



Q1 2024 | **Supplementary Information**

as at March 31, 2024

This supplementary information should be read in conjunction with the Company's Management Discussion & Analysis dated March 31, 2024.

FORWARD-LOOKING STATEMENTS DISCLAIMER

The following pages provide information management believes is relevant to an assessment and understanding of the financial condition, results and operations of Element Fleet Management Corp. (the “Company” or “Element”) and should be read in conjunction with the Company’s Management Discussion & Analysis and unaudited interim condensed consolidated financial statements and accompanying notes for the three-month period ended March 31, 2024. All monetary figures are in millions of U.S. dollars unless otherwise noted or for per share amounts. Additional information regarding the Company is available on SEDAR at www.sedarplus.ca and on the Company’s website at www.elementfleet.com. Totals may not add due to rounding.

CAUTIONARY STATEMENT

THIS ANALYSIS HAS BEEN PREPARED TAKING INTO CONSIDERATION INFORMATION AVAILABLE TO MAY 14, 2024. CERTAIN STATEMENTS CONTAINED IN THIS REPORT CONSTITUTE “FORWARD-LOOKING STATEMENTS”. IN SOME CASES THE FORWARD-LOOKING STATEMENTS CAN BE IDENTIFIED BY WORDS OR PHRASES SUCH AS “MAY”, “CAN”, “WILL”, “EXPECT”, “GUIDANCE”, “PLAN”, “ANTICIPATE”, “TARGET”, “INTEND”, “POTENTIAL”, “ESTIMATE”, “BELIEVE” OR THE NEGATIVE OF THESE TERMS, OR OTHER SIMILAR EXPRESSIONS INTENDED TO IDENTIFY FORWARD-LOOKING STATEMENTS, INCLUDING, AMONG OTHERS, STATEMENTS REGARDING ELEMENT’S FUTURE FINANCIAL PERFORMANCE, GROWTH PROSPECTS AND OBJECTIVES, EXPECTATIONS REGARDING SYNDICATION, ABILITY TO DRIVE OPERATIONAL EFFICIENCIES, ASSETS, BUSINESS STRATEGY, COMPETITIVE POSITIONING, ABILITY TO CREATE VALUE FOR SHAREHOLDERS, THE EVOLUTION OF ELEMENT’S BUSINESS, THE AVAILABILITY OF FUNDS FROM OPERATIONS, CASH FLOW GENERATION, STRATEGIC ASSESSMENT, BUSINESS OUTLOOK, ELEMENT’S DIVIDEND POLICY AND THE PAYMENT OF FUTURE DIVIDENDS, ELEMENT’S PLANS TO REDEEM ITS PREFERRED SHARES, ELEMENT’S PROPOSED SHARE PURCHASES, INCLUDING THE NUMBER OF COMMON SHARES TO BE REPURCHASED, THE TIMING THEREOF AND TSX ACCEPTANCE OF THE NORMAL COURSE ISSUER BID AND ANY RENEWAL THEREOF AND OTHER EXPECTATIONS REGARDING FINANCIAL OR OPERATING PERFORMANCE AND METRICS. SUCH STATEMENTS REFLECT THE COMPANY’S CURRENT VIEWS WITH RESPECT TO FUTURE EVENTS AND ARE SUBJECT TO INHERENT RISKS, UNCERTAINTIES AND NUMEROUS ASSUMPTIONS, INCLUDING, WITHOUT LIMITATION, GENERAL ECONOMIC CONDITIONS, OPERATIONAL CAPABILITIES, TECHNOLOGICAL DEVELOPMENT, SUPPLY CHAIN, RELIANCE ON DEBT FINANCING, COMPETITION, INTEREST RATES, REGULATION, FAILURE OF KEY SYSTEMS, FUTURE CAPITAL NEEDS, ANY IMPACTS OF PANDEMICS OR OTHER HEALTH THREATS, AND SUCH OTHER RISKS OR FACTORS DESCRIBED FROM TIME TO TIME IN REPORTS OF ELEMENT, INCLUDING HEREIN AND IN ELEMENT’S MD&A AND ANNUAL INFORMATION FORM, WHICH HAVE BEEN FILED ON SEDAR AND MAY BE ACCESSED AT WWW.SEDARPLUS.CA.

BY THEIR NATURE, FORWARD-LOOKING STATEMENTS INVOLVE NUMEROUS ASSUMPTIONS, KNOWN AND UNKNOWN RISKS AND UNCERTAINTIES, BOTH GENERAL AND SPECIFIC, WHICH CONTRIBUTE TO THE POSSIBILITY THAT PREDICTIONS, FORECASTS, PROJECTIONS AND OTHER FORMS OF FORWARD-LOOKING INFORMATION MAY NOT OCCUR OR BE ACHIEVED. MANY FACTORS COULD CAUSE ELEMENT’S ACTUAL RESULTS, PERFORMANCE OR ACHIEVEMENTS TO BE MATERIALLY DIFFERENT FROM ANY FUTURE RESULTS, PERFORMANCE OR ACHIEVEMENTS THAT MAY BE EXPRESSED OR IMPLIED BY SUCH FORWARD-LOOKING STATEMENTS AND READERS ARE CAUTIONED THAT THE LIST OF FACTORS IN THE FOREGOING PARAGRAPH IS NOT EXHAUSTIVE. SHOULD ONE OR MORE OF THESE RISKS OR UNCERTAINTIES MATERIALIZE, OR SHOULD ASSUMPTIONS UNDERLYING THE FORWARD-LOOKING STATEMENTS PROVE INCORRECT, ACTUAL RESULTS MAY VARY MATERIALLY FROM THOSE DESCRIBED HEREIN AS INTENDED, PLANNED, ANTICIPATED, BELIEVED, ESTIMATED OR EXPECTED. ACCORDINGLY, READERS ARE CAUTIONED NOT TO PLACE UNDUE RELIANCE ON FORWARD-LOOKING STATEMENTS OR INTERPRET OR REGARD FORWARD-LOOKING STATEMENTS AS GUARANTEES OF FUTURE OUTCOMES, AS NO FORWARD-LOOKING STATEMENT MAY BE GUARANTEED. EXCEPT AS MAY BE REQUIRED BY APPLICABLE CANADIAN SECURITIES LAWS, THE COMPANY DOES NOT INTEND, AND DISCLAIM ANY OBLIGATION TO UPDATE OR REWRITE ANY FORWARD-LOOKING STATEMENTS WHETHER ORAL OR WRITTEN AS A RESULT OF NEW INFORMATION, FUTURE EVENTS OR OTHERWISE.

In this document, the Company presents certain non-GAAP or supplemental financial measures (including originations, vehicles under management, adjusted net revenue, adjusted operating income, adjusted net income, pre-tax return on common equity, syndication volume and free cash flow per share) that do not have a standardized meaning prescribed by GAAP under IFRS and may therefore not be comparable to similarly-named measures presented by other issuers. Descriptions of the non-GAAP measures presented in this document can be found in the Company’s Management Discussion & Analysis that accompanies the unaudited interim condensed consolidated financial statements for the three-month period ended March 31, 2024, which have been filed on SEDAR (www.sedarplus.ca). All dollar amounts in the Supplementary Information are in U.S. dollars unless otherwise specified.

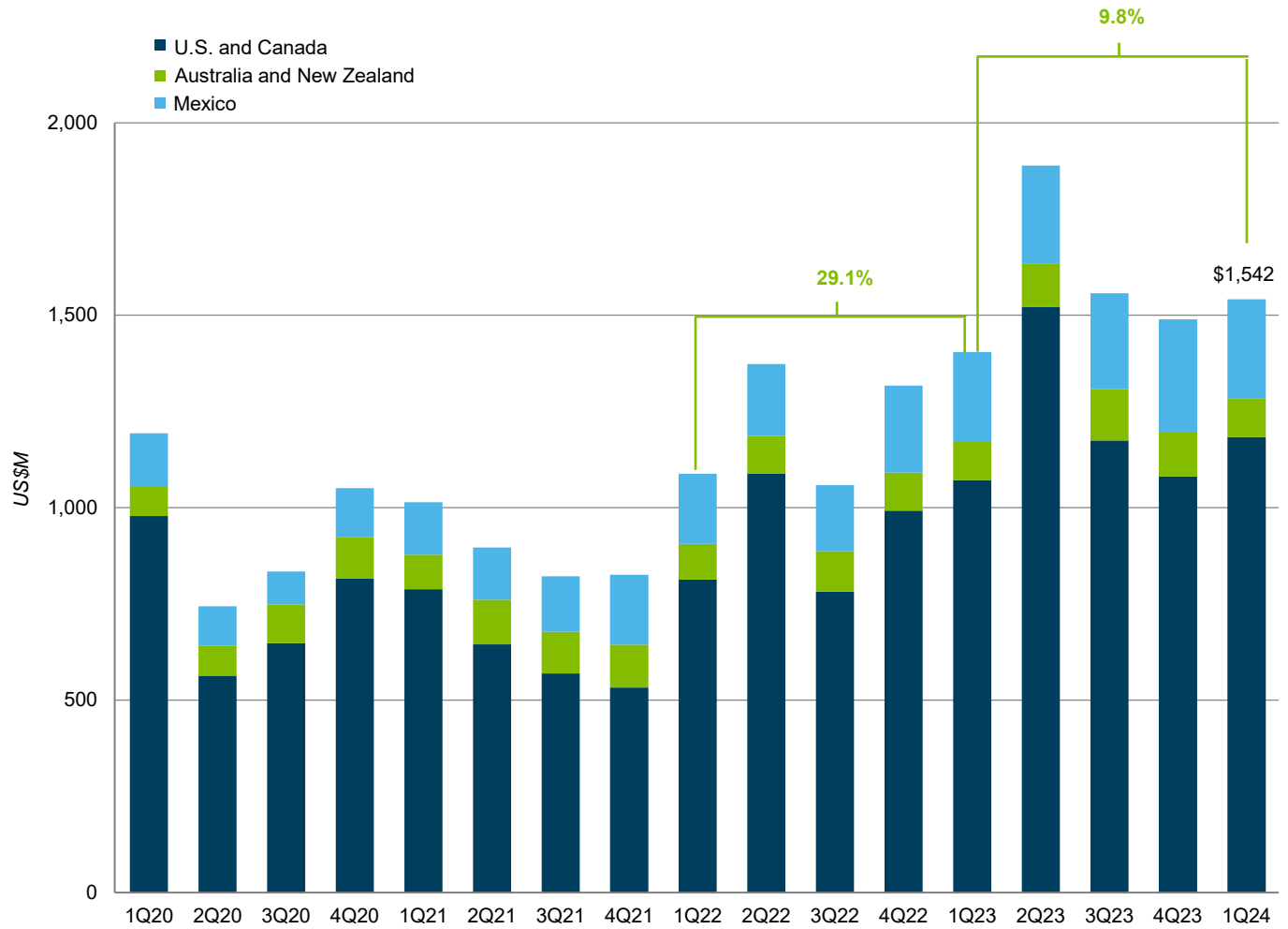
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OPERATIONAL HIGHLIGHTS

1.1 Originations (excluding Armada)

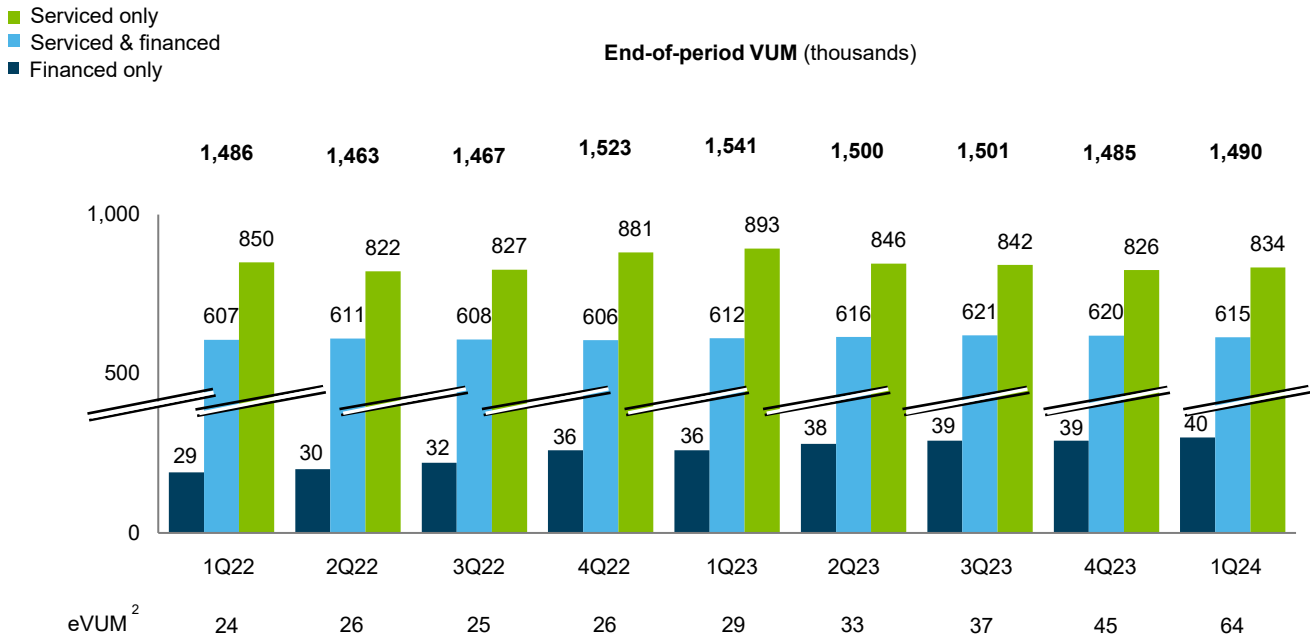
Q1 2024 originations grew 9.8% over Q1 2023.



OPERATIONAL HIGHLIGHTS

1.2.1 Vehicles Under Management (VUM)

Every "VUM" is one unique vehicle (a) receiving or subscribed to one or more Element services, and/or (b) financed by Element, whether or not subsequently syndicated. The vast majority of the decline in VUM from 2Q23 through 1Q24 was due to our ending the provision of white-label services to competitors.¹ These were largely low margin and one service only VUM and, as such, contributed immaterially to our financial results.



1. Reductions in VUM of 73,800 in 2Q23, 68,000 in 3Q23, 33,000 in 4Q23 and 31,400 in 1Q24 (in aggregate 206,200 VUM) were as a result of our move to end the provision of white-label services to competitors.

2. Electric vehicles under management (eVUM) consists of battery electric, plug-in hybrid, and hybrid electric vehicles.

OPERATIONAL HIGHLIGHTS

1.2.1 Vehicles Under Management (VUM) (Cont'd) – U.S. and Canada only

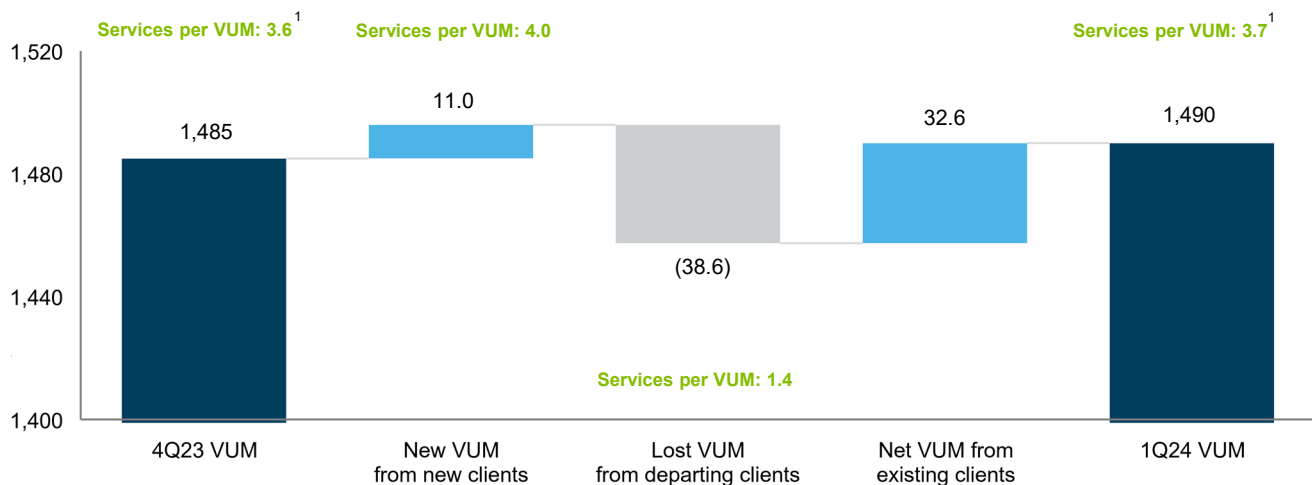
Share-of-Wallet (SoW) growth – selling incremental services to existing clients – is one of the drivers of Element's profitable net revenue growth strategy. As illustrated below, we are both (a) making progress on SoW growth and (b) still in a position to reap benefit from further SoW growth. Across our fleet in the U.S. and Canada where the vast majority of our vehicles operate, we have increased the percentage of multi-service VUM over the past year from 68% to 78%. Moreover, less than 17% of our fleet are subscribed to more than 6 services, leaving ample room for further penetration across all geographies.

- Multi-service VUM
- Single-service VUM



1.2.2 4Q23 -> 1Q24 End-of-period VUM waterfall

Quarter-over-quarter, we onboarded new client vehicles with higher service attachment rates – and, therefore, a more compelling future services revenue profile – than the vehicles we are offboarding. The waterfall below represents the number of services per VUM in our U.S. and Canada fleet only where the vast majority of our vehicles operate.

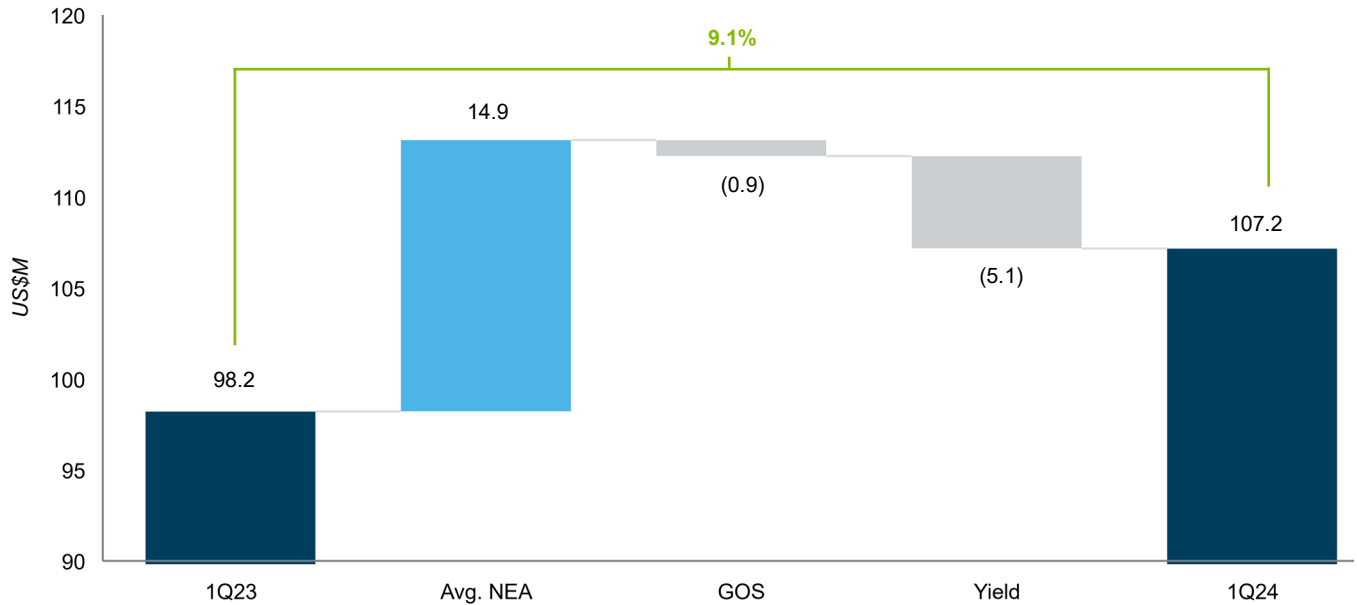


1. U.S. and Canada only. Services being tracked include Collision, Fleet Partnership Solutions, Fuel, Insurance, Maintenance & Roadside Assistance, Tax Benefits, Telematics, Title & Registration and Tolls & Violations. Excludes Acquisitions, Remarketing, Driver Safety and End of Contract services. Commencing Q1 2024 the Company excludes Financing from its total services count (previously included in total services count).

OPERATIONAL HIGHLIGHTS

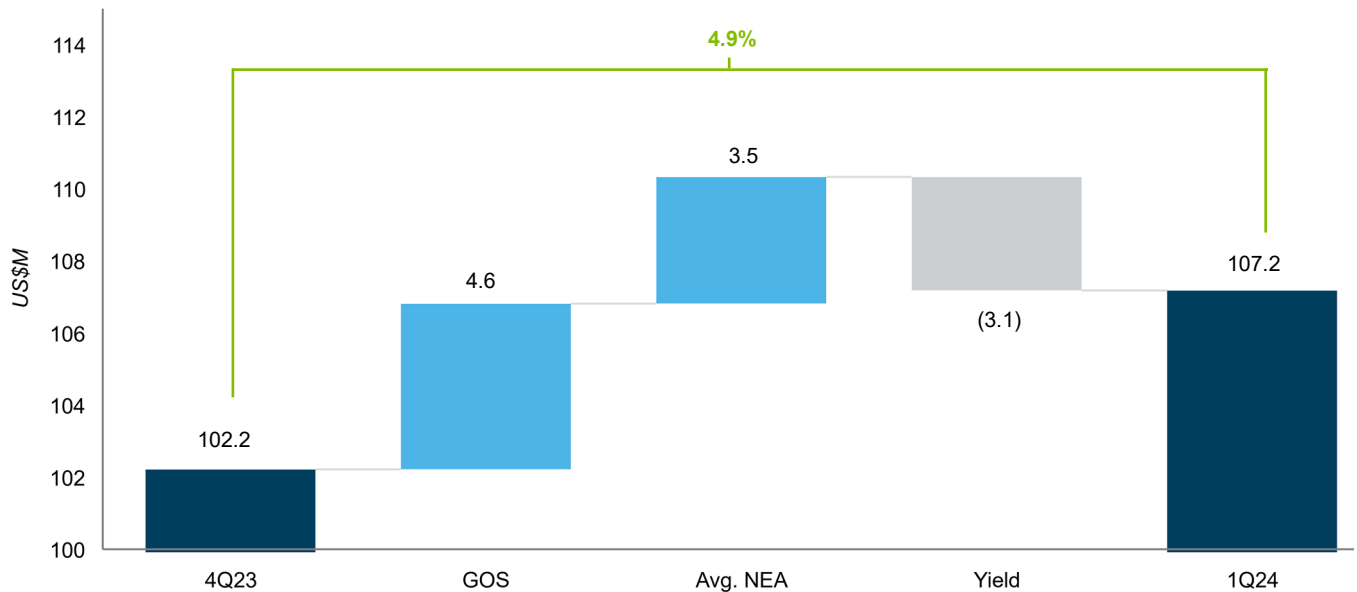
1.3.1 1Q23 -> 1Q24 net financing revenue waterfall

Q1 2024 net financing revenue grew \$9.0 million or 9.1% from Q1 2023.



1.3.2 4Q23 -> 1Q24 net financing revenue waterfall

Q1 2024 net financing revenue grew \$5.0 million or 4.9% from Q4 2023.

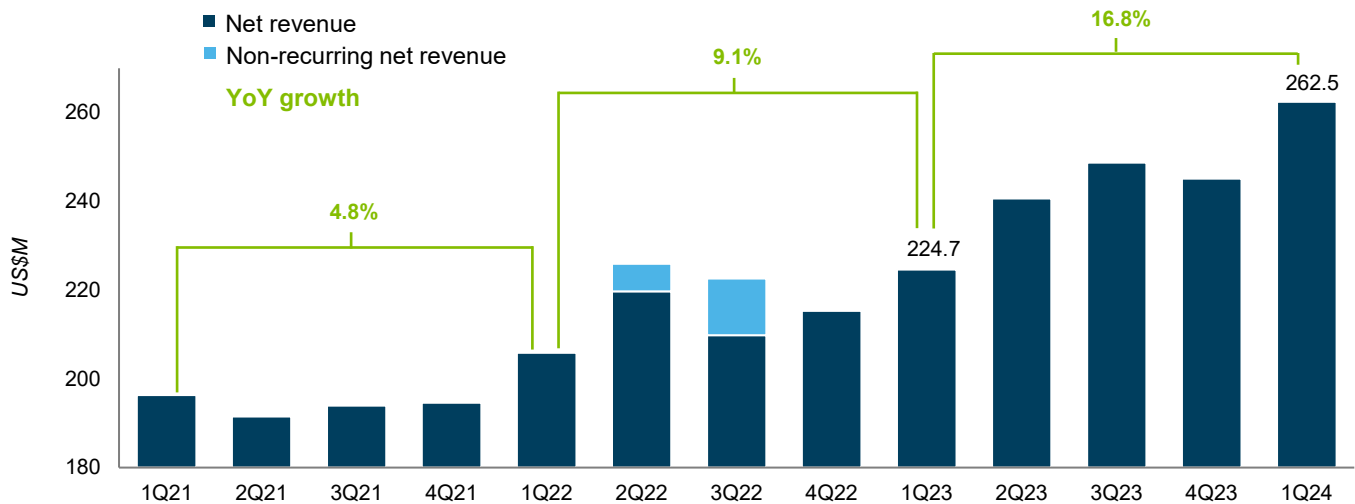


Profitable net revenue growth

PROFITABLE NET REVENUE GROWTH

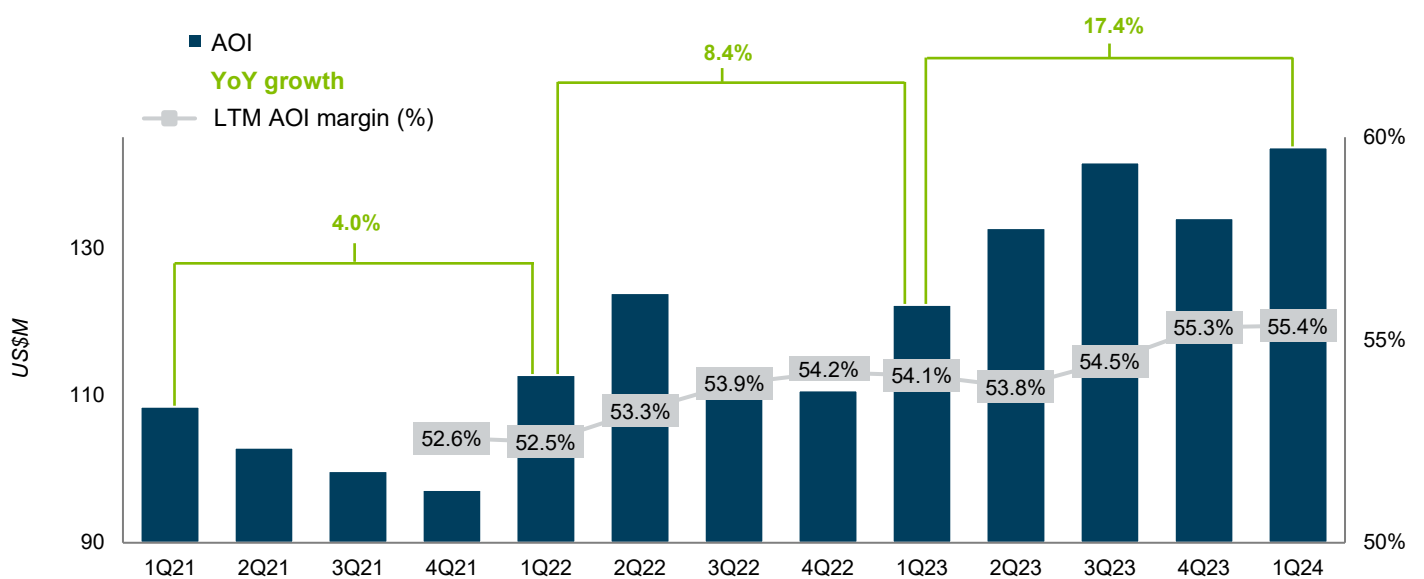
2.1 Net revenue growth

Q1 2024 net revenue grew 16.8% from Q1 2023. The chart below highlights that our year-over-year net revenue growth has been accelerating over the last several years.



2.2 Adjusted operating income growth and adjusted operating margin expansion

Q1 2024 adjusted operating income (AOI) grew 17.4% year-over-year. Adjusted operating margin for the last 12 months (LTM AOI margin) rose by 130 basis points year-over-year (YoY) and 10 basis points quarter-over-quarter (QoQ).



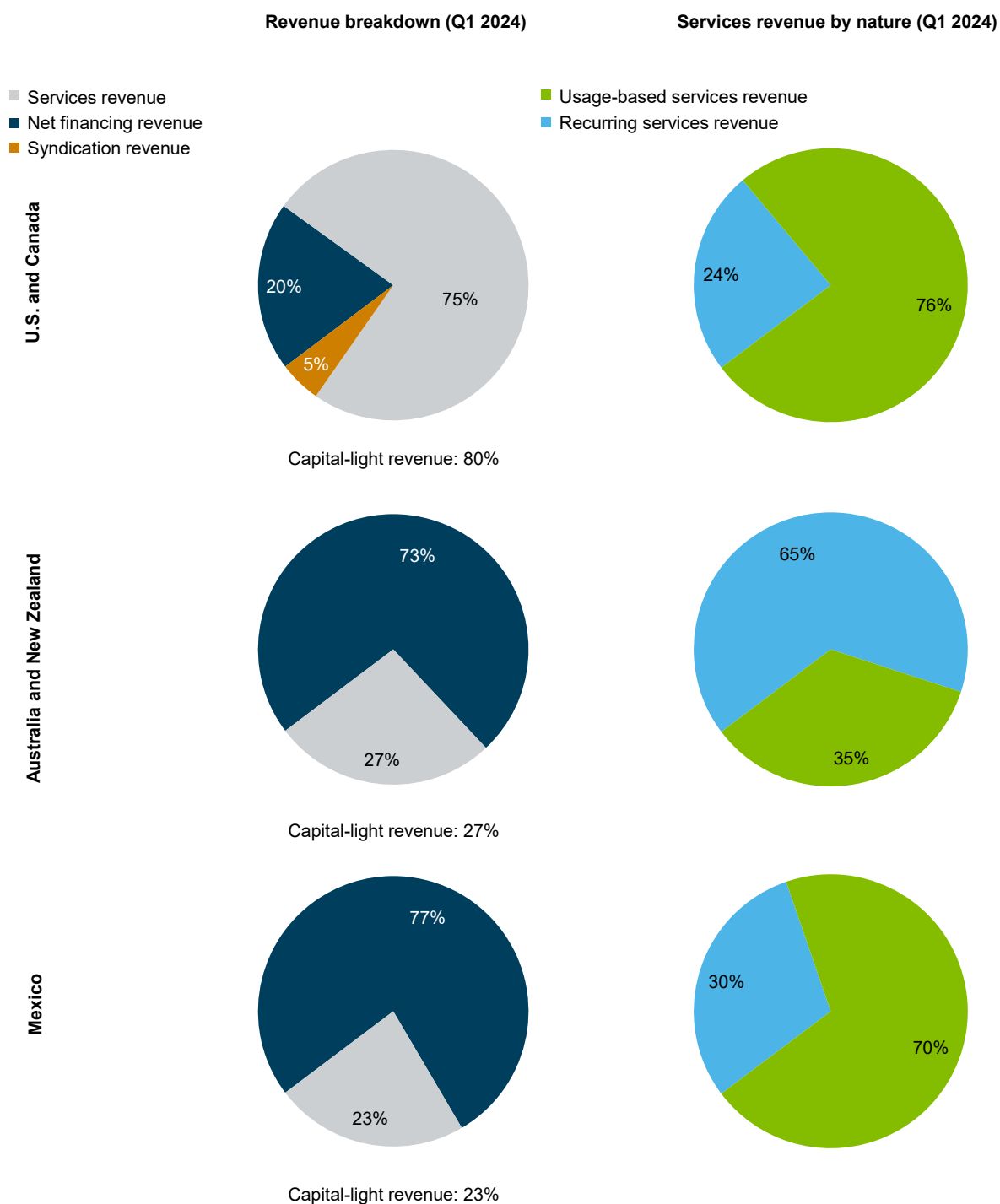
A capital-lighter business model

A CAPITAL-LIGHTER BUSINESS MODEL

3.1 Driving value for shareholders by growing capital-lighter revenue

Element continues to advance its capital-lighter business model that focuses on growing high recurring and higher margin services revenue and strategically syndicating assets, both of which improve the Company's return on equity. Services revenue has much lower funding needs than net financing revenue – only the net working capital required to procure fuel, parts and services for clients – making services revenue highly accretive to return on equity.

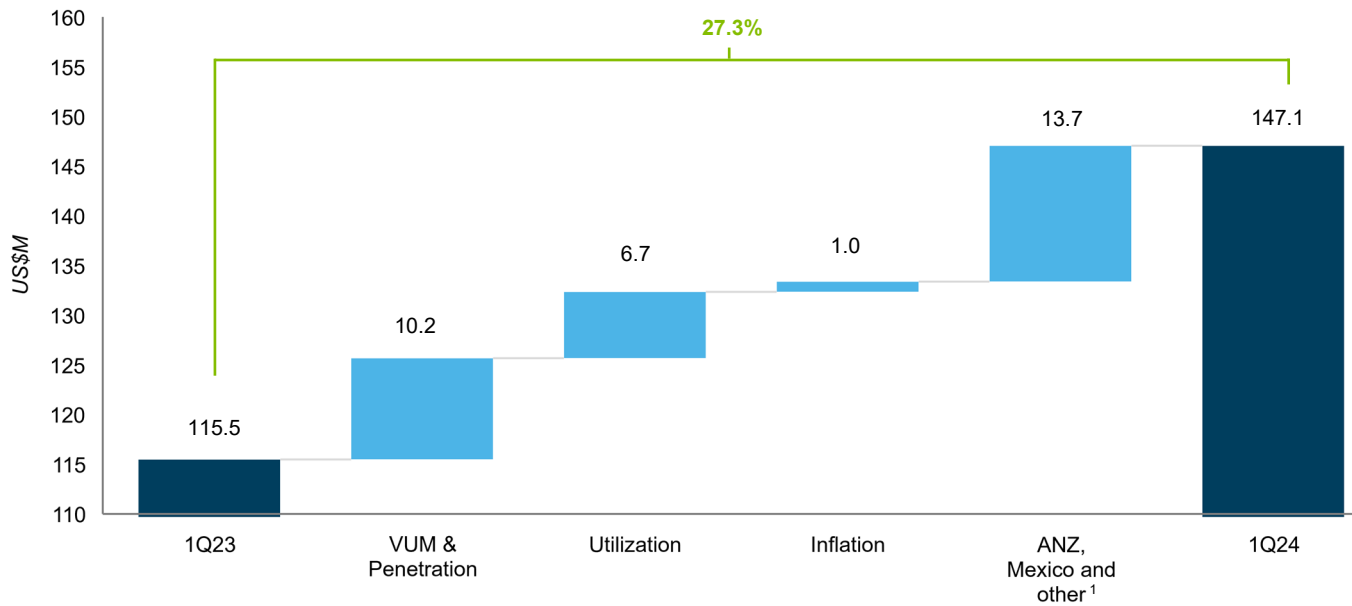
We earn varying degrees of services revenue in different geographies, and the nature of that services revenue (usage-based versus recurring) varies by geography. The following pie charts represent our revenue composition by geography and the breakdown of usage-based vs. recurring services revenue at Q1 2024.



A CAPITAL-LIGHTER BUSINESS MODEL

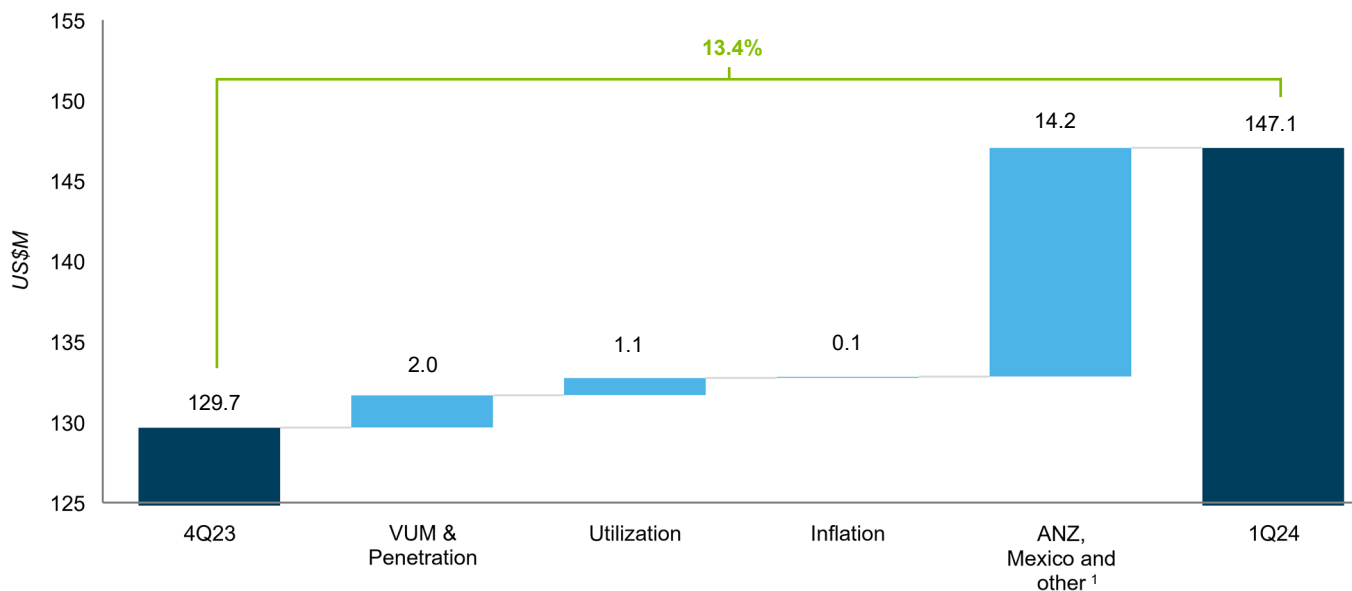
3.2.1 1Q23 -> 1Q24 services revenue waterfall

Q1 2024 services revenue grew \$31.6 million or 27.3% from Q1 2023.



3.2.2 4Q23 -> 1Q24 services revenue waterfall

Q1 2024 services revenue grew \$17.4 million or 13.4% from Q4 2023.



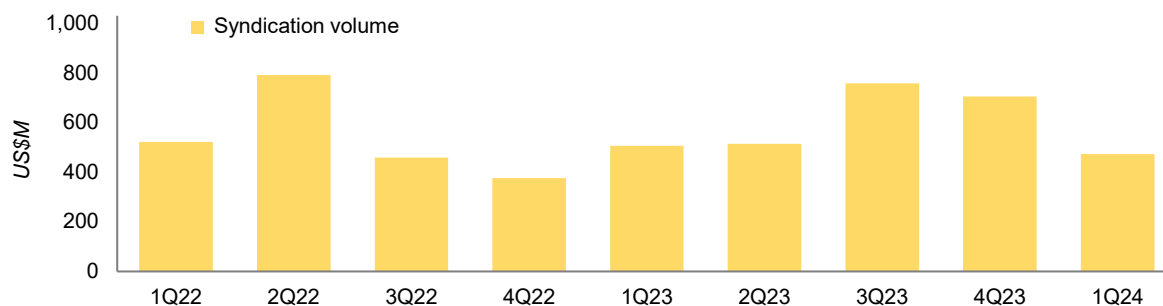
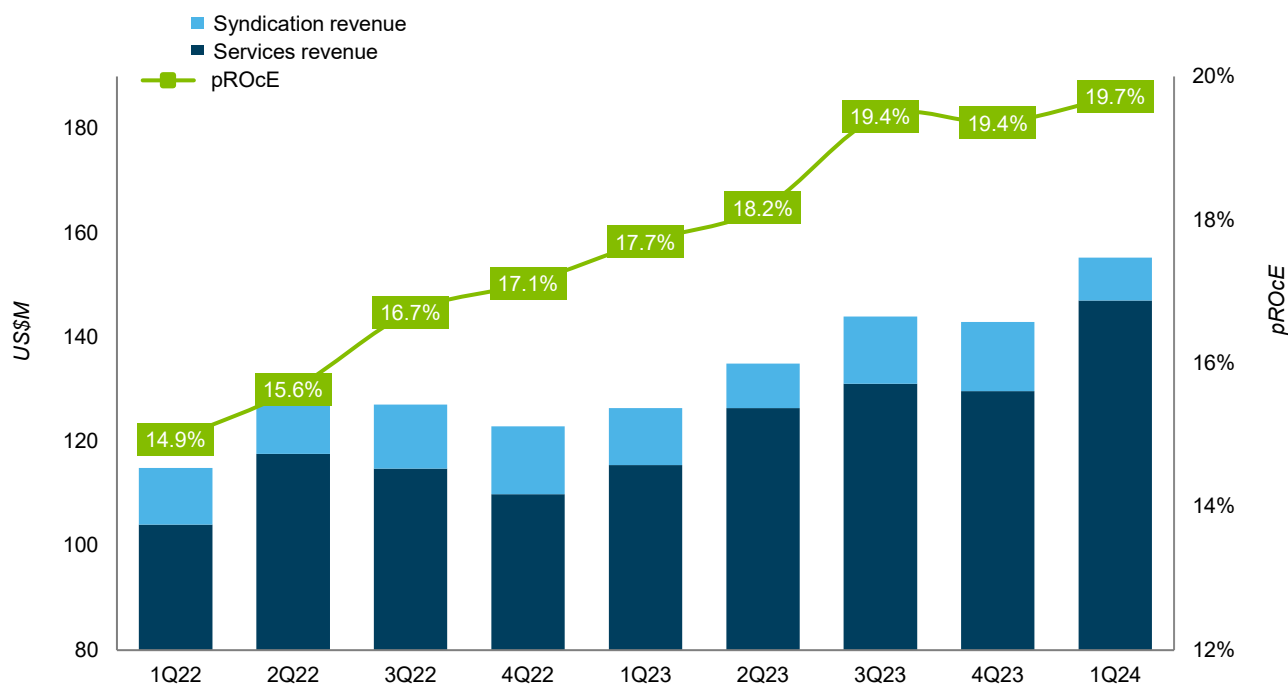
1. Includes \$7.0 million in certain items not likely to recur in 2024.

A CAPITAL-LIGHTER BUSINESS MODEL

3.3 Capital-lighter services revenue, syndication revenue, and pre-tax return on common equity

The second pillar of our capital-lighter business model is syndication: the sale of fleet lease receivables, on a non-recourse basis, to financial buyers with a lower cost of capital than Element's, on terms that are economically superior for Element versus holding those assets on balance sheet. The syndication market demand for Element's assets remains robust, affording the Company ready access to this off-balance-sheet source of cost-effective funding.

The growth of services revenue and our syndication program advance our capital-lighter business model, which continues to enhance ROE. Pre-tax return on common equity of 19.7% in 1Q24 improved 200 basis points year-over-year.



Definition

pROcE The sum of (before-tax adjusted operating income, minus preferred share dividends) for each of the current and three preceding quarters; divided by (average total equity for the current quarter and same-quarter prior year, minus current quarter preferred share capital).

Growing adjusted free cash flow per share and returning capital to shareholders

GROWING FREE CASH FLOW PER SHARE AND RETURNING CAPITAL TO SHAREHOLDERS

4.1 Adjusted free cash flow per share

Q1 2024 adjusted free cash flow per share of \$0.35 represents 7 cents growth or a 25.0% increase over Q1 2023.

| <i>US\$ millions (except free cash flow per common share)</i> | Source | 1Q22 | 2Q22 | 3Q22 | 4Q22 | 1Q23 | 2Q23 | 3Q23 | 4Q23 | 1Q24 |
|--|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Adjusted operating income (AOI) | a. | 112.7 | 123.9 | 113.8 | 110.7 | 122.3 | 132.7 | 140.6 | 134.9 | 143.6 |
| Adjust for non-cash items in AOI: | | | | | | | | | | |
| Depreciation and amortization | b. | 11.0 | 12.1 | 11.5 | 11.3 | 12.0 | 12.4 | 13.3 | 13.6 | 14.3 |
| Amortization of deferred lease costs | c. | 5.6 | 6.0 | 5.4 | 7.2 | 5.8 | 6.2 | 6.7 | 6.8 | 5.9 |
| Amortization of deferred financing costs | c. | 3.1 | 2.9 | 2.9 | 2.7 | 2.7 | 3.2 | 3.8 | 4.3 | 4.5 |
| Amortization of deferred convertible debenture costs | d. | 0.2 | 0.3 | 0.2 | 0.2 | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 |
| Provision for credit losses | c. | 0.1 | (0.4) | 0.2 | 0.1 | (0.1) | 0.2 | (0.4) | (1.3) | 0.3 |
| X. Amortization of deferred revenue | | | | | | | | | | |
| Adjust for cash items not included in AOI: | | | | | | | | | | |
| Y. Cash revenue received in the period, recognition of which is deferred | | | | | | | | | | |
| Z. Lease costs incurred in the period, recognition of which is deferred | | | | | | | | | | |
| X. + Y. + Z. = | | (10.5) | (7.4) | (3.3) | (17.4) | (3.1) | 6.8 | (1.0) | (2.9) | (3.0) |
| Cash from operations | | 122.3 | 137.3 | 130.8 | 114.8 | 139.9 | 161.8 | 163.3 | 155.7 | 165.9 |
| Subtract required cash expenses: | | | | | | | | | | |
| Sustaining capital investments | c. ¹ | (10.6) | (10.7) | (7.7) | (10.9) | (11.0) | (15.2) | (17.0) | (18.9) | (12.9) |
| Preferred share dividends | e. | (6.4) | (6.3) | (4.5) | (4.4) | (4.3) | (4.5) | (4.4) | (4.4) | (3.0) |
| Cash taxes | c. | (13.8) | (9.9) | (9.4) | (11.2) | (14.9) | (7.9) | (16.1) | (18.4) | (15.5) |
| Adjusted free cash flow | | 91.5 | 110.3 | 109.2 | 88.3 | 109.7 | 134.1 | 125.7 | 114.0 | 134.5 |
| <i>Weighted avg. # of c.s. outstanding (million)</i> | e. | <i>401.6</i> | <i>398.2</i> | <i>395.1</i> | <i>392.8</i> | <i>392.2</i> | <i>390.4</i> | <i>389.5</i> | <i>389.1</i> | <i>389.2</i> |
| Per common share outstanding | | 0.23 | 0.28 | 0.28 | 0.22 | 0.28 | 0.34 | 0.32 | 0.29 | 0.35 |
| Growth capital | | (2.8) | (2.6) | (3.6) | (3.9) | (2.4) | (3.3) | (3.5) | (4.7) | (6.1) |
| Free cash flow available after all capital investments | | 88.7 | 107.7 | 105.6 | 84.4 | 107.2 | 130.9 | 122.2 | 109.3 | 128.4 |

Sources: a. MD&A; b. Financial Statements - Statement of Operations; c. Financial Statements - Statement of Cash Flows; d. Financial Statements - Convertible debentures note; e. Financial Statements - Earnings per share note

1. Sustaining capital investments are a portion of Element's total capital investments, which are disclosed quarterly in our Financial Statements - Statement of Cash Flows section, line items "Purchase of property, equipment and leasehold improvements" and "Purchase of intangible assets, including computer software".

GROWING FREE CASH FLOW PER SHARE AND RETURNING CAPITAL TO SHAREHOLDERS

4.2 Return of capital

We return capital to our shareholders through growing common dividends (see section 4.3 below), common share buybacks (section 4.4 below) and preferred share series redemptions. We allocate capital to these return 'levers' based on required investments in our business, tangible leverage ratio management, and free cash flow per share performance. Our target tangible leverage ratio range is 6.25x-6.75x, measured using normalized foreign exchange rates. We also have further upcoming planned preferred share series redemptions in June 2024 (US\$94.6 million) and September 2024 (US\$98.2 million).

4.3 Common dividends (in CAD)

On May 14, 2024, the Company's Board authorized and declared a quarterly dividend of C\$0.12 per outstanding common share of Element for the second quarter of 2024. Currently, our annual common dividend represents 27.4% of the Company's last twelve months' (LTM) free cash flow (FCF) per share, which is within the 25% to 35% target payout range we plan to maintain going forward.

| | Units | 3Q22 | 4Q22 | 1Q23 | 2Q23 | 3Q23 | 4Q23 | 1Q24 |
|--|-------|--------|-------|-------|-------|-------|-------|-------|
| Common dividend per share | CAD | 0.0775 | 0.10 | 0.10 | 0.10 | 0.10 | 0.12 | 0.12 |
| Annualized common dividend per share as a % of LTM FCF per share | | 23.2% | 29.7% | 27.9% | 26.2% | 25.4% | 28.7% | 27.4% |

4.4 NCIB activity (in CAD)

Since launching our inaugural NCIB in November 2020, Element has returned approximately C\$814 million to common shareholders through buybacks up to March 31, 2024, repurchasing over 13% of the common shares that were issued and outstanding as of November 2020.

| C\$ millions (except per share amounts) | Inaugural NCIB ¹ | Second NCIB ² | Third NCIB ³ | Current NCIB ⁴ | |
|---|-----------------------------|--------------------------|-------------------------|---------------------------|-------------------|
| | | | | 4Q23 | 1Q24 ⁵ |
| Shares repurchased | 34.4 | 19.2 | 3.98 | - | 0.3 |
| Weighted avg. repurchased share price | 13.77 | 13.57 | 18.55 | - | 21.97 |
| Cost of repurchases - \$CAD | 473.9 | 260.9 | 73.9 | - | 6.2 |
| Cumulative shares repurchased since Nov. 2020 | 34.4 | 53.6 | 57.6 | 57.6 | 57.9 |
| ...as a % of shares issued and outstanding as of Nov. 2020 | 7.8% | 12.2% | 13.1% | 13.1% | 13.2% |
| Shares issued in the period on exercise of options | 4.1 | 1.7 | 0.6 | 0.1 | 0.0 |
| Shares issued in the period on exercise of convertible debentures | - | 0.01 | 0.01 | - | - |
| Shares issued and outstanding at period end | 410.0 | 392.4 | 389.1 | 389.1 | 388.9 |

1. Element's inaugural NCIB ran from November 10, 2020 to November 9, 2021.

2. Element's second NCIB ran from November 15, 2021 to November 14, 2022.

3. Element's third NCIB ran from November 15, 2022 to November 14, 2023. In 4Q23, we purchased 153,473 Common Shares for cancellation for an aggregate amount of C\$3.0 million at a volume weighted average price of C\$19.56.

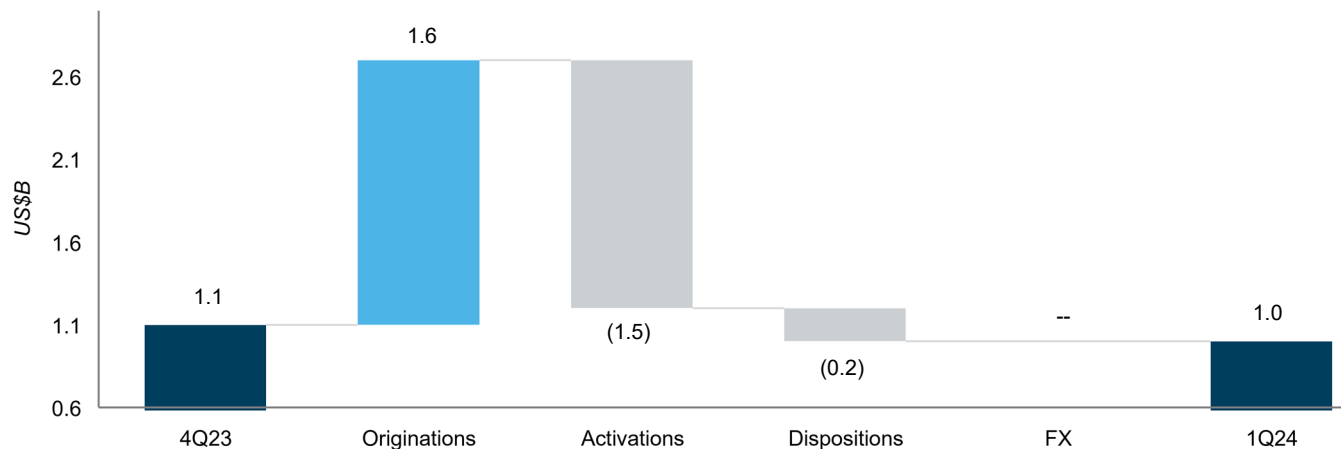
4. Element's current NCIB will run from November 15, 2023 to November 14, 2024.

5. Includes 54,100 common shares purchased but not cancelled prior to March 31, 2024 for an aggregate cost of C\$1.2 million.

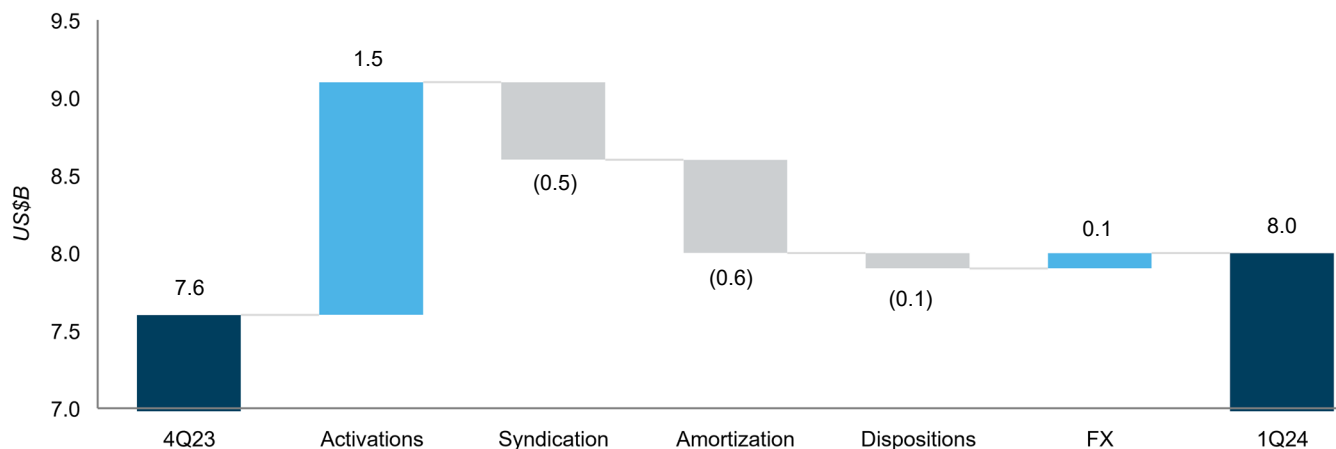
Assets under management

ASSETS UNDER MANAGEMENT

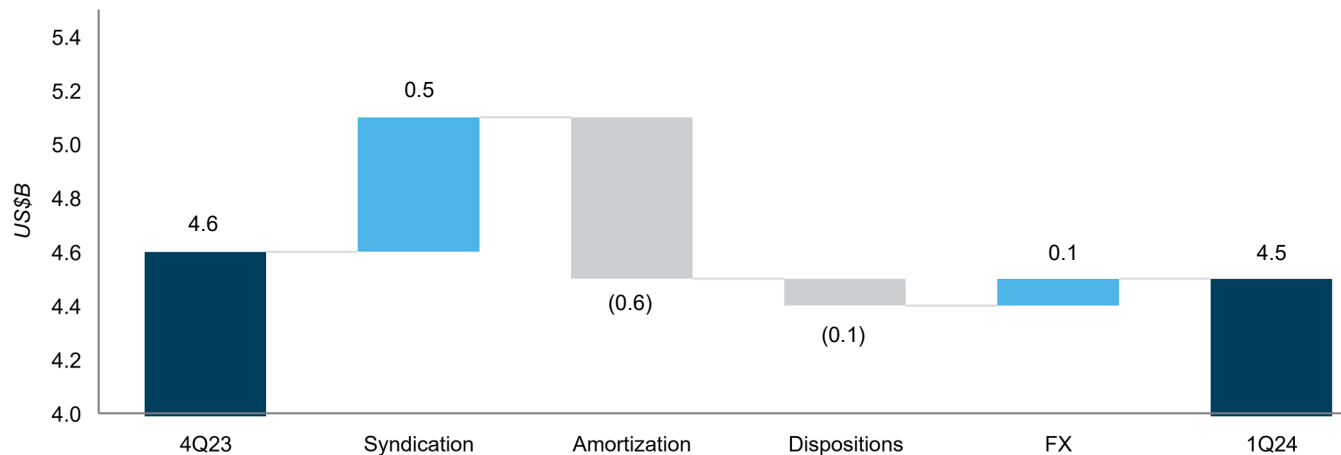
5.1.1 4Q23 -> 1Q24 End-of-period interim funded assets



5.1.2 4Q23 -> 1Q24 End-of-period net earning assets

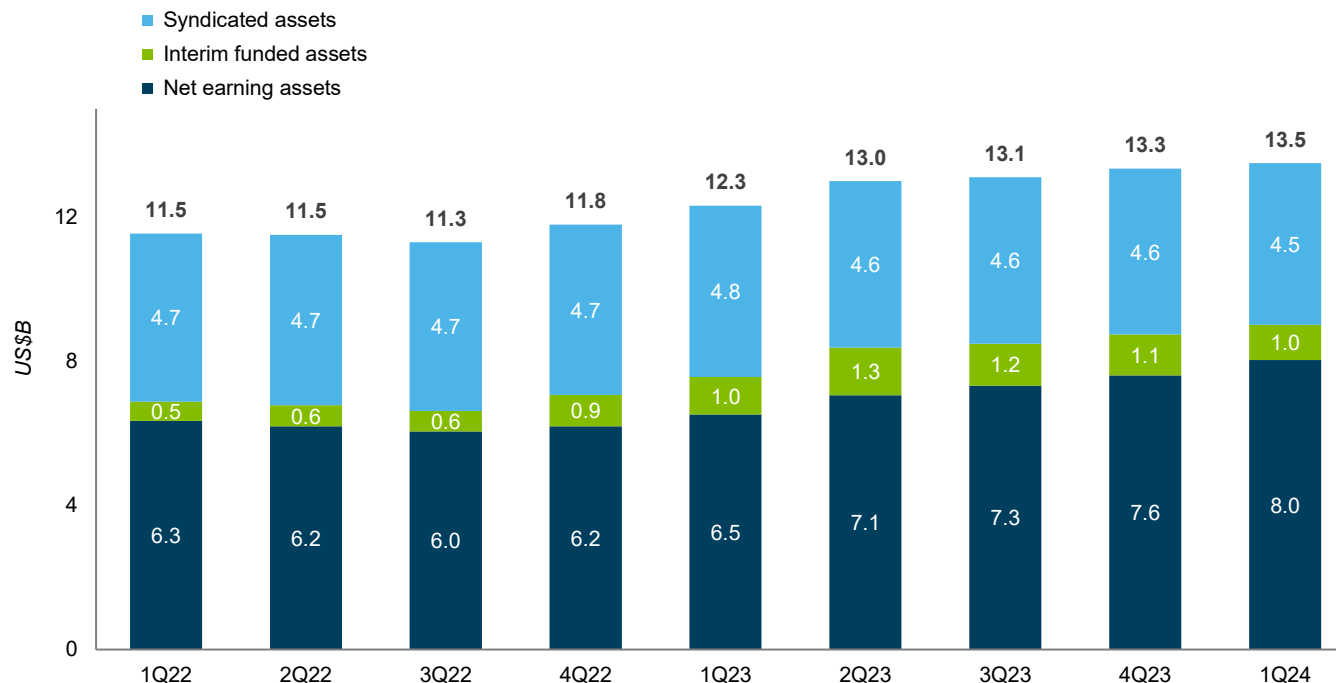


5.1.3 4Q23 -> 1Q24 End-of-period syndicated assets



ASSETS UNDER MANAGEMENT

5.2.1 End-of-period assets under management



5.2.2 End-of-period net earning assets by geography

