



AEM Investor Conference
March 11th, 2020



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, 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



Core Brands and Diverse Markets

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

Infrastructure



SKYJACK

Food



MacDon

Transportation



LINAMAR

Machining & Assembly

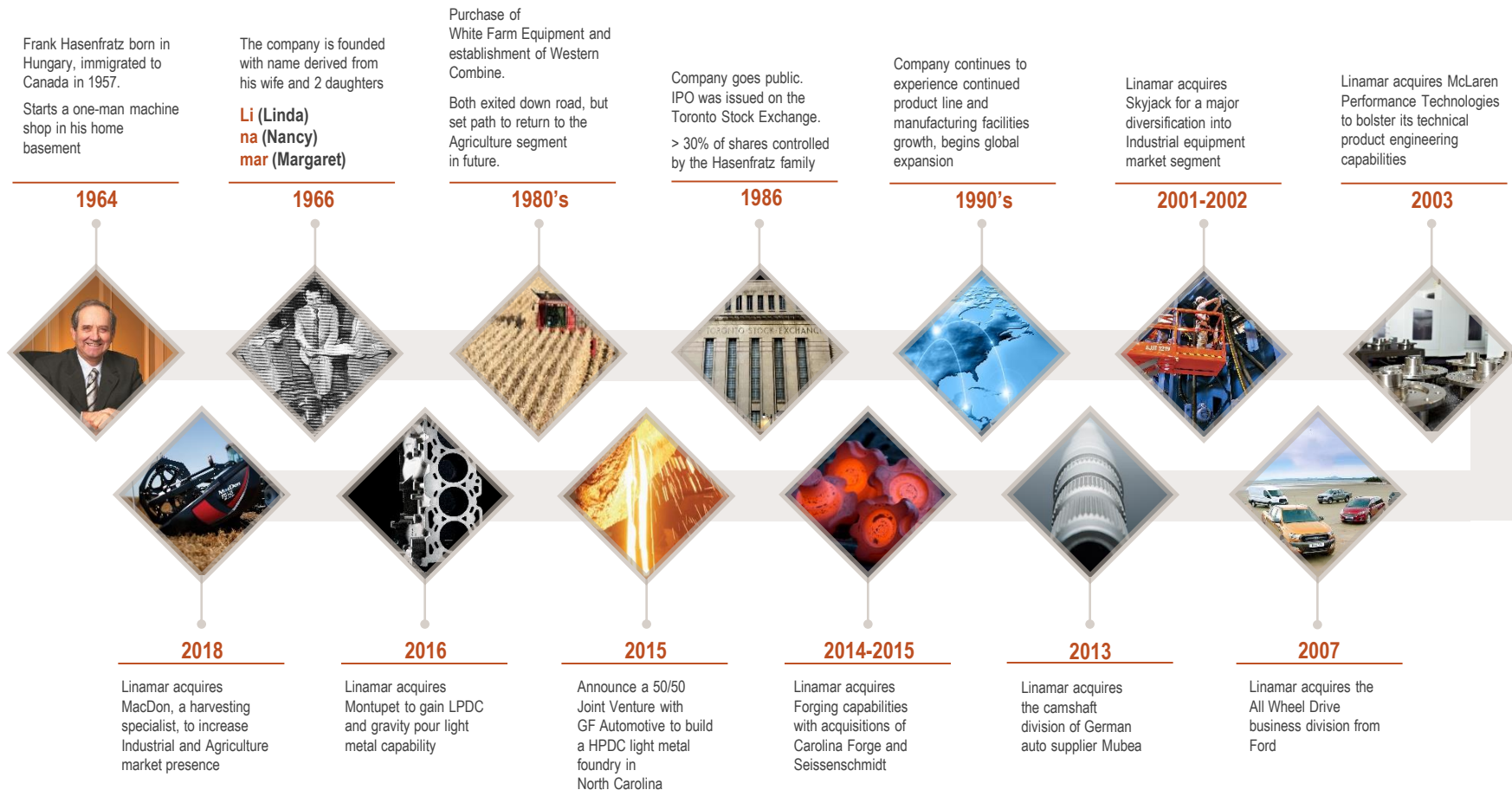


Light Metal Casting



Forging

History Timeline



Market Concentration Balance

Industrial

Sales
25%

Mobile Industrial Equipment | Fabricated Assemblies

OE

38%

Transportation

Sales
75%

Engine | Transmission | Driveline | Body

OE

62%

ACCESS



17.3

AGRICULTURAL



7.7

AUTOMOTIVE



68.9

OFF HIGHWAY



2.4

COMMERCIAL



3.7

Diverse Core Capabilities

Metal Forming

- Robotic Welding
- Laser cutting
- Metal Forming
- Stamping
- Painting
- Assembly



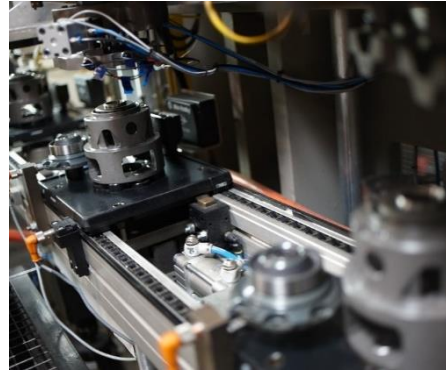
Forging

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



Machining & Assembly

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



Light Metal Casting

- Gravity & Low Pressure Aluminum Die Casting
- High Pressure Aluminum & Magnesium Die Casting



Diverse Key Products

Industrial

SKYJACK
simply reliable



MacDon



Transportation

New Energy Powertrain Systems



Body & Chassis



Engine



Driveline

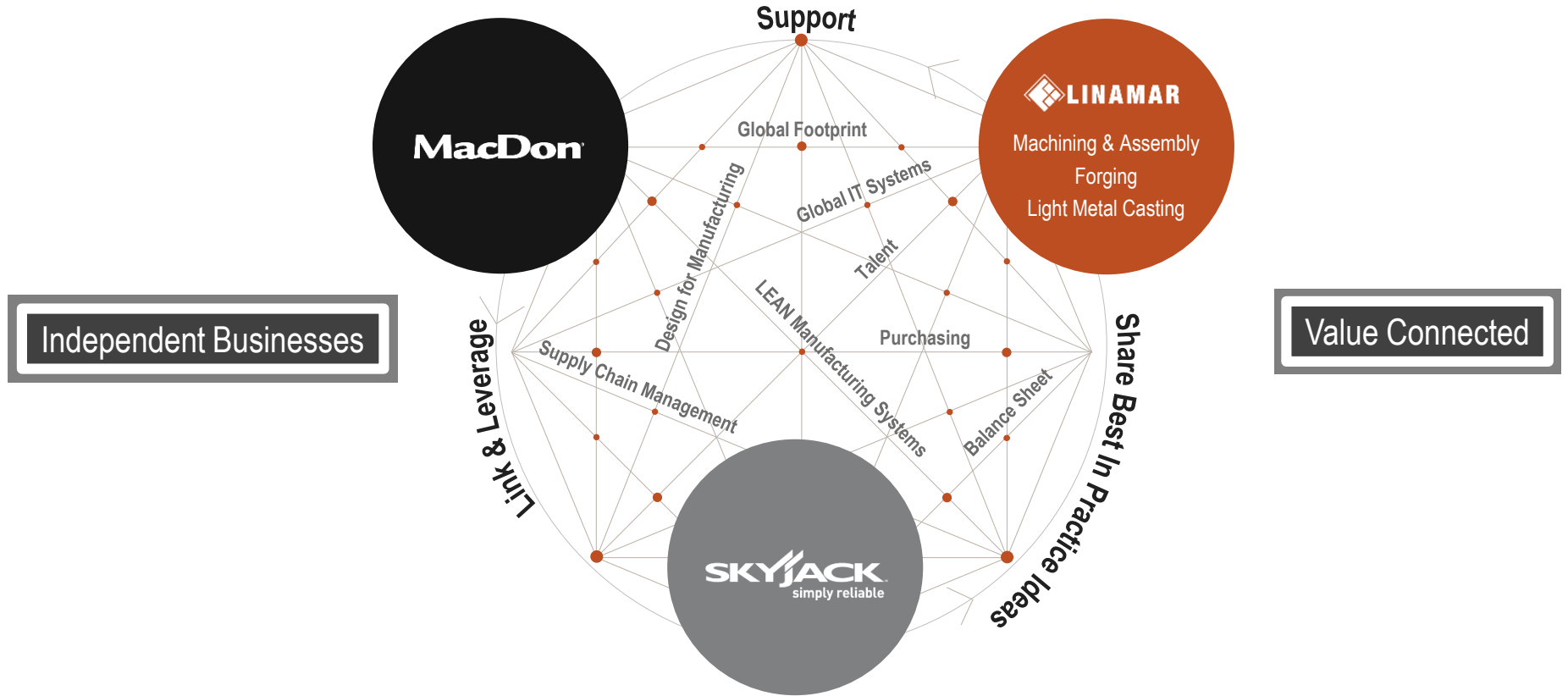


Transmission

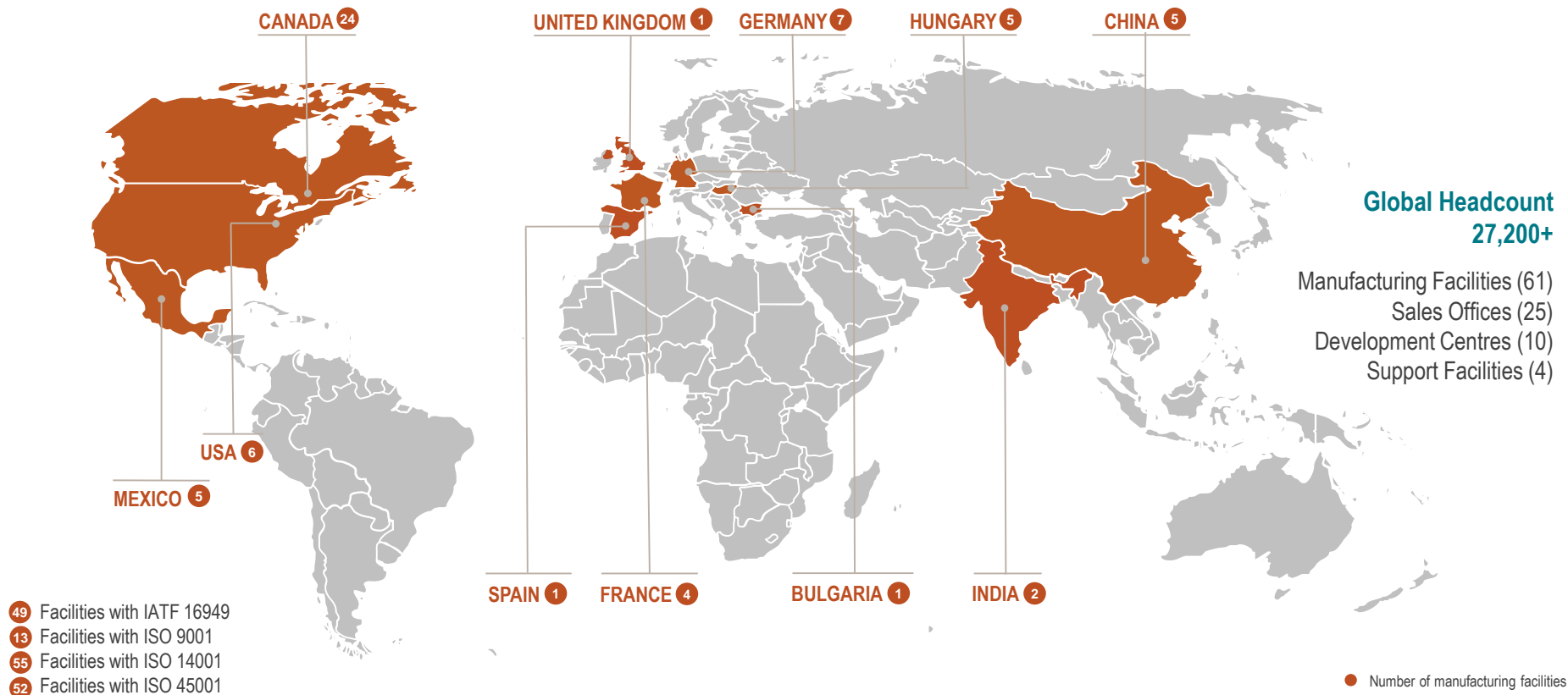


Linamar's Unique Value Creation Model

Deeply Interconnected Businesses Driving Value Across Multiple Vectors



Strong Global Footprint



Market Focus Addresses Key Global Trends

Transportation



Infrastructure



Food



Power



Water



Age



Rapid Technology
Evolution

Growing Intensity to
Address
Environmental
Concerns

Urbanization

Growing Global
Population

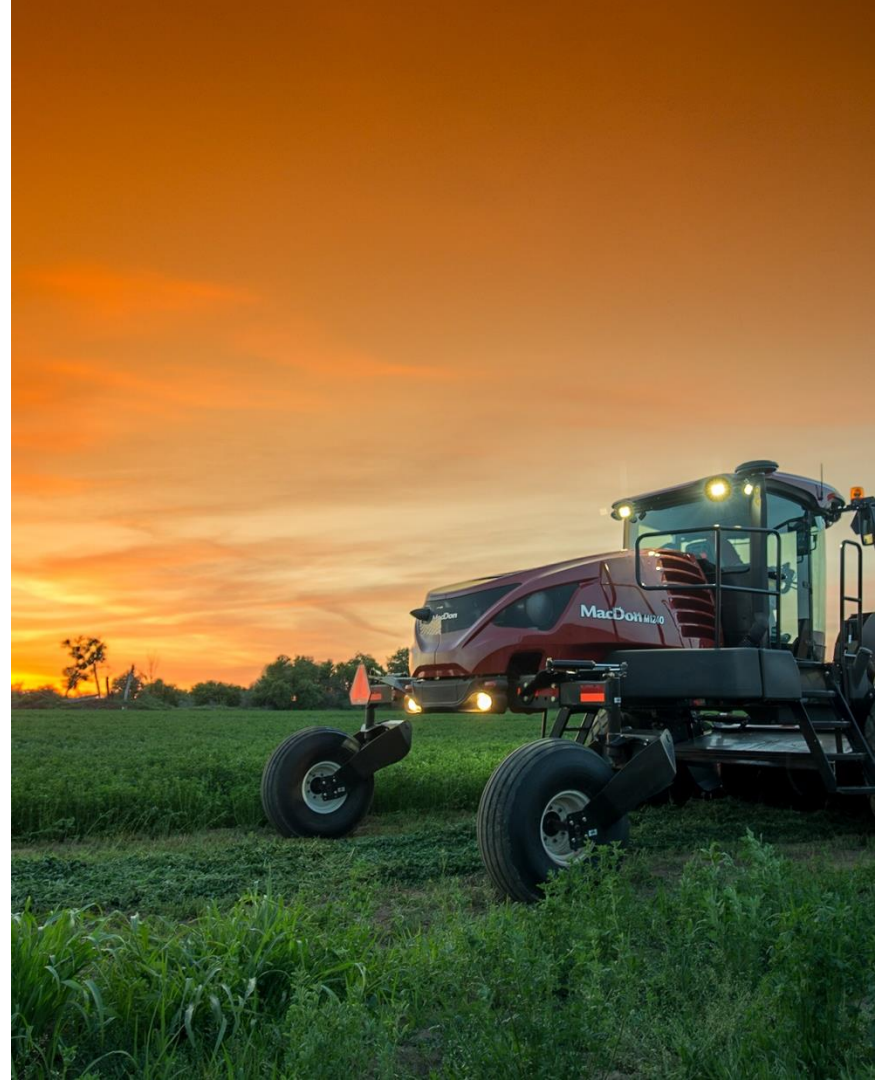
Aging Global
Population

Food & Agriculture





MacDon is the world leader in technology, innovation, and manufacturing of high-performance harvesting equipment.



MacDon Products

FD Series FlexDraper®



C Series Corn Headers



D Series Draper Headers



Pick-Up Headers



Rotary Disc Pull-Type and Headers



M Series Windrowers



Proud Heritage & Bright Future

- 2019 marked the MacDon's 70th year in business
- Plans to diversify and expand the product line
- Focused on Global Growth with increase sales penetration outside North America



**70TH ANNIVERSARY
& DEALER MEETING**



Transportation



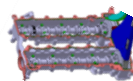
Engine



Camshafts



Cast and Cubed / Fully Machined Cylinder Blocks & Heads



Camshaft / Cylinder Head Cover Module



Lower Engine Crankcase Assembly



Connecting Rods



Balance Shaft Modules



Turbo Charger Assemblies

Transmission



Gears



Shaft & Shell Assemblies



Differential Assemblies



Transmission Cases



Full Clutch Module Assembly



Full Clutch Module Superstructure Assembly

Driveline



Engineered Gear Sets



Differential Housing



PTUs



RDMs



Disconnecting AWD Systems



eAssist Micro Hybrid



Single Motor eAxe

Body and Chassis



Knuckles



Subframes & Corner Nodes



Shock Towers



Cross Car Beams



Centre Consoles



Door Frames



Seat Frames

Driveline Systems



Single Motor eAxe



Dual Motor eAxe



Commercial Vehicle Solid Axle ePower Unit



Multi-Speed eGearboxes

EV Motor & Battery Modules



Battery Tray Housings



Electric Motor Housings



Hydrogen Storage Tank

Today & Tomorrow: Linamar has the Products!!

ICE & HEV

All E-Vehicles



eAxle Innovation Outlook – New Technologies

Start

Now



Initial Prototypes

- Built customer interest
- Penetrated electrification market
- Developed initial engineering capabilities

Production Design

- First production eAxle awards
- Expanded reputation globally

Refined Design

- Focused on low cost designs
- Diversified portfolio
- Expanded engineering capabilities

High Performance

- Pushed limits of power density and optimization
- Performance application production award pending

Advanced Technologies

- Expanding to meet customer needs for advanced features
- Building capabilities for the following:
 - Park lock systems
 - Disconnect systems
 - eLSD
 - Multi-speed gearboxes

eAxle Innovation Outlook – Commercial Vehicles



Gen I



Gen II



Future Gen III
Developments

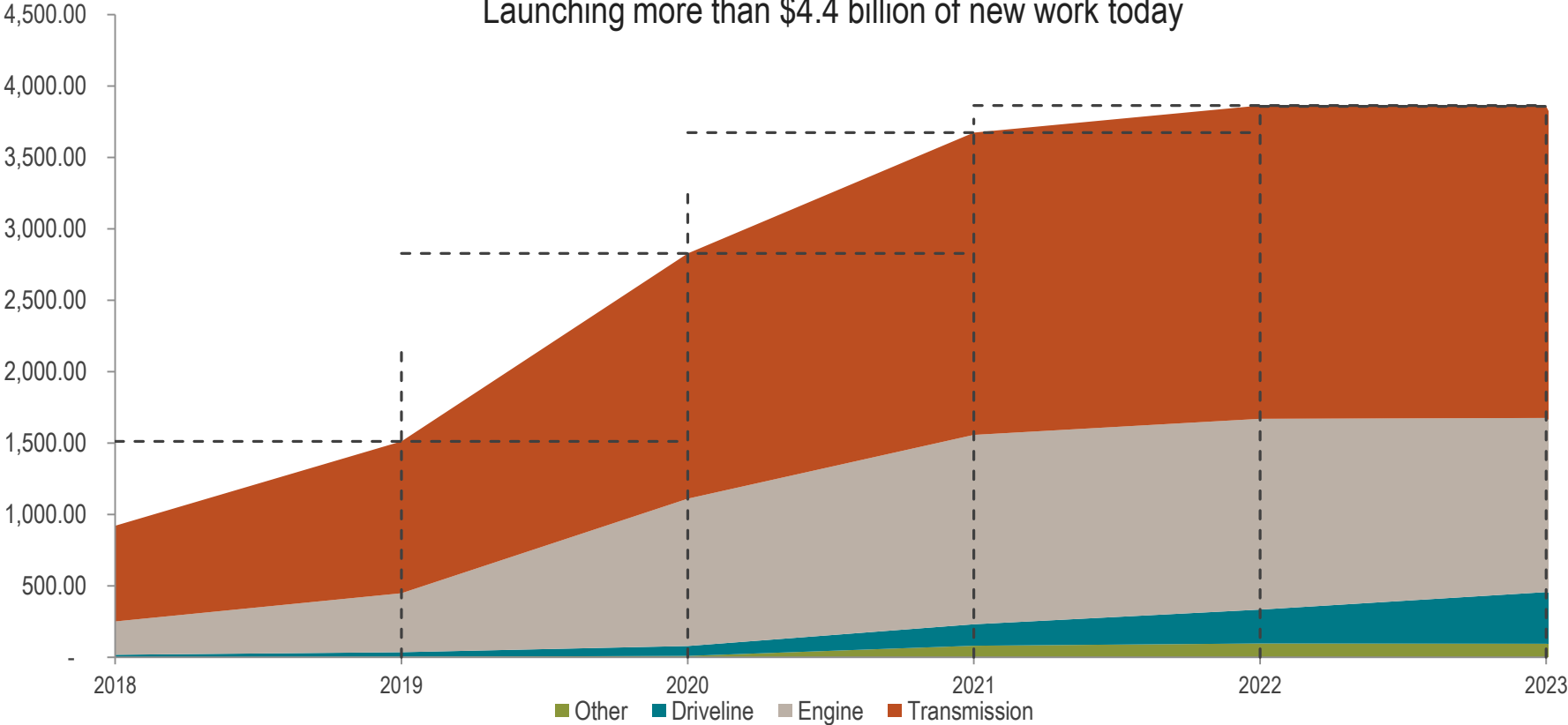
- Initial Commercial Vehicle fleet partnership development program
- Installed in 4 test vehicles in the US for past year
- 2 eMotors
- 2 Gearboxes (2 speed)
- 2 Park Lock Systems

- Government body Sponsored Collaboration Program
- Design optimized from Gen I
- Similar performance, simplified design
- 1 eMotor
- 1 Gearbox (1 Speed)
- 1 Park Lock System

- Optimized to meet multiple customer applications
- Based off Gen II design and customer feedback
- Low cost
- High power density
- Off-the-shelf design

Launches

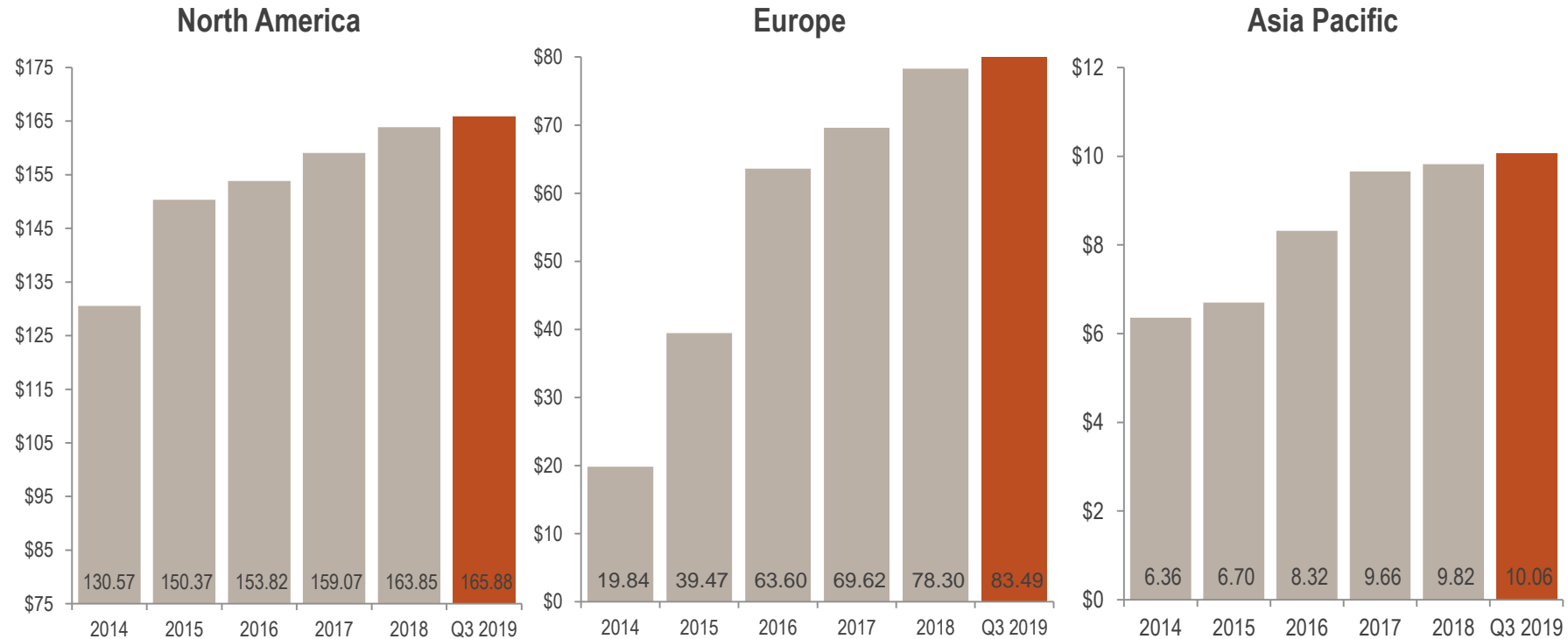
Launching more than \$4.4 billion of new work today



Sales from Launch add:

\$625 to \$675 Million in 2019 , >\$1 Billion in 2020

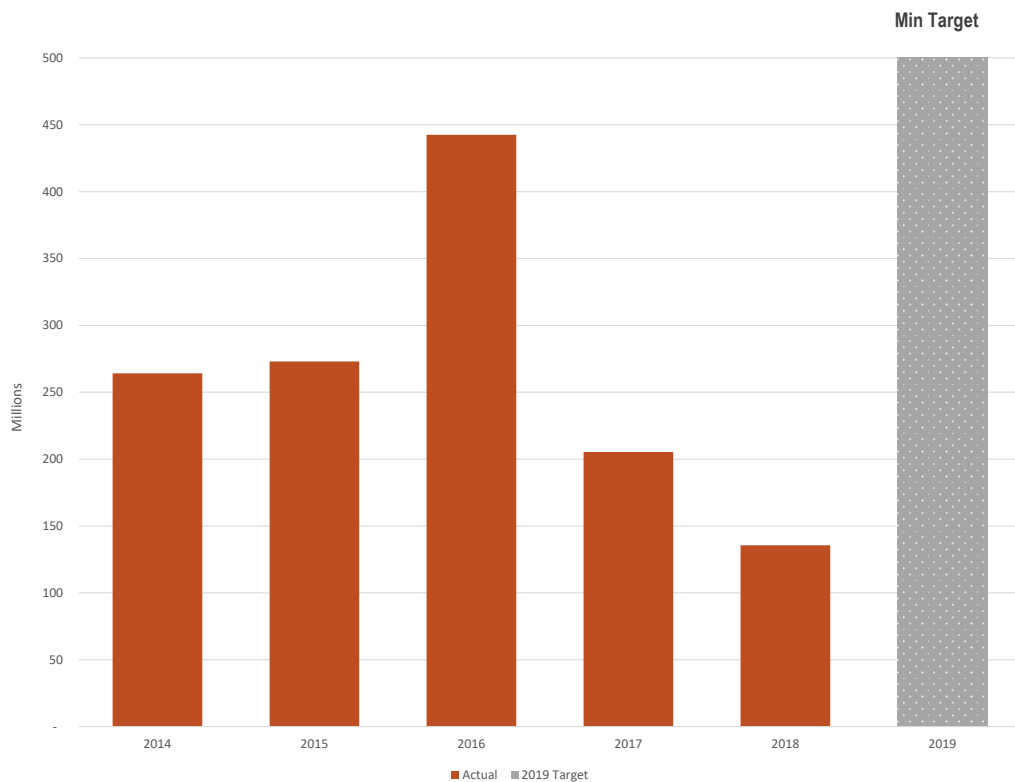
Content Per Vehicle



Financial Review

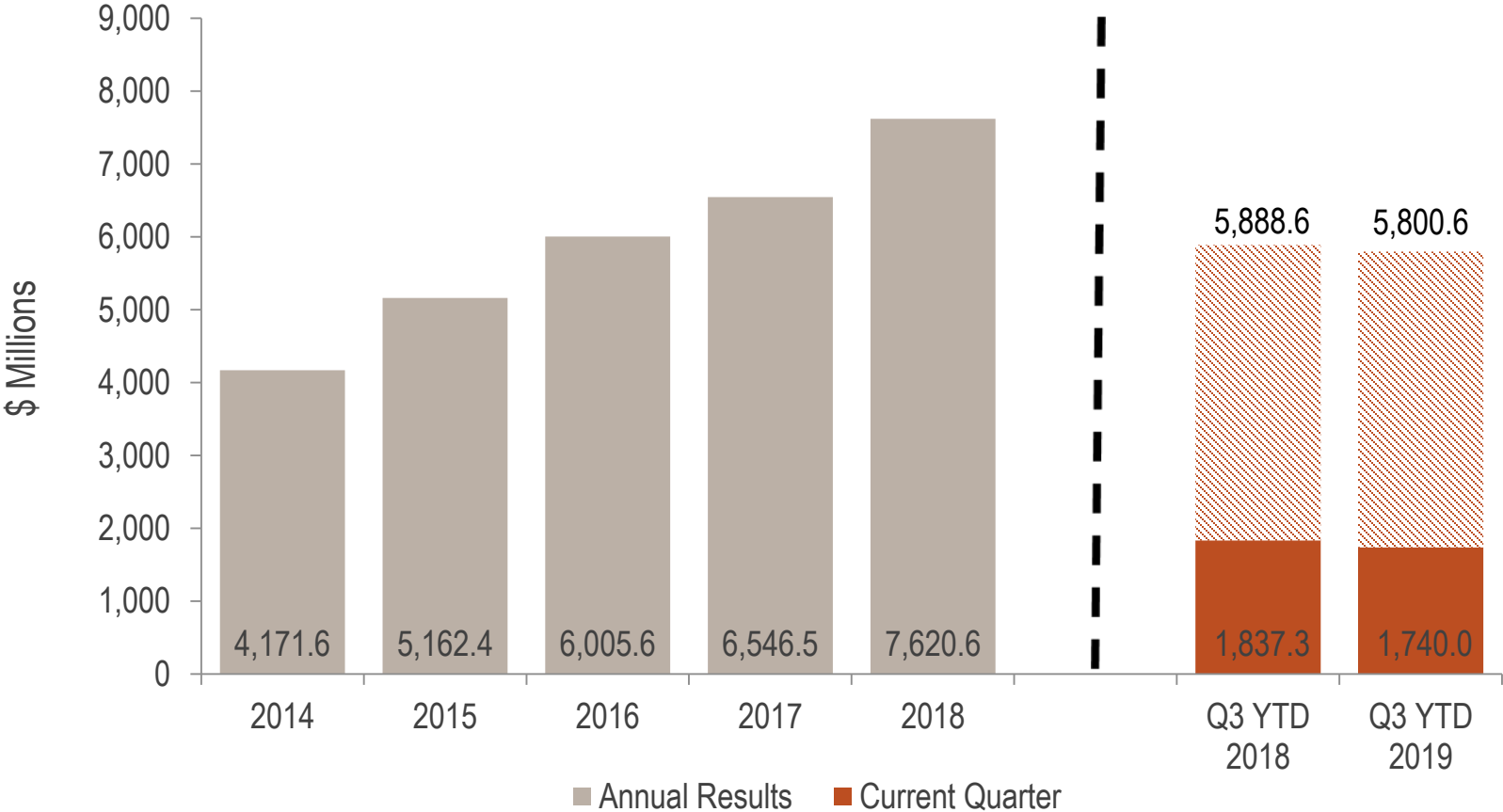


2019 Expected to Drive Solid Free Cash Flow

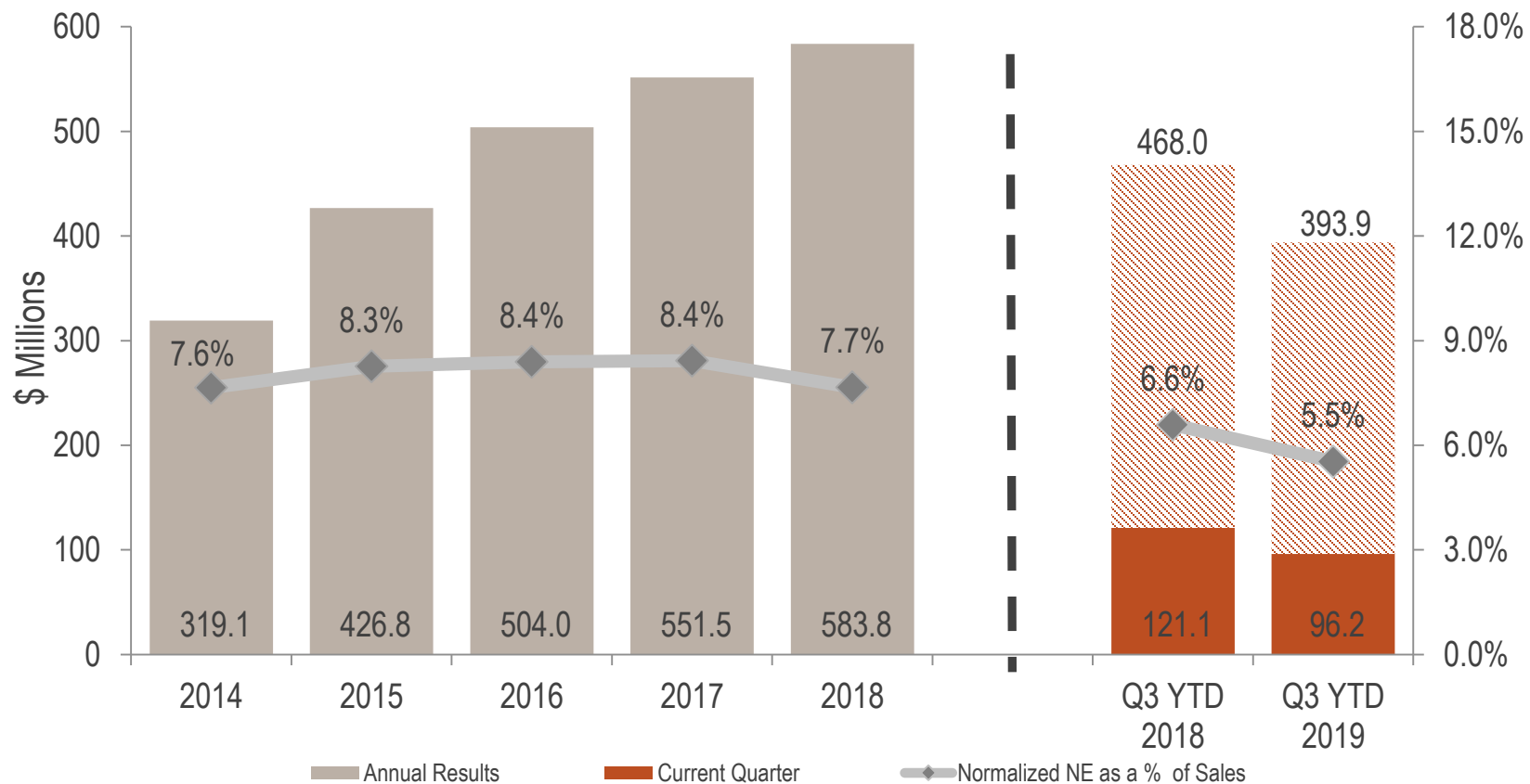


- 2019 expected to generate between \$500 and \$700 million through
 - Strong earnings;
 - Lower Capex than 2018;
 - Focused NCWC Improvements; and
 - Long Term AR (“LTAR”) Improvements
- NCWC Improvements focused on
 - Inventory reductions
 - Improvements at recently acquired companies (MacDon, Montupet, LSF)
 - MacDon Trade AR financing program
- Long Term AR
 - 2018 Skyjack LTAR financing program initiated and expected to drive Cashflow improvements in 2019

Yearly Sales Growth



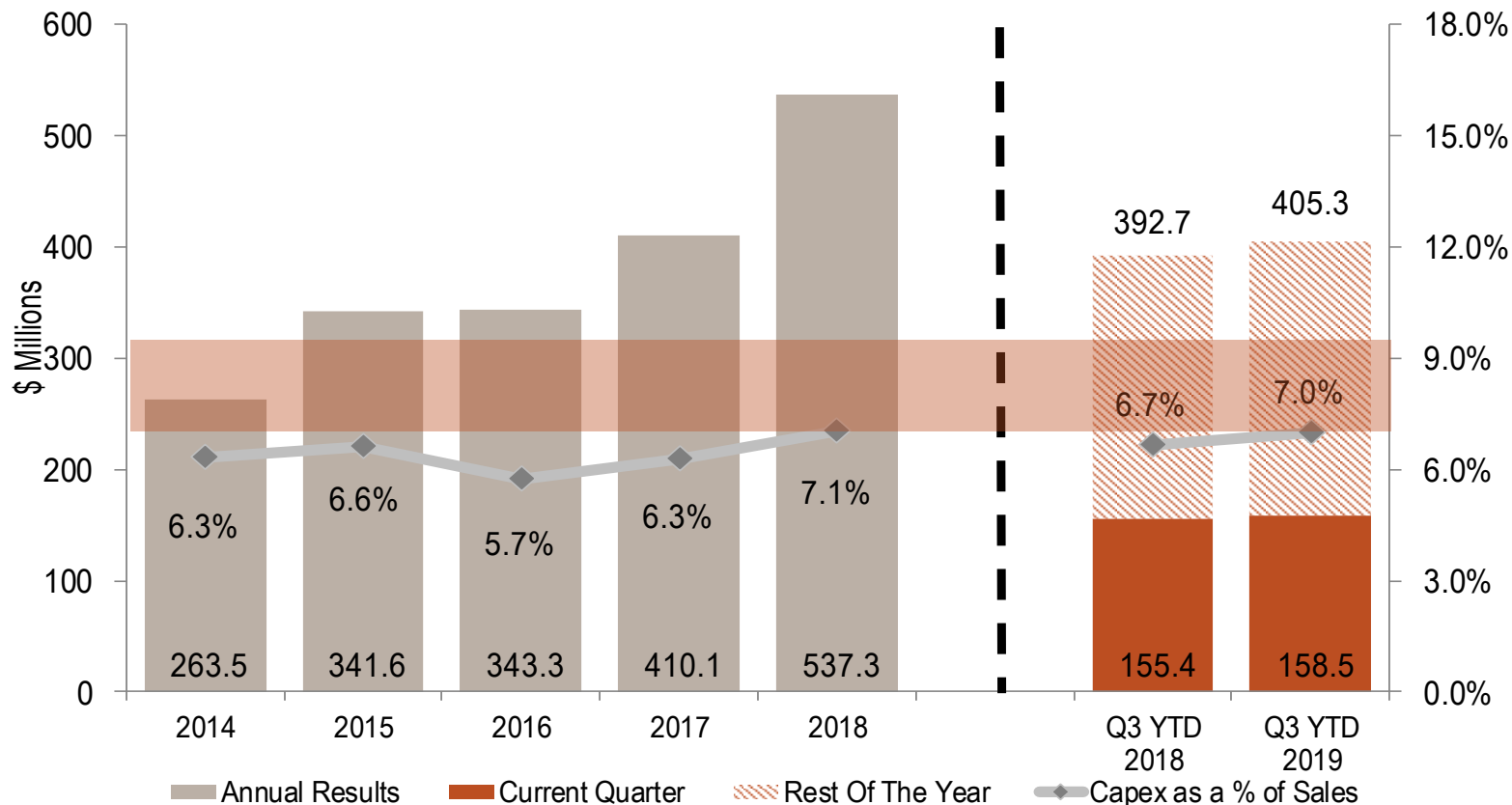
Normalized Net Earnings¹



Net Margin Expectations 2019: 6.25% to 6.75%

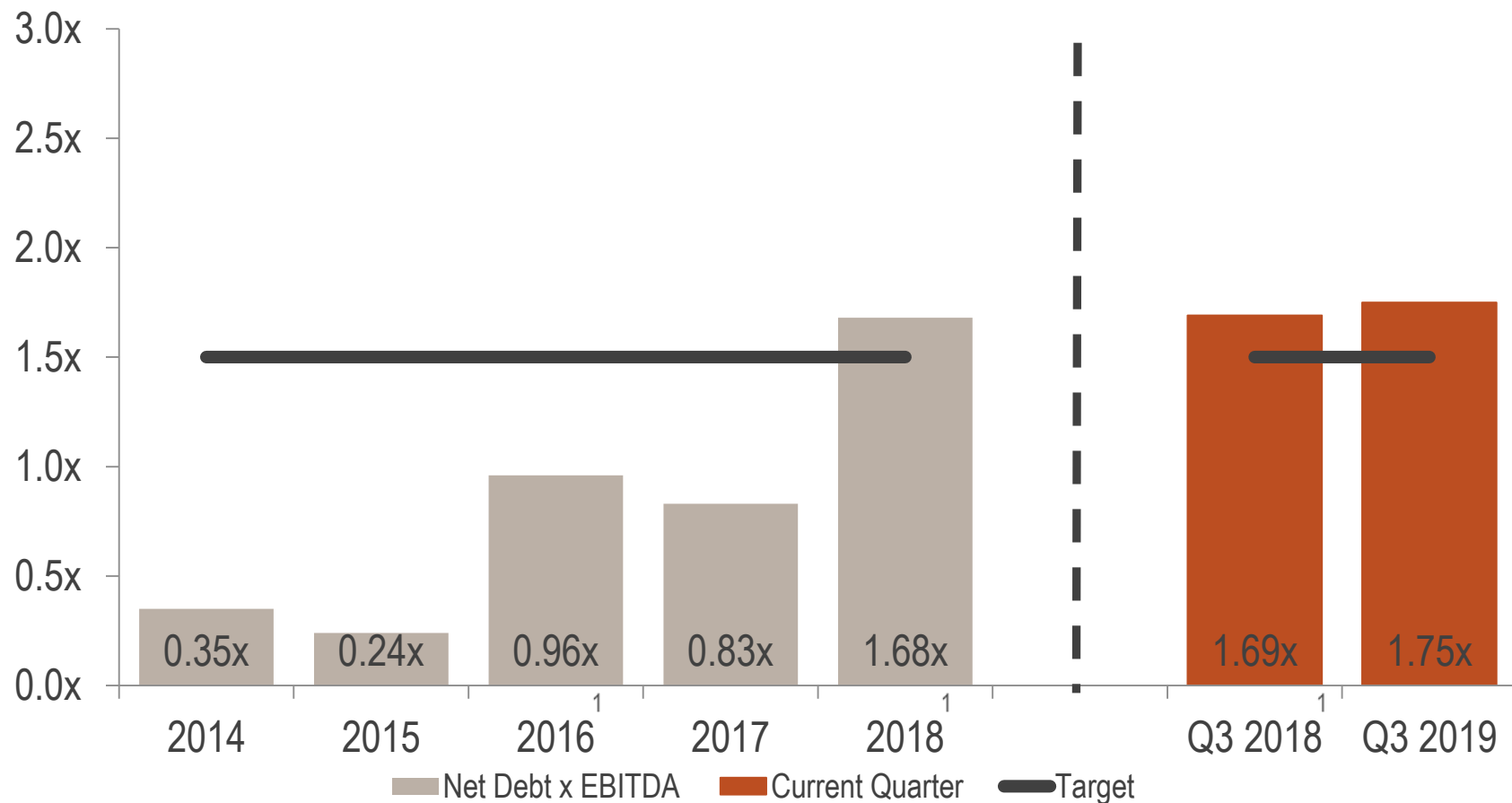
¹Net Earnings normalized for unusual items and foreign exchange impacts from revaluation of the balance sheet, tax affected

Operational Capital Expenditures



Capex as % of Sales – Normal Zone to Drive Double Digit Growth 6-8% of Sales

Net Debt to EBITDA



¹ EBITDA includes last 12 month rolling EBITDA on acquisitions.

Infrastructure



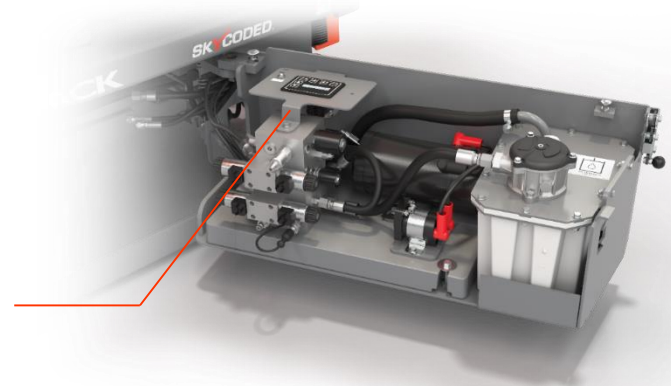
New 63' Rough Terrain Scissor Lift



New SJ9263 RT

- Launching for 2020
- In the defined market place segments, it is offered above standard 30-50 ft. platform height series but below that of the 90-120 ft. specialty classes
- New ANSI A92.20 compliant

New DC Scissors



New DC Electric Scissors

- Launching for 2020
- New control box, pothole protection, single action electronic emergency lowering
- Updated Skycoded™ system
- New ANSI A92.20 compliant

Increased Capacity Booms

New SJ 40A and 60A + Series

- Refreshed 40' and 60' Series launching for 2020
- Increased capacity for overall platform as well as personnel
- New ANSI A92.20 compliant



Digital Products Providing Value-Added Solutions



ELEVATE *LIVE*

Intelligent Machine Health Data



State of health

- Battery life
- Last charge date
- Battery care information

Serialized Machine Information

- Quickstart guides
- Emergency lowering procedures
- Operator manuals
- Pre-use inspection checklist



Thank You

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  Linamar Corporation