



Q1 Conference Call Presentation

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Conference ID: 5546587

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May 6, 2021

Forward Looking Information, Risk and Uncertainties

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 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 <https://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.

COVID-19 Update



Pandemic Crisis Management

Assemble Team



Communicate



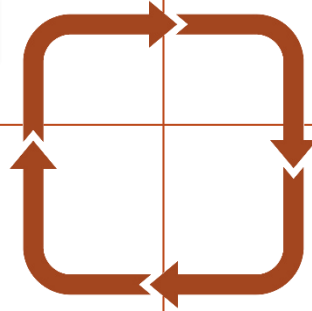
Employees



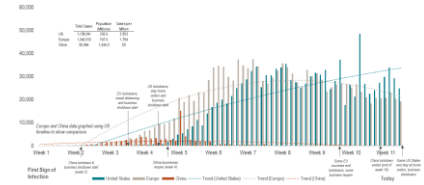
Investors



Customer



COVID-19 New Cases Reported: United States, Europe & China



Gather Data



Employees

Financially

Customers

Community

Make a Plan & Execute

Current Focus

- **Safe Workplace**
 - Ensure we continue to maintain a safe work environment
 - Vigilance around protocols is key
 - Now is not the time to become complacent, protocols must be kept in place **until we have herd immunity**
- **Testing**
 - Testing running on a regular basis for Linamar employees
 - Ramping towards twice per week in Guelph plants, 6,500 done in first week
 - **Regular testing is key to controlling community spread**
 - **Most contagious in 1-3 days BEFORE first symptoms**
 - **Only way, along with vaccination, we keep ourselves and families safe**
 - **Only way, along with vaccination, we get back to normal**
- **Vaccinations**
 - **Encouraging employees to be vaccinated as soon as their turn comes**
 - **Vaccines have been proven safe by extensive clinical trials and rigorous government review**
 - **Only way, along with testing, we keep ourselves and families safe**
 - **Only way, along with testing, we get back to normal**
 - Launched Linamar Vaccination Clinic
 - Ramping to 2,000 per day
 - Playbook on how to launch posted on website for other companies to access

Testing - Why are we doing this ?



Normally aren't seeing transmission in our plants.

We think doing the testing is important to **reduce transmission in our communities** and our communities are where our people and their families live.

Testing helps **keep our people and their families safe.**

Testing to find pre-symptomatic positive cases along with vaccination are **THE KEY** to keeping everyone safe and **getting us back to a normal life.**

Linamar Vaccination Clinic Project Safeguard

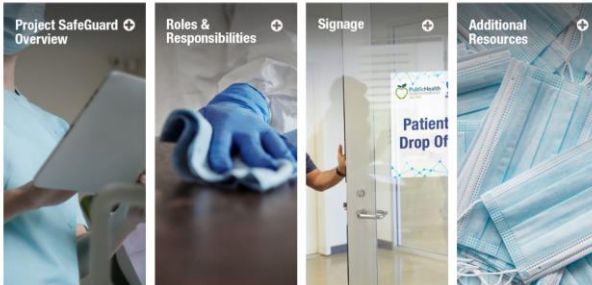
- Clinic launched early March
- 11,235 Shots Administered to Date
- Playbook posted on Linamar website to assist any company in launching their own clinic quickly



Linamar (Skyjack) Vaccination Clinic Playbook

Linamar is honoured to have the opportunity to support the community in which we live and work in collaboration with Wellington-Dufferin-Guelph Public Health in the efforts of Guelph's COVID-19 mass vaccination. We believe the faster we all get vaccinated, the faster we all get our lives back and we are happy to offer support to get that done. So we have put together a playbook on launching a vaccine clinic with all the necessary information, documents and best-in-practices as a guideline for any business out there, who wants to do the same thing in their community.

Access Forms and Additional Resources from Wellington-Dufferin-Guelph Public Health



Sales, Normalized¹ Earnings and CPV

1 –Management uses certain non-GAAP financial measures including normalized earnings which exclude foreign exchange impacts and the impact of unusual items when analyzing consolidated and segment underlying operational performance.

For more information refer to the section entitled “Non-GAAP and Additional GAAP Measures” in the Company’s separately released Management’s Discussion and Analysis (“MD&A”).



Sales, Normalized Earnings, and Margins (in millions CAD)

	Q1 2021	Q1 2020	% Δ
Sales	1,781.9	1,549.8	15.0%
EBITDA – Normalized ²	341.3	213.9	59.6%
EBITDA – Normalized Margin	19.2%	13.8%	
Industrial OE – Normalized ¹	45.9	31.4	46.2%
Industrial OE – Normalized Margin	13.2%	10.5%	
Mobility OE – Normalized ¹	175.4	72.1	143.3%
Mobility OE – Normalized Margin	12.2%	5.8%	
OE – Normalized ¹	221.3	103.5	113.8%
OE – Normalized Margin	12.4%	6.7%	
NE – Normalized ³	158.3	67.9	133.1%
NE – Normalized Margin	8.9%	4.4%	
EPS – Normalized ⁴	2.41	1.04	131.7%

Q1 2021

The **key factors** impacting results in the **quarter** are:

- Continued strong performance in the auto sector in Asia and NA
- MacDon strong performance;
- Cost improvements;
- Government support programs in line with Q4 2020, ahead of Q1 2020

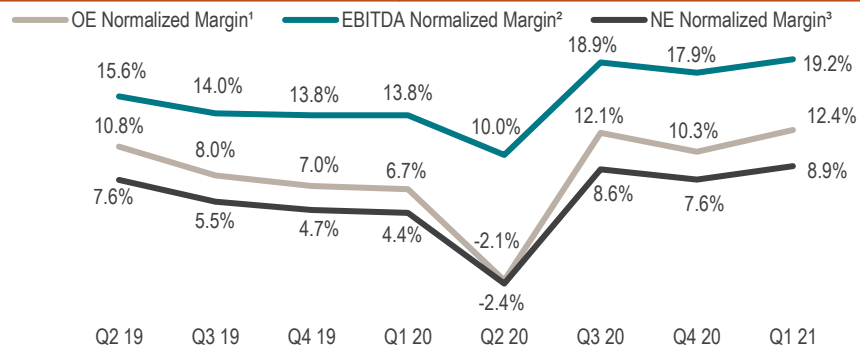
The **key impacts** to the segments vs prior year are:

Mobility

- Global light vehicle markets up 14.7%
- Launching business driving better volumes and margins
- Cost reductions and subsidies;
- Change in FX rates; offset by
- Reduced customer production levels due to semi-conductor chip shortages

Industrial

- MacDon markets & market share up in targeted core and expansion markets
- Skyjack markets recovering & market share up in core NA markets



1 – Operating Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet.

2 – EBITDA before unusual items and foreign exchange impacts from revaluation of the balance sheet.

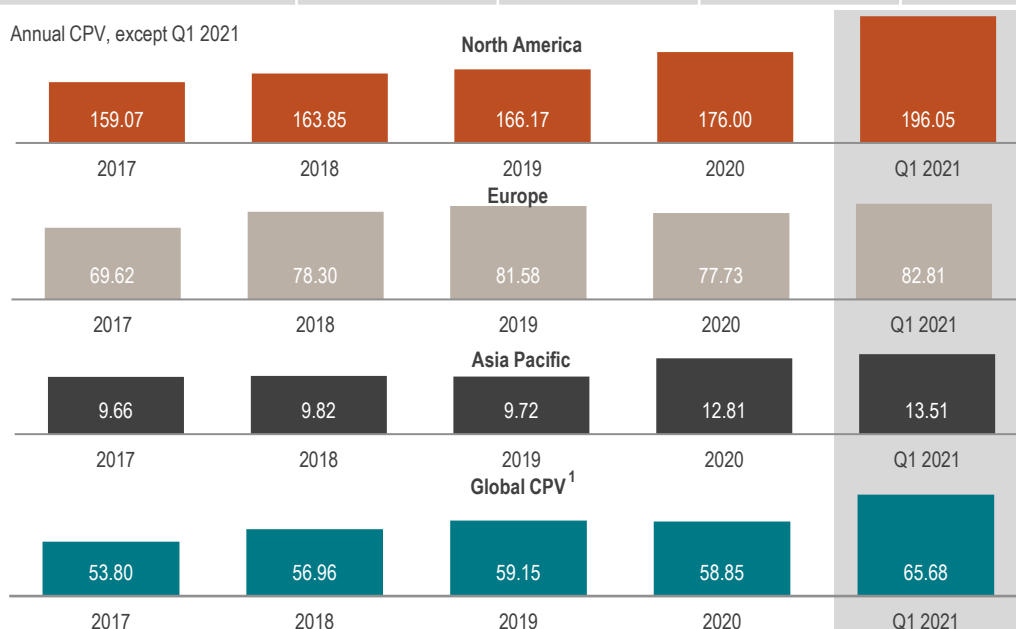
3 – Net Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet, tax affected.

4 – Earnings per share (EPS) before unusual items, and foreign exchange impacts from revaluation of the balance sheet, tax affected.

Automotive Sales & Content Per Vehicle (CPV)

	CPV Q1 2021	CPV Q1 2020	CPV % Change	Vehicle Production Units % Change	Automotive Sales Q1 2021 (CAD Millions)	Automotive Sales Q1 2020 (CAD Millions)	Automotive Sales % Change
North America	196.05	171.12	14.6%	(3.9%)	734.2	666.5	10.2%
Europe	82.81	84.87	(2.4%)	(0.8%)	386.6	399.6	(3.3%)
Asia Pacific	13.51	10.77	25.4%	32.4%	147.4	88.6	66.4%
Global CPV ¹	65.68	68.61	(4.3%)	14.7%	1,268.2	1,154.7	9.8%
Other Automotive Sales	-	-	-	-	75.1	45.7	64.3%

Annual CPV, except Q1 2021



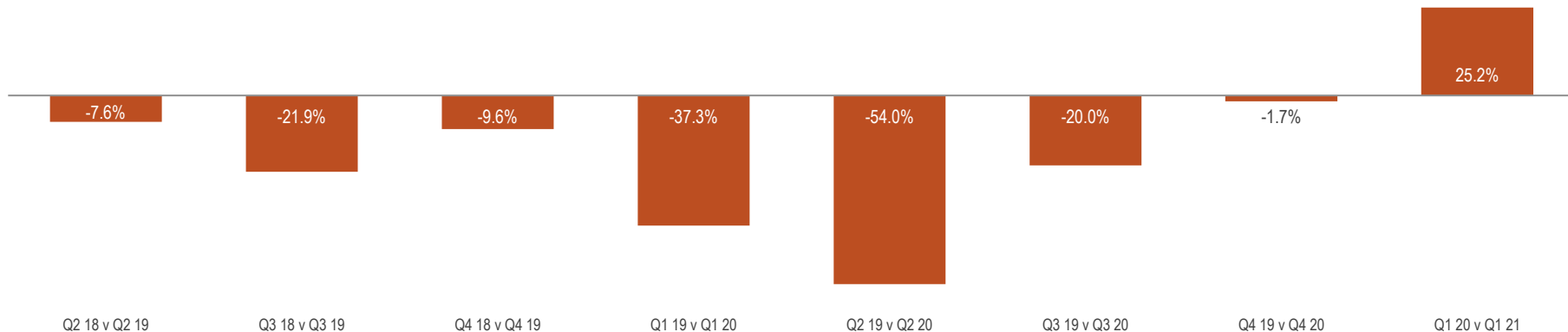
- CPV up meaningfully in NA and AP as our customers capture market share
- Global automotive sales are up driven mainly by the strong growth in NA and AP

Commercial & Industrial Sales (in millions CAD)

	Q1 2021	Q1 2020	% Change
Sales	438.6	350.4	25.2%

- MacDon
 - Draper header market up 17% in NA in Q1
 - Solid market share gains in targeted core and expansion markets
- Skyjack
 - Core NA market up 7.7% in Q1 and market share growth in all core products driving better sales growth
- Healthcare sales up over prior year as final ventilator program units delivered and Synaptive deliveries began

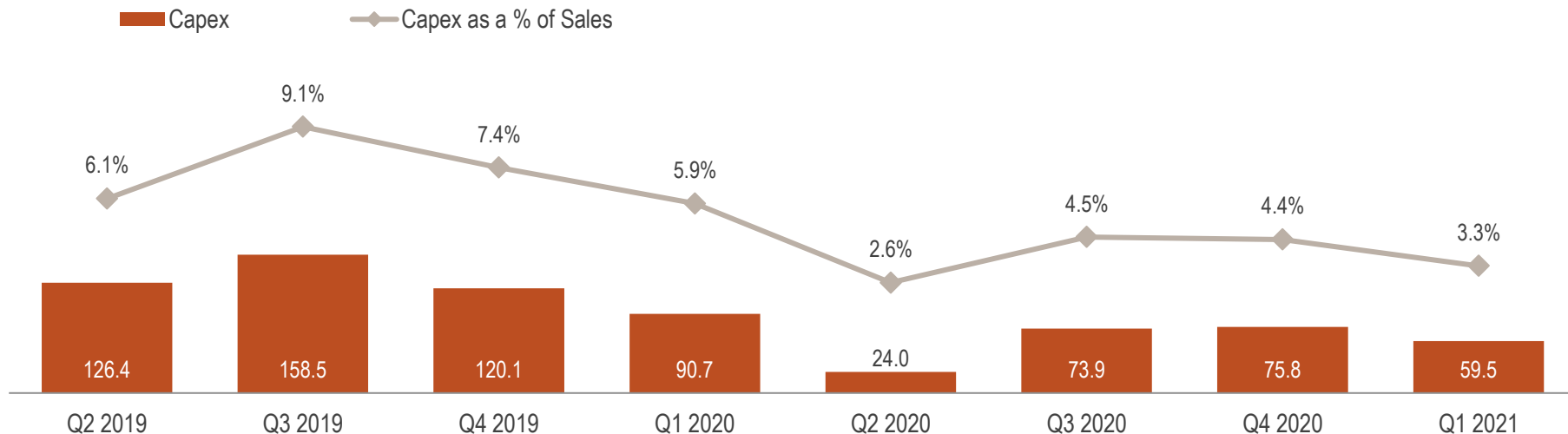
■ QvQ¹ Change in Commercial & Industrial Sales Growth



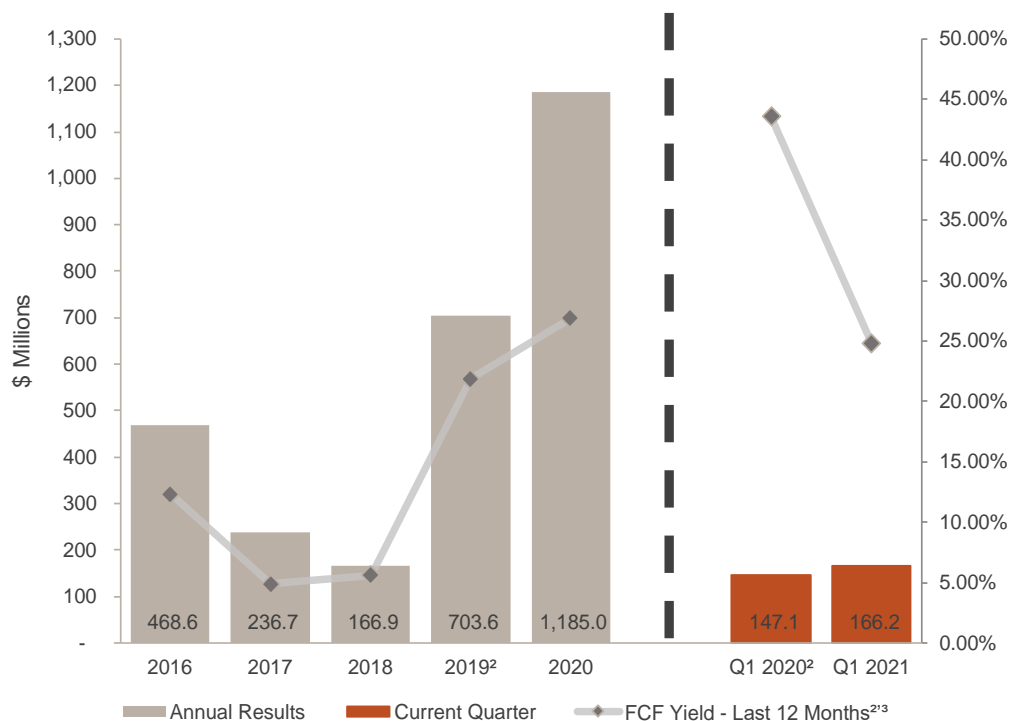
Capital Expenditures (in millions CAD)

	Q1 2021	Q1 2020
Capital Expenditures (Capex)	59.5	90.7
Capex as a % of Sales	3.3%	5.9%

- Capex down 34% from Q1 2020 as we continued to manage cash conservatively
- Flexible equipment allows us to continue to grow and tool up programs until market volumes pick up



Cash Flow Continues to be a Key Priority



- FCF¹ in Q1 \$166 million
- Liquidity¹ excellent with \$1.6 billion of cash available at quarter end
- Solid liquidity and balance sheet positions us well for takeover and acquisition opportunities as they arise

1 - For more information on the Free Cash Flow and Liquidity measure refer to section entitled "Non-GAAP and Additional GAAP Measures" and "Liquidity and Capital Resources" respectively, in the Company's separately released Management Discussion and Analysis ("MD&A").

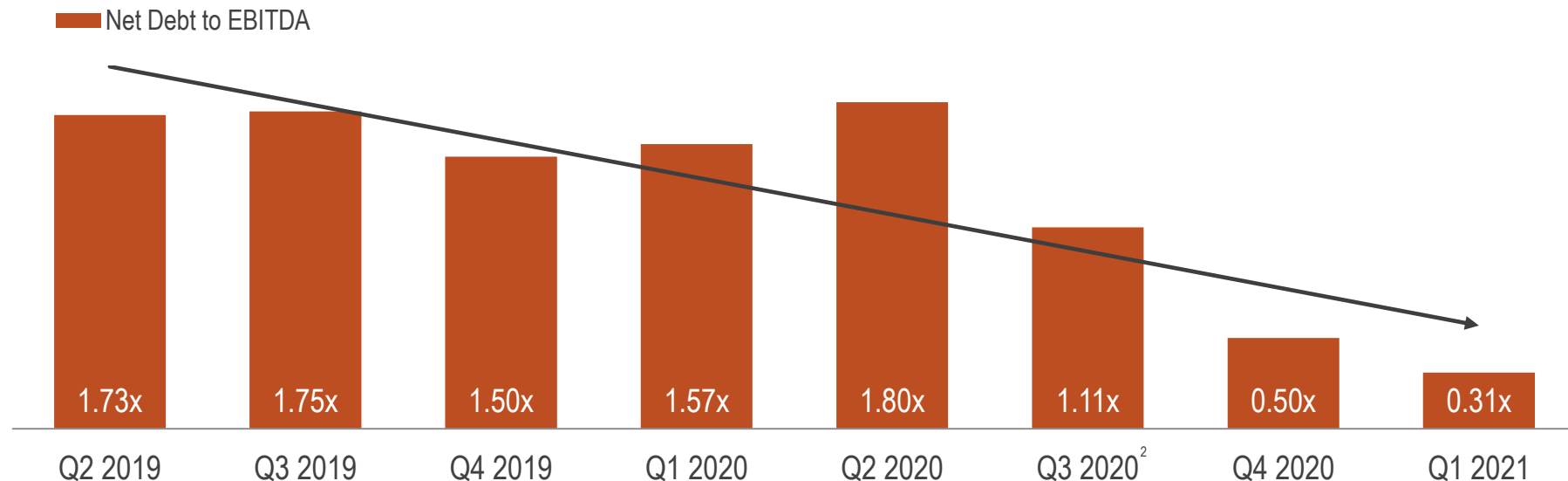
2 - Free cash flow has been adjusted for additions of property, plant and equipment related to the dissolution of a joint venture.

3 - Free cash flow yield is calculated as free cash flow divided by fully diluted shares divided by share price.

Leverage (in millions CAD)

	Q1 2021	Q4 2020	Q1 2020
Net Debt	308.9	442.1	1,539.3
Net Debt to EBITDA	0.31x	0.50x	1.57x

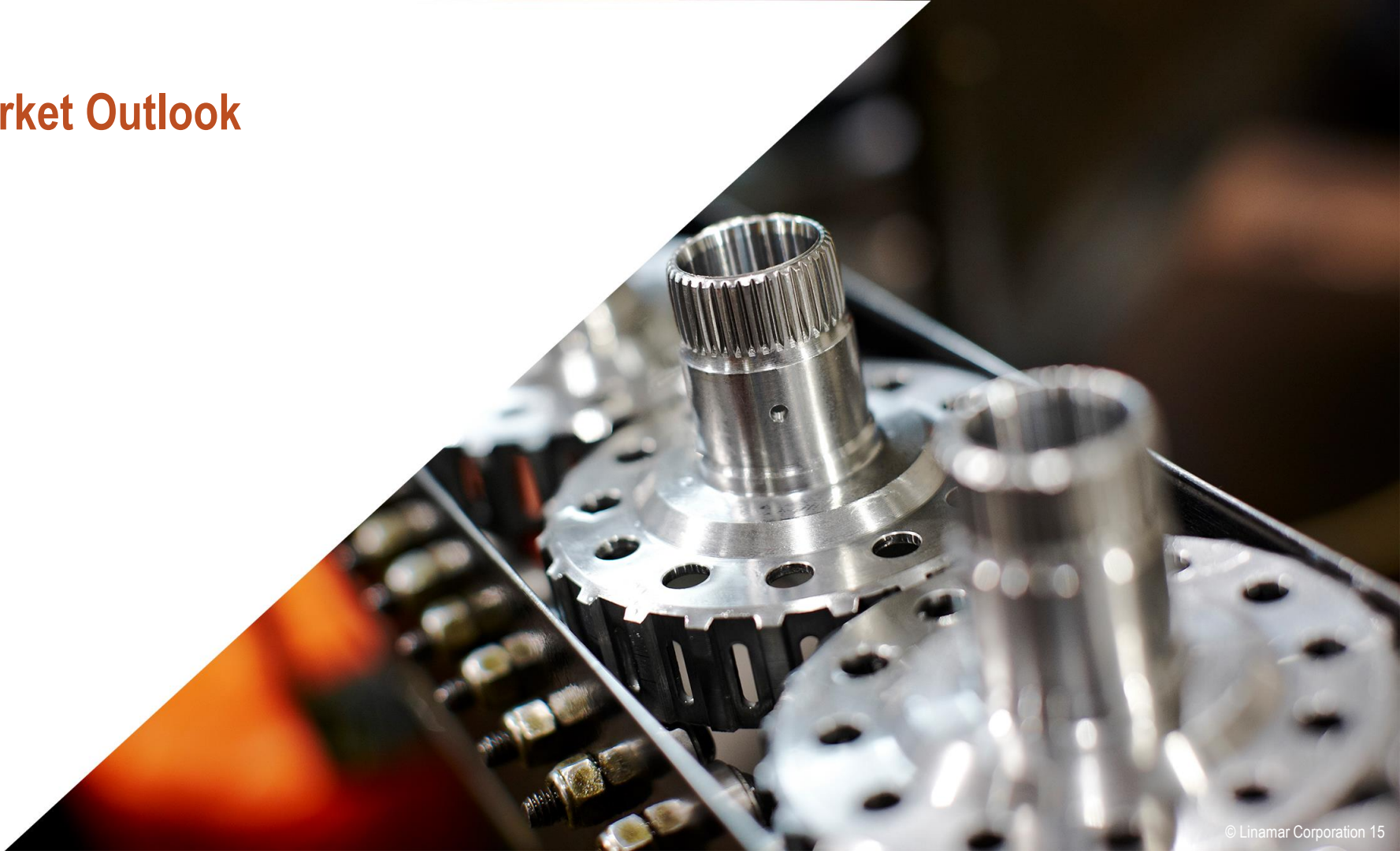
- We have paid down \$1.85 Billion of debt from our peak in early 2018










1 - For more information on the Free Cash Flow measure refer to section entitled "Non-GAAP and Additional GAAP Measures" in the Company's separately released Management Discussion and Analysis ("MD&A").

2 - 2020 EBITDA restated in Q1 2021. Please refer to the definition of EBITDA in the section entitled "Non-GAAP and Additional GAAP Measures" in the Company's separately released MD&A.

Market Outlook



Market Snapshot

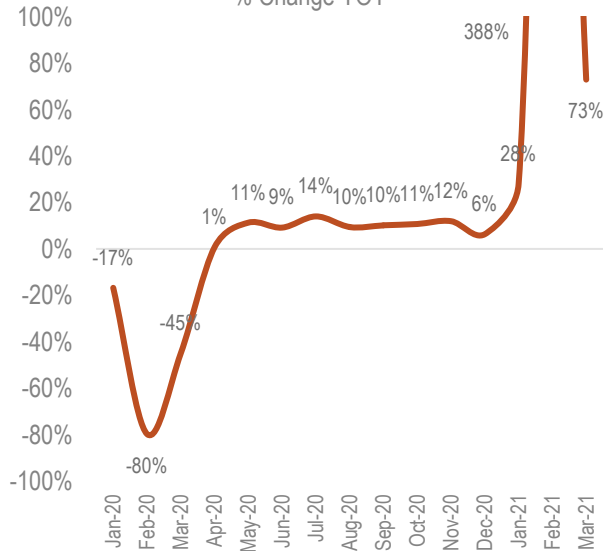
								
2021	Light Vehicle	Commercial Truck	Combine Heads	Access	2022	Light Vehicle	Commercial Truck	Access
North America	▲ 20.4%	▲ 28.4%	▲ 15.0%	▲ 20.3%	North America	▲ 7.5%	▲ 1.5%	▲ 58.9%
Europe	▲ 12.4%	▲ 11.6%	▲ 6.0%	▲ 22.4%	Europe	▲ 7.7%	▲ 6.9%	▲ 39.8%
Asia	▲ 8.2%	▼ 32.3%	n/a	▲ 7.7%	Asia	▲ 7.0%	▼ 17.2%	▲ 7.1%
Rest of World	▲ 20.8%	n/a	▲ 8.5%	n/a	Rest of World	▲ 10.5%	n/a	n/a

Above projections are external industry expert estimates for total market % unit change as a whole vs. prior year in each of the respective market segments. They are not internal expectations of Linamar's results.

Light Vehicle Sales

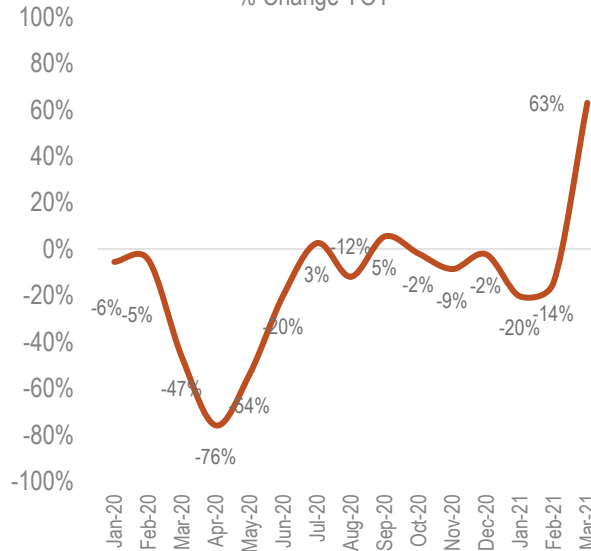
Recovery in global light vehicle markets

China Light Vehicle Sales
% Change YOY



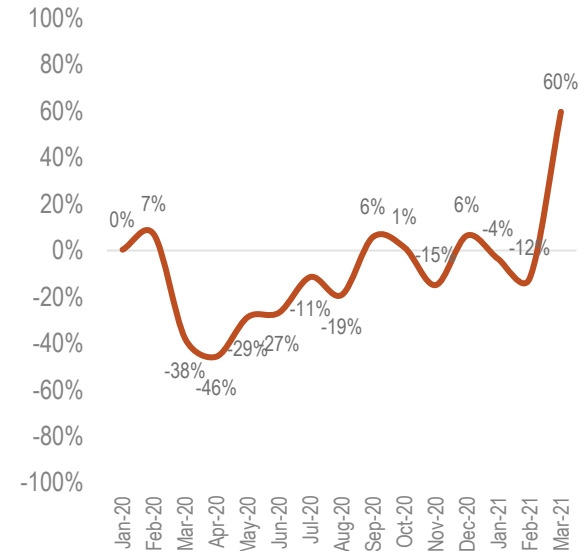
- March sales up 73% YOY
- 2021 sales expected to increase by 5% to 24.9M, highest since 2018

Europe Light Vehicle Sales
% Change YOY



- March sales up 63% YOY as sales recover from third wave of COVID related lockdowns and restrictions
- 2021 sales expected to increase by 10%

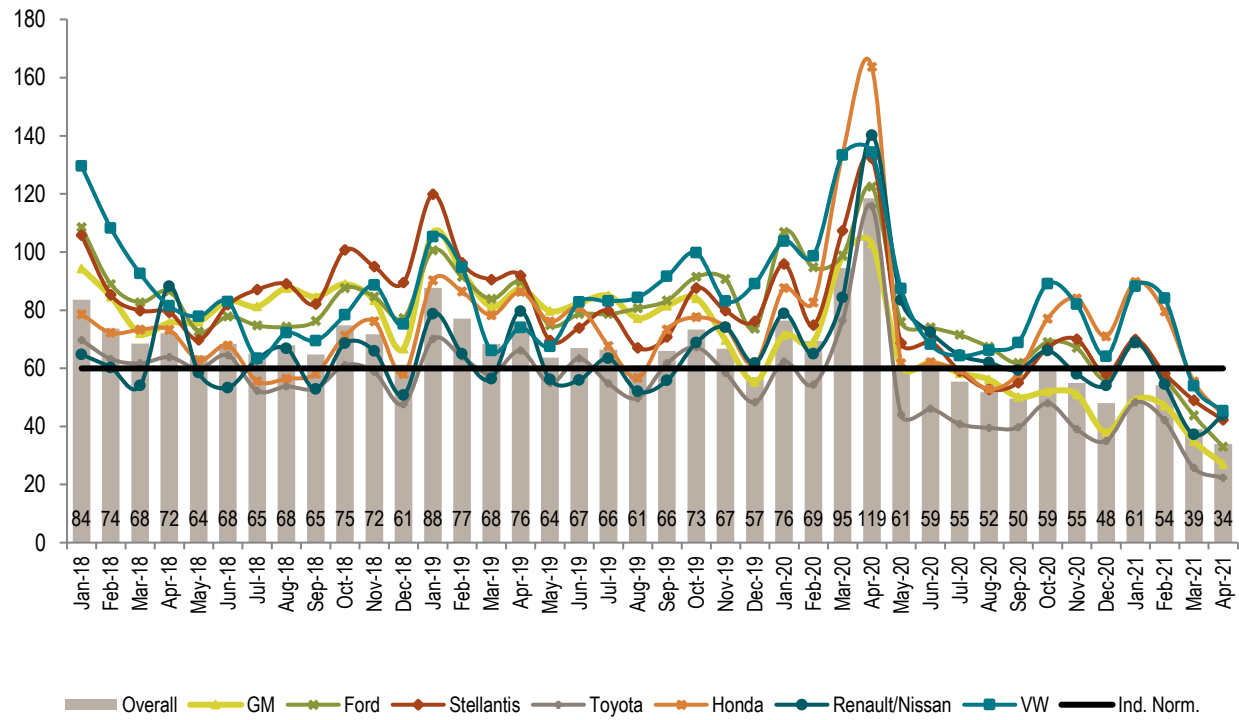
US Light Vehicle Sales
% Change YOY



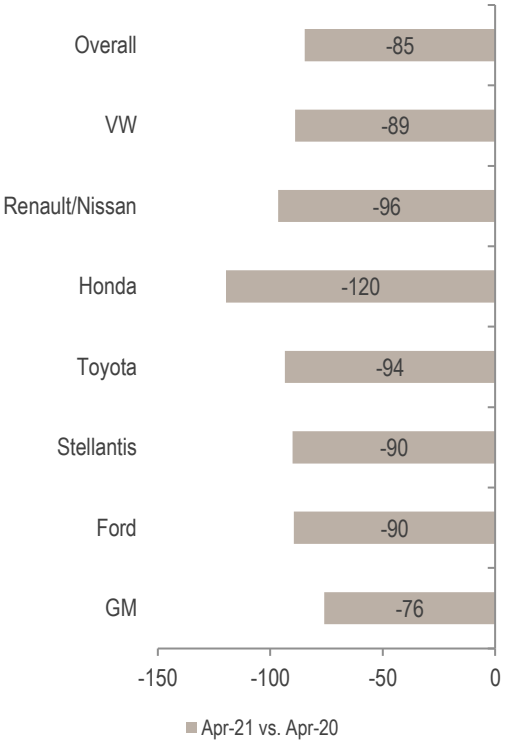
- US sales up 60% YOY in March
- 2021 US sales expected to grow by 13% to 16.5M

US Light Vehicle Inventory – Days' Supply

US Days Supply of Inventory



Change vs Same Period Last Year

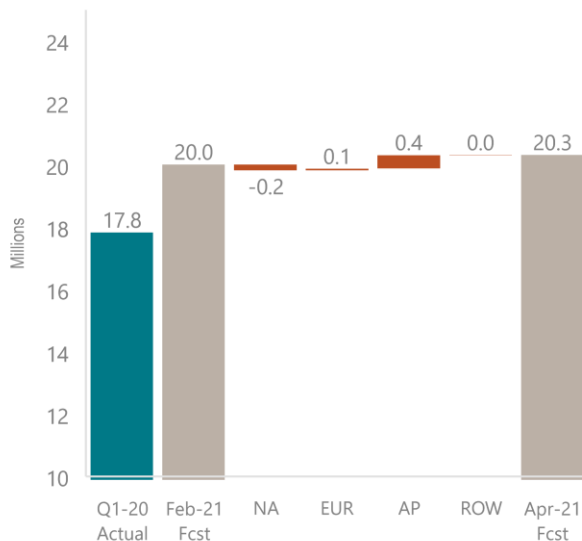


Global Light Vehicle Market: Q1 2021, Q2 2021 and 2021

Q1 2021 production increased by 300,000. Q2 2021 forecast reduced by 1.1M. 2021 full-year forecast reduced by 1.1M.

Q1-2021 Global Vehicle Production Forecast By Region

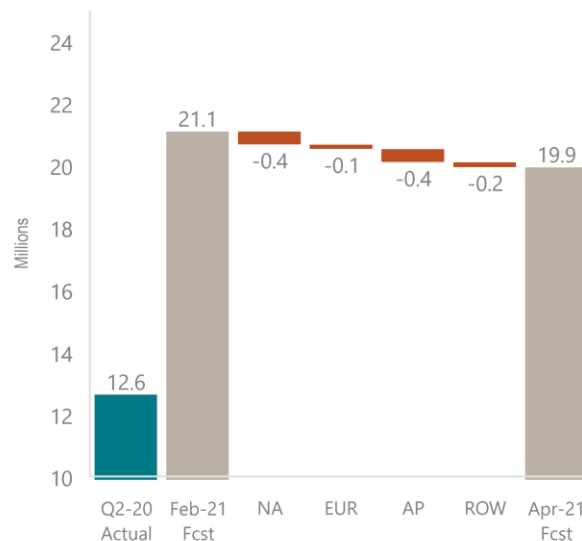
Change in Forecast Apr-2021 vs. Feb-2021



- Q1 2021 light vehicle production higher than forecast in February due to strong recovery in China (economic outlook continues to improve, strong consumer spending).

Q2-2021 Global Vehicle Production Forecast By Region

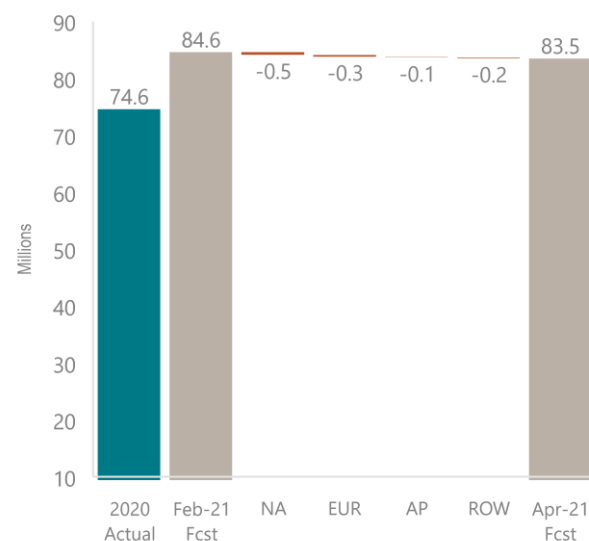
Change in Forecast Apr-2021 vs. Feb-2021



- Q2 2021 forecast reduced by 1.1M largely due to ongoing global semiconductor shortage

2021 Global Vehicle Production Forecast By Region

Change in Forecast Apr-2021 vs. Feb-2021



- 2021 full-year outlook reduced by 1.1M largely due to ongoing global semiconductor shortage

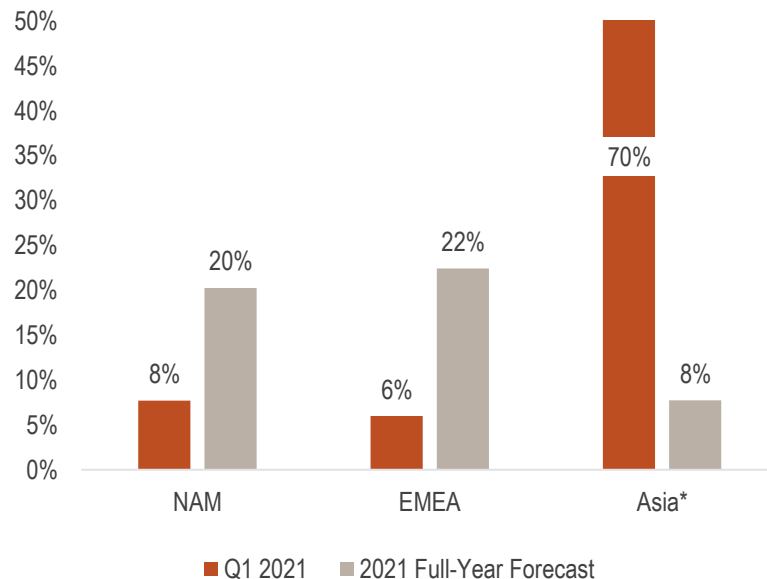
Industrial Segment Impacts - Skyjack

Access Equipment Market Commentary

- Recovery underway in core NA and EMEA AWP markets. Asia results, driven by China, outpacing expectations
 - NA Access market up 8% Q1 YTD
 - EMEA Access market up 6% Q1 YTD
 - Asia Access market up 70% Feb YTD (low prior year comparison due to pandemic related shutdown)
- Equipment utilization levels continue to look positive. Q1 2021 utilization between 95%-105% of 2019 levels.
- 2021 is expected to see double-digit growth in core NA and EMEA markets, Asia up 8%



2021 Access Industry Forecast & YTD Results % Change vs. Prior Year



Agricultural Market

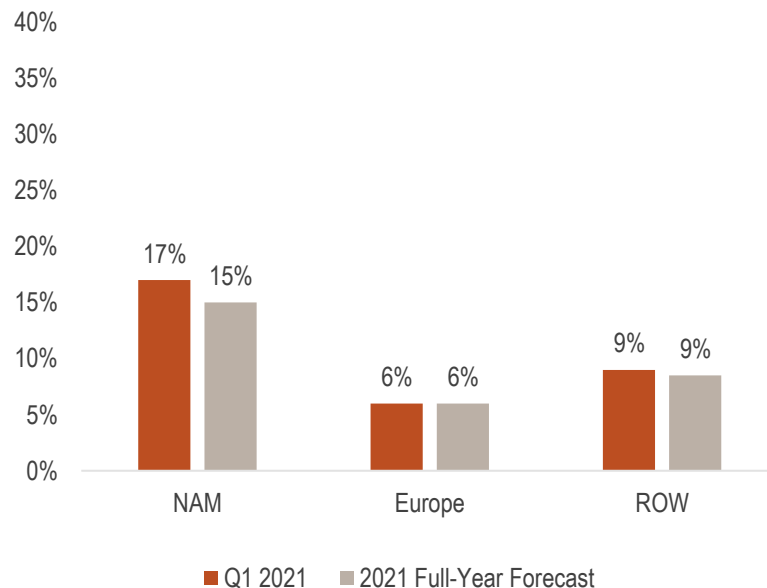
Agriculture Market Commentary

- Ag. retailers continuing to see reduced inventory backlog
 - Commodity price rally, improved farm net income outlook boosting retails
- Q1 YTD combine retails up in all region globally
 - North America up 17% Q1 YTD (Canada up 21%, US up 16%)
 - Europe up 6% Q1 YTD*
 - ROW up 9% Q1 YTD*
- We are seeing positive signs indicating market growth in all regions for 2021



2021 Combine Header Industry Forecast & YTD Estimates

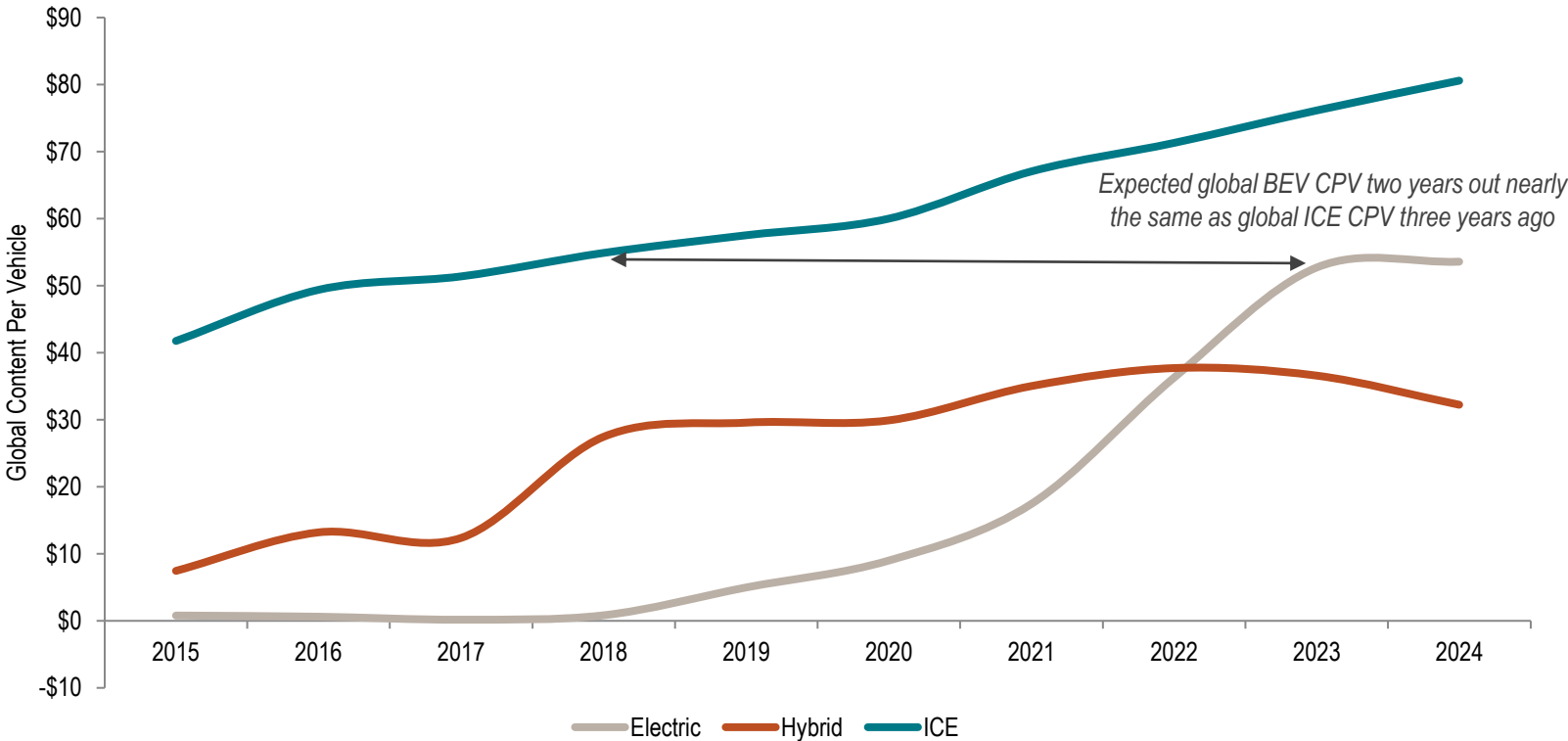
% Change vs. Prior Year



Growth Update and Outlook



Electrified Vehicles Key Growth Opportunity for Linamar



Updated: April 29, 2021. Estimates based on current projections and EV applications in market.

Diverse Electrification Strategy Maximizes Potential

Diverse Products

- ♦ **Propulsion system solutions** including eAxles, gearboxes, housings, gears, differentials, shafts etc., delivered as components, assemblies or full systems
- ♦ **Structural and body portfolio**, including battery trays, shock towers, pillars, subframes and enclosures
- ♦ **Power system solutions** including fuel cell systems and hydrogen storage tanks
- ♦ **Chassis solutions** including rolling chassis, wheel corner components and sub-assemblies, steering components and sub-assemblies

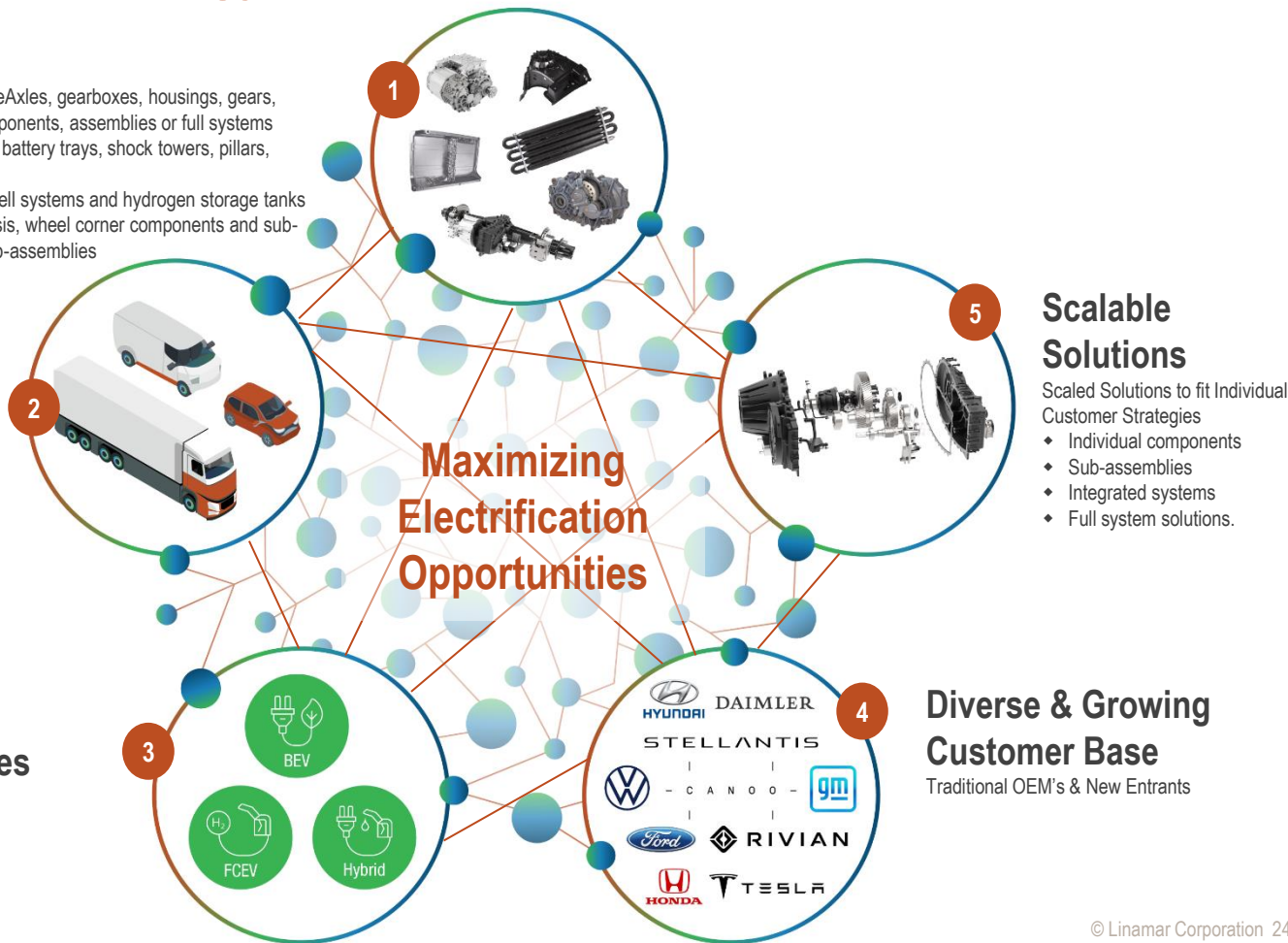
Diverse Vehicle Types

Targeting Opportunities across multiple vehicle segments

- ♦ Passenger car
- ♦ CUV/SUV
- ♦ Light truck
- ♦ Commercial vehicles
- ♦ Trucks Class 1-8
- ♦ Off road vehicles

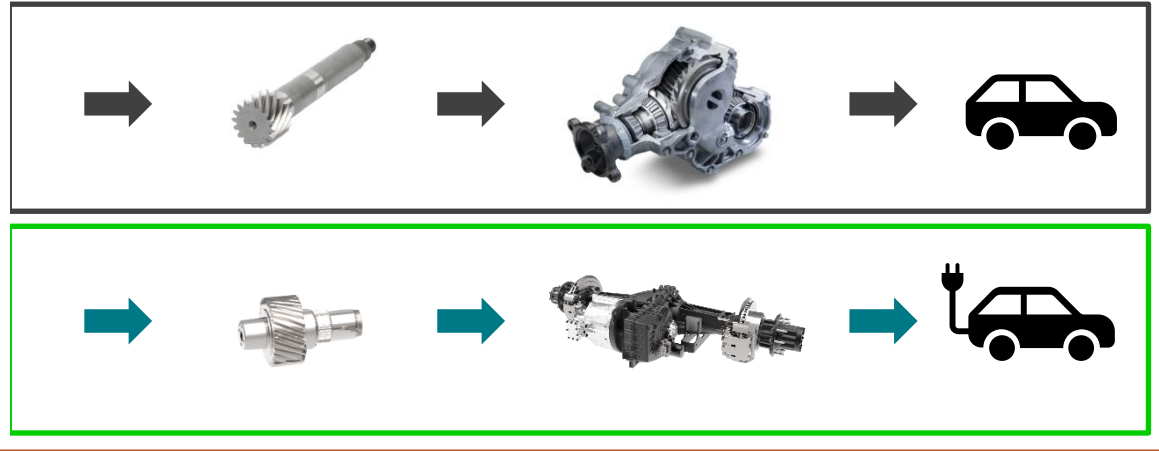
Diverse Propulsion Types

BEV, Hybrid, FCEV



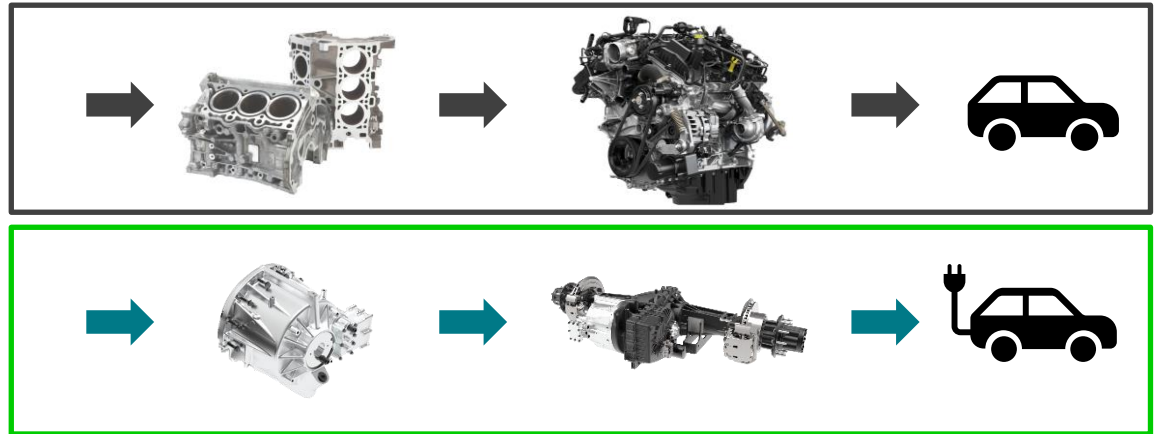
Flexible Manufacturing Strategy

- Capital assets currently employed in Linamar's operations can be adapted to manufacture electrified components at little to no incremental CAPEX
- For instance, the same gear grinding equipment can produce gears for eAxles and ICE powertrains alike

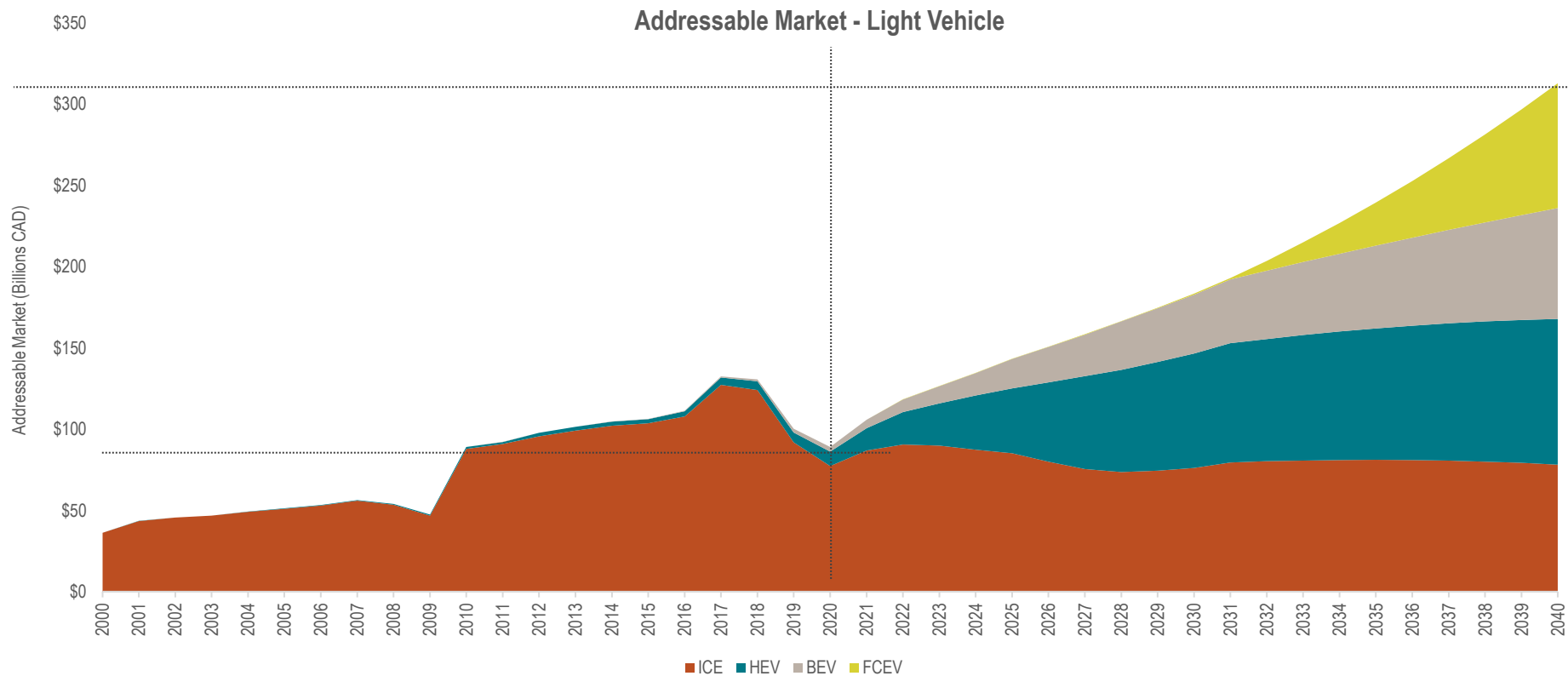


Flexible Manufacturing Strategy

- This advantage is present across Linamar in many types of equipment that can make blocks for ICE and Housings for BEV for instance



Global Addressable Market Grows More Than 3X in 20 Years



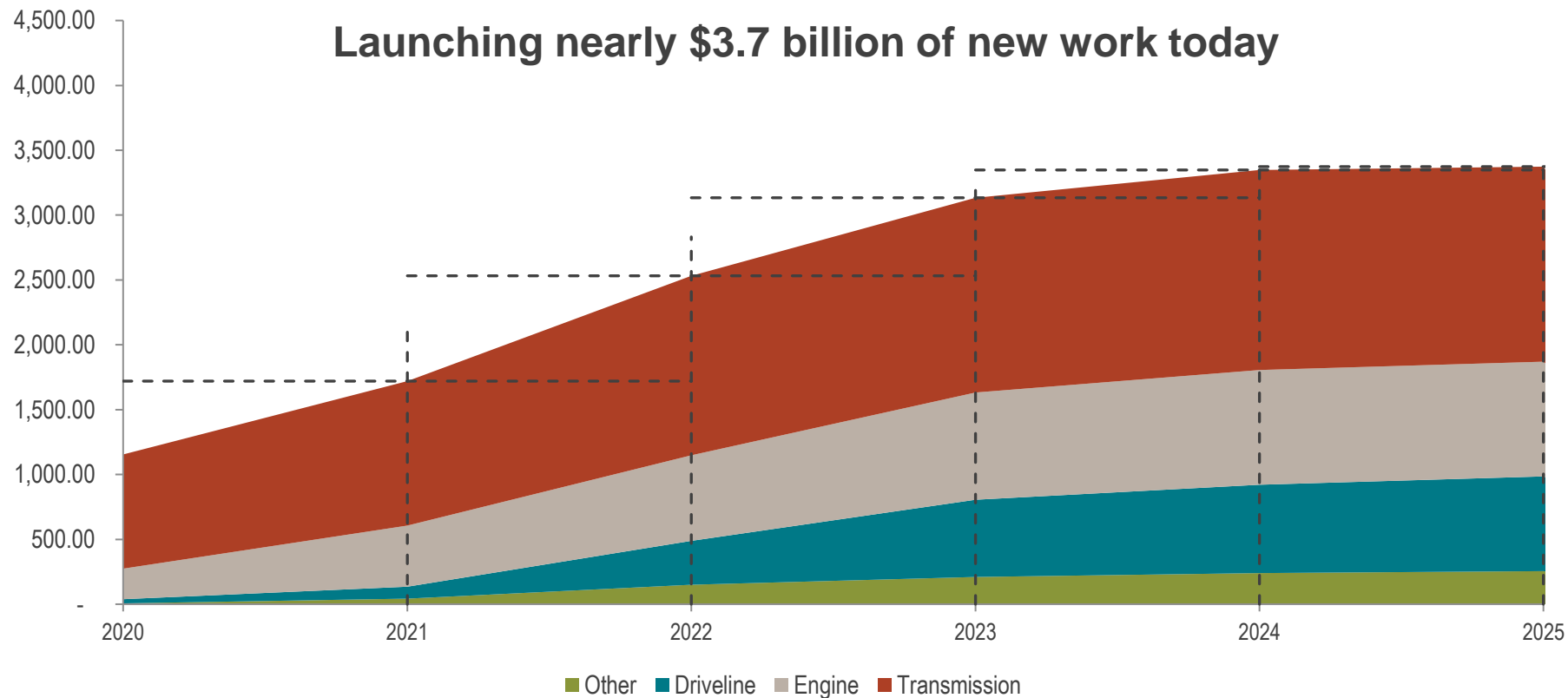
Source

IHS Forecasting 2000-2027 Advanced Consensus Projection 2028-2040

ii) Production Share of Technologies by 2040 of ICE 26%, HEV 34%, BEV 30%, Fuel Cell 10%. (Based on Consensus Average of External Industry Expert Forecasts for BEV adoption, Updated April 29, 2021)

Launches

Launching nearly \$3.7 billion of new work today



\$500 to \$600 Million in 2021

\$600 to \$700 Million in 2022

Outlook

Q2 Expectations

- **Auto**
 - Expect bigger impact in Q2 than Q1 from chip related shutdowns as more powertrain plants begin to be impacted
- **Ag**
 - Solid growth over prior year
- **Access**
 - Solid growth over prior year
- **Cash**
 - Continued positive free cash flow
- **General**
 - Expect some cost impacts from supply chain issues in both segments
 - Impacts from the COVID-19 outbreak and subsequent supply chain challenges are currently not fully understood or determinable in terms of their impact to all segments at this point

Consolidated	Normal Ranges	2020 Actuals	Expectations 2021	Expectations 2022
Sales Growth		(21.6%)	Double Digit Growth	Continued Growth
Normalized Earnings Growth				
EPS		(32%)	Strong Double Digit Growth	Continued Growth
EBITDA		(15%)		
Normalized Net Margin	7.0% - 9.0%	5.4%	Expansion Back into Normal Range	Normal Range
Capex (% of Sales)	6.0% - 8.0%	264m	Up From 2020	Within Normal Range
		4.5%	Low End Normal Range	
Leverage Net Debt:EBITDA		0.50x	Continued Improvement	Continued Improvement
Free Cash Flow		\$ 1,185 m	Solidly Positive	Continued Positive

Industrial				
Sales Growth				
Skyjack			Double Digit Growth	Double Digit Growth
MacDon			Double Digit Growth	Continued Growth
Normalized Operating Margin	14.0% - 18.0%	13.4%	Expansion Towards Normal Range	Normal Range

Mobility				
Factors Influencing Sales Growth				
Launch Book \$3.7 Billion Driving Incremental Sales Of:		\$376m	\$500 to \$600 million	\$600 to \$700 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range	Low End of Normal Range
Normalized Operating Margin	7.0% - 10.0%	6.5%	Mid Normal Range	Normal Range

New Business



New Business Win

Structural components for next generation battery electric vehicles

Average Annual Volume

73,000 / year

SOP Year

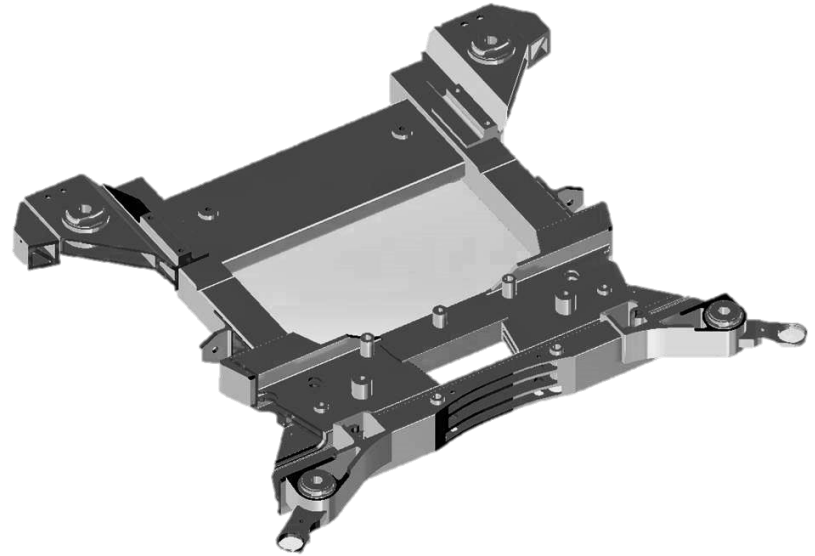
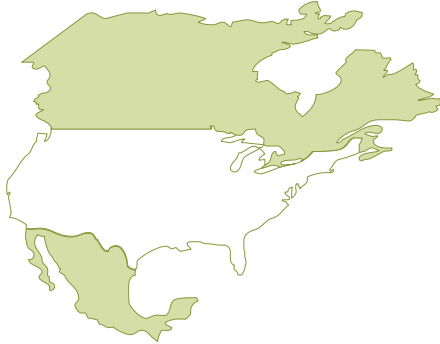
2023

Peak Volume Year

2025

Production Location

Unites States



New Business Win

10-speed transmission differential assembly win for major Japanese OEM

Average Annual Volume

109,000 / year

SOP Year

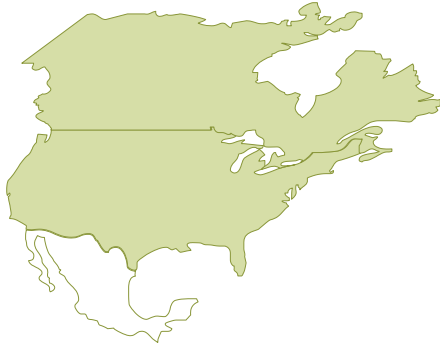
2022

Peak Volume Year

2024

Production Location

Mexico



New Business Win

Nearly \$110M in light vehicle cylinder head and block wins

Average Annual Volume

~\$110 M / year

SOP Year

2021

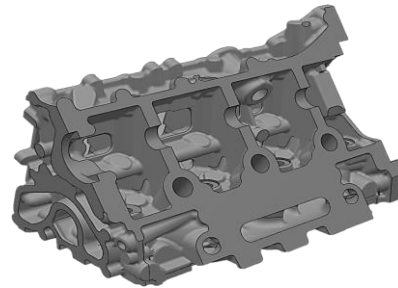
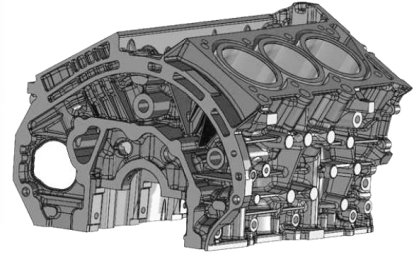
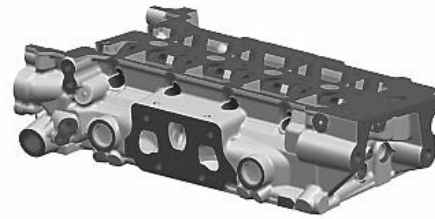
Peak Volume Year

2022

Production Locations

Global

- Canada
- Mexico
- France
- Germany



New Business Win

\$23M in wins for off-highway cylinder blocks

Average Annual Volume

~\$23 M / year

SOP Year

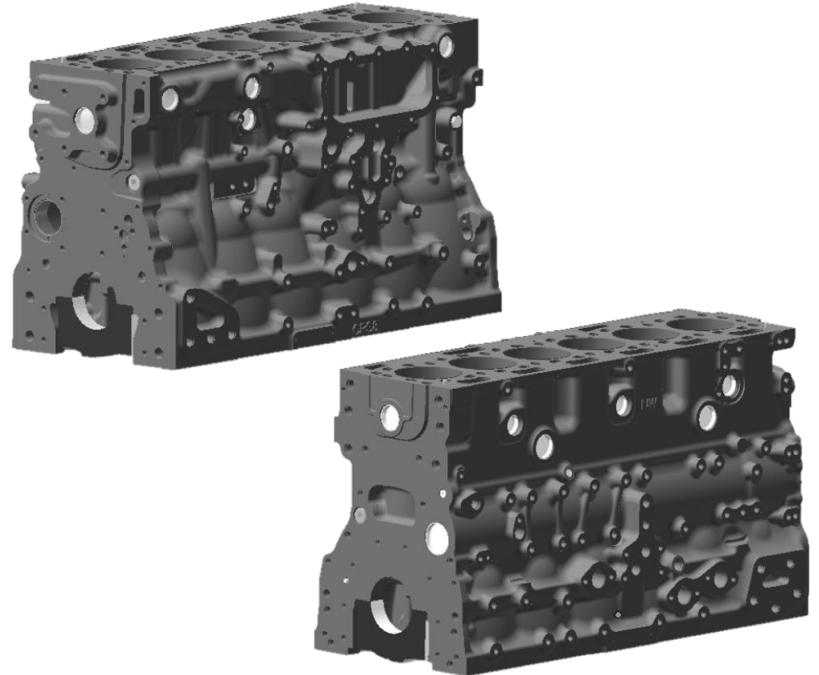
2021

Peak Volume Year

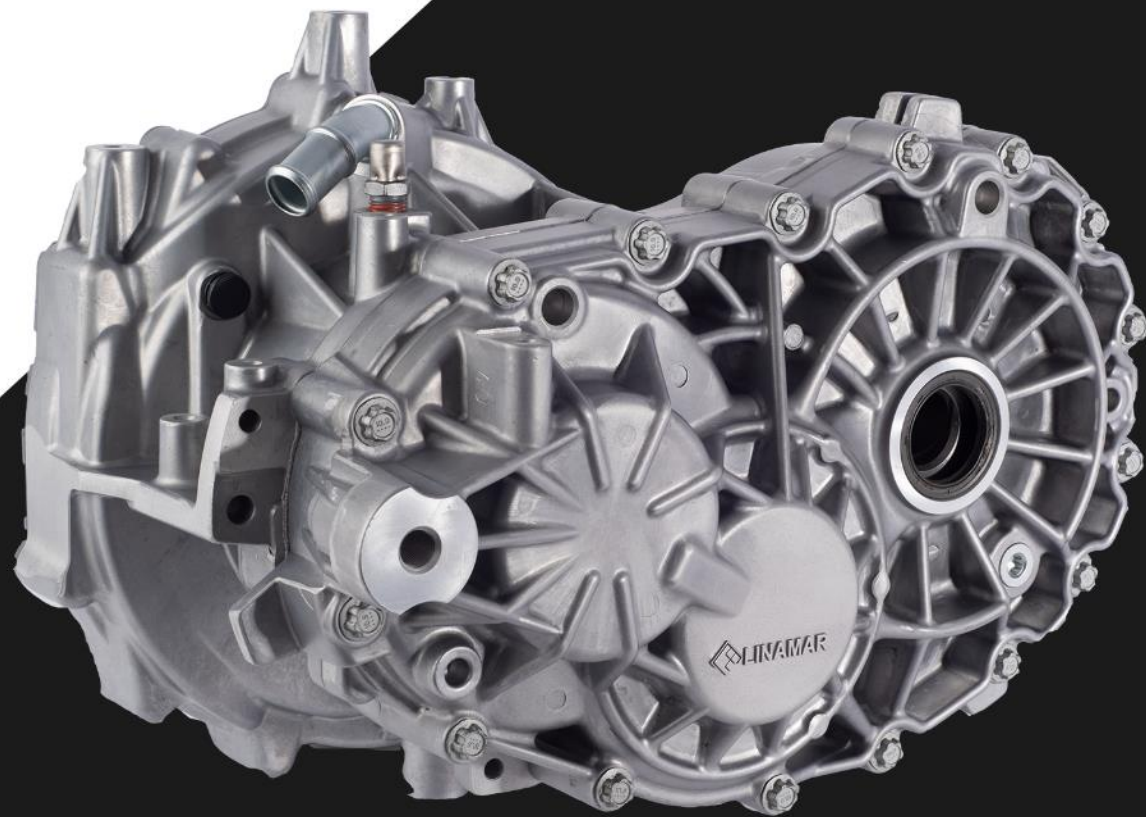
2023

Production Location

China



Innovation



MacDon Product Innovation:

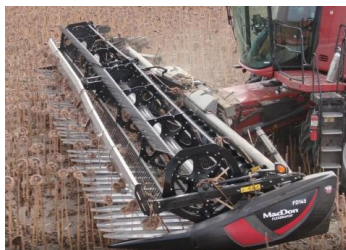
Expanding Product Offerings for the Europe Market

MacDon®



TM100

- Cost effective solution for entry into niche windrowing markets where acres do not justify customer investment in a dedicated Self-Propelled Windrower. Draper header can attach to farmer's existing tractor.



Sunflower Attachment

- Adds to MacDon's draper header multi-crop capability, providing increased customer value in sunflower growing regions.

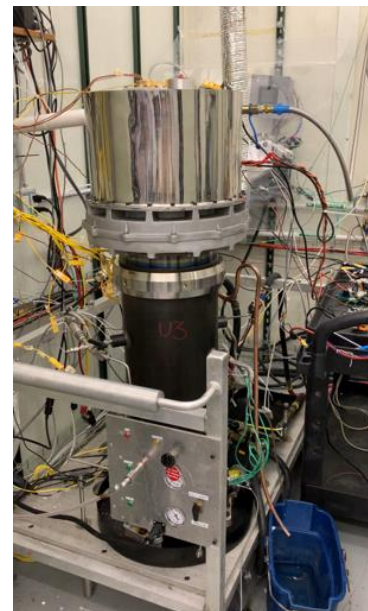
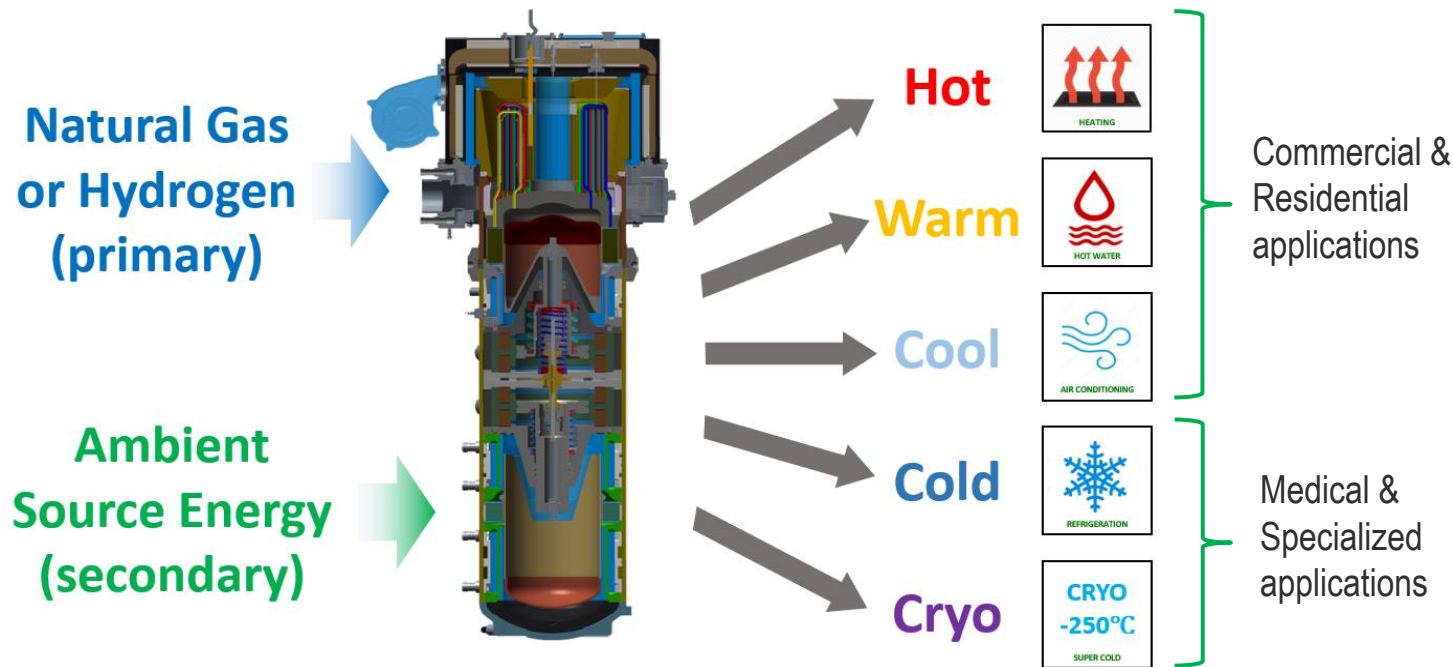


MacDon Header Trailer

- Provides a complete MacDon header & trailer solution. Intended for customers who must trailer headers in narrow transport conditions, a common issue for Europe farmers.

ThermoLift – Thermal Compression Climate Control (TC3)

A single all-in-one unit that can replace a furnace, hot water heater and air conditioner.



Unit under test, McLaren Livonia, MI

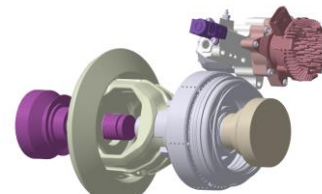
Key Advantage to Other Technologies is Significant Energy Savings.

Continuing Mobility Innovation for eAxles Products



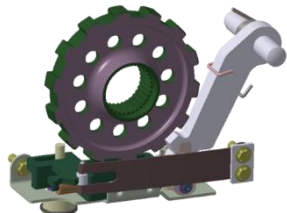
Disconnect

Offers improved EV range potential by disconnecting secondary eAxes when not in use



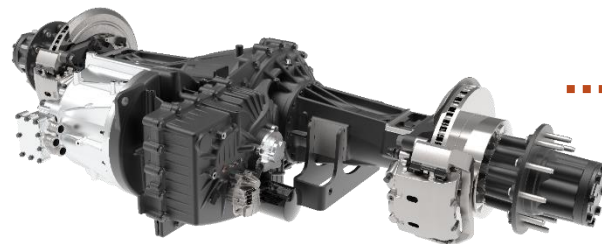
eLSD

Provides improved performance and driver safety by enhancing stability control



Park Lock

Many EVs require park lock systems integrated into the electric drive axle



Digitization with AI/ML and Our Digitization Journey

April 2021

61

Plants



4,341



LMMS Data
Collection Connections

3,455

Robots



2,522

Connected
Machines



1,955



RFID Stations

2,346



Traceability Read Stations

1,144



Vision Systems

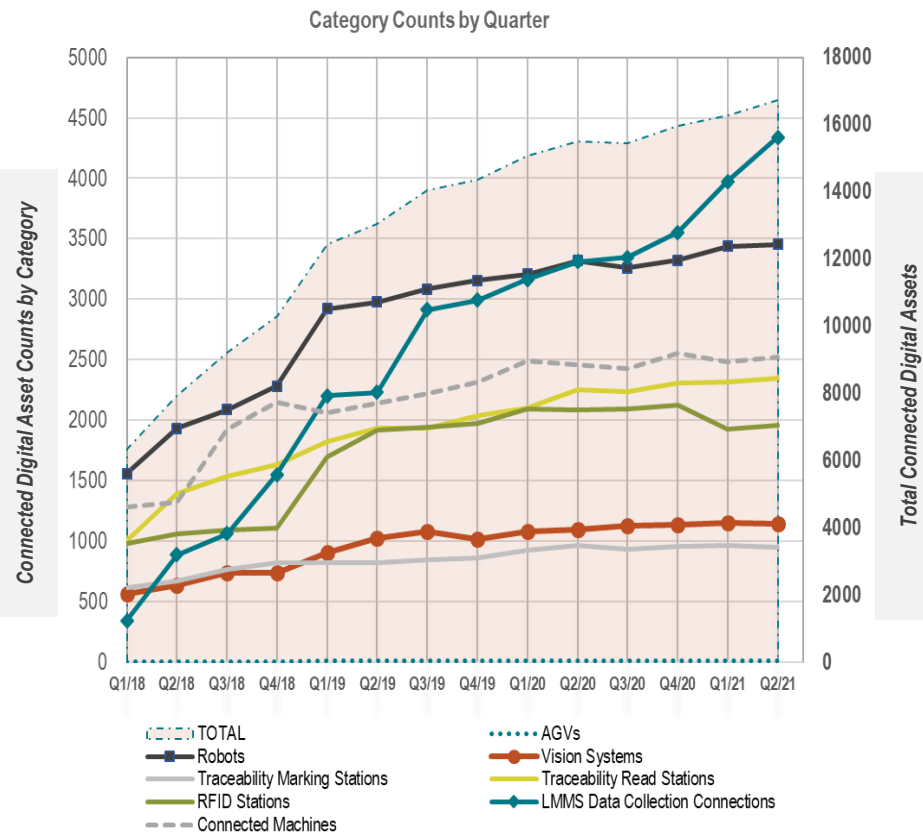
8

AGVs

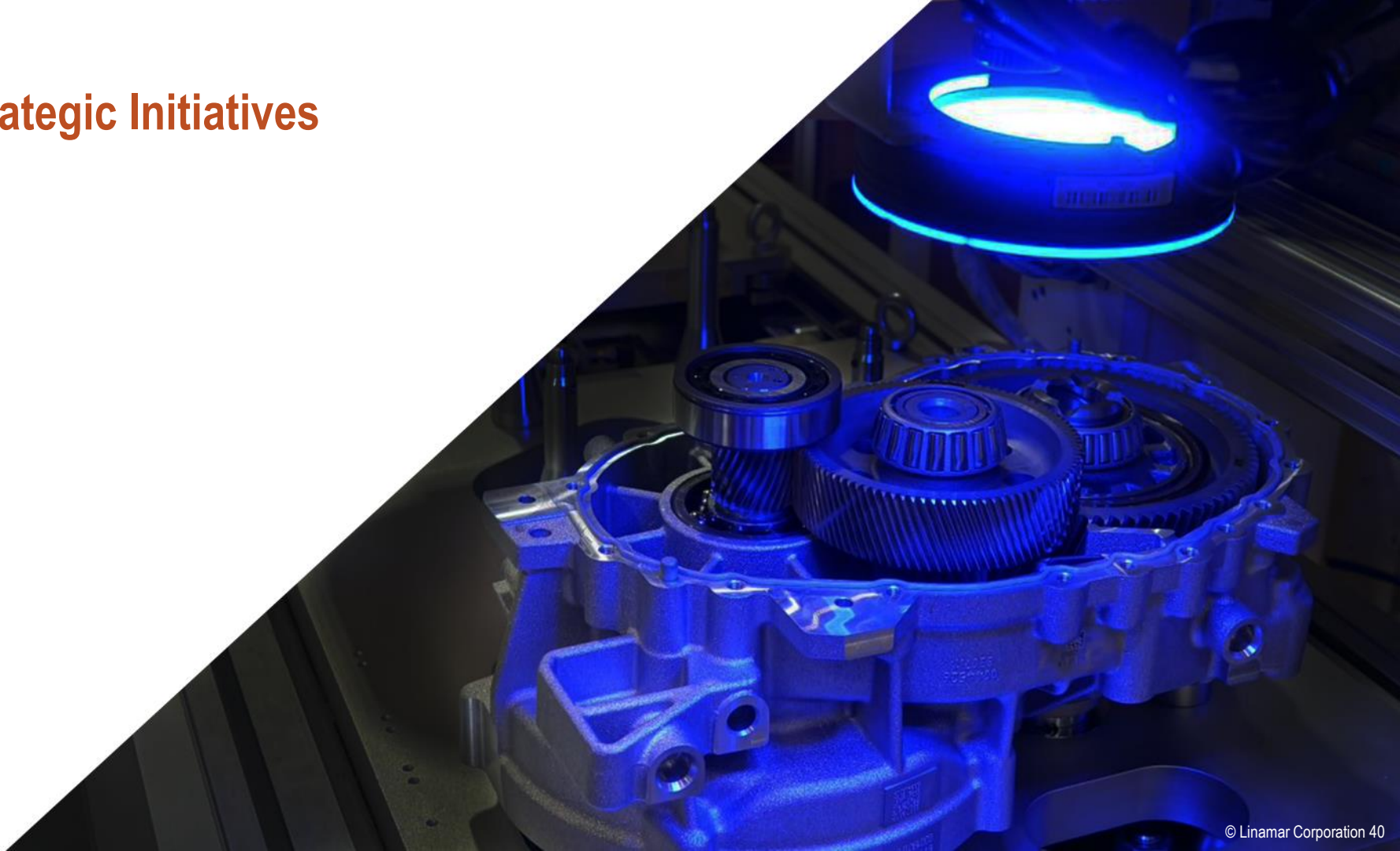


951

Traceability
Marking
Stations



Strategic Initiatives



Strategic Alliance with Ballard Power Systems

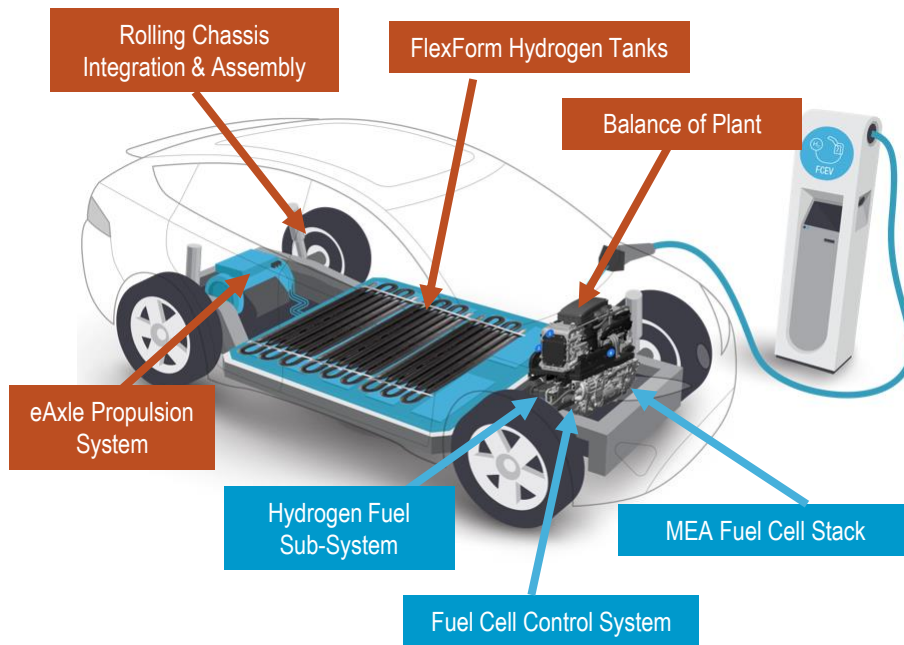
A Partnership to Develop Fuel Cell Solutions for Light-Duty Vehicles

- Framework Agreement to initially co-develop a fuel cell powertrain solution demonstration platform
- In a secondary phase, the parties will move towards a formal Joint Venture focused on light duty Class 1 and 2 vehicles



Linamar leveraging its global manufacturing expertise and Automotive supply experience to provide:

- eAxle Propulsion System
- Rolling Chassis
 - Frame
 - Steering
 - Wheel corners
- FlexForm Hydrogen Tanks
- Full Balance of Plant including
 - Air Flow & Filtration
 - Hydrogen Control & Recirculation
 - Coolant
 - Humidification
 - Structure Enclosure



Ballard drawing on their decade's long expertise in Fuel Cell Technology development to provide:

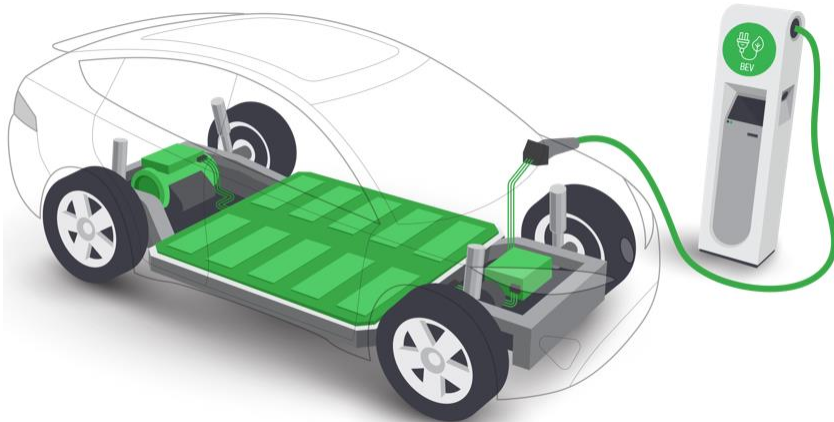
- MEA Fuel Cell Stack
- Hydrogen Fuel Sub-System
- Fuel Cell Control System

'Plug & Play' Platform Conversion from BEV to FCEV

Battery Electric Vehicle:

The Main Systems:

- Full eAxle Propulsion System
- Battery Tray & Pack Storage
- Integrated Subframe & Rolling Chassis



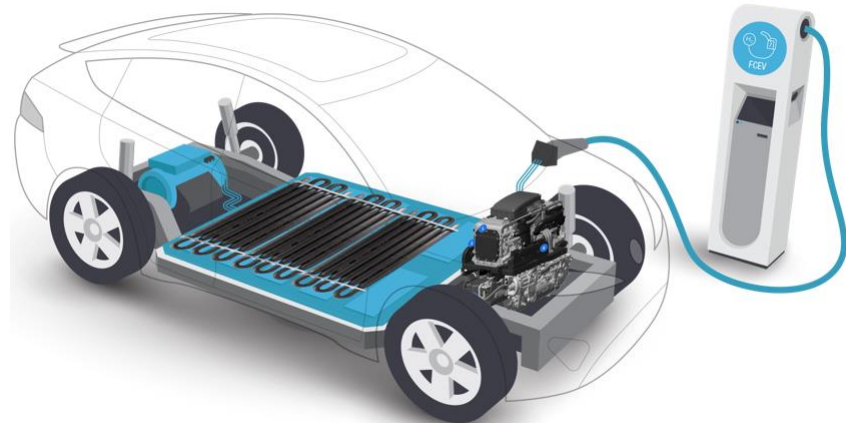
Fuel Cell Electric Vehicle:

Adds:

- Linamar FlexForm™ storage tank
- Fuel Cell Stack, Hydrogen Supply System & Balance of Plant

Removes:

- A significant portion of the Battery Tray & Pack Storage



FCEV An Answer to End to End Sustainable Green Mobility Solutions

CLEAN



Truly 0 Emissions from fuel source to tailpipe

FAST



Quick Refueling in line with ICE experience

EFFICIENT



H2 high density of energy makes it very efficient

VIABLE



Unlike BEV doesn't rely on regionally concentrated sources of "conflict" minerals such as Cobalt and Lithium predominately controlled by countries such as the Congo, China

Financial Review

Dale Schneider



Sales, Normalized Earnings, and Margins (in millions CAD)

	Q1 2021	Q1 2020	% Δ
Sales	1,781.9	1,549.8	15.0%
EBITDA – Normalized ²	341.3	213.9	59.6%
EBITDA – Normalized Margin	19.2%	13.8%	
Industrial OE – Normalized ¹	45.9	31.4	46.2%
Industrial OE – Normalized Margin	13.2%	10.5%	
Mobility OE – Normalized ¹	175.4	72.1	143.3%
Mobility OE – Normalized Margin	12.2%	5.8%	
OE – Normalized ¹	221.3	103.5	113.8%
OE – Normalized Margin	12.4%	6.7%	
NE – Normalized ³	158.3	67.9	133.1%
NE – Normalized Margin	8.9%	4.4%	
EPS – Normalized ⁴	2.41	1.04	131.7%

1 – Operating Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet.

2 – EBITDA before unusual items and foreign exchange impacts from revaluation of the balance sheet.

3 – Net Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet, tax affected.

4 – Earnings per share (EPS) before unusual items, and foreign exchange impacts from revaluation of the balance sheet, tax affected.

Q1 2021

The **key factors impacting results in the quarter** are:

- Continued strong performance in the auto sector in Asia and NA
- MacDon strong performance;
- Cost improvements;
- Government support programs in line with Q4 2020, ahead of Q1 2020

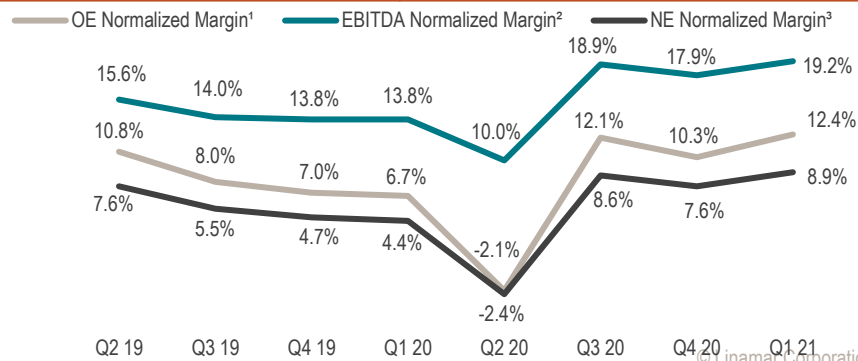
The **key impacts to the segments vs prior year** are:

Mobility

- Global light vehicle markets up 14.7%
- Launching business driving better volumes and margins
- Cost reductions and subsidies;
- Change in FX rates; offset by
- Reduced customer production levels due to semi-conductor chip shortages

Industrial

- MacDon markets & market share up in targeted core and expansion markets
- Skyjack markets recovering & market share up in core NA markets

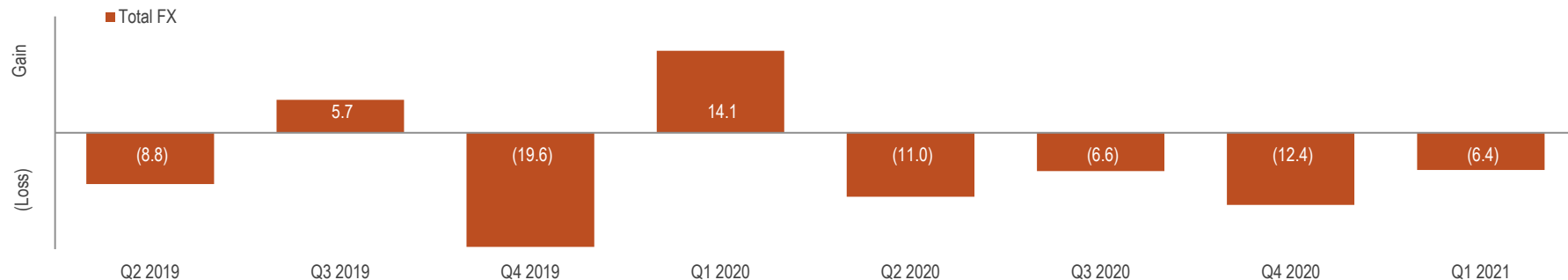


Foreign Exchange Gain/Loss (in millions CAD)

	Q1 2021	Q1 2020	+/-
FX Gain/(Loss) – Operating ¹	(0.1)	14.4	(14.5)
FX Gain/(Loss) – Financing	(6.3)	(0.3)	(6.0)
Total FX Gain/(Loss)	(6.4)	14.1	(20.5)

Operating Margin	12.4%	7.6%
Operating Margin – Normalized ²	12.4%	6.7%
FX Gain/(Loss) – Impact on EPS FD ³	(0.07)	0.16

- Total FX Loss was \$6.4 which was nearly fully related to the revaluation of financing balances.
- FX Loss – Operating was a \$0.1 loss with a \$10.2 loss in Industrial and \$10.1 gain in Mobility.
- FX Loss impacted EPS by 7 cents in the quarter.



1 – Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 – Operating Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet.

3 – The impact on Earnings Per Share Fully Diluted from FX is a non-GAAP financial measure that divides the tax effected foreign exchange impact by the Company's diluted number of shares

Industrial Sales, Earnings, and Margins (in millions CAD)

	Q1 2021	Q1 2020
Sales	348.3	299.0
Operating Earnings	35.7	42.9
Unusual Item	-	-
Foreign Exchange ¹ (Gain)/Loss	10.2	(11.5)
Operating Earnings – Normalized ²	45.9	31.4
Operating Earnings Margin	10.2%	14.3%
Operating Earnings Margin – Normalized ²	13.2%	10.5%

- **Industrial sales** increased by 16.5% or \$49.3 to \$348.3.
- The sales were helped by:
 - strong demand and market share gains at MacDon for agricultural equipment; and
 - strong North American demand and market share gains at Skyjack for access equipment.
- The sales were hurt by:
 - European Access Equipment sales declines associated with the global COVID-19 pandemic; and
 - a negative FX impact related to the change in rates since last year.
- **Normalized Industrial OE** increased \$14.5 or 46.2% to \$45.9.
- The Normalized OE was helped by:
 - the strong sales at MacDon; and
 - the net increase in sales at Skyjack.
- The Normalized OE was hurt by:
 - a negative FX impact related to the change in rates since last year.

1 – Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 – Operating Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet.

Mobility Sales, Earnings, and Margins (in millions CAD)

	Q1 2021	Q1 2020
Sales	1,433.6	1,250.8
Operating Earnings	185.5	75.0
Unusual Item	-	-
Foreign Exchange ¹ (Gain)/Loss	(10.1)	(2.9)
Operating Earnings – Normalized ²	175.4	72.1
Operating Earnings Margin	12.9%	6.0%
Operating Earnings Margin – Normalized ²	12.2%	5.8%

- **Mobility sales** increased by \$182.8 to \$1,433.6.
- The sales were helped by:
 - increasing volumes on certain programs related to some of our more significant customers;
 - increasing volumes on launching programs; and
 - a favourable impact from the changes in FX rates.
- The sales were hurt by:
 - the market impact of the semi-conductor chip supply issues which are impacting our customers.
- **Normalized operating earnings** were higher by \$103.3 to come in at \$175.4.
- Mobility normalized earnings were helped by:
 - the net volume increases that occurred in the quarter;
 - cost reductions implemented in the quarter;
 - a favourable impact from the changes in FX rates; and
 - utilization of support programs related to the global COVID-19 pandemic.

1 – Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 – Operating Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet.

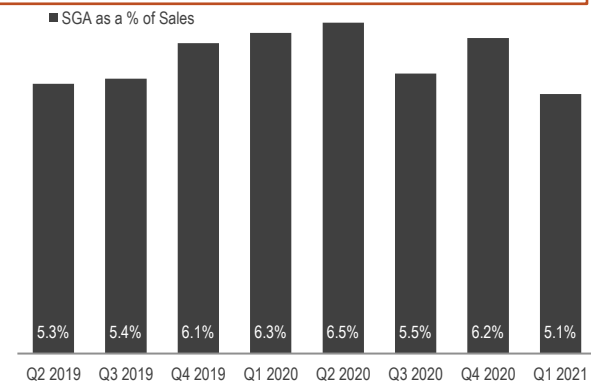
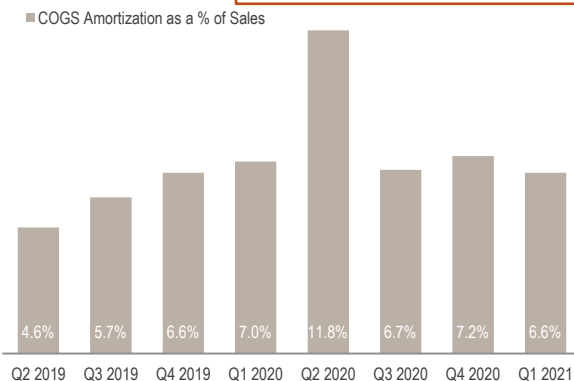
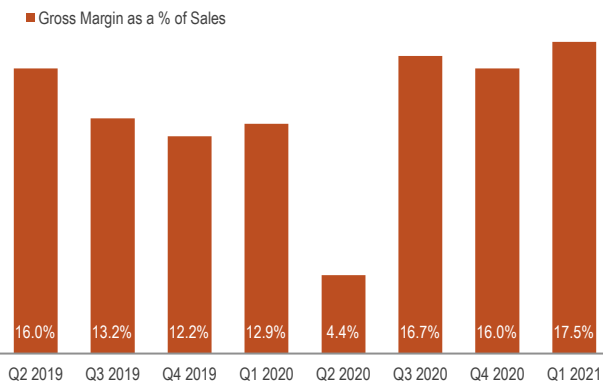
Operating Expenses (in millions CAD)

	Q1 2021	Q1 2020	+/-	%
Sales	1,781.9	1,549.8	232.1	15.0%
Cost of Goods Sold	1,469.2	1,349.3	119.9	8.9%
Gross Margin	312.7	200.5	112.2	56.0%
Gross Margin as a % of Sales	17.5%	12.9%		

Cost of Goods Sold Amortization	118.2	108.7	9.5	8.7%
COGS Amortization as a % of Sales	6.6%	7.0%		

Selling, General, and Administrative	91.5	97.5	(6.0)	(6.2%)
SGA as a % of Sales	5.1%	6.3%		

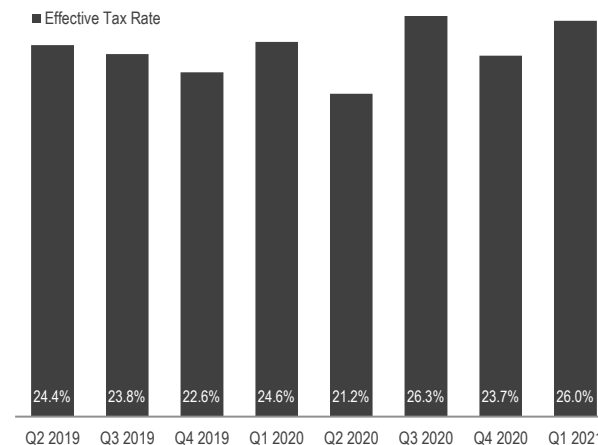
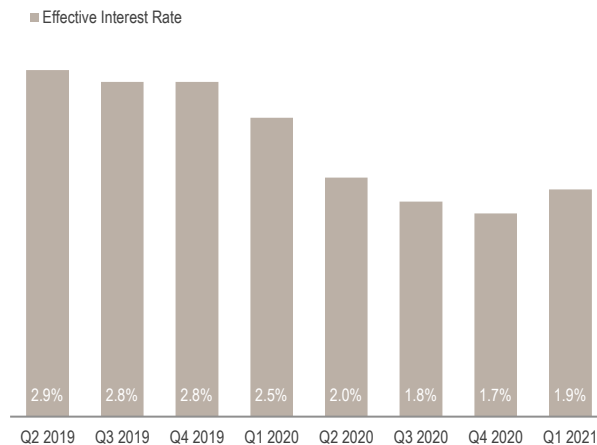
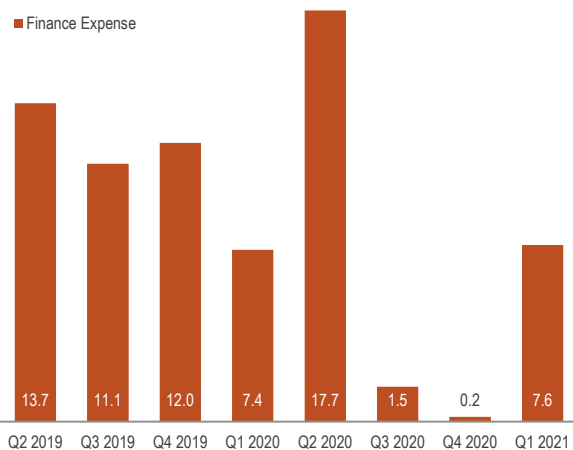
- Gross Margin was \$312.7 in the quarter and was impacted by:
 - the margin improvement from the various increases in volumes within both the Mobility and Industrial segments;
 - continued focus on cost reductions;
 - a favourable impact related to the changes in FX rates;
 - the utilization of government support programs related to the global COVID-19 pandemic; partially offset by
 - the market impact of the semi-conductor chip supply issues which are impacting our customers.
- Amortization decreased to 6.6% with an increase of \$118.2 mainly due to launching programs and products.
- SG&A decreased by \$6.0 as a result of costs savings achieved in the quarter.



Finance Expenses & Income Tax (in millions CAD)

	Q1 2021	Q1 2020	+/-
Finance Expense	7.6	7.4	0.2
Effective Interest Rate	1.9%	2.5%	(0.6%)
Effective Tax Rate	26.0%	24.6%	1.4%

- Finance expenses increased by \$0.2.
- Finance expenses were hurt by:
 - a one-time FX impact due to the USD Debt repayment and the funding of the new Euro PPN; and
 - lower interest earned due the lower long-term receivables.
- Finances expenses were helped by:
 - lower interest expense as a result of reducing average daily debt balances since Q1 2020; and
 - lower effective interest rates which improved by 55 bps.
- The effective interest rate declined to 1.9% from 2.5% in Q1 2020.
- The tax rate increased to 26% in the quarter from last year.
- Full year 2021 tax rate expected to be in the range of 24% to 26%.

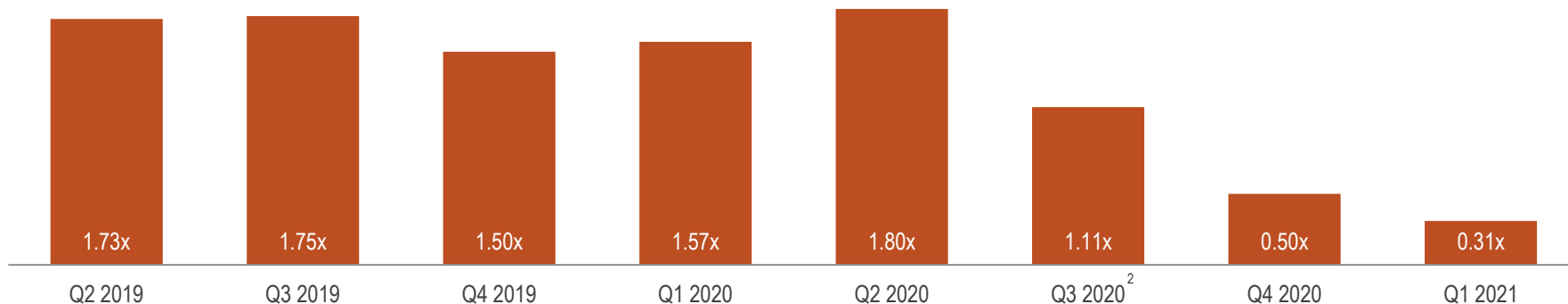


Leverage (in millions CAD)

	Q1 2021	Q1 2020
Cash Position	671.9	413.2
Available Cash on Credit Facilities	957.5	739.3
Net Debt to EBITDA	0.31x	1.57x
Debt to Capitalization	18.3%	32.6%

- Cash position at the end of the quarter was \$671.9.
- Linamar generated \$223.9 in Cash from Operating Activities.
- Linamar generated \$166.2 of Free Cash Flow¹ in the quarter.
- Net Debt to EBITDA was decreased significantly to 0.31x.
- Based on current estimates, we expect Net Debt to EBITDA to continue to improve by the end of 2021.
- Liquidity¹ remains strong and improved to \$1.6 billion compared to Q1 2020.

■ Net Debt to EBITDA



1 - For more information on the Free Cash Flow measure and Liquidity refer to sections entitled "Non-GAAP and Additional GAAP Measures" and "Liquidity and Capital Resources" respectively, in the Company's separately released Management Discussion and Analysis ("MD&A").

2 - 2020 EBITDA restated in Q1 2021. Please refer to the definition of EBITDA in the section entitled "Non-GAAP and Additional GAAP Measures" in the Company's separately released MD&A.

Conclusion

- Normalized Net Earnings up 2.3 times
- Strong Sales and Earnings performance in both Segments
- Operations have continued to recover
- Excellent Free Cash Flow¹ generation of \$166.2 million in the quarter
- Available Liquidity¹ remains strong at \$1.6 billion

Question and Answer



Outlook

Q2 Expectations

- **Auto**
 - Expect bigger impact in Q2 than Q1 from chip related shutdowns as more powertrain plants begin to be impacted
- **Ag**
 - Solid growth over prior year
- **Access**
 - Solid growth over prior year
- **Cash**
 - Continued positive free cash flow
- **General**
 - Expect some cost impacts from supply chain issues in both segments
 - Impacts from the COVID-19 outbreak and subsequent supply chain challenges are currently not fully understood or determinable in terms of their impact to all segments at this point

Consolidated	Normal Ranges	2020 Actuals	Expectations 2021	Expectations 2022
Sales Growth		(21.6%)	Double Digit Growth	Continued Growth
Normalized Earnings Growth				
EPS		(32%)	Strong Double Digit Growth	Continued Growth
EBITDA		(15%)		
Normalized Net Margin	7.0% - 9.0%	5.4%	Expansion Back into Normal Range	Normal Range
Capex (% of Sales)	6.0% - 8.0%	264m 4.5%	Up From 2020 Low End Normal Range	Within Normal Range
Leverage Net Debt:EBITDA		0.50x	Continued Improvement	Continued Improvement
Free Cash Flow		\$ 1,185 m	Solidly Positive	Continued Positive

Industrial				
Sales Growth				
Skyjack			Double Digit Growth	Double Digit Growth
MacDon			Double Digit Growth	Continued Growth
Normalized Operating Margin	14.0% - 18.0%	13.4%	Expansion Towards Normal Range	Normal Range

Mobility				
Factors Influencing Sales Growth				
Launch Book \$3.7 Billion Driving Incremental Sales Of:		\$376m	\$500 to \$600 million	\$600 to \$700 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range	Low End of Normal Range
Normalized Operating Margin	7.0% - 10.0%	6.5%	Mid Normal Range	Normal Range

Key Messages



**Outstanding Earnings
Performance >2x Prior Year**



**Exciting New In Roads
Towards Green Mobility**



**All Markets Significantly Up and
Market Share Growing in Each
Business**





Thank You

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  Linamar Corporation