



Leading the **ZE**volution.™

**ESG at NFI**  
January 11, 2021

# OUR WHY - WE MOVE PEOPLE

## Our Vision

To enable the future of **mobility** with **innovative** and **sustainable solutions**.

## Our Mission

To design and deliver exceptional transportation solutions that are **safe**, **accessible**, **efficient** and **reliable**.



**With 8,000 team members operating across 10 countries, NFI is a leading global independent bus and motor coach manufacturer providing a comprehensive suite of mass transportation solutions.**

# CORE PRINCIPLES SHAPE WHAT WE DO

1

We pledge to be customer focused



2

We must earn the trust of those we serve and those they serve



3

We foster smart leadership



4

We believe in sustainability



5

We value honest, hard work and teamwork



# THE POWER OF A BUS



- Americans took 4.66 billion bus trips in 2019<sup>1</sup>; UK passengers took 4.6 billion bus journeys from Apr 2019-Mar 2020<sup>2</sup>; and Canadians took 1.89 billion bus trips in 2019<sup>3</sup>
- One bus removes 40 cars from the road

## Transit mode

## Cost

## Time to deliver

LRT

\$3B - 6B

>5 years

100 Transit Buses

\$40M - \$50M

1 - 2 years

100 ZEBs

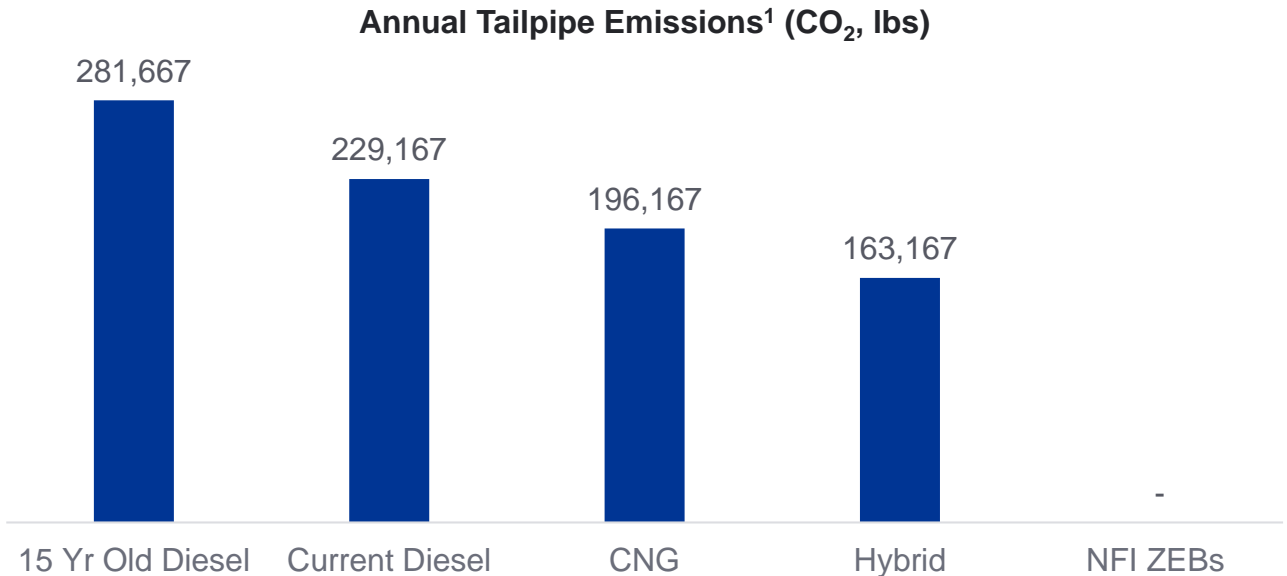
\$90M - \$100M

1 - 2 years



# CLEANER AIR – CLEANER PLANET

Every ZEB eliminates 3,380,000 lbs of CO<sub>2</sub> over a 12-year life, the equivalent of 28 cars per year



<sup>1</sup> Source: GREET Model Fleet Footprint Calculator & EPA Motor Vehicle Emission Simulator

# NFI TRANSFORMATIVE PRODUCTS

49,700  
jobs

Created from every \$1 billion invested<sup>1</sup>

\$11.7  
billion

Offset to annual car operating costs<sup>1</sup>

+24%

Home values near public transportation<sup>2</sup>

10x

Safer per mile to travel by public transit than automobiles<sup>3</sup>

<sup>1</sup> APTA's Economic Impact of Public Transportation Investment

<sup>2</sup> APTA and The National Association of Realtors

<sup>3</sup> The Hidden Traffic Safety Solution: Public Transportation



# ROBUST GOVERNANCE PROGRAM

70% Independent Board

33% Female Directors

Enhanced ESG disclosure and policy development

100% of Directors own shares

300+ Years of Combined Experience

Robust Policy Framework

Whistleblower and Fraud Hotline

Dedicated Audit, HR and Nomination Committees

Average Director Tenure of 8 Years

Highest ISS Ranking for Audit, Risk and Shareholders rights

# BOARD OF DIRECTORS



**Hon. Brian Tobin  
(Ontario)**  
Board Chair,  
HRCG Committee member  
Member since 2005



**Colin Robertson  
(United Kingdom)**  
Vice Chair  
Member since 2020



**Phyllis Cochran  
(South Carolina)**  
Audit Committee Chair  
Member since 2015



**Larry Edwards  
(Oklahoma)**  
HRCG Committee Chair;  
Audit Committee member  
Member since 2005



**Paul Soubry  
(Manitoba)**  
President & CEO  
Board Member since 2009



**Katherine Winter  
(Illinois)**  
HRCG Committee Member  
Board Member since 2019

*Kathy is the VP & GM,  
Autonomous Transportation  
& Infrastructure Division,  
Intel Corporation*

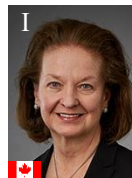


**John Marinucci  
(Ontario)**  
Member at Large  
Member since 2005



**Adam Gray  
(Connecticut)**  
Audit Committee  
Member since 2012

*Adam is co-founder  
and Managing  
Partner  
at Coliseum Capital  
Management, LLC*



**Krystyna Hoeg  
(Ontario)**  
Audit Committee Member  
Board Member since 2015



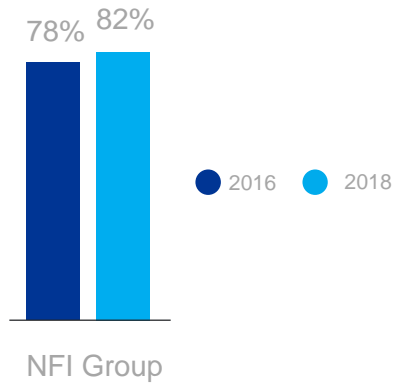
**Paulo Nunez  
(Brazil)**  
HRCG Committee Member  
Board Member since 2015

*Paulo also serves  
on the Board of  
Directors of  
Marcopolo S.A.*

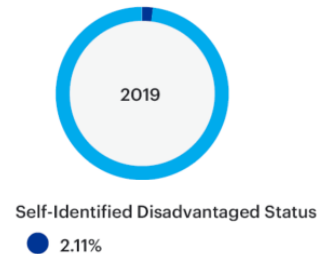


# PEOPLE, DIVERSITY AND EMPOWERMENT

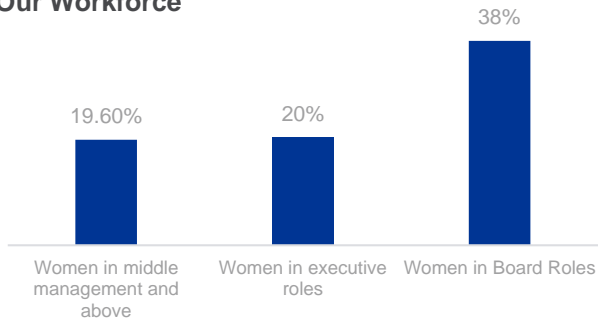
## Overall Favorable Engagement Index Comparison



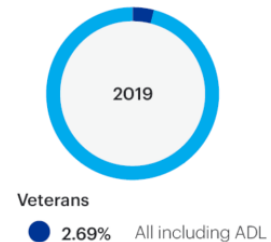
## Representation of Self-Identified Disadvantaged Status in Our Workforce



## Representation of Women in Our Workforce



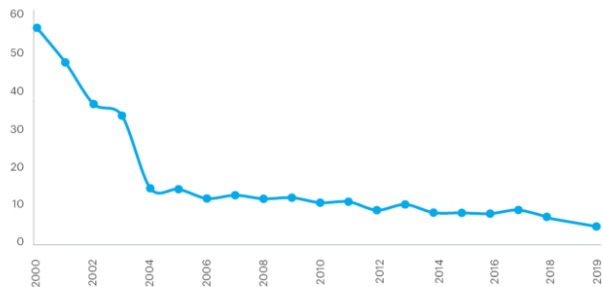
## Representation of Veterans in Our Workforce





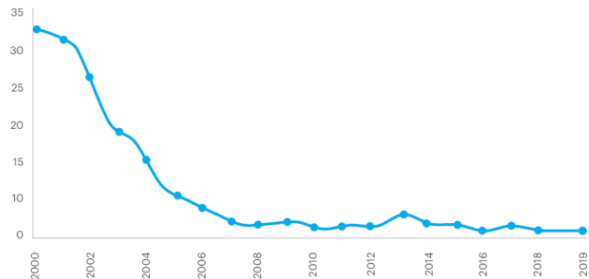
# SAFETY DRIVES EVERYTHING WE DO

### NFI Group (all companies) OSHA Rate<sup>1</sup>



(occurrences per 200,000 hours)

### NFI Group (all companies) Lost Time Rate<sup>2</sup>



(occurrences per 200,000 hours)

**OSHA and Lost Time Rates declined by 90% and 96% respectively since 2000**

<sup>1</sup> OSHA Rate = Occupational Safety & Health Association Recordable Incident Rate, calculated as (# of OSHA Recordable incidents and illnesses x 200,000) / Employee total hours worked  
<sup>2</sup> Lost Time Rates = similar to OSHA Rate, but uses only the number of cases that contained lost work days

# SAFE RETURN TO WORK PROTOCOL

<p>PPE Required by All Staff</p>	<p>Social Distancing and Re-Engineered Processes</p>
<p>Cleaning and Sanitizing</p>	<p>Work from Home</p>
<p>Health Checks</p>	<p>Symptom Disclosure Policies</p>

- COVID-19 has had a significant impact on our company and team
- Across NFI, idled the majority of our facilities for nearly 2 months (Mar-May 2020), while resulted in nearly 8,000 people on temporary furlough; employees have since returned to work
- Dedicated COVID-19 Response Team coordinating Safe Work, Communications, Risk and Operations initiatives
- Our focus remains on the health, safety, and well-being of our team members
- Consistent communication to all employees, including dedicated online portals

# COMMUNITY BENEFITS FRAMEWORK

- Hours of classroom training and programs attended
- Identification of pre-apprenticeship and apprenticeship commitments
- Implementation of work plan time frames
- Achievement of wage and benefit commitments
- Achievement of established hiring goals
- Recruitment status (including hiring, onboarding, and training individuals)
- Achievement of established diversity goals
- Adherence to career development objectives
- Compliance to local, state, and federal incentive program requirements



National Programs

15 State Level Programs



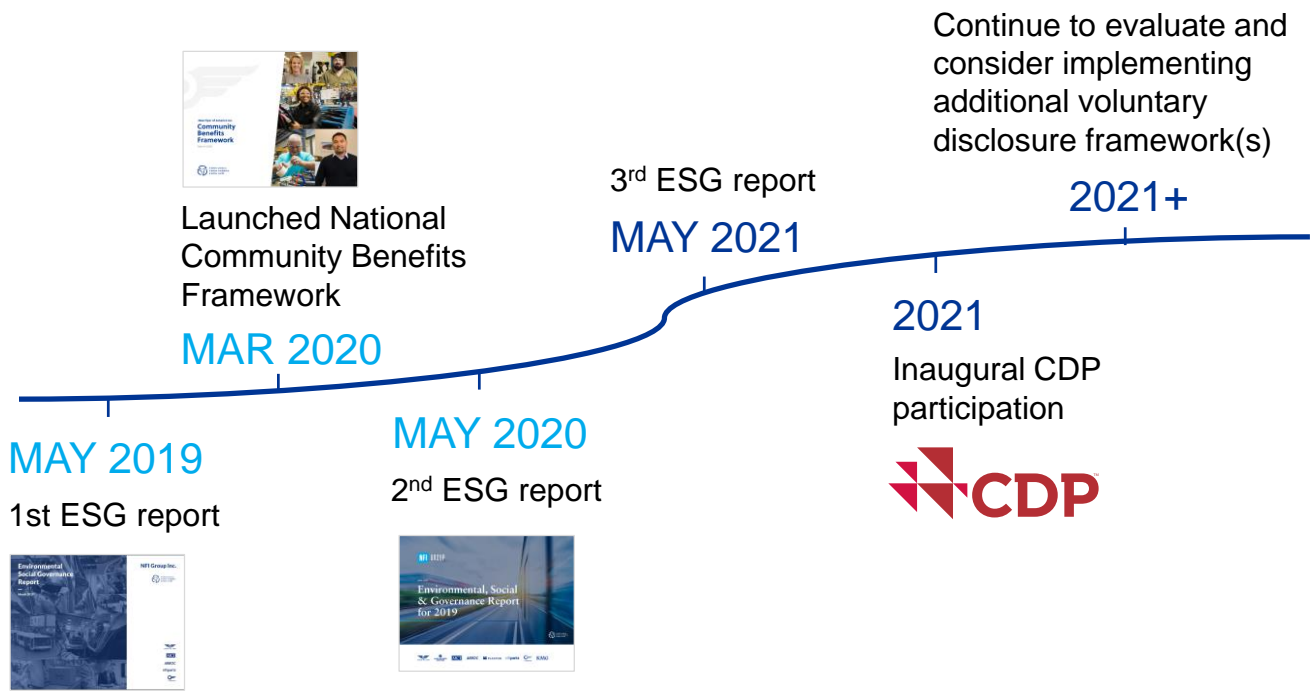
# ENVIRONMENTAL FOOTPRINT

## NFI Greenhouse Gas Emission (US Ton)<sup>1</sup>

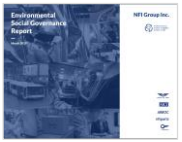
2018	2019	% Reduction
VOC 7,155	VOC 4,460	38%
SO <sub>2</sub> 0.781	SO <sub>2</sub> 0.478	39%
PM 9,887	PM 6,163	38%
N <sub>2</sub> O 2,862	N <sub>2</sub> O 1,784	38%
CH <sub>4</sub> 2,992	CH <sub>4</sub> 1,865	38%
CO <sub>2</sub> 156,151	CO <sub>2</sub> 98,623	37%

<sup>1</sup> Company estimates.

# OUR ESG JOURNEY



**MAY 2019**  
1st ESG report



**MAY 2020**  
2nd ESG report



Launched National  
Community Benefits  
Framework

**MAR 2020**



3<sup>rd</sup> ESG report  
**MAY 2021**

**2021**  
Inaugural CDP  
participation



Continue to evaluate and  
consider implementing  
additional voluntary  
disclosure framework(s)

**2021+**



# STRATEGIC PRIORITIES

- Launching CDP Reporting
- Continue to evaluate and consider implementing additional voluntary disclosure framework(s) (UN, SASB, GRI, etc.)
- Continued rollout of CBF in other locations
- Improving representation targets
- Driving safety performance

Better Workplace

Better Products

Better World



The NFI logo consists of the letters 'NFI' in a bold, white, sans-serif font, centered within a bright blue square. The square has a slight gradient and a soft shadow, giving it a three-dimensional appearance as if it's floating or attached to the tunnel wall.

**NFI**

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