

Work with Purpose

TSX: ATA

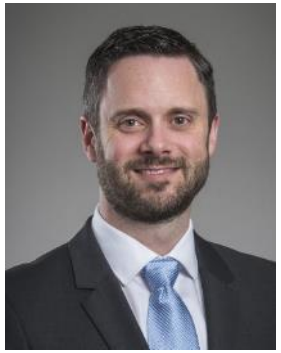
DAVID McAUSLAND

Chairman of the Board

Presenters



Andrew Hider



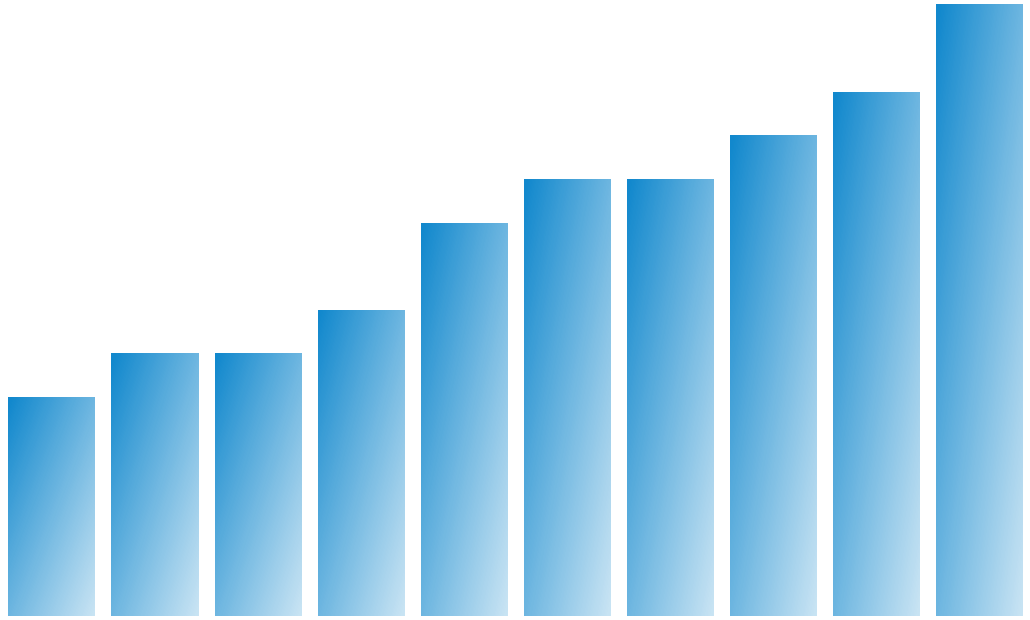
Ryan McLeod



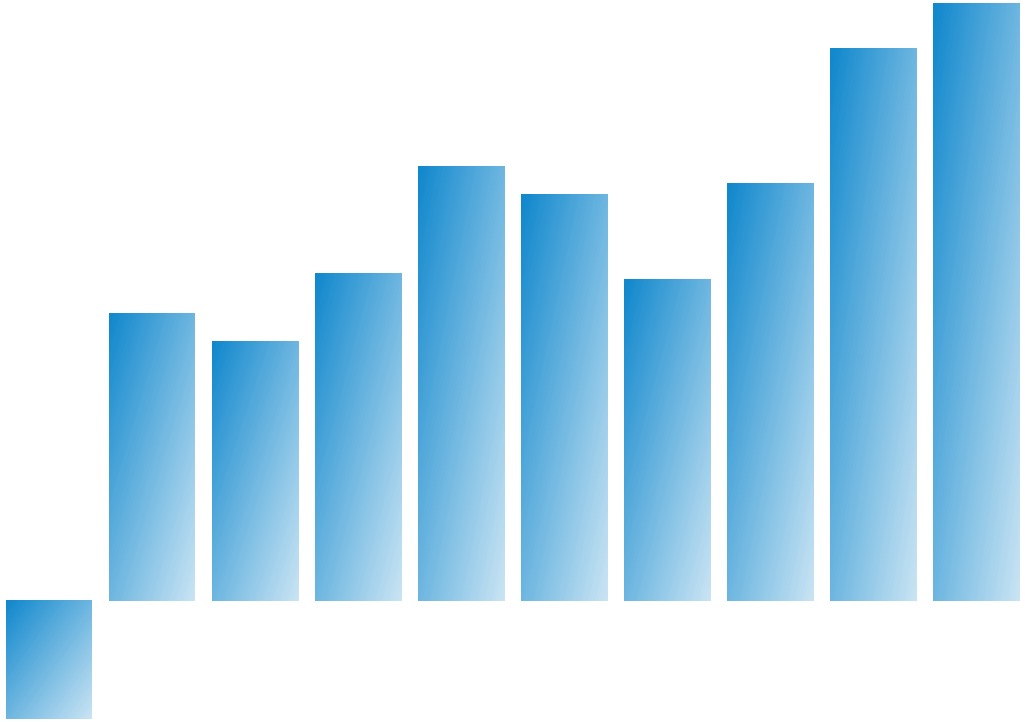
Stewart McCuaig

Progress Report

10 Year Revenue



10 Year Adjusted EPS



Strategy





Work with Purpose

TSX: ATA

Welcome to Dave Cummings



- EVP, Chief Digital Officer, Finning International (world's largest Cat dealership)
- Leads global technology, operations excellence, marketing and pricing teams, architect of Finning Digital division
- Multi-national and multi-disciplined career

Thank You to Neil Arnold



- 13 years of service as a Director
- Served with distinction as Chair of Audit and Finance Committee, member of HR and Corporate Governance and Nominating Committees and from 2007-2011, Chair of ATS

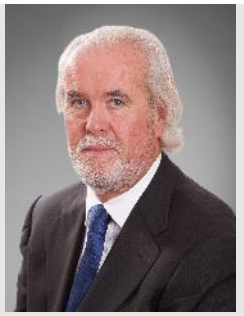
Board of Director Nominees



Dave Cummings



Kirsten Lange



Philip Whitehead



Joanne Ferstman



Michael Martino



Andrew Hider



David McAusland

Environmental, Social Governance



Agenda

1. Notice
2. Presentation of Financial Statements
3. Election of Directors
4. Re-appointment of Auditors
5. Name Change Resolution
6. Business Termination
7. Management's Remarks
8. Question Period

Forward-Looking Statements

Notice to Reader: This presentation and the oral statements made during this meeting contain certain statements that constitute forward-looking information within the meaning of applicable securities laws ("forward-looking statements"). Such forward-looking statements involve known and unknown risks, uncertainties and other factors including those related to the COVID-19 pandemic 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. Forward-looking statements include all disclosure regarding possible events, conditions or results of operations that is based on assumptions about future economic conditions and courses of action. Forward-looking statements may also include, without limitation, any statement relating to future events, conditions or circumstances. ATS cautions you not to place undue reliance upon any such forward-looking statements, which speak only as of the date they are made. Forward-looking statements relate to, among other things, the ATS strategy, the ATS Business Model, growth opportunities, innovation and M&A. The risks and uncertainties that may affect forward-looking statements include, among others, the duration and impact of the COVID-19 pandemic, general market performance, performance of the Canadian dollar, performance of the market sectors that ATS serves, success and impact of the initiatives that ATS is undertaking, and other risks and uncertainties detailed from time to time in ATS' filings with Canadian provincial securities regulators, including ATS' Annual Report and Annual Information Form for the fiscal year ended March 31, 2020. Forward-looking statements are based on management's current plans, estimates, projections, beliefs and opinions, and ATS does not undertake any obligation to update forward-looking statements should assumptions related to these plans, estimates, projections, beliefs and opinions change.

Non-IFRS Measures and Additional IFRS Measures: The terms "Adjusted earnings from Operations", "EBITDA" "Order Bookings", and "Order Backlog" do not have any standardized meaning prescribed within IFRS and therefore may not be comparable to similar measures presented by other companies. For a further description of "Adjusted earnings from Operations", "EBITDA", "Order Bookings" and "Order Backlog" please refer to our most recently filed management's discussion and analysis.

ANDREW HIDER

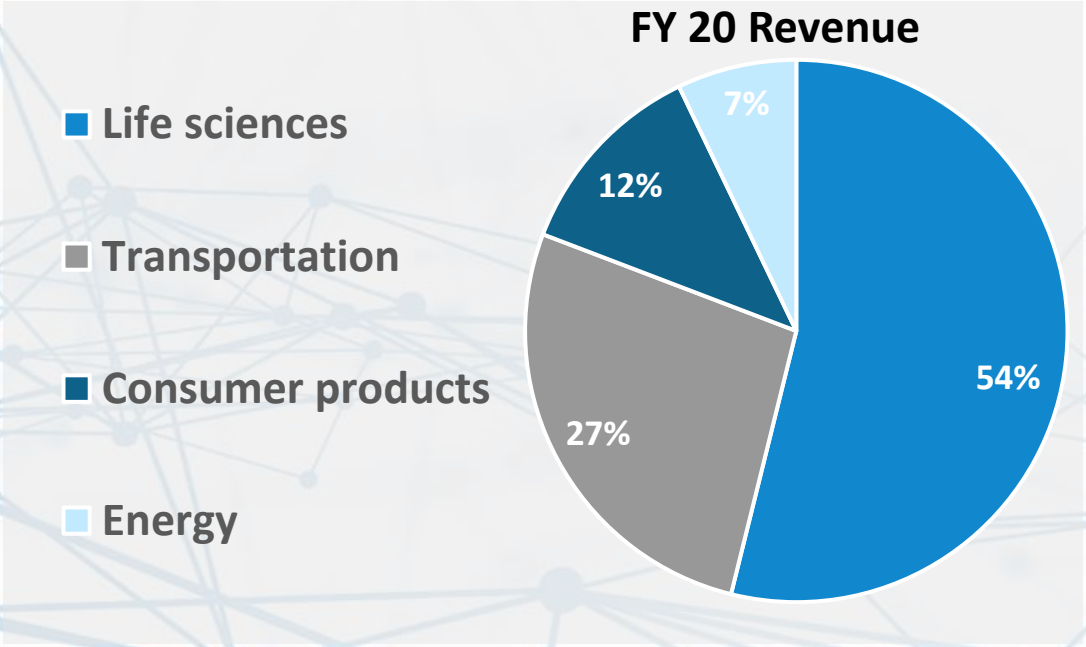
Chief Executive Officer

Strategic Developments

Life Sciences



Revenue growth of 27% YoY



Innovation



Created **Illuminate Manufacturing Intelligence**

Access to New Markets



Acquired **MARCO Limited**

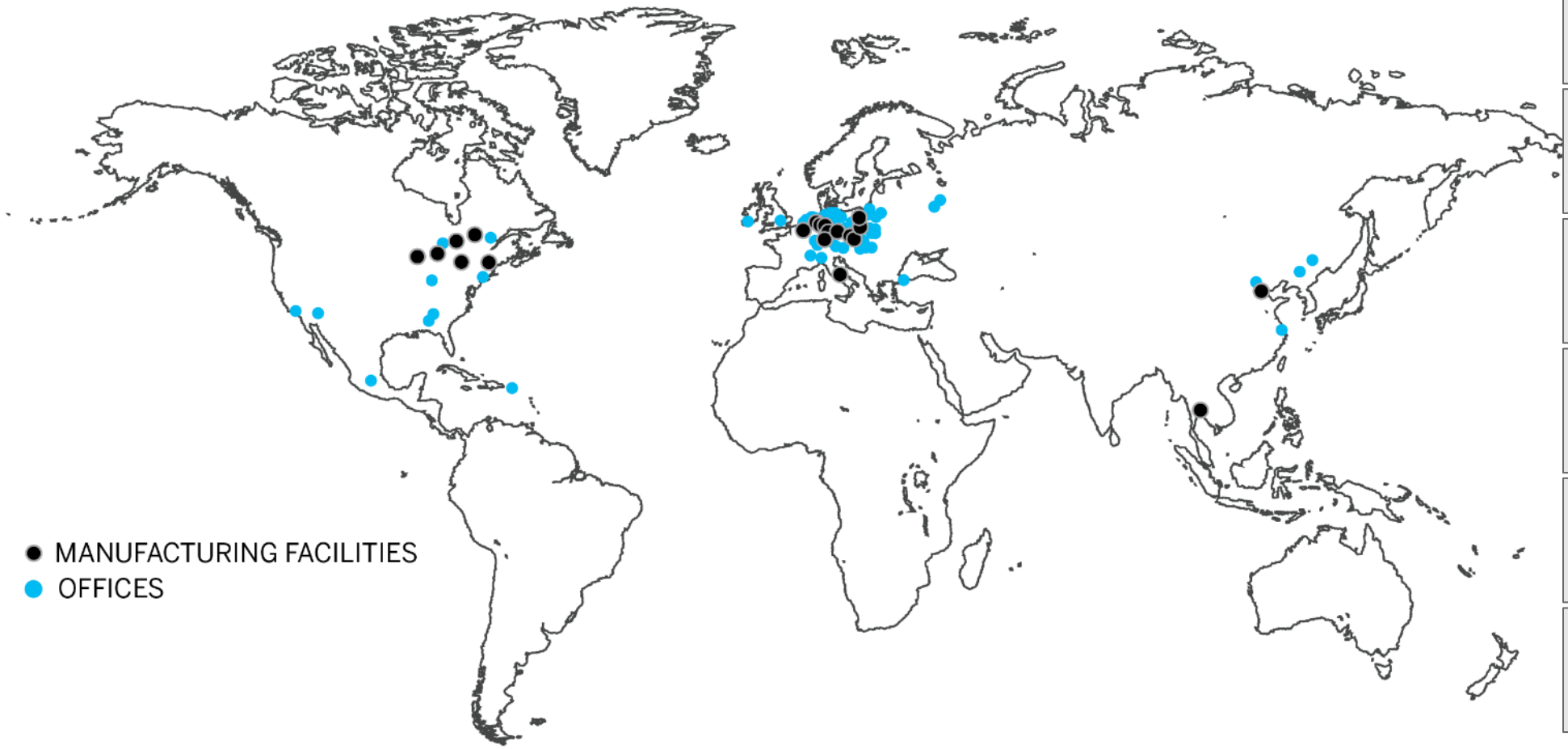
- Productivity improvement experts for food, nutraceuticals and cosmetics

Process Automation



Acquired **iXLOG** and **Industrial Automation Partners**

ATS at a Glance



ATA
TSX

~$1.4B
Revenue (TTM)

4,400+
Employees

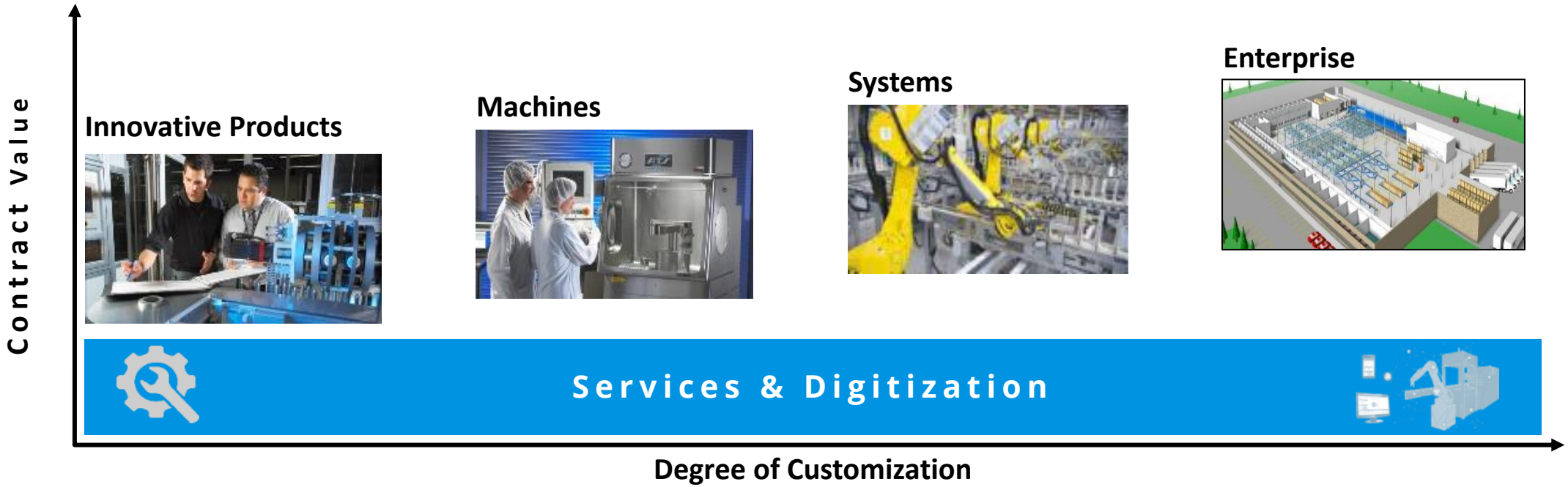
22
Facilities

+50
Offices

21
Countries

A decentralized global technology and automation solutions provider

What We Do



Pre-Automation

* Discovery & analysis
* Concept development

Product/Automation/Integration

* Custom automation
* Machine build
* Automation products
* Process automation
* IT & MES integration

Post-Automation

* Installation
* Commission
* Support & training
* Digitization / IIOT
* Lifecycle management

End-to-end solutions to transform, streamline and optimize customer operations

Our Markets

	Life Sciences	Mobility	Energy	Consumer
Market Size	$10B	$11B	$16B	$5B
Focus areas	Medical Devices Pharmaceuticals Radiopharmaceuticals Biotechnology	EV/Hybrid ICE Aerospace	Nuclear Solar	Personal Care Cosmetics Food & Beverage Warehouse Automation
F20 Revenues	$770M	$385M	$102M	$173M
Expected long-term market growth	MSD	LSD	LSD	LSD/MSD
Brands	ATS, sortimat, IWK, Process Automation Solutions, COMECER, iluminate, SuperTrak Conveyance	ATS, ATW Automation, Process Automation Solutions, KMW, iluminate, SuperTrak Conveyance	ATS, Process Automation Solutions, iluminate, SuperTrak Conveyance	ATS, IWK, Process Automation Solutions, iluminate, SuperTrak Conveyance, MARCO

Market Size is total automation market. Not all part of current ATS addressable markets.
Sources: Industrial Automation Equipment HIS 2017; ARC 2016; VDW; Intechno; Markets and Markets 2015; BCC Research 2015; Gartner 2014; BCG; Company analysis

Target growth in attractive market verticals

Our Customers

Life Sciences

Biotechnology | Medical Devices | Radiopharmaceuticals | Pharmaceuticals



Transportation

EV/Hybrid | Aerospace | ICE



Revenue by Market

Consumer

Personal Care | Cosmetics | Food & Beverage | Warehousing



Energy

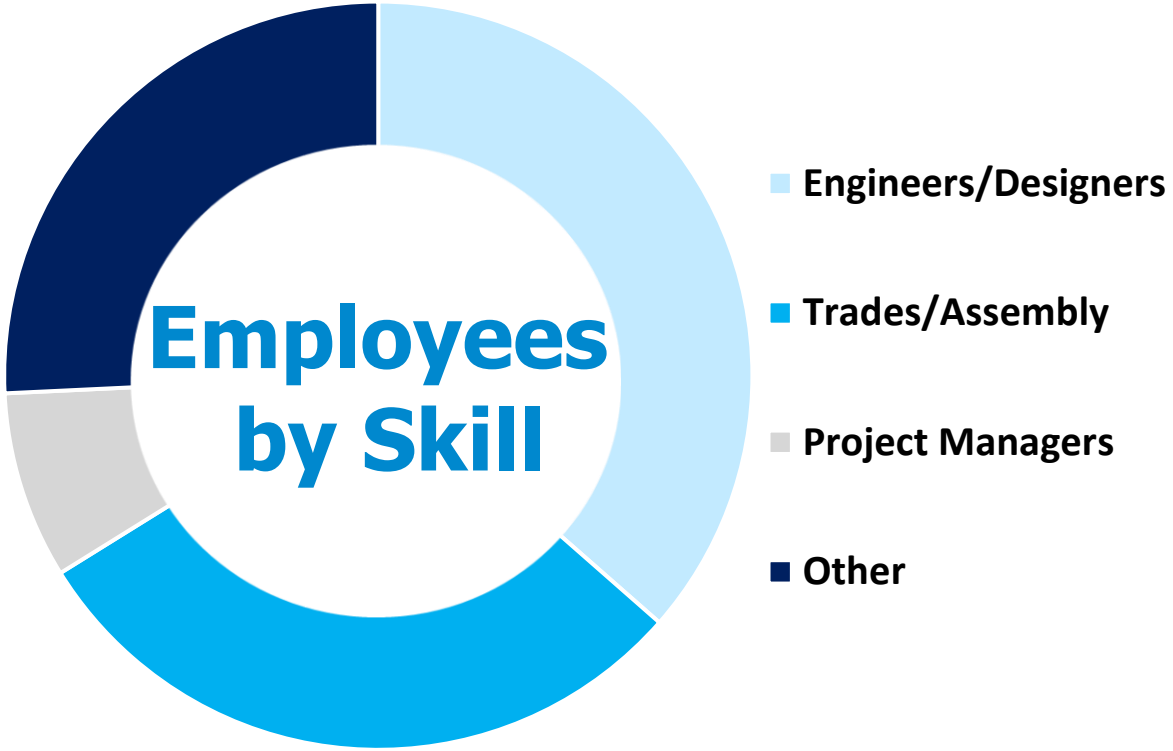
Solar | Nuclear



People Are Our Number One Asset

Our winning culture enables employee:

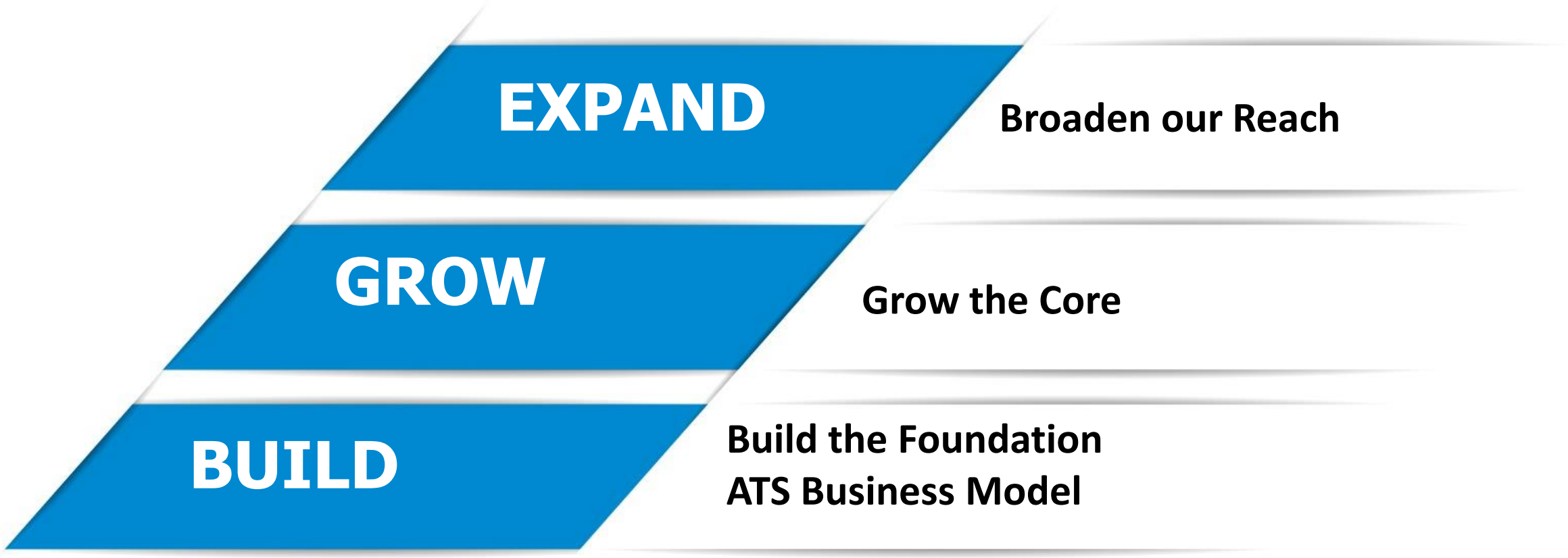
- Engagement
- Ownership
- Accountability
- Development
- Retention
- Passion to succeed



Forbes | 2018 CANADA'S BEST EMPLOYERS POWERED BY STATISTA

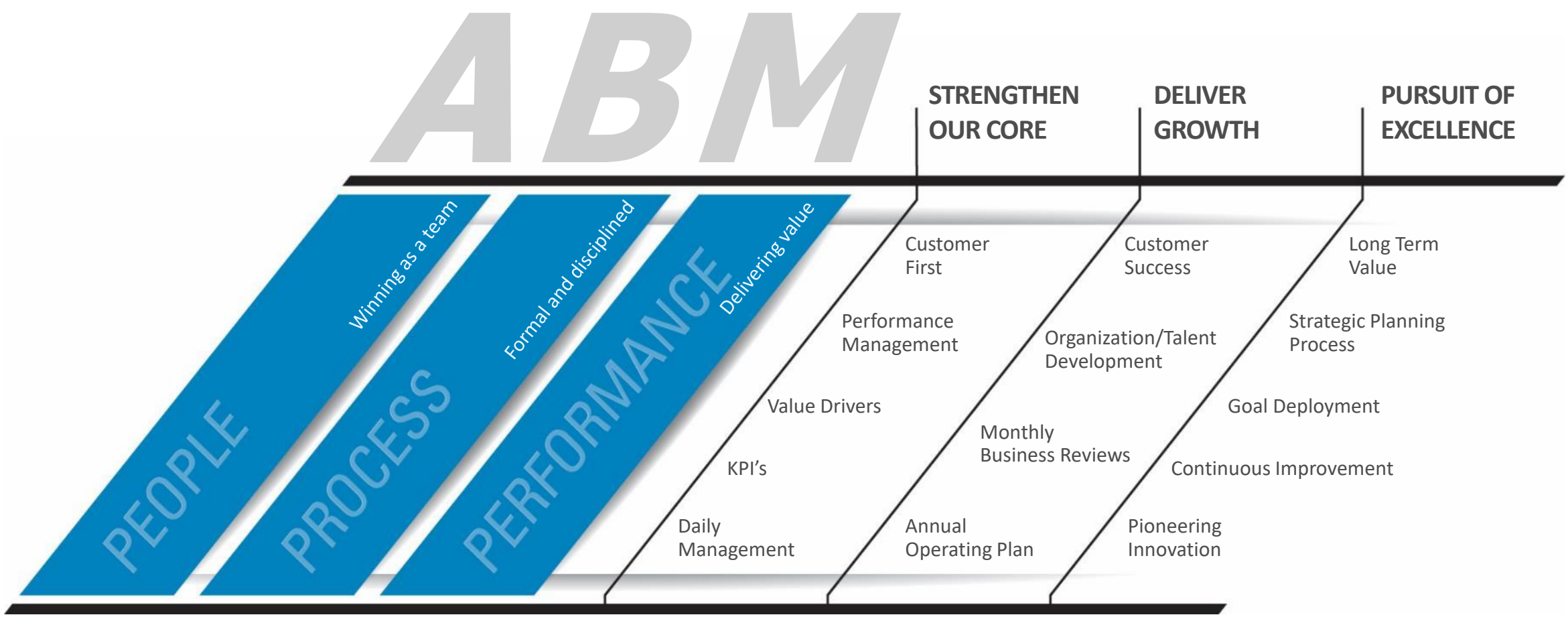
A passion for winning with continuous improvement at our core

ATS Strategy



Driving sustainable long-term shareholder value

The ATS Business Model



Repeatable model to drive performance and growth

The ATS M&A Playbook

What We Look For

Targeting Value Creation in Attractive Markets

Attractive Markets	▪ Growth orientated ▪ Low cyclicality ▪ Regulated spaces
Strategic Value	▪ Differentiated technology ▪ Innovative products ▪ Niche applications ▪ Geographic penetration
Operational Fit	▪ Ability to manage ▪ Synergy potential ▪ ABM implementation
Financial Returns	▪ ROIC > cost of capital ▪ Strong EBITDA potential ▪ Recurring revenue ▪ EPS accretion

Recent Acquisitions

End Market Exposure

MARCO®

DEC 2019



✓ Food (regulated)

COMECER

FEB 2019



✓ Life Sciences

KMW

an ATS company

NOV 2018



✓ Electric Vehicles

Other Acquisitions

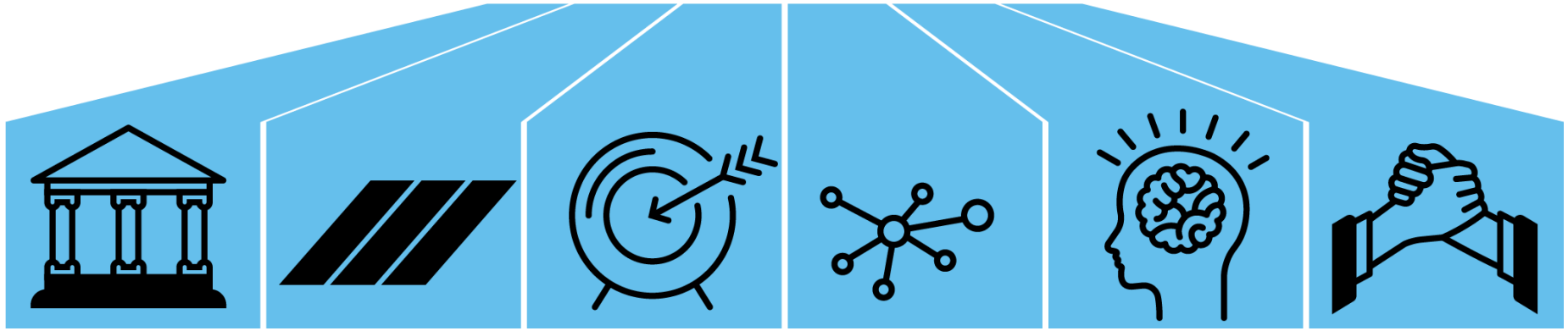
Transformix
LMT technology IP assets
Acquired Dec 2018

iXlog
Digital services provider
Acquired Sep 2019

IAP
Process Automation solutions
Acquired Oct 2019

Disciplined approach to deploy capital for strategic M&A

Summary



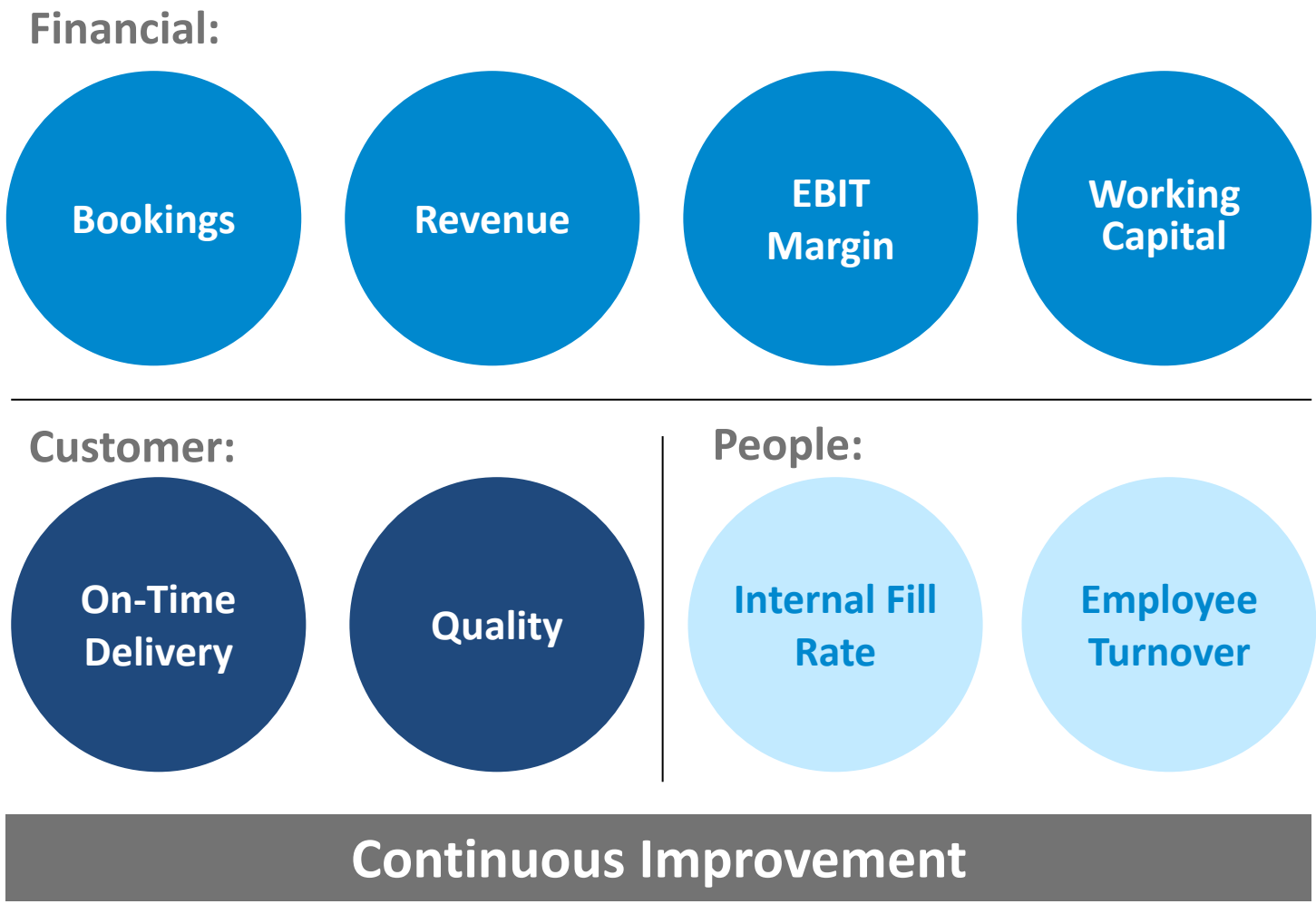
Solid Foundation | ATS Business Model | Attractive Markets | Expanding Services | Driving Innovation | M&A Potential

ATS 40+ years | TSX: **ATA** 26 years

RYAN MCLEOD

Chief Financial Officer

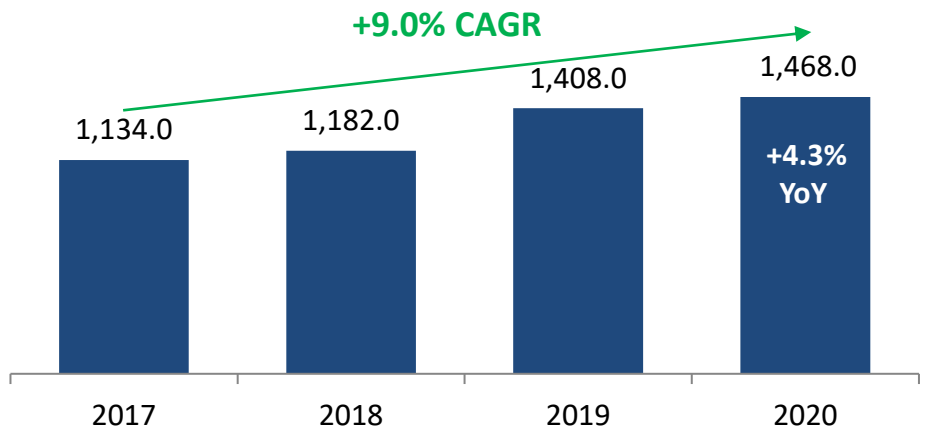
Our 8 Value Drivers



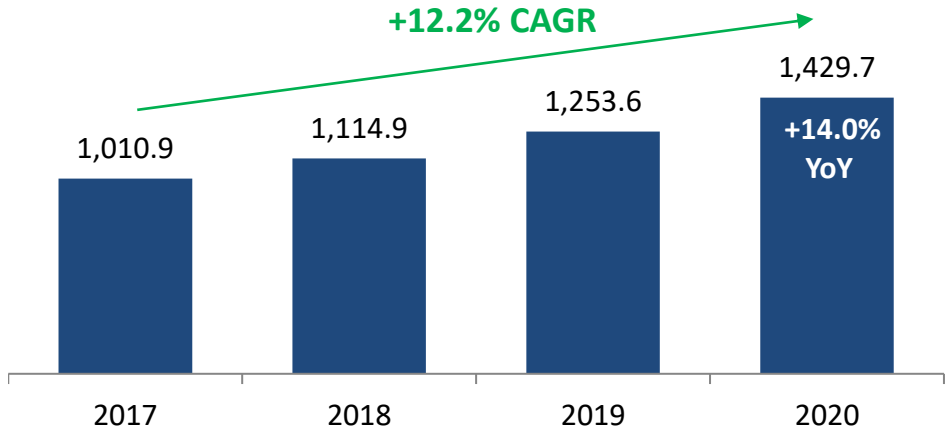
Standardized performance measurement across all business units

Financial Performance

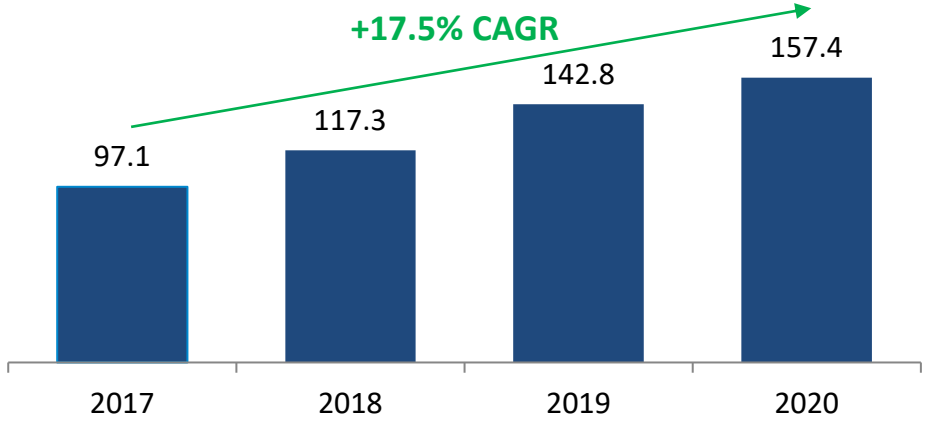
Order Bookings (C$ millions)



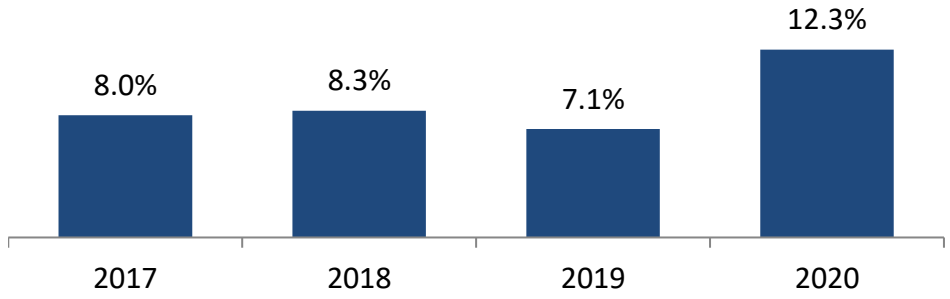
Revenues (C$ millions)



Adjusted EBIT (C$ millions)



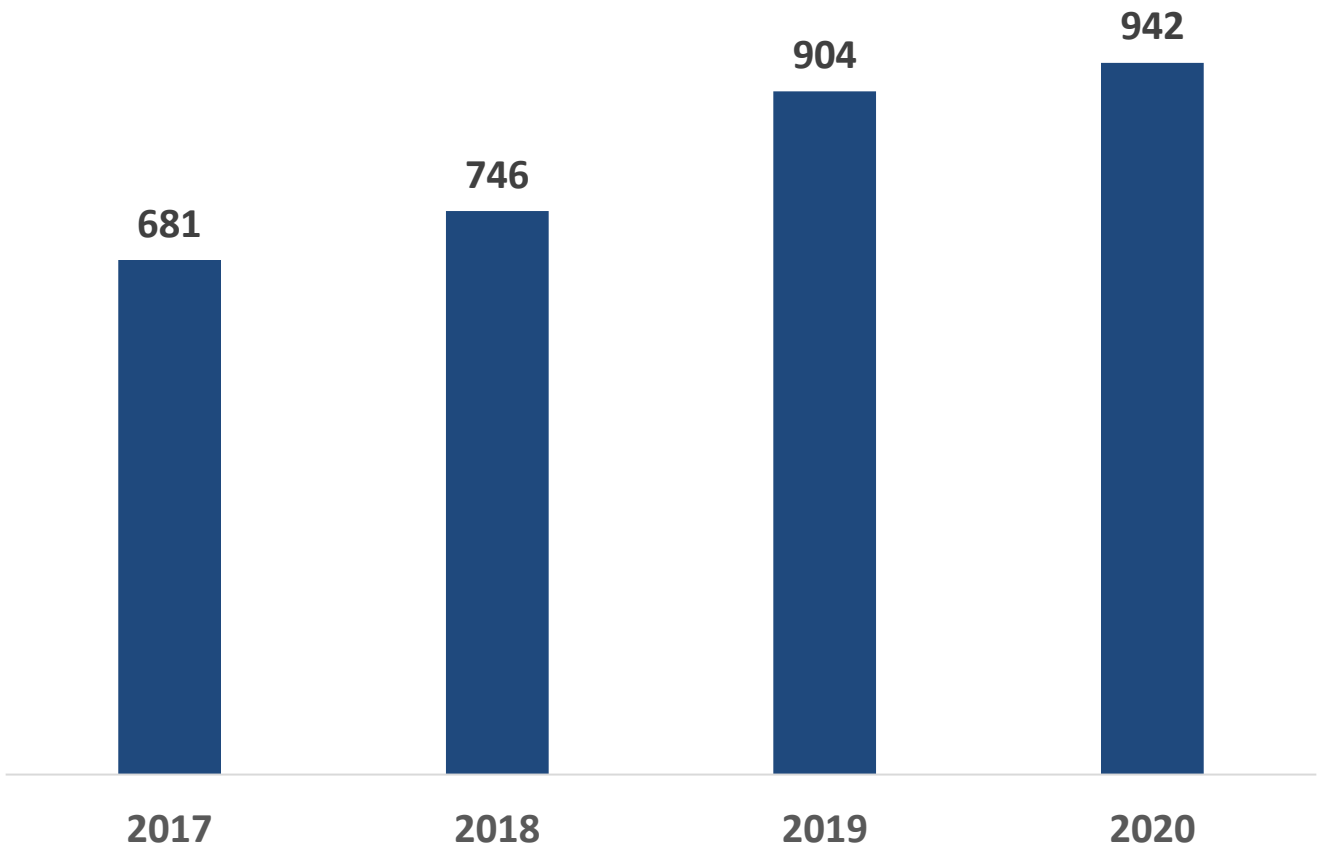
Working Capital as a % of Revenues



A continuous improvement mindset

Order Backlog

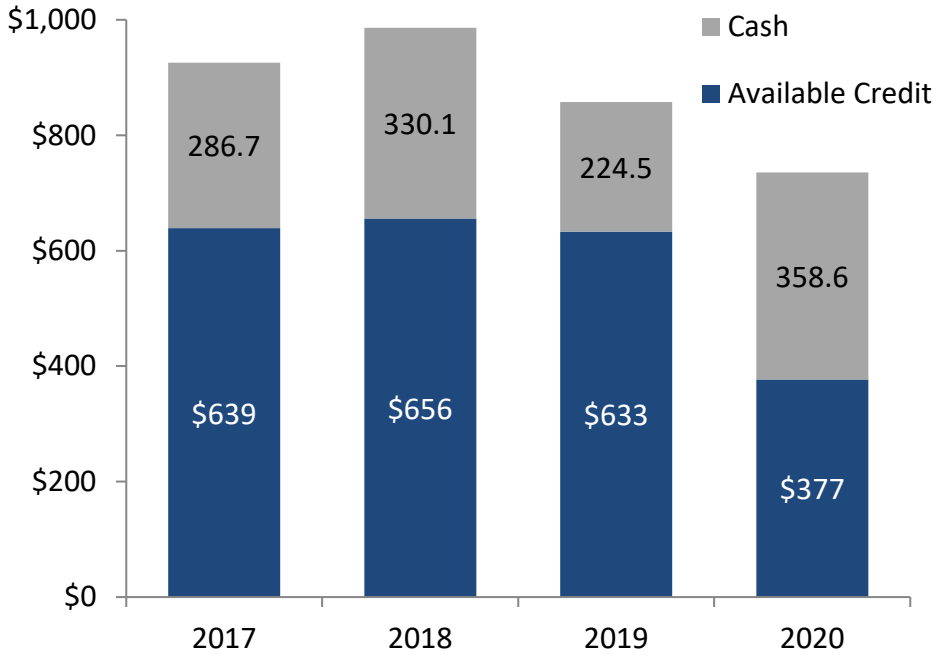
Order Backlog (C$ millions)



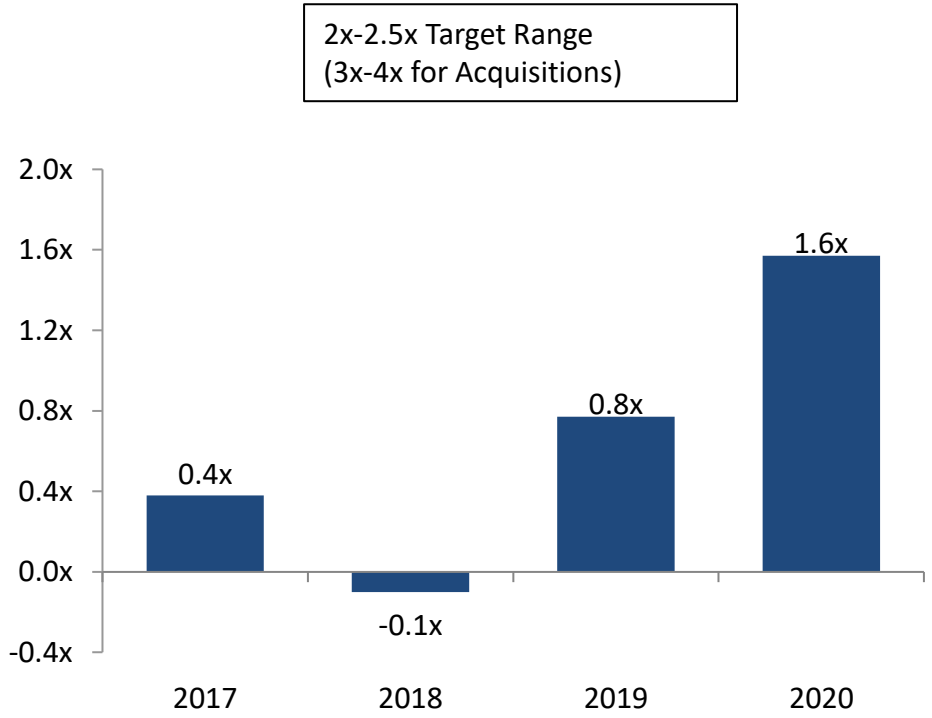
A continuous improvement mindset

Capital Structure

Liquidity (C$ millions)



Historical Leverage (Net Debt/Adj. EBITDA[1])



[1] Adjusted EBITDA is adjusted for items excluded from management's internal analysis of operating results.

A strong balance sheet supporting growth strategies

ATS

Work with Purpose

TSX: ATA

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

Notice to reader: Non-IFRS measures and additional IFRS measures

Throughout this presentation management uses certain non-IFRS measures to evaluate the performance of the Company. The terms “operating margin”, “EBITDA”, “EBITDA margin”, “adjusted net income”, “adjusted earnings from operations”, “adjusted basic earnings per share”, “non-cash working capital”, “Order Bookings” and “Order Backlog” do not have any standardized meaning prescribed within 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. Operating margin is an expression of the Company’s earnings from operations as a percentage of revenues. EBITDA is defined as earnings from operations excluding depreciation and amortization (which includes amortization of intangible assets and right-of-use assets). EBITDA margin is an expression of the Company’s EBITDA as a percentage of revenues. 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, and certain other adjustments which would be non-recurring in nature (“adjustment items”). 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. Non-cash working capital is defined as the sum of accounts receivable, costs and earnings in excess of billing on contracts in progress, inventories, deposits, prepaids and other assets, less accounts payable, accrued liabilities, provisions and billings in excess of costs and earnings on contracts in progress. 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.

Earnings from operations and 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 EBITDA is an important indicator of the Company’s ability to generate operating cash flows to fund continued investment in its operations. Management believes that adjusted earnings from operations and adjusted basic earnings per share (including adjusted net income) 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. Management uses the measure non-cash working capital as a percentage of revenues to evaluate the Company’s management of its investment in non-cash working capital. Management calculates non-cash working capital as a percentage of revenues using period-end non-cash working capital divided by trailing two fiscal quarter revenues annualized. 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 the Company expects to generate based on contracts that management believes to be firm. 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 are contained in this presentation. A reconciliation of (i) earnings from operations to net income, and (ii) adjusted earnings from operations to earnings from operations, in each case is contained in this presentation.

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

Measure (C$ millions)	F2017	F2018	F2019	F2020
Adjusted EBITDA	**111.7**	**133.3**	**161.9**	**195.1**
Restructuring charges	2.3	11.2	-	26.6
Share purchase allowance	2.9	-	-	-
Acquisition-related transaction costs	-	-	4.7	1.5
EBITDA	**106.5**	**122.1**	**157.2**	**167.0**
Less: depreciation and amortization expense	34.6	36.6	42.4	71.4
Earnings from operations	**71.9**	**85.5**	**114.8**	**95.6**
Less: net finance costs	25.6	23.8	20.9	28.1
Less: provision for income taxes	11.3	14.5	23.1	14.6
Net income	**35.0**	**47.2**	**70.8**	**52.9**

Measure (C$)	F2017	F2018	F2019	F2020
Basic earnings per share	**0.38**	**0.50**	**0.76**	**0.57**
Restructuring charges	0.03	0.12	-	0.29
Share purchase allowance	0.03	-	-	-
Acquisition-related transaction costs	-	-	0.05	0.02
Amortization of acquisition-related intangible assets	0.22	0.22	0.25	0.36
	0.66	**0.84**	**1.06**	**1.24**
Less: adjustment to provision for income taxes	0.09	0.10	0.08	0.18
Adjusted basic earnings per share	**0.57**	**0.74**	**0.98**	**1.06**

Measure (C$ millions)	F2017	F2018	F2019	F2020
Cash and cash equivalents	286.7	330.2	224.5	358.6
Bank indebtedness	(1.4)	(2.7)	(2.0)	(4.6)
Current portion of long-term debt	(1.3)	(0.4)	(18.6)	(0.1)
Long-term debt	(326.0)	(315.1)	(328.2)	(598.0)
Net cash (debt) prior to IFRS 16	(42.0)	12.0	(124.2)	(244.1)
Lease liabilities	-	-	-	(62.9)
Net cash (debt)	**(42.0)**	**12.0**	**(124.2)**	**(307.0)**

Measure (C$ millions)	F2017	F2018	F2019	F2020
Opening Order Backlog	652	681	746	904
Revenues	(1,011)	(1,115)	(1,254)	(1,430)
Order Bookings	1,134	1,182	1,408	1,468
Order Backlog Adjustments	(94)	(2)	4	-
Ending Order Backlog	**681**	**746**	**904**	**942**

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

Measure (C$ millions)	F2017	F2018	F2019	F2020
Adjusted EBIT	**97.1**	**117.3**	**142.8**	**157.4**
Restructuring charges	2.3	11.2	-	26.6
Share purchase allowance	2.9	-	-	-
Acquisition-related transaction costs	-	-	4.7	1.5
Amortization of acquisition-related intangible assets	20.0	20.6	23.3	33.7
EBIT	**71.9**	**85.5**	**114.8**	**95.6**
Less: net finance costs	25.6	23.8	20.9	28.1
Less: provision for income taxes	11.3	14.5	23.1	14.6
Net income	**35.0**	**47.2**	**70.8**	**52.9**

Measure (C$ millions)	F2017	F2018	F2019	F2020
Accounts receivable	166.1	213.0	222.2	294.8
Net contract assets	48.2	69.0	52.4	113.8
Inventories	47.9	58.5	68.0	68.4
Deposits, prepaids and other assets	16.1	22.5	28.7	31.2
Accounts payable and accrued liabilities	(183.8)	(246.4)	(262.0)	(292.4)
Provisions	(14.1)	(20.9)	(13.9)	(32.1)
Working Capital	**80.4**	**95.7**	**95.4**	**183.7**
Revenue run rate = (prior + current quarter) x 2	1,006.1	1,152.0	1,340.0	1,498.6
Working Capital %	**8.0%**	**8.3%**	**7.1%**	**12.3%**