Q2 2025 Earnings Call

November 6, 2024
8:30am ET

Today's Hosts



Andrew Hider
Chief Executive Officer



Ryan McLeod
Chief Financial Officer

Forward Looking Statements

Note to Reader: This presentation and the oral statements made during this call contain certain statements that may constitute forward-looking information and forward-looking statements within the meaning of applicable Canadian and United States securities laws ("forward-looking statements"). All such statements are made pursuant to the “safe harbour” provisions of Canadian provincial and territorial securities laws and the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements include all statements that are not historical facts regarding possible events, conditions or results of operations that ATS believes, expects or anticipates will or may occur in the future, including, but not limited to: outlook in our markets, including macro-economic environment impacts; order funnel; value creation and growth strategy; margin expansion; ABM; disciplined acquisitions and their impact; the impact of developing the Company’s digitalization capabilities; various market opportunities for ATS; expectation on transportation revenues, including the expected decrease in demand for the Company’s solutions in the EV space, and the allocation of resources to other markets; the potential impact of the Company’s approach to market and timing of customer decisions on Order Bookings, performance period, and timing of revenue recognition; collection of payments from customers, including milestone payments relating to certain large EV programs; planned reorganization activities, including the reorganization activity implemented to reflect the expected decrease in demand for the Company’s solutions in the EV space, and its ability to improve the cost structure of the Company, and to be reallocated to growth areas, and the expected timing and cost of the reorganization activities. Such forward-looking statements are inherently subject to significant known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements of ATS, or developments in ATS’ business or in its industry, to differ materially from the anticipated results, performance, achievements or developments expressed or implied by such forward-looking statements. Important risks, uncertainties and factors that could cause actual results to differ materially from expectations expressed in the forward-looking statements include, but are not limited to: the impact of regional or global conflicts; general market performance including capital market conditions and availability and cost of credit; performance of the markets that ATS serves; industry challenges in securing the supply of labour, materials, and, in certain jurisdictions, energy sources such as natural gas; impact of inflation; interest rate changes; foreign currency and exchange risk; the relative strength of the Canadian dollar; risks related to customer concentration; risks related to customer disagreements, and in particular, the risk of failing to reach a satisfactory resolution with respect to the current disagreement with one of the Company’s EV customers and the risk that any proceedings with that EV customer will be concluded in a manner that is adverse to the Company; the risk that the Company will be unsuccessful in collecting the outstanding payments owed in connection with the current disagreement with one of the Company's EV customers and in completing the commissioning of certain large EV programs; risks related to a recession, slowdown, and/or sustained downturn in the economy; impact of factors such as increased pricing pressure, increased cost of energy and supplies, and delays in relation thereto, and possible margin compression; the regulatory and tax environment; the emergence of new infectious diseases or any epidemic or pandemic outbreak or resurgence, and collateral consequences thereof; the effect of events involving limited liquidity, defaults, non-performance or other adverse developments that affect financial institutions, transaction counterparties, or other companies in the financial services industry generally, or concerns or rumours about any events of these kinds or other similar risks, have in the past and may in the future lead to market-wide liquidity problems; energy shortages and global price increases; ATS is unable to expand in emerging markets, or is delayed in relation thereto, due to any number of reasons, including inability to effectively execute organic or inorganic expansion plans, focus on other business priorities, or local government, regulations, or delays; the success and impact of the initiatives that ATS is undertaking do not materialize as expected or at all; that the ABM is not effective in accomplishing its goals; failure to convert Order Backlog to revenue and/or variations in the amount of Order Backlog completed in any given quarter; that efforts to expand adjusted earnings from operations margin over long-term are unsuccessful due to any number of reasons, including less than anticipated increase in after-sales service revenues or reduced margins attached to those revenues, less than expected growth of its product portfolio, inability to achieve lower costs through supply chain management, failure to develop, adopt internally, or have customers adopt, standardized platforms and technologies; inability to maintain current cost structure if revenues were to grow; failure of ABM to impact margins; that planned acquisitions are not closed as anticipated or at all; that acquisitions made are not integrated as quickly or effectively as planned or expected and, as a result, anticipated benefits and synergies are not realized; non-cash working capital as a percentage of revenues operating at a level other than as expected due to reasons, including, the timing and nature of Order Bookings, the timing of payment milestones and payment terms in customer contracts, and delays in customer programs; that planned reorganization activity does not succeed in improving the cost structure of the Company or that the investment is not reallocated to growth areas, or is not completed at the cost or within the timelines expected, or at all; the development of the ATS’ digitalization capabilities fails to achieve the growth or change expected; and other risks and uncertainties detailed from time to time in ATS' filings with securities regulators, including, without limitation, the risk factors described in ATS’ annual information form for the fiscal year ended March 31, 2024, which are available on the System for Electronic Data Analysis and Retrieval+ (SEDAR+) at www.sedarplus.com and on the U.S. Securities Exchange Commission’s Electronic Data Gathering, Analysis and Retrieval System (EDGAR) at www.sec.gov. ATS has attempted to identify important factors that could cause actual results to materially differ from current expectations, however, there may be other factors that cause actual results to differ materially from such expectations. Forward looking statements are necessarily based on a number of estimates, factors and assumptions regarding, among others, management's current plans, estimates, projections, beliefs and opinions, the future performance and results of the Company’s business and operations; the ability of ATS to execute on its business objectives; the effectiveness of ABM in accomplishing its goals; the anticipated growth in the life sciences, food & beverage, consumer products, and energy markets; assumption of successful implementation of margin improvement initiative; the ability to seek out, enter into and successfully integrate acquisitions; the ability to maintain mutually beneficial relationships with the Company’s customers; general economic conditions and global events, including any epidemic or pandemic outbreak or resurgence; the consequence of activist initiatives on business performance, results, or share price of the Company; and the impact of analyst reports on price and trading volume of ATS’ shares. Forward-looking statements included in this presentation are only provided to understand management’s current expectations relating to future periods and, as such, are not appropriate for any other purpose. Although ATS believes that the expectations reflected in such forward-looking statements are reasonable, such statements involve risks and uncertainties, and ATS cautions you not to place undue reliance upon any such forward looking statements, which speak only as of the date they are made. ATS does not undertake any obligation to update forward-looking statements contained herein other than as required by law. Certain forward-looking information included presentation and the oral statements made during this call may also constitute a “financial outlook” within the meaning of applicable securities laws. Financial outlook involves statements about ATS’ prospective financial performance, financial position or cash flows that is based on and subject to the assumptions about future economic conditions and courses of action described above as well as management’s assessment of project schedules across all customer contracts in Order Backlog, expectations for faster-turn product and services revenues, expected delivery timing of third-party equipment and operational capacity. Such assumptions are based on management’s assessment of the relevant information currently available and any financial outlook included herein is provided for the purpose of helping readers understand management’s current expectations and plans for the future as of the date hereof. The actual results of ATS’ operations may vary from the amounts set forth in any financial outlook and such variances may be material. Readers are cautioned that reliance on any financial outlook may not be appropriate for other purposes or in other circumstances and that the risk factors described above and other factors may cause actual results to differ materially from any financial outlook.

Non-IFRS and Other Financial Measures

Throughout this presentation management uses certain non-IFRS financial measures, non-IFRS ratios and supplementary financial measures to evaluate the performance of the Company. The terms “EBITDA”, “organic revenue”, “adjusted net income”, “adjusted earnings from operations”, “adjusted EBITDA”, "pro forma adjusted EBITDA", “adjusted basic earnings per share”, and “free cash flow”, are non-IFRS financial measures, “adjusted earnings from operations margin”, “organic revenue growth”, and “net debt to pro forma adjusted EBITDA” are non-IFRS ratios, and Order Bookings”, “Order Backlog”, and “book-to-bill ratio” are supplementary financial measures, all of which do not have any standardized meaning prescribed within International Financial Reporting Standards ("IFRS") and therefore may not be comparable to similar measures presented by other companies. Such measures should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. In addition, management uses “earnings from operations”, which is an additional IFRS measure, to evaluate the performance of the Company. Earnings from operations is presented on the Company’s consolidated statements of income as net income excluding income tax expense and net finance costs. EBITDA is defined as earnings from operations excluding depreciation and amortization. Organic revenue is defined as revenues in the stated period excluding revenues from acquired companies for which the acquired company was not a part of the consolidated group in the comparable prior period. Organic revenue growth compares the stated period organic revenue with the reported revenue of the comparable period. Adjusted earnings from operations is defined as earnings from operations before items excluded from management’s internal analysis of operating results, such as amortization expense of acquisition-related intangible assets, acquisition-related transaction and integration costs, restructuring charges, the mark-to-market adjustment on stock based compensation and certain other adjustments which would be non-recurring in nature (“adjustment items”). Adjusted earnings from operations margin is an expression of the Company’s adjusted earnings from operations as a percentage of revenues. Adjusted EBITDA is defined as adjusted earnings from operations excluding depreciation and amortization. Pro forma adjusted EBITDA is adjusted EBITDA on a pro forma basis to reflect full contribution from recent acquisitions. Adjusted basic earnings per share is defined as adjusted net income on a basic per share basis, where adjusted net income is defined as adjusted earnings from operations less net finance costs and income tax expense, plus tax effects of adjustment items and adjusted for other significant items of a non-recurring nature. Free cash flow is defined as cash provided by operating activities less property, plant and equipment and intangible asset expenditures. Net debt to pro forma adjusted EBITDA is the ratio of the net debt of the Company (cash and cash equivalents less bank indebtedness, long-term debt, and lease liabilities) to the trailing twelve month pro forma adjusted EBITDA. Order Bookings represent new orders for the supply of automation systems, services and products that management believes are firm. Order Backlog is the estimated unearned portion of revenues on customer contracts that are in process and have not been completed at the specified date. Book to bill ratio is a measure of Order Bookings compared to revenue.

Following amendments to ATS’ Restricted Share Unit ("RSU") Plan in 2022 to provide for settlement in shares purchased in the open market and the creation of the employee benefit trust to facilitate such settlement, ATS began to account for equity-settled RSUs using the equity method of accounting. However, prior RSU grants which will be cash-settled and deferred share unit ("DSU") grants which will be cash-settled are accounted for as described in the Company's annual consolidated financial statements and have significant volatility period over period based on the fluctuating price of ATS’ common shares. As a result, certain Non-IFRS Financial Measures (EBITDA, adjusted EBITDA, net debt to adjusted EBITDA, adjusted earnings from operations and adjusted basic earnings per share) were revised from previously disclosed values to exclude the impact on stock-based compensation expense of the revaluation of DSUs and RSUs resulting specifically from the change in market price of the Company's common shares between periods. Management believes that this adjustment provides further insight into the Company's performance, as share price volatility drives variability in the Company's stock-based compensation expense.

During the three and six months ended September 29, 2024, the Company removed the non-IFRS financial ratio "net debt to adjusted EBITDA" and included "net debt to pro forma adjusted EBITDA" instead in order to take into account the pro forma results of recently acquired companies and to more accurately reflect the economic reality of the Company's operations. No other changes to the determination of the remaining non-IFRS financial and other measures have been made.

Earnings from operations, adjusted earnings from operations, EBITDA, adjusted EBITDA and pro forma adjusted EBITDA are used by the Company to evaluate the performance of its operations. Management believes that earnings from operations is an important indicator in measuring the performance of the Company’s operations on a pre-tax basis and without consideration as to how the Company finances its operations. Management believes that organic revenue and organic revenue growth, when considered with IFRS measures, allow the Company to better measure the Company’s performance and evaluate long-term performance trends. Organic revenue growth also facilitates easier comparisons of the Company’s performance with prior and future periods and relative comparisons to its peers. Management believes that EBITDA and adjusted EBITDA are important indicators of the Company’s ability to generate operating cash flows to fund continued investment in its operations. Management believes that adjusted earnings from operations, adjusted earnings from operations margin, adjusted EBITDA and adjusted basic earnings per share are important measures to increase comparability of performance between periods. The adjustment items used by management to arrive at these metrics are not considered to be indicative of the business’ ongoing operating performance. Free cash flow is used by the Company to measure cash flow from operations after investment in property, plant and equipment and intangible assets. Management uses net debt to pro forma adjusted EBITDA as a measurement of leverage of the Company. Order Bookings provide an indication of the Company’s ability to secure new orders for work during a specified period, while Order Backlog provides a measure of the value of Order Bookings that have not been completed at a specified point in time. Both Order Bookings and Order Backlog are indicators of future revenues that the Company expects to generate based on contracts that management believes to be firm. Book to bill ratio is used to measure the Company’s ability and timeliness to convert Order Bookings into revenues. Management believes that ATS shareholders and potential investors in ATS use these additional IFRS measures and non-IFRS financial measures in making investment decisions and measuring operational results.

A reconciliation of Order Bookings and Order Backlog to total Company revenues is contained in this presentation. A reconciliation of (i) EBITDA and adjusted EBITDA to earnings from operations and net income, (ii) adjusted earnings from operations to earnings from operations and net income, (iii) adjusted basic earnings per share to basic earnings per share, (iv) free cash flow (v) organic revenue to revenue (vi) net debt and (vii) net debt to adjusted EBITDA to their IFRS measure components in each case is contained in this presentation.

Q2 2025 & Recent Highlights

Order Bookings[1] led by record quarterly bookings within life sciences

- Q2 Order Bookings[1] flat y/y at $742MM as strong life sciences Order Bookings offset expected lower EV Order Bookings
- Q2 Revenues down ~17% y/y to $612.8MM on expected lower EV revenues
- Q2 Adj. Earnings from Operations[1] of $56.5 million, 9.2% adjusted earnings from operations margin[1]
- Order Backlog[1] of $1,824MM provides good revenue visibility
- Trailing twelve month book-to-bill ratio[1] of 1.20 excluding transportation
- Completed Paxiom and Heidolph acquisitions in the quarter to provide differentiated solutions across a range of industries; also added UReality to bolster digital capabilities

1. Order Backlog, Order Bookings and book-to-bill ratio are supplementary financial measures, adjusted earnings from operations is a non-IFRS financial measure, and adjusted earnings from operations margin is a non-IFRS ratio - *See "Non-IFRS and Other Financial Measures"* and *"Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures."*

Outlook

Order Backlog[1] provides good revenue visibility:

- **Life Sciences** $1,132MM: funnel remains strong, opportunities to leverage full breadth of capabilities
- **Food and Beverage** $210MM: funnel remains strong; supported by Paxiom acquisition
- **Energy** $109MM: funnel remains strong and includes longer-term opportunities in the nuclear industry
- **Consumer Products** $166MM: funnel stable; niche opportunities
- **Transportation** $207MM: progress made on realigning cost structure to reflect changed market conditions;
  - Management engaged in discussions with customer of large EV programs with respect to outstanding payments owed and completing the commissioning of these projects in order to receive final milestone payments

- After-market and digitally-enabled offerings remain areas of opportunity and focus
- ABM leverages the capabilities of our workforce to solve problems and drive continuous improvement

1. Order Backlog is a supplementary financial measures - *See "Non-IFRS and Other Financial Measures"* and *"Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures."*

Financial Results

(C$ mm, except per share data)	Q2 F2025	Q2 F2024	Y/Y Change ($)	Y/Y Change (%)	F2025	F2024	Y/Y Change ($)	Y/Y Change (%)
Revenues	**$612.8**	$735.7	$(122.9)	**(16.7)%**	**$1,307.1**	$1,489.4	$(182.3)	**(12.2)%**
Earnings from operations	**22.2**	83.0	(60.8)	**(73.3)%**	**89.8**	162.1	(72.3)	**(44.6)%**
Adjusted earnings from operations[1]	**56.5**	98.3	(41.8)	**(42.5)%**	**142.6**	200.4	(57.8)	**(28.8)%**
EBITDA[1]	**61.4**	117.0	(55.6)	**(47.5)%**	**166.5**	231.8	(65.3)	**(28.2)%**
Adjusted EBITDA[1]	**78.3**	116.2	(37.9)	**(32.6)%**	**184.3**	235.4	(51.1)	**(21.7)%**
Net income (loss)	**(0.9)**	50.7	(51.6)	**(101.8)%**	**34.4**	98.5	(64.1)	**(65.1)%**
Basic earnings (loss) per share	**(0.01)**	0.51	(0.52)	**(102.0)%**	**0.35**	1.02	(0.67)	**(65.7)%**
Adjusted basic earnings per share[1]	**0.25**	0.63	(0.38)	**(60.3)%**	**0.75**	1.32	(0.57)	**(43.2)%**
Cash Flow from Operations	**(44.8)**	8.5	(53.3)	**(627.1)%**	**(80.2)**	(99.3)	19.1	**19.2%**
Free Cash Flow[1]	**(61.6)**	(13.3)	(48.3)	**(363.2)%**	**(112.9)**	(144.1)	31.2	**21.7%**
Net debt to pro forma adjusted EBITDA[1]	**3.4x**	2.4x						

Revenue Growth:	**QTR**	**YTD**
Organic[1]	(23.5)%	(18.0)%
Acquisitions	5.5 %	4.8 %
FX	1.3 %	1.0 %
Total	(16.7)%	(12.2)%

Q3 F25 Revenue estimate is $620 million to $680 million.

(Now presented on a revenue dollar basis, instead backlog conversion percentage. No change to underlying methodology - represents revenue from existing backlog and anticipated orders booked and billed within the quarter.)

1. Adjusted Earnings from Operations, EBITDA, Adjusted EBITDA, and Adjusted Basic Earnings per Share are non-IFRS financial measures. Net Debt to Pro Forma Adjusted EBITDA and organic revenue growth are non-IFRS ratios. Free cash flow is a supplementary financial measures. *See "Non-IFRS and Other Financial Measures"* and *"Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures."*

Summary

- Strong, diversified Order Backlog[1] provides good revenue visibility
- Estimated Q3-F25 revenue range of $620 million to $680 million
- Expect short-term margin pressures from lower transportation revenues to reduce as we complete our reorganization activities and drive growth in the rest of the business, led by life sciences
- Long-term outlook in strategic end-markets remains positive, despite short-term revenue and margin headwinds in transportation-related businesses
- Paxiom and Heidolph complement existing portfolios in Food & Beverage and Life Sciences
- New innovations adding capabilities and ABM continues to drive performance

1. Order Backlog is a supplementary financial measures. See "*Non-IFRS and Other Financial Measures*" and "*Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures*"

Questions


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Appendix

Reconciliation of Non-IFRS Measures to IFRS Measures



Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

The following table reconciles adjusted EBITDA and EBITDA to the most directly comparable IFRS measure (net income) (in millions of dollars):

(C$ mm)	Q2 F2025	Q2 F2024	YTD F2025	YTD F2024
Adjusted EBITDA	**78.3**	**116.2**	**184.3**	**235.4**
Restructuring charges	17.1	—	17.1	—
Acquisition-related transaction costs	0.9	1.2	2.2	1.3
Acquisition-related inventory fair value charges	0.8	—	1.7	—
Mark to market portion of stock based compensation	(1.9)	(2.0)	(3.2)	2.3
EBITDA	**61.4**	**117.0**	**166.5**	**231.8**
Less: depreciation and amortization expense	39.2	34.0	76.7	69.7
Earnings from operations	**22.2**	**83.0**	**89.8**	**162.1**
Less: net finance costs	23.5	15.5	43.1	32.4
Less: provision for (recovery of) income taxes	(0.4)	16.8	12.3	31.2
Net income (loss)	**(0.9)**	**50.7**	**34.4**	**98.5**

The following table reconciles organic revenue to the most directly comparable IFRS measure (revenue) (in millions of dollars):

(C$ mm)	Q2 F2025	Q2 F2024	YTD F2025	YTD F2024
Organic revenue	$562.6	$685.5	$1,220.7	$1,390.3
Revenues of acquired companies	40.8	14.5	70.8	29.8
FX impact	9.4	35.7	15.6	69.3
Total revenue	**612.8**	**735.7**	**1,307.1**	**1,489.4**
Organic revenue growth	**(23.5)%**		**(18.0)%**	

Order Backlog Continuity (in millions of dollars)

(C$ mm)	Q2 F2025
Opening Order Backlog	$1,882
Revenues	(613)
Order Bookings	742
Order Backlog Adjustments	(187)
Ending Order Backlog	**1,824**

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

The following table reconciles adjusted earnings from operations to the most directly comparable IFRS measures (net income) (in millions of dollars):

(C$ mm)	Q2 F2025	Q2 F2024	YTD F2025	YTD F2024
Adjusted earnings from operations	**56.5**	**98.3**	**142.6**	**200.4**
Restructuring charges	17.1	—	17.1	—
Acquisition-related transaction costs	0.9	1.2	2.2	1.3
Amortization of acquisition-related intangible assets	17.4	16.1	35.0	34.7
Acquisition-related inventory fair value charges	0.8	—	1.7	—
Mark to market portion of stock based compensation	(1.9)	(2.0)	(3.2)	2.3
Earnings from operations	**22.2**	**83.0**	**89.8**	**162.1**
Less: net finance costs	23.5	15.5	43.1	32.4
Less: provision for income taxes	(0.4)	16.8	12.3	31.2
Net income (loss)	**(0.9)**	**50.7**	**34.4**	**98.5**

The following table reconciles adjusted basic earnings per share to the most directly comparable IFRS measure (basic earnings per share):

(C$)	Q2 F2025	Q2 F2024	YTD F2025	YTD F2024
Basic earnings (loss) per share	**(0.01)**	**0.51**	**0.35**	**1.02**
Restructuring charges	0.17	—	0.17	—
Acquisition-related transaction costs	0.01	0.01	0.02	0.01
Amortization of acquisition-related intangible assets	0.18	0.17	0.36	0.36
Acquisition-related inventory fair value charges	0.01	—	0.02	—
Mark to market portion of stock based compensation	(0.02)	(0.02)	(0.03)	0.03
	0.34	**0.67**	**0.89**	**1.42**
Less: adjustment to provision for income taxes	(0.09)	(0.04)	(0.14)	(0.10)
Adjusted basic earnings per share	**0.25**	**0.63**	**0.75**	**1.32**

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

The following table reconciles net debt to adjusted EBITDA to the most directly comparable IFRS measure (in millions of dollars):

(C$ mm)	F2025	F2024
Cash and cash equivalents	$246.9	$170.2
Bank indebtedness	(17.3)	(4.1)
Current portion of long-term debt	(0.2)	(0.2)
Long-term debt	(1,594.0)	(1,171.8)
Lease liabilities	(128.3)	(111.4)
Net cash (debt)	**(1,492.9)**	**(1,117.3)**

(C$ mm)	F2025	F2024
Net Debt	$(1,492.9)	$(1,117.3)
Pro forma adjusted EBITDA (TTM)	439.5	485.3
Historical Leverage (Net Debt/pro forma Adj. EBITDA)	**3.4x**	**2.3x**

The following table reconciles free cash flow to the most directly comparable IFRS measure (in millions of dollars):

(C$ mm)	Q2 F2025	Q2 F2024	YTD F2025	YTD F2024
Cash flows provided by (used in) operating activities	$(44.8)	$8.5	$(80.2)	$(99.3)
Acquisition of property, plant and equipment	(8.1)	(15.9)	(15.2)	(34.5)
Acquisition of intangible assets	(8.7)	(5.9)	(17.5)	(10.3)
Free cash flow	**(61.6)**	**(13.3)**	**(112.9)**	**(144.1)**

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

The following table reconciles the previously reported non-IFRS financial measures to reflect the exclusion of the stock-based compensation revaluation expenses:

(C$ mm)	Q3 F2023	Q4 F2023	Q1 F2024	Q2 F2024	Q3 F2024	Q4 F2024	Q1 F2025	Q2 F2025
Total stock-based compensation expense	$9.9	$19.3	$10.0	$3.5	$4.7	$(4.3)	$3.7	$2.7
Less: mark to market portion of stock-based compensation	5.6	15.1	4.4	(2.0)	(0.6)	(8.5)	(1.3)	(1.9)
Base stock-based compensation expense	**$4.3**	**$4.2**	**$5.6**	**$5.5**	**$5.3**	**$4.2**	**$5.0**	**$4.6**