Sustainability Report 2026

element
Intelligence in motion

About this report

This sustainability report (referred to as “the report” or “this report”) provides information management believes is relevant to assessing and understanding the sustainability performance and commitments of Element Fleet Management Corp. (“Element”, “we”, or the “Company”).

About Element

Element is the largest publicly traded pure-play automotive fleet manager in the world and a global leader in intelligent fleet and mobility solutions. For more information, visit Investor Relations.

Our approach to sustainability reporting

This report is prepared in accordance with the Sustainability Accounting Standards Board (SASB) Standards for Professional and Commercial Services (SV-PS) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework. Emissions are accounted for in accordance with the GHG Protocol Corporate Standard. We are developing a roadmap to increase alignment with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards and the European Sustainability Reporting Standards (ESRS) in future reports as and when applicable. Additionally, we measure and report on select United Nations Sustainable Development Goals (UN SDGs) and as a signatory of the United Nations Global Compact (UNGC), we issue an annual Communication on Progress.

Outside of this report, Element engages annually with CDP Climate, EcoVadis, ISS, MSCI, and Sustainalytics.

Reporting period

Unless otherwise specified, all data and information in this report pertains to efforts in fiscal year 2025, which began on January 1, 2025, and ended on December 31, 2025.

Report boundaries

Element has wholly-owned subsidiaries, all of which are included in this report, across the following regions: North American operations (U.S., Canada, and Mexico), Element U.S. and Canada Leasing Operations (Ireland), Custom Fleet (Australia and New Zealand), and Autofleet (Israel). Car IQ, Inc. (U.S.), “Car IQ”, was acquired by Element on December 31, 2025, and is not included in the data presented in this report; however, it will be incorporated into future sustainability reporting cycles.

Currency references

U.S. dollars except where otherwise noted.

Independent assurance

Element obtained limited assurance provided by Ernst & Young over our 2019 baseline year and 2025 GHG emissions, as detailed in the Independent Practitioner’s Assurance Reports.

Disclaimers

Caution regarding forward-looking statements

This sustainability report contains certain forward-looking statements and forward-looking information, regarding Element and its business, which are based upon Element’s current expectations, estimates, projections, assumptions and beliefs. In some cases, words such as “proposed”, “expect”, “predict”, “anticipate”, “believe”, “estimate”, “may”, “could”, “intend”, “continue”, “model”, “plan”, “will”, “potential”, “target”, “forecast”, “by”, “project”, 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. 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.

Forward-looking statements and information in this report may include, but are not limited to, statements with respect to, among other things, our ability to continue to deliver intelligent mobility solutions, the Company’s ability to adapt to the evolving sustainability reporting landscape, executing a global growth strategy, scaling resource-efficient solutions, advancing the capital lighter business model, optimizing revenue, and create long-term value for our stakeholders, the Company’s sustainability targets and objectives, including refining our approach to Scope 3 emissions reduction, aligning with ESRS and IFRS, remaining aligned with our science-based targets, the availability of carbon emission reduction tools and technologies, Element’s and our clients’ ability to reduce greenhouse gas emissions, fleet electrification and transition of client vehicles, and our internal fleet, charging access, decarbonization strategies, future climate reporting, potential climate-related opportunities, diverse supplier relationships and spending, investing in the community, team member engagement, including growth and career development, data governance, ethics and compliance, and other sustainability related impacts and objectives. By their nature, these statements require us to make assumptions and are subject to inherent risks and uncertainties that may be general or specific, which give rise to the possibility that our predictions, forecasts, projections, expectations or conclusions will not prove to be accurate, that our assumptions may not be correct and that our sustainability priorities, targets (including fleet electrification and GHG reduction targets), commitments and goals will not be achieved. As we work to advance our sustainability strategy, external factors outside of Element’s reasonable control may impact our performance and ability to achieve our goals, including government policies, legislation and regulatory actions, global supply-chain disruptions, geopolitical risk, the occurrence, continuance or intensification of public health emergencies, such as the impact of post-pandemic hybrid work arrangements, the failure of third parties to comply with their obligations to us and our affiliates or associates, our ability to implement various sustainability-related initiatives internally and with our clients under expected timeframes, the availability of comprehensive and high-quality GHG emissions data and standardization of sustainability-related measurement methodologies, the need for active and continuing participation, cooperation and collaboration from various stakeholders, deployment of new technologies and industry-specific solutions, the evolution of client behaviour, varying decarbonization efforts across economies, manufacturer timing and availability, client decisions and preferences, the need for thoughtful climate policies globally, the challenges of balancing interim emissions goals with an orderly transition, and the continuing development and evolution of regulations, guidelines, principles, and frameworks internationally and Element’s compliance thereto, which could lead to us being subject to various legal and regulatory proceedings, the potential outcome of which could include regulatory restrictions, penalties and fines. These and other factors may cause actual results to differ materially from the expectations expressed in the forward-looking statements and may require Element to adapt its initiatives and activities or adjust its commitments, metrics, targets and goals. The foregoing list of risks and uncertainties is not exhaustive. The forward-looking statements in this report speak only as of the date of this report and are presented for the purpose of assisting our stakeholders and others in understanding our objectives and strategic priorities and may not be appropriate for other purposes. We do not undertake to update any forward-looking statement except as required by law. In addition, a discussion of some of the material risks affecting Element and its business appears under the heading “Risk Management” in Element’s Management Discussion and Analysis for the twelve-month period ended December 31, 2025, and under the heading “Risk Factors” in Element’s Annual Information Form for the year ended December 31, 2025, as well as Element’s other filings with the Canadian securities regulatory authorities, which have been filed on SEDAR+ and can be accessed on Element’s profile on www.sedarplus.ca.

The information disclosed in this document may differ from that contained in other disclosures. In future disclosures, we may change or update certain targets, plans, objectives and other information contained herein or include disclosures that otherwise differ from those contained in or implied by this document. We undertake no obligation to update the information in this report or prior disclosures, except to the extent required by law. This document is intended to provide information from a different perspective and in some cases in greater detail than is required in other disclosures, including our filings under Canadian securities laws.

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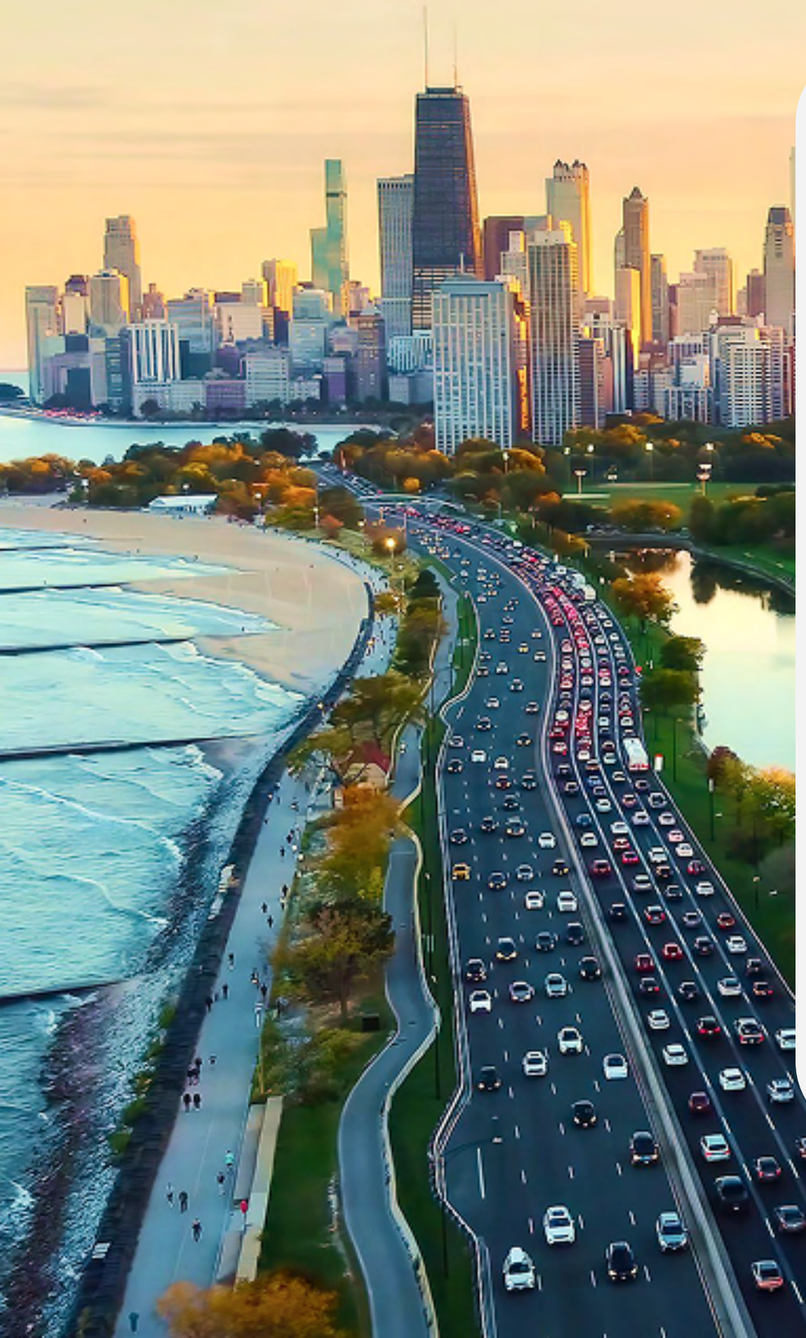


Overview

A message from our CEO

Sustainability is at the core of intelligent mobility

In a period defined by accelerating change, from technological advancements to client expectations, sustainability remains a core consideration in how we lead.

As expectations continue to rise, leadership must be continually earned through performance, innovation, and measurable impact. Our focus is clear: to translate progress into meaningful, lasting outcomes.

At Element, sustainability is about fulfilling our Purpose and driving efficiency, resilience, and long-term value for our clients, shareholders, colleagues, and the communities where we work and live.

As a global leader in fleet and mobility management, we have a unique opportunity to accelerate the transition to lower-emission fleets and support our clients in meeting their own decarbonization and broader sustainability goals. This 2026 Sustainability Report reflects our commitment to transparency, accountability, and disciplined execution across our pillars of business, planet, and people.

Our team members

Our Purpose to *Move the world through intelligent mobility* is the engine that guides our decisions, shapes our culture, and defines how we create value for our stakeholders. Our Values unite us in a shared ambition:

- We are always a force for good,
- We are experts defining the future of mobility, and
- We are driven by client success.

We are committed to fostering a Purpose-driven, Values-based workplace where every team member can thrive and make an impact. By building a culture grounded in collaboration, continuous improvement, and belonging, we enable our team to bring their best selves to work to deliver meaningful results for our clients.

Growing sustainably

At Element, sustainability is not just a commitment, it's a competitive advantage. As we expand our capabilities and reach, we are focused on delivering innovative, high-value solutions that help clients navigate complexity, improve performance, and advance their sustainability objectives.

We recognize that our role is not simply to manage complexity, but to remove it. As the mobility industry evolves, our digital-first strategy positions us to scale resource-efficient solutions that strengthen how we drive success for our clients and deliver profitable, responsible growth for our shareholders.

We have built strong momentum, with a focus on creating measurable, lasting impact. We are proud of our performance in 2025, where we:

- Maintained achievement of our Scope 1 and 2 science-based target, reaching a 76.8% emissions reduction from our baseline year.
- Continued advancing our Scope 3 decarbonization strategy, achieving a 42.9% emissions reduction from our baseline year and remaining on track to meet our target ahead of schedule.
- Matched 100% of purchased electricity used across our global offices with renewable energy through energy attribute certificates.
- Received a B score on CDP's Climate Change assessment for the third consecutive year, demonstrating consistency in our climate-related disclosure, governance, and risk management.
- Earned a Bronze Medal from EcoVadis, placing Element in the top 35% of companies assessed for responsible business practices.
- Launched our corporate donation matching program, further strengthening our community investment efforts and supporting causes important to our team members.

Looking ahead

Our leadership in fleet and mobility comes with responsibility and opportunity. We will continue to:

- Bring together people, technology, and data to deliver intelligent mobility solutions that help clients reduce emissions, improve efficiency, and build resilience.
- Turn insight into action and help our clients move with confidence in an increasingly complex environment.
- Execute with discipline, urgency, and accountability, scaling what works and raising the bar on transparency and impact.

We thank our clients for their partnership and trust, and our team members for the expertise and commitment they bring every day to *Move the world through intelligent mobility*.

Laura Dottori-Attanasio
Chief Executive Officer

Who we are

Company overview

Element Fleet Management is the largest publicly traded pure-play automotive fleet manager in the world and 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. Through Element Mobility, we are advancing our leadership into the next era of intelligent mobility to deliver measurable business outcomes for our clients.

Driven by our Purpose

Move the world
through intelligent mobility

Our Purpose focuses on why we do what we do and our unwavering commitment to client-centric service, leadership within the industry, and the positive impact we make today for a better tomorrow.

To Move the world is an embodiment of our dedication to seamless, intelligent mobility - reinforcing the impact we can make in reshaping the world through our services and commitment to building a sustainable future.

Our Values

We are always a force for good

We are experts defining the future of mobility

We are driven by client success

3,000+
team members across the globe

1.56 million
vehicles under management (VUM)[1]

129,000
electric vehicles under management (eVUM)[2]

48
global Net Promoter Score (NPS)

[1] 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.
[2] eVUM consists of battery electric vehicles (BEVs), plug-in hybrid electric vehicles (PHEVs), hybrid electric vehicles (HEVs) and hydrogen vehicles.

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 and mobility 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.

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 products and services such as payments, small-to-medium-fleets and shared mobility.

A capital-lighter business model

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.

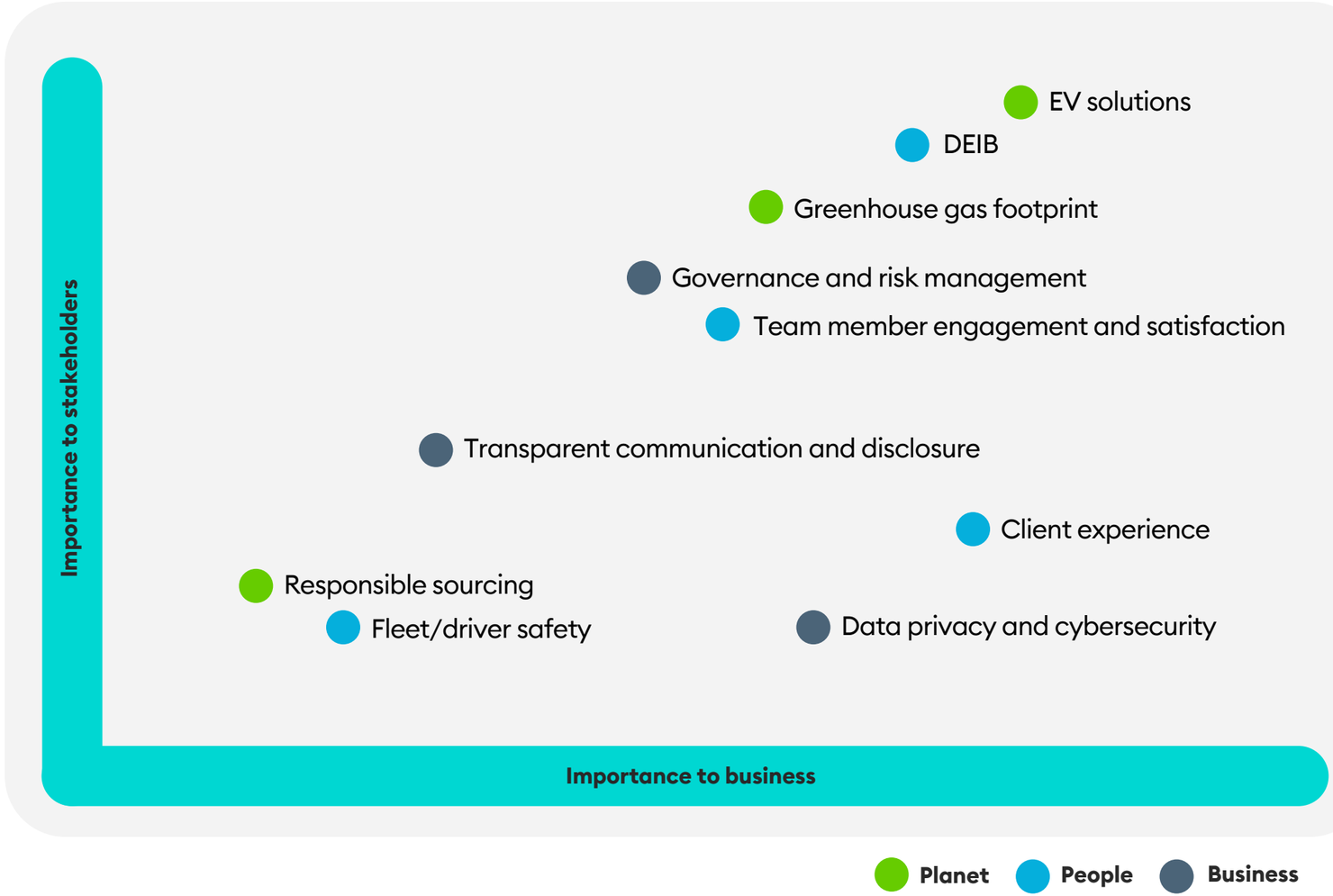
Driving sustainable value

Our capital-lighter business model not only enhances profitability and return on equity but also supports a more sustainable approach to fleet management. By prioritizing high-margin, recurring services revenue over capital-intensive asset ownership, we aim to optimize revenue per emissions generating vehicle under management while maintaining a lower emissions intensity compared to traditional asset-heavy models, in line with our scope 3 emissions reduction strategy. Multi-service offerings like collision, driver productivity, first notice of loss (FNOL), fuel, maintenance, registration, safety, telematics, transport, and violations enable our clients to extend the lifecycle of their vehicles, improve efficiency, and reduce unnecessary emissions, reinforcing a more resource-efficient mobility ecosystem.

Additionally, our strategic syndication of assets frees up capital, allowing us to invest in sustainability-focused initiatives, including the acceleration of fleet electrification and the development of lower-carbon mobility solutions. By scaling revenue streams with inherently lower emissions intensity – compared to activities tied to vehicle manufacturing and deployment – Element strengthens both financial performance and climate-related resilience. This integrated approach ensures that our clients benefit from more effective, sustainable fleet management solutions while we continue to drive long-term value for our stakeholders.

Material sustainability topics

In 2023, we conducted a materiality assessment to identify the sustainability topics most relevant to Element. The results, illustrated in the materiality matrix below, inform our sustainability strategy and help us prioritize key areas of focus. We are currently undertaking a project to align with the European Sustainability Reporting Standards (ESRS). As part of this work, we completed a Double Materiality Assessment to further evaluate impacts, risks, and opportunities across environmental, social and governance matters. Informed by input from leadership, team members, clients, suppliers, investors and Element partners, this work will help guide and strengthen Element's future sustainability disclosures.



Policies

Mapping our key company policies with respect to our sustainability pillars.

Policy	Pillars
Anti-Corruption	
Business Continuity	
Code of Business Conduct and Ethics	
Corporate Social Responsibility	
Data Protection	
Disclosure	
Diversity, Equity, Inclusion, and Belonging	
Environmental	
Global Concern Reporting	
Health and Safety	
Human Rights	
Insider Trading	
Majority Voting Policy for Director Elections	
Modern Slavery Report	
Modern Slavery Statement	
Universal Waste	
Vendor Code of Conduct	
Whistleblowing	

Stakeholder engagement

Stakeholder	Why we engage	How we engage	Value created
Clients	To deliver reliable, high-quality services and solutions that optimize their fleet operations, reduce costs, and support their long-term success. We build trust through transparent engagement to develop a deep understanding of their evolving needs.	• Business reviews • Client advisory boards • Regular meetings • Surveys	• Continued innovation • Enhanced cost efficiency • Optimized fleet solutions • Strong long-term partnerships
Team members	To attract, retain, and develop top talent while fostering an inclusive workplace culture that supports team member engagement and growth.	• Business Resource Groups[1] (BRGs) • Learning and development opportunities • Performance reviews and career development conversations • Engagement surveys • Roadshows and town halls	• Enhanced workplace wellbeing • Improved team member engagement • Stronger leadership and talent pipelines • Team member retention
Investors	Investors seek transparency, accountability, and insight into our financial and operational performance. Regular engagement fosters trust and confidence in our long-term strategy.	• Annual and quarterly disclosures • Investor events • Regular meetings	• Enhanced access to capital markets • Informed strategic decision-making • Long-term value creation • Strong investor confidence
Suppliers	We cultivate strong supplier relationships to drive innovation, efficiency, and supply chain resilience, ensuring mutual growth and shared success.	• Diverse supplier conferences • Requests for proposals • Supplier satisfaction surveys	• Access to innovative solutions • Collaborative and mutually beneficial partnerships • Improved supply chain resilience
Communities	As a responsible corporate citizen, we are committed to making a positive and lasting impact in the communities where we work and live.	• Community partnerships (donations) • Element's BRGs[1] • Purpose Day and volunteerism • Team member donation matching program	• Community investment aligned with *We are always a force for good.* • Meaningful social impact • Purpose-driven team member engagement • Strengthened community relationships

[1] 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.

Leadership and recognition

Leadership

Element believes that adhering to recognized frameworks and standards helps our stakeholders better understand our efforts. The following are the frameworks, standards, and related organizations we follow or support:

IFRS Sustainability Alliance
- Active member of the IFRS Sustainability Alliance, a global community for sustainability standards and integrated reporting.

Task Force on Climate-related Financial Disclosures (TCFD)
- Report aligned with the recommendations set forth by the TCFD.

Science Based Targets initiative (SBTi)
- We have two near-term science-based targets that have been validated by the SBTi.

Sustainability Accounting Standards Board (SASB)
- Report aligned with the Standards for Professional and Commercial Services (SV-PS).

Sustainable Business Council (SBC)
- To mobilize New Zealand's most ambitious businesses to build a thriving and sustainable future for all.

United Nations Global Compact (UNGC)
- Signatory of the UNGC since 2022, supporting the Ten Principles of the United Nations Global Compact on human rights, labour, environment, and anti-corruption.

United Nations Sustainable Development Goals (UN SDGs)
- Element supports the UN SDGs. We align our efforts to six UN SDGs that are most relevant to our business: Good Health and Well-Being, Quality Education, Gender Equality, Decent Work and Economic Growth, Reduced Inequalities, and Climate Action.

Membership

Element is a member of the following strategic alliances at the forefront of the electric vehicle (EV) movement:

Accelerate
- Canada's zero-emission vehicle (ZEV) alliance.

Electro Movilidad Asociación (EMA)
- Accelerating the adoption of electric transport in Mexico.

Corporate Electric Vehicle Alliance (CEVA)
- Led by Ceres, CEVA is a collaborative group of companies focused on accelerating the transition to electric vehicles across all use cases and class sizes.

The Electric Vehicle Council (EVC)
- Peak national body representing the EV industry in Australia.

Recognition

We were honoured to have our efforts in 2025 recognized by the following organizations:

Australian Disability Network - Disability Confident Recruiter
- Strengthening our recruitment process with inclusive hiring practices and expanding our ability to attract diverse talent, including those with disability.

Australian Institute of Training and Development - AITD Excellence Awards
- Won third place for 'Emerging Leadership Program for Women - Best Diversity and Inclusion Program' (Green Light)

Australian Workplace Equality Index (AWEI)
- Recognized as 'Small Employer of the Year' and received a gold level certification, acknowledging our commitment to fostering an inclusive and equitable workplace for LGBTQIA+ employees.

CDP - Climate Change Questionnaire
- Received a B rating (ranking in the 'management band') for the third consecutive year.

CEMEFI Socially Responsible Company (ESR)
- Awarded the 'Empresa Socialmente Responsable' (ESR) certification for the fifth consecutive year.

Corporate Integrity 500 (IC500)
- The '500 Companies Against Corruption' ranking recognizes companies that demonstrate corporate integrity and transparent anti-corruption policies.

EcoVadis
- In our latest rating we earned a 'Bronze Medal', which places Element in the top 35% of companies globally. We earned a 'Committed Badge' for Element Mexico's regional assessment.

Global Fleet Champion - Australasian Fleet Champions Awards
- Winner of the 'Company Driver Safety Award'

Globe and Mail
- Annual Report on Business Magazine's 'Women Lead Here' Winner

Grupo Expansion
- Recognized under the 'Responsible Companies', '500 Most Important Companies', 'Culturally Powerful Companies for Women', and 'Super Companies' categories.

IR Impact Awards Canada
- Awarded 'Best Overall Investor Relations (Large-cap)' and 'Best in Sector - Industrials'.

Rainbow Tick
- Honouring our dedication to creating a safe and welcoming environment through best-practice policies and services for LGBTQIA+ inclusion.

The Prosperity Project - 2025 Prosperity Soirée
- Winner of the 'DEI Rising Star Award', recognizing significant progress and emerging leadership in our diversity, equity, and inclusion journey.

Work 180 Endorsement
- Named as 'Top 101 Employers for Women' and recognizing policies and practices that create a great place to work for women.

Business

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2. Sustainability governance
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4. Shareholder engagement
5. Responsible business conduct

Sustainability scorecard

Element embeds sustainability into its business strategy by setting measurable internal targets and regular progress tracking. Since 2020, we have measured our performance across core sustainability pillars using a global sustainability scorecard. This scorecard is part of Element's Global Balanced Scorecard, helping ensure sustainability is considered in enterprise-wide planning, decision-making, and performance management. We have aligned our efforts with select United Nations Sustainable Development Goals, giving us a consistent framework to measure how our actions contribute to broader global sustainability priorities.

Planet

13 CLIMATE ACTION

Electric vehicles under management

Electrification of internal fleet

People

10 REDUCED INEQUALITIES

8 DECENT WORK AND ECONOMIC GROWTH

5 GENDER EQUALITY

Diversity in leadership

Team member engagement index

Pass-through spend driven to female and minority owned suppliers

Business

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

EcoVadis, ISS and CDP scores

Director independence, diversity and tenure

Outperforming | On target | Underperforming | Below threshold

Sustainability governance

Board oversight

Board of Directors

Receives regular updates on Element's sustainability strategy and performance; reviews and approves key material projects to ensure alignment with corporate objectives and best practices.

Audit Committee

Receives regular updates from Element's independent auditor, including in respect of the emissions inventory assurance process, and reviews sustainability-related public disclosures included in securities filings.

Compensation and Corporate Governance Committee

Responsible for the strategic oversight of all material sustainability matters and climate-related issues.

Credit and Risk Committee

Supports the Board in fulfilling its responsibilities around risks that are inherent to Element's business activities, including sustainability and climate risks.

Executive oversight

Guides and monitors progress, sustainability strategic direction, and risk assessments and mitigation.

Enterprise Risk Council

A cross-functional group led by our Chief Risk Officer. Risk owners from across the organization provide regular updates to the Council on key risks, mitigation steps, and any potential emerging trends.

Sustainability Steering Committee

Comprised of Executives and Vice Presidents who act as a rapid decision-making forum, providing ongoing strategic direction for the sustainability program.

Management and operational oversight

Cross-functional leadership, project, and program management of sustainability priorities.

Sustainability Leadership Committee

A global team of leaders responsible for driving the implementation of Element's sustainability program, fostering client engagement, and overseeing workstream member activities contributing to sustainability initiatives.

Sustainability Working Groups

Responsible for managing projects and programs that drive sustainability priorities, ensuring effective implementation and reporting.

Board of Directors snapshot

Our Board of Directors plays a critical role in shaping our strategy and overseeing our commitment to long-term value creation. Comprised of a diverse mix of expertise, experience, and perspectives, the Board provides strong governance and independent oversight. Under its leadership, we continue to integrate sustainability into our strategic direction and risk management framework, driving responsible growth and resilience.

Directors on the Board
10

Independent Directors 9

Average Director tenure (years) 4

60% **Women**

40% **Men**

20% **Racially and/or ethnically diverse Directors**

As of December 31, 2025

Shareholder Engagement

Element has an engaged and supportive shareholder base. At our 2025 Annual Meeting, shareholders voted with over:

93% **approval for every director on our Board**

97% **approval for Element's Say on Pay resolution**

The overwhelming support for Element's Say on Pay resolution reflects our commitment to sensible executive compensation practices, including a compensation program that promotes close alignment between compensation and shareholder returns.

For more information, please visit the Board of Directors page on our website.

Short-term incentives for the Chief Executive Officer (CEO) and other Named Executive Officers (NEOs) are directly aligned with key strategic objectives and metrics outlined in Element's 2025 Global Balanced Scorecard. For 2025, 70% of the scorecard weighting was allocated to quantitative financial measures, and 30% was allocated to sustainability priorities, including net promoter score and employee engagement. For more details, please refer to our management proxy circular.

Responsible business conduct

Ethics and compliance

Our Code of Business Conduct and Ethics ("Code") sets forth the ethical standards and expectations for all team members, directors, officers, contractors, vendors, consultants, and other representatives of Element and its subsidiaries across all our regions. The Code has been adopted by our Board of Directors to summarize the standards of business conduct that must guide the actions of all Element representatives. All team members are required to attest to the Code annually. Our Code outlines our expectations around:

- Compliance with laws, rules, and regulations
- Anti-corruption and anti-bribery
- Fair dealing and ethical conduct
- Conflicts of interest
- Confidentiality and data protection
- Respectful workplace conduct
- Reporting concerns and non-retaliation protections

The Board of Directors also reviews and approves our Anti-Corruption Policy, Disclosure Policy, Insider Trading Policy, Whistleblowing Policy, and Modern Slavery Report. All team members are required to review and certify their adherence to the following core policies as part of annual training:

- Anti-Corruption Policy
- Business Travel and Entertainment Policy[1]
- Code of Business Conduct and Ethics
- Concern Reporting Policy[1]
- Disclosure Policy
- Financial Authorization Policy[1]
- Harassment and Discrimination Policy[1]
- Insider Trading Policy[1]
- Whistleblowing Policy
- Workplace Violence Policy[1]

Element's Credit Policy includes Know-Your-Client obligations to help prevent money laundering. Element conducts due diligence during the client and vendor onboarding process, and, in the U.S., a daily update is provided via LexisNexis to ensure funds are not sent to, or received from, entities that may appear on any government watch list.

[1] Autofleet is excluded due to systems limitations.

Human rights

As outlined in our Human Rights Statement, we are committed to maintaining a workplace that is safe, healthy, inclusive, ethical, and that respects all human rights as outlined in the United Nations Universal Declaration of Human Rights. Recognizing that the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and its Follow-up has become a key international benchmark of labour standards, Element has adopted and developed policies and procedures that are consistent with these principles. Element respects the freedom of association rights of all employees. We understand the important role that we play in respecting the human rights of our team members, clients, and the members of the communities in which we operate, aiming to avoid contributing to adverse human rights impacts through our business activities, including the impact of our supply chain. Our policies and procedures incorporate guidance provided by the United Nations Human Rights Council in the Guiding Principles on Business and Human Rights.

In accordance with these Guiding Principles and as described in our Modern Slavery Statement, we believe that forced or compulsory labour, servitude, child labour and human trafficking are severe violations of fundamental human rights and freedoms. We comply with labour laws in the jurisdictions in which we operate, providing fair and equitable compensation and working hours that respect the rights of individuals in a workplace that is safe, healthy, and inclusive.

Business continuity

Element maintains a Business Continuity Plan (BCP) to support the continued delivery of our services and help promote a consistent experience for clients and drivers, while also considering the needs of team members, suppliers, and investors during a disruption. The BCP is a documented framework intended to guide response and recovery across a variety of potential disruption scenarios, such as utility outages, connectivity interruptions, severe weather or natural disasters, building-related incidents, pandemics, and significant IT or data centre issues. The plan helps to inform response activities and internal communications during certain disruption scenarios.

Element designates personnel and cross-functional teams to help coordinate response activities, support impacted locations, and facilitate collaboration across departments. Where appropriate, these teams may also assist client and driver-facing operations as part of continuity efforts. To support preparedness, Element conducts periodic exercises and related activities for stakeholders across the organization.

Risk management

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

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.

Data privacy and cybersecurity

Data privacy and cybersecurity remain critical priorities at Element, with active oversight from executive management and the Board's Credit and Risk Committee. As part of our enterprise risk management framework, cybersecurity risks and information security updates are reviewed quarterly to ensure continued alignment with our enterprise risk management approach.

Element's information security program is aligned to the National Institute of Standards and Technology (NIST) Cybersecurity Framework and is supported by 24x365 Managed Security Services for continuous monitoring, threat detection, and incident response.

We maintain an annual System and Organization Controls 1 (SOC 1) Type 2 certification[1], providing independent assurance that controls relevant to Internal Control over Financial Reporting (ICFR) are appropriately designed and operating effectively over time. SOC 1 evaluates:

- Processes that could impact a customer's financial statements
- Accuracy and integrity of financial transaction processing
- IT general controls supporting financial systems

We also maintain System and Organization Controls 2 (SOC 2) Type 1 certification[1]. SOC 2 focuses on data protection and security and evaluates controls aligned to two "Trust Services Criteria":

- Security
- Confidentiality

[1] Certifications only cover Element's North American operations.
[2] Rounded to the nearest whole number. Results for full-time employees only. Incomplete training is primarily attributable to workforce changes throughout the year (including employee attrition and leaves of absence), rather than completion performance.

Enterprise-wide phishing simulations are conducted regularly and incident response protocols are well-established, with cross-functional teams activated as needed.

Our IT and Legal teams, together with external cybersecurity specialists, maintain comprehensive data governance policies and continuously assess and remediate vulnerabilities across our environment. To date, Element has not experienced any material compromise of internal systems data. While some vendors have encountered incidents, there has been no material loss or exposure to personally identifiable client information.

99%

team members trained on safe data practices and information security[2]

Anti-corruption and anti-bribery

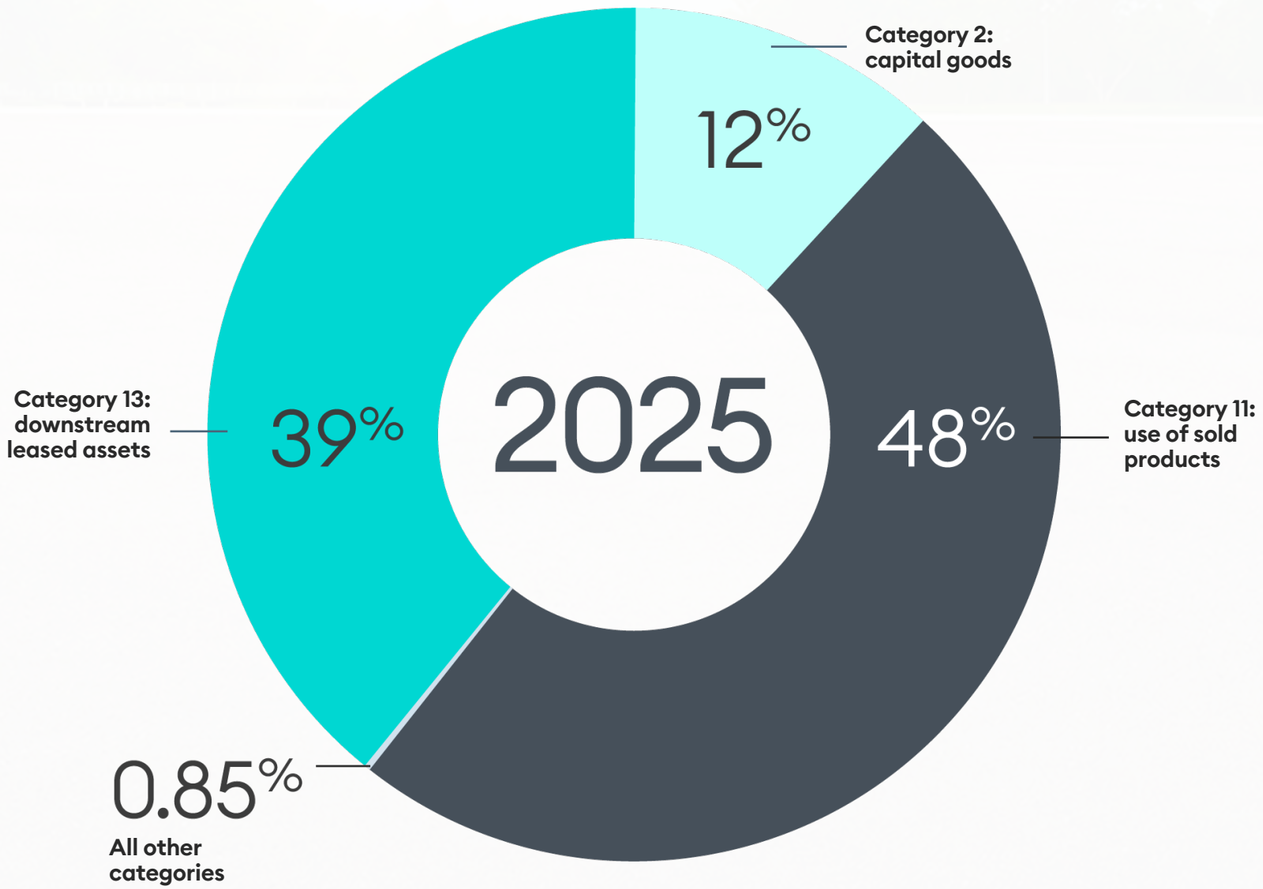
As detailed in our Anti-Corruption Policy, we are committed to achieving the highest standards of ethical conduct and to ensuring that we act in compliance with all applicable laws. This Policy, which applies to all employees, directors, officers, contractors, vendors, consultants and other representatives, has been established to ensure that we conduct business with integrity and in an ethical and transparent manner, free from corruption and bribery and in compliance with anti-corruption laws and regulations.

	Results
Team members trained on anti-corruption and anti-bribery[2]	98%
Amount of fines for violation of anti-corruption and anti-bribery laws	$0
Convictions for violation of anti-corruption and anti-bribery laws	0

Planet

1. GHG emissions composition
2. Climate-related risks and opportunities
3. Climate strategy
4. GHG emissions data
5. GHG emission reduction targets and results
6. Responsible sourcing

GHG emissions composition



	Share of emissions[1]
Operational emissions (Scope 1 and 2)	
Scope 1 and 2 (market-based)	0.01%
Value chain emissions (Scope 3)	
Category 1 - Purchased goods and services	0.11%
Category 2 - Capital goods	11.72%
Category 3 - Fuel and energy-related activities	0.01%
Category 4 - Upstream transportation and distribution	0.42%
Category 5 - Waste generated in operations	0.00%
Category 6 - Business travel	0.02%
Category 7 - Employee commuting	0.04%
Category 8 - Upstream leased assets	0.00%
Category 11 - Use of sold products	48.30%
Category 12 - End of life treatment of sold products	0.24%
Category 13 - Downstream leased assets	39.13%

[1] Numbers rounded to two decimal places.

Climate-related risks and opportunities

In 2023, we conducted a climate-related risks and opportunities assessment aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and built upon the key themes identified in our materiality assessment.

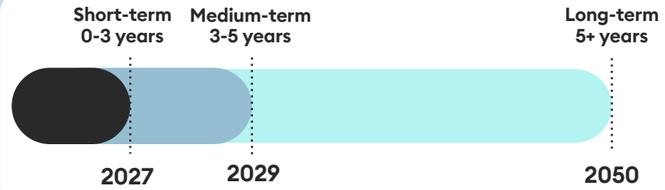
Internal stakeholder engagement input played a pivotal role in identifying and evaluating both physical and transition risks across various time horizons: short, medium, and long-term, to assess their potential impact on our business operations. These risks were evaluated based on their likelihood and Element's vulnerability, and with alignment to our financial planning strategy[1].

To analyze physical risks, we leveraged Sust Global, an independent provider of geospatial climate intelligence. Using this intelligence, we conducted a climate scenario analysis of our critical facilities, assessing risks under both worst-case and middle-of-the-road scenarios developed by the Intergovernmental Panel on Climate Change (IPCC)[2].

Beyond risk assessment, we also identified climate-related opportunities that could generate positive financial outcomes for Element. Our analysis considered opportunities outlined in the TCFD framework, assessing them based on their likelihood, business value, implementation effort, and expected financial impact. As the fleet management industry transitions toward a lower-carbon future, we recognize the potential for increased revenues from integrating new sustainable products and services, positioning us to support our clients while driving long-term business growth.

Element is partnering with a third party to update our climate-related risks and opportunities assessment through the development of a Climate Transition Plan. This work will help us better understand potential impacts, identify opportunities for action and strengthen our approach to long-term climate resilience as our business continues to scale.

Time horizons used for risk and opportunity impact assessment



Impact risk assessment

Major	Requiring major pivot of business strategy or financial planning
Significant	Likely to require significant pivot of business strategy or operational protocols
Moderate	Requiring additional adaptation planning and mitigation responses
Low	Financial risks likely managed as part of existing processes

Identified physical risks and impact scores

Risk Type	Hazard	Qualitative business impact: Short	Medium	Long
Chronic	Sea level rise			
	Heatwave			
	Flooding			
Acute	Water stress			
	Wildfire			
	Hurricanes			

Identified transition risks and impact scores

Risk Type	Description	Qualitative business impact: Short	Medium	Long
Policy and legal	Compliance with climate-related regulatory mandates			
	Liability risks related to growing EV offerings			
	Exposure to litigation related to climate-related regulatory requirements or Element's impact and contribution to climate change			
Technology	Cost to transition to low carbon technologies - substitution of existing products and services with lower-carbon options			
Market	Supply chain disruptions, human rights concerns, and climate hazards			
Reputation	Failure to meet stakeholder expectations regarding mitigation and resilience actions, climate performance, and disclosure requirements.			

[1] Detailed in Element's 2025 CDP Climate Change Report.
[2] IPCC's Shared Socio-economic Pathways.

Impact opportunity assessment

Major	High financial benefit, high feasibility, and/or low level of effort associated resulting in a high priority opportunity for implementation
Significant	Combination of feasibility and effort with resulting financial benefits should be considered worth pursuing
Moderate	Combination of feasibility and effort with resulting benefits may be worth pursuing and/or discussing alongside other financial opportunities
Low	Low financial benefit, low feasibility, and/or high level of effort associated resulting in a low priority opportunity to consider

Identified opportunities and impact scores

Opportunity	Description	Qualitative business impact: Short	Medium	Long
Energy source	Transitioning to low-carbon energy sources			
Resource efficiency	Leveraging advanced technologies to reduce operating costs and emissions			
Products and services	Growing existing sustainable products and services as well as integrating new ones			
Markets	Funding opportunities and public sector incentives for lower-carbon vehicle adoption or other decarbonization initiatives			
	Expansion into new markets			
Resilience	Value chain engagement to support/ catalyze sustainable product offerings and invest in climate-related activities			

Climate strategy

Our climate strategy is anchored in a commitment to reduce our greenhouse gas (GHG) emissions, provide our clients with solutions to reduce theirs, and help lead the fleet management industry to a lower-carbon economy.

The transportation sector accounts for approximately 15% of global greenhouse gas emissions[1], driven primarily by the widespread use of internal combustion engine vehicles. As one of the world's largest automotive fleet managers, Element is uniquely positioned to influence how vehicles are procured, managed, and operated across client fleets. This position presents both a responsibility and a strategic opportunity to support the transition to lower-carbon mobility solutions.

Central to our approach is the acceleration of lower-emission fleet solutions, including the adoption of electric vehicles and more fuel-efficient technologies, alongside strategies to optimize fleet performance and reduce fuel consumption. Through advisory services, data-driven insights, and integrated mobility solutions, Element empowers clients to make informed decisions that can drive emissions reductions at scale across large and complex vehicle portfolios.

As part of Element's initiative to formalize our Climate Transition Plan, we have reviewed and refined our decarbonization levers across our operations and value chain. These efforts focus on the emissions sources most material to our business and within the scope of our Science Based Target initiative (SBTi) commitments, including direct operations (Scope 1 and Scope 2) and key downstream emissions associated with the use of sold products and leased assets (Scope 3, Cat. 11 and 13).

We have initiated an assessment of the potential financial implications associated with our decarbonization strategy, including the expected impacts of transitioning to lower-carbon solutions across our operations and value chain. While this work is ongoing and subject to evolving assumptions, it is informing strategic planning, capital allocation, and risk management processes. We intend to enhance the level of quantitative disclosure as methodologies mature and greater data certainty is achieved.

[1] United Nations | Transport
[2] Identified levers are based on the best available information and reasonable assumptions at the time of reporting. As circumstances evolve, we will continuously monitor, refine and adapt our strategy to remain aligned with our science-based targets.
[3] Assumptions and risk factors relating to GHG emission reduction targets.
[4] Reflects the estimated relative emissions reduction potential of each initiative. Values should not be interpreted as actual reductions or forecasts.

Levers to reduce GHG emissions from our own operations (Scopes 1 and 2)[2,3]

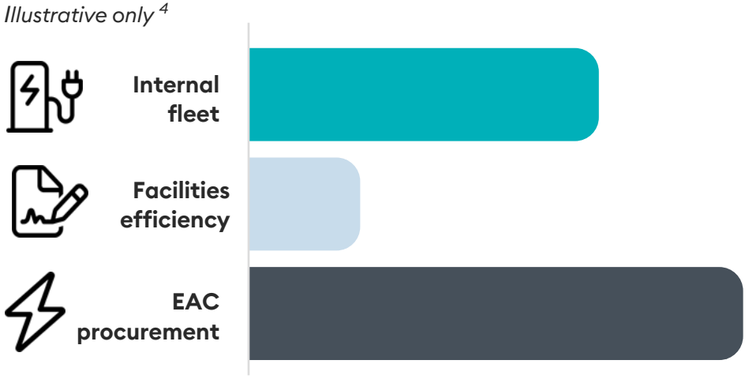
Internal fleet electrification: Transitioning Element's internal fleet from internal combustion engine (ICE) vehicles to battery electric vehicles (BEV) or hybrid electric vehicles (HEV) will help reduce operational emissions, with the goal of achieving 100% electrification of our internal fleet by the end of 2030. This initiative has contributed to our Scope 1 and 2 emissions reductions to date and will remain a priority as Element works to reduce operational emissions in line with our science-based target. By accelerating EV adoption within our own operations, Element advances its climate objectives and demonstrates the benefits and viability of fleet electrification to clients and industry peers.

Facilities efficiency and footprint optimization: Reducing energy-related emissions through office space consolidation and the transition to more energy-efficient facilities. These initiatives have contributed to emissions reductions to date and will remain a focus as Element strategically selects new office spaces as leases at existing locations expire.

Energy attribute certificate (EAC) procurement: Element continues to procure EACs associated with electricity consumption to address residual emissions and support alignment with SBTi principles. This initiative complements our broader Scope 1 and 2 emissions reduction efforts.

Relative potential impact of emission reduction levers

Illustrative only [4]



Levers to reduce GHG emissions intensity from use of sold products (Category 11) and downstream leased assets (Category 13)[1,2]

Electrification of leased and sold vehicles: Transitioning leased and sold vehicles under management (VUM) to electric vehicles is expected to be a primary driver of absolute Scope 3 emissions reductions in Category 11 (use of sold products) and Category 13 (downstream leased assets). Element supports clients in transitioning their fleets through end-to-end fleet electrification solutions, with the ambition to support the transition of 350,000 VUM by 2030. While battery electric vehicles (BEVs) eliminate tailpipe emissions, plug-in hybrid electric vehicles (PHEVs) and hybrid electric vehicles (HEVs) can provide transitional pathways to reduce fuel consumption where full electrification is not yet feasible.

Increased value-add services penetration[3]: Expanding value-added services per emitting VUM can help Element grow revenue with lower associated emissions growth, supporting our Scope 3 Category 11 and 13 emissions intensity science-based target. The potential emissions impact will be influenced by how clients use these services to improve fleet efficiency, extend vehicle life, and optimize performance.

Optimizing ICE vehicle fuel efficiency: Where electrification is not yet feasible, this lever focuses on reducing emissions from internal combustion engine (ICE) vehicles within Element's leased and sold vehicle portfolio by improving vehicle fuel efficiency over time. Emissions reductions are expected to be driven by the gradual adoption of more fuel-efficient ICE technologies, informed by regulatory standards and broader automotive market trends.

Relative potential impact of emission reduction levers

Illustrative only [4]

[1] Identified levers are based on the best available information and reasonable assumptions at the time of reporting. As circumstances evolve, we will continuously monitor, refine and adapt our strategy to remain aligned with our science-based targets.
[2] Assumptions and risk factors relating to GHG emission reduction targets.
[3] Current data constraints prevent Element from quantifying and tracking the associated emission reduction potential.
[4] Reflects the estimated relative emissions reduction potential of each initiative. Values should not be interpreted as actual reductions or forecasts.

GHG emissions data

For more information regarding the preparation and methodology used for our GHG emissions calculations, please refer to the GHG Index section of this report. All figures are rounded to the nearest whole number.

	2019[1]	2025[1]	% change
Scope 1: Direct - tCO_2e			
Scope 1 Subtotal	2,260	1,510	(33%)
Scope 2: Indirect - tCO_2e			
Scope 2 (location-based)	5,349	1,166	(78%)
Scope 2 (market-based)	5,196	217	(96%)
Total Scope 1 and 2 - tCO_2e			
Scope 1 + Scope 2 (location-based)	7,609	2,676	(65%)
Scope 1 + Scope 2 (market-based)	7,456	1,727	(77%)
Scope 3: Indirect - tCO_2e			
Category 1 - Purchased goods and services	16,238	14,794	(9%)
Category 2 - Capital goods[2]	1,646,134	1,519,961	(8%)
Category 3 - Fuel and energy-related activities	1,592	672	(58%)
Category 4 - Upstream transportation and distribution[3]	90,607	54,205	(40%)
Category 5 - Waste generated in operations	933	72	(92%)
Category 6 - Business travel[4]	934	2,868	207%
Category 7 - Employee commuting[5]	682	5,183	660%
Category 8 - Upstream leased assets[6]	-	133	-
Category 11 - Use of sold products[7]	6,346,457	6,263,941	(1%)
Category 12 - End of life treatment of sold products[8]	33,554	30,733	(8%)
Category 13 - Downstream leased assets[9]	6,197,842	5,074,553	(18%)
Scope 3 - tCO_2e	14,334,972	12,967,113	(10%)
Grand total (scope 1 + scope 2 location-based + scope 3) - tCO_2e	14,342,581	12,969,789	(10%)
Grand total (scope 1 + scope 2 market-based + scope 3) - tCO_2e	14,342,428	12,968,840	(10%)
Grand total per net revenue (location-based) - tCO_2e/USD million[10]	19,143	10,940	(43%)
Grand total per net revenue (market-based) - tCO_2e/USD million[10]	19,143	10,939	(43%)

[1] Limited assurance provided by EY over GHG emissions.
[2] 12.02% of total category 2 capital spend corresponds to client-owned assets, while 69.78% corresponds to Element-owned assets.
[3] 10% of total category 4 emissions are Well-to-Tank emissions (optional emissions).
[4] 16% of total category 6 emissions are Well-to-Tank emissions (optional emissions).
[5] 49% of total category 7 emissions are Well-to-Tank emissions and Teleworking emissions (optional emissions).
[6] Category 8 assessed as not applicable in 2019 and is therefore excluded from the scope of assurance.
[7] 7.21% of total category 11 emissions correspond to client-owned assets, while 92.79% correspond to Element-owned assets. Autofleet is excluded due to limitations in the data.
[8] 11.04% of total category 12 emissions correspond to client-owned assets, while 88.96% correspond to Element-owned assets.
[9] 31.47% of total category 13 emissions correspond to syndicated assets, while 68.53% correspond to non-syndicated assets.
[10] Revenue based on FY25 Report to Shareholders and FY19 revenue of US$749.23 million.

Regional emission totals (tCO_2e)[1]

		2019	2025	% change
Scope 1	Australia/New Zealand	219	23	(89%)
	United States/Canada	1,680	1,096	(35%)
	Mexico	361	355	(2%)
	Europe[1]	-	32	-
	Autofleet[1]	-	5	-
Scope 2 (location-based)	Australia/New Zealand	449	140	(69%)
	United States/Canada	4,843	817	(83%)
	Mexico	58	170	193%
	Europe[1]	-	23	-
	Autofleet[1]	-	16	-
Scope 2 (market-based)	Australia/New Zealand	449	31	(93%)
	United States/Canada	4,689	123	(97%)
	Mexico	58	43	(26%)
	Europe[1]	-	17	-
	Autofleet[1]	-	3	-

Energy consumption

	Unit	2025
Total energy consumption[2]	MWh	5,557
Total purchased electricity consumption (facilities)	MWh	3,112
Total purchased electricity consumption (facilities and EV charging)	MWh	3,634
Share of total energy consumption from purchased electricity (facilities and EV charging)	%	65%

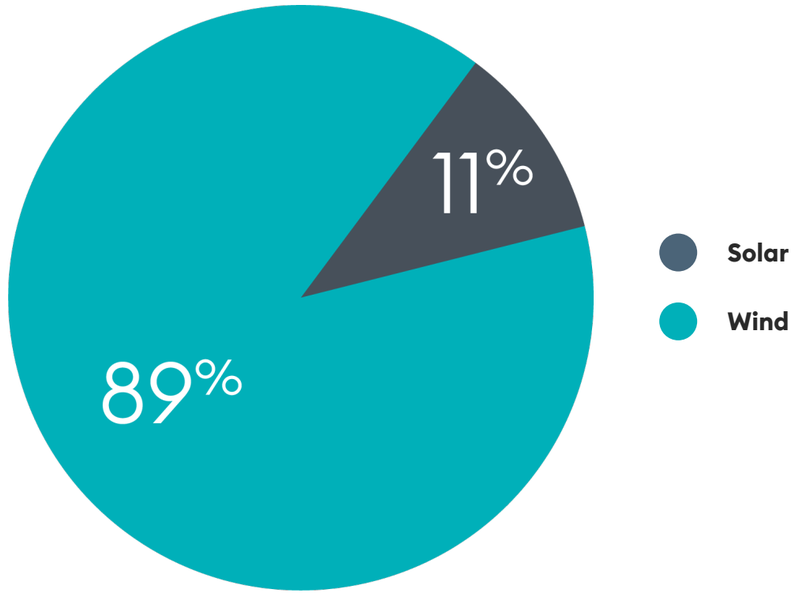
[1] Region is excluded from 2019 base year emissions, as it was not yet established or operational during that period.
[2] Includes natural gas (Scope 1), purchased electricity at Element facilities and for charging Element's internal electric vehicle fleet, and heat and chilled water (Scope 2).

Renewable energy consumption

In 2025, Element procured energy attribute certificates (EACs) to reduce market-based emissions from electricity consumption across all major global office spaces and electric vehicle (EV) charging at select facilities.

	Unit	2025
Total energy consumption from renewable energy[3]	MWh	3,318
Renewable energy as a share of total energy consumption[3]	%	60%
Renewable energy as a share of total purchased electricity consumption (facilities)[4]	%	107%
Renewable energy as a share of total purchased electricity consumption (facilities and EV charging)[3]	%	91%

Renewable energy consumption breakdown by category[3]



[3] Renewable energy consumption as a result of energy attribute certificate (EAC) procurement.
[4] Energy attribute certificates procured for Element facilities cover 100% of applicable purchased electricity consumption. EACs purchased exceeded actual purchased electricity consumption.

GHG emissions reduction targets

Element has set near-term science-based targets (SBTs) that were validated by the Science Based Targets initiative (SBTi) in 2024. Our SBTs are:

- Element Fleet Management commits to reduce **absolute Scope 1 and 2 GHG emissions 63.70% by 2034** from a 2019 base year.
- Element also commits to **reduce Scope 3 emissions from use of sold products (Category 11) and downstream leased assets (Category 13) by 66.40% per dollar of net revenue by 2034** from a 2019 base year.

Target coverage

The percentage of our baseline year Scope 1, Scope 2, Scope 3, and total GHG emissions covered by our science-based targets:

Scope	SBT Coverage
1	100%
2 (market-based)	100%
3	87.51%
Total GHG emissions[1]	87.52%

Progress toward our 2034 targets

Target	Method used	Base year	Target year	Unit of measurement	Base year emissions	2025 emissions	Emissions reduction from base year
63.70% absolute reduction of Scope 1 and 2 GHG emissions	Absolute contraction	2019	2034	tCO_2e	7,456	1,727	-76.8%
66.40% intensity reduction of Scope 3 Category 11 and 13 emissions	Economic intensity (GEVA[2])	2019	2034	tCO_2e /USD Million[3]	16,743	9,564	-42.9%

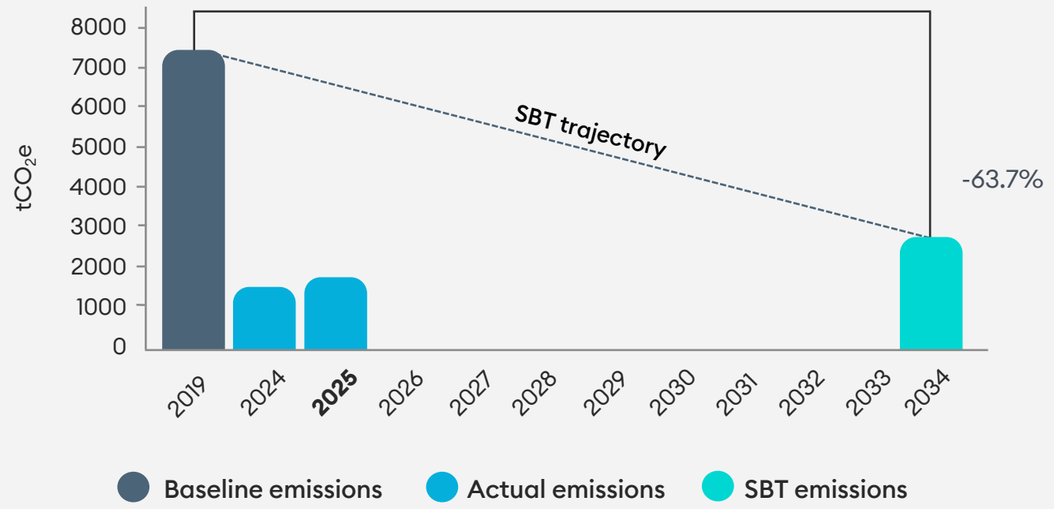
[1] Scope 1 + Scope 2 (market-based) + Scope 3 GHG emissions.
[2] Greenhouse gas emissions per value added.
[3] Revenue based on FY25 Report to Shareholders.

Scope 1 and Scope 2 target results

In 2025, emissions were 76.8% lower than our 2019 base year. While we continue to exceed our target, we note that our Scope 1 and Scope 2 emissions were slightly higher than fiscal 2024. We aim to sustain this target achievement and continue to reduce further where possible.

The year-over-year increase is largely due to increased fuel consumption associated with expansion of our internal fleet, a full year of operations of our Dublin offices, and the inclusion of Autofleet in our GHG emissions calculations for the first time following its acquisition.

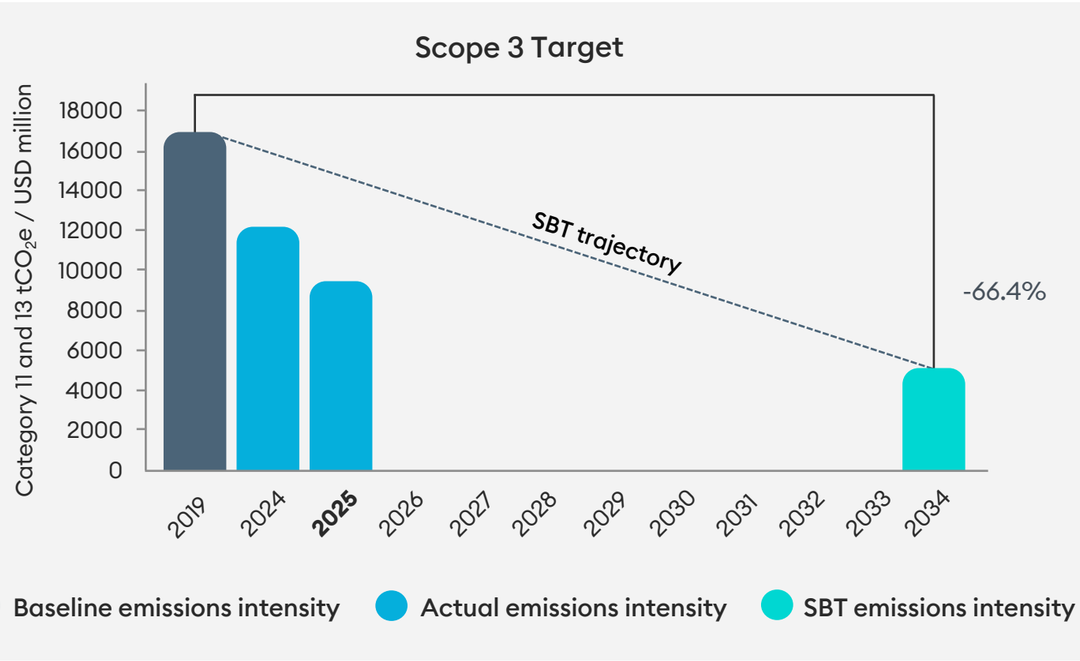
As our operations continue to grow, the decommissioning of select office spaces and the procurement of energy attribute certificates (EACs) have supported the maintenance of our target achievement. In 2025, we expanded EAC procurement beyond U.S. and Canadian operations to include electricity consumption across all major international office locations.



Scope 3 (Category 11 and 13) target results

In 2025, emissions were 42.9% lower than our 2019 baseline year. This result places us more than halfway toward our 2034 target, with eight years remaining in our 10-year target period, positioning us ahead of schedule.

Year-over-year performance was driven by a higher proportion of electric vehicle (EV) and hydrogen vehicle sales within our overall portfolio. EV and hydrogen vehicles represented an increased share of total vehicle sales across the United States, New Zealand, and Mexico, alongside growth in EV and hydrogen vehicle leasing across most regions.



Assumptions and risk factors relating to GHG emissions reduction targets

Our greenhouse gas (GHG) emissions reduction targets are based on a number of assumptions including, without limitation, the following principal assumptions:

- The successful and timely implementation of various corporate and business initiatives to reduce our electricity and fuel consumption, as well as reduce other direct and indirect GHG emissions enablers.
- No new corporate initiatives, business acquisitions, business divestitures or technologies that would materially change our anticipated levels of GHG emissions.
- Original Equipment Manufacturer (OEM) ability to supply lower-carbon vehicles at required scale to support our clients' transition to lower-emissions fleets.
- Client willingness and ability to adopt lower-carbon solutions in transitioning their fleets to align with our GHG emissions reduction targets.
- No changes in legal, regulatory, and political environments that may negatively impact the feasibility, timing, or cost-effectiveness of achieving our GHG emissions reduction targets.
- Our ability to purchase high-quality, credible energy attribute certificates (EACs) to offset or reduce, as applicable, our GHG emissions.

A portion of our GHG emissions reduction targets depend on our ability to implement certain corporate and business initiatives at scale to reduce GHG emissions to desired levels. Failure to implement such initiatives according to planned schedules due to changes in business plans, resource limitations, capital, technologies, equipment or personnel constraints, cost inflation, or other factors, or the failure of such initiatives, including of new technologies, to generate anticipated GHG emissions reductions, could negatively affect our ability to achieve our GHG emissions reduction targets. Future corporate initiatives, such as business acquisitions and organic growth, as well as the adoption of new technologies that are carbon-intensive or do not achieve expected emissions efficiencies, could negatively affect our ability to achieve our targets. As we continue to integrate our emissions reduction programs, we may further update our strategies, priorities, initiatives, data collection methodologies and analytical frameworks.

Modifications or refinements to international standards, including those set by the SBTi, or to the methodology we use to calculate GHG emissions that would result in an increase in our GHG emissions, could further impact our ability to achieve our targets. As it relates to our science-based targets specifically, the SBTi requires the recalculation of our targets when methodologies or standards change. A recalculation resulting in the introduction of more ambitious targets could challenge our ability to achieve such updated targets.

Ongoing updates to the Greenhouse Gas Protocol (GHG Protocol), including revisions to accounting methodologies, reporting requirements, interpretations, treatment of renewable energy instruments, Scope 3 calculation guidance, or target-setting frameworks, may impact our reported GHG emissions, base year calculations, and the feasibility, timing, or achievement of our emissions reduction targets.

We have limited influence over the reduction of our Scope 3 GHG emissions, compared to our Scope 1 and Scope 2 GHG emissions, as we depend on the engagement and actions of participants in our value chain to reduce their emissions. Failure to achieve sufficient engagement, collaboration, and action from these participants could adversely affect our ability to meet our Scope 3 GHG emissions reduction target. Achieving our Scope 3 GHG emissions reduction target is also reliant on our clients' willingness to adopt lower-carbon options and transition their fleets accordingly. Should our clients be unable or unwilling to commit to these transitions, our ability to achieve our Scope 3 GHG emissions reduction target may be constrained. Our ability to achieve our Scope 3 GHG emissions reduction target also depends on our OEM partners' ability to supply lower-carbon vehicles at the scale needed to support our clients' transition to lower-emissions fleets. Delays, supply constraints, or limitations in available vehicle models could impact our ability to achieve our Scope 3 GHG emissions reduction target.

Our ability to achieve our GHG emissions reduction targets is influenced by evolving regulatory and political landscapes. Changes in government policies, emissions regulations, carbon pricing mechanisms, incentives for renewable energy, and mandates for vehicle electrification could accelerate the need for emissions reductions. Conversely, policy rollbacks, delays in regulatory implementation, or inconsistent climate policies across jurisdictions could slow the pace of transition. Additionally, geopolitical events, trade restrictions, or shifts in government priorities may affect the availability and cost of lower-carbon vehicles, energy attribute certificates, or other emissions reduction enablers. Any such changes could negatively impact the feasibility, timing, or cost-effectiveness of achieving our GHG emissions reduction targets.

The achievement, or maintenance of, our science-based target related to our Scope 1 and Scope 2 GHG emissions may require that we purchase a certain quantity of EACs. Should a sufficient quantity of acceptable (according to the SBTi guidelines) EACs be unavailable, should their cost of acquisition be considered prohibitive, or should laws, regulations, applicable standards, public perception or other factors limit the availability of EACs that we can purchase, the achievement, or maintenance, of our science-based target related to our Scope 1 and Scope 2 GHG emissions could be negatively impacted.

Responsible sourcing

Our commitment to maintaining high standards of environmental and social responsibility extends to our supply chain. We aim to make well-informed purchasing decisions and seek to ensure our vendors and suppliers uphold the same fundamental principles that we do – including legal compliance, fairness, honesty, and strong anti-corruption practices.

All suppliers and vendors working with Element are required to sign and comply with our Vendor Code of Conduct ("Vendor Code"), which is applied globally across all our operations. The Vendor Code outlines our expectations for suppliers to uphold standards that reflect respect for the environment, human rights, ethical conduct, health and safety, diversity, privacy, and information security.

We expect our suppliers to share our commitment to upholding human rights and to align their practices with the International Labour Organization (ILO) standards, as appropriate to the location and nature of their operations. This includes, but is not limited to:

- Prohibition of child labour, forced labour, human trafficking, and slavery (further detailed in our Modern Slavery Report, and Modern Slavery Statement).
- Respect for freedom of association and provision of fair, safe, and equitable working conditions, including reasonable working hours and living wages.
- Enforcement of anti-discrimination and anti-harassment policies.
- Protection of worker health and safety.

We conduct supplier assessments, which include both virtual evaluations and on-site inspections. We also used third parties to further assess the environmental performance of our top suppliers by spend[1].

Element has established formal direct and indirect sourcing policies to ensure consistent procurement practices that drive value creation and risk mitigation across the organization. Together these policies are designed to ensure all supplier, client and internal goods and services are sourced through consistent, competitive, risk-managed, and legally compliant processes that protect Element, control spend, and drive strategic value.

[1] Some suppliers either chose not to disclose their external scorecards or do not have scorecards from external rating agencies we used for engagement. As a result, the available data may be incomplete.

People

1. Team member engagement
2. Team member wellbeing
3. Our culture of belonging
4. Characteristics of our team members
5. Supplier diversity
6. Driver safety
7. Community investment

Team member engagement

We are dedicated to enhancing our team members' experience by prioritizing wellbeing, fostering a sense of belonging, encouraging career growth and development, and elevating their overall workplace experience. This holistic approach ensures our team feels supported and empowered to thrive in their roles.

Team member feedback

Our aim is to create a work environment where everyone feels connected, motivated to contribute, and can collaborate effectively through diverse engagement channels. Tools like our annual team member engagement survey, along with pulse surveys and regular town halls, offer valuable insights into team sentiment and informs action planning. To measure our progress and stay aligned to strategic goals, engagement is tracked through our Global Balanced Scorecard.

	Results
Team member engagement score from global engagement survey	79%

Process to remediate negative impacts and channels for team members to raise concerns

Element is committed to ensuring a safe and ethical environment for all team members and encourages open and honest communication at all times. To support this objective, we have an internally and externally posted Global Concern Reporting Policy which outlines numerous avenues team members can utilize to raise a concern. To provide additional comfort to team members, Element utilizes EthicsPoint®, a comprehensive reporting tool that enables confidential and anonymous reporting to the organization. All concerns received by the organization are reviewed and addressed.

[1] Custom Fleet is excluded due to limitations in the data.
[2] Unadjusted gender pay gap is calculated as the difference between the average gross earnings of male and female team members.
[3] Total remuneration ratio is calculated as: the salary of the highest paid individual divided by the median employee salary excluding the highest paid individual, and rounded to the nearest whole number. Autofleet is excluded due to limitations in the data.

Team member retention

We prioritize team member retention by fostering a Purpose-driven, Values-led culture of growth and inclusion, offering competitive benefits, development opportunities, and a supportive work environment where team members can build long-term careers.

	Results
Voluntary team member turnover rate[1]	9%
Involuntary team member turnover rate[1]	5%

Remuneration and pay equity

Our remuneration strategy is designed to attract and retain top talent by offering competitive compensation, performance-based incentives, and benefits that support team member wellbeing and financial security. We are committed to equal pay for equal work and regularly review our compensation practices to identify and address any disparities across roles and levels.

We conduct an annual pay equity analysis in partnership with an independent third party. Our most recent assessment shows we have maintained global pay parity, with women earning 99% of men's compensation when adjusted for role, job level, experience, and geography (adjusted gender pay gap). In addition, we are committed to providing a living wage for our team members by annually reviewing living wage rates to ensure our salaries are at or above these levels.

	Results
Unadjusted gender pay gap[2]	8%
Total remuneration ratio[3]	64:1

Team member development

We are committed to supporting continuous growth and career development for our team members through meaningful training and learning opportunities aligned to our Purpose and Values, and anchored by our Capability Framework. We have committed to a comprehensive people development program – shaped by feedback and insights from our team members – which aims to build trust and organizational capability at every level, from foundational skills to critical leadership skills and career development opportunities. Designed to foster a Purpose-driven leadership culture, the program equips our team members with the tools and knowledge they need to grow, innovate, and meet the evolving needs of our clients and business.

Training and skills development

Element's annual training for all team members includes modules on the following topics:

- Our Purpose and Values
- Element's core policies
- Code of conduct/business ethics
- Workplace health and safety
- Discrimination and harassment prevention
- Diversity, equity, inclusion and belonging
- Environmental sustainability[1]
- Element product knowledge

	Results
Team members who completed Element's annual training[2]	95%+
Average number of training hours per team member[3]	9

Career development

	Results
Team members who completed career and development training	78%
Team members who participated in annual performance/career development reviews[4]	99.5%

[1] Topics include climate action, energy conservation, and waste reduction.
[2] Incomplete training is primarily attributable to workforce changes throughout the year (including employee attrition, contingent workers, and leaves of absence), rather than completion performance.
[3] Rounded to the nearest whole number. A change in Element's reporting methodology in FY25 resulted in a variance compared with prior-year results. There may be additional in-person learning experiences, on-the-job training, or eLearning occurring internally across Element that are not tracked within our learning and development platforms. Team members have the opportunity to invest in their professional growth through our tuition reimbursement program or may receive leadership approval to participate in external learning experiences, which are also not tracked.
[4] Excludes team members who left the organization during the review cycle, Autofleet team members, or those that report directly to the CEO.

Team member wellbeing

Element fosters a culture of wellbeing that supports our team members both personally and professionally. Our approach is grounded in three key pillars: physical, emotional, and financial wellbeing, reflecting a holistic commitment to providing the resources and support our team members need to feel healthy, engaged, and cared for. This includes access to comprehensive health benefits, mental health resources, employee assistance programs, and financial education tools.

Health and safety

The health, safety, and wellbeing of our team members, clients, and suppliers are a top priority at Element. We are committed to maintaining a safe, secure, and respectful workplace and hold ourselves accountable for fostering a positive environment for all. We comply with all applicable workplace health and safety regulations, as detailed in our Health and Safety Program and we expect every team member to play an active role in upholding these standards.

Collaborative hybrid approach

Our global workforce operates in a hybrid model, with team members working in the office three days per week. Consistent in-office days across the company enable more meaningful in-person collaboration, strengthen cross-functional relationships, and help maintain a cohesive and connected culture across regions and offices.

Family-related leave[4]

We recognize the importance of supporting team members through important life events. Element offers flexible family-related leave options for our global team members to accommodate various family needs, including the birth of a child, caring for ill family members, or navigating other significant events. We are committed to offering support throughout their leave and during their transition back to work.

	Results
Team members entitled to family-related leave	100%
Team members that took family-related leave	18%

[4] Family-related leave includes maternity, parental, adoption, marriage, caregiver, carers, compassionate care, and bereavement leave.

Our culture of belonging

Diversity, equity, inclusion, and belonging (DEIB) is foundational to our culture. We recognize that responsible growth requires an inclusive culture where all team members can contribute, innovate, and thrive. Our DEIB approach is embedded across the organization and is designed to drive inclusive outcomes across the team member experience.

Central to this commitment, and to our Value – We are always a force for good – are our Business Resource Groups (BRGs), which serve as a key component for belonging, cultural awareness and community impact across the organization. Our BRGs are team member-led communities, open to all employees, that create space for connection, shared learning and professional growth. They foster an environment where diverse perspectives are elevated and where team members can engage authentically. Through programming, connection, leadership engagement and cross functional collaboration, BRGs strengthen inclusion across regions and business lines.

Beyond community building, our BRGs play a meaningful role in advancing business priorities. They provide insights that inform inclusive workplace initiatives. Their partnership ensures alignment with enterprise strategy and accountability for impact. By amplifying lived experiences and surfacing opportunities, BRGs help translate our DEIB commitments into everyday action. Our BRGs also extend our impact beyond our organization. Through community partnerships, volunteerism and thought leadership initiatives, they deepen our connection to the diverse communities we serve. By investing in BRGs as catalysts for belonging, we are building a more resilient organization and creating long-term value for our team members, clients, and communities.

- Abled and Disabled Empowering People Together BRG and capABILITY
- Activate! Wellness BRG
- Asian Employee BRG
- Black Employee BRG
- CULTURALConnect
- Green Impact
- Communities, Activities, Recreation and Environment BRG and Custom Cares
- Latin BRG
- LGBTQ2+ Allies BRG and PRIDE
- Veterans BRG
- Women's BRG and elevateHER

For more information, please visit the diversity, equity, inclusion and belonging page on our website.

Feature highlight

Custom Fleet's Reconciliation Action Plan

In 2025, we launched our second Innovate Reconciliation Action Plan (RAP), reinforcing our commitment to strengthening relationships and deepening engagement with First Nations–owned businesses across Australia and New Zealand. This milestone builds on the strong foundations established through our first Innovate RAP and reflects our ongoing dedication to learning, listening, and taking meaningful, measurable action toward reconciliation.

Learn more about this story
2025 Achievements, Challenges, and Learnings

Characteristics of our team members

Team member gender distribution across management levels[1]

Management Level	Gender	2025	2024	2023	2022
Total workforce	Male	51%	50%	–%[4]	–%[4]
	Female	49%	50%	51%	50%
	Not specified	–%	–%	–%[4]	–%[4]
People leaders[2]	Male	59%	60%	–%[4]	–%[4]
	Female	41%	40%	45%	43%
	Not specified	–%	–%	–%[4]	–%[4]
Senior leaders[3]	Male	62%	66%	–%[4]	–%[4]
	Female	38%	34%	33%	32%
	Not specified	–%	–%	–%[4]	–%[4]

Racial and/or ethnic diversity representation across management levels (United States and Canada)[5]

Management Level	2025	2024	2023	2022
Total workforce	34%	29%	24%	21%
People leaders[2]	30%	28%	23%	22%
Senior leaders[3]	30%	25%	21%	20%

Team member age distribution[6]

Age Group	2025
Under 30 years old	13%
30-50 years old	58%
Over 50 years old	29%

[1] Autofleet is excluded due to limitations in the data.
[2] Defined as Manager, Supervisor, Director, Vice President, Senior Vice President, Executive, and CEO (US/CA/IRE/MEX).
[3] Vice President and above.
[4] This metric was not previously disclosed.
[5] Defined as any self-identification other than white, blank or "I do not wish to answer".
[6] Autofleet and Custom Fleet are excluded due to limitations in the data.

Supplier diversity

We are committed to fostering a diverse supply chain that promotes diversity, equity, and inclusion while contributing to stronger business outcomes, innovation, and resilience. We continue to expand our engagement with diverse suppliers and strengthen partnerships with organizations that support supplier inclusion and development. For our clients, we offer tools and customized tracking solutions that help expand their diverse spending, ensuring diversity commitments are understood, effectively organized, and transparently reported. We have established diverse supplier relationships across multiple areas of our operations, including vehicle acquisition, delivery, upfitting, maintenance, transportation, fueling, and accident repair.

In 2025, we directed

$2.3B

to our network of over **3,600 diverse suppliers**

We are dedicated to building our supplier network with businesses that are:

- Disadvantaged/disabled-owned
- Indigenous-owned
- LGBT business enterprises
- Minority-owned
- Small
- Veteran-owned
- Women-owned

Element is a proud member of the following organizations supporting supplier diversity:

- Amotai
- Canadian Aboriginal and Minority Supplier Council (CAMSC)
- Canadian Council for Indigenous Business (CCIB)
- Disability: IN Minnesota
- National Minority Supplier Development Council (NMSDC)
- Supply Nation
- Women’s Business Enterprise National Council (WBENC)

For more information, please visit the supplier diversity page on our website.

Driver safety

Our Driver Safety Program supports our clients in proactively managing road safety, reducing risk exposure, and protecting what matters most – their people. Our program is designed to help fleets build and sustain a safety-first culture by integrating data intelligence, targeted training, structured coaching, and continuous improvement processes to reduce collisions and enhance operational performance.

Managed by our Fleet Care & Logistics team, our suite of DriverCare safety solutions enables clients to proactively assess, manage, and mitigate driver risk across their fleet operations. Both DriverCare CoPilot and DriverCare Connect identify at-risk drivers through integrated data from violations, collisions, and telematics. DriverCare Connect further enhances this capability by providing real-time visibility and reporting tools that allow fleet managers to monitor risk trends, driving behavior patterns, and intervention outcomes.

We have expanded DriverCare Connect into Element Mexico, extending advanced driver risk monitoring and reporting capabilities to clients operating in this market. This expansion strengthens our ability to deliver consistent safety standards across geographies while supporting local clients with regionally relevant risk insights and intervention tools.

We also enhanced our DriverCare Risk Manager offering with new manager coaching tool features designed to help fleet leaders engage more effectively with drivers. These tools support structured coaching conversations, provide actionable risk insights, and promote accountability and positive behavior change. By equipping managers with data-driven coaching resources, we help our clients embed safety leadership practices into their daily operations and reinforce a culture of safety across their fleets.

In addition, we continue to invest in our online driver training library, expanding our catalogue with new training content over the past 12 months. These additions provide drivers with refreshed, relevant learning modules that address evolving risk trends, regulatory considerations, and defensive driving best practices. This ongoing investment supports continuous learning and reinforces safe driving behaviors at scale.

Beyond supporting the safety of our clients' drivers, these programs also contribute to the broader safety of the communities in which they operate. By helping reduce collisions, injuries, and fatalities on the road, our safety services mitigate risk not only within our clients' fleets, but for all those who share the road with them.

Community investment

At Element, we're committed to strengthening the communities where we work and live. We believe sustainable action today helps build a stronger, more resilient tomorrow. As a Purpose-driven, Values-led organization, our community investment approach is rooted in a long-term commitment to supporting a more inclusive future. We bring this commitment to life by fostering a culture of engagement among our team members, and by partnering with and funding organizations across our global footprint.

How we make a difference

We bring our giving pillars to life through action, engagement, and shared ownership, empowering team members and partners to drive measurable impact.

Purpose day and volunteerism

We encourage team members to engage in their communities through Element's Purpose Day, a paid volunteer day that allows individuals to contribute their time to causes that inspire them to *Move the world through intelligent mobility*. Throughout the year, we also support team-led volunteer initiatives across our global footprint.

Donation matching program

To extend the impact of our team members' generosity, our donation matching program doubles employee contributions to eligible nonprofits, strengthening the connection between our teams and the organizations they champion.

Donations

We provide direct financial support to organizations aligned with our giving pillars. Our approach to giving balances near-term community needs with long-term, sustainable outcomes.

Our giving pillars

Our investments and partnerships reflect a belief that meaningful progress is driven by sustained support, intentional action, and community empowerment. We focus our efforts across three giving pillars:

Equity and accessibility

Expanding opportunity for all is central to who we are. Through equity and accessibility initiatives, we support programs that help create fair pathways to success–spanning community development, workforce readiness, and accessibility advocacy–so more individuals have the tools and support they need to thrive.

Youth and education

Our initiatives help reduce barriers to academic achievement and connect young people with the resources, mentorship, and skills they need to thrive. From funding learning programs and scholarships to supporting leadership development, we aim to help unlock the potential of the next generation.

Environment and sustainability

We support organizations that prioritize environmental education, conservation and reforestation initiatives.

Below are some of the organizations Element supported through partnerships, donations, and volunteering in 2025:

The Rainbow Shoelace Project was founded in 2021 by then 12-year-old Abbie Jane to promote inclusion, courage, and visible allyship with the LGBTIQ+ community in rural Australia. The project now provides free packs worldwide, containing rainbow beads for shoelaces that people can wear to visibly show their support and allyship. Our team has proudly supported the project over the past two years, and in 2025 our volunteers packed 990 Rainbow Shoelace kits for global distribution, demonstrating our ongoing commitment to allyship.

In 2025, we expanded our multi-year partnership with Holland Bloorview Kids Rehabilitation Hospital by supporting the Employment Pathways Program, which helps youth with disabilities gain early work experience, build job skills, and transition into meaningful employment. Our team also took part in two volunteer events, contributing time and hands-on support to strengthen our connection to this worthy organization.

When we opened our Ireland offices in 2024, we supported the Julian Benson Cystic Fibrosis Foundation and its vision for Tranquility House, a “home from home” for people living with cystic fibrosis and their families. Since then, this partnership has evolved to include hands-on volunteering, with our team helping prepare the house and grounds to welcome guests.

Our team organized an in-office donation initiative, preparing dozens of gift bags to donate to Bet Elazraki, a children’s home that provides a warm and supportive environment for kids who are temporarily unable to live at home due to challenging family circumstances. Team members packed the bags together and included handwritten notes of encouragement. The organization’s director visited our office to share how the program supports young people, helping connect the team’s efforts to local impact.

Our team is proud to partner with Reforestamos México, an organization that promotes sustainable development through initiatives to halt deforestation, expand sustainable forest management, restore degraded land, and plant trees in urban areas. Last year, Reforestamos México planted more than 215,000 trees across conserved and restored areas. In 2025, Element supported two projects benefiting two cities in Mexico.

Element is proud to partner with Reading Partners, an organization that mobilizes communities to provide students with proven, individualized reading support. We supported this work through a financial donation and volunteering at two community book fairs in Hopkins and Owings Mills, helping students select books and contributing to welcoming spaces that encourage reading at home and in school.

Appendix

1. GHG Index
2. SASB Index
3. TCFD Index

GHG index

GHG protocol corporate standard

Organizational boundaries – operational control

Element defines its organizational boundaries for corporate reporting of consolidated GHG emissions according to the Organizational Control Approach.[1] Under this approach, Element will account for 100 percent of the GHG emissions for operations over which it has operational control. This approach was chosen to align with our goal to reduce GHG emissions across all our facilities and fleet.

Base year - 2019

The fiscal year ending in 2019 is the base year for Element's greenhouse gas inventory (Scopes 1, 2 and 3). This year was chosen as the most recent operating year from the time of initial calculation, not influenced by extraordinary macroeconomic factors. Both market- and location-based methodologies were used to calculate 2019 and 2025 Scope 2 inventories in accordance with the GHG Protocol Corporate Accounting and Reporting Standard[1], and GHG Protocol Scope 2 Guidance[2]. Scope 3 Technical Guidance is used to calculate Scope 3 GHG emissions[3].

Adjustments to base year emissions – structural & methodology changes

Structural changes include mergers, acquisitions, and divestments of operations or facilities and/or outsourcing or insourcing of GHG emitting activities. Methodology changes include changes in activity data accuracy, changes in emission factors, and/or changes in the methodology used to calculate GHG emissions. Discovery of significant errors in base year emission calculations can necessitate a change in the base year emissions inventory. In cases where changes are made, these changes will be made to the baseline and current year, so that all emissions are reported using the same basis. In this way, the boundary of the reduction goal inventory remains consistent throughout the goal period.

Element defines a "Significance Threshold" requiring a change in the base year emissions as a significant structural or methodology change or discovery of error(s) resulting in at least a +/- 5% change in Scope/Category corporate-wide GHG emissions. Also, a Significance Factor of +/- 10% change in individual category GHG emissions from the previous year's emissions will trigger an internal verification review for that category. Finance Leadership will evaluate the Significant Thresholds on an annual basis and may make adjustments to the thresholds as deemed appropriate once additional historical data is developed for the facilities.

Structural changes (e.g., mergers, acquisitions, and divestments of operations or facilities, and/or outsourcing or insourcing of GHG emitting activities) will be identified during the annual inventory reporting process using a standard year-end questionnaire distributed to team members in real estate and other relevant local facility managers.

Methodological changes will be identified during the annual inventory reporting process via data review by Sustainability Leadership. Element will watch regulatory changes as well as newly published technical guidance by the GHG Protocol, CDP, the Science Based Targets initiative, or any other organizations with authority in the field of GHG Management and GHG emission accounting.

Emissions quantification methods

Element's GHG emissions are quantified using emissions factors from the United States Environmental Protection Agency (US EPA), the United Kingdom Department for Environment, Food & Rural Affairs (UK DEFRA), and other credible and public sources as outlined in Table 1.

For Scope 3 Categories 4 (upstream transportation and distribution), 6 (business travel), 7 (employee commuting), 11 (use of sold products) and 13 (downstream leased assets) the Well-to-Wheel (WTW) emissions boundary was used in alignment with the Science Based Targets initiative (SBTi) Land Transport guidance. The Well-to-Wheel (WTW) emissions boundary includes both Well-to-Tank (WTT) emissions – upstream emissions from fuel and energy production, and Tank-to-Wheel (TTW) emissions generated during the use of vehicles or energy sources. As WTT emissions fall outside the minimum boundary required by the GHG Protocol Corporate Value Chain (Scope 3) Standard[4] the proportion of these optional emissions have been disclosed for applicable categories in our GHG emissions data disclosure.

Emissions factors

Emission factors and global warming potentials are applied to source data, or estimations of source data, to quantify direct and indirect emissions. Relevant calculation and estimation methodologies are listed in Table 1 in adherence with the GHG Protocol Corporate Accounting and Reporting Standard.

Accounting for GHG reductions

Element purchased Green-E certified, unbundled energy attribute certificates (EACs) within North America, Europe, Australia, and New Zealand to facilitate the development of renewable electricity infrastructure. These EACs are applied to Element's market-based Scope 2 GHG emission calculations at a country-level. During 2025, Element purchased and retired carbon offsets for projects in Asia and Oceania related to renewable electricity development, deforestation avoidance, and habitat regeneration.

In alignment with GHG Protocol, these offsets are not applied to Element's gross GHG emissions inventory and are reported separately. While offsets do not reduce Element's reported emissions, their procurement is disclosed alongside the GHG Inventory to reflect Element's broader sustainability efforts. Element has validated the retirement of all reported offsets within respective registries (Australian National Registry of Emissions Units and VERRA).

[1] WRI/WBCSD GHG Protocol Corporate Standard.
[2] WRI/WBCSD GHG Protocol Scope 2 Guidance.
[3] GHG Protocol - Technical Guidance for Calculating Scope 3 Emissions.
[4] GHG Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Table 1. Element's emissions factors for emissions quantification

Scope 1	Relevant emissions factors (EFs)	Calculation and estimation methodology
Stationary combustion (facility natural gas)	US EPA GHG Hub and other country-specific publications[1]	Natural gas consumption data is pulled directly from utility bills, where available. For facilities where Element holds a portion of floor area, total building consumption is pro-rated to reflect the floor area provisioned by lease agreements. When utility data is not directly available, natural gas consumption is estimated using US Energy Information Administration (US EIA) data from the Commercial Buildings Energy Consumption Survey (CBECS)[2] which considers climate region, building type, and natural gas use per unit area. Prior year data was used as a proxy for estimating natural gas consumption, in instances where actual data was not available.
Facility refrigerant	Global warming potentials from the most current IPCC report (AR6)[3]	Where available, facility equipment specifications are used to estimate refrigerant leakage or refrigerant top-up records are used. For other facilities, refrigerant leakage rates are estimated based on facility floor area and industry averages.
Mobile combustion (vehicle fuel)	US EPA GHG Hub and other country-specific publications[1]	Emissions calculations are based on fuel consumption data reported for each vehicle in Element's internal fleet. Emissions related to the charging of electric vehicles are included within Scope 2 calculations below.
Scope 2	**Relevant emissions factors (EFs)**	**Calculation and estimation methodology**
Electricity	For location-based calculations, country-specific publications[1,4] and US EPA eGRID[8] For market-based calculations, residual mix emission factors[5], where available. For regions without residual mix factors available, location-based factors are used.	Electricity consumption data is pulled directly from utility bills, where available. For facilities where Element holds a portion of floor area, total building consumption is pro-rated to reflect the floor area provisioned by lease agreements. When electricity consumption data is not directly available, electricity consumption is estimated based on floor area or utility spend. For floor area estimates, US Energy Information Administration (US EIA) data from the Commercial Buildings Energy Consumption Survey (CBECS)[2], which considers climate region, building type, and electricity use per unit area. For spend-based estimates, average electricity prices for the relevant country are used to estimate kWh usage. For market-based calculations, EACs were applied to facilities within the respective country. Prior year data was used as a proxy for estimating electricity consumption, in instances where actual data was not available.
Other utilities (steam, heating or cooling (i.e., chilled water))	US EPA GHG Hub and other country-specific publications[1]. Relevant country-specific electricity emission factors[1, 4] related to the estimated electricity required for chilled water.	Utility consumption data is pulled directly from utility bills for purchased heat, steam, or cooling (i.e., chilled water). For facilities where Element holds a portion of floor area, total building consumption is pro-rated to reflect the floor area provisioned by lease agreements.
Electric vehicles charging	See EF description for "Electricity" within this table above	Where available, reported electric vehicle charging amounts are used for each electric vehicle in Element's internal fleet. Where charging amounts are not available, spend or distance driven data is used to estimate charging amounts based on average price per kWh or mileage per kWh information.
Scope 3	**Relevant emissions factors (EFs)**	**Calculation and estimation methodology**
Category 1 - purchased goods and services	US EEIO Supply Chain[7] emission factors adjusted for inflation	Vendors or spend categories are assigned a NAICS industry code classification and assigned emission factors from the US EEIO dataset. Only indirect spend is included in Category 1.
Category 2 - capital goods	US EEIO Supply Chain[7] emission factors adjusted for inflation	Vendors or spend categories are assigned a NAICS industry code classification and assigned emission factors from the US EEIO dataset. Originations (both client and Element owned assets) and other capital spend is included in Category 2.

Scope 3	Relevant emissions factors (EFs)	Calculation and estimation methodology
Category 3 - fuel and energy-related activities	US EPA GHG Hub and other country-specific publications[1, 4] UK DEFRA well-to-tank factors[6]	Source data from Scope 1 and 2 calculations for stationary combustion, mobile combustion, and utilities is used to calculate Scope 3, Category 3 emissions. For electricity, including electric vehicle charging and consumption related to chilled water, regions are assigned to each facility based on location, in line with those used for Scope 2 calculations. Where region specific data was unavailable, country-specific emission factors were used. Well-to-tank factors are applied to account for upstream generation emissions. Emissions from transmission & distribution losses are accounted for using estimations based on region and country-specific T&D loss percentages.
Category 4 - upstream transportation and distribution	US EPA GHG Hub[1] US EEIO Supply Chain[7] emission factors adjusted for inflation UK DEFRA well-to-tank factors[6]	While not required by the GHG Protocol, the Well to Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Where available, reported data for fuel consumption or distance driven was used. Where activity data is unavailable, the spend-based methodology is used to quantify emissions using US EEIO emission factors.
Category 5 - waste generated in operations	US EPA GHG Hub[1] US EEIO Supply Chain[7] emission factors adjusted for inflation	Where available, activity data for waste generated in operations is used to quantify emissions based on waste type and disposal method. Where applicable, total building waste amounts are pro-rated to reflect Element's floor area provisioned by lease agreements. Where spend data is available for waste removal services, the spend-based methodology is used to quantify emissions using US EEIO emission factors. Where activity or spend data is unavailable for a facility, waste generation is estimated based on per capita waste generation averages across countries.
Category 6 - business travel	UK DEFRA[6] See EF description for "Electricity" within this table above related to EV charging	While not required by the GHG Protocol, the Well to Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Where available, activity-based data for flights (distance and cabin class), hotel stays (location and number of nights), and car rentals (rental days and vehicle type) are used. Where activity data is not available, relevant business travel spend is combined with estimates to quantify distance travelled or hotel stays.
Category 7 - employee commuting	UK DEFRA[6] US EPA GHG Hub and other country-specific publications[1, 4]	While not required by the GHG Protocol, the Well to Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Estimated based on the number of employees at each of Element's facilities and their assumed percentage of hybrid or remote work. For employees who commute, average commute distances were used when available. Mode of transportation was assumed for each location based on city or region data. For remote employees, incremental teleworking ratios[9] were included for natural gas and electricity usage.
Category 8 - upstream leased assets (Element is lessee)	See Scope 1 and 2 EF references within this table above	For the facilities subleased by Element, calculated emissions based on methodologies described in Scopes 1 and 2. As sub-leasing arrangements expire, Category 8 emissions will be reflected in Scopes 1 and 2 as appropriate. In addition to these subleased facilities, this category includes data racks leased by Element to house servers and equipment, as Element does not have direct operational control over the data centers in which they are located. It also includes emissions associated with the One Adelaide facility, which was under construction from November 1 through December 31 and therefore not under Element's operational control during that period.

Scope 3	Relevant emissions factors (EFs)	Calculation and estimation methodology
Category 9 - downstream transportation and distribution	Not Relevant – transportation emissions are accounted for in Category 4 – Upstream Transportation and Distribution.	Not relevant.
Category 10 - processing of sold products	Not Relevant – Element does not process intermediate products.	Not relevant.
Category 11 - use of sold products	UK DEFRA[6] US EPA GHG Hub and other country-specific publications[1, 4] US EPA eGRID[8]	While not required by the GHG Protocol, the Well to Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Estimated based on data related to all vehicles sold in the reporting year (both client and Element owned assets). Vehicle make, vehicle type, fuel type and model year were used. Assumptions were made for the average yearly mileage and average lifetime mileage. Fuel economy by make was also considered to estimate lifetime fuel consumption and mileage driven. For electric vehicles, estimated lifetime energy consumption in similar method outlined above using an assumption on the average kWh consumption per mile/kilometer. When available, odometer readings at the time of sale were utilized to estimate remaining lifetime mileage.
Category 12 - end-of-life treatment of sold products	UK DEFRA[6] in combination with vehicle mass and component materials from Argonne National Labs' GREET2025 model[10]	Estimated based on number of vehicles sold in the reporting year, an estimated average car weight by vehicle type (e.g., passenger car, SUV, etc.) and an estimated material composition by vehicle type (e.g., % metals, % plastic etc.).
Category 13 - downstream leased assets (element is lessor)	UK DEFRA[6] US EPA GHG Hub and other country-specific publications[1, 4] US EPA eGRID[8]	While not required by the GHG Protocol, the Well to Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Assigned vehicle types and fuel types to each leased vehicle and calculated emissions based on reported fuel usage in the lease period. Where fuel data was not available, utilized reported distance driven data. Where distance data was not available, estimated fuel consumption or distance driven based on vehicle type and an assumed average yearly mileage. Reported or estimated charging of electric vehicles was also included in the calculation.
Category 14 - Franchises	Not Relevant – Element does not operate Franchises.	Not relevant.
Category 15 - Investments	Not Relevant – Investments are not a material source of emissions for Element.	Not relevant.

[1] GHG Emission Factors Hub | US EPA.
Emission Factors and Reference Values - Environment and Climate Change Canada.
National Greenhouse Accounts Factors - Australia.
Measuring Emissions: A Guide for Organizations - New Zealand.
Mexico. National Inventory Report (NIR). | UNFCCC.
National Inventory Report - Netherlands.
Sustainable Energy Authority of Ireland (SEAI).
[2] Commercial Buildings Energy Consumption Survey (CBECS) 2018 | U.S. EIA.
[3] GHG Protocol | GWPs from IPCC Reports.
[4] National Emissions Register - 2025 - Mexico and National Inventory Report - Greenhouse Gas. Sources and Sinks in Canada Part 3 2025.
[5] Green-e Residual Mix Factors (USA).
AIB European Residual Mix Factors (EU).
[6] Greenhouse gas reporting: conversion factors 2025 - GOV.UK.
[7] US EEIO Supply Chain Greenhouse Gas Emission Factors.
[8] Emissions & Generation Resource Integrated Database (eGRID) | US EPA.
[9] Estimating Energy Consumption & GHG Emissions for Remote Workers | Anthesis Group.
[10] Argonne National Laboratory Greenhouse gases, Regulated Emissions and Energy use in Technologies Model.
[11] Science-based Targets Land Transport Guidance.

Table 2

2025 Scope 1 and 2 emissions[1]	Total (tCO_2e)	CO_2(MT)	CH_4(MT)	N_2O(MT)	HFC(MT)	Other^ (MT other)	$tCO2e$[2]	CO_2 (tCO_2e)	CH_4 (tCO_2e)	N_2O (tCO_2e)	HFC (tCO_2e)	Other[3] (tCO_2e)
Scope 1	1510	1374	0.18	0.02	0.07	0.02	0	1374	5	5	117	7
Scope 2 (location-based)[4]	1166	806	0.08	0.01	0	0	355	1161	2	3	0	0
Scope 2 (market-based)[4]	217	38	0	0	0	0	179	217	0.0048	0.0048	0	0

2019 Scope 1 and 2 emissions[1]	Total (tCO_2e)	CO_2(MT)	CH_4(MT)	N_2O(MT)	HFC(MT)	CO_2 (tCO_2e)	CH_4 (tCO_2e)	N_2O (tCO_2e)	HFC (tCO_2e)	Other[3] (tCO_2e)
Scope 1	2260	1954	0.13	0.03	0.19	1954	4	8	294	0
Scope 2 (location-based)[4]	5349	4694	0.44	0.06	0	4694	13	16	0	0
Scope 2 (market-based)[4]	5196	4559	0	0	0	4559	0	0	0	0

[1] Rounded to the nearest whole number, except for values less than one.
[2] Only tCO_2 data available.
[3] Hydrochlorofluorocarbons (HCFCs).
[4] Certain emission factor sources used to calculate emissions did not disclose factors at the component gas (CO_2, CH_4, and N_2O) level, only the CO_2e factor. Therefore, the total tCO_2e within Table 2 does not mathematically align with each of the listed component gases as the necessary information is not available.

SASB index

Professional and Commercial Services (SV-PS)

Sustainability accounting standard

Table 1. Sustainability disclosure topics and metrics

Topic	Activity metric	Category	Unit of measure	Code	Element response
Data security	**Description of approach to identifying and addressing data security risks**	Discussion and analysis	n/a	SV-PS-230a.1	We maintain a continuous risk identification and response capability by combining real-time monitoring, threat analytics, and automated security orchestration. Our Security Information and Event Management (SIEM) platform centralizes logs across network, endpoints, identity, cloud, and applications, enabling correlation, anomaly detection, and alerting. We integrate the SIEM with User and Entity Behavior Analytics to detect insider threats and compromised accounts through deviations from typical patterns, and with Threat Intelligence Feeds to contextualize events with known Indicators of Compromise. Alerts from the SIEM are prioritized based on risk scoring, and escalated into our 24x365 Security Operations and Monitoring services system to automate containment, enrichment, and response workflows for high-confidence incidents. To enhance and improve continuous risk visibility, we layer security tools across our enterprise.
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and analysis	n/a	SV-PS-230a.2	Element follows jurisdictional privacy policies to ensure data that is entrusted to us is managed in accordance with the privacy principles and standards for the market we operate in. Retention and disposal are enforced through a formal data retention schedule aligned to regulatory obligations. Wherever possible, retention is automated within systems to reduce manual risk, and secure deletion standards are applied across cloud, backups, and physical media. Third-party vendors are subject to security due diligence and contractual data protection requirements before receiving customer information. Management of customer information begins with strong governance, clear ownership, and disciplined data lifecycle control. We collect only the minimum data necessary to support defined business purposes, with documented legal basis and privacy impact assessments for new products, analytics initiatives, and AI use cases. All customer data is classified, inventoried, and protected using least-privilege access controls, encryption, and continuous monitoring. Usage is tightly governed to prevent unauthorized access, model training, or secondary purposes that fall outside disclosed intent, and access is regularly recertified to ensure accountability.
	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Quantitative	%	SV-PS-230a.3	(1) 0 (2)(a) 0% (b) 0% (3)(a) 0 (b) 0

Workforce diversity and engagement	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	Quantitative	%	SV-PS-330a.1	Characteristics of our team members
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	%	SV-PS-330a.2	Team member retention
	Employee engagement as a percentage	Quantitative	%	SV-PS-330a.3	Team member engagement
Professional integrity	Description of approach to ensuring professional integrity	Discussion and analysis	n/a	SV-PS-510a.1	We ensure professional integrity through clearly defined expectations, regular training, and oversight mechanisms that promote ethical conduct at all levels of the organization. This approach is supported by several core policies that outline our standards and provide guidance on addressing concerns: Code of Business Conduct and Ethics, Whistleblowing Policy, Concern Reporting Policy, Anti-Corruption Policy, Insider Trading Policy
	Total amount of monetary losses as a result of proceedings associated with professional integrity	Quantitative	$USD	SV-PS-510a.2	$0

Table 2. Activity metrics

Activity metric	Category	Unit of measure	Code	Element response
Number of employees by (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	#	SV-PS-000.A	(1) 3032 FTE, 16 PTE (2) 40 (3) 1200

TCFD index

Task Force on Climate-related Financial Disclosures

TCFD recommended disclosures	Report disclosure location	CDP disclosure location
Governance	The organization's governance around climate-related risks and opportunities	
a) Describe the Board's oversight of climate-related risks and opportunities	Business; Sustainability oversight	CDP Climate Change Questionnaire 4.1
b) Describe management's role in assessing and managing climate-related risks and opportunities	Business; Sustainability oversight	CDP Climate Change Questionnaire 4.3
Strategy	The actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Planet; Climate-related risks and opportunities	CDP Climate Change Questionnaire 2.2, 3.1, 3.6
b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning	Planet; Climate-related risks and opportunities and Climate strategy	CDP Climate Change Questionnaire 3.1, 3.6, 5.1, 5.2, 5.3, 5.4
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Planet; Climate-related risks and opportunities	CDP Climate Change Questionnaire 5.1, 5.3
Risk management	The processes used by the organization to identify, assess, and manage climate-related risks	
a) Describe the organization's processes for identifying and assessing climate-related risks	Planet; Climate-related risks and opportunities	CDP Climate Change Questionnaire 2.1, 2.2, 2.3, 2.4, 3.1, 3.6, 5.1
b) Describe the organization's processes for managing climate-related risks	Planet; Climate-related risks and opportunities and Climate strategy	CDP Climate Change Questionnaire 2.1, 2.2, 5.3
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Business; Sustainability oversight and Our Planet; Climate-related risks and opportunities	CDP Climate Change Questionnaire 2.1, 2.2, 2.3, 3.1, 3.6
Metrics and targets	The metrics and targets used to assess and manage relevant climate-related risks and opportunities	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Planet; Climate-related risks and opportunities and Climate strategy and GHG target results	CDP Climate Change Questionnaire 7.5, 7.6, 7.7, 7.8, 7.10, 7.15, 7.16, 7.17, 7.20, 7.22, 7.27, 7.30, 7.45, 7.53, 7.54, 7.55, 7.74
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Planet; GHG metrics and GHG assumptions & risk factors	CDP Climate Change Questionnaire 7.5, 7.6, 7.7, 7.8, 7.10, 7.15, 7.16, 7.17, 7.20, 7.22, 7.30, 7.45
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet; GHG emission reduction targets	CDP Climate Change Questionnaire 7.53, 7.54, 7.55

element

About Element Fleet Management

Element Fleet Management (TSX: EFN) is the largest publicly traded pure play automotive fleet manager in the world and a global leader in intelligent fleet and mobility solutions. Guided by our Purpose to *Move the world through intelligent mobility*, we help clients manage the vehicles, data, technology, and decisions that keep their 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. Element manages over 1.5 million vehicles globally and leverages this scale and data to help clients optimize performance, identifying over $1.6 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.

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