FINNING®

POSITIVE IMPACT

SUSTAINABILITY REPORT **2023**

INTRODUCTION   PEOPLE   ENVIRONMENT   CUSTOMERS   COMMUNITIES & INDIGENOUS ENGAGEMENT   GOVERNANCE, ETHICS & CYBERSECURITY   4REFUEL   PERFORMANCE TABLES   SASB, TCFD & GRI REFERENCE   **FIПΠING**

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MESSAGE FROM THE PRESIDENT & CEO

In 2023, we marked our 90th anniversary. Although a lot has changed over 90 years, what makes us special remains the same. We are a company of talented and hardworking people, who care about having a positive impact on each other, our customers, and the communities where we work. I could not be more proud of our people, who continue to contribute to building our reputation for delivering outstanding service and solutions for our customers.

In September, we announced a refreshed strategy to build on our success by focusing on the following priorities: drive product support, full-cycle resilience, and sustainable growth within a leadership framework to simplify and prioritize our business and empower our people to build customer loyalty.

We are committed to ensuring the well-being and success of our 14,922 employees worldwide. We make it a priority to create a work environment where our people feel supported to perform at their best. The result is a culture where we look out for each other, and where all our employees can return home safely and securely at the end of every day. Safety is, and always will be, our highest priority as we work to eliminate the likelihood of a serious injury or fatality. In 2023, the frequency of significant incidents decreased by 27% from 2021.

Sustainability remains an important principle underlying our values, vision, and strategy. Central to our commitment is how we source our energy. Right now, 14% of our electricity comes from renewable sources and we continue to work with utility providers in our regions to procure clean energy. We continue to work to meet our commitment of a 40% reduction in absolute Scope 1 and Scope 2 GHG emissions by 2027 from a 2017 baseline, through increased use of renewable and carbon-free energy, facility optimization, energy efficiency, and fleet improvements.

In addition, we are working with our customers to help them decarbonize their operations. Whether it's optimizing fuel usage through data and digital tools, or switching to lower-carbon fuel sources, we are supporting our customers to achieve their goals of reducing carbon emissions.

2023 was a year of progress towards our sustainability goals while delivering strong growth in our business. We closed the year with confidence that we are well-positioned to play an important role in the energy transition.

I invite you to find out more about how we approach sustainability governance and performance and read about our successes in the last year.

Kevin Parkes
President and Chief Executive Officer

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2023 SUSTAINABILITY SUMMARY

PEOPLE

27%
reduction in Significant Incident Frequency compared to 2021.

32%
of our senior level leaders are women.

7
employee resource groups (ERGs).

ENVIRONMENT

29%
reduction in scope 1 and 2 GHG emissions from the 2017 baseline. On target to meet our reduction goal of

40%
by year-end 2027.

14%
of Finning's electricity comes from renewable energy sources.

CUSTOMERS

5
times increase in 4Refuel sales compared to 2022 for renewable and low-carbon fuels.

15,694
components were remanufactured to like-new condition contributing to our customers' efforts to reduce energy, water, and raw materials.

5,847
assets connected to our CUBIQ™ Sustainability Dashboard™.
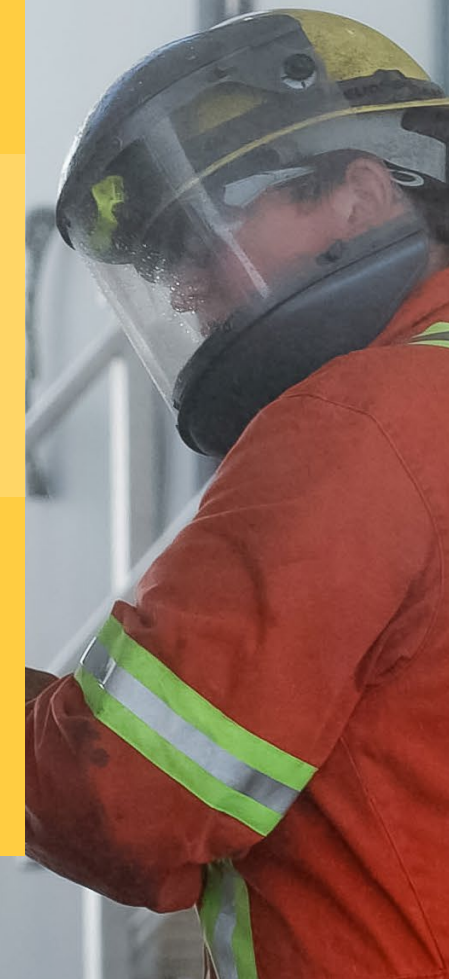
COMMUNITIES

3,008
volunteer hours for STEM-related activities.

188,414
youth engaged through STEM partnerships.

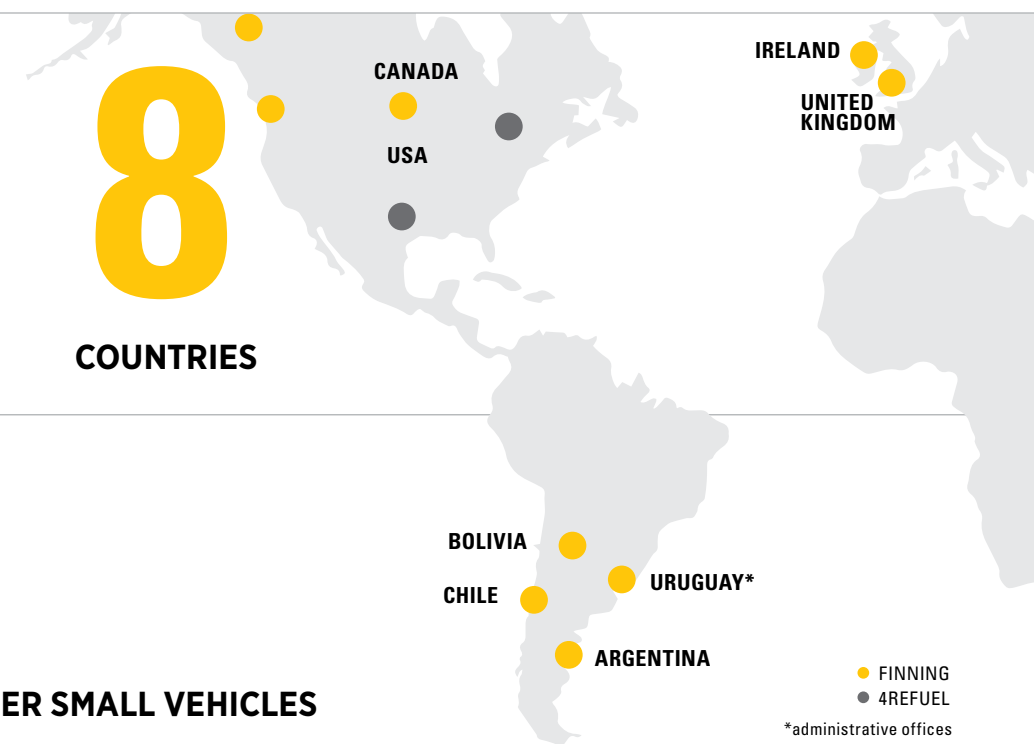**$39.6M**
procurement from Indigenous-owned businesses.

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ABOUT FINNING

Finning is the world's largest Caterpillar® dealer.
Since 1933, we have provided equipment and rentals and supplied parts and services to customers in a wide range of industries. Our product support infrastructure and superior service capabilities deliver solutions that help customers lower their overall cost of ownership while maximizing productivity.

Finning is headquartered in Surrey, British Columbia, and operates in three regions: Canada, South America (Chile, Argentina, Bolivia), the United Kingdom (UK) and Ireland. Our industrial refuelling service company, 4Refuel, operates across Canada and in the United States in Texas. Finning's shares trade on the Toronto Stock Exchange under the symbol FTT.

Finning subsidiaries discussed in this report include OEM Remanufacturing, 4Refuel, majority interest in Compression Technology Corporation (ComTech) owned through our subsidiary 4Refuel, SITECH, and Hydraquip.

221 LOCATIONS

14,922 EMPLOYEES

8 COUNTRIES

CANADA
USA
IRELAND
UNITED KINGDOM
BOLIVIA
CHILE
URUGUAY*
ARGENTINA

● FINNING
● 4REFUEL
*administrative offices

SUBSIDIARIES

4Refuel

ComTech ENERGY

OEM REMANUFACTURING A FINNING Enterprise

SITECH®

Hydraquip
EMPOWERING TRUST. INNOVATIVE RESULTS.

2,500+
FINNING SERVICE TRUCKS AND OTHER SMALL VEHICLES

SUPPLY CHAIN

CAT

OUR LARGEST SUPPLIER AND PARTNER

SUPPLIERS AND CONTRACTORS WORLDWIDE

6K+

REVENUE STREAMS

34% NEW EQUIPMENT
56% PRODUCT SUPPORT
2% FUEL & OTHER
4% EQUIPMENT RENTAL
4% USED EQUIPMENT
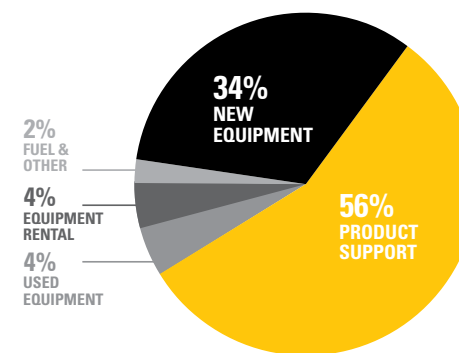
$9.5B NET REVENUE[1]

¹ Net revenue is a specified financial measure.

OUR CUSTOMERS

MINING | CONSTRUCTION
FORESTRY | OIL & GAS
POWER GENERATION | GOVERNMENT

ABOUT THIS REPORT

This report represents Finning's ongoing commitment to transparency and the disclosure of sustainability and performance relevant to our business and our stakeholders. The report provides an overview of our programs and performance over the past year in five key focus areas.

People
Ensuring safe and secure, healthy, inclusive, and respectful workplaces for all employees and contractors to allow for a positive impact on each other, our customers and the communities where we work.

Environment
Reducing greenhouse gas emissions from our facilities and fleet, managing waste, and preventing spills.

Customers
Offering products and digital solutions that help customers improve their safety and environmental performance, and business productivity.

Communities & Indigenous Engagement
Partnering with organizations that support science, technology, engineering and mathematics (STEM) education, women and girls, as well as Indigenous and other under-served communities.

Governance, Ethics & Cybersecurity
Ensuring effective processes and controls are in place to prevent unlawful or unethical behaviours, identify and manage key risks, support and protect employees who speak up, and protect Finning's, our employees' and customers' information.

REPORTING SCOPE

This report describes initiatives related to our material sustainability topics and supporting metrics for the year ending December 31, 2023. Where available, additional years of historical data are provided for reference.

The terms "Finning", "our", "we", "us", "the company", and "the organization" refer to Finning International Inc. and its subsidiaries. However, for the 4Refuel business, information about financial, operational, environmental, safety and human resources activities is provided separately on page 30.

Financial information is in Canadian dollars and environmental data are in metric units.

Safety metrics include Finning's employees and contractors unless otherwise noted.

GHG metrics include Finning and 4Refuel data and excludes Comtech and Hydraquip.

For your convenience, this report provides links to third-party websites. We make no representations or warranties about any third-party websites that may be accessed from this report. If you choose to access any such website, you do so at your own risk. We have no control over the contents of these third-party websites and accept no responsibility for such websites, or for any loss or damage that may arise from your use of them.

Senior management and relevant employees have reviewed the information in this report and believe it is a fair representation of our sustainability performance.

REPORT ALIGNMENT

This report includes our updated disclosures in compliance with the Task Force on Climate-related Financial Disclosures (TCFD), as shown on page 38. We mapped our disclosures to the Sustainability Accounting Standards Board's (SASB) requirements for the industry that most closely reflects our business: Industrial Machinery and Goods and Road Transportation. The SASB index is on page 44 and 45.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. The GRI reference is on page 44.

EXTERNAL ASSURANCE

The greenhouse gas (GHG) metrics in this report have received limited external assurance from Deloitte LLP. You can see their assurance statement here. Other metrics have not been externally assured.

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SUSTAINABILITY GOVERNANCE, RISK MANAGEMENT & STRATEGY

Our Approach to Sustainability

Sustainability is integral to our everyday operations, strategies, and long-term plans. We work to continuously improve our sustainability performance and help our customers enhance theirs. Click here to see our Corporate Sustainability Policy.

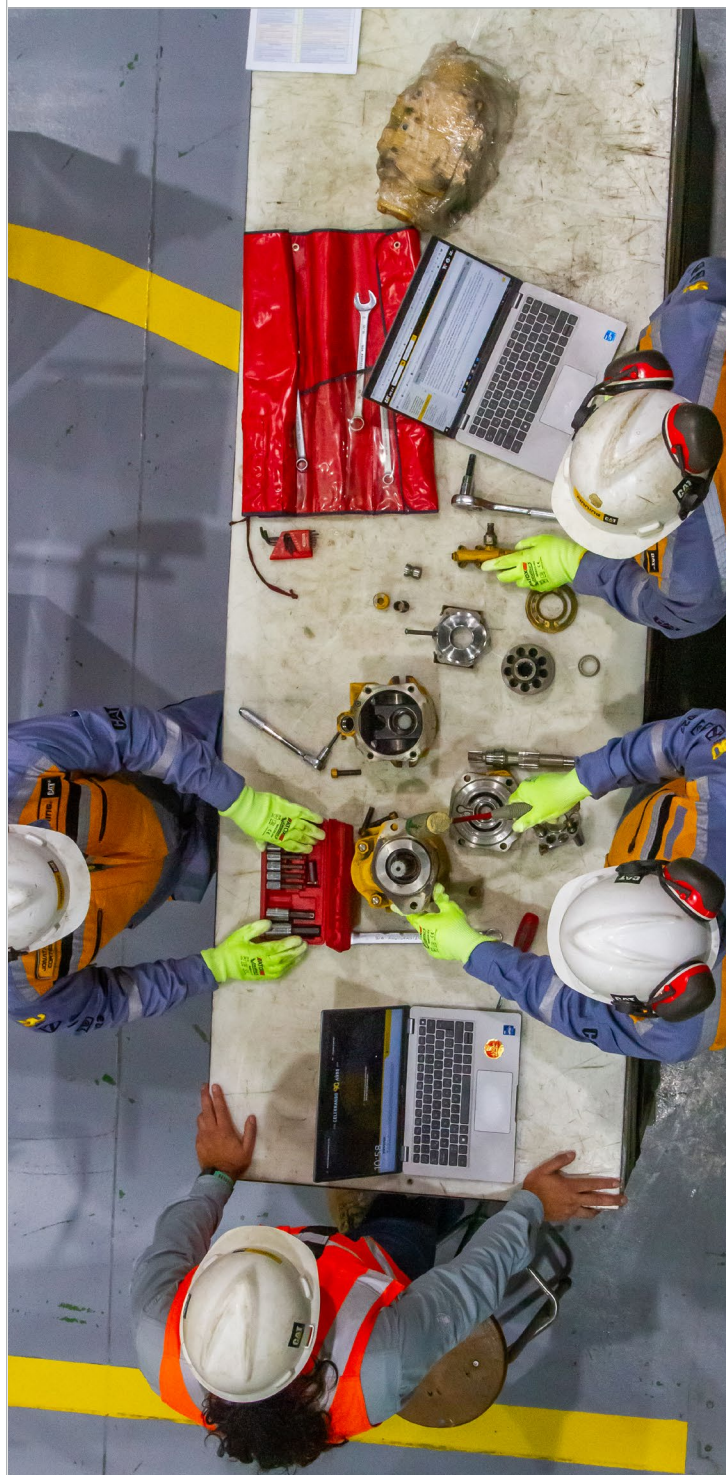**We have a clearly defined Sustainability governance structure.**
Finning's Board of Directors oversees our overall approach to sustainability, including environment, social and governance strategies, risks, policies and programs. The Board delegates specific oversight responsibilities for sustainability-related matters to its four board committees to assist in fulfilling its duties and responsibilities: the Safety, Environment and Social Responsibility Committee (SESR), Audit

Committee (AC), Human Resources Committee (HRC) and Governance and Risk Committee (GRC). Committee responsibilities related to sustainability generally align with the committee's mandate and are set out in each committee's terms of reference. Board committees routinely report to the Board on the matters within their mandates, and the Board retains overall responsibility for risk oversight. The table to the right summarizes Board committee oversight of the sustainability matters described in this report.

The Finning Leadership Team (FLT) sets senior management's performance expectations and guides our global sustainability strategy. The Global Sustainability Committee (GSC) coordinates and oversees the implementation of that strategy. For more information about our sustainability risks and opportunities, see page 39.

BOARD COMMITTEE	RESPONSIBILITIES
SESR Committee	Safety and health, environment, and social responsibility, including community and Indigenous engagement.
Audit Committee	Business ethics, compliance, cybersecurity, and data governance.
Human Resources Committee	Diversity, equity and inclusion, culture and talent, and employee wellness and engagement.
Governance and Risk Committee	Risk management processes, corporate governance structure and policies, and board composition, effectiveness and succession.

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Our Board of Directors provides oversight.

Finning recruits directors with skills and experience in strategy, vision, growth and functional experience, as well as sustainability and stakeholder relations. Our Board recognizes the importance of monitoring and reporting on sustainability matters in a transparent and accountable way. The Board of Directors approves our corporate strategic plan, which addresses sustainability-related opportunities and risks to the business. Additional details on our Board of Directors and Board Committees can be found in Finning's Management Proxy Circular.

Safety, Environment & Social Responsibility (SESR) Committee supports the Board's oversight role.

The SESR Committee assists the Board in its oversight of Finning's safety, health, environment, social responsibility, and sustainability policies and programs. The SESR committee also monitors the company's performance against those policies and programs.

The Committee encourages, assists, and counsels management to attain and maintain strong safety, health, environment, social responsibility, and sustainability performance. It provides strategic input, monitors risks, and reviews action plans in all these areas.

Through its oversight of procedures and policies, the Committee ensures that management builds compliance into the corporation's business processes and activities to meet or exceed applicable legal obligations.

Finning's Leadership Team develops and oversees our sustainability strategy.

Finning's Leadership Team, led by the CEO, is accountable for the development and oversight of our sustainability strategy and executing the Board-approved corporate strategic plan.

The Global Sustainability Committee oversees implementation.

Our GSC is comprised of a diverse group of senior leaders from across Finning who define, coordinate, and monitor our sustainability strategy. The GSC is responsible for developing and implementing our sustainability roadmap, which identifies Finning's sustainability priorities and sets out goals and objectives.

We focus on material topics.

Every year, the GSC reviews and updates the list of material sustainability issues that are most relevant to our operations and stakeholders. In 2023, we updated our materiality assessment process and increased the focus on sustainability governance and disclosure matters. Our most recent materiality assessment is presented on page 8 of this report.

We work closely with our customers.

We have developed a powerful set of digital and technological solutions to help our customers improve their safety performance and fuel efficiency, manage greenhouse gas emissions, and increase overall operational efficiency. Some of these solutions are described in the Customer section on page 18 of this report.

We engage our Stakeholders.

We recognize that healthy relationships with our stakeholders are key to our business success. From employee surveys to meetings with community organizations, we actively seek opportunities to engage with our stakeholders throughout the year and to listen to their feedback and suggestions for improvement. We consider this feedback as we update our sustainability programs and disclosures.

We measure and report on our performance.

We publish an annual Sustainability Report on our sustainability management programs and performance. We prepare this report for our most important stakeholders, which include employees, customers and investors.

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2023 Materiality Assessment

Every year, we conduct a materiality assessment to identify and rank the sustainability topics of importance to Finning's business and strategy, and our stakeholders' expectations. This year we refreshed our assessment process by categorizing the topics into three rankings: (1) fundamental, (2) most significant, and (3) significant. The results of the most recent assessment are presented in the table to the right.

CATEGORY	DESCRIPTION	2023 ASSESSMENT RESULT
FUNDAMENTAL	**Information that is foundational to our stakeholders, shareholders and investors**	• Sustainability governance and strategy • Corporate governance and ethics
MOST SIGNIFICANT	**Information that is of the highest importance to our stakeholders, shareholders and investors**	• Diversity, equity, and inclusion (DE&I) • Safety and health • Energy use and GHG emissions • Sustainable customer performance • Cybersecurity • Employee engagement and leadership development
SIGNIFICANT	**Information that is of general interest to our stakeholders, shareholders and investors**	• Waste management • Spill management • Community investment • Indigenous engagement • Responsible supply chain

Sustainability Risks and Opportunities

OVERVIEW OF OUR ENTERPRISE RISK MANAGEMENT PROGRAM

Finning's Enterprise Risk Management (ERM) process is designed to ensure that key enterprise risks are identified, managed, and reported to an acceptable level. Every quarter, our leaders review the company's enterprise risks, and the results are compiled and presented to each Board committee on the matters within their mandates. Annually, the process is supplemented with a global scan of emerging risks that may be relevant for Finning, and a thorough analysis of the top risks is presented to the Board. The annual process enhances and reinforces the outputs of the quarterly processes.

For additional information on our ERM risks, see our 2023 Annual Information Form (AIF). For climate-related risks and opportunities, see the TCFD section of this report.

PEOPLE

We are immensely proud of our diverse and highly skilled global team of employees. Across our operations, our work culture embodies respect and support for each other. These attributes help keep our people safe and help us to deliver outstanding service and value for customers.
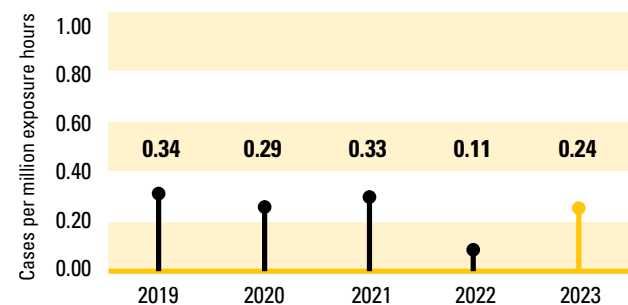
MATERIAL TOPICS	• Health and Safety • Diversity, Equity and Inclusion • Employee engagement and leadership development
POLICIES	• Respect, Inclusion and Diversity Policy • Board Inclusion and Diversity Policy • Employee Code of Conduct
GOVERNANCE BODIES	• SESR Board Committee • Human Resources Board Committee • Finning Leadership Team (FLT) • Global Sustainability Committee (GSC)
MANAGEMENT SYSTEMS & PROCESSES	• Certification to, or alignment with, the ISO 45001 Standard for Health and Safety Management Systems • Diversity, Equity and Inclusion (DE&I) Councils • Human Resource Management System • Employee experience surveys and pulse surveys • Employee Resource Groups (ERG) • Global EHS Management System
PERFORMANCE INDICATORS	• Significant incident frequency (SIF) • Total recordable incident frequency (TRIF) • Total injury frequency (TIF) • Employees and breakdown by age and gender (#) • Total turnover rate (%) • Total training (hours) • Employee experience rate (%) and index (out of 100)

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Safety and Health   Well-being   Diversity, Equity and Inclusion   Employee Engagement and Leadership

SAFETY AND HEALTH

In 2023, we formulated a prevention strategy for Serious Injury and Fatality (SIF) with the goal of eradicating these types of incidents from our worksites. This strategy directs our management system and engages employees in recognizing SIF exposures, allowing us to prioritize the prevention and mitigation of such risks. This methodology is widely regarded as a leading industry practice.

Finning identifies SIF exposures as STCKY activities (Stuff That Can Kill You). In 2023, various front-line safety teams comprising experienced technicians and supervisors from different parts of the company collaborated with Environment, Health and Safety (EHS) team members. Their collective effort aimed to pinpoint STCKY activities and identify and operationalize critical controls to eliminate, prevent, or mitigate these critical risks.

Several crucial proactive EHS tools, including leadership walkthroughs, pre-task assessments, global assurance, and hazard identification tools, have undergone modifications. The adjustments enable us to harness predictive analytics, offering insights into areas requiring process adjustments and behavioural changes. This proactive approach is instrumental in helping us to avoid and mitigate critical risks.

SIGNIFICANT INCIDENT FREQUENCY (SIF)

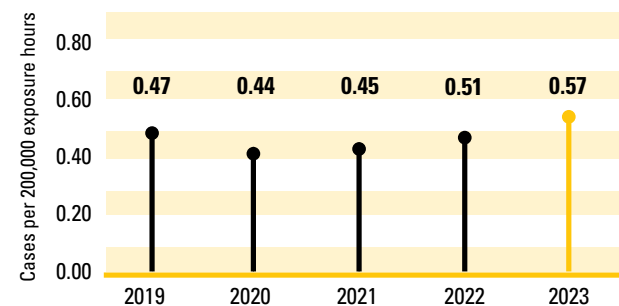| Year	Cases per million exposure hours
2019	0.34
2020	0.29
2021	0.33
2022	0.11
2023	0.24

Significant Incident Frequency (SIF) - includes safety events with potential of causing serious injuries, regardless of actual consequences.

TOTAL RECORDABLE INJURY FREQUENCY (TRIF)

Year	Cases per 200,000 exposure hours
2019	0.47
2020	0.44
2021	0.45
2022	0.51
2023	0.57

Total Recordable Injuries Frequency (TRIF) - includes Medical Treatment Cases (MTCs); Restricted Workday Cases (RWCs) and Lost Time Injuries (LTIs).

Digital EHS Management System

A new digital resource at Finning Canada allows leaders and employees to access everything they need to manage Environment, Health, and Safety from their computers or phones. This digital tool simplifies access to all documentation, information, and EHS tools, such as inspection and other reporting forms, dashboards with predictive analytics, and procedures for all EHS activities. Leaders have embraced the new digital management system because it provides a visible platform to build repeatable processes and common standards, and tools that help control critical risks.
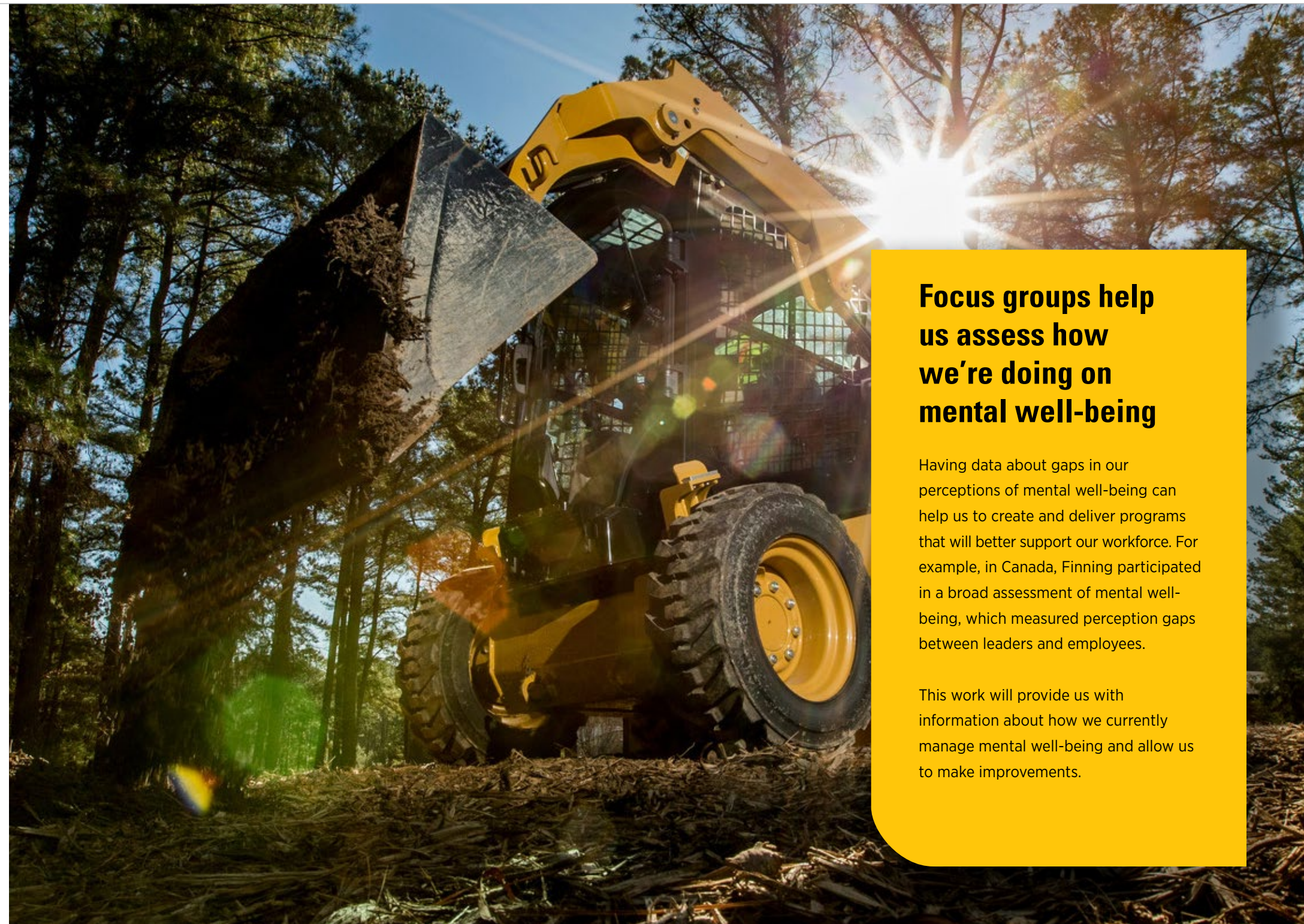
WELL-BEING

We continue to prioritize the mental health and well-being of our people, offering support programs, flexible work options and initiatives in all regions.

For example, in 2023 we addressed feedback from employees by enhancing our global employee and family assistance program (EFAP). The enhancements we made to EFAP improved user experience and accessibility, and increased employee participation.

In Canada, we enhanced well-being benefits by expanding mental health supports. As a result, salaried employees now have more flexible options, which they can use to tailor benefits coverage to their lifestyles and personal circumstances.

In South America, we hosted educational sessions for employees and their families on topics such as burnout and anxiety, nutrition, cancer awareness, heart health, and financial health.

Following the launch of a well-being employee solutions platform in the UK and Ireland, we have been working closely with the Mental Health & Employee Wellbeing group to support campaigns and offer learning webinars throughout the year.

Focus groups help us assess how we're doing on mental well-being

Having data about gaps in our perceptions of mental well-being can help us to create and deliver programs that will better support our workforce. For example, in Canada, Finning participated in a broad assessment of mental well-being, which measured perception gaps between leaders and employees.

This work will provide us with information about how we currently manage mental well-being and allow us to make improvements.

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Safety and Health   Well-being   Diversity, Equity and Inclusion   Employee Engagement and Leadership

DIVERSITY, EQUITY, AND INCLUSION

We embrace the value of having a diverse workforce because DE&I has been shown to broaden access to talent, drive better performance, and increase innovation, all of which lead to better outcomes for all our stakeholders.

A NEW DE&I STRATEGY AND GOVERNANCE FRAMEWORK

In 2023, we put in place a new global DE&I strategy focused on leadership, people practices, and empowering our employees. Many aspects of this new strategy and framework are common to all regions, but each region also has plans and initiatives that are relevant to local needs.

For instance, in Canada, we place a priority on Indigenous peoples and women, and we are actively working to bring more women into sales positions. In South America, we offered training for parents of girls

who participated in our robotics workshops to raise their awareness of the effects of unconscious gender bias on girls. And in the UK and Ireland region, we continued to make progress on closing the gender pay gap. We began publishing a report on the gender pay gap in 2017. The most recent report, published in April 2023, showed the pay gap at 5.4%, a big change from the 17.3% gap we saw in the first report.

Throughout Finning, leaders continued embedding Courage to Care programming, which creates a safe space to have transparent discussions about each other's safety and well-being in regular team meetings. In addition, we enabled confidential and voluntary self-disclosure of identity information (e.g. gender, disability, ethnicity, and sexual orientation) to assist in the development of programs and initiatives to improve DE&I.

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Safety and Health   Well-being   Diversity, Equity and Inclusion   Employee Engagement and Leadership

ENGAGE AND EMPOWER

In 2023, we continued our work to cultivate an environment where everyone, at every level, can feel supported and comfortable to speak up, and speak out, to keep each other safe.

Initiatives such as Employee Resource Groups (ERGs), which are initiated by employees, provide a safe place where employees can collaborate, resolve issues, and support our DE&I goals. ERGs help inform the business and contribute to making Finning an even better place to work.

Traction, our internal intranet, is used for two-way communication and collaboration for employees, and now has more than 90 active communities. Data analytics show that there are more than 8,000 active weekly users globally.

Finning also has several regional rewards and recognition programs to celebrate wins and share stories. We use these tools to thank our employees and to recognize those who live our values of being trusted, collaborative, innovative, and passionate about what they do.

In addition to the seven ERGs, Sustainability at Finning is an online resource that engages employees in learning, sharing, and finding inspiration to make sustainable choices in their professional and personal lives.

EMPLOYEE RESOURCE GROUPS

Rainbow Inclusion Group (RIG)	CA	For 2SLGBTQ and allies.
Women Inspiring Success, Empowerment and Equity	CA	Women's ERG, where men and gender-diverse allies are also welcome.
Indigenous Together (INTO)	CA	For Indigenous employees and allies.
Women of Finning	UK&I	Women's ERG, where men and gender-diverse allies are also welcome.
Finning Services and Ex-forces (FSEF)	UK&I	For serving military personnel, ex-forces, and allies.
A Different Ability (ADA)	UK&I	Focuses on learning about disabilities.
The Pride Group	UK&I	For LGBTQ+ that is open to all in the community and allies.

REGIONAL DE&I HIGHLIGHTS

In Canada, we partnered with Women Building Futures, an Edmonton-based non-profit that offers programs and support services for women to explore, train, and connect to trades-related careers that pay above a living wage. Additionally, we built awareness and understanding of Indigenous issues through organizing and hosting several events for all employees. For example, we hosted an employee-led discussion that explored topics from the PowWow at Duck Lake documentary, as well as how different perspectives are shaped and the impacts of colonialism on Indigenous populations.

In the UK and Ireland, we have four employee resource groups (ERGs) for women, persons with disabilities, LGBTQ+ employees, and those who serve or have served in the military. Each ERG forges a link for Finning to engage with the groups they represent, show our support for those groups, build diversity, and enable inclusion.

In South America, Finning is making significant progress towards our target to double the number of female employees by 2028. That means we expect our female workforce to grow from 13% to 26% in the region. In addition, we are on track to meet a commitment between BHP and Finning to increase the number of women in the workforce to 50% by 2025 at the BHP Escondida mine.
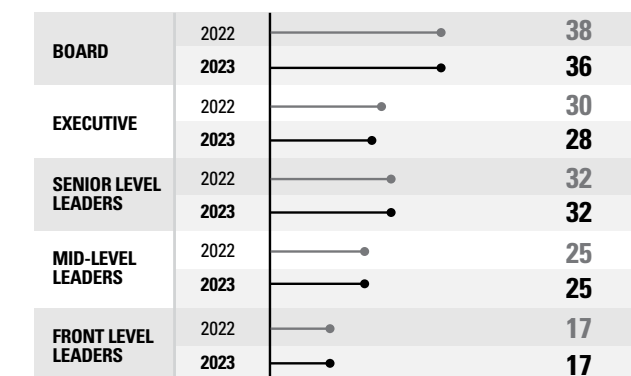
WOMEN IN LEADERSHIP

We recognize the need to attract and retain female talent in leadership roles and invest in growing the supply of female talent in operational and technical roles. We measure gender balance across critical processes (recruiting, hiring, development, compensation, and succession) as an indicator of our progress toward eliminating bias and systemic barriers for under-represented talent.

In our hiring and promotion practices, we consider merit, qualifications, experience, and improving gender balance across all management roles and functions. We also partner with several organizations around the globe as part of our longer-term DE&I strategy. As a member of the 30% Club Canada, Finning's goal is to achieve and maintain at least 30% female representation at the executive management and Board of Director levels. Our Board Inclusion and Diversity Policy also establishes a target of 30% female directors.

WOMEN IN LEADERSHIP ROLES (%)

BOARD	2022	38
	2023	36
EXECUTIVE	2022	30
	2023	28
SENIOR LEVEL LEADERS	2022	32
	2023	32
MID-LEVEL LEADERS	2022	25
	2023	25
FRONT LEVEL LEADERS	2022	17
	2023	17

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Safety and Health | Well-being | Diversity, Equity and Inclusion | Employee Engagement and Leadership

EMPLOYEE ENGAGEMENT AND LEADERSHIP

Maintaining a highly skilled workforce is critical to our competitive advantage. Our investment in employee training is part of a long-term goal to build skills and create a positive learning culture for all employees at all levels. We are confident we are building a workforce of people who will have the right skills and capabilities to meet our business objectives today and well into the future.

TRAINING AND DEVELOPMENT

We deliver our employee training programs in three streams – technical, sales, and leadership.

Technical Training: In 2023, our average training hours per employee for technical training was 43. We also formally rolled out Finning Canada's technician onboarding program. More than 100 new technicians completed this two-week program.

ThinkBIG, a partnership between Finning and Caterpillar®, is our apprenticeship training program in both Chile and Canada. The program helps to advance technical knowledge and develop skills through a hands-on approach working with Caterpillar® equipment. In 2023, Finning supported students from Chile and Canada through the apprenticeship program. In the UK and Ireland, our apprenticeship program for service technicians continues to grow, along with a range of other apprenticeship programs offered across the UK and Ireland business.

Sales Training: Finning's Canadian and South American operations received the Sales Career Development Process Accreditation (SCDPA) from Caterpillar®, making us one of only twenty Caterpillar® dealers to achieve this accreditation. The accreditation utilizes best-practice sales standards that enable our employees to provide world-class service to customers.

Leadership Training: 2023 involved a continuation of our frontline leader training program, Powering Up. 1,315 leaders participated in 202 training sessions held in 2023.

We doubled the number of sessions in the Dealer Management Simulation (DMS) program in 2023. This immersive training uses simulation to allow leaders to increase production, change prices, and prioritize resources to increase their understanding of how each decision impacts the dealership and the organization.

Throughout the year, leaders also participated in various development opportunities by attending external and internal leadership conferences and taking on stretch assignments. In 2023, we formed a Strategic Leadership Group, made up of 28 senior leaders from across the business, to contribute to refreshing our business strategy. They also received at least 120 hours of leadership development during the year, with approximately 26 additional hours of leadership development training scheduled for early 2024.

EMPLOYEE EXPERIENCE SURVEY

In October 2023 we conducted our employee experience survey. For this survey, we expanded the questions about DE&I to get a broader index for inclusion at Finning. This information will help us to better understand our strengths and opportunities as they relate to DE&I. In 2023, 86% of our workforce participated in the survey and we are proud to report improvements in 82% of the categories we surveyed.

2023 AVERAGE TRAINING HOURS PER EMPLOYEE, BY TRAINING TYPE

Technical	**43**
Sales	**17**
Leadership	**13**

ENVIRONMENT

We have robust programs to reduce greenhouse gas (GHG) emissions from our facilities and fleet, prevent and control spills, and reduce waste generated by our operations.

MATERIAL TOPICS	• Energy use (GJ) • Greenhouse gas emissions • Waste management • Spills management
POLICIES	• Regional Environmental Policies
GOVERNANCE BODIES	• SESR Committee • Finning Leadership Team (FLT) • Global Sustainability Committee (GSC)
MANAGEMENT SYSTEMS & PROCESSES	• Global EHS Management System • Global GHG Reporting Protocol • Certification to, or alignment with, the ISO 14001 Standard for Environmental Management Systems • Environmental awareness and compliance training
PERFORMANCE INDICATORS	• Greenhouse gas emissions: market and location (total CO2e) • Reportable Spills (#) • Waste diversion (%) – hazardous and non-hazardous

INTRODUCTION   PEOPLE   ENVIRONMENT   CUSTOMERS   COMMUNITIES & INDIGENOUS ENGAGEMENT   GOVERNANCE, ETHICS & CYBERSECURITY   4REFUEL   PERFORMANCE TABLES   SASB, TCFD & GRI REFERENCE   **FINNING**

GHG Emissions | Waste & Spills Management

GHG EMISSIONS

We are committed to our goal to reduce our absolute Scope 1 and Scope 2 GHG emissions by 40% by 2027 compared to our 2017 baseline. We plan to achieve this target by increasing the use of renewable and carbon-free energy, optimizing facility technology, increasing energy efficiency, and making fleet improvements.

Despite our net revenue increasing by 16%, Finning reduced Scope 1 and Scope 2 location-based GHG emissions from 2022 by 2%. Our 2023 reductions were largely due to procuring renewable energy as well as fleet and facility improvements.
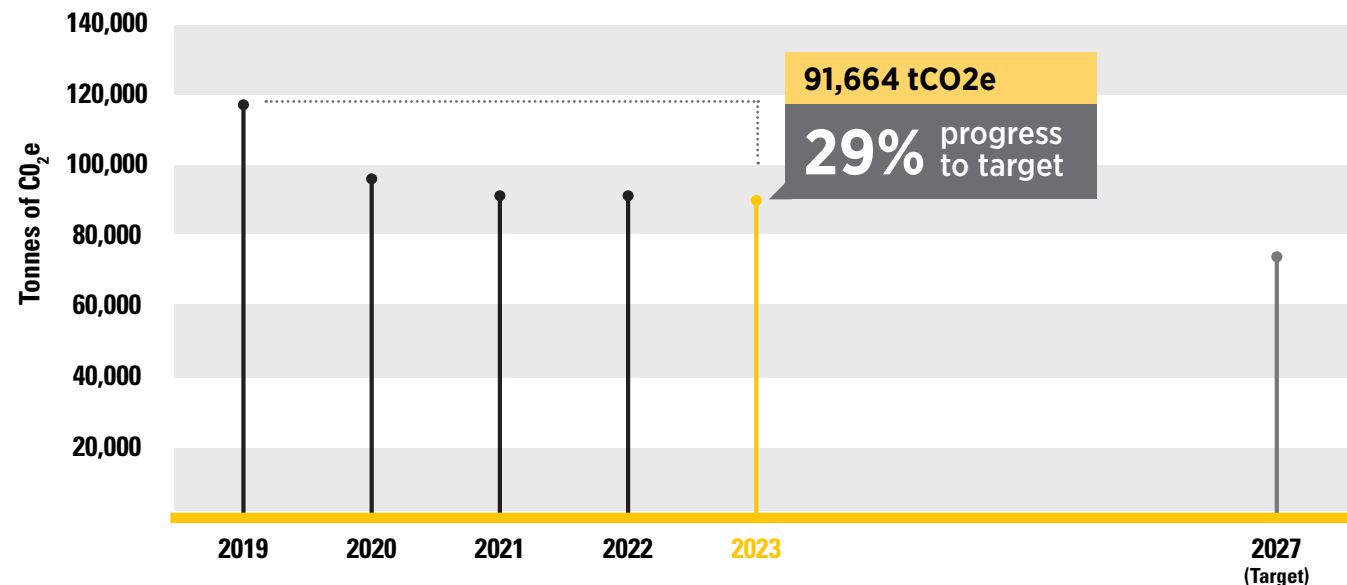
We plan to achieve our reduction goal by increasing the use of renewable and carbon free energy, optimizing facility technology, increasing energy efficiency, and making fleet improvements.

EMISSIONS REDUCTION ACTIVITIES IN 2023

We signed an agreement with a carbon free energy supplier to help meet the power needs of our facilities in Alberta, Canada, and to progress toward our GHG emission reduction target. The agreement involves purchasing power generated from carbon-free sources, such as solar and wind power. Additionally, we purchased compressed natural gas (CNG) flat deck trucks to deliver rental equipment to our customers, which will contribute to a reduction of fleet emissions.

In South America, and the UK and Ireland regions, we continue to procure renewable electricity for our facilities from certified renewable energy producers. In the UK and Ireland, we established an executive energy strategy team to identify opportunities to switch to cleaner fuels or enhance energy efficiency across the operations. For example, at our UK and Ireland headquarters, we added battery electric vehicle chargers to support and promote vehicle emissions reductions with our employees.

GLOBAL GHG MARKET-BASED EMISSIONS (CO$_2$e tonnes)[1,2,3]

91,664 tCO2e

29% progress to target

Tonnes of CO$_2$e

140,000
120,000
100,000
80,000
60,000
40,000
20,000

2019   2020   2021   2022   **2023**   **2027 (Target)**

1) Scope 1 emissions are from activities that are under our control (e.g., fuel from fleet, gas for heating). Scope 2 emissions are from purchased electricity. Scope 2 emissions included in this graph are market-based. For location based emission, see the performance table section of this report.

2) Includes Finning and 4Refuel and excludes ComTech and Hydraquip.

3) Emissions are calculated using up to date emissions factors in each region and applying the IPCC 5th assessment report for global warming potentials.

How we plan to achieve our target 40% reduction in absolute GHG emissions from 2017

Increase use of renewable and carbon-free energy
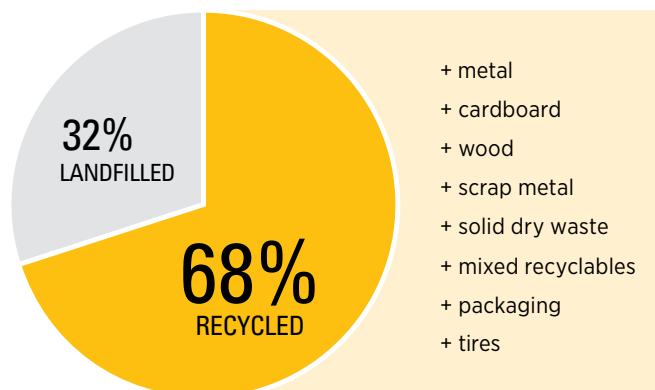
Facilities optimization

Energy efficiencies

Fleet improvements

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GHG Emissions   Waste & Spills Management

WASTE MANAGEMENT

We remain committed to reducing the amount of waste we generate and send to the landfill. In 2023, we diverted 68% of our non-hazardous waste from landfills globally. We fulfill this commitment by applying the principles of the circular economy and remanufacturing components to extend the life of our customers' equipment. We also continually seek opportunities to increase our diversion rate and divert waste from the landfill. In 2023, waste audits and environmental campaigns supported an increase in our waste diversion from 2022.

NON-HAZARDOUS WASTE

32% LANDFILLED

68% RECYCLED

+ metal
+ cardboard
+ wood
+ scrap metal
+ solid dry waste
+ mixed recyclables
+ packaging
+ tires

SPILLS MANAGEMENT

We recognize that some of our servicing and storage activities present potential risks of spills. We have strict procedures across all areas of our business to minimize the risk of spills and, if a spill occurs, the potential impacts to the environment. If a spill occurs, we respond immediately to stop and contain the spill, report the incident to appropriate authorities in accordance with local laws and regulations, and undertake clean-up and remediation.

We had one reportable spill in 2023, which occurred at our OEM Remanufacturing facility. The spill was reported to the regulatory body, cleaned up, and corrective actions were implemented to prevent a similar event in the future.

CUSTOMERS

We actively support our customers in reducing their carbon emissions and improving their productivity and safety performance through leading-edge autonomous equipment and digital solutions.

MATERIAL TOPICS	• Sustainable customer performance • Responsible supply chain
POLICIES	• Modified or Tampered Engine Emissions Control (South America)
GOVERNANCE BODIES	• SESR Committee • Finning Leadership Team (FLT) • CAT Dealer Advisory Committee
MANAGEMENT SYSTEMS & PROCESSES	• Safety and priority letter completion procedures • Caterpillar® equipment operating standards • Autonomous operations procedures and standards • Guidelines and criteria for reuse, remanufacturing, and salvaging
PERFORMANCE INDICATORS	• Assets connected to the Finning Sustainability Dashboard™ (#) • Number of rebuilds (#)

Sustainable Customer Performance | Responsible Supply Chain

SUSTAINABLE CUSTOMER PERFORMANCE

## Low Carbon Equipment and Power Solutions

Finning is uniquely positioned to meet our customers' increasing needs for low-carbon equipment and power solutions, and we are committed to supporting our customers as they advance their sustainability goals. To help further these efforts, we offer Caterpillar® electric-drive engines which combine diesel and electric components. Caterpillar® electric-drive mining trucks and hybrid excavators, sold, assembled, maintained and serviced by us, improve energy efficiency and productivity.*

To further support the energy transition, beginning in 2024 we will offer two new Caterpillar® battery electric products for field testing with customers. The products include the Electric 301.9 Mini Excavator in the UK and Ireland and the 950 GC Medium-Wheel Loader in Canada. Finning will conduct in-field demonstrations with customers to pilot the benefits of these battery electric products. In

2022, Caterpillar® demonstrated its first battery electric large 793 mining truck; we are working with Caterpillar® and our customers to support the early learner program for operators. We have increased the number of electric drive mining trucks invoiced to customers in the 2023 calendar year by 53% since 2022.

Finning also provides power solutions for primary and backup power, and for heating, which helps our customers reduce their GHG emissions. Our Power Solutions team also uses energy storage systems, microgrids and smart technology to manage power requirements and reduce the need for diesel or natural gas generators.

In addition, Finning consults with customers to maximize best practices on job sites. We do this in a variety of ways, including through operator training, connectivity, semi-automation and automation technology, and data insights to minimize fuel use.

* See the electrification section on page 12 of the Caterpillar® 2022 Sustainability Report
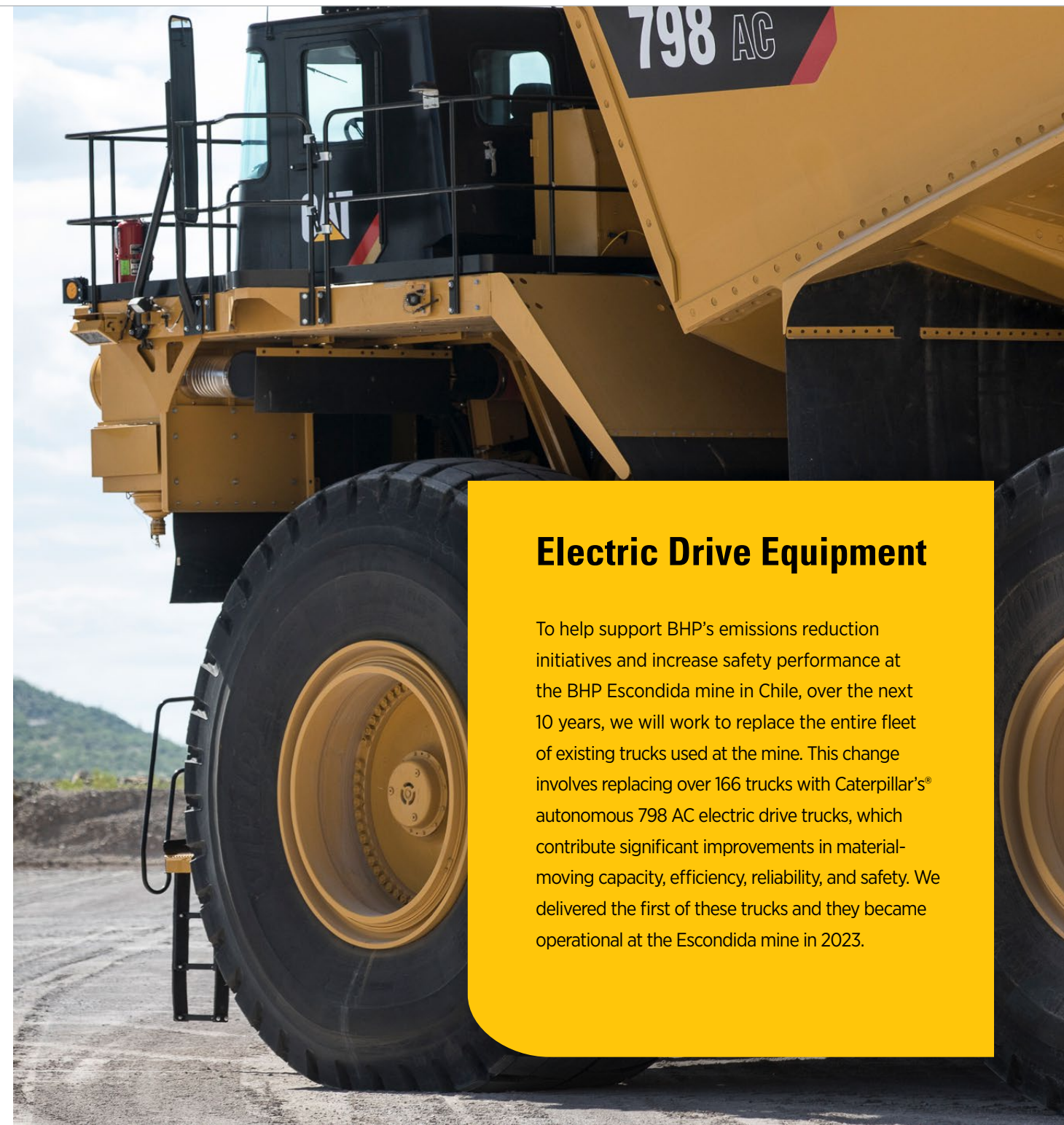
Electric Drive Equipment

To help support BHP's emissions reduction initiatives and increase safety performance at the BHP Escondida mine in Chile, over the next 10 years, we will work to replace the entire fleet of existing trucks used at the mine. This change involves replacing over 166 trucks with Caterpillar's® autonomous 798 AC electric drive trucks, which contribute significant improvements in material-moving capacity, efficiency, reliability, and safety. We delivered the first of these trucks and they became operational at the Escondida mine in 2023.

Sustainable Customer Performance | Responsible Supply Chain

Autonomous Equipment

Autonomous technology allows for skilled operators to be removed from high-risk work settings by operating equipment remotely in controlled environments.

For example, the Cat® MineStar™ Solutions system enables our mining customers to implement remote control, semi-autonomous, or fully autonomous mining equipment systems, improving their safety, equipment availability, and site productivity.

100% Autonomy at Kearl

In 2023, Imperial Oil completed the conversion to full autonomy of 100% of the trucks at their Kearl site in northern Alberta. With this conversion, Kearl became the largest fully autonomous mining site in the world. 81 of its Caterpillar® trucks at the site are now operated autonomously.

"We had to leverage the expertise of Caterpillar® and Finning and Imperial Oil, and we had to come together as one team. I think that's why we were successful," says Mansoor Hussain, Autonomous Project Manager for Imperial Oil.

Collaboration leads to a low-carbon solution to power drilling rigs

Historically, drilling rigs have been powered by diesel, resulting in high GHG emissions. To reduce emissions and address the issue of rig power efficiency and sustainability, we collaborated with our partners, Tourmaline Oil, Precision Drilling, and Caterpillar®, to service and test the Caterpillar® Hybrid Energy Storage Solution, a 100% natural-gas-powered generation system that stores extra power in a battery.

Using smart technology, the system matches the power demand of the rig without wasting power. It can integrate with existing dual-fuel systems and, if the gas supply is interrupted, operators can easily switch back to the diesel supply. The system was tested on two rigs for approximately one year, resulting in an average decrease in diesel consumption of 3,750 litres per day, close to a 30% reduction in engine run hours, and emissions reduction of nearly 40%.

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Sustainable Customer Performance   Responsible Supply Chain

Customer Performance Services

Our digital solutions offer comprehensive dealer services to all our customers. These solutions help remove barriers and allow customers to interact with us efficiently and effectively. Using our digital dealer services for tasks like ordering parts, downloading invoices, arranging service, and managing returns saves our customers considerable time and money. For example, customers can visit our website to determine what parts can be returned and they can initiate that return online, which significantly reduces the processing time.
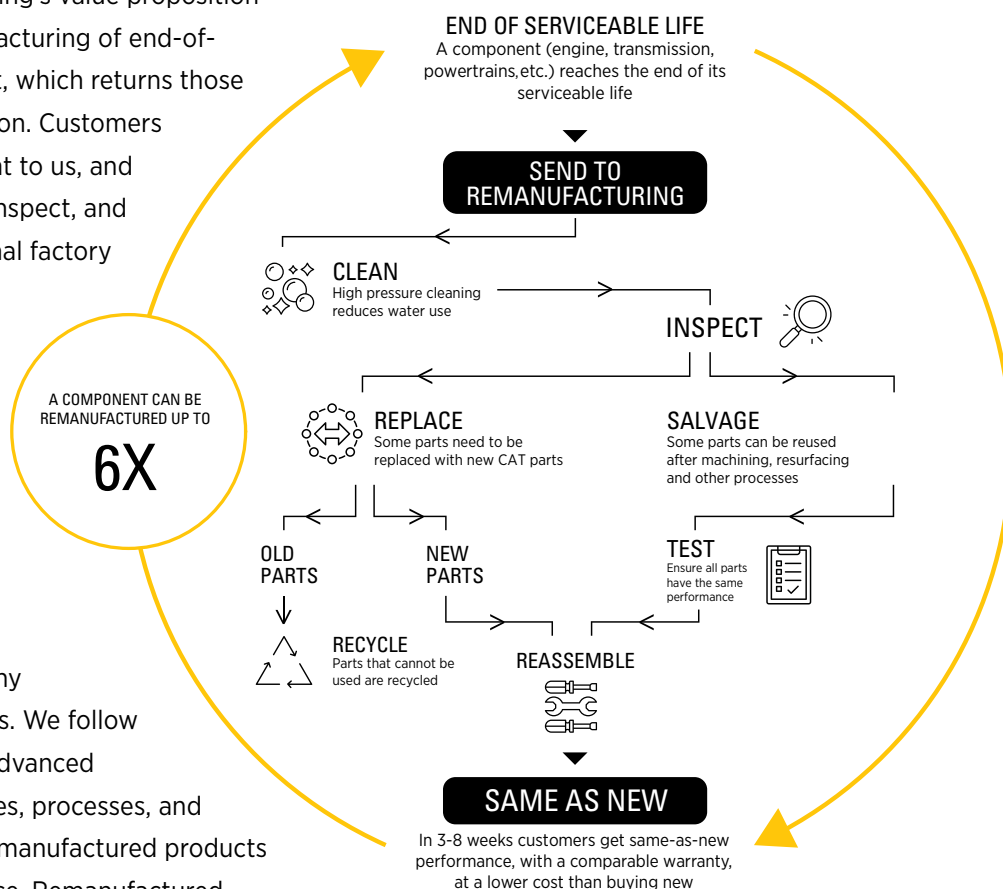
One of the most significant ways Finning helps its customers on their sustainability journey is by helping them improve the efficiency of their fleets. We help customers optimize their fuel usage with data and digital tools, such as Finning's CUBIQ™ Sustainability Dashboard solution (offered as a service through digital dealer services), which allows customers to track fuel consumption, carbon emissions, and fuel expenditures in real-time. The CUBIQ™ Sustainability Dashboard can help customers maximize fleet operations, save on fuel, and reduce GHG emissions. In 2023, we upgraded the dashboard so that more customers can access the performance reports it generates for their equipment.

More information about our Finning Customer Portal, Powered by CUBIQ™ can be found here.

Remanufacturing

An important aspect of Finning's value proposition to customers is the remanufacturing of end-of-service parts and equipment, which returns those products to like-new condition. Customers can return a used component to us, and we will disassemble, clean, inspect, and remanufacture it to its original factory specifications. We do this at our OEM Remanufacturing operation in Canada and our Component Rebuild Centres (CRCs) in the UK and South America. In 2023, our OEM facility rebuilt 15,694 components.

Remanufacturing includes any relevant engineering updates. We follow strict reuse guidelines and advanced remanufacturing technologies, processes, and quality controls to ensure remanufactured products provide like-new performance. Remanufactured components contribute to GHG emission reductions of between 65% and 87% over manufacturing new ones[1]. All our remanufactured parts and components come with a same-as-new warranty.

A COMPONENT CAN BE REMANUFACTURED UP TO **6X**

END OF SERVICEABLE LIFE
A component (engine, transmission, powertrains, etc.) reaches the end of its serviceable life

SEND TO REMANUFACTURING

CLEAN
High pressure cleaning reduces water use

INSPECT

REPLACE
Some parts need to be replaced with new CAT parts

SALVAGE
Some parts can be reused after machining, resurfacing and other processes

OLD PARTS

NEW PARTS

TEST
Ensure all parts have the same performance

RECYCLE
Parts that cannot be used are recycled

REASSEMBLE

SAME AS NEW
In 3-8 weeks customers get same-as-new performance, with a comparable warranty, at a lower cost than buying new

ENVIRONMENTAL BENEFITS OF REMANUFACTURING

+ Reduces waste

+ Recycles thousands of tonnes of metal each year

+ Reduces the need for raw material, energy and water to produce new parts and machines

+ Keeps high-value non-renewable resources in circulation longer

3,257
TONNES OF METAL RECYCLED IN 2023

All of the recycled metals were diverted from the landfill

RESPONSIBLE SUPPLY CHAIN

Although Caterpillar® is our single biggest supplier, we purchase goods and services from more than 6,100 other suppliers. We ask all suppliers to comply with our Supplier Code of Conduct. This Code sets out our expectations in areas including health, safety and the environment, ethics and governance, people and communities, and corporate social responsibility. In connection with Canada's new anti-modern-slavery legislation - Bill S-211 (commonly referred to as Canada's Modern Slavery Act), in 2023 we updated our Supplier Code of Conduct to address in greater detail our expectation that suppliers conduct their business ethically and without contravention of human rights legislation or conventions.

Additionally, we released a Joint Modern Slavery Report that describes our approach to conducting our business in a way that seeks to minimize modern slavery risks in our supply chain and the steps we took in 2023 in support of this objective.

[1] Represents U.S. environmental impacts comparing "gate-to-gate" remanufacturing and manufacturing processes for engines and components. Based on a 2018 external study of Caterpillar® engines, alternators and turbochargers. Does not include impacts elsewhere in our value chain. Reference from Caterpillar® website.

COMMUNITIES & INDIGENOUS ENGAGEMENT

Finning's approach to our relationships with communities and Indigenous peoples is guided by our core values of trust, collaboration, innovation, and passion. We are committed to being good neighbours, partnering with, and supporting the communities where we live and work.

MATERIAL TOPICS	• Community investment • Indigenous engagement
POLICIES	• Indigenous Relations Guiding Principles (Canada only) • Sponsorship Policy (UK and Ireland only)
GOVERNANCE BODIES	• SESR Committee • Regional Executive Committees
MANAGEMENT SYSTEMS & PROCESSES	• Investments and partnerships with non-profit organizations are made based on alignment with our corporate commitment to support STEM education and training, Indigenous communities, women and disadvantaged or at-risk communities
PERFORMANCE INDICATORS	• Volunteer hours (#)

INTRODUCTION   PEOPLE   ENVIRONMENT   CUSTOMERS   **COMMUNITIES & INDIGENOUS ENGAGEMENT**   GOVERNANCE, ETHICS & CYBERSECURITY   4REFUEL   PERFORMANCE TABLES   SASB, TCFD & GRI REFERENCE   **FINNING**

Community Investment   Indigenous Engagment   Advancing STEM Education

COMMUNITY INVESTMENT

We demonstrate our commitment to the communities where we work by engaging with local governments, community leaders, and other stakeholder groups to support education, training, and well-being initiatives. Our focus is on building capacity for the future by investing in organizations that advance science, technology, engineering, and mathematics (STEM) careers, women and girls, Indigenous peoples, and at-risk communities.

FINNING SOUTH AMERICA

In Argentina and Bolivia, we offer online courses in basic equipment maintenance to interested members of the public, which attracted 607 participants in 2023. Of these participants, 235 received diplomas for passing the course. Our work with municipalities in the region also brought training opportunities to unemployed and vulnerable people. Once they completed the training, they were offered access to certificate courses, which allowed them to earn a license to work within the municipality.

In Chile, we are part of an alliance with the government and a local training institute to provide training to prepare high school and college students for technical careers. This training also focuses on bringing more women into the technical trades. Students can move to higher levels of education, including diploma programs, to prepare themselves for more complex technical roles. In 2023, Finning paid the tuition for 40 students who aspire to be Finning technicians.

In 2023, Finning sponsored the first International Lego Competition for students in Antofagasta, Chile to support and engage youth in the area.

UNITED KINGDOM AND IRELAND

Finning's UK and Ireland operations saw a significant increase in STEM-related volunteer hours in 2023. Volunteer hours increased to 1843, a 73% increase from 2022. We completed 93 activities in the year, ranging from engagement with 59 schools and community groups to hosting Scouts and Sea Cadets at our head office for STEM-related games and activities.

Local schools also came to our head office on International Women in Engineering Day to join a discussion on how to attract more women into engineering careers.

CANADA

In Canada, we continue to support women and girls through partnerships with Women Building Futures and Girls Inc. We support programs and services that help unemployed and underemployed women connect to higher-paying careers and programs that assist girls to become strong, smart and bold leaders. We also participated as an event partner in a Junior Achievement event in BC that educated students about technology at Finning. We also support technical skills training programs in Western Canada where thousands of youth attend these events and gain exposure to trades.

Community Investment   Indigenous Engagment   Advancing STEM Education

INDIGENOUS ENGAGEMENT

Finning supports the 92nd Call to Action from the Truth and Reconciliation Report and takes an active role in building partnerships with Indigenous communities and businesses in Canada.

WE ARE COMMITTED TO MUTUALLY BENEFICIAL RELATIONSHIPS WITH INDIGENOUS PEOPLES

We are actively involved in connecting with Indigenous peoples, communities, and businesses with a firm base of respect, communication, and consultation to help us understand their unique needs and interests. We operate in, or near, many of these important communities in Canada, and this also creates opportunities for mutually beneficial relationships.

Our relationship with Indigenous communities and leaders is guided by our core values and supported by our Indigenous Guiding Principles in Canada as well as our Global Inclusion and Diversity Policy. The Guiding Principles are embedded into recruitment and procurement processes, business, strategic relationships, and community investment partnerships in Canada.

OUR SUPPORT FOR INDIGENOUS BUSINESS

Finning has worked with First Nations communities to construct operational facilities on First Nations-owned land. This activity has involved entering into long-term lease agreements in Alberta and British Columbia.

We track our expenditure on goods and services sourced from Indigenous suppliers. In 2023, Finning's procurement in Canada from Indigenous-owned businesses increased, and amounted to $39.6 million.

Finning is a proud supporter and active member of the Northeastern Alberta Aboriginal Business Association (NAABA), which celebrated its 30th anniversary in 2023. We are also proud to be a member of the Canadian Council for Aboriginal Business and the Yukon First Nations Chamber of Commerce.

INVESTING IN TRAINING AND EDUCATION FOR INDIGENOUS COMMUNITIES

Finning supports local Indigenous communities by sponsoring education, empowerment, and engagement programs. We fund awards, scholarships, and bursaries to support STEM-related post-secondary education for Indigenous students, and we offer hands-on apprenticeship training opportunities for participants from Indigenous communities.

One example is our contribution of $250,000 to the British Columbia Institute of Technology's School of Construction and Environment in support of Indigenous Elders and remote learning programs for Indigenous communities.

For a second year, we worked with the Saskatoon Tribal Council to supply student backpacks, which are often vital needs within the community. Our support was part of their White Buffalo Youth Lodge Backpack Giveaway initiative.

Photo credit: A painting representing various Indigenous cultures, made by Kelsi Bartake, Jordan Raymond and grade 12 students in Saskatoon, SK.

ADVANCING STEM EDUCATION

In 2023, we continued our support for STEM education. We also encouraged employees to get involved by becoming mentors and volunteers. Through our efforts, we volunteered over 3000 hours and engaged 188,414 youth in STEM-related activities.

CANADA

In 2023, Finning Canada continued to partner with Actua, an organization dedicated to removing barriers to youth engagement by addressing inequities and widening pathways to STEM education and careers. In 2023, students at summer STEM camps visited our Surrey and Whitehorse facilities. Students had the opportunity to tour our facilities, talk to our technicians and mechanics, and use their hands while learning about circuits and soldering basics.

SOUTH AMERICA

A highlight of 2023 was robotic workshops held for female students aged 8 to 14 across Chile. More than 400 girls completed this program by year-end.

Across our South American operating regions, we continued to host "A Day at Finning", when we bring students into our facilities to talk with employees and leaders. These opportunities build awareness of our company and industry, and we use them to encourage young people to study and pursue STEM-related careers.

UK AND IRELAND

Finning UK and Ireland continued to support employees who are registered STEM Ambassadors to carry out their important work within their local communities.

STEM Ambassadors' community involvement included outreach and partnering with schools and colleges to support groups that are underrepresented in our industry. In addition, the team hosted several STEM events for students across the region during 2023.

GOVERNANCE, ETHICS & CYBERSECURITY

Strong corporate governance, ethical practices, and constant vigilance to secure our data are essential to building trust, mitigating risk, keeping our people safe, and creating value for all stakeholders.

MATERIAL TOPICS	• Governance • Ethics • Cybersecurity and data governance
POLICIES	• For a complete list of our Corporate Governance Policies, refer to our Corporate Policies page • For a complete list of our Board and Board Committee mandates and policies, refer to our Corporate Governance Policies page on finning.com
GOVERNANCE BODIES	• Governance and Risk Committee • Audit Committee • Global Ethics Committee (management committee) • Finning Leadership Team (FLT) • Internal Audit
MANAGEMENT SYSTEMS & PROCESSES	• Ethics case management system • Information security practices and controls • Employee training • Alignment with ISO 27000
PERFORMANCE INDICATORS	• Employees who completed Code of Conduct training (%)

Governance & Ethics   Cybersecurity

GOVERNANCE & ETHICS

Finning's Code of Conduct (Code) forms the cornerstone of how we conduct business and sets out our expectations of ethical behaviour from our directors, officers, and employees. It requires all employees, at all levels, to be accountable for upholding the company's standards, values, and policies.

We review and update our Code of Conduct annually and all employees must take the Code of Conduct training each year, with a required test score of at least 80% for completion. As of Dec 31, 2023, the global completion rate for the Code of Conduct was approximately 83%.

Finning's Board of Directors has oversight and accountability for all aspects of our governance. Board members work with the Finning Leadership Team (FLT) to incorporate best practices for continuous improvement. The table on the right summarizes our important governance practices and metrics. For more details about our Board, please refer to our most recent Management Proxy Circular.

EMPOWERING EMPLOYEES TO SPEAK UP

Finning's Whistleblower Policy protects employees from any retaliation if they raise any concerns. It enables the employee and the company to work together to resolve any issue that may arise, without fear of retaliation.

All employees are encouraged to report suspected Code violations or concerns through our compliance website or telephone hotline, or directly to our Compliance Officer. The compliance website and the telephone hotline are managed by an independent reporting agency.

BOARD & GOVERNANCE INFORMATION
(as of December 31, 2023)

Size of board	**14**
Average age of directors	**66**
Number of independent directors	**13**
Mandatory retirement age	**72**
Separate board chair and CEO	**Yes**
Comprehensive board assessment process	**Yes**
Independent chair	**Yes**
Average board tenure	**6 years**
Annual election of directors	**Yes**
Proxy access	**Yes**
Majority voting in director elections	**Yes**
Code of Conduct for directors, officers and employees	**Yes**
Board meetings held in 2023	**5**
Stock ownership guidelines for directors and executive officers	**Yes**
Board and committee meeting attendance in 2023	**95.2%**
Policy on share trading and hedging	**Yes**
Say on Pay advisory vote	**Yes**
Support of our approach to executive compensation in 2023	**97.4%**
Women Board members	**35.7%**
Board Inclusion and Diversity Policy	**Yes**
In-camera sessions held with independent directors only at every Board and committee meeting	**Yes**

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FINNING

Governance & Ethics   Cybersecurity

CYBERSECURITY

For all companies globally, the number, intensity, and sophistication of attempted cyberattacks have increased. As a result, we continued our strong focus on employee and contractor awareness and training to maximize the success of our cyber protection efforts.

We completed the implementation of a full suite of security tools in 2023. We worked with a third-party organization to review our current state and build a strategy to implement and derive the best value from the tools that are now available.

Examples of other cybersecurity activities completed this year include:

- Implementation of identity protection tools to ensure our users are not breached, and to identify any suspicious activity within our information management systems.

- Completion of a Security Optimization Assessment involving penetration testing conducted by a third party.

- A comprehensive customer data security assessment was conducted by Finning's Internal Audit Department.

Our cybersecurity program aligns with global best practices and information security frameworks such as ISO 27001/2 and the Center for Internet Security (CIS) Critical Security Controls. We are currently in the process of obtaining a Cybersecurity Essentials Plus Certification in the UK. This certification is required for government contracts and is unique to the UK. Although this certification is not required outside the UK, we are releasing a program to meet those expectations in all regions.

4REFUEL

4Refuel is an on-site energy fuel provider in North America, serving over 6,000 customers annually. Acquired by Finning in 2019, 4Refuel is committed to supporting customers in reducing their environmental footprint and achieving sustainability-related goals, while at the same time reducing its own operational footprint.

Together with ComTech Energy, 4Refuel operates a market-leading mobile energy platform, capable of delivering a suite of traditional and low-carbon alternative fuels.

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FINNING

Safety and Health, and People | Environment

SAFETY AND HEALTH

In 2023, 4Refuel added approximately 20 new employees, more than half of whom are customer-facing frontline operators called Certified Refueling Professionals (CRPs), as well as two new defensive driving specialists. Through careful management and training, 4Refuel's total recordable injury frequency (TRIF) performance improved by almost 24% in 2023.

An important initiative for 2023 was the development of critical controls for high-risk priorities and unwanted events. These controls were launched with training for managers at the end of 2023.
Also in 2023, 4Refuel developed an internal online training module for the safe fueling of powered mobile equipment and a new protocol to supplement the training.

4Refuel implemented a Quality, Safety and Environment (QSE) program to ensure consistent standards of service quality, workplace safety, and environmental protection. These QSE standards exceed many legislated requirements, which permit 4Refuel to carry out high-risk and specialized fueling.

TOTAL RECORDABLE INJURY FREQUENCY (TRIF)

	2020	2021	2022	2023
Cases per 200,000 exposure hours	3.87	3.36	2.41	1.84
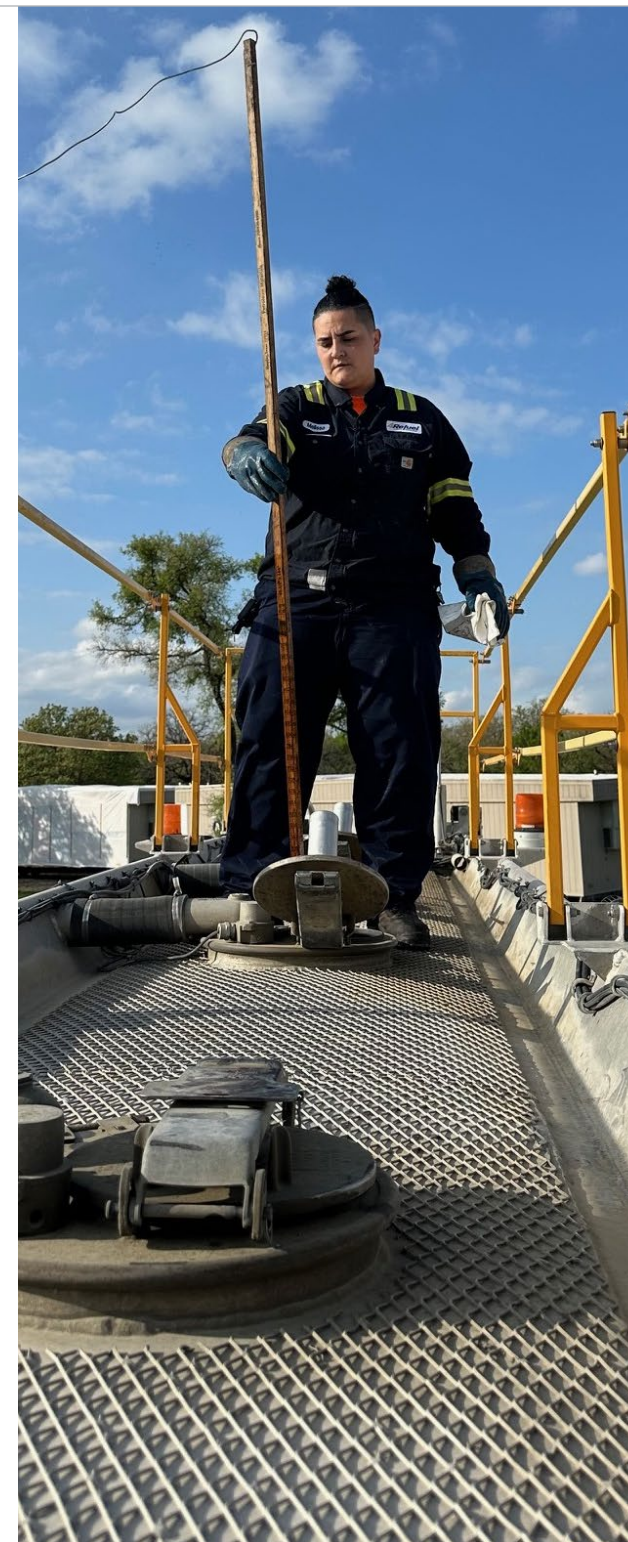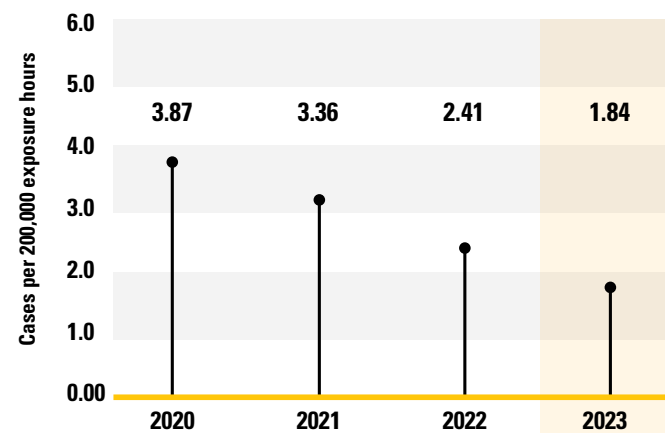
PEOPLE

4Refuel is focused on attracting and accommodating more women into CRP roles. Initiatives include having inclusive facilities and reviewing shift schedules to ensure they meet the needs of working mothers.

In 2023, 4Refuel implemented an app-based employee recognition program. Management can use it to recognize employees who demonstrate the company's commitment to customer service and safety. Employees can also use the app to recognize each other. Employees are awarded points that can be converted to cash and spent however they choose.

4Refuel also launched a company-wide training program for employees on the energy transition, to help them understand what the transition is, what it means to 4Refuel's business, and how it presents commercial opportunities to 4Refuel to help customers achieve their decarbonization goals.

Finally, we are pleased to report a continued increase in our annual employee experience index which measures our employee experiences working at 4Refuel. In 2023, we scored 93 out of 100, indicating our people are engaged, enabled and energized.

Safety and Health, and People	Environment

ENVIRONMENT

4Refuel is committed to supporting Finning's 40% GHG emissions reduction target. One of the ways we are contributing, is through adding CNG-powered trucks to our fleet which reduces our operational, scope 1 emissions. In 2023, our CNG-powered fleet increased from 2 to 7 trucks. Additionally, 4Refuel used renewable diesel for its fleet at a major branch, which also contributed to a reduction in emissions.

In three separate incidents, a total of 18,400 litres of fuel was spilled in 2023. The incidents did not result in personal injury. 4Refuel responded immediately to stop, contain and report the spills to appropriate authorities and remediate any impacts to the environment.

Meeting customers' renewable fuel demand to support decarbonzing the economy

4Refuel helps customers navigate the energy transition by reducing their fuel carbon emissions. 4Refuel and its subsidiary ComTech deliver low-carbon fuel choices to support decarbonization and carbon offsetting efforts, including biodiesel, renewable diesel, compressed natural gas, renewable natural gas, as well as ultra-low sulphur diesel. By using these fuels, customers can reduce their GHG emissions by up to 85%.

FINNING

PERFORMANCE TABLES

FINNING

INDICATORS[1]	UNITS	2019	2020	2021	2022	2023
COMPANY CONTEXT						
Net Revenues[1]	millions	7,290	5,768	6,696	8,215	**9,543**
Number of locations[2]	count	214	210	253	241	**194**
SAFETY[3]						
Total Recordable injury frequency (TRIF)	cases per 200,000 exposure hours	0.47	0.44	0.45	0.51	**0.57**
Total injury frequency (TIF)	cases per 200,000 exposure hours	2.01	1.3	1.14	1.36	**1.29**
Significant incident frequency (SIF)	cases per million exposure hours	0.34	0.29	0.33	0.11	**0.24**
Fatalities	count	0	0	1	0	**0**
Vehicle incidents[4]	count	74	60	53	46	**68**
Injuries	count	292	158	138	183	**189**
Near misses and hazard identification[5]	count	28,292	20,195	25,388	29,629	**31,796**
PEOPLE						
Employees by region – Canada	count	5,818	4,621	4,918	5,687	**6,088**
Employees by region – South America	count	5,870	5,318	5,419	6,024	**6,234**
Employees by region – UK & Ireland	count	1,500	1,445	1,540	1,905	**1,631**
Employees – Finning Total[6]	count	13188	11,384	11,877	13,616	**13,953**
Employees (including contractors) – Total[7]	count	14,290	12,545	13,241	15,637	**15,683**
Employee by region - UK & Ireland Hydraquip						**296**
Employees covered in collective bargaining agreements	percent	64	63	65	67	**65**
Employee - Totals (4Refuel, Finning, Comtech, Hydraquip)	count					**14,922**
INCLUSION						
Workforce by age group						
Under 30 years	percent	17	15	15	18	**17**
30 – 50 years	percent	64	65	64	62	**62**
Over 50 years	percent	19	19	20	20	**21**

FINNING

INDICATORS[1]	UNITS	2019	2020	2021	2022	2023
Gender diversity						
Female	percent	16	16	17	18	**19**
Male	percent	84	83	82	79	**79**
Workforce by other (non-disclosed)	percent		1	1	3	**2**
Ethnicity disclosure						
Disclosed	percent		27	30		**33**
Prefer not to disclose / not updated in reporting system	percent		73	70		**67**
Women in leadership roles						
Board	percent	33	33	33	38	**36**
Executive	percent	24	21	26	30	**28**
Senior Level Leader	percent	30	31	28	32	**32**
Mid Level Leader	percent	22	21	26	25	**25**
Front Level Leader	percent	15	16	17	17	**17**
RETENTION AND ENGAGEMENT						
Rate of Hiring	percent	10	6	15	23	**15**
Voluntary turnover rate	percent	6	6	8	8	**7**
Voluntary turnover (male)	percent	6	6	7	8	**6**
Voluntary turnover (Female)	percent	9	6	8	9	**8**
Total turnover rate	percent	13	14	13	11	**11**
Employee Experience Survey Response Rate	percent	88	88	85	NA	**86**
Employee Experieince Index	score out of 100	84	85	84	NA	**86**
EMPLOYEE DEVELOPMENT						
Employees receiving performance reviews						
Executive	percent	85	85	97	80	**100**
Senior level leader	percent	88	93	95	99	**99**
Mid level leader	percent	92	96	96	98	**100**
Front level leader	percent	95	95	95	98	**99**
Individual contributor (non-union)	percent	93	92	90	90	**97**
Average training hours, by training type						
Technical	hour/eligible employee	29	16	27	56	**43**
Sales	hour/eligible employee	5	58	17	11	**17**
Leadership	hour/eligible employee	25	18	19	161	**13**

FINNING

INDICATORS	UNITS	2019	2020	2021	2022	2023
ENVIRONMENT						
Greenhouse Gas Emissions (Market) (total)	CO_2e tonnes	–	79,834	74,395	75,721	**74,838**
Greenhouse Gas Emissions (Location) (total)	CO_2e tonnes	100,560	80,902	76,034	80,028	**78,352**
Direct emissions by source (scope 1)						
Facilities	CO_2e tonnes	25,674	23,924	23,160	24,627	**24,723**
Fleet	CO_2e tonnes	33,864	23,671	24,679	27,804	**28,746**
Total	CO_2e tonnes	59,538	47,595	47,839	52,431	**53,469**
Indirect emissions by source (scope 2)[8]						
Electric (Market) (total)	CO_2e tonnes	–	32,239	26,556	23,290	**21,369**
Electric (Location) (total)	CO_2e tonnes	41,022	33,307	28,195	27,597	**24,883**
Energy Use						
Fuel – gasoline	gigajoules	148,705	95,276	86,675	102,921	**103,398**
Fuel – diesel	gigajoules	373,194	266,886	294,569	328,286	**359,124**
Gas Oil	gigajoules	1,785	1,288	606	3	**0**
Electricity	gigajoules	243,987	226,697	199,302	180,376	**180,288**
Natural Gas	gigajoules	424,685	415,639	413,617	425,402	**404,222**
Energy Use (total)	gigajoules	1,192,356	1,005,786	994,770	1,036,989	**1,047,032**
Spills						
Number of reportable spills	count	2	3	3	1	**1**
Total volume of reportable spills	litres	1,300	8,092	4,570	208	**16**
Hazardous Waste						
Landfilled	tonnes	9,956	4,995	5,908	13,379	**11,453**
Recycled	tonnes	2,178	2,696	2,562	3,109	**3,589**
Incinerated and deep well injection	tonnes	554	109	370	686	**1,246**
Total	tonnes	12,688	7,801	8,840	17,,174	**16,288**
Non-hazardous waste						
Landfilled	tonnes	4,447	3,698	4,077	4,509	**6,009**
Recycled[1]	tonnes	9,422	9,985	10,171	10,312	**12,754**
Total	tonnes	13,869	13,683	14,248	14,821	**18,762**

FINNING

INDICATORS	UNITS	2019	2020	2021	2022	2023
PRODUCTS						
Assets connected to the CUBIQ Sustainability Dashboard™	count					**5,847**
Number of components remanufactured (OEM facility)	count	14,692	14,359	16,210	15,802	**15,694**
COMMUNITIES						
Volunteer hours (STEM only)	hours	550	87	713	939	**3,008**
ANTI-CORRUPTION AND ETHICS						
Total number of employees who completed code of conduct training	percent	90	89	79	76	**83**

PERFORMANCE NOTES:

1. Net revenue is $9.543 billion. Net revenue is a specified financial measure. For more information, refer to Finning's 2023 MD&A. Revenues reported in Canadian dollars

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. Previous years data has been 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. Location-based Scope 2 GHG emissions are provided in accordance with the GHG Protocol Scope 2 guidance (2015). Our market-based Scope 2 emissions are calculated using the Scope 2 Quality Criteria. For 2023 calculations, Finning did not use residual mix factors.

4REFUEL

INDICATORS	UNITS	2020	2021	2022	2023
COMPANY CONTEXT					
Number of locations	count	32	33	32	27
SAFETY					
Total Recordable injury frequency (TRIF)	cases per 200,000 exposure hours	3.87	3.36	2.41	1.84
Total injury frequency (TIF)	cases per 200,000 exposure hours	5.15	8.97	6.93	5.25
Significant injury frequency (SIF)	cases per million exposure hours	0.81	0.80	0.75	0.71
Fatalities	count	0	0	0	0
Vehicle incidents	count	34	44	33	25
injuries	count	32	56	46	37
PEOPLE					
Employees by region - Canada	count	-	500	550	552
Employees by region - US	count	-	75	80	86
Employees by region - Total	count	568	575	630	638
Employees (including contractors)	count	585	575	630	638
Employees - Comtech					35
INCLUSION					
Workforce by age group					
Under 30 years	percent	11	11	14	13
30 – 50 years	percent	64	64	58	61
Over 50 years	percent	25	25	28	26
Gender diversity					
Female	percent	13	13	15	15
Male	percent	87	87	85	85
RENTENTION AND ENGAGEMENT					
Rate of Hiring	percent	36	45	57	49
Voluntary turnover rate	percent	21	31	31	30
Total turnover rate	percent	37	42	46	44
Employee Experience Survey Response Rate	percent	72	75		84
Employee Experience Index	percent	87	91		93
EMPLOYEE DEVELOPMENT					
Employees receiving performance reviews					
Executive	percent		100	100	100
Senior level leader	percent	100	100	100	100
Mid level leader	percent	100	100	100	100
Front level leader	percent	100	100	100	100

4REFUEL

INDICATORS	UNITS	2020	2021	2022	2023
Individual contributor (non-union)	percent	24	20	24	22
Average training hours, by training type					
Technical	hour/eligible employee	36	44	44	56
Sales	hour/eligible employee	10	14	14	26
Leadership	hour/eligible employee	10	22	23	24
ENVIRONMENT					
Direct (scope 1)[1]		18,534	18,096	17,689	16,682
Indirect (scope 2)	CO_2e tonnes	123	102	115	144
Greenhouse Gas Emissions (Total)	CO_2e tonnes	18,657	18,198	17,804	16,826
Biogenic Emissions (Total)	CO_2e tonnes	-	-	297	1,083
Direct emissions by source (Scope 1)					
Facilities	CO_2e tonnes	89	76	92	130
Fleet					
Non-Biogenic	CO_2e tonnes	18,455	18,021	17,597	16,552
Energy Use					
Fuel – gasoline	gigajoules	7,332	8,502	10,517	0
Fuel – diesel	gigajoules	253,884	247,124	234,084	213,232
Fuel - 50% renewable diesel (R50)	gigajoules	-	-	8,585	28,911
Fuel - compressed natural gas (CNG)	gigajoules	-	-	753	5,288
Electricity	gigajoules	1,653	2,075	2,754	3,250
Natural Gas	gigajoules	1,446	1,062	1,711	2,383
Propane	gigajoules	197	317	36	0
Energy Use (total)	gigajoules	264,513	259,080	258,440	253,144
Spills					
Number of reportable spills	count	0	1	1	3
Total volume of reportable spills	litres	0	1500	900	18,400

PERFORMANCE NOTES:

1. As per the Greenhouse Gas Protocol Corporate Standard, direct (scope 1) does not include tCO2e emissions from the combustion of the biogenic portion of R50 diesel.

TCFD REPORTING

Finning's disclosure continues to align with the recommendations from the TCFD Framework. We recognize that climate change is a serious global challenge, and we continue to be committed to reducing our carbon emissions, helping our customers achieve their sustainability goals, building resilience in our business, and helping our customers do the same in their businesses. We have mechanisms in place to assess and manage our climate-related risks and opportunities, and are continually enhancing our climate management practices.

PART 1: GOVERNANCE BOARD OVERSIGHT

In 2023, our governance board oversight continued to operate effectively. Finning's Board of Directors has four committees that meet quarterly to assist in fulfilling its duties and responsibilities: Audit Committee, Governance & Risk Committee, Human Resources Committee, and Safety, Environment & Social Responsibility Committee.

The Safety, Environment & Social Responsibility (SESR) Committee assists the Board in its oversight of Finning's safety and health, environmental and social responsibility policies and programs and in monitoring our performance against those policies and programs, including climate-related matters. Members of the committee have specific expertise and skills in Sustainability, Environmental, Social & Governance (ESG) and Health & Safety matters. The SESR Committee also oversees the execution of Finning's approach to climate change, which includes the following elements: monitoring emissions; annual external reporting of Scope 1 and Scope 2 emissions data through the CDP (formerly known as the Carbon Disclosure Project) and the company's annual sustainability report; the identification of opportunities for emissions reductions; and the monitoring of progress against internal and external GHG targets. Further, the SESR committee is responsible for monitoring the resilience of Finning's strategy to the physical and transition risks of climate change.

The other three committees provide support to climate-related topics, including audits, disclosures, risk management processes and staffing. Finning employees also play a key role in operationalizing our climate-related plans in each of our operating regions. Our employees are essential in supporting regional plans and procedures for maintaining worker health and safety during climate-related events.

PART 2: MANAGEMENT RESPONSIBILITIES

The CEO and the Finning Leadership Team (FLT) are actively engaged in identifying climate-related financial risks and monitoring signposts that influence the business. Ultimately the CEO and FLT are responsible for determining the company's response to climate-related risks and opportunities. Any relevant information presented to the SESR Committee and the board must be approved by the CEO and the FLT. The CEO and the FLT receive climate-related information and input from two sources:

+ **The Global Sustainability Committee (GSC):** Described in detail below, the GSC presents information and proposals on climate-related topics.

+ **The enterprise risk management (ERM) process:** In the quarterly and annual cycle, our ERM program presents information on risks facing the organization. See the Risk Management section for more details.

The Chief Human Resources Officer (CHRO) and General Counsel is responsible for managing the processes applicable to Finning's climate change approach, including the corporate GHG disclosures and reduction programs. The CHRO also coordinates the GSC.

The GSC has participation from finance, legal, human resources, operations, investor relations, supply chain, EHS, audit and risk management across all of Finning's operating regions. It considers proposals and provides recommendations to the FLT and the board on sustainability-related topics. Leaders across all operating regions have responsibility for raising climate-related risks as part of the quarterly and annual ERM process.

PART 3: RISKS AND OPPORTUNITIES

Finning's climate-related risks and opportunities are listed in the tables to the right. They were identified using a qualitative and quantitative assessment process involving the use of internationally recognized climate data and energy transition scenarios, as well as internal stakeholder input.

PART 3A: CLIMATE-RELATED RISKS

AREA	TITLE	DETAILS	TIMELINE
TRANSITION RISKS	Policy and Legal - Climate policies impacting license to operate	Climate-related government policies in the countries where we operate may influence market dynamics applicable to the products and services we provide.	Short and medium term
	Market - Stakeholder pressure to reduce emissions	As more industries commence decarbonization efforts, demand may increase for vehicle electrification and other measures to reduce emissions and vehicle usage.	Medium term
	Market - Increased operating costs	Carbon pricing and climate policies impact the cost of goods and energy, increasing our operating costs.	Medium term
PHYSICAL RISKS	Acute - climate events	Climate events such as forest fires and extreme weather (wind, rain, snow, dust) may impact our operations and the operations of our customers.	Short and medium term
	Chronic - Increasing climate stressors in South America	Water stress/drought may put operational stress on Finning operations, especially the operations of our mining customers in South America.	Short term
	Chronic - Employee health and safety	Increasing temperatures and increasing acute events may present risks to employee health and safety.	Medium and Long term

PART 3B: CLIMATE-RELATED OPPORTUNITIES

PILLARS	OPPORTUNITY	PROGRESS
1. Continue increasing Finning's competitiveness by developing products and services to capitalize on the growing opportunity for alternative liquid and gaseous fuels. We are adapting our products and services to help our customers decarbonize their operations, including energy efficiency, emissions reduction and services to enhance the growth of renewable energy production and/or a transition towards alternative fuel use.	**SHORT TERM:** *Energy transition:* Many industries are looking to natural gas, renewable diesel, renewable natural gas and other alternatives as transition fuels to a lower carbon economy, providing opportunities for Finning.	+ 4Refuel expanded its offering of renewable diesel throughout the year for its large and growing customer base. + The supply of high-efficiency, low-emission Cat® natural gas generator sets to our customers and the development of processes to upgrade existing assets from diesel to natural gas at the request of our customers helped advance decarbonization efforts. This was combined, in some cases with energy storage systems (batteries) that further enabled carbon reductions. + Finning's 54.5% ownership interest in ComTech Energy expands our fueling capabilities beyond liquid fuels and moves us into gaseous fuels supporting our customers' energy transition journey, starting with turn-key solutions for compressed natural gas and renewable natural gas, and eventually hydrogen, solutions.
2. Position Finning as a low-emissions partner to the copper mining industry, which is growing to meet the increasing demand for battery electric vehicles and battery energy storage solutions. Further expand our presence in the lithium and rare-earth mining industry to capture additional opportunities related to battery electric vehicle growth.	**MEDIUM TERM:** *Metals relevant for a low-carbon economy:* Increased mining activities for metals such as copper, lithium. and zinc, abundant in Canada and South America, will have increased relevance in the transition to a low-carbon economy.	+ Finning South America (FINSA) received a notice of award from the Chilean state-owned copper producer, Codelco, to provide 13 Caterpillar® electric drive trucks in northern Chile. Starting in the second half of 2022, we began delivering Caterpillar® 798AC electric drive off-highway trucks to Codelco's Ministro Hales open pit copper mine and supporting the fleet under a 10-year maintenance and repair contract. These trucks will expand Ministro Hales' existing Caterpillar® truck fleet and enhance fuel efficiency and reduce emissions. + In Canada, we continued to work closely with new mines that will be focused on metals necessary for the energy transition. Many of these new mines are in the planning phase and they are looking to Finning and Caterpillar for ways to keep their environmental footprint low as they build out their mine plans.
3. Develop enhanced service offerings and adapt business models to capture opportunities related to the energy transition through autonomous, semi-autonomous, remote control and sophisticated digital solutions.	**SHORT, MEDIUM, LONG-TERM:** *Electrification/Connectivity and /autonomy:* A transition to electrification will go together with connectivity and autonomous technology to optimize production and improve efficiency—these present opportunities for revenue growth across our regions.	+ In 2022, Finning began working with certain mining customers to help their operators become more knowledgeable and comfortable working with autonomous electric equipment. + Caterpillar® haul trucks equipped with Cat MineStar Command for hauling have autonomously moved more than 5 billion tons of material in the last nine years. Several of these trucks operate within the Finning Canada region and customers have benefited from improved safety, higher productivity and increased energy efficiency.

PART 3B: CLIMATE-RELATED OPPORTUNITIES CONT'D

PILLARS	OPPORTUNITY	PROGRESS
4. Continue to aggressively embed and expand performance solutions, utilizing data insight via machine telemetry into all aspects of our products and services, with a specific target towards helping customers achieve their emission reduction goals.	**SHORT TERM:** *Process efficiency:* Our Performance Solutions help customers increase the efficiency of their operations and decrease energy usage and GHG emissions.	+ Our Sustainability Dashboard establishes a baseline for a company's environmental goals, enables leaders to measure and monitor their CO_2 emissions, and recommends actionable insights to improve operational efficiency. By providing visibility into fuel burn and equipment utilization, we empower heavy equipment industries to maximize their fleets, reduce operational costs and increase asset utilization. + Artemis Gold Inc. executed binding agreements with Finning (Canada) for the supply of a primary and ancillary mining fleet for the Artemis's Blackwater gold project in British Columbia. Artemis also structured an agreement with Caterpillar® to give them the option to place orders for Caterpillar®'s zero-emissions haul trucks for shipments beginning in 2029. The fleet transition signifies a key milestone of the project and will substantially reduce the carbon footprint of Blackwater's operations. + Finning and mining equipment company Elphinstone Pty Ltd announced a partnership to provide a diverse range of underground mining support vehicles to suit the mining application. Elphinstone has begun developing a suite of battery-electric support vehicles for underground hard-rock mining to address the increasing decarbonisation efforts and expectations of its global customer base. This partnership will allow Finning and Elphinstone to support their clients in achieving their ESG targets. + Lafarge Canada announced a partnership with our wholly owned subsidiary 4Refuel for the supply of renewable diesel (R50, a 50% renewable diesel) for Lafarge's diesel equipment fleet at their aggregate, ready-mix, asphalt and construction sites in the Greater Vancouver Area.
5. Position Finning as a strategic partner to build climate-resilient public and private infrastructure and to assist with climate-resilient and environmentally responsible reclamation activities.	**LONG TERM:** *Climate-resilient infrastructure:* Increasing physical impacts of climate change may lead to increased government and private sector investment to promote resilient infrastructure, such as resilient roads, bridges, and water infrastructure. Finning has an opportunity to be a partner to governments and industry seeking to build climate change resilience. Further, Finning has an opportunity to assist customers in mining and oil & gas to conduct climate-resilient and environmentally responsible site reclamation activities.	+ 4Refuel and its subsidiary ComTech Energy signed a Memorandum of Understanding to strategically partner with Shell International to develop a renewable natural gas hub-and-spoke fueling infrastructure network in central Canada to reduce emissions within the transportation sector. + In response to state of emergency caused by severe flooding in southwestern British Columbia in late 2021, Finning worked closely with BC Ministry of Transportation and other government contractors and provided equipment and workers to help restore roadways, gain access to slide areas, and mitigate the failure of numerous at-risk bridges.
6. We recognize the need for all organizations to address the climate impacts of their operations and are committed to reduce the impact of our business as demonstrated by the expansion of our GHG reduction target from 20% to 40%, including 4Refuel by 2027.	**SHORT, MEDIUM, AND LONG TERM:** To continue reducing carbon emissions using new technologies.	For further information on our progress against this pillar, refer to page 16 of this report. Highlights from this year include: + Our continued investment in renewable and carbon-free energy, facility upgrades and optimization and fleet efficiency to achieve our GHG target of a 40% reduction by 2027, from our 2017 baseline. + In September 2021, we secured sustainability-linked terms for our credit facility, which aligns our cost of borrowing to our progress towards achieving our absolute GHG emissions reduction target.

PART 4: RISK MANAGEMENT

4A: RISK IDENTIFICATION

Finning's Enterprise Risk Management (ERM) processes are permanently applied in our business operations, and progress is formally reviewed on a quarterly basis by Board committees on the risks within their mandate. Company leaders are surveyed regarding the company's current and emerging risks, and the results are compiled and presented to the Governance and Risk Committee of the Board. Annually, the process is supplemented with a global scan of emerging risks that may be relevant for Finning, and a thorough analysis of the top risks which is presented to the Board. The annual process enhances and reinforces the outputs of the quarterly processes.

4B: MANAGING RISKS

Material climate-related risks are reported by our ERM team through the annual and quarterly processes, in collaboration with the affected business lines.

PART 5: METRICS AND TARGETS

We currently assess climate-related risks using our GHG footprint measurement and target. Details on our emissions measurement and our GHG reduction target are on .

GRI REFERENCE

This report has been prepared with reference to the GRI standards as updated in 2021. The index below maps disclosures in this report to the relevant GRI standards.

GRI REF	DESCRIPTION	PAGE
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	4
2-1	Entities included in the organization's sustainability reporting	4
2-3	Reporting period, frequency, and contact point	5
2-5	External assurance	5
GOVERNANCE		
2-9	Governance structure and composition	6 & 7
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2-22	Sustainable development strategy	6
2-29	Approach to stakeholder engagement	7
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GRI REF	DESCRIPTION	PAGE
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305-1	Direct GHG emissions	35 & 36
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PEOPLE AND SAFETY		
2-7	Employees	34 & 36
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404-1	Average hours of training per employee	34 & 36
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405-1	Diversity of board and employees	34 & 36

SASB - INDUSTRIAL MACHINERY & GOODS (FINNING)

TOPIC	SASB CODE	METRIC	UNIT OF MEASURE	RESPONSE/COMMENT
ACCOUNTING METRICS	RT-IG-000.A	Number of units produced by product category	Number	Not applicable to Finning. We do not manufacture products.
	RT-IG-000.B	Number of Employees	Number	13,953
ENERGY MANAGEMENT	RT-IG-130a.1	1. Total energy consumed	Gigajoules (GJ)	1,047,032
		2. Percentage grid electricity	%	74%
		3. Percentage renewable	%	26%
EMPLOYEE HEALTH AND SAFETY	RT-IG-320a.1	1. Total recordable incident rate (TRIR)	Rate	0.57
		2. Fatality rate	Number	0
		3. Near miss frequency rate (NMFR)	Rate	31,796 near misses and hazards were identified. We used this information to improve our safety performance but do not track it as a rate.
FUEL ECONOMY AND EMISSIONS IN USE-PHASE	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Gallons per 1,000 tonne-miles	Not applicable to Finning.
	RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Gallons per hour	Finning does not manufacture products. We continue to develop performance solutions aimed at providing customers with products that generate fewer direct emissions. Read more about our sustainable customer performance initiatives in the customer section of this report.
	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Watts per hour	
	RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	Grams per kilowatt-hour	
MATERIALS SOURCING	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	N/A	Not applicable to Finning. We do not manufacture products.
REMANUFACTURING DESIGN AND SERVICES	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Reporting currency	Our OEM remanufacturing facility rebuilt 15,694 components in 2023.

SASB - ROAD TRANSPORTATION (4REFUEL)

TOPIC	SASB CODE	METRIC	UNIT OF MEASURE	RESPONSE
ACTIVITY / ACCOUNTING METRICS	TR-RO-000.A	Revenue ton miles (RTM)	RTM	This is not applicable to the 4Refuel business model which is not long haul trucking.
	TR-RO-000.B	Load factor	Number	4Refuel does not track load factor.
	TR-RO-000.C	Number of employees, number of truck drivers	Number	638, 416
GREENHOUSE GAS EMISSIONS	TR-RO-110a.1	Gross global Scope 1 emissions	tCO$_2$e	16,682
	TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	4Refuel has defined a plan to reduce scope 1 emissions. The strategy includes the investment in CNG-powered trucks to replace existing diesel trucks, as well as continued route optimization improvements. In the long term, 4Refuel will continue to analyze opportunities for using alternative renewable energy powered trucks that would result in further scope 1 reduction. In 2022, 4Refuel is included in Finning's global GHG target and will monitor progress against the target quarterly.
	TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Gigajoules (GJ), Percentage (%)	(1) 247, 511 (2) 2% (3) 12%
AIR QUALITY	TR-RO-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	Metric tons	4Refuel does not currently track emissions data based on pollutants.
DRIVER WORKING CONDITIONS	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Rate	(1) 1.84 (2) 0
	TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Rate	(2) 13
	TR-RO-320a.3	Description of approach to managing short term and long-term driver health risks	n/a	An ergonomic study was conducted that recommended a method for fuel delivery and hose handling that reduces repetitive strain injuries. All Certified Refueling Professionals (CRPs) are trained on the recommended hose handling technique through an internally developed online training module. Hours of service of drivers (CRPs) are managed to reduce fatigue. Employee Assistance Program is available to all employees. The program has resources to maintain a healthy lifestyle.
ACCIDENT & SAFETY MANAGEMENT	TR-RO-540a.1	Number of road accidents and incidents	Number	25
	TR-RO-540a.2	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	Percentile	(1) 0 (2) 0 (3) 0 (4) – (5) 47 (6) 82
	TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	Number, Cubic metres (m^3)	Three reportable spills: 18,400 litres.

FORWARD-LOOKING INFORMATION

This report contains information about our business outlook, objectives, plans, strategic priorities and other information that is not historical fact. Information we provide is forward-looking when we use what we know and expect today to give information about the future. Forward-looking information in this report includes, but is not limited to, the following:

Sustainability Governance: Our plans to continuously improve our sustainability performance and help our customers enhance theirs; our key focus areas and sustainability roadmap; and our enterprise risk management program described on page 6 and 7.

People: Our Serious Injury and Fatality prevention strategy to eliminate fatalities and serious injuries at worksites; our continuing prioritization of the mental health and well-being of our people; our new global DE&I strategy and governance framework, including actively working to bring more women into sales positions; our target to double the number of female employees by 2028 in South America; our target to meet a commitment between BHP and Finning to increase the number of women in technician roles to 50% by 2025 at the BHP Escondida mine; our goal to achieve and maintain at least 30% female representation at the executive management and Board of Director levels; and the expected benefits of our employee experience survey.

Environment: Our goal to reduce GHG emissions, prevent and control spills, and reduce waste generated by our operations; our strategy (including increasing the use of renewable energy, optimizing facility technology, increasing energy efficiency, and making fleet improvements), plans and anticipated timeline to achieve our targeted 40% reduction in absolute GHG emissions by 2027 (from a 2017 baseline); our continuing focus in South America and the UK and Ireland regions to procure renewable electricity for our facilities from certified renewable energy producers;

Customers: Our expectation to offer two new Caterpillar brand battery electric products, being the Electric 301.9 Mini Excavator and the 950 GC Medium-Wheel Loader; our continued work with Caterpillar and our customers to support the early learner program for operators; our goal to replace the entire fleet of existing trucks used at the BHP mine over the next 10 years; the expected benefits of our digital dealer services; and the expected environmental benefits of remanufacturing.

Communities & Indigenous Engagement: Our focus on building capacity for the future by investing in organizations that advance STEM careers, women and girls, Indigenous peoples, and at-risk communities; our goal to take an active role in building partnerships with Indigenous communities and businesses in Canada; and the expected benefits of "A Day at Finning".

Governance and Ethics: Our focus on employee and contractor awareness and training to maximize the success of our cyber protection efforts; and our plan in obtaining a Cybersecurity Essentials Plus Certification in the UK and our goal of releasing a program to meet those expectations in all regions.

4Refuel: Our plans for 4Refuel to serve over 6,000 customers annually; 4Refuel's focus in reducing their customers' environmental footprint and their own operational footprint; 4Refuel's focus on attracting and accommodating women into CRP roles; 4Refuel's commitment to supporting our 40% GHG emissions reduction target; the expected benefits of adding CNG-powered trucks to our fleet in reducing operational, scope 1 emissions; and the expected benefits of delivering low-carbon fuel choices.

TCFD: Our climate-related risks and opportunities, including timelines, listed on page 38-41; and the application of our Enterprise Risk Management processes in our business operations.

All such forward-looking information is provided pursuant to the 'safe harbour' provisions of applicable Canadian securities laws. Unless otherwise indicated, forward-looking information in this report reflects our expectations at the date of this report. Except as may be required by Canadian securities laws, we do not undertake any obligation to update or revise any forward-looking information, whether due to new information, future events, or otherwise.

Forward-looking information is subject to many risks and uncertainties and is based on several assumptions. This gives rise to the possibility that actual results could differ materially from the expectations expressed in or implied by such forward-looking information and that our business and sustainability outlook, objectives, plans, strategic priorities and other information that is not historical fact may not be achieved. As a result, we cannot guarantee that any forward-looking information will materialize.

Factors that could cause actual results or events to differ materially from those expressed in or implied by this forward-looking information include: the impact and duration of, and our ability to respond to and manage, high inflation, increasing interest rates, and supply chain challenges; general economic and market conditions, including increasing inflationary cost pressure, and economic and market conditions in the regions where we operate; political uncertainty in Chile; foreign exchange rates; commodity prices; interest rates; the level of customer confidence and spending, and the demand for, and prices of, our products and services; our ability to maintain our relationship with Caterpillar; our dependence on the continued market acceptance of our products, including Caterpillar products, and the timely supply of parts and equipment; our ability to continue to sustainably reduce

costs and improve productivity and operational efficiencies while continuing to maintain customer service; our ability to manage cost pressures as growth in revenue occurs; our ability to effectively integrate and realize expected synergies and growth from businesses that we acquire; our ability to negotiate satisfactory purchase or investment terms and prices, obtain necessary approvals, and secure financing on attractive terms or at all; our ability to manage growth strategy effectively; our ability to effectively price and manage long-term product support contracts with our customers; our ability to drive continuous cost efficiency in a recovering market; our ability to attract sufficient skilled labour resources as market conditions, business strategy or technologies change; our ability to negotiate and renew collective bargaining agreements with satisfactory terms for our employees and the Company; the intensity of competitive activity; our ability to maintain a safe and healthy work environment across all regions; our ability to raise the capital needed to implement the business plan; business disruption resulting from business process change, systems change and organizational change; regulatory initiatives or proceedings, litigation and changes in taxes, laws, regulations or policies, including with respect to environmental protection and/or energy transition; stock market volatility; changes in political and economic environments in the regions where we carry on business; our ability to respond to climate change-related risks; the availability of carbon neutral technology or renewable power; the cost of climate change initiatives; actual climate change consequences; the occurrence of one or more natural disasters, pandemic outbreaks, geo-political events, acts of terrorism, social unrest or similar disruptions; fluctuations in defined benefit pension plan contributions and related pension expenses; the availability of insurance at commercially reasonable rates; the adequacy of insurance to cover all liability or loss incurred by us; the potential of warranty claims being greater than we anticipate; the integrity, reliability and availability of, and benefits from, information technology and the data processed by that technology; and our ability to protect ourselves from cybersecurity threats or incidents.

Forward-looking information is provided in this report to give information about our current expectations and plans and allow investors and others to better understand our sustainability efforts. However, readers are cautioned that it may not be appropriate to use such forward-looking information for any other purpose. Forward-looking information provided in this report is based on a number of assumptions that we believed were reasonable on the day the information was given, including but not limited to: that we will be able to successfully manage our business through the current challenging times involving volatile commodity prices, high inflation, increasing interest rates, supply chain challenges, and successfully execute our economic condition and business cyclicality mitigation strategies, including preparing for future waves (if any) of COVID-19; an undisrupted

market recovery, for example, undisrupted by further COVID-19 impacts, commodity price volatility or social unrest; the successful execution of our profitability drivers; that our cost actions to drive earnings capacity in a recovery can be sustained; that commodity prices will remain at constructive levels; that our customers will not curtail their activities; that general economic and market conditions will continue to be strong; the level of customer confidence and spending, and the demand for, and prices of, our products and services will be maintained; that economic projections, such as those of the IMF (as defined below), are relatively accurate; that support and demand for renewable energy will continue to grow; we will successfully execute our plans and intentions; we will successfully execute climate change initiatives to reduce our GHG emissions; we will successfully attract and retain skilled staff; that market competition will remain at similar levels; the products and technology offered by our competitors will be as expected; that identified opportunities for growth will result in revenue; that we have sufficient liquidity to meet operational needs; the ability of our oversight and investment strategies to manage defined benefit pension plan risk; consistent and stable legislation in the various countries in which we operate; no disruptive changes in the technology environment; that our current strong relationships with Caterpillar and with our suppliers, service providers and other third parties will be maintained, and that Caterpillar and such other suppliers will deliver quality, competitive products with supply chain continuity; sustainment of strengthened oil prices and the Alberta government will not re-impose production curtailments; quoting activity for requests for proposals for equipment and product support is reflective of opportunities; and strong recoveries in our regions, particularly in Chile and the UK.

Some of the assumptions, risks and other factors which could cause results to differ materially from those expressed in the forward-looking information in this report are discussed in our current Annual Information Form (AIF) and in our most recent annual and quarterly management's discussion and analysis (MD&A) for financial risks. We caution readers that any risks described in this report, or in our MD&A or AIF are not the only ones that could impact the company. Additional risks and uncertainties not currently known to us or that are currently deemed to be immaterial may also have a material adverse effect on our business, financial condition, or results of operations. Except as otherwise indicated, forward-looking information does not reflect the potential impact of any nonrecurring 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. We therefore cannot describe the expected impact in a meaningful way or in the same way we present known risks affecting our business.

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