



2023 Q4 Conference Call Presentation

Linda Hasenfratz, Executive Chair & CEO
March 6th, 2024

For Audio Only Dial in:

North America: (888) 259-6580

International: (416) 764-8624

Conference ID: 11859424



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.



Quarter Highlights

Financial

- Record Results
- Double Digit Top & Bottom-Line Growth

Strategy & Operations

- 1 acquisition closed another announced
- Both accretive with proprietary technology

Markets & Market Share

- Growth in 2023
- Flat/modest growth in 2024
- Record market share mobility
- Strong growth in largest product families industrial

Innovation & New Business

- Excellent NBW in mobility in balance of technologies
- New innovations launching in each industrial business

Financial



Financial Highlights

ANNUAL

- Record sales at \$9.73 Billion
- Double Digit Top & Bottom-Line Growth
 - Sales up 23%
 - Normalized EPS¹ up 40%
- Margin expansion to 5.6%

QUARTERLY

- Double Digit Top & Bottom-Line Growth
 - Sales up 19%
 - Normalized EPS¹ up 23%
- Margin expansion versus Q4 2022
- Mobility segment growing earnings & margins again after a few challenging quarters



¹ - Net Earnings (Loss) per Share – Diluted – Normalized (EPS) is a non-GAAP financial ratio. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q4 2023 MD&A.

Financial Highlights

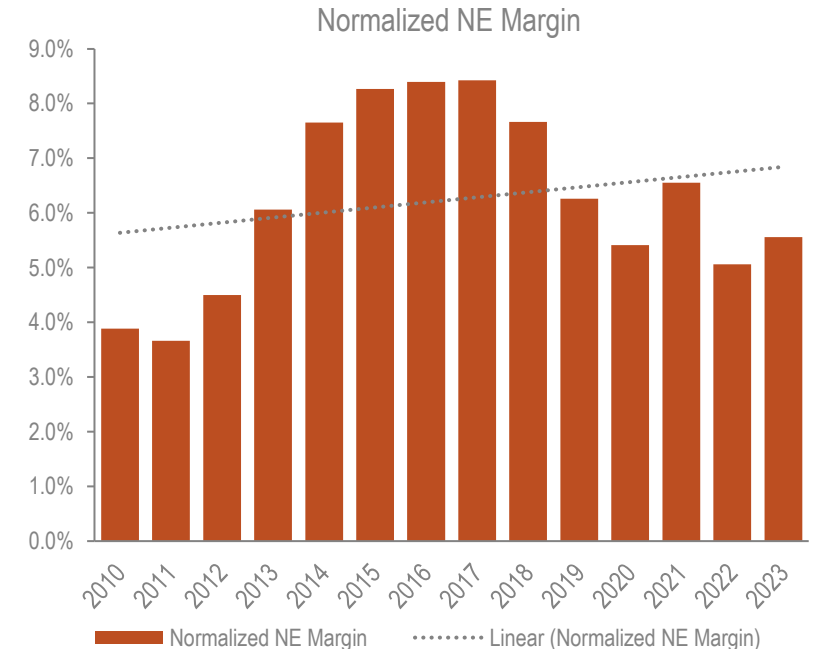
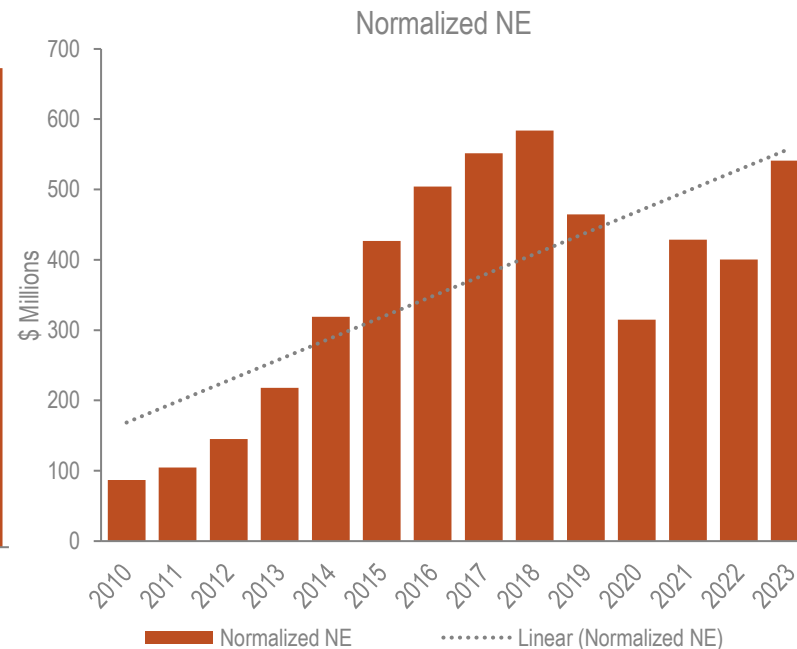
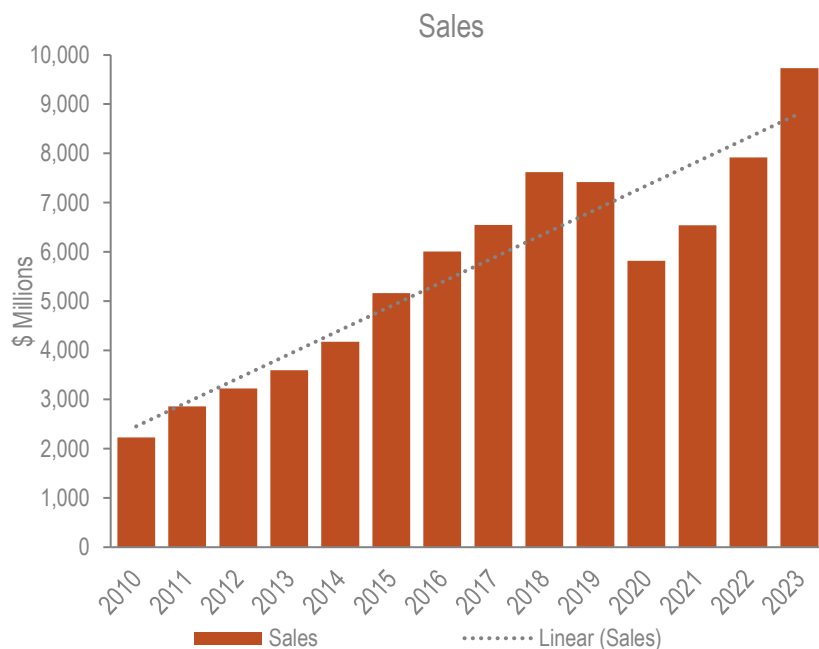
Income Statement

	Q4 2023	Q4 2022	% Δ	2023	2022	% Δ
Sales	2,453.9	2,060.0	19.1%	9,733.5	7,917.9	22.9%
NE – Normalized ¹	122.2	99.5	22.8%	541.1	400.5	35.1%
NE – Normalized Margin ¹	5.0%	4.8%		5.6%	5.1%	
EPS – Normalized ¹	1.98	1.61	23.0%	8.78	6.26	40.3%

Q4 2023

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

- 1) An unusually strong quarter for the industrial segment (best Q4 in history for MacDon);
- 2) Launching business in mobility segment;
- 3) Mobility group acquisitions; and
- 4) Better pricing offsetting higher costs; partially offset by
- 5) Higher SGA and fixed costs supporting growth; and
- 6) Unfavourable FX for Mobility segment



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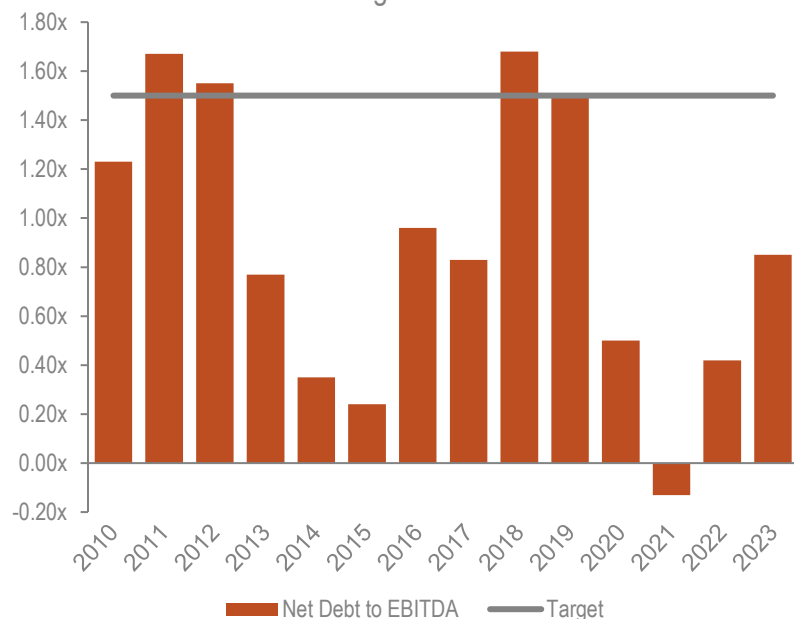
Financial Highlights

Balance Sheet

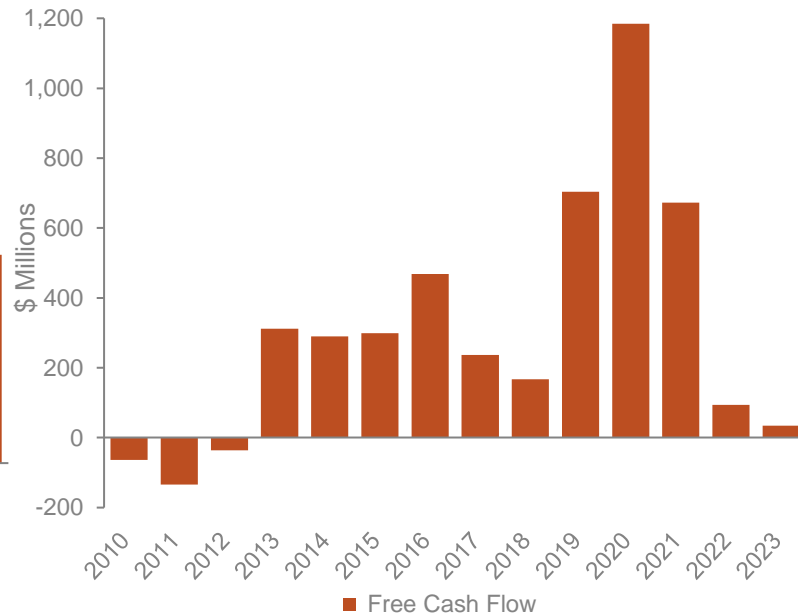
	2023	2022
Net Debt ¹	1,119.0	447.9
Net Debt to EBITDA ²	0.85x	0.42x
Free Cash Flow ³	34.6	93.7
Capital Expenditures (Capex)	762.7	410.6
Capex as a % of Sales	7.8%	5.2%

- Balance sheet has remained consistently strong despite higher acquisition activity and resumption of normal capex spending
 - Leverage in excellent shape at 0.85x Net Debt to EBITDA, well under max goal of 1.5x
- Positive FCF for the quarter completes 11th consecutive year of positive FCF
- Capex has trended back to our normal 6-8% of sales levels in 2023 as expected
 - 6-8% of sales investment in capex drives double digit sales growth

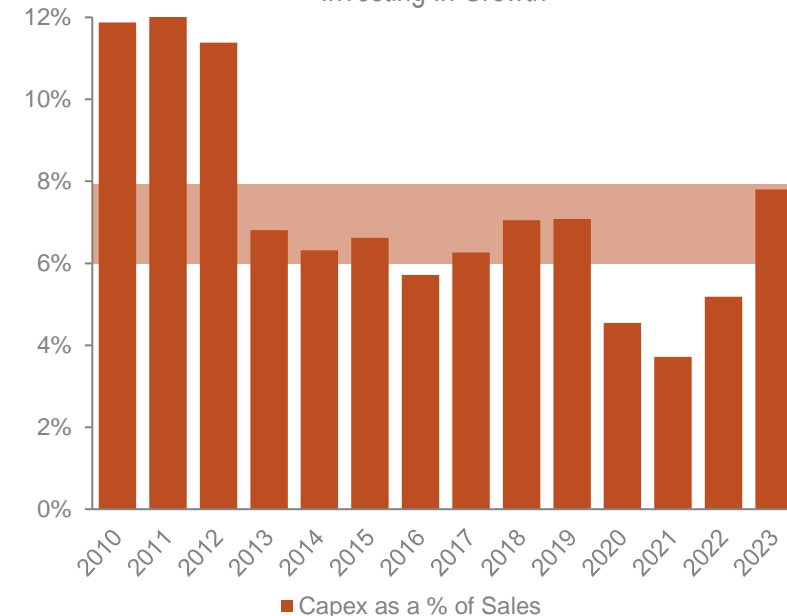
Strong Balance Sheet



Positive Free Cash Flow



Investing In Growth



1 – Net Debt is a non-GAAP financial measure and the Company believes it is useful as an indicator of its financial position. Net Debt is calculated as Short-term Borrowings and Long-Term Debt (the most directly comparable measure as presented in the Company's Consolidated Statements of Financial Position) less Cash. For Q4 2023 this calculation is Short Term Borrowings of \$Nil (Q4 2022 - \$Nil) plus Long-Term Debt of \$1,772 million (Q4 2022 - \$1,308 million) less Cash of \$653 million (Q4 2022 - \$861 million).

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

3 – Free Cash Flow (FCF) is a non-GAAP financial measure. Free Cash Flow in 2019 has been adjusted for additions of property, plant and equipment related to the dissolution of a joint venture. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q4 2023 MD&A.

Strategy & Operations



Strategy & Operations Highlights

Structures Group

- Completed acquisition of Mobex
 - Immediately accretive acquisition
- Strong proprietary technology in VRC & PRC casting for lightweight parts of superior strength

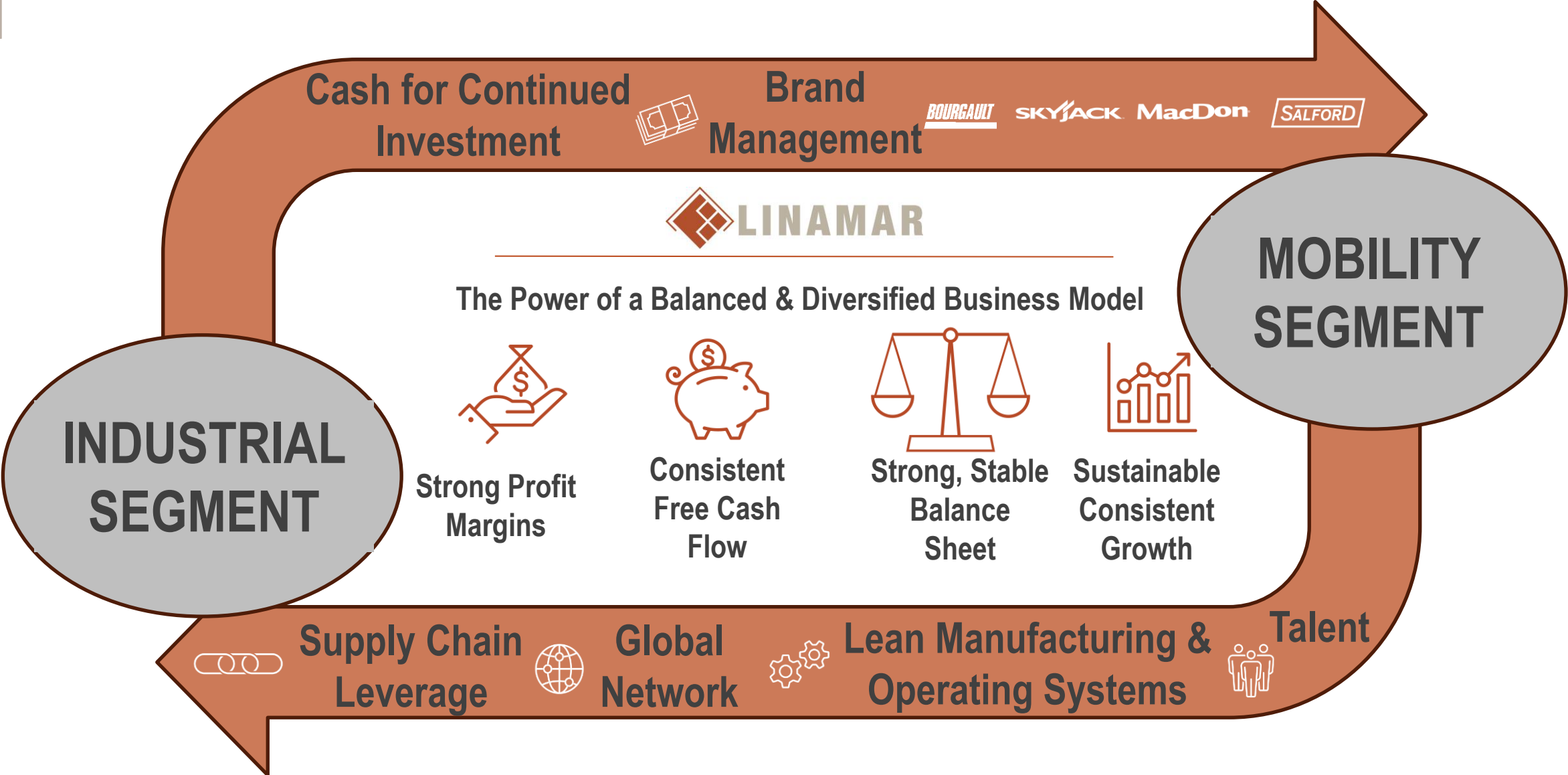


Agriculture Group

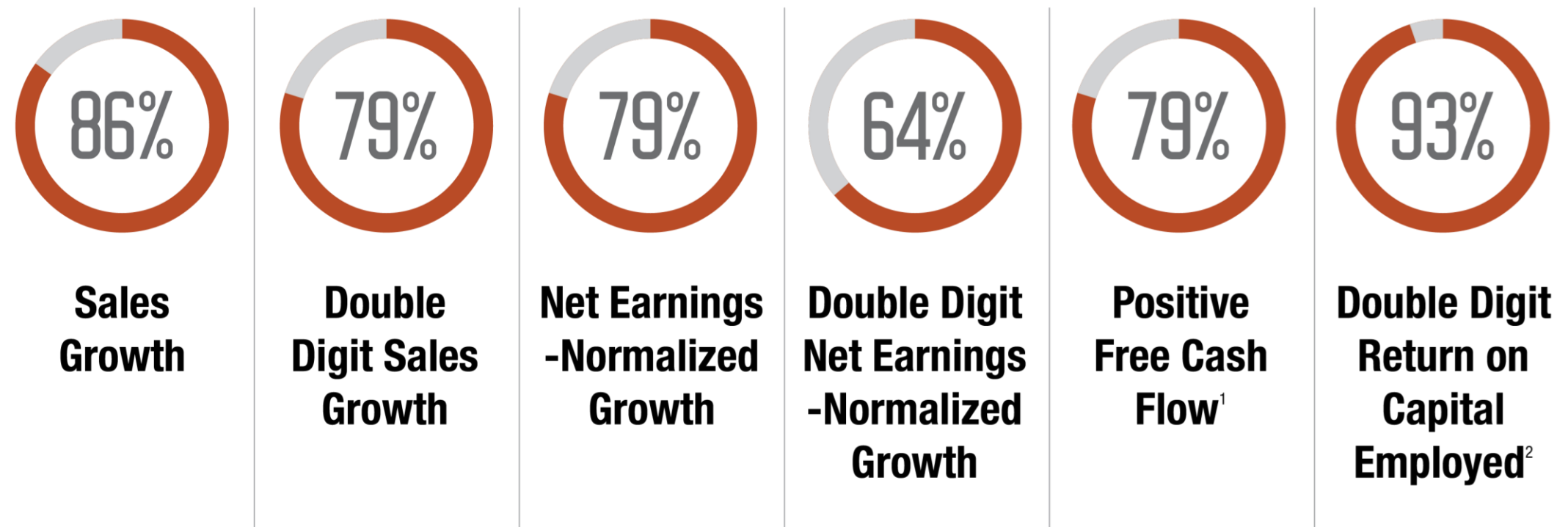
- Announced acquisition of Bourgault Industries
 - Immediately accretive acquisition
 - Industry-leading seeding technology



Linamar's Powerful Synergistic Diversification Model



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



Percentage of years, out of the last 14 years, when Linamar has delivered upon each metric

1 - Free Cash Flow (FCF) and Net Earnings (NE) – Normalized are Non-GAAP Financial Measures. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q4 2023 MD&A.
2 - Return of Capital Employed (ROCE) is a non-GAAP financial ratio and the Company finds it useful in assessing the underlying operational performance and in making decisions regarding the ongoing operations of the business. ROCE (A/B) is calculated as Earnings base (A) which is trailing twelve-month Operating Earnings of \$775 million (Q4 2022 - \$595 million) divided by Capital Employed (B) which is Equity (the most directly comparable measure as presented in the Company’s Consolidated Statements of Financial Position) less Contributed Surplus of \$34 million (Q4 2022 - \$31 million) plus Long-Term Debt of \$1,772 million (Q4 2022 - \$1,308 million) less Cash of \$653 million (Q4 2022 – \$861 million).

Bourgault Acquisition

Immediately Accretive, Another Technology Leader for Ag Business

Key Facts

- CAD \$450 Million Sales
 - OE within Industrial Segment normal range
- CAD \$640 Million Acquisition Cost
 - Valuation compares favourably to precedent agricultural transactions
- Immediately Accretive
- Announced acquisition agreement on December 20, 2023. Deal closed on February 1, 2024.
- Pro Forma Net Debt / LTM Adjusted EBITDA of ~1.5x at close and returning to <1x inside of 12 months

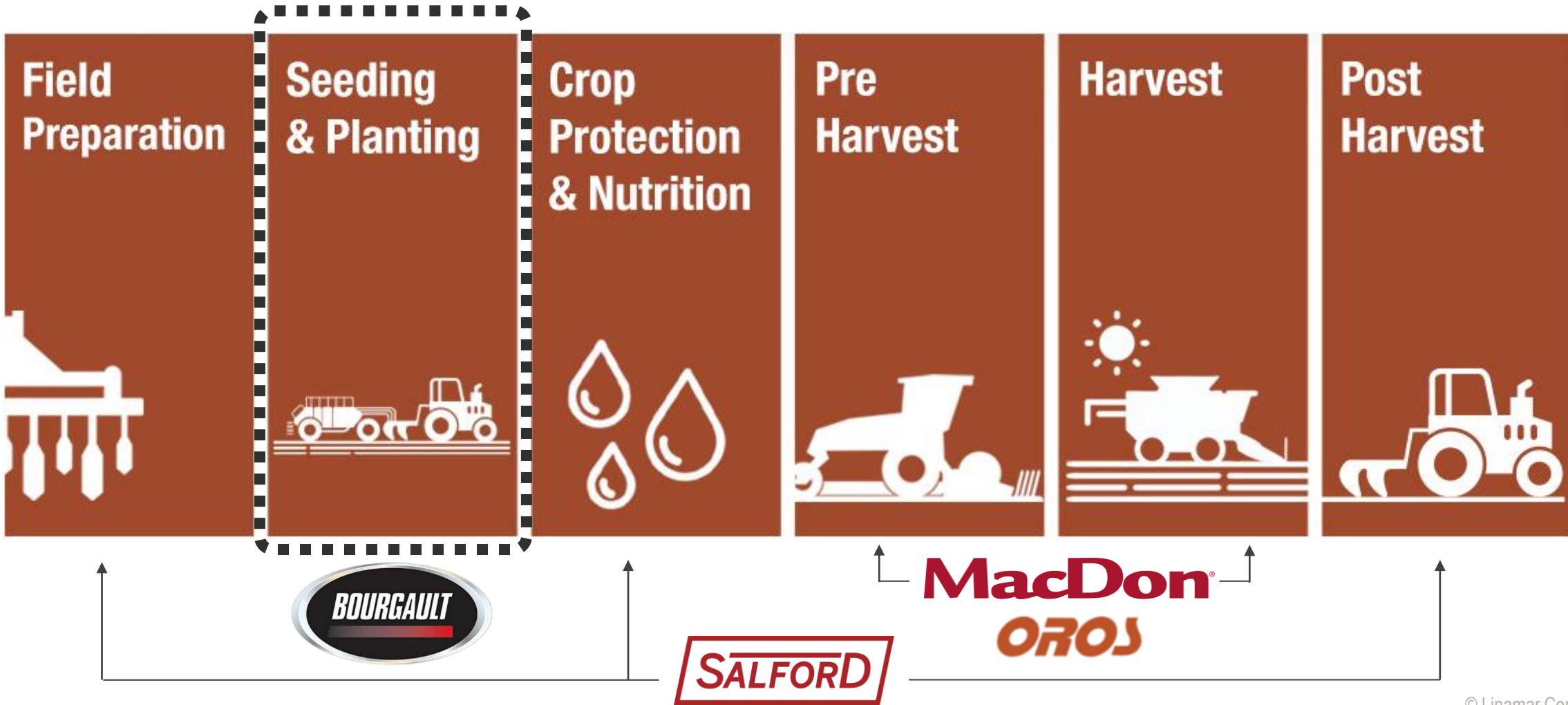
Technology Leader in Seeding

- TriMax system patented technology that places seed in the seedbed and fertilizer for soil nutrients adjacent
- System is innovative and market-leading



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



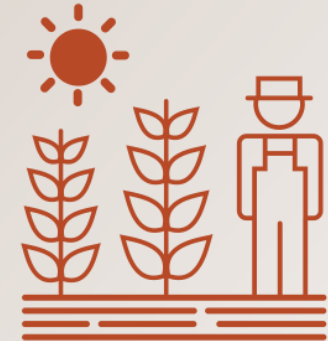
- Distribution synergies
- OEM Complementary
- Additional Value
(Products, Service, System)

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

Markets & Market Share



Market & Market Share Highlights

Mobility

- 9.5% global LV market growth in 2023
- CPV up in NA & Europe to record levels
- Expectation for 2024 flat LV market globally
 - NA up slightly
- Launch book supporting 2024 double digit growth



Access

- High single digit global market growth 2023
- Increased global market share for scissors, our largest access equipment product family
- Flat markets 2024 with modest growth in certain products and regions
- Strong order book supporting 2024 double digit growth







Agriculture

- Flat to down markets in 2023 & 2024
- Excellent global market share growth for combine drapers, our largest agricultural product family
- Strong order book supporting 2024 double digit growth



Market Snapshot

				
2024	Light Vehicle	Commercial Truck	Agriculture	Access
North America	▲ 1.1%	▼ (7.8%)	▼ (10%)	▼ (2.1%)
Europe	▼ (2.0%)	▼ (10.4%)	▼ (10%)	▲ 1.4%
Asia	▬ (0.6%)	▲ 8.2%	n/a	▲ 0.9%
Rest of World	▲ 1.3%	n/a	▼ (10%)	n/a

Mobility:

- Q1 2024 Global LV Production expected to be essentially flat over Q1 2023
- US Day's Supply of Inventory is back to more normalized levels
- Strong launch book continues to support mobility segment double digit revenue growth for 2024**

Access

- Industry experts are predicting modest growth in the access market in Europe, Asia & ROW but flat globally. NA is expected to modestly decline but is expecting growth in boom products which is a key growth area for us
- Mega Projects are expected to be a tailwind for construction projects in 2024
- Supply Chain issues are continuing to ease and order backlogs are moderating but still at historically elevated levels
- Strong order books for Skyjack product continue to support double digit YoY revenue growth for 2024**

Agriculture

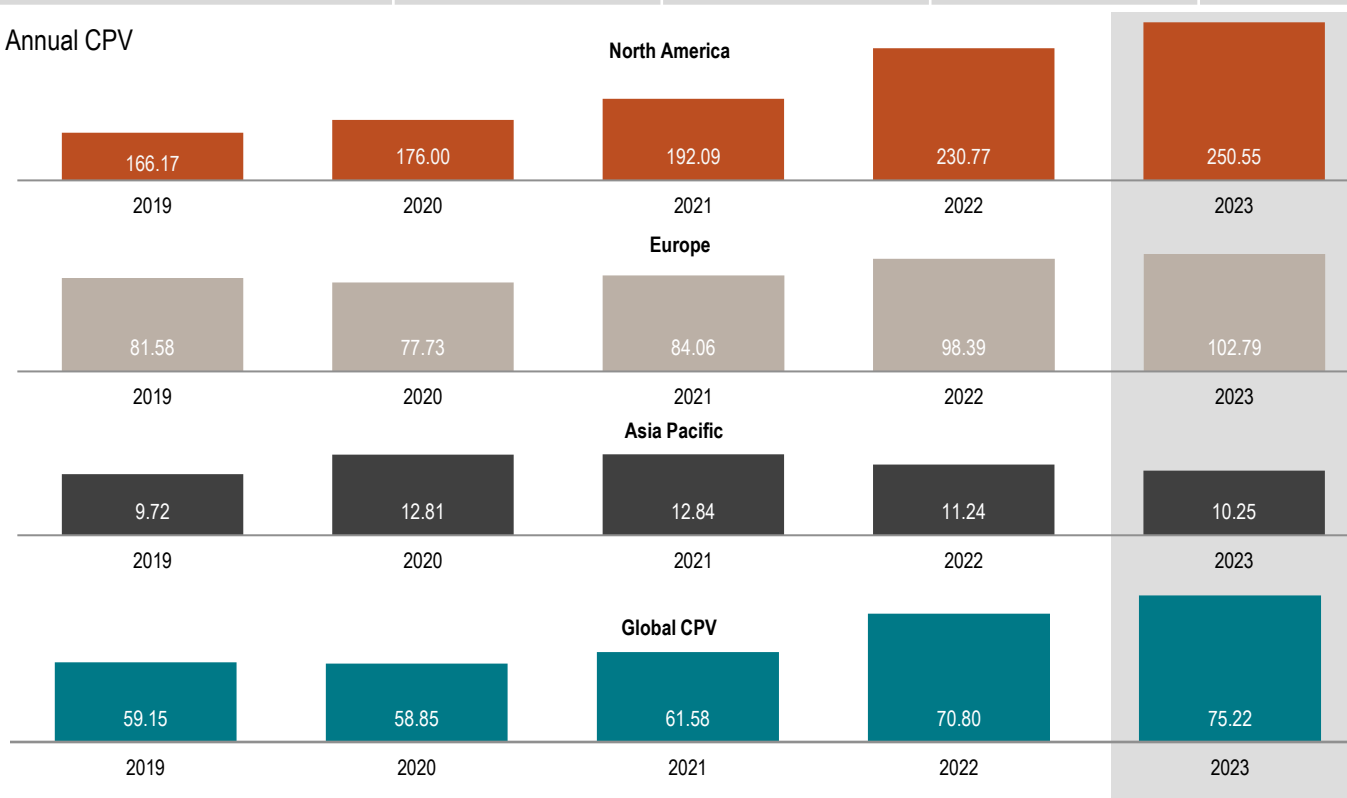
- Industry Equipment Inventory pipeline has been replenished.
- Large Ag (Combines + High HP Tractors), the generally reference metric for the industry is, expected to be down ~10% in each of the 3 regions, however
 - Combine drapers expected flat in NA not declining and are our largest product family
 - Windrowers also expected flat globally not declining
- Strong order books for shortline implements at MacDon, Salford, and Bourgault continue to support Linamar Ag Group double digit YoY revenue growth for 2024**

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.

Automotive Sales & Content Per Vehicle² (CPV)

	CPV Q4 2023	CPV Q4 2022	CPV % Change	Vehicle Production Units % Change	Automotive Sales Q4 2023 (CAD Millions)	Automotive Sales Q4 2022 (CAD Millions)	Automotive Sales % Change
North America	275.28	237.63	15.8%	4.9%	1,064.7	876.0	21.5%
Europe	99.25	90.70	9.4%	7.2%	456.5	389.5	17.2%
Asia Pacific	10.59	11.74	(9.8%)	11.8%	152.1	150.8	0.9%
Global CPV ¹	73.26	67.99	7.7%	9.6%	1,673.3	1,416.3	18.1%
Other Automotive Sales	-	-	-	-	91.0	59.8	52.2%

Annual CPV



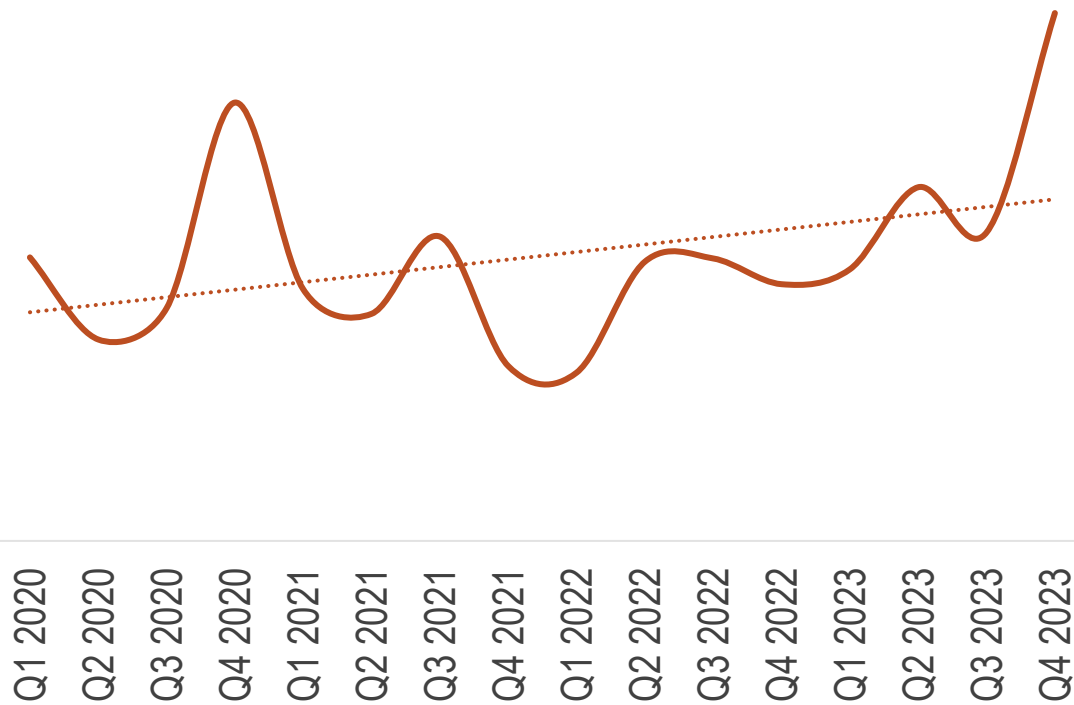
- Global CPV up again
 - Launching business in NA and Europe key driver
- NA and Europe hit new record annual high levels of performance

1 – Global CPV includes only the markets that Linamar serves of North America, Europe, and Asia Pacific. Source: IHS Markit, February 2024.

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.

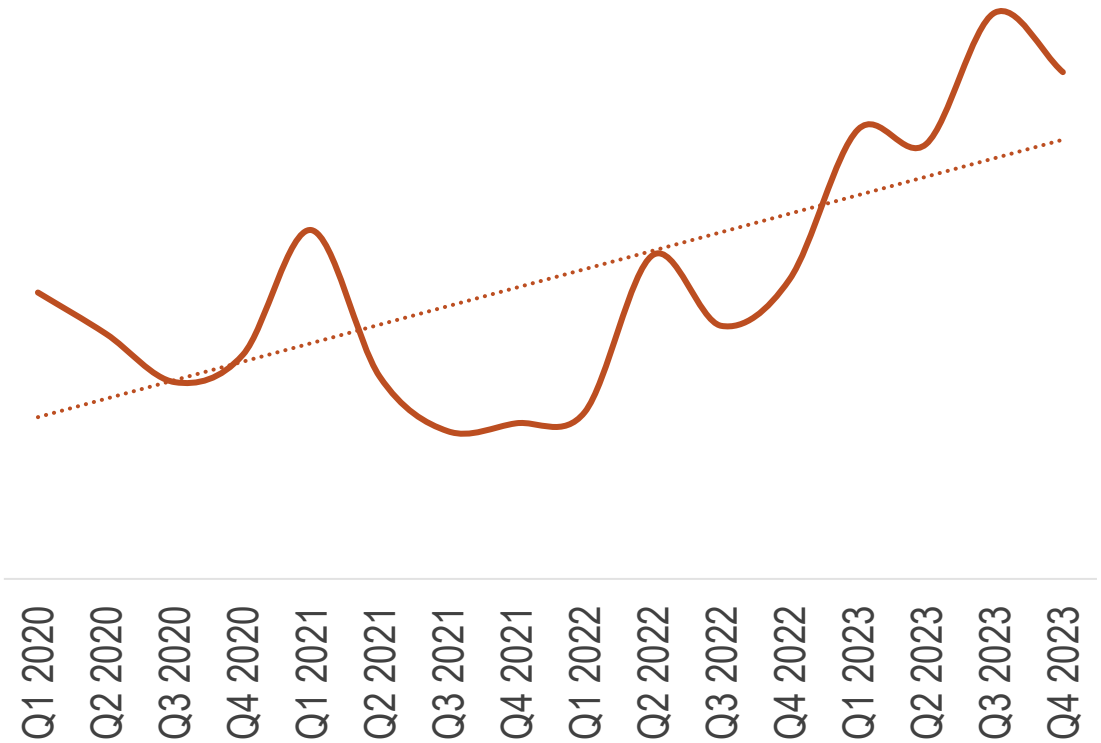
Industrial Segment: Market Share Gains in Key Segments

MacDon Combine Drapers:
Global Market Share



MacDon

Skyjack Booms:
North America Market Share




SKYJACK
simply reliable

Innovation & New Business



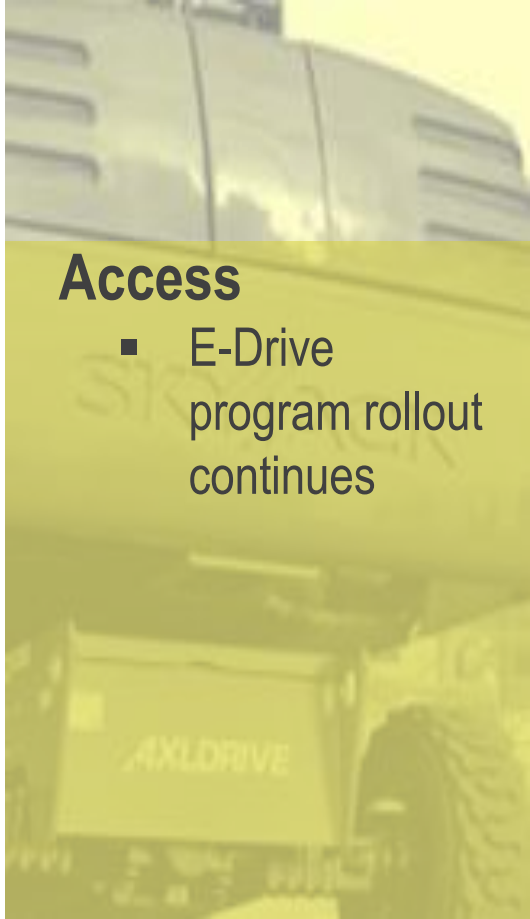


Innovation & New Business Highlights



Mobility

- Continued strong new business wins
- Wins are a balance of HEV, BEV, ICE, PA
- Strong Product Portfolio in Propulsion Agnostic Products



Access

- E-Drive program rollout continues

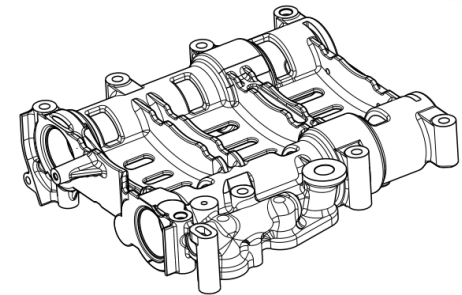
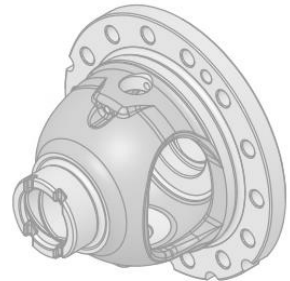
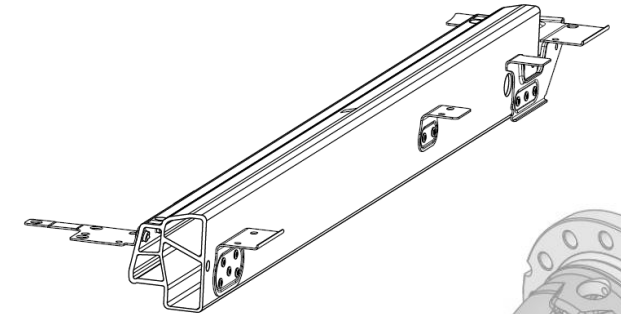
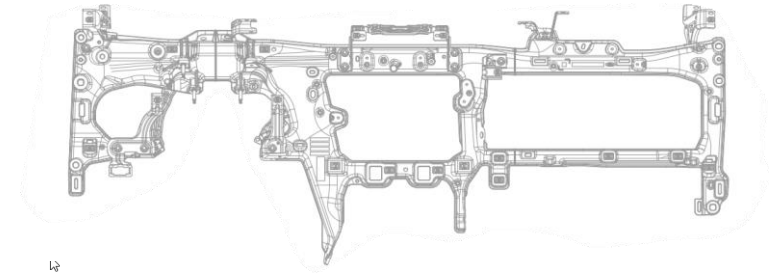


Agriculture

- MacDon, Salford and Bourgault all launching new innovations

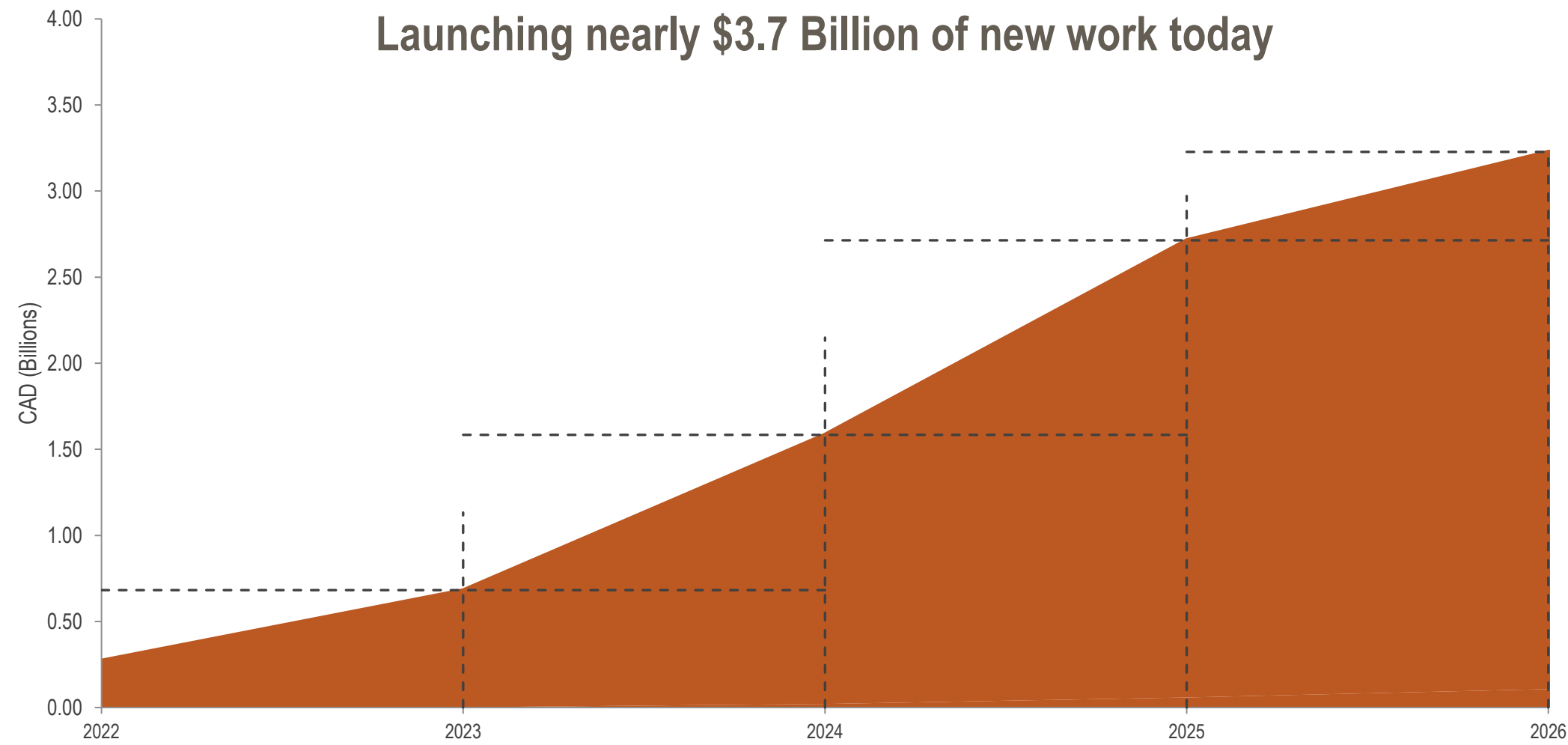
Excellent Mobility New Business Wins

- Q4 strongest quarter in year for NBW
- NBW a good blend of
 - Propulsion Agnostic and Powertrain
 - BEV, HEV and ICE
- >\$15M in wins for propulsion-agnostic structural components
- Nearly \$40M in wins for hybrid electric vehicle engine components and assemblies
- Structural NBW for electric SUV program to be produced at newly acquired U.S. Battery Enclosures entity
- \$40M in wins for electric vehicle differential assemblies



Mobility Launches

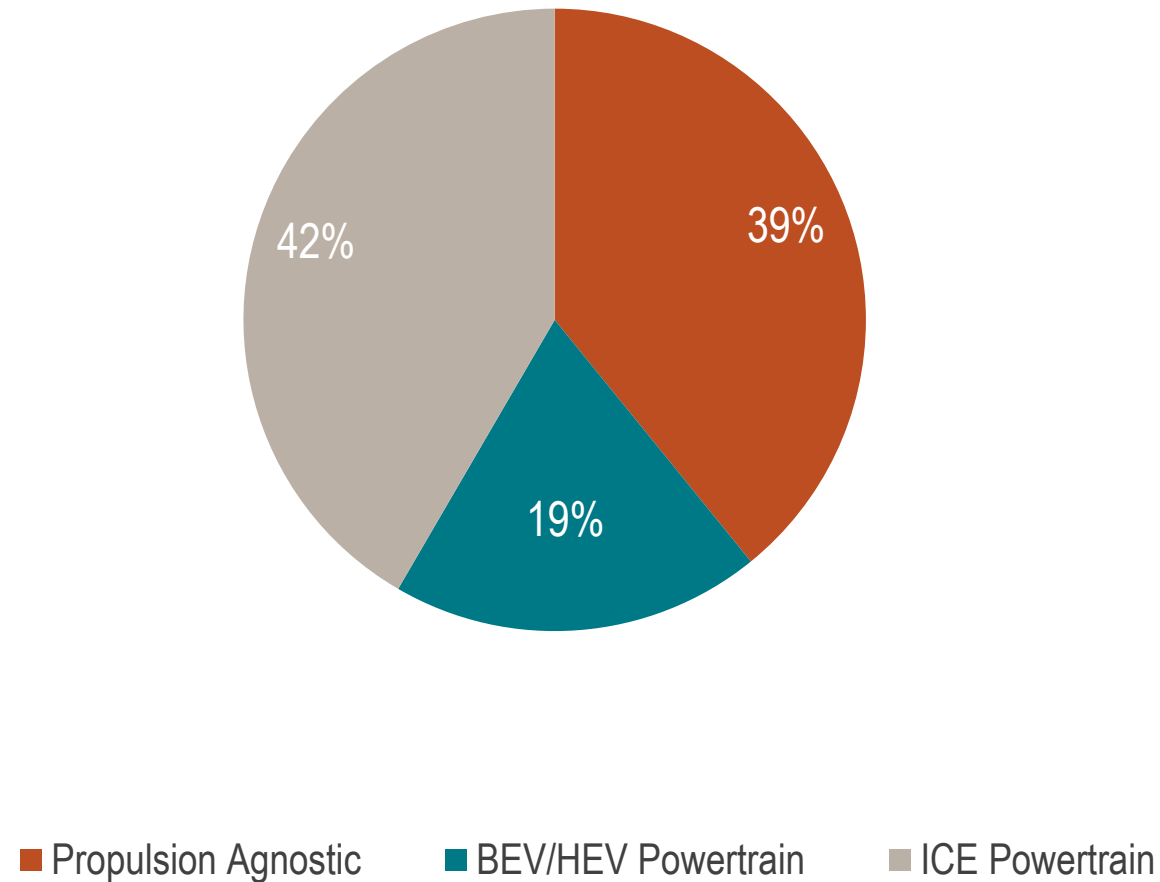
Launching nearly \$3.7 Billion of new work today



Incremental Growth from Launches
\$700 Million Launched in 2023
\$700 to \$900 Million Launching in 2024

Solid Blend of Products Well Suited to a Changing Landscape of Propulsion Types

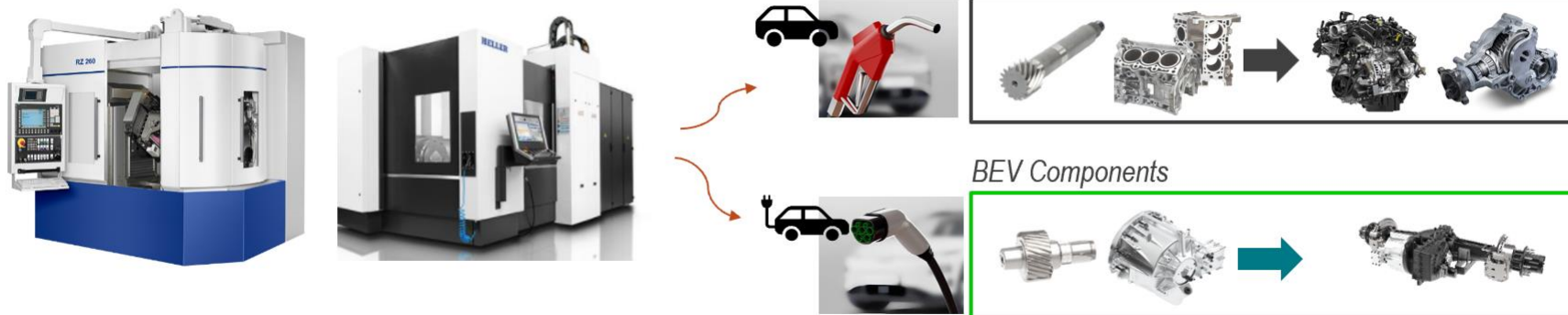
2028 Light Vehicle Sales by Propulsion Type & System



Flexibility is Key to Managing Major Transitions

- Flexibility should directly correlate to level of uncertainty
- **Create a Product Portfolio with equal potential for any type of vehicle propulsion**
- **Ensure content across a wide variety of platforms to optimize sales potential based on market demand**
- **Maximize use of Flexible Equipment to shift capacities based on market demand**
- Ensure workforce multi-skilled and flexible
- Monitor and measure results to highlight when you need to shift gears, be ready to pivot quickly
- Be commercially astute with customer contracts
- Diversify into new industries to insulate against bumps in the road

Linamar's Flexible Equipment Strategy



Structural and Chassis Strategy:

On Exhibit at EUROGUSS 2024, World's Largest Die Casting Show

- Linamar Exhibited at the EUROGUSS 2024 trade fair in January in Nürnberg, Germany
- The first opportunity to showcase how the Structural and Chassis Portfolio comes together with an extensive offering of Battery Enclosures, Chassis and Suspension Components and Structural Giga-Castings



Innovation: Start of production of E-Drive Midsize Scissors



- Five new E-Drive models introduced in Q4 of 2023
- Utilizing highly efficient AC electric drive motors, a “3 in 1” integrated control system, CAN joystick & On-Board Diagnostics
- With continued roll out, now offer a total of ten E-Drive models across both scissor and vertical mast lists product lines

SIMPLY
ELECTRIC,
SIMPLY
MORE ⚡



Innovation: The new MacDon FC Series FlexCorn



The image shows a MacDon FC Series FlexCorn corn header, a large agricultural machine component. It is black with a red MacDon logo and 'FC3016' on the side. The header features a series of curved, flexible rows of corn heads. The background is a dark, stylized image of a combine harvester in a field.

FC *SERIES*
FlexCorn

***BENDING
THE RULES***
of Corn Harvesting Performance

The FlexCorn expands our corn header product line

This new product offers smooth, ground-following flex with smart, seamless combine integration

MacDon®

Innovation: New Salford SS320 & SS420 Chassis Mounted Spreader



SALFORD

Innovation: New Bourgault XP DUO Meter System



Outlook



Outlook

Q1 24 Expectations

▪ Mobility

- Expect double digit sales growth to prior year, mid to high single digit growth sequentially
- Expect double digit OE growth to prior year and sequentially
- Key Factors:
 - Full quarter for mobility group acquisitions
 - Normal seasonal uptick vs Q4 in NA and Europe
 - Launching business
 - Continued improvements in cost & customer recoveries
 - EV dial back is a fluid situation we are keeping an eye on

▪ Industrial

- Expect double digit sales growth to prior year and sequentially
- Expect double digit OE growth to prior year, mid to high single digit growth sequentially
- Key Factors:
 - 2 months of Bourgault
 - Modest growth of existing industrial businesses after exceptionally strong Q4 2023

▪ General

- Overall
 - Double digit top and bottom line growth
 - OE Margins up vs prior year and sequentially

Consolidated	Normal Ranges	2023 Actuals	Expectations 2024
Sales Growth		22.9%	Double Digit Growth
Normalized EPS Growth ¹		40.3%	Double Digit Growth
Normalized Net Margin ¹	7.0% - 9.0%	5.6%	Expansion
Capex (% of Sales)	6.0% - 8.0%	763m 7.8%	Decreased from 2023 Levels Low End Normal Range
Leverage Net Debt:EBITDA		0.85	Continued Strong Balance Sheet
Free Cash Flow ¹		\$ 35 m	Strongly Positive

Industrial			
Sales Growth			
Skyjack			Double Digit Growth
Agriculture			Double Digit Growth
Normalized OE Growth		144.9%	Double Digit Growth
Normalized Operating Margin ¹	14.0% - 18.0%	17.8%	Normal Range

Mobility			
Sales Growth			Double Digit Growth
Factors Influencing Sales Growth			
Launch Book Nearly \$3.7 Billion Driving Incremental Sales Of:		\$700m	\$700 to \$900 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range
Normalized OE Growth		-12.1%	Strong Double Digit Growth
Normalized Operating Margin ¹	7.0% - 10.0%	4.6%	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 Q4 2023 MD&A.

Financial Review

Dale Schneider, CFO



Financial Highlights

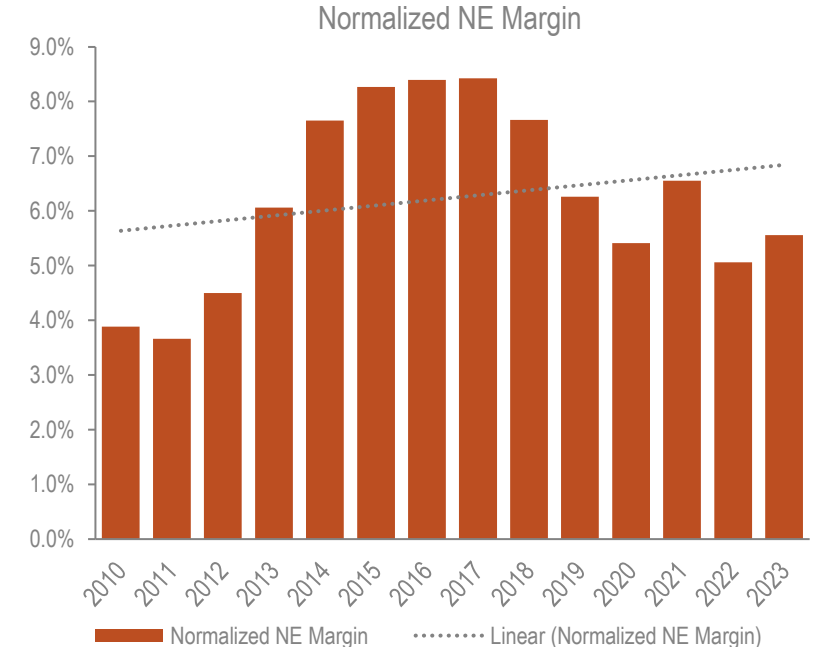
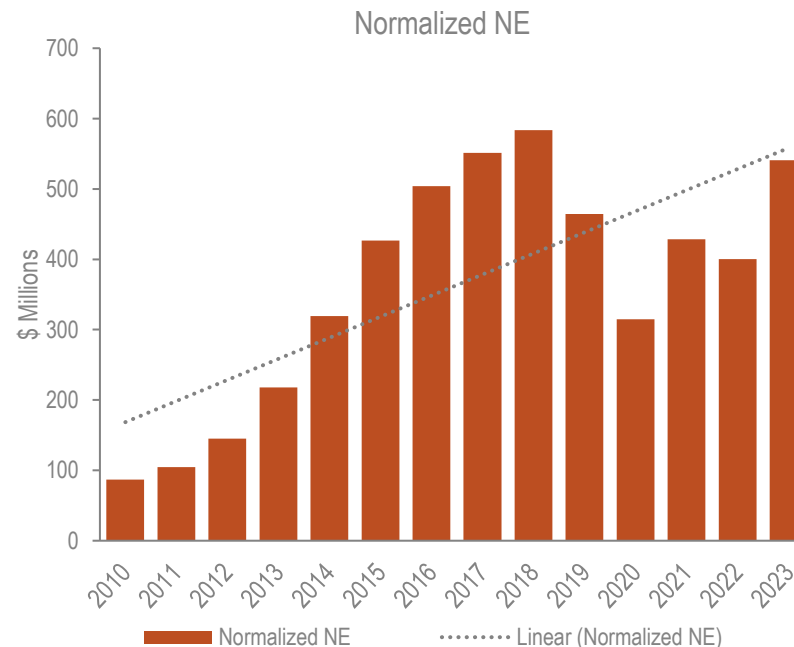
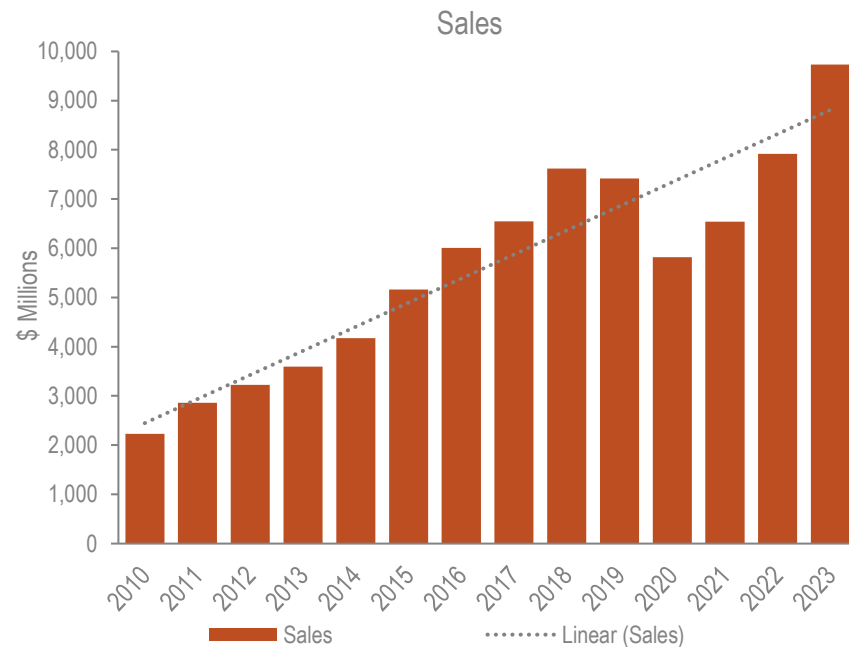
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Q4 2023

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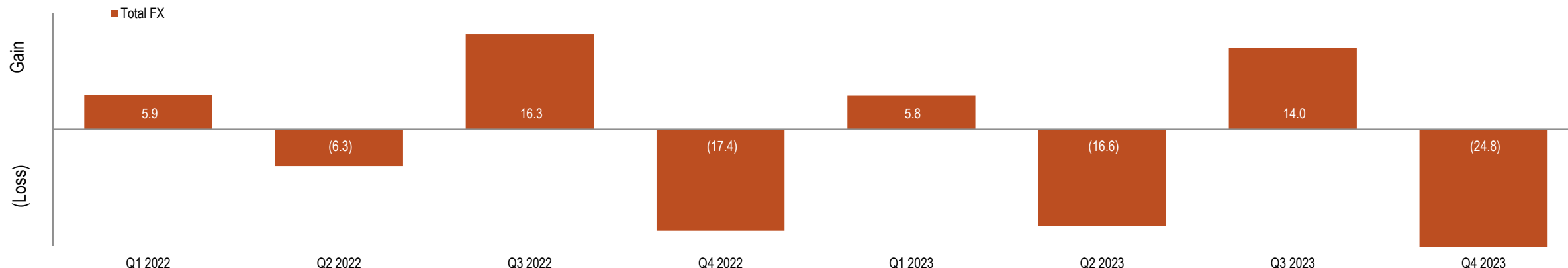
Foreign Exchange Gain/Loss (in millions CAD)

	Q4 2023	Q4 2022	+/-
FX Gain/(Loss) – Operating ¹	(22.3)	(17.1)	(5.2)
FX Gain/(Loss) – Financing	(2.5)	(0.3)	(2.2)
Total FX Gain/(Loss)	(24.8)	(17.4)	(7.4)

Operating Earnings Margin	6.9%	6.4%
OE – Normalized Margin ²	7.8%	6.8%

FX Gain/(Loss) – Impact on EPS FD ³	(0.29)	(0.22)
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- Total FX Loss was \$24.8 which resulted from a \$22.3 FX Loss – Operating and a \$2.5 FX Loss – Financing.
- FX Loss – Operating was comprised of an \$14.7 loss in Industrial and a \$7.6 loss in Mobility.
- FX Loss impacted EPS by 29 cents in the quarter.



1 - Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 - Operating Earnings (OE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q4 2023 MD&A.

3 - FX Gain/(Loss) - Impact on Earnings Per Share Fully Diluted (EPS FD) divides the tax effected foreign exchange impact by the Company's diluted number of shares.

Industrial Sales, Earnings, and Margins (in millions CAD)

	Q4 2023	Q4 2022
Sales	607.4	507.1
Operating Earnings	85.8	55.7
Foreign Exchange ¹ (Gain)/Loss	14.7	(0.2)
Operating Earnings – Normalized ²	100.5	55.5
Operating Earnings Margin	14.1%	11.0%
OE – Normalized Margin ²	16.5%	10.9%

Industrial Sales increased by 19.8% or \$100.3 to \$607.4.

- The Sales were helped by:
 - a substantial increase in agriculture sales driven by global market share growth on drapers which is our primary product family in the agricultural market;
 - a considerable increase in access equipment sales driven by global market share growth on our main product of scissors; and
 - the positive impact from the changes in FX rates since last year.

Normalized Industrial OE increased by 81.1% or \$45.0 to \$100.5.

- The Normalized OE was helped by:
 - the increased contribution from the significant increase in agricultural equipment volumes; and
 - the increased contribution from the strong increase in access equipment volumes.
- The Normalized OE was hurt by:
 - an increase in SG&A costs supporting growth.

1 – Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 – Operating Earnings – Normalized is a non-GAAP financial measure. Operating Earnings (OE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q4 2023 MD&A.

Mobility Sales, Earnings, and Margins (in millions CAD)

	Q4 2023	Q4 2022
Sales	1,846.5	1,552.9
Operating Earnings	83.8	75.8
Other Item	-	(7.7)
Foreign Exchange ¹ (Gain)/Loss	7.6	17.3
Operating Earnings – Normalized ²	91.4	85.4
Operating Earnings Margin	4.5%	4.9%
OE – Normalized Margin ²	4.9%	5.5%

Mobility sales increased by 18.9% or \$293.6 to \$1,846.5.

- The Sales were helped by:
 - the additional sales from our Linamar Structures acquisitions in 2023;
 - the increasing volumes on launching programs and certain mature programs;
 - the positive impact from the changes in FX rates since last year; and
 - cost recoveries achieved from our customers.
- The Sales were hurt by:
 - the lower volumes on certain programs that are winding down to end of life.

Normalized Mobility OE increased by \$6.0 or 7.0%.

- The Normalized OE were helped by:
 - the increased contribution from the higher volumes on launching and certain mature programs; and
 - the sales related to the Linamar Structures acquisitions in 2023.
- The Normalized OE were hurt by:
 - the lower volumes on ending programs;
 - the increased SGA costs that are supporting the segment's growth; and
 - the unfavourable impact from the changes in FX rates since last year.

1 – Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 – Operating Earnings – Normalized is a non-GAAP financial measure. Operating Earnings (OE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q4 2023 MD&A.

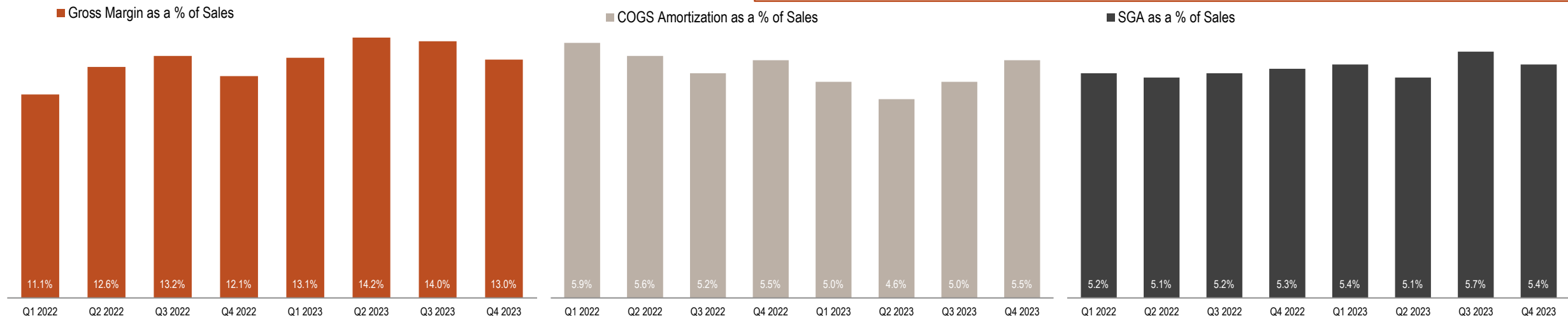
Operating Expenses (in millions CAD)

	Q4 2023	Q4 2022	+/-	%
Sales	2,453.9	2,060.0	393.9	19.1%
Cost of Goods Sold	2,133.7	1,811.2	322.5	17.8%
Gross Margin	320.2	248.8	71.4	28.7%
Gross Margin as a % of Sales	13.0%	12.1%		

Cost of Goods Sold Amortization	135.8	112.7	23.1	20.5%
COGS Amortization as a % of Sales	5.5%	5.5%		

Selling, General, and Administrative	131.5	110.1	21.4	19.4%
SGA as a % of Sales	5.4%	5.3%		

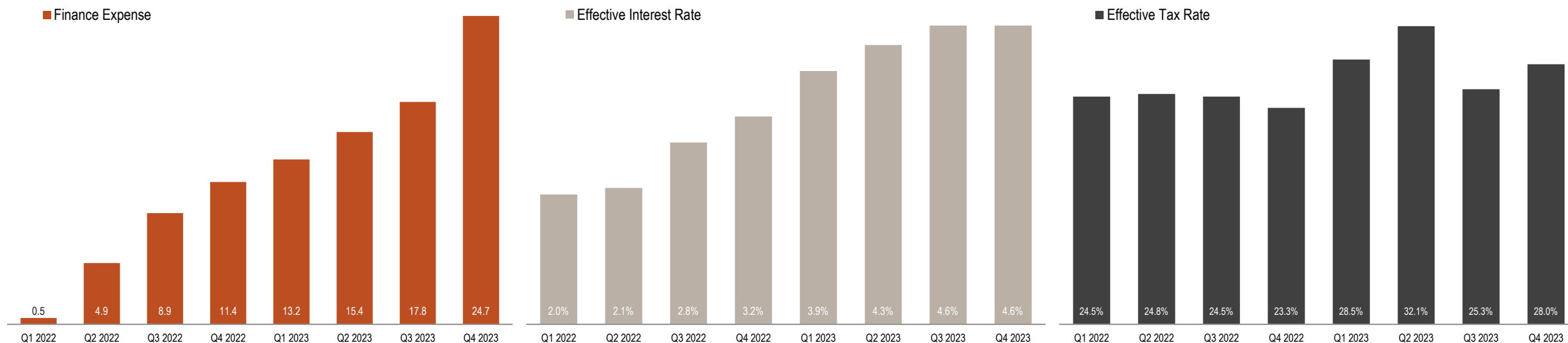
- Gross Margin was \$320.2 in the quarter and was impacted by the same factors that impacted each business segment. (See the previous two slides)
- Amortization remained flat at 5.5% for the quarter.
- SG&A increased to \$131.5 for the quarter and was impacted by:
 - an increase in management and sales costs supporting the sales growth; and
 - incremental SG&A costs from our Linamar Structures acquisitions.



Finance Expenses & Income Tax (in millions CAD)

	Q4 2023	Q4 2022	+/-
Finance Expense	24.7	11.4	13.3
Effective Interest Rate	4.6%	3.2%	1.4%
Effective Tax Rate	28.0%	23.3%	4.7%

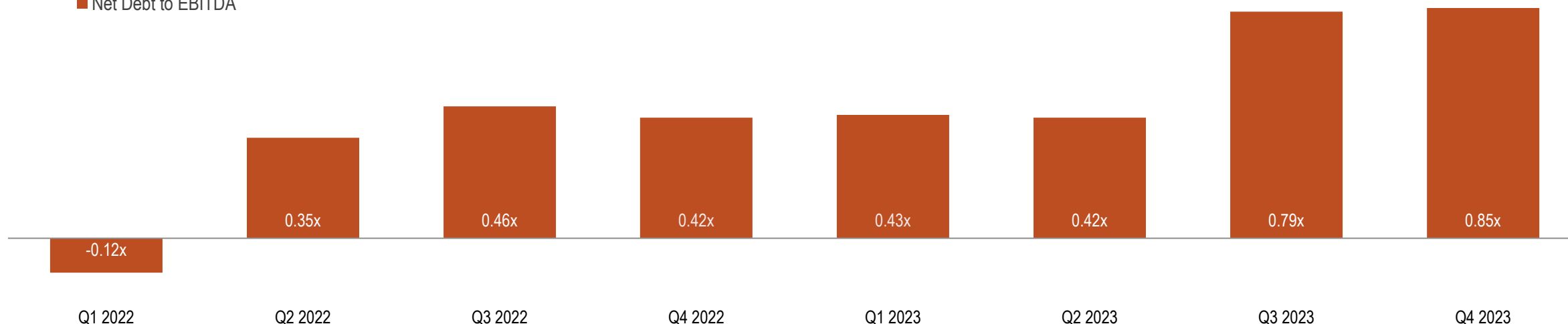
- Finance expenses increased by \$13.3.
- Finance expenses were hurt by:
 - the new private placement notes issued in June 2023 to fund the Linamar Structures acquisitions in 2023; and
 - additional interest expense due to the Bank of Canada and the US Fed rate increases.
- Finance expenses were helped by:
 - the decreased average bank debt in Q4 2023 versus last year.
- The tax rate increased to 28.0% in the quarter from last year.
- Full year 2023 tax rate, excluding the Q1 and Q2 withholding tax impacts, was within our expected range of 24% to 26%.
- For 2024, the full year effective tax rate is expected to be in the range of 24% to 26% and less than the 2023 full year rate.



Leverage (in millions CAD)

	Q4 2023	Q4 2022
Cash Position	653.3	860.5
Available Cash on Credit Facilities	668.4	462.5
Net Debt to EBITDA ²	0.85x	0.42x
Debt to Capitalization ³	25.5%	21.6%

■ Net Debt to EBITDA



- Cash position at the end of the quarter was \$653.3 million.
- Linamar generated \$276.4 in Cash from Operating Activities.
- Net Debt to EBITDA at 0.85x mainly due to Linamar Structures acquisitions in 2023.
- Based on current estimates, we are expecting 2024 to maintain our strong balance sheet and leverage is expected to remain low.
- Liquidity¹ remains strong at \$1.3 billion.

1 - Liquidity is a non-GAAP financial measure. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q4 2023 MD&A.

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

3 - Debt to Capitalization is a non-GAAP financial ratio and the Company finds it useful in assessing the Company's capital structure. For Debt to Capitalization the most directly comparable measure is Equity as presented in the Company's Consolidated Statements of Financial Position and is calculated for Q4 2023 as Short-term borrowings of \$Nil (Q4 2022 - \$Nil) and Long-term debt of \$1,772 million (Q4 2022 - \$1,308 million) (Total Debt) divided by Total Debt of \$1,772 million (Q4 2022 - \$1,308 million) and Equity of \$5,322 million (Q4 2022 - \$4,812 million), less Contributed surplus of \$34 million (Q4 2022 - \$31 million) less Accumulated other comprehensive earnings of \$99 million (Q4 2022 - \$44 million).

Conclusion

- Double-Digit Sales growth in both Industrial and Mobility
 - Improving markets and increasing market share in both segments; and
 - Overall, sales up 19.1% for Q4 and 23% for the year.
- Double-Digit Normalized Net Earnings and Earnings per Share growth
 - Mobility margin growth over Q3 2023 as planned;
 - Mobility normalized OE growth over Q4 2022, up 7%; and
 - Significant Industrial normalized OE growth, up over 80% in the quarter and over 144% for the full year.
- Available Liquidity¹ remains strong at \$1.3 billion
 - Strong FCF generation in Q4 2023; and
 - Increasing dividend to \$0.25 per share.

1 – Liquidity, Normalized Net Earnings, Normalized Operating Earnings, and Normalized Earnings Per Share are a non-GAAP financial measure. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q4 2023 MD&A.

Question and Answer



Outlook

Q1 24 Expectations

▪ Mobility

- Expect double digit sales growth to prior year, mid to high single digit growth sequentially
- Expect double digit OE growth to prior year and sequentially
- Key Factors:
 - Full quarter for mobility group acquisitions
 - Normal seasonal uptick vs Q4 in NA and Europe
 - Launching business
 - Continued improvements in cost & customer recoveries
 - EV dial back is a fluid situation we are keeping an eye on

▪ Industrial

- Expect double digit sales growth to prior year and sequentially
- Expect double digit OE growth to prior year, mid to high single digit growth sequentially
- Key Factors:
 - 2 months of Bourgault
 - Modest growth of existing industrial businesses after exceptionally strong Q4 2023

▪ General

- Overall
 - Double digit top and bottom line growth
 - OE Margins up vs prior year and sequentially

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 Q4 2023 MD&A.

Consolidated	Normal Ranges	2023 Actuals	Expectations 2024
Sales Growth		22.9%	Double Digit Growth
Normalized EPS Growth ¹		40.3%	Double Digit Growth
Normalized Net Margin ¹	7.0% - 9.0%	5.6%	Expansion
Capex (% of Sales)	6.0% - 8.0%	763m 7.8%	Decreased from 2023 Levels Low End Normal Range
Leverage Net Debt:EBITDA		0.85	Continued Strong Balance Sheet
Free Cash Flow ¹		\$ 35 m	Strongly Positive

Industrial			
Sales Growth			
Skyjack			Double Digit Growth
Agriculture			Double Digit Growth
Normalized OE Growth		144.9%	Double Digit Growth
Normalized Operating Margin ¹	14.0% - 18.0%	17.8%	Normal Range

Mobility			
Sales Growth			Double Digit Growth
Factors Influencing Sales Growth			
Launch Book Nearly \$3.7 Billion Driving Incremental Sales Of:		\$700m	\$700 to \$900 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range
Normalized OE Growth		-12.1%	Strong Double Digit Growth
Normalized Operating Margin ¹	7.0% - 10.0%	4.6%	Expansion

Key Messages



Double-Digit Top and Bottom-Line Growth, Margin Expansion for Quarter and Year



Improved ROE and ROCE



Excellent Strategic Agricultural Acquisition Announced Enhancing Powerful Diversification Strategy





Thank You

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