

# Investor Presentation

May 2023



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

## Transportation

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



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

# Diverse Key Products

## INDUSTRIAL



## MOBILITY



Electrified  
Products



Structural and  
Chassis



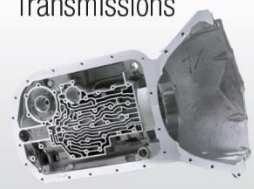
Engine



Driveline

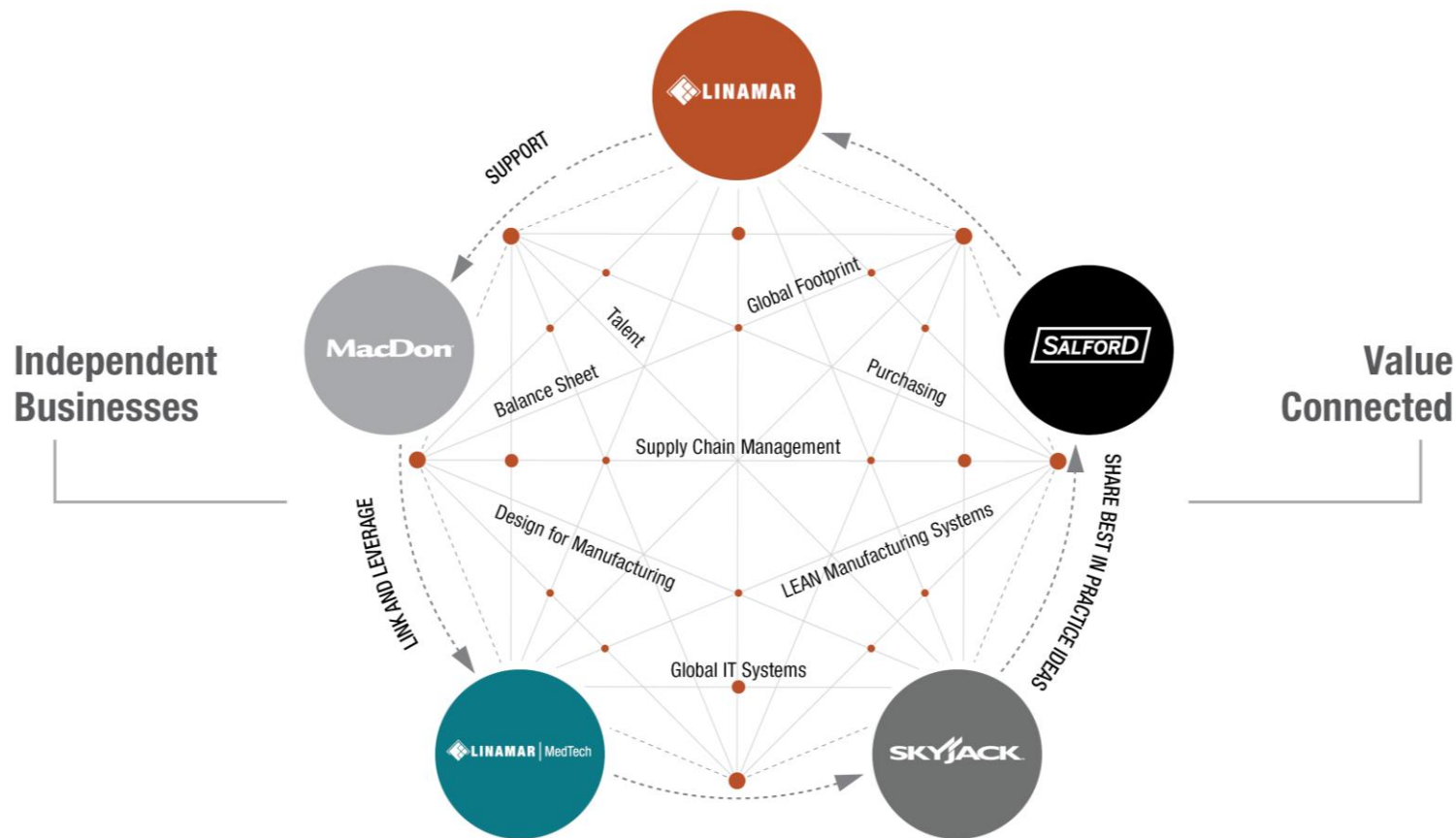


Transmissions



# Linamar's Unique Value Creation Model

## Deeply Interconnected Businesses Driving Value Across Multiple Vectors





# Key Drivers of Market Opportunity



# Market Concentration Balance

## Industrial

Mobile Industrial Equipment | Fabricated Assemblies

Sales  
26%

## Mobility

Engine | Transmission | Driveline | Body

Sales  
74%

### ACCESS



13.4

### AGRICULTURAL



12.1

### AUTOMOTIVE



68.4

### OFF HIGHWAY



1.9

### COMMERCIAL



4.2

# Key Business Strategies



- Increase electrified content through the eLIN strategy:
  - *Power Generation*
  - *Energy Storage*
  - *Propulsion Systems*
  - *Structural & Chassis*
- Grow product lineup that is propulsion agnostic
  - Target the majority of sales in propulsion-agnostic products
- Mine opportunistic ICE market as volumes decline but addressable market increases with an eye to mitigate risk



- Growth in China to accelerate market penetration
- Expansion in Mexico to increase capacity
- Globalize and expand product lineup in all 3 regions



- Expand product lineup
  - Focus on tillage, crop protection and nutrition
  - Integration of Salford
- Global growth for all products



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



# Diverse Core Manufacturing Capabilities

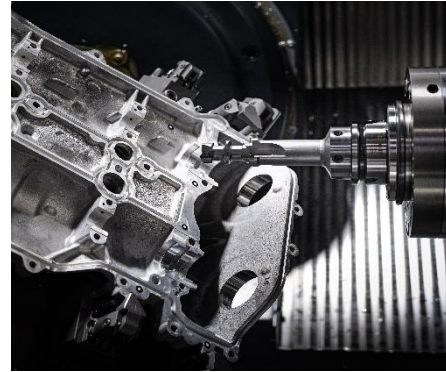
## Metal Forming

- 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

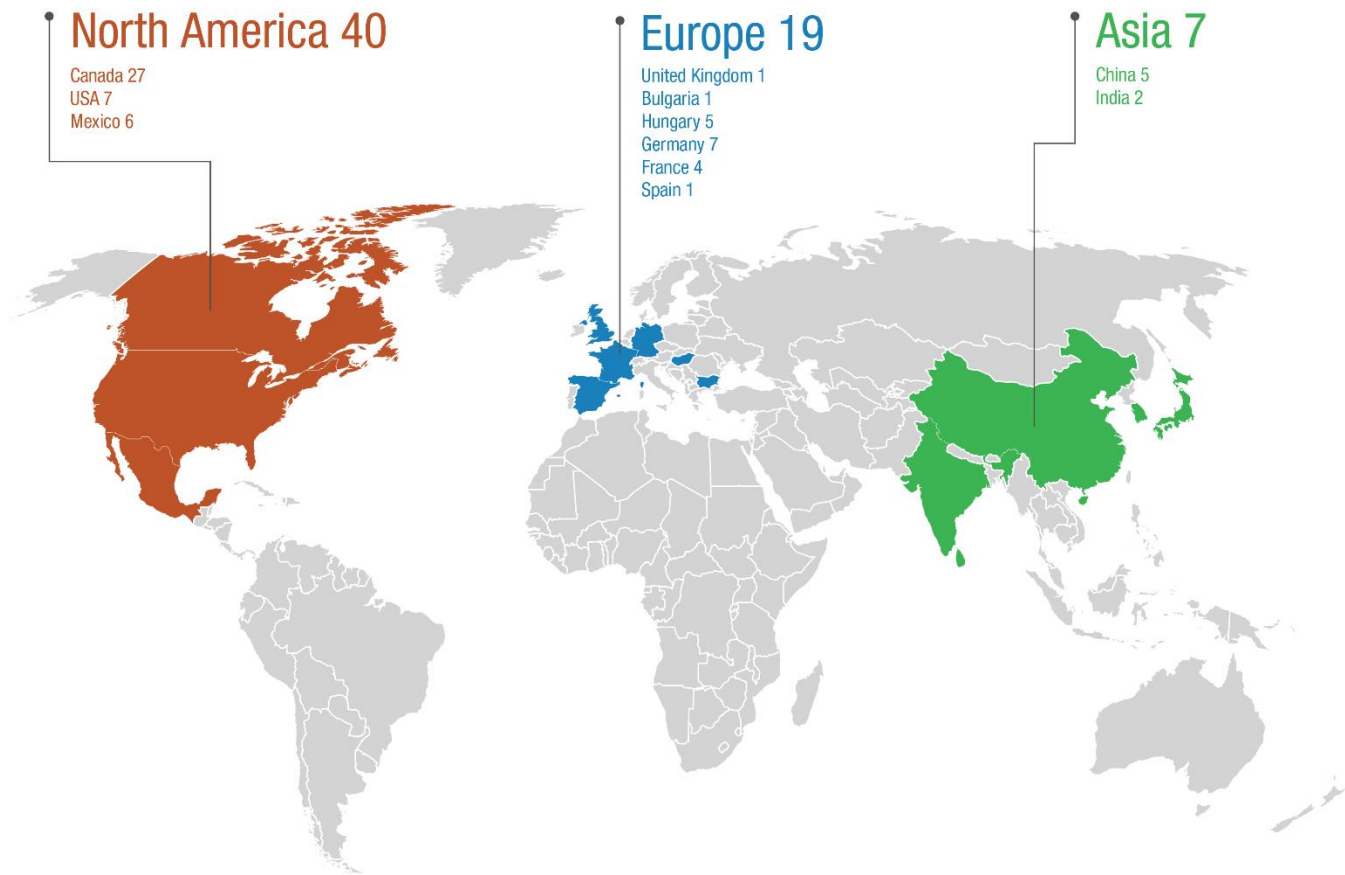
- Advanced Automation & Robotics
- CNC Expertise
- Complex Assemblies
- Hydroforming
- Heat Treatment

## Light Metal Casting

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



# Strong Global Footprint



Global Headcount  
**28,812**

- 53 Facilities with IATF 16949
- 11 Facilities with ISO 9001
- 56 Facilities with ISO 14001
- 41 Facilities with ISO 45001
- 1 Facilities with ISO 13485

**66** Manufacturing Facilities  
**28** Sales Offices  
**14** R&D Centres

# 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
  - Unconscious Bias Training Completed Globally by leaders
  - **Diversity Council 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 on Board
- Annual integrity and anti-corruption training
- Whistleblower policy to ensure good conduct
- Skill matrix to ensure comprehensive board capabilities
- Diversity Policy Implemented



# 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



# 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.



**Clean Energy is Energy that is produced without negative impact to the environment**  
Hydro, Wind, Solar, Green Hydrogen, Geo-Thermal, Nuclear

## 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

## How?

1. **Maximize utilization of clean energy** globally, **implement offsets** for any energy that is not clean
2. **Minimize utilization of energy & production of emissions** in our facilities and activities
3. **Track critical metrics** in every facility and push for continuous **improvement every day**

## 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



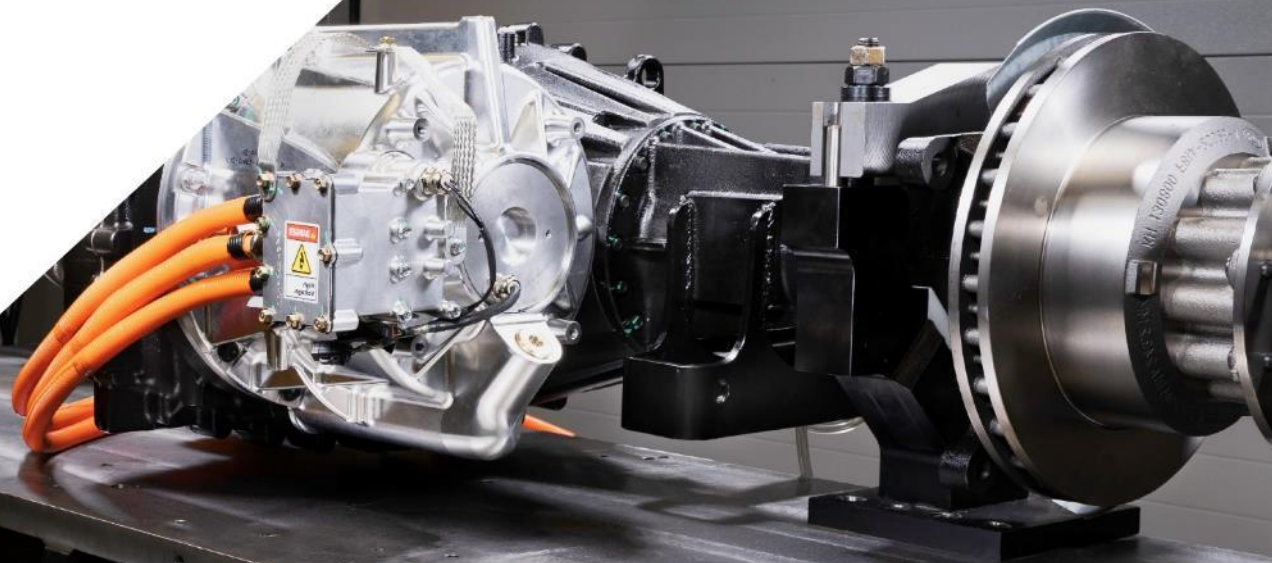
## Women in STEM Calendar

We have distributed **70,000 calendars** in the past 4 years, & over 17,000 of our 5<sup>th</sup> edition; 2023 calendars!



# Innovation

Driving the Advanced Manufacturing Agenda



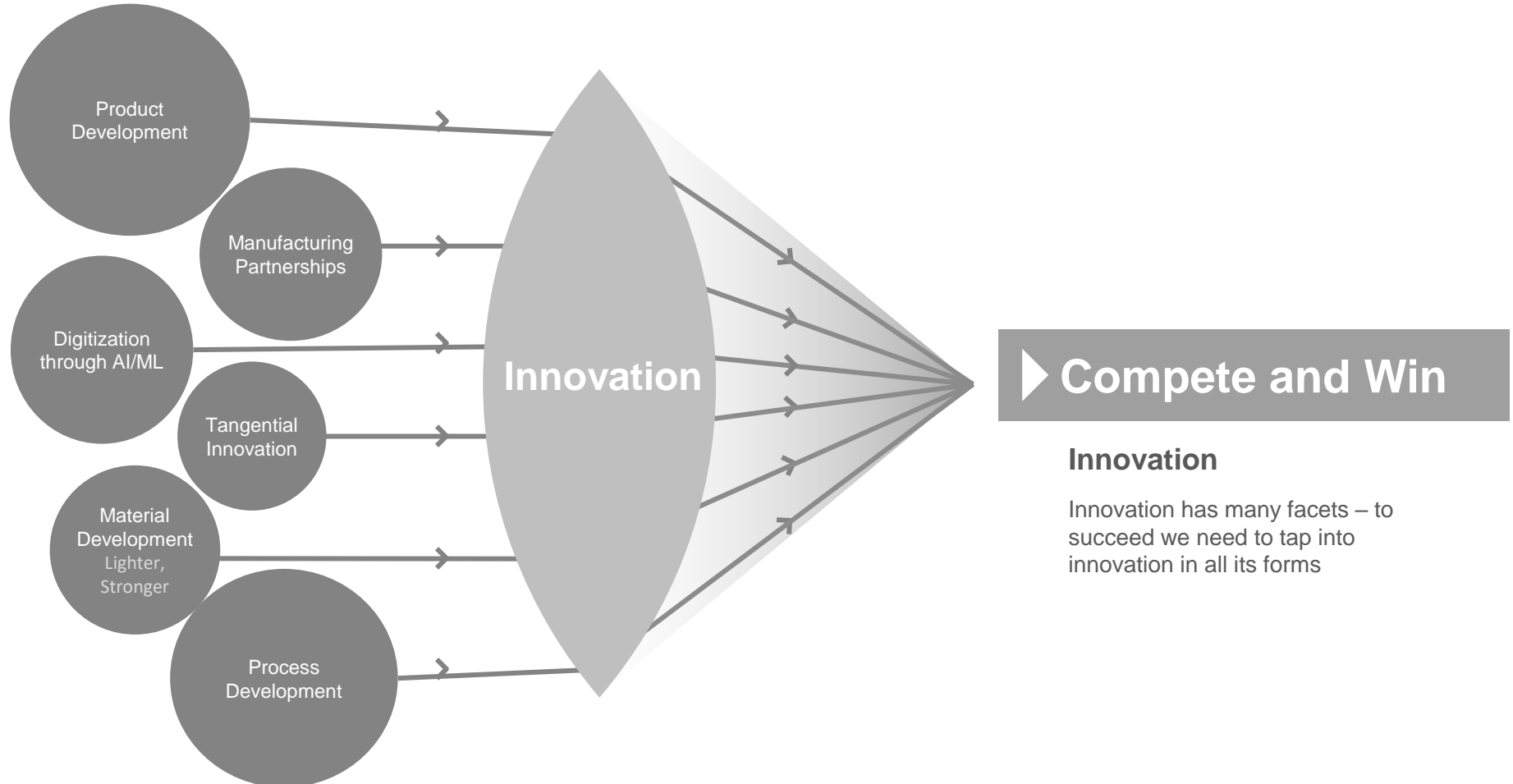
# Innovation

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



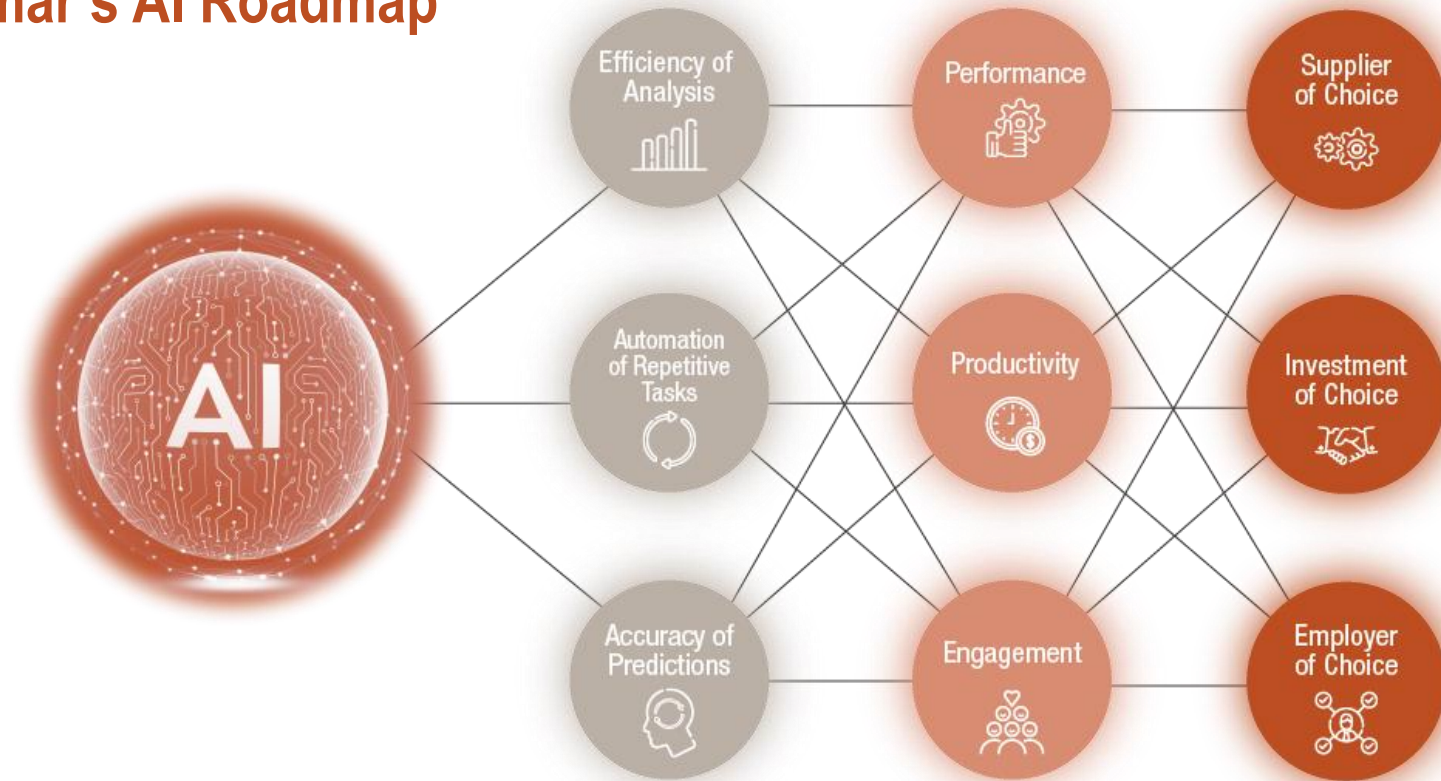
|  |          | Mobility   | SKYJACK<br>simply reliable | MacDon                | LINAMAR   MedTech          |
|--|----------|--|----------------------------|-----------------------|----------------------------|
|  | PRODUCT  | Electrification & Emission Reduction                       | Electrification            | 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><br>     | <b>Ballard</b><br>Joint Development & Selling                 | <b>Fuel Cell Electrification</b><br>Pass Car<br>Class 1 and 2 Truck | <b>“Plug &amp; Play” FCEV Powertrain Rolling Chassis Solutions</b>  |   |
|   | <b>Exro</b><br>Joint Development & Selling                    | <b>Electrification</b><br><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><br>Joint Development, Selling & Manufacturing | <b>Electrification</b><br>Broad Based Mobility Applications         | Battery Pack Innovation & Battery Management Systems Technology – Flexible, Lower Cost, Better Efficiency |  |
|   | <b>Marel Power Systems</b><br>Manufacturing                   | <b>Electrification</b><br>EV Power Electronics                      | Technologies for DC to AC switching with significant power density improvements                           |  |
| <b>Operational Efficiency</b><br> | <b>IM Systems</b><br>Manufacturing                            | <b>Robotics</b><br>Industrial                                       | <b>Faster, More Precise, Lower Cost Tractive Contact Driven Robotics Solutions</b>                        |   |
| <b>Digitization</b><br>          | <b>Synaptive</b><br>Manufacturing                             | <b>Robotics</b><br>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.

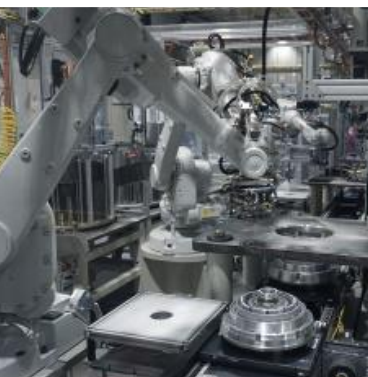


Reduce cycle times, improve uptime to lower costs, improve productivity, drive faster analysis and number crunching.



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



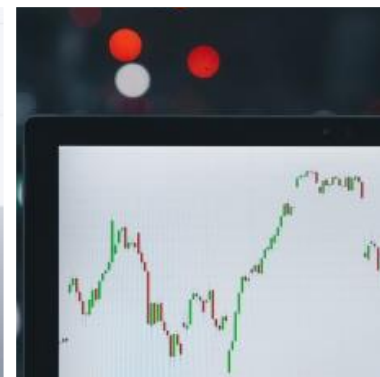
## VISION SYSTEMS

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 – May 2023

66

Plants



5,234

LMMS Data  
Collection Connections



3,603

Robots



1,078

Traceability  
Marking  
Stations



3,106

Connected Machines



2,328

RFID Stations



2,797

Traceability Read Stations



1,201

Vision Systems

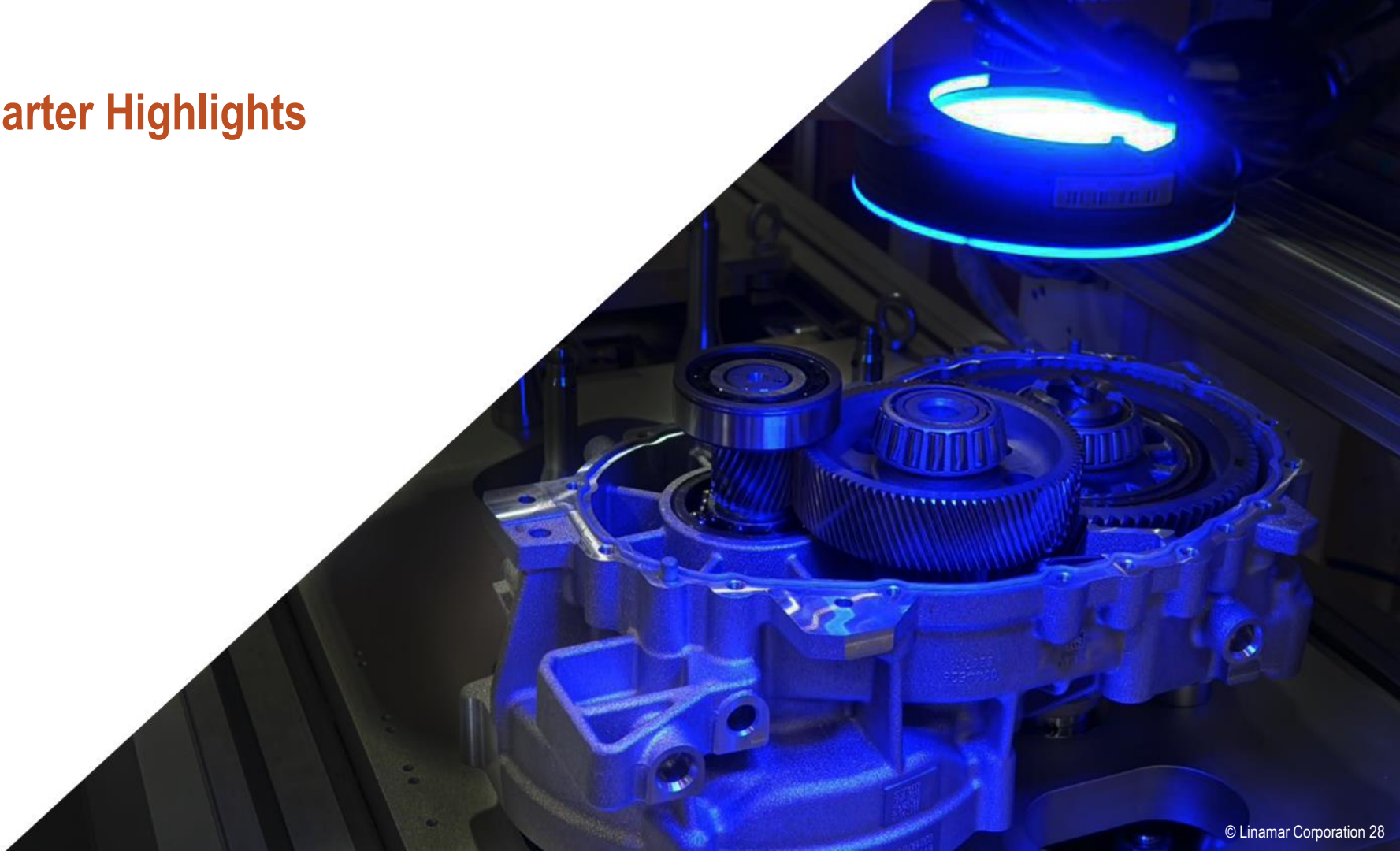


6

AGVs



# Quarter Highlights



# Q1 2023: Performance Highlights

## Focus on Customers



### 2022 Theme: Growth Evolution

- Operating results backed by strong performance of Industrial segment highlighting the benefits of a diversified business model
- Record level of Content per Vehicle (CPV) reach in North America in the first quarter
- Announced next phase of Structural & Chassis High Pressure Die Casting (HPDC) strategy with construction of new state of the art Giga Casting Plant in Welland, Ontario, Canada (SOP Q1 2025)
- R&D milestone achieved with new Battery Electric Vehicle (BEV) Technology Demonstrator Truck launched at Alternative Clean Transportation (ACT) Expo

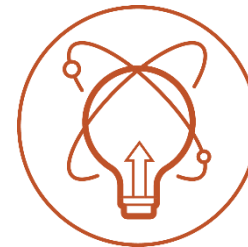
## Focus on Employees



### 2022 Theme: Building the Bench

- Labour shortage situation improving compared to last year, recent successful job fairs seeing increased applicants
- Deepening learning and organizational awareness of Diversity, Equity & Inclusion matters
- New initiatives underway focused on long-term staff planning around required skills and diversity needs of the future

## Focus on Financial



### 2022 Theme: Sustainable Efficiency

- Revenues sets a new quarterly record at \$2.29B
- Normalized EPS up 83.3% on strong demand and easing macro headwinds
- Launch book stands at \$4.2B, with close to 80% of new business wins on electrified or propulsion agnostic programs
- **Strong Liquidity<sup>1</sup> of \$1.3 billion**
- Sustainability Council making progress on key emission management data systems, energy metrics, conservation initiatives, etc.



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

|  | Q1 2023 | Q1 2022 | % Δ     |
|--|---------|---------|---------|
| Sales  | 2,292.7 | 1,778.1 | 28.9%   |
| Industrial Sales                               | 585.0   | 368.2   | 58.9%   |
| Mobility Sales                                 | 1,707.7 | 1,409.9 | 21.1%   |
| EBITDA – Normalized <sup>1</sup>               | 297.1   | 210.8   | 40.9%   |
| EBITDA – Normalized Margin <sup>1</sup>        | 13.0%   | 11.9%   |         |
| Industrial OE – Normalized <sup>1</sup>        | 97.5    | 13.4    | 627.6%  |
| Industrial OE – Normalized Margin <sup>1</sup> | 16.7%   | 3.6%    |         |
| Mobility OE – Normalized <sup>1</sup>          | 78.3    | 93.1    | (15.9%) |
| Mobility OE – Normalized Margin <sup>1</sup>   | 4.6%    | 6.6%    |         |
| OE – Normalized <sup>1</sup>                   | 175.8   | 106.5   | 65.1%   |
| OE – Normalized Margin <sup>1</sup>            | 7.7%    | 6.0%    |         |
| NE – Normalized <sup>1</sup>                   | 121.7   | 70.9    | 71.7%   |
| NE – Normalized Margin <sup>1</sup>            | 5.3%    | 4.0%    |         |
| EPS – Normalized <sup>1</sup>                  | 1.98    | 1.08    | 83.3%   |

## Q1 2023

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

- Excellent performance in the industrial segment; and
- Strong performance from launching business and recovering markets in the mobility segment; partially offset by
- Higher SGA and fixed costs supporting growth
- A slowdown in our Asia Pacific group due to covid outbreaks
- Increased costs partially offset by customer price recoveries

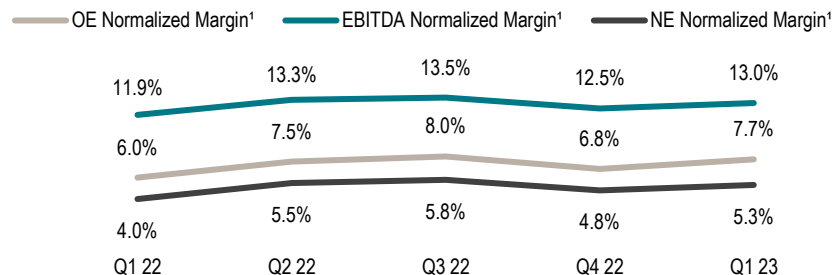
The **key impacts to the segments vs prior year** are:

### Mobility

- Markets up 9.8% in NA , 17.4% in EU, and flat at 0.6% in AP;
  - Market recovery enhanced by strong launch performance; offset by
- Weak quarter for Asia Pacific re covid;
- Impact of Mills River acquisition
- Increased costs partially offset by customer pricing relief









### Industrial

- Significant increase in both our access and ag business sales on stronger markets enhanced by market share growth
- Salford acquisition performing very well;
- Increased costs offset by pricing



<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 Q1 2023 MD&A.

# Market Snapshot

|               |  |  |  |  |               |  |  |  |  |
|---------------|---|---|---|---|---------------|---|---|---|---|
| 2023          | Light Vehicle   | Commercial Truck  | Agriculture   | Access  | 2024          | Light Vehicle   | Commercial Truck  | Agriculture   | Access  |
| North America | ▲ 5.2%  | ▼ -1.5%   | ▲ 5%  | ▲ 9.6%  | North America | ▲ 3.4%  | ▲ 3.3%  | 0%  | ▲ 4.3%  |
| Europe        | ▲ 7.0%  | ▼ -1.7%   | 0%  | ▲ 9.3%  | Europe        | ▲ 3.7%  | ▲ 4.9%  | 0%  | ▲ 5.1%  |
| Asia          | ▲ 2.3%  | ▲ 22.5%   | n/a   | ▲ 13.3%   | Asia          | ▲ 2.6%  | ▲ 17.1%   | n/a   | ▲ 7.7%  |
| Rest of World | ▲ 4.6%  | n/a   | 0%  | n/a   | Rest of World | ▲ 6.4%  | n/a   | 0%  | 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 23 Expectations

### ■ Mobility

- Sales modestly up from Q1 2023 but well up from prior year
- Normalized OE up in double digits from Q1 2023 but not to Q2 2022 levels
  - Asia Pacific recovering
  - Energy costs starting to normalize in Europe, launches building

### ■ Industrial

- Double digit sales growth, seasonally well up from Q1 2023, more significant growth from prior year
- Double digit normalized OE growth
  - Meaningfully up from Q1 2023, more significant growth vs. Q2 2022
  - Stronger sales, continued supply chain improvements

### ■ General

- Sales modestly up from Q1 2023, meaningful double-digit growth from prior year
- Meaningful double digit EPS growth to Q1 2023, more significant growth from Q2 2022

| Consolidated                       | Normal Ranges | 2022 Actuals | Expectations 2023               | Expectations 2024              |
|------------------------------------|---------------|--------------|---------------------------------|--------------------------------|
| Sales Growth                       |               | 21.1%        | Double Digit Growth             | Double Digit Growth            |
| Normalized EPS Growth <sup>1</sup> |               | -4.1%        | Significant Double Digit Growth | Double Digit Growth            |
| Normalized Net Margin <sup>1</sup> | 7.0% - 9.0%   | 5.1%         | Expansion                       | Expansion into Normal Range    |
| Capex (% of Sales)                 | 6.0% - 8.0%   | 411m<br>5.2% | High End of Normal Range        | High End of Normal Range       |
| Leverage Net Debt:EBITDA           |               | 0.42         | Continued Strong Balance Sheet  | Continued Strong Balance Sheet |
| Free Cash Flow <sup>1</sup>        |               | \$ 94 m      | Strongly Positive               | Strongly Positive              |

| Industrial                               |               |       |                                 |                     |
|--|---------------|-------|---------------------------------|---------------------|
| Sales Growth                             |               |       |                                 |                     |
| Skyjack                                  |               |       | Double Digit Growth             | Double Digit Growth |
| Agriculture                              |               |       | Double Digit Growth             | Double Digit Growth |
| Normalized OE Growth                     |               | 6.4%  | Significant Double Digit Growth | Double Digit Growth |
| Normalized Operating Margin <sup>1</sup> | 14.0% - 18.0% | 10.1% | Expansion into Normal Range     | Expansion           |

| Mobility   |              |        |                         |                         |
|--|--------------|--------|-------------------------|-------------------------|
| Sales Growth   |              |        | Double Digit Growth     | Double Digit Growth     |
| Factors Influencing Sales Growth                               |              |        |                         |                         |
| Launch Book Nearly \$4.2 Billion Driving Incremental Sales Of: |              | \$760m | \$750 to \$850 million  | \$800 to \$900 million  |
| Business Leaving (% Consolidated Sales)                        | 5.0% - 10.0% |        | Low End of Normal Range | Low End of Normal Range |
| Normalized OE Growth   |              | -12.2% | Growth                  | Double Digit Growth     |
| Normalized Operating Margin <sup>1</sup>                       | 7.0% - 10.0% | 6.2%   | Modest contraction      | Expansion               |

<sup>1</sup> - 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 2023 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 Saltillo area



## 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.





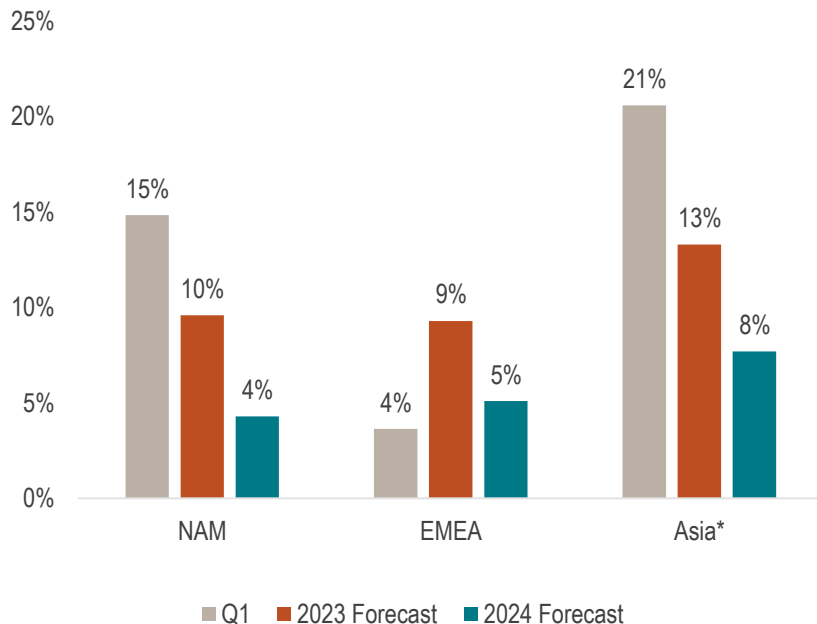
# Industrial Segment - Access

## Access Equipment Market Commentary

- Supply chain shortages and higher commodity prices are continuing to limit production and shipments as well as negatively impact costs.
- Rental demand is strong as companies look to counter fleet aging experienced during COVID.
- Stable end market demand activity with equipment utilization levels now in line with peak 2019 levels
  - NAM access market up 15% in Q1
  - EMEA access market up 4% in Q1
  - Asia access market up 21% in Q1
- NAM and Asia expected to see double-digit growth in 2023, EMEA expected to be up 9%. Mid-single digit growth expected for 2024

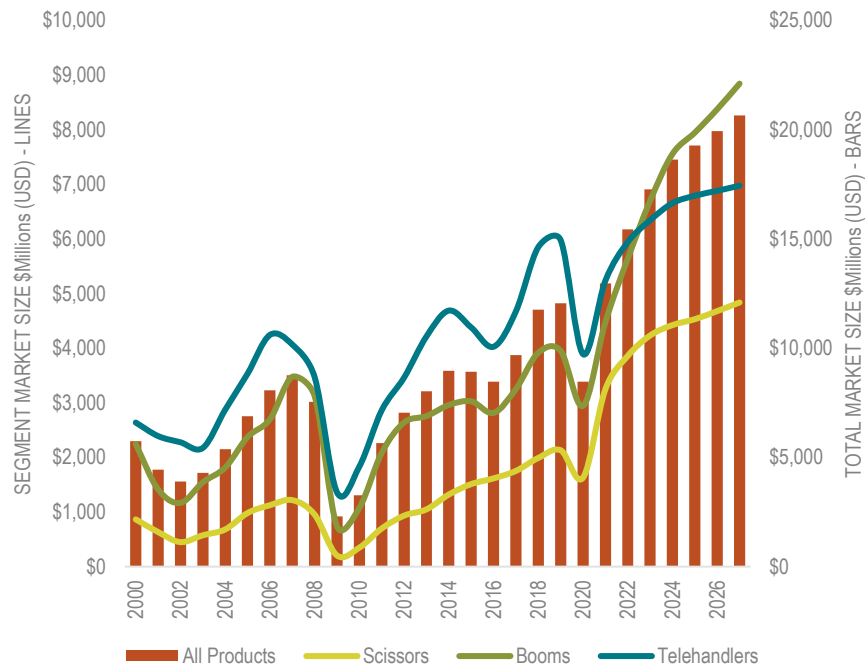


## Access Industry YTD Results & Forecast % Change vs. Prior Year

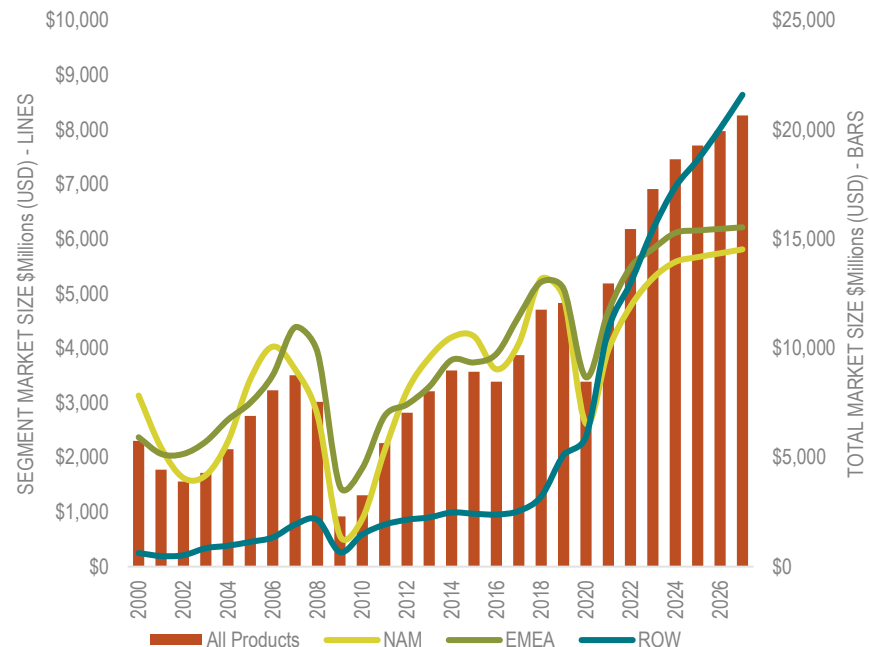


# Access & Material Handling Equipment

MOBILE EQUIPMENT MARKET PRODUCT MIX

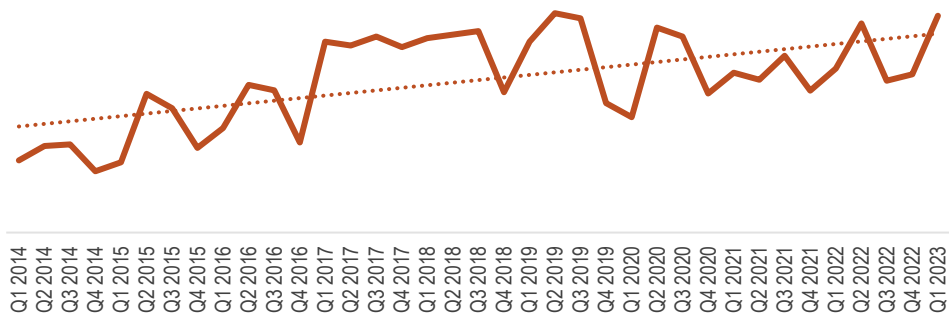


MOBILE EQUIPMENT MARKET GEOGRAPHIC MIX

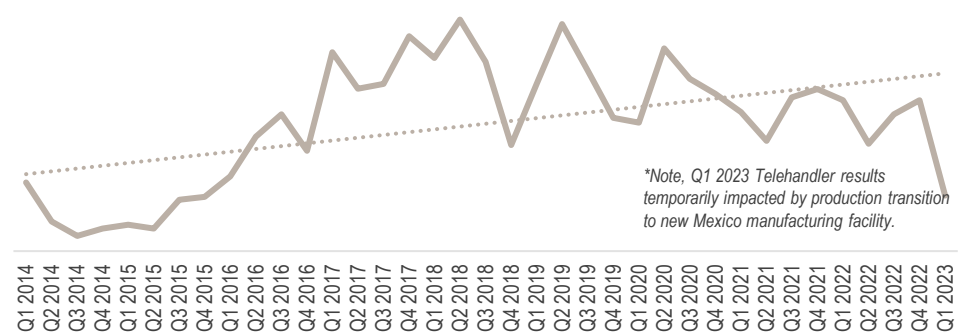


# Skyjack Market Share

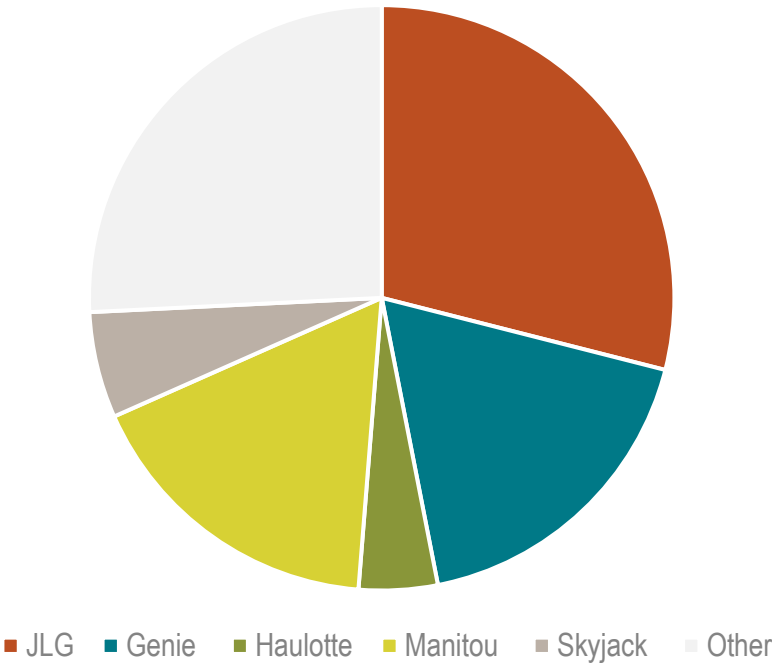
Boom Market Share (North America)



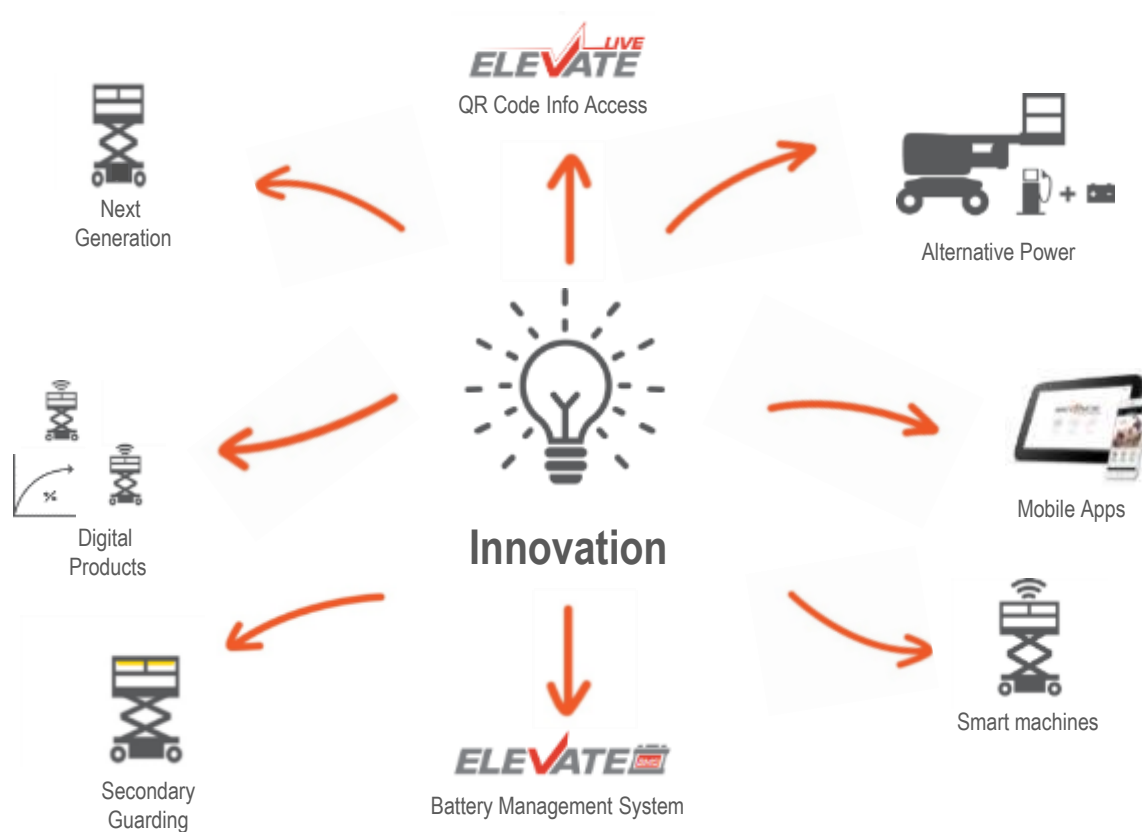
Telehandler Market Share (North America)



2022 Global Market of \$13.8B



# Skyjack's Innovation Strategy





# Food & Agriculture





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

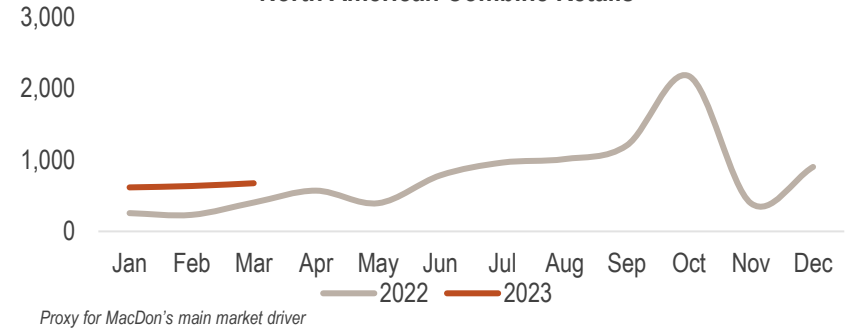


# Industrial Segment - Agriculture

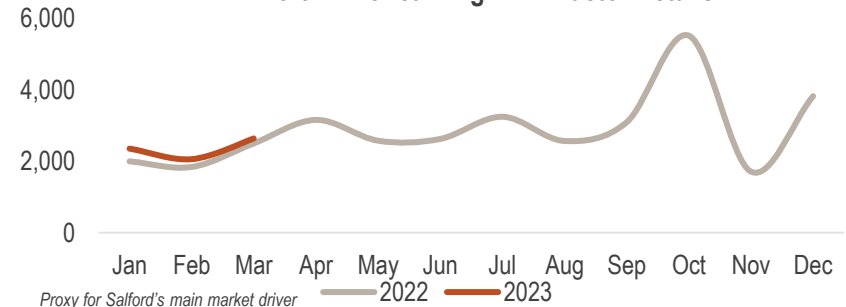
## Agriculture Market Commentary

- Supply chain issues continue to persist, and although moderating to some degree, they continue to impact customer deliveries
- Inventory remains lean within Ag. equipment retailers which continues to drive demand from manufacturers
- Dealer sentiment is strong in both the tillage and self-propelled application segments, but is tempered by availability due to capacity and supply chain
  - North America combine retails up 117% in Q1 2023
  - North American High HP tractor retails up 11% in Q1 2023
- 2023 combine retails expected to be up 5% in NA, flat in ROW, and EU
- North American High HP tractor retails expected to be up 5% in 2023, flat in ROW and EU

North American Combine Retails



North American High HP Tractor Retails



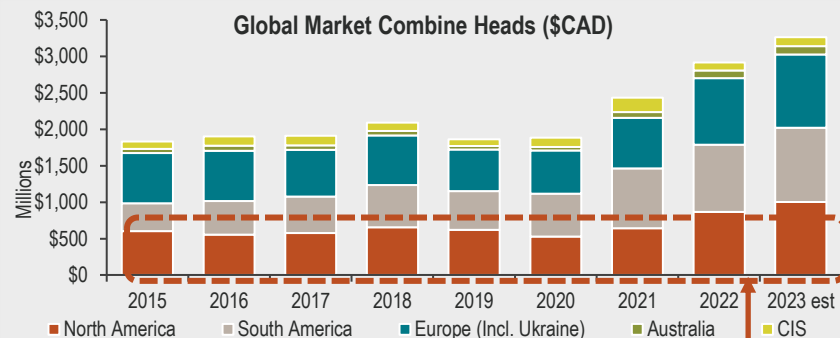
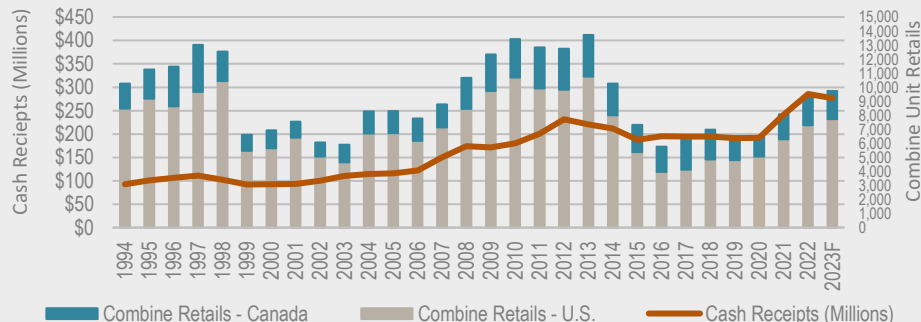
# Key Market Strategies and Growth

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

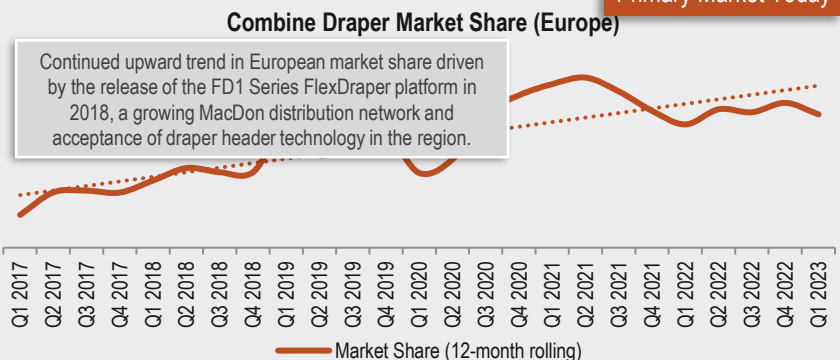


## Food

- 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>



Salford Group manufactures high-quality tillage and application equipment with a performance advantage.

Salford strives to create outstanding customer experiences and maintain product leadership through innovation.



# Acquisition of Salford Group to Expand Agricultural Portfolio



- June 2022 acquisition of the Salford Group of companies, a global leader in crop nutrition application and tillage products
- This acquisition expands Linamar's agriculture portfolio as an excellent compliment to MacDon Industries in the ag sector
- Increases content potential with greater addressable market to the full crop production cycle



# Mobility





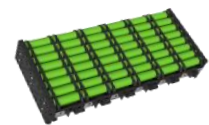
# Mobility Products Portfolio



Power  
Generation



Energy  
Storage



Propulsion



Structural  
and Chassis



## Advanced Driveline

Power  
Transfer Units



Rear Drive  
Unit



Disconnect

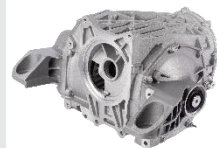


## Propulsion

Engine



Driveline



Transmission

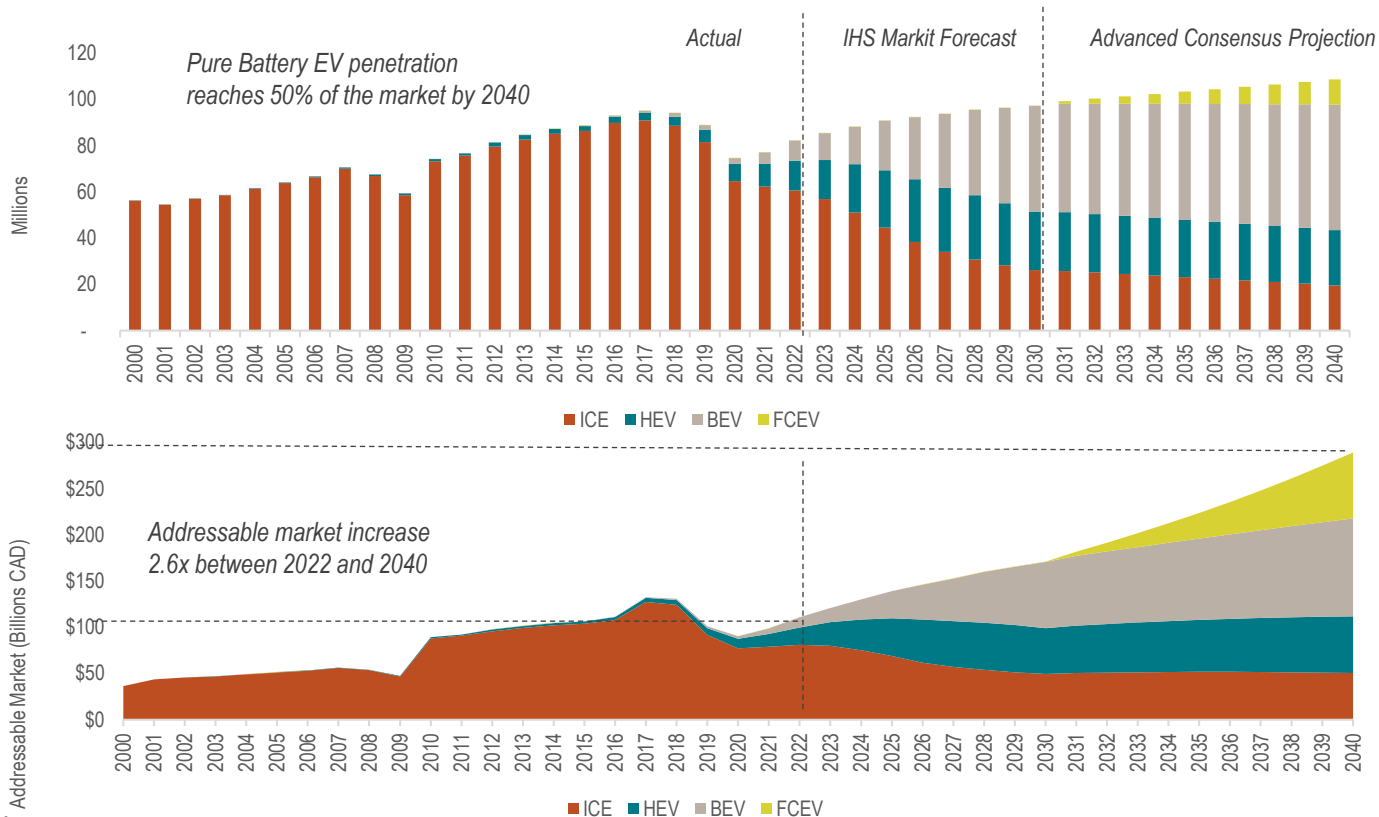


# Key Market Strategies - Flexible & Opportunistic



## Mobility

- Increase electrified content through the eLIN strategy:
  - Power Generation
  - Energy Storage
  - Propulsion Systems
  - Structural & Chassis
- Grow product lineup that is propulsion agnostic
  - Target the majority of sales in propulsion agnostic products
- Mine opportunistic ICE market as volumes decline but addressable market increases with an eye to mitigate risk



Source

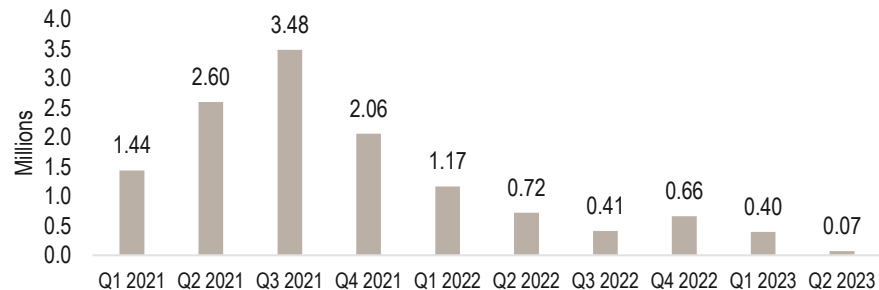
IHS Forecasting 2000-2029. Advanced Consensus Projection 2030-2040

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 9, 2023)

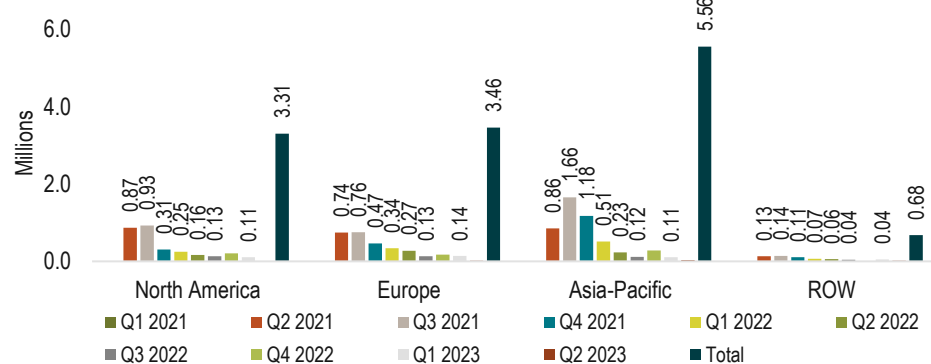
# Semiconductor Chip Shortage – Light Vehicle Production Impact

Announced volume loss of 9.6M units in 2021, 3.0M units in 2022. 0.5M units 2023YTD.

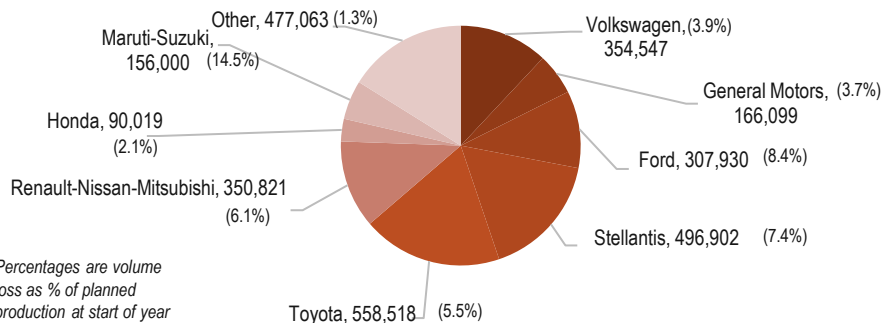
Announced Volume Loss by Quarter



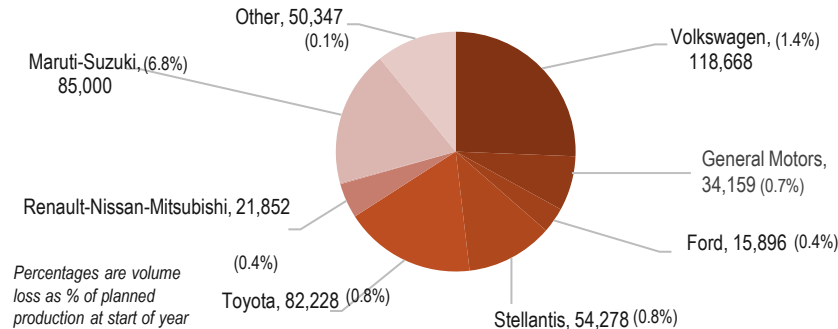
Announced Volume Loss by Region



Announced Volume Loss by OEM  
Total 2022

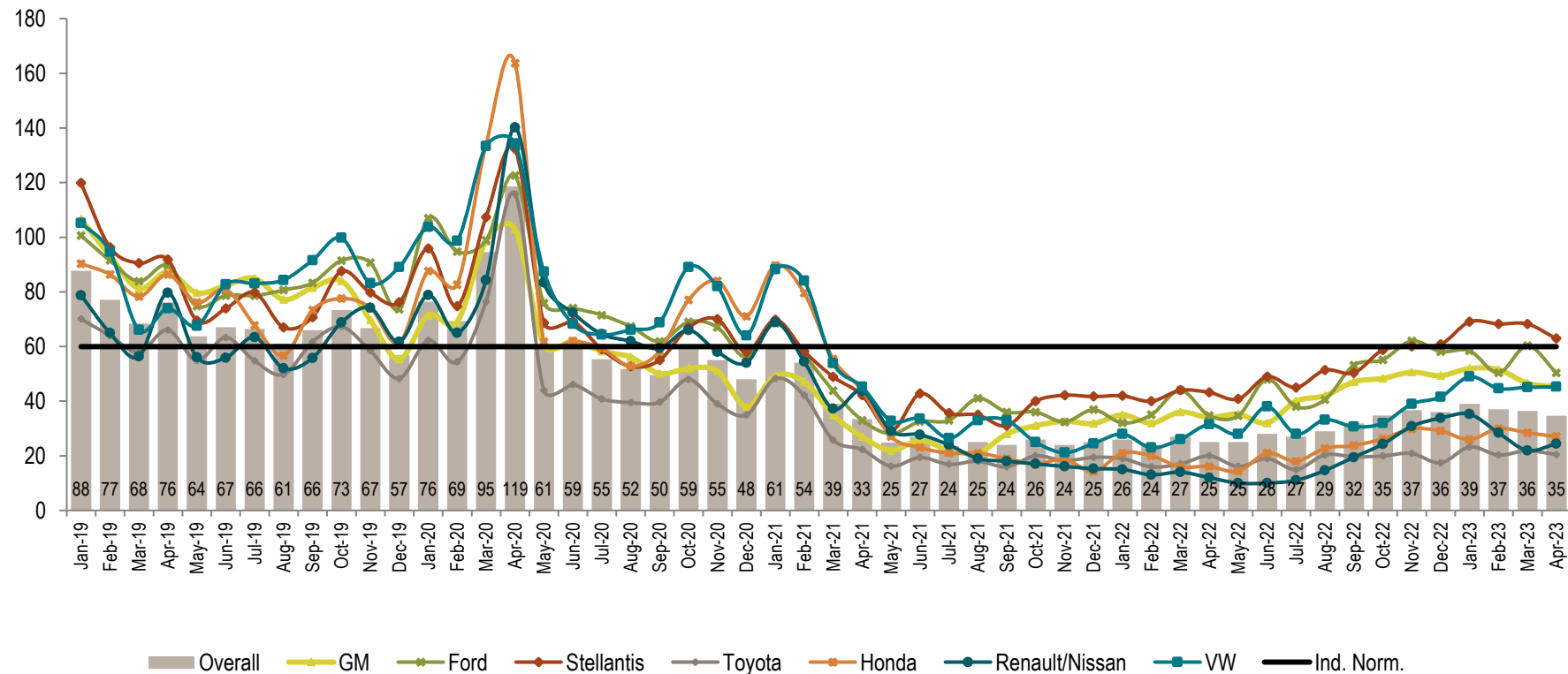


Announced Volume Loss by OEM  
Total 2023YTD



# US Light Vehicle Inventory – Days' Supply

Inventory still well below industry norm of 60 days' supply

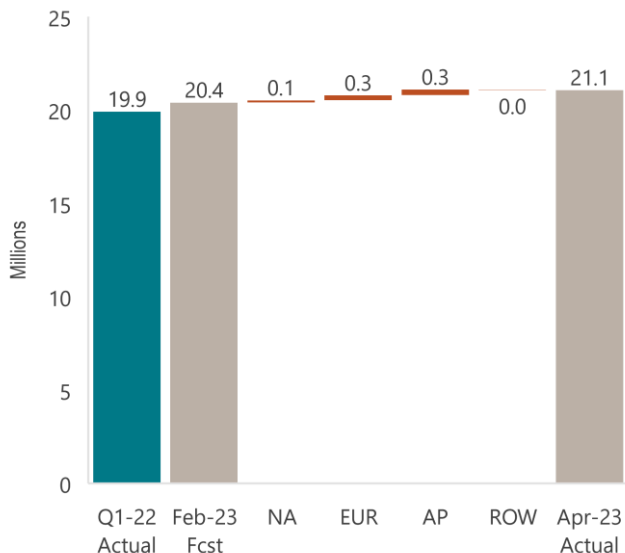




# Global Light Vehicle Market: Q1 2023, Q2 2023, and 2023

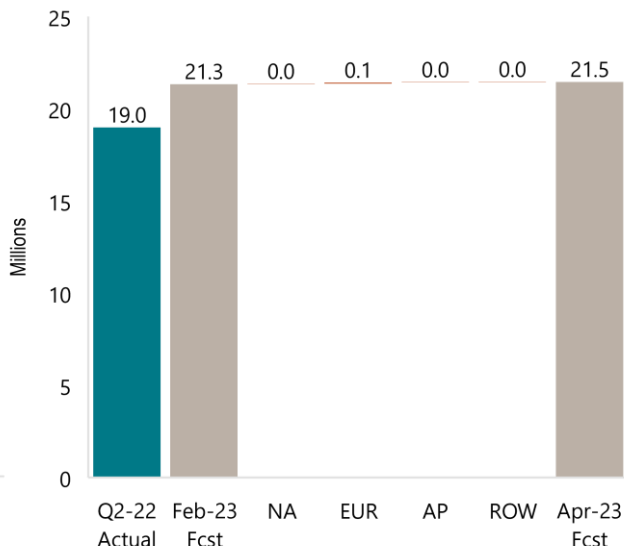
*Q1 2023 production increased by 0.7M units. Q2 2023 forecast increased by 0.1M units. 2023 full-year forecast increased by 0.4M.*

**Q1-2023 Global Vehicle Production By Region**  
Change in Production Apr-2023 vs. Feb-2023 Forecast



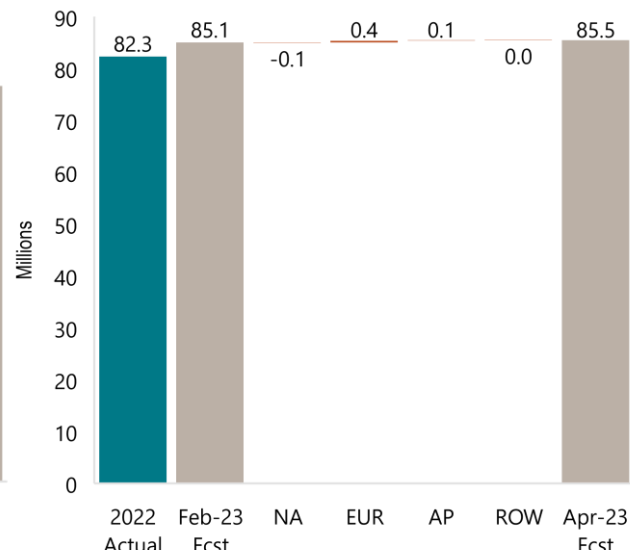
- Q1 2023 production increased by 661,000 units on improved supply chains in Europe and Japan / Korea
- Q1 2023 production increased 6% versus Q1 2022

**Q2-2023 Global Vehicle Production Forecast By Region**  
Change in Forecast Apr-2023 vs. Feb-2023



- Q2 2023 forecast relatively unchanged versus prior quarter, +122,000 units
- Q2 2023 production expected to be up 13% versus prior year

**2023 Global Vehicle Production Forecast By Region**  
Change in Forecast Apr-2023 vs. Feb-2023



- 2023 full-year outlook Increased by 394,000
- 2023 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



H<sub>2</sub> Fuel Cells

### Energy Storage



H<sub>2</sub> Storage

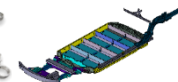


e- Storage

### Structural & Chassis



Suspensions



Structural

# Innovation: R&D Milestone

## BEV Technology Demonstrator Truck



- ACT Expo is the world's largest display of advanced clean transportation technology for commercial vehicles
- Linamar Showcased its eLIN Portfolio of Electrified Solutions



### Demonstrator Truck Details:

- Fully functioning retro fitted 2500 Pickup Series BEV
- 2022 / 2023 R&D Project by the eLIN Product Solutions Group
- Showcases performance capabilities of eLIN eUD10 Beam eAxe design (x2, front & rear)
- Equipped with eMatrix Battery Pack
- Launched at 2023 ACT Expo
- Will begin Ride & Drive road shows for potential OEM customers over the coming months

# Innovation: eLIN eAxe Product Family Announced



Light Duty  
Independent eAxe



eLD 05

Vehicle Class

1 2 3 4 5 6 7 8

Light Duty Beam  
eAxe



eLD 05

Vehicle Class

1 2 3 4 5 6 7 8

Utility Duty Beam  
eAxe



eUD 10

Vehicle Class

1 2 3 4 5 6 7 8

Medium Duty Beam  
eAxe



eMD 15

Vehicle Class

1 2 3 4 5 6 7 8

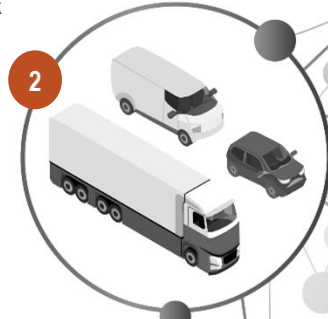
- Linamar's eLIN Product Solutions Group finalized the family of eAxe products with a range of Electrified Propulsion solutions for Light Duty Independent eAxe, Light Duty Beam eAxe, Utility Duty Beam eAxe and Medium Duty Beam eAxe
- Portfolio family covers Passenger Car to Medium Duty Commercial Vehicle (Vehicle Classes 1 through 6) with Peak Output Torque of 5,000 to 15,000 Nm



# Diverse Electrification Strategy Maximizes Potential

## Diverse Vehicle Types

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



## Diverse Propulsion Types

- BEV
- Hybrid
- FCEV



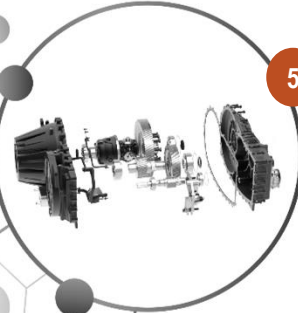
## Diverse Products

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



## Scalable Solutions

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



## Maximizing Electrification Opportunities

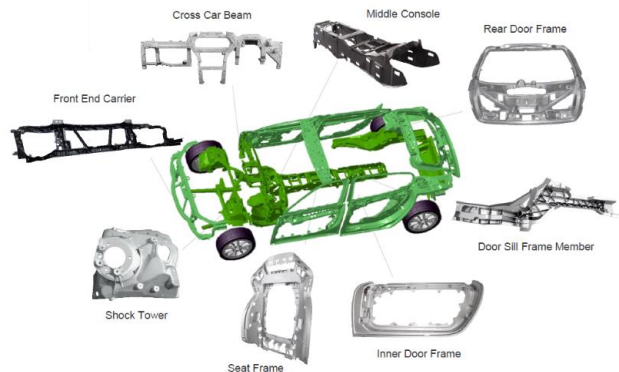


## Diverse & Growing Customer Base

- Traditional OEM's
- New Entrants

# Structural Portfolio Expanding

- 1 of the 4 Key Pillars of the eLIN Electrification Strategy
- Acquired 100% of Mills River, NC High Pressure Die Casting (HDPC) Light Metals operation from prior JV partner in Q2 2022
- Conversion of existing Low Pressure Die Casting Light Metals capabilities from ICE components to Structural & Chassis



*Structural Opportunities in Light Metals*



**Crossmembers**



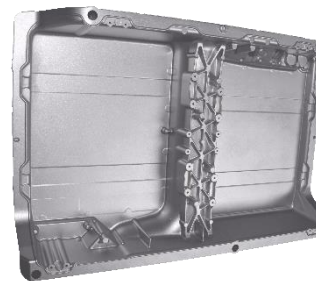
**Subframe**



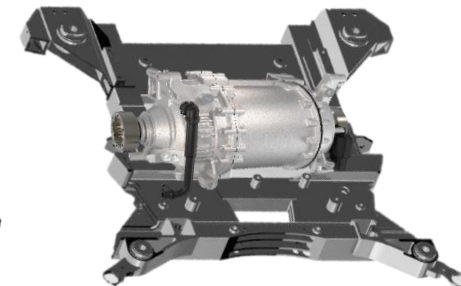
**Side members**



**Subframe Components**



**Battery Trays**



**Full eAxle Cradle Integration**

# Construction Started on new GIGA Structural Component Facility

Continued Execution of Structural & Chassis High Pressure Die Casting Strategy

Linamar First Supplier to Invest in Giga Casting Technology in NA or Europe

Giga Casting Key to Lightweighting Electrified Vehicles

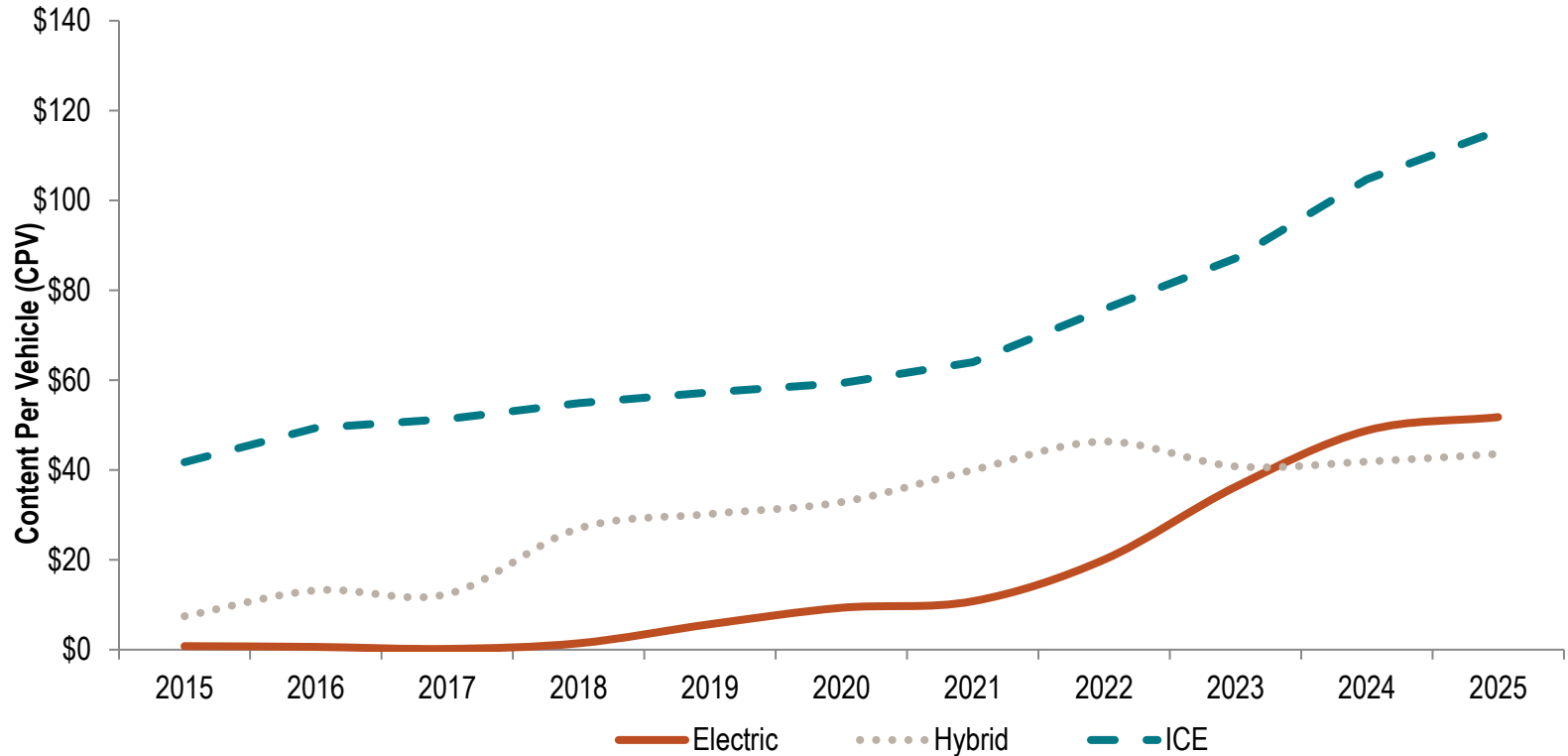
## Key Facts

- Location Welland, Ontario
- Construction begins immediately
- 3 x 6100 ton giga HPDC machines
- SOP Feb 2025



*Picture courtesy of Bühler Group*

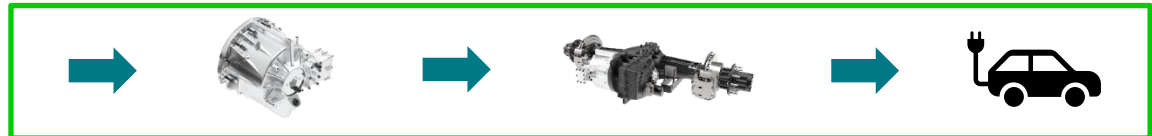
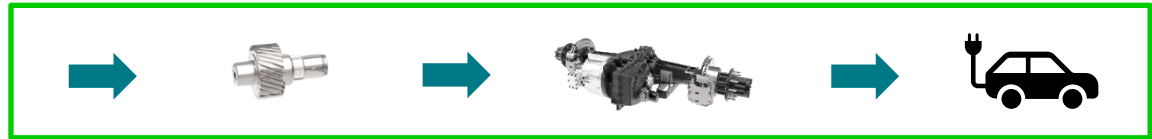
# Electrified Vehicles Key Growth Opportunity for Linamar





# 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)

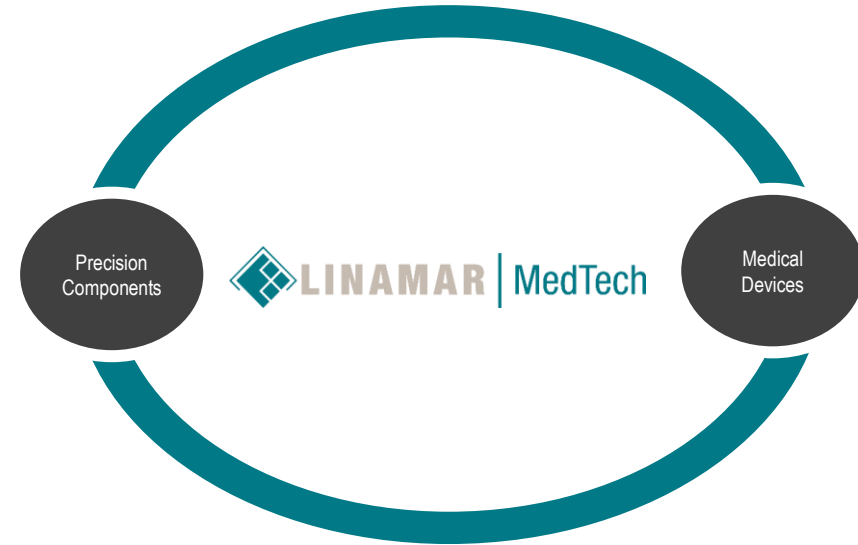


# Linamar 2100: *MedTech*



# Strategy & Recent Developments

- As a global diversified manufacturer, Linamar's 2100-year plan identifies MedTech as a long-term strategic market of which to enter
- In 2022 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, mobile life support system, and previous assembly/program management experience gained during COVID-19
- Focus on new business pursuit will be on Precision Medical Components and Medical Device Assemblies
- First facility achieved registration for ISO13485 Medical Device Manufacturing



## Financial Review

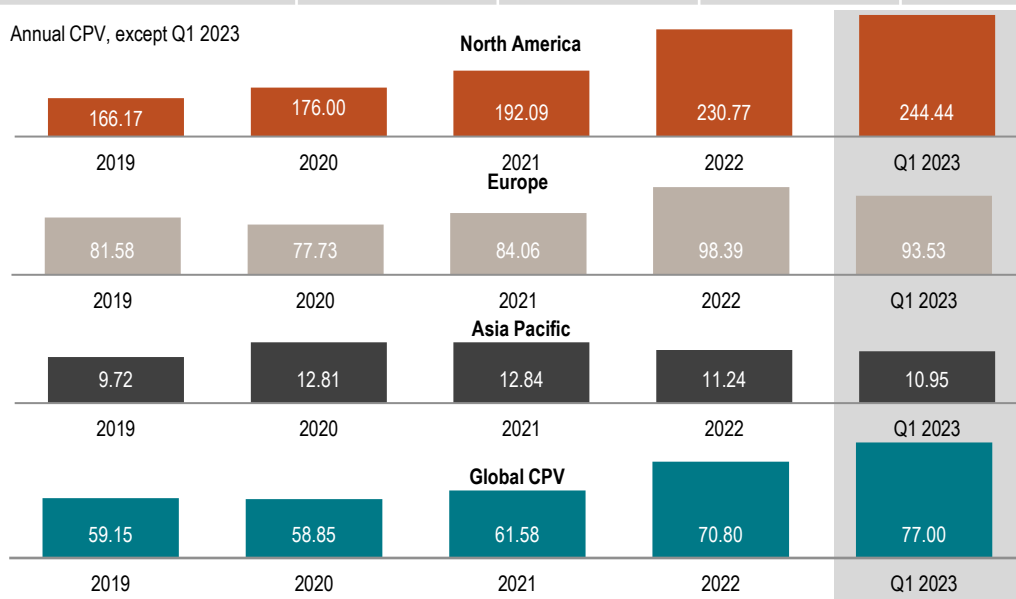




# Automotive Sales & Content Per Vehicle<sup>2</sup> (CPV)

|                         | CPV Q1 2023 | CPV Q1 2022 | CPV % Change | Vehicle Production Units % Change | Automotive Sales Q1 2023 (CAD Millions) | Automotive Sales Q1 2022 (CAD Millions) | Automotive Sales % Change |
|-------------------------|-------------|-------------|--------------|-----------------------------------|---|---|---------------------------|
| North America           | 244.44      | 208.73      | 17.1%        | 9.8%                              | 985.6                                   | 767.0                                   | 28.5%                     |
| Europe                  | 93.53       | 99.20       | (5.7%)       | 17.4%                             | 429.1                                   | 388.2                                   | 10.5%                     |
| Asia Pacific            | 10.95       | 11.89       | (7.9%)       | 0.6%                              | 124.5                                   | 134.4                                   | (7.4%)                    |
| Global CPV <sup>1</sup> | 77.00       | 68.31       | 12.7%        | 5.9%                              | 1,539.2                                 | 1,289.6                                 | 19.4%                     |
| Other Automotive Sales  | -           | -           | -            | -                                 | 77.7                                    | 47.8                                    | 62.6%                     |

Annual CPV, except Q1 2023

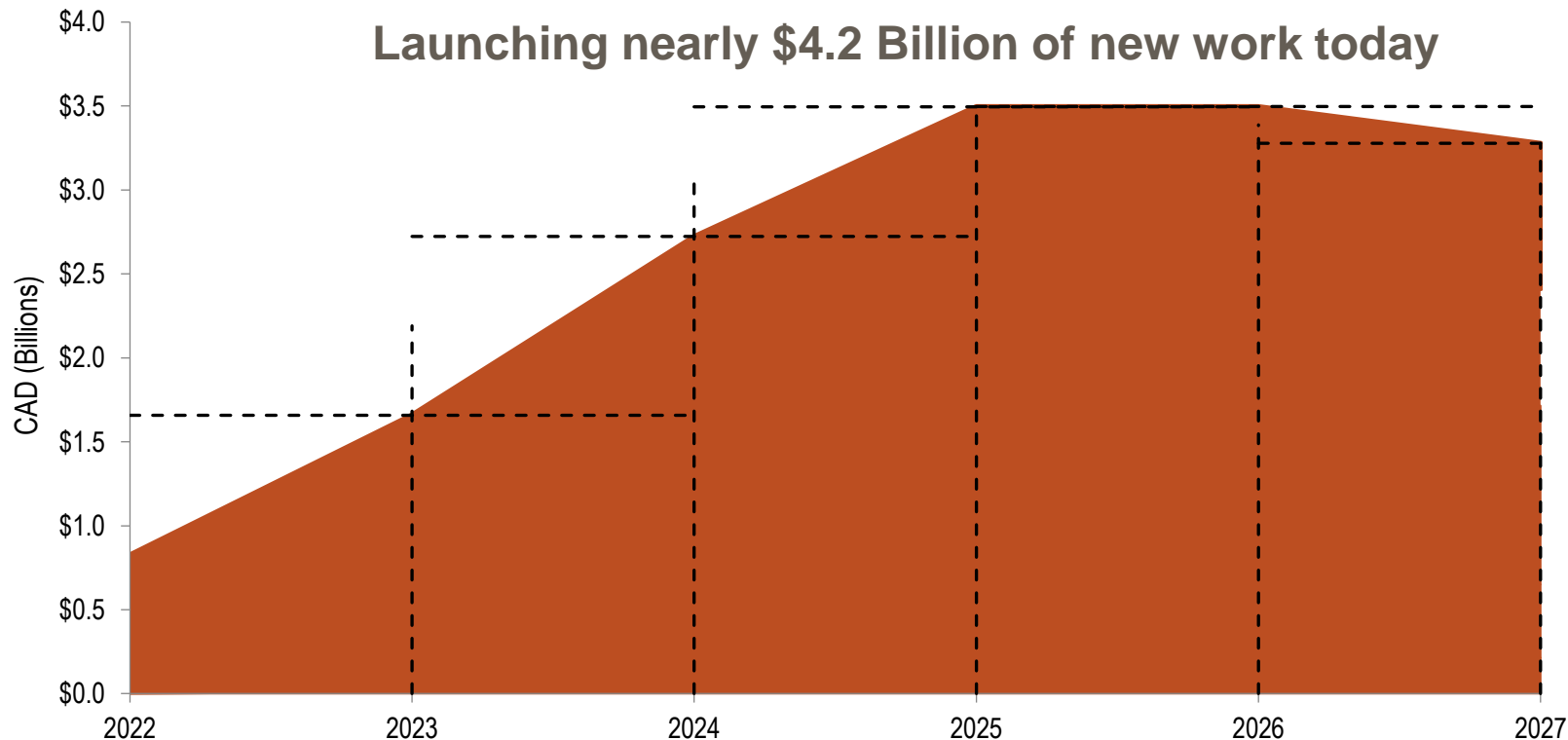


- Another new record for CPV achieved in North America.
  - Launching business
  - Sales from Mills River acquisition
  - Programs we have significant business with that have enjoyed disproportionately higher volumes

1 – Global CPV includes only the markets that Linamar serves of North America, Europe, and Asia Pacific. Source: IHS Markit, April 2023.

2 – CPV is a supplementary financial measure and is calculated within the Mobility segment for the region as indicated as automotive sales less tooling sales divided by vehicle production units.

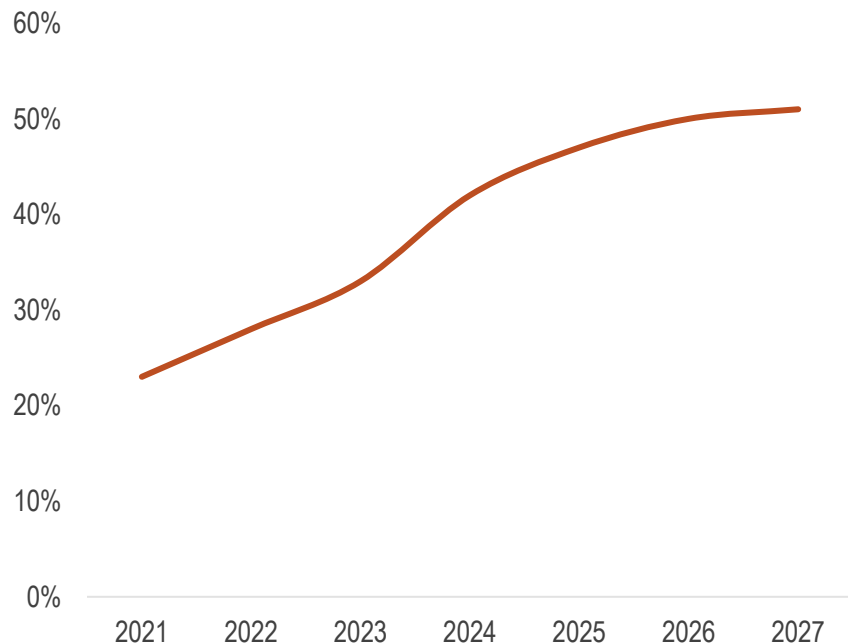
# Mobility Launches



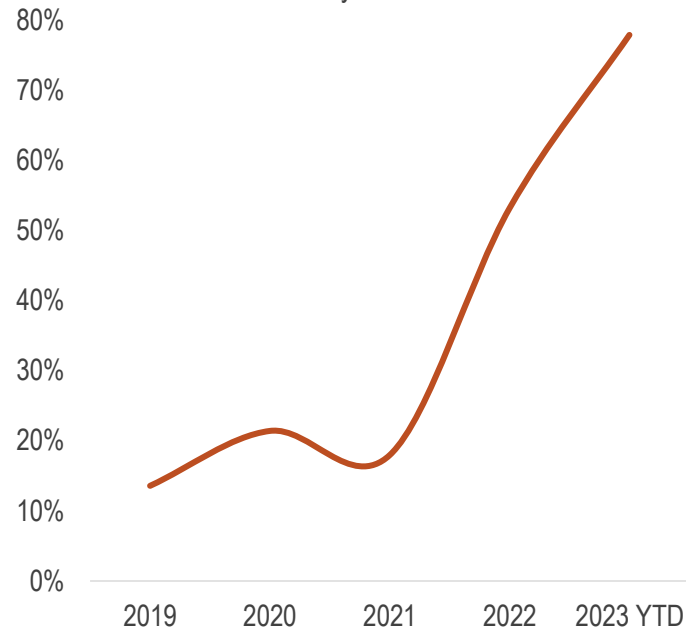
**Incremental Growth from Launches**  
\$750 to \$850 Million in 2023  
\$800 to \$900 Million in 2024

# Strong EV Wins Shifting Linamar Sales Mix Dramatically in Future

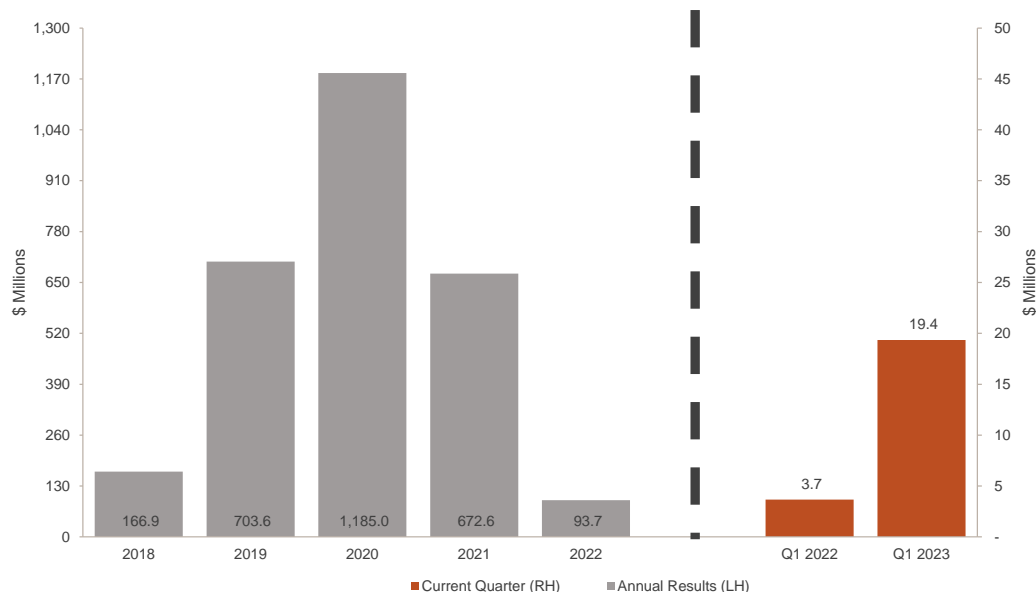
**Electrified Vehicle & Propulsion Agnostic Sales**  
% of Total Light Vehicle Sales



**Electrified Vehicle & Propulsion Agnostic New Business Wins**  
% of Total Mobility NBWs



# Cash Flow Continues to be a Key Priority



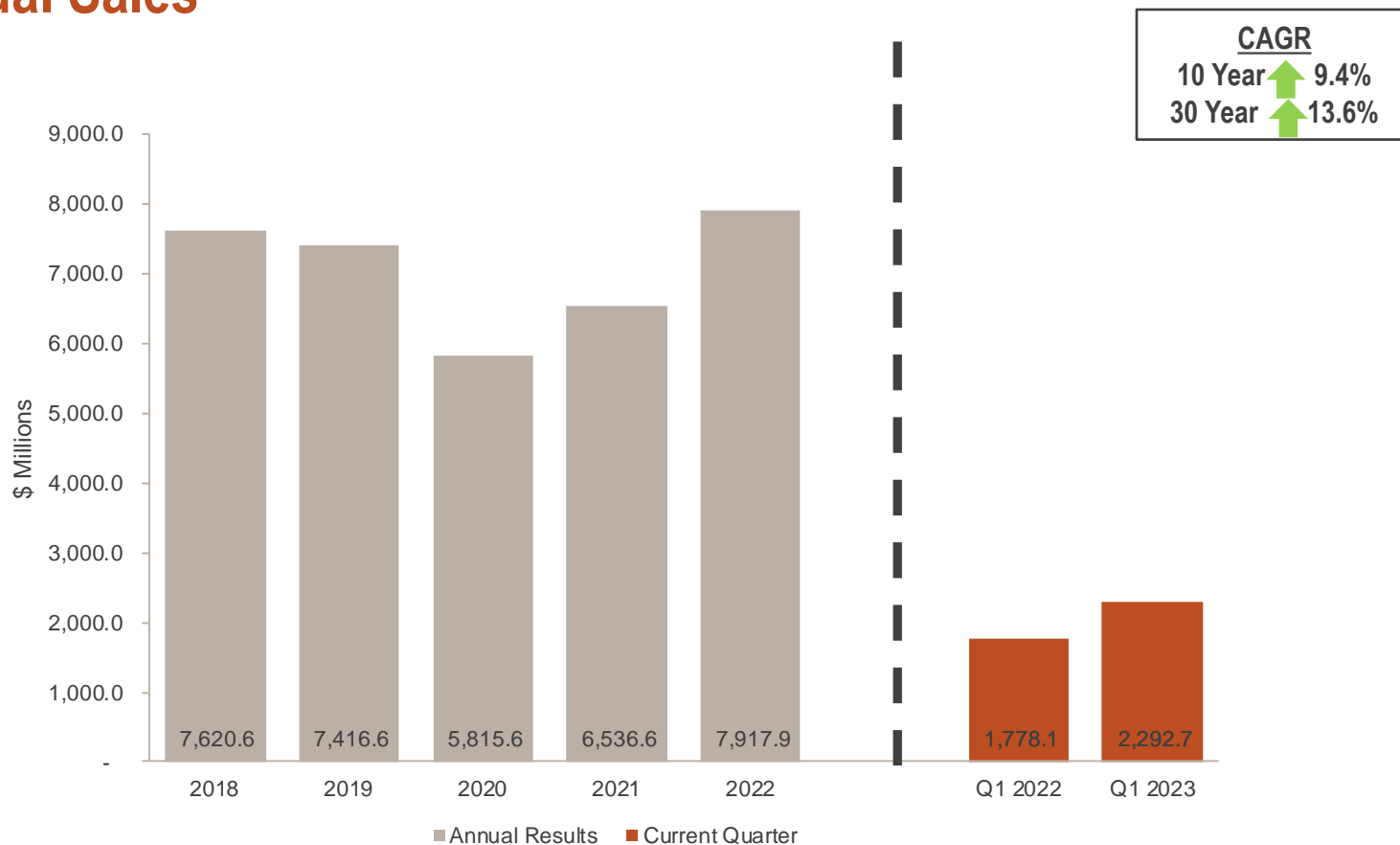
- FCF<sup>1</sup> positive on strong earnings despite heavier capex;
- 10<sup>th</sup> consecutive year of positive FCF
- Liquidity<sup>1</sup> remains excellent with \$1.3 billion of cash available at quarter end.

1 - Free Cash Flow and Liquidity are non-GAAP financial measures. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q4 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.

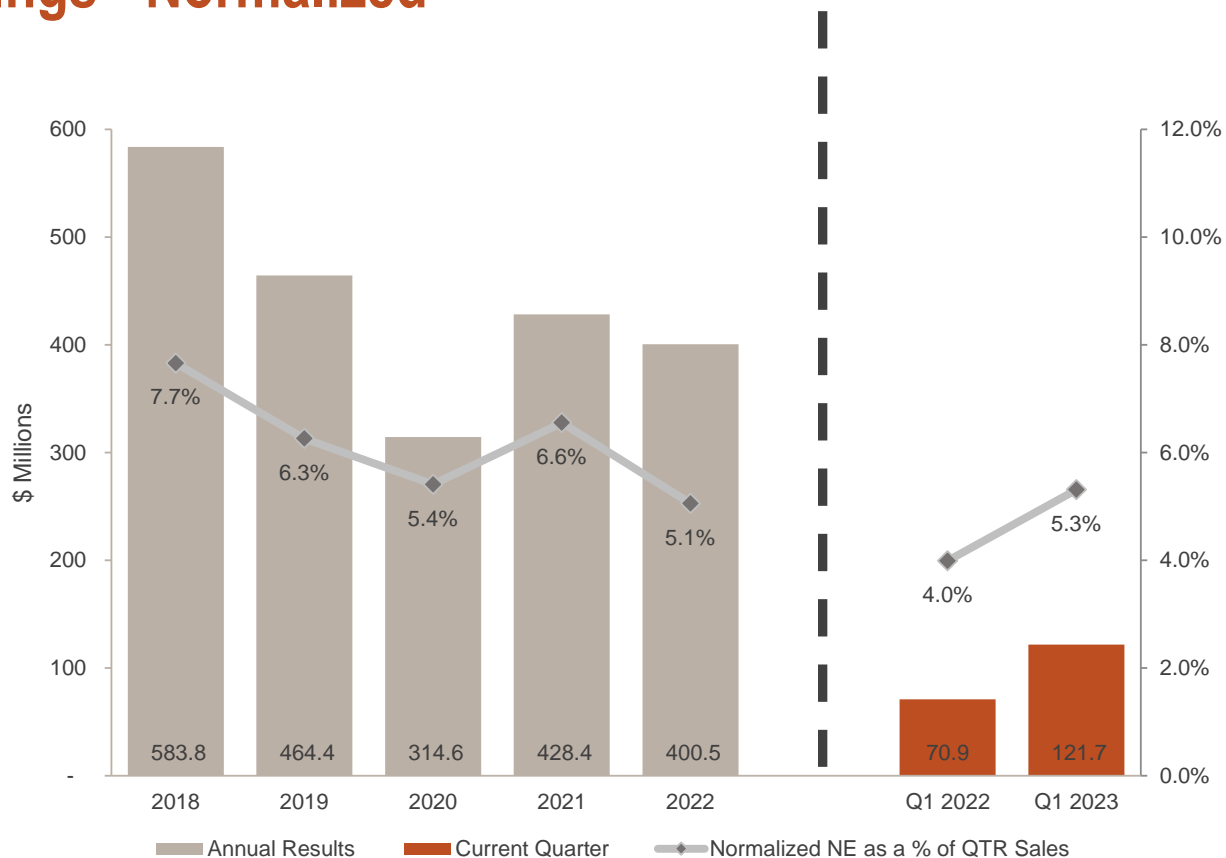
3 - Free Cash Flow Yield is a non-GAAP financial ratio and the Company believes it is useful in assessing the Company's ability to generate cash. Free Cash Flow Yield is calculated as the trailing twelve months (TTM) Free Cash Flow divided by fully diluted shares divided by share price. For Q4 2022 this calculation is TTM FCF of \$94 million (Q4 2021 - \$673 million) divided by fully diluted shares of 62 million (Q4 2021 - 66 million) divided by share price of \$61.30 (Q4 2021 - \$74.93).

# Annual Sales



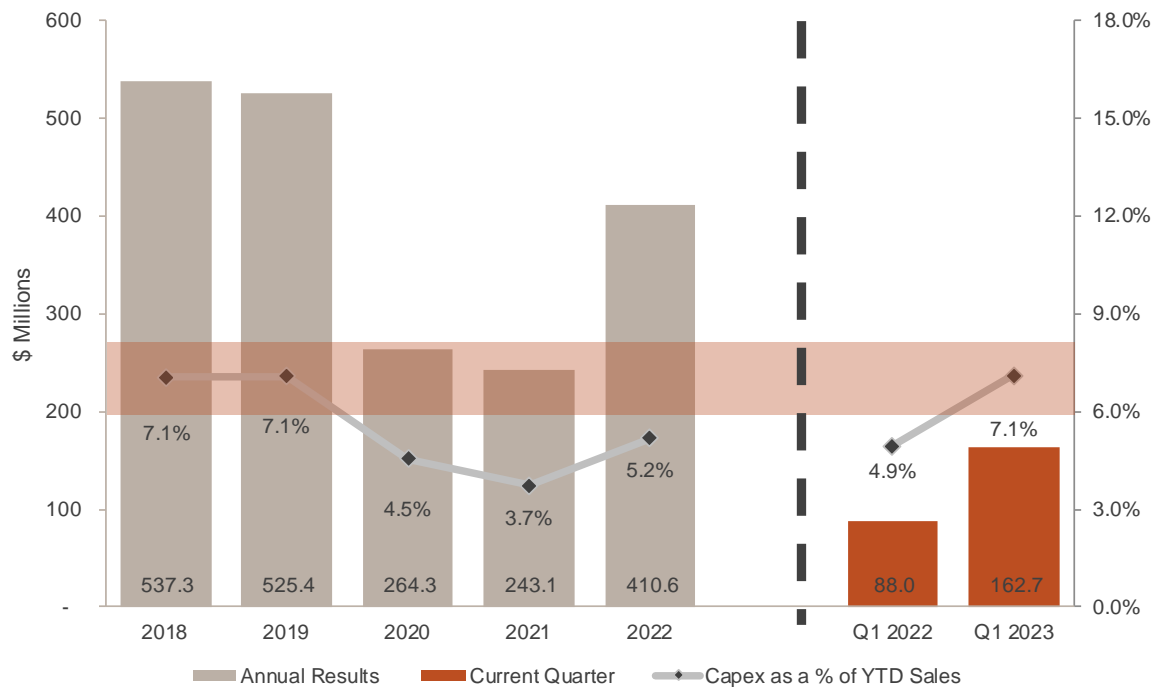


# Net Earnings - Normalized<sup>1</sup>



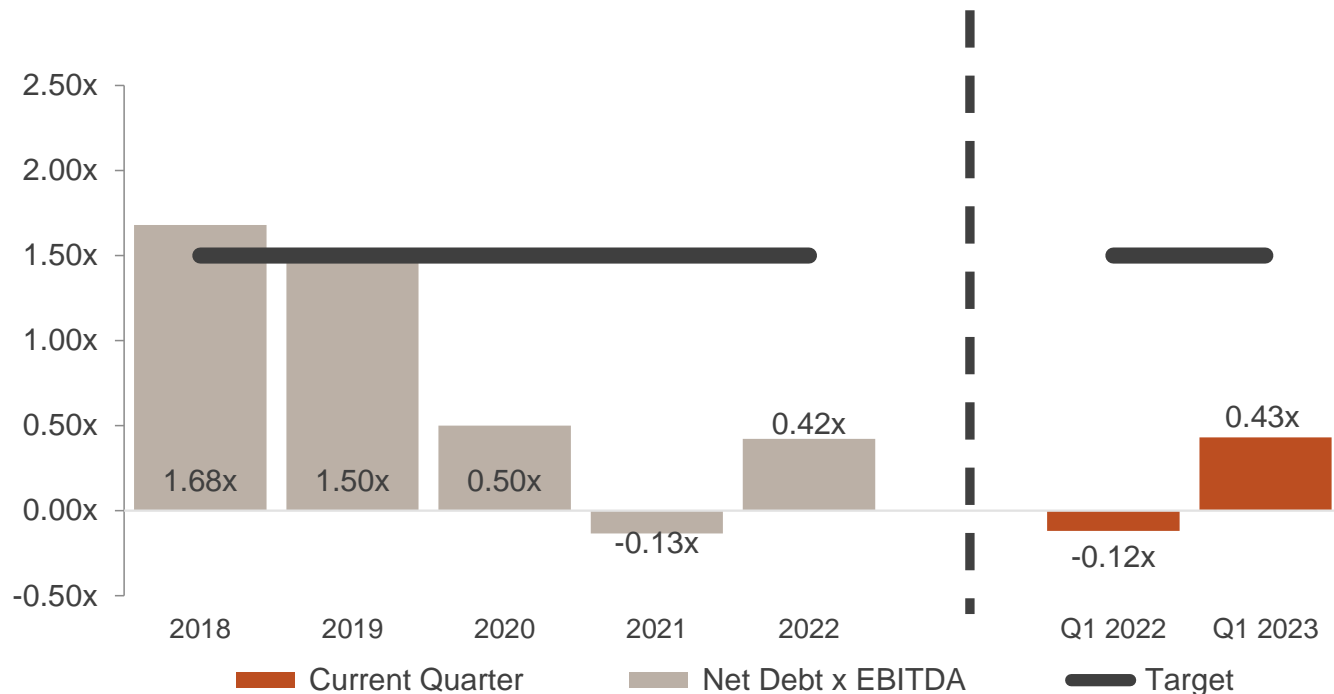
1 - Net Earnings - Normalized is a non-GAAP financial measure. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q1 2023 MD&A.

# 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>



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

  @linamarcorp  
  Linamar Corporation

# Appendix





# 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

D & FD Series



C Series Corn Headers



M1 Series Windrower



Pick-Up Headers



R1 Series Pull-Type



R2 Series Rotary Disc Header



# Salford Products

## TILLAGE

INDEPENDENT SERIES



5200 ENFORCER



HALO



FIELD CULTIVATORS



AerWay



## APPLICATION



SPINNER SPREADERS



AIR BOOM APPLICATORS



GRANULAR APPLICATORS



CHASSIS/TRUCK MOUNT  
SPINNER SPREADERS



CHASSIS MOUNT AIR  
BOOM APPLICATORS