

INVESTOR PRESENTATION

Scott Thomson, President and CEO

CIBC Whistler Institutional Investor Conference
January 26, 2017

Forward Looking Information

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: delivery of improved results when demand normalizes; free cash flow; order backlog; results of operational improvements and restructuring actions; product support activity for the balance of the year; expectations that the Canadian operation will achieve its targeted cost savings by the end of the year and EBIT margin range; the Canadian operation's improvement in profitability from alignment of the cost structure and operational excellence agenda; product support activity in mining in South America; cost savings from restructuring initiatives in the UK and Ireland operations; and transformation of the business model in the UK and Ireland operations to deliver a sustainable improvement in operating performance. 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 January 26, 2017. 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 its products and 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 revenue occurs; Finning's ability to reduce costs in response to slowing activity levels; Finning's ability to attract sufficient skilled labour resources as market conditions, business strategy or technologies change; 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 and availability of, 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. 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 and in the annual MD&A for the financial risks.

Finning cautions readers that the risks described in the MD&A and 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 of this report. 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.

Finning Overview

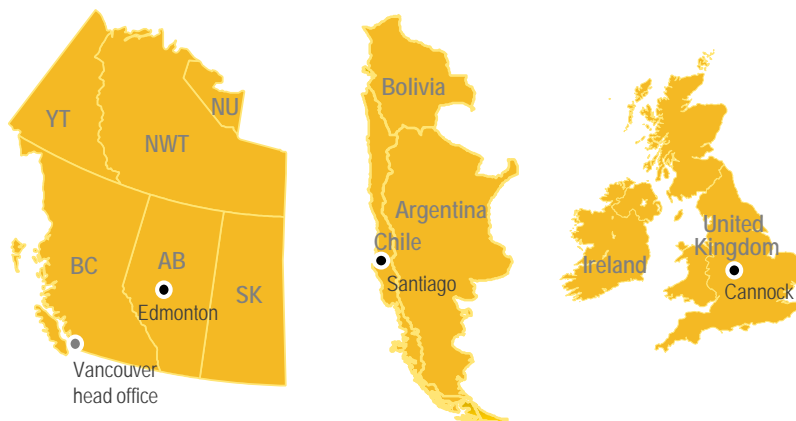
- Largest Caterpillar dealer
- Unrivalled service for nearly 85 years
- Diversified customer base
- 11,900 employees

Market Statistics⁽¹⁾ - FTT (TSX)

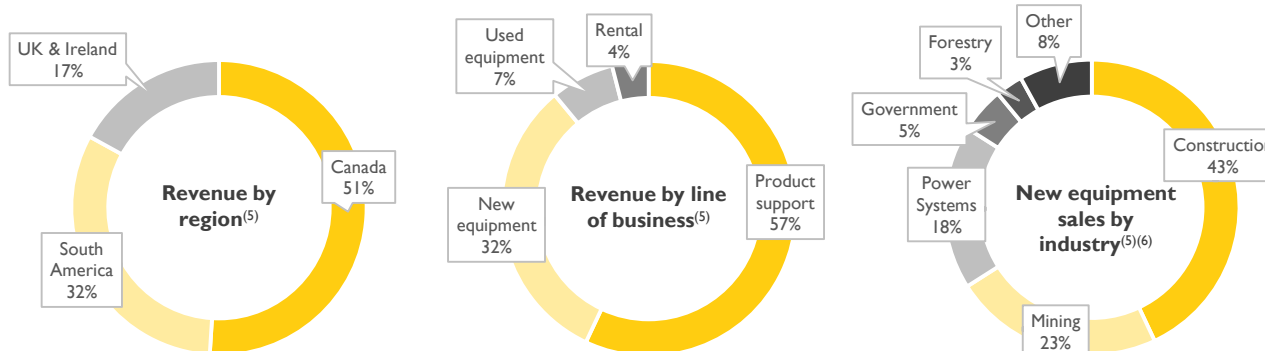
Share price	26.15
Market Cap	4.4B
S&P/DBRS rating	BBB(+/high)
Annual dividend / share	0.73
Dividend yield	2.8%

Financial Statistics - YTD 2016⁽²⁾

Revenue	4.1B
EBITDA ⁽³⁾	292M
Adjusted EBITDA ⁽³⁾⁽⁴⁾	348M
EBIT ⁽³⁾	147M
Adjusted EBIT ⁽³⁾⁽⁴⁾	203M
EPS	0.33
Adjusted EPS ⁽³⁾⁽⁴⁾	0.60
Free cash flow ⁽³⁾	257M
Invested capital ⁽³⁾	2.9B



⁽¹⁾ At Jan 23, 2017
⁽²⁾ YTD Ended Sep 30, 2016
⁽³⁾ See description of non-GAAP financial measures in Q3/16 MD&A
⁽⁴⁾ See description of significant items in Q3/16 MD&A



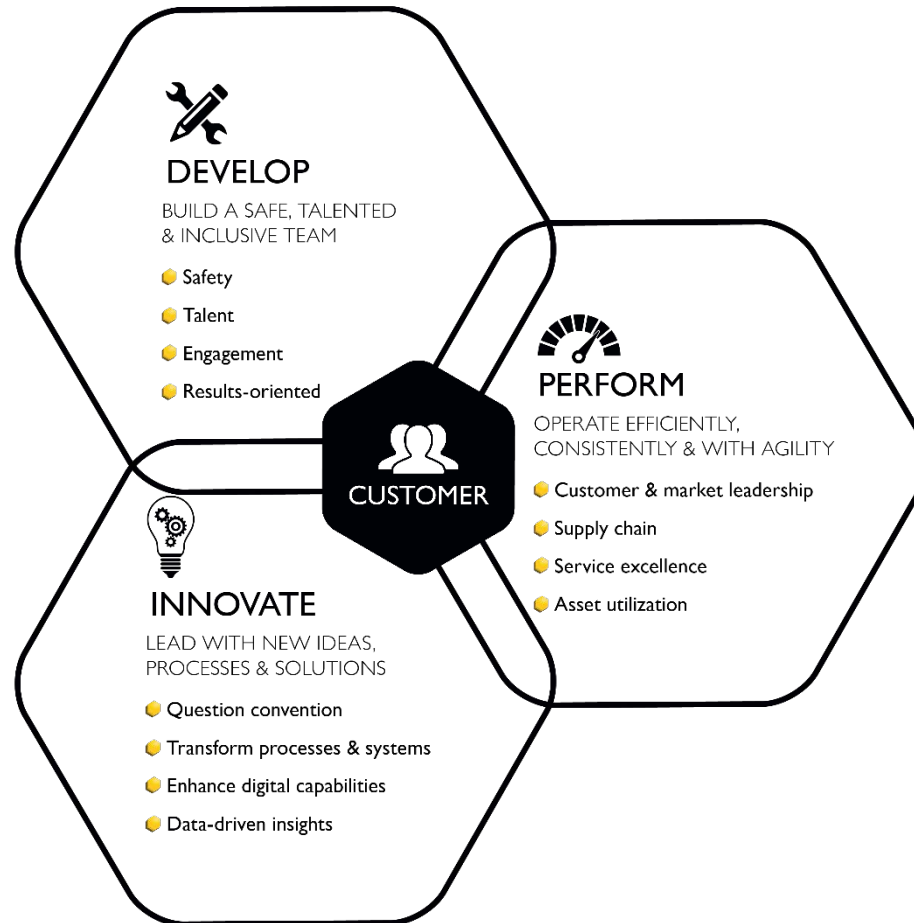
Strategic Direction

PURPOSE

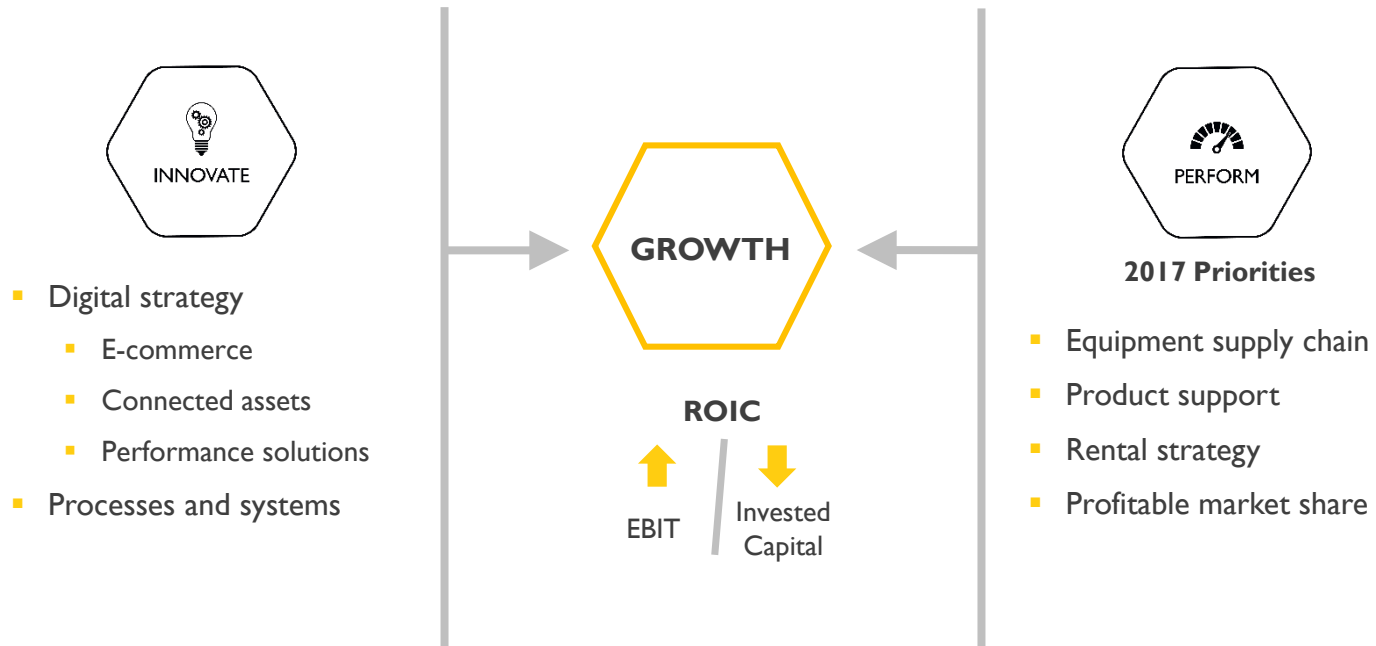
We believe in partnering and innovating to build and power a better world

VISION

Leveraging our global expertise and insight, we are a trusted partner in transforming our customers' performance



Profitable and Capital Efficient Growth



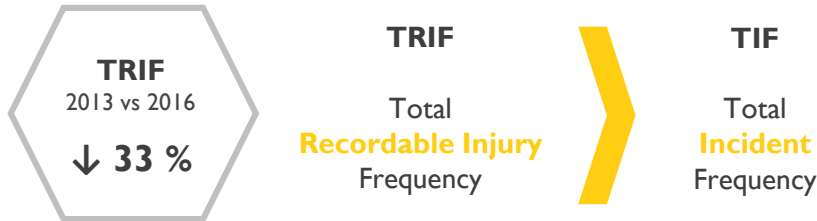
Foundational Priorities



Develop

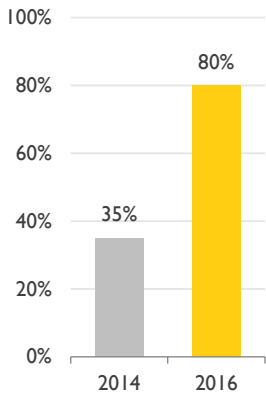
SAFETY - Prevention of Significant Incidents

Global standards for critical operations

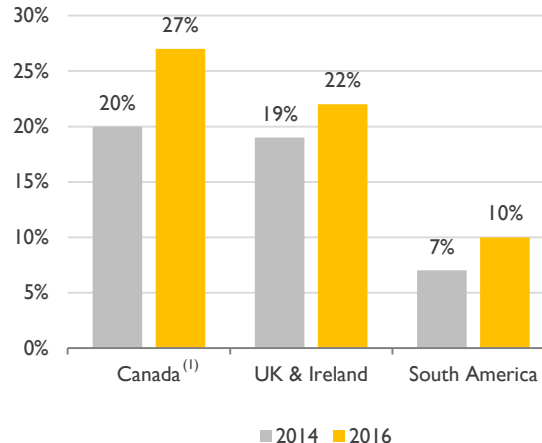


TALENT - Inclusiveness & Diversity

Leadership Roles with Successors (%)



Women in Leadership Roles (%)



⁽¹⁾ Canadian data excludes corporate head office, OEM Remanufacturing, and The Cat Rental Store

COMMUNITY - STEM

Working with non-profit strategic partners

- Advancing youth-focused STEM (science, technology, engineering and mathematics) education
- Helping prepare children for knowledge-based jobs of the future



Perform: 3-Year Commitments Scorecard

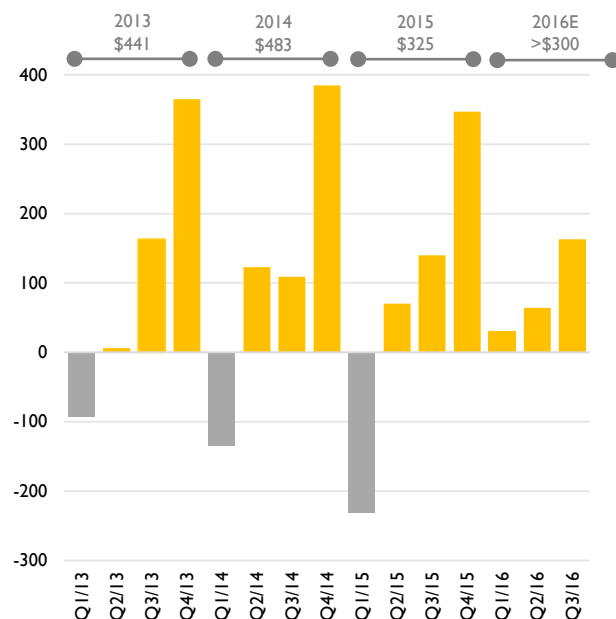
Operational Priorities	2013 Commitments <small>Assuming no industry change</small>	2016 Outcome
Supply Chain	<ul style="list-style-type: none"> Inventory turns ↑ 0.5 - 0.9 times 	<ul style="list-style-type: none"> Parts turns ↑ 0.7 times Equipment turns ↓ 0.6 times
	<p>Equipment sales ↓ 36%⁽¹⁾</p>	
Service Excellence	<ul style="list-style-type: none"> EBIT ↑ \$40 - 60 M 	<ul style="list-style-type: none"> Service EBIT ↑ \$60M Canada labour recovery ↑ 4 points
Asset Utilization	<ul style="list-style-type: none"> Footprint optimization Facility utilization 	<ul style="list-style-type: none"> Canada footprint ↓ ~25% UK footprint ↓ ~40%
Market Leadership	<ul style="list-style-type: none"> Core market share ↑ 2 - 4 points Parts market share ↑ 2 - 4 points Canada PS⁽²⁾ revenue ↑ 10 - 15% 	<ul style="list-style-type: none"> Core market share ↑ 5 points Parts market share ↑ above target Canada PS revenue ↓ 31%
		<p>Market share ↑ 5 points despite industry decline</p>

⁽¹⁾ New equipment sales: 2013 to LTM ended Sep 30, 2016

⁽²⁾ Power systems

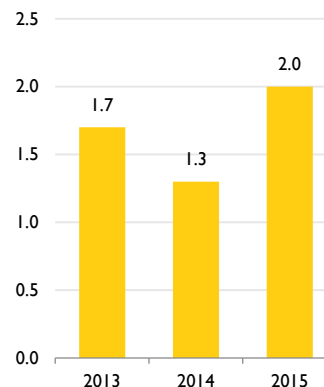
Strong Free Cash Flow and Balance Sheet

Free Cash Flow by Quarter (\$ millions)

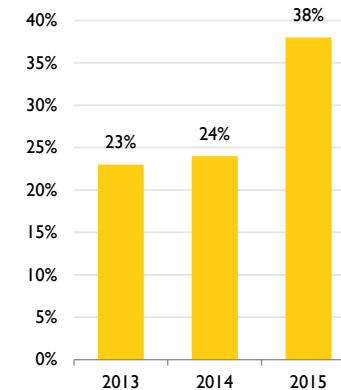


- Working capital efficiencies: smoothing inventory investment and monetization
- Targeted investment in maintenance capex and innovation agenda
- Rental investment flexible to market demand

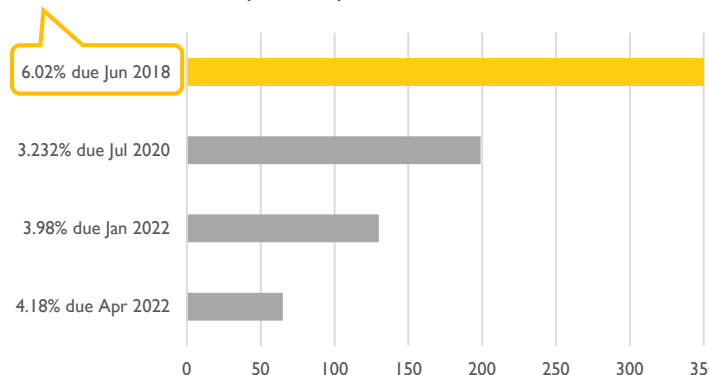
Net Debt to Adjusted EBITDA⁽¹⁾



Dividend as % of FCF



Options Considered



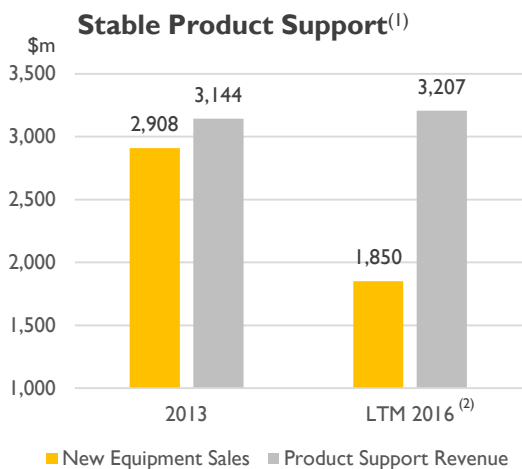
Upcycle Value Proposition

Resilient Business Model

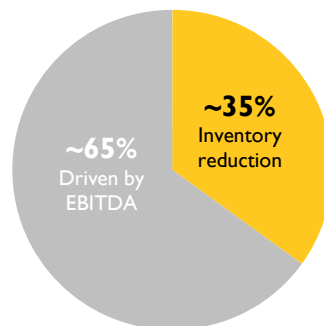
- Stable product support business
- Successful execution of operational priorities
- Strong free cash flow generation

Upcycle Growth Drivers

- Reduced cost structure
- Working capital improvements
- Product support opportunities
- Profitable service business
- Innovative customer solutions



**~\$1.6 Billion Free Cash Flow
2013 - 2016E**



Reduced Cost Structure
Canada (2014 – 2016E)

Workforce ⁽³⁾	↓	25%
SG&A ⁽⁴⁾	↓	22%

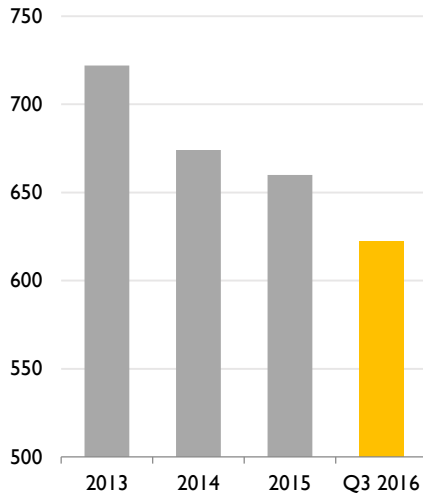
⁽¹⁾ In functional currency, product support revenue was flat in Canada, down 20% in South America, and down 9% in the UK & Ireland (LTM 2016 vs 2013)

⁽²⁾ LTM ended Sep 30, 2016

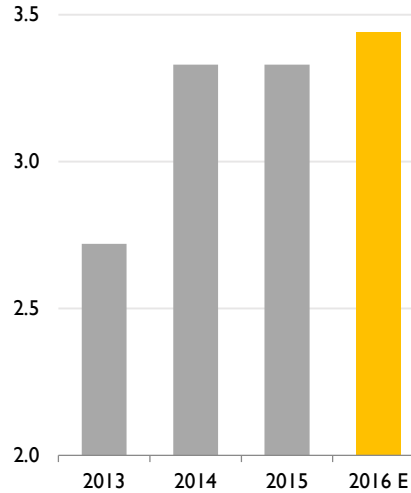
⁽³⁾ Excluding Saskatchewan operations acquired in 2015 ⁽⁴⁾ Fixed SG&A costs, adjusted for significant items, excluding Saskatchewan operations

Parts Supply Chain Improvement

Part Inventory (\$ millions)



Parts Turns (times)



From 2013 to 2016

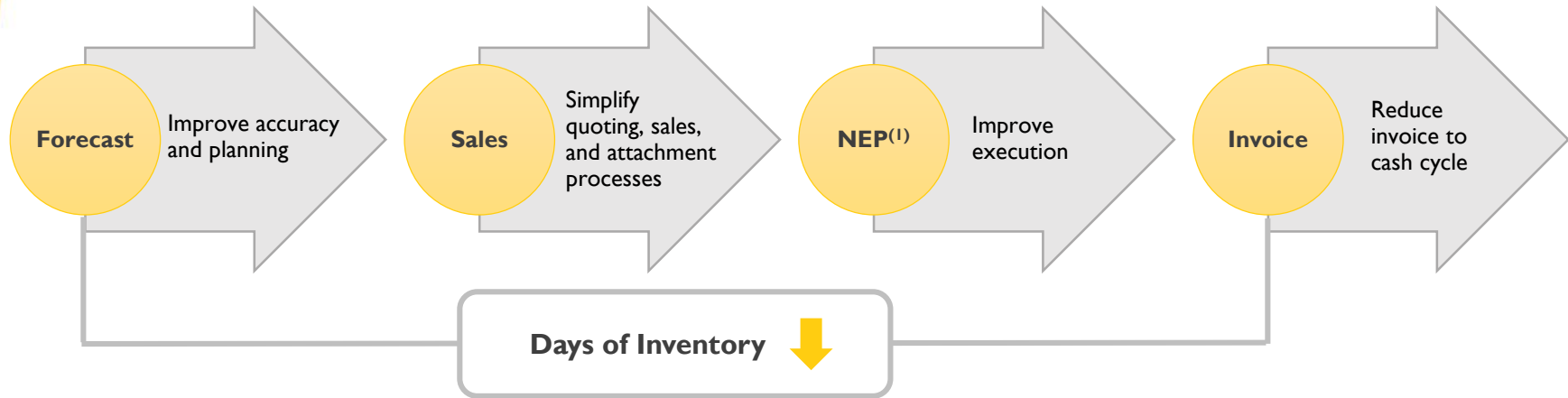
Parts Turns ↑ 0.7 times

Customer Loyalty ↑ 13 points

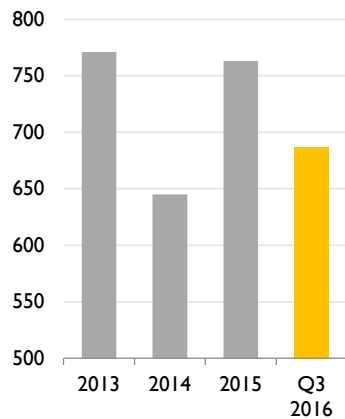
Key Improvement Drivers

- Centralized inventory management
- Simplified and optimized network
- Reduced network routes and touches
- Increased direct shipments to customers

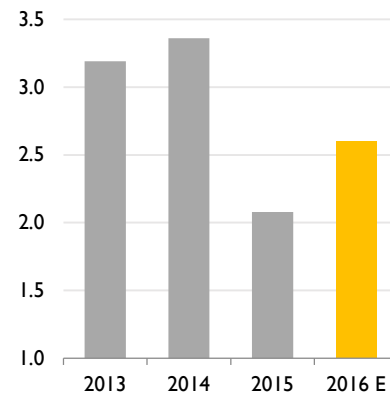
Equipment Supply Chain Transformation



New Equipment Inventory (\$m)



New Equipment Turns (times)



Equipment Turns → **Free Cash Flow**

↑ 0.1 times = \$30 million

⁽¹⁾ New equipment preparation

Product Support – Canada Mining Opportunities

Mining Truck
797

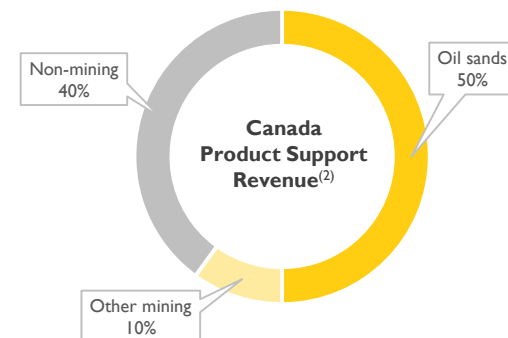


Large Dozer
D11 & D10

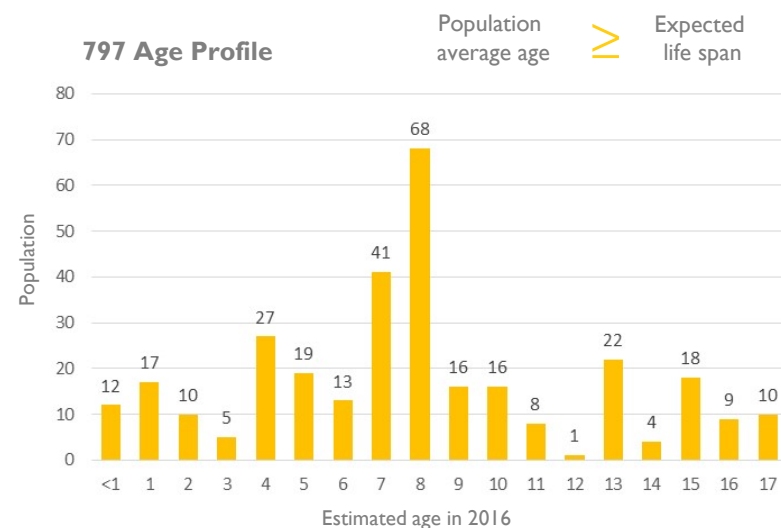


At Dec 2016

Population ⁽¹⁾	316	788
Customers	6	15+
1 st replacement of large components	~2 years/ 18,000 hours	~1.5 years/ 12,000 hours
Component exchange during life span	6-7 times	2-4 times
Expected life span before rebuild	~12 years/ 80,000 hours	~8 years/ 48,000 hours
Average annual product support	C\$ 1.0-1.2M	C\$ 0.3-0.5M
Average age of population ⁽¹⁾	~12 years	~7 years
Purchase price	US\$ 5-7M	US\$ 1.2-2.4M
Rebuild as % of purchase price	60-70%	60-70%



Product Support Sweet Spot



⁽¹⁾ Includes rebuilt machines

⁽²⁾ 2016 Estimate

Product Support – South America Mining Opportunities

Mining Truck
797

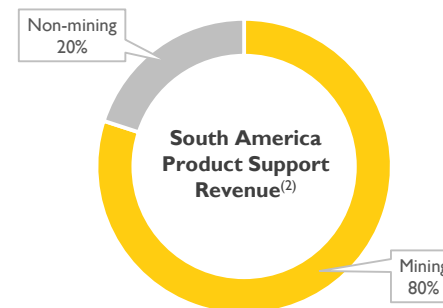


Large Dozer
D11 & D10

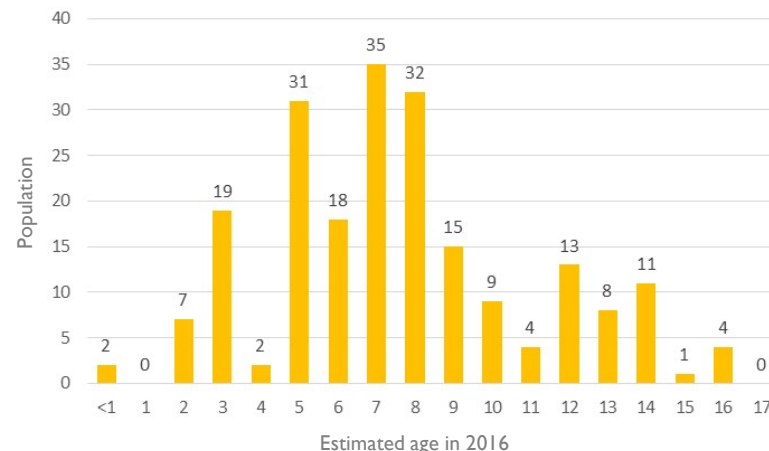


At Dec 2016

Population ⁽¹⁾	211	394
Customers	5	25+
1 st replacement of large components	~2.5 years/ 15,000 hours	~4 years/ 18,000 hours
Component exchange during life span	5-6 times	2-3 times
Expected life span before rebuild	~12 years/ 80,000 hours	~8 years/ 40,000 hours
Average annual product support	~US\$ 1.1M	~US\$ 0.33M
Average age of population ⁽¹⁾	~7 years	~6 years
Purchase price	US\$ 5-7M	US\$ 1.2-2.4M
Rebuild as % of purchase price	60-70%	60-70%



797 Age Profile



⁽¹⁾ Includes rebuilt machines

⁽²⁾ YTD ended Sep 30, 2016

Innovate: Digital Strategy



Customer Benefits

- Valuable insights and visibility
- Increased fleet uptime
- Lower owning and operating costs
- Improved equipment performance
- Omni-channel choice

Finning Opportunities

- Deeper customer and market insights
- Additional revenue growth opportunities
- Lower cost to serve
- Deeper customer relationship and loyalty
- Competitive advantage

E-Commerce: Omni-Channel Choice

E-COMMERCE - Parts⁽¹⁾

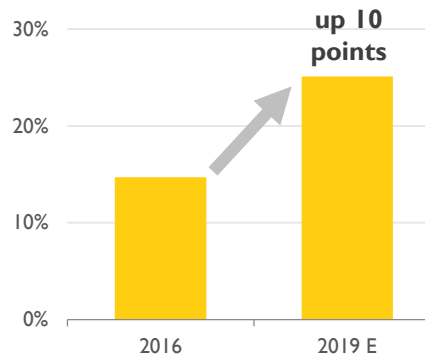
Customer Parts Share⁽²⁾ ↑ **11 points**

Transaction Cost ↓

⁽¹⁾ Caterpillar study covering 11,700 e-commerce and integrated procurement customers between 2010-2014

⁽²⁾ Parts purchases from Finning as a percentage of total parts opportunity

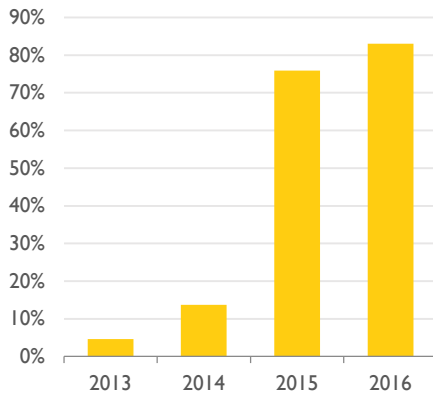
Online Parts Revenue Projections % of total



CASE STUDY

Canada - Top 10 Construction Customer

Online Parts Revenue (% of total)



Benefits

- Cost savings - customer and Finning
- Analytics - improved visibility into customer needs
- Customer loyalty

Connected Assets

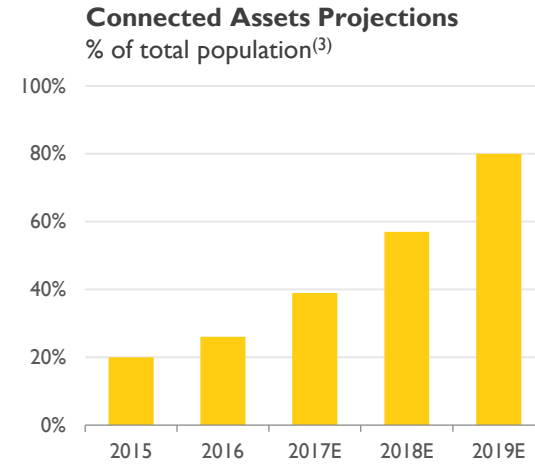
Insights drive improved equipment performance, market visibility, and lower costs



Drive Parts Share⁽¹⁾
 ↑ ~10 points⁽²⁾

Enable Performance Solutions

⁽¹⁾ Parts purchases from Finning as a percentage of total parts opportunity
⁽²⁾ Caterpillar study covering >37,000 connected customers vs 174,000 non-connected between 2010 and 2013

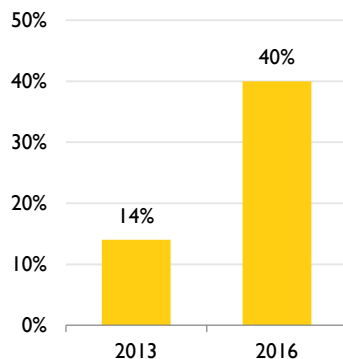


⁽³⁾ Assumes constant numbers of active equipment population

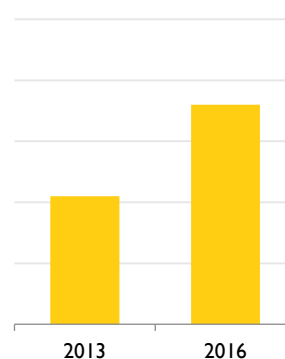
CASE STUDY

Bolivia - Connected Assets

Connected Machines (%)



Parts Market Share



Customer Parts Share⁽¹⁾ CAT machines (2013 vs 2016)

Connected ↑ 17 points
 Connected + service contract ↑ 24 points

Performance Solutions

Predictive analytics drive improved maintenance and increased productivity



Technology to maximize machine productivity on job sites

Revenue Growth
CAGR (2013 – 2016E)

~15 %

CASE STUDY

UK - Large Quarrying Customer

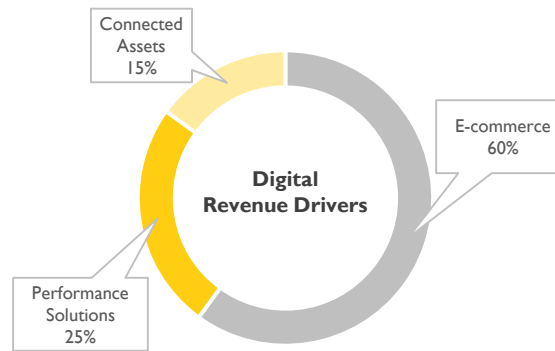
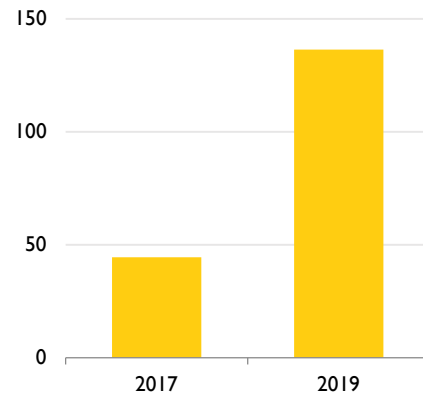
Performance Metrics	Customer Benefits
Operator events	↓ 23%
Fuel burn	↓ 13%
Carbon impact	↓ 575,000 CO ₂
Saleable product output	↑ 9.5%
Tonnes per hour	↑ 22%
Cost per tonne	↓ 31%

Key Data & Services	Customer Benefits
Hours and location	<ul style="list-style-type: none"> Tracking by job site and fleet; security Invoice automation
Utilization, fuel and production	<ul style="list-style-type: none"> Idle time and fuel consumption Asset optimization and fleet production
Machine health	<ul style="list-style-type: none"> Preventative maintenance Lower operating costs
Training and site development	<ul style="list-style-type: none"> Operator training Haul road analysis
Data analytics	<ul style="list-style-type: none"> Optimization recommendations Site & management performance reporting
Fatigue management	<ul style="list-style-type: none"> Improved safety performance

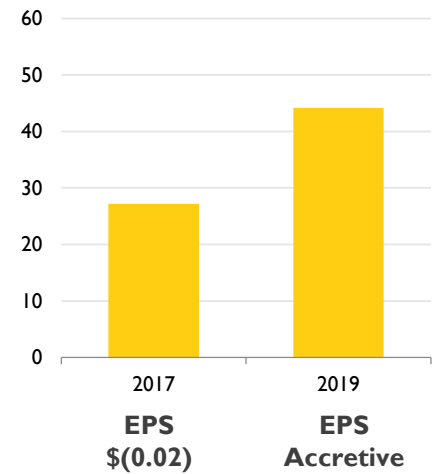
Mixed Fleet **100% Caterpillar**

Financial Projections

Digital Revenue Projections (\$m)



Digital Spend Projections
~80% SG&A / ~20% Capitalized (\$m)



Success Based Funding

Key Takeaways

- Resilient business model
- Successful execution
 - Reduced cost structure
 - Improved capital discipline
 - Strong free cash flow
- 2017 priorities
 - Global equipment supply chain
 - Product support growth
 - Rental transformation
 - Profitable market share
- Positioned for profitable and capital efficient growth
- Strategic focus on digital agenda