ATS

Build. Grow. Expand.

Investor Presentation
June 2021

Forward Looking Statements & Non-IFRS Measures

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 BioDot transaction. 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: This presentation uses the non-IFRS measures adjusted EBITDA, and adjusted EBITDA margin. These terms do not have any standardized meanings prescribed within IFRS and therefore may not be comparable to similar measures presented by other companies. These 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 (which includes amortization of intangible assets and right-of-use assets) 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. Adjusted EBITDA margin is an expression of an entity's adjusted EBITDA as a percentage of revenues. Adjusted EBITDA is used by the Company to evaluate the performance of 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. Management believes that ATS shareholders and potential investors in ATS use these non-IFRS financial measures in making investment decisions and measuring operational results.

ATS at a Glance

ATA
TSX

5,000+
Employees

28
Facilities

50+
Offices

20
Countries

~C$2.5bn
Mkt. Cap

C$1.4bn
Revenue (TTM)

C$201mm
Adj. EBITDA (TTM)

14.0%
Adj. EBITDA Margin (TTM)

1.7x
PF Net Leverage[1]

9.1%
4-yr Rev. CAGR

6.2%
4-yr Organic Rev. CAGR

15.8%
4-yr Adj. EBITDA CAGR

[1] Proforma leverage assumes CFT & BioDot acquisitions closed on April 1, 2020

A decentralized global technology and automation solutions provider

What We Do

Products & Components

10% of Revenue

ATS developed products & components (hardware / software)

Examples

SuperTrak™ - revolutionary pallet transport system

Illuminate™ Factory Floor Management System

ATS Smartvision software

MARCO LineMaster - IoT enabled weighing scale

Automation & Integration Solutions

60% of Revenue

Standalone machines, complete systems & Enterprise programs

Examples

High speed tube filling

Semi-autonomous food weighing & handling

Battery & EV motor assembly and test lines

High speed assembly lines for inhalers / IV sets

Services

30% of Revenue

Front-end design & analysis, after-market services (retooling / retrofitting, supply chain management, maintenance)

Examples

Retrofit of nuclear power plants

Remote diagnostics

Process optimization

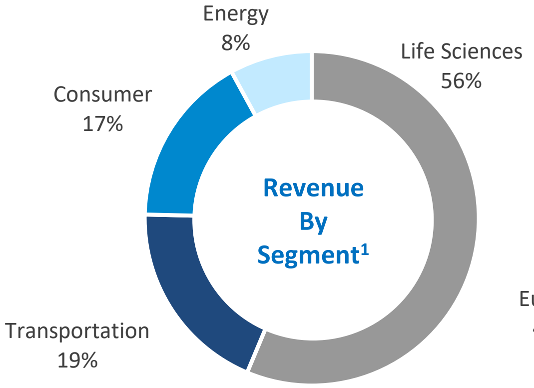
Preventative maintenance

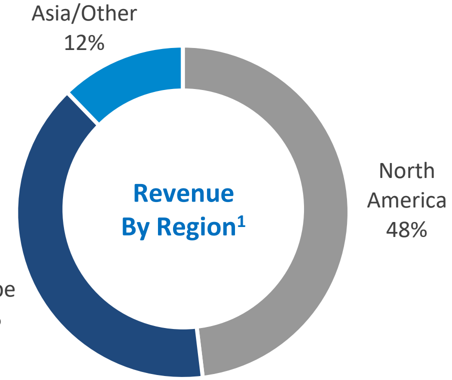
Emergency and on-call support

ATS Brands

ATS Life Sciences
Comecer, an ATS company
ATS Industrial Automation
BIODOT
illuminate Manufacturing Intelligence
Process Automation Solutions, an ATS company
IWK, an ATS company
SuperTrak Conveyance
Symphoni Orchestrated Motion. Powerful Results.
CFT Leaders Innovate.
CFT Robotics
raytec vision Innovation in Sorting Equipment
MARCO, an ATS company
comac kegging, bottling & canning plants

Diversified Customer & Revenue Base





[1] Fiscal 2021

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

Large Total Addressable Market, with Attractive Long Term Secular Trends

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:	**$42bn**	**$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

Target growth in attractive market verticals

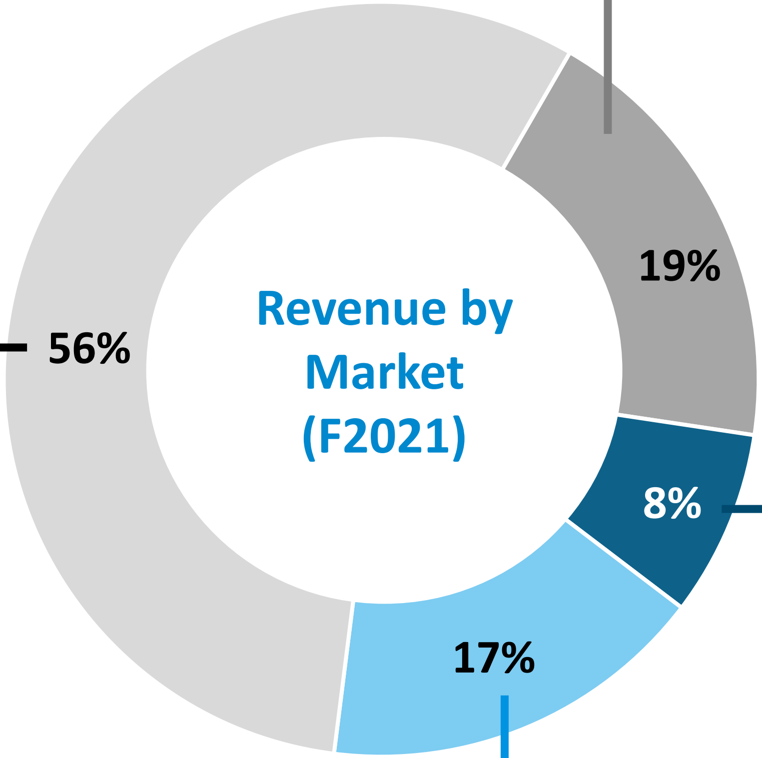
Diversified Customer Base

Transportation

EV/Hybrid

Automotive

Aerospace



Life Sciences

Medical Devices

Radiopharmaceuticals

Chemicals

Pharmaceuticals

Energy

Nuclear

Solar

Consumer

Food & Beverage

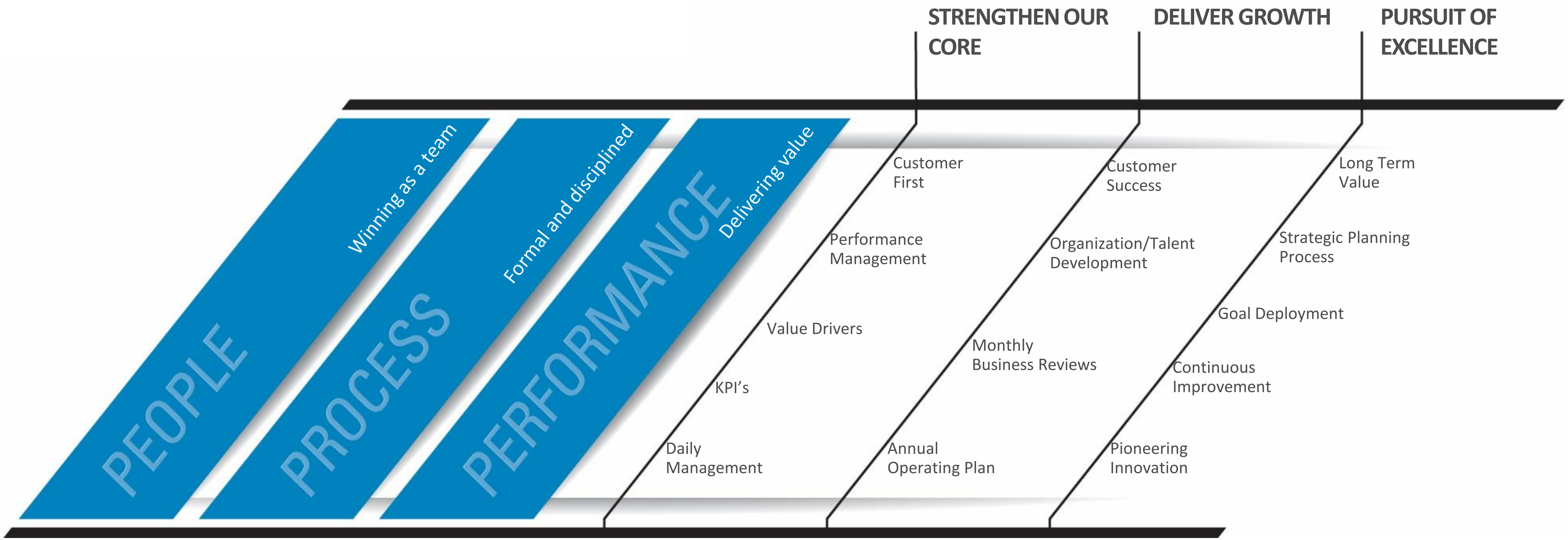
Warehouse Automation

Personal Care

Cosmetics

Repeat customers represent >85% of Order Bookings

Application of ATS Business Model (ABM) Drives Innovation and Operating Improvement



Repeatable model to drive performance and growth

Application of ATS Business Model (ABM) Drives Innovation and Operating Improvement

The 8 Value Drivers

Financial:

- Bookings
- Revenue
- EBIT Margin
- Working Capital

Customer:

- On-Time Delivery
- Quality

People:

- Internal Fill Rate
- Employee Turnover

Continuous Improvement

Standardized performance measurement across all business units

Expanding Presence in Strategic Core Markets

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

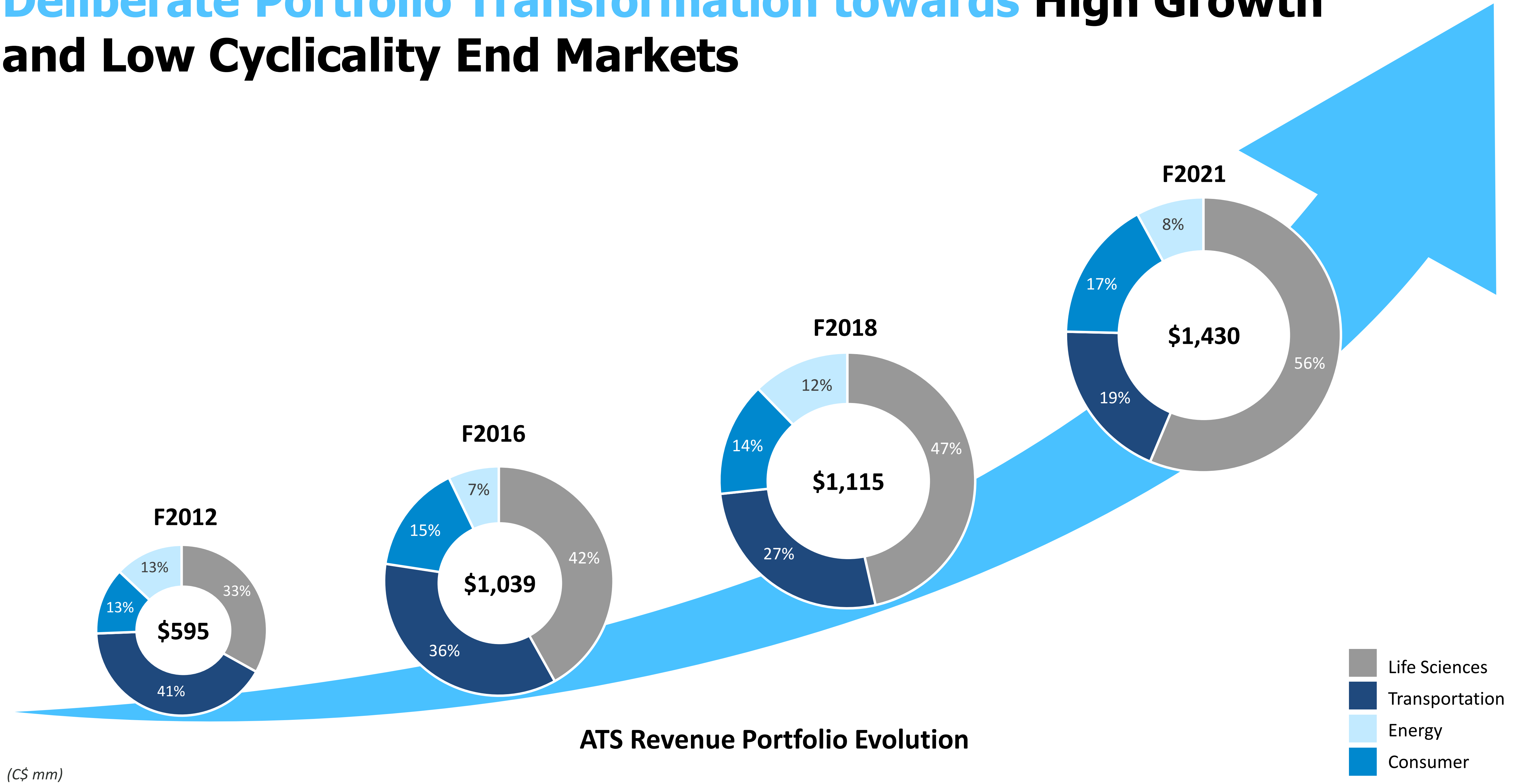
Life Sciences	Food
Electric Vehicles	New Frontiers

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

Targeting attractive markets with high barriers to entry and strong secular growth drivers

Deliberate Portfolio Transformation towards High Growth and Low Cyclicality End Markets



(C$ mm)

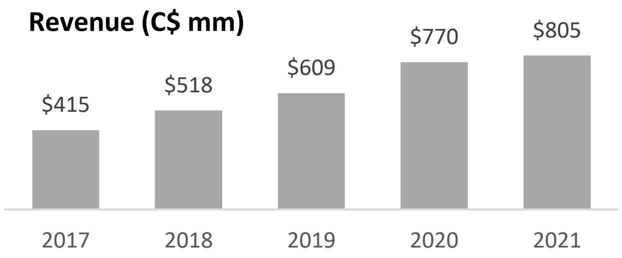
Steady and high growth life sciences business represents majority of sales and backlog

Targeting End Markets with Favourable Tailwinds

Life Sciences – 56% of F2021 sales

Trends / Opportunities

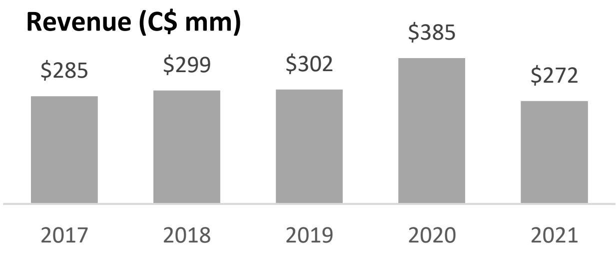
- Favorable demographics
- Robust new product pipeline
- Focus on quality, cost rationalization and efficiency



Transportation – 19% of F2021 sales

Trends / Opportunities

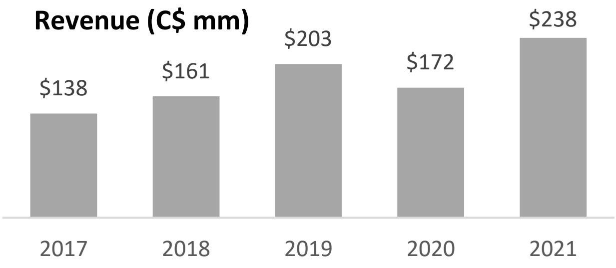
- EV shift (75% of ATS' Transport business is levered to EV)
- Record number of launches
- Standardized automation globally



Consumer – 17% of F2021 sales

Trends / Opportunities

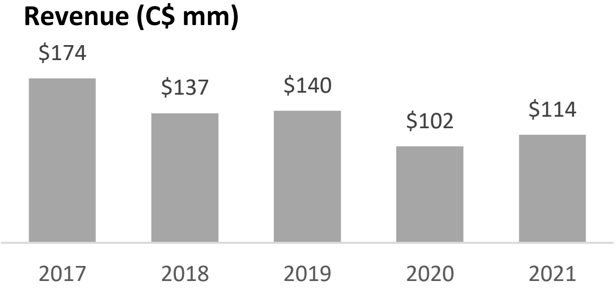
- Growing middle class (emerging markets)
- New products/rapid design and scale
- Significant investment in production capacity



Energy – 8% of F2021 sales

Trends / Opportunities

- Increasing global demand for clean energy
- Major tooling and equipment life cycle management
- Nuclear decommissioning and solar



Numerous opportunities across segments for stable growth

Capital Allocation Focused on Expanding Positions in Regulated Markets & Compounding Growth Through M&A

What We Look For

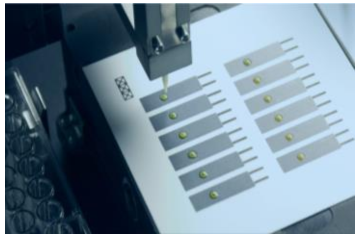
Targeting Value Creation in Attractive Markets

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

MARCO
Food yield control solutions
Acquired: Dec 2019

inimco
Digital and analytic solutions
Acquired: Nov 2020

KMW
EV micro assembly solutions
Acquired: Nov 2018

IAP
Process Automation solutions
Acquired: Oct 2019

Disciplined approach to deploy capital for strategic M&A

M&A Success Story – COMECER

Background:

- Acquired in Feb 2019
- Leading manufacturer of shielding equipment for radio-pharma & aseptic production
- HQ in Castel-Bolognese, Italy
- Purchase price €113mm, 2018 Sales of €67mm

Acquisition Rationale:

- New & highly complementary technological capabilities
- Comecer – Strong in isolation; ATS – Strong in automation
- Entry into the regulated Radio-pharma and Pharma sectors
- Opportunities for cost & revenue synergies

Performance Since Acquisition[1]	
Book-to-Bill[2]	+20%
Operating Margin	+300bps
Aftermarket[3]	+200bps

- ✔ Cross-Selling Opportunities
- ✔ ABM Driving Execution and Synergies
- ✔ Expanding Aftermarket Services

[1] Based on LTM figures (period ending Oct 31, 2020)
[2] Current vs. average book-to-bill from 2014 to 2018
[3] Pre-COVID-19 basis

Building a track record of successfully integrating acquisitions

Recent Acquisition of CFT is the Next Step in Executing ATS' M&A Strategy

CFT
LEADERS INNOVATE.

- CFT Group is a global supplier of processing and packaging automation equipment
- Strongly positioned in attractive fresh produce sorting, processing, and packaging niches
- Adds complementary technologies that can be combined to create unique market offerings
- Attractive deal economics with strong synergy potential
- **Purchase Price**: €4.60 per share, Enterprise value €166mm (~C$260mm)
- **Transaction Close**: March 2021




Platform acquisition in the highly regulated Food & Beverage market

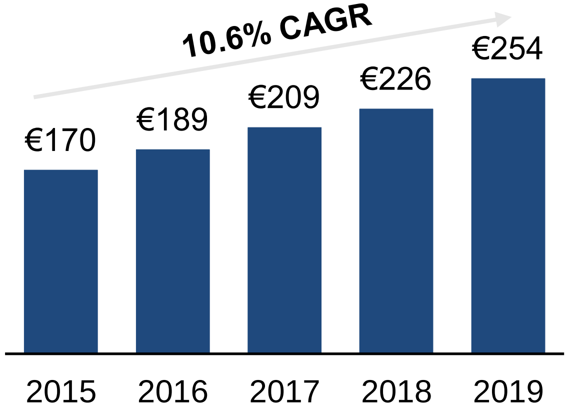
CFT Overview

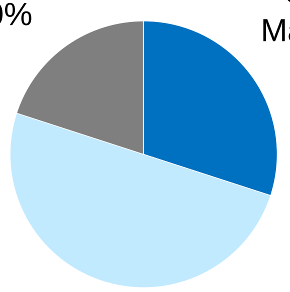
Business Overview

- 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

Figures in Millions

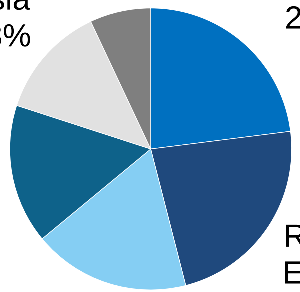




Strong Brand Portfolio

ROSSI & CATELLI, Raytec Vision, Manzini, SBC Bottling & Canning, Mecparma plants, CFT Robotics, Rolec, Comac, Comaco, Levati Food Tech, LABS, PKS, SAPI, SIMA

Diversified Customer & Revenue Base



alce nero, ALSAT Alimentos Españoles, S.L., Amor Benamor, Bonduelle, Coca-Cola, carozzi, Ferrero, Heineken, KraftHeinz, Mutti, pronat, Ramy, spc, Tomalia, TomSur

Note: CFT financial information presented herein is for illustrative purposes only & has been derived solely from publicly available information of CFT & includes certain adjustments. As a result, CFT's EBITDA is not directly comparable to ATS' EBITDA/Adj. EBITDA and is not indicative of anticipated ATS EBITDA/Adj. EBITDA if acquisition is consummated. Pro Forma Leverage should not be relied upon as reflective of what actual leverage of ATS would have been if acquisition had occurred at beginning of relevant period.

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

Growing business focused on attractive markets

Compelling Strategic Rationale

Strategic Rationale

- Platform acquisition into attractive Food & Beverage market
- Technological leadership in niche market areas
  - 140 patents
- Access to multiple elements of the value chain, creating cross-selling opportunities
- Synergies through technology sharing and joint development
- Opportunities to significantly enhance margins
  - Application of ATS Business Model to drive supply chain and operational synergies

Selected Synergy Opportunities

Material Handling	SuperTrak CONVEYANCE; CFT ROBOTICS	ATS automation expertise to accelerate CFT's robotics development
Optical Sorting and Inspection	MARCO Productivity Improvement Experts; raytec VISION Innovation in Sorting Equipment	MARCO and Raytec's commercial overlap drives customer opportunities
Liquid Filling	CFT; ATS; COMECER	Leverage CFT aseptic filling across multiple ATS platforms

ATS BUSINESS MODEL

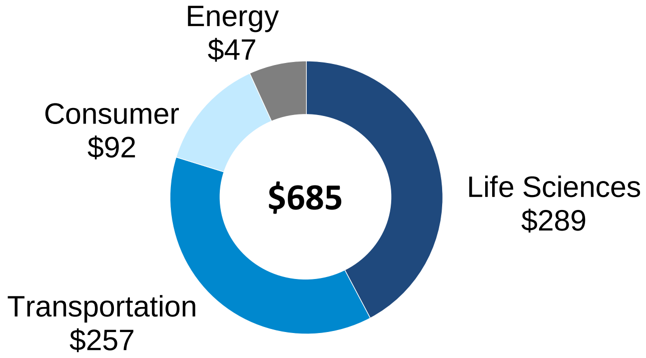
Drive Continuous Improvement Mindset

Numerous levers to drive significant value creation

On the Move to Higher Value and Higher Growth

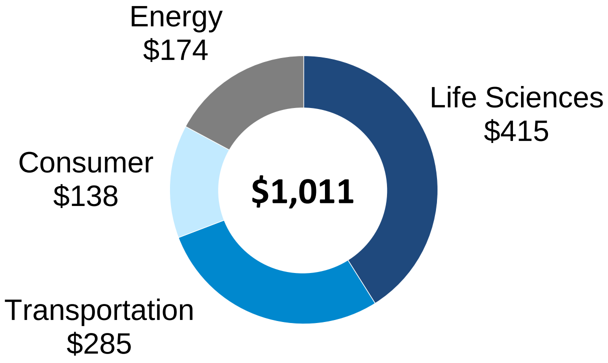
2013 Revenue Profile [1]

Figures in C$ mm



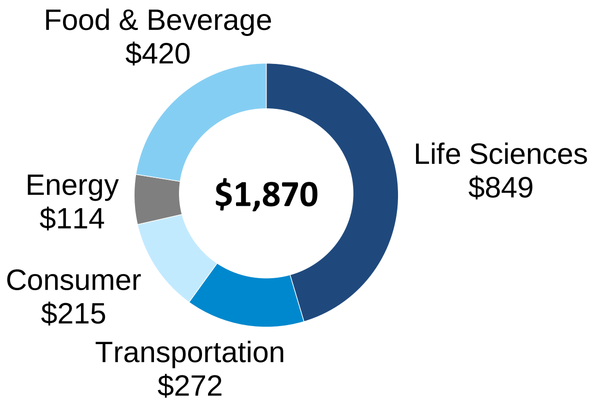
2016 Revenue Profile [1]

Figures in C$ mm



ATS Pro-Forma Today [1]

Figures in C$ mm



[1] 2013/2016 split based on ATS F2014/F2017 financials. Pro-Forma split based on latest ATS, CFT and BioDot's financials.

Acquisitions

- Life Sciences
- Food & Beverage

Figures in C$ mm

2013 - 2015

- PA SOLUTIONS for ~$355mm
- IWK for ~$137mm
- Exit ATS-Wickel

2018

- COMECER for ~$172mm

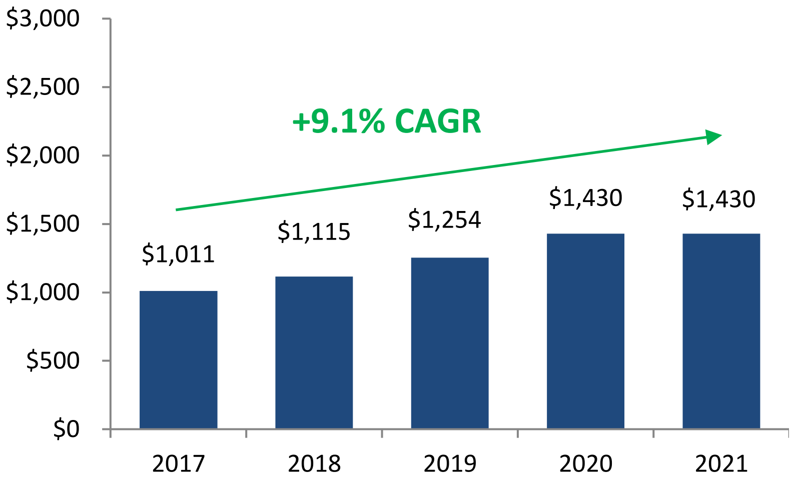
2019 - Today

- BIODOT for ~$106mm
- CFT for ~$260mm
- MARCO Productivity Improvement Experts for ~$57mm
- Exit ATW Germany

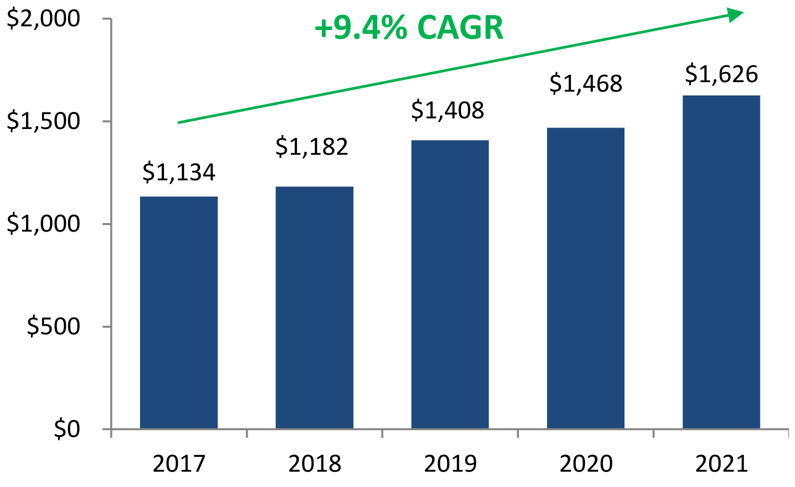
Focused on growing and resilient end markets

Strong Track Record of Revenue Growth and Margin Expansion, with Low Capex Requirements

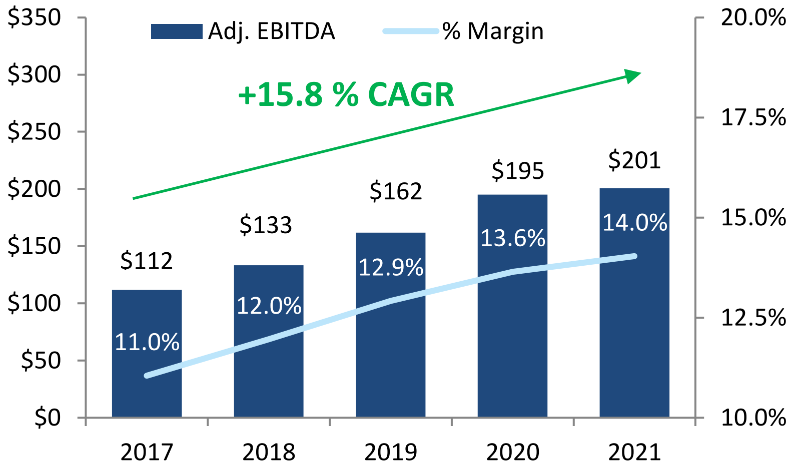
Revenues (C$ mm)



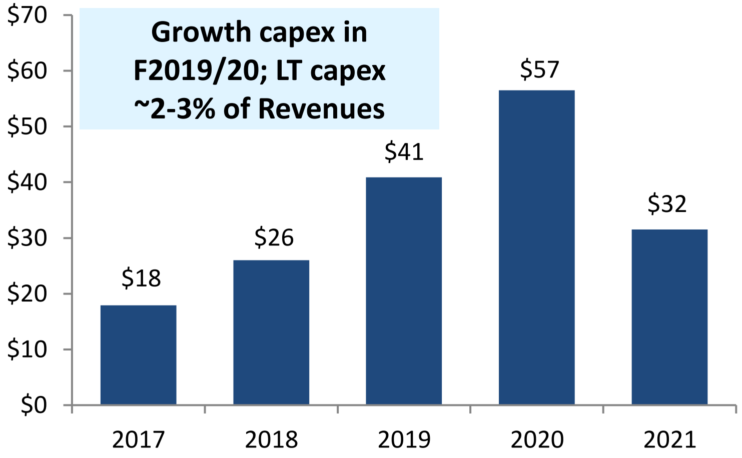
Order Bookings (C$ mm)



Adj. EBITDA[1] (C$ mm)



Capex[2] (C$ mm)

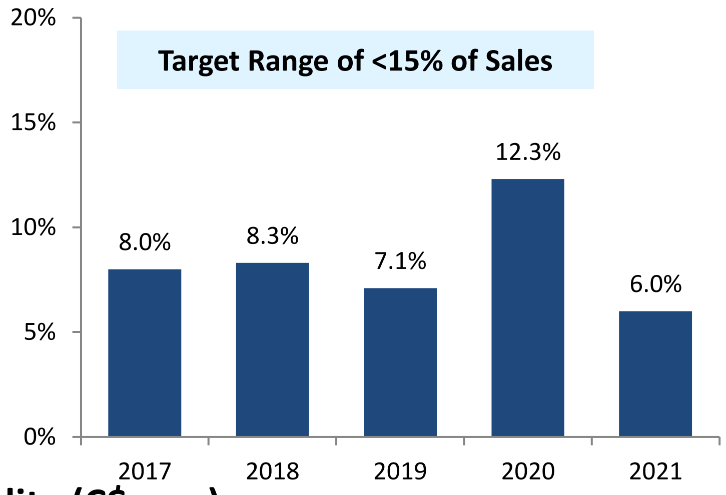


[1] Adjusted EBITDA is adjusted for items excluded from management's internal analysis of operating results. [2] Includes capex and acquisition of intangibles.

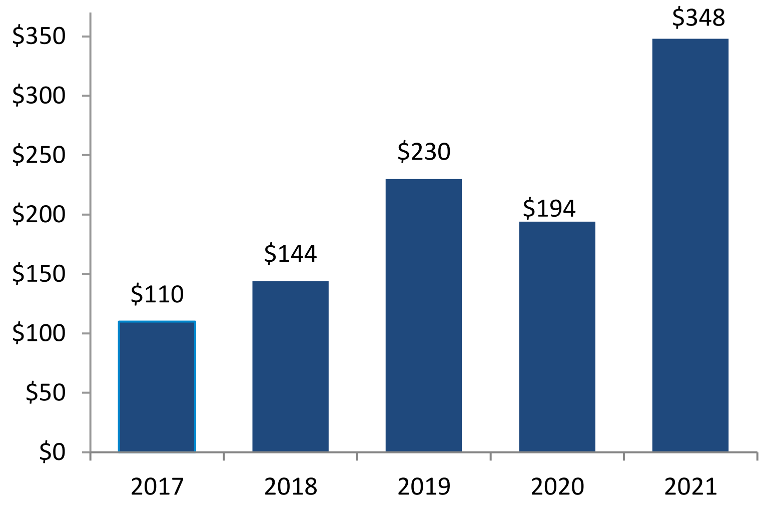
Supported by strong balance sheet

Strong Track Record of Revenue Growth and Margin Expansion, with Low Capex Requirements

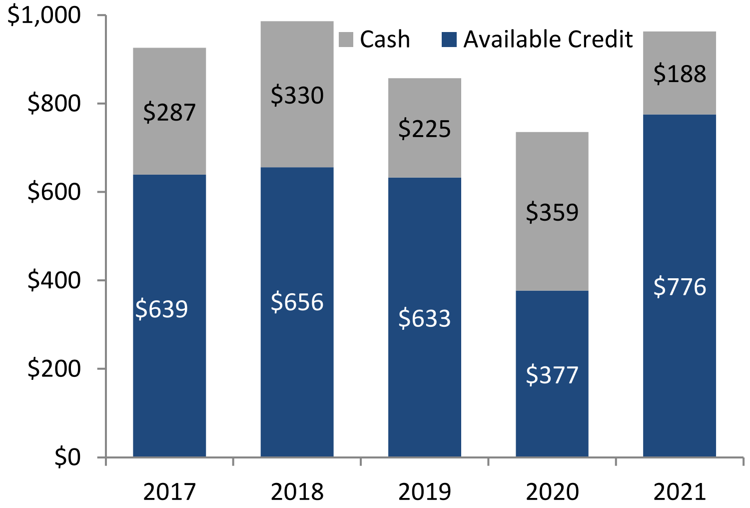
Working Capital as a % of Revenues



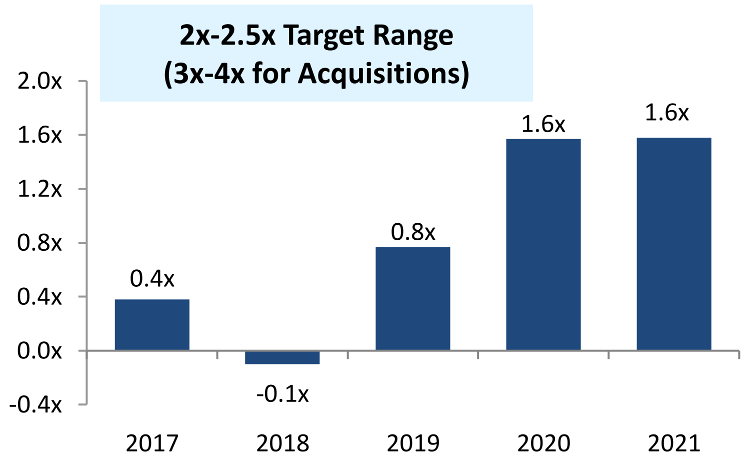
Cumulative FCF Since 2017[1] (C$ mm)



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.

Supported by strong balance sheet

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 (which includes amortization of intangible assets and right-of-use assets) 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, 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.

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 its 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**