



Investor Update

Element Fleet Management
June 2017



Certain information in this presentation is forward-looking and related to anticipated financial performance, events and strategies. When used in this context, words such as “will”, “anticipate”, “believe”, “plan”, “intend”, “target” and “expect” or similar words suggest future outcomes. Forward-looking statements relate to, among other things, the objectives, vision and strategies of Element Fleet Management Corp. (“Element”); the future financial reporting of Element; future cash flows, financial condition, operating performance, financial ratios, projected asset base and capital expenditures; Element’s anticipated dividend policy and plans for return of capital; Element’s ability to deliver benefits from consolidation; anticipated cash needs, capital requirements and need for and cost of additional financing; future assets; demand for services; Element’s competitive position; and anticipated trends and challenges in Element’s business and the markets in which it operates; Element’s borrowing base and other issues relating to Element’s funding facilities; those related to the integration and financial impact of the acquisition of various fleet management businesses; the implementation of Element’s systems integrations; and Element’s R&D investment plans and product offerings.

The forward-looking information and statements contained in this presentation 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; the general continuance of current or, where applicable, assumed industry conditions; the continuance of existing (and in certain circumstances, the implementation of proposed) tax and regulatory regimes; 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; and the extent of its assets and liabilities. 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.

By their nature, such forward-looking information and statements are subject to significant risks and uncertainties, which could cause the actual results and experience to be materially different than the anticipated results. Such risks and uncertainties include, but are not limited to, operating performance, regulatory and government decisions, competitive pressures and the ability to retain major customers, rapid technological changes, availability and cost of financing, availability of labour and management resources, the performance of partners, contractors and suppliers, and the execution of integration initiatives. Readers are cautioned not to place undue reliance on forward-looking statements as actual results could differ materially from the plans, expectations, estimates or intentions expressed in the forward-looking statements. Except as required by law, Element disclaims any intention and assumes no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise.

Throughout this presentation, management uses a number of 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. A full description of these measures can be found in Element’s Management Discussion & Analysis that accompanies the financial statements for the most recent quarter or year, which have been filed on SEDAR (www.sedar.com). Element believes that certain Non-IFRS Measures can be useful to investors because they provide a means by which investors can evaluate Element’s underlying key drivers and operating performance of the business, exclusive of certain adjustments and activities that investors may consider to be unrelated to the underlying economic performance of the business of a given period.



Element Corporate Overview

Investment Highlights

- Element is a stand alone, “pure play” FMC – focused 100% on Fleet Management on a global platform
- Investment-grade credit ratings reflecting asset quality (A-, BBB+)
- Stable ABS funding program - \$9B raised since 2003
- Prudent Balance Sheet leverage; growth in service and fee income drive ~22% ROTE
- Free cash flow sufficient to fund future growth, capitalize on opportunities and provide return of capital to shareholders
- Long tenured, highly integrated customer base creates “Sticky” customer relationships – 95%+ retention
- Fleet Services is multi-billion dollar industry in the early stage of technology innovation
- Technology driven, business services model positions the firm for long term success with recurring annually based service income

Driving consistent revenues and net income generation

Long-Term Value Creation

Element Fleet Management (TSX:EFN)

Element Fleet is the largest publicly traded fleet management company in the world, with market leadership in North America and an industry leading position in Australia and New Zealand. We are a leading business services provider, driven by technology and analytics and benefiting from a large-scale integrated services platform.

Element Fleet Advantages

- Superior ability to capture opportunities in the fleet management industry that is still in the early stages of technology innovation and experiencing rapid growth
- Highly experienced leadership and operations teams
- Deep and long-term customer relationships, spanning over two to five decades and longer, providing annuity-like revenue streams – both in service and fee income and NIM
- High quality of assets reflected in investment-grade credit ratings (A-, BBB+) to support finance service option
- Prudent balance sheet leverage drive 22%+ ROTE
- Free cash flow sufficient to fund future growth and return of capital to shareholders

Element Fleet Management

The Leading Global Fleet Management Company

Total assets
C\$18.8 billion

TSX Composite Index
EFN

Employees
2,700+

As of Mar 31st, 2017

Service Offerings



Vehicle Financing



Acquisition, Title,
Licensing & Registration



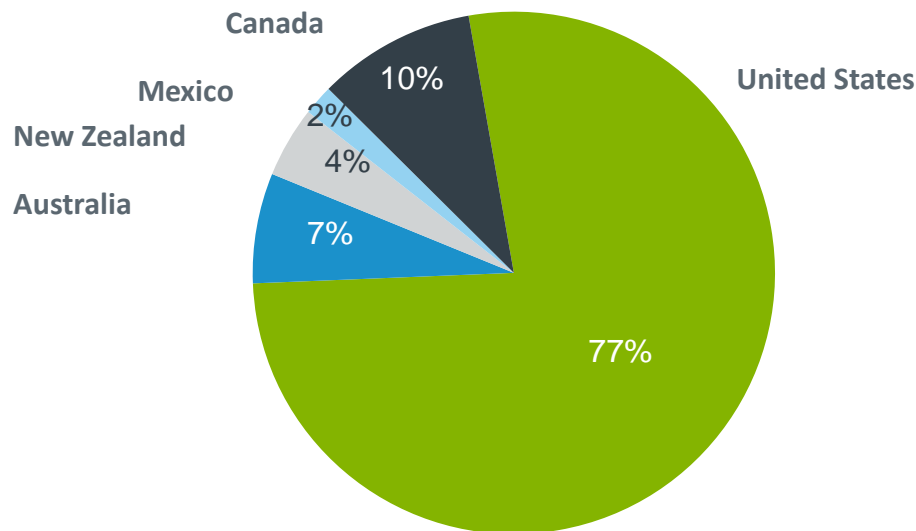
Consulting, Telematics, Risk &
Safety, Accident Management



Fuel, Maintenance & End
of Term Remarketing

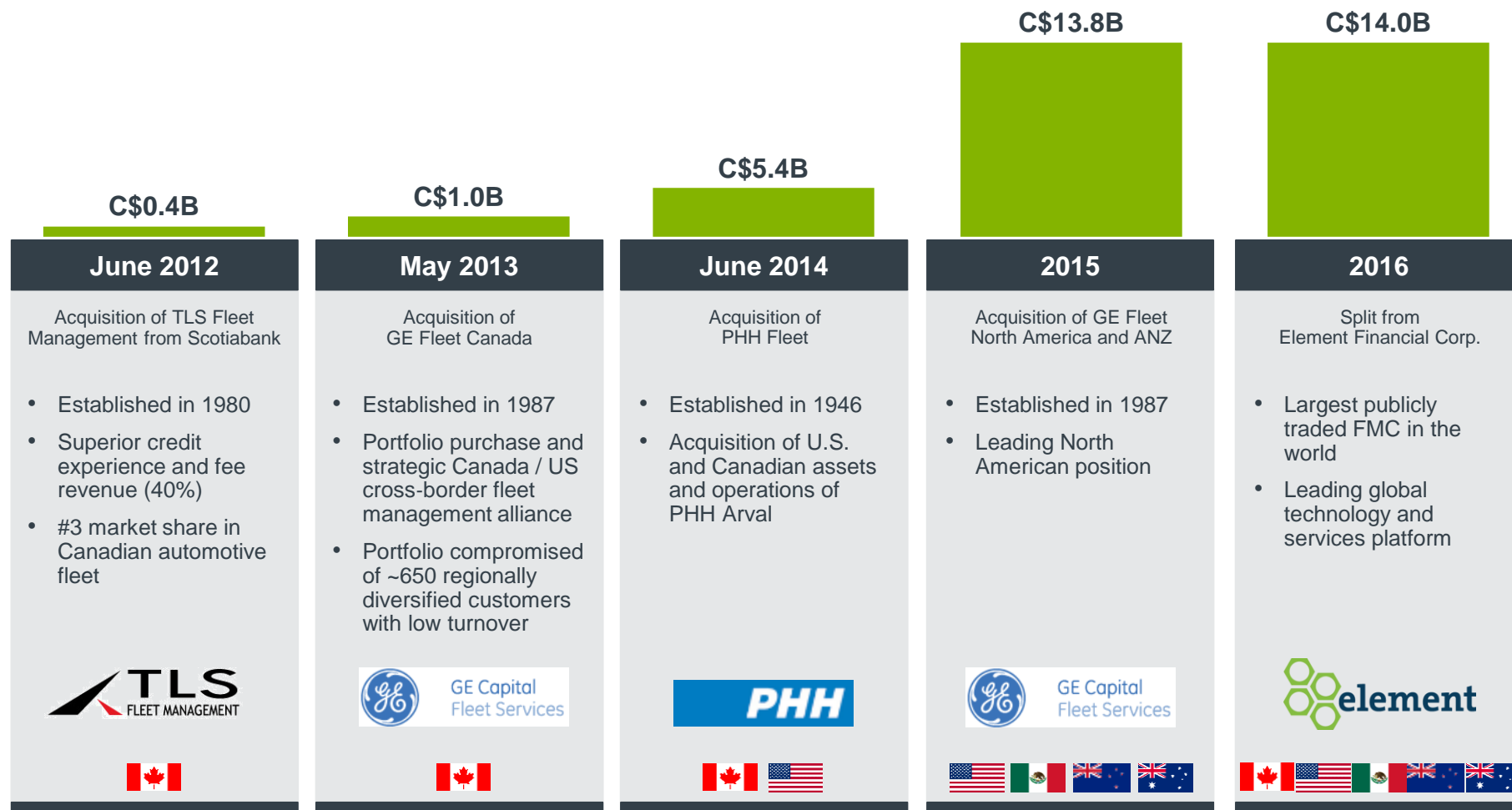
Earning Assets

As of Mar 31st, 2017



The Creation Story

Strategic Acquisitions & Organic Growth



Revenue Mix

Continued Growth in Service Revenue

% of Net Revenue	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017
Total service & other revenue	55.6	56.9	58.3	60.0	61.2
Net interest and rental revenue	44.4	43.1	41.7	40.0	38.8

- Service and Fee Revenue continues to grow as a percentage of Total Revenue
- Exceeds 61% of Total Revenue
- Our fully integrated fleet management system provides added capacity to drive Service and Fee Revenue growth

Element Portfolio Quality

Low Risk Assets/Minimal Credit Losses

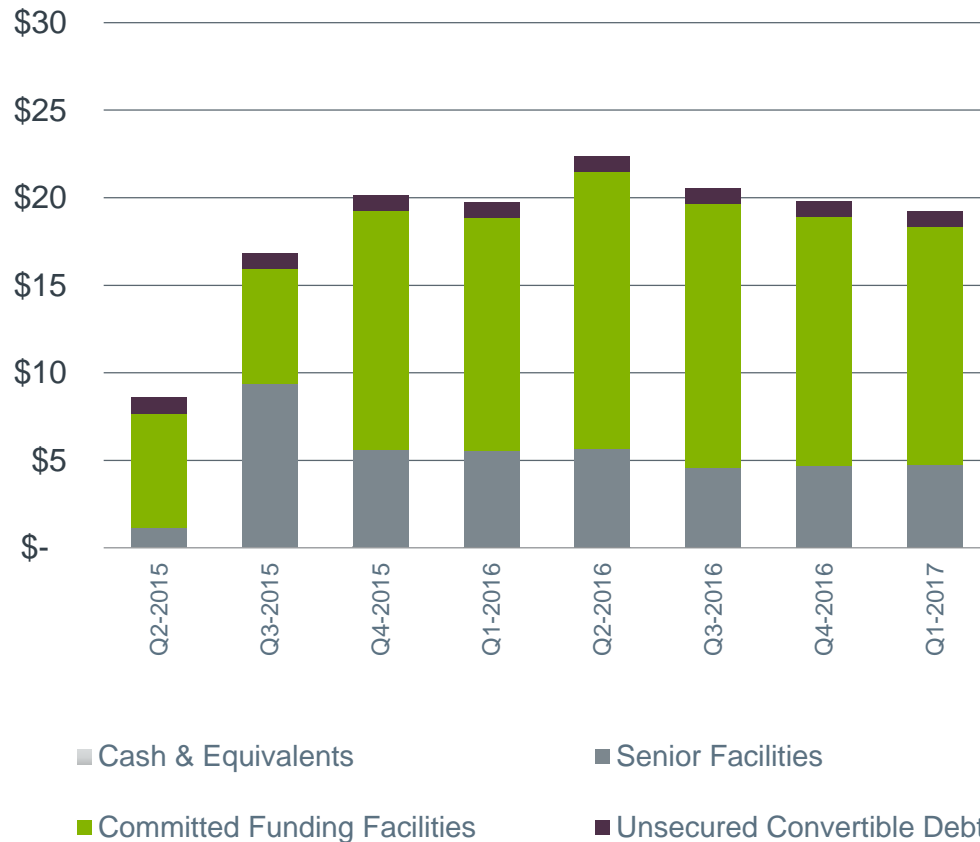
- Portfolio continues to perform well globally with high quality assets and highly rated customers
- Non-current accounts increased to 17 bps, in part due to integration processes in Q1

Delinquencies as a % of Finance Receivables			
	Q1 2016	Q4 2016	Q1 2017
Non-current (> 31 days)	0.10%	0.02%	0.17%
Defaulted	0.01%	0.03%	0.05%
Allowance for Credit Loss (as a % of Total Finance Assets)	0.09%	0.05%	0.04%

Prudent Manager of Capital

- Credit ratings of A-/BBB+
- Capital capacity available to execute plan
- Leverage of 7.71:1
- Free cash flow sufficient to fund growth

Treasury Update



Committed facilities (available & outstanding) amounted to C\$18.3B as of March 31, 2017

At March 31, 2017, C\$5.0B in available financing to fund ongoing originations

Committed facilities are supplemented by access to pre committed Term ABS market

Debt maturities match to asset run off with repayment schedule mirroring expected debt repayments

Completed combining Chesapeake I and II on April 7th, creating C\$7B US platform

Issued C\$150M in preferred Series I shares, on May 5th.

Cash provided by adjusted operating activities was C\$145M for the quarter

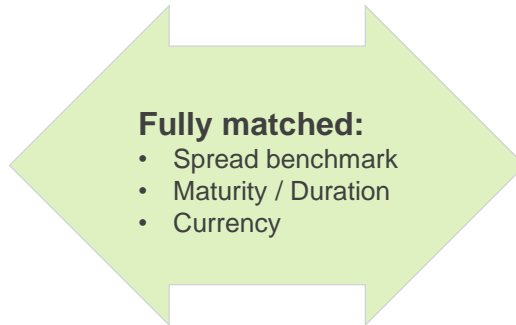
Stable Funding Strategy

Proven Through Business Cycles

No impact from the yield curve or FX volatility. No liquidity events.

Origination:

- High credit customers and quality collateral
- Low credit losses, < 3bps
- Combined pricing model: Net Interest Margin (quoted spread over benchmark) and services



ABS Market:

- Term notes Reg.144A
- Institutional / accredited investors
- Since 2003, raised \$9 billion in term funding

Going forward, EFN's scale and size allow for more frequent, consistent transactions schedule, access to public market ABS – all leading to further reduction in funding costs.

Term Funding Facility:

- 3yr term senior debt
- 20-bank lending syndicate
- Multicurrency
- Hedged interest rate risk
- Funds originations permanently or temporarily prior to funding through ABS market

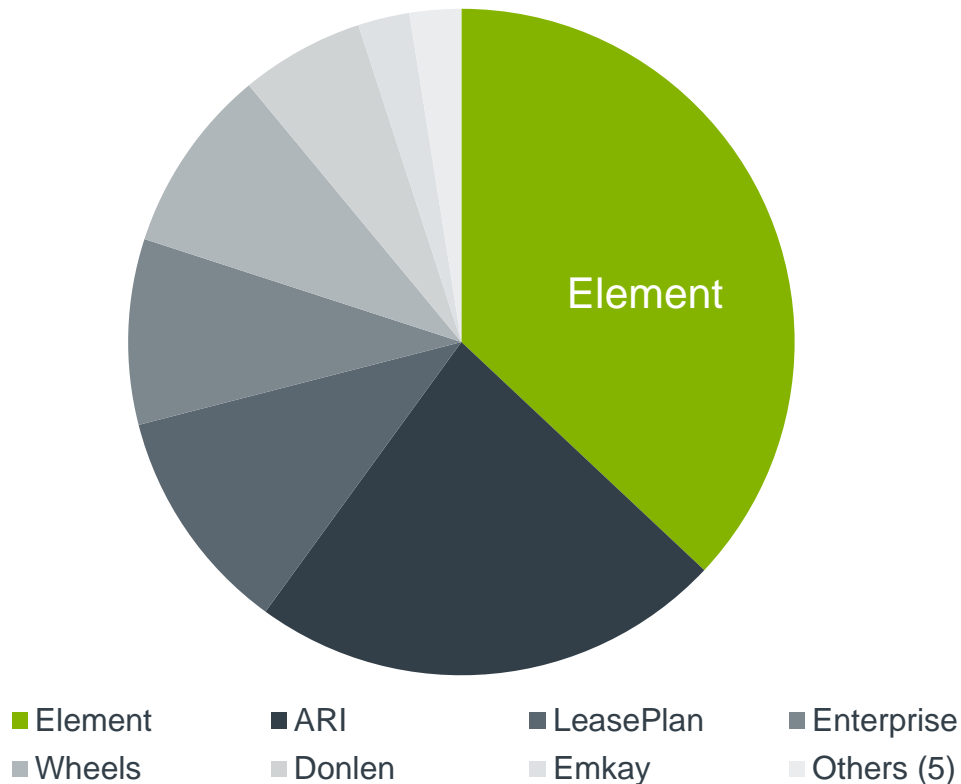
North American Post Integration Update

- In January, we successfully migrated all of GE Fleet's U.S. and Canadian customers and portfolio onto Element's fleet management system ("FMS"); all customers are now live on Xcelerate and Driver Xcelerate
- All GE Capital transitional services agreements have been terminated and all former GE Fleet customers have been operating on Element's FMS through three billing cycles
- We are now in the post integration phase of our overall integration project, focused on improving operational performance and gaining efficiency
- Have experienced some backlogs (such as interim funding) as former GE Fleet customers, suppliers and employees become familiar with Element's FMS
- Continue to provide ongoing training and support to reduce backlogs and return to historical performance levels
- Pivoting to optimizing our processes and systems to drive incremental productivity gains in the business



Fleet Management

Competitive Landscape – US (Indicative)



Other Competitors

- Full service lease providers
ie. Ryder, Penske (Heavy Trucks)
- Specialty lessors
ie. FleetAdvantage, Idealease
- OEMs, affiliates and distributors
ie. Toyota, Yale, Crown
- Equipment managers
ie. Lift Solutions, MH Fleet, Weis3
- Fleet Car

* Source: Automotive Fleet Fact Book 2015

Element Experience

Category Leader

- #1 Fleet Management Company in North America
- Scalable platform providing innovative, end-to-end services and leading technology
- Access to multi-national corporations through global partners across 50 countries

Seasoned Experts

- Strong management team with an average of 15 years of Element Fleet Management experience and 17 years in the industry

Quality Client Base

- Diversified, high-quality, long-tenured base of commercial customers
- Target fleets: > 1000 units
- High levels of renewal and satisfaction yield long-term relationships

Solid Track Record

- Profitable business with both services contribution (~61%) and NIM (39%). Recurring revenue streams from both clients and suppliers

High levels of satisfaction yield long-term customer relationships

20-30 YEARS 288 clients

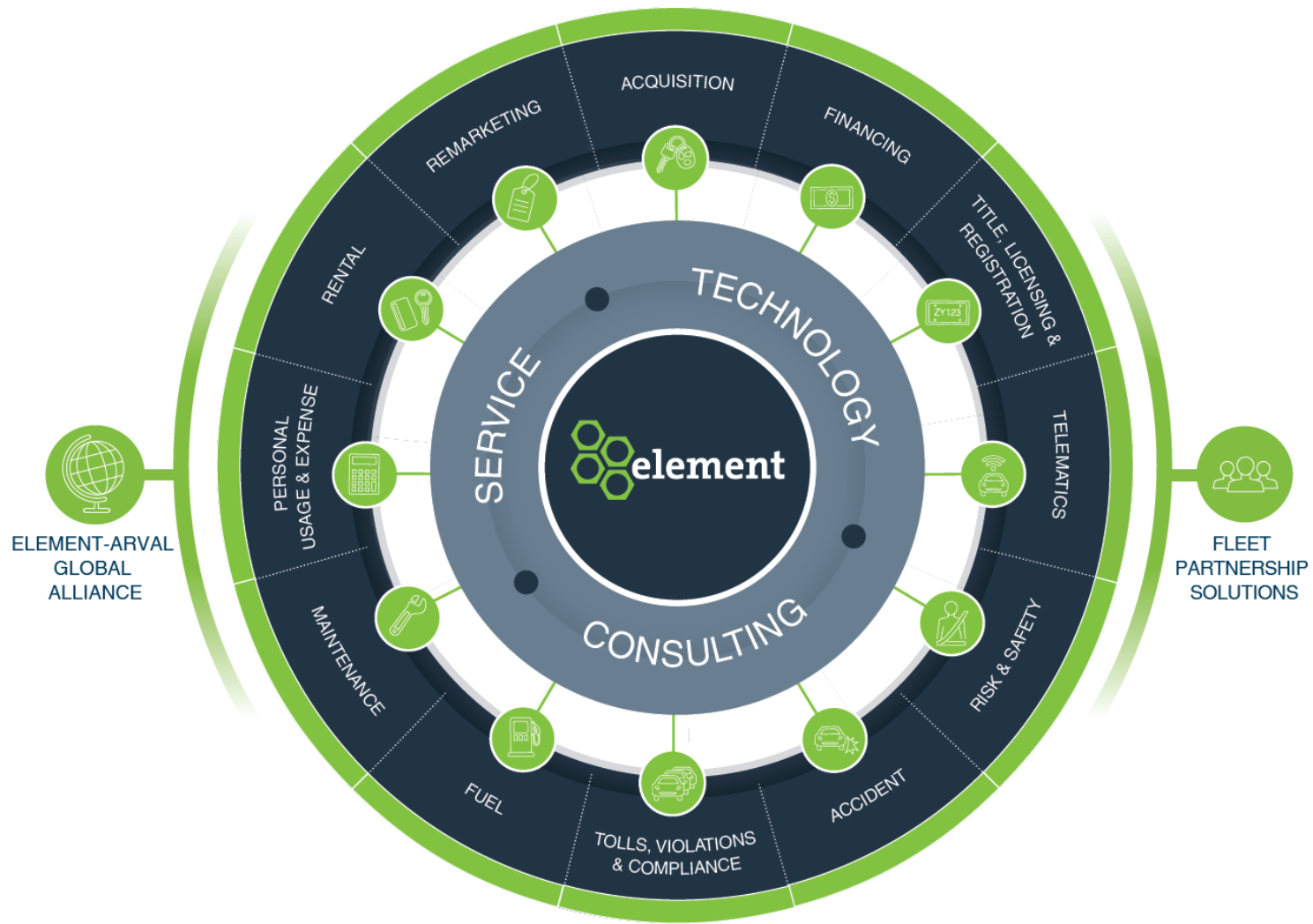
30-40 YEARS 74 clients

40-50 YEARS 22 clients

50+ YEARS 150 clients



Product Overview

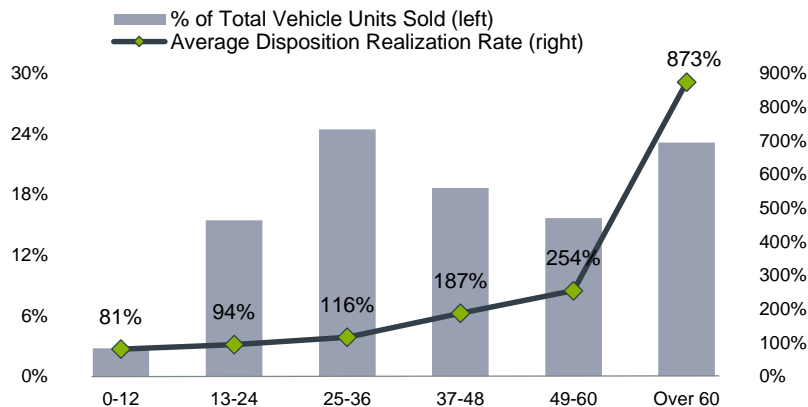


Remarketing Services

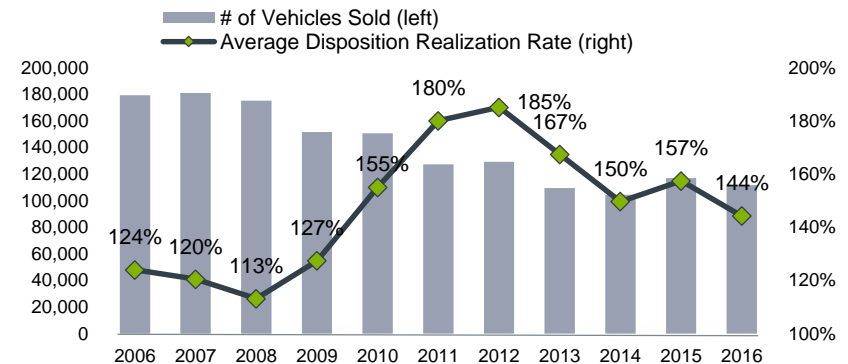
US Portfolio Performance

Conservative lease terms and strong remarketing efforts result in consistent gain-on-sale generation for clients

Avg. Disposition Realization by Seasoning ⁽¹⁾⁽²⁾⁽³⁾



Avg. Disposition Realization by Year of Sale ⁽¹⁾⁽²⁾



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Average Age at Sale (months)	46	44	46	48	48	53	53	55	52	53	56
Average Book Value at Sale (\$)	6,071	6,835	6,651	5,684	5,222	4,722	4,835	5,647	6,998	6,917	7,405
Average Net Proceeds (\$)	7,528	8,203	7,489	7,249	8,108	8,492	8,873	9,425	10,384	10,882	10,644

- The gap exposure between FMV and depreciated value turns positive as the lease ages
- As customers add vehicles on a multiyear replacement cycle, customers have a balanced aged portfolio of cross-collateralized vehicles, reducing gap exposures
- Average gains on disposition depend on length of time vehicle retained

1. Average Disposition Realization Rate is calculated as Net Disposition Proceeds divided by Depreciated Value.

2. Data includes wrecked and damaged vehicles.

3. Data for years 2006 – December 31, 2016

Customer Value Proposition

End-to-end solutions, maximizing productivity of the client's resources, while managing their total cost of ownership

Improve productivity

- Maintenance and accident repairs
- Rental cars
- Safety training and collision prevention
- Telematics
- Mobile apps for drivers and clients

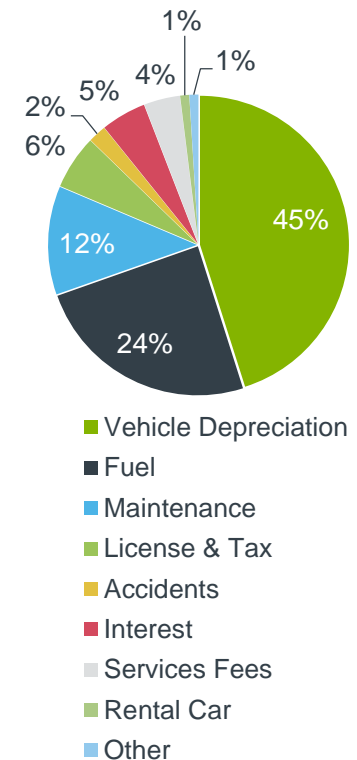
Minimize vehicle costs

- Consulting, specification and purchase
- Financing
- Fuel, Maintenance and repair
- Regulatory compliance
- Remarketing

Core services: both recurring and transactional activity

- Fleet vehicles are mission critical expenditures for clients, supporting sales reps, service technicians and other field-based service functions – “tools of the trade”
- Element's scale, efficiently and effectively manages: fuel, maintenance, accidents and temporary rental car needs, titling, tax, licensing and driver support activities

Typical Composition of Fleet Expenses



Source: Representative US fleet vehicle, CY 2016

The Future of Fleet

Innovation



CORE FLEET MANAGEMENT

- Data migration and integration milestones
- Synergy and migration enhancements
- Ongoing infrastructure and compliance



SUSTAINED INNOVATION

- New capabilities/partnerships/acquisitions driving an increase in fee-based services
- Product extensions into new markets
- Service enhancements and delivery efficiencies
- Global distribution opportunities



DISRUPTIVE INNOVATION

- VC and PE firm partnerships
- Declare investment pillar and time horizons
- Engagements that leverage infrastructure, proven methodology, access to interdisciplinary talent, and time-to-market
- High-potential employee development
- International Executive Steering Team



Investing for the
Future with Balance

With a user centric design, the **responsive web application** provides a central hub to view fleet data and an interface to take action and optimize fleet performance.

- Inventory management
- Transaction management
- Ordering
- Reporting
- Analytics



Xcelerate for Drivers



With the **responsive web application** and **iOS native application** drivers are able to tackle fleet tasks easily, quickly and efficiently.

- Trip logging and personal mileage reporting
- Review client policy documents
- Request fuel PINs, process MVRs, report lost or stolen cards, and order vehicles
- Location aware fuel and maintenance supplier locator

Element Fleet Key Strengths

- Scale to invest in Fleet (investment of ~\$100 million plus in technology)
- Combined offerings of financing, services and exceptional consulting are best in class, deep domain expertise of staff and management team
- Real time mobile applications
- Robust data analytics
- Robust asset acquisition, management and transaction processing technology
- Compelling and proven value proposition to reduce “total cost of ownership”
- Extensive North American managed supplier network
- Significant purchasing power, scale, and leverage
- Largest and most comprehensive ownership of benchmarking data set for customer consulting and portfolio management
- Proven performance through economic cycles
- Service business drives profit/lease business creates “stickiness” especially when combined with lease finance offering
- Ability to offer global solutions

Credit Governance and Decisioning

Governance

- Audit, Credit and Risk Committees, led by independent directors, provide strong board oversight
- Element's lenders provide discipline in the following areas:
 - Monthly financial and portfolio compliance
 - On site process and financial audit reviews
 - Ongoing compliance with credit underwriting policies and procedures
 - Annual "agreed upon procedures" reports by external auditors

Industry & Market Overviews

Deep understanding of the assets and industries we finance

Credit Manual

Defined asset and credit risk underwriting criteria are well documented, with limitations on equipment types and guidelines on managing industry and obligor exposure

Documentation Manual

Standardized documentation and security interest filings, defined funding and post closing review processes are in place

Portfolio Management & Reporting

Board/Committee monitoring of portfolio performance, with swift remedial action for accounts that may be, or have become, credit impaired

Credit Decisioning

- Clear separation of functions linked to business development, credit analysis and operations
- Hierarchy of board approved delegation authority for credit decisions, with the highest level of decision making resting with the Credit Committee
- Experienced underwriting staff, with specific market expertise in the vertical markets that we participate in
- Strict adherence to internal policies and procedures governing underwriting, documentation, funding and compliance

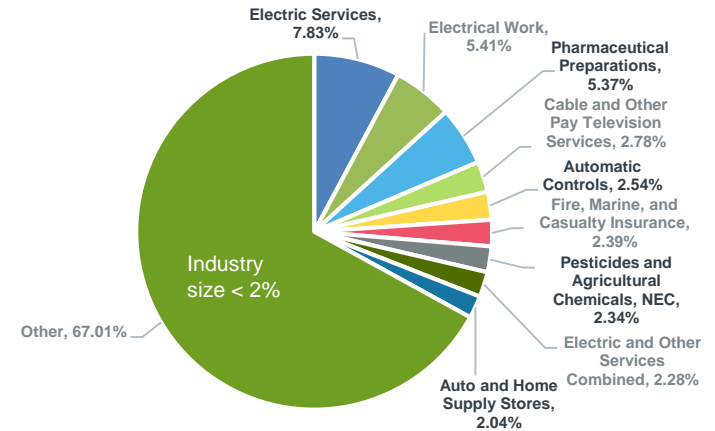
Element Fleet US Portfolio

Diversification

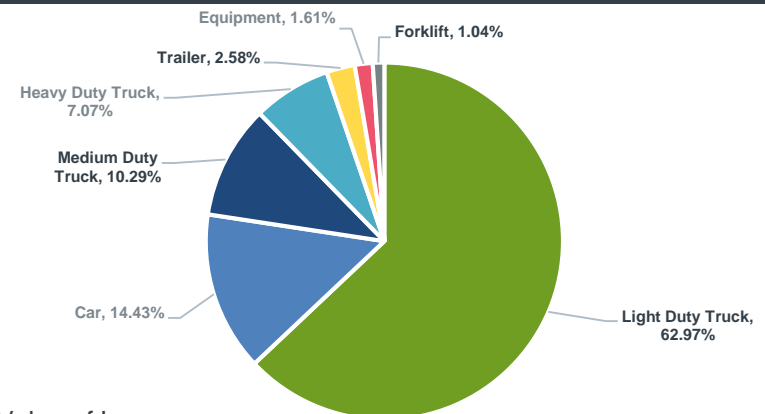
Lease Portfolio Characteristics

- Diversified client base:
 - Largest client is only 3.41% of portfolio
 - Top 25 clients represent 38.29% of portfolio
- Strong vehicle distribution
 - Car/light-duty trucks represent 77.4% of portfolio book value
 - Medium to heavy-duty vehicles represent the vast majority of the balance of the portfolio
- High underwriting standards (no change)
 - Periodic formal credit reviews at least annually
 - Underwrite as a credit lender, not a collateral lender
 - Obtain credit enhancement as appropriate

US Client Breakout by Industry Classification



Lease Distribution by Vehicle Type



Note: Combined portfolio data as of March 31, 2017; as a % of Aggregate Book Value of Leases

Ten Reasons to Focus on Fleet

High levels of satisfaction
yield long-term customer
relationships

20-30 years
288 clients

30-40 years
74 clients

40-50 years
22 clients

50+ years
150 clients

1. North American leader with scale/value
2. Investment-grade customer base
3. Growing fee income
4. Low credit losses
5. Annuity-like revenue
6. Efficient capital structure
7. Highly Rated
8. Disciplined competitors
9. Expanding addressable market
10. Long-term stable business



Questions



Appendix



Analyst Update Call

June 1, 2017

Element Fleet Management





Agenda

- Discussion of May 31st Trading Halt
- Provide Update on 19th Capital

Certain of the information we are sharing with you today includes forward-looking statements. These statements are based on expectations and assumptions that are subject to significant risks and uncertainties. Please refer to the Cautionary Statement and risk factors of the most recent MD&A and Annual Information Form for a description of such risks, uncertainties and assumptions

19th Capital Update

What is the background of the relationship?

- Element has been funding these assets under a program agreement with Celadon since 2013 and into Q1 2016
- These assets were retained by Element Fleet post the separation as they are 'Fleet Like' assets
- Strategy is to increase the penetration of our fleet service offerings to this heavy duty truck portfolio

19th Capital Update

Why the Joint Venture with Celadon?

- Provided Element with more operational control over assets funded and owned by Element
- Completed with no additional financial exposure
- Provided commonality of interest between the parties
- Provided additional collateral available to support Element's debt

19th Capital Update

How is the Joint Venture structured and operated?

- Element formed a heavy duty truck fleet leasing JV (called 19th Capital) with Celadon, both parties contributing truck leasing portfolios to the JV
- Element contributed its portfolio of \$963.4 million to the JV for debt of \$829.1 million and equity of \$134.3 million
- Celadon contributed a portfolio of approximately US\$ 68.2 million and cash of US \$31.8 million, total of ~Cdn \$134.3 million for its 49.99% interest in the JV
- 19th Capital had ~\$378 million of heavy duty truck fleet assets funded by third parties
- Separate Board of Directors and experienced management team with deep industry experience
- Portfolio serviced by a separate subsidiary of Celadon, Quality Leasing

19th Capital Update

What is the Focus of the Joint Venture?

- Incurred a non-cash \$10.2 million start up loss from our share of the Joint Venture in Q1
- Focused on improving the JV's operations, reducing the Q1 start up losses throughout 2017 and gaining profitability in 2018
- To increase the penetration of our fleet service offerings to a larger more focused heavy duty truck fleet leasing business with total assets of ~\$1.5 billion

19th Capital Update

Celadon's status and impact to the JV?

- 19th Capital is a separate entity and is bankruptcy remote from Celadon
- Element does not have direct credit exposure to Celadon
- The JV has less than 5% of its portfolio on lease to Celadon
- Celadon's auditors have withdrawn their reports on the company's financial statements for the year ended June 30, 2016 and the quarters ended September 30 and December 31, 2016
- Element has the ability to take over the servicing of the JV portfolio from Celadon under certain conditions