Certain information regarding Linamar set forth in this presentation 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 those 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, may in turn have a material adverse effect on the Company’s financial results. 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.
Company Overview
Linamar – A Global Powerhouse in Diversified Manufacturing

2016 SALES: $6,005.6M ↑ 16.3%
NE - ATS: $522.1M (8.7%) ↑ 19.6%

2017 Q3 YTD SALES: $4,971.9M ↑ 7.4%
NE – ATS YTD: $414.3M (8.3%) ↑ 2.0% as rptd ↑ 10.9% adj

Diversified Manufactured Products that Power Vehicles, Motion, Work and Lives

25,700 EMPLOYEES
59 MANUFACTURING FACILITIES
17 COUNTRIES
Core Capabilities

**MACHINING & ASSEMBLY**
- CNC Expertise
- Complex Assemblies
- Advanced Automation & Robotics
- Hydroforming
- Heat Treatment

**FORGING**
- Hatebur High Speed Hot Horizontal Forging
- Conventional Vertical Forging
- Cold Forming
- Ring Rolling

**LIGHT METAL CASTING**
- Gravity & Low Pressure Aluminum Die Casting
- High Pressure Aluminum & Magnesium Die Casting

**METAL FORMING**
- Metal Forming
- Stamping
- Painting
- Robotic Welding
Key Products

CORE PURPOSE:
To do
WHAT WE DO
best better to
the benefit of all
stakeholders
Scope of Operations & Market Concentration
Q3 2017 YTD

**Powertrain/Driveline** 81.7%

- Engine | Transmission | Driveline | Body

**Industrial** 18.3%

- Mobile Industrial Equipment | Fabricated Assemblies

**MARKETS**

- **AUTOMOTIVE** 73.1%
- **OFF-HIGHWAY** 2.6%
- **COMMERCIAL VEHICLE** 3.8%

**PRODUCTS**

- **ENERGY, HEAVY MACHINING, MILITARY** 1.4%
- **MARINE & RECREATION** 0.8%

- **ACCESS** 17.1%
- **INDUSTRIAL, AGRICULTURAL** 1.2%
## Key Investment Themes

### Consistent Performance
- Sales & earnings growth consistent & well above market
- Double digit top and bottom line growth 6 years running

### Market Share Growth Key Growth Driver
- We have demonstrated our ability to continue to grow through flat markets and will continue to do so

### Strong Growth Secured for the Future
- $7.75 - $8.25 billion sales secured for 2021

### Massive Market Opportunity Vehicle Propulsion
- Significant content potential in EV, Hybrid and ICE – 20% of NBW YTD
- First major EV program e-axle awarded Q2 2017 500,000/year
- Only 30% of powertrain outsourced – huge opportunity for extended time frame of growth, tech shift accelerating outsourcing

### Massive Market Opportunity Access
- $10 Billion market, few players
- Actively growing market share
Performance Highlights
Q3 2017

Bold Innovation
- Innovation Hub designs for renovation complete, construction to begin shortly
  - Digital Factory Project – piloting advanced manufacturing production cell tapping into collaborative robots and AGV tech
- New Business Wins and quoting activity at record levels
  - Launch book at nearly $4.7 Billion
  - Cast and fully machined block – huge strategic win for us
  - Fully machined cylinder head in Europe also key strategic win
  - More electrified vehicle wins – total ytd 21% of total NBW
  - Great growth internationally – 54% of NBW ytd non NA
- CPV growth in every region
- Continued excellent market share growth for Skyjack

Global Reach & Bench
- Good momentum on global mindset on several fronts
- New onboarding process developed and launched
- Announced partnership with Western University for women in dual engineering business degrees
  - >600 apprentices globally

Act Like an Owner & Simplify
- Another strong quarter in performance in both segments
- Top line growth of 6.5%, adjusted earnings growth of 9.2%
- Outlook good for record year again in 2017
- Balance sheet strong, great de-levering from peak after Montupet acquisition to <1x EBITDA
Diversified Manufactured Products that Power Vehicles, Motion, Work and Lives
Vision 2100 – Building an Action Plan for the Future

Manufacturing and Materials Development to Support all Markets

Transportation
- Global Addressable Markets:
  - Automotive
  - Commercial Vehicle
  - Off Highway Vehicles
  - Marine/Personal Trans/Rail

Infrastructure
- Global Addressable Markets:
  - Scissors, Booms, Telehandlers
  - Hydraulics

Power
- Global Addressable Markets:
  - Electrical products, systems & services
  - Energy Markets – Oil/Gas, Solar, Wind
  - Energy Storage & Generation

Water
- Global Addressable Markets:
  - Irrigation Market
  - Water infrastructure
  - Access, Storage, Cleaning

Food
- Global Addressable Market:
  - Agriculture Harvesting, Seeding, & Tillage Equipment

Age
- Global Addressable Market:
  - Medical Devices
  - Healthcare & Mobility
  - Home Care Technology
  - Wearable Technology

Advanced Manufacturing
- Artificial Intelligence/Machine Learning

Material Development

Vision 2100 – Building an Action Plan for the Future
Linamar Positioned for Superior Growth

Technical Leadership & Vertically Integrated

Scale & Financial Capacity to Invest

Global Footprint
Massive Opportunity in Outsourcing in all Propulsion Types

- $400 Billion global market, addressable portion growing each year
- Significant content potential in EV, Hybrid and ICE
- 70% of content of powertrain captive but slowly being outsourced
- Linamar is a technology leader in light weighting, noise reduction, design optimization which is driving significant market share
- Linamar is a leader in vehicle electrification initiatives in driveline systems
Powertrain | Target Markets Significant and Growing

TOTAL GLOBAL POWERTRAIN / DRIVETLINE MARKET

<table>
<thead>
<tr>
<th>Global Market</th>
<th>2016</th>
<th>2020</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Vehicle</td>
<td>$372 B</td>
<td>$403 B</td>
<td>$411 B</td>
</tr>
<tr>
<td>Commercial Truck &amp; Off Highway Vehicle</td>
<td>$123 B</td>
<td>$124 B</td>
<td>$131 B</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>$494 B</strong></td>
<td><strong>$527 B</strong></td>
<td><strong>$542 B</strong></td>
</tr>
</tbody>
</table>

Assumptions:

- Includes total system value for engines, transmissions and drivetrain
- Includes all material, VA component machining and assembly
- Includes all light vehicle system production
- Commercial Vehicle (CV) and Off Highway market size includes value for systems >50 HP

Drivers of Outsourcing:

- Increases variability of cost base for OEM
- Machining and assembly highly capital intensive – saves OEM capital
- Outsourcing to an expert in that process/product should result in better technology, quality and price

Competition:

- Key competitors OEM’s themselves
- Handful of competitors with technical expertise in these products, fewer still with financial capacity

Linamar’s Addressable Market
Evolving Technology and Propulsion Outsourcing

- Linamar’s Addressable Market is impacted by two long-term trends;
  - The shift from Internal Combustion Engines (ICE) to Hybrid Electric Vehicles (HEV) and Electric Vehicles (EV)
    - Fuel Cell Vehicles (FCV) are another key technology that is in earlier stages of development but could play a key role in the future
  - The degree to which the Propulsion Systems (or Powertrains) of those 3 architectures get Outsourced to the supply base
  - The overall level of vehicle production/sales
Factors Influencing Future Production Levels

**POSITIVE FACTORS EXPECTED TO OUTWEIGHT NEGATIVE ONES**

**Bloomberg Forecasts a 1.8% CAGR in Global Vehicles over Next 25 Years**

- **Global Population Growth**
  - Higher Disposable Income and a Wish for Transportation

- **Growth in Middle Class**
  - Higher Disposable Income and a Wish for Transportation

- **New Distribution Channels & Branding**
  - Online
  - Stores vs Dealerships
  - “Need to Have” Mentality

- **Urbanization & Implementation of Urban Mass Transit Infrastructure**
  - LRT
  - Micro Transit

- **Autonomous Driving**
  - Enables segments not driving today i.e. seniors, disabled, youth
  - Better asset utilization to some extent
    - Limited by peak demand needs i.e. 7am-9am, 4pm-7pm

- **Ride Sharing**
  - Better asset utilization for those willing to share a vehicle
  - Enables segments not driving today i.e. seniors, disabled, youth

- **Ride Hailing**
  - Less ownership & better asset utilization (limited again by peak demand & level of ride sharing)
  - Age of vehicles reducing re higher standard of vehicle condition
  - Enables segments not driving today i.e. seniors, disabled, youth

**Source:** Bloomberg New Energy Finance - July, 2017
Global Light Vehicle Production

Advanced Consensus Projection

Source
I.H.S. Forecasting 2000-2024
Advanced Consensus Projection 2025-2030

i) 1% YoY Growth in overall industry volumes 2025-2030

ii) Production Share of Technologies by 2030 of ICE 50%, HEV 24%, EV 21%, Fuel Cell 5%. (Based on Consensus Average of External Industry Expert Forecasts for EV adoption, Updated November 2017)
Prefering for the Future of Propulsion

**Internal Combustion Engine (ICE)**

- Focus on Light Weighting, Fuel Efficiency, Emissions Reduction solutions which offer a unique value to customers.
- Leverage global footprint, vertically integrated capabilities and manufacturing reputation to be benefit from from increased OEM Powertrain Outsourcing.

**Hybrid Vehicle (HEV)**

- Continue to increase Content Per Vehicle on Hybrid Electrics as it will be an important bridging technology to pure Battery Electric Offer solutions focused on increased power density, Noise Vibration Harshness (NVH), light weighting.

**Electric Vehicle (BEV)**

- Strong organizational focus on integrated eAxle technology solutions
- Provide Light Weight Aluminum and Magnesium Body & Structural Castings
- Look to augment eAxle offerings for Fuel Cell Vehicle (FCV) applications, which could play a key future role in market

*Linamar objective is to pursue content in all Propulsion categories in order to be well positioned for multiple technology adoption scenarios.*
ICE: Product Solutions

<table>
<thead>
<tr>
<th>Years</th>
<th>Content Potential / Vehicle</th>
<th>Outsourced %</th>
<th>Addressable Content Potential / Vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990s</td>
<td>$4,000</td>
<td>15%</td>
<td>$800</td>
</tr>
<tr>
<td>2000s</td>
<td>$4,000</td>
<td>20%</td>
<td>$800</td>
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<tr>
<td>2010s</td>
<td>$4,000</td>
<td>32%</td>
<td>$1,280</td>
</tr>
<tr>
<td>2020s</td>
<td>$4,000</td>
<td>51%</td>
<td>$2,040</td>
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<tr>
<td>2030s</td>
<td>$4,000</td>
<td>75%</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

Engine
- Brackets
- Pump Housings
- Camshafts
- Super cubed Blocks
- Camshaft / Cylinder Head Cover Module
- Cast and Fully Machined Cylinder Blocks & Heads
- Lower Engine Crankcase Assembly
- Full Engine Assembly

Transmission
- Shaft
- Differential Case Assemblies
- Full Clutch Module Assembly
- Full Clutch Module Superstructure Assembly
- Full Transmission Assembly

Driveline
- Differential Case
- Differential Housing & Beam Axle Assemblies
- PTUs
- RDMs
- Disconnecting AWD Systems

Structural & Chassis

Content Potential / Vehicle
- 1990s: $4,000
- 2000s: $4,000
- 2010s: $4,000
- 2020s: $4,000
- 2030s: $4,000

Outsourced %
- 1990s: 15%
- 2000s: 20%
- 2010s: 32%
- 2020s: 51%
- 2030s: 75%

Addressable Content Potential / Vehicle
- 1990s: $800
- 2000s: $800
- 2010s: $1,280
- 2020s: $2,040
- 2030s: $3,000

$4,000
- 1990s: 20%
- 2000s: 32%
- 2010s: 51%
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$3,000
- 1990s: 20%
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- 2020s: 75%
- 2030s: 15%
Hybrid: Product Solutions

<table>
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<th>Period</th>
<th>Content Potential / Vehicle</th>
<th>Outsourced %</th>
<th>Addressable Content Potential / Vehicle</th>
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**Engine**
- Camshafts
- Super cubed Cylinder Blocks
- Turbo Charger Assemblies
- Camshaft / Cylinder Head Cover Module
- Cast and Fully Machined Cylinder Blocks & Heads
- Lower Engine Crankcase Assembly
- Full Engine Assembly

**Transmission**
- Differential Case Assemblies
- Complete Gear Sets
- Fully Machined Transmission Case
- Complete Niche Transmission Assembly

**E-Axle & Driveline Systems**
- E-Assist Micro Hybrid
- Single Motor e-Axle
- Twin Clutch RDU with Disconnect

**Structural/Chassis and EV Motor/Battery Modules**

© Linamar Corporation 24
Content Today on Electrified Vehicles Growing Quickly

Global Hybrid & Electric Vehicle CPV

Updated Q3 2017, Content Per Vehicle (CPV) estimates based on current projections and EV applications in market.
EV: Product Solutions

<table>
<thead>
<tr>
<th></th>
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<th>2000s</th>
<th>2010s</th>
<th>2020s</th>
<th>2030s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content Potential / Vehicle</td>
<td>$N/A</td>
<td>$N/A</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Outsourced %</td>
<td>N/A</td>
<td>N/A</td>
<td>32%</td>
<td>51%</td>
<td>75%</td>
</tr>
<tr>
<td>Addressable Content Potential / Vehicle</td>
<td>$N/A</td>
<td>$640</td>
<td>$1,020</td>
<td>$1,500</td>
<td></td>
</tr>
</tbody>
</table>

**E-Axle & Driveline Systems**
- Dual Motor e-Axle
- Single Motor e-Axle
- Commercial Vehicle Solid Axle e-Power Unit
- Multi-Speed e-Gearboxes

**Structural & Chassis**
- Shock Towers
- IP Beam Structure
- Cast Chassis Components
- Centre Console
- Pillars, Side & Cross Members, Door Frames, Structural Assemblies

**EV Motor & Battery Modules**
- Battery Tray Housings
- Electric Motor Housings

Outsourced % Addressable Content Potential / Vehicle
- 1990s: $N/A
- 2000s: $N/A
- 2010s: $2,000
- 2020s: $2,000
- 2030s: $2,000

Content Potential / Vehicle
- 1990s: $N/A
- 2000s: $N/A
- 2010s: $640
- 2020s: $1,020
- 2030s: $1,500
Electric Market Evolution

- Addressable Market Electric
- EV Vehicle Production Volume

Updated November 2017
Global Total Addressable Market

Global Overall Addressable Powertrain Market

Pure Battery EV penetration reaches 21% of the market by 2030
Aggressive EV Adoption Scenario

In an Aggressive Scenario, we outlined a ‘What If’ of Pure Battery EV penetration reaching as high as 30% of the market by 2030 and its impact to the Addressable Market.

Source:
IHS Forecasting 2000-2024
Advanced Consensus Projection 2025-2030
i) 1% YoY Growth in overall industry volumes 2025-2030
ii) Production Share of Technologies by 2030 of ICE 42%, HEV 21%, EV 30%, Fuel Cell 8%. (Based on the most Aggressive External Forecasters Views for EV adoption, November 2017)
Optimize light weight solutions for customers through collaborative design

Offer one stop shopping for customers to optimize cost, quality and technology

Create additional revenue streams and open doors to new customers

Grow market share in priority 1 products

Vertical Integration Strategy – Key To Innovation Agenda & Competitiveness
Held Grand Opening Ceremony for the JV High Pressure Die Casting (HPDC) facility in North Carolina on October 5th

State of the Art Casting Plant showcasing latest manufacturing technologies in Light Weight Aluminum and Magnesium

The first off production run occurred in August 2017

With several major purchase orders already secured, we are confident the facility will reach its full projected capacity utilization in the next few years

Illustrates the strong demand in North America for HPDC Light Metal solutions for all Propulsion applications (ICE, HEV and EV)
Access – Target Market Large with Limited Competition
Skyjack Target US $1 Billion by 2020

2016 Global Market of $7.5 Billion USD

- JLG
- GENIE
- SKYJACK
- HAULOTTE
- MANITOU

Massive Market Opportunity in Access
Overview

- Maintain and Defend Scissor Share….
  - 98% portfolio range coverage by product type by 2020

- Grow Boom Products…
  - 95% portfolio range coverage by product type by 2020

- Competitive Telehandler Offering…
  - 94% portfolio range coverage in NA by 2020
Skyjack Market Share Penetration Key Growth Driver

N.A. Telehandler Market Share

N.A. Boom Market Share

Source: AEM Reporting October 2017
Access Market: Product Outlook

MOBILE EQUIPMENT MARKET PRODUCT MIX

YEAR

SEGMENT MARKET SIZE $Millions (USD) - LINES

TOTAL MARKET SIZE $Millions (USD) - BARS

Sources:
2000-2007 data is estimated using the following:
- OEM Investor reports, yearend reports and offhighway research
2007-2015 data taken directly from AEM
2016-2020 data is estimated using the following:
-Rental growth forecasts, economical predictions, portfolio plan

Updated Q3 2017
Access Market: Geographic Outlook

MOBILE EQUIPMENT MARKET GEOGRAPHIC MIX

Sources:
2000-2007 data is estimated using the following:
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2007-2015 data taken directly from AEM
2016-2020 data is estimated using the following:
- Rental growth forecasts, economical predictions, portfolio plan
Food, Water, Power and Age
Strategy Development

- New markets we are trying to gain more knowledge around
- Established Advisory Councils to help us understand markets and develop strategies for entry
  - Water, Food, and Age Management Segments
  - Each council contains a diverse mix of outside experts (top management, academics, consultants, etc.) and Linamar leadership
  - Specific agenda items utilize each member’s expertise and creativity tying to something we can pursue as a business case

<table>
<thead>
<tr>
<th>Water</th>
<th>Outside</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linamar</td>
<td>CEO</td>
</tr>
<tr>
<td></td>
<td>CTO</td>
</tr>
<tr>
<td></td>
<td>Engineering Expert</td>
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<td>Corporate Development</td>
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<td>University Experts</td>
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<td></td>
<td>Segment Consultants</td>
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<tr>
<td></td>
<td>Private Equity focused on Segment</td>
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<td></td>
<td>Top Managers in Segment</td>
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</tbody>
</table>
Agriculture a Long Time Market of Linamar

- Owned White Farm Equipment in 80’s
- Produced combines for Massey Ferguson as Western Combine in 90’s
- Continue to produce combine accessories such as grain tables and corn headers in our Hungarian company Oros
  - Product is designed and manufactured by the Oros team and sold globally
- Exploring global opportunities in potential acquisitions to enhance this business
Yearly Sales Growth

2012 - 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Results</th>
<th>Current Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>3,221.9</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>3,595.5</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>4,171.6</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>5,162.4</td>
<td>4,630.8</td>
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<tr>
<td>2016</td>
<td>6,005.6</td>
<td>4,971.9</td>
</tr>
<tr>
<td>Q3 YTD 2016</td>
<td>1,455.5</td>
<td></td>
</tr>
<tr>
<td>Q3 YTD 2017</td>
<td>1,549.7</td>
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</tbody>
</table>
Net Earnings Attributable to Shareholders
2012 - 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>NE as a % of Sales</th>
<th>Net Margin Expectations 2017: 8.0% - 8.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>4.5%</td>
<td>4.5%</td>
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<tr>
<td>2013</td>
<td>6.4%</td>
<td>6.4%</td>
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<tr>
<td>2014</td>
<td>7.7%</td>
<td>7.7%</td>
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<td>8.8%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Q3 YTD 2017</td>
<td>8.3%</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

$ Millions

Net Margin Expectations 2017: 8.0% - 8.5%
Launching nearly $4.7 billion of new work today
Launching nearly $4.7 billion of new work today
Launch Review
Q3 2017

- Offsetting launching sales is business leaving each year of 5-10% of overall sales

Sales from Launch add:

$600 to $650 Million in 2017
$900 Million to $1 Billion in 2018
New Business Driving Strong Market Share Growth Globally
Content per Vehicle
2012 – 2017
Key Investment Themes

**Consistent Performance**
- Sales & earnings growth consistent & well above market
- Double digit top and bottom line growth 6 years running

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- We have demonstrated our ability to continue to grow through flat markets and will continue to do so

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- Actively growing market share
Thank You

www.linamar.com