

# Investor Presentation

August 2022



A Diversified Global Powerhouse in Advanced Manufacturing

# 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



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

SALFORD

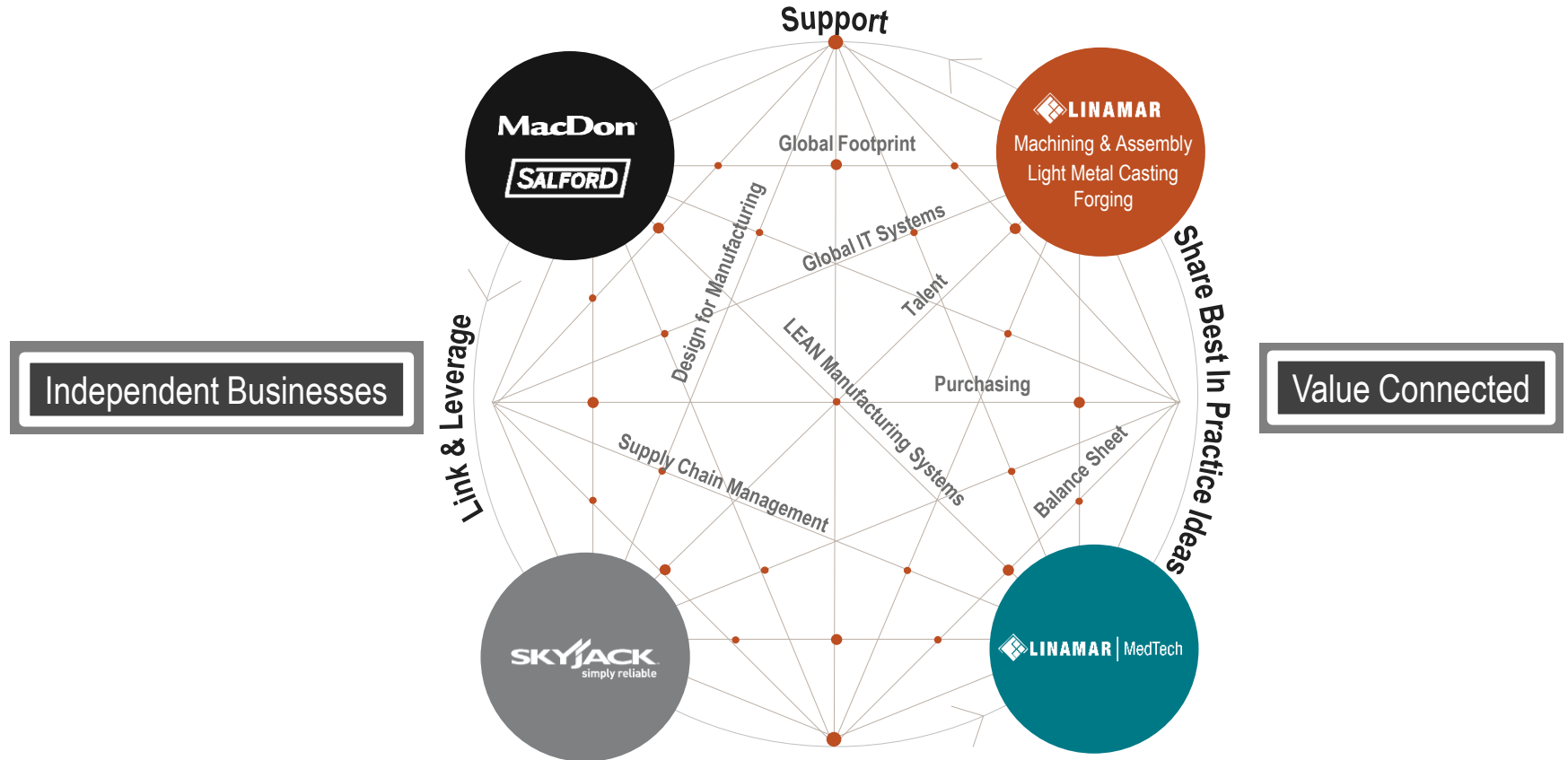
Mobility



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 through the eLIN strategy:
  - 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



- Globalize operations and production capacity
- Focus on growth in growing China market
- Expand product lineup in all 3 regions

## MacDon & Salford



- Maintain leading market position in Harvesting
- Expand product lineup
  - Diversify into crop protection and nutrition with the addition of Salford brand to the portfolio
- 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  
23%

## Mobility

Engine | Transmission | Driveline | Body

Sales  
77%

### ACCESS



13.4

### AGRICULTURAL



9.8

### AUTOMOTIVE



71.2

### OFF HIGHWAY



2.1

### COMMERCIAL



3.5



# Diverse Core Capabilities

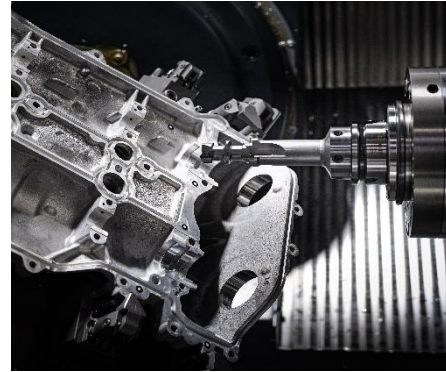
## Metal Forming

- 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

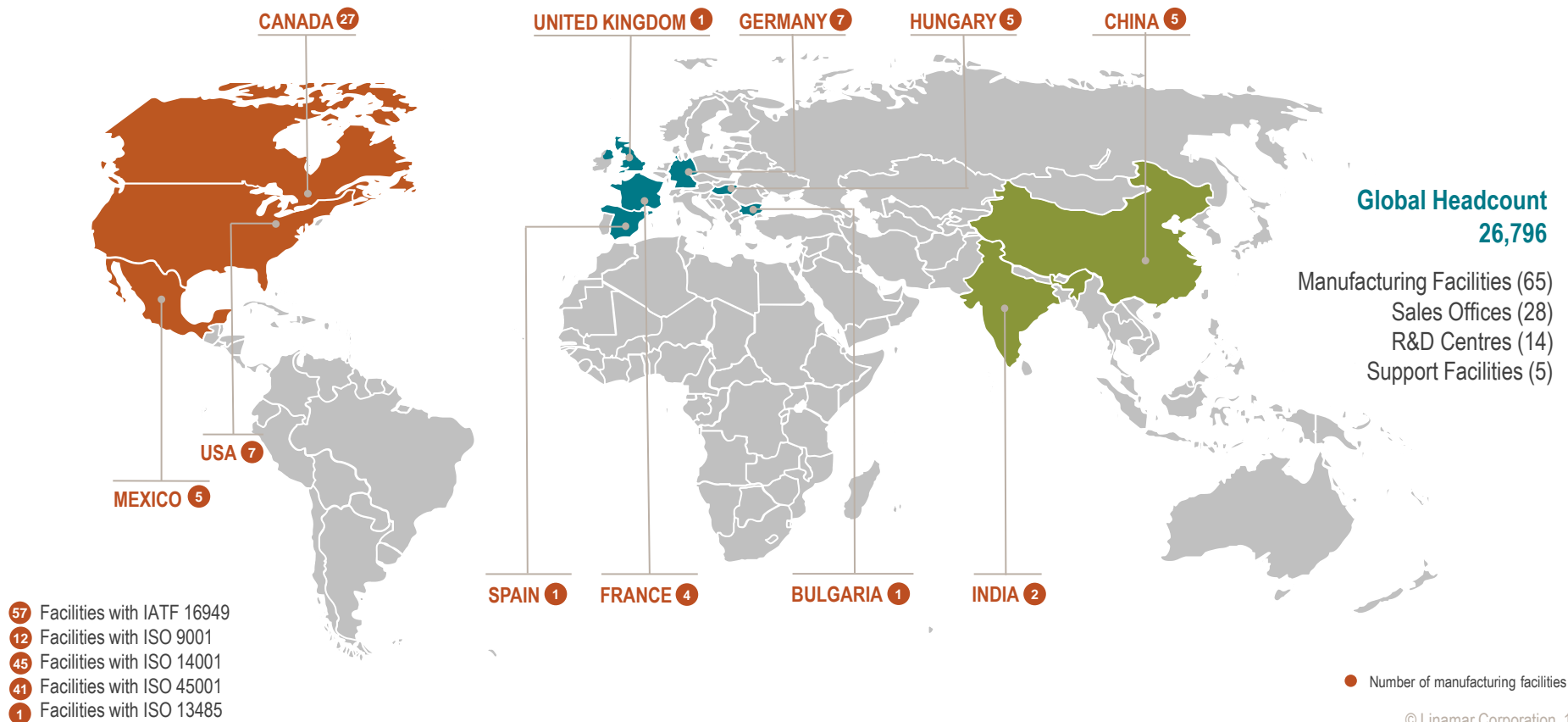
- Advanced Automation & Robotics
- CNC Expertise
- Complex Assemblies
- Hydroforming
- Heat Treatment



## 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
- Sustainability Council created in 2021, creating recommendations, rolling out awareness and implementing priorities globally



## 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 – **See it, Be It, Stem for 2023 underway**
- 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 – Ventilators, Testing, Vaccine Clinic**



## Governance

- Detailed review of every governance policy conducted yearly with Board of Directors
- [Contactyourboard@Linamar.com](mailto: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
- 33% Female Composition
- Annual integrity and anti-corruption training
- Whistleblower policy to ensure good conduct
- Skill matrix to ensure comprehensive board capabilities
- Diversity Policy Implemented in 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



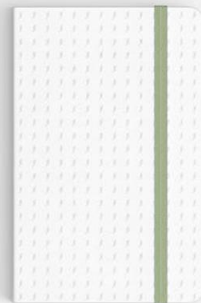
No Quotas

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>

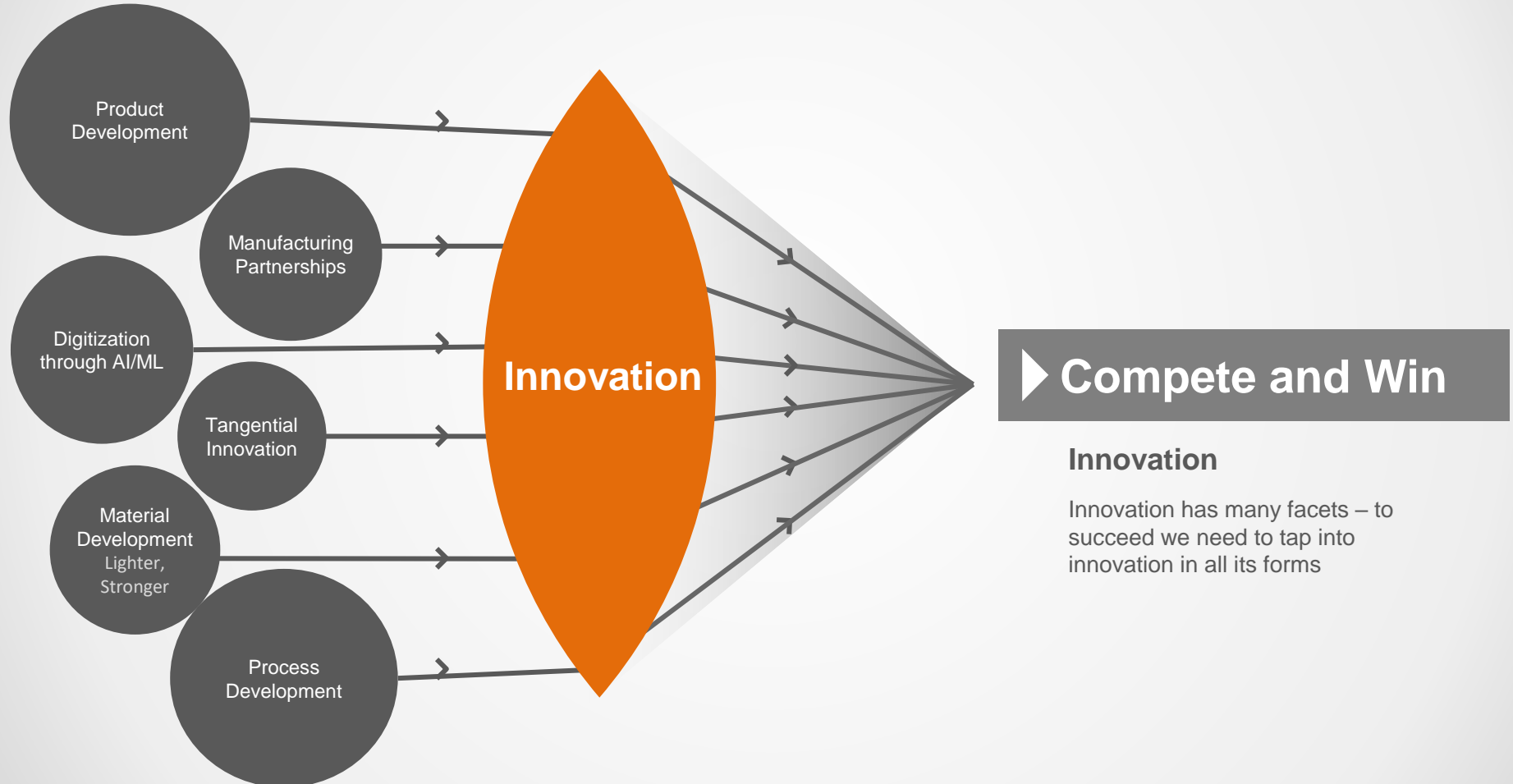


# Innovation

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



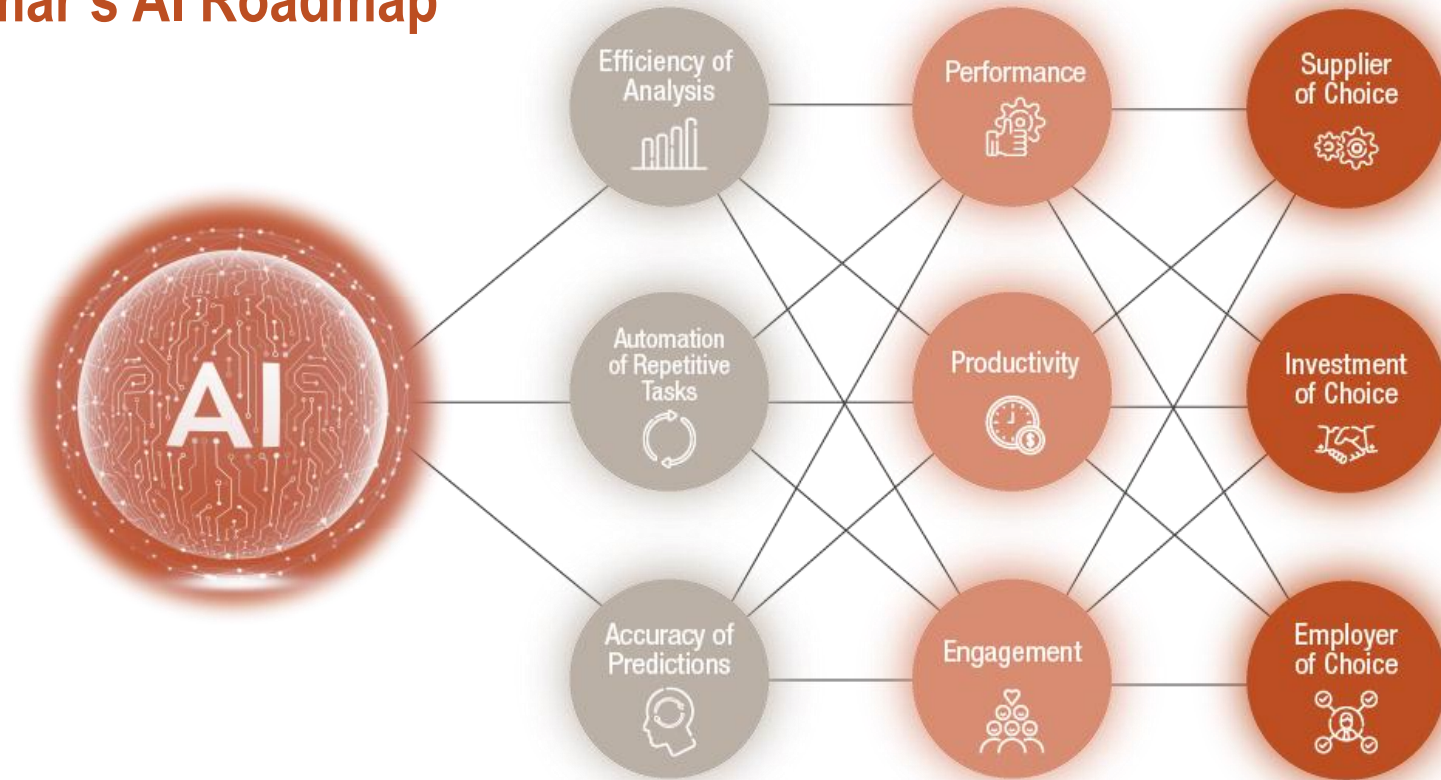
		Mobility	SKYJACK simply reliable	MacDon	LINAMAR   MedTech
	PRODUCT	Electrification & Emission Reduction	Electrification	Precision Agriculture	Compact & Energy Efficient
	FACILITY	Technology Investments to Reduce Facility Carbon Footprint			
	PRODUCT	Lighter & Quieter	Digitization & Telematics	Optimize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



# Joint Technology Development Initiatives and Manufacturing Partnerships

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

# 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.

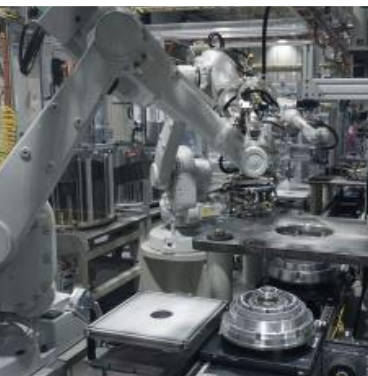


Reduce cycle times, improve uptime to lower costs, improve productivity, drive faster analysis and number crunching.



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



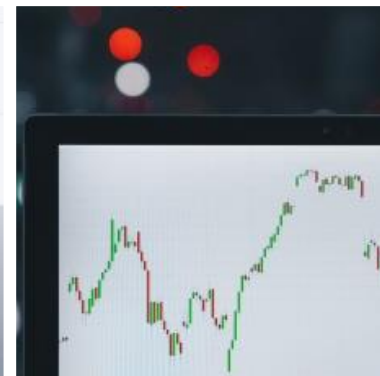
## VISION SYSTEMS

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 – July 2022

65

Plants



5,225



LMMS Data  
Collection Connections

3,463

Robots



2,925

Connected  
Machines



1,991



RFID Stations

1,207



Vision Systems

2,690



Traceability Read Stations

6

AGVs

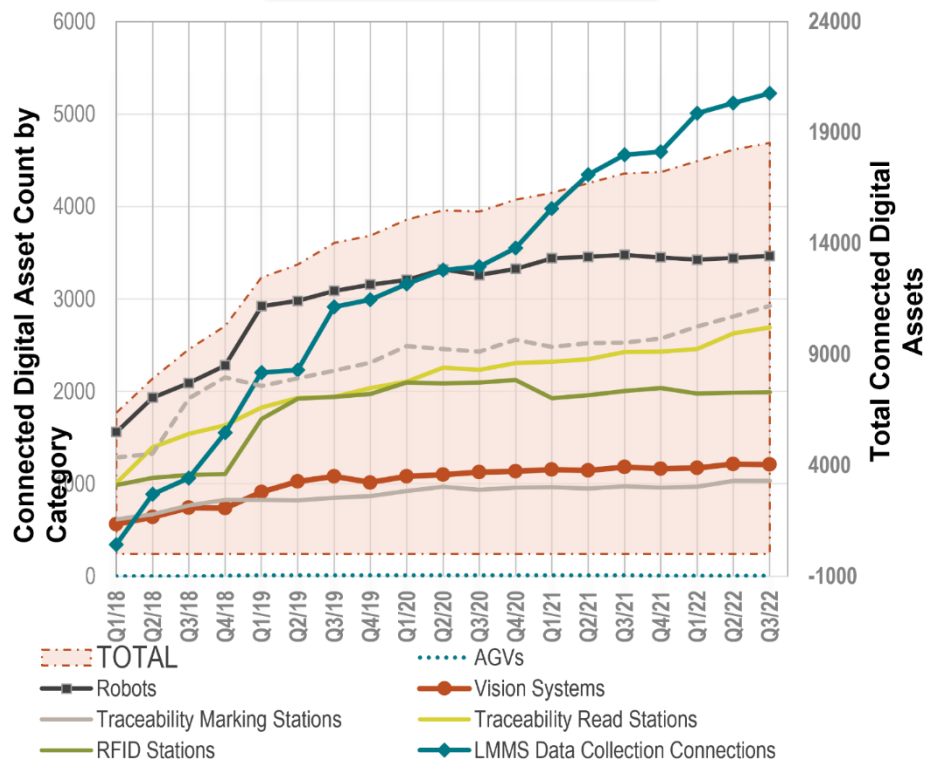


1,030

Traceability  
Marking  
Stations



Category Counts by Quarter



# Quarter Highlights



# Q2 2022: Performance Highlights

## Focus on Customers



### 2022 Theme: Sustainable Growth

- Continuation of the strong underlying market demand in all businesses, although global supply chain headwinds have improved, they remain a constraint
- Progress being made in pricing discussions with key customers to offset rising inflationary input costs
- Strong execution of NBWs
  - 74% of NBWs are for Electrified Mobility
  - Strategically important new eAxle win for the Commercial Vehicle space
- Skyjack Global capacity expansion underway
- Formation of the Linamar MedTech Group announced

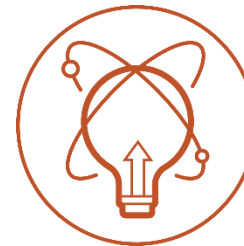
## Focus on Employees



### 2022 Theme: Diversity

- Key initiatives launched from Diversity Council
  - Dashboard of metrics established to track progress
- Focus on People through new attraction and retention efforts in order to offset the macro issue of a shrinking labor force
- Internal promotions trending up

## Focus on Financial



### 2022 Theme: AI Adoption

- Double digit Sales Growth and High Single digit EPS growth expected this year despite ongoing challenges
- Available liquidity at \$1.4 billion, strong balance sheet position
- Active on the share buyback program through the current Normal Course Issuer Bid (NCIB), returning cash to shareholders
- 2 Strategic Acquisitions completed during Q2



# Sales, Normalized Earnings<sup>1</sup>, and Margins (in millions CAD)

	Q2 2022	Q2 2021	% Δ
Sales	1,981.6	1,575.3	25.8%
Industrial Sales	504.6	393.5	28.2%
Mobility Sales	1,477.0	1,181.8	25.0%
EBITDA – Normalized <sup>1</sup>	262.9	259.2	1.4%
EBITDA – Normalized Margin <sup>1</sup>	13.3%	16.5%	
Industrial OE – Normalized <sup>1</sup>	49.4	66.3	(25.5%)
Industrial OE – Normalized Margin <sup>1</sup>	9.8%	16.8%	
Mobility OE – Normalized <sup>1</sup>	99.8	85.9	16.2%
Mobility OE – Normalized Margin <sup>1</sup>	6.8%	7.3%	
OE – Normalized <sup>1</sup>	149.2	152.2	(2.0%)
OE – Normalized Margin <sup>1</sup>	7.5%	9.7%	
NE – Normalized <sup>1</sup>	109.3	106.9	2.2%
NE – Normalized Margin <sup>1</sup>	5.5%	6.8%	
EPS – Normalized <sup>1</sup>	1.68	1.63	3.1%

## Q2 2022

The key factors impacting results in the quarter are:

- Growth in all businesses amplified by market share growth
- Customer pricing agreements helping to partially offset higher costs; partially offset by
- No government subsidies in 2022 vs 2021
- The impact of our 2 acquisitions
- Negative impact of Foreign Exchange.

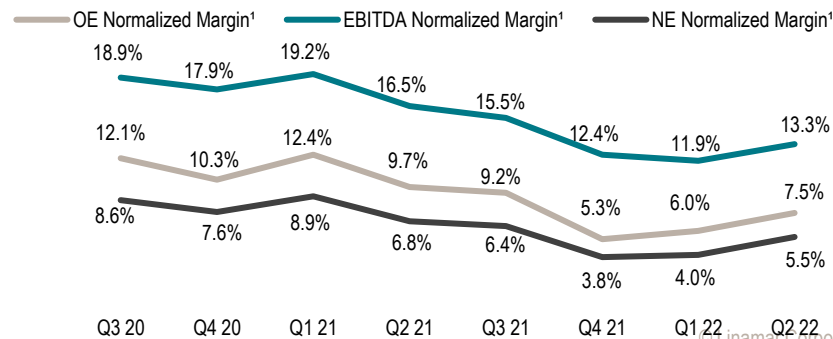
The key impacts to the segments vs prior year are:

### Mobility

- Markets up 11.8% in NA, down 4.8% EU, down 2.6% AP
- Market recovery enhanced by launches;
- Increased pricing related to cost recovery partially offsetting associated material, utility and freight costs
- Impact of Mills River acquisition.








### Industrial

- An increase in both access and ag market sales enhanced by market share growth and the Salford acquisition
- Non repeat of a customer bad debt reversal last year
- Significant cost issues related to material, labour, freight and utilities challenges



<sup>1</sup> - 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 Q2 2022 MD&A.

# Market Snapshot

								
2022	Light Vehicle	Commercial Truck	Combine Heads	Access	2023	Light Vehicle	Commercial Truck	Access
North America	▲ 12.7%	▲ 11.4%	▲ 10.0%	▲ 12.0%	North America	▲ 11.6%	▼ -0.7%	▲ 9.8%
Europe	▲ 2.8%	▼ -13.6%	▲ 5.0%	▲ 13.7%	Europe	▲ 10.1%	▲ 9.4%	▲ 9.3%
Asia	▲ 2.7%	▼ -22.9%	n/a	▲ 9.9%	Asia	▲ 6.1%	▼ -4.1%	▲ 12.9%
Rest of World	▲ 7.8%	n/a	▲ 5.0%	n/a	Rest of World	▲ 7.4%	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

## Q3 2022 Expectations

### ▪ Mobility

- Customer vehicle build recovery continues
  - Sales modestly up from Q2 2022, more meaningfully up from prior year
- Modest margin improvement vs Q2 2022 and Q3 2021

### ▪ Industrial

- Sales flat to modestly up from Q2 2022, more meaningfully up from prior year
- Modest margin improvement vs Q2 2022 but not nearly at Q3 2021 levels
  - Salford full quarter vs 1 month in Q2
  - Modest improvements in supply chain costs but still meaningfully higher than prior year

### ▪ General

- Sales, modestly up from Q2 2022, more meaningfully up from prior year
- Normalized Net Margins up from Q2 2022 but flat to down from prior year
- Normalized Net Earnings up vs Q2 2022 and Q3 2021
- The situation is very dynamic and impacts not fully determinable in terms of their impact at this point

Consolidated	Normal Ranges	2021 Actuals	Expectations 2022	Expectations 2023
Sales Growth		12.4%	Double Digit Growth	Double Digit Growth
Normalized EPS Growth <sup>1</sup>		35.8%	High Single Digit Growth	Double Digit Growth
Normalized Net Margin <sup>1</sup>	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 <sup>1</sup>		\$ 673 m	Solidly Positive	Strongly Positive

Industrial				
Sales Growth				
Skyjack			Double Digit Growth	Double Digit Growth
Agriculture			Double Digit Growth	Continued Growth
Normalized Operating Margin <sup>1</sup>	14.0% - 18.0%	12.3%	Contraction	Expansion into Normal Range

Mobility				
Sales Growth			Double Digit Growth	Double Digit Growth
Factors Influencing Sales Growth				
Launch Book Nearly \$4.9 Billion Driving Incremental Sales Of:		\$421m	\$500 to \$600 million	\$800 to \$900 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range	Low End of Normal Range
Normalized Operating Margin <sup>1</sup>	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 Q2 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.



# Global Manufacturing Expansion Underway



## Mexico:

A North America capacity expansion with a new site in



## Hungary:

Increased production capacity at the OROS site.



## China:

Launching Electric DC Scissor lift models initially in existing Linamar Tianjin facility, to be followed by new Greenfield site constructed.



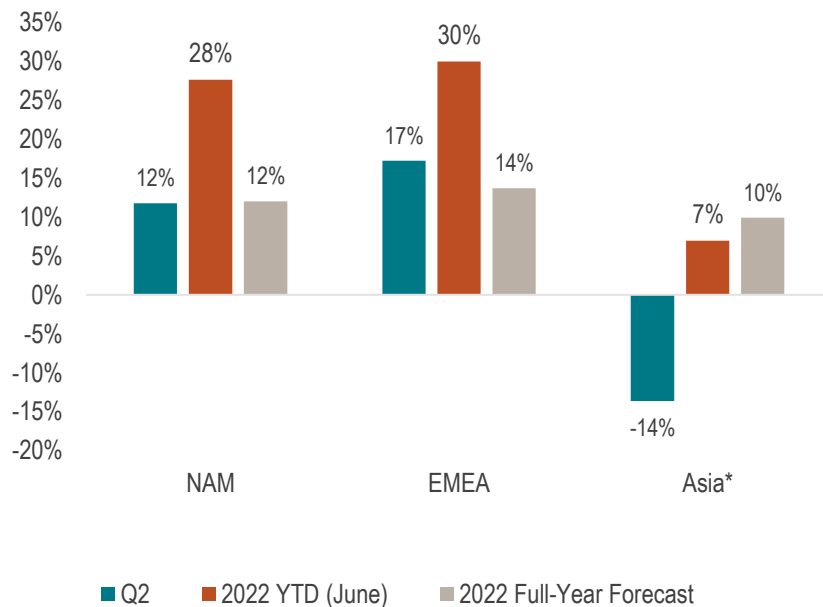
# Industrial Segment Impacts - Skyjack

## 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 202
- Equipment utilization continues to look positive. 2022 continues to see equipment utilization levels within 3% of peak 2019 levels
  - NAM access market up 12% in Q2, up 28% YTD (June)
  - EMEA access market up 17% Q2, up 30% YTD (June)
  - Asia access market down 14% in Q2, up 7% YTD (June)
- 2022 is expected to see double digit growth in all regions globally (NAM, EMEA, Asia) **with a similar picture for 2023**



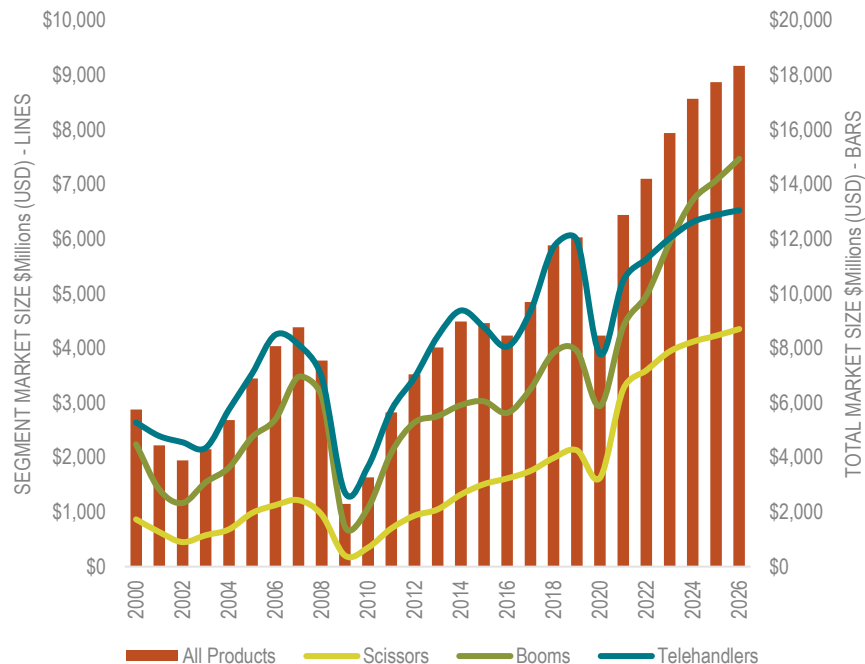
## 2022 Access Industry YTD Results & Forecast % Change vs. Prior Year



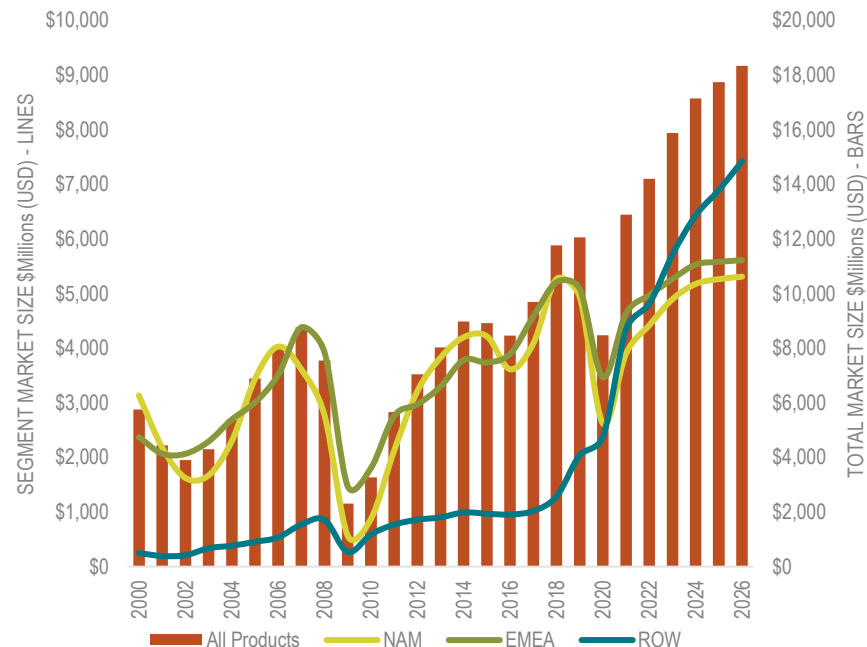


# Access & Material Handling Equipment

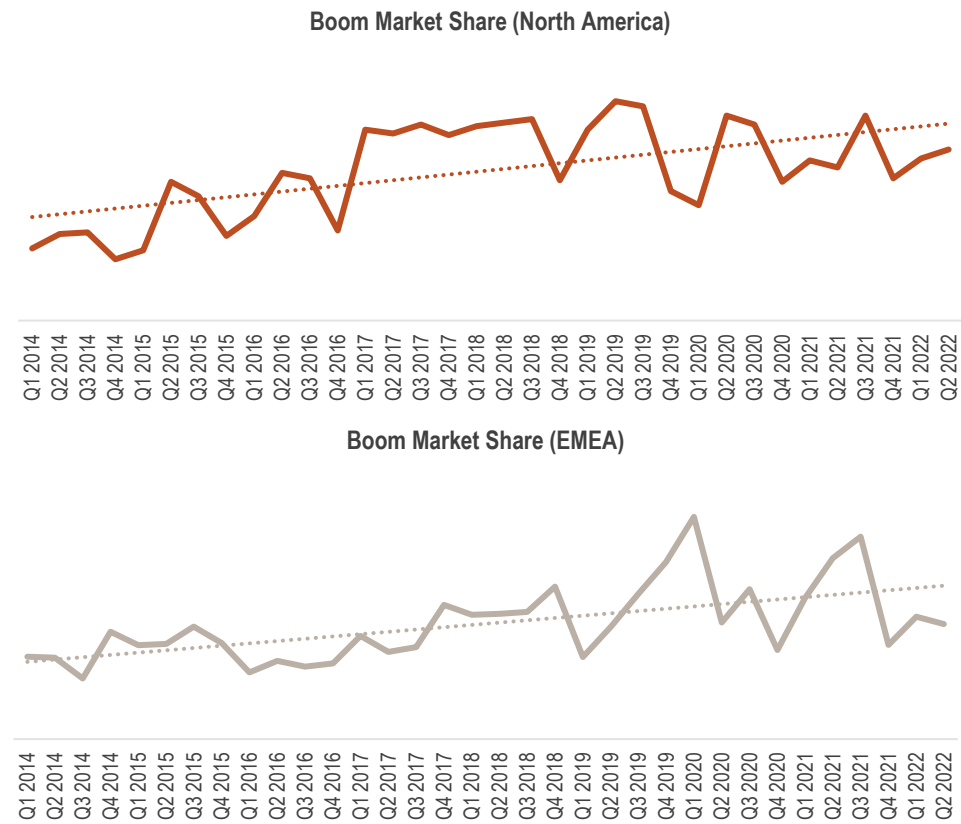
MOBILE EQUIPMENT MARKET PRODUCT MIX



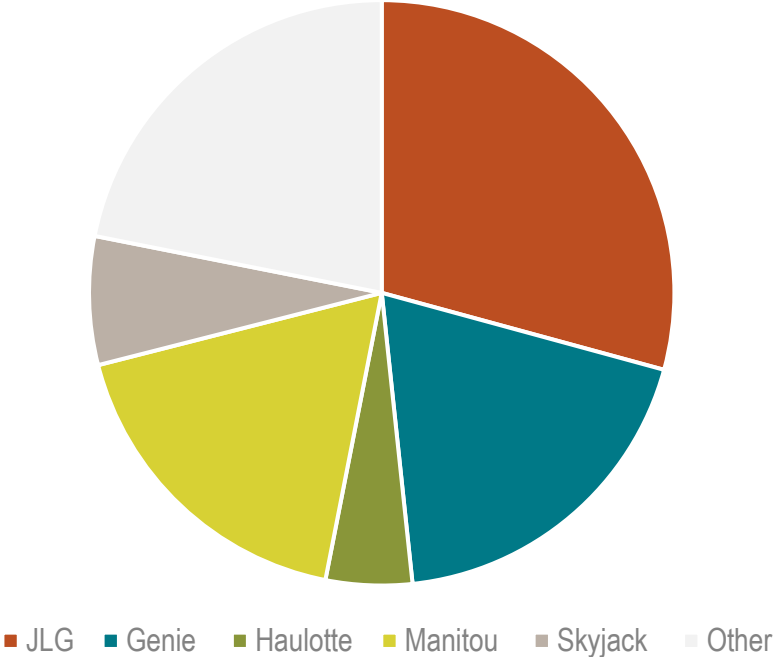
MOBILE EQUIPMENT MARKET GEOGRAPHIC MIX



# Skyjack Market Share

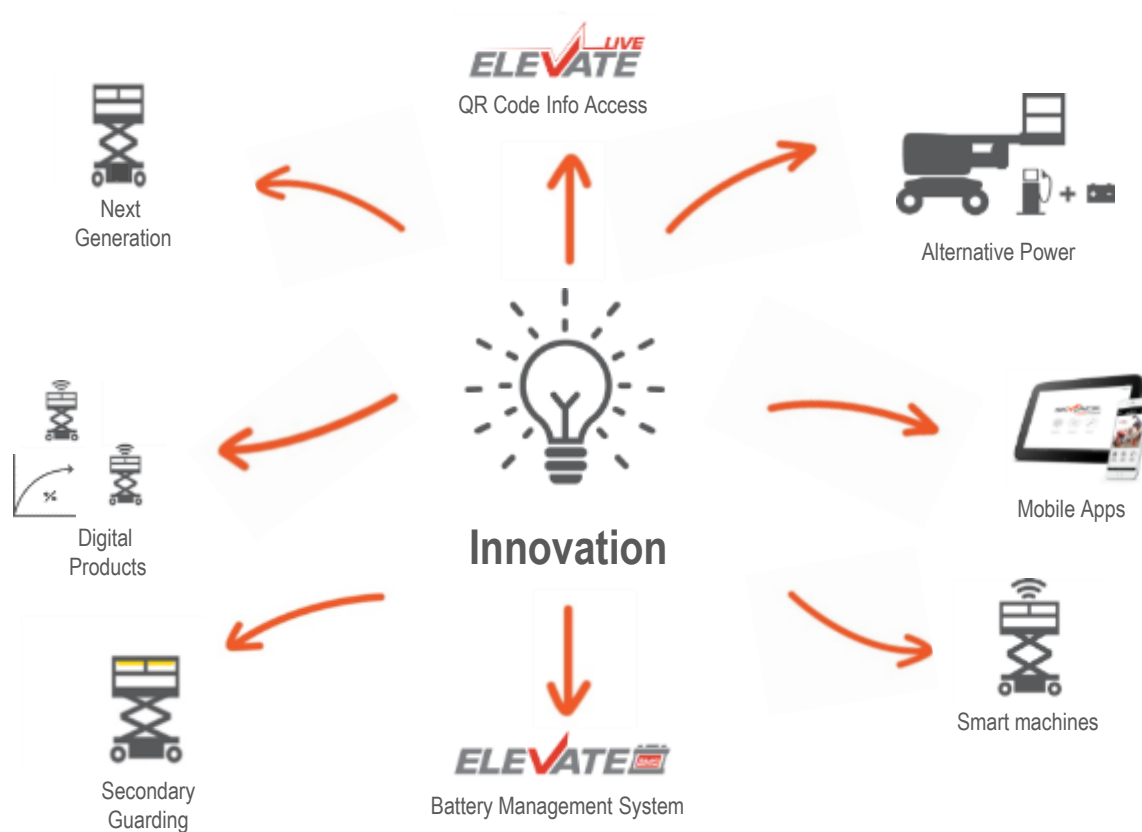


2021 Global Market of \$11.4B



Source: Skyjack Internal, July 2022.

# Skyjack's Innovation Strategy



# Food & Agriculture





# Acquisition of Salford Group to Expand Agricultural Portfolio

- June 2022, Linamar closed the acquisition 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.
- Integration underway of Salford into the Linamar Global Operations





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



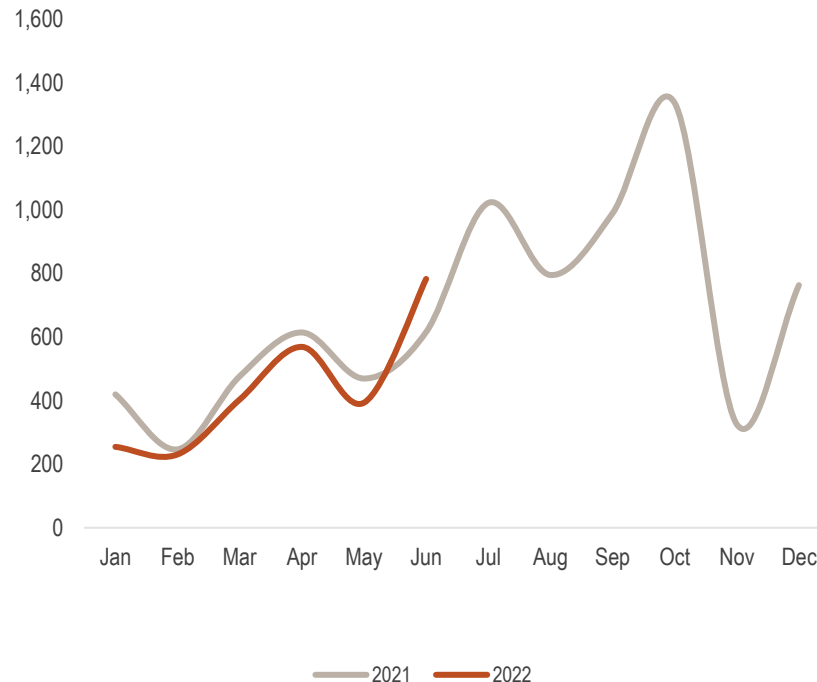
# Agricultural Market

## 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 3% in Q2, down 7% YTD (June)
  - Canada combine retails up 3% in Q2, down 15% YTD (June)
  - United States combine down 4% in Q2, down 5% YTD (June)
- **North America expected to be up 10% in 2022, EU and ROW up 5%**



North American Combine Retails



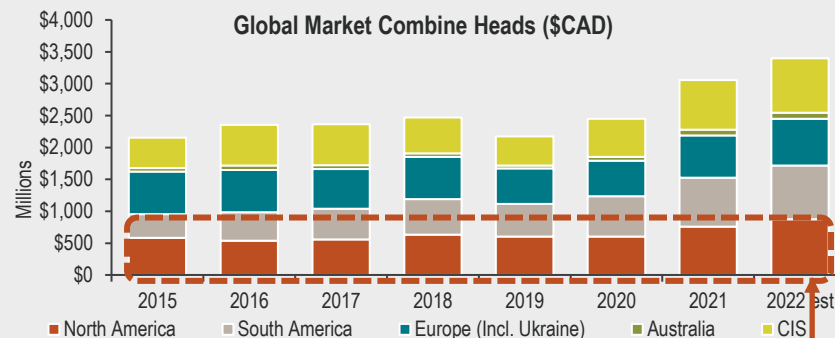
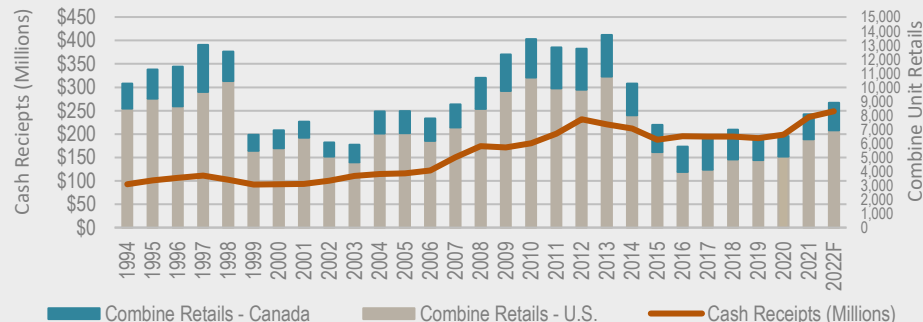
# Key Market Strategies and Growth

Farming income, cash receipts, and combine retails indicate a positive outlook for 2022 farming equipment orders.

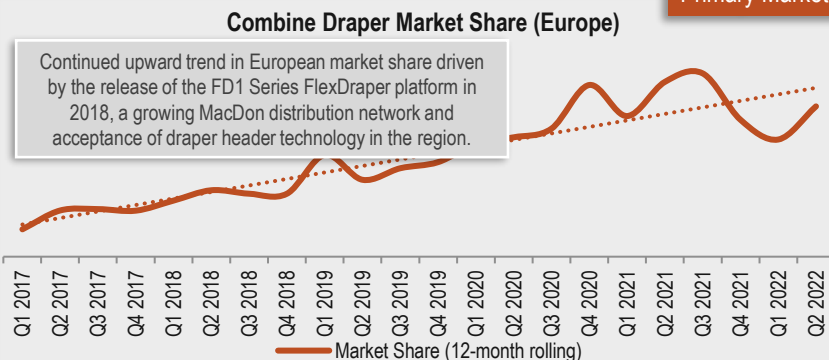


## Food

- 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



Primary Market Today





# 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

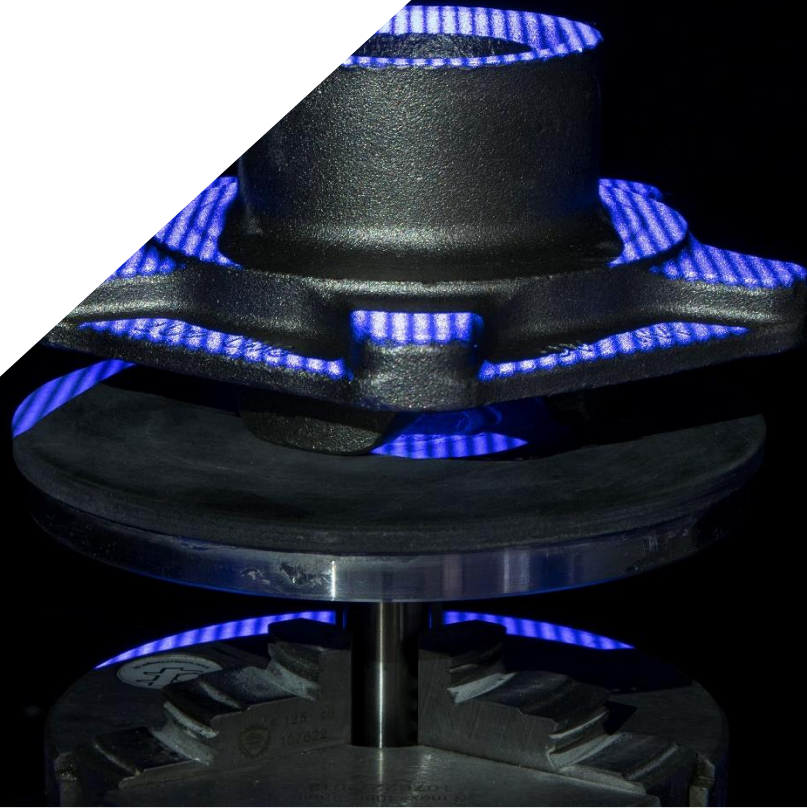


120 Global technology resources focused on innovation



**MacDon**<sup>®</sup>

# Mobility

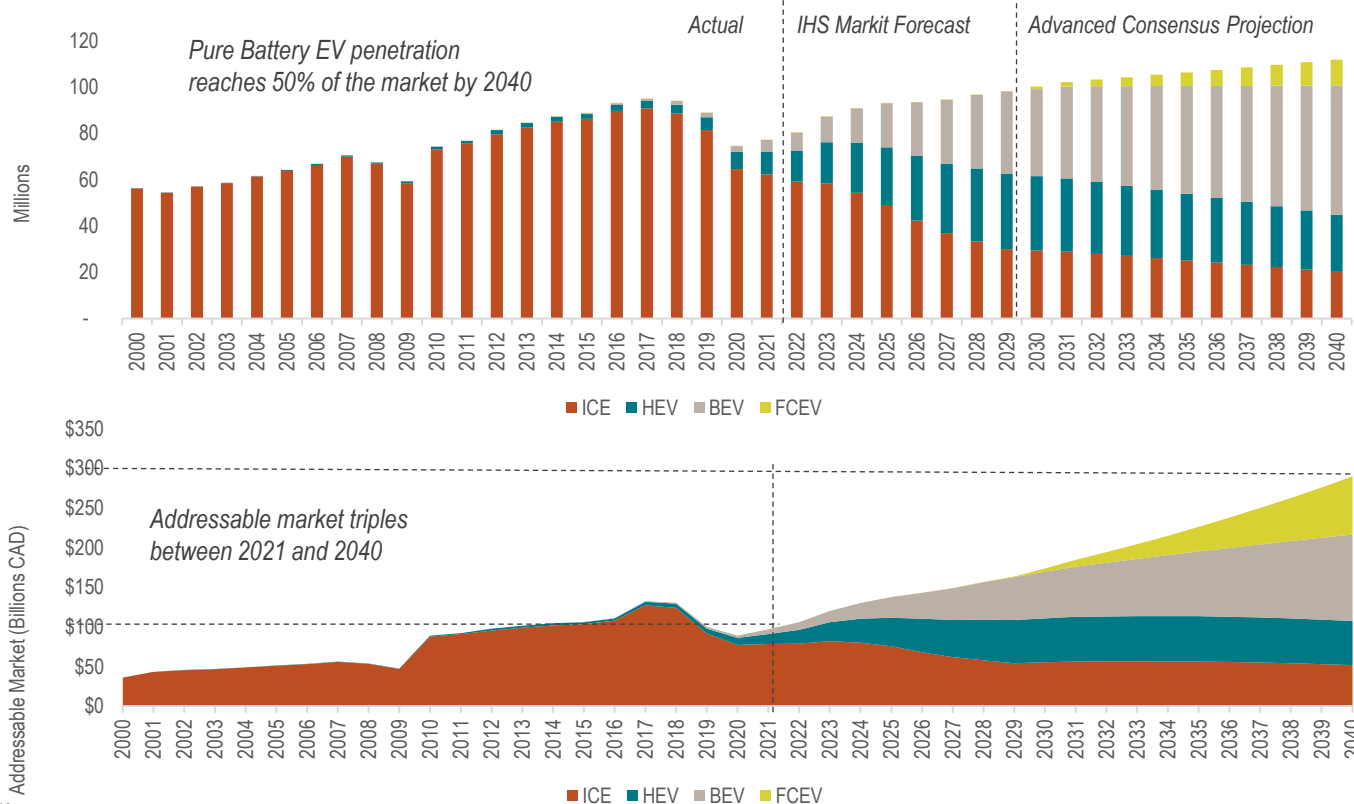


# Key Market Strategies - Flexible & Opportunistic



## 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

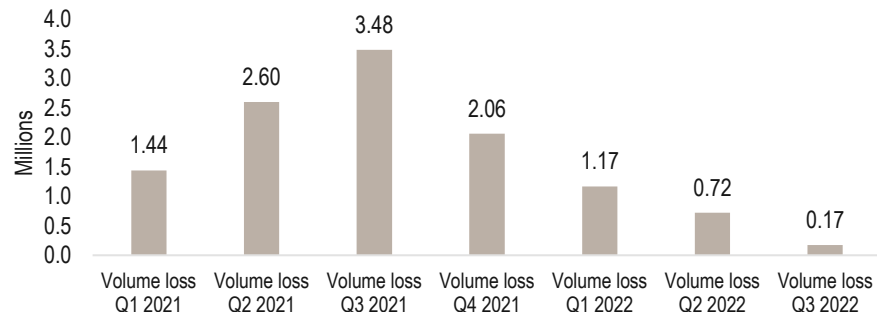
IHS Forecasting 2000-2029. Advanced Consensus Projection 2030-2040

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 July 27, 2022)

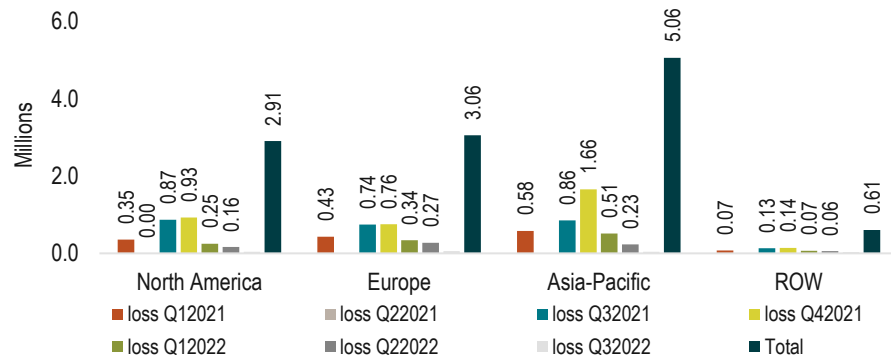
# Semiconductor Chip Shortage – Light Vehicle Production Impact

Announced volume loss of 2.1M units 2022 YTD. Supply disruption expected to continue into 2023.

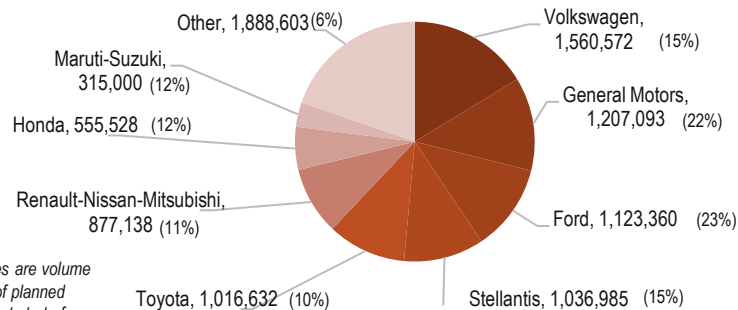
Announced Volume Loss by Quarter



Announced Volume Loss by Region

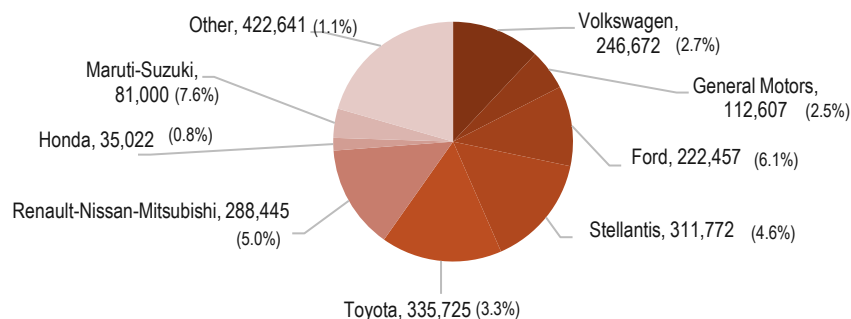


Announced Volume Loss by OEM  
Total Q1-2021 to Q4 2021



Percentages are volume loss as % of planned production at start of year

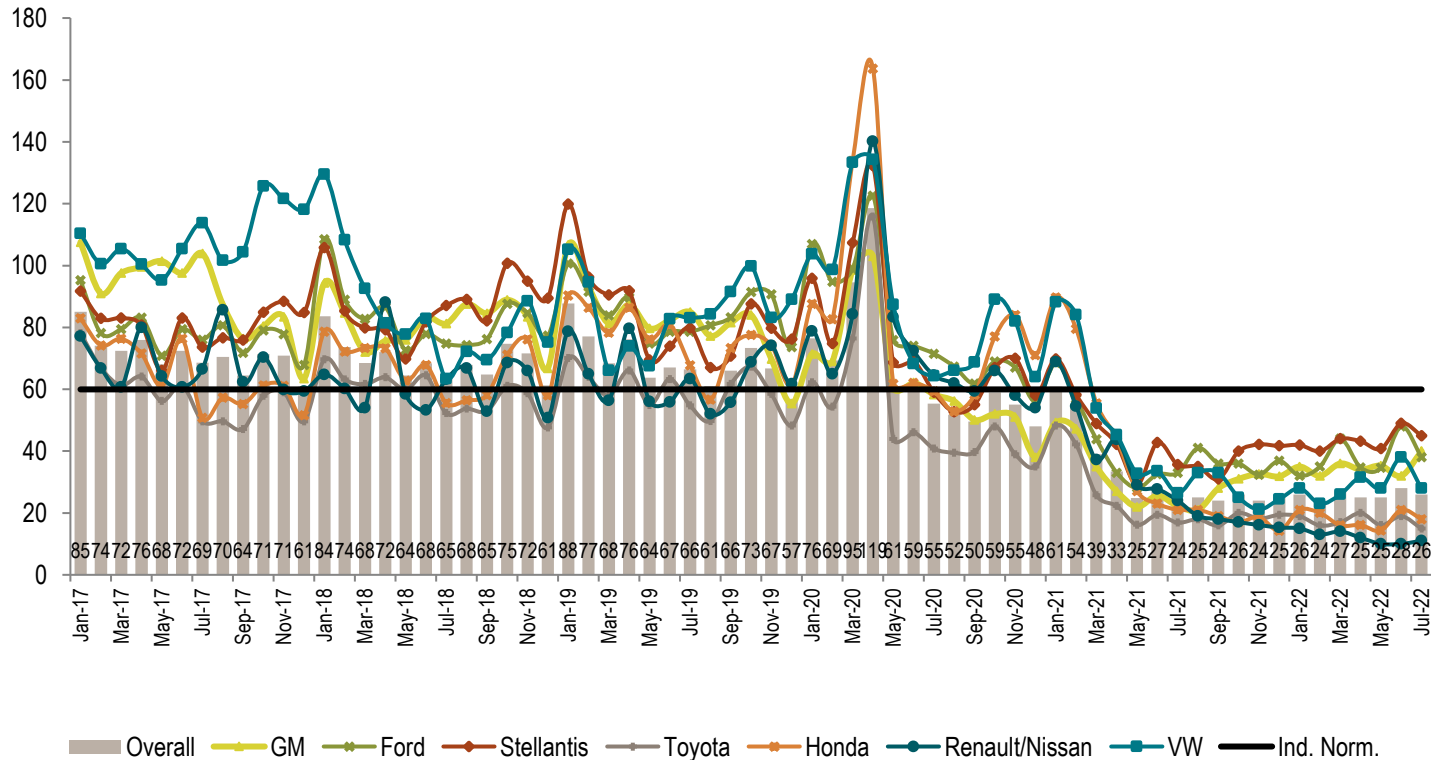
Announced Volume Loss by OEM  
Total 2022 YTD



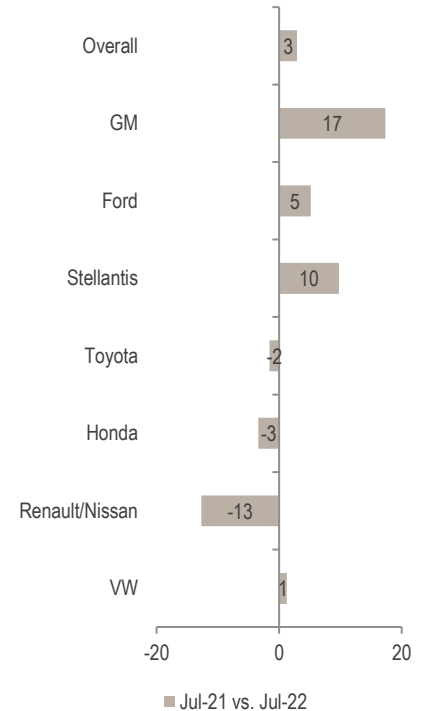


# US Light Vehicle Inventory – Days' Supply

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



## Change vs Same Period Last Year

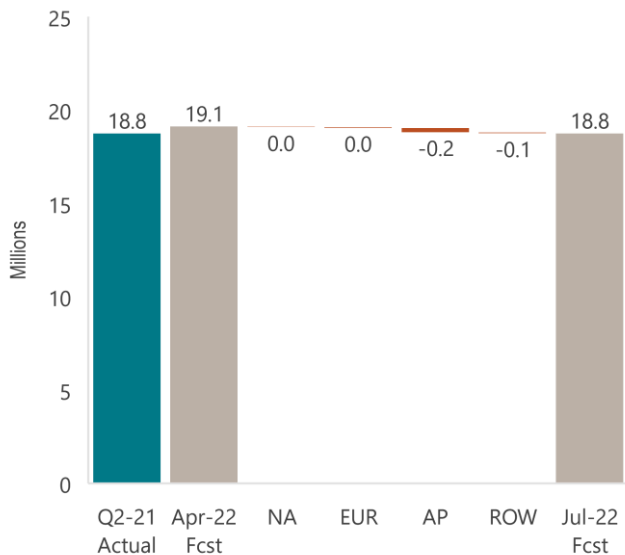


# Global Light Vehicle Market: Q2 2022, Q3 2022, and 2022

Q2 2022 production forecast decreased by 0.37M units. Q3 2022 forecast increased by 0.1M units. 2022 full-year forecast increased by 0.2M.

**Q2-2022 Global Vehicle Production Forecast By Region**

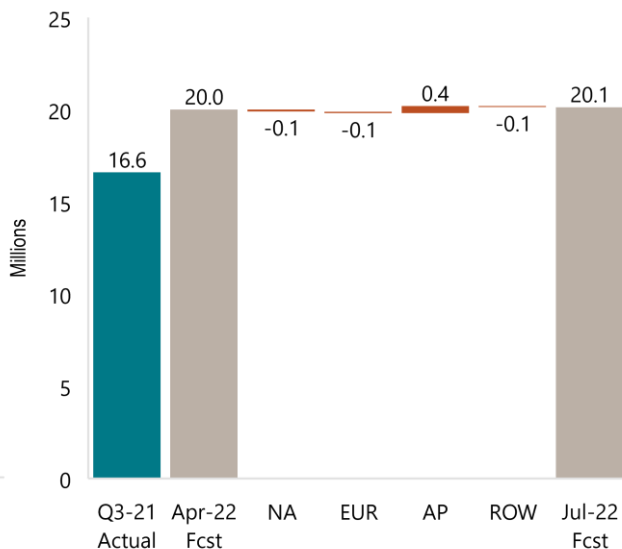
Change in Forecast Jul-2022 vs. Apr-2022



- Q2 2022 production decreased by 0.37M due to COVID lockdowns in China
- Q2 2022 production flat versus Q2 2021

**Q3-2022 Global Vehicle Production Forecast By Region**

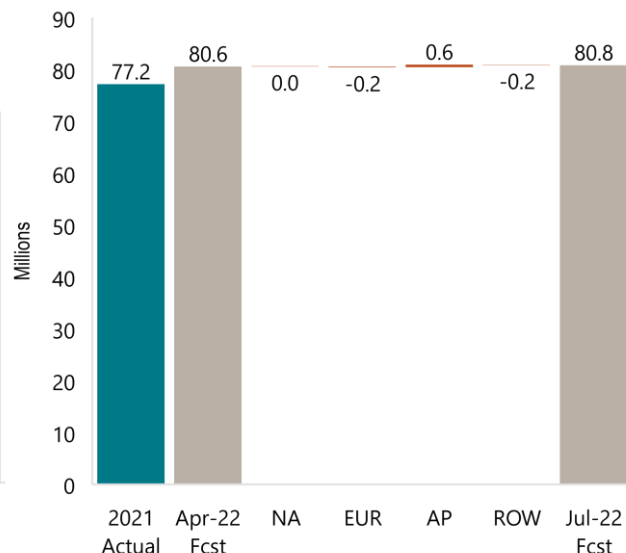
Change in Forecast Jul-2022 vs. Apr-2022



- Q3 2022 forecast increased by 0.1M
- Q3 2022 production expected to be up 21% versus prior year

**2022 Global Vehicle Production Forecast By Region**

Change in Forecast Jul-2022 vs. Apr-2022



- 2022 full-year outlook increased by 0.2M
- 2022 production expected to be up 5% 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



H<sub>2</sub> Fuel Cells

### Energy Storage



H<sub>2</sub> Storage

e- Storage

### Structural & Chassis



Suspensions

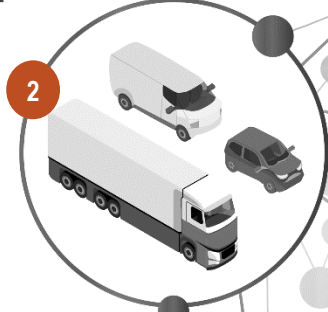
Structural

# Diverse Electrification Strategy Maximizes Potential

## Diverse Vehicle Types

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

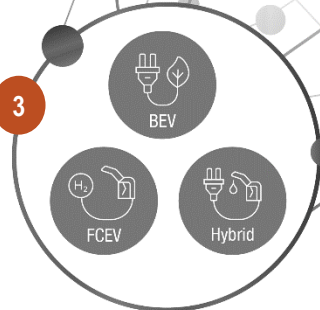
2



## Diverse Propulsion Types

- BEV
- Hybrid
- FCEV

3



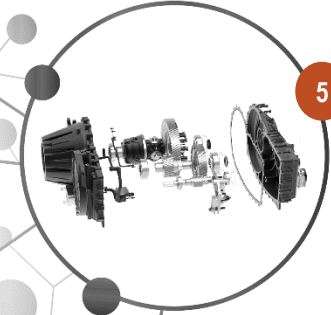
1

## 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 displayed at the ACT Expo in California, May 2022
- Continuing promotion at EV events and shows in Detroit, Germany, etc throughout Q3
- 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 eAxe
  - 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

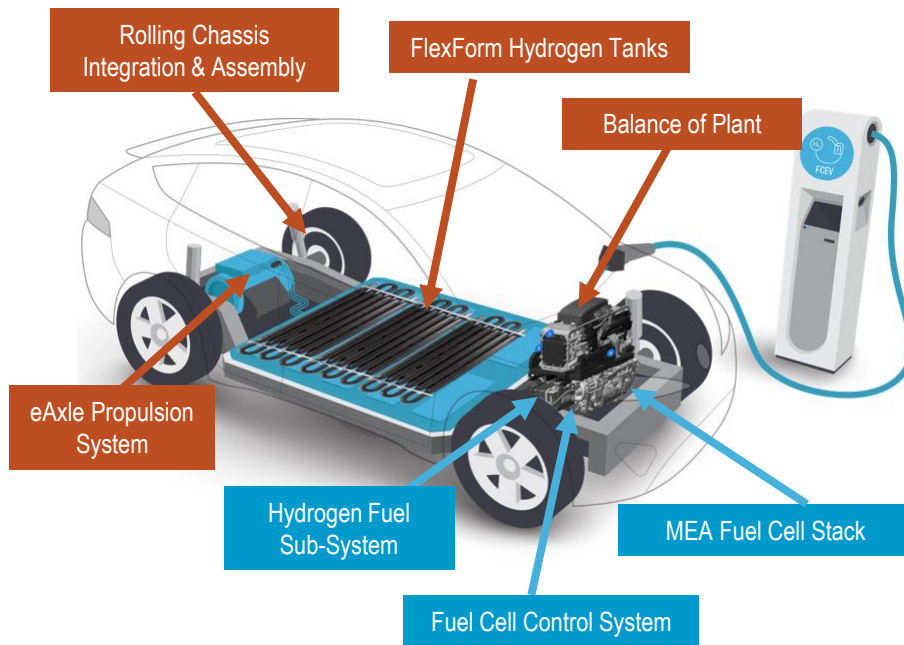
## *A Partnership to Develop Fuel Cell Solutions for Light-Duty Vehicles*

- 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:

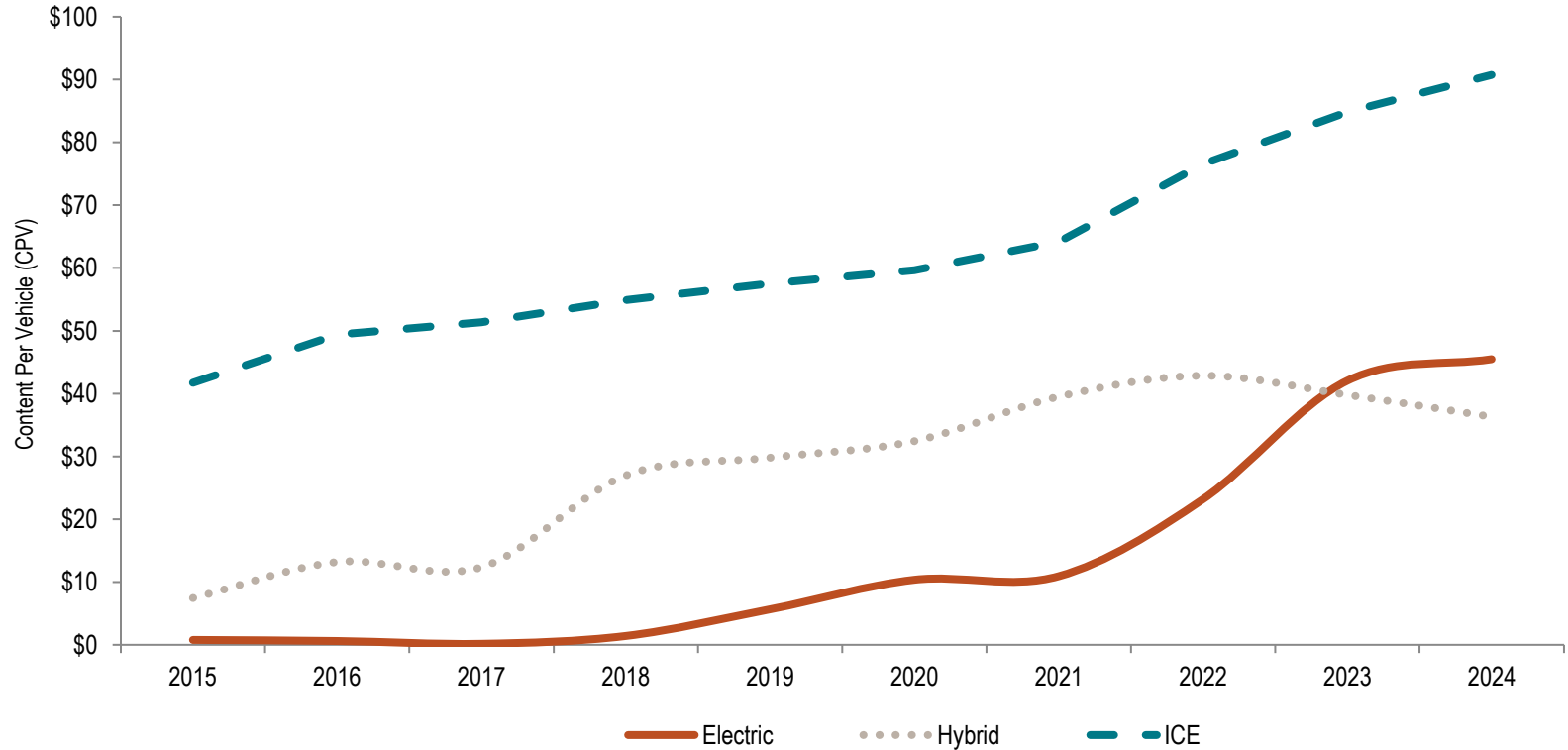
- eAxle Propulsion System
- Rolling Chassis
  - Frame
  - Steering
  - Wheel corners
- FlexForm Hydrogen Tanks
- Full Balance of Plant including
  - Air Flow & Filtration
  - Hydrogen Control & Recirculation
  - Coolant
  - Humidification
  - Structure Enclosure



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

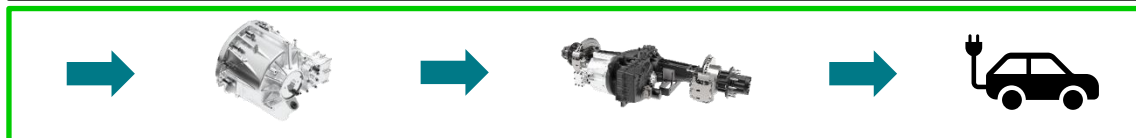
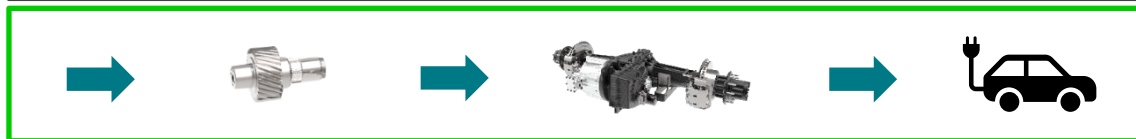
- MEA Fuel Cell Stack
- Hydrogen Fuel Sub-System
- Fuel Cell Control System

# Electrified Vehicles Key Growth Opportunity for Linamar



# Flexible Manufacturing Strategy

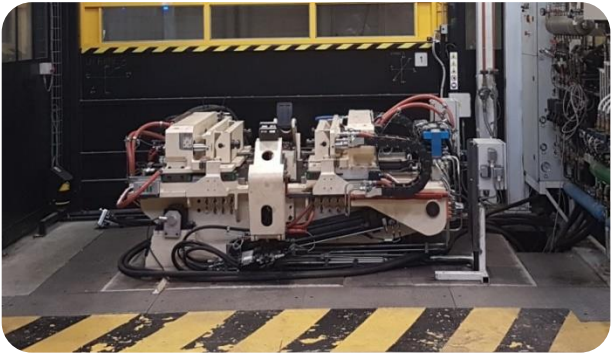
- Capital assets currently employed in Linamar's operations can be adapted to manufacture electrified components at little to no incremental CAPEX
- For instance, the same gear grinding equipment can produce gears for eAxes and ICE powertrains alike
- This advantage is present across Linamar in many 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*

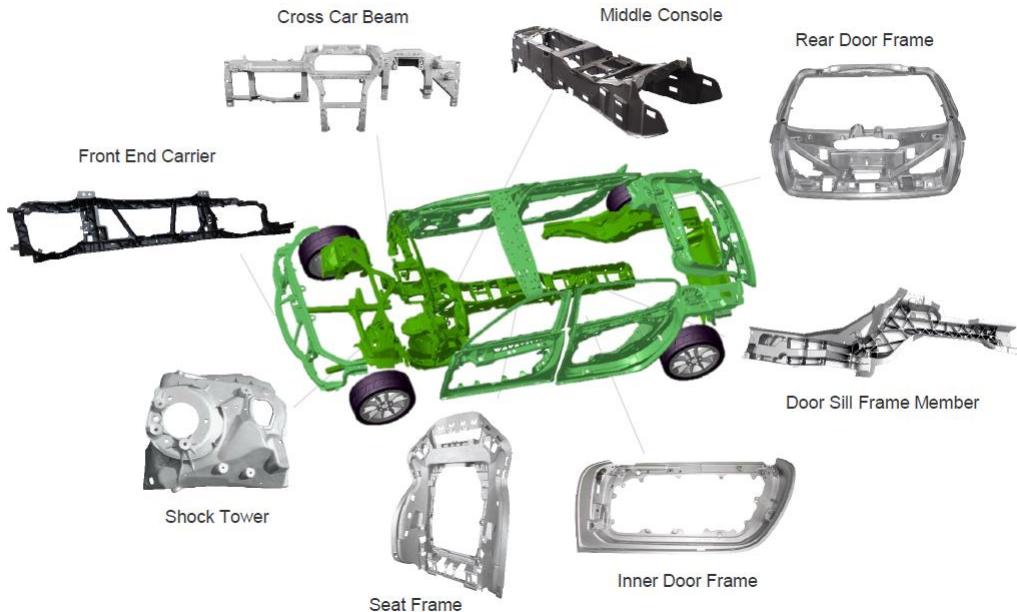


# Acquired Casting Assets Strengthen Growth Platform for Structural Content

- Linamar Acquired 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

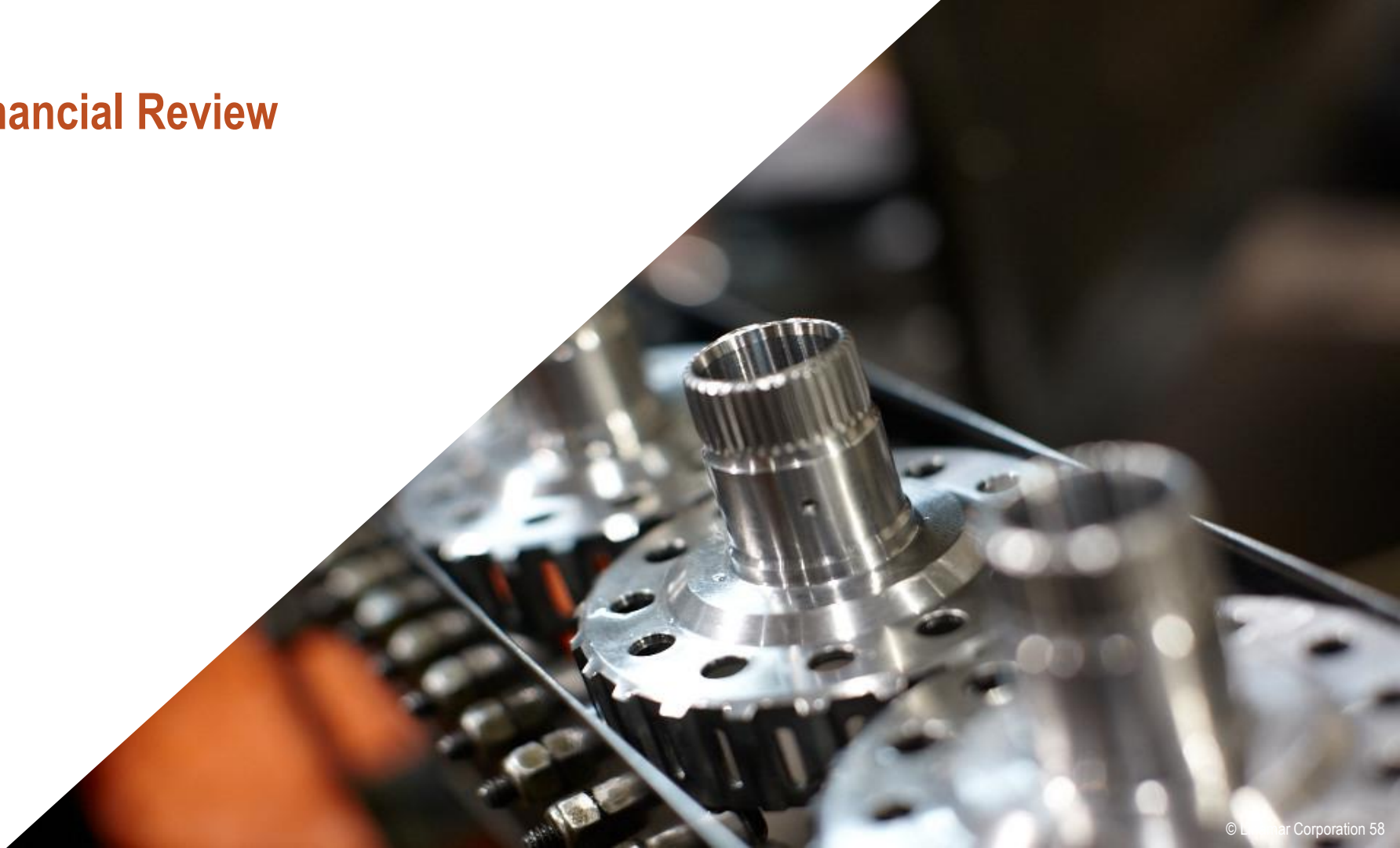


- As a global diversified manufacturer, Linamar's 2100-year plan identifies Age Management & Medical Devices as a long-term strategic market of which to enter
- In Q2 the formation of the Linamar MedTech Group was formally announced
- Business Development & Strategy team is in place to pursue new customers, building on the Ventilator and previous assembly/program management experience during COVID-19
- Focus on new business pursuit will be on Precision Medical Components and Medical Device Assemblies
- Required ISO13485 Certification for Medical Device manufacturing expected to be achieved by end of summer 2022

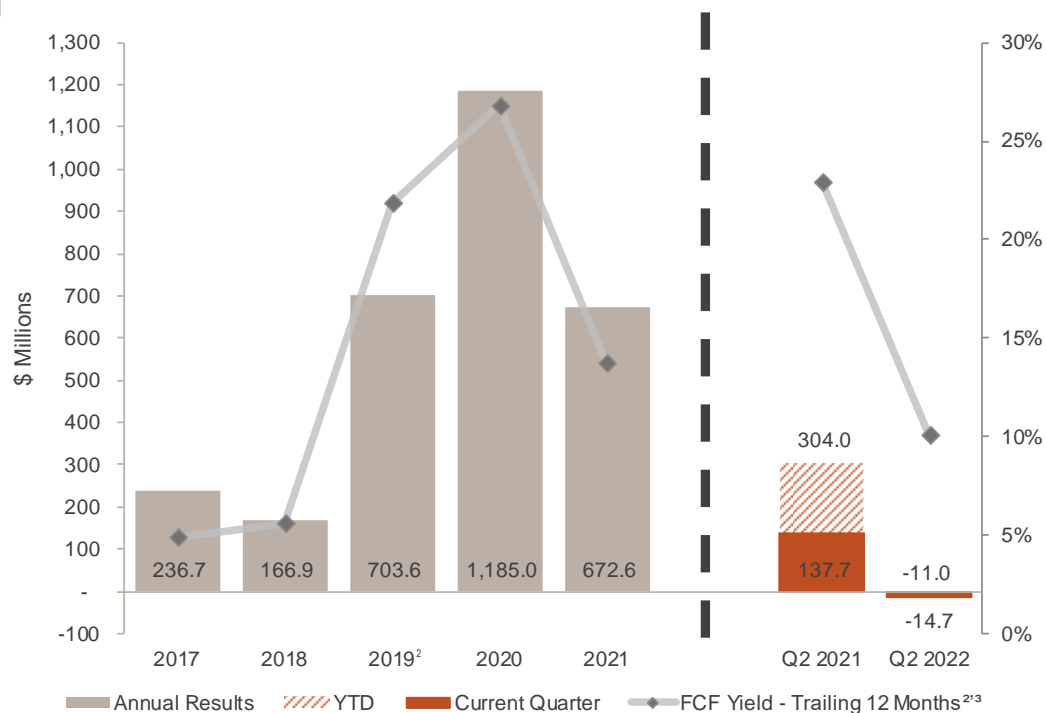




# Financial Review



# Cash Flow Continues to be a Key Priority



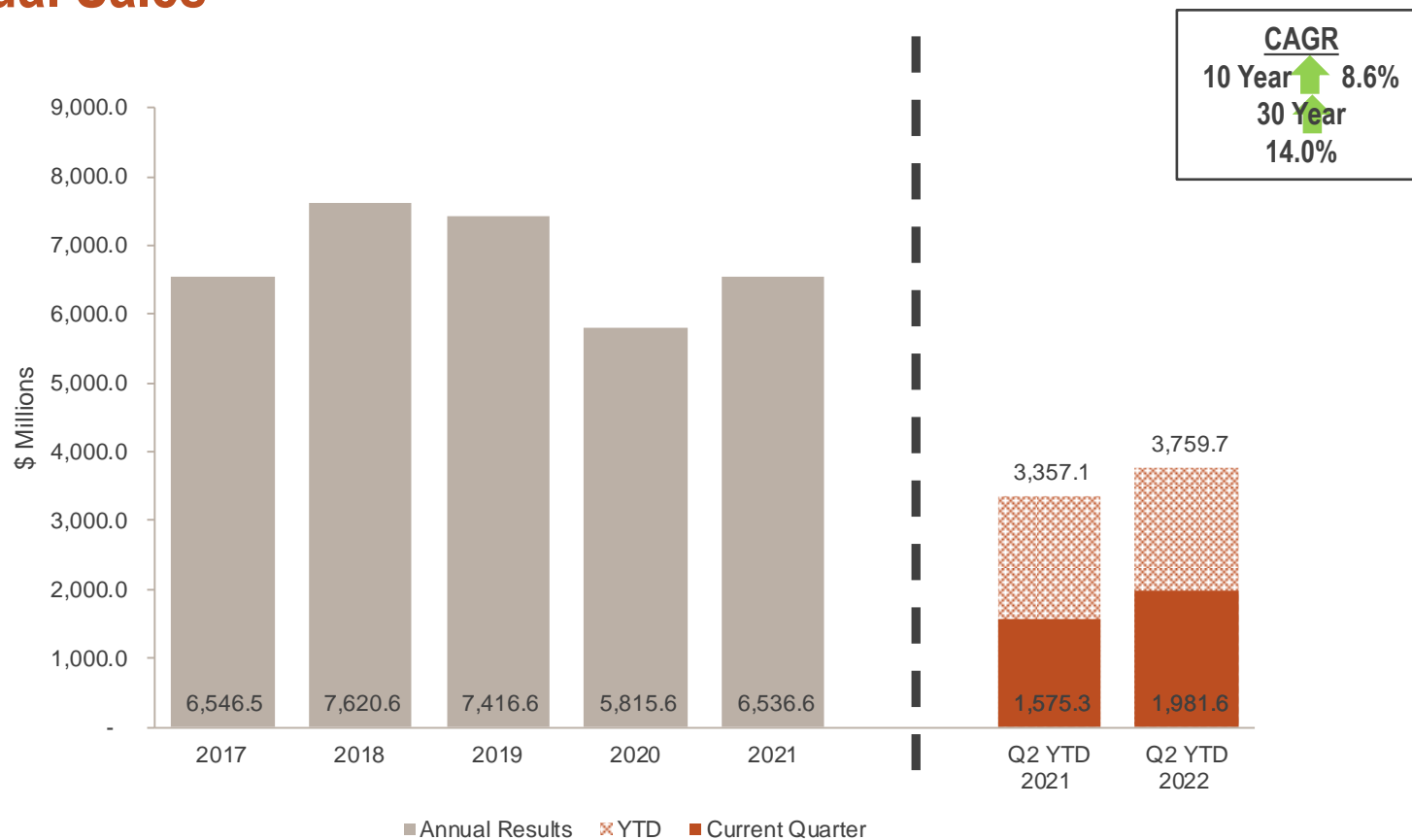
- FCF<sup>1</sup> slightly negative in the quarter thanks mainly to an increase in noncash working capital
- Liquidity<sup>1</sup> remains excellent with \$1.4 billion of cash available at quarter end

1 - Free Cash Flow and Liquidity are non-GAAP financial measures. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2022 MD&A.

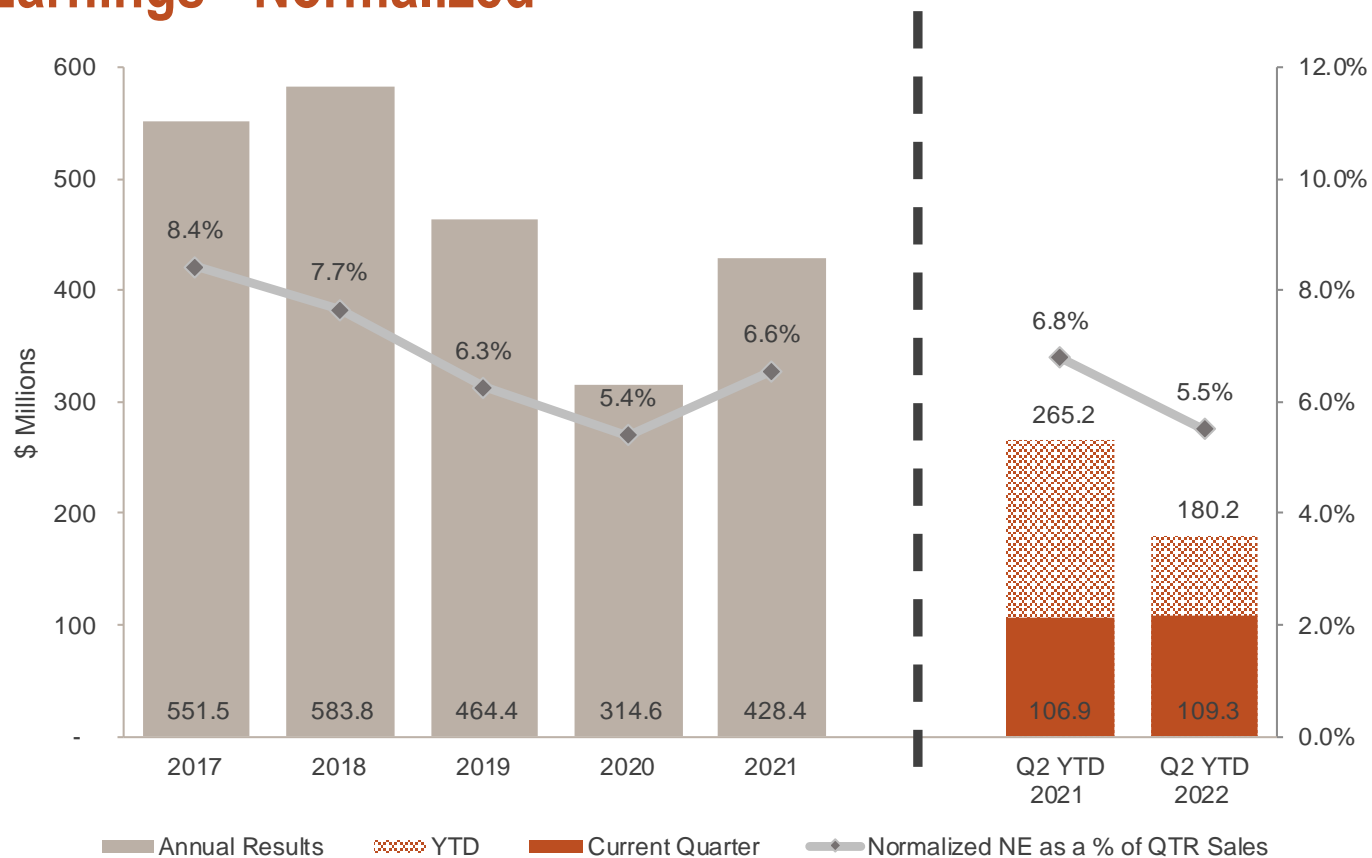
2 - Free Cash Flow in 2019 has been adjusted for additions of property, plant and equipment related to the dissolution of a joint venture.

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 Q2 2022 this calculation is TTM FCF of \$358 million (Q2 2021 - \$1,171 million) divided by fully diluted shares of 65 million (Q2 2021 - 66 million) divided by share price of \$54.54 (Q2 2021 - \$77.75).

# Annual Sales



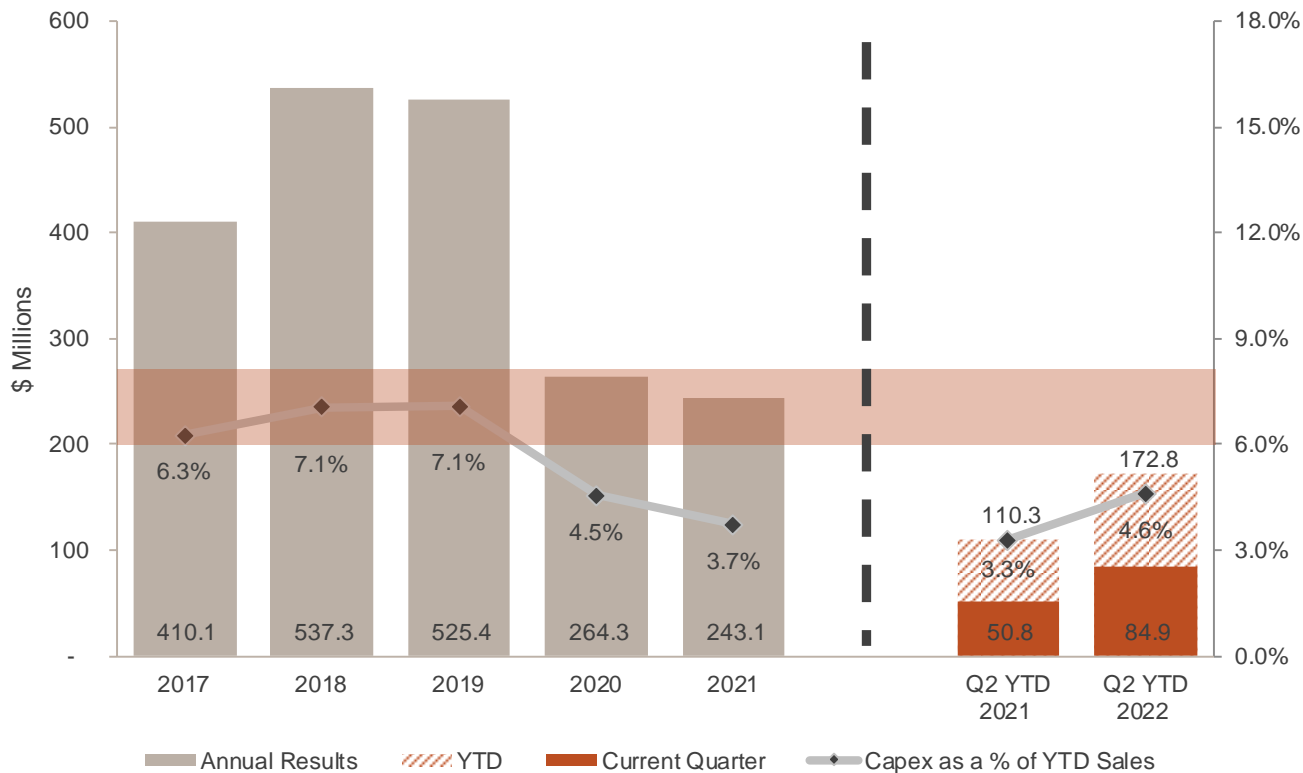
# Net Earnings - Normalized<sup>1</sup>



<sup>1</sup> - Net Earnings - Normalized is a non-GAAP financial measure. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2022 MD&A.

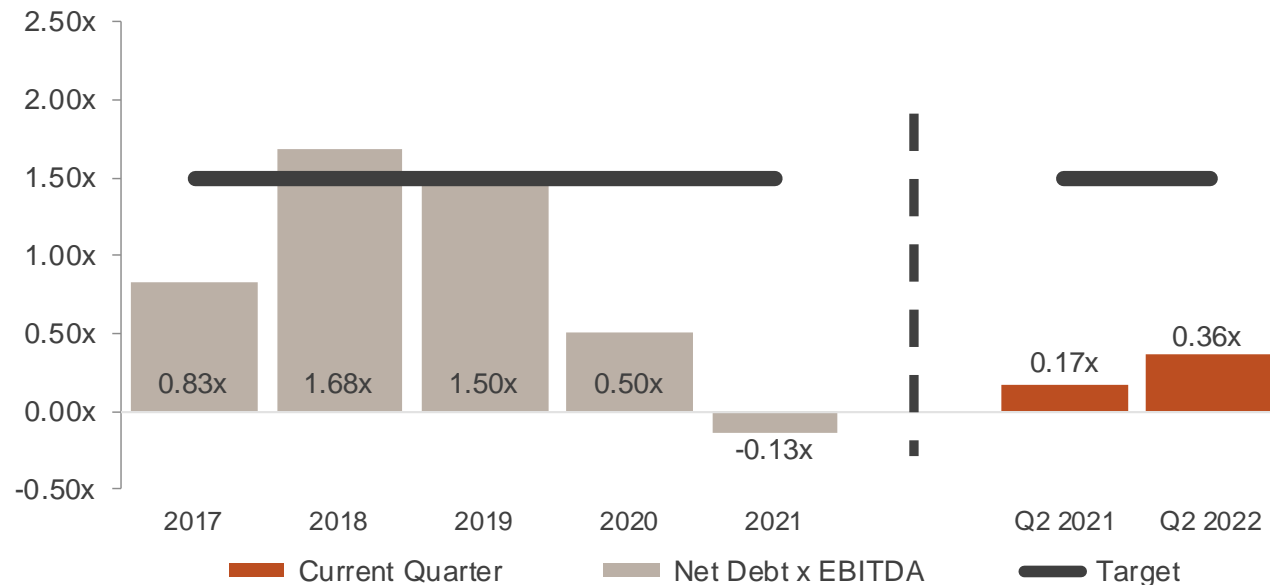


# Operational Capital Expenditures



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

# Net Debt to EBITDA<sup>1</sup>



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

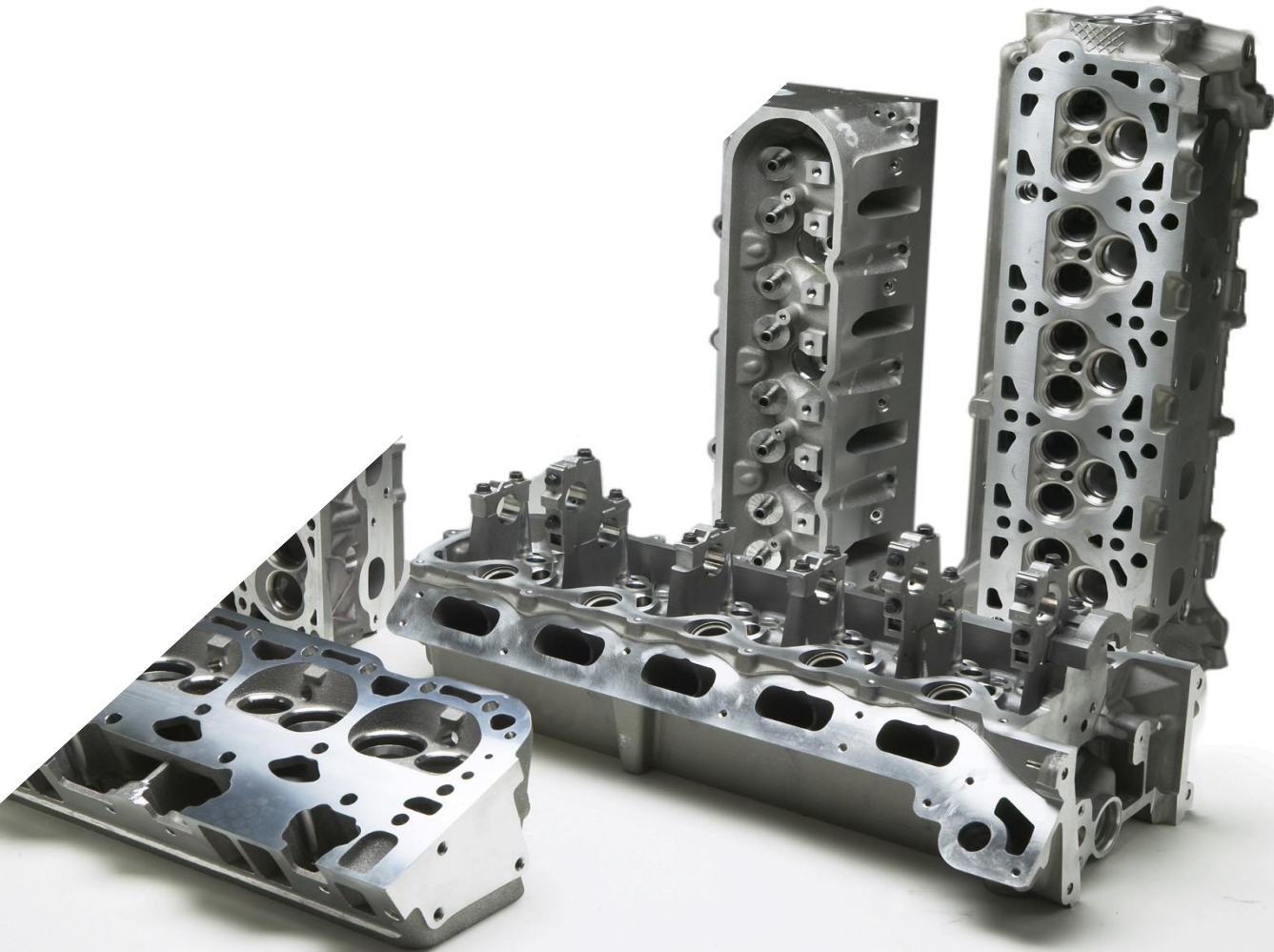


# Thank You

[www.linamar.com](http://www.linamar.com)

  @linamarcorp  
  Linamar Corporation

# Appendix



# Diverse Key Products

## Industrial

**SKYJACK**  
simply reliable

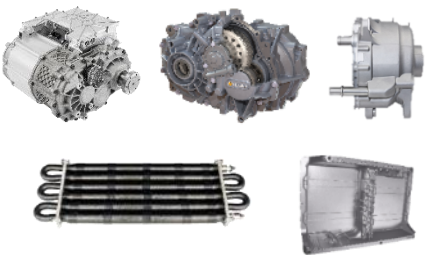


**MacDon**



## 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



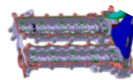
## Engine



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

