



Linamar Acquisition of Bourgault Industries

Linda Hasenfratz,
Executive Chair & CEO

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Forward Looking Information, Risk and Uncertainties

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Strategy

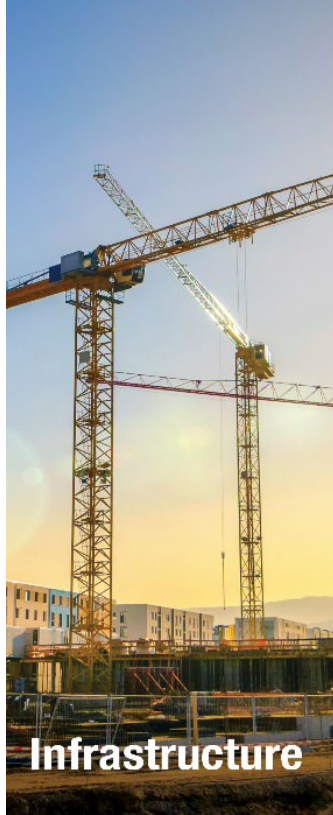


Bourgault: A Strategic Expansion of Linamar's Agriculture Platform with Another Technology Leader

- Industry-leading short-line agricultural equipment manufacturer specializing in seeding systems such as air seeders and air carts
- Reputation for high quality and advanced technology, with a focus on R&D and innovation
- Strong growth potential and opportunity for significant synergies with Linamar's existing global distribution agriculture platform
- Enhances Linamar's position as a global diversified manufacturer within the expanded Industrial segment
- Profitable business with strong cash flows that offers an attractive avenue to deploy available capital



Linamar Vision for 2100



Rapid Technology
Evolution

Growing Intensity to
Address Environmental
Concerns

Urbanization

Aging Global
Population

Growing Global
Population

Linamar's Agriculture & Food Strategy: *Feed The World*

- To design, manufacture and service complementary Short-Line Agriculture Equipment offerings that are innovative and differentiated to feed a growing planet
- Founded within the diversified Linamar Vision for 2100 to support a growing global population, and increased urbanization with advanced technologies
- Product solutions in broad acre applications using high-quality manufactured equipment, with the latest Precision Ag and best practice Agronomics to improve on-farm productivity and increase crop yield

3

Core Short-line
OEM Ag Brands

400

Patents
Registered

+30

Countries
Sold in

2,450

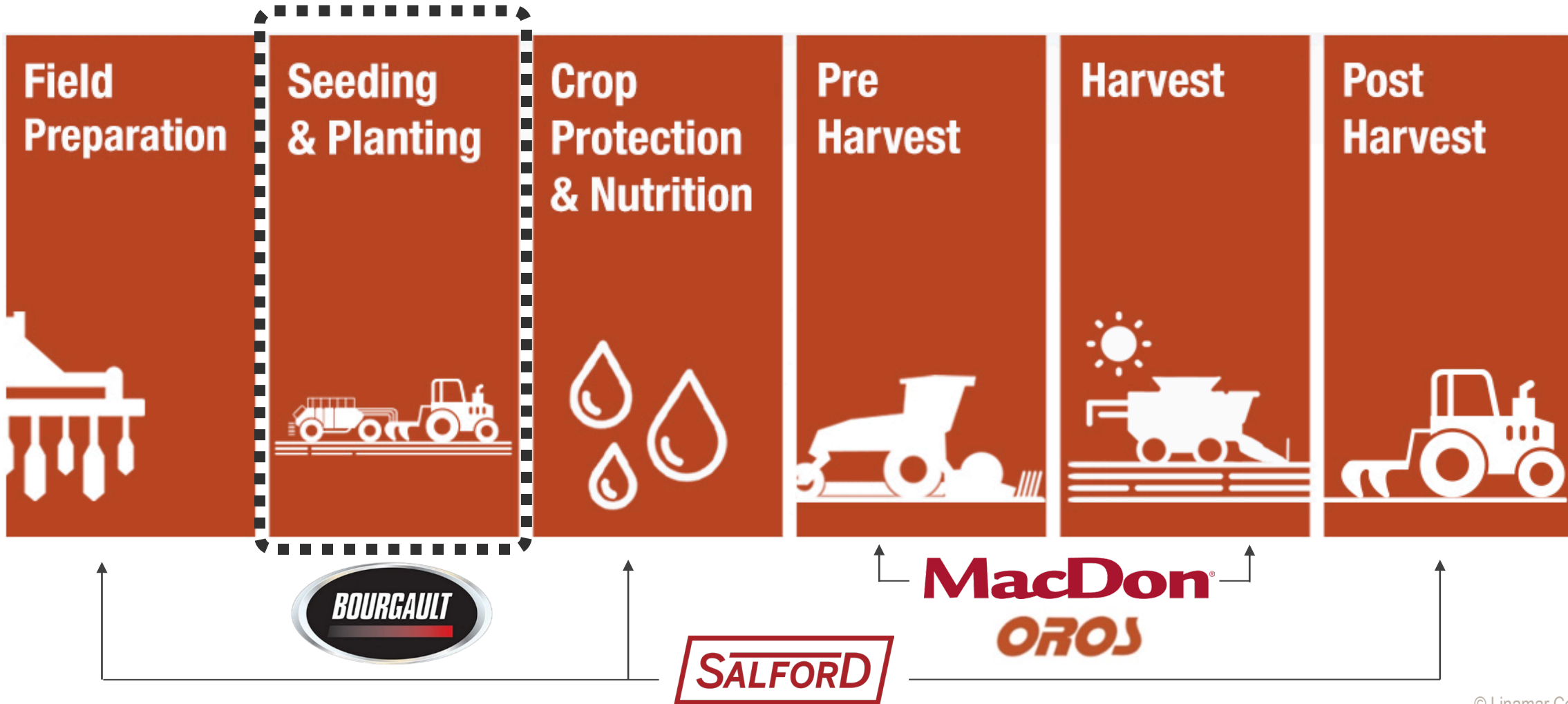
Global Dealers
& Distributors



FEED THE
WORLD

Complementary Short-line Products

Linamar has become a leader in premium short-line agriculture equipment and now with the acquisition of Bourgault provides a full suite of product offerings addressing all segments of the broad acre crop production cycle



Agriculture Growth Strategic Criteria

SHORT-LINE OEM



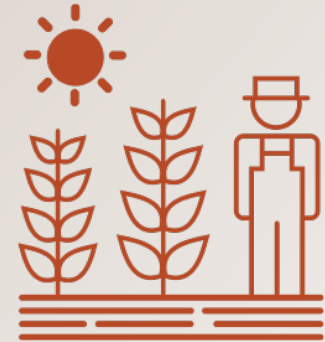
- Distribution synergies
- OEM Complementary
- Additional Value
(Products, Service, System)

DIFFERENTIATED



- Innovative & Differentiated Offering
- Strong Intellectual Property
- Configurations & Options
- Niche or Periphery

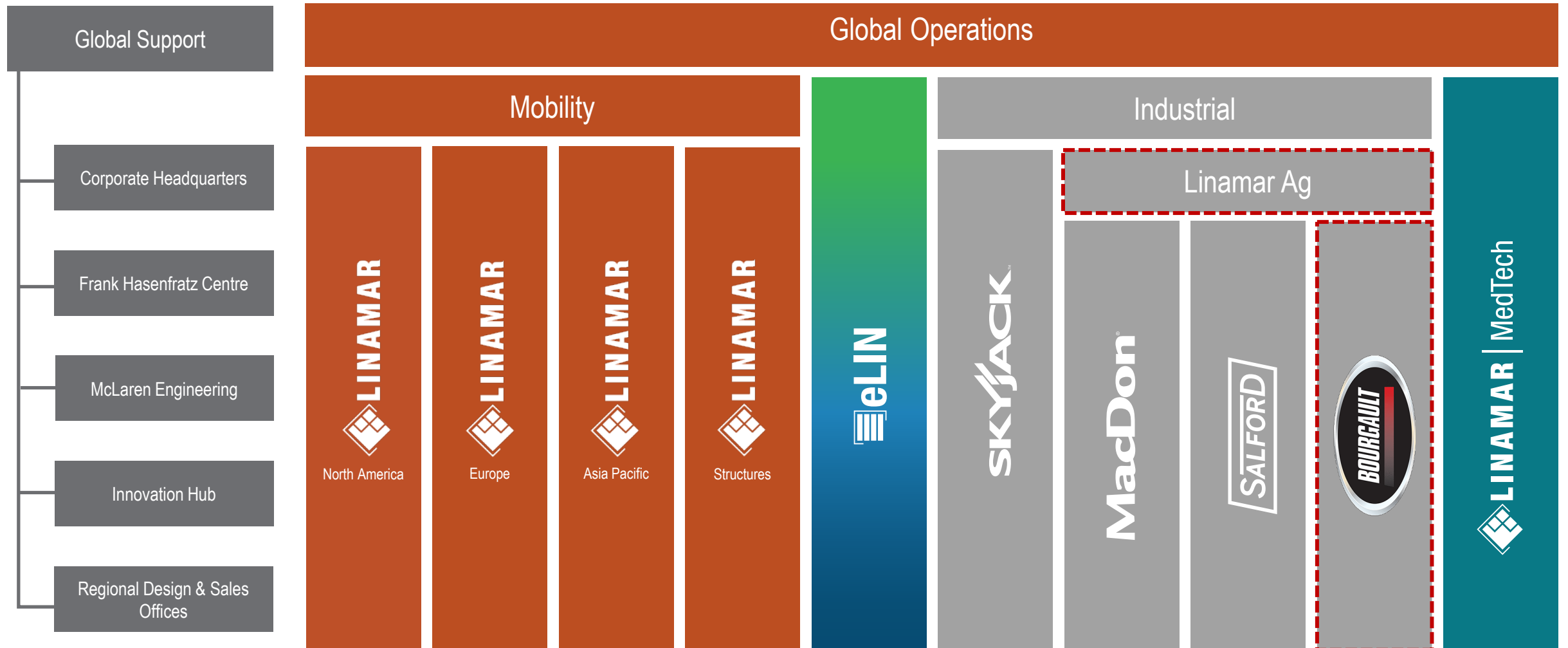
CUSTOMER CONNECTION



- Brand Recognition means end users who pull demand through channels
- Retained Value
- Ease of Use
- Strong Aftermarket Relationships

Linamar Global Operating Structure:

Addition of Bourgault Creates New Linamar Agriculture Business Unit Within Industrial Segment



Strategic Rationale for Acquisition

World Class Short-line Agriculture Equipment Manufacturer

- Bourgault is an industry-leading agriculture equipment manufacturer with unparalleled agronomic technology and expertise in seeding systems
- Global network of agricultural equipment dealers that spans North America, Europe and Australia

Complementary Products to Existing Lineup

- Creates immediate access to seeding and planting products to complement Linamar's current product portfolio of harvesting, tillage & application equipment, which enhances addressable market potential of full crop growing cycle

At the Forefront of Industry Technological Advancement and R&D

- Products designed with a focus on macro factors and future outlook of the agricultural industry, including unpredictable weather / crop conditions, and rising input costs
- Senior executive team has extensive industry knowledge and a passion for innovation and design

Significant Growth Opportunities

- Large addressable U.S. and international market expansion opportunities
- Continued product development and innovation demanded by the quickly evolving agriculture / farming sector

Expands Industrial Segment & Furthers Diversification

- Provides growth, greater business stability, and resilience by further diversifying Linamar's business and increasing size of Industrial segment

Substantial Expected Revenue & Cost Synergies

- Attractive valuation and strong profitability profile
- Significant revenue and cost synergy potential

Accretive and Generating Cash

- Attractive acquisition that allows Linamar to deploy capital to generate strong returns for shareholders
- Strong pro forma cash flow generation expected to result in rapid de-leveraging and continued balance sheet flexibility

Acquisition Transaction Overview



Jim Jarrell,
President & COO



Bourgault: Company Overview

Founded	<ul style="list-style-type: none">1973
Headquarters	<ul style="list-style-type: none">St. Brieux, Saskatchewan, Canada
Key Products	<ul style="list-style-type: none">Bourgault's seeding systems includes Air Carts, ParaLink Hoe Drills, ParaLink Coulter Drills and Frame Mounted SeedersHighline Manufacturing segment sells feed handling and processing equipment (Bale Processors and Movers, Rock Pickers)
Top Ranked Manufacturer	<ul style="list-style-type: none">Voted as North America's top shortline agricultural equipment manufacturer (average over the last six years)
Geographic Footprint & Facilities	<ul style="list-style-type: none">~850,000 square feet of purpose-built manufacturing, R&D, shop and office facilities, mainly in Saskatchewan, CanadaAdditional manufacturing and support facilities and sales offices in Canada, U.S., Australia, Europe, China, and India

Employees & Leadership Team	<ul style="list-style-type: none">~1,000 total employeesExperienced senior management team
Dealer & Distribution Network	<ul style="list-style-type: none">Broad dealer network of +750 across Canada, the U.S., Europe and Australia
Current Financials	<ul style="list-style-type: none">Annual sales ~C\$450-\$500M with a strong current order bookOperating margins in line with typical Linamar Industrial segment of 14-18%Low capital expenditure



Bourgault Products



ADVANCED SEEDING SYSTEMS

AIR CARTS



HOE DRILL SEEDERS



COULTER DRILL SEEDERS



FRAME MOUNTER SEEDERS



Highline FEED HANDLING & PROCESSING

BALE STACKERS



BALE PROCESSORS



ROCK REMOVAL / PICKER



FEED MIXERS



Technology & Innovation Market Leader

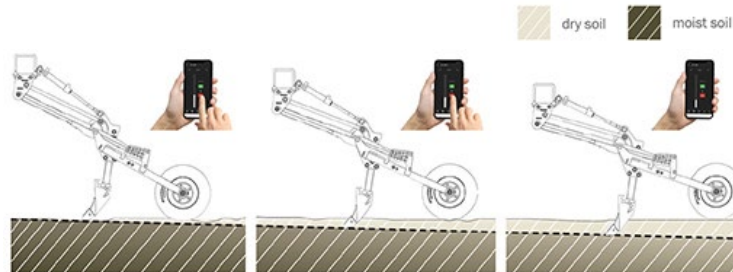
- Broadest air seeding product line with the largest equipment sizes and innovative features
- Constantly evolving seeding technology that leads the industry and is at the forefront of ESG regulations

TriMax™ System



- TriMax™ provides superior seed and fertilizer placement
- Nitrogen is positioned away from the seed, eliminating seed toxicity
- Seed is placed on its own and starter fertilizer is positioned nearby for quick emergence

Quick Depth Adjust & AccuSet™



- Bourgault has the only independent depth control drill on the market, offering the ability to adjust seeding depth in a matter of minutes
- AccuSet™ option allows seeding depth adjustments to be made from the seat of the tractor using a smartphone or tablet

Hi-Flotation™



- Hi-Flotation™ option allows producers to seed earlier in the season, during high levels of moisture, which is critical given the optimal seeding window for maximizing yields is narrow
- Incorporates a hydraulically-assisted wagon hitch for superior tracking behind the tractor

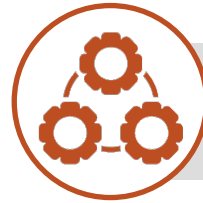
Significant Synergistic Benefits

- The transaction provide significant opportunity for Linamar to achieve material synergies and create substantial value
- Linamar has a successful track record of integrating acquisitions, maximizing synergies and positioning acquired businesses for accelerated organic growth



Revenue / Growth Synergies

- ✓ Potential for expansion of Bourgault products in the U.S. and in Eastern Canada as well as existing international distribution relationships
- ✓ Leverage current Bourgault dealer network relationships for cross-selling and expansion opportunities for Linamar's Agricultural products
- ✓ Industry and product innovation expertise to drive product development (e.g., Collective Intellectual Property)
- ✓ Enhanced aftermarket parts distribution
- ✓ Access to capital for investment opportunities



Cost / Efficiency Synergies

- ✓ Supplier purchasing and procurement
- ✓ Global manufacturing capacity utilization
- ✓ Manufacturing best-practices
- ✓ Efficiencies across various functional units
- ✓ Internal software and systems integration

Strategic Acquisitions Are Part of Linamar's Long-term Growth & Expertise



+40%

- Linamar's global manufacturing facilities came by way of acquisition



Mobility Acquisition
Integration
Team

Industrial
Acquisition &
Integration Team

- Completely separate integration team, no overlap to Mobility acquisition integration team
- Recent Mobility acquisitions of Battery Enclosures and Mobex will not be impacted
- Separate leadership and resourcing groups



Ag Integration
Momentum

- Integration will be led by Ag Division
- 2018-2019 MacDon integration was Linamar's most successful to that point, subsequent integrations built on that same playbook
- 2022 - 2023 Salford Integration plan was completed ahead of schedule
- Experienced management has capacity and ability to execute

Financial Impact

Dale Schneider
CFO



Transaction Overview

Transaction Overview

- Linamar to acquire 100% of the outstanding shares of Bourgault Industries Ltd. ("Bourgault") on a cash-free, debt-free basis for C\$640 million
- Acquisition valuation compares favourably with precedent agriculture equipment transactions and public peer valuations
- Integration planning and execution efforts are well underway

Financial Metrics

- Expected to be immediately accretive to Linamar's earnings and cash flows
- Significant revenue and cost synergies expected to be realized post-transaction

Financing Structure

- Linamar intends to finance the transaction a new term loan
- Post-transaction Linamar will maintain a prudent capital structure with Pro Forma Net Debt / LTM Adjusted EBITDA of $\sim 1.4x^1$ at close and returning to $<1x$ inside of 12 months, providing continued balance sheet capacity and flexibility

Closing

- Expected to close Q1 2024, subject to customary closing conditions, including regulatory approvals

1. Based on an expected Q1 2024 close. Includes pro forma adjustment for Mobex acquisition.

Purposefully Building a More Diversified Global Manufacturer

MacDon
2017



SALFORD

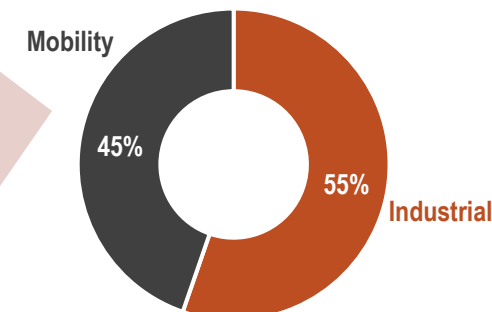
2022



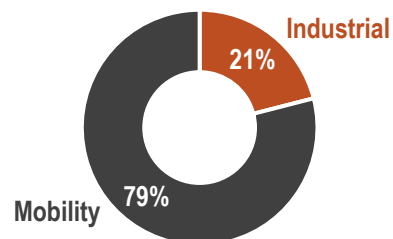
2023



Pro Forma
Operating Earnings¹



FY2016
Operating Earnings

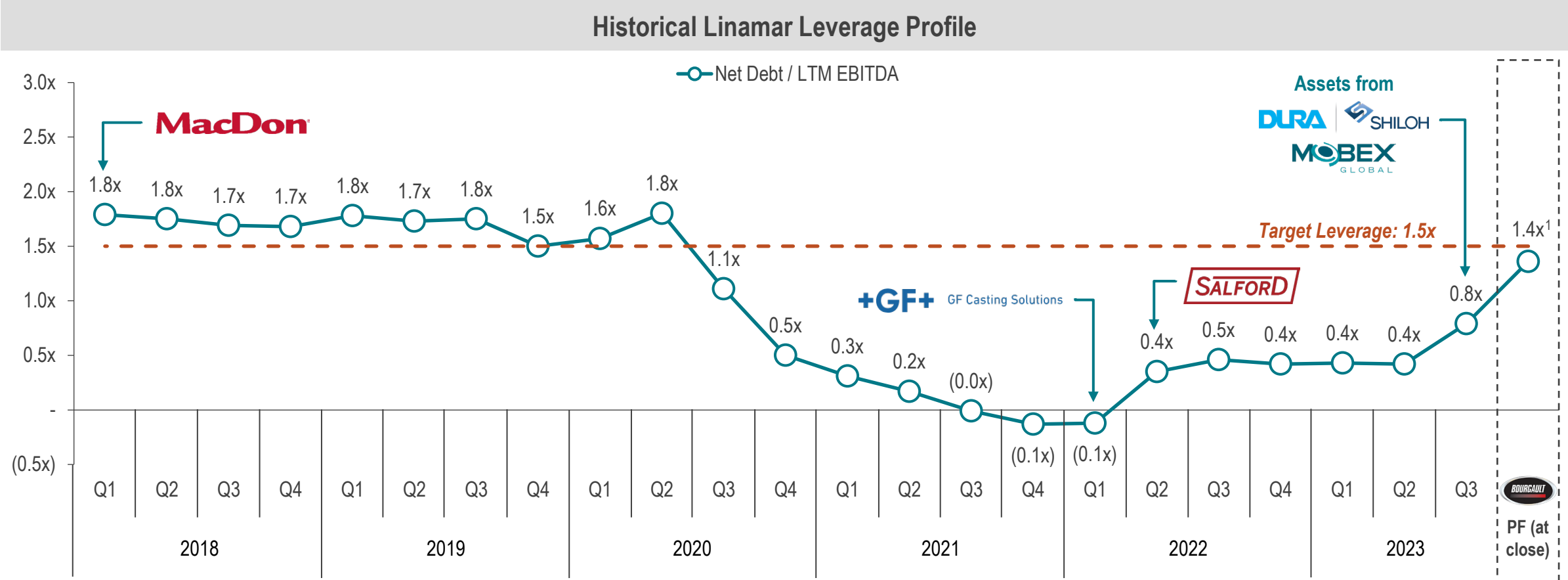


- Through organic growth and acquisitions, Linamar has built a transformed Industrial segment that now comprises **55% of total Operating Earnings**
- Linamar today is a highly diversified business across Agriculture, Infrastructure, and Mobility

1. Based on Linamar LTM as of Sept 2023 and Bourgault FY2023E (Bourgault's FYE Oct 31). Pro forma adjusted for Dura-Shiloh and Mobex acquisitions.

Deployment of Balance Sheet Capacity While Maintaining Prudent Leverage

- The Bourgault acquisition is an opportunity for Linamar to deploy its financial capacity towards an accretive acquisition with strong growth prospects and synergy potential, with the expectation to rapidly de-lever following the transaction
- Leverage will return under 1x EBITDA within maximum 12 months



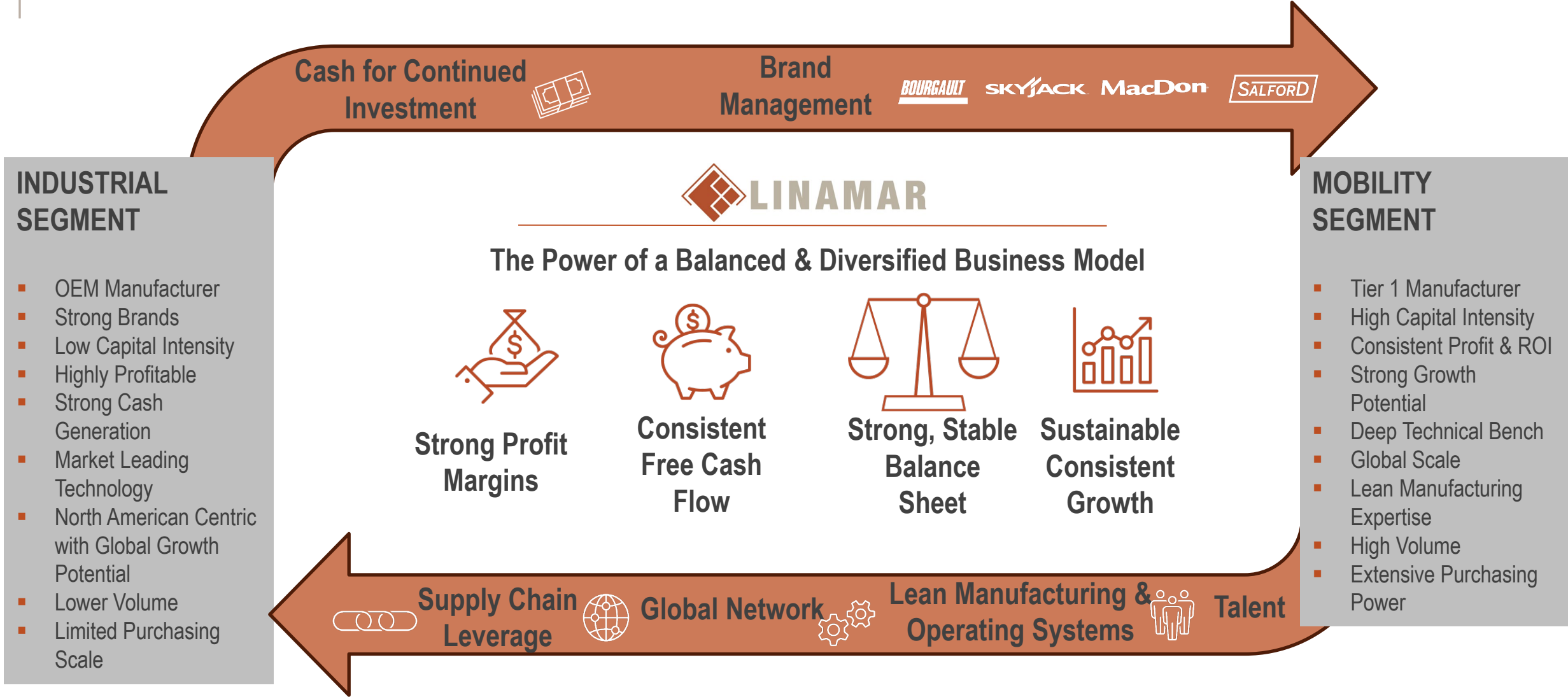
1. Based on an expected Q1 2024 close. Includes pro forma adjustment for Mobex acquisition.

Linamar: A Diversified Synergistic Business Model

Linda Hasenfratz,
Executive Chair & CEO

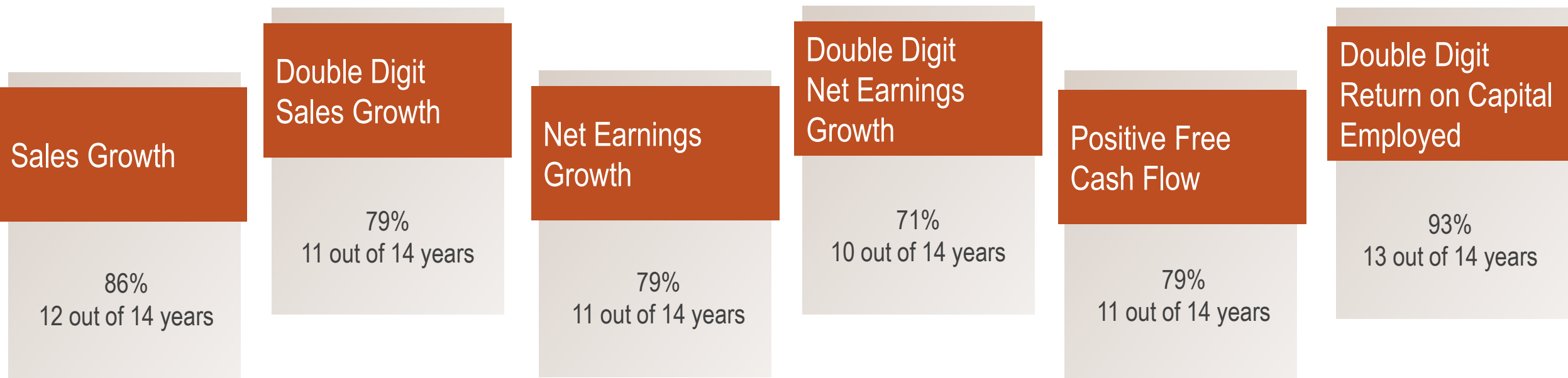


Linamar's Powerful Synergistic Diversification Model



Synergistic Diversification Model Key Driver of Our Long-Term Consistent Strong Performance

Since 2010



Bourgault is a Highly Strategic Fit for Linamar



Another Technically Superior Short-line Company Completing Our Agricultural Portfolio



Immediately Accretive



Significant Growth Opportunities



Further Advances our Powerful Synergistic Diversification Strategy

Question and Answer



Bourgault is a Highly Strategic Fit for Linamar



Another Technically Superior Short-line Company Completing Our Agricultural Portfolio



Immediately Accretive



Significant Growth Opportunities



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Thank You

www.linamar.com

