form, which is available on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca).

Governance and risk committee

The committee is 100% independent and met four times in 2025.

Members

Nancy Tower (chair)
Harold Kvisle
Stuart Levenick
Michael Putnam
Charles Ruigrok
Edward Seraphim
Manjit Sharma

Messrs. Kvisle and Levenick ceased being members of the committee on May 13, 2025, when they retired from the board. Mr. Ruigrok ceased being a member of the committee when he became Board Chair on May 13, 2025. Mr. Seraphim and Mr. Putnam joined the committee on May 13, 2025 and November 11, 2025, respectively, when they ceased being members of the safety, environment and social responsibility committee.

Mandate

The mandate of the governance and risk committee is to assist the board in fulfilling its obligations by providing a focus on risk management processes and management and a focus on governance that will enhance corporate performance.

The committee assesses and makes recommendations regarding board effectiveness, including the development of annual board objectives and the implementation of annual board performance evaluations, and establishes a process for identifying, recruiting, appointing, re-appointing and providing ongoing development of directors. The committee also assesses and makes recommendations to the board regarding risk management processes. The committee delegates the assessment and recommendation-making function regarding specific risks that are within the mandate of other standing committees of the board to such other committees, which report directly to the board on such risks.

The board continues to have overall responsibility for risk oversight, which is the process for determining that the corporation has an appropriate process in place for managing its significant risks and is improving that process continuously as the corporation's business environment changes.

2025 highlights

Overseeing corporate governance policies

- reviewed terms of reference for the board, Board Chair, committees, directors and President and CEO, and guidelines for the board of directors, and recommended amendments for board approval
- reviewed executive participation on outside boards and community involvement
- reviewed the board inclusion and diversity policy and corporate disclosure policy
- reviewed and recommended for board approval amendments to the code of conduct and global political contributions policy
- reviewed the annual report on political contributions and evaluated compliance with the global political contributions policy

Board succession planning and board renewal

- through a sub-committee of directors formed in 2024, oversaw and implemented the Board Chair succession plan with Mr. Carter's planned retirement from the Board in May 2025 and recommended the appointment of Mr. Ruigrok to succeed Mr. Carter as Board Chair effective May 13, 2025
- reviewed and updated the director skills matrix for alignment with our corporate strategy and identified skill sets and diversity requirements for potential director nominees
- oversaw board renewal and recommended the appointment of Robert Atkinson to the Board effective August 5, 2025
- monitored the board's independence
- recommended committee memberships and chair appointments for board committees

Director compensation

- engaged an independent consultant to review our director compensation program and director share ownership guidelines and recommended certain changes for board approval effective January 1, 2026 (see page 44)
- reviewed individual director compliance with our director share ownership guidelines

Director orientation, assessment and development

- reviewed and updated the director orientation and continuing education program
- monitored the onboarding and orientation of new directors
- engaged an independent consultant to conduct a review of board, committee and individual director effectiveness in 2025
- oversaw and reviewed the results of board, committee and individual director evaluations, including one-on-one meetings conducted by the Board Chair with individual directors

Risk management

- reviewed quarterly reports on our enterprise risk management (ERM) and global top risks
- received an annual in-depth report on our global top risks and emerging risks, and management's mitigation plans

	<ul style="list-style-type: none"> • received updates on management’s human rights risk management review, with committee chair reports to the board • received a report on Finning’s 2025 proxy advisor reports with governance, compensation, cyber and other ESG-related risk rankings • received a report from management on investor relations and shareholder engagement
General	<ul style="list-style-type: none"> • developed annual board objectives with the Board Chair and President and CEO and completed an assessment of the prior year’s board objectives for board consideration • established governance and risk committee priorities for 2025 • monitored information flow between management and the board • monitored corporate governance best practices, potential regulatory changes and disclosure trends • completed a self-assessment of the committee

Human resources committee

The committee is 100% independent and met four times in 2025.

Members

John Rhind (chair)
Robert Atkinson
Mary Lou Kelley
Harold Kvisle
Charles Ruigrok
Nancy Tower

Mr. Kvisle retired from the board and ceased being a member of the committee on May 13, 2025. Mr. Ruigrok ceased being a member and chair of the committee when he became Board Chair on May 13, 2025. Mr. Rhind became chair of the committee on May 13, 2025. Mr. Atkinson was appointed to the board and joined the committee on August 5, 2025.

Mandate

The board has established the human resources committee to provide guidance and recommendations to the board in the areas of human resources, talent, succession, compensation, benefits and pension applicable to Finning.

For purposes of the human resources committee's terms of reference, executive management means the President and CEO, all members of the executive of the corporation (Vice President level and above) and such other officers of subsidiaries of the corporation as the President and CEO may designate. The Finning leadership team means the President and CEO, the Chief Financial Officer, the Chief Technology Officer (appointed in February 2026), the country operational presidents (Dealer Principals), and any other employees of the corporation or its wholly owned subsidiaries as the President and CEO may designate.

The mandate of the committee includes to:

- ensure, at a strategic level, that there are appropriate and effective human resources policies in place for the employment and motivation of the corporation's employees consistent with the corporation's strategy, and to promote engagement, capabilities and competencies, and a corporate culture, that enable the corporation's strategy
- regularly review organizational structure, headcount and turnover, employee wellbeing, and inclusion and diversity
- regularly review with the President and CEO the plans of the President and CEO for the structure, development and succession of the Finning leadership team
- ensure a broad plan of executive compensation is established that is competitive and motivating to attract, retain and inspire executive management and other key employees, while taking into account the overall cost of compensation of the executive management and the interests of shareholders
- work to ensure that the key elements of design within the corporation's pension plans remain appropriate and effective.

2025 highlights

Senior executive compensation

- reviewed and recommended 2025 performance objectives and compensation for the President and CEO
- reviewed management's salary and short-term incentive recommendations for the Finning leadership team
- reviewed and recommended long-term incentive awards for the President and CEO, the Finning leadership team, and senior executives
- reported quarterly to the board on the President and CEO's performance against annual objectives

Compensation programs and policies

- met with our independent consultant to review and discuss trends and developments in executive compensation
- in consultation with our independent consultant, concluded our total rewards program refresh and recommended amendments to our performance share unit plan and restricted share unit plan along with changes to long-term incentive eligibility and design
- reviewed and recommended performance metrics and targets for the 2025 short-term and long-term incentive plans
- completed our annual compensation risk assessment (you can read more about how the committee manages compensation risk beginning on page 59)
- confirmed that senior executives have met, exceeded, or are on track to meet their share ownership requirements
- monitored employee retention programs

Succession planning

- reviewed and refreshed the CEO succession plan (you can read more about the board's CEO succession planning beginning on page 39)
- reviewed succession plans and talent actions for the Finning leadership team
- reviewed assessments and development plans for CEO and Finning leadership team candidates with our independent consultant

Development and officer appointments	<ul style="list-style-type: none"> • oversaw organizational changes in senior leadership and management teams to align with our corporate strategy • recommended corporate officer appointments for board approval
Human resources, talent management and DE&I	<ul style="list-style-type: none"> • reviewed the results of regional employee pulse surveys to monitor employee engagement and corporate culture • reviewed reports on employee metrics, programs and regional turnover, including by gender • received updates on our people and culture strategy in support of our new purpose, <i>Positive Impact</i>, which means placing people at the heart of our business and pledging to create safe and secure environments, drive customer loyalty and build a high-performing and resilient organization • received a regional talent spotlight on Finning South America, including succession plans, diversity, and hiring and retention strategies • received a report from an independent consultant on our global diversity and high potential talent program for female senior leaders • received a regional talent spotlight on Canada highlighting diversity initiatives, including internal communities and external partnerships, recruitment, retention and development programs
General	<ul style="list-style-type: none"> • reviewed on a quarterly basis the top risks within the scope of the committee's responsibilities, as delegated to the committee by the governance and risk committee, along with management's supporting risk mitigation plans • recommended amendments to the human resources committee's terms of reference for board approval • reviewed major proxy advisory firms' voting recommendations and compensation scores / rankings in connection with the 2025 annual meeting • established human resources committee priorities for 2025 • completed a committee self-assessment

Safety, environment and social responsibility committee

The committee met four times in 2025.

Members

Andrés Kuhlmann (chair)
Robert Atkinson
Mary Lou Kelley
Kevin Parkes
Michael Putnam
John Rhind
Edward Seraphim

Mr. Seraphim and Mr. Putnam served on the committee until May 13, 2025 and November 11, 2025, respectively, when they became members of the governance and risk committee. Mr. Atkinson was appointed to the board and joined the committee on August 5, 2025. Mr. Parkes is a member of the committee, as required by the committee's terms of reference, because he is the President and CEO and is responsible for Finning's day-to-day operations. He is the only non-independent member of the committee.

Mandate

The mandate of the safety, environment and social responsibility committee is to assist the board in its oversight of the corporation's safety and health, environmental, social responsibility, and sustainability policies and programs and monitor its performance against those policies and programs.

The committee encourages, assists and counsels management in its drive towards attaining and maintaining world-class safety, health and environmental performance and sustainability. The committee, through oversight of management's procedures and policies, ensures management builds compliance into the corporation's business processes and activities in order to meet or exceed applicable legal obligations. The committee supports management in achieving the goals of eliminating work-related injuries and occupational illnesses and reducing our impact on the environment.

Community investment is also a focus of this committee, as well as any matter affecting the company's sustainable development in the committee's areas of oversight responsibility. The committee is also involved in providing strategic input, monitoring risks on a quarterly basis related to its scope of responsibility, and reviewing action plans in all these areas.

The mandate of the committee includes to:

- review and approve goals and guidelines for environmental compliance, ensuring that environmental policies comply with applicable legal requirements
- review and approve metrics for target setting and tracking performance, and associated annual compensation targets, in the areas of health, safety, environment and community support, and monitor performance against those targets
- support the development of short and long-term policies and procedures relating to sustainable development in the areas of employee health & safety, environment and social responsibility, including oversight of our global sustainability policy and matters addressed therein, such as human rights, environmental stewardship and commitments to our employees and communities
- guide and monitor management's strategies, action plans, risk management, duties and responsibilities relating to global health, safety, environment, community support and social responsibility
- review applicable legal and regulatory frameworks, including significant trends or pending changes
- monitor any current, pending or threatened legal or significant regulatory actions within the areas of the committee's mandate
- receive quarterly reports on (i) safety statistics, (ii) environmental statistics, (iii) community and social responsibility investments, and (iv) applicable stakeholder requirements within the committee's mandate.

2025 highlights

Ensuring compliance with legal and regulatory standards and corporate policies

- monitored our health, safety, environmental and sustainability vision, strategic objectives, and global road map consistent with our global sustainability policy
- reviewed outcomes from global environment, health and safety audits
- received updates on climate and sustainability related regulatory reporting developments in Canada and internationally
- reviewed and recommended amendments to our global sustainability policy to the board for approval

Preventing and eliminating environmental incidents, work-related injuries and occupational illnesses

- reviewed and approved 2025 Corporate STIP safety metrics and targets related to the identification of incidents with serious injury or fatality (SIF) potential (SIFp)
- monitored our health, safety and environmental performance, including leading indicators, and reviewed significant safety incidents
- monitored and guided our SIF prevention program
- reviewed regional safety plans and monitored the evolution of our safety culture
- received an update on management's three-year safety strategy, including a SIF prevention roadmap

	<ul style="list-style-type: none"> received an occupational health update conducted safety and facility tours at Finning facilities in Chile
Sustainable development	<ul style="list-style-type: none"> reviewed on a quarterly basis the top risks within the scope of the committee's responsibilities, including risks delegated to the committee by the governance and risk committee, along with supporting risk mitigation plans, which included top safety, environmental and social responsibility risks, and related financial, operational, legal and reputational exposures and mitigation measures. Climate-related risk events reviewed included, among others, impact of climate policies or standards, continuity of coal mining and oil sands, increasing climate stressors, and acute climate events reviewed, in conjunction with the quarterly risk updates, developments affecting the company's regions around climate policies and environmental laws and regulations, and the potential financial and operational impacts on Finning received quarterly executive reports on our regional and consolidated scope 1 and 2 absolute GHG emissions, including operational plans and strategy, to monitor progress towards achieving our GHG emissions reduction target (approved by the committee in 2022), and reported quarterly to the board on progress reviewed climate-related risks and opportunities reviewed and approved our annual sustainability report, which was prepared with reference to the Global Reporting Initiative (GRI) standards and with climate-related disclosures aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework, now incorporated into the IFRS' climate reporting standard, known as the IFRS S2 Climate-Related Disclosures, including ESG governance and sustainability actions related to customers, employees, and communities, and a human rights risk management framework reviewed our joint modern slavery report as required by Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act and recommended it for board approval received a report on Finning's 2025 ESG-related rankings from major proxy advisory firms and ESG risk-ratings agencies
Community investment	<ul style="list-style-type: none"> received quarterly reports on regional corporate social responsibility (CSR) initiatives, including STEM and other community initiatives, regional updates on CSR activities and impact, and updates to Finning's community investment program received reports from our Director of Global Sustainability on Indigenous relations and engagement, and business development in Canada
General	<ul style="list-style-type: none"> reviewed the safety, environment and social responsibility committee's terms of reference reviewed an annual update on emergency response plans and preparedness assessment established safety, environment and social responsibility committee priorities for 2025 completed a committee self-assessment

Corporate governance

We believe that high corporate governance standards are essential to operating effectively and enhancing shareholder value.

We are a Canadian reporting issuer listed on the Toronto Stock Exchange (TSX). Our corporate governance policies and practices meet Canadian regulatory requirements that apply to us, including:

- National Instrument 58-101 Disclosure of Corporate Governance Practices
- National Instrument 52-110 Audit Committees
- corporate governance requirements that apply to Canadian companies listed on the TSX.

You can find a list of the requirements of National Instrument 58-101 and a discussion of how Finning meets those requirements in Appendix A.

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About the Finning board

Our shareholders elect the board of directors. Director nominees are voted on individually, not by slate voting. Our articles of incorporation provide for a minimum of three and a maximum of 14 directors.

The board has overall responsibility for Finning's business conduct and fostering our long-term success to maximize shareholder value. It oversees our strategy, risk management, corporate governance policies, succession planning, safety and sustainability practices and community investment approach.

The board is directly responsible for:

- choosing the President and CEO, who is responsible for Finning's day-to-day operations
- reviewing and approving the annual operating plan and the strategic plan, which take into account business opportunities and business risks
- overseeing and monitoring management's systems for Finning's operations
- monitoring and assessing our performance in meeting both short and long-term goals established by management and approved by the board
- directly reviewing and approving major transactions proposed by management, including the payment of dividends, the terms for the issuance of securities and the repurchase of shares
- reviewing reports and recommendations from the board committees and giving management the necessary direction
- reviewing the content of significant communications with shareholders and the investing public, including this management proxy circular, the annual information form, the joint modern slavery report, and the interim and annual financial statements, MD&A and associated earnings releases
- overseeing and reviewing periodic reports on information technology and information security programs, initiatives and risks, including cybersecurity, business continuity planning, digital and artificial intelligence
- reviewing and approving key corporate policies
- managing the board's affairs, including composition and succession planning, selecting the Board Chair, recruiting and nominating candidates for election to the board, appointing committees and committee chairs and determining director compensation
- approving the appointment of all corporate officers and the compensation of the President and CEO.

The board has adopted written position descriptions and mandates (terms of reference) for the board, individual directors, the President and CEO, the Board Chair and each of the four board committees. Copies are available on our website (www.finning.com) or from our Corporate Secretary.

The board met six times in 2025.

Board committees

The board has four standing committees to help it carry out its responsibilities:

- audit
- governance and risk
- human resources
- safety, environment and social responsibility.

The board can create new committees, as needed.

Committees meet at least quarterly. The committee chair sets the agenda for each meeting with the assistance of the Corporate Secretary and other members of management, and reports on each meeting to the board. The Board Chair regularly attends meetings of the governance and risk and other committees.

Committee membership is reviewed at least once a year with changes to committee composition effective after our annual meeting, and at other times as appropriate. The board rotates committee members and committee chairs as necessary or appropriate. The governance and risk committee recommends to the board the appointment of directors to the committees based on their skills and experience, with reference to the following guidelines:

- all members of the audit committee must be independent and financially literate. At least one committee member must be a financial expert, which means they have accounting or related financial management expertise
- all members of the human resources committee must have knowledge and experience in human resources and compensation matters
- the President and CEO is required to be a member of the safety, environment and social responsibility committee.

The board and its committees can retain outside counsel or other experts as needed.

Meridian Compensation Partners (Meridian) provides independent advice on director compensation to the board and on executive compensation to the human resources committee.

Watson Advisors Inc. (Watson Advisors) was retained in 2025 to conduct a comprehensive review of board effectiveness, which included online surveys, director peer reviews, and confidential one-on-one interviews with each director and with select members of management who work closely with the board and/or committees, covering a wide range of topics. You can read more about the evaluation process beginning on page 40.

Board independence

Our board must have a majority of independent directors and our Board Chair and CEO are separate roles. Our Board Chair is independent. We do not have a lead director, but we can appoint one if necessary.

At every board meeting, including special board meetings, if any, the independent directors meet without management present. In 2025 the board met with the independent directors, without management present, at every meeting. Committees also meet without management present and in 2025 every committee met without management present at every meeting.

Directors assess their independence annually by completing a detailed questionnaire that asks if they:

- have a direct or indirect relationship with Finning that could prevent them from making an impartial judgment
- are employed by, or have a relationship with someone employed by, Finning or our internal or external auditor
- have a familial relationship with Finning, or with our internal or external auditor
- have received, or a family member has received, fees from Finning outside of their director compensation
- have a direct or indirect relationship with another member of the board
- have any actual or perceived interests that could constitute a conflict of interest, such as an association with a company that has a business relationship with Finning, such as a significant customer, competitor or supplier.

Potential conflicts of interest and related party transactions may also be identified by the board in conjunction with making director independence determinations. Our code of conduct (code) also covers potential and actual conflicts of interest and requires all directors, officers and employees to avoid situations that may result in a potential conflict, immediately disclose if there is any conflict or potential conflict, and annually certify compliance with the code. For more information on our code, see page 47.

Our board's process for handling potential and actual conflicts of interest if a director is associated with a company that has a business relationship with Finning is as follows:

- the Board Chair is advised of any potential or actual conflicts of interest and the director abstains from reviewing any related material
- the director recuses themselves from participating in any discussions and voting on a matter that involves the other company
- we evaluate all payments between Finning and the other company
- we evaluate all of the board's decisions about the other company.

This process allows us to have directors with both market expertise and customer experience, which contributes to the overall strength of our board. All material conflicts of interest involving a director are reviewed by the governance and risk committee, and all related party transactions (as defined under applicable securities laws) are reviewed and approved by the audit committee or, if appropriate, a special committee of the board formed for such purpose. In 2025, there were no related party transactions.

We also have a global hedging policy. Pursuant to this policy, we do not allow our board members to purchase financial instruments that are designed to hedge or offset a decrease in the market value of equity securities granted to them as compensation, or Finning securities that they hold directly or indirectly, and we also prohibit the use of hedging to offset the value of shareholdings for director share ownership requirements.

The board has determined that nine of the ten nominated directors meet the definition of *independence* set out in National Instrument 58-101 of the Canadian Securities Administrators.

Mr. Parkes is not independent because he is our President and CEO.

No director or executive officer at Finning, none of this year's nominated directors and no one associated or affiliated with any one of them, has a direct or indirect material interest in any transaction or proposed transaction that has materially affected or would materially affect the company or any of our subsidiaries. No family relationships exist among any of our directors or our current or former executive officers.

Key priorities

The board's five priorities for strong stewardship are:



1. Business strategy and strategic planning

The board is actively involved in helping direct Finning's long-term business strategy and the board discusses strategy at every board meeting. The board also holds a strategy session every year in conjunction with a board meeting. Our 2025 strategy session was an all-day Board meeting held in May.

Board oversight of our strategy and implementation includes reviewing strategic priorities, communication plans, key risks (including disruptive risks and mitigation plans) and opportunities, financial forecasts, capital allocation, key performance indicators for each region, our competitive position, and overseeing strategic planning related to ESG and information technology and security, including cybersecurity, digital and artificial intelligence. Our human resources committee ensures our executive compensation is linked to our strategic priorities.

Our strategic planning process in 2025 involved a review of our strategy and strategic priorities outlined at our 2023 Investor Day in Antofagasta, Chile: drive product support, full-cycle resilience and sustainable growth, and an update on strategy execution. For more information on our corporate strategy, refer to page 6. At the December 2025 board meeting, management presented, and the board approved, our annual operating plan and budget for 2026, which is aligned with our strategy.

2. CEO leadership and succession planning

CEO leadership

The board gives support and direction to the President and CEO in the achievement of his objectives. During 2025, focus areas for the board in supporting Mr. Parkes included: building a safe, secure, and sustainable culture which supports the execution of our strategy, driving sustainable growth, and increasing full cycle resilience. You can read more about our President and CEO's leadership on page 74.

Succession planning

Succession planning involves identifying and developing successor candidates for senior management to ensure long-term growth and sustainability through an orderly process for leadership succession. To achieve this, the executive talent development and succession planning process is integrated into the board's annual activities.

The human resources committee is responsible, on behalf of the board, to oversee succession planning and talent management to develop an effective succession plan for the President and CEO and to oversee succession planning for senior management. The human resources committee recommends the CEO succession plan to the board and reports to the board at least annually in-camera without management present on the refreshment of succession plans and talent actions for the CEO and the Finning leadership team.

CEO and non-CEO executive succession planning involves working with the President and CEO, human resource executives and, where appropriate, external independent consultants, to identify and review internal and external candidates. The human resources committee also meets in-camera, without the CEO, to discuss potential CEO successors. Executive succession plans identify potential successors for each executive and development plans required for each candidate to be fully prepared to take on the position. An external search may be launched if no strong candidates are identified. In addition to long-term plans, the human resources committee also reviews emergency plans should unexpected events leave executive roles vacant (on a short-term or permanent basis) earlier than expected. Maintaining a robust succession planning process at all levels of the

organization also helps monitor and drive towards reaching our diversity goals at the executive management and other levels within the organization. See page 42 for more information about our diversity initiatives and goals.

In 2025, the human resources committee reviewed and reported to the board on the refreshed CEO succession plan, including the emergency succession plan, and on each of the non-CEO executive leadership team succession plans and talent actions.

3. Board composition and renewal

The governance and risk committee is responsible for board and Board Chair succession and recruiting new directors who will bring the appropriate competencies, skill set and diversity to our board, given our corporate strategy and objectives.

When considering director nominees, the board considers key attributes and qualities sought in all board members, which include strategic and business insight, integrity, independent judgment, high ethical standards, time commitment and an understanding of Finning's business. The board also considers the extent to which a candidate would enhance diversity of the board, including in terms of skill, age, geography, ethnicity, gender and other designated groups (as defined below). The individual candidate's skills and experience are further assessed against those that the board has identified in a skills matrix as desirable to enhance board performance. As the board composition changes and as Finning's strategy evolves, the director skills matrix is reviewed to ensure that the current director skill sets align with our strategic goals. The skills matrix also helps the board to prioritize and identify areas for future enhancement or gaps in the current skill sets and diversity of the board.

Board renewal has been a key area of focus for the governance and risk committee, with all nine independent directors recruited to the board over the last eight years, including four independent directors over the last three years to address several director retirements under the board's retirement policy in 2024 and 2025. 2025 marked the conclusion of our Board Chair succession process, which began in 2024 when the board authorized the governance and risk committee to form a special sub-committee of independent directors to oversee the identification of Board Chair candidates and make recommendations for the governance and risk committee and the board's consideration in light of the then current Board Chair's, James Carter, planned retirement from the board. The sub-committee conducted interviews with all directors to confirm desired Board Chair qualities and criteria, developed a succession timeline, and met several times through 2024 and early 2025. Following this process, the governance and risk committee and the board approved the recommendation to appoint Charles Ruigrok as Board Chair, effective upon his re-election at the 2025 annual meeting.

4. Board effectiveness

The board sets objectives for board effectiveness at the beginning of each year. In 2025, the board agreed on five priority areas:

- Corporate Governance: Continued focus on shareholder engagement and rigorous board governance and regulatory compliance, including readiness to meet evolving ESG standards and reporting requirements.
- Board Composition, Effectiveness and Efficiency: Focus on board renewal, composition and diversity in light of our strategy, new director orientation, and director education on key strategic and operational topics.
- Business Strategy and Evolving Business Model: Navigate the changing economy and focus on capital allocation, driving financial performance, and supporting the continued implementation of the corporate strategy.
- People: Executive succession planning, support executive leadership transitions, organizational culture and employee engagement; safety performance and safety culture.
- Risks: Continued maturation of enterprise risk management, including developing strong linkages to strategic planning; risk identification and monitoring, including emerging risks with emphasis on scenario/contingency and mitigation planning for top global risks.

The board reviews its performance every year to assess its general performance and progress on its annual objectives. The governance and risk committee is responsible for the evaluation process, which is conducted annually in-house and at least every three years through an independent external consultant. In 2025, the governance and risk committee engaged Watson Advisors to conduct a comprehensive review of board and individual director effectiveness.

The board evaluation process:

- began with initial meetings with the Board Chair, the chair of the governance and risk committee and our President and CEO to discuss priorities and assess areas for deeper inquiry during the board evaluation process
- developed and administered an online survey seeking feedback from all directors and certain members of senior management who have regular interaction with the board and/or its committees on areas for board focus in the evaluation
- followed up with individual interviews with each director and members of senior management who have regular interaction with the board and/or its committees
- covered a wide range of topics including board composition, culture and engagement, board/management relationship, senior management succession planning, director recruitment and development and board priorities, among other topics
- included a portion on committee effectiveness, covering topics such as committee structure, meeting cadence, progress on committee priorities in 2025 and setting priorities for the coming year.

The director evaluation process:

- conducted a parallel director evaluation process drawing on insights from peer reviews and key members of management
- addressed a broad spectrum of evaluation criteria, including contribution to board effectiveness, alignment with organizational priorities, demonstration of key competencies, and overall ability to influence strategic decision-making.

Watson Advisors compiled the results of the evaluations, discussed them with the governance and risk committee chair and the Board Chair and delivered a report to the board. The results of the individual director assessments, including the Board Chair assessment, were also compiled and provided to the Board Chair. Individual meetings between the Board Chair and each director to debrief individual directors on their results were held and the governance and risk committee chair also met with the Board Chair to review the Board Chair's individual results.

The evaluation concluded that the board is highly engaged with a mature, well-functioning governance framework. The board's governance processes, oversight, and culture are strong, and the committees are seen to be operating effectively. Maintaining a cohesive board culture, and focussing on forward-looking insights and long-term strategy as Finning's business evolves and grows, will continue to be important enablers of effectiveness. The observations and recommendations from the evaluation process help develop the board and committee objectives for 2026.

5. Risk oversight

Our business includes operational, economic, geopolitical and strategic risks. We have a strong risk management culture and an enterprise risk management (ERM) process to manage our business activities and risks.

The governance and risk committee is responsible for oversight of our processes for managing key business risks. Each of our operations identifies the main risks that could have a negative effect on our business, and then develops a plan to mitigate those risks. Management reports key business risks and mitigation plans at each quarterly governance and risk committee meeting, which then reports to the board. The role of the governance and risk committee is to oversee management of the enterprise risk process. The governance and risk committee will delegate oversight of business risks that are within the mandate of one of the other board committees to the relevant committee. Management provides updates on those delegated business risks, and management's mitigation plans, at each quarterly meeting of the relevant committee, which then reports to the board quarterly. Overall responsibility for risk oversight remains with the board. Annually, management provides a comprehensive review of our ERM process and major enterprise risks, including emerging risks, to the board.

The board and its committees are responsible for ensuring that management has taken all reasonable steps to identify and manage all key business risks:

- the audit committee receives quarterly updates from management at every regularly scheduled meeting on major financial, macroeconomic and cybersecurity risks and our processes for monitoring and controlling them
- the governance and risk committee receives quarterly updates from management at every regularly scheduled meeting on the top enterprise risks and any changes in the risks or their relative ranking and reviews our process for assessing and managing enterprise risks. The committee also receives quarterly updates on regulatory matters relevant to governance, to ensure that we stay at the forefront in this area, and reviews our governance practices to make sure they align with regulatory requirements and best practices
- the human resources committee reviews our executive compensation policies and practices to make sure they align with our compensation principles and do not encourage inappropriate or excessive risk-taking, and receives quarterly updates from management on risks related to culture and people, including talent, employee wellbeing, and inclusion and diversity
- the safety, environment and social responsibility committee oversees our policies and systems to monitor safety, health, environmental and social responsibility related risks and receives quarterly updates from management on these risks.

We discuss our principal risks in our 2025 annual information form and in our 2025 financial report. Both documents are available on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca).

Sustainability

In 2025, we continued to invest time and resources in managing the sustainability topics that are deemed most relevant to our business, including People, Environment, Customers, Communities and Indigenous Engagement, and Governance, including risk management, ethics, responsible supply chain, cybersecurity, artificial intelligence, and data governance. Our performance and progress in our journey are described in our latest annual sustainability report, which is available on our website (www.finning.com).

An important part of sustainability at Finning is inclusion and diversity, which is described in more detail below.

Inclusion and diversity at Finning

At Finning, we believe that inclusion and diversity broadens talent, drives better performance and increases innovation, leading to better outcomes for all of our stakeholders and making us a stronger company overall. To promote an inclusive culture and protect the physical and psychological safety of Finning's employees, we are committed to ensuring all individuals enjoy respect and dignity in a safe work environment, free from discrimination, harassment and workplace violence.

"Positive Impact" continues to be our culture aspiration. This is our promise and shared commitment to making a tangible difference every day and we reinforce this aspiration through Positive Impact shares in team meetings and townhalls and throughout our communications channels. Positive Impact aligns our culture and strategy to create meaningful change, ensuring Finning is a workplace where everyone feels valued, empowered, and inspired to contribute their best.

We also continue to prioritize building organizational capability (by empowering our employees, equipping and supporting our leaders and through our people practices) to drive continuous improvement in our efforts to recruit, develop, promote and lead diverse talent inclusively, measured by the demographic representation and employee experience across all levels of the organization, functions and geographies. You can find a list of the diversity disclosure requirements of the CBCA and a discussion of how Finning meets those requirements in Appendix B.

Employees

We recognize there is a compelling business case for inclusion and diversity at all levels of the organization. We are committed to having a culture that values diversity and inclusion and ensuring we have a Positive Impact.

At the board level, our human resources committee oversees employee wellbeing and our inclusion and diversity initiatives as part of its overall oversight of our human resources policies and practices.

We continually endeavour to improve the equity of our talent processes by monitoring gender balance and making interventions to sustainably improve gender balance in recruitment, hiring, succession planning, performance management activities and turnover. In addition, we have expanded performance reporting to include leadership accountability, leadership commitment and inclusive culture. We continue to focus on leader accountability for inclusive leadership practices in hiring, as well as creating and maintaining an inclusive work environment.

Directors

We believe having a diverse and inclusive board leads to a better understanding of opportunities, issues and risks; enables stronger decision-making; and ultimately improves the board's performance and ability to provide strategic oversight and maximize shareholder value. In a dynamic global environment, the benefits of inclusion and diversity are critical to our long-term success and viability. When assessing board composition or identifying suitable candidates for appointment or re-election, the board is committed to a merit-based system and considers candidates using objective criteria having due regard to the benefits of diversity and the needs of the board. We have a board inclusion and diversity policy that sets out our approach for promoting and achieving diversity on our board, including the identification and nomination of directors who offer diversity, including, among others, in terms of gender, visible minorities, Indigenous peoples and persons with disabilities (designated groups).

In accordance with our board inclusion and diversity policy, the governance and risk committee considers diversity when conducting director recruitment activities and reviews diversity as part of its annual review of the director skills matrix. Diversity in this context includes geography, age, gender, gender expression or identity, sexual orientation, visible minorities, Indigenous peoples, persons with disabilities, and other personal characteristics. The committee retains the services of an external search firm or consultant for director recruitment as necessary. As part of the director candidate search process, the external search firm or consultant is informed of the skills, experience and attributes prioritized by the board and instructed to include in their candidate list gender diverse candidates, as well as members of visible minorities, Indigenous peoples and/or persons with disabilities.

Three of our ten director nominees are female (30%). One of our director nominees self-identifies as a visible minority.

The board also considers relevant skills and experience and the need to fill any gaps in the board's skill set when recruiting potential director candidates. See Appendix B for further information on our approach to board and senior management (as defined under the CBCA) diversity in terms of the designated groups.

Communications and engagement

The board is committed to engaging and communicating with all our stakeholders.

We hold an advisory vote on executive pay at each annual meeting as part of our shareholder engagement and to receive feedback on this important topic. We have held this 'say on pay' vote every year since 2011.

We regularly engage with institutional investors and proxy advisory groups and monitor governance and disclosure practices to ensure we maintain our high governance standards.

As part of our stakeholder outreach program, our CEO, CFO, various members of the executive management team and our investor relations representatives engage with the investment community, government officials, media representatives and other stakeholders on a regular basis. These interactions are carried out throughout the year and are guided by our corporate disclosure policy, available on our website (www.finning.com).

Some examples of our ongoing dialogue with the investment community include:

- Participating in institutional investor conferences
- Conducting one-on-one and group meetings
- Conducting quarterly earnings calls with Q&A sessions accessible to the public by phone and webcast
- Hosting tours of Finning's facilities and operations for the investment community and other interested stakeholders
- Participating in industry events that are of interest to the investment community.

In these interactions, we discuss our strategy, operational priorities, financial performance, market outlook and end market industry dynamics, growth opportunities, capital allocation priorities and other topics of interest.

We are committed to continuously improving our investor relations program, as well as the effectiveness of our engagement with all stakeholders. To this end, we ask investors for feedback on the effectiveness of our communications, closely review sell-side research reports and conduct media monitoring.

In addition, as part of our disclosure obligations, we provide the following material, which can be found on the investor relations and/or governance sections of our website:

- Interim and annual financial statements and related MD&A and earnings releases
- Management proxy circulars
- Annual information forms
- News releases of material and important developments
- Investor presentations
- Most recent sustainability report
- Modern slavery reports

We encourage shareholders to attend our annual meeting to hear first-hand about our financial and operational results, our strategic plan to create value for all stakeholders, and to ask questions of management and the board.

Shareholders, employees and other stakeholders can communicate with the board by writing to the Board Chair:

Board Chair
c/o Corporate Secretary
Finning International Inc.
19100 94 Avenue
Surrey, British Columbia V4N 5C3

Please remember to mark your envelope *Private and Confidential*.

Director compensation

Our director compensation program helps us recruit and retain qualified individuals for our board. The board sets the fees based on the recommendation of the governance and risk committee.

2025 fee schedule

The table below sets out the director fee schedule for 2025, which went into effect on January 1, 2022. The Board Chair receives a higher retainer because of the scope of responsibilities of this role. Mr. Parkes does not receive director compensation because he is compensated in his role as President and CEO.

Board retainer	Amount¹
Board Chair (includes an equity retainer of \$246,000 in DSUs)	\$410,000
All other directors (includes an equity retainer of \$147,000 in DSUs)	\$245,000
Committee chair retainers	
Paid in cash	
• Audit committee	\$25,000
• Human resources committee, governance and risk committee and safety, environment and social responsibility committee	\$20,000
• Other committee / working group / advisory council (or similar body) ²	\$15,000 – \$25,000
Travel fees	\$1,500 – \$3,000
Paid in cash (Board Chair is not eligible to receive travel fees)	
• \$1,500 for the director to travel to a meeting on the same continent as their residence	
• \$3,000 if the director has to travel to a different continent from their residence	
Daily stipend	Up to \$1,500
Paid in cash (Board Chair is not eligible to receive a stipend)	
• up to \$1,500 per day if a director assumes short-term duties above ordinary director responsibilities	
• the amount is set by the Board Chair and reviewed by the governance and risk committee	

Notes:

- 1 Retainers and fees are paid quarterly. Compensation of directors who do not live in Canada is converted to their local currency on the date of payment.
- 2 The fee is determined in accordance with the director compensation program in an amount commensurate with the associated responsibility and time commitment.

Directors must receive at least 60% of their annual director or Board Chair, as applicable, retainer in deferred share units (DSUs). Directors can also elect annually to receive any other cash compensation they're entitled to receive (cash portion of the board retainer, chair retainers, travel fees and the stipend, if applicable) as DSUs. In 2025, directors received 90% of the total board compensation as DSUs. Compensation in the form of DSUs is at risk since DSUs can be redeemed only upon a director retiring from the board and the redemption amount of DSUs depends on the market value of our shares.

Director Compensation Benchmarking and Peer Group Review

To be competitive with the market, total compensation for directors is targeted at the 50th percentile of a peer group of companies. We benchmark director compensation against the same group of companies we use to benchmark executive compensation. For information on our peer group companies, see page 63.

The governance and risk committee is responsible for reviewing director compensation periodically, and at least every two years facilitates that review through an independent compensation consultant. In late 2025, the governance and risk committee engaged Meridian, the board's external compensation consultant, to conduct a review of our director compensation against our peer group. Following the review, Meridian determined that our director compensation was 5% below market median and our Board Chair compensation was positioned 2% below market median. Meridian recommended a marginal increase in the director (including Board Chair) annual retainer by \$25,000 based on several factors, including that with current market positioning and the market median trending up, and with Finning reviewing director compensation only every two years, the director retainer increase is designed to offset expected market movement and keep director compensation near median until then. With respect to director share ownership requirements, Meridian noted that prevalent market practice is to structure share ownership guidelines as a multiple of the board retainer and that Finning's fixed dollar approach, with two and five year targets, is less common. To better align with market practice and signal even stronger alignment with shareholder interests, Meridian recommended the board adopt share ownership guidelines equal to 3x the annual cash and equity retainer, to be achieved within five years.

Following its review of the director compensation program and all relevant factors, in November 2025, the board, on the recommendation of the governance and risk committee, approved, effective January 1, 2026: (i) an increase in the annual director retainer to \$270,000 (from \$245,000) and the Board Chair retainer to \$435,000 (from \$410,000), while maintaining 60% of the annual retainer in the form of equity (DSUs) and 40% cash and; (ii) revising the director share ownership requirements by eliminating the two-year requirement and changing the 5-year requirement to be 3x the annual cash and equity retainer for all directors (including the Board Chair).

Effective January 1, 2026, the revised board retainers are:

Board retainer	Amount
Board Chair (includes an equity retainer of \$261,000 in DSUs)	\$435,000
All other directors (includes an equity retainer of \$162,000 in DSUs)	\$270,000

All committee chair retainers, travel fees and the daily stipend are unchanged from the 2025 fee schedule detailed above.

About director deferred share units

Directors receive 60% of their board retainer as an equity retainer in DSUs, which increases the alignment of our directors' interests with shareholder interests. Directors can also choose to receive their other cash compensation in DSUs.

DSUs are notional units that track the value of Finning common shares. They earn dividend equivalents as additional units at the same rate as cash dividends paid on our common shares. There are no voting rights attached to DSUs. DSUs are issued at fair market value (the weighted average price per share at which board lots of Finning common shares have traded on the day preceding the issue date). Additional DSUs granted as dividend equivalents are based on the fair market value of our common shares on the trading day before the dividend payment date.

DSUs vest immediately and can only be redeemed after a director retires or resigns from the board. Directors can choose to receive the redemption amount in cash or, if permissible under applicable law, in Finning common shares. If a director chooses to receive shares, we purchase them on the TSX. Directors have until December 31 of the year after they leave the board to redeem their DSUs.

2025 Director compensation

The table below shows the compensation paid to our independent directors in 2025, including the portion they received as DSUs. For compensation paid to the President and CEO, who is also a director, please see the information beginning on page 74.

	Board retainer	Committee chair retainer ¹	Other fees ²	Total compensation	Allocation of fees earned		
					Cash	DSUs ^{3,4}	% received as DSUs (excludes reinvested dividends)
Robert Atkinson ⁵	\$99,198	–	\$6,000	\$105,198	–	\$105,198	100%
James Carter ⁶	\$150,934	–	–	\$150,934	\$60,374	\$90,560	60%
Mary Lou Kelley	\$245,000	–	\$6,000	\$251,000	–	\$251,000	100%
Andrés Kuhlmann	\$245,000	\$20,000	\$6,000	\$271,000	–	\$271,000	100%
Harold Kvisle ⁶	\$90,192	–	\$1,500	\$91,692	–	\$91,692	100%
Stuart Levenick ⁶	\$90,192	–	\$1,500	\$91,692	–	\$91,692	100%
Michael Putnam	\$245,000	–	\$9,000	\$254,000	\$107,000	\$147,000	58%
John Rhind	\$245,000	\$12,637	\$6,000	\$263,637	–	\$263,637	100%
Charles Ruigrok	\$349,258	\$7,363	\$3,000	\$359,621	–	\$359,621	100%
Edward Seraphim	\$245,000	\$25,000	–	\$270,000	–	\$270,000	100%
Manjit Sharma	\$245,000	–	\$6,000	\$251,000	\$104,000	\$147,000	59%
Nancy Tower	\$245,000	\$20,000	\$3,000	\$268,000	–	\$268,000	100%
Total	\$2,494,774	\$85,000	\$48,000	\$2,627,774	\$271,374	\$2,356,400	

Notes:

- On May 13, 2025, Mr. Ruigrok was appointed Board Chair and Mr. Rhind succeeded Mr. Ruigrok as chair of the human resources committee. Figures for these directors reflect payment of pro-rata committee chair retainers.
- Other fees include travel fees and tax preparation services for non-resident directors.
- All DSUs are issued at fair market value, being the weighted average price per share at which board lots of Finning common shares traded on the day preceding the grant date.
- Amounts do not include DSUs credited as dividend equivalents on previous grants as they are not considered to be director compensation. See table titled "Outstanding share-based awards" on page 46 for DSUs credited as dividend equivalents to directors in 2025.
- Mr. Atkinson was appointed to the board effective August 5, 2025.
- Messrs. Carter, Kvisle and Levenick each retired from the board effective May 13, 2025.

Outstanding share-based awards

We do not grant options to non-executive directors and none of our non-executive directors hold any options. The following table includes details of outstanding share-based awards (DSUs) held by our non-executive directors as of December 31, 2025, including DSUs granted during 2025. DSUs granted to directors vest immediately but a director cannot redeem DSUs until the director retires or resigns from the board. For outstanding share-based awards granted to the President and CEO, who is also a director, please see the information beginning on page 74.

Share-based awards (DSUs)			
	Value vested during the year ¹		Market or payout value of vested share-based awards not paid-out or distributed ²
	Directors' fees paid in DSUs in 2025	DSUs credited as dividend equivalents in 2025	
Robert Atkinson ³	\$105,198	\$208	\$117,277
James Carter	\$90,560	\$71,907	\$0
Mary Lou Kelley	\$251,000	\$81,519	\$5,380,927
Andrés Kuhlmann	\$271,000	\$59,369	\$3,984,714
Harold Kvisle	\$91,692	\$51,787	\$0
Stuart Levenick	\$91,692	\$24,691	\$0
Michael Putnam	\$147,000	\$4,389	\$391,494
John Rhind	\$263,637	\$10,256	\$855,977
Charles Ruigrok	\$359,621	\$14,514	\$1,211,339
Edward Seraphim	\$270,000	\$62,491	\$4,184,014
Manjit Sharma	\$147,000	\$17,148	\$1,203,713
Nancy Tower	\$268,000	\$25,847	\$1,849,120

Notes:

- 1 Share-based awards – value vested during the year represents the amount of DSUs received by directors during 2025, valued as of the grant dates in 2025. DSUs are issued at fair market value, being the weighted average price per share at which board lots of Finning common shares traded on the day preceding the grant date.
- 2 Market or payout value of vested share-based awards not paid-out or distributed represents all vested DSUs held as of December 31, 2025, valued based on our 2025 year-end closing share price on the TSX of \$74.37.
- 3 Mr. Atkinson was appointed to the board effective August 5, 2025.

Our expectations of directors

We expect our directors to exercise good judgment, act with integrity and comply with our code of conduct (code) and other governance policies.

Ethical business conduct

Finning has earned a strong reputation for business integrity. For over 90 years, our rigorous standards of business conduct have been a key reason why employees work for us, customers and suppliers partner with us and shareholders invest in us.

Our code puts into practice our principles of transparency, ethics and professionalism. It covers areas including ambassadorship, shared commitment and accountability, ethical conduct, inclusion and diversity, human rights, environmentally responsible practices, health and safety, anti-bribery and anti-corruption, business integrity, cybersecurity, artificial intelligence, conflicts of interest and confidentiality.

The code applies to everyone at Finning, including our subsidiaries and affiliates, and we expect our agents, consultants and contractors to act consistently with our code. New employees receive a copy of the code when they are hired, and every year all officers and employees must take training regarding our code, acknowledge their understanding of the code and agree to comply with it. Our directors and our senior executives and financial management are also bound by a second code of ethics, which they are required to sign each year, because they hold an important and elevated role in corporate governance. We have also adopted a supplier code of conduct, which is available on our website (www.finning.com).

Our global ethics committee oversees investigations of reports of suspected code violations. It is a management committee made up of our Compliance Officer (General Counsel and Corporate Secretary), Head of Global Internal Audit, Chief Financial Officer and Vice President, Corporate Controller. Our regional ethics committees investigate suspected violations of the code in the regions and report on their investigations to the global ethics committee. The regional ethics committees include senior executives from finance, legal, human resources and internal audit.

The audit committee monitors compliance with the code. It receives quarterly reports from the global ethics committee on the number and nature of complaints, and specific reports of any suspected violations of the code that may constitute a material risk.

Everyone is responsible for reporting a suspected breach immediately, by contacting their supervisor, manager or local representative. Alternatively, they can file a report in English or Spanish through our ethics and compliance website, call the ethics and compliance helpline or contact our Compliance Officer by email. All reports are treated impartially and confidentially. Our code and our whistleblower policy reinforce that there is no retaliation for anyone who speaks up and acts in good faith.

The code is reviewed annually by management and any revisions are subject to review by the governance and risk committee and approval by the board. The code was last updated in February 2026 and a copy is available on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca).

Share ownership

We require our directors to hold significant equity in Finning to align their interests with those of our shareholders. The table below sets out the director share ownership targets for 2025. Directors must meet these share ownership targets within two and five years after being appointed to the board:

	Two-year target ¹	Five-year target ¹
Board Chair	\$450,000	\$1,300,000
Non-employee directors	\$250,000	\$700,000

Notes:

- As noted on page 44, as part of the board's director compensation benchmarking and peer group review, the board approved changes to the director share ownership guidelines. Effective January 1, 2026, all non-employee directors, including the Board Chair, must hold shares equal to three times the annual combined cash and equity retainer, replacing the previous fixed-dollar thresholds noted above. Directors will have five years from their appointment to the Board to meet this requirement.

Directors can count common shares and DSUs toward meeting the targets. DSUs are included for purposes of determining compliance with our share ownership guidelines because the value of a DSU is tied to our share price on the TSX and DSUs

Key policies

The board is responsible for approving the following key governance policies to ensure our employees and directors maintain our high governance standards:

- code of conduct
- whistleblower policy
- corporate disclosure policy
- code of ethics for senior executive and financial management
- policy on share trading, hedging and use of material information
- compensation clawback policy
- global anti-bribery and anti-corruption policy
- board inclusion and diversity policy
- global political contributions policy
- global sustainability policy

Copies of these policies are posted on our website (www.finning.com).

cannot be redeemed until a director leaves the Finning board. We determine compliance in the case of DSUs using the market value (based on our year-end closing share price on the TSX) or the grant date value (whichever is higher).

If a director does not meet the share ownership target by the required date or fails to maintain the minimum required, the governance and risk committee will review the matter with the board and recommend a course of action, which may include increasing the proportion of the total retainer received in DSUs until the guideline has been met.

Our Corporate Secretary reviews our directors' equity holdings at year-end and reports on the compliance results to the governance and risk committee. The 2025 review found that all directors have met or are on track to meeting their share ownership requirements. The table below shows each director's equity holdings at the end of 2025 compared to the previous year. The market value is based on our 2025 year-end closing share price on the TSX of \$74.37.

	Equity ownership						Market value Dec 31, 2025 (\$)	2025 Share ownership requirement (\$)	Meets 5-year ownership requirement
	As at Dec 31, 2025		As at Dec 31, 2024		Net change				
	Shares	DSUs	Shares	DSUs	Shares	DSUs			
Robert Atkinson ¹	–	1,577	–	–	–	1,577	117,281	700,000	By August 2030
Mary Lou Kelley	–	72,353	–	66,275	–	6,078	5,380,893	700,000	yes
Andrés Kuhlmann	–	53,580	–	47,514	–	6,066	3,984,745	700,000	yes
Michael Putnam ²	–	5,264	–	2,488	–	2,776	391,484	700,000	By May 2029
John Rhind	–	11,510	–	6,523	–	4,987	855,999	700,000	yes
Charles Ruigrok ³	–	16,288	–	9,643	–	6,645	1,211,339	1,300,000	By May 2030
Edward Seraphim	1,400	56,259	1,400	50,173	–	6,086	4,288,100	700,000	yes
Manjit Sharma	–	16,185	–	13,178	–	3,007	1,203,678	700,000	yes
Nancy Tower	700	24,864	700	19,470	–	5,394	1,901,195	700,000	yes

Notes:

- 1 Mr. Atkinson was appointed to the board effective August 5, 2025 and has until August 5, 2030 to meet his five-year target.
- 2 Mr. Putnam was elected to the board on May 7, 2024 and has until May 7, 2029 to meet his five-year target.
- 3 Mr. Ruigrok was appointed Board Chair effective May 13, 2025 and has until May 13, 2030 to meet his five-year target.

Attendance

We expect directors to attend all board meetings and all of their committee meetings. If a director's attendance record falls below 75%, the board will reconsider the eligibility of the director to stand for re-election. The table below shows the 2025 director attendance record.

	Total 2025 attendance	Committee meetings				
		Board meetings	Audit	Governance and risk	Human resources	Safety, environment and social responsibility
Robert Atkinson ¹	100%	3 of 3 (100%)	–	–	1 of 1 (100%)	1 of 1 (100%)
James Carter ²	100%	3 of 3 (100%)	–	–	–	–
Mary Lou Kelley	100%	6 of 6 (100%)	–	–	4 of 4 (100%)	4 of 4 (100%)
Andrés Kuhlmann	100%	6 of 6 (100%)	4 of 4 (100%)	–	–	4 of 4 (100%)
Harold Kvisle ²	100%	3 of 3 (100%)	–	2 of 2 (100%)	2 of 2 (100%)	–
Stuart Levenick ²	57%	2 of 3 (67%)	1 of 2 (50%)	1 of 2 (50%)	–	–
Kevin Parkes	100%	6 of 6 (100%)	–	–	–	4 of 4 (100%)
Michael Putnam ³	92%	5 of 6 (83%)	4 of 4 (100%)	–	–	4 of 4 (100%)
John Rhind ⁴	100%	6 of 6 (100%)	–	–	4 of 4 (100%)	4 of 4 (100%)
Charles Ruigrok ⁵	100%	6 of 6 (100%)	–	2 of 2 (100%)	2 of 2 (100%)	–
Edward Seraphim ⁶	100%	6 of 6 (100%)	4 of 4 (100%)	2 of 2 (100%)	–	2 of 2 (100%)
Manjit Sharma	100%	6 of 6 (100%)	4 of 4 (100%)	4 of 4 (100%)	–	–
Nancy Tower	100%	6 of 6 (100%)	–	4 of 4 (100%)	4 of 4 (100%)	–

Notes:

- 1 Mr. Atkinson was appointed to the board and to the human resources and safety, environment and social responsibility committees effective August 5, 2025.
- 2 Messrs. Carter, Kvisle and Levenick each retired from the board effective May 13, 2025.
- 3 Mr. Putnam was unable to attend the ad hoc board meeting held on May 5, 2025 due to a scheduling conflict.
- 4 Mr. Rhind became chair of the human resources committee effective May 13, 2025.
- 5 Mr. Ruigrok ceased being chair of the human resources committee and a member of the governance and risk committee when he was appointed Board Chair on May 13, 2025. He attended various committee meetings in his capacity as Board Chair during 2025.
- 6 Mr. Seraphim moved from the safety, environment and social responsibility committee to the governance and risk committee meeting effective May 12, 2025.

Serving on other boards

Except as described below, we do not limit the number of other public company boards our directors can serve on, but we expect directors to fulfill their responsibilities and commitment to the Finning board. Before they join another public company's board, our independent directors are required to obtain the approval of the Board Chair and the chair of the governance and risk committee, who will take into account, among other things, our conflict of interest policies and governance best practices, including whether the board position would cause the director to be considered "over-boarded" under applicable corporate governance standards.

Our governance and risk committee, in consultation with the Board Chair, approves in advance any public company, and, if material in nature, private company board positions proposed to be held by the President and CEO. The President and CEO will generally be limited to serving on one public company board, in addition to the Finning board.

Interlocks

The governance and risk committee reviews all directorships and interlocks when it assesses director independence and makes a recommendation based on its assessment to the board. As of March 20, 2026, no directors or director nominees are members of the same board of directors of another public company.

Skills and development

We expect all of our directors to have senior leadership experience and a familiarity with our industry, as well as skills and experience in three core areas:



Skills matrix

The governance and risk committee maintains a skills matrix to track the key skills and experience of individual directors and the expertise of the board as a whole, and to identify any gaps. The matrix is also a tool to identify the desired skills when recruiting new directors. When joining the board, and annually thereafter, directors complete the skills matrix which includes detailed skills and experiences that support the categories in the table below. The tiered rating system within the matrix assists the governance and risk committee to differentiate between directors with significant experience versus more limited exposure to a particular skill or experience. The governance and risk committee also considers director diversity and key competencies expected of all directors. See page 40 for more information about our board composition and renewal.

Our director nominees bring an array of skills and experience to the board. All nominated directors have chief executive officer or senior officer experience, and experience developing strategy and leading business growth and transformation. Director nominees with significant experience (self-assessed as good to strong) in each area are highlighted below. Each director nominee's top five skills are highlighted in yellow. You can read about each nominee in the director profiles beginning on page 21.

Director skill: ✓ Top area of expertise: ✓

Robert Atkinson
 Mary Lou Kelley
 Andrés Kuhlmann
 Kevin Parkes
 Michael Putnam
 John Rhind
 Charles Rüggrok
 Edward Seraphim
 Manjit Sharma
 Nancy Tower

Key skills and experience										
Executive leadership and strategy has experience as a CEO or senior executive of a publicly listed company or major international organization with experience developing strategy, driving strategic direction, and managing growth	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business growth and transformation has senior executive experience in: driving growth (organic or mergers and acquisitions); leading significant strategic change; capital markets; innovation / disruption in a sector; or brand excellence sales and marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
International business and cultural perspective has experience with companies that operate in the same international jurisdictions as Finning and a thorough understanding of business, cultural, regulatory and political requirements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry experience has experience as a senior executive in the following industries: mining, large construction, infrastructure, forestry, power generation, or alternative energies, or has experience operating a major dealership or working within Caterpillar operations or as a major global customer dealing with Caterpillar products	✓		✓	✓	✓	✓	✓	✓	✓	✓
Operational expertise has experience as a senior executive overseeing operations, including knowledge and experience with: international manufacturing, heavy equipment, distribution, supply chain, retail, used or rental	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Digital, technology and cybersecurity has experience overseeing areas of: digital analytics, emerging technologies, including artificial intelligence; technology solutions for customer support; technical systems; or cybersecurity		✓		✓	✓					✓
Financial leadership, accounting and audit has experience as a CFO, CPA, senior financial consultant or financial expert, or other significant experience with financial accounting, risk management, forecasting, planning, reporting and internal controls	✓			✓	✓	✓	✓	✓	✓	✓
Risk management has senior officer or other significant experience with respect to enterprise risk management systems and processes, establishing risk tolerance, modern risk management processes and the relationship between risk and strategy	✓		✓	✓	✓	✓	✓	✓		✓
Human capital, compensation, talent and culture has a thorough understanding from senior executive experience of talent management, succession, compensation, human resources and organizational culture	✓	✓		✓	✓	✓	✓	✓	✓	✓
Board governance has experience as a board member of a publicly listed company or a private company of similar scope and scale to Finning		✓	✓		✓		✓	✓	✓	✓
Communications and stakeholder relations has experience in communications and stakeholder engagement, including government, investment community, media and investor relations	✓		✓	✓	✓	✓	✓	✓		✓
Sustainability, ESG and health and safety has experience in a leadership role overseeing sustainability, including environmental, social and governance (including climate change), diversity, equity and inclusion, and/or overseeing health and safety	✓		✓		✓	✓	✓	✓		✓

Director development

We design our director orientation and education programs to inform and educate our directors on a range of topics so they are better equipped to deal appropriately with issues that may arise during their tenure, make more informed decisions and perform their duties as a member of the Finning board generally.

The governance and risk committee oversees the program, which includes putting together materials, resources and sessions on corporate governance matters as well as on our business, strategy, operations and current issues facing the business.

Director orientation

The orientation process begins with prospective directors. As part of the on-boarding process, we provide information about Finning's culture and strategy, board composition, director compensation and the board mandate, which outlines the key responsibilities of directors.

New directors receive training and access to the board portal, which provides important orientation materials such as the board policy manual, board and committee meeting materials, key policies and communications materials. They also receive detailed information about Finning and our business, and new directors meet with senior management to receive briefings and materials on:

- our business and strategic plans
 - key strategic risks and risk management
 - our operations
 - governance and legal matters
 - compliance programs
 - treasury (funding position, arrangements and policies)
 - financial reporting and accounting policies and procedures.
- Director orientation also includes visits to plant sites and facilities where appropriate.

Continuing education

Each director is responsible for staying informed about our business and external developments that could have an impact on Finning. Senior management provides regular updates to the board about our business, including financial, business and strategic information, Environmental, Social and Governance (ESG) topics, cybersecurity, artificial intelligence (AI), operations, as well as recent developments and other issues. Outside advisors, key customers and suppliers may make presentations on specific topics or developing issues, and directors visit plant sites and facilities from time to time to gain additional insight into our business.

We provide information about emerging corporate governance trends and best practices and other relevant information through presentations to the board, advise directors of outside educational opportunities, and directors receive paid memberships to professional organizations like the Institute of Corporate Directors.

Our 2025 education program focused on the following areas:

Topic	Presenter	Attendees
Corporate strategy, operations & sustainability		
Global strategy session and updates <ul style="list-style-type: none">• 2023 Investor Day strategy and targets – simplify, prioritize and empower• Strategy execution progress and market considerations• ERM risk and scenario review, including disruptive risks and cybersecurity• Tariffs and global trade review• Canadian political and economic landscape	President & CEO, Chief Financial Officer, regional Dealer Principals and Vice President Finance, Capital Markets and Corporate Development	Board
Updates on Argentina, Chile and Bolivia: social, political, economic, and business operations	CIBC Capital Markets	
Facility and safety tours at Finning facilities and branches in Calama, La Negra and Antofagasta, Chile	Finning leadership team and Finning South America management	Board
Mining business in South America	President, Finning South America and Vice President, Mining, Finning South America	Board
Three-year safety strategy, including a serious injury and fatality (SIF) prevention roadmap	Vice President, Global EH&S	Safety, environment & social responsibility committee
Canada Indigenous engagement	Director, Global Sustainability	Safety, environment & social responsibility committee
Community investment	Director, Global Sustainability	Safety, environment & social responsibility committee
Sustainability updates – sustainability actions and ESG governance	Director, Global Sustainability	Safety, environment & social responsibility committee
Global greenhouse gas reduction action planning and target tracking quarterly updates	Director, Global Sustainability	Safety, environment & social responsibility committee

Topic	Presenter	Attendees
Climate and sustainability related reporting developments updates (Canada, EU and UK)	Vice President, Corporate Controller	Audit committee
Regulatory updates	General Counsel and Corporate Secretary	Governance and risk committee
Accounting and assurance updates	Vice President, Corporate Controller	Audit committee
Global tax update	Global Head of Tax	Audit committee
Risk management processes, global top risks, emerging risks, and World Economic Forum 2025 risk report	Chief Financial Officer and Vice President, Finance, Capital Markets and Corporate Development	Governance and risk committee and Board
Human rights risk management review reports	General Counsel and Corporate Secretary and Vice President, Corporate Controller (head of Risk)	Governance and risk committee
Investor relations and shareholder engagement update	Vice President, Finance, Capital Markets and Corporate Development	Governance and risk committee
Quarterly tariff overview and action plans	Chief Financial Officer	Governance and risk committee, audit committee and/or Board
Executive officer participation on outside boards and community involvement	General Counsel and Corporate Secretary	Governance and risk committee
Technology		
Cybersecurity update and business continuity plans	Chief Financial Officer and Vice President, Information Technology	Audit committee
Deep dive on cybersecurity (including impact of artificial intelligence) and business continuity plans	Vice President, Information Technology and Vice President, Supply Chain, Finning South America	Board
Digital deep dive – approach to physical availability and customer digital onboarding	Head of Mining Solutions and Technology, Head of Technology Enablement and Strategy, Director, Service Operations and Director, Customer Digital Enablement	Board
Human resources		
Trends and developments in executive compensation	Meridian Compensation Partners	Human resources committee
Update on people and culture strategy execution	Chief Financial Officer	Human resources committee
Global and regional diversity and talent updates	Chief Financial Officer, President, Finning South America, Vice President, Human Resources, Finning South America and Vice President, People and Culture, Finning Canada	Human resources committee

Some directors also attended external education sessions, including education sessions provided by organizations such as the Institute of Corporate Directors, the Canadian Coalition for Good Governance and the Canadian Chamber of Commerce. Sessions attended in 2025 covered the following topics, among others:

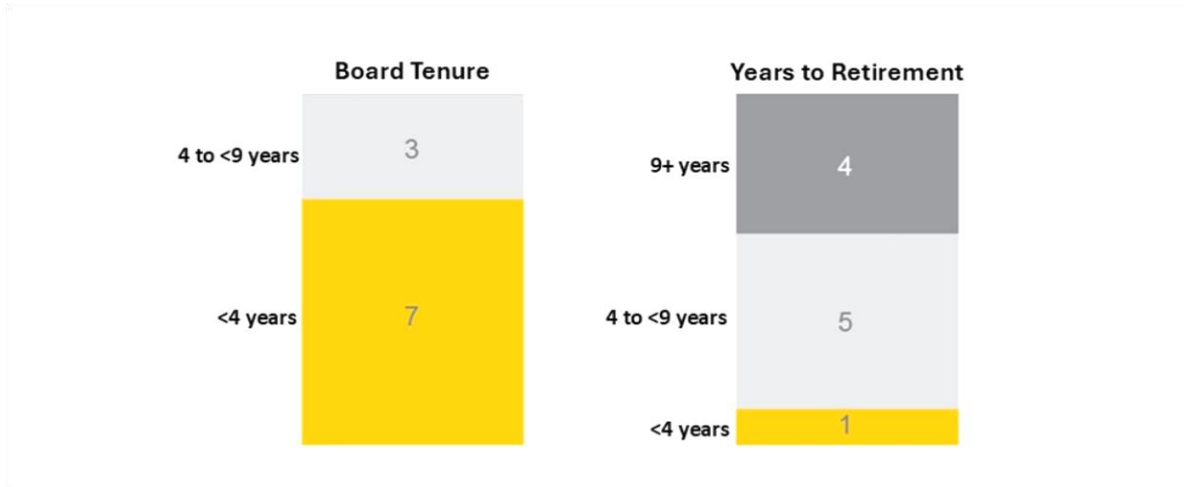
- artificial intelligence
- cybersecurity
- board governance
- tariffs, trade and geopolitical uncertainty
- Canadian and global economic outlook
- employee health, safety and wellbeing
- talent development and succession planning
- natural gas markets
- information technology governance

Retirement and term limits

Pursuant to our retirement policy, when directors turn 72 years old, they are no longer eligible to stand for re-election at the next annual meeting and will retire from the board. The board can waive this requirement if a qualified replacement director has not been identified after a thorough search, or if the director's retirement would have a material impact on Finning because it would mean losing a unique set of skills.

The board has not adopted term limits because it would risk losing directors with a deep understanding of our company, business and strategic relationships. The board believes that it has achieved healthy renewal through ordinary turnover and its retirement policy. In the past eight years, nine new independent directors have been recruited to the board. More recently, in the last three years, four new independent directors were recruited to the board: Charles Ruigrok in 2023, John Rhind and Michael Putnam in 2024, and Robert Atkinson in 2025. This significant board renewal activity facilitated the board's longer-term board succession plan to address the retirements of several longer-serving directors under our retirement policy, including James Carter, Harold Kvisle and Stuart Levenick at the 2025 annual meeting.

All ten of our current directors are standing for election or re-election at the 2026 annual meeting. The average tenure of the proposed board is 3 years and 10 months. Seven of our ten director nominees have served on our board for less than four years.



Executive compensation

This section of the circular discusses our executive compensation program and the 2025 pay decisions for our most highly compensated senior officers.

Our named executive officers (named executives or NEOs) for 2025 are:

- **Kevin Parkes**, President and Chief Executive Officer (President and CEO)
- **David Primrose**¹, Chief Financial Officer (CFO)
- **Greg Palaschuk**², Former Chief Financial Officer (Former CFO)
- **Tim Ferwerda**, President, Finning Canada
- **Juan Pablo Amar**, President, Finning South America
- **Gary Megarrell**, Managing Director, Finning UK and Ireland

Notes:

¹ Mr. Primrose was appointed Chief Financial Officer effective June 12, 2025.

² Mr. Palaschuk resigned as Chief Financial Officer effective June 12, 2025 and continued to serve in an advisory capacity until July 31, 2025.

The human resources committee has reviewed and approved the content of this section. We encourage you to read this section before you decide how to vote on our advisory vote on executive pay.

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Message from the Board Chair and chair of the human resources committee

Fellow shareholders,

Our board of directors and the human resources committee provide business oversight and accountability while ensuring there is strong alignment between executive compensation and corporate strategy, business results and shareholder interests. That means we're tasked with making sure what we pay Finning's executives is aligned with market practices, links to both short-term and long-term performance, serves to retain and motivate executives to achieve excellence, and supports longer term stability and growth. Above all, we want to ensure our compensation programs support our purpose and values while building shareholder value.

2025 compensation for our named executives

Strong overall performance in 2025 on the measures set under our short-term incentive plan led to achievement of an overall score calculated at 122% of target. Our continued focus on improving return on invested capital (ROIC) and our strong relative total shareholder return (rTSR) over 2023 – 2025 resulted in the performance share unit (PSU) component of our long-term incentive plan paying out above target.

You can find a full discussion of the year's compensation decisions, including details on 2025 salaries and our short-term and long-term incentive plans, beginning on page 65.

Senior leadership in 2025

Finning's senior leadership team continued to evolve in 2025 as part of our long-term succession planning and commitment to strengthening organizational capability. Under the leadership of President and CEO Kevin Parkes, the company advanced several key transitions designed to support strategic execution and deepen leadership bench strength. In June 2025, David Primrose was appointed Executive Vice President and Chief Financial Officer, succeeding Greg Palaschuk, who departed the company following a planned transition period ending July 31, 2025. Mr. Primrose brings 37 years of experience at Finning across multiple senior roles, positioning him well to guide the company's financial strategy and ongoing simplification efforts.

We also advanced leadership renewal across our regional operations, with long-tenured Finning leaders stepping into expanded roles. Tim Ferwerda assumed the role of President of Finning Canada after successfully leading our UK and Ireland business; he marks 9 years with the company in 2025. Gary Megarrell, a 26-year Finning veteran, was appointed Managing Director of the UK and Ireland, bringing deep operational and commercial experience to the region. In South America, Juan Pablo Amar continued to provide strong leadership and operational discipline, supported by his 33 years with Finning. Collectively, these transitions highlight our focus on developing internal talent, ensuring continuity, and reinforcing stability during a period of leadership changes. They also demonstrate the depth of experience within our organization and our commitment to positioning the company for long-term success.

Alignment with shareholder interests

Most of our executives' pay is variable or at risk, to motivate strong performance and align their interests with our shareholders' interests.

We continued to demonstrate a strong link between pay and performance in 2025, with 84% of Mr. Parkes' target total direct compensation at risk and an average of 73% of target total direct compensation at risk for our other named executives. Total direct compensation includes base salary, 2025 short-term incentive and long-term incentive awards.

Our executives are subject to share ownership requirements, so they have a significant interest in our future success and are exposed to the same share price volatility that our shareholders experience. All named executives have met or exceeded, or are on track to achieving, their share ownership requirements. For more details, please see page 61.

Advisory vote on executive pay

We've held an advisory vote on executive pay every year since 2011 as part of our commitment to strong corporate governance practices and engaging with shareholders. We've consistently received a strong vote in favour of our approach to executive compensation, and last year, 95.78% of our shareholders voted in support of our approach to executive compensation. The human resources committee, as part of its mandate, continuously reviews and adjusts, as appropriate, our executive compensation program to ensure alignment with objectives and support by shareholders.

The next section of the circular discusses our executive compensation program and the 2025 pay decisions for our most senior officers in more detail. We encourage you to read this section before you decide how to vote your shares. We welcome your feedback on executive compensation at any time and encourage you to participate in the advisory vote.

/s/ Charles Ruigrok

Charles Ruigrok
Board Chair

/s/ John Rhind

John Rhind
Human Resources Committee Chair

Finning's compensation principles

Finning's executive compensation philosophy is driven by nine core principles designed to align executive pay with our overall business strategy.

While actual performance targets and metrics may vary from year to year, the following principles relating to the program have remained consistent.

Core principles

1 Focus the executive team on building shareholder value	Our incentive plans focus the executive team on financial metrics that we consider are key drivers of shareholder value. Our short-term incentive plan focuses on profitability (EBIT margin or EBIT %), invested capital (IC), and product support growth. Our long-term incentive plan includes ROIC, relative total shareholder return (rTSR), and product support growth. Our share ownership requirements help to further align executives' interests with our shareholders' interests.
2 Link executive compensation and performance	Executive compensation varies from year to year depending on corporate, business unit and individual performance measured against performance objectives set at the beginning of the year.
3 Designate a significant portion of executive compensation to at-risk pay	The majority of executive compensation is variable or at-risk, with minimum performance thresholds. Payouts from incentive awards are higher when performance exceeds expectations and lower when performance is below expectations.
4 Focus the executive team on building the business over the medium and longer term	Our long-term incentive plan focuses on achieving results with a medium to longer-term view, with an emphasis on sustainable growth and resilience.
5 Focus the executive team on employee health and safety	Safety is an important component of the annual incentive plan structure. As part of corporate policy, even if the safety target is achieved in a given year, the safety component of the incentive plan is not paid out to named executives if there has been an employee fatality.
6 Establish an incentive structure that is straightforward and easy to understand	We use a limited number of metrics for the incentive plans, to drive a strong focus and not dilute the overall effect of the incentive structure.
7 Focus the incentive structure on quantitative metrics	Our incentive plans use quantitative financial and operational metrics that are aligned with our broader strategy and priorities, in areas the executive team can reasonably influence.
8 Encourage and reward the executive team for teamwork	A significant portion of the short-term incentive award is tied to corporate and business unit performance.
9 Develop compensation programs that do not encourage inappropriate risk-taking	Our executive compensation program provides a balance of fixed and variable pay and is designed to increase long-term value without encouraging excessive risk-taking. Our incentive plans use quantitative financial and operational metrics that are aligned with our broader strategy. Incentive plan payouts are capped and can be clawed back. Executives are required to own Finning equity.

The nature of our business requires some level of risk-taking. As shown in the table below, our compensation policies and programs are designed to increase long-term value without encouraging excessive risk-taking. For more information on compensation governance and the role of the human resources committee, please see page 59.

What We Do

- ✓ **Independent compensation committee** – All of the members of our human resources committee are independent and have experience in compensation as a former or current CEO or senior executive officer
- ✓ **Independent compensation consultant** – The human resources committee uses an external independent advisor who provides independent advice on executive compensation plan design, compensation governance and compensation best practices
- ✓ **Share ownership requirements** – Executives have share ownership requirements, so they have an interest in our future success and are exposed to the same share price volatility that our shareholders experience
- ✓ **Clawback policy** – If an employee's gross negligence, fraud or intentional misconduct causes or significantly contributes to our having to make a material financial restatement, Finning officers may have to repay incentive compensation they received
- ✓ **Use of discretion** – The human resources committee reviews situations where there are significant variances to our annual operating plan that have a clear positive or negative impact on short-term incentive payouts
 - the committee may use its discretion to increase or decrease the size of an award
- ✓ **Balanced program structure** – Our compensation program includes a balanced mix of short, medium and long-term compensation components with an emphasis on quantitative measures to provide a holistic assessment of performance
- ✓ **Overlapping performance cycles** – Our performance share unit plan, which comprises 50% of our long-term incentive plan for executives, has overlapping performance cycles, which encourages sustained long-term performance
- ✓ **Payout maximums** – Payouts are capped at a maximum level of performance for both our short-term and long-term incentive plans to discourage excessive risk-taking
- ✓ **Stress-testing and back-testing** – We test the incentive plan metrics and weightings, looking back historically and at potential future outcomes based on different performance scenarios to make sure the plan designs are sound and result in intended outcomes
- ✓ **Change-in-control provisions** – We have a double-trigger payment requirement for our NEOs
 - cash benefits are only payable if two events occur – a change-in-control and the executive terminates their employment for good reason

What We Don't Do

- ✗ Allow repricing or backdating of stock options
- ✗ Count unexercised stock options or unvested Performance Share Units (PSUs) towards the share ownership requirement
- ✗ Offer excessive severance – agreements are in place for the President and CEO and other named executives that limit the amount of severance provided upon termination and/or a change-in-control
- ✗ Provide payouts if performance is below threshold levels
- ✗ Allow executives or directors to purchase financial instruments that are designed to hedge or offset a decrease in the market value of equity securities granted to them as compensation, or Finning securities that they hold directly or indirectly
 - we also prohibit the use of hedging to offset the value of shareholdings for executive and director share ownership requirements
- ✗ Offer excessive pension, perquisites and benefits

Compensation governance

The human resources committee oversees the development of our executive compensation plans, philosophy, guidelines and policies and regularly reviews them to make sure we maintain a strong link between pay and performance. It also provides oversight on human resources, inclusion and diversity and talent management strategies, and provides input to the board on planning for leadership succession at Finning.

For more information on the human resources committee's mandate, please see page 32.

Qualified and experienced

Each member of the human resources committee must have knowledge and experience in human resources and compensation so they can make a meaningful contribution to the work of the committee. All members of the human resources committee are independent and have experience in compensation as a former or current CEO or senior executive officer. The relevant qualifications and experience of the members of the human resources committee in 2025 are set out below:

	Executive leadership and strategy	Human capital, compensation, talent and culture	International business and cultural perspective	Governance / risk management	Industry experience	Operational expertise	Sustainability, ESG, and health and safety	Other human resources committees
John Rhind (chair) ¹	✓	✓		✓	✓	✓	✓	
Robert Atkinson ²	✓	✓	✓		✓	✓	✓	
Mary Lou Kelley	✓	✓	✓	✓		✓		✓
Harold Kvisle ³	✓	✓		✓		✓		✓
Charles Ruigrok ⁴	✓	✓		✓	✓	✓	✓	
Nancy Tower	✓	✓		✓		✓		✓

Notes:

1 Mr. Rhind became chair of the committee on May 13, 2025.

2 Mr. Atkinson became a member of the committee on August 5, 2025 when he was appointed to the board.

3 Mr. Kvisle did not stand for re-election in 2025 and ceased being a member of the committee on May 13, 2025.

4 Mr. Ruigrok ceased being a member and chair of the committee when he became Board Chair on May 13, 2025.

The committee meets in-camera without management present at each committee meeting. It also sets aside time at each meeting to meet with senior management.

You can read more about the individual committee members' relevant skills and experience in the director profiles beginning on page 21.

Independent advice

The human resources committee receives independent advice on governance, executive compensation plan design and best practices as additional input in its decision-making process.

The committee has retained Meridian Compensation Partners (Meridian) since 2014 as an independent consultant on executive compensation. Meridian is accountable to the committee and performs work on its behalf. In its role as the committee's independent advisor, Meridian may also be asked to review work performed by other external compensation consulting firms.

In 2025, Meridian met with the committee to discuss key compensation topics, including executive and director compensation trends and regulatory updates. They did not provide any services to the company, or to any of its directors or management, other than in the areas of executive and director compensation-related consulting.

The table below shows the fees paid to Meridian in 2025 and 2024:

	2025	2024
Executive and director compensation-related fees	\$55,083	\$34,719
All other fees	n/a	n/a
Total	\$55,083	\$34,719

For information on our compensation approach for directors, please see page 44.

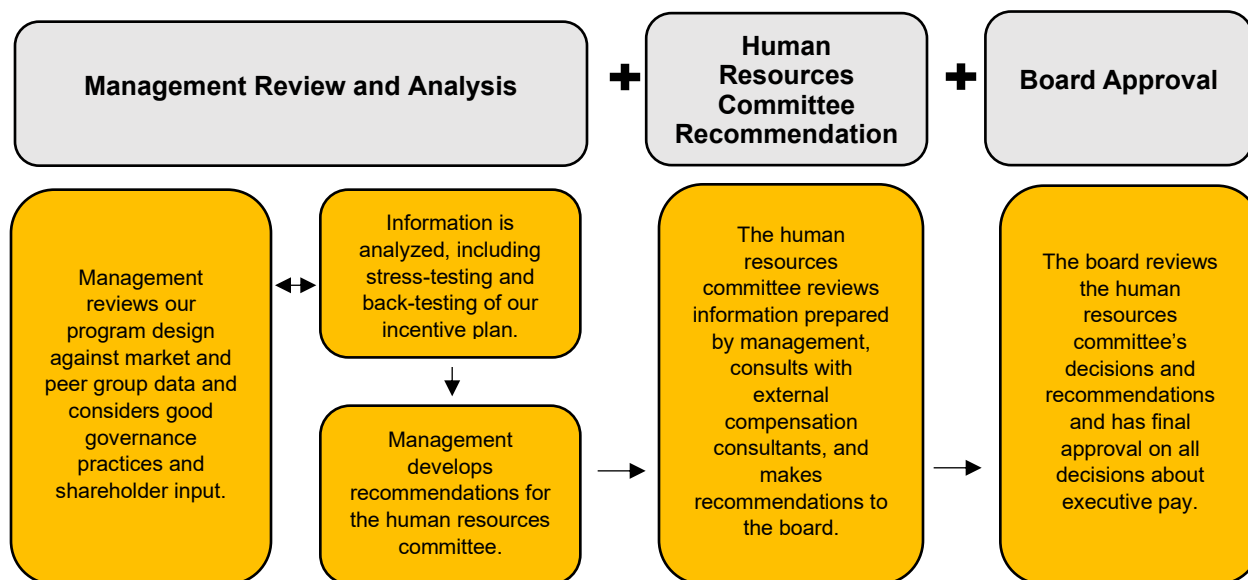
Managing compensation risk

The nature of our business requires some level of risk-taking. Our compensation policies and programs are designed to increase long-term value without encouraging excessive risk-taking. You can read more about many of the key features, practices and policies relating to our executive compensation program that help to manage risk and limit excessive risk-taking on page 64.

The human resources committee has been conducting an annual compensation risk assessment, with annual reviews performed by external compensation consultants, since 2012. Following our 2025 review, the committee believes that our compensation policies and practices do not pose any risks that could have a material adverse effect on Finning or our shareholders.

Decision-making process

The chart below shows how management, the human resources committee and the board work together to design, recommend, approve and implement executive compensation program decisions.



Review and Analysis

Compensation planning and performance targets are integrated with our overall corporate strategy and annual operating plan. At the beginning of the year, our review process includes a multi-phased approach to incorporate economic, market, historical and internal performance factors. Stress-testing is conducted by looking at potential payout outcomes over a number of performance scenarios. Back-testing is also conducted to make sure compensation plan designs are sound and result in intended outcomes.

At the end of the year, the President and CEO reviews each named executive's performance against the executive's objectives and completes a detailed performance review and compensation recommendation for each named executive, for review with the human resources committee.

Recommendations

The committee considers current and emerging market trends in executive compensation and the competitive positioning of Finning's compensation plan relative to our compensation peer group to determine the appropriate level of compensation for each named executive. The committee also sets the incentive plan measures and targets, taking into consideration the President and CEO's recommendations and discussions with the board.

In its decision-making, the committee also considers our financial performance, shareholder input, market pay practices and current and past compensation, as well as the advice of external compensation consultants.

The committee reviews the President and CEO's performance, prepares a performance review and compensation recommendation and presents these to the board for review and approval.

Also, the committee reviews the performance of the other named executives and considers time in the role, demonstrated leadership competence, oversight of strategic projects and initiatives, as well as the President and CEO's recommendations and performance reviews regarding the other named executives.

Board Approval

The board approves the corporate strategy and our annual operating plan, which drive the approved budget and performance objectives for corporate, business unit and individual performance.

The board reviews Finning's performance, the President and CEO's performance and the human resources committee's decisions and recommendations regarding executive compensation. It has final approval on all decisions about executive pay and can use its discretion to adjust the final awards up or down.

Share ownership

We require executives to meet share ownership requirements, so they have a significant interest in our future success. They must meet their requirements within five years of assuming their position and maintain the minimum required ownership level while at Finning. If the executive is promoted to a higher level, they will have another five years to meet the higher incremental ownership requirement.

Position	Ownership requirements (as a multiple of salary)
President and CEO	5x
Executive Vice President	2.5x
Senior Vice President	1.5x
Vice President	1x

Equity ownership includes common shares, restricted share units (RSUs) and deferred share units (DSUs). Executives in Canada and the UK can elect to redirect any portion of the cash payment of their short-term incentive into a DSU plan on a pre-tax basis until they meet their share ownership requirement. Executives make the election before the start of each fiscal year.

The table below sets out the share ownership of each named executive as at December 31, 2025. All named executives have met and exceeded, or are on track to achieving, their share ownership requirements. No data is presented for Mr. Palaschuk, as he ceased to be subject to share ownership requirements when he departed the company on July 31, 2025.

	Ownership Requirement (Multiple of Salary)	Common Shares		DSUs		RSUs		Actual Multiple (Total Holdings) ¹	Compliance Due Date
		Value	Units	Value	Units	Value	Units		
Kevin Parkes	5x \$5,665,000	\$4,545,271	61,117	\$585,366	7,871	\$6,309,105	84,834	10.1x \$11,439,742	Nov. 16/27
David Primrose	2.5x \$1,785,635	\$2,423,941	32,593	\$471,655	6,342	\$1,422,326	19,125	6.0x \$4,317,922	Dec. 31/23
Tim Ferwerda	2.5x \$1,500,000	\$1,153,925	15,516	\$241,405	3,246	\$1,243,913	16,726	4.4x \$2,639,243	Aug. 23/26
Juan Pablo Amar ²	2x \$1,257,552	\$2,274,830	30,588	\$0	-	\$1,282,511	17,245	5.7x \$3,557,341	Dec. 30/24
Gary Megarrell ³	2.5x \$1,036,125	\$173,951	2,339	\$86,641	1,165	\$576,962	7,758	2.0x \$837,554	Dec. 31/29

Notes:

- The total holdings shown were calculated using the market value of our common shares based on our 2025 year-end closing share price on the TSX of \$74.37 and unit values rounded to the nearest whole number. We do not include stock options to determine compliance with our share ownership requirements because we do not consider them as equity until they are exercised and retained as common shares. PSUs are not included because vesting is contingent upon meeting performance conditions over a three-year period. Vested DSUs and unvested RSUs count towards an executive's ownership requirement. DSUs are not paid out until the holder leaves the company and RSUs have a three-year cliff vesting design, meaning the holder must be employed by Finning for at least three years for their RSUs to vest. Upon vesting, RSUs are paid out and are then no longer included to determine compliance with our share ownership guidelines. You can read more about our RSUs and DSUs on page 73.
- Mr. Amar's share ownership multiple is lower compared to other Executive Vice Presidents because Chilean tax rules do not allow a payout from our short-term incentive plan to be redirected to a DSU plan on a pre-tax basis. The 20% reduction in his share ownership requirement reflects this tax item and equalizes the share ownership requirements for all Executive Vice Presidents on an after-tax basis.
- Mr. Megarrell is on track to achieving his share ownership requirement; his compliance due date is December 31, 2029.

Compensation discussion and analysis

Philosophy and approach

At Finning, we believe in the importance of aligning executive compensation with our corporate strategy, business results and shareholder interests.

In this spirit, we offer a competitive compensation program that allows our leaders to share in the company's financial success when they deliver performance to drive our strategic priorities and generate long-term value for our customers, employees, and shareholders.

Compensation is designed to meet five objectives:

- 1 **Attract** individuals who have the leadership and management skills to drive the future growth and success of Finning
- 2 **Retain** talented and valued members of the executive team
- 3 **Motivate** executives to achieve excellence in their respective areas of responsibility and together as a team
- 4 **Reward** executives for their individual and collective contributions to Finning's success and provide a strong link between compensation and the interests of Finning and our shareholders
- 5 **Support** the health and the wellbeing of the members of the executive team

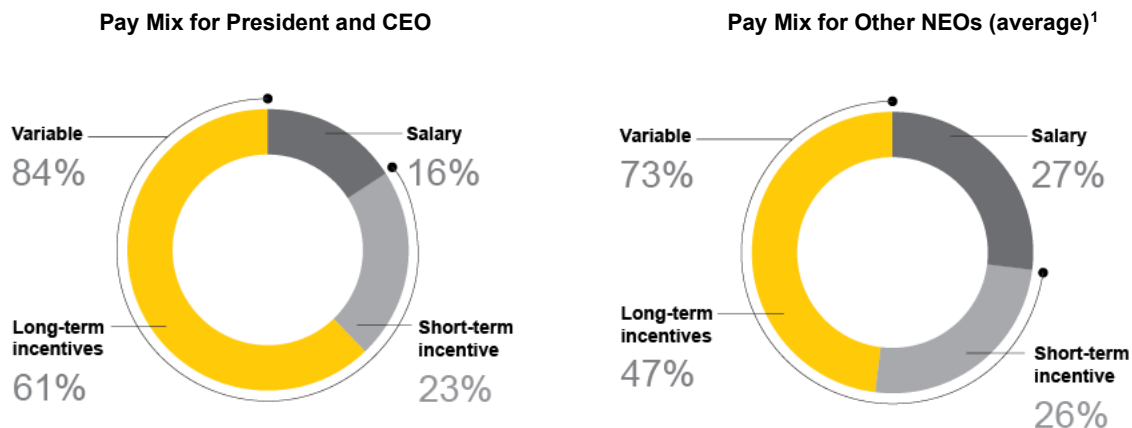
Pay for performance

Our senior executive team plays a key role in executing our short and long-term goals and maintaining our unwavering commitment to our people and their safety. This understanding shapes our approach to providing a competitive total rewards package for our named executives.

Most of what we pay our executives is variable or at-risk, to motivate strong performance and align the interests of our executives with the interests of our shareholders.

Incentive awards focus on the achievement of corporate, business unit and individual performance goals. They do not encourage excessive risk-taking, and their value is not guaranteed.

The images below show the breakdown of 2025 total direct compensation for our President and CEO, Mr. Parkes, and our other current named executives. Individual profiles of our named executives, including 2025 actual pay mix summaries, can be found beginning on page 74.



Note:

- 1 Pay mix data shown for Messrs. Primrose, Ferwerda, Amar, and Megarrell. It includes only the current CFO, who served in the role for the majority of the year; the former CFO is excluded.

Benchmarking

We compare our compensation structure and each component against a peer group as a general guide for setting compensation levels and the pay mix for our named executives. We monitor the relevance of our peer group by reviewing key statistics such as revenue, assets, and market capitalization on a regular basis. We use the same compensation peer group for our executives as for the board.

We target the median (50th percentile) of the total compensation offered by companies in our peer group. Our executives can earn more through higher payouts from incentive awards when performance exceeds expectations and less when performance is below expectations.

The human resources committee applies the following general criteria to select appropriate peer companies:

- Similar in size, based on revenue, assets and/or market capitalization
- Industries that face similar dynamics (such as heavy equipment distributors or industries affected by commodity cycles)
- Publicly traded, national Canadian companies with global operations and consideration given to U.S. companies, if viewed to be particularly relevant (e.g., global heavy equipment distributors)

An initial screen is conducted of companies that meet the above criteria. The human resources committee then conducts a qualitative review of the composition of the peer group. Additional refinements may be made to the peer group to ensure Finning is reasonably positioned on an overall size basis and to ensure the group accurately reflects the diverse set of companies we compete with for executive talent.

Setting executive compensation

We consider compensation for similar roles at a compensation peer group, we target median compensation of that peer group, and we consider other factors such as macroeconomic conditions, local labour market considerations, work experience, complexity of the role and internal equity.

Compensation peer group

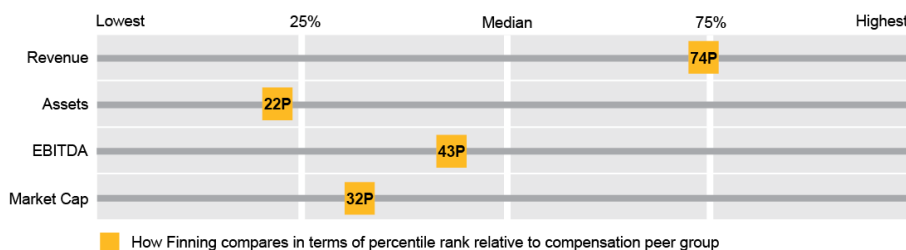
The 2026 compensation peer group, listed below, remains consistent with 2025, except that Parkland Corp. is not included due to its 2025 acquisition by Sunoco LP.

Company	Industry
AGCO Corporation	Agriculture/farm machinery
AtkinsRéalis Group Inc.	Construction and engineering
Bombardier Inc.	Aerospace and Defense
Gibson Energy Inc.	Energy
Kinross Gold Corporation	Materials
Lundin Mining Corporation	Materials
Methanex Corporation	Commodity chemicals
Oshkosh Corporation	Construction machinery and heavy trucks
RB Global, Inc.	Industrials
Russel Metals Inc.	Trading Companies and Distributors
Stantec Inc.	Research and consulting services
Teck Resources Limited ¹	Diversified metals and mining
Terex Corporation	Construction machinery
TFI International Inc.	Industrials
Toromont Industries Ltd.	Trading/distributors
West Fraser Timber Co. Ltd.	Forest products
WSP Global Inc.	Construction

Notes:

- 1 In September 2025, Teck Resources Limited entered into an agreement to merge with Anglo American plc. The transaction has not closed as of the date of this circular.

How Finning compares against the current compensation peer group on key financial measures:



Compensation program

We offer a competitive compensation package that balances salary with short and long-term incentives and indirect compensation that includes pension, perquisites, and other benefits.

Our incentive compensation plans are designed to link compensation to the full spectrum of our business goals, including short-term goals and other goals that may take several years or more to achieve.

		Link to program objectives	Key features	Read more
Fixed pay	Salary	<ul style="list-style-type: none"> standard element in executive compensation packages important element for attracting and retaining individuals who have the leadership and management skills to drive further growth and success of our business only portion of total direct compensation that is not “at-risk” 	<ul style="list-style-type: none"> provides a stable source of income competitive with the market 	Page 65
	Short-term incentive	<ul style="list-style-type: none"> cash-based annual incentive encourages executives to focus on specific corporate, business unit and individual goals that support our short-term operational business priorities 	<ul style="list-style-type: none"> target opportunity set as a percentage of salary awarded only if threshold performance levels are met payout capped to avoid excessive risk-taking 	Page 66
Variable (at-risk) pay	Deferred compensation (deferred share units or DSUs)	<ul style="list-style-type: none"> equity-based compensation directly aligned with shareholders executives who have not yet met their share ownership requirement may elect to receive a portion of their short-term incentive award in DSUs also may be granted to executives in special situations 	<ul style="list-style-type: none"> may only be redeemed after the executive retires or leaves the company settled in cash 	Page 73
	Long-term incentives			Page 69
	Performance share units or PSUs	<ul style="list-style-type: none"> equity-based incentive that links compensation to building of long-term shareholder value balances short-term operating focus with long-term strategic financial goals aligns the long-term financial interests of executive management with the interests of our shareholders 	<ul style="list-style-type: none"> designed to reward executives for achieving specific targets for corporate return on invested capital (ROIC), and rTSR goals and product support growth (PSG), each year in a three-year period settled in cash only if threshold performance levels are met payout capped to avoid excessive risk-taking 	Page 70
	Stock options	<ul style="list-style-type: none"> equity-based incentive that links executive pay to the achievement of Finning’s long-term objectives as reflected in growth in Finning’s share price focuses on creating long-term shareholder value 	<ul style="list-style-type: none"> vest over three years expire after seven years help retain executive talent only have value if our share price rises settled in equities 	Page 73
Indirect pay	Restricted share units or RSUs	<ul style="list-style-type: none"> equity-based incentive that aligns the long-term financial interests of executive management with those of our shareholders 	<ul style="list-style-type: none"> three-year cliff vesting help retain executive talent settled in cash 	Page 73
	Pension	<ul style="list-style-type: none"> critical element of a total rewards program helps attract and retain executive talent 	<ul style="list-style-type: none"> eligible senior executives receive retirement benefits through a defined contribution plan¹ 	Page 73
	Perquisites and other benefits	<ul style="list-style-type: none"> help keep total rewards program competitive 	<ul style="list-style-type: none"> perquisites are limited 	Page 73

Note:

¹ Prior to January 1, 2010, executives were enrolled in a registered defined benefit pension plan and an executive supplementary income plan (ESIP). These plans were closed to new entrants on January 1, 2010. Mr. Primrose participates in these plans.

To protect both Finning and the named executives, we have employment agreements in place for our named executives, allowing them to focus their efforts on creating sustainable performance.

Executive compensation decisions for 2025

President and CEO compensation

The Board reviewed the President and CEO's compensation for 2025 in accordance with the company's pay-for-performance philosophy and its competitive positioning relative to the executive peer group. In recognition of Mr. Parkes' strong performance since assuming the CEO role in November 2022, and to maintain market competitiveness, the Board approved a 3% increase to his base salary effective April 1, 2025.

2025 Approved Compensation Element	Mr. Parkes
Salary	\$1,133,000
Target Short-Term Incentive %	120%
Target Total Cash ¹	\$2,492,600
Target Long-Term Incentive	\$4,000,000

Note:

1 Target total cash = salary + target short-term incentive.

2025 Salary Decisions – Other NEOs

During 2025, Mr. Primrose did not receive an annual increase effective April 1, 2025; however, his salary was increased in June 2025 in connection with his appointment as Chief Financial Officer. Mr. Palaschuk received a 3% salary increase effective April 1, 2025. Mr. Ferwerda's salary was increased and changed to a Canadian-dollar salary, effective January 1, 2025, following his relocation and role change to President, Finning Canada; he did not receive an additional April 1 increase. Mr. Amar received CPI-based salary adjustments consistent with all Chilean employees, with the CAD value reflecting the CLP to CAD exchange rate as of December 31, 2025. Mr. Megarrell's salary was increased effective January 1, 2025, in connection with his promotion to Managing Director of Finning UK and Ireland; he did not receive an additional April 1 increase.

	2025 approved salary	2024 salary	2025 increase
David Primrose	\$714,254	\$608,813	17% ¹
Greg Palaschuk	\$714,254	\$693,450	3%
Tim Ferwerda	\$600,000	\$458,606	31% ²
Juan Pablo Amar	\$607,936	\$620,713	-2% ³
Gary Megarrell	\$393,953	\$305,469	29% ⁴

Notes:

- 1 Reflects promotional increase effective June 2025; no annual increase was provided on April 1, 2025.
- 2 Reflects a salary increase effective January 1, 2025 in connection with Mr. Ferwerda's relocation and role change to President, Finning Canada. The CAD value for the 2024 salary reflects applicable GBP/CAD exchange rate of 1.6784.
- 3 Decrease reflects inflationary adjustments that all Chilean employees receive and a change in CLP/CAD exchange rate from 0.0016 to 0.0015.
- 4 Reflects a salary increase effective January 1, 2025 in connection with Mr. Megarrell's promotion to Managing Director, UK and Ireland. The CAD values reflect applicable GBP/CAD exchange rates of 1.7509 (2025) and 1.6784 (2024).

Short-term incentive plan

The short-term incentive plan rewards executives for achieving corporate, business unit and individual performance targets important to Finning's business and shareholders. The metrics for the short-term incentive are set at the beginning of each year. Target awards are set as a percentage of salary. Mr. Palaschuk is not included, as he resigned during the year and was not eligible for a short-term incentive award.

	2025 Target Short-Term Incentive (as a % of salary)	Potential payout range (as a % of salary)	Performance mix		
			Corporate	Business unit	Individual
Kevin Parkes	120%	0-240%	85%		15%
David Primrose	80%	0-160%	85%		15%
Tim Ferwerda	80%	0-160%	25%	60%	15%
Juan Pablo Amar	80%	0-160%	25%	60%	15%
Gary Megarrell	70%	0-140%	25%	60%	15%

Our short-term strategic priorities are integrated with our annual operating plan through budget drivers and operational expectations.

Performance targets under the short-term incentive plan vary from year to year depending on business and market conditions and are approved by the board, following review and recommendation by the human resources committee. Targets are set as part of our annual planning process and consider economic, market, historical and internal performance factors, as well as risks and opportunities. These include factors such as changes in commodity prices, potential upside and downside to market activity in mining, construction and the oil sands, and other considerations including government, customer and political factors in our geographies.

Executives can earn more when performance exceeds the pre-determined targets. There is no payout on a metric if performance is below threshold. Payouts are capped at a maximum level of performance to discourage excessive risk-taking.

2025 Corporate metrics for the short-term incentive

The short-term incentive plan continues to be anchored in a set of corporate performance metrics designed to reinforce our strategic priorities and drive sustainable results. How they are calculated and why they are important are described below.

What we measure	How it's calculated	Why it's important
EBIT % (35%)	Earnings before interest and income taxes (EBIT) as a percentage of revenue for the last twelve months	Maintains focus on profitability and operational excellence. Cost management and our market leadership and service excellence priorities are factors within our control that impact EBIT
Invested capital (IC) (35%)	Total assets less total liabilities, excluding net debt (short-term and long-term debt, net of cash and cash equivalents) as at December 31 each year	Aligned with our full cycle resilience strategy, the focus on invested capital will enable us to deliver more reliable and consistent earnings through all market conditions
Product support growth rate (PSG) (15%)	Revenue generated from parts, service, and technology solutions. The annual growth rate is the full year product support revenue compared to the prior year's product support revenue	Maintains focus on execution of our product support growth strategy, a key driver of long-term value, and provides a metric that's easier for employees to understand and impact In contrast with the PSG metric in the long-term incentive plan, which focuses executives on a long-term strategy that grows product support, PSG in the short-term incentive is a metric that applies to most salaried employees, which creates broad organizational momentum behind immediate actions to grow product support
Safety: Serious injury and fatality potential (SIFpo) (15%)	The total number of incidents with the potential to cause a serious injury (life altering, life threatening) or fatality Fatality qualifier – any fatality that occurs within a region impacts payout	SIFpo provides valuable information to help us understand our vulnerability to SIF-Actual incidents. It enables continuous learning and improvement around having critical controls in place to keep people safe even when things go wrong

The table below shows our 2025 financial and non-financial targets, thresholds and maximums for the short-term incentive along with the resulting 2025 corporate metrics score. The targets were set and approved in February 2025.

We benefited from steady customer activity and ongoing progress against our strategic priorities. In this context, our corporate performance metrics were set to reflect the momentum achieved in 2024 and our continued advancement toward our targets set at our 2023 Investor Day.

Consistent with prior years, we continued to use an expanded performance range (both threshold and maximum) for our short-term incentive targets to address the uncertainty and volatility expected in the market, and the aggressiveness of our objectives.

Metric and Weighting	Threshold (50%)	Target (100%)	Maximum (200%)	2025 result⁴
EBIT % payout ^{1,3} (35%)	7.6%	8.5%	9.4%	8.2%
IC payout ^{2,3} (\$ millions) (35%)	4,575	4,159	3,727	4,292
PSG rate payout ^{1,3} (15%)	2.6%	5.0%	7.4%	8.9%
SIFpo (15%)	672	739	840	1,110 ⁵
2025 corporate metrics score				122.45%

Notes:

- 1 These are specified financial measures. Please see page 96 for more information.
- 2 These are non-GAAP financial measures. Please see page 96 for more information.
- 3 For the purpose of the short-term incentive calculation:
 - Management recommended excluding from EBIT for EBIT % payout the following items:
 - Write-off of intangible assets following an evaluation of the business needs of our operations, including an alignment with Caterpillar's digital and technology strategy; and
 - Severance costs for headcount reductions related to consolidation efforts and changes to our organizational structure focused on non-revenue generating positions, primarily in selected back office and technology roles.
 - Management recommended excluding from invested capital for IC payout the following item:
 - The net pension benefit asset (net of deferred tax) in the UK, as it was not in the targets.
 - Management recommended excluding from product support revenue used for PSG rate payout the following item:
 - The impact of Argentina Impuesto PAIS on revenue.
- 4 The human resources committee applied its discretion and agreed to management's recommendations as outlined above.
- 5 Industry partnerships, focused system and process enhancements, and increased employee engagement have significantly improved SIFpo reporting and control. Because SIFpo focuses on measuring *potential* for actual SIF events, it allows us to identify and mitigate areas of risk, therefore, increased reporting is desirable, but a maximum is set to manage appropriate compensation.

Business unit performance

The short-term incentive payment is also based on business unit performance for some executives, depending on their areas of responsibility. In 2025, in addition to the corporate metrics outlined above, business unit level metrics were set for Mr. Ferwerda, Mr. Amar and Mr. Megarrell. These metrics were quantitative in nature and set at a similar degree of difficulty as our corporate metrics. We rely on the exemption in Subsection 2.1(4) of Form 51-102F6 *Statement of Executive Compensation* and as such do not disclose details about our business unit goals on the basis that this information is strategically confidential. The disclosure of these goals could compromise our competitive position and seriously prejudice the company's interests.

For Mr. Ferwerda, business unit performance metrics (at target values) equated to approximately 20% of his 2025 total compensation. For Mr. Amar, business unit performance metrics (at target values) equated to approximately 15% of his 2025 total compensation. For Mr. Megarrell, business unit performance metrics (at target values) equated to approximately 13% of his 2025 total compensation.

Individual performance

While corporate and business unit goals promote teamwork, individual accountability is also an important element in determining the short-term incentive payment.

The President and CEO's personal objectives are approved by the board after considering the recommendation of the human resources committee. The President and CEO approves the personal objectives of the other named executives to make sure they align with our corporate priorities and objectives. We rely on the exemption in Subsection 2.1(4) of Form 51-102F6 and as such do not disclose details about individual personal objectives because this information is strategically confidential, and the disclosure of these objectives could seriously prejudice the company's interests. These objectives were set at a similar degree of difficulty as our corporate metrics. The table below shows the 2025 individual performance score results.

	2025 individual performance score	Weighting
Kevin Parkes	130%	15%
David Primrose	110%	15%
Tim Ferwerda	120%	15%
Juan Pablo Amar	100%	15%
Gary Megarrell	110%	15%

The table below shows the 2025 short-term incentive awards for the named executives.

	2025 Salary ¹ \$	x	2025 Short-term incentive target opportunity (% of salary)	x [Corporate metrics score (0-200%) x weighting	+	Business unit score (0-200%) x weighting	+	Individual score (0-200%) x weighting]	=	2025 short-term incentive award \$	Compared to target
Kevin Parkes	\$1,124,863		120%		122.45%		n/a		130%			\$1,668,161	124%
David Primrose	\$667,455		80%		122.45%		n/a		110%			\$643,868	121%
Tim Ferwerda	\$600,000		80%		122.45%		153.83%		120%			\$676,370	141%
Juan Pablo Amar ²	\$621,541		80%		122.45%		102.09%		100%			\$529,447	107%
Gary Megarrell ³	\$414,450		70%		122.45%		115.34%		110%			\$337,452	116%

Notes:

- 1 Amounts reflect actual salaries earned in 2025.
- 2 Amounts for Mr. Amar were converted from Chilean pesos. Please refer to footnote on page 65 for details.
- 3 Amounts for Mr. Megarrell were converted from British pounds. Please refer to footnote on page 65 for details.

Long-term incentive

The long-term incentive is awarded annually and recognizes the executive's role in driving Finning's business growth, increasing shareholder value and supporting our continued long-term financial success. The award has three components: PSUs, stock options and RSUs.

The target award is set at a level that positions each named executive's total direct compensation at approximately the median (50th percentile) relative to our compensation peer group.

In addition to considering market competitiveness and alignment with our compensation principles, the human resources committee considers several other factors when making their recommendations to the board on the size of annual long-term incentive awards, including:

- retention considerations;
- executive level; and
- future potential of the executive.

The total value of 2025 long-term incentive awards for named executives was higher than in 2024, reflecting the Board's focus on maintaining competitive market positioning and recognizing the executives' continued contributions to the company's strategic progress.

In addition to the annual awards granted in May, two named executives received supplemental long-term incentive grants during the year in circumstances outside the regular grant cycle. Upon his appointment as Chief Financial Officer in June 2025, Mr. Primrose received an additional award to reflect his expanded responsibilities, which included assuming the CFO role while continuing to oversee business support functions he held as Chief Development Officer. Mr. Megarrell also received an additional award in December 2025 in recognition of his expanded mandate supporting the company's global data centre business in Canada and South America – regions that represent significant long-term growth opportunities and are pivotal to the company's strategic priorities. Each supplemental award was granted at the market price on the applicable grant date and approved by the board.

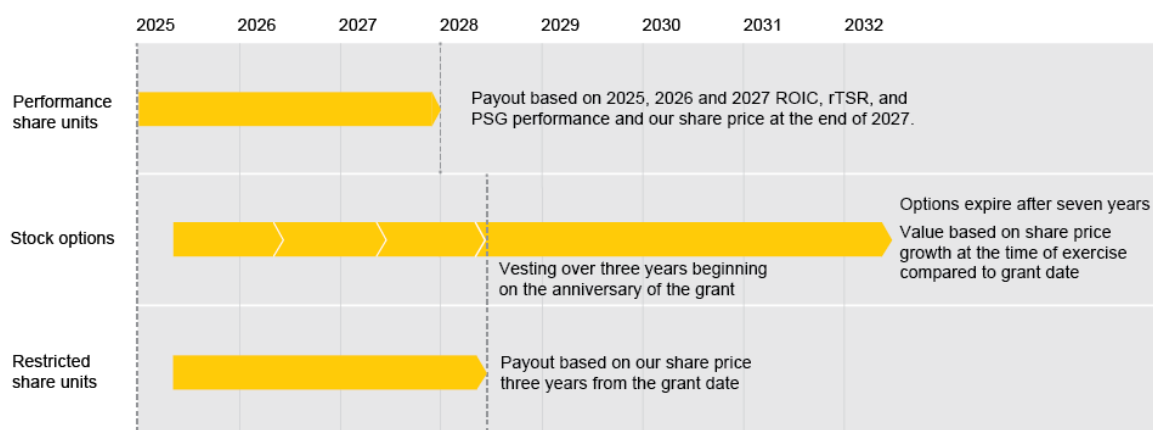
The table below shows what was granted to each named executive in 2025 during our annual long-term incentive award cycle. It shows how the award was allocated and the value of each award based on its grant date value. See the footnotes to the summary compensation table on page 83 for details about how we determined the grant date fair values of PSUs, stock options and RSUs.

	2025 long-term incentive award ¹	Allocation (\$/#)					
		Performance share units (50%)		Stock options (20%)		Restricted share units (30%)	
		value	units	value	units	value	units
Kevin Parkes	\$4,400,000	\$2,200,000	43,859	\$880,000	64,233	\$1,320,000	26,316
David Primrose	\$1,440,000	\$720,000	13,470	\$288,000	19,738	\$432,000	8,082
Greg Palaschuk	\$1,320,000	\$660,000	13,157	\$264,000	19,270	\$396,000	7,895
Tim Ferwerda	\$937,500	\$468,750	9,345	\$187,500	13,686	\$281,250	5,607
Juan Pablo Amar	\$825,000	\$412,500	8,223	\$165,000	12,044	\$247,500	4,934
Gary Megarrell	\$837,500	\$418,750	7,851	\$167,500	11,496	\$251,250	4,710

Note:

1 Mr. Palaschuk received a 2025 long-term incentive award grant; however, the award was forfeited in full upon his resignation.

The image below shows how our long-term incentive awards granted in 2025 pay out over time. Long-term incentives are at-risk pay and their value is not guaranteed. The arrows represent the performance period or term of the relevant incentive, and that the performance of PSUs is calculated over the calendar year and that stock options and RSUs are typically granted in May each year.



Performance share unit plan

PSUs vest after three years and the payout value is based on our financial and relative performance each year in the three-year performance period and the consolidated annual product support growth rate in the first year, the first two years, and the full three years of a grant compared to the product support revenue in the year prior to a grant. The final value of the award depends on our share price at the end of three years, aligning the longer-term interests of executives and our shareholders. PSUs earn additional units as dividend equivalents at the same rate as cash dividends paid on our common shares.

Assessing performance

The 2025 PSU awards vest on December 31, 2027, based on our financial, relative, and product support growth performance, as described below.

What we measure	How it's calculated	Why it's important
Relative performance (25%)		
rTSR compared to the return of companies in the S&P/TSX Composite Index	Combines the appreciation in share price and reinvestment of dividends paid to show the total return to the shareholder, expressed as a percentage	Measures the value an investor receives from common shares over time Shareholders ultimately want to pay management for strong share performance and for outperforming other companies
Product support growth (25%)		
PSG	The actual PSG rate over the first year, the first two years, and the full three years of each vesting period compared to the product support revenue in the year prior to a grant.	Aligns directly with our strategy to grow our product support business, which has the greatest impact on long-term value creation In contrast with the PSG metric in the short-term incentive, which applies to most salaried employees and creates broad organizational momentum behind immediate actions to grow product support, PSG in the long-term incentive plan focuses executives on a long-term strategy that grows product support
Financial performance (50%)		
ROIC	EBIT for the last twelve months divided by average invested capital over the last four quarters, expressed as a percentage	Aligns with our operational priorities, which are directly linked to improving profitability and capital efficiency, and puts a clear focus on factors we can control

2025 PSU Plan Targets

We calculate PSU performance based on our performance against the following targets. There is no payout on a metric if performance is below threshold. If performance meets threshold, the payout amount is set at 50%. If performance exceeds threshold but is below target, or exceeds target, the payout value is calculated on a linear scale between threshold and target, or target and maximum, respectively. Payouts are capped at a maximum level of performance to discourage excessive risk-taking. The annual target, threshold, and maximum values for PSG and ROIC are set at the beginning of each year during the three-year performance period. Threshold, target, and maximum values for rTSR are set in the plan at 25th percentile (or 25P), 50th percentile (or 50P) and 75th (or 75P) percentile, respectively.

rTSR – 25%

Year	Weighting	Threshold (50% payout)	Target (100% payout)	Maximum (200% payout)
2025	33 $\frac{1}{3}$ %	25P	50P	75P
2026	33 $\frac{1}{3}$ %	25P	50P	75P
2027	33 $\frac{1}{3}$ %	25P	50P	75P

PSG – 25%

Year	Weighting	Threshold (50% payout)	Target (100% payout)	Maximum (200% payout)
2025	33 $\frac{1}{3}$ %	1.0%	2.5%	5.0%
2026	33 $\frac{1}{3}$ %	5.1%	5.9%	6.6%
2027	33 $\frac{1}{3}$ %	Targets to be set at the beginning of 2027		

ROIC – 50%

Year	Weighting	Threshold (50% payout)	Target (100% payout)	Maximum (200% payout)
2025	33 $\frac{1}{3}$ %	16.0%	19.0%	22.0%
2026	33 $\frac{1}{3}$ %	18.0%	20.0%	25.0%
2027	33 $\frac{1}{3}$ %	Targets to be set at the beginning of 2027		

We measure our rTSR performance under the plan based on our relative performance compared to companies in the S&P/TSX Composite Index in 2025, 2026 and 2027. We use the volume weighted average trading price of the shares for the 30 trading days before the grant date and the volume weighted average trading price of the shares for the 30 trading days prior to December 31 at the end of each year of the three-year performance period and assume reinvestment of dividends.

PSG performance in 2025 is measured against the actual product support growth rate compared to 2024, in 2026 against the actual two-year growth rate of product support compared to 2024, and in 2027 against the actual three-year growth rate of product support compared to 2024, against targets set at the beginning of each year.

ROIC performance is measured over each of the years 2025, 2026 and 2027 against targets.

At the end of 2027, the vesting of PSUs is contingent upon the achievement of rTSR, PSG, and ROIC performance targets set out above for each of 2025, 2026 and 2027.

We will calculate the payout value of the 2025 PSU awards using the volume weighted average trading price for our shares on the TSX for the five trading days preceding December 31, 2027.

Payout of 2023 PSU awards

Performance targets and results for the 2023 to 2025 cycle are summarized in the following tables:

rTSR¹ – 50%

Year	Threshold (50% payout)	Target (100% payout)	Maximum (200% payout)	Results	Score	Weighting	Performance factor
2023	25P	50P	100P	51P	102%	33 ¹ / ₃ %	102.0%
2024	25P	50P	100P	35P	70%	33 ¹ / ₃ %	70.0%
2025	25P	50P	100P	96P	192%	33 ¹ / ₃ %	192.0%
Average rTSR performance factor for 2023 PSU grant:							121.33%

ROIC for PSU Payout^{2, 3, 4} – 50%

Year	Threshold (50% payout)	Target (100% payout)	Maximum (200% payout)	Results	Score	Weighting	Performance factor
2023	14.3%	20.4%	26.5%	19.3%	91.0%	33 ¹ / ₃ %	91.0%
2024	17.1%	21.4%	25.3%	17.4%	53.5%	33 ¹ / ₃ %	53.5%
2025	16.0%	19.0%	22.0%	20.8%	160.0%	33 ¹ / ₃ %	160.0%
Average ROIC performance factor for 2023 PSU grant:							101.49%

Based on the results outlined above, the resulting performance factor for the 2023 PSU grant is 111.41%.

Notes:

- Payout amounts for the rTSR component of the 2023 PSU award were calculated by using the percentile ranking of our TSR performance in each year of the three-year performance period compared to the TSR of each of the companies that make up the S&P/TSX Capped Industrials Index in each year, provided they were in the index at the beginning and end of each year of the three-year period.
- This is a specified financial measure. Please see page 96 for more information.
- For the ROIC component of the PSU performance factor calculations, management included in the calculation of ROIC for PSU payout, the following items:
 - The results from discontinued operations (comprising the pre-tax gains on sales of 4Refuel and ComTech and the EBIT from discontinued operations up until their dates of disposals on June 30, 2025 and May 15, 2025, respectively); and
 - The average invested capital balances, the invested capital of both 4Refuel and ComTech as of the dates of their disposals.
- For the 2024 ROIC component of the PSU Payout, management recommended excluding from ROIC for PSU payout the higher costs incurred to access U.S. dollars in Argentina during the period of elevated government currency restrictions (entered into blue chip swaps to proactively mitigate currency risk).

The human resources committee applied its discretion and agreed to management's recommendations.

The 2023 PSUs were granted at \$35.46 (the volume weighted average trading price of our shares on the TSX for the five trading days preceding the grant date) and vested on December 31, 2025, based on the three-year average of annual achievement periods shown in the tables above, for the three-year period ending December 31, 2025. The value of each unit upon vesting was \$74.49 (the volume weighted average trading price of our shares on the TSX for the five trading days preceding December 31, 2025).

$$\left[\begin{array}{|c|} \hline \text{Number of} \\ \text{PSUs} \\ \text{granted} \\ \hline \end{array} + \begin{array}{|c|} \hline \text{Number of} \\ \text{PSUs received} \\ \text{as dividend} \\ \text{equivalents}^1 \\ \hline \end{array} \right] \times \begin{array}{|c|} \hline \text{PSU} \\ \text{performance} \\ \text{factor} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{Volume weighted} \\ \text{average trading} \\ \text{price} \\ \hline \end{array} = \begin{array}{|c|} \hline \text{Payout}^{1,2} \\ \hline \end{array}$$

Kevin Parkes	45,121	3,192	111.41%	\$74.49	\$4,009,464
David Primrose	8,531	604	111.41%	\$74.49	\$758,067
Tim Ferwerda	9,694	686	111.41%	\$74.49	\$861,411
Juan Pablo Amar	9,694	686	111.41%	\$74.49	\$861,411
Gary Megarrell	2,664	188	111.41%	\$74.49	\$236,724

Notes:

- Values have been rounded to the nearest whole number.
- Mr. Palaschuk is excluded, as he resigned in 2025 and was not eligible for a payout.

Stock option plan

Stock options strengthen the link between the interests of Finning, our executives, and our shareholders over the longer term.

Stock options are granted to senior executives under our 2005 stock option plan for senior executives. The following is a summary of the key terms of the plan:

Term	Seven years (or less, as determined by the board at the time of grant)
Exercise price	Weighted average trading price of our shares on the TSX on the business day prior to grant
Vesting	Over three years, in three equal tranches beginning on the first anniversary of the grant date
Exercise	Options are generally exercised using a cashless exercise method which involves the option holder voluntarily giving up the right to receive the number of common shares underlying the vested options being exercised with a value equal to the exercise price Common shares underlying options that are cancelled without being exercised continue to be available for issuance upon the exercise of options granted under the plan
Transferability	Cannot be assigned or transferred

Options only have value if our share price is higher than the exercise price when the options are exercisable.

Restricted share unit plan

RSUs encourage a longer-term focus on initiatives and results and are designed to retain executive management. RSUs also align the interests of executives and shareholders as the value of each unit is tied to our share price at the end of the vesting period.

RSUs feature a three-year cliff vesting design, which means an executive must be employed by Finning for at least three years after the grant date for RSUs to vest. This feature of the plan helps to support the retention of executives and encourages a longer-term focus. RSUs earn additional units as dividend equivalents at the same rate as cash dividends paid on our common shares. The award is paid out in cash using the volume weighted average trading price of our shares on the TSX for the five trading days prior to the vesting date.

About executive deferred share units

DSUs are notional units that track the value of Finning common shares but do not entitle the holder to voting rights or to receive shares from treasury.

Executives who have not yet met their share ownership requirements can elect to receive a portion of their short-term incentive in the form of DSUs. The amount can only be up to the amount they need to meet their share ownership requirement and it is redirected on a pre-tax basis.

DSUs vest on grant and may only be redeemed for cash when the executive retires or leaves the company. DSUs earn additional units as dividend equivalents at the same rate as cash dividends paid on our common shares. DSUs are paid out based on the fair market value, defined as the average volume weighted price per Finning common share on the trading day before the redemption date. Executives have until December 15th of the year following their cessation of employment to redeem their DSUs.

The human resources committee may approve grants of DSUs or notional equivalents to senior executives in certain situations. A limited number of such grants have been made in the past and none were made in 2025.

Pension, perquisites, and other benefits

Pension and benefit plans for our named executives generally include:

- defined contribution pension plans in Canada and the UK and Ireland
- an executive supplementary accumulation plan in Canada
- health and dental coverage for employees and dependants
- death and disability benefits
- an employee share purchase plan (ESPP).

The programs may vary between our regions due to local market conditions or regulatory requirements.

You can find more information about our pension plans beginning on page 88.

Senior executives also receive perquisites, which include a car allowance, athletic club dues in some cases, housing allowance in some cases, tax preparation reimbursement and annual executive medical examinations. These items make up a very small portion of the executive's total compensation, but they are an important element in attracting and retaining individuals who have the leadership and management skills to drive the further growth and success of our business. Perquisites also help support the health and wellbeing of our people.

Employee share purchase plan

In all regions, we make a partial matching contribution for contributions employees make to the ESPP. Contributions are made to a fund that is used to automatically purchase Finning common shares on the open market for the benefit of plan participants.

Kevin Parkes | President and CEO

Mr. Parkes became President and Chief Executive Officer of Finning in November 2022 after serving as Chief Operating Officer since April 2022. Over the course of more than two decades at Finning, Mr. Parkes has held progressively senior leadership positions. In 2019, he was appointed President of Finning Canada after holding the position of Managing Director of Finning UK and Ireland. Prior to that, Mr. Parkes served as Director of the Equipment Solutions Division for the UK and Ireland operations. In addition, Mr. Parkes was Chief Executive Officer of Hewden Stuart Plc. from 2010 to 2015, following the sale of this business by Finning in 2010.

Mr. Parkes holds a BA in Business Administration from Staffordshire University. He is a member of the safety, environment & social responsibility committee.



2025 compensation

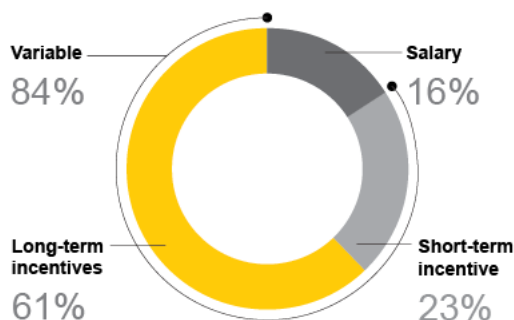
The table below shows Mr. Parkes' total direct compensation for 2025, compared to the two previous years. Please refer to the notes in the summary compensation table on page 83 and in our prior circulars for additional details.

	2025	2024	2023
Fixed pay			
Salary	\$1,124,863	\$1,075,137	\$1,000,000
Variable (at-risk) pay			
Short-term incentive (annual cash bonus)	\$1,668,161	\$1,334,970	\$1,122,480
Long-term incentive			
• Performance share units	\$2,200,000	\$2,000,000	\$1,600,000
• Stock options	\$880,000	\$800,000	\$640,000
• Restricted share units	\$1,320,000	\$1,200,000	\$960,000
Total direct compensation	\$7,193,024	\$6,410,107	\$5,322,480

The figures outlined above are reflective of long-term incentive awards granted during our annual compensation program cycle.

2025 pay mix

The graph below shows the breakdown of Mr. Parkes' total direct compensation for 2025. 84% of Mr. Parkes' 2025 pay was at risk.



2025 Key Performance Highlights

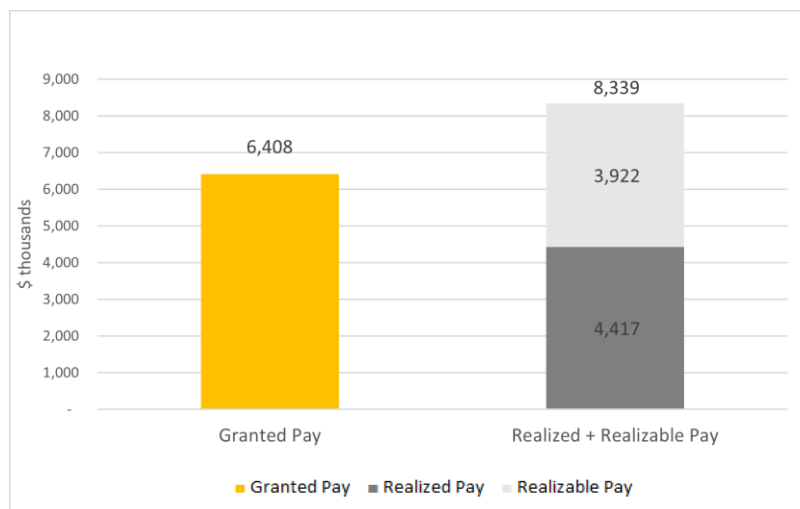
- Delivered 7% revenue growth, reaching \$10.6 billion
- Increased product support revenue by 8%, driven by strong mining activity
- Grew new equipment sales by 7%, supported by demand in all sectors
- Record backlog, reflecting strong order intake
- Completed the divestitures of 4Refuel and ComTech, advancing Finning's strategy to streamline operations and focus on core dealership activities
- Advanced operational excellence initiatives, contributing to improved profitability
- Achieved growth across all regions, reinforcing the strength of the diversified model
- EPS growth of 14% to record level

President and CEO realized and realizable pay

Most of executive pay is variable or at-risk and the value is not guaranteed.

The graph below shows Finning's President and CEO average pay granted for the last five years compared to the average amount received over that five-year period (2021 – 2025) (realized pay) plus the average value of outstanding long-term incentive awards over the same period (realizable pay). The value of the outstanding awards, that is, unvested PSUs (assumed at target or 100%), unvested RSUs and unexercised stock options, is based on our 2025 year-end closing share price on the TSX of \$74.37 and is not guaranteed. Average granted CEO pay for the period was \$6,408,089, while average realized + realizable pay (totalling \$8,339,569) was 30.1% higher. For information on executive compensation and its correlation with Finning's share performance, please see page 81.

Average President and CEO Pay – 2021 to 2025¹



Average President and CEO Pay – 2021 to 2025			
Compensation element	Granted ²	Realized ³	Realizable ⁴
Salary	\$1,119,525	\$1,119,525	–
Short-term incentive	\$1,498,564	\$1,498,564	–
Long-term incentive			
• Performance share units	\$1,895,000	\$1,274,889	\$1,384,412
• Stock options	\$758,000	\$315,050	\$1,275,839
• Restricted share units	\$1,137,000	\$209,469	\$1,261,821
Average total compensation⁴	\$6,408,089	\$4,417,497	\$3,922,072

Notes:

- 1 Average President and CEO compensation includes compensation attributed to our previous President and CEO, L. Scott Thomson, based on employment until November 15, 2022. Compensation for our current President and CEO, Mr. Parkes, is included starting from the effective date of his appointment, November 16, 2022.
- 2 Granted pay: direct compensation (salary earned, actual short-term incentive award and the grant date fair market value of annual long-term incentive awards) reported in our summary compensation table on page 83 and in prior management proxy circulars.
- 3 Realized pay: earned pay (salary earned, actual short-term incentive received, stock options exercised, and vested PSUs and RSUs). Realized pay reflects a 111.41% payout of target for the 2023 PSU award, a 97.2% payout of target for the 2022 PSU award, and a 120.3% payout of target for the 2021 PSU award.
- 4 Realizable pay: reflects the potential realizable value of awards yet to be paid as at December 31, 2025 (unvested PSUs assumed at target (100%), unvested RSUs and unexercised stock option awards) based on our 2025 year-end closing share price on the TSX of \$74.37. These figures are variable and depend on future business performance.

David Primrose | Executive Vice President and Chief Financial Officer

Effective January 1, 2025, Mr. Primrose was appointed Chief Development Officer, and in June 2025 he assumed the role of Chief Financial Officer following the resignation of the former CFO. Over his 37-year career with the company, Mr. Primrose has held a wide range of senior leadership roles, including President for Finning Canada, Executive Vice President of Construction Industries for Finning Canada, Executive Vice President of Mining for Finning Canada, Senior Vice President of Human Resources for Finning International, Vice President of Human Resources for Finning Canada, Managing Director for Finning UK and Ireland, and Divisional Director of Power Systems for Finning UK.

Mr. Primrose is a Chartered Professional Accountant and a Stanford School of Business Executive Education graduate.



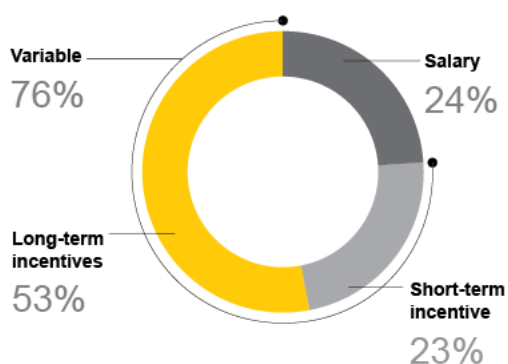
2025 compensation

The table below shows Mr. Primrose's total direct compensation for 2025, compared to the two previous years.

	2025	2024	2023
Fixed pay			
Salary	\$667,455	\$603,694	\$575,039
Variable (at-risk) pay			
Short-term incentive (annual cash bonus)	\$643,868	\$475,431	\$395,733
Long-term incentive			
• Performance share units	\$720,000	\$375,000	\$302,500
• Stock options	\$288,000	\$150,000	\$121,000
• Restricted share units	\$432,000	\$225,000	\$181,500
Total direct compensation	\$2,751,323	\$1,829,125	\$1,575,772

2025 pay mix

The graph below shows the breakdown of Mr. Primrose's total direct compensation for 2025. 76% of Mr. Primrose's 2025 pay was at risk.



Greg Palaschuk | Former Executive Vice President and Chief Financial Officer

Mr. Palaschuk served as Executive Vice President and Chief Financial Officer until his resignation in June 2025. He was appointed CFO in March 2020, and in this role, was responsible for finance, tax, treasury, investor relations, risk management, strategic planning, and business development. After joining Finning in 2014, Mr. Palaschuk held several senior leadership positions, including Vice President of Treasury, Finance Director for Finning UK and Ireland, and Senior Vice President, Commercial and Financial Performance Management for Finning Canada.

Prior to Finning, Mr. Palaschuk was Vice President of natural resources investment banking at Goldman Sachs in Calgary and New York.

Mr. Palaschuk holds a Bachelor of Commerce Degree in Finance (with distinction) from the University of Calgary.



2025 compensation

The table below shows Mr. Palaschuk’s total direct compensation for 2025, compared to the two previous years.

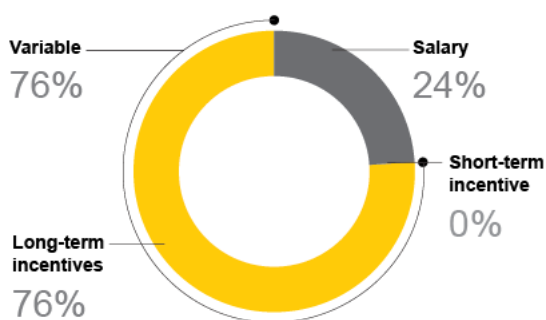
	2025	2024	2023
Fixed pay			
Salary	\$407,768	\$687,620	\$662,912
Variable (at-risk) pay			
Short-term incentive (annual cash bonus)	\$0	\$553,401	\$550,081
Long-term incentive			
• Performance share units	\$660,000	\$660,000	\$600,000
• Stock options	\$264,000	\$264,000	\$240,000
• Restricted share units	\$396,000	\$396,000	\$360,000
Total direct compensation	\$1,727,768	\$2,561,021	\$2,412,993

Note:

Mr. Palaschuk resigned from the company in June 2025. In accordance with the terms of the company’s compensation plans, he was not eligible for a short-term incentive plan payment for the 2025 performance year, and all unvested share-based and option-based awards were forfeited upon his resignation.

2025 pay mix

The graph below shows the breakdown of Mr. Palaschuk’s total direct compensation for 2025. 76% of Mr. Palaschuk’s 2025 pay was at risk.



Tim Ferwerda | President, Finning Canada

Mr. Ferwerda was appointed President, Finning Canada, effective January 1, 2025. He previously served as Managing Director of Finning UK and Ireland, a role he assumed in August 2021 after joining the organization in December 2016 as Director of Sales, Marketing and Distribution. As Managing Director, he led the UK and Ireland operations and, in January 2022, also assumed responsibility for Global Digital Customer Performance. In his role as Director of Sales, Marketing and Distribution, he led the development of customer-centric go-to-market strategies across equipment and product support.

Prior to joining Finning, Mr. Ferwerda spent 19 years with Pilkington (NSG Group), one of the world's largest glass manufacturers, where he held progressively senior leadership positions across sales and marketing, supply chain, and general management in both the original equipment and aftermarket segments of the automotive business.

Mr. Ferwerda holds a MA in Economics from Vrije Universiteit Amsterdam.



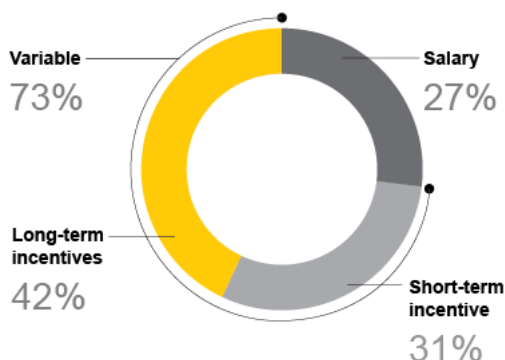
2025 compensation

The table below shows Mr. Ferwerda's total direct compensation for 2025, compared to the two previous years.

	2025	2024	2023
Fixed pay			
Salary	\$600,000	\$469,471	\$415,117
Variable (at-risk) pay			
Short-term incentive (annual cash bonus)	\$676,370	\$443,926	\$241,504
Long-term incentive			
• Performance share units	\$468,750	\$330,000	\$343,750
• Stock options	\$187,500	\$132,000	\$137,500
• Restricted share units	\$281,250	\$198,000	\$206,250
Total direct compensation	\$2,213,870	\$1,573,397	\$1,344,121

2025 pay mix

The graph below shows the breakdown of Mr. Ferwerda's total direct compensation for 2025. 73% of Mr. Ferwerda's 2025 pay was at risk.



Juan Pablo Amar | President, Finning South America

Mr. Amar was appointed President of Finning South America in January 2020. He has responsibility for all of Finning's operations in Chile, Argentina and Bolivia. He joined Finning South America in August 1992 and has worked in various areas and operations and leadership roles as Commercial Manager, Accounting and Taxation Manager, Report Manager and Controller for Finning South America.

In November 2010, Mr. Amar became Vice President of Human Resources, responsible for people strategy, training, organizational development, safety and corporate communications in Finning South America. In February of 2013, he assumed the position of Vice President of Finance, leading areas of legal and insurance, finance, controller, taxes, treasury, collections and internal audit. In March 2017, he took over as Vice President of Operations for Chile and Bolivia, responsible for the growth strategy and operations of those regions.

Mr. Amar is a Certified Public Accountant from Diego Portales University. He has also earned certification in project preparation and evaluation from the University of Chile.



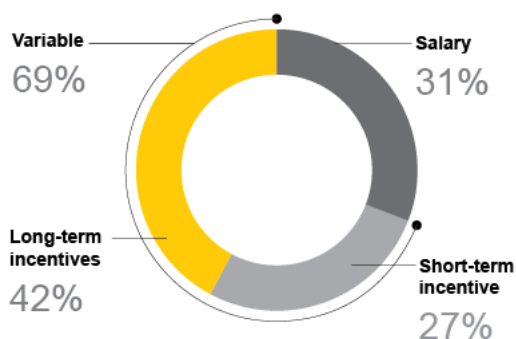
2025 compensation

The table below shows Mr. Amar's total direct compensation for 2025, compared to the two previous years.

	2025	2024	2023
Fixed pay			
Salary	\$619,285	\$587,748	\$579,797
Variable (at-risk) pay			
Short-term incentive (annual cash bonus)	\$529,447	\$579,938	\$509,845
Long-term incentive			
• Performance share units	\$412,500	\$412,500	\$343,750
• Stock options	\$165,000	\$165,000	\$137,500
• Restricted share units	\$247,500	\$247,500	\$206,250
Total direct compensation	\$1,973,732	\$1,992,686	\$1,777,142

2025 pay mix

The graph below shows the breakdown of Mr. Amar's total direct compensation for 2025. 69% of Mr. Amar's 2025 pay was at risk.



Gary Megarrell | Managing Director, Finning UK and Ireland

Mr. Megarrell was appointed Managing Director of Finning UK and Ireland, effective January 1, 2025, after serving as Director of Construction Industries for the region since November 2023. Before that, he served as Director of Power Systems for Finning UK and Ireland, a position he assumed in January 2020, where he played a pivotal role in building Finning's power & energy team and capabilities in the region. With 26 years of experience at Finning and its predecessor companies, Mr. Megarrell brings deep expertise in regional construction and power & energy markets.

Mr. Megarrell holds a Bachelor of Mechanical Engineering and a Postgraduate Diploma in Organizational Management from Queen's University in Belfast.



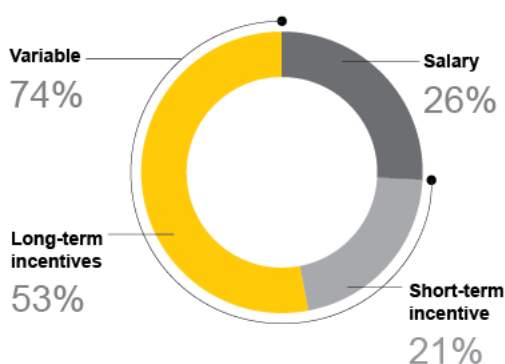
2025 compensation

The table below shows Mr. Megarrell's total direct compensation for 2025, compared to the two previous years.

	2025	2024	2023
Fixed pay			
Salary	\$414,450	\$315,526	\$265,220
Variable (at-risk) pay			
Short-term incentive (annual cash bonus)	\$337,452	\$153,761	\$79,556
Long-term incentive			
• Performance share units	\$418,750	\$87,500	\$94,500
• Stock options	\$167,500	\$35,000	\$37,800
• Restricted share units	\$251,250	\$52,500	\$56,700
Total direct compensation	\$1,589,402	\$644,287	\$533,776

2025 pay mix

The graph below shows the breakdown of Mr. Megarrell's total direct compensation for 2025. 74% of Mr. Megarrell's 2025 pay was at risk.

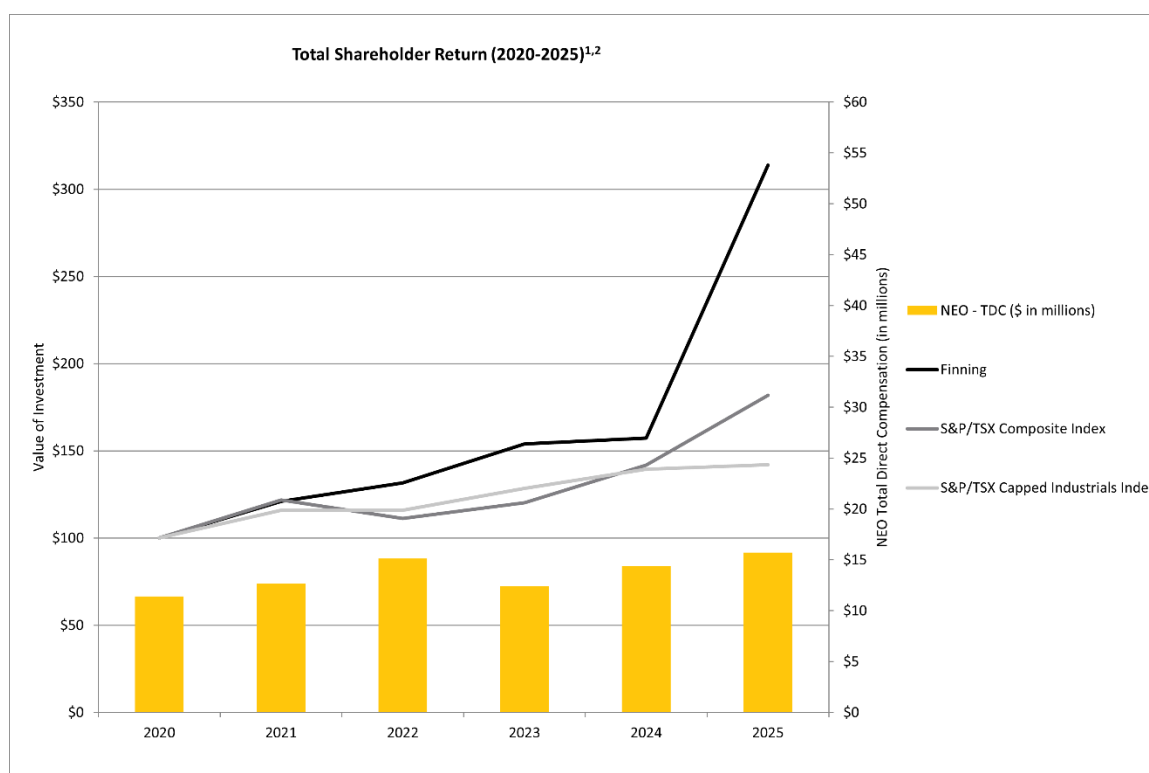


Share performance and executive compensation

Each year, the human resources committee assesses the compensation of our named executives in comparison to Finning's performance, including total shareholder return.

The graph below compares the total shareholder return of \$100 invested in Finning common shares on December 31, 2020 against the total return of the S&P/TSX Composite Index and the S&P/TSX Capped Industrials Index for the five most recently completed financial years, assuming reinvestment of dividends. The graph also shows the total direct compensation awarded to our named executives over the same period.

Executive compensation generally correlates with our share performance, except for year 2023 when total compensation declined slightly compared to higher share performance. This was generally due to changes in NEOs composition from year to year.



	2020	2021	2022	2023	2024	2025
Finning	\$100	\$121	\$132	\$154	\$157	\$314
S&P/TSX Composite Index	\$100	\$122	\$111	\$120	\$142	\$182
S&P/TSX Capped Industrials Index	\$100	\$116	\$116	\$128	\$139	\$142
Total direct compensation awarded to the named executives (\$ millions)	\$11.39	\$12.69	\$15.15	\$12.40	\$14.40	\$15.70

Notes:

- 1 Source: NASDAQ. Total shareholder return for indices is calculated using index values at closing of the last trading day of each year.
- 2 Total shareholder return for Finning includes dividends.

Named executives over this period is as disclosed in the summary compensation table in our management proxy circulars for these years as follows:

2020: L. Scott Thomson, Greg Palaschuk, Kevin Parkes, Juan Pablo Amar, Dave Cummings, Steven Nielsen
 2021: L. Scott Thomson, Greg Palaschuk, Kevin Parkes, Juan Pablo Amar, David Primrose
 2022: L. Scott Thomson, Kevin Parkes, Greg Palaschuk, Juan Pablo Amar, David Primrose, Dave Cummings
 2023 and 2024: Kevin Parkes, Greg Palaschuk, Juan Pablo Amar, David Primrose, Tim Ferwerda
 2025: Kevin Parkes, David Primrose, Greg Palaschuk, Tim Ferwerda, Juan Pablo Amar, Gary Megarrell

Cost of management ratio

The table below shows the total direct compensation provided to NEOs in 2025 compared to 2024, expressed as a percentage of revenue used in cost of management ratio. Total direct compensation awarded to the named executives increased, primarily driven by compensation changes made in 2025 to maintain market competitiveness.

Year	Total direct compensation awarded to the named executives (\$ millions)¹	Revenue used in cost of management ratio^{2,3} (\$ millions)	Cost of management ratio⁴
2025	\$15.70	\$10,591	0.15%
2024	\$14.40	\$10,096	0.14%

Notes:

- 1 In 2025, six named executives are included in the total direct compensation awarded compared to five in 2024.
- 2 This is a non-GAAP financial measure. Please see page 96 for more information.
- 3 As a result of the sales of our interests in ComTech on May 15, 2025 and 4Refuel on June 30, 2025, these businesses qualified as discontinued operations. For the purposes of revenue used in the cost of management ratio, the 2025 results reflect only continuing operations.
- 4 This is a specified financial measure. Please see page 96 for more information.

Executive compensation details

Summary compensation table

The table below sets out the total compensation earned by each named executive in the last three fiscal years ending December 31, 2025, 2024 and 2023.

	Year	Salary	Share awards ¹	Option awards ²	Non-equity incentive plan compensation ³	Pension value ⁴	All other compensation ⁵	Total compensation
Kevin Parkes President and Chief Executive Officer	2025	\$1,124,863	\$3,520,000	\$880,000	\$1,668,161	\$266,879	\$83,662	\$7,543,565
	2024	\$1,075,137	\$3,200,000	\$800,000	\$1,334,970	\$248,769	\$75,282	\$6,734,158
	2023	\$1,000,000	\$2,560,000	\$640,000	\$1,122,480	\$178,725	\$61,769	\$5,562,975
David Primrose ⁶ Chief Financial Officer	2025	\$667,455	\$1,152,000	\$288,000	\$643,868	\$522,000	\$53,023	\$3,326,346
	2024	\$603,694	\$600,000	\$150,000	\$475,431	\$361,000	\$42,950	\$2,233,075
	2023	\$575,039	\$484,000	\$121,000	\$395,733	\$728,000	\$40,262	\$2,344,034
Greg Palaschuk ⁶ Former Chief Financial Officer	2025	\$407,768	\$1,056,000	\$264,000	\$0	\$108,015	\$62,925	\$1,898,708
	2024	\$687,620	\$1,056,000	\$264,000	\$553,401	\$134,716	\$56,177	\$2,751,914
	2023	\$662,912	\$960,000	\$240,000	\$550,081	\$118,614	\$53,557	\$2,585,164
Tim Ferwerda President, Finning Canada	2025	\$600,000	\$750,000	\$187,500	\$676,370	\$126,681	\$201,563	\$2,542,114
	2024	\$469,471	\$528,000	\$132,000	\$443,926	\$19,504	\$80,504	\$1,673,405
	2023	\$415,117	\$550,000	\$137,500	\$241,504	\$12,308	\$82,724	\$1,439,153
Juan Pablo Amar ⁷ President, Finning South America	2025	\$619,285	\$660,000	\$165,000	\$529,447	n/a	\$113,219	\$2,086,951
	2024	\$587,748	\$660,000	\$165,000	\$579,938	n/a	\$103,544	\$2,096,230
	2023	\$579,797	\$550,000	\$137,500	\$509,845	n/a	\$100,697	\$1,877,839
Gary Megarrell ⁸ Managing Director, Finning UK and Ireland	2025	\$414,450	\$670,000	\$167,500	\$337,452	\$85,680	\$25,623	\$1,700,705
	2024	\$315,526	\$140,000	\$35,000	\$153,761	\$56,151	\$21,902	\$722,340
	2023	\$265,220	\$151,200	\$37,800	\$79,556	\$15,967	\$20,326	\$570,069

Notes:

1 Refers to grants of PSUs and RSUs. The total amount reported reflects the combined fair value of all share-based awards granted during the year. PSUs were granted on May 21, 2025 to each of the named executives in the table above (the Annual PSU Grants) and additional PSUs were granted to Mr. Primrose and Mr. Megarrell as further set out below (the Additional PSU Grants). The Annual PSU Grants were calculated by taking the number of PSUs granted multiplied by the volume weighted average trading price of our shares on the TSX for the five trading days preceding the grant date (\$50.16).

The Additional PSU Grants are set out below:

- Mr. Primrose was awarded \$345,000 on August 13, 2025 based on the volume weighted average price of our shares for the five trading days preceding the grant date (\$57.55). The accounting fair value is \$59.67.
- Mr. Megarrell was awarded \$75,000 on December 10, 2025 based on the volume weighted average price of our shares for the five trading days preceding the grant date (\$75.15). The accounting fair value is \$76.31.

The table below sets out the underlying theoretical assumptions and values used to calculate the value of the PSUs. These are different from the values used to determine the accounting fair value for financial reporting purposes, as for accounting purposes, the TSR component of PSUs is measured at fair value using the Monte Carlo model and the ROIC component of PSUs is measured at fair value using the company's share price on the TSX on the grant date.

Assumptions	May 2025	August 2025	December 2025	May 2024	May 2023
Expected term	3 years	3 years	3 years	3 years	3 years
Performance discount at target relative to payout schedule	100%	100%	100%	100%	100%
Share price at grant	\$50.16	\$57.55	\$75.15	\$42.96	\$35.46
PSU value	\$50.16	\$57.55	\$75.15	\$42.96	\$35.46
Accounting fair value at grant	\$50.64	\$59.67	\$76.31	\$44.93	\$40.21

See Incentive plan awards – Value vested or earned during the year on page 86 for the market or payout values at the end of 2025.

RSUs were granted on May 21, 2025 to each of the named executives in the table above (the Annual RSU Grants) and additional RSUs were granted to Mr. Primrose and Mr. Megarrell as set out below (the Additional RSU Grants). The total amount reported reflects the combined fair value of all share-based awards granted during the year. The grant value of the Annual RSU Grants was calculated by taking the number of RSUs granted multiplied by the volume weighted average trading price of our shares on the TSX for the five trading days preceding the grant date: \$50.16 in 2025, \$42.96 in 2024, and \$35.46 in 2023. The accounting fair value is the same.

The Additional RSU Grants are set out below:

- Mr. Primrose was awarded \$207,000 on August 13, 2025 based on the volume weighted average price of our shares for the five trading days preceding the grant date (\$57.55).
 - Mr. Megarrell was awarded \$45,000 on December 10, 2025 based on the volume weighted average price of our shares for the five trading days preceding the grant date (\$75.15).
- 2 Stock options were granted on May 21, 2025 to each of the named executives in the table above (the Annual Stock Option Grants) and additional stock options were granted to Mr. Primrose and Mr. Megarrell as set out below (the Additional Stock Option Grants). The total amount reported reflects the combined fair value of all option-based awards granted during the year. The grant price of stock options is the fair market value on the day prior to the grant date. The Black-Scholes model was used in the valuation of the stock option awards.

The Additional Stock Option Grants are set out below:

- Mr. Primrose was awarded \$138,000 on August 13, 2025 based on the fair market value on the day prior to the grant date.
- Mr. Megarrell was awarded \$30,000 on December 10, 2025 based on the fair market value on the day prior to the grant date.

The table below sets out the underlying theoretical assumptions and values used for the stock option awards. The option value is different from the accounting fair value used for financial reporting purposes. For administrative reasons, the valuation for stock option awards was conducted on April 30, 2025, prior to the grant dates of May 21, 2025, August 13, 2025, and December 10, 2025, which is used for accounting purposes. Also, the option value for stock option awards does not take into account the historical expected life of the stock options which is considered for accounting purposes.

Assumptions	May 2025	August 2025	December 2025	May 2024	May 2023
Expected option term	7 years	7 years	7 years	7 years	7 years
Expected volatility	32.91%	32.91%	32.91%	31.57%	31.44%
Expected dividend yield	3.02%	3.02%	3.02%	3.00%	3.06%
Risk-free interest rate	2.83%	2.83%	2.83%	3.77%	2.79%
Exercise price	\$50.93	\$58.37	\$76.40	\$42.64	\$35.63
Option value	\$13.70	\$15.70	\$20.55	\$11.82	\$9.09
Accounting fair value	\$12.68	\$13.90	\$18.87	\$11.17	\$9.09

- 3 Amounts reflect short-term incentive awards for the 2025 financial year, paid in March 2026 for South America and April 2026 for all other regions.
- 4 Compensatory amounts include the current pension service costs during the year and the impact of pay increases since the previous year's calculation. For Mr. Ferwerda and Mr. Megarrell, compensatory amounts include company contributions into the UK Standard Life Master Trust. See pension plans beginning on page 88 for more information.
- 5 Includes employer matches for the ESPP and all perquisites (car allowance, athletic club dues, allowance for preparation of tax returns, executive medical examinations and life insurance) and other executive benefits. Amounts reported represent the total incremental cost to Finning.
- Mr. Parkes' 2025 amount includes an employer contribution of \$49,179 for the ESPP
 - Mr. Primrose's 2025 amount includes a car allowance of \$14,400 and an employer contribution of \$22,796 for the ESPP
 - Mr. Palaschuk's 2025 amount includes a \$22,373 vacation payout made in connection with his resignation and an employer contribution of \$20,138 for the ESPP
 - Mr. Ferwerda's 2025 amount includes a housing allowance of \$66,000 and a relocation allowance of \$95,699 related to the executive's relocation arrangement
 - Mr. Amar's 2025 amount includes a car allowance of \$54,340 and \$31,236 for executive medical and life insurance benefits
 - Mr. Megarrell's 2025 amount includes \$20,525 for payments in lieu of pension contributions due to limits set by HM Revenue and Customs
- 6 Mr. Primrose served as Chief Development Officer until he became CFO on June 12, 2025. His salary for 2025 reflects a combination of his Chief Development Officer salary of \$608,813 and his CFO salary of \$714,254, based on the time spent in each role.
- 7 Mr. Palaschuk resigned from the company in 2025. In accordance with the terms of the company's compensation plans, he was not eligible for a short-term incentive plan payment for the 2025 performance year, and all unvested long-term incentive awards were forfeited upon resignation.
- 8 Mr. Amar's amounts have been converted from Chilean pesos based on the following average annual exchange rates:
1CLP = 0.0015 CAD in 2025, 1 CLP = 0.0015 CAD in 2024, and 1 CLP = 0.0016 CAD in 2023.
- 9 Mr. Megarrell's amounts have been converted from British pounds based on the following average annual exchange rates:
1GBP = 1.8420 CAD in 2025, 1 GBP = 1.7504 CAD in 2024, and 1 GBP = 1.6784 CAD in 2023.

Incentive plan awards

Outstanding equity awards

The following table summarizes all share-based and option-based awards that were held by each named executive as of December 31, 2025. As Mr. Palaschuk resigned in 2025, all unvested share-based and option-based awards were forfeited upon his resignation and were therefore no longer outstanding as of December 31, 2025; accordingly, he has been excluded from the table.

	Grant date	Option-based awards				Share-based awards		
		Number of securities underlying unexercised options	Option exercise price	Option expiration date	Value of unexercised in-the-money options ¹	Number of shares or units of shares at target that have not vested ²	Market or payout value of share awards at target that have not vested ²	Market or payout value of vested share awards not paid out or distributed ³
Kevin Parkes	May 21/25	64,233	\$50.93	May 21/32	\$1,505,622	71,220	\$5,296,631	-
	May 15/24	67,659	\$42.64	May 15/31	\$2,146,820	77,703	\$5,778,772	-
	May 17/23	70,386	\$35.63	May 17/30	\$2,726,754	28,987	\$2,155,763	\$4,009,464
	May 18/22	19,323	\$34.02	May 18/29	\$779,683	-	-	-
	May 19/21	20,322	\$33.11	May 19/28	\$838,486	-	-	-
	May 13/20	36,100	\$17.75	May 13/27	\$2,043,982	-	-	-
	May 15/19	29,418	\$22.31	May 15/26	\$1,531,501	-	-	-
	Mar 21/18	-	-	-	-	-	-	\$240,015
	Feb 26/16	-	-	-	-	-	-	\$345,361
Total		307,441			\$11,572,848	177,910	\$13,231,166	\$4,594,840
David Primrose	Aug 13/25	8,789	\$58.37	Aug 13/32	\$140,624	9,679	\$719,827	-
	May 21/25	10,949	\$50.93	May 21/32	\$256,645	12,139	\$902,777	-
	May 15/24	12,686	\$42.64	May 15/31	\$402,527	14,569	\$1,083,497	-
	May 17/23	13,307	\$35.63	May 17/30	\$515,513	5,480	\$407,548	\$758,067
	May 18/22	12,882	\$34.02	May 18/29	\$519,789	-	-	-
		Dec 31/10	-	-	-	-	-	-
Total		58,613			\$1,835,098	41,867	\$3,113,649	\$1,229,748
Tim Ferwerda	May 21/25	13,686	\$50.93	May 21/32	\$320,800	15,175	\$1,128,565	-
	May 15/24	11,164	\$42.64	May 15/31	\$354,234	12,821	\$953,498	-
	May 17/23	10,081	\$35.63	May 17/30	\$390,538	6,227	\$463,102	\$861,411
	May 18/22	4,509	\$34.02	May 18/29	\$181,938	-	-	-
	May 19/21	1,550	\$33.09	May 19/28	\$63,984	-	-	-
		Mar 20/20	-	-	-	-	-	-
Total		40,990			\$1,311,494	34,223	\$2,545,165	\$1,102,842
Juan Pablo Amar	May 21/25	12,044	\$50.93	May 21/32	\$282,311	13,352	\$992,988	-
	May 15/24	13,955	\$42.64	May 15/31	\$442,792	16,027	\$1,191,928	-
	May 17/23	5,041	\$35.63	May 17/30	\$195,288	6,227	\$463,102	\$861,411
		May 13/20	1	\$17.75	May 13/27	\$57	-	-
Total		31,041			\$920,448	35,606	\$2,648,018	\$861,411
Gary Megarrell	Dec 10/25	1,460	\$76.40	Dec 10/32	-	1,596	\$118,695	-
	May 21/25	10,036	\$50.93	May 21/32	\$235,244	11,128	\$827,589	-
	May 15/24	2,155	\$42.64	May 15/31	\$68,378	3,399	\$252,784	-
	May 15/24	805	\$42.67	May 15/31	\$25,519	-	-	-
	May 17/23	4,157	\$35.63	May 17/30	\$161,042	1,712	\$127,321	\$236,724
	May 18/22	3,463	\$34.02	May 18/29	\$139,732	-	-	-
	May 18/22	472	\$33.90	May 18/29	\$19,102	-	-	-
	May 19/21	4,173	\$33.11	May 19/28	\$172,178	-	-	-
	Mar 19/21	-	-	-	-	-	-	\$86,676
Total		26,721			\$821,195	17,835	\$1,326,389	\$323,400

Notes:

- Based on our 2025 year-end closing share price on the TSX of \$74.37. Stock options have a seven-year term and vest over three years (see page 73). See page 87 for more information about the stock option plan.
- These figures represent unvested PSUs and RSUs, DSUs, and dividend equivalents, rounded to the nearest whole number. Value is based on our 2025 year-end closing share price on the TSX of \$74.37. PSUs vest at the end of three years if performance criteria are met (see page 71). RSUs vest at the end of three years (see page 73). DSUs vest on grant, or may have vesting conditions attached, but are not paid out until after the executive ceases employment with Finning (see page 73).

3 These figures represent vested PSU awards, DSUs and dividend equivalents as at December 31, 2025. The value of vested PSUs is based on a fair market value of \$74.49, the volume weighted average trading price on the TSX for the five trading days preceding December 31, 2025. Vested PSUs, as presented in this table, include dividend equivalents and were paid out in cash in February 2026. The value of vested DSUs is based on our 2025 year-end closing share price on the TSX of \$74.37. DSUs can only be redeemed when an executive leaves or retires from Finning (see page 73).

Incentive plan awards – Value vested or earned during the year

The table below shows the value of all share-based and option-based awards that vested in 2025 for each named executive, as well as non-equity incentive plan compensation earned during the year.

	Option awards – value vested during the year ¹	Share awards – value vested during the year ²	Non-equity incentive plan compensation – value earned during the year ^{3,4}
Kevin Parkes	\$671,112	\$4,400,268	\$1,607,418
David Primrose	\$179,558	\$1,018,603	\$635,858
Greg Palaschuk ⁵	\$312,252	\$390,804	\$0
Tim Ferwerda	\$188,320	\$1,134,995	\$661,970
Juan Pablo Amar	\$200,012	\$1,147,990	\$529,447
Gary Megarrell	\$52,686	\$316,273	\$333,100

Notes:

- 1 For stock option awards, the value is the difference between the exercise price of the options and the closing price of our common shares on the TSX on the vesting date. If the closing price was below the exercise price, the stock options have no current value. Stock options have a seven-year term and vest over three years (see page 73).
- 2 Includes PSUs, RSUs and DSUs. PSUs vest at the end of three years if performance criteria are met (see page 70).
- 3 The value for Mr. Amar has been converted from Chilean pesos based on the 2025 annual average exchange rate of 1 CLP = \$0.0015 CAD.
- 4 The value for Mr. Megarrell has been converted from British pounds based on the 2025 annual average exchange rate of 1GBP = \$1.8420 CAD.
- 5 Mr. Palaschuk was not eligible for a 2025 short term incentive plan payout due to his resignation in 2025.

Stock options exercised in 2025

The following table shows the number of stock options exercised by NEOs in 2025. The value realized by NEOs who exercised stock options in 2025 is the difference between the fair market value of our common shares on the TSX on the date of exercise and the exercise price of the stock options.

	Number of stock options exercised	Value Realized
Kevin Parkes	16,996	\$290,099
David Primrose	29,986	\$1,428,701
Greg Palaschuk	116,341	\$3,046,690
Tim Ferwerda	17,060	\$216,227
Juan Pablo Amar	30,212	\$431,599
Gary Megarrell	-	\$0

Equity compensation plan information

The table below provides details about the equity securities authorized for issuance under our 2005 stock option plan for senior executives.

(as at December 31, 2025)

	Number of shares to be issued upon exercise of outstanding options	Weighted average exercise price of outstanding options	Number of shares remaining available for future issuance under equity compensation plans (excluding outstanding options)
Equity compensation plans approved by shareholders - 2005 stock option plan for senior executives	738,287	\$38.16	3,737,417
Equity compensation plans not approved by shareholders	nil	nil	nil

About the stock option plan

Under the 2005 stock option plan, the board is authorized to issue options to executives of Finning or its subsidiaries.

The maximum number of common shares that may be issued upon the exercise of options granted under the stock option plan is fixed at 7,470,000.

The table below is a summary of the activity under the stock option plan, including grants, cancellations and exercises from January 1, 2025 to December 31, 2025.

	As at January 1, 2025		Activity in 2025			As at December 31, 2025	
	# of common shares or options	% of shares outstanding	# of options granted	# of options cancelled and/or withheld	# of options exercised and issued	# of common shares or options	% of shares outstanding
2005 stock option plan							
Shares issued on exercise of options	2,801,760	2.06%			192,536	2,994,296	2.29%
Options granted and outstanding	1,069,433	0.79%	211,025	(349,635)	(192,536)	738,287	0.56%
Options available for future grants	3,598,807	2.65%	(211,025)	349,635		3,737,417	2.86%
Total	7,470,000	5.49%				7,470,000	5.71%

Note:

1 Options granted to executives in 2025 represent 0.16% of Finning's issued and outstanding common shares as at December 31, 2025.

The next table shows the burn rate under our stock option plan for the last three years, being the number of options granted during each year divided by the weighted average number of securities outstanding for the applicable fiscal year:

	2025	2024	2023
Weighted average number of securities outstanding	133,144,033	140,447,583	147,472,530
Options granted under our 2005 stock option plan	211,025	226,034	278,878
Burn rate	0.16%	0.16%	0.19%

Making changes to our stock option plan

Any changes to the 2005 stock option plan require both shareholder and regulatory approvals. There is very limited ability for the board to make non-material changes.

We can only increase the maximum number of common shares that may be issued under our stock option plan if we receive shareholder approval and the approval of the necessary regulatory authorities. Shareholder approval is also required for any re-pricing of previously granted options.

The number of common shares that may be issued and the exercise price for stock options issued under our stock option plan will be adjusted if there is a stock split, consolidation or similar transaction.

If we receive all the necessary regulatory approvals, we can adopt sub-plans that apply to designated executives or groups of executives. This gives us the flexibility to tailor specific plans to meet local taxation and regulatory requirements in jurisdictions outside Canada where we employ senior executives. As part of the 2005 stock option plan, the board has approved a sub-plan for residents of the UK that has some minor variations that are necessary to comply with local tax requirements.

Other things to know about the plan

The total number of options granted to insiders of Finning under the 2005 stock option plan, when combined with all other security-based compensation arrangements of Finning, cannot exceed 10% of the total number of issued and outstanding common shares.

We have 3,737,417 common shares remaining in reserve to be issued under our 2005 stock option plan, representing 2.86% of the total number of issued and outstanding common shares as of December 31, 2025.

Since the plan's inception in 2005, 2,994,296 shares have been issued on the exercise of stock options granted under the plan, representing 2.29% of the total number of issued and outstanding common shares as of December 31, 2025.

All executives of Finning are eligible to receive stock option awards under the 2005 stock option plan. The plan terms are the same for all executives, including named executives. For further information on plan terms upon termination or a change-in-control, please see page 89.

You can read more about the stock option plan on page 73. You can receive a copy of the plan document by writing to our Corporate Secretary, Finning International Inc., 19100 94 Avenue, Surrey, British Columbia V4N 5C3 or send an email to corporatesecretary@finning.com.

Pension plans

Many of our employees participate in our various pension plans. Executive pensions are generally set at the market median when compared to pension benefits provided by comparator companies in the region where the executive is based.

Canada

Since January 1, 2010, executives at the level of vice president or above are enrolled in a defined contribution pension plan (the Canadian Executive DC Plan) and an associated unfunded supplementary accumulation plan (ESAP). Mr. Parkes, Mr. Ferwerda, and Mr. Palaschuk participate in these plans.

Prior to January 1, 2010, executives were enrolled in a registered defined benefit pension plan (the Canadian Executive DB Plan) and an executive supplementary income plan (ESIP). These plans were closed to new entrants on January 1, 2010. Mr. Primrose participates in these plans.

Additional details are provided on both the Canadian Executive DC Plan and Canadian Executive DB plan below.

Canadian Executive DC Pension Plan

The Canadian Executive DC Plan is non-contributory. We contribute 12% of salary plus an amount equal to the short-term incentive (capped at target) to the plan. Contributions are made to the plan up to the limit permitted under the Income Tax Act (Canada) and notional contributions for amounts in excess of the limits are made to the unfunded ESAP.

Contributions to the Canadian Executive DC Plan are invested according to the investment options selected by the executive. Notional contributions to the ESAP are credited with interest based on a long-term Government of Canada bond yield plus 2%.

The table below shows the accumulated value at the start and end of the year, as well as compensatory amounts the named executives earned during the year in the Canadian Executive DC Plan and the ESAP.

	Accumulated value at start of year	Compensatory	Accumulated value at year end
Kevin Parkes	\$955,581	\$266,879	\$1,294,807
Greg Palaschuk	\$1,163,666	\$108,015	\$0 ¹
Tim Ferwerda	\$0	\$125,365	\$133,089

Note:

- 1 Mr. Palaschuk's defined contribution account was transferred out of the company's plan following his departure on July 31, 2025. As a result, the accumulated value at year end is reported as \$0.

Canadian Executive DB Pension Plan

The Canadian Executive DB Plan is non-contributory. Contributions are made to the plan up to the limit permitted under the Income Tax Act (Canada) and notional contributions for amounts in excess of the limits are made to the unfunded ESIP.

The total combined amount of pension payable is determined as 2% of a participant's final average earnings multiplied by the total number of years of credited service. The total pension is capped at 70% of a participant's final average earnings. Final average earnings are defined as the average annual pensionable earnings (130% of base salary) during the 36 consecutive months within the last ten years of employment in which such earnings were the highest. Pensions are reduced at a rate of 3% per year before age 60, for retirement after age 55.

The number of credited years of service at December 31, 2025, the estimated annual pension benefits payable and the estimated value of the accrued obligation at the end of both 2024 and 2025 for the NEO participating in the Canadian Executive DB Plan are provided in the following table:

	Number of years credited service ¹	Annual benefits payable ²		Accrued obligation at start year	Compensatory ³ change	Non-Compensatory ³ change	Accrued obligation at year end
		At year end	at age 65				
David Primrose	34.25	\$465,466	\$619,387	\$6,957,000	\$522,000	\$100,000	\$7,579,000

Notes:

- 1 As at December 31, 2025.
- 2 Annual benefits payable are determined using the plan formula. The estimate of annual benefits payable at year end represents unreduced pensions payable prior to any application of early retirement reductions. The estimate of annual benefits payable at age 65 uses Mr. Primrose's current salary rate.
- 3 Compensatory amount shown includes the current service cost earned during the current year as well as the impact of any pay increases since the previous year's calculation. Non-compensatory amounts include other elements such as changes in assumptions. The assumptions applied in determining the projected benefits and obligations reflect the same assumptions used in Finning's annual financial statements. The key assumption change that resulted in the non-compensatory decrease was the corporate bond yield discount rate, which increased over the year.

South America

We do not offer company-sponsored pension plans in South America. Therefore, Mr. Amar is not included in any of the pension tables.

United Kingdom

The Standard Life Master Trust is a trust-based plan and is non-contributory. We contribute 16% of salary. Contributions are made to the plan up to the limit permitted under the Income Tax Act (United Kingdom) and are invested according to the investment options selected by the Trustee of the Plan.

The table below shows the accumulated value at the start and end of the year, as well as compensatory amounts for the NEOs participating in the Standard Life Master Trust Plan. Mr. Ferwerda's final contribution to the UK Standard Life Master Trust Plan was made in January 2025.

	Accumulated value at start of year	Compensatory	Accumulated value at year end
Tim Ferwerda	\$315,062	\$1,316	\$358,425
Gary Megarrell	\$163,708	\$19,618	\$202,008

Note:

- 1 The values for Mr. Ferwerda and Mr. Megarrell have been converted from British pounds based on an average exchange rate of 1 GBP = \$1.8420 CAD.

Termination and change-in-control

We have employment agreements with each of our named executives that set out their salary, benefits and incentive plans and, for all named executives other than Mr. Amar, include change-in-control provisions. The normal termination without cause provisions in Mr. Amar's employment agreement would apply in a change-in-control scenario, in accordance with governing Chilean law.

These agreements protect Finning and the named executives and also serve as an important risk management tool by having clear terms on benefits payable upon termination or termination following a change-in-control. The agreements also include non-solicitation and non-competition provisions, which apply regardless of the reason for termination. For Messrs. Primrose, Ferwerda, and Amar, they must comply with the non-solicitation and non-competition provisions for a period of 12 months, while Mr. Megarrell is subject to a six-month restriction, and all are subject to confidentiality obligations indefinitely after the termination of their employment. Mr. Parkes must comply with the non-solicitation and non-competition provisions for a period of 24 months, and with non-disparagement and confidentiality provisions indefinitely after the termination of his employment. For Mr. Parkes, a breach of these contractual provisions would entitle Finning to immediately terminate any and all post-termination entitlements.

The President and CEO has a double-trigger change-in-control agreement. In 2020, in line with good governance and competitive market practices, we implemented double-trigger change-in-control agreements for our other named executives, other than Mr. Amar.

Estimated payments if employment is terminated

The table below shows the amounts that would have been paid if any of the named executives resigned on December 31, 2025. It also shows the estimated value of incremental payments the named executives would receive in each of the situations listed below, assuming a termination date of December 31, 2025. If terminated with cause, no incremental payments are provided.

			Estimated incremental value upon retirement, termination, or change-in-control ¹		
	Compensation element ^{2,3}	Estimated payments upon resignation	Retirement ⁷	Termination (without cause, no change-in-control) ⁴	Termination (without cause and change-in-control) ⁵
Kevin Parkes	Cash	-	\$1,668,161	\$4,723,450	\$4,723,450
	Vested Awards	\$8,312,470	-	-	-
	Unvested Awards	-	\$6,892,150	-	-
	Pension	\$1,294,807	-	-	-
	Total	\$9,607,277	\$8,560,311	\$4,723,450	\$4,723,450
David Primrose	Cash	-	\$643,868	\$1,506,963	\$2,299,672
	Vested Awards	\$1,469,357	-	-	-
	Unvested Awards	-	\$1,469,845	-	-
	Pension ⁶	\$465,466	-	-	-
	Total	\$1,934,823	\$2,113,713	\$1,506,963	\$2,299,672
Tim Ferwerda	Cash	-	\$676,370	\$1,242,715	\$1,242,715
	Vested Awards	\$800,670	-	-	-
	Unvested Awards	-	\$1,300,228	-	-
	Pension	\$491,515	-	-	-
	Total	\$1,292,185	\$1,976,598	\$1,242,715	\$1,242,715
Juan Pablo Amar	Cash	\$580,605	\$1,763,834 ⁸	\$1,213,992	-
	Vested Awards	\$147,665	-	-	-
	Unvested Awards	-	\$1,409,850	-	-
	Pension	-	-	-	-
	Total	\$728,270	\$3,173,684	\$1,213,992	\$0
Gary Megarrell	Cash	-	\$337,452	\$738,334	\$738,334
	Vested Awards	\$556,314	-	-	-
	Unvested Awards	-	\$528,183	-	-
	Pension	\$202,008	-	-	-
	Total	\$758,322	\$865,635	\$738,334	\$738,334

Notes:

- Amounts shown in the right-hand columns represent incremental values that would be added to the baseline resignation amount shown in the first column. Total estimated payments under each scenario equal the baseline amount plus the applicable incremental value.
- Cash includes base salary and short-term incentive plan amounts.
- Vested and unvested awards include grants under the long-term incentive plan and DSUs.
- Amounts outlined under termination (without cause) are based on terms outlined in the relevant employment agreements.
- Reflects incremental payments as a result of a change-in-control and resignation for good reason and when the surviving entity assumes all long-term incentive awards. For more details, see double trigger change-in-control provisions below.
- Mr. Primrose is a participant in the Canadian Executive DB Plan. There is no lump sum provision available under this plan after age 55. The amount shown for pension upon resignation assumes commencement of Mr. Primrose's pension at age 60 and reflects the accrued annual pension amount. Based on the terms of the Canadian Executive DB Plan, he would have the option to commence the pension prior to age 60; however, this would reduce his pension amount at a rate of 3% per year before age 60.
- All retirement scenario values are shown on a prorated basis for PSU and RSU payouts, as each executive was under age 60 as of December 31 and therefore only eligible for early retirement treatment under the PSU and RSU plans. Normal (non-prorated) retirement treatment applies only at age 60 or older under such plans.
- Mr. Amar's retirement cash payment includes a contractual severance under his employment agreement, in addition to the bonus component.

Double trigger change-in-control provisions

We have a double-trigger change-in-control agreement with all named executives, other than Mr. Amar, which means that cash benefits are only payable if two events occur: a change-in-control of Finning and the named executive resigns their employment within twelve months after the change-in-control for “good reason”. In Mr. Amar’s case, cash benefits are payable simply if Mr. Amar is terminated without cause, in compliance with his employment agreement and applicable Chilean law.

A change-in-control is defined as follows:

- a merger of Finning with another corporation, entity or group which results in the holder of shares or units of that other corporation, entity or group holding, in the aggregate, more than 50% of all voting shares of Finning;
- a sale of all or substantially all of Finning’s assets to any individual, partnership, corporation, entity or group; or
- the sale by Finning of shares of Finning sufficient to transfer voting control of Finning to an individual, partnership, corporation, entity or group;

in each case other than a Permitted Transferee, being any company that is affiliated with Finning, including subsidiary companies; or any managing director, general partner, director, limited partner, officer or employee of an affiliated company, including subsidiary companies.

“Good reason” is defined as any action taken by the company after a change-in-control (without the named executive’s consent, which they must not withhold unreasonably) that results in:

- a material change in the executive’s status, duties, position or responsibilities
- a material reduction in the executive’s salary or benefits entitlements (other than short-term and long-term incentive plans)
- a requirement that the executive’s primary work location be more than 50 kilometres away from the executive’s present work location, or
- any reason amounting to constructive dismissal under the laws of the jurisdiction of employment.

Treatment of compensation if employment is terminated

The table below summarizes the compensation that would be paid to the named executives upon employment termination. If a named executive dies, unvested stock options vest immediately and must be exercised within one year or by the original expiry date, whichever is earlier. Any unvested PSUs and RSUs continue to be eligible to vest as if the executive were still employed and vesting amounts are pro-rated for the period of employment. Unvested DSUs become null and void.

Compensation element	Type of termination event				
	Resignation (prior to retirement eligibility)	Retirement ¹	Termination (involuntary, not for cause)	Termination (with cause)	Termination (without cause and change-in-control)
Salary	Salary ends ²	Salary ends ³	Lump sum payment: Mr. Parkes: 24 months' base salary Messrs. Primrose, Ferwerda, and Megarrell: nine months plus one additional month per completed year of service up to a maximum of 18 months' base salary Mr. Amar: monthly salary multiplied by each year of service with the company or fraction thereof	Salary ends	Messrs. Parkes and Primrose: 24 months' base salary Messrs. Ferwerda and Megarrell: same treatment as involuntary termination, not for cause Mr. Amar: no specific agreement in place ⁴
Short-term incentive	Payable at assessed performance if the executive has worked the entire calendar year and does not resign prior to the payment date, otherwise award is forfeited	Incentive for the current year is pro-rated to the retirement date	Mr. Parkes: 24 months of the target award or the average award received in the previous two years, whichever is less Messrs. Primrose, Ferwerda and Megarrell: The lesser of the average award paid over the last two completed years, or the target STIP amount, prorated for the number of full months worked Mr. Amar: no specific agreement in place	No incentive paid	Messrs. Parkes and Primrose: 24 months of the target award or the average award received in the previous two years, whichever is less Messrs. Ferwerda and Megarrell: same treatment as involuntary termination, not for cause Mr. Amar: no specific agreement in place ⁴
Performance share units	Vested PSUs are redeemed Unvested PSUs are cancelled	Vested PSUs are redeemed Unvested PSUs vest according to plan terms	Vested PSUs are redeemed Unvested PSUs are cancelled	All PSUs are cancelled	If surviving entity does not assume awards, vested PSUs and any unvested PSUs the human resources committee deems to be vested are redeemed
Stock options	Vested stock options must be exercised within 30 days of resignation or by end of original term, whichever is sooner Unvested options are cancelled	Vested stock options must be exercised within three years of retirement or by the end of the original term, whichever is sooner Unvested options continue to vest and are exercisable for three years	Vested stock options must be exercised within 30 days of termination or by the end of the original term, whichever is sooner Unvested stock options are cancelled	All vested and unvested stock options are cancelled	If surviving entity does not assume awards, vested options and 50% of unvested options are exercisable (within a seven-day window) before completion of the change-in-control, remaining unvested options are cancelled
Restricted share units	Vested RSUs are payable Unvested RSUs are cancelled	Vested RSUs are payable Unvested RSUs vest according to plan terms	Vested RSUs are payable Unvested RSUs are cancelled	All RSUs are cancelled	If surviving entity does not assume awards, vested RSUs and any unvested RSUs the human resources committee deems to be vested are redeemed
Deferred share units	Vested DSUs are payable	Vested DSUs are payable	Vested DSUs are payable	Vested DSUs are payable	Vested DSUs are payable

Compensation element	Type of termination event				
	Resignation (prior to retirement eligibility)	Retirement ¹	Termination (involuntary, not for cause)	Termination (with cause)	Termination (without cause and change-in-control)
	Unvested DSUs are cancelled	Unvested DSUs are cancelled	Unvested DSUs are cancelled	Unvested DSUs are cancelled	Unvested DSUs are cancelled
Pension (Defined Contribution)	Entitled to accrued pension	Entitled to accrued pension	Entitled to accrued pension	Entitled to accrued pension	Entitled to accrued pension
Pension (Defined Benefit)	Entitled to accrued pension	Entitled to accrued pension	Entitled to accrued pension	Entitled to accrued pension	Entitled to accrued pension
Benefits	Benefits end	Post-retirement benefits are provided for five years or to age 65, whichever is sooner	Benefits end	Benefits end	Benefits end

Notes:

- 1 If an executive retires to accept competitive employment, unvested stock options, PSUs and RSUs are immediately forfeited.
- 2 Per the terms outlined in his employment contract and local Chilean employment practices, Mr. Amar is entitled to receive a payment equivalent to eleven months' salary upon resignation from the company.
- 3 Per the terms outlined in his employment contract and local Chilean employment practices, Mr. Amar is entitled to receive a payment equivalent to his final monthly salary multiplied by each year of service with the company or fraction thereof upon retirement from the company.
- 4 No specific change-in-control agreement is in place for Mr. Amar. If he is terminated without cause after a change-in-control, payments are provided in accordance with the terms described in the above table under "Termination (involuntary, not for cause)".

Other information

Directors' and officers' insurance

We provide liability insurance for our directors and officers. Our policy has an aggregate limit of \$125,000,000 in a policy year. The retention is nil for a non-indemnifiable loss against individual directors and officers, \$250,000 to indemnify a loss against the directors and officers and \$500,000 for entity securities claims.

Loans to directors and officers

As of February 28, 2026, we did not have any loans outstanding to current or former directors or officers of Finning or any of our subsidiaries, except as set out in the tables below. Any loan to a director would require the board's approval. We do provide loans from time to time to employees that are routine indebtedness.

The table below shows the aggregate indebtedness outstanding at February 28, 2026 of current and former directors, executive officers and employees of the company and our subsidiaries. The amount excludes routine indebtedness.

Purpose	To the company or its subsidiaries	To another entity
Share purchases	–	–
Other	\$463,136	–

The following table shows the amounts that current and former directors and executive officers borrowed from us or our subsidiaries to buy Finning securities and for other purposes but does not include routine indebtedness.

Name and Principal Position	Involvement of Company or Subsidiary	Largest Amount Outstanding During the Financial Year Ended December 31, 2025	Amount Outstanding as at February 28, 2026	Amount Forgiven During the Year Ended December 31, 2025
Securities Purchase Programs	–	–	–	–
Other Programs				
Tim Ferwerda, President, Finning Canada ¹	Lender	\$463,136	\$463,136	\$0

Note:

1. Pursuant to the company's relocation policy, Finning Canada provided Mr. Ferwerda with an unsecured, non-interest-bearing loan of \$463,136 in connection with cross-border tax obligations related to his relocation from the UK to Canada in early 2025, which is expected to be repaid in 2026.

Normal course issuer bid

We have maintained a normal course issuer bid (NCIB) continuously since 2015, which we renew annually in May. On May 6, 2024, we announced the renewal of our NCIB which allowed us to purchase up to 14,000,000 of our common shares for cancellation during the twelve-month period from May 13, 2024 to May 12, 2025. The amount represented 9.87% of our public float of 141,873,049 common shares as at April 30, 2024. On May 12, 2025, we announced the renewal of our NCIB. The current NCIB allows us to purchase up to 13,300,000 of our common shares for cancellation during the twelve-month period from May 15, 2025 to May 14, 2026, representing 9.9% of our public float of 134,329,475 common shares as at May 2, 2025.

In connection with our NCIB, we entered into an automatic share purchase plan with a designated broker, which became effective on May 15, 2025 following TSX approval. The automatic share purchase plan allows for the purchase of shares under the NCIB when Finning would ordinarily not be permitted to purchase shares due to regulatory restrictions and customary self-imposed blackout restrictions.

The purchase price under the NCIB is the market price of our common shares at the time of purchase, plus brokerage fees, or such other price as the TSX may permit. Under the current NCIB, we can purchase, through the facilities of the TSX and other Canadian alternative trading systems, if eligible, a daily maximum of 113,107 common shares representing 25% of the average daily trading volume, subject to certain exceptions for block purchases.

We implemented the NCIB because the board believes that purchasing our common shares from time to time is an effective way to use available cash to increase shareholder value.

Since May 11, 2015, we have purchased 43,247,459 common shares at a weighted average share price of \$34.63 per common share (excluding taxes and commissions).

Shareholders can obtain a free copy of our notice of intention to implement a NCIB by contacting our Corporate Secretary (see below for contact information).

For more information

You can find additional information about Finning on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca), including our consolidated financial statements and MD&A for the most recently completed financial year.

To request a printed copy of our consolidated financial statements and MD&A or other documents referenced in this circular, send a request to:

Corporate Secretary
Finning International Inc.
19100 94 Avenue
Surrey, British Columbia V4N 5C3
Or email corporatesecretary@finning.com.

Description of specified financial measures

We believe that certain specified financial measures, including non-GAAP financial measures, provide users of our circular, MD&A and consolidated financial statements with important information regarding the operational performance and related trends of our business. In this circular, we use certain financial measures that do not have a standardized meaning prescribed by IFRS[®] Accounting Standards as issued by the International Accounting Standards Board (GAAP) and therefore may not be comparable to similar measures presented by other issuers. Accordingly, specified financial measures should not be considered as a substitute or alternative for financial measures determined in accordance with GAAP (GAAP financial measures). By considering these specified financial measures in combination with the comparable GAAP financial measures (where available) we believe that users are provided a better overall understanding of our business and financial performance during the relevant period than if they simply considered the GAAP financial measures alone.

Non-GAAP financial measures include Adjusted EBIT, Adjusted EBITDA, EBIT for PSU payout, EBIT for EBIT % payout, free cash flow from continuing operations, invested capital from continuing operations, invested capital from continuing operations for IC payout, invested capital from continuing operations for PSU payout, net debt from continuing operations, and revenue used in cost of management ratio.

In addition to the non-GAAP financial measures, other specified financial measures include Adjusted EBIT margin, Adjusted EPS from continuing operations, Adjusted ROIC from continuing operations, cost of management ratio, EBIT margin, EBIT margin for EBIT % payout, equipment backlog, invested capital, net debt to Adjusted EBITDA from continuing operations, product support growth rate for PSG rate payout, ROIC from continuing operations, ROIC for PSU payout, and SG&A margin.

- *Cost of management ratio* is total direct compensation awarded to the named executives divided by revenue used in cost of management ratio. We use cost of management ratio to monitor and track trends in total direct compensation awarded to our named executives relative to revenue.
- *EBIT* (a GAAP financial measure) is defined as earnings before finance costs and income taxes. *EBIT margin* is calculated as EBIT divided by revenue. We may also calculate an *Adjusted EBIT* and *Adjusted EBIT margin* which excludes items that we do not consider to be indicative of operational and financial trends either by nature or amount, to provide a better overall understanding of our underlying business performance. We also calculate *EBIT for EBIT % payout* and *EBIT used in ROIC for PSU payout* which may include or exclude certain items from EBIT, at the discretion of the human resources committee, for the purpose of incentive payout.

A reconciliation to EBIT % payout from EBIT (the most directly comparable GAAP financial measure) is as follows:

Year ended December 31, 2025		
(\$ millions)		
EBIT		\$ 835
Items excluded for EBIT % payout:		
Write-off of intangible assets		22
Severance costs		12
EBIT for EBIT % payout		\$ 869
Revenue		\$ 10,591
EBIT % payout		8.2%

A reconciliation to EBIT used in ROIC for PSU payout from EBIT (the most directly comparable GAAP financial measure) is as follows:

Years ended December 31			
(\$ millions)			
	2025	2024	2023
EBIT ¹	\$ 835	\$ 787	\$ 882
Adjusted to EBIT for PSU payout:			
Higher costs incurred to access USD in Argentina during the period of elevated government currency restrictions ²	—	22	—
Inclusion of results from discontinued operations; comprising:			
Pre-tax gains on sales of 4Refuel and ComTech	157	—	—
EBIT from discontinued operations up to their dates of disposals on June 30, 2025 and May 15, 2025, respectively)	(26)	36	28
EBIT used in ROIC for PSU payout	\$ 966	\$ 845	\$ 910

For the years ended 2025 and 2023, no adjustments were made to EBIT to calculate EBIT for PSU payout.

Notes

¹ As a result of the sales of our interests in ComTech on May 15, 2025 and 4Refuel Canada and 4Refuel US on June 30, 2025, these businesses qualified as discontinued operations. Effective Q2 2025, the current year and comparative figures have been restated to exclude the results of discontinued operations. However, for the purposes of the PSU payout, the results include discontinued operations.

² Entered into blue chip swaps to proactively mitigate currency risk.

- *EBITDA* is calculated by adding depreciation and amortization to EBIT. We may also calculate an *Adjusted EBITDA* which excludes items that we do not consider to be indicative of operational and financial trends either by nature or amount, to provide a better overall understanding of our underlying business performance. Adjusted EBITDA is calculated by adding depreciation and amortization to Adjusted EBIT.
- *Adjusted EPS from continuing operations* excludes the after-tax per share impact of significant items that we do not consider to be indicative of operational and financial trends either by nature or amount to provide a better overall understanding of our underlying business performance.
- *Equipment backlog* is defined as the retail value of new equipment units ordered by customers for future deliveries. We use equipment backlog as a measure of projecting future new equipment deliveries. There is no directly comparable GAAP financial measure for equipment backlog.
- *Free cash flow* is defined as cash flow provided by or used in operating activities less net additions to property, plant and equipment and intangible assets. *Free cash flow from continuing operations* excludes free cash flow from discontinued operations. We use free cash flow from continuing operations to assess cash operating performance, including working capital efficiency. Positive free cash flow generation enables us to re-invest capital to grow our business, repay debt, and return capital to shareholders.
- *Invested capital* is defined as net debt plus total equity. Invested capital is also calculated as total assets less total liabilities, excluding net debt. Net debt is calculated as short-term and long-term debt, net of cash and cash equivalents. *Invested capital from continuing operations* and *net debt from continuing operations* excludes invested capital from discontinued operations and net debt from discontinued operations, respectively. We use invested capital from continuing operations as a measure of the total cash investment made in Finning and each reportable segment. Invested capital from continuing operations is used in a number of different measurements (*ROIC from continuing operations*, *Adjusted ROIC from continuing operations*, *ICT from continuing operations*) to assess financial performance against other companies and between reportable segments. We also calculate *invested capital for IC payout* and *invested capital used in ROIC for PSU payout* which may include or exclude certain items from invested capital, at the discretion of the human resources committee, for the purpose of incentive payout.

A reconciliation to invested capital used for IC payout is calculated as follows:

(\$ millions)	2025 Dec 31
Cash and cash equivalents	\$ (369)
Short-term debt	518
Current portion of long-term debt	180
Non-current portion of long-term debt	1,196
Net debt	1,525
Total equity	2,788
Invested capital	\$ 4,313
Items excluded for IC payout:	
Net pension benefit asset (net of deferred tax) of the UK	(21)
Invested capital for IC payout	\$ 4,292

A reconciliation to invested capital used in ROIC for PSU payout is calculated as follows:

(\$ millions)	2025 Mar 31	2025 Jun 30	2025 Sep 30	2025 Dec 31
Cash and cash equivalents	\$ (433)	\$ (431)	\$ (312)	\$ (369)
Short-term debt	939	944	1,022	518
Current portion of long-term debt	6	—	181	180
Non-current portion of long-term debt	1,390	1,375	1,200	1,196
Net debt	1,902	1,888	2,091	1,525
Total equity	2,676	2,692	2,785	2,788
Invested capital	\$ 4,578	\$ 4,580	\$ 4,876	\$ 4,313
Average invested capital over the last four quarters				4,587
Item included for PSU payout:				
Invested capital of 4Refuel and ComTech as of the dates of their disposal (average over the last four quarters)				57
Average invested capital used in ROIC for PSU payout over the last four quarters				\$ 4,644

For the years ended 2024 and 2023, invested capital for PSU payout was the same as reported in Finning's consolidated financial statements because there were no adjustments. Average invested capital used in ROIC for PSU payout in the last four quarters of 2024 and 2023 were \$4,859 million and \$4,709 million, respectively.

- *Net debt to adjusted EBITDA ratio* is calculated as net debt divided by Adjusted EBITDA for the last twelve months. *Net debt from continuing operations* excludes net debt and adjusted EBITDA from discontinued operations. We use this ratio to assess operating leverage and ability to repay debt. This ratio approximates the length of time, in years, that it would take us to repay debt, with net debt and Adjusted EBITDA held constant.

- *Product support growth rate (PSG rate)* is the annual growth rate of revenue generated from parts, service, and technology solutions. This is calculated as the full year product support revenue compared to the prior year's product support revenue. We also calculate product support revenue for *PSG rate payout* which may exclude certain items from product support revenue, at the discretion of the human resources committee, for the purposes of incentive payout.

A reconciliation to product support revenue used for PSG rate payout from product support revenue (the most directly comparable GAAP financial measure) is calculated as follows:

Years ended December 31		
(\$ millions)	2025	2024
Product support revenue	\$ 5,934	\$ 5,480
Item excluded for PSG rate payout:		
Impact of Argentina Impuesto PAIS ¹ on revenue	—	(33)
Product support revenue used for PSG rate payout	\$ 5,934	\$ 5,447

Note

¹ Argentina Impuesto PAIS was a tax imposed on certain purchases of foreign currency to make payments abroad (discontinued in December 2024).

- *Revenue used in cost of management ratio* previously excluded the cost of fuel. Prior to the sales of 4Refuel and ComTech in 2025, management viewed net revenue as more representative than revenue in assessing business performance because fuel costs were considered pass-through in nature for the mobile refuelling operations since the rack price for the cost of fuel was passed through to the customer and was not in management's control. Accordingly, revenue used in the cost of management ratio in 2024 excludes the cost of fuel. As a result of the sales of 4Refuel and ComTech, 2025 revenue was restated to excluded discontinued operations and reflects only revenue from continuing operations (in accordance with GAAP).

A reconciliation to revenue used in cost of management ratio to revenue (the most directly comparable GAAP financial measure) is as follows:

Years ended December 31		
(\$ millions)	2025	2024
Revenue	\$ 10,591	\$ 11,206
Item excluded for cost of management ratio:		
Cost of fuel	—	(1,110)
Revenue used in cost of management ratio	\$ 10,591	\$ 10,096

- *ROIC* is defined as EBIT for the last twelve months divided by average invested capital of the last four quarters, expressed as a percentage. *ROIC from continuing operations* excludes EBIT and invested capital from discontinued operations. We view ROIC as a useful measure for capital allocation decisions that drive profitable growth and attractive returns to shareholders. We may also calculate an *Adjusted ROIC from continuing operations* using Adjusted EBIT to exclude significant items that we do not consider to be indicative of operational and financial trends either by nature or amount to provide a better overall understanding of our underlying business performance. *ROIC for PSU payout* is calculated as EBIT used in ROIC for PSU payout for the last twelve months divided by average invested capital used in ROIC for PSU payout over the last four quarters.
- *SG&A margin* is calculated as SG&A divided by revenue. We also calculate *revenue for EBIT % payout* which may exclude certain items from revenue, at the discretion of the human resources committee, for the purpose of incentive payout. For 2025, revenue for EBIT % payout was the same as reported in Finning's MD&A because there were no adjustments. 2025 revenue for EBIT % payout was \$10,591.

For additional information regarding these financial measures, including descriptions, composition, and where applicable, reconciliations from certain specified financial measures to their most directly comparable measure under GAAP, see the heading "Description of Specified Financial Measures and Reconciliations" in our 2025 MD&A, available on our website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca).

You can read about how we use certain of these financial measures in our incentive plans in the discussion about 2025 executive compensation beginning on page 54.

Forward-looking information disclaimer

This circular contains information about our business outlook, objectives, plans, strategic priorities and other information that is not historical fact. Information we provide is forward-looking when we use what we know and expect today to provide information about the future. Forward-looking information in this circular includes, but is not limited to, information with respect to: the impact of Positive Impact on Finning's safety and culture; steadfast commitment to SIF prevention; further advancement of our strategy by maximizing product support, driving full-cycle resilience and expanding our used, rental and power and energy businesses to improve our ROIC; the implementation and execution of our strategy and our ability to drive an improved range of ROIC and earnings capacity through all market conditions by driving product support, full cycle resilience, and building a sustainable growth platform from our core business and expanding our addressable market in used, equipment, rental, and power & energy; our expectation that further growth in customer value agreements, expanding our rebuild business and continuing to strategically grow our equipment population will capture a greater share of product support across the full asset life cycle; our belief that full cycle resilience will enable us to deliver more reliable and consistent earnings through all market conditions; our expectation that we will continue to optimize and variabilize our cost structure and implement initiatives that increase our invested capital velocity while concurrently improving customer service levels; our expectation that expanding our addressable market in used equipment, rental and power & energy will increase our equipment population and help us drive additional product support growth; the expected timing of the audit partner rotation; our target to reduce our absolute scope 1 and 2 GHG emissions by 40% by the end of 2027 (from a 2017 baseline); our NCIB and automatic share purchase plan, the number of shares repurchased thereunder, and the cancellation of such shares; the anticipated timing for satisfying share ownership requirements; the anticipated timing of repayment of the loan made to an executive officer; and our expectation of the positive impact resulting from the rollout of our culture aspiration throughout the organization. All such forward-looking information is provided pursuant to the 'safe harbour' provisions of applicable Canadian securities laws. Unless otherwise indicated by us, forward-looking information in this circular reflects our expectations at the date in this circular. Except as may be required by Canadian securities laws, we do not undertake any obligation to update or revise any forward-looking information, whether as a result of new information, future events, or otherwise.

Forward-looking information, by its very nature, is subject to numerous risks and uncertainties and is based on a number of assumptions. This gives rise to the possibility that actual results could differ materially from the expectations expressed in or implied by such forward-looking information and that our business outlook, objectives, plans, strategic priorities and other information that is not historical fact may not be achieved. As a result, we cannot guarantee that any forward-looking information will materialize. Factors that could cause actual results or events to differ materially from those expressed in or implied by this forward-looking information include: the impact and duration of, and our ability to respond to and manage, high inflation, changing interest rates and supply chain challenges; general economic and market conditions; foreign exchange rates; commodity prices; interest rates; our ability to maintain our relationship with Caterpillar; 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 our products, including Caterpillar products, and the timely supply of parts and equipment; our ability to continue to improve productivity and operational efficiencies while continuing to maintain customer service; our ability to manage cost pressures as growth in revenue occurs; our ability to negotiate satisfactory purchase or investment terms and prices, and secure financing on attractive terms or at all; the intensity of competitive activity; business disruption resulting from business process change, systems change and organizational change; labour shortages and inability to attract and retain skilled and diverse staff; our ability to implement workplace safety programming that achieves the intended purposes; regulatory initiatives or proceedings, litigation and changes in taxes, laws, regulations, or policies; stock market volatility; changes in political and economic environments in the regions we carry on business; our ability to respond to climate change-related risks; the occurrence of natural disasters, pandemic outbreaks, geo-political events, acts of terrorism, social unrest or similar disruptions; and our ability to protect ourselves from cybersecurity threats or incidents. Forward-looking information is provided in this circular 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. Readers are cautioned that it may not be appropriate to use such forward-looking information for any other purpose.

Forward-looking information provided in this circular is based on a number of assumptions that we believed were reasonable on the day we provided the forward-looking information, including but not limited to: that we will be able to successfully manage our business through volatile commodity prices, high inflation, changing interest rates, and supply chain challenges, and successfully execute our strategies to win customers, achieve full cycle resilience and continue business momentum; that implementing new purposes and goals will have a positive impact on our business; that we will be able to continue to source and hire technicians, build capabilities and capacity and successfully and sustainably improve workshop efficiencies; the successful execution of our go-forward strategy; that commodity prices will remain at constructive levels; that our customers will not curtail their activities; that general economic and market conditions will continue to be strong; that we will have sufficient cash on hand to fund repurchases under the NCIB; that the level of customer confidence and spending, and the demand for, and prices of, our products and services will be maintained; that support and demand for renewable energy will continue to grow; we will successfully execute our plans and intentions; we will successfully execute climate change initiatives to reduce our GHG emissions; our ability to successfully attract and retain skilled and diverse staff; market competition will remain at similar levels; the products and technology offered by our competitors will be as expected; that we have sufficient liquidity to meet operational needs; consistent and stable legislation in the countries in which we operate; no disruptive changes in the technology environment and our current good relationships with Caterpillar, our customers and our suppliers, service providers and other third parties will be maintained and that Caterpillar and such other suppliers will deliver quality, competitive products with supply chain continuity; quoting activity for requests for proposals for equipment and product support is reflective of opportunities; and strong recoveries in our regions, particularly in Chile and the UK. Some of

the assumptions, risks and other factors that could cause results to differ materially from those expressed in the forward-looking information contained in this circular are discussed in Section 4 of our current annual information form (AIF) and in the annual management's discussion and analysis (MD&A), which are available under our profile on SEDAR+ (www.sedarplus.ca).

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

Appendix A

National Instrument 58-101 Disclosure of Corporate Governance Practices

PRACTICE	FINNING
1. Board of Directors	
(a) Disclose the identity of directors who are independent.	All directors of Finning are independent, other than Kevin Parkes.
(b) Disclose the identity of directors who are not independent, and describe the basis for that determination.	Kevin Parkes is the current President and CEO of Finning. Mr. Parkes is the only director who is not independent of management.
(c) Disclose whether or not a majority of directors are independent. If a majority of directors are not independent, describe what the board of directors (the board) does to facilitate its exercise of independent judgment in carrying out its responsibilities.	Nine of our ten directors as of the date of this circular are independent.
(d) If a director is presently a director of any other issuer that is a reporting issuer (or the equivalent) in a jurisdiction or a foreign jurisdiction, identify both the director and the other issuer.	The directorships in other reporting issuers held by the director nominees are listed in the description of each nominee under the heading "Director profiles".
(e) Disclose whether or not the independent directors hold regularly scheduled meetings at which non-independent directors and members of management are not in attendance. If the independent directors hold such meetings, disclose the number of meetings held since the beginning of the issuer's most recently completed financial year. If the independent directors do not hold such meetings, describe what the board does to facilitate open and candid discussion among its independent directors.	At each board meeting, the board meets without members of management present and also meets in-camera without its non-independent director, Kevin Parkes. Where matters directly involving Mr. Parkes (such as his compensation or performance) are being discussed, Mr. Parkes is excused from those discussions and the directors meet alone. For committee meetings, at every meeting the independent directors also meet in-camera without management present. Since the beginning of Finning's most recently completed financial year, every board meeting and committee meeting included an in-camera session at which members of management and the non-independent director were not in attendance.
(f) Disclose whether or not the chair of the board is an independent director. If the board has a chair or lead director who is an independent director, disclose the identity of the independent chair or lead director, and describe his or her role and responsibilities. If the board has neither a chair that is independent nor a lead director that is independent, describe what the board does to provide leadership for its independent directors.	The Board Chair, Charles Ruigrok, is independent. The Board Chair's role and responsibilities are described in the "Terms of Reference for the Board Chair", which are posted on Finning's website in the Governance section – Corporate Governance Policies.
(g) Disclose the attendance record of each director for all board meetings held since the beginning of the issuer's most recently completed financial year.	The attendance record of each of the directors is shown in the table "Attendance" on page 48.
2. Board Mandate	
Disclose the text of the board's written mandate. If the board does not have a written mandate, describe how the board delineates its role and responsibilities.	The board's written Terms of Reference are attached as Appendix C.
3. Position Descriptions	
(a) Disclose whether or not the board has developed written position descriptions for the chair and the chair of each board committee. If the board has not developed written position descriptions for the chair and/or the chair of each board committee, briefly describe how the board delineates the role and responsibilities of each such position.	The board has developed written position descriptions for the Board Chair and has Guidelines for the Board of Directors which include Terms of Reference for committee chairs.

PRACTICE

(b) Disclose whether or not the board and Chief Executive Officer have developed a written position description for the Chief Executive Officer. If the board and Chief Executive Officer have not developed such a position description, briefly describe how the board delineates the role and responsibilities of the Chief Executive Officer.

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The board and the President and CEO have developed a written position description for the President and CEO, which is reviewed annually. In addition, the human resources committee annually reviews goals and objectives for the President and CEO and assesses his performance against the goals and objectives for the year.

4. Orientation and Continuing Education

(a) Briefly describe what measures the board takes to orient new directors regarding:

A full description of these measures is contained under the heading "Director orientation" on page 51.

(i) the role of the board, its committees and its directors; and

(ii) the nature and operation of the issuer's business.

A full description of these measures is contained under the heading "Director orientation" on page 51.

(b) Briefly describe what measures, if any, the board takes to provide continuing education for its directors. If the board does not provide continuing education, describe how the board ensures that its directors maintain the skill and knowledge necessary to meet their obligations as directors.

A full description of these measures is contained under the heading "Continuing education" on page 51.

5. Ethical Business Conduct

(a) Disclose whether or not the board has adopted a written code for the directors, officers and employees. If the board has adopted a written code:

The board has adopted a written code of conduct (code), which is applicable to directors, officers and employees of Finning.

(i) disclose how a person or company may obtain a copy of the code;

The code is available on Finning's website (www.finning.com) and under our profile on SEDAR+ (www.sedarplus.ca).

(ii) describe how the board monitors compliance with its code, or if the board does not monitor compliance, explain whether and how the board satisfies itself regarding compliance with its code; and

Management is responsible for reporting violations of the code and any actions it has taken to the audit committee of the board. If any significant violation is reported, the audit committee chair would report to the board of directors.

(iii) provide a cross-reference to any material change report filed since the beginning of the issuer's most recently completed financial year that pertains to any conduct of a director or executive officer that constitutes a departure from the code.

There were no material violations of the code in 2025 that required the filing of a material change report.

(b) Describe any steps the board takes to ensure directors exercise independent judgment in considering transactions and agreements in respect of which a director or executive officer has a material interest.

If there is a conflict of interest or the perception of a conflict of interest regarding an executive officer or director, the executive officer or director is required to disclose the matter and does not participate in negotiations, discussions or approvals pertaining to the matter.

(c) Describe any other steps the board takes to encourage and promote a culture of ethical business conduct.

In addition to adopting the code, which includes contact information for the Compliance Officer, a global whistleblower telephone helpline and an online reporting system exist, which are accessible through Finning's website and hosted by an independent third party. Further, Finning has a code of ethics for senior executive and financial management, a global anti-bribery and anti-corruption policy for directors, officers and employees of the company, and a supplier code of conduct. See page 47 for information about the code and steps taken to promote a culture of ethical business practices.

PRACTICE**FINNING****6. Nomination of Directors**

(a) Describe the process by which the board identifies new candidates for board nomination.

The governance and risk committee is responsible for identifying, recruiting and recommending candidates for nomination or appointment to the board. At least annually, the committee reviews the board's current composition by comparing the diversity of skills, attributes and experience of board members against board requirements. See pages 18 and 40 and Appendix B for information about the director nomination process and beginning on page 49 for information about the skills matrix.

(b) Disclose whether or not the board has a nominating committee composed entirely of independent directors. If the board does not have a nominating committee composed entirely of independent directors, describe what steps the board takes to encourage an objective nomination process.

The duties of a nominating committee are carried out by the governance and risk committee. The governance and risk committee is composed entirely of independent directors.

(c) If the board has a nominating committee, describe the responsibilities, powers and operation of the nominating committee.

The governance and risk committee mandate is described on page 30.

7. Compensation

(a) Describe the process by which the board determines the compensation for the issuer's directors and officers.

The governance and risk committee and the human resources committee are responsible for recommending the compensation of Finning's directors and executive officers, respectively. The committees use comparative information to ensure that compensation is aligned with Finning's 50th percentile compensation philosophy, and is competitive considering the scope of responsibilities of our directors and executive officers. The process followed by the committees is described in "Director compensation" beginning on page 44 and in the executive compensation discussion and analysis beginning on page 54.

(b) Disclose whether or not the board has a compensation committee composed entirely of independent directors. If the board does not have a compensation committee composed entirely of independent directors, describe what steps the board takes to ensure an objective process for determining such compensation.

The duties of a compensation committee are shared between the governance and risk committee and the human resources committee. The governance and risk committee is responsible for reviewing director compensation and making recommendations to the board regarding the director compensation program. The human resources committee is responsible for annually reviewing and approving executive compensation and for making recommendations to the board regarding the President and CEO's compensation. Both the governance and risk committee and the human resources committee are composed entirely of independent directors.

(c) If the board has a compensation committee, describe the responsibilities, powers and operation of the compensation committee.

The governance and risk committee's mandate is described in their report beginning on page 30. The human resources committee's mandate is described in their report beginning on page 32.

8. Other Board Committees

If the board has standing committees other than the audit, compensation and nominating committees, identify the committees and describe their function.

Finning has a safety, environment and social responsibility committee. The mandate of this committee is described in their report beginning on page 34.

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9. Assessments

Disclose whether or not the board, its committees and individual directors are regularly assessed with respect to their effectiveness and contribution. If assessments are regularly conducted, describe the process used for the assessments. If assessments are not regularly conducted, describe how the board satisfies itself that the board, its committees, and its individual directors are performing effectively.

The governance and risk committee has responsibility for conducting performance evaluations of the board, the Board Chair, each of the board committees, the committee chairs and individual directors. The board's peer evaluation process is facilitated through individual director surveys and evaluations and one-on-one interviews between individual directors and the Board Chair and between the governance and risk committee chair and the Board Chair. The evaluation process is normally conducted by an independent external consultant every three years, with a survey in the interim years using in-house designed surveys, evaluating governance and performance against the board's objectives and obtaining the board's input on areas of priority focus for the board. The surveys and the external assessments also include executive management's input and perspective. In 2025, the governance and risk committee engaged Watson Advisors to conduct a comprehensive review of board and individual director effectiveness. Details of the 2025 evaluation process and results are described starting on page 40. Ultimately, the governance and risk committee makes recommendations to the full board regarding any changes and improvements it determines necessary as a result of these assessments.

Appendix B

Canada Business Corporations Act

Diversity disclosure

PRACTICE	FINNING
1. Director Term Limits and Other Mechanisms of Board Renewal	
Disclose whether or not the issuer has adopted term limits for the directors on its board or other mechanisms of board renewal and, if so, include a description of those director term limits or other mechanisms of board renewal. If the issuer has not adopted director term limits or other mechanisms of board renewal, disclose why it has not.	The board has not adopted term limits because it would risk losing directors with a deep understanding of our business and strategic relationships. The board believes that it has achieved healthy renewal through ordinary turnover and its retirement policy. Details about the board retirement policy and about board turnover can be found starting at page 52.
2. Policies Regarding the Representation of Designated Groups on the Board	
(a) Disclose whether the issuer has adopted a written policy relating to the identification and nomination of women, Indigenous peoples, persons with disabilities, and members of visible minorities (“designated groups”) as directors. If the issuer has not adopted such a policy, disclose why it has not done so.	The board has adopted a written inclusion and diversity policy that sets out our approach for promoting and achieving diversity on our board, including the identification and nomination of directors who offer diversity, including, among others, in terms of gender, visible minorities, Indigenous peoples and persons with disabilities (designated groups). Refer to page 42 for more information about the board inclusion and diversity policy and diversity on our board.
b) If the issuer has adopted a policy referred to in 2.(a), disclose the following in respect of the policy: <ul style="list-style-type: none">(i) a short summary of its objectives and key provisions,(ii) the measures taken to ensure that the policy has been effectively implemented,(iii) annual and cumulative progress by the issuer in achieving the objectives of the policy, and(iv) whether and, if so, how the board or its nominating committee measures the effectiveness of the policy.	<p>The policy sets out our approach to enhancing inclusion and diversity on our board as a means to diversify perspectives and drive our business strategy to ultimately deliver better outcomes for our stakeholders. When assessing board composition and identifying and nominating candidates for election, the board considers candidates using objective criteria and considers the benefits of diversity as part of its overall business strategy. Diversity refers to business experience, geography, age, gender, Indigenous peoples, persons with disabilities, visible minorities, gender expression or identity, sexual orientation and other personal characteristics.</p> <p>The governance and risk committee is responsible for annually reviewing the policy, assessing its effectiveness in promoting an inclusive and diverse board consistent with the principles of the policy, and recommending to the board, as needed, amendments to the policy. As part of this process, the governance and risk committee annually surveys directors using a skills matrix, which includes diversity, and a confidential questionnaire to self-identify diversity within the designated groups. In 2020, the board set a target for women to comprise at least 30% of the board. The board met this target in advance and will continue to meet this target, with 30% of the nominees for election at the meeting being women. See page 19 and beginning at page 49 for more information on our board’s commitment to board diversity and our skills matrix, respectively.</p>

PRACTICE**FINNING****3. Consideration of the Representation of Designated Groups in the Director Identification and Selection Process**

Disclose whether or not the board or nominating committee considers the level of representation of designated groups on the board in identifying and nominating candidates for election or re-election to the board and, as the case may be, how that level is considered or the reasons why it is not considered

The governance and risk committee and board consider the representation of designated groups on the board and diversity in general when identifying and evaluating potential nominees for election or re-election. This selection process includes considering (including through the survey referred to above) the current board composition and the skill set required to round out the capabilities of the board, together with the diversity principles of the policy, which include having due regard for all groups referred to in the policy, including the designated groups, with the expectation to maintain at least 30% female representation on the board. Where external search organizations are asked to identify board nominees, they are instructed to include in their candidate list gender diverse candidates, as well as members of visible minorities, Indigenous peoples and/or persons with disabilities.

4. Consideration Given to the Representation of Designated Groups in Senior Management Appointments

Disclose whether or not the issuer considers the level of representation of designated groups when appointing members of senior management and, as the case may be, how that level is considered or the reasons why it is not considered.

For CBCA purposes, "members of senior management" comprise our "executive officers" as defined in National Instrument 51-102 Continuous Disclosure Obligations. As of the date of this proxy circular, we have six executive officers.

We are a member of the 30% Club Canada, an initiative to aim for at least 30% female representation on boards and in executive management positions. When nominating candidates to senior management positions, our objective is to identify the person who best possesses the skills required for each position, regardless of whether the nominee falls within the designated groups. However, where two candidates bring equivalent skills to the position, the candidate representing diversity characteristics will be preferred.

The board is committed to support management in building and sustaining an inclusive and diverse workforce. Refer to page 42 for more information about our ongoing inclusion and diversity initiatives.

5. Issuer's Targets Regarding the Representation of Designated Groups on the Board and in Senior Management Positions

Disclose whether or not the issuer has, for each group referred to in the definition of designated groups, adopted a target number or percentage, or a range of target numbers or percentages, for members of the group to hold positions on the board of directors or in senior management by a specific date and

To further our commitment to gender equality and the advancement of women in corporate Canada, in 2020 the board established a target under the board inclusion and diversity policy for women to comprise 30% of our board. Also, as a member of the 30% Club Canada, we aim for at least 30% female representation on our board and in executive management positions.

The extent of our board and senior management team diversity is affected by a number of factors, including the size of the available candidate pool having the necessary qualifications, personal attributes, business background and experience. Therefore, we have not adopted targets regarding other designated groups for the board and/or our senior management team at this time. However, we are committed to increasing the diversity of our organization, as we recognize diversity enhances decision-making and improves results. When recruiting, we endeavour to seek out candidates with diverse backgrounds.

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- for each group for which a target has been adopted, the target and the annual and cumulative progress of the corporation in achieving that target, and

- for each group for which a target has not been adopted, the reasons why the corporation has not adopted that target

6. Number and Percentages of Directors and Members of Senior Management Positions from Each of the Designated Groups

For each group referred to in the definition of designated groups, the number and proportion, expressed as a percentage, of members of each group who hold positions on the board of directors; and

For each group referred to in the definition of designated groups, the number and proportion, expressed as a percentage, of members of each group who are members of senior management of the corporation, including all of its major subsidiaries.

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Our target established in 2020 for 30% female representation on our board was achieved in advance in 2020 and 2021 with four of 12 directors (33% female), in 2022, five of 13 directors (38% female) in 2023, five of 14 directors (36% female) in 2024, four of 13 directors (31% female) and in 2025 three of ten directors (30% female).

In 2024, our female representation in executive officer positions was two of eight executive officers (25%). With the retirement of Anna Marks, our former Senior Vice President, Finance in August 2024 and Jane Murdoch, our former Chief Development and Legal Officer in early 2025, currently none of our six executive officers are women.

See the answer to question 5 above.

Our board currently has ten directors, of whom:

- Three identify as women (30%)
- One identifies as a visible minority (10%)
- None identify as being an Indigenous person or a person with a disability

All of our current directors are standing for re-election at the annual meeting.

As of the date hereof, we have six members of senior management (as defined in the CBCA), of whom:

- None identify as women (0%)
 - None identify as being an Indigenous person, a member of a visible minority or a person with a disability
-

Appendix C

Finning International Inc. Terms of Reference for the Board of Directors

I. INTRODUCTION

- A. The primary responsibility of the Board is to foster the long-term success of the Corporation to enhance the value of the Corporation's business while considering the interests of the Corporation's shareholders and various other stakeholders, and provide strategic oversight, consistent with its fiduciary responsibility to act in the best interests of the Corporation as a whole.
- B. The Board operates by delegating certain of its authorities, including spending authorizations, to management and by reserving certain powers to itself. Subject to the Articles and By-laws of the Corporation, the Board retains the responsibility for managing its own affairs, including planning its composition, selecting its Chair, nominating candidates for election to the Board, appointing committees and determining director compensation.
- C. These terms of reference are prepared to assist the Board and management in clarifying responsibilities and ensuring effective communication between the Board and management.

II. COMPOSITION AND BOARD ORGANIZATION

- A. Director nominees are initially considered and recommended by the Governance and Risk Committee of the Board, approved by the Board and elected annually by the shareholders of the Corporation.
- B. A majority of directors comprising the Board must qualify as independent¹ directors.
- C. Certain of the responsibilities of the Board referred to herein may be delegated to committees of the Board. The responsibilities of those committees are set forth in their terms of reference, as amended from time to time upon approval by the Board.

III. DUTIES AND RESPONSIBILITIES

A. Managing the Affairs of the Board

The Board operates by delegating certain of its authorities, including spending authorizations, to management and by reserving certain powers to itself. The legal obligations of the Board are described in detail in Section IV. Subject to these legal obligations and to the Articles and By-laws of the Corporation, the Board retains the responsibility for managing its own affairs, including:

- i) planning its composition and size;
- ii) selecting and setting the terms of reference for the Board Chair;
- iii) nominating candidates for election to the Board;
- iv) appointing committees;
- v) determining director compensation;
- vi) assessing the effectiveness of the Board, committees and directors (including the Board Chair and committee chairs) in fulfilling their responsibilities;
- vii) approving any recommended changes to the terms of reference for the Board, the Board Chair, an individual director, the President & Chief Executive Officer, Board committees and the Guidelines for the Board of Directors;
- viii) approval of annual Board objectives;
- ix) facilitating annual site visits to country operations; and
- x) approval of the minutes of the annual meeting of shareholders.

B. Management and Human Resources

The Board has the responsibility:

¹ A definition of an independent director can be found in the Appendix to the Guidelines for the Board of Directors.

- i) for the appointment and succession of the Chief Executive Officer (CEO), for monitoring CEO performance, for approving CEO compensation and providing advice and counsel to the CEO in the execution of the CEO's duties;
- ii) for approving terms of reference for the CEO;
- iii) in consultation with the CEO, for approving annual objectives that the CEO is responsible for meeting;
- iv) to the extent feasible, for satisfying itself as to the integrity of the CEO and executive management and for ensuring that they create a culture of integrity, diversity and inclusion, health, safety and sustainability throughout the organization;
- v) upon considering the advice of the CEO and the recommendation of the Human Resources Committee, for approving the appointment of all corporate officers; and
- vi) for ensuring that plans have been made for management succession including appointing, training and monitoring of senior management.

C. Monitoring and Acting

The Board has the responsibility:

- i) for monitoring the Corporation's progress towards its annual operating plan and strategic goals, and for revising and altering corporate direction through management in light of changing circumstances;
- ii) for approving any payment of dividends and new financings;
- iii) for monitoring the Corporation's approach to sustainability, including environment, social and governance strategy, risks and related matters;
- iv) to ensure management identifies the principal and emerging risks of the Corporation's business (including country investment and political risks) and takes all reasonable steps to ensure the implementation of appropriate systems to manage these risks;
- v) for directing management to ensure systems are in place for the implementation and integrity of the Corporation's internal control and information technology systems; and
- vi) for monitoring and reviewing periodic reports on the Corporation's information technology and information security programs and initiatives, including cybersecurity, business continuity planning, digital and artificial intelligence.

D. Planning and Strategy Determination

The Board has the responsibility:

- i) for annual review and approval of the Corporation's annual operating plan;
- ii) for adopting a strategic planning process;
- iii) for approving, at least annually, a longer-range strategic plan that takes into account, among other things, the opportunities and risks of the business; and
- iv) for reviewing with management the mission of the business, its objectives and goals, and the strategy by which it proposes to reach those goals.

E. Policies and Procedures

The Board has the responsibility:

- i) for approving and monitoring compliance with all significant policies and procedures by which the Corporation is operated;
- ii) for approving any recommended changes to the Global Political Contributions Policy;
- iii) for approving any recommended changes to the Board Inclusion and Diversity Policy;
- iv) for approving any recommended changes to the Code of Conduct and Code of Ethics for Senior Executive and Financial Management; and
- v) for ensuring systems are in place which are designed to ensure that the Corporation operates at all times within applicable laws and regulations, and to the highest ethical and moral standards.

F. Financial and Corporate Issues

The Board has the responsibility:

- i) with consideration to the recommendation of the Audit Committee, for nominating an External Auditor for approval by shareholders; and if the Board does not adopt the Audit Committee's recommendation for External Auditor, ensure this fact is disclosed in the Annual Information Form;

- ii) with consideration to the recommendation of the Audit Committee, for approving the compensation of the External Auditor; and if the Board does not adopt the Audit Committee's recommendation, ensure this fact is disclosed in the Annual Information Form;
- iii) for taking reasonable steps to ensure the implementation and integrity of the Corporation's internal control and management information systems;
- iv) for reviewing operating and financial performance relative to budgets or objectives;
- v) for approving annual and quarterly financial statements, management's discussion and analysis and related news release, and approving the release thereof by management, provided that the approval of quarterly reports may be delegated to the Audit Committee of the Board;
- vi) for approving any recommended changes to the Corporation's By-laws and ensuring any such changes are put before the shareholders for ratification;
- vii) for approving the Management Proxy Circular, Annual Information Form, Modern Slavery Report and any documents incorporated by reference therein; and
- viii) for approving the commencement or settlement of litigation that may have a material impact on the Corporation.

G. Reporting to Stakeholders

- i) The Board has the responsibility to periodically review the communications policies of the Corporation and receive reports from management on shareholder and other key stakeholder engagement activities.
- ii) The Board has the responsibility to direct management:
 - a) to ensure that the Corporation maintains effective, productive and appropriate reporting and communications links with Caterpillar;
 - b) to ensure that the financial performance of the Corporation is adequately reported to the public and regulators on a timely and regular basis as required by law;
 - c) to ensure that the financial results are reported fairly and in accordance with generally accepted accounting principles;
 - d) to ensure the timely reporting of any other developments that have a significant and material impact on the value of the Corporation;
 - e) to report annually to shareholders at its annual shareholders' meeting on its stewardship for the preceding year; and
 - f) to ensure that the Corporation has systems in place which accommodate feedback from stakeholders.

IV. LEGAL REQUIREMENTS

- A.** The Board is responsible for taking all reasonable steps to ensure that legal requirements have been met, annual shareholder meetings held, and documents and records have been properly prepared, approved and maintained.
- B.** Canadian law, the jurisdiction of incorporation of the Corporation, identifies the following as legal requirements for the Board:
 - i) to manage, or supervise the management of, the business and affairs of the Corporation;
 - ii) to act honestly and in good faith with a view to the best interests of the Corporation;
 - iii) to exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances;
 - iv) to act in accordance with its obligations contained in the Canada Business Corporations Act, applicable securities laws, Canadian Securities Administrators' instruments and policies other relevant legislation and regulations, and the Corporation's Articles and By-laws; and
 - v) in particular, it should be noted that the following matters must be considered by the Board as a whole and may not be delegated to a Committee:
 - a) any submission to the shareholders of a question or matter requiring the approval of the shareholders;
 - b) the filling of a vacancy among the directors or in the office of the External Auditor;
 - c) any issuance of securities, including the manner of issuance and any terms applicable to the issuance of the securities;
 - d) the declaration of dividends;
 - e) the purchase, redemption or any other form of acquisition of securities issued by the Corporation;

- f) the payment of a commission to any person in consideration of the purchase or agreement to purchase securities of the Corporation from the Corporation or from any other person, or procuring or agreeing to procure purchasers for any such securities;
- g) the approval of Management Proxy Circulars, Annual Information Forms and Modern Slavery Reports;
- h) the approval of any Take-over Bid Circular or Directors' Circular;
- i) the approval of the annual financial statements of the Corporation; and
- j) the adoption, amendment or repeal of By-Laws of the Corporation.

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