
FORM 6-K
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

Report of Foreign Private Issuer

Pursuant to Rule 13a-16 or 15d-16
under the Securities Exchange Act of 1934

For the month of March, 2021

001-14832
(Commission File Number)

CELESTICA INC.

(Translation of registrant's name into English)

5140 Yonge Street, Suite 1900
Toronto, Ontario
Canada M2N 6L7
(416) 448-5800
(Address of principal executive offices)

Indicate by check mark whether the registrant files or will file annual reports under cover of Form 20-F or Form 40-F:

Form 20-F

Form 40-F

Indicate by check mark whether the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(1):

Indicate by check mark whether the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(7):

Furnished Herewith (and incorporated by reference herein)

<u>Exhibit No.</u>	<u>Description</u>
99.1	Notice of Meeting and Management Information Circular for the April 29, 2021 Annual Meeting of Shareholders
99.2	Form of Proxy (Multiple Voting Shares)
99.3	Form of Proxy (Subordinate Voting Shares)
99.4	Voting Instruction Form for US beneficial holders
99.5	Voting Instruction Form for Canadian beneficial holders
99.6	Request card for both US and Canadian registered holders
99.7	2020 Letter to Shareholders

The information contained in this Form 6-K is not incorporated by reference into any registration statement (or into any prospectus that forms a part thereof) filed by Celestica Inc. with the Securities and Exchange Commission.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: March 15, 2021

CELESTICA INC.

By: /s/ ROBERT ELLIS

Robert Ellis
Chief Legal Officer and
Corporate Secretary

EXHIBIT INDEX

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**NOTICE OF MEETING
AND
MANAGEMENT INFORMATION
CIRCULAR**

**FOR THE ANNUAL MEETING
OF SHAREHOLDERS**

**TO BE HELD ON
APRIL 29, 2021**



INVITATION TO SHAREHOLDERS

On behalf of the Board of Directors, management and employees of Celestica Inc. (the "**Corporation**"), it is our pleasure to invite you to join us at the Corporation's Annual Meeting of Shareholders (the "**Meeting**") to be held on Thursday, April 29, 2021 at 9:30 a.m. EDT in a virtual format due to the ongoing public health concerns related to coronavirus disease 2019 and related mutations ("**COVID-19**"). Shareholders will not be able to attend the Meeting in person. We believe that hosting a virtual Meeting will facilitate shareholder attendance and participation by enabling shareholders to participate remotely from any location around the world. We have designed the format of the virtual Meeting so that shareholders have opportunities to vote and participate, substantially similar to those they would have at a physical meeting. Shareholders will be able to submit questions before and during the Meeting using online tools, providing an opportunity for meaningful engagement with the Corporation.

Your participation at the Meeting is important. We encourage you to exercise your right to vote. For instructions on attending the Meeting virtually and voting your shares, please see *Questions and Answers on Voting and Proxies* in the accompanying Management Information Circular ("**Circular**"). The Meeting will begin at approximately 9:30 a.m., EDT, with login beginning at 9:00 a.m., EDT, via a live audio-only webcast on the internet.

The items of business to be considered and voted upon by shareholders at the Meeting are described in the Notice of Annual Meeting and the Circular.

You can find further information concerning the Corporation on our website at www.celestica.com. We encourage you to visit our website before attending the Meeting, as it provides useful information regarding the Corporation.

After the meeting, Robert A. Mionis, President and Chief Executive Officer, and Mandeep Chawla, Chief Financial Officer, will provide a brief overview of the Corporation's affairs and will be available to respond to questions.

Yours sincerely,

Handwritten signature of Michael M. Wilson in black ink.

Michael M. Wilson
Chair of the Board

Handwritten signature of Robert A. Mionis in black ink.

Robert A. Mionis
President and Chief Executive Officer

Your Vote Is Important

Registered Shareholders

You are a registered shareholder if your shares are registered directly in your name with our registrar and transfer agent, Computershare Investor Services Inc. (“**Computershare**”). You will have received from Computershare a form of proxy which accompanied your Management Information Circular. Complete, sign, date and mail your form of proxy to Computershare in the envelope provided or follow the instructions provided on the form of proxy to vote by telephone or internet. For instructions regarding how to vote online at the Meeting if you are a registered shareholder, see *Questions and Answers on Voting and Proxies — How Do I Exercise My Vote (and by When) If I am a Registered Shareholder?*

Non-Registered Shareholders

You are a non-registered shareholder (or beneficial owner) if your shares are held in the name of a nominee (such as a securities broker, trustee or other financial institution). You will have received from your nominee a request for voting instructions which accompanied your Management Information Circular. Alternatively, your nominee may have provided you with a form of proxy. Follow the instructions on your voting instruction form or the form of proxy provided to you to vote by telephone or internet, or complete, sign, date and mail the voting instruction form or the form of proxy provided to you in the envelope provided. For instructions regarding how to vote online at the Meeting if you are a non-registered shareholder, see *Questions and Answers on Voting and Proxies — How Do I Vote if I am a Non-Registered Shareholder?*

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NOTICE OF ANNUAL MEETING OF SHAREHOLDERS OF CELESTICA INC.

The Annual Meeting of Shareholders (the “Meeting”) of CELESTICA INC. (the “Corporation,” “Celestica,” “we,” “us” or “our”) will be held virtually via audio-only webcast online at <https://web.lumiagm.com/271769863>, password: celestica2021 on Thursday the 29th day of April, 2021 at 9:30 a.m. EDT for the following purposes:

- to receive and consider the financial statements of the Corporation for its financial year ended December 31, 2020, together with the report of the auditor thereon;
- to elect the directors for the ensuing year;
- to appoint the auditor for the ensuing year;
- to authorize the directors to fix the auditor’s remuneration;
- to approve an advisory resolution on the Corporation’s approach to executive compensation; and
- to transact such other business as may properly be brought before the Meeting and any adjournment(s) or postponement(s) thereof.

Management knows of no other matters to come before the Meeting. However, if any other matters which are not now known to management should properly come before the Meeting, proxies given in favour of the Proxy Nominees (defined in the accompanying Management Information Circular) will be voted upon such matters in accordance with their best judgment.

Only shareholders of record at the close of business on March 12, 2021 will be entitled to notice of, and to vote at the Meeting. Such shareholders are invited to vote at the Meeting by completing, signing, dating and returning the accompanying form of proxy by mail or by following the instructions for voting by telephone or internet in the accompanying form of proxy, whether or not they attend the virtual Meeting.

All registered shareholders (shareholders whose shares are registered directly in such shareholder’s name with our registrar and transfer agent, Computershare Investor Services Inc.) or their duly appointed proxyholders can attend the Meeting online at <https://web.lumiagm.com/271769863> where they can participate, vote or submit questions during the virtual Meeting.

DATED at Toronto, Ontario this 11th day of March, 2021.

By Order of the Board of Directors



Robert Ellis
Chief Legal Officer and Corporate Secretary

Note: If you are a new shareholder or a shareholder who did not elect to receive a copy of our 2020 Annual Report, you can view that report on our website at www.celestica.com or under our profile at www.sedar.com. If you wish to receive a hard copy of the report, please contact us at clsir@celestica.com.



CELESTICA INC.
5140 Yonge Street, Suite 1900
Toronto, Ontario, Canada M2N 6L7

MANAGEMENT INFORMATION CIRCULAR

In this Management Information Circular (the “Circular”), unless otherwise noted, all information is given as of February 22, 2021 and all dollar amounts are expressed in United States (“U.S.”) dollars. Unless stated otherwise, all references to “U.S.\$” or “\$” are to U.S. dollars and all references to “C\$” are to Canadian dollars. Unless otherwise indicated, any reference in this Circular to a conversion between U.S.\$ and C\$ is a conversion at the average of the exchange rates in effect for 2020. During that period, based on the relevant 2020 noon buying rates in New York City for cable transfers in Canadian dollars, as certified for customs purposes by the Board of Governors of the U.S. Federal Reserve System, the average exchange rate was \$1.00 = C\$1.3422.

QUESTIONS AND ANSWERS ON VOTING AND PROXIES

Q. WHAT DECISIONS WILL I BE ASKED TO MAKE?

- A. Shareholders will be voting on the following matters: the election of each individual director to the Board of Directors of the Corporation (the “**Board**” or the “**Board of Directors**”) for the ensuing year, the appointment of an auditor for the Corporation for the ensuing year, authorization of the Board to fix the auditor’s remuneration, an advisory resolution on the Corporation’s approach to executive compensation, and any other matters as may properly be brought before the Meeting.

The Corporation’s Board of Directors and management recommend that you vote *in favour* of each of the proposed nominees for election as directors of the Corporation, *in favour* of the appointment of KPMG LLP as auditor of the Corporation, *in favour* of the authorization of the Board of Directors of the Corporation to fix the remuneration to be paid to the auditor, and *in favour* of the advisory resolution on the Corporation’s approach to executive compensation.

Q. WHO IS SOLICITING MY PROXY?

- A. **The Corporation’s management is soliciting your proxy.** All associated costs of solicitation will be borne by the Corporation. The solicitation will be primarily by mail, but proxies may also be solicited personally by regular employees of the Corporation for which no additional compensation will be paid. The Corporation anticipates that copies of this Circular and accompanying form of proxy will be sent to registered shareholders on or about March 24, 2021.

Q. WHO IS ENTITLED TO VOTE?

- A. Any holder of Subordinate Voting Shares (“SVS”) or Multiple Voting Shares (“MVS”) of the Corporation at the close of business on March 12, 2021 or such holder’s duly appointed proxyholders or representatives are entitled to vote.

As at February 22, 2021, 110,450,723 SVS (which carry one vote per share and collectively represent approximately 19.2% of the voting power of the Corporation’s securities) and 18,600,193 MVS (which carry 25 votes per share and collectively represent approximately 80.8% of the voting power of the Corporation’s securities) were issued and outstanding.

Q. WHY ARE WE HAVING A VIRTUAL ONLY MEETING?

- A. This year in light of the public health impact of the COVID-19 pandemic and our commitment to support the health, safety and wellness of our communities, shareholders, and other stakeholders, we will hold the Meeting in a virtual-only format, which will be conducted over the internet via live audio-only webcast. We intend to hold the virtual Meeting in a manner that affords you opportunities to participate, substantially similar to those you would have at an in-person meeting.

Q. HOW DO I EXERCISE MY VOTE (AND BY WHEN) IF I AM A REGISTERED SHAREHOLDER?

- A. If you are a registered shareholder, you may exercise your right to vote by: attending and voting your shares online at the virtual Meeting (personally or through an Appointee (as defined below)); by mailing in the attached form of proxy; or by voting by telephone or internet.

Registered shareholders will receive a 15-digit control number via the attached form of proxy from Computershare, to enable them to vote by telephone or internet. Registered shareholders will also be assigned a Username by the Corporation's registrar and transfer agent, Computershare Investor Services Inc. ("**Computershare**"), which they will receive via e-mail. If a registered shareholder has duly appointed an Appointee to represent such shareholder at the Meeting, such Appointee must be registered in order for such Appointee to receive a Username from Computershare to participate in the Meeting. See below under — *Questions and Answers on Voting and Proxies — Can a Registered Shareholder Appoint Someone Other Than the Proxy Nominees to Vote Their Shares at the Meeting?* for additional detail. Registered shareholders (or such Appointees) who were assigned a Username by Computershare will be able to vote and submit questions during the Meeting. To do so, please go to <https://web.lumiagm.com/271769863> prior to the start of the Meeting to login using password: celestica2021. Registered shareholders (or their duly appointed Appointees) can participate in the Meeting by clicking "I have a login" and entering a Username and Password before the start of the Meeting. If you (or your duly-appointed Appointee) vote your shares online at the virtual Meeting, such vote will be taken and counted at the Meeting.

If you choose to vote your shares using the form of proxy, your duly executed form of proxy must be received by Computershare at: 100 University Avenue, 8th Floor, Toronto, Ontario, Canada M5J 2Y1, **no later than 9:30 a.m. (EDT) on Tuesday, April 27, 2021**. If the Meeting is adjourned or postponed, Computershare must receive the form of proxy at least 48 hours, excluding Saturdays, Sundays and holidays, before the rescheduled Meeting.

If you choose to vote your shares by telephone or internet, your vote must be received **no later than 9:30 a.m. (EDT) on Tuesday, April 27, 2021**.

Non-registered shareholders should refer to *Questions and Answers on Voting and Proxies — How Do I Vote If I Am a Non-Registered Shareholder?*

Q. MUST I INFORM ANYONE OF MY INTENT TO ATTEND THE MEETING?

- A. No. The Meeting will be held virtually and no advanced notice of attendance is required.

Q. HOW DO I ATTEND THE MEETING?

- A. Due to the COVID-19 pandemic and for the health and safety of our shareholders, employees, and families, we will be hosting the Meeting live via the Internet. **You will not be able to attend the Meeting in person.** The Meeting will only be held virtually via audio-only webcast at <https://web.lumiagm.com/271769863>, password: celestica2021. We encourage you to access the Meeting prior to the start time. Online access will begin at 9:00 a.m. EDT. Instructions on how to connect and participate in the Meeting are enclosed with this Circular and posted on the Corporation's website at www.celestica.com under "Investor Relations" | "Annual Reports".

Voting at the meeting will only be available for shareholders or their registered Appointees (as defined below), subject to the procedures described under *Questions and Answers on Voting and Proxies — How Do I Exercise My Vote (and by When) if I am a Registered Shareholder?* and *How Do I Vote If I Am a Non-Registered Shareholder?* Registered Shareholders who have appointed and registered an Appointee may attend the Meeting by clicking "I am a guest" and entering the password "celestica2021" but will be unable to participate in, or vote at, the Meeting. Non-registered shareholders who have not appointed

and registered themselves or an Appointee may attend the meeting by clicking “I am a guest” and entering the password “celestica2021”, but will be unable to participate in, or vote at, the Meeting.

Q. HOW DO I ASK QUESTIONS DURING THE MEETING?

- A. Registered Shareholders or their registered Appointees will have opportunities to participate, substantially similar to those they would have at an in-person meeting. Registered Shareholders or registered Appointees may submit questions while connected to the Meeting on the Internet. If you wish to submit a question, you may do so by logging into the virtual meeting platform at <https://web.lumiagm.com/271769863>, typing the question into the “Ask a Question” field and clicking “Submit”. Registered Shareholders attending as guests and non-Registered Shareholders who have not appointed themselves or an Appointee may attend the Meeting but will be unable to submit questions at the Meeting. Additional information regarding the ability of participants to ask questions during the Meeting will be set forth in the Meeting’s Rules of Conduct, which will be made available within the virtual Meeting platform.

Q. WHAT IF I HAVE TECHNICAL DIFFICULTIES ACCESSING THE MEETING?

- A. If shareholders (or their Appointees) encounter any difficulties accessing the Meeting during the check-in or meeting time, they may attend the Meeting by clicking “I am a guest” and entering the password “celestica2021”. The virtual Meeting platform is fully supported across browsers (Edge, Firefox, Chrome, and Safari), and devices (desktops, laptops, tablets, and cell phones) running the most updated version of applicable software and plugins. Shareholders (or their Appointees) should ensure that they have a strong Internet connection if they intend to attend and/or participate in the Meeting. Participants should allow plenty of time to log in and ensure that they can hear streaming audio prior to the start of the Meeting.

Q. WHAT IF A REGISTERED SHAREHOLDER SIGNS THE FORM OF PROXY ENCLOSED WITH THIS CIRCULAR?

- A. Signing the form of proxy gives authority to Mr. Michael M. Wilson or Mr. Robert A. Mionis or their designees (the “**Proxy Nominees**”), to vote your shares at the Meeting, unless you give authority to another person to vote your shares by providing that person’s name on the form of proxy.

Q. CAN A REGISTERED SHAREHOLDER APPOINT SOMEONE OTHER THAN THE PROXY NOMINEES TO VOTE THEIR SHARES AT THE MEETING?

- A. **Yes, you may appoint an individual or company other than the Proxy Nominees to vote your shares at the Meeting (such individual or authorized representative of such company shall be referred to herein as an “Appointee”).** Write the name of the Appointee of your choice in the blank space provided in the form of proxy. The Appointee whom you choose need not be a shareholder.

If you appoint an Appointee to represent you at the Meeting, you must first submit your proxy form appointing such Appointee; then register your Appointee. Registering your Appointee is an additional step you need to take after submitting your proxy to appoint your Appointee in order for your Appointee to vote your shares at the Meeting. If you fail to register your Appointee, your Appointee will not receive a Username, and will be unable to participate in, or vote at, the Meeting. To register an Appointee, you **MUST** visit <https://www.computershare.com/celestica> by **no later than 9:30 a.m. EDT on April 27, 2021** and provide Computershare with your Appointee’s contact information, so that Computershare may provide your Appointee with a Username via email.

Please ensure that the Appointee you have appointed is attending the Meeting and is aware that such Appointee will be voting your shares.

Q. HOW WILL THE SHARES OF REGISTERED SHAREHOLDERS BE VOTED AT THE MEETING IF THEY GIVE THEIR PROXY TO THE PROXY NOMINEES?

- A. On any ballot that may be called for, the shares represented by a properly executed proxy given in favour of the Proxy Nominees in the enclosed form of proxy will be voted for or against or withheld from voting in accordance with the instructions given on the ballot. If you specify a choice with respect to any matter to be acted upon, such shares will be voted accordingly.

The persons named in the form of proxy must vote for or against or withhold from voting your shares in accordance with your instructions on the form of proxy. **In the absence of such directions and unless you**

specify an Appointee other than the Proxy Nominees to vote your shares, your shares will be voted in favour of the election to the Corporation's Board of each of the nominees proposed by management, in favour of the appointment of KPMG LLP as the Corporation's auditor, in favour of the authorization of the Board to fix the auditor's remuneration, in favour of the advisory resolution on the Corporation's approach to executive compensation, and as the Proxy Nominees may determine in their best judgment with respect to any other matters that may properly come before the Meeting or any adjournment(s) or postponement(s) thereof.

Q. IF REGISTERED SHAREHOLDERS CHANGE THEIR MIND, CAN THEY TAKE BACK THEIR PROXY ONCE IT HAS BEEN GIVEN?

- A. Yes, you may revoke any proxy that you have given at any time prior to its use at the Meeting or any adjournment(s) or postponement(s) thereof. In addition to revocation in any other manner permitted by law, you may revoke your proxy by preparing a written statement, signed by you or your attorney, as authorized, or if the proxy is given on behalf of a corporation or other legal entity, by a duly authorized officer or attorney of such corporation or legal entity, prior to the proxy being voted, or by transmitting, by telephonic or electronic means, a revocation signed by electronic signature by you or by your attorney, who is authorized in writing, to the registered office of the Corporation at any time up to and including the last business day preceding the day of the Meeting, or any adjournment(s) or postponement(s) thereof.

Note that your or your Appointee's participation online at the Meeting in a vote by ballot at the Meeting will automatically revoke any proxy previously given by you regarding business considered by that vote.

Q. WHAT IF AMENDMENTS ARE MADE TO THE SCHEDULED MATTERS OR IF OTHER MATTERS ARE BROUGHT BEFORE THE MEETING?

- A. The accompanying form of proxy confers discretionary authority upon the Proxy Nominees in respect of any amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the Meeting or any adjournment(s) or postponement(s) thereof.

As of the date of this Circular, the Corporation's management was not aware of any such amendments, variations or other matters to come before the Meeting. However, if any amendments, variations or other matters that are not now known to management should properly come before the Meeting or any adjournment(s) or postponement(s) thereof, the shares represented by proxies in favour of the Proxy Nominees will be voted on such matters in accordance with their best judgment.

Q. HOW DO I VOTE IF I AM A NON-REGISTERED SHAREHOLDER?

- A. A shareholder is a non-registered shareholder (or beneficial owner) if (i) an intermediary (such as a bank, trust company, securities dealer or broker, trustee or administrator of a registered retirement savings plan, registered retirement income fund, deferred profit sharing plan, registered education savings plan, registered disability savings plan or tax-free savings account), or (ii) a clearing agency (such as CDS Clearing and Depository Services Inc. or Depository Trust and Clearing Corporation), of which the intermediary is a participant (in each case, an "Intermediary"), holds the shareholder's shares on behalf of the shareholder.

In accordance with *National Instrument 54-101 — Communication with Beneficial Owners of Securities of a Reporting Issuer* of the Canadian Securities Administrators ("**NI 54-101**"), the Corporation is distributing copies of materials related to the Meeting to Intermediaries for distribution to non-registered shareholders and such Intermediaries are to forward the materials related to the Meeting to each non-registered shareholder (unless the non-registered shareholder has declined to receive such materials). Such Intermediaries often use a service company (such as Broadridge Investor Communication Solutions ("**Broadridge**")), to permit the non-registered shareholder to direct the voting of the shares held by the Intermediary on behalf of the non-registered shareholder. The Corporation is paying Broadridge to deliver, on behalf of the Intermediaries, a copy of the materials related to the Meeting to each "non-objecting beneficial owner" and each "objecting beneficial owner" (as those terms are defined in NI 54-101).

If you are a non-registered shareholder, the Intermediary holding your shares should provide a voting instruction form. In order to cast your vote, you must follow the instructions on the voting instruction form to vote by telephone or internet, or complete, sign and return the voting instruction form in accordance with the instructions, and within the timeline (which will likely be earlier than 9:30 a.m. (EDT))

on Tuesday, April 27, 2021), set forth therein. This form will constitute voting instructions which the Intermediary must follow. Alternatively, the Intermediary may provide you with a signed form of proxy. In this case, you do not need to sign the form of proxy, but should complete it and forward it directly to Computershare.

As a non-registered holder, if your shares are held through a broker who is a member of the New York Stock Exchange (the “NYSE”) and you do not return the voting instruction form, your broker will not have the discretion to vote your shares on any “non-routine” matters, as defined under NYSE rules. **Therefore, it is important that you instruct your broker or other Intermediary how to vote your shares.** If such broker doesn’t receive voting instructions as to a non-routine proposal (all proposals, other than the proposal to appoint the auditor for the ensuing year and to authorize the directors to fix the auditor’s remuneration, are “non-routine” matters under NYSE rules), a “broker non-vote” with respect to such shares occurs, and such shares will not be taken into account in determining the outcome of the non-routine proposal.

Should you, as a non-registered shareholder (other than U.S. resident non-registered shareholders — see below), wish to attend the Meeting and vote your shares at the Meeting, or have an Appointee vote your shares on your behalf at the Meeting, you should fill in your own name or the name of your Appointee, as the case may be, in the space provided on the form of proxy provided by the Intermediary. An Intermediary’s voting instruction form will likely provide corresponding instructions as to how you (or your Appointee) can participate in, and cast your vote at the Meeting. In any case, you should carefully follow the instructions provided by the Intermediary and contact the Intermediary promptly if you require assistance. If you wish to vote your shares at the Meeting or designate an Appointee to attend the Meeting and vote your shares on your behalf, you must first submit the form of proxy or voting instruction form appointing yourself or your Appointee to the Intermediary; and then register yourself or your Appointee. Registering yourself or your Appointee is an additional step you need to take after submitting your form of proxy or voting instruction form to designate yourself or your Appointee in order for you or your Appointee to vote your shares at the Meeting. If you fail to register yourself or your Appointee, you or your Appointee will not receive a Username from Computershare, and will be unable to participate in, or vote at, the Meeting. To register yourself or an Appointee, you MUST visit <https://www.computershare.com/celestica> by no later than 9:30 a.m. EDT on April 27, 2021 and provide Computershare with you or your Appointee’s contact information, so that Computershare may provide you or your Appointee with a Username via email.

To attend and vote at the Meeting, U.S. resident non-registered shareholders must first obtain a valid legal proxy from their Intermediary, and then register themselves or their Appointee in advance to virtually participate in, and vote at the Meeting. U.S. resident non-registered shareholders should follow the instructions from their Intermediary included with these proxy materials or contact their Intermediary to request a legal proxy form. After first obtaining a valid legal proxy from their Intermediary, U.S. resident non-registered shareholders must submit a copy of their legal proxy to Computershare in order to register themselves or their Appointee to participate in, and vote at the Meeting. Requests for registration should be directed to:

Computershare Investor Services Inc.
100 University Avenue, 8th Floor
Toronto, Ontario M5J 2Y1

OR

Email at: uslegalproxy@computershare.com

Requests for registration must be labeled as “Legal Proxy” and be received no later than April 27, 2021 by 9:30 am. U.S. resident non-registered shareholders will receive a confirmation of their registration by email after Computershare receives their registration materials. Such U.S. resident non-registered shareholders or their Appointee may then attend the Meeting and vote their shares at <https://web.lumiagm.com/271769863>, password: celestica2021 during the Meeting.

Non-registered shareholders who have not appointed themselves may attend the Meeting by clicking “I am a guest” and entering the password “celestica2021” but will be unable to participate in, or vote at, the Meeting.

If you vote and would subsequently like to change your vote (whether by revoking a voting instruction or by revoking a proxy), you should contact the Intermediary to discuss whether this is possible and, if so, what procedures you should follow.

Q. HOW CAN I CONTACT THE INDEPENDENT DIRECTORS, NON-MANAGEMENT DIRECTORS AND CHAIR?

- A. You may confidentially contact the Chair of the Board, the non-management directors or the independent directors by writing to them individually or as a group at the Corporation's head office. Please send your letters in sealed envelopes to our head office as follows and we will deliver them to the Chair of the Board or the appropriate addressee(s), unopened:

c/o Investor Relations
5140 Yonge Street, Suite 1900
Toronto, Ontario, Canada M2N 6L7
Phone: 416-448-2211

Q. WHOM SHOULD I CONTACT IF I HAVE QUESTIONS CONCERNING THE CIRCULAR OR FORM OF PROXY?

- A. If you have questions concerning the information contained in this Circular you may contact Celestica Investor Relations:

Investor Relations
5140 Yonge Street, Suite 1900
Toronto, Ontario, Canada M2N 6L7
Phone: 416-448-2211
E-mail: clsir@celestica.com

If you require assistance in completing the form of proxy you may contact Computershare (see contact coordinates below).

Q. HOW CAN I CONTACT THE TRANSFER AGENT?

- A. You may contact the transfer agent by mail:

Computershare Investor Services Inc.
100 University Avenue, 8th Floor
Toronto, Ontario M5J 2Y1

or by telephone:

within Canada and the U.S.
1-800-564-6253
all other countries
514-982-7555

PRINCIPAL HOLDERS OF VOTING SHARES

As of February 22, 2021, the only persons, corporations or other legal entities who, to the knowledge of the Corporation, its directors or executive officers, beneficially own, or control or direct, directly or indirectly, voting securities carrying 10% or more of the voting rights attached to any class of the voting securities of the Corporation are as follows:

Table 1: Principal Holders of Voting Shares

Name	Number of Shares	Percentage of Class	Percentage of All Equity Shares	Percentage of Voting Power
Onex Corporation⁽¹⁾	18,600,193 MVS	100.0%	14.4%	80.8%
Toronto, Ontario				
Canada	397,045 SVS	*	*	*
Gerald W. Schwartz⁽²⁾	18,600,193 MVS	100.0%	14.4%	80.8%
Toronto, Ontario				
Canada	517,702 SVS	*	*	*
Letko, Brosseau & Associates Inc.⁽³⁾	16,381,753 SVS	14.8%	12.7%	2.8%
Montréal, Québec				
Canada				

* Less than 1%.

⁽¹⁾ The number of shares beneficially owned, controlled or directed, directly or indirectly, by Onex Corporation (“Onex”) includes 945,010 MVS held by a wholly-owned subsidiary of Onex. 814,546 of the MVS beneficially owned by Onex are subject to options granted to certain officers of Onex pursuant to certain Onex management investment plans, which options may be exercised upon specified dispositions by Onex (directly or indirectly) of Celestica’s securities, with respect to which Onex has the right to vote or direct the vote (“MIP Options”), including 688,807 MIP Options granted to Gerald W. Schwartz (each of which MVS will, upon exercise of such options, be automatically converted into an SVS).

⁽²⁾ The number of shares beneficially owned, or controlled or directed, directly or indirectly, by Mr. Schwartz consists of 120,657 SVS owned by a company controlled by Mr. Schwartz and all of the 18,600,193 MVS and 397,045 SVS beneficially owned, controlled or directed, directly or indirectly, by Onex as described in footnote 1 above. Mr. Schwartz is the Chairman of the Board, and Chief Executive Officer of Onex. In addition, he indirectly owns multiple voting shares of Onex carrying the right to elect a majority of the Onex board of directors. Accordingly, under applicable securities laws, Mr. Schwartz is deemed to be the beneficial owner of the Celestica shares owned by Onex; Mr. Schwartz has advised the Corporation, however, that he disclaims beneficial ownership of such shares.

⁽³⁾ The number of shares reported as held by Letko, Brosseau & Associates Inc. is based on the alternative monthly report it filed on SEDAR on February 9, 2021, reporting ownership as of January 31, 2021.

Agreement for the Benefit of Holders of SVS

Onex, which beneficially owns, controls or directs, directly or indirectly, all of the outstanding MVS, has entered into an agreement with the Corporation and with Computershare Trust Company of Canada (as successor to the Montreal Trust Company of Canada), as trustee for the benefit of the holders of the SVS, for the purpose of ensuring that the holders of the SVS will not be deprived of rights under applicable provincial take-over bid legislation to which they would be otherwise entitled in the event of a take-over bid (as that term is defined in applicable securities legislation) for the MVS if the MVS had been SVS. Subject to certain permitted forms of sale, such as identical or better offers to all holders of SVS, Onex has agreed that it, and any of its affiliates that may hold MVS from time to time, will not sell any MVS, directly or indirectly, pursuant to a take-over bid (as that term is defined under applicable securities legislation) under circumstances in which any applicable securities legislation would have required the same offer or a follow-up offer to be made to holders of SVS if the sale had been a sale of SVS rather than MVS, but otherwise on the same terms.

The Restated Articles of Incorporation (the “Articles”) of the Corporation provide “coat-tail” protection to the holders of the SVS by providing that the MVS will be converted automatically into SVS upon any transfer thereof, except (a) a transfer to Onex or any affiliate of Onex, or (b) a transfer of 100% of the outstanding MVS to a purchaser who also has offered to purchase all of the outstanding SVS for a per share consideration identical to, and otherwise on the same terms as, that offered for the MVS, and the MVS held by such purchaser thereafter shall be subject to the provisions relating to conversion (including with respect to the provisions

described in this paragraph) as if all references to Onex were references to such purchaser. In addition, if (a) any holder of any MVS ceases to be an affiliate of Onex, or (b) Onex and its affiliates cease to have the right, in all cases, to exercise the votes attached to, or to direct the voting of, any of the MVS held by Onex and its affiliates, such MVS shall convert automatically into SVS on a one-for-one basis. For these purposes, (a) “Onex” includes any successor corporation resulting from an amalgamation, merger, arrangement, sale of all or substantially all of its assets, or other business combination or reorganization involving Onex, provided that such successor corporation beneficially owns directly or indirectly all MVS beneficially owned directly or indirectly by Onex immediately prior to such transaction and is controlled by the same person or persons as controlled Onex prior to the consummation of such transaction, (b) a corporation shall be deemed to be a subsidiary of another corporation if, but only if (i) it is controlled by that other, or that other and one or more corporations each of which is controlled by that other, or two or more corporations each of which is controlled by that other, or (ii) it is a subsidiary of a corporation that is that other’s subsidiary, (c) “affiliate” means a subsidiary of Onex or a corporation controlled by the same person or company that controls Onex, and (d) “control” means beneficial ownership of, or control or direction over, securities carrying more than 50% of the votes that may be cast to elect directors if those votes, if cast, could elect more than 50% of the directors. For these purposes, a person is deemed to beneficially own any security which is beneficially owned by a corporation controlled by such person. In addition, if at any time the number of outstanding MVS shall represent less than 5% of the aggregate number of the outstanding MVS and SVS, all of the outstanding MVS shall be automatically converted at such time into SVS on a one-for-one basis.

INFORMATION RELATING TO OUR DIRECTORS

Election of Directors

The nine individuals listed herein are being recommended for election as directors of the Corporation, as the current term of office for each director expires at the close of the Meeting. If elected, they will hold office until the close of the next annual meeting of shareholders or until their successors are elected or appointed, unless such office is earlier vacated in accordance with the Corporation’s by-laws. All of the proposed nominees are currently directors of the Corporation. The Articles provide for a minimum of three and a maximum of twenty directors. The Board of Directors has the authority to set the number of directors of the Corporation to be elected at the Meeting and has set that number at nine.

During 2020, the Nominating and Corporate Governance Committee (“**NCGC**”) began a comprehensive board composition review process taking into account the composition of the Board, Board diversity and the Board’s retirement policy, which provides that, unless the Board authorizes an exception, a director shall not stand for re-election after his or her 75th birthday. In addition, in 2020 an *ad hoc* Director Search Committee comprised of Messrs. Cascella, Mionis, Popatia and Wilson was created for the purpose of identifying potential future director nominees. The NCGC recommended, and the Board approved, an exception to the retirement policy for Mr. Ryan for 2021 taking into account his expertise as a long-serving member of the Board, his leadership as Chair of the Human Resources and Compensation Committee (“**HRCC**”), the need for continuity and stability during the search for a new director in 2021 and the transition to a new Chair of the HRCC, and limitations on in-person interviews for new directors and transition difficulties as a result of coronavirus disease 2019 and related mutations (“**COVID-19**”). In accordance with this exception, Mr. Ryan is standing for re-election at the Meeting. Mr. Ryan has resigned as the Chair of the HRCC effective at the close of the Meeting and Mr. Cascella has been appointed as Chair of the HRCC (if elected as a director), effective as of such resignation. Should Mr. Ryan be elected as a director at the Meeting, he will remain a director and member of the HRCC in order to provide for an orderly transition of the Chair responsibilities to Mr. Cascella. See *Corporate Governance — Nomination and Election of Directors*.

Unless authority to do so is withheld, shares represented by proxies in favour of the Proxy Nominees will be voted in favour of each of the proposed nominees listed below for election as directors. Management of the Corporation does not contemplate that any of the nominees will be unable, or for any reason unwilling, to serve as a director, but if that should occur for any reason prior to their election, the Proxy Nominees may, in their discretion, nominate and vote for another nominee.

Majority Voting Policy

The Board has adopted a policy that requires, in an uncontested election of directors, that shareholders be able to vote in favour of, or to withhold from voting, separately for each director nominee. If, with respect to any particular nominee, other than the controlling shareholder or a representative of the controlling shareholder, the number of shares withheld from voting by shareholders other than the controlling shareholder and its associates exceeds the number of shares that are voted in favour of the nominee, by shareholders other than the controlling shareholder and its associates, then the Board shall determine, and in so doing shall give due weight to the rights of the controlling shareholder, whether to require the nominee to resign from the Board and, if so required, any such nominee shall immediately tender his or her resignation. A director who tenders a resignation pursuant to this policy will not participate in any meeting of the Board at which the resignation is considered. The Board shall determine whether to accept the resignation, which, if accepted, shall be effective immediately upon such acceptance. The Board shall accept such resignation absent exceptional circumstances. Such a determination by the Board shall be made, and promptly announced by press release (a copy of which will be provided to the Toronto Stock Exchange (“TSX”)), within 90 days after the applicable shareholders’ meeting. If the Board determines not to accept a resignation, the press release will fully state the reasons for such decision. Subject to any corporate law restrictions, the Board may leave any resultant vacancy unfilled until the next annual shareholders’ meeting or it may fill the vacancy through the appointment of a new director whom the Board considers would merit the confidence of the shareholders, or it may call a special meeting of shareholders at which there shall be presented a nominee or nominees to fill the vacant position or positions.

Board Composition



The proposed Board has an average age of 64 and average tenure of seven years. Two of the proposed nine nominees are women (22%), including the current chair of the Audit Committee. Two of the other nominees self-identify as members of visible minorities (22%) while none of the nominees self-identify as Aboriginal peoples or as persons with disabilities (each as defined under the *Employment Equity Act* (Canada)). See *Corporate Governance — Board Diversity*.

Nominees for Election as Director

The following nominee profiles include a summary of each nominee’s career experience, areas of expertise, term as a director of the Corporation, place of residence, age, other public corporations of which they are or were (during the prior five years) directors, and their equity interests in the Corporation. There are no contracts, arrangements or understandings between any director and any executive officer or any other person pursuant to which any one of the nominees has been nominated. For a description of the deferred share units (“DSUs”) and restricted share units (“RSUs”) issued to the Corporation’s directors, see *Information Relating to Our Directors — Director Compensation and — Directors’ Ownership of Securities*. In the case of options, RSUs and performance share units (“PSUs”) issued to Mr. Mionis, see *Compensation Discussion and Analysis and Compensation of Named Executive Officers — Option-Based and Share-Based Awards*. As an executive officer of the Corporation, Mr. Mionis has not received any DSUs.



Robert A. Cascella
Boca Raton, Florida
U.S.

Director Since: 2019

Age: 66

Status: Independent

Areas of Expertise:

- Executive Leadership
- Healthcare Technology
- Strategy & M&A

Other Current Public Board Directorships: None

2020 Annual Meeting

Votes in Favour: 98.99%

Votes Withheld: 1.01%

Mr. Cascella is currently a Strategic Business Development Leader of Royal Philips, a public Dutch multinational healthcare company. From 2015 to 2020, he served as Executive Vice President of Royal Philips and Chief Executive Officer of Philips' Diagnosis and Treatment businesses, including businesses serving Radiology, Cardiology and Oncology, as well as Enterprise Diagnostic Informatics. Mr. Cascella has also served on Philips' Executive Committee since 2016 and will do so until April 1, 2021 after which time he will act as a special advisor to Philips' strategic business development projects on a part-time basis until the end of 2021. Since 2020, Mr. Cascella has also been serving on the board of directors of Metabolon, Inc. He served as the President and Chief Executive Officer of Hologic, Inc., a public medical device and diagnostics company, from 2003 to 2013. He has also held senior leadership positions at CFG Capital, NeoVision Corporation and Fischer Imaging Corporation. Mr. Cascella served on Hologic, Inc.'s board of directors from 2008 to 2013. He also previously served on the board of Tegra Medical and acted as chair of the boards of Dysis Medical and Miranda Medical. He holds a Bachelor's degree in Accounting from Fairfield University.

Mr. Cascella sits on the Audit Committee, HRCC, and NCGC, and has been appointed as Chair of the HRCC effective at the close of the Meeting.

BOARD AND COMMITTEE ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	8 of 8	Board 100%
Audit Committee	6 of 6	Committee 100%
HRCC	6 of 6	
NCGC	3 of 3	

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	—	—	37,028	\$298,816	—	—	37,028	\$298,816	N/A
2019	—	—	16,081	\$129,774	—	—			
Change	—	—	20,947	\$169,042	—	—			



Deepak Chopra
Toronto, Ontario
Canada

Director Since: 2018

Age: 57

Status: Independent

Areas of Expertise:

- Executive Leadership
- Logistics & e-Commerce Supply-Chain
- Global Strategic Development

Other Current Public Board Directorships:

- The North West Company Inc. (since 2018)
- The Descartes Systems Group Inc. (since 2020)

2020 Annual Meeting

Votes in Favour: 99.05%

Votes Withheld: 0.95%

Mr. Chopra most recently served as President and Chief Executive Officer of Canada Post Corporation from February 2011 to March 2018. He has more than 30 years of global experience in the financial services, technology, logistics and supply chain industries. Mr. Chopra worked for Pitney Bowes Inc., a NYSE traded technology company known for postage meters, mail automation and location intelligence services, for more than 20 years. He served as President of Pitney Bowes Canada and Latin America from 2006 to 2010. He held a number of increasingly senior executive roles internationally, including President of its new Asia Pacific and Middle East region from 2001 to 2006 and Chief Financial Officer for the Europe, Africa and Middle East (EAME) region from 1998 to 2001. He has previously served on the boards of Canada Post Corporation, Purolator Inc., SCI Group, the Canada Post Community Foundation, the Toronto Region Board of Trade and the Conference Board of Canada. Mr. Chopra is a Fellow of the Institute of Chartered Professional Accountants of Canada and has a Bachelor's degree in Commerce (Honours) and a Master's Degree in Business Management (PGDBM).

Mr. Chopra sits on the Audit Committee, HRCC, and NCGC.

BOARD AND COMMITTEE ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	8 of 8	Board 100%
Audit Committee	6 of 6	Committee 100%
HRCC	6 of 6	
NCGC	3 of 3	

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	—	—	48,816	\$393,945	—	—	48,816	\$393,945	Yes
2019	—	—	28,227	\$227,792	—	—			
Change	—	—	20,589	\$166,153	—	—			



Daniel P. DiMaggio
Duluth, Georgia
U.S.

Director Since: 2010

Age: 70

Status: Independent

Areas of Expertise:

- Executive Leadership
- Global Operations and Supply Chain
- Financial Literacy

Other Current Public Board Directorships: None

2020 Annual Meeting

Votes in Favour: 98.94%

Votes Withheld: 1.06%

Mr. DiMaggio is a corporate director. Prior to retiring in 2006, he spent 35 years with United Parcel Services ("UPS") (a public company), most recently as CEO of the UPS Worldwide Logistics Group. Prior to leading UPS' Worldwide Logistics Group, Mr. DiMaggio held a number of positions at UPS with increasing responsibility, including leadership roles for the UPS International Marketing Group, as well as the Industrial Engineering function. In addition to his senior leadership roles at UPS, Mr. DiMaggio was a member of the board of directors of Greatwide Logistics Services, Inc. and CEVA Logistics (a public company). He holds a Bachelor of Science degree from the Lowell Technological Institute (now the University of Massachusetts Lowell).

Mr. DiMaggio sits on the Audit Committee, HRCC, and NCGC.

BOARD AND COMMITTEE ATTENDANCE

	ATTENDANCE		TOTAL ATTENDANCE	
Board	8 of 8		Board	100%
Audit Committee	6 of 6		Committee	100%
HRCC	6 of 6			
NCGC	3 of 3			

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	—	—	242,474	\$1,956,765	—	—	242,474	\$1,956,765	Yes
2019	—	—	211,053	\$1,703,198	—	—			
Change	—	—	31,421	\$253,567	—	—			



Laurette T. Koellner
Merritt Island, Florida
U.S.

Director Since: 2009

Age: 66

Status: Independent

Areas of Expertise:

- Public Company Board Expertise
- Audit and Finance
- Human Resources

Other Current Public Board Directorships:

- Papa John's International, Inc. (since 2014)
- The Goodyear Tire & Rubber Company (since 2015)
- Nucor Corporation (since 2015)

2020 Annual Meeting

Votes in Favour: 98.15%

Votes Withheld: 1.85%

Ms. Koellner is a corporate director. She most recently served as Executive Chairman of International Lease Finance Corporation, an aircraft leasing subsidiary of American International Group, Inc. ("AIG") from 2012 until its sale in 2014. Ms. Koellner retired as President of Boeing International, a division of The Boeing Company, in 2008. While at Boeing, she was a member of the Office of the Chairman and served as the Executive Vice President, Internal Services, Chief Human Resources and Administrative Officer, President of Shared Services and Corporate Controller. Ms. Koellner previously served on the board of directors and was the Chair of the Audit Committee of Hillshire Brands Company (a public company, formerly Sara Lee Corporation and now merged with Tyson Foods, Inc.) and on the board of directors of AIG (a public company). She holds a Bachelor of Science degree in Business Management from the University of Central Florida and a Master of Business Administration from Stetson University, as well as a Certified Professional Contracts Manager designation from the National Contracts Management Association.

Ms. Koellner sits on the Audit Committee (Chair), HRCC, and NCGC.

BOARD AND COMMITTEE ATTENDANCE

	ATTENDANCE		TOTAL ATTENDANCE	
Board	8 of 8		Board	100%
Audit Committee	6 of 6		Committee	100%
HRCC	6 of 6			
NCGC	3 of 3			

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	—	—	252,779	\$2,039,927	—	—	252,779	\$2,039,927	Yes
2019	—	—	230,081	\$1,856,754	—	—			
Change	—	—	22,698	\$183,173	—	—			



Robert A. Mionis
Hampton, New Hampshire
U.S.

Director Since: 2015

Age: 58

Status: Not Independent

Areas of Expertise:

- Business Transformation and Strategy
- Operations
- Technology and Engineering
- Risk Management

Other Current Public Board Directorships:

- Shawcor Ltd. (since 2018)

2020 Annual Meeting

Votes in Favour: 98.98%

Votes Withheld: 1.02%

Mr. Mionis is currently the President and Chief Executive Officer (“CEO”) of the Corporation, and is a member of the Board of Directors. For a description of his role as President and CEO, see *Compensation Discussion and Analysis* below.

From July 2013 until August 2015, he was an Operating Partner at Pamplona Capital Management (“Pamplona”), a global private equity firm focused on companies in the industrial, aerospace, healthcare and automotive industries. Before joining Pamplona, Mr. Mionis spent over six years as the President and CEO of StandardAero, a global aerospace maintenance, repair and overhaul company. Before StandardAero, Mr. Mionis held senior leadership roles at Honeywell, including as the head of the Integrated Supply Chain Organization for Honeywell Aerospace. Prior to Honeywell, Mr. Mionis held a variety of progressively senior leadership roles with General Electric and Axcelis Technologies (each a public company) and AlliedSignal. He holds a Bachelor of Science in Electrical Engineering from the University of Massachusetts.

Mr. Mionis does not sit on any committees of the Board of Directors of the Corporation.

BOARD ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	8 of 8	100%

EXECUTIVE SHARE OWNERSHIP⁽²⁾

As of Dec. 31	SVS		RSUs		PSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	642,441	\$5,184,499	562,764	\$4,541,505	106,869	\$862,433	1,312,074	\$10,588,437	Yes
2019	410,389	\$3,311,839	540,891	\$4,364,990	80,527	\$649,853			
Change	232,052	\$1,872,660	21,873	\$176,515	26,342	\$212,580			



Carol S. Perry
Toronto, Ontario
Canada

Director Since: 2013

Age: 70

Status: Independent

Areas of Expertise:

- Capital Markets
- Finance and Treasury
- Corporate Governance and Securities Regulation

Other Current Public Board Directorships: None

2020 Annual Meeting

Votes in Favour: 99.25%

Votes Withheld: 0.75%

Ms. Perry is a corporate director. She most recently served on the Independent Review Committees of mutual funds managed by 1832 Asset Management L.P., a mutual fund manager and wholly-owned affiliate of The Bank of Nova Scotia (2011-2020), and of investment funds managed by Jarislowsky Fraser Limited and MD Financial Management Inc., which are subsidiaries of The Bank of Nova Scotia (2018-2020). Previously, she was a Commissioner of the Ontario Securities Commission, and has served on adjudicative panels and acted as a director and Chair of its Governance and Nominating Committee. With over 20 years of experience in the investment industry as an investment banker, Ms. Perry held senior positions with leading financial services companies including RBC Capital Markets, Richardson Greenshields of Canada Limited and CIBC World Markets and later founded MaxxCap Corporate Finance Inc., a financial advisory firm. She is a former director of Softchoice Corporation, Atomic Energy of Canada Limited and DALSA Corporation. Ms. Perry has a Bachelor of Engineering Science (Electrical) degree from the University of Western Ontario and a Master of Business Administration degree from the University of Toronto. She also holds the professional designation ICD.D from the Institute of Corporate Directors.

Ms. Perry sits on the Audit Committee, HRCC, and NCGC.

BOARD ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	8 of 8	Board 100%
Audit Committee	6 of 6	Committee 100%
HRCC	6 of 6	
NCGC	3 of 3	

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	—	—	195,731	\$1,579,549	—	—	195,731	\$1,579,549	Yes
2019	—	—	154,551	\$1,247,227	—	—			
Change	—	—	41,180	\$332,322	—	—			



Tawfiq Popatia
Toronto, Ontario
Canada

Director Since: 2017

Age: 46

Status: Not Independent

Areas of Expertise:

- Finance and Capital Markets
- Aerospace and Transportation
- Business Development

Other Current Public Board Directorships: None

2020 Annual Meeting

Votes in Favour: 98.82%

Votes Withheld: 1.18%

Mr. Popatia has been a Senior Managing Director of Onex since 2020 and leads its efforts in automation, aerospace and defense, and other transportation-focused industries. He joined Onex in 2007 and has led several of Onex Partners' investments in these sectors. He previously served as a Managing Director of Onex from 2014 to 2020. Prior to joining Onex, Mr. Popatia worked at the private equity firm of Hellman & Friedman LLC and in the Investment Banking Division of Morgan Stanley & Co. Mr. Popatia currently serves on the boards of WestJet, a Canadian airline, Advanced Integration Technology, an aerospace automation company, and BBAM, a provider of commercial jet aircraft leasing, financing and management. He previously served on the board of Spirit AeroSystems (a public company) and is a former Employer Trustee of the International Association of Machinists National Pension Fund. Mr. Popatia holds a Bachelor of Science degree in Microbiology and a Bachelor of Commerce degree in Finance from the University of British Columbia.

Mr. Popatia does not sit on any committees of the Board of Directors of the Corporation.

BOARD ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	7 of 8	88%

DIRECTOR SHARE OWNERSHIP⁽¹⁾⁽³⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	—	—	—	—	—	—	—	—	N/A
2019	—	—	—	—	—	—	—	—	N/A
Change	—	—	—	—	—	—	—	—	—



Eamon J. Ryan
Toronto, Ontario
Canada

Director Since: 2008

Age: 75⁽⁴⁾

Status: Independent

Areas of Expertise:

- Executive Compensation
- Marketing and Sales
- Business Development

Other Current Public Board Directorships: None

2020 Annual Meeting

Votes in Favour: 98.85%

Votes Withheld: 1.15%

Mr. Ryan is a corporate director. He is the former Vice President and General Manager, Europe, Middle East and Africa for Lexmark International Inc. (a public company). Prior to that, he was the Vice President and General Manager, Printing Services and Solutions Manager, Europe, Middle East and Africa. Mr. Ryan joined Lexmark International Inc. in 1991 as the President of Lexmark Canada. Prior to that, he spent 22 years at IBM Canada, where he held a number of sales and marketing roles in its Office Products and Large Systems divisions. Mr. Ryan's last role at IBM Canada was Director of Operations for its Public Sector, a role he held from 1986 to 1990. He holds a Bachelor of Arts degree from the University of Western Ontario.

Mr. Ryan sits on the Audit Committee, HRCC (Chair), and NCGC.

BOARD AND COMMITTEE ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	8 of 8	Board 100%
Audit Committee	6 of 6	Committee 100%
HRCC	6 of 6	
NCGC	3 of 3	

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	5,470	\$44,143	262,768	\$2,120,538	32,842	\$265,035	301,080	\$2,429,716	Yes
2019	—	—	262,768	\$2,120,538	16,409	\$132,421	—	—	—
Change	5,470	\$44,143	—	—	16,433	\$132,614	—	—	—



Michael M. Wilson
Bragg Creek, Alberta
Canada

Director Since: 2011

Age: 69

Status: Independent

Areas of Expertise:

- Public Company Board Expertise
- Business Development
- Corporate Governance

Other Current Public Board Directorships:

- Air Canada (since 2014)
- Suncor Energy Inc. (Chair) (since 2014)

2020 Annual Meeting

Votes in Favour: 98.40%
Votes Withheld: 1.60%

Mr. Wilson is Chair of the Board. He has served on the Board since 2011 and been a corporate director since 2013.

Until his retirement in December 2013, he was the President and CEO, and a director, of Agrium Inc. (a public agricultural crop inputs company that has subsequently merged with Potash Corporation of Saskatchewan Inc. to form Nutrien Ltd.). He has over 30 years of international and executive management experience. Prior to joining Agrium Inc., Mr. Wilson served as President of Methanex Corporation (a public company) and held various senior positions in North America and Asia during his 18 years with The Dow Chemical Company (a public company). Mr. Wilson previously served on the board of directors of Finning International Inc. (a public company) and was also the past Chair of the Calgary Prostate Cancer Centre. He holds a degree in Chemical Engineering from the University of Waterloo.

Mr. Wilson sits on the Audit Committee, HRCC, and NCGC.

BOARD AND COMMITTEE ATTENDANCE

	ATTENDANCE	TOTAL ATTENDANCE
Board	8 of 8	Board 100%
Audit Committee	6 of 6	Committee 100%
HRCC	6 of 6	
NCGC	3 of 3	

DIRECTOR SHARE OWNERSHIP⁽¹⁾

As of Dec. 31	SVS		DSUs		RSUs		Total #	Total Value	Target Met
	#	\$	#	\$	#	\$			
2020	20,000	\$161,400	283,131	\$2,284,867	—	—			
2019	—	—	222,176	\$1,792,960	—	—	303,131	\$2,446,267	Yes
Change	20,000	\$161,400	60,955	\$491,907	—	—			

- ⁽¹⁾ The securities in the table represent all SVS beneficially owned, and all DSUs and unvested RSUs held as of December 31, 2019 and December 31, 2020 (as applicable), including: (i) for 2019, DSUs and RSUs granted on January 2, 2020 in respect of the fourth quarter of 2019; and (ii) for 2020, DSUs and RSUs granted on January 4, 2021 in respect of the fourth quarter of 2020. The \$ value and "Total Value" of all such securities is based on the closing price of SVS on the NYSE on December 31, 2020 (\$8.07). See—*Directors' Ownership of Securities—Director Share Ownership Guidelines* for a description of the shareholding requirements for applicable directors. New directors have five years from the time of their appointment to the Board to comply with the Director Share Ownership Guidelines (as defined below).
- ⁽²⁾ As President and CEO of the Corporation, Mr. Mionis is subject to the Executive Share Ownership Guidelines instead of the Director Share Ownership Guidelines. See *Executive Share Ownership*. The securities in the table for 2019 represent all SVS beneficially owned and all unvested RSUs held as of December 31, 2019, as well as PSUs that vested at 40% of target on January 31, 2020. The securities in the table for 2020 represent all SVS beneficially owned and all unvested RSUs held as of December 31, 2020, as well as PSUs that vested at 26% of target on January 30, 2021. All other unvested PSUs held by Mr. Mionis are not included. The \$ value and "Total Value" for such securities is based on the closing price of SVS on the NYSE on December 31, 2020 (\$8.07).
- ⁽³⁾ Mr. Popatia, as an officer of Onex, is not subject to the Director Share Ownership Guidelines. In addition, Mr. Popatia does not receive any compensation in his capacity as a director of the Corporation; however, Onex receives compensation in the amount of \$235,000 per year, payable in DSUs in equal quarterly installments in arrears, for providing his services (41,180 DSUs in 2020 and 30,849 DSUs in 2019). See footnote 7 to Table 3.
- ⁽⁴⁾ The Board approved an exception to its retirement policy for Mr. Ryan to stand for re-election at the Meeting. Mr. Ryan has resigned as the Chair of the HRCC, effective at the close of the Meeting, and Mr. Cascella has been appointed as Chair of the HRCC (if elected as a director), effective as of such resignation. See *Election of Directors*.

Director Compensation

Director compensation is set by the Board on the recommendation of the HRCC and in accordance with director compensation guidelines and principles established by the NCGC. Under these guidelines and principles, the Board seeks to maintain director compensation at a level that is competitive with director compensation at comparable companies, and requires a substantial portion of such compensation to be taken in the form of DSUs (or, at a director's election, RSUs, if the Director Share Ownership Guidelines described below have been met). The director fee structure for 2020 is set forth in Table 2 below.

Table 2: Directors' Fees⁽¹⁾

Element	Director Fee Structure for 2020 ⁽²⁾
Annual Board Retainer ⁽³⁾	\$360,000 — Board Chair \$235,000 — Directors
Travel Fees ⁽⁴⁾	\$2,500
Annual Retainer for the Audit Committee Chair	\$20,000
Annual Retainer for the HRCC Chair	\$15,000
Annual Retainer for the NCGC Chair ⁽⁵⁾	—

⁽¹⁾ Does not include Mr. Mionis, President and CEO of the Corporation, whose compensation is set out in Table 20 of this Circular. Does not include fees payable to Onex for the service of Mr. Popatia as a director, which are described in footnote 7 to Table 3 of this Circular.

⁽²⁾ Directors may also receive further retainers and meeting fees for participation on *ad hoc* committees. No incremental fees were paid to directors for their participation on the Director Search Committee during 2020. The Board has the discretion to grant supplemental equity awards to individual directors as deemed appropriate (no such discretion was exercised in 2020).

⁽³⁾ Paid on a quarterly basis.

⁽⁴⁾ Payable only to directors who travel outside of their home state or province to attend a Board or Committee meeting. Travel fees were suspended in March 2020 as Board/Committees meetings were held virtually for the remainder of the year due to COVID-19.

⁽⁵⁾ The Chair of the Board also served as the Chair of the NCGC in 2020, for which no additional fee was paid.

DSU/RSU Election

Each director must elect to receive 0%, 25% or 50% of their annual board fees, committee chair retainer fees and travel fees (collectively, "**Annual Fees**") in cash, with the balance in DSUs, until such director has satisfied the requirements of the Director Share Ownership Guidelines described (and defined) under *Director Share Ownership Guidelines* below. Once a director has satisfied such requirements, the director may then elect to receive 0%, 25% or 50% of their Annual Fees in cash, with the balance either in DSUs or RSUs. If a director does not make an election, 100% of such director's Annual Fees will be paid in DSUs.

Annual Fee Election				
Prior to Satisfaction of Director Share Ownership Guidelines		After Satisfaction of Director Share Ownership Guidelines		
Option 1	Option 2	Option 1	Option 2	Option 3
100% DSUs	(i) 25% Cash + 75% DSUs or (ii) 50% Cash + 50% DSUs	(i) 100% DSUs or (ii) 100% RSUs	(i) 25% Cash + 75% DSUs or (ii) 50% Cash + 50% DSUs	(i) 25% Cash + 75% RSUs or (ii) 50% Cash + 50% RSUs

Subject to the terms of the Directors' Share Compensation Plan, each DSU represents the right to receive one SVS or an equivalent value in cash (at the Corporation's discretion) when the director (a) ceases to be a director of the Corporation and (b) is not an employee of the Corporation or a director or employee of any corporation that does not deal at arm's-length with the Corporation (collectively, "**Retires**"). RSUs granted to directors are governed by the terms of the Corporation's Long-Term Incentive Plan ("**LTIP**"). Each quarterly grant of RSUs will vest in instalments of one-third per year on the first, second and third anniversary dates of the grant. Each vested RSU entitles the holder thereof to one SVS; however, if permitted by the Corporation

under the terms of the grant, a director may elect to receive a payment of cash in lieu of SVS. Unvested RSUs will vest immediately on the date that the director Retires. The date used in valuing DSUs and RSUs that vest on retirement for settlement purposes is the date that is 45 days following the date on which the director Retires, or as soon as practicable thereafter. Such DSUs and RSUs, as applicable, are redeemed and payable on or prior to the 90th day following the date on which the director Retires.

Grants of DSUs and RSUs to directors are credited quarterly in arrears. The number of DSUs and RSUs, as applicable, granted is calculated by multiplying the amount of such director's Annual Fees for the quarter by the percentage of the Annual Fees that the director elected to receive in the form of DSUs or RSUs, as applicable, and dividing the product by the closing price of the SVS on the NYSE on the last business day of the quarter.

Directors' Fees Earned in 2020

All compensation paid in 2020 by the Corporation to its directors is set out in Table 3, except for the compensation of Mr. Mionis, President and CEO of the Corporation, which is set out in Table 20 of this Circular. The Board (excluding Messrs. Mionis and Popatia) earned \$1,833,722 in Total Annual Fees in respect of 2020, including total grants of \$1,159,347 in DSUs and \$125,000 in RSUs.

Table 3: Director Fees Earned in Respect of 2020

Name	Annual Fees Earned				Allocation of Annual Fees ⁽¹⁾⁽²⁾		
	Annual Board Retainer	Annual Committee Chair Retainer	Travel Fees	Total Fees	DSUs ⁽³⁾	RSUs	Cash ⁽⁴⁾
Robert A. Cascella	\$235,000	—	\$2,500	\$237,500	\$118,750	—	\$118,750
Deepak Chopra	\$235,000	—	—	\$235,000	\$117,500	—	\$117,500
Daniel P. DiMaggio	\$235,000	—	\$2,500	\$237,500	\$178,125	—	\$59,375
William A. Etherington ⁽⁵⁾	\$28,681	—	—	\$28,681	\$28,681	—	—
Laurette T. Koellner	\$235,000	\$20,000 ⁽⁶⁾	\$2,500	\$257,500	\$128,750	—	\$128,750
Carol S. Perry	\$235,000	—	—	\$235,000	\$235,000	—	—
Tawfiq Popatia ⁽⁷⁾	—	—	—	—	—	—	—
Eamon J. Ryan	\$235,000	\$15,000 ⁽⁸⁾	—	\$250,000	—	\$125,000 ⁽⁹⁾	\$125,000
Michael M. Wilson ⁽¹⁰⁾	\$350,041	—	\$2,500	\$352,541	\$352,541	—	—

(1) Directors who had not satisfied the requirements of the Director Share Ownership Guidelines described below were required to elect to receive 0%, 25% or 50% of their 2020 Annual Fees (set forth in the "Total Fees" column above) in cash, with the balance in DSUs. Directors who have satisfied such requirements were required to elect to receive 0%, 25% or 50% of their 2020 Annual Fees in cash, with the balance either in DSUs or RSUs. The Annual Fees received by directors in DSUs and RSUs for 2020 were credited quarterly, and the number of DSUs and RSUs, as applicable, granted in respect of the amounts credited quarterly was determined using the closing price of the SVS on the NYSE on the last business day of each quarter, which was \$3.50 on March 31, 2020, \$6.83 on June 30, 2020, \$6.90 on September 30, 2020 and \$8.07 on December 31, 2020.

(2) For 2020, the directors elected to receive their Annual Fees as follows:

Director	Cash	DSUs	RSUs
Robert A. Cascella	50%	50%	—
Deepak Chopra	50%	50%	—
Daniel P. DiMaggio	25%	75%	—
William A. Etherington	—	100%	—
Laurette T. Koellner	50%	50%	—
Carol S. Perry	—	100%	—
Eamon J. Ryan	50%	—	50%
Michael M. Wilson	—	100%	—

(3) Amounts in this column represent the grant date fair value of the DSUs issued in respect of 2020 Annual Fees which is the same as their accounting value.

- (4) Amounts in this column represent the portion of 2020 Annual Fees paid in cash.
- (5) Mr. Etherington served as Chair of the Board and Chair of the NCGC from January 1 to 29, 2020. He retired from the Board effective January 29, 2020.
- (6) Represents the annual retainer for the Chair of the Audit Committee.
- (7) Mr. Popatia is an officer of Onex and did not receive any compensation in his capacity as a director of the Corporation in 2020; however, Onex received compensation for providing the services of Mr. Popatia as a director in 2020 pursuant to a Services Agreement between the Corporation and Onex, entered into on January 1, 2009 (as amended January 1, 2017, the "Services Agreement"). The Services Agreement automatically renews for successive one-year terms unless the Corporation or Onex provide notice of intent not to renew. The Services Agreement terminates automatically and the rights of Onex to receive compensation (other than accrued and unpaid compensation) will terminate (a) 30 days after the first day on which Onex ceases to hold at least one MVS of Celestica or any successor company or (b) the date Mr. Popatia ceases to be a director of Celestica, for any reason. Onex receives compensation under the Services Agreement in an amount equal to \$235,000 per year (consistent with current annual Board retainer fees) payable in DSUs in equal quarterly installments in arrears. The number of DSUs is determined using the closing price of the SVS on the NYSE on the last day of the fiscal quarter in respect of which the instalment is to be credited.
- (8) Represents the annual retainer for the Chair of the HRCC.
- (9) Mr. Ryan was entitled to, and elected to, receive 50% of his 2020 Annual Fees in RSUs. Each quarterly RSU grant vests ratably over three years, commencing on the first anniversary of the date of grant. The amount shown represents the grant date fair value of Mr. Ryan's 2020 RSU grants, which is the same as their accounting value. In 2020, 5,470 of the RSUs previously issued to Mr. Ryan vested and were settled in SVS (on a one-for-one basis) at his election.
- (10) Mr. Wilson was appointed Chair of the Board effective January 29, 2020. From January 1 to 29, 2020, Mr. Wilson received the annual board retainer after which he received the annual Chair retainer, pro-rated for the first quarter of 2020 as appropriate.

Directors' Ownership of Securities

Outstanding Share-Based Awards

Information concerning all outstanding share-based awards as of December 31, 2020 made by the Corporation to each director proposed for election at the Meeting (other than Mr. Mionis, whose information is set out in Table 21 of this Circular), including awards granted prior to 2020, is set out in Table 4. Such awards consist of DSUs and RSUs. DSUs that were granted prior to January 1, 2007 may be settled in SVS issued from treasury, SVS purchased in the open market, or an equivalent value in cash (at the discretion of the Corporation). DSUs granted after January 1, 2007 may only be settled in SVS purchased in the open market or an equivalent value in cash (at the discretion of the Corporation). RSUs granted to directors are governed by the terms of the LTIP. Each vested RSU entitles the holder thereof to one SVS; however, if permitted by the Corporation under the terms of the grant, a director may elect to receive a payment of cash in lieu of SVS. No options to acquire SVS may currently be granted to directors under the LTIP, and no options previously granted to directors (or former directors) under the LTIP remain outstanding.

Table 4: Outstanding Share-Based Awards

Name	Number of Outstanding Securities ⁽¹⁾		Market Value of Outstanding Securities ⁽²⁾ (\$)	
	DSUs (#)	RSUs (#)	DSUs (\$)	RSUs (\$)
Robert A. Cascella	37,028	—	\$298,816	—
Deepak Chopra	48,816	—	\$393,945	—
Daniel P. DiMaggio	242,474	—	\$1,956,765	—
Laurette T. Koellner	252,779	—	\$2,039,927	—
Carol S. Perry	195,731	—	\$1,579,549	—
Tawfiq Popatia ⁽³⁾	—	—	—	—
Eamon J. Ryan	262,768	32,842	\$2,120,538	\$265,035
Michael M. Wilson	283,131	—	\$2,284,867	—

- (1) Represents all outstanding DSUs and unvested RSUs, including the regular quarterly grant of DSUs and RSUs made on January 4, 2021 in respect of the fourth quarter of 2020.

- (2) The market value of DSUs and unvested RSUs was determined using a share price of \$8.07, which was the closing price of the SVS on the NYSE on December 31, 2020.
- (3) No share based awards have been made to Mr. Popatia; however 291,168 DSUs have been issued to Onex (and are outstanding) pursuant to the Services Agreement since its inception, including 41,180 DSUs issued to Onex for the services of Mr. Popatia as a director of the Corporation in 2020. For further information see footnote 7 to Table 3.

Director Share Ownership Guidelines

The Corporation has minimum shareholding requirements (the “**Director Share Ownership Guidelines**”) for directors who are not employees or officers of the Corporation or Onex (see *Executive Share Ownership* for share ownership guidelines applicable to Mr. Mionis in his role as President and CEO of the Corporation). The Director Share Ownership Guidelines require that a director hold SVS, DSUs and/or unvested RSUs with an aggregate value equal to 150% of the annual retainer and that the Chair of the Board hold SVS, DSUs and/or unvested RSUs with an aggregate value equal to 187.5% of the annual retainer of the Chair of the Board.

Directors have five years from the time of their appointment to the Board to comply with the Director Share Ownership Guidelines. Although directors subject to the Director Share Ownership Guidelines will not be deemed to have breached such Guidelines by reason of a decrease in the market value of the Corporation’s securities, such directors are required to purchase further securities within a reasonable period of time after such occurrence to comply with the Director Share Ownership Guidelines. Each director’s holdings of securities are reviewed annually as of December 31. The following table sets out, for each applicable director proposed for election at the Meeting, whether such director was in compliance with the Director Share Ownership Guidelines as of December 31, 2020.

Table 5: Shareholding Requirements

Director ⁽¹⁾	Shareholding Requirements		
	Target Value as of December 31, 2020	Value as of December 31, 2020 ⁽²⁾	Met Target as of December 31, 2020
Robert A. Cascella ⁽³⁾	\$352,500	\$298,816	Not yet applicable
Deepak Chopra	\$352,500	\$393,945	Yes
Daniel P. DiMaggio	\$352,500	\$1,956,765	Yes
Laurette T. Koellner	\$352,500	\$2,039,927	Yes
Carol S. Perry	\$352,500	\$1,579,549	Yes
Eamon J. Ryan	\$352,500	\$2,429,716	Yes
Michael M. Wilson	\$675,000	\$2,446,267	Yes

- (1) As President and CEO of the Corporation, Mr. Mionis is subject to the Executive Share Ownership Guidelines. As an officer of Onex, Mr. Popatia is not subject to the Director Share Ownership Guidelines.
- (2) The value of the aggregate number of SVS, DSUs and/or unvested RSUs held by each director is determined using a share price of \$8.07, which was the closing price of the SVS on the NYSE on December 31, 2020.
- (3) Mr. Cascella was appointed to the Board of Directors effective February 1, 2019 and he is required to comply with the Director Share Ownership Guidelines within five years of his appointment.

CORPORATE GOVERNANCE

The Corporation is committed to high standards of corporate governance in all aspects of its decision making processes.

The Corporation is listed on the NYSE and, although it is not required to comply with all of the NYSE corporate governance requirements to which the Corporation would be subject if it were a U.S. corporation, the Corporation's governance practices differ significantly in only one respect from those required by the NYSE of U.S. domestic issuers. The Corporation complies with applicable TSX rules, which require shareholder approval of share compensation arrangements involving new issuances of shares, and of certain amendments to such arrangements, but do not require such approval if the compensation arrangements involve only shares purchased in the open market. NYSE rules require shareholder approval of all equity compensation arrangements (and material revisions thereto), subject to limited exceptions, regardless of whether new issuances or treasury shares are used.

Each of the following documents, which are referred to throughout this Corporate Governance section, are posted on the Corporation's website at www.celestica.com under "Investor Relations" | "Corporate Governance" (information on our website is not incorporated by reference into this Circular):

1. Corporate Governance Guidelines;
2. Board of Directors Mandate ("**Board Mandate**");
3. Written position descriptions for each of the Chair of the Board, the Chair of each standing committee of the Board and the CEO;
4. Celestica's Corporate Values;
5. The Business Conduct Governance Policy (the "**BCG Policy**");
6. The Finance Code of Professional Conduct;
7. Audit Committee Mandate;
8. NCGC Mandate; and
9. HRCC Mandate.

The Corporation's annual report, financial statements and management's discussion and analysis are also available on our website at www.celestica.com under "Investor Relations" | "Annual Reports" | "Quarterly Reports" (information on our website is not incorporated by reference into this Circular). Additional information about the Corporation is available on SEDAR at www.sedar.com and on EDGAR at www.sec.gov. You can request copies of any of the documents mentioned above by contacting Celestica's Corporate Secretary at clsir@celestica.com.

Board of Directors

Role of the Board

Under the Board Mandate, the Board has explicitly assumed stewardship responsibility for the Corporation. The duties and responsibilities of the Board include:

- satisfying itself as to the integrity of the CEO and other executive officers and that the CEO and other executive officers create a culture of integrity throughout the organization;
- adopting a strategic planning process and approving, on at least an annual basis, a strategic plan;
- identifying the principal risks of the business and ensuring the implementation of appropriate systems to manage such risks;
- succession planning;
- reviewing financial reporting and regulatory compliance;
- reviewing internal control and management information systems;

- reviewing and approving material transactions;
- establishing measures for receiving feedback from securityholders;
- overseeing the general strategy, policies and initiatives relating to environmental, social and governance matters, including, among other things, sustainability;
- reviewing board operations and evaluating board, committee and individual Director effectiveness;
- developing the Corporation's approach to corporate governance;
- reviewing and approving the annual director assessment process;
- nominating and appointing directors;
- reviewing and approving financial and business goals and objectives used as a basis for measuring the performance of the CEO and relevant to CEO compensation;
- reviewing and approving Celestica's quarterly and annual financial statements after the Audit Committee has reviewed and made a recommendation to the Board regarding such statements;
- approving director compensation; and
- monitoring compliance with the BCG Policy.

The Board Mandate is attached to this Circular as Schedule A.

Independence

Director Independence

The Board has determined that all directors, except for Messrs. Mionis and Popatia, are independent as determined in accordance with applicable Canadian securities laws and NYSE listing standards. To determine whether directors are independent, the Board uses information about their personal and business relationships with Celestica. The Board collects this information from sources such as directors' responses to a detailed annual questionnaire, director biographical information and internal records of direct or indirect material relationships (such as any relationship with the Corporation, any of the Corporation's subsidiaries or with Onex (which holds approximately 80.9% of the voting rights of the Corporation's securities)) which could, in the view of the Board, be reasonably expected to interfere with the exercise of the director's independent judgment.

The following chart details the Board's determination with respect to the independence status of each director nominee:

Table 6: Directors' Relationships to the Corporation

<i>Name</i>	<i>Independent</i>	<i>Not Independent</i>	<i>Reason not Independent</i>
Robert A. Cascella	✓		
Deepak Chopra	✓		
Daniel P. DiMaggio	✓		
Laurette T. Koellner	✓		
Robert A. Mionis		✓	President and CEO of Celestica
Carol S. Perry	✓		
Tawfiq Popatia		✓	Senior Managing Director of Onex
Eamon J. Ryan	✓		
Michael M. Wilson	✓		

Independent Chair

Mr. Wilson is the Chair of the Board and is an independent director under applicable Canadian rules and NYSE listing standards. In this capacity, Mr. Wilson is responsible for the effective functioning of the Board.

As part of his duties, he establishes procedures to govern the Board's work and ensure the Board's full discharge of its duties. Celestica shareholders and other interested parties may communicate directly to the Chair any concerns that they may have regarding the Corporation. See the contact information under *Questions and Answers on Voting and Proxies — How Can I Contact the Independent Directors and Chair?* in this Circular.

Public Company Board Membership

None of the current directors of the Corporation serve together as directors of other corporations. See *Election of Directors — Nominees for Election as Director* for the other public companies on which the directors currently serve.

Under the Corporate Governance Guidelines, directors must advise the Chair and the Chair of the NCGC before accepting membership on other public company boards and must also notify the Chair and Celestica's Chief Legal Officer of any change of primary employment.

Position Descriptions

The Board has developed and approved written position descriptions for the Chair of the Board, the Chair of each standing committee of the Board and the CEO. The CEO has full responsibility for the day-to-day operations of the Corporation's business in accordance with the Corporation's strategic plan, current year operating plan and capital expenditure budget, each as approved by the Board. The CEO must develop and implement processes that are intended to ensure the achievement of the Corporation's financial and operating goals and objectives.

Director Attendance

Directors are expected to be prepared for and attend all Board and respective committee meetings. The following table sets forth the attendance of directors at Board meetings and at meetings of those standing committees of which they are members, from January 1, 2020 to February 22, 2021. All then-members of the Board attended the Corporation's last annual meeting of shareholders.

Table 7: Directors' Attendance at Board and Committee Meetings

Director	Board	Audit Committee	HRCC	NCGC	Meetings Attended %	
					Board	Committee
Robert A. Cascella	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%
Deepak Chopra	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%
Daniel P. DiMaggio	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%
Laurette T. Koellner	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%
Robert A. Mionis	8 of 8	—	—	—	100%	—
Carol S. Pery	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%
Tawfiq Popatia	7 of 8	—	—	—	88%	—
Eamon J. Ryan	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%
Michael M. Wilson	8 of 8	6 of 6	6 of 6	3 of 3	100%	100%

In response to the COVID-19 pandemic, all Board and Committee meetings held in 2020 were held virtually by electronic means (with the exception of those held in person in January 2020).

In Camera Sessions

The independent directors meet separately as part of every Board and Committee meeting. The Chair presides at every *in camera* session of the Board, or in the absence of the Chair, another independent director selected by those in attendance.

Ad Hoc Committees

From time to time, the Board establishes *ad hoc* committees. During 2020, Messrs. Cascella, Mionis, Popatia and Wilson served on the Director Search Committee.

Committees of the Board

Audit Committee

The Board has a fully independent Audit Committee (pursuant to applicable Canadian and U.S. Securities and Exchange Commission (“SEC”) rules and NYSE listing standards) and is currently comprised of Laurette T. Koellner (Chair), Robert A. Cascella, Deepak Chopra, Daniel P. DiMaggio, Carol S. Perry, Eamon J. Ryan and Michael M. Wilson. The Audit Committee members and its Chair are appointed annually by the Board. Shareholders may obtain further information regarding the Corporation’s Audit Committee in Part I, Item 6C and Part II, Item 16A of the Corporation’s 2020 Annual Report on Form 20-F.

No member of the Audit Committee serves on more than three audit committees of public companies, including that of the Corporation.

The Audit Committee is directly responsible for the compensation, retention and oversight of the work of a registered public accounting firm for the purpose of preparing or issuing an audit report or performing other audit, review or attest services for the Corporation. In addition, the Committee has sole authority for recommending the person to be proposed to Celestica’s shareholders for appointment as external auditor and whether at any time the incumbent external auditor should be removed from office. The Audit Committee also has the authority to retain, in addition to the external auditor, such other outside legal, accounting or other advisors as it may consider appropriate and is not required to obtain the approval of the Board in order to retain, compensate or terminate such advisors.

The Audit Committee and its Chair are appointed annually by the Board. As part of each meeting at which (i) the Committee recommends that the Board approve the annual audited financial statements or (ii) the Committee reviews the quarterly financial statements, the Committee members meet separately with each of: management; the external auditor; and the internal auditors.

In addition to fulfilling the responsibilities as set forth in its mandate, in 2020, the Audit Committee implemented a formal annual review of the qualifications, expertise, resources and the overall performance of the Corporation’s external auditor, including conducting a survey of each member of the Audit Committee and of certain key management personnel

In accordance with National Instrument 52-110—Audit Committees, shareholders may obtain further information regarding the Corporation’s Audit Committee in Part I, Item 6C and Part II, Item 16A of the Corporation’s Annual Report on Form 20-F for the year ended December 31, 2020 under the United States Securities Exchange Act of 1934, as amended.

Human Resources and Compensation Committee

The Board has a fully independent HRCC pursuant to applicable Canadian and SEC rules and NYSE listing standards and is currently comprised of Eamon J. Ryan (Chair), Robert A. Cascella, Deepak Chopra, Daniel P. DiMaggio, Laurette T. Koellner, Carol S. Perry and Michael M. Wilson). Mr. Cascella has been appointed as Chair of the HRCC (if elected as a director), effective at the close of the Meeting, and if elected as a director, Mr. Ryan will remain a member of the HRCC thereafter. The HRCC members and its Chair are appointed annually by the Board. As part of each meeting, the HRCC members meet without any member of management present and also meet with the Corporation’s compensation consultant without any member of management present. The HRCC has the sole authority to retain, compensate and terminate any consultants and advisors it considers necessary within its mandate.

The duties and responsibilities of the HRCC include:

- reviewing and approving an overall reward/compensation policy for the Corporation, including an executive compensation policy that is consistent with competitive practice and supports organizational objectives and ownership interests;

- reviewing the corporate goals and objectives relevant to the compensation of the CEO, as approved by the Board, evaluating the CEO's performance in light of these goals and objectives, and setting the compensation of the CEO based on this evaluation;
- reviewing and approving the appointment and terms of employment (or any material changes to terms of employment) and, upon recommendation of the CEO, any changes to the base salary for all senior executive positions that report to the CEO and certain other senior executive positions, as well as any separation agreement or compensation arrangement for any such executive whose employment has been terminated;
- reviewing, modifying and approving the elements of the Corporation's incentive-based plans and equity-based plans, including plan design, performance targets, administration and total funds/shares reserved for payment;
- making recommendations to the Board regarding the compensation of the Corporation's directors in accordance with the principles and guidelines established by the NCGC;
- maintaining and reviewing succession planning for the CEO, all positions that report to the CEO and certain other executive positions;
- reviewing and approving, in conjunction with management, public disclosure relating to executive compensation in accordance with applicable rules and regulations and preparing any report required by any applicable securities regulatory authority or stock exchange requirement to be included in applicable public disclosure documents;
- reviewing the Corporation's talent management strategy and practices;
- reviewing and approving insider trading and share ownership policies;
- regularly reviewing the risks associated with the Corporation's compensation policies and practices; and
- performing any other activities consistent with its mandate.

All members of the HRCC have direct experience that is relevant to their responsibilities relative to human resources and compensation, and have skills and experience that contribute to the ability of the HRCC to make decisions on the suitability of the Corporation's human resources and compensation policies and practices. Each member of the HRCC possesses significant knowledge in human resources and executive compensation matters gained from his or her experience as an executive in one or more major public corporations, as outlined in the biographies in *Information Relating to Our Directors—Election of Directors—Nominees for Election as Director*. This experience varies from director to director, but collectively includes having responsibility for oversight of human resources policies; the creation and implementation of executive compensation plans; participating in briefings from outside consultants retained by compensation committees with respect to executive compensation design, administration and governance; having responsibility for human resources and executive compensation decisions; and past/present service on the human resources and/or compensation committees of several other major public corporations. Mr. Wilson currently serves as Chair of the Human Resources and Compensation Committee of Air Canada; Mr. Chopra currently serves as a member of the Human Resources, Compensation and Pension Committee of The North West Company Inc.; Ms. Koellner currently serves on the Compensation Committee of The Goodyear Tire & Rubber Company and the Compensation and Executive Development Committee of Nucor Corporation, and she previously served on the Compensation Committee of AIG; and Ms. Perry previously served on the Management Resources and Compensation Committee of Softchoice Corporation (while it was a public company listed on the TSX). Accordingly, the Corporation believes that its HRCC is appropriately qualified to make decisions on the suitability of the Corporation's human resources and compensation policies and practices.

The HRCC has retained an independent compensation consultant to assist in the discharge of its mandate. For a description of the compensation consultant's role and mandate, see *Compensation Discussion and Analysis—Compensation Objectives—Independent Advice* below.

Nominating and Corporate Governance Committee

The NCGC is a fully independent committee of the Board (pursuant to applicable Canadian rules and NYSE listing standards) and is currently comprised of Michael M. Wilson (Chair), Robert A. Cascella, Deepak Chopra, Daniel P. DiMaggio, Laurette T. Koellner, Carol S. Perry and Eamon J. Ryan. The NCGC members and its Chair are appointed annually by the Board.

The NCGC is responsible for developing and recommending governance guidelines for the Corporation (and recommending changes to those guidelines), identifying individuals qualified to become members of the Board, and recommending director nominees to be put before the shareholders at each annual meeting. The duties and responsibilities of the NCGC include:

- reviewing the Corporate Governance Guidelines;
- creating a formal, rigorous and transparent procedure for the appointment of new directors to the Board;
- identifying and recommending new director nominees
- annually assessing the effectiveness of the Board Diversity Policy and its effectiveness in promoting a diverse Board, and monitoring compliance with disclosure and any other requirements under applicable corporate and securities laws and regulations, as well as any applicable stock exchange requirements, regarding diversity;
- developing a director orientation program;
- developing a director continuing education program;
- developing position descriptions for the Chair, the CEO and the chair of each committee;
- developing and overseeing annual director evaluations, including assessing the performance of the Board, the committees, individual directors and through peer review;
- reviewing director compensation guidelines;
- overseeing the Corporation's general strategy, policies and initiatives relating to ESG matters, including, among other things, sustainability, and reviewing the risks related to ESG matters; and
- annual director independence reviews.

Orientation and Continuing Education

Orientation of New Directors

The Corporation's orientation program helps new directors contribute effectively to the work of the Board as soon as possible after their appointment or election to the Board. As part of this program, new directors receive written materials on the Board and committee mandates, the Corporation's structure, organization, current priorities and issues that have been considered by the Board and each of its committees. New directors also attend meetings with the Chair, directors, the Corporation's external compensation consultant and key executives, and receive periodic presentations from senior management on major business strategy, industry trends, customer requirements and competitive issues. Through this orientation program, new directors have the opportunity to become familiar with the role of the Board and its committees, the contribution individual directors are expected to make, and the nature and operation of the Corporation's business.

Director Education

The Board recognizes ongoing director education as an important component of good governance. Directors are expected to be informed about current best practices, emerging trends in corporate governance and relevant regulatory developments.

The Corporation facilitates corporate governance best practices by maintaining a board membership with the Institute of Corporate Directors for the benefit of all our directors. In addition, the Corporation provides each director with a membership in the National Association of Corporate Directors.

While directors are required to take personal responsibility for staying current, Celestica's Corporate Governance Guidelines require management and outside advisors to provide information and education sessions to the Board and its Committees as necessary to keep the directors up-to-date with Celestica's business and the environment in which it operates, as well as with developments in the responsibilities of directors. In accordance with the NCGC mandate, our continuing education program has been designed to, among other things: (i) assist directors to maintain or enhance their skills and abilities as directors of the Corporation; and (ii) assist directors in ensuring that their knowledge and understanding of the Corporation's business remains current.

The Corporation facilitates these corporate governance best practices by:

- providing directors with detailed information packages in advance of each Board and Committee meeting through an online portal which directors can access immediately upon the issuance of materials;
- providing regular updates between meetings of the Board with respect to issues that affect the business of the Corporation;
- encouraging attendance at industry conferences and educational offers in relation to the Corporation's business;
- contributing to the cost of outside conferences and seminars that are relevant to their role (with prior approval of the Chair); and
- providing directors with full access to senior management and employees of the Corporation.

Directors review the annual work plan for Board and committee meetings, participate in setting the agendas for such meetings and participate in annual strategic planning sessions.

The Board's continuing education program also includes management presentations, analyst reports and regular business updates from the CEO. From January 1, 2020 to February 22, 2021, management and/or external advisors provided educational sessions and/or materials on the following:

Director Education
Executive compensation trends
Executive compensation disclosure requirements in Canada and the U.S.
Developments in corporate governance
Developments in accounting rules and standards
Cyber-security
Regulatory developments; and industry trends
ESG matters, including climate change, employee and community engagement, and corporate governance
Diversity and inclusion
U.S./China relations

All of the directors were provided with the educational materials and participated in sessions relevant to the committees on which they sit.

Site visits of the Corporation's facilities are arranged from time to time for Board members; however, these have been temporarily suspended as a result of the COVID-19 pandemic.

Director Skills Matrix

The NCGC has developed a skills matrix which identifies the functional competencies, expertise and qualifications of the Corporation's director nominees and the competencies, expertise and qualifications that the Board would ideally possess, which is set forth below.

2021	Robert A. Casella	Deepak Chopra	Daniel P. DiMaggio	Laurette T. Koellner	Robert A. Mionis	Carol S. Perry	Tawfik Popatia	Eamon J. Ryan	Michael M. Wilson	TOTAL
Skills										
Service on Other Public (For-Profit) Company Boards	✓	✓		✓	✓	✓	✓		✓	7
Senior Officer or CEO Experience	✓	✓	✓	✓	✓	✓	✓	✓	✓	8
Financial Literacy	✓	✓	✓	✓	✓	✓	✓	✓	✓	9
Communications and/or Enterprise Computing		✓			✓					2
A&D				✓	✓		✓			3
HealthTech	✓									1
Capital Equipment					✓					1
Industrial					✓					1
Services (design, after market)	✓		✓		✓					3
Europe and/or Asia Business Development	✓	✓	✓	✓	✓		✓	✓	✓	8
Operations (supply chain management and manufacturing)	✓	✓	✓		✓				✓	5
Marketing and Sales	✓	✓	✓		✓		✓	✓	✓	7
Strategy Deployment / M&A	✓	✓	✓	✓	✓	✓	✓	✓	✓	9
Talent Development and Succession Planning	✓	✓	✓	✓	✓		✓		✓	7
IT and Business Transformation		✓		✓	✓			✓		4
Finance and Treasury	✓	✓		✓		✓	✓			5
Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	9
Environment and Social	✓	✓	✓		✓		✓		✓	6
Other Characteristics										
Gender	M	M	M	F	M	F	M	M	M	7M / 2F

Board Diversity

When assessing its composition or identifying suitable candidates for appointment or re-election, the Board will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board, free of conscious or unconscious bias and discrimination.

In furtherance of Board diversity, the Board adopted a new Board Diversity Policy in January 2021. In accordance with the Board Diversity Policy, Celestica aspires to attain by its annual meeting in 2023, and thereafter maintain, a Board composition in which at least 30% of the Board are women. Further, when identifying candidates for election or appointment to the Board of Directors, including the director search which is currently underway, the Board and its NCGC will:

- consider candidates who are qualified based on a balance of skills, background, experience and knowledge;

- take into account diversity considerations such as age, geographical representation from the regions in which Celestica operates, cultural heritage (including Aboriginal peoples and members of visible minorities) and different abilities (including persons with disabilities);
- strive to use, to their fullest potential, the Board's network of relationships, in addition to using third party organizations, that may help identify diverse candidates for joining the Board;
- ensure that the initial candidate list is comprised of no less than 50% women; and
- periodically review recruitment and selection protocols to ensure diversity remains an important component of the Board.

From time to time, the Board will review the Board Diversity Policy and assess its effectiveness in promoting a diverse Board.

The complexity of our business has required us to maintain flexibility when selecting director nominees in the past as we have addressed board refreshment and succession planning. As a result, we have extended our prior gender diversity target (Board composition of at least 30% women by 2020) to 2023. Notwithstanding previous challenges in identifying women candidates for the Board, we are committed to the target of 30% women as well as the other diversity criteria outlined in the Board Diversity Policy. While the qualifications of each individual director are paramount, diversity criteria relating to the director's gender, age, geographic location, education, cultural heritage and different abilities will also be given due consideration. We are factoring these objectives into our current search for a new director.

The proposed Board has an average age of 64 and average tenure of seven years. Two of the proposed nine nominees are women (22%), including the current Chair of the Audit Committee. Two of the other nominees self-identify as members of visible minorities (22%) and none of the nominees self-identify as Aboriginal peoples or as persons with disabilities (each as defined under the *Employment Equity Act* (Canada)). The Board considers that the composition and number of the nominees for the position of director that it proposes will allow the Board to perform effectively and act in the best interests of the Corporation and its stakeholders.

Nomination and Election of Directors

Recognizing that new directors may be required from time to time, the NCGC maintains the skills matrix described above under *Skills Matrix* for the purpose of identifying any gaps and determining the profiles for potential director nominees that would best serve the Corporation.

The Board is committed to nominating highly qualified individuals to fulfill director roles, based on the needs of the Corporation at the relevant time. The Board believes that diversity is important to ensure that Board members provide the necessary range of complementary perspectives, experience and expertise required to achieve effective stewardship of the Corporation. To assist in meeting our diversity objectives and ensure there are no systemic barriers or biases in our policies or practices, the Board adopted the Board Diversity Policy described above under *Board Diversity*.

During 2020, the NCGC began a comprehensive Board composition review process taking into account the composition of the Board, Board diversity and the Board's retirement policy. In addition, an *ad hoc* Director Search Committee comprised of Messrs. Cascella, Mionis, Popatia and Wilson was created for the purpose of identifying potential director nominees, and an external director search firm has been engaged to assist with such identification.

Director Assessments

The Board Mandate requires the Board to evaluate and review its performance, its committees and its directors on an annual basis. Under Celestica's Corporate Governance Guidelines, the NCGC is responsible for developing and recommending to the Board a process for annually assessing the performance of the Board as a whole, and the committees of the Board, and assessing the contribution of individual directors (including the Chair of the Board and chair of each standing committee of the Board), including through peer review, and management. The Board conducts a self-evaluation annually to determine whether it and its committees

are functioning effectively and every three years the Board evaluation must be conducted by an external advisor. The NCGC is responsible for overseeing the execution of the assessment process approved by the Board.

The scope, focus and requirements of the evaluation and review will vary from year to year. The process may also involve soliciting feedback from senior executives as to the effectiveness of the working relationship with the Board and how to improve it. The results of the evaluation, and feedback on the evaluation process itself, are integrated into the next year's Board evaluation cycle. The 2021 director evaluations will be conducted by an external advisor and will include peer review.

Governance Policies and Practices

Majority Voting Policy

The TSX requires listed issuers that are not majority controlled to adopt a majority voting policy for the election of directors or to otherwise satisfy the TSX's majority voting requirements. Although the Corporation is exempt from the TSX's majority voting policy requirements, the Corporation chose the policy described above under *Majority Voting Policy* to appropriately and effectively reflect the application of majority voting policies to a majority controlled company, consistent with the rationale underlying the TSX majority voting requirements and good corporate governance.

Retirement Policy and Term Limits

The Board strives to achieve a balance between the need to retain directors with valuable institutional experience and the benefits obtained from new perspectives and approaches that accompany Board turnover.

Celestica's Corporate Governance Guidelines provides that, unless the Board authorizes an exception, a director shall not stand for re-election after his or her 75th birthday (and the Corporation does not provide a director with any additional financial compensation upon retirement). In light of Mr. Ryan's leadership, expertise and valuable contributions to the Board, the NCGC recommended, and the Board approved, an exception to such policy for Mr. Ryan for 2021. In accordance therewith, Mr. Ryan is standing for re-election at the Meeting.

The Board has not adopted term limits to date, but continues to assess whether or not they are appropriate. It is currently satisfied that there is a suitable level of Board turnover to ensure the ongoing addition of fresh perspectives and experience to the Board. The Board considers that the imposition of term limits would discount the value of experience and continuity amongst directors, runs the risk of excluding experienced and valuable board members, and is therefore not in the best interests of the Corporation.

To ensure adequate Board renewal, the Board relies on rigorous director assessments for evaluating directors, reviews the composition and effectiveness of the Board annually, including the tenure and performance of individual directors, and maintains the skills matrix disclosed above to ensure the Board possesses the requisite experience, expertise and business and operational insight for the effective stewardship of the Corporation.

BCG Policy and Promotion of Ethical Conduct

The Corporation's BCG Policy applies to all the Corporation's directors, officers and employees. In addition, the Corporation's CEO, senior finance officers and all personnel in the finance area are subject to the Corporation's Finance Code of Professional Conduct.

The Board reviews the BCG Policy and the process for administering the BCG Policy on an annual basis. Management provides regular reports to the Board with respect to compliance with the BCG Policy.

All employees above a designated level are required to certify compliance with the BCG Policy annually. The Corporation also provides an on-line training program for the BCG Policy. The BCG Policy requires ethical conduct from employees and encourages employees to report breaches of the BCG Policy to their manager. The Corporation provides mechanisms whereby employees can report unethical behavior, including the

Celestica Ethics Hotline which provides a method for employees in every jurisdiction in the world to report unethical conduct, on an anonymous basis if they so choose.

As part of the Board Mandate, the Board has adopted as a minimum standard that directors must demonstrate integrity and high ethical standards. The Board Mandate also requires the Board, to the extent feasible, to satisfy itself as to the integrity of the Corporation's CEO and other executive officers and that the CEO and other executive officers create a culture of integrity throughout the organization.

The Corporation's Corporate Values underpin the Corporation's commitment to strong business ethics.

Material Interests in Transactions

The Corporation has no contracts or other arrangements in place in which any of its directors or officers has a material interest and does not anticipate entering into any such arrangement.

Celestica's Corporate Governance Guidelines provide that, if and when required or otherwise viewed by the Board as being prudent in the circumstances, the Board will form a special committee of disinterested directors to review and evaluate any material related party or other significant conflict of interest transactions involving the Corporation (except for material transactions solely involving the Corporation and one or more wholly-owned subsidiaries of the Corporation).

Succession Planning

In accordance with its mandate, the HRCC, from time to time as it considers appropriate, maintains and reviews succession planning for the CEO, all positions that report to the CEO, and certain other positions. The HRCC regularly conducts a formal, in-depth review of each of these succession plans with the CEO in order to satisfy itself that the succession plans meet the needs of the Corporation. During 2020, the HRCC reviewed a COVID-19-related emergency succession plan as well as an in-depth talent and succession plan.

Director Compensation

Director compensation is set by the Board on the recommendation of the HRCC and in accordance with director compensation guidelines and principles established by the NCGC. The HRCC retains an independent compensation consultant to provide it with market advice. See *Election of Directors — Director Compensation*.

Cybersecurity and Information Security Risk

As part of its oversight responsibilities, which include the identification of the principal risks of the business and ensuring the implementation of appropriate systems to manage such risks, the Board devotes significant time and attention to information security and risk management, including cybersecurity, data privacy, and regulatory compliance. Celestica's Chief Information Officer provides regular reports to the Board on security posture, active threats, incident response, and progress towards internal goals. These reports address a range of topics, including industry trends, benchmark and assessment reports, technology modernization, policies and practices, and specific and ongoing efforts to prevent, detect, and respond to internal and external critical threats.

Indebtedness of Directors and Officers

As at February 22, 2021, no current or former executive officers or members of the Board of the Corporation or its subsidiaries and none of their respective associates were indebted to the Corporation or any of its subsidiaries (or had indebtedness that was the subject of a guarantee, support agreement, letter of credit or similar arrangement or understanding provided by the Corporation or any of its subsidiaries) in connection with the purchase of SVS or in connection with any other transaction.

Directors, Officers and Corporation Liability Insurance

The Corporation and certain of its subsidiaries have entered into indemnification agreements with certain of the directors and officers of the Corporation and its subsidiaries. These agreements generally provide that the Corporation or the subsidiary of the Corporation which is a party to the agreement, as applicable, will indemnify the director or officer in question (including his or her heirs and legal representatives) against all costs, charges and expenses incurred by him or her in respect of any civil, criminal, administrative, investigative or other proceeding in which the individual is involved by reason of being or having been a director or officer of the Corporation or a subsidiary thereof, provided that he or she has acted honestly and in good faith with a view to the best interests of the Corporation or a subsidiary thereof.

The Corporation's current directors' and officers' insurance policies provide for aggregate coverage of \$110 million. The policies protect directors and officers against liability incurred by them while acting in their capacities as directors and officers of the Corporation and its subsidiaries. Included in the \$110 million of aggregate coverage is coverage dedicated solely to individual directors and officers. The Corporation's cost for this policy is approximately \$1.6 million annually. Limits available under the policies are in excess of a self-retention of \$2.5 million for each loss or claim.

ESG MATTERS

Environmental, social and governance ("ESG") matters are important to Celestica and we believe that responsiveness to ESG issues is an inherent component of sound corporate citizenship. As a result, we are committed to: operating our business with integrity; focusing on ESG issues that impact our customers, the industries we serve, our employees and our shareholders; contributing to the local communities in which we operate; developing our employees and workforce; and being considerate environmental and fiscal stewards. Our commitment to social responsibility extends to the environment, anti-corruption and trade compliance, responsible sourcing, human rights, labor practices and worker health and safety.

In January 2021, the Board Mandate and the NCGC Mandate were updated to expressly add oversight for Celestica's strategy, policies and initiatives relating to ESG matters, including sustainability. As part of our enterprise-wide approach to risk management, the Board and management monitor long term risks that may be impacted by ESG events.

Throughout this Circular, including in the *Corporate Governance* section above and the *Compensation Discussion and Analysis* section below, we outline our governance practices, including those relating to board renewal and diversity, shareholder engagement and compensation matters. Detailed information regarding many of our ESG efforts is available in our Sustainability Report, which can be found on our website: www.celestica.com, under the "Sustainability" section of the "About Us" tab (information on our website is not incorporated by reference into this Circular). Highlights of our approach and commitment to ESG matters are described below.

COVID-19 Response

Celestica swiftly established a COVID-19 response committee in early 2020, which included members of our regional human resources, health and safety, IT and operations teams. Our first priority was (and continues to be) the health and safety of our employees, while continuing to serve our global customers, and in connection therewith we provide cleaning supplies, personal protective equipment ("PPE"), and IT-related services to support work-from-home arrangements. We continue to follow the requirements of governmental authorities and are taking preventative and protective measures to prioritize the safety of our employees, including a range of health and safety protocols such as a cessation of employee travel (other than very limited essential inter-regional travel), a global work-from-home policy for applicable employees, and for all other employees: physical distancing, enhanced screening, mandatory mask and use of other PPE, and shift splitting.

Environmental Sustainability

We are committed to driving sustainability initiatives through collaboration with our employees, customers, suppliers and local communities. Our Sustainability Report, which is published annually, outlines our sustainability strategy, the progress we have made as a socially responsible organization, and the key activities and milestones we are working to achieve for each of our focus areas: our planet, our products and services, our people, and our communities.

At Celestica, we strive to minimize the impact of our operations on the environment by working to make our infrastructure sustainable and by reducing our greenhouse gas (“GHG”) emissions.

Since 2009, Celestica has published annual reports documenting our corporate social responsibility programs and environmental sustainability initiatives. We currently report in accordance with the guidance of the Global Reporting Initiative (GRI), and plan to also issue future reports in accordance with additional standards such as those of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD).

We are committed to reporting our GHG emissions annually and have included third-party assurance of our GHG emissions in our annual report since 2013. Since 2010, we have responded to the CDP (formerly the Carbon Disclosure Project) climate change questionnaire which enables engagement on environmental issues worldwide. Additionally in 2020, Celestica set a new GHG emissions reduction target through the Science Based Targets initiative (SBTi), which drives ambitious climate action by enabling companies to set science-based emissions reduction targets.

We have adopted the United Nations Sustainable Development Goals as part of our sustainability strategy as well as a Conflict Minerals Policy in accordance with the Dodd-Frank Wall Street Reform and Consumer Protection Act. We fully support the objectives of the conflict minerals legislation, which aims to minimize violence in the Democratic Republic of Congo and adjoining countries, and expect our suppliers to provide all necessary declarations.

Diversity and Inclusion

We believe in building an inclusive culture that encourages diversity of thought and attributes while allowing employees to thrive, be valued and celebrated. This includes but is not limited to gender, race, age, ethnicity, religious or cultural background, disability, marital or family status, sexual orientation, gender identity, education, experiences, perspectives, language and other areas of potential difference. In furtherance of these beliefs, the Corporation has adopted a Diversity and Inclusion Policy under which we are committed to providing a work environment in which everyone feels accepted and valued, by being treated fairly and with respect across the enterprise. The Corporation’s Diversity and Inclusion Steering Committee (“**D&I Steering Committee**”) is comprised of five members of senior management and is co-chaired by the CEO and Chief Human Resources Officer. The D&I Steering Committee oversees diversity and inclusion at Celestica and ensures that diversity and inclusion are incorporated into Celestica’s culture, workplace and talent practices. The D&I Steering Committee has designated a Diversity and Inclusion Committee (“**D&I Committee**”) for the purpose of developing and promoting diversity. The D&I Committee is comprised of members designated by the D&I Steering Committee taking into account the diversity attributes, representation from various levels of roles and responsibilities within Celestica and other factors they determine to be relevant for purposes of ensuring diverse and inclusive representation on the D&I Committee.

During 2020, the following actions were taken with respect to diversity and inclusion at Celestica:

- Appointed a Diversity and Inclusion Leader to drive the Corporation’s diversity and inclusion strategy.
- Launched a global Diversity and Inclusion survey (“**D&I Survey**”) which provided employees with the opportunity to anonymously provide their perspectives on diversity and inclusion at Celestica, and provided a baseline to measure future progress. The D&I Survey had a strong response rate with 83% of our employees participating. We have reviewed the survey data and identified 10 key focus areas. We are currently in the process of developing action plans in order to implement enhancements in our diversity policies and practices.

- Our CEO signed the CEO Action for Diversity & Inclusion Pledge, the largest CEO-driven business initiative for advancing diversity and inclusion within all organizations. Through this pledge, Mr. Mionis has committed to: (1) creating a workplace that supports complex, and sometimes difficult, conversations about diversity and inclusion; (2) implementing unconscious bias education to help us to begin recognizing, acknowledging, and therefore minimizing any potential blind spots; (3) sharing what works and what does not work with leaders at other companies who are committed to diversity and inclusion; and (4) creating and sharing strategic diversity and inclusion plans with our Board of Directors to drive accountability.

Further, the Board adopted the Board Diversity Policy which is described above under *Corporate Governance — Board Diversity*.

The Board and management believe the presence of qualified and diverse individuals in executive positions within the Corporation and its subsidiaries is important to ensure that the profiles of senior management provide the necessary range of perspectives, experience and expertise required to achieve effective management. The Board recognizes the significant role that women with appropriate and relevant skills and experience play in contributing to diversity of perspective in senior management roles. The Corporation has initiatives to raise awareness and support the advancement of women, including the Women's Collaboration Forum and Women in Action Forum. The mission of the Women's Collaboration Forum is to develop and enable women, engage men, and create an organization that promotes an inclusive and diverse environment. The Women In Action Forum is a learning solution grounded in research and developed to enrich leadership traits and skills in women. The Corporation has adopted an equal opportunity policy which prohibits employment related decisions based on or affected by prohibited factors, including an employee's gender. Accordingly, the Corporation does not specifically consider the level of representation of women in executive officer positions when making executive officer appointments and has not established a target regarding the number of women in senior executive positions.

Celestica's executive leadership team is comprised of seven individuals, one of whom is a woman (however, none of the executive officers of the Corporation, including its major subsidiaries, are currently women). Three members of the executive leadership team self-identify as members of visible minorities and none self-identify as Aboriginal peoples or as persons with disabilities (each as defined under the *Employment Equity Act* (Canada)). We do not establish specific diversity targets at the executive level due to the need to carefully consider a broad range of criteria, most importantly, the appropriate matching of business needs to drive long-term value for our stakeholders and the proven skills and capabilities of new appointees. However, the level of representation from diverse groups is a criteria that will be given due consideration when identifying candidates for the executive leadership team.

Shareholder and Stakeholder Engagement

Celestica's shareholder engagement program has evolved over the last three years during which time our Investor Relations team has identified new approaches for engaging with shareholders and stakeholders. We actively engage with the broad investment community, including shareholders, sell-side analysts and shareholder advocacy groups. Over the last year, we have engaged in the following initiatives, among others:

- | | |
|---|---|
| <ul style="list-style-type: none"> • management regularly engaged in meaningful dialogue with shareholders through quarterly earnings calls in order to review our quarterly financial and operating results • participated in five non-deal roadshows • management presented at four investor conferences | <ul style="list-style-type: none"> • management hosted a virtual analyst and investor meeting to provide an update on Celestica's Hardware Platform Solutions ("HPS") business (previously referred to as Joint Design and Manufacturing) • participated in approximately 80 meetings with shareholders |
|---|---|

In January 2021, management provided a comprehensive update on our Investor Relations program to the Board. The Corporation also regularly engages with proxy advisory firms in order to identify executive compensation and governance topics of most interest to shareholders.

Celestica is committed to providing a variety of avenues for shareholder engagement. Each year, we facilitate various channels of communication through the Corporation's various public disclosures, including our annual

report on Form 20 F, management information circular, financial statements, news releases and regular updates to our website at www.celestica.com (information on our website is not incorporated by reference into this Circular). The Corporation encourages shareholders to participate in our governance by facilitating votes on shareholder proposals submitted in compliance with applicable laws and holding annual say-on-pay votes for executive compensation. The results of such votes are given the appropriate consideration in developing the Corporation's governance policies and compensation philosophy. Our Investor Relations team can be contacted directly at clsir@celestica.com.

Shareholders and other interested parties may also confidentially contact the Chair of the Board, the non-management directors or the independent directors by writing to them individually or as a group at the Corporation's head office. On receipt of shareholders letters addressed to the Chair of the Board or independent directors, we will forward such letters unopened to the Chair of the Board or to the appropriate addressee(s). See *Questions and Answers on Proxies and Voting — How Can I Contact the Independent Directors and the Chair* above.

Employee Engagement

At Celestica, we know our success depends on our talented people and their commitment to excellence. We believe employee engagement is crucial for employee retention, performance and productivity, as well as strong business outcomes, and therefore we continually strive to enhance employee engagement. In support of our efforts to foster a high-performing and engaged workforce, we launched a global employee engagement survey in February 2021 in order to measure overall engagement and identify our strengths and areas for improvement. The results of this engagement survey will be compared against the last survey, which was conducted in 2018. The HRCC and management will review the results of the survey and, based on the feedback received, senior leadership will develop plans intended to create a sustainable competitive advantage for Celestica through superior employee performance, building on our talent strategy and improving leadership.

We believe that employee engagement and well-being is strengthened through healthy, supportive and safe workplaces. Celestica fosters a positive and engaged workforce that drives innovation and empowers people to make a difference, and we leverage our collective expertise to drive positive change in the communities in which we operate. Globally, we have established a framework whereby all sites are required to measure and report on their environmental, health and safety ("EH&S") performance regularly. Our EH&S team is responsible for building and executing robust internal and external audit programs, identifying risks and conducting proactive risk management, developing and communicating safety training materials, and harmonizing key process indicators globally.

To enable employees to share best practices and ideas on reducing waste, saving energy and making healthier lifestyle choices at work and at home, we launched a Sustainable Workspace program, which is available in all of our operating languages. The program is tailored to reflect the diverse cultures of our employees around the globe.

Ethical Labour Practices

Our BCG Policy outlines the ethics and practices we consider necessary for a positive working environment, as well as the high legal and ethical standards to which our employees are held accountable. 100% of our employees have completed BCG Policy training and we conduct annual re-certifications.

In addition, Celestica has well-established policies regarding fair labour practices and guidelines that create a respectful, safe and healthy work environment for our employees globally. We are a founding (and remain a) member of the Responsible Business Alliance ("RBA"), a non-profit coalition of electronics companies that, among other things, establishes standards for its members in responsible and ethical practices in the areas of labor, environmental compliance, employee health and safety, ethics and social responsibility. The RBA Code of Conduct outlines industry standards intended to ensure that working conditions in the supply chain are safe, workers are treated with respect and dignity, and manufacturing processes are environmentally responsible. We continually work to implement, manage and audit our compliance with the RBA Code of Conduct.

We are committed to the development and fair treatment of our global workforce, including promotion of a diverse workforce, an inclusive work environment, equal employment opportunity hiring practices and policies, and anti-harassment, workforce safety and anti-reprisal policies.

Community Engagement

We strive to support the local communities in which we live and work. We encourage all full-time employees to take up to 16 hours of paid time off per year to volunteer through our Time Off to Volunteer program. This program gives employees the opportunity to become involved in their communities in a meaningful way and to help those in need.

United Way is a federated network of 77 local United Way Centraide offices serving more than 5,000 communities across Canada, each registered as its own non-profit organization. The goal is to create opportunities for a better life for everyone in our communities. In 2020, Celestica's annual United Way fundraising campaign raised C\$250,000 plus a match of \$125,000 for a total of \$375,000, which brings Celestica's lifetime fundraising amount to C\$11.9 million.

In addition, we launched the "Celestica Cares" program in 2020, which was a donations matching campaign to support COVID-19 relief efforts. Employee donations were matched dollar-for-dollar by the Corporation. Donations were directed to various organizations responding to COVID-19 and were used to support employee-led COVID-19 initiatives.

External Recognition

Our commitment to corporate social responsibility continues to earn us external recognition. Below is a selection of the awards and recognition received by Celestica over the past year:

- EcoVadis assessment platinum rating
- Supplier of the Year Award, Corporate Social Responsibility, Lam Research
- Transport Canada awarded Celestica's Mississauga site with the Aircraft Maintenance Organization (AMO) Certificate 4800-16
- The Greater Suzhou Best Employer Committee awarded Celestica's Global Business Services ("GBS") Suzhou team with the Best Work Environment Employer Award
- SSON Analytics named Celestica's GBS organization one of the Most Admired Shared Services Organizations

INFORMATION ABOUT OUR AUDITOR

Appointment of Auditor

It is proposed that KPMG LLP (“KPMG”) be appointed as the auditor of the Corporation to hold office until the close of the next annual meeting of shareholders. KPMG is the current auditor of the Corporation and was first appointed as auditor of the Corporation on October 14, 1997.

It is intended that, on any ballot relating to the appointment of the auditor, the shares represented by proxies in favour of the Proxy Nominees will be voted in favour of the appointment of KPMG as auditor of the Corporation to hold office until the next annual meeting of shareholders, unless authority to do so is withheld.

Fees Paid to KPMG

The Audit Committee of the Board of Directors negotiates with the auditor of the Corporation on an arm’s-length basis in determining the fees to be paid to the auditor. Such fees have been based upon the complexity of the matters dealt with and the time expended by the auditor in providing services to the Corporation. The following table sets out the fees paid to KPMG in 2019 and 2020.

Table 8: Fees Paid to KPMG

	Year Ended December 31 (in millions)	
	2020	2019
Audit Services	\$2.9	\$3.0
Audit Related Services	\$—	\$—
Tax Services ⁽¹⁾	\$0.1	\$0.1
Other	\$—	\$—
Total	\$3.0	\$3.1

⁽¹⁾ Tax services were mainly comprised of tax advisory and compliance services during each of 2019 and 2020.

It is intended that, on any ballot relating to the remuneration of the auditor, the shares represented by proxies in favour of the Proxy Nominees will be voted in favour of the authorization of the Board of Directors to fix the remuneration to be paid to the auditor, unless authority to do so is withheld.

SAY-ON-PAY

Advisory Say-On-Pay Resolution

The Corporation has held an advisory vote on executive compensation annually since 2012. While this vote is non-binding, it gives shareholders an opportunity to provide important input to the Board. Shareholders will be asked at the Meeting to consider, and, if deemed advisable, adopt the following resolution:

Resolved, on an advisory basis and not to diminish the role and responsibilities of the Board of Directors, that the shareholders accept the approach to executive compensation disclosed in the Corporation's management information circular delivered in advance of the 2021 annual meeting of shareholders.

It is intended that, on any ballot relating to the advisory vote on executive compensation, the shares represented by proxies in favour of the Proxy Nominees will be voted in favour of the resolution, unless a vote "against" is indicated.

The Board of Directors will take the results of the vote into account, as it deems appropriate, when considering future compensation policies, practices and decisions and in determining whether to significantly increase engagement with shareholders on compensation and related matters. The Corporation will disclose the results of the shareholder advisory vote as part of its report of voting results for the Meeting.

2020 VOTING RESULTS

2020 Voting Results

The voting results of the Meeting will be filed on SEDAR at www.sedar.com and EDGAR at www.sec.gov following the Meeting. The voting results from the Corporation's Annual Meeting of Shareholders held on April 29, 2020 were as follows:

Table 9: 2020 Voting Results

Brief Description of Voting Matters	Outcome of the Vote	
	Approved	For
In respect of the election of the following proposed nominees as members of the Board of Directors of the Corporation		
Robert A. Cascella	✓	98.99%
Deepak Chopra	✓	99.05%
Daniel P. DiMaggio	✓	98.94%
Laurette T. Koellner	✓	98.15%
Robert A. Mionis	✓	98.98%
Carol S. Perry	✓	99.25%
Tawfiq Popatia	✓	98.82%
Eamon J. Ryan	✓	98.85%
Michael M. Wilson	✓	98.40%
In respect of the appointment of KPMG as the auditor of the Corporation for the ensuing year	✓	99.27%
In respect of the authorization of the Board of Directors of the Corporation to fix the remuneration of the auditors	✓	99.78%
In respect of the advisory resolution on the Corporation's approach to executive compensation	✓	96.05%

HUMAN RESOURCES AND COMPENSATION COMMITTEE LETTER TO SHAREHOLDERS

Dear Shareholders,

On behalf of the HRCC, I welcome this opportunity to share with you our approach to executive compensation, including the framework we used to make our compensation decisions for the CEO and certain other executive officers for 2020.

Our Approach to Executive Compensation

Celestica's executive compensation program is designed to pay for performance, adhere to the risk profile of the Corporation, align the interests of executives and shareholders, incentivize executives to work as a team to achieve our strategic objectives, ensure direct accountability for annual operating results and the Corporation's long-term financial performance and to reflect both business strategy and market norms. Total compensation for each executive varies with the Corporation's achievement of financial and non-financial objectives, as well as individual performance. Further, the HRCC has endeavoured to ensure that the executive compensation program is aligned with appropriate governance, risk management and regulatory principles.

Over the course of 2020, the HRCC executed on its full mandate. The HRCC reviewed the Corporation's executive pay-for-performance alignment in consultation with an independent compensation consultant and concluded that our 2020 executive pay levels were well-aligned with Celestica's performance. There were no key executive compensation design changes in 2020.

2020 Highlights

Diversity and Inclusion

Diversity and inclusion was a focus of the HRCC during 2020. The HRCC reviewed Celestica's Diversity and Inclusion Policy which was adopted by Celestica to reflect its commitment to providing a work environment in which everyone feels accepted and valued, by being treated fairly and with respect across the enterprise. Upon reviewing Celestica's talent and succession plans, the HRCC reviewed certain diversity metrics across various levels of the organization. It was recognized that Celestica's workforce, including executive leadership, would benefit from positive actions to enhance diversity and inclusion within the organization. The HRCC reviewed management's plan to promote diversity and inclusion initiatives in 2020 and in 2021 will evaluate the results of Celestica's D&I Survey together with management's action plan in response thereto.

Comparator Group Review

Celestica undertook a comprehensive review of the comparator group that is used to benchmark compensation (the "Comparator Group") and the HRCC subsequently approved an updated Comparator Group to be used for 2021 compensation planning purposes which we believe best reflects the market for executive talent in which Celestica competes, as well as appropriate financial characteristics.

Celestica's Response to COVID-19

During 2020, the HRCC regularly reviewed Celestica's business continuity plan in response to the COVID-19 pandemic, including emergency leadership continuity measures, preventative and protective measures implemented to prioritize the health and safety of employees, and employee communications.

2020 Financial Performance

Celestica executed on its strategic transformation and portfolio reshaping initiatives in 2020, and delivered solid financial results to end a year of unprecedented challenges due to COVID-19:

- Revenue of \$5.75 billion decreased 2% compared to 2019. HPS revenue grew 80% in 2020 compared to 2019.
- Non-IFRS adjusted return on invested capital (“**ROIC**”)* for 2020 was 12.4%, up 3.2% compared to 2019.
- Non-IFRS operating margin* of 3.5% improved 80 basis points in 2020 compared to 2019.
- Non-IFRS adjusted earnings per share (“**EPS**”)* grew approximately 80% in 2020 compared to 2019.
- Celestica generated \$126 million of non-IFRS free cash flow.*

Pay for Performance

In consideration of Celestica’s performance, the HRCC approved the following compensation decisions:

- The 2020 salaries of four of our five named executive officers (including the CEO) were maintained at the same levels as 2019;
- A 2020 corporate performance factor under Celestica’s Team Incentive Plan of 182% of target, which was reflective of the Corporation’s strong revenue and non-IFRS operating margin* performance in 2020 relative to the financial targets established at the beginning of the year; and
- In January 2021, PSUs vested at 26% of the target amount granted. Such PSUs were granted in 2018, with a performance period from January 1, 2018 to December 31, 2020. The vesting percentage of such PSUs reflected, in accordance with their terms, the Corporation’s 2020 non-IFRS operating margin* result, modified by each of the Corporation’s average annual non-IFRS adjusted ROIC* achievement and relative total shareholder return (“**TSR**”) over the performance period. The performance targets for such PSUs were partially met for non-IFRS operating margin*, but were not met for either non-IFRS adjusted ROIC* or TSR performance, which resulted in the overall vesting level of 26%.

The HRCC believes that the Corporation’s executive compensation program for 2020 demonstrated an appropriate pay-for-performance relationship.

Checklist of Compensation Practices

We remain committed to developing executive compensation policies designed to serve the long-term interests of our shareholders.

What We Do		What We Don't Do	
Pay for performance	✓	No repricing of options	X
Focus on long-term compensation using a balanced mix of compensation elements	✓	No hedging or pledging by executives of Celestica securities	X
Ensure the mix of executive compensation balances long-term success, annual performance, and adequate fixed compensation	✓	No steep payout cliffs at certain performance levels that may encourage short-term business decisions to meet payout thresholds	X
Consider market norms and competitive pay practices	✓	No multi-year guarantees	X
Mitigate undue risk in compensation programs	✓	No uncapped incentive plans	X
Independent advisor to the HRCC	✓		
Stress-test compensation plan designs	✓		
Apply stringent share ownership policies and post-employment hold period for the CEO's shares	✓		
Clawback on incentive-based compensation	✓		
Equity plans provide for change of control treatment for outstanding equity based on a "double trigger" requirement	✓		
Set minimum corporate profitability requirement for CTI payments	✓		
Establish caps on PSU payout factors	✓		
Shareholder "say-on-pay" advisory vote	✓		

Conclusion

We believe that our compensation philosophy aligns the interests of our executives with our shareholders. You are invited to review the following *Compensation Discussion and Analysis* section of this Circular, which provides more detailed disclosure of our executive compensation program. Shareholders are being asked to participate in a non-binding advisory vote on our approach to executive compensation at the Meeting. The resolution to be voted on can be found in the Notice of the Meeting and is further described above under "Say-On-Pay".

I am honoured to have served as the HRCC Chair for the past nine years, and I am proud of the work the HRCC has done to carry out its mandate, particularly during 2020 as the pandemic impacted Celestica's workforce across the globe. I look forward to working with Mr. Cascella to transition the Chair role following the Meeting. Given his extensive experience with multinational companies, I am confident that Mr. Cascella is the right person to lead the HRCC going forward.

Let me close by expressing my appreciation to Celestica's global team for their hard work and commitment, especially during these challenging times. Their resilience and dedication have been critical to the achievement of Celestica's success.

Yours sincerely,



Eamon Ryan
Chair of the Human Resources and Compensation Committee
(on behalf of the Human Resources and Compensation Committee)

* This is a non-International Financial Reporting Standards financial measure. See *Compensation Discussion and Analysis—Note Regarding Non-IFRS Measures* in this Circular for the definition of, and information regarding, this measure, including where to find a reconciliation of this measure to the most directly-comparable IFRS financial measure.

COMPENSATION DISCUSSION AND ANALYSIS

This Compensation Discussion and Analysis sets out the policies of the Corporation for determining compensation paid to the Corporation's CEO, its Chief Financial Officer ("CFO"), and the three other most highly compensated executive officers (collectively, the "Named Executive Officers" or "NEOs"). The NEOs who are the subject of this Compensation Discussion and Analysis are:



Robert A. Mionis — President and Chief Executive Officer

Mr. Mionis is responsible for Celestica's overall leadership, strategy and vision. In conjunction with the Board of Directors, he develops the Corporation's overall strategic plan, including the corporate goals and objectives as well as our approach to risk management. He is focused on positioning the Corporation for long-term profitable growth and ensuring the success of Celestica's customers around the world.

Prior to joining Celestica, Mr. Mionis was an Operating Partner at Pamplona, a global private equity firm where he supported several companies across a broad range of industries, including the industrial, aerospace, healthcare and automotive industries. Before joining Pamplona, Mr. Mionis served as President and CEO of StandardAero, leading the company through a period of significant revenue and profitability growth. Over the course of his career he has held a number of operational and service roles at companies in the aerospace, industrial and semiconductor markets, including General Electric, Axcelis Technologies, AlliedSignal and Honeywell.

Mr. Mionis is a member of the Board of Directors. He has also been serving on the board of directors of Shawcor Ltd. since 2018. He holds a Bachelor of Science in Electrical Engineering from the University of Massachusetts.



Mandeep Chawla — Chief Financial Officer

Mr. Chawla is responsible for the planning and management of short and long-term financial performance and reporting activities. He assists the CEO in setting the strategic direction and financial goals of the Corporation, and manages overall capital allocation activities in order to maximize shareholder value. He provides oversight on risk management and governance matters, and leads the communication and relationship management activities with key financial stakeholders.

Mr. Chawla joined Celestica in 2010 and held progressively senior roles in the Corporation before assuming the role of CFO in 2017. Prior to joining Celestica, he held senior financial management roles with MDS Inc., Tyco International, and General Electric. Mr. Chawla was appointed to the Board of Directors of Sleep Country Canada Holdings Inc., a TSX-listed mattress and bedding retailer, effective August 20, 2020.

Mr. Chawla holds a Master of Finance degree from Queen's University and a Bachelor of Commerce degree from McMaster University. He is a CPA, CMA.



Jason Phillips — President, Connectivity & Cloud Solutions ("CCS")

Mr. Phillips is responsible for strategy and technology development, deployment and execution for Celestica's enterprise and communications businesses, including HPS.

Mr. Phillips joined Celestica in 2008 and held progressively senior roles within the Corporation's CCS business, most recently as Senior Vice President, Enterprise and Cloud Solutions. Prior to joining Celestica, he held the role of Vice President and

General Manager, Personal Communications at Elcoteq, and spent five years at Solectron in senior roles spanning sales, global account management, business unit leadership, and operations.

Mr. Phillips holds a Bachelor of Science in Business Administration from the University of North Carolina, Chapel Hill.



John “Jack” J. Lawless — President, Advanced Technology Solutions (“ATS”)

Mr. Lawless is responsible for strategy development, deployment and execution of Celestica’s Aerospace and Defense (“A&D”), Industrial, HealthTech, Energy and Capital Equipment businesses.

Prior to joining Celestica, Mr. Lawless was the CEO of Associated Air Center, a subsidiary of StandardAero, where he was responsible for strategy, sales, marketing,

human resources, information technology and operations. At the same time, he held the role of Chief Operating Officer of StandardAero. Prior to StandardAero, Mr. Lawless held a number of Vice President-level roles with Honeywell. Before joining Honeywell, he held progressively senior positions with companies in the aerospace, industrial and semiconductor markets, including Axcelis Technologies, General Cable and AlliedSignal.



Todd C. Cooper — Chief Operations Officer

Mr. Cooper is responsible for driving operational and supply chain excellence, quality and technology innovation throughout the Corporation, as well as for the enablement of processes that drive value creation. As part of his role, he leads the operations, supply chain, quality, global business services and information technology teams.

Mr. Cooper has over 25 years’ experience in operations leadership and advisory roles, including considerable experience in developing and implementing operational strategies to drive large-scale improvements for global organizations. Prior to joining Celestica, Mr. Cooper led supply chain, procurement, logistics, and sustainability value creation efforts at KKR, a global investment firm. Prior to that, he was the Vice President of Global Sourcing in Honeywell’s Aerospace Division. He previously held various management roles at Storage Technology Corporation, McKinsey & Company, and served as a Captain in the U.S. Army.

He holds a Bachelor of Science in Engineering from the U.S. Military Academy at West Point, a Master of Science in Mechanical Engineering from the Massachusetts Institute of Technology and an MBA from the MIT Sloan School of Management.

A description and explanation of the significant elements of compensation awarded to the foregoing NEOs during 2020 is set forth below under *2020 Compensation Decisions*.

Note Regarding Non-IFRS Measures

This Compensation Discussion and Analysis contains references to operating margin, adjusted ROIC, free cash flow and adjusted EPS, each of which is a non-International Financial Reporting Standards (“**non-IFRS**”) financial measure. With respect to all references to these measures, please note the following:

- Non-IFRS operating margin is defined as non-IFRS operating earnings divided by revenue. Non-IFRS operating earnings is defined as earnings (loss) before income taxes, Finance Costs (defined below), employee stock-based compensation expense, amortization of intangible assets (excluding computer software) and Other Charges (recoveries) (defined below).
- Non-IFRS adjusted ROIC is determined by dividing non-IFRS operating earnings by average net invested capital which is defined as total assets less: cash, right-of-use assets, accounts payable, accrued and other current liabilities and provisions, and income taxes payable, using a five-point average to calculate average net invested capital for the year.
- Non-IFRS free cash flow is defined as cash provided by (used in) operations after the purchase of property, plant and equipment (net of proceeds from the sale of certain surplus equipment and property), lease payments (including under IFRS 16), and Finance Costs paid (excluding any debt issuance costs and when applicable, waiver fees related to our credit facility paid).
- Non-IFRS adjusted net earnings is defined as IFRS net earnings (loss) before employee stock based compensation expense, amortization of intangible assets (excluding computer software), Other Charges (recoveries), and adjustments for taxes (representing the tax effects of our non-IFRS adjustments and

non-core tax impacts (tax adjustments related to acquisitions, and certain other tax costs or recoveries related to restructuring actions or restructured sites)). Non-IFRS adjusted EPS is determined by dividing non-IFRS adjusted net earnings by the number of diluted weighted average shares outstanding.

- Finance Costs consist of interest expense and fees related to the Corporation's credit facility (including debt issuance and related amortization costs), our interest rate swap agreements, our accounts receivable sales program and customer supplier financing programs, and interest expense on our lease obligations, net of interest income earned.
- Other Charges (recoveries) consist of restructuring charges, net of recoveries, transition costs (costs related to: the relocation of our Toronto manufacturing operations and the move of our corporate headquarters into and out of a temporary location; and manufacturing line transfers from closed sites); the gain on the sale of our Toronto real property (in 2019); net impairment charges; acquisition related consulting, transaction and integration costs, and (in 2019) indemnification asset remeasurement charges; legal settlements (recoveries); credit facility related charges (waiver fees incurred in 2019 in connection with specified covenant defaults under our credit facility (and related cross defaults)); and post-employment benefit plan losses incurred in 2019 related to changes in labor regulations in Thailand.

See "Non-IFRS measures" in the Corporation's Management's Discussion and Analysis for the first three quarters of 2020 (available at www.sedar.com and www.sec.gov) and for the Corporation's most recently completed financial year (available at www.sedar.com and in Item 5 of the Corporation's Annual Report on Form 20-F for the year ended December 31, 2020 (available at www.sec.gov)) for, among other things, a discussion of the exclusions used to determine these non-IFRS financial measures, how these non-IFRS financial measures are used, as well as a reconciliation of historical non-IFRS operating margin, non-IFRS adjusted ROIC, non-IFRS free cash flow and non-IFRS adjusted EPS to the most directly comparable IFRS financial measures. These non-IFRS financial measures do not have any standardized meanings prescribed by IFRS and therefore may not be comparable to similar measures presented by other companies.

Compensation Objectives

The Corporation's executive compensation philosophy is to attract, motivate and retain the leaders who drive the success of the Corporation. In light of this philosophy, we have designed our executive compensation programs and practices to pay for performance, adhere to the risk profile of the Corporation, align the interests of executives and shareholders, incentivize executives to work as a team to achieve our strategic objectives, ensure direct accountability for annual operating results and the Corporation's long-term financial performance and to reflect both business strategy and market norms. The HRCC reviews compensation policies and practices regularly, considers related risks, and makes any adjustments it deems necessary to ensure our compensation policies are not reasonably likely to have a material adverse effect on the Corporation.

A substantial portion of the compensation of our executives is linked to the Corporation's performance. The HRCC establishes total target compensation and certain elements of compensation (base salary, short-term incentives and long-term incentives) with reference to the median compensation of the Comparator Group, and other factors including experience, internal pay equity, work location, tenure, and role. However, neither each element of compensation nor total compensation is expected to match the median of such Comparator Group exactly. The Comparator Group is primarily used for setting an anchor point by which to test the reasonableness of compensation. NEOs have the opportunity for higher compensation for performance that exceeds target performance goals, and will receive lower compensation for performance that is below target performance goals.

The 2020 compensation package was designed to:

- ensure executives are compensated fairly and in a way that does not result in the Corporation incurring undue risk or encouraging executives to take inappropriate risks;
- provide competitive fixed compensation (*i.e.*, base salary and benefits), as well as a substantial amount of at-risk pay through our annual and equity-based incentive plans;
- reward executives for: achieving short-term operational and financial results based on the Corporation's Annual Operating Plan ("AOP") (*i.e.*, annual cash incentives); achieving long-term operational and financial results as well as superior share price performance relative to a group of technology hardware and equipment companies (*i.e.*, PSUs); and sustained, long-term leadership (*i.e.*, RSUs);

- align the interests of executives and shareholders through long-term equity-based compensation;
- recognize tenure and utilize a multi-year approach for setting and transitioning target compensation for executives who are new in their role;
- reflect internal equity, recognize fair and appropriate compensation levels relative to differing roles and responsibilities, and encourage executives to work as a team to achieve corporate results; and
- ensure direct accountability for the annual operating results and the long-term financial performance of the Corporation.

Independent Advice

The HRCC, which has the sole authority to retain and terminate an executive compensation consultant to the HRCC, has engaged Willis Towers Watson (the “**Compensation Consultant**”) since October 2006 as its independent compensation consultant to assist in identifying appropriate comparator companies against which to evaluate the Corporation’s compensation levels, to provide data about those companies, and to provide observations and advice with respect to the Corporation’s compensation practices versus those of the Comparator Group and the market in general.

The Compensation Consultant also provides advice (upon request) to the HRCC on the policy recommendations prepared by management and keeps the HRCC apprised of market trends in executive compensation. The Compensation Consultant attended portions of all HRCC meetings held in 2020, in person, by telephone or virtually, as requested by the Chair of the HRCC. At each of its meetings, the HRCC held an *in camera* session with the Compensation Consultant without any member of management being present. Decisions made by the HRCC, however, are the responsibility of the HRCC and may reflect factors and considerations supplementary to the information and advice provided by the Compensation Consultant.

Each year, the HRCC reviews the scope of activities of the Compensation Consultant and, if it deems appropriate, approves the corresponding budget. During such review, the HRCC also considers the independence factors required to be considered by the NYSE prior to the selection or receipt of advice from a compensation consultant. After consideration of such independence factors and prior to engaging the Compensation Consultant in 2020, the HRCC determined that the Compensation Consultant was independent. The Compensation Consultant meets with the Chair of the HRCC and management at least annually to identify any initiatives requiring external support and agenda items for each HRCC meeting throughout the year. The Compensation Consultant reports directly to the Chair of the HRCC and is not engaged by management. The Compensation Consultant may, with the approval of the HRCC, assist management in reviewing and, where appropriate, developing and recommending compensation programs to align the Corporation’s practices with competitive practices. Any such service in excess of \$25,000 provided by the Compensation Consultant relating to executive compensation must be pre-approved by the Chair of the HRCC. In addition, any non-executive compensation consulting service in excess of \$25,000 must be submitted by management to the HRCC for pre-approval, and any services that will cause total non-executive compensation consulting fees to exceed \$25,000 in aggregate in a calendar year must also be pre-approved by the HRCC.

The following table sets out the fees paid by the Corporation to the Compensation Consultant in each of the past two years:

Table 10: Fees of the Compensation Consultant

	Year Ended December 31	
	2020	2019
Executive Compensation-Related Fees ⁽¹⁾	C\$299,264	C\$262,059
All Other Fees ⁽²⁾	C\$11,626	—

⁽¹⁾ Services for 2020 and 2019 included support on executive compensation matters that are part of the HRCCs annual agenda (*e.g.*, executive compensation competitive market analysis, review of trends in executive compensation, peer group review, pay-for-performance analysis and assistance with executive compensation-related disclosure, annual valuation of PSUs for accounting purposes, attendance at all HRCC meetings, and support with ad-hoc executive compensation issues that arose throughout the year). Services for 2020 also included the comprehensive Comparator Group review, market benchmark data for certain executives, and PSU valuation and estimated fair values. Services for 2019 also included a compensation risk assessment update and additional NEO realized/realizable pay analysis.

⁽²⁾ Other fees for 2020 included an abridged director compensation review.

Compensation Process

Executive compensation is determined as part of an annual process followed by the HRCC, as supported by the Compensation Consultant. The HRCC reviews and approves compensation for the CEO and the other NEOs, including base salaries, target annual incentive awards under Celestica's Team Incentive Plan ("CTI") and equity-based incentive grants. The HRCC evaluates the performance of the CEO relative to financial and business goals and objectives approved by the Board from time to time for such purpose. The HRCC reviews data for the Comparator Group and other competitive market data, and consults with the Compensation Consultant before exercising its independent judgment to determine appropriate compensation levels. The CEO reviews the performance evaluations of the other NEOs with the HRCC and provides compensation recommendations. The HRCC considers these recommendations, reviews market compensation information, consults with the Compensation Consultant, and then exercises its independent judgment to determine if any adjustments are required prior to approval of the compensation of such other NEOs. The CEO and the other NEOs are not present at the HRCC meetings when their respective compensation is discussed.

The HRCC generally meets five times a year, in January, April, July, October and December. The annual executive compensation process is as follows:

January	<ul style="list-style-type: none"> • Determine achievement of the corporate performance factor (based on the Corporation's year end results as approved by the Audit Committee) and the individual performance factors for CTI payments for the previous year • Determine achievement of performance for the PSUs that vest in the current year based on the applicable performance period • Approve corporate performance objectives for the CTI for the current year subject to the Board's approval of the AOP • Approve performance goals for PSUs granted in the current year • Review individual target compensation levels and approve base salary, target under the CTI and long-term incentives for the current year • Conduct risk assessment of compensation programs • Review scope of activity of Compensation Consultant and approve fees for the current year • Review executive compensation disclosure • Review the corporate goals and objectives relevant to CEO compensation and evaluate CEO performance in light of the financial and business goals and objectives approved by the Board for the previous year • Review and approve total compensation package for CEO for the current year, including stress-test of performance-based compensation
April	<ul style="list-style-type: none"> • Annual compensation policy review and pension plan review • Assess performance of Compensation Consultant
July	<ul style="list-style-type: none"> • Review and consider shareholder feedback from say-on-pay vote • Review trends and "hot topics" in compensation governance • Review and approve Comparator Group for the following year (based on the recommendation of the Compensation Consultant) • Review talent management strategy and succession plans • Conduct pay-for-performance alignment review
October	<ul style="list-style-type: none"> • Review market benchmark reports for the CEO and other NEOs • Review preliminary achievement against performance targets and evaluate interim performance relative to corporate goals and objectives for the current year • Conduct risk assessment of compensation programs

December	<ul style="list-style-type: none"> • Review updated preliminary achievement against performance targets and evaluate interim performance relative to corporate goals and objectives for the current year • Review preliminary compensation recommendations and performance objectives for the following year, including base salary recommendations and the value and mix of equity-based incentives (NEO compensation recommendations are developed by the CEO. The CEO's compensation recommendations are determined by the HRCC in consultation with the Compensation Consultant and the Chief Human Resources Officer) • By reviewing the compensation proposals in advance, the HRCC is afforded sufficient time to discuss and provide input regarding proposed compensation changes prior to the January meeting at which time the HRCC approves the compensation proposals, revised as necessary or appropriate, based on input provided at the December meeting • Preliminary evaluation of individual performance relative to objectives
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HRCC Discretion

The HRCC may exercise its discretion to either award compensation absent attainment of a relevant performance goal or similar condition, or to reduce or increase the size of any award or payout to any NEO. The HRCC did not exercise such discretion for 2020 compensation with respect to any NEO.

Compensation Risk Assessment and Governance Analysis

The HRCC, in performing its duties and exercising its powers under its mandate, considers the implications of the risks associated with the Corporation's compensation policies and practices. This includes: identifying any such policies or practices that encourage executive officers to take inappropriate or excessive risks; identifying risks arising from such policies and practices that are reasonably likely to have a material adverse effect on the Corporation; and considering the risk implications of the Corporation's compensation policies and practices and any proposed changes to them.

The Corporation's compensation programs are designed with a balanced approach aligned with its business strategy and risk profile. A number of compensation practices have been implemented to mitigate potential compensation policy risk. It is the HRCC's view that the Corporation's 2020 compensation policies and practices did not promote excessive risk-taking that would be reasonably likely to have a material adverse effect on the Corporation, and that appropriate risk mitigation features are in place within the Corporation's compensation program. In reaching its opinion, the HRCC reviewed key risk-mitigating features in the Corporation's compensation governance processes and compensation structure including the following:

Governance	
<i>Corporate Strategy Alignment</i>	<ul style="list-style-type: none"> • Our executive compensation program is designed to link executive compensation outcomes with the execution of business strategy and align with shareholder interests.
<i>Compensation Decision-Making Process</i>	<ul style="list-style-type: none"> • The Corporation has formalized compensation objectives to help guide compensation decisions and incentive design and to effectively support its pay-for-performance policy (see <i>Compensation Objectives</i>).
<i>Non-binding Shareholder Advisory Vote on Executive Compensation</i>	<ul style="list-style-type: none"> • The Corporation annually holds an advisory vote on executive compensation, allowing shareholders to express approval or disapproval of its approach to executive compensation.
<i>Annual Review of Incentive Programs</i>	<ul style="list-style-type: none"> • Each year, the Corporation reviews and sets performance measures and targets for the CTI and for PSU grants under the long-term incentive plans that are aligned with the business plan and the Corporation's risk profile to ensure continued relevance and applicability. • When new compensation programs are considered, they are stress-tested to ensure potential payouts would be reasonable within the context of the full range of performance outcomes. CEO compensation is stress-tested annually in addition to any stress-tests for new compensation programs.

<i>External Independent Compensation Advisor</i>	<ul style="list-style-type: none"> On an ongoing basis, the HRCC retains the services of an independent compensation advisor to provide an external perspective as to marketplace changes and best practices related to compensation design, governance and compensation risk management.
<i>Overlapping Committee Membership</i>	<ul style="list-style-type: none"> All of the Corporation's independent directors sit on the HRCC to provide continuity and to facilitate coordination between the Committee's and the Board's respective oversight responsibilities.
Compensation Program Design	
<i>Review of Incentive Programs</i>	<ul style="list-style-type: none"> At appropriate intervals, Celestica conducts a review of its compensation strategy, including pay philosophy and program design, in light of business requirements, market practice and governance considerations.
<i>Fixed versus Variable Compensation</i>	<ul style="list-style-type: none"> For the NEOs, a significant portion of target total direct compensation is delivered through variable compensation (CTI and long-term, equity-based incentive plans). The majority of the value of target variable compensation is delivered through grants under long-term, equity-based incentive plans which are subject to time and/or performance vesting requirements. The mix of variable compensation provides a strong pay-for-performance relationship. The NEO compensation package provides a competitive base level of compensation through salary, and mitigates the risk of encouraging the achievement of short-term goals at the expense of creating and sustaining long-term shareholder value, as NEOs benefit if shareholder value increases over the long-term.
<i>"One-company" Annual Incentive Plan</i>	<ul style="list-style-type: none"> Celestica's "one-company" annual incentive plan (the CTI) helps to mitigate risk-taking by tempering the results of any one business unit on Celestica's overall corporate performance, and aligning executives and employees in the various business units and regions with corporate goals.
<i>Balance of Financial Performance Metrics as well as Absolute and Relative Performance Metrics</i>	<ul style="list-style-type: none"> The CTI ensures a balanced assessment of performance with ultimate payout tied to measurable corporate financial metrics. Individual performance is assessed based on business results, teamwork and key accomplishments, and market performance is captured through RSUs as well as PSUs (which vest based on performance relative to both absolute and relative financial targets).
<i>Minimum Performance Requirements and Maximum Payout Caps</i>	<ul style="list-style-type: none"> A corporate profitability requirement must be met for any payout to occur under the CTI. Additionally, a second performance measure must be achieved for payment above target. Each of the CTI and PSU payouts have a maximum payout of two times target.
<i>Share Ownership Requirement</i>	<ul style="list-style-type: none"> The Corporation's share ownership guidelines require executives to hold a significant amount of the Corporation's securities to help align their interests with those of shareholders' and the long-term performance of the Corporation. This practice also mitigates against executives taking inappropriate or excessive risks to improve short-term performance at the expense of longer-term objectives. In the event of the cessation of Mr. Mionis' employment with the Corporation for any reason, he will be required to retain the share ownership level set out in the Executive Share Ownership Guidelines on his termination date for the 12 month period immediately following his termination date as set out in Mr. Mionis' amended CEO employment agreement effective August 1, 2016 (the "CEO Employment Agreement").

<i>Anti-hedging and Anti-pledging Policy</i>	<ul style="list-style-type: none"> Executives and directors are prohibited from: entering into speculative transactions and transactions designed to hedge or offset a decrease in the market value of securities of the Corporation; purchasing securities of the Corporation on margin; borrowing against securities of the Corporation held in a margin account; and pledging Celestica securities as collateral for a loan.
<i>"Clawback" Policy</i>	<ul style="list-style-type: none"> A "clawback" policy provides for recoupment of incentive-based compensation from the CEO and CFO that was received during a specified period in the event of an accounting restatement due to material non-compliance with financial reporting requirements as a result of misconduct, as well as any profits realized from the sale of securities during such period (see — "<i>Clawback Provisions</i>"). In addition, all long-term incentive awards made to NEOs are subject to recoupment if certain employment conditions are breached.
<i>"Double Trigger"</i>	<ul style="list-style-type: none"> The LTIP and Celestica Share Unit Plan ("CSUP") provide for change-of-control treatment for outstanding equity based on a "double trigger" requirement.
<i>Severance Protection</i>	<ul style="list-style-type: none"> NEOs' entitlements on termination without cause are in part contingent on complying with confidentiality, non-solicitation and non-competition obligations.
<i>Pay-For-Performance Analysis</i>	<ul style="list-style-type: none"> Periodic scenario-testing of the executive compensation programs is conducted, including a pay-for-performance analysis.

Comparator Group

While the Corporation is incorporated and headquartered in Canada, our business is global, and we compete for executive talent worldwide with companies in the technology industry. Our global recruiting strategy has been evidenced by the fact that several of our executive officers were not recruited from Canada; and that the Corporation's three most recent CEOs have come from the U.S. There are no electronics manufacturing services ("**EMS**") competitor companies that are headquartered in Canada. For non EMS companies, competitors of similar size and scope within Canada would not provide the desired global perspective. The determination of the Comparator Group is not bound by geographic limitations and instead includes a representation from a broad group of relevant companies which are publicly traded and against which the Corporation competes for executive leaders.

During 2020, we undertook a comprehensive review of our approach to executive compensation benchmarking, including the composition of the Comparator Group, to ensure that it properly reflected our market for executive talent and the financial characteristics of the Company. An in-depth review of compensation peer group and benchmarking was presented to the HRCC by the Compensation Consultant. The HRCC approved the Comparator Group to be used to establish 2021 compensation using the following filtering criteria:

- company size and financial performance (e.g., revenue, market capitalization, earnings before interest and taxes (EBIT) margin and other financial indicators which align with Celestica's strategic direction);
- industry;
- analysis of the comparator groups of certain peer companies within the EMS industry; and
- perspectives of management regarding which organizations were most relevant from a business operations and talent competitor perspective.

The following table includes the Comparator Group used to determine 2020 compensation as well as the Comparator Group approved in 2020 by the HRCC and used to establish 2021 compensation:

Table 11: Comparator Group

Comparator Group	
Used for 2020 Compensation	Used for 2021 Compensation
Advanced Micro Devices, Inc.	Benchmark Electronics, Inc.
Agilent Technologies Inc.	Ciena Corp.
Amphenol Corporation	CommScope Holdings Company, Inc.
Benchmark Electronics, Inc.	Curtiss-Wright Corporation
Corning Inc.	Diebold Nixdorff, Incorporated
Flex Ltd.	Juniper Networks, Inc.
Harris Corporation	Keysight Technologies Inc.
Jabil Inc.	NCR Corporation
Juniper Networks, Inc.	NetApp, Inc.
LAM Research Corporation	ON Semiconductor Corporation
Motorola Solutions, Inc.	Plexus Inc.
NCR Corp.	Sanmina Corporation
NetApp, Inc.	ScanSource Inc.
NVIDIA Corp.	Seagate Technology PLC
Plexus Corp.	Trimble Inc.
Sanmina Corporation	Xerox Holdings Corporation

Additionally, broader market compensation survey data for other similarly-sized organizations as well as U.S. technology companies and Canadian general industry companies with global operations provided by the Compensation Consultant is analyzed in accordance with a process approved by the HRCC. The HRCC considered proxy disclosure for companies in the Comparator Group, as well as survey data, among other factors, in making compensation decisions for the CEO and the other NEOs.

Anti-Hedging and Anti-Pledging Policy

Our Insider Trading Policy prohibits executives from, among other things, entering into speculative transactions and transactions designed to hedge or offset a decrease in the market value of securities of the Corporation. Accordingly, executive officers may not sell short the Corporation's securities, buy or sell put or call options on the Corporation's securities, or purchase financial instruments (including prepaid variable contracts, equity swaps, collars or units of exchange funds) which are designed to hedge or offset a decrease in the market value of the Corporation's securities. Executive officers are also prohibited from purchasing the Corporation's securities on margin, borrowing against the Corporation's securities held in a margin account, or pledging the Corporation's securities as collateral for a loan. The directors of the Corporation also must comply with the provisions of the Insider Trading policy which prohibit hedging and/or pledging of the Corporation's securities.

"Clawback" Provisions

The Corporation is subject to the "clawback" provisions of the Sarbanes-Oxley Act of 2002. Accordingly, if the Corporation is required to restate financial results due to material non-compliance with financial reporting requirements as a result of misconduct, the CEO and CFO would be required to reimburse the Corporation for any bonuses or incentive-based compensation they had received during the 12-month period following the first public issuance or filing with the SEC (whichever is earlier) of a financial document embodying such financial reporting requirement, as well as any profits they had realized from the sale of securities of the Corporation during that 12-month period.

In addition, under the terms of the stock option grants and the PSU and RSU grants made under the LTIP and the CSUP, a NEO is required by the Corporation to repay an amount equal to the market value of the

shares (or in the case of options, the intrinsic value realized by the executive) at the time of release, net of taxes, if, within 12 months of the release date, the executive:

- accepts employment with, or accepts an engagement to supply services, directly or indirectly to, a third party that is in competition with the Corporation or any of its subsidiaries; or
- fails to comply with, or otherwise breaches, the terms and conditions of a confidentiality agreement or non-disclosure agreement with, or confidentiality obligations to, the Corporation or any of its subsidiaries; or
- on his or her behalf or on another's behalf, directly or indirectly recruits, induces or solicits, or attempts to recruit, induce or solicit any current employee or other individual who is/was supplying services to the Corporation or any of its subsidiaries.

Executives who are terminated for cause also forfeit all unvested RSUs, PSUs and stock options as well as all vested and unexercised stock options.

Executive Share Ownership

The Corporation has executive share ownership guidelines (the “**Executive Share Ownership Guidelines**”) which require specified executives to hold a multiple of their base salary in securities of the Corporation as shown in Table 12. Executives subject to the Executive Share Ownership Guidelines are expected to achieve the specified ownership within a period of five years following the later of: (i) the date of hire, or (ii) the date of promotion to a level subject to the ownership guidelines. Compliance is reviewed annually as of December 31 of each year. The HRCC reviewed the Executive Share Ownership Guidelines in July 2020 and no policy changes were made. The table below sets forth the compliance status of the applicable NEOs with the Executive Share Ownership Guidelines as of December 31, 2020:

Table 12: Executive Share Ownership Guidelines

Name	Executive Share Ownership Guidelines	Share and Share Unit Ownership (Value) ⁽¹⁾	Share and Share Unit Ownership (Multiple of Salary)
Robert A. Mionis ⁽²⁾	\$4,750,000 (5 × salary)	\$10,588,437	11.1x
Mandeep Chawla	\$1,500,000 (3 × salary)	\$1,932,483	3.9x
Jason Phillips	\$1,380,000 (3 × salary)	\$1,923,549	4.2x
Jack J. Lawless	\$1,380,000 (3 × salary)	\$2,505,275	5.4x
Todd C. Cooper	\$1,380,000 (3 × salary)	\$2,733,721	5.9x

⁽¹⁾ Consists of: (i) SVS beneficially owned as of December 31, 2020, (ii) all unvested RSUs held as of December 31, 2020, and (iii) PSUs that vested on January 30, 2021 at 26% of target, which, on December 31, 2020, was the Corporation's anticipated payout and at vesting was the actual payout; the value of which was determined using a share price of \$8.07, the closing price of SVS on the NYSE on December 31, 2020.

⁽²⁾ For additional details regarding Mr. Mionis' share and share unit ownership, see his biography above under *Election of Directors — Nominees for Election as Director — Robert A. Mionis*.

The CEO Employment Agreement provides that, in the event of the cessation of Mr. Mionis' employment with the Corporation for any reason, he will be required to retain the share ownership level set out in the Executive Share Ownership Guidelines on his termination date for the 12-month period immediately following his termination date.

Compensation Elements for the Named Executive Officers

The compensation of the NEOs in 2020 was comprised of the following elements:

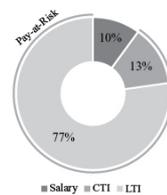
Elements	Rationale
Base Salary	Provides a fixed level of compensation intended to reflect the scope of an executive's responsibilities and level of experience and to reward sustained performance over time, as well as to approximate competitive base salary levels
Annual Cash Incentives	Aligns executive performance with the Corporation's annual goals and objectives
Equity-Based Incentives	
• RSUs	Provides a strong incentive for long-term executive retention
• PSUs	Aligns executives' interests with shareholder interests and provides incentives for long-term performance
Benefits	Designed to help ensure the health and wellness of executives
Pension	Designed to assist executives in saving for their retirement
Perquisites	Perquisites are provided to executives on a case-by-case basis as considered appropriate and in the interests of the Corporation

Compensation Element Mix

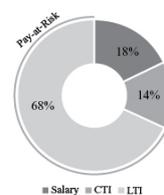
In order to ensure that our executive compensation program is market competitive, we annually review the program design and pay levels of companies in the Comparator Group and other competitive market data. We assess total target direct compensation (base salary, annual cash incentive and equity grants) as well as specific elements of compensation when reviewing market information relative to our executive compensation program. The HRCC uses the median of the Comparator Group as a guideline when determining total target direct compensation but is not bound to any target percentile for any specific element of compensation. In addition to the Comparator Group, we also consider executive compensation relative to internal peers where responsibilities and experience vary and we conduct a vertical compensation analysis in which we look at various internal business organizations or functions and compare levels of compensation with a view to succession within such organization or function. In determining appropriate positioning relative to the Comparator Group and internal peers, we utilize a multi-year approach for setting and transitioning target compensation for executives who are new in their role.

The at-risk portion of total compensation varies by role and executive level, but has the highest weighting at the most senior levels of management. CTI awards and certain equity-based incentive plan awards are contingent upon the Corporation's financial and operational performance and are therefore at-risk. By making a significant portion of total target direct compensation variable, the Corporation intends to continue to align NEO compensation with shareholder interests. The relative weighting of the compensation elements for the CEO and the other NEOs (average) for 2020 is set forth below.

Compensation Element Mix for CEO



Compensation Element Mix for Other NEOs (Average)



Base Salary

The objective of base salary is to attract, reward and retain top talent. Base salaries for executive positions are determined with consideration given to the market median of the Comparator Group. Base salaries are reviewed annually and adjusted if appropriate, to reflect individual performance, relevant knowledge, experience and the executive's level of responsibility within the Corporation.

Celestica Team Incentive Plan

The objective of the CTI is to reward all eligible employees, including the NEOs, for the achievement of annual objectives. CTI awards for the NEOs are based on the achievement of pre-determined corporate performance factor ("CPF") and individual performance factor ("IPF") goals and are paid in cash. Payouts can vary from 0% for performance below a threshold up to a maximum capped at 200% of the Target Award (defined below). Awards are determined in accordance with the following formula:

$$\boxed{\text{CPF}} \times \boxed{\text{IPF}} \times \underbrace{\boxed{\text{Target Incentive}} \times \boxed{\text{Eligible Earnings}}}_{\text{Target Award}} = \boxed{\text{CTI Payment}}$$

CPF	<p>The CPF is based on certain corporate financial targets established at the beginning of the performance period and approved by the HRCC and can vary from 0% to 200% of target.</p> <p>Actual results relative to the targets are used in the determination of the amount of the annual incentive and are subject to the following two parameters (the "CTI Parameters"):</p> <ol style="list-style-type: none"> (1) a minimum corporate profitability requirement must be achieved for the CPF to exceed zero; and (2) target non-IFRS operating margin must be achieved for other measures under the CPF to pay above target. <p>The CTI Parameters are set in addition to the CPF thresholds in order to ensure challenging limits reflective of our current business environment.</p> <p>The CPF must be greater than zero for an executive to be entitled to any CTI payment.</p>
IPF	<p>Individual contribution is recognized through the IPF component of the CTI. The IPF is determined through the annual performance review process and is based on an evaluation of the NEO's performance measured against specific criteria established at the beginning of each year. The criteria may include factors such as the NEO's individual performance relative to segment or company business results, teamwork, scope of responsibilities and the executive's key accomplishments. The IPF can increase an NEO's CTI award by a factor of up to 1.5x or reduce an NEO's CTI award to zero depending on individual performance. An IPF of less than 1.0 will result in a reduction of the CTI award otherwise payable.</p>
Target Award	<p>The target award is calculated as each NEO's Eligible Earnings (<i>i.e.</i>, base salary) multiplied by the Target Incentive (expressed as a percentage of base salary in the applicable plan year) (the "Target Award").</p>
Maximum Award	<p>All awards are subject to an overall maximum CTI payment of two times the Target Award.</p>

Equity-Based Incentives

The Corporation's equity-based incentives for the NEOs consist of RSUs, PSUs and/or stock options. The objectives of equity-based compensation are to:

- align the NEOs' interests with those of shareholders and incent appropriate behaviour for long-term performance;
- reward the NEOs' contributions to the Corporation's long-term success; and
- enable the Corporation to attract, motivate and retain qualified and experienced employees.

At the January meeting, the HRCC determines the dollar value and mix of the equity-based grants to be awarded to the NEOs, if any. On the grant date, the dollar value is converted into the number of units that will be granted using the closing price of the SVS on the day prior to the grant date. The annual grants are made following the blackout period that ends not less than 48 hours after the Corporation's year-end results have been released. The mix of equity-based incentives is reviewed and approved by the HRCC each year, and is based on factors including competitive grant practices, balance between performance incentive and retention value, and the effectiveness of each equity vehicle for motivating and retaining critical leaders.

Target equity-based incentives are determined using a variety of factors, including, the median awards of the Comparator Group as well as individual performance, experience and anticipated contribution to the Corporation's strategy. In establishing the grant value of the annual equity awards for each of the NEOs, we start by assessing the median total target direct compensation of the equivalent position at companies in the Comparator Group. This data is then compared over a number of years for additional context and market trends. The HRCC also considers individual performance, the need to retain experienced and talented leaders to execute the Corporation's business strategies and the executive's potential to contribute to long-term shareholder value. Also considered are the executive's role and responsibilities, internal equity and the level of previous long-term incentive awards. Once all of these factors are taken into consideration, the grant value of the annual equity-based awards for the NEOs is set.

In addition to the annual equity grants, management may award equity-based incentives in order to attract new executive hires and to retain current executives in special circumstances. Such grants are reviewed in advance with the Chairs of the Board and HRCC, and are subject to ratification by the HRCC. No such grants were made to NEOs in 2020, with the exception of a one-time award to Mr. Phillips of 44,994 PSUs — see *2020 Compensation Decisions* below for a description of this award.

RSUs

NEOs may be granted RSUs under either the LTIP or the CSUP as part of the Corporation's annual equity grant. Such awards may be subject to vesting requirements, including time-based or other conditions as may be determined by the HRCC in its discretion. RSUs granted by the Corporation generally vest in instalments of one-third per year, over three years, based on continued employment with the Corporation. The payout value of the award is based on the number of RSUs being released and the market price of the SVS at the time of release. The Corporation has the right under the CSUP to settle RSUs in either cash or SVS. Under the LTIP, the Corporation may, at the time of grant, authorize grantees to settle vested RSUs either in cash or in SVS (on a one-for-one basis). Absent such permitted election, grants under the LTIP will be settled in SVS. If the Corporation has authorized a settlement in SVS or cash, the holder can choose which of these the holder receives. See *Compensation of Named Executive Officers — Equity Compensation Plans*.

PSUs

NEOs may be granted PSUs under the LTIP or the CSUP as part of the Corporation's annual equity grant. The vesting of such awards requires the achievement of specified performance-based conditions over a specified time period, as determined by the HRCC in its discretion. PSUs granted by the Corporation generally vest at the end of a three-year performance period subject to pre-determined performance criteria. The payout value of the award is based on the number of PSUs that vest (which ranges from 0% to 200% of the target amount granted) and the market price of the SVS at the time of release. The Corporation has the right under the CSUP to settle vested PSUs in either cash or SVS (on a one-for-one-basis). Under the LTIP, the

Corporation may, at the time of grant, authorize grantees to settle PSUs either in cash or in SVS. Absent such permitted election, grants under the LTIP will be settled in SVS. If the Corporation has authorized a settlement in SVS or cash, the holder can choose which of these the holder receives. See *Compensation of Named Executive Officers — Equity Compensation Plans*.

Stock Options

NEOs may be granted stock options under the LTIP (no stock options have been granted after 2015). The exercise price of a stock option is the closing market price on the business day prior to the date of the grant. Stock options granted by the Corporation generally vest at a rate of 25% annually on each of the first four anniversaries of the date of grant and expire after a ten-year term. The LTIP is not an evergreen plan and no stock options have been re-priced.

Other Compensation

Benefits

NEOs participate in the Corporation's health, dental, pension, life insurance and long-term disability programs. Benefit programs are determined with consideration given to market median levels in the local geographic region.

Perquisites

Perquisites are provided to executives on a case-by-case basis as considered appropriate in the interests of the Corporation. NEOs are entitled to an annual comprehensive medical examination at a private health clinic. Where applicable, tax equalization is provided to certain NEOs as an integral part of the Corporation's Short-Term Business Travel Program and is designed to maintain an individual's tax burden at approximately the same level it would have otherwise been had they remained in their home country. Due largely to variables such as timing and tax rate differences between Canada and the U.S., tax equalization amounts may vary from year to year. While the Corporation is incorporated and headquartered in Canada, our business is global, we compete for executive talent worldwide and our executives are often required to travel extensively. As a result, we believe it is appropriate to make tax equalization payments in order to attract and retain non-Canadian executive officers with specific capabilities as well as to ensure that our executives do not incur any additional tax burden as a result of the business travel necessitated by the global nature of our business.

2020 Compensation Decisions

Each element of compensation is considered independently of the other elements. However, the total package is reviewed to ensure that the achievement of target levels of corporate and individual performance will result in total compensation that is generally comparable to the median total compensation of the Comparator Group.

Base Salary

The base salaries for the NEOs were reviewed during 2020, taking into account individual performance and experience, level of responsibility and median competitive data. The following table sets forth the annual base salary for the NEOs for the years ended December 31, 2018 through December 31, 2020:

Table 13: NEO Base Salary Changes

NEO	Year	Salary (\$)
Robert A. Mionis	2020	\$950,000
	2019	\$950,000
	2018	\$950,000
Mandeep Chawla	2020	\$500,000
	2019	\$460,000
	2018	\$450,000
Jason Phillips	2020	\$460,000
	2019	\$460,000
	2018	\$350,000
Jack J. Lawless	2020	\$460,000
	2019	\$460,000
	2018	\$460,000
Todd C. Cooper	2020	\$460,000
	2019	\$460,000
	2018	\$460,000

The HRCC reviewed salaries for CFOs within the applicable Comparator Group, median competitive data and historical data concerning CFO base salaries at the Corporation, as well as Mr. Chawla's experience and scope of responsibilities. In April 2020, the HRCC approved an increase in Mr. Chawla's base salary from \$460,000 to \$500,000 in order to better align his pay to median base salary of CFOs within the Comparator Group, and to reflect the expanded scope of his responsibilities to include additional functional areas.

Annual Incentive Award (CTI)

2020 Company Performance Factor

The CPF component of the CTI calculation for 2020 was based on the achievement of the Corporation relative to specified financial targets for 2020 ("**2020 Targets**"). The 2020 Targets were revenue ("**Revenue Target**") and non-IFRS operating margin ("**OM Target**"), which were the same measures used in 2019. These measures were approved by the HRCC as they were determined to be aligned with the Corporation's key objectives of driving profitable growth on both a "top line" and "bottom line" basis. The specific levels set for the 2020 Targets were based on the Corporation's Board-approved 2020 AOP ("**2020 AOP**") established in January 2020. The focus of the 2020 AOP was to increase revenue from higher value-add offerings, particularly in our ATS segment and HPS business, and to shift revenue away from lower value-add programs. This strategy was expected to adversely impact revenue growth in 2020 and 2021, but was deemed necessary to improve non-IFRS operating margin and profitability in general, and thereby improve value for our shareholders over the long-term. As a result of the anticipated adverse impact on revenue, the 2020 Revenue Target was established at a lower level than the corresponding target in 2019. In addition, as a result of the significant and unexpected downturn in the semiconductor Capital Equipment market throughout 2019, the OM Target was also set at a lower level than the corresponding target in 2019 (but higher than actual 2019 non-IFRS operating margin). If achieved, the 2020 Targets would represent accomplishment of the Corporation's challenging, yet deemed attainable, goals for 2020 (as set forth in the 2020 AOP).

After establishment of the 2020 AOP and the 2020 Targets, and during the remainder of 2020, COVID-19 had a significant adverse impact on certain of our businesses, particularly our A&D and Industrial businesses. However, the pandemic also resulted in revenue improvement in certain other businesses, including our HPS

and HealthTech businesses, which experienced unexpected growth as our data center support equipment, diagnostic equipment and PPE was in high demand globally. As a result of these improvements and an improved semiconductor market, as well as our team's operational agility and strong performance in the face of unprecedented challenges caused by the pandemic, 2020 revenue exceeded the maximum Revenue Target. In addition, due to volume leverage resulting from the revenue improvements described above, as well as benefits from our on-going productivity and portfolio reshaping initiatives, 2020 non-IFRS operating margin exceeded the OM Target. Therefore, despite the high level of volatility in all our end markets due to COVID-19, the HRCC made no adjustments to the 2020 Targets or the overall payout of CTI for 2020.

No minimum CTI payments are guaranteed. As described above, a minimum corporate profitability requirement must be achieved in order for CTI to be payable. That requirement was met in 2020 and therefore CTI was payable. A cap applies such that, in order for the revenue component to pay above target, target non-IFRS operating margin must be achieved, which it was. The percentage achievement for each measure was then determined by interpolating between the factor that corresponds to threshold, target and maximum, as applicable. Each achievement factor was then multiplied by its weight (50%) in order to determine the weighted achievement.

The CPF for 2020 was 182% based on the results in the following table:

Table 14: Company Performance Factor

Measure	Weight	Threshold	Target	Maximum	Achieved Results	Weighted Achievement
Non-IFRS operating margin	50%	2.25%	3.0%	3.75%	3.46%	82%
IFRS revenue	50%	\$4,784M	\$5,200M	\$5,616M	\$5,748M	100%
CPF						182%

2020 Individual Performance Factor

The IPF can increase an executive's CTI award by a factor of up to 1.5x or reduce the CTI award to zero depending on individual performance (an IPF of less than 1.0 will result in a reduction of the CTI award otherwise payable). Notwithstanding the foregoing, CTI payments are subject to an overall maximum cap of 200% of the Target Award. The IPF is determined through the annual performance review process.

At the beginning of each year, the HRCC and the CEO agree on performance goals for the CEO that are then approved by the Board. Goals for the other NEOs that align with the CEO's goals are then established and agreed to between the CEO and the respective NEOs. The performance of the CEO and the other NEOs is measured against the established goals, but also contains subjective elements, such that criteria for, and the amount of, the IPF remains at the discretion of the HRCC. However, the CPF must be greater than zero for an executive to be entitled to any CTI payment.

CEO

In assessing Mr. Mionis' individual performance, the HRCC considers the Corporation's objectives and results achieved, personal performance objectives as determined annually, as well as other factors the Committee considers relevant to the role of CEO. Key results that were considered in determining Mr. Mionis' IPF for 2020 are included below:

Objective	Metric	2020 Result
Meet Commitments	Financial Targets	<ul style="list-style-type: none"> • Non-IFRS operating margin improved 80 basis points compared to 2019 • Expanded non-IFRS adjusted EPS by approximately 80% compared to 2019 • Celestica generated \$126 million in non-IFRS free cash flow
	Bookings	<ul style="list-style-type: none"> • Strong bookings momentum across ATS and CCS segments marked by expansion of our customer base and market share gains; record bookings achieved in HPS
	Customer Satisfaction	<ul style="list-style-type: none"> • More than 90% of participating customers ranked Celestica either #1 or #2 on their 2020 year-end customer scorecards • Deployed "Flawless Launch" program which drives improved performance
Proactively Manage Business Portfolio	Expand ATS Capabilities	<ul style="list-style-type: none"> • Expanded core ATS capabilities with increased focus on engineering-led opportunities that include engineering and design services
	Continue CCS Portfolio Shaping	<ul style="list-style-type: none"> • Progress on strategic initiatives and portfolio reshaping, including successful completion of planned customer disengagement • Grew HPS revenue by 80% from 2019
Drive Towards Industry Leading Operations	Quality and Cost Productivity	<ul style="list-style-type: none"> • Adjusted cost base to better align with anticipated demand levels and achieved cost productivity targets
	Working Capital Operations	<ul style="list-style-type: none"> • Optimized working capital performance • Successfully utilized the Celestica Operating System to standardize key operations processes across the network
Enable the Enterprise	Talent	<ul style="list-style-type: none"> • Enhanced talent and succession practices and improved employee engagement • Focus on ESG matters, including sustainability actions, COVID-19 community relief efforts including "Celestica Cares", and diversity and inclusion initiatives
	Technology	<ul style="list-style-type: none"> • Invested in technology infrastructure to modernize our systems • Rapidly harnessed global technologies to mitigate the disruptions to the business caused by the pandemic

Celestica delivered solid results in 2020 under Mr. Mionis' leadership despite facing unprecedented challenges as a result of COVID-19. Celestica made meaningful progress in a number of strategic areas. Within the ATS segment, the Corporation achieved strong revenue growth in HealthTech and Capital Equipment, and improved ATS segment margin compared to 2019. Despite these successes, demand weakness in commercial aerospace more than offset this strong growth. The HRCC believes that under Mr. Mionis' leadership, the Corporation adapted quickly to the disruptions caused by the global pandemic and adjusted to ensure that continued progress was made. As a result, the HRCC and the Board believe that an IPF of 1.25 for 2020 for Mr. Mionis appropriately reflects Celestica's overall performance in 2020, as well as Mr. Mionis' skill in executing the Corporation's key strategic initiatives during these challenging times.

Other NEOs

The performance of the NEOs (other than the CEO) is assessed at year-end relative to objective measures that align with the targets for the CEO. The CEO assesses each NEO's contributions to the Corporation's results, including such NEO's contributions as a part of the senior leadership team. Based on the CEO's assessment, the HRCC considered each NEO to have met expectations for 2020 based on each of their individual performance and contribution to corporate goals and objectives. Factors considered in the evaluation of each NEO's IPF included the following:

Mandeep Chawla	<ul style="list-style-type: none"> Delivered on commitments to shareholders by strengthening the balance sheet, generating \$126 million of non-IFRS free cash flow and launching a new normal course issuer bid (“NCIB”) Improved stakeholder relations by enabling clear, transparent and insightful engagements Strong business partner to the segment Presidents and Chief Operations Officer
Jason Phillips	<ul style="list-style-type: none"> Drove significant HPS revenue growth in 2020 enabling Celestica to deliver higher value-add solutions to our customers while providing diversification and differentiation to our CCS segment Successfully managed CCS portfolio reshaping activities, including the planned customer disengagement Enhanced our ecosystem partnerships to enable the evolution of our HPS roadmaps and growth
Jack J. Lawless	<ul style="list-style-type: none"> Despite the adverse demand impacts on the ATS segment as a result of COVID-19 and the Boeing 737 Max program halt, ATS segment margin improved year-over-year Revenue growth in HealthTech and Capital Equipment businesses driven by new program ramps Steady, mature and proactive leadership during a year of volatile market conditions demonstrated by adjusting the cost base in our aerospace and Industrial businesses to align with anticipated demand levels
Todd C. Cooper	<ul style="list-style-type: none"> Integral to Celestica’s COVID-19 response efforts to rapidly mitigate the adverse impact on the business, including effectively promoting the health and safety of our employees, meeting customer commitments, and ensuring continuity of supply, while maintaining our high standards of quality and operational execution Improved operational and cost productivity as a result of cost reduction initiatives Drove enhanced processes, standardization of best practices, increased analytics and vendor relationships throughout the supply chain resulting in robust levels of productivity Executed IT infrastructure and capability upgrades on more than 30 strategic projects

2020 CTI Awards

The following table sets forth information with respect to the potential and actual awards under the CTI for participating NEOs during 2020:

Table 15: 2020 CTI Awards

Name	Target Incentive % ⁽¹⁾	Potential Award for Below Threshold Performance	Potential Award for Threshold Performance ⁽²⁾	Potential Award for Target Performance ⁽²⁾	Potential Maximum Award ⁽²⁾	Amount Awarded	Amount Awarded as a % of Base Salary
Robert A. Mionis	125%	\$0	\$296,875	\$1,187,500	\$2,375,000	\$2,375,000	250%
Mandeep Chawla	80%	\$0	\$98,098	\$392,394	\$784,787	\$784,787	160%
Jason Phillips	80%	\$0	\$92,000	\$368,000	\$736,000	\$736,000	160%
Jack J. Lawless	80%	\$0	\$92,000	\$368,000	\$736,000	\$636,272	138%
Todd C. Cooper	80%	\$0	\$92,000	\$368,000	\$736,000	\$736,000	160%

⁽¹⁾ The Target Incentive for each NEO was not changed from 2019.

⁽²⁾ Award amounts in these columns are calculated based on an IPF of 1.0.

NEO Equity Awards and Mix

Target equity-based incentives were determined for the NEOs with reference to the median awards of the Comparator Group. Consideration was also given to individual performance, the roles and responsibilities of the NEOs, retention value and market trends. The mix of equity in respect of 2020 compensation was comprised of 40% RSUs and 60% PSUs (in accordance with executive compensation program design changes implemented in 2018). See *Compensation Elements for the Named Executive Officers — Equity-Based Incentives* for a general description of the process for determining the amounts of these awards.

In addition to the annual grant to the NEOs, Mr. Phillips received a one-time target grant of 44,994 PSUs on February 4, 2020 based on a share price of \$8.89, which was the closing price of the SVS on the NYSE on February 3, 2020. The number of PSUs that will actually vest ranges from 0% to 200% of the target amount granted, based on pre-determined profitability and growth performance targets for the period from January 1, 2020 to March 31, 2021. Following the determination of the performance results by the Board, the PSUs will be released in two equal tranches, on April 1, 2021 and April 1, 2022. This performance-based award was made to Mr. Phillips to incentivize his performance in light of the challenging market dynamics facing the CCS business and our CCS segment portfolio reshaping initiatives, which included profitably managing the disengagement from its then-largest CCS customer, while meeting specific financial targets for the balance of the CCS business.

The following table sets forth equity awards granted to the NEOs on February 4, 2020 as part of their 2020 compensation as well as the one-time PSU award granted to Mr. Phillips:

Table 16: NEO Equity Awards

Name	RSUs (#) ⁽¹⁾	PSUs (#) ⁽²⁾	Stock Options (#)	Value of Equity Award ⁽³⁾
Robert A. Mionis	323,959	485,939	—	\$7,200,000
Mandeep Chawla	83,239	124,859	—	\$1,850,000
Jason Phillips	71,991	152,980	—	\$2,000,000
Jack J. Lawless	78,740	118,110	—	\$1,750,000
Todd C. Cooper	71,991	107,986	—	\$1,600,000

⁽¹⁾ Grants were based on a share price of \$8.89, which was the closing price of the SVS on the NYSE on February 3, 2020 (the last business day before the date of grant).

⁽²⁾ Assumes achievement of 100% of target level performance.

⁽³⁾ Represents the aggregate grant date fair value of the RSUs and PSUs.

The RSUs vest ratably over a three-year period, commencing on the first anniversary of the date of grant. The value of the RSUs granted on February 4, 2020 was determined at the January 2020 meeting of the HRCC. The number of RSUs granted was determined using the closing price of the SVS on February 3, 2020 (the day prior to the date of grant) on the NYSE of \$8.89.

Other than the one-time award of PSUs granted to Mr. Phillips in February 2020, PSUs set forth in the table above vest at the end of a three-year period subject to pre-determined performance criteria. For such awards, each NEO was granted a target number of PSUs (“**Target Grant**”). The number of PSUs that will actually vest ranges from 0% to 200% of the Target Grant and will be primarily based on the Corporation’s non-IFRS operating margin in the final year of the three-year performance period (“**OM Result**”), subject to modification by the Corporation’s average annual non-IFRS adjusted ROIC achievement over the

performance period (“**ROIC Factor**”) and relative TSR achievement (“**TSR Factor**”) over the performance period in accordance with the following:

Formula	Description												
Preliminary Vesting % based on OM Result	The percentage of PSUs that will vest based on the OM Result (the “ Preliminary Vesting % ”) can range between 0% and 200% of the Target Grant. The Preliminary Vesting % will be subject to initial adjustment based on the ROIC Factor and further adjustment based on the TSR Factor, as described below, provided that the maximum number of PSUs that may vest will not exceed 200% of the Target Grant.												
Preliminary Vesting % subject to modification by a factor of either -25%, 0% or +25% based on ROIC Factor	The Corporation’s ROIC Factor will be measured relative to a pre-determined non-IFRS adjusted ROIC range approved by the Board. The Preliminary Vesting % will not be modified if the ROIC Factor is within that pre-determined range. The Preliminary Vesting % will be increased or decreased by 25% if the ROIC Factor is above or below that predetermined range, respectively (as so adjusted, the “ Secondary Vesting % ”). The ROIC Factor cannot increase the actual number of PSUs that vest to more than 200% of the Target Grant.												
Secondary Vesting % subject to modification by a factor ranging from -25% to +25% based on TSR Factor	<p>TSR measures the performance of a company’s shares over time. It combines share price appreciation and dividends, if any, paid over the relevant period to determine the total return to the shareholder expressed as a percentage of the share price at the beginning of the performance period. With respect to each TSR Comparator (as defined below), TSR is calculated as the change in share price over the three-year performance period (plus any dividends) divided by the share price at the beginning of the period, where the average daily closing share price for the month of December 2019 is the beginning share price and the average daily closing price for the month of December 2022 will be the ending share price. The TSR of the Corporation is calculated in the same manner in respect of the SVS (the Corporation does not currently pay dividends).</p> <p>For purposes of determining modifications to the Secondary Vesting % based on the TSR Factor, the HRCC determined that for PSUs granted in 2020, the Corporation’s TSR will be measured relative to the S&P Americas BMI Technology Hardware & Equipment Index as of January 1, 2020 (the “BMI Index”), with the addition of Flex Ltd. (the only EMS-peer company not already included in the BMI Index), that remain publicly traded on an established U.S. stock exchange for the entire performance period (the “TSR Comparators”). The BMI Index is comprised of technology hardware and equipment subsector companies with business diversification. The HRCC determined that the attributes of the BMI Index, including its alignment with both the U.S. technology peers used for overall executive compensation benchmarking and Celestica’s business models made it appropriate for PSU vesting determinations. The Corporation’s market capitalization is positioned around the median of the TSR Comparators.</p> <p>After calculating the percentile rank for each TSR Comparator (by arranging the TSR results from highest to lowest), the Corporation’s TSR will be ranked against that of each of the TSR Comparators. The Secondary Vesting % will then be subject to modification (ranging from a decrease of 25% to an increase of 25%) by interpolating between the corresponding percentages immediately above and immediately below Celestica’s percentile position as set out in the table below, provided that the Corporation’s TSR performance cannot increase the actual number of PSUs that will vest to more than 200% of the Target Grant.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Celestica’s TSR Positioning</th> <th>TSR Modification Factor</th> </tr> </thead> <tbody> <tr> <td>90th Percentile</td> <td>25%</td> </tr> <tr> <td>75th Percentile</td> <td>15%</td> </tr> <tr> <td>50th Percentile</td> <td>0%</td> </tr> <tr> <td>25th Percentile</td> <td>-15%</td> </tr> <tr> <td><25th Percentile</td> <td>-25%</td> </tr> </tbody> </table>	Celestica’s TSR Positioning	TSR Modification Factor	90 th Percentile	25%	75 th Percentile	15%	50 th Percentile	0%	25 th Percentile	-15%	<25 th Percentile	-25%
Celestica’s TSR Positioning	TSR Modification Factor												
90 th Percentile	25%												
75 th Percentile	15%												
50 th Percentile	0%												
25 th Percentile	-15%												
<25 th Percentile	-25%												
Summary	Total PSU Vesting Percentage = (1) Preliminary Vesting % based on OM Result; (2) Preliminary Vesting % is subject to modification by a factor of either -25%, 0% or +25%, based on ROIC Factor (Secondary Vesting %); and (3) Secondary Vesting % is subject to modification by a factor ranging from -25% to +25% based on TSR Factor.												

Realized and Realizable Compensation

CEO Realized and Realizable Compensation

The following table is a look back at CEO compensation that compares the total target direct compensation awarded to Mr. Mionis for the years ended December 31, 2016 through December 31, 2020 to his realized and realizable compensation for each such year. The total target direct compensation value represents Mr. Mionis' salary, target CTI award and the target value of share-based awards (i.e., 100% for PSUs). The realized and realizable value represents actual salary paid, actual CTI award paid and share-based awards at vest date value or, if the vest date is after December 31, 2020, at a value of \$8.07 per share, the closing price of the SVS on the NYSE on December 31, 2020, and assuming target performance of 100% for unvested PSUs, which may not be the ultimate amount earned.

Table 17: CEO Realized and Realizable Compensation

	Fully Realized			Not Fully Realized	
	2016	2017	2018	2019	2020
Total Target Direct Compensation	\$6,912,500	\$7,582,021	\$9,337,500	\$9,337,500	\$9,337,500
Realized and Realizable Compensation ⁽¹⁾	\$6,327,548 ⁽²⁾	\$4,433,564 ⁽²⁾	\$5,119,955 ⁽²⁾	\$8,591,462 ⁽³⁾	\$9,860,877 ⁽³⁾
Realized and Realizable Compensation as a % of Total Target Direct Compensation	92%	58%	55%	92%	106%

⁽¹⁾ Compensation for 2016, 2017 and 2018 has been fully realized. Compensation for 2019 and 2020 has only been partially realized, such that a significant portion remains realizable and is "at risk" as described in footnote 3 below.

⁽²⁾ The following table includes the CPF for CTI awards actually paid and the vesting percentage of PSUs granted in each year:

Year	CPF under CTI	PSUs as % of Target
2016	105%	50%
2017	83%	40%
2018	80%	26%
2019	34%	
2020	182%	

⁽³⁾ Mr. Mionis' 2019 and 2020 compensation has not been fully realized and a significant portion remains "at-risk" as follows (representing the December 31, 2020 value of: PSUs whose performance period does not end until 2022 and 2023, respectively, and RSUs granted in each such year that remain unvested):

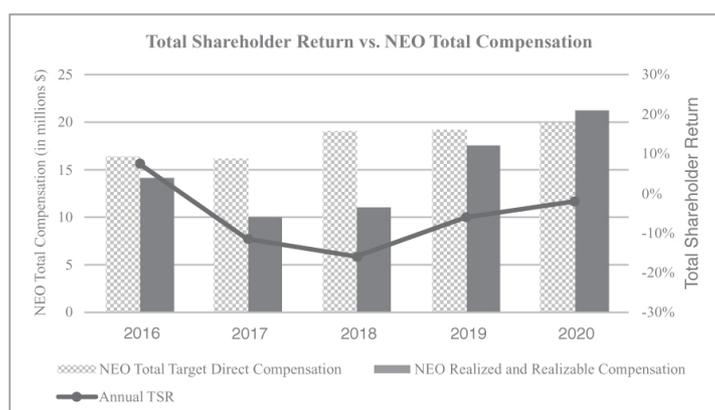
Year	Amount Still "At Risk"
2019	\$6,263,275
2020	\$6,535,877

NEO Realized and Realizable Compensation and Total Shareholder Return

The following graph compares the five-year trend in the Corporation's TSR to both total target direct compensation and the realized and realizable compensation for the NEOs for each year. The total target direct compensation value represents salary, target CTI award and the target value of share-based awards (i.e., 100% for PSUs) and option awards (if applicable) for all NEOs reported in the Corporation's management information circular each year. The realized and realizable value represents: actual salary paid; actual CTI award paid; share-based awards at vest date value or if the vest date is after December 31, 2020, at a value of \$8.07 per share, the closing price of the SVS on the NYSE on December 31, 2020 and assuming target performance of 100% for unvested PSUs; and option awards (if applicable) at their intrinsic value; which may not be the ultimate amount earned. This look back at compensation demonstrates the comparison between

actual pay and total target compensation intended at the time of grant. The difference between total target direct compensation and realized and realizable compensation was driven by the performance of the SVS and achievement relative to CTI and PSU performance measures, as well as changes in the reported NEOs in applicable years.

Table 18: Total Shareholder Return vs. NEO Total Compensation



While we continued to make progress on our strategic initiatives in 2020, including portfolio reshaping, and productivity and cost reduction initiatives, we also experienced demand reductions in several of our end markets, as well as adverse impacts of COVID-19 on our business. Notwithstanding these factors, we drove significant segment margin and non-IFRS adjusted EPS growth, while also generating strong non-IFRS free cash flow. We adjusted our cost base to better adapt to fluctuating levels of demand. Our HPS business grew 80% compared to 2019 as a result of investments made over many years. We strengthened our balance sheet and launched an NCIB program to repurchase shares. We believe that our transformational efforts over the last few years, have positioned our business to capitalize on new opportunities and overcome challenges that may lay ahead. We believe that the volatility in our business and the impact of COVID-19 resulted in significant price and volume fluctuations in the market price of our SVS, and negatively impacted our TSR for 2020.

In addition to TSR, we assess our performance based on various other measures, including revenue and non-IFRS operating margin. We also measure our performance against how well we have performed relative to our strategic objectives, including our AOP. We utilize all such measures in assessing the alignment our executive pay with the Corporation's performance. We believe that the difficult work completed in 2020 will lead to profitable growth and will have a positive impact on our TSR over the long term.

A significant portion of NEO compensation is provided in the form of long-term incentives and, commencing in 2018, we increased the proportion of PSUs in the annual equity grant to 60% (from 50% in 2017). The value of PSUs will not be realizable by the NEOs until the end of the relevant three-year performance period. We believe the realized value of the long-term incentives granted to NEOs, and the performance of the PSUs in particular, more closely mirror the trend in share price movement and serve to better demonstrate the alignment of the interests of management with those of our shareholders than total target direct compensation.

Table 19: NEO Realized and Realizable Compensation

	Fully Realized			Not Fully Realized	
	2016	2017	2018	2019	2020
Celestica Total Shareholder Return (1 year)	7%	-12%	-16%	-6%	-2%
Total Target Direct Compensation	\$16,375,500	\$16,088,075	\$19,049,426	\$19,155,708	\$19,904,386
Realized and Realizable Compensation ⁽¹⁾	\$14,152,017 ⁽²⁾	\$10,113,460 ⁽²⁾	\$11,027,472 ⁽²⁾	\$17,506,275 ⁽³⁾	\$21,160,289 ⁽³⁾
Realized and Realizable Compensation as a % of Total Target Direct Compensation	86%	63%	58%	91%	106%

⁽¹⁾ Compensation for 2016, 2017 and 2018 has been fully realized. Compensation for 2019 and 2020 has only been partially realized, such that a significant portion remains realizable and is "at risk" as described in footnote 3 below.

⁽²⁾ The following table includes the CPF for CTI awards actually paid and the vesting percentage of PSUs granted in each year:

Year	CPF under CTI	PSUs as % of Target
2016	105%	50%
2017	83%	40%
2018	80%	26%
2019	34%	
2020	182%	

⁽³⁾ The NEOs' 2019 and 2020 compensation has not been fully realized and a significant portion remains "at-risk" as follows (representing the December 31, 2020 value of: PSUs whose performance period does not end until 2022 and 2023, respectively, and RSUs granted in each such year that remain unvested):

Year	Amount Still "At Risk"
2019	\$12,009,142
2020	\$13,071,738

COMPENSATION OF NAMED EXECUTIVE OFFICERS

This section contains references to operating margin and adjusted ROIC, which are non-IFRS financial measures. See *Compensation Discussion and Analysis—Note Regarding Non-IFRS Measures* for definitions of such non-IFRS financial measures, and where to find a discussion of the exclusions used to determine such measures, how they are used, as well as a reconciliation of historical non-IFRS operating margin and non-IFRS adjusted ROIC to the most directly comparable IFRS financial measures. These non-IFRS financial measures do not have any standardized meaning prescribed by IFRS and therefore may not be comparable to similar measures presented by other companies.

Summary Compensation Table

The following table sets forth the compensation of the NEOs for the years ended December 31, 2018 through December 31, 2020.

Table 20: Summary Compensation Table

Name & Principal Position	Year	Salary (\$)	Share-based Awards (\$) ⁽¹⁾⁽²⁾	Option-based Awards (\$) ⁽³⁾	Non-equity Incentive Plan Compensation	Pension Value (\$) ⁽⁵⁾	All Other Compensation (\$) ⁽⁶⁾	Total Compensation (\$)
					Annual Incentive Plans (\$) ⁽⁴⁾			
Robert A. Mionis <i>President and Chief Executive Officer</i>	2020	\$950,000	\$7,200,000	—	\$2,375,000	\$89,735	\$500,220	\$11,114,955
	2019	\$950,000	\$7,200,000	—	\$383,562	\$131,850	\$691,354	\$9,356,766
	2018	\$950,000	\$7,200,000	—	\$902,500	\$132,613	\$1,051,189	\$10,236,302
Mandeep Chawla ⁽⁷⁾ <i>Chief Financial Officer</i>	2020	\$490,492	\$1,850,000	—	\$784,787	\$46,876	\$4,399	\$3,176,554
	2019	\$457,534	\$1,600,000	—	\$118,227	\$61,346	\$1,462	\$2,238,569
	2018	\$450,000	\$1,450,000	—	\$316,800	\$48,692	\$479	\$2,265,971
Jason Phillips ⁽⁷⁾ <i>President, CCS</i>	2020	\$460,000	\$2,000,000	—	\$736,000	\$29,057	\$27,594	\$3,252,651
	2019	\$438,137	\$1,600,000	—	\$113,215	\$31,828	\$58,826	\$2,242,006
	2018	\$350,000	\$1,200,000	—	\$168,000	\$25,594	\$17,132	\$1,760,726
Jack J. Lawless <i>President, ATS</i>	2020	\$460,000	\$1,750,000	—	\$636,272	\$29,509	\$16,512	\$2,892,293
	2019	\$460,000	\$1,750,000	—	\$118,864	\$46,357	\$19,247	\$2,394,468
	2018	\$460,000	\$1,650,000	—	\$323,840	\$44,230	\$41,194	\$2,519,264
Todd C. Cooper <i>Chief Operations Officer</i>	2020	\$460,000	\$1,600,000	—	\$736,000	\$29,509	\$17,100	\$2,842,609
	2019	\$460,000	\$1,600,000	—	\$118,864	\$52,058	\$16,800	\$2,247,722
	2018	\$454,959	\$1,600,000	—	\$491,980	\$27,568	\$10,477	\$2,584,984

⁽¹⁾ All amounts in this column represent the grant date fair value of share-based awards. Amounts in this column for 2020 represent RSU and PSU grants made on February 4, 2020 to all NEOs. Grants were based on a share price of \$8.89, which was the closing price of the SVS on the NYSE on February 3, 2020 (the day prior to the date of the grant). Additionally, Mr. Phillips' amount includes a one-time performance award of \$400,000 in PSUs made on February 4, 2020 based on a share price of \$8.89. Amounts in this column for 2019 represent RSU and PSU grants made on February 6, 2019 to all NEOs and a grant of 22,124 RSUs made to Mr. Phillips on August 6, 2019 in recognition of his expanded responsibilities. The February 2019 grants were based on a share price of \$8.04, which was the closing price of the SVS on the NYSE on February 5, 2019 (the day prior to the date of the grant) and the August 2019 grant to Mr. Phillips was based on a share price of \$6.78, which was the closing price of the SVS on the NYSE on August 5, 2019 (the day prior to the date of the grant). Amounts in this column for 2018 represent RSU and PSU grants made on January 30, 2018 to all NEOs. Grants were based on a share price of \$10.51, which was the closing price of the SVS on the NYSE on January 29, 2018 (the day prior to the date of the grant). See *Compensation Discussion and Analysis—Compensation Elements for the Named Executive Officers—Equity-Based Incentives* for a description of the process followed in determining the grants for 2020, and see *Compensation Discussion and Analysis—2020 Compensation Decisions—Equity-Based Incentives* for a description of the vesting terms of the RSU and PSU awards. Grants made in-year are reported for such year.

⁽²⁾ The estimated accounting fair value of the share based awards is calculated using the market price of SVS as defined under each of the plans and in the case of PSUs, various fair value pricing models may apply. The grant date fair value of the RSU portion of the share based awards in Table 20 is the same as their accounting fair value. The accounting fair values for the PSU portion of the share based awards in Table 20 reflects various assumptions as to estimated vesting for such awards in accordance with applicable accounting standards. The grant date fair value for the PSU portion of the share based awards reflects the dollar amount of the award intended for compensation purposes, based on the market value of the underlying shares on the grant dates based on an assumption of the vesting of 100% of the target number of PSUs granted. The accounting fair value for all share based awards in the table assumed a zero forfeiture rate. The number of PSUs granted in 2018–2020 that will actually vest will range from 0% to

200% of the target number granted and will be primarily based on the Corporation's OM Result in the final year of the three-year performance period, subject to modification by the Corporation's ROIC Factor and TSR Factor over the performance period, as described in detail under NEO Equity Awards and Mix above. 26% of the target amount of PSUs granted in 2018 vested in January 2021. For PSUs granted in 2019 and 2020, the Corporation's TSR will be measured relative to that of companies in the BMI Index, with the addition of Flex Ltd, that remain publicly traded on an established U.S. stock exchange for the entire performance period. For PSUs granted in 2018, the Corporation's TSR was measured relative to the information technology companies within the S&P 1500 Technology Index as at January 1, 2018, with the addition of Flex Ltd., that remained publicly traded on an established U.S. stock exchange for the entire performance period. The Corporation estimated the grant date fair value of the TSR Factor using a Monte Carlo simulation model. The number of awards expected to be earned was factored into the grant date Monte Carlo valuation for the award. The accounting grant date fair value is not subsequently adjusted regardless of the eventual number of awards that are earned based on TSR. The grant date fair value for the non-TSR based performance measurement and modifier was based on the market value of our SVS at the time of grant and may be adjusted in subsequent periods to reflect a change in the estimated level of achievement related to the applicable performance condition. The accounting grant date fair value is not subsequently adjusted regardless of the eventual number of awards that were earned based on the market performance condition. The cost the Corporation recorded for these PSUs was determined based on the market value of the SVS at the time of grant, and such cost was adjusted during 2020 (with respect to 2018 PSU grants) based on management's estimate of the relative level of achievement of the relevant performance conditions.

- (3) There were no stock options granted to the NEOs in 2018, 2019 or 2020.
- (4) Amounts in this column represent CTI incentive payments made to NEOs. See *Compensation Discussion and Analysis — Compensation Elements for the Named Executive Officers — Celestica Team Incentive Plan* for a description of the CTI. Amounts in this column for Mr. Cooper for 2018 also include the one-time cash award of \$200,000 paid to him in connection with his appointment as Chief Operations Officer.
- (5) Amounts in this column represent Celestica's contributions to defined contribution pension plans (other than 401(k) plans) on behalf of the NEOs — see *Pension Plans* for a full description of the plans. Contributions for Messrs. Mionis, Phillips, Lawless and Cooper are reported in U.S. dollars. Contributions for Mr. Chawla are reported in U.S. dollars, having been converted from Canadian dollars at the average exchange rate for 2020 of 1.00 equals C\$1.3422.
- (6) Amounts in this column for Mr. Mionis include amounts for items provided for under the CEO Employment Agreement, which for 2020 consisted of tax equalization payments of \$400,602, housing expenses of \$72,196 while in Canada, group life insurance premiums of \$7,482 and a 401(k) contribution of \$17,100. For 2019, the amount in this column for Mr. Mionis consisted of tax equalization payments of \$578,947, housing expenses of \$72,569 while in Canada, group life insurance premiums of \$8,105 and a 401(k) contribution of \$16,800. For 2018, the amount in this column for Mr. Mionis includes tax equalization payments of \$948,353, housing expenses of \$76,261 while in Canada, group life insurance premiums of \$7,482 and a 401(k) contribution of \$16,500. Amounts in this column for Mr. Chawla for 2020 include a tax equalization payment of \$2,582. Amounts in this column for Mr. Phillips for 2020 consisted of a tax equalization payment of \$10,121 and a 401(k) contribution of \$16,973. For 2019, the amount in this column for Mr. Phillips include a tax equalization payment of \$41,719 and a 401(k) contribution of \$16,607. For 2018, the amount in this column for Mr. Phillips includes a 401(k) contribution of \$16,221. Amounts in this column for Mr. Lawless for 2020 consisted of a 401(k) contribution of \$16,512. For 2019, the amount in this column for Mr. Lawless include tax equalization payments of \$3,451 and a 401(k) contribution of \$15,796. For 2018, amounts in this column for Mr. Lawless include tax equalization payments of \$25,013 and a 401(k) contribution of \$15,681. Amounts in this column for Mr. Cooper for 2020 consisted of a 401(k) contribution of \$17,100. For 2019, the amount in this column for Mr. Cooper include a 401(k) contribution of \$16,800. For 2018, the amount in this column for Mr. Cooper includes a 401(k) contribution of \$8,250. In accordance with the Corporation's Short-Term Business Travel Program, tax equalization payments for Messrs. Mionis, Phillips, and Lawless were made in order to cover taxes on their compensation in excess of the taxes they would have incurred in the U.S. Due largely to variables such as timing and tax rate differences between Canada and the U.S., tax equalization amounts may vary from one year to the next and the net benefit may be positive or negative in the year. While the Corporation is incorporated and headquartered in Canada, our business is global, and we compete for executive talent worldwide. As a result, we believe it is appropriate to make tax equalization payments under certain circumstances in order to attract and retain non-Canadian executive officers with specific capabilities.
- (7) In April 2020, Mr. Chawla's base salary was increased from \$460,000 to \$500,000 to better align it with the median base salary of CFOs within the Comparator Group, and to reflect the expanded scope of his responsibilities to include additional functional areas. In 2019, the HRCC approved an increase in Mr. Chawla's base salary from \$450,000 to \$460,000. Mr. Phillips was appointed President, CCS effective January 1, 2019 and his base salary increased from \$350,000 to \$425,000. In August 2019, Mr. Phillips' base salary was increased from \$425,000 to \$460,000 to reflect his significantly expanded responsibilities.

Option-Based and Share-Based Awards

The following table provides details of each stock option grant outstanding (vested and unvested) and the aggregate number of unvested share-based awards for each of the NEOs as of December 31, 2020.

Table 21: Outstanding Option-Based and Share-Based Awards⁽¹⁾

Name	Option-Based Awards				Share-Based Awards				
	Number of Securities Underlying Unexercised Options (#)	Option Exercise Price (\$)	Option Expiration Date	Value of Unexercised In-the-Money Options (\$)	Number of Shares or Units that have not Vested (# ⁽²⁾)	Payout Value of Share-Based Awards that have not Vested at Minimum (\$) ⁽³⁾	Payout Value of Share-Based Awards that have not Vested at Target (\$) ⁽³⁾	Payout Value of Share-Based Awards that have not Vested at Maximum (\$) ⁽³⁾	Payout Value of Vested Share-Based Awards Not Paid Out or Distributed (\$)
Robert A. Mionis									
Aug. 1, 2015	298,954	C\$17.52	Aug. 1, 2025	—	—	—	—	—	—
Jan. 30, 2018	—	—	—	—	411,037	—	\$3,317,069	\$6,634,137	—
Feb. 6, 2019	—	—	—	—	776,118	\$1,927,156	\$6,263,272	\$10,599,388	—
Feb. 4, 2020	—	—	—	—	809,898	\$2,614,349	\$6,535,877	\$10,457,405	—
Total	298,954	—	—	—	1,997,053	\$4,541,505	\$16,116,218	\$27,690,930	—
Mandeep Chawla									
Jan. 30, 2018	—	—	—	—	82,778	—	\$633,386	\$1,266,771	—
Feb. 6, 2019	—	—	—	—	172,469	\$406,048	\$1,319,667	\$2,233,285	—
Feb. 4, 2020	—	—	—	—	208,098	\$636,913	\$1,592,286	\$2,547,659	—
Total	—	—	—	—	463,345	\$1,042,961	\$3,545,339	\$6,047,715	—
Jason Phillips									
Jan. 30, 2018	—	—	—	—	39,961	—	\$322,485	\$644,971	—
May. 7, 2018	—	—	—	—	42,052	\$339,360	\$339,360	\$339,360	—
Feb. 6, 2019	—	—	—	—	156,301	\$388,111	\$1,261,349	\$2,134,588	—
Aug. 6, 2019	—	—	—	—	22,124	\$178,541	\$178,541	\$178,541	—
Feb. 4, 2020	—	—	—	—	224,971	\$580,967	\$1,815,516	\$3,050,065	—
Total	—	—	—	—	485,409	\$1,486,979	\$3,917,251	\$6,347,525	—
Jack J. Lawless									
Jan. 30, 2018	—	—	—	—	94,196	—	\$760,162	\$1,520,323	—
Feb. 6, 2019	—	—	—	—	188,640	\$468,407	\$1,522,325	\$2,576,243	—
Feb. 4, 2020	—	—	—	—	196,850	\$635,432	\$1,588,580	\$2,541,727	—
Total	—	—	—	—	479,686	\$1,103,839	\$3,871,067	\$6,638,293	—
Todd C. Cooper									
Jan. 30, 2018	—	—	—	—	91,341	—	\$737,122	\$1,474,244	—
Feb. 6, 2019	—	—	—	—	172,469	\$428,251	\$1,391,825	\$2,355,399	—
Feb. 4, 2020	—	—	—	—	179,977	\$580,967	\$1,452,414	\$2,323,861	—
Total	—	—	—	—	443,787	\$1,009,218	\$3,581,361	\$6,153,504	—

⁽¹⁾ See *Compensation Discussion and Analysis — 2020 Compensation Decisions — Equity-Based Incentives* for a discussion of the equity-based grants.

⁽²⁾ Includes unvested RSUs, as well as PSUs assuming achievement of 100% of target level performance.

⁽³⁾ Payout values at minimum vesting include the value of RSUs only, as the minimum value of PSUs would be \$0.00 if the minimum performance condition is not met. Payout value at target vesting is determined assuming vesting of 100% of the target number of PSUs granted and payout values at maximum vesting is determined assuming vesting of 200% of the target number of PSUs granted. Payout values for Mr. Chawla were determined using a share price of C\$10.27, which was the closing price of the SVS on the TSX on December 31, 2020, converted to U.S. dollars at the average exchange rate for 2020 of \$1.00 equals C\$1.3422. Payout values for Messrs. Mionis, Phillips, Lawless and Cooper were determined using a share price of \$8.07, which was the closing price of the SVS on the NYSE on December 31, 2020.

The following table provides details for each NEO of the value of option-based and share-based awards that vested during 2020 and the value of annual incentive awards earned in respect of 2020 performance.

Table 22: Incentive Plan Awards — Value Vested or Earned in 2020

Name	Option-based Awards — Value Vested During the Year (\$)	Share-based Awards — Value Vested During the Year (\$) ⁽¹⁾	Non-equity Incentive Plan Compensation — Value Earned During the Year (\$) ⁽²⁾
Robert A. Mionis	—	\$3,234,362	\$2,375,000
Mandeep Chawla	—	\$563,955	\$784,787
Jason Phillips	—	\$426,689	\$736,000
Jack J. Lawless	—	\$786,907	\$636,272
Todd C. Cooper	—	\$2,029,381	\$736,000

⁽¹⁾ Amounts in this column reflect: (i) share-based awards released in 2020 for Messrs. Mionis, Lawless, Phillips and Cooper based on the price of the SVS on the NYSE as follows:

Type of Award	Vesting Date	Price
PSU	January 31, 2020	\$9.09
RSU	January 30, 2020	\$8.96
RSU	February 5, 2020	\$9.04
RSU	February 6, 2020	\$8.33
RSU	December 1, 2020	\$7.55

and (ii) share-based awards released in 2020 for Mr. Chawla based on the price of the SVS on the TSX as follows:

Type of Award	Vesting Date	Price
PSU	January 31, 2020	\$12.01
RSU	January 30, 2020	\$11.94
RSU	February 6, 2020	\$11.12
RSU	December 1, 2020	\$9.82

Certain values in this column were converted to U.S. dollars from Canadian dollars at the average exchange rate for 2020 of \$1.00 equals C\$1.3422. With respect to previously-issued PSUs that vested in 2020, the Corporation's relative TSR (determinative for 60% of such PSUs) ranked below the 25th percentile of the TSR Comparators, resulting in zero achievement for such PSUs and the Corporation's relative three year average non-IFRS adjusted ROIC (determinative for 40% of such PSUs) ranked 3rd among the ROIC competitors resulting in 100% achievement for an overall vesting level of 40%, i.e. ((60% * 0%) + (40% * 100%)).

⁽²⁾ Consists of payments under the CTI made on February 19, 2021 in respect of 2020 performance. See *Compensation Discussion and Analysis — 2020 Compensation Decisions — Annual Incentive Award — Target Award*. These are the same amounts as disclosed in Table 20 under the column "Non-equity Incentive Plan Compensation — Annual Incentive Plans".

No gains were realized by NEOs from exercising stock options in 2020.

Securities Authorized for Issuance Under Equity Compensation Plans

Table 23: Equity Compensation Plans as at December 31, 2020

Plan Category		Securities to be Issued Upon Exercise of Outstanding Options, Warrants and Rights (#)	Weighted-Average Exercise Price of Outstanding Options, Warrants and Rights (\$)	Securities Remaining Available for Future Issuance Under Equity Compensation Plans ⁽¹⁾ (#)
Equity Compensation Plans Approved by Securityholders	LTIP (Options)	345,577	C\$16.27	N/A ⁽²⁾
	LTIP (RSUs)	32,842	N/A	N/A ⁽²⁾
	LTIP (PSUs) ⁽³⁾	—	N/A	N/A ⁽²⁾
	Total⁽⁴⁾	378,419	C\$16.27	9,667,666

⁽¹⁾ Excluding securities that may be issued upon exercise of outstanding stock options, warrants and rights.

⁽²⁾ The LTIP provides for a maximum number of securities that may be issued from treasury, but does not provide separate maximums for each type of award thereunder.

⁽³⁾ Assumes the maximum payout for all outstanding PSUs (200% of target).

⁽⁴⁾ The total number of securities issuable upon the exercise/settlement of outstanding grants under all equity compensation plans approved by shareholders represents 0.293% of the total number of outstanding shares at December 31, 2020 (LTIP (Options) — 0.268%; LTIP (RSUs) — 0.025%; and LTIP (PSUs) — 0%).

Equity Compensation Plans

Long-Term Incentive Plan

The LTIP (which was approved by the Corporation's shareholders) is the only securities-based compensation plan providing for the issuance of securities from treasury under which grants have been made and continue to be made by the Corporation since the company was listed on the TSX and the NYSE. Under the LTIP, the Board of Directors may in its discretion from time to time grant stock options, share units (in the form of RSUs and PSUs) and stock appreciation rights ("SARs") to employees and consultants of the Corporation and affiliated entities.

Up to 29,000,000 SVS may be issued from treasury pursuant to the LTIP. The number of SVS that may be issued from treasury under the LTIP to directors is limited to 2,000,000; however, the Corporation decided in 2004 that stock option grants under the LTIP would no longer be made to directors. Under the LTIP, as of February 22, 2021, 19,182,636 SVS have been issued from treasury, 345,577 SVS are issuable under outstanding stock options, 32,842 SVS are issuable under outstanding RSUs, and no SVS are issuable under outstanding PSUs. Accordingly, as of February 22, 2021, 9,817,364 SVS are reserved for issuance from treasury pursuant to current and potential future grants of securities-based compensation under the LTIP. In addition, the Corporation may satisfy obligations under the LTIP by acquiring SVS in the open market.

As of February 22, 2021, the Corporation had a "gross overhang" of 7.1% under the LTIP. "Gross overhang" refers to the total number of shares reserved for issuance from treasury under equity plans at any given time relative to the total number of shares outstanding, including shares reserved for outstanding equity-based awards under the LTIP. The Corporation's "net overhang" (i.e. the total number of shares that have been reserved for issuance from treasury to satisfy outstanding equity grants to employees and outstanding RSU grants to directors relative to the total number of shares outstanding) was 0.3%.

As of December 31, 2020, the Corporation had an "overhang" for stock options of 7.8%, representing the number of shares reserved for issuance from treasury for outstanding stock options as at such date, together with shares reserved for potential future grants of stock options, relative to the total number of shares outstanding as at such date.

The Corporation had a "burn rate" for the LTIP for each of the years 2020, 2019 and 2018, of 0.0%, 0.0% and 0.0%, respectively. "Burn rate" is calculated by dividing the number of awards granted during the applicable

year (including the target amount of PSUs granted), by the weighted average number of securities outstanding for the applicable year.

The LTIP limits the number of SVS that may be (a) reserved for issuance to insiders (as defined under TSX rules for this purpose), and (b) issued within a one-year period to insiders pursuant to stock options, rights or share units granted pursuant to the LTIP, together with SVS reserved for issuance under any other employee-related plan of the Corporation or stock options for services granted by the Corporation, in each case to 10% of the aggregate issued and outstanding SVS and MVS of the Corporation. The LTIP also limits the number of SVS that may be reserved for issuance to any one participant pursuant to stock options, SARs or share units granted pursuant to the LTIP, together with SVS reserved for issuance under any other employee-related equity plan of the Corporation or stock options for services granted by the Corporation, to 5% of the aggregate issued and outstanding SVS and MVS.

Vested stock options issued under the LTIP may be exercised during a period determined as provided in the LTIP, which may not exceed ten years. The LTIP also provides that, unless otherwise determined by the Board of Directors, stock options will terminate within specified time periods following the termination of employment of an eligible participant with the Corporation or affiliated entities, including in connection with a change of control. The exercise price for stock options issued under the LTIP is the closing price for SVS on the last business day prior to the grant date. The TSX closing price is used for Canadian employees and the NYSE closing price is used for all other employees. The exercise of stock options may be subject to vesting conditions, including specific time schedules for vesting and performance-based conditions such as share price and financial results. The grant of stock options to, or exercise of stock options by, an eligible participant may also be subject to certain share ownership requirements.

The interest of any participant under the LTIP is generally not transferable or assignable. However, the LTIP does provide that a participant may assign his or her rights to a spouse, or a personal holding company or family trust controlled by the participant, of which any combination of the participant, the participant's spouse, minor children or grandchildren are shareholders or beneficiaries, as applicable.

Under the LTIP, eligible participants may be granted SARs, a right to receive a cash amount equal to the amount, if any, by which the market price of the SVS at the time of exercise of the SAR exceeds the market price of the SVS at the time of the grant. The market price used for this purpose is the weighted average price for SVS during the five trading days preceding the date of determination. The TSX market price is used for Canadian employees and the NYSE market price is used for all other employees. Such amounts may also be payable by the issuance of SVS (at the discretion of the Corporation). The exercise of SARs may also be subject to conditions similar to those which may be imposed on the exercise of stock options. To date, the Corporation has not granted any SARs under the LTIP.

Under the LTIP, eligible participants may be allocated share units in the form of PSUs or RSUs. Each vested RSU and PSU entitles the holder to receive one SVS on the applicable release date (however, the number of PSUs that may vest range from 0% to 200% of a target amount). The issuance of such shares may be subject to vesting requirements similar to those described above with respect to the exercisability of stock options and SARs, including such time or performance-based conditions as may be determined by the Board of Directors in its discretion. Under the LTIP, the Corporation may authorize grantees to settle vested RSUs or PSUs either in cash or SVS. Absent such permitted election, RSUs and PSUs will be settled in SVS. The number of SVS that may be issued to any one person pursuant to the share unit program shall not exceed 1% of the aggregate issued and outstanding SVS and MVS. The number of SVS that may be issued under share units in the event of termination of employment without cause, death or long-term disability is subject to pro-rata, unless otherwise determined by the Corporation. The LTIP provides for the express designation of share units as either RSUs, which have time-based vesting conditions or PSUs, which have performance-based vesting conditions over a specified period. In the event a holder of PSUs retires, unless otherwise determined by the Corporation, the pro-rated vesting of such PSUs shall be determined based on the actual performance achieved during the period specified for the grant by the Corporation.

The following types of amendments to the LTIP or the entitlements granted under it require the approval of the holders of the voting securities by a majority of votes cast by shareholders present or represented by proxy at a meeting:

- (a) increasing the maximum number of SVS that may be issued under the LTIP;

- (b) reducing the exercise price of an outstanding stock option (including cancelling and, in conjunction therewith, regranting a stock option at a reduced exercise price);
- (c) extending the term of any outstanding stock option or SAR;
- (d) expanding the rights of participants to assign or transfer a stock option, SAR or share unit beyond that currently contemplated by the LTIP;
- (e) amending the LTIP to provide for other types of security-based compensation through equity issuance;
- (f) permitting a stock option to have a term of more than ten years from the grant date;
- (g) increasing or deleting the percentage limit on SVS issuable or issued to insiders under the LTIP;
- (h) increasing or deleting the percentage limit on SVS reserved for issuance to any one person under the LTIP (being 5% of the Corporation's total issued and outstanding SVS and MVS);
- (i) adding to the categories of participants who may be eligible to participate in the LTIP; and
- (j) amending the amendment provision,

subject to the application of the anti-dilution or re-organization provisions of the LTIP.

The Board may approve amendments to the LTIP or the entitlements granted under it without shareholder approval, other than those specified above as requiring approval of the shareholders, including, without limitation:

- (a) clerical changes (such as a change to correct an inconsistency or omission or a change to update an administrative provision);
- (b) a change to the termination provisions for the LTIP or for a stock option as long as the change does not permit the Corporation to grant a stock option with a termination date of more than ten years from the date of grant or extend an outstanding stock option's termination date beyond such date; and
- (c) a change deemed necessary or desirable to comply with applicable law or regulatory requirements.

Celestica Share Unit Plan

The CSUP provides for the issuance of RSUs and PSUs in the same manner as provided in the LTIP, except that the Corporation may not issue shares from treasury to satisfy its obligations under the CSUP and there is no limit on the number of share units that may be issued as RSUs and PSUs under the terms of the CSUP. Issuances under the CSUP may be settled in cash or SVS at the discretion of the Corporation. The share units may be subject to vesting requirements, including any time-based conditions established by the Board of Directors at its discretion. The vesting of PSUs also requires the achievement of specified performance-based conditions as determined by the HRCC. There is no "burn rate" for the CSUP because issuances under the CSUP are not from treasury and are therefore non-dilutive.

Pension Plans

The following table provides details of the amount of Celestica's contributions to its defined contribution pension plans on behalf of the NEOs, and the accumulated value thereunder as of December 31, 2020 for each NEO.

Table 24: Defined Contribution Pension Plan

Name	Accumulated Value at Start of Year (\$)	Compensatory (\$)	Accumulated Value at End of Year ⁽¹⁾ (\$)
Robert A. Mionis ⁽²⁾	\$770,298	\$89,735	\$1,045,656
Mandeep Chawla ⁽²⁾	\$302,733	\$46,876	\$383,730
Jason Phillips	\$302,381	\$29,057	\$409,841
Jack J. Lawless	\$239,211	\$29,509	\$344,590
Todd C. Cooper	\$87,360	\$29,509	\$122,376

⁽¹⁾ The difference between (i) the sum of the Accumulated Value at Start of Year column plus the Compensatory column and (ii) the Accumulated Value at End of Year column is attributable to non-compensatory changes in the Corporation's accrued obligations during the year ended December 31, 2020.

⁽²⁾ The difference between the Accumulated Value at Start of Year reported here and the Accumulated Value at End of Year reported in last year's management information circular for Messrs. Mionis and Chawla is attributable to different exchange rates used in last year's management information circular and in this Circular. The exchange rate used in last year's management information circular was \$1.00 = C\$1.3269.

Canadian Pension Plans

Mr. Chawla participates in the Corporation's registered pension plan for Canadian employees (the "**Canadian Pension Plan**") which is a defined contribution plan. The Canadian Pension Plan allows employees to choose how the Corporation's contributions are invested on their behalf within a range of investment options provided by third-party fund managers. Retirement benefits depend upon the performance of the investment options chosen. Mr. Chawla also participates in an unregistered supplementary pension plan (the "**Canadian Supplementary Plan**"). This is also a defined contribution plan through which the Corporation provides an annual contribution of an amount equal to the difference between (i) the maximum annual contribution limit as determined in accordance with the formula set out in the Canadian Pension Plan and with Canada Revenue Agency rules and (ii) 8% of the total base salary and paid annual incentives. Notional accounts are maintained for each participant in the Canadian Supplementary Plan. Participants are entitled to select from among the investment options available in the Canadian Pension Plan for the purpose of determining the return on their Canadian Supplementary Plan notional accounts.

U.S. Pension Plans

Messrs. Mionis, Phillips, Lawless and Cooper participate in the Corporation's U.S. pension plans comprised of two defined contribution retirement programs, one of which qualifies as a deferred salary arrangement under section 401(k) of the U.S. Internal Revenue Code (the "**401(k) Plan**"). Under the 401(k) Plan, participating employees may defer 100% of their pre-tax earnings subject to any statutory limitations. The Corporation may make contributions for the benefit of eligible employees. The 401(k) Plan allows employees to choose how their account balances are invested on their behalf within a range of investment options provided by third-party fund managers. The Corporation contributes: (i) 3% of eligible compensation for the participant, and (ii) up to an additional 3% of eligible compensation by matching 50% of the first 6% contributed by the participant. The maximum contribution of the Corporation to the 401(k) Plan, based on the Internal Revenue Code rules and the 401(k) Plan formula for 2020 was \$19,500 (plus an additional \$6,500 for an individual over the age of 50). Messrs. Mionis, Lawless and Cooper also participate in a supplementary retirement plan that is also a defined contribution plan (the "**U.S. Supplementary Plan**"). Under the U.S. Supplementary Plan, the Corporation contributes to the participant an annual amount equal to the difference between 8% of the participant's salary and paid incentive and the amount that Celestica would contribute to

the 401(k) Plan assuming the participant contributes the amount required to receive the matching 50% contribution by Celestica. A notional account is maintained for Messrs. Mionis, Lawless and Cooper, and they are entitled to select from among the investment options available in the 401(k) Plan for the purpose of determining the return on their notional accounts.

Termination of Employment and Change in Control Arrangements with Named Executive Officers

The Corporation has entered into employment agreements with certain of its NEOs in order to provide certainty to the Corporation and such NEOs with respect to issues such as obligations of confidentiality, non-solicitation and non-competition after termination of employment, the amount of severance to be paid in the event of termination of the NEO's employment, and to provide a retention incentive in the event of a change in control scenario.

Mr. Mionis

The CEO Employment Agreement provides that Mr. Mionis is entitled to certain severance benefits if, during a change of control period or a potential change of control period at the Corporation, he is terminated without cause or resigns for good reason as defined in his agreement (a "double trigger" provision) where good reason includes, without limitation, a material adverse change in position or duties or a specified reduction(s) in total compensation (including base salary, equity and CTI award). A change of control period is defined in his agreement as the 12-month period following a change of control. A potential change of control period is defined in his agreement as the period beginning upon the occurrence of a potential change of control and ending on the earlier of: (i) the end of the 6-month period following a potential change of control; and (ii) a change of control.

The amount of the severance payment for Mr. Mionis is equal to: (i) base salary up to and including the termination date; (ii) a lump sum amount equal to his target payment under the CTI prorated to the date of termination; (iii) a lump sum amount equal to any payments accrued under the CTI in respect of the fiscal year preceding the fiscal year during which his termination occurs, if any; (iv) a lump sum amount equal to two times his eligible earnings (such eligible earnings calculated as his annual base salary plus the lesser of (a) his target payment under the CTI for the fiscal year during which his termination occurs based on target achievement of the CPF of 1.0 and an IPF of 1.0, and (b) payment received under the CTI for the fiscal year preceding the fiscal year during which termination occurs); (v) vacation pay earned but unpaid up to and including the date of termination; (vi) a lump sum cash settlement of contributions to, or continuation of his pension and retirement plans for a two-year period; and (vii) a one-time lump sum payment of \$100,000 in lieu of all future benefits and perquisites. In addition, upon a change of control and termination without cause or for good reason (a) the stock options granted to him vest immediately, (b) the unvested PSUs granted to him vest immediately at the target level of performance specified in the terms of the PSU grant, and (c) the RSUs granted to him shall vest immediately.

Outside a change in control period, upon termination without cause or resignation for good reason as defined in his agreement, the amount of the severance payment for Mr. Mionis is equal to: (a) base salary up to and including the termination date; (b) a lump sum amount equal to any payments accrued under the CTI in respect of the fiscal year preceding the fiscal year during which his termination occurs; (c) a lump sum amount equal to two times his eligible earnings (as calculated in the paragraph above); (d) vacation pay earned but unpaid up to and including the date of termination; (e) a one-time lump sum payment of \$100,000 in lieu of all future benefits and perquisites; and (f) a lump sum cash settlement of contributions to, or continuation of his pension and retirement plans for a two-year period. In addition, (a) vested stock options may be exercised for a period of 30 days and unvested stock options are forfeited on the termination date, (b) RSUs shall vest immediately on a *pro rata* basis based on the ratio of (i) the number of full years of employment completed between the date of grant and termination of employment, to (ii) the number of years between the date of grant and the vesting date, and (c) PSUs vest based on actual performance on a *pro rata* basis based on the ratio of (i) the number of full years of employment completed between the date of grant and the termination of employment, to (ii) the number of years between the date of grant and the vesting date.

The foregoing entitlements are conferred on Mr. Mionis in part upon his fulfillment of certain confidentiality, non-solicitation and non-competition obligations for a period of two years following termination of

employment. In the event of a breach of such obligations, the Corporation is entitled to seek appropriate legal, equitable and other remedies, including injunctive relief.

The following table summarizes the incremental payments and benefits to which Mr. Mionis would have been entitled upon a change in control occurring on December 31, 2020, or if his employment had been terminated on December 31, 2020 as a result of a change in control, retirement or termination without cause (or with good reason).

Table 25: Mr. Mionis' Benefits

	Cash Portion	Value of Option-Based and Share-Based Awards ⁽¹⁾	Other Benefits ⁽²⁾	Total
Termination without Cause/with Good Reason or Change in Control with Termination	\$2,667,124	—	\$313,670	\$2,980,794
Change in Control with no Termination or Retirement	—	—	—	—

⁽¹⁾ No incremental amount would be received in respect of accelerated vesting of options, RSUs and PSUs, if any, on the assumption that the discount rate applied to calculate the net present value of the accelerated entitlements is not greater than the rate at which the SVS would otherwise be expected to appreciate over the period of acceleration.

⁽²⁾ Other benefits consist of group health benefits and pension plan contributions.

Messrs. Chawla, Phillips, Lawless and Cooper

Messrs. Chawla, Phillips, Lawless and Cooper are subject to the Executive Policy Guidelines which provide the following:

Termination without cause	<ul style="list-style-type: none"> eligible to receive a severance payment up to two times annual base salary and the lower of target or actual annual incentive for the previous year ("Eligible Earnings"), subject to adjustment for factors including length of service, together with a portion of their annual incentive for the year, prorated to the date of termination (a) vested stock options may be exercised for a period of 30 days and unvested stock options are forfeited on the termination date, (b) RSUs shall vest immediately on a <i>pro rata</i> basis based on the ratio of (i) the number of full years of employment completed between the date of grant and termination of employment, to (ii) the number of years between the date of grant and the vesting date, and (c) PSUs vest based on actual performance on a <i>pro rata</i> basis based on the ratio of (i) the number of full years of employment completed between the date of grant and the termination of employment, to (ii) the number of years between the date of grant and the vesting date
Termination without cause within two years following a change in control of the Corporation ("double trigger" provision)	<ul style="list-style-type: none"> eligible to receive a severance payment up to two times Eligible Earnings, subject to adjustment for factors including length of service, together with a portion of their annual incentive for the year, prorated to the date of termination (a) all unvested stock options vest on the date of change in control, (b) all unvested RSUs vest on the date of change in control, and (c) all unvested PSUs vest on the date of change in control at target level of performance unless the terms of a PSU grant provide otherwise, or on such other more favourable terms as the Board may in its discretion provide
Termination with cause	<ul style="list-style-type: none"> no severance benefit is payable all unvested equity is forfeited on the termination date

Retirement	<ul style="list-style-type: none"> (a) stock options continue to vest and are exercisable until the earlier of three years following retirement and the original expiry date, (b) RSUs will continue to vest on their vesting dates, and (c) PSUs vest based on actual performance on a <i>pro rata</i> basis based on the percentage represented by the number of days between the date of grant and the date of retirement as compared to the total number of days from the date of grant to the scheduled release date for the issuance of shares in respect of vested PSUs
Resignation	<ul style="list-style-type: none"> no severance benefit is payable (a) vested stock options may be exercised for a period of 30 days and unvested stock options are forfeited on the resignation date and (b) all unvested RSUs and PSUs are forfeited on the resignation date

Additionally, the Executive Policy Guidelines provide that executives whose employment has been terminated will have their pension and benefits coverage treated according to the terms of the plans in which they participate.

The entitlements described in the above table are only conferred on eligible executives who fulfill certain confidentiality, non-solicitation and non-competition obligations for a period of two years following termination of their employment.

The following tables summarize the incremental payments to which Messrs. Chawla, Phillips, Lawless and Cooper would have been entitled upon a change in control occurring on December 31, 2020, or if their employment had been terminated on December 31, 2020 as a result of a change in control, retirement or termination without cause.

Table 26: Mr. Chawla's Benefits

	Cash Portion ⁽¹⁾	Value of Option-Based and Share-Based Awards ⁽²⁾	Other Benefits	Total
Termination without Cause or Change in Control with Termination	\$1,236,454	—	—	\$1,236,454
Change in Control with no Termination or Retirement	—	—	—	—

⁽¹⁾ Amounts in this column assume a maximum severance payment of two times Eligible Earnings but the actual amounts payable could be less.

⁽²⁾ No incremental amount would be received in respect of accelerated vesting of options, RSUs and PSUs, if any, on the assumption that the discount rate applied to calculate the net present value of the accelerated entitlements is not greater than the rate at which the SVS would otherwise be expected to appreciate over the period of acceleration.

Table 27: Mr. Phillips' Benefits

	Cash Portion ⁽¹⁾	Value of Option-Based and Share-Based Awards ⁽²⁾	Other Benefits	Total
Termination without Cause or Change in Control with Termination	\$1,146,430	—	—	\$1,146,430
Change in Control with no Termination or Retirement	—	—	—	—

⁽¹⁾ Amounts in this column assume a maximum severance payment of two times Eligible Earnings but the actual amounts payable could be less.

⁽²⁾ No incremental amount would be received in respect of accelerated vesting of options, RSUs and PSUs, if any, on the assumption that the discount rate applied to calculate the net present value of the accelerated entitlements is not greater than the rate at which the SVS would otherwise be expected to appreciate over the period of acceleration.

Table 28: Mr. Lawless' Benefits

	Cash Portion ⁽¹⁾	Value of Option-Based and Share-Based Awards ⁽²⁾	Other Benefits	Total
Termination without Cause or Change in Control with Termination	\$1,157,728	—	—	\$1,157,728
Change in Control with no Termination or Retirement	—	—	—	—

⁽¹⁾ Amounts in this column assume a maximum severance payment of two times Eligible Earnings but the actual amounts payable could be less.

⁽²⁾ No incremental amount would be received in respect of accelerated vesting of options, RSUs and PSUs, if any, on the assumption that the discount rate applied to calculate the net present value of the accelerated entitlements is not greater than the rate at which the SVS would otherwise be expected to appreciate over the period of acceleration.

Table 29: Mr. Cooper's Benefits

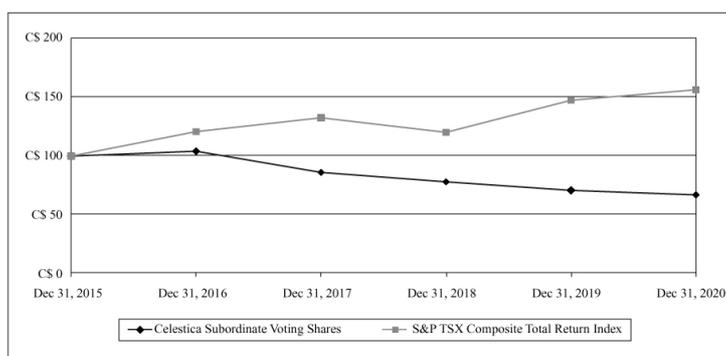
	Cash Portion ⁽¹⁾	Value of Option-Based and Share-Based Awards ⁽²⁾	Other Benefits	Total
Termination without Cause or Change in Control with Termination	\$1,157,728	—	—	\$1,157,728
Change in Control with no Termination or Retirement	—	—	—	—

⁽¹⁾ Amounts in this column assume a maximum severance payment of two times Eligible Earnings but the actual amounts payable could be less.

⁽²⁾ No incremental amount would be received in respect of accelerated vesting of options, RSUs and PSUs, if any, on the assumption that the discount rate applied to calculate the net present value of the accelerated entitlements is not greater than the rate at which the SVS would otherwise be expected to appreciate over the period of acceleration.

Performance Graph

The following chart compares the cumulative TSR of C\$100 invested in SVS with the cumulative TSR of the S&P/TSX Composite Total Return Index for the period from December 31, 2015 to December 31, 2020.

Table 30: Performance Graph

An investment in the Corporation on December 31, 2015 would have resulted in a 33% decrease in value over the five-year period ended December 31, 2020 compared with a 56% increase that would have resulted from an

investment in the S&P/TSX Composite Total Return Index over the same period. Over the same period, annual total direct compensation for NEOs (actual salary paid, actual CTI awards paid and target long-term incentive awards granted in the respective years) increased by 4%. In the medium to long-term, compensation of the NEOs is directly impacted by the market value of the SVS, as a significant portion of such NEO compensation is comprised of RSUs and PSUs with realized compensation tied to the market value of the SVS (and in the case of PSUs, tied to other financial performance metrics of the Corporation over a three year performance period). We believe the realized value of the long-term incentives granted to NEOs, and the performance of the PSUs in particular, serve to better demonstrate the alignment of pay for performance. In addition to share performance, the achievement of the Corporation's strategic objectives and other financial measures (such as revenue and non-IFRS operating margin) are used to assess the alignment our executive pay with the Corporation's performance. See *Realized and Realizable Compensation* above.

CERTIFICATE

The contents of this Circular and the sending thereof to the shareholders of the Corporation have been approved by the Board of Directors.

Toronto, Ontario, March 11, 2021

By Order of the Board of Directors



Robert Ellis
Chief Legal Officer and Corporate Secretary

SCHEDULE A

BOARD OF DIRECTORS MANDATE

- 1. MANDATE**
- 1.1 In adopting this mandate:
 - (a) the Board of Directors (the “Board”) of Celestica Inc. (“Celestica”, or the “corporation”) acknowledges that the mandate prescribed for it by the *Business Corporations Act* (Ontario) (the “OBCA”) is to supervise the management of the business and affairs of Celestica and that this mandate includes responsibility for stewardship of Celestica; and
 - (b) the Board explicitly assumes responsibility for the stewardship of Celestica, as contemplated by applicable regulatory and stock exchange requirements.
- 2. BOARD MEMBERSHIP**
- 2.1 Number of Members — The Board shall consist of such number of members of the Board (“Directors”) as the Board may determine from time to time, provided that such number shall be within the minimum and maximum number of Directors set out in Celestica’s articles of incorporation.
- 2.2 Independence of Members — The Board shall be comprised of Directors such that the Board complies with all independence requirements under applicable corporate and securities laws and all applicable stock exchange requirements. The Board shall annually review the relationships that each Director has with Celestica in order to satisfy itself that all applicable independence criteria have been met.
- 2.3 Election and Appointment of Directors — Directors shall be elected by the shareholders annually. Once elected, the Directors will hold office until the close of the next annual meeting of shareholders or until successors are elected or appointed, unless such office is earlier vacated in accordance with the corporation’s by-laws.
- 2.4 Vacancy — The Board may appoint a member to fill a vacancy that occurs on the Board between annual elections of Directors to the extent permitted by the OBCA.
- 2.5 Removal of Members — Any Director may be removed from office by an ordinary resolution of the shareholders.
- 3. EXPECTATIONS OF DIRECTORS**
- 3.1 Minimum Standards for Directors — Directors and the Board as a whole are expected to meet the following minimum standards:
 - (a) integrity and high ethical standards;
 - (b) career experience and expertise relevant to Celestica’s business purpose, financial responsibilities and risk profile (and Celestica shall disclose each Director’s career experience and qualifications in every proxy circular delivered in connection with a meeting at which Directors are to be elected);
 - (c) a proven understanding of fiduciary duty;
 - (d) the ability to read and understand financial statements;
 - (e) well-developed listening, communicating and influencing skills so, that individual Directors can actively participate in Board discussions and debate; and
 - (f) time to serve effectively as a Director by not over-committing to other corporate and not-for-profit boards.
- 3.2 Attendance at Meetings
 - (a) Every Director shall prepare for and attend (absent extenuating circumstances) all scheduled meetings of the Board and meetings of committees of the Board on which the Director serves.
 - (b) It may be necessary to hold Board meetings by telephone (or other electronic means by which the Board is able to communicate in real time) from time to time. Although participation in person,

when meetings are scheduled to be held in person, is strongly encouraged, when circumstances prevent a Director from attending a scheduled meeting in person, that Director shall make every effort to participate in the meeting by telephone or such other electronic means of communication.

- 3.3 Preparation for Meetings — Directors shall set aside adequate time to read and absorb the materials provided to them in advance of any meeting of the Board and any meetings of committees on which the Director serves. Preparation time will vary according to the complexity of the materials.
- 3.4 Participation in Meetings — Directors are expected to participate fully and frankly in the deliberations and discussions of the Board and its committees. They must apply informed and reasoned judgment to each issue that arises and express opinions, ask further questions and make recommendations that they think are necessary or desirable. Each Director shall act directly, not by proxy, either in person or by written resolution. Each Director shall have an equal say with each of the other Directors.
- 3.5 Service on Other Boards or Changes in Principal Occupation— A Director must advise the Chair:
- (a) in advance of accepting an invitation to serve on the board of another public company;
 - (b) if that Director changes his or her principal occupation; or
 - (c) if that Director ceases to be a “resident Canadian”, as defined under the OBCA.
4. **BOARD CHAIR**
- 4.1 Board to Appoint Chair— The Board shall appoint the Chair of the Board (the “Chair”) from the members of the Board. The Chair shall be an independent Director.
- 4.2 Chair to be Appointed Annually— The appointment of the Chair shall take place annually at the first meeting of the Board after a meeting of the shareholders at which Directors are elected, provided that if the designation of the Chair is not so made, the Director who is then serving as Chair shall continue as Chair until his or her successor is appointed.
5. **MEETINGS OF THE BOARD**
- 5.1 Quorum — A quorum of the Board shall be a majority of its members.
- 5.2 Time and Place of Meetings — The time and place of the meetings of the Board and the calling of meetings and the procedure in all things at such meetings shall be determined by the Board; provided, however, the Board shall meet at least four times a year, with additional meetings held as deemed advisable.
- 5.3 Right to Vote — Each Director shall have the right to vote on matters that come before the Board.
- 5.4 Invitees — The Board may invite any person to attend meetings of the Board to assist in the discussion and examination of the matters under consideration by the Board.
- 5.5 In Camera Sessions — As part of each meeting of the Board, the independent Directors shall meet without any member of management being present (including any Director who is a member of management).
6. **OUTSIDE ADVISORS**
- 6.1 Retaining and Compensating Advisors — The Board shall have the authority to retain and terminate external advisors to assist in fulfilling its responsibilities and to set and pay the reasonable compensation of these respective advisors without consulting or obtaining the approval of any officer of the corporation. The corporation shall provide appropriate funding, as determined by the Board, for the services of these advisors. Notwithstanding the foregoing, the Human Resources and Compensation Committee shall have the sole authority to terminate any consultant or advisor retained by it.
- In addition, an individual Director shall have the authority to retain external advisors with the approval of the Chair. Fees and expenses relating to the retention of such advisors by an individual Director shall be subject to pre-approval by the Chair and, if so approved, paid by the corporation.
7. **REMUNERATION OF BOARD MEMBERS**
- 7.1 Members of the Board and the Chair shall receive such remuneration for their service on the Board as

the Board may determine from time to time, having regard to the recommendations of the Human Resources and Compensation Committee.

8. DUTIES AND RESPONSIBILITIES OF THE BOARD

8.1 Specific Aspects of Stewardship Function — In adopting this mandate, the Board hereby explicitly assumes responsibility for the stewardship of the corporation including for the matters set out below:

- (a) to the extent feasible, satisfying itself as to the integrity of the corporation's Chief Executive Officer ("CEO") and other executive officers and that the CEO and other executive officers create a culture of integrity throughout the organization;
- (b) adopting a strategic planning process and:
 - (i) approving, on at least an annual basis, a strategic plan that takes into account, among other things, the opportunities and risks of the business and monitoring of progress against strategic and business goals;
 - (ii) conducting an annual review of resources required to implement Celestica's growth strategy and the regulatory, governmental and other constraints on Celestica's business;
 - (iii) monitoring the execution of Celestica's strategy and the achievement of its stated objectives;
 - (iv) reviewing, at every board meeting, any recent developments that may impact Celestica's growth strategy; and
 - (v) evaluating management's analysis of the strategies of competitors;
- (c) identifying the principal risks of the corporation's business and ensuring the implementation of appropriate systems to manage these risks;
- (d) succession planning;
- (e) reviewing financial reporting and regulatory compliance;
- (f) establishing a communications policy for the corporation;
- (g) reviewing the corporation's internal control and management information systems;
- (h) reviewing management of capital;
- (i) reviewing and approving material transactions;
- (j) establishing measures for receiving feedback from securityholders;
- (k) in addition to the specific governance matters covered by this mandate, overseeing the corporation's general strategy, policies and initiatives relating to environmental, social and governance matters, including, among other things, sustainability; and
- (l) reviewing board operations and evaluating board, committee and individual Director effectiveness.

8.2 Corporate Governance Matters

- (a) The Board shall be responsible for developing the corporation's approach to corporate governance, and shall review and, if it considers appropriate, approve corporate governance guidelines recommended to it by the Nominating and Corporate Governance Committee and which comply with all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the Board may consider appropriate.
- (b) The Board shall review and, if it considers appropriate, approve any proposed changes to the corporate governance guidelines recommended to it by the Nominating and Corporate Governance Committee.
- (c) The Board shall review and approve any disclosure with respect to Celestica's governance practices in any document before it is delivered to Celestica's shareholders or filed with securities regulators or stock exchanges.
- (d) The Board shall review and, if it considers appropriate, approve the process recommended to it by the Nominating and Corporate Governance Committee for annually assessing the performance of

the Board as a whole, the committees of the Board, the contribution of individual Directors (including the Chair of the Board) and the effectiveness of management.

- (e) The Board shall review and, if it considers appropriate, approve disclosure policies recommended to it by the Nominating and Corporate Governance Committee with respect to matters not covered by mandated financial disclosure.

8.3 Nomination and Appointment of Directors

- (a) The Board shall adopt selection criteria to be used by the Nominating and Corporate Governance Committee in selecting candidates for nomination to the Board and shall require the Nominating and Corporate Governance Committee to make recommendations to it with respect to such selection criteria.
- (b) The Board shall nominate individuals for election as Directors by the shareholders and shall require the Nominating and Corporate Governance Committee to make recommendations to it with respect to such nominations.
- (c) The Board may fill vacancies on the Board as it is permitted by law to fill and shall require the Nominating and Corporate Governance Committee to make recommendations to it with respect to such vacancies.
- (d) The Board shall consider recommendations made to it by the Nominating and Corporate Governance Committee with respect to the size and composition of the Board.

8.4 Specific Authorization — The Board shall authorize the CEO to enter into commitments on behalf of Celestica, subject to certain limits, and shall from time to time, as the Board considers appropriate, review such authorization.

8.5 Significant Decisions — The Board shall require management to obtain its approval for all significant decisions, including: major financings; significant acquisitions, dispositions and capital expenditures; and each annual operating plan.

8.6 Information Flow from Management — The Board shall require management to keep it apprised of the Corporation's performance and events that may materially affect the Corporation's business.

8.7 Corporate Objectives — The Board shall from time to time, as it considers appropriate, review and approve financial and business goals and objectives which will be used as a basis for measuring the performance of the CEO and will be relevant to CEO compensation.

8.8 Establishment of Committees

- (a) The Board shall establish and maintain the following standing committees of the Board, each having a mandate that incorporates all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the Board may consider appropriate:
- (i) Audit Committee;
 - (ii) Nominating and Corporate Governance Committee; and
 - (iii) Human Resources and Compensation Committee.
- (b) Subject to Celestica's articles and by-laws, the Board may appoint any other committee of Directors and delegate to such committee any of the powers of the Board, except to the extent that such delegation is prohibited under the OBCA.
- (c) The Board shall appoint and maintain in office, members of each of its committees such that the composition of each such committee is in compliance with all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the Board may consider appropriate. The Board shall require the Nominating and Corporate Governance Committee to make recommendations to it with respect to such matters.
- (d) The Board shall from time to time, as it considers appropriate, review the mandates of each of its committees and shall approve any changes to those mandates as it considers appropriate. The

Board shall require the Nominating and Corporate Governance Committee to make recommendations to the Board with respect to such matters.

- 8.9 **Appointments**
- (a) Subject to Celestica's articles and by-laws, the Board may designate the offices of the Corporation and appoint officers.
- (b) The Board shall also adopt position descriptions for:
- (i) the Chair;
- (ii) the CEO; and
- (iii) the chair of each standing committee of the Board,
- and shall require the Nominating and Corporate Governance Committee to make recommendations to the Board with respect to such matters.
- 8.10 **Financial Statements** — The Board shall review and, if it considers appropriate, approve Celestica's quarterly and annual financial statements after the Audit Committee has reviewed and made a recommendation to the Board regarding such statements.
- 8.11 **Compensation Matters**
- (a) *Compensation and Benefits* — The Board shall approve the total compensation for the members of the Board, in light of the recommendations of the Human Resources and Compensation Committee.
- (b) *Pension Plan Matters* — The Board shall receive and review reports from management and from the Human Resources and Compensation Committee covering the administration, investment performance, funding, financial impact, actuarial reports and other pension plan related matters.
- 8.12 **Code of Business Conduct and Ethics**
- (a) The Board shall approve a business code of conduct and ethics (the "Code") recommended to it by management and which complies with all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the Board may consider appropriate.
- (b) The Board shall monitor compliance with the Code, including through reports as appropriate from management.
- (c) Either the Board or the Nominating and Corporate Governance Committee shall consider and, if it considers appropriate, approve the granting of waivers of the Code for the benefit of the corporation's Directors or executive officers.
- 8.13 **Security Holder Feedback** — The Board shall establish measures for receiving feedback from stakeholders, including through a shareholder engagement process, as well as mechanisms that enable security holders to directly contact the Chair of the Board or the independent directors (individually or as a group).
- 9. EVALUATION OF MANDATE**
- 9.1 **Amendments to Mandate** — The Board shall from time to time, as it considers appropriate, review this mandate, and cause the Nominating and Corporate Governance Committee to review this mandate, and the Board shall approve any changes as it considers appropriate.
- 10. NO RIGHTS CREATED**
- 10.1 This mandate is a statement of broad policies and is intended as a component of the flexible governance framework within which the Board, assisted by its committees, directs the affairs of the corporation. While it should be interpreted in the context of all applicable laws, regulations and stock exchange listing requirements, as well as in the context of the corporation's articles and by-laws, this mandate is not intended to, and shall not, establish any legally binding obligations.





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MR SAM SAMPLE
123 SAMPLES STREET
SAMPLETOWN SS X9X 9X9

Security Class
Multiple Voting Shares
Holder Account Number
C1234567890 X X X



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Form of Proxy - Annual Meeting to be held on April 29, 2021

This Form of Proxy is solicited by and on behalf of Management.

Notes to proxy

1. You have the right to appoint some other person, company or other legal entity of your choice, who need not be a shareholder, to attend and act on your behalf at the Annual Meeting or any adjournments or postponements thereof. If you wish to appoint a person, company or other legal entity other than the persons whose names are printed herein, please insert the name of your chosen proxyholder in the space provided (see reverse).
2. If the securities are registered in the name of more than one owner (for example, joint ownership, trustees, executors, etc.), then all those registered should sign this proxy. If you are voting on behalf of a corporation or other legal entity or another individual you must sign this proxy with signing capacity stated, and you may be required to provide documentation evidencing your power to sign this proxy.
3. This proxy should be signed in the exact manner as the name(s) appear(s) on the proxy.
4. If this proxy is not dated, it will be deemed to bear the date on which it is mailed by Management to you.
5. The securities represented by this proxy will be voted for or against or withheld from voting as you direct, however, if you do not direct your vote in respect of any matter and you do not appoint a person or company, other than the persons whose names are printed herein, as your proxyholder, this proxy will be voted: for the election to the Board of Directors of Celestica Inc. of the nominees proposed by Management; for the appointment of KPMG LLP as auditor of Celestica Inc.; for the authorization of the Board of Directors of Celestica Inc. to fix the remuneration of the auditor; and for the advisory resolution on Celestica Inc.'s approach to executive compensation.
6. This proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the Annual Meeting or any adjournments or postponements thereof.

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Proxies submitted must be received by 9:30 am EDT, on April 27, 2021 or in the case of any adjournments or postponements of the Annual Meeting, at least 48 hours, excluding Saturdays, Sundays and holidays, before the rescheduled Meeting.

VOTE USING THE TELEPHONE OR INTERNET 24 HOURS A DAY 7 DAYS A WEEK.



To Vote Using the Telephone

- Call the number listed BELOW from a touch tone telephone.
- 1-866-732-VOTE (8683) Toll Free**



To Vote Using the Internet

- Go to the following web site: www.investorvote.com
- **Smartphone?** Scan the QR code to vote now.



To Receive Documents Electronically

- You can enroll to receive future securityholder communications electronically by visiting www.investorcentre.com and clicking at the bottom of the page.

If you vote by telephone or the Internet, DO NOT mail back this proxy.

Voting by mail may be the only method for securities held in the name of a corporation or securities being voted on behalf of another individual. Voting by mail or by Internet are the only methods by which a holder may appoint a person as proxyholder other than the Management Nominees named on the reverse of this proxy. Instead of mailing this proxy, you may choose one of the two voting methods outlined above to vote this proxy.

To vote by telephone or the Internet, you will need to provide your CONTROL NUMBER listed below.

CONTROL NUMBER 123456789012345

01PSHA

CPUQC01.E.INT/000001/1234



8th Floor, 100 University Avenue
Toronto, Ontario M5J 2Y1
www.computershare.com

MR SAM SAMPLE
123 SAMPLES STREET
SAMPLETOWN SS X9X 9X9

Security Class
Subordinate Voting Shares
Holder Account Number
C1234567890 X X X



Fold

Form of Proxy - Annual Meeting to be held on April 29, 2021

This Form of Proxy is solicited by and on behalf of Management.

Notes to proxy

1. You have the right to appoint some other person, company or other legal entity of your choice (an "Appointee"), who need not be a shareholder, to attend and act on your behalf at the Annual Meeting or any adjournments or postponements thereof. If you wish to appoint a person, company or other legal entity other than the persons whose names are printed herein, please insert the name of your chosen Appointee in the space provided (see reverse). In addition, YOU MUST go to <http://www.computershare.com/Celestica> and provide Computershare with the required information for your chosen Appointee so that Computershare may provide the Appointee with a Username via email. This Username will allow your Appointee to log in to and vote at the Annual Meeting. Without a Username your Appointee will only be able to log in to the Annual Meeting as a guest and will not be able to vote.
2. If the securities are registered in the name of more than one owner (for example, joint ownership, trustees, executors, etc.), then all those registered should sign this proxy. If you are voting on behalf of a corporation or other legal entity or another individual you must sign this proxy with signing capacity stated, and you may be required to provide documentation evidencing your power to sign this proxy.
3. This proxy should be signed in the exact manner as the name(s) appear(s) on the proxy.
4. If this proxy is not dated, it will be deemed to bear the date on which it is mailed by Management to you.
5. The securities represented by this proxy will be voted for or against or withheld from voting as you direct, however, if you do not direct your vote in respect of any matter and you do not appoint an Appointee as your proxyholder, this proxy will be voted: for the election to the Board of Directors of Celestica Inc. of the nominees proposed by Management; for the appointment of KPMG LLP as auditor of Celestica Inc.; for the authorization of the Board of Directors of Celestica Inc. to fix the remuneration of the auditor; and for the advisory resolution on Celestica Inc.'s approach to executive compensation.
6. This proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the Annual Meeting or any adjournments or postponements thereof.

Fold

Proxies submitted must be received by 9:30 am Eastern Time, on April 27, 2021 or in the case of any adjournments or postponements of the Annual Meeting, at least 48 hours, excluding Saturdays, Sundays and holidays, before the rescheduled Meeting.

VOTE USING THE TELEPHONE OR INTERNET 24 HOURS A DAY 7 DAYS A WEEK.

 <p>To Vote Using the Telephone</p> <ul style="list-style-type: none"> • Call the number listed BELOW from a touch tone telephone. <p>1-866-732-VOTE (8683) Toll Free</p>	 <p>To Vote Using the Internet</p> <ul style="list-style-type: none"> • Go to the following web site: www.investorvote.com • Smartphone? Scan the QR code to vote now. 	 <p>To Receive Documents Electronically</p> <ul style="list-style-type: none"> • You can enroll to receive future securityholder communications electronically by visiting www.investorcentre.com. 	 <p>To Virtually Attend the Meeting</p> <ul style="list-style-type: none"> • You can attend the meeting virtually by visiting the URL, provided on the back of this proxy.
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If you vote by telephone or the Internet, DO NOT mail back this proxy.

Voting by mail or by Internet are the only methods by which a holder may appoint a person as proxyholder other than the Management Nominees named on the reverse of this proxy. Instead of mailing this proxy, you may choose one of the two voting methods outlined above to vote this proxy.

To vote by telephone or the Internet, you will need to provide your CONTROL NUMBER listed below.

CONTROL NUMBER 123456789012345

01P2HB

CPUQC01E.INT/000001/1234

+ MR SAM SAMPLE

C1234567890



XXX 123

Appointment of Proxyholder

I/We, being holder(s) of Subordinate Voting Shares of Celestica Inc. hereby appoint: Michael M. Wilson or, failing him, Robert A. Mionis, or their designees (Management Nominees)

OR

Instead of either of the foregoing, print the name of the person you are appointing as an Appointee if this person is someone other than the Management Nominees listed herein.

Note: If completing the appointment box above YOU MUST go to <http://www.computershare.com/Celestica> and provide Computershare with the name and email address of the person you are appointing. Computershare will use this information ONLY to provide the Appointee with a user name to gain entry to and vote at the online meeting.

as my/our proxyholder with full power of substitution and to attend, act and to vote in accordance with the following direction (or if no directions have been given, as the proxyholder sees fit) and to vote at the discretion of the proxyholder with respect to amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the Annual Meeting of Shareholders of Celestica Inc. to be held virtually on <https://web.lumiagm.com/271769863> on April 29, 2021 at 9:30 a.m., Eastern Time and at any adjournments or postponements thereof.

VOTING RECOMMENDATIONS ARE INDICATED BY HIGHLIGHTED TEXT OVER THE BOXES.

1. Election of Directors

	For	Withhold		For	Withhold		For	Withhold
01. Robert A. Cascella	<input type="checkbox"/>	<input type="checkbox"/>	02. Deepak Chopra	<input type="checkbox"/>	<input type="checkbox"/>	03. Daniel P. DiMaggio	<input type="checkbox"/>	<input type="checkbox"/>
04. Laurette T. Koellner	<input type="checkbox"/>	<input type="checkbox"/>	05. Robert A. Mionis	<input type="checkbox"/>	<input type="checkbox"/>	06. Carol S. Perry	<input type="checkbox"/>	<input type="checkbox"/>
07. Tawfiq Popatia	<input type="checkbox"/>	<input type="checkbox"/>	08. Eamon J. Ryan	<input type="checkbox"/>	<input type="checkbox"/>	09. Michael M. Wilson	<input type="checkbox"/>	<input type="checkbox"/>

2. Appointment of auditor

Appointment of KPMG LLP as auditor of Celestica Inc.

3. Authority to fix the remuneration of the auditor

Authorization of the Board of Directors of Celestica Inc. to fix the remuneration of the auditor.

4. Advisory resolution on Celestica Inc.'s approach to executive compensation

Authorized Signature(s) – This section must be completed for your instructions to be executed.

I/We authorize you to act in accordance with my/our instructions set out above. I/We hereby revoke any proxy previously given with respect to the Meeting. If no voting instructions are indicated above, this Proxy will be voted as recommended by Management.

Signature(s)

Date

DD / MM / YY

Interim Financial Statements – Mark this box if you would like to receive Interim Financial Statements and accompanying Management's Discussion and Analysis by mail.

Annual Financial Statements – Mark this box if you would like to receive the Annual Financial Statements and accompanying Management's Discussion and Analysis by mail.

If you are not mailing back your proxy, you may register online to receive the above financial report(s) by mail at www.computershare.com/maillinglist.

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BROKER ADDRESS
123 ANY STREET
ANY CITY/PROVINCE A1A 1A1



JOHN A. SAMPLE
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VOTING INSTRUCTION FORM

Annual Meeting
Celestica Inc.
WHEN:
Thursday, April 29, 2021 At 9:30 am EDT
WHERE:
to be held virtually on
<https://web.lumiagm.com/271769863>

About Voting

A meeting is being held for the holders of the securities listed on the other side of this form. As a beneficial holder of the securities you have the right to vote on the item(s) being covered at the meeting, which are described in the Proxy Statement.

The control number has been assigned to you to identify your shares for voting.

You must keep your control number confidential and not disclose it to others other than when you vote using one of the voting options set out on this form. Should you send this form or provide your control number to others, you are responsible for any subsequent voting of, or subsequent inability to vote, your shares.

Please read the Proxy Statement carefully and take note of any relevant proxy deposit date.

We need to receive your voting instructions at least one business day before the proxy deposit date noted on the reverse.

If you have any questions, please contact the person who services your account.

We have been requested to forward to you the enclosed proxy material relative to securities held by us in your account but not registered in your name. Only we as the holder of record can vote such securities. We shall be pleased to vote your securities in accordance with your wishes, if you will execute the form and return it to us promptly in the enclosed business reply envelope. It is understood that if you sign without otherwise marking the form, this will be construed as an instruction to vote your securities as recommended in the Proxy Statement on all matters to be acted on at the Meeting.

For this meeting, the extent of our authority to vote your securities in the absence of your instructions can be determined by referring to the applicable voting instruction number indicated on the face of your form.

For margin accounts, in the event your securities have been loaned over record date, the number of securities we vote on your behalf has been or can be adjusted downward.

Please note that, as a result of amendments to stock exchange rules, brokers are no longer allowed to vote securities held in their clients' accounts on matters related to executive compensation or in uncontested elections of directors (other than uncontested director elections of companies registered under the Investment Company Act of 1940) unless the client has provided voting instructions (it will continue to be the case that brokers cannot vote their clients' securities in contested director elections and on other specific matters). Consequently, if you want us to vote your securities on your behalf on matters related to executive compensation or on the election of directors, you must provide voting instructions to us. Voting on matters presented at shareholder meetings, particularly the election of directors is the primary method for shareholders to influence the direction taken by a publicly-traded company. We urge you to participate in the election by returning the enclosed voting instruction form to us with instructions as to how to vote your securities in this election.

If your securities are held by a broker who is a member of the New York Stock Exchange (NYSE), the rules of the NYSE will guide the voting procedures. These rules provide that if instructions are not received from you prior to the issuance of the first vote, the proxy may be given at the discretion of your broker (on the tenth day, if the material was mailed at least 15 days prior to the meeting date or on the fifteenth day, if the proxy material was mailed 25 days or more prior to the meeting date). In order for your broker to exercise this discretionary authority, proxy material would need to have been mailed at least 15 days prior to the meeting date, and one or more of the matters before the meeting must be deemed "routine" in nature according to NYSE guidelines. If these two requirements are met and you have not communicated to us prior to the first vote being issued, we may vote your securities at our discretion on any matters deemed to be routine. We will nevertheless follow your instructions, even if our discretionary vote has already been given, provided your instructions are received prior to the meeting date.

The following instructions provide specifics regarding the meeting for which this voting form applies.

Instruction 1

All proposals for this meeting are considered "routine". We may vote in our discretion on all proposals, if your instructions are not received.

If your securities are held by a bank, your securities cannot be voted without your specific instructions.

Instruction 2

In order for your securities to be represented at the meeting on one or more matters before the meeting, it will be necessary for us to have your specific voting instructions.

If your securities are held by a bank, your securities cannot be voted without your specific instructions.

Instruction 3

In order for your securities to be represented at the meeting, it will be necessary for us to have your specific voting instructions.

Instruction 4

We have previously sent you proxy soliciting material pertaining to the meeting of shareholders of the company indicated. According to our latest records, we have not as of yet received your voting instruction on the matter(s) to be considered at this meeting and the company has requested us to communicate with you in an endeavor to have your securities voted.

**If you hold your securities through a Canadian broker or bank, please be advised that you are receiving the voting instruction form and meeting materials, at the direction of the issuer. Even if you have declined to receive securityholder materials, a reporting issuer is required to deliver these materials to you. If you have advised your intermediary that you object to the disclosure of your beneficial ownership information to the reporting issuer, it is our responsibility to deliver these materials to you on behalf of the reporting issuer. These materials are being sent at no cost to you.

To attend the meeting and vote your shares in person (virtually)

If you wish to attend and vote your shares at the meeting (or designate an Appointee), mark the appropriate box on the other side of this form, and a legal proxy will be issued and mailed to you. The legal proxy will grant you or your designate the right to attend the meeting and vote in person (virtually), subject to any rules described in the Proxy Statement applicable to the delivery of a proxy.

The legal proxy will be mailed to the name and address of the beneficial holder noted above. **You need to submit and deliver the legal proxy in accordance with the proxy deposit date and any instructions or disclosures noted in the Proxy Statement.** You or your designate must attend the meeting for your vote to be counted.

Allow sufficient time for the mailing and return of the legal proxy by the proxy deposit date to the issuer or its agent.

Please be advised that if you, the beneficial holder, ask for a legal proxy to be issued, you may have to take additional steps in order for the proxy to be fully effective under applicable law. For example, it may be necessary that you deposit the legal proxy with the issuer or its agent in advance of the meeting. Further, if a legal proxy is issued, all other voting instructions given on this voting instruction form will not be effective.

This Voting Instruction Form confers discretionary authority to vote on such other business as may properly come before the meeting or any adjournment thereof.

Disclosure of Information – Electing to Receive Financial Statements or Requesting Meeting Materials

By electing to receive the financial statements or requesting meeting materials, your name and address may be provided to the issuer (or its agent) for mailing purposes.

PLEASE SEE OVER

VOTING INSTRUCTION FORM

Celestica Inc.

MEETING TYPE: Annual Meeting
 MEETING DATE: Thursday, April 29, 2021 at 9:30 am EDT
 RECORD DATE: for holders as of March 12, 2021
 PROXY DEPOSIT DATE: April 27, 2021
 A/C

→

STEP 1 REVIEW YOUR VOTING OPTIONS

ONLINE: VOTE AT **PROXYVOTE.COM**
 USING YOUR COMPUTER OR MOBILE
 DATA DEVICE.



BY TELEPHONE: YOU MAY ENTER YOUR VOTING INSTRUCTIONS BY TELEPHONE AT:

BY MAIL: THIS VOTING INSTRUCTION FORM MAY BE RETURNED BY MAIL IN THE
 ENVELOPE PROVIDED.

**REMINDER: PLEASE REVIEW THE INFORMATION / PROXY CIRCULAR
 BEFORE VOTING. SEE VOTING INSTRUCTION NO. 2 ON REVERSE**

*****WE NEED TO RECEIVE YOUR VOTING INSTRUCTIONS AT LEAST ONE BUSINESS DAY BEFORE THE PROXY DEPOSIT DATE.*****

STEP 2 COMPLETE YOUR VOTING DIRECTIONS

01 ELECTION OF DIRECTORS: **VOTING RECOMMENDATION: FOR ALL THE NOMINEES PROPOSED AS DIRECTORS (FILL IN ONLY ONE BOX " " PER NOMINEE IN BLACK OR BLUE INK)**

	FOR	WITHHOLD		FOR	WITHHOLD
01 Robert A. Cascella	<input type="checkbox"/>	<input type="checkbox"/>	07 Tawfiq Popatia	<input type="checkbox"/>	<input type="checkbox"/>
02 Deepak Chopra	<input type="checkbox"/>	<input type="checkbox"/>	08 Eamon J. Ryan	<input type="checkbox"/>	<input type="checkbox"/>
03 Daniel P. DiMaggio	<input type="checkbox"/>	<input type="checkbox"/>	09 Michael M. Wilson	<input type="checkbox"/>	<input type="checkbox"/>
04 Laurette T. Koellner	<input type="checkbox"/>	<input type="checkbox"/>			
05 Robert A. Mionis	<input type="checkbox"/>	<input type="checkbox"/>			
06 Carol S. Perry	<input type="checkbox"/>	<input type="checkbox"/>			

ITEM(S): **VOTING RECOMMENDATIONS ARE INDICATED BY HIGHLIGHTED TEXT OVER THE BOXES (FILL IN ONLY ONE BOX " " PER ITEM IN BLACK OR BLUE INK)**

02 Appointment of KPMG LLP as auditor of Celestica Inc.	FOR	WITHHOLD
	<input type="checkbox"/>	<input type="checkbox"/>
03 Authorization of the Board of Directors of Celestica Inc. to fix the remuneration of the auditor.	FOR	WITHHOLD
	<input type="checkbox"/>	<input type="checkbox"/>
04 Advisory resolution on Celestica Inc.'s approach to executive compensation	FOR	AGAINST
	<input type="checkbox"/>	<input type="checkbox"/>

NOTE If completing the appointment box above YOU MUST go to <http://www.computershare.com/Celestica> and provide Computershare with the name and email address of the person you are appointing. Computershare will use this information ONLY to provide you or the Appointee with a user name to gain entry to and vote at the online meeting.

To receive Annual and/or Interim Financial Statements and accompanying Management's Discussion and Analysis, please mark the applicable box.

ANNUAL INTERIM

FILL IN THE BOX " " TO THE RIGHT IF YOU PLAN TO ATTEND THE MEETING AND →
 VOTE THESE SHARES IN PERSON VIRTUALLY.

STEP 3 THIS DOCUMENT MUST BE SIGNED AND DATED

SIGNATURE(S) *INVALID IF NOT SIGNED* M M D D Y Y

2801 14TH AVENUE
MARIHAM, ON L3R 0H9



VOTING INSTRUCTION FORM

ANNUAL MEETING

CELESTICA INC.

WHEN:
THURSDAY, APRIL 29, 2021 AT 9:30 A.M. EDT

WHERE:
to be held virtually on
<https://web.lumiagm.com/271769863>

CELESTICA INC.
5140 YONGE STREET, SUITE 1900
TORONTO, ON M2N 6L7
CANADA



STEP 1 REVIEW YOUR VOTING OPTIONS

ONLINE: VOTE AT PROXYVOTE.COM USING YOUR COMPUTER OR MOBILE DATA DEVICE. YOUR CONTROL NUMBER IS LOCATED BELOW.

BY TELEPHONE: YOU MAY ENTER YOUR VOTING INSTRUCTIONS BY TELEPHONE AT: ENGLISH: 1-800-474-7493 OR FRENCH: 1-800-474-7501

BY MAIL: THIS VOTING INSTRUCTION FORM MAY BE RETURNED BY MAIL IN THE ENVELOPE PROVIDED.

REMINDER: PLEASE REVIEW THE INFORMATION / PROXY CIRCULAR BEFORE VOTING.

18002020

WE NEED TO RECEIVE YOUR VOTING INSTRUCTIONS AT LEAST ONE BUSINESS DAY BEFORE THE PROXY DEPOSIT DATE.
CONTROL NO.:-> PROXY DEPOSIT DATE: APRIL 27, 2021

The control number has been assigned to you to identify your shares for voting. You must keep your control number confidential and not disclose it to others other than when you vote using one of the voting options set out on this form. Should you send this form or provide your control number to others, you are responsible for any subsequent voting of, or subsequent inability to vote, your shares.

Dear Client:
A meeting is being held for securityholders of the above noted issuer.
1. You are receiving this Voting Instruction Form and the enclosed meeting materials at the direction of the issuer as a beneficial owner of securities. You are a beneficial owner because we, as your intermediary, hold the securities in an account for you and the securities are not registered in your name.
2. Votes are being solicited by or on behalf of the management of the issuer.

3. Even if you have declined to receive materials, a reporting issuer is entitled to deliver these materials to you and if requested to do so, it is our responsibility to forward them. These materials are being sent at no cost to you, in the language you requested, if available.
4. Unless you attend the meeting and vote in person or virtually (as applicable), your securities can only be voted through us as registered holder or proxyholder of the registered holder in accordance with your instructions. We cannot vote for you if we do not receive your voting instructions. Please provide your voting instructions to us promptly using one of the available voting methods or complete and return this form. We will submit a proxy vote on your behalf according to the voting instructions you provide, unless you elect to attend the meeting and vote in person or virtually (as applicable).

5. When you give us your voting instructions, you acknowledge that:
• You are the beneficial owner or are authorized to provide these voting instructions; and
• You have read the material and the voting instructions on this form.

6. You may not present this Voting Instruction Form at the meeting in order to vote.
7. To attend and vote your shares at the meeting:

- Write your name or the name of your designate to act on your behalf on the "Appointee" line on the other side of this form, sign and date the form, and return it by mail, or
- Go to ProxyVote.com (if available) and insert the name in the "Change Appointee(s)" section on the voting site.
- For virtual meetings, you may need to complete additional information or take additional action for you or your Appointee to attend the meeting. Refer to the meeting material accompanying this voting instruction form for details.

You, or your designate, as the named "Appointee", must attend the meeting for your vote to be counted.

8. Unless prohibited by law or you instruct otherwise, the Appointee(s) or the person whose name is written in the space provided will have full authority to attend and otherwise act at, and present matters to the meeting and any adjournment or postponement thereof, and vote on all matters that are brought before the meeting or any adjournment or postponement thereof, even if these matters are not set out in this form or in the management proxy circular. Consult a legal advisor if you wish to modify the authority of that person in any way. If you require assistance, please contact the person who services your account.

9. If these voting instructions are given on behalf of a body corporate, set out the full legal name of the body corporate, the name and position of the person giving voting instructions on behalf of the body corporate and the address for service of the body corporate.
10. If the items listed in the management proxy circular are different from the items listed on the other side of this form, the management proxy circular will be considered correct.

11. The Appointee named in this form will exercise the voting rights attached to the securities in accordance with the instructions given. In the absence of any specific instructions as to voting being provided by you on this form, the Item(s) will be voted as recommended on the reverse of this form or as stated in the management proxy circular, except in the case of your appointment of an Appointee.
12. This Voting Instruction Form should be read in conjunction with the accompanying management proxy circular.

13. To ensure that your instructions are received in sufficient time to be processed, please ensure that the Voting Instruction Form is received by us or voted online at least one business day before the proxy deposit date noted above or the proxy deadline specified in the management proxy circular. Voting instructions received on the proxy deposit date or later may not be able to be included in the final tabulation.

This Voting Instruction Form confers discretionary authority to vote on such other business as may properly come before the meeting or any adjournment thereof.

If you have any questions or require help, please contact the person who services your account.

Disclosure of Information – Electing to Receive Financial Statements or Requesting Meeting Materials

By electing to receive the financial statements or requesting meeting materials, your name and address may be provided to the reporting issuer (or its agent) for mailing purposes.

PLEASE SEE OVER

VOTING INSTRUCTION FORM

CELESTICA INC.

MEETING TYPE: ANNUAL MEETING
 MEETING DATE: THURSDAY, APRIL 29, 2021 AT 9:30 A.M. EDT
 RECORD DATE: FOR HOLDERS AS OF MARCH 12, 2021
 PROXY DEPOSIT DATE: APRIL 27, 2021
 ACCOUNT NO: CUID: CUSIP: 15101Q108



PS1219-
1 OF 1

CONTROL NO.: →

STEP 2 APPOINT A PROXY (OPTIONAL)

APPOINTEE(S): Michael M. Wilson, Robert A. Mionis
 IF YOU WISH TO ATTEND THE MEETING OR DESIGNATE ANOTHER PERSON TO ATTEND, VOTE AND ACT ON YOUR BEHALF AT THE MEETING, OR ANY ADJOURNMENT OR POSTPONEMENT THEREOF, OTHER THAN THE PERSON(S) SPECIFIED ABOVE, PRINT YOUR NAME OR THE NAME OF THE OTHER PERSON ATTENDING THE MEETING IN THE SPACE PROVIDED HEREIN. UNLESS YOU INSTRUCT OTHERWISE, THE PERSON WHOSE NAME IS WRITTEN IN THIS SPACE WILL HAVE FULL AUTHORITY TO ATTEND, VOTE AND OTHERWISE ACT IN RESPECT OF ALL MATTERS THAT MAY COME BEFORE THE MEETING OR ANY ADJOURNMENT OR POSTPONEMENT THEREOF, EVEN IF THESE MATTERS ARE NOT SET OUT IN THE FORM OR THE CIRCULAR. FOR VIRTUAL MEETINGS, YOU MAY NEED TO COMPLETE ADDITIONAL INFORMATION OR TAKE ADDITIONAL ACTION FOR YOU OR YOUR APPOINTEE TO ATTEND THE MEETING.

PLEASE PRINT APPOINTEE NAME ABOVE

STEP 3 COMPLETE YOUR VOTING DIRECTIONS

1 ELECTION OF DIRECTORS: VOTING RECOMMENDATION: FOR ALL THE NOMINEES PROPOSED AS DIRECTORS (FILL IN ONLY ONE BOX * * PER NOMINEE IN BLACK OR BLUE INK)

	FOR	WITHHOLD		FOR	WITHHOLD
01-Robert A. Casella	<input type="checkbox"/>	<input type="checkbox"/>	07-Tawfiq Popatia	<input type="checkbox"/>	<input type="checkbox"/>
02-Deepak Chopra	<input type="checkbox"/>	<input type="checkbox"/>	08-Eamon J. Ryan	<input type="checkbox"/>	<input type="checkbox"/>
03-Daniel P. DiMaggio	<input type="checkbox"/>	<input type="checkbox"/>	09-Michael M. Wilson	<input type="checkbox"/>	<input type="checkbox"/>
04-Laurette T. Koellner	<input type="checkbox"/>	<input type="checkbox"/>			
05-Robert A. Mionis	<input type="checkbox"/>	<input type="checkbox"/>			
06-Carol S. Perry	<input type="checkbox"/>	<input type="checkbox"/>			

ITEM(S): VOTING RECOMMENDATIONS ARE INDICATED BY BOLD TEXT OVER THE BOXES (FILL IN ONLY ONE BOX * * PER ITEM IN BLACK OR BLUE INK)

- 2 Appointment of KPMG LLP as auditor of Celestica Inc.
 RECOMMENDATION: FOR WITHHOLD
 FOR WITHHOLD
- 3 Authorization of the Board of Directors of Celestica Inc. to fix the remuneration of the auditor.
 RECOMMENDATION: FOR WITHHOLD
 FOR WITHHOLD
- 4 Advisory resolution on Celestica Inc.'s approach to executive compensation
 RECOMMENDATION: FOR AGAINST
 FOR AGAINST

NOTE If completing the appointment box above YOU MUST go to <http://www.computershare.com/celestica> to register yourself or provide Computershare with the name and email address of the person you are appointing. Computershare will use this information ONLY to provide the Appointee with a user name to gain entry to and vote at the online meeting.

TO RECEIVE ANNUAL AND/OR INTERIM FINANCIAL STATEMENTS AND ACCOMPANYING MANAGEMENT'S DISCUSSION AND ANALYSIS, PLEASE MARK THE APPROPRIATE BOX.

ANNUAL
 INTERIM

STEP 4 THIS DOCUMENT MUST BE SIGNED AND DATED

* ISSUER CONFIRMATION COPY - INFO ONLY *

SIGNATURE(S) *INVALID IF NOT SIGNED* M M D D Y Y



Interim Financial Statements & MD&A

Annual Financial Statements & MD&A



Under securities regulations, a reporting issuer must send annually a form to holders to request the Interim Financial Statements and MD&A and/or the Annual Financial Statements and MD&A. If you would like to receive the report(s) by mail, please make your selection and return to the address as noted or register online at www.computershare.com/maillinglist.

Computershare will use the information collected solely for the mailing of such financial statements. You may view Computershare's Privacy Code at www.computershare.com/privacy or by requesting that we mail you a copy.

* TEST ONLY *
DO NOT MAIL *

Name / Nom		Apt. / App.	Street Number / Numéro civique
Street Name / Rue		City / Ville	Postal Code / Code postal / Zip Code
		Prov. / Etat	

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Place Stamp Here

Computershare
100 University Ave. 8th Floor
Toronto ON M5J 2Y1



FORWARD TOGETHER

2020 Letter to Shareholders





With our transformational journey largely behind us, we have built a diversified business and a solid foundation for growth.

As we look ahead to 2021 and beyond, our focus is on the three pillars of our business growth strategy:



Grow Higher Value Markets:
Focus where dynamics are favorable



Invest in Capabilities:
Invest in lifecycle capabilities to support growth



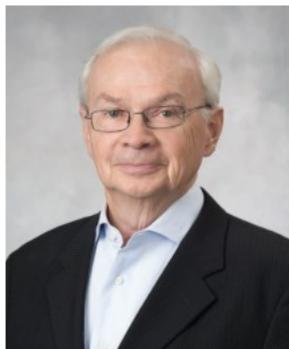
Drive Operational Excellence:
Leverage process and network improvements

These pillars reflect our vision to become the undisputed industry leader in end-to-end product lifecycle solutions across higher-value EMS markets.





A Message from the Chair*



Dear Shareholder,

2020 presented great challenges as well as unexpected opportunities. Celestica adapted quickly to the disruptions caused by the COVID-19 pandemic and adjusted course to ensure we continued to perform for our customers and make progress on our strategy throughout this unprecedented year. I believe the combination of Celestica's diversified business and resilient and talented team puts the company in a strong position to navigate future challenges and deliver profitable growth.

An emphasis on sound Environmental, Social and Governance (ESG) practices, including Diversity and Inclusion, came into focus in 2020 as people and societies around the world demanded change. Celestica has long believed that fostering a company-wide culture of sustainability that is focused on supporting people, the planet and the communities in which we operate is the right thing to do and good for business.

Over the past year, Celestica, along with the Board, increased its focus on ESG practices that we believe serve the best interests of Celestica and all its stakeholders. These include an enhanced Diversity and Inclusion policy intended to ensure an environment in which all employees are encouraged and supported as they contribute to the company's success. The Board has also adopted a Board Diversity policy intended to diversify the Board's own expertise and experiences.

I would like to take this opportunity to recognize our incredible employees for their resilience, hard work and dedication and to extend my sincere thanks to my fellow directors for their ongoing commitment.

On behalf of the Board, I would also like to thank you, our shareholders, for your ongoing support. We look forward to our continued growth and to executing our strategy to achieve long-term success.

Sincerely,

A handwritten signature in black ink that reads "Michael Wilson".

Michael Wilson
CHAIR OF THE BOARD





A Message from the CEO*



Dear Shareholder,

Over the past several years, we have been on a journey of transformation. We have built a resilient, diversified business with a solid foundation for growth. Our teams excel at what they do and we have completed much of the hard work of realigning our company's strategy. Our strong performance in 2020 against the backdrop of the COVID-19 global pandemic is a testament to our team's strategic resolve and our ability to meet our commitments to our customers and shareholders.

This year was marked by turbulence and disruption and created obstacles none of us could have anticipated. But it also created new opportunities for Celestica to adapt and meet the expectations of all our stakeholders: employees, customers, communities, and shareholders. I am incredibly proud of how we overcame the challenges of 2020 and emerged a stronger company.

Although revenue slightly decreased year-over-year and despite the unprecedented challenges resulting primarily from COVID-19, the company performed well in 2020. Non-IFRS adjusted earnings per share¹ grew by approximately 80% in 2020 compared to 2019. In addition, we expanded non-IFRS operating margin¹ by 80 basis points in 2020 compared to the prior year and generated more than \$125 million of non-IFRS free cash flow¹.

At the pandemic's outset, our global team rapidly mobilized to establish robust measures and protocols to protect the health and safety of our people around the world. At the same time, we worked tirelessly to meet our customer commitments, maintaining a high standard of service despite the challenging environment. More than 90% of participating customers ranked Celestica either #1 or #2 on their 2020 customer scorecards—clear evidence of the success of our efforts.

Within our Connectivity and Cloud Solutions (CCS) segment, our Hardware Platform Solutions (HPS) business had a banner year, with impressive revenue growth of 80% in 2020 compared to 2019. This increase in demand was a result of strategic wins over the last few years, combined with our customers expanding and upgrading their data centers to meet the sudden and significant surge in cloud and online requirements due to COVID-19.

Our HPS business enables us to deliver high-value solutions to our customers while providing further differentiation and diversification to our CCS segment. In addition, we have diversified and balanced the business in this segment through our portfolio-shaping efforts. With that work largely behind us, our focus shifts to accelerating growth over the long term.

In our Advanced Technology Solutions (ATS) segment, we quickly ramped operations and designed supply chains to help both new and existing customers increase production of vital medical devices and equipment for use in the diagnosis and treatment of COVID-19 patients. Revenue from our HealthTech business grew 30% compared to 2019. We leveraged our focus on quality and regulatory compliance, underpinned by our ISO 13485 certified network, to facilitate the production of high-reliability medical devices on a global scale.

We also delivered on our commitments to shareholders by strengthening our balance sheet in 2020, and generating strong non-IFRS free cash flow¹.

FORWARD TOGETHER: 2021 STRATEGY

As we enter 2021, we remain focused on executing for our customers and driving consistent, profitable growth for our shareholders. We have a clear vision: to become the undisputed industry leader in end-to-end product lifecycle solutions across higher-value markets. We intend to get there by focusing on the following pillars of our strategy:



1. GROW HIGHER-VALUE MARKETS

We are committed to growing in the higher-value markets that we believe align to our capabilities and support our strategy.

We are encouraged by the customer wins in our Aerospace & Defense (A&D) business as more than half of 2020's incremental bookings came from six new customers, 60% of which are focused in the defense market. To support new opportunities in the defense market we have invested in a facility in Maple Grove, Minnesota as part of our Atrenne business. We continue to focus on growing our defense business to counteract depressed volumes in commercial aerospace.

In our Capital Equipment business, we believe that we are well positioned to expand our market share. We continue to see increased demand in our base semiconductor Capital Equipment business, as well as new program ramps across a range of adjacent markets.

We continue to ramp recent wins in our HealthTech business and expect our strong momentum to continue throughout 2021 as we solidify our reputation in this growing market.

We are focusing our Industrial and Energy businesses on high-growth submarkets that align with our expertise in power electronics and communications and controls.

2. INVEST IN LIFECYCLE CAPABILITIES TO SUPPORT GROWTH

We plan to continue to invest in evolving our end-to-end lifecycle capabilities with an eye on further optimizing our business mix and supporting our growth objectives.

We intend to grow across our ATS segment by helping customers bring products to market and supporting them through the full product lifecycle. Investing in our engineering capabilities is core to our strategy and supports our ATS roadmap for growth.

We also plan to drive differentiation through investments to maintain our leadership in HPS. As a result of the investments we have made over the past decade, we now have more than 280 patents safeguarding our hardware designs and more than 500 design engineers across the globe. Since the inception of Joint Design and Manufacturing, which has evolved into our HPS business, we have launched more than 150 programs and shipped more than 2.5 million units to our customers worldwide.

With this solid foundation, we are continuing to make strategic investments in this market as we believe HPS will be a driver for growth in the future within our Communications and Enterprise businesses. We will also continue to support traditional EMS customers

in high-value areas, including flash storage, the latest in optical technologies, and after-market services that we believe will deliver strategic advantages for our customers.

Our combined HPS revenue and ATS segment revenue represented 51% of total revenue in 2020. We expect revenue growth from these markets to continue in the coming years and to represent a larger portion of our total revenues. This is in line with our diversification strategy and provides higher value-added solutions to enable our customers' success.

3. DRIVE OPERATIONAL EXCELLENCE

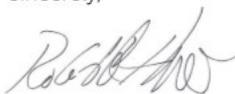
High-quality execution for our customers is the backbone of our success. Our operations team continues to drive excellence throughout our global network, delivering value to our customers and cementing our reputation as a trusted partner. This includes embedding standardization into the fabric of the company and making the drive for continuous improvement our touchstone.

I am optimistic about what lies ahead in 2021. We believe that our hard work has positioned us to deliver long-term profitable growth for our shareholders. I want to thank our investors and shareholders for your trust, support, and confidence in Celestica.

Above all, I want to thank our employees for their dedication and energy. We are continuing to navigate through a profound crisis by working together to protect one another and deliver for our customers.

We are weathering the most difficult business environment in a generation and today we stand ready for the future—forward together.

Sincerely,



Rob Mionis

PRESIDENT AND CHIEF EXECUTIVE OFFICER

* This letter contains forward-looking statements. See the Cautionary Note Regarding Forward-Looking Statements on page 8.

† Adjusted earnings per share, operating margin and free cash flow are each non-International Financial Reporting Standards (non-IFRS financial) measures. A description of the definition, uses and limitations of these non-IFRS financial measures, as well as reconciliations of historical adjusted earnings per share, operating margin and free cash flow to the most directly comparable IFRS financial measures, can be found in the "Financial Highlights" table.



Financial Highlights*

(IN MILLIONS OF U.S. DOLLARS, EXCEPT PER SHARE AMOUNTS)

	2020	2019	2018*
OPERATIONS			
Revenue	\$ 5,748.1	\$ 5,888.3	\$ 6,633.2
IFRS gross margin %	7.6%	6.5%	6.5%
Non-IFRS adjusted gross margin % ^{(1) (2)}	7.8%	6.8%	6.7%
IFRS selling, general and administrative expenses (SG&A) %	4.0%	3.9%	3.3%
Non-IFRS adjusted SG&A % ^{(1) (2)}	3.8%	3.5%	3.0%
IFRS earnings before income taxes	\$ 90.2	\$ 99.8	\$ 81.9
IFRS earnings before income taxes (as a % of revenue)	1.6%	1.7%	1.2%
Non-IFRS operating earnings (adjusted EBIAT) ^{(1) (3)}	\$ 199.0	\$ 158.1	\$ 213.9
Non-IFRS operating margin (adjusted EBIAT %) ^{(1) (3)}	3.5%	2.7%	3.2%
IFRS effective tax rate %	33%	30%	-21%
Non-IFRS adjusted effective tax rate % ⁽¹⁾	22%	34%	21%
IFRS net earnings	\$ 60.6	\$ 70.3	\$ 98.9
IFRS net earnings per share - diluted	\$ 0.47	\$ 0.53	\$ 0.70
Non-IFRS adjusted net earnings ^{(1) (4) (9)}	\$ 126.6	\$ 71.5	\$ 149.8
Non-IFRS adjusted earnings per share - diluted ^{(1) (4) (9)}	\$ 0.98	\$ 0.54	\$ 1.07
BALANCE SHEET DATA			
Cash and cash equivalents	\$ 463.8	\$ 479.5	\$ 422.0
Borrowings under credit facility	\$ 470.4	\$ 592.3	\$ 757.3
Total current assets	\$ 2,737.2	\$ 2,592.0	\$ 2,823.5
Total current liabilities	\$ 1,578.2	\$ 1,481.3	\$ 1,620.3
Working capital, net of cash ⁽⁵⁾	\$ 758.3	\$ 749.9	\$ 826.2
Non-IFRS free cash flow ^{(1) (6)}	\$ 126.0	\$ 301.2	\$ (85.5)
Equity	\$ 1,409.0	\$ 1,356.2	\$ 1,332.3
KEY RATIOS			
Non-IFRS days in accounts receivable ^{(1) (7)}	68	66	61
Non-IFRS inventory turns ^{(1) (7)}	5x	5x	6x
Non-IFRS cash cycle days ^{(1) (7)}	66	65	54
IFRS return on invested capital (ROIC) ^{(1) (8)}	5.6%	5.8%	5.8%
Non-IFRS adjusted ROIC ^{(1) (8)}	12.4%	9.2%	15.1%
WEIGHTED AVERAGE SHARES OUTSTANDING			
Basic (in millions)	129.1	131.0	139.4
Diluted (in millions)	129.1	131.8	140.6
Total shares outstanding at December 31 (in millions)	129.1	128.8	136.3
NON-IFRS OPERATING EARNINGS (ADJUSTED EBIAT) CALCULATION ^{(1) (3)}			
IFRS net earnings	\$ 60.6	\$ 70.3	\$ 98.9
Add(Deduct): income tax expense (recovery)	29.6	29.5	(17.0)
Add: Finance Costs	37.7	49.5	24.4
Add: employee stock-based compensation expense	25.8	34.1	33.4
Add: amortization of intangible assets (excluding computer software)	21.8	24.6	11.6
Add(Deduct): Other Charges (Recoveries)	23.5	(49.9)	61.0
Add: acquisition inventory fair value adjustment	-	-	1.6
Non-IFRS operating earnings (adjusted EBIAT) ^{(1) (3)}	\$ 199.0	\$ 158.1	\$ 213.9



(IN MILLIONS OF U.S. DOLLARS, EXCEPT PER SHARE AMOUNTS)

	2020	2019	2018*
NON-IFRS ADJUSTED NET EARNINGS CALCULATION ^{(1) (4)}			
IFRS net earnings	\$ 60.6	\$ 70.3	\$ 98.9
Add: employee stock-based compensation expense	25.8	34.1	33.4
Add: amortization of intangible assets (excluding computer software)	21.8	24.6	11.6
Add(Deduct): Other Charges (Recoveries)	23.5	(49.9)	61.0
Add: acquisition inventory fair value adjustment	-	-	1.6
Tax adjustment ⁽⁹⁾	(5.1)	(7.6)	(56.7)
Non-IFRS adjusted net earnings ^{(1) (4)}	\$ 126.6	\$ 71.5	\$ 149.8
IFRS ROIC% AND NON-IFRS ADJUSTED ROIC% CALCULATION ^{(1) (8)}			
Average net invested capital	\$ 1,600.1	\$ 1,719.7	\$ 1,413.6
IFRS earnings before income taxes	\$ 90.2	\$ 99.8	\$ 81.9
IFRS ROIC% ⁽⁸⁾	5.6%	5.8%	5.8%
Non-IFRS operating earnings (adjusted EBIAT) ^{(1) (3)}	\$ 199.0	\$ 158.1	\$ 213.9
Non-IFRS adjusted ROIC% ^{(1) (8)}	12.4%	9.2%	15.1%
NON-IFRS FREE CASH FLOW CALCULATION ^{(1) (6)}			
IFRS cash provided by operations	\$ 239.6	\$ 345.0	\$ 33.1
Deduct (Add): purchase of property, plant and equipment, net of sales proceeds	(51.0)	36.0	(78.5)
Deduct: lease payments	(33.7)	(38.2)	(17.0)
Deduct: Finance Costs paid (excluding debt issuance costs and waiver fees paid)	(28.9)	(41.6)	(23.1)
Non-IFRS free cash flow ^{(1) (6)}	\$ 126.0	\$ 301.2	\$ (85.5)

* This "Financial Highlights" table includes financial measures prepared in accordance with International Financial Reporting Standards (IFRS), as well as non-IFRS financial measures. Effective January 1, 2019, we adopted IFRS 16, Leases. No restatement of prior period comparative information was required in connection therewith. However, we modified our calculation of certain non-IFRS financial measures during 2019 as a result of the adoption of IFRS 16, and have restated 2018 comparatives to reflect the current presentation (see notes 3, 6, 7 and 8 below).

1. Management uses non-IFRS financial measures to assess operating performance and the effective use and allocation of resources; to provide more meaningful period-to-period comparisons of operating results; to enhance investors' understanding of the core operating results of our business; and to set management incentive targets. We believe investors use both IFRS and non-IFRS financial measures to assess management's past, current and future decisions associated with our priorities and our allocation of capital, as well as to analyze how our business operates in, or responds to, swings in economic cycles or to other events that impact our core operations. We believe the non-IFRS financial measures presented herein are useful to investors, as they enable investors to evaluate and compare our results from operations in a more consistent manner (by excluding specific items that we do not consider to be reflective of our ongoing operating results), to evaluate cash resources we generate from our business each period, and to provide an analysis of operating results using the same measures our chief operating decision makers use to measure performance. In addition, management believes that the use of a non-IFRS adjusted effective tax rate provides improved insight into the tax effects of our ongoing operations, and is useful for historical comparisons and forecasting. These non-IFRS financial measures result largely from management's determination that the facts and circumstances surrounding the excluded charges or recoveries are not indicative of the ordinary course of our ongoing operations. Note also that days in accounts receivable (A/R), inventory turns, and cash cycle days are not measures defined under IFRS. Non-IFRS financial measures do not have any standardized meaning prescribed by IFRS and therefore, may not be comparable to similar measures presented by other companies that use IFRS, or who report under U.S. GAAP and use non-U.S. GAAP measures to describe similar operating metrics. Non-IFRS financial measures are not measures of performance under IFRS and should not be considered in isolation or as a substitute for any standardized measure under IFRS. The most significant limitation to management's use of non-IFRS financial measures is that the exclusions used to determine such measures are nonetheless recognized under IFRS and have an economic impact on the company. Management compensates for these limitations primarily by issuing IFRS results to show a complete picture of the company's performance, and reconciling non-IFRS financial measures back to the most directly comparable IFRS financial measures.

2. Non-IFRS adjusted gross margin is calculated by dividing non-IFRS adjusted gross profit by revenue. Non-IFRS adjusted gross profit is calculated by excluding employee stock-based compensation (SBC) expense (quantified for 2018 - 2020

in the calculation of non-IFRS operating earnings in the table above), and a \$1.6 million acquisition inventory fair value adjustment in 2018 (FVA), from IFRS gross profit. Non-IFRS adjusted SG&A percentage is calculated by dividing non-IFRS adjusted SG&A by revenue. Non-IFRS adjusted SG&A is calculated by excluding employee SBC expense (quantified as described above) from IFRS SG&A.

3. Non-IFRS operating earnings (adjusted EBIAT) is defined as earnings before income taxes, Finance Costs (defined below), employee SBC expense, amortization of intangible assets (excluding computer software), Other Charges (Recoveries) (defined below), and the 2018 FVA. Non-IFRS operating margin is defined as non-IFRS operating earnings divided by revenue. A reconciliation of non-IFRS operating earnings to IFRS net earnings is provided in the table above. Finance Costs consist of interest expense and fees related to our credit facility (including debt issuance and related amortization costs), our interest rate swap agreements, our A/R sales program and customers' supplier financing programs, and commencing in 2019, interest expense on our lease obligations under IFRS 16, net of interest income earned. Other Charges (Recoveries) consist of: restructuring charges (recoveries); Transition Costs (Recoveries) (defined below); net impairment charges; acquisition-related consulting, transaction and integration costs, and in 2019, charges related to the subsequent re-measurement of indemnification assets; legal settlements (recoveries); credit facility-related charges (consisting of the accelerated amortization of unamortized deferred financing costs in 2018 and \$2.0 million in waiver fees incurred in 2019); and losses incurred on specified benefit plans in 2019. Transition Costs consist of direct relocation and duplicate costs recorded in connection with the sale of our Toronto real property and related relocations in 2018 and 2019, as well as internal relocation costs with respect to the transfer of manufacturing lines from closed sites in 2019 and 2020. Transition Recoveries consist of the \$102 million gain on sale of our Toronto real property in 2019. Quantification of the components of Other Charges (Recoveries) for each period in the table can be found in Item 5 of our Annual Report on Form 20-F for 2020 (with respect to 2020 and 2019) and 2019 (with respect to 2018), at www.sec.gov.

4. Non-IFRS adjusted net earnings is defined as net earnings before employee SBC expense, amortization of intangible assets (excluding computer software), Other Charges (Recoveries), the 2018 FVA, and adjustments for taxes (see note 9 below). A reconciliation of non-IFRS adjusted net earnings to IFRS net earnings is provided in the table above. Quantification of the components of Other Charges (Recoveries) for each period in the table can be found in Item 5 of our Annual Report on Form 20-F for 2020 (with respect to 2020 and 2019) and 2019 (with respect to 2018), at www.sec.gov.

5. Working capital, net of cash, is calculated as A/R and inventory less accounts payable, including accrued and other current liabilities and current portion of provisions.

6. Non-IFRS free cash flow (FCF) is defined as cash provided by (used in) operations after the purchase of property, plant and equipment (net of proceeds from the sale of certain surplus equipment and property, including our Toronto

real property in 2019), lease payments (including under IFRS 16), and Finance Costs paid (excluding debt issuance costs and waiver fees paid). We modified our non-IFRS FCF calculation in 2019 to exclude debt issuance costs and waiver fees paid, as neither is considered part of our core operating expenses. Applicable 2018 comparatives have been restated to conform to the current presentation. In addition, we modified our non-IFRS FCF calculation in 2019 to subtract lease payments under IFRS 16, as such payments were previously (but are no longer) reported in cash provided by (used in) operations, to preserve comparability with prior calculations. Note that non-IFRS FCF does not represent residual cash flow available to Celestica for discretionary expenditures. A reconciliation of non-IFRS FCF to IFRS cash provided by operations is provided in the table above.

7. Days in A/R is defined as average A/R divided by average daily revenue. Inventory turns are calculated by dividing 365 by the number of days in inventory (which is determined by dividing average inventory by average cost of sales for the year). Cash cycle days is calculated as the sum of days in A/R and days in inventory minus the days in accounts payable (average accounts payable divided by average cost of sales for the year) and days in cash deposits. As a result of their recent increased use, commencing in 2019, we deduct days in cash deposits in our calculation of cash cycle days. 2018 comparatives have been restated to conform to the current presentation. These measures are not defined under IFRS.

8. Non-IFRS adjusted ROIC is calculated by dividing non-IFRS adjusted EBIAT by average net invested capital (NIC). NIC is defined as total assets less: cash, right-of-use (ROU) assets, accounts payable, accrued and other current liabilities and provisions, and income taxes payable. We use a five-point average to calculate average NIC for the year. A comparable measure under IFRS would be determined by dividing IFRS earnings before income taxes by average NIC, however, this measure (which we have called IFRS ROIC), is not a measure defined under IFRS. In connection with the adoption of IFRS 16 in 2019, we recognize ROU assets and related lease obligations on the applicable lease commencement dates. However, since IFRS 16 did not require the restatement of prior period financial statements, we have not restated prior period calculations of non-IFRS adjusted ROIC to include ROU assets. To preserve comparability with prior calculations, commencing in 2019, we exclude the impact of our ROU assets from the calculation of NIC. A calculation of IFRS ROIC% and non-IFRS ROIC% is provided in the table above. A calculation of NIC for each period in the table can be found in Item 5 of our Annual Report on Form 20-F for 2020 (with respect to 2020 and 2019) and 2019 (with respect to 2018), at www.sec.gov.

9. The adjustment for taxes, as applicable, represents the tax effects of the non-IFRS adjustments and non-core tax impacts (tax adjustments related to acquisitions, and certain other tax costs or recoveries related to restructuring actions or restructuring sites). Quantification of the tax adjustments and non-core tax impacts for each period in the table can be found in Item 5 of our Annual Report on Form 20-F for 2020 (with respect to 2020 and 2019) and 2019 (with respect to 2018), at www.sec.gov.



Committed to our Communities

From hand-sewing masks and making thousands of face shields, to donating laptops to those in need, our employees raised up our communities to support those most impacted by the COVID-19 pandemic.



Cautionary Note Regarding Forward-Looking Statements: The 2020 Letter to Shareholders contains forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, Section 21E of the U.S. Securities Exchange Act of 1934, as amended, and forward-looking information within the meaning of Canadian securities laws, including with respect to: our priorities, intended areas of focus, targets, objectives and goals (including information in the Message from the CEO under the caption "Forward Together: 2021 Strategy" and sub-captions thereunder); trends in the electronics manufacturing services (EMS) industry and our segments; and our strategies, growth and diversification plans. Such forward-looking statements may, without limitation, be preceded by, followed by, or include words such as "believes," "expects," "anticipates," "estimates," "intends," "plans," "continues," "project," "potential," "possible," "contemplate," "seek," or similar expressions, or may employ such future or conditional verbs as "may," "might," "will," "could," "should" or "would," or may otherwise be indicated as forward-looking statements by grammatical construction, phrasing or context. For those statements, we claim the protection of the safe harbor for forward-looking statements contained in the U.S. Private Securities Litigation Reform Act of 1995 and applicable Canadian securities laws.

Forward-looking statements are provided to assist readers in understanding management's current expectations and plans relating to the future. Readers are cautioned that such information may not be appropriate for other purposes. Forward-looking statements are not guarantees of future performance and are subject to risks that could cause actual results to differ materially from those expressed or implied in such forward-looking statements, including, among others, risks related to: the scope, duration and impact of the COVID-19 pandemic, including its severe, prolonged and continuing adverse impact on the commercial aerospace industry due to quarantines, travel restrictions, business curtailments, resurgences and mutations of the virus and safety concerns; customer and segment concentration; challenges of replacing revenue from completed, lost or non-renewed programs or customer disengagements; our customers' ability to compete and succeed using our products and services; the cyclical and volatile nature of our Capital Equipment business, particularly our semiconductor and display businesses; competitive factors and adverse market conditions affecting the EMS industry in general and our segments in particular (including the risk that anticipated market improvements do not materialize); changes in our mix of customers and/or the types of products or services we provide, including negative impacts of higher concentrations of lower margin programs; delays in the delivery and availability of components, services and materials; managing changes in customer demand; the inability to maintain adequate utilization of our workforce; the expansion or consolidation of our operations; defects or deficiencies in our products, services or designs; integrating and achieving the anticipated benefits from acquisitions and "operate-in-place" arrangements; negative impacts on our business resulting from outstanding third-party indebtedness; rapidly evolving and changing technologies; and changes in our customers' business or outsourcing strategies; our ability to achieve the goals of our environmental, social and governance (ESG) initiatives, including with respect to climate change; compliance with customer-driven

policies and standards, and third party certification requirements; challenges associated with new customers or programs, or the provision of new services; the impact of restructuring actions and/or productivity initiatives, including a failure to achieve anticipated benefits from actions associated with our Connectivity & Cloud Solutions segment portfolio review (CCS Review), including our disengagement from programs with Cisco Systems, Inc. (Cisco Disengagement); the incurrence of future restructuring charges, impairment charges, other write-downs of assets or operating losses; managing our business during uncertain market, political and economic conditions, including among others, geopolitical and other risks associated with our international operations, including military actions, protectionism and reactive countermeasures, economic or other sanctions or trade barriers; disruptions to our operations, or those of our customers, component suppliers and/or logistics partners, including as a result of events outside of our control, including, among others: Britain's departure from the European Union (Brexit), policies or legislation instituted or proposed by the former or new administration in the United States, uncertainty surrounding the impact of the new administration in the United States, the potential impact of significant tariffs on items imported into the United States and related countermeasures, and/or the impact of (in addition to COVID-19) other widespread illness or disease; changes to our operating model; changing commodity, materials and component costs as well as labor costs and conditions; execution or quality issues (including our ability to successfully resolve these challenges); non-performance by counterparties; maintaining sufficient financial resources to fund currently anticipated financial actions and obligations and to pursue desirable business opportunities; negative impacts on our business resulting from any significant uses of cash, securities issuances, and/or additional increases in third-party indebtedness, including as a result of an inability to sell desired amounts under our uncommitted accounts receivable sales program; foreign currency volatility; our global operations and supply chain; competitive bid selection processes; customer relationships with emerging companies; recruiting or retaining skilled talent; our dependence on industries affected by rapid technological change; our ability to protect intellectual property and confidential information; increasing taxes, tax audits, and challenges of defending our tax positions; obtaining, renewing or meeting the conditions of tax incentives and credits; computer viruses, malware, hacking attempts or outages that may disrupt our operations; the inability to prevent or detect all errors or fraud; the variability of revenue and operating results; unanticipated disruptions to our cash flows; a failure to qualify for and/or collect anticipated government subsidies, grants and credits related to COVID-19 (COVID Subsidies); compliance with applicable laws, regulations, and government subsidies; grants or credits; the management of our IT systems; our pension and other benefit plan obligations; changes in accounting judgments, estimates and assumptions; our ability to maintain compliance with applicable credit facility covenants; volatility in the commercial aerospace industry; interest rate fluctuations and changes to LIBOR; deterioration in financial markets or the macro-economic environment; our credit rating; the interest of our controlling shareholder; current or future litigation, governmental actions, and/or changes in legislation or accounting standards; and negative publicity. The foregoing and other material risks and uncertainties are discussed in our public filings at www.sedar.com and

www.sec.gov, including in our most recent Annual Report on Form 20-F filed with, and subsequent reports on Form 6-K furnished to, the U.S. Securities and Exchange Commission (SEC), and as applicable, the Canadian Securities Administrators. Information related to the Company may be requested by contacting Celestica Investor Relations at csir@celestica.com.

Our forward-looking statements are based on various assumptions, many of which involve factors that are beyond our control. Our material assumptions include those related to the following: the scope and duration of the COVID-19 pandemic and its impact on our sites, customers and supply chain; our ability to qualify for specified COVID Subsidies; fluctuation of production schedules from our customers in terms of volume and mix of products or services; the timing and execution of, and investments associated with, ramping new business; the success of our customers' products; our ability to retain programs and customers; the stability of general economic and market conditions, currency exchange rates, and interest rates; supplier performance, pricing and terms; compliance by third parties with their contractual obligations and the accuracy of their representations and warranties; the costs and availability of components, materials, services, equipment, labor, energy and transportation; that our customers will retain liability for recently-imposed tariffs and countermeasures; global tax legislation changes; our ability to keep pace with rapidly changing technological developments; the timing, execution and effect of restructuring actions; the successful resolution of quality issues that arise from time to time; our having sufficient financial resources to fund currently anticipated financial actions and obligations and to pursue desirable business opportunities; the components of our leverage ratio (as defined in our credit facility); our ability to successfully diversify our customer base and develop new capabilities; the availability of cash resources for, and the permissibility under our credit facility of, repurchases of outstanding subordinate voting shares under our current normal course issuer bid (NCIB), and compliance with applicable laws and regulations pertaining to NCIBs; the impact of actions associated with the CCS Review (including the Cisco Disengagement) on our business, and that we achieve the anticipated benefits therefrom; anticipated demand strength in certain of our businesses; and anticipated demand weakness in, and/or the impact of anticipated adverse market conditions on, certain of our businesses. Although management believes its assumptions to be reasonable under the current circumstances, they may prove to be inaccurate, which could cause actual results to differ materially (and adversely) from those that would have been achieved had such assumptions been accurate. Forward-looking statements speak only as of the date on which they are made, and we disclaim any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law.

All forward-looking statements attributable to us are expressly qualified by these cautionary statements.



