



FINNING.

SUSTAINABILITY REPORT 2018



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TO OUR STAKEHOLDERS

I am pleased to present Finning’s 2018 sustainability report. Through this report, we aim to be transparent about our approach and performance in sustainability and to provide information that is useful to our stakeholders.

The world is changing at an unprecedented pace. To be sustainable, we must continually adapt to rapid technology changes, evolve with customer and stakeholder expectations and focus on maximizing value in the long term by thinking beyond just short-term profit. We strive to take care of our people, be environmentally responsible, provide more sustainable products and services, assess and address business risks diligently, be fully transparent and act ethically. In doing so, we do our part to balance profit, people and the communities in which we operate.

Safety is a key priority for all of us at Finning. After five years of significant improvements in our performance, we were devastated by the deaths of two technicians while performing maintenance tasks in the field in 2018. We are keeping their families, friends and colleagues in our thoughts. These

incidents remind us of the importance of continuing to drive an embedded safety culture across the company. The entire organization is dedicated to preventing and eliminating incidents in the workplace.

In 2018, we also made great strides in many areas. To set a strong foundation for our company’s sustainable growth, we launched a global sustainability policy and, as a company, we committed to endorse the United Nations Sustainable Development Goals. We also trained our employees in respectful and inclusive behaviours, reached a goal of more than 30 percent female representation on our Board, reduced our absolute GHG emissions and we’re now leveraging technology to deliver preventative maintenance expertise for more than 14,000 pieces of equipment across our regions.

Despite all these achievements, we remain focused on the road ahead. This year, we defined a five-year road map based on assessments of all of our relevant sustainability topics. We used recognized environmental, social and governance (ESG) frameworks and other companies’ practices as a reference. It shows us we have

more work to do, but this road map provides a clear path to progress in our sustainability journey.

I want to thank all Finning employees for their commitment to sustainability and our shareholders and partners for their support. The Finning leadership team and I are aligned and motivated in our commitment to continue our work together on this journey.

L. SCOTT THOMSON

President and Chief Executive Officer
Finning International Inc.



ABOUT FINNING

Finning, the world's largest Caterpillar dealer, has been delivering unrivalled service for 85 years. We sell, rent and provide parts and service for equipment and engines to help customers in a wide range of industries maximize their productivity.

Since 1933, when Finning was founded in Vancouver, Canada by Earl B. Finning, our name has conveyed integrity, reliability and resourcefulness. Over the years, the company has grown as a result of a genuine commitment to earning customer loyalty.

With our broad product support infrastructure and unmatched service capabilities, we deliver solutions that enable customers to achieve the lowest equipment owning and operating costs while maximizing uptime.

Finning employs 13,146 people worldwide with a head office in Vancouver, B.C. and operates in Western Canada, Chile, Argentina, Bolivia, the United Kingdom and Ireland. Finning shares are traded on the Toronto Stock Exchange under the symbol FTT.

OUR COMPANY



OUR LARGEST SUPPLIER AND PARTNER

95%

OF OUR TRANSACTIONS INCLUDE CAT® PRODUCTS

PLUS

6,000+

ADDITIONAL SUPPLIERS AND CONTRACTORS WORLDWIDE

6

COUNTRIES

13,146

EMPLOYEES

~200

LOCATIONS

2,500+

SERVICE VEHICLES PICKUP TRUCKS & OTHER SMALL VEHICLES

33%

PARTS SOLD ONLINE

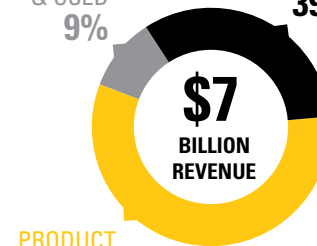
68%

CONNECTED ASSETS



RENTAL & USED
9%

NEW EQUIPMENT SALES
39%



PRODUCT SUPPORT
52%

OUR CUSTOMERS WORK IN:

CONSTRUCTION

MINING

POWER SYSTEMS

FORESTRY

GOVERNMENT

STRATEGIC PILLARS



OUR PURPOSE

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

OUR VISION

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

OUR VALUES

We are trusted: We act ethically and honour our commitments.

We are collaborative: We build diverse and respectful partnerships.

We are innovative: We look for new and better ways to serve our customers.

We are passionate: We are driven to safely deliver results.



SUSTAINABILITY AT FINNING

We know that the world is changing and to be successful in the future we must be ready to adapt and innovate to build and power a better world. We focus on building solid partnerships, developing safe and inclusive teams, conducting our business in a way that protects the environment, and acting ethically in everything we do.

In the past two years, we have made progress in our sustainability journey. We began officially supporting the United Nations Sustainable Development Goals, strengthened the governance foundation for our sustainability programs including the development of a global sustainability policy, identified our most relevant environment and social impacts, and conducted a gap analysis of our practices to inform the road map that has been developed for our path forward.

OUR APPROACH TO SUSTAINABILITY

Sustainability is an integral part of our business, and is woven through our strategy and operations. We live our values every day, and they guide our behaviours in every interaction we have. Living our values means that how we do things is just as important as what we do.

We focus on what matters. Our approach to sustainability is closely aligned with our company's purpose and covers all of our material sustainability topics. Read more about the process to define material topics on page 6.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

As part of our purpose, we aspire to create a better world now and for generations to come. Considering the needs of future generations, we join the 190 countries and large number of not for profit organizations and corporations that support the [UN Sustainable Development Goals \(SDGs\)](#). The SDGs are 17 global goals, set by the United Nations General Assembly in 2015 to be achieved by 2030. These goals aim to protect the planet, reduce inequality and ensure prosperity for all.

Finning actively supports this global commitment. As a provider of equipment and a partner to our customers, we have a role in fostering

economic progress for all. Our global presence amplifies this opportunity. Finning supports and contributes, directly or indirectly, to all of the goals.

Some of the important ways that we can work towards the SDGs in our operations are by:

- Maintaining a safe and inclusive workplace
- Monitoring, reporting and managing our greenhouse gas (GHG) emissions
- Increasing our investment in technology and training
- Promoting science, technology, engineering and math (STEM) education and helping to develop STEM skills
- Reducing waste by extending the life of heavy equipment

In partnership with our customers, we can further strengthen our contribution by:

- Enabling vehicle and fleet optimization to reduce emissions on a larger scale
- Providing equipment that delivers energy and infrastructure solutions that raise the standard of living

As we progress in our journey, we will continue to evaluate additional opportunities to align our contributions and reporting with the SDGs.

“ Building and powering a better world is Finning’s purpose, and a concept that cannot be separated from sustainability. We see a better world as one where everyone goes home safely after a day of work, where people feel included and productive, and where society and the environment thrive. That is the better world we want to live in, and are working toward, for us and for generations to come.”

SCOTT THOMSON
President & CEO



UN Sustainable Development Goals

GOVERNANCE FOR SUSTAINABILITY

Our Board of Directors has a safety, environment and social responsibility (SESR) committee that oversees our sustainability efforts at the highest level. The Finning leadership team is ultimately responsible for our strategy in this area. To help us implement our sustainability strategy, we have one global and three regional sustainability committees (Canada, UK & Ireland, and South America). Each committee meets regularly to define, coordinate and monitor our activities to advance our sustainability journey. The committees collaborate on specific tasks with existing teams that follow up with implementation.

We track key performance indicators (KPIs) and report progress on our actions quarterly to the Board's SESR committee. This process fosters accountability to all our stakeholders and allows us to report externally each year.



Global sustainability policy

Fostering the right behaviours starts with setting the right expectations. In 2018, we developed a global sustainability policy that outlines our beliefs and commitments on sustainability. The policy was approved by our leadership team and SESR committee in 2018 and was communicated to all employees. Our global sustainability policy can be found [here](#).

Other corporate policies

Other supporting policies and documents provide guidance in fulfilling our commitments. Read about our policies in the Ethics and Governance section on page 37.

Stakeholder engagement

We are aware that many groups can influence and be affected by our operations, decisions and actions. We foster productive relationships with customers, employees, Caterpillar, suppliers, investors, and community members near our branches. In all of our relationships, we are guided by our values of acting ethically and being collaborative.

MATERIALITY ASSESSMENT

In November 2017, our global sustainability committee conducted a materiality assessment and stakeholder mapping exercise. The group discussed and prioritized 30 sustainability topics. Because our operations vary by region, each regional committee conducted a preliminary materiality exercise that contributed to the global sustainability committee discussion.

The following topics are deemed material:

PEOPLE

- Safety and health
- Inclusion and diversity
- Employee and leadership development
- Labor relations

ENVIRONMENT

- GHGs and energy
- Environment (spills, wastewater and waste)

PRODUCTS

- Customer performance and loyalty
- Customer safety
- Product stewardship
- Responsible supply chain

ETHICS & GOVERNANCE

- Ethics/anti corruption

COMMUNITIES

- Community investment

Material topics include those that can have a significant impact on our business success and also represent the interests of our stakeholders. We plan to review our material topics regularly to make sure they reflect stakeholder expectations and the changing business environment.

REPORTING SCOPE

- The terms “Finning”, “our”, “we”, “us”, “the company”, and “the organization” refer to Finning International Inc. and its subsidiaries, as a whole.
- This report describes initiatives related to our material topics and supporting metrics for the year ended December 31, 2018. Unless a different date or time period is stated, the information in this report is as of December 31, 2018. When available, additional years of historical data are provided for reference.
- Financial data is in Canadian dollars and environmental data is in metric units.
- Human resources data is based on employee count that excludes contractors. Safety data includes Finning employees and contractors.
- We referenced the [GRI Standards](#) (formerly Global Reporting Initiative) when preparing the report and determining the material content. Indicators that align with the GRI Standards are noted in the performance table on page 40.
- Additionally, we conducted an internal audit of our GHG emissions in all three regions in 2018.

GAP ANALYSIS & SUSTAINABILITY ROAD MAP

In 2018, we conducted a gap analysis of our practices in each of our sustainability material topics to make sure they align with our peers, and with internationally recognized guidelines and best practices. Based on the gap analysis, we defined metrics and programs for the next five years. Below are some of our focus areas and planned activities for the next five years. We will report on our progress on these focus areas in future sustainability reports.

	MATERIAL TOPIC	FOCUS AREA (2018-2023)
PEOPLE	Safety and health	<ul style="list-style-type: none"> Advance and embed our safety culture Reduce significant incidents and injuries year-over-year Strengthen global assurance of safety systems and standards
	Inclusion and diversity	<ul style="list-style-type: none"> Embed inclusion in our human resources and operational processes
	Employee development	<ul style="list-style-type: none"> Standardize our human resource processes, including learning management Continue the roll out of our leadership training
ENVIRONMENT	Environmental management	<ul style="list-style-type: none"> Develop and issue global environmental standards and protocols
	GHG emissions and energy	<ul style="list-style-type: none"> Monitor, manage and work to reduce our GHG emissions
	Waste	<ul style="list-style-type: none"> Identify reduction, reuse, and recycle strategies for our waste
PRODUCTS	Customer safety	<ul style="list-style-type: none"> Promote equipment automation/autonomous operation
	Customer performance and loyalty	<ul style="list-style-type: none"> Continue our focus on data connectivity and providing insights to our customers
	Product stewardship	<ul style="list-style-type: none"> Continue our focus on remanufacturing and other contributions to the circular economy
	Supply chain	<ul style="list-style-type: none"> Develop and roll out Supplier Code of Conduct Strengthen criteria to evaluate suppliers, including environmental and social factors
COMMUNITIES	Community investment	<ul style="list-style-type: none"> Refine our community investment strategy Develop Indigenous engagement strategy
ETHICS AND GOVERNANCE	Ethics	<ul style="list-style-type: none"> Develop enhanced online ethics training and train employees
	Anti-corruption	<ul style="list-style-type: none"> Enhance risk assessment process for corruption



PEOPLE

We're building a safe, talented and inclusive team at Finning and we're fostering a culture where everyone feels safe, valued and has a sense of belonging at work. We welcome and value diverse thoughts, backgrounds and experiences.

* 2018 HIGHLIGHTS

+ Developing processes and tools to set up safety culture improvement programs in all regions

+ Empowering leaders through our global leadership program Power to Lead

+ Giving our leaders and employees tools to build a respectful workplace

SAFETY & HEALTH

At Finning, we have a shared responsibility to keep ourselves, and those who work around us, safe and healthy. We are working to create workplace environments where injuries and occupational illnesses can be prevented. We believe there is always time to do a job safely. It is possible and essential to excel in meeting our customers' needs while at the same time keeping a strong, non-negotiable focus on safety, health and operational excellence.

Through 2018, we worked to accelerate our progress towards Finning's environment, health and safety (EHS) and corporate social responsibility (CSR) vision: "We have a fully embedded culture of health and safety, environmental commitment and community partnership where we operate."

Safety & health approach

Finning employees manage our safety and health according to our EH&S and CSR management system, which defines the different management requirements that need to be performed at all levels (global, regional and branch) and are organized in 12 elements (below) that work in an integrated manner.

The management system is implemented through annual action plans.

Global Standards

A key area of focus for Finning has been the definition and implementation of global standards for critical operations. These standards are designed to

prevent incidents that can result in fatal or life-altering injuries and are therefore called significant incidents. Global standards address lifting and hoisting, vehicle safety, overhead doors, and energy isolation. Monitoring the correct implementation of these standards across our organization will continue to be our top priority.

Fatal incidents

With profound sadness we share that two fatal incidents occurred in 2018. Both incidents involved technicians performing maintenance tasks in the field. In May, one of our employees suffered fatal injuries at a mining customer site in the north of Chile and in October, a Finning employee was fatally injured at a customer site in Saskatoon, Canada.

While these tragedies generate sadness and sorrow, they have also reminded us of the importance of our ongoing commitment to fully embed our safety culture, which will help us to prevent and eliminate incidents in the workplace.

Safety performance

Monitoring and understanding our safety performance is essential in assessing how effective we are in implementing our annual plans and continually improving our processes. We manage our safety performance data and progress on annual plans through a global data management tool called FinEHS. Performance on leading and lagging indicators is monitored daily at the branch and regional level, monthly at the global level and quarterly with the Board's SESR committee.

“ Our number one priority is making sure everyone goes home safe. We are humbled by our experiences this year and more determined and passionate than ever about safety.”

KEVIN PARKES,
President Finning Canada

1. LEADERSHIP

2. COMPETENCY ASSURANCE

3. RISK ASSESSMENT

4. OPERATIONAL CONTROLS

5. LEGISLATION & OTHER OBLIGATIONS

6. INCIDENT REPORTING & INVESTIGATION

7. EMERGENCY RESPONSE

8. COMMUNICATIONS

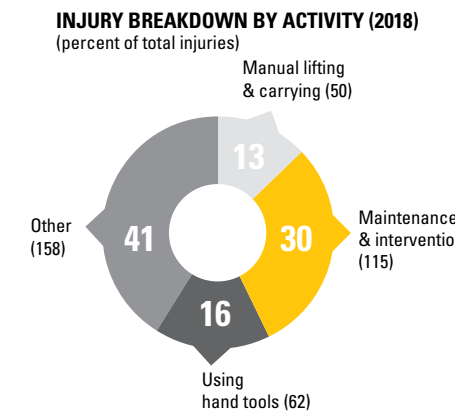
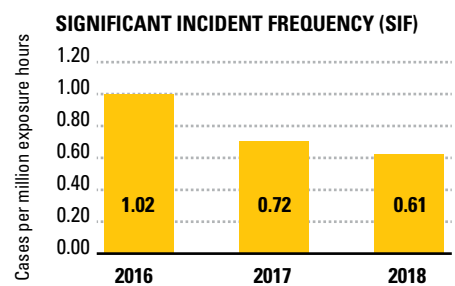
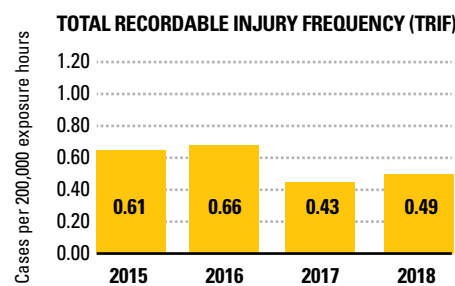
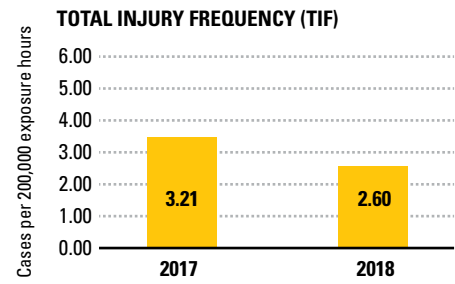
9. SPECIFIC ADDITIONAL REQUIREMENTS ON CORPORATE SOCIAL RESPONSIBILITY

10. PERFORMANCE MEASUREMENT AND EFFECTIVENESS REVIEWS

11. MANAGEMENT OF CHANGE

12. ASSURANCE

Elements of Finning's environment, health and safety (EHS) and corporate social responsibility (CSR) management system



Leading indicators help us track progress in our proactive approach to safety and include:

- Supervisory observations: 39,375
- Hazards identified: 22,651
- Executive walkthroughs: 168

We also track and report several lagging indicators. We have monitored TRIF (total recordable injury frequency) for many years and continue to do so for comparability year-over-year and with peers. Recently we started monitoring our TIF (total injury frequency) which captures all injuries, whether they are recordable or not, and our SIF (significant injury frequency) which captures more severe injuries. Compared to 2017, we reduced our TIF by 19 percent, increased our TRIF by 14 percent, and our SIF decreased by 15 percent.

Occupational health

We ensure our employees are properly protected particularly when working in noisy and dusty environments. Some of the main activities aimed to prevent occupational illnesses that we conduct are:

- Identifying occupational health risks
- Conducting industrial hygiene assessments (e.g., levels of exposure to noise and chemicals)
- Providing training
- Implementing measures to reduce occupational health hazards (e.g., ventilation)
- Assessing the need for improved personal protective equipment (e.g., respiratory protective equipment)

Hand injuries

Hand injuries can have lasting impacts on our employees and they are the most common type of injury at Finning, representing 40 percent of our total recordable injuries.

Programs to continue reducing hand injuries are framed according to a global standard and include the following key elements:

- Hand hazards identification as part of the regular risk assessment
- Training on main hand hazards and mitigation measures
- Engagement, promotion and recognition activities related to hand protection
- Analysis of tools to avoid direct hand exposure to identified hazards
- Use of personal protective equipment (PPE), including using the correct glove for each task

Safety culture

Our EHS and CSR vision includes having a fully embedded culture of health and safety. That means all tools, processes, procedures and decisions consider and account for the health and safety of all individuals at Finning. It also means that all employees believe in the importance of health and safety, and conduct their work in a safe manner. Developing processes and tools to set up culture improvement plans has been one of the key priorities in 2018. The defined process includes consideration of three aspects to define culture improvement plans:

- **SURVEYS:** We conducted surveys across our regions to gather feedback from employees on safety leadership, processes and organization.
- **AUDITS:** The outcomes from the safety audits show the level of implementation of key processes defined by the EHS and CSR management system and compliance with global standards for critical operations.
- **MATURITY ASSESSMENTS:** The assessment, using the Finning culture maturity ladder, provides an understanding of where we are in the implementation of plans and how they are applied (including the quality and level of employee engagement).

HAZARDOUS ENERGY ISOLATION

Hazardous energy refers to any form of energy that has the potential to cause injury. Stored energy that is relevant to Finning can be electrical, mechanical, hydraulic, pneumatic, chemical, thermal or gravitational. When hazardous energy is not properly assessed and dissipated, it can seriously injure individuals working with heavy equipment or tools. Additionally, some energy sources are not obvious or may be hidden if not thoroughly assessed, further increasing the likelihood of injuries.

All of our operations have put tremendous effort into mitigating hazardous energy risks. In 2018, this work included:

CANADA: INCREASE AWARENESS

Our Canadian operations provide varied monthly safety topics to keep safety education relevant. In 2018, we emphasized the importance of energy isolation. For workers with a higher risk exposure, we provided additional

To ensure procedures are applied consistently, we reinforced our Energy Isolation procedure at all sites and branches. A main focus was applied to the pre-assessment of all energies involved and the preparation of standard operational procedures for critical interventions.

We are currently developing improved energy isolation training which explores the use of virtual reality to simulate high risk scenarios and verify the understanding and consistent application of energy isolation.

UK & IRELAND: REINFORCING THE MESSAGE ON HAZARDOUS ENERGY

We are firm believers in the power of toolbox talks. These short interactive sessions provide employees with information and guidance on particular safety and environmental topics and an opportunity to discuss the application in the workplace. A variety of topics were covered in 2018 including energy isolation. In 2018, we improved our existing toolbox talk materials on hazardous energy to reinforce this message across the organization.

As soon as equipment arrives at our sites, the last person who interacts with it must conduct a LockOut-TagOut (LOTO) procedure. To ensure everyone is following this rule, we issued new energy isolation kits to employees and made them available to contractors visiting our sites.

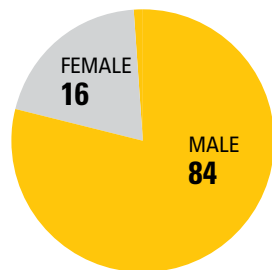


online training focused on identifying, isolating and dissipating energy. Our hazard identification program “See Something, Say Something” also links safety observations to monthly themes and recognition. Additionally, we use our internal Safety Link communication process to distribute relevant EHS information and incident alerts for recordable injuries.

SOUTH AMERICA: RELAUNCHING LOCKOUT-TAGOUT

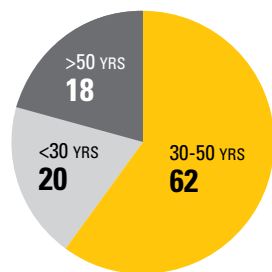
We thoroughly revised our energy isolation procedures and found two areas for improvement: energies pre-assessment and training.

2018 WORKFORCE BY GENDER (%)



The majority of our workforce is male. We are working to increase the number of females in our organization and create a culture of inclusion.

2018 WORKFORCE BY AGE GROUP (%)



INCLUSION & DIVERSITY

At Finning, we are keenly aware that diversity is a fact but inclusion is a choice. We believe inclusive teams that value diverse perspectives lead to better outcomes for all of our stakeholders, making us a stronger company overall.

An inclusive culture is one where people don't feel that they have to bend themselves out of shape to fit in. In an inclusive organization, everyone works to welcome differences, makes fair decisions about people based on facts, and brings people together. We believe people feel included and valued when they are celebrated for their uniqueness and enjoy a sense of belonging at Finning.

Diversity refers to all the ways we differ from one another, including our experiences, backgrounds, values and beliefs. Finning team demographics, in age, gender and nationalities, reflect the global nature of our operations and customer base. Our goal is to recruit, develop, and promote talent inclusively, to ensure our workforce reflects the global supply of talent.

We are striving to achieve a more balanced gender composition across our workforce, leadership levels, and Board director roles, where the representation of any one gender does not exceed 70%.

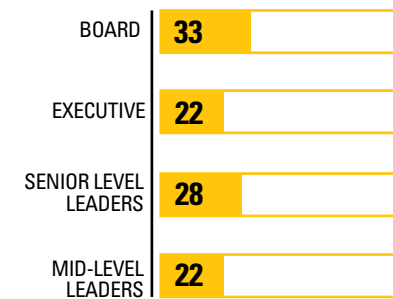
Standing up for respect

The foundation of an inclusive culture is to build respectful teams who collectively share the responsibility to prevent, identify, and respond appropriately to incidents of harassment. We believe all employees deserve to work in a safe, respectful workplace free of harassment and bullying. A culture of respect creates a climate for employees to behave appropriately and contribute in a meaningful way.

In 2018, we expanded on our commitment to a respectful workplace by implementing the following:

- **EDUCATING OUR LEADERS & EMPLOYEES:** In 2018, employees were required to complete a mandatory eLearning module to learn how to identify, respond appropriately to, and prevent incidents of harassment. We used this opportunity to collect feedback about our Standing Up for Respect campaign. We also held sessions with executives and senior leaders that reinforced the need for active, visible leadership on this topic, and trained more than 20 HR leaders so they can deliver face-to-face sessions with mid-level and frontline leaders throughout 2018 and 2019.

WOMEN IN LEADERSHIP ROLES (%) – 2018



We are actively working to provide opportunities for female employees to develop leadership skill and access leadership positions.

Multi-year inclusion strategy

We are creating a company culture that values and practices inclusion through the intentional design of our processes. We started with internal processes to develop talent and manage operations. As we evolve our culture, we will focus our efforts externally and use inclusion as a competitive differentiator with our customers and shareholders.

In 2018, we focused on building awareness of and belief in Finning's inclusion journey, with our leaders, human resource teams, and employees. The goal was to engage the head, heart and hands to drive progress towards our inclusion goals. Through the year our team participated in:

- **INCLUSION AND AWARENESS WORKSHOPS:** In 2018, we continued delivering Conscious Inclusion training to increase leaders' knowledge of:
 - + Why inclusive and diverse teams matter to Finning,

+ How unconscious biases undermine our decision quality, and

+ What Finning is doing to build inclusive and diverse teams.

To date, 30 executives and 29 senior level leaders have completed Conscious Inclusion training. In early 2018, 35 leaders participated in a narrative building workshop to align on a global vision for Finning's Inclusion Journey. Subsequently, 34 executives and 18 senior leaders participated in storytelling workshops to connect the 'why' back to leaders' personal stories, equipping leaders to champion Finning's Inclusion Journey in a more authentic and compelling way with employees.

- **TRAINING THE HR TEAM:** In 2018, we facilitated a webinar for over 170 HR team members to discuss our approach to inclusion and their individual contribution. Additionally, we facilitated a training session for the recruiting team in Canada to help them recruit inclusively, and identify opportunities to reduce systemic barriers for underrepresented talent through the candidate selection process.

- **INCLUSION WEBSITE AND TOOLS:** We launched an internal website that houses resources, videos, toolkits, training materials, leader updates, quarterly metrics, and other information to empower everyone to discuss Finning's inclusion journey and for leaders to host conversations with their teams. The site has been visited over 8,000 times by more than 2,200 employees.

“ Our business thrives when we have people in our team with a diversity of thoughts, experiences and perspectives. Turning those experiences into innovation requires us to be intentional about our choices and behaviours. Inclusion is a choice we make every day.”

CHAD HILEY
Chief Human Resources Officer

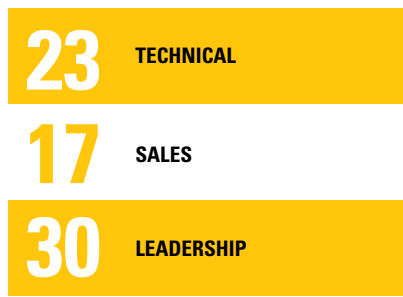
EMPLOYEE & LEADERSHIP DEVELOPMENT

Talent is our competitive advantage and our people are what set us apart. As a heavy equipment solutions provider, continually developing our employees is crucial for the sustainability of our company. As our customers' challenges become more complex, we must continue to develop both traditional and digital knowledge, and foster innovation throughout the organization. In developing our employees, we also retain talent, which is key in our increasingly competitive industry.

Our talent development plan consists of:

- **TECHNICAL TRAINING:** 6,834 technicians work at Finning and in 2018, our technicians received an average of 23 hours of training each. We also continually develop the expertise of our technicians and invested more than \$5 million in technical training in 2018. Read more details in the *In Focus* feature on page 15.
- **LEADERSHIP TRAINING:** As we build and improve the skills of our entire workforce, we must also enhance

2018 AVERAGE TRAINING HOURS PER EMPLOYEE, BY TRAINING TYPE



the capabilities of our leaders to develop their teams and make better data-driven decisions. Our leadership training includes our global program, Power to Lead, in conjunction with a selection of targeted programs and opportunities that further enhance the Finning competencies by helping leaders cultivate innovation and develop talent.

- **SALES TRAINING:** It is essential that we continue building relationships with new and existing customers, and that our sales team is able to communicate our value proposition. In 2018, members of our salesforce received an average of 17 hours of training per person.

Power to Lead

One of the innovative ways we develop our leaders is through Power to Lead. The program enables Finning's leaders, at all levels in the organization, to translate the company's strategy into action. Power to Lead also serves as a template for how we will develop a more strategic pipeline of leaders year over year.

In late 2017 and through 2018, we conducted eight pilot training sessions for 151 leaders. The training takes three to six months to complete and is primarily instructor-led, facilitated by an expert based in each region. After improving the training based on attendee feedback, in September 2018, we started regular delivery sessions of the program in each region. We configured the training for different levels of leadership:

- Senior leaders attend three three-day global events that give them the opportunity to learn from each other and bring together their regional experiences and perspectives through a global, strategic network of peers.

- Mid-level leaders participate in two three-day long regional-based sessions.
- Front level leaders participate in one three-day regional session and take additional follow-up learning modules delivered virtually.
- This global leadership development program will reach nearly 1,800 leaders by 2022.

Workday: optimizing processes

In 2018, we completed our global implementation of Workday as our human resources management system. Workday provides the enabling technology to manage the full hire-to-terminate lifecycle in one simple, easy-to-use system. By being able to access consistent, reliable data, we can improve how we manage and more importantly how we develop our people.

LABOUR RELATIONS

We respect the rights of our employees to join an employee association or trade union of their choice, consistent with national law and practice. We strive to develop constructive and stable relationships with our employees and the organizations that represent them, and to negotiate the terms of our agreements in good faith. At the end of 2018, approximately 60 percent of our employees were covered by bargaining agreements. In the past three years, we have signed 12 agreements covering all of our operations, without any interruptions to our operations during the negotiation process.

DEVELOPING A TALENT PIPELINE

Every year, we invest heavily in technical training, and adjust our approach by region, based on the size of the business and differences in availability of skilled workforce.



FINSA: FINNING TECHNICAL INSTITUTE (FIT)

In 2012, we built a state-of-the-art 25,000 square feet training centre in the mining region of Antofagasta, Chile. The main purpose is to train apprentice mechanics and operators. Our mechanics start as apprentices and can take up to seven training modules to become senior technicians. Developing technical expertise requires our employees to continually learn new procedures and technologies. In 2018, FIT provided 115,260 hours of training to 2,191 Finning apprentices and employees.

UK & IRELAND: TRAINING CENTRE

Our Apprentice Academy is a fully accredited educational institution, and a highly regarded program. Our four-year training is based on Caterpillar's ThinkBig technical education program. To earn their certificate, students learn to interpret and respect safety procedures, carry out diagnostics, and service and repair a variety of engines and machines. Students are able to obtain certification in areas such as plant maintenance and repair, fork lift operator or apprentice certification.

Students alternate between blocks of four to eight weeks of classroom learning, and eight weeks of in-classroom learning, and eight weeks of on-the-job practice, where they assist professional technicians, and apply their recently acquired knowledge. Every year, we receive around 500 applications for the 20 to 25 positions available, which points to its good reputation and recognition. In the last two years more than 20 technicians have graduated from the program and in 2018, Finning welcomed 23 new apprentices to the program.

CANADA: APPRENTICESHIP TRAINING

ThinkBig is a 20-month program where students gain technical knowledge and hands-on skills directly related to Cat® equipment. This program is a partnership between Finning, Caterpillar and Grande Prairie Regional College. It consists of five 16-week blocks divided into eight weeks of classroom theory and labs on campus, followed by a paid eight-week work practicum at a Finning location.

The program covers all four levels of traditional apprenticeship exams to obtain the heavy equipment technician (HET) diploma, as well as Finning's new hire orientation and Caterpillar-specific courses. The training is delivered in Fairview, Alberta and it is now in its 16th year. In 2018, 34 apprentices graduated from the program and all of them were offered positions at Finning. We also have four women progressing through the ThinkBig program with one to graduate next June.



ENVIRONMENT

Finning operates parts and service facilities, remanufacturing centres, vehicle fleets, and offices, all of which consume resources and have an impact on the environment. We make it our responsibility to understand our environmental impact and work towards minimizing our footprint.

* 2018 HIGHLIGHTS

- + Developed a methodology to track and reduce GHG emissions globally
- + Reduced our absolute GHG emissions globally from 2017

ENVIRONMENTAL MANAGEMENT

Our environmental initiatives take many different forms, but all come under the oversight of the Board's SESR committee and management, who are mandated to ensure Finning's operations work towards long-term environmental sustainability. Our approach consists of the following elements:

- **MANAGEMENT SYSTEM:** The environmental component of our EH&S and CSR management system is based on ISO 14001 requirements. Some of our business areas are externally ISO 14001 certified.
- **POLICIES & PROCEDURES:** Our commitment to manage our most material environmental impacts is outlined in our new global [Sustainability Policy](#). Each region has EH&S policies that comply with regional environmental regulatory requirements.
- **AUDITS:** Every year we conduct an internal environmental audit at each facility. We also strengthened the criteria for our environmental audits in Canada and trained all Canadian EH&S advisors on conducting the new audits. Additionally, our facilities

that are externally ISO 14001 certified are subject to third party audits in a three-year cycle. To ensure data accuracy and reliability, we conducted an internal audit of our GHG emissions in all three regions in 2018.

GHG EMISSIONS & ENERGY USE

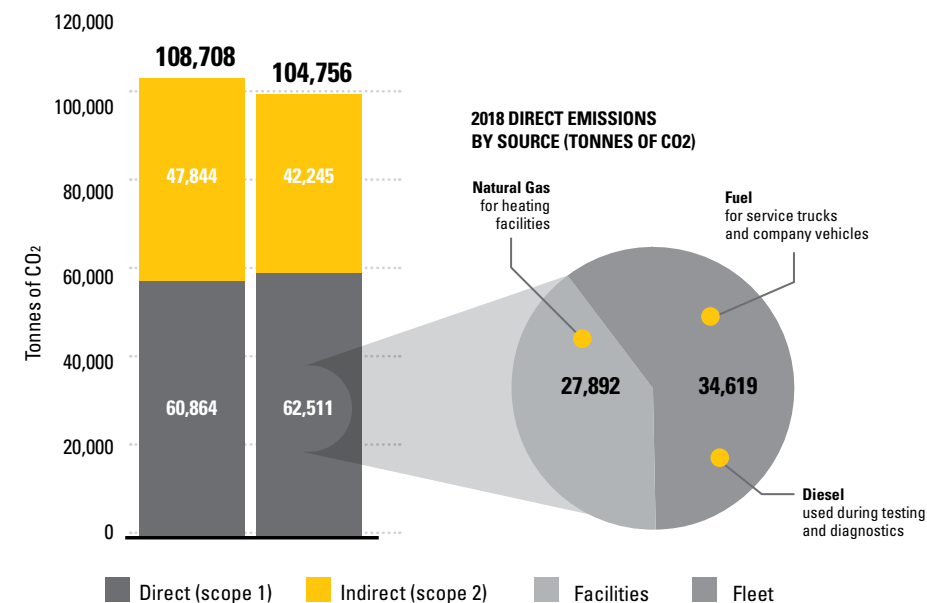
We recognize that climate change is a serious global challenge and we are committed to monitoring, reporting and managing GHG emissions of our operations.

We operate more than 200 facilities and have a fleet of more than 2,500 vehicles, including cars, pick-up trucks, vans and large service trucks. In our facilities, we do equipment repairs and replace parts and large components but we do not manufacture any new equipment. However, as a result of our operations, we generate direct GHG emissions (scope 1) from fuel combustion in our fleet, natural gas use for heating facilities, and diesel use for engine and transmission diagnostics. We also generate indirect GHG emissions (scope 2) from purchased electricity. Read about our reduction efforts in the *In Focus* feature on page 18.

“ To reduce our environmental footprint, we have to look at everything from our GHG emissions to our waste and water practices. Reducing our environmental impact is essential to sustainability of our business, and more importantly, is the right thing to do.”

DAVID PRIMROSE
Managing Director
Finning UK & Ireland

GREENHOUSE GAS EMISSIONS 2017 vs. 2018



Compared to 2017, Finning reduced its absolute GHG emissions by 4 percent.

GHG EMISSION REDUCTIONS

About 40 percent of Finning facilities are located in Canada where harsh winters result in increased heating and energy requirements, and add up to approximately 75 percent of our corporate emissions. Therefore, many of our efforts are focused on reductions in that region. GHG reductions are realized over a twelve month period depending on the implementation date. The values noted are the portion of the estimates realized in 2018. To reduce emissions from our fleet and facilities, we undertook the following initiatives in 2018:

HEATING SYSTEM UPGRADES

Our large industrial facilities, particularly those located in Canada and the UK and Ireland, have substantial heating requirements, and significantly contribute to our energy consumption. In Canada, we replaced boilers with high efficiency systems in two locations.

As a result of these changes, we avoided **175 tonnes of carbon dioxide (CO₂)** in 2018.

HEATING CONTROL

In the UK, we installed a heating temperature control system and overhead door sensors that switch the heat off when the door is open. Originally installed in our five largest branches in 2015, we added the system to three more locations in 2018.

In a single year, we realized savings of **350 tonnes** of CO₂ from the first five facilities.

POWER PACKS INSTALLATION

Power packs are external generators that use vehicle fuel to enable ancillary equipment use (e.g., air compressors, generators, welders, battery chargers, hydraulic pumps) without requiring vehicle engine idling. This technology, in conjunction with increased driver awareness about idling, can result in significant reductions in diesel consumption.

As of the end of 2018, 56 percent of our 671 service trucks in Canada had powerpacks. This technology reduced fleet CO₂ emissions by about **420 tonnes** in 2018.

LED LIGHTING

Industrial spaces have specific lighting requirements to ensure spaces are bright enough to conduct tasks. At the same time, these spaces have high ceilings and few windows, which makes lighting a challenge. In 2018, we retrofitted four Canadian locations, two UK locations and six South America locations with LED lighting.

This work resulted in **700 tonnes** of CO₂ reductions.

AIR COMPRESSORS

Our maintenance facilities have a variety of pneumatic tools that use compressed air. In 2018, we upgraded the air compressors in one large Canadian facility. Reductions from increased CO₂ efficiency are **142 tonnes**.

ENERGY CONSERVATION INITIATIVES

We know that we need to see behavioural changes at individual branches to make a lasting energy change. In 2018, we established expectations for each branch in Canada. Examples include establishing 'switch off' procedures for equipment and lighting, setting minimum and maximum temperature settings according to the season, as well as reviewing awareness learning materials and facility emissions data. Branches review their utility information monthly to track progress and improve performance.



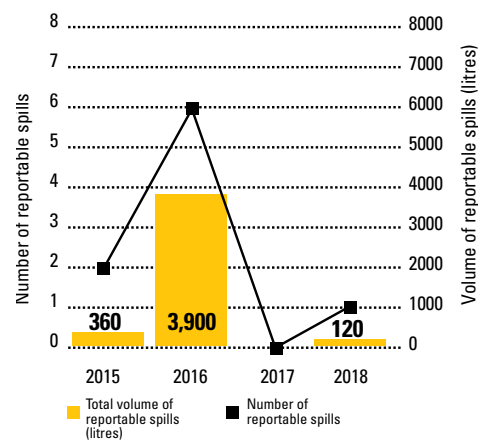
SPILLS & WASTEWATER

During heavy equipment maintenance, we fill and empty fuel tanks, replace filters, and repair defective hoses and other hydraulic systems. In most of our facilities, we store diesel and other chemicals such as glycol (used as coolant or heat transfer fluid) in small tanks, which could result in loss of containment and the potential to migrate to water bodies. Effluents or wastewater from our operations are also an environmental concern. To ensure the quality of the water discharged from our operation is acceptable, we have systems to separate oil from water before discharging and monitor our vehicle and equipment washing practices.

All of our repair facilities have spill prevention systems and wastewater management processes in place, which meet or exceed regulatory requirements. In 2018, some of our initiatives to manage spills and wastewater included:

- **PROVIDING TRAINING:** In Canada, we provided awareness training covering practices around wastewater and storm water management, tank management, and fuel and chemical storage. This year, approximately 300 operational managers and supervisors completed the online awareness training in Canada. In the UK & Ireland, we also provide targeted training on environmental awareness including management of wastewater and spill prevention.
- **SPILLS TRACKING & DRILLS:** In South America, we track spill volumes and lifecycle costs associated with clean-ups for spill prevention. In the UK & Ireland, all facilities carry out spill drills which are documented and tracked.
- **PROTECTING WATER QUALITY:** Our largest facility in Canada, OEM Remanufacturing, has an on-site wastewater treatment facility that improves the quality of water before discharging back to the municipal system. In 2018, two branches in South America implemented a closed-loop water system that treats and reuses greywater for internal activities and reduces freshwater use. In the UK, all facilities have wastewater interceptors in equipment wash bays to ensure all oils and silt contaminants are filtered before entering the water system. Additionally, each year we have a third party wastewater sampling program at all of our facilities' wash bays to ensure we do not exceed discharge limits.

REPORTABLE SPILLS



Finning had one reportable spill of engine oil in Canada while attempting to move a large container with a service truck crane.

WASTE & PACKAGING

As the world's largest Caterpillar dealer, each year we sell equipment parts directly to customers. We also use parts in our maintenance facilities. Depending on their size, parts come packaged in wood pallets and crates, cardboard boxes, and plastic. During the maintenance process, we also end up with large quantities of used filters, oily rags, used oil, tires, and scrap metal. We are taking steps toward understanding and improving the management of all of our waste streams. Read more about our waste reduction efforts in the *In Focus* feature on page 21.

REDUCING & REUSING WASTE

CANADA: STANDARDIZING OUR WASTE PROGRAM

In 2018, we developed a comprehensive compliance-based program that standardizes the way our branches handle, store, manage and dispose of domestic and hazardous waste. More specifically, we standardized the procedures that cover waste characterization, waste manifests, waste storage and criteria for working with third-party waste management companies. We also began tracking and

SOUTH AMERICA: RETHINKING WASTE

In 2016, we started Huella Verde (Green Footprint), a program that focuses on finding innovative uses for the waste generated at our facilities. Our efforts are currently focused on diverting valuable materials such as wood and metals from landfills. In 2018, we completed two projects at our maintenance centre in Antofagasta. We reused steel frames and wood panels from shipping crates to build covered bike storage and an outdoor recreational space for employees. These projects not only have an environmental benefit, but they also promote employee health and wellness by encouraging staff to bike to work and to take outdoor breaks during the workday.

UK & IRELAND: MINIMIZING PLASTIC PACKAGING

Our UK & Ireland region is able to recycle a large percent of the waste it generates. To further improve our recycling rate, we analyzed our packaging waste streams in 2018. While the wood and cardboard components of packaging are fully recyclable, we saw an opportunity to rethink plastic packaging, especially packaging of smaller items. To reduce waste at the source, we developed new plastic packaging guidelines. The guidelines include recommendations for plastic bag sizes for different items, and the potential for replacing plastic with reusable cardboard. This work is still in development, and we will report on it further in 2019.



Each of our regions tackled some of their most pressing waste-related concerns in 2018

reporting data internally on waste by weight, disposal methods, and diversion rate. Additionally, we worked with our waste contractor to increase tonnage per haul efficiency, conduct site waste audits, and to reclassify waste streams to ensure proper disposal.



PRODUCTS

We provide our customers with the equipment that mines minerals, builds roads and harvests trees. Our customers don't simply buy a machine from us, they purchase a solution to transform their performance and make their business more successful.

* 2018 HIGHLIGHTS

- + Leading the way in autonomous hauling as a safe and efficient solution for mining

- + Connecting 68 percent of CAT® equipment population in Finning territories

- + Delivering preventative maintenance expertise for more than 14,000 pieces of equipment through our regional condition monitoring centres

For 85 years, we've been working to earn our customers' loyalty by delivering unrivalled service. We actively promote systems that help our customers enhance their safety, achieve efficiencies and reduce their environmental footprint.

CUSTOMER SAFETY

Our proactive approach to safety extends to the safety of our customers. Continued product safety is key to earning our customers' loyalty, and we work with Caterpillar to ensure the products we sell are safe to operate and maintain. Through operator training, a product recall program, and new technologies, we help our customers improve the safety of their operations.

Manuals & operator training

As a basic expectation, we provide detailed operation and maintenance manuals for all the Cat® equipment we sell. As part of equipment sales, some of our branches provide optional training to safely operate or repair the equipment. In 2018, we provided more than 2,280 hours of training at our Finning Technical Institute in Chile to 602 of our customers' operators.

Recalls & repairs

If Caterpillar identifies a part, component or piece of equipment that does not meet their standards, they create a service letter. Service letters may refer to unsafe parts or models, or to unmet standards of durability or reliability. They are categorized as safety product improvement programs or priority product improvement programs (PIP). As a Cat® dealer, we take these service letters very seriously. We ensure any areas of concern are promptly reported to our customers and repaired. At the end of 2018, our PIP completion rate for safety letters was 99.8 percent and 98.6 percent for priority service letters for the letters we received. In addition, if we, or our customers, find any issues with a part or piece of equipment, we promptly inform Caterpillar, to ensure improvements are made to future product designs.

Autonomous technology

The mining industry is on a path to increased automation. Mining companies can use several levels of automation to increase the safety of

operations, including operator assist, remote control, semi-autonomous and fully autonomous vehicles. Fully autonomous mining trucks use advanced sensors, intelligence and advanced control systems to navigate the full range of loading, hauling and dumping operations without the requirement of an on-board operator. Finning has been a strong proponent of this technology and is partnering with key customers to deploy it in their mining operations. Read about our involvement in the *In Focus* section on page 25.

CUSTOMER PERFORMANCE & LOYALTY

As technology evolves so does our definition of what it means to "service what we sell." That motto has served us well since Earl B. Finning founded our company in 1933. However, technology is evolving at a rapid pace and fundamentally changing our business. Our customers, employees and suppliers have different expectations of us and the integration of technology influences all aspects of our relationships. For instance, eCommerce has changed the way customers buy parts and new technologies give us instant data about equipment performance.

We are committed to evolving our service operations and to continuing to provide comprehensive support for all the equipment we sell. Our value proposition for customers includes:

SERVICE & SUPPORT: In our aim to provide value-added services and foster long-term relationships with customers, we promote customer support agreements (CSAs). Under CSAs, we conduct regular and preventive equipment maintenance to reduce downtime.

ECOMMERCE: Another way we are meeting evolving needs is through eCommerce. For some of our customers and based on their purchasing volume and frequency, Parts.Cat.com gives them the ability to quickly and easily find the part they need any time from any device. For our largest customers, we're deploying integrated procurement which connects directly into their enterprise business system, so that parts ordering is seamlessly

“ Digital technologies advance not only our own but our customers' process, safety and environmental goals. We will continue to collaborate, inside and outside of Finning, to deploy digital in pursuit of sustainability.”

DAVID CUMMINGS
Chief Information Officer

PROMOTING INNOVATIVE SAFETY EQUIPMENT

To help ensure equipment operators stay safe, we promote innovative CAT® equipment and solutions that:

MONITOR FATIGUE:

Fatigue is a threat to safety in many of our customers' industries. Caterpillar's non-intrusive in-cab fatigue detection technology monitors eye movement, eye-closure duration and head pose — all indicators of fatigue.

Through this technology, instant alerts are delivered through in-vehicle seat vibration or audio alarms, in conjunction with alerts and reports to management. In 2018, we monitored 253 customer units enrolled in this program.

PREVENT COLLISIONS:

Making sure equipment operators are aware of personnel in their work zone is critical to a safe site. To do that, Caterpillar has created radio-frequency identification (RFID) technology that's placed in personal protective equipment, such as safety vests or hard hats. An antenna, installed in the equipment, detects objects around them with RFID tags.

So if an operator reverses a piece of equipment when a ground worker is in their work zone they will be alerted with a visual and audible alarm.

integrated into their existing processes. Both eCommerce solutions complement our branch network and over the last three years we've had 1,500 customers use our platform. In 2018, revenues from eCommerce and integrated procurement were over \$375 million.

MACHINE CONNECTIVITY: Advances in sensors and wireless communications allow us to transmit valuable data on the performance of our customers' equipment. All new Cat® equipment comes standard with this technology but, we can also retrofit older Cat® and non-Cat models with this technology, too. In 2018, we now have 68 percent of the Cat® assets in our regions connected and transmitting data. We are using this data to improve our operations and to develop a range of performance solutions that help improve our customers' safety, equipment health and productivity.

PERFORMANCE SOLUTIONS: We provide a wide array of Cat®, Trimble and third-party products and services to support our customers in keeping their machine fleets running longer, safer, and more efficiently. By combining data, digital technologies and our equipment and industry expertise, we are now able to provide predictive maintenance recommendations to lower repair costs and minimize downtime. These solutions also help customers lower their fuel costs and optimize production to drive efficiency in their operations. Read more about our remote fleet monitoring solutions in the *In Focus* feature on page 29.

We will continue to use technology to expand our business, enhance our customer service, and, more importantly, transform our customers' performance. By increasing the ease of doing business with Finning, we continue to increase our customer loyalty. In the last five years we have increased our customer loyalty score by 13 points.

PRODUCT STEWARDSHIP

We do not manufacture products but we recognize that we have an important role to play in helping our customers improve equipment performance and in reducing the environmental impacts of products throughout their lifecycle. We support our customers by providing products and solutions with reduced emissions, supporting alternative energy, and extending the life of equipment.

Emission-reduced products

We believe that selling emission-reduced products can contribute to emission reductions on a larger scale. We were at the forefront of the rollout of Caterpillar's sophisticated Tier 4 line of equipment, which significantly reduces CO₂ emissions through improved fuel efficiency. We also promote the sale of Cat® emission-reduced equipment such as D7E electric drive dozer and ultra class electric-drive mining trucks that reduce fuel consumption by up to 20 percent, and hybrid excavators and wheel loaders that reduce energy use and CO₂ emissions by more than 25 percent.

Innovation in alternative energy projects

We are strong supporters of innovation in renewable and alternative energy projects. Our team helps design and procure equipment for innovative projects around the world. Some examples include:

COOKING OIL AS FUEL: Finning UK & Ireland helped a client deliver a first-of-its kind project to generate power from used cooking oil at a site in Whitemoor, North Yorkshire. The innovative project uses ten Cat® 3516 engines that run on fuel created from used cooking oil. The oil is collected from restaurants, food processing plants and household waste recycling centres. Besides selling the equipment, we also assisted with meeting environmental compliance requirements, and we will provide ongoing operational support until 2022. We are proud that this project received a 2016 British Renewable Energy Award.

AUTONOMOUS TRUCKS

For over a decade, Caterpillar and its dealers have been working with dealers and customers to develop and test safe autonomous and semi-autonomous (remote) equipment operating systems. When deployed well, autonomy can have significant positive benefits to safety, environmental impact and production efficiency. For these reasons, Finning advocates for autonomous equipment as a better solution for our customers.

An increasing range of existing Cat® and non-Cat® equipment can be made to operate autonomously with a retrofit of Caterpillar's autonomous systems. In 2018, Finning and Caterpillar converted 14 haul trucks to autonomous operation at two Finning customers' sites in Canada. To ensure the safe and efficient operation of the trucks, Finning and Caterpillar provide extensive simulation training for mine operators where they learn how to incorporate the autonomous vehicles safely and maximize the benefits associated with autonomous operation.

The safety record of autonomous trucks is impressive. Technology on autonomous trucks allows the vehicle to be operated under strict control on a very defined truck path with accurate speed, object detection and perception systems designed to avoid collisions.

With more than 150 Caterpillar autonomous trucks operating globally, these vehicles have driven 30 million kilometers and hauled over 1 billion tonnes of material, while incurring zero lost-time injuries.

Another important benefit for customers is increased productivity, resulting in reductions in environmental impact per tonne of material moved. When fully optimized individual truck performance is synchronized into a fully orchestrated fleet, customers can see a productivity increase greater than 30 percent for haulage fleets (i.e. 30 percent more tonnes hauled per gross operating hour).



We are advocates of autonomous trucks as a safer solution for mines.

An example is the use of autonomous technology in mining, where an autonomous haul truck can perform the same activities as a regular haul truck while enhancing safety by removing the operator from the hazardous conditions to a more controlled work environment. Extensive testing has been completed for the safe deployment of this autonomous equipment at existing sites. Operations are controlled locally by specialized and highly trained teams working alongside experts from Finning and Caterpillar.



LOCAL SUPPLIERS

Although our company size allows us to work with large global suppliers, in some circumstances we choose to support smaller local suppliers which benefits the communities we operate in. By supporting local suppliers, we not only support the local economy but also help to reduce transportation emissions as these suppliers are closer to our facilities. Some of our local suppliers have grown their businesses with us over the past 20 years. These suppliers provide us quality and service, and further create economic resilience in the communities where we operate. Some of our local suppliers are:

CANADA: CARIBOO CHROME & HYDRAULICS:

This company has been servicing Northern B.C. locations since 1980. They provide fabrication and rebuilding of hydraulic cylinders as well as metal resurfacing including chrome plating. Cariboo Chrome has been a key supplier of our Prince George location for almost as long as we have been in the area.

SOUTH AMERICA: INVERSIONES FARIAS

Founded in 2004, Inversiones Farias is a mobile crane supplier in Chile that has been supporting Finning South America since its inception.

UK & IRELAND: SPILLARD SAFETY SYSTEMS

Spillard Safety Systems is one of the UK's largest mobile safety equipment suppliers. They have been in business since 1992 and have been servicing and supporting Finning UK for the last 26 years.

LANDFILL GAS FOR ENERGY: In 2015, we provided design and engineering expertise, along with Cat® equipment, for an innovative project in El Molle, Chile. The project used landfill gas to produce energy, and ultimately generated 14.5 gigawatt hour of power to supply the electric grid in Valparaiso, Chile. Since landfill gas contains large amounts of methane, it has a significant global warming potential. Using landfill gas to produce energy mitigates the climate impact.

Product remanufacturing & exchange

Considerable energy and resources go into making a single machine. Any effort to extend the life of equipment or components results in reduced energy and material consumption from a lifecycle perspective. Extended life also means that fewer machines and components end up in scrap yards. Product remanufacturing and exchange provide several benefits to our customers, while contributing to reducing waste.

Through the Finning Exchange program, customers can return a worn-out component for a like-new component that has the same performance and reliability, at a fraction of the price of a new one. The program includes all types of equipment components, such as engines, final drives, hydraulic pumps, motors, cylinders, torque converters, transmissions, groups, differentials, axles and undercarriages.

We have exchange facilities and a component rebuild centre that are dedicated to extending the life of Cat® equipment and components, greatly reducing resource inputs and minimizing waste. Our remanufacturing efforts prevent thousands of tonnes of scrap metal from going into landfills each year. Read more about OEM Remanufacturing in the *In Focus* feature on page 30.

RESPONSIBLE SUPPLY CHAIN

Caterpillar is our main and most strategic supplier, considering that 95 percent of our sales involve Cat® products. Finning is part of a global network of 171 independent Cat® dealers worldwide. Our longstanding relationship with Caterpillar is based on mutual respect and learning.

We are also aware that as a large and global organization, we have considerable purchasing power. Each year we spend approximately \$1 billion with more than 6,000 suppliers globally. Our suppliers partner with us to provide products and services such as complementary parts for resale, repair and operations consumables for our own use, personal protective equipment, vehicles to support our field services, transportation, logistics, travel services, professional services, and digital and IT products and support.

Finning aims to work with suppliers that share our values and uphold our standards. Our prequalification process is similar in each region and includes reviewing financial standing, safety records, quality systems, and reputation. We continually update our processes but currently aim to respect:

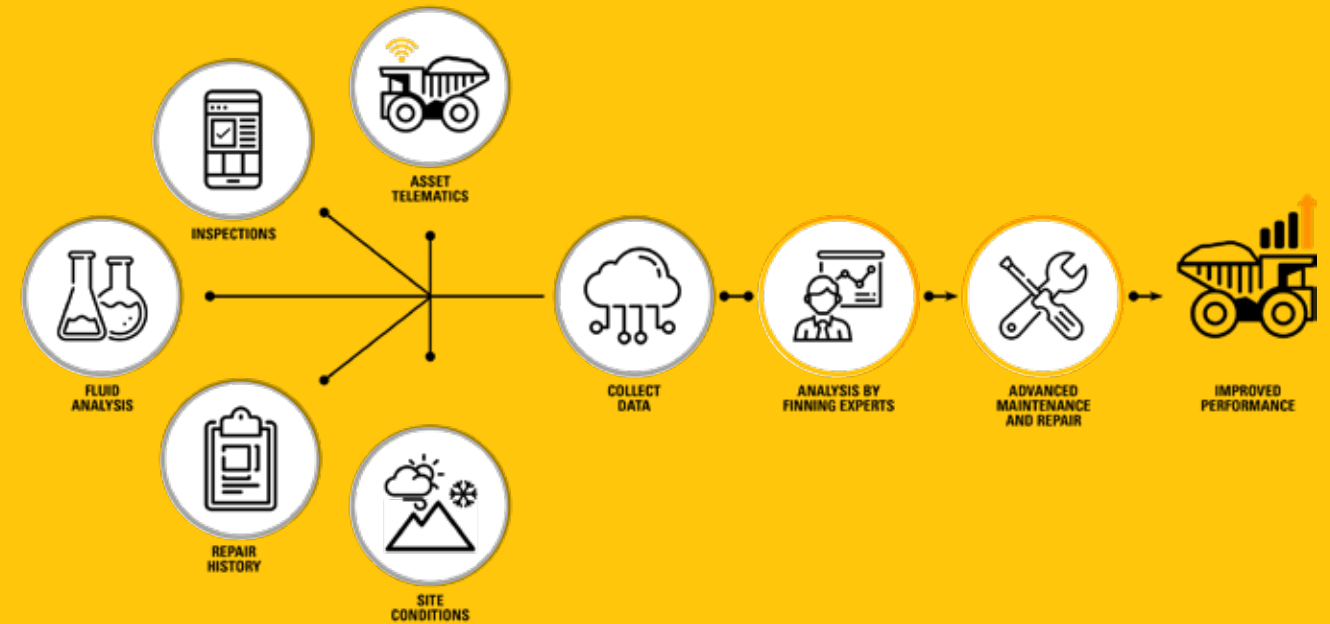
HUMAN RIGHTS & INTEGRITY:

We work to ensure that we do not work with suppliers that use child or forced labour, that disregard basic health and safety provisions, or that misuse the intellectual property of others.

ENVIRONMENT: We favour products and services that are sustainable in nature and will avoid buying from suppliers that willfully damage the environment.

INCLUSION: We work to ensure that our procurement process does not place any obstacles in the way of small or new companies or those owned or managed by members of minority or disadvantaged groups to partner with Finning. See examples of Finning suppliers in the sidebar story (left).

REMOTE FLEET MONITORING



By collecting data on KPIs such as fuel consumption, stop/start patterns, and idle and operational time, our systems build a unique history of each machine.

Our remote fleet monitoring solution uses a combination of on-machine hardware and programmable software to collect and analyze data from each of our customers' machines at our monitoring centres. By collecting data on KPIs such as fuel consumption, stop/start patterns, and idle and operational time, our systems build a unique history of each machine. Using this data, our experts help customers optimize machine and fleet performance. Our remote fleet monitoring focuses on three areas:

EQUIPMENT HEALTH MONITORING: All key mechanical and electrical metrics that represent vital signs of each piece of equipment such as pressure and temperature of different components, vibrations, oil composition, electric flow, and engine parameters.

PRODUCTIVITY: Online production metrics such as tonnage per hour, speed in different hauling profiles, tires temperature, and fuel consumption.

POSITION OF THE EQUIPMENT: GPS signal indicates precise position of the equipment at any given moment.

INTEGRATED KNOWLEDGE CENTRE

In 2016, we established the Integrated Knowledge Centre (IKC) in Antofagasta, Chile. The IKC houses experts in equipment health monitoring, maintenance and operations. Our experts provide 24/7 remote condition monitoring, develop and monitor maintenance KPIs, develop the strategy for component replacements, and help our customers maximize productivity. In 2018, we monitored more than 280 assets for six customers across 14 sites in Chile. We combine mining and maintenance expertise to improve equipment reliability, availability and productivity. Through our data-driven insights and actions, we have helped our mining customers achieve five to 40 percent cost reductions per tonne mined, which represents a cumulative of \$60 million of savings.

In 2018, we established a new centre in Edmonton and our team is providing similar services across Western Canada.

OEM REMANUFACTURING



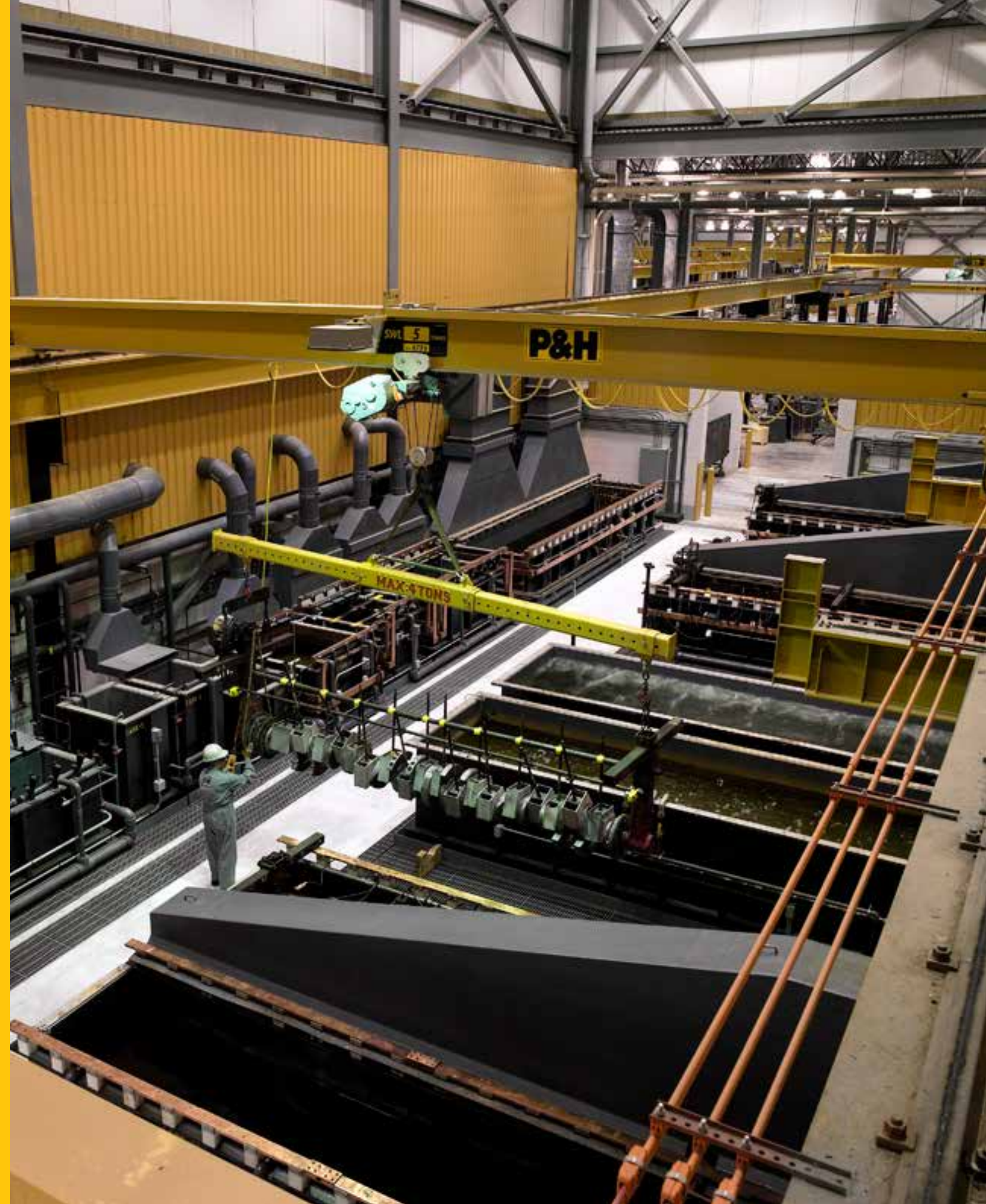
The OEM production floor follows a lean manufacturing process in which rework and waste are minimized.

Finning's OEM Remanufacturing is based in Edmonton, Canada and employed more than 600 people in 2018. OEM is one of the most advanced engine and powertrain component remanufacturing centres in North America.

The OEM production floor follows a lean manufacturing process in which rework and waste are minimized. Engine, cylinder, expanded mining and powertrain components flow through the facility in an optimized production path, allowing employees to provide timely and efficient service. When it comes to remanufacturing, cleanliness is critical. Without effective safeguards, dust and dirt can easily contaminate components, or enter lubrication

systems, resulting in early product failure. The pressurized, climate-controlled OEM building ensures that dust and air particles do not enter the facility. An air filtration system provides exceptional contaminant control.

In 2018, we remanufactured more than 10,000 components for our customers which helped them reduce operating costs while renewing their equipment. It also helps Finning grow our business, create specialized jobs, and significantly reduce waste by extending the life of machines.





COMMUNITIES

We focus our community investment efforts where we believe we can make the most difference. More than just donating money, we build partnerships with organizations that provide expertise and outreach, with multi-year commitments that amplify our impact.

* 2018 HIGHLIGHTS

- + Strengthening our partnerships with organizations that promote STEM education
- + Providing valuable technical training and support to women, students, at risk youth, and members of our communities

Our main focus is on developing STEM skills, and then on expanding our internal commitment to inclusion practices to our communities. We provide training and skills development, and support our employees in making meaningful contributions with their skills and time.

STEM EDUCATION

STEM stands for science, technology, engineering and mathematics — disciplines that produce the engineers, analysts, chemists, biophysicists and other technical and scientific practitioners that help drive today's innovation-oriented world.

This is why we focus the majority of our community efforts on STEM-related programs. We believe our work in this area can create a lasting positive impact on communities and countries, while also developing the talent needed in our industry and company.

We primarily focus on young individuals who don't have access to STEM programming, resources or mentoring. We continue to engage with organizations who are dedicated to educating and inspiring youth, and breaking down gender stereotypes.

Canada: partnership with Actua

In 2018, we continued our multi-year partnership with Actua, a STEM education outreach organization that aims to inspire and educate young people across Canada. Our partnership helped more than 125,000 youth across Western Canada access STEM programming which added more than 855,000 face-to-face hours of dynamic experiential learning. Our support was focused on the engagement of youth populations underserved and underrepresented in STEM — Indigenous youth, girls, at-risk youth, and children living with significant socio-economic challenges. In addition to providing financial assistance, more than 115 Finning employees volunteered at 10 events across Western Canada.

South America: partnership with Comunidadmujer

Since 2016, we have been partnering with ComunidadMujer and Liceo Mejillones. Our common goal is to inspire girls to follow STEM careers and help change gender stereotypes

that impact career choices.

ComunidadMujer is a non-profit that works to promote women's rights and improve public policies for greater equality and equity. Liceo Mejillones is a K-12 educational centre that provides high school diplomas and technical trade apprenticeships for students.

After three years of engagement with more than 300 students, parents, educators, and government representatives, we jointly developed a comprehensive teaching tools manual. The manual suggests activities to spark conversations about gender and inequality in all school subjects, from math to physical education. The activities help students uncover inequality in home activities, as well as gender biases when choosing careers, both of which can prevent girls and women from participating in STEM disciplines. We've made the manual publicly available so that other institutions can benefit from the learnings.

UK: STEM Ambassadors

STEM Ambassadors are individuals who have expertise in STEM-related disciplines. Ambassadors volunteer their time to engage and encourage young people to follow STEM careers, sharing their experience and problem-solving skills. In 2018, 15 of our employees served as STEM Ambassadors. Many visited schools and community colleges to promote and explain STEM career choices to students of different ages and different abilities. Others attended a career fair for Armed Forces veterans who are hoping to return to the civilian job market.

In 2017-18, one of our STEM Ambassadors mentored a team of five students to participate in The Ultimate STEM Challenge. This national competition builds confidence and teamwork skills, and inspires young people to consider STEM careers. The Challenge brought together students from 24 schools, each with a business mentor from a local company. The students were required to design and build a product that improved or enhanced the quality of life for disadvantaged people. The team of students designed and manufactured an exercise bike that also provides light therapy for people with seasonal affective disorder. The students attended the competition finals in July.

“ Beyond our focus on STEM, the drive to support the communities where we live and work is in our company's DNA.”

MARCELLO MARCHESE
President
Finning South America

SKILLS DEVELOPMENT

We believe technical skills help community members raise their standard of living. Besides educating students about STEM careers, we provide technical training and support to women, students, young offenders, and members of our communities.

Canada: Partnership with Women Building Futures

We have a partnership with Women Building Futures (WBF), located in Edmonton, Alberta, to support their Journeywoman Start program. This program offers fully paid positions rotating every 12 months at different industry partners. This is a traditional heavy equipment apprenticeship with the benefit of receiving work experience at four different locations as they progress through each year of their apprenticeship. Finning sponsored two candidates in each of the two programs (Edmonton, Fort McMurray) at approximately \$14,000 per individual to be considered for apprenticeships.

Finning's first 12-month apprenticeship started in January 2018 with two apprentices joining our Fort McMurray town shop facility. In September, we expanded into the Edmonton area placing two additional candidates.

In addition to training female apprentices, Finning provided WBF with access to facilities and equipment to develop a virtual reality training module and contributed to a promotional video to encourage Indigenous women and women from rural communities to consider a career in the trades. Finning also participated in the WBF's first Work Proud Summit, that brought together industry, government, and associations to collaborate on solutions that create respectful and inclusive workplaces where everyone feels safe to contribute.

South America: Training for our communities

The Finning Technical Institute (FIT), located in Chile, is a fully accredited institution that offers training and trade certification. Although its main purpose is to build capacity in our employees and customers (see page 15), we leverage our knowledge, instructors and facilities and committed to diversity and inclusion by providing training to women, people at social risk, immigrants with support from the tax benefits.

- **LOCAL COMMUNITY MEMBERS:** In conjunction with municipalities, we identify skills gaps in communities near our branches and provide targeted technical training. In 2018, 192 individuals obtained their certificates in forklift operations and logistics.
- **WOMEN:** We provide training for women who are traditionally homekeepers, giving them valuable skills in welding, forklift operations and logistics. These skills enable women to work in a variety of industries, including mining. In 2017-18, 52 women obtained certificates. Four of these women currently work in Finning's rotating equipment repair centre.
- **STUDENTS:** We have 22 partnerships with high schools and technical schools in Chile, Argentina and

Canada's education programs. Our two-year sponsorship of Project Webfoot helped learning come to life for more than 600 students who explored wetlands to apply what they learned in the classroom. Finning employees volunteered with the program accompanying students on their field trips.

South America

Since 2012, we have had an employee-led fundraising program. Individual employees or teams submit proposals for social projects and each winning project receives \$3,000 from Finning. All projects require volunteering from the employee and other co-workers, as well as participation of customers in the area. In 2018, we received 34 proposals and selected four in Chile,

We believe technical skills help community members raise their standard of living. Besides educating students about STEM careers, we provide technical training and support to women, students, young offenders, and members of our communities.

Uruguay. As part of their education, students can receive training at our FIT centre. In 2018, 880 students received instruction at our facilities.

- **YOUNG OFFENDERS:** Through a partnership with Fundacion Tierra de Esperanza, we provide training to young offenders to help them become employable and productive members of society. In 2018, 40 individuals obtained their certificates in forklift operations and logistics.

two in Bolivia, two in Argentina, and one in Uruguay. More than 100 employees volunteered their time for these projects.

UK & Ireland

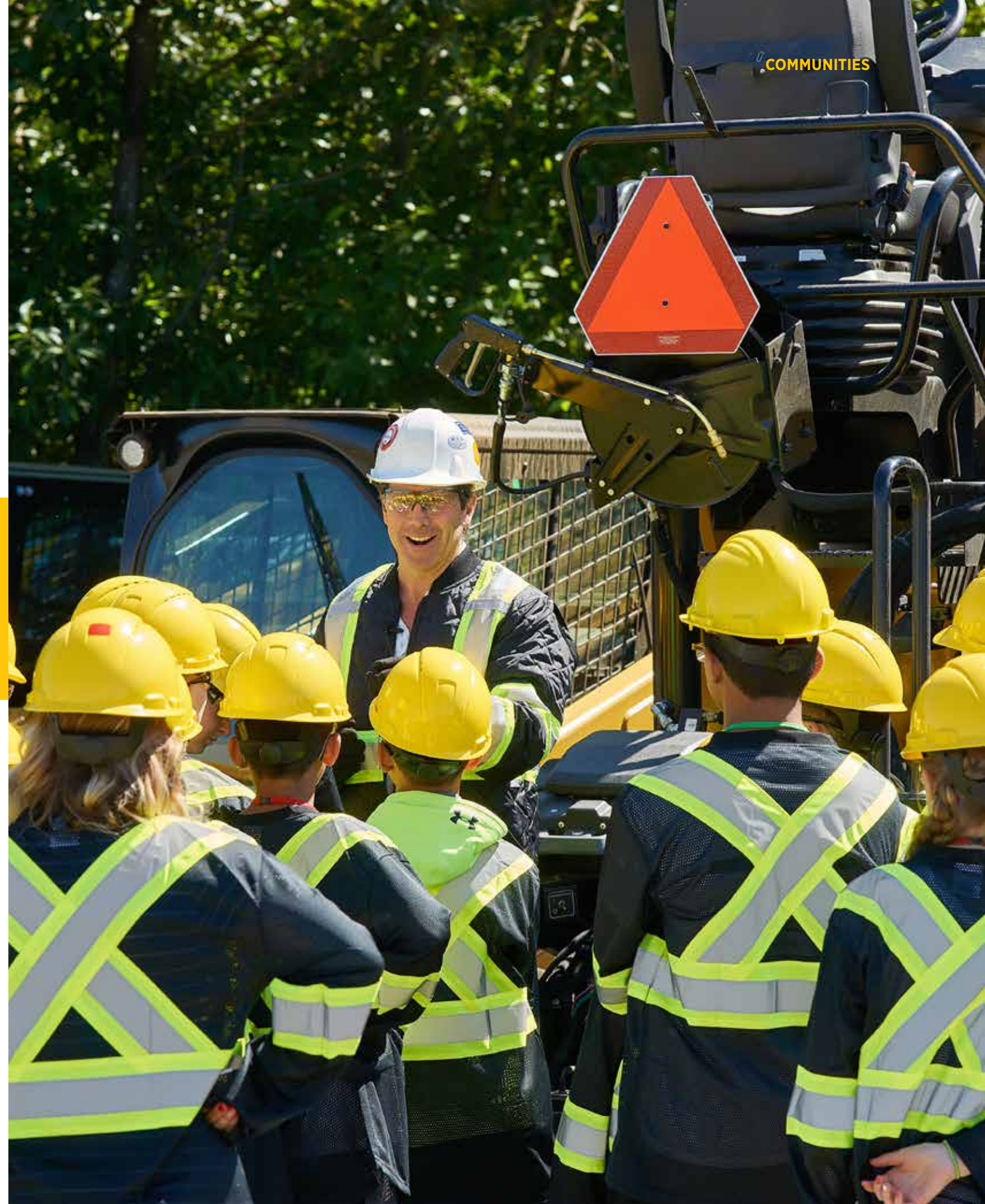
For several years, through our Safety in the Community program, we've encouraged employees to support local schools and community groups by promoting safe practices. We also donate customised high-visibility vests to use during trips or excursions. Part of the program involves our employees giving age-appropriate presentations on safety, and engaging children in related activities, such as drawing posters about road safety.

EMPLOYEE ENGAGEMENT

Our employees are passionate about getting involved in the community on behalf of Finning. Every year they dedicate their time to help local non-profits and worthy causes in their regions.

Canada

To help instill a positive attitude about nature in today's youth and help create a future of environmental leadership, we have supported Ducks Unlimited





ETHICS & GOVERNANCE

Finning’s history and success as a company is built on a strong foundation of integrity. We are committed to conducting business in accordance with the highest governance and ethical standards.

* 2018 HIGHLIGHTS

+ Our five-year average support of our approach to executive compensation is 94.24%

+ Four of our twelve Board members, or 33%, are women

ETHICS & ANTI-CORRUPTION

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. Our Code of Conduct reflects our commitment to act ethically. It’s how we put our principles of transparency, ethics and professionalism into practice each day. Our values, Code of Conduct, and complementary policies clearly outline how we will achieve our results.

The Code of Conduct applies to all employees. Senior executives and senior employees involved in financial management also sign the Code of Ethics for Senior Executives and Financial Management.

Our shared commitment and accountability involve more than just complying with the Code. Each employee has the right and responsibility to promptly report suspected Code contraventions. They can do this through the ethics hotline or website, or through their local supervisor or human resources, legal or risk department. After a thorough investigation, if a report is substantiated, the responsible party may face disciplinary action, dismissal or legal action.

As part of its oversight responsibilities, the Board has approved a number of policies to support Finning’s high standards of governance:

- Board Diversity Policy
- Code of Conduct
- Code of Ethics for Senior Executives and Financial Management
- Corporate Disclosure Policy
- Global Anti-Bribery and Anti-Corruption Policy
- Global Political Contributions Policy
- Policy on Share Trading, Hedging and Use of Material Information
- Whistleblower Policy
- Sustainability Policy

Finning has zero tolerance for bribery or corruption in all business dealings and relationships, in all jurisdictions in which we operate. We have a strong Code of Conduct and Global Anti-Bribery and Anti-Corruption Policy in place. In 2019, we will review our risk assessment processes to ensure they continue to meet applicable global standards.

“High standards of behavior are not just about Finning’s reputation. Rather, they need to be simply who we are. This is the foundation of the trust and confidence of our stakeholders and communities.”

STEVEN M. NIELSEN
Chief Financial Officer

CORPORATE GOVERNANCE

We believe that high governance standards are essential to operating effectively and enhancing shareholder value. Finning has an established tradition of excellence in corporate governance, and our Board of Directors is resolute in its commitment to fulfilling its duty of accountability. The Board is also committed to building on its best practices through continual evaluation and improvement. The table summarizes some of their practices and key governance concerns.

Our Board has four standing committees: audit, human resources, corporate governance, as well as safety, environment, and social responsibility (SESR). To find out more about our Board, please refer to our most recent management proxy circular, which is available [here](#).

BOARD & GOVERNANCE INFORMATION

Size of board	12
Average age of directors	64
Number of independent directors	11
Mandatory retirement age	72
Separate chair and CEO	Yes
Comprehensive board assessment process	Yes
Independent chair	Yes
Average director tenure	6 years
Annual election of directors	Yes
Proxy access	Yes
Majority voting policy	Yes
Code of Conduct for directors, officers and employees	Yes
Board meetings held in 2018	6
Stock ownership guidelines for directors and executive officers	Yes
Board meeting attendance in 2018	100%
Policy on share trading and hedging	Yes
Say on Pay advisory vote	Yes
Five-year average support of our approach to executive compensation	94.24%
Women Board members	33%
Board diversity policy	Yes
In camera sessions held with independent directors only at every board meeting	Yes



PERFORMANCE TABLE

The following table summarizes our performance in key sustainability areas. In most cases, we use standard industry and regulatory calculation methodologies and definitions that may be updated periodically to improve accuracy. The applicable Global Reporting Initiative (GRI) indicator is included for reference.

PERFORMANCE SUMMARY						
	UNITS	2015	2016	2017	2018	GRI REF.
COMPANY CONTEXT						
Revenues ¹	million \$	6,257	5,628	6,256	6,996	102-7
Number of locations ²	number	-	-	221	225	102-7
SAFETY ³						
Total Recordable injury frequency (TRIF)	cases per 200,000 exposure hours	0.61	0.66	0.43	0.49	403-9
Total injury frequency (TIF)		-	2.89	3.21	2.60	403-9
Significant injury frequency (SIF)	cases per million exposure hours	1.84	1.02	0.72	0.61	403-9
Fatalities	count	0	0	0	2	403-9
Vehicle incidents ⁴	count	-	-	85	102	
All injuries by activity:						
Using hand tools	percent	-	-	-	16	403-9
Manual lifting and carrying	percent	-	-	-	13	403-9
Maintenance and intervention	percent	-	-	-	30	403-9
Other	percent	-	-	-	41	403-9
Near misses and hazard identification ⁵	count	26,633	25,334	18,210	22,651	
Supervisory observations	count	NA	NA	51,034	39,375	
Executive walkthroughs	count	NA	NA	194	168	
PEOPLE						
Number of employees (excludes contractors) ⁶	count	13,003	11,877	12,544	13,146	102-7
Employees by region						
Canada	count	5,090	4,657	4,885	5,427	102-8
South America	count	6,253	5,821	6,207	6,252	102-8
UK & Ireland	count	1,660	1,399	1,452	1,467	102-8
Number of employees (includes contractors) ⁷	count	14,325	13,039	14,077	14,732	102-8
Employees covered by collective bargaining agreements	percent	66	67	64	60	102-41
Number of grievances submitted by the unions	count	-	-	-	93	
INCLUSION						
Workforce by age group:						
Under 30 years	percent	-	-	-	20	405-1
30 - 50 years	percent	-	-	-	62	405-1
Over 50 years	percent	-	-	-	18	405-1
Gender diversity						
Female	percent	-	-	-	16	405-1
Male	percent	-	-	-	84	405-1
Women in leadership roles						
Board ⁸	percent	18	17	25	33	405-1
Executive	percent	-	-	-	22	405-1
Senior level leader	percent	-	-	-	28	405-1
Mid-level leader	percent	-	-	-	22	405-1

PERFORMANCE TABLE

PERFORMANCE SUMMARY						
	UNITS	2015	2016	2017	2018	GRI REF.
RETENTION AND ENGAGEMENT						
Rate of hiring	percent	NA	NA	17	17	401-1
Voluntary turnover rate	percent	6	6	6	7	401-1
Total turnover rate	percent	16	18	12	13	401-1
Employee experience survey response rate employee	percent	84	87	89	89	
Experience index ⁹	score out of 100	72	72	75	85	
RETENTION AND ENGAGEMENT - EMPLOYEE DEVELOPMENT						
Employees receiving performance reviews						
Executive	percent	-	-	-	38	404-3
Senior level leader	percent	-	-	-	81	404-3
Mid-level leader	percent	-	-	-	91	404-3
Front level leader	percent	-	-	-	89	404-3
Individual contributor (non-union)	percent	-	-	-	95	404-3
Average training hours, by training type:						
Technical	hour/eligible employee	-	-	-	23	404-1
Leadership		-	-	-	17	404-1
Sales		-	-	-	30	404-1
Spending on training, by type ¹⁰						
Technical	\$	-	-	-	5,379,840	
Sales	\$	-	-	-	556,920	
Leadership	\$	-	-	-	1,627,793	
ENVIRONMENT						
Greenhouse gas emissions (total) ¹¹						
Direct (scope 1)	CO ₂ e tonnes	-	-	108,708	104,756	305-1
Indirect (scope 2)	CO ₂ e tonnes	-	-	47,844	42,245	305-2
Direct emissions by source						
Facilities	CO ₂ e tonnes	-	-	26,894	27,892	305-1
Fleet ¹²	CO ₂ e tonnes	-	-	33,970	34,619	305-1
Energy use						
Fuel - gasoline	Gigajoules	-	-	-	140,316	302-1
Fuel - diesel	Gigajoules	-	-	-	374,100	302-1
Gas Oil	Gigajoules	-	-	-	1,691	302-1
Electricity	Gigajoules	-	-	-	262,441	302-1
Natural Gas	Gigajoules	-	-	-	496,735	302-1
Spills ¹³						
Number of reportable spills	count	2	6	0	1	306-3
Total volume of reportable spills	litres	360	3,900	0	120	306-3
Waste ¹⁴						
Hazardous waste ¹⁵	tonnes	-	6,119	7,649	9,935	306-2
Non-hazardous waste	tonnes	-	12,378	11,911	14,215	306-2

PERFORMANCE SUMMARY						
	UNITS	2015	2016	2017	2018	GRI REF.
PRODUCTS						
Product Improvement Programs (PIP) – completion rate ¹⁶						
Safety Product Improvement Programs	percent	-	-	-	99.8	
Priority Product Improvement Programs	percent	-	-	-	98.6	
Connected assets (% of addressable population)	percent	-	-	-	68	
COMMUNITIES						
Volunteer hours (STEM only)	hours	-	-	-	875	

Data for new indicators where no historical data is available is denoted with a “-” symbol.

PERFORMANCE NOTES:

1. Revenues reported in Canadian dollars. All financial data is consistent with Finning annual reports.
2. Locations include branches, training facilities, distribution centers and OEM.
3. Safety rates are calculated using exposure hours of employees and contractors.
4. Vehicle incidents are incidents caused by a company driver and they include any collision type incident with another vehicle, object or person. 2017 data updated to align with this definition.
5. Global definitions were instituted in 2017 for near misses and hazard identification.
6. Number of employees (excluding contractors) is used for all people, inclusion, retention and engagement calculations in this report and performance table.
7. Number of employees (including contractors) is used for all safety calculations in this report and performance table. The definition of contractor is aligned with Canadian Association of Petroleum Producers (CAPP) standards.
8. Percentage of women on our Board is provided following the election of Directors at Finning’s AGM each May.
9. Sustainable engagement score from the annual survey sent to all eligible employees to measure the engagement levels in the organization. For engagement to be sustainable over time, employees need to be engaged, enabled and energized.
10. Training dollars reported in Canadian dollars.
11. GHG emissions were subjected to internal audits in 2017 and 2018.
12. Fleet emissions also include diesel used for engine diagnostics.
13. Reportable spills include spills that must be reported to regional authorities according to each jurisdiction’s regulations.
14. Data limitations exist for hazardous and non-hazardous waste. Canada portion of waste does not currently include facilities that do not fall under our national waste management contract.
15. 2015-2017 historical data restated after publication of our 2017 sustainability report due to improvements in data gathering and quality control.
16. “Safety and Priority product improvement programs” refers to Caterpillar programs established to eliminate suspected safety hazards, eliminate future potentially costly repairs, and/or meet regulatory requirements. Data for this metric are reported at the end of the calendar year and represents the number of requests completed at that time.

This report contains statements about Finning’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 terminology such as aim, anticipate, assumption, believe, could, expect, goal, guidance, intend, may, objective, outlook, plan, project, seek, should, strategy, strive, target, and will, and variations of such terminology. Forward-looking statements 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 and include, but are not limited to, the (i) execution of the company’s vision and growth strategy; (ii) projected safety performance of the company; (iii) projected employee retention and engagement; and (iv) projected environmental management performance of the company. All such forward-looking statements are made pursuant to the ‘safe harbour’ provisions of applicable Canadian securities laws.

Unless otherwise indicated, forward-looking statements in this report reflect Finning’s expectations at the date of this report. 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. 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 sustainability efforts. 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 including but not limited to (i) that general economic and market conditions will be maintained; (ii) that the level of customer confidence and spending, and the demand for, and prices of, Finning’s products and services will be maintained; (iii) Finning’s ability to successfully execute its plans and intentions; (iv) Finning’s ability to attract and retain skilled staff; (v) market competition; (vi) the products and technology offered by the company’s competitors; and (vii) that our current good relationships with Caterpillar, our suppliers, service providers and other third parties will be maintained.

Finning cautions readers that any risks described in this report, or in Finning’s MD&A or 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.



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