

Investor Presentation

August 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



Mobility

Rapid Technology
Evolution



Infrastructure

Growing Intensity to
Address Environmental
Concerns



Food

Urbanization



MedTech

Aging Global
Population



Power

Growing Global
Population



Water

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



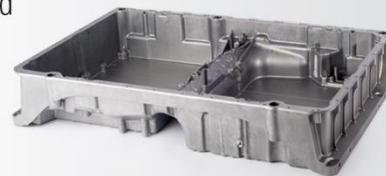
MOBILITY



Electrified
Products



Structural and
Chassis



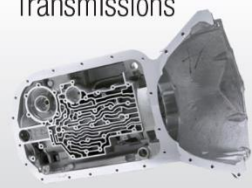
Engine



Driveline

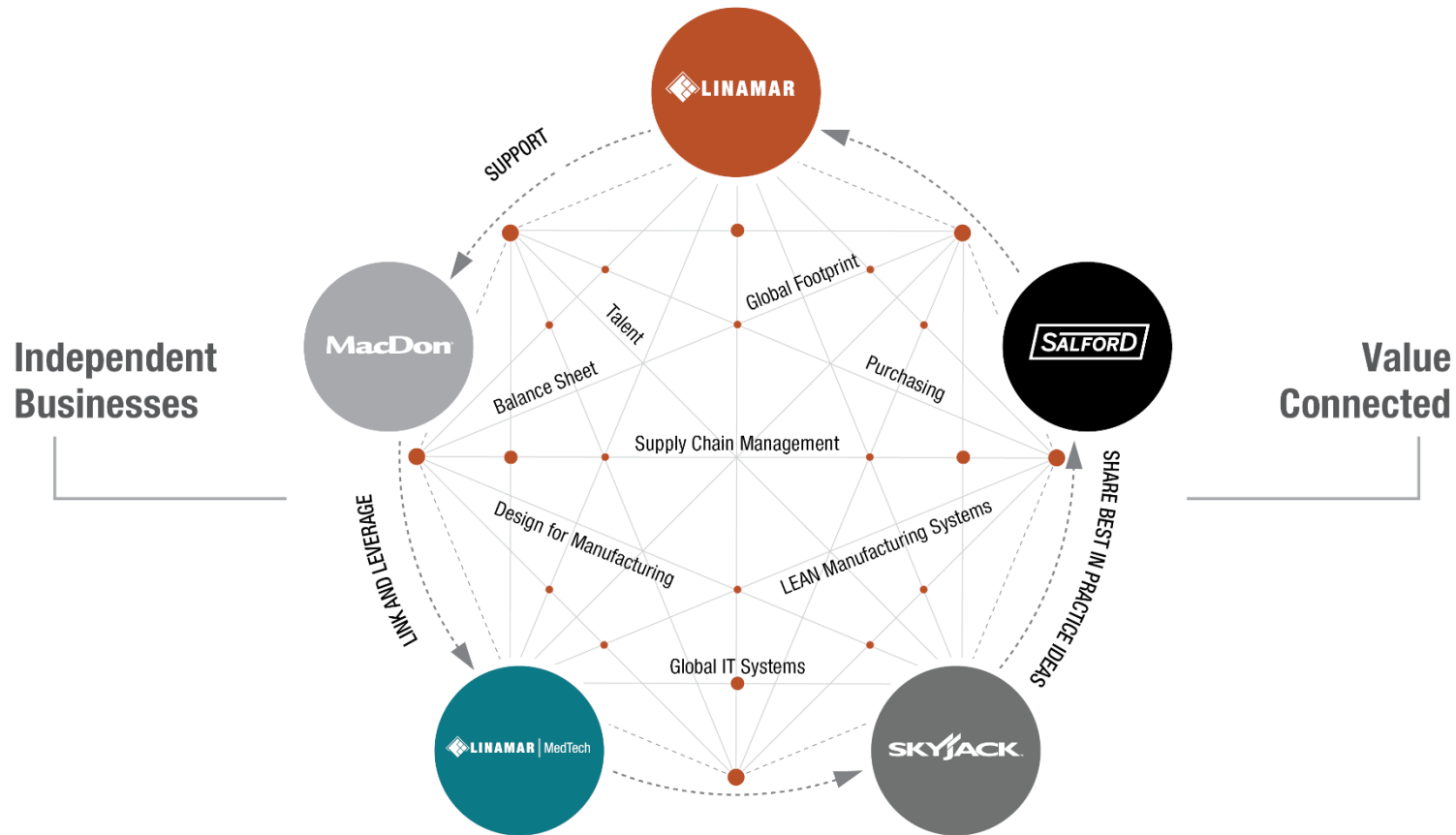


Transmissions



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
28%

Mobility

Engine | Transmission | Driveline | Body

Sales
72%

ACCESS



14.2

AGRICULTURAL



13.9

AUTOMOTIVE



66.1

OFF HIGHWAY



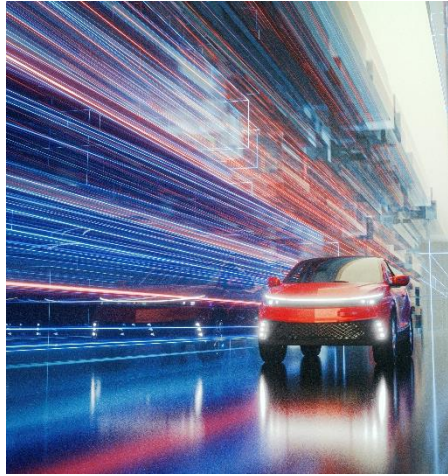
1.8

COMMERCIAL



4.0

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
 - Increase Structural vehicle content through Battery Enclosures & Giga Castings
- 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

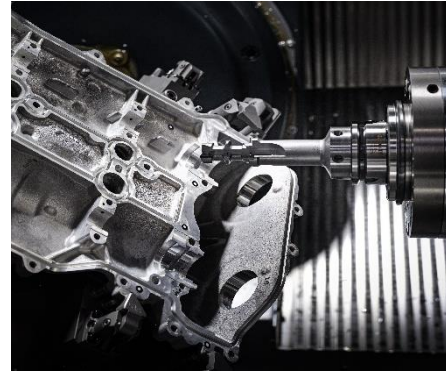
Metal Forming

- 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



Global Footprint

North America

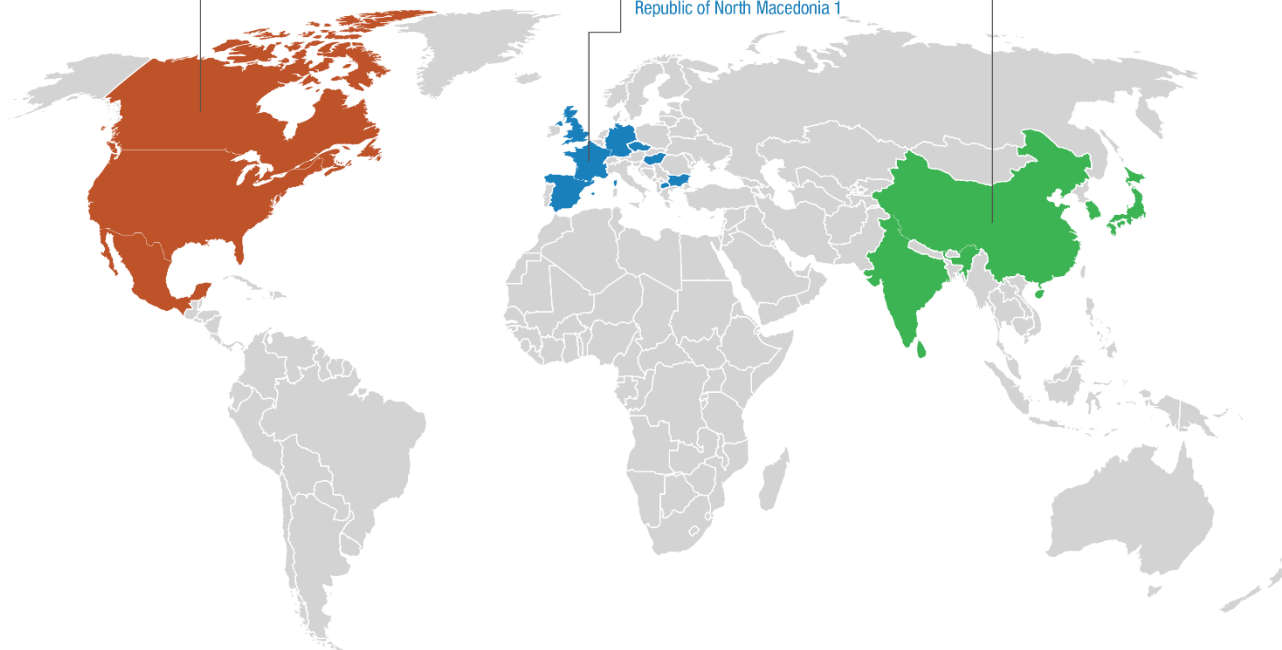
Canada 27
USA 8
Mexico 6

Europe

United Kingdom 1
Bulgaria 1
Hungary 5
Germany 7
France 4
Spain 1
Czech Republic 1
Republic of North Macedonia 1

Asia

China 5
India 2



Global Headcount

31,416

55 Facilities with IATF 16949
11 Facilities with ISO 9001
5 Facilities with ISO 14001
41 Facilities with ISO 45001
1 Facilities with ISO 13485

69 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
- Extensive project completed of a full global CO2 emissions inventory quantification, setting Net Zero baseline going forward



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 & staff
 - **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 \$5M (with family)
 - Covid Support – Ventilators, 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
- 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

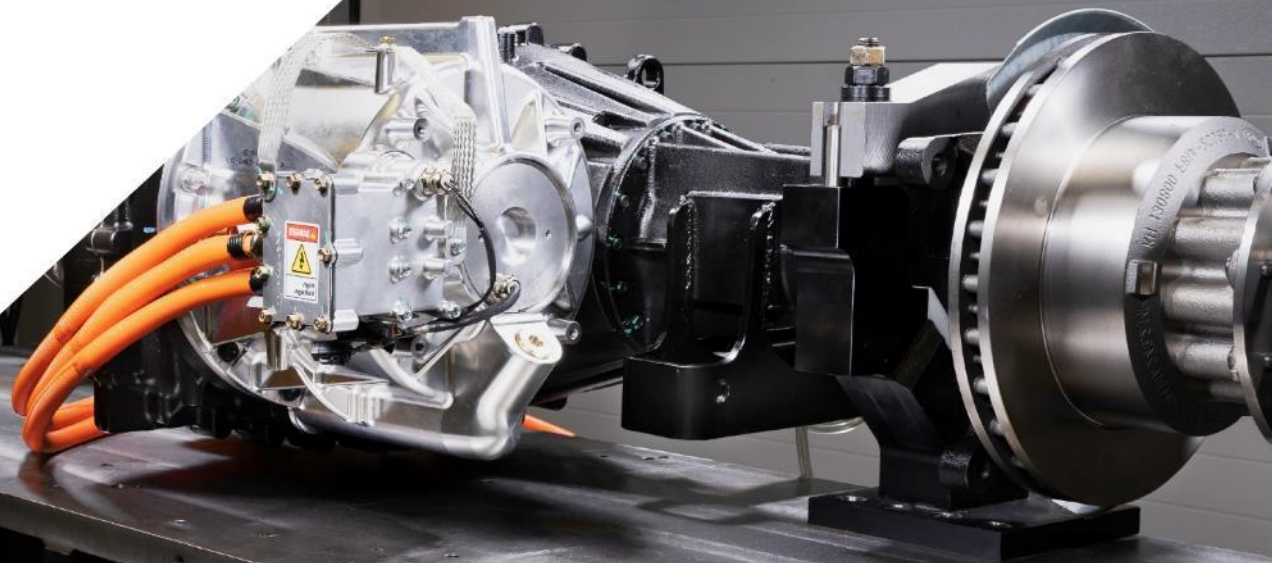
Women in STEM Calendar

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



Innovation

Driving the Advanced Manufacturing Agenda

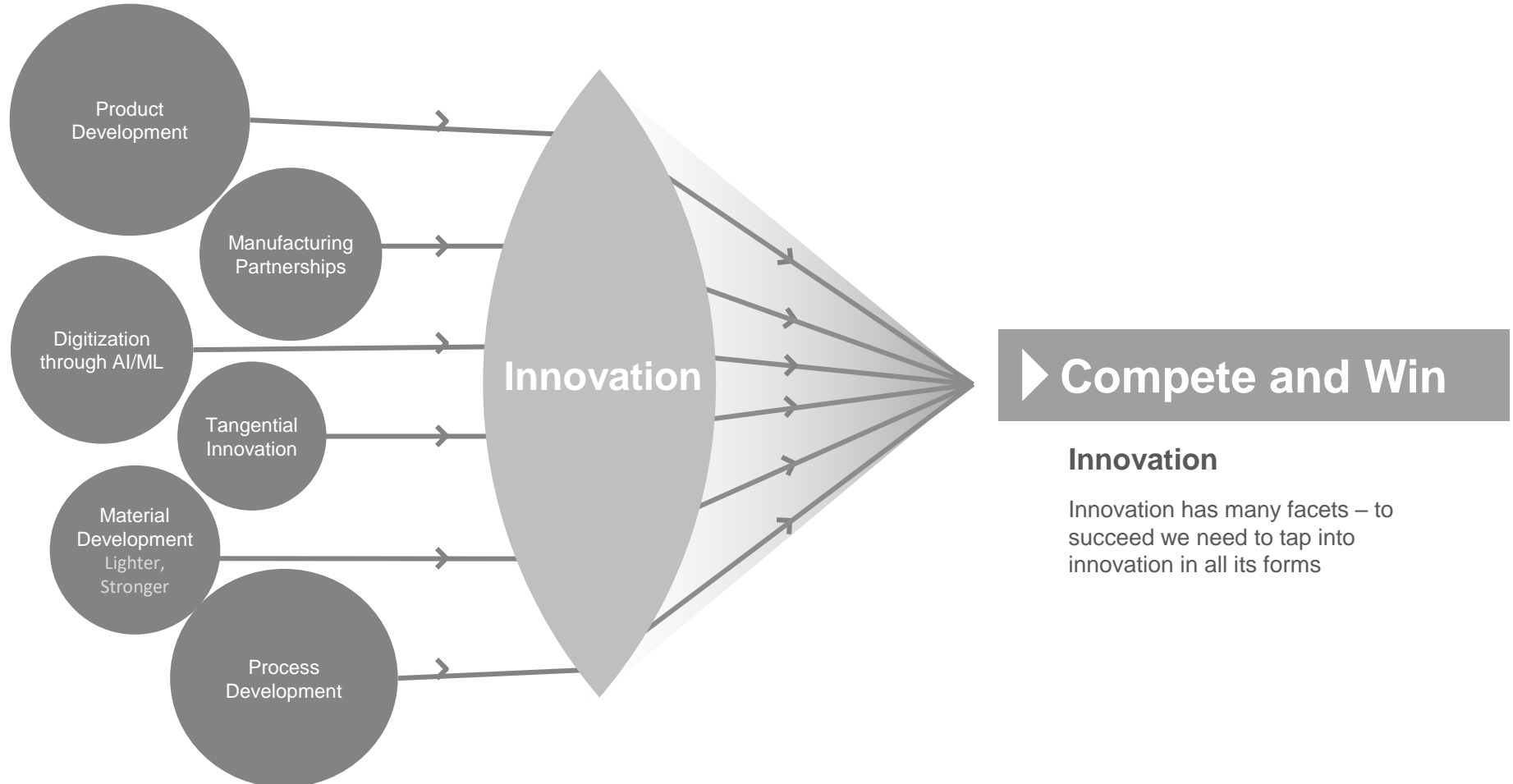


Innovation

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

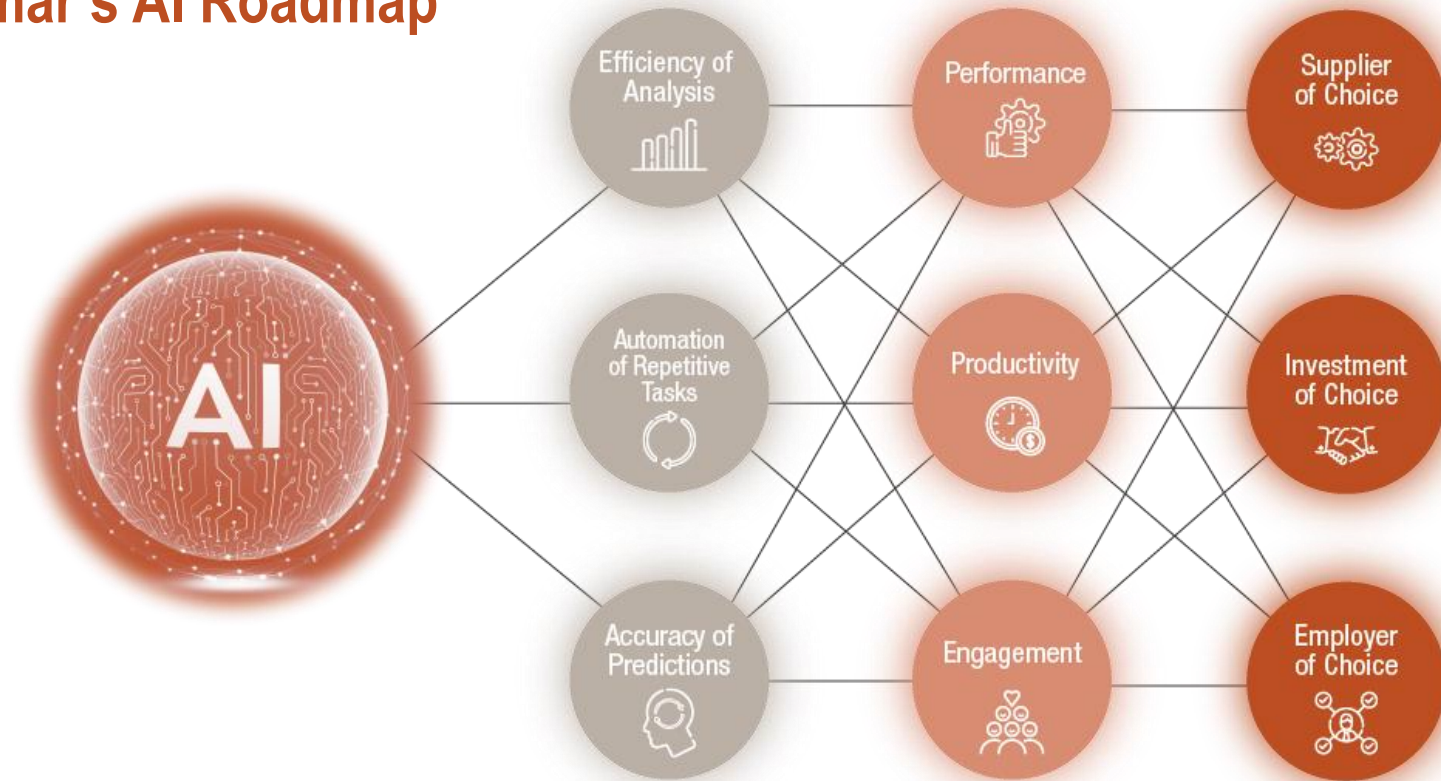


Digitization & Operational Efficiency



		Mobility	SKYJACK 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			

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.

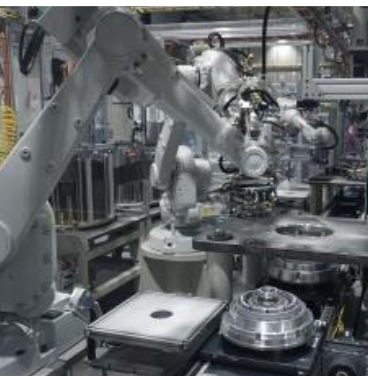


Reduce cycle times, improve uptime to lower costs, improve productivity, drive faster analysis and number crunching.



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



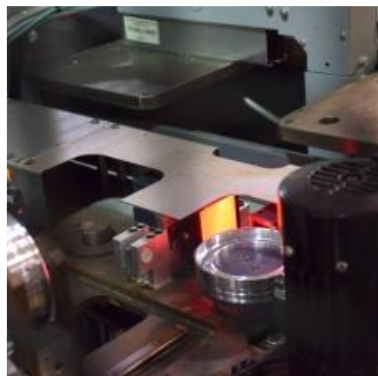
ADVANCED ROBOTICS

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



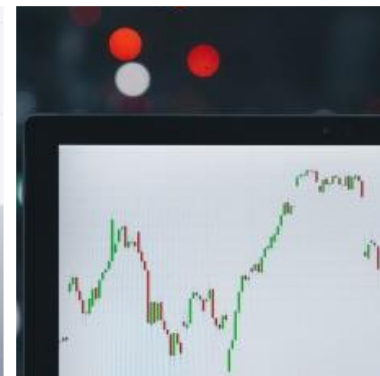
VISION SYSTEMS

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 2023

69

Plants



5,288

LMMS Data
Collection Connections



3,665

Robots



1,098

Traceability
Marking
Stations



3,256

Connected Machines



2,616

RFID Stations



2,831

Traceability Read Stations



1,206

Vision Systems

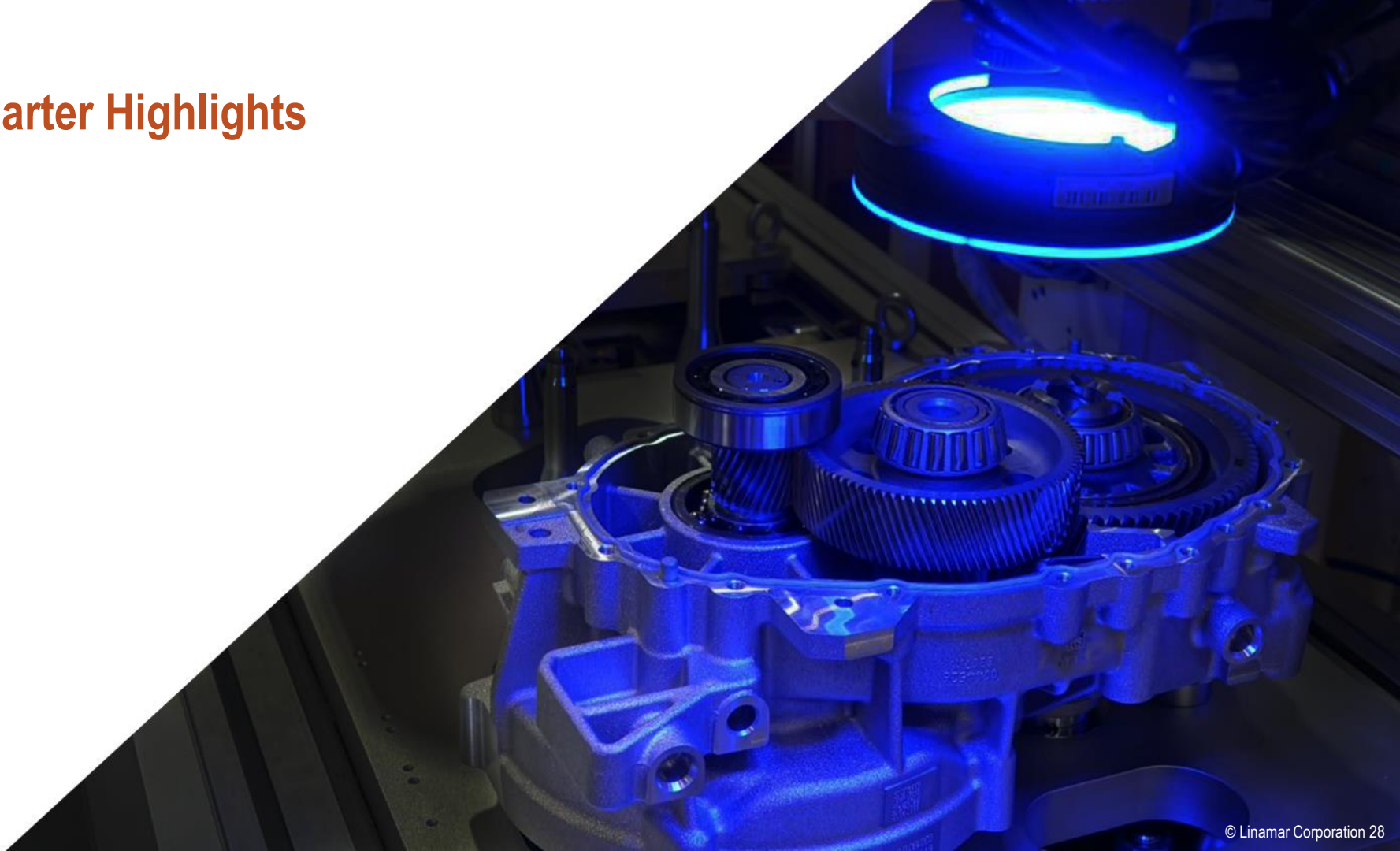


6

AGVs



Quarter Highlights



Q2 2023: Performance Highlights

Focus on Customers



2023 Theme: Growth Evolution

- Industrial segment delivered strong sales and earnings in the quarter showing the advantages of a diversified business strategy
- Announced the acquisition of Dura-Shiloh's Battery Enclosures business line, adding 3 new factories within the Mobility segment, all for Electrified product. Deal already closed (early August)
- Created a new 'Linamar Structures Group' focused on High Pressure Die Casting (existing Mills River and new Welland Giga Factory under construction), plus these 3 former Dur-Shiloh sites
- Forecasting EV and Propulsion-Agnostic revenues up to 56% of all Mobility sales by 2027, highlighting flexibility as the market technology transitions away from ICE towards Electrification

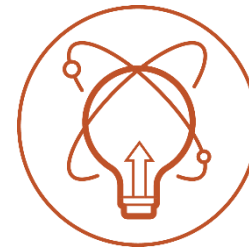
Focus on Employees



2023 Theme: Building the Bench

- Focus on increasing management depth (Bench) and staff take on new assignments to launch Welland Giga casting site, integrate the 3 new Battery Enclosure facilities
- Macro 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. Diversity Council continues to elevate awareness and push initiatives.

Focus on Financial



2023 Theme: Sustainable Efficiency

- Another new record for quarterly Revenues at \$2.29B
- Normalized EPS up 55.4%
- Industrial Earnings tripled over Q2 2022 on strong demand, market share gains in certain segments, easing macro headwinds
- Launch book stands at \$4.5B adding incremental sales of \$700-800M in 2023 and \$800-900M in 2024
- Sustainability Council completed 2022 Global CO2 Emissions Quantification Inventory, first time to conduct such a project on global Linamar-wide basis

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

	Q2 2023	Q2 2022	% Δ
Sales	2,552.8	1,981.6	28.8%
Industrial Sales	777.3	504.6	54.0%
Mobility Sales	1,775.5	1,477.0	20.2%
EBITDA – Normalized ¹	352.2	262.9	34.0%
EBITDA – Normalized Margin ¹	13.8%	13.3%	
Industrial OE – Normalized ¹	151.6	49.4	206.9%
Industrial OE – Normalized Margin ¹	19.5%	9.8%	
Mobility OE – Normalized ¹	79.2	99.8	(20.6%)
Mobility OE – Normalized Margin ¹	4.5%	6.8%	
OE – Normalized ¹	230.8	149.2	54.6%
OE – Normalized Margin ¹	9.0%	7.5%	
NE – Normalized ¹	160.8	109.3	47.3%
NE – Normalized Margin ¹	6.3%	5.5%	
EPS – Normalized ¹	2.61	1.68	55.4%

Q2 2023

The key factors impacting results in the quarter are:

- Excellent performance in the industrial segment; and
- Strong performance from launching and recovering markets in the mobility segment;
- Better Pricing and F/X pickups; partially offset by
- Increased costs in labour, energy and materials;
- Higher SGA and fixed costs supporting growth

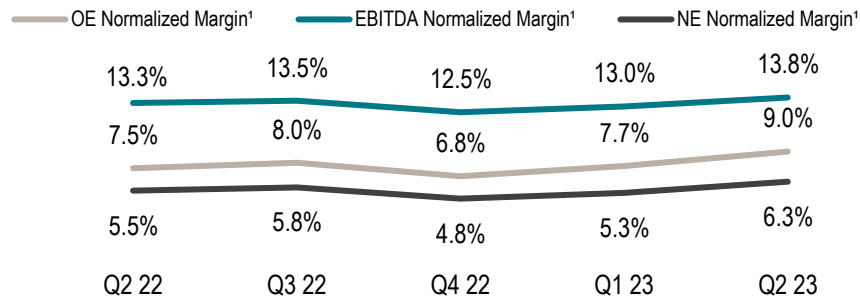
The key impacts to the segments vs prior year are:

Mobility

- Markets up 16%
 - Market recovery enhanced by strong launch performance; offset by
- 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 in certain products
- Better pricing and a favorable exchange rate
- Salford acquisition performing very well; partially offset by
- Increased costs supporting growth



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 Q2 2023 MD&A.

Market Snapshot

				
2023	Light Vehicle	Commercial Truck	Agriculture	Access
North America	▲ 8.2%	▲ 7.7%	▲ 5%	▲ 9.2%
Europe	▲ 10.1%	▲ 2.8%	0%	▲ 9.3%
Asia	▲ 3.3%	▲ 26.7%	n/a	▲ 13.4%
Rest of World	▼ 0.2%	n/a	0%	n/a

			
2024	Light Vehicle	Commercial Truck	Access
North America	▲ 2.4%	▼ 13.4%	▲ 4.3%
Europe	▼ 0.9%	▲ 0.3%	▲ 5.1%
Asia	▲ 1.5%	▲ 8.4%	▲ 7.7%
Rest of World	▲ 5.2%	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 '23 Expectations

■ Mobility

- OE growth vs Q2 '23
 - Seasonal slowdown in NA/EU mobility; more than offset by
 - Dura Shiloh acquisition
 - Improvements in Asia Pacific
 - Continued improvements in cost
- OE flat at best to Q3 '22

■ Industrial

- Q3 '23 OE down sequentially vs a Q2 '23 overperform
 - Seasonality for all businesses
 - Stronger than normal Q2 '23 for MacDon
- Double digit OE growth vs prior year

■ General

- Overall OE
 - Seasonally down from Q2 '23
 - Up over Q3 2022

Consolidated	Normal Ranges	2022 Actuals	Expectations 2023	Expectations 2024
Sales Growth		21.1%	Double Digit Growth	Double Digit Growth
Normalized EPS Growth ¹		-4.1%	Significant Double Digit Growth	Double Digit Growth
Normalized Net Margin ¹	7.0% - 9.0%	5.1%	Expansion	Expansion
Capex (% of Sales)	6.0% - 8.0%	411m 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 ¹		\$ 94 m	Continued Positive	Continued Positive

Industrial				
Sales Growth			Double Digit Growth	Double Digit Growth
Skyjack			Significant Double Digit Growth	Double Digit Growth
Agriculture				Growth
Normalized OE Growth		6.4%	Significant Double Digit Growth	Double Digit Growth
Normalized Operating Margin ¹	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 \$4.5 Billion Driving Incremental Sales Of:		\$760m	\$700 to \$800 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%	Flat	Double Digit Growth
Normalized Operating Margin ¹	7.0% - 10.0%	6.2%	Contraction	Expansion

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 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.

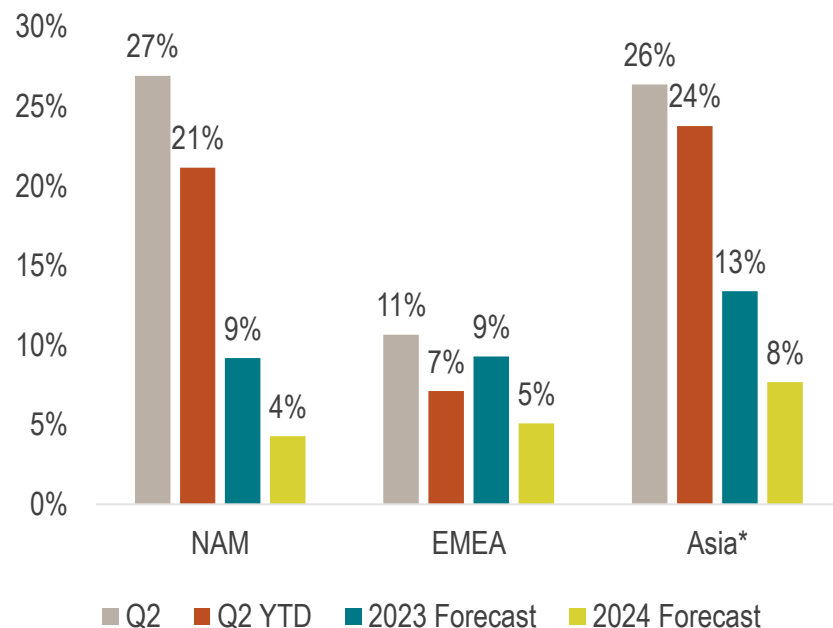


Industrial Segment - Access

Access Equipment Market Commentary

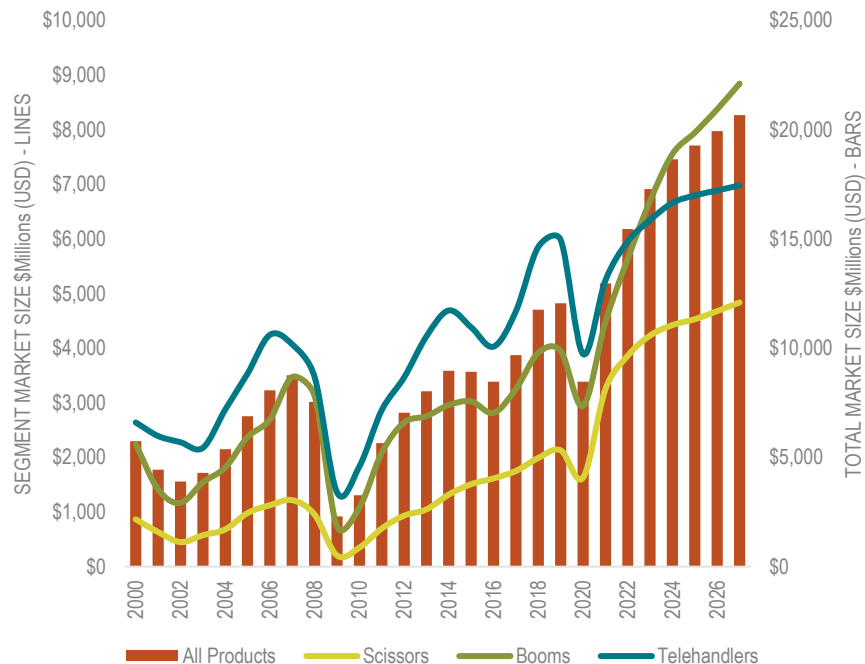
- Rental demand is strong as companies look to counter fleet aging experienced during COVID.
- Stable end market demand activity with equipment utilization in line with peak 2019 levels
- Although still an issue, supply chain shortages and commodity prices are continuing to improve
 - NAM access market up 27% in Q2
 - EMEA access market up 11% in Q2
 - Asia access market up 26% in Q2
- NAM and EMEA expected to see near double-digit growth in 2023, Asia expected to be up 13%. Mid-single digit growth expected for all regions in 2024

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

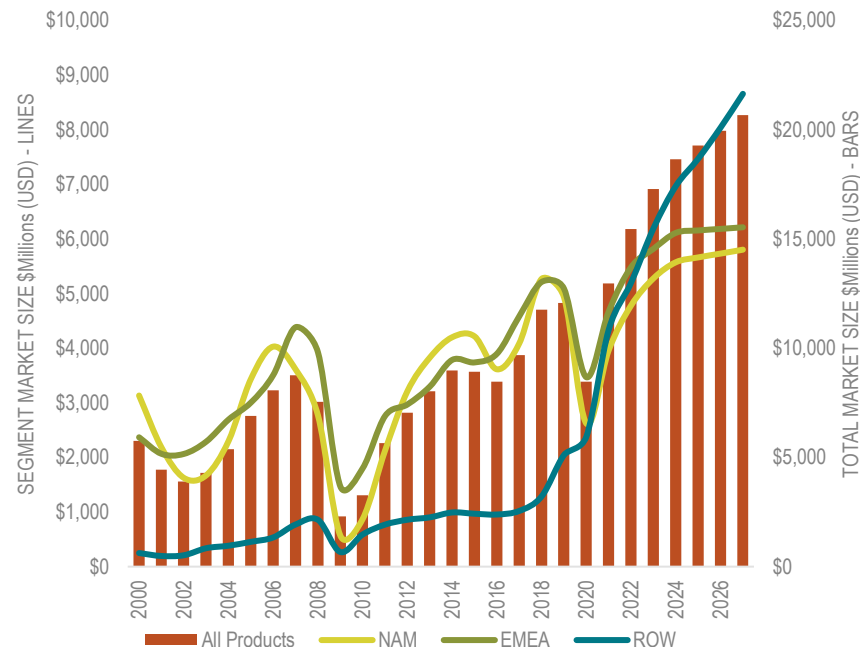


Access & Material Handling Equipment

MOBILE EQUIPMENT MARKET PRODUCT MIX

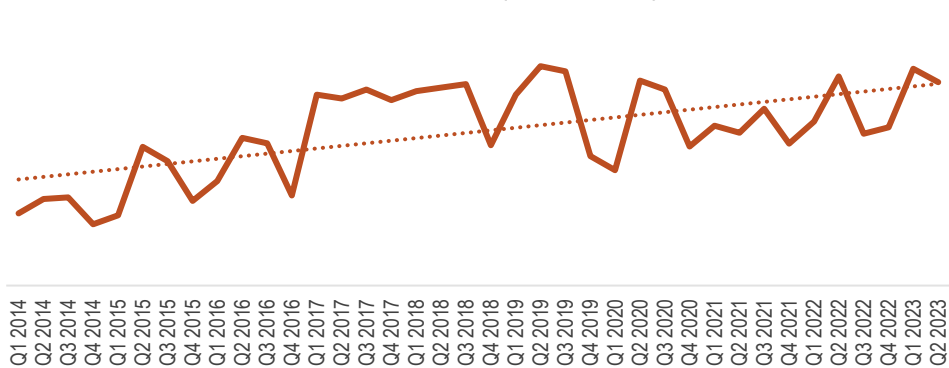


MOBILE EQUIPMENT MARKET GEOGRAPHIC MIX

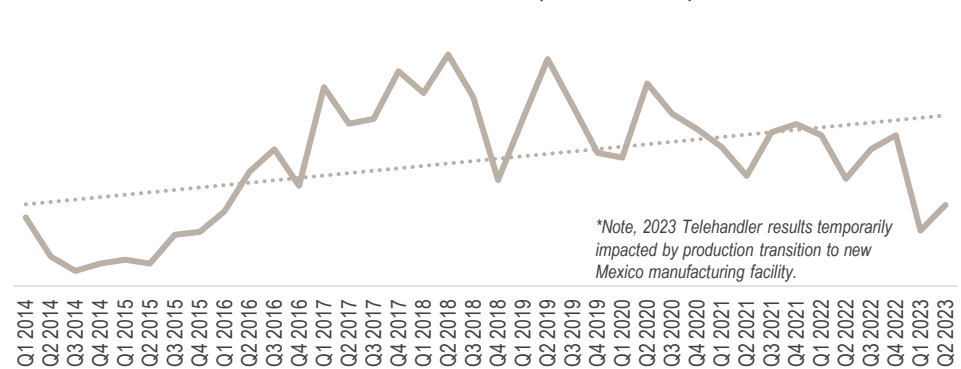


Skyjack Market Share

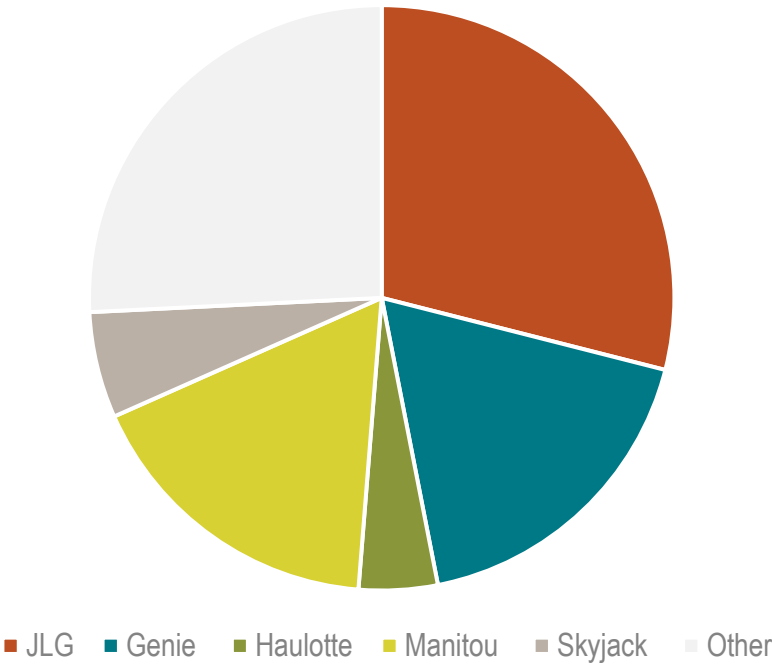
Boom Market Share (North America)



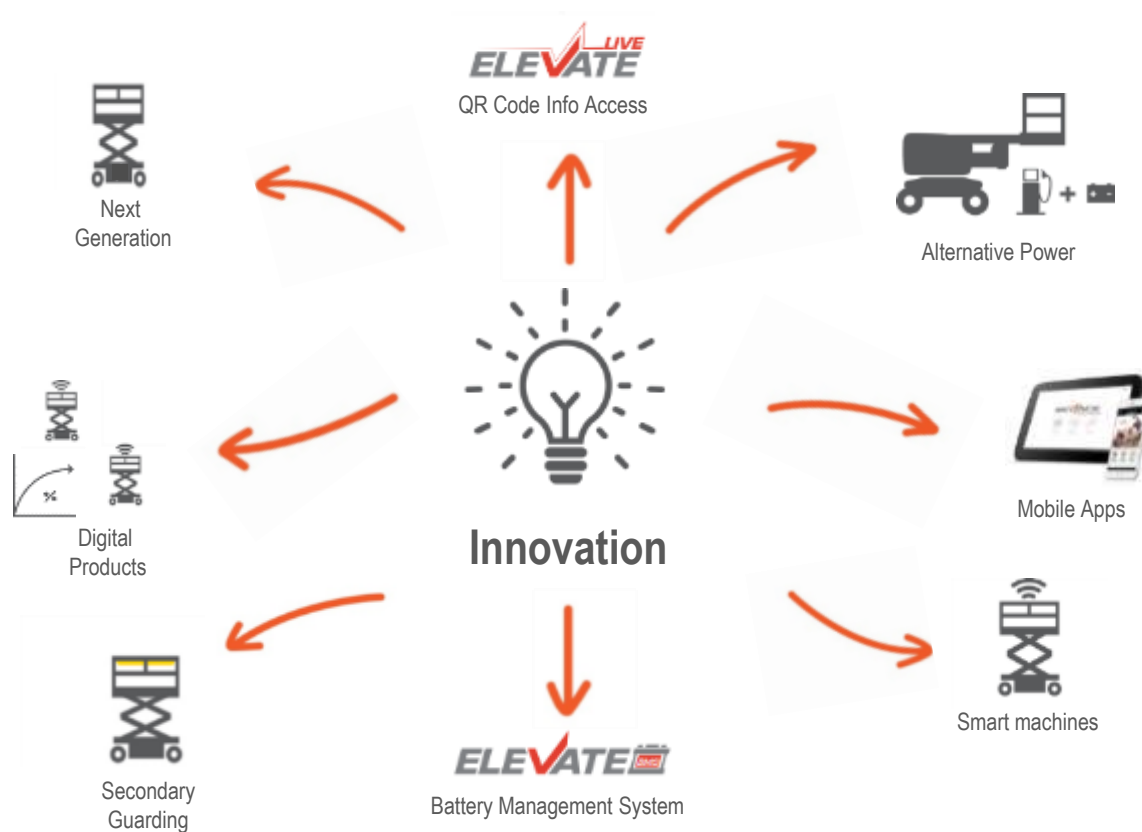
Telehandler Market Share (North America)



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.

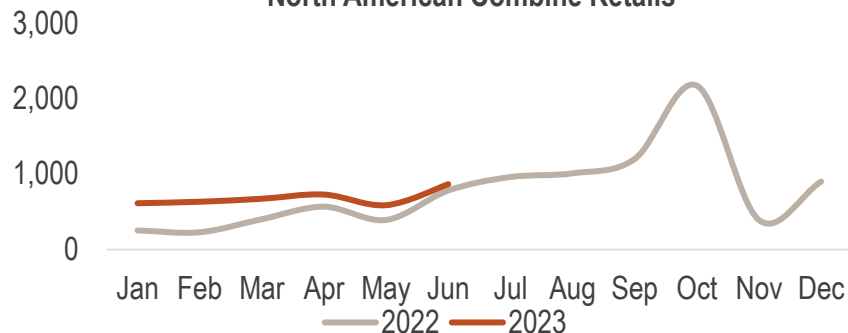


Industrial Segment - Agriculture

Agriculture Market Commentary

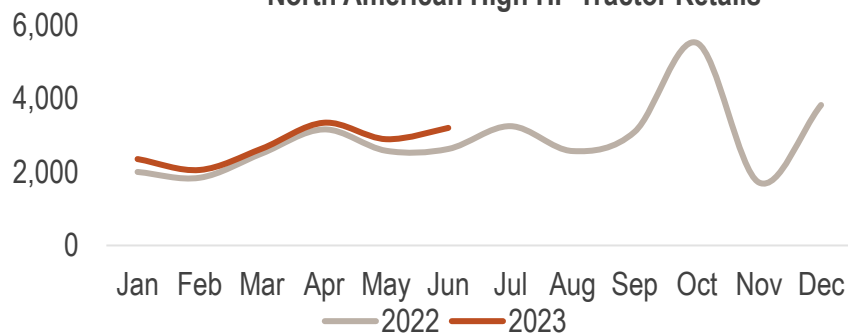
- Although still an issue, improvement in supply chains helping to reduce delivery times and increase production
- Inventory at Ag. equipment retailers remains below historical levels which continues to drive demand
- Dealer sentiment remains positive, although tempered with expectations of the market moderating of off current high
 - North America combine retails up 25% in Q2
 - North American High HP tractor retails up 13% in Q2
- 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



Proxy for MacDon's main market driver

North American High HP Tractor Retails



Proxy for Salford's main market driver

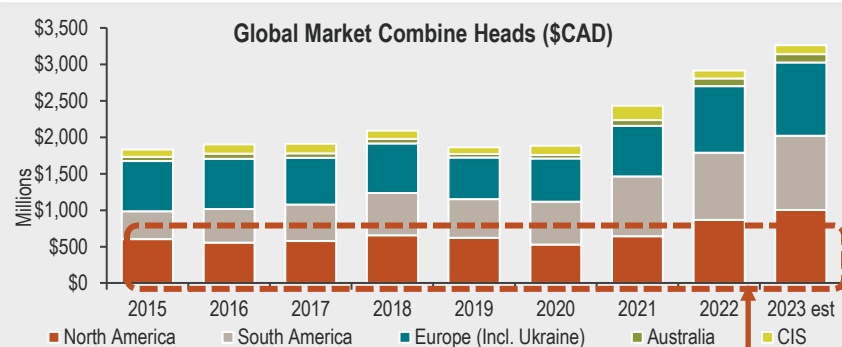
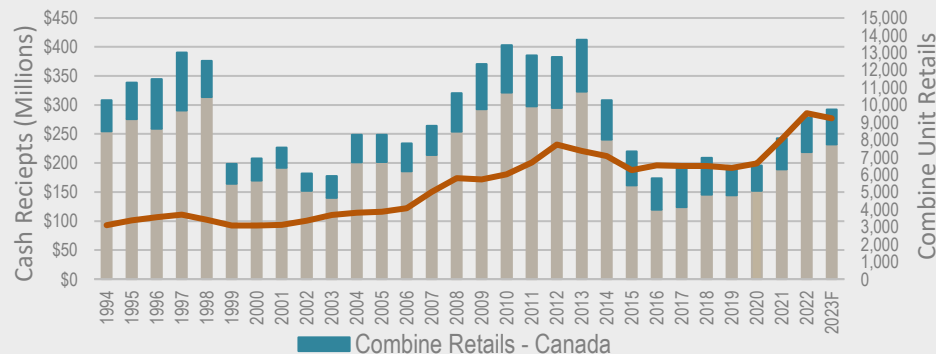
Key Market Strategies and Growth

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



Food

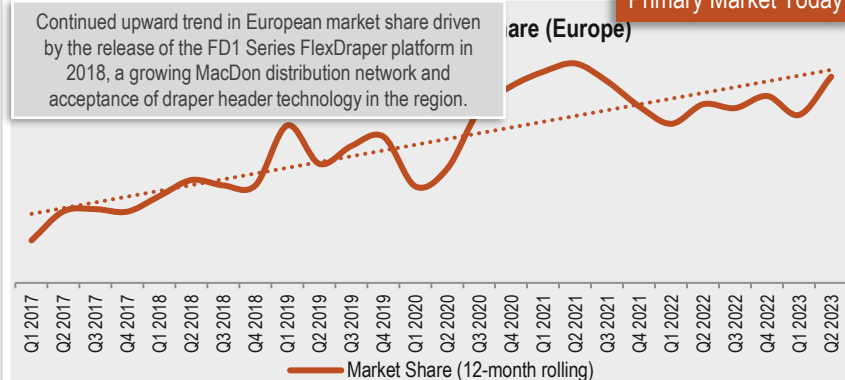
- Build on MacDon acquisition as the foundation from which to expand global ag business overall
- Regional growth initiatives
- Advanced and disruptive technologies
- Global parts distribution
- Laser focus on operations
- Product line diversification



Continued upward trend in European market share driven by the release of the FD1 Series FlexDraper platform in 2018, a growing MacDon distribution network and acceptance of draper header technology in the region.

are (Europe)

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[®]



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



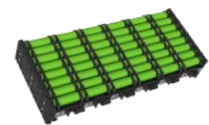
Mobility Products Portfolio



Power
Generation



Energy
Storage



Propulsion



Structural
and Chassis



Advanced Driveline

Power
Transfer Units



Rear Drive
Unit



Disconnect

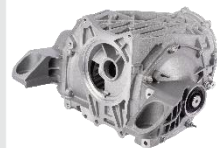


Propulsion

Engine



Driveline



Transmission

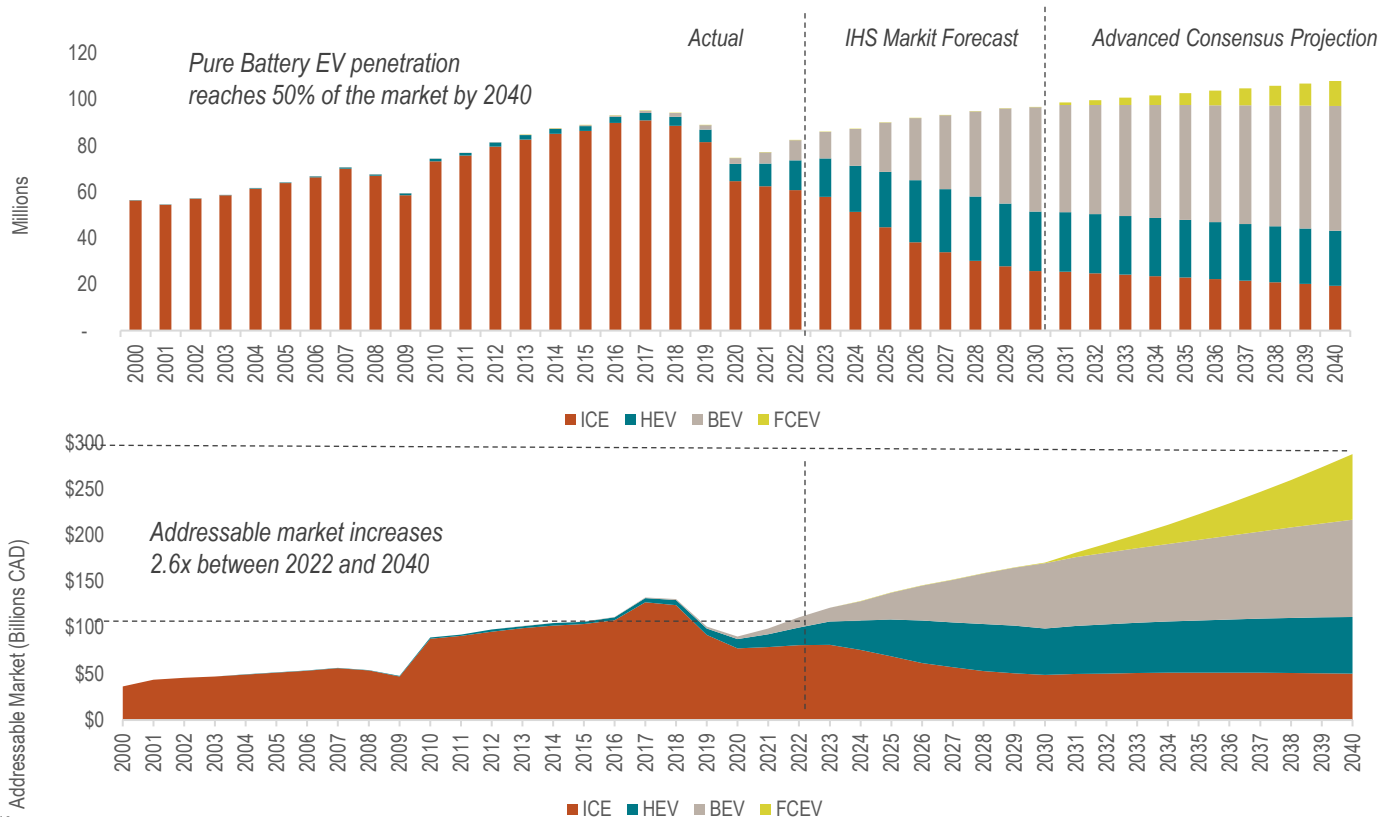


Key Market Strategies - Flexible & Opportunistic



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



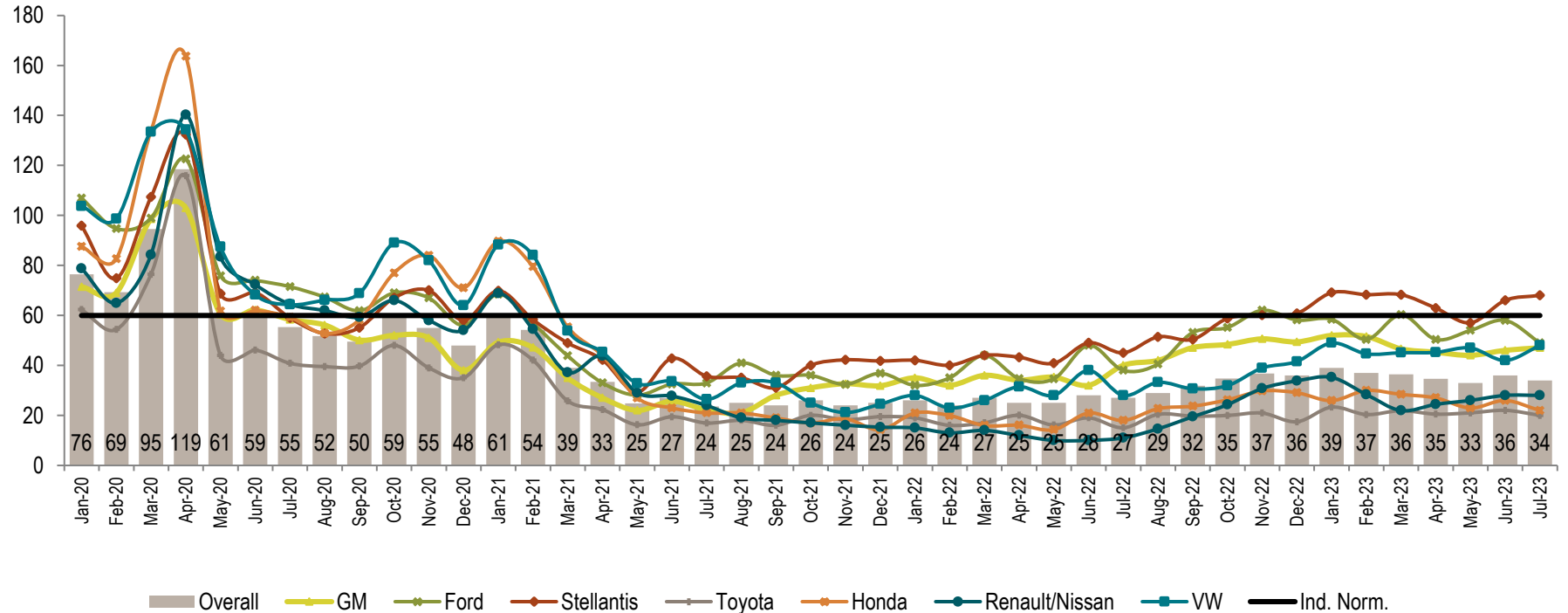
Source

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 July 31, 2023)

US Light Vehicle Inventory – Days' Supply

Inventory trending slowly upwards, but still well below industry norm of 60 days' supply

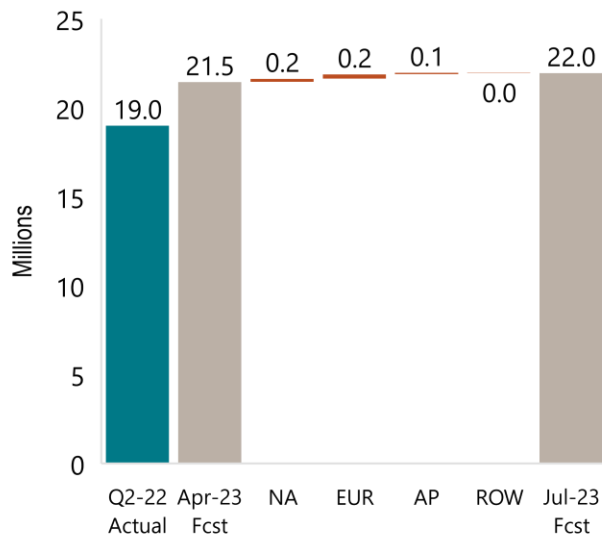


Global Light Vehicle Market: Q2 2023, Q3 2023, and 2023

Q2 2023 production increased by 0.5M units. Q3 2023 forecast increased by 0.4M units. 2023 full-year forecast increased by 1.2M.

Q2-2023 Global Vehicle Production Forecast By Region

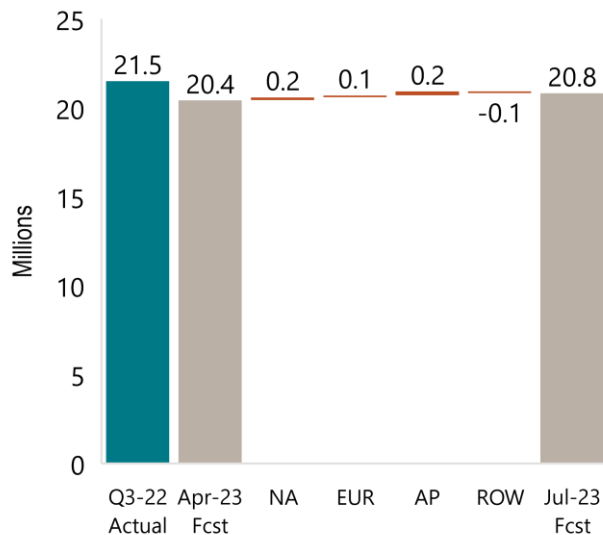
Change in Forecast Jul-2023 vs. Apr-2023



- Q2 2023 production increased by 494,480 units on improving supply chains in Europe and North America
- Q2 2023 production increased 16% versus Q2 2022

Q3-2023 Global Vehicle Production Forecast By Region

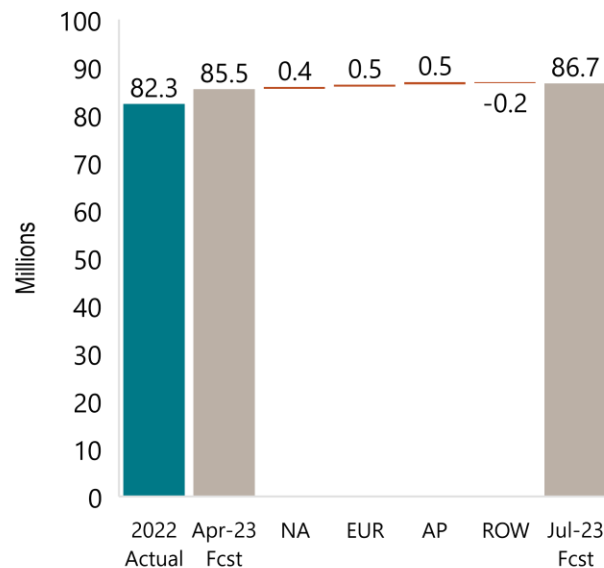
Change in Forecast Jul-2023 vs. Apr-2023



- Q3 2023 forecast increased by 395,256 units
- Q3 2023 production expected to be down 3% versus prior year

2023 Global Vehicle Production Forecast By Region

Change in Forecast Jul-2023 vs. Apr-2023



- 2023 full-year outlook Increased by 1,223,552
- 2023 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



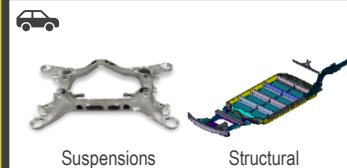
Power Generation



Energy Storage



Structural & Chassis



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



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

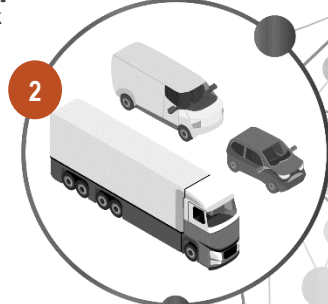
- Linamar's eLIN Product Solutions Group finalized the family of eAxe products with a range of Electrified Propulsion solutions for Light Duty Independent eAxe, Light Duty Beam eAxe, Utility Duty Beam eAxe and Medium Duty Beam eAxe
- Portfolio family covers Passenger Car to Medium Duty Commercial Vehicle (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

2



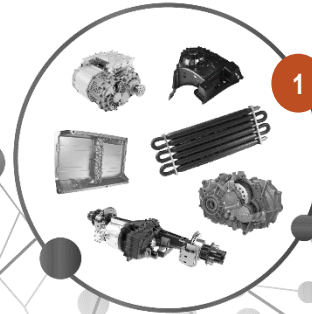
Diverse Propulsion Types

- BEV
- Hybrid
- FCEV

3



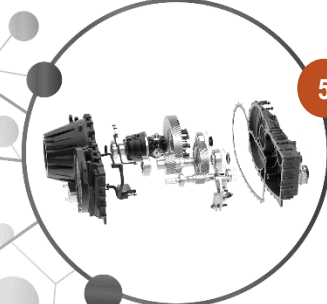
1



Diverse Products

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

5



Scalable Solutions

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

Maximizing Electrification Opportunities

5

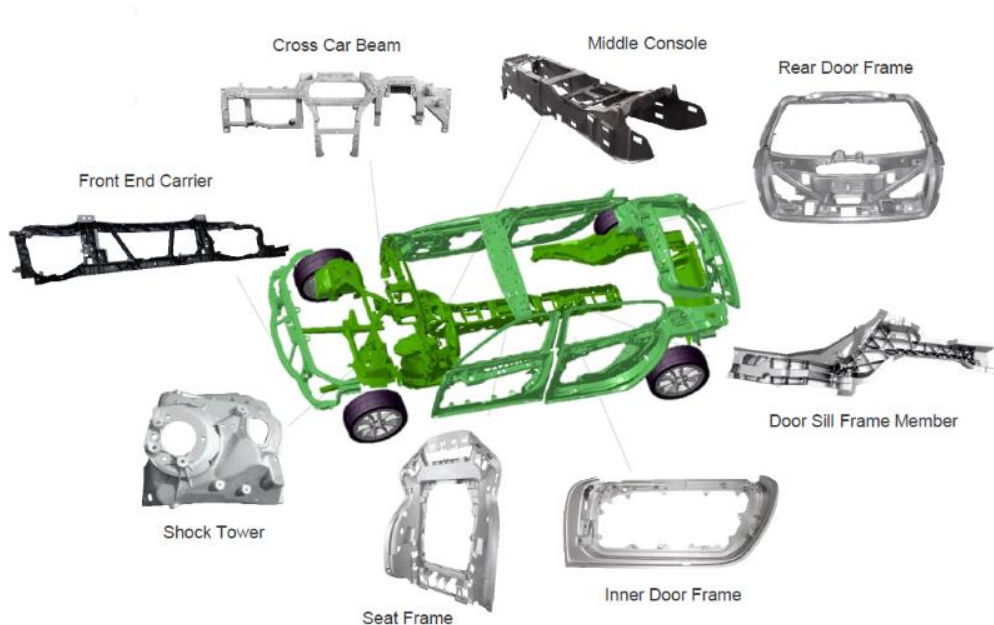


Diverse & Growing Customer Base

- Traditional OEM's
- New Entrants

Structural & Chassis Portfolio Expanding

Structural Opportunities in Light Metals



- Increasing opportunities in Electrified and Propulsion Agnostic product, mitigating potential risk of ICE exposure in a transitioning Mobility market going forward



Knuckles



Control Arms



Crossmembers



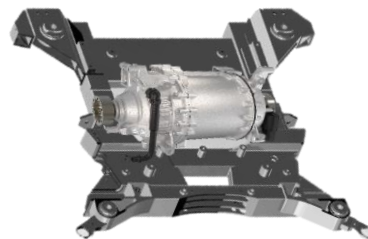
Subframe



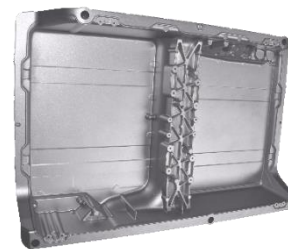
Sidemembers



Subframe Components



Full eAxle Subframe-cradle Integration



Battery Enclosures

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

Acquisition of 3 Dura-Shiloh Battery Enclosures Facilities

Transaction Details

- Deal signed May 30th, Closed August 3rd
- \$325M USD Transaction Price
- Accelerates Linamar Electrification Strategy and portfolio expansion
- Highlights Linamar's strategic focus on market opportunities in EV Structures
- Integration plans underway even prior to closing
- Sales & Commercial responsibilities transitioning to existing Linamar Mobility Global Sales Tea

Products

Battery Enclosure Assemblies



Facility Locations



Muscle Shoals, Alabama, US



Skopje, North Macedonia



Strakonice, Czech Republic

Linamar Structures Group Created

A Fully EV and Propulsion Agnostic Group – Already ~\$1 Billion Sales at Peak and Growing

HPDC

Mills River

Giga Casting Plant

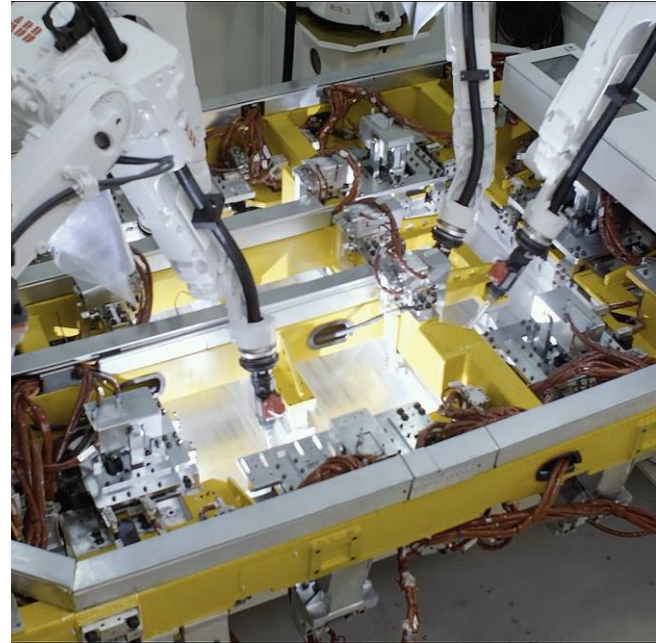


~\$400 Million

Battery Enclosure Plants

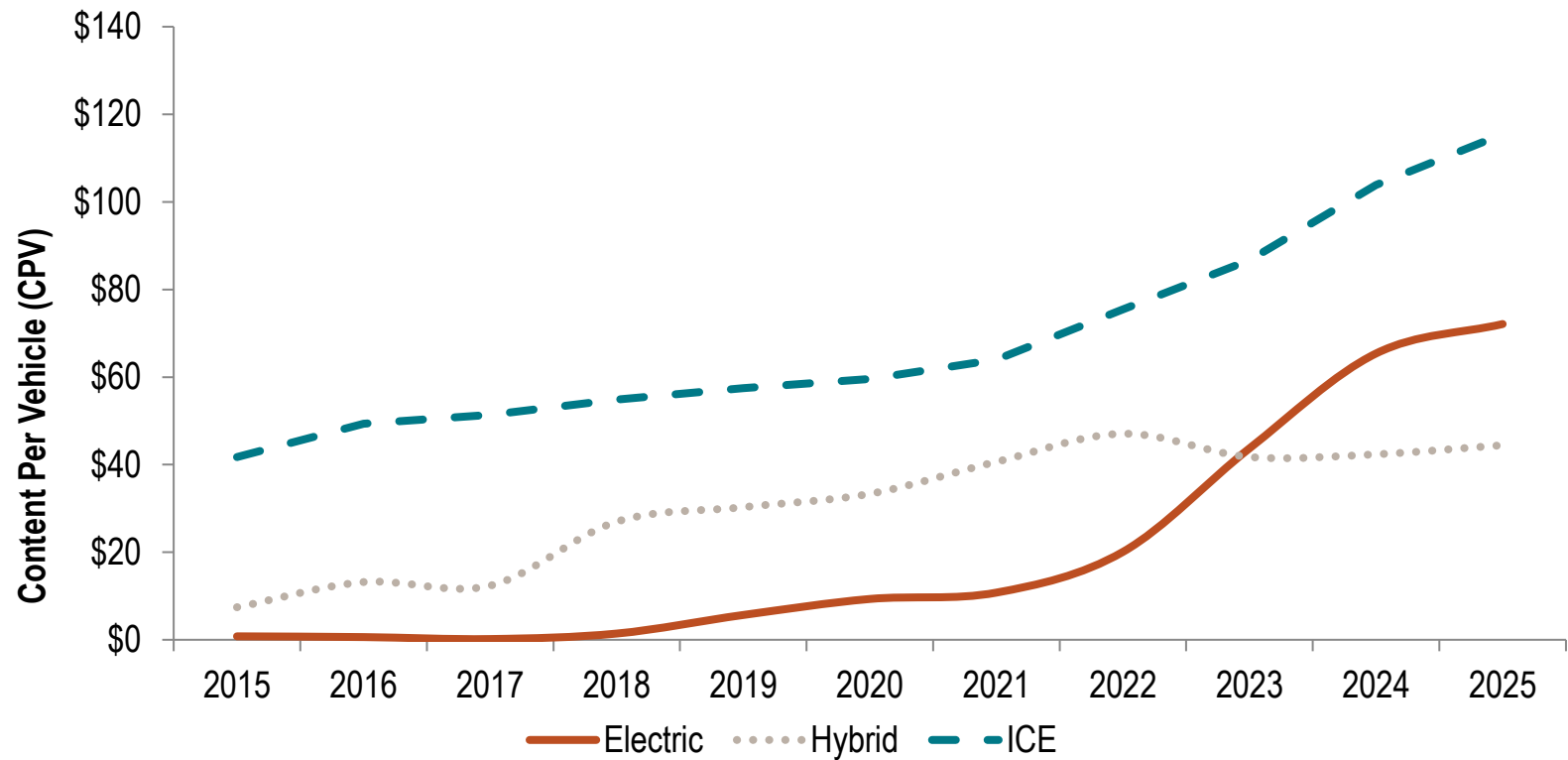
Dura Shiloh 3 Plants

Linamar 1 Plant



~\$600 Million

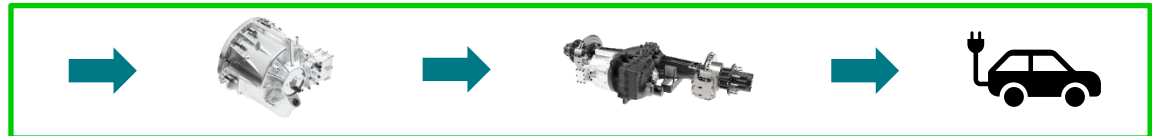
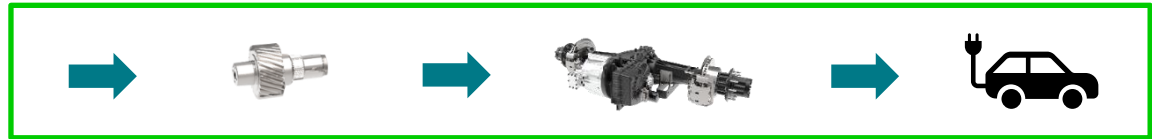
Electrified Vehicles Key Growth Opportunity for Linamar



Updated: July 21, 2023. Estimates based on current projections and EV applications in market. Light vehicle only.

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)

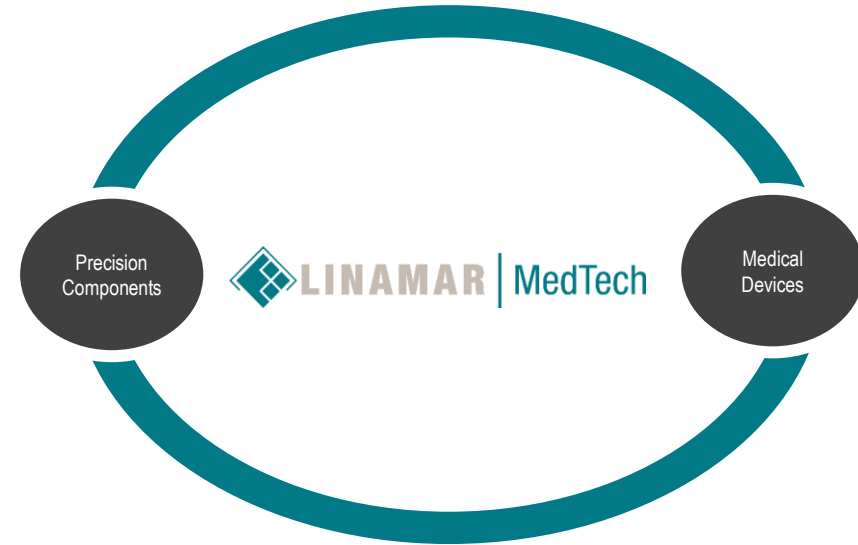


Linamar 2100: *MedTech*



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



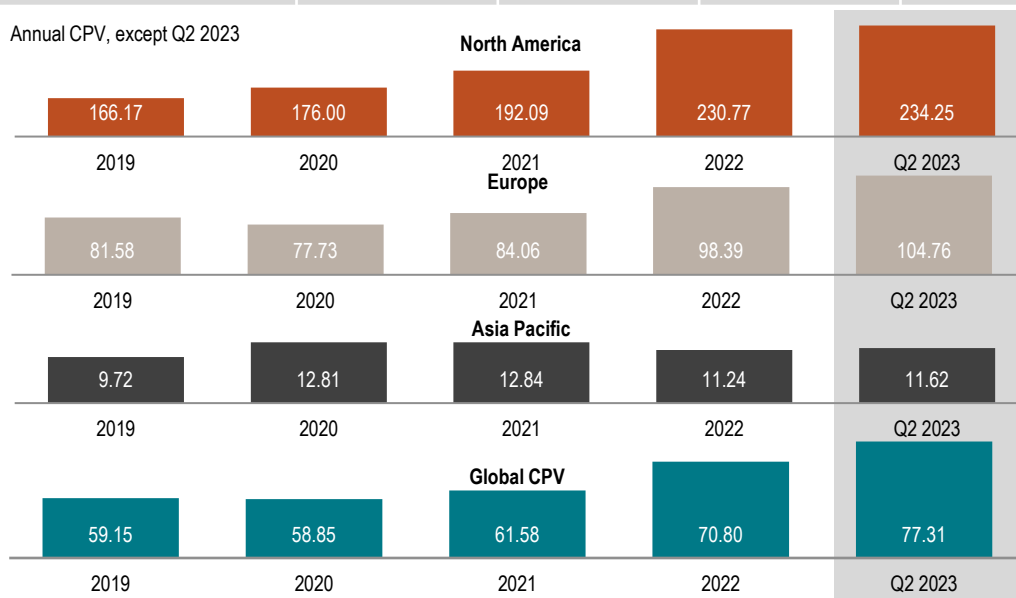
Financial Review



Automotive Sales & Content Per Vehicle² (CPV)

	CPV Q2 2023	CPV Q2 2022	CPV % Change	Vehicle Production Units % Change	Automotive Sales Q2 2023 (CAD Millions)	Automotive Sales Q2 2022 (CAD Millions)	Automotive Sales % Change
North America	234.25	236.14	(0.8%)	15.2%	993.0	870.2	14.1%
Europe	104.76	99.78	5.0%	14.4%	475.4	396.3	20.0%
Asia Pacific	11.62	9.35	24.3%	17.2%	139.6	96.0	45.4%
Global CPV ¹	77.31	76.07	1.6%	16.1%	1,608.0	1,362.5	18.0%
Other Automotive Sales	-	-	-	-	79.1	43.0	83.9%

Annual CPV, except Q2 2023



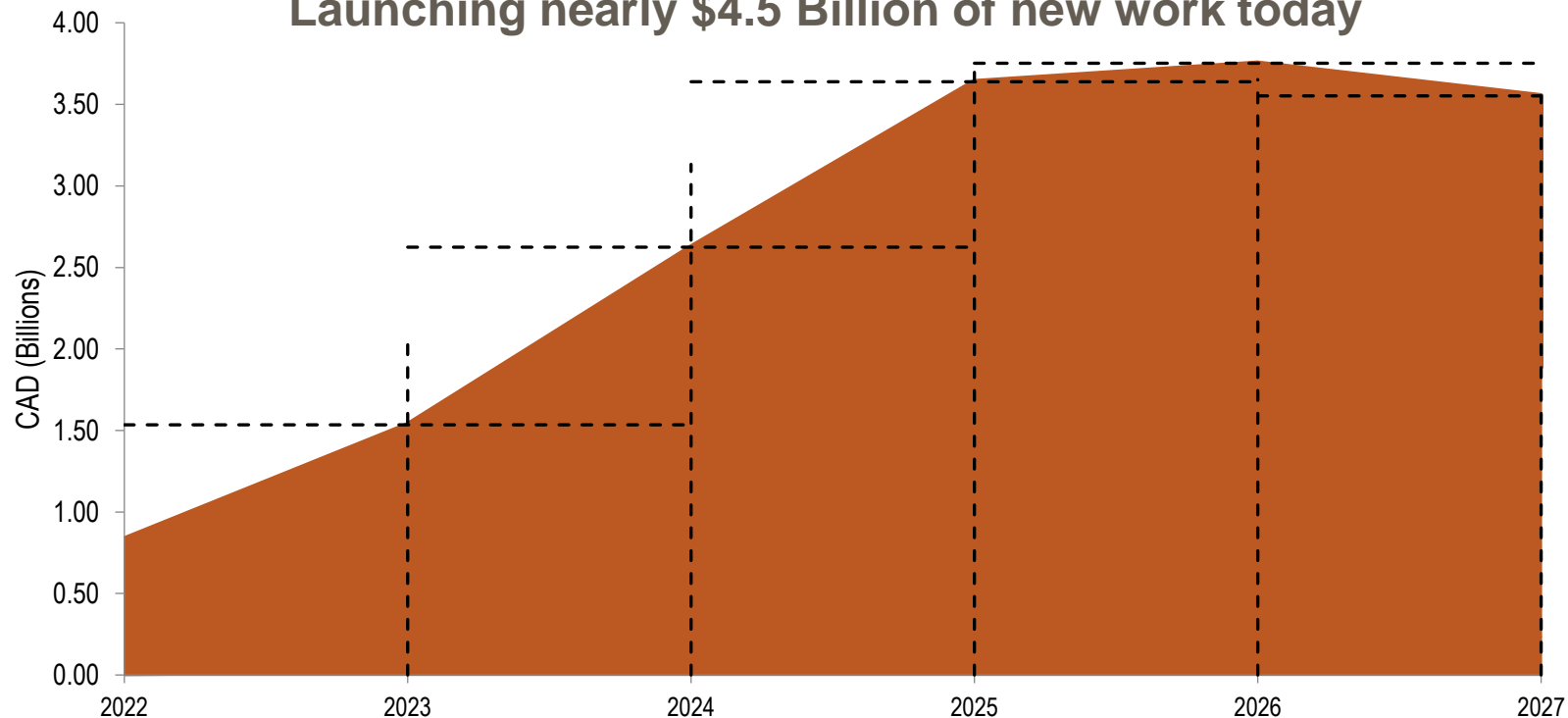
- Global CPV up again
 - Launching business in NA, Europe and Asia key driver

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

Launching nearly \$4.5 Billion of new work today

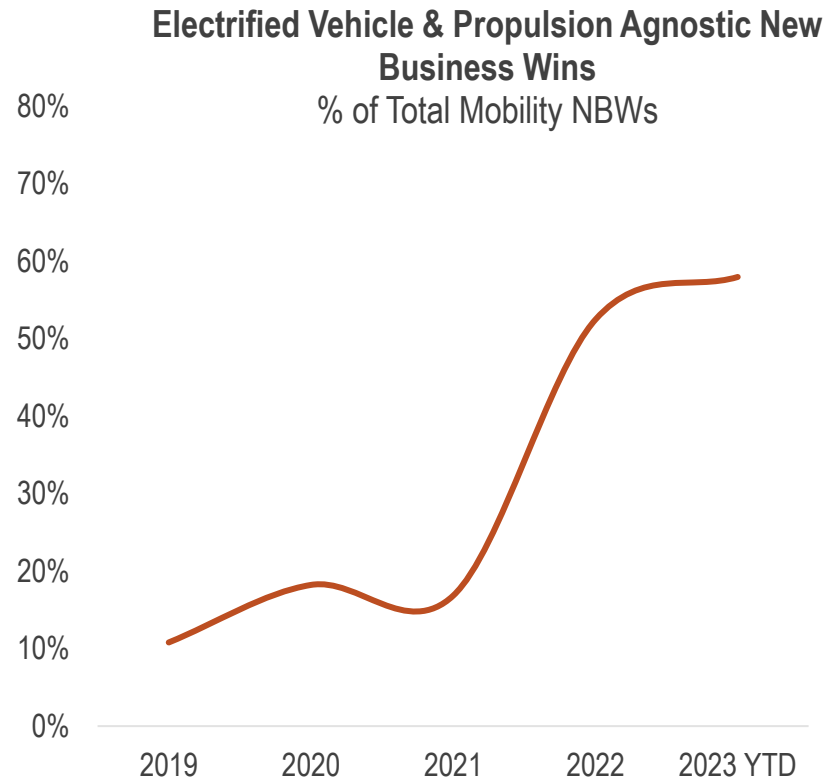
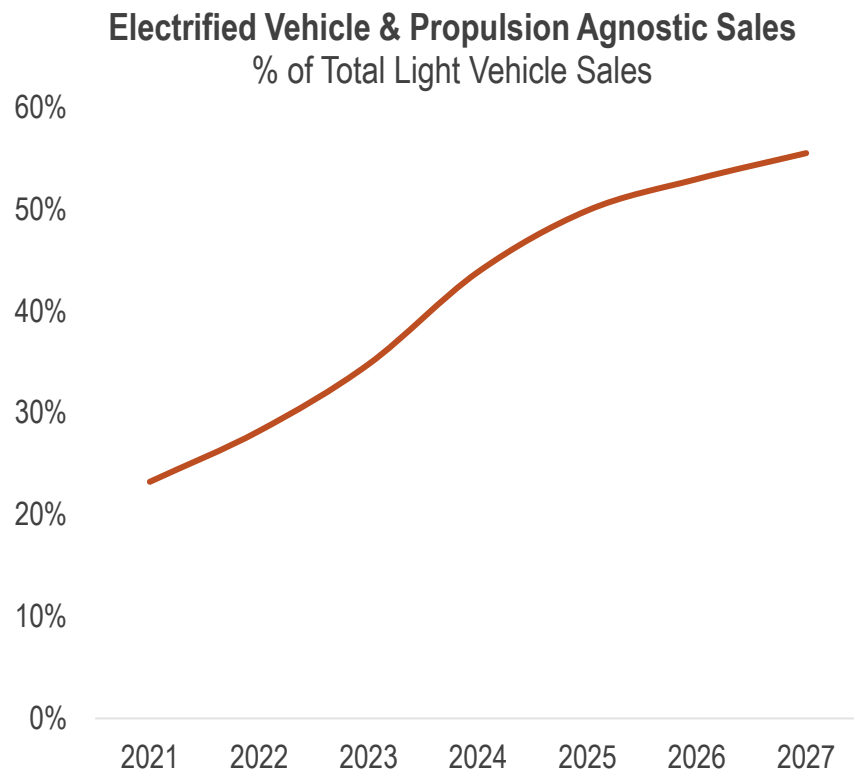


Incremental Growth from Launches

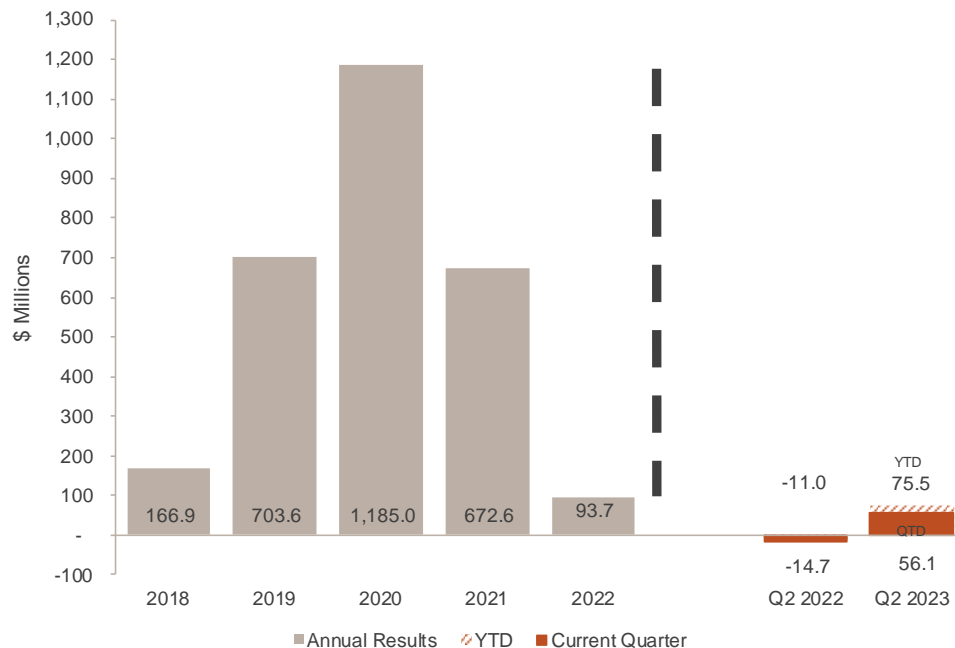
\$700 to \$800 Million in 2023

\$800 to \$900 Million in 2024

Strong EV Wins Shifting Linamar Sales Mix



Cash Flow Continues to be a Key Priority

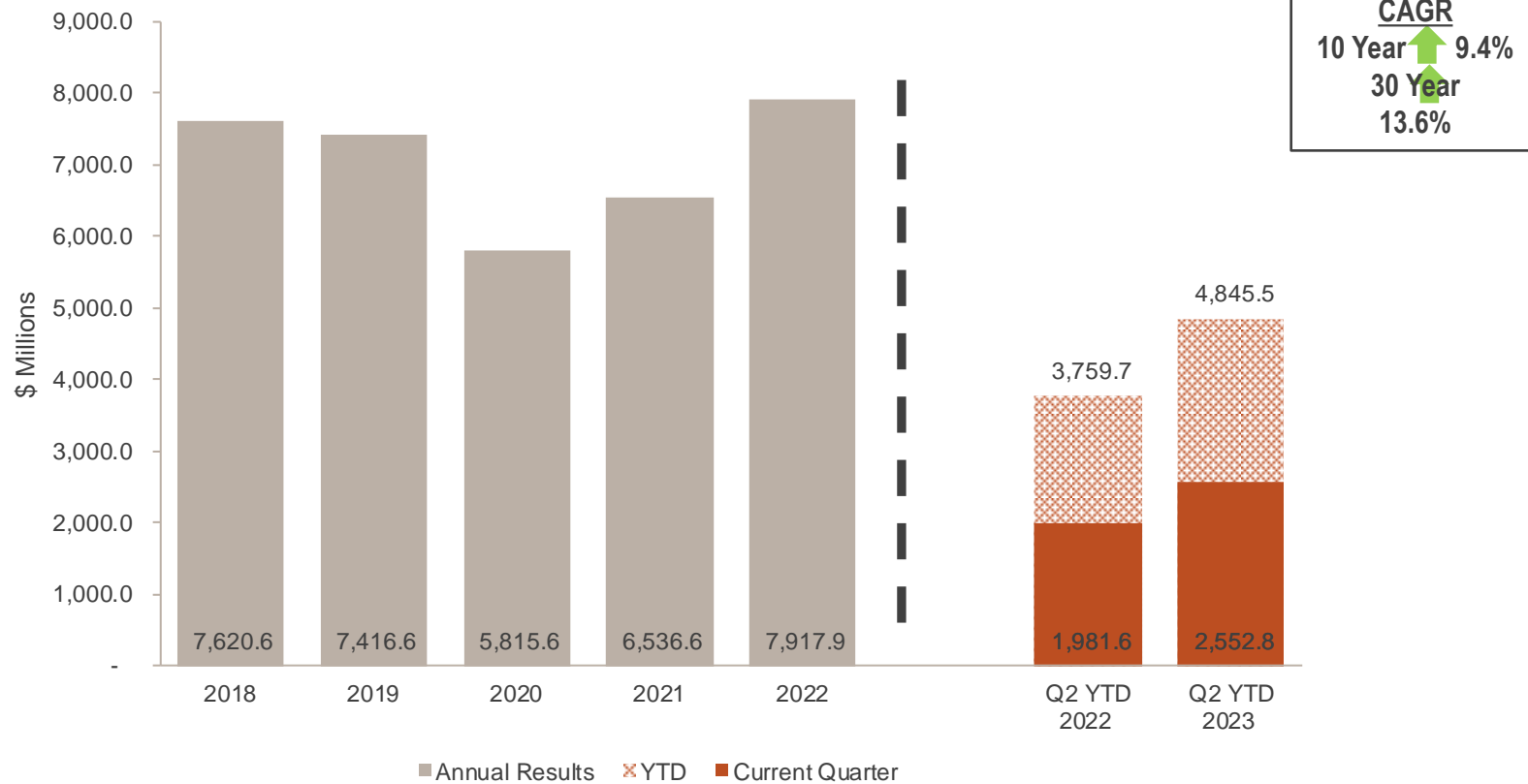


- FCF^{1,2} positive on strong earnings despite heavier capex;
- Liquidity¹ remains excellent with \$1.8 billion of cash available at quarter end.

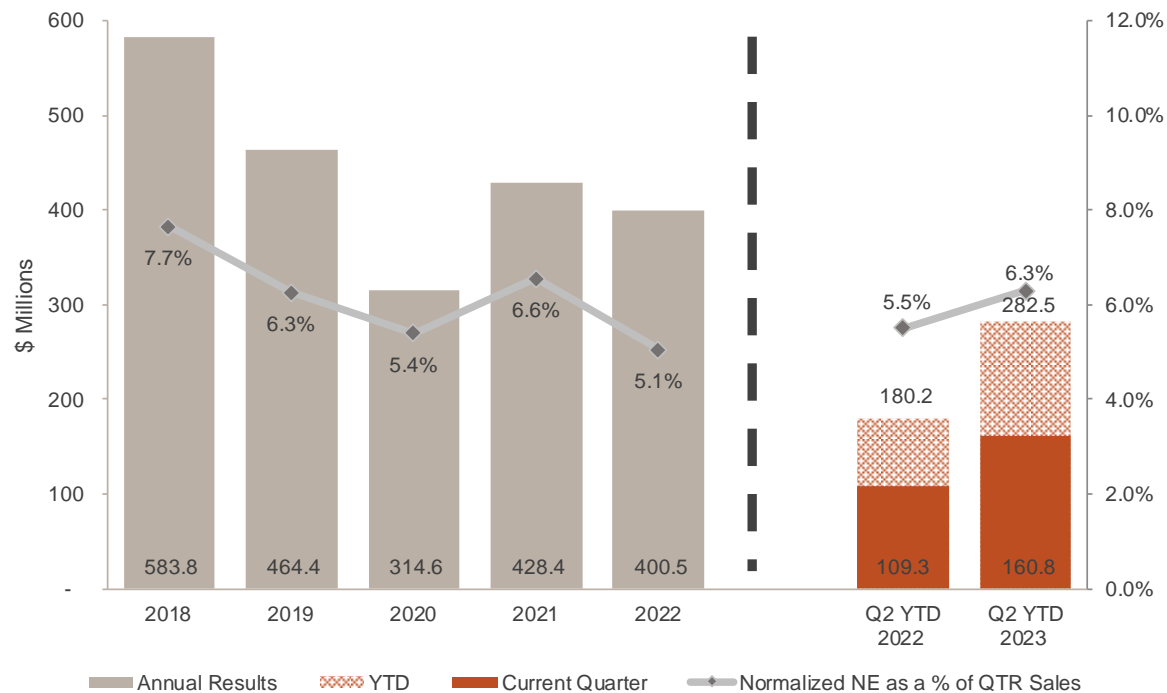
1 - Free Cash Flow and Liquidity are non-GAAP financial measures. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2023 MD&A.

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

Annual Sales

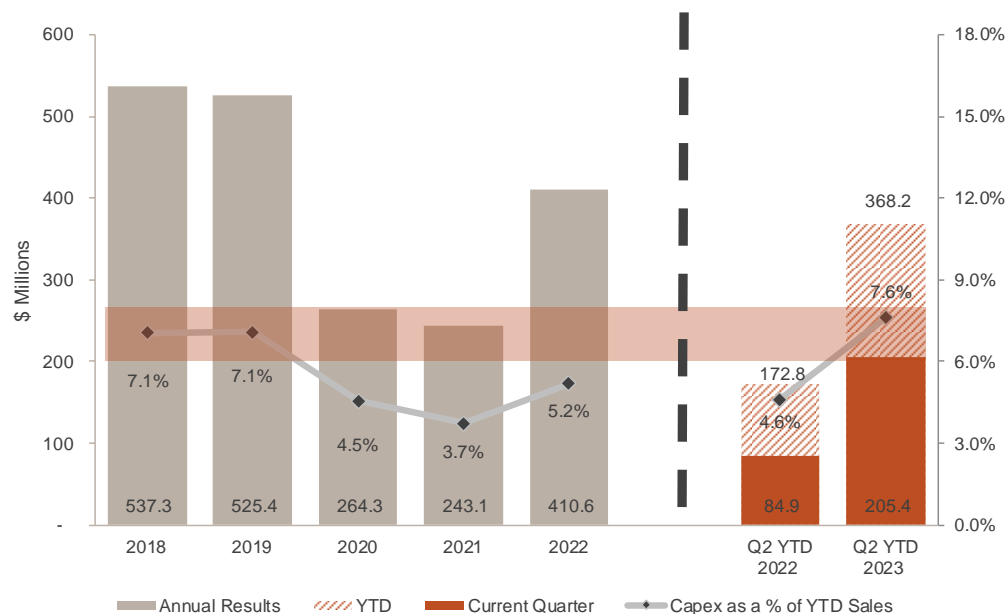


Net Earnings - Normalized¹



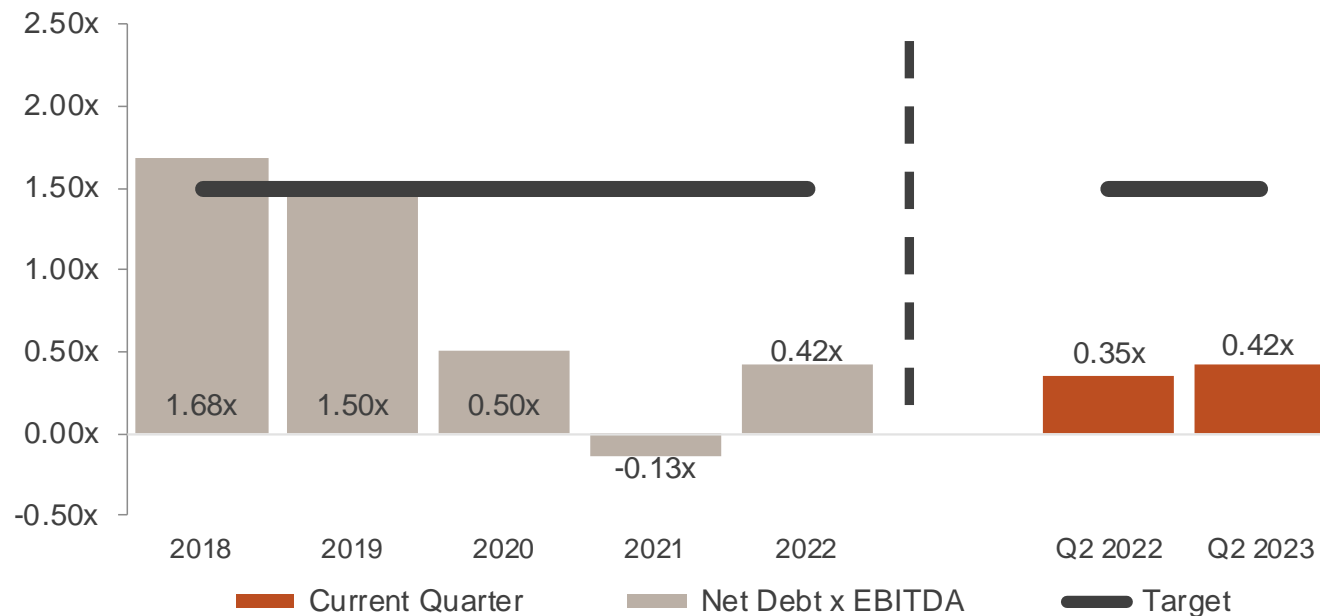
1 - Net Earnings - Normalized is a non-GAAP financial measure. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2023 MD&A.

Operational Capital Expenditures



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

Net Debt to EBITDA¹



¹ - EBITDA, as used in Net Debt to EBITDA, includes trailing twelve months EBITDA on acquisitions, when applicable.



Thank You

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  @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