



Linamar Corporation

A Global Powerhouse in Diversified Advanced Manufacturing

Investor Presentation
November 2021

Forward Looking Information, Risk and Uncertainties

Certain information regarding Linamar set forth in this presentation and oral summary, including management's assessment of the Company's future plans and operations may constitute forward-looking statements. This information is based on current expectations that are subject to significant risks and uncertainties that are difficult to predict. Actual results may differ materially from these anticipated in the forward-looking statements due to factors such as customer demand and timing of buying decisions, product mix, competitive products and pricing pressure. In addition, uncertainties and difficulties in domestic and foreign financial markets and economies could adversely affect demand from customers. These factors, as well as general economic and political conditions and public health threats, may in turn have a material adverse effect on the Company's financial results. Please also refer to Linamar's most current Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") and Annual Information Form ("AIF"), as replaced or updated by any of Linamar's subsequent regulatory filings, which set out the cautionary disclaimers, including the risk factors that could cause actual events to differ materially from these indicated by such forward looking statements. These documents are available at <https://www.linamar.com/investors>. The Company assumes no obligation to update the forward-looking statements, or to update the reasons why actual results could differ from those reflected in the forward-looking statements. Content is protected by copyright and may not be reproduced or repurposed without express written consent by the Company.

COVID-19 Update



Current Focus

■ Safe Workplace

- Ensure we continue to maintain a safe work environment
- Start easing protocols in line with regional bylaws

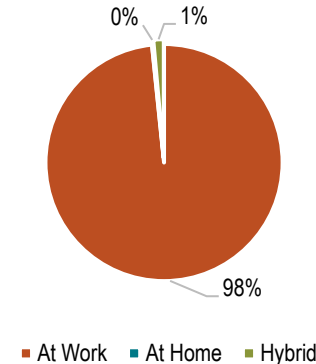
■ Vaccinations

- Continue to encourage employees to get fully vaccinated
 - Globally 81% first shot, 74% fully vaccinated

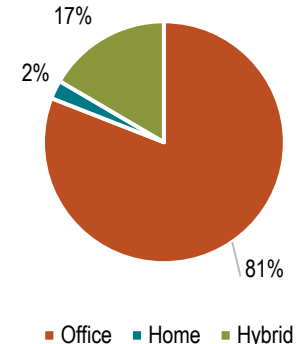
■ Return to Work

- Work with any employees still working from home/hybrid to ease the transition back to work where possible
 - **Be supportive, flexible & empathetic**, everyone's needs are still shifting and evolving

WFH Analysis Overall Workforce
Q3 2021



WFH Analysis Office Only
Q3 2021



Company Overview



Linamar - A Leading Global Advanced Manufacturing Company



Leading Edge
AI Enabled
Technology

SOLUTIONS TO POWER
THE FUTURE OF VEHICLES,
MOTION, WORK & LIVES

Deep
Manufacturing
Expertise

Mobility

Carbon Efficient
Electrified
Lightweight
Connected & Autonomous
New Mobility

Infrastructure

Safe & Efficient Man
& Work to Height

Agriculture

Optimized Harvest Yield
& Availability of Food

Market Focus Addresses Key Global Trends

Mobility



Infrastructure



Food



MedTech



Power



Water



Rapid Technology
Evolution

Growing Intensity
to Address
Environmental
Concerns

Urbanization

Aging Global
Population

Growing Global
Population

Core Brands and Diverse Markets

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

Infrastructure



SKYJACK

Food



MacDon

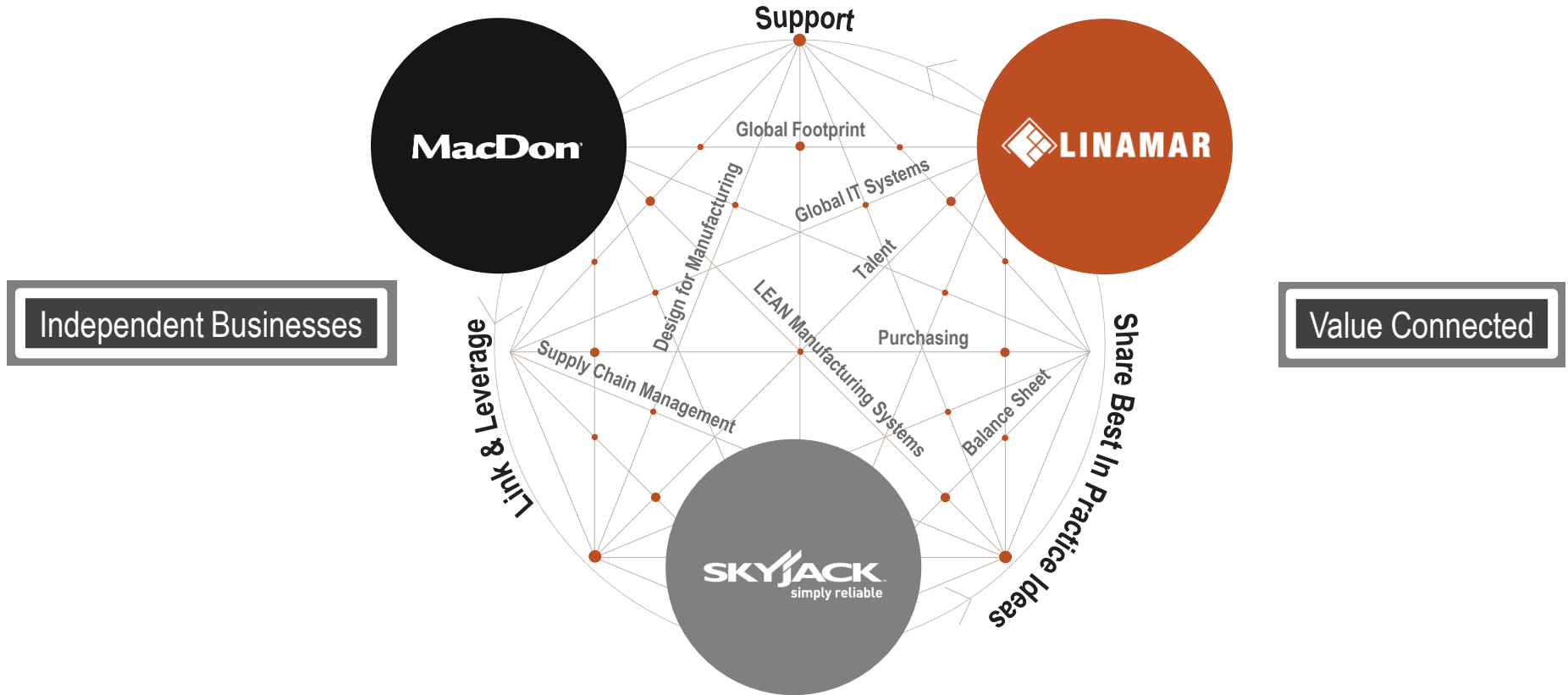
Mobility



LINAMAR

Linamar's Unique Value Creation Model

Deeply Interconnected Businesses Driving Value Across Multiple Vectors



Key Drivers of Market Opportunity



Key Business Strategies

Mobility



- **Increase electrified content**
 - Power Generation
 - Energy Storage
 - Propulsion Systems
 - Structural & Chassis
- **Grow product lineup outside of propulsion**
- Mine opportunistic ICE market as volumes decline but addressable market increases with an eye to mitigate risk

Skyjack



- **Laser focus on growth in China**
- Globalize and expand product lineup in all 3 regions

MacDon



- **Expand product lineup**
 - Focus on crop protection and nutrition
- Global growth

MedTech



- **Focus on contract manufacturing for medical implants & instruments**
- Successful launch and learn from Synaptive

Market Concentration Balance

Industrial

Mobile Industrial Equipment | Fabricated Assemblies

Sales
24%

Mobility

Engine | Transmission | Driveline | Body

Sales
76%

ACCESS



12.3

AGRICULTURAL



11.3

AUTOMOTIVE



70.8

OFF HIGHWAY



2.1

COMMERCIAL



3.5

Diverse Core Capabilities

Metal Forming

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



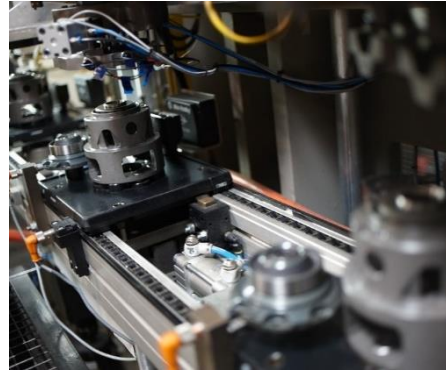
Forging

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



Machining & Assembly

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

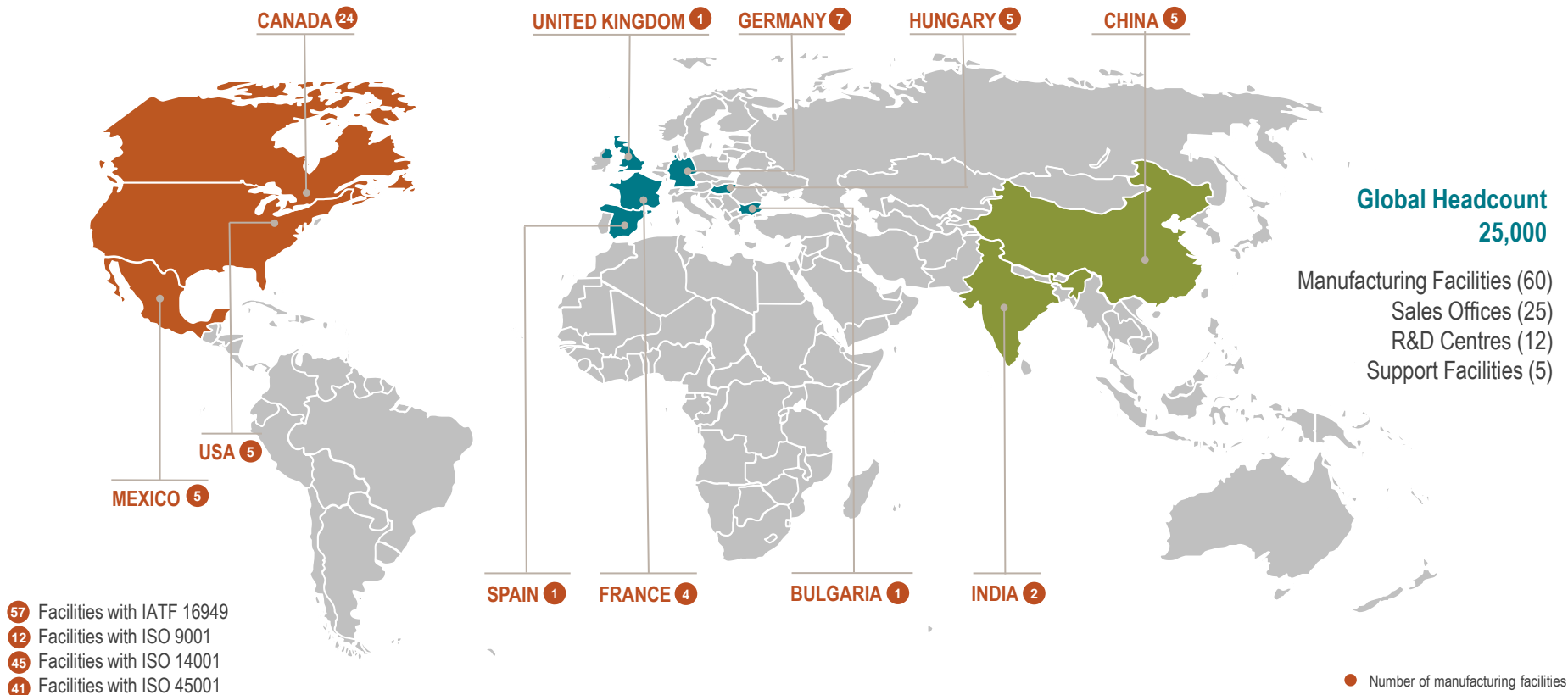


Light Metal Casting

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



Strong Global Footprint



ESG is a Long Held Priority



Environment

- Green technology is a key growth strategy driving product innovation in all business
- Energy and water conservation programs running in all facilities
- **Energy and water usage per dollar sales trending down**
- Rooftop solar power on nearly 40% of global facilities
- Investing in off grid co-gen projects
- Low energy lighting installed in all global facilities
- 85% of global plants ISO 14001 (environmental standard) certified



Social

- Diversity Drives Results Initiative
 - 18% female leaders vs 19% female workforce
 - Strong ethnic diversity in leadership
 - Recognized by the Globe & Mail in their Women Lead Here list of companies
 - **Diversity Council in initial recommendations underway**
- Supplier Diversity Program & Conflict Minerals Policy
- Signatory to BlackNorth Initiative
- Significant external promotion of women in Leadership, STEM & Trades – **SBS 2022 launched**
- Charitable Giving – arts, education, healthcare, youth and community key focus involving broad leadership
 - Scholarships in Engineering (UG), Accounting (WLU), Dual Eng/Business (UWO, Women)
 - GG Hospital \$5 mill (with family)
 - **Covid Support – Vents, Testing, Vaccine Clinic**



Governance

- Detailed review of every governance policy conducted yearly with Board of Directors
- Contactyourboard@Linamar.com direct contact to Board established to facilitate shareholder interaction
- Process established to allow key shareholder interaction with Independent Board members
- Significant enhancement to disclosure around compensation and governance policies in MIC this year
- New board member Lisa Forwell officially joined the Board with her first meeting in Aug 2020
- Annual integrity and anti-corruption training
- Whistleblower policy to ensure good conduct
- Skill matrix to ensure comprehensive board capabilities
- **Diversity Policy Adopted Mar 2021**

Linamar Long Term Sustainability Roadmap & Goals



We commit to being a net zero emissions organization inclusive of the operation of our facilities, our supply base and the products we supply to by 2050.

Our Goal:



Net zero
emissions by
2050

Our Commitment:

Net Zero Facilities
Net Zero Supply Chain
Net Zero Customer Products



Why?

1. What we do **today** determines the **future** of our planet.
2. The future of our planet **matters to us**; it also matters to our Employees, our Customers and our Shareholders.
3. Addressing environmental challenges is a global imperative which will create massive **market opportunity** for those with the solutions.

Principles

1. Environmental Sustainability needs to be something **each and every one of us commit to** – we each play a part in this large connected puzzle, **what each of us does matters and counts**.
2. What we do impacts others – we need to **lead by example by doing what we do better for the benefit of all our stakeholders**.
3. Find **balanced** solutions that optimize impact for the Environment as well as our Employees, our Customers and our Financial performance

Diversity – 4 KEY Principles



OPPORTUNITY FOR EVERYONE

Everyone, regardless of race, gender or ethnic origin, will be given opportunity for advancement in our Company through unbiased development and recruitment.

ADVANCE ON MERIT

Advancement will always be based on merit.

PROPORTIONATE REPRESENTATION

Leadership should reflect the principle of proportionate representation; proportionate first to the composition of the Company's overall workforce, and secondly, aspirationally, proportionate to the composition of the communities it operates within, recognizing the latter is a long-term evolution.

NO QUOTAS

We don't believe quotas are an effective tool

Women in STEM Calendar

We have distributed **50,000 calendars** in the past 3 years, & nearly 10,000 of our (just released) 4th edition; 2022 calendars!

<https://www.seeitbeitstemit.com/about-the-calendars>

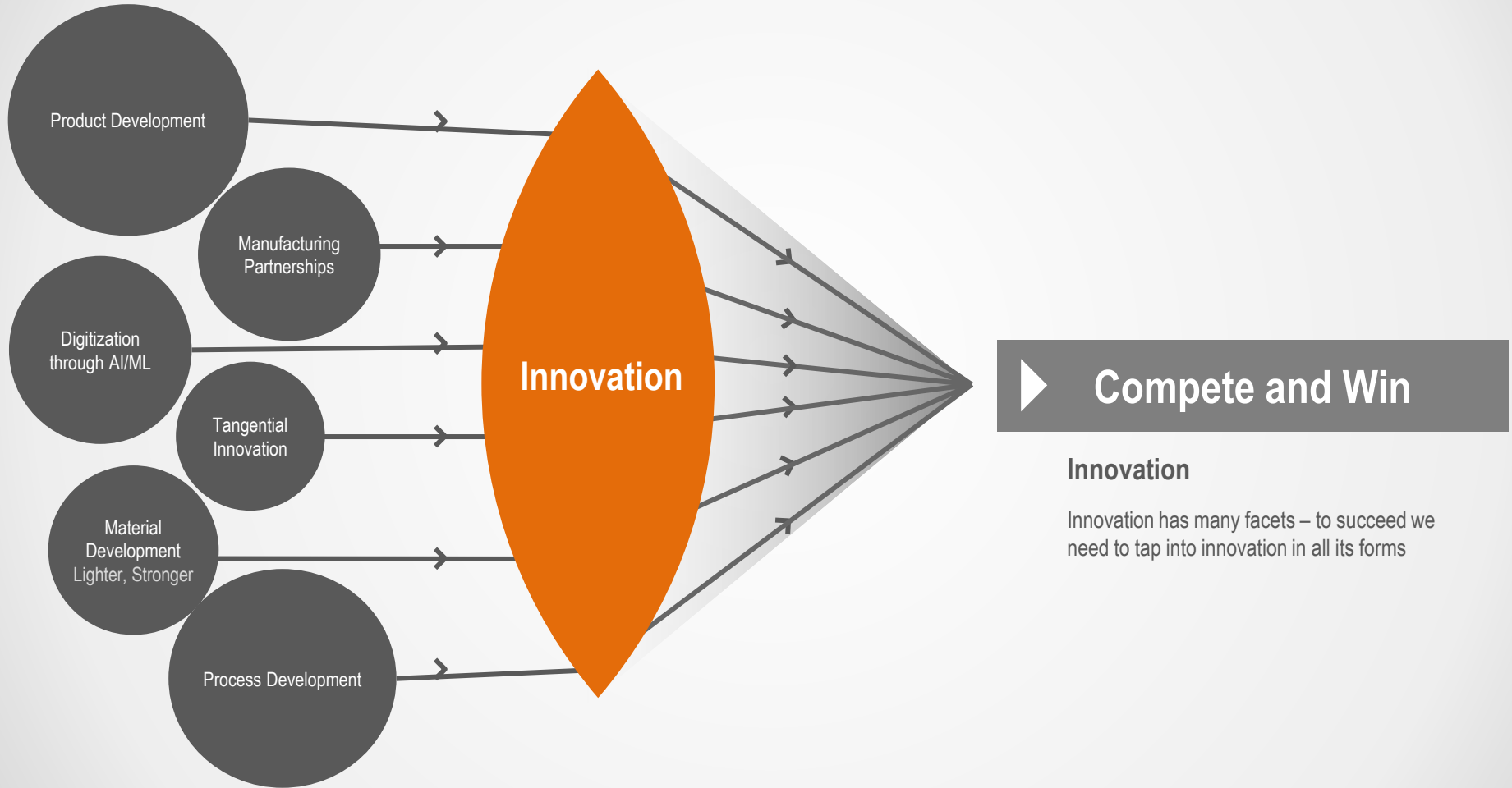


Innovation

Driving the Advanced Manufacturing Agenda



Broad Innovation Strategy



Innovation Driving Green Technologies, Digitization & Operational Efficiency Underpinning Strategy in Each Business

Green Technologies



Digitization



Operational Efficiency



Business Strategies Impact Product Design & Facility Function

Green Technologies









Digitization & Operational Efficiency

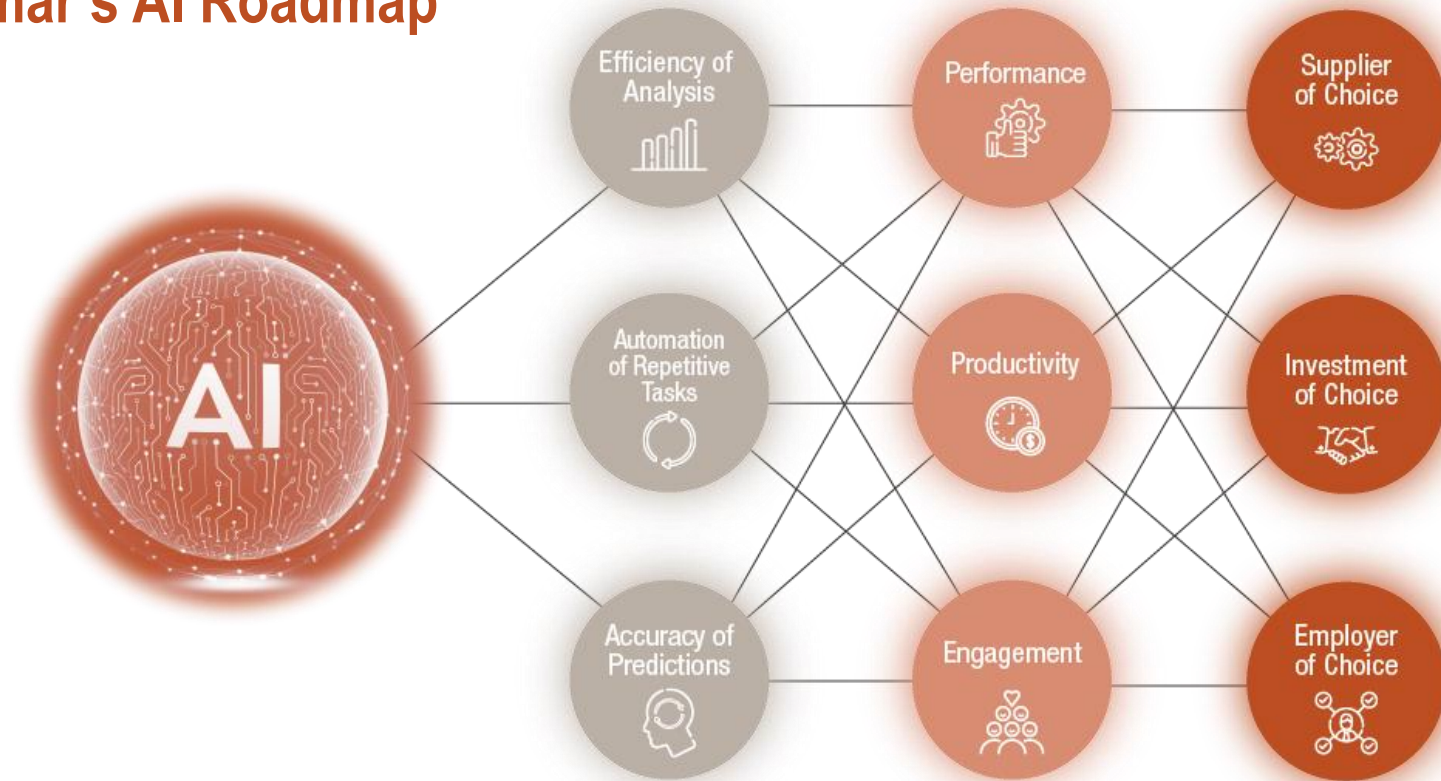


		Mobility	SKYJACK simply reliable	MacDon	Medical
PRODUCT		Electrification & Emission Reduction	Electrification	Precision Agriculture	Compact & Energy Efficient
FACILITY		Technology Investments to Reduce Facility Carbon Footprint			
PRODUCT		Lighter & Quieter	Digitization & Telematics	Optimize Harvest	Digitized & Autonomous
FACILITY		Industry 4.0 Investments to Improve Facility Efficiency			

Joint Technology Development Initiatives and Manufacturing Partnerships

	Who	Focus	Technology	Equity
Green Technologies 	Ballard Joint Development & Selling	Fuel Cell Electrification Pass Car Class 1 and 2 Truck	"Plug & Play" FCEV Powertrain Rolling Chassis Solutions	
	Exro Joint Development & Selling	Electrification MD Commercial Vehicle	Gear Box & Inverter E-axle Solutions for High Speed Low Torque AND Low Speed High Torque Applications	
	E-Matrix Joint Development, Selling & Manufacturing	Electrification Broad Based Mobility Applications	Battery Pack Innovation & Battery Management Systems Technology – Flexible, Lower Cost, Better Efficiency	
Operational Efficiency 	IM Systems Manufacturing	Robotics Industrial	Faster, More Precise, Lower Cost Tractive Contact Driven Robotics Solutions	
Digitization 	Synaptive Manufacturing	Robotics Medical	Faster, More Precise, Lower Cost Automated Microscopy & Medical Imaging	

Linamar's AI Roadmap



Improve quality of production, enhance product life and functionality to improve performance, make more accurate forecasts and estimates, better predictions around promotions.

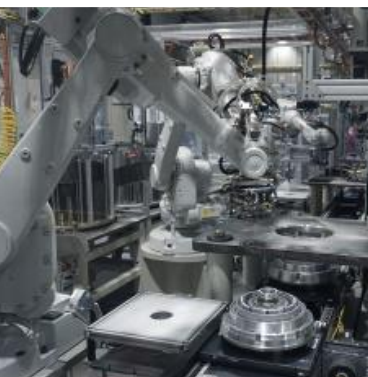


Reduce cycle times, improve uptime to lower costs, improve productivity, drive faster analysis and number crunching.



Eliminate routine tasks to enable focus on more interesting work driving career and wage growth opportunities to improve employee engagement on the floor and in the office.

AI/ML Driving Innovation & Efficiencies



ADVANCED ROBOTICS

Development of advanced collaborative robots to drive more efficient and safer automation



DATA COLLECTION

1. Improve equipment uptime & tool life & reduce cycle times
2. Sensors in products track performance, drive design improvements
3. Enable operational improvements through telematics



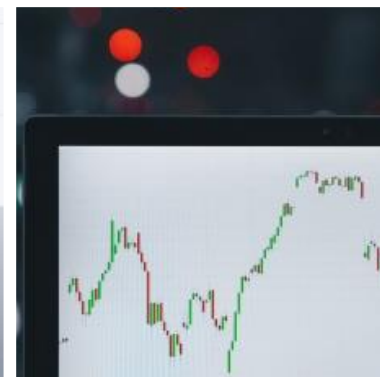
VISION SYSTEMS

Evolving vision systems to more accurately gauge & inspect products for better product integrity



ADDITIVE MANUFACTURING (3D PRINTING)

Identify applications today (proto, tooling), develop for future production potential



PREDICTION & ANALYSIS

Assessing other processes of analysis & prediction that can be more efficiently & accurately done by machine

Digitization with AI/ML and Our Digitization Journey

October 2021

60

Plants



4,592



LMMS Data
Collection Connections

3,448

Robots



2,572

Connected
Machines



2,033



RFID Stations

2,431



Traceability Read Stations

1,162



Vision Systems

6

AGVs

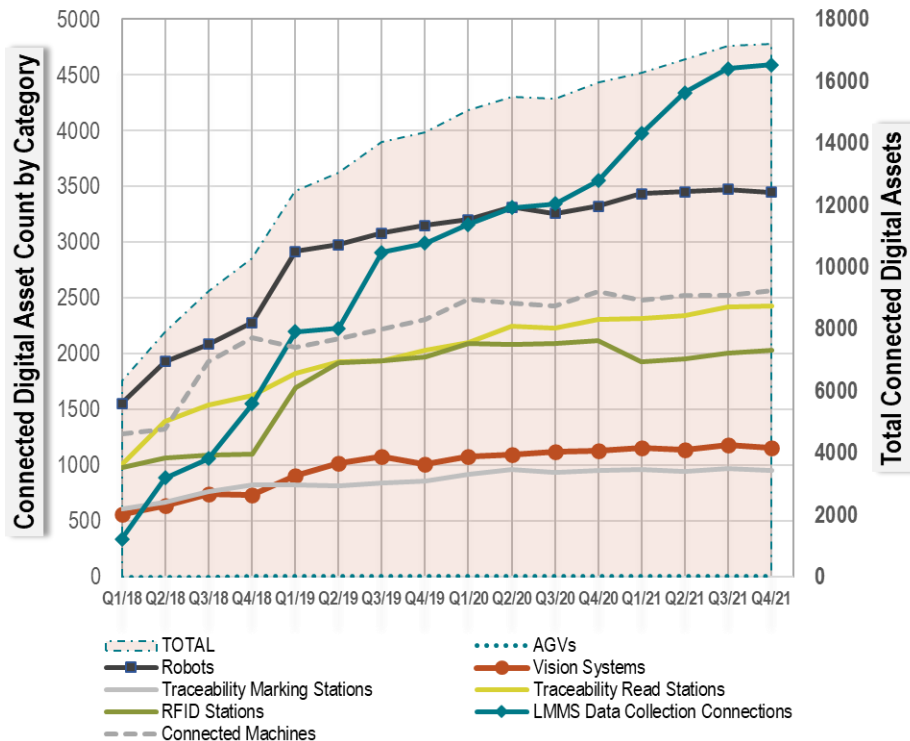


958

Traceability
Marking
Stations



Category Counts by Quarter



Quarter Highlights



Q3 2021: Performance Highlights

Focus on Customers



2021 Theme: Creativity to Drive Growth

- Strong market demand in all businesses
- Double digit CPV growth for mobility business in every region this quarter
- MacDon is continuing to drive great market share growth for both draper headers and windrowers globally
- Skyjack seeing market share growth in booms in Europe which has been a key target
- Solid quarter for new business wins
- eLin – Linamar's Electrification Product Solutions Group launched

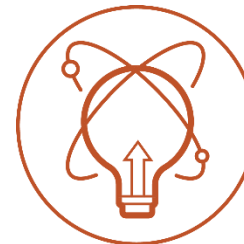
Focus on Employees



2021 Theme: Talent to Drive Growth

- 98% of employees back on site and working innovatively together as One Team
- Diversity Council making great progress
 - Established key goal for 2022 of every employee completing unconscious bias training
- New Oracle HR system implementation going very well
 - STAR system incorporated into Oracle for 2022

Focus on Financial



2021 Theme: Efficiency to Drive Growth

- Sales up slightly in a very tough environment
- Forecast to generate double digit top and bottom line growth this year and next
- \$224 million in free cash flow and liquidity level excellent at \$1.8 billion

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

	Q3 2021	Q3 2020	% Δ
Sales	1,645.0	1,637.4	0.5%
EBITDA – Normalized ²	255.2	309.3	(17.5%)
EBITDA – Normalized Margin	15.5%	18.9%	
Industrial OE – Normalized ¹	72.9	48.7	49.7%
Industrial OE – Normalized Margin	16.8%	16.3%	
Mobility OE – Normalized ¹	77.8	148.7	(47.7%)
Mobility OE – Normalized Margin	6.4%	11.1%	
OE – Normalized ¹	150.7	197.4	(23.7%)
OE – Normalized Margin	9.2%	12.1%	
NE – Normalized ³	104.8	140.5	(25.4%)
NE – Normalized Margin	6.4%	8.6%	
EPS – Normalized ⁴	1.60	2.15	(25.6%)

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

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

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

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

Q3 2021

The key factors impacting results in the quarter are:

- Strong market demand in all businesses, notably industrial; offset by
- Chip related customer shutdowns negatively impacting sales and earnings in auto business;
- Less government subsidies;
- Supply chain, energy, labour cost and availability and logistics challenges increasing costs in all businesses;
- FX headwinds.

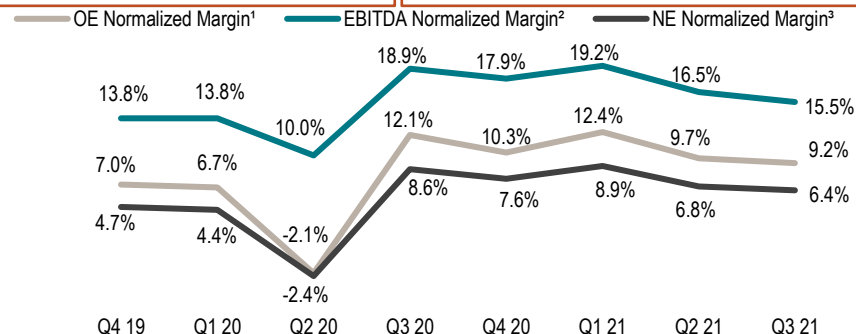
The key impacts to the segments vs prior year are:

Mobility








- Global light vehicle markets down 20% offset by launches;
- Less government subsidies;
- FX headwinds;
- Higher costs re logistics, energy, labour.

Industrial

- MacDon markets & market share up in all core products;
- Skyjack markets strongly recovering & market share up in targeted markets; partially offset by;
- FX headwinds;
- Significant cost issues related to supply chain, logistics and labour challenges.



Market Snapshot

								
2021	Light Vehicle	Commercial Truck	Combine Heads	Access	2022	Light Vehicle	Commercial Truck	Access
North America	▼ -0.2%	▲ 32.9%	▲ 20.0%	▲ 30.9%	North America	▲ 17.2%	▲ 8.7%	▲ 25.0%
Europe	▼ -3.3%	▲ 24.6%	▲ 10.0%	▲ 37.4%	Europe	▲ 16.1%	▲ 2.3%	▲ 18.1%
Asia	▲ 0.7%	▼ -17.1%	n/a	▲ 147.1%	Asia	▲ 6.3%	▼ -26.5%	▲ 5.5%
Rest of World	▲ 12.1%	n/a	▲ 15.0%	n/a	Rest of World	▲ 11.4%	n/a	n/a

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

Outlook

Q4 Expectations

▪ Mobility

- Expect a dial back in sales in the mobility business vs Q3 of as much as 5% based on increasing chip related vehicle build losses predicted

▪ Industrial

- Normal seasonal slowdown typically 20-25% decline vs Q3

▪ General

- Expect significant declines in OE vs Q4 2020 and Q3 2021
 - No subsidies
 - Seasonally low sales in the Industrial segment
 - Continued escalating labour, energy, supply chain and logistics cost challenges
 - Continued chip driven volume impact
- Expect low single digit net earnings margins in Q4
- The situation is very dynamic and impacts not fully determinable in terms of their impact at this point

Consolidated	Normal Ranges	2020 Actuals	Expectations 2021	Expectations 2022
Sales Growth		(21.6%)	Double Digit Growth	Double Digit Growth
Normalized EPS Growth		(32%)	Double Digit Growth	Double Digit Growth
Normalized Net Margin	7.0% - 9.0%	5.4%	Expansion Nearing Normal Range	Steady Performance
Capex (% of Sales)	6.0% - 8.0%	264m 4.5%	Cautiously Up from 2020 Under Normal Range	Up From 2021 Within Normal Range
Leverage Net Debt:EBITDA		0.50x	Improved over 2020	Continued Improvement
Free Cash Flow		\$ 1,185 m	Solidly Positive	Continued Solidly Positive

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

Mobility				
Factors Influencing Sales Growth				
Launch Book \$3.7 Billion Driving Incremental Sales Of:		\$376m	\$350 to \$450 million	\$600 to \$700 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range	Low End of Normal Range
Normalized Operating Margin	7.0% - 10.0%	6.5%	Expansion, Low End Normal Range	Steady Performance

Infrastructure





Skyjack focuses on maximizing customer utilization and return on investment by proudly providing them quality-engineered, simple and reliable access & material handling solutions on a global basis.



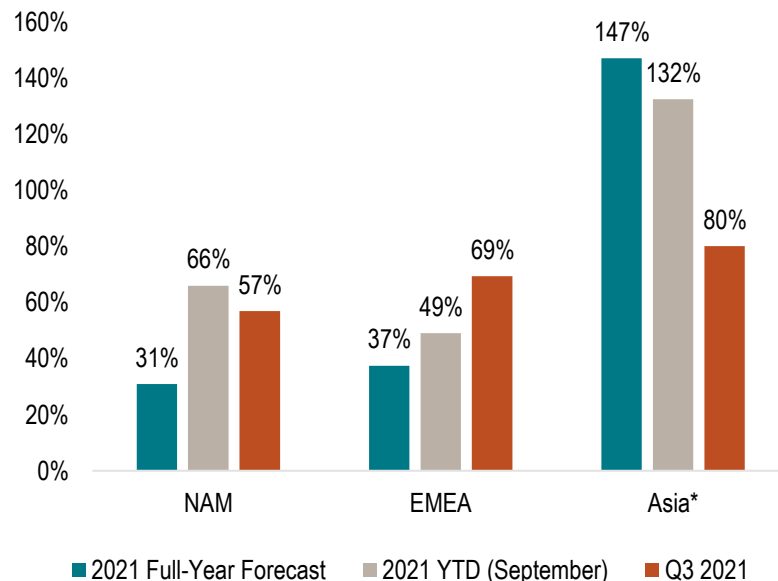
Industrial Segment Impacts - Skyjack

Access Equipment Market Commentary

- Supply chain disruptions including shipping container shortages and higher commodity prices are continuing to negatively impact production, shipments and costs in 2021.
- Access market continuing to show signs of recovery.
- Equipment utilization continues to look positive. Throughout 2021 utilization levels have been consistent within 3% of peak 2019 levels
 - NAM Access market up 57% YOY in Q3, 66% YTD (September)
 - EMEA Access market up 69% YOY in Q3, 49% YTD (September)
 - Asia Access market up 80% YOY in Q3, 132% YTD (September)
- 2021 is expected to see double-digit growth in core NAM and EMEA markets, Asia expected to be up 147%
- 2022 is expected to continue to see double digit growth in core NAM and EMEA but single digit growth in Asia

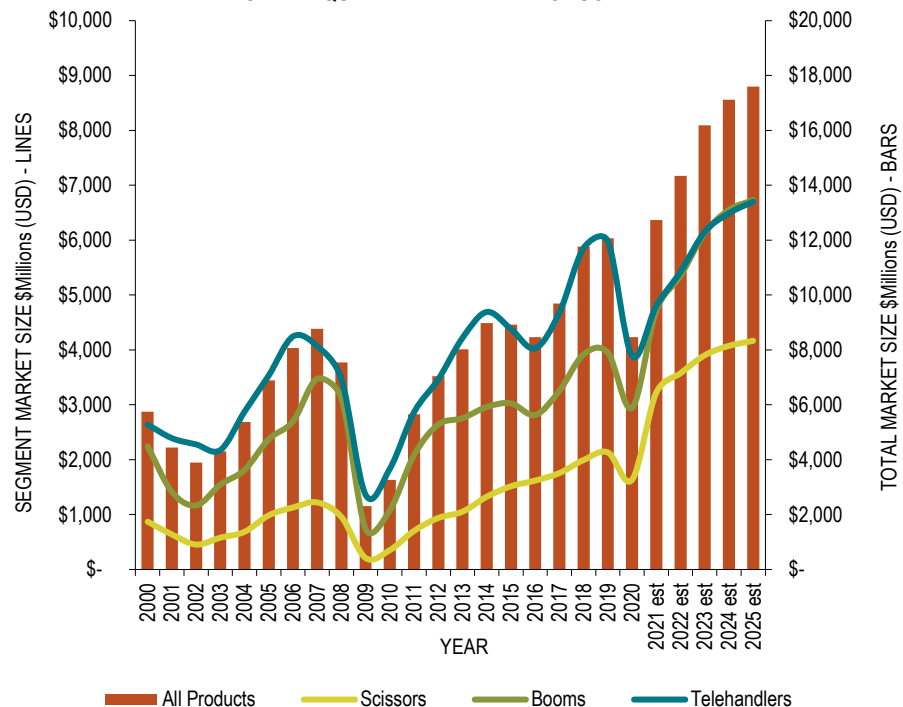


2021 Access Industry YTD Results & Forecast % Change vs. Prior Year

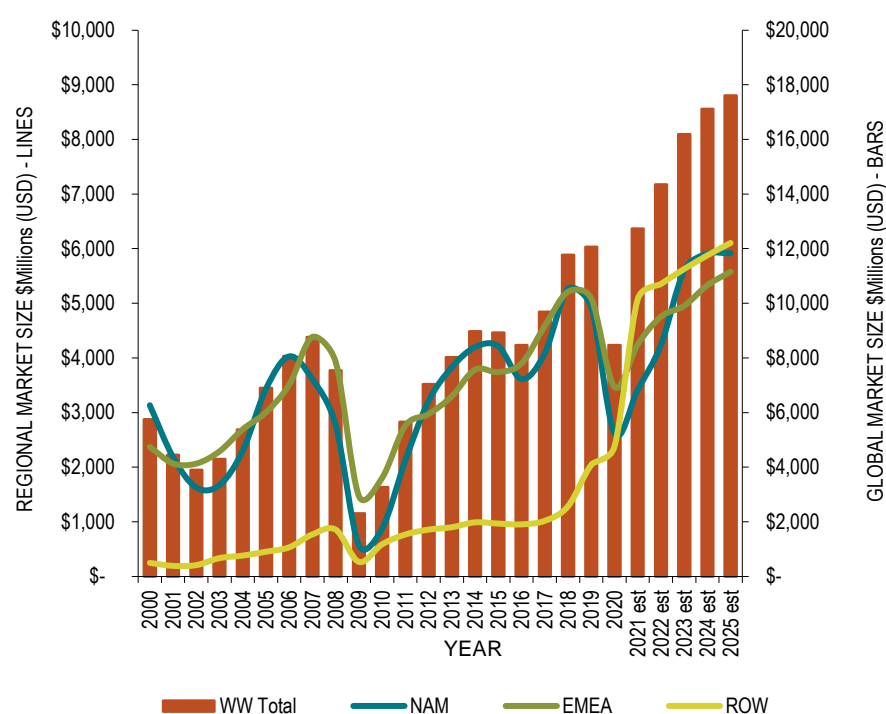


Access & Material Handling Equipment

MOBILE EQUIPMENT MARKET PRODUCT MIX

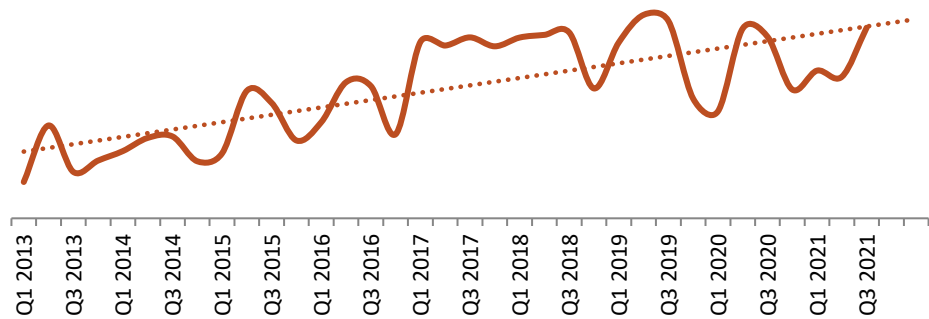


MOBILE EQUIPMENT MARKET GEOGRAPHIC MIX

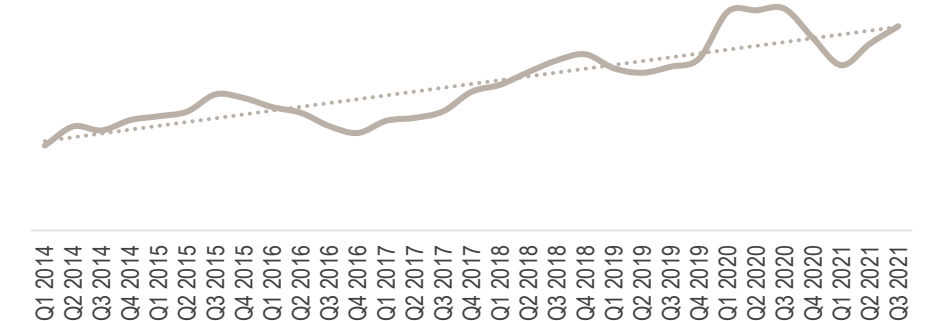


Skyjack Market Share

Boom Market Share NA

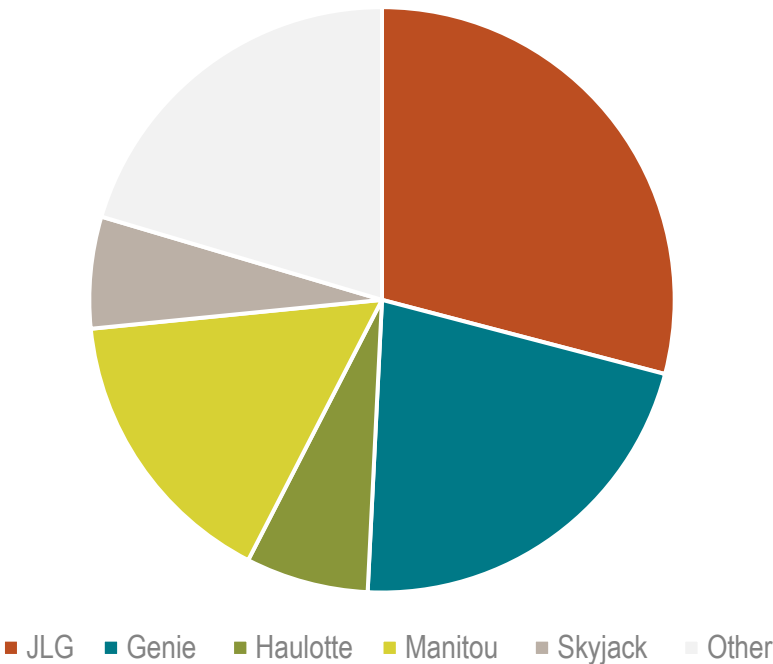


Boom Market Share EMEA

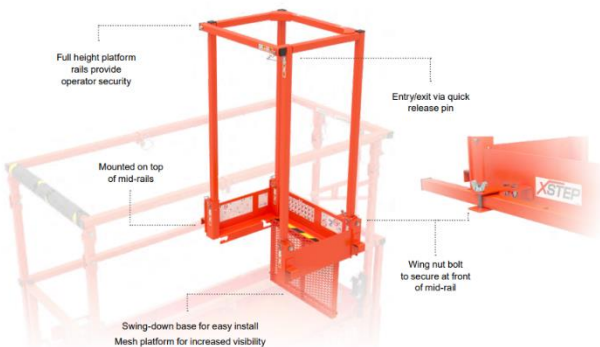


— Market Share (12-month rolling)

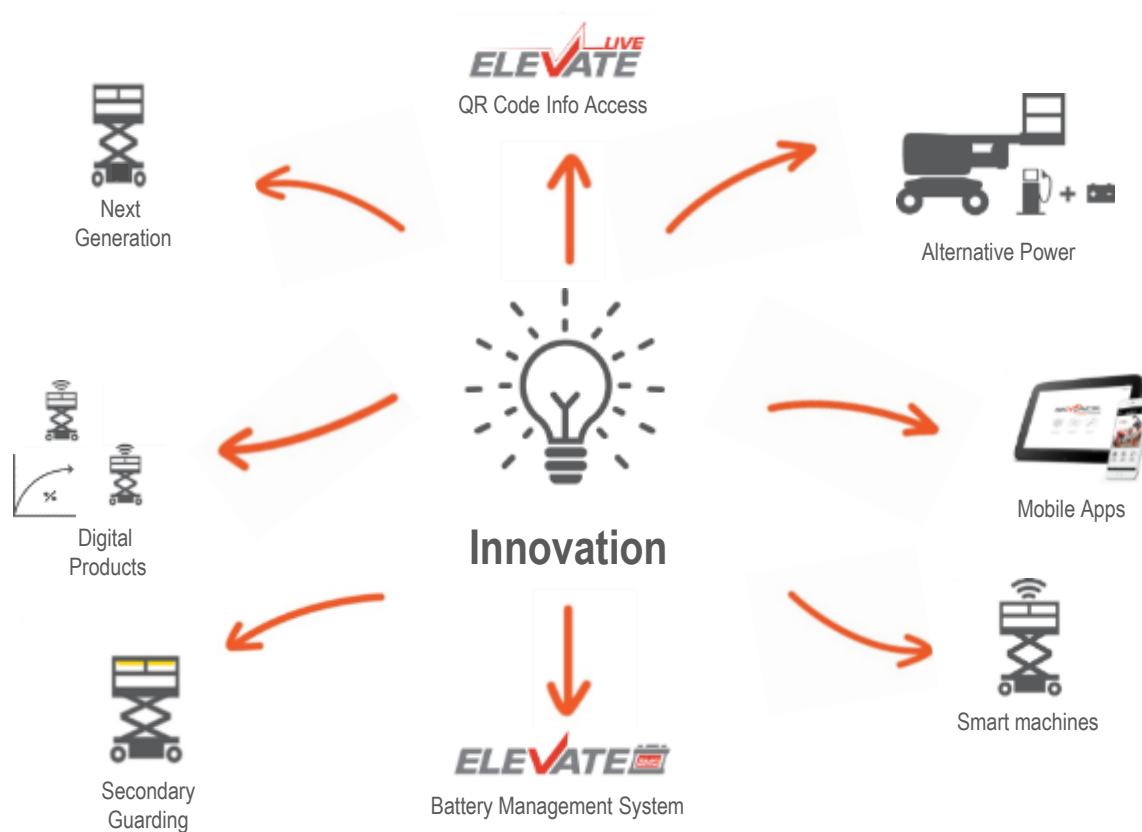
2020 Global Market of \$8.5B



- Innovation in Product Accessories: The X-Step
 - Safe Access to extra height in confined spaces
 - A better solution to access extra height safely in and around confined spaces
 - Optional attachment to maximize fleet utilization
 - Modular system sold as an option or field kit for new and previous generation SJ3219



Skyjack's Innovation Strategy



Food & Agriculture





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



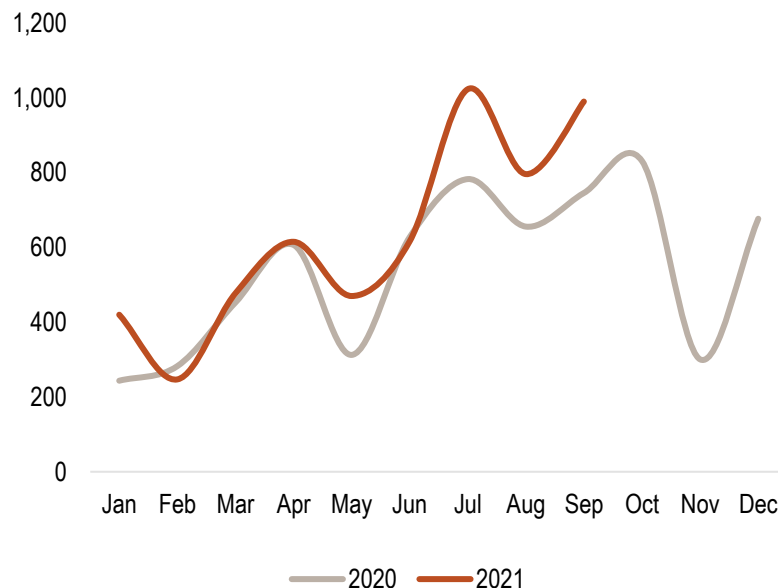
Agricultural Market

Agriculture Market Commentary

- Supply chain disruptions including shipping container shortages and higher commodity prices are continuing to negatively impact production, shipments and costs in 2021.
- Agriculture Retailers are seeing very lean inventory supply indicating retail demand is high.
- Commodity prices remain high. Despite some N.A. drought related concerns, the underlying retail demand is strong.
 - North America combine retails up 29% in Q3, up 20% September YTD
 - Canada combine retails up 42% in Q3, up 32% September YTD
 - United States combine retails up 25% in Q3, up 17% September YTD
 - 2021 full year expected to be up 20% YOY in NA
- International markets expected up 10%-15% across the board



North American Combine Retails



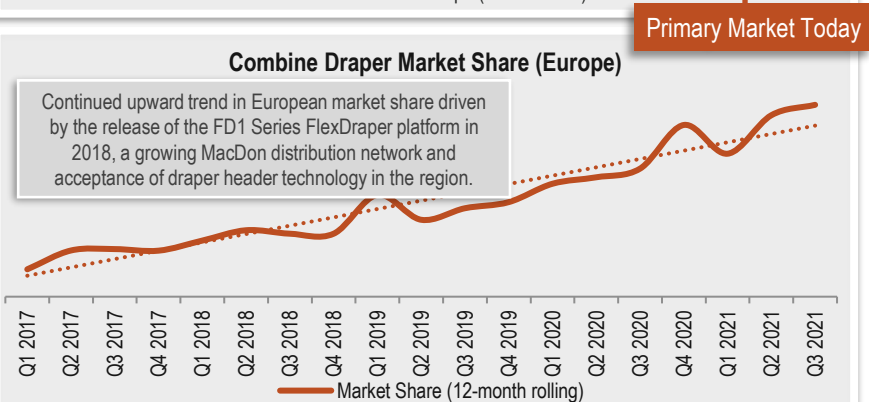
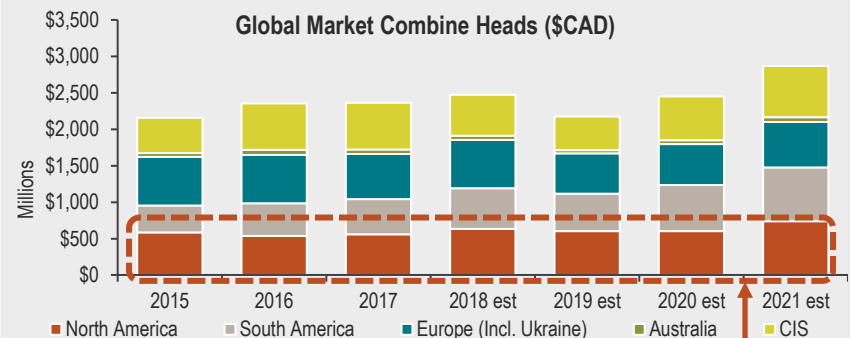
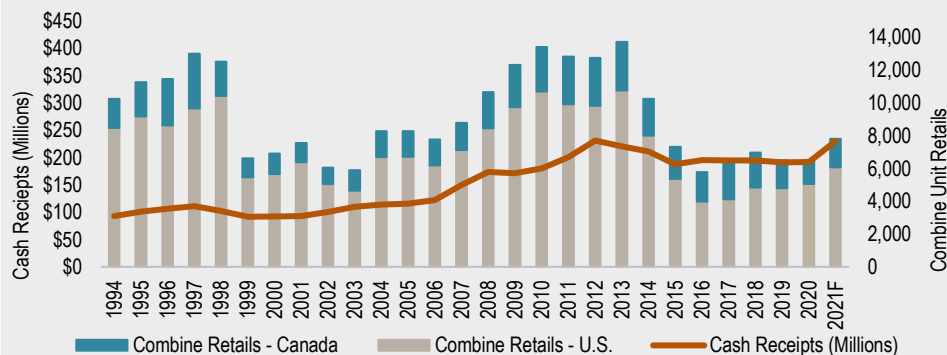
Key Market Strategies and Growth

Farming income, cash receipts, and combine retails indicate a positive outlook for 2021 farming equipment orders.



Food

- Build on MacDon acquisition as the foundation from which to expand global ag business overall
- Regional growth initiatives
- Advanced and disruptive technologies
- Global parts distribution
- Laser focus on operations
- Product line diversification



MacDon®



M1170NT

Narrow Transport Windrower.

The all-new M1170NT5 allows the windrower to shift into a *narrow transport* mode ideal for narrow European roads, further boosting productivity.



MacDon®



FD2 FlexDraper®

More Capacity. More Speed. More Flex.

The all-new FD2 gives you more of everything you need for harvesting performance from the company that brought you the Original FlexDraper®.

A large white and black combine harvester is shown from a side profile, moving through a field of tall, golden-brown grain. The harvester's long, black header with multiple rows of spines is visible. Dust is being kicked up from the ground behind the machine. The background is a clear, light blue sky.

BIGGER. FASTER. FLEXIER.

MacDon Strategy



Portfolio Expansion | Advanced Technologies | Geographic Expansion | World-class Product Support | Laser Focused Operations

Technology supported by over 110 unique patents with an additional 50 patents pending



Focusing on innovation in product, services and technology

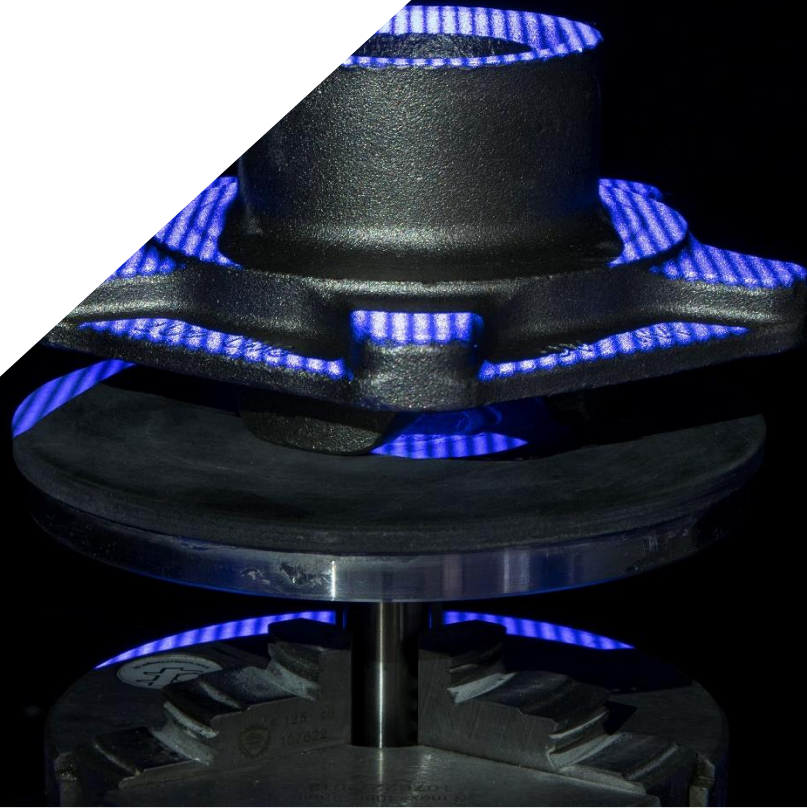


120 Global technology resources focused on innovation



MacDon[®]

Mobility

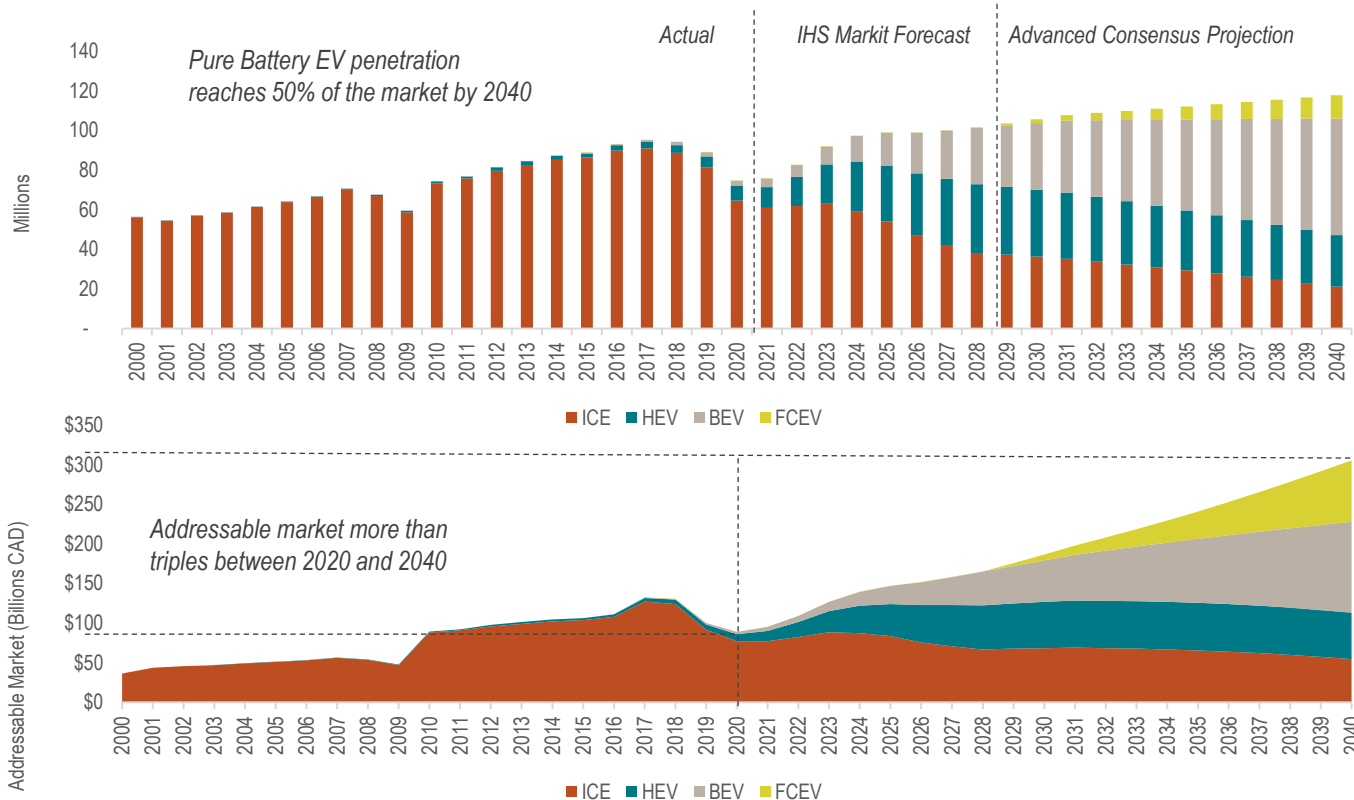


Key Market Strategies - Flexible & Opportunistic



Mobility

- Increase CPV in BEV, HEV, FCV
- Mine opportunistic ICE market as volumes decline but addressable market increases
- Grow integrated casting and forging business
- Carbon efficiency, light weighting, noise reduction



Source

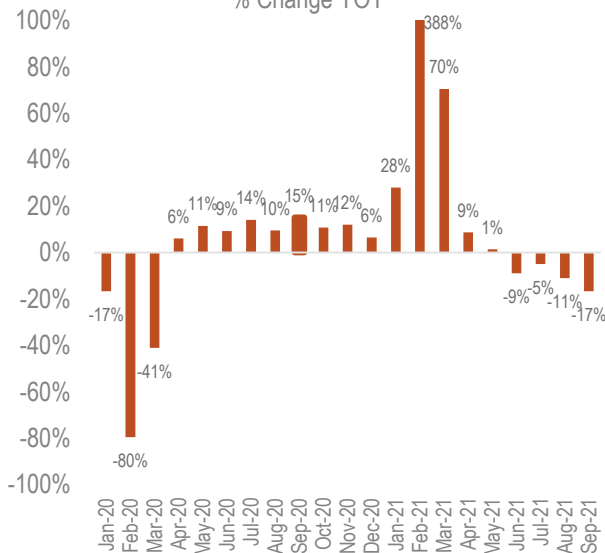
IHS Forecasting 2000-2028 Advanced Consensus Projection 2029-2040

ii) Production Share of Technologies by 2040 of ICE 18%, HEV 22%, BEV 50%, Fuel Cell 10%. (Based on Consensus Average of External Industry Expert Forecasts for BEV adoption, Updated November 8, 2021)

Light Vehicle Sales

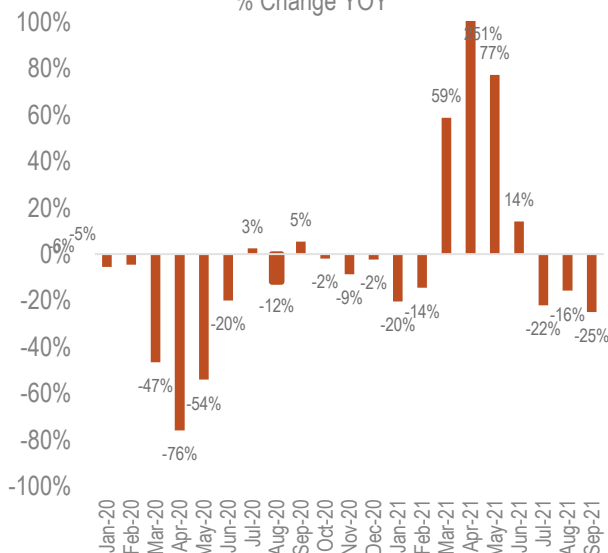
Pent up demand increasing as global semiconductor shortage continues to have negative impact on vehicle inventories and sales levels.

China Light Vehicle Sales
% Change YOY



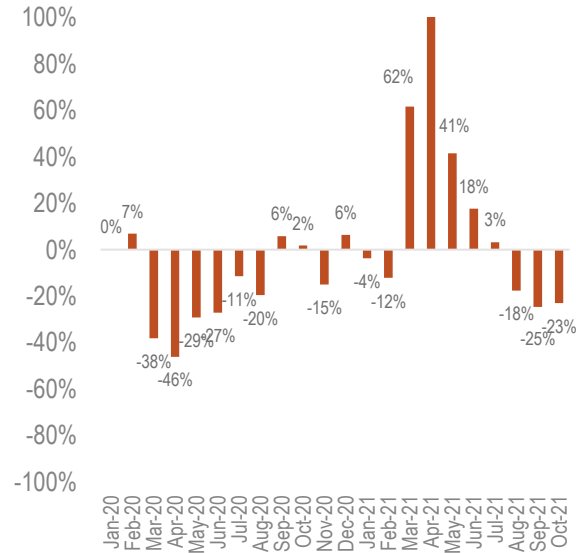
- September sales down 17% YOY due to low inventory levels associated with the global semiconductor shortage
- 2021 sales expected to decrease by 1.9% to 23.2M, followed by growth of 4.5% in 2022.

Europe Light Vehicle Sales
% Change YOY



- Europe September sales down 25% as inventory of new vehicles remains limited due to semiconductor shortage
- 2021 sales expected to increase by 1.9%. 2022 sales expected to increase by 6.5%.

US Light Vehicle Sales
% Change YOY

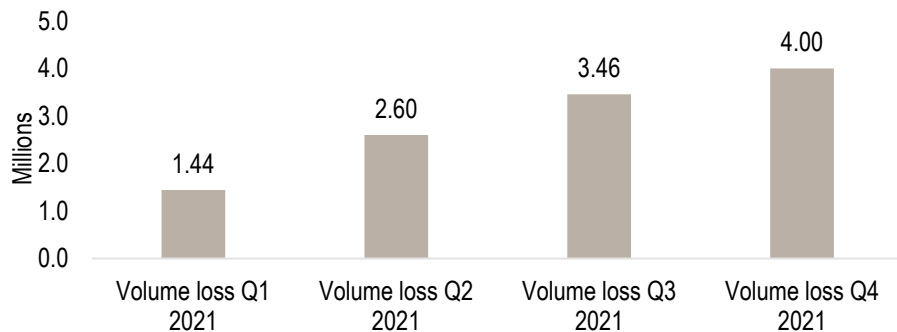


- October sales down 23% as semiconductor shortage continued to limit inventory levels
- 2021 US sales expected to grow by 4% to 15.2M units. 2022 expected to increase by 2.1% to 15.5M.

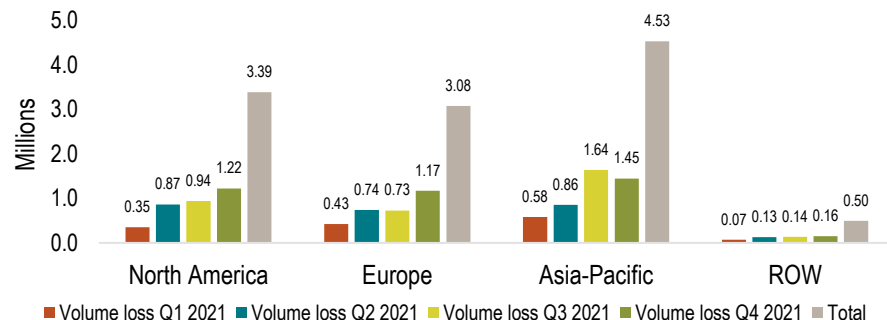
Semiconductor Chip Shortage – Light Vehicle Production Impact

Total forecasted 2021 volume loss of 11.5M units. Announced volume loss of 9.2M units YTD. Supply disruption expected to continue in 2022.

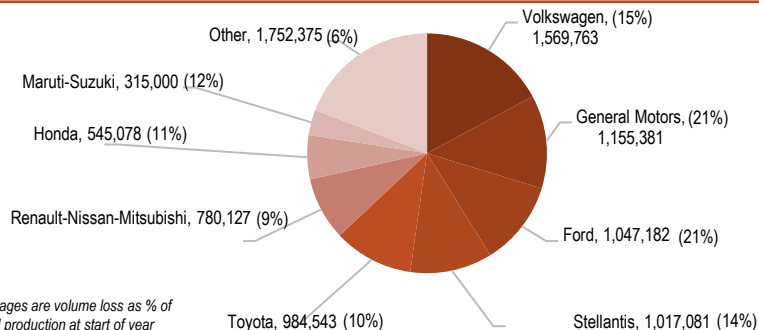
Estimated Volume Loss by Quarter



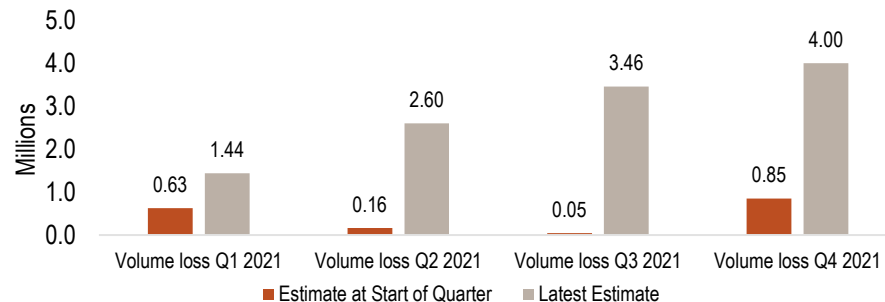
Estimated Volume Loss by Region



Announced Volume Loss by OEM
Total Q1-2021 to Q4 2021



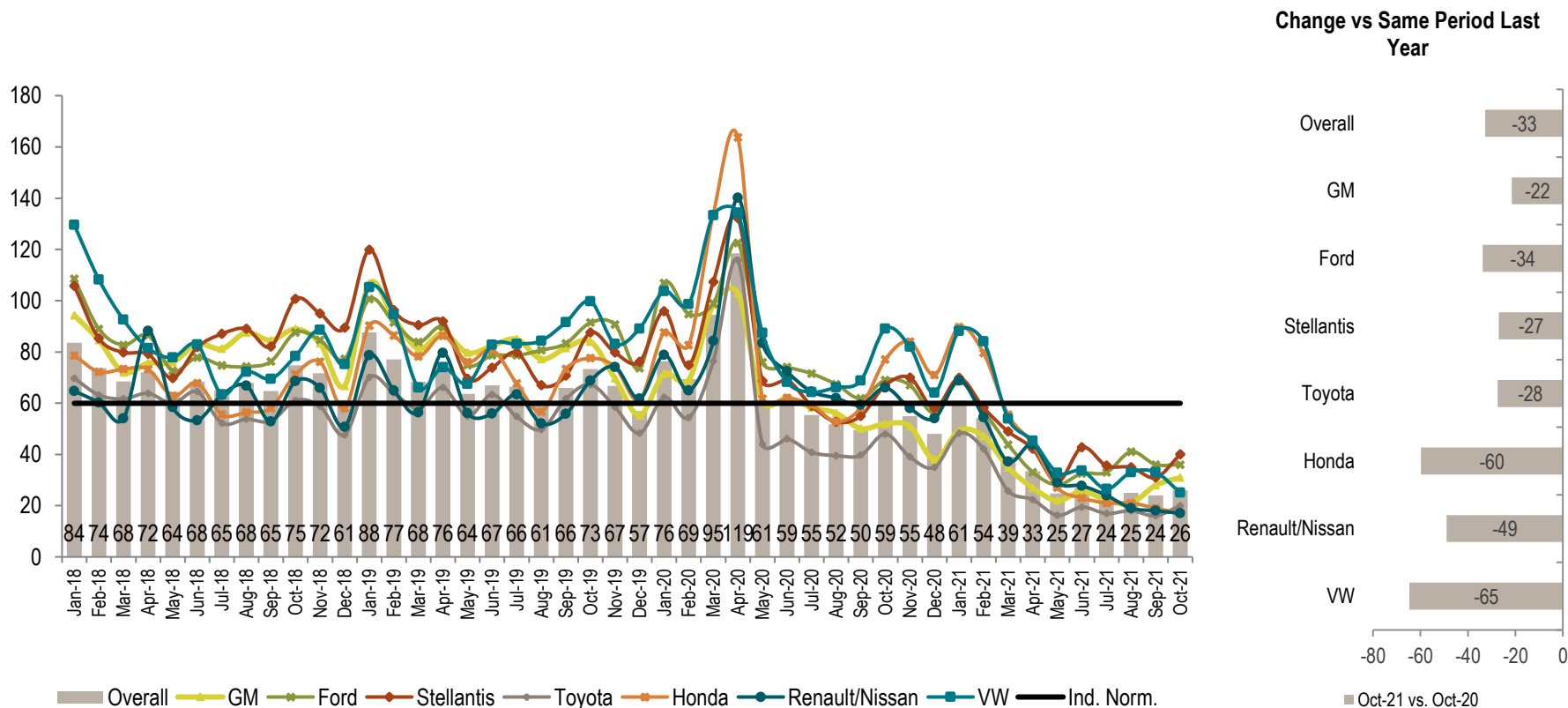
Estimated Volume Loss - Start of Quarter Versus Latest Estimate



Original Estimates Jan 12th for Q1, Mar 12th for Q2, May 7th for Q3, Sep. 13th for Q4

US Light Vehicle Inventory – Days' Supply

Will Take Years To Replenish Inventory Levels Regardless of Demand...

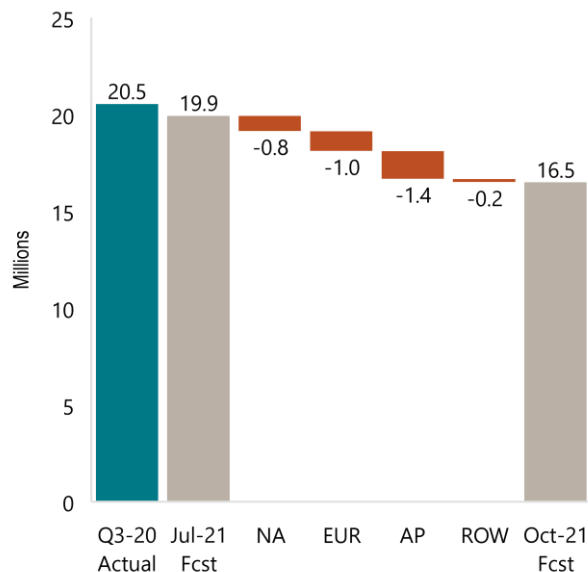


Global Light Vehicle Market: Q3 2021, Q4 2021 and 2021

Q3 2021 production decreased by 3.4M units. Q4 2021 forecast reduced by 3.8M units. 2021 full-year forecast reduced by 7.2M.

Q3-2021 Global Vehicle Production Forecast By Region

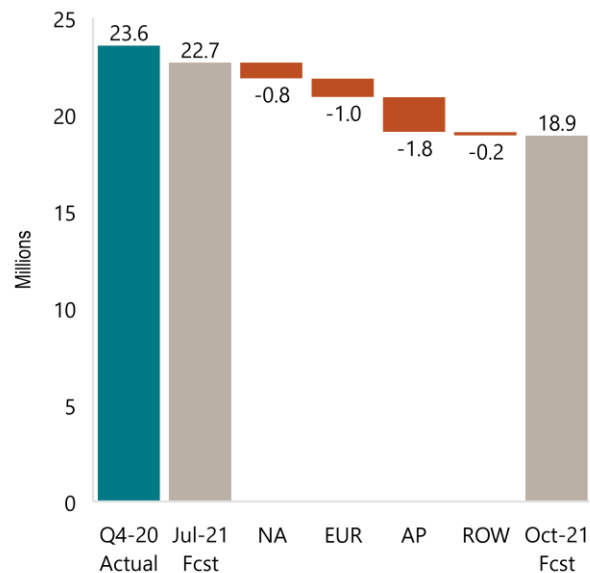
Change in Forecast Oct-2021 vs. Jul-2021



- Q3 2021 light vehicle production lower than expected in July due to global shortage of semiconductors
- Q3 production down 20% versus prior year

Q4-2021 Global Vehicle Production Forecast By Region

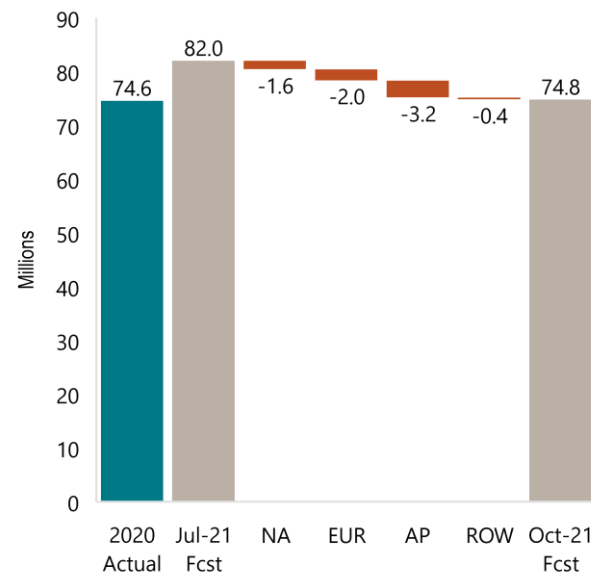
Change in Forecast Oct-2021 vs. Jul-2021



- Q4 2021 forecast reduced by 3.8M due to ongoing global shortage of semiconductors
- Q4 production expected to decline 20% versus prior year

2021 Global Vehicle Production Forecast By Region

Change in Forecast Oct-2021 vs. Jul-2021

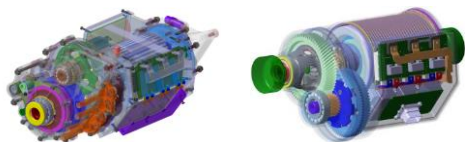


- 2021 full-year outlook reduced by 7.2M due to ongoing global semiconductor shortage
- 2021 production expected to be up 0.3% versus prior year

Technology Leadership Key to Growth

Innovation in Design, Development, and Manufacturing

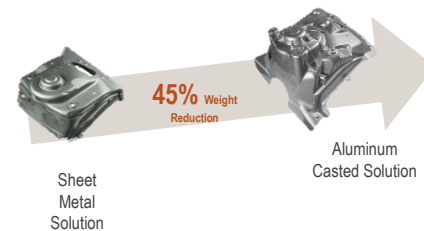
- Innovative design & engineering solutions to provide cost effective solutions to OEMs
- Ex. Fully integrated eAxle systems for hybrid & electric vehicles



- Ex. Integrated hydroformed assembled camshaft within one-piece cast aluminum carrier housing with unique-to-Linamar manufacturing process

Lightweighting Solutions

- Using unique manufacturing processes, materials, and designs to produce lightweighting solutions that achieve fuel efficiency & CO2 reduction
- Ex. High pressure die-casting for structural components
- Ex. Adapting forging gear designs & processes to achieve near net shape



Commercial eAxles



eAxle Innovation

Initial Prototypes



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

Production Design



- First production eAxle awards
- Expanded reputation globally

Refined Design



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

High Performance

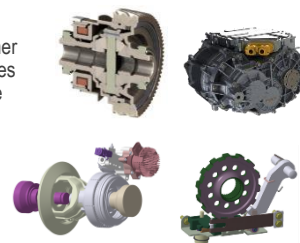


- Pushed limits of power density and optimization
- Performance application production award pending

Advanced Technologies

Now

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



Leverage
Existing
Resources



Electrification Product Solutions

Develop new electrification product
solutions leveraging existing resources



Electrification Strategies

Develop electrification strategies



Win New Business

Win new business for our
existing plants and groups



Support All
Existing
Groups &
Plants

Support
Customers
Globally

Product Engineering | Application Engineering | Program Management | Product Sales | Business Development & Strategy

Propulsion Systems



Gearboxes

Motors

Inverters

E-Axles & 3-in-1 Solutions

Power Generation



H₂ Fuel Cells

Energy Storage



H₂ Storage

e- Storage

Structural & Chassis



Suspensions

Structural

Strategy

Maximize Electrification Opportunities

Diverse Vehicle Types

- Pass car, CUV/SUV, Light truck
- Commercial vehicles
- Trucks Class 1-8
- Off road vehicles

Diverse Propulsion Types

- BEV
- Hybrid
- FCEV

Diverse Products

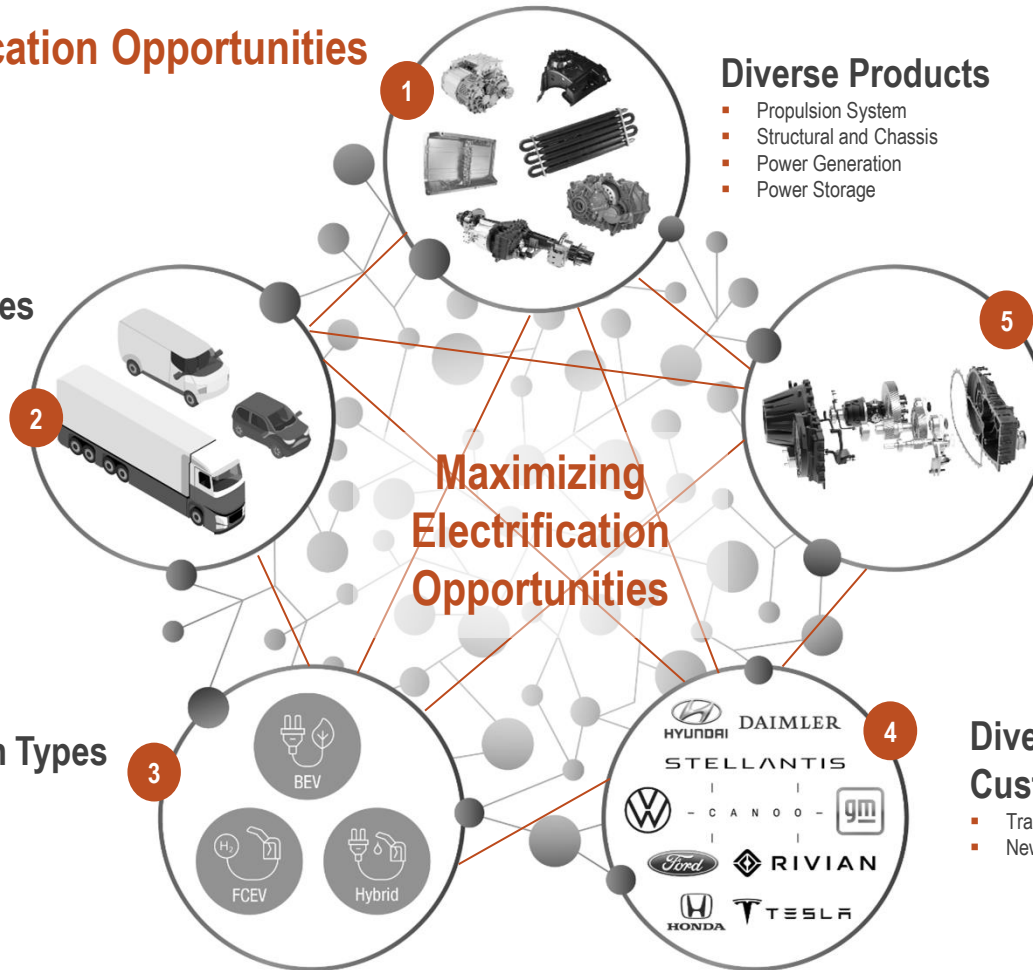
- Propulsion System
- Structural and Chassis
- Power Generation
- Power Storage

Scalable Solutions

- Individual components
- Sub-assemblies
- Integrated systems
- Full system solutions.

Diverse & Growing Customer Base

- Traditional OEM's
- New Entrants



eMatrix

Custom Battery Systems
Launch Faster.

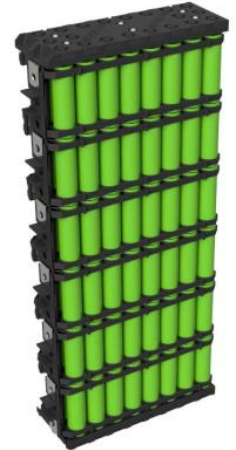


Patented eBrick™ Modular Battery Design

- 3-Dimensional Structure
- No-weld contact
- Optimized airflow cooling
- Simple eBrick-to-eBrick connection
- Simple and affordable mounting to enclosure
- minimal retooling cost for reconfiguration
- Using common cylindrical cell – customer can switch cell for cost or performance improvements with little to no re-design

Competitive Advantage

- Flexible, modular system
- Lower cost
- More efficient



Strategic Alliance with Ballard Power Systems

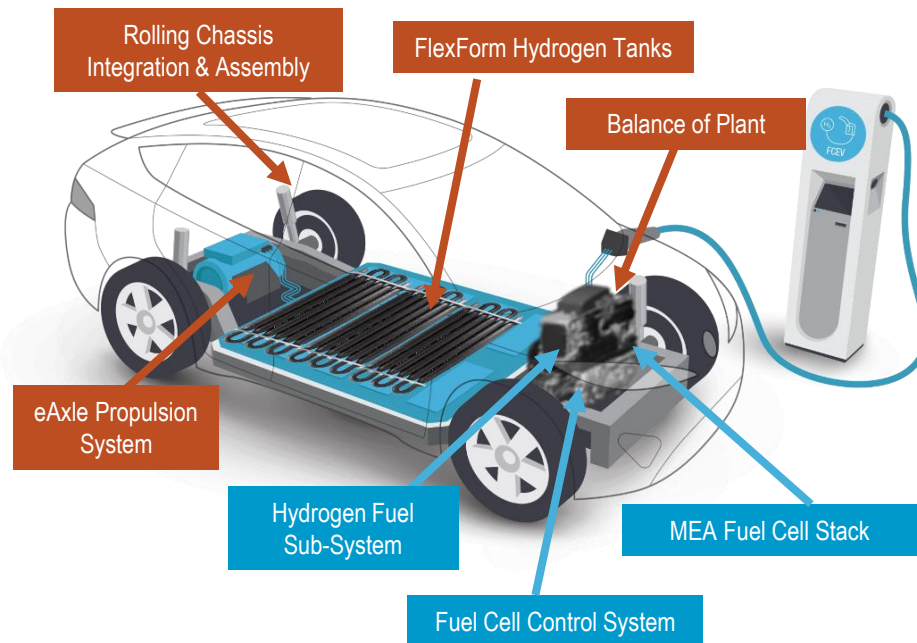
A Partnership to Develop Fuel Cell Solutions for Light-Duty Vehicles

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



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

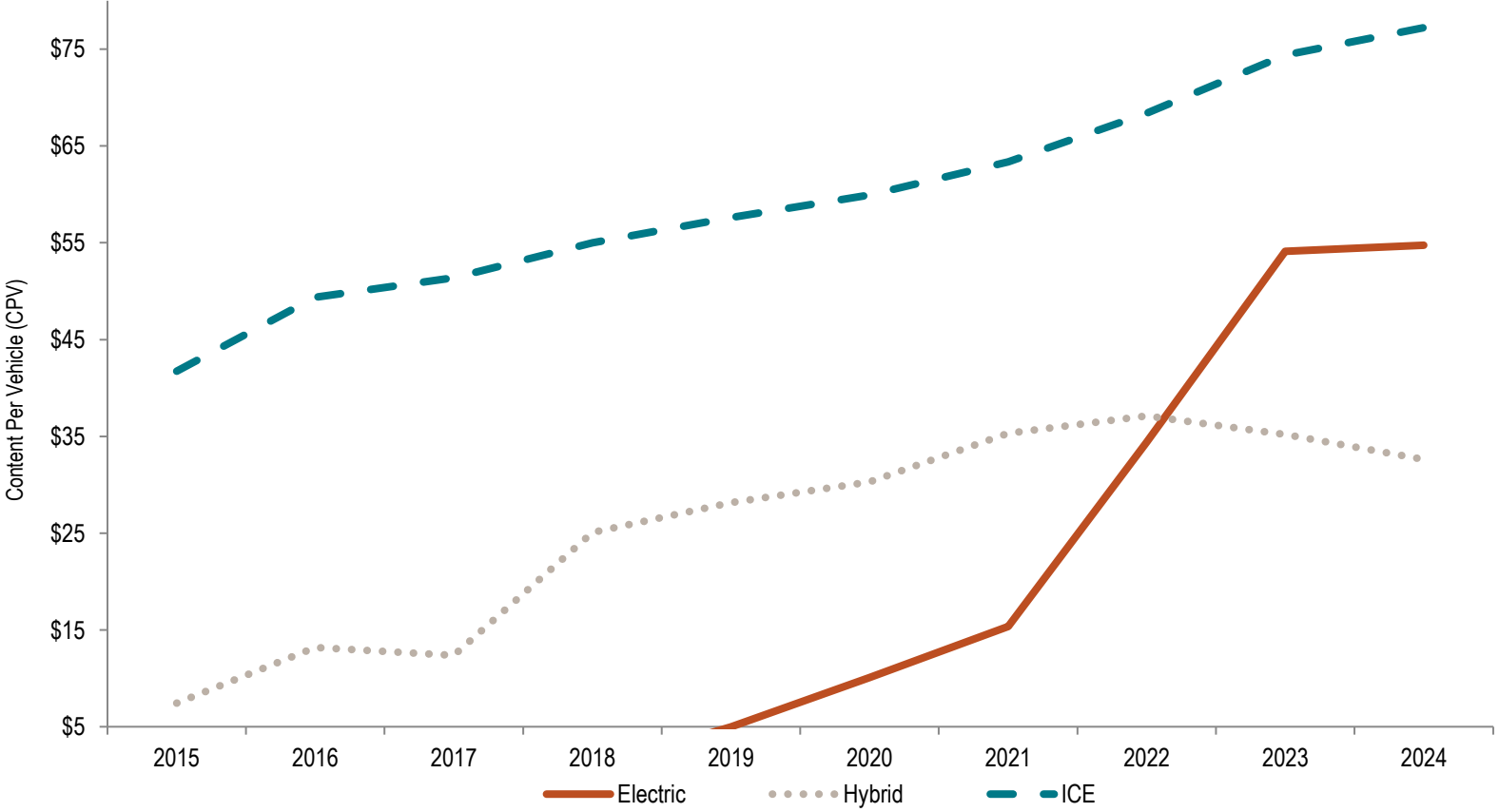
- eAxle Propulsion System
- Rolling Chassis
 - Frame
 - Steering
 - Wheel corners
- FlexForm Hydrogen Tanks
- Full Balance of Plant including
 - Air Flow & Filtration
 - Hydrogen Control & Recirculation
 - Coolant
 - Humidification
 - Structure Enclosure



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

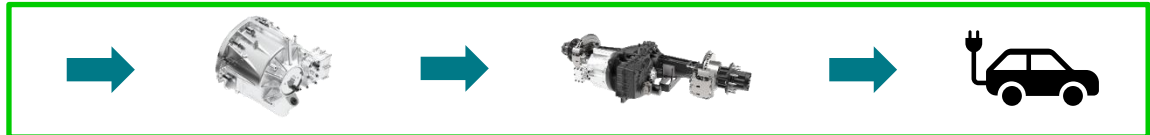
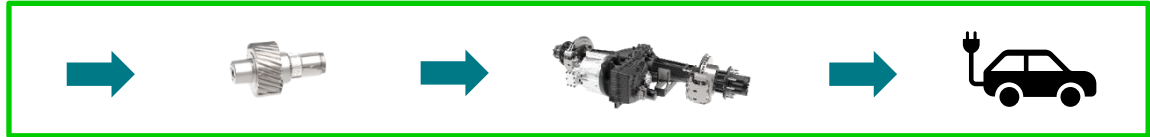
- MEA Fuel Cell Stack
- Hydrogen Fuel Sub-System
- Fuel Cell Control System

Electrified Vehicles Key Growth Opportunity for Linamar



Flexible Manufacturing Strategy

- Capital assets currently employed in Linamar's operations can be adapted to manufacture electrified components at little to no incremental CAPEX
- For instance, the same gear grinding equipment can produce gears for eAxes and ICE powertrains alike
- This advantage is present across Linamar in many types of equipment (lathes, machining centres, heat treat equipment, straighteners, spline rolling equipment, broaches, polishers, and more)



Linamar 2100: *MedTech*



Strategy & Recent Developments

- As a global diversified manufacturer, Linamar's 2100-year plan identifies Age Management & Medical Devices as a long-term strategic market of which to enter into
- In December of 2019, made an initial small equity investment in Synaptive Medical, an innovative medical equipment start-up. Partnership includes a Strategic Manufacturing Agreement to produce its 2 key technologies
- Beginning in mid-March, at the height of the public crisis response to COVID-19, Linamar entered into several Ventilator assembly and component production contracts demonstrating its organizational flexibility and responsiveness in new product areas
- Continue to scope and monitor this business vertical to identify best potential fits for long-term market participation
- ModusV production equipment now installed, and production launched
 - Trained personnel and capacity to scale by Q4 '21

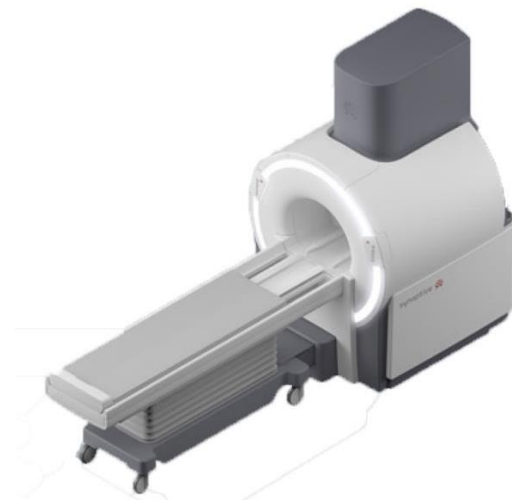


Synaptive Medical Manufacturing Partnership



Modus V™

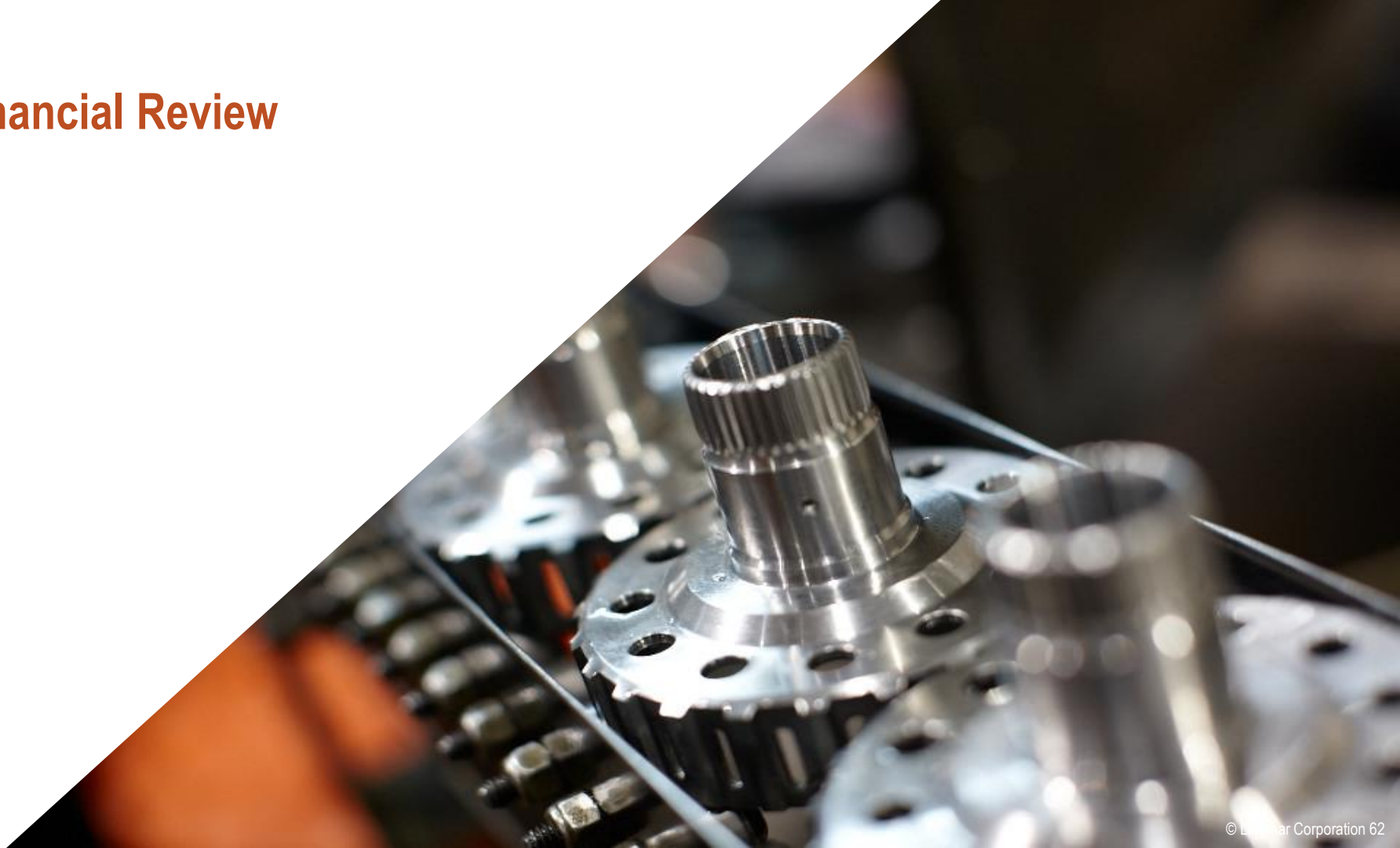
- Automated Robotic digital microscopy
- 3D capability for ideal surgical visualization
- Improves ergonomics and surgical workflow
 - Shorter surgery times benefit all
- Manufacturing at Linamar's iHub launched Q4 of 2020



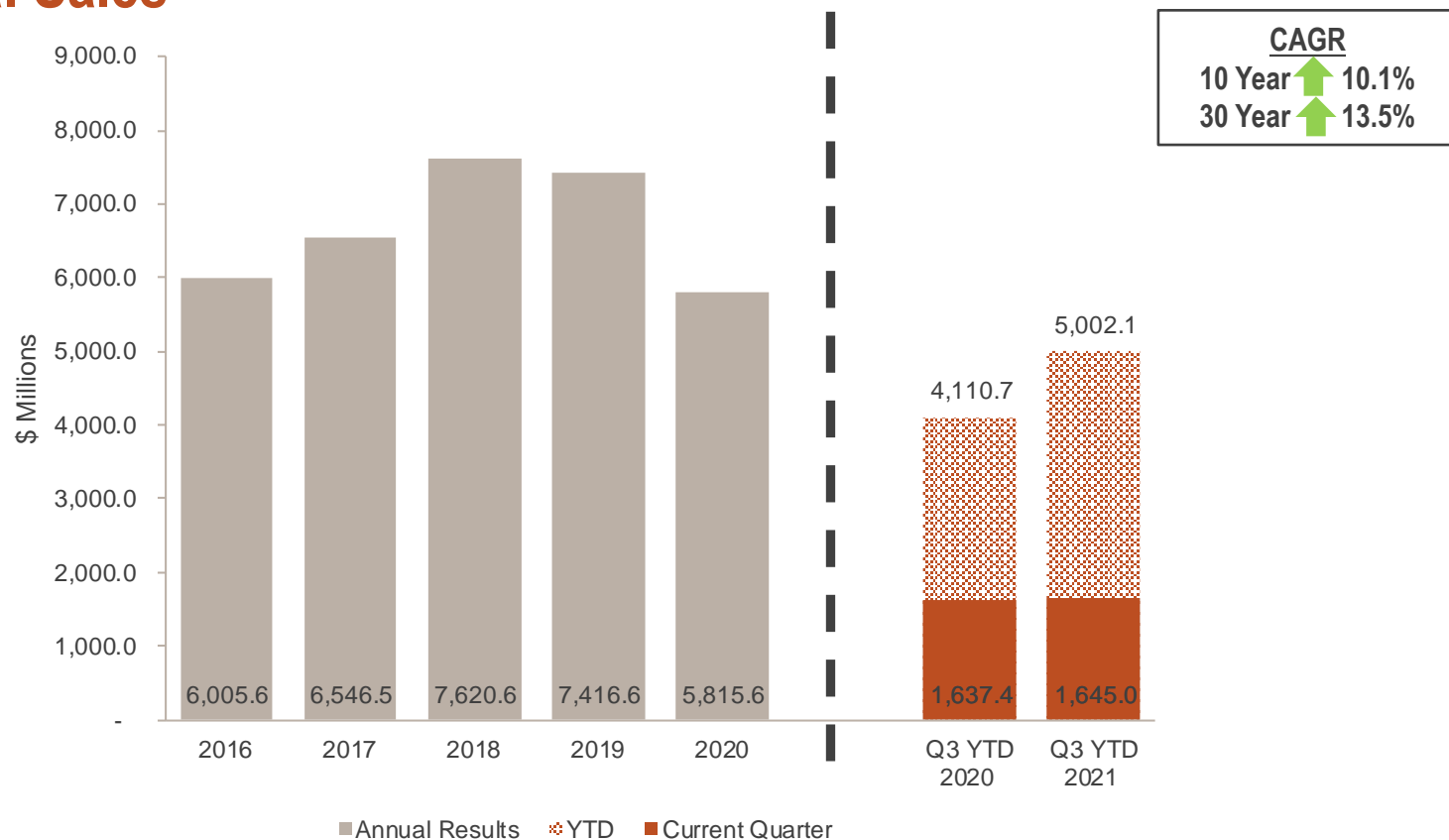
Evry™

- Magnetic Resonance Imaging ("MRI") with excellent imagery, minimal infrastructure & lower operating cost
- Low magnetic field and small footprint
 - 80% lighter weight than traditional MRI enables use in Operating Room, ER, ICU
- Manufacturing at Linamar's new iHub Q4 of 2021

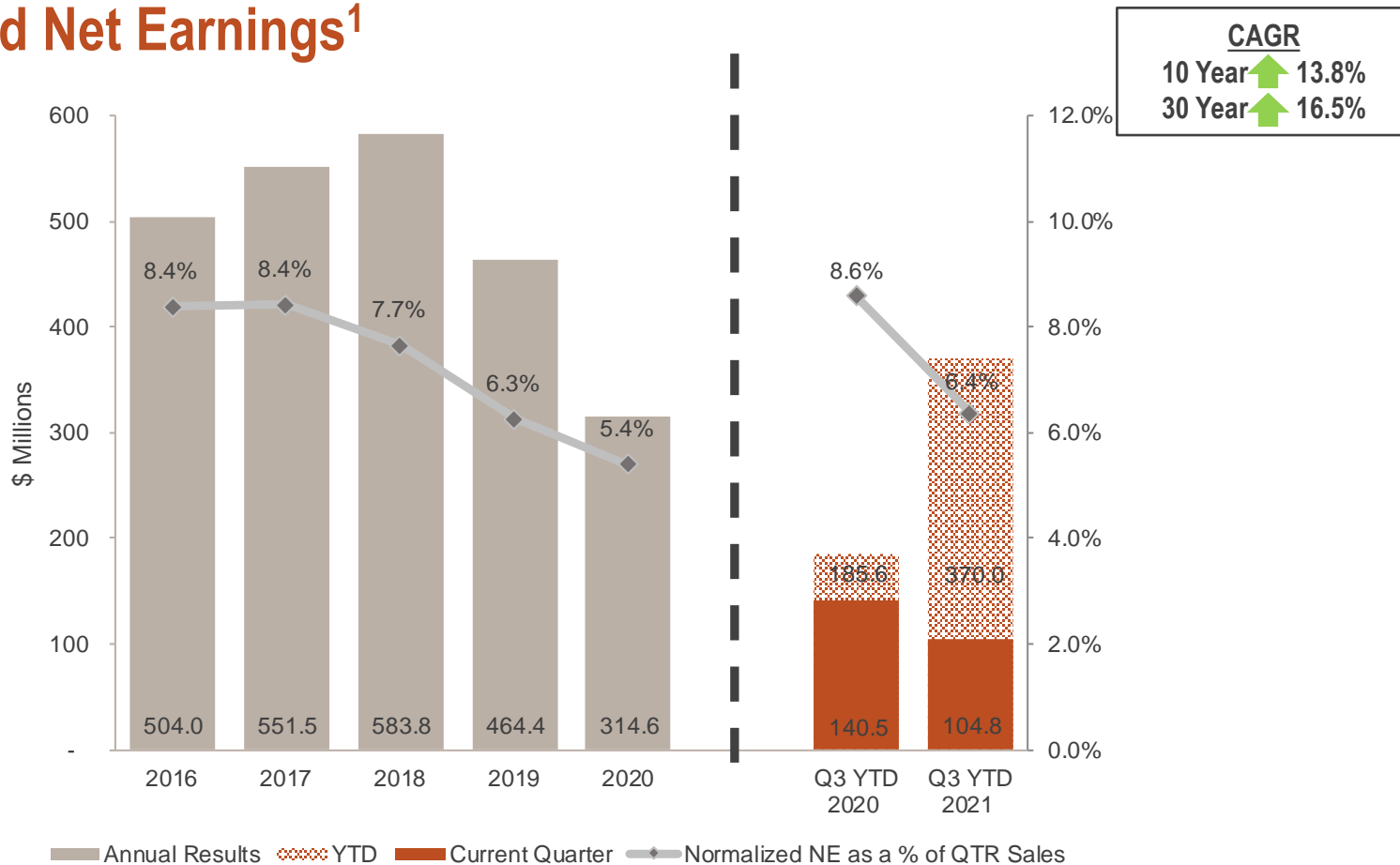
Financial Review



Annual Sales

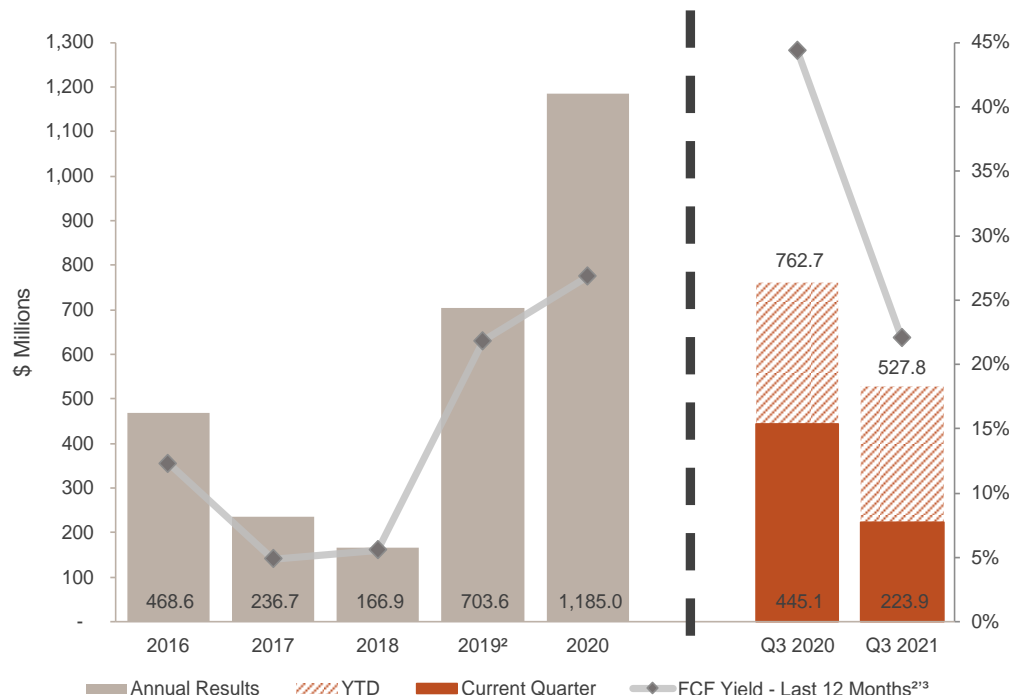


Normalized Net Earnings¹



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

Cash Flow Continues to be a Key Priority



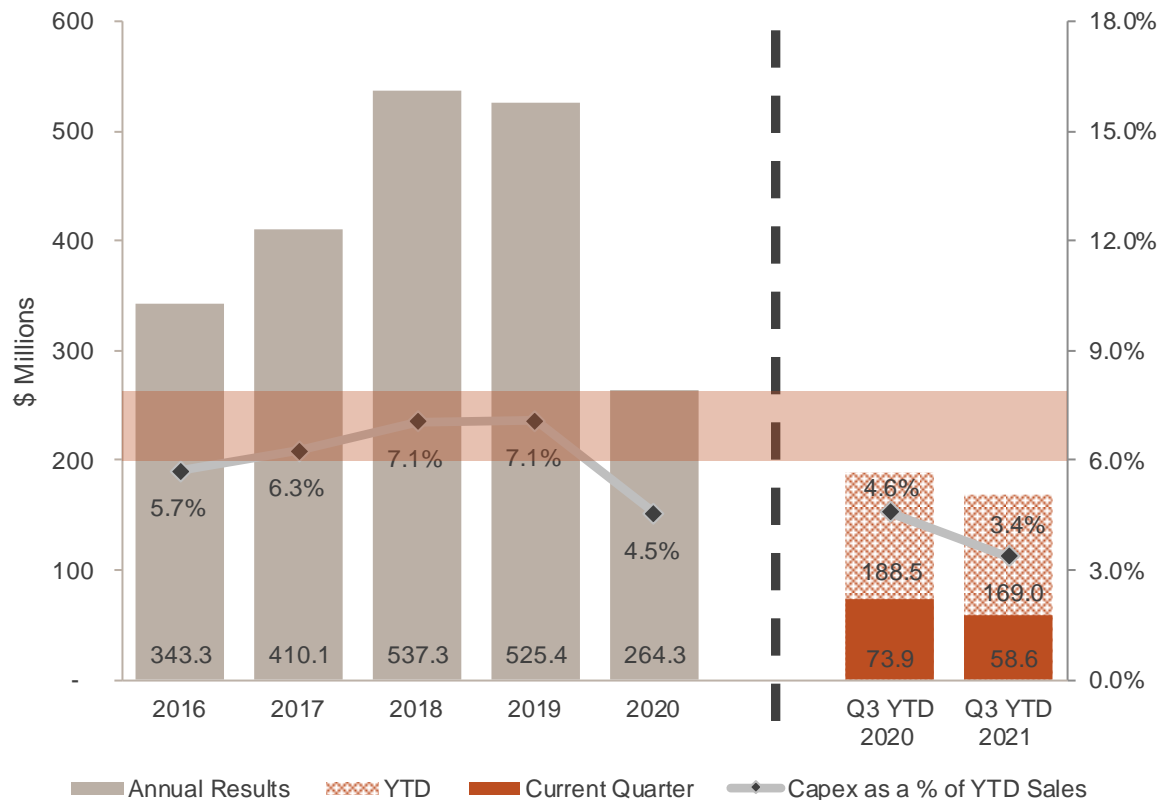
- FCF¹ in Q3 \$224 million.
 - 14th consecutive quarter of positive FCF.
- FCF Yield has been consistently >20% since 2019.
- Liquidity¹ excellent with \$1.8 billion of cash available at quarter end.
- Solid liquidity and balance sheet positions us well for takeover and acquisition opportunities as they arise.

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

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

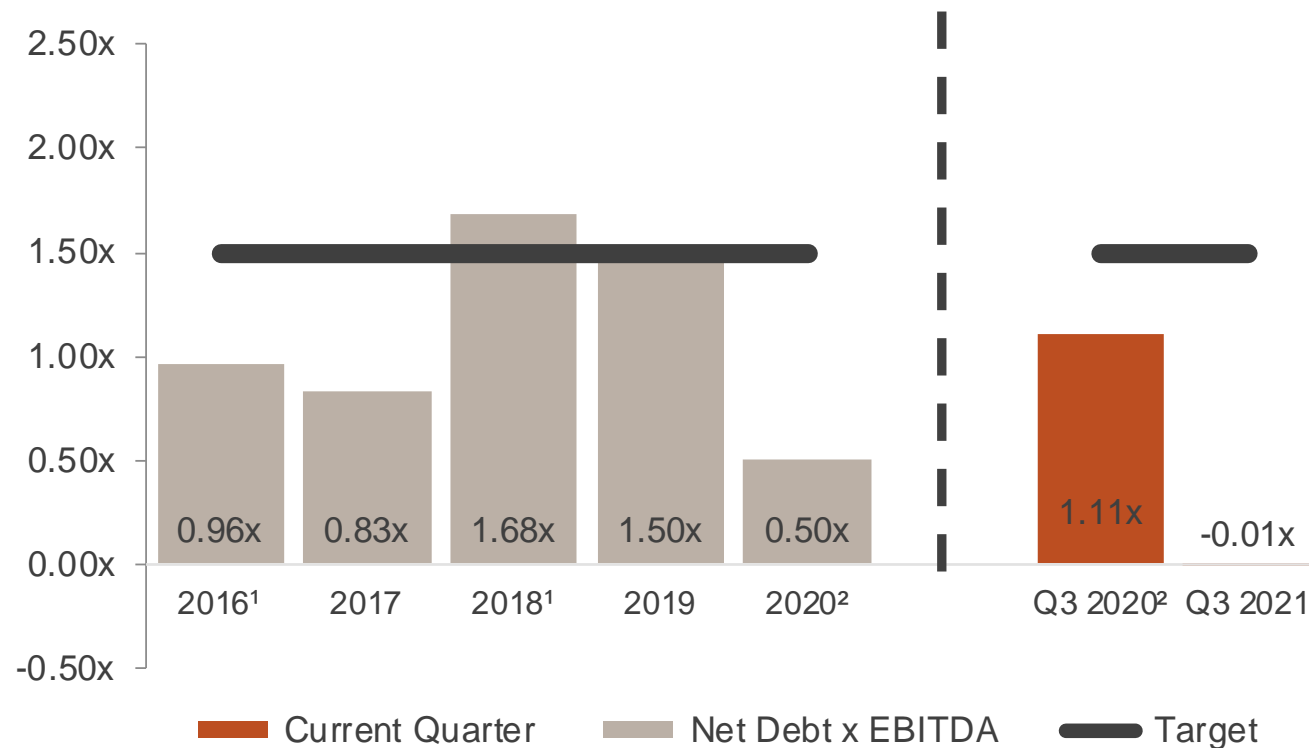
3 - Free cash flow yield is calculated as free cash flow divided by fully diluted shares divided by share price.

Operational Capital Expenditures



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

Net Debt to EBITDA



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

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

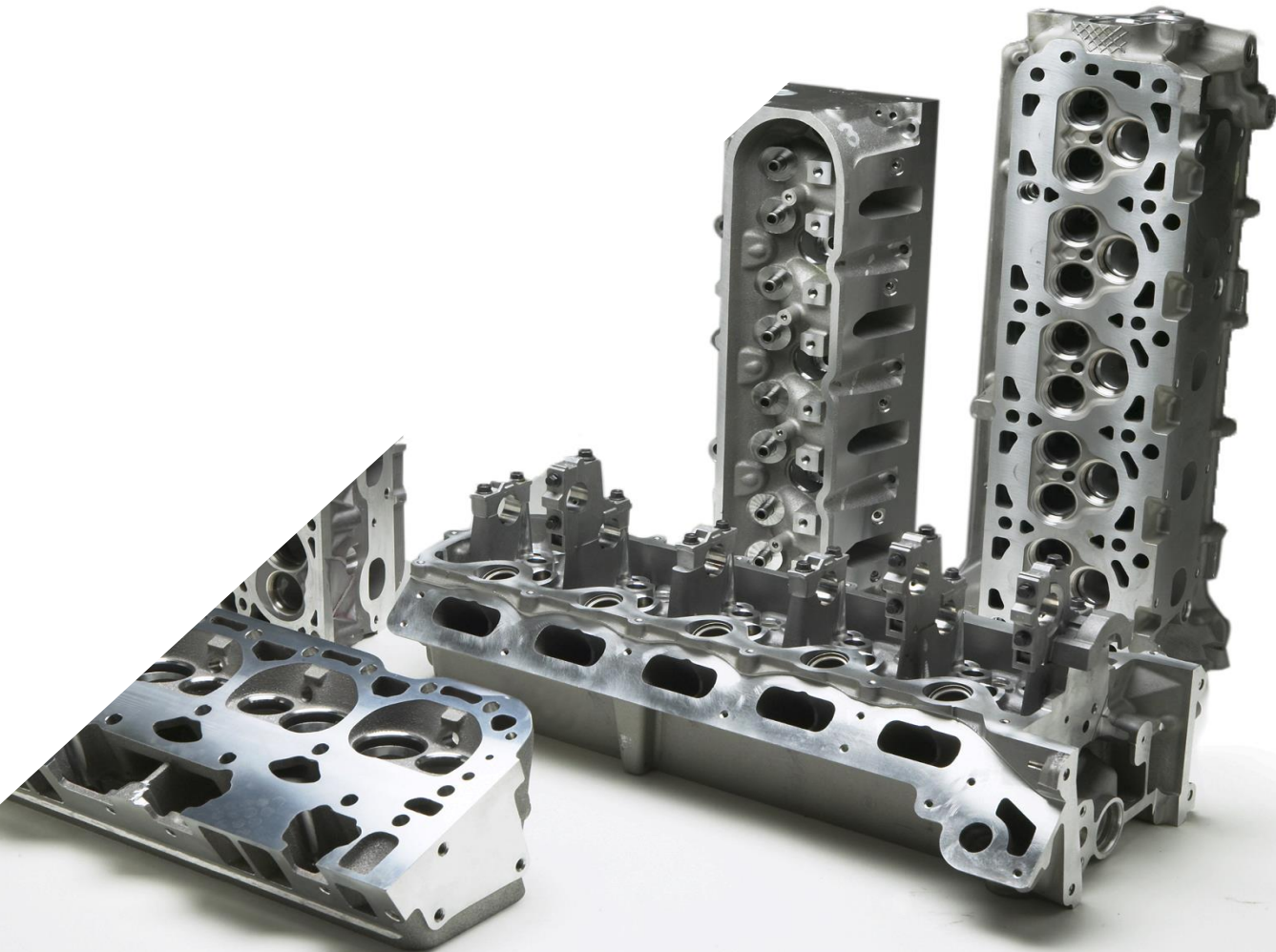


Thank You

www.linamar.com

  @linamarcorp
  Linamar Corporation

Appendix



Diverse Key Products

Industrial

SKYJACK
simply reliable

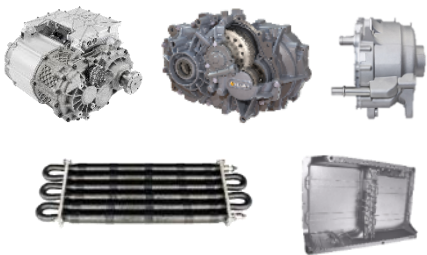


MacDon



Mobility

New Energy Powertrain Systems



Body & Chassis



Engine



Driveline



Transmission



Skyjack Products

Vertical Mast Lifts

Vertical mast lifts with platform heights from 12' (3.6m) up to 20' (5.9m)



DC Scissor Lifts

DC and micro scissor lifts with platform heights from 13' (3.9m) to 40' (12m)



RT Scissor Lifts

Rough terrain scissor lifts with platform heights from 26' (7.92m) to 64' (19.5m)



Telescopic Booms

Telescopic booms with platform heights from 40' (12.3m) to 86' (26.2m)



Articulating Booms

Articulating booms with platform heights from 30' (9.0m) to 85' (25.9m)



Telehandlers

TH Series telehandlers with lifting capacities from 5,500 lbs (2,494 kg) up to 12,000 lbs (5,443 kg) and a ZB model with a lifting capacity of 20,000 lbs (9,071 kg)



MacDon Products

R2 Series Rotary Disc Header



C Series Corn Headers



D1 & FD1 Series



Pick-Up Headers



R1 Series Pull-Type



M1 Series Windrower



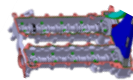
Engine



Camshafts



Cast and Cubed / Fully Machined Cylinder Blocks & Heads



Camshaft / Cylinder Head Cover Module



Lower Engine Crankcase Assembly



Connecting Rods



Balance Shaft Modules



Turbo Charger Assemblies

Transmission



Gears



Shaft & Shell Assemblies



Differential Assemblies



Transmission Cases



Full Clutch Module Assembly



Full Clutch Module Superstructure Assembly

Driveline



Engineered Gear Sets



Differential Housing



PTUs



RDMs



Disconnecting AWD Systems



eAssist Micro Hybrid



Single Motor eAxe

Body and Chassis



Knuckles



Subframes & Corner Nodes



Shock Towers



Cross Car Beams



Centre Consoles



Door Frames



Seat Frames

Driveline Systems



Single Motor eAxe



Dual Motor eAxe



Commercial Vehicle Solid Axle ePower Unit



Multi-Speed eGearboxes

EV Motor & Battery Modules



Battery Tray Housings



Electric Motor Housings



Hydrogen Storage Tank

Today & In Future:
Linamar well positioned to provide content on ICE, Hybrid and EV platforms

ICE & HEV

All E-Vehicles

