Massive Free Cash Flow in Quarter Drives Significant Deleveraging at Linamar

March 11, 2020, Guelph, Ontario, Canada (TSX: LNR)

- 2019 free cash flow[1,2] more than $670 million and more than $380 million in the fourth quarter of 2019 ("Q4 2019");
- Net debt to EBITDA reaches 1.5x;
- Continued Q4 2019 Transportation market share growth from strong content per vehicle performance in Europe and Asia, and market share growth in key markets and products within the Industrial businesses as well;
- Sales decreased 6.7% over the fourth quarter of 2018 ("Q4 2018") to $1.6 billion but on average outperformed soft markets;
    - Transportation segment sales down 7% in a significant part due to the United Auto Workers Union strike at General Motor's US locations; and
    - Industrial segment sales down 5% due to significantly reduced access equipment volumes in Europe and North America.
- Normalized EBITDA strong at $222.4 million and 14% of sales;
- Outstanding level of business wins take launch book to more than $4.2 billion; and
- In accordance with the Board's approval, the Company intends to seek TSX approval to renew its NCIB program for an additional year with the intention of making purchases under the program to strategically support the Company's share price.

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
(in millions of dollars, except per share figures)	$	$	$	$
Sales	**1,616.1**	**1,732.0**	**7,416.6**	**7,620.6**
Operating Earnings (Loss)				
Industrial	26.6	63.1	236.3	346.2
Transportation	52.7	108.0	388.2	473.7
Operating Earnings (Loss)[3]	79.3	171.1	624.5	819.9
Net Earnings (Loss)	49.7	124.5	430.4	591.5
Net Earnings (Loss) per Share – Diluted	0.76	1.88	6.56	8.94
Earnings before interest, taxes and amortization ("EBITDA")[3]	189.1	258.9	1,038.0	1,186.9
Operating Earnings (Loss) – Normalized[3]				
Industrial	**39.4**	**45.4**	**257.8**	**323.5**
Transportation	**73.2**	**113.5**	**410.8**	**484.1**
Operating Earnings (Loss) – Normalized	**112.6**	**158.9**	**668.6**	**807.6**
Net Earnings (Loss) – Normalized[3]	**75.4**	**115.4**	**464.4**	**583.8**
Net Earnings (Loss) per Share – Diluted – Normalized[3]	**1.15**	**1.75**	**7.08**	**8.82**
EBITDA – Normalized[3]	**222.4**	**247.6**	**1,082.3**	**1,176.9**

Operating Highlights

Sales for Q4 2019 were $1,616.1 million, down $115.9 million from $1,732.0 million in Q4 2018.

The Industrial segment ("Industrial") product sales decreased 5.0%, or $17.5 million, to $335.9 million in Q4 2019 from Q4 2018. The sales decrease was due to:

- reduced access equipment volumes in Europe and North America as certain key customers adjusted their Q4 2019 capital spend in light of uncertainty in the markets; partially offset by
- additional agricultural sales related to timing of the 2020 new product launch and a later harvest providing additional parts sales compared to Q4 2018.

Sales for the Transportation segment ("Transportation") decreased by $98.4 million, or 7.1% in Q4 2019 compared with Q4 2018. The sales in Q4 2019 were impacted by:

- a reduction in sales as a result of the United Auto Workers Union strike at General Motor's US locations that continued into Q4 2019;
- a reduction of sales related to certain programs that are naturally ending;
- an overall reduction in passenger vehicle volumes in our three key markets and in medium duty and heavy duty trucks in North America; and
- an unfavourable impact on sales from the changes in foreign exchange rates from Q4 2018; partially offset by
- additional sales from programs that are currently launching.

[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.
[2] Free cash flow for 2019 has been adjusted for additions of property, plant and equipment related to the dissolution of a joint venture in Q3 2019.
[3] 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").

The Company's normalized operating earnings for Q4 2019 were $112.6 million. This compares to $158.9 million in Q4 2018, a decrease of $46.3 million.

Industrial segment normalized operating earnings in Q4 2019 decreased $6.0 million, or 13.2% from Q4 2018. The Industrial normalized operating earnings results were predominantly driven by:

- reduced access equipment volumes in Europe and North America as certain key customers adjusted their 2019 capital spend in light of uncertainty in the markets;
- impact of absorption costs as a result of Skyjack and MacDon reducing production and selling from inventory in Q4 2019; partially offset by
- additional agricultural earnings related to timing of the 2020 new product launch and a later harvest when compared to Q4 2018.

Q4 2019 normalized operating earnings for Transportation were lower by $40.3 million, or 35.5% compared to Q4 2018. The Transportation segment's earnings were impacted by the following:

- a reduction in sales as a result of the United Auto Workers Union strike at General Motor's US locations that continued into Q4 2019; and
- a reduction of earnings related to volume declines.

"We are thrilled to have delivered on our cash generation target for 2019 despite challenging markets," said Linamar CEO Linda Hasenfratz. "Q4 was also a significant quarter for us in new business wins, notably in the driveline and electrified vehicle areas we have been targeting, and on key boom, telehandler and draper header products which is key to growth in soft markets. We are also seeing results from cost cutting efforts to mitigate demand reductions. Win new business to grow market share, cost control to offset soft markets and cash generation are our key areas of focus and we are delivering on every front."

Dividends

The Board of Directors today declared an eligible dividend in respect to the quarter ended December 31, 2019 of CDN$0.12 per share on the common shares of the company, payable on or after April 17, 2020 to shareholders of record on April 3, 2020.

Forward Looking Information, Risk and Uncertainties

Certain information provided by Linamar in this press release, MD&A, the consolidated financial statements and other documents published throughout the year which are not recitation of historical facts may constitute forward-looking statements. The words "may", "would", "could", "will", "likely", "estimate", "believe", "expect", "plan", "forecast" and similar expressions are intended to identify forward-looking statements. Readers are cautioned that such statements are only predictions and the actual events or results may differ materially. In evaluating such forward-looking statements, readers should specifically consider the various factors that could cause actual events or results to differ materially from those indicated by such forward-looking statements.

Such forward-looking information may involve important risks and uncertainties that could materially alter results in the future from those expressed or implied in any forward-looking statements made by, or on behalf of, Linamar. Some of the factors and risks and uncertainties that cause results to differ from current expectations include, but are not limited to, changes in the competitive environment in which Linamar operates, OEM outsourcing and insourcing; sources and availability of raw materials; labour markets and dependence on key personnel; dependence on certain customers and product programs; technological change in the sectors in which the Company operates and by Linamar's competitors; delays in or operational issues with product launches; foreign currency risk; long-term contracts that are not guaranteed; acquisition and expansion risk; foreign business risk; cyclicality and seasonality; legal proceedings and insurance coverage; credit risk; weather; emission standards; capital and liquidity risk; tax laws; securities laws compliance and corporate governance standards; fluctuations in interest rates; environmental emissions and safety regulations; trade and labour disruptions; world political events; pricing concessions to customers; and governmental, environmental and regulatory policies.

The foregoing is not an exhaustive list of the factors that may affect Linamar's forward-looking statements. These and other factors should be considered carefully and readers should not place undue reliance on Linamar's forward-looking statements. Linamar 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.

Conference Call Information

Q4 2019 Conference Call Information

Linamar will hold a webcast call on March 11, 2020 at 5:00 p.m. EST to discuss its fourth quarter/year end results. The numbers for this call are (647) 427-3383 (local/overseas) or (888) 424-9894 (North America) conference ID 7182436, with a call-in required 10 minutes prior to the start of the conference call. The URL for the webcast is https://www.linamar.com/news-event/q4-earnings-call. The password for the meeting is Linamar1. The conference call will be chaired by Linda Hasenfratz, Linamar's Chief Executive Officer. A copy of the Company's quarterly/year end financial statements, including the Management's Discussion & Analysis will be available on the Company's website after 4 p.m. EST on March 11, 2020 and at www.sedar.com by the start of business on March 12, 2020. A taped replay of the conference call will also be made available starting at 8:00 p.m. on March 11, 2020 for ten days. The number for replay is (855) 859-2056, Conference ID 7182436. In addition a recording of the call will be posted on the company's website under Investor Relations.

Q1 2020 Release Information

Linamar will hold a webcast call on May 13, 2020, at 5:00 p.m. EST to discuss its first-quarter results. The numbers for this call are (877) 668-0168 (North America) or (825) 312-2386 (International) conference ID 8792067, with a call-in required 10 minutes prior to the start of the webcast. The URL for the webcast is https://www.linamar.com/news-event/q1-2020-earnings-call. The conference call will be chaired by Linda Hasenfratz, Linamar's Chief Executive Officer. A copy of the Company's quarterly/year-end financial statements, including the Management's Discussion & Analysis, will be available on the Company's website after 4 p.m. EST on May 13, 2020, and at www.sedar.com by the start of business on May 14, 2020. The webcast replay will be available at https://www.linamar.com/news-event/q1-2020-earnings-call after the call. A taped replay of the conference call will also be made available starting at 8:00 p.m. on May 13, 2020, for seven days. The number for the replay is (800) 585-8367, Passcode: 8792067. In addition, a recording of the call will be posted on https://www.linamar.com/news-event/q1-2020-earnings-call.

Linamar Corporation (TSX:LNR) is an advanced manufacturing company where the intersection of leading edge technology and deep manufacturing expertise is creating solutions that power vehicles, motion, work and lives for the future. The Company is made up of 2 operating segments – the Industrial segment and the Transportation segment, which are further divided into 5 operating groups – Skyjack, Agriculture, Machining & Assembly, Light Metal Casting and Forging, all world leaders in the design, development and production of highly engineered products. The Company's Skyjack and MacDon companies are noted for their innovative, high quality mobile industrial and harvesting equipment, notably class-leading aerial work platforms, telehandlers, draper headers and self-propelled windrowers. The Company's Machining & Assembly, Light Metal Casting and Forging operating groups focus on precision metallic components, modules and systems for driveline, body and powertrain systems designed for global electrified and traditionally powered vehicle and industrial markets. Linamar has 27,000 employees in 61 manufacturing locations, 10 R&D centres and 25 sales offices in 17 countries in North and South America, Europe and Asia which generated sales of $7.4 billion in 2019. For more information about Linamar Corporation and its industry leading products and services, visit www.linamar.com or follow us on Twitter at @LinamarCorp.

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For further information regarding this release please contact Linda Hasenfratz at (519) 836-7550.

Guelph, Ontario
March 11, 2020

LINAMAR CORPORATION
Management's Discussion and Analysis
For the Quarter Ended December 31, 2019

This Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") of Linamar Corporation ("Linamar" or the "Company") should be read in conjunction with its consolidated financial statements for the quarter and year ended December 31, 2019. This MD&A has been prepared as at March 11, 2020. The financial information presented herein has been prepared on the basis of International Financial Reporting Standards ("IFRS"). References to the term generally accepted accounting principles ("GAAP") refer to information contained herein being prepared under IFRS as adopted. All amounts in this MD&A are in millions of Canadian dollars, unless otherwise noted.

Additional information regarding Linamar, including copies of its continuous disclosure materials such as its annual information form, is available on its website at www.linamar.com or through the SEDAR website at www.sedar.com.

OVERALL CORPORATE PERFORMANCE

Overview of the Business

Linamar Corporation (TSX:LNR) is an advanced manufacturing company where the intersection of leading edge technology and deep manufacturing expertise is creating solutions that power vehicles, motion, work and lives for the future. The Company is made up of 2 operating segments – the Industrial segment and the Transportation segment, which are further divided into 5 operating groups – Skyjack, Agriculture, Machining & Assembly, Light Metal Casting and Forging, all world leaders in the design, development and production of highly engineered products. The Company's Skyjack and MacDon companies are noted for their innovative, high quality mobile industrial and harvesting equipment, notably class-leading aerial work platforms, telehandlers, draper headers and self-propelled windrowers. The Company's Machining & Assembly, Light Metal Casting and Forging operating groups focus on precision metallic components, modules and systems for driveline, body and powertrain systems designed for global electrified and traditionally powered vehicle and industrial markets. Linamar has 27,000 employees in 61 manufacturing locations, 10 R&D centres and 25 sales offices in 17 countries in North and South America, Europe and Asia which generated sales of $7.4 billion in 2019. For more information about Linamar Corporation and its industry leading products and services, visit www.linamar.com or follow us on Twitter at @LinamarCorp.

Overall Corporate Results

The following table sets out certain highlights of the Company's performance in the fourth quarter of 2019 ("Q4 2019") and 2018 ("Q4 2018") and year ended December 31, 2019:

			Three Months Ended December 31				Twelve Months Ended December 31	
(in millions of dollars, except per share figures)	2019 $	2018 $	+/- $	+/- %	2019 $	2018 $	+/- $	+/- %
Sales	1,616.1	1,732.0	(115.9)	(6.7%)	7,416.6	7,620.6	(204.0)	(2.7%)
Gross Margin	197.5	260.8	(63.3)	(24.3%)	1,065.8	1,237.0	(171.2)	(13.8%)
Operating Earnings (Loss)[1]	79.3	171.1	(91.8)	(53.7%)	624.5	819.9	(195.4)	(23.8%)
Net Earnings (Loss)	49.7	124.5	(74.8)	(60.1%)	430.4	591.5	(161.1)	(27.2%)
Net Earnings (Loss) per Share - Diluted	0.76	1.88	(1.12)	(59.6%)	6.56	8.94	(2.38)	(26.6%)
Earnings before interest, taxes and amortization ("EBITDA")[1]	189.1	258.9	(69.8)	(27.0%)	1,038.0	1,186.9	(148.9)	(12.5%)
Operating Earnings (Loss) - Normalized[1]	112.6	158.9	(46.3)	(29.1%)	668.6	807.6	(139.0)	(17.2%)
Net Earnings (Loss) - Normalized[1]	75.4	115.4	(40.0)	(34.7%)	464.4	583.8	(119.4)	(20.5%)
Net Earnings (Loss) per Share - Diluted - Normalized[1]	1.15	1.75	(0.60)	(34.3%)	7.08	8.82	(1.74)	(19.7%)
EBITDA - Normalized[1]	222.4	247.6	(25.2)	(10.2%)	1,082.3	1,176.9	(94.6)	(8.0%)

The changes in these financial highlights are discussed in detail in the following sections of this analysis.

[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 "Non-GAAP and Additional GAAP Measures" section of this MD&A.

BUSINESS SEGMENT REVIEW

The Company reports its results of operations in two business segments: Industrial and Transportation. The segments are differentiated by the products that each produces and reflects how the chief operating decision makers of the Company manage the business. The following should be read in conjunction with the Company's consolidated financial statements for the quarter ended December 31, 2019.

			Three Months Ended December 31 2019			Three Months Ended December 31 2018
	Industrial	Transportation	Linamar	Industrial	Transportation	Linamar
(in millions of dollars)	$	$	$	$	$	$
Sales	335.9	1,280.2	1,616.1	353.4	1,378.6	1,732.0
Operating Earnings (Loss)	26.6	52.7	79.3	63.1	108.0	171.1
EBITDA	41.3	147.8	189.1	78.3	180.6	258.9
Operating Earnings (Loss) – Normalized	39.4	73.2	112.6	45.4	113.5	158.9
EBITDA – Normalized	54.2	168.2	222.4	60.8	186.8	247.6

			Twelve Months Ended December 31 2019			Twelve Months Ended December 31 2018
	Industrial	Transportation	Linamar	Industrial	Transportation	Linamar
(in millions of dollars)	$	$	$	$	$	$
Sales	1,780.6	5,636.0	7,416.6	1,886.3	5,734.3	7,620.6
Operating Earnings (Loss)	236.3	388.2	624.5	346.2	473.7	819.9
EBITDA	298.2	739.8	1,038.0	400.4	786.5	1,186.9
Operating Earnings (Loss) – Normalized	257.8	410.8	668.6	323.5	484.1	807.6
EBITDA – Normalized	319.8	762.5	1,082.3	378.4	798.5	1,176.9

Industrial Highlights

				Three Months Ended December 31				Twelve Months Ended December 31
	2019	2018	+/-	+/-	2019	2018	+/-	+/-
(in millions of dollars)	$	$	$	%	$	$	$	%
Sales	335.9	353.4	(17.5)	(5.0%)	1,780.6	1,886.3	(105.7)	(5.6%)
Operating Earnings (Loss)	26.6	63.1	(36.5)	(57.8%)	236.3	346.2	(109.9)	(31.7%)
EBITDA	41.3	78.3	(37.0)	(47.3%)	298.2	400.4	(102.2)	(25.5%)
Operating Earnings (Loss) – Normalized	39.4	45.4	(6.0)	(13.2%)	257.8	323.5	(65.7)	(20.3%)
EBITDA – Normalized	54.2	60.8	(6.6)	(10.9%)	319.8	378.4	(58.6)	(15.5%)

The Industrial segment ("Industrial") product sales decreased 5.0%, or $17.5 million, to $335.9 million in Q4 2019 from Q4 2018. The sales decrease was due to:

- reduced access equipment volumes in Europe and North America as certain key customers adjusted their Q4 2019 capital spend in light of uncertainty in the markets; partially offset by
- additional agricultural sales related to timing of the 2020 new product launch and a later harvest providing additional parts sales compared to Q4 2018.

The 2019 sales for Industrial decreased by $105.7 million, or 5.6% compared with 2018. The factors that impacted Q4 2019 similarly impacted the full year results except for the additional agricultural sales which were down slightly for the first nine months of 2019 compared to the first nine months of 2018 due to poor crop conditions, stagnant commodity prices and the ongoing trade war between the US and China governments.

Industrial segment normalized operating earnings in Q4 2019 decreased $6.0 million, or 13.2% from Q4 2018. The Industrial normalized operating earnings results were predominantly driven by:

- reduced access equipment volumes in Europe and North America as certain key customers adjusted their 2019 capital spend in light of uncertainty in the markets;
- impact of absorption costs as a result of Skyjack and MacDon reducing production and selling from inventory in Q4 2019; partially offset by
- additional agricultural earnings related to timing of the 2020 new product launch and a later harvest when compared to Q4 2018.

The 2019 normalized operating earnings for Industrial decreased by $65.7 million, or 20.3% compared with 2018. The factors that impacted Q4 2019 similarly impacted the YTD results except for the additional agricultural earnings which were down slightly for the first nine months of 2019 compared to the first nine months of 2018 due to poor crop conditions, stagnant commodity prices and the ongoing trade war between the US and China governments.

Transportation Highlights

(in millions of dollars)	2019 $	2018 $	Three Months Ended December 31 +/- $	+/- %	2019 $	2018 $	Twelve Months Ended December 31 +/- $	+/- %
Sales	1,280.2	1,378.6	(98.4)	(7.1%)	5,636.0	5,734.3	(98.3)	(1.7%)
Operating Earnings (Loss)	52.7	108.0	(55.3)	(51.2%)	388.2	473.7	(85.5)	(18.0%)
EBITDA	147.8	180.6	(32.8)	(18.2%)	739.8	786.5	(46.7)	(5.9%)
Operating Earnings (Loss) – Normalized	73.2	113.5	(40.3)	(35.5%)	410.8	484.1	(73.3)	(15.1%)
EBITDA – Normalized	168.2	186.8	(18.6)	(10.0%)	762.5	798.5	(36.0)	(4.5%)

Sales for the Transportation segment ("Transportation") decreased by $98.4 million, or 7.1% in Q4 2019 compared with Q4 2018. The sales in Q4 2019 were impacted by:

- a reduction in sales as a result of the United Auto Workers Union strike at General Motor's US locations that continued into Q4 2019;
- a reduction of sales related to certain programs that are naturally ending;
- an overall reduction in passenger vehicle volumes in our three key markets and in medium duty and heavy duty trucks in North America; and
- an unfavourable impact on sales from the changes in foreign exchange rates from Q4 2018; partially offset by
- additional sales from programs that are currently launching.

The 2019 sales for Transportation decreased by $98.3 million, or 1.7% compared with 2018. The factors that impacted Q4 2019 similarly impacted the YTD results with the exception that there was a favourable impact on sales from the changes in foreign exchange rates for the first nine months of the year.

Q4 2019 normalized operating earnings for Transportation were lower by $40.3 million, or 35.5% compared to Q4 2018. The Transportation segment's earnings were impacted by the following:

- a reduction in sales as a result of the United Auto Workers Union strike at General Motor's US locations that continued into Q4 2019; and
- a reduction of earnings related to volume declines.

The 2019 normalized operating earnings decreased by $73.3 million, or 15.1% compared with 2018. The factors that impacted Q4 2019 similarly impacted the full year results.

AUTOMOTIVE SALES AND CONTENT PER VEHICLE[1]

Automotive sales by region in the following discussion are determined by the final vehicle production location and, as such, there are differences between these figures and those reported under the geographic segment disclosure, which are based primarily on the Company's location of manufacturing and include both automotive and non-automotive sales. These differences are the result of products being sold directly to one continent, and the final vehicle being assembled on another continent. It is necessary to show the sales based on the vehicle build location to provide accurate comparisons to the vehicle production units[2] for each continent.

In addition to automotive Original Equipment Manufacturers ("OEMs"), the Company sells powertrain parts to a mix of automotive and non-automotive manufacturers that service various industries such as power generation, construction equipment, marine and automotive. The final application of some parts sold to these manufacturers is not always clear; however the Company estimates the automotive portion of the sales for inclusion in its content per vehicle ("CPV") calculations. The allocation of sales to regions is based on vehicle production volume estimates from industry sources, published closest to the quarter end date. As these estimates are updated, the Company's sales classifications can be impacted.

[1] Automotive Sales are measured as the amount of the Company's automotive sales dollars per vehicle, not including tooling sales. CPV does not have a standardized meaning and therefore is unlikely to be comparable to similar measures presented by other issuers. CPV is an indicator of the Company's market share for the automotive markets that it operates in.

[2] Vehicle production units are derived from industry sources and are shown in millions of units. North American vehicle production units used by the Company for the determination of the Company's CPV include medium and heavy truck volumes. European and Asia Pacific vehicle production units exclude medium and heavy trucks. All vehicle production volume information is as regularly reported by industry sources. Industry sources release vehicle production volume estimates based on the latest information from the Automotive Manufacturers and update these estimates as more accurate information is obtained. The Company will, on a quarterly basis, update CPV for the current fiscal year in its MD&A as these volume estimates are revised by the industry sources. The CPV figures in this MD&A reflect the volume estimates that were published closest to the quarter end date by the industry sources. These updates to vehicle production units have no effect on the Company's financial statements for those periods.

North America		2019		2018		+/-	Three Months Ended December 31 %		2019		2018		+/-	Twelve Months Ended December 31 %
Vehicle Production Units		3.94		4.36		(0.42)	(9.6%)		16.88		17.53		(0.65)	(3.7%)
Automotive Sales	$	617.4	$	699.2	$	(81.8)	(11.7%)	$	2,805.3	$	2,872.7	$	(67.4)	(2.3%)
Content Per Vehicle	$	156.80	$	160.33	$	(3.53)	(2.2%)	$	166.17	$	163.85	$	2.32	1.4%
Europe														
Vehicle Production Units		5.12		5.47		(0.35)	(6.4%)		21.06		21.99		(0.93)	(4.2%)
Automotive Sales	$	394.6	$	399.7	$	(5.1)	(1.3%)	$	1,717.9	$	1,721.6	$	(3.7)	(0.2%)
Content Per Vehicle	$	77.01	$	73.06	$	3.95	5.4%	$	81.58	$	78.30	$	3.28	4.2%
Asia Pacific														
Vehicle Production Units		12.36		13.29		(0.93)	(7.0%)		46.11		49.71		(3.60)	(7.2%)
Automotive Sales	$	122.6	$	117.6	$	5.0	4.3%	$	448.3	$	488.1	$	(39.8)	(8.2%)
Content Per Vehicle	$	9.92	$	8.85	$	1.07	12.1%	$	9.72	$	9.82	$	(0.10)	(1.0%)

North American automotive sales for Q4 2019 decreased 11.7% from Q4 2018 in a market that saw a decrease of 9.6% production volumes for the same period. As a result, content per vehicle in Q4 2019 decreased 2.2% from $160.33 to $156.80. The decrease in North American content per vehicle was mainly a result of overall market decreases in passenger, medium duty and heavy duty trucks specifically with OEMs we have significant business with, partially offset by increases on launching programs with specific OEMs.

European automotive sales for Q4 2019 decreased 1.3% from Q4 2018 in a market that saw a decrease of 6.4% in production volumes for the same period. As a result, content per vehicle in Q4 2019 increased 5.4% from $73.06 to $77.01. The increase in European content per vehicle was a result of increases on our launching programs, partially offset by the reduction of sales related to declines in the European light vehicle market.

Asia Pacific automotive sales for Q4 2019 increased 4.3% from Q4 2018 in a market that saw a decrease of 7.0% in production volumes for the same period. As a result, content per vehicle in Q4 2019 increased 12.1% from $8.85 to $9.92. The increase in Asian content per vehicle was a result of better than market performance with OEMs we have significant business with, partially offset by overall market product decreases in light vehicle production in Asia.

RESULTS OF OPERATIONS

Gross Margin

(in millions of dollars)		Three Months Ended December 31 2019		2018		Twelve Months Ended December 31 2019		2018
Sales	$	1,616.1	$	1,732.0	$	7,416.6	$	7,620.6
Cost of Sales before amortization		1,312.3		1,385.9		5,953.7		6,030.2
Amortization		106.3		85.3		397.1		353.4
Cost of Sales		1,418.6		1,471.2		6,350.8		6,383.6
Gross Margin	$	197.5	$	260.8	$	1,065.8	$	1,237.0
Gross Margin percentage		12.2%		15.1%		14.4%		16.2%

Gross margin percentage decreased in Q4 2019 to 12.2% compared to 15.1% in Q4 2018. Cost of sales before amortization as a percentage of sales increased in Q4 2019 to 81.2% compared to 80.0% for the same quarter of last year. In dollar terms, gross margin decreased $63.3 million in Q4 2019 compared with Q4 2018 as a result of the items discussed earlier in this analysis such as:

- a reduction in sales as a result of the United Auto Workers Union strike at General Motor's US locations that continued into Q4 2019;
- a reduction of earnings related to volume declines in both segments;
- impact of absorption costs as a result of Skyjack and MacDon reducing production and selling from inventory in Q4 2019; and
- the unusual items incurred in Q4 2019.

Q4 2019 amortization increased to $106.3 million from $85.3 million in Q4 2018 due to additional amortization from launching programs in the Transportation Segment and the additional lease amortization as a result of adopting IFRS 16 in 2019. Amortization as a percentage of sales increased to 6.6% of sales compared to 4.9% in Q4 2018.

2019 gross margin decreased to 14.4% from 16.2% in 2018. The factors that impacted Q4 2019 gross margin similarly impacted the full year results.

Selling, General and Administration

(in millions of dollars)	Three Months Ended December 31 2019	2018	Twelve Months Ended December 31 2019	2018
Selling, general and administrative	$ 98.9	$ 109.2	$ 414.4	$ 441.4
SG&A percentage	6.1%	6.3%	5.6%	5.8%

Selling, general and administrative ("SG&A") costs decreased in Q4 2019 to $98.9 million from $109.2 million and decreased as a percentage of sales to 6.1% from 6.3% when compared to Q4 2018. This decrease is due to decreased management costs in comparison to Q4 2018 partially offset by additional restructuring costs incurred in Q4 2019.

On an annual basis, SG&A costs reflected similar factors that impacted Q4 2019, decreasing as a percentage of sales to 5.6% from 5.8% when compared to 2018.

Finance Expense and Income Taxes

(in millions of dollars)	Three Months Ended December 31 2019 $	2018 $	Twelve Months Ended December 31 2019 $	2018 $
Operating Earnings (Loss)	79.3	171.1	624.5	819.9
Share of Net Earnings (Loss) of Investments Accounted for Using the Equity Method	(3.1)	(4.0)	(11.0)	(13.5)
Finance Income and (Expenses)	(12.0)	(12.9)	(49.1)	(46.8)
Provision for (Recovery of) Income Taxes	14.5	29.7	134.0	168.1
Net Earnings (Loss)	49.7	124.5	430.4	591.5

Finance Expenses

Finance expenses decreased $0.9 million in Q4 2019 from $12.9 million in Q4 2018 to $12.0 million due to:

- lower interest expense due to declining debt balances;
- lower interest rates during the quarter; partially offset by
- lower interest earned on the investment of excess cash and long-term receivable balances.

The 2019 finance expenses increased $2.3 million compared to 2018 primarily as a result of the following:

- higher interest rates during the first nine months of 2019 as a result of several Bank of Canada rate hikes in 2018;
- twelve months of interest for 2019 compared to eleven months in 2018 due to the acquisition of MacDon;
- increased interest costs as a result of adopting IFRS 16; partially off-set by
- lower interest expense due to declining debt balances; and
- lower interest earned on the investment of excess cash and long-term receivable balances.

The consolidated effective interest rate for Q4 2019, and the full year of 2019, remains flat at 2.8% when compared to 2018.

Income Taxes

The effective tax rate for Q4 2019 was 22.6%, an increase from the 19.2% rate in the same quarter of 2018. The effective tax rate in Q4 2019 was:

- increased due to a less favourable mix of foreign tax rates in Q4 2019 compared to Q4 2018;
- increased due to incremental non-deductible expenses incurred in Q4 2019 compared to Q4 2018; partially offset by
- a reduction due to adjustments recognized in Q4 2019 regarding tax recoveries from prior years; and
- a reduction due to the recognition of a benefit on losses that were previously unrecognized.

The effective tax rate for 2019 was 23.7%, an increase from the 22.1% rate in 2018 and was in line with the expected annual tax rate. The 2019 effective tax rate increased due to incremental non-deductible expenses in the year and one-time tax costs incurred to repatriate foreign earnings.

TOTAL EQUITY

During the quarter no options expired unexercised, no options were forfeited, and no options were exercised.

OUTSTANDING SHARE DATA

The Company is authorized to issue an unlimited number of common shares, of which 64,958,821 common shares were outstanding as of March 11, 2020. The Company's common shares constitute its only class of voting securities. As of March 11, 2020, there were 1,241,876 options to acquire common shares outstanding and 3,900,000 options still available to be granted under the Company's share option plan.

In January 2019, the Company announced that the Toronto Stock Exchange ("TSX") had accepted a notice filed by the Company of its intention to make a normal course issuer bid ("NCIB" or "Bid"). Under the NCIB, Linamar had the ability to purchase for cancellation up to a maximum of 4,506,324 common shares, representing approximately 10% of the public float of 45,063,240 that were issued and outstanding as of January 18, 2019. For the year ended December 31, 2019, the Company repurchased and cancelled 715,000 common shares under its Bid for $29.7 million. In January 2020, the Company repurchased and cancelled a further 280,674 shares under its Bid for $13.3 million. The NCIB expired on January 28, 2020.

In accordance with the Board's approval, the Company intends to seek TSX approval to renew its NCIB program for an additional year with the intention of making purchases under the program to strategically support the Company's share price.

SELECTED FINANCIAL INFORMATION

Annual Results

The following table sets out selected financial data relating to the Company's years ended December 31, 2019, 2018 and 2017. This financial data should be read in conjunction with the Company's consolidated financial statements for these years:

(in millions of dollars, except per share figures)	2019 $	2018 $	2017 $
Sales	7,416.6	7,620.6	6,546.5
Net Earnings (Loss)	430.4	591.5	549.4
Normalizing Items	34.0	(7.7)	2.1
Net Earnings (Loss) - Normalized	464.4	583.8	551.5
Total Assets	7,578.8	8,133.4	5,851.2
Total Long-term Liabilities	2,181.9	2,747.9	1,442.4
Cash Dividends declared per share	0.48	0.48	0.48
Net Earnings (Loss) per Share			
Basic	6.59	9.05	8.41
Diluted	6.56	8.94	8.32
Diluted - Normalized	7.08	8.82	8.35

The 2019 normalizing items include foreign exchange gain (loss), foreign exchange gain (loss) on debt and derivatives, and unusual items. The 2019 unusual items relate to restructuring costs and a supplier quality issue. For more information refer to the "Non-GAAP and Additional GAAP Measures" section of this MD&A.

On February 1, 2018, the Company completed its acquisition of 100% of the outstanding equity interest of MacDon for a purchase price of $1,299.5 million comprised of $1,224.5 million in cash consideration and an assumed liability of $75.0 million. As a result there is a significant increase in sales, net earnings, total assets, and total long-term liabilities between 2017 and 2018.

The 2018 normalizing items include foreign exchange gain (loss), foreign exchange gain (loss) on debt and derivatives, and an unusual item. The 2018 unusual item relates to restructuring costs.

The 2017 normalizing items include foreign exchange gain (loss), foreign exchange gain (loss) on debt and derivatives, and an unusual item. The 2017 unusual item relates to adjusting the effective tax rate of 12.1% in Q4 2017 to an expected annual rate of 23.0%. The low effective tax rate was mainly due to the future reduction in foreign tax rates enacted in the quarter on deferred tax liabilities, primarily in the United States and France.

Quarterly Results

The following table sets forth unaudited information for each of the eight quarters ended March 31, 2018 through December 31, 2019. This information has been derived from the Company's unaudited consolidated interim financial statements which, in the opinion of management, have been prepared on a basis consistent with the audited consolidated financial statements and include all adjustments, consisting only of normal recurring adjustments, necessary for fair presentation of the financial position and results of operations for those periods.

(in millions of dollars, except per share figures)	Dec 31 2019 $	Sep 30 2019 $	Jun 30 2019 $	Mar 31 2019 $	Dec 31 2018 $	Sep 30 2018 $	Jun 30 2018 $	Mar 31 2018 $
Sales	1,616.1	1,740.0	2,086.1	1,974.5	1,732.0	1,837.3	2,157.4	1,893.9
Net Earnings (Loss)	49.7	98.2	150.2	132.3	124.5	113.2	197.1	156.6
Net Earnings (Loss) per Share								
Basic	0.76	1.51	2.30	2.02	1.91	1.73	3.02	2.40
Diluted	0.76	1.50	2.28	2.00	1.88	1.71	2.98	2.37

The quarterly results of the Company are impacted by the seasonality of certain operational units. Historically, earnings in the second quarter for the Industrial segment are positively impacted by the high selling season for both the access equipment and agricultural businesses. For the Transportation segment, vehicle production is typically at its lowest level during the third and fourth quarters due to lower OEM production schedules resulting from shutdowns related to summer and winter maintenance and model changeovers. The Company takes advantage of summer and winter shutdowns for maintenance activities that would otherwise disrupt normal production schedules.

FINANCIAL CONDITION, LIQUIDITY AND CAPITAL RESOURCES

Cash Flows

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
(in millions of dollars)	$	$	$	$
Cash generated from (used in):				
Operating Activities	502.7	259.6	1,167.7	691.2
Financing Activities	(433.7)	(79.1)	(724.1)	1,053.2
Investing Activities	(129.6)	(146.8)	(547.2)	(1,726.1)
Effect of translation adjustment on cash	4.0	13.7	(30.2)	14.6
Increase (decrease) in cash and cash equivalents	(56.6)	47.4	(133.8)	32.9
Cash and cash equivalents – Beginning of Period	394.8	424.6	472.0	439.1
Cash and cash equivalents – End of Period	338.2	472.0	338.2	472.0
Comprised of:				
Cash in bank	285.9	358.0	285.9	358.0
Short-term deposits	59.0	130.4	59.0	130.4
Unpresented cheques	(6.7)	(16.4)	(6.7)	(16.4)
	338.2	472.0	338.2	472.0

The Company's cash and cash equivalents (net of unpresented cheques) at December 31, 2019 were $338.2 million, a decrease of $133.8 million compared to December 31, 2018.

Cash generated from operating activities was $502.7 million, an increase of $243.1 million from Q4 2018, due to more cash being generated by changes in operating assets and liabilities. Cash generated from operating activities in 2019 was $1,167.7 million, $476.5 million more than was provided in 2018, due to more cash being generated by changes in operating assets and liabilities, partially offset by a decrease in net earnings over 2018.

During the quarter, financing activities used $433.7 million of cash compared to $79.1 million in Q4 2018 due to the repayment of long-term debt. Financing activities in 2019 used $724.1 million to repay long-term debt and repurchase shares. This compared to $1,053.2 million provided in 2018, mostly due to the proceeds of long-term debt used to fund the acquisition of MacDon.

Investing activities used $129.6 million in Q4 2019 compared to $146.8 million used in Q4 2018 mainly for the purchase of property, plant and equipment. Investing activities used $547.2 million in 2019 mainly for the purchase of property, plant and equipment compared to $1,726.1 million in 2018 primarily used for the acquisition of MacDon and the purchase of property, plant and equipment.

Operating Activities

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
(in millions of dollars)	$	$	$	$
Net Earnings (Loss) for the period	49.7	124.5	430.4	591.5
Adjustments to earnings	133.7	106.2	467.0	414.0
	183.4	230.7	897.4	1,005.5
Changes in operating assets and liabilities	319.3	28.9	270.3	(314.3)
Cash generated from (used in) operating activities	502.7	259.6	1,167.7	691.2

Cash generated by operations before the effect of changes in operating assets and liabilities decreased $47.3 million in Q4 2019 to $183.4 million, compared to $230.7 million in Q4 2018. Cash generated by operations before the effect of changes in operating assets and liabilities decreased $108.1 million to $897.4 million from $1,005.5 million in 2018.

Changes in operating assets and liabilities for Q4 2019 and for the full year of 2019 provided cash of $319.3 million and $270.3 million respectively due to decreased accounts receivable and inventories partially offset by decreased accounts payable and accrued liabilities.

Financing Activities

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
(in millions of dollars)	$	$	$	$
Proceeds from (repayments of) short-term borrowings	(4.6)	0.6	(10.2)	7.8
Proceeds from (repayments of) long-term debt	(413.5)	(64.1)	(618.2)	1,113.2
Proceeds from exercise of stock options	-	-	7.7	-
Repurchase of shares	-	-	(29.7)	-
Dividends	(7.9)	(7.9)	(31.4)	(31.4)
Finance income received (expenses paid)	(7.7)	(7.7)	(42.3)	(36.4)
Cash generated from (used in) financing activities	(433.7)	(79.1)	(724.1)	1,053.2

Financing activities for Q4 2019 used $433.7 million of cash compared to $79.1 million used in Q4 2018 primarily driven by the Company's repayment of long-term debt. Financing activities for 2019 used $724.1 million of cash again driven by the repayment of long-term debt and the Company's repurchase of shares under its NCIB program. This compared to $1,053.2 million provided in 2018, primarily due to proceeds from long-term debt used to fund the acquisition of MacDon. The repayment of long-term debt for Q4 2019 and for the full year of 2019 has been a result of improvements in the Company's management of its operating assets and liabilities.

Investing Activities

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
(in millions of dollars)	$	$	$	$
Payments for purchase of property, plant and equipment	(120.1)	(144.5)	(525.4)	(537.3)
Proceeds on disposal of property, plant and equipment	6.5	1.5	25.2	13.0
Payments for purchase of intangible assets	(8.1)	(2.7)	(33.6)	(20.8)
Business acquisitions, net of cash acquired	-	(1.1)	-	(1,175.9)
Other	(7.9)	-	(13.4)	(5.1)
Cash generated from (used in) investing activities	(129.6)	(146.8)	(547.2)	(1,726.1)

Cash used for investing activities for Q4 2019 was $129.6 million compared to Q4 2018 at $146.8 million primarily due to the purchase of property, plant and equipment. Cash used for investing activities was $547.2 million compared to 2018 at $1,726.1 million which was primarily related to the acquisition of MacDon in Q1 2018.

Capital Resources

The Company's financial condition remains solid given its strong balance sheet, which can be attributed to the Company's low cost structure, reasonable level of debt, prospects for growth and significant new program launches. Management expects that all future capital expenditures will be financed by cash flow from operations or utilization of existing financing facilities.

At December 31, 2019, cash and cash equivalents, including short-term deposits (net of unpresented cheques) was $338.2 million and the Company's credit facilities had available credit of $771.1 million.

Commitments and Contingencies

The following table summarizes contractual obligations by category and the associated payments for the next five years:

(in millions of dollars)	Total $	1 year $	Later than 1 year and not later than 5 years $	Later than 5 years $
Long-Term Debt Principal, excluding Lease Liabilities	1,824.8	5.0	1,761.6	58.2
Lease Liabilities[1]	82.7	23.5	42.4	16.8
Purchase Obligations[2]	101.4	101.4	-	-
Total Contractual Obligations	2,008.9	129.9	1,804.0	75.0

Effective for January 1, 2019, the Company adopted the new IFRS 16 Leases standard. The adoption of this standard resulted in an increase to right-of-use assets within property, plant and equipment and lease liabilities within long-term debt.

The Company occasionally provides guarantees to third parties who, in turn, provide financing to certain Linamar customers for industrial products. In addition, the Company has provided limited guarantees within the purchase agreements of derecognized receivables as discussed in the notes to the Company's consolidated financial statements for the year ended December 31, 2019.

From time to time, the Company may be contingently liable for litigation, legal and/or regulatory actions and proceedings and other claims. These claims, and other details surrounding its financial liabilities, are described in the notes to Company's consolidated financial statements for the year ended December 31, 2019.

Financial Instruments

The Company uses derivatives as a part of its risk management program to mitigate variability associated with changing market values related to recognized liabilities and highly probable forecasted transactions.

The Company pursues a strategy of optimizing its operating and financing foreign currency cash flows in each region in which it operates. In key foreign exchange markets, the Company's foreign currency outflows for the purchases of materials and capital equipment are offset through the sale of products denominated in the same foreign currencies, creating a natural hedge. In markets where a natural currency hedge cannot be achieved, and a material foreign exchange exposure arises, the Company actively manages the risk through the execution of foreign exchange forward contracts and other derivatives. Despite actively managing the residual foreign exchange exposure, significant long-term movements in relative currency values may affect the Company's operational results. The Company does not actively hedge all the cash flow activities of its foreign subsidiaries and, accordingly operational results may be further affected by a significant change in the relative value of domestic currencies.

The amount and timing of executed derivatives is dependent upon a number of factors, including estimated production delivery schedules, forecasted customer payments, and the anticipated future direction of foreign currency and interest rates. The Company is exposed to counterparty credit risk when executing derivatives with financial institutions, and in order to mitigate this risk the Company limits derivative trading to counterparties within the credit facility that maintain investment grade credit ratings.

The Company is committed to long-dated forward contracts to buy United States dollars ("USD") which hedge the changes in exchange rates on the U.S. $130 million Private Placement Notes due 2021 ("2021 Notes"). These forward exchange contracts qualify as cash flow hedges for accounting purposes and any fair value unrealized gains and losses are included in other comprehensive earnings, with reclassifications to net earnings for the effective portion to match the net earnings impact of the principal portion.

The Company is committed to a series of forward contracts to lock in the exchange rate on the semi-annual coupon payments related to the 2021 Notes. These forward contracts qualify as cash flow hedges for accounting purposes and any fair value unrealized gains and losses are included in other comprehensive earnings, with reclassifications to net earnings for the effective portion to match the net earnings impact of the coupon portion.

The Company holds floating USD denominated debt along with two cross-currency interest rate swaps which convert this floating rate debt into fixed rate debt, and hedge the effective change in exchange rates on both its USD debt and its net investment in Euro foreign operations. The cross-currency interest rate swap related to the USD debt qualified as a cash flow hedge for accounting purposes, and the cross-currency interest rate swap related to the Euro foreign operations qualified as a net investment hedge. Any fair value unrealized gains and losses for both hedges are included in other comprehensive earnings, with reclassifications to net earnings for the effective portion to match the net earnings impact of the hedged items.

The company is exposed to foreign exchange fluctuations due to foreign operating transactions and to manage this the Company enters into forward exchange contracts to hedge a portion of the ultimate cash flows arising from highly probable forecasted consolidated foreign

[1] Lease Liabilities includes the interest component in accordance with the definition of minimum lease payments under IFRS.

[2] Purchase Obligations means an agreement to purchase goods or services that is enforceable and legally binding that specifies all significant terms, including: fixed or minimum quantities to be purchased; fixed, minimum or variable price provisions; and the approximate timing of the transaction.

sales and purchases. Any fair value unrealized gains and losses for the hedges are included in other comprehensive earnings, with reclassifications to net earnings for the effective portion to match the net earnings impact of the hedged items.

For more information, please see the notes to the Company's consolidated financial statements for the year ended December 31, 2019.

A portion of the Company's financial instruments are held as long-term receivables totalling $521.9 million at December 31, 2019 compared to $516.8 million at December 31, 2018. Long-term receivables are primarily made up of financing loans for the sale of industrial access equipment which improved by $53.1 million to $362.3 million, financing loans for equity method investments which increased by $34.8 million to $95.0 million, and receivables for government assistance which increased by $23.3 million to $62.2 million.

Off Balance Sheet Arrangements

On January 1, 2019, the Company adopted IFRS 16 Leases. Significant changes to lessee accounting were introduced, with the distinction between operating and finance leases removed and assets and liabilities recognized in respect of all leases (subject to limited exceptions for short-term leases and leases of low value assets). The resulting change was an increase to right-of-use assets within property, plant and equipment and lease liabilities within long-term debt. The right-of-use assets and lease liabilities were measured at the present value of the remaining lease payments, discounted using the interest rate implicit in the lease or the lessee's incremental borrowing rate if the implicit rate could not be readily determined. In accordance with the transition provisions, the standard has been adopted without restating comparative figures.

For more information, please see the notes to the Company's consolidated financial statements for the year ended December 31, 2019.

CURRENT AND PROPOSED TRANSACTIONS

There are no current and proposed transactions for the quarter ended December 31, 2019.

RISK MANAGEMENT

The following risk factors, as well as the other information contained in this MD&A, and the Company's Annual Information Form for the year ended December 31, 2019 or otherwise incorporated herein by reference, should be considered carefully. These risk factors could materially and adversely affect the Company's future operating results and could cause actual events to differ materially from those described in forward-looking statements related to the Company.

Competition, Outsourcing and Insourcing

The Company faces numerous sources of competition in its Transportation segment, including its OEM customers and their affiliated parts manufacturers, other direct competitors and product alternatives. In many product areas, the primary competition comes from in-house divisions of the OEMs. In the Industrial segment the Company also faces competition from well-established aerial work platform and harvesting equipment OEMs.

As the Company's OEM customers face continued cost pressures as well as wide ranging areas of required capital investment within their business, some have decided to "outsource" some of their requirements. This outsourcing has continued to represent an additional source of new business for the Company. However, because of various factors affecting the OEMs, such as the level of consumer spending on automobiles and related market volumes, entrenched capital assets, labour contracts, and other economic factors, this impacts the decision on whether to outsource work or not; such changes and decisions are reflected in the Company's results through reduced volume on some existing programs and the ability to bid on, and receive, new business.

Other competition in machining and assembly work comes from high precision machining companies which typically have several manufacturing locations and substantial capital resources to invest in equipment for high volume, high precision, and long-term contracts. Several of these companies are heavily involved in the automotive industry and are suppliers to major OEMs.

The Company believes that there are no suppliers which have the diversified capability to produce all of the components, modules and systems which the Company currently produces. Rather, Linamar faces a higher number of suppliers that compete on a product by product basis. Some of these competitors are larger and may have access to greater resources than the Company, but the Company believes that none of them are dominant in the markets in which the Company operates. The basis for supplier selection by OEMs is not typically determined solely by price, but would usually also include such elements as quality, service, historical performance, timeliness of delivery, proprietary technologies, scope of in-house capabilities, existing agreements, responsiveness and the supplier's overall relationship with the OEM, as well as being influenced by the degree of available and unutilized capacity of resources in the OEMs' manufacturing facilities, labour relations issues and other factors. The number of competitors that OEMs solicit to bid on any individual product has, in certain circumstances, been significantly reduced and management expects that further reductions will occur as a result of the OEMs' stated intention to deal with fewer suppliers and to award those suppliers longer-term contracts.

Sources and Availability of Raw Materials

The primary raw materials utilized by the Company's precision machining, access equipment and harvesting equipment operations are iron and aluminum castings and forgings, which are readily obtained from a variety of suppliers globally that support the Company's operations. The Company is not substantially dependent on any one supplier. A disruption in the supply of components could cause the temporary shut-down and a prolonged supply disruption, including the inability to re-source or in-source production of a critical component, could have a material adverse effect on the Company's business.

Raw materials supply factors such as allocations, pricing, quality, timeliness of delivery, transportation and warehousing costs may affect the raw material sourcing decisions of the Company and its plants. When appropriate and available, the Company may negotiate long-term agreements with raw material suppliers to ensure continued availability of certain raw materials on more favourable terms. In the event of significant unanticipated increase in demand for the Company's products and the supply of raw materials, the Company may be unable to manufacture certain products in a quantity sufficient to meet its customers' demand.

Labour Markets and Dependence on Key Personnel

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

Dependence on Certain Customers

The Company's Transportation segment has a limited number of customers that individually account for more than 10% of its consolidated revenues or receivables at any given time. The global precision machining industry is characterized by a large number of manufacturers. As a result, manufacturers, such as the Company, tend to have a relatively small share of the markets they serve. Nonetheless, the Company believes that it is currently the sole supplier being used by its customers worldwide for products that represent more than half of the Company's Transportation sales.

Typically, sales are similarly concentrated for the Industrial segment as product distribution is largely through major access equipment rental companies and agricultural dealerships. Through its Skyjack subsidiary, the Company engages in the production and sale of access equipment including scissor lifts, booms and telehandlers. Through its MacDon subsidiary, the Company engages in the production and sale of harvesting equipment including draper headers and self-propelled windrowers. There is a relatively defined sales cycle in these industries, as it is closely related to, and affected by, the product life cycle of these construction and agricultural sectors. Therefore, the risks and fluctuations in the construction and agricultural industries in the countries that Skyjack and MacDon operate in also affect the Company's Industrial sales.

Any disruption in the Company's relationships with these major customers or any decrease in revenue from these major customers, as a consequence of current or future conditions or events in the economy or markets in general or in the automotive (including medium/heavy duty trucks) and industrial industries in particular, could have a material adverse effect on the Company's business, financial condition, or results of operations.

Technological Change and Product Launches

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

Foreign Currency Risk

Although the Company's financial results are reported in Canadian dollars, a significant portion of the Company's revenues and operating costs are realized in other currencies. Fluctuations in the exchange rates between these currencies may affect the Company's results of operations.

The Company's foreign currency cash flows for the purchases of materials and certain capital equipment denominated in foreign currencies are naturally hedged when contracts to sell products are denominated in those same foreign currencies. In an effort to manage the remaining exposure to foreign currency risk, if material, the Company will employ hedging programs as appropriate. The Company uses forecasted future cash flows of foreign currencies to determine the residual foreign exchange exposure. The purpose of the Company's foreign currency hedging activities is to minimize the effect of exchange rate fluctuations on business decisions and the resulting uncertainty on future financial results. From time to time the Company will incur foreign denominated debt to finance the acquisition of foreign operations. In these cases the Company may elect to designate the foreign denominated debt as a net investment hedge of the foreign operation.

Long-term Contracts

Through its Transportation businesses, the Company principally engages in machining and assembly for the automotive industry, which generally involves long-run processes for long-term contracts. Long-term contracts support the long-term sales of the Company but these contracts do not guarantee production volumes and as such the volumes produced by the Company could be significantly different than the volume capacity for which the contract was awarded.

Contracts for customer programs not yet in production generally provide for the supply of components for a customer's future production levels. Actual production volumes may vary significantly from these estimates. These contracts can be terminated by a customer at any time and, if terminated, could result in the Company incurring pre-production, engineering and other various costs which may not be recoverable from the customer.

Long term supply agreements may also include mutually agreed price reductions over the life of the agreement. The Company attempts to offset price concessions and costs in a number of ways, including through negotiations with our customers, improved operating efficiencies and cost reduction efforts.

Acquisition and Expansion Risk

The Company may expand its operations, depending on certain conditions, by acquiring additional businesses, products or technologies. There can be no assurance that the Company will be able to identify, acquire or profitably manage additional businesses, or successfully integrate any acquired businesses, products or technologies into the Company without substantial expenses, delays or other operational or financial problems. Furthermore, acquisitions may involve a number of special risks, including diversion of management's attention, failure to retain key personnel, unanticipated events or circumstances, and legal liabilities, some or all of which could have a material adverse effect on the Company's business, results of operations and financial condition. In addition, there can be no assurance that acquired businesses, products or technologies, if any, will achieve anticipated revenues and income. The failure of the Company to manage its acquisition or expansion strategy successfully could have a material adverse effect on the Company's business, results of operations and financial condition.

Foreign Business Risk

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

Operations outside Canada subject the Company to other potential risks associated with international operations, including, but not limited to: complications in both compliance with and unexpected changes in foreign government laws and regulations, tariffs and other trade barriers, potential adverse tax consequences, fluctuations in currency exchange rates, difficulty in collecting accounts receivable, difficulty in staffing and managing foreign operations, events of international terrorism, economic effects of any epidemic, pandemic or other public health threats such as COVID-19, recessionary environments in foreign economies, uncertainties in local commercial practices, and uncertainties in local accepted business practices and standards which may not be similar to accepted business practices and standards in Canada and which may create unforeseen business or public relations situations.

Expansion of the Company's operations in non-traditional markets is an important element of our strategy and, as a result, the Company's exposure to the risks described above may be greater in the future. The likelihood of such occurrences and their potential effect on the Company vary from country to country and are unpredictable.

Cyclicality and Seasonality

The demand for the Company's products is cyclical and is driven by changing market conditions in which the Company's sells into. Current or future conditions or events in the economy or markets in general, or in the automotive (including medium/heavy duty trucks) and industrial industries in particular, could have a material adverse effect on the Company's business, financial condition, or results of operations.

The quarterly results of the Company are impacted by the seasonality of certain operational units. Historically, earnings in the second quarter, for the Industrial segment, are positively impacted by the high selling season for both the access equipment and agricultural businesses. For the Transportation segment, vehicle production is typically at its lowest level during the third and fourth quarters due to lower OEM production schedules resulting from shutdowns related to summer and winter maintenance and model changeovers. The Company takes advantage of summer and winter shutdowns for maintenance activities that would otherwise disrupt normal production schedules.

Legal Proceedings and Insurance Coverage

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

No assurance can be given that the insurance coverage or insurance coverage limits of the Company would be adequate to protect it against any claims for product liability claims, warranty or recall claims, or business interruption claims that may arise. The Company may require additional insurance coverage in these areas as the Company advances its involvement with product design and development. This type of insurance could be expensive and may not be available on acceptable terms, or at all. Any uninsured or underinsured product liability claims, general liability, warranty or recall claims, or business interruption claims could have a material adverse effect on the Company's financial condition, results of operations and prospects.

Credit Risk

The Company's financial assets that are exposed to credit risk consist primarily of cash and cash equivalents and receivables. The Company's credit risk for cash and cash equivalents is reduced as balances are held with major financial institutions with investment grade ratings. A substantial portion of the Company's receivables are with large customers in the automotive, truck, commercial, and industrial sectors which gives rise to concentration risk within those industries. The Company cannot guarantee that its customers will not experience financial difficulties in the future, making it unable to collect all of its receivables.

Weather

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

Emission Standards

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

Capital and Liquidity Risk

The Company is engaged in a capital-intensive business and it has fewer financial resources than some of its principal competitors. There is no assurance that the Company will be able to obtain additional debt or equity financing that may be required to successfully achieve its strategic plans.

The Company's current credit facility and the 2021 Notes require the Company to comply with certain financial covenants. There can be no assurance of the Company's ability to continue to comply with its financial covenants, to appropriately service its debt, or to obtain continued commitments from debt providers. Additionally the Company, if required, cannot guarantee access to additional equity or capital given current or future economic market events related to changes in the Company's segments.

Tax Laws

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

Securities Laws Compliance and Corporate Governance Standards

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

Environmental Matters

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

DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROLS OVER FINANCIAL REPORTING

Disclosure Controls and Procedures

National Instrument 52-109, "Certification of Disclosure in Issuers' Annual and Interim Filings", issued by the Canadian Securities Administrators ("CSA") requires Chief Executive Officers ("CEOs") and Chief Financial Officers ("CFOs") to certify that they are responsible for establishing and maintaining disclosure controls and procedures for the issuer, that disclosure controls and procedures have been designed and are effective in providing reasonable assurance that material information relating to the issuer is made known to them, that they have evaluated the effectiveness of the issuer's disclosure controls and procedures, and that their conclusions about the effectiveness of those disclosure controls and procedures at the end of the period covered by the relevant annual filings have been disclosed by the issuer.

As of December 31, 2019, the Company's management evaluated the effectiveness of the Company's disclosure controls and procedures, as defined under rules adopted by the CSA. This evaluation was performed under the supervision of, and with the participation of, the CEO and the CFO.

The Company's management, inclusive of the CEO and the CFO, does not expect that the Company's disclosure controls and procedures will prevent or detect all error and all fraud. The inherent limitations in all control systems are such that they can provide only reasonable, not absolute, assurance that all control issues and instances of fraud or error, if any, within the Company have been detected.

Based on this evaluation, the CEO and the CFO have concluded that, subject to the inherent limitations noted above, the Company's disclosure controls and procedures are effective in providing reasonable, not absolute assurance that the objectives of our disclosure control system have been met.

Internal Control over Financial Reporting

National Instrument 52-109 also requires CEOs and CFOs to certify that they are responsible for establishing and maintaining internal controls over financial reporting for the issuer, that those internal controls have been designed and are effective in providing reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements in accordance with Canadian generally accepted accounting principles, and that the issuer has disclosed any changes in its internal controls during its most recent interim period that has materially affected, or is reasonably likely to materially affect, its internal control over financial reporting.

As of December 31, 2019, the Company's management evaluated the effectiveness of the Company's internal control over financial reporting, as defined under rules adopted by the CSA. This evaluation was performed under the supervision of, and with the participation of, the CEO and the CFO.

The Company's internal control over financial reporting is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

Internal control over financial reporting, no matter how well designed, has inherent limitations. Therefore, internal control over financial reporting can provide only reasonable, not absolute, assurance with respect to financial statement preparation and may not prevent or detect all misstatements.

Based on this evaluation, the CEO and the CFO have concluded that, subject to the inherent limitations noted above, the Company's internal control over financial reporting is effective in providing reasonable, not absolute, assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

Changes in Internal Controls over Financial Reporting

There were no changes in the Company's internal control over financial reporting during the quarter ended December 31, 2019, which have materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements in conformity with IFRS requires management to make estimates and judgements about the future. Estimates and judgements are continually evaluated and are based on the historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results could differ from those estimates under different assumptions or conditions. The following discussion sets forth management's most critical estimates and assumptions in determining the value of assets and liabilities and most critical judgements in applying accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year.

Impairment of Non-Financial Assets

The Company believes that the estimate of impairment for goodwill and non-financial assets is a "critical accounting estimate" because management is required to make significant forward-looking assumptions. The recoverable amounts of cash generating units have been determined based on the higher of fair value less costs of disposal or value in use calculations, which require the use of estimates. Uncertain changes in the discount rate used, and forward-looking assumptions regarding improvement plans, costing assumptions, timing of program launches, and production volumes may affect the fair value of estimates used. No known trends, commitments, events or other uncertainties are currently believed to materially affect the assumptions used.

Current Income Taxes

The Company is subject to income taxes in numerous jurisdictions where it has foreign operations. Significant judgement is required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

Deferred Income Tax Assets and Liabilities

Deferred income tax assets and liabilities result from timing differences between the financial reporting and tax bases of assets and liabilities. Loss carry forwards also comprise a portion of the temporary differences and result in a deferred income tax asset. Deferred income tax assets are only recognized to the extent that management considers it probable that a deferred income tax asset will be realized. The assessment for the recognition of a deferred tax asset requires significant judgement. The factors used to assess the likelihood of realization are the Company's forecast of future taxable income and available tax planning strategies that could be implemented to realize the deferred tax assets. The Company has and continues to use tax planning strategies to realize deferred tax assets in order to avoid the potential loss of benefits. Unknown future events and circumstances, such as changes in tax rates and laws, may materially affect the assumptions and estimates made from one period to the next. Any significant change in events, tax laws, and tax rates beyond the control of the Company may materially affect the consolidated financial statements.

Useful Lives of Depreciable Assets

Due to the significance of property, plant and equipment and intangible assets on the Company's statement of financial position, the Company considers the amortization policy relating to property, plant and equipment and intangible assets to be a "critical accounting estimate". The Company considers the expected useful life of the assets, expected residual value, and contract length when setting the amortization rates of its assets. Judgement is involved when establishing these estimates as such factors as technological innovation, maintenance programs, and relevant market information must be taken into consideration. The assets' residual values, useful lives and amortization methods are reviewed at the end of each reporting period and are adjusted if expectations differ from previous estimates. If circumstances impacting these assumptions and estimates change, the change in accounting estimates may represent a material impact to the consolidated financial statements.

Purchase Price Allocations

The purchase price related to a business combination is allocated to the underlying acquired assets and liabilities based on their estimated fair values at the time of acquisition. The determination of fair value requires the Company to make assumptions, estimates and judgements regarding future events. The allocation process is inherently subjective and impacts the amounts assigned to individually identifiable assets and liabilities. As a result, the purchase price allocation impacts the Company's reported assets and liabilities and future net earnings due to the impact on future depreciation and amortization expense and impairment tests.

RECENT ACCOUNTING CHANGES AND EFFECTIVE DATES

For information pertaining to accounting changes effective in 2019 and for future fiscal years please see the Company's consolidated financial statements for the year ended December 31, 2019.

NON-GAAP AND ADDITIONAL GAAP MEASURES

Non-GAAP Measures

The Company uses certain non-GAAP financial measures including Operating Earnings (Loss) – Normalized, Net Earnings (Loss) – Normalized, Net Earnings (Loss) per Share – Diluted – Normalized and EBITDA - Normalized. The Company believes these non-GAAP financial measures provide useful information to both management and investors in assessing the financial performance and financial condition of the Company.

Certain expenses and income that must be recognized under GAAP are not necessarily reflective of the Company's underlying operational performance. For this reason, management uses certain non-GAAP financial measures to exclude foreign exchange impacts, and the impact of unusual items when analyzing consolidated and segment underlying operational performance, on a consistent basis. The exclusion of certain items does not imply that they are non-recurring.

These Non-GAAP financial measures do not have a standardized meaning prescribed by GAAP and therefore they are unlikely to be comparable to similarly titled measures presented by other publicly traded companies, and they should not be construed as an alternative to other financial measures determined in accordance with GAAP.

Normalizing Items

During Q4 2019, an unusual item related to restructuring ("restructuring") adjusted the Transportation segment for $3.3 million and Industrial segment for $1.1 million.

During Q4 2019, as part of the Company's annual inventory cost review a year-to-date adjustment ("inventory adjustment") was booked at our European Industrial Fabrication facility. There is no impact to the full year 2019 results as Q4 expenses were overstated and prior quarters of 2019 were understated. The adjustment is not material to the Company's overall financial results for either 2019 or for any of the prior quarters of 2019. The adjustment relates to a new product launch. This represented a unique circumstance for the facility, which previously had rarely launched a new line of product.

Linamar recognized an expense in Q4 2019 related to a 'supplier quality issue' in the Transportation segment. Normally, any supplier quality issues would be fully reimbursed to Linamar from the supplier. In this case, Linamar was not able to receive full reimbursement for the costs incurred.

All normalizing items are reflected in the tables below:

(in millions of dollars)	Three Months Ended December 31 $	Twelve Months Ended December 31 $
Restructuring	4.4	13.4
Inventory adjustment	6.2	-
Supplier quality issue	3.1	3.1
	13.7	16.5

	Three Months Ended December 31				Twelve Months Ended December 31			
	2019	2018	+/-	+/-	2019	2018	+/-	+/-
(in millions of dollars)	$	$	$	%	$	$	$	%
Operating Earnings (Loss)	79.3	171.1	(91.8)	(53.7%)	624.5	819.9	(195.4)	(23.8%)
Foreign exchange (gain) loss	19.6	(18.4)	38.0		27.6	(22.8)	50.4	
Unusual item	13.7	6.2	7.5		16.5	10.5	6.0	
Operating Earnings (Loss) – Normalized	112.6	158.9	(46.3)	(29.1%)	668.6	807.6	(139.0)	(17.2%)
Net Earnings (Loss)	49.7	124.5	(74.8)	(60.1%)	430.4	591.5	(161.1)	(27.2%)
Foreign exchange (gain) loss	19.6	(18.4)	38.0		27.6	(22.8)	50.4	
Foreign exchange (gain) loss on debt and derivatives	-	0.9	(0.9)		0.2	2.3	(2.1)	
Unusual item	13.7	6.2	7.5		16.5	10.5	6.0	
Tax impact	(7.6)	2.2	(9.8)		(10.3)	2.3	(12.6)	
Net Earnings (Loss) – Normalized	75.4	115.4	(40.0)	(34.7%)	464.4	583.8	(119.4)	(20.5%)
Net Earnings (Loss) per Share – Diluted	0.76	1.88	(1.12)	(59.6%)	6.56	8.94	(2.38)	(26.6%)
Foreign exchange (gain) loss	0.30	(0.27)	0.57		0.42	(0.34)	0.76	
Foreign exchange (gain) loss on debt and derivatives	-	0.01	(0.01)		-	0.03	(0.03)	
Unusual item	0.21	0.09	0.12		0.25	0.16	0.09	
Tax impact	(0.12)	0.04	(0.16)		(0.15)	0.03	(0.18)	
Net Earnings (Loss) per Share – Diluted – Normalized	1.15	1.75	(0.60)	(34.3%)	7.08	8.82	(1.74)	(19.7%)
EBITDA	189.1	258.9	(69.8)	(27.0%)	1,038.0	1,186.9	(148.9)	(12.5%)
Foreign exchange (gain) loss	19.6	(18.4)	38.0		27.6	(22.8)	50.4	
Foreign exchange (gain) loss on debt and derivatives	-	0.9	(0.9)		0.2	2.3	(2.1)	
Unusual item	13.7	6.2	7.5		16.5	10.5	6.0	
EBITDA – Normalized	222.4	247.6	(25.2)	(10.2%)	1,082.3	1,176.9	(94.6)	(8.0%)

(in millions of dollars)	Industrial $	Transportation $	Three Months Ended December 31 2019 Linamar $	Industrial $	Transportation $	Twelve Months Ended December 31 2019 Linamar $
Operating Earnings (Loss)	26.6	52.7	79.3	236.3	388.2	624.5
EBITDA	41.3	147.8	189.1	298.2	739.8	1,038.0
Foreign exchange (gain) loss	5.5	14.1	19.6	18.6	9.0	27.6
Unusual item	7.3	6.4	13.7	2.9	13.6	16.5
Operating Earnings (Loss) – Normalized	39.4	73.2	112.6	257.8	410.8	668.6
Foreign exchange (gain) loss on debt and derivatives	0.1	(0.1)	-	0.1	0.1	0.2
EBITDA – Normalized	54.2	168.2	222.4	319.8	762.5	1,082.3

(in millions of dollars)	Industrial $	Transportation $	Three Months Ended December 31 2018 Linamar $	Industrial $	Transportation $	Twelve Months Ended December 31 2018 Linamar $
Operating Earnings (Loss)	63.1	108.0	171.1	346.2	473.7	819.9
EBITDA	78.3	180.6	258.9	400.4	786.5	1,186.9
Foreign exchange (gain) loss	(17.7)	(0.7)	(18.4)	(23.9)	1.1	(22.8)
Unusual item	-	6.2	6.2	1.2	9.3	10.5
Operating Earnings (Loss) – Normalized	45.4	113.5	158.9	323.5	484.1	807.6
Foreign exchange (gain) loss on debt and derivatives	0.2	0.7	0.9	0.7	1.6	2.3
EBITDA – Normalized	60.8	186.8	247.6	378.4	798.5	1,176.9

Operating Earnings (Loss) – Normalized

The Company believes Operating Earnings (Loss) – Normalized is useful in assessing the Company's underlying operational performance and in making decisions regarding the ongoing operations of the business. Operating Earnings (Loss) – Normalized is calculated as Operating Earnings (Loss), as defined in "Additional GAAP Measures" below, and as presented in the Company's consolidated financial statements, adjusted for foreign exchange gain (loss), and any unusual items, if applicable, that are considered not to be indicative of underlying operational performance. See the "Normalizing Items" section above for a description of the unusual items impacting the operational performance discussed in this MD&A and a reconciliation of GAAP Operating Earnings (Loss) to Operating Earnings (Loss) – Normalized.

Net Earnings (Loss) – Normalized

The Company believes Net Earnings (Loss) – Normalized is useful in assessing the Company's underlying operational performance and in making decisions regarding the ongoing operations of the business. Net Earnings (Loss) – Normalized is calculated as Net Earnings (Loss) as presented in the Company's consolidated financial statements adjusted for foreign exchange gain (loss), foreign exchange gain (loss) on debt and derivatives, and any unusual items, if applicable, that are considered not to be indicative of underlying operational performance. See the "Normalizing Items" section above for a description of the unusual items impacting the operational performance discussed in this MD&A and a reconciliation of GAAP Net Earnings (Loss) to Net Earnings (Loss) – Normalized.

Net Earnings (Loss) per Share – Diluted – Normalized

The Company believes Net Earnings (Loss) per Share – Diluted – Normalized is useful in assessing the Company's underlying operational performance and in making decisions regarding the ongoing operations of the business. Net Earnings (Loss) per Share – Diluted – Normalized is calculated as Net Earnings (Loss) – Normalized (as defined above) divided by the fully diluted number of shares outstanding as at the period end date. See the "Normalizing Items" section above for a description of the unusual items, if applicable, impacting the operational performance discussed in this MD&A and a reconciliation of GAAP Net Earnings (Loss) per Share – Diluted to Net Earnings (Loss) per Share – Diluted – Normalized.

EBITDA – Normalized

The Company believes EBITDA – Normalized is useful in assessing the Company's underlying operational performance and in making decisions regarding the ongoing operations of the business. EBITDA – Normalized is calculated as EBITDA, as defined in "Additional GAAP Measures" below, and as presented in the Company's consolidated financial statements, adjusted for foreign exchange gain (loss), foreign exchange gain (loss) on debt and derivatives, and any unusual items, if applicable, that are considered not to be indicative of underlying operational performance. See the "Normalizing Items" section above for a description of the unusual items impacting the operational performance discussed in this MD&A and a reconciliation of GAAP EBITDA to EBITDA – Normalized.

Additional GAAP Measures

IFRS mandates certain minimum line items for financial statements and requires presentation of additional line items, headings and subtotals when such presentation is relevant to an understanding of an entity's financial position and performance. The Company presents the following additional GAAP measures in the Company's consolidated financial statements.

Operating Earnings (Loss)
Operating Earnings (Loss) is calculated as Net Earnings (Loss) before income taxes, finance income and (expenses) and share of net earnings (loss) of investments accounted for using the equity method, as presented on the Company's consolidated statements of earnings. This measure, along with other GAAP and non-GAAP measures are used by the chief operating decision makers and management to assess operating performance and the effective use and allocation of resources and to provide more meaningful comparisons of operating results.

EBITDA
EBITDA is calculated as Net Earnings (Loss) before interest, income taxes, and amortization. Please see the notes to the consolidated interim financial statements for the quarter ended December 31, 2019 for the calculation. This measure, along with other GAAP and non-GAAP measures are used by the chief operating decision makers and management to assess operating performance, the effective use and allocation of resources, and to provide more meaningful comparisons of operating results.

SUMMARY OF CONTENT PER VEHICLE BY QUARTER

Estimates as of December 31, 2019	Three Months Ended							Year to Date
	Mar 31	Jun 30	Sep 30	Dec 31	Mar 31	Jun 30	Sep 30	Dec 31
North America	2019	2019	2019	2019	2019	2019	2019	2019
Vehicle Production Units	4.39	4.41	4.15	3.94	4.39	8.79	12.94	16.88
Automotive Sales	$ 763.7	$ 732.3	$ 691.9	$ 617.4	$ 763.7	$ 1,496.0	$ 2,187.9	$ 2,805.3
Content Per Vehicle	$ 174.14	$ 166.09	$ 166.73	$ 156.80	$ 174.14	$ 170.10	$ 169.02	$ 166.17
Europe								
Vehicle Production Units	5.66	5.61	4.66	5.12	5.66	11.27	15.93	21.06
Automotive Sales	$ 478.5	$ 454.9	$ 389.8	$ 394.6	$ 478.5	$ 933.4	$ 1,323.3	$ 1,717.9
Content Per Vehicle	$ 84.60	$ 81.07	$ 83.57	$ 77.01	$ 84.60	$ 82.84	$ 83.05	$ 81.58
Asia Pacific								
Vehicle Production Units	11.73	10.95	11.07	12.36	11.73	22.67	33.75	46.11
Automotive Sales	$ 105.6	$ 107.9	$ 112.4	$ 122.6	$ 105.6	$ 213.4	$ 325.8	$ 448.3
Content Per Vehicle	$ 9.00	$ 9.85	$ 10.15	$ 9.92	$ 9.00	$ 9.41	$ 9.65	$ 9.72

Estimates as of September 30, 2019	Three Months Ended			Year to Date		
	Mar 31	Jun 30	Sep 30	Mar 31	Jun 30	Sep 30
North America	2019	2019	2019	2019	2019	2019
Vehicle Production Units	4.37	4.41	4.17	4.37	8.77	12.95
Automotive Sales	$ 763.7	$ 732.3	$ 691.9	$ 763.7	$ 1,496.0	$ 2,187.9
Content Per Vehicle	$ 174.81	$ 166.20	$ 165.88	$ 174.81	$ 170.49	$ 169.00
Europe						
Vehicle Production Units	5.65	5.60	4.67	5.65	11.25	15.92
Automotive Sales	$ 478.5	$ 454.9	$ 389.8	$ 478.5	$ 933.4	$ 1,323.3
Content Per Vehicle	$ 84.67	$ 81.28	$ 83.49	$ 84.67	$ 82.98	$ 83.13
Asia Pacific						
Vehicle Production Units	11.73	10.94	11.17	11.73	22.67	33.84
Automotive Sales	$ 105.6	$ 107.9	$ 112.4	$ 105.6	$ 213.4	$ 325.8
Content Per Vehicle	$ 9.00	$ 9.85	$ 10.06	$ 9.00	$ 9.41	$ 9.63

Change in Estimates from Prior Quarter	Three Months Ended			Year to Date		
	Mar 31	Jun 30	Sep 30	Mar 31	Jun 30	Sep 30
	2019	2019	2019	2019	2019	2019
North America	+/-	+/-	+/-	+/-	+/-	+/-
Vehicle Production Units	0.02	-	(0.02)	0.02	0.02	(0.01)
Automotive Sales	$ -	$ -	$ -	$ -	$ -	$ -
Content Per Vehicle	$ (0.67)	$ (0.11)	$ 0.85	$ (0.67)	$ (0.39)	$ 0.02
Europe						
Vehicle Production Units	0.01	0.01	(0.01)	0.01	0.02	0.01
Automotive Sales	$ -	$ -	$ -	$ -	$ -	$ -
Content Per Vehicle	$ (0.07)	$ (0.21)	$ 0.08	$ (0.07)	$ (0.14)	$ (0.08)
Asia Pacific						
Vehicle Production Units	-	0.01	(0.10)	-	-	(0.09)
Automotive Sales	$ -	$ -	$ -	$ -	$ -	$ -
Content Per Vehicle	$ -	$ -	$ 0.09	$ -	$ -	$ 0.02

FORWARD LOOKING INFORMATION

Certain information provided by Linamar in this MD&A, the Annual Report and other documents published throughout the year which are not recitation of historical facts may constitute forward-looking statements. The words “may”, “would”, “could”, “will”, “likely”, “estimate”, “believe”, “expect”, “plan”, “forecast” and similar expressions are intended to identify forward-looking statements. Readers are cautioned that such statements are only predictions and the actual events or results may differ materially. In evaluating such forward-looking statements, readers should specifically consider the various factors that could cause actual events or results to differ materially from those indicated by such forward-looking statements.

Such forward-looking information may involve important risks and uncertainties that could materially alter results in the future from those expressed or implied in any forward-looking statements made by, or on behalf of, Linamar. Some of the factors and risks and uncertainties that cause results to differ from current expectations include, but are not limited to, changes in the competitive environment in which Linamar operates, OEM outsourcing and insourcing; sources and availability of raw materials; labour markets and dependence on key personnel; dependence on certain customers and product programs; technological change in the sectors in which the Company operates and by Linamar's competitors; delays in or operational issues with product launches; foreign currency risk; long-term contracts that are not guaranteed; acquisition and expansion risk; foreign business risk; cyclicality and seasonality; legal proceedings and insurance coverage; credit risk; weather; emission standards; capital and liquidity risk; tax laws; securities laws compliance and corporate governance standards; fluctuations in interest rates; environmental emissions and safety regulations; trade and labour disruptions; world political events; pricing concessions to customers; and governmental, environmental and regulatory policies.

The foregoing is not an exhaustive list of the factors that may affect Linamar's forward-looking statements. These and other factors should be considered carefully and readers should not place undue reliance on Linamar's forward-looking statements. Linamar 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.

LINAMAR CORPORATION
Consolidated Interim Statements of Financial Position
As at December 31, 2019 with comparatives as at December 31, 2018 (Unaudited)
(in thousands of Canadian dollars)

	December 31 2019 $	December 31 2018 $
ASSETS		
Cash and cash equivalents	338,226	471,975
Accounts and other receivables	988,245	1,285,806
Inventories	991,759	1,218,956
Income taxes recoverable	47,216	32,509
Current portion of long-term receivables (Note 6)	118,095	134,402
Current portion of derivative financial instruments (Note 6)	6,415	5,229
Other current assets	40,879	31,439
Current Assets	2,530,835	3,180,316
Long-term receivables (Note 6)	403,811	382,384
Derivative financial instruments (Note 6)	84,758	66,048
Property, plant and equipment	2,758,764	2,654,536
Investments	6,642	4,253
Deferred tax assets	61,840	53,495
Intangible assets	873,616	900,571
Goodwill	858,541	891,818
Assets	7,578,807	8,133,421
LIABILITIES		
Short-term borrowings	5,561	16,978
Accounts payable and accrued liabilities	1,271,856	1,471,447
Provisions	40,358	32,534
Income taxes payable	23,188	52,774
Current portion of long-term debt (Notes 6, 7)	26,186	8,722
Current Liabilities	1,367,149	1,582,455
Long-term debt (Notes 6, 7)	1,865,942	2,462,788
Derivative financial instruments (Note 6)	20,153	15,882
Deferred tax liabilities	295,808	269,164
Liabilities	3,549,052	4,330,289
EQUITY		
Capital stock	132,356	122,393
Retained earnings	3,830,666	3,459,841
Contributed surplus	27,578	28,449
Accumulated other comprehensive earnings (loss)	39,155	192,449
Equity	4,029,755	3,803,132
Liabilities and Equity	7,578,807	8,133,421

The accompanying notes are an integral part of these consolidated interim financial statements.

On behalf of the Board of Directors:

(Signed) "Frank Hasenfratz"

Frank Hasenfratz
Director

(Signed) "Linda Hasenfratz"

Linda Hasenfratz
Director

LINAMAR CORPORATION
Consolidated Interim Statements of Earnings
For the twelve months ended December 31, 2019 and December 31, 2018 (Unaudited)
(in thousands of Canadian dollars, except per share figures)

	Three Months Ended December 31 2019 $	Three Months Ended December 31 2018 $	Twelve Months Ended December 31 2019 $	Twelve Months Ended December 31 2018 $
Sales	1,616,060	1,731,965	7,416,624	7,620,582
Cost of sales	1,418,515	1,471,132	6,350,782	6,383,621
Gross Margin	197,545	260,833	1,065,842	1,236,961
Selling, general and administrative	98,904	109,264	414,449	441,449
Other income and (expenses) (Note 9)	(19,311)	19,556	(26,892)	24,341
Operating Earnings (Loss)	79,330	171,125	624,501	819,853
Share of net earnings (loss) of investments accounted for using the equity method	(3,178)	(4,031)	(10,984)	(13,493)
Finance income and (expenses) (Note 10)	(11,955)	(12,937)	(49,110)	(46,809)
Net Earnings (Loss) before Income Taxes	64,197	154,157	564,407	759,551
Provision for (recovery of) income taxes	14,483	29,628	133,966	168,070
Net Earnings (Loss) for the Period	49,714	124,529	430,441	591,481
Net Earnings (Loss) Per Share:				
Basic	0.76	1.91	6.59	9.05
Diluted	0.76	1.88	6.56	8.94

The accompanying notes are an integral part of these consolidated interim financial statements.

LINAMAR CORPORATION
Consolidated Interim Statements of Comprehensive Earnings
For the twelve months ended December 31, 2019 and December 31, 2018 (Unaudited)
(in thousands of Canadian dollars)

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
	$	$	$	$
Net Earnings (Loss) for the Period	49,714	124,529	430,441	591,481
Items that may be reclassified subsequently to net income				
Unrealized gains (losses) on translating financial statements of foreign operations	32,507	156,672	(209,644)	166,460
Change in unrealized gains (losses) on net investment hedges	(8,133)	(36,210)	63,442	(34,342)
Change in unrealized gains (losses) on cash flow hedges	(13,162)	55,928	(52,911)	45,147
Change in cost of hedging	526	3,289	9,494	(4,272)
Reclassification to earnings of gains (losses) on cash flow hedges	21,151	(60,488)	55,109	(47,081)
Tax impact of above	(96)	9,370	(18,784)	5,671
Other Comprehensive Earnings (Loss)	32,793	128,561	(153,294)	131,583
Comprehensive Earnings (Loss) for the Period	82,507	253,090	277,147	723,064

The accompanying notes are an integral part of these consolidated interim financial statements.

LINAMAR CORPORATION
Consolidated Interim Statements of Changes in Equity
For the twelve months ended December 31, 2019 and December 31, 2018 (Unaudited)
(in thousands of Canadian dollars)

	Capital stock $	Retained earnings $	Contributed surplus $	Cumulative translation adjustment $	Hedging reserves $	Total Equity $
Balance at January 1, 2019	122,393	3,459,841	28,449	197,221	(4,772)	3,803,132
Net Earnings (Loss)	-	430,441	-	-	-	430,441
Other comprehensive earnings (loss)	-	-	-	(160,752)	7,458	(153,294)
Comprehensive Earnings (Loss)	-	430,441	-	(160,752)	7,458	277,147
Share-based compensation	-	-	2,777	-	-	2,777
Shares issued on exercise of options	11,382	-	(3,648)	-	-	7,734
Common shares repurchased and cancelled (Note 8)	(1,419)	(28,285)	-	-	-	(29,704)
Dividends	-	(31,331)	-	-	-	(31,331)
Balance at December 31, 2019	132,356	3,830,666	27,578	36,469	2,686	4,029,755

	Capital stock $	Retained earnings $	Contributed surplus $	Cumulative translation adjustment $	Hedging reserves $	Total Equity $
Balance at January 1, 2018	122,393	2,899,730	25,027	61,564	(698)	3,108,016
Net Earnings (Loss)	-	591,481	-	-	-	591,481
Other comprehensive earnings (loss)	-	-	-	135,657	(4,074)	131,583
Comprehensive Earnings (Loss)	-	591,481	-	135,657	(4,074)	723,064
Share-based compensation	-	-	3,422	-	-	3,422
Dividends	-	(31,370)	-	-	-	(31,370)
Balance at December 31, 2018	122,393	3,459,841	28,449	197,221	(4,772)	3,803,132

The accompanying notes are an integral part of these consolidated interim financial statements.

LINAMAR CORPORATION

Consolidated Interim Statements of Cash Flows

For the twelve months ended December 31, 2019 and December 31, 2018 (Unaudited)
(in thousands of Canadian dollars)

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
	$	$	$	$
Cash generated from (used in)				
Operating Activities				
Net Earnings (Loss) for the Period	49,714	124,529	430,441	591,481
Adjustments for:				
Amortization of property, plant and equipment	96,801	74,013	360,658	319,982
Amortization of other intangible assets	10,906	11,764	41,864	38,834
Deferred income taxes	5,728	5,312	2,407	2,900
Property, plant and equipment impairment provision, net of reversals	-	168	-	(1,056)
Share-based compensation	890	1,032	2,777	3,422
Finance (income) and expenses	11,955	12,937	49,110	46,809
Other	7,409	910	10,164	3,060
	183,403	230,665	897,421	1,005,432
Changes in operating assets and liabilities:				
(Increase) decrease in accounts and other receivables	413,738	192,611	255,909	(14,267)
(Increase) decrease in inventories	66,296	(103,587)	192,148	(236,810)
(Increase) decrease in other current assets	(6,940)	(1,735)	(10,386)	(2,507)
(Increase) decrease in long-term receivables	(835)	17,979	(26,078)	(82,292)
Increase (decrease) in income taxes	(22,642)	(5,971)	(44,206)	15,478
Increase (decrease) in accounts payable and accrued liabilities	(137,305)	(63,143)	(105,652)	12,734
Increase (decrease) in provisions	6,957	(7,231)	8,525	(6,528)
	319,269	28,923	270,260	(314,192)
Cash generated from (used in) operating activities	502,672	259,588	1,167,681	691,240
Financing Activities				
Proceeds from (repayments of) short-term borrowings	(4,606)	623	(10,192)	7,820
Proceeds from (repayments of) long-term debt	(413,508)	(64,156)	(618,242)	1,113,122
Proceeds from exercise of stock options	-	-	7,734	-
Repurchase of shares (Note 8)	-	-	(29,704)	-
Dividends	(7,829)	(7,842)	(31,331)	(31,370)
Finance income received (expenses paid)	(7,717)	(7,720)	(42,344)	(36,389)
Cash generated from (used in) financing activities	(433,660)	(79,095)	(724,079)	1,053,183
Investing Activities				
Payments for purchase of property, plant and equipment	(120,077)	(144,531)	(525,404)	(537,278)
Proceeds on disposal of property, plant and equipment	6,460	1,481	25,159	13,035
Payments for purchase of intangible assets	(8,078)	(2,698)	(33,570)	(20,754)
Business acquisitions, net of cash acquired	-	(1,093)	-	(1,175,939)
Other	(7,903)	-	(13,382)	(5,135)
Cash generated from (used in) investing activities	(129,598)	(146,841)	(547,197)	(1,726,071)
	(60,586)	33,652	(103,595)	18,352
Effect of translation adjustment on cash	4,047	13,764	(30,154)	14,559
Increase (decrease) in cash and cash equivalents	(56,539)	47,416	(133,749)	32,911
Cash and cash equivalents - Beginning of Period	394,765	424,559	471,975	439,064
Cash and cash equivalents - End of Period	338,226	471,975	338,226	471,975
Comprised of:				
Cash in bank	285,884	357,980	285,884	357,980
Short-term deposits	59,019	130,345	59,019	130,345
Unpresented cheques	(6,677)	(16,350)	(6,677)	(16,350)
	338,226	471,975	338,226	471,975

The accompanying notes are an integral part of these consolidated interim financial statements.

1 General Information

Linamar Corporation and its subsidiaries, including jointly controlled entities, (together, the “Company”) is a diversified global manufacturing company of highly engineered products. The Company is incorporated in Ontario, Canada with common shares listed on the Toronto Stock Exchange (“TSX”). The Company is domiciled in Canada and its registered office is 287 Speedvale Avenue West, Guelph, Ontario, Canada.

The consolidated interim financial statements of the Company for the period ended December 31, 2019 were authorized for issue in accordance with a resolution of the Company’s Board of Directors on March 11, 2020.

2 Basis of Presentation and Significant Accounting Policies

The Company has prepared its consolidated interim financial statements in accordance with International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standards Board (“IASB”) and with interpretations of the International Financial Reporting Issues Committee.

These interim financial statements have been prepared in accordance with IFRS applicable to the preparation of interim financial statements, including International Accounting Standards (“IAS”) 34, Interim Financial Reporting. Accordingly, certain information and footnotes as required in the annual financial statements have been omitted or condensed and as such these interim financial statements should be read in conjunction with the Company’s annual financial statements for the year ended December 31, 2019. These interim financial statements and the notes thereto have not been reviewed by the Company’s external auditors pursuant to a review engagement applying review standards set out in the Canadian Chartered Professional Accountants handbook.

These interim financial statements were prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of financial assets and financial liabilities (including derivative instruments) at fair value.

The Company has prepared these unaudited consolidated interim financial statements using the same accounting policies and methods as those used in the Company’s audited consolidated annual financial statements for the year ended December 31, 2019. These policies have been consistently applied to all periods presented, unless otherwise stated.

3 Changes in Accounting Policies

New Standards and Amendments Adopted
Certain new standards and amendments became effective during the current fiscal year. The impact from the adoption of these new standards and amendments are reflected below.

IFRS 16 Leases
The Company has adopted IFRS 16 Leases as issued in January 2016. In accordance with the transition provisions, the standard has been adopted without restating comparative figures. The new standard provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors. IFRS 16 applies a control model to the identification of leases, distinguishing between leases and service contracts on the basis of whether there is an identified asset controlled by the customer. Significant changes to lessee accounting were introduced, with the distinction between operating and finance leases removed and assets and liabilities recognized in respect of all leases (subject to limited exceptions for short-term leases and leases of low-value assets).

Management has evaluated all the changes introduced by IFRS 16. The Company has adopted this guidance effective January 1, 2019, resulting in an increase to right-of-use assets within property, plant and equipment and lease liabilities within long-term debt of $78,715. The majority of the increases within property, plant and equipment relate to right-of-use buildings. The right-of-use assets and lease liabilities were measured at the present value of the remaining lease payments, discounted using the interest rate implicit in the lease or the lessee’s incremental borrowing rate if the implicit rate could not be readily determined. The weighted average lessee’s incremental borrowing rate applied to the lease liabilities on January 1, 2019 was 2.6%. There was no significant change in the total lease liability at January 1, 2019 as compared to the future aggregate minimum lease payments under operating leases and finance leases as disclosed in the annual financial statements for the year ended December 31, 2018.

New Standards and Interpretations Not Yet Adopted
All pronouncements will be adopted in the Company's accounting policies for the first period beginning after the effective date of the pronouncement. At the date of authorization of these interim financial statements, there were no new standards, amendments and interpretations to existing standards that were relevant to the Company.

(in thousands of Canadian dollars, except where otherwise noted)

4 Critical Accounting Estimates and Judgements

The preparation of financial statements in conformity with IFRS requires management to make estimates and judgements about the future. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results could differ from those estimates under different assumptions or conditions. Management's most critical estimates and assumptions in determining the value of assets and liabilities and most critical judgements in applying accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year have been set out in the Company's annual financial statements for the year ended December 31, 2019.

5 Seasonality

Historically, earnings in the second quarter for the Industrial segment are positively impacted by the high selling season for both the access equipment and agricultural businesses. For the Transportation segment, vehicle production is typically at its lowest level during the third and fourth quarters due to lower original equipment manufacturers' production schedules resulting from shutdowns related to summer and winter maintenance and model changeovers. The Company takes advantage of summer and winter shutdowns for maintenance activities that would otherwise disrupt normal production schedules.

6 Composition of Financial Instruments

The comparison of fair values to carrying amounts of financial assets and financial liabilities along with their fair value hierarchy for financial assets and financial liabilities carried at fair value on a recurring basis is as follows:

		December 31, 2019		December 31, 2018	
	Subsequent Measurement	Carrying Value Asset (Liability) $	Fair Value $	Carrying Value Asset (Liability) $	Fair Value $
Long-term receivables	Amortized cost (Level 2)	521,906	529,685	516,786	522,372
Derivative financial instruments					
USD interest payment forward contracts	Fair value (Level 2)	3,230	3,230	5,724	5,724
USD debt principal forward contracts	Fair value (Level 2)	29,838	29,838	34,820	34,820
USD cross currency interest rate swaps	Fair value (Level 2)	(20,153)	(20,153)	30,733	30,733
EUR cross currency interest rate swaps	Fair value (Level 2)	52,218	52,218	(15,882)	(15,882)
USD sales forwards	Fair value (Level 2)	5,887	5,887	-	-
Investment designated at fair value through other comprehensive income	Fair value (Level 3)	6,642	6,642	-	-
Long-term debt, excluding 2019 lease liabilities	Amortized cost (Level 2)	(1,819,589)	(1,807,840)	(2,471,510)	(2,399,915)

7 Long-Term Debt

	December 31 2019 $	December 31 2018 $
Senior unsecured notes	168,778	177,204
Bank borrowings	1,570,791	2,202,263
Lease liabilities (Note 3)	72,539	8,620
Government borrowings	80,020	83,423
	1,892,128	2,471,510
Less: current portion	26,186	8,722
	1,865,942	2,462,788

Without restating comparative figures, effective January 1, 2019 the Company adopted IFRS 16 Leases thereby increasing property, plant and equipment and lease liabilities by $78,715.

As of December 31, 2019, $771,119 was available under the various credit facilities.

(in thousands of Canadian dollars, except where otherwise noted)

8 Capital Stock

In January 2019, the Company announced the TSX approval to commence a normal course issuer bid. The bid permits the Company to acquire up to 4,506,324 of its common shares between January 29, 2019 and January 28, 2020 and any common shares repurchased by the Company under the bid will be cancelled. For the period ended December 31, 2019, the Company repurchased and cancelled 715,000 common shares under its bid for a total amount of $29,704. During January 2020, there were a further 280,674 shares repurchased and cancelled for a further reduction of stated capital of $569 at a repurchase cost of $13,280.

9 Other Income and (Expenses)

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
	$	$	$	$
Foreign exchange gain (loss)	(19,588)	18,369	(27,621)	22,719
Other income (expense)	277	1,187	729	1,622
	(19,311)	19,556	(26,892)	24,341

10 Finance Income and (Expenses)

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
	$	$	$	$
Finance costs	(15,752)	(18,041)	(68,721)	(68,451)
Foreign exchange gain (loss) on debt and derivatives	6	(886)	(179)	(2,269)
Interest earned	7,409	8,297	29,171	31,186
Other	(3,618)	(2,307)	(9,381)	(7,275)
	(11,955)	(12,937)	(49,110)	(46,809)

11 Commitments

As at December 31, 2019, outstanding commitments for capital expenditures under purchase orders and contracts amounted to $101,352 (December 31, 2018 - $262,226). Of this amount $98,962 (December 31, 2018 - $249,644) relates to the purchase of manufacturing equipment and $2,390 (December 31, 2018 - $12,582) relates to general contracting and construction costs in respect of plant construction. The majority of these commitments are due within the next twelve months.

12 Segmented Information

Management has determined the operating segments based on the reports reviewed by the Senior Executive Group that are used to make strategic decisions.

Transportation: The Transportation segment derives revenues primarily from the collaborative design, development and manufacture of precision metallic components, modules and systems for global vehicle markets.

Industrial: The Industrial segment is a world leader in the design and production of innovative mobile industrial equipment, notably its class-leading aerial work platforms, telehandlers and agricultural equipment.

The segments are differentiated by the products that each produces and reflects how the Senior Executive Group manages the business. Corporate headquarters and other small operating entities are allocated to the Transportation and Industrial operating segments accordingly.

The Company accounts for inter-segment sales and transfers as arm's length transactions at current market rates. The Company ensures that the measurement and policies are consistently followed among the Company's reportable segments for sales, operating earnings, earnings and assets.

The Company derives revenue from the transfer of goods and services at a point in time and over time in the following operating segments. These segments best depict how economic factors affect the nature, amount, timing and uncertainty of revenue and cash flows.

(in thousands of Canadian dollars, except where otherwise noted)

	Three Months Ended December 31, 2019				Twelve Months Ended December 31, 2019				
	Sales to external customers	Inter-segment sales	Operating earnings (loss)	EBITDA	Sales to external customers	Inter-segment sales	Operating earnings (loss)	EBITDA	Total identifiable assets
	$	$	$	$	$	$	$	$	$
Transportation	1,280,210	4,262	52,759	147,787	5,635,979	35,353	388,204	739,815	4,698,722
Industrial	335,850	3,072	26,571	41,355	1,780,645	11,292	236,297	298,212	2,880,085
Total	1,616,060	7,334	79,330	189,142	7,416,624	46,645	624,501	1,038,027	7,578,807

	Three Months Ended December 31, 2018				Twelve Months Ended December 31, 2018				
	Sales to external customers	Inter-segment sales	Operating earnings (loss)	EBITDA	Sales to external customers	Inter-segment sales	Operating earnings (loss)	EBITDA	Total identifiable assets
	$	$	$	$	$	$	$	$	$
Transportation	1,378,572	11,877	108,033	180,600	5,734,293	46,650	473,710	786,432	5,348,180
Industrial	353,393	2,440	63,092	78,266	1,886,289	7,145	346,143	400,422	2,785,241
Total	1,731,965	14,317	171,125	258,866	7,620,582	53,795	819,853	1,186,854	8,133,421

Net earnings (loss) before income taxes reconciles to earnings before interest, taxes and amortization (“EBITDA”) as follows:

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
	$	$	$	$
Net earnings (loss) before income taxes	64,197	154,157	564,407	759,551
Amortization of property, plant and equipment	96,801	74,013	360,658	319,982
Amortization of other intangible assets	10,906	11,764	41,864	38,834
Property, plant and equipment impairment provision, net of reversals	-	168	-	(1,056)
Finance costs	15,752	18,041	68,721	68,451
Other interest	1,486	723	2,377	1,092
EBITDA	189,142	258,866	1,038,027	1,186,854