



LINAMAR

⚠ DANGER



**High
Voltage.**

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Linamar Corporation

A Diversified Global Powerhouse in Advanced Manufacturing

Investor Presentation

May 2022

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.

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

Linamar 2100: Market Focus Addresses Key Global Trends

Mobility



Infrastructure



Food



Power



Water



Age



Rapid Technology
Evolution

Growing Intensity
to Address
Environmental
Concerns

Urbanization

Growing Global
Population

Aging Global
Population

Core Brands and Diverse Markets

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

Infrastructure



SKYJACK

Food



MacDon

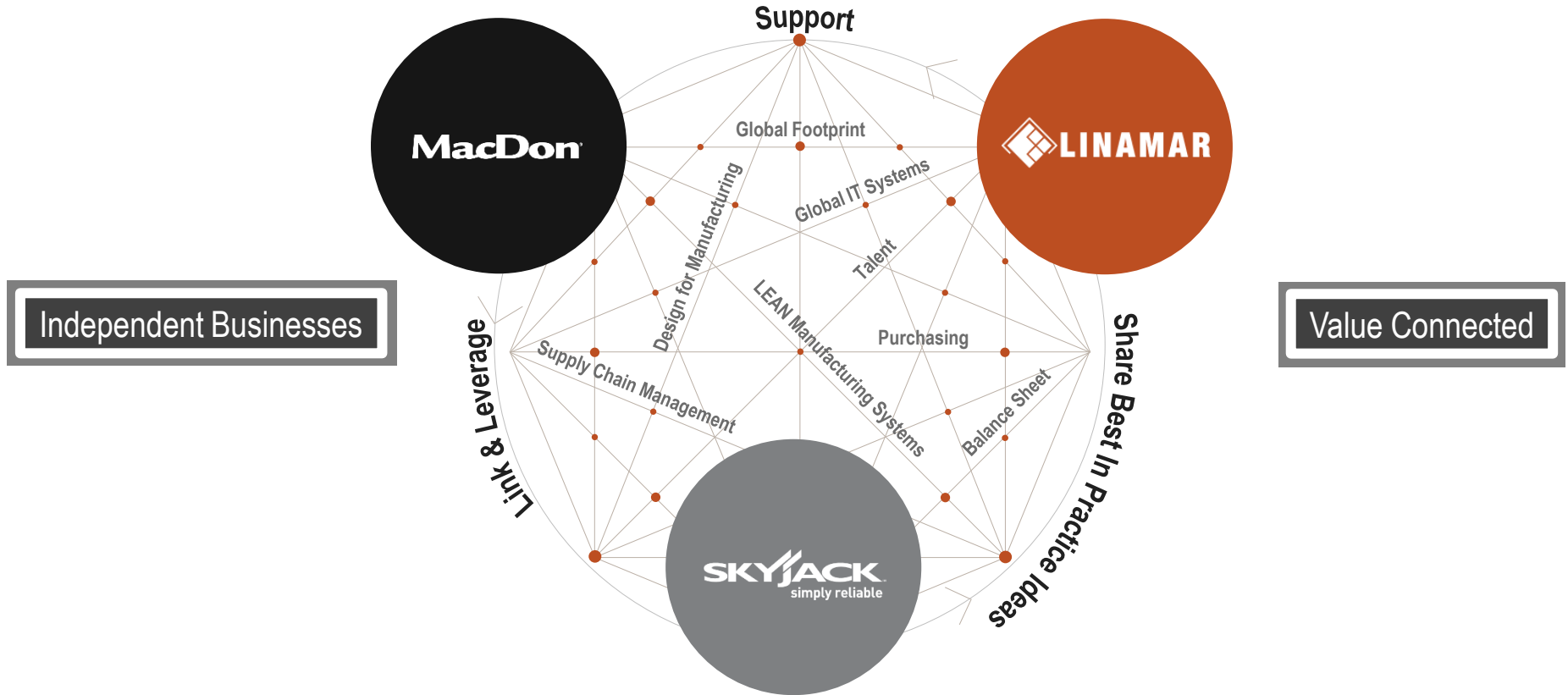
Mobility



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**

Linamar MedTech



- **Focus on contract manufacturing for precision medical components and medical devices**
 - Orthopedics
 - Prosthesis
 - Surgical
 - Respiratory
 - Imaging devices

Market Concentration Balance

Industrial

Mobile Industrial Equipment | Fabricated Assemblies

Sales
22%

Mobility

Engine | Transmission | Driveline | Body

Sales
78%

ACCESS



12.4

AGRICULTURAL



10.1

AUTOMOTIVE



71.7

OFF HIGHWAY



2.2

COMMERCIAL



3.6

Diverse Core Capabilities

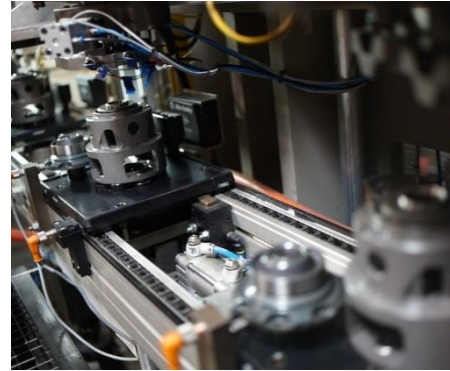
Metal Forming

- 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

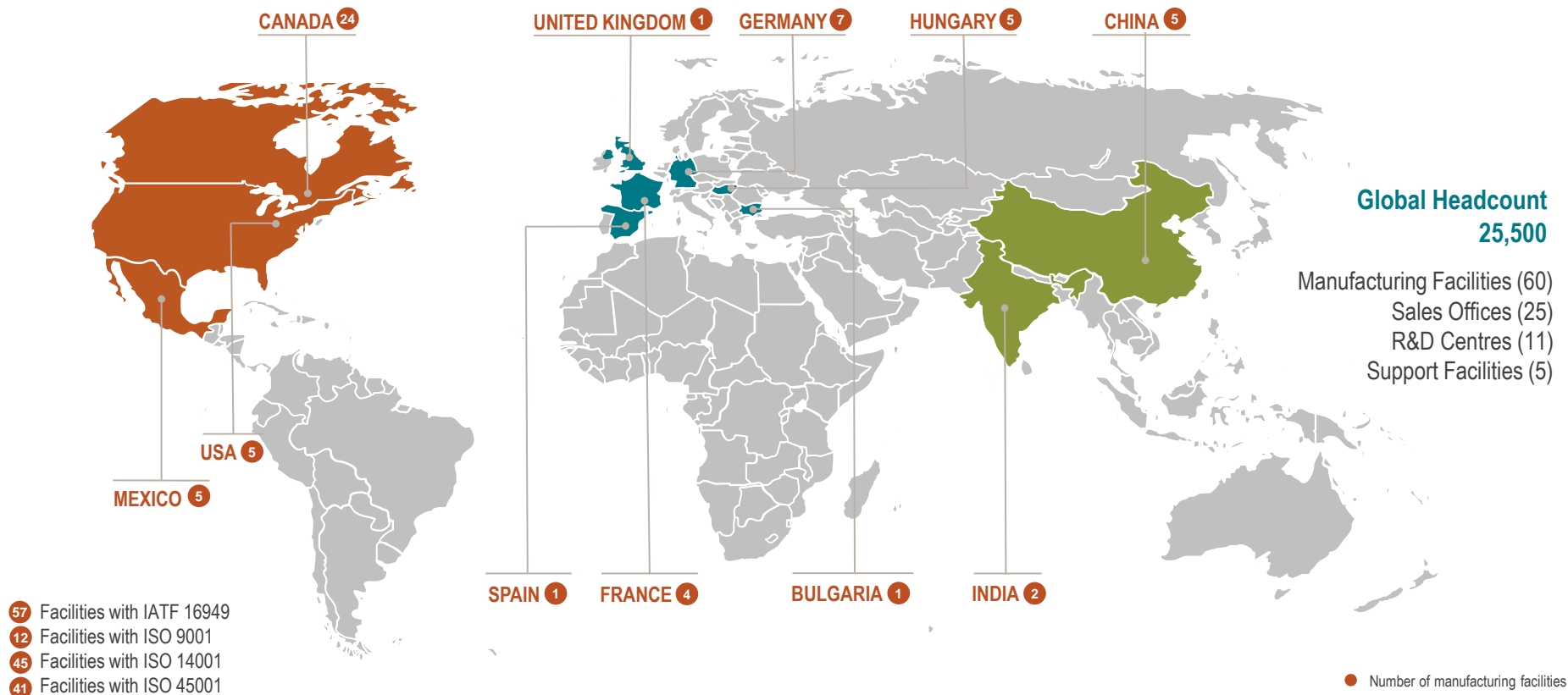
- Advanced Automation & Robotics
- CNC Expertise
- Complex Assemblies
- Hydroforming
- Heat Treatment

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



Proportionate Representation



Advance on Merit

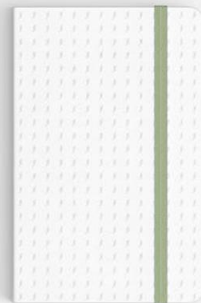


No Quotas

Maximizes Talent Pool

Why?
Logical

Optimizes Performance



Women in STEM Website and Calendar

We are featuring nearly **300**
female role models in STEM
on our Website

We have distributed nearly
70,000 calendars in the
past 4 years

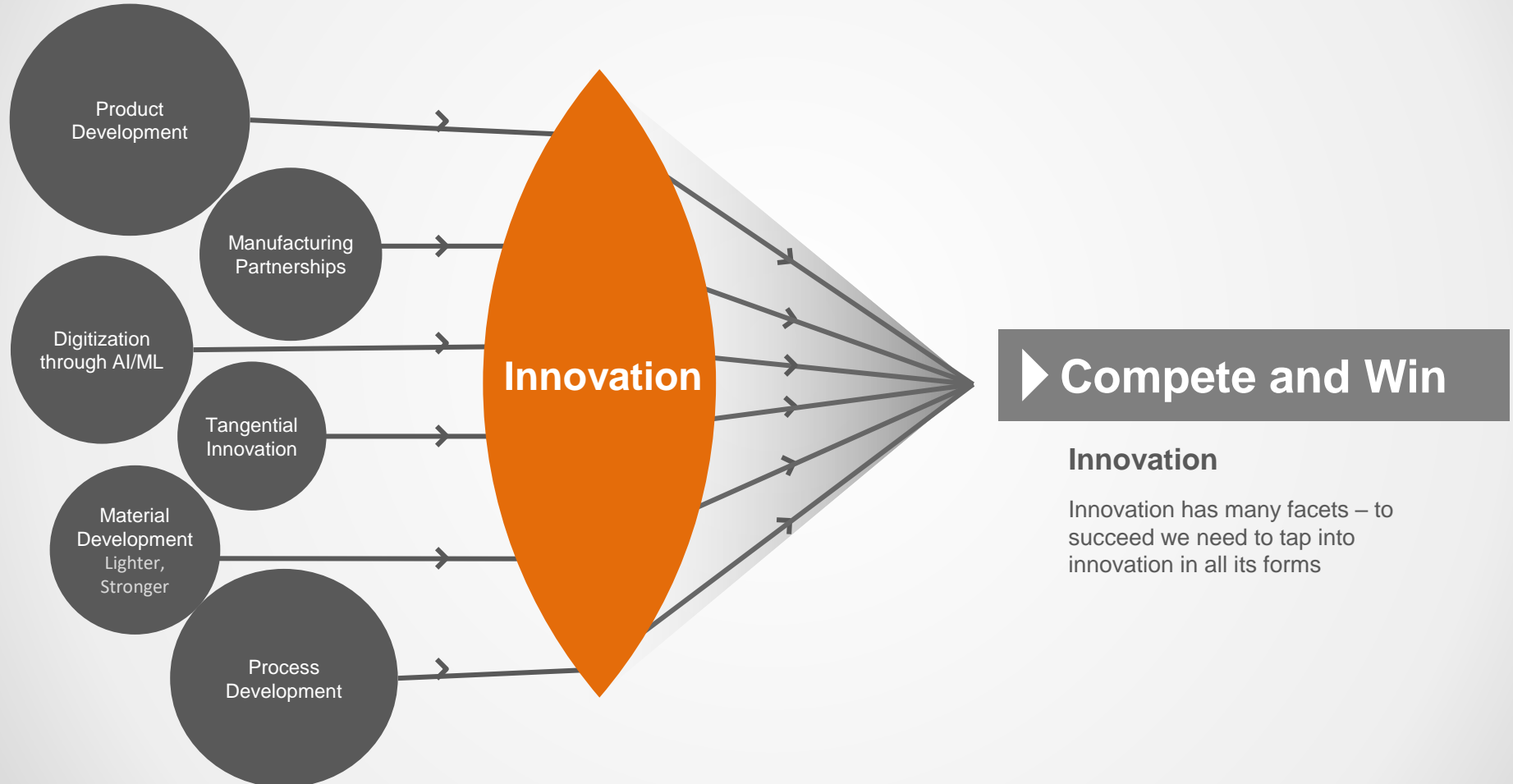
<https://www.seeitbeitstemit.com/about-the-calendars>

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

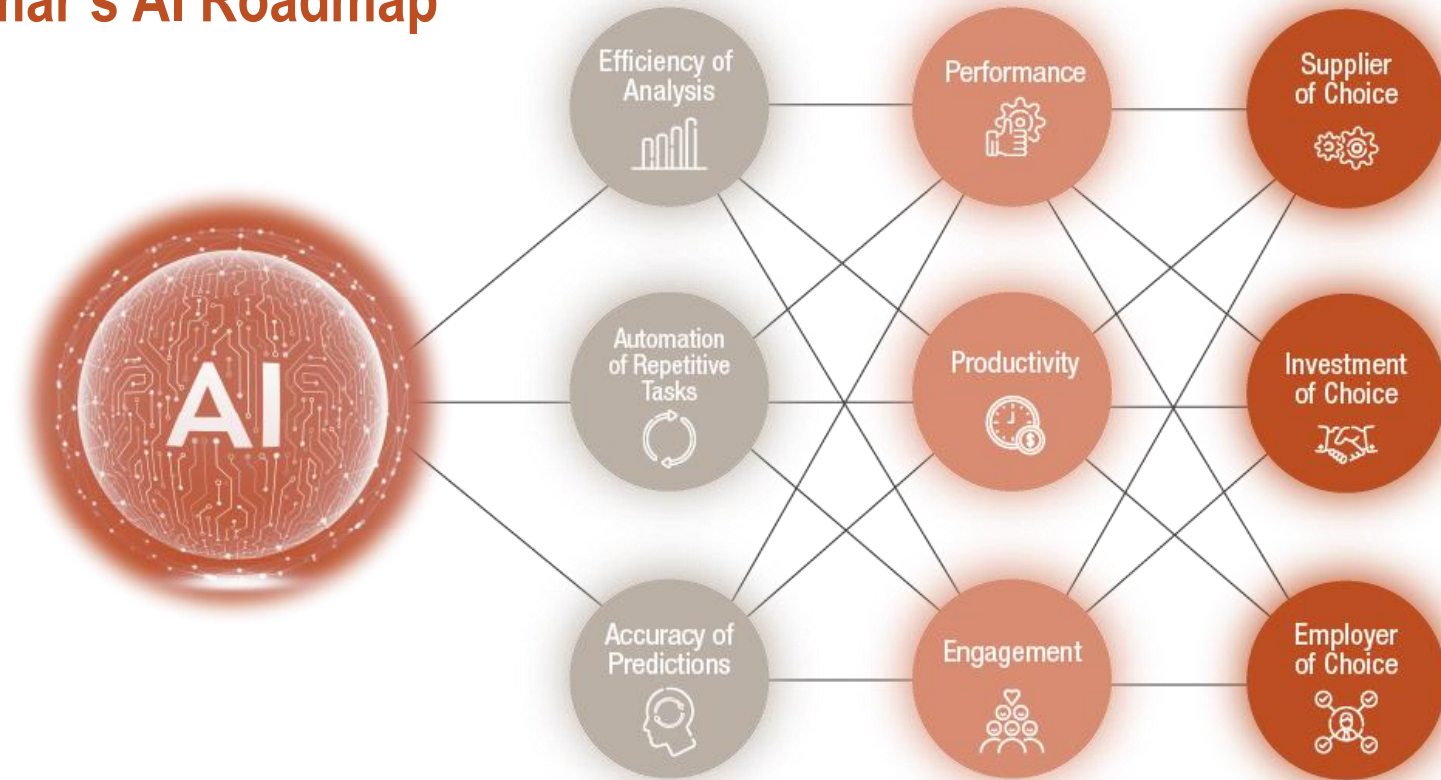


		Mobility	SKYJACK simply reliable	MacDon	Medical
	PRODUCT	Electrification & Emission Reduction	Electrification	Precision Agriculture	Compact & Energy Efficient
	FACILITY	Technology Investments to Reduce Facility Carbon Footprint			
	PRODUCT	Lighter & Quieter	Digitization & Telematics	Optimize Harvest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



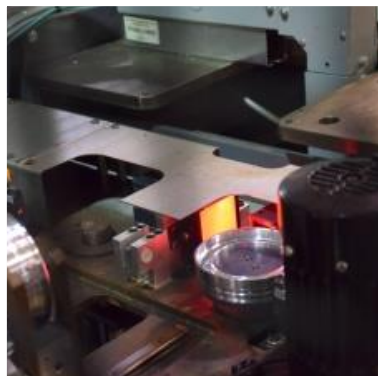
ADVANCED ROBOTICS

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



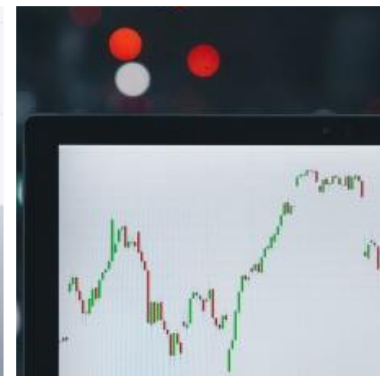
VISION SYSTEMS

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

April 2022

61

Plants



5565



LMMS Data
Collection Connections

3640

Robots



3021

Connected
Machines



2121



RFID Stations

2626



Traceability Read Stations

1213



Vision Systems

6

AGVs

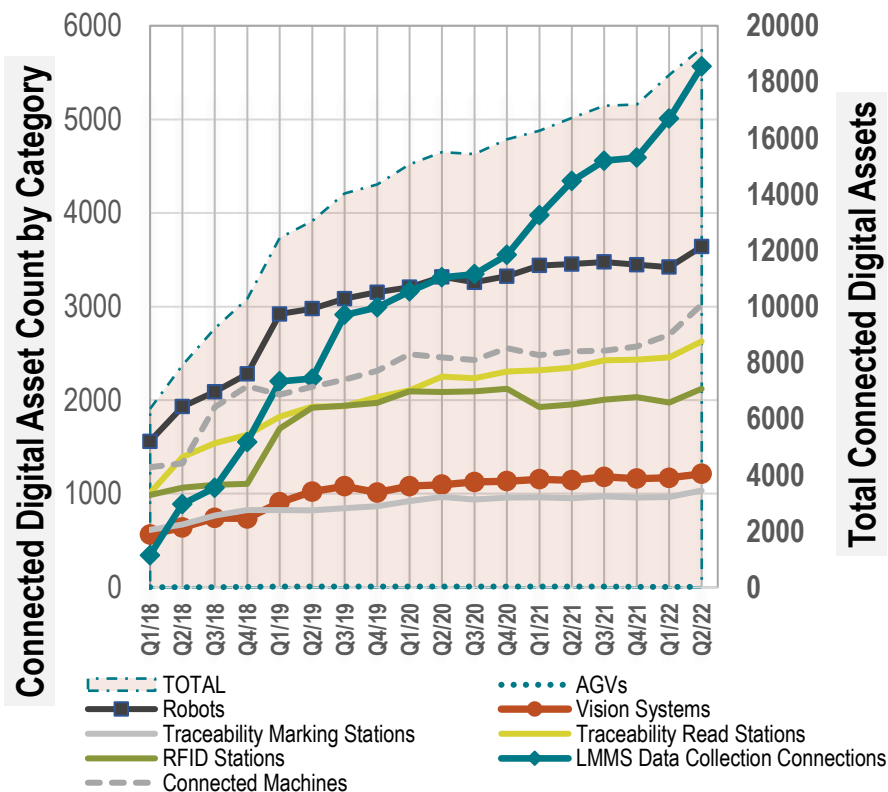


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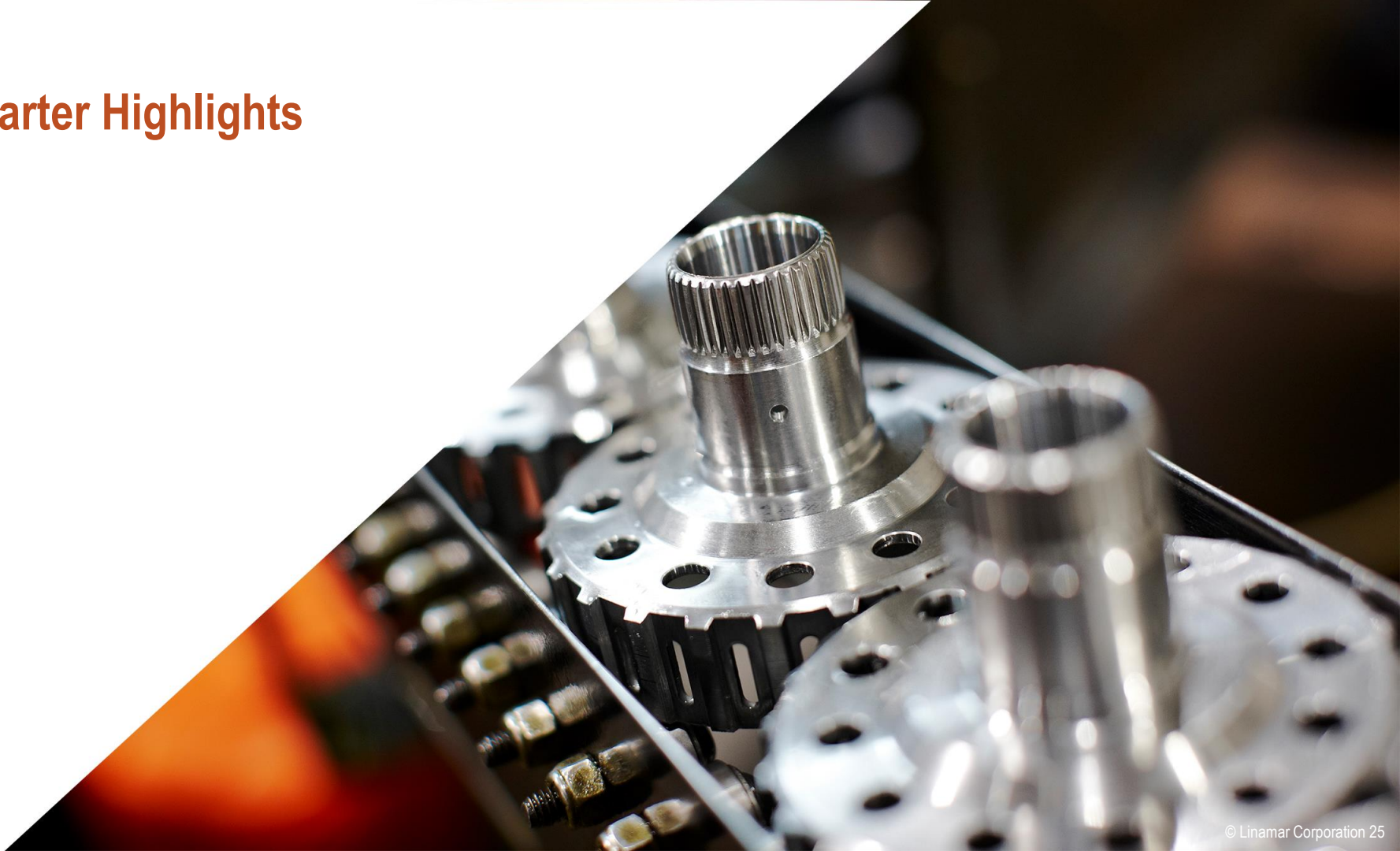
Traceability
Marking
Stations



Category Counts by Quarter



Quarter Highlights



Q1 2022: Performance Highlights

Focus on Customers



2022 Theme: Sustainable Growth

- Strong underlying market demand in all businesses, although global supply chain headwinds remain a constraint
- Record Q1 in NBWs
 - 75% NBWs for EVs
- MacDon seeing a substantial increase in market share for windrowers on a global basis at the same time as a big resurgence in demand for such
- Skyjack backlog meaningfully at 2.5x 2020 level, and seeing global market share growth in booms

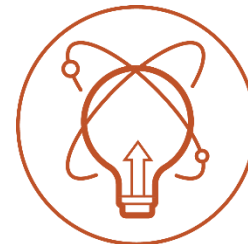
Focus on Employees



2022 Theme: Diversity

- Key initiatives launched from Diversity Council
 - Dashboard of metrics established to track progress
- Global Sustainability Council members selected, kicked off Q1 2022
- Turnover trending back down
- Internal promotions trending up

Focus on Financial



2022 Theme: AI Adoption

- Double digit sales and EPS growth still expected this year despite ongoing challenges
- \$3.7 million in free cash flow despite Q1 seasonal working capital uptick
- 16th consecutive quarter of positive Free Cash Flow
- Excellent liquidity level at \$1.9 billion, strong balance sheet position
- 2 Strategic Acquisitions announced

Sales, Normalized Earnings¹, and Margins (in millions CAD)

	Q1 2022	Q1 2021	% Δ
Sales	1,778.1	1,781.9	(0.2%)
Industrial Sales	368.2	348.3	5.7%
Mobility Sales	1,409.9	1,433.6	(1.7%)
EBITDA – Normalized ¹	210.8	341.3	(38.2%)
EBITDA – Normalized Margin ¹	11.9%	19.2%	
Industrial OE – Normalized ¹	13.4	45.9	(70.8%)
Industrial OE – Normalized Margin ¹	3.6%	13.2%	
Mobility OE – Normalized ¹	93.1	175.4	(46.9%)
Mobility OE – Normalized Margin ¹	6.6%	12.2%	
OE – Normalized ¹	106.5	221.3	(51.9%)
OE – Normalized Margin ¹	6.0%	12.4%	
NE – Normalized ¹	70.9	158.3	(55.2%)
NE – Normalized Margin ¹	4.0%	8.9%	
EPS – Normalized ¹	1.08	2.41	(55.2%)

Q1 2022

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

- Massively higher costs in material, metal, energy, freight and labour inefficiency
- Supply chain constraints impeding ability to fulfill strong demand in ag business resulting in lower sales;
- No government subsidies;
- Customer shutdowns due to chips, the war in Ukraine, or China covid shutdowns negatively impacting sales and earnings in auto business; partially offset by
- Higher access equipment sales that were tempered by the supply chain constraints; and
- Industrial group price increases.

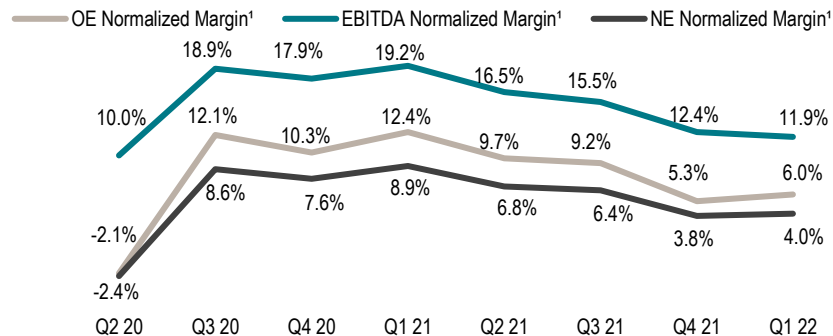
The **key impacts to the segments vs prior year** are:

Mobility

- EU light vehicle markets down 18%, NA down 1% and AP flat, partially offset by launches;
- Higher material, energy, freight and labour costs;
- No government subsidies.








Industrial

- An increase in access equipment sales and customer price increases; partially offset by;
- Significant cost issues related to material, labour, freight and utilities challenges;
- MacDon challenges to supply a strong market due to supply chain issues.



¹ - EBITDA – Normalized, Operating Earnings (OE) – Normalized, and Net Earnings (NE) – Normalized are Non-GAAP Financial Measures. EBITDA – Normalized Margin, Operating Earnings – Normalized Margin, Net Earnings – Normalized Margin, (representing their respective measures as a percentage of sales) and Net Earnings (Loss) per Share – Diluted – Normalized (EPS) are non-GAAP financial ratios. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q1 2022 MD&A.

Market Snapshot

								
2022	Light Vehicle	Commercial Truck	Combine Heads	Access	2023	Light Vehicle	Commercial Truck	Access
North America	▲ 13.0%	▲ 18.6%	▲ 10.0%	▲ 12.0%	North America	▲ 11.8%	▼ -7.4%	▲ 9.8%
Europe	▲ 3.8%	▲ 5.8%	▲ 5.0%	▲ 13.7%	Europe	▲ 11.0%	▲ 8.5%	▲ 9.3%
Asia	▲ 1.3%	▼ -19.0%	n/a	▲ 9.9%	Asia	▲ 7.2%	▼ -5.8%	▲ 12.9%
Rest of World	▲ 11.6%	n/a	▲ 5.0%	n/a	Rest of World	▲ 9.0%	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

Q2 22 Expectations

▪ Mobility

- Customer vehicle build losses will continue to weigh on sales
 - Sales at best flat to Q1 2022 but up from prior year
- Expect continued meaningful margin deterioration vs Q1 22
 - Higher costs (energy, supply chain, logistics and labour) will continue to weigh heavily on margins
 - China shutdowns negatively impacting margins
 - Mills River acquisition will be a loss until mid 2023
 - Improving each quarter

▪ Industrial

- Sales meaningfully up sequentially and vs last year
- Margins improved vs Q1 but not at Q2 '21 levels
 - Higher proportion of MacDon sales Q2 vs Q1 will help margins recover
 - Higher supply chain costs and disruptions continuing to weigh on results

▪ General

- Sales, normalized earnings, margins up meaningfully from Q1 22 driving out of industrial businesses
- Sales up meaningfully from Q2 21 on growth in both segments but earnings flat to down somewhat thanks to significantly higher costs and no subsidies
 - Materials, utilities, logistics, labour
- The situation is very dynamic and impacts not fully determinable in terms of their impact at this point
 - Supply Chain
 - Lockdowns in China
 - War in Ukraine

Consolidated	Normal Ranges	2021 Actuals	Expectations 2022	Expectations 2023
Sales Growth		12.4%	Double Digit Growth	Double Digit Growth
Normalized EPS Growth ¹		35.8%	Double Digit Growth	Double Digit Growth
Normalized Net Margin ¹	7.0% - 9.0%	6.6%	Modest Contraction	Expansion into Normal Range
Capex (% of Sales)	6.0% - 8.0%	243m 3.7%	Significantly Up From 2021 Within Normal Range	Similar to 2022 Within Normal Range
Leverage Net Debt:EBITDA		(0.13x)	Continued Strong Balance Sheet	Continued Strong Balance Sheet
Free Cash Flow ¹		\$ 673 m	Solidly Positive	Strongly Positive

Industrial				
Sales Growth				
Skyjack			Double Digit Growth	Double Digit Growth
MacDon			Double Digit Growth	Continued Growth
Normalized Operating Margin ¹	14.0% - 18.0%	12.3%	Steady Performance	Expansion into Normal Range

Mobility				
Factors Influencing Sales Growth				
Launch Book Nearly \$4.4 Billion Driving Incremental Sales Of:		\$421m	\$500 to \$600 million	\$700 to \$800 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range	Low End of Normal Range
Normalized Operating Margin ¹	7.0% - 10.0%	8.4%	Modest Contraction	Expansion into Normal Range

1 - Free Cash Flow in a non-GAAP financial measure. Normalized Earnings per Share (EPS) Growth (representing year-over-year growth of Net Earnings (Loss) per Share – Diluted – Normalized), Normalized Net Margin, and Normalized Operating Margin (representing the respective measures as a percentage of sales) are non-GAAP financial ratios. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q1 2022 MD&A.

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.



China Market Entry

- Investment agreement with Binhai New Area announced in March 2022.
- Skyjack's Electric DC Scissor lift models utilizing space and resources in Linamar's existing Tianjin facility.



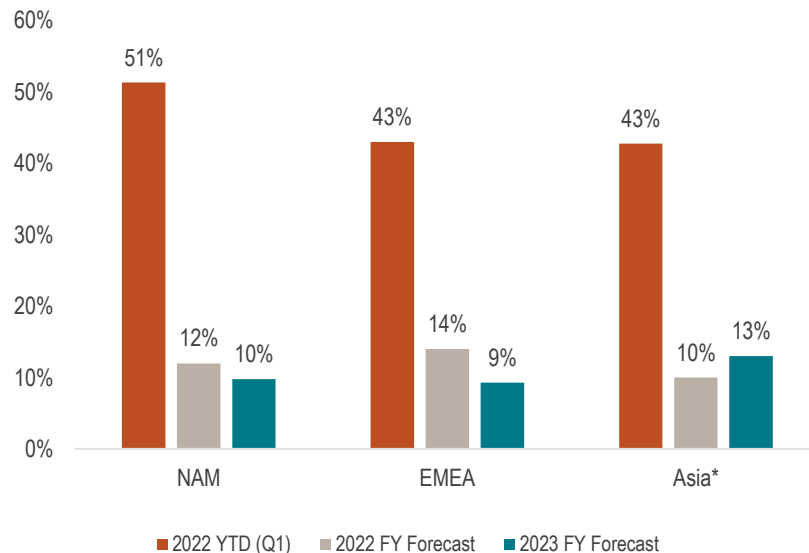
Industrial Segment Impacts - Skyjack

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 2022.
 - Invasion of Ukraine has further deepened uncertainty in supply chains and logistics.
- Equipment utilization continues to look positive. The start of 2022 continues to see equipment utilization levels within 3% of peak 2019 levels
 - NAM access market up 51% in Q1.
 - EMEA access market up 43% Q1.
 - Asia access market up 43% in Q1
- 2022 is expected to see double digit growth in all regions globally (NAM, EMEA, Asia) with a similar picture for 2023**

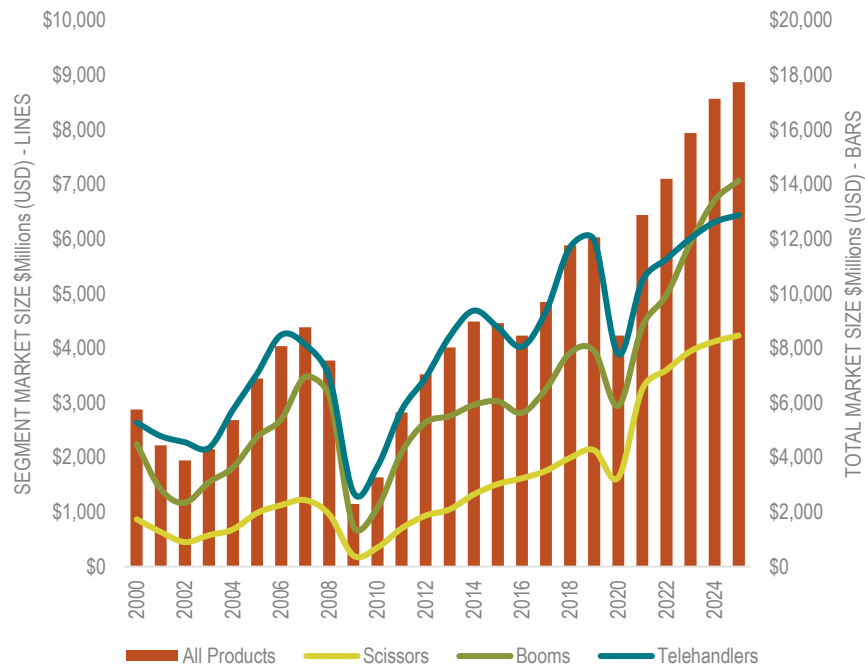


Access Industry YTD Results & Forecast
% Change vs. Prior Year

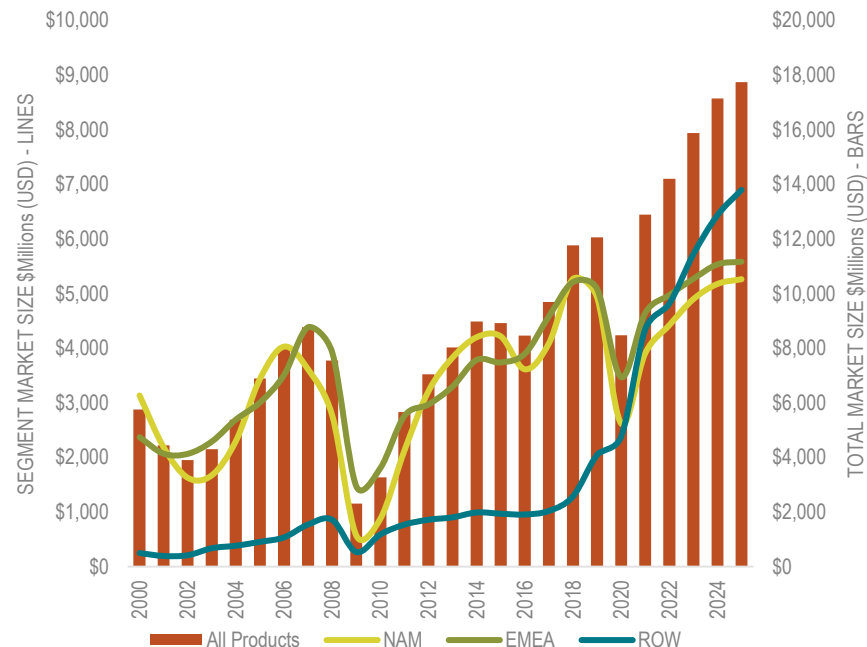


Access & Material Handling Equipment

MOBILE EQUIPMENT MARKET PRODUCT MIX

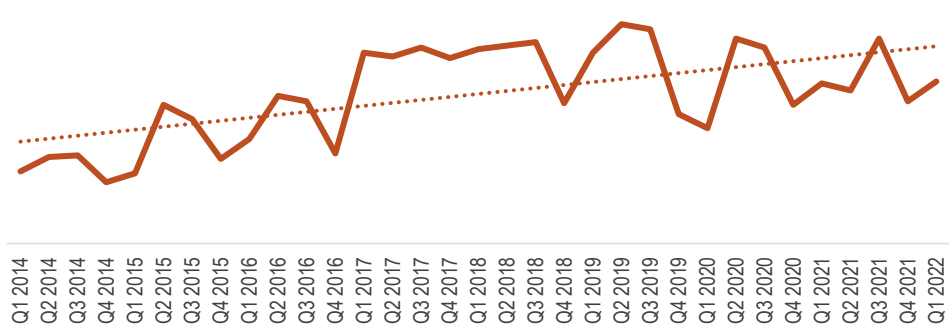


MOBILE EQUIPMENT MARKET GEOGRAPHIC MIX

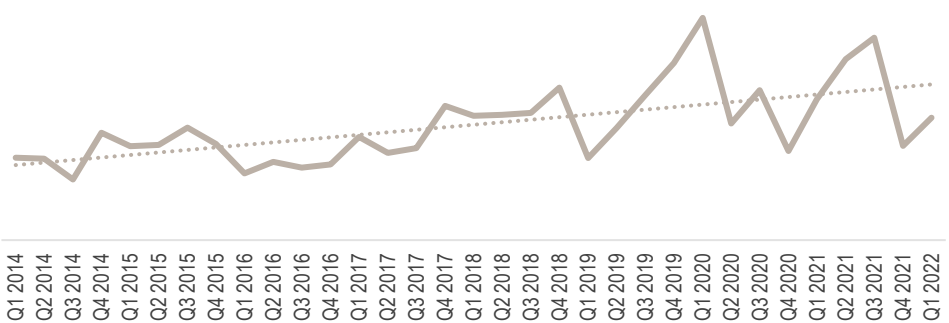


Skyjack Market Share

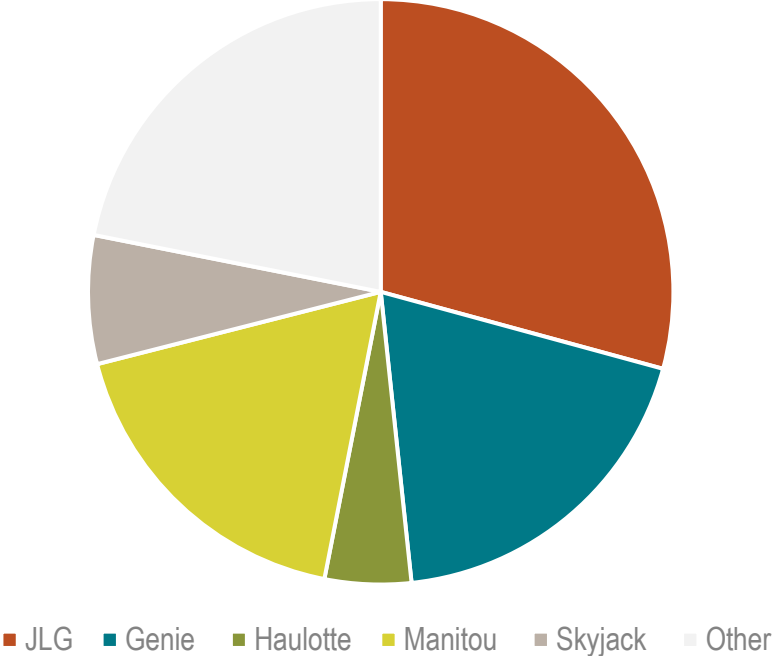
Boom Market Share (North America)



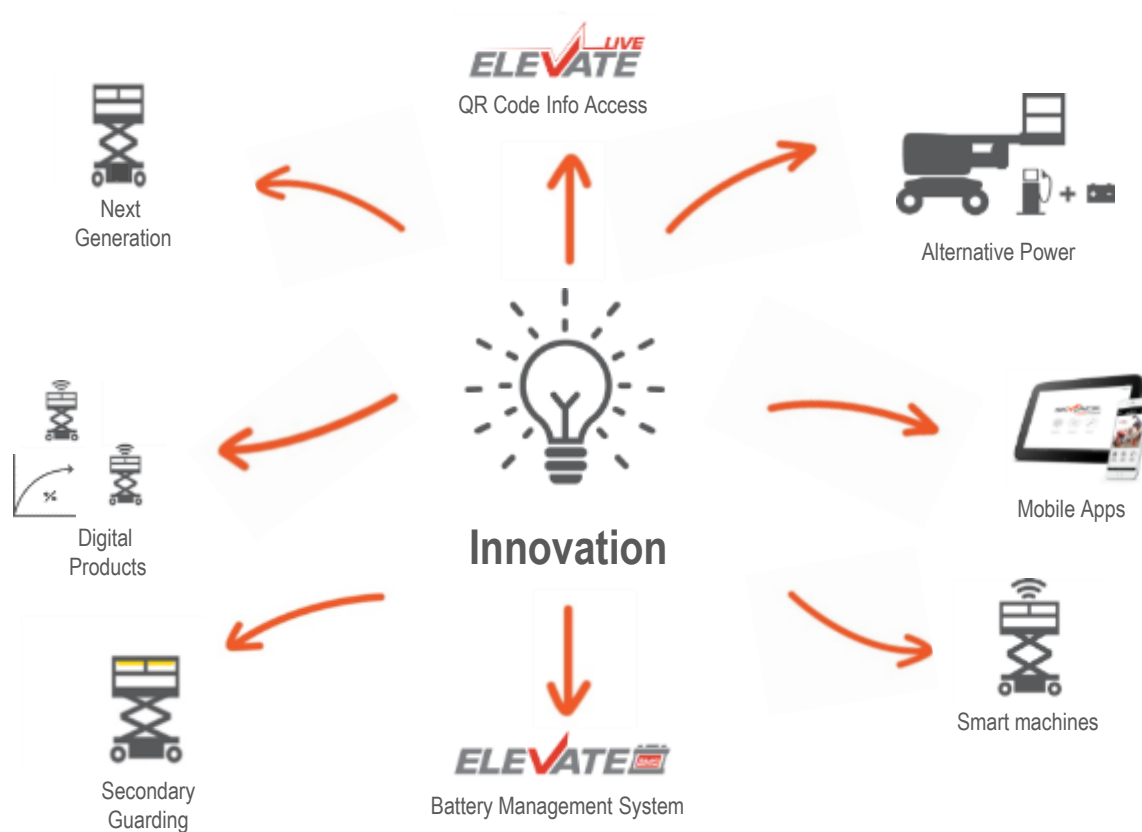
Boom Market Share (EMEA)



2021 Global Market of \$11.4B



Skyjack's Innovation Strategy



Food & Agriculture



Acquisition of Salford Group to Expand Agricultural Portfolio

- April 27th, 2022, Linamar announced an agreement to acquire 100% ownership of the Salford Group of companies for \$260M CAD.
- Salford is a global leader in crop nutrition application and tillage products.
- This acquisition expands Linamar's agriculture portfolio as an excellent compliment to MacDon Industries.
- Strong alignment with 2100 strategic plan.





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



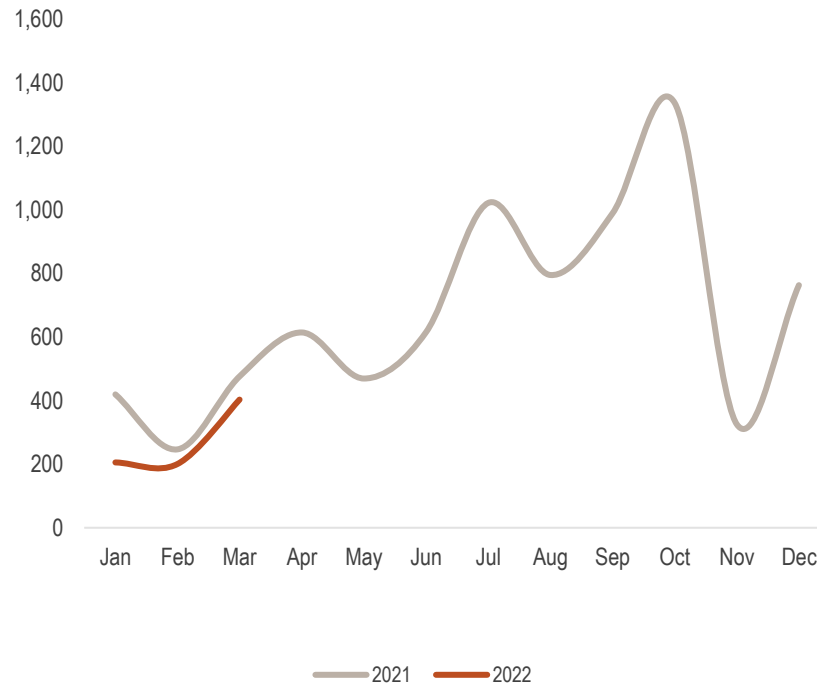
Agricultural Market

Agriculture Market Commentary

- Supply chain disruptions including shipping container shortages and higher commodity prices are continuing to negatively impact production, shipments and costs in 2022.
- Agriculture retailers are seeing very lean inventory supply indicating retail demand is high.
- North America combine retails down 22% March. YTD
 - Canada combine retails down 36% in Q1
 - United States combine down 19% in Q1
 - **North America expected to be up 10% in 2022, EU and ROW up 5%**



North American Combine Retails



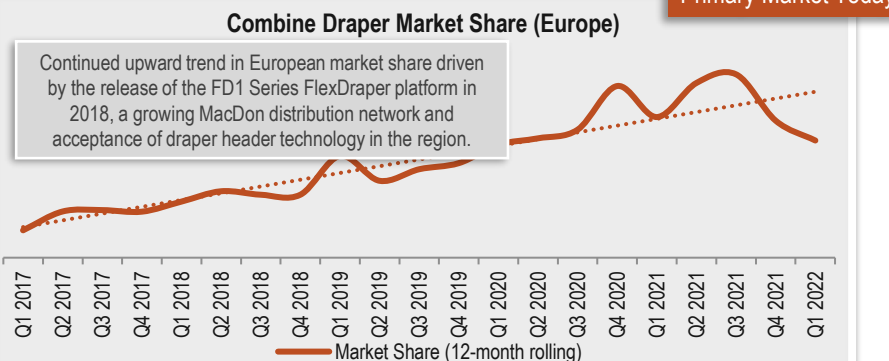
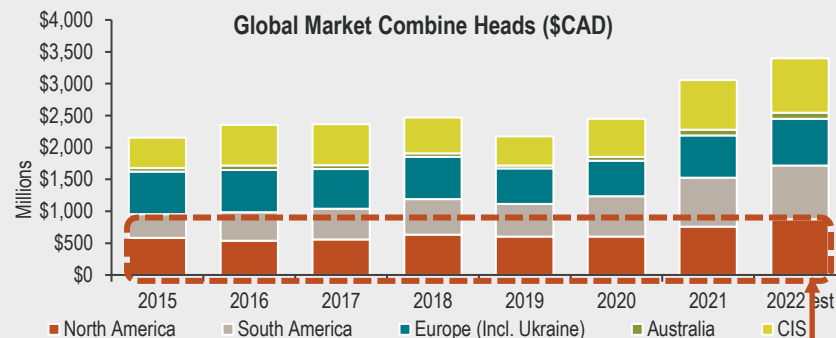
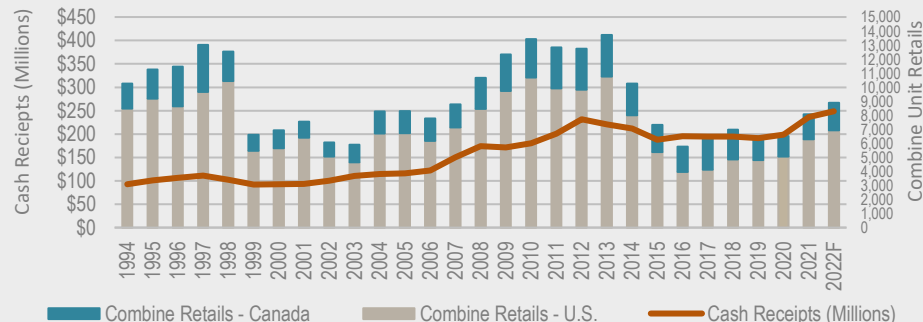
Key Market Strategies and Growth

Farming income, cash receipts, and combine retails indicate a positive outlook for 2022 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 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

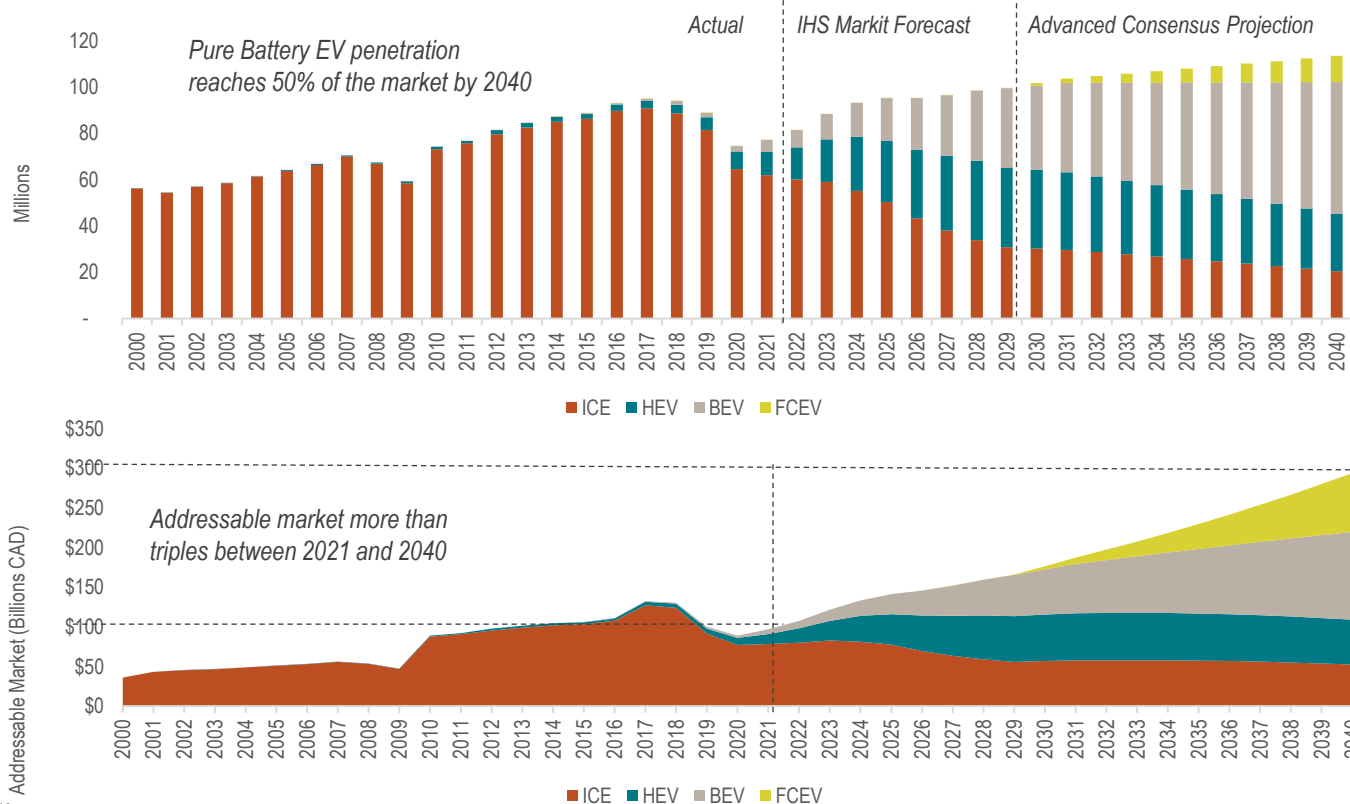


Key Market Strategies - Flexible & Opportunistic



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

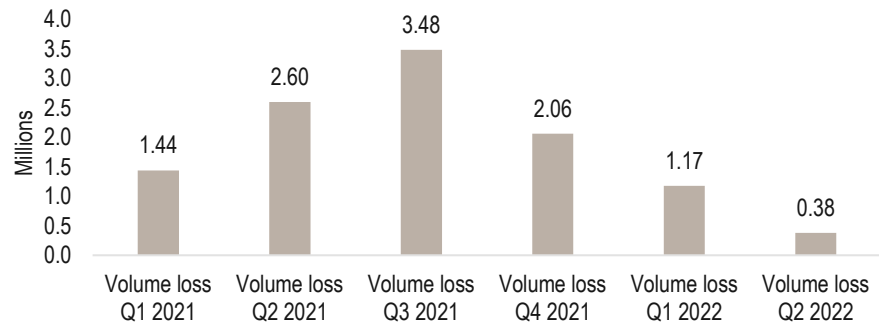
IHS Forecasting 2000-2029. Advanced Consensus Projection 2030-2040

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 May 13, 2022)

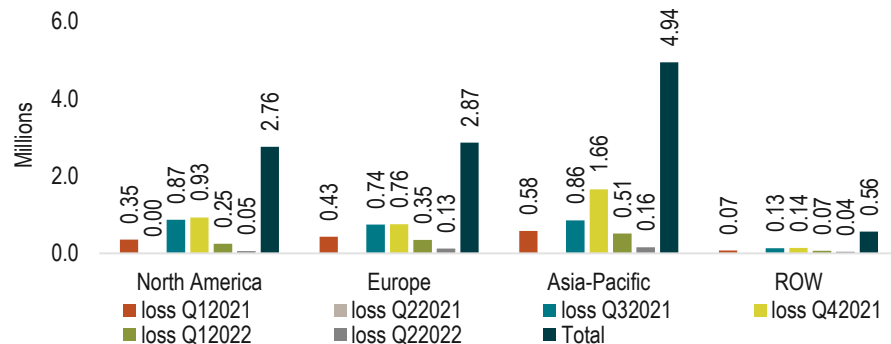
Semiconductor Chip Shortage – Light Vehicle Production Impact

Announced volume loss of 1.6M units YTD. Supply disruption expected to continue into 2023.

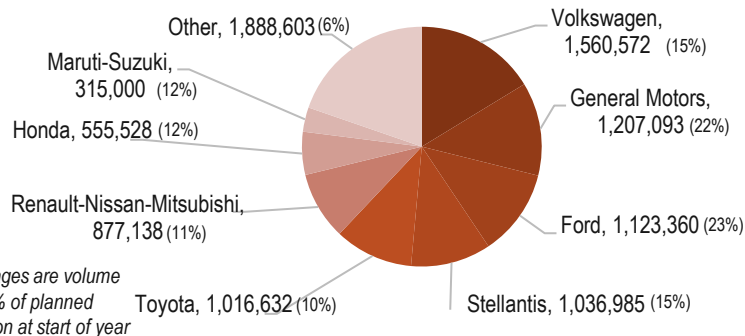
Announced Volume Loss by Quarter



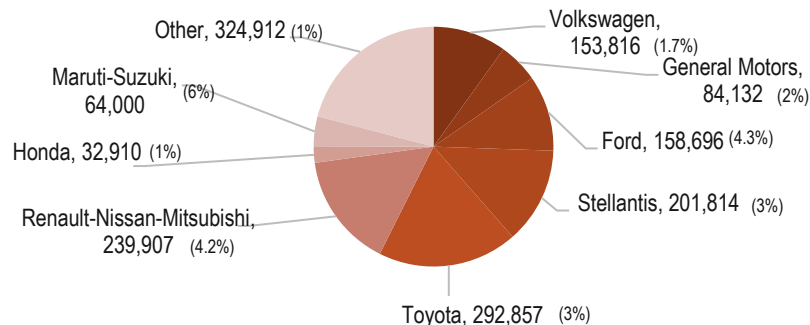
Announced Volume Loss by Region



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

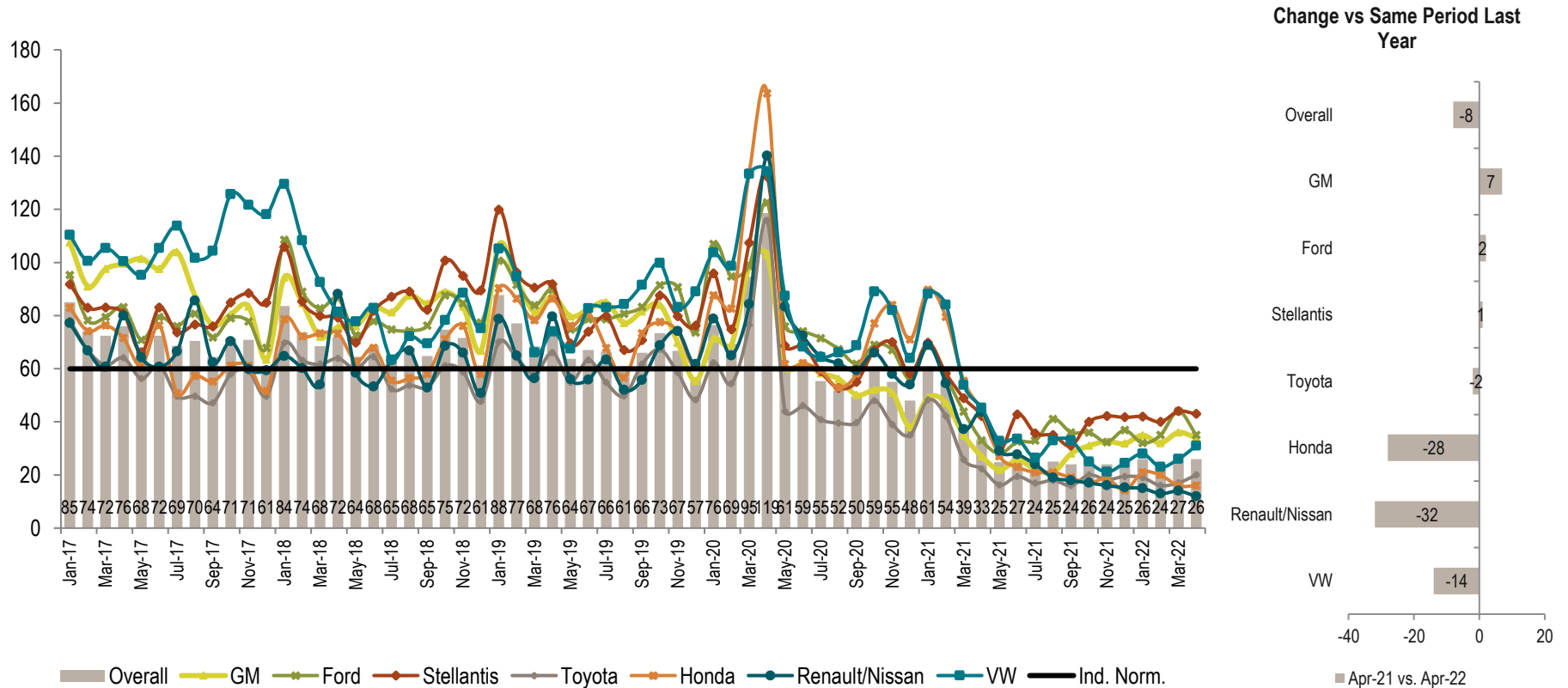


Announced Volume Loss by OEM Total 2022 YTD



US Light Vehicle Inventory – Days' Supply

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

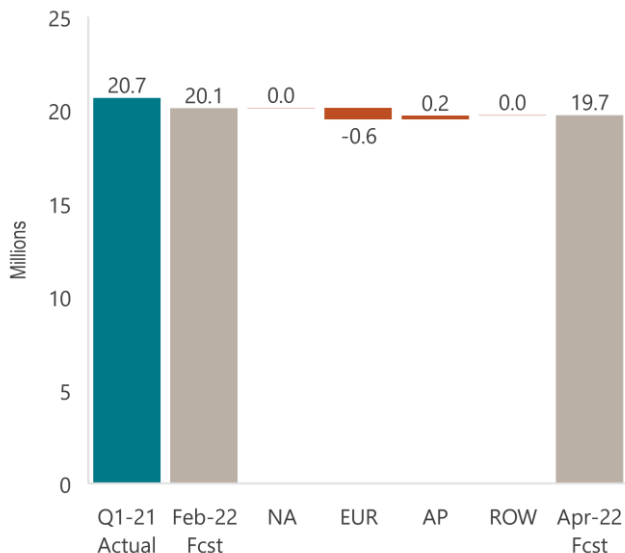


Global Light Vehicle Market: Q1 2022, Q2 2022, and 2022

Q1 2022 production decreased by 0.4M units. Q2 2022 forecast decreased by 1.8M units. 2022 full-year forecast decreased by 3.5M.

Q1-2022 Global Vehicle Production Forecast By Region

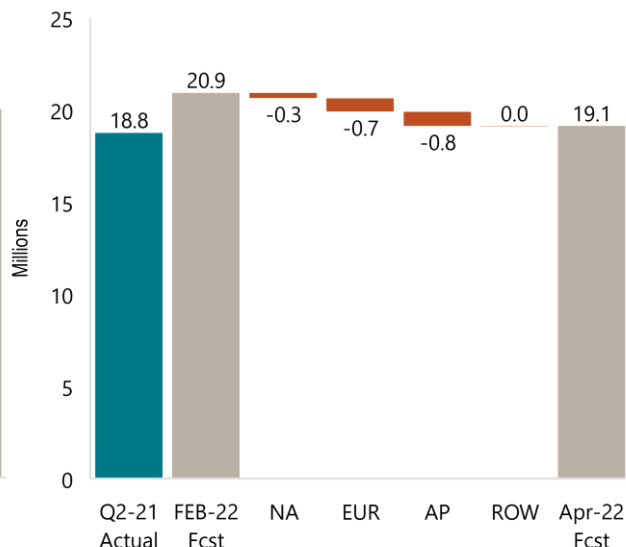
Change in Forecast Feb-2022 vs. Apr-2022



- Q1 2022 forecast decreased by 0.4M
- Q1 2022 production down 4% versus prior year

Q2-2022 Global Vehicle Production Forecast By Region

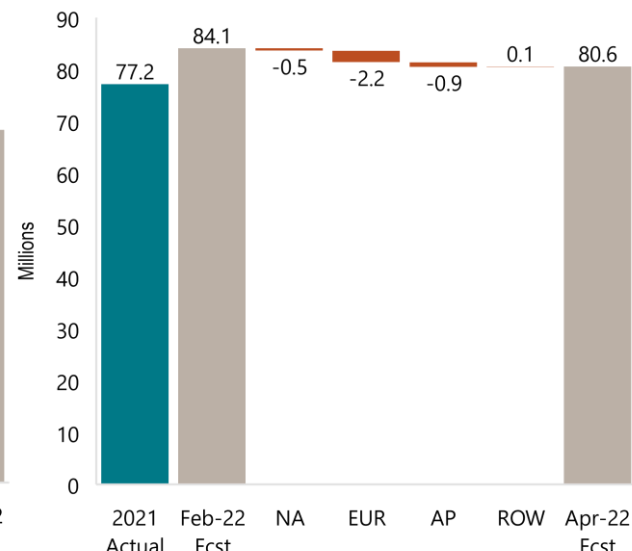
Change in Forecast Feb-2022 vs. Apr-2022



- Q2 2022 forecast decreased by 1.8M
- Q2 2022 production expected to be up 2% versus prior year

2022 Global Vehicle Production Forecast By Region

Change in Forecast Feb-2022 vs. Apr-2022



- 2022 full-year outlook decreased by 3.5M
- 2022 production expected to be up 4% versus prior year

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

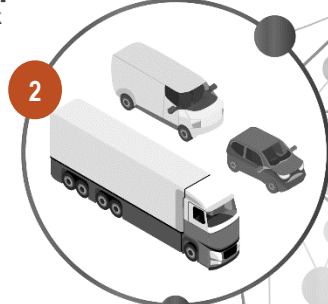
Structural

Diverse Electrification Strategy Maximizes Potential

Diverse Vehicle Types

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

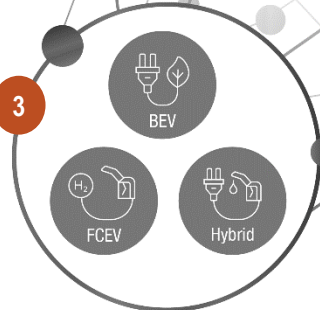
2



Diverse Propulsion Types

- BEV
- Hybrid
- FCEV

3



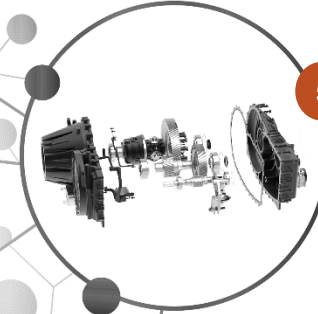
1

Diverse Products

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

Maximizing Electrification Opportunities

5



Scalable Solutions

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

5



Diverse & Growing Customer Base

- Traditional OEM's
- New Entrants

eLIN Innovation: Rolling Chassis Demonstrator



- A significant showcase of Linamar's Electrified Mobility Capabilities on display this week at the ACT Expo in California
- Linamar's eLIN Product Solutions Group exhibiting systems solutions in;
 - Full Scale Hydrogen Fuel Cell Powered Class 2 Truck Chassis Concept – a joint project with strategic partner Ballard Power Systems
 - eLIN Utility Duty eAxle
 - eLIN FlexForm conformable hydrogen storage tank
 - High voltage battery Enclosure systems through our technology partnership with eMatrix Energy Systems



Strategic Alliance with Ballard Power Systems

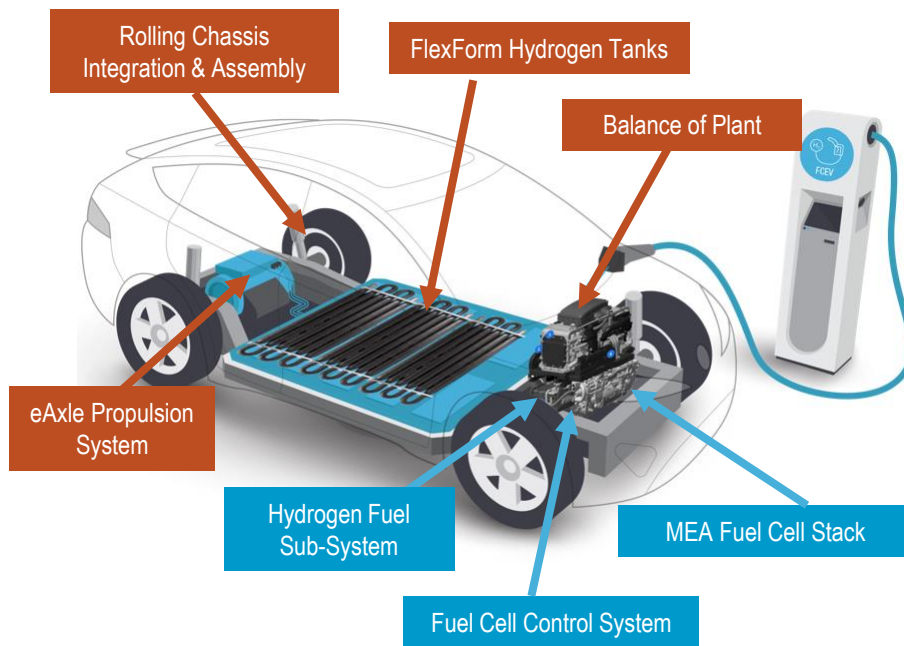
A Partnership to Develop Fuel Cell Solutions for Light-Duty Vehicles

- 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:

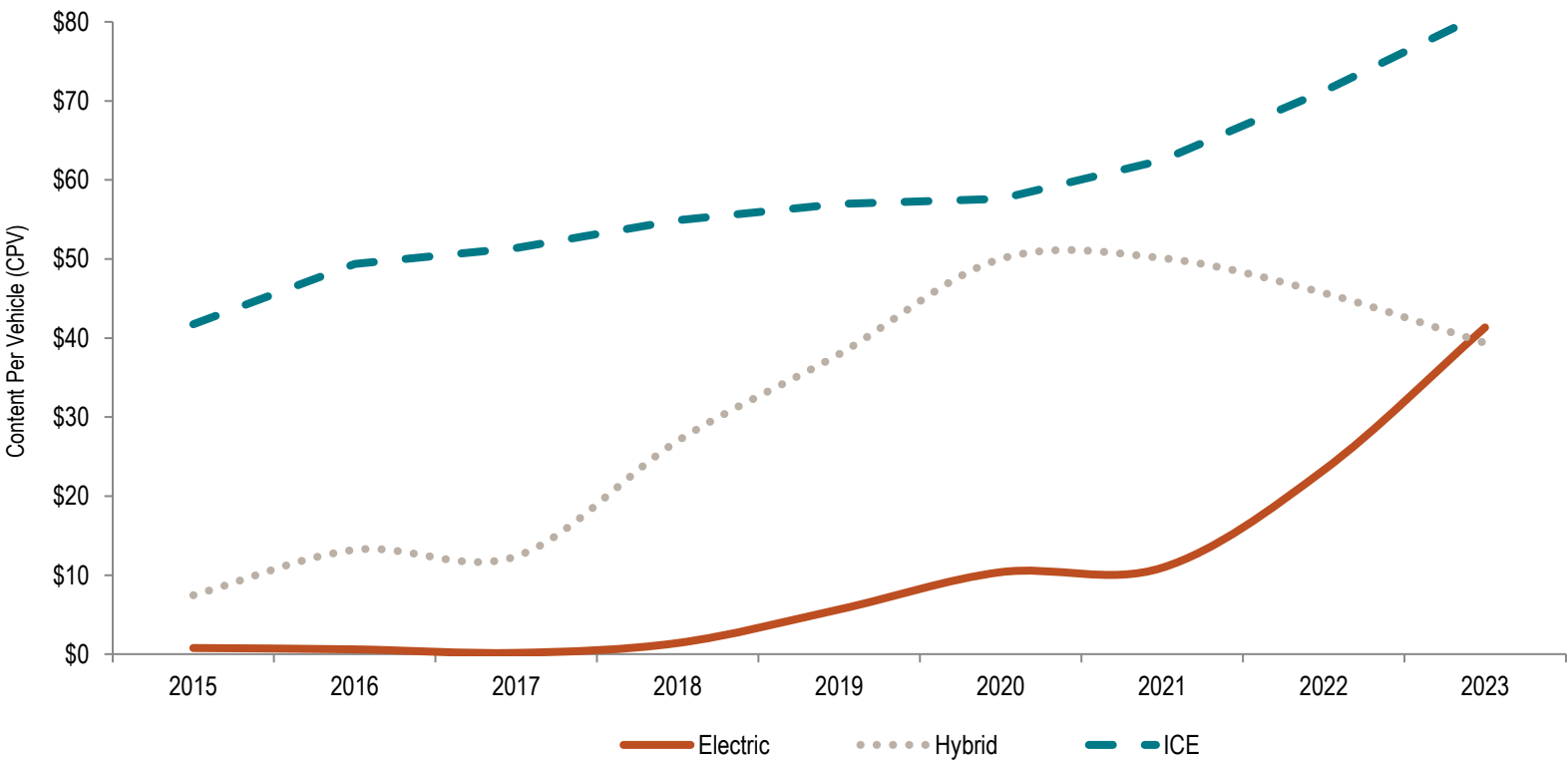
- eAxle Propulsion System
- Rolling Chassis
 - Frame
 - Steering
 - Wheel corners
- FlexForm Hydrogen Tanks
- Full Balance of Plant including
 - Air Flow & Filtration
 - Hydrogen Control & Recirculation
 - Coolant
 - Humidification
 - Structure Enclosure



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

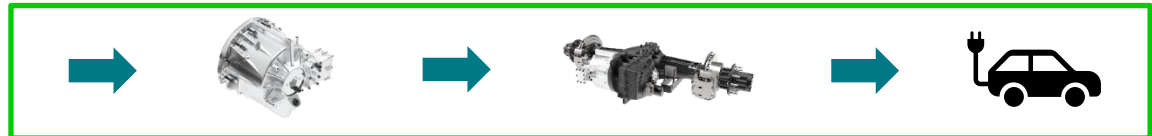
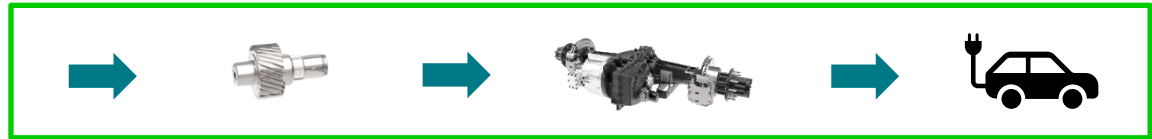
- MEA Fuel Cell Stack
- Hydrogen Fuel Sub-System
- Fuel Cell Control System

Electrified Vehicles Key Growth Opportunity for Linamar



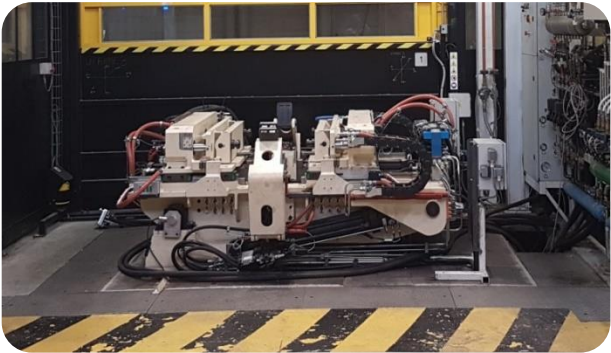
Flexible Manufacturing Strategy

- 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)



Innovation in Process Development for Light Metal Castings

- Lightweight aluminum casting capabilities are evolving to increase the Structural and Chassis portfolio



Structural & Chassis Products

*EV Motor Housings & Electric
Drive Units (EDUs) Cases*

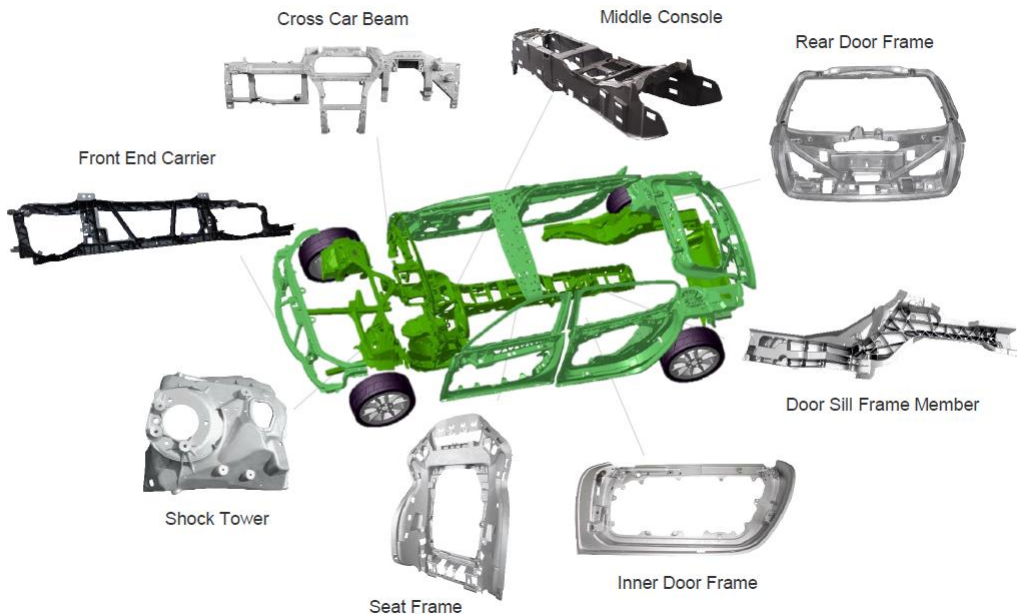


Acquired Casting Assets Strengthen Growth Platform for Structural Content

- Linamar Acquires Partner's Interest in GF Linamar April 1, 2022
- Strengthens growth platform in Structural content, a key part of Future of Mobility strategy and 1 of the 4 key pillars of the eLIN Product Solutions Group Strategy for Electrified Mobility

Key Capabilities

- **12 Large Tonnage High Pressure Die Casting Presses**
- **Both Aluminum & Magnesium metals**
- State-of-the-Art Light Metal Casting + Integrated Machining & Assembly



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

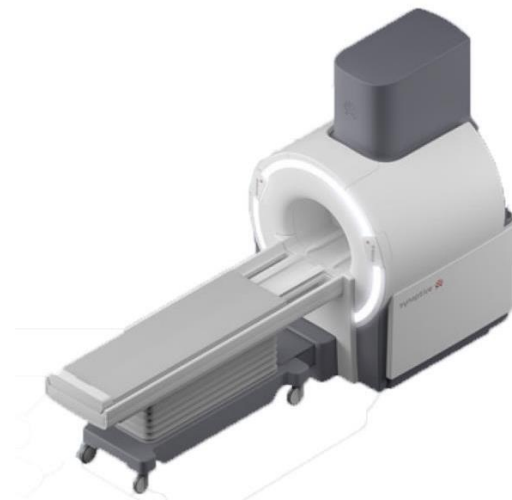


Synaptive Medical Manufacturing Partnership



Modus V™

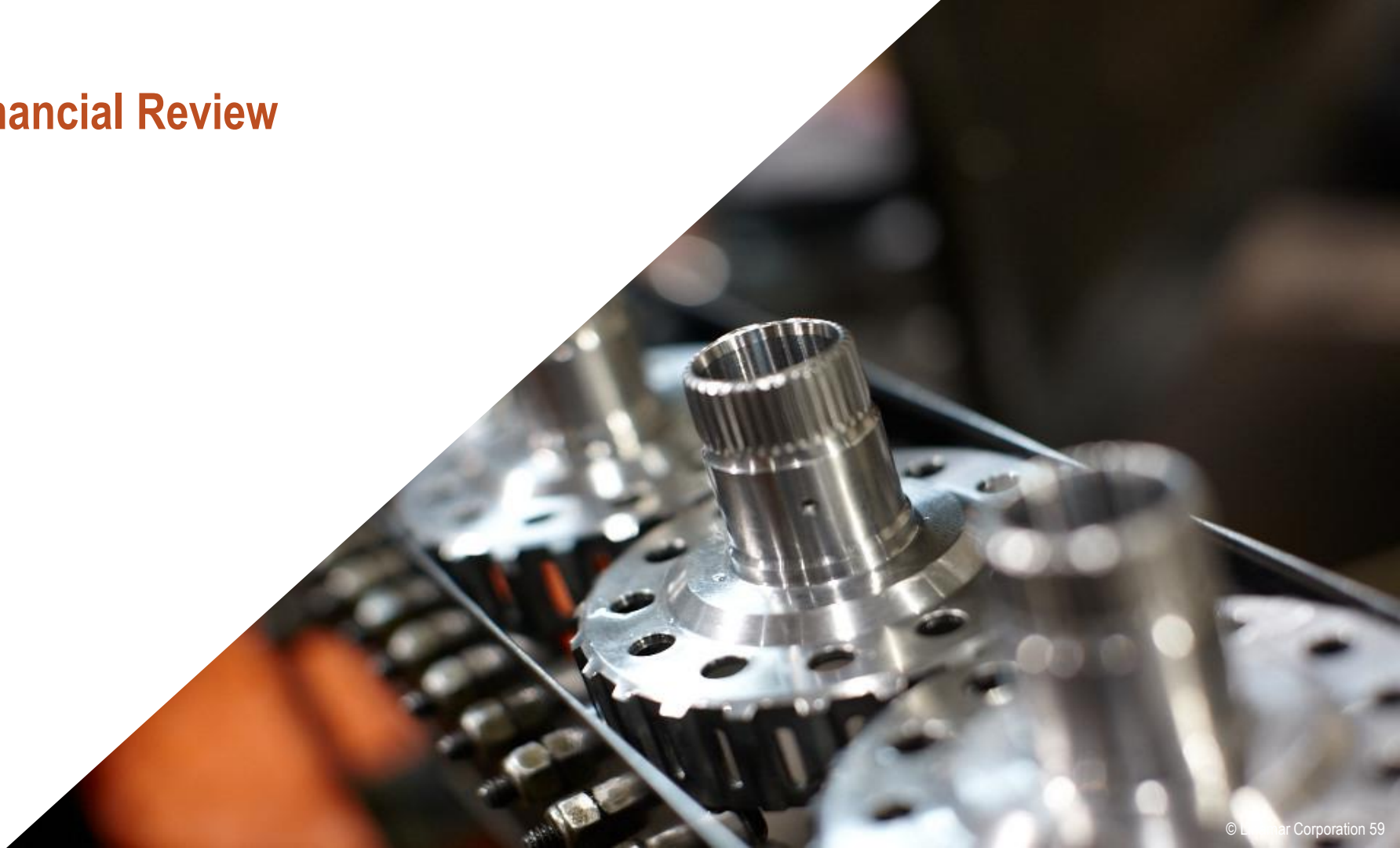
- Automated Robotic digital microscopy
- 3D capability for ideal surgical visualization
- Improves ergonomics and surgical workflow
 - Shorter surgery times benefit all
- Manufacturing at Linamar's iHub launched Q4 of 2020



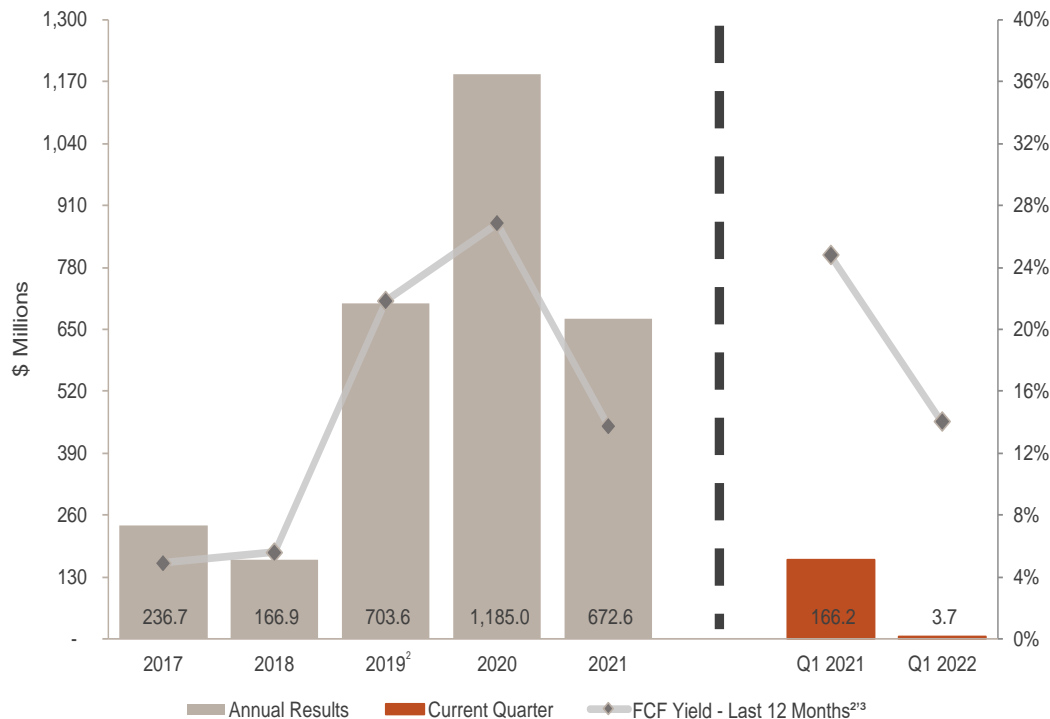
Evry™

- 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



Cash Flow Continued Positive



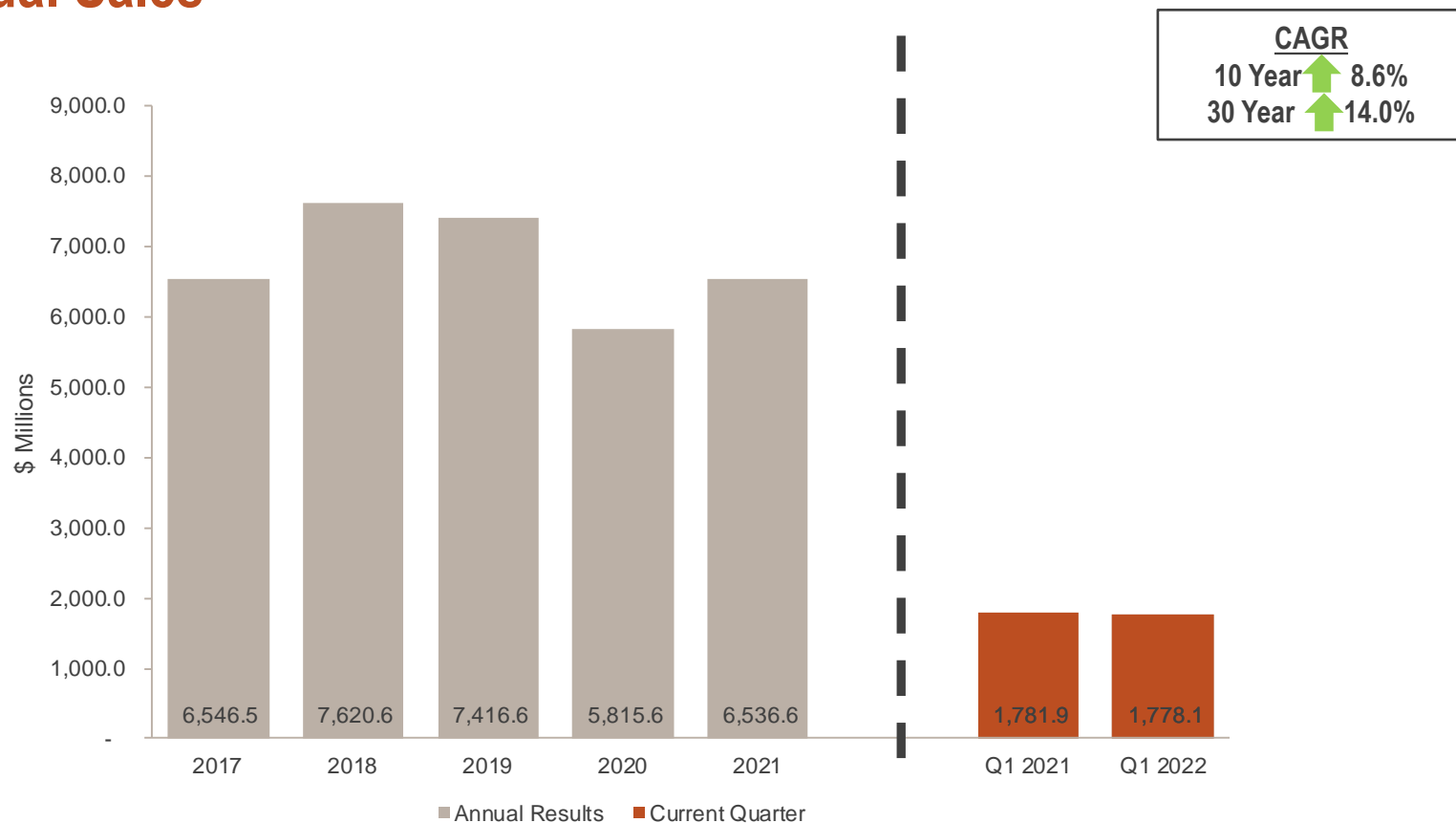
- FCF¹ in Q1 \$3.7 million despite the seasonal working capital uptick of Q1
 - 16th consecutive quarter of positive FCF
- Liquidity¹ excellent with \$1.9 billion of cash available at quarter end; and
- Solid liquidity and balance sheet positions us well for continued acquisition opportunities as they arise.

1 - Free Cash Flow and Liquidity are non-GAAP financial measures. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q1 2022 MD&A.

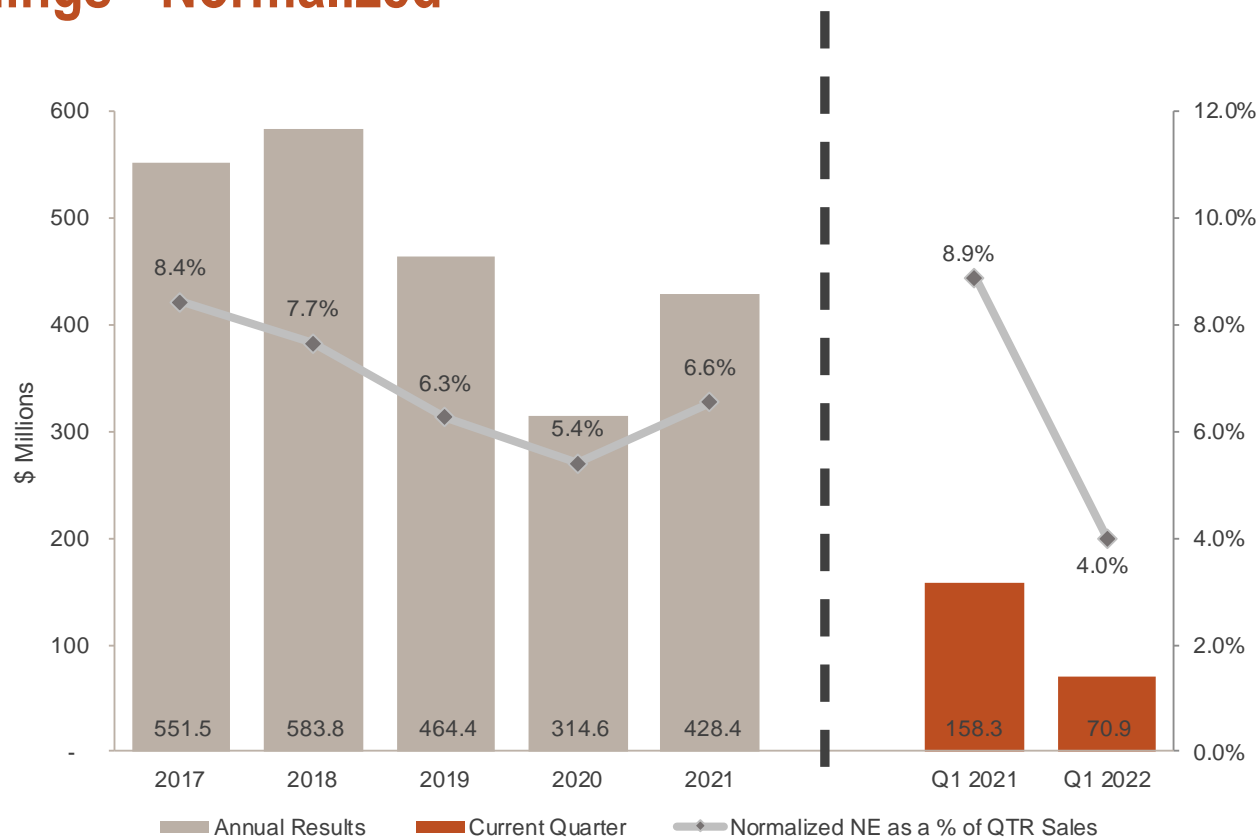
2 - Free Cash Flow in 2019 has been adjusted for additions of property, plant and equipment related to the dissolution of a joint venture.

3 - Free Cash Flow Yield is a non-GAAP financial ratio and the Company believes it is useful in assessing the Company's ability to generate cash. Free Cash Flow Yield is calculated as the trailing twelve months (TTM) Free Cash Flow divided by fully diluted shares divided by share price. For Q1 2022 this calculation is TTM FCF of \$510 million (Q1 2021 - \$1,204 million) divided by fully diluted shares of 66 million (Q1 2021 - 66 million) divided by share price of \$55.57 (Q1 2021 - \$74.09).

Annual Sales

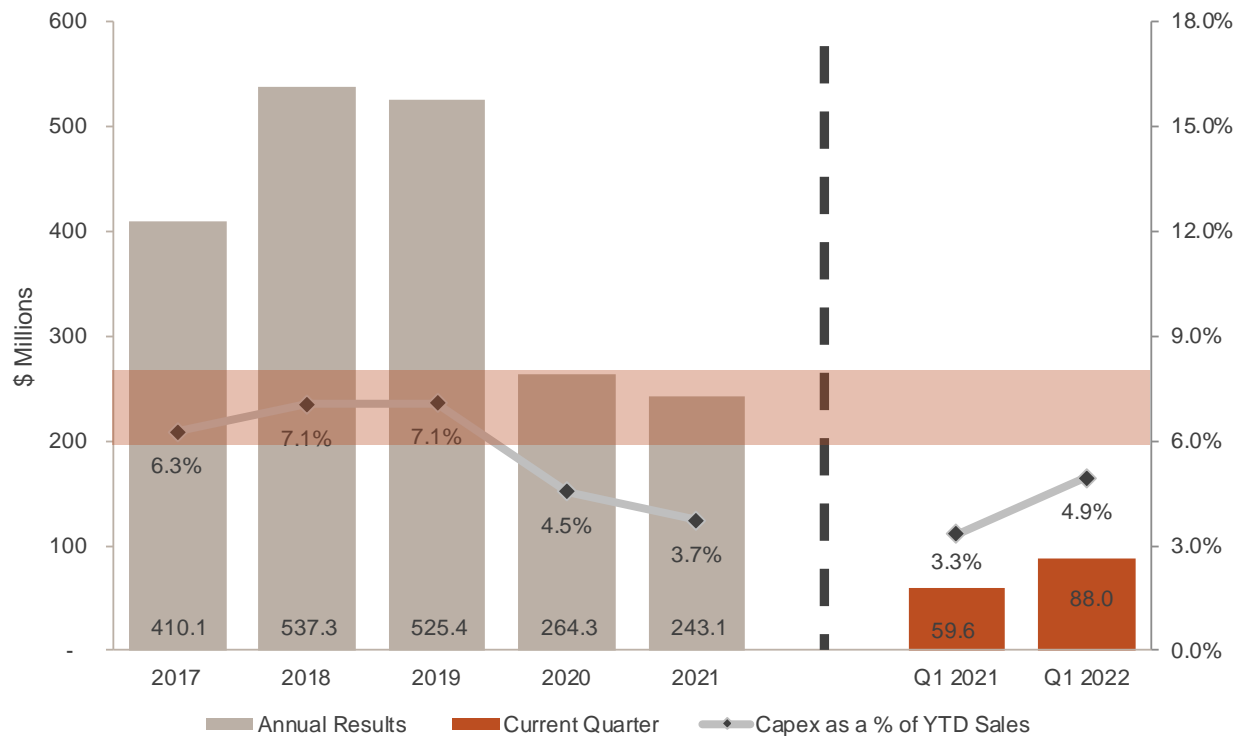


Net Earnings - Normalized¹



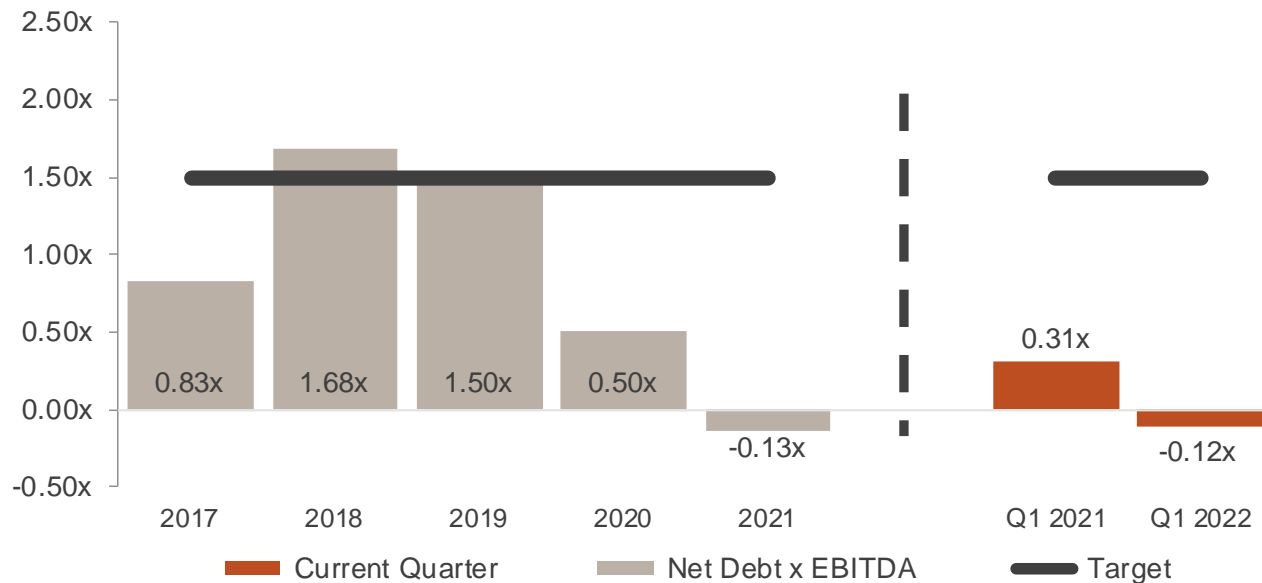
1 - Net Earnings - Normalized is a non-GAAP financial measure. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q1 2022 MD&A.

Operational Capital Expenditures



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

Net Debt to EBITDA¹



1 - EBITDA includes trailing twelve months EBITDA on acquisitions, when applicable. 2020 Net Debt to EBITDA was restated in Q1 2021.

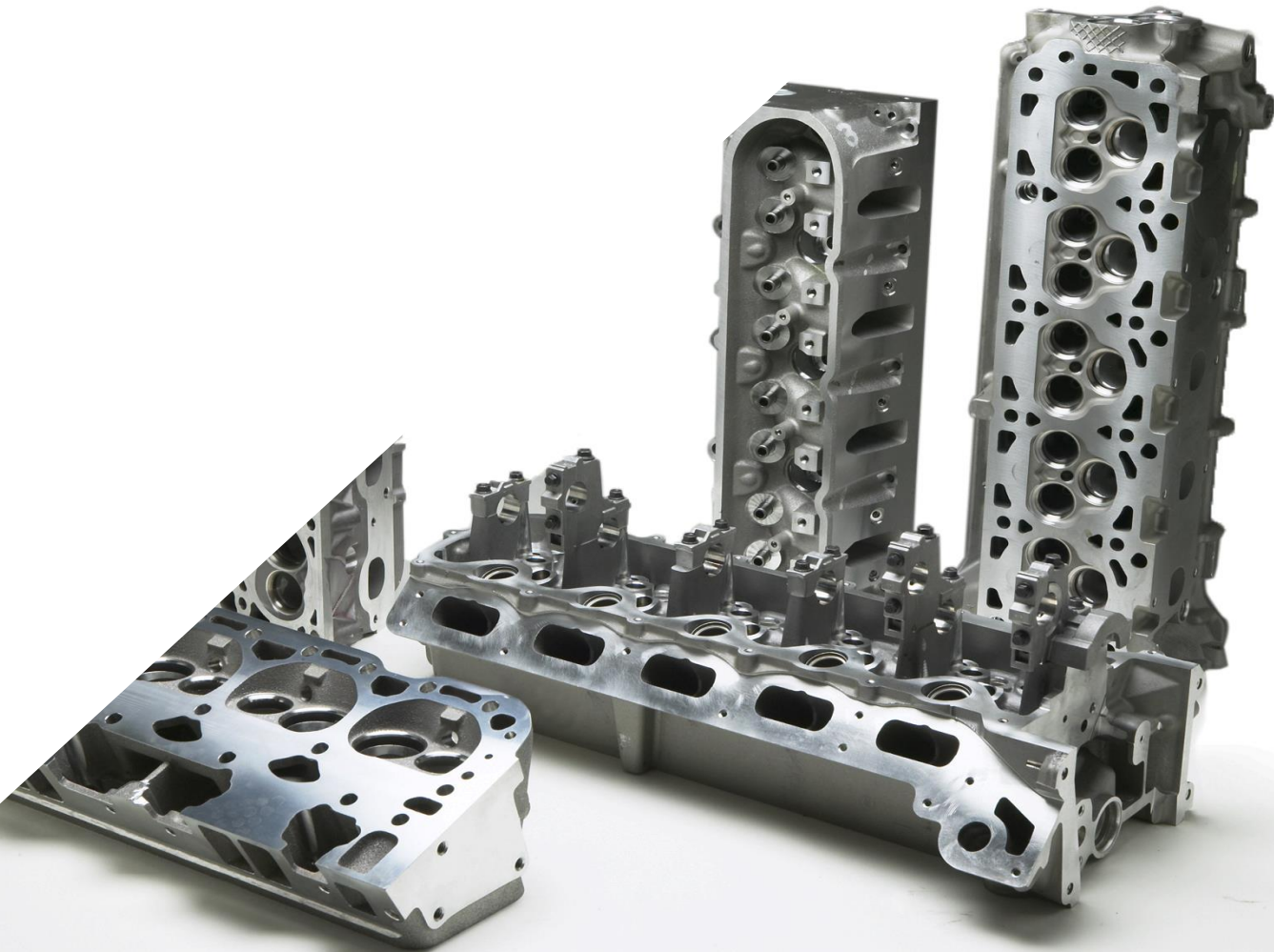


Thank You

www.linamar.com

  @linamarcorp
  Linamar Corporation

Appendix



Diverse Key Products

Industrial

SKYJACK
simply reliable

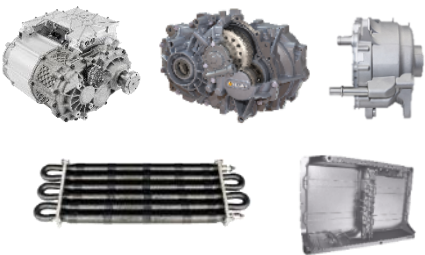


MacDon



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



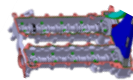
Engine



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

