ATS

Forward Together

TSX: ATA

DAVID McAUSLAND

Chairman of the Board

Presenters



Andrew Hider
CEO



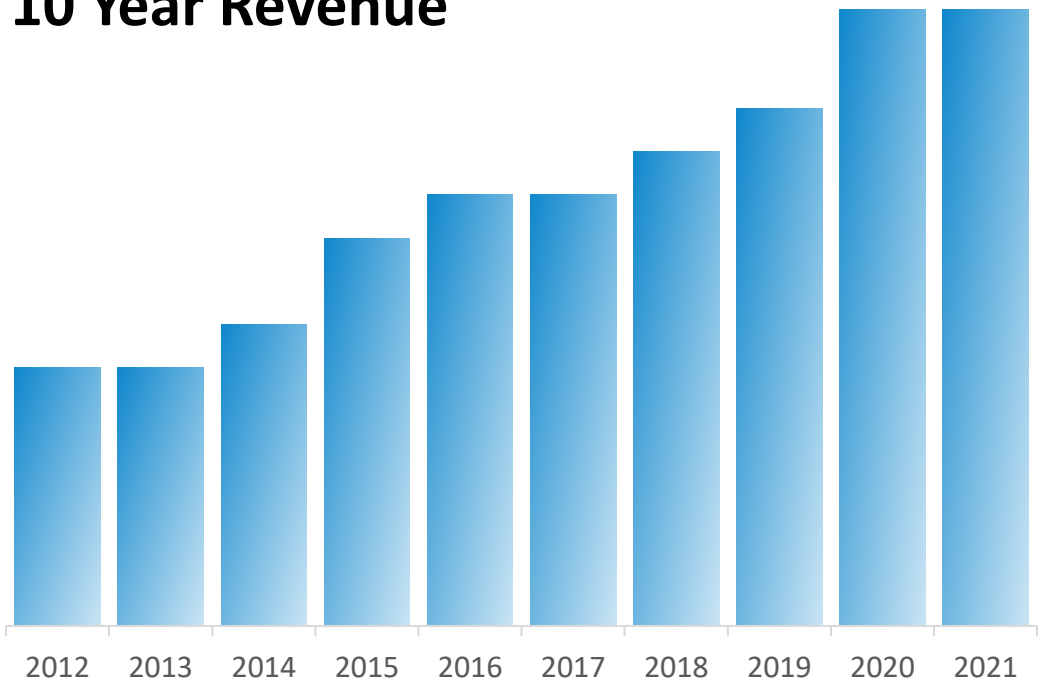
Ryan McLeod
CFO

Overcoming Covid-19 Challenges

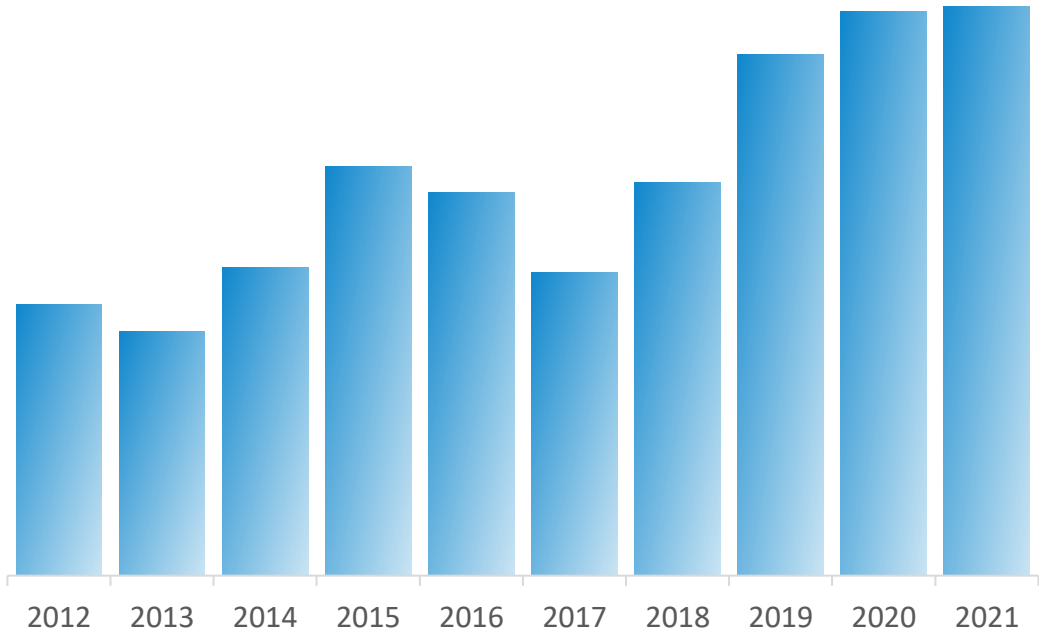


Progress Report

10 Year Revenue



10 Year Adjusted EPS



Environmental, Social & Governance



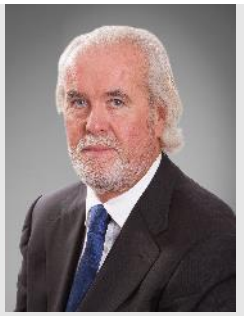
Board of Director Nominees



Dave Cummings



Kirsten Lange



Philip Whitehead



Joanne Ferstman



Michael Martino



Andrew Hider



David McAusland

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Agenda

1. Notice
2. Presentation of Financial Statements
3. Election of Directors
4. Re-appointment of Auditors
5. Confirmation of Advance Notice By-law
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, growth opportunities, M&A, and the ATS Business Model. 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, 2021. 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 EBITDA", "adjusted EBITDA margin", "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 EBITDA", "adjusted EBITDA margin", "Order Bookings" and "Order Backlog" please refer to "Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures".

ANDREW HIDER

Chief Executive Officer

ATS At-A-Glance

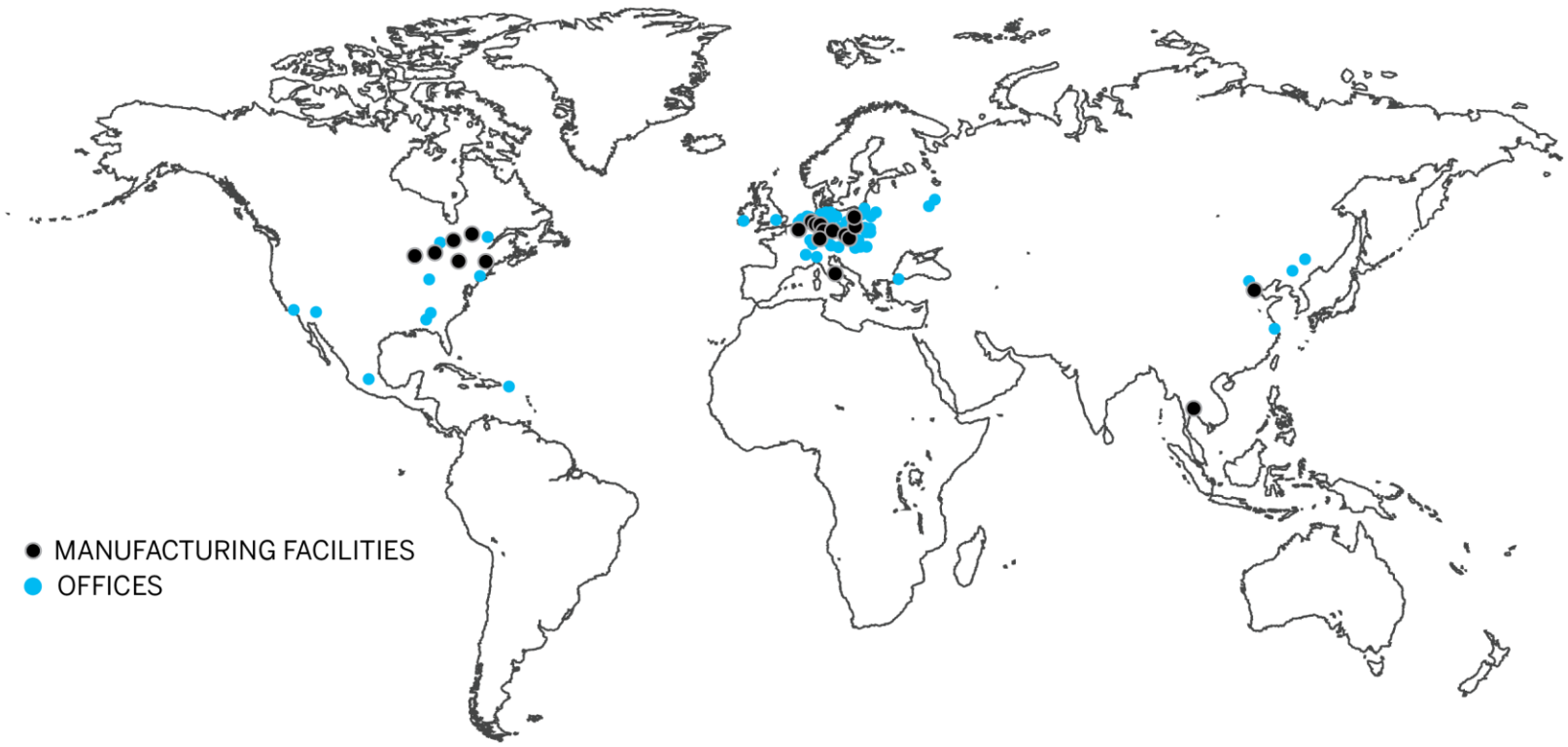
ATA
TSX

5,000+
Employees

28
Facilities

50+
Offices

22
Countries



~C$3.4bn
Mkt. Cap[1]

C$1.4bn
Revenue (F21)

C$201mm
Adj. EBITDA (F21)

14.0%
Adj. EBITDA Margin (F21)

1.7x
Net Leverage

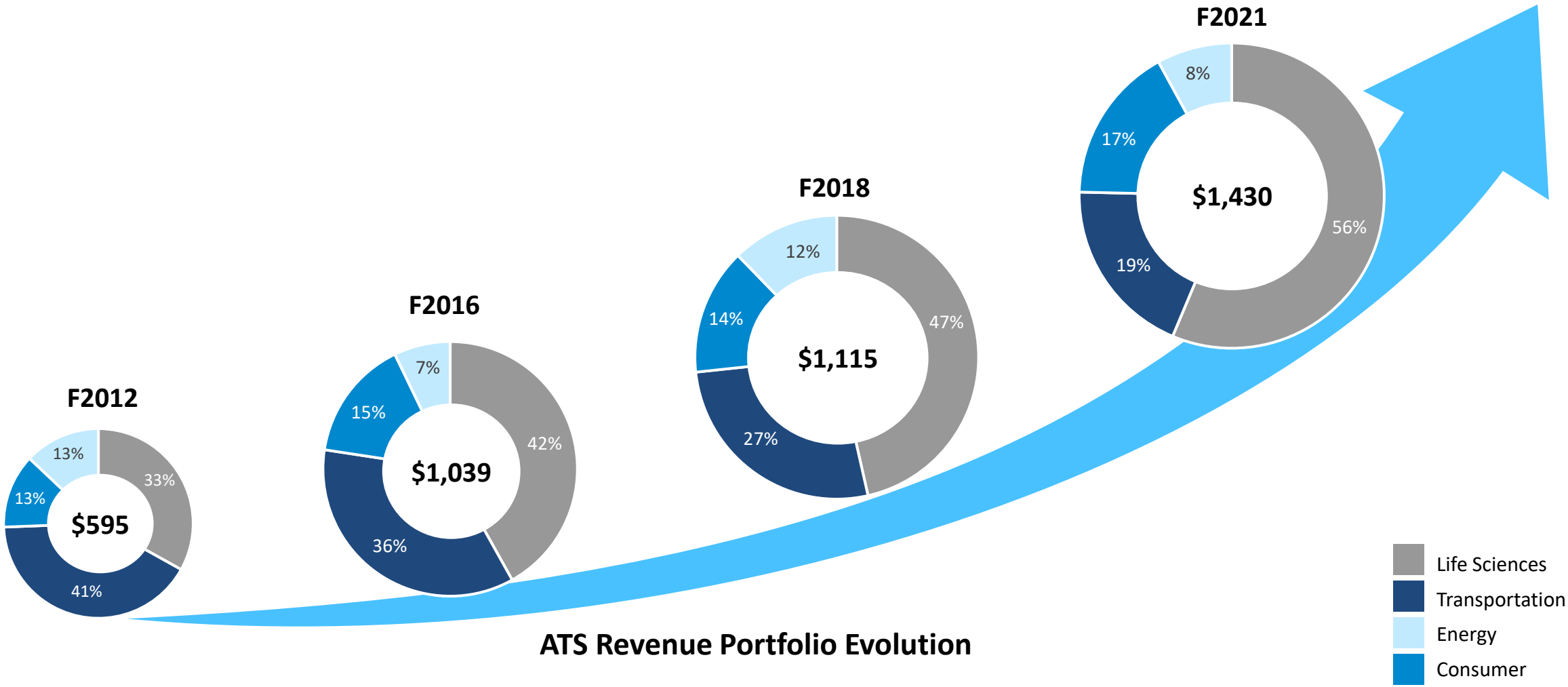
9.1%
4-yr Rev. CAGR

6.2%
4-yr Organic Rev. CAGR

15.8%
4-yr Adj. EBITDA CAGR

[1] As of August 4, 2021

Deliberate Portfolio Evolution



(C$ mm)

Expanding Our Presence

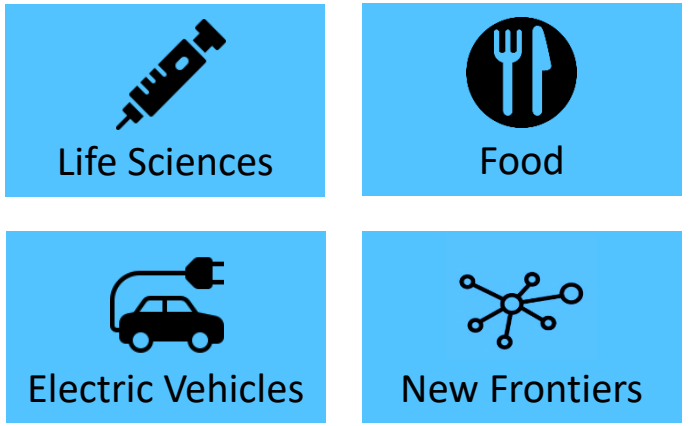
Attractive Markets

Barriers to Entry:

- Regulated environments
- Technologically intense
- Complex processes
- Quality critical

Market Dynamics:

- Life Sciences: demographics, new treatments, new ailments, disposables
- Food: government regs, quality, demographics
- EV: government regs, CO^2 reduction
- New frontiers, factory optimization, digitization



Enablers



INNOVATION — Differentiated technologies / products



DIGITAL GROWTH — IIOT, serialization, predictive maintenance, real-time optimization



STRATEGIC M&A — Strengthen and expand portfolio



MARGIN IMPROVEMENT — Standardization, supply chain, operational leverage, after-sales services growth, ABM

Large Total Addressable Markets

Strategically Positioned in Attractive Markets

	Market Size[1]	F21 Sales (C$ mm)	LT Market Growth[1]	Focus Areas
Life Sciences 	$10bn	$805mm	MSD	▪ Medical Devices ▪ Pharmaceuticals ▪ Radiopharmaceuticals ▪ Chemicals
Transportation 	$11	$272	LSD	▪ EV/Hybrid ▪ Automotive ▪ Aerospace
Consumer 	$25	$238	LSD / MSD	▪ Food & Beverage ▪ Warehouse Automation ▪ Personal Care ▪ Cosmetics
Energy 	$16	$114	LSD	▪ Nuclear ▪ Solar
Total:	**$62bn**	**$1,430mm**		

Levered to Positive Secular Trends

- De-risking of Manufacturing and Supply Chains
- Increasing Complexity of Automation Ecosystem
- Demand for Safety and Reliability

Market Size is total automation market. Not all part of current ATS addressable markets.

[1] Industrial Automation Equipment IHS 2017; ARC 2016; VDW; Intechno; Markets and Markets 2015; BCC Research 2015; Gartner 2014; BCG; Company analysis

The ATS M&A Playbook

What We Look For

Targeting Value Creation in Attractive Markets

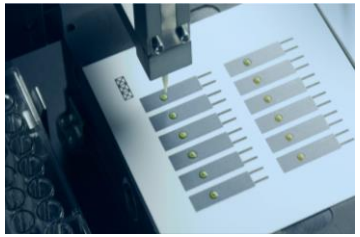
Attractive Markets	▪ Growth orientated ▪ Low cyclicality ▪ Regulated spaces
Strategic Value	▪ Differentiated technology ▪ Innovative products ▪ Niche applications ▪ Geographic penetration
Operational Fit	▪ Ability to manage ▪ Synergy potential ▪ ABM implementation
Financial Returns	▪ ROIC > Cost of capital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

Recent Acquisitions

End Market Exposure

BIODOT

Acquired: Jun 2021
Price: US$84mm



✓ Life Sciences

CFT

Acquired: Mar 2021
Price: ~C$260mm



✓ Food

COMECER

Acquired: Feb 2019
Price: €113mm



✓ Life Sciences

Other Acquisitions

BLSG
Process Engineering Consultant
Acquired: Aug 2021

inimco
Digital and analytic solutions
Acquired: Nov 2020

CIM
Industrial Automation System Integrator
Acquired: Jun 2021

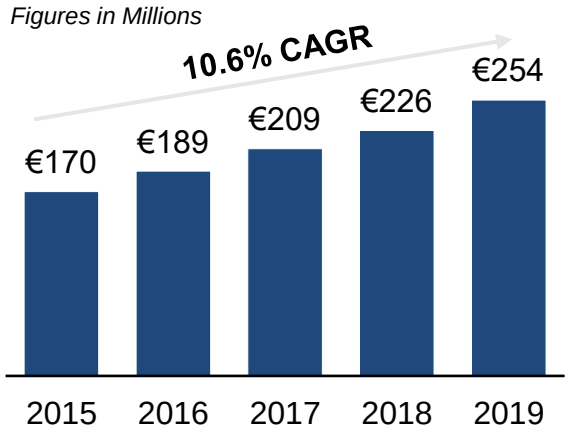
MARCO
Food yield control solutions
Acquired: Dec 2019

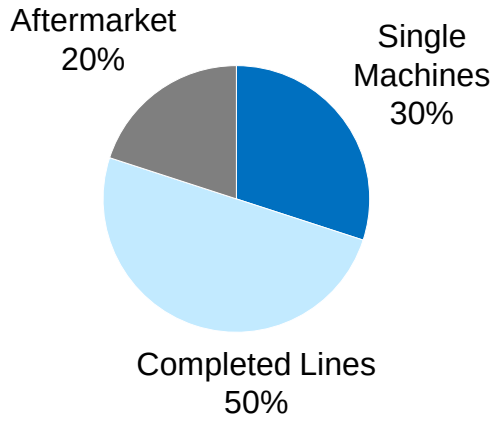
CFT Overview

Business Overview

- Established in 1945 and based in Parma, Italy
- Global supplier of processing and packaging equipment to the Food & Beverage industry
- Leading brands in attractive market segments
- Global operations with 8 facilities in Italy, Spain, Germany and Ukraine
- 900+ employees

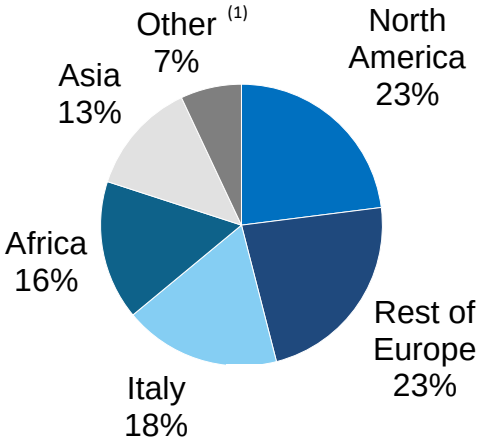
Attractive Revenue Profile





Strong Brand Portfolio

Diversified Customer & Revenue Base



[1] Other includes Central & South America (6%) and Oceania (1%)

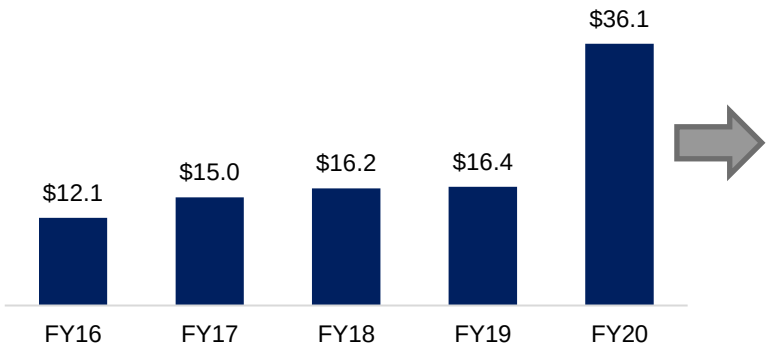
BioDot Overview

Business Overview

- Founded in 1994 and based in Irvine, California
- Manufacturer of mission-critical, ultra-low volume, premium, non-contact and quantitative fluid dispensing and lab automation systems
- Serves customers in PoC & clinical diagnostics, genomics and other segments of life sciences
- Full spectrum of products addresses customer needs in R&D, pilot production, and rapid, high-volume production
- 2 manufacturing facilities in US; 90+ employees

Attractive Financial Profile

Figures in US$ Millions (1)



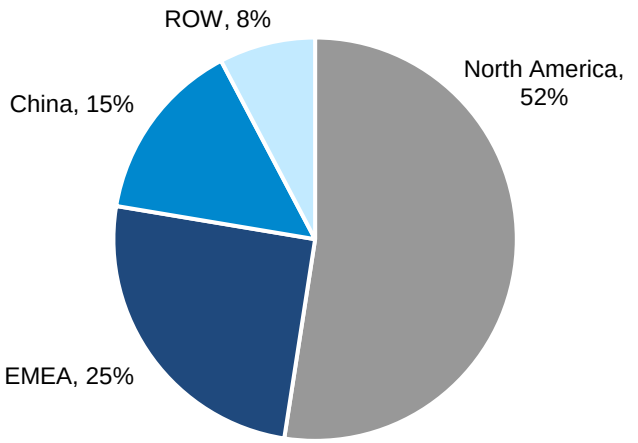
ATS Outlook FY2022+

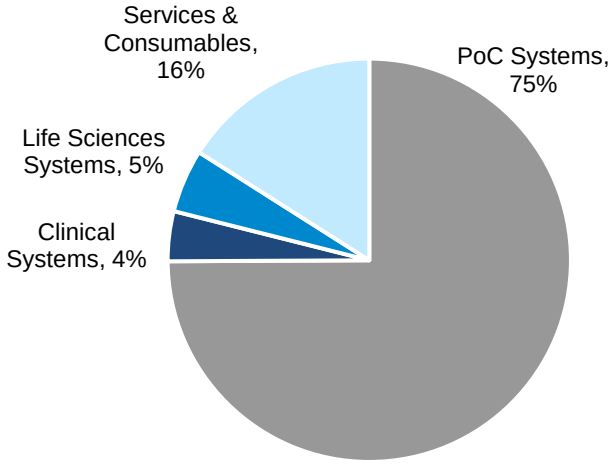
Market Growth → HSD

EBITDA Margin → 20%+

Capex to Sales → < 1%

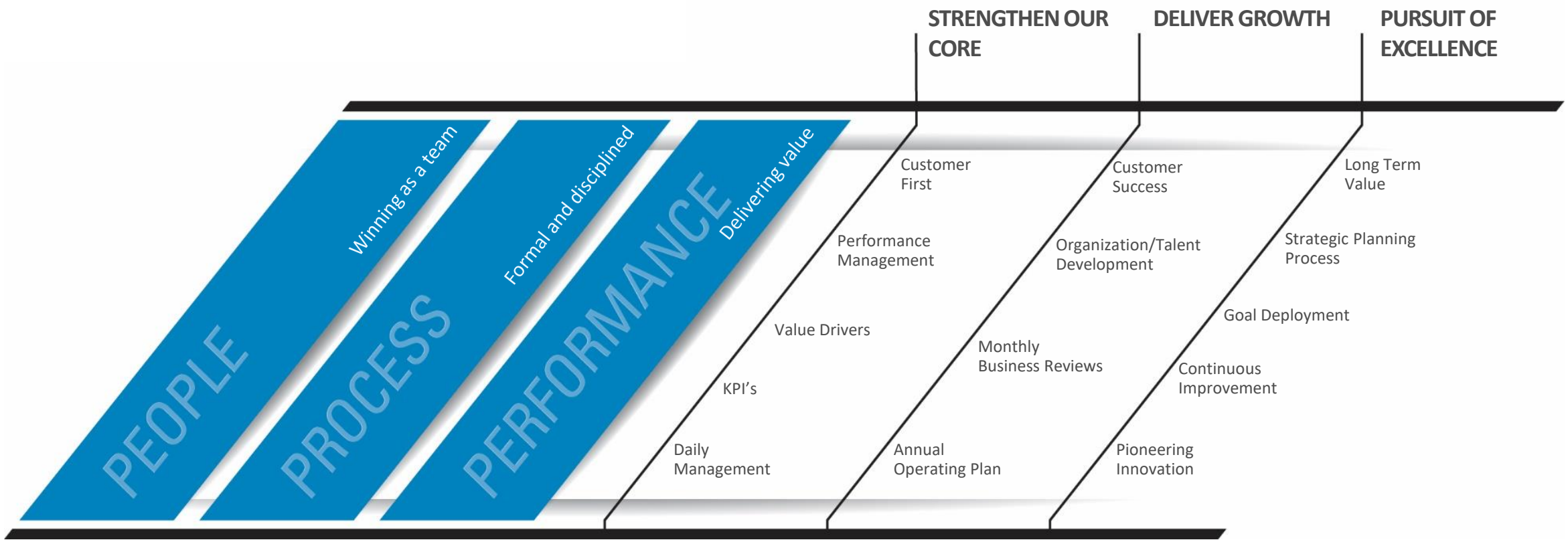
Diversified Revenue Stream (2)



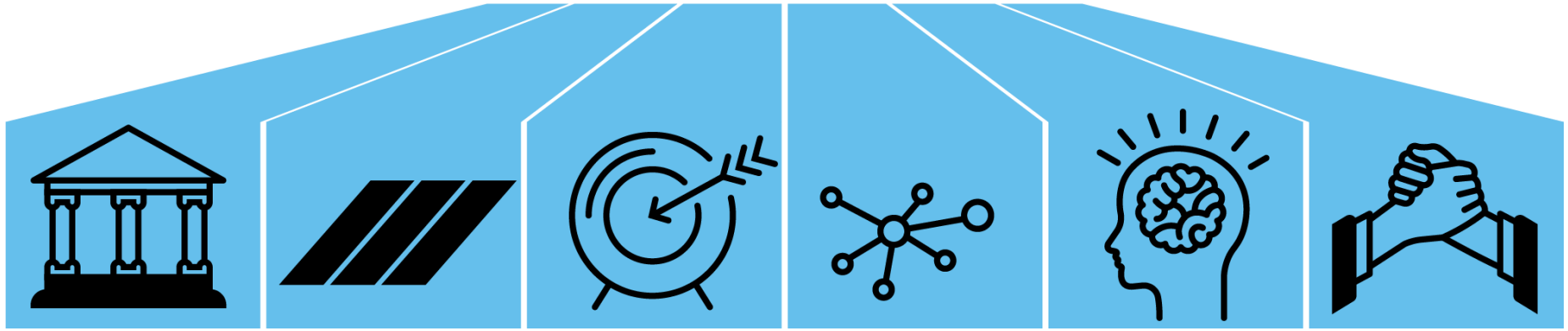


[1] FY16 figure represents fiscal year ended Oct. 31, 2016; FY17-FY20 figures represent Dec. 31 fiscal year end; 2) Revenue breakdown based on FY2020 financials

The ATS Business Model



Summary



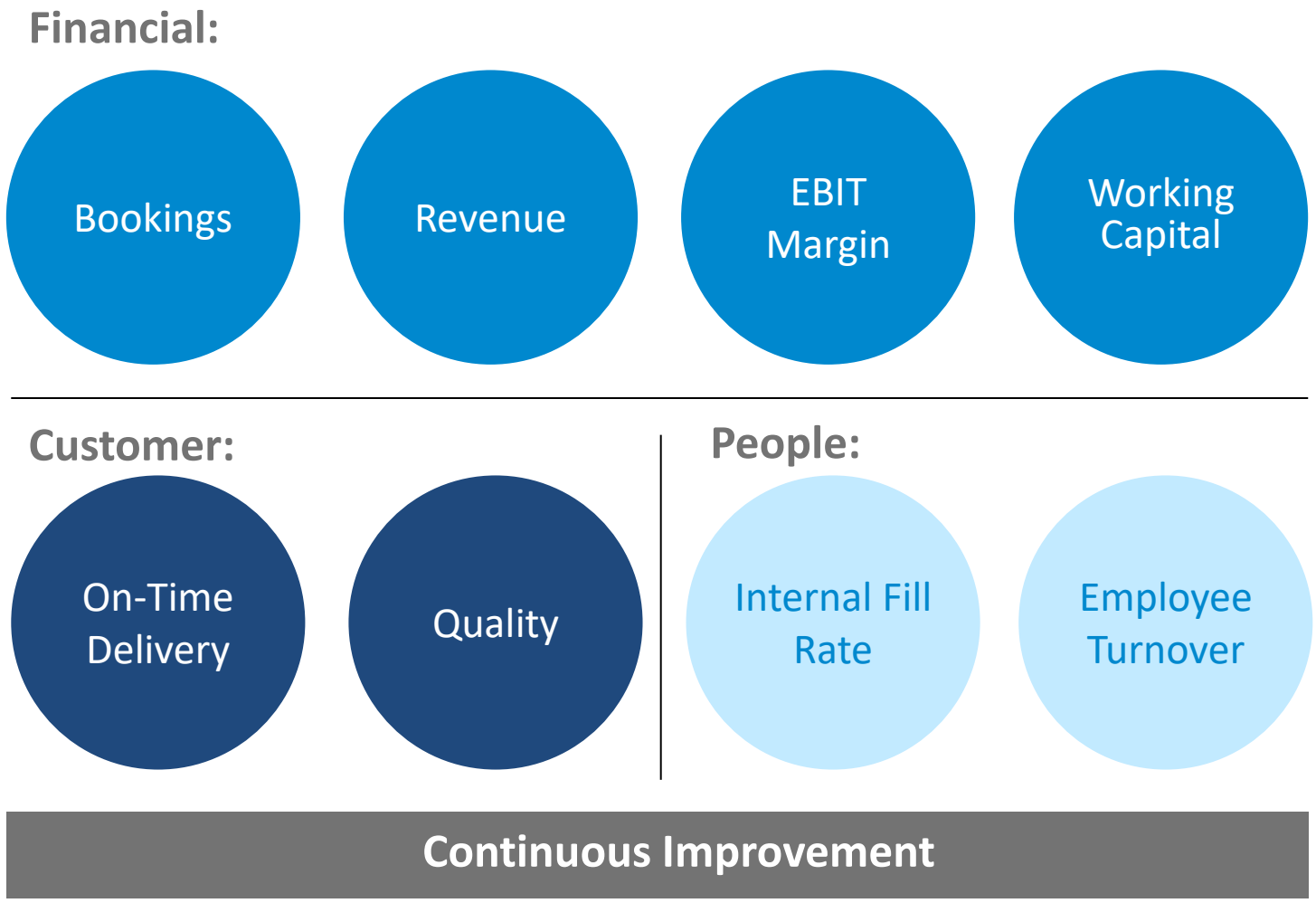
Solid Foundation | ATS Business Model | Attractive Markets | Expanding Services | Driving Innovation | M&A Potential

ATS 40+ years | TSX: **ATA** 27 years

RYAN MCLEOD

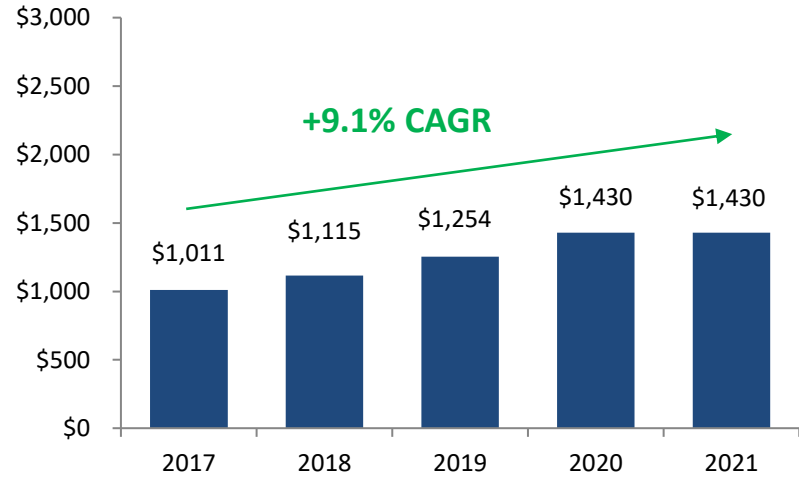
Chief Financial Officer

Our 8 Value Drivers

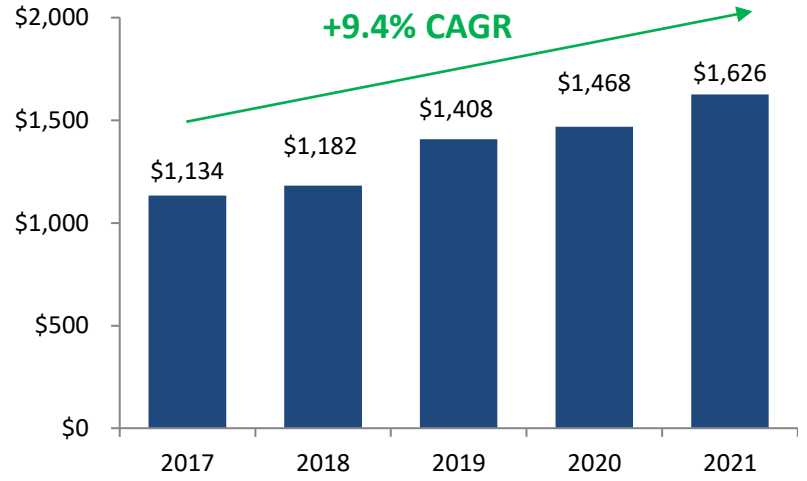


Strong Performance Track Record

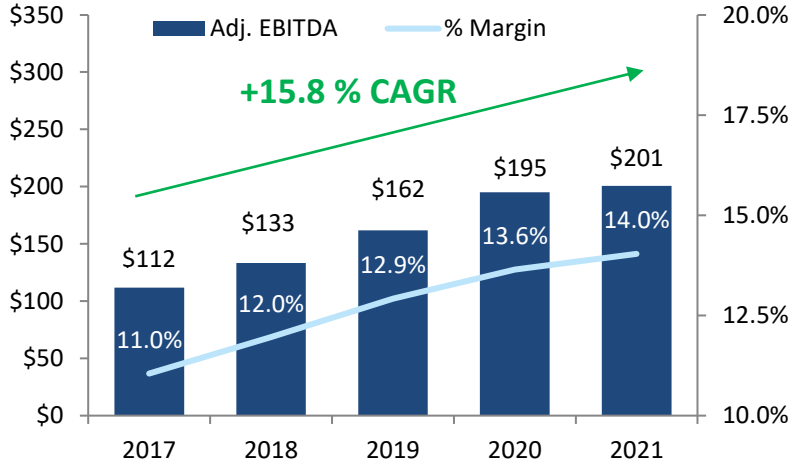
Revenues (C$ mm)



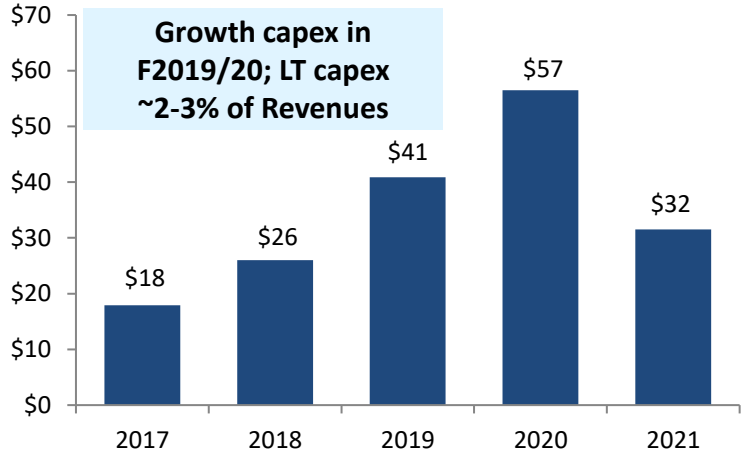
Order Bookings (C$ mm)



Adj. EBITDA[1] (C$ mm)



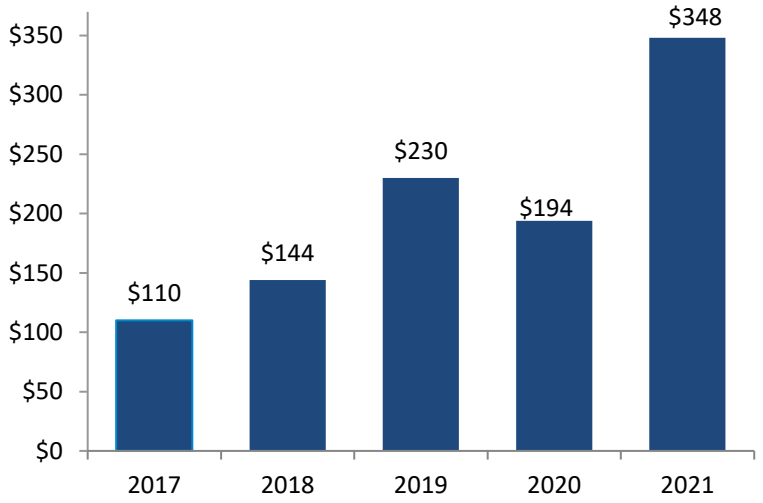
Capex[2] (C$ mm)



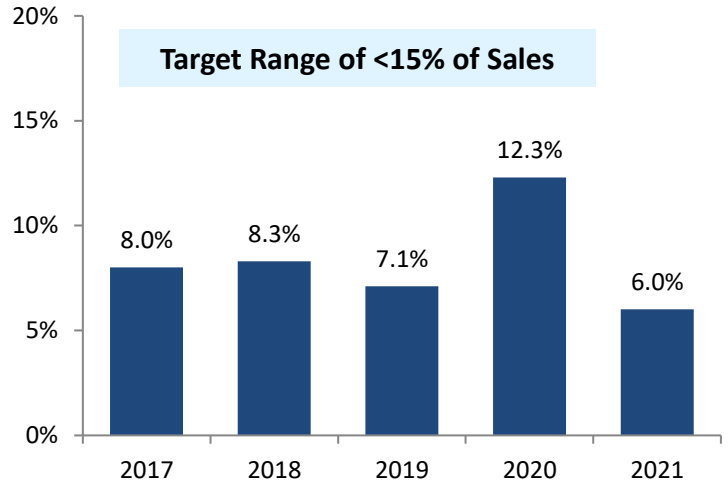
[1] Adjusted EBITDA is adjusted for items excluded from management's internal analysis of operating results. [2] Includes capex and acquisition of intangibles.

Robust FCF & Ample Liquidity

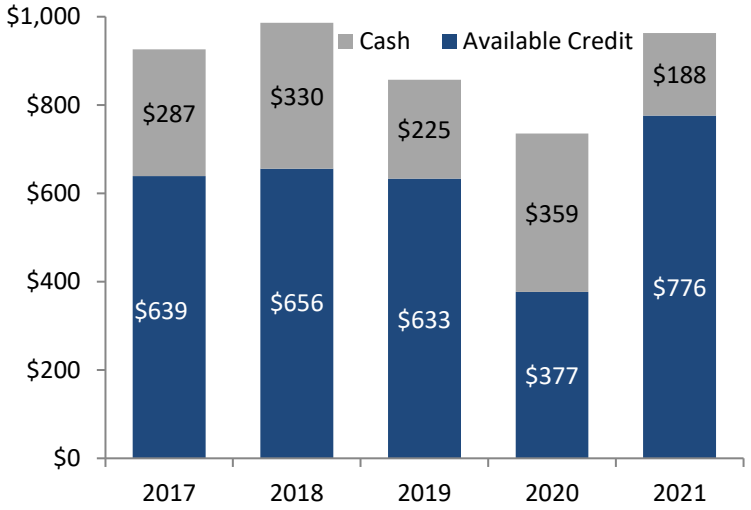
Cumulative FCF Since 2017[1] (C$ mm)



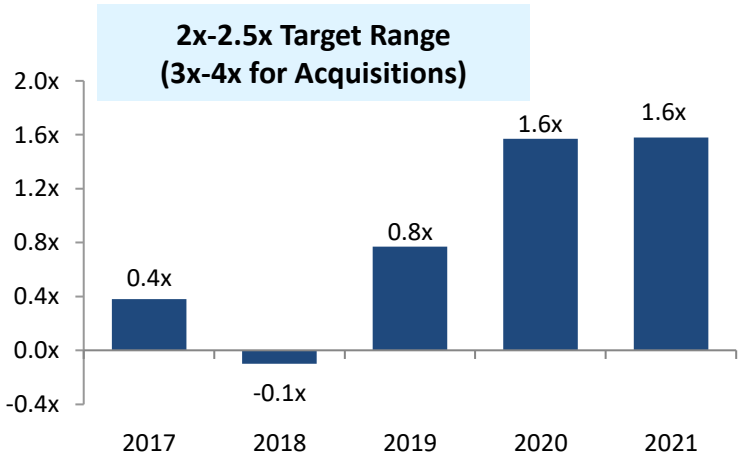
Working Capital as a % of Revenues



Liquidity (C$ mm)



Historical Leverage (Net Debt/Adj. EBITDA[2])



[1] FCF defined as earnings from operations less capex less acquisition of intangibles. [2] Adjusted EBITDA is adjusted for items excluded from management's internal analysis of operating results.

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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 “adjusted EBITDA”, “adjusted EBITDA margin”, “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. Adjusted EBITDA is defined as earnings from operations excluding depreciation and amortization 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 EBITDA margin is an expression of the Company’s adjusted EBITDA as a percentage of revenues. Non-cash working capital is defined as the sum of accounts receivable, contract assets, inventories, deposits, prepaids and other assets, less accounts payable, accrued liabilities, provisions and contract liabilities. Order Bookings represents 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.

Adjusted EBITDA and adjusted EBITDA margin are used by the Company to evaluate the performance of its operations. Management believes that adjusted EBITDA is an important indicator of the Company’s ability to generate operating cash flows to fund continued investment in operations. 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 adjusted EBITDA to net income, is contained in this presentation.

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

Measure (C$ mm)	F2017	F2018	F2019	F2020	F2021
Adjusted EBITDA	**111.7**	**133.3**	**161.9**	**195.1**	**200.7**
Restructuring charges	2.3	11.2	-	26.6	14.3
Share purchase allowance	2.9	-	-	-	-
Gain on sale of facility	-	-	-	-	(5.3)
Contingent consideration adjustment	-	-	-	-	(5.6)
Acquisition-related transaction costs	-	-	4.7	1.5	6.7
EBITDA	**106.5**	**122.1**	**157.2**	**167.0**	**190.6**
Less: depreciation and amortization expense	34.6	36.6	42.4	71.4	71.0
Earnings from operations	**71.9**	**85.5**	**114.8**	**95.6**	**119.6**
Less: net finance costs	25.6	23.8	20.9	28.1	40.1
Less: provision for income taxes	11.3	14.5	23.1	14.6	15.4
Net income	**35.0**	**47.2**	**70.8**	**52.9**	**64.1**

Measure (C$ mm)	F2017	F2018	F2019	F2020	F2021
Opening Order Backlog	652	681	746	904	942
Revenues	(1,011)	(1,115)	(1,254)	(1,430)	(1,430)
Order Bookings	1,134	1,182	1,408	1,468	1,626
Order Backlog Adjustments	(94)	(2)	4	-	22
Ending Order Backlog	**681**	**746**	**904**	**942**	**1,160**

Measure (C$ mm)	F2017	F2018	F2019	F2020	F2021
Cash and cash equivalents	286.7	330.2	224.5	358.6	187.5
Bank indebtedness	(1.4)	(2.7)	(2.0)	(4.6)	(1.1)
Current portion of long-term debt	(1.3)	(0.4)	(18.6)	(0.1)	(0.1)
Long-term debt	(326.0)	(315.1)	(328.2)	(598.0)	(430.6)
Net cash (debt) prior to IFRS 16	(42.0)	12.0	(124.2)	(244.1)	(244.3)
Lease liabilities	-	-	-	(62.9)	(73.0)
Net cash (debt)	**(42.0)**	**12.0**	**(124.2)**	**(307.0)**	**(317.3)**

Measure (C$ mm)	F2017	F2018	F2019	F2020	F2021
Net Debt	(42.0)	12.0	(124.2)	(307.0)	(317.3)
Adjusted EBITDA	111.7	133.3	161.9	195.1	200.7
Historical Leverage (Net Debt/Adj. EBITDA)	**0.4x**	**-0.1x**	**0.8x**	**1.6x**	**1.6x**

Appendix: Reconciliation of Non-IFRS Measures to IFRS Measures

Measure (C$ mm)	F2017	F2018	F2019	F2020	F2021
Accounts receivable	166.1	213.0	222.2	294.8	294.1
Net contract assets	48.2	69.0	52.4	113.8	54.5
Inventories	47.9	58.5	68.0	68.4	135.0
Deposits, prepaids and other assets	16.1	22.5	28.7	31.2	37.8
Accounts payable and accrued liabilities	(183.8)	(246.4)	(262.0)	(292.4)	(400.2)
Provisions	(14.1)	(20.9)	(13.9)	(32.1)	(29.0)
Working Capital	**80.4**	**95.7**	**95.4**	**183.7**	**92.2**
Revenue run rate = (prior + current quarter) x 2	1,006.1	1,152.0	1,340.0	1,498.6	1,539.3
Working Capital %	**8.0%**	**8.3%**	**7.1%**	**12.3%**	**6.0%**

Measure (C$ mm)	F2017	F2018	F2019	F2020	F2021
Cash flows provided by operating activities	127.9	59.7	127.6	20.3	185.2
Acquisition of property, plant and equipment	(9.9)	(19.9)	(21.1)	(45.4)	(21.5)
Acquisition of intangible assets	(8.0)	(6.1)	(19.8)	(11.1)	(10.0)
Free Cash Flow	**110.0**	**33.7**	**86.7**	**(36.2)**	**153.7**
Cumulative Free Cash Flow	**110.0**	**143.7**	**230.4**	**194.2**	**347.9**