INVESTOR UPDATE

Toronto
December 17, 2014

Forward Looking Information

FINNING

This report contains statements about the Company's business outlook, objectives, plans, strategic priorities and other statements that are not historical facts. A statement Finning makes is forward-looking when it uses what the Company knows and expects today to make a statement about the future. Forward-looking statements may include words such as aim, anticipate, assumption, believe, could, expect, goal, guidance, intend, may, objective, outlook, plan, project, seek, should, strategy, strive, target, and will. Forward-looking statements in this report include, but are not limited to, statements with respect to: expectations with respect to the economy and associated impact on the Company's financial results; expected revenue; EBIT margin; ROIC; market share growth; expected results from service excellence action plans; anticipated asset utilization, inventory turns and parts service levels; the expected target range of the Company's net debt to invested capital ratio; and the expected target range of the Company's dividend payout ratio. All such forward-looking statements are made pursuant to the 'safe harbour' provisions of applicable Canadian securities laws.

Unless otherwise indicated by us, forward-looking statements in this report reflect Finning's expectations at December 17, 2014. Except as may be required by Canadian securities laws, Finning does not undertake any obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

Forward-looking statements, by their very nature, are subject to numerous risks and uncertainties and are based on several assumptions which give rise to the possibility that actual results could differ materially from the expectations expressed in or implied by such forward-looking statements and that Finning's business outlook, objectives, plans, strategic priorities and other statements that are not historical facts may not be achieved. As a result, Finning cannot guarantee that any forward-looking statement will materialize. Factors that could cause actual results or events to differ materially from those expressed in or implied by these forward-looking statements include: general economic and market conditions; foreign exchange rates; commodity prices; the level of customer confidence and spending, and the demand for, and prices of, Finning's products and services; Finning's dependence on the continued market acceptance of Caterpillar's products and Caterpillar's timely supply of parts and equipment; Finning's ability to continue to improve productivity and operational efficiencies while continuing to maintain customer service; Finning's ability to manage cost pressures as growth in revenues occur; Finning's ability to reduce costs in response to slowing activity levels; Finning's ability to attract sufficient skilled labour resources to meet growing product support demand; Finning's ability to negotiate and renew collective bargaining agreements with satisfactory terms for Finning's employees and the Company; the intensity of competitive activity; Finning's ability to raise the capital needed to implement its business plan; regulatory initiatives or proceedings, litigation and changes in laws or regulations; stock market volatility; changes in political and economic environments for operations; the integrity, reliability, availability and benefits from information technology and the data processed by that technology. Forward-looking statements are provided in this report for the purpose of giving information about management's current expectations and plans and allowing investors and others to get a better understanding of Finning's operating environment. However, readers are cautioned that it may not be appropriate to use such forward-looking statements for any other purpose.

Forward-looking statements made in this report are based on a number of assumptions that Finning believed were reasonable on the day the Company made the forward-looking statements. Refer in particular to the Outlook section of this MD&A. Some of the assumptions, risks, and other factors which could cause results to differ materially from those expressed in the forward-looking statements contained in this report are discussed in Section 4 of the Company's current AIF.

Finning cautions readers that the risks described in the AIF are not the only ones that could impact the Company. Additional risks and uncertainties not currently known to the Company or that are currently deemed to be immaterial may also have a material adverse effect on Finning's business, financial condition, or results of operations.

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

Monetary amounts are in Canadian dollars and from continuing operations unless noted otherwise

Compelling Value Proposition

FINNING

- Highly diversified business
  - Geography: Three unique, high-quality OECD regions
  - End markets: Serving a diversified spectrum of sectors and customers
  - Revenue mix: Balance between equipment sales and product support
- Robust financial position
  - Profitable in all years of operation
  - Significant free cash flow generation
  - Strong balance sheet
  - Track record of consistent dividend growth
- Prepared for both volatility and opportunity in a very dynamic business environment
  - Decisive action taken to manage recent downturn in South America
  - Positioned to capture growth opportunities
- Right team in place to execute
- Remain focused on what we can control: cost, working capital and capital investment
  - Full focus on the Five Priorities
    - Safety and Talent Management
    - Market Leadership
    - Service Excellence
    - Supply Chain
    - Asset Utilization

Diversification

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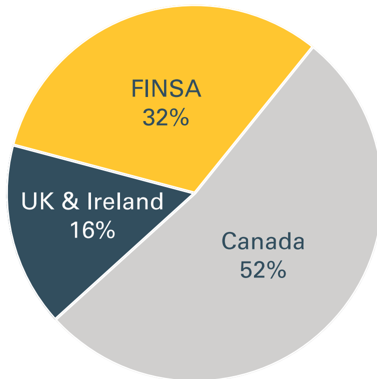
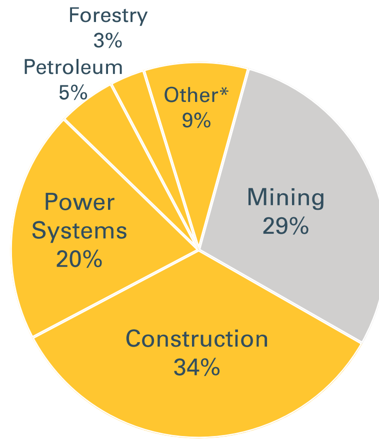
Geographic Diversification

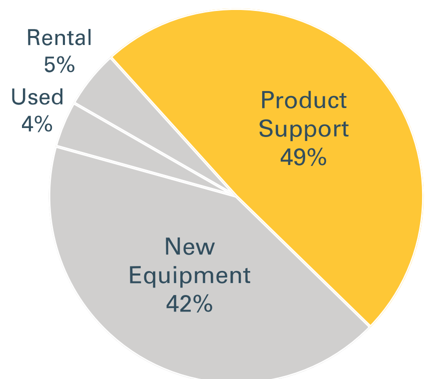


Revenue by Region
YTD Sept 30, 2014

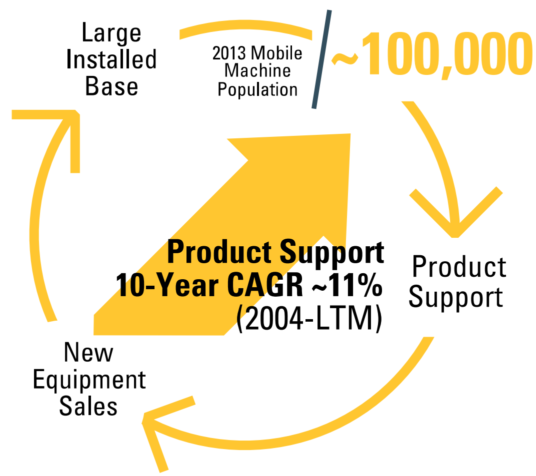


New Equipment Deliveries by Industry
YTD Sept 30, 2014

End Market Diversification



Revenue by Line of Business
YTD Sept 30, 2014



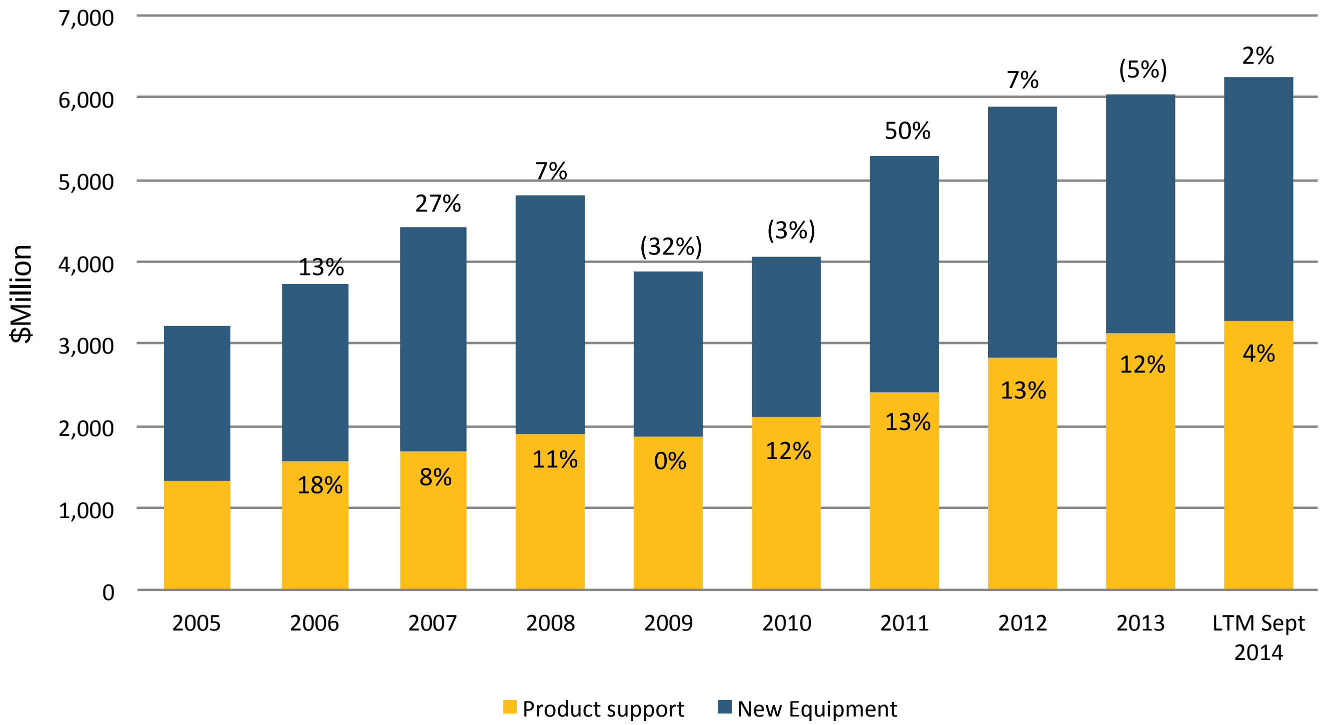
Embedded Product Support Growth

*Other: agriculture, industrial and government segments

Strong Full-Cycle Growth

Consolidated New Equipment & Product Support Revenue

FINNING



New Equipment

CAGR	5%
Average	$2,547
Min	$1,899

Product Support

CAGR	11%

Product support provides resilient revenue stream through the cycle

Strong Full-Cycle Growth

Canada New Equipment & Product Support Revenue

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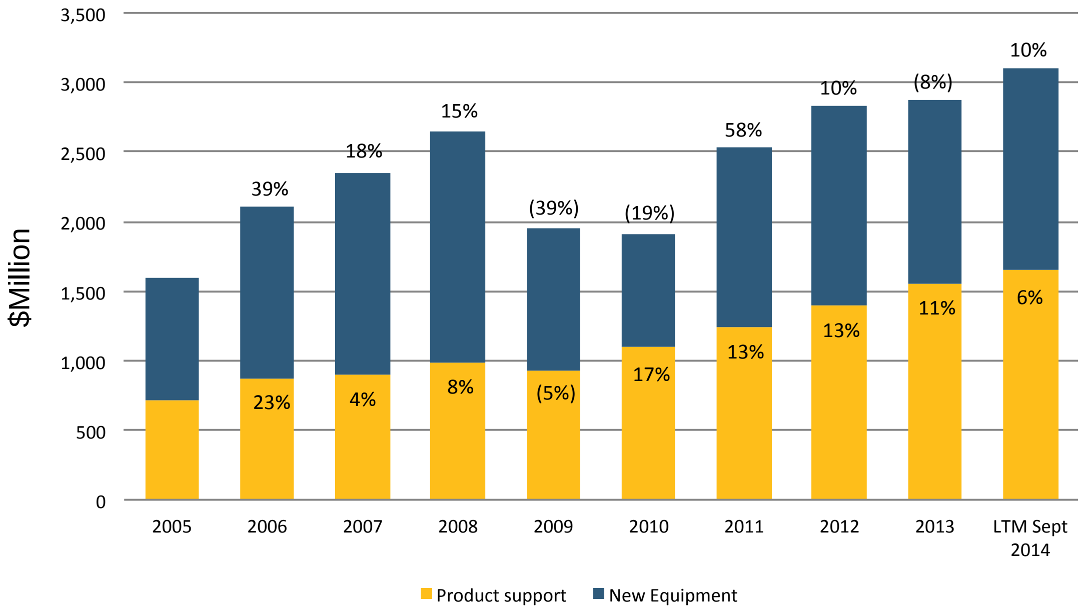


	2005	2006	2007	2008	2009	2010	2011	2012	2013	LTM Sept 2014
% Oil Sands	15%	18%	21%	34%	40%	31%	32%	28%	30%	31%
AB GDP growth(1)	4.4%	6.2%	1.7%	1.7%	-4.1%	4.5%	5.7%	4.5%	3.8%	4.1%(2)
BC GDP growth(1)	5.0%	4.3%	3.1%	1.1%	-2.5%	3.3%	2.8%	2.4%	1.9%	2.8%(2)
WTI(3)	$57	$66	$72	$100	$62	$79	$95	$94	$98	$58(4)

(1) BC Statistics : GDP annual change, chained 2007 $
(2) RBC estimate
(3) US Energy Information Administration: Cushing WTI spot price ($US)
(4) WTI ($US) as of December 12, 2014

New Equipment

CAGR	6%
Average	$1,255
Min	$818

Product Support

CAGR	10%

2008 – 2014

Machine Population – Canada
Compound Annual Growth Rate: 4%

797 Off-Highway Trucks
172 → 287

Medium Wheel Loaders
3,040 → 3,702

Medium Track Type Tractors
6,624 → 7,940

2008 – 2014

Power Systems

3600 Series Gas Engines
82 → 340

South America - Case Study

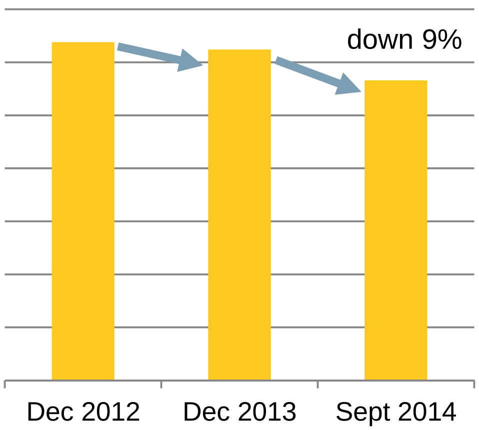
Responding to Market Downturn

FINNING

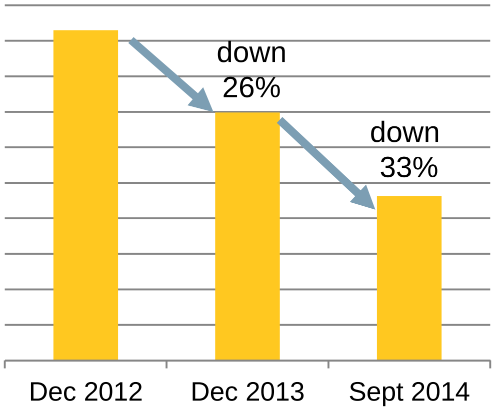
YTD ended Sep 30, 2014 vs. YTD ended Sep 30, 2013[1]

- Total revenue ↓17%
- Workforce ↓8% to 6,900 people
- SG&A ↓13%
- EBIT margin of 9.2%[2] vs. 9.4%
- Equipment margin maintained
- Net Capital Expenditure ↓17%
- Net Rental Additions ↓56%
- FCF generation ~$200 million for YTD ended Sep 30, 2014
- Core equipment market share ↑9 points

Part & Components Inventory



Equipment Inventory



[1] All numbers are in USD

[2] Adjusted for ERP write-off

Strengthening Balance Sheet

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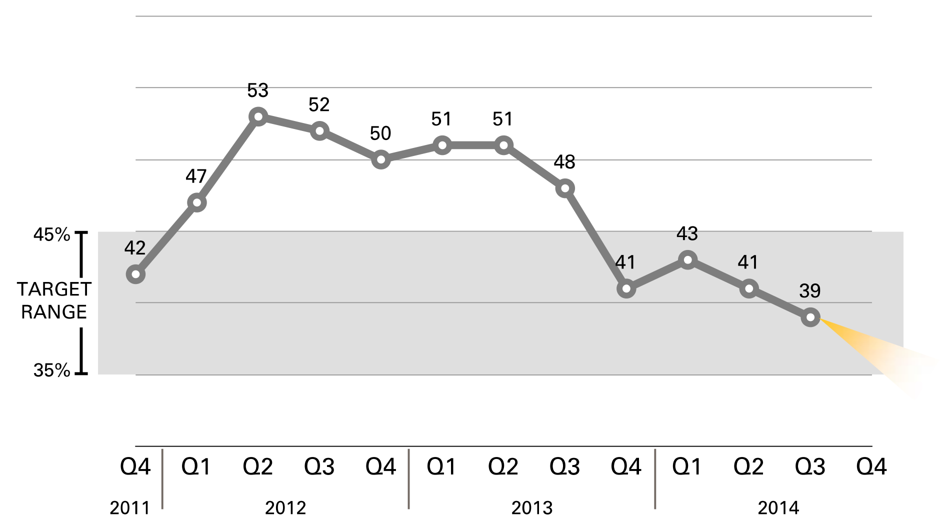
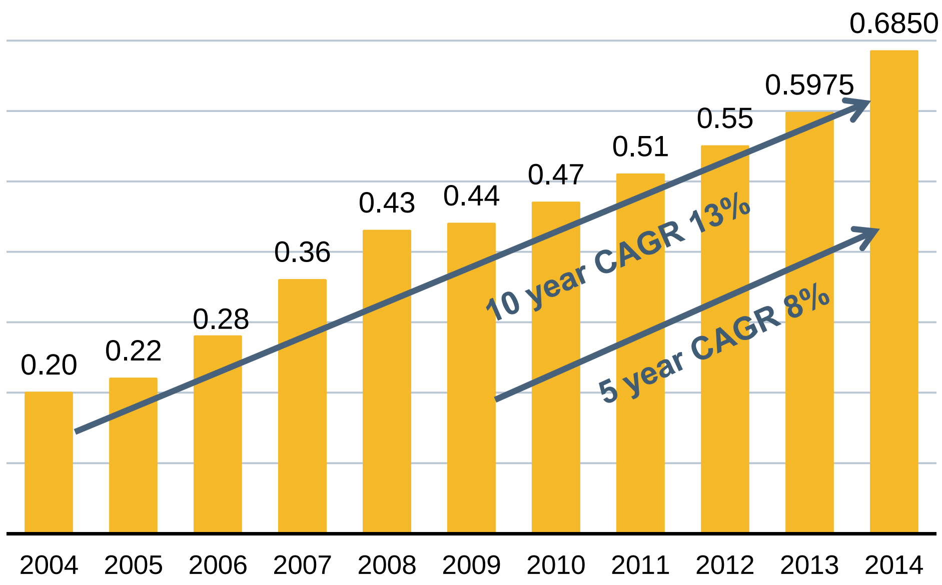
Net Debt to Invested Capital Ratio (%)



Annual Dividends



Talent Management

Right People in the Right Roles

FINNING

- **Scott Thomson** – President & CEO
  - **Neil Dickinson** – Managing Director, Finning UK & Ireland & EVP, Global Power Systems Finning Intl.
  - **Juan Carlos Villegas** – President, Finning Canada & COO, Finning International
  - **Marcello Marchese** – President, Finning South America
  - EVP & CFO search in progress. Supported by: **Anna Marks** – SVP, Controller; **Greg Palaschuk** – VP, Treasurer
  - **Andy Fraser** – EVP, Customer & External Relations
  - **Dave Cummings** – SVP & CIO
  - **Gillian Platt** – CHRO

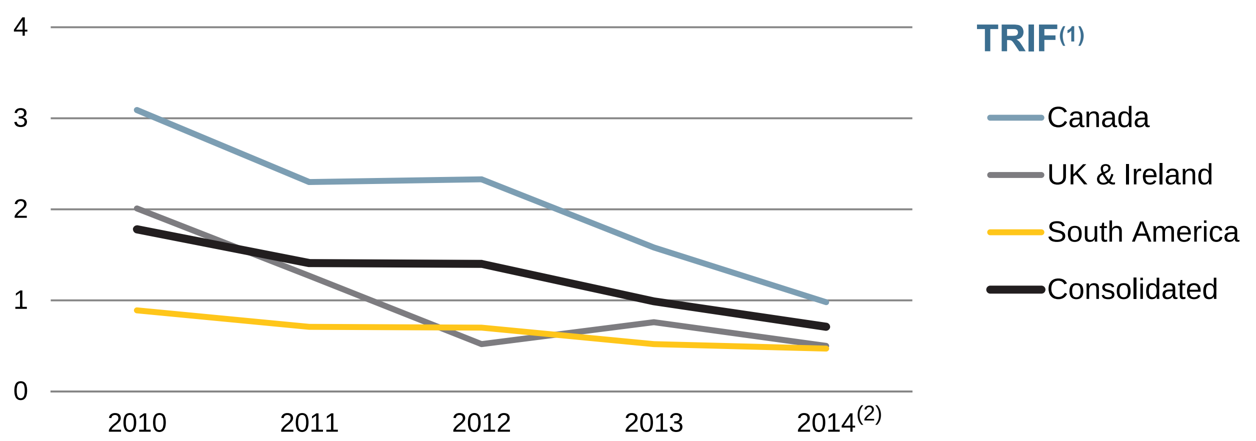
Company Wide Focus on Employee Development and Talent Management

- Developing operational leadership
- Providing internal growth opportunities

Safety

FINNING

- Safety is a core value
  - Strong executive leadership and visibility
- Global Alignment
  - Incident Investigation protocol
  - Life Saving Rules
  - Personal Protective Equipment standards
- Next Steps
  - 3 year road map to achieve world class safety performance



(1) Total Recordable Injury Frequency = number of incidents per 200,000 hours worked

(2) YTD ended Sept 30, 2014

Operational Priorities

Priorities will drive improved Return on Invested Capital (ROIC)

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Service Excellence

- Drives lowest equipment owning and operating costs
- Maximizes equipment uptime and improves customer loyalty
- Increases service profitability
- Attracts and retains technical talent

Service Excellence	Target ∆ 2013-2016
Consolidated EBIT $	$40 – 60M↑

Supply Chain

- Competitive advantage as a world-class distributor
- Efficient supply chain drives customer loyalty
- Reduces costs and invested capital
- Improves cash generation

Supply Chain	Target ∆ 2013-2016	Working Capital Reduction
Inventory Turns	0.5 – 0.9x ↑	0.1 turn = $50M inventory ↓

Market Leadership

- Builds machine population and drives future product support
- Aligns with Caterpillar's focus on market share growth
- Expands focus to entire product line

Market Leadership	Target ∆ 2013-2016	Revenue Opportunity*
Core Equipment Market Share	2-4% ↑	1% share = $35M
Parts Market Share	2-4% ↑	1% share = $45M
Power Systems Revenue (Canada)	10-15% ↑	5% growth = $20M

* Assumes no industry growth

Asset Utilization

- Optimizes footprint and distribution of activities
- Maximizes return on investments made
- Improves service delivery
- Reduces costs and invested capital

CANADA PROGRESS UPDATE

Talent Management

Juan Carlos Villegas
President, Finning Canada & COO, Finning International

- **Gary Agnew** – VP Strategy & Solutions
- **David Primrose** – EVP Core Industries
- **Joel Harrod** – SVP Power Systems
- **John Pollesel** – SVP, Mining
- **Cristian Chavez** – VP Operational Excellence
- **Chad Hiley** – SVP Human Resources
- **Kevin Tatlow** – SVP Service Excellence
- **Mona Hale** – VP Finance

Balanced 'develop and attract' talent strategy – fresh ideas and continuity

- Executive team – 2 new recruits, 3 transfers from broader Finning, 4 long-service Finning Canada
- Executive reports – 45% are new to role, 25% are new to Finning
- Conscious effort to build succession bench-strength

Increased focus on talent management and development

- 100% growth in employees participating in talent management and development planning

Committed to building technical excellence

- Over 275 apprentices: one for every 5 technicians
- 2 accelerated apprentice programs – ThinkBIG and FINNtech

Recent EOS Survey

Executive Management Score | ↑14%

Market Leadership

FINNING

Canada

- Growing market share in non-mining through better execution; margins maintained
  - Better sales coverage – higher participation and closing of deals
  - Restructured incentive schemes motivate sales force
  - Improved forecasting capability and inventory quality: #1 CAT dealer in North America for forecasting accuracy
- Canada Power Systems growth driven by new leadership and market segmentation

Market Leadership – KPIs	**Canada** 2014 vs. 2013[1]
Participation rate (%)	↑ 11 points
Core equipment market share (%)	↑ 3 points
Power systems revenue ($)	↑ 28%

[1] All numbers are YTD ended Sept 30

Service Excellence

New service model is being installed and sustained

FINNING

Service model install execution – will be completed in 2015

Operational | In Progress | Scheduled

2014

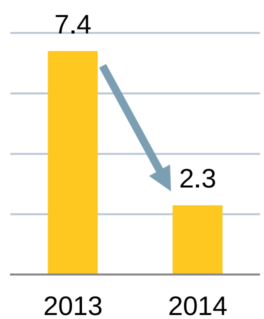
- Grande Prairie Branch
- Grande Prairie Power Systems
- Peace River
- Mildred Lake
- Fort McKay
- Red Deer OH
- Red Deer NEP
- Red Deer Used Parts
- Red Deer Used Equipment
- Calgary
- Prince George
- Fort McMurray Branch
- Fort McMurray Power Systems
- Oil Sands – Customer Sites

2015

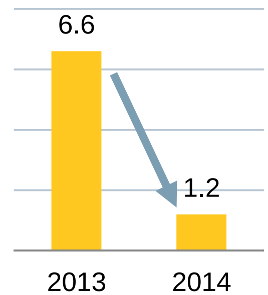
- Fort St. John
- Fort McMurray Shovel & Drills
- Edmonton Power Systems
- Sparwood
- Ekati
- Oil Sands – Customer Sites
- **35 Small to Mid-Size Branches**

Prince George: large branch results (YTD ended Oct 31, 2014)

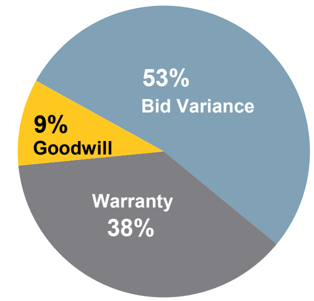
Bid Variance
(% of service revenue)



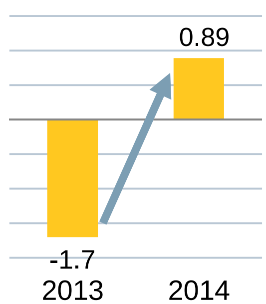
Warranty & Goodwill
(% of service revenue)



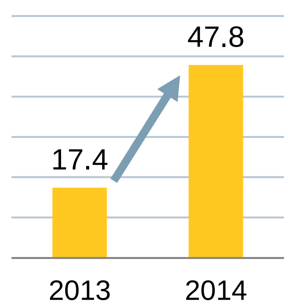
Main Drivers of Service EBIT improvement



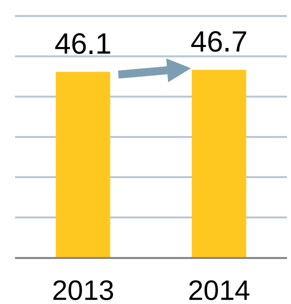
Service EBIT
($millions)



Net Promoter Score – Field



Net Promoter Score – Shop



Canada service EBIT profitability improvement reflected in Q3 & Q4 2014

Supply Chain

FINNING

Inventory Management

- Parts service levels running at or above targets
- Significant reduction in emergency orders
- Significant improvement in Parts Net Promoter Score and customer satisfaction
- Improved inventory velocity as a result of fewer touch points and trips
  - Direct shipment from Spokane to 9 branches in southern BC and Alberta
  - Typical lead time reduced from 11 days to 3.5 days

Supply Chain – Parts KPIs	**2014**	**2013**
24 hour availability (%)	87	80
72 hour availability (%)	96	93
Emergency orders (%)	27	36
Parts Net Promoter Score	63	53

2013 is FY; 2014 is YTD ended Nov 30

Network Optimization

- Executing and sustaining best in class practices in 22 warehouses
- Integrating 5 regional parts distribution centers into corporate supply chain group by end of Q1/15
  - West Edmonton, Prince George, Calgary, Surrey, Mildred Lake
- New Equipment Preparation centralization

Transportation Efficiency

- Lower transportation costs despite higher parts volumes
  - ~$4.5 million in annual savings from elimination of redundant truck trips
  - ~$4 million in annual savings from routing optimization and elimination of truck trips for equipment
  - Number of transportation providers down 25% from 2013; target 50% reduction

Procurement

- ~$4.3 million in annual cost savings and $8 million in cost avoidance through sourcing and contracts management
- Number of non-CAT vendors down by 22% due to rationalization and consolidation of spend

Service Excellence and Supply Chain initiatives are fully aligned

Asset Utilization

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Allocating work and assets across facilities

- Completed to date:
  - Shovels and Drills moved from its Fort McMurray location into Mildred Lake branch; vacated building subleased
  - Power Systems Fort McMurray moved into local branch; location vacated
  - Edmonton used equipment, power systems, machining and welding moved from West Edmonton branch into former Shovels and Drills location – utilization improved significantly
- To be completed in 2015:
  - Prince George rental store moving to local branch by Q1 2015
  - West Edmonton branch bays freed up for customer repairs by Q2 2015
  - New equipment preparation centralized at Centre of Excellence in Red Deer

Asset Utilization– KPIs	**2014 vs. 2013**[(1)]
Mining asset utilization (%)	↑ 6 points
Service vehicle fleet	↓ 20%
Absorption (%)	↑ 5 points

[(1)] All numbers are YTD ended Sept 30

PROGRESS SCORECARD

Focusing on the Metrics We Control

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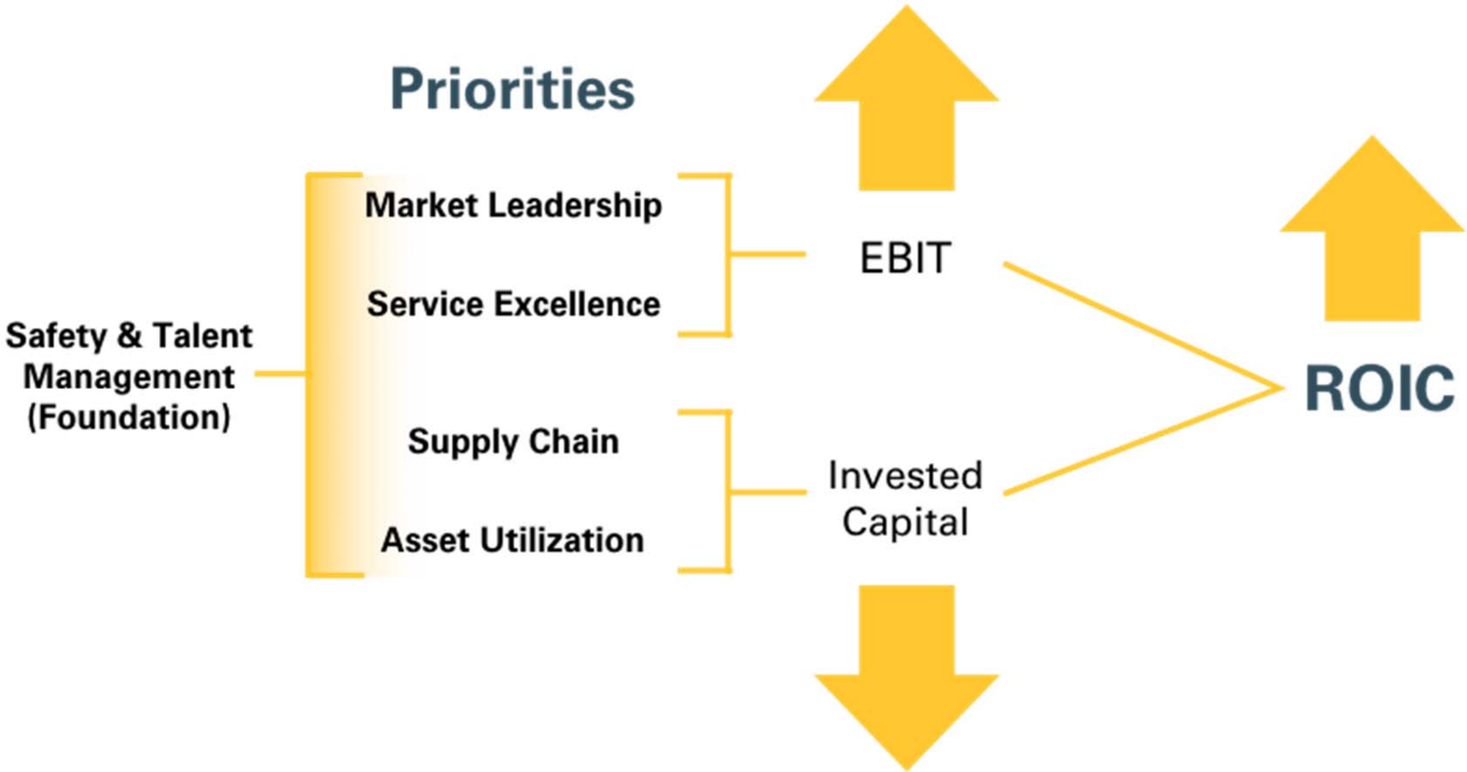
All priorities are linked directly to EBIT or Invested Capital



Canada

Progress Scorecard

EBIT[1] and ROIC[1]	LTM 2014[2]	LTM 2013[2]
EBIT ($ millions)	279	257
EBIT margin (%)	7.8	7.8
Return on invested capital (%)	*16.8*	*15.3*

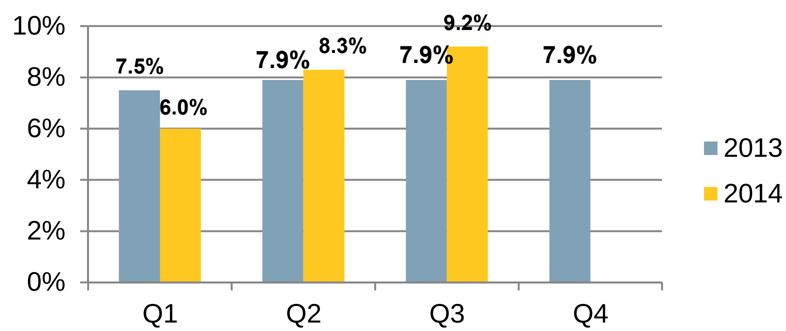
Invested Capital	Q3 2014	Q2 2014	Q1 2014	Q4 2013	Q3 2013
Invested capital[3] ($ millions)	1,714 ↔	1,756	1,682	1,488	1,716
Invested capital turnover (times)	2.15 ↑	2.20	2.11	2.03	1.95

(1) Adjusted for gain on sale of investment property in Q4 2012 ($9.7 million). Reported LTM 2013 ROIC was 15.9%

(2) Last twelve months ended September 30

(3) Calculated at end of period

EBIT% Improvement



Five imperatives driving improved ROIC; strong margin improvement trajectory

South America

Progress Scorecard

FINNING

EBIT[1] and ROIC[1]	LTM 2014[2]	LTM 2013[2]
EBIT ($ millions)	226	248
EBIT margin (%)	9.8	9.6
Return on invested capital (%)	*16.7*	*17.9*

Invested Capital	Q3 2014	Q2 2014	Q1 2014	Q4 2013	Q3 2013
Invested capital[3] (C$ millions)	1,298 ↓	1,274	1,443	1,391	1,379
Invested capital[3] (US$ millions)	1,158 ↓	1,194	1,306	1,308	1,341
Invested capital turnover (times)	1.71 ↓	1.74	1.73	1.78	1.86

(1) Adjusted for ERP write-off in Q3 2014 ($12.2 million). Reported LTM 2014 ROIC was 15.8%.

(2) Last twelve months ended September 30

(3) Calculated at end of period

ROIC reduced; however, EBIT margin improved and generating significant FCF

UK & Ireland

Progress Scorecard

EBIT[1] and ROIC[1]	LTM 2014[2]	LTM 2013[2]
EBIT ($ millions)	53	44
EBIT margin (%)	5.1	5.1
Return on invested capital (%)	*17.1*	*16.8*

Invested Capital	Q3 2014	Q2 2014	Q1 2014	Q4 2013	Q3 2013
Invested capital[3] (C$ millions)	344 ↑	309	296	265	268
Invested capital[3] (£ millions)	189 ↑	169	161	151	161
Invested capital turnover (times)	3.43 ↑	3.43	3.41	3.37	3.27

(1) Adjusted for ERP write-off in Q4 2013 ($5.5 million). Reported LTM 2014 ROIC was 15.6%.

(2) Last twelve months ended September 30

(3) Calculated at end of period

EBIT margin reflects competitive environment; improving invested capital turnover

Progress Scorecard

Consolidated

EBIT[1], ROIC[1], FCF	LTM 2014[2]	LTM 2013[2]
EBIT ($ millions)	525	513
EBIT margin (%)	7.6	7.7
Return on invested capital (%)	*15.9*	*15.5*
Free Cash Flow ($ millions)	463	321

Market Share	
Core Equipment[4]	↑ 3.6 points
Power Systems Revenue – Canada[5]	↑ 28%

Invested Capital	Q3 2014	Q2 2014	Q1 2014	Q4 2013	Q3 2013
Inventory ($ millions)	1,806 ↓	1,835	1,945	1,756	1,904
Inventory turns (times)	2.64 ↑	2.56	2.61	2.74	2.44
Invested capital[3] ($ millions)	3,340 ↔	3,334	3,414	3,138	3,342
Invested capital turnover (times)	2.09 ↑	2.12	2.06	2.04	2.03
Working capital to sales ratio (%)	*26.0* ↓	*25.5*	*26.3*	*26.5*	*26.7*
Net debt to invested capital (%)	*39.4* ↓	*40.9*	*42.9*	*40.8*	*47.8*

Progress in Canada offset by macro economic conditions in South America

(1) Adjusted for ERP write-off in South America in Q3 2014 ($12.2 million), ERP write-off in the UK in Q4 2013 ($5.5 million) and gain on sale of investment property in Canada in Q4 2012 ($9.7 million). Reported LTM 2014 ROIC was 15.4%; reported LTM 2013 ROIC was 15.8%.

(2) Last twelve months ended September 30

(3) Calculated at end of period

(4) YTD ended Sep 30, 2014 vs. 2013

(5) YTD ended Sep 30, 2014 vs. YTD ended Sep 30, 2013

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INVESTOR UPDATE

Toronto
December 17, 2014