



2024 SUSTAINABILITY REPORT



About This Report

This 2024 Sustainability Report highlights Linamar’s commitment to being an industry leader in sustainable practices across all different aspects of our governance, policies, programs and performance around the issues that Linamar has deemed to be most material to the Company. Unless otherwise stated, this report covers Linamar’s performance in 2024 for its continuing operations, which excludes Bourgault Industries Ltd., whom were acquired in early 2024. With the everchanging landscape of ESG and macro uncertainty stretching globally, Linamar has not yet aligned with any framework such as SASB, GRI, or TCFD until a solid, defined framework is made mandatory across sectors. However, since we began publishing annual reports, Linamar does attempt to align with these standards based on what is deemed most material to the company. Linamar was in the midst of preparing for reporting under the European Union’s new ESRS reporting framework which was pushed back to 2027. Until then, the Company will report on the metrics defined in this report, as deemed material following the completion of a double materiality assessment in 2024. Linamar has made significant strides in improving sustainability reporting, including establishing an internal Sustainability Council which meets on a quarterly basis to discuss operational initiatives, global frameworks, and driving waste reduction.

Table of Contents

Executive Summary

- 03 Message from our Executive Chair & CEO
- 04 Company Overview
- 05 Diversified Product Portfolio
- 05 Zero Emission & Lightweighting
- 06 Our Approach to the Environment, Guiding Principles to Enhance Sustainability Performance
- 07 Long Term Sustainability Roadmap & Goals
- 08 Long-Term Strategy

Environmental

- 10 Our Approach to the Environment
- 11 Our Operations
- 12 Product Stewardship
- 13 Renewable Energy
- 14 Water Management, Lean Manufacturing

Social


- 16 Global Workforce
- 17 Culture
- 18 Stepping Stool
- 19 Diversity, Equity & Inclusion Health & Safety

- 20 Talent & Development
 - 22 Community Involvement
 - 23 Scholarships
- ## Governance
- 25 Leadership / Board Structure
 - 26 Committee’s
 - 27 Ethical Governance
 - 28 Data Privacy & Cyber Security, Product Safety & Quality
 - 29 Responsibility Across the Globe Supplier Sustainability Assessments

Appendix

- 31 Data Quantification
- 32 UN Sustainable Development Goals Alignment
- 33 UN Sustainable Development Goals Alignment

Interactive PDF



Page Numbers / Arrows /
Navigation Header / Highlighted Text



EXECUTIVE SUMMARY

Linamar Corporation is a diversified advanced manufacturing company where the intersection of leading-edge technology and deep manufacturing expertise is creating solutions that power vehicles, motion, work and lives for the future.

03 Message from our Executive Chair and CEO

04 Company Overview

05 Diversified Product Portfolio

06 Our Approach to the Environment

07 Long-Term Sustainability
Roadmap and Goals

08 Long-Term Strategy



A Message from our Executive Chair and CEO

Dear Stakeholders and Colleagues,

Sustainability has been a core priority at Linamar for over 15 years, anchored by our Green Commitment statement issued well ahead of industry trends. From the earliest days, our founder Frank Hasenfratz championed efficiency—whether in processes or energy use—as a means to reduce environmental impact while driving operational excellence. As we close another record-setting year for sales and earnings amid a volatile global backdrop, Linamar remains steadfast in its promise to embed sustainable practices across all facets of the business. This fifth edition of our Corporate Sustainability Report marks a milestone in our journey, showcasing meaningful progress in energy efficiency, emissions reduction, and strategic alignment with global ESG expectations. While we recognize the need for continued work in data collection and roadmap development, our steady improvements reflect a culture of accountability and innovation that positions us well for the future.

To reiterate, Linamar strives to be Net Zero by 2050, inclusive of our products and our supply chain. With the automotive industry seeing headwinds globally on the adoption of Electric Vehicles, Linamar maintains its stability by being able to move with the market, as evidenced by 84% of our Capital Equipment being redeployable – meaning that wherever the market goes, Linamar follows. To successfully navigate this transition, for not only our employees and communities, but we are also prudently deploying capital to meet the market demand, whilst leveraging foundational strength.

Our focus remains on the prevention of pollution and the protection of the environment. We understand that caring for our environment is a crucial aspect in caring for our employees, our communities and the generations to come. It is in our culture to minimize the impact of our operations and our products' on the environment.

Again, we remain committed to developing environmentally beneficial products and processes as a key element in our company's future. At Linamar, we work together to ensure our operations conserve and protect while our current and future products aim to positively impact the world.

Linda Hasenfratz
Executive Chair

Jim Jarrell
CEO & President

Company Overview

Linamar Corporation is an advanced manufacturing and product development company where the intersection of leading-edge technology and deep manufacturing expertise is creating solutions that

Power Vehicles, Motion, Work and Lives for the future.



Diversified Product Portfolio

While we operate in multiple sectors across major industries, Linamar designs, engineers, and manufactures a wide array of products for electric, hybrid and combustion technologies.

While the automotive industry continues to adapt to the market demand and is undergoing a significant transformation in propulsion systems, the access sector and agriculture sector are also seeing these technologies cross over, putting Linamar in an exceptional position to leverage our human & physical capital and strive closer to our Net Zero aspirations.

Zero Emissions & Lightweighting

MOBILITY



SKYJACK



Our Approach to the Environment

At Linamar we have a strong commitment to protecting the environment. Without it, we would not be able to thrive on this Earth. We deeply believe in caring about the environment as it is a critical aspect in caring for our employees, our communities, and managing a sustainable business.

It is part of Linamar’s efforts to minimize the impact of our global operations and our products through establishing and maintaining environmental programs that meet or exceed applicable legal and other requirements.

We remain committed to developing environmentally beneficial products and processes as a key element in not only our company’s future, but also for those who come after us. This pursuit of innovative technologies unites our core competencies of research and development, innovation and ingenuity, and has a tremendously positive impact on the environment.

AIAG Guiding Principles to Sustainable Performance

Linamar utilizes the AIAG guiding principles to guide our sustainability journey.



Business Ethics



Human Rights & Working Conditions



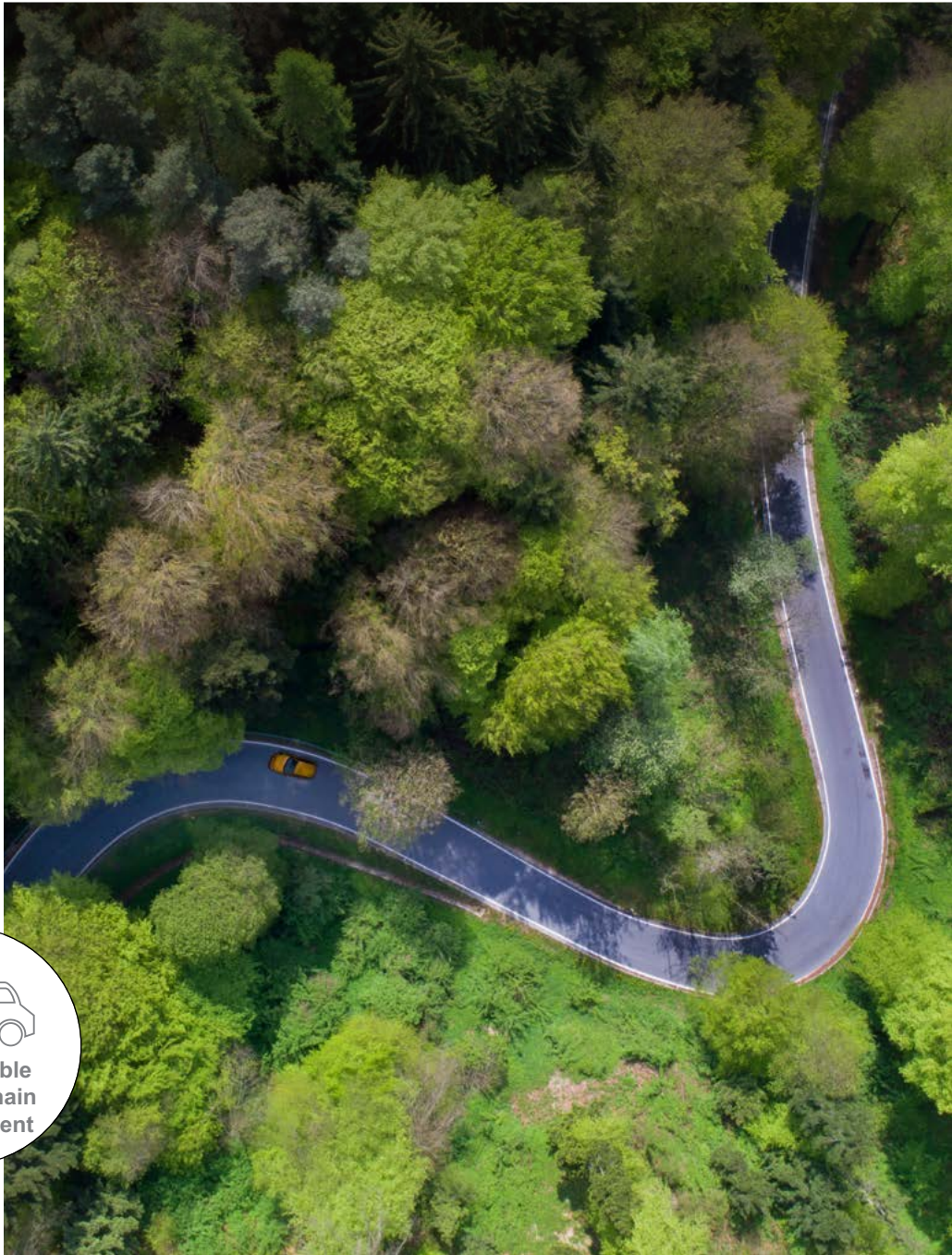
Health & Safety



Environment



Responsible Supply Chain Management





Our Long-Term Sustainability Goal of Net Zero

WHY?

- What we do today determines the future of our planet
- The future of our planet matters to us. It also matters to all Employees, our loyal Customers and our devoted Shareholders
- Addressing environmental challenges is a global imperative which will foster exponential market opportunity to those who implement the correct solutions

HOW?

- **Maximization of clean energy** globally, **controls implemented** to eliminate any energy not deemed clean
- **Minimize utilization of energy & production** of emissions currently existing in facilities and activities
- **Track critical metrics** in each & every Linamar facility and continuously strive for consistent, measurable improvement each and every day

PRINCIPLES

- Every member of the Linamar family must commit – what each of us do, impacts all
- Lead by example – striving for organizational excellence to deliver maximum utility to all stakeholders
- Discover Balanced Solutions – Optimization of environmental impacts as well as Employees, Customers & Financial performance

Long-Term Strategy

We are on a mission to Move, Build, Feed and Heal the World. Our diversified businesses and sub-brands each play an imperative role in that mission. We believe we are creating a long-term sustainable business model for the future with solutions to some of the globe’s most critical needs. This includes: clean mobility, a renewed infrastructure, feeding a growing and more urbanized population, caring for an aging population demographic, powering increased energy needs and providing clean water solutions.

TODAY

FUTURE



MOBILITY



INFRASTRUCTURE



FOOD & AG



MEDTECH



POWER & ENERGY



WATER

Guided by Global Macro Trends

Rapid
Technology
Evolution

Green Technologies
& Environmental
Concerns

Urbanization

Aging
Demographics

Growing
Global
Population



ENVIRONMENTAL



Linamar Corporation has a strong commitment to the prevention of pollution and the protection of the environment. We understand that caring about our environment is a critical aspect in caring for our employees, our communities, and managing a sustainable business. It is a part of Linamar's efforts to minimize the impact of our operations and our products on the environment. We achieve this goal by establishing and maintaining environmental programs that meet or exceed applicable legal and other requirements. Environmental management is a part of Linamar's culture and we are dedicated to the continuous improvement of our environmental programs. All manufacturing facilities have achieved and maintain registration to ISO 14001, a global environmental management system. We will continue to pursue initiatives throughout our global facilities to use energy more efficiently, reduce the overall consumption of energy and natural resources, and minimize our ecological footprint. We are committed to developing environmentally beneficial products and processes as a key element in our company's future. The pursuit of innovative technology unites many of our core competencies of research and development, innovation and ingenuity, and has a tremendously positive impact on the environment. Everyone at Linamar, including our applicable interested parties, will continue to work together to ensure the protection of the environment, prevention of pollution, and the successful implementation of this Policy.

10 Our Approach to the Environment

11 Operations

12 Product Stewardship

13 Renewable Energy

14 Water Management

14 Lean Manufacturing

Our Approach to the Environment

Linamar has made substantial strides in energy efficiency, underscoring its commitment to sustainable operations even amid external challenges. In 2024, the company achieved a notable reduction in **energy intensity**, decreasing from **238 MWh per million dollars of sales in 2022 to 193** - a **19% improvement**. This metric reflects Linamar’s ability to optimize energy use relative to business growth. Additionally, **Scope 1 emissions** dropped from **165,832.32 tCO2e in 2022 to 155,271.49 tCO2e in 2024**, with emissions per million dollars of sales falling **24% to 14.67**, highlighting operational efficiencies and reduced direct fuel consumption. While **Scope 2 emissions** (location-based) rose **20.5%** to **395,087.49 tCO2e**, this increase is primarily attributed to changes in grid emission intensity in Germany—an external factor beyond Linamar’s control. Importantly, electricity consumption rose only 4% over the same period, reinforcing that the emissions uptick is not due to increased usage but rather to regional grid dynamics. These results demonstrate Linamar’s strong performance in energy management and its proactive approach to mitigating environmental impact. Linamar’s sustainability journey is marked by continuous improvement and innovation. In recognition of these efforts, the company introduced the **Energy Savings Award** at its **2024 Stepping Stool banquet**, celebrating teams that exemplify environmental leadership and **energy** efficiency.

Our Plans to reduce Scope 1 and 2 Emissions:

Operational Improvements

- Get Green Initiative targeting a 10% reduction relative to sales in natural gas and electricity each year
- CAT (Cost Attack Team) identifying over 296GWh of potential energy savings through an energy savings project assessment list

Green Investment

- Continuously investing extensively in Solar Power Generation
- Rooftop Panels in Canada generating ~6.6 M kWh per year

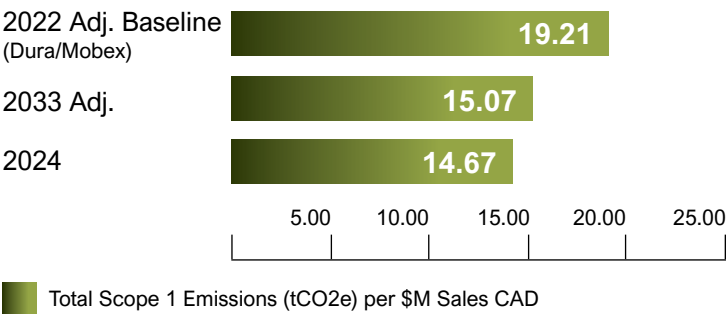
Our Plans to reduce Scope 3 Emissions:

- Encouraging supplier to track their emissions and align their decarbonization goals with Linamar’s
- Further diversification of our BEV/PHEV product portfolio

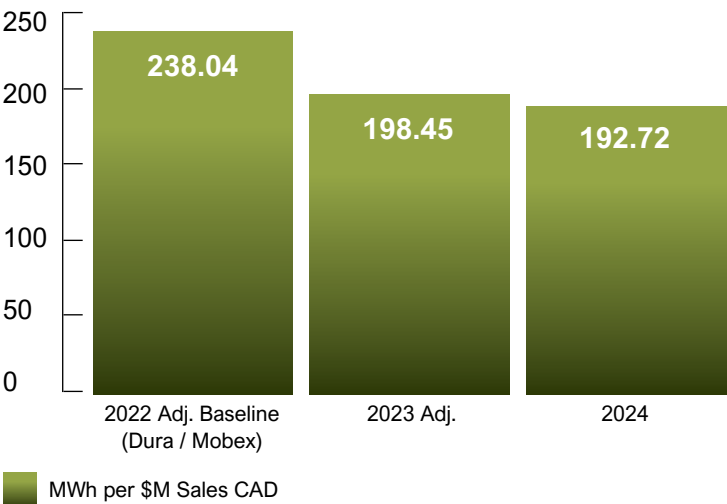
Next Steps

- Identifying relevant scope 3 categories
- Preparing methodology & approach to gather scope 3 inventory

Total Scope 1 Emissions (tCO2e) per \$M Sales



MWh per \$M Sales CAD



Our Operations

At Linamar, we are committed to reducing our carbon footprint to Net Zero by 2050, propelling energy efficiency, and diligently managing our water usage and waste production. Through the year 2024, we have moved closer to these aspirations.

Across Linamar, 90% of our manufacturing facilities are ISO 14001 certified for their environmental management systems. Globally, our teams have installed various enhancements through solar panels generating ~6.6M kWh of renewable energy per year, installing wastewater evaporators, and RO Recyclers. Despite acquisitions, integration, and an increase in total square footage, these new initiatives have shown their impact as total waste and water data was up only slightly year over year, demonstrating that once fully integrated, these efforts and continued initiatives will streamline Linamar's environmental commitment.

When further analyzing how Linamar is able to mitigate waste, it comes down to our Lean Culture, which is our philosophy in being able to remain competitive and being the supplier of choice. This philosophy works to eliminate unnecessary waste by focusing on creating value and reaching each and every employee throughout the organization through the deployment of two key programs:

Lean Suggestion Program

- Lean Suggestion Program requires each employee to implement Lean suggestions at their locations, which directly impacts the elimination of waste by addressing the areas on Linamar's COMMWIP (Correction, Over Production, Motion, Material Movement, Waiting, Inventory, Over-Processing) diamond to improve the health and safety of our workplace.

OWL - Online Wisdom of Linamar

- The Online Wisdom of Linamar (OWL) is an internal database allowing employees to submit and extract global best practices across the entire organization. This internal database houses thousands of these ideas and is easily searchable based on keywords. Every shop floor employee can access these ideas on our internal intranet system. Employees are encouraged to contribute, extract, and even rate ideas on a regular basis.

Mitigating Associated Risk

The following strategies are just some of the ways that Linamar is able to combat & mitigate the risks associated with the environment and climate:

- Consistently monitoring regulatory developments such as CSRD
- Maintaining ISO 14001 and ISO 50001 certifications
- Effective & consistent communication with customers to understand and evaluate product priorities and compliance
- Vast product portfolio
- Dedicated R&D teams as well as acquisitions to develop and/or acquire technologies to be a leader in carbon-neutral futures
- Streamlining internal infrastructure to accurately gather and report on material sustainability topics

Product Stewardship

Linamar believes that our vast product portfolio is ready to meet the clean mobility needs of all OEMs, no matter the vehicle type, or where the market goes. Despite prior expectations of the Electric Vehicle market not materializing to the extent that many companies first expected, Linamar has strategically placed itself in a position to weather market uncertainty with our long-time flexible manufacturing strategy. This strategy has acted as a great asset to Linamar during this market transition via the reduction of the risk of having stranded assets.

Linamar is always positioned to and prepared to transition to a zero-emissions fleet. This is done through our diversified mix of electrified and hydrogen-powered product solutions for light vehicles, commercial vehicles, and alternate mobility. Linamar firmly believes that with uncertainty, comes opportunity.

Scalable Solutions to Fit Individual Customer Strategies

Capable of providing integrated solutions or individual components, based on customer needs.

Individual Components



Full System Solutions



Flexible Manufacturing and Flexible Capital

Capital assets currently employed in Linamar's operations can be adapted to manufacturing electrified components at a little to no incremental CAPEX.

Expanded Product Offering

Growing Structural and Chassis portfolio including battery trays, subframes and enclosures.

Production system solutions including full eAxles, gearboxes, gears, shafts, components and assemblies.



Targeting Opportunities Across Multiple Vehicle Segments



Light Vehicles



Commercial Vehicles



Heavy Trucks

Solutions for Numerous Propulsion Systems



BEV



FCEV



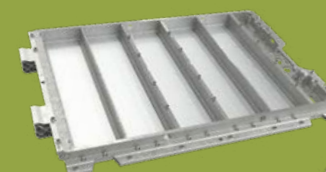
Hybrid



PTUs/RDUs



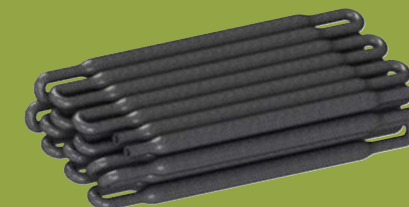
eAxle Systems 3-in-1



Battery Enclosures



Gearsets

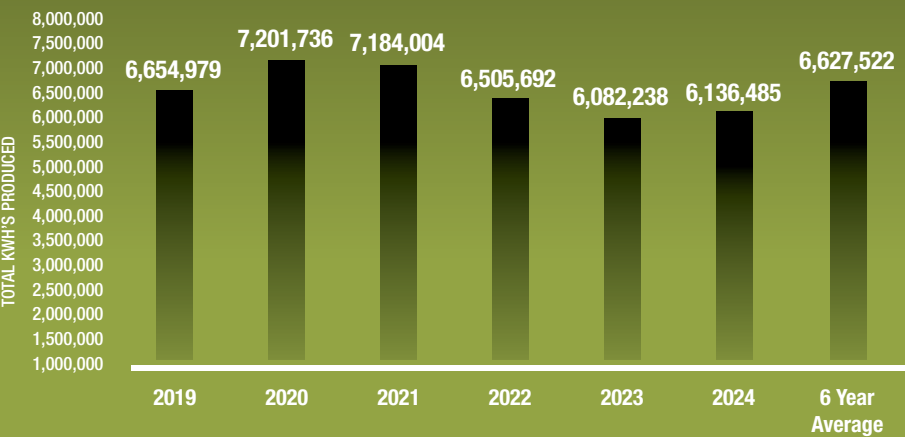


Carbon Fibre Hydrogen Fuel Tank

Renewable Energy

Linamar has invested extensively in renewable solar power at its Canadian facility sites. Rooftop PV solar panels have been installed at 20 locations and these generate approximately **6,600,000 kWh of green, renewable electricity** each year that is supplied to the grid. Additionally, in 2023 four new renewable energy solar panel installs came online globally including India, Mexico and two sites in China.

Total Solar Power Generated by Year



Above graph displays Total Solar Generated by Linamar Canadian Plants.





Water Management

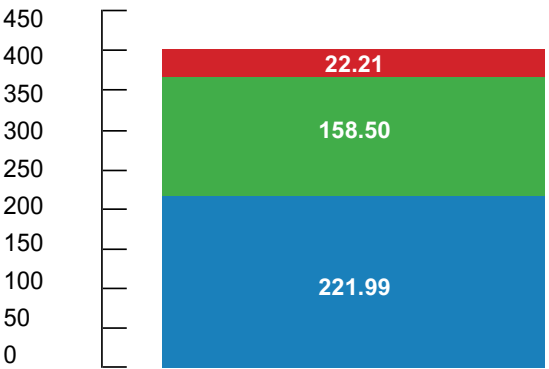
We recognize that water is fundamental to all life and human development, and we regard access to water as a basic human right. Although our manufacturing processes are not water-intensive, we acknowledge that water-related risks must be assessed at the local level. Linamar believes in performing annual water risk assessments and prioritizing water-use reduction initiatives at high-risk locations first. Additional details on our water stewardship efforts are available in our CDP water response.

Lean Manufacturing

We are making heavy strides in eliminating our waste footprint. Led by our Executive Chair, we are consistently looking for efficiencies in each and every plant that not only streamlines their financial performance, but most importantly, our waste management. Thus far, Linamar has identified **402.71 GWh** of potential energy savings or **\$53.6 Million CAD**. Just how much is 402.71GWh of energy? The average Ontario household uses approximately 9,500 kWh of electricity per year. This savings equates to enough electricity to power 42,105 homes for 1 year.

Energy Savings - GWh (Chairman meetings)

In Process	221.99
Implemented	158.50
Non Attainable	22.21



The background of the entire page is a photograph of several hands of different skin tones stacked on top of each other in a circle. The image has a warm, orange-brown color overlay. In the center, the Linamar logo (a diamond shape with a cross inside) is positioned above the word "LINAMAR" in a bold, sans-serif font. Below this, the word "SOCIAL" is written in a larger, bold, sans-serif font, with a thick white horizontal line underneath it.

LINAMAR SOCIAL

Diversity drives talent, which maximizes results. We continuously invest in our employees and our communities to foster a family as we continue to evolve. Providing tools to encourage employee well-being, powering an innovative, diverse, and inclusive workforce.

16 Global Workforce

17 Culture

18 Stepping Stool

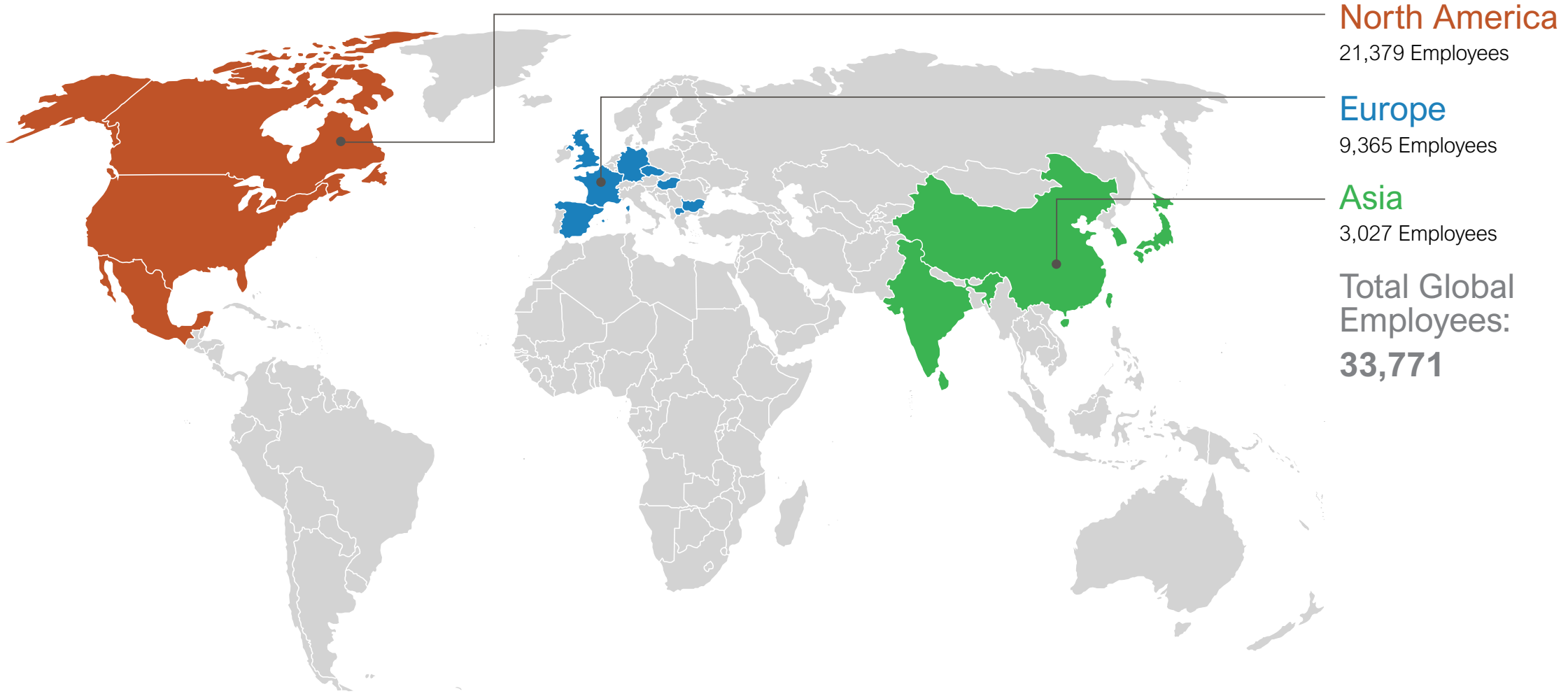
19 Diversity, Equity and Inclusion
Health and Safety

20 Talent and Development

22 Community Involvement

23 Scholarships

Global Workforce



Culture

At Linamar, we have an entrenched culture that thrives on the opportunity to drive overall growth on both the top and bottom line, and an entrepreneurial spirit of success.

At the core of Linamar's Corporate Philosophy is the Stepping Stool, a three-legged stool that encompasses the balance needed to maintain a profitable, satisfying, and prosperous business to meet all of our key stakeholders needs. In essence, each leg of the stool, Customer, Employee, and Shareholder (Financial) must all be balanced, or the stool falls. It is critical that our decision makers place equal importance on all three legs to ensure long-term sustainable success for Linamar.

The Stepping Stool is not only how we run our business day to day, but it is also how we make decisions, big or small, how we articulate our story and strategy, how we measure our company performance, and how we reward our dedicated employee base.

All Linamar facilities and employees have monthly Stepping Stool Objectives under each leg, which form Linamar's Stepping Stool bonus incentive program. These programs use a balanced scorecard approach, which ensures our stakeholders' interests are equally prioritized. Employees are eligible for quarterly bonuses based on performance under the stepping stool program. This Linamar business philosophy and management practice creates a strong foundation for a sustainable, long-term business model.



The Stepping Stool



At Linamar, we have established a culture that thrives on the opportunity to drive the overall growth and results of our company, and an entrepreneurial spirit of success.

At the core of Linamar's business philosophy is the Stepping Stool, a three-legged stool which symbolizes the balance a business must strike to satisfy the needs of key stakeholders. Each leg represents one of our stakeholders; Customer, Employee, and Shareholder (Financial), who each have a personal connection and interest in the company's long-term success. If all are not in balance at once, the three-legged stool is unstable and will eventually fall over. It is essential that our decision makers place equal importance on all three legs to ensure long-term sustainable success for Linamar.

These aren't just words on a wall. This is how we run our business every day. It is how we make decisions daily, how we articulate strategy, how we measure performance and how we reward our people.



To be the **SUPPLIER** of Choice

We place a strong focus on quality, collaboration, the efficiency of our processes, and innovation to stimulate consistent and sustained growth. We design and implement strategies that allow us to focus on what matters most to customers – creating high-quality products that stand the test of time.



To be the **EMPLOYER** of Choice

We take pride in engaging a diverse group of motivated, enthusiastic people to help us accomplish our growth goals. We believe that healthy and safe workplace environments are critical to our people and to our performance. Also critical is investing in our people – coaching and developing our talent for the future; it's why we are able to maintain our commitment of having a minimum of 70% of key position promotions come directly from within the organization.



To be the **INVESTMENT** of Choice

Being the Investment of Choice means making lean financial decisions in order to provide a consistent and sustainable return on investment to our shareholders with growth in profits. That is why at Linamar we are continuously in search of innovative solutions to meet the world's needs while also working to minimize waste to help maximize returns.

Diversity, Equity and Inclusion

Linamar has always believed that talent is diverse. We are proudly led by a female Executive Chair and have over 33% female representation on our Board. We strongly believe that a diverse cohort of leadership and employees leads to stronger decision-making and superior performance. Our Board Diversity Policy establishes objectives for diversity at the Board Management level and can be found in Linamar's 2024 Management Information Circular (MIC) document.

The composition of our workforce reflects the scope of our business operation and the communities we operate in. We are respectful of our people, our customers and our communities, and this maximizes our access to the entire talent pool. It is rooted in our culture that talent drives results, and diversity maximizes talent. In 2024, Linamar launched its Diversity Champion Initiative as a bold step toward celebrating and amplifying inclusion across its global operations. The program invited nominations from all 71 facilities worldwide, ultimately receiving over 2,500 submissions and recognizing 10 outstanding individuals as Diversity Champions. This initiative not only spotlighted employees who embody Linamar's values of equity and inclusion but also fostered a culture of recognition and belonging. By elevating these champions, Linamar reinforced its commitment to proportional representation and inclusive leadership, helping to drive better decision-making, stronger team performance, and broader access to talent across its global workforce.

Linamar also houses a Global Diversity Council, formed in 2021. This council is organized to create more awareness and equity in other diversity measures, such as BIPOC. Linamar will always access the entire talent pool. Having access to a vast array of talent is what drives results, and this diversity is what allows us to maximize success.

Health & Safety

Employee health and safety are part of the foundation of operational success. Through data collection, our EH&S efforts are shown through year-over-year improvements.

One of our biggest priorities is ensuring our employees have a safe, clean, and inviting environment to work in. We ensure that our policies and processes for employee health and safety meet or exceed legal and regulatory requirements. Linamar's Global Operating System policies have mandated that all facilities must be registered to ISO 45001 (*excluding corporate support locations, Agricultural Manufacturing locations and locations added through inorganic growth in 2023-2024). Our Human Resources and Corporate Governance Committee (HRGC) reviews the results from our comprehensive compliance auditing programs on a quarterly basis. The HRGC also regularly reviews progress reports from both internal and external experts on Linamar's progress towards injury reduction targets. In addition to the Global KPIs for environmental, health and safety, each facility sets internal targets to drive improvement in this area.

Health & Safety (Continued)

Most recently, Linamar North America (LNA) was recognized with a 5-Star Safety culture award. Contributing to this recognition were the roll out of programs such as Safety Olympics and See Something Say Something. In 2024, Linamar also won GOLD for Best Contractor Safety Management Program as well. These recognitions are a testament to how Linamar employees embody our safety commitments each day when they show up to work.

Talent & Development

As mentioned, Linamar is able to maintain 70% of its workforce being allocated to key promotions. How do we do this? Through investment in our people in key initiatives, mainly our Each One, Teach One (E1T1) program. Linamar is a fast paced and challenging work environment, focused on markets that are truly global in nature. This provides Linamar employees with the opportunity to work across drastically different sectors across varying regions and complexities to ensure technical skills, global operating procedures and company best practices are consistently applied.

Co-Op

Since 1997, Linamar has welcomed approximately 150 students per term (to Guelph facilities) to develop new skills, all while advancing those already acquired. That means 10,000+ students are receiving real-life tangible experience to enhance their formal education. We recognize these students' dedication and strive to find ways to support them through their academic journey. Whether they join Engineering, IT, Accounting, Marketing, or HR, they are constantly surrounded by some of the brightest in the business and have unlimited opportunities to learn, grow and complete meaningful work at every point in their career – all within a culture of flexibility, innovation, and collaboration.

Apprenticeships

We also work with the Ontario College of Trades to provide apprenticeship opportunities to aspiring tradespeople. Linamar powers the future by giving our people the tools to succeed and a learning environment to develop new technical skills through proper guidance and direction. We place strong emphasis on the development of the technical skills of our people and invest heavily in various pathways of technical training to ensure the company has the right skills to meet future business needs. Whether it be the field of Electrician, Millwright, Machinist, or Welding, we provide valuable opportunities that translate to the retention of highly skilled tradesmen and women that keep our facilities operating to their maximum potential. As of this report, Linamar has almost 400 apprenticeships across global operations.

Talent & Development (continued)

LEAP

LINAMAR ENTREPRENEURIAL
ADVANCEMENT PROGRAM

LEAP is a 3–5-year management development program designed to give potential candidates the skills, experience, confidence and perspective they need to become future operational leaders. Participants selected for this advanced management training program rotate through each functional area of the business at several locations throughout the company. The ideal candidate is a dynamic, high potential individual who would be ready to take on a Plant Operating Committee level management role within 3 years.

LLDP

LINAMAR LEADERSHIP
DEVELOPMENT PROGRAM

We provide our leaders with the best practices that help them to plan, communicate and execute in a way that demonstrates passion and edge. Our LLDP programs address critical leadership skills for each level of the organization. These programs are grounded in our Core Values and Leadership Behaviors and focus on essential outcomes.

LAMP

LINAMAR ADVANCED
MANUFACTURING PROGRAM

The Linamar Advanced Manufacturing Program (LAMP) is a two-year technical development program. Participants spend two years working rotations in the Tool Room, Engineering, Quality Assurance, and Production departments of different Linamar facilities. During the rotation portion of the program, participant learning is guided by technical learning outcomes (TLOs) in each of the four technical skill areas.

E1T1

EACH ONE,
TEACH ONE

To ensure that we have the right people in the right jobs at the right time, we keep an eye on our high potential employees and offer the opportunity to align their skills, experience and development goals with outstanding new opportunities. To help them grow with us, we offer development activities such as stretch assignments, mentoring, job shadowing and specialized training; all of this drives our high-performance culture. As of today, Linamar currently has almost 700 employees in the E1T1 program for succession.

Community Involvement

North Carolina

In 2024, a disaster struck the region of North Carolina impacting thousands of families. The devastation was staggering, with over 100,000 homes damaged, 145 healthcare facilities evacuated, and 1,000+ bridges and roads destroyed. The disaster wreaked havoc, and Linamar knew that it needed to come to the aid of its team members and the community as a whole. Within days, a brigade of Linamar employees were dispatched to North Carolina and didn't hesitate to display strength, courage, and determination that binds the Linamar culture. The team acted quickly, providing ample donations, installing washers and dryers, creating a gas station, and even built a 'Linamart' for teammates to get daily necessities. As the Brigade packed their bags, the North Carolina team said it best: This is what it means to stand together. As a result of Linamar's dedicated employees' response, we were awarded with the **Ford Supplier of the Year for Crisis Management**.



Guelph Wish Foundation

Linamar Corporation has been a long-time Platinum level sponsor for the Guelph Wish Fund for Children, a charitable organization that provides 'wishes' to children living with a significant illness, life altering injury or debilitating syndromes. A wish can be a special family vacation, attending a sporting event, or meeting a famous hero. The annual campaign by Linamar features fundraisers such as our Curling Bonspiel, amateur musical concert night as well as a host of raffles and draws. Another way Linamar's culture of giving, support for local community especially youth is brought to light each and every year.



United Way

United Way Guelph Wellington Dufferin is a community centered organization that unites people and resources to improve lives, build community and create lasting positive change. The five focus areas of UWGWD are; "All that Kids can Be", EDI, Healthy People/Thriving Communities, Poverty to Possibility and Rural Communities. Campaign dollars raised go directly back into programs and initiatives in these five key areas and help support over 40 agencies and countless programs in our community of Guelph, Wellington & Dufferin.





Scholarships

Linamar actively encourages the inclusion of a diverse variety of qualified candidates in this process, which naturally includes women. Our goal, as it pertains to all matters regarding diversity, is an opportunity for everyone with advancement, and appointment on merit and proportionate representation without quotas. This commitment is further exemplified by the announcement in 2017 of a \$5 million fund at Western University, provided by Linamar and the Hasenfratz family. This fund continues to provide 10 scholarships per year to women enrolled in the combined engineering and business dual degree program. Recipients will also receive work terms and a job offer upon graduation. The Company looks forward to seeing the broad impact of encouraging more women in STEM careers through this program and, more specifically, seeing more female engineers at Linamar as a result. The Company also founded and is the presenting sponsor of a program called See it Be it STEM it ("SBS"), which expressly encourages girls and young women to pursue education and a career in Science, Technology, Trades, Engineering and Math, using role models.

- University of Guelph Engineering
- STEM
- Laurier Scholarship in Accounting





GOVERNANCE

Linamar strives for consistency across stakeholder communications and to be transparent in all aspects of our business. Our internal commitments are further extended to our suppliers, engaging and informing them on our environment and social expectations.

25 Leadership

26 Sustainability, HRGC, Audit Committee,
Fair Labour Practices

27 Ethical Governance

28 Data Privacy, Cyber Security,
Product Safety and Quality

29 Responsibility Across the Globe
Supplier Sustainability Assessments



Linda Hasenfratz
Executive Chair
of the Board



Mark Stoddart
Chief Technology Officer
& Executive Vice President
of Sales & Marketing



Lisa Forwell
Director



Jim Jarrell
Chief Executive Officer
& President



Terry Reidel
Director



Dennis Grimm
Director

Leadership

Linamar is led by a diverse cohort on our Board and our Company’s Executive Management (SEG), all of whom bring extensive industry experience as well as leadership to guide Linamar in delivering on goals across business and sustainability.

Linamar’s Board of Directors has responsibility and oversight of the Sustainability programs and Governance policies.

Board of Directors

Linamar has a strong board of industry and financial experts. Our smaller board allows us to remain agile and responsive, while deploying expert knowledge to steer the company.

Our Board also recognizes the importance of ESG and Sustainability issues for the future of our company, our people, our customers, and our communities. These issues need to be addressed from the most senior levels of influence within the company, and as such, Sustainability issues are a regular topic of the Boards discussions.

Board Diversity Policy

Diversity has long been valued at Linamar. We are proudly led by our female Executive Chair and have over 33% female representation on our Board.

We strongly believe that diverse leadership leads to better decision-making and superior performance. In 2020, our Board recognized that while our priorities around diversity in leadership are engrained in our culture, we had not made a formal commitment at the Board level.

To reaffirm our position in diverse leadership, Linamar’s Board approved a Board Diversity Policy which establishes objectives for diversity at the board management level. Our Board Diversity Policy can be found in Linamar’s [2024 Management Information Circular](#) (MIC) document.



Sustainability Governance

Across Linamar, we have ESG management entrenched in all levels of operations. Our Senior Executive Group, in tandem with our Human Resources Governance Committee (HRGC) are responsible for developing and implementing our sustainability strategy.

HRGC

Any significant environmental and safety issues are reviewed by the HRGC Committee to ensure compliance with the Company's rigorous processes. The Committee assists the Board in identifying, evaluating and monitoring public policy trends and ESG risk issues that could impact business activities and performance.

The Committee oversees:

- Corporate governance and social responsibility
- Executive and employee compensation
- Environmental, Health & Safety
- Sustainability strategy
(including decarbonization roadmap planning)
- Succession planning and organizational change
- Capital accumulation plans governance

Audit Committee

The Audit Committee has general authority in relation to the Company's financial affairs as well as overseeing the following:

- The review of procedures (financial reporting/process)
- External Auditors
- Internal Audit department and compliance
- Other responsibilities
(such as succession planning for key accounting personnel)

Fair Labour Practices Sub Committee

Established in 2024, with representation from our Senior Executive Group, Human Resources, Environmental Health & Safety, Legal and Purchasing. The Sub Committee oversees the following:

- Human Rights compliance
- Areas for continuous improvement
- Industry Best Practices
- Compliance with the Fighting Against Forced Labour and Child Labour in Supply Chains Act, including annual publication of our Forced and Child Labour Report which is published on our website

Ethical Governance

Whistle Blower Program:

Linamar believes in promoting responsible and ethical conduct throughout our company and our supply chain. Linamar Ethics for Everyone provides a number of reliable incident-reporting resources to employees, customers, suppliers, and other stakeholders.

EthicsPoint

EthicsPoint is an anonymous and confidential reporting channel available to employees, customers, and other stakeholders of Linamar to report concerns regarding accounting, internal controls, or ethical issues. All reports submitted through EthicsPoint are handled promptly and investigations are conducted where appropriate.

Competitive Behaviour

Linamar’s practice is to comply with all applicable laws, including antitrust and competition laws. Linamar Corporation has never been charged for anti-competitive practices or behaviors and has never incurred any monetary losses due to defenses or investigation of such charges.

Enterprise Ethics

We believe Linamar, along with its associates, vendors, suppliers, partners and related parties, have the responsibility of being good corporate citizens and conducting business in an ethical manner. In line with this belief, Linamar has established the following policies regarding ethical business conduct. Adhering to sector-specific standards, most recently Linamar has launched an updated Supplier Code of Conduct which was launched at our 2025 Supplier Day. The updated code adheres to AIAG’s Guiding Principles to Enhance Sustainability Performance in the Supply Chain and can be found on our website as well as referred to in our Supplier Quality Manual and Terms and Conditions. The intent of this Code is not to develop a new set of costly requirements for our supply base but rather to focus on industry alignment and continue to cascade existing expectations throughout our supply chain. The requirements outlined in Linamar’s updated Code of Conduct is aligned with existing legislation and well-established industry standards and guidelines. Linamar believes this Supplier Code of Conduct will help our supply base implement best practices for business ethics, human rights, health and safety, environmental stewardship and responsible supply chain management.

Data Privacy and Cyber Security

Data Privacy

Linamar is committed to protecting stakeholder privacy in compliance with applicable laws. We collect, use, and disclose personal information solely for legitimate business or employment purposes, as required by law or with individual consent. Confidential and proprietary information, including trade secrets, are treated as a valuable asset and safeguarded accordingly.

Cyber Security

In a rapidly evolving digital landscape, cyber security is essential to risk management. Linamar has implemented robust programs and processes to protect company, supplier and customer data. These measures meet or exceed regulatory requirements and align with our Business Standards and stakeholder expectations. Our Board of Directors oversees enterprise IT and cyber security, supported by the Technology Committee, which focuses on risks related to product-embedded and solution software security. All IT and cyber security projects follow a gated process that includes security reviews and benchmarking. Our agile and systems-oriented team enables us to stay ahead of emerging threats.

Cyber Security Framework – ASAM Model

- Access: Network access is restricted and controlled.
- Security: Intrusion Detection Systems monitor for abnormal activity.
- Audit: Wireless authentication and encryption standards are reviewed annually.
- Monitor: Firewalls undergo periodic audits.

These efforts are supported by our Security Incident Response Plan (SIRP), ensuring readiness to respond to threats. Our centralized cyber security strategy, led by the Global VP of IT, includes policy development, compliance, and global training. While accountability for IT risks is decentralized at the facility level, the central team provides tools and support to guide local solutions, including quarterly training for all office employees and table top exercises.

Product Safety & Quality

Linamar ensures product safety and quality through a deeply integrated approach that combines advanced manufacturing capabilities, rigorous testing protocols, and a culture of continuous improvement. The Company's vertically integrated operations—spanning casting, machining, assembly, and in-house testing—enable tight control over every stage of production, ensuring that components meet exacting standards before reaching customers. Linamar's facilities are equipped with cutting-edge technologies such as advanced robotics, vision systems, and data-driven monitoring tools that enhance precision, reduce variability, and support predictive maintenance.

This commitment to excellence has earned Linamar global recognition in 2024, including the prestigious Ford Supplier of the Year and GM Supplier of the Year awards, as well as a Supplier Quality Excellence Award from Huawei for its LWX facility. These accolades reflect not only the Company's technical capabilities but also its proactive engagement with customers to meet evolving expectations in safety, reliability, and performance.

Responsibility Across the Globe

Linamar affirms its commitment to upholding human rights and eliminating all forms of forced and child labour across its global operations and supply chains. This commitment is rooted in the company’s core values and ethical standards, and aligns with international human rights frameworks.

Enhanced Oversight and Accountability Measures

To strengthen its commitment to eradicating forced and child labour, Linamar has implemented a series of structured and proactive measures across its operations and supply chain:

1. Supplier Quality Trip Reports

Linamar has updated its Supplier Quality trip reports to explicitly include a screening component for compliance with the Company’s Supplier Code of Conduct. These reports now require assessors to clearly state whether any evidence or suspicion of forced or child labour was observed during supplier site visits. This ensures that ethical labour practices are directly evaluated as part of routine supplier assessments and that any concerns are documented and escalated promptly.

2. Annual Supplier Compliance Declarations

Each year, Linamar formally requests that its suppliers sign a compliance declaration affirming that their operations—and

those of their own supply chains—are free from forced and child labour. This annual declaration reinforces supplier accountability and serves as a documented commitment to uphold human rights standards. It also provides Linamar with a mechanism to track and verify supplier alignment with its ethical sourcing expectations.

3. Quarterly Management Representation Letters

Beginning in 2025, Linamar facility General Managers are required to complete a quarterly declaration as part of the Management Representation Letter submitted to the CEO. This declaration confirms whether they are aware of any instances of forced or child labour within their facility or its supply chain. This process embeds human rights accountability into executive-level reporting and ensures that leadership remains actively engaged in monitoring and addressing potential risks.

4. Annual Employee HR Training

Also starting in 2025, Linamar will incorporate forced and child labour awareness into its annual HR training programs for all employees. Facility General Managers will again be required to declare their awareness of any such instances within their operations or supply chains. This dual-layered approach—training and declaration—ensures that leaders are both informed and accountable, reinforcing a culture of vigilance and ethical responsibility throughout the organization.

Supplier Sustainability Assessments

In 2024, we initiated the rollout of the Supplier Assurance Sustainability Assessment Questionnaire (SAQ) 5.0 to a select group of suppliers. The initiative, launched by our Sustainable Procurement Sub Council which meets regularly and aims to enhance our organizations sustainable procurement efforts. This updated version enhances our ability to evaluate supplier sustainability practices with greater precision and alignment to evolving ESG standards. By proactively engaging suppliers through SAQ 5.0, we not only strengthen our transparency and accountability across our supply chain but also foster collaborative progress toward shared sustainability goals—ultimately supporting more resilient and responsible sourcing strategies.



APPENDIX

31 Data Quantification

32 UN Sustainable Development
Goals Alignment

33 UN Sustainable Development
Goals Alignment

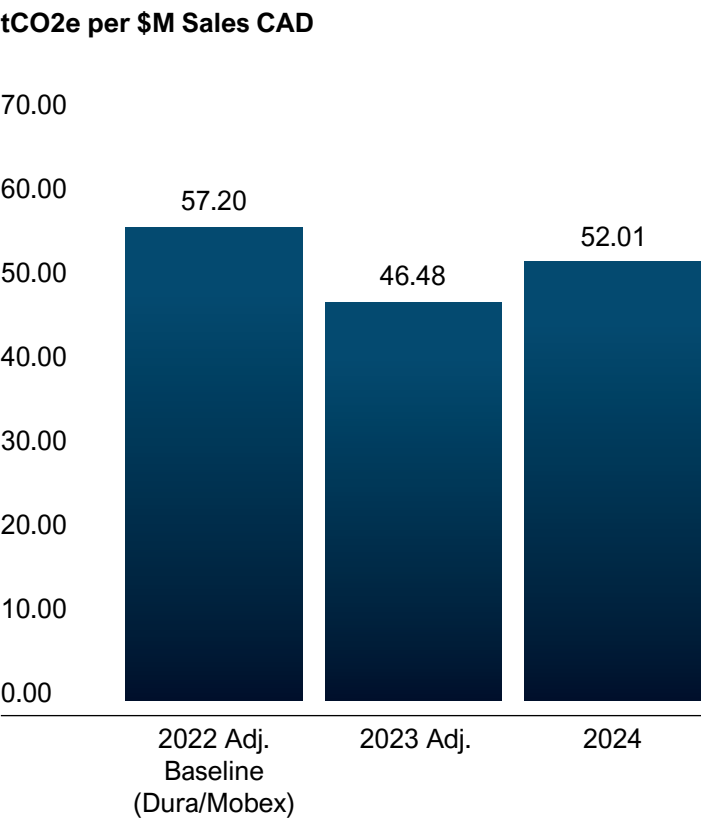
Data Quantification

Catagory	Metric	2022 Adj.	2023 Adj.	2024 ¹
EMISSIONS	Total Scope 1 Emissions (tCO2e)	165,832.32	158,361.65	155,271.49
	Total Scope 2 Emissions (tCO2e - Location Based)	327,860.69	330,178.51	395,087.49
	Total Scope 1 & 2 Emissions (tCO2e)	493,693.01	488,540.16	550,358.98
EMISSIONS INTENSITY	Global Revenue (CAD, \$M)	\$8,631.70	\$10,510.00	\$10,582.00
	Sales Intensity	57.20	46.48	52.01
	Global Employees	30,334	33,292	32,153
	Employee Intensity	16.28	14.67	17.12
	Square Footage	17,318,847	17,413,170	18,166,883
	Square Footage Intensity	0.03	0.03	0.03
ENERGY	Total Energy Consumed (GJ)	7,396,375.77	7,507,797.52	7,341,210.19
	Percentage Grid Electricity Consumed	53.16%	55.84%	55.63%
	Percentage of Renewable Energy Consumed	0.00%	0.36%	0.37%
WATER	Water Coverage	100%	100%	96%
	Water Withdrawals (ML)	1,485.64	1,624.53	1,483.47

Waste

Year	Coverage(%)	Non Hazardous (tonnes)	Hazardous Waste (tonnes)	Hazardous Waste (tonnes)	Waste Diversion Rate (%)
2022	100%	7,487.99	33,721.90	225,034.01	84.52%
2023	100%	34,844.09	35,801.31	236,568.72	77.00%
2024 ¹	96%	20,996.00	35,948.21	234,683.59	80.47%

1) Excludes the acquisition of Bourgault Industries Ltd.



UN Sustainable Development Goals Alignment



United Nations Aligned Targets for Quality Education

Linamar's Contribution to Quality Education

- Girls' skills camps
- Scholarships for women in STEM and Business programs
- Diversity Council
- Partnerships with Universities and Colleges
- Extensive internal training for technical skills and professional development



United Nations Aligned Targets for Gender Equality

Linamar's Contribution to Gender Equality

- Girls' skills camps
- Scholarships for women in STEM & Business
- Scholarships for women entering Skilled Trades
- Founding sponsor and driver of "See it. Be it. STEM it" (www.seeitbeitstemit.com)
- Diversity Council
- Proportionate representation agenda

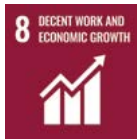


United Nations Aligned Targets for Clean Water and Sanitation

Linamar's Contribution to Clean Water and Sanitation

Linamar understands the critical importance of water to a sustainable future, and we make significant efforts to reduce our water withdrawals and wastewater generation each year. One example of how Linamar's lean, innovative culture of waste elimination is contributing to water efficiency is through coolant recycling in our machining facilities.

- Reducing wastewater
- Coolant recycling



United Nations Aligned Targets for Decent Work and Economic Growth

Linamar's Contribution to Decent Work and Economic Growth

As a global, diversified manufacturer, Linamar employs over 33,000 people. Just as we are focused on growth, we understand the importance of growing our people to develop talent and skills

UN Sustainable Development Goals Alignment



United Nations Aligned Targets for Industry, Innovation, and Infrastructure

Linamar’s Contribution to Industry, Innovation, and Infrastructure

Products made by Linamar are used every day to help build infrastructure around the world, contributing to economic development and well-being. As a Tier 1, Tier 2, and OEM manufacturer, Linamar promotes inclusive and sustainable industrialization throughout our supply chain and the markets in which we operate.



United Nations Aligned Targets for Responsible Consumption and Production

Linamar’s Contribution to Industry, Innovation, and Infrastructure

Waste elimination is at the heart of Linamar’s culture. Reducing waste is good for our company and good for our environment. This culture stems directly from senior management and penetrates throughout the organization to the shop floor where employees submit multiple LEAN suggestions every year.

- Waste elimination
- Wastewater reduction
- Coolant recycling
- Energy Conservation



United Nations Aligned Targets for Climate action

Linamar’s Contribution to Climate Action

We know the environment is critically important to all our stakeholders and we’re committed to Net Zero emissions in our supply chain and products by 2050. We are addressing environmental challenges with the belief that not only is it better for the environment, but also creates massive market opportunities for those with solutions.

- Environmental policy
- Sustainability Roadmap and Goals (Net Zero Commitment)
- Global Sustainability Council
- EV / eLIN strategy and portfolio for zero emission vehicles
- Participation in CDP (Carbon Disclosure Project)
- Rooftop solar panel installations