LINAMAR

2025 SUSTAINABILITY REPORT



About This Report

This 2025 Sustainability Report highlights Linamar's approach to sustainability, the culture that drives our success, and the progress we continue to make across our global operations. The report outlines how we manage the material topics identified through the preliminary stages of our double materiality assessment process and showcases key achievements, initiatives, and performance from 2025. While Linamar does not currently report in full alignment with a specific sustainability reporting framework, we are committed to transparent disclosure on the environmental, social, and governance topics that are most material to our business and stakeholders. The work presented throughout this report is guided by our Global Sustainability Council, which meets quarterly to drive internal programs, share best practices, and support continuous improvement across the organization. Through these efforts, we continue to strengthen our sustainability practices, build organizational resilience, and create long-term value for our employees, customers, communities, and other stakeholders.

Unless otherwise stated, the data presented in this report covers the period from January 1 to December 31, 2025. Selected recognitions, awards, and events occurring after year-end but prior to publication may be included for additional context.

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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.

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A Message from our Executive Chair and CEO

At Linamar, sustainability isn't a separate initiative. It is part of how we run our business every day. For decades, our success has been built on operational excellence, continuous improvement, responsible growth, and creating long-term value. Sustainability supports all of those things. It helps us build a stronger company, serve our customers better, develop our people, and create lasting value for our shareholders and communities.

Throughout 2025, we continued to strengthen the foundation supporting our sustainability efforts. Our Sustainability Council and its supporting teams made important progress in areas such as human rights and sustainable procurement. Key milestones included the introduction of our updated Supplier Code of Conduct and the rollout of annual human rights training across our global operations. These actions reinforce our commitment to doing business the right way, everywhere we operate.

We also continued to focus on what Linamar does best: finding better ways to operate. Through waste elimination initiatives, energy management programs, and the sharing of best practices across our facilities, we identified new opportunities to improve efficiency and reduce resource consumption. We are particularly encouraged by the growing number of employees who are stepping forward to lead local energy and green teams. Real progress happens when people closest to the work are engaged, and our employees continue to play a critical role in advancing sustainability across the organization.

As Linamar grows, we remain committed to integrating newly acquired facilities into our sustainability systems and reporting processes. Strong data, consistent reporting, and effective management systems are essential. They help us make better decisions, identify opportunities, measure progress, and ensure accountability across our operations.

Our commitment to achieving net zero emissions by 2050 remains unchanged. Reaching that goal will take thoughtful planning, strong data, innovation, and alignment across the organization. During 2025, we continued building the foundation necessary to support long-term emissions reductions by engaging cross-functional teams, evaluating best practices, and developing a practical roadmap that fits our business and our customers' needs.

We recognize that we do not have all the answers. We continue to learn from our customers, suppliers, industry partners, and peers while adapting to changing expectations and reporting requirements. As always, our approach is guided by practicality, measurable results, and continuous improvement.

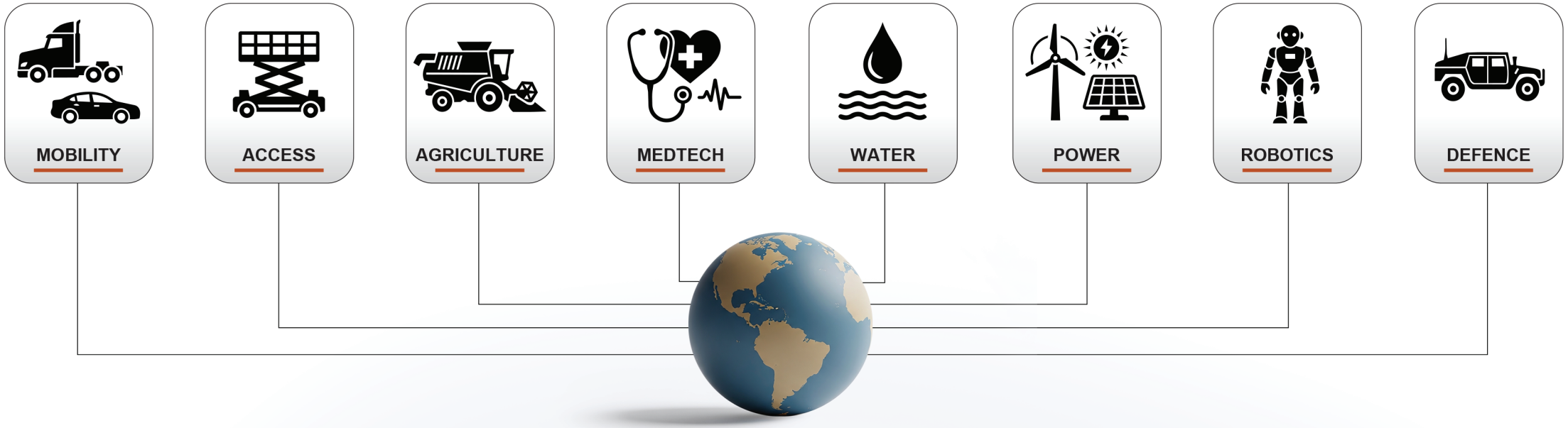
At Linamar, we apply our Stepping Stool philosophy to sustainability just as we do every other part of our business. We focus on taking meaningful steps forward, building momentum, and delivering measurable progress over time. Through the products we manufacture, the people we develop, and the communities we support, we are helping power vehicles, motion, work, and lives around the world. Together, we are building a stronger, more sustainable future.

Linda Hasenfratz
Executive Chair

Jim Jarrell
CEO & President

Company Overview

Advanced Manufacturing and Product Development Technologies that **Power Vehicles**, **Motion**, **Work** and **Lives** for the future



LINAMAR

McLAREN Engineering | LINAMAR MedTech | SKYJACK | MacDon | SALFORD | BOURGAULT

Diversified Product Portfolio

Linamar's diversified portfolio and broad manufacturing capabilities position the Company to contribute to sustainability transitions taking place across multiple industries. As markets continue to evolve, so too does our product portfolio, enabling us to meet changing customer needs while supporting a lower-carbon future.

From electrified propulsion systems and lightweight vehicle components in Mobility, to electrified equipment in Access, and precision agriculture technologies that support sustainable agronomy practices, Linamar is helping address some of the world's most pressing environmental challenges. Combined with our ongoing investment in innovation and advanced manufacturing, these capabilities enable Linamar to drive long-term sustainable growth while delivering environmental and economic value across the industries we serve.

MOBILITY



Linamar manufactures components for hybrid and electric vehicle platforms, including electrified driveline systems, battery enclosures, and lightweight structures that help improve efficiency, extend vehicle range, and reduce emissions.

AGRICULTURE



Linamar engineers and sells leading equipment that aligns with sustainable agronomy practices helping improve farm productivity, maximize yields, and achieve greater food security.

ACCESS

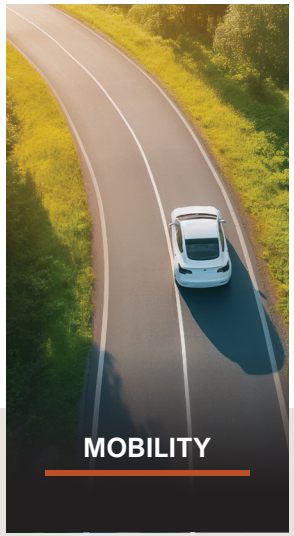


Skyjack's ECO-marked equipment supports the transition to lower and zero-emission industrial job sites. The ECO mark helps customers identify products that align with their long-term sustainability goals.

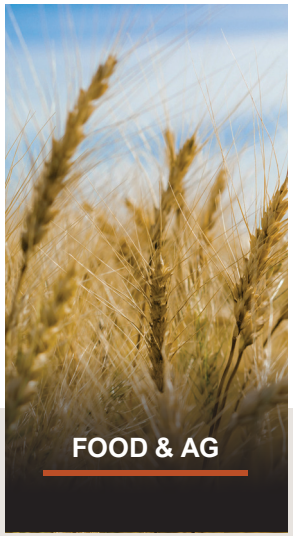
Long-Term Strategy

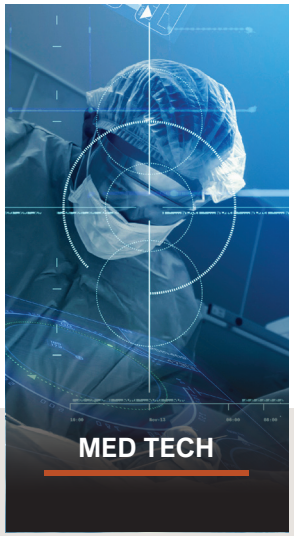
We are on a mission to Move, Build, Feed and Heal the World. Our diversified businesses and sub-brands each play an imperative role in that mission. We believe we are creating a long-term sustainable business model for the future with solutions to some of the globe's most critical needs. This includes: 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**

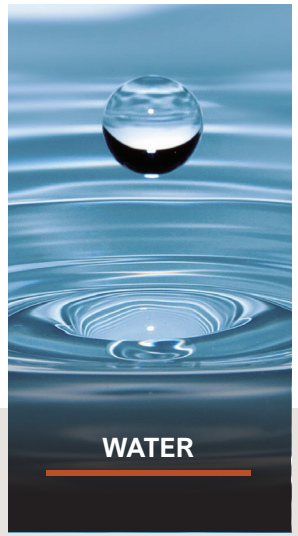


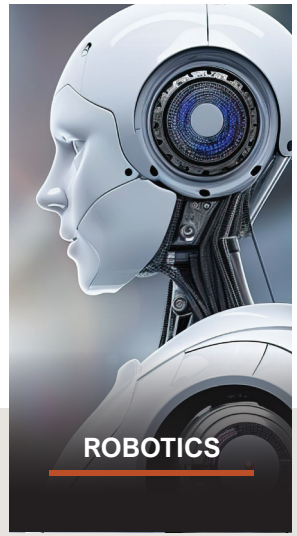














Guided by Global Macro Trends

Rapid Technology Evolution | Green Technologies & Environmental Concerns | Urbanization | Aging Demographics | Growing Global Population | Robotics: AI - Automation | Geopolitical Uncertainty and Sovereignty

Our Approach to Sustainability

At Linamar, sustainability is grounded in the belief that long-term business success and responsible corporate stewardship go hand in hand. Our approach is centered on creating shared value—driving innovation, competitiveness, and profitability while delivering positive environmental, social, and economic outcomes for our stakeholders and the communities in which we operate.

This balanced approach reflects Linamar's Stepping Stool philosophy, which guides business decision-making across the organization. The Stepping Stool emphasizes the importance of balancing the needs of our employees, customers, and shareholders to support long-term success. Similarly, our sustainability approach recognizes that meaningful and lasting progress requires consideration of environmental, social, and governance priorities in a balanced and integrated manner.

To guide these efforts, Linamar aligns its sustainability approach with the Automotive Industry Action Group (AIAG) Guiding Principles to Enhance Sustainability Performance in the Supply Chain. These principles establish a framework for environmental, social, and governance responsibility that is aligned with internationally recognized standards, including the UN Guiding Principles on Business and Human Rights, ILO Conventions, and the OECD Guidelines for Multinational Enterprises.

Using these principles as a foundation, we take a holistic approach to managing sustainability, addressing material topics related to business ethics, human rights and working conditions, health and safety, environmental responsibility, and responsible supply chain management. This framework helps ensure sustainability remains embedded in both our day-to-day operations and our long-term vision, supporting the creation of shared value for our business and stakeholders alike.

The AIAG Guiding Principles

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



ENVIRONMENTAL

Linamar manages environmental performance through a structured approach that connects policy commitments with day-to-day operational decision-making. Across our global manufacturing footprint, environmental management systems, operational controls, and cross-functional collaboration help identify, evaluate, and manage the environmental aspects, impacts, risks, and opportunities associated with our activities, products, and services.

At ISO 14001-certified facilities, aspect and impact assessments are conducted across operating functions, with environmental considerations integrated into planning, operations, maintenance, engineering, and change management processes. This approach supports regulatory compliance, responsible resource use, risk reduction, and continual improvement by helping facilities implement appropriate controls and prioritize environmental initiatives.

Environmental performance, regulatory compliance, and environmental audit results are reviewed by the Board on a quarterly basis, providing oversight of key environmental risks, opportunities, and performance trends across the organization.

The following section outlines the key elements of Linamar's environmental management systems and the programs that support long-term operational sustainability.

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Linamar's Environmental Policy Statement

The Linamar Green Commitment

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.

**Excluding any exceptions approved under Linamar's Global Operating System.*



Environmental Risks & Opportunities

As part of the preliminary stages of Linamar's double materiality assessment, the Company identified the following substantive climate- and water-related risks and opportunities. Additional details regarding these risks and opportunities can be found in Linamar's annual CDP disclosure.

Climate Change

Risk:

- Lack of availability and/or increased cost of resources, including energy
- Introduction of new or changing carbon pricing mechanisms
- Extreme weather events (such as floods and cyclones) and changes in weather patterns
- Rising mean temperatures
- Uncertainty regarding the availability of low-carbon energy sources
- Market transitions to lower-emissions technologies and products
- Changing customer behaviour

Opportunities:

- Increased use of recycled materials
- Adoption of more energy- and resource-efficient buildings
- Development of low-carbon products and services through research, development, and innovation
- Expansion into new markets for low-carbon products and services
- Utilization of public-sector incentives to support carbon reduction initiatives
- Improved efficiency of production and distribution processes
- Participation in carbon markets where appropriate

Water

Risk:

- Increased pricing of water
- Water stress in regions where Linamar operates
- Changes in water levels

Opportunities:

- Reduced water usage and consumption through efficiency and conservation initiatives

Key Strategies to Mitigate Risks & Capture Opportunities

- Monitoring regulatory developments and emerging sustainability requirements.
- Maintaining ISO 14001 and ISO 50001 certified management systems, where applicable.
- Organization-wide waste reduction and continuous improvement programs that identify opportunities to reduce energy consumption, water usage, and material waste.
- Enhancing internal data systems and analytics to identify new efficiency and decarbonization opportunities.
- Maintaining Sustainability Councils and supporting sub-councils and working groups focused on material sustainability topics, risks, and opportunities.
- Engaging with customers to understand evolving priorities and sustainability expectations.
- Maintaining a diversified product portfolio across multiple industries and markets.
- Investing in research, development, innovation, and strategic acquisitions to advance low-carbon technologies.



Our Long-Term Sustainability Goal of Net Zero by 2050

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 and every Linamar facility and continuously strive for consistent, measurable improvements

PRINCIPLES

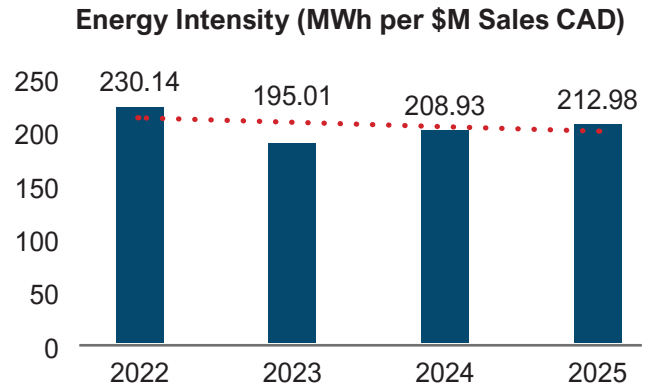
- Every member of the Linamar family must commit – What each of us does, impact us all
- Lead by example – Striving for organizational excellence to deliver maximum utility to all stakeholders
- Discover Balanced Solutions - Optimization of environmental impacts as well as employee, customer & financial performance

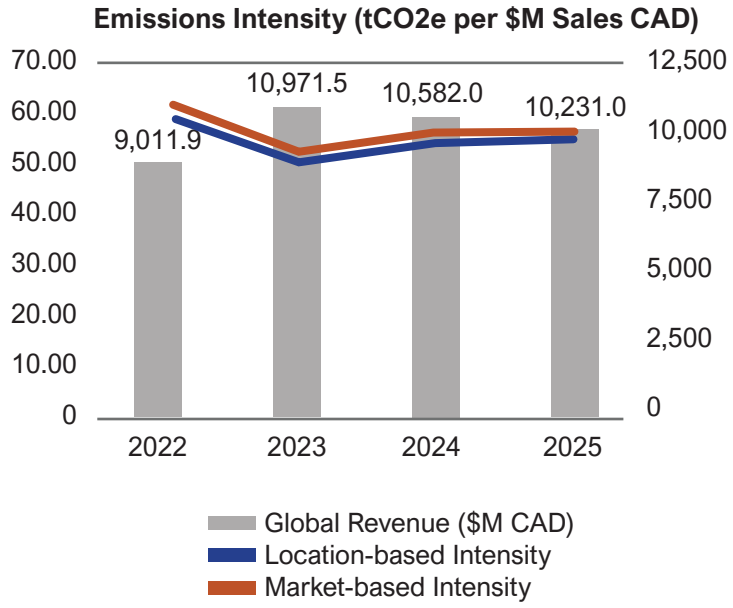
Annual Emissions Performance

Linamar's greenhouse gas (GHG) inventory includes Scope 1 and 2 emissions from global operations, excluding recent acquisitions identified in the Appendix of this report. The inventory is prepared in accordance with the GHG Protocol and incorporates baseline and interim year recalculations, where required, to reflect acquisitions, facility closures, and identified errors. Calculations are based on recognized emission factors and global warming potentials published by governmental authorities and the Intergovernmental Panel on Climate Change (IPCC).

Since its 2022 baseline year, Linamar has reduced energy intensity by 7.5%, improving from 230 MWh to 213 MWh per million CAD in revenue, while emissions intensity relative to sales has also decreased. These improvements demonstrate continued progress in energy efficiency while maintaining business growth. In 2025, energy efficiency and electrification initiatives, including the transition from propane-powered to electric forklifts, contributed to a 14% reduction in propane consumption and a 1% decrease in Scope 1 emissions to 188,859 tCO2e. Linamar also began reporting both location-based and market-based Scope 2 emissions, providing greater insight into the impacts of renewable energy investments and procurement activities. Compared to 2024, electricity consumption decreased by 1.3%, location-based Scope 2 emissions decreased by 1.8%, and market-based Scope 2 emissions decreased by 3.4%.

While Scope 3 emissions are not currently included within Linamar's GHG inventory, the Company is evaluating methodologies and data requirements to support future quantification and disclosure. Initial efforts are focused on identifying the most relevant emissions categories and establishing a scalable framework for future reporting and management.





Focus Areas:

Reducing Scope 1 & Scope 2 Emissions:

Operational Improvements

- Continue advancing the Get Green initiative to reduce natural gas and electricity intensity across global operations.
- Implement energy reduction & electrification projects identified through CAT audits and other energy management initiatives.

Green Investment

- Continue investing in on-site renewable energy generation and evaluating additional renewable energy procurement opportunities.

Reducing Scope 3 Emissions:

- Encourage suppliers to measure and disclose GHG emissions and align decarbonization efforts with Linamar's sustainability objectives.
- Continue supplier ESG management assessments.
- Further diversification of our BEV/PHEV product portfolio.
- Complete Scope 3 screening and identify priority emissions categories for future quantification and management.

Supporting Actions:

- Enhance the efficiency and quality of sustainability data collection through automation and AI-enabled solutions.
- Leverage available incentive programs to support energy and emissions reduction projects.
- Share best practices across facilities using internal forums.

Energy Management

As of 2025, Linamar has 70 facilities certified to ISO 14001 and 12 facilities certified to ISO 50001, excluding newly acquired operations. Energy management is a critical component of Linamar's environmental management systems and supports our commitment to achieving net-zero emissions by 2050. Linamar has established the following initiatives to support energy management:

Through the Get Green Program, manufacturing facilities globally are required to reduce electricity and natural gas consumption relative to sales by 10% annually compared to the previous year. Progress is driven through equipment upgrades, process optimization, and operational improvements, with results tracked and shared across the organization.

To recognize leadership in energy efficiency, Linamar introduced an Energy Savings Award in 2024, presented annually at our Stepping Stool Banquet.

Linamar's Cost Attack Team (CAT) visits facilities throughout the year to assess and support the implementation of energy efficiency projects. These assessments help accelerate the adoption of proven energy-saving practices across the organization while also identifying opportunities to reduce water consumption and waste generation through initiatives such as water reuse, coolant recycling, and oily water reduction. In 2025, CAT-reviewed projects delivered 54.33 GWh of energy savings, with an additional 21.56 GWh of savings opportunities in progress. These results were achieved or identified through 440 initiatives across Linamar's global operations.

CAT results do not capture all energy reduction activities. As facilities continue to establish dedicated energy teams and formalize energy management programs, additional projects are being identified and implemented independently. Facility energy teams establish annual objectives, monitor performance, and integrate energy considerations into operational decision-making.

Linamar began participating in Ontario's Save on Energy Expanded Energy Management (EEM) Program in 2024. In 2025, 20 facilities achieved average annual energy savings of 6.4% through the program. Cemtol Manufacturing received the 2025 Energy Management Excellence Award in the Industrial Category, and several employees completed Certified Energy Manager (CEM) training, helping to strengthen Linamar's internal capacity to identify, implement, and manage energy efficiency initiatives across its operations.

Key Energy Savings Projects:

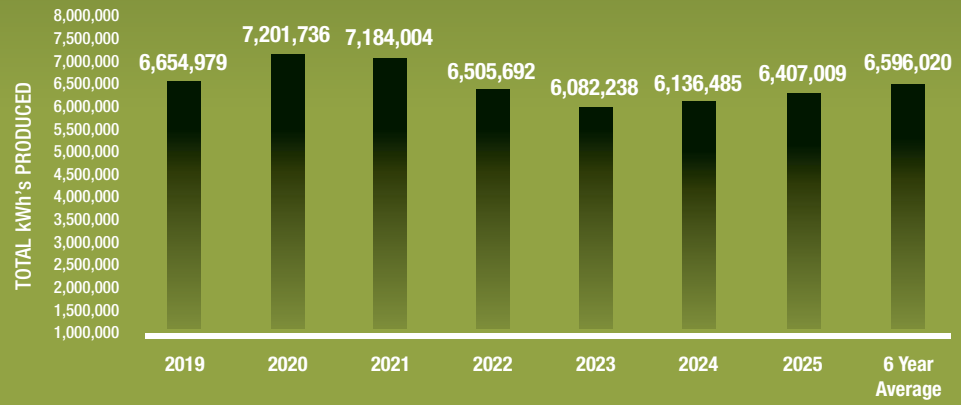
- Compressed air optimization through leak detection and repair, pressure reductions, Venturi air guns, compressor upgrades, and zero-loss drain valves.
- Equipment shutdown and idle power reduction by implementing weekend shutdown procedures, automatic shut-off controls, machine scheduling, and zero-power initiatives.
- Washer and process optimization including running washers at ambient temperature, reducing blower usage, and optimizing wash system operating parameters.
- Mist collector and extraction system improvements through equipment consolidation, control upgrades, and operational optimization.
- LED lighting and lighting control upgrades to reduce electricity consumption across operations.



Renewable Energy

Linamar continues to invest in renewable energy projects that increase the availability of clean electricity in the communities where we operate. In Canada, rooftop solar installations at 20 facilities generate approximately 6.6 million kWh of renewable electricity annually. Additional solar projects were commissioned globally between 2023 and 2025, including five in China, two in India, and one in Mexico. While Linamar's ownership of environmental attributes varies by project, these initiatives support the growth of renewable energy infrastructure, increase renewable electricity generation in the regions where we operate, and contribute to the decarbonization of local electricity grids.

Total Solar Power Generated by Year



Above graph displays Total Solar Generated by Linamar's Canadian Plants.











Environmental Compliance

Air emissions, noise emissions, water use, and water discharges are critical environmental aspects managed through Linamar's environmental management systems. These aspects are managed in accordance with applicable legal requirements and environmental permits across the jurisdictions in which we operate.
We recognize that effective management of these topics is essential to maintaining regulatory compliance, minimizing environmental impacts, and supporting responsible operations. Environmental permits are managed at the facility level by Environmental Coordinators working closely with Operations, Maintenance, Engineering, and other relevant departments. Permit requirements are routinely integrated into facility management of change processes to ensure environmental obligations and potential impacts are evaluated and managed before operational changes are implemented.

Compliance obligations, monitoring requirements, permit renewals, and environmental risks are overseen by site management and tracked through routine inspections, audits, and management reviews. Significant operational changes, permitting matters, environmental risks, and compliance concerns are escalated to Corporate EHS for additional oversight and support where required. Through this multi-level approach, Linamar works to maintain compliance, drive continual improvement, and proactively manage environmental impacts across its global operations.

Water Management

Although Linamar's manufacturing processes are not water-intensive, we recognize that water-related risks must be assessed and managed at the local level. To support responsible water stewardship, Linamar conducts annual water risk assessments and prioritizes water-use reduction initiatives aimed at reducing overall water withdrawals. Water management is a focus across all facilities and is reviewed through our CATs. While all locations are expected to pursue water efficiency opportunities, Linamar believes in prioritizing implementation at facilities operating in higher water-risk regions. Additional information on our water stewardship efforts is available through our annual CDP disclosure.



Waste Management

Linamar manages waste in accordance with applicable environmental regulations and is committed to minimizing waste generation across its operations. Wherever feasible, materials are recycled internally or through qualified external recycling partners to reduce environmental impacts and support circular economy principles. In addition to recycling, Linamar promotes the reuse and recovery of materials and equipment throughout its manufacturing processes, including wash-and-reuse programs for industrial rags and cut-resistant gloves, as well as the reuse of coolants, oils, and other process materials where operationally feasible. Linamar also partners with vendors to repurpose certain waste materials into beneficial products. For example, end-of-life wooden pallets used at some Ontario facilities are repurposed into animal bedding. These initiatives support Linamar's commitment to resource conservation, lean manufacturing, and the continuous reduction of its environmental footprint.

LEAN Manufacturing

Linamar's 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 and reduce our environmental impact.

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 such as "safety" and "energy efficiency". 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.

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.

Where feasible and without compromising safety, product quality, or performance requirements, Linamar prioritizes the use of secondary metals and recycled-content components to support resource conservation and the transition to a more circular economy.

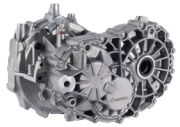
Scalable Solutions to Fit Individual Customer Strategies

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.



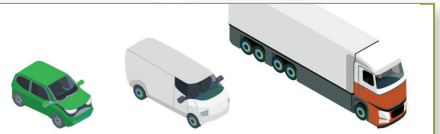
Expanded Product Offering

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



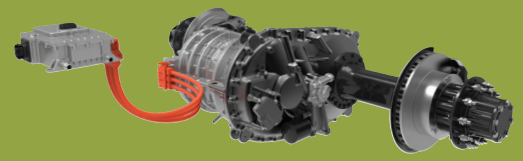
Light Vehicles | Commercial Vehicles | Heavy Trucks

Solutions for Numerous Propulsion Systems

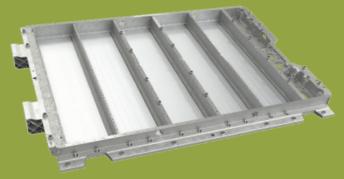
BEV | FCEV | Hybrid



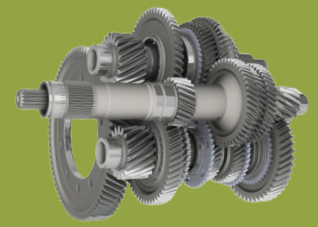
PTUs/RDUs



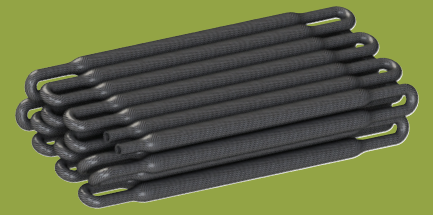
eAxle Systems 3-in-1



Battery Enclosures



Gearsets



Carbon Fibre Hydrogen Fuel Tank



LINAMAR

SOCIAL

At Linamar we believe that diversity drives talent, which maximizes results. We continuously invest in our employees and our communities to foster a family as we continue to evolve. We provide tools that support employee well-being and help power an innovative, diverse, and inclusive workforce.

19 Global Workforce

20 Culture

21 Stepping Stool

22 Diversity, Equity & Inclusion & Equal Opportunity

23 Talent Management

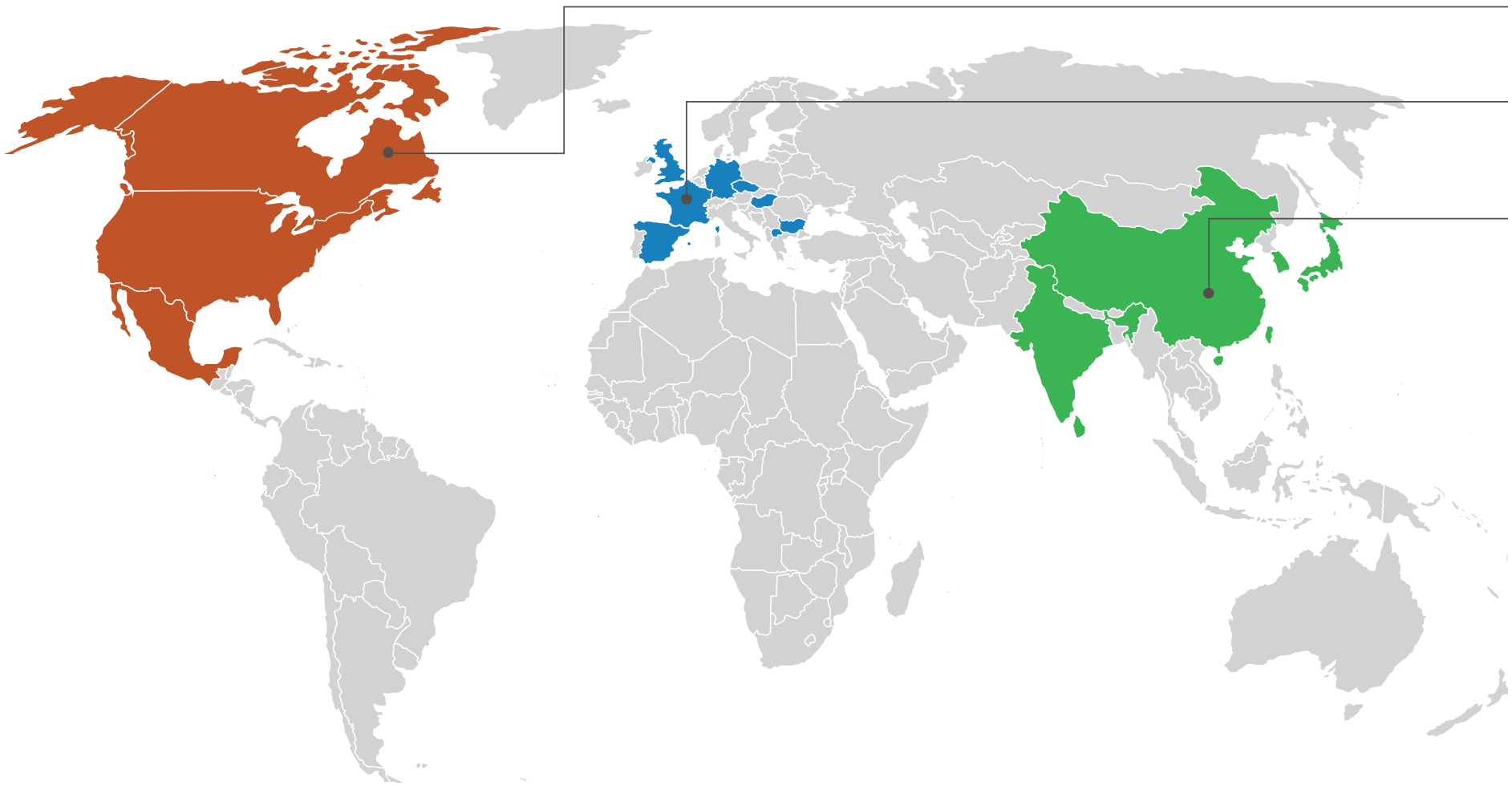
24 Talent Management

25 Our Approach to Health & Safety

26 Community Involvement

27 Scholarships

Global Workforce



North America
24,000 Employees

Europe
9,000 Employees

Asia
3,000 Employees

Rest of the World
100 Employees

Total Global Employees
36,100

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.



Customer

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.

Employee

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.

Financial

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, Inclusion & Equal Opportunity

At Linamar, we believe that talent is found in every community and that creating opportunity for all employees strengthens our business. Diverse perspectives contribute to stronger decision-making, innovation, and long-term business success. Our commitment remains focused on attracting, developing, and advancing talent based on merit while fostering an environment where employees feel respected, valued, and able to contribute fully.

Throughout 2025, the Global Diversity Council continued to promote awareness, learning, and employee engagement across Linamar's global operations. The Council's work focused on creating opportunities for employees to share their experiences, learn from one another, and contribute to a workplace culture that values respect, inclusion, and belonging.

Employee engagement remained a central focus. Through the My Life at Linamar initiative, the Council received 21 submissions from employees representing eight countries. Of these submissions, 16 stories were selected and shared across the company and through social media, highlighting the experiences, backgrounds, and career journeys that contribute to Linamar's culture and success.

The Council also supported learning and awareness initiatives that encouraged understanding of different perspectives and respectful workplace behaviours. By elevating employee voices and creating opportunities for dialogue and learning, the Global Diversity Council helped reinforce a culture where employees can contribute and grow based on merit.

Together, these efforts help translate Linamar's values into practical employee engagement, awareness, and inclusion activities across the organization.

Linamar's recruitment and career advancement processes are designed to provide fair opportunity based on qualifications, performance, and personal achievements. Employees also have access to on-the-job and voluntary training, development opportunities, and tuition reimbursement to support continued growth.



Talent Management

Linamar supports employees through programs that span onboarding, career development, promotion, and specialized training pathways. The following sections outline how performance management, internal advancement, co-op placements, apprenticeships, and leadership development programs contribute to employee growth.

Employee Advancement:

At Linamar, career growth and promotion opportunities are supported through the STAR (Setting Targets, Achieving Results) performance management process. In most cases, hourly employees receive annual performance reviews and salaried employees receive quarterly reviews. Promotion decisions consider achievement of performance goals, alignment with Linamar's core values and leadership behaviours, employee skills and qualifications, leadership potential, and business needs.

Employee Development:

Linamar is committed to developing its people and aims to fill 70% of new and open positions internally. By investing in learning, leadership development, and career growth opportunities, we empower employees to expand their skills, pursue new opportunities, and build long-term careers within the organization. Key initiatives include Each One, Teach One (E1T1), along with leadership and technical development programs. In Linamar's fast-paced global operating environment, employees have the opportunity to gain experience across different sectors, regions, and operational complexities, supporting the consistent application of technical skills, global operating procedures, and company best practices.

Co-Op

Since 1997, Linamar has welcomed approximately 150 students per term to its Guelph facilities, providing more than 10,000 students with practical experience to support their formal education. Students in Engineering, IT, Accounting, Marketing, and Human Resources gain opportunities to develop skills and complete meaningful work in a flexible, innovative, and collaborative environment.

Apprenticeships

Linamar works with Skilled Trades Ontario to provide apprenticeship opportunities for aspiring tradespeople in fields such as electrical, millwright, machining, and welding. These programs support technical skill development through structured guidance, hands-on experience, and pathways that help build the skilled workforce needed to keep facilities operating effectively. As of this report, Linamar has almost 450 apprenticeships across its global operations.

Talent Management (continued)

LEAP
LINAMAR ENTREPRENEURIAL ADVANCEMENT PROGRAM

LEAP is a 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 5 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.

Our Approach to Health & Safety

Employee health and safety are fundamental to Linamar's operational excellence and long-term sustainability. Through global H&S management systems, performance monitoring and continuous improvement initiatives, Linamar continues to strengthen its safety culture and improve health and safety performance.

Linamar's Global Operating System (GOS) requires applicable manufacturing facilities to maintain ISO 45001 certification, excluding locations added through organic and strategic growth from 2023 to 2026. The Human Resources and Corporate Governance Committee (HRGC) reviews health and safety performance, compliance audit results, and injury reduction initiatives on a quarterly basis, while facilities establish objectives and action plans to drive continuous improvement.

Linamar's commitment to workplace safety has received external recognition. Linamar North America was recognized as a Canadian Occupational Safety 5-Star Safety Culture recipient in 2025, followed by Linamar Corporation in 2026. Additional recognition includes:

- 2025 OHS Honors Best Use of Safety Technology Silver Award for Linamar's internally developed Safety Alert AI Agent.
- 2026 Board of Canadian Registered Safety Professionals (BCRSP) Organization Award for leadership in advancing occupational health and safety and promoting the CRSP and CRST designations.
- Melissa Gould, Vice President, Global Environmental Health & Safety, was named one of Canada's Top Women in OHS by Canadian Occupational Safety in 2025.

These achievements reflect the commitment of Linamar employees and leaders to advancing workplace safety and innovation.

New Employee Safety and Training:

Safety begins on an employee's first day at Linamar. All new employees complete structured onboarding starting with corporate orientation which introduces Linamar's culture, values, safety expectations, hazard awareness, safe work practices, ergonomics, and injury prevention. Employees also receive facility-specific orientation and role-based onboarding covering operational processes, job responsibilities, quality standards, and applicable environmental, health and safety requirements. Role-based onboarding progressively builds employee competency and confidence, helping ensure employees have the knowledge and skills required to work safely and effectively.

Ongoing Safety Management and Employee Engagement:

Linamar maintains safety management systems focused on hazard identification, risk reduction, employee participation, and emergency preparedness. Health and safety risk assessments are conducted across positions, equipment, processes, and work activities, with controls implemented in accordance with the hierarchy of controls and reviewed regularly for effectiveness. Employee engagement is supported through participation in safety committees, regular safety and environmental "toolbox talks", as well as initiatives such as Safety Olympics and the "See Something, Say Something" program.

To support workplace readiness, facilities maintain dedicated emergency response teams, conduct routine drills, and provide ongoing emergency awareness training. Linamar extends its safety expectations to contractors and visitors through comprehensive contractor management programs and entrance screening systems that help verify qualifications, communicate site safety requirements, and enhance visibility of contractors and visitors on site. Together, these programs support safe and healthy workplaces across Linamar's global operations

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 range 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.

Some examples of institutions where Linamar offers scholarships:

- **Western University**
  10 Scholarships. Every Year. Empowering Women to Lead. Through our most siginificant scholarship program, Linamar supports women pursuing Western University's dual-degree Engineering and Ivey Business Program.
- **University of Guelph Engineering**
- **Laurier Scholarship in Accounting**

Western

UNIVERSITY OF GUELPH

LAURIER
WILFRID LAURIER UNIVERSITY

See it • Be it • STEM it



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.

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Linda Hasenfratz
Executive Chair
of the Board



Mark Stoddart
Chief Technology
Officer



Lisa Forwell
Director



Jim Jarrell
Chief Executive Officer
& President



Terry Reidel
Director



Dennis Grimm
Director

Leadership

Linamar is led by a diverse Board of Directors and Executive Management team, whose extensive industry experience and leadership help guide the company in achieving its business and sustainability objectives. The Board of Directors has responsibility and provides oversight of Linamar's sustainability programs and governance practices, ensuring sustainability considerations remain integrated into the company's long-term strategy and decision-making processes.

To support strong governance and accountability, Linamar's corporate policies are reviewed annually by the Executive Chair, and Chief Executive Officer and President. This process helps ensure policies remain current, aligned with organizational objectives, and responsive to evolving business, regulatory, and operational requirements. Annual executive review and endorsement reinforce accountability at the highest levels of the organization and help ensure our governance framework continues to support effective risk management, ethical business practices, and the company's long-term success.

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 Board's 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 ingrained 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 **2025 Management Information Circular** (MIC) document.



Sustainability Governance

Across Linamar, we have ESG management entrenched in all levels of operations. The Human Resources and Corporate Governance Committee (HRCG) is responsible for developing and implementing our sustainability strategy.

HRCG

The Human Resources and Corporate Governance Committee (HRCG) supports the Board of Directors in overseeing Linamar's sustainability, governance, and risk management practices. Significant environmental, health, and safety matters are reviewed by the HRCG to help ensure alignment with the Company's management systems, governance framework, and regulatory obligations.

The HRCG also assists the Board in identifying, evaluating, and monitoring emerging public policy trends, governance matters and environmental, social, and governance (ESG) risks and opportunities that may impact the business.

The Committee's responsibilities include providing oversight and guidance to the Board on:

- Corporate governance and social responsibility
- Executive and employee compensation
- Environmental, health, and safety performance
- Sustainability strategy, including decarbonization roadmap planning
- Succession planning and organizational change management
- Conflict of interest oversight
- Enterprise insurance programs, including environmental, cybersecurity, and product liability risks
- Other areas as identified in the Committee Charter

Through this oversight structure, the HRCG helps ensure sustainability, governance, and risk considerations are integrated into strategic decision-making and support Linamar's long-term business objectives.

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 Subcommittee

Established in 2024, with representation from our Senior Executives, Human Resources, Environmental Health & Safety, Legal and Purchasing. The Subcommittee 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

Linamar's governance framework is supported by a comprehensive suite of policies that establish clear expectations for ethical conduct, responsible business practices, respect for human rights, and accountability across our operations and value chain. These policies provide guidance to employees, suppliers, and business partners while reinforcing our commitment to conducting business with integrity and transparency.

Key governance policies available on our website include:

- Code of Corporate Governance Practices
- Employee Code of Conduct
- Ethical Business Conduct Policy
- Basic Code on Working Conditions
- Anti-Bribery and Anti-Corruption Policy

Whistleblower Program:

Linamar is committed to promoting ethical, responsible, and transparent business conduct throughout our operations and supply chain. Through our Ethics for Everyone program, Linamar provides employees, customers, suppliers, and other stakeholders with access to trusted resources for raising questions and reporting concerns related to ethics, compliance, and business conduct.

A key component of this program is the EthicsPoint HelpLine, an independent third-party reporting system that allows stakeholders to confidentially and anonymously report concerns regarding accounting practices, internal controls, legal compliance, human rights, fraud, conflicts of interest, or other ethical matters.

Linamar encourages the timely reporting of concerns and maintains a strict non-retaliation approach for individuals who raise concerns in good faith. All reports submitted through EthicsPoint are reviewed promptly and investigated according to the Ethics for Everyone Program. By providing accessible and confidential reporting channels, Linamar empowers stakeholders to speak up, helping identify and address potential issues early while supporting compliance with our policies, values, and legal obligations.

Responsibility Across the Globe

Linamar is committed to conducting business ethically, responsibly, and transparently across its global operations and supply chain. We maintain policies, governance processes, training programs, and due diligence activities that support ethical business conduct, respect for human rights, environmental stewardship, and responsible supply chain management. These measures help embed responsible business practices throughout our value chain and support compliance with applicable laws, regulations, and internationally recognized standards.

Human Rights and Fair Labour Practices:

Linamar is committed to upholding human rights and eliminating all forms of modern slavery within its operations and supply chains. This commitment is supported by our policies, governance processes, employee training, and due diligence activities and is aligned with internationally recognized human rights principles. The Fair Labour Practices Subcommittee continues to enhance Linamar's human rights due diligence, risk management, and reporting practices.
In 2025, Linamar introduced mandatory annual Human Rights Training for all employees to strengthen our awareness of modern slavery risks. Developed by the Fair Labour Practices Subcommittee, the training covers topics including forced labour, child labour, and human trafficking, while helping employees recognize potential warning signs and understand their role in supporting ethical business practices. The training also reinforces Linamar's human rights expectations and reporting mechanisms, including how to access the EthicsPoint HelpLine.
100% of employees completed the assigned training during Q1 and Q2 2025.

Strengthening Supply Chain Due Diligence:

Linamar continues to enhance its processes for identifying, assessing, and managing potential human rights risks within its supply chain. Recent improvements include strengthened supplier and management reporting requirements, enhanced monitoring processes, and expanded due diligence activities.

Key measures include:

- Supplier Quality Trip Reports: Supplier visit reports have been enhanced to include specific screening for compliance with Linamar's Supplier Code of Conduct, including the identification of any evidence or suspicion of forced or child labour during supplier visits.
- Supplier Compliance Declarations: Suppliers are required to biennially affirm that their operations and supply chains are free from forced and child labour, reinforcing accountability and alignment with Linamar's expectations.
- Quarterly Management Representation Letters: Facility General Managers provide quarterly declarations confirming whether they are aware of any instances of forced or child labour within their operations or supply chains, embedding human rights oversight into management-level reporting.

Together, these measures strengthen transparency, accountability, and risk management throughout Linamar's value chain.

Responsible Supplier Engagement:

At Linamar's 2025 Supplier Day, we announced the release of our updated Supplier Code of Conduct, reinforcing our commitment to responsible sourcing practices. The updated Code aligns with recognized industry frameworks, including the AIAG Guiding Principles to Enhance Sustainability Performance in the Supply Chain, and is incorporated into the terms and conditions of our supplier agreements. It sets clear expectations for suppliers regarding business ethics, human rights and working conditions, health and safety, environmental responsibility, and responsible sourcing.

Supplier Sustainability Assessments:

As part of our commitment to sustainable procurement, Linamar began implementing the Supplier Assurance Sustainability Assessment Questionnaire (SAQ) 5.0 with selected suppliers in 2024. While sustainability-related criteria are already included in Linamar's Potential Supplier Assessment (PSA) process for evaluating prospective suppliers, the SAQ provides a more comprehensive assessment of sustainability performance and ESG-related risks among existing suppliers.

Led by the Sustainable Procurement Subcommittee, the initiative enhances our ability to assess supplier sustainability performance, identify ESG risks, and, as of 2025, evaluate compliance with key requirements of our updated Supplier Code of Conduct. By engaging suppliers in sustainability assessments, we strengthen supply chain resilience and support progress toward shared sustainability goals.

Responsible Minerals Sourcing:

Linamar is committed to responsible sourcing and supply chain transparency through a risk-based due diligence process designed to identify and manage potential conflict minerals and extended minerals risks within its supply chain. As outlined in Linamar's Supplier Code of Conduct, suppliers are prohibited from sourcing or using conflict minerals. To support compliance with this requirement, suppliers are requested to provide sourcing information using the Responsible Minerals Initiative (RMI) standard reporting templates, including the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT).

Submitted information is reviewed for completeness, use of current reporting templates, consistency of responses, and the inclusion of relevant smelter and refiner information. If potential sourcing concerns are identified, Linamar engages directly with suppliers to obtain clarification, updated documentation, or corrective actions. Potential risks are identified, tracked, and monitored through a structured follow-up process, with unresolved issues escalated as appropriate.

This due diligence process enables Linamar to screen for supplier compliance with the requirements of its Supplier Code of Conduct while promoting greater supply chain transparency and responsible sourcing practices.

REACH Compliance

Linamar Mobility Group:

Linamar Mobility maintains compliance with the European Union's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation through a structured chemical management program. All new chemicals are subject to review and approval prior to use, with particular attention given to substances of very high concern, including carcinogenic, mutagenic, and reproductive toxic (CMR) substances. Safety Data Sheets are regularly reviewed, regulatory changes are monitored, and routine audits are conducted to verify compliance with chemical management, environmental, health and safety requirements. These processes support the responsible management of chemicals and the protection of employee health and safety.

Skyjack:

Skyjack also maintains processes to support compliance with the European Union's REACH Regulation. Chemical compliance data is managed through a third-party compliance platform, with oversight from Compliance, Engineering, Design, and Purchasing teams. Skyjack works closely with suppliers to obtain and maintain chemical composition and regulatory compliance information for materials and components used in its products. Compliance reviews are conducted semi-annually and in response to supplier or component changes, as well as new regulatory requirements, with suppliers required to provide updated compliance declarations and supporting documentation. Skyjack continues to make program enhancements to help ensure compliance with evolving regulatory requirements and support responsible product stewardship.

Data Privacy and Cybersecurity

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.

Cybersecurity

In a rapidly evolving digital landscape, cybersecurity is essential to protecting company, supplier, customer, and employee information. Linamar has implemented programs and processes designed to identify, monitor, and respond to cybersecurity threats while supporting reliable business operations.

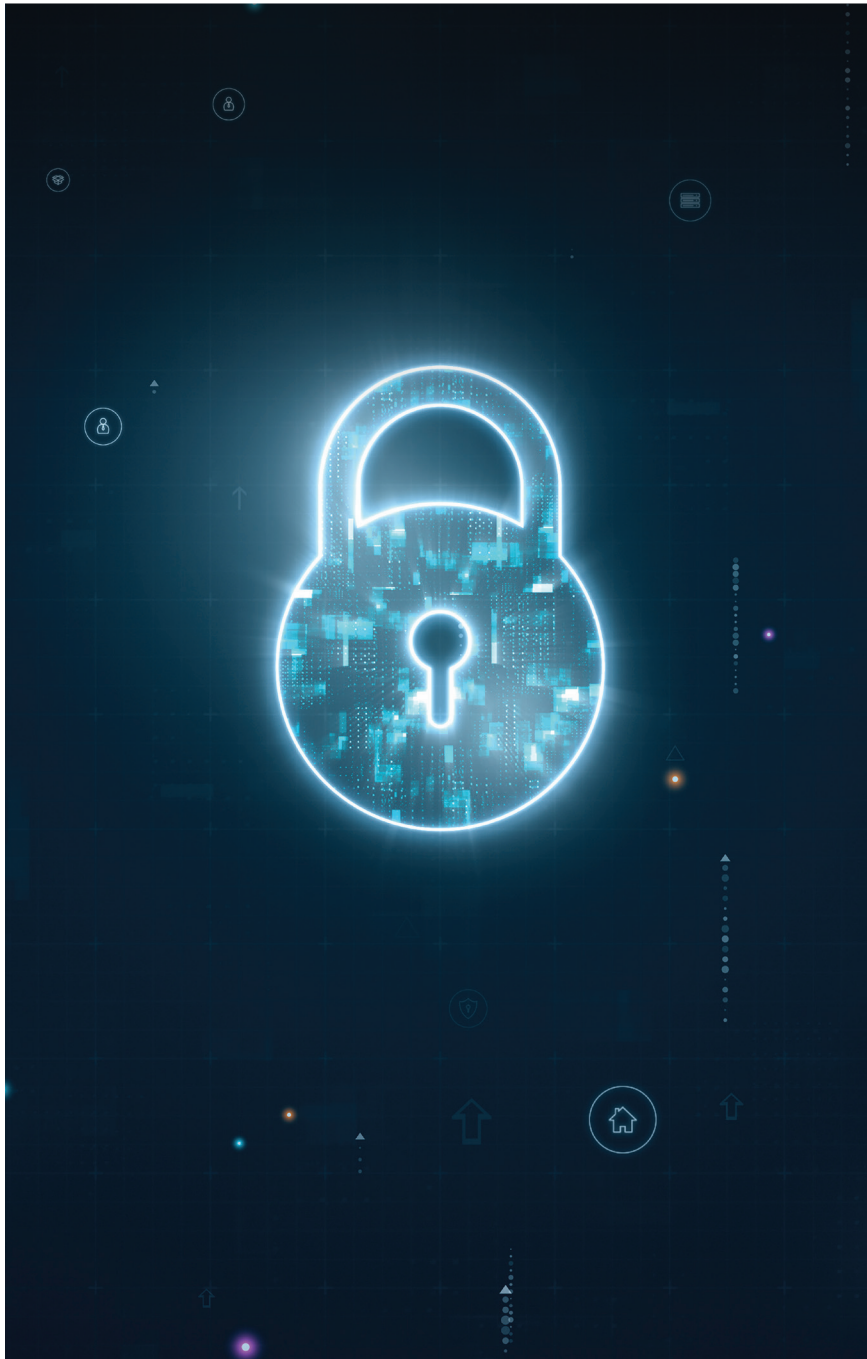
These measures are intended to meet applicable requirements and align with our Business Standards and stakeholder expectations. All IT and cybersecurity projects incorporate security reviews and assessments as part of the implementation process. Our teams work collaboratively to address emerging risks and strengthen cybersecurity capabilities across the organization.

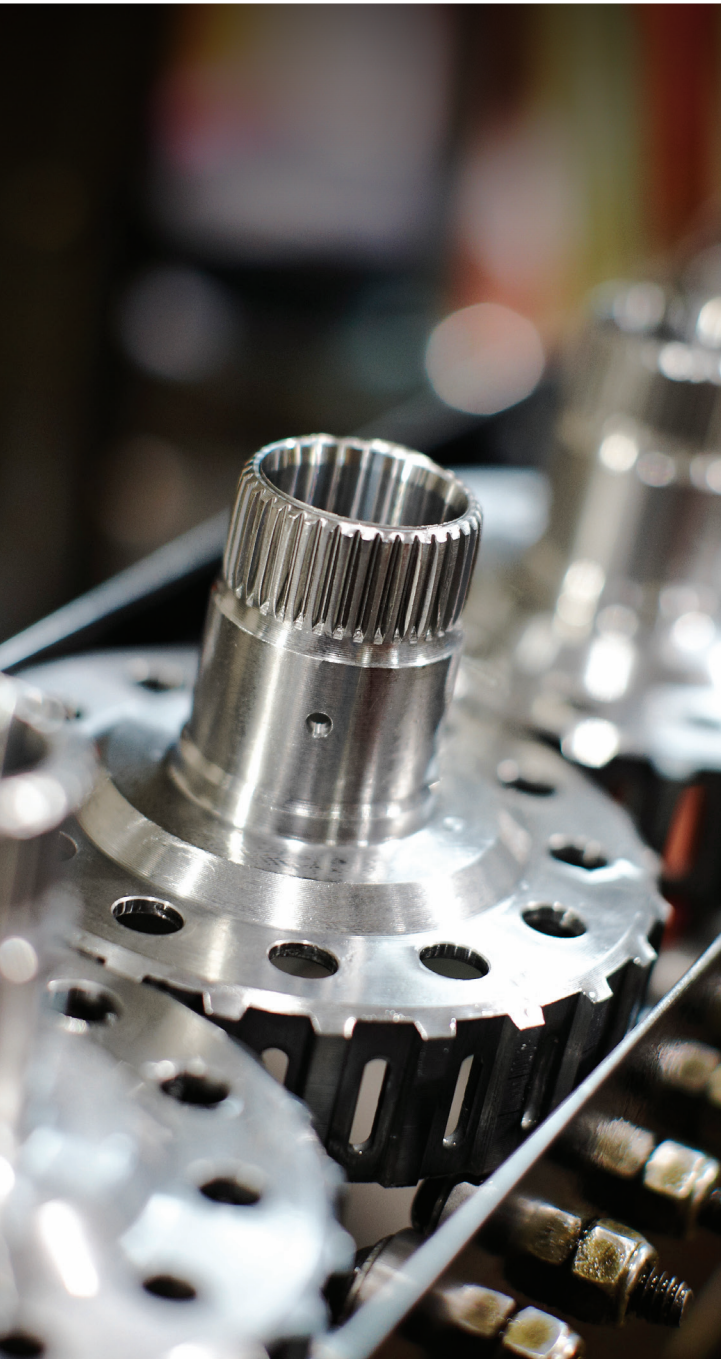
Cybersecurity Program

- Access: Network and system access is restricted and controlled through established access management processes.
- Security: Security technologies and monitoring capabilities are used to identify and respond to potential threats and abnormal activity.
- Audit: Security controls and processes are periodically reviewed to support continuous improvement.
- Monitor: Network, infrastructure, and security systems are monitored to help detect and address cybersecurity events.

These efforts are supported by our Security Incident Response Plan (SIRP), which provides a structured approach for responding to cybersecurity incidents.

Linamar also conducts quarterly employee cybersecurity training and annual tabletop exercises with facilities to improve awareness and incident response readiness.





Product Safety & Quality

Mobility

Linamar Mobility Group supports product safety and quality through an integrated approach that combines manufacturing expertise, engineering capabilities, rigorous testing protocols, and continuous improvement practices. The Group's vertically integrated operations, spanning casting, machining, assembly, and in-house testing, provide oversight throughout the production process, helping ensure components meet customer and regulatory requirements before reaching the market.

Linamar Mobility Group's facilities utilize automation, vision systems, and data-driven monitoring tools to support process consistency, reduce variability, and improve operational performance. This commitment is supported by structured quality processes, ongoing performance monitoring, and close collaboration with customers and suppliers. These practices help Linamar Mobility Group maintain a focus on safety, reliability, and product performance while supporting continuous improvement across its operations.

Industrial (Agriculture & Access)

Linamar's Industrial business units are committed to delivering safe, reliable, and high-quality products through a comprehensive product integrity approach. We embed quality and safety considerations into every stage of our operations, from product design and development through manufacturing and customer support. We consistently meet or exceed applicable regulatory requirements, industry standards and customer expectations through innovative engineering, rigorous validation and testing, advanced manufacturing capabilities, and a culture of continuous improvement.

Our focus is on prevention rather than detection, supported by continuous improvement and the Plan-Do-Check-Act (PDCA) methodology. Operator self-checks, quality control inspections, product audits, and ongoing process monitoring verify compliance with established standards and help identify opportunities for improvement. Advanced manufacturing technologies and automation enable us to deliver products with exceptional performance, quality, consistency, and reliability while reducing the potential for quality-related risks.

Linamar's Industrial business units have received worldwide recognition for their high-quality and reliable agricultural and access equipment. Linamar's reputation for quality products continues to position us as a trusted supplier and partner of choice globally. This reflects our commitment to maintaining robust quality systems and delivering products that meet demanding performance, quality, and safety requirements in the agricultural and access industries.

APPENDIX

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38 Sustainability Metrics

39 UN Sustainable Development Goals Alignment

40 UN Sustainable Development

40 Goals Alignment

Sustainability Metrics

Category	Metric	2022	2023	2024	2025
Emissions	Scope 1 Emissions (tCO2e)	179,084.73	178,161.05	190,604.70	188,859.32
	Scope 2 Emissions (Location-based) (tCO2e)	349,783.97	379,417.41	385,800.06	378,892.21
	Scope 2 Emissions (Market-based) (tCO2e)	373,303.09	397,857.81	403,364.00	389,753.41
	Scope 1 & 2 Emissions (Location-based) (tCO2e)	528,868.70	557,578.46	576,404.76	567,751.53
	Scope 1 & 2 Emissions (Market-based) (tCO2e)	552,387.83	576,018.86	593,968.70	578,612.73

Category	Metric	2022	2023	2024	2025
Operational Metrics	Global Revenue (CAD, $M)	9011.90	10,971.50	10,582.00	10,231.80
	Employees	30,917	33,906	32,829	33,118
	Square Footage	17,782,669	17,876,992	18,630,705	18,787,812
Emissions Intensity (Location-based)	Sales Intensity (tCO2e per $M CAD)	58.69	50.82	54.47	55.49
	Employee Intensity (tCO2e per employee)	17.11	16.44	17.56	17.14
	Square Footage Intensity (tCO2e per sq ft)	0.03	0.03	0.03	0.03
Emissions Intensity (Market-based)	Sales Intensity (tCO2e per $M CAD)	61.30	52.50	56.13	56.55
	Employee Intensity (tCO2e per employee)	17.87	16.99	18.09	17.47
	Square Footage Intensity (tCO2e per sq ft)	0.03	0.03	0.03	0.03

All data reported excludes the acquisition of Aludyne North America and Winning BLW's Remscheid and Penzberg facilities. Historical data has been restated, where applicable, to reflect the acquisition of Bourgault Industries Ltd., entity closures, and the correction of identified errors.

Sustainability Metrics

Category	Metric	2022	2023	2024	2025
Energy	Total Energy Consumed (GJ)	7,465,775.99	7,701,648.74	7,958,660.76	7,843,728.73
	Percentage Grid Electricity Consumed	53.13%	54.54%	51.81%	50.49%
	Percentage Renewable Energy Consumed	0.00%	0.29%	0.16%	1.38%

Category	Metric	2022	2023	2024	2025
Water	Water Withdrawals (ML)	1471.28	1630.39	1574.48	1552.56

Category	Metric	2022	2023	2024	2025
Waste	Non Hazardous (tonnes)	8,911.81	32,381.57	49,598.35	53,424.11
	Hazardous (tonnes)	33,811.52	33,648.10	37,432.14	41,004.73
	Recycled (tonnes)	227,771.48	236,689.74	221,826.37	210,109.58
	Waste Diversion Rate (%)	84%	78%	72%	69%

Waste reporting is based on available operational data and reasonable estimates. Data gaps were highest in 2022, the first year of global waste reporting. Since 2023, Linamar has continued to enhance data collection processes to improve data quality and completeness.

All data reported excludes the acquisition of Aludyne North America and Winning BLW's Remscheid and Penzberg facilities. Historical data has been restated, where applicable, to reflect the acquisition of Bourgault Industries Ltd., entity closures, and the correction of identified errors.

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 36,000 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 Responsible Consumption and Production

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
- Material Recycling and Reuse
- Repurposing Equipment
- Energy Conservation & Waste Heat Recovery
- Energy Management Programs



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
- Participation in CDP (Carbon Disclosure Project)
- Rooftop Solar Panel Installations