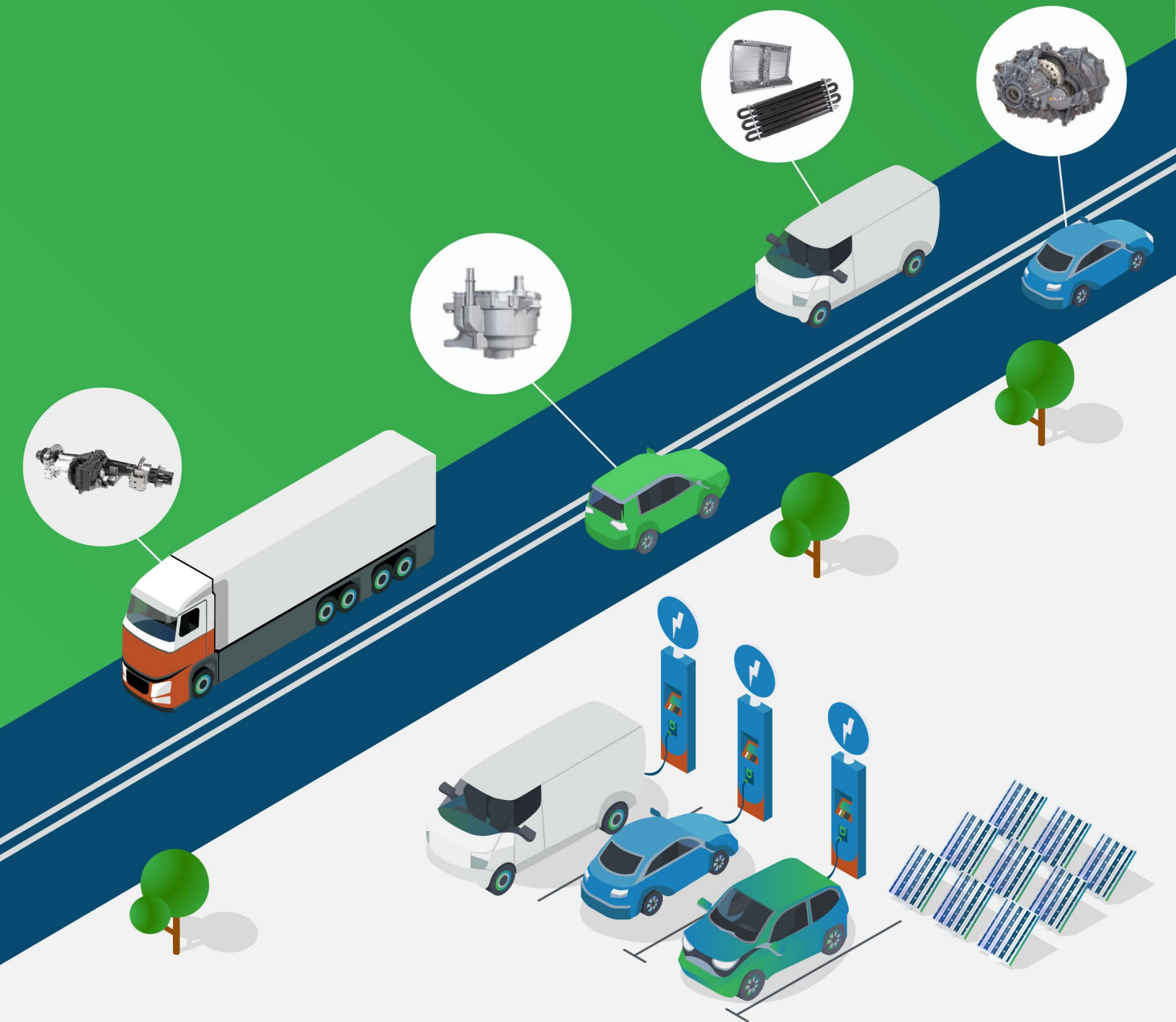
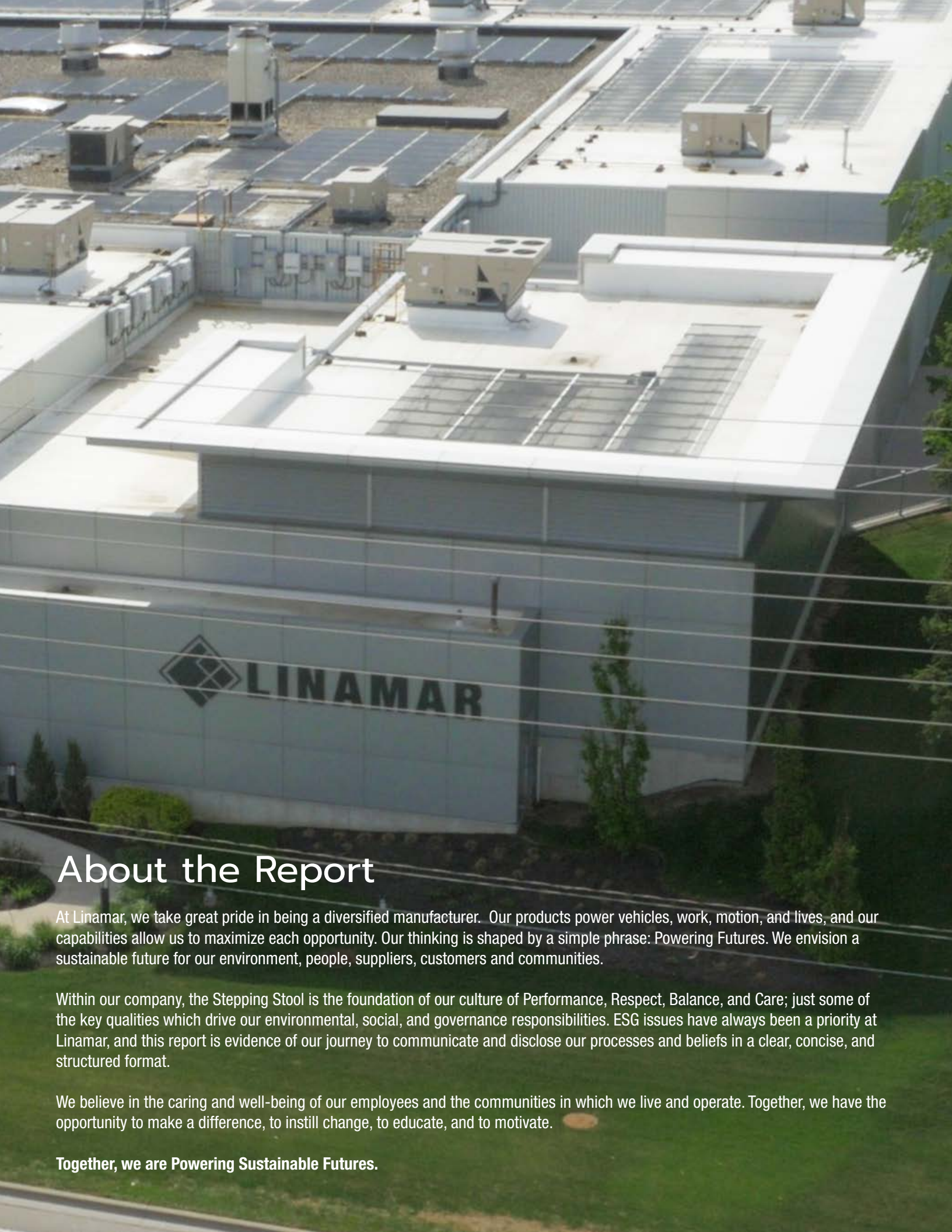


# Powering Futures

## Sustainability Report 2020





## About the Report

At Linamar, we take great pride in being a diversified manufacturer. Our products power vehicles, work, motion, and lives, and our capabilities allow us to maximize each opportunity. Our thinking is shaped by a simple phrase: Powering Futures. We envision a sustainable future for our environment, people, suppliers, customers and communities.

Within our company, the Stepping Stool is the foundation of our culture of Performance, Respect, Balance, and Care; just some of the key qualities which drive our environmental, social, and governance responsibilities. ESG issues have always been a priority at Linamar, and this report is evidence of our journey to communicate and disclose our processes and beliefs in a clear, concise, and structured format.

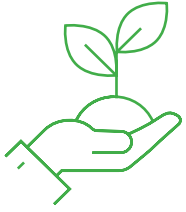
We believe in the caring and well-being of our employees and the communities in which we live and operate. Together, we have the opportunity to make a difference, to instill change, to educate, and to motivate.

**Together, we are Powering Sustainable Futures.**

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# Sustainability at Linamar

**"Our Stepping Stool Philosophy is the foundation for everything we do at Linamar, including our commitment to Sustainability."**

**Linda Hasenfratz, CEO**

Linamar has a strong commitment to protecting the environment. In fact, it has been nearly 20 years since we first created our Linamar Green Commitment Environmental Policy, a key tenet of our plant operating philosophy and our Global Operating Systems (GOS). Our growth strategy began to focus on Globalization, Diversification and Green Technologies more than 20 years ago and that is still the case today. We understand that caring about our environment is a critical aspect in caring for our employees, our communities, matters to our customers and is key to managing a sustainable business.

It is a part of Linamar's strategy to minimize the impact of both our operations and our products on the environment. We achieve this goal by establishing and maintaining environmental programs that meet or often exceed applicable legal and other requirements. Environmental management is a part of Linamar's culture and we are just as committed to continuous improvement in our environmental programs as we are in our revenue generating programs.

All of our manufacturing facilities are encouraged to achieve and maintain registration to ISO 14001, a global environmental management system. We will continue to pursue initiatives throughout our global facilities to reduce the overall consumption of energy, water and natural resources, and minimize our ecological footprint.

We are committed to developing environmentally beneficial products and processes as a key element in our company's future. The pursuit of innovative technology unites many of our core competencies of research and development, innovation and ingenuity, and has a tremendously positive impact on the environment.

At Linamar, we work together to ensure our operations conserve and protect while our current and future products aim to positively impact the environment. This is our commitment to a Sustainable future.





# Linamar Long Term Sustainability Roadmap & Goals

## Why

1. What we do **today** determines the **future** of our planet.
2. The future of our planet **matters to us**; it also matters to our Employees, our Customers and our Shareholders.
3. Addressing environmental challenges is a global imperative which will create massive **market opportunity** for those with the solutions.

## Principles

1. Environmental Sustainability needs to be something **each and every one of us commit to** – we each play a part in this large connected puzzle, what each of us do matters and counts.
2. What we do impacts others – we need to **lead by example by doing what we do better for the benefit of all our stakeholders**.
3. Find **balanced** solutions that optimize impact for the Environment as well as our Employees, our Customers and our Financial performance.

## Goals

We commit to being a net zero emissions organization inclusive of the operation of our facilities, our supply base and the products we supply to by 2050.

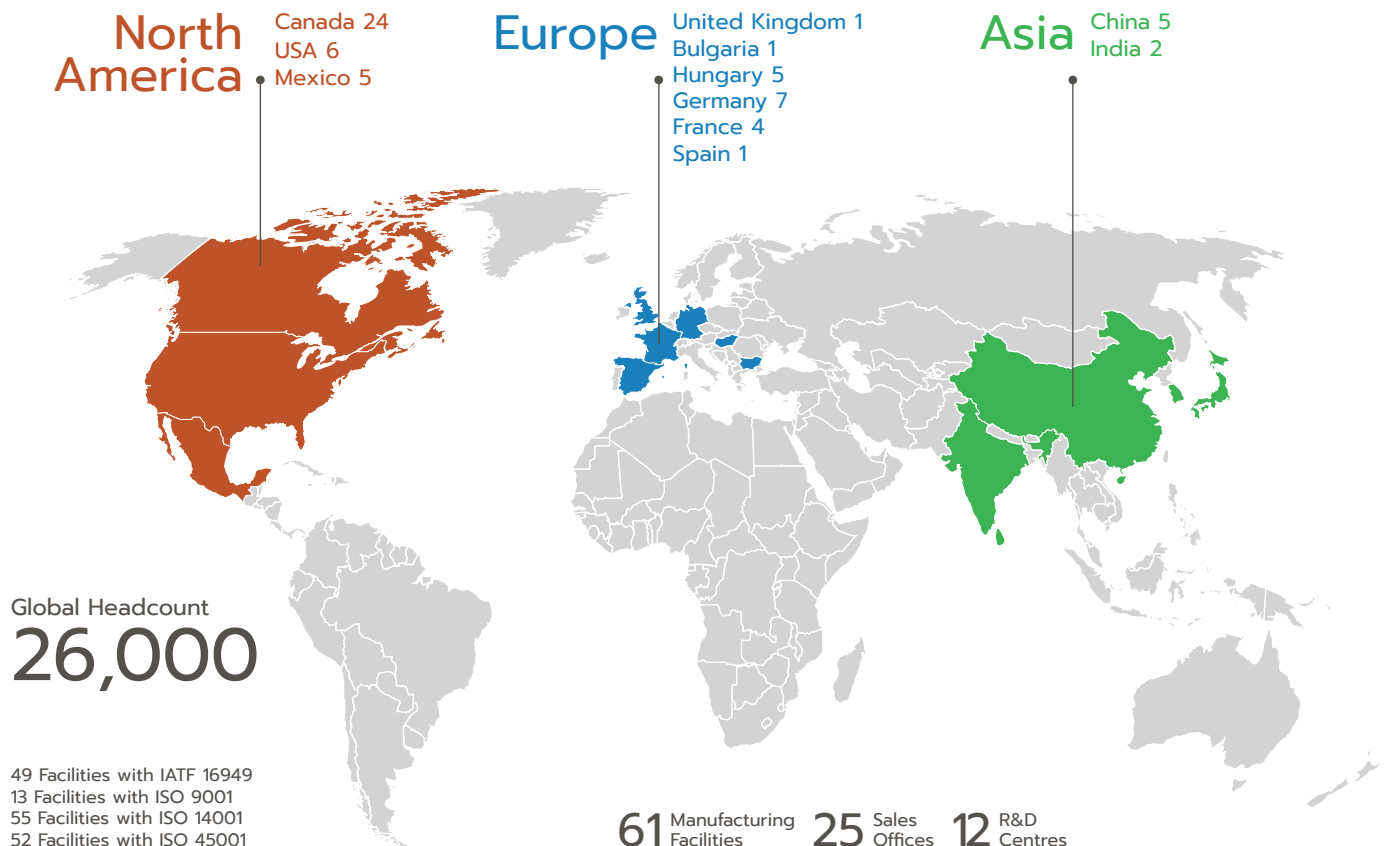


# Company Overview

Linamar Corporation (TSX:LNR) is an advanced manufacturing company where the intersection of leading edge technology and deep manufacturing expertise is creating solutions that power vehicles, motion, work and lives for the future. The Company is made up of two operating segments – the Mobility segment and the Industrial segment, which are further divided into five operating groups – Linamar North America, Linamar Europe, Linamar Asia Pacific, Skyjack and MacDon, all global leaders in manufacturing solutions and world-class developers of highly engineered products.

Within the Mobility segment, the Company's regional operating groups focus on integrated solutions, precision forging, and light metal casting for new energy propulsion, body and chassis, driveline, engine and transmission systems designed for global electrified and traditionally powered vehicles. The Company's Skyjack and MacDon companies comprise the Industrial segment. They are noted for their innovative, high quality mobile industrial and harvesting equipment, notably class-leading aerial work platforms, telehandlers, draper headers and self-propelled windrowers.

Linamar has over 26,000 employees in 61 manufacturing locations, 12 R&D centres and 25 sales offices in 17 countries in North and South America, Europe and Asia which generated sales of \$7.4 billion in 2019.



# Stepping Stool

At Linamar, we have established a culture that thrives on opportunity to drive the overall growth and results of our company, and an entrepreneurial spirit of success.

At the core of Linamar's business philosophy is the Stepping Stool, a three-legged stool which symbolizes the balance a business must strike to satisfy the needs of key stakeholders. Each leg represents one of our stakeholders; Customer, Employee, and Shareholder (Financial), who each have a personal connection and interest in the company's long-term success. If all are not in balance at once, the three-legged stool is unstable and will eventually fall over. It is essential that our decision makers place equal importance on all three legs to ensure long-term sustainable success for Linamar.

These aren't just words on a wall. This is how we run our business every day. It is how we make decisions daily, how we articulate strategy, how we measure performance and how we reward our people.

All Linamar facilities and employees have monthly Stepping Stool Objectives under each leg, which form Linamar's Stepping Stool bonus incentive program. These programs use a balanced scorecard approach which ensures our stakeholders' interests are equally prioritized. Employees are eligible for quarterly bonuses based on performance under the stepping stool program.



## 1. Customer

**To be the Supplier of Choice for our customers**, we place a strong focus on quality, collaboration, the efficiency of our processes, and innovation to stimulate consistent and sustained growth. We design and implement strategies that allow us to focus on what matters most to customers – creating high-quality products that stand the test of time. Our customers, and their customers, care about the environmental footprint of the products they make and use. Focusing on ways to help customers reduce the environmental impact of the manufacturing and use of those products helps us to win more business. By doing so, we can bolster our current market engagements while working to further expand our long-term strategies into new and emerging markets, allowing us to offer our products to more customers for the expansive applications our industries demand.





## 2. Employee

**To be the Employer of Choice for our current and prospective employees**, we take pride in engaging a diverse group of motivated, enthusiastic people to help us accomplish our growth goals. We believe that healthy and safe workplace environments are critical to our people and to our performance. Also critical is investing in our people – coaching and developing our talent for the future; it's why we are able to maintain our commitment of having a minimum of 70% of key position promotions come from directly within the organization.

Our commitment to improving the world around us matters to our people as well. They want to know they are making a difference, that what we make and how we make it are doing something positive for the world.

A part of being the Employer of Choice also means giving back to the communities we operate in. Through many initiatives, we continue to make a tangible difference in each of our global communities, from supporting healthcare in many ways, to arts and culture, education and sport. Like our philosophy to run a balanced business our philanthropy also reflects a balance of investment, now in mind, body and soul.



## 3. Financial

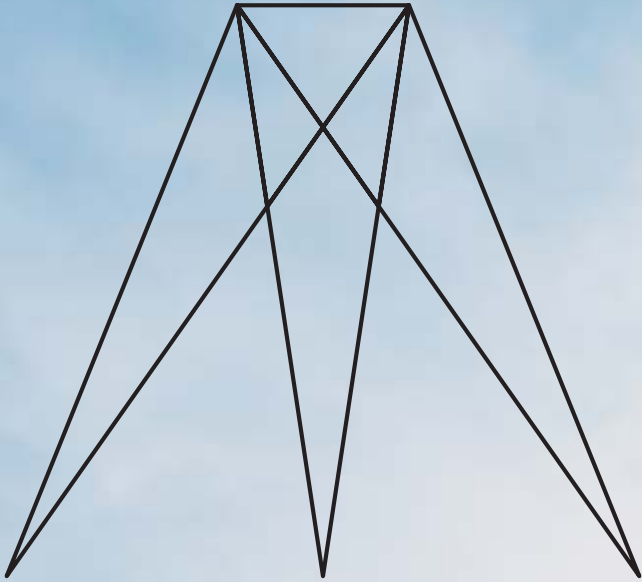
**Being the Investment of Choice** means making lean financial decisions in order to provide a consistent and sustainable return on investment to our shareholders with growth in profits. That is why at Linamar we are continuously in search of innovative solutions to meet the world's needs while also working to minimize waste to help maximize returns.

Sustainability and shareholder return work in lock step. Using less energy and water in our processing saves the planet and saves money as well! Developing products that improve environmental impact wins business and also drives shareholder returns.

We know sustainability matters to our shareholders; it matters to us too. We are proud of what we are doing in our business for our people, our environment and our communities; we are thrilled our shareholders want that too!

The Stepping Stool Strategy drives our focus on decision-making and management practices that provide the most benefit to all our key stakeholders and operational performance across the entire global organization.

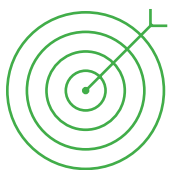




**CUSTOMER | EMPLOYEE | FINANCIAL**

For nearly 25 years, the stepping stool has represented our balanced, stakeholder centric business model.





# Vision 2100

Today, Linamar is a major player in two segments: Mobility and Infrastructure. We envision a future where we continue to be competitive and diversify into six strategic markets. It is a 100 year plan, geared to a changing world with a vision for continued, long-term sustainable growth. This is a vision meant to drive a positive impact for all the Linamar stakeholders.



## Mobility

Linamar has a strong history of providing efficient mobility solutions; precision manufactured metallic components and systems including machining, light metal casting, forging, and assembly to the automotive and commercial transportation industries. Driving more fuel-efficient solutions has been the primary driving force from a design and development perspective for the last decade. We are steadily growing our revenue in electrified vehicles; in 2020 sales to electrified vehicles grew 55% despite our overall light vehicle sales declining by 16%! As a percent of our sales, programs for electrified vehicles doubled in that one year to more than 6% and we expect them to hit 50% of our light vehicle revenue by the end of the decade. New business wins have steadily been shifting toward electrified vehicles as evidence of that transition. In 2020 they represented nearly 1/3 of new business secured. We are laying the foundation to be a top competitor providing products and solutions for the electric vehicle markets, powering the future of electrified mobility.



## Food

Linamar's MacDon and OROS subsidiaries are powering the future of agriculture, equipping farmers with high quality machinery such as header attachments, self-propelled swathers, pick-up headers and hay products, that seek to increase farm productivity in order to more efficiently feed a growing global population. Our focus here is precision agriculture – use only what you need where you need it, to dramatically reduce the need for water, fertilizer and other products in the field. Increasing crop yields is another important strategy to reducing the environmental footprint of putting food on the table.



## Infrastructure

Linamar's Skyjack OEM division is powering the Mobile Access industry by providing highly engineered, high quality Aerial Work Platform (AWP) solutions. Our global Infrastructure requires safe, reliable products that also increase construction site productivity - and that is what Skyjack provides with its Vertical Mast Lifts, Scissor Lifts, Booms and Telehandlers. Our focus here is in telematics and digitization to drive more efficient management of the fleet as well as power savings through additional electrification and other weight and power reduction initiatives.





## Age

An aging global population requires a Medical Device supply chain that must evolve, increase efficiency and provide more competitive healthcare solutions. Linamar has demonstrated its ability to apply its scale and manufacturing expertise throughout the COVID-19 pandemic by rapidly entering production of ventilators and UV disinfectant units. The company is also in the launch phase on two new contract manufacturing programs for Synaptive Medical. Linamar is Synaptive's manufacturing partner for its surgical automation system and MRI solution. Over the long-term, Linamar expects to further diversify into this space and provide meaningful contributions to the Age & Medical Device market. We think there is ample opportunity to drive improved energy efficiency in medical devices by addressing size, digitization and automation.



## Power

The globe's increasing need for Energy and Linamar's prioritization of Green Technology offerings provides a significant opportunity for the company and the planet. Linamar has been involved with major wind and solar projects in the past. As renewable energy sources continue to increase their share of the market, new innovations will improve the competitiveness of these solutions with that of fossil fuel based energy sources. Linamar intends to be a player in that transition to a greener future of Power. The key to the future of efficient power systems is clean, clearly, and decentralized in our opinion.



## Water

The world will have a great need for clean water access, increased conservation and more decentralized systems in the future. It's a very long-term strategy, but Linamar is excited about the opportunities to play a role in the development of a better global water infrastructure. The key to the future of efficient water systems is clean, clearly, and decentralized in our opinion.

## Sustainable Development Goals

Linamar's operations and activities in its markets and its communities directly contribute to indicators aligned with each of the following United Nations [Sustainable Development Goals](#).







# Digitization with AI/ML

Industry 4.0 presents a significant shift for the way goods will be manufactured and along with it the skills needed from employees who manufacture those goods. Linamar is on the leading edge of the Digitization of Advanced Manufacturing with Artificial Intelligence and Machine Learning. We can see the potential of a Factory of the Future and are building the skills and knowledge today for the factory of tomorrow.



As of April 2021



# Sustainability Governance

## Board of Directors

### ESG Issues are a Board Priority.



Linda Hasenfratz  
CEO

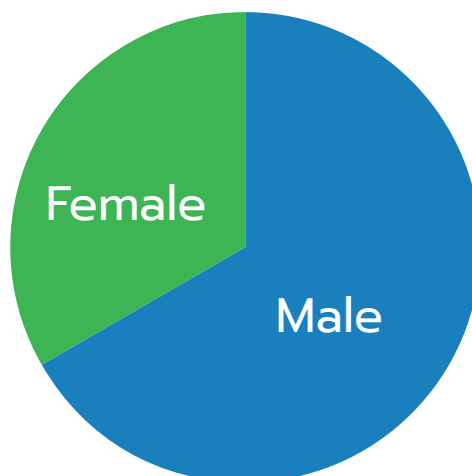
Linamar has a strong board of industry and financial experts. Our smaller board allows us to remain agile and responsive, while deploying expert knowledge to steer the company to a sustainable and profitable future. More information on Linamar's Board of Directors can be found in the [2020 Management Information Circular](#) (MIC).

Our Board also recognizes the importance of ESG and Sustainability issues for the future of our company, our people, our customers, and our communities. These issues need to be addressed from the most senior levels of influence within the company, and as such, Sustainability issues are a regular topic of Board discussions.

## Diversity Policy

Diversity has long been valued at Linamar. We are proudly led by a female CEO and have over 30% female representation on our Board. We strongly believe that diverse leadership leads to better decision-making and superior performance. In 2020, our Board recognized that while our priorities around diversity in leadership are engrained in our culture, we had not made a formal commitment at the Board level. To reaffirm our position in diverse leadership, Linamar's Board approved a Board Diversity Policy which establishes objectives for diversity at the board level and management level. Our new Board Diversity Policy is found on the following page or in Linamar's [2020 Management Information Circular](#) (MIC) document.

### Board Members





# Board Diversity Policy Existing Policy

## Purpose

The Board of Directors is committed to maintaining high standards of corporate governance in all aspects of Linamar's business and affairs, and recognizes the benefits of fostering greater diversity, both in the boardroom and within our workforce in Canada and around the world.

The Board of Directors believes that a diversity of perspectives maximizes the effectiveness of the Board and decision-making in the best interests of the Corporation.

The Board of Directors believes in the importance of highly capable candidates for leadership and Board positions driven out of merit.

The Human Resources and Corporate Governance Committee is responsible for identifying and recommending candidates for nomination as Directors of Linamar.

The Board of Directors approves the final selection of candidates for nomination and election or re-election by shareholders, or for appointment to the Board between annual meetings of shareholders.

The search for and selection of candidates is based on merit and candidates will be considered against objective criteria, having due regard to the benefits of diversity on the Board including the representation of members of "designated groups" as defined in the Employment Equity Act (women, members of visible minorities, Indigenous peoples and persons with disabilities).

## Philosophy, Roles and Responsibilities

The Human Resources and Corporate Governance Committee will determine the desired skills, knowledge and experience of new candidates by taking into account the existing strengths of the Board and the needs of Linamar. These qualifications are enumerated in the Director Skills Matrix.

When identifying potential candidates, the Human Resources and Corporate Governance Committee will, in addition to its own search, strive to use resources of organizations advancing diversity in Canada or abroad, and seek advice from experienced and independent search consultants, where necessary.



The Board uses as the basis of its philosophy around diversity a principle of proportionate representative; proportionate first to the composition of the Company's overall workforce, and secondly, more broadly, proportionate to the composition of the communities it operates within.

More specifically, the Board of Directors has established as its objective that women and members of "designated groups" should attain a comparative level of representation at each level of management, including the Board of Directors, with the overall representation of women and members of "designated groups" in the Company's overall workforce.

The actual quantum of such comparative representation will vary and grow over time as the Company's overall workforce moves towards a comparative representation of the community it operates within.

Ultimately, the Company's overall workforce, and therefore each level of management including the Board of Directors, should mirror the broader community, which would suggest a balance of approximately 50% women and 30% members of a "designated group" which is the current level of representation of these groups in Canada.

Annually, the Human Resources and Corporate Governance Committee will review this policy and assess its effectiveness in promoting a diverse Board of Linamar.

March 10, 2021



# COVID-19 Response

At the onset of COVID-19, Linamar quickly created a Task Force to address the new crisis. Having effectively managed through the Financial Crisis of 2008 and 2009, our leadership understood the critical role leadership can play in times like these. Throughout 2020 we used the same motto we did at that time, “Tough Times Don’t Last, but Tough Teams Do.”

In February of 2020, Linamar Canada was expediting Personal Protective Equipment (PPE) to the communities in China where we have operations. At that point in time, the COVID-19 virus seemed like it was an issue only for that region of the world, however, our shipment of PPE inventory to China is consistent with our culture – support the communities in which our people work and live – where the local staff could not obtain the supplies locally. Less than 8 weeks later, it was our people in China who were procuring massive amounts of PPE and expediting to North America and Europe to support our global locations for our employees and for our community front line workers. This is a great example of our reciprocal stakeholder relationships and the sense of community that exists at Linamar, from all sides of the globe.

The ‘Linamar Health First Task Force’ took a four-step approach to dealing with COVID-19: assemble a team, gather data, make a plan, execute on the plan and communicate broadly. Coming out of the initial lockdowns, we prioritized a restart plan that created an environment where people felt safe coming back to work, were confident in the protocols and had a voice to provide a continuous communication feedback loop.

During the pandemic we recognized the importance of global supply chains in meeting the health system’s need for ventilators and the public’s need for sanitation devices. We rapidly partnered with medical device companies to manufacture ventilators and UV disinfection units to support the heightened needs that arose from the pandemic. We made nearly 1,000,000 ventilator parts or complete ventilator/life support systems to support healthcare in the pandemic. We donated PPE to our local hospitals, and arranged logistics, warehousing and delivery of needed supplies in support of our communities.

Inside Linamar, robust new forecasting process, cost reductions, effective cash management and stress testing the balance sheet all became weekly, sometimes daily, routines to ensure we were acting with the most up-to-date information.

Through the pandemic, Linamar has remained responsive, innovative, and flexible to support the three legs of our stepping stool: Employee, Customer, Financial. Our performance through the pandemic is indicative of Linamar’s culture of resilience, speed and agility.

Most importantly, Linamar remains committed to the health of our communities. At the time of this writing, Linamar is assisting our local community with vaccine rollout efforts. We have partnered with local health authorities to transform one of manufacturing locations to a community vaccination site. We have loaned full-time staff to aid local health professionals with planning, logistics and coordination. We remain focused on helping everyone moving toward a post-COVID-19 world as quickly as possible.







# Project SafeGuard

Linamar is honoured to have the opportunity to support the community in which we live and operate in collaboration with Wellington-Dufferin-Guelph Public Health in the efforts of Guelph's COVID-19 mass vaccination. We are proud to call it Project SafeGuard.

March 11, 2021, Linamar launched the Linamar (Skyjack) Vaccination Clinic at the Customer Access Centre at Skyjack's Plant 2 in Guelph, Ontario, as part of the Partner-led clinic program of Wellington-Dufferin-Guelph Public Health Unit.

As of May 2021, the clinic is fully operational with a capacity of 2,000 shots per day. The clinic is capable of running seven days per week at that capacity and is available to the entire Wellington-Dufferin-Guelph community.

The clinic is set up to administer both the Pfizer-BioNTech and Moderna vaccines approved for use in Canada. Our vaccination clinic will fall in line with Ontario's COVID-19 Vaccination Plan eligibility criteria.

Safe and reliable vaccines can help protect us from COVID-19. The vaccines are an essential tool to help stop the spread of the virus and allow the community to safely resume a normal life. A cross-organizational effort, the program is running smoothly and will be part of as many as 10,000 vaccines to be administered daily in our region. Wellington-Dufferin-Guelph Public Health has opened pre-registration for eligible individuals identified under the Province's Framework for Vaccine Distribution.





# Ethical Governance

## Whistleblower Program

Linamar believes in promoting responsible and ethical conduct throughout our company and our supply chain. Linamar Ethics for Everyone provides a number of reliable incident reporting resources to employees, customers, suppliers, and other stakeholders.

## Whistleblower Policy

Linamar has established the Linamar Corporation Whistleblower Policy with the intent to facilitate making and investigation of disclosures and protecting those who in good faith make disclosures.

Existing  
Policy

### General

The mission and values of Linamar Corporation (“Linamar”) require officers, employees and representatives to observe high standards of business and personal ethics in the conduct of their duties and responsibilities.

Linamar insists on:

- ♦ Integrity in fulfilling its responsibilities;
- ♦ Treating all individuals with dignity and respect;
- ♦ Compliance with Linamar policies, standards, practices and with applicable laws and regulations.

### Purpose

The purpose of this policy is:

- ♦ To facilitate making disclosures;
- ♦ To facilitate the investigation of disclosures;
- ♦ To protect those who in good faith make disclosures.

**Matters Warranting Disclosure** “Disclosures” include, but are not limited to, information concerning:

- ♦ An act or omission constituting a violation of Linamar policies, standards or practices;
- ♦ An act or omission constituting an offence under any provincial or federal legislation;
- ♦ An act or omission that creates a substantial and specific danger to the life, health or safety of persons or to the environment;
- ♦ Gross mismanagement

### Reporting Responsibilities

It is the responsibility of all officers, employees and representatives to comply with the mission and values of Linamar in their officership, employment and contractual obligations, and to make disclosures when appropriate.

### Making Disclosures

Linamar encourages individuals to make disclosures of the ‘Matters Warranting Disclosure’ identified above. Under normal circumstances disclosures should be made directly to supervisors, whose responsibility it is to ensure organizational integrity, compliance and accountability. Linamar recognizes, for various reasons, it may not always be possible to make disclosures through normal channels and thus has provided a means for reporting such disclosures through the mechanism provided in this policy.

### No Reprisal

An individual who retaliates, in any fashion, against someone who has made a disclosure in good faith may be subject to discipline up to and including termination.

### Anonymity

Individuals are encouraged to provide their name and contact information when making a disclosure, through the email address provided, understanding that this makes it easier to investigate the disclosure. If requested, anonymity can be secured.

### Disclosures not made in Good Faith

Linamar is concerned about protecting the reputation of its Officers, employees and representatives from false or malicious allegations. Linamar will therefore ensure that the necessary resources are provided to investigate any disclosure which it receives. It is important to understand that Linamar will view seriously any disclosure which proves to be false, malicious or of a frivolous nature, and that any person making such a disclosure may be subject to discipline up to and including termination.

### How the Company will respond

Linamar will respond to each disclosure in a timely and efficient manner. It should be noted that the seriousness, complexity and timeliness of a disclosure may impact the method, resources and speed with which a disclosure is reviewed and/or investigated, and resolved.

## EthicsPoint

EthicsPoint is an anonymous and confidential reporting channel available to employees, customers, and other stakeholders of Linamar to report concerns regarding accounting, internal controls, or ethical issues. All reports submitted through EthicsPoint are handled promptly and investigations are conducted where appropriate. Linamar guarantees that all reports submitted through EthicsPoint are confidential and can be submitted anonymously. EthicsPoint is a third party organization, independent of Linamar.

The EthicsPoint portal can be found at <https://linamar.ethicspoint.com/> or by calling 1-888-294-5496.

## Competitive Behaviour

Linamar's practice is to comply with all applicable laws, including antitrust and competition laws. Linamar Corporation has never been charged for anti-competitive practices or behaviours and has never incurred any monetary losses due to defenses or investigation of such charges. Linamar does not foresee any future antitrust charges or material liabilities due to competitive behaviours.

	2018	2019	2020
SASB TR-AP-520a.1: Total amount of monetary losses incurred as a result of legal proceedings associated with anti-competitive behaviour regulations.	0	0	0

## Code of Governance Practices Existing Policy

### 1. Charter of Expectations

The Company has adopted a charter of expectations which sets out the specific responsibilities to be discharged by the Company's Directors, as well as the characteristics expected of directors.

### 2. Term of Office

Directors of the Corporation are nominated and elected on an annual basis for a one year term of office. Nomination for election or re-election is determined in consultation with the Chairman of the Board and the Human Resources Corporate Governance Committee, and is based on the expected contribution of each Director to Board effectiveness. Contribution is assessed in part on a Director Peer Feedback Process conducted annually by the Human Resources Corporate Governance Committee of the Board. The Board has established a retirement date for Directors which is the date of the Annual Meeting of the Corporation following the



director's 70th birthday. Exceptions to this rule will be evaluated in consultation with the Chairman, Chief Executive Officer and Human Resources Corporate Governance Committee.

### 3. Attendance at Board & Committee Meetings

Each director is expected to attend all meetings of the Board, as well as all meetings of the Board Committees of which the director is a member. The Board recognizes that additional meetings may need to be scheduled on short notice when participation by all directors may not be possible. In addition, directors may not be able to attend meetings from time to time for medical reasons or due to other unusual circumstances. The Human Resources Corporate Governance Committee reviews the attendance of directors each year. Any director who does not, in two consecutive years, attend at least 75% of the regularly scheduled meetings of the Board and the Committees to which he/she is assigned, must tender a written offer to resign to the Chairman of the Board, who in consultation with the Human Resources Corporate Governance Committee will make a recommendation for acceptance or rejection by the Board. It should be noted that it is our practice to report director attendance in our yearly Management Information Circular.

### 4. Change of Occupation

Directors whose principal employment changes materially from that which they held when elected to the Board (including retirement from their principal employment) must tender a written offer to resign to the Chairman of the Board, who in consultation with the Human Resources Corporate Governance Committee will make a recommendation for acceptance or rejection by the Board. The Board is not of the view that directors in such circumstances must always leave the Board, however, an opportunity should be given to the Board to review the continued appropriateness of Board membership under the revised circumstances.

### 5. Conflict of Interest

A director's business or personal relationships may occasionally give rise to a material personal interest in a business matter or relationship of the Corporation that conflicts, or appears to conflict, with the interests of the Corporation. In such circumstances, the issue should be raised with the Chairman and the Chief Executive Officer. Appropriate steps will then be taken to determine whether an actual or apparent conflict exists, and in accordance with statutory requirements, determine whether it is necessary for the director to be excused from discussions on the issue. In addition, each director must ensure that he/she is free from any interest and any business or other relationship which could, or could reasonably be perceived to materially interfere with the director's ability to act with a view to the best interests of the Corporation, other than interests and relationships arising from holding shares of the Corporation. Directors who are also members of management of the Corporation are recognized by statute as being "affiliated" directors.

### 6. Orientation of New Directors

The Corporation has formal orientation and education arrangements for new members of the Board. This orientation begins with meetings with the Chief Executive Officer, followed by meetings or briefing sessions with selected company executives. A new director will be provided with a range of written materials including those which outline the organization of the Board and its Committees, the powers and duties of directors, the Board of Directors Mandate, the Charter of Expectations for Directors, the Committee Mandates and this Code of Governance Practices for directors. Management will also review the current corporate strategy with the new director, and will arrange site visits as well as private meetings with members of management, as requested by the director. The director will also be provided the information on the products and services provided by the Corporation in each of the Territories in which it carries on business, as well as a review of the financial statements of the Corporation including a copy of current commentary on the Corporation from outside investment analysts.

### 7. Personal Liability of Directors

In discharging their duties, directors of the Corporation are required by statute to act honestly and in good faith with a view to the best interests of the Corporation, and they may incur personal liability if they breach such duties. In addition, directors may incur personal liability if they fail to meet a certain standard of performance – the general requirement being that directors must exercise the care, diligence and skill that reasonably prudent person would exercise in comparable circumstances. Directors also have potential liability under certain statutes in the various jurisdictions in which the Corporation carries on business. To protect directors who have discharged their duties within the law the Corporation maintains Directors & Officers indemnity insurance on behalf of all directors.

### 8. Share Ownership

Each outside director of the Corporation is required to acquire and own common shares in the Corporation equal in value to three times the annual retainer paid to outside directors by the Corporation. Furthermore, each outside director will have five years from his or her initial appointment to the Board to attain that level of shareholdings. The Board has the discretion to enforce this ownership guideline on a case-by-case basis. The Board will evaluate whether exceptions should be made on a case by case basis. If a participant falls below the applicable guideline due to a decline in the value of the Corporation's share price, the participant will not be required to acquire additional shares to meet the guidelines, but he or she will be required to retain all shares then held (except for shares withheld to pay withholding taxes or the exercise price of stock options) until such time as the participant again attains the target multiple.

### 9. Interaction with the Media

The Board believes that it is the responsibility of management, rather than members of the Board, to speak on behalf of the Corporation. From time to time, directors may be requested by the media, or by institutional investors, shareholders, customers or policyholders, to discuss certain issues on behalf of the Corporation. Any director to whom such a request is made should review the request with the Chairman and Chief Executive Officer of the Corporation before responding.

# Data & Cyber Security

## Privacy

Linamar understands the importance of data privacy and is committed to ensuring the preservation of our stakeholder's privacy, in accordance with applicable laws. We only collect, use, and disclose personal information for legitimate business or employment purposes, as required by law or with individual consent. Confidential information, which may include proprietary information and trade secrets, is a source of value to Linamar and we are committed to its protection.

## Enterprise Cybersecurity

In our world of rapid technological evolution and data-driven innovation, cybersecurity is a critical factor for effective risk management. We understand and take seriously the related risks and have developed programs and processes to ensure our data and our customers' data remains secure. Our cybersecurity measures have been developed to meet or exceed all governmental and regulatory requirements and align with Linamar's Business Standards, and take into account our stakeholders' priorities. Our Board of Directors has risk oversight responsibility for Linamar's enterprise IT/Technology security systems and cybersecurity programs. The Board is supported by the Technology Committee through the committee's risk oversight responsibility for product-embedded or solution software cybersecurity.

Linamar's cybersecurity activities align to the National Institute of Standards and Technology NIST Cybersecurity framework:

- ◆ Identify – Develop an organizational understanding to manage cybersecurity risk to systems, people, assets, data, and capabilities.
- ◆ Protect – Develop and implement appropriate safeguards to ensure delivery of critical services.
- ◆ Detect – Develop and implement appropriate activities to identify the occurrence of a cybersecurity event.
- ◆ Respond – Develop and implement appropriate activities to take action regarding a detected cybersecurity incident.
- ◆ Recover – Develop and implement appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity incident.

All projects regarding IT, cybersecurity and/or data privacy are run through a gated process, which includes security reviews and benchmarking.

The rapid evolution of technology and cybersecurity threats requires regular review and evaluation of security measures. We regularly evaluate the effectiveness of our cybersecurity programs and assess compliance with appropriate standards and regulations. Our team is flexible, agile and systems-oriented in nature, which enables Linamar to stay ahead of developing potential threats.

Our approach is multi-pronged to allow sufficient freedom to drive innovation while being able to protect our enterprise. We follow the model of:

### ASAM

- ◆ Access - Access to Linamar's networks will be restricted / controlled
- ◆ Security - Intrusion Detection System will monitor network traffic for the detection of abnormal behaviour
- ◆ Audit - Linamar's wireless authentication and encryption standards will be reviewed yearly to ensure that we are using current methods and best practises
- ◆ Monitor - All Linamar firewalls are subject to periodic auditing

These activities are supported by our SIRP (Security Incidence Response Plan) to defend against and respond to incidents.

Linamar's cybersecurity program includes centralization of strategy development, cybersecurity policies, compliance measures, and global training and awareness programming, and is under the leadership of our Global VP of IT. The decentralized structure of our operations also places accountability at the facility level for IT systems and risks/security issues inherent in production operations and products. However, the centralized team provides tools and support to enable operating groups to determine their required solutions.



# Environmental Management

## SASB Statement

Linamar's Board of Directors has accepted that management should move toward the adoption of the SASB standards for annual public disclosures pertaining to environmental management. The HRGC Committee views the SASB Auto Part sector standard for Sustainability metrics as appropriate for the company to report against. They do, however, have a view on certain social responsibility topics, such as the usage of conflict minerals, that management should make disclosures that, in certain instances, go further than what is required by SASB. The 2019 fiscal year was the first time that Linamar began to disclose some elements related to the SASB guidelines. Currently, not all recommended metrics are tracked, however, the company will disclose more over time as the required data gathering and verification systems are implemented and improved upon on a global basis.

Linamar has made significant strides to improving sustainability reporting, including the establishment of an internal Sustainability Council, undertaken enhanced data collection and aggregation for reporting, and increased resources focused on sustainability efforts. Disclosures outlined by the SASB framework have been included in the relevant subsections under Environmental Management in this report. Currently, data collected represents about 40% of all global facilities.

## Environmental Policy Existing Policy

The Linamar Green Commitment is what our official corporate Environmental Policy Statement is called. It was first established in 2010 and encourages our global facilities to certify to the internationally recognized ISO14000 environmental standard. It also promotes energy conservation and reduced consumption of natural resources overall within each facility and outlines our commitment to develop environmentally friendly products for the future. Our Environmental Management Program draws on the elements of Care and Respect of our Stepping Stool culture to ensure we are developing innovative Green Technologies for our customers, meeting or exceeding applicable legal requirements and seeking to minimize our ecological footprint wherever possible. Learn more at [Linamar.com/sustainability](https://www.linamar.com/sustainability).



# Climate-Related Opportunities



## 1. Resource Efficiency

Linamar's waste elimination culture is at the center of our resource efficiency strategy. A few of the ways we are continuously increasing efficiency and eliminating waste are below.

**Energy:** Reducing energy usage is a key imperative at every facility. High efficiency lighting, processes to idle unused equipment over evenings and weekends, better control of lighting and HVAC, and optimizing equipment power use, are all example of how we are realizing continued savings in terms of energy consumption per dollar of sales in our global facilities. Helping accelerate this work are power generation trends in North America and Europe demonstrating utility companies are increasing their renewable generation capacity at accelerating rates. Linamar believes these trends will continue and our company will benefit from lower costs of greener energy and significantly reduced carbon footprint.

**Water:** Innovations in manufacturing are increasing efficiency in all areas of resource consumption, including water. One such innovation that Linamar has implemented is the separation of coolant from water to be re-used and recycled. This is already benefitting Linamar in the form of increased cooling efficiency and decreased costs. Our plants have developed many such innovative solutions to reducing our water consumption per dollar of sales generated as is demonstrated by data gathered from our facilities.



## 2. Energy Sources

Linamar's Canadian operations are powered primarily by non-GHG emitting sources, a result of the province of Ontario's electricity generating strategy that eliminated all coal production in 2014 and heavily invested in solar and wind technologies to supplement the strong use already in place of hydro and nuclear. More than 80% of Canada's electricity sources are not carbon dependent. With Canada representing 40% of our global facilities this makes a meaningful difference in Linamar's carbon footprint. We are excited by the trends seen in US, Chinese and European utilities switching to renewable power sources as well. These trends indicate renewable energy sources are rapidly becoming the most cost-competitive power generation sources, which we expect to benefit from in the future as the energy transition matures and cost savings can be passed on to energy consumers.

Linamar has invested in PV Solar Panel installations on roofs of many Canadian facilities and has already begun to realize benefits from lower energy expenses.



## 3. Products & Markets

Linamar operates in two segments today: Mobility and Industrial. Linamar's Vision 2100 strategic 100-year plan aims to further diversify into new sustainable markets. We see opportunities for Linamar to compete in Power & Energy, Water, and Age (Medical Device) markets. Opportunities in New Energy markets offer a particularly sustainability-centric revenue diversification channel.

Sustainable and low-emissions technologies that Linamar has developed and continues to invest in include the following:

- ◆ Vehicle electrification for Hybrid, BEV and FCEV propulsion systems
- ◆ Lightweighting
- ◆ Systems for efficient powertrains
- ◆ Renewable power generation
- ◆ Hybrid and electrified aerial access

At Linamar we are particularly excited by the opportunities presented in electrified mobility. Our flexible manufacturing strategy is the central component to our ability to pivot into new products, such as electrified propulsion systems, with a capital investment profile similar to historical capital outlay for the business. Also, the equipment profile is similar and can be retooled, thus reducing the risk of stranded assets. Linamar's McLaren Engineering and Innovation Hub are also key advantages in our ability to develop superior electrified mobility products.

To learn more about Linamar's technology strategies, visit [Linamar.com/technology](https://linamar.com/technology).

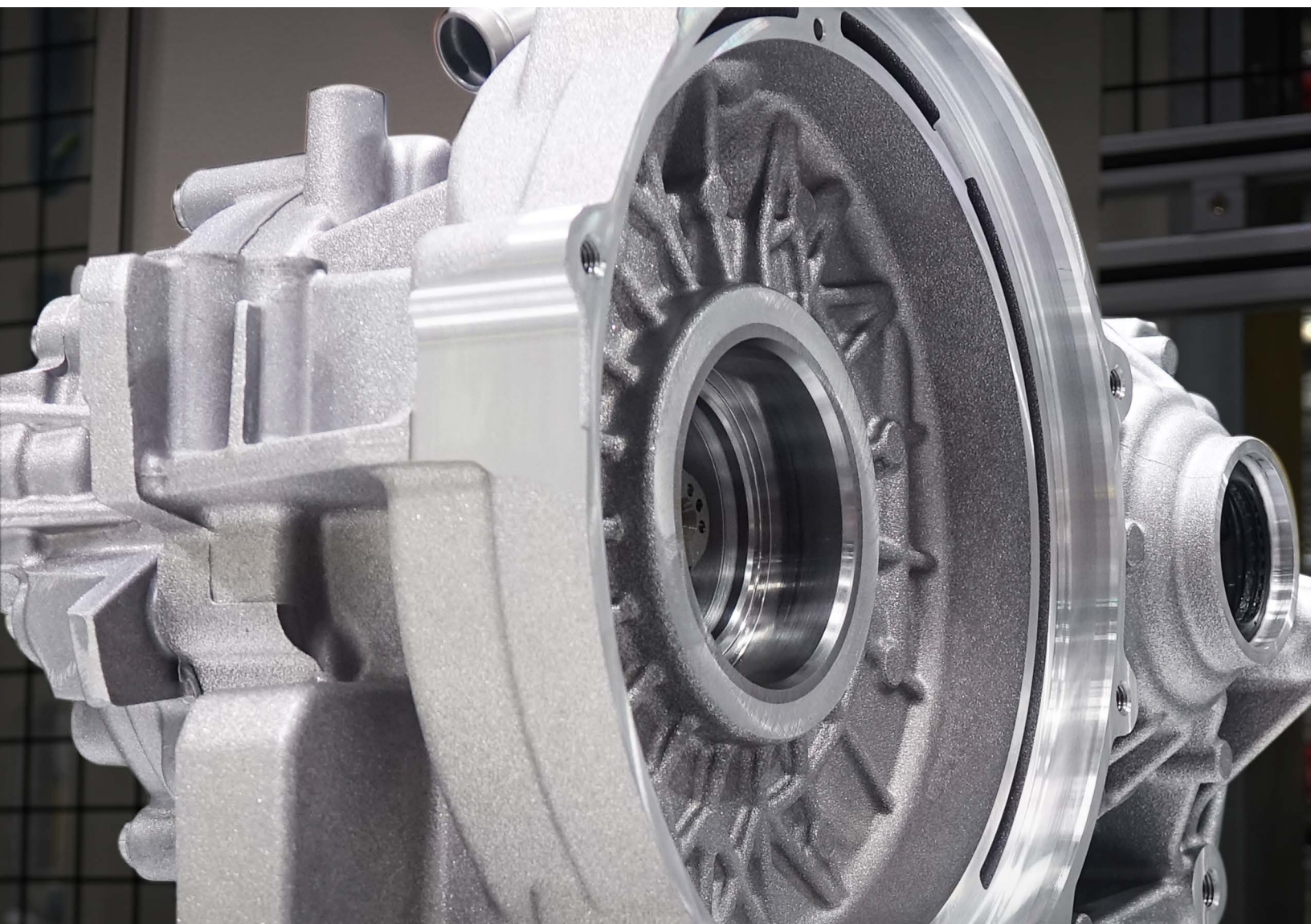


## 4. Resilience

Diversification of capabilities and markets, with a view to further diversify in line with our Linamar 2100 Plan, is integral to Linamar's resilience. Our diversification strategy coupled with expansion of sustainable product offerings in key markets, such as New Energy Vehicles, lightweighting and fuel efficiency technologies in mobility, mean Linamar will continue to adapt and succeed in the transition to a lower carbon and more sustainable economy.

Linamar's organizational culture is lean, agile, and responsive will serve the company well to transition to a lower carbon economy.

Linamar has proven its resilience through superior performance during the COVID-19 pandemic crisis. We managed to get 90% of our employees back to work by mid-2020 while generating strong cash flows despite drops in auto production from pandemic shutdowns. This resilience is an example of Linamar's agility and ability to adapt and overcome any challenge.





# Environmental Risks

Linamar's risk management program begins with the company's Management and Board identifying risks to the revenue and profit drivers. This broad understanding of Linamar's risk profile is then used as the basis for identifying the climate-related drivers that impact the identified risks. In efforts to fully adopt the TCFD framework, Linamar is currently undertaking materiality analysis to understand and determine what risks proposed under the TCFD framework pose a material threat to Linamar's business model. It is important to note that the impacts of environmental and climate change risks are uncertain and may develop over time. The discussion below is based on risks set forth in Linamar's annual MD&A as they relate to the TCFD risk framework. For a complete understanding of Linamar's risk profile, please review the most recent annual MD&A available at [Linamar.com/investors](http://Linamar.com/investors) or on SEDAR.

## Public Health Threats

In early 2020, COVID-19 quickly spread in multiple countries and was declared a pandemic by the World Health Organization in mid-March. As the COVID-19 pandemic and resulting economic contraction has significantly impacted the health and economic wellbeing of our employees, customers, suppliers, global and local communities, the Company took quick action with our COVID-19 Global Task Force and Action Response Plan. Public and private sector regulations, policies, and other measures aimed at reducing the transmission of COVID-19 included the imposition of business closures, travel restrictions, the promotion of social distancing and the adoption of work-from-home and online continuity plans by companies and various institutions. Globally, various governments have provided assistance to those affected including individuals and businesses through a number of taxation deferral, subsidy, and other relief programs. The Company has reopened its manufacturing facilities, while ensuring back-to-work health and safety protocols that were implemented across all of our facilities, is maintained. The full extent and impact of the ongoing COVID-19 pandemic, including current and potential future responses to it, are unknown. At this stage it is very difficult, and in some cases impossible, to predict what will occur.

Physical: Acute

## Competition, Outsourcing, and Insourcing

Various factors affecting the OEMs, such as the level of consumer spending on automobiles and related market volumes, entrenched capital assets, labour contracts, and other economic factors, this impacts the decision on whether to outsource work or not; such changes and decisions are reflected in the Company's results through reduced volume on some existing programs and the ability to bid on, and receive, new business.

Transition: Market Risk

## Sources and Availability of Raw Material

The primary raw materials utilized by the Company's precision machining, access equipment and harvesting equipment operations are iron castings, aluminum castings, raw aluminum (ingot), forgings, raw steel, steel fabrications, powertrain assemblies, powder metal, bearings, seals and fasteners, which are readily obtained from a variety of suppliers globally that support the Company's



operations. The Company is not substantially dependent on any one supplier. A disruption in the supply of components could cause the temporary shut-down and a prolonged supply disruption, including the inability to re-source or in-source production of a critical component, could have a material adverse effect on the Company's business.

Physical: Acute

## Labour Markets and Dependence on Key Personnel

For the development and production of products, the ability for the Company to compete successfully will depend on its ability to acquire and retain competent trades people, management, and product development staff that allow the Company to quickly adapt to technological change and advances in processes. Loss of certain members of the executive team or key technical leaders of the Company could have a disruptive effect on the implementation of the Company's business strategy and the efficient running of day-to-day operations until their replacement is found. Competition for personnel throughout the industry is intense. The Company may be unable to retain its key employees or attract, assimilate, train or retain other necessary qualified employees, which may restrict its growth potential.

Transition: Market, Reputation

## Dependence on Certain Customers

The Company's Mobility segment has a limited number of customers that individually account for more than 10% of its consolidated revenues or receivables at any given time. Any disruption in the Company's relationships with these major customers or any decrease in revenue from these major customers, as a consequence of current or future conditions or events in the economy or markets in general or in the automotive (including medium/heavy duty trucks) and industrial industries in particular, could have a material adverse effect on the Company's business, financial condition, or results of operations.

Transition: Technology, Market

## Technological Change and Product Launches

The automotive and non-automotive precision machining industry, as well as the access equipment and harvesting equipment industry, may encounter technological change, new product introductions, product abandonment, and evolving industry requirements and standards. Accordingly, the Company believes that its future success depends on its ability to launch new programs as well as enhance or develop current and future products at competitive prices and in a timely manner. The Company's inability, given technological or other reasons, to enhance, develop, or launch products in a timely manner in response to changing market conditions or customer requirements could have a material adverse effect on the company's results of operations. In addition, there can be no assurance that products or technologies developed by other companies will not render the Company's products uncompetitive or obsolete.

Transition: Technology

## Foreign Business Risk

The Company's operations in Europe, the Americas, and Asia, are subject to general business risks that do not exist in Canada. The political climate and government policies are less stable and less predictable in certain of these countries. As well, certain countries do not currently have the same economic infrastructure as exists in Canada.

Transition: Policy & Legal, Market

## Legal Proceedings

The Company may be threatened from time to time in the ordinary course of conducting its business with, or may be named as a defendant in, various legal and regulatory proceedings. These legal proceedings could include securities, environmental or occupational health and safety regulatory proceedings, as well as product liability claims, general liability, warranty or recall claims, or other consequential damages claims. A significant judgment against the Company, or the imposition of a significant fine or penalty as a result of a finding that the Company has failed to comply with laws or regulations, could have a material adverse effect on the Company.

Transition: Policy & Legal

## Weather

Weather such as drought and flooding can have an adverse effect on crop quality and yields and therefore net farm income and new equipment orders.

Physical: Acute

## Emissions Standards

Emissions and Corporate Average Fuel Economy (CAFÉ) regulations continue to be a major influence on technology within the auto industry. These regulations could potentially impact the sales of certain products the Company manufactures; in particular, components for internal combustion engines could be negatively impacted by increased penetration of electric or fuel cell vehicles. In recent years, the Company has made strides however, in mitigating this risk by increasing its portfolio of Hybrid, Electric and Fuel Cell Electric Vehicle component offerings. The Company's strategy is to target content in each technology (or propulsion system) to ensure it is well prepared for whichever technology becomes the most dominant in the market.

Transition: Policy & Legal

## Tax Laws

The tax laws in Canada and abroad are continuously changing and no assurance can be given that Canadian federal or provincial tax laws or the tax laws in foreign jurisdictions will not be changed in a manner that adversely affects the Company. Over the past several years, some countries have reduced their tax rate in an effort to attract new business investment. There is no assurance that this trend will continue or that tax rates will remain unchanged. The Company currently has tax losses and credits in a number of countries that, given unforeseen changes in tax laws, may not continue indefinitely. Also, the Company's expansion into emerging markets subjects the Company to new tax regimes that may change based on political or social conditions.

Transition: Policy & Legal

## Securities Laws Compliance and Corporate Governance Standards

The securities laws in Canada and abroad may change at any time. The impact of these changes on the Company cannot be predicted.

Transition: Policy & Legal

## Environmental Matters

The Company's manufacturing operations are subject to a wide range of environmental laws and regulations imposed by governmental authority in the jurisdictions in which the Company conducts business, including among other things, soil, surface water and groundwater contamination; the generation, storage, handling, use, disposal and transportation of hazardous materials; the emission and discharge of materials, including greenhouse gases, into the environment; and health and safety. Changes in laws and regulations, however, and the enforcement of such laws and regulations, are ongoing and may make environmental compliance, such as emissions control, site cleanups and waste disposal, increasingly expensive. Senior management regularly assesses the work and costs required to address environmental matters, but is not able to predict the future costs (whether or not material) that may be incurred to meet environmental obligations.

Physical: Acute

## Mitigation

The following are some of the strategies Linamar utilizes in efforts to mitigate environmental and climate related risks:

- ♦ Monitoring regulatory developments
- ♦ Communication with customers to understand and evaluate their product priorities and compliance requirements
- ♦ Diversification of products across technologies and geographies
- ♦ Internal Research & Development and Acquisition investments to develop and/or acquire technologies to be a leading competitor in a carbon-neutral future
- ♦ Developing internal infrastructure to gather data and report on key sustainability metrics

We anticipate continued strengthening of environmental regulations and trends of increasing requirements from capital markets regarding sustainability reporting to continue. Linamar has established a Sustainability Council to monitor and evaluate risks in the sustainability transition and develop internal infrastructure for sustainability tracking and reporting.



# Environmental Performance

In 2020, the Sustainability Council established at Linamar worked to initiate sustainability data gathering and reporting efforts. Due to Linamar's business model, individually operating facilities, and complexity of operations, we are currently limited to reporting on operations in Canada.

## Environmental Management System

Linamar has a strong commitment to protecting the environment. We understand that protecting our environment is a critical aspect in caring for our employees, our communities and managing a sustainable business. This commitment includes incorporating a clause under our Global Operating System (GOS) that stipulates that all our global manufacturing facilities are encouraged to be externally certified to the ISO 14001 Environmental Management Systems standard. This system ensures natural resources are being disposed of properly by outlining standards for the reduction of greenhouse gases. It also covers the framework for other approaches such as audits, communications, labelling and lifecycle analysis, as well as ways in which to address climate change.

## Carbon Emissions

Linamar's autonomous decentralized profit centers model has historically allowed each individual facility to track their own emissions per the regional standards and guidelines in the jurisdictions in which they operate. We have recognized this as an opportunity and are in the process of creating a world class globally standardized data gathering, reporting and validation system to monitor and report on Linamar's emissions. This is a significant undertaking, requiring time and resources. We are working diligently to develop these; look for more disclosures over time.

## Lean Culture

Linamar's lean manufacturing philosophy is core to staying competitive to be the supplier of choice, providing returns to be the financial investment of choice, and engaging employees to be the employer of choice. This philosophy works to eliminate unnecessary waste by focusing on creating value and reaches each employee throughout the organization through the deployment of two key programs:

1. Linamar's lean suggestion program requires each employee to implement their lean suggestions at their location, which directly impacts the elimination of waste by addressing the areas on Linamar's COMMWIP (Correction, Over Production, Motion, Material Movement, Waiting, Inventory, over-Processing diamond to improve the health & safety of our workplace. The COMMWIP diamond is a tool used to categorize the seven different forms of waste and is widely used amongst many top manufacturers.
2. The Online Wisdom of Linamar (OWL) is an internal database which allows employees to submit and extract global best in practice ideas across the entire organization. Each location has excellent tips, templates, and solutions that can be transferable to other locations. This internal database houses thousands of these ideas and is easily searchable based on keywords. Every shop floor employee can access these ideas on our internal intranet system. Employees are encouraged to contribute, extract and even rate ideas on a regular basis. Top OWL ideas are also highlighted across the company through internal videos.

Both programs offer our employees a way to make meaningful contributions to the company. Each location rewards the outstanding contributions of employee ideas in many ways that are appropriate for their operating region.





## Waste

SASB TR-AP-150a.1

Year	Non-Hazardous Waste (thousands of tonnes)	Recyclables (thousands of tonnes)	Waste Diversion Rate (%)
2017	2.6	85.7	97%
2018	2.8	90.2	97%
2019	2.6	86.3	97%
2020	1.4	64.1	97%



**903.8 ML Total water withdrawals in 2019**



## Energy

SASB TR-AP-130a.1

**Linamar's Canadian facilities used 296,959,437 kwh of electricity.**

Linamar's core operations in Canada operates in jurisdiction where electricity transmission is largely powered by nuclear, hydro, and renewable sources.

The facilities are powered by utilities in Canada that generate 67% of electricity from renewable sources and 82% from non-GHG emitting sources according to the Government of Canada Electricity facts.

### Natural Gas:

Year	Cubic Meters
2018	20,566,976
2019	21,312,120
2020	21,860,911



## Environmental Remediation

Linamar believes in good stewardship of the environment and has ongoing efforts both remedial and preventative to maintain the environment surrounding its operations. Linamar's 2020 spend on environmental maintenance is below.

Remedial (millions)	\$121
Preventative (millions)	\$71
Total (millions)	\$192



## Product Sustainability

SASB TR-AP-250a.1

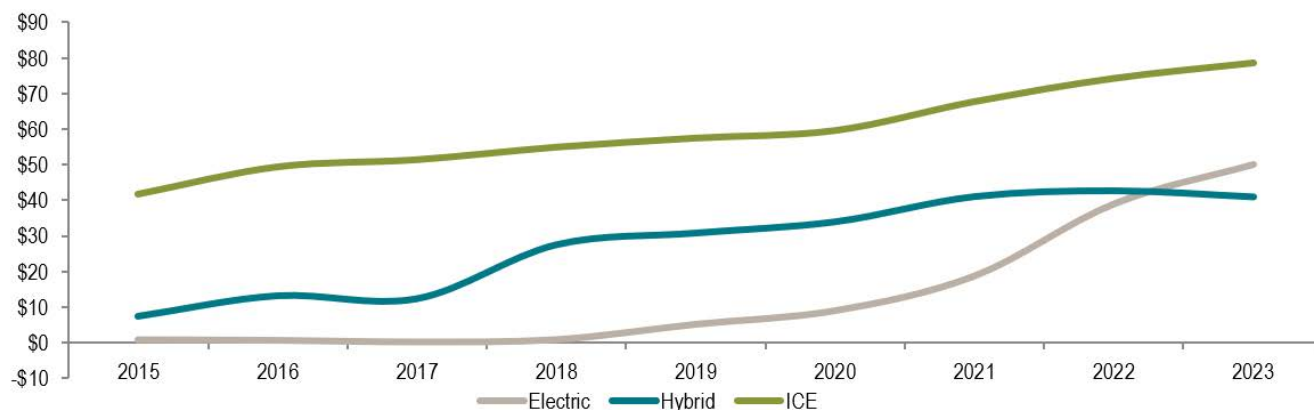
**Linamar has had zero product recalls from 2018 through 2020 inclusive, either voluntary or involuntary.**

### Design for Fuel Efficiency (SASB TR-AP-410a.1):

The company has a long-standing history of developing fuel-efficient powertrain solutions. We already derive a major portion of our light vehicle sales from components designed for fuel efficiency such as fuel efficient engines and transmissions. Linamar's mobility customers still currently demand primarily ICE componentry; however, new energy vehicle (NEV) component sales are growing rapidly and will make up a significant part of future sales. The following figures contain the percentage of Light Vehicle revenue Linamar derived from NEV products in 2020 and demonstrates Linamar's role in contributing to the sustainable mobility transition through forecasted NEV content. We point to Linamar's expected growth in Battery Electric Vehicle content as signified by the line graph below. More than 30% of Linamar's 2020 new business wins were electrified - an indication of the increased portfolio of electrified offerings we will have in the future as these new programs launch and ramp up.

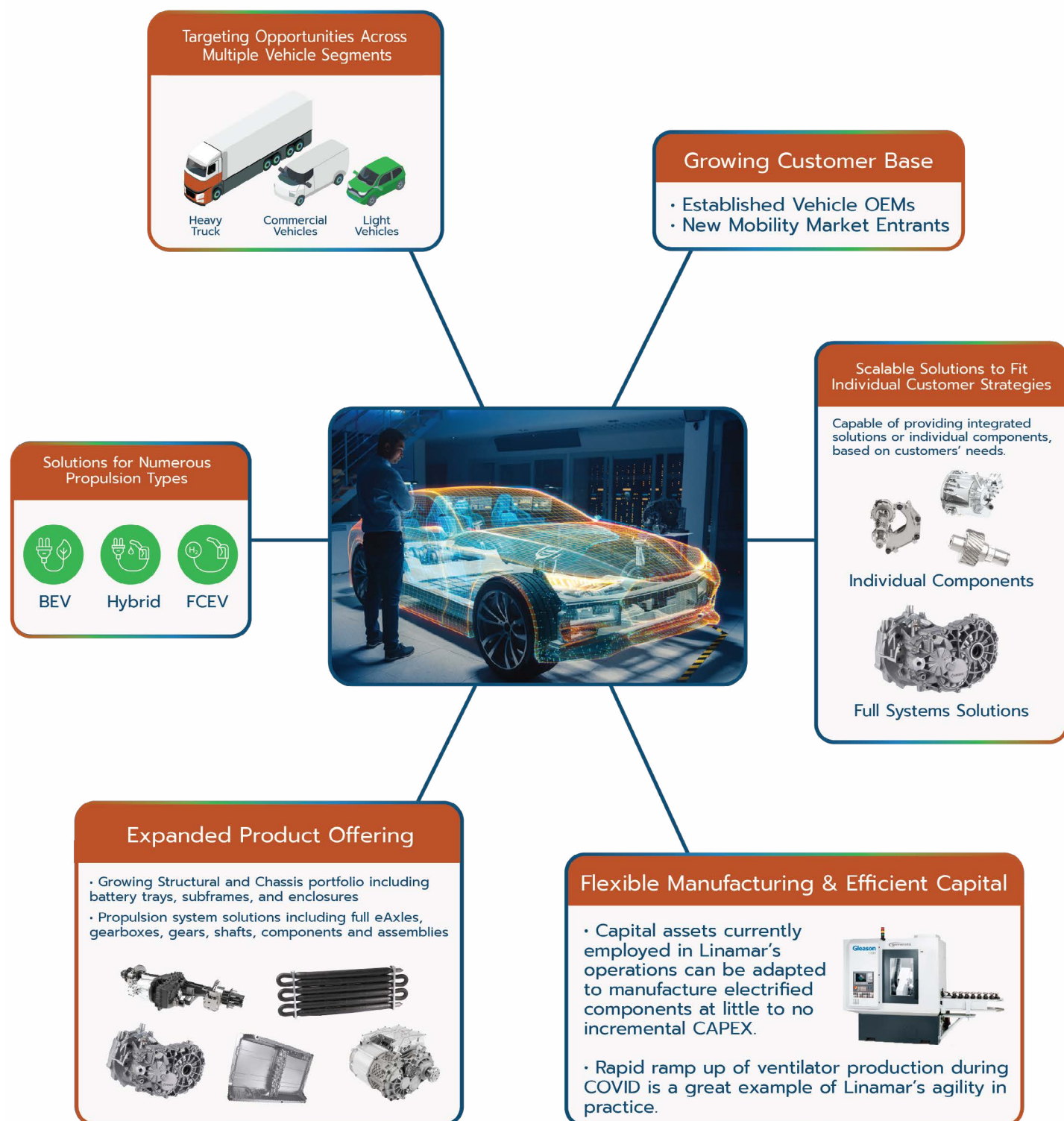
	% 2020 LV Revenue
Engine (3&4 Cylinder)	22%
Transmission (8,9,10 speed)	37%
NEV	7%

### CPV by Propulsion Type



# Maximizing Linamar's Electrification Opportunity

Linamar sees technology change as an opportunity, which is why we're excited by the market shift to electrification both for our own growth as well as the benefit it will bring to the planet in reduced Carbon emissions. The company's long-time Flexible Manufacturing Strategy will serve Linamar well during this market transition – reducing risk and eliminating the threat of stranded assets. We're ready to be part of the global transition to a zero emissions fleet.





# Human Rights

Linamar believes that it has an important responsibility to respect and promote human rights. Linamar has a history of prioritizing Human Rights as evidenced by the manner in which human rights statements are intergrated in other relevant policy documents.

The following Linamar policies include statements on Human Rights, Diversity, and directly related issues:

## Code of Conduct Existing Policy

### Human Rights

Linamar expects all employees to be treated with dignity and respect, and that their human rights and privacy will be respected. This applies to all employees regardless of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences (pardoned), marital status, family status or disability. Linamar does not tolerate harassment of, or retaliation against, any person in the workplace as outlined in the Company Workplace Harassment Policy included in the employee handbook. Linamar is committed to conducting business in compliance with applicable laws governing the jurisdictions in which we operate.

### Relations with Suppliers

Employees are not permitted to receive or solicit personal benefits from suppliers, dealers, customers, competitors or other third parties that relate to their employment at Linamar. All unsolicited gifts not meeting the above criteria must be shared fairly with other employees as applicable (i.e. door prizes at employee meetings / functions).

### Personal Interest

In general, employees must disclose personal and / or business interests that may appear to conflict with Linamar's interests or that may influence, or may appear to influence an individual's judgment or actions in performing duties as a Linamar employee.

### Disclosure of Information – Confidential and Otherwise

The disclosure of confidential information regarding Linamar or its products that could harm the Company's interests, if disclosed in an untimely or unauthorized manner is prohibited. Confidential information is to be held in strict confidence during and after the term of an individual's employment.

### Use of Company Property

Employees have a responsibility to protect Linamar property against loss, theft, abuse, unauthorized use, access or disposal. "Linamar property" refers to assets and other resources provided by Linamar for use by its employees in the course of their employment whether tangible, intangible or electronic form (internet, phone, etc).

### Conflict of Interest

Due to the demands and competitive nature of its business, Linamar has a special concern with regard to a potential conflict of interest that arises mostly through additional employment ("moonlighting"). While Linamar recognizes an employee's right to engage in other activities outside of his / her job at Linamar, it is expected that an employee will devote his / her full attention to carrying out their job responsibilities during their scheduled hours of work. An employee should discuss all possible conflicts of interest with Human Resources.





# Supply Chain Sustainability

Linamar evaluates its facilities and suppliers on their performance and adherence to Linamar's policies on diversity, human rights, and labour practices through regular audits, in accordance with Linamar's Supplier Quality Manual (the Manual). The Manual includes prohibitions on the use of child or forced labour, abusive employment or corrupt business practices, and defines policy on conflict mineral sourcing. The Manual also requires all Linamar Suppliers and their suppliers and subcontractors to comply with all applicable laws and regulations, and Linamar's Enterprise Code of Conduct, at a minimum.

A sample supplier scorecard can be found on our website or by clicking [here](#).  
The Supplier Quality Manual can be found on our website or by clicking [here](#).

## Linamar Corporation Global Supplier Diversity Policy

Existing  
Policy

At Linamar Corporation, including Skyjack and MacDon, it is a policy that diverse businesses shall be afforded an equal opportunity to compete for contracts. Purchases of goods and services shall be made from diverse businesses that are able to demonstrate the ability to provide a competitive value solution. In addition to this Linamar Corporation is committed to identifying and fostering the growth of diverse businesses. Linamar encourages those who are not already certified to become certified in the following:

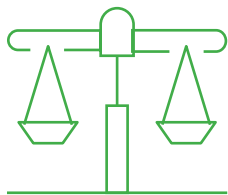
- ♦ National Minority Supplier Development Council (NMSDC)
- ♦ Canadian Aboriginal & Supplier Council (CAMSC)
- ♦ Women Business Enterprises (WBE)
- ♦ Veteran Business Enterprises (VBE)
- ♦ Small Business Enterprises (SBE)

To learn more about the goods and services we buy you can visit:

[www.linamar.com](http://www.linamar.com)

[www.skyjack.com](http://www.skyjack.com)

[www.macdon.com](http://www.macdon.com)



# Enterprise Ethics

We believe Linamar, along with its associates, vendors, suppliers, partners and related parties, have the responsibility of being good corporate citizens and conducting business in an ethical manner. In line with this belief, Linamar has established the following policies regarding ethical business conduct:

## Anti-Money Laundering & Sanction Policy Existing Policy

Linamar Corporation (“Linamar”) is committed to maintaining an effective enterprise-wide Anti-Money Laundering (AML) program designed to deter, detect and report suspicious activity, including the misuse of its products, services and delivery channels related to money laundering or terrorist financing, bribery, corruption, or other activities that may violate applicable economic sanctions. A General Legal Counsel and Senior Legal Counsel have been appointed to oversee the design, content and implementation of Linamar’s global AML program which covers money laundering, terrorist financing, bribery, corruption, and applicable economic sanctions (collectively known as “AML program”). The program is designed to mitigate the risk of Linamar products or services being used for financial crime, and to ensure compliance with the laws and regulations across the multiple jurisdictions in which Linamar operates.

Linamar’s AML program defines the roles and responsibilities of employees within the three lines of defence in managing risk and ensuring the relevant policies, practices and procedures are appropriately documented and accessible. In turn, the AML program’s enterprise-wide policies and procedures define Linamar’s respective risk appetite and establish the minimum requirements for managing the associated risks, including:

- ◆ Inherent Risk Assessments, and ongoing assessment of risk associated with client relationships; products and services; technology; jurisdiction/geography, and other financial crimes risks;
- ◆ Client due diligence and enhanced due diligence;
- ◆ Monitoring of transactions to detect and report suspicious activity;
- ◆ Reporting transactional activity as prescribed by the applicable laws and regulations;
- ◆ Delivery of ongoing training to employees, contractors and relevant stakeholders;
- ◆ Recordkeeping and retention in accordance with applicable laws and regulations

The effectiveness of Linamar’s AML program is regularly evaluated to ensure it remains current and is aligned with business activities, regulatory developments, industry standards and best practices. By doing so, Linamar adheres to all applicable laws and regulatory requirements in the jurisdictions in which it operates, including the guidance provided by the Office of the Superintendent of Financial Institutions (OSFI) and the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), and by the recommendations published by the Financial Action Task Force (FATF).

# Employee Code of Conduct Existing Policy

The Employee Code of Conduct sets forth the behavioural guidelines and expectations of all Linamar employees. This is meant to foster a safe, inclusive, and productive work environment conducive to the Linamar culture.

1.1 Establish the standards for ethical behavior expected of Linamar employees as detailed in the following areas:

- ◆ Relations with Suppliers, Dealers and Customers
- ◆ Personal Interest
- ◆ Disclosure of Information – Confidential or otherwise
- ◆ Investor Relations/Insider Trading
- ◆ Proper Reporting of Expenses
- ◆ Use of Company Property
- ◆ Workplace Conduct

1.2 Linamar Corporation is committed to conducting business activities in compliance with the applicable law governing the jurisdictions of our operations globally. Employees are responsible for being aware of and adhering to the legal requirements affecting their job, in their country/region/locality. All employees are responsible to comply with all sections listed in this Play.

## 2.0 Policy

2.1 Group Human Resources is responsible for ensuring all Employee Handbooks address all aspects of this Policy and that all locations are being audited to ensure compliance to the Code of Conduct Policy.

2.2 All General Managers are responsible for communicating and ensuring all employees from the facility adhere to all aspects of this Policy.

## 3.0 Relations with Suppliers, Dealers and Customers

3.1 Employees are not permitted to accept or solicit personal benefits from suppliers, dealers, customers, competitors, or other third parties that relate to their employment at Linamar. Examples of personal benefits include cash, gifts, gift certificates, trips, loans, special discounts, use of property and admission charges or contributions to events or parties. Exceptions:

3.1.1 Employees are permitted to be guests of suppliers or dealers once a month, unless there are extenuating circumstances, (i.e. a supplier is on site for several days in a row for an equipment runoff).

3.1.2 Employees may attend sports events, golf outings, shows or other appropriate entertainment or social activities as the guest of the same outside concern a maximum of four times a year.

3.1.3 Employees may utilize Linamar suppliers to provide goods or perform services for themselves provided that fair market value is paid for the goods or services.

3.1.4 Solicitation or acceptance of personal financial assistance of any kind from suppliers, other than financial institutions in the ordinary course of its business, is prohibited.

3.1.5 Employees may take advantage of discounts and other promotions offered by suppliers or other outside concerns, provided that such discounts are offered to all Linamar employees. Customer vehicle purchase plans are exempt from this policy.

3.2 All unsolicited gifts directed to employees that do not meet the above criteria must be shared fairly with other employees as applicable, (i.e. door prizes at employee meetings/functions, Christmas gifts).

3.2.1 Employees are permitted to grant business to friends or relatives, if all things are equal (price, quality and delivery), the purchasing and quoting policies of Linamar are being complied with and the relationship is disclosed in writing to all approving parties.

## 4.0 Personal Interest

4.1 In general, employees must disclose and avoid any personal and/or business interests that may conflict, or may appear to conflict, with Linamar's interests or that may influence, or may appear to influence the employees judgment or actions in performing their job duties as a Linamar employee.

4.2 Working for or performing services on behalf of Linamar suppliers, customers or competitors is prohibited.

4.2.1 Holding an equity position in a business which performs services for Linamar is prohibited.

4.2.2 Employees may only serve on the Board of Directors of a company operated for profit with the written approval of Linamar Corporation's Chief Executive Officer.

4.2.3 Preferential treatment of Linamar's suppliers for personal gain is prohibited.

4.2.4 A supervisor or member of management will not enter into a financial contract with another employee in excess of \$250.00. Financial contracts between immediate family members are exempt from this clause.

4.2.5 Employees contracting any Linamar entity for services in excess of CDN\$1,000 (or equivalent local currency) requires the written approval of the Chief Executive Officer.

4.2.6 Employees must adhere to the terms and conditions listed in the Employee Handbook for the facility they are employed with.

## 5.0 Disclosure of Information - Confidential or otherwise

5.1 All employees must abide by the Disclosure of Information and Conflict of Interest clauses listed in the Employee Handbook for the facility they are employed with.

5.2 All employees must hold all confidential information in strict confidence during and after the term of the individual's employment with Linamar Corporation (any facility).

5.3 The release of any information to media, financial analysts, competitors or other outside concerns must be authorized in writing by the Chief Executive Officer prior to the information being released in order to avoid any disclosure that would give unfair business or personal advantage or damage the reputation of the Company in any way.

## 6.0 Investor Relations/Insider Trading

6.1 Employees must adhere to the provisions detailed in the Legal Play as well as the Employee Handbook for their facility.

## 7.0 Use of Company Property

7.1 Employees have a responsibility to protect Linamar property against loss, theft, abuse, unauthorized use, access or disposal. "Linamar property" refers to assets and other resources provided by Linamar for use by its employees in the course of their employment, whether tangible, intangible or electronic form (internet, phone or fax).

7.2 Employees are responsible for complying with all the applicable sections of the Employee Handbook for their facility (i.e. computer usage policy, use of company telephone). Use of company computers, telephones, etc. are a privilege and should not be abused.

## 8.0 Workplace Conduct

8.1 Linamar Corporation has established standards for performance and conduct at work by employees. These standards are detailed in the Employee Handbook for each location.

8.2 Employees are urged to contact their supervisor or facility Human Resources contact regarding any questions, concerns or to report any violations of these workplace standards.

8.3 The Linamar Corporation Anti-Harassment Policy Statement is published in each Employee Handbook for all locations.

## 9.0 Measurement

9.1 Each Director of Human Resources is responsible for auditing all Employee Handbooks as well as all facilities for compliance with the Code of Conduct Game Plan.

Linamar's Board also reviews the measures implemented, and the key resources committed to developing a positive relationship with the individuals and communities impacted by Linamar's operations. Linamar has also developed an Employee Human Rights Code, which the Board has ensured that certain fundamental rights and values underpin our relationship with our employees, including:

- ♦ A Basic Code on Working Conditions
- ♦ Standards for hiring youth workers and ensuring there is no child labour in Linamar's supply chain
- ♦ An employee right to refuse unsafe work
- ♦ Limitations on working hours and certain rights in respect of overtime pay
- ♦ A prohibition on discrimination and harassment
- ♦ And a right of freedom of association

See the "Whistleblower Policy" section of this report for information on reporting violations of Linamar's Code of Ethics.





# Social Responsibility & Diversity

Linamar is truly a global corporation, and the composition of our workforce reflects the scope of our business operation and the communities we operate in.

We are respectful of our people, responsive to our customers, and thrive on innovation, ingenuity, and hard work. Our employees reflect the communities we work in, and that maximizes our access to the whole talent pool. It is our belief that talent drives results, and diversity maximizes talent.



In order to continue the positive development of our workforce and achieve company-wide success, we have set several initiatives in place:

- ♦ Programs such as Female Skilled-Trade Apprenticeships, Summer Technical Day Camps for Girls in grades 7-9, Skills Canada Partnership
- ♦ Skills Work! Summer Camps run in various locations across the province, offering hands-on activities related to the skilled trades where campers develop communication, problem-solving, and team-oriented skills
- ♦ Long-term corporate priority to increase female proportionality in leadership by attracting more female youth into manufacturing & technology at Linamar and in the industry in general
- ♦ \$5 Million scholarship donation to Western University for ten female students each year, to fund half the cost of tuition for the three years of the dual degree program plus Linamar employment.



Our CEO, Linda Hasenfratz, was the Co-Chair of the Canada-US Council for Advancement of Women in Business. This council strives to offer guidance by sharing success stories and strategies from fellow businesswomen. They push to develop recommendations that work to enhance participation by women in business, professional development, as well as an entrepreneurial strategy for success. To learn more, please visit [www.advancingwomeninbusiness.com](http://www.advancingwomeninbusiness.com)

In addition to Linda's involvement with the council, Linamar is also the Founder and Lead Sponsor of "See it Be it STEM it," an inspirational program designed to motivate more young women into STEM through the use of role models. The initiative has a vibrant website showcasing motivational female role models who have chosen a career or area of study in Science, Technology, Trades, Engineering and Math. Each year 12 role models are featured in a calendar to explore their stories and advice more deeply and keep the conversation going all year long. We have distributed nearly 50,000 calendars over the last 3 years for free to girls around the world. Our goal with this initiative is to inspire young women to pursue interests in STEM fields that can contribute to a more significant presence of women and help to enhance the overall global economy. To learn more, please visit [www.seeitbeitstemit.com](http://www.seeitbeitstemit.com)

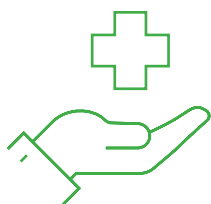
Linamar Purchasing has a Global Supplier Diversity Policy in place to help enhance diversity in our supply base. This policy is aligned with Linamar's overall policy and views towards the talent that is driven by diversity, equal opportunity, and the benefit of having a wider selection of goods and services providers. Our efforts to increase the diversity of the supply base has been recently recognized by two of our key Detroit-based OEM automotive customers, as exhibited by receiving each of their Supplier Diversity Awards. Linamar is also a corporate member of both the Canadian Aboriginal and Minority Supplier Chain (CAMSC) and the National Minority Supplier Development Council (NMSDC).

In 2020 we also established a Global Diversity Council in order to create more awareness and equity in other diversity matters, such as BIPOC, in the same way we have brought attention to gender diversity issues. Our policies on gender diversity earned recognition of the initial Globe and Mail "Women Lead Here 2020" program.



— 2020 —  
**REPORT ON BUSINESS**  
**WOMEN LEAD HERE**





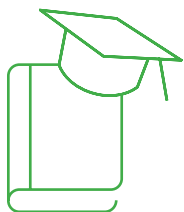
# Occupational Health & Safety

Our employees are the heartbeat of our operations. Safe and healthy employees lead to an optimal work environment and superior performance. We ensure that our policies and processes for employee health and safety meet or exceed regulatory and legal requirements. Linamar's Global Operating System (GOS), encourages all North American facilities to certify to ISO45001 and encourages global facilities to certify to ISO45001 while achieving applicable local standards. All facilities have regular employee meetings to keep informed of changes within the company. Under the Employee Leg of Linamar's Stepping Stool Strategy, health and safety objectives are set every year and is used to form part of management's compensation. One of Linamar's key objectives in 2020 was ensuring 5S Visuals & Health and Safety Live Audits at all facilities (see Appendix K of Linamar's 2020 MIC).

In 2020, Linamar's total global injury frequency rate was 2.95, less than half of the 6.73 industry average. For a more in-depth understanding of Linamar's Health and Safety see Linamar's [2020 AIF](#) and [2020 MIC](#).

Any employees that are unsatisfied or believe their health and/or safety is at risk are also able to report grievances through Linamar's EthicsPoint hotline, which is described in the Ethical Conduct section of this document.





# Education & Development

In the first few years of a Moso Bamboo tree's life, the only growth seen is that of its underground root system. Once a solid foundation is formed, the tree then grows rapidly at several feet per day. This analogy is representative of our employee's career development here at Linamar. We are a fast-paced and challenging work environment focused on long-term learning and personal growth.



**Grow with Us**  
PUT DOWN SOME ROOTS AT LINAMAR

Our markets are truly global in nature. Our customers offer a multitude of products in electrification, light vehicle, commercial vehicle, access, agriculture, and are increasingly asking us to support their global operations. This provides Linamar employees with opportunities to work overseas and take international assignments to travel to overseas locations and take international work assignments that help ensure technical skills, global operating procedures and company best practices are consistently applied in all our world-class facilities.

Linamar believes the company's best future leaders come from within. With this concept in mind, we have created an internal goal: 70% of all new positions or current openings must be filled from within our existing employee base. This means increased opportunities for professional advancement and promotion for those employees who choose to build their careers at Linamar.

For decades the inherent challenge has been attracting more female youth into the manufacturing sector overall. This reality is the reason Linamar is prioritizing programs that attract and develop young female talent in STEM. We continue to work towards gender representation throughout the levels of leadership, and proportional to the overall employee base (population).



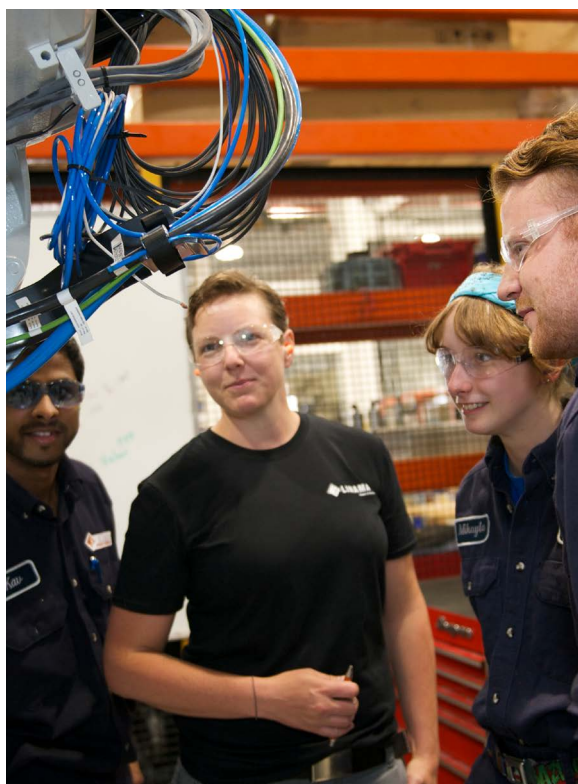


# Career Development Programs



## Co-op

Linamar believes in growing our current and prospective employees through a variety of initiatives. We have a long-standing commitment to working with co-op students. Since 1997, Linamar has welcomed over 150 students per term (to Guelph facilities) to develop new skills, all while advancing those already acquired. That means more than 10,000 students are getting real life tangible experience to enhance their formal education. We recognize these students' dedication and strive to find ways to support them through their academic journey. Whether they join Engineering, IT, Accounting, Marketing, or HR, they are constantly surrounded by some of the brightest in the business and have unlimited opportunities to learn, grow and do meaningful work at every point in their career – all within a culture of flexibility, innovation, and collaboration.



## Apprenticeships

We also work with the Ontario College of Trades to provide apprenticeship opportunities to aspiring tradespeople. Linamar gives our people the tools to succeed, which is how we Power the Future by providing a learning environment to develop new technical skills through proper guidance and direction. We place a strong emphasis on the development of the technical skills of our people, investing heavily in various pathways of technical training to ensure the company has the right skills to meet future business needs. Whether it be the field of Electrician, Millwright, Machinist, or Welding, we provide valuable opportunities that translate to the retention of highly skilled tradesmen and women that keep our facilities operating to their maximum potential.



## Employee Career Development

Linamar has a strong foundation in the internal development of our employees. Through various programs and initiatives, we offer our employees opportunities that allow them to advance their passion of working for Linamar by giving them the resources and training that bring leadership qualities and attitude to each facility. We strive to develop a culture in which people can maximize their potential. Our leadership culture is communicated, demonstrated, and rewarded at all levels of the organization. The result is a capable and motivated team of people whose potential is unleashed through a multi-faceted approach to growth and development. Through leadership training and development opportunities, we help our employees move in the direction they desire, helping them to drive the results necessary for their success as well as ours.

## Programs Offered

### Linamar Entrepreneurial Advancement Program (LEAP)

LEAP is a 3-5 year management development program designed to give potential candidates the skills, experience, confidence and perspective they need to become future operational leaders. Participants selected for this advanced management training program rotate through each functional area of the business at several locations throughout the company. The ideal candidate is a dynamic, high potential individual who would be ready to take on at least a Plant Operating Committee level management role within 3 years. This fast-paced, fast-track program helps us to ensure we have qualified people in the leadership roles that matter!

### Linamar Leadership Development Program (LLDP)

We know that strong, purposeful leadership is required to drive our success; that is why we provide our leaders with the best practices that help them to plan, communicate and execute in a way that demonstrates passion and edge. Our LLDP programs address critical leadership skills for each level of the organization. These programs are grounded in our Core Values and Leadership Behaviors and focus on essential outcomes. We know that leadership is about getting things done through others, so we give our leaders the knowledge, skills and tools they need to cultivate loyalty and commitment in their people. Great leaders, you'll find them here!

### Linamar Advanced Manufacturing Program (LAMP)

The Linamar Advanced Manufacturing Program (LAMP) is a two-year technical development program. Participants spend two years working rotations in the Tool Room, Engineering, Quality Assurance, and Production departments of different Linamar facilities. During the rotation portion of the program, participant learning is guided by technical learning outcomes (TLOs) in each of the four technical skill areas. Participants also receive training in financial acumen and attend Pre-LLDP training to support their integration into their new role at a facility upon graduation from the program.

### Each One, Teach One (E1T1)

To ensure that we have the right people in the right jobs at the right time, we keep an eye on our high potential employees and offer the opportunity to align their skills, experience and development goals with outstanding new opportunities. To help them grow with us, we offer development activities such as stretch assignments, mentoring, job shadowing and specialized training; all of this drives our high-performance culture.



# Scholarships

Linamar is proud to support young professionals on their education journey, and furthermore, has developed various scholarship opportunities.

## University of Guelph, Engineering Program Scholarships

As a technology company that has a great need for skilled engineers, we are committed to building the global competitiveness of the University of Guelph's Engineering program. Each year, ten engineering students receive scholarships to help them through their studies. We do not view these scholarships as a simple corporate donation but as an investment in the future potential of these students who may one day become a part of the innovative team at Linamar.

## Conestoga College, Industrial Skilled Trades Scholarship Program

Linamar dedicates substantial resources to encouraging the next generation to explore their options in the field of manufacturing. Since 2016, Linamar Corporation has offered six annual scholarships for students who have been selected for admission into the Mechanical Technician - General Machinist program at Conestoga College. This scholarship is renewable in Year 2. Students have the opportunity to participate in an 8 month co-op with an opportunity for full-time employment upon graduation.

## University of Western Ontario Scholarships, for Women in Engineering & Business

The Linamar Scholarships for Women in Engineering and Business supports up to 10 female students entering HBA 1 with the intention of completing the dual degree program in Engineering and Ivey (BESc/ HBA). Upon acceptance into this scholarship, candidates automatically gain access to a summer co-op position with Linamar Corporation and are guaranteed a full-time employment offer upon graduation.

## Wilfred Laurier University, Scholarship in Accounting

The Linamar Scholarship for Accounting Education was established in 2015. Annually, Linamar provides 6 scholarships for students. Eligible candidates are full-time undergraduate students entering the fourth year of the Bachelor of Business Administration (BBA) Co-op program or associated double-degree Co-op programs.





# Healthcare

Linamar recognizes a healthy community for employees and their families to live in is crucial to power a better tomorrow for all. Therefore, healthcare is a key focus of our Powering Futures initiative.

Over the past number of years, Linamar has been involved with local healthcare centres to update facilities and invest in new equipment to improve patient services.

In 2012 Linamar Corporation and the Hasenfratz Family donated \$1.0 M (CAD) to the Guelph General Hospital Foundation. The foundation's MRI and More campaign addressed three priorities, including purchasing an MRI Scanner, enhancing emergency room department care, and providing equipment for vascular surgery services. The foundation recognized the charitable contribution by naming the ER the Linamar Emergency Department.

In 2018, MacDon, a Linamar Company, made a significant donation to the STARS air ambulance aircraft group who provides critical emergency urgent care transportation services to the public in Western Canada. STARS is located in Canada's rural agricultural heartland within the prairies. MacDon is happy to support this vital service to the communities where the company's dealers & customers live, work and farm.

In 2019 Linamar, along with the Hasenfratz family, provided another donation to The Foundation of the Guelph General Hospital of \$5 M (CAD), a record-breaking contribution in what the hospital's CEO said, "Was a lasting legacy for the community." The initial funding was set to be used towards new infant warmers in its labour and delivery rooms, as well as a new centralized cardiac monitoring system and enhancements to electronic health records. Other members of Linamar's executive group personally contributed to both Guelph General and the St. Joseph's Health Centre in the form of charitable donations.

In March 2020, Linamar was awarded five production contracts on fully assembled ventilators, ventilator subassemblies or individual ventilator components, as well as full assembly of a UV- based disinfectant unit.

Our organizational culture, agility and manufacturing expertise has enabled us to rapidly respond to public needs during this COVID pandemic through expedited and complicated production launches. We are so proud of our team; their responsiveness, technical excellence, manufacturing flexibility and adaptability have made it possible to support our global communities.





# Community Involvement

Linamar has deep roots in our community. We believe that it is our responsibility to use our platform and position to affect real, positive, tangible change to the lives of people we directly impact. We live by our core values, with our work ethic and care driving our community involvement. Each year, many of our global employees organize their own volunteer days for numerous causes with their respective communities. Some examples include:



- ♦ Skyjack's partnership with Habitat for Humanity for construction of housing for low income and in-need residents
- ♦ McLaren Engineering employees support the 'Diapers for the D.' A Detroit based charity that organizes diaper drives for in-need families.
- ♦ Guelph Wish Fund annual campaign, a charity that supports children facing medical challenges.
- ♦ The annual United Way Campaign, where each facility creates its own campaign program to find unique and creative ways to raise funding for the United Way. In the past 4 years, Linamar has been responsible for more than \$3.0M (CAD) of direct funding raised for the local chapter of the United Way Guelph and the programs they administer for youth, basic housing, food and income needs, mental health support and programs for seniors.
- ♦ Linamar for the Performing Arts – this is a program with the Guelph River Run Centre for the Performing Arts to allow elementary school kids in the area to attend performances at the River Run Centre. This program is dedicated to building wisdom and understanding of life's broadness and diversity through exposure to the performing arts. Every year, the program gives two opportunities for the River Run Centre to welcome students to experience professional performances of music, dance, theatre and more. Linamar is the primary sponsor of this program.
- ♦ Linamar is a premium sponsor for Skills Ontario in its mission to expose Ontario's youth to the technological and employability skills that are necessary to make them valuable members of the skilled trade workforce. In addition to Premium Sponsorship, we host an annual young women's career exploration event that provides participants with the opportunity to integrate experiential workshops and to network with mentors.
- ♦ The Royal Ontario Museum (ROM) – One of Canada's largest co-curricular educators, the ROM offers a diverse School Visits program that connects students to authentic natural specimens, cultural objects, and art to help students better understand and make sense of the people and world around them. Through guided tours, hands-on labs, virtual visits, special exhibition programs, and self-guided visits, our experienced teachers use learner-centred and inquiry-based teaching methods to engage students with the ROM's world-class collection. Linamar provides the support to allow students from the local school board to attend the ROM.
- ♦ Linamar Corporation continues to support youth and charities within the community on an ongoing basis, including the support of local youth sports teams, Guelph Humane Society and local charities.

# Forward Looking Statement

Certain information regarding Linamar set forth in this document and oral summary, including management's assessment of the Company's future plans and operations may constitute forward-looking statements. This information is based on current expectations that are subject to significant risks and uncertainties that are difficult to predict. Actual results may differ materially from these anticipated in the forward-looking statements due to factors such as customer demand and timing of buying decisions, product mix, competitive products and pricing pressure. In addition, uncertainties and difficulties in domestic and foreign financial markets and economies could adversely affect demand from customers. These factors, as well as general economic and political conditions and public health threats, may in turn have a material adverse effect on the Company's financial results. Please also refer to Linamar's most current Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") and Annual Information Form ("AIF"), as replaced or updated by any of Linamar's subsequent regulatory filings, which set out the cautionary disclaimers, including the risk factors that could cause actual events to differ materially from these indicated by such forward looking statements. These documents are available at [www.linamar.com/investors](http://www.linamar.com/investors). The Company assumes no obligation to update the forward-looking statements, or to update the reasons why actual results could differ from those reflected in the forward-looking statements. Content is protected by copyright and may not be reproduced or repurposed without express written consent by the Company.

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