

VISION

A MAGAZINE FOR EMPLOYEES AND FAMILIES OF LINAMAR

{49} INNOVATION

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Gearing Up For 2017

JENNIFER DIEHL | Senior Graphic Designer, Linamar Corporation



What an exciting year 2016 has been for Linamar! The 50th anniversary monthly celebrations have now wrapped up with the publication of the Special Edition Vision enclosed with this issue. This tells the story of how Linamar came to be and the significant milestones that brought the success we all admire today. Be sure to read it and share with your family and friends. As with all issues of Vision, this is available in Bulgarian {NEW}, Chinese, French, German, Hungarian and Spanish on LINUS>Employee Centre>Vision Magazine.

As we get close to the start of 2017 it's a great time to look back at what worked well this year and things we can improve on. Innovation is the theme of this issue, one of our Core Values and a key strategy for 2017 (the complete strategy is featured on page 7). As you gear up for next year, think about how you can use new creative, innovative ideas to improve the way we work. Share your ideas and keep the spirit of continuous improvement going!

2016 was a great year of news around the world. Now I challenge each region to send me at least one story per quarter throughout the next year. Everyone likes to see what is going on in our facilities around the globe, so if you have an article, pictures or even just ideas of what you would like to see included in future issues, get in touch with me. I do my best to include as many contributions as possible. Submissions for the next issue must be submitted by December 31, 2016. Thank you!

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*Thank you to all those who contributed to this issue of Vision magazine!
Please keep those stories and photos coming my way so they can be shared!*

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Innovation at Linamar

LINDA HASENFRATZ | Chief Executive Officer, Linamar Corporation

You can be on the right road but you will get run over if you just sit there! ~Will Rogers

The theme for this issue of VISION is Innovation. Innovation continues to play a key role in driving our competitiveness by meeting customer needs and enabling our growth. Our innovation agenda has two key paths; **product innovation** to develop products our customers need and **process innovation** to find ways to produce those products as cost effectively as possible.

Process innovation happens every day in every plant and office as we continually challenge ourselves to find a better, quicker, more reliable, less costly way to do the work we do. This kind of incremental innovation as well as the bolder innovation of finding completely new ways to produce the products we design is absolutely key to competitiveness.

A great example of that is the hydroforming technology used by two of our plants to produce camshaft blanks. Traditionally cast, forged, or machined from a bar, camshafts are heavy but critical parts of engine performance. Two of our plants have developed an innovative way to create a camshaft by hydroforming a tube with pre-forged lobes. The resultant cam can then be finish machined in a traditional way. These hydroformed cams are 60 to 70% lighter than traditional cams, clearly a great weight savings for our customers without affecting performance!

Every one of us plays a role in driving this kind of innovation. Ideas on how to reduce waste, reduce cycle times, prolong tool life, reduce energy costs, improve quality... every one of them makes us more innovative and more cost effective and more competitive! For 2017 we are targeting six implemented ideas per person per year. Every one of us! How are you doing towards your goal?

Our product innovation agenda on the vehicle side is about light weighting, fuel efficiency and noise reduction. At Skyjack it continues to focus on simple, high quality, easy to use designs that our customers can rely on. Both have been winning innovation strategies in helping us to grow market share.

Developing technology roadmaps for every priority product is a key strategy for us. We only stay competitive if we can be continually delivering product innovation for our customers and that means putting a plan together for a variety of technology innovations to roll out over the coming years. We have a dynamic, highly results-focused engineering organization of teams of product engineers and business leaders for each of our priority products. They have a mandate to develop a technology roadmap for their product for the next decade that is innovative, achievable and marketable.

A great example of their work are the many development projects underway for propulsion systems for electric and hybrid electric vehicles, both passenger car and light commercial vehicles. Two key projects are underway in both Canada and the US for light commercial delivery van customers to help electrify their fleets. We are excited about driving leading edge technology in this important growth area.

Skyjack also continues to innovate on the product side by continuing to develop and launch new boom products and telehandlers which are helping to deepen our market share in these products globally. Our rental house customers love the simple designs that keep our product in the field driving revenue, not in the shop costing money.

Process diversification was another key focus for the company and a place where we have made significant progress and in which innovation also played a key role.

We acquired Seissenschmidt AG, a German based company considered a world leader in Hatebur style forgings. The acquisition complemented our first forging acquisition in North Carolina (LFC) in 2014. Together these businesses have the capability to manufacture over 200 million forgings a year. Forging technology has advanced considerably in the last decade which is exactly what interested

us in investing in the technology. New, near net shape forgings eliminate considerable weight in the vehicle as unnecessary material is removed at the outset of the manufacturing process. Less material means less weight, less machining, less cost and better fuel efficiency with lower emissions.

The businesses are also a huge complement to our gear machining capability which is world class. We are the largest independent supplier of machined gears today globally with programs running or launching that will take us to more than 50 million machined gears produced annually within the next few years. With in-house forging and machining for gears we open up great possibilities in terms of design optimization for our customers to minimize weight and cost even further and maximize system performance.

We took process diversification another step forward in the past few years with the establishment of our Light Metal Casting Group. We took two major strategic steps to establish what we believe will be the technology leader in the market for advanced light weight metal castings. Our Joint Venture and Global Strategic Alliance with GF Automotive, a division of Georg Fischer AG was the first step. GF Automotive has deep expertise in High Pressure Die Casting (HPDC) of Light Metal components. Their material development capabilities are extremely advanced as are their tooling and processing capabilities to permit casting of components of sufficient strength to replace steel stampings in vehicles.

Our second key initiative was to add Montupet SA to the Linamar family, a global leader in aluminum gravity and low pressure die castings with a particular specialty in cylinder heads. Montupet is a powerhouse in both advanced material technologies and intricate core design and production capabilities to enable production of very thin walled castings that can optimize fuel efficiencies and flow and reduce emissions dramatically. Cylinder heads are absolutely a priority product for us; we are the global leader in machined heads and this acquisition significantly enhanced our ability to again streamline design through a collaborative approach to machining and casting. Montupet also has developed capabilities in structural aluminum castings that can replace steel stampings in vehicles in complement to GF Automotive capabilities. Structural aluminum components are expected to represent more than 150 pounds per vehicle within the next 10 years and these two strategic plays set us up perfectly to be a leader in that market.

These strategic moves are a game changer for us, giving us incredible flexibility, technology and cost and quality leadership to drive fantastic market share gains in several priority products.

Bold Innovation is a key focus for us for 2017. Incremental innovation, bigger ideas and even transformational ideas for new products and markets that will help build the Linamar of tomorrow; all are areas we are focusing on at the moment.

We have the business, we have the markets, we have the innovation, we have a talented and growing group of people and we will continue to turn that into consistent sustainable growth for everyone.

My best wishes for a great fall and wonderful upcoming holiday season with your families.

Linda



“We continually challenge ourselves to find a better, quicker, more reliable, less costly way to do the work we do.”





“Our entrepreneurial, flexible, creative, and responsive culture will be more important than ever in seeing us through the changing world in the next 50 years.”

Innovation – Planting the Seeds for Linamar’s Future

JIM JARRELL | President and Chief Operating Officer, Linamar Corporation

As you know, Linamar celebrated our 50th anniversary this year. And what a year it has been! As I’ve traveled worldwide in celebration of Linamar’s 50th birthday, I can’t help but notice that the world is changing. Several key global megatrends are shaping our present and future that have huge implications for Linamar and the world. By the year 2066, when Linamar celebrates its 100th anniversary, the world will have changed in several dramatic ways:

- Over 2 billion more people will share the planet with our current 7 billion
- The world’s population will continue to urbanize and grow older
- Technology will play an even more important role in our lives as technology itself progresses ever more rapidly
- The pace of change will only increase as more basic data in life and work is digitized which enables new technology innovation even faster
- Environmental concerns will push us all to conservation, innovation, and efficiency

When I sit back and think about what Linamar has been able to accomplish since it was founded in 1966, what really drove Linamar’s success in the face of numerous competitors, changing times, and tough markets, I point to our culture.

Our culture is more critical than ever in the face of these megatrends. Why, you ask? These megatrends will put significant pressure on our customers, employees, and shareholders. Our entrepreneurial, flexible, creative, and responsive culture will be more important than ever in seeing

us through the changing world in the next 50 years.

I am convinced that our ability to drive an innovative mindset through our culture will play a large part in our success over the next 50 years. The grand opening of McLaren Engineering, our acquisition of Montupet, establishment of a joint venture/global alliance with Georg Fischer Automotive, acquisition of Seissenschmidt and Carolina Forge, and recent announcement of our collaboration with Elio Motors are some of the many steps we as an executive team have taken in recent years to drive innovation within Linamar.

However, innovation cannot be driven or created from the top on down. Innovation often comes from every level of our organization. The seeds planted for the steps above came from every level of our organization. As often seen in our “Catch of the Week”, which often highlights our innovative culture, we regularly showcase unique solutions to problems we encounter on the manufacturing floor, in discussions with suppliers and customers, or ideas from things seen outside of Linamar.

As our 50th celebration has closed, an exciting new chapter begins. Let’s all work together to make the next 50 years as great as the previous 50. Expect communication in the coming months of an innovation idea submission process through LINUS. Once underway, this process will allow our innovation team to directly review employee submissions for innovation ideas. I have often said “Grow or Die”, but it is now “Innovate, Grow, or Die”.



STEPPING STOOL OF SUCCESS STRATEGY 2017

CUSTOMER

EMPLOYEE

FINANCIAL

VISION & STRUCTURAL STRATEGIES

To be the supplier of choice for our customers through a focus on quality, collaboration, efficiency and innovation enabling sustained **GROWTH**.
 GOS & Stepping Stool
 Flexible equipment
 Logistically close to customer
 Product focused plants

To be the employer of choice of **CAPABLE**, motivated & engaged people operating in a world class, safe and healthy working environment.
 GOS & Stepping Stool
 Decentralized
 Lean management principles

To be the investment of choice for our shareholders by being **LEAN**, providing consistent, sustainable return on investment with growth in profits.
 GOS & Stepping Stool
 Currency management / hedging
 Small profit centres
 Cluster plants

VALUES & LEADERSHIP BEHAVIOURS

To run our company in an **ENTREPRENEURIAL** fashion with great **RESPONSIVENESS** to our customers for whom we establish solid **PLANS** which we consistently **EXECUTE**

To always be **RESPECTFUL** of our people and offer them growth and opportunity wherever possible. To work with great **WORK ETHIC** and always ensure our employees know we **CARE** about them through continuous **COMMUNICATION** and motivation.

To run our company in a **BALANCED** fashion, always searching for **INNOVATIVE** and ingenious solutions and leading with **PASSION** and enough **EDGE** and acumen to make tough insightful decisions.

LONG TERM STRATEGIES, GOALS & OBJECTIVES

COMPANY OF CHOICE | \$10 BILLION SALES | DOUBLE DIGIT ANNUAL SALES GROWTH | DOUBLE DIGIT OPERATING MARGINS

Diversified manufactured products that power vehicles, motion, work and lives

Engineered and Manufactured Innovative Metallic Products for Global Transportation, Infrastructure, Food, Power, Age and Water markets.

Promote from within whenever feasible. Anchor workforce around strong technical and leadership competence.

Grow business at minimum 10% annually. Deliver 20% ROE to shareholders. Maintain conservative leverage levels of <= 35% depending on market risk.

MEDIUM TERM STRATEGIES & OBJECTIVES

• **GLOBALIZATION • DIVERSIFICATION • GREEN •**
 50% sales non NA
 50% sales non auto

• **DEVELOPMENT • RETENTION • CONNECTIVITY •**
 25% workforce technical
 Minimum 70% of key position promotions from within
 Maximum of 10% turnover
 100% leadership training complete

• **DIGITIZATION • WASTE REDUCTION • MAINTAIN RETURN PERFORMANCE •**
 Minimum OE of 10%
 Minimum ROI of 20%
 Simple effective global systems
 Data driven decisions

2017 STRATEGIES

ONE TEAM - GLOBALLY ALIGNED

BOLD INNOVATION

GLOBAL REACH & BENCH

ACT LIKE AN OWNER & SIMPLIFY

2017 OBJECTIVES

GREEN STEPPING STOOL

\$1.5 BILLION NBW

MEET 5 YEAR BENCH PLAN

BOTTOM LINE WASTE REDUCTION OF 2% MEET MONTHLY COMPASS



High School Apprenticeships in Guelph

Whitney Woods, CHRP | Human Resources Assistant, Linamar Corporation

Do you know a high school student interested in joining the trades? Share this with them!

Each year Linamar commits to hiring a number of high school graduates to enroll in our apprenticeship program. Apprentices receive paid on-the-job training under the supervision of highly skilled tradespeople and will be enrolled in technical training at Conestoga College. Don't worry about tuition, Linamar has it covered! Linamar will support you through your apprenticeship and the certification process. Once you've completed the program not only will you be a ticketed tradesperson but you will continue to grow in your career with Linamar. Your success is our success!

Application Instructions:

1. Visit www.linamar.com and click the **Careers** tab
2. Click on **Current Opportunities**
3. Click on **Search Career Opportunities** which opens a new page where you need to create an account
4. Once you've created your profile, submit a resume to the req number of your choice;



- #5647BR "OSS Graduate 2017 Apprentice – Electrical"
- #5646BR "OSS Graduate 2017 Apprentice – Machinist"
- #5644BR "OSS Graduate 2017 Apprentice – Millwright"

When you receive a confirmation number, you've successfully applied!

Electrician



Electrician's Job Description:

Lays out, inspects, assembles, installs, troubleshoots, repairs and maintains (including programming, calibration and preventative/predictive maintenance) electrical fixtures, apparatus, control equipment and wiring for industrial electrical systems (www.collegeoftrades.ca)

Key Courses:

Grade 12 math (trigonometry, algebra), any TMJ or TDJ course, SHSM Manufacturing

"Being an electrician isn't a job, it's a career. The trades are an in demand profession, and knowledge and skills acquired place you at the top of your game. The sky is the limit if you aren't afraid to work hard and continue growing in the field."

Jess MacNeil, Electrical Apprentice

Machinist



Machinist's Job Description:

Cuts, shapes and finishes metal to make precision machined parts and components used in all areas of manufacturing (www.collegeoftrades.ca)

Key Courses:

Grade 12 math (trigonometry, algebra), any TMJ or TDJ course, SHSM Manufacturing

"I decided to pursue a career in the skilled trades because the career offers a perfect combination of mathematics and working with my hands."

Lauren Robb, Machinist Apprentice

Millwright



Millwright's Job Description:

Works on industrial machinery, mechanical equipment and components, including mechanical, pneumatic, hydraulic, fuel, lubrication, cooling and exhaust systems, and pumps, fans, tanks, conveyors, presses, generators and pneumatic and hydraulic controls (www.collegeoftrades.ca)

Key Courses:

Grade 12 math (trigonometry, algebra), any TMJ or TDJ course, SHSM Manufacturing

"I'm 3 weeks into the trade and it doesn't get better than this. I work with the Automation Team and love being involved with projects dealing with robotics. I assist with programming, fabricating and troubleshooting robots and automated systems. This program is the best investment you can make for yourself. The work is rewarding and it only gets better every day."

Steven Xayavang, Millwright Apprentice

Apprenticeship Program Kick-off In Mexico

FRANCISCO MACIAS | Organizational Development Manager, Linamar Machining & Assembly Canada/Mexico

This program is designed for our Linamar employees' children. They began on September 26th and they will be in this program for a period of four years, receiving support in their development from the maintenance experts of our facilities.

Participants have been hired as Linamar employees while they continue their technical education at the Universidad Tecnológica de Coahuila, the idea is they can merge the theory acquired at the school with the best practices gathered from our Maintenance Experts. This program is part of Linamar's interest in the development of its employees, their families and the community in general.

Name of the student (Children)	Name of Employee (Parents)	Facility
Ariana Elizabeth Lopez Ruiz	Hipólito Lopez Camacho	Engicom
Alexis Elohim Martínez Ledezma	Humberto Paul Martínez Rojas	Engicom
Luis Angel Hernández Ponce	José Luis Hernández Aguilar	LDM



Career Education Council

KEARA RAMCHARITAR | Human Resources Representative, Quadrad Manufacturing



Keara Ramcharitar Human Resources Representative, Quadrad Mfg.
Simrita Chahal High school Co-op Student, Quadrad Mfg.
Whitney Woods, Human Resources, Corporate Office.

On April 22nd, the Career Education Council had their Annual Business & Education Partnership Breakfast. Linamar is a large supporter of the CEC as it promotes and strengthens the relationships between local businesses and students to help them obtain meaningful career learning experiences.

Benita O'Brien represents Linamar on the Board of Directors and at the event had a chance to introduce the Keynote Speaker who is the founder of Journeyman & Kickass Careers, Jamie McMillan. Jamie is internationally renowned for being an ambassador for promoting equitable social representation across all occupations. She spoke passionately about her journey to introduce the trades to students and how as a female she has lead a 14 year career in construction as an ironworker, boilermaker and welder across Canada.

Linamar is also a supporter of the High School Co-op Program run by the WCDSB and at the event we had one of our own co-op students, Simrita Chahal give an insightful speech about her time working at Linamar and how it has positively impacted her future aspirations.



Linamar NAOSH Week

MELISSA GOULD, CRSP, CHSC | Group EHS Manager - Canada, Linamar Corporation

During the week of May 1-7 2016 several facilities in Guelph celebrated safety by honoring North American Occupational Safety & Health (NAOSH) Week.

What is NAOSH Week?

The American Society of Safety Engineers (ASSE) the Canadian Society of Safety Engineering (CSSE) and the Interdisciplinary Association of Occupational Health and Hygiene of Mexico, Civil Association (AISOHMEX) join together to celebrate North American Occupational Safety and Health Week, or NAOSH Week, every year during the first full week of May to raise awareness about occupational safety, health and the environment.

For more information: <http://www.naosh.org/english/about/history.html>

2016's theme was #MakeSafetyAHabit so our Linamar Safety Coordinators took to the floor to observe employees in action and ask them how and why they #MakeSafetyAHabit.

SPINIC

Peter, Lenard, Darren and Roberto were found working safely on Spinic's 6R140 line. They stated that they know the importance of always wearing their PPE and are constantly looking for Health and Safety concerns at their workstation and others. When asked why safety is important to them one responded, "so that we can go home to our families." This attitude of looking out for not just ourselves but everyone around us is essential to having a successful safety program at Linamar.



LINERGY

Various Linergy Employees demonstrated working safely (above).

COMTECH

We asked employees, what are some specific safety habits that you have?

"I always make a habit of following proper lockout procedures, and using the appropriate PPE whenever it is necessary, so I never have to deal with an accident myself. I take the time to look out for my fellow co-workers, and remind them what could happen, if safety is ignored, and I make sure to communicate with everyone in the affected area when I take a machine down, to be positive they are all aware of the dangers that may be present."

*Drew Biglow, Level 2 Millwright Apprentice, Comtech Mfg. (*now an employee of Hastech,)*

"In the workplace, especially, integrating safety not only as measure but as habit lessens the possibility of injuries. With this, the work practice in general becomes more efficient and highly productive. Prevention is always better than cure for things we can get from accidents. Safety is important because it is a ticket to maintaining good health. And health, in turn, benefits us in our daily living. It is an armor for the life we protect. Some specific safety habits would be:

- Wearing proper attire for work, or whatever the environment requires
- Observing the right ergonomic stances
- Being clean at all times possible eg. washing hands and 5S
- Being cautious to the hazards around you, to control/avoid its effects"

Stephen Valdivia, Schaeffler Line Operator, Comtech

In addition, Comtech celebrated with a safety slogan contest and posting of safety-themed art work, hand drawn by Wayne Langille, Material Handler (right).

In addition to Spinic, Linergy and Comtech, several other facilities celebrated safe working via the following activities. Way to go!

Vehcom	Safety "Theme" Communication Boards
Linamar Gear	Safety Slogan Contest and Safety Related Communications
Camtac	Safety Suggestion Contest
Quadrad	#MakeSafetyAHabit Prize Draw and Safety Related Communications
Transgear	Safety Related Communications
Roctel	Safety Related Communications
Exkor	Safety Suggestion Contest and Safety Related Communications
Linex	Safety Suggestion Contest



2017 Linamar Course Calendar

Linamar is passionate about education and personal development. Contact your HR Manager for more information on how to apply to take these courses, and to confirm availability.

GETTING THINGS DONE

Offered to: all employees 12 hours

Getting Things Done (GTD) allows you to take control of your work and increase your productivity. Much more than a set of tips for time management and organization, GTD is a total work management system that takes work out of your head and helps you put it into action.

- Install and implement a system of capturing work
- Identify and use strategies that will best fit your work style
- Identify and use tools to help maintain the system of capturing and completing work

MEETINGS THAT MATTER

Offered to: all employees 3 hours

This program is designed to help make your meetings organized and focused. You will learn strategies to help you effectively manage the meeting process and the attendees. From start to finish, you will show your meeting management skills as chair extraordinaire!

- Determine whether a meeting is necessary
- Create an agenda to use in a meeting
- Manage the meeting from start to finish
- Identify ways to increase meeting attendance
- Describe strategies for managing challenging attendees

PRESENTATION SKILLS 101

Offered to: all employees 16 hours

Many people think that "presenting" means you are standing in front of a room delivering a speech of some sort. The truth is, you are presenting every time you interact with someone at work. Whether you're in a meeting, having a discussion or updating your team on the day's activities, you are presenting. This course will teach you how to make the most of your presentation skills in every situation.

- Describe the fundamentals that support good presenting
- Create effective Powerpoint slides that support, rather than lead, the presentation
- Present content using the fundamentals of effective presentation skills

SETTING OBJECTIVES

Offered to: all employees 3 hours

How do you write objectives that are clear and measurable? What factors should be considered for writing objectives? What are the S.M.A.R.T. criteria anyway? This workshop will answer these questions and help to provide you with tools and tips on how to write clear performance objectives.

- Differentiate between a task and an objective
- Identify success factors before finalizing objectives
- Develop S.M.A.R.T. objectives

TOUGH TALKS

Offered to: all employees 8 hours

Having to confront someone because of their behaviour is not something that anyone looks forward to. This program will help you use your emotional intelligence skills to effectively handle such conversations so that both parties and the organization benefit.

- Describe the mindset that is required to effectively manage a difficult conversation
- Prepare for a difficult conversation to effectively manage it
- Explain the importance of emotional intelligence to the success of a difficult conversation
- Engage in a difficult conversation using strategies that increase favourable results

PRE-LLDP: EMERGING LEADERS

Offered to: Lead hands, Set-up Technicians, People on succession 24 hours

Emerging Leaders aims to provide a foundation of valuable leadership skills and knowledge that sets up potential leaders for success and prepares them to drive business results. A unique aspect to this program is that participants will apply the skills gained in this program to a real life continuous improvement project related to the cost of poor quality within a facility. Participants will learn about:

- Communication
- Influence
- Feedback
- Conflict
- Transition planning
- Cost of poor quality

LLDP 1 LEADERSHIP FOUNDATIONS

Offered to: Front Line Leaders 24 hours

The Linamar Leadership Development Program (LLDP) focuses on leadership effectiveness, managing change, communicating and motivating, performance management and dealing with conflict. It is interactive, practical and filled with Linamar scenarios.

- Explain the impact a leader has on employees, the department and the organization
- Identify steps to manage change effectively
- Lead by providing feedback and motivating employees to follow through and ensure commitments are met as expected
- Communicate effectively to support Linamar results
- Use the performance management process to establish clear and measurable expectations
- Practice steps and principles that help you find constructive solutions to confrontational situations

LLDP 2: BUSINESS LEADERSHIP

By Invitation Only

LLDP 2 is an intensive, off-site training program available to high potential employees by invitation only.

During this program Linamar leaders will enhance their business leadership, self-awareness and capability to help them achieve Linamar's growth plan through improved strategy, decision-making, balancing risk and reward, communicating and negotiating in order to balance the Stepping Stool and meet Linamar's long term vision as the employer, supplier and investment of choice for key stakeholders.

If you feel you are a good candidate for this course please contact your Human Resources Manager.

COACHING CORNER

Offered to: LLDP Alumni 8 hours

This program offers the skills and techniques that enable you to improve employee performance through positive developmental coaching. This session will boost your confidence and improve the outcome of your coaching interactions.

- Explain the role of the coach in fostering positive working relationships
- Identify coaching strategies that best fit the skill and will of employees
- Identify your coaching style
- Practice effective coaching skills

POWERFUL DELEGATION

Offered to: LLDP Alumni 12 hours

Imagine having the ability to effectively empower, delegate and hold your employees accountable all at once!

Empower to Perform takes you through the steps and strategies that will enable you to develop your employees' leadership skills and enhance your own.

- Explain the impact of effective delegation, empowerment and accountability
- Describe strategies to hold people accountable
- Identify strategies that encourage ownership
- Delegate for skill development and results
- Take the steps to empower employees for performance and results



Grow with Us
PUT DOWN SOME ROOTS AT LINAMAR

JANUARY						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
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29	30	31				

FEBRUARY						
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12	13	14	15	16	17	18
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26	27	28				

MARCH						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

MAY						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JUNE						
SUN	MON	TUE	WED	THU	FRI	SAT
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4	5	6	7	8	9	10
11	12	13	14	15	16	17
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25	26	27	28	29	30	

JULY						
SUN	MON	TUE	WED	THU	FRI	SAT
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2	3	4	5	6	7	8
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

AUGUST						
SUN	MON	TUE	WED	THU	FRI	SAT
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SEPTEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
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3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
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Please save this page as a reference, and confirm dates, times & availability with your HR Department



Canadian Business Hall of Fame

JIM JARRELL | President and Chief Operating Officer, Linamar Corporation

Each year, the Canadian Business Hall of Fame recognizes and celebrates the lifetime accomplishments of Canada's most distinguished business leaders. I can't think of anyone more deserving of this honour than Frank Hasenfratz and Linda Hasenfratz. Both have more than demonstrated the qualities necessary to ensure the success and competitiveness of Canada in a global marketplace. It's even more fitting that this honour comes in our 50th Year of Business!

On May 12, 2016 Frank Hasenfratz and Linda Hasenfratz are two of five leaders who were honoured for their achievements and service to the economy, community and our nation. Frank and Linda were chosen for their significant contributions to Canada's success, its citizens and

for the examples they have set for others, not just those of us in the Linamar family.

I would like to take this opportunity to congratulate both Linda and Frank for this amazing honour. It is a reflection on their vision, actions and values that has led all of us as Linamar employees to belong to ONE TEAM as ONE FAMILY. It is what makes us the company we have become over the last 50 years and will continue to make us an even greater company over the next 50!

Congratulations!
Jim Jarrell



Ford Honours Linamar at 18th Annual World Excellence Awards



Source: <https://media.ford.com/content/fordmedia/fna/us/en/news/2016/05/20/ford-honors-top-global-suppliers-at-18th-annual-world-excellence.html>

DEARBORN, Mich., May 20, 2016 – Ford honored its top-performing global suppliers at the 18th annual World Excellence Awards. Fifty-seven awards were presented to suppliers who exceed company expectations and distinguish themselves from their peers by achieving the highest levels of global excellence in 11 categories.

“Ford’s World Excellence Awards allow us to recognize suppliers who demonstrate a strong commitment to quality, performance and teamwork,” said Hau Thai-Tang, Ford group vice president, global purchasing. “These award-winning companies have helped Ford deliver a breakthrough year, and we are thankful they are part of our One Ford team.”

Ford World Excellence Award categories include:

- Quality, green, safe and smart for suppliers who demonstrate leadership in Ford’s primary brand pillars
- Aligned Business Framework for suppliers who most exemplify the Aligned Business Framework principles, with an emphasis on quality, value and innovation
- Special recognition for suppliers that delivered results exceeding expectations
- Lincoln luxury, which recognizes a supplier helping transform Lincoln to be the luxury vehicle of choice
- Diverse Supplier of the Year and Supplier Diversity Development Corporation of the Year to honor suppliers that excel in integrating diversity into their organization and business process
- Gold and silver for supplier manufacturing sites that have demonstrated superior quality, delivery and cost performance throughout the year



Jim Jarrell and Linda Hasenfratz with Ford representatives: Raj Nair, Executive Vice President, Product Development and Chief Technical Officer Mark Fields, President & Chief Executive Officer Hau Thai-Tang, Group Vice President, Global Purchasing

THE 18TH ANNUAL WORLD EXCELLENCE AWARD WINNERS INCLUDE:

Quality brand pillar	Smart brand pillar	Special recognition	Gold	Silver
ThyssenKrupp	Magna International Inc.	Tower Automotive	Spectra Premium Industries Inc.	Ijtin Donga Automotive
Maxion Wheels	Valeo	Martinrea International Inc.	WPP	Yapp India Automotive
TI Group Automotive Systems	Leggett & Platt Automotive Group		Abel Construction Company Inc.	PGI Far East Precision Products Co.
Auma – Bocar Group	Schaeffler Group	Diverse Supplier of the Year	Transportes Lar Mex SA DE CV	BorgWarner Poland SP. Z O.O.
	Lincoln luxury	Systems Technology Group	Comstar Automotive Technologies	Brose Sistemas de Fechaduras Para Automoveis
	Harman International	Supplier Diversity Development Corporation of the Year	Autoliv BKI SA	Robert Bosch GMBH
Green brand pillar		Lear Corporation	Valeo Lighting Injection SA	Paulstra SNC
Panasonic Automotive Systems	Aligned Business Framework		Yazaki Systems Automotive SRL	Honeywell Garrett Italia SRL
PPG Industries	BorgWarner Corporation		Rehau SA DE CV	Advics North America Inc.
Durr	Flex-N-Gate		Denso Manufacturing Tennessee Inc.	Hella Electronics Corp.
Tupy S.A.	Linamar Corporation		Dana Automotive Systems Group	Ogura Corporation
Kautex Textron GMBH & Co. KG	Continental AG		Soc. Michelin DE Part Ind E Com LTDA	Pirelli Pneuss SA
	Thai Summit Group			EWIE Europe Ltd
Safe brand pillar	Hitachi Ltd.			Sewells Australia PTY Ltd.
Windsor Machine Group	Agero			
Walbridge	Active Aero Group			
Delphi Automotive	Nemak			
Autoliv				

Linex's 35th Anniversary Celebration

HALEY VANHIE, CHRL | Human Resources Manager, Linex Manufacturing

2016 has been an exciting year at Linamar – it marks the 50th year of the company, but also the 35th Anniversary of Linex, the corporation's second Guelph facility. Linex was originally called Plant 2, but went on to be re-named Linex, a name derived from "Linamar Extension".

Linex celebrated the anniversary with an open house on Sunday September 11th. Employees and their families were treated to a barbeque lunch, a train ride through the plant and a number of fun activities like a photo booth and inflatables.



LINEX PARTS ON DISPLAY

Firetruck:

Contains Linex made MD Transmission Components which include MD Clutch Housings, MD Pump Housings, MD Rear Covers, MD Converter Housings and MD Rotor Assemblies

GM Duramax Diesel Truck:

Contains Linex made LCT Pump and Fluid Pump parts



University of Victoria Entrepreneur of The Year

Source: University of Victoria's Media Release

Linda Hasenfratz, CEO of Linamar Corporation, is the Peter B. Gustavson School of Business 2016 Distinguished Entrepreneur of the Year. The award is given to leaders who have achieved success through their business acumen and entrepreneurial spirit.

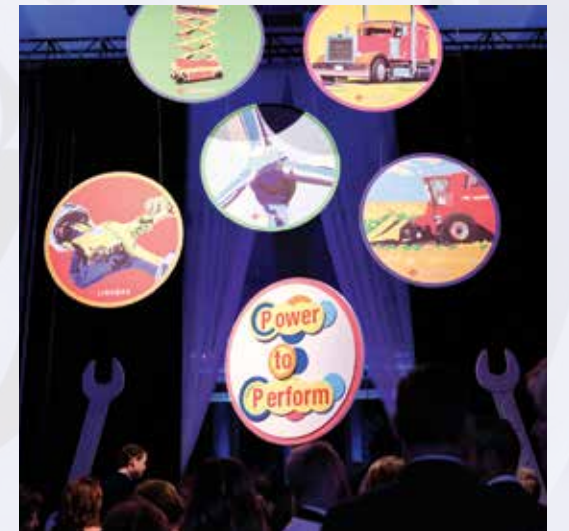
Hasenfratz joined her father's company in 1990 and worked her way up from the ground floor, learning all aspects of the business prior to her tenure as the Chief Executive Officer. As CEO, Hasenfratz has grown the company from an \$800 million enterprise to a company worth more than \$5.3 billion. Linamar manufactures precision metallic components for automotive, marine, agricultural, and industrial equipment.

The Gustavson School of Business chose Hasenfratz for her continuing dedication to seeing women progress in business to the top levels of industry. "Linda Hasenfratz is a Canadian leader in the automotive industry, and we are delighted to honour her with the 2016 award," says Peter Gustavson, chair of the Distinguished Entrepreneur of the Year committee. "Her entrepreneurial spirit is recognized on an international scale and her impact within the automotive industry—and within Linamar—is remarkable."

Hasenfratz supports Linamar's automotive arm through her appointment as the first female director to the Faurecia Board of Directors, a French automotive supplier, in 2011. She has been named one of the Automotive News 100 Leading Women for the years 2000, 2005, 2010 and 2015 and was appointed to the Canadian Business Hall of Fame, along with her father Frank Hasenfratz, in 2015.

Hasenfratz received her award at the DEYA gala on Sept. 12.

Full biography of Linda Hasenfratz and list of previous DEYA award recipients: www.uvic.ca/gustavson/faculty/community/entrepreneurs



“Congrats again on being the Top Medium Fleet – considering that is our largest category in terms of the number of fleets, it is an accomplishment!”

Angela Splinter
Chief Executive Officer
Trucking HR Canada



‘Top Medium Fleet’ Awarded to Linamar Transportation

Source: Trucking HR Canada Press Release.

TORONTO, ON (October 12, 2016) – Trucking HR Canada’s 3rd annual Top Fleet Employers program shined the spotlight on thirty-nine of the best workplaces in Canada’s trucking industry at their gala awards dinner this Wednesday.

Held at the Palais Royale in Toronto, several new awards were presented in front of a sold out crowd. New awards included top private, small, medium, and large fleets. And, in recognition of the important role human resource professionals play in the day-to-day management of successful fleets, the HR Leader of the Leader. All 2016 Top Fleet Employer honourees are recognized for having workplaces that embrace the best practices in human resources, and were presented with certificates.

Awards were presented to:

- Top Private Fleet: Home Hardware Stores Ltd.
- Top Small Fleet: Triton Transport
- **Top Medium Fleet: Linamar Transportation**
- Top Large Fleet: Westcan Bulk Transport
- HR Leader of the Year: Ken Cross, CHRL—SLH Transport Inc.

“Trucking HR Canada is proud to honour and celebrate these fleets that continue to exemplify leadership in human resources.” Says Angela Splinter, CEO of Trucking HR Canada. “And, new this year, we commend our Top award recipients for going above and beyond”. “The HR Leader of the year award had several nominations, and congratulations to Ken Cross

as our inaugural recipient.”

Trucking HR Canada also released its popular “Drive to Excellence” annual report, which offers practical examples and tips that all employers in the industry can learn from. They cover ever-improving health and wellness programs that include a focus on mental health; several initiatives focused on the recruitment and retention of women, youth, and Indigenous peoples; a focus on effective communication and respect; and flexible work arrangements that support the retention of mature drivers. The report will be included in the November issue of Today’s Trucking and available online November 1st.

Trucking HR Canada’s Top Fleet Employers Program is open to any Canadian fleet, and recognizes fleets that meet Trucking HR Canada’s standards of excellence in human resources for the trucking industry. The Top Fleet Employers Program has grown over the past three years, with a growing number of fleets applying.

For more information on the Top Fleet Employers program, visit www.truckinghr.com.

Trucking HR Canada is a national partnership-based organization that is dedicated to developing, sharing and promoting the trucking industry’s best practices in human resources and training.



Linamar India Organizes Blood Donation Camp to Celebrate 3 Years

AMITAVA SINHA | Managing Director - India

On August 26, 2013 LIP was officially incorporated as Registered Entity in India. To celebrate our 3rd anniversary this year, we at LIP organized a Blood Donation Camp, working with Pune Blood Bank as part of CSR.

Total 52 Employee and Associates participated in this noble act.





One Team One Linamar Wellington Warrior Challenge 2016

Source: Canadian Cancer Society website

Congratulations to the 'One Team One Linamar' team who raised \$4,961 for The Canadian Cancer Society! They ranked #1 Top Team in the Wellington Warrior Challenge and Caroline Gray, Roctel, ranked #1 Top Participant!

"Thanks to all of our family, friends and employees at Linamar for coming together and helping us raise this money for Cancer."

The Canadian Cancer Society proudly presents Wellington Warrior Challenge each year. This exciting fundraising event is about survival of the fittest and puts all those other run-of-the-mill, cookie-cutter marathon runs to shame! Wellington Warrior Challenge isn't your average charity run. This 5K run demands endurance to trek through the unknown, courage to overcome uncompromising obstacles, and a complete lack of shame to sludge through dirt and mud all in the name of a good cause.

Wellington Warrior Challenge is a perfect compliment to the Canadian Cancer Society and to Wellington County. It is a roller coaster ride of fun, excitement, camaraderie and physical and mental toughness that is anything but ordinary. Supporting this exciting and inspiring event strengthens a strong community of people striving to reach a common goal - to beat cancer and FIGHT BACK!

Next year will be even bigger and better. We hope you'll join us.



Another Great Grumpy Guy Ride for United Way!

Congratulations to "Grumpy Guy" Jeff Nealy and the great supporters at Linamar Transportation for raising an incredible \$16,295.80 this year! Jeff biked from Linamar Transportation to Exkor in Windsor and back again, hosting breakfast and lunches to collect funds for Guelph Wellington Dufferin and Windsor-Essex County United Way chapters. Fantastic job!



United Way Car Raffle Winner

Congratulations to Farook Alli from Skyjack Plant 1 who won the Ford Sweepstakes Raffle! Enjoy your new car Farook! Congratulations also goes to those who won cash prizes:

- \$1,000 - Brian Holman from Transportation
- \$1,000 - Jennifer Rose from LPC
- \$1,000 - Allison Cheeseman from Hastech
- \$1,000 - Lloyd Wagner from Skyjack Plant 2
- \$500 - Tracy Harron from Camcor
- \$500 - Andrew Kearsy from Roctel
- \$500 - Raghvir Minhas from Camcor
- \$500 - Richard Andrews from Corvex



Thank you to everyone who bought tickets to support this fundraiser - over \$59,000 was raised!



Linamar China's Heart to Heart Program

LOUISA PENG | HR Director, Asia

8 volunteers formed the "Heart To Heart" Project Team (shown above from left to right): 廖丹 (Manda), 徐翊芸 (Ritz), 彭倩 (Louisa), 杨晓波 (Xiaobo Yang), 冯云 (Yun Feng), 罗迎 (Ying Luo), 殷佳伟 (Jiawei Yin) and 孟宇 (Danny).

240 employees from Wuxi took part in fundraising through three different events. The program was a success and they donated gift bags to the 77 primary school students at Dali city, Yunnan province, west China. These students are in poor living conditions, lacking food and clothes. Most of these children are staying with grand parents and lacking family care so these gift bags help provide some basics they need.

Thank you to everyone who contributed!



On Sunday June 19, 2016 employees and their families from Wuxi went Red Bayberry picking to raise funds.



LSC Colouring Contest

AMÉLIE MUNOZ | Executive assistant, Linamar Saint-Chamond (LSC)

To celebrate the start of the school year, LSC held a colouring contest for their children. They were asked to draw their Dad/Grandpa/Mom/Grandma at work. Here is a selection of entries received, this is how: Robin, Elsa, Julia, Kylan, Yanis, Fyriel, Lena, Naelly, Lucy, Sophie, Inaya, Noah, Mathis, Lola, Enzo and Alexiane imagine work at LINAMAR! Thank you to everyone who participated!



WANTED

FEEDBACK AND/OR ARTICLES FOR THE NEXT VISION MAGAZINE

DO YOU HAVE A STORY TO SHARE WITH THE REST OF LINAMAR?

Please submit all articles and photographs to jennifer.diehl@linamar.com

All articles will be reviewed and edited as required. We regret not all articles will be published due to content and time restrictions.

DID YOU KNOW?

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