Investor Presentation

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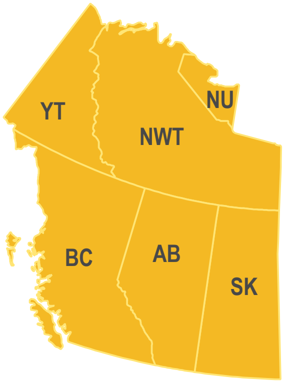
Montreal, Toronto
November 30 – December 1, 2022

See slides 13 and 14 for important information on forward-looking information, currency, and specified financial measures, including non-GAAP financial measures

Finning Overview

- Largest Caterpillar dealer
- Unrivalled service for nearly 90 years
- Diversified by geography, customer base, product, and sector
- ~13,650 employees at September 30, 2022

Canada

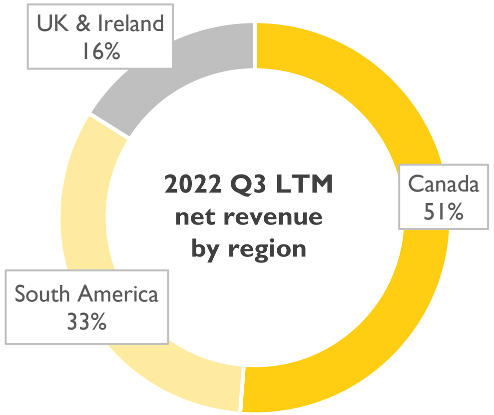


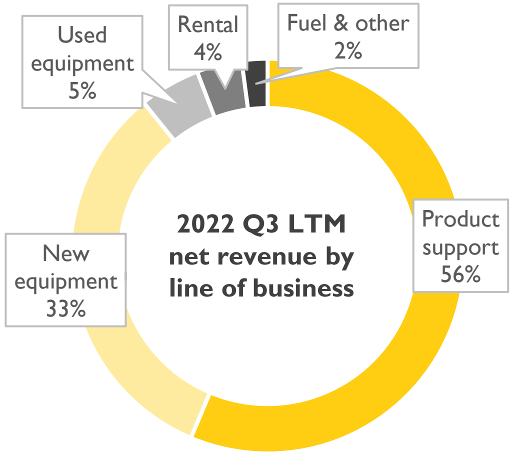
South America

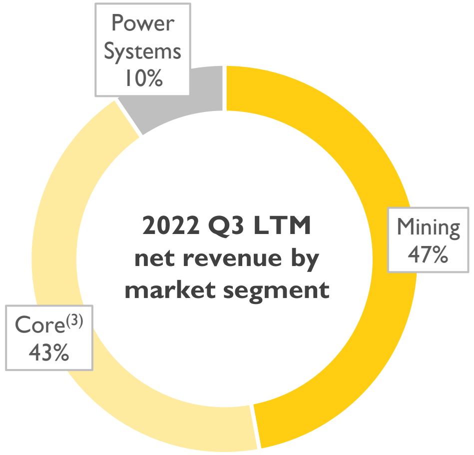
UK & Ireland

Market Statistics[1] - FTT (TSX)	
Share price	32.45
Market Cap	5.0B
S&P/DBRS rating	BBB+/high
Annual dividend / share	0.93
Dividend yield	2.9%

2022 Q3 LTM Financial Statistics	
Revenue	8.6B
Net revenue[2]	7.6B
EBIT	711M
Basic EPS	3.01
Invested capital[2]	4.4B
ROIC[2]	18.3%







Consecutive Dividend Growth

21 years

S&P/TSX Canadian Dividend Aristocrats Index Constituent

(1) At Nov 25, 2022 (2) This is a specified financial measure. See slide 14 for more information. (3) Core market segment includes construction, forestry, pipeline, quarrying, waste management, industrial services, public services, and agriculture

Strong Execution and Continued Market Momentum Drove Record Results

Drive Product Support	Reduce Costs	Reinvest to Compound
Product support revenue *Q3 2022 vs Q3 2021* ↑ 30 %	**SG&A as a % of net revenue** [(1)] Q3 2022 16.7 %	**EPS** *LTM Q3 2022* $3.01

Leadership Position in Technologically Advanced Projects

BHP ESCONDIDA

Renewal of the entire truck fleet over next 10 years

>160

CAT 798 AC Electric Drive Trucks

Significant Mining Wins & Autonomy Deployment

Canada's mining equipment backlog

↑ ~5 x

Q3 2022 vs. Q3 2021

Low Emission Solutions for Oil & Gas Customers

CAT® 3512E Dynamic Gas Blending (DGB) engines sold

> 70

Since the start of 2021

HS2 Equipment Wins

Total industry equipment opportunity captured

~ 40 %

Phase 1 (2021 – 2024)

[(1)] This is a specified financial measure. See slide 14 for more information.

Supporting Customers in a Dynamic Business Environment

Encouraging market backdrop

Overall demand conditions remain healthy

- Supportive commodity prices and improved capital build are driving customer investments in growth
- Large projects across all our regions support high machine utilization rates
- Slowing demand for new construction equipment in the UK and Chile

Record equipment backlog

Record backlog underpinning a strong start to 2023

- Large, diverse, and high-quality backlog supports new equipment sales throughout next year
- Customers are making commitments into 2023 and beyond

Product support growth strategy

Continue to execute on our strategic plan [1]

- Close alignment with Caterpillar to drive aftermarket share gains
- Strong product support growth trajectory and robust outlook
- Successfully and thoughtfully building technician capacity around triple-R network

Cost and capital discipline

Reinforcing mid-cycle operating cost and capital model

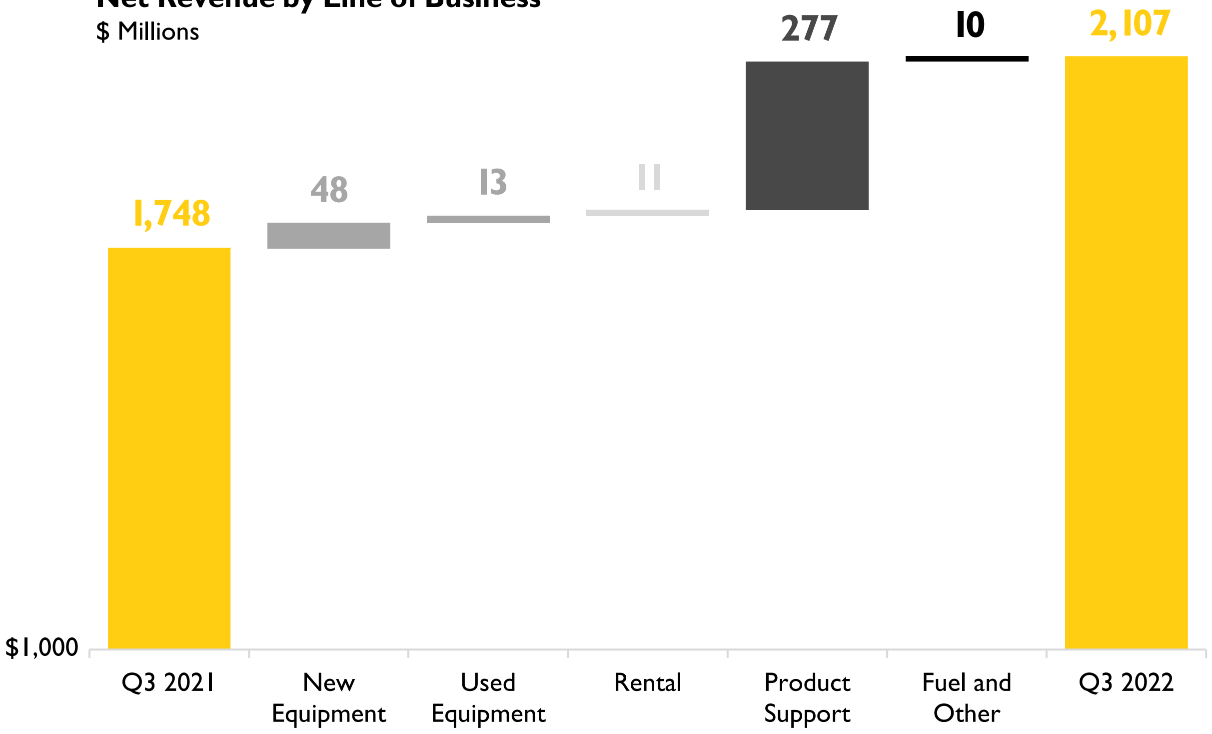
- Demonstrating operating leverage in an inflationary environment
- Driving improvements in labour productivity and service quality
- Mid-cycle approach to capital expenditures with increasing focus on rental [1]

Expect to finish the year strongly and continue that momentum into 2023 [1]

[1] This is forward-looking information. See slide 13 for more information.

Q3 2022 Net Revenue

Net Revenue by Line of Business
$ Millions



Net Revenue Mix
Q3 2022 vs Q3 2021

	New Equipment	Product Support
	↓ 380 bps	↑ 410 bps
	32% of total	57% of total

All comparisons are to Q3 2021 results unless indicated otherwise

Q3 2022 Revenue Drivers

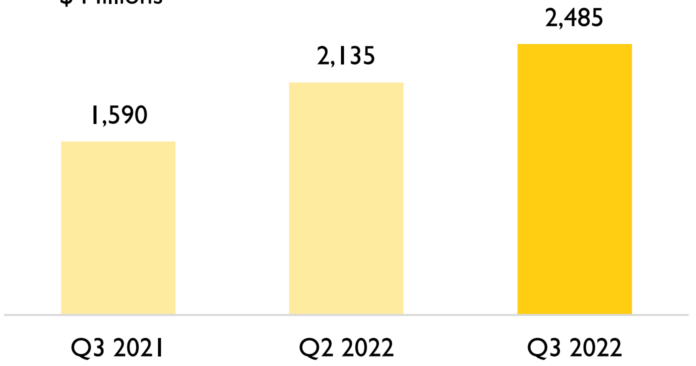
- New equipment sales up 8%, driven by mining deliveries in Canada and construction deliveries in the UK, including HS2
- Strong rental utilization and demand for used equipment
- Product support revenue up 30%, reflecting strong market activity and execution of our product support growth strategy, including supplier cost passthrough

Order Intake

↑ 25 %

From Q2 2022

Equipment Backlog (1)
$ Millions

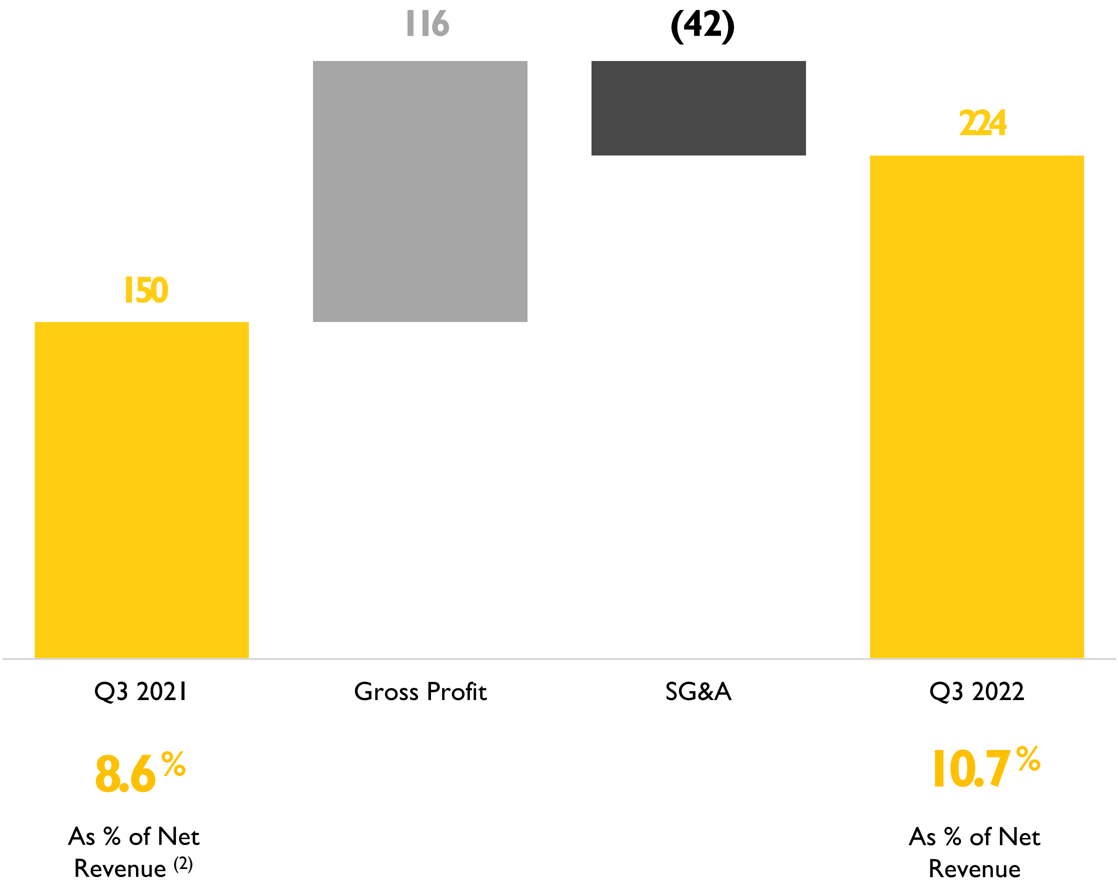


	Q3 2021	Q2 2022	Q3 2022
Mining % of total equipment backlog	**29%**	**37%**	**42%**

(1) This is a specified financial measure. See slide 14 for more information.

Q3 2022 EBIT

EBIT
$ Millions



All comparisons are to Q3 2021 results unless indicated otherwise

Q3 2022 EBIT Drivers

- Gross profit up 25% driven by net revenue growth and a higher proportion of product support in the revenue mix
- SG&A increase of 13% reflects workforce additions and higher variable costs to support strong revenue growth and service levels
- SG&A as a % of net revenue down 110 basis points to 16.7% reflecting proactive cost management and productivity gains across people, facilities, and supply chain

Significantly Improved Results vs. Pre-Pandemic

	Q3 2022	Q3 2019 *Adjusted* [1]		
Net Revenue *$ billions*	$2.1	$1.8	↑	16%
SG&A *As % of net revenue*	16.7%	18.3%	↓	160 bps
EBIT *As % of net revenue*	10.7%	7.3% [1]	↑	340 bps
ROIC	18.3%	12.2% [1]	↑	610 bps
EPS	$0.97	$0.49 [1]	↑	97%

[1] This footnote indicates the metric was adjusted in Q3 2019. Each Adjusted metric is a specified financial measure. See slide 14 for more information. [2] This is a specified financial measure. See slide 14 for more information.

South America Overview

Finning South America – High Quality, High Return Business

- High proportion of contracted product support
- Strong investment grade customers
- Contracts are US$ denominated and payment obligations are inflation linked
- Wins with prime customers, including BHP, Teck, Codelco

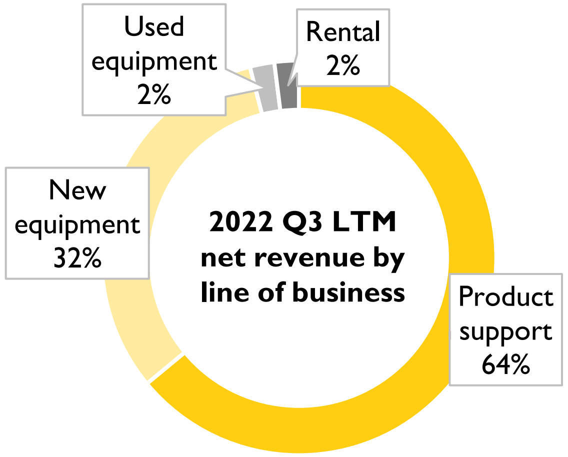
- Early learner and positioning for the energy transition
- Strong copper fundamentals and growth potential [(1)(2)]
- Chile mining royalty moderation [(1)]
- Strong management team
- Employer of choice

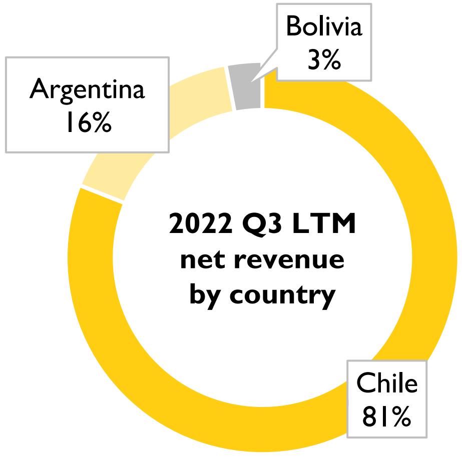
Technical Workforce [(3)]
2,872

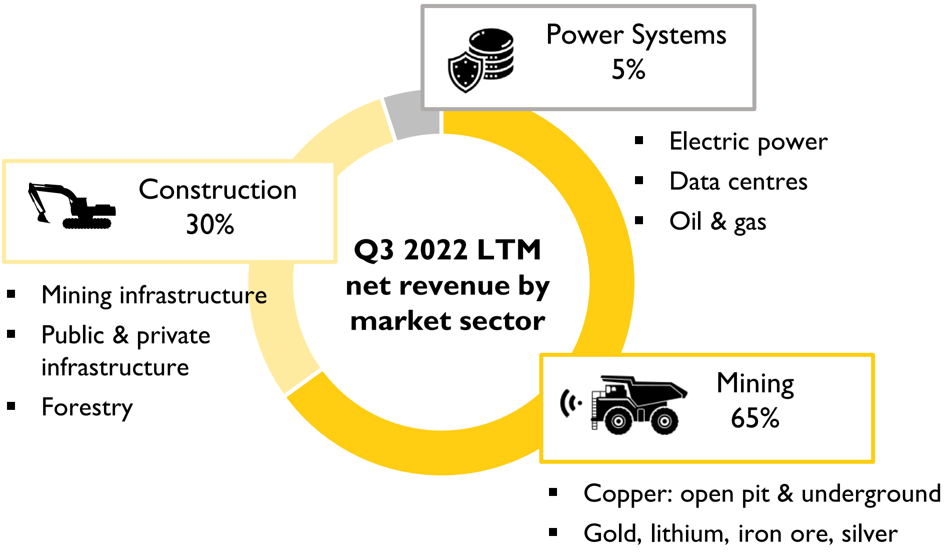
Q3 2022 ROIC
22.7%

Key Markets and Revenue Drivers

All net revenue numbers are in functional currency



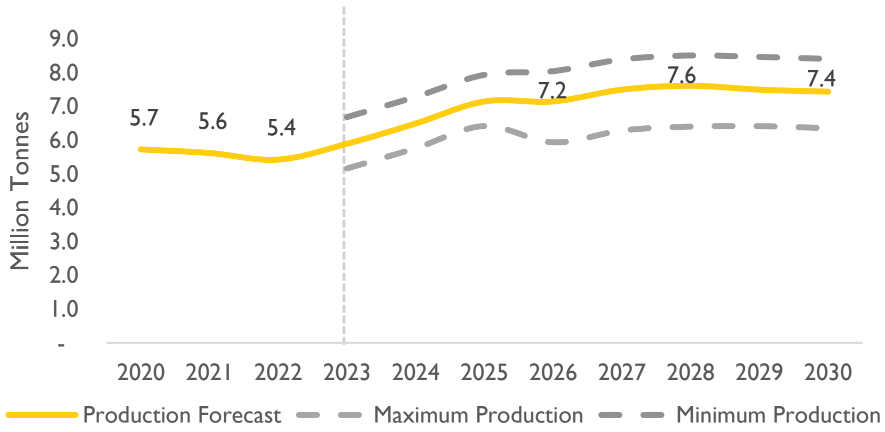




[(1)] This is forward-looking information. See slide 13 for more information. [(2)] Cochilco, April 2022 report [(3)] At September 30, 2022

Strong Copper Fundamentals and Significant Mining Investment Potential

Chile Copper Production and Capital Investment Projections [1][2]



Chile copper production growth accelerating

3.2%
CAGR (2021-2030)

0.3%
CAGR (2010-2021)

- 2023 copper price forecast US$3.95/lb [1]
- 2023 copper production forecast to grow 9% [1]
- Declining ore grades

Projects *(2021 - 2030)*	**Capital Investment** *(2021 – 2030)*
51	**~$70B** USD

~30% of the investment will be developed in the Antofagasta region

Greenfield Projects - Opportunities [2][3]

Company	Project	Country
Teck	QB2 / QB3	Chile
Capstone Mining Corp	Santo Domingo	Chile
SQM	Salar de Atacama	Chile
Lundin	Josemaria	Argentina
RioTinto	Rincon	Argentina
Filo Mining	Filo Del Sol	Argentina

Codelco Brownfield Projects - Opportunities [2][3]

CODELCO

Multiple Projects

Underground
- Chuquicamata
- El Teniente
- Andina

Open Pit
- Radomiro Tomic
- Rajo Inca

~75% of Codelco's production will depend on works under construction

Capital Investment
(2019 – 2028)

$40B USD

(1) Cochilco, April 2022 report (2) This is forward-looking information. See slide 13 for more information. (3) Applicable company 2022 public reports

Strengthening Competitive Position in Mining [1]

Largest award in Finning's history further expands CAT mining equipment population and market share

CATERPILLAR	BHP ESCONDIDA	FINNING CAT
CAT 798 AC electric drive truck	*Current ultra-class fleet of >160 trucks*	*IKC's top of the line technical support*
Renewal of entire truck fleet over next 10 years	**Phased implementation of autonomy plans**	**First trucks expected to be delivered in H2 2023**

Step-function improvement in BHP's operational excellence

- Increased material-moving capacity [2]
- Improved efficiencies, reliability, and safety [2]
- Autonomous technologies
- Decarbonization
- Development of local capabilities

Technological pathway to progressive implementation of zero-emission trucks

Caterpillar's first battery electric 793 large mining truck demonstrated in Tucson in November 2022

Building on long-term relationship with Codelco

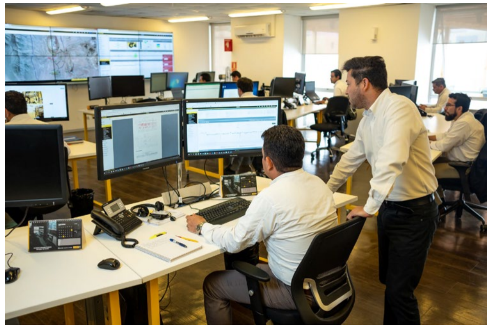
Ministro Hales

- Fleet expansion
- 13 798 AC electric drive trucks
- 10-year maintenance and repair contract
- Autonomy pilot in partnership with Caterpillar

Radomiro Tomic

- Fleet replacement
- 22 797F mechanical drive trucks
- 5-year maintenance and repair contract

Industry leading local product support capabilities



Integrated Knowledge Centre (IKC)

Condition monitoring & performance insights — **~800** Machines

↑ Truck physical availability

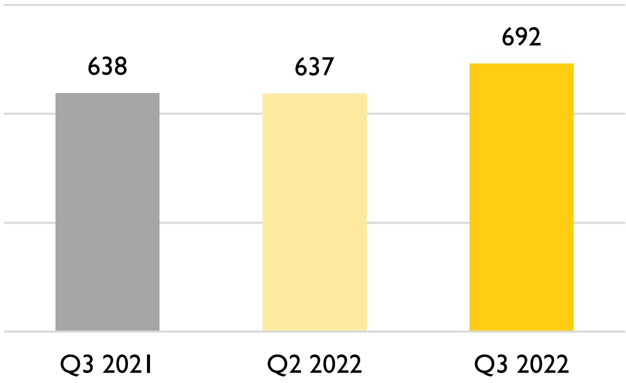
↓ Hauling cost per ton

[1] This slide contains forward-looking information. See slide 13 for more information.

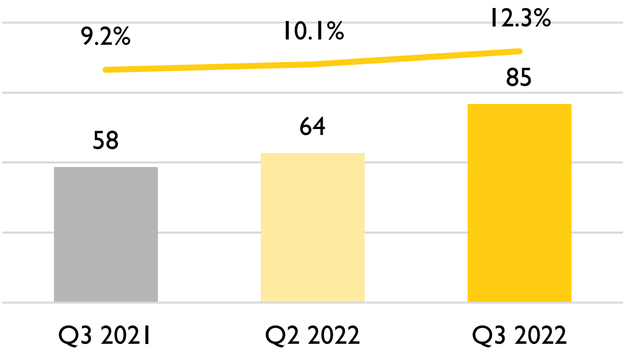
[2] Caterpillar 798 AC mining truck product features and specifications

Q3 2022 Results – South America

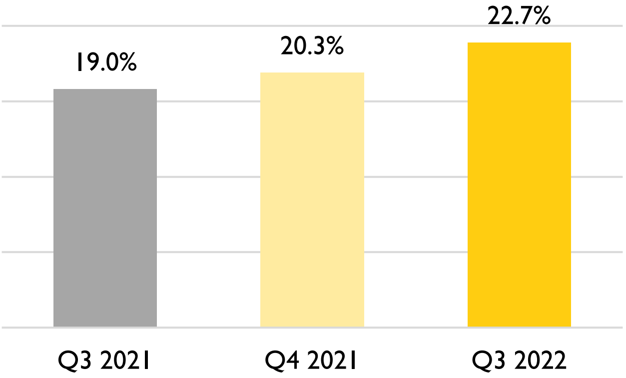
Net Revenue
$ Millions



EBIT
$ Millions, as % of Net Revenue



Return on Invested Capital
4 Quarter Average



All comparisons are to Q3 2021 results in functional currency unless indicated otherwise

Q3 2022 Commentary

- Product support revenue up 24%, driven by Chilean mining, including catch-up following slow growth in Q2 2022 due to supply constraints
- New equipment sales down 23% due to slower demand in construction and significant deliveries to Chilean mining customers in Q3 2021
- Record profitability driven by higher proportion of product support in the revenue mix, improved cost structure, and favourable impact of CLP devaluation
- Equipment backlog up ~25% from June 30, 2022, with strong order intake in mining and our first order for a new large-scale data centre project in Chile

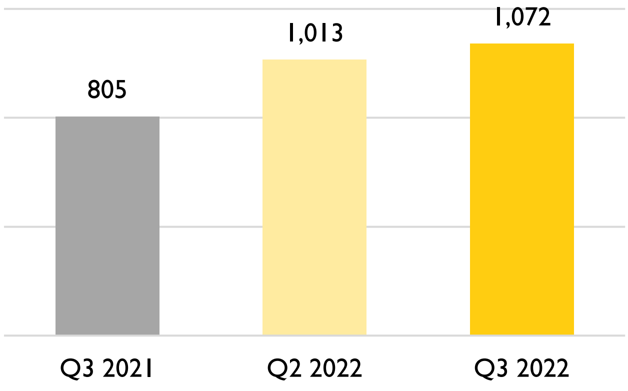
Market Outlook (1)

- Monitoring the proposal for a revised mining royalty framework in Chile; encouraged by the moderation announcement; approval needed to enable customers' decisions on greenfield and expansion projects
- Expect to continue benefitting from committed medium-term investment in fleet replacements and maintenance across our mining customer base
- Longer term, expect Chile to remain an attractive place to invest as electrification trends drive increasing global demand for copper
- Expect softer construction activity in Chile due to rising interest rates and the weakening CLP

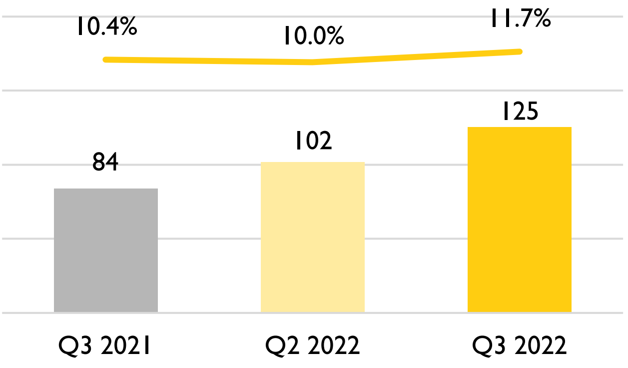
(1) This is forward-looking information. See slide 13 for more information.

Q3 2022 Results – Canada

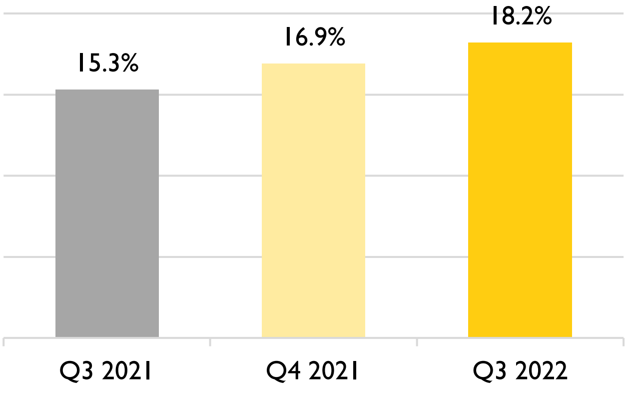
Net Revenue
$ Millions



EBIT
$ Millions, as % of Net Revenue



Return on Invested Capital
Adjusted, 4 Quarter Average



All comparisons are to Q3 2021 results unless indicated otherwise

Q3 2022 Commentary

- Product support revenue up 32% on higher spending in mining, strong demand in construction, and successful execution of product support growth strategy
- New equipment sales up 52%, driven primarily by deliveries in the oil sands
- Improved operating leverage from productivity initiatives, with SG&A as % of net revenue down 290 basis points
- Equipment backlog up ~25% from June 30, 2022, on broad-based strength in order intake; backlog includes two significant mining orders for 2023 delivery (1)

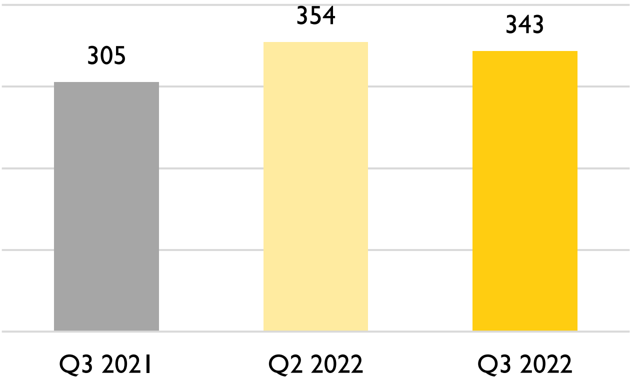
Market Outlook (1)

- Expect healthy market activity in Western Canada
- Constructive commodity prices and improved capital budgets expected to drive investment in renewal of aging fleets and product support opportunities in the oil sands and other mining
- Public and private sector investments in infrastructure and energy expected to support robust construction activity, including demand for rental equipment and power generation

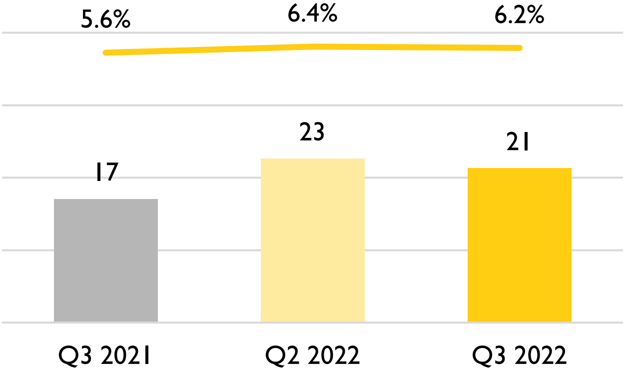
(1) This is forward-looking information. See slide 13 for more information.

Q3 2022 Results – UK & Ireland

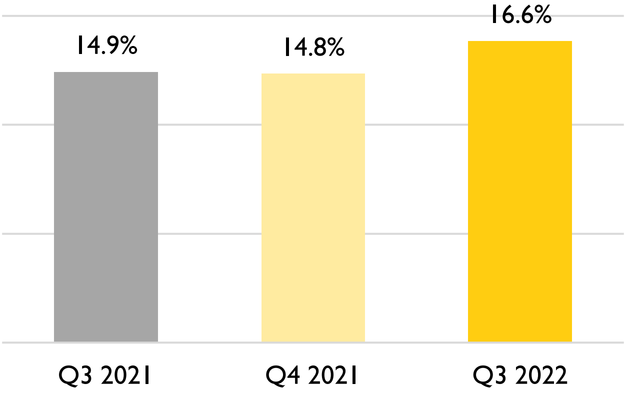
Net Revenue
$ Millions



EBIT
$ Millions, as % of Net Revenue



Return on Invested Capital
4 Quarter Average



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Q3 2022 Commentary

- New equipment sales up 19%, driven by HS2 deliveries and strong demand in construction
- Product support revenue up 38% on robust machine utilization in construction and the contribution from Hydraquip
- >6% EBIT as % of net revenue driven by operating leverage and the addition of Hydraquip
- Higher ROIC reflects structural improvements in profitability

Market Outlook [1]

- Expect moderating demand for construction equipment due to softening macro-economic conditions in the UK
- High machine utilization rates and the addition of Hydraquip to continue driving strong product support revenues
- Expect continued strong demand for power systems solutions, including in the data centre market, with a solid backlog of power systems projects for delivery into 2023

[1] This is forward-looking information. See slide 13 for more information.

Disclosures

Forward-looking information

This presentation includes “forward-looking information” (as defined in applicable Canadian securities legislation) that is based on expectations, estimates and projections that we believe are reasonable as of the date of this presentation, but may ultimately turn out to be incorrect. Forward looking information in this presentation includes: our expectation to finish 2022 strongly and continue that momentum into 2023 on slide 4 (assumes continued strong momentum in our end markets, commodity prices, public and private investment, customer demand, disciplined operational execution, successful product support growth strategy and supply chain management, delivery of our backlog, economic forecasts, and that we and our customers can successfully navigate supply chain, labour, inflation, and interest rate challenges); our strategic plans and product support outlook on slide 4 (assumes high equipment utilization, a strong demand environment, execution of our product support growth strategy, supply chain management and our ability to attract and retain technicians); our expectation for a mid-cycle approach to capital expenditures and increasing focus on rental on slide 4 (assumes our ability to successfully control our costs, inflation and pricing pressures and that rental demand and utilization will be as anticipated); our expectations for copper growth in Chile (assumes favorable commodity prices, mining royalty moderation, capital investments, and copper production will grow as predicted) and moderation of the Chile mining royalty each on slide 7 (assumes the proposed mining royalty bill is approved in current form); the copper and capital investment projections and greenfield and brownfield project opportunities on slide 8 (assumes that copper and lithium production and investment will grow as predicted and projects proceed as expected); our expected timing of deliveries of significant mining orders on slide 9 (assumes orders are received as anticipated and no disruptions to our ability to deliver on our backlog); our market outlook for South America on slide 10 (assumes electrification trends driving increased global demand for copper in the longer term, significant mining deliveries and committed medium-term investments in fleet replacements, and continued strong demand for mining product support); our market outlook for Canada on slide 11 (based on assumptions of supportive commodity prices, strong project backlogs, improvements in customer capital budgets, public and private sector investments in infrastructure and energy, and a continued demand for product support, rental equipment and power generation); and our market outlook for UK and Ireland on slide 12 (based on assumptions of continued high machine utilization hours on the HS2 project and the addition of Hydraquip to our business, economic forecasts, projections for continued demand in the data centre market, and no disruptions to our ability to deliver our power systems project backlog within the anticipated timeframe). No assurances can be given that the information in this presentation will result in sustained or improved financial performance. Information in this presentation has been furnished for information only and is accurate at the time of presentation but may later be superseded by more current information. Except as required by law, we do not undertake any obligation to update the information.

Forward-looking information is subject to known and unknown risks, uncertainties and other factors, and is based on a number of assumptions that we believe are reasonable as of the date of this presentation. Our actual results, performance or achievements may be materially different from any future results, performance or achievements expressed or implied by the forward-looking information. Assumptions on which the forward-looking information is based include but are not limited to those mentioned above and that: we will be able to execute on our strategic plans, take advantage of growth opportunities, control our costs, inflation and pricing pressures, drive continuous cost efficiency in a recovering market, and manage the impacts of COVID-19; we will be able to manage continued supply chain challenges; we will be able to capitalize on further productivity initiatives underway; and we are assuming an undisrupted market recovery, for example, undisrupted by COVID-19 impacts, commodity price volatility or social unrest. Important information identifying and describing such risks, uncertainties, assumptions and other factors is contained in our most recently filed annual information form (AIF) and in our most recent annual and quarterly management’s discussion and analysis of financial results (MD&A), which are available on our website (www.finning.com) and under our profile on SEDAR (www.sedar.com).

Disclosures

Currency

Monetary amounts referred to in this presentation are in Canadian dollars unless noted otherwise. All variances and ratios in this presentation are based on the functional currency of each operation (Canada: CAD, South America: USD, UK & Ireland: GBP). These variances and ratios for South America and UK & Ireland exclude the foreign currency translation impact from the CAD relative to the USD and GBP, respectively, and are therefore, considered to be specified financial measures. We believe the variances and ratios in functional currency provide meaningful information about operational performance of the reporting segment.

Specified financial measures

This presentation includes certain specified financial measures, including non-GAAP financial measures, which are called out the first time they are used. The specified financial measures we use do not have any standardized meaning under Generally Accepted Accounting Principles (GAAP) and therefore may not be comparable to similar measures presented by other issuers. 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 Non-GAAP Financial Measures and Reconciliations" in our Q3 2022 MD&A. We believe that providing certain specified financial measures, including non-GAAP financial measures, provides users of our MD&A and consolidated financial statements with important information regarding the operational performance and related trends of our business. By considering these specified financial measures in combination with the comparable GAAP 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 measures alone.

Reported financial measures may be impacted by significant items we do not consider indicative of operational and financial trends either by nature or amount. Financial measures that have been adjusted to take these items into account are referred to as "Adjusted measures". For a description of these significant items, please refer to our Q3 2022 MD&A.