



Q4 2019 Conference Call Information
Local: (647) 427-3383
Toll Free: (888) 424-9894 (North America)
Conference ID 7182436

Conference Call Presentation

Linda Hasenfratz

March 11, 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.

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)

	Q4 2019	Q4 2018	% Δ
Sales	1,616.1	1,732.0	(6.7%)
EBITDA – Normalized ²	222.4	247.6	(10.2%)
EBITDA – Normalized Margin	13.8%	14.3%	
Industrial OE – Normalized ¹	39.4	45.4	(13.2%)
Industrial OE -- Normalized Margin	11.7%	12.8%	
Transportation OE – Normalized ¹	73.2	113.5	(35.5%)
Transportation OE -- Normalized Margin	5.7%	8.2%	
OE – Normalized ¹	112.6	158.9	(29.1%)
OE – Normalized Margin	7.0%	9.2%	
NE – Normalized ³	75.4	115.4	(34.7%)
NE – Normalized Margin	4.7%	6.7%	
EPS – Normalized ⁴	1.15	1.75	(34.3%)

Q4 2019

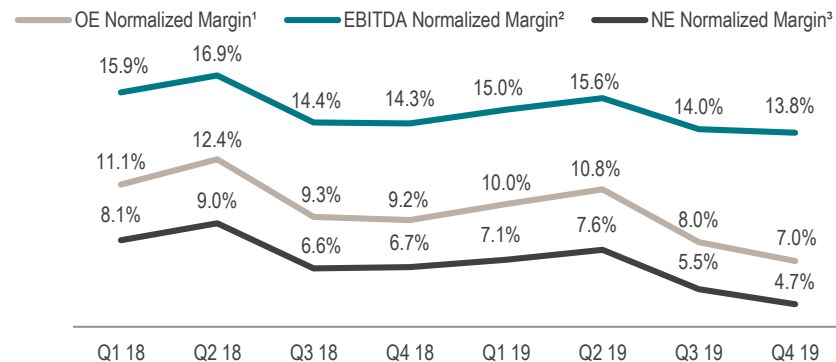
- Sales outperform soft global markets with 6.7% decline
 - NA vehicle markets down 8.9% but launch growth globally offsets segment to a 7.1% decline
 - Boom sales up in Europe despite double digit market declines
 - Market share growth in NA telehandlers also helping to offset significant market declines
 - NA combine market down mid single digit but MacDon sales up
- Normalized EBITDA down from last year but still strong with a full year finish of 14.6%, top quartile performance

Helped By:

- Strong launches in Transportation gaining traction and working through transition challenges
- Improved ag sales due to launch of 2020 product in Q4 vs Q3

Hurt By:

- GM Strike impact
- Double digit market declines in core NA/EU access markets triggering Skyjack sales decline
- Global light vehicle market declines



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

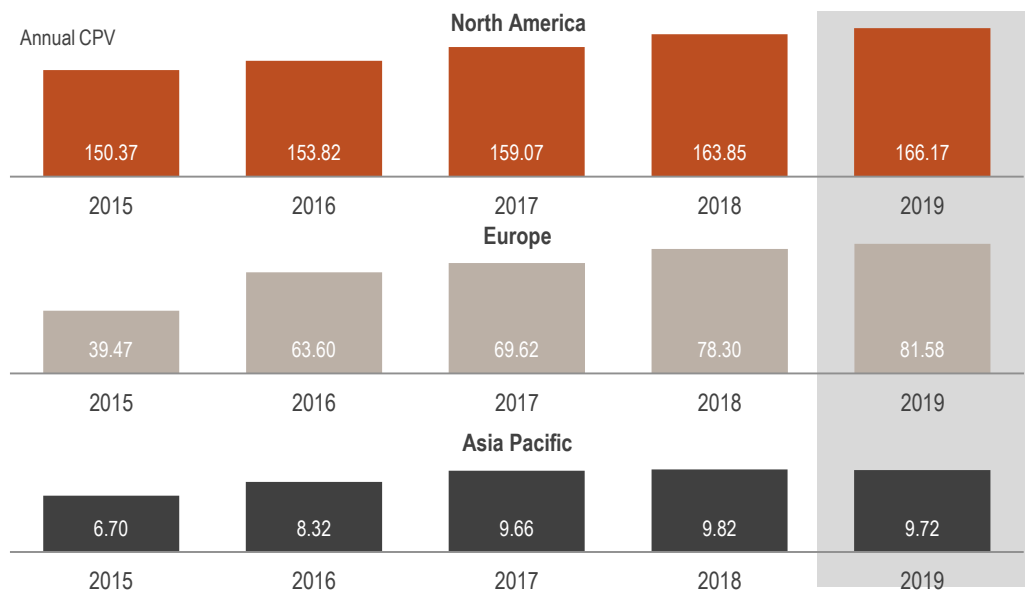
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3 – Net Earnings before unusual items and foreign exchange impacts from revaluation of the balance sheet, tax affected.

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 Q4 2019	CPV Q4 2018	CPV % Change	Vehicle Production Units % Change	Automotive Sales Q4 2019 (CAD Millions)	Automotive Sales Q4 2018 (CAD Millions)	Automotive Sales % Change
North America	156.80	160.33	(2.2%)	(9.6%)	617.4	699.2	(11.7%)
Europe	77.01	73.06	5.4%	(6.4%)	394.6	399.7	(1.3%)
Asia Pacific	9.92	8.85	12.1%	(7.0%)	122.6	117.6	4.3%
Other Automotive Sales	-	-	-	-	82.9	74.4	11.4%



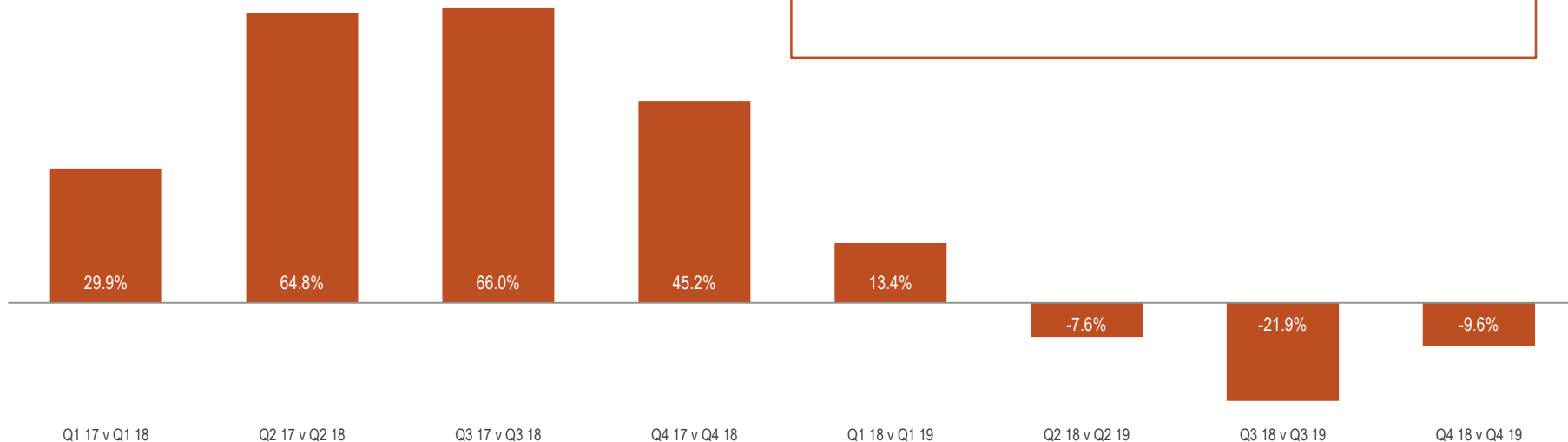
- Growth in Global CPV in quarter
 - Solid CPV growth in Europe and Asia thanks to launching business
 - GM strike negatively impacts NA CPV
- New records on CPV at annual level for both NA and Europe and Globally

Commercial & Industrial Sales (in millions CAD)

	Q4 2019	Q4 2018	% Change
Sales	398.6	441.0	(9.6%)

- Skyjack
 - Core NA & EU markets down in double digits
- MacDon sales up on 2020 product launch in Q4 vs Q3

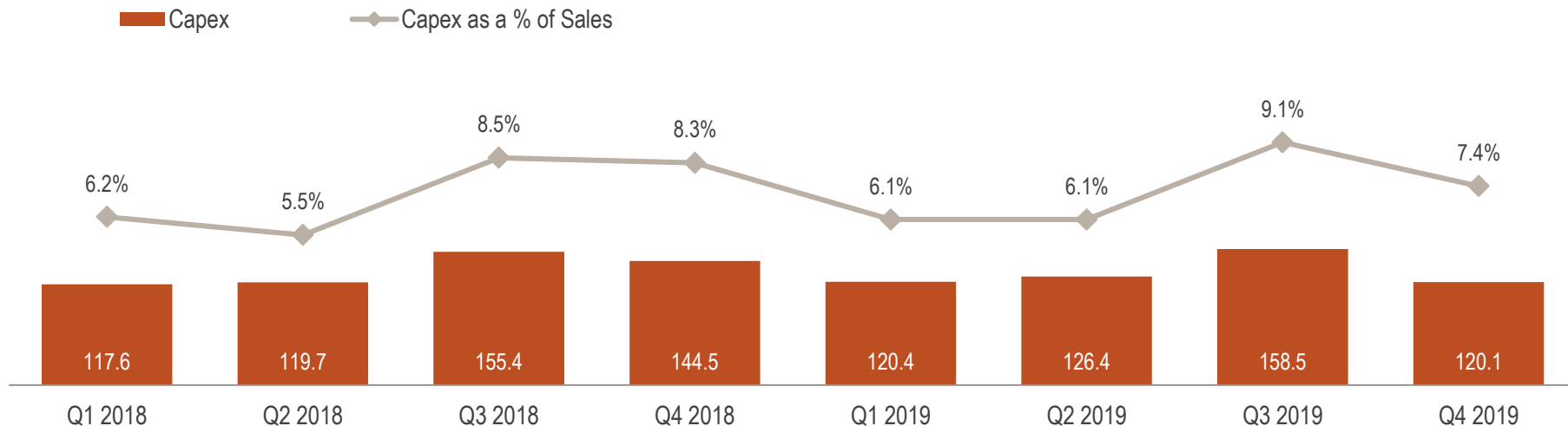
■ QvQ¹ Change in Commercial & Industrial Sales Growth



Capital Expenditures (in millions CAD)

	Q4 2019	Q4 2018
Capital Expenditures (Capex)	120.1	144.5
Capex as a % of Sales	7.4%	8.3%

- Capex down 17% from Q4 2018
 - Using disciplined approach to spending given economic uncertainties

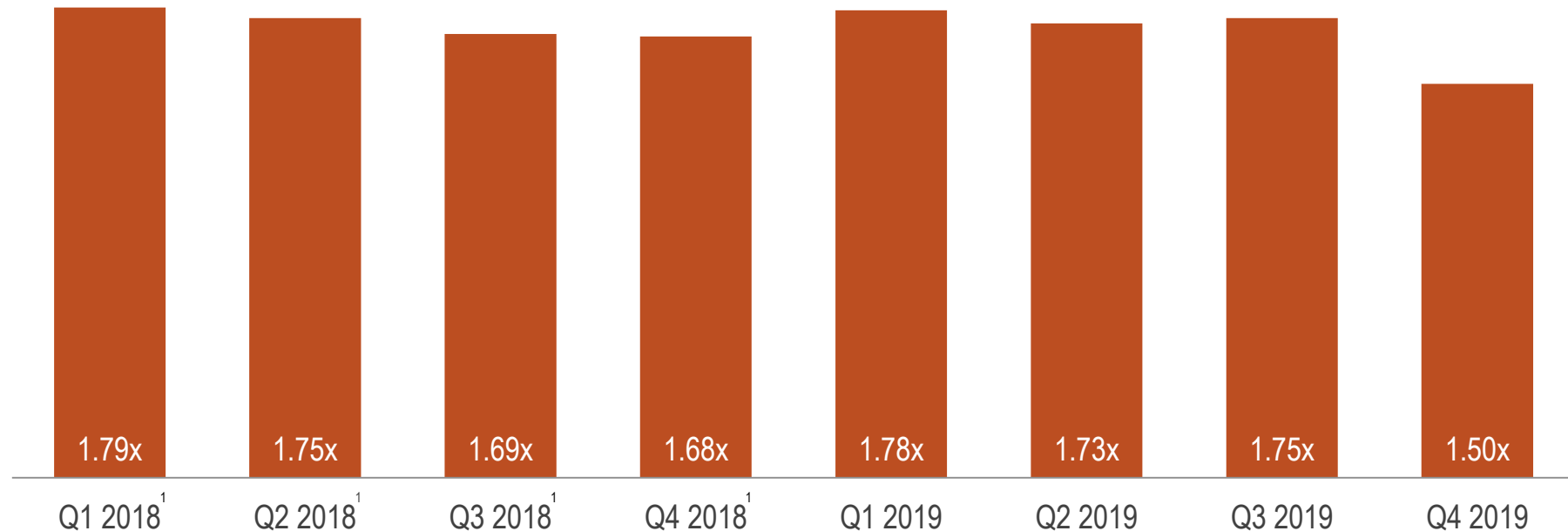


Leverage (in millions CAD)

	Q4 2019	Q3 2019	Q4 2018
Net Debt	1,559.5	1,938.3	2,016.5
Net Debt to EBITDA	1.50x	1.75x	1.68x

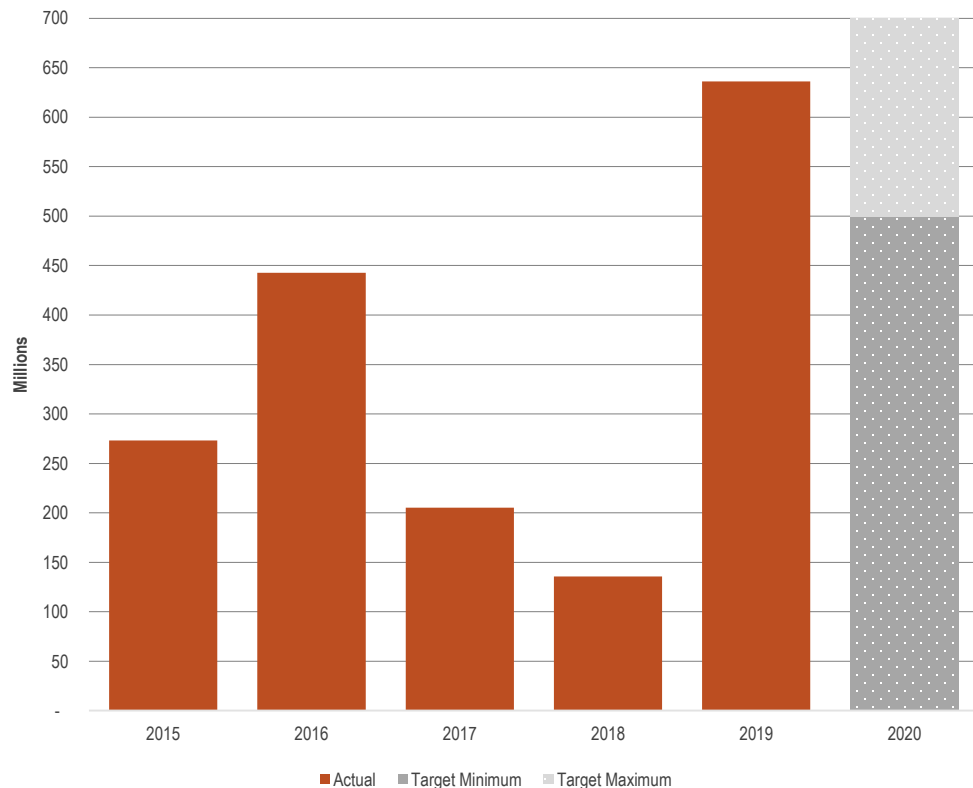
- Fantastic FCF of >\$380 mill in quarter
- > \$600 mill of debt repaid since peak in Q1 2018

■ Net Debt to EBITDA



¹ - EBITDA includes rolling last 12 month EBITDA on acquisitions.

2020 Expected to Drive Solid Free Cash Flow



- 2020 expected to again generate between \$500 and \$700 million of free cash flow
 - Strong earnings;
 - Lower Capex than 2019
- Leverage down to <1x EBITDA by end of 2020

1 - Free cash flow is defined as cash from operating activities less payments for purchase of property, plant and equipment plus proceeds on disposal of property, plant and equipment less dividends. All figures used in the calculation are presented in the Company's separately released Consolidated Interim Statements of Cash Flows.

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

Market Outlook



Market Snapshot

2020



Light Vehicle

Commercial Truck

Agriculture

Skyjack

North America

Industry
▲ 1.3%

Industry
▼ 20.9%

Industry
▼ 5.0%

Industry
▼ 12.1%

Europe

Industry
▼ 1.9%

Industry
▲ 0.9%

Industry
▼ 5.0%

Industry
▼ 4.9%

Asia

Industry
▼ 3.1%

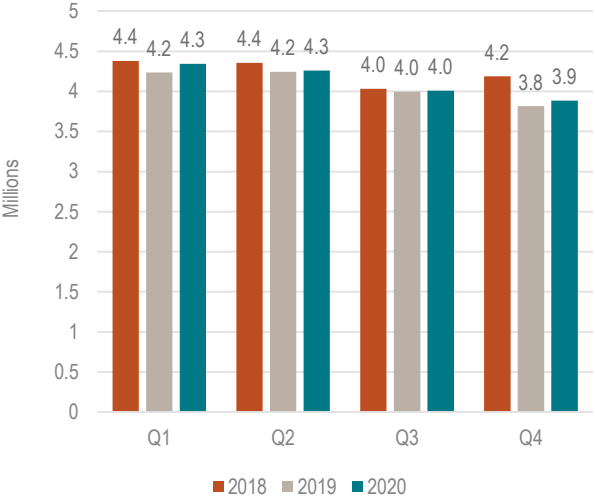
Industry
▼ 10.5%

Industry
▼ 15.0%

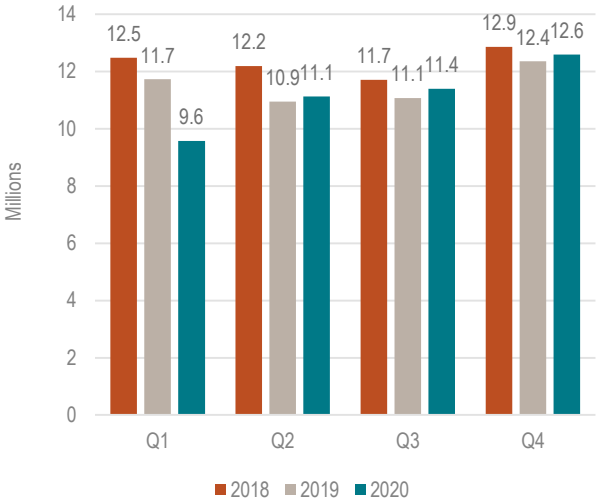
Industry
▲ 17.5%

IHS Light Vehicle Production Forecast

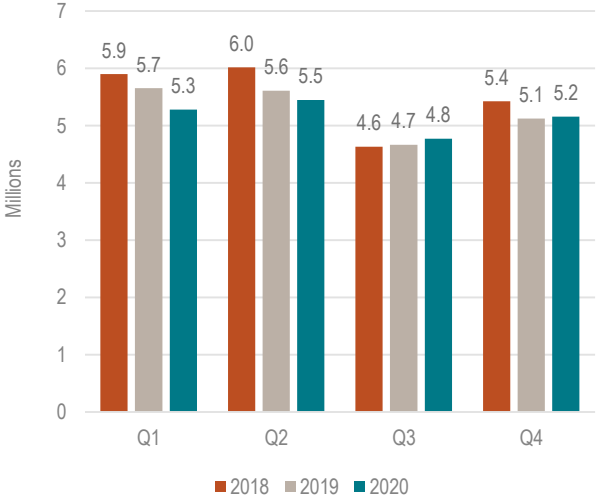
North America Light Vehicle
Production by Quarter



Asia-Pacific Light Vehicle
Production by Quarter



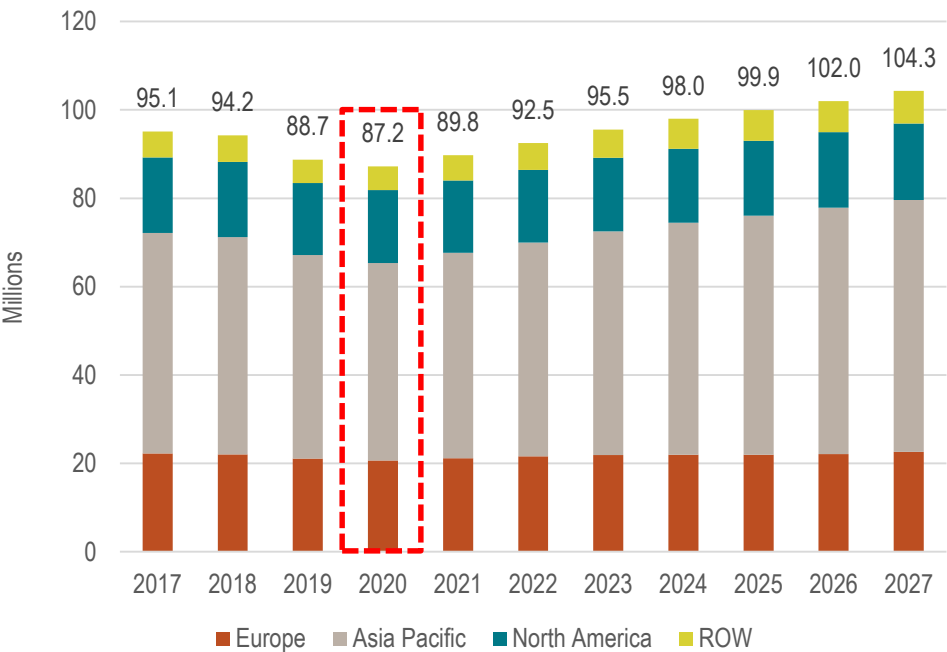
Europe Light Vehicle
Production by Quarter



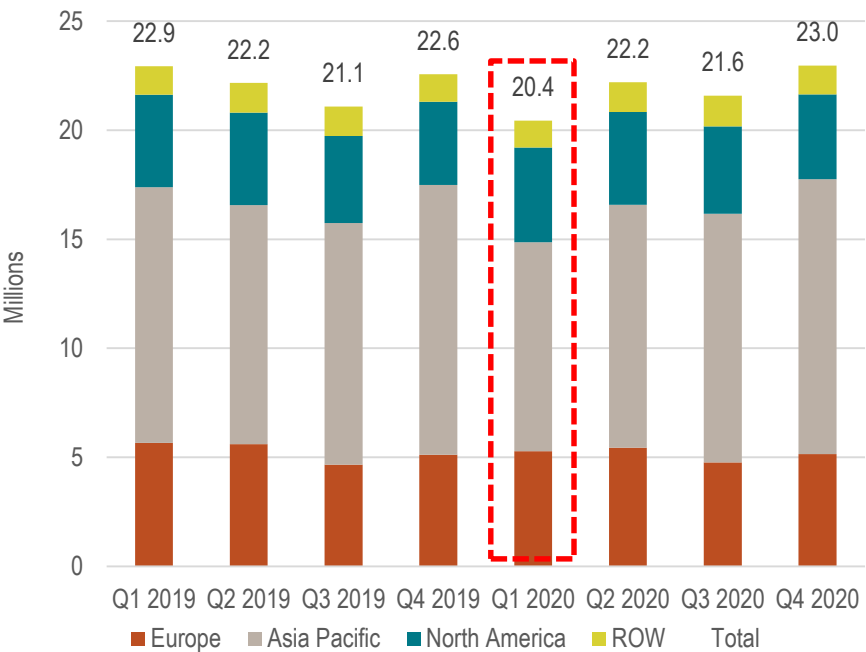
IHS Light Vehicle Production Forecast

Global light vehicle production trough in 2020. Lowest quarterly production occurred in Q1-2020.

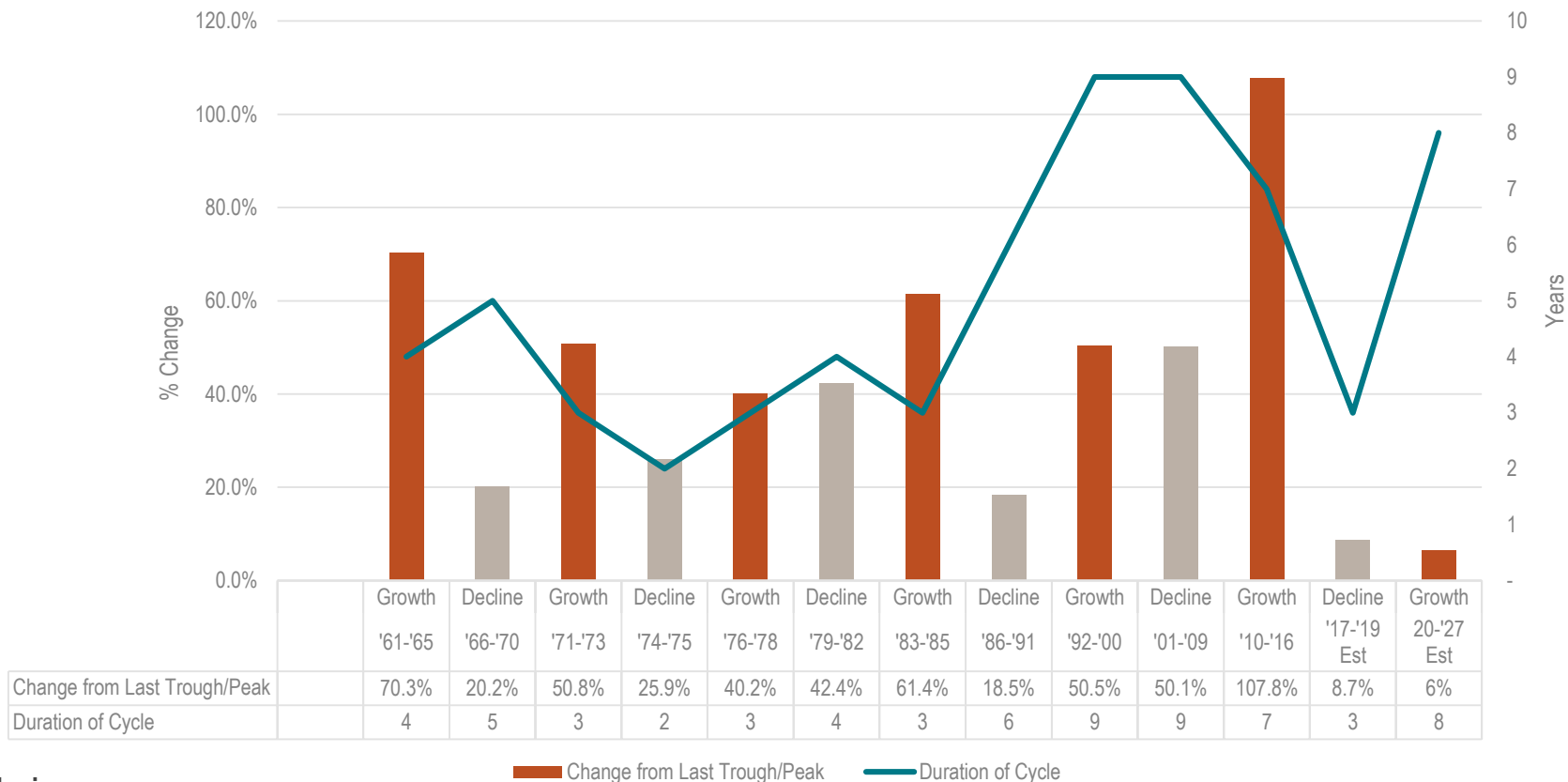
Global Light Vehicle Production Forecast by Year



Global Light Vehicle Production Forecast by Quarter



Historical NA Auto Cycles



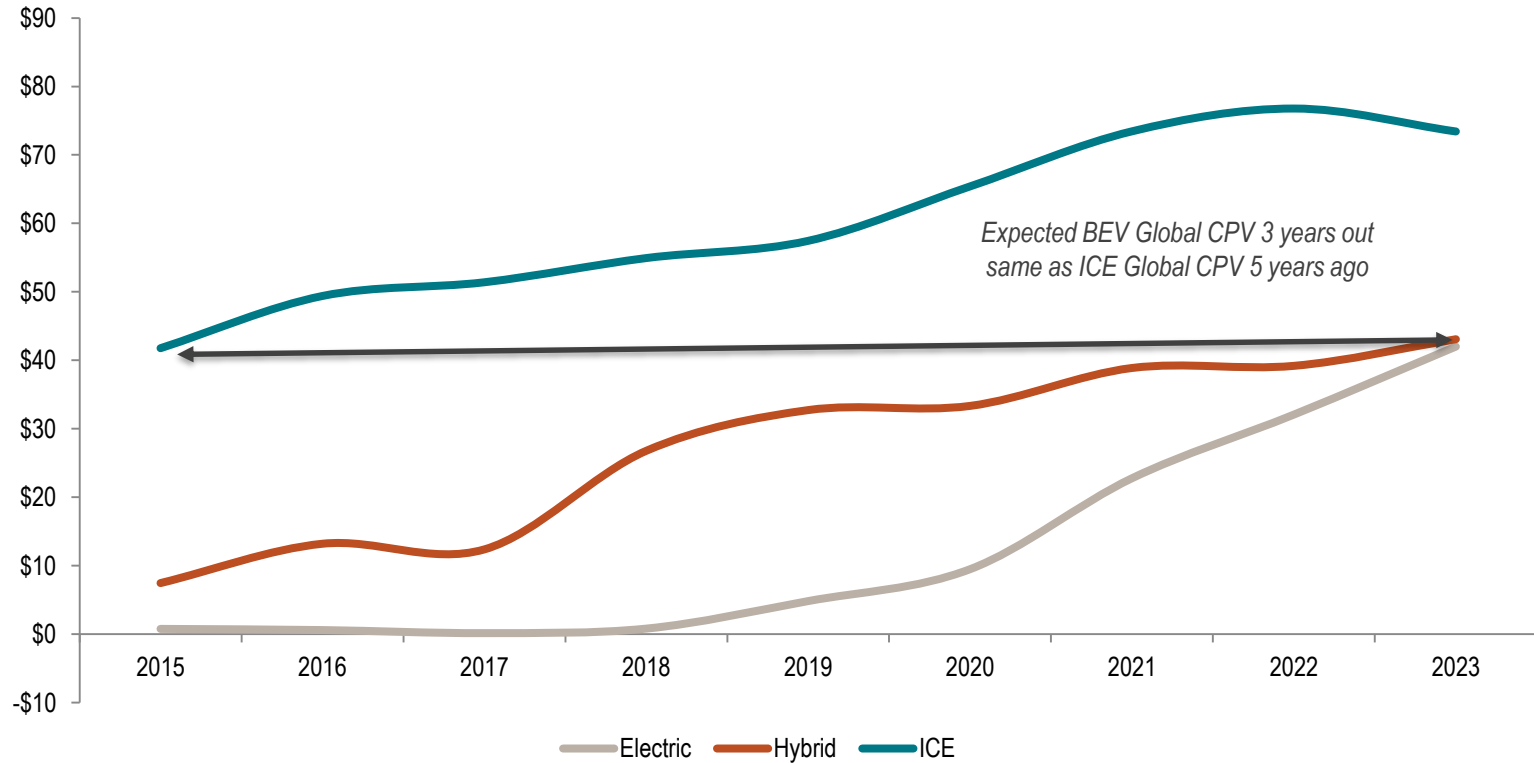
Conclusions

- 'Normal' cycle is 1% to 5% drops ie low single digit each year for on average 4 years, then growth resumes
- Production saw a drop of 10% or more in one year only 3 times in last 35 years -- 2001, 2008, 2009

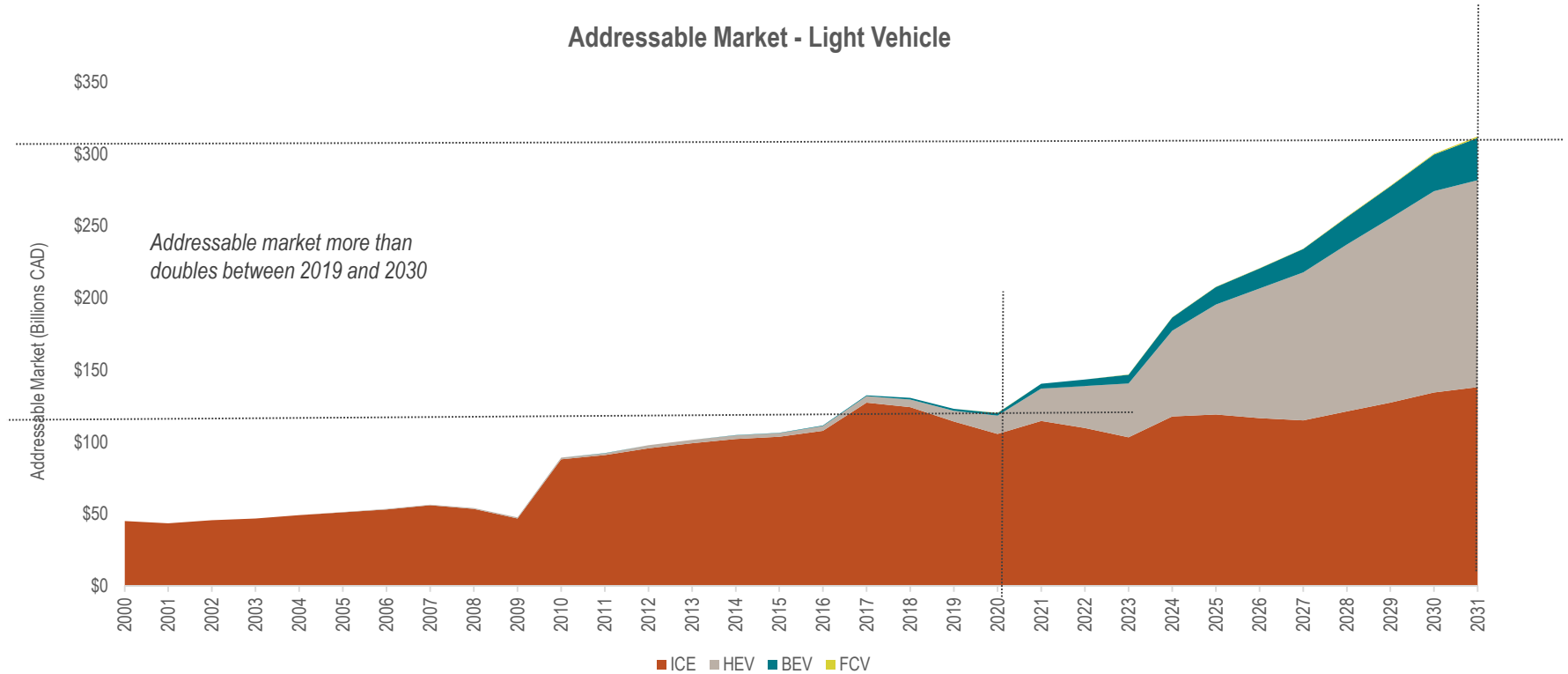
Growth Update and Outlook



Electrified Vehicles Key Growth Opportunity for Linamar



Global Addressable Market Grows 2.5X in 10 Years



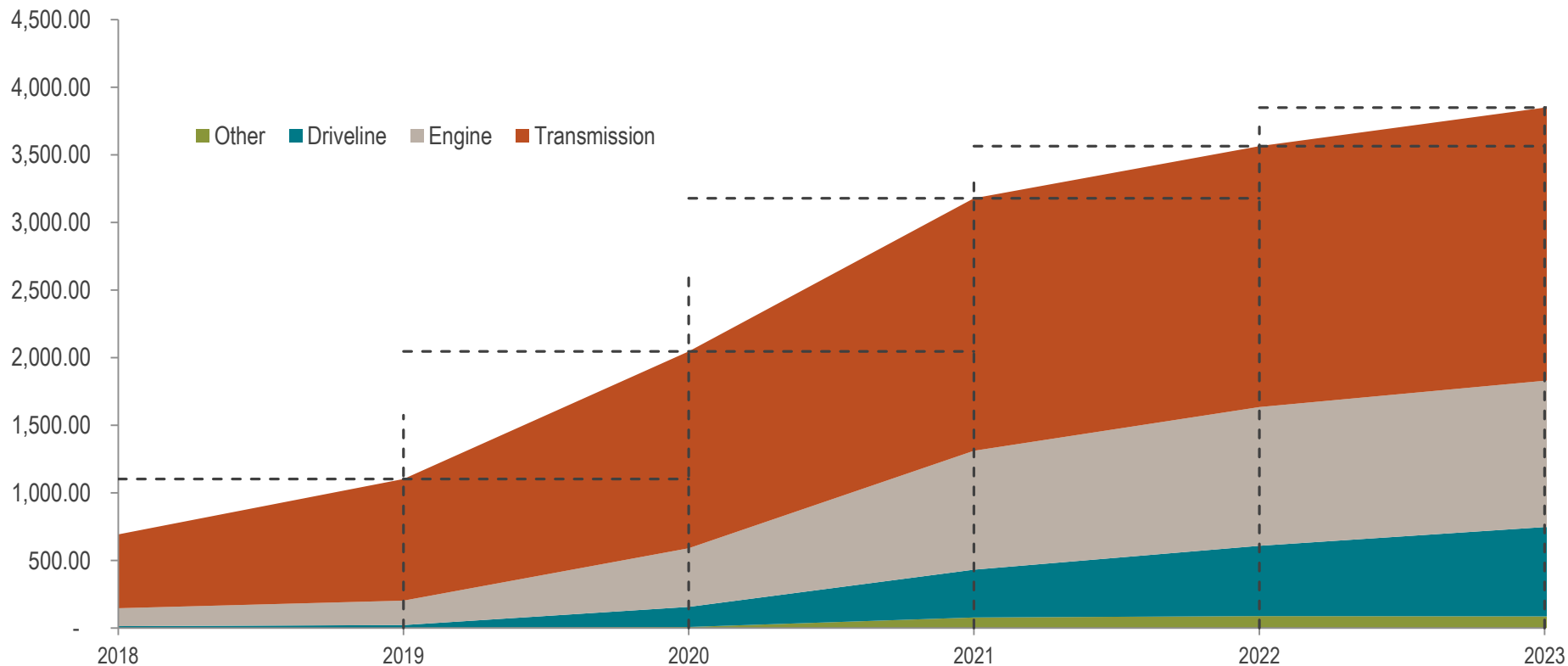
Source

IHS Forecasting 2000-2027 Advanced Consensus Projection 2027-2031

ii) Production Share of Technologies by 2031 of ICE 41%, HEV 43%, EV 16%, Fuel Cell 0.2%. (Based on Consensus Average of External Industry Expert Forecasts for EV adoption, Updated Q4 2019)

Launches

Launching more than \$4.2 billion of new work today



Sales from Launch add:

\$700 Million to \$900 Million in 2020

Outlook

Consolidated	Normal Ranges	2018 Actuals	2019 Actuals	Expectations 2020
Sales Growth		16.4%	(2.7%)	Flat to Modest Declines
Normalized Earnings Growth				
EPS		6%	(20.0%)	Low to Mid Single Digit Growth
EBITDA		11.2%	(8.0%)	Low to Mid Single Digit Growth
Normalized Net Margin	7.0% - 9.0%	7.7%	6.3%	Flat to Modest Expansion: 6.25% to 6.75%
Capex (% of Sales)	6.0% - 8.0%	537m	525m	Down in \$ from 2019
		7.1%	7.1%	Below Range and down in % from 2019
Leverage Net Debt: EBITDA		1.68x	1.50x	Under 1x
Free Cash Flow		\$136 m	\$670m	\$500 to \$700 mill

Industrial				
Sales Growth				
Skyjack				Double Digit Declines
MacDon				Double Digit Declines
Normalized Operating Margin	14.0% - 18.0%	17.1%	14.5%	Contraction

Transportation				
Factors Influencing Sales Growth				
Launch Book \$4.2 Billion Driving Incremental Sales		\$642 m	\$586 m	\$700 mill to \$900 mill
Business Leaving (% Consolidated Sales)	5.0% - 10.0%			High End Range
Normalized Operating Margin	7.0% - 10.0%	8.4%	7.3%	Margin Expansion

Q1 Expectations

- **Auto**
 - **COVID-19 outbreak is the single largest impact to Q1**
 - \$20-\$30 mill estimated impact to OE
 - Likely to impact Q2 as well but at a lesser level
 - Possibility for supply chain disruption to NA and EU plants as well
 - **Normal seasonal uptick on balance of business will drive some segment OE growth vs Q4**
- **Ag**
 - **A strong Q4 plus strong headwinds in H1 means a pullback in Q1 vs Q4 2019, improving in back half**
- **Access**
 - **Strong headwinds in H1 will mean limited seasonal uptick in Q1, improving in back half**
- **General**
 - **Impacts from the Covid-19 outbreak are currently not fully understood or determinable in terms of their impact to all segments at this point**
- **Cash**
 - **Continued solid cash generation**

New Business



New Business Wins: Driveline Components

Package Volume

220,000 PTUs & RDUs / year

SOP Year

2022

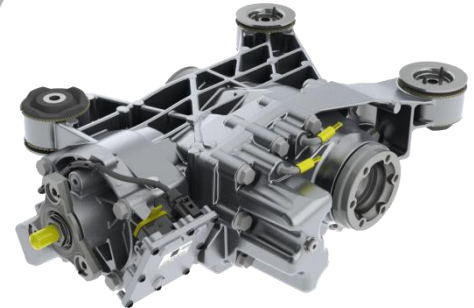
Peak Volume Year

2024

Production Location



Major driveline program win in Mexico



New Business Wins: Engine Components

Package Volume

750,000 sets / year

SOP Year

2023

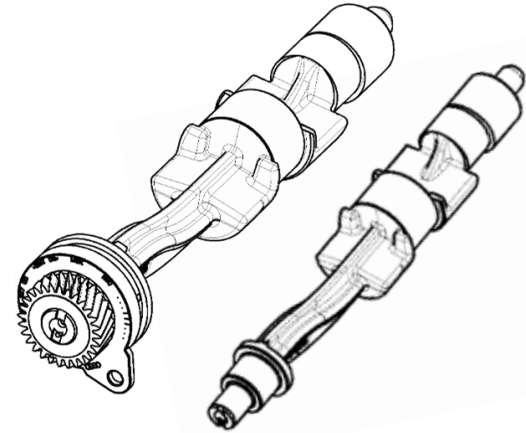
Peak Volume Year

2026

Production Location



Balance shaft win for new 4 cylinder engine program



New Business Wins: eAxle

Package Volume

2000 / year

SOP Year

2023

Peak Volume Year

2023

Production Location



Tier 1 eAxle win, including gearbox, motor and converter, for high performance vehicles



New Business Wins: Driveline Components

Package Volume

300,000 / year

SOP Year

2022

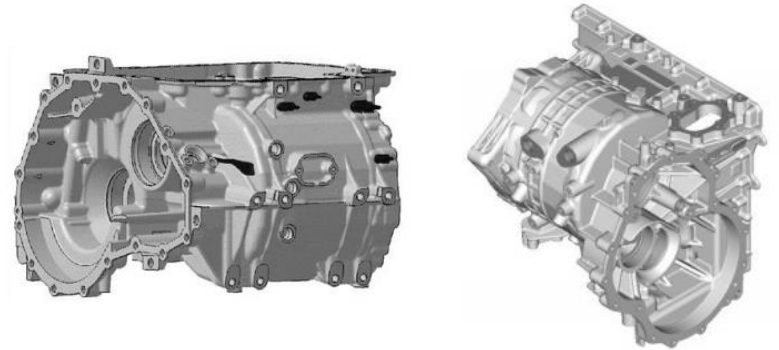
Peak Volume Year

2024

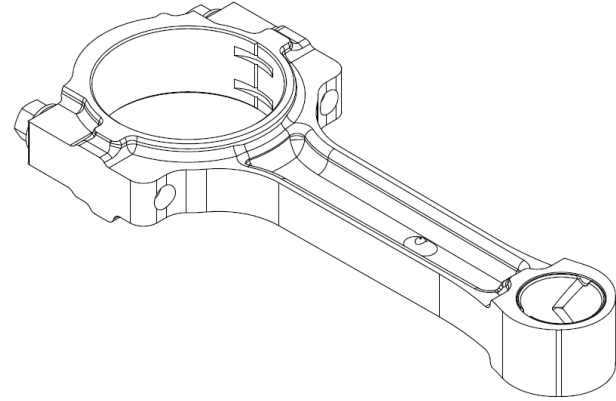
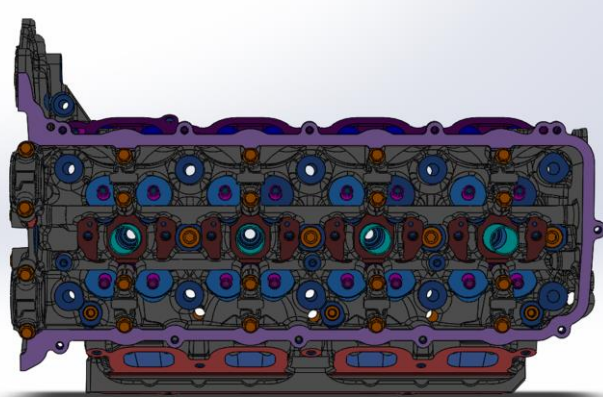
Production Location



Electric drive unit housings for battery electric vehicles. New product type for Linamar Light Metal Casting



Takeover Work Building From Distressed Supply Base



Takeover wins to date >\$240 million in annual sales

Additional opportunities under pursuit

Innovation



Innovation In Focus :

New Guelph, Canada 'iHub' Innovation Centre Nearly Complete

- Linamar's dedicated Innovation Hub (iHub) building construction has entered its final phase
- Move in date planned for early Q2
- Facility will enable accelerated Research and Development focused on;
 - A 'Factory of the Future' modular production cell concept with extensive Autonomous, Artificial Intelligence, Machine Learning elements
 - Additive (3D) Manufacturing Process Development
 - Specialized and low-volume new production process development for diversified markets and product lines



Engineering Rendering of Completed iHub



Current Construction Status, February 2020



Incubate Innovation Ideas

Explore Tangential Products & Markets

Develop Manufacturing Partnerships

Innovation In Focus:

Light Metals Casting Development of a Electric Drive unit (EDU) eAxle Housing

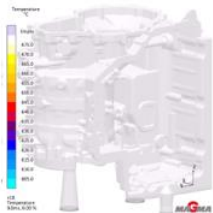
- Newly developed eAxle housing for an upcoming Electric Vehicle application
- Linamar Light Metals Casting Group demonstrates the deep technical expertise required to design a manufacturing process that ensures a compact, lightweight, and efficient casting design that meets its OEM customer's needs



Cast eAxle Housing Design

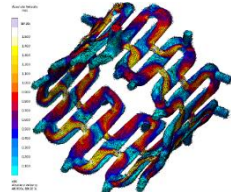
Casting Simulation

- Low Pressure Die Casting



Water-Cooled Circuit

- Sand core boxes



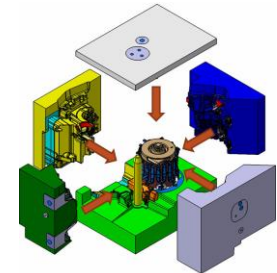
Decoring Simulation

- Critical area identification
- Developed using in-house proprietary software



Tooling

- Metallic dies



Innovation In Focus :

MacDon's R2 is the Latest Offering in Hay Mower-Conditioners

- MacDon's latest R2 Series Rotary Disc Header for Hay crops launched for the 2020 production year run
- New R2 Series Rotary Disc header mates with the MacDon M1240 Self-Propelled Windrower (SPW) with Evenflow™ technology that delivers superior cut, conditioning and windrow formation
- The summer of 2019 “Hit em with the Haymaker” demonstration program and fall MacDon 70TH Dealer Convention generated great early interest resulting in an early order program with initial limited production run for 2020 which is already sold out



Innovation In Focus :

Skyjack's Evolving Telematics Solutions



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



Elevate Telematics Solution

- Introduced in February 2018
- Optional equipment with a high take-rate on new machines shipped
- Won 6 rental and access industry innovation awards globally
- 'ElevateLive' is the next evolution of the Telematics Solution providing critical machine operation and maintenance data, particularly details on battery health.
- Accessed from any mobile device
- Enabling customers to better manage the condition and value of machine over its life

Digitization with AI/ML

61

Plants



3,162

LMMS Data
Collection Connections

3,206

Robots



922

Traceability
Marking
Stations



2,489

Connected Machines



2,094

RFID Stations



2,105



Traceability Read Stations

1,081



Vision Systems

9

AGVs



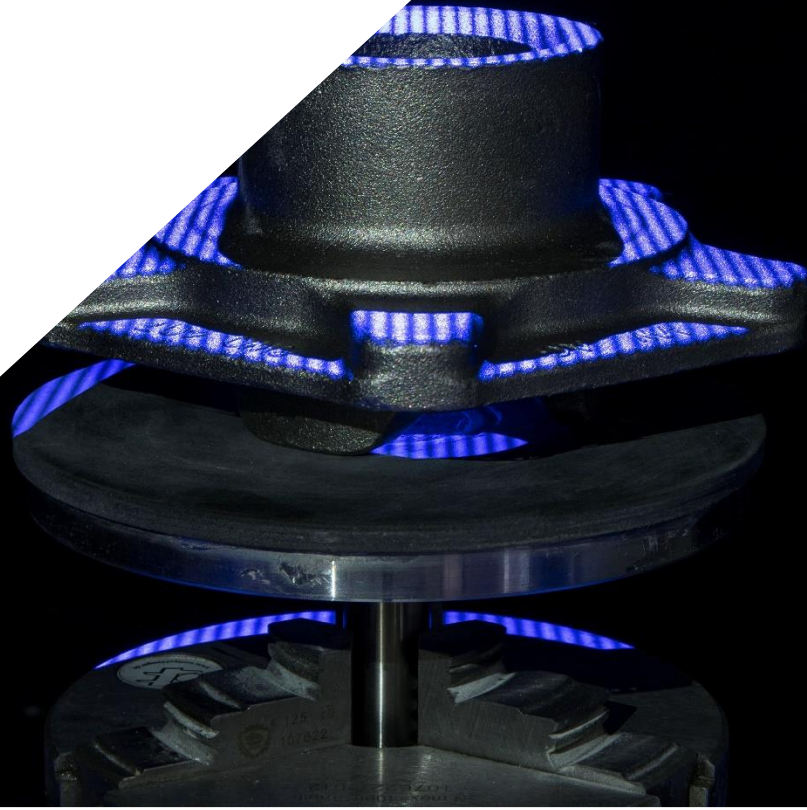
Operations



LTH & Oros Expansion Grand Opening



Strategy



Synaptive Medical Manufacturing Agreement

Modus V™ is a advanced robotic and digital microscope surgical system. Fully-automated, hands-free, robotically-controlled digital microscope with advanced visualization.

Replaces current technology of static microscope with limited field of view requiring manual adjustment which surgeons need to maneuver around.

Modus V Advantages:

- Optimized workflow during surgery
 - Potential for less invasive procedures for patients
 - Improved operating room workflow
- Better ergonomics for surgeons



Synaptive Medical Manufacturing Agreement

Evry™ is a revolutionary head-only MRI system.

Innovative, midfield MRI designed to be installed directly at the point of care – ER, ICU, Operating Room with high performance imagery.

Offers a lighter weight, less costly installation, and lower ongoing operational costs compared to current MRI systems.

Evry Advantages:

- 2,000 lb. vs 10,000 - 20,000 lb.
- Install in 250 sq. ft. vs 1,000+ sq. ft.
- Helium free reduces siting cost and ongoing service cost.
- No cranes or rigging resulting in significantly less cost to install
- Install anywhere in hospital vs current systems that are restricted due to size and weight.
- Automatic planning of imaging to increase efficiency in scan time



Financial Review

Dale Schneider



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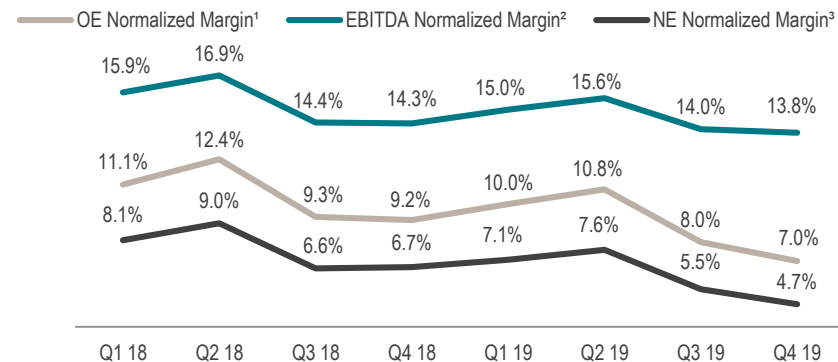
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Normalized Earnings (in millions CAD)

	Q4 2019
OE	79.3
Restructuring Costs	4.4
Supplier Quality Issue	3.1
Inventory Adjustment	6.2
Unusual Items	13.7
Foreign Exchange	19.6
OE – Normalized ¹	112.6
EBITDA – Normalized ²	222.4
NE – Normalized ³	75.4
EPS – Normalized ⁴	1.15

- Earnings were normalized for three unusual items in Q4, in addition to the FX impact of revaluing the balance sheet
- The unusual items in the quarter related to:
 - Restructuring costs that were incurred in the quarter
 - A supplier quality issue that was not fully recoverable
 - An inventory adjustment as a result of our annual inventory cost review at our European fabrication facility that is launching a major program in 2019 and has rarely had major launches in its past
- FX Loss in the quarter was also normalized out of earnings

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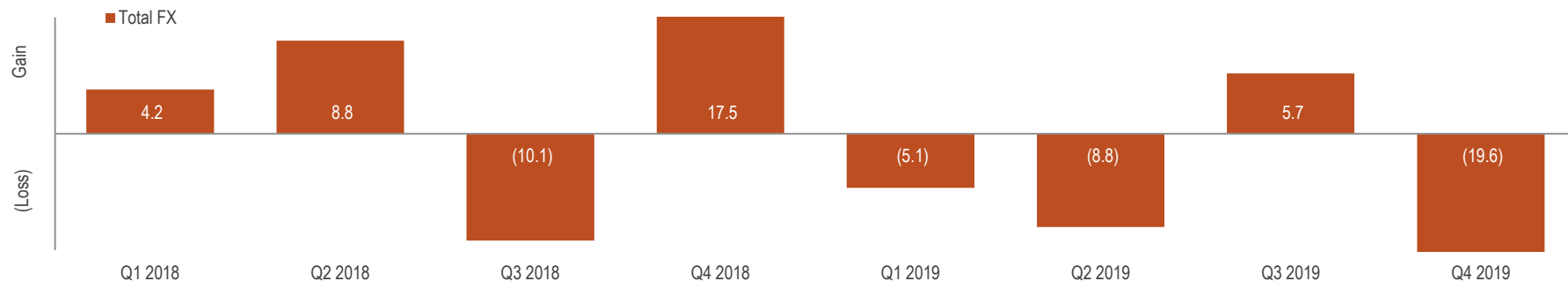
Foreign Exchange Gain/Loss (in millions CAD)

	Q4 2019	Q4 2018	+/-
FX Gain/(Loss) – Operating ¹	(19.6)	18.4	(38.0)
FX Gain/(Loss) – Financing	0.0	(0.9)	0.9
Total FX Gain/(Loss)	(19.6)	17.5	(37.1)

Operating Margin	4.9%	9.9%
Operating Margin- Normalized ²	7.0%	9.2%

FX Gain/(Loss) – Impact on EPS FD ³	(0.23)	0.21
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- Net FX Loss of \$19.6
- FX Loss – Operating was \$19.6
 - Industrial FX Loss was \$5.5
 - Transportation FX Loss was \$14.1
- FX loss impacted EPS by 23 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)

	Q4 2019	Q4 2018
Sales	335.9	353.4
Operating Earnings	26.6	63.1
Unusual Item	7.3	-
Foreign Exchange ¹ (Gain)/Loss	5.5	(17.7)
Operating Earnings – Normalized ²	39.4	45.4
Operating Earnings Margin	7.9%	17.9%
Operating Earnings Margin – Normalized	11.7%	12.8%

- Industrial sales decreased by 5% or \$17.5 to reach \$335.9
- The sales were hurt by:
 - lower access equipment sales in Europe and North America as certain key customers continued to adjust their capital spend in light of uncertainty in the markets
- The sales were helped by
 - higher Agricultural sales due to
 - the release of the 2020 model year product; and
 - the harvest being delayed into Q4 2019
- Normalized Industrial OE decreased \$6.0 or 13.2%.
- The Normalized OE was primarily hurt by:
 - the net lower volumes in the segment; and
 - the higher absorption from reducing production levels due to the market uncertainties.

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.

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

	Q4 2019	Q4 2018
Sales	1,280.2	1,378.6
Operating Earnings	52.7	108.0
Unusual Item	6.4	6.2
Foreign Exchange ¹ (Gain)/Loss	14.1	(0.7)
Operating Earnings – Normalized ²	73.2	113.5
Operating Earnings Margin	4.1%	7.8%
Operating Earnings Margin – Normalized	5.7%	8.2%

- Transportation sales decreased by \$98.4 to reach \$1.28 billion.
- The sales were helped by:
 - the additional sales from launching programs.
- The sales were hurt by:
 - the impact of the strike at GM;
 - lower volumes as a result of certain programs that are coming to an end of life;
 - soft markets in global auto and med/hvy trucks in North America; and
 - an unfavourable FX impact due to the changes in rates since last year.
- Q4 normalized operating earnings were lower by \$40.3 or 35.5%.
- Transportation normalized earnings were helped by:
 - the additional sales from launching programs;
- Transportation normalized earnings were hurt by:
 - the impact of the strike at GM;
 - the lower volumes from ending programs; and
 - the higher amortization on launching programs.

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.

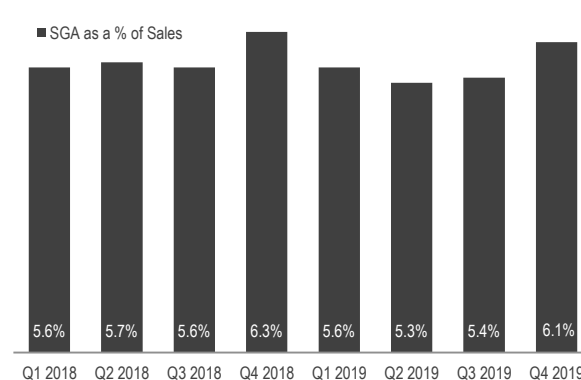
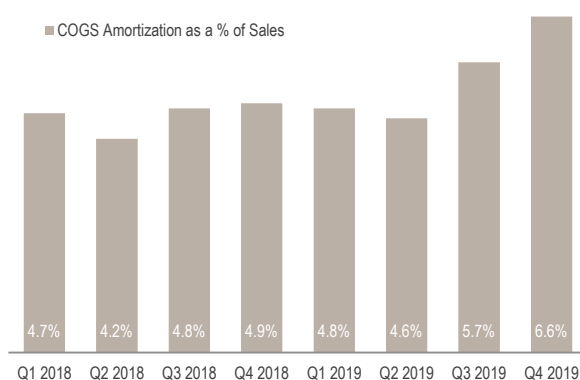
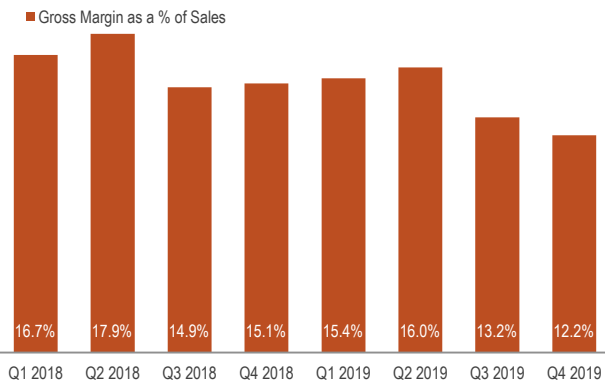
Operating Expenses (in millions CAD)

	Q4 2019	Q4 2018	+/-	%
Sales	1,616.1	1,732.0	(115.9)	(6.7%)
Cost of Goods Sold	1,418.6	1,471.2	(52.6)	(3.6%)
Gross Margin	197.5	260.8	(63.3)	(24.3%)
Gross Margin as a % of Sales	12.2%	15.1%		

Cost of Goods Sold Amortization	106.3	85.3	21.0	24.6%
COGS Amortization as a % of Sales	6.6%	4.9%		

Selling, General, and Administrative	98.9	109.2	(10.3)	(9.4%)
SGA as a % of Sales	6.1%	6.3%		

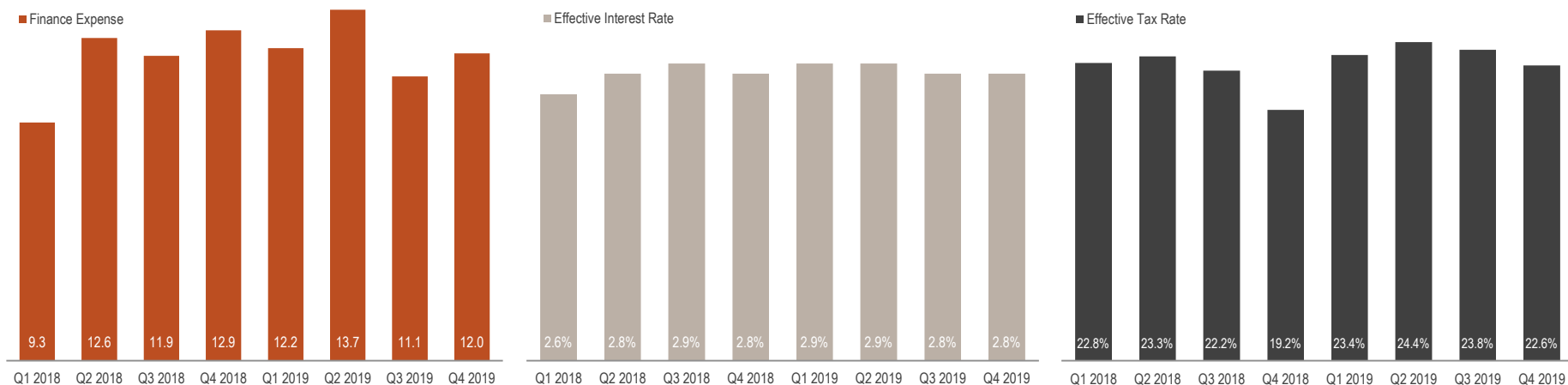
- Gross Margin decreased 24.3% mainly due to:
 - the impact of the GM Strike
 - a reduction of earnings related to the lower volumes and market declines;
 - the higher absorption in the Industrial Segment; and
 - the unusual items incurred
- Amortization increased to 6.6% mainly due to the impact of the launching programs and the adoption of the new IFRS 16 leasing standard.
- SG&A improved to 6.1% of sales.



Finance Expenses & Income Tax (in millions CAD)

	Q4 2019	Q4 2018	+/-
Finance Expense	(12.0)	(12.9)	0.9
Effective Interest Rate	2.8%	2.8%	-
Effective Tax Rate	22.6%	19.2%	3.4%

- Finance expenses decreased \$0.9
- Finance expenses were helped by:
 - the impact of lower debt levels; and
 - lower interest rates
- Finance expenses were hurt by:
 - less interest earned from lower cash and long-term AR levels.
- The effective interest rate held flat at 2.8%
- The tax rate increased to 22.6%.
- Full year 2020 tax rate expected to be in the mid point of our range of 22% to 24%.

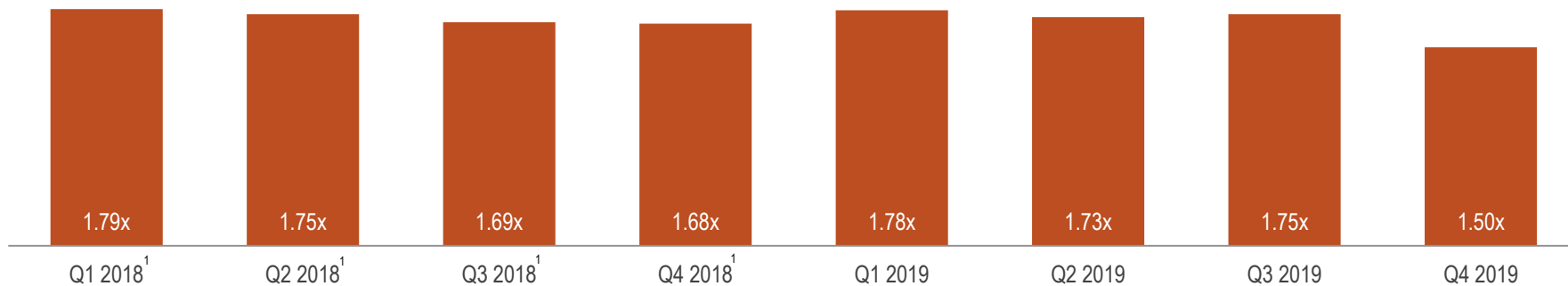


Leverage (in millions CAD)

	Q4 2019	Q4 2018
Cash Position	338.2	472.0
Available Cash on Credit Facilities	771.1	721.8
Net Debt to EBITDA	1.50x	1.68x
Debt to Capitalization	32.4%	41.0%

- Cash position at the end of the quarter was \$338.2.
- Generated \$502.7 in Cash from Operating Activities.
- Generated more than \$380 in quarter and \$670 in year of Free Cash Flow^{2,3} which is well beyond the minimum target of \$500 for 2019
- Net Debt to EBITDA decreased to 1.5x as a result of the strong Free Cash Flow generation.
- Net Debt to EBITDA expected to be under 1.0x by the end of 2020.
- Intention to have the Normal Course Issuer Bid renewed to allow for the strategic purchase and cancellation of shares.

■ Net Debt to EBITDA



1 - EBITDA includes rolling last 12 month EBITDA on acquisitions.

2 - Free cash flow is defined as cash from operating activities less payments for purchase of property, plant and equipment plus proceeds on disposal of property, plant and equipment less dividends. All figures used in the calculation are presented in the Company's separately released Consolidated Interim Statements of Cash Flows.

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

Conclusion

- Outperformed our markets
- Net Debt to EBITDA at 1.5x; target to be under 1.0x for 2020
- Great Free Cash Flow^{1,2} generation of over \$670 million for the year compared to our minimum target of \$500 million.
- Strong Normalized EBITDA margins at 14%
- Outstanding level of New Business wins as result the launch book more than \$4.2 million
- Seeking TSX approval to renew the NCIB program

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

Question and Answer



Outlook

Consolidated	Normal Ranges	2018 Actuals	2019 Actuals	Expectations 2020
Sales Growth		16.4%	(2.7%)	Flat to Modest Declines
Normalized Earnings Growth				
EPS		6%	(20.0%)	Low to Mid Single Digit Growth
EBITDA		11.2%	(8.0%)	Low to Mid Single Digit Growth
Normalized Net Margin	7.0% - 9.0%	7.7%	6.3%	Flat to Modest Expansion: 6.25% to 6.75%
Capex (% of Sales)	6.0% - 8.0%	537m	525m	Down in \$ from 2019
		7.1%	7.1%	Below Range and down in % from 2019
Leverage Net Debt: EBITDA		1.68x	1.50x	Under 1x
Free Cash Flow		\$136 m	\$670m	\$500 to \$700 mill

Industrial				
Sales Growth				
Skyjack				Double Digit Declines
MacDon				Double Digit Declines
Normalized Operating Margin	14.0% - 18.0%	17.1%	14.5%	Contraction

Transportation				
Factors Influencing Sales Growth				
Launch Book \$4.2 Billion Driving Incremental Sales		\$642 m	\$586 m	\$700 mill to \$900 mill
Business Leaving (% Consolidated Sales)	5.0% - 10.0%			High End Range
Normalized Operating Margin	7.0% - 10.0%	8.4%	7.3%	Margin Expansion

Q1 Expectations

- **Auto**
 - **COVID-19 outbreak is the single largest impact to Q1**
 - \$20-\$30 mill estimated impact to OE
 - Likely to impact Q2 as well but at a lesser level
 - Possibility for supply chain disruption to NA and EU plants as well
 - **Normal seasonal uptick on balance of business will drive some segment OE growth vs Q4**
- **Ag**
 - **A strong Q4 plus strong headwinds in H1 means a pullback in Q1 vs Q4 2019, improving in back half**
- **Access**
 - **Strong headwinds in H1 will mean limited seasonal uptick in Q1, improving in back half**
- **General**
 - **Impacts from the Covid-19 outbreak are currently not fully understood or determinable in terms of their impact to all segments at this point**
- **Cash**
 - **Continued solid cash generation**

Key Messages



\$670 million Cash



Market Share Growth



COSTS

Cost Improvements



Active Buyback





Thank You

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