



# LINAMAR

## Investor Presentation

August 2024



**Linamar Corporation**

A Global Powerhouse in Diversified Advanced Manufacturing



# Forward Looking Information, Risk and Uncertainties

Certain information regarding Linamar set forth in this presentation and oral summary, including management's assessment of the Company's future plans and operations may constitute forward-looking statements. This information is based on current expectations that are subject to significant risks and uncertainties that are difficult to predict. Actual results may differ materially from these anticipated in the forward-looking statements due to factors such as customer demand and timing of buying decisions, product mix, competitive products and pricing pressure. In addition, uncertainties and difficulties in domestic and foreign financial markets and economies could adversely affect demand from customers. These factors, as well as general economic and political conditions and public health threats, may in turn have a material adverse effect on the Company's financial results. Please also refer to Linamar's most current Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") and Annual Information Form ("AIF"), as replaced or updated by any of Linamar's subsequent regulatory filings, which set out the cautionary disclaimers, including the risk factors that could cause actual events to differ materially from these indicated by such forward looking statements. These documents are available at <https://www.linamar.com/investors>. The Company assumes no obligation to update the forward-looking statements, or to update the reasons why actual results could differ from those reflected in the forward-looking statements. Content is protected by copyright and may not be reproduced or repurposed without express written consent by the Company.

# Company Overview





Linamar 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.**



**Founded:**  
August 17<sup>th</sup>, 1966



**Headquarters:**  
Guelph, ON, Canada



**Over**  
**34,000**  
Employees



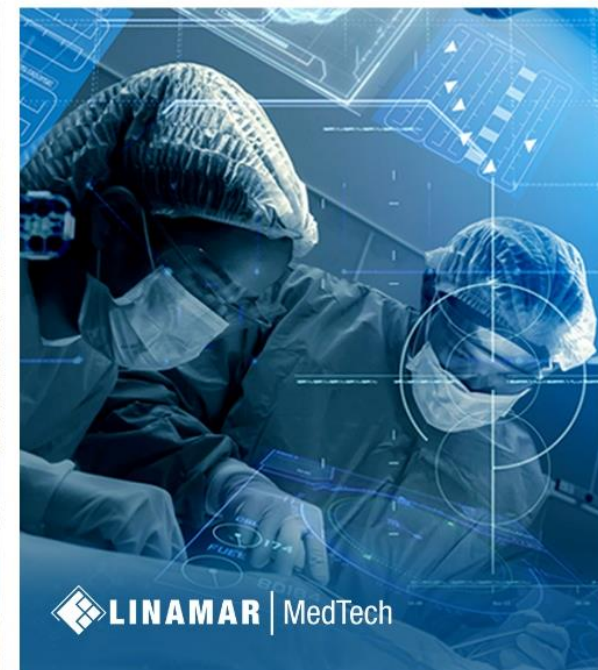
**17**  
R&D Centres



**75**  
Manufacturing  
Facilities



**\$9.7 Billion**  
2023 Sales





# Market Focus Addresses Key Global Trends



Rapid Technology  
Evolution

Growing Intensity to  
Address Environmental  
Concerns

Urbanization

Aging Global  
Population

Growing Global  
Population

# Diverse Key Products

## INDUSTRIAL



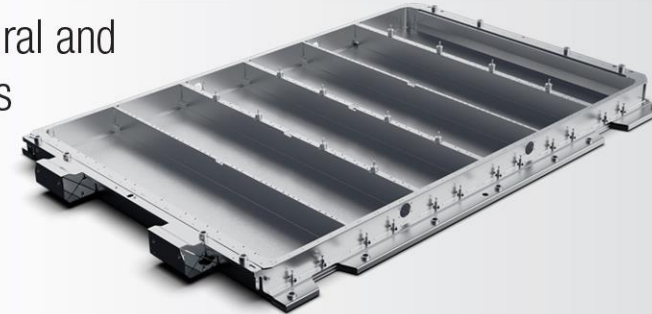
## MOBILITY



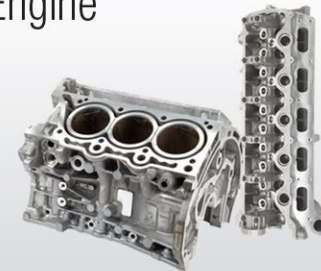
Electrified  
Products



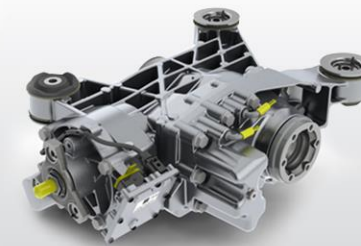
Structural and  
Chassis



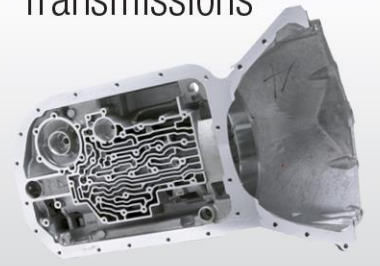
Engine



Driveline

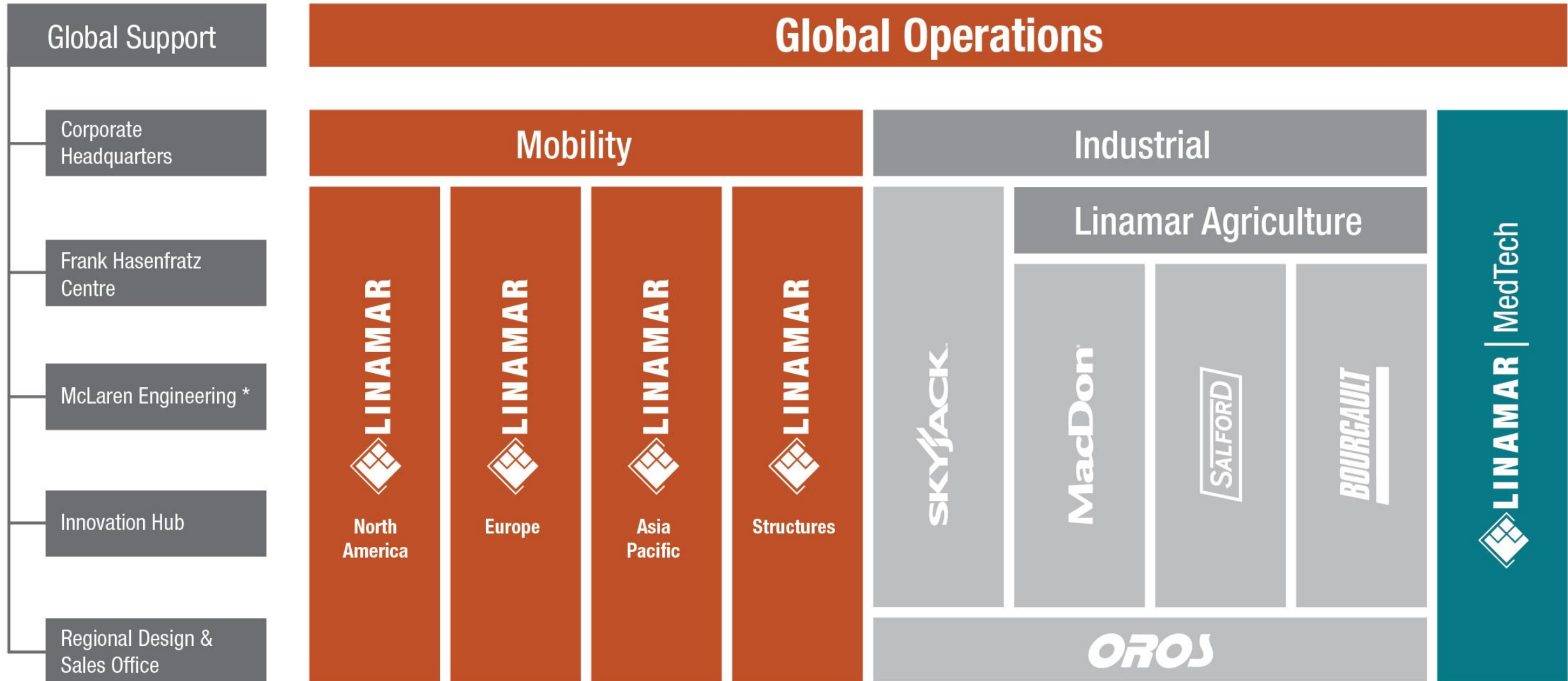


Transmissions





# Global Operating Structure



\*eLIN Electrified Product Portfolio is included inside the McLaren Engineering Division

# Diverse Core Manufacturing Capabilities

## Metal Forming

- Robotic Welding
- Laser cutting
- Metal Forming
- Stamping
- Painting
- Assembly



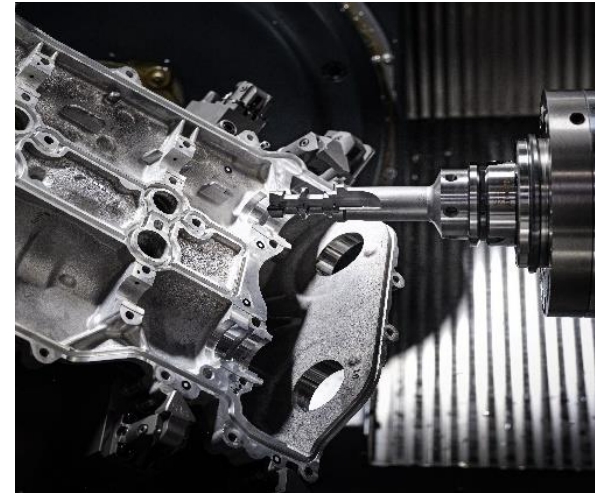
## Forging

- Hatebur High Speed Hot Horizontal Forging
- Conventional Vertical Forging
- Cold Forming
- Ring Rolling
- Radial Forging



## Machining & Assembly

- Advanced Automation & Robotics
- CNC Expertise
- Complex Assemblies
- Hydroforming
- Heat Treatment



## Light Metal Casting

- Gravity & Low-Pressure Aluminum Die Casting
- High Pressure Aluminum & Magnesium Die Casting





# Broad Innovation Strategy

Product  
Development



Process  
Development



Material  
Development  
Lighter, Stronger



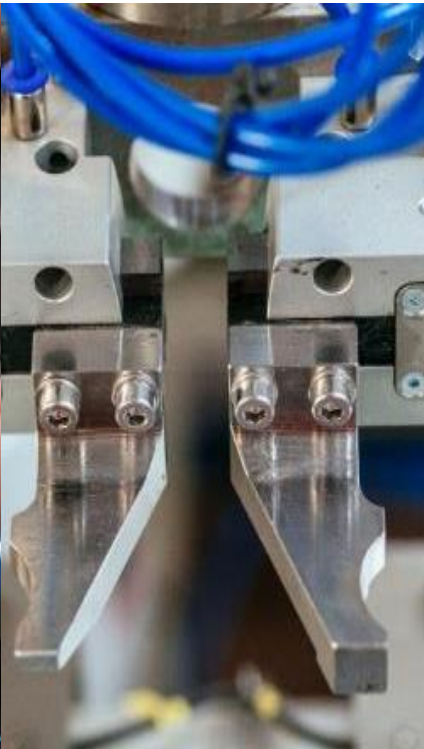
Manufacturing  
Partnerships with  
Tech Startups



Digitization  
through AI/ML

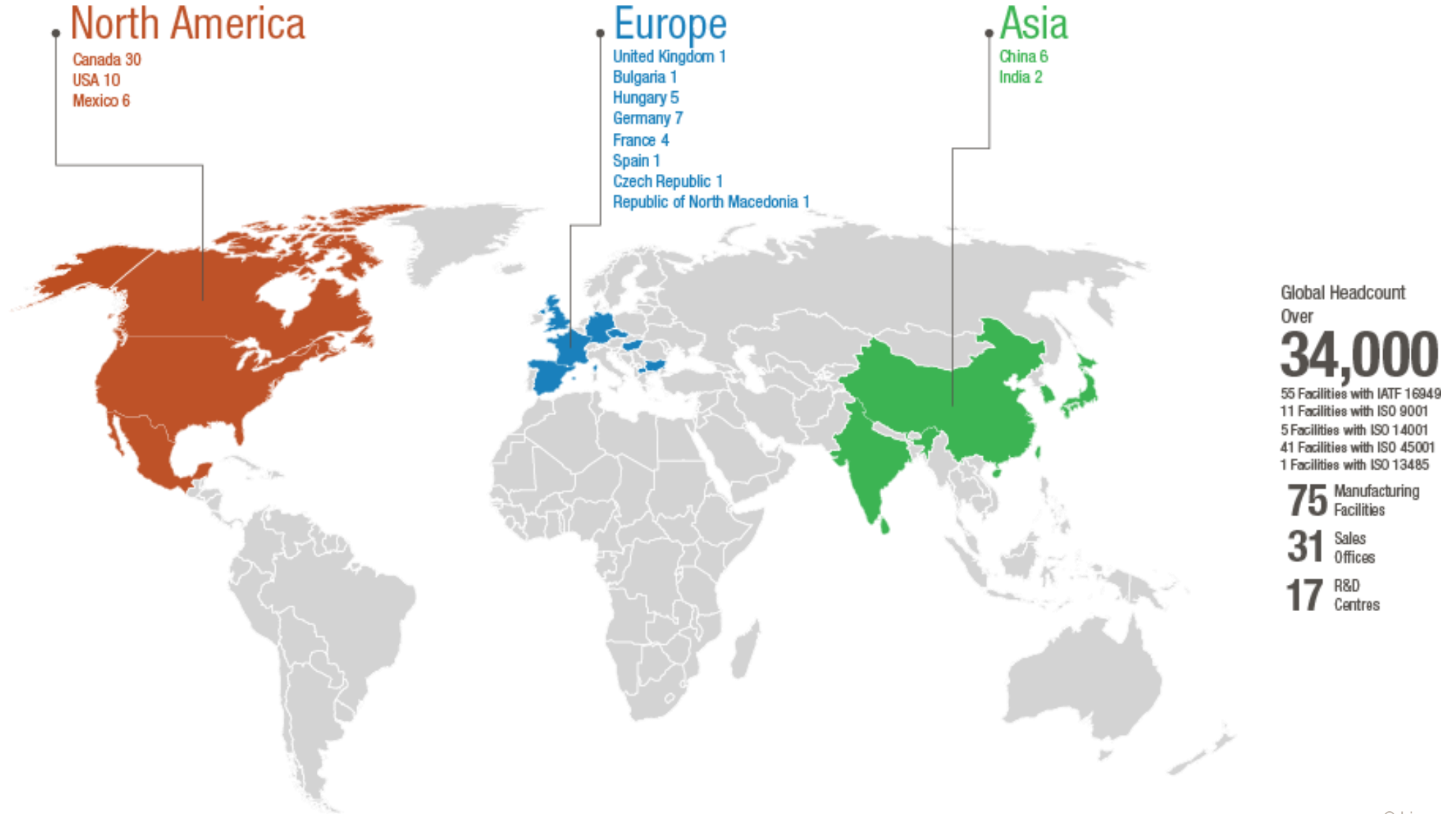


Tangential  
Innovation





# Global Footprint





# Linamar Long Term Sustainability Roadmap & Goals



We commit to being a net zero emissions organization inclusive of the operation of our facilities, our supply base and the products we supply to by 2050.

**Our Goal:**



Net zero emissions  
by **2050**

**Our  
Commitment:**

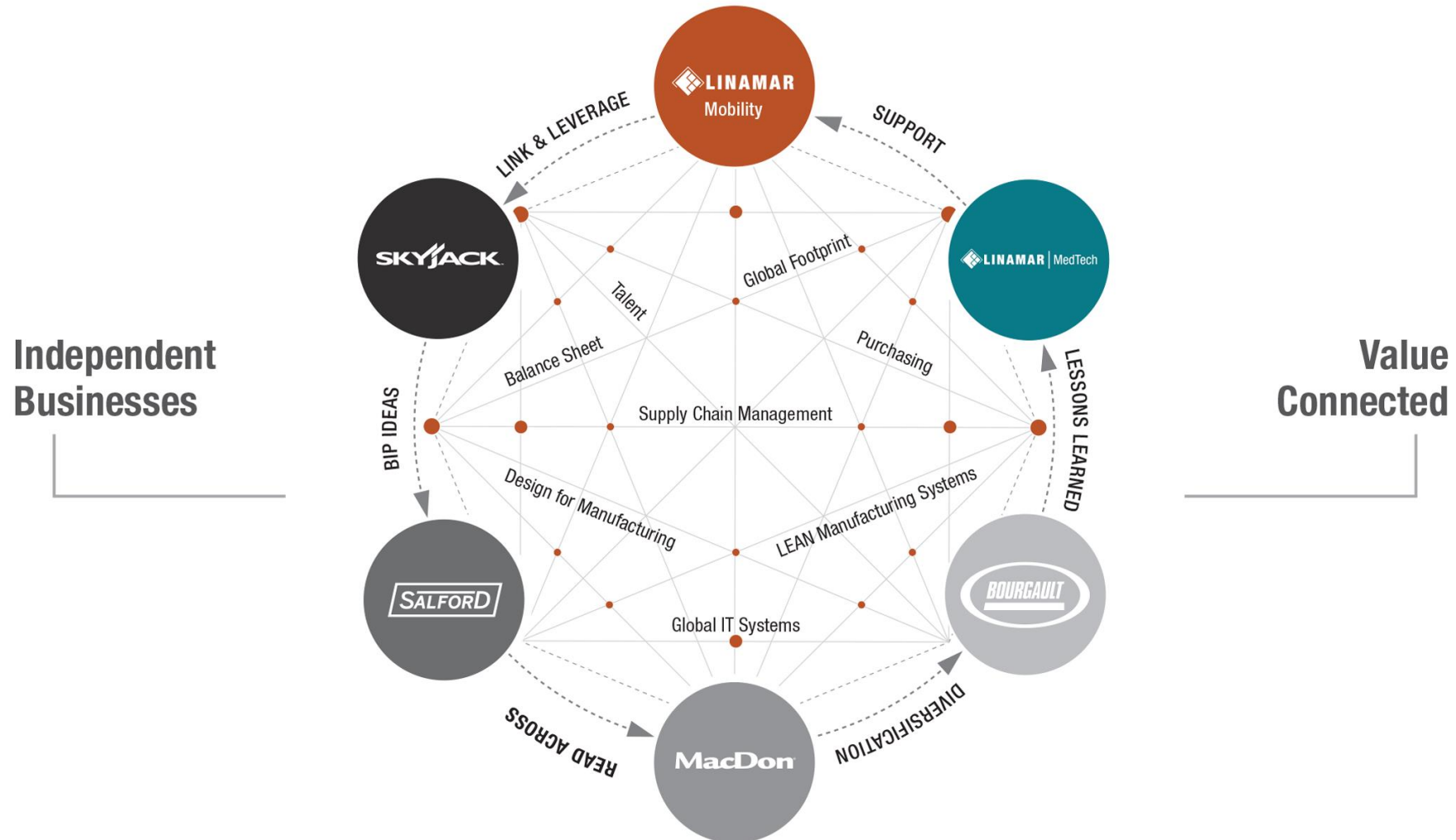
Net Zero Facilities  
Net Zero Supply Chain  
Net Zero Customer Products





# Linamar's Unique Value Creation Model

## Deeply Interconnected Businesses Driving Value Across Multiple Vectors





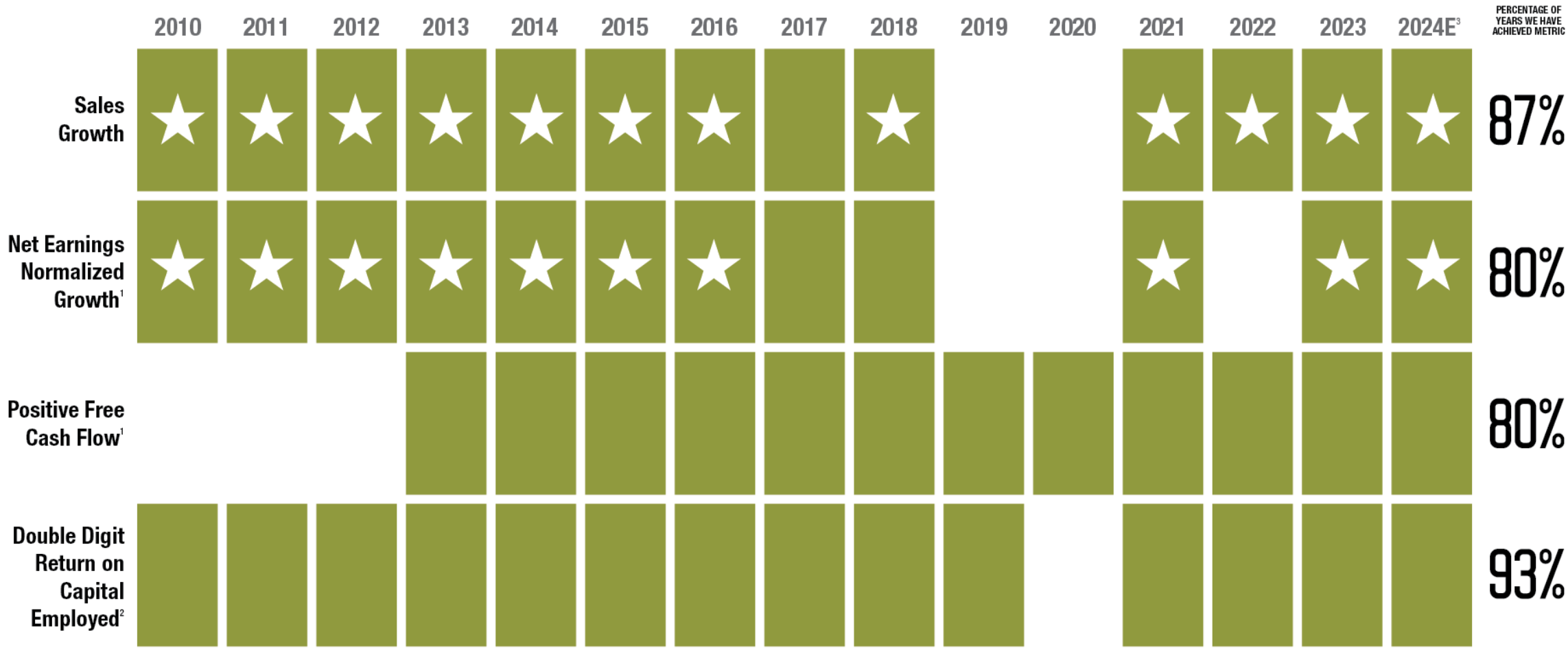
# Linamar's Powerful Balanced & Diversified Business Model

The **Mobility segment**, with its global reach and advanced capabilities, supports the Industrial segment by providing expertise and resources, while the **Industrial segment**, focused on North America, generates cash and shares brand management knowledge.

This **synergistic model** drives consistent growth, positive cash flow, and a strong balance sheet.



# Linamar Consistently Delivers, Year After Year



Note: Years in which Double Digit Growth in Sales or Normalized Net Earnings is denoted by a star. ★

1 - Free Cash Flow (FCF) and Net Earnings (NE) – Normalized are Non-GAAP Financial Measures. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q2 2024 MD&A.  
 2 - Return of Capital Employed (ROCE) is a non-GAAP financial ratio and the Company finds it useful in assessing the underlying operational performance and in making decisions regarding the ongoing operations of the business. ROCE (A/B) is calculated as Earnings base (A) which is trailing twelve-month Operating Earnings of \$775 million (Q4 2022 - \$595 million) divided by Capital Employed (B) which is Equity (the most directly comparable measure as presented in the Company’s Consolidated Statements of Financial Position) less Contributed Surplus of \$34 million (Q4 2022 - \$31 million) plus Long-Term Debt of \$1,772 million (Q4 2022 - \$1,308 million) less Cash of \$653 million (Q4 2022 - \$861 million).  
 3 - 2024E is estimated projection based off the latest forecast of full year 2024, as of June 30, 2024.



## Q2 2024 Quarter Highlights



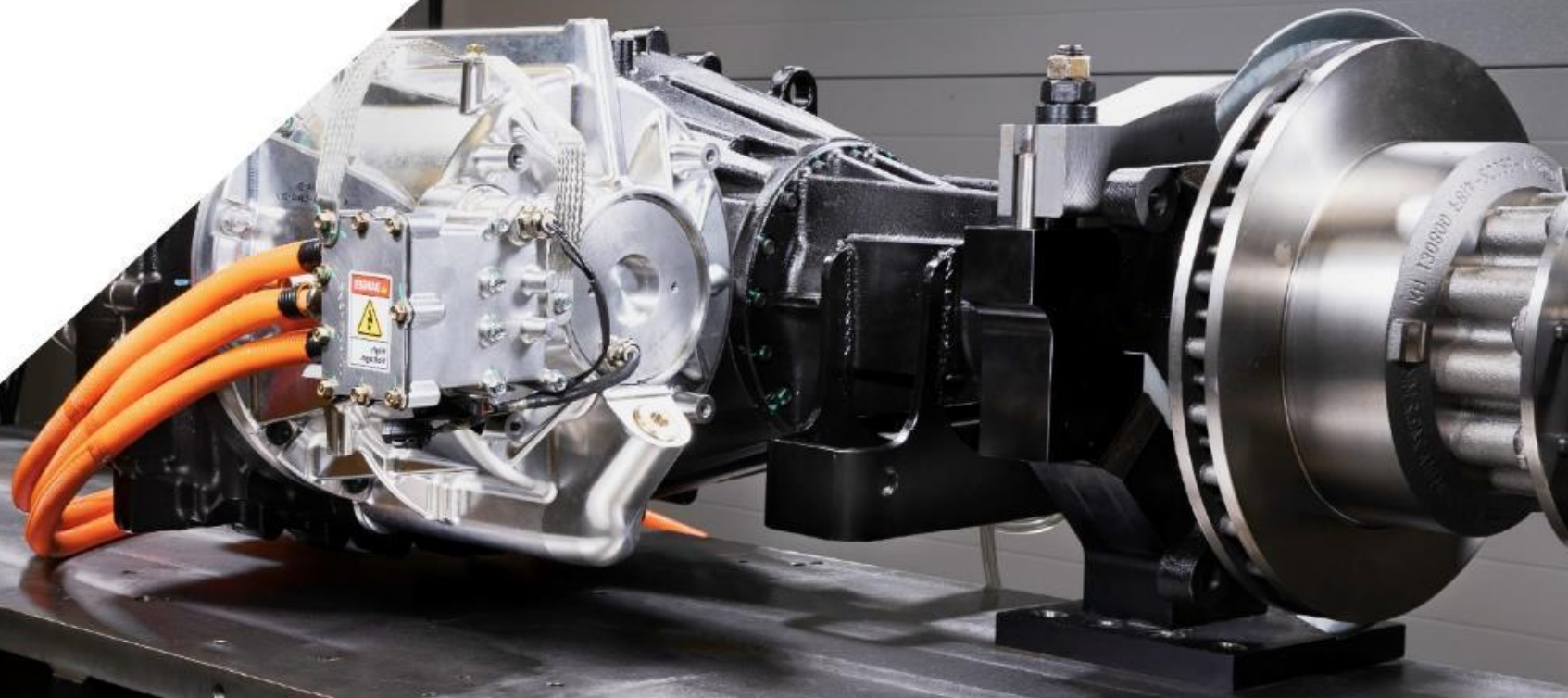


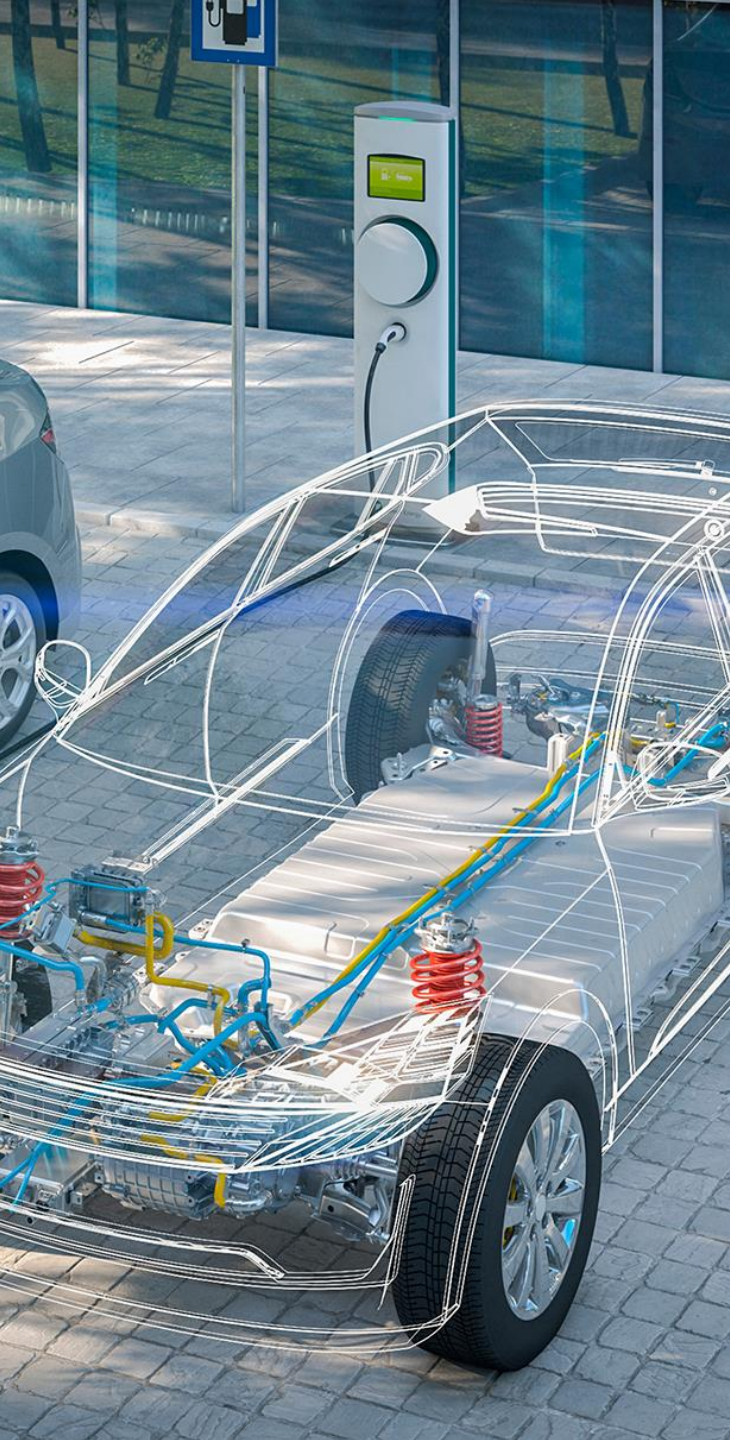
## Quarter Highlights

- Excellent quarter financially with continued strong double-digit growth
- Market share growth across all businesses
  - CPV up in every region
  - Great continued market share growth in core scissors globally at Skyjack
  - Great continued market share growth in core combine draper headers globally at MacDon



# Financial Highlights





# Financial Highlights

## Q2 2024

- Double Digit Top & Bottom-Line Growth
  - Sales \$2.85 Billion, up 12%
  - Normalized EPS<sup>1</sup> \$3.06, up 17%
- Net Normalized Margin<sup>2</sup> Expansion vs Prior Year reached 6.6%
- Excellent Mobility Segment Earnings Growth of 59% and Margin Growth to 6.4%

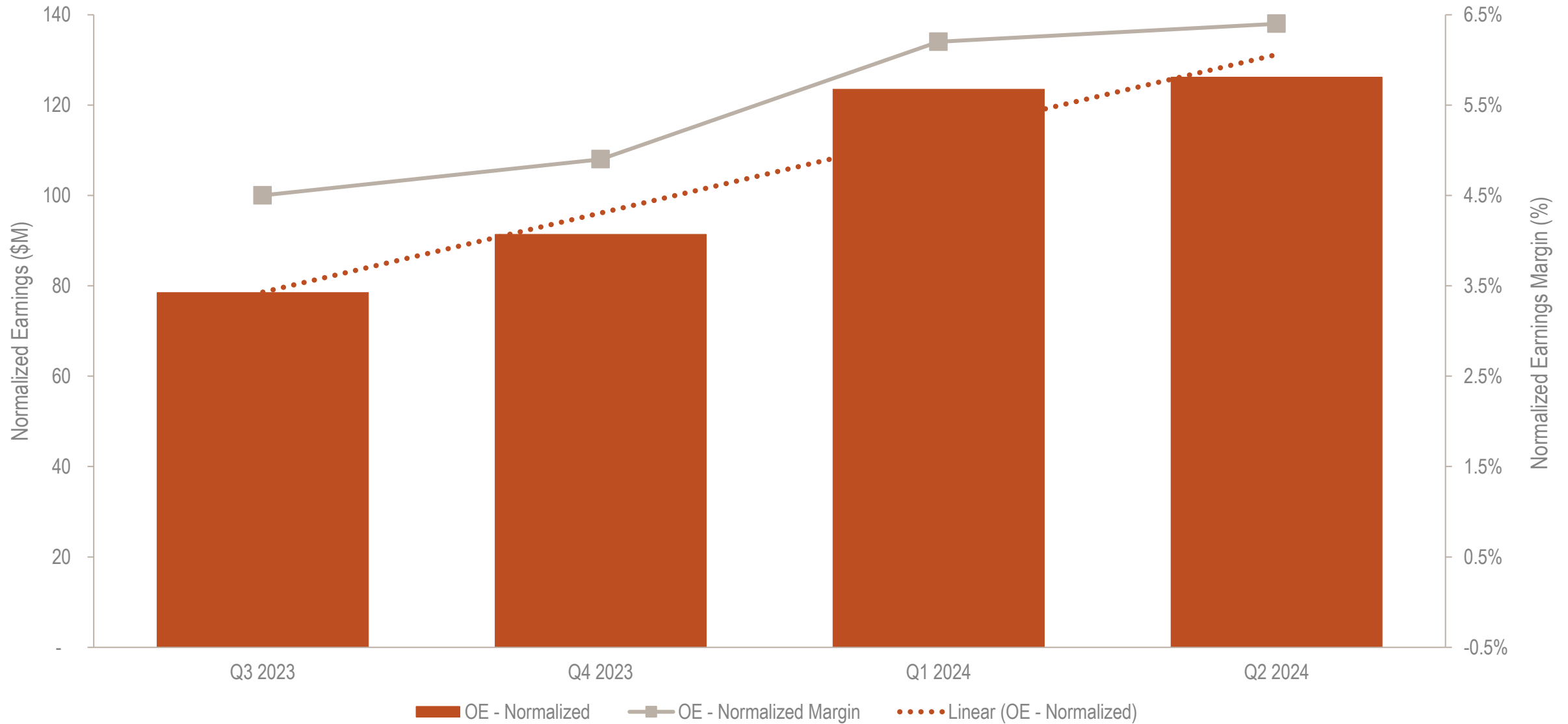


1 - Net Earnings (Loss) per Share – Diluted – Normalized (EPS) is a non-GAAP financial ratio. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2024 MD&A.

2 - Net Earnings (NE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2024 MD&A.



# Mobility Normalized Earnings and Margins (in millions CAD)



1 – Operating Earnings – Normalized is a non-GAAP financial measure. Operating Earnings (OE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q2 2024 MD&A.

# Financial Highlights

## Income Statement (in millions CAD)

	Q2 2024	Q2 2023	% Δ	TTM <sup>2</sup> 2024	TTM <sup>2</sup> 2023	% Δ
Sales	2,848.7	2,552.8	11.6%	10,458.7	9,003.6	16.2%
NE – Normalized <sup>1</sup>	188.4	160.8	17.2%	606.5	503.0	20.6%
NE – Normalized Margin <sup>1</sup>	6.6%	6.3%		5.8%	5.6%	
EPS – Normalized <sup>1</sup>	3.06	2.61	17.2%	9.84	8.11	21.3%

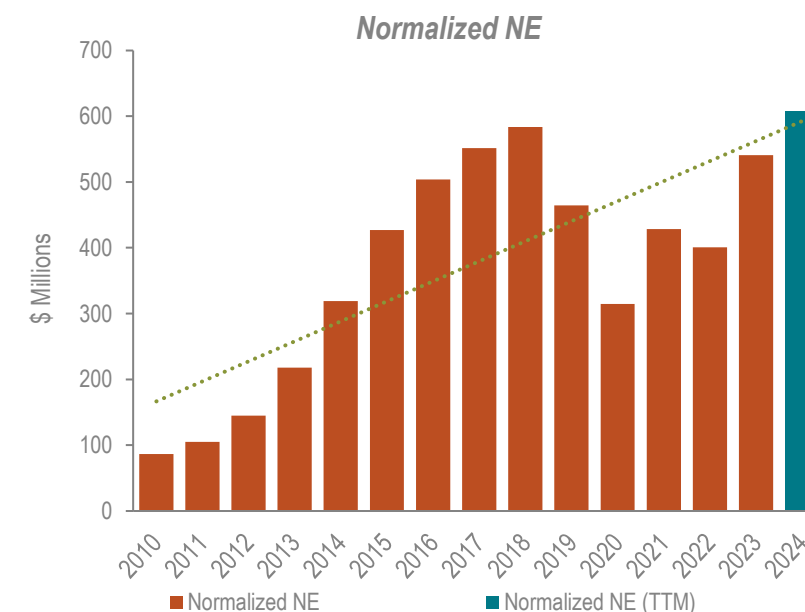
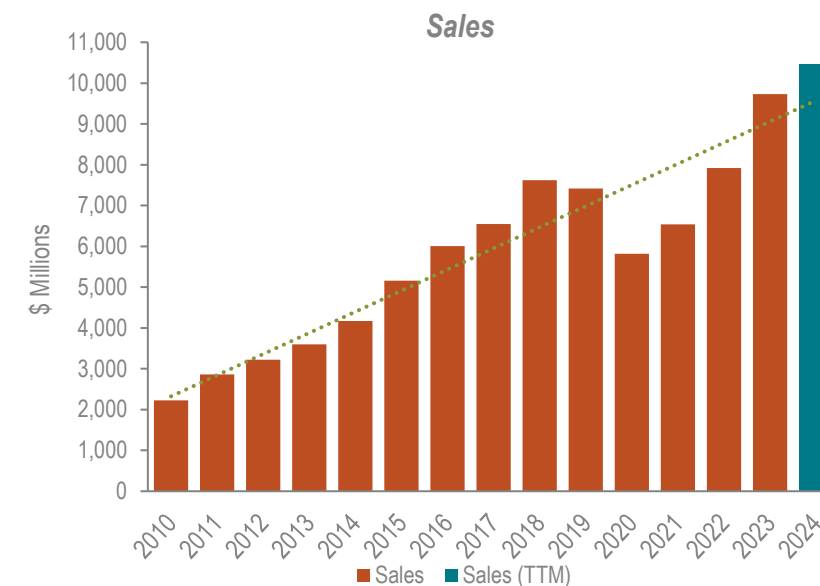
### Q2 2024

The key factors impacting results in the quarter are:

- 1) 2023 and 2024 acquisitions
- 2) Cost and pricing improvements in a variety of areas
- 3) Market share growth from launching business and platforms running strong in Mobility segment;
- 4) Solid market share growth in both Access and Agriculture businesses; partially offset by
- 5) Overall market softness

### Record Results

- TTM performance at record level for both Sales and Normalized NE
- We are on track for record results on both top and bottom line in 2024



1 - Net Earnings (NE) – Normalized is a Non-GAAP Financial Measure. Net Earnings – Normalized Margin (representing its measure as a percentage of sales) and Net Earnings (Loss) per Share – Diluted – Normalized (EPS) are non-GAAP financial ratios. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2024 MD&A.

2 - TTM (Trailing Twelve Months) refers to the past 12 consecutive months.



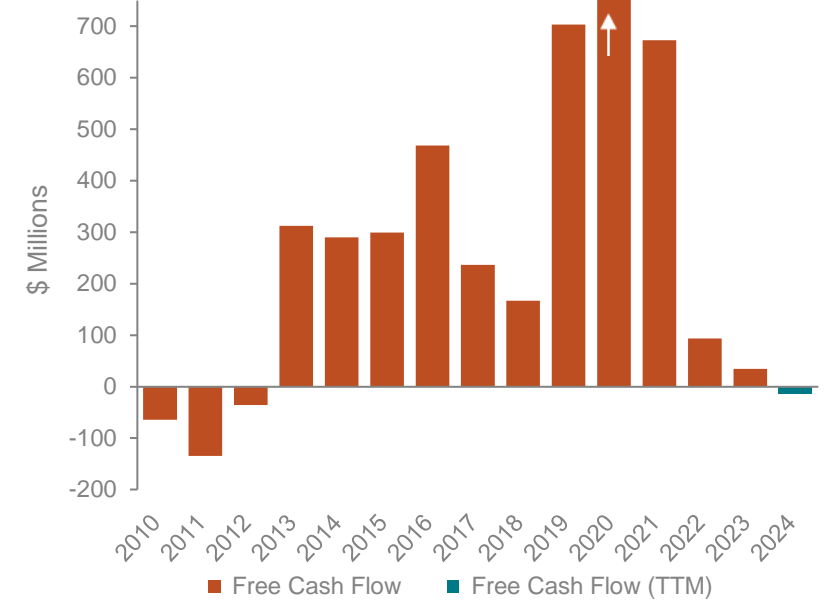
# Financial Highlights

## Cash Flow and Investment (in millions CAD)

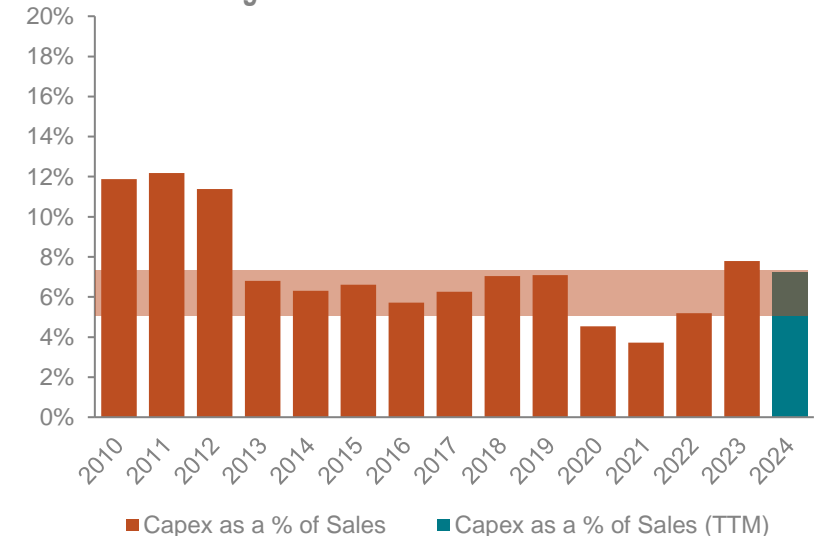
	Q2 2024	Q2 2023	TTM <sup>2</sup> 2024	TTM <sup>2</sup> 2023
Free Cash Flow <sup>1</sup>	67.1	56.1	(13.0)	180.3
Capital Expenditures (Capex)	174.0	205.4	758.4	605.8
Capex as a % of Sales	6.1%	8.0%	7.3%	6.7%

- Another strong quarter for our balance sheet driven by careful cash management
- FCF back to positive in the quarter as expected, expectation is for strongly positive FCF for full year 2024 and 2025
- Capex in our normal 6-8% of sales level, will be at low end of such for full year & 2025
  - Continuing to moderate from high levels seen last few quarters
  - 6-8% of sales investment in capex drives double digit sales growth

Consistent Positive Free Cash Flow




Investing In Growth



1 – Free Cash Flow (FCF) is a non-GAAP financial measure. Free Cash Flow in 2019 has been adjusted for additions of property, plant and equipment related to the dissolution of a joint venture. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q2 2024 MD&A.

2 – TTM (Trailing Twelve Months) refers to the past 12 consecutive months.



The image depicts a futuristic, high-tech environment. A red car is driving through a digital space filled with blue and orange light trails and grid patterns. The car is positioned in the center-right of the frame, moving towards the viewer. The background is a complex network of glowing lines and planes, creating a sense of depth and motion. The overall color palette is dominated by blue and orange, with a dark background. The text "MOBILITY" is prominently displayed in the upper left, and "MOVE THE WORLD" is in the lower left.

**MOBILITY**

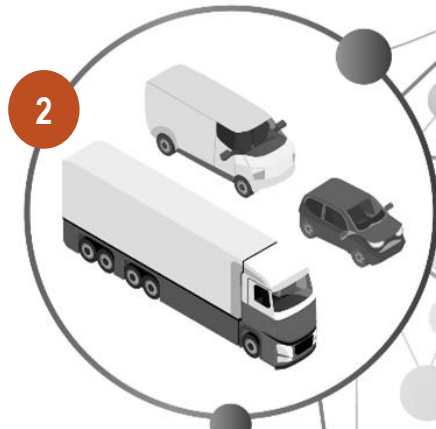
**MOVE  
THE WORLD**



# Diverse Electrification Strategy Maximizes Potential

## Diverse Vehicle Types

- Pass car, CUV/SUV, Light truck
- Commercial vehicles
- Trucks Class 1-8
- Off road vehicles



2

## Diverse Propulsion Types

- BEV
- Hybrid
- FCEV



3

## Diverse Products

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

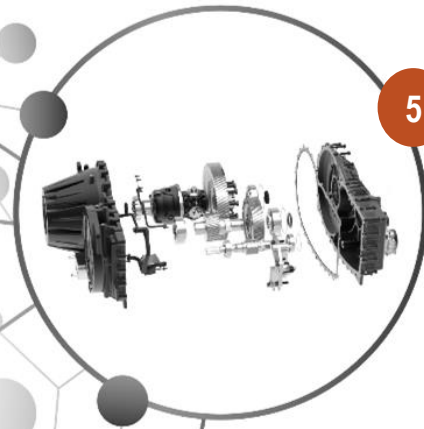


1

Maximizing Electrification Opportunities

## Scalable Solutions

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



5

## Diverse & Growing Customer Base

- Traditional OEM's
- New Entrants



4

# Mobility Products Portfolio



Power  
Generation



Energy  
Storage



Propulsion



Structural  
and Chassis



## Advanced Driveline

Power  
Transfer Units



Rear Drive  
Unit



Disconnect



## Propulsion

Engine



Driveline



Transmission





# Innovation: eLIN eAxle Product Family



Light Duty Independent eAxle



eLD 05

Vehicle Class

1 2 3 4 5 6 7 8

Light Duty Beam eAxle



eLD 05

Vehicle Class

1 2 3 4 5 6 7 8

Utility Duty Beam eAxle



eUD 10

Vehicle Class

1 2 3 4 5 6 7 8

Medium Duty Beam eAxle



eMD 15

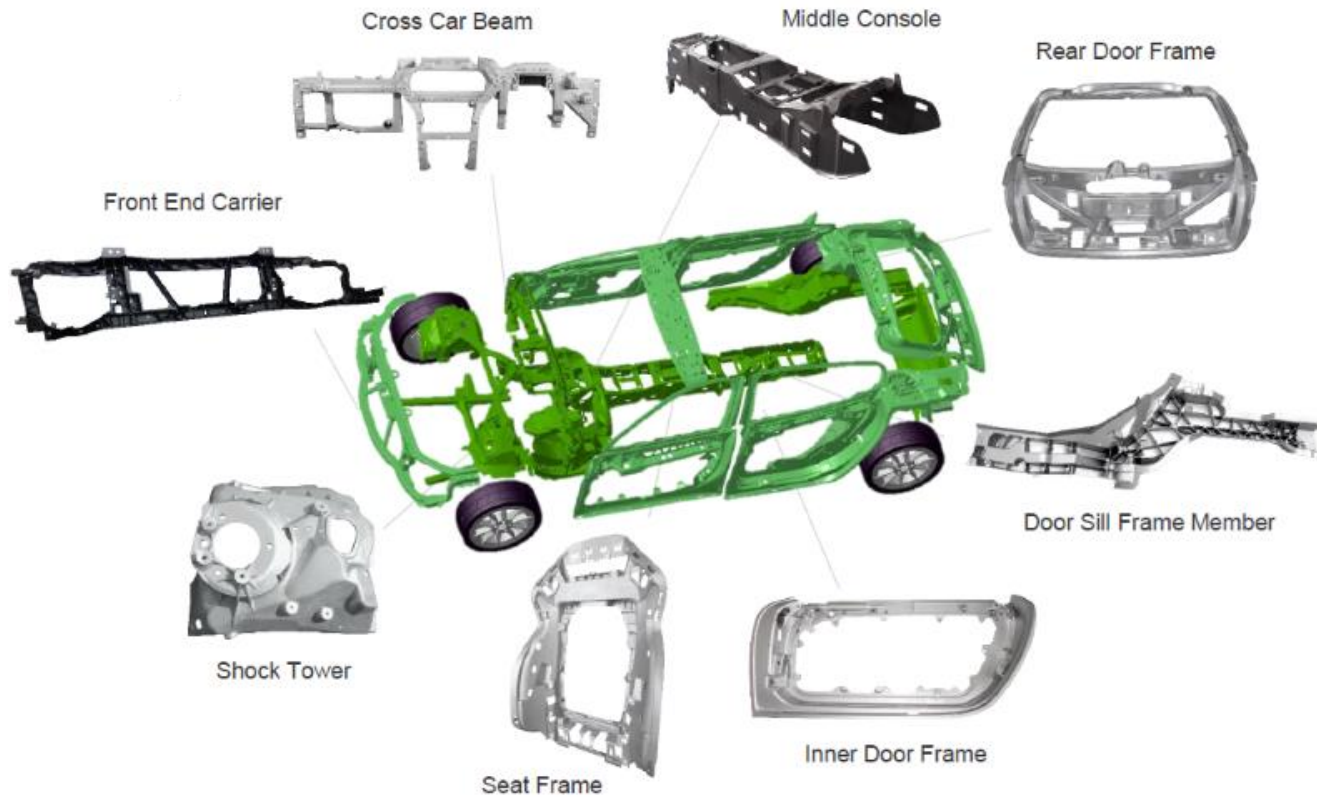
Vehicle Class

1 2 3 4 5 6 7 8

- Linamar's eLIN Product Solutions Group finalized the family of eAxle products with a range of Electrified Propulsion solutions for Light Duty Independent eAxle, Light Duty Beam eAxle, Utility Duty Beam eAxle and Medium Duty Beam eAxle
- Portfolio family covers Passenger Car to Medium Duty Commercial Vehicle (Vehicle Classes 1 through 6) with Peak Output Torque of 5,000 to 15,000 Nm

# Structures and Chassis Portfolio

## Structural Opportunities in Light Metals



**Knuckles**



**Control Arms**



**Crossmembers**



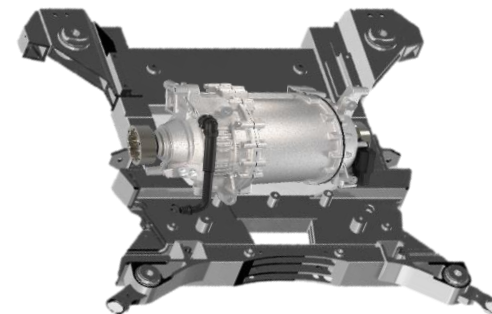
**Subframe**



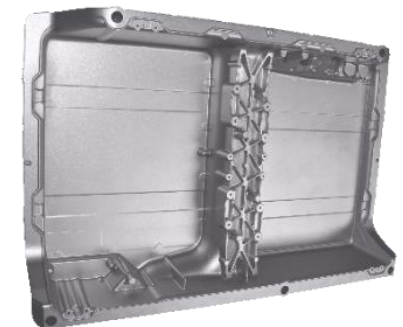
**Sidemembers**



**Subframe Components**



**Full eAxle Subframe-cradle Integration**

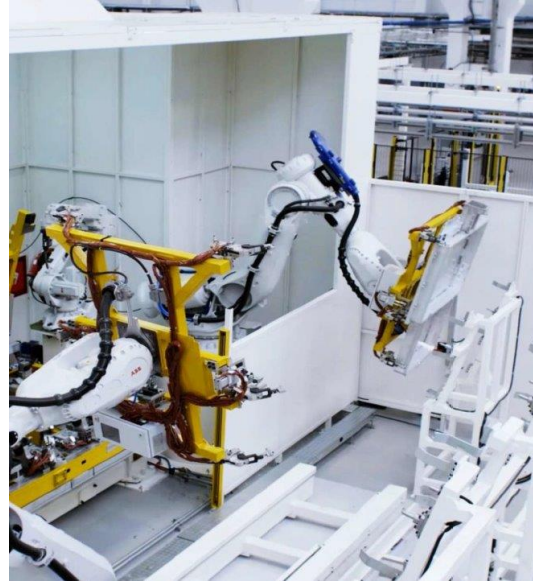


**Battery Enclosures**

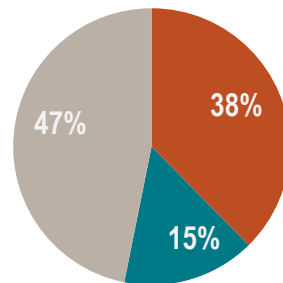
- Increasing opportunities in Electrified and Propulsion Agnostic product, mitigating potential risk of ICE exposure in a transitioning Mobility market going forward



# Mobility: Strategy & Operations Highlights



Projected 2028 Sales for Light Vehicles by Propulsion Type & System



■ Propulsion Agnostic ■ BEV/HEV Powertrain ■ ICE Powertrain

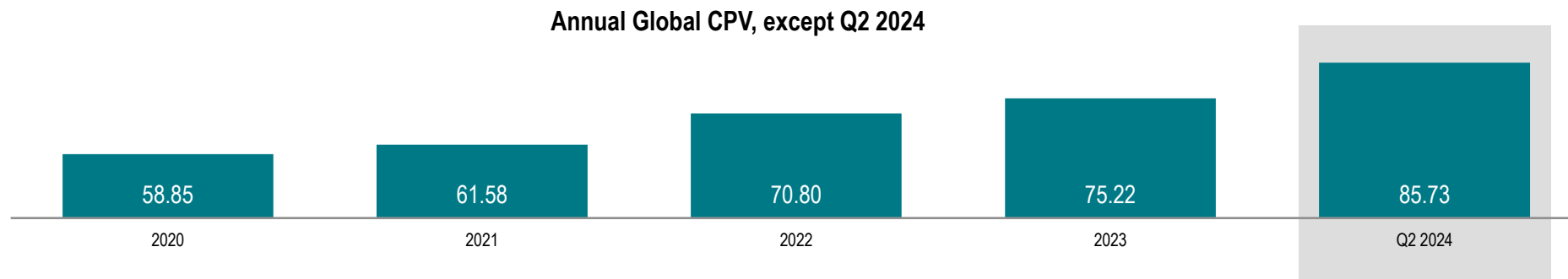
## Highlights

- Integrations of Dura-Shiloh and Mobex Global are near completion
- Using the new technologies and expanded portfolio
- More than \$150M of New Business Wins this quarter
- The count of global programs Launching is 188

# Content Per Vehicle<sup>2</sup> (CPV)

	Q2 2024	Q2 2023	% Change
North America	283.06	238.43	18.7%
Europe	101.24	100.10	1.1%
Asia Pacific	11.03	10.33	6.8%
Global CPV <sup>1</sup>	85.73	76.27	12.4%

- Global CPV up again
- CPV up in every region



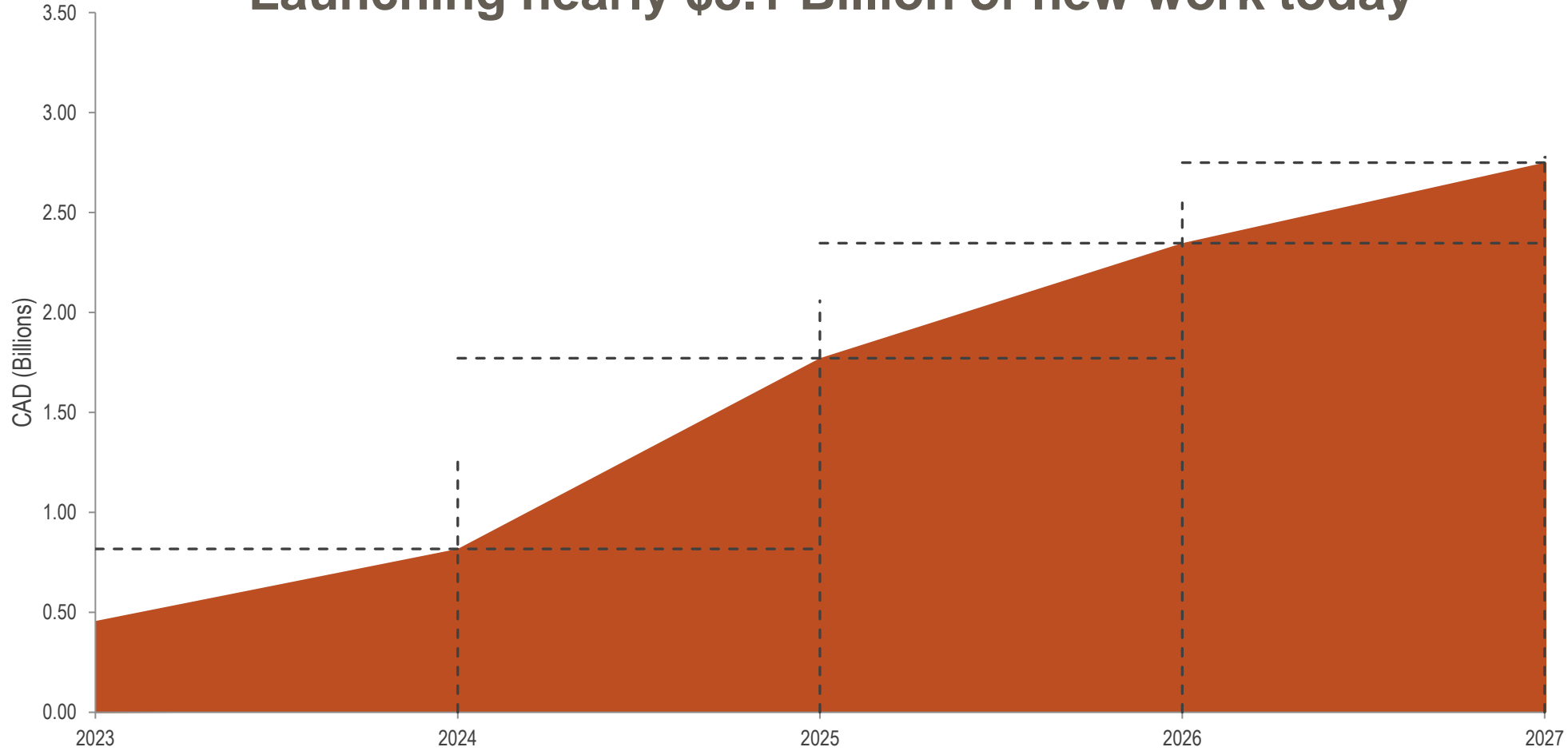
1 – Global CPV includes only the markets that Linamar serves of North America, Europe, and Asia Pacific. Source: IHS Markit, August 2024.

2 – CPV is a supplementary financial measure and is calculated within the Mobility segment for the region as indicated as automotive sales less tooling sales divided by vehicle production units.



# Mobility Launches

Launching nearly \$3.1 Billion of new work today



**Incremental Growth from Launches**  
**\$500 to \$600 Million in 2024**  
**\$700 to \$900 Million in 2025**

# INDUSTRIAL:

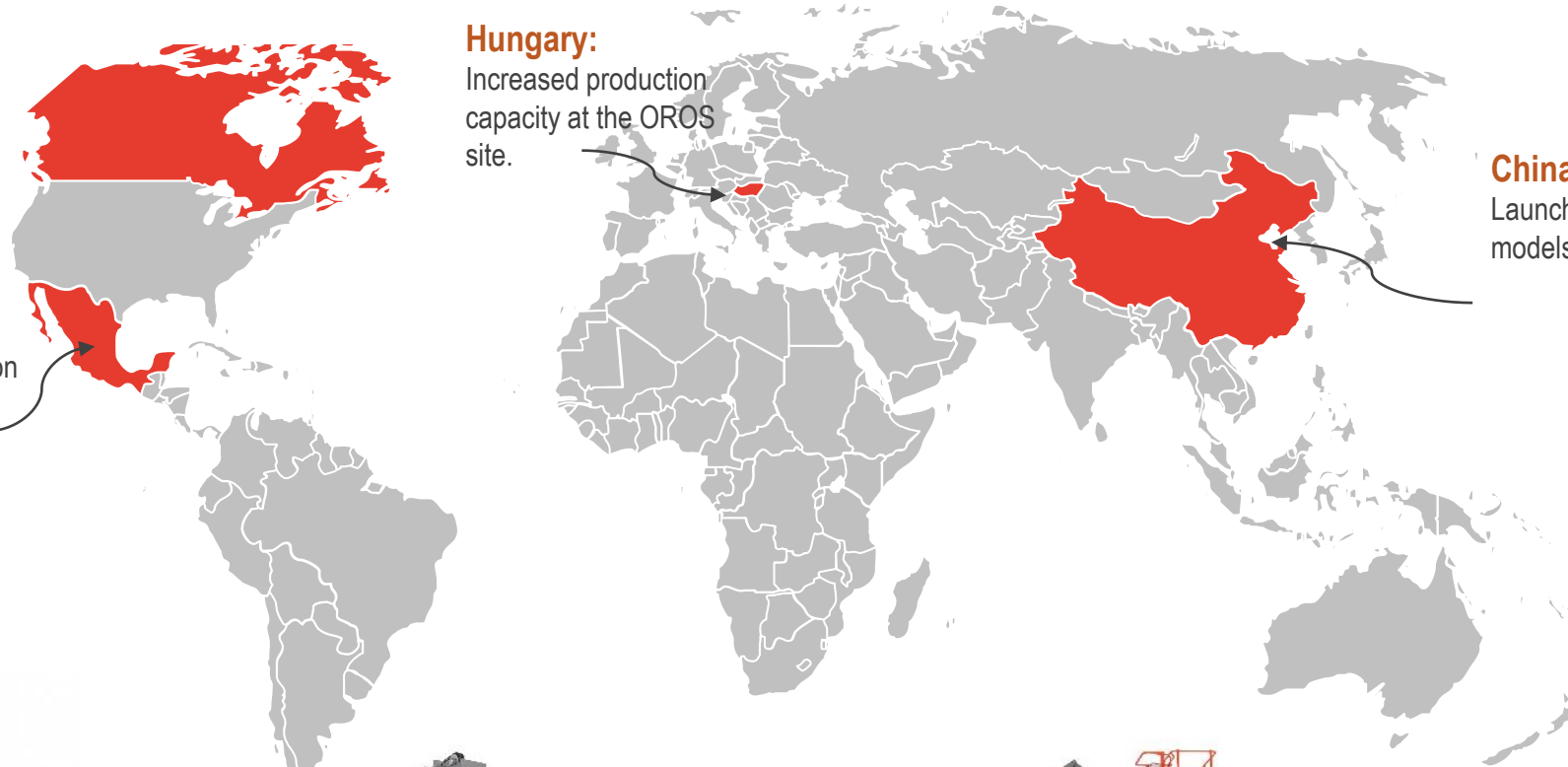
**SKYJACK**



# BUILD THE WORLD



# Global Manufacturing Expansion Plan



**Mexico:**  
A North America capacity expansion with a new site in Saltillo area

**Hungary:**  
Increased production capacity at the OROS site.

**China:**  
Launched Electric DC Scissor lift models in Tianjin



## In Market, For the Market

- In addition to the 2 original mfg. sites in Canada
- Increased regional Competitiveness
- Streamlined Logistics & Freight
- Increased Manufacturing Capacity for In-house Components

# Industrial: Strategy & Operations Highlights



## Highlights

- Launched new battery electric 'eBOOM' product range of Zero Emissions articulating booms in both Europe and Australia
- Planned roll out of further ZEV Electrified product will continue over near to mid-term horizon
- Manufacturing sites in Hungary, Mexico and China continue add new models to their production lines optimized regional capacity to regional market demand
- Healthy order book / backlog
- Increase of customers and average customer sales





**INDUSTRIAL: AGRICULTURE**

**FEED**

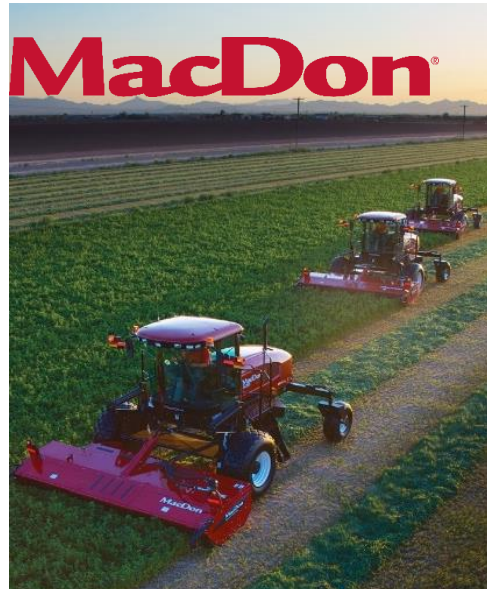
**THE**

**WORLD**



# Linamar Agriculture

Linamar Agriculture Group is a portfolio of successful, **independent short line agriculture product brands**, building on shared global distribution, markets, and support while linking and leveraging Linamar manufacturing expertise, purchasing power, and global operating systems.



*MacDon is the world leader in technology, innovation, and manufacturing of high-performance harvesting equipment.*



*Salford Group manufactures high-quality tillage and application equipment with a performance advantage. Creating outstanding customer experiences and product leadership through innovation.*



*Bourgault is an industry-leading short-line agricultural equipment manufacturer specializing in seeding systems such as air seeders and air carts.*



# Agriculture Growth Strategic Criteria

## SHORT-LINE OEM



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

## DIFFERENTIATED



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

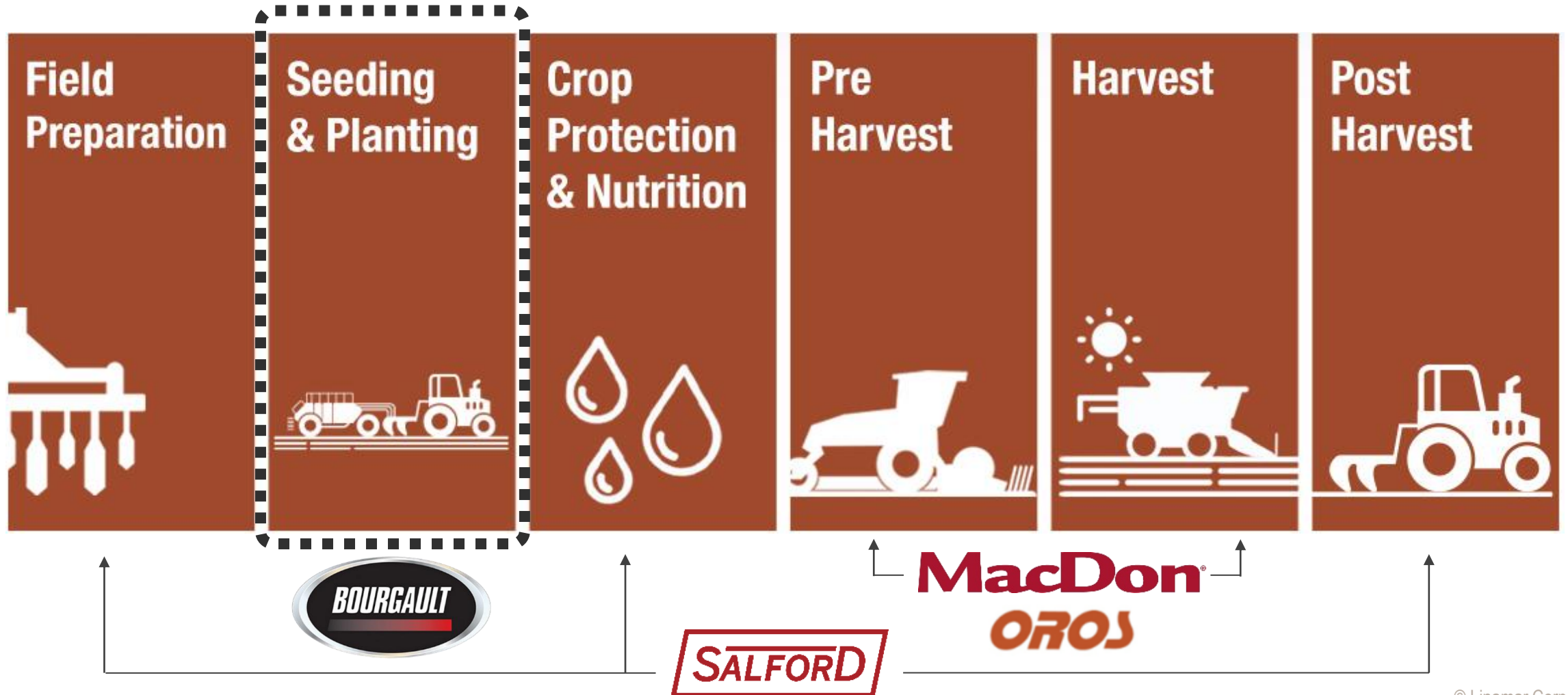
## CUSTOMER CONNECTION



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

# The Ag Strategy Now Addresses the entire Crop Production Cycle

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



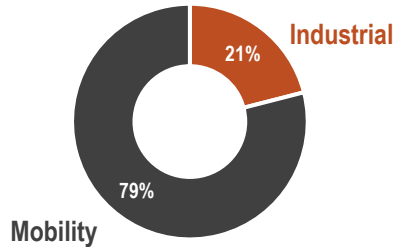


# Purposefully Building a More Diversified Global Manufacturer

**SKYJACK**  
simply reliable  
2001



FY2016  
Operating Earnings



**MacDon**  
2017



**SALFORD**

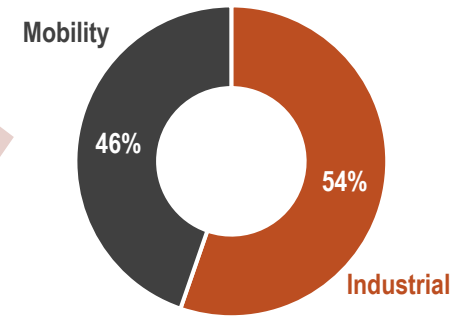
2022



2023



Post-Bourgault Acquisition  
Pro Forma  
Annual Operating Earnings Estimate <sup>1</sup>



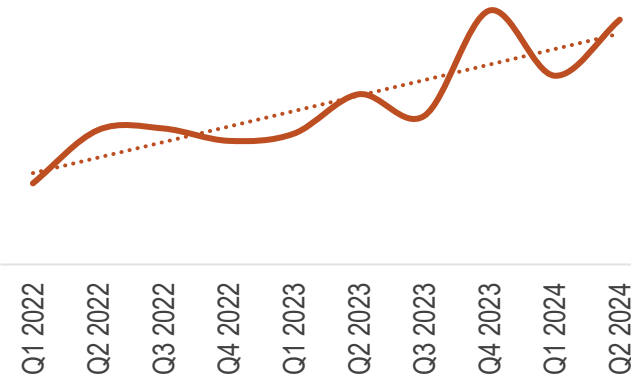
- Through organic growth and acquisitions, Linamar has built a transformed Industrial segment that now comprises **~54% of total company Operating Earnings**
- Linamar today is a highly diversified business across Agriculture, Infrastructure, and Mobility

1. Based on Linamar LTM as of June 2024, adjusted for Dura-Shiloh & Mobex Acquisitions, pro forma Bourgault annualized OE.

# Agricultural: Strategy & Operations Highlights



MacDon Combine Drapers  
Global Market Share



## Highlights

- Linamar Agriculture Strategy is well underway
- Bourgault Integration progressing very well. Synergies in product distribution across brands
- New MacDon 61' FD261 product announced for Australian market. Attaching to new Class 10 OEM combines, significant increase in harvesting productivity
- New Salford 90' AB640 AirBoom launched. High-capacity bin with precision micronutrient capability

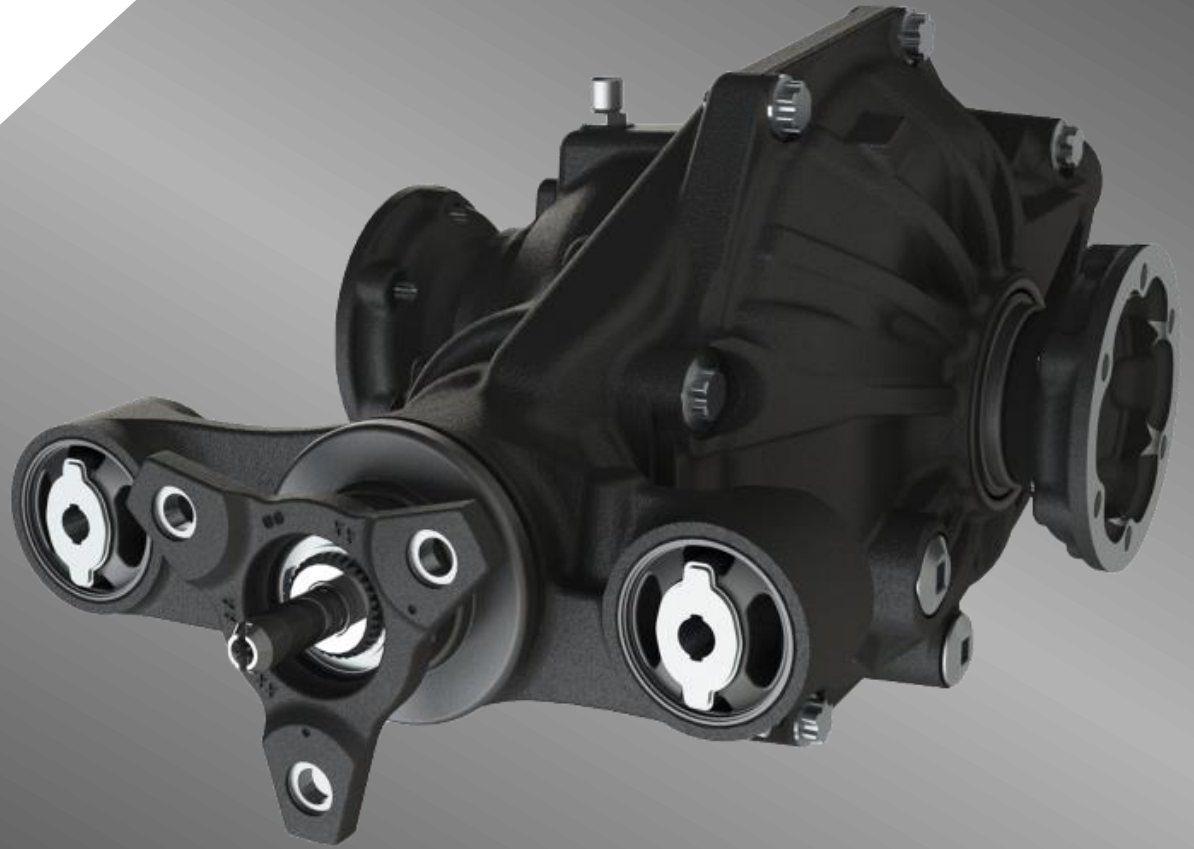
## MacDon FlexDraper Continues to Lead the Market

- Continuation of global market penetration, particularly the of FD2 outside the traditional North American sales base

**MacDon**



# Financial Review



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

	Q2 2024	Q2 2023
Sales	886.6	777.3
Operating Earnings	154.7	139.8
Other Item	15.8	-
Foreign Exchange <sup>1</sup> (Gain)/Loss	(6.2)	11.8
Operating Earnings – Normalized <sup>2</sup>	164.3	151.6
Operating Earnings Margin	17.4%	18.0%
OE – Normalized Margin <sup>2</sup>	18.5%	19.5%

**Industrial Sales** increased by 14.1% or \$109.3 to \$886.6

- The Sales were helped by:
  - the additional sales from the acquisition of Bourgault;
  - volume increases due to market share gains in worldwide sales of scissors and North American telehandlers; and
  - market share gains driving excellent growth in windrowers and combine drapers volumes.
- The Sales were hurt by:
  - lower demand decreasing tillage product sales.

**Normalized Industrial OE** increased by 8.4% or \$12.7 to \$164.3

- The Normalized OE was helped by:
  - the increased contribution from the acquisition of Bourgault;
  - increased contribution from the access equipment volumes with continued focus on cost reductions; and
  - the global market share growth increasing sales volumes for windrowers and combine drapers.
- The Normalized OE was hurt by:
  - a decrease in tillage product sales due to lower demand; and
  - an increase in launch costs related to Skyjack's new facilities in Mexico and China.

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

<sup>2</sup> – Operating Earnings – Normalized is a non-GAAP financial measure. Operating Earnings (OE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q2 2024 MD&A.



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

	Q2 2024	Q2 2023
Sales	1,962.1	1,775.5
Operating Earnings	116.8	74.3
Foreign Exchange <sup>1</sup> (Gain)/Loss	9.4	4.9
Operating Earnings – Normalized <sup>2</sup>	126.2	79.2
Operating Earnings Margin	6.0%	4.2%
OE – Normalized Margin <sup>2</sup>	6.4%	4.5%

**Mobility Sales** increased by 10.5% or \$186.6 to \$1,962.1

- The Sales were helped by:
  - the additional sales from our Linamar Structures acquisitions in 2023; and
  - the increasing volumes on launching programs and sales related to certain mature programs.
- The Sales were hurt by:
  - the lower volumes on certain programs that are winding down to end of life.

**Normalized Mobility OE** increased by 59.3% or \$47.0 to \$126.2

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

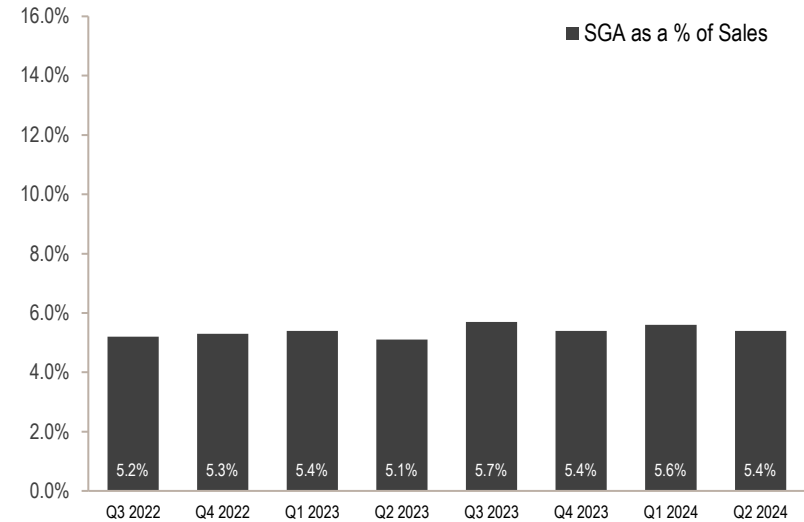
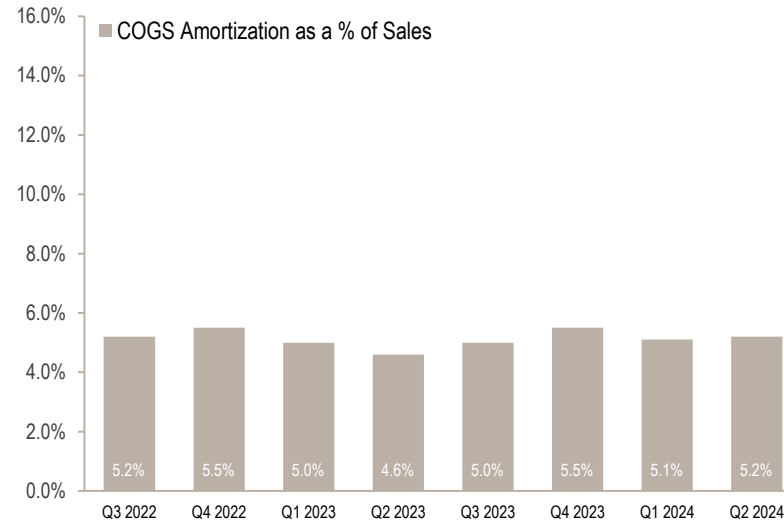
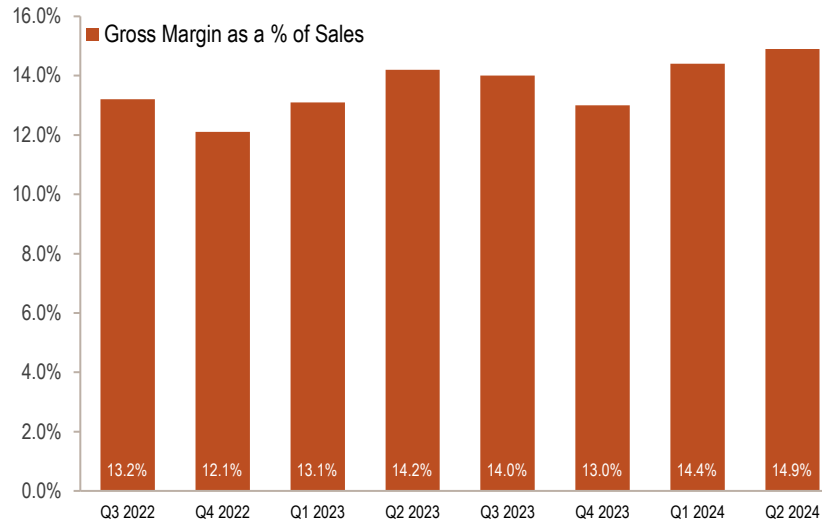
1 – Foreign Exchange as a result of the revaluation of operating balances due to changes in foreign exchange rates.

2 – Operating Earnings – Normalized is a non-GAAP financial measure. Operating Earnings (OE) – Normalized Margin represents its respective measure as a percentage of sales and is a non-GAAP financial ratio. Please refer to “Non-GAAP and Other Financial Measures” in the separately released Q2 2024 MD&A.

# Operating Expenses (in millions CAD)

	Q2 2024	Q2 2023	+/-	%
Sales	2,848.7	2,552.8	295.9	11.6%
Cost of Goods Sold	2,423.9	2,190.9	233.0	10.6%
Gross Margin	424.8	361.9	62.9	17.4%
Gross Margin as a % of Sales	14.9%	14.2%		
Cost of Goods Sold Amortization	147.7	116.6	31.1	26.7%
COGS Amortization as a % of Sales	5.2%	4.6%		
Selling, General, and Administrative	153.1	131.2	21.9	16.7%
SGA as a % of Sales	5.4%	5.1%		

- Gross Margin was \$424.8 in the quarter and was impacted primarily by the same factors that impacted each business segment. (See the previous two slides)
- Amortization expense increased to \$147.7 mainly due to the Linamar Structures acquisitions in 2023, launching programs, and the acquisition of Bourgault in Q1 2024, increasing as percentage of sales at 5.2% for the quarter.
- SG&A increased to \$153.1 for the quarter and was impacted by:
  - incremental SG&A costs from our acquisitions in 2023 and 2024; and
  - an increase in management and sales costs supporting the overall sales growth.

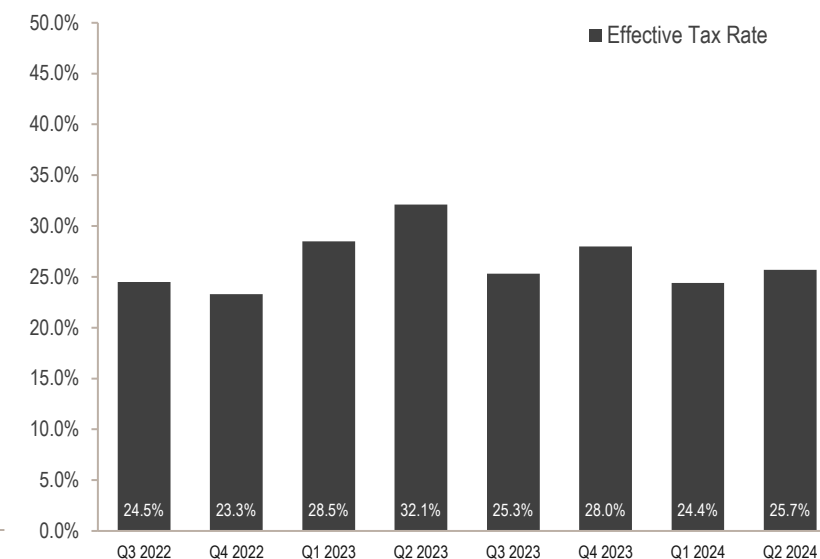
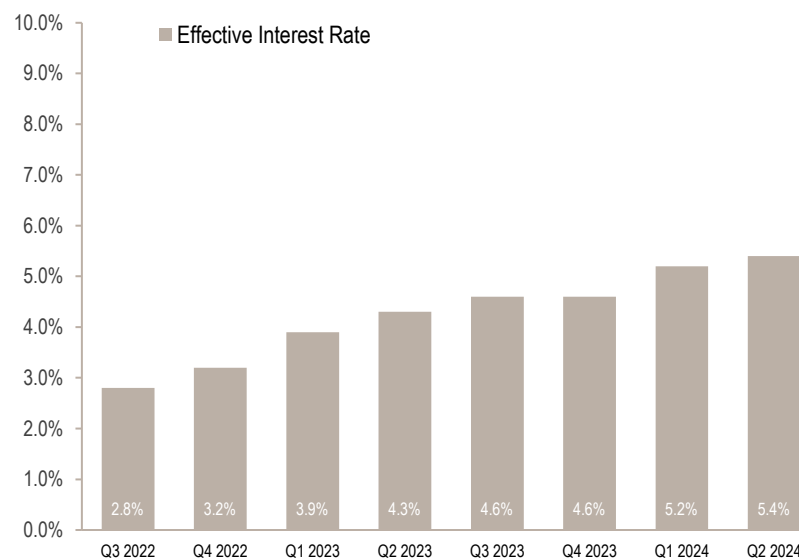
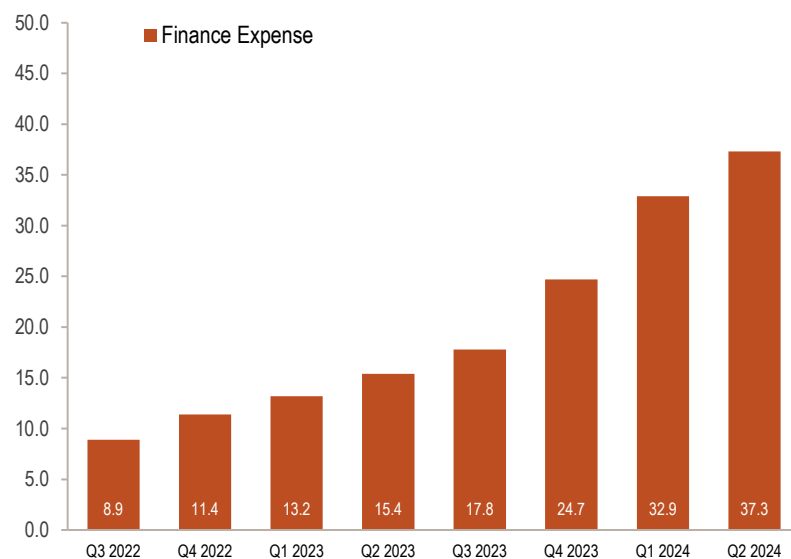




# Finance Expenses & Income Tax (in millions CAD)

	Q2 2024	Q2 2023	+/-
Finance Expense	37.3	15.4	21.9
Effective Interest Rate	5.4%	4.3%	1.1%
Effective Tax Rate	25.7%	32.1%	(6.4%)

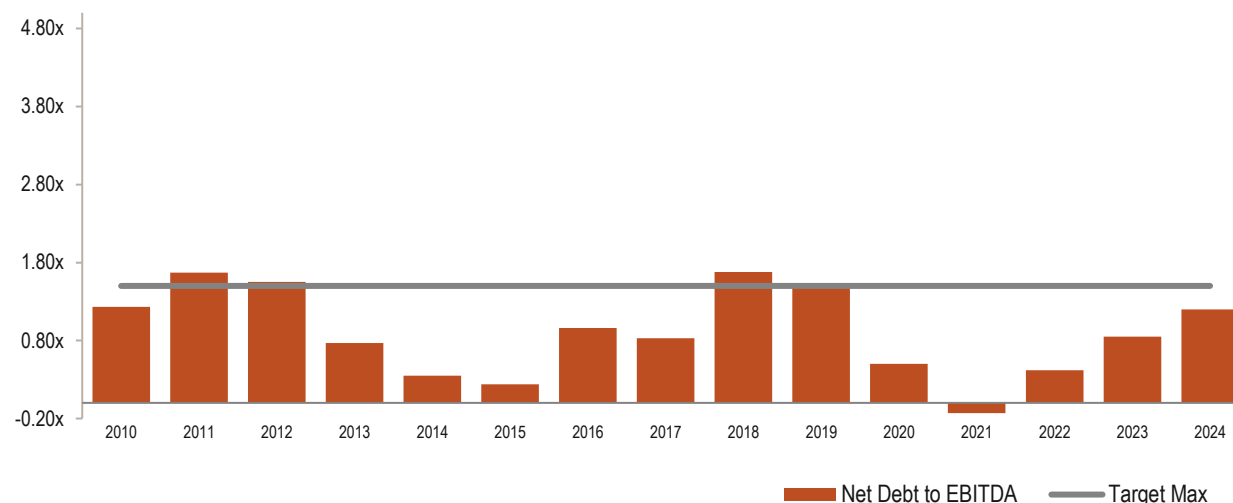
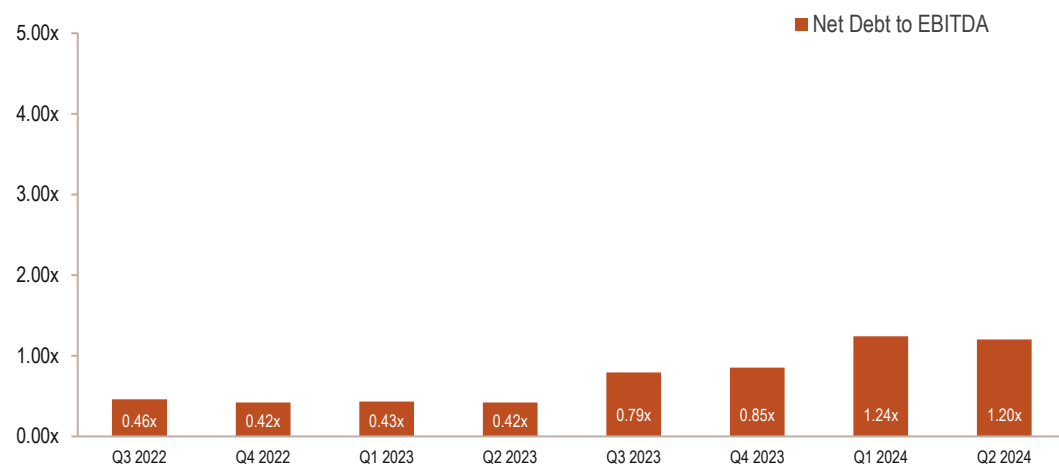
- Finance expenses increased by \$21.9
- Finance expenses were hurt by:
  - the new private placement notes issued in June 2023 to fund the Linamar Structures acquisitions;
  - the new term credit facility used to fund the Bourgault acquisition;
  - added interest expense related to leases acquired as part of the Linamar Structures acquisitions; and
  - additional interest expense due to the Bank of Canada and the US Fed rate increases.
- The consolidated effective interest rate was 5.4%.
- The tax rate decreased to 25.7% in the quarter from last year and was within our expected range of 24% to 26%.



# Leverage (in millions CAD)

	Q2 2024	Q2 2023
Cash Position	759.9	1,375.8
Available Cash on Credit Facilities	547.8	465.8
Net Debt to EBITDA <sup>2</sup>	1.20x	0.42x

- Cash position at the end of the quarter was \$759.9, which was an increase of \$106.6 from the end of 2023.
- Linamar generated \$236.0 in Cash from Operating Activities being used primarily to fund Q2 capital expenditures.
- Net Debt to EBITDA was at 1.20x mainly due to the Linamar Structures and Bourgault acquisitions.
- Based on current estimates, we are expecting 2024 to maintain our strong balance sheet and leverage is expected to remain low.
- Liquidity<sup>1</sup> remains strong at \$1.3 billion.



1 - Liquidity is a non-GAAP financial measure. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2024 MD&A.

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

# Outlook





# Outlook

## Q3 2024 Expectations

### ▪ Mobility

- Expect sales growth to prior year
- Expect double digit OE growth and margin growth to prior year
- Expect seasonal dial back from Q2 24 levels on both sales and earnings
- Key Growth Factors:
  - Impact of 2023 acquisitions
  - Launching business
  - Improved cost base

### ▪ Industrial

- Expect double digit sales growth to prior year
- Expect OE growth to prior year
- Expect seasonal dial back from Q2 24 levels on both sales and earnings
- Key Growth Factors:
  - Impact of Bourgault acquisition
  - Continued growth at MacDon

### ▪ General

- Overall
  - Double digit top line growth to prior year
  - Continued bottom line growth to prior year
  - Expect seasonal dial back from Q2 24 levels on both sales and earnings

Consolidated	Normal Ranges	2023 Actuals	Expectations 2024	Expectations 2025
Sales Growth		22.9%	Double Digit Growth	Continued Growth
Normalized EPS Growth <sup>1</sup>		40.3%	Double Digit Growth	Continued Double Digit Growth
Normalized Net Margin <sup>1</sup>	7.0% - 9.0%	5.6%	Modest Expansion	Continued Expansion
Capex (% of Sales)	6.0% - 8.0%	763m 7.8%	Decreased from 2023 Levels Low End Normal Range	Low End Normal Range
Leverage Net Debt:EBITDA		0.85	Continued Strong Balance Sheet	Continued Strong Balance Sheet
Free Cash Flow <sup>1</sup>		\$ 35 m	Strongly Positive	Strongly Positive

Industrial			Down Markets	Flat to Down Markets
Sales Growth				
Skyjack			Modest Growth	Modest Growth
Agriculture			Double Digit Growth	Flat
Normalized OE Growth		144.9%	High Single Digit	Modest Growth
Normalized Operating Margin <sup>1</sup>	14.0% - 18.0%	17.8%	Normal Range	Normal Range

Mobility			Modest Market Decline	Modest Market Growth
Sales Growth			High Single Digit Growth	Modest Growth
Factors Influencing Sales Growth				
Launch Book Nearly \$3.1 Billion Driving Incremental Sales Of:		\$700m	\$500 to \$600 million	\$700 to \$900 million
Business Leaving (% Consolidated Sales)	5.0% - 10.0%		Low End of Normal Range	Low End of Normal Range
Normalized OE Growth		(12.1%)	Strong Double Digit Growth	Strong Double Digit Growth
Normalized Operating Margin <sup>1</sup>	7.0% - 10.0%	4.6%	Meaningful Expansion	Expansion into Normal Range

<sup>1</sup> - Free Cash Flow in a non-GAAP financial measure. Normalized Earnings per Share (EPS) Growth (representing year-over-year growth of Net Earnings (Loss) per Share – Diluted – Normalized), Normalized Net Margin, and Normalized Operating Margin (representing the respective measures as a percentage of sales) are non-GAAP financial ratios. Please refer to "Non-GAAP and Other Financial Measures" in the separately released Q2 2024 MD&A.





# Thank You

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