

2026 Q3 Results

Report to Shareholders

element

Intelligence in motion

The following management discussion and analysis ("MD&A") dated November 3, 2026, provides information management believes is relevant to an assessment and understanding of the consolidated financial condition and consolidated results of operations of Element Fleet Management Corp. (the "Company", "we" or "Element") as at and for the three and nine-month periods ended September 30, 2026. This MD&A should be read in conjunction with the Company's unaudited interim condensed consolidated financial statements and accompanying notes as at and for the three and nine-month periods ended September 30, 2026 and the Company's latest annual information form (AIF) both filed on the System for Electronic Data Analysis and Retrieval ("SEDAR+") at www.sedarplus.ca and are incorporated by reference herein. All dollar amounts in this MD&A are expressed in U.S. dollars unless otherwise specified and all numbers are in thousands, unless otherwise specified or for per share amounts or percentages or ratios. Additional information relating to the Company is available on SEDAR+ at www.sedarplus.ca and on the Company's website at www.elementfleet.com. The Company's functional currency is the Canadian dollar.

This MD&A refers to certain non-GAAP and supplemental financial measures, which we believe are useful in assessing our financial performance. Readers are cautioned that these measures do not have any standard meaning prescribed by GAAP under International Financial Reporting Standards ("IFRS") and are therefore unlikely to be comparable to similar measures presented by other issuers. For further information related to non-GAAP measures and a reconciliation to their nearest IFRS measures, please read "IFRS to Non-GAAP Reconciliations" section at the end of this MD&A. Our Board of Directors has authorized this MD&A.

CAUTIONARY STATEMENT

THIS ANALYSIS HAS BEEN PREPARED TAKING INTO CONSIDERATION INFORMATION AVAILABLE TO NOVEMBER 3, 2026. CERTAIN STATEMENTS IN THIS MD&A, OTHER THAN STATEMENTS OF HISTORICAL FACT, ARE FORWARD-LOOKING STATEMENTS WITHIN THE MEANING OF APPLICABLE SECURITIES LAWS AND MAY CONTAIN FORWARD-LOOKING INFORMATION. SUCH STATEMENTS ARE BASED UPON ELEMENT'S AND ITS MANAGEMENT'S CURRENT INTERNAL EXPECTATIONS, ESTIMATES, PROJECTIONS, ASSUMPTIONS AND BELIEFS. THESE STATEMENTS MAY INCLUDE, WITHOUT LIMITATION, STATEMENTS REGARDING THE OPERATIONS, BUSINESS, FINANCIAL CONDITION, EXPECTED FINANCIAL RESULTS, PERFORMANCE, PROSPECTS, OPPORTUNITIES, PRIORITIES, TARGETS, GOALS, ONGOING OBJECTIVES, STRATEGIES AND OUTLOOK OF ELEMENT. FORWARD-LOOKING STATEMENTS INCLUDE STATEMENTS THAT ARE PREDICTIVE IN NATURE, AND DEPEND UPON OR REFER TO FUTURE EVENTS OR CONDITIONS. IN SOME CASES, WORDS SUCH AS "PLAN", "EXPECT", "INTEND", "BELIEVE", "ANTICIPATE", "ESTIMATE", "TARGET", "PROJECT", "FORECAST", "MAY", "IMPROVE", "WILL", "POTENTIAL", "PROPOSED" AND OTHER SIMILAR WORDS, OR STATEMENTS THAT CERTAIN EVENTS OR CONDITIONS "MAY" OR "WILL" OCCUR ARE INTENDED TO IDENTIFY FORWARD-LOOKING STATEMENTS AND FORWARD-LOOKING INFORMATION. FORWARD-LOOKING STATEMENTS (INCLUDING THOSE REGARDING FINANCIAL OUTLOOK) ARE PROVIDED FOR THE PURPOSES OF ASSISTING THE READER IN UNDERSTANDING ELEMENT AND ITS BUSINESS, OPERATIONS, RISKS, SUSTAINABILITY, FINANCIAL PERFORMANCE, FINANCIAL POSITION AND CASH FLOWS AS AT AND FOR THE PERIODS ENDED ON CERTAIN DATES AND TO PRESENT INFORMATION ABOUT MANAGEMENT'S CURRENT EXPECTATIONS AND PLANS RELATING TO THE FUTURE AND THE READER IS CAUTIONED THAT SUCH STATEMENTS MAY NOT BE APPROPRIATE FOR OTHER PURPOSES. THESE STATEMENTS ARE NOT GUARANTEES OF FUTURE PERFORMANCE AND INVOLVE KNOWN AND UNKNOWN RISKS, UNCERTAINTIES AND OTHER FACTORS THAT MAY CAUSE ACTUAL RESULTS OR EVENTS TO DIFFER MATERIALLY FROM THOSE ANTICIPATED IN THE FORWARD-LOOKING STATEMENTS OR INFORMATION. UNDUE RELIANCE SHOULD NOT BE PLACED ON THESE FORWARD-LOOKING STATEMENTS, AS THERE CAN BE NO ASSURANCE THAT THE PLANS, INTENTIONS OR EXPECTATIONS UPON WHICH THEY ARE BASED WILL OCCUR. BY ITS NATURE, FORWARD-LOOKING INFORMATION INVOLVES NUMEROUS ASSUMPTIONS, KNOWN AND UNKNOWN RISKS AND UNCERTAINTIES, BOTH GENERAL AND SPECIFIC, THAT CONTRIBUTE TO THE POSSIBILITY THAT THE EXPECTATIONS, PREDICTIONS, FORECASTS, PROJECTIONS, CONCLUSIONS OR OTHER FORWARD-LOOKING STATEMENTS WILL NOT OCCUR OR PROVE ACCURATE, THAT ASSUMPTIONS MAY NOT BE CORRECT AND THAT OBJECTIVES, STRATEGIC GOALS AND PRIORITIES WILL NOT BE ACHIEVED. SUCH FORWARD-LOOKING STATEMENTS AND INFORMATION IN THIS MD&A SPEAK ONLY AS OF THE DATE OF THIS MD&A. THE FORWARD-LOOKING INFORMATION AND STATEMENTS CONTAINED IN THIS MD&A REFLECT SEVERAL MATERIAL FACTORS, EXPECTATIONS AND ASSUMPTIONS OF ELEMENT INCLUDING, WITHOUT LIMITATION: THAT ELEMENT WILL CONDUCT ITS OPERATIONS IN A MANNER CONSISTENT WITH ITS EXPECTATIONS AND, WHERE APPLICABLE, CONSISTENT WITH PAST PRACTICE; SUCCESSFUL IMPLEMENTATION OF ACQUISITIONS AND STRATEGIC INITIATIVES AND THE EXPECTED BENEFITS AND COSTS OF SUCH ACQUISITIONS AND INITIATIVES; EXPECTATIONS REGARDING MARKET AND INDUSTRY CONDITIONS, ACCEPTABLE NEGOTIATIONS WITH THIRD PARTIES; THE CONTINUANCE OF EXISTING (AND IN CERTAIN CIRCUMSTANCES, THE IMPLEMENTATION OF PROPOSED) TAX AND REGULATORY REGIMES; EXPECTATIONS REGARDING GOVERNMENT POLICIES, LEGISLATION AND REGULATORY ACTIONS, INCLUDING IN RESPECT OF SUSTAINABILITY AND RELATED MATTERS; EXPECTATIONS REGARDING TECHNOLOGY AND AI; CERTAIN COST

ASSUMPTIONS; THE CONTINUED AVAILABILITY OF ADEQUATE DEBT AND/OR EQUITY FINANCING AND CASH FLOW TO FUND ITS CAPITAL AND OPERATING REQUIREMENTS AS NEEDED; THE EXTENT OF ITS ASSETS AND LIABILITIES; THE COMPANY'S NET FINANCING REVENUE YIELD ON AVERAGE NET EARNING ASSETS; GROWTH IN LEASE RECEIVABLES AND SERVICE INCOME; EXPECTATIONS REGARDING SYNDICATION; RATE OF COST INFLATION; APPLICABLE FOREIGN EXCHANGE RATES AND APPLICABLE INCOME TAX RATES; THE COMPANY'S FUNDING MIX; THE IMPACT OF VEHICLE MANUFACTURERS' ABILITY TO DELIVER VEHICLES; AND ANY IMPACTS OF PANDEMICS OR OTHER HEALTH THREATS ON INDUSTRY AND MARKET CONDITIONS. ELEMENT BELIEVES THE MATERIAL FACTORS, EXPECTATIONS AND ASSUMPTIONS REFLECTED IN THE FORWARD-LOOKING INFORMATION AND STATEMENTS ARE REASONABLE BUT NO ASSURANCE CAN BE GIVEN THAT THESE FACTORS, EXPECTATIONS AND ASSUMPTIONS WILL PROVE TO BE CORRECT.

FORWARD-LOOKING STATEMENTS AND INFORMATION IN THIS MD&A INCLUDE, BUT ARE NOT LIMITED TO, STATEMENTS WITH RESPECT TO: ELEMENT'S REVENUES, EXPENSES, RUN-RATE AND OPERATIONS, FUTURE CASH FLOWS, FINANCIAL CONDITION, OPERATING PERFORMANCE, SUSTAINABILITY PERFORMANCE AND TARGETS, FINANCIAL RATIOS, PROJECTED ASSET BASE AND CAPITAL STRUCTURE; ELEMENT'S EXPECTATIONS REGARDING THE IMPLEMENTATION OF ACQUISITIONS AND STRATEGIC INITIATIVES AND THE EXPECTED BENEFITS AND COSTS OF SUCH ACQUISITIONS AND INITIATIVES; ELEMENT'S ABILITY TO ACHIEVE ITS SUSTAINABILITY OBJECTIVES; ELEMENT ACHIEVING ITS DIGITAL PLATFORM AMBITIONS; THE CAR IQ ACQUISITION AND ELEMENT'S DIGITAL PAYMENTS STRATEGY; THE AUTOFLEET ACQUISITION ENABLING THE COMPANY TO SCALE ITS BUSINESS MORE QUICKLY; ACHIEVE OPERATIONAL EFFICIENCIES, INCREASE CLIENT AND SHAREHOLDER VALUE AND UNLOCK NEW REVENUE STREAMS; ELEMENT'S EXPECTATIONS IN RESPECT OF ITS SUPPLY CHAIN AND THE TIMING AND VOLUME OF VEHICLE PRODUCTION; ELEMENT'S ABILITY TO RENEW OR REFINANCE CREDIT AND SECURITIZATION FACILITIES; ELEMENT'S STRATEGY TO IMPROVE AND OPTIMIZE THE CLIENT EXPERIENCE AND CLIENT ACQUISITION AND RETENTION; ELEMENT'S EXPECTATIONS REGARDING SYNDICATION; ELEMENT'S ANTICIPATED CASH NEEDS, CAPITAL REQUIREMENTS AND ITS NEEDS FOR ADDITIONAL FINANCING; ELEMENT'S FUTURE GROWTH PLANS; ELEMENT'S EXPECTATIONS REGARDING ITS ORIGINATION VOLUMES; ELEMENT'S ANTICIPATED DELINQUENCY RATES AND CREDIT LOSSES; ELEMENT'S ABILITY TO ATTRACT AND RETAIN PERSONNEL; ELEMENT'S TECHNOLOGY AND DATA, AND EXPECTED USES AND BENEFITS; ELEMENT'S COMPETITIVE POSITION AND ITS EXPECTATIONS REGARDING COMPETITION; ANTICIPATED TRENDS AND CHALLENGES IN ELEMENT'S BUSINESS AND THE MARKETS IN WHICH IT OPERATES; THE EVOLUTION OF ELEMENT'S BUSINESS AND THE FLEET MANAGEMENT AND MOBILITY INDUSTRIES; ELEMENT'S GROWTH PROSPECTS AND ITS OBJECTIVES, VISION AND STRATEGIES; ELEMENT'S OPERATIONS AND ABILITY TO DRIVE OPERATIONAL EFFICIENCIES; ELEMENT'S ASSESSMENT AND EXPECTATIONS REGARDING ITS ASSETS; ELEMENT'S BUSINESS STRATEGY; ELEMENT'S EXPECTATION REGARDING THE AVAILABILITY OF FUNDS FROM OPERATIONS, CASH FLOW GENERATION AND CAPITAL ALLOCATION; ELEMENT'S BUSINESS OUTLOOK AND OTHER EXPECTATIONS REGARDING FINANCING OR OPERATING PERFORMANCE METRICS; THE EVOLUTION OF OPERATIONS AND THE DEVELOPMENT OF PERFORMANCE INDICATORS, AND OTHER FINANCIAL PERFORMANCE METRICS; THE FUTURE FINANCIAL REPORTING OF ELEMENT; FUTURE DEMAND FOR ELEMENT'S SERVICES; ELEMENT'S BORROWING BASE; THE EXTENT, NATURE AND IMPACT OF ANY VALUE DRIVER TO CREATE, AND THE ABILITY TO GENERATE, PRE-TAX RUN-RATE OPERATING INCOME; ELEMENT'S ABILITY TO INCREASE TOTAL SHAREHOLDER RETURN; ELEMENT'S DIVIDEND POLICY AND THE PAYMENT OF FUTURE DIVIDENDS; AND ELEMENT'S PROPOSED SHARE PURCHASES, INCLUDING THE NUMBER OF COMMON SHARES TO BE REPURCHASED, THE TIMING THEREOF AND TSX ACCEPTANCE OF ANY RENEWAL OF THE NORMAL COURSE ISSUER BID. THE READER IS CAUTIONED TO CONSIDER THESE AND OTHER FACTORS, UNCERTAINTIES AND POTENTIAL EVENTS CAREFULLY AND NOT TO PUT UNDUE RELIANCE ON FORWARD-LOOKING STATEMENTS. INFORMATION CONTAINED IN FORWARD-LOOKING STATEMENTS IS BASED UPON CERTAIN MATERIAL ASSUMPTIONS THAT WERE APPLIED IN DRAWING A CONCLUSION OR MAKING A FORECAST OR PROJECTION, INCLUDING MANAGEMENT'S PERCEPTIONS OF HISTORICAL TRENDS, CURRENT CONDITIONS AND EXPECTED FUTURE DEVELOPMENTS, AS WELL AS OTHER CONSIDERATIONS THAT ARE BELIEVED TO BE APPROPRIATE IN THE CIRCUMSTANCES. ALTHOUGH ELEMENT BELIEVES THAT THE EXPECTATIONS REFLECTED IN THE FORWARD-LOOKING STATEMENTS ARE REASONABLE, THERE CAN BE NO ASSURANCE THAT SUCH EXPECTATIONS WILL PROVE TO BE CORRECT. ELEMENT CANNOT GUARANTEE FUTURE RESULTS, LEVELS OF ACTIVITY, PERFORMANCE OR ACHIEVEMENTS. MOREOVER, NEITHER ELEMENT NOR ANY OTHER PERSON ASSUMES RESPONSIBILITY FOR THE ACCURACY OR COMPLETENESS OF THE FORWARD-LOOKING STATEMENTS AND INFORMATION.

SOME OF THE RISKS AND OTHER FACTORS, SOME OF WHICH ARE BEYOND ELEMENT'S CONTROL, WHICH COULD CAUSE RESULTS TO DIFFER MATERIALLY FROM THOSE EXPRESSED IN THE FORWARD-LOOKING STATEMENTS AND INFORMATION CONTAINED IN THIS MD&A, INCLUDE, BUT ARE NOT LIMITED TO, THOSE SET FORTH UNDER THE HEADING "RISK MANAGEMENT" HEREIN AND UNDER THE HEADING "RISK MANAGEMENT & RISK FACTORS" IN ELEMENT'S ANNUAL INFORMATION FORM FOR THE YEAR ENDED DECEMBER 31, 2025. READERS ARE CAUTIONED THAT SUCH RISK FACTORS ARE NOT EXHAUSTIVE. THE FORWARD-LOOKING STATEMENTS CONTAINED IN THIS MD&A ARE EXPRESSLY QUALIFIED BY THIS CAUTIONARY STATEMENT. OTHER THAN AS SPECIFICALLY REQUIRED BY APPLICABLE CANADIAN LAW, ELEMENT UNDERTAKES NO OBLIGATION TO UPDATE ANY FORWARD-LOOKING STATEMENT TO REFLECT EVENTS OR CIRCUMSTANCES AFTER THE DATE ON WHICH SUCH STATEMENT IS MADE, OR TO REFLECT THE OCCURRENCE OF UNANTICIPATED EVENTS, WHETHER AS A RESULT OF NEW INFORMATION, FUTURE EVENTS OR RESULTS, OR OTHERWISE.

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Selected Financial Highlights

(in US$000's except per share amounts unless otherwise noted)	For the three-month period ended			For the nine-month period ended	
	September 30, 2026	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	$	**$**	$
Reported results					
Servicing income, net	**164,007**	163,865	156,170	**489,997**	459,988
Net financing revenue	**137,809**	135,863	130,208	**411,190**	368,846
Syndication revenue, net	**18,898**	16,874	20,012	**59,645**	43,253
Net revenue	**320,714**	316,602	306,390	**960,832**	872,087
Operating expenses	**142,064**	160,928	138,982	**460,464**	412,498
Operating income[1]	**178,650**	155,674	167,408	**500,368**	459,589
Operating margin[2]	**55.7%**	49.2%	54.6%	**52.1%**	52.7%
Total expenses	**150,535**	169,938	146,726	**487,007**	432,502
Income before income taxes	**170,179**	146,664	159,664	**473,825**	439,585
Net income attributable to common shareholders	**127,392**	110,907	125,232	**356,841**	339,848
Earnings per share (EPS) - diluted	**0.33**	0.28	0.31	**0.90**	0.84
Earnings per share (EPS) - diluted [$CAD]	***0.46***	*0.39*	*0.43*	***1.25***	*1.18*
Adjusted results[3]					
Adjusted net revenue[4]	**320,714**	318,092	306,390	**962,322**	872,087
Adjusted operating expenses[5]	**138,679**	141,194	128,726	**421,446**	381,726
Adjusted operating income (AOI)[1]	**182,035**	176,898	177,664	**540,876**	490,361
Adjusted operating margin[2]	**56.8%**	55.6%	58.0%	**56.2%**	56.2%
Adjusted net income attributable to common shareholders	**137,779**	133,637	133,684	**408,874**	367,425
Adjusted EPS [diluted]	**0.35**	0.34	0.33	**1.04**	0.91
Adjusted EPS [diluted] [$CAD]	***0.49***	*0.47*	*0.46*	***1.43***	*1.28*
Other highlights					
Originations[6]	**1,693,039**	1,724,213	1,722,292	**4,870,104**	5,125,541
Vehicles under management (VUM)[4] - end of period	**1,580**	1,561	1,530	**1,580**	1,530
Adjusted free cash flow per share - diluted[4]	**0.45**	0.39	0.42	**1.29**	1.18
Adjusted free cash flow per share - diluted [$CAD]	***0.62***	*0.53*	*0.58*	***1.77***	*1.66*
Weighted average common shares outstanding - basic	**391,009**	394,744	401,029	**394,599**	402,057
Weighted average common shares outstanding - diluted	**391,082**	394,876	401,267	**394,731**	402,244
Dividends declared per common share [$CAD]	***0.15***	*0.15*	*0.13*	***0.45***	*0.39*
After-tax adjusted return on equity (ROE)	**20.2%**	19.6%	18.8%	**20.0%**	17.7%

[1] Calculated as net revenue less operating expenses

[2] Calculated as operating income divided by net revenue.

[3] Adjusted results are non-GAAP or supplemental financial measures, which do not have any standard meaning prescribed by GAAP under IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. For further information, please see the "IFRS to Non-GAAP Reconciliations" section in this MD&A. The Company uses "Adjusted Results" because it believes that they provide useful information to investors regarding its performance and results of operations.

[4] Adjusted net revenue is calculated as net revenue plus or minus items that management believes are not reflective of underlying operating performance. Q2 2026 excluded $1.5 million of upfront costs associated with the inaugural equity residual transaction, reflected in syndication revenue. No comparable items were recorded in Q3 2026 or Q3 2025.

[5] Adjusted operating expenses are calculated as operating expenses less one-time strategic initiatives costs, share-based compensation, and other expenses that are non-recurring in nature. Adjusted items in Q3 2026 included $0.7 million in costs associated with the proposed acquisition of FleetPartners. Q2 2026 included $11 million in severance expenses related to targeted organizational changes driven by the Company's digitization and automation initiatives, $3.7 million associated with the development of the equity residual program, and $0.5 million for payments to certain Car IQ personnel contingent upon their continued employment. Q2 2026 also excluded $1.5 million of upfront costs associated with the inaugural equity residual transaction, reflected in syndication revenue. Q3 2025 included $2 million in set-up costs associated with the development of the equity residual program.

[6] Considered to be non-GAAP or supplemental financial measures, which do not have any standard meaning prescribed by GAAP under IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. For further information, please see the "IFRS to Non-GAAP Reconciliations" section in this MD&A. The Company utilizes non-GAAP or supplemental financial measures, such as adjusted results, originations and VUM to assess its businesses and to measure performance. To arrive at adjusted results, the Company adjusts reported results for "adjusting items". VUM includes units associated with Autofleet and Car IQ, beginning in Q4 2024 and Q4 2025 respectively.

Company Overview

Element Fleet Management Corp. ("Element") is a global leader in intelligent fleet and mobility solutions. We help manage the vehicles, data, technology, and decisions that keep our clients' businesses moving. Fleet is our foundation, and intelligent mobility is how we lead. By combining deep fleet expertise with connected technologies, data-driven intelligence, and strategic partnerships, Element helps clients lower total cost of ownership, improve uptime and driver experience, and build more resilient operations across more than 1.5 million vehicles under management ("VUM"[7]) globally. Leveraging this scale and data, Element helps clients optimize performance, identifying over $1.8 billion in cost savings opportunities across our clients' fleets in the past year. Through Element Mobility, we are advancing our leadership into the next era of intelligent mobility to deliver measurable business outcomes for our clients. For more information, please visit: elementfleet.com.

Global Growth Strategy

Driven by our Purpose to *Move the world through intelligent mobility* – and grounded in our leadership position in the fleet and mobility industry - we continue to execute a global growth strategy that is delivering significant value to our clients, team members, business, and shareholders. At our core, we deliver integrated fleet solutions, combining large-scale asset financing with end-to-end lifecycle management, and we are enhancing that foundation with a digital-first mindset. By combining our scale with operational excellence and strategic investments, we are well-positioned for long-term success in the evolving mobility landscape. Our focus on digitization and automation enhances the client experience, builds our operational scalability, generates greater data-driven insights, and enables long-term growth across our business. Underpinning this is an unwavering commitment to client success. Our focus now is on translating these strengths into more consistent organic growth through stronger commercial execution and greater operating efficiency.

As a trusted advisor and orchestrator across the mobility ecosystem, we combine deep fleet expertise with connected technologies, data-driven intelligence, and strategic partnerships to help clients optimize performance, lower total cost of ownership, increase uptime, improve driver experience, advance sustainability goals, and build more resilient operations. Our investments in platforms such as Autofleet, alongside embedded payments capabilities through Car IQ, are designed to extend and enhance our core offering. These solutions deepen integration across the fleet lifecycle and create a more connected and seamless client experience, and complement the core financing and fleet services offerings that we provide.

Element is leading the next era of fleet and mobility through our client-driven global team, combining proven scale and lifecycle expertise with mobility intelligence to execute with discipline and turn complexity into opportunity.

Our three strategic priorities focus on:

- Continuing to grow organically;
- Delivering industry-leading client experience by transforming our holistic digital, analytics, and operational capabilities;
- Expanding beyond the core with new offerings, including Payments, small-and medium-sized fleets ("SME"), and Mobility solutions.

[7] Every "VUM" is one unique vehicle (a) receiving or subscribed to one or more of our services, and/or (b) financed by us, whether or not subsequently syndicated. In calculating VUM, we apply certain judgments and make certain estimates, including in respect of a small number of single-service usage-based VUM. Certain estimates rely on information provided by our clients that could not be definitively validated. While these are inherent subjectivities in the VUM calculation due to these judgments and estimates, we believe that such judgments and estimates are reasonable.

Effect of Foreign Currency Exchange Rate Changes

We are exposed to fluctuations in certain foreign currencies from operations we conduct in Mexico, Australia, New Zealand, and Canada. We performed a foreign exchange sensitivity analysis to assess potential mitigating actions. Notwithstanding, our assets, liabilities, and foreign operating results do fluctuate as a result of movements in these currencies against our reporting currency, which is the U.S. dollar. Based on our latest analysis, a 1% depreciation (appreciation) in the value of the U.S. dollar against all of the Mexican peso, Australian dollar, New Zealand dollar, and Canadian dollar simultaneously would be expected to increase (decrease) adjusted operating income by approximately $3.5 million with Mexico representing approximately 80% of the total aggregate impact.

Average exchange rate	**For the three-month period ended**		
	September 30, 2026	June 30, 2026	September 30, 2025
U.S. dollar/Canadian dollar	**1.399**	1.385	1.377
U.S. dollar/Mexican peso	**17.261**	17.384	18.624
U.S. dollar/Australian dollar	**1.416**	1.410	1.529
U.S. dollar/New Zealand dollar	**1.719**	1.713	1.687

For further information relating to items impacting our Unaudited Interim Condensed Consolidated Financial Statements, please refer to Note 2 (*Summary of Material Accounting Policies*) of our Unaudited Interim Condensed Consolidated Financial Statements dated September 30, 2026.

Global Balanced Scorecard

We continue to employ our Global Balanced Scorecard ("Global BSC") to align strategy and performance across the organization, accelerating progress on our priorities across four core pillars: clients, business, people, and investors.

In 2026, the Global BSC metrics remain unchanged, reflecting the strength of our 2025 performance and confidence in our existing approach. The 2026 framework builds on this foundation, extending momentum and reinforcing our focus on delivering long-term stakeholder value.

These updates ensure the Global BSC remains a dynamic and effective tool in monitoring our performance and advancing our long-term strategic objectives.



Our Clients

Earning our clients' loyalty

Building lasting client relationships remains fundamental to our strategy and supports long-term growth and value creation. We continue to strengthen client loyalty by combining operational excellence with a disciplined approach to listening, learning and acting on client feedback. This enables us to continuously refine our service model, prioritize investments, and deliver experiences that evolve alongside our clients' changing needs.

Our Global Net Promoter Score ("NPS") rose four points quarter-over-quarter to 54 in the third quarter of 2026, extending the positive trend in client sentiment. Mexico led the gain, posting both the highest quarter-to-date NPS score and the largest quarter-over-quarter improvement; while results in ANZ and U.S. and Canada were relatively flat. Notably, the NPS in U.S. and Canada improved five points year-over-year, reflecting continued progress in delivering a differentiated client experience. All regions finished above target and are on track to exceed 2026 goals.

These outcomes reflect our focus on a differentiated client experience and support strong client retention and opportunities to deepen existing client relationships.

Creating compelling value for our clients

Our global Strategic Advisory Services ("SAS") team is committed to delivering substantial value to our clients. We proactively identify each client's unique fleet challenges and opportunities, and respond with tailored solutions and strategies.

During the quarter, our teams identified and shared $430 million of fleet operating cost savings opportunities with clients, of which approximately 44% was actioned. Year-to-date, we have identified nearly $1.3 billion in potential savings, reinforcing the tangible value our advisory capabilities deliver.

Building on the artificial intelligence ("AI") framework established last quarter, we continue to advance the development of AI-enabled solutions and agents designed to enhance client service and engagement. As these capabilities continue to evolve, we are actively incorporating key learnings and practical applications to drive ongoing efficiencies and improve the client experience.

Enabling client fleet electrification

During the third quarter of 2026, Element continued to advance its electrification strategy, with progress in bringing new charging solutions to market and expanding its capabilities across home, public, workplace, and depot charging. Electric vehicles under management grew across regions, while the business focused on building commercial traction and strengthening the capabilities required to support broader adoption.

In the U.S. and Canada, Element launched its enhanced Public Charging solution and signed initial client agreements, representing an important step in the commercialization of its charging offering. The business also signed its first workplace charging agreement and advanced deployment activities, marking progress toward broadening its infrastructure charging capabilities. In parallel, Element refined its home charging reimbursement processes and enhanced the operational capabilities supporting its charging products.

In Mexico, Element continued to support client electrification efforts through home charging installations and the advancement of depot charging opportunities. The business also further developed its home charging subscription offering and the systems and processes required to support future deployments.

In Australia and New Zealand, Element expanded its regional electrification offering, including formalizing a reseller agreement with CarbN and advancing development of an aggregated public charging solution. The business also progressed on capabilities required to support more scalable charger deployment and client adoption.

Across regions, Element remains focused on building out its charging offering and strengthening the operational infrastructure required to support commercialization. Looking ahead, priorities include increasing adoption of existing charging products, progressing workplace and depot charging capabilities, and improving the scalability and consistency of charging operations as clients electrify their fleets.

Our Business

Consistently meeting service commitments

In Q3 2026, Maintenance Operations delivered strong performance across cost management, operational execution, and driver experience, demonstrating consistency against key business objectives.

Negotiated savings finished the quarter at 15%, remaining above target and reinforcing the effectiveness of our cost management strategy. Operational execution remained stable, with 94% of repairs completed within the original estimated timeframe, building on the improvement from 85% in Q4 2025. Driver Shop Service satisfaction came in at 96%, underscoring a positive driver experience. In-network shop utilization held at 79%, maintaining the higher levels achieved earlier in the year and reflecting continued focus on preferred network utilization.

Overall, Q3 results reinforce the organization's ability to balance cost control, service quality, and client experience, while delivering against its operational priorities.

Prudently managing our risks

Our Enterprise Risk Committee (the “Committee”) is a cross-functional group led by our Chief Risk Officer. Risk owners from across the organization provide regular updates to the Committee on key risks, mitigation steps, and any potential emerging trends.

During Q3 2026, the Enterprise Risk Management team completed the transition from the Enterprise Risk Council to the Committee. The expanded governance structure is now in place, supporting robust decision making and oversight of non-financial risks across the organization. We also conducted a scenario planning analysis based on severe adverse scenarios to test our resilience across multiple domains and macroeconomic conditions. This analysis served to inform contingency planning, capital allocation, and proactive enhancement of controls.

Our Enterprise Composite Risk Index ("ECRI") evaluates risks impacting revenue, credit and collections, operations, treasury, information technology and people. The ECRI adheres to our Risk Appetite Statement, providing clear metrics and thresholds for effective risk management. The results and related actions are reported quarterly to the Credit and Risk Committee of the Board of Directors for visibility and agreement.

Sustainability: Driving progress for our planet, people, communities, and business

In June 2026, we published our sixth annual Sustainability Report, which is available on our website. The report outlines our approach to measuring and managing our sustainability impact. Highlights from the 2026 Sustainability Report include:

- Achieving a 76.8% reduction in Scope 1 and Scope 2 emissions relative to our 2019 baseline.
- Continuing to advance our Scope 3 decarbonization strategy, achieving a 42.9% emissions intensity reduction (Category 11 and 13) from our baseline year.
- Matching 100% of purchased electricity used across our global offices with renewable energy through energy attribute certificates.
- Aligning our disclosures with leading sustainability frameworks and standards including the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB), Standard for Professional and Commercial Services and select United Nations Sustainable Development Goals (UNSDGs).

In Q3, we continued advancing our sustainability reporting roadmap in preparation for upcoming global regulatory reporting requirements. This included further strengthening our reporting processes and readiness across relevant jurisdictions.

Supplier diversity

We are proud to have a longstanding history of promoting supplier diversity, aligning with our clients' values. Our Supplier Diversity Program is designed to create opportunities for diverse suppliers who meet our business, procurement, and contractual criteria, while also assisting our clients in reaching their own supplier diversity objectives.

We continue to identify opportunities to improve our program and tracking capabilities to better serve our clients' evolving needs. We exceeded our target by nearly 23%, with Q3 results increasing more than 20% sequentially, reflecting continued progress in our supplier diversity efforts. We remain focused on increasing diverse supplier spend through targeted outreach and expanding the categories we track.

Our dedication is further demonstrated through our memberships with respected organizations including the National Minority Supplier Development Council (NMSDC), Disability:IN Minnesota, and the Women's Business Enterprise National Council (WBENC) in the U.S., as well as the Canadian Council for Indigenous Business (CCIB) and the Canadian Aboriginal and Minority Supplier Council (CAMSC). Through these memberships, we strive to cultivate an inclusive and collaborative supply chain.

Our People

Guided by our Purpose and Values, our team members continue to define the future of intelligent mobility by delivering innovative solutions and exceptional experiences for our clients. During the quarter, we invested in initiatives to strengthen engagement, develop future-ready capabilities, and reinforce an inclusive, high-performing culture.

Engaging our Team Members

During the quarter, we continued to strengthen engagement by creating more opportunities for team members to connect, collaborate, and contribute to Element's success. We completed the move to our new One Adelaide office, bringing Toronto-area team members together in a workplace designed to support collaboration and innovation. We also launched EARN (Employee Advocacy and Referral Network), enabling team members to help grow our business by connecting prospective clients with Element's services through their networks. These initiatives reinforce our collaborative culture and our shared commitment to delivering value for clients. Our annual Global Engagement Survey achieved 85% participation globally and an engagement score of 77%, providing valuable insights that are informing enterprise and team-level actions to continue to strengthen the team member experience.

Growing and Developing our Team

Our Value, **We are experts defining the future of mobility**, reflects our commitment to building the knowledge, skills, and leadership needed to deliver innovative solutions and exceptional client experiences. During the quarter, we invested in learning to support our digital transformation, including new solutions across the Element ONE ecosystem, such as Element Connect, operational innovations such as DigiAdvisor, and Element Commitments learning to reinforce the behaviours that bring our Purpose and Values to life. We also launched a three-part *Leading Through Change* learning series to help leaders build practical skills to navigate change, foster trust and inclusion, create clarity, and drive accountability. In July, Career Month offered learning events, development resources, and career planning tools.

Advancing Inclusion and Community Impact

Inclusion and belonging remain central to our Purpose and Values as we continue to foster an environment where all team members can thrive. During the quarter, we continued to support professional development through our Learn, Empower, Achieve and Drive (LEAD) and DEIB Speaker Series. We also recognized key moments including the anniversary of the Americans with Disabilities Act (ADA), Latin American and Hispanic Heritage Months, and the National Day for Truth and Reconciliation. Our commitment to supporting the communities where we live and work remained a focus. Team members volunteered to support the Holland Bloorview Kids Rehabilitation Hospital, participated in the Come Sleigh Sledge Hockey program, and planted more than 1,000 trees through a reforestation event in Mexico. Across our regions, our Business Resource Groups (BRGs)[8] supported local organizations through initiatives such as our annual golf tournament benefiting the Lift Garage, packing events for The 519, Baby Love, a donation drive for Internado Infantil Guadalupano, volunteering at Food Banks Mississauga where our teams sorted 11,000 pounds of food, serving meals at Baltimore Station, and participating in a 5K supporting charities in the Dublin area.

[8] Business Resource Groups (BRGs) are employee-led groups that foster an inclusive culture by bringing together Element employees who have similar backgrounds, experiences, and/or interests, and their allies. BRG participation is voluntary and open to employees in all global regions who are interested in and support the objectives of the BRG, regardless of their background.

Quarterly Results of Operations

	For the three-month period ended			For the nine-month period ended	
(in US$000's except per share amounts unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	$	**$**	$
Reported results					
Net revenue					
Net interest income and rental revenue	**259,381**	261,927	265,311	**787,839**	764,700
Interest expense	**121,572**	126,064	135,103	**376,649**	395,854
Net financing revenue	**137,809**	135,863	130,208	**411,190**	368,846
Servicing income, net	**164,007**	163,865	156,170	**489,997**	459,988
Syndication revenue, net	**18,898**	16,874	20,012	**59,645**	43,253
Net revenue	**320,714**	316,602	306,390	**960,832**	872,087
Operating expenses					
Salaries, wages and benefits	**85,207**	97,831	78,386	**277,109**	227,210
General and administration expenses	**35,681**	40,419	35,594	**113,139**	107,682
Depreciation and amortization	**18,483**	17,888	16,750	**53,398**	48,838
Share-based compensation	**2,693**	4,790	8,252	**16,818**	28,768
Operating expenses	**142,064**	160,928	138,982	**460,464**	412,498
Other expenses					
Amortization of intangible assets from acquisition	**8,337**	8,971	7,831	**26,287**	23,459
Loss / (Gain) on investments	**134**	39	(87)	**256**	(3,455)
Other expenses	**8,471**	9,010	7,744	**26,543**	20,004
Income before income taxes	**170,179**	146,664	159,664	**473,825**	439,585
Provision for income taxes	**43,039**	35,748	34,432	**117,227**	99,737
Net income for the period	**127,140**	110,916	125,232	**356,598**	339,848
Net (loss) income attributable to non-controlling interests	**(252)**	9	–	**(243)**	–
Net income attributable to common shareholders	**127,392**	110,907	125,232	**356,841**	339,848
Weighted average number of shares outstanding [diluted]	**391,082**	394,876	401,267	**394,731**	402,244
EPS [Diluted]	**0.33**	0.28	0.31	**0.90**	0.84
Dividends declared, per share [$CAD]					
Common share	***0.150000***	*0.150000*	*0.130000*	***0.450000***	*0.390000*

(in US$000's for stated values, except per share amounts)	For the three-month period ended			For the nine-month period ended	
	September 30, 2026	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	$	**$**	$
Adjusted results[9]					
Adjusted operating expenses[10]	**138,679**	141,194	128,726	**421,446**	381,726
Adjusted operating income[11]	**182,035**	176,898	177,664	**540,876**	490,361
Adjusted operating margin[12]	**56.8%**	55.6%	58.0%	**56.2%**	56.2%
Adjusted net income attributable to common shareholders	**137,779**	133,637	133,684	**408,874**	367,425
Adjusted EPS [diluted]	**0.35**	0.34	0.33	**1.04**	0.91

We offer the following commentary on net revenue, operating expenses, pre-tax income margin, net income, and earnings per share for the quarter ended September 30, 2026, which are IFRS measures. In addition, we present and offer commentary on the adjusted results for the quarter ended September 30, 2026, which are non-GAAP financial measures.

Net revenue

Net revenue for Q3 2026 was $321 million, representing an increase of $14 million or 5% over Q3 2025 ("year-over-year"). The improvement was primarily driven by a $10 million favourable foreign exchange impact, with underlying growth supported by higher services revenue.

Relative to Q2 2026 ("quarter-over-quarter"), net revenue increased by $4 million or 1% primarily reflecting improved net financing revenue. On an adjusted basis, net revenue increased by $3 million or 1%.

For the first nine-months of 2026 ("year-to-date"), net revenue was $961 million, up by $89 million or 10% compared to the same period in 2025, driven by broad-based growth across all revenue segments. This included a $43 million favourable foreign exchange impact, primarily driven by the appreciation of the Mexican peso, comprised of $35 million in net financing revenue and $8 million in services revenue.

On an adjusted basis, year-to-date revenue was $962 million, an increase of $90 million or 10% compared to last year. Q2 2026 adjusted syndication revenue excluded a one-time $1.5 million adjustment related to closing costs associated with the inaugural equity residual transaction. No comparable items were recorded in the current quarter, Q1 2026, or year-to-date 2025.

Services income, net

Services revenue reached $164 million, up $8 million or 5% from Q3 2025, benefiting from a 3% increase in VUM and higher services revenue per VUM. Services revenue was broadly consistent with the preceding quarter.

On a year-to-date basis, services revenue totalled $490 million, up $30 million or 7% from the prior year. The increase reflects the same drivers discussed in the year-over-year section.

VUM remains our primary measure of franchise growth, reflecting the addition of new clients and expansion within existing client fleets. Element's commercial priorities are focused on growing VUM,

[9] Considered to be non-GAAP or supplemental financial measures, which do not have any standard meaning prescribed by GAAP under IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. For further information, please see the "IFRS to Non-GAAP Reconciliations" section in this MD&A. We utilize non-GAAP or supplemental financial measures, such as adjusted results to assess our businesses and to measure performance. To arrive at adjusted results, we adjust reported results for "adjusting items".

[10] Adjusted operating expenses are calculated as operating expenses less one-time strategic initiatives costs, share-based compensation, and other expenses that are non-recurring in nature.

[11] Calculated as adjusted net revenue less adjusted operating expenses.

[12] Calculated as adjusted operating income divided by adjusted net revenue.

deepening services penetration, and increasing revenue per vehicle.

Net financing revenue

Net financing revenue ("NFR") grew $8 million or 6% year-over-year to $138 million. The improvement primarily reflected favourable foreign exchange impact and continued leasing and funding benefits, partially offset by lower gains on sale ("GOS") as pricing in the Australia and New Zealand market normalized.

Compared with Q2 2026, net financing revenue increased by $2 million or 1%, reflecting similar funding and GOS dynamics.

Core NFR yield increased to 5.76%, expanding both year-over-year and sequentially, reflecting a timing-related interest benefit and a lower average net earning asset base.

Year-to-date, net financing revenue was $411 million, up $42 million or 11% from the comparable period in 2025. The increase primarily reflected favourable foreign exchange impacts, higher net earning assets and continued funding benefits, which more than offset the impact of lower GOS and higher provisions for credit losses, attributable to the client-specific item in H1 2026.

Net financing revenue yield on average net earning assets

	For the three-month period ended			For the nine-month period ended	
(in US$000's unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Average net earning assets	**$8,138,930**	$8,482,370	$8,532,704	**$8,486,973**	$8,046,268
Net interest income and rental revenue	**12.65%**	12.38%	12.33%	**12.41%**	12.71%
Interest expense	**5.93%**	5.96%	6.28%	**5.93%**	6.58%
Net financing revenue yield on average net earning assets	**6.72%**	6.42%	6.05%	**6.48%**	6.13%
Average debt outstanding	**$8,805,536**	$8,890,196	$8,954,986	**$8,905,454**	$8,723,894
Average cost of debt (Interest expense / average debt)	**5.48%**	5.69%	5.99%	**5.65%**	6.07%
Average 1-Month SOFR rates	**3.76%**	3.64%	4.25%	**3.69%**	4.30%

Syndication revenue

We syndicated $806 million of assets in Q3 2026, compared with $632 million in Q3 2025 and $634 million in Q2 2026. The prior quarter also included $729 million of assets transferred through the equity residual program, bringing combined activity to $1.36 billion.

Syndication revenue was $19 million, down $1 million or 6% year-over-year, reflecting differences in the mix of syndication activity, with higher yields achieved in the prior-year period.

On a quarter-over-quarter basis, revenue increased by $2 million or 12%, supported by higher core syndication volumes. On an adjusted basis, revenue was up by 3%.

For the nine-months ended September 30, 2026, syndication revenue was $60 million and increased by $16 million or 38%, compared to the prior-year period. This growth was primarily supported by a higher level of syndicated assets, which increased by $565 million or 32%, favourable client mix, and the reinstatement of 100% bonus depreciation in H1. Excluding the one-time revenue adjustment in Q2 2026, revenue for the period was $61 million, up $18 million or 41% year-over-year.

We will continue to assess syndication and equity residual funding opportunities based on the relative economics of each structure, while maintaining capital efficiency and balance sheet flexibility to

support long-term shareholder value creation.

Operating expenses and adjusted operating expenses

Operating expenses were $142 million in Q3 2026, up $3 million or 2% year-over-year. The increase primarily reflected continued investments in our Mobility initiatives, inflationary pressures, and higher depreciation and amortization expenses. These increases were partially offset by lower share-based compensation expenses.

On a quarter-over-quarter basis, operating expenses decreased by $19 million or 12%, mainly reflecting the initial benefits from the organizational actions announced in the prior quarter, the timing of technology costs, and lower share-based compensation expenses.

On a year-to-date basis, operating expenses totalled $460 million, and increased by $48 million or 12% compared to the same period in 2025, largely reflecting higher one-time costs and depreciation and amortization expenses, as well as a $9 million unfavourable foreign exchange impact. These increases were partly offset by lower share-based compensation costs.

The first nine-months of 2026 included one-time costs of $11 million in severance expenses related to targeted organizational changes enabled by our digitization and automation initiatives, $6 million associated with the development of the equity residual funding program, $5 million for payments to certain Car IQ personnel contingent upon their continued employment, and $0.7 million in costs associated with the proposed acquisition of FleetPartners. The comparable period in 2025 included $2 million in set-up costs associated with the development of the equity residual program.

On an adjusted basis, operating expenses increased by $10 million or 8% to $139 million year-over-year, outpacing net revenue growth of 5% and resulting in negative operating leverage.

On a year-to-date basis, adjusted expenses totalled $421 million and increased by $40 million or 10% compared to the same period in 2025. The increases were primarily due to the same underlying cost drivers discussed in the reported expense section.

The productivity actions initiated in Q2 remain underway and are expected to generate approximately $20 million of annualized run-rate expense savings in 2027. Initial benefits are beginning to materialize, with adjusted operating expenses decreasing by $3 million or 2% quarter-over-quarter. Both expenses and their year-over-year growth rate have moderated for the second consecutive quarter, with further savings expected over the coming quarters.

Adjusted operating income and adjusted net income attributable to common shareholders

Net income attributable to common shareholders climbed to $127 million in Q3 2026, an increase of $2 million or 2%, and $16 million or 15% compared with Q3 2025 and Q2 2026, respectively.

Adjusted net income attributable to common shareholders reached $138 million, representing an increase of $4 million or 3% versus the same period last year, and generating an adjusted diluted EPS of $0.35, up $0.02 or 6% over the same period.

Sequentially, adjusted net income attributable to common shareholders increased by $4 million or 3%, contributing to a $0.01 or 3% increase in adjusted diluted EPS.

On a year-to-date basis, net income attributable to common shareholders totalled $357 million, an increase of $17 million or 5% compared with the same nine-month period in 2025. On an adjusted basis, net income attributable to common shareholders was $409 million, up $41 million or 11% year-over-year, while adjusted diluted EPS increased by $0.13 or 14% to $1.04 over the same period.

Adjusted operating income ("AOI") was $182 million in Q3 2026, representing growth of $4 million or 2%

from the prior year, and $5 million or 3% sequentially. Year-to-date, AOI increased by $51 million or 10% to $541 million, compared with the first nine-months of 2025.

Pre-tax income margin and adjusted operating margin

Pre-tax income margin expanded to 53.1% in Q3 2026, up 100 basis points from 52.1% in Q3 2025, and up 680 basis points from 46.3% in Q2 2026. The expansions were supported by higher revenue, with moderated expenses further contributing to the improvement quarter-over-quarter.

Adjusted operating margin was 56.8%, compared with 58.0% in Q3 2025 and 55.6% in Q2 2026. For the first nine-months of 2026, pre-tax income margin was 49.3% compared with 50.4% in the prior year, while adjusted operating margin remained essentially unchanged at 56.2%.

Element remains focused on advancing its technology and automation initiatives, structurally reducing its cost to serve, and generating consistent positive operating leverage.

Originations

We originated $1.7 billion of assets in Q3 2026, a decrease of $29 million or 2% from Q3 2025 and $31 million or 2% from Q2 2026.

For the first nine-months of 2026, originations totalled $4.9 billion, down $255 million or 5% compared with the same period in 2025. Excluding the originate-to-syndicate client discussed in preceding quarters, originations increased by 2% year-over-year.

Orders reached $1.4 billion during the quarter, increasing both sequentially and from a year ago, partly reflecting the resumption of orders previously deferred by clients.

However, overall commercial performance in the quarter remained below our expectations.

This performance reflects the need for stronger commercial execution to improve conversion. To address this, we have implemented changes aimed at improving pipeline quality, driving new client acquisition, increasing win rates, and ensuring more consistent conversion of wins and orders into funded assets and recurring revenue growth.

The pace of originations also continued to reflect client caution as macroeconomic and trade uncertainty continue to affect the timing of client purchasing decisions.

Originations and orders remain important indicators of activity within Element's financing business, with replacement cycles and vehicle delivery timing influencing quarterly volumes.

The table below sets out the geographic distribution of originations for the three-month periods ended on the indicated date.

(in US$000's)	**September 30, 2026**		June 30, 2026		September 30, 2025	
	$	**%**	$	%	$	%
United States and Canada	**1,246,934**	**74**	1,268,535	74	1,275,484	74
Mexico	**323,868**	**19**	346,165	20	342,007	20
Australia and New Zealand	**122,237**	**7**	109,513	6	104,801	6
Total	**1,693,039**	**100**	1,724,213	100	1,722,292	100

Summary of Quarterly Information

The following table sets out selected financial information as reported for each of the eight most recent quarters, the most recent of which ended September 30, 2026. This information has been prepared on the same basis as our audited consolidated financial statements for the year-ended December 31, 2025. All necessary adjustments have been included in the amounts stated below to present fairly the unaudited quarterly results when read in conjunction with our audited consolidated financial statements and the related notes to those statements.

(in US$000's except per share amounts and ratios or unless otherwise noted)	**Q3 2026**	Q2 2026	Q1 2026	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024
	$	$	$	$	$	$	$	$
Adjusted net revenue	**320,714**	318,092	323,516	313,423	306,390	290,026	275,671	270,890
Adjusted operating income	**182,035**	176,898	181,943	175,519	177,664	161,850	150,847	143,343
Adjusted net income attributable to common shareholders	**137,779**	133,637	137,458	132,078	133,684	120,983	112,758	107,507
Net income (loss)	**127,140**	110,916	118,542	(60,719)	125,232	112,366	102,250	92,057
EPS, basic	**0.33**	0.28	0.30	(0.15)	0.31	0.28	0.25	0.23
EPS, diluted	**0.33**	0.28	0.30	(0.15)	0.31	0.28	0.25	0.23
Adjusted EPS, basic	**0.35**	0.34	0.35	0.33	0.33	0.30	0.28	0.27
Adjusted EPS, diluted	**0.35**	0.34	0.35	0.33	0.33	0.30	0.28	0.27
Total assets	**13,526,052**	13,411,331	13,557,421	13,884,069	14,083,309	13,861,507	13,152,632	12,700,714
Net earning assets	**8,081,999**	7,961,958	8,439,501	8,855,217	8,790,444	8,290,165	7,576,701	7,403,724
Total debt	**9,246,169**	9,161,338	9,381,099	9,538,652	9,344,838	9,296,691	8,908,953	8,331,106
Originations	**1,693,039**	1,724,213	1,452,852	1,351,297	1,722,292	1,894,380	1,508,869	1,497,822
Allowance for credit losses	**19,624**	19,648	15,344	10,807	8,533	8,870	7,137	6,168
As a % of total finance receivables before allowance	**0.25**	0.26	0.20	0.13	0.10	0.10	0.09	0.08
Senior revolving credit facilities - drawn	**1,765,306**	1,928,990	1,368,888	1,261,147	1,575,792	1,650,254	1,398,496	1,553,350
Borrowings	**7,752,952**	7,502,347	8,195,711	8,445,816	7,926,430	7,791,451	7,647,389	6,910,439

Financial Position

The following table presents a summary of our comparative financial positions, as at:

(in US$000's unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025
	$	$	$
ASSETS			
Cash	**132,791**	202,592	168,737
Restricted funds	**277,361**	301,745	358,875
Finance receivables	**7,754,729**	7,647,486	8,545,402
Equipment under operating leases	**3,023,649**	3,005,941	2,736,904
Accounts receivable and other current assets	**365,421**	310,599	213,511
Derivative financial instruments	**100,904**	55,237	92,388
Property, equipment and leasehold improvements	**113,118**	116,201	105,327
Intangible assets	**585,107**	594,195	617,827
Deferred tax assets	**107,381**	111,985	211,361
Goodwill	**1,065,591**	1,065,350	1,032,977
	13,526,052	13,411,331	14,083,309
LIABILITIES AND SHAREHOLDERS' EQUITY			
Liabilities			
Accounts payable and accrued liabilities	**1,087,927**	1,099,598	1,476,949
Derivative financial instruments	**51,962**	40,229	114,666
Borrowings	**9,518,258**	9,431,337	9,502,222
Deferred tax liabilities	**190,809**	173,812	160,880
	10,848,956	10,744,976	11,254,717
Shareholders' equity attributable to common shareholders	**2,675,540**	2,665,054	2,828,592
Non-controlling interests	**1,556**	1,301	–
Total shareholders' equity	**2,677,096**	2,666,355	2,828,592
	13,526,052	13,411,331	14,083,309

Total assets and liabilities increased by $115 million and $104 million, respectively, from June 30, 2026, and decreased $557 million and $406 million, respectively, from September 30, 2025.

On a year-over-year basis, assets were primarily driven by lower finance receivables, partly offset by higher equipment under operating leases, while liabilities reflected higher deferred tax liabilities and borrowings.

Approximately 48% of Element's assets are non-U.S. dollar-denominated. As a result, changes in the value of our reporting currency, the U.S. dollar, relative to the Mexican peso, the Australian and New Zealand dollars, and the Canadian dollar, may have an impact on our balance sheet.

Portfolio Details

Total finance receivables

The following table breaks down our total finance receivables, which were $107 million higher at September 30, 2026 than at June 30, 2026, primarily driven by higher combined syndication and equity residual funding activity in Q2 2026, offset by a reduced level of originations in Q3 2026.

(in US$000's except ratios or unless otherwise noted)	**September 30, 2026**	June 30, 2026	December 31, 2025
	$	$	$
Net investment in finance receivables	**5,058,350**	4,956,017	6,019,063
Impaired lease receivables	**21,389**	23,241	24,464
	5,079,739	4,979,258	6,043,527
Unamortized origination costs and subsidies	**(65,718)**	(69,386)	(77,297)
Net finance receivables	**5,014,021**	4,909,872	5,966,230
Prepaid lease payments and security deposits	**(102,358)**	(86,867)	(60,686)
Interim funding	**1,185,751**	1,231,027	1,054,489
Fleet management and other receivables	**1,404,850**	1,343,103	1,198,810
Continuing involvement asset	**272,089**	269,999	168,311
	7,774,353	7,667,134	8,327,154
Allowance for credit losses	**19,624**	19,648	10,807
Total finance receivables	**7,754,729**	7,647,486	8,316,347

Allowance for credit losses and charge-offs, net of recoveries

Credit losses and provisions for the nine-month periods ended September 30, 2026 and September 30, 2025, and for the year-ended December 31, 2025, are as follows.

	Nine-month period ended	Nine-month period ended	Year ended
(in US$000's except ratios or unless otherwise noted)	**September 30, 2026**	September 30, 2025	December 31, 2025
	$	$	$
Allowance for credit losses, beginning of period	**10,807**	6,168	6,168
Provision for credit losses	**9,398**	2,060	5,003
Charge-offs, net of recoveries	**(613)**	(50)	(814)
Impact of foreign exchange rates	**32**	355	450
Allowance for credit losses, end of period	**19,624**	8,533	10,807
Charge-offs, net of recoveries, as a % of net investment of finance receivables	**0.01%**	–%	0.01%
Allowance for credit losses, as a % of total finance receivables before allowance	**0.25%**	0.10%	0.13%

Element's policy is to assess (a) the probability of default and (b) loss-given-default for all of its clients, both at lease inception and throughout the term of the lease. Element makes these assessments by performing risk reviews of clients on a periodic basis, reviewing the client's financial condition and ability to service the debt, as well as monitoring the value of the underlying security.

We reviewed the inputs to our expected credit loss model throughout the quarter. We also consider forward-looking macroeconomic information, including modest global economic growth, forecasted overall default rates and the potential impact of changes in GDP on the Company's lease and loan portfolio. Persistent inflationary pressures, elevated energy prices and geopolitical tensions continue to create uncertainty regarding economic conditions and the direction of monetary policy. While economic activity remains resilient, ongoing trade policy uncertainty and higher borrowing costs present risks to business investment and credit conditions in certain sectors.

Our allowance for credit losses remained broadly stable compared to Q2 2026, at a modest 0.25% of total finance receivables, reflecting the resilience of our client base despite portfolio growth and changes in credit mix.

Impaired receivables

Accounts over 120 days past due are considered impaired and are fully provisioned net of any anticipated recoveries and recorded at their net realizable value. Accounts that are contractually delinquent less than 120 days may nonetheless be assessed as impaired. Individual impairment is assessed by examining contractual delinquency and the client's financial condition, such as the identification of the client approaching bankruptcy or the client being in the process of legal or collateral repossession proceedings with a debtor. Impairments of this nature are provisioned by applying probability-weighted assumptions consistent with industry standards and our experience with respect to the probability of an identified account resulting in a client default. We believe the impaired receivables figure in the first table above appropriately reflects the net realizable value of the finance receivables before any allowance for credit losses.

As of September 30, 2026, impaired receivables remain relatively consistent at $21 million (December 31, 2025 - $24 million).

Portfolio distribution by geography

The table below sets forth the geographic distribution of our portfolio of net finance receivables and equipment under operating leases, as at:

(in US$000's unless otherwise noted)	**September 30, 2026**		June 30, 2026		December 31, 2025	
	$	**%**	$	%	$	%
United States and Canada	**3,986,941**	**49.6**	3,904,540	49.3	5,004,599	56.9
Mexico	**2,702,063**	**33.6**	2,690,518	34.1	2,506,017	28.4
Australia and New Zealand	**1,348,666**	**16.8**	1,320,755	16.6	1,291,768	14.7
Total	**8,037,670**	**100.0**	7,915,813	100.0	8,802,384	100.0
Allocated as:						
Net finance receivables	**5,014,021**	**62.4**	4,909,872	62.0	5,966,230	67.8
Equipment under operating leases, net	**3,023,649**	**37.6**	3,005,941	38.0	2,836,154	32.2
Total	**8,037,670**	**100.0**	7,915,813	100.0	8,802,384	100.0

The table below sets forth the geographic distribution of our assets under management, as at:

(in US$000's unless otherwise noted)	**September 30, 2026**		June 30, 2026		December 31, 2025	
	$	**%**	$	%	$	%
United States and Canada	**11,076,870**	**73.2**	10,844,559	73.1	10,801,911	73.2
Mexico	**2,708,983**	**17.9**	2,699,754	18.2	2,657,926	18.0
Australia and New Zealand	**1,347,473**	**8.9**	1,298,419	8.7	1,291,245	8.8
Assets under management	**15,133,326**	**100.0**	14,842,732	100.0	14,751,082	100.0

Liquidity

Our primary sources of liquidity include daily operating cash flows from services, financing/leasing and syndication, as well as financings obtained under our committed credit and debt facilities, commercial paper program, and public or private issuances of debt. Our primary uses of cash are the funding of service receivables, finance receivables, operating leases and other financing assets, and working capital.

Cash flow

Daily cash flow / liquidity

We continuously monitor and manage our liquidity positions by maintaining controls over all sources and uses of cash flow. We also conduct ongoing comprehensive stress-tests to identify potential risks to cash flow and forward funding capacity. Throughout 2026, the results of those tests have confirmed the stability and sustainability of our cash flow and forward funding capacity.

As of September 30, 2026, total credit and debt facilities amounted to $12.0 billion (of which $2.8 billion is committed and undrawn). We are continuously advancing our dynamic liquidity management practices which include enhancing our data analysis capabilities and forecasting processes to support sustainable financial management.

Statement of cash flows - as presented in the consolidated financial statements

Cash provided by operating activities for the nine-month period ended September 30, 2026 was $554 million, compared to the $203 million used in operating activities for the nine-month period ended September 30, 2025. The $757 million improvement was primarily the result of a decrease in finance receivables and other financing assets of $1.2 billion, largely reflecting the impact of the inaugural equity residual transaction. The improvement was further supported by a $118 million increase in cash flow from operations before changes in operating assets and liabilities. This was partly offset by an increase in net investment and disposal of equipment under operating leases at $118 million, and a decrease in other non-cash operating assets and liabilities of $413 million.

Cash used in investing activities for the nine-month period ended September 30, 2026 was $42 million compared to $39 million for the nine-month period ended September 30, 2025. The year-over-year change is driven by an increase in the purchase of intangible assets of $7 million, partly offset by $1 million of cash proceeds from investments in the current period and $2 million investment expenditures in the prior period.

Cash used in financing activities for the nine-month period ended September 30, 2026 was $398 million, compared to $476 million provided by financing activities for the nine-month period ended September 30, 2025. The year-over-year change is primarily due to the higher net repayment of senior notes, asset-backed securities and borrowings of $884 million, and an increase in share repurchases under our normal course issuer bid of $132 million. This was partly offset by a decrease in restricted funds of $144 million.

Free cash flow

We present our view of our adjusted free cash flow in our Supplementary Information document available on our website.

The table below illustrates the reconciliation of "cash flow from operations" to "adjusted free cash flow":

	For the three-month period ended			For the nine-month period ended	
(in US$000's unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	$	**$**	$
Cash flow from operations	**(119,649)**	286,634	145,663	**554,208**	(202,943)
Depreciation of equipment under operating leases	**(166,389)**	(163,663)	(150,066)	**(500,158)**	(420,828)
Change in finance receivables	**259,497**	(503,407)	166,196	**(696,448)**	502,058
Change in equipment under operating leases	**227,237**	237,422	221,934	**662,967**	545,208
Sustaining capital investments	**(10,167)**	(10,417)	(12,761)	**(28,293)**	(27,344)
Other	**(16,122)**	306,453	(203,961)	**515,990**	78,234
Adjusted free cash flow	**174,407**	153,022	167,005	**508,266**	474,385

Credit and debt facilities

Maintaining our investment-grade balance sheet and access to diversified sources of cost-efficient capital is a strategic imperative for us.

As of September 30, 2026, we had approximately $2.8 billion of committed, undrawn liquidity available across our senior unsecured revolving credit facilities ($1.5 billion), secured variable funding note facilities ($1.1 billion), and cash of $133 million. Commitments under these facilities are funded by a syndicate of leading Canadian, U.S. and international banks, which provide us with access to efficient liquidity and capital required to support the growth of our business.

As at		**September 30, 2026**		
(in US$000's unless otherwise noted)	**$**	**%**	**$**	**$**
	Facility size	**Undrawn amount**		**Drawn amount**
Senior unsecured revolving credit facilities[1]	**3,300,000**	***46.5%***	**1,534,694**	**1,765,306**
Senior notes	**3,150,000**	**—**	**—**	**3,150,000**
Term loan	**74,942**	**—**	**—**	**74,942**
Vehicle management asset-backed debt facilities				
Term notes in amortization	**325,804**	**—**	**—**	**325,804**
Variable funding notes	**5,056,627**	***21.8%***	**1,100,000**	**3,956,627**
Other	**42,921**	***16.1 %***	**6,897**	**36,024**
Total vehicle management asset-backed debt	**5,425,352**	***20.4%***	**1,106,897**	**4,318,455**
Total cash			**132,791**	
Total capital available for continuing operations			**2,774,382**	

As at	June 30, 2026			
(in US$000's unless otherwise noted)	$	%	$	$
	Facility size	Undrawn amount		Drawn amount
Senior unsecured revolving credit facilities[1]	3,300,000	*41.5%*	1,371,010	1,928,990
Senior notes	3,150,000	–	–	3,150,000
Term loan	76,545	–	–	76,545
Vehicle management asset-backed debt facilities				
Term notes in amortization	549,505	–	–	549,505
Variable funding notes	4,993,422	*30.8%*	1,540,416	3,453,006
Other	45,973	*12.7 %*	5,830	40,143
Total vehicle management asset-backed debt	5,588,900	*27.7%*	1,546,246	4,042,654
Total cash			202,592	
Total capital available for continuing operations			3,119,848	

1. Includes outstanding issuances made under our U.S. Commercial Paper program.

Senior unsecured revolving credit facilities

The senior unsecured revolving credit facilities are comprised of (i) a $2.4 billion committed revolving facility with a syndicate of lenders, including Canadian, U.S. and international banks (the "Syndicated Senior Credit Facility"), and (ii) a $900 million committed revolving facility (the "Committed Credit Facility").

i) Syndicated Senior Credit Facility and U.S. Commercial Paper program

The borrowers' obligations under the Syndicated Senior Credit Facility are senior unsecured obligations and are guaranteed by Element and its material subsidiaries. Borrowings under this facility are available in Canadian dollars, U.S. dollars, Australian dollars and New Zealand dollars, and pricing is based on an applicable benchmark (depending on the applicable currency) plus a margin determined in accordance with a debt ratings-based pricing grid.

Our U.S. dollar denominated commercial paper ("US CP") program permits issuances up to a maximum aggregate principal amount of $750 million. Funds borrowed under this program are short-term, with maturities of 397 days or less, and are issued at a discount. The obligations under the US CP program are unsecured and backstopped by the Syndicated Senior Credit Facility dollar-for-dollar. As of September 30, 2026, we had $750 million of U.S. CP outstanding.

In November 2025, the Syndicated Senior Credit Facility was amended; the available capacity was reduced by $25 million to $2.4 billion, and the maturity date was extended by one year, to November 2028.

ii) Committed Credit Facility

The Committed Credit Facility is designated to finance our New Zealand and Mexican operations. Borrowings under this facility are available in U.S. dollars, New Zealand dollars and Mexican pesos, with pricing based on an applicable benchmark (depending on the applicable currency) plus a margin determined in accordance with a debt ratings-based pricing grid.

In April 2026, the Committed Credit Facility was amended, and the available capacity was increased by $50 million to $900 million. Additionally, the maturity date of the revolving portion of the facility was extended to April 26, 2027, and the non-revolving portion was extended to March 25, 2031.

As of September 30, 2026, approximately $1.8 billion was drawn on the senior unsecured revolving credit facilities (December 31, 2025 - $1.3 billion) leaving us with access to approximately $1.5 billion (December 31, 2025 - $2.0 billion) of available financing under these facilities.

Australian Overdraft Facility

In November 2025, Custom Fleet Pty Limited, an Australian subsidiary, entered into a $28 million (AUD 40 million) overdraft facility with a single relationship bank. Borrowings under the Australian Overdraft Facility are available in Australian dollars only and are subject to an applicable benchmark based on the currency. Borrowings on the facility are repayable on demand, and are available for general corporate purposes.

As of September 30, 2026, the Company had $11.8 million (AUD 17 million) outstanding under this facility.

Senior Notes

In May 2026, we issued $500 million of 4.800% senior unsecured investment-grade notes, maturing on May 29, 2029, with interest payable semi-annually on May 29 and November 29, commencing November 29, 2026. The net proceeds from the issuance were used, together with other available funds, to exercise the early redemption clause and fully redeem the outstanding $750 million 6.271% senior unsecured investment-grade notes, which would have otherwise matured on June 26, 2026.

As at September 30, 2026, we had $3.2 billion in outstanding senior unsecured notes (December 31, 2025 - approximately $3.4 billion).

Term Loan

In December 2024, we entered into a sustainability-linked amortizing term loan agreement ("Term Loan") with a lender. The Term Loan was established with a facility size of $85.2 million as at December 31, 2025 (MXN 1.5 billion), denominated in Mexican pesos, with the option to increase the facility up to the Mexican peso equivalent of $100 million upon the inclusion of an additional lender. The obligations of the borrower under this facility are unsecured and rank equally with our other unsecured credit facilities. Borrowings under this facility are based on an applicable benchmark plus a margin determined in accordance with a debt ratings-based pricing grid with a reduction in the margin if certain sustainability-related metrics in connection with our operations in Mexico are achieved. Funds under the Term Loan facility were drawn in January 2025. The facility is set to mature in December 2029 and amortizes through semi-annual principal repayments in June and December. Following the first scheduled principal repayment of $10.7 million (MXN 191.4 million) in June 2026, the outstanding principal balance was reduced to $74.9 million (MXN 1.3 billion). In July 2026, we achieved the sustainability-related metrics in Mexico, resulting in a reduction to the margin under the facility.

As of September 30, 2026, Element had available and unutilized funding capacity of nil (December 31, 2025 - nil) under the existing commitment.

Vehicle Management Asset-Backed Debt

Vehicle management asset-backed debt includes term notes and variable funding notes, and other secured funding programs across all regions.

U.S. Fleet Receivables Securitization Arrangement

We operate, through an indirect wholly-owned special-purpose subsidiary, two securitization programs to fund U.S. fleet assets.

(i) Chesapeake II: As part of our transition of moving our U.S. and Canadian leasing operations to Dublin, Ireland, on July 31, 2024, we repaid the outstanding balance on our $3.0 billion variable funding note facility ("Chesapeake II warehouse") using funds from the Syndicated Senior Credit Facility, and subsequently terminated the Chesapeake II warehouse.

In August 2026, we paid down a term series note under the Chesapeake II program, with an aggregate outstanding principal amount of approximately $152 million at the time of redemption.

As of September 30, 2026, we had one series of term notes outstanding under the Chesapeake II program, with an aggregate principal amount of approximately $326 million (December 31, 2025 - approximately $1.0 billion).

(ii) Chesapeake IV: In August 2024, we established a new Chesapeake IV warehouse ("CFIV warehouse") facility under the Ireland structure in the amount of $3.0 billion. In August 2025, the CFIV warehouse maturity was extended to December 2026, and the available capacity was increased to $3.3 billion. The CFIV warehouse is collateralized by beneficial interests in specified vehicles, leases and related rights.

As of September 30, 2026, $2.2 billion was drawn against this facility (December 31, 2025 - $2.2 billion), leaving us with access to $1.1 billion of available financing.

In June 2026, we completed a structured financing arrangement involving the transfer of finance lease receivables and related cash flows to structured financing vehicles. Proceeds from this transaction were used to repay a portion of the Chesapeake IV variable funding notes.

Canadian Fleet Receivables Funding Arrangement

We operate, through an indirect wholly-owned special-purpose limited partnership subsidiary, a program to fund the origination of Canadian fleet assets. The securitization series provides for the issuance of variable funding notes.

Under the Canadian securitization program, we may arrange to sell beneficial interests in specified vehicles, leases and related rights to the subsidiary, which in turn finances such purchases by issuing corresponding series of notes to financial institutions and other institutional investors. Such financings take the form of series issuances of “pass-through notes”, which substantially mirror the performance of the specified lease assets corresponding to the series. We may also decide to sell lease assets or related cash flows directly to financial institutions and other institutional investors in certain circumstances. In both cases, we act as the servicer of the underlying fleet lease assets. We also guarantee the performance of its related obligations in certain transactions.

In September 2025, the facility commitment size was reduced by $141 million (CAD 200 million) to $705 million (CAD 1 billion). In November 2025, the facility was extended for a term of 2 years, with a new maturity of November 2027. As of September 30, 2026, the facility was fully utilized with $705 million (CAD 1.0 billion) in outstanding balances.

The Canadian securitization program is supported by issuances of letters of credit under a letter of credit facility provided by a Canadian bank. In the fourth quarter of 2025, the facility was amended to increase the commitment from $34 million (CAD 48 million) to $35 million (CAD 49 million) and the maturity date was extended to November 2027.

As of September 30, 2026, Element had issued outstanding letters of credit for the full amount of the facility.

Australian Fleet Receivables Securitization program

We operate, through a special-purpose trust, a securitization program to fund the origination of Australian fleet assets. In May 2026, we extended the maturity of the Australian fleet receivables securitization facility to May 2027 and reduced the facility amount from $769 million (AUD 1.1 billion) to $699 million (AUD 1.0 billion).

In August 2026, we increased the facility amount from $699 million (AUD 1.0 billion) to $752 million (AUD 1.1 billion). As of September 30, 2026, the facility was fully utilized with $752 million (AUD 1.1 billion) in outstanding balances.

Other Asset-Backed Receivables Financing Agreement

In June 2025, our Mexican subsidiary entered into a non-recourse financing transaction with a third party, where the future cash flows associated with certain leases were monetized in exchange for an upfront payment of $13 million (MXN 239 million). The liability is secured by a pledge of the vehicles underlying the applicable leases. As at September 30, 2026, the Company had $9 million (MXN 168 million) outstanding.

Through an indirect wholly-owned special purpose subsidiary, we participate in a service receivables financing program with one financial institution for our U.S. service revenue business. In September 2025, the facility was extended for a period of two years to September 2027, and its capacity was increased from $200 million to $300 million. As of September 30, 2026, Element had available, unused funding of nil under this commitment.

Capital Resources

Capitalization

Our funding activities are well diversified by facility, geography, currency, investor and lender and include both secured and unsecured sources.

Our capitalization is calculated as follows:

As at	September 30, 2026	June 30, 2026	December 31, 2025
(in US$000's)	$	$	$
Cash	**132,791**	202,592	159,219
Unsecured debt			
Senior unsecured revolving credit facilities	**1,765,306**	1,928,990	1,261,147
6.271% Senior Notes due 2026	**—**	—	750,000
5.643% Senior Notes due 2027	**750,000**	750,000	750,000
6.319% Senior Notes due 2028	**750,000**	750,000	750,000
4.800% Senior Notes due 2029	**500,000**	500,000	–
5.037% Senior Notes due 2030	**650,000**	650,000	650,000
4.641% Senior Notes due 2030	**500,000**	500,000	500,000
Term loan	**74,942**	76,545	85,187
Vehicle Management Asset-Backed Debt			
Revolving term notes in amortization	**325,804**	549,505	1,034,182
Variable funding notes	**3,956,627**	3,453,006	3,738,869
Other	**36,024**	40,143	24,386
Deferred financing costs	**(23,066)**	(27,371)	(32,063)
Hedge accounting fair value adjustments	**(39,468)**	(9,480)	26,944
Continuing involvement liability	**272,089**	269,999	168,311
Total borrowings	**9,518,258**	9,431,337	9,706,963
Shareholders' equity attributable to common shareholders			
Common share capital	**2,180,690**	2,193,590	2,236,915
Other	**494,850**	471,464	483,352
Total Shareholders' Equity Attributable to Common Shareholders	**2,675,540**	2,665,054	2,720,267
Total Capitalization	**12,193,798**	12,096,391	12,427,230

Growing profitability, adjusted free cash flow and syndication all contribute to the deleveraging of our balance sheet.

Normal course issuer bids

On November 18, 2025, the TSX approved our intention to renew our normal course issuer bid (the "2025 NCIB"). Under the 2025 NCIB, Element may purchase on the open market (or otherwise as permitted) up to 39,930,568 Common Shares, at our discretion during the period commencing on November 20, 2025 and ending on the earlier of November 19, 2026 and the completion of purchases under the 2025 NCIB. There cannot be any assurance as to how many common shares, if any, will ultimately be purchased pursuant to the 2025 NCIB.

During the first nine-months of 2026, we purchased 10,551,500 common shares for cancellation at a volume weighted average price of CAD$28.56.

Element applies trade date accounting in determining the date on which the share repurchase is reflected in the consolidated financial statements. Trade date accounting is the date on which the Company commits itself to purchase the shares.

In furtherance of the Company's return of capital plan, Element intends to renew its normal course issuer bid ("2026 NCIB") for its common shares. If accepted by the TSX, Element would be permitted under the 2026 NCIB to purchase for cancellation, through the facilities of the TSX or such other permitted means, up to 10% of the public float (calculated in accordance with TSX rules) of Element's issued and outstanding common shares during the 12 months following such TSX acceptance at prevailing market prices (or as otherwise permitted). The actual number of the Company's common shares, if any, that may be purchased under the 2026 NCIB, and the timing of any such purchases, will be determined by the Company, subject to applicable terms and limitations of the 2026 NCIB (including any automatic share purchase plan adopted in connection therewith). There cannot be any assurance as to how many shares, if any, will ultimately be purchased pursuant to the 2026 NCIB. If the 2026 NCIB renewal is accepted by the TSX, any subsequent renewals of the 2026 NCIB will be in the discretion of the Company and subject to further TSX approval.

Leverage

We view both debt-to-capital and tangible leverage as indicators of the strength of our financial position. Our bank covenants are set at an 80% debt-to-capital threshold, while our target range is set between 73% and 77%. At September 30, 2026, our debt-to-capital ratio was 76.7% (December 31, 2025: 76.9%).

The Company remains committed to upholding a strong investment-grade balance sheet.

Our financial leverage is calculated as follows:

As at		**September 30, 2026**	December 31, 2025
(in US$000's, except ratios or unless otherwise noted)		**$**	$
Borrowings		**9,518,258**	9,706,963
Less: Continuing involvement liability		**(272,089)**	(168,311)
Total debt	**(a)**	**9,246,169**	9,538,652
Total shareholders' equity	**(b)**	**2,677,096**	2,720,267
		11,923,265	12,258,919
Cash and restricted funds	**(c)**	**410,152**	504,062
Total net debt	**(d) = (a) - (c)**	**8,836,017**	9,034,590
Debt-to-capital	**(d)/[(d)+(b)]**	**76.7%**	76.9%

We were in compliance with all financial and reporting covenants of all of our lenders at September 30, 2026.

Credit ratings

Our ability to access financing on a cost-effective basis is largely dependent on maintaining strong investment-grade credit ratings. Credit ratings and outlooks assigned by rating agencies are based on their independent assessments and methodologies. The credit ratings are subject to change based on

several factors, including but not limited to our financial strength, competitive position, liquidity and other factors not entirely within our control.

Credit Ratings[1] as at September 30, 2026

Rating agency	Issuer rating	Commercial Paper rating	Outlook
DBRS, Inc.	A (low)	N/A	Stable
Fitch Ratings	BBB+	F2	Stable
Kroll Bond Rating Agency	A-	N/A	Stable
S&P Global Ratings	BBB	A-2	Stable

(1) Credit ratings are not recommendations to purchase, sell or hold a financial obligation in as much as they do not comment on market price or suitability for a particular investor. Ratings are determined by the rating agencies based on criteria established from time to time by them and are subject to revision or withdrawal at any time by the rating organization.

In Q3 2026, DBRS, Inc. affirmed Element's long-term issuer credit rating of A (low) with a stable trend, and Fitch Ratings concurrently affirmed its investment-grade issuer rating of BBB+ and commercial paper rating of F2, each with stable outlooks.

In Q4 2025, Kroll Bond Rating Agency affirmed Element's long-term issuer credit rating of A- with a stable trend, and Standard & Poor's concurrently affirmed its investment-grade issuer rating of BBB and commercial paper rating of A-2, each with stable outlooks.

Risk Management & Risk Factors

We have risk management processes in place to monitor, evaluate and manage the principal risks we assume in conducting our business. Our primary risks have not changed materially from those described in the "Risk Management & Risk Factors" section of our 2025 Annual MD&A.

We continue to maintain our ECRI, which evaluates risks impacting revenue, credit and collections, operations, treasury, information technology and people. The ECRI aligns with our Risk Appetite Statements, providing clear metrics and thresholds for effective risk management.

Economic Conditions & Outlook

Outlook

Element continues to see significant opportunity across its markets, supported by the large number of fleets that remain self-managed and the potential to deepen relationships with existing clients. We have taken targeted actions to strengthen commercial execution, with a focus on increasing new client acquisitions, improving pipeline quality, and more consistent conversion of wins and orders.

We expect these actions to support originations and VUM growth over time, with the pace of growth to emerge progressively as business wins are implemented and translated into revenue. We also recognize that some existing clients are taking a more measured approach to fleet investment amid the current economic environment and trade uncertainty. This outlook assumes no significant impact related to changes in the trade agreements between the U.S., Mexico, and Canada.

2026 Financial Guidance

Element currently expects full-year 2026 originations will be below the Financial Guidance range, and that other full-year 2026 financial metrics will be at or near the lower end of their respective ranges. This reflects continued client hesitation amid economic and trade uncertainty, together with the time required for orders to convert into funded assets and revenue growth. The following table presents year-to-date results against full-year Guidance.

(in US$, except per share amounts)	**Full-Year 2026 Guidance**	**Year-to-date 2026 Actuals**
Adjusted net revenue	$1.280 - $1.305 billion	$0.962 billion
Implied YoY Growth	8%-10%	
Adjusted operating margin	56.3% to 57.3%	56.2%
Adjusted operating income	$720 - $745 million	$541 million
Implied YoY Growth	8-12%	
Adjusted EPS [diluted]	$1.40-$1.45	$1.04
Implied YoY Growth	13%-17%	
Adjusted free cash flow per share	$1.67-$1.72	$1.29
Implied YoY Growth	6-10%	
Originations	$6.5 - $6.9 billion	$4.9 billion
Implied YoY Growth	0-7%	

Preliminary 2027 outlook

Looking ahead to 2027, we expect net revenue growth to moderate to the low-single-digit range, excluding the impact of foreign exchange translation, as slower commercial growth continues to impact our near-term outlook. The translation impact of the Mexican peso relative to the U.S. dollar is expected to create an additional headwind to reported revenue growth.

Against this backdrop, we are intensifying our focus on productivity, operational efficiencies and disciplined cost management, while continuing to deploy capital through share repurchases to support adjusted earnings per share and free cash flow per share growth.

As is customary, we will provide our full 2027 Financial Guidance alongside Q4 and full-year 2026 results in February 2027.

Capital allocation priorities

Our capital allocation priorities remain as follows:

- Prudently invest in our business;
- Maintain a debt-to-capital ratio between 73% and 77%;
- Grow the common share dividend in keeping with our target payout range of 25% to 35% of last twelve months' adjusted free cash flow per share; and
- Repurchase common shares under our NCIB with excess capital.

Further information on our NCIB can be found above under the 'Normal course issuer bids' section of this MD&A.

Economic conditions

Macro and economic conditions, including rising global trade tensions, geopolitical developments in regions such as the Middle East, potential inflationary pressures, slowing economic activity, an

uncertain interest rate environment, rising fuel prices, and a rapidly evolving fleet and mobility landscape offer both opportunities and challenges for our business. We closely monitor these factors and fleet industry trends to refine existing strategies or introduce new ones where appropriate to mitigate risks, optimize fleet ROI and capitalize on opportunities to ensure our long-term success.

Inflation

We closely monitor inflation trends and take appropriate measures to mitigate any adverse effects on our company's financial performance.

To date, inflation has been additive to our business. Our business model allows us to transfer much of the increase in our costs to our clients in a contractually agreed-upon manner. We expect client demand to remain resilient in the upcoming year, although the pace of net revenue growth will reflect the timing of commercial improvements and broader economic conditions.

Inflation and tight labour markets have also contributed to increases in operating costs. We will continue to explore and execute opportunities to manage our expenses through enhanced operating efficiencies.

Recession

We believe that our value proposition – lowering our clients' total cost of fleet operations and reducing their administrative burden - becomes more attractive and relevant to existing and prospective clients during recessionary periods (where pressure to manage operating costs and realize efficiencies increases). However, we acknowledge that during recessionary periods, business spending and investments may decline and we may experience a decrease in demand for our products or services, leading to lower sales and revenue.

We closely monitor economic indicators and client behaviour to anticipate and respond to any potential recessionary impacts.

There are many factors that contribute to our business model's resilience across economic cycles:

- Element manages vehicles that are primarily viewed as mission-critical by our clients given the roles the vehicles play in our clients' ability to generate revenue and meet stakeholder expectations. Consequently, service consumption and replacement vehicle demand are typically less impacted in a downturn.
- Our "credit first, collateral second" underwriting philosophy mitigates credit losses as we focus on maintaining a strong credit quality client base, diversified across industries and geographies.
- Element leases are typically among the first contracts to be affirmed by administrators in a bankruptcy scenario given the aforementioned mission-critical nature of the leased vehicles.
- The nature of our security positions (e.g. cross-collateralization of leases, and cross-default provisions with respect to our service receivables) as part of our pro-active collateral management practices has proven effective, minimizing real economic losses for Element in the rare cases of client bankruptcy. Historically, our real economic losses as a percentage of total finance receivables have been in the low single-digit basis point range.

Interest rates

Interest rates play an important role in our business by impacting our borrowing costs. When interest rates rise, so do our borrowing costs. This increase can make it more costly to finance our clients' fleets and service activity as well as our own operational activity, including new projects. Conversely, when interest rates decline, they can stimulate economic activity, and potentially increase demand for our

products or services. We closely monitor interest rate movements and adjust our financial strategies accordingly.

Moreover, our business model is largely agnostic to base interest rate movements as we match fund our leases based on interest rate type (fixed vs floating). This careful monitoring of borrowing costs ensures new leases reflect appropriate credit spreads. We actively manage our funding facilities to optimize lease interest margins. Once a lease is activated, the interest margin is locked in for the life of the asset on our balance sheet. After activation, our exposure is limited to credit spread risk for the duration of the lease. That said, we maintain a measured and limited exposure to rate movements, aligned with our overall risk appetite and financial objectives.

Syndication market

The vehicle lease syndication market remains active, with stable pricing and continued investor demand.

Net syndication yield was 2.4% in Q3 2026, compared with 3.2% in Q3 2025, primarily reflecting a shift in client mix. Syndication remains an important component of Element's capital management strategy, providing an efficient source of funding and supporting balance sheet flexibility. The introduction of the equity residual program in Q2 provides an additional funding channel, allowing us to evaluate funding alternatives based on relative economics while maintaining capital efficiency.

Critical Accounting Policies and Estimates

Management's discussion and analysis of financial condition and results of operations are made with reference to the unaudited interim condensed consolidated financial statements and the accompanying notes for the three and nine-month periods ended September 30, 2026. A summary of our material accounting policies is presented in Note 2 to the audited consolidated financial statements and the accompanying notes for the year ended December 31, 2025. The unaudited interim condensed consolidated financial statements and the accompanying notes for the three and nine-month periods ended September 30, 2026 have been prepared in conformity with accounting policies disclosed in the audited consolidated financial statements and the accompanying notes for the year ended December 31, 2025, except as discussed below.

Derecognition of financial assets – transfers to structured entities established by the Company

The Company enters into structured financing arrangements involving the transfer of finance lease receivables and related cash flows to structured entities or other financing vehicles. These arrangements may include multiple contracts entered into contemporaneously, including asset transfer agreements, servicing arrangements, retained debt or equity interests, guarantees, demand notes, capital funding commitments, or other forms of continuing involvement. When such contracts are designed to achieve a single overall commercial effect, the Company accounts for the contracts as a single arrangement.

For structured financing arrangements involving structured entities, the Company first assesses whether it controls the structured entity in accordance with IFRS 10, *Consolidated Financial Statements*. This assessment considers the purpose and design of the structured entity, the activities that most significantly affect returns, the Company's exposure to variable returns, substantive rights held by third parties, and whether the Company's decision-making or servicing rights are exercised as principal or as agent. Where the Company does not control a structured entity, it assesses whether its retained interests provide joint control or significant influence. Decision-making rights exercised in the capacity of an agent are excluded from the Company's assessment of significant influence. Interests that do not provide control, joint control, or significant influence are accounted for as financial instruments under IFRS 9, *Financial Instruments*.

The Company applies the IFRS 9 derecognition requirements to finance lease receivables transferred through these arrangements. Where the Company has neither transferred nor retained substantially all of the risks and rewards of ownership and retains control of the transferred receivables, the Company recognizes the transferred receivables to the extent of its continuing involvement, together with an associated liability. Continuing involvement may include retained exposure to the transferred receivables through equity interests, debt interests, guarantees, demand notes, capital funding commitments, or other contractual exposures. The continuing involvement asset and associated liability are subsequently measured in a manner that reflects the nature of the Company's retained exposure and are reduced as the Company's exposure to the underlying transferred receivables decreases.

Retained interests are classified and measured in accordance with IFRS 9 based on the contractual cash flow characteristics of the instrument and the Company's business model for managing the instrument. Gains and losses arising on derecognition of finance lease receivables, including related transaction costs and accelerated recognition of related deferred costs, are presented in syndication revenue, net.

Related Party Transactions

Our related parties include the following persons and/or entities: (a) associates, or entities which are controlled or significantly influenced by us; (b) key management personnel, which are comprised of directors and/or officers of the Company and those persons having authority and responsibility for planning, directing and controlling the activities of the Company; and (c) entities controlled by key management personnel.

Recently Adopted Accounting Standards

Amendments to the Classification and Measurement of Financial Instruments

Effective January 1, 2026, the Company adopted the IASB's *Amendments to the Classification and Measurement of Financial Instruments (amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures)* ("Amendments"). The Amendments were applied retrospectively with no restatement to prior periods. The Amendments clarify, among other matters, the date of recognition and derecognition of certain financial assets and financial liabilities and introduce an accounting policy election for certain financial liabilities settled through qualifying electronic payment systems. The Company has evaluated its eligibility to adopt the accounting policy election available to it for financial liabilities settled through electronic payment systems and concluded that it meets the relevant criteria. Therefore, the Company has adopted this election.

For the Company's disbursement processes involving cheques, the electronic-payment-system election is not applicable. Accordingly, cheques issued but not yet cleared at the reporting date do not extinguish the related financial liability and do not reduce cash and cash equivalents until the cheque clears the financial institution and funds are deposited in the payee's bank account. The Amendments were adopted with retrospective application as of January 1, 2026 for the Company's outstanding cheques.

Future Accounting Changes

All applicable accounting standards effective for periods beginning on or after January 1, 2026 have been adopted by us. The following IFRS pronouncements have been issued but are not yet effective and may have a future impact on our consolidated financial statements.

Presentation and disclosure in financial statements

IFRS 18, *Presentation and Disclosure in Financial Statements* ("IFRS 18") will replace IAS 1, Presentation of Financial Statements ("IAS 1"). IFRS 18 substantially carries forward IAS 1 accounting requirements for recognition and measurement of items in the financial statements, with changes to improve companies' reporting of financial performance which will enhance investors' ability to analyze and compare financial results between companies. The new standard may impact the structure of the statement of profit or loss, disclosure in the financial statements for certain profit or loss performance measures that are reported outside of the financial statement such as management-defined performance measures, and redefining the principles of aggregate and disaggregate grouping of items based on their shared characteristics. IFRS 18 is to be effective for fiscal years beginning on or after January 1, 2027 and also applies to comparative information. We are currently evaluating the potential impact that the adoption of IFRS 18 will have on our consolidated financial statements.

Internal Control over Disclosure and Financial Reporting

The Chief Executive Officer ("CEO") and the Chief Financial Officer ("CFO") are responsible for establishing and maintaining disclosure controls and procedures to ensure that material information is being recorded, processed, summarized, and reported to senior management, including the certifying officers and other members of the Board of Directors, on a timely basis, so that appropriate decisions can be made regarding public disclosure. In addition, the CEO and CFO are responsible for establishing and maintaining internal controls over financial reporting to a standard that provides reasonable assurance of the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

As of September 30, 2026, we evaluated the design of Element's disclosure controls and procedures as defined under National Instrument 52-109. Based on that evaluation, the CEO and CFO concluded that the design of disclosure controls and procedures was effective.

Limitations on the effectiveness of disclosure controls and internal controls over financial reporting

It should be noted that while our CEO and CFO believe that our internal control system and disclosure controls and procedures provide a reasonable level of assurance that the objectives of the control systems are met, they do not expect that our control systems will prevent all errors and fraud. A control system, no matter how well conceived or operated, can provide only reasonable, not absolute, assurance that the objectives of the control system are met. The design of any system of controls is also based in part upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving our stated goals under all potential conditions.

We have an established process in place which includes the ongoing testing and reporting of the results to senior management and the Board of Directors on the effectiveness of the disclosure controls and internal controls over financial reporting.

For the three and nine-month periods ended September 30, 2026, there were no changes in internal controls over financial reporting that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

IFRS to Non-GAAP Reconciliations, Non-GAAP Measures and Supplemental Information

Our unaudited interim condensed consolidated financial statements have been prepared in accordance with IFRS as issued by the IASB and the accounting policies we adopted in accordance with IFRS. These unaudited interim condensed consolidated financial statements reflect all adjustments that are, in the opinion of management, necessary to present fairly our financial position as at September 30, 2026 and September 30, 2025, the results of operations, comprehensive income and cash flows for the three-month period-ended September 30, 2026, June 30, 2026, and September 30, 2025 and for the nine-month period ended September 30, 2026 and September 30, 2025.

Non-GAAP and IFRS key annualized operating ratios and per share information of the operations of the Company:

			As at and for the three-month period ended		As at and for the nine-month period ended	
(in US$000's except ratios and per share amounts or unless otherwise noted)		**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Key annualized operating ratios						
Leverage ratios						
Financial leverage ratio	$P_2/(P_2+R)$	**76.7%**	76.5%	75.7%	**76.7%**	75.7%
Average financial leverage ratio	Q/(Q+V)	**76.5%**	76.5%	76.0%	**76.5%**	75.8%
Other key operating ratios						
Allowance for credit losses as a % of total finance receivables before allowance	F/E	**0.25%**	0.26%	0.10%	**0.25%**	0.10%
Adjusted operating income on average net earning assets	B/J	**8.87%**	8.36%	8.26%	**8.52%**	8.15%
Adjusted operating income on average tangible total equity of Element	D/(V-L)	**51.7%**	50.3%	45.2%	**51.3%**	43.9%
Per share information						
Number of shares outstanding	W	**388,921**	391,332	400,519	**388,921**	400,519
Weighted average number of shares outstanding [basic]	X	**391,009**	394,744	401,029	**394,599**	402,057
Weighted average number of shares outstanding [diluted]	Y	**391,082**	394,876	401,267	**394,731**	402,244
Net income per share [basic]	A/X	**$0.33**	$0.28	$0.31	**$0.90**	$0.85
Net income per share [diluted]	A/Y	**$0.33**	$0.28	$0.31	**$0.90**	$0.84
Adjusted EPS [basic]	D/X	**$0.35**	$0.34	$0.33	**$1.04**	$0.91
Adjusted EPS [diluted]	D/Y	**$0.35**	$0.34	$0.33	**$1.04**	$0.91

We use a variety of both IFRS and non-GAAP and Supplemental Measures, and non-GAAP ratios to monitor and assess our operating performance. We use these non-GAAP and Supplemental Financial Measures because we believe that they may provide useful information to investors regarding our performance and results of operations.

The following table provides a reconciliation of certain IFRS to non-GAAP measures related to our operations and other supplemental information.

		For the three-month period ended			For the nine-month period ended	
(in US$000's except per share amounts or unless otherwise noted)		**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Reported results		**$**	$	$	**$**	$
Services income, net		**164,007**	163,865	156,170	**489,997**	459,988
Net financing revenue		**137,809**	135,863	130,208	**411,190**	368,846
Syndication revenue, net		**18,898**	16,874	20,012	**59,645**	43,253
Net revenue		**320,714**	316,602	306,390	**960,832**	872,087
Operating expenses		**142,064**	160,928	138,982	**460,464**	412,498
Operating income		**178,650**	155,674	167,408	**500,368**	459,589
Operating margin		**55.7%**	49.2%	54.6%	**52.1%**	52.7%
Total expenses		**150,535**	169,938	146,726	**487,007**	432,502
Income before income taxes		**170,179**	146,664	159,664	**473,825**	439,585
Net income attributable to common shareholders	A	**127,392**	110,907	125,232	**356,841**	339,848
EPS [basic]		**0.33**	0.28	0.31	**0.90**	0.85
EPS [diluted]		**0.33**	0.28	0.31	**0.90**	0.84
Adjusting items						
Impact of adjusting items on net revenue:						
Non-recurring items - Syndication revenue		**—**	1,490	–	**1,490**	–
Total impact of adjusting items on net revenue		**—**	1,490	–	**1,490**	–
Impact of adjusting items on operating expenses:						
Strategic initiatives costs – Salaries, wages, and benefits		**—**	11,245	–	**15,606**	–
Strategic initiatives costs – General and administrative expenses		**692**	3,699	2,004	**6,594**	2,004
Share-based compensation		**2,693**	4,790	8,252	**16,818**	28,768
Total impact of adjusting items on operating expenses		**3,385**	19,734	10,256	**39,018**	30,772
Total pre-tax impact of adjusting items		**3,385**	21,224	10,256	**40,508**	30,772
Total after-tax impact of adjusting items		**2,557**	16,035	7,718	**30,604**	23,054
Total impact of adjusting items on EPS [basic]		**0.01**	0.04	0.02	**0.08**	0.06
Total impact of adjusting items on EPS [diluted]		**0.01**	0.04	0.02	**0.08**	0.06

(in US$000's except per share amounts or unless otherwise noted)		For the three-month period ended			For the nine-month period ended	
		September 30, 2026	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Adjusted results		**$**	$	$	**$**	$
Adjusted net revenue		**320,714**	318,092	306,390	**962,322**	872,087
Adjusted operating expenses		**138,679**	141,194	128,726	**421,446**	381,726
Adjusted operating income		**182,035**	176,898	177,664	**540,876**	490,361
Adjusted operating margin		**56.8%**	55.6%	58.0%	**56.2%**	56.2%
Provision for income taxes		**43,039**	35,748	34,432	**117,227**	99,737
Adjustments:						
Pre-tax income		**2,966**	7,919	4,668	**17,293**	13,069
Foreign tax rate differential and other		**(1,497)**	(415)	4,880	**(2,275)**	10,130
Provision for taxes applicable to adjusted results	C	**44,508**	43,252	43,980	**132,245**	122,936
Adjusted net income attributable to common shareholders	D	**137,779**	133,637	133,684	**408,874**	367,425
Adjusted EPS [basic]		**0.35**	0.34	0.33	**1.04**	0.91
Adjusted EPS [diluted]		**0.35**	0.34	0.33	**1.04**	0.91

The following table summarizes key statement of financial position amounts for the periods presented.

Selected statement of financial position amounts		For the three-month period ended			For the nine-month period ended	
(in US$000's unless otherwise noted)		**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
		$	$	$	**$**	$
Total finance receivables, before allowance for credit losses	E	**7,774,353**	7,667,134	8,553,935	**7,774,353**	8,553,935
Allowance for credit losses	F	**19,624**	19,648	8,533	**19,624**	8,533
Net investment in finance receivables	G	**5,058,350**	4,956,017	6,053,540	**5,058,350**	6,053,540
Equipment under operating leases	H	**3,023,649**	3,005,941	2,736,904	**3,023,649**	2,736,904
Net earning assets	I=G+H	**8,081,999**	7,961,958	8,790,444	**8,081,999**	8,790,444
Average net earning assets	J	**8,138,930**	8,482,370	8,532,704	**8,486,973**	8,046,268
Goodwill and intangible assets	K	**1,650,698**	1,659,545	1,650,804	**1,650,698**	1,650,804
Average goodwill and intangible assets	L	**1,655,225**	1,664,761	1,653,981	**1,664,935**	1,659,414
Borrowings	M	**9,518,258**	9,431,337	9,502,222	**9,518,258**	9,502,222
Less: continuing involvement liability	O	**(272,089)**	(269,999)	(157,384)	**(272,089)**	(157,384)
Total debt	P=M+O	**9,246,169**	9,161,338	9,344,838	**9,246,169**	9,344,838
Cash and restricted funds	P_1	**410,152**	504,337	527,612	**410,152**	527,612
Total net debt	$P_2 = P-P_1$	**8,836,017**	8,657,001	8,817,226	**8,836,017**	8,817,226
Average debt	Q	**8,805,536**	8,890,196	8,954,986	**8,905,454**	8,723,894
Total shareholders' equity	R	**2,677,096**	2,666,355	2,828,592	**2,677,096**	2,828,592
Common shareholders' equity	T	**2,675,540**	2,665,054	2,828,592	**2,675,540**	2,828,592
Average common shareholders' equity	U	**2,709,690**	2,730,465	2,826,512	**2,730,727**	2,777,977
Average total shareholders' equity	V	**2,711,565**	2,730,899	2,826,512	**2,731,497**	2,777,977

Throughout this MD&A, we use the following terms and ratios which do not have a standardized meaning under IFRS and are unlikely to be comparable to similar measures presented by other organizations. Non-GAAP measures are reported in addition to, and should not be considered alternatives to, measures of performance according to IFRS.

Adjusted operating expenses

Adjusted operating expenses are equal to salaries, wages and benefits, general and administrative expenses, and depreciation and amortization less adjusting items impacting operating expenses. The following table reconciles our reported expenses to adjusted operating expenses.

		For the three-month period ended			For the nine-month period ended	
(in US$000's except per share amounts or unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	$	**$**	$
Reported expenses	**150,535**	169,938	146,726	**487,007**	432,502
Less:					
Amortization of intangible assets from acquisitions	**8,337**	8,971	7,831	**26,287**	23,459
Loss / (Gain) on investments	**134**	39	(87)	**256**	(3,455)
Operating expenses	**142,064**	160,928	138,982	**460,464**	412,498
Less:					
Share-based compensation	**2,693**	4,790	8,252	**16,818**	28,768
Strategic initiatives costs - Salaries, wages and benefits	**—**	11,245	–	**15,606**	–
Strategic initiatives costs - General and administrative expenses	**692**	3,699	2,004	**6,594**	2,004
Total adjustments	**3,385**	19,734	10,256	**39,018**	30,772
Adjusted operating expenses	**138,679**	141,194	128,726	**421,446**	381,726

Adjusted operating income or pre-tax adjusted operating income

Adjusted operating income reflects net income or loss for the period adjusted for the share-based compensation, amortization of intangible assets from acquisitions, provision for or recovery of income taxes, loss or income on investments, and adjusting items from the table below.

The following table reconciles income before taxes to adjusted operating income.

		For the three-month period ended			For the nine-month period ended	
(in US$000's except per share amounts or unless otherwise noted)		**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
		$	$	$	**$**	$
Income before income taxes		**170,179**	146,664	159,664	**473,825**	439,585
Amortization of intangible assets from acquisitions		**8,337**	8,971	7,831	**26,287**	23,459
Loss / (Gain) on investments		**134**	39	(87)	**256**	(3,455)
Operating income		**178,650**	155,674	167,408	**500,368**	459,589
Adjusting Items:						
Share-based compensation		**2,693**	4,790	8,252	**16,818**	28,768
Non-recurring items - Syndication revenue		**—**	1,490	–	**1,490**	–
Strategic initiatives costs - Salaries, wages and benefits		**—**	11,245	–	**15,606**	–
Strategic initiatives costs - General and administrative expenses		**692**	3,699	2,004	**6,594**	2,004
Total pre-tax impact of adjusting items		**3,385**	21,224	10,256	**40,508**	30,772
Adjusted operating income	B	**182,035**	176,898	177,664	**540,876**	490,361

Adjusted operating margin

Adjusted operating margin is the adjusted operating income before taxes for the period divided by the adjusted net revenue for the period.

Adjusted net income attributable to common shareholders

Adjusted net income attributable to common shareholders reflects reported net income attributable to common shareholders after incorporating the after-tax impacts of adjusting items. The following table reconciles reported net income attributable to common shareholders to adjusted net income attributable to common shareholders.

	For the three-month period ended			For the nine-month period ended	
(in US$000's except per share amounts or unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	$	**$**	$
Net income attributable to common shareholders	**127,392**	110,907	125,232	**356,841**	339,848
Share-based compensation	**2,693**	4,790	8,252	**16,818**	28,768
Amortization of intangible assets from acquisition	**8,337**	8,971	7,831	**26,287**	23,459
Loss / (Gain) on investments	**134**	39	(87)	**256**	(3,455)
Non-recurring items - Syndication revenue	**—**	1,490	–	**1,490**	–
Strategic initiatives costs - Salaries, wages and benefits	**—**	11,245	–	**15,606**	–
Strategic initiatives costs - General and administrative expenses	**692**	3,699	2,004	**6,594**	2,004
Provision for income taxes	**43,039**	35,748	34,432	**117,227**	99,737
Provision for taxes applicable to adjusted results	**(44,508)**	(43,252)	(43,980)	**(132,245)**	(122,936)
Adjusted net income attributable to common shareholders	**137,779**	133,637	133,684	**408,874**	367,425

Adjusted net revenue

Adjusted net revenue is equal to reported net revenue plus or minus adjusting items impacting net financing revenue, services revenue, or syndication revenue. The following table reconciles the Company's reported revenue to adjusted net revenue.

	For the three-month period ended			For the nine-month period ended	
(in US$000's except per share amounts or unless otherwise noted)	**September 30, 2026**	June 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Reported results	**$**	$	$	**$**	$
Services income, net	**164,007**	163,865	156,170	**489,997**	459,988
Net financing revenue	**137,809**	135,863	130,208	**411,190**	368,846
Syndication revenue, net	**18,898**	16,874	20,012	**59,645**	43,253
Reported net revenue	**320,714**	316,602	306,390	**960,832**	872,087
Adjusting items					
Impact of adjusting items on net revenue:					
Non-recurring items - Syndication revenue	**—**	1,490	–	**1,490**	–
Total impact of adjusting items on net revenue	**—**	1,490	–	**1,490**	–
Adjusted net revenue	**320,714**	318,092	306,390	**962,322**	872,087

Adjusted net income attributable to common shareholders on average tangible total equity

Adjusted net income attributable to common shareholders on average tangible equity is the adjusted net income attributable to common shareholders for the period, divided by the average shareholders' equity attributable to common shareholders outstanding throughout the period, net of average goodwill and intangible assets.

Adjusted diluted EPS

Adjusted diluted EPS computes the diluted adjusted net income attributable to common shareholders per share for the period on the assumption that all outstanding options at the end of the period that have an exercise price less than the closing market value on that day, are fully vested on that day and are fully exercised at their exercise price, and a corresponding number of shares are repurchased at the closing market value on that day using the cash proceeds from these option exercises. It is computed as the adjusted net income attributable to common shareholders for the period, divided by the diluted weighted average number of Common Shares outstanding during the period.

Assets under management

Assets under management are the sum of net earning assets, interim funding, and the value of assets syndicated by Element net of depreciation at the end of the period.

Allowance for credit losses as a percentage of total finance receivables

Allowance for credit losses as a percentage of total finance receivables is the allowance for credit losses at the end of the period divided by the total finance receivables (gross of the allowance for credit losses) at the end of the period.

Average common shareholders' equity

Average common shareholders' equity is calculated as the monthly average common shareholders' equity during the period.

Average cost of borrowing or average cost of debt

Average cost of borrowing or average cost of debt is equal to interest expense divided by the average debt outstanding during the period, excluding the continuing involvement liability, and is presented on an annualized basis.

Average debt outstanding

Average debt outstanding is calculated as the sum of monthly average borrowings outstanding under all of the Company's borrowing facilities, excluding the continuing involvement liability, and the convertible debentures outstanding throughout the period.

Average shareholders' equity

Average shareholders' equity is calculated as the monthly average balance of shareholders' equity during the period.

Average financial leverage or average financial leverage ratio

Average financial leverage or average financial leverage ratio is calculated as average debt outstanding during the period excluding the continuing involvement liability, divided by average total shareholders' equity outstanding during the period. Financial leverage refers to the use of debt to

acquire/finance additional finance receivables and provides an indication of future potential ability to increase the level of debt when compared to specific industry standards and/or existing debt covenants.

Finance assets or total finance assets

Finance assets are the sum of the total finance receivables and total carrying value of the equipment under operating leases.

Financial leverage or financial leverage ratio

Financial leverage or financial leverage ratio is calculated as total net debt (total borrowings, excluding the continuing involvement liability and convertible debentures, less cash and restricted funds) outstanding at the end of the period, divided by the sum of total net debt and total shareholders' equity outstanding at the end of the period. Financial leverage refers to the use of debt to finance assets and provides an indication of the Company's financial position and capacity to increase leverage relative to industry standards and existing debt covenants.

Adjusted free cash flow per share

Adjusted free cash flow per share is calculated by adjusting before-tax adjusted operating income for certain non-cash and cash revenue and expenses to get total cash from operations. Cash expenses of sustaining capital investments, preferred share dividends and cash taxes paid are subtracted from cash from operations to arrive at adjusted free cash flow. Adjusted free cash flow is then divided by the weighted average number of outstanding Common Shares for the period noted. Sustaining capital investments are defined by the Company as expenditures management considers necessary to support long-term growth.

Average net earning assets

Average net earning assets is the sum of the average outstanding finance receivables and average equipment under operating leases. Average outstanding finance receivables or average finance receivables is the sum of [i] the average finance receivables net investment balance (gross investment less unearned income) outstanding during the period and [ii] the average investment in managed funds during the period. Average equipment under operating leases is the monthly average equipment under operating leases outstanding during the period and is calculated net of accumulated depreciation.

Net earning assets

Net earning assets are the sum of the total net investment in finance receivables and total carrying value of the equipment under operating leases at the end of the period.

Net financing revenue yield on average net earning assets

Net financing revenue yield on average net earning assets is calculated as (net interest and rental revenue) divided by (average net earning assets outstanding throughout the period), multiplied by four (i.e. annualized).

Net interest and rental revenue

Net interest and rental revenue is calculated as the sum of (a) net interest income and (b) rental revenue net of depreciation, less (c) interest expense. Net interest and rental revenue refers to net financing income earned from finance receivables and equipment under operating leases, after considering financing costs and provision for credit losses.

Orders

Orders are legally binding commitments at the time at which the OEM accepts the order. Orders typically precede Originations.

Originations

An origination represents a vehicle financing asset added during the period.

Period-end vehicles under management (VUM)

Every "VUM" is one unique vehicle (a) receiving or subscribed to one or more of our services, and/or (b) financed by us, whether or not subsequently syndicated. Period-end VUM refers to total VUM as at the end of the quarter. In calculating VUM, we apply certain judgements and make certain estimates, including in respect of a small number of single-service usage-based VUM. Certain estimates rely on information provided by our clients that could not be definitively validated. While there are inherent subjectivities in the VUM calculation due to these judgements and estimates, we believe that such judgements and estimates are reasonable.

Pre-tax income margin

Pre-tax income margin is income before taxes divided by net revenue.

Updated Share Information

The Company is currently authorized to issue (i) an unlimited number of Common Shares without nominal or par value and (ii) an unlimited number of preferred shares, issuable in series.

As at November 3, 2026, the Company had 388,475,074 Common Shares issued and 388,371,234 Common Shares outstanding.

Interim Condensed Consolidated Financial Statements

Element Fleet Management Corp.

September 30, 2026

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(unaudited, in thousands of United States dollars)

	As at September 30, 2026	As at December 31, 2025
	$	$
ASSETS		
Cash	**132,791**	159,219
Restricted funds (note 6)	**277,361**	344,843
Finance receivables (notes 4 and 15)	**7,754,729**	8,316,347
Equipment under operating leases (note 5)	**3,023,649**	2,836,154
Accounts receivable and other assets	**365,421**	245,090
Derivative assets (note 15)	**100,904**	70,194
Property, equipment and leasehold improvements, net	**113,118**	119,097
Intangible assets, net	**585,107**	615,175
Deferred tax assets	**107,381**	111,786
Goodwill	**1,065,591**	1,066,164
Total assets	**13,526,052**	13,884,069
LIABILITIES AND SHAREHOLDERS' EQUITY		
Liabilities		
Accounts payable and accrued liabilities	**1,087,927**	1,249,173
Derivative liabilities (note 15)	**51,962**	70,164
Borrowings (note 6)	**9,518,258**	9,706,963
Deferred tax liabilities	**190,809**	137,502
Total liabilities	**10,848,956**	11,163,802
Shareholders' equity attributable to common shareholders (note 7)	**2,675,540**	2,720,267
Non-controlling interests	**1,556**	–
Total shareholders' equity	**2,677,096**	2,720,267
	13,526,052	13,884,069

See accompanying notes

On behalf of the Board:





Director Director

Element Fleet Management Corp.

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

(unaudited, in thousands of United States dollars, except for per share amounts)

	Three-month period ended September 30, 2026	Three-month period ended September 30, 2025
	$	$
NET REVENUE		
Interest income, net (note 9)	**148,977**	161,211
Rental revenue and other (note 9)	**276,793**	254,166
Depreciation of equipment under operating leases (notes 5 and 9)	**(166,389)**	(150,066)
	259,381	265,311
Interest expense	**121,572**	135,103
Net financing revenue	**137,809**	130,208
Fleet service revenue (note 9)	**174,841**	165,705
Direct costs of fixed rate service contracts (note 9)	**(10,834)**	(9,535)
Servicing income, net	**164,007**	156,170
Syndication revenue, net (notes 9 and 16)	**18,898**	20,012
Net revenue	**320,714**	306,390
OPERATING EXPENSES		
Salaries, wages and benefits (note 17)	**85,207**	78,386
General and administrative expenses	**35,681**	35,594
Depreciation and amortization (note 14)	**18,483**	16,750
Share-based compensation (note 8)	**2,693**	8,252
	142,064	138,982
OTHER EXPENSES		
Amortization of intangible assets from acquisitions	**8,337**	7,831
Loss / (Gain) on investments	**134**	(87)
Income before income taxes from operations	**170,179**	159,664
Provision for income taxes (note 10)	**43,039**	34,432
Net income for the period	**127,140**	125,232
Net loss attributable to non-controlling interests	**(252)**	–
Net income attributable to common shareholders	**127,392**	125,232
Basic earnings per share (note 11)	**$ 0.33**	$ 0.31
Diluted earnings per share (note 11)	**$ 0.33**	$ 0.31

See accompanying notes

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

(in thousands of United States dollars, except for per share amounts)

	Nine-month period ended September 30, 2026	Nine-month period ended September 30, 2025
	$	$
NET REVENUE		
Interest income, net (note 9)	**449,820**	463,263
Rental revenue and other (note 9)	**838,177**	722,265
Depreciation of equipment under operating leases (notes 5 and 9)	**(500,158)**	(420,828)
	787,839	764,700
Interest expense	**376,649**	395,854
Net financing revenue	**411,190**	368,846
Fleet service revenue (note 9)	**521,560**	488,692
Direct costs of fixed rate service contracts (note 9)	**(31,563)**	(28,704)
Servicing income, net	**489,997**	459,988
Syndication revenue, net (notes 9 and 16)	**59,645**	43,253
Net revenue	**960,832**	872,087
OPERATING EXPENSES		
Salaries, wages and benefits (note 17)	**277,109**	227,210
General and administrative expenses	**113,139**	107,682
Depreciation and amortization (note 14)	**53,398**	48,838
Share-based compensation (note 8)	**16,818**	28,768
	460,464	412,498
OTHER EXPENSES		
Amortization of intangible assets from acquisitions	**26,287**	23,459
Loss / (Gain) on investments	**256**	(3,455)
Income before income taxes from operations	**473,825**	439,585
Provision for income taxes (note 10)	**117,227**	99,737
Net income for the period	**356,598**	339,848
Net loss attributable to non-controlling interests	**(243)**	–
Net income attributable to common shareholders	**$ 356,841**	$ 339,848
Basic earnings per share (note 11)	**$ 0.90**	$ 0.85
Diluted earnings per share (note 11)	**$ 0.90**	$ 0.84

See accompanying notes

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(unaudited, in thousands of United States dollars)

	Three-month period ended September 30, 2026	Three-month period ended September 30, 2025
	$	$
Net income for the period	**127,140**	125,232
OTHER COMPREHENSIVE LOSS		
Items that may be reclassified subsequently to profit or loss:		
Cash flow and foreign exchange hedges gain	**3,448**	5,860
Net unrealized foreign exchange loss	**(34,839)**	(15,761)
	(31,391)	(9,901)
(Recovery of) / Provision for income taxes	**(215)**	20
Total other comprehensive loss	**(31,176)**	(9,921)
Comprehensive income for the period	**95,964**	115,311
Comprehensive loss attributable to non-controlling interests	**(252)**	–
Comprehensive income attributable to common shareholders	**96,216**	115,311

See accompanying notes

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(in thousands of United States dollars)

	Nine-month period ended September 30, 2026	Nine-month period ended September 30, 2025
	$	$
Net income for the period	**356,598**	339,848
OTHER COMPREHENSIVE LOSS		
Items that may be reclassified subsequently to profit or loss:		
Cash flow and foreign exchange hedges (loss) gain	**(22,118)**	8,525
Net unrealized foreign exchange loss	**(35,564)**	(98,350)
	(57,682)	(89,825)
Recovery of income taxes	**(5,942)**	(2,447)
Total other comprehensive loss	**(51,740)**	(87,378)
Comprehensive income for the period	**304,858**	252,470
Comprehensive loss attributable to non-controlling interests	**(243)**	–
Comprehensive income attributable to common shareholders	**305,101**	252,470

See accompanying notes

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

(unaudited, in thousands of United States dollars)

	Attributable to common shareholders				
	Common share capital	Retained earnings (deficit)	Accumulated other comprehensive income (loss)	Non-controlling Interests	Total shareholders' equity
	$	$	$	$	$
Balance, December 31, 2025	**2,236,915**	**687,310**	**(203,958)**	–	**2,720,267**
Initial recognition on acquisition	**—**	**—**	**—**	**1,799**	**1,799**
Comprehensive income for the period	**—**	**356,841**	**(51,740)**	**(243)**	**304,858**
Dividends - Common shares (note 7)	**—**	**(127,054)**	**—**	–	**(127,054)**
Options exercised (notes 7 and 8)	**729**	**(133)**	**—**	–	**596**
Compensation - escrowed shares (notes 7 and 8)	**—**	**1,044**	**—**	–	**1,044**
Vesting of escrowed shares (notes 7 and 8)	**1,570**	**(1,570)**	**—**	–	**—**
Shares repurchased for cancellation, including tax on net value of share repurchases (note 7)	**(58,524)**	**(165,890)**	**—**	**—**	**(224,414)**
Balance, September 30, 2026	**2,180,690**	**750,548**	**(255,698)**	**1,556**	**2,677,096**
Balance, December 31, 2024	2,264,051	650,400	(140,136)	–	2,774,315
Comprehensive income for the period	–	339,848	(87,378)	–	252,470
Dividends - Common shares (note 7)	–	(112,277)	–	–	(112,277)
Options exercised (notes 7 and 8)	52	(9)	–	–	43
Compensation - escrowed shares (note 7 and 8)	–	2,581	–	–	2,581
Vesting of escrowed shares (note 7 and 8)	1,565	(1,565)	–	–	–
Shares repurchased for cancellation (note 7)	(22,145)	(66,395)	–	–	(88,540)
Balance, September 30, 2025	2,243,523	812,583	(227,514)	–	2,828,592

See accompanying notes

INTERIM CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(in thousands of United States dollars)

	Nine-month period ended September 30, 2026	Nine-month period ended September 30, 2025
	$	$
OPERATING ACTIVITIES		
Net income for the period	**356,598**	339,848
Items not affecting cash		
Depreciation of property, equipment and leasehold improvements	**11,867**	10,802
Amortization of intangible assets, including from acquisitions	**67,818**	61,495
Amortization of deferred lease costs	**25,754**	17,742
Amortization of deferred financing costs	**13,139**	14,892
Depreciation of equipment under operating leases (note 5)	**500,158**	420,828
Loss/(Gain) on investments	**256**	(3,455)
Compensation - escrowed shares (note 8)	**1,044**	2,581
Acquisition of CarbN Group	**(1,369)**	–
Provision for credit losses	**9,398**	2,060
	984,663	866,793
Changes in operating assets and liabilities		
Change in finance receivables	**667,544**	(502,530)
Change in equipment under operating leases	**(662,967)**	(545,208)
Cash payments for interest portion of lease liability	**(2,880)**	(2,606)
Other non-cash operating assets and liabilities	**(432,152)**	(19,392)
Cash provided by / (used in) operating activities	**554,208**	(202,943)
INVESTING ACTIVITIES		
Investments	**1,341**	(1,970)
Purchase of property, equipment and leasehold improvements	**(5,307)**	(6,647)
Reimbursement of property, equipment and leasehold improvements	**—**	1,626
Proceeds on disposals of property, equipment and leasehold improvements and intangible assets	**608**	119
Purchase of intangible assets, including computer software	**(38,797)**	(31,743)
Cash used in investing activities	**(42,155)**	(38,615)
FINANCING ACTIVITIES		
Cash payments for principal portion of lease liability	**(4,816)**	(3,988)
Decrease / (increase) in restricted funds	**66,557**	(77,787)
Increase in deferred financing costs	**(4,836)**	(12,724)
Issuance of share capital, net	**596**	43
Shares repurchased, including tax on net value of share repurchases (note 7)	**(218,896)**	(86,979)
Proceeds on borrowings, net	**844,411**	1,094,589
Dividends paid (note 7)	**(122,546)**	(112,162)
Issuance of senior notes and asset-backed securities (note 6)	**500,000**	650,000
Repayment of senior notes and asset-backed securities (note 6)	**(1,458,378)**	(974,742)
Cash (used in) / provided by financing activities	**(397,908)**	476,250
Effects of foreign exchange rates on cash	**(177,365)**	(194,800)
Net (decrease) / increase in cash during the period	**(63,220)**	39,892
Cash, beginning of the period (prior to adjustment for IFRS 9 amendments)	**159,219**	128,845
Adjustment on initial application of IFRS 9 amendments (January 1, 2026)	**36,792**	–
Cash, beginning of the period	**196,011**	128,845
Cash, end of the period	**132,791**	168,737
Supplemental cash flow information:		
Cash taxes paid	**77,093**	69,658
Cash interest paid	**386,439**	391,306

See accompanying notes

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

September 30, 2026

1. CORPORATE INFORMATION

Element Fleet Management Corp. ("Element" or the "Company"), was incorporated under the *Business Corporations Act (Ontario)* on May 11, 2007 and commenced operations on that date. The registered office of the Company is 161 Bay Street, Suite 3600, Toronto, Ontario. The Company is a public corporation traded on the Toronto Stock Exchange (the "TSX") under the symbol "EFN".

Element is a publicly traded fleet management company with $13.5 billion in assets with primary operations in the United States, Canada, Mexico, Australia, and New Zealand, supported by a growing global footprint through its Element Mobility platform. Element is a global fleet management and mobility solutions company, providing end-to-end fleet management solutions - from vehicle acquisition, maintenance, and risk management to route optimization, electric vehicle integration, and remarketing, reaching 54 countries worldwide through the Element-Arval Global Alliance. Element has approximately 1.58 million fleet vehicles under management, which includes vehicles associated with its financing activities, including leased vehicles, syndicated assets, other financing assets, and interim funding arrangements (vehicles paid for by the Company but not yet delivered to clients).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

Statement of compliance

These unaudited interim condensed consolidated financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS"), International Accounting Standard 34, *Interim Financial Reporting* ("IAS 34"), as issued by the International Accounting Standards Board.

These unaudited interim condensed consolidated financial statements should be read in conjunction with the consolidated financial statements of the Company as at and for the year ended December 31, 2025, which include information necessary or useful in understanding the Company's business and financial statement presentation. The results reported in these unaudited interim condensed consolidated financial statements should not be regarded as necessarily indicative of results that may be expected for the entire year.

These unaudited interim condensed consolidated financial statements were authorized for issuance by the Board of Directors of the Company on November 3, 2026.

Basis of consolidation and non-controlling interests

These unaudited interim condensed consolidated financial statements include the accounts of the Company and its subsidiaries from the dates on which control is obtained. Transactions and balances among these entities have been eliminated upon consolidation.

Subsidiaries, which include certain private partnerships and structured entities, are entities over which the Company has control. The Company controls an entity when: (1) it has power over the entity; (2) it has exposure, or rights, to variable returns from its involvement with the

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

entity; and (3) it has the ability to use its power over the entity to affect the amount of its returns. Subsidiaries cease to be consolidated from the date the Company loses control.

Non-controlling interests represent equity interests in subsidiaries that are not attributable, directly or indirectly, to the Company and are presented separately within shareholders' equity. For each business combination, non-controlling interests that represent present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets upon liquidation are initially measured at either fair value or the non-controlling interests' proportionate share of the recognized amounts of the acquiree's identifiable net assets. The measurement basis is determined on a transaction-by-transaction basis. The non-controlling interests arising from the acquisition of CarbN Group were measured at fair value.

Subsequent to initial recognition, the carrying amount of non-controlling interests is adjusted for their share of profit or loss, other comprehensive income or loss, distributions and other changes in equity. Profit or loss and each component of other comprehensive income or loss are attributed to the Company's common shareholders and non-controlling interests, even if this results in the non-controlling interests having a deficit balance. Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Accounting policies

These unaudited interim condensed consolidated financial statements have been prepared in conformity with accounting policies disclosed in the consolidated financial statements for the year ended December 31, 2025, except as discussed below.

Derecognition of financial assets – transfers to structured entities established by the Company

The Company enters into structured financing arrangements involving the transfer of finance lease receivables and related cash flows to structured entities or other financing vehicles. These arrangements may include multiple contracts entered into contemporaneously, including asset transfer agreements, servicing arrangements, retained debt or equity interests, guarantees, demand notes, capital funding commitments, or other forms of continuing involvement. When such contracts are designed to achieve a single overall commercial effect, the Company accounts for the contracts as a single arrangement.

For structured financing arrangements involving structured entities, the Company first assesses whether it controls the structured entity in accordance with IFRS 10, *Consolidated Financial Statements*. This assessment considers the purpose and design of the structured entity, the activities that most significantly affect returns, the Company's exposure to variable returns, substantive rights held by third parties, and whether the Company's decision-making or servicing rights are exercised as principal or as agent. Where the Company does not control a structured entity, it assesses whether its retained interests provide joint control or significant influence. Decision-making rights exercised in the capacity of an agent are excluded from the Company's assessment of significant influence. Interests that do not provide control, joint control, or significant influence are accounted for as financial instruments under IFRS 9, *Financial Instruments*.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

September 30, 2026

The Company applies the IFRS 9 derecognition requirements to finance lease receivables transferred through these arrangements. Where the Company has neither transferred nor retained substantially all of the risks and rewards of ownership and retains control of the transferred receivables, the Company recognizes the transferred receivables to the extent of its continuing involvement, together with an associated liability. Continuing involvement may include retained exposure to the transferred receivables through equity interests, debt interests, guarantees, demand notes, capital funding commitments, or other contractual exposures. The continuing involvement asset and associated liability are subsequently measured in a manner that reflects the nature of the Company's retained exposure and are reduced as the Company's exposure to the underlying transferred receivables decreases.

Retained interests are classified and measured in accordance with IFRS 9 based on the contractual cash flow characteristics of the instrument and the Company's business model for managing the instrument. Gains and losses arising on derecognition of finance lease receivables, including related transaction costs and accelerated recognition of related deferred costs, are presented in syndication revenue, net.

Amendments to the Classification and Measurement of Financial Instruments

Effective January 1, 2026, the Company adopted the IASB's *Amendments to the Classification and Measurement of Financial Instruments (amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures)* ("Amendments"). The Amendments were applied retrospectively with no restatement to prior periods. The Amendments clarify, among other matters, the date of recognition and derecognition of certain financial assets and financial liabilities and introduce an accounting policy election for certain financial liabilities settled through qualifying electronic payment systems. The Company has evaluated its eligibility to adopt the accounting policy election available to it for financial liabilities settled through electronic payment systems and concluded that it meets the relevant criteria. Therefore, the Company has adopted this election.

For the Company's disbursement processes involving cheques, the electronic-payment-system election is not applicable. Accordingly, cheques issued but not yet cleared at the reporting date do not extinguish the related financial liability and do not reduce cash and cash equivalents until the cheque clears the financial institution and funds are deposited in the payee's bank account. The Amendments were adopted with retrospective application as of January 1, 2026 for the Company's outstanding cheques.

Future accounting change

The following IFRS pronouncements have been issued but are not yet effective and may have a future impact on the Company's consolidated financial statements:

IFRS 18, *Presentation and Disclosure in Financial Statements* ("IFRS 18")

IFRS 18 will replace IAS 1, Presentation of Financial Statements ("IAS 1"). IFRS 18 substantially carries forward IAS 1 accounting requirements for recognition and measurement of items in the financial statements, with changes to improve Companies' reporting of financial performance which will enhance investors' ability to analyze and compare financial results between Companies. The new standard may impact the structure of the statement of profit or loss, disclosure in the financial statements for certain profit or loss performance measures

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

that are reported outside of the Company's financial statement such as management-defined performance measures, and redefining the principles of aggregate and disaggregate grouping of items based on their shared characteristics. IFRS 18 is to be effective for fiscal years beginning on or after 1 January 2027 and also applies to comparative information. Management is currently evaluating the potential impact that the adoption of IFRS 18 will have on the Company's consolidated financial statements.

3. BUSINESS ACQUISITION

CarbN Group

On April 1, 2026, the Company, through its wholly-owned subsidiary Custom Fleet, obtained control of CarbN Group ("CarbN") (the "Transaction"). CarbN is a sustainable mobility business operating across Australia and New Zealand that provides technology, data insights, mobility services, fleet finance, and advisory solutions. The Company obtained control of CarbN through governance rights established in connection with the Transaction, including the right to appoint three of the five members of CarbN's board of directors. Prior to the Transaction, Custom Fleet held convertible note receivables that were convertible into a 47% equity interest in CarbN. In connection with the Transaction, Custom Fleet acquired additional convertible note receivables, increasing its as-converted equity interest in CarbN to 50.1%. The convertible note receivables become exercisable on July 1, 2026 and automatically convert on July 1, 2027. The remaining 49.9% equity interest is held by continuing shareholders and has been recognized as a non-controlling interest within equity.

The Transaction has been accounted for using the acquisition method in accordance with IFRS 3, *Business Combinations*. Consideration was determined based on Element's existing financial interest in the fair value of the convertible notes receivables, with no additional consideration transferred as part of the Transaction. The Company measured the non-controlling interest at fair value as of the acquisition date. The Company recognized net identifiable assets acquired of $2,595, of which $21,316 was Equipment under operating leases and $19,886 was Borrowings, and goodwill of $1,567.

The Transaction was not material to the Company's consolidated financial position, results of operations or cash flows for the three- and nine-month periods ended September 30, 2026.

During the third quarter of 2026, the Company finalized the purchase price allocation relating to the Transaction. The finalization resulted in adjustments to the acquisition-date fair values of certain assets and liabilities, with corresponding adjustments to goodwill. The adjustments were not material to the Company's consolidated financial position for the three and nine-months periods ended September 30, 2026.

Car IQ Inc.

On December 31, 2025, the Company, through its wholly owned subsidiary, Element Mobility Holdco, Inc., acquired 100% of the issued and outstanding shares of Car IQ Inc. ("Car IQ") for

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

a total purchase price of $74,156 paid in cash. In connection with the business combination, the Company settled a pre-existing Convertible Promissory Note with Car IQ, originally entered into on May 30, 2025, bearing interest at 6.0% per annum and maturing on May 30, 2028, with a principal amount of $7,000. The settlement of this pre-existing financial instrument was accounted for separately from the business combination. Car IQ is a U.S.-based fintech company specializing in providing vehicle payment solutions for commercial fleets.

The total consideration transferred by the Company to complete the acquisition of Car IQ is allocated to identifiable assets acquired and liabilities assumed, based on their estimated fair values at the date of the acquisition. Goodwill of $31,891 is measured as a residual after accounting for identifiable intangible assets from the acquisition and represents the estimated synergies and benefits that Car IQ and its technology bring to Element as a whole. Goodwill is not deductible for tax purposes. Synergies expected from the transaction include Element's use of Car IQ's technology capabilities and Car IQ's access to Element's operational scale, resources, and established brand reputation.

The determination of the fair value of identifiable assets acquired and liabilities assumed are summarized in the table below and may be adjusted within twelve months of the acquisition date if new information about facts and circumstances become available. The fair value of the net identifiable assets acquired and consideration paid are summarized as follows:

	Fair value recognized on acquisition
	$
Cash	528
Accounts receivable and other assets	590
Property, equipment and leasehold improvements	425
Intangible assets	45,750
Accounts payable and other liabilities	(864)
Deferred tax liabilities	(4,164)
Fair value of identifiable net assets	42,265
Goodwill on acquisition	31,891
Total acquired cost	74,156
Cash consideration	74,156
Total consideration	74,156

In addition to the cash consideration transferred for the acquisition of Car IQ, Element paid $4,950 to certain Car IQ personnel, contingent upon their continued employment through April 30, 2026. As the payments were conditional upon the employees completing a specified post-combination service period, they were accounted for as a separate post-combination compensation arrangement and not included in the consideration transferred. The service condition was satisfied on April 30, 2026 and all payments were made and related compensation expense was fully recognized in Salaries, wages, and benefits in its

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

September 30, 2026

Consolidated Statement of Operations.

During the third quarter of 2026, the Company finalized the purchase price allocation relating to the Car IQ acquisition. The finalization resulted in adjustments to the acquisition-date fair values of certain assets and liabilities, with corresponding adjustments to goodwill. The adjustments were not material to the Company's consolidated financial position for the three and nine-months periods ended September 30, 2026.

4. FINANCE RECEIVABLES

The following tables present finance receivables based on the ultimate obligor's location:

	As at September 30, 2026			
	US and Canada	Australia and New Zealand	Mexico	Total
	$	$	$	$
Minimum lease payments	**4,699,484**	**374,224**	**764,017**	**5,837,725**
Unguaranteed residual values	**—**	**81,327**	**—**	**81,327**
Gross investment	**4,699,484**	**455,551**	**764,017**	**5,919,052**
Unearned income	**(678,272)**	**(72,624)**	**(109,806)**	**(860,702)**
Net investment (Subsection A)	**4,021,212**	**382,927**	**654,211**	**5,058,350**
Impaired lease receivables[1]	**16,296**	**1,193**	**3,900**	**21,389**
Unamortized deferred costs and subsidies	**(65,718)**	**—**	**—**	**(65,718)**
Prepaid lease payments and security deposits	**(67,322)**	**—**	**(35,036)**	**(102,358)**
Interim funding	**1,179,952**	**—**	**5,799**	**1,185,751**
Fleet management and other receivables	**972,177**	**130,594**	**302,079**	**1,404,850**
Continuing involvement asset	**272,089**	**—**	**—**	**272,089**
Allowance for credit losses (Subsection B)	**(15,815)**	**(909)**	**(2,900)**	**(19,624)**
Total finance receivables	**6,312,871**	**513,805**	**928,053**	**7,754,729**

1. The fair market value of vehicles held as collateral against impaired lease receivables as at September 30, 2026 is $29,355.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(unaudited, in thousands of United States dollars, except where otherwise noted and per share amounts)

September 30, 2026

	As at December 31, 2025			
	US and Canada	Australia and New Zealand	Mexico	Total
	$	$	$	$
Minimum lease payments	5,792,176	309,525	770,810	6,872,511
Unguaranteed residual values	–	69,066	–	69,066
Gross investment	5,792,176	378,591	770,810	6,941,577
Unearned income	(735,154)	(57,575)	(129,785)	(922,514)
Net investment (Subsection A)	5,057,022	321,016	641,025	6,019,063
Impaired lease receivables[1]	18,726	525	5,213	24,464
Unamortized deferred costs and subsidies	(77,297)	–	–	(77,297)
Prepaid lease payments and security deposits	(26,540)	–	(34,146)	(60,686)
Interim funding	895,513	–	158,976	1,054,489
Fleet management and other receivables	812,785	112,896	273,129	1,198,810
Continuing involvement asset	168,311	–	–	168,311
Allowance for credit losses (Subsection B)	(6,967)	(895)	(2,945)	(10,807)
Total finance receivables	6,841,553	433,542	1,041,252	8,316,347

1. The fair market value of vehicles held as collateral against impaired lease receivables as at December 31, 2025 is $38,516.

A) Interest rate characteristics of net investment in finance lease receivables and loan receivables

	As at September 30, 2026		As at December 31, 2025	
	Leases	**Loans**	Leases	Loans
Net investment	**$4,502,506**	**$ 555,844**	$5,567,645	$ 451,418
Weighted average fixed interest rate	**6.82 %**	**9.53 %**	6.93 %	11.28 %
Weighted average floating interest rate	**5.90 %**	**10.59 %**	6.06 %	7.23 %
Percentage of portfolio with fixed interest rate	**57.58 %**	**57.19 %**	52.26 %	100.00 %

B) Allowance for credit losses

The Company continues to monitor its inputs to the expected credit loss ("ECL") model to ensure it appropriately reflects current market conditions. In comparison to prior year, the current economic outlook reflects heightened risk of a potential recession, inflation volatility, and ongoing trade policy uncertainty based on information available to the Company as at September 30, 2026.

The Company evaluates its credit risk exposure broadly in line with Standard & Poor's and Moody's ratings outlined below and will adjust internal classifications based on additional

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information the Company has available to it at the time of the assessment. In conjunction with the Company's evaluation of the probability of default ("PD") as at September 30, 2026, and consistent with the ECL model, the Company reviewed its classifications and updated its internal assessment of PD based on current information.

The Company's lease and loan portfolio is secured by the underlying assets and, in the event of an obligor bankruptcy or insolvency, in cases where leases are affirmed, the obligor assumes the lease as an ongoing obligation and is required to make future payments as originally agreed. Leases are typically affirmed when the leased asset is necessary for the obligor's operations or financial recovery. As a result, the Company can continue collecting post-filing lease payments despite the bankruptcy or insolvency filing. Further, all the vehicles in a client portfolio are cross-collateralized, such that the surplus collateral on (usually older) vehicles can be used to offset under-collateralized positions (usually newer vehicles). Because of these factors, the Company is often able to recover 100% of the net investment.

Overall used vehicle prices remained elevated relative to historical levels during the first nine months of 2026, supporting collateral values across our clients. However, wholesale used vehicle values moderated during the third quarter, with depreciation exceeding normal seasonal trends. The Company expects used vehicle pricing to remain subject to normal seasonal trends and potential volatility from changes in vehicle supply, consumer demand, tariffs and broader economic conditions. Should a recession occur, consumers may increasingly retain their existing vehicles for longer periods or purchase used vehicles instead of new vehicles, potentially supporting used vehicle demand and pricing. However, weaker consumer demand and tighter financing conditions could offset these benefits and place downward pressure on used vehicle values.

In determining the appropriate allowance for credit losses as at September 30, 2026, the Company considered forward-looking macroeconomic information, including continued uncertainty surrounding global policy, geopolitical developments, inflationary pressures and monetary policy, together with their potential effects on economic growth, interest rates, and default rates might have on the Company's lease and loan portfolio in the respective regions. The Company also evaluated multiple macroeconomic scenarios, including the potential effects on markets, industries and individual clients most susceptible to trade policy changes, energy price volatility, elevated financing costs and slower economic growth, in assessing expected credit losses on its lease and loan portfolio. Forward-looking macroeconomic expectations, the creditworthiness of our clients and the continued evolution of our portfolio resulted in an increase in the Company's allowance for credit losses to $19,624 as at September 30, 2026.

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An analysis of the Company's allowance for credit losses under IFRS 9 is as follows:

Finance receivables	**Performing**	**Impaired**	**Total**
	$	**$**	**$**
Balance as at January 1, 2026	**7,295**	**3,512**	**10,807**
Transfer to Performing	**6**	**(6)**	**—**
Transfer to Impaired	**(32)**	**32**	**—**
Lease originations	**8,465**	**—**	**8,465**
Changes in models and inputs, derecognition, and repayments	**(7,567)**	**8,500**	**933**
Total	**8,167**	**12,038**	**20,205**
Charge-offs, net of recoveries	**—**	**(613)**	**(613)**
Foreign exchange	**26**	**6**	**32**
Balance as at September 30, 2026	**8,193**	**11,431**	**19,624**

Finance receivables	Performing	Impaired	Total
	$	$	$
Balance as at January 1, 2025	6,105	63	6,168
Transfer to Performing	25	(25)	–
Transfer to Impaired	(1,895)	1,895	–
Lease originations	2,532	–	2,532
Changes in models and inputs, derecognition, and repayments	(493)	21	(472)
Total	6,274	1,954	8,228
Charge-offs, net of recoveries	–	(50)	(50)
Foreign exchange	356	(1)	355
Balance as at September 30, 2025	6,630	1,903	8,533

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A summary view of the Company's allowance for credit losses is as follows:

Allowance for credit losses	Nine-month period ended	
	September 30, 2026	September 30, 2025
	$	$
Allowance for credit losses, beginning of the period	**10,807**	6,168
Provision for credit losses	**9,398**	2,060
Charge-offs, net of recoveries	**(613)**	(50)
Impact of foreign exchange rates	**32**	355
Allowance for credit losses, end of the period	**19,624**	8,533
Allowance as a percentage of total finance receivables before allowance	**0.25 %**	0.10%

C) Credit risk exposure

The following table sets out the credit risk exposure for finance receivables, fleet management service receivables, and the impaired values and allowances for credit losses recorded.

	As at September 30, 2026		
Finance receivables	**Performing**	**Impaired**	**Total**
	$	**$**	**$**
Internal risk rating grade [1]			
Low	**3,203,705**	**—**	**3,203,705**
Medium	**1,795,421**	**—**	**1,795,421**
High	**59,224**	**—**	**59,224**
Fleet management and other receivables	**1,403,325**	**1,525**	**1,404,850**
Impaired	**—**	**21,389**	**21,389**
	6,461,675	**22,914**	**6,484,589**
Allowance for credit losses	**(8,193)**	**(11,431)**	**(19,624)**
Net carrying value	**6,453,482**	**11,483**	**6,464,965**

1. Loan balances of $75,679, $383,288 and $2,006 are included in the Performing category in internal risk rating grade low, medium, and high, respectively, and nil in Impaired.

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	As at December 31, 2025		
Finance receivables	Performing	Impaired	Total
	$	$	$
Internal risk rating grade [2]			
Low	3,669,639	–	3,669,639
Medium	2,256,778	–	2,256,778
High	92,646	–	92,646
Fleet management and other receivables	1,196,686	2,124	1,198,810
Impaired	–	24,464	24,464
	7,215,749	26,588	7,242,337
Allowance for credit losses	(7,295)	(3,512)	(10,807)
Net carrying value	7,208,454	23,076	7,231,530

2. Loan balances of $14,666, $434,690 and $2,062 are included in the Performing category in internal risk rating grade low, medium, and high, respectively, and nil in Impaired.

The Company's internal risk rating grades broadly align to external ratings as follows:

Internal risk rating grade	**Standard & Poor's**	**Moody's**
Low risk	AAA to BBB-	Aaa to Baa3
Medium risk	BB+ to B-	Ba1 to B3
High risk	CCC+ and below	Caa1 and below
Impaired receivables	Default	Default

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5. EQUIPMENT UNDER OPERATING LEASES

The Company acts as a lessor in connection with operating leases and recognizes the leased assets in its unaudited interim condensed consolidated statements of financial position. The lease payments received are recognized in income as rental revenue. Leased assets under operating leases were as follows:

	Nine-month period ended	
	September 30, 2026	September 30, 2025
	$	$
COST		
At the beginning of the period	**4,181,314**	3,588,503
Additions	**910,746**	760,498
Business acquisitions	**21,356**	–
Transfers	**(1,000)**	(2,460)
Disposals	**(690,551)**	(609,854)
Foreign exchange rate adjustments	**42,150**	297,827
Cost	**4,464,015**	4,034,514
ACCUMULATED DEPRECIATION		
At the beginning of the period	**1,345,160**	1,153,073
Depreciation charge for the period	**500,158**	420,828
Disposals	**(417,563)**	(373,850)
Foreign exchange rate adjustments	**12,611**	97,559
Accumulated depreciation	**1,440,366**	1,297,610
Net carrying amount	**3,023,649**	2,736,904

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6. BORROWINGS

The Company's outstanding borrowings were as follows:

	As at September 30, 2026			
	Balance outstanding	**Weighted average interest rate[1]**	**Pledged finance receivables and equipment under operating leases**	**Cash reserves[3]**
	$	**%**	**$**	**$**
Term notes in amortization	**325,804**	**5.33**	**404,982**	**4,029**
Variable funding notes	**3,956,627**	**4.68**	**5,101,184**	**44,668**
Other	**36,024**	**7.40**	**45,112**	**—**
Vehicle management asset-backed debt	**4,318,455**	**4.75**	**5,551,278**	**48,697**
Senior unsecured revolving credit facilities [2]	**1,765,306**	**5.29**	**—**	**—**
Senior notes	**3,150,000**	**5.39**	**—**	**—**
Term Loan	**74,942**	**8.94**	**—**	**—**
	9,308,703	**5.10**	**5,551,278**	**48,697**
Deferred financing costs	**(23,066)**			
Hedge accounting fair value adjustments	**(39,468)**			
Continuing involvement liability	**272,089**			
Total borrowings	**9,518,258**			

	As at December 31, 2025			
	Balance outstanding	Weighted average interest rate[1]	Pledged finance receivables and equipment under operating leases	Cash reserves[3]
	$	%	$	$
Term notes in amortization	1,034,182	5.65	1,137,418	12,257
Variable funding notes	3,738,869	4.58	4,831,701	52,244
Other	24,386	8.41	26,706	–
Vehicle management asset-backed debt	4,797,437	4.83	5,995,825	64,501
Senior unsecured revolving credit facilities[2]	1,261,147	5.78	–	–
Senior notes	3,400,000	5.67	–	–
Term Loan	85,187	9.81	–	–
	9,543,771	5.30	5,995,825	64,501
Deferred financing costs	(32,063)			
Hedge accounting fair value adjustments	26,944			
Continuing involvement liability	168,311			
Total borrowings	9,706,963			

1. Represents the weighted average stated interest rate of outstanding debt at period-end and excludes amortization of deferred financing costs, premiums or discounts, stand-by fees and the effects of hedging.
2. Includes $750,000 (December 31, 2025 - $300,000) of outstanding issuances made under the U.S. Commercial Paper program that are backstopped by the revolving credit facility.
3. Represents collateral for our secured borrowing arrangements and are included in Restricted Funds (see note below).

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The Company was in compliance with all financial and reporting covenants with all of its lenders at September 30, 2026.

Vehicle management asset-backed debt

Vehicle management asset-backed debt includes term notes, variable funding notes, and other secured funding programs across all regions. The vehicle management asset-backed debt is secured by either a security interest and/or legal ownership in fleet assets and other finance receivables.

During the second quarter of 2026, the Company completed a structured financing arrangement involving the transfer of finance lease receivables and related cash flows to structured financing vehicles. Proceeds from this transaction were used to repay a portion of the Chesapeake IV variable funding notes.

As at September 30, 2026, the Company had drawn $4,318,455 under its vehicle management asset-backed debt facilities (December 31, 2025 - $4,797,437), leaving available capacity in variable funding notes and other of $1,106,897 (December 31, 2025 - $1,328,766).

Senior unsecured revolving credit facilities

As of September 30, 2026, the Company had drawn $1,765,306 from the Senior Unsecured Revolving Credit Facilities (December 31, 2025 - $1,261,147), leaving $1,534,694 in available financing (December 31, 2025 - $1,988,853). Of the drawn amount, $750,000 was issued through the U.S. Commercial Paper Program (December 31, 2025 - $300,000). This program is unsecured and directly backstopped by the revolving credit facility.

Senior notes

During the second quarter of 2026, the Company issued $500 million in aggregate principal amount of 4.800% senior unsecured investment-grade notes with a maturity of May 29, 2029. Interest is paid semi-annually in arrears on May 29 and November 29, commencing on November 29, 2026. The proceeds received at the time of closing were used to repay a portion of the $750 million 6.271% senior notes, for which the Company exercised its optional redemption right to redeem the remaining outstanding principal amount in May 2026, approximately one month prior to the notes' scheduled June 26, 2026 maturity.

As at September 30, 2026, the Company had $3,150,000 in outstanding senior unsecured notes (December 31, 2025 - $3,400,000).

Term loan

The facility is a sustainability-linked amortizing term loan facility with one lender. The first semi-annual principal repayment was made in June 2026, with a maturity date of December 2029. The loan is denominated in Mexican pesos with a facility size of MXN $1,339,600 (US $74,942).

As at September 30, 2026, the Company had outstanding of MXN $1,339,600 (US $74,942) under this term loan facility (December 31, 2025 - MXN $1,530,971 (US $85,187)).

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Restricted funds

As at September 30, 2026, restricted funds of $277,361 (December 31, 2025 - $344,843) include:

i. Cash reserves of $48,697 (December 31, 2025 - $64,501), which represent collateral for secured borrowing arrangements;
ii. Cash of $219,374 (December 31, 2025 - $247,126) includes amounts accumulated in collection accounts that are received on assets financed pursuant to the secured borrowing facilities, and are subsequently utilized in accordance with applicable provisions, as well as other payments received that are due back to clients in accordance with their contracts; and
iii. Cash of $9,290 (December 31, 2025 - $33,216) provided to counter-parties as collateral against derivative liabilities.

7. SHARE CAPITAL

The Company is currently authorized to issue (i) an unlimited number of common shares without nominal or par value and (ii) an unlimited number of preferred shares, issuable in series.

	Common shares	
	Shares	Amount
	#	$
Balance, December 31, 2024	404,502,366	2,264,051
Shares repurchased	(5,366,200)	(29,281)
Exercise of options	10,230	52
Release of escrowed shares to employees	103,832	2,093
Balance, December 31, 2025	**399,250,228**	**2,236,915**
Shares repurchased, including tax on net value of share repurchases	**(10,551,500)**	**(58,524)**
Exercise of options	**144,432**	**729**
Release of escrowed shares to employees	**77,874**	**1,570**
Balance, September 30, 2026	**388,921,034**	**2,180,690**

Share repurchase

On November 18, 2025, the TSX approved the Company's notice of intention to renew its Normal Course Issuer Bid ("NCIB"). The renewal allows the Company to repurchase on the open market (or as otherwise permitted), at its discretion during the period commencing on November 20, 2025 and ending on the earlier of November 19, 2026 or the completion of purchases under the NCIB, up to 39,930,568 common shares of the Company, subject to the normal terms and limitations of such bids, which include the number of common shares purchased in any 12 month period being limited to 10% of the common shares outstanding at the commencement of such period.

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For the three and nine-month periods ended September 30, 2026, 2,437,100 and 10,551,500 common shares have been repurchased for cancellation for $43,329 and $217,624, respectively, including commission, at a volume weighted average price of C$24.82 and C$28.56, respectively, per common share. For the three and nine-month periods ended September 30, 2025, 942,600 and 4,071,600 common shares have been repurchased for cancellation for $24,786 and $88,540, respectively, including commission, at a volume weighted average price of C$36.26 and C$30.66, respectively, per common share. The Company applies trade date accounting in determining the date on which the share repurchase is reflected in the unaudited interim condensed consolidated financial statements. The trade date is the date on which the Company commits itself to purchase the shares.

Share issuance

On October 1, 2024, the Company acquired Autofleet. As part of the purchase price consideration, 985,410 shares were issued. In addition, 311,504 shares were issued to the founders and are held in escrow and vest over a period of three years, in twelve equal quarterly installments, upon fulfillment of certain employment conditions. As at September 30, 2026, 207,664 shares have been released from escrow (December 31, 2025 – 129,790).

Common share dividends

For the three and nine-month periods ended September 30, 2026, the Company declared $41,801 and $127,054 in common share dividends or C$0.15 and C$0.45, respectively, per common share (September 30, 2025 - $37,657 and $112,277 or C$0.13 and C$0.39, respectively, per common share).

As at September 30, 2026, the accrued common share dividends were $41,135 (December 31, 2025 – $37,930).

8. SHARE-BASED COMPENSATION

Share-based compensation expense consists of the following:

	Three-month period ended		**Nine-month period ended**	
	September 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	**$**	$
Deferred share units	**706**	(149)	**2,993**	461
Performance share units	**(1,065)**	4,349	**1,979**	14,419
Restricted share units	**2,786**	3,381	**10,802**	11,307
Escrowed shares	**266**	671	**1,044**	2,581
	2,693	8,252	**16,818**	28,768

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Stock options

The changes in the number of stock options during the periods were as follows:

	Number of options	Weighted average exercise price
	#	C$
Outstanding, December 31, 2024	154,662	5.73
Exercised[1]	(10,230)	5.73
Outstanding, December 31, 2025	**144,432**	**5.73**
Exercised[1]	**(144,432)**	**5.73**
Outstanding, September 30, 2026	**—**	**—**

1. Weighted average share price of options exercised during the nine-month period ended September 30, 2026 was C$29.65 (year ended December 31, 2025 – C$30.77).

Deferred share units, performance share units, restricted share units and escrowed shares

	Deferred share units	Performance share units	Restricted share units	Escrowed shares
	#	#	#	#
Outstanding, December 31, 2024	929,879	1,696,518	1,800,231	285,546
Granted	79,759	1,495,042	525,796	–
Forfeited	–	(42,769)	(114,894)	–
Redeemed	(337,771)	(1,530,796)	(861,041)	(103,832)
Outstanding, December 31, 2025	**671,867**	**1,617,995**	**1,350,092**	**181,714**
Granted	**80,692**	**1,082,878**	**609,838**	**—**
Forfeited	**—**	**(139,229)**	**(106,161)**	**—**
Redeemed / vested	**—**	**(1,218,694)**	**(568,952)**	**(77,874)**
Outstanding, September 30, 2026	**752,559**	**1,342,950**	**1,284,817**	**103,840**

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9. REVENUE

Set out below is the disaggregation of the Company's revenue before interest expense.

	Three-month period ended		Nine-month period ended	
	September 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	$	$	**$**	$
Major service lines				
Interest income, net	**148,977**	161,211	**449,820**	463,263
Rental revenue	**257,116**	227,170	**761,955**	637,521
Gain on sale of equipment under operating leases	**19,677**	26,996	**76,222**	84,744
Depreciation of equipment under operating leases	**(166,389)**	(150,066)	**(500,158)**	(420,828)
Financing revenue before interest expense	**259,381**	265,311	**787,839**	764,700
Service revenue, net	**143,260**	132,024	**423,289**	390,161
Vehicle sales and end of contract fees	**20,747**	24,146	**66,708**	69,827
Servicing income, net	**164,007**	156,170	**489,997**	459,988
Syndication revenue, net	**18,898**	20,012	**59,645**	43,253
Net revenue before interest expense	**442,286**	441,493	**1,337,481**	1,267,941
Primary geographical markets				
US and Canada	**275,970**	290,150	**838,692**	833,492
Australia and New Zealand	**54,224**	56,638	**166,426**	168,032
Mexico	**112,092**	94,705	**332,363**	266,417
Net revenue before interest expense	**442,286**	441,493	**1,337,481**	1,267,941
Timing of revenue recognition				
Revenue earned at a point in time	**144,858**	147,107	**448,231**	423,643
Revenue earned over time	**297,428**	294,386	**889,250**	844,298
Net revenue before interest expense	**442,286**	441,493	**1,337,481**	1,267,941

Revenue earned at a point in time includes gain on sale of equipment under operating leases, commissions from repairs due to accidents, fuel, title and registration fees, syndication revenue, and vendor commissions. Revenue earned over time includes interest income and rental revenue, fleet maintenance and accident management fees, and telematics fees.

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A) Contract balances

	As at September 30, 2026	As at December 31, 2025
	$	$
Contract assets	**8,356**	10,311

Contract assets represent the costs the Company incurs to enter into service contracts with clients including certain commissions. Contract assets are recorded in the unamortized deferred costs and subsidies line within note 4. For the three and nine-month periods ended September 30, 2026, the Company has recorded $2,727 and $7,603 of amortization on its service contract assets (September 30, 2025 - $2,166 and $5,619 respectively).

B) Performance obligations

Fixed-fee Service Contracts. The Company provides separately priced and contracted service contracts to its fleet clients that include fuel cards, accident management services, and maintenance services. These service contracts generally have open-ended terms and can be in place as long as the client uses the underlying vehicle that is being serviced. Fees are billed monthly and revenue is recognized over the term of the agreement proportionally over the passage of time.

10. INCOME TAXES

The Company calculates the period income tax expense using the tax rate that would be applicable to the expected total annual earnings. IAS 34 requires this annual tax rate to be reviewed each quarter and applied to the profits earned to date.

The effective income tax rate was 25.23% and 24.72% for the three and nine-month periods ended September 30, 2026 respectively (three and nine-month periods ended September 30, 2025 - 21.56% and 22.67% respectively). The effective tax rate was higher than prior year reflecting year-over-year variances in pre-tax income and other tax related adjustments.

The Organization for Economic Co-operation and Development's Pillar Two global corporate minimum tax has been enacted or substantively enacted in certain jurisdictions the Company operates. The legislation became effective for the Company's financial year beginning January 1, 2024. The Company remains in scope of the enacted or substantively enacted legislation and has performed an assessment of its potential exposure to Pillar Two income taxes. Based on the assessment, there are a limited number of jurisdictions where the Company is liable and has accrued a liability for the tax which is not material.

During the second quarter of 2026, Element received tax assessments from the Mexican Tax Authority for the 2019 tax year asserting additional taxes payable of approximately $111,000. The Company disagrees with the assessments and has filed administrative appeals on June 10, 2026 and June 19, 2026. The Company believes its filing positions are supportable and that amounts accrued to date are sufficient to cover any probable exposure.

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11. EARNINGS PER SHARE

Basic earnings per share is as follows:

	Three-month period ended		Nine-month period ended	
	September 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Net income available to common shareholders	**$ 127,392**	$ 125,232	**$ 356,841**	$ 339,848
Weighted average number of common shares outstanding – basic (number)	**391,009,285**	401,029,101	**394,599,296**	402,057,402
Basic earnings per share	**$ 0.33**	$ 0.31	**$ 0.90**	$ 0.85

Diluted earnings per share is as follows:

	Three-month period ended		Nine-month period ended	
	September 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Net income available to common shareholders adjusted for the effects of dilution	**$ 127,392**	$ 125,232	**$ 356,841**	$ 339,848
Weighted average number of common shares outstanding – basic (number)	**391,009,285**	401,029,101	**394,599,296**	402,057,402
Dilutive stock options (number)	**—**	121,622	**71,576**	118,670
Dilutive escrowed shares (number)	**73,184**	116,286	**60,033**	68,134
Weighted average number of common shares outstanding – diluted (number)	**391,082,469**	401,267,009	**394,730,905**	402,244,206
Diluted earnings per share	**$ 0.33**	$ 0.31	**$ 0.90**	$ 0.84

The weighted average number of common shares outstanding - diluted excludes nil instruments that were anti-dilutive for the three and nine-month periods ended September 30, 2026 and September 30, 2025.

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12. CAPITALIZATION

The Company's objectives when managing capital are to ensure sufficient liquidity to support its financial objectives and strategic plans, to ensure its financial covenants are met and to maximize shareholder value. Element's funding activities are well diversified by facility, geography, investor, and lender and include both secured and unsecured sources.

The Company's capitalization is as follows, as at:

As at	**September 30, 2026**	December 31, 2025
	$	$
Cash	**132,791**	159,219
Unsecured debt		
Senior unsecured revolving credit facilities	**1,765,306**	1,261,147
6.271% Senior Notes due 2026	**—**	750,000
5.643% Senior Notes due 2027	**750,000**	750,000
6.319% Senior Notes due 2028	**750,000**	750,000
4.800% Senior Notes due 2029	**500,000**	–
5.037% Senior Notes due 2030	**650,000**	650,000
4.641% Senior Notes due 2030	**500,000**	500,000
Term Loan	**74,942**	85,187
Vehicle Management Asset-Backed Debt		
Term notes in amortization	**325,804**	1,034,182
Variable funding notes	**3,956,627**	3,738,869
Other	**36,024**	24,386
Deferred financing costs	**(23,066)**	(32,063)
Continuing involvement liability	**272,089**	168,311
Hedge accounting fair value adjustments	**(39,468)**	26,944
Total borrowings	**9,518,258**	9,706,963
Shareholders' equity attributable to common shareholders		
Common share capital	**2,180,690**	2,236,915
Other	**494,850**	483,352
Total Shareholders' Equity attributable to common shareholders	**2,675,540**	2,720,267
Total Capitalization	**12,193,798**	12,427,230

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13. GEOGRAPHIC INFORMATION

The Company primarily operates in the US and Canada, Australia and New Zealand, and Mexico. Assets in jurisdictions outside these primary markets are included in "All other countries" below.

Selected assets by geography are as follows:

	As at September 30, 2026				
	US and Canada	**Australia and New Zealand**	**Mexico**	**All other countries**	**Total**
	$	**$**	**$**	**$**	**$**
Select assets					
Finance receivables	**6,312,871**	**513,805**	**928,053**	**—**	**7,754,729**
Equipment under operating leases	**15,151**	**964,546**	**2,043,952**	**—**	**3,023,649**
Goodwill and intangible assets	**1,498,478**	**31,587**	**18,531**	**102,102**	**1,650,698**
Property, equipment and leasehold improvements	**74,506**	**14,910**	**10,442**	**13,260**	**113,118**
	7,901,006	**1,524,848**	**3,000,978**	**115,362**	**12,542,194**

	As at December 31, 2025				
	US and Canada	Australia and New Zealand	Mexico	All other countries	Total
	$	$	$	$	$
Select assets					
Finance receivables	6,841,553	433,542	1,041,252	–	8,316,347
Equipment under operating leases	8,002	970,226	1,857,926	–	2,836,154
Goodwill and intangible assets	1,531,995	28,866	18,288	102,190	1,681,339
Property, equipment and leasehold improvements	78,537	15,602	11,734	13,224	119,097
	8,460,087	1,448,236	2,929,200	115,414	12,952,937

Geographic selected assets are based on the location of the assets.

14. LEASES

The Company leases its office space and certain office equipment. The Company accounts for the lease components (fixed payments including rent and variable payments that depend on an index or rate) separately from the non-lease components (e.g. common-area maintenance costs).

Most leases include one or more options to renew, with renewal terms that can extend the lease term from one to 10 years or more. The exercise of lease renewal options is at the sole

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discretion of the Company and is included in determining the lease liability and right-of-use asset if the Company assesses it is highly likely to exercise the lease renewal options at the inception of the lease. Subsequent to the inception of the lease, management continues to evaluate the likelihood of exercising the lease renewal options to ensure it aligns with the Company's business strategy. Adjustments to the lease liability and right-of-use asset as a result of a modification to the expected lease term are made in accordance with IFRS 16.

The depreciable life of assets and leasehold improvements are limited by the expected lease term, unless there is a transfer of title or purchase option reasonably certain of exercise. Certain of the Company's leases include rental payments adjusted periodically for inflation. The Company's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

Management evaluates all facilities to ensure the Company's footprint continues to support business activities, employees and client needs. In support of this and to align with the Company's growth strategy, the Company closed certain facilities in the US, Canada, Australia and New Zealand during the year ended December 31, 2020. The remaining lease liability for the closed facilities is $149 as at September 30, 2026 (December 31, 2025 - $208).

		As at September 30, 2026	As at December 31, 2025
		$	$
Assets	**Classification**		
Right-of-use assets	Buildings, net of accumulated amortization[1]	**71,949**	76,594
Liabilities	**Classification**		
Lease liabilities	Accounts payable and accrued liabilities	**89,566**	92,028

1. As at September 30, 2026, right-of-use assets are recorded net of accumulated amortization of $55,228 (December 31, 2025 - $57,632).

		Three-month period ended		**Nine-month period ended**	
		September 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
Lease cost	**Classification**	**$**	$	**$**	$
Amortization of leased assets	Depreciation and amortization	**2,066**	1,786	**6,166**	5,099
Interest on lease liabilities	Interest expense	**964**	886	**2,880**	2,606
Net lease cost		**3,030**	2,672	**9,046**	7,705

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Maturity of lease liabilities	**As at September 30, 2026**
	$
2026	**(4,699)**
2027	**4,822**
2028	**6,201**
2029	**6,142**
2030	**6,599**
Thereafter	**70,501**

Lease Term and Discount Rate	**As at September 30, 2026**	As at December 31, 2025
Weighted-average remaining lease term (years)	**14.5**	14.6
Weighted-average discount rate	**4.34 %**	4.34 %

15. FAIR VALUE OF FINANCIAL INSTRUMENTS

Fair value is defined as the price that would be received to sell an asset, or paid to transfer a liability, between market participants in an orderly transaction in the principal market at the measurement date under current market conditions (i.e., the exit price). The determination of fair value requires judgment and is based on market information, where available and appropriate. Fair value measurements are categorized into three levels within a fair value hierarchy (Level 1, 2, or 3) based on the valuation inputs used in measuring the fair value, as outlined below.

- Level 1 – Unadjusted quoted market prices in active markets for identical assets or liabilities the Company can access at the measurement date. Bid prices, ask prices or prices within the bid and ask, which are the most representative of the fair value, are used as appropriate to measure fair value. Fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where transactions are occurring with sufficient frequency and volume to provide quoted prices on an ongoing basis.

- Level 2 – Quoted prices for identical assets or liabilities in markets that are inactive or observable market quotes for similar instruments, or use of valuation techniques where all significant inputs are observable. Inactive markets may be characterized by a significant decline in the volume and level of observed trading activity or through large or erratic bid/offer spreads. In instances where traded markets do not exist or are not considered sufficiently active, we measure fair value using valuation models.

- Level 3 – Non-observable or indicative prices or use of valuation techniques where one or more significant inputs are non-observable.

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Valuation methods and assumptions

Finance lease receivables, finance loan receivables, and borrowings on finance receivables

The assertion that the carrying value of the finance receivables and borrowings approximates fair value requires the use of estimates and significant judgment. The finance receivables securing the borrowings were credit scored based on an internal model that is not used in market transactions. They comprise a large number of transactions with commercial clients in different businesses, are secured by liens on various types of equipment and may be guaranteed by third parties and cross collateralized. The fair value of any receivable would be affected by a potential buyer's assessment of the transaction's credit quality, collateral value, guarantees, payment history, yield, term, documents and other legal matters, and other subjective considerations. Value received in a fair market sale transaction would be based on the terms of the sale, the buyer's views of the economic and industry conditions, the Company's and the buyer's tax considerations, and other factors.

Certain short-term borrowings, including the Company's US Commercial Paper program, are classified as level 1 under the fair value hierarchy.

Retained ABS debt

The carrying value of the retained ABS debt approximates its fair value.

Derivatives

The fair values of derivatives are determined by the derivative counterparty using the related interest rate swap curves, foreign exchange forward values, intrinsic values and/or the Company's stock price for the total return swaps.

Retained Limited Partnership Units

Retained limited partnership ("LP") units related to the structured financing arrangements are measured at fair value through profit or loss. Fair value is determined using valuation techniques that consider expected cash flows from the underlying transferred finance lease receivables, expected credit performance, and discount rates reflective of the risks of the retained interests.

Investments

Fair value through profit and loss ("FVTPL") investments are valued based on bids received in the private market or using valuation techniques and/or inputs that are based on unobservable market data.

Accounts receivable, accounts payable, and accrued liabilities

The carrying value of the accounts receivable, accounts payable, and accrued liabilities approximates their fair value.

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The tables below summarize the Company's fair value measurement hierarchy for its financial assets and financial liabilities. There were no transfers between Level 2 and Level 3 for the years presented and there were no significant changes in valuation techniques or the range of significant non-observable inputs used in measuring the Company's Level 3 financial assets and liabilities during the year.

	As at September 30, 2026				
		Level 1	Level 2	Level 3	
	Carrying value	Quoted market price	Observable market inputs	Non-observable market inputs	Total
	$	$	$	$	$
Financial assets					
Assets not carried at fair value					
Cash	**132,791**	**132,791**	**—**	**—**	**132,791**
Finance lease receivables[1]	**6,926,796**	**—**	**—**	**6,926,796**	**6,926,796**
Finance loans receivables	**555,844**	**—**	**—**	**555,844**	**555,844**
Accounts receivable and other assets	**302,880**	**—**	**—**	**302,880**	**302,880**
Retained ABS debt	**30,122**	**—**	**—**	**30,122**	**30,122**
Assets held at fair value					
Derivative assets					
Foreign exchange contracts	**40,142**	**—**	**40,142**	**—**	**40,142**
Interest rate swaps	**60,762**	**—**	**60,762**	**—**	**60,762**
Retained LP units	**29,795**			**29,795**	**29,795**
Investments classified as FVTPL	**2,624**	**—**	**—**	**2,624**	**2,624**
Total financial assets	**8,081,756**	**132,791**	**100,904**	**7,848,061**	**8,081,756**
Financial liabilities					
Liabilities not carried at fair value					
Accounts payable and accrued liabilities	**1,087,927**	**—**	**—**	**1,087,927**	**1,087,927**
Borrowings on finance receivables[1]	**9,246,169**	**750,000**	**—**	**8,496,169**	**9,246,169**
Liabilities held at fair value					
Derivative liabilities					
Foreign exchange contracts	**4,100**	**—**	**4,100**	**—**	**4,100**
Interest rate swaps	**39,053**	**—**	**39,053**	**—**	**39,053**
Equity swaps	**8,809**	**—**	**8,809**	**—**	**8,809**
Total financial liabilities	**10,386,058**	**750,000**	**51,962**	**9,584,096**	**10,386,058**

1. As at September 30, 2026, the finance lease receivables and borrowings on finance receivables exclude the continuing involvement asset and liability, respectively, of $272,089.

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	As at December 31, 2025				
		Level 1	Level 2	Level 3	
	Carrying value	Quoted market price	Observable market inputs	Non-observable market inputs	Total
	$	$	$	$	$
Financial assets					
Assets not carried at fair value					
Cash	159,219	159,219	–	–	159,219
Finance lease receivables[1]	7,696,618	–	–	7,696,618	7,696,618
Finance loans receivables	451,418	–	–	451,418	451,418
Accounts receivable and other assets	240,869	–	–	240,869	240,869
Assets held at fair value					
Derivative assets					
Foreign Exchange contracts	2,641	–	2,641	–	2,641
Interest rate swaps	34,751	–	34,751	–	34,751
Equity Swaps	32,802	–	32,802	–	32,802
Investments classified as FVTPL	4,221	–	–	4,221	4,221
Total financial assets	8,622,539	159,219	70,194	8,393,126	8,622,539
Financial liabilities					
Liabilities not carried at fair value					
Accounts payable and accrued liabilities	1,249,173	–	–	1,249,173	1,249,173
Borrowings on finance receivables[1]	9,538,652	300,000	–	9,238,652	9,538,652
Liabilities held at fair value					
Derivative liabilities					
Foreign exchange contracts	46,048	–	46,048	–	46,048
Interest rate swaps	24,116	–	24,116	–	24,116
Total financial liabilities	10,857,989	300,000	70,164	10,487,825	10,857,989

1. As at December 31, 2025, the finance lease receivables and borrowings on finance receivables exclude the continuing involvement asset and liability, respectively, of $168,311.

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16. SYNDICATIONS

A) Syndications

The following represents the detail of the Company's syndicated assets that qualify for full derecognition:

	Classification	**As at September 30, 2026**	As at December 31, 2025
		$	$
Allowance for early termination	Accounts payable and accrued liabilities	**22**	467
Deferred servicing fee	Finance receivables	**13**	26

The following represents the detail of the Company's syndicated assets subject to continuing involvement:

	Classification	**As at September 30, 2026**	As at December 31, 2025
		$	$
Continuing involvement in syndicated assets	Finance receivables	**198,718**	168,311
Liabilities associated with continuing involvement in syndicated assets	Secured borrowings	**198,718**	168,311
Allowance for early termination	Accounts payable and accrued liabilities	**21,100**	19,569
Net book value of assets related to deals remaining in continuing involvement	N/A	**5,864,230**	4,595,078

The following represents the detail of the Company's syndicated assets for the:

		Three-month period ended		**Nine-month period ended**	
		September 30, 2026	September 30, 2025	**September 30, 2026**	September 30, 2025
	Classification	**$**	$	**$**	$
Syndication revenue, net	Syndication revenue, net	**18,898**	20,012	**58,871**	43,253
Net book value of assets syndicated	n/a	**806,491**	631,512	**2,306,997**	1,742,176

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B) Structured Financing Arrangements

The Company sponsors various structured entities, including limited partnerships, holding companies, and various investment entities, which issue asset-backed and other residual equity interests to investors. These structured entities facilitate the segregation of assets on behalf of investors and the transfer of cash flows to investors. Consolidation of structured entities is assessed on a case-by-case basis, and requires significant judgment when voting rights are not the determining factor. Refer to note 2 for the Company's accounting policy for transfers to structured entities established by the Company.

During the three-month period ended June 30, 2026, the Company completed a structured financing arrangement involving the transfer of finance lease receivables to a series of unconsolidated structured entities. The structured entities were financed through the issuance of asset-backed debt and residual equity interests to investors. The Company retained a portion of the asset-backed debt and residual equity interests, as well as servicing and administrative responsibilities, and demand note funding commitments that may be required upon credit deterioration in the transferred receivables. The Company recognized syndication revenue of $774 and transferred finance lease receivables of $728,953 in its inaugural structured financing arrangement.

The Company assessed that it did not control these structured entities given the primary rights influencing returns from the entities were held by third-party investors. The Company's ongoing role in servicing the finance lease receivables was determined to be in the capacity of an agent for the underlying investors. As at September 30, 2026, the total financial assets of the structured financing vehicles were $805,127. The Company's retained interests are accounted for as financial instruments, and the transferred finance lease receivables continue to be recognized to the extent of the Company's continuing involvement.

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The following represents the detail of the Company's transferred finance lease receivables under structured financing arrangements that are subject to continuing involvement:

	Classification	As at September 30, 2026 Carrying value $
Continuing involvement in transferred finance lease receivables assets	Finance receivables	73,371
Liabilities associated with continuing involvement in transferred finance lease receivables assets	Secured borrowings	73,371
Retained ABS debt[1]	Accounts receivable and other assets	30,122
Retained Limited Partnership units [2]	Accounts receivable and other assets	29,795
Net book value of assets related to finance lease receivables remaining in continuing involvement	N/A	637,361

(1) Element retains a 5% vertical interest in the ABS debt issued as part of the structured financing arrangement. The ABS debt is secured by cash flows from the transferred finance lease receivables and is senior in the payment waterfall, with principal and interest paid before any residual distributions are made to the limited partnership unit holders.

(2) Element's Limited Partnership units in the structured financing arrangement represent residual interests in the securitization structure and receive cash flows only after the ABS debt and other senior obligations have been satisfied. Accordingly, the retained limited partnership units are the most subordinated residual interest in the structure.

No comparable amounts were outstanding as at December 31, 2025.

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The maximum exposure to loss represents the Company's retained interests and the maximum contractual funding commitments that could be required to be funded under the related arrangements, before considering recoveries from the underlying transferred receivables, available collateral, or other credit enhancements. The maximum exposure to loss is not representative of the Company's expected loss. The following represents the carrying value of the continuing involvement asset and liability, as well as the detail of the Company's maximum exposure to loss from the transfer of finance lease receivables under structured financing arrangements:

	As at September 30, 2026		
	Carrying amount	Maximum exposure to loss	Basis for determining maximum exposure
	$	$	
Retained LP units	29,795	29,795	Carrying amount of retained LP interests plus any unfunded contractual exposure related to those units
Retained ABS debt	25,082	30,122	Maximum exposure to retained ABS debt
Demand note / capital-call commitment	18,494	18,494	Maximum remaining contractual funding obligation as at period-end
Total	73,371	78,411	

The Company's maximum exposure under the capital-call and demand-note commitments is restricted to a maximum of 5.75% of the fair market value of the transferred finance lease receivables at inception, and reduces over time as cash collections on the underlying finance lease receivables are received.

17. PROVISIONS

The Company initiated a new restructuring program in the second quarter of 2026 to reduce its cost base and to achieve greater efficiency as a result of changes driven by the Company's digitization. In connection with this program, the Company incurred nil and $10,649 of restructuring charges for the three and nine-month periods ended September 30, 2026, respectively. The restructuring charges relate to employee severance and other personnel-related costs recorded as provisions recognized in Salaries, wages, and benefits in its Consolidated Statement of Operations.

18. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current period's presentation.