



**Linamar Corporation**  
**COVID-19 Related Investor Update**

April 2, 2020

## Forward Looking Information, Risk and Uncertainties

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# Linamar COVID-19 Update: Global Response Efforts



## COVID-19 Task Force

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- Established a Task force on March 16<sup>th</sup> to enact a comprehensive Action Plan in response to the unprecedented closures, shutdowns and restrictions.
- Task Force is comprised of all Senior Executives, HR and internal Global Operating Systems leadership.
- First and foremost, the task force is focused on Health and Safety of our Employees.
- Have a variety of employee work situations ranging from Working on site, to Working from home, on sick leave, on layoff, etc.
- Protocols in place for physical distancing, highest level cleaning / disinfecting.
- Working Groups established with our customers on best practices for safe re-start procedures when shut down period ends.
- Communication and 2-way information flow update cadence occurring daily
- Shareholder communications to date can be found at this website location:
  - <https://www.linamar.com/news-event/covid-19-update>

## Operations Update

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### ***North America:***

- Majority of our operations and/or industries are deemed essential per provincial or state guidelines and so are currently not mandated to shutdown.
- Decision to operate are guided by alignment to customer demand, typically meaning we are running if they are running, we are down if they are down.
- Currently the majority of our sites in N.A. are shutdown across both the Transportation and Industrial Segments.

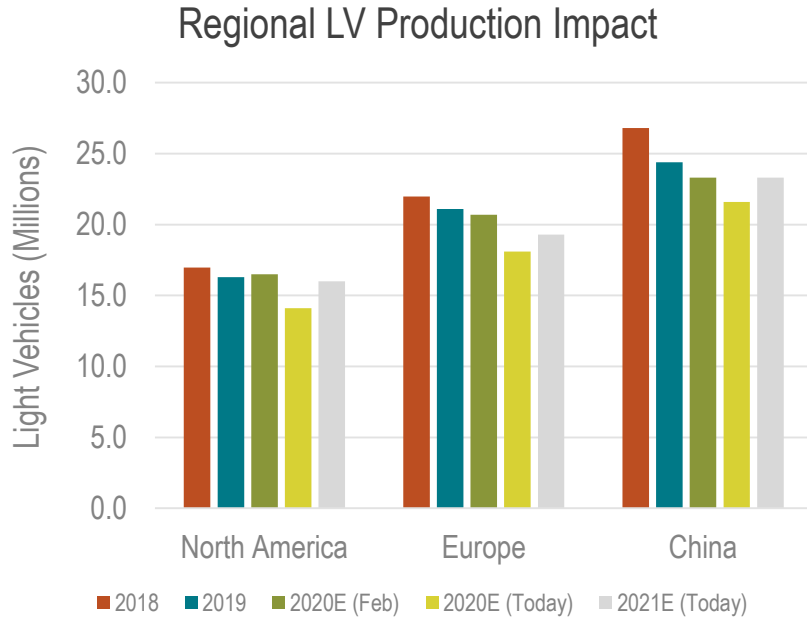
### ***Europe:***

- Nearly all manufacturing sites are shutdown inline with government orders and lockdown restriction guidelines.

### ***China:***

- All Linamar manufacturing sites are now back up and running with 95% of employees having returned to work.
- China based customers have restarted with 50% of vehicle plants in the country reporting they are back to full operating capacity as of end of March.
- All OEM customer sites, including those located in Hubei province with restrictions on production, are expected to be back online next week, pending any potential supply chain issues.

# Linamar COVID-19 Update: Market Conditions



## Global LV Production Outlook Comments

- Global Light Vehicle 2020 Production forecast stood at 87M in February, a 9.2M reduction has been seen in past month, now down to 78M. Expectation for 4-6% YoY growth 2021-2024 going forward. Some downside risk still exists to this latest 2020 forecast.
- 2020 US full year LV SAAR currently forecast at 14M with some potential downside risk to that, rebounding with an expected ~9% YoY increase for 2021.

## Industrial Segment Commentary

- Continuing to monitor Access markets and construction activity in general however, Skyjack is seeing softer demand.

# Linamar COVID-19 Update: Financial Commentary

## Financial Impact

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Clearly this major shutdown will have significant impact on Linamar financially. We have established controls and processes to ensure we are constantly reviewing the latest outlook and potential scenarios.

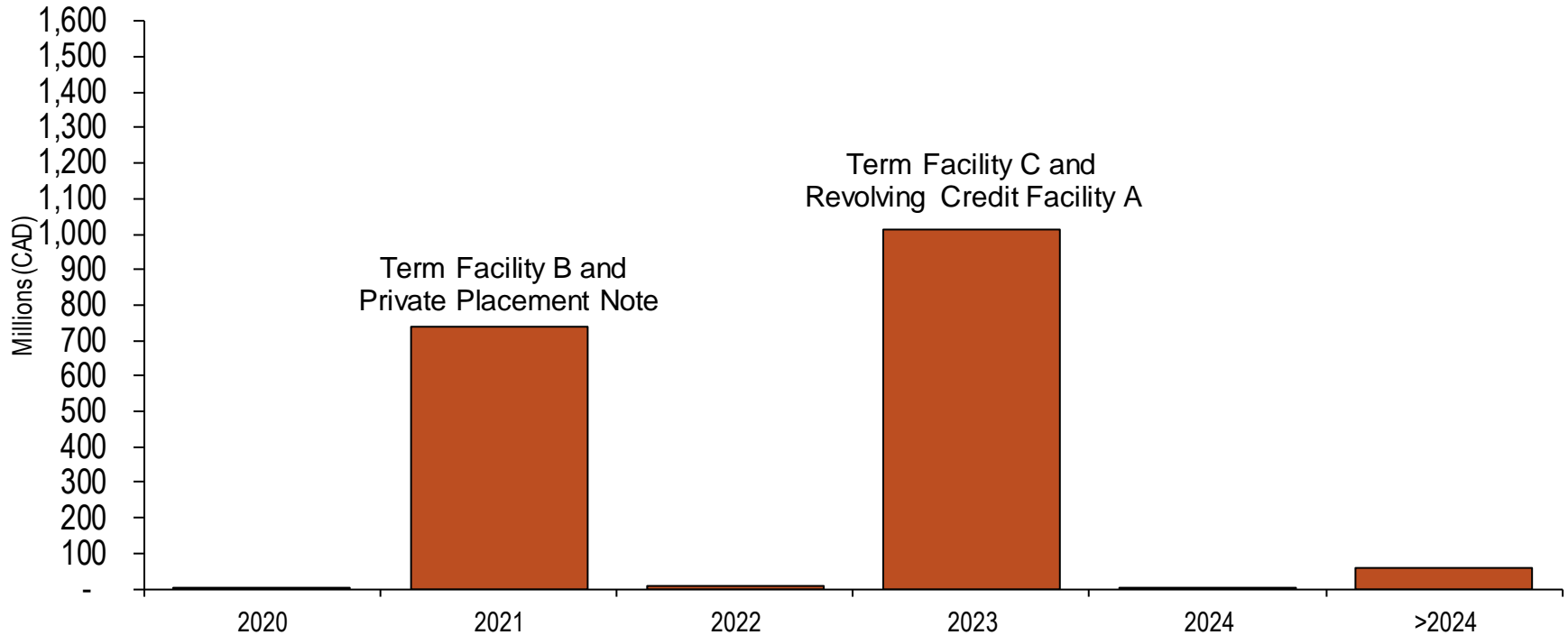
### **Cash:**

- Cash Conservation and cost control are top of mind to mitigate this impact.
- We have moved quickly to cut costs and capital spending.
- We have created a global team to pursue additional cost and waste reduction initiatives.
- We have immediately implemented highest level cash payment controls.
- We have a system in place for efficiently adjusting financial forecasts on a weekly basis with our global team giving us excellent up to the minute visibility.

### **Balance Sheet:**

- Our balance sheet is strong and we are carefully stress testing to understand our limits; we remain confident that our focus and responsiveness in this area will see us through this situation financially even in the event of a prolonged shutdown period.
- Even if auto shutdowns continue longer in Q2 than currently announced, we expect our 2020 full year results to still show a profit, generate positive FCF and we do not expect to trip covenants.
- We have no debt maturing this year.
- Predicting the outcome of this situation is impossible but our reaction is swift and we are keeping a close eye on all expected impacts.

# Linamar Debt Maturities



Note: At December 31, 2019, cash and cash equivalents, including short-term deposits (net of unrepresented cheques) was \$338.2 million and the Company's credit facilities had available credit of \$771.1 million

# Linamar COVID-19 Update: Community Support



***We Are Together***

## Support Efforts

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### ***Ventilator Production***

- Currently have activities on a number of ventilator programs that we are supporting – now in an expedited production ramp-up mode. Two of these programs are for Ontario based ventilator companies supporting recently announced initiatives by the Canadian Federal government as well as the Ontario provincial government.
- Some programs are utilizing our knowhow as a machining component supplier, some others our full Supply Chain Management & Final Assembly expertise.

### ***Community Support***

- Linamar's Trucking and Logistics division has been working with local Food Banks or Community Outreach programs on pickup and delivery of donated food inventory to aid those most vulnerable with safe food supply where possible.
- We are leveraging our Global Supply Chain capabilities to source and expedite delivery of much needed personal protective equipment (PPE) for front line healthcare workers in our communities.