



# **Element Fleet Management Corp.**

**Annual Meeting Remarks**

**Jay Forbes, CEO**

**June 26, 2018**

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Jay Forbes, CEO, Element Fleet Management Corp.  
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Thank you, Brian, and good morning everyone.

It is my pleasure to address you for the first time as Chief Executive Officer of Element Fleet Management. I'd like to begin by sharing with you some observations from my first three weeks in the role. I've spent those days travelling to our offices around North America to meet customers and a cross-section of the Element employees who attend to their needs on a daily basis.

Anybody who spends any time with me learns very quickly that I am a curious person. And over the past 25 days, I've asked our employees and customers all sorts of questions: What are we doing well? Where can we improve? How can we foster even more collaboration, engagement and innovation across our team? And how can we create more value for our stakeholders? I've also met with numerous investors and lenders, and I've asked them for their feedback and expectations. I refer to this as a "listening tour," the first phase of my deep dive into our business to understand how we operate on a day-to-day basis.

Here's what I've heard.

Our customers value what we are doing, and importantly, how we do it. They cite the deep industry experience and obvious care our front-line employees take in making their drivers safer and more productive as key factors as to why they remain loyal to Element. That passion for and dedication to serving our customers was evident throughout the many departments and geographies I visited. Our employees are engaged, excited and full of ideas to make us better. At every stop, I heard real, candid, thoughtful feedback. We have bright, capable employees that are truly optimistic about what can be done here.

Shareholders and lenders I spoke to are supportive and confident. That said, investors and lenders alike want to understand our plans to address 19th Capital and to put Element Fleet back on a path of profitable, sustainable growth.

All of this has confirmed what I already believed to be true and what made me so intent on becoming Element Fleet's new leader. This is a remarkable enterprise with outstanding people, outstanding products and outstanding prospects. At the same time, there is a recognition that we have also stumbled badly as we integrated the systems of the predecessor companies that were combined under the Element Fleet umbrella to create the industry leader we are today. Every employee I have spoken with feels the weight of this. They know we can and must do better. The opportunity now is to take what has been created -- a world-leading fleet leasing and services company -- and enhance its performance so that everyone - shareholders, employees, customers -- derives even more value.

My first month of outreach is coming to a close. With the benefit of insights and perspectives gleaned from investors, lenders, employees and customers, we are now ready to shift to the next phase. That is the Strategic Assessment phase.

We have a wealth of competencies and capabilities that we can use to position us for growth. But we also know we have areas of the business that need strengthening and stabilization. We have assembled a team of some of our most knowledgeable and capable leaders across the company, who will be supported by external consultants. Together, they will undertake a frank, realistic appraisal of our business.

The team will conduct this end-to-end deep dive with the goal of creating a clear, comprehensive and compelling strategy for creating value for all of our stakeholders. We plan to share this with you in early fall. I'm sure you have a lot of questions that you are eager to have answered. I certainly do. That said, I am a firm believer in the need to take a methodical, analytical and thoughtful approach to identifying the opportunity at hand, and the best option for capitalizing on that opportunity. This approach builds awareness and understanding, and promotes buy-in and ownership across the leadership team. This translates into crisp and expedient execution, and more immediate value creation.

With that I'll close, but not before saying some thank-yous.

I'd like to acknowledge and say a special thank you on behalf of management and the Board to our Chief Financial Officer, Samir Zabaneh, who is moving on to a new role in the FinTech industry. While you will have to stay tuned to find out just where Samir is going, I think it's a great role and I know we all wish you nothing but success. Thank you, Samir, for all you've done for Element, and for your valued assistance to this newcomer.

As you may have seen last evening, we announced that Samir will be succeeded by Vito Culmone. Vito brings a wealth of experience as a public company CFO both at Shaw Communications and WestJet Airlines, two of Canada's leading business organizations. We couldn't be happier to have someone of Vito's stature and expertise coming on board to help take this business to new heights.

I'd like to say thank you to the Element team, for the warm and gracious welcome you have given me, and for the great insight and feedback on how we can make this company even better.

And, of course I would like to thank all of you – all of our stakeholders – for your support through these early days, and for your support in days ahead as we proceed on this journey together.