



CITY of NOVI CITY COUNCIL

Agenda Item 1
July 27, 2015

SUBJECT: Approval of Resolution Approving Application of Magna Seating of America Inc., for an Industrial Facilities Exemption Certificate for an approximately 180,000 square foot New Facility to be located at the northwest corner of Haggerty and 13 Mile Road and related Agreement Concerning Industrial Facilities Tax Abatement.

SUBMITTING DEPARTMENT: Neighborhood and Business Relations

CITY MANAGER APPROVAL:

BACKGROUND INFORMATION:

In 1974 the State Legislature passed Public Act 198, The Plant Rehabilitation and Industrial Development Districts Act (known as the Industrial Facilities Exemption). As amended, the Act provides a tax incentive to manufacturers to enable renovation and expansion of aging facilities, assist in the building of new facilities, and to promote the establishment of high tech facilities. An Industrial Development District (IDD) or a Plant Rehabilitation District (PRD) must be created prior to initiating a project. An Industrial Facilities Exemption (IFE) certificate entitles the facility to exemption from ad valorem real and/or personal property taxes for a term of 1-12 years, subject to the payment of an alternative specific tax known as the Industrial Facilities Tax.

Magna International is a global automotive supplier with 316 manufacturing operations and 87 product development, engineering and sales centers in 29 countries. In Michigan, Magna operates 27 manufacturing facilities and 11 engineering, product development and sales centers in Michigan, employing more than 10,000 people. Magna Seating, one of the divisions of Magna International, has been located in Novi since 2000 on Lewis Drive south of 13 Mile Road in a 300,000 square foot facility. Magna Seating has re-evaluated its space needs and determined to search for a new headquarters. In doing so it considered new locations in Canada, Auburn Hills and Troy. It eventually identified a location in the Haggerty Corridor Corporate Park on Cabot Drive between M-5 and Haggerty Road.

Magna Seating is asking for a real property tax abatement under PA 198. The abatement incentives under this Act will result in an approximately 50% abatement of the local ad valorem real property taxes on the new facility (but not on the land itself). Under the City's tax abatement policy, an abatement could be considered as there is new investment, and creating 164 new jobs qualifies the company for the maximum consideration of a 12-year abatement.

The process for approving an abatement involves two separate steps. First, establishing the Industrial Development District, and second, determining whether to grant an Industrial Facilities Tax Abatement. The City Council holds a separate hearing on the exemption certificate, after which it either approves or denies the request. The State Tax Commission is then responsible for the issuance of the exemption certificate.

A public hearing for the district formation was held and on July 13, 2015. City Council took step one when it approved a Resolution to establish Industrial Development District for the northwest corner of 13 Mile Road and Haggerty Road at the same meeting on July 13, 2015. Council will now be considering step two of the process, approval of the Industrial Facilities Exemption Certificate, on July 27. In preparation for the meeting, Magna Seating and City Administration have completed a draft Industrial Facilities Exemption Certificate Agreement that would go along with a Resolution to approve the tax abatement. Both documents are attached for Council's consideration.

As noted previously this investment has been estimated at \$48 million dollars with Magna signing a 20 year lease. Over the next 12 years the City will see a total of \$1.4 million dollars in additional revenue and in year 13 the City will experience \$230,000 of new revenue going forward. The project will produce 164 new jobs that will average an annual salary ranging from \$76,492 - \$86,164. Magna has and will continue to support and mentor members with the Novi High Schools robotics team. If the abatement is ultimately approved by City Council it will be the seventh abatement approved by City Council:

- Caparo (formerly Delwal) was granted a PA 198 Industrial Facilities 12 year abatement in 1986 that ended in 1999. The company left Novi in 2013.
- Ecco Tool Company was granted a PA 198 Industrial Facilities 8 year abatement in 2010 as part of the Tool and Die Renaissance Zone application. The abatement will expire in 2018. There was no investment made for this project.
- Suburban Collection Showplace was granted a PA 198 Industrial Facilities 12 year abatement on a \$16,700,000 investment in 2001 and expired in 2013.
- Hyatt Place was granted a PA 210 Commercial Rehabilitation 6 year abatement on a \$12,000,000 investment in 2012 that expires in 2018.
- MTU (formerly Tognum America) was granted a PA 198 8 year abatement for \$5,400,000 investment in 2011 that expires in 2019.
- Harman Becker 8 year abatement for a \$37 million investment in 2014 that will expire in 2026

RECOMMENDED ACTION: Approval of Resolution Approving Application of Magna Seating of America, Inc. and Agreement Concerning Industrial Facilities Tax Abatement, subject to approval by the State Tax Commission pursuant to Act 198 of 1974, as amended.

	1	2	Y	N
Mayor Gatt				
Mayor Pro Tem Staudt				
Council Member Casey				
Council Member Markham				

	1	2	Y	N
Council Member Mutch				
Council Member Poupard				
Council Member Wrobel				

**CITY OF NOVI
COUNTY OF OAKLAND, MICHIGAN**

**RESOLUTION APPROVING APPLICATION OF MAGNA SEATING OF AMERICA, INC.
FOR INDUSTRIAL FACILITIES EXEMPTION CERTIFICATE FOR A NEW FACILITY RESOLUTION**

Minutes of a Meeting of the City Council of the City of Novi, County of Oakland,
Michigan, held in the City Hall of said City on July 27, at 7 o'clock P.M. Prevailing Eastern
Time.

PRESENT:

Councilmembers _____

ABSENT:

Councilmembers _____

The following preamble and Resolution were offered by Councilmember _____
_____ and supported by Councilmember _____.

WHEREAS, pursuant to P.A. 198 of 1974, M.C.L. 207.551 *et seq.*, after a duly noticed public hearing held on July 13, 2015, the City Council of the City of Novi by resolution established an Industrial Development District, as requested by the Owner(s) of the property, HCP Land, LLC, and MSA Technology Partners LLC, and by Magna Seating of America Inc., as proposed tenant, on July 13, 2015; and

WHEREAS, Magna Seating of America, Inc., has filed an application for an Industrial Facilities Exemption Certificate (IFEC) with respect to a new facility to be completed within the Industrial Development; and

WHEREAS, before acting on said application, the City Council held a hearing on July 27, 2015, at the City Hall, at 7:00 p.m., at which hearing the applicant, the Assessor, and a representative of the affected taxing units were given written notice and were afforded an opportunity to be heard on said application; and

WHEREAS, the City Council of the City of Novi finds that completion of the facility is calculated to and will at the time of issuance of the certificate have the reasonable likelihood to retain, create, or prevent the loss of employment in the City of Novi; and

WHEREAS, the City Council of the City of Novi finds that approval of the IFEC would substantially comply with the Tax Abatement Application Criteria set forth in the City's Tax Abatement Policy, incorporated as part of this Resolution by this reference; and

WHEREAS, the City Council of the City of Novi has examined whether the State Equalized Valuation (SEV) of the property proposed to be exempt in the Application, considered together with the aggregate SEV of property exempt under certificates previously granted and currently in force under Act No.198 of the Public Acts of 1974 and Act No. 255 of the Public Acts of 1978, exceeds 5% of the state equalized valuation of the City of Novi; and

WHEREAS, the City Council of the City of Novi finds that granting the Certificate, considered together with the aggregate amount of certificates previously granted and currently in force under Act No. 198 of the Public Acts of 1974 and/or Act No.255 of the Public Acts of 1978, will not have the effect of substantially impeding the operation of the City of Novi, or impairing the financial soundness of a taxing unit which levies ad valorem property taxes in the City of Novi.

NOW, THEREFORE, BE IT RESOLVED that the application of Magna Seating of America Inc. for an Industrial Facilities Exemption Certificate with respect to a new facility to be constructed on the following described parcel of real property situated within the Novi Industrial Development District No. 4, to wit:

PART OF THE EAST 1/2 OF SECTION 1, TOWN 1 NORTH, RANGE 8 EAST, CITY OF NOVI, OAKLAND COUNTY MICHIGAN, BEING MORE PARTICULARLY DESCRIBED AS: COMMENCING AT THE SOUTHEAST CORNER OF SAID SECTION 1; THENCE N02°30'06"W, 632.02 FEET ALONG THE EAST LINE OF SAID SECTION; THENCE S85°30'21"W, 60.04 FEET TO THE WEST LINE OF HAGGERTY ROAD (120' WIDE); THENCE CONTINUING S85°30'21"W, 215.71 FEET; THENCE N02°02'32"W, 467.58 FEET; THENCE S87°57'28"W, 162.89 FEET; THENCE S13°30'29"W, 174.90 FEET; THENCE S41°04'28"W, 75.81 FEET; THENCE S87°29'56"W, 312.43 FEET; THENCE S44°08'59"W, 370.51 FEET TO THE EAST LINE OF CABOT DRIVE (60' WIDE); THENCE 179.14 FEET

ALONG SAID EAST LINE ON THE ARC OF A NON TANGENT CURVE TO LEFT, HAVING A RADIUS OF 455.00 FEET, A CENTRAL ANGLE OF 22°33'27", AND A CHORD WHICH BEARS N25°41'38"W, 177.98 FEET TO THE POINT OF BEGINNING: THENCE CONTINUING ALONG SAID EAST LINE 165.56 FEET THE ARC OF A CURVE TO THE LEFT, HAVING A RADIUS OF 455.00 FEET, A CENTRAL ANGLE OF 20°50'53", AND A CHORD WHICH BEARS N47°23'48"W, 164.64 FEET; THENCE CONTINUING ALONG SAID EAST LINE 378.27 FEET THE ARC OF A CURVE TO THE RIGHT, HAVING A RADIUS OF 395.00 FEET, A CENTRAL ANGLE OF 54°52'08", AND A CHORD WHICH BEARS N30°23'12"W, 363.98 FEET; THENCE CONTINUING ALONG SAID EAST LINE N02°57'07"W, 476.01 FEET; THENCE N87°02'53"E , 478.00 FEET; THENCE S59°27'20"E, 170.63 FEET; THENCE N87°02'53"E, 69.71 FEET; THENCE S02°57'07"E, 344.50 FEET; THENCE S87°02'53"W, 27.77 FEET; THENCE S02°57'07"E, 203.77 FEET; THENCE 246.05 FEET ALONG THE ARC OF A NON-TANGENT CURVE TO THE LEFT, HAVING A RADIUS OF 360.00 FEET, A CENTRAL ANGLE OF 39°09'34", AND A CHORD WHICH BEARS S51°16'46"W, 241.29 FEET; THENCE 117.06 FEET ALONG THE ARC OF A CURVE TO THE RIGHT, HAVING A RADIUS OF 250.00 FEET, A CENTRAL ANGLE OF 26°49'44", AND A CHORD WHICH BEARS S45°06'50"W, 116.00 FEET; THENCE S58°31'42"W, 86.31 FEET; THENCE S53°01'38"W, 25.75 FEET TO THE POINT OF BEGINNING.

CONTAINING 11.68 ACRES OF LAND MORE OR LESS.

be and the same is hereby approved for a period of twelve (12) years, for the tax years 2017 through 2029.

BE IT FURTHER RESOLVED subject to and in accordance with the Recitations set forth above the Industrial Facilities Exemption Certificate when issued shall be and remain subject to the terms and conditions of the Agreement Concerning Industrial Facilities Tax Abatement Agreement between Magna Seating Automotive Systems, Inc. and the City of Novi attached hereto, and that the Mayor and City Clerk are authorized to execute said Agreement.

AYES

NAYS:

RESOLUTION DECLARED ADOPTED.

Maryanne Cornelius, City Clerk

CERTIFICATION

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Novi, County of Oakland, and State of Michigan, at a regular meeting held this 27th day of July 2015, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, and that the minutes of said meeting have been kept and made available to the public as required by said Act.

Maryanne Cornelius, City Clerk
City of Novi

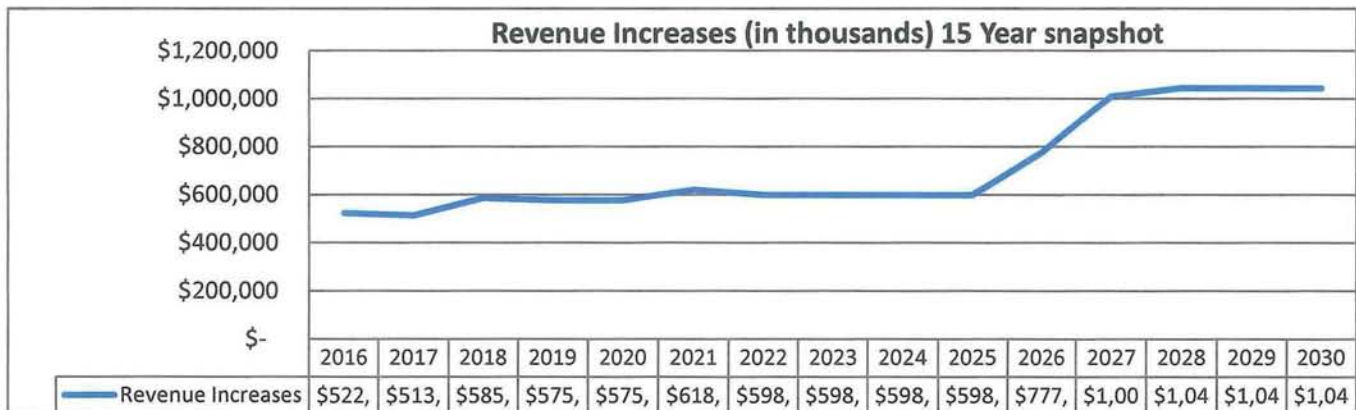


MEMORANDUM

TO: PETE AUGER, CITY MANAGER
FROM: VICTOR CARDENAS, ASSISTANT CITY MANAGER
SUBJECT: PROPOSED ABATEMENT FOLLOW-UP
DATE: JULY 15, 2015

Per the City Council's most recent meeting where the Industrial Development District was established at the Northwest corner of 13 Mile and Haggarty Road Administration has developed the attached spreadsheet depicting 50% of the new tax revenue for the proposed Magna Seating headquarters. As shown the City will receive **approximately \$ 1.4 million** in taxes over the next 12 years from the estimated \$48 million dollar investment, approximately **\$115,000** (\$60,000 to the General Fund) annually, spread across all the City's funds. In year 13 that number will climb to **\$230,000** a year. Please keep in mind all of the following information is based on current assumptions and the forecasted data is based on assumed 2016 taxable values provided by the applicant, all of which will change after the building is complete and what year it is completed.

Looking at the three recent projects (Suburban Collection, Tognum/MTU, Harman Becker) that have been awarded an Industrial Facilities Exemption (PA 198) abatements by the City, and the proposed Magna Seating request, the graph below depicts the forecasted tax revenue for the next **15 years** highlighting the additional revenue after each abatement expires for all City Funds.



The City will have experienced an additional **\$3.7 million** by 2026 when the last abatement expires. In 2027 the City will begin to realize an additional **\$500,000** a year

in tax revenue, by 2030 the City will have realized a total of nearly **\$11 million** in additional tax revenues. Also, included is how other taxing authorities will fare with the added tax revenue. Staff is still working on including all of the school district(s) data and plan to have that information for an updated version for next week's agenda packet. Please let us know if there are any questions we can address regarding the information presented.

Summary of Previously Approve and Proposed PA 198 Projects

Real and Personal Property Tax Estimate

Total Increase By Fiscal Year Ended

	Mills	Annual Tax Bill	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total Increase Revenues
General	5.0056	\$ 261,455	\$ 130,728	\$ 130,728	\$ 149,094	\$ 149,094	\$ 149,094	\$ 154,992	\$ 154,992	\$ 154,992	\$ 154,992	\$ 154,992	\$ 201,294	\$ 261,455	\$ 1,946,444
Streets	1.4962	78,150	39,075	39,075	44,565	44,565	44,565	46,328	46,328	46,328	46,328	46,328	60,168	78,150	581,802
P&F	1.4246	74,410	37,205	37,205	42,432	42,432	42,432	44,111	44,111	44,111	44,111	44,111	57,288	74,410	553,961
Parks & Rec	0.3847	20,094	10,047	10,047	11,458	11,458	11,458	11,912	11,912	11,912	11,912	11,912	15,470	20,094	149,592
Library	0.7699	40,214	20,107	20,107	22,932	22,932	22,932	23,839	23,839	23,839	23,839	23,839	30,961	40,214	299,378
St. Debt****	0.3250	16,976	8,488	8,488	9,680	-	-	-	-	-	-	-	-	-	26,656
2010 Debt****	0.3374	17,623	8,812	-	-	-	-	-	-	-	-	-	-	-	8,812
2008 Debt	0.4566	23,849	11,925	11,925	13,600	13,600	13,600	14,138	14,138	14,138	14,138	14,138	18,362	23,849	177,550
City	10.2000	532,772	266,386	257,574	293,762	284,081	284,081	315,830	295,319	295,319	295,319	295,319	383,542	498,173	3,744,195
School (Novi)	33.0722	242,694	121,347	121,347	242,694	242,694	242,694	242,694	242,694	242,694	242,694	242,694	242,694	242,694	2,669,635
School (Walled Lake)	29.1180	1,307,229	653,614.61	653,615	653,615	653,615	653,615	687,924	687,924	687,924	687,924	687,924	957,265	1,307,229	8,972,186
County	6.4275	335,724	167,862	167,862	191,446	191,446	191,446	199,019	199,019	199,019	199,019	199,019	258,473	335,724	2,499,355
ISD	3.3633	175,674	87,837	87,837	100,177	100,177	100,177	104,140	104,140	104,140	104,140	104,140	135,251	175,674	1,307,831
Total	82.1810	\$ 2,594,093	\$ 1,297,046	\$ 1,288,235	\$ 1,481,693	\$ 1,472,013	\$ 1,472,013	\$ 1,549,607	\$ 1,529,096	\$ 1,529,096	\$ 1,529,096	\$ 1,529,096	\$ 1,977,226	\$ 2,559,494	\$ 19,193,202

The City's current abatements and when they are set to expire are as follows:

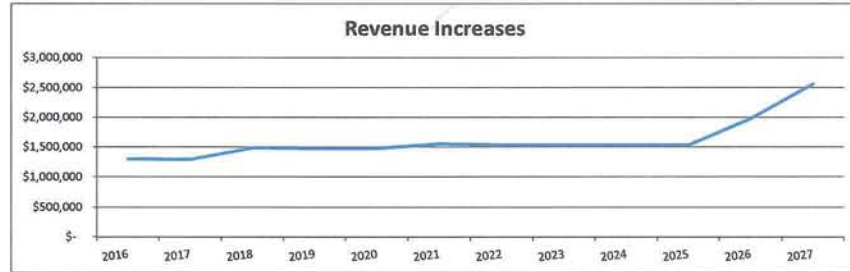
Name	Taxable Value**	Fiscal Year Expiration	Revenue Increase At Expiration
TBRO LLC (Suburban)	\$ 7,338,310	2016-2017	\$ 301,535
HCP Land LLC (Tognum/MT)	\$ 2,356,560	2019-2020	\$ 96,832
Harman Becker	\$ 18,500,000	2024-2025	\$ 760,174
Magna***	\$ 24,037,637	2025-2026	\$ 987,719 <i>Proposed</i>
	\$ 52,232,507		

*Annual tax bill based on the 2015 Tax Year millage rates.

** Taxable Value for TBRO LLC and HCP Land LLC as of tax year 2015. Harmon and Magna estimated based on total projected investment

***Listed for illustrated purposes only

**** Current Debt Millages scheduled to fall off in future fiscal years



Proposed Data Related to Magna Seating Inc. Request

The following summary is additional information related to the Proposed Magna Seating abatement (July 13, 2015 council action matters #3).
 Total estimated investment of \$48,075,275. Estimated taxable value (50% of investment) \$24,037,637.

Real and Personal Property Tax Estimate

Total Incentive By Year (50%)

	<u>Mills</u>	<u>Annual Tax Bill</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Total Incentive</u>
General	5.0056	\$ 120,323	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 60,161	\$ 721,937
Streets	1.4962	35,965	17,983	17,983	17,983	17,983	17,983	17,983	17,983	17,983	17,983	17,983	17,983	17,983	215,791
P&F	1.4246	34,244	17,122	17,122	17,122	17,122	17,122	17,122	17,122	17,122	17,122	17,122	17,122	17,122	205,464
Parks & Rec	0.3847	9,247	4,624	4,624	4,624	4,624	4,624	4,624	4,624	4,624	4,624	4,624	4,624	4,624	55,484
Library	0.7699	18,507	9,253	9,253	9,253	9,253	9,253	9,253	9,253	9,253	9,253	9,253	9,253	9,253	111,039
St. Debt**	0.3250	7,812	3,906	3,906	3,906	-	-	-	-	-	-	-	-	-	11,718
2010 Debt**	0.3374	8,110	4,055	-	-	-	-	-	-	-	-	-	-	-	4,055
2008 Debt	0.4566	10,976	5,488	5,488	5,488	5,488	5,488	5,488	5,488	5,488	5,488	5,488	5,488	5,488	65,854
City	10.2000	245,184	122,592	118,537	118,537	114,631	114,631	114,631	114,631	114,631	114,631	114,631	114,631	114,631	1,391,342
School (Walled Lake)	29.1180	699,928	349,964	349,964	349,964	349,964	349,964	349,964	349,964	349,964	349,964	349,964	349,964	349,964	4,199,567
County	6.4275	154,502	77,251	77,251	77,251	77,251	77,251	77,251	77,251	77,251	77,251	77,251	77,251	77,251	927,011
ISD	3.3633	80,846	40,423	40,423	40,423	40,423	40,423	40,423	40,423	40,423	40,423	40,423	40,423	40,423	485,075
Total	49.1088	\$ 1,180,460	\$ 590,230	\$ 586,175	\$ 586,175	\$ 582,268	\$ 582,268	\$ 582,268	\$ 582,268	\$ 582,268	\$ 582,268	\$ 582,268	\$ 582,268	\$ 582,268	\$ 7,002,995

*Annual tax bill based on the 2015 Tax Year millage rates.

** Current Debt Millages scheduled to fall off in future fiscal years

AGREEMENT CONCERNING

INDUSTRIAL FACILITIES TAX ABATEMENT

The City of Novi ("City"), located at 45175 W. Ten Mile Road, Novi, Michigan 48375, and Magna Seating of America, Inc. ("Company"), a Delaware corporation, located at 39600 Lewis Drive, Novi, Michigan 48337 (collectively, "the Parties"), agree as follows:

Recitals

1. After due notice and deliberation, and taking into consideration the statements received by the City Council at a hearing held on July 13, 2015, the City Council on such date adopted a Resolution an Industrial Development District (the "Eligible District") pursuant to Act 198 of the Public Acts of 1974, as amended (the "Act 198"), for the property described on the Legal Description attached as Exhibit A and made a part of this Agreement (the "Property"), located on Cabot Drive near the corner of Thirteen Mile Road and Haggerty Road, Novi, Michigan.

2. The Company thereafter submitted an application ("Application") for issuance of an Industrial Facilities Exemption Certificate ("IFEC") for the Property, as provided for in Act 198. The Application was formally received by the City on July ____, 2015. The Application is incorporated as part of this Agreement by reference.

3. The Company represented in its Application that it will be a tenant/lessee of, and will occupy, a building to be constructed on the Property containing approximately 180,000 square feet (the "Investment" or "facility") as a world class facility to house its headquarters, engineering, research and development, and sales operations. Magna Seating is a subsidiary of Magna International, Inc., which designs, develops, and manufactures automotive systems, assemblies, modules, and components. The Company further represented that the Investment and its occupation and use thereof qualifies as industrial property under Act 198.

4. The City and the Company desire to enter into this Agreement as required by MCL 207.572, and for the purpose of setting forth the terms and conditions under which an industrial facilities exemption certificate (IFEC) shall be approved and issued by the State Tax Commission for the Property proposed to be exempt from ad valorem real property taxes.

Therefore, in consideration of the foregoing, the Parties now enter into this Agreement.

Terms and Conditions

1. Subject to and in accordance with the Recitals set forth above, on July 27, 2015, the City Council adopted a Resolution approving the Company's Application for an abatement of real property taxes related to the Investment pursuant to Act 198 in the Eligible District (the "Resolution") for a period of twelve (12) years, subject to the provisions of this Agreement. A copy of the Resolution is attached as Exhibit B and is incorporated into this Agreement.

2. In consideration of the twelve (12) year abatement of real property taxes for the 2017 through 2029 tax years (imposed based upon taxable values as of December 31, 2016

through December 30, 2029 ("Abatement Period"), the Company represents and warrants that it will lease and occupy the facility and locate its corporate headquarters and its related employees and contract personnel, consisting of approximately 469 full-time equivalent employees and contract personnel ("jobs"), to the Eligible District upon completion of the facility, currently expected in December, 2016. The Company agrees that the facility shall be leased and occupied by the Company for the full term of this Agreement. The Company has represented that it will invest approximately \$30,500,000 in the building and related improvements. The Company further represents that, of the approximately 469 full-time existing employees to be relocated to the facility, approximately 164 are new to the City of Novi.

3. Within 90 days of the date of the completion of the facility, the Company will report:

a. The final cost of the facility to the City Assessor and the State Tax Commission, together with a detailed listing of all new personal property acquired for the facility (including a description, type, identification, year of acquisition, and cost of purchase and installation);

b. The number of jobs created by the completion of the facility, not including jobs transferred from other locations.

4. No later than the 10th day of March of each year, beginning in the year 2017 through and including the year 2029, the Company shall submit a report ("Annual Report") to the City Clerk stating the average number of jobs in the Eligible District for the preceding year, computed as the average number of actual jobs existing on a quarterly basis for the calendar year preceding the Annual Report. During the term of this Agreement, and through the 2029 tax year, the City may, upon reasonable advance notice, during reasonable times and subject to reasonable restrictions (including confidentiality restrictions), review and audit the information presented by the Company to determine compliance with this Agreement.

5. The Company agrees, as a condition of receiving the IFEC, to operate the facility for the full Abatement Period, plus two (2) years. Any other provision of this Agreement notwithstanding, if during the Abatement Period, or within the two (2) years immediately following the Abatement Period, the Company abandons or closes the facility, or relocates a significant portion of the facility's operations outside the Eligible District, or otherwise fails to occupy the facility as contemplated in this Agreement with at least 469 jobs for two (2) consecutive years, the City may immediately revoke the IFEC, and the Company shall pay to the City the entire amount of the additional taxes, for the entire period that the IFEC was in effect, that the taxing jurisdictions would have received if the IFEC had not been issued. In addition, the Company will be liable for repayment of future tax savings (if any) if there are any remaining years in the term of the IFEC under the provisions of Section 21(2) of Public Act 198 of 1974.

6. If any of the foregoing amounts are not paid within sixty (60) days of receipt of a billing sent for the same to the Company, the City may institute a civil action against the Company, and the City shall be entitled to recover the amounts stated in the billing described above. In addition, the Company shall pay all court costs and attorneys' fees incurred by the

City in connection with such civil action if the City prevails in collecting at least fifty (50%) percent of the funds sought to be recovered in the action.

7. The City shall not initiate any court action seeking a remedy under Sections 5 and 6 until after both of the following have occurred:

- a. The City has given written notice to the Company declaring a default and specifying the manner in which the Company is in default. The notice shall include an offer to schedule a meeting of the representatives of the City and Company on a date of said notice to discuss the claimed default and how it may be cured; and
- b. Thirty (30) days after the written notice described in Subsection a, above, is received by the Company, if the Company has met with the City and is diligently pursuing a cure, the City shall grant the Company an additional period of thirty (30) days to cure the default, and the City may grant further extensions of this time period in its sole discretion.

8. Any modifications or amendments to this Agreement must be made in writing and approved by the City Council and the Company.

9. The covenants and provisions set forth herein shall bind the successors and assigns of the parties. This Agreement is assignable and transferable by either party, provided that such assignment and transfer by the Company shall be subject to the approval of the City in accordance with Section 21(1) of Act 198.

10. The Agreement will be interpreted, construed, and enforced in all respects in accordance with the laws of the state of Michigan.

11. The Agreement constitutes the entire understanding of the Parties regarding the abatement of real property taxes in the Eligible District and supersedes any other prior writings, agreements, contracts, or understandings between the City and the Company regarding the abatement of real property taxes in the Eligible District.

12. The Parties acknowledge that each of them has consulted with attorneys and counselors regarding this Agreement and that the City and the Company have equally participated in the drafting of this Agreement. The Company acknowledges that the terms, conditions, requirements, and obligations of the IFEC and this Agreement are lawful and are reasonable in consideration for the benefits the Company has determined that it will achieve by issuance of the IFEC, and the Company agrees that it shall not be permitted to claim that the City is not authorized by law and/or equity to enforce any provision of this Agreement.

13. The Parties each represent that the undersigned individuals are authorized to execute this Agreement on behalf of the City and the Company.

14. In the event that any portion or provision of this Agreement is deemed to be unlawful or unenforceable, the unlawful or unenforceable provision shall be stricken and the remaining portions and provisions shall be fully enforced.

15. This Agreement shall become effective upon issuance by the Michigan State Tax Commission of an IFEC to the Company with respect to the facility and shall be null and void and of no force and effect whatsoever if no IFEC is issued by the Michigan State Tax Commission. A duly executed copy of this Agreement shall be filed with the Michigan Department of Treasury.

16. The Company agrees to pay its abated real property taxes timely and without penalty. If the Company files a petition with the Michigan Tax Tribunal to challenge the assessment of the Property during the Abatement Period that does not result in a reduction in the assessment by at least 25%, the Company shall reimburse the City's reasonable costs of defending such action. The Company agrees to pay all amounts due hereunder and under Act 198 and/or the IFEC in a timely manner and shall not allow any such amounts to become delinquent. Failure to pay amounts due hereunder and under Act 198 and/or the IFEC within thirty (30) days after the Company's receipt of a written notice of non-payment which refers to this Section 16 of this Agreement shall constitute a default and shall be grounds of revocation of the IFEC.

17. The Company further agrees to abide by all other City ordinances, including its building and zoning ordinances, during the operation of the facility.

[

The Parties have executed this Agreement as of the date of the last signature below (the "Effective Date").

Magna Seating of America, Inc.

City of Novi

By:
Its:

By: Robert J. Gatt
Its: Mayor

_____, 2015

_____, 2015

and

By: Maryanne Cornelius
Its: Clerk

_____, 2015

Exhibit A
Legal Description

See attached.

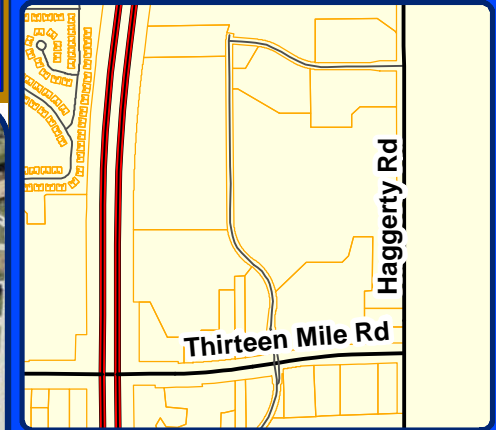
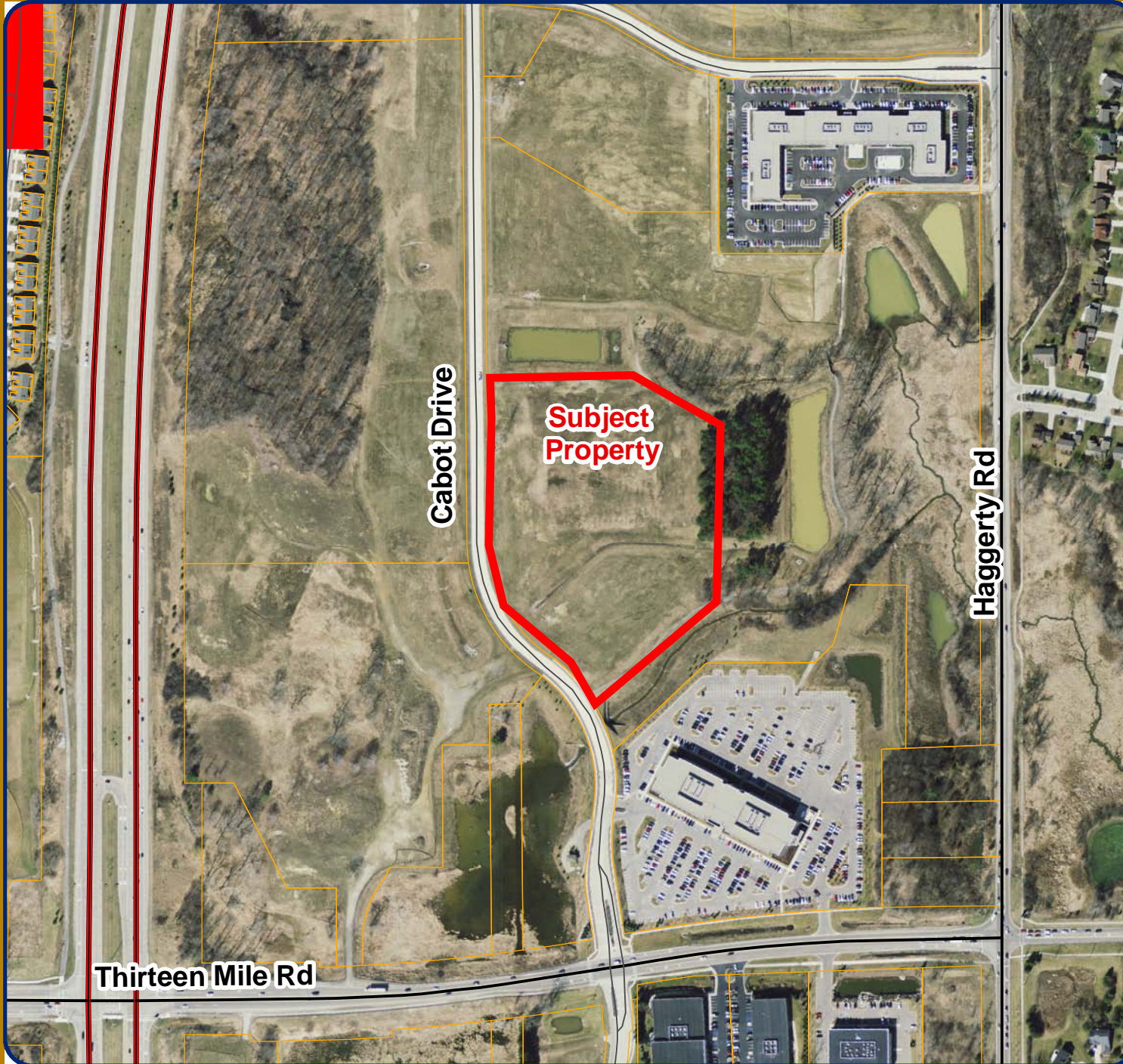
Exhibit B

City Council Resolution

See attached.

JSP 15-46 Magna Seating of America

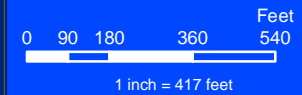
Location



City of Novi

Dept. of Community Development
City Hall / Civic Center
45175 W Ten Mile Rd
Novi, MI 48375
cityofnovi.org

Map Author: Sri Komaragiri
Date: 07/02/15
Project: JSP15-46 Magna Seating of America
Version #: 1

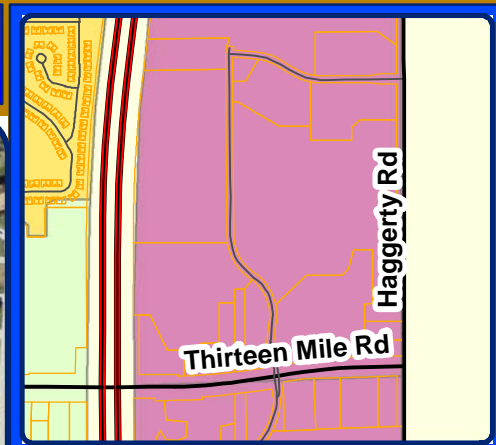
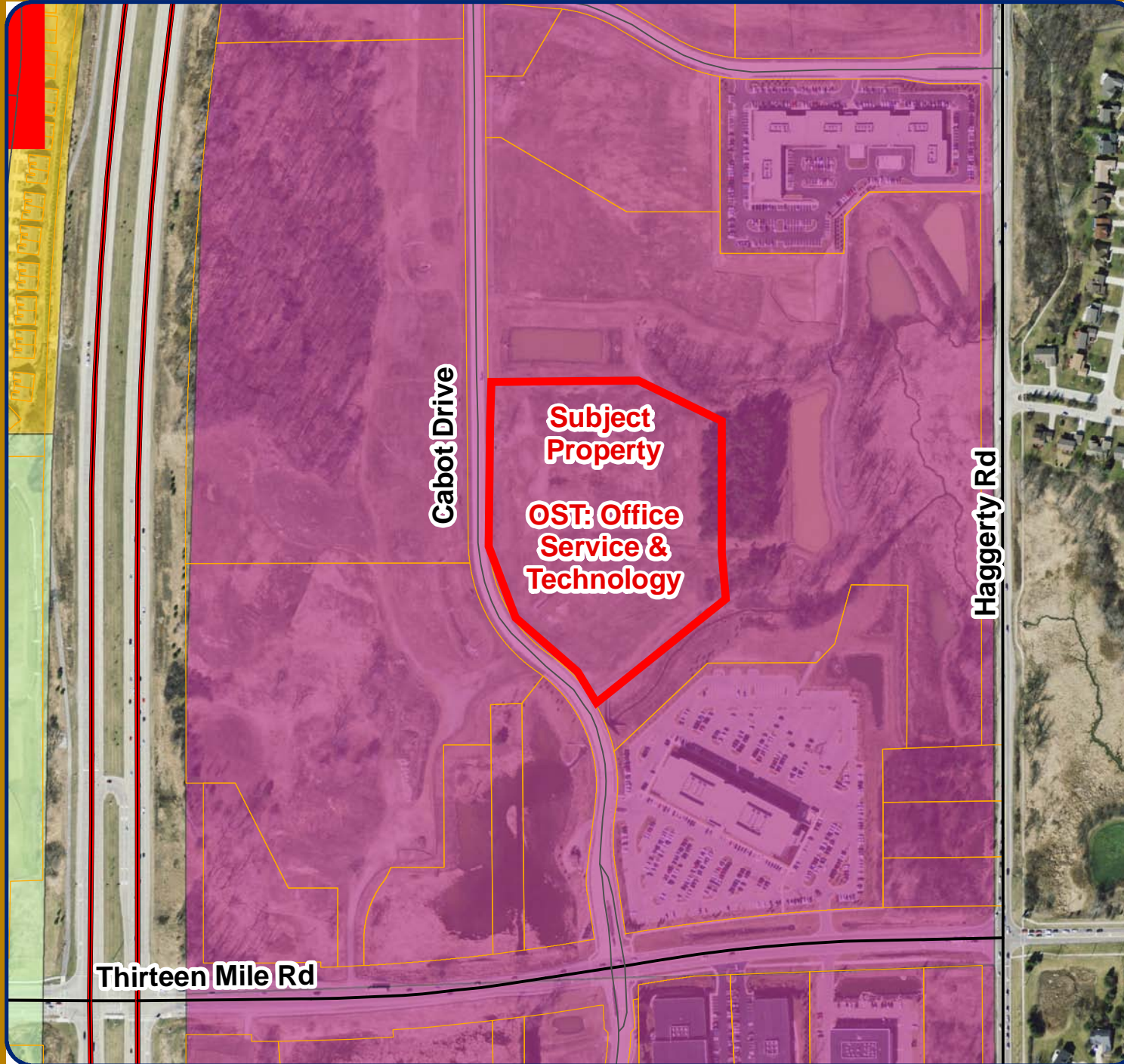


MAP INTERPRETATION NOTICE




Map information depicted is not intended to replace or substitute for any official or primary source. This map was intended to meet National Map Accuracy Standards and use the most recent, accurate sources available to the people of the City of Novi. Boundary measurements and area calculations are approximate and should not be construed as survey measurements performed by a licensed Michigan Surveyor as defined in Michigan Public Act 132 of 1970 as amended. Please contact the City GIS Manager to confirm source and accuracy information related to this map.

JSP 15-46 Magna Seating of America

Zoning



Legend

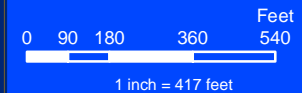
-  R-A: Residential Acreage
-  RM-1: Low-Density Multiple Family
-  OST: Office Service Technology



City of Novi

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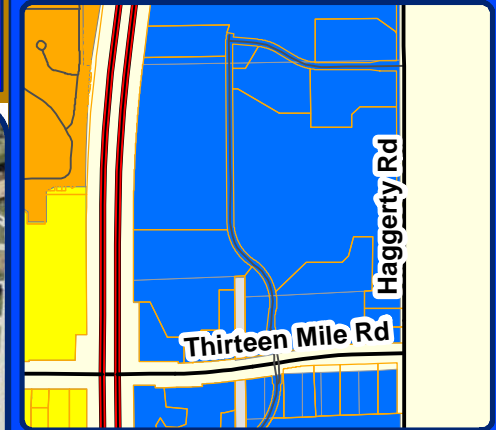






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JSP 15-46 Magna Seating of America

Future Land Use



-  SINGLE FAMILY
-  MULTIPLE FAMILY
-  OFFICE RES DEV TECH
-  UTILITY



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1 inch = 417 feet

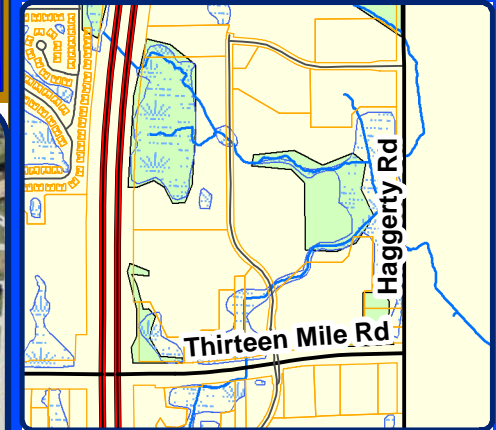
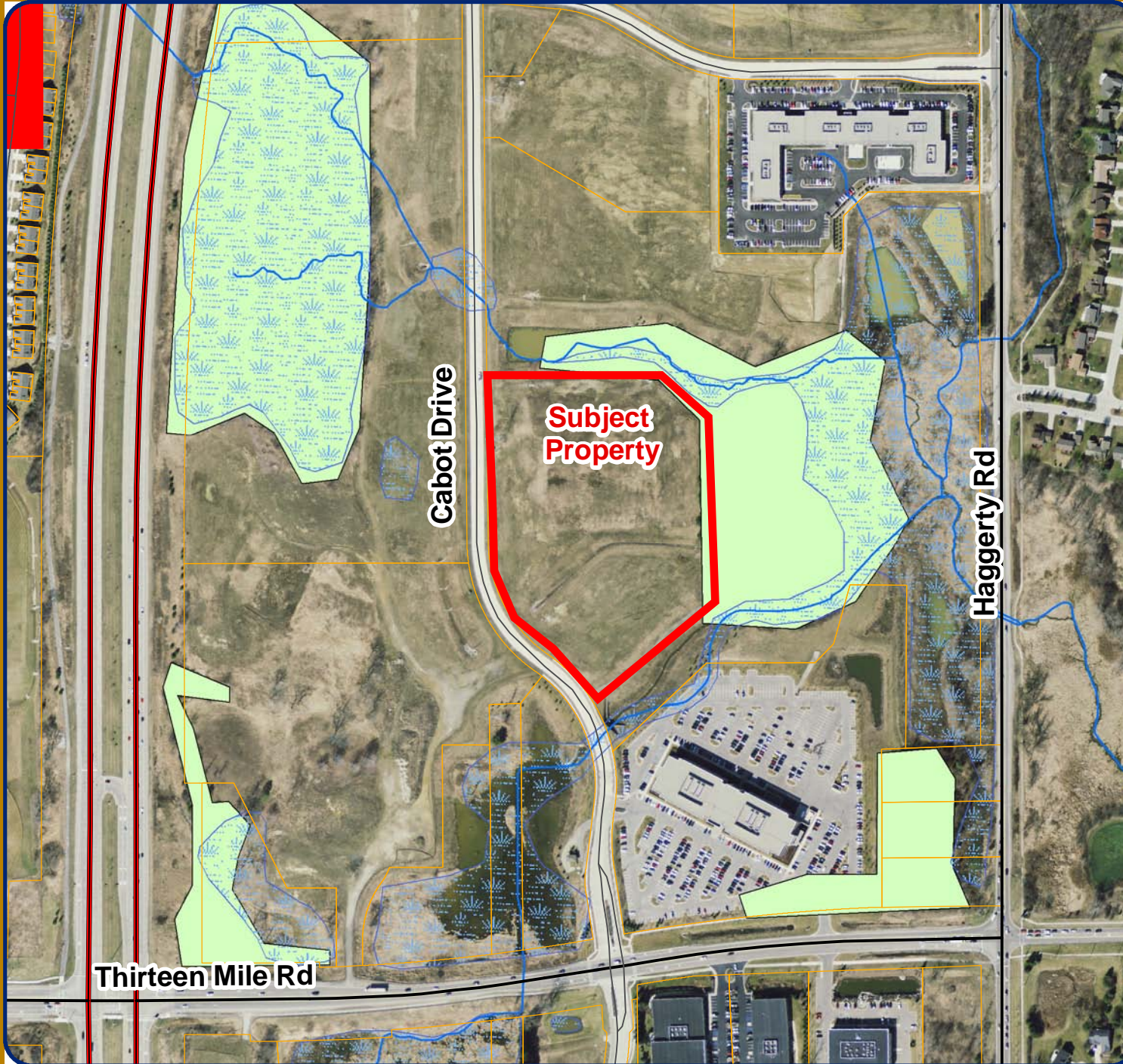


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JSP 15-46 Magna Seating of America

Natural Features



Legend

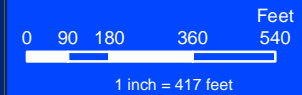
-  Wetlands
-  Woodlands



City of Novi

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Tax Abatement Submittal Form

The City of Novi asks that all firms requesting more information about tax abatements for their new or existing business fill out this form.

Please return completed form by mail to:
Lauren Royston
45175 W. Ten Mile Road
Novi, MI 48375

or by email to: lroyston@cityofnovi.org

Name of firm requesting abatement: Magna Seating of America, Inc.
Contact Person: Frank W. Ervin III
Address: 750 Tower Dr. Mail Code 7000, Troy, MI 48098
Phone: 248-631-5330 Email: frank.ervin@magna.com

Please answer the following questions as completely as possible.

1. How many acres does the project include? 12 acres
2. How many new jobs would be brought to the City of Novi? 164
 - a. Average salary range of new hires? \$1,590 per week

Is this an expansion project of an existing business in Novi? Yes ___ No

Is this project coming from within the State of Michigan? Yes ___ No

If you answered No, please indicate the origin state? _____

Is the headquarters on the site of the facility for which you are requesting abatement?

Yes No ___



Magna International Inc.
Office of Government Affairs
750 Tower Drive
Troy, Michigan 48098
Tel: (248) 631-5330
Fax: (248) 631-1150
www.magna.com

June 11, 2015

RE: Magna Seating of America, Inc. – Application Criteria

Application Criteria

- A. A project must not have started more than 6 months before an application for abatement was received by the City, and be located in a plant rehabilitation district or industrial development district established prior to the commencement of the project.
 - **Ok.**
- B. There must be no outstanding taxes owed by the applicant or entity on the project.
 - **None.**
- C. If the facility is leased, the number of years awarded will not exceed the length of the lease.
- D. There is no pending or current litigation, including but not limited to property tax appeals, against the City by the applicant or its agents.
 - **None.**
- E. Tax incentives will only be offered for the current phase of a project.
 - **Ok.**
- F. The project must be fiscally beneficial to Novi from a tax revenue standpoint and must have the potential to increase employment opportunities for citizens of the community.
 - **The project will create 164 new jobs in the Novi community.**
- G. The company must demonstrate it would not locate or expand in the City if tax abatement was not available.
 - **The original plan was to consolidate operations and move Magna Seating to the new Magna U.S. Corporate Headquarters in Troy. Without the tax abatement, Magna Seating would relocate to Troy.**
- H. The cost disparity between expanding or locating in Novi and alternative locations outside the community must be demonstrated by the applicant.
 - **Significant cost savings could be realized if Magna Seating were to relocate with other Magna Groups in Troy.**



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- I. The long term impact of the project on Novi's economy, particularly in both real and personal property.
 - In 2014, Magna Seating spent approximately \$11.6 million on goods and services with Michigan based vendors. If Magna Seating moves to another municipality, the City of Novi would lose a substantial amount of economic activity.
- J. The contributions the business has made to communities where it is currently located (i.e., are they a good neighbor. do they get involved in civic activities).
 - Magna Seating sponsors Frog Force 503, a First Robotics team based out of Novi High School.
- K. Diversification of the tax base that will have the effect of developing both real and personal property to Novi's tax base.
 - Yes.
- L. The development will provide enhanced opportunities for the existing business community.
 - Yes.
- M. Evidence of corporate ongoing profitability, viability and vitality must be demonstrated, such as net profit, by percentage, and in real dollars for the last three corporate fiscal years.
 - Please see the attached 2014 Annual Financial Report for Magna International.
- N. Applicants are to provide a fiscal impact analysis that demonstrates the positive impacts to the community and where the benefits outweigh the abated amount in taxes for the duration of the abatement.
- O. Any approved tax abatements will undergo a yearly compliance review.
 - Magna International maintains a compliance team in its Government Affairs department. This team will ensure compliance with the terms and conditions of the tax abatement agreement.
- P. The applicant must be committed to the community for the entire term of the tax abatement and into the future. Evidence of this involvement would need to occur once abatement is awarded to applicant.
 - Ok.



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- Q. The granting of the industrial facilities exemption certificate, considered together with the aggregate amount of industrial facilities exemption certificates previously granted and currently in force, shall not have the effect of substantially impeding the operation of the City.
- This project would retain hundreds of jobs in the City of Novi and create new jobs that, if not for the tax abatement, would be located elsewhere.

Application for Industrial Facilities Tax Exemption Certificate

Issued under authority of Public Act 198 of 1974, as amended. Filing is mandatory.

INSTRUCTIONS: File the original and two copies of this form and the required attachments (three complete sets) with the clerk of the local government unit. The State Tax Commission (STC) requires two complete sets (one original and one copy). One copy is retained by the clerk. If you have any questions regarding the completion of this form, call (517) 373-3302.

To be completed by Clerk of Local Government Unit	
Signature of Clerk	▶ Date Received by Local Unit
STC Use Only	
▶ Application Number	▶ Date Received by STC

APPLICANT INFORMATION

All boxes must be completed.

▶ 1a. Company Name (Applicant must be the occupant/operator of the facility) Magna Seating of America, Inc.	▶ 1b. Standard Industrial Classification (SIC) Code - Sec. 2(10) (4 or 6 Digit Code) 336360	
▶ 1c. Facility Address (City, State, ZIP Code) (real and/or personal property location) See legal description	▶ 1d. City/Township/Village (indicate which) City of Novi	▶ 1e. County Oakland
▶ 2. Type of Approval Requested <input checked="" type="checkbox"/> New (Sec. 2(5)) <input type="checkbox"/> Transfer <input type="checkbox"/> Speculative Building (Sec. 3(8)) <input type="checkbox"/> Rehabilitation (Sec. 3(6)) <input type="checkbox"/> Research and Development (Sec. 2(10)) <input type="checkbox"/> Increase/Amendment	▶ 3a. School District where facility is located Walled Lake	▶ 3b. School Code 63290
	4. Amount of years requested for exemption (1-12 Years) 12	

5. Per section 5, the application shall contain or be accompanied by a general description of the facility and a general description of the proposed use of the facility, the general nature and extent of the restoration, replacement, or construction to be undertaken, a descriptive list of the equipment that will be part of the facility. Attach additional page(s) if more room is needed.

See attached.

6a. Cost of land and building improvements (excluding cost of land)	▶ <u>\$30,500,000</u>
* Attach list of improvements and associated costs. * Also attach a copy of building permit if project has already begun.	Real Property Costs
6b. Cost of machinery, equipment, furniture and fixtures	▶ _____
* Attach itemized listing with month, day and year of beginning of installation, plus total	Personal Property Costs
6c. Total Project Costs	▶ <u>\$30,500,000</u>
* Round Costs to Nearest Dollar	Total of Real & Personal Costs

7. Indicate the time schedule for start and finish of construction and equipment installation. Projects must be completed within a two year period of the effective date of the certificate unless otherwise approved by the STC.

	<u>Begin Date (M/D/Y)</u>	<u>End Date (M/D/Y)</u>		
Real Property Improvements	▶ <u>9/1/2015</u>	<u>9/1/2017</u>	▶ <input type="checkbox"/> Owned	<input checked="" type="checkbox"/> Leased
Personal Property Improvements	▶ _____	_____	▶ <input type="checkbox"/> Owned	<input type="checkbox"/> Leased

▶ 8. Are State Education Taxes reduced or abated by the Michigan Economic Development Corporation (MEDC)? If yes, applicant must attach a signed MEDC Letter of Commitment to receive this exemption. Yes No

▶ 9. No. of existing jobs at this facility that will be retained as a result of this project. 305	▶ 10. No. of new jobs at this facility expected to create within 2 years of completion. 76
---	--

11. Rehabilitation applications only: Complete a, b and c of this section. You must attach the assessor's statement of SEV for the entire plant rehabilitation district and obsolescence statement for property. The Taxable Value (TV) data below must be as of December 31 of the year prior to the rehabilitation.

a. TV of Real Property (excluding land)	<u>Not Applicable</u>
b. TV of Personal Property (excluding inventory)	<u>Not Applicable</u>
c. Total TV	<u>Not Applicable</u>

▶ 12a. Check the type of District the facility is located in:

Industrial Development District Plant Rehabilitation District

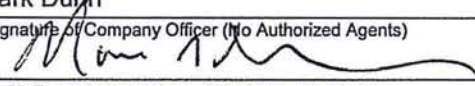
▶ 12b. Date district was established by local government unit (contact local unit)

▶ 12c. Is this application for a speculative building (Sec. 3(8))?
 Yes No

APPLICANT CERTIFICATION - complete all boxes.

The undersigned, authorized officer of the company making this application certifies that, to the best of his/her knowledge, no information contained herein or in the attachments hereto is false in any way and that all are truly descriptive of the industrial property for which this application is being submitted.

It is further certified that the undersigned is familiar with the provisions of P.A. 198 of 1974, as amended, being Sections 207.551 to 207.572, inclusive, of the Michigan Compiled Laws; and to the best of his/her knowledge and belief, (s)he has complied or will be able to comply with all of the requirements thereof which are prerequisite to the approval of the application by the local unit of government and the issuance of an Industrial Facilities Exemption Certificate by the State Tax Commission.

13a. Preparer Name Frank W. Ervin III	13b. Telephone Number (248) 631-5330	13c. Fax Number 248-631-1150	13d. E-mail Address frank.ervin@magna.com
14a. Name of Contact Person Frank W. Ervin III	14b. Telephone Number (248) 631-5330	14c. Fax Number 248-631-1150	14d. E-mail Address frank.ervin@magna.com
▶ 15a. Name of Company Officer (No Authorized Agents) Mark Dunn			
15b. Signature of Company Officer (No Authorized Agents) 		15c. Fax Number	15d. Date 6/11/2015
▶ 15e. Mailing Address (Street, City, State, ZIP Code) 39600 Lewis Drive, Novi Michigan 48377		15f. Telephone Number (248) 567-4621	15g. E-mail Address Mark.dunn@magna.com

LOCAL GOVERNMENT ACTION & CERTIFICATION - complete all boxes.

This section must be completed by the clerk of the local governing unit before submitting application to the State Tax Commission. Check items on file at the Local Unit and those included with the submittal.

▶ 16. Action taken by local government unit <input type="checkbox"/> Abatement Approved for _____ Yrs Real (1-12), _____ Yrs Pers (1-12) After Completion <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Denied (Include Resolution Denying)	16b. The State Tax Commission Requires the following documents be filed for an administratively complete application: Check or Indicate N/A if Not Applicable <input type="checkbox"/> 1. Original Application plus attachments, and one complete copy <input type="checkbox"/> 2. Resolution establishing district <input type="checkbox"/> 3. Resolution approving/denying application. <input type="checkbox"/> 4. Letter of Agreement (Signed by local unit and applicant) <input type="checkbox"/> 5. Affidavit of Fees (Signed by local unit and applicant) <input type="checkbox"/> 6. Building Permit for real improvements if project has already begun <input type="checkbox"/> 7. Equipment List with dates of beginning of installation <input type="checkbox"/> 8. Form 3222 (if applicable) <input type="checkbox"/> 9. Speculative building resolution and affidavits (if applicable)
16a. Documents Required to be on file with the Local Unit Check or Indicate N/A if Not Applicable <input type="checkbox"/> 1. Notice to the public prior to hearing establishing a district. <input type="checkbox"/> 2. Notice to taxing authorities of opportunity for a hearing. <input type="checkbox"/> 3. List of taxing authorities notified for district and application action. <input type="checkbox"/> 4. Lease Agreement showing applicants tax liability.	
16c. LUCI Code	16d. School Code
17. Name of Local Government Body	▶ 18. Date of Resolution Approving/Denying this Application

Attached hereto is an original application and all documents listed in 16b. I also certify that all documents listed in 16a are on file at the local unit for inspection at any time, and that any leases show sufficient tax liability.

19a. Signature of Clerk	19b. Name of Clerk	19c. E-mail Address
19d. Clerk's Mailing Address (Street, City, State, ZIP Code)		
19e. Telephone Number	19f. Fax Number	

State Tax Commission Rule Number 57: Complete applications approved by the local unit and received by the State Tax Commission by October 31 each year will be acted upon by December 31. Applications received after October 31 may be acted upon in the following year.

Local Unit: Mail one original and one copy of the completed application and all required attachments to:

Michigan Department of Treasury
State Tax Commission
PO Box 30471
Lansing, MI 48909

(For guaranteed receipt by the STC, it is recommended that applications are sent by certified mail.)

STC USE ONLY				
▶ LUCI Code	▶ Begin Date Real	▶ Begin Date Personal	▶ End Date Real	▶ End Date Personal

Exhibit A
Legal Description of Proposed Industrial Development District

PART OF THE EAST 1/2 OF SECTION 1, TOWN 1 NORTH, RANGE 8 EAST, CITY OF NOVI, OAKLAND COUNTY MICHIGAN, BEING MORE PARTICULARLY DESCRIBED AS: COMMENCING AT THE SOUTHEAST CORNER OF SAID SECTION 1; THENCE N02°30'06"W, 632.02 FEET ALONG THE EAST LINE OF SAID SECTION; THENCE S85°30'21"W, 60.04 FEET TO THE WEST LINE OF HAGGERTY ROAD (120' WIDE); THENCE CONTINUING S85°30'21"W, 215.71 FEET; THENCE N02°02'32"W, 467.58 FEET; THENCE S87°57'28"W, 162.89 FEET; THENCE S13°30'29"W, 174.90 FEET; THENCE S41°04'28"W, 75.81 FEET; THENCE S87°29'56"W, 312.43 FEET; THENCE S44°08'59"W, 370.51 FEET TO THE EAST LINE OF CABOT DRIVE (60' WIDE); THENCE 179.14 FEET ALONG SAID EAST LINE ON THE ARC OF A NON TANGENT CURVE TO LEFT, HAVING A RADIUS OF 455.00 FEET, A CENTRAL ANGLE OF 22°33'27", AND A CHORD WHICH BEARS N25°41'38"W, 177.98 FEET TO THE POINT OF BEGINNING: THENCE CONTINUING ALONG SAID EAST LINE 165.56 FEET THE ARC OF A CURVE TO THE LEFT, HAVING A RADIUS OF 455.00 FEET, A CENTRAL ANGLE OF 20°50'53", AND A CHORD WHICH BEARS N47°23'48"W, 164.64 FEET; THENCE CONTINUING ALONG SAID EAST LINE 387.27 FEET THE ARC OF A CURVE TO THE RIGHT, HAVING A RADIUS OF 395.00 FEET, A CENTRAL ANGLE OF 54°52'08", AND A CHORD WHICH BEARS N30°23'12"W, 363.98 FEET; THENCE CONTINUING ALONG SAID EAST LINE N02°57'07"W, 476.01 FEET; THENCE N87°02'53"E, 478.00 FEET; THENCE S59°27'20"E, 170.63 FEET; THENCE N87°02'53"E, 69.71 FEET; THENCE S02°57'07"E, 344.50 FEET; THENCE S87°02'53"W, 27.77 FEET; THENCE S02°57'07"E, 203.77 FEET; THENCE 246.05 FEET ALONG THE ARC OF A NON-TANGENT CURVE TO THE LEFT, HAVING A RADIUS OF 360.00 FEET, A CENTRAL ANGLE OF 39°09'34", AND A CHORD WHICH BEARS S51°16'46"W, 241.29 FEET; THENCE 117.06 FEET ALONG THE ARC OF A CURVE TO THE RIGHT, HAVING A RADIUS OF 250.00 FEET, A CENTRAL ANGLE OF 26°49'44", AND A CHORD WHICH BEARS S45°06'50"W, 116.00 FEET; THENCE S58°31'42"W, 86.31 FEET; THENCE S53°01'38"W, 25.75 FEET TO THE POINT OF BEGINNING.

CONTAINING 11.68 ACRES OF LAND MORE OR LESS.

REAL PROPERTY LISTING

LAND/CONSTRUCTION/LEASEHOLD IMPROVEMENT BUILDING

DESCRIPTION	IN SERVICE DATE	2015 PROJECTED COST	2016 PROJECTED COST
Land		\$ 4,500,000.00	
Construction			\$ 28,500,000.00
Leasehold			\$ 2,000,000.00
TOTAL REAL PROPERTY COSTS		\$ 4,500,000.00	\$ 30,500,000.00



Magna International Inc.
Office of Government Affairs
750 Tower Drive
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Tel: (248) 631-5330
Fax: (248) 631-1150
www.magna.com

June 12, 2015

RE: Magna Seating of America, Inc. – Project Overview

Magna International (Magna) is a leading global automotive supplier with 316 manufacturing operations and 87 product development, engineering, and sales centers in 29 countries. We have over 133,000 employees focused on delivering superior value to our customers through innovative processes and World Class Manufacturing. Furthermore, Michigan is our U.S. corporate home and the state with our largest U.S. footprint. Magna operates 27 manufacturing and 11 engineering, product development, and sales centers in Michigan, employing more than 10,150 people.

Magna Seating of America, Inc. (Magna Seating) plans to construct and occupy a new world class headquarters, engineering, sales and marketing, and R&D facility. The project will result in \$43 Million in real and personal property investments in the City of Novi. Additionally, the project will retain approximately 305 jobs and create another 164 in the City of Novi. The average weekly wage of the new jobs created under the project will be approximately \$1,590, and employees will receive medical, dental, and vision insurance; short-term and long-term disability benefits; employee profit sharing; 401(k) with company match; paid vacations and holidays; and Worker's Compensation Insurance.

Estimated Capital Investment	Year 1	Year 2	Year 3	Year 4	Year 5	
	2015	2016	2017	2018	2019	Total
Land Costs	\$4,500,000					\$4,500,000
Building - New Construction		\$28,500,000				\$28,500,000
Building - Purchase of Existing						\$0
Building - Renovations						\$0
Internal Renovations						\$0
External Renovations						\$0
Building - Leasehold Improvements		\$2,000,000				\$2,000,000
Machinery & Equipment - New		\$4,000,000	\$2,333,000	\$929,000	\$950,000	\$8,212,000
Machinery & Equipment - Used						\$0
Pollution Control Equipment						\$0
Total Capital Investment	\$4,500,000	\$34,500,000	\$2,333,000	\$929,000	\$950,000	\$43,212,000

Frequently Asked Questions (FAQ)
Plant Rehabilitation and Industrial Development Act (Industrial Facilities Exemption)
(PA 198 of 1974, as amended)

The following frequently asked questions are being provided as a service to assessors and taxpayers to better inform them about the administration of Public Act 198 of 1974, as amended.

Note: The information contained in these frequently asked questions constitutes an analysis of one or more statutes and not legal advice. Since the analysis is limited to general statutory requirements, individual facts may result in different conclusions being reached. Therefore, individuals may wish to consult legal counsel.

1. What is an Industrial Facilities Exemption?

The Plant Rehabilitation and Industrial Development Districts Act, (known as the Industrial Facilities Exemption) PA 198 of 1974, as amended, provides a tax incentive to manufacturers to enable renovation and expansion of aging facilities, assist in the building of new facilities and to promote the establishment of high tech facilities. An Industrial Development District (IDD) or a Plant Rehabilitation District (PRD) must be created prior to initiating a project so it is essential that you consult your local assessor before commencing a project. An Industrial Facilities Exemption (IFE) certificate entitles the facility to exemption from ad valorem real and/or personal property taxes for a term of 1-12 years as determined by the local unit of government. Applications are filed, reviewed and approved by the local unit of government, but are also subject to review at the State level by the Property Services Division and the Michigan Economic Development Corporation. The State Tax Commission (STC) is ultimately responsible for final approval and issuance of certificates. Exemptions are not effective until approved by the STC.

2. What is the difference between an Industrial Development District and a Plant Rehabilitation District?

The main difference is that an Industrial Development District (IDD) covers only new facility projects and a Plant Rehabilitation District (PRD) is designed primarily for rehabilitation projects and requires a finding that 50% or more of the industrial property within the district is obsolete. (See MCL 207.554(5).) The 50% obsolescence requirement is measured by dividing the State Equalized Value (SEV) of the obsolete property by the SEV of all of the properties in the district and multiplying the result by 100.

3. Should a Plant Rehabilitation District (PRD) include only the project that is currently being rehabilitated?

Yes. This recommendation allows applicants to apply for additional replacement facilities where they otherwise might not be allowed. [This is true because in order to have a PRD, at least 50% of the properties in the rehabilitation district must be obsolete. This is measured by dividing the State Equalized Value (SEV) of the obsolete properties in the district by the SEV of all properties in the district and multiplying the result by 100.]

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In the case of a district which was created many years ago and encompassed many separate buildings, several separate Industrial Facilities Exemption Certificates could have been issued over the years. The result is that when the assessor calculates whether 50% of the property in the district is obsolete, there may be so many new and rehabilitated properties that have returned to the ad valorem roll that the 50% obsolescence requirement cannot be met.

The following procedure has been utilized to assist in identifying the exact parameter of the project that is being replaced and the taxable value to be frozen:

- a. Designate a PRD with a legal description that specifically matches the description of the replacement portion or project to be rehabilitated in the application. The legal description of the district will encompass only the building or portion of the building or machinery and equipment that is being rehabilitated.

If the PRD includes more than the property currently being rehabilitated, an exemption certificate may be granted in the future to additional properties within the district even though the local unit objects to it.

- b. Request that the assessor provide the Taxable Value (TV) of all of the real and/or personal property contained within the boundaries of the specifically described PRD. This figure becomes the frozen TV of the facility.

It has been the practice of the State Tax Commission (STC) to request that the SEV/TV of the entire PRD for a rehabilitation project be frozen. Many of the early applications involved projects in large established PRD districts where the SEVs of the entire PRD were later found to include additional buildings/personal property that were contained within the district and frozen but were not being rehabilitated at the time of the application. This was at times found to be detrimental to both the company and the local units. The detriment for companies was that there was no allowance on frozen assessments for the depreciation of buildings and equipment. In order to correct the frozen assessment, the company would have to request revocation of the certificate.

4. Can a request to establish an Industrial Development District or a Plant Rehabilitation District be denied?

Yes. A local unit can refuse to establish a district and the requestor cannot appeal that decision. Once a district is established, a local unit cannot stop an application within the established district from being submitted, acted upon and given the full right to the appeal process.

5. Is there a procedure for dissolving an Industrial Development District or a Plant Rehabilitation District?

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Yes. Guidelines for the dissolving of a district can be found in MCL 207.554(8), which states the following:

“A local governmental unit, by resolution of its legislative body, may terminate a plant rehabilitation district or an industrial development district, if there are no industrial facility exemption certificates in effect in the plant rehabilitation district or the industrial development district on the date of the resolution to terminate.”

6. How do I apply for an Industrial Facilities Exemption Certificate?

An application for the Industrial Facilities Exemption can be found at the Michigan Department of Treasury website: www.michigan.gov/propertytaxexemptions.

File two copies of the completed application and all attachments with the clerk of the local governmental unit where the facility is located. You must meet the following qualifications of the Act:

- a. The facility must be located within an established Industrial Development or Plant Rehabilitation District;
- b. The applicant is a qualifying business as outlined in MCL 207.552; and
- c. The application for the exemption can be prefiled, but must be filed within six months of the commencement of the improvements.

7. Are there provisions in the application process which are time sensitive?

Yes. There are several provisions which cause the application process to be very time-sensitive.

MCL 207.553(8)(b) provides that a speculative building must be one that is constructed *before* a specific user is identified.

MCL 207.554(3) requires that the request for the establishment of a proposed Plant Rehabilitation District (PRD) or Industrial Development District (IDD) must be made *prior* to the start of construction of the property for which exemption is being sought.

MCL 207.554(4) requires that *before* adopting a resolution establishing a PRD or IDD the legislative body shall give written notice by certified mail to the owners of all real property within the proposed PRD or IDD, hold a public hearing on the proposed establishment, and grant a right to appear and be heard regarding same.

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MCL 207.554(9) provides that *before* acting on a proposed resolution terminating a PRD or IDD, the local unit shall give at least 14 days written notice by certified mail to owners of all real property within the PRD or IDD and hold a hearing at which those owners have a right to appear and be heard.

MCL 207.555(2) requires that *before* acting upon an application, the legislative body of the local governmental unit shall afford the applicant, the assessor and a representative of the affected taxing units an opportunity for a hearing.

MCL 207.556 requires that no more than 60 days after the clerk's receipt of the application, the legislative body of the local governmental unit shall, by resolution, either approve or disapprove the application. Further, the clerk shall forward the approved application to the commission within 60 days of that approval or before October 31 of that year, whichever is first. In the case of a disapproval of the application, the applicant has 10 days after the date of the disapproval to appeal to the commission.

MCL 207.559(2) requires that the start of construction of the facility cannot occur more than 6 months before the filing of the application for the Industrial Facilities Exemption Certificate with the clerk of the local unit of government.

State Tax Commission Rule No. 57 states that a complete application (with all required attachments) received by the State Tax Commission on or before October 31 will be acted on by the Commission before December 31 of that year. Applications received after October 31 will be processed contingent upon staff availability.

8. Can an application for an Industrial Facilities exemption Certificate (IFEC) be denied?

Yes. An application can be denied by the local governmental unit (LGU) or by the State Tax Commission (STC) if all of the requirements are not met by the applicant.

9. Can a decision of the State Tax Commission (STC) regarding an industrial facilities Exemption Certificate (IFEC) be appealed?

Yes. MCL 207.570 states as follows:

“A party aggrieved by the issuance or refusal to issue, revocation, transfer, or modification of an industrial facilities exemption certificate may appeal from the finding and order of the commission in the manner and form and within the time provided by Act No. 306 of the Public Acts of 1969, as amended.”

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PA 206 of 1969, also known as the Administrative Procedures Act (APA) provides for an appeal to the circuit court within 60 days of the date the STC denies the application for an IFEC. (See MCL 24.301 through MCL 24.306.)

10. Is it possible for an Industrial Facilities Exemption Certificate to remain in effect for more than 12 years?

Yes. The local unit determines the number of years granted for an exemption request. The number of years can be anywhere from 1 to 12 years with the exception discussed below for the period of construction. If the local unit decides to grant exactly 12 years, it should state this in the resolution, as discussed below in Example #1. If the local unit chooses to grant the application for a period of time greater than 12 years, (*i.e.*, 1-2 years as partially complete and 12 years as fully completed), the local unit should use the language discussed in Example #2 below to accomplish this.

Example #1: If the resolution states “12 years,” the ending date of the certificate will be 12 years added to the tax day on which the exemption becomes effective.

Example #2: If the resolution states “12 years after completion,” the ending date of the certificate will be 12 years added to up to 2 years of construction time. This would allow up to a 14-year exemption period. This could be further extended if an extension of time is granted as provided by STC Rule No. 53.

11. What determines the starting date of an Industrial Facilities Exemption Certificate (IFEC)?

The starting date of the term of an IFEC is December 31st of the year the certificate is issued by the State Tax Commission (STC). [Example: a certificate issued on November 12, 2008 would have a start date of December 31, 2008.]

12. Why is a certificate sometimes issued by the State Tax Commission (STC) for a longer period of time than what was approved by the local unit?

There may be a variance due to the local unit’s resolution stating the number of years as “after completion.” The resolution may be corrected any time prior to being submitted to the STC for issuance of the certificate. After issuance, no corrections are allowed except in the case of an extension of time to complete, as provided by STC Rule No. 53.

13. Can the ending date of an Industrial Facilities Exemption Certificate be changed after it is issued by the State Tax Commission (STC)?

Yes. The statute calls for the certificate to be issued by the local unit for the number of years it designates. The ending date is determined by the language in the resolution.

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Once the certificate is issued, the ending date can only be changed when one of the following applies:

- a. STC Rule No. 53, which provides for an extension of time to complete the project.
- b. MCL 207.557a which applies to facilities that exceed \$150,000,000 of State Equalized Value (SEV).
- c. MCL 207.566a which applies to certificates issued after December 31, 1995, for which the exemption period is shorter than the maximum allowed under MCL 207.566.

14. Can the duration of an Industrial Facilities Exemption Certificate (IFEC) be extended?

Perhaps. An IFEC can be approved for a maximum of 12 years. Local units may grant less than the 12-year maximum term when granting exemptions based on criteria they have adopted. (See MCL 207.566a.) Some local units allow extensions beyond the original term granted and some do not. A local unit may state in its original resolution the number of years being granted and include an extension provision which contains the criteria to be used to determine whether someone qualifies for an extension. This could be done at the start of the exemption process.

15. How is the tax computed for a new facility?

Real Property

The Act states that the tax computation for new facility real property is determined by multiplying the Taxable Value (TV) of the facility by ½ of the total mills other than the State Education Tax (SET) mills levied as ad valorem taxes for that year by all of the taxing units where the property is located plus the total SET mills, unless receiving a 100% or 50% abatement from the State Treasurer under MCL 207.564a.

Personal Property Sited on Real Property Classified as Industrial Real Property

The Act states that the tax computation for new facility personal property sited on real property classified as industrial real property is determined by multiplying the TV of the facility by ½ of the total mills other than the local school district (LSD) Operating mills and SET mills levied as ad valorem tax for that year by all of the taxing units where the property is located, plus ½ of the Hold-Harmless mills.

Personal Property Sited on Real Property Classified as Commercial Real Property

The Act states that the tax computation for new facility personal property sited on real property classified as commercial real property is determined by multiplying the TV of the facility by ½ of the total mills (including SET mills) other than the LSD Operating mills levied as ad valorem tax for that year by all of the taxing units where the property is

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located, plus ½ of the sum of LSD Operating mills minus 12 mills, plus ½ of the Hold-Harmless mills.

Personal Property Sited on Real Property Not Classified as Industrial or Commercial Real Property

The Act states that the tax computation for new facility personal property sited on real property not classified as industrial or commercial real property is determined by multiplying the TV of the facility by ½ of the total mills other than the SET mills levied as ad valorem tax for that year by all of the taxing units where the property is located plus the total SET mills unless receiving a 100% or 50% abatement from the State Treasurer under MCL 207.564a.

A parcel of property holding a new Industrial Facilities Exemption Certificate (IFEC) will have two assessments: the land will be addressed on the regular (ad valorem) assessment roll that the assessor has turned over to the March Board of Review and the building, land improvements and personal property (pertaining to the same certificate) will have an assessment on the Industrial Facility Tax tax roll.

PA 1 of 1996 requires the assessor to calculate a Capped Value and a Taxable Value for the building and land improvements of a parcel of real property holding a new IFEC.

Taxes on a property holding a new certificate shall be levied against the TV of the property, not the SEV. The TV of real property which has a new certificate is calculated the same way that TV is calculated for the non-IFT, ad valorem assessment roll.

The property's land assessment on the ad valorem roll may be adjusted by the March Board of Review. The IFT tax roll assessment of a new IFEC may also be adjusted by the March Board of Review.

16. How is the tax computed for a “replacement facility”?

The Act states that the tax computation for a replacement facility is determined by multiplying the total mills levied as ad valorem taxes by the Taxable Value (TV) of the real and/or personal component of the obsolete industrial property for the tax year immediately preceding the effective date of the certificate.

A parcel of property holding a “rehabilitation” Industrial Facilities Exemption Certificate will have two assessments. The land will be assessed on the regular (ad valorem) assessment roll that the assessor has turned over to the March Board of Review. The building, land improvements and personal property (pertaining to the same certificate) will have an assessment on the Industrial Facility Tax (IFT) tax roll. The taxes on properties holding a “rehabilitation” or “replacement” certificate shall be levied against TV.

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The TV of a property on the IFT tax roll with a “rehabilitation” or “replacement” certificate is the amount of the TV of the real and/or personal property for the tax year immediately preceding the effective date of the certificate. That amount is frozen until the exemption certificate expires.

The TV of a property on the IFT tax roll with a “rehabilitation” or “replacement” certificate which began PRIOR to 1995 will still be the same as the frozen SEV for the property until the exemption certificate expires. The TV of a property covered by a rehabilitation or replacement certificate which began in 1995 or AFTER will be the same as the frozen TV for the property until the exemption certificate expires.

The property’s land assessment on the ad valorem roll may be adjusted by the March Board of Review. The IFT tax roll assessment of a property with a rehabilitation or replacement certificate cannot have its assessment altered by the Board of Review during the term of the certificate.

17. Can a 1% Administration Fee be added to an Industrial Facility Tax (IFT) tax roll?

Yes. Per MCL 207.561, Section 11(1), the 1% Administration Fee can be added to an IFT tax roll.

18. Why are the dollar amounts on some Industrial Facilities Exemption Certificates (IFEC) different from what was applied for?

If the dollar amounts on a certificate are different from what was applied for, it may have been changed by Property Services Division (PSD) staff due to one of the following reasons:

- a. The application was filed more than 6 months after the start of construction of real property or the start of installation of personal property. See also Question #10.
- b. Some of the equipment was existing equipment which is ineligible for exemption as new property. See also Question #11.
- c. Used equipment was purchased from another manufacturing company, not from a broker of used equipment. See also Question #11.
- d. The application involves leased property but the property tax liability is not held by the applicant. In other words, the applicant is not responsible for direct payment of taxes to the local unit. See MCL 207.552(6).

19. What happens when an incomplete application for an Industrial Facilities Exemption Certificate (IFEC) is received?

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The applicant will be contacted to submit the required items. If the required items are not submitted within 30 days, the application may be dismissed as inactive.

20. What types of equipment qualify as new industrial property as defined in MCL 207.552(4)?

The State Tax Commission (STC) has interpreted the term “new industrial property” to mean new to the tax base in Michigan. Following this interpretation, the following would be considered new industrial property:

- a. New equipment purchased from an equipment manufacturer.
- b. Used equipment never before located in Michigan.
- c. Used equipment purchased from a broker of used equipment with the rationale that because the prior owner is a broker, the equipment has lost its status as existing equipment in Michigan as it has become inventory.

The following would not qualify as new industrial property:

- a. Existing equipment already in the possession of the applicant.
- b. Existing equipment in the possession of another Michigan company.

21. Can an application for an Industrial Facilities Exemption Certificate (IFEC) include equipment/devices which are also going to be submitted for an Air or Water Pollution Control Exemption?

Yes. It is recommended that all new equipment and machinery be included in the IFEC application so that the equipment and machinery meet the timeline requirements of PA 198 of 1974, as amended. The same equipment can then also be submitted for an Air or Water Pollution Control Exemption. If all of the property does not qualify as exempt Air or Water Pollution Control equipment, the remainder may then qualify for the IFEC exemption. Refer to the Air or Water Pollution Control Exemption FAQs for more information.

22. Can a real property replacement facility include more floor space than the original obsolete facility?

Yes. MCL 207.552(3) states that a replacement facility can consist of either replacement or restoration. MCL 207.553(5) defines “replacement” as:

“...the complete or partial demolition of obsolete industrial property and the complete or partial reconstruction or installation of new property of similar utility.”

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“Replacement” usually involves the construction of a new building or a part of a building. “Restoration” is defined in MCL 207.553(6) as:

“... changes to obsolete industrial property other than replacement as may be required to restore the property ... to an economically efficient functional condition.”

When replacement includes additional floor space, it can still be a replacement facility, provided that the building does not exceed the size of the original building by more than 10%. If the replacement building exceeds the size of the original by more than 10%, the additional space must be treated as a new facility. The tax on a new facility is calculated differently from the tax on a replacement facility.¹ When restoration includes more floor space than the original building, ALL of the additional floor space is treated as a new facility.

23. Why are some projects approved by the State Tax Commission (STC) as new facilities even though they were submitted as rehabilitation facilities?

If an application was submitted as a rehabilitation facility project but was approved as a new facility, it may be due to one of the following reasons:

- a. The description of the investment undertaken did not speak to restoration and/or replacement of a functionally obsolete facility involving major improvements such as roof, windows, plumbing, heating, code compliances, etc.
- b. The Plant Rehabilitation District (PRD) in which the project is located no longer qualifies as a PRD because at least 50% of the properties in the district are no longer obsolete. Therefore, only new facilities can be located within the district.
- c. The district established was an Industrial Development District (IDD) in which only new projects are allowed, not a PRD.
- d. The local unit’s resolution approving the request approved a new facility project, not a rehabilitation project.

24. Can leased equipment qualify for an Industrial Facilities Exemption Certificate?

Yes, under the following conditions:

1. The length of the lease must be as long as or longer than the length of the certificate to be granted.

¹ See MCL 207.564 regarding the calculation of the industrial facility tax for new and replacement facilities.

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2. The lessee must have the tax liability for the length of the certificate to be granted. (Any indication that the taxes are being paid “as additional rent” is not acceptable.)

25. Can an Industrial Facilities Exemption Certificate (IFEC) be transferred to a new owner?

Yes. MCL 207.571 states as follows:

“An industrial facilities exemption certificate may be transferred and assigned by the holder of the industrial facilities exemption certificate to a new owner or lessee of the facility but only with the approval of the local governmental unit and the commission after application by the new owner or lessee, and notice and hearing in the same manner as provided under section 5 for the application for a certificate.”

Once the application for transfer has been presented to the local unit, they must review the application and issue a decision after a review of the prerequisites and qualifications contained in MCL 207.559. If the local unit denies the application, the applicant may appeal to the State Tax Commission (STC), pursuant to MCL 207.556. If the local unit approves the application, the STC must make a decision pursuant to MCL 207.557. If the local unit disapproves the application and the taxpayer files an appeal with the STC within 10 days, the STC shall review the facility to determine if it meets the qualifications in MCL 207.559. If the STC denies the approval, the applicant may appeal pursuant to the Administrative Procedures Act (APA).

The STC has allowed a shortened procedure for transfers when they involve a name change only. This is the case when the ownership remains exactly the same and the activity at the facility remains the same. The only change is in the name of the owner. Certain mergers and restructuring may also qualify for this shortened procedure. Please contact the Tax Exemption Section at (517) 373-2408 with questions regarding transfers involving a name change, mergers, and restructurings.

26. Company “A” has an Industrial Facilities Exemption Certificate that was issued a year ago. They have purchased new equipment that qualified for exemption. Is it more advantageous to add this new equipment to the existing Exemption Certificate or apply for a new exemption certificate for this equipment?

As long as the new equipment is purchased within the two-year post construction period from the effective date of the original issuance of the certificate, the equipment may be added by amending the existing certificate. If the new equipment purchase is closer to the end of the two-year post construction period from the effective date of the original issuance of the certificate, it may be more advantageous to apply for a new certificate for this equipment thereby attaining a greater number of years of exemption than could be gained by an amendment.

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27. Is there a limit on the amount of time that an applicant can take to complete a project?

Yes. MCL 207.565 states that a certificate can be revoked if the project has not been completed in a two-year time period from the issuance of the certificate. STC Rule No. 53 allows for a one-year extension of time to complete a project. If a resolution is received by the State Tax Commission (STC) and it does not specifically state that the local unit is granting a three-year construction completion period, the assumption is made that the local unit is only granting a two-year construction completion period. Companies may obtain a third year to complete construction through a resolution by the local governmental unit granting a one-year extension of time as outlined in STC Rule No. 53. Upon receipt of a request for an extension, the local unit may: (a) deny the request; (b) approve the request with no change in the ending date of the certificate issued; or (c) approve the extension of time for the completion of the project and a revised ending date on the certificate. Depending upon the outcome at the local level, the request for an extension of time for the completion of a project shall be filed with the commission by the certificate holder and shall be accompanied by a resolution of approval adopted by the local governmental unit. Please see MCL 207.557a for the construction period of a facility whose cost will exceed \$150,000,000 of state equalized value.

28. What happens when the cost or the size of the project turns out to be greater than what was stated on the original application?

The Property Services Division (PSD) staff distinguishes between an increase in costs versus an amendment to the project. For example, if the original application listed 10 computers at a total cost of \$20,000, but it turns out that the 10 computers cost a total of \$25,000 that is an increase in costs. However if the original application listed 10 computers at a total cost of \$20,000 but it turn out that 20 computers were purchased at a total cost of \$40,000, that is determined to be an amendment.

If there is an increase in costs of the project that exceeds the original approved amount by 10% or less, it is not necessary for the local unit to approve the new amount. If the increase is greater than 10%, the procedures in STC Rule No. 54 must be followed. STC Rule No. 54 states that the certificate holder shall request that the local governmental unit approve the revised cost if greater than 10% over the original approved amount. If the local unit approves the revised cost, the holder of the certificate shall request that the commission issue a revised certificate. The request shall be accompanied by a copy of the resolution of approval adopted by the local governmental unit.

When additional real and/or personal property components are added, an amendment to the project has occurred, and regardless of the dollar amount of the additional property, it must be approved at the local level and ultimately by the STC.

29. Can an Industrial Facilities Exemption Certificate (IFEC) be revoked? If yes, who holds the authority to do so?

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Yes. MCL 207.565 provides for the revocation of an IFEC. MCL 207.565(1) addresses requests for revocations initiated by the holder of the certificate. MCL 207.565(2) addresses requests for revocation initiated by the local governmental unit and includes specific reasons why a certificate may be revoked. In either case, only the State Tax Commission (STC) has the authority to revoke a certificate.

A party aggrieved by a revocation by the STC may appeal the revocation under the provisions of the Administrative Procedures Act (APA). The APA provides that a request for a rehearing of an STC decision should be filed, in writing, within 60 days from the date the STC mailed the notice of revocation.

In a related matter, MCL 207.563(2) provides for automatic termination of an IFEC when the Industrial Facility Tax on real property has not been paid. Please see MCL 207.563 for the procedure to be followed.

30. When does the revocation of an Industrial Facilities Exemption Certificate (IFEC) take effect?

The revocation of an IFEC is effective the December 31st of the year in which the State Tax Commission (STC) revoked the certificate.

31. If a company announces that it will cease operations in the coming year, will the State Tax Commission (STC) approve the revocation of that company's Industrial Facilities Exemption Certificate (IFEC) for the tax day prior to the actual cessation of operations?

No. In a recent case matching these circumstances, the STC ruled that an IFEC could not be revoked as of December 31, 1997 even though it was announced during 1997 that operations would cease as of February, 1998.

32. Is there a limit to the application fee that may be charged by a local unit of government for the cost of processing the application for an Industrial Facilities Exemption Certificate (IFEC)?

Yes. MCL 207.555(3) specifically limits the amount of an exemption certificate application fee that may be charged by a unit of local government to the lesser of the actual cost of processing the application or 2% of total property taxes abated during the term that the exemption certificate is in effect and specifically prohibits local units of government from charging applicants any other fee.

Local units may not require, as a condition precedent to approving an IFEC application, that applicants make or promise to make payments to the local unit. Whether referred to as fees, payments in lieu of taxes, donations, or another name, such payments are

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contrary to the legislative intent of PA 198 of 1974. [See STC Bulletin 3 of 1998, at www.michigan.gov/propertytaxexemptions].

33. What is the definition of “Industrial Property”?

MCL 207.552(6) defines “Industrial Property” as:

land improvements, buildings, structures, and other real property and machinery, equipment, furniture, and fixtures or any part or accessory whether completed or in the process of construction comprising an integrated whole, the primary purpose and use of which is:

- a. the engaging in a high-technology activity;
- b. operation of a strategic response center;
- c. operation of a motorsports entertainment complex;
- d. operation of a logistical optimization center;
- e. operation of a qualified commercial activity;
- f. operation of a major distribution or logistics facility;
- g. the manufacture of goods or materials;
- h. creation of synthesis of biodiesel fuel;
- i. the processing of goods and materials by physical or chemical change²;
- j. property acquired, constructed, altered, or installed due to the passage of Proposal A in 1976;
- k. the operation of a hydroelectric dam by a private company other than a public utility;
- l. agricultural processing facilities;
- m. facilities related to a manufacturing operation under the same ownership, including but not limited to, office, engineering,

² “Manufacture of goods or materials” or “processing of goods or materials” means any type of operation that would be conducted by any entity included in the classifications provided by Section 31-33 – Manufacturing, of the North American Industry Classification System – United States (1997), published by the Office of Management and Budget, regardless of whether the entity conducting that operation is included in that manual.

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research and development, warehousing, or parts distribution facilities;

- n. research and development laboratories of companies other than those companies that manufacture the products developed from their research activities;
- o. research development laboratories of a manufacturing company that are related to the products of the company;
- p. an electric generating plant that is not owned by a local unit of government, including, but not limited to, an electric generating plant fueled by biomass, if the application is approved by the legislative body of a local governmental unit between June 30, 1999 and December 31, 2007;
- q. convention and trade centers in which construction begins not later than December 31, 2010 and is over 250,000 square feet in size or, if located in a county with a population of more than 750,000 and less than 1,100,000 is over 100,000 square feet in size or, if located in a county with a population of more than 26,000 and less than 28,000, is over 30,000 square feet in size;
- r. a federal reserve bank operating under 12 USC 341, located in a city with a population of 750,000 or more.

Note: Industrial property may be owned or leased. However, in the case of leased property, the lessee must be liable for payment of ad valorem property taxes and shall furnish proof of the liability.

Industrial property does not include any of the following:

- a. land;
- b. property of a public utility other than an electric generating plant that is not owned by a local unit of government for which an application was approved by the legislative body of a local governmental unit between June 30, 1999 and December 31, 2007;
or
- c. inventory.

34. What is the definition of “obsolescence”?

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The assessor must make a recommendation to the local governing unit that 50% or more of the property to be contained in a Plant Rehabilitation District (PRD) is obsolete. “Obsolete industrial property” is defined in MCL 207.552(7) as:

“... industrial property the condition of which is substantially less than an economically efficient functional condition.”

“Economically efficient functional condition” is further defined in MCL 207.552(8) as:

“... a state or condition of property the desirability and usefulness of which is not impaired due to changes in design, construction, technology, or improved production processes, or from external influencing factors which make the property less desirable and valuable for continued use.”

The following are examples of the restoration of obsolete industrial property from MCL 207.553(6):

Restoration includes major renovation including but not necessarily limited to the improvement of floor loads, correction of deficient or excessive height, new or improved building equipment, including heating, ventilation, and lighting, reducing multistory facilities to 1 or 2 stories, improved structural support including foundations, improved roof structure and cover, floor replacement, improved wall placement, improved exterior and interior appearance of buildings, improvements or modifications of machinery and equipment to improve efficiency, decrease operating costs, or to increase productive capacity, and other physical changes as may be required to restore the industrial property to an economically efficient functional condition, and shall include land and building improvements and other tangible personal property incident to the improvements.

When the planned improvements are less than 10% of the true cash value of the industrial property, the improvements are considered delayed maintenance and not considered restoration. (MCL 207.553(6).)

35. What are some of the special provisions that apply to speculative buildings?

MCL 207.553(8) defines a “speculative building” as:

“Speculative Building means a new building that meets all of the following criteria and the machinery, equipment, furniture, and fixtures located in the new building:

- a. the building is owned by or approved as a speculative building by resolution of a local governmental unit in which the building is

Frequently Asked Questions (FAQ)
Plant Rehabilitation and Industrial Development Act (Industrial Facilities Exemption)
(PA 198 of 1974, as amended)

located or the building is owned by a development organization and located in the district of the development organization.

- b. the building is constructed for the purpose of providing a manufacturing facility before the identification of a specific user of that building.
- c. the building does not qualify as a replacement facility.”

Subsection 8(b) requires that a speculative building be constructed before a specific user is identified. This law does not require that a building be approved by the local governmental unit before identification of the specific user.

The following are additional requirements specific to speculative buildings:

- a. that the speculative building was constructed less than 9 years before the filing of the exemption certificate.
- b. that the speculative building has not been occupied since the completion of construction.

Important note: It is sometimes advantageous to divide a speculative building into several smaller units rather than having the entire building as one unit. (*e.g.*, if a 50,000 square foot building is designed to be occupied by 5 separate users, but it is only approved as a single speculative building, after the first user takes occupancy, the building may no longer qualify as speculative for future occupants because it may no longer qualify under paragraph b, above.)

36. Where can I find information regarding the Industrial Facilities Exemption Certificate (IFEC) application process?

Information regarding the application process can be found on the Department of Treasury website at: www.michigan.gov/propertytaxexemptions.

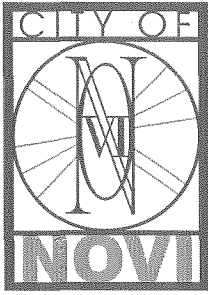
37. Where can I obtain copies of previously issued Industrial Facilities Exemption Certificates?

Copies of certificates acted upon by the State Tax Commission after January 1, 2013, are available on the Department of Treasury website at: www.michigan.gov/propertytaxexemptions . Choose the exemption program under which the certificate was issued. Within the “Certificate Activity” link, the certificates are listed according to the date they were acted upon.

38. Where can I check on the status of an Industrial Facilities Exemption application?

Frequently Asked Questions (FAQ)
Plant Rehabilitation and Industrial Development Act (Industrial Facilities Exemption)
(PA 198 of 1974, as amended)

The status of an application is available through a query tool on the Department of Treasury website at: www.michigan.gov/propertytaxexemptions . Choose the Industrial Facilities Exemption (IFE) program. Then select the Industrial Facilities Application/Certificate Search link.



SENT VIA CERTIFIED MAIL

CITY COUNCIL

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

Andrew Mutch

Wayne M. Wrobel

Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

July 14, 2015

Oakland Community College
Attn: Chancellor
2480 Opdyke
Bloomfield Hills, MI 48304

Dear Chancellor:

This letter is to notify you as the taxing jurisdiction that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc., will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

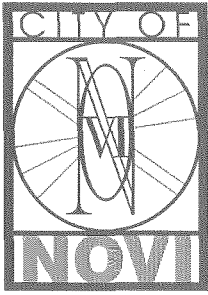
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

Andrew Mutch

Wayne M. Wrobel

Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

July 14, 2015

Oakland Intermediate School District
Attn: Wanda Cook-Robinson, Supt.
2111 Pontiac Lake Road
Waterford, MI 48328

Dear Ms. Cook-Robinson:

This letter is to notify you as the taxing jurisdiction that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc., will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

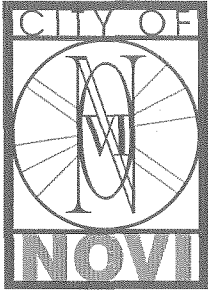
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

July 14, 2015

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Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

Oakland County Treasurer
Attn: Andy Meisner
1200 N. Telegraph, Bldg 12 East
Pontiac, MI 48341

Dear Mr. Meisner:

This letter is to notify you as the taxing jurisdiction that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc., will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

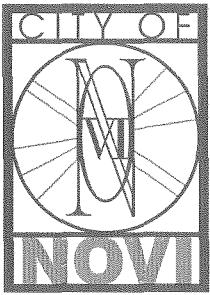
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

July 14, 2015

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

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Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

Oakland County Equalization Division
240 Elizabeth Lake Road, Suite 1000W
Pontiac, MI 48341

To Whom It May Concern:

This letter is to notify you as the taxing jurisdiction that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc., will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

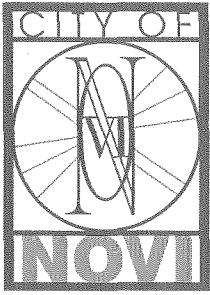
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

July 14, 2015

Mayor
Bob Gatt

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Dave Staudt

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Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

Walled Lake Consolidated Schools
Attn: Mr. Kenneth Gutman, Supt.
850 Ladd Road, Bldg D
Walled Lake, MI 48390

Dear Mr. Gutman:

This letter is to notify you as the taxing jurisdiction that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc. will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

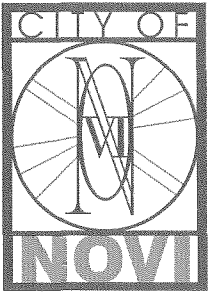
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

July 14, 2015

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

Andrew Mutch

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Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

HCP Land, LLC
Attn: Matthew Sosin
39000 Country Club Dr.
Farmington Hills, MI 48331

Dear Mr. Sosin:

This letter is to notify you that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc. will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

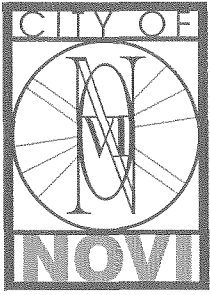
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

July 14, 2015

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

Andrew Mutch

Wayne M. Wrobel

Laura Marie Casey

Gwen Markham

Doreen Poupard

Magna Seating of America, Inc.
Attn: Frank W. Ervin III
750 Tower Dr. Mail Code 7000
Troy, MI 48098

Dear Mr. Ervin:

City Manager
Peter E. Auger

This letter is to notify you that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc. will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

City Clerk
Maryanne Cornelius

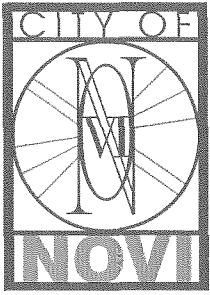
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



SENT VIA CERTIFIED MAIL

CITY COUNCIL

July 14, 2015

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

Andrew Mutch

Wayne M. Wrobel

Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

Magna Seating of America, Inc.
Attn: Mark Dunn
39600 Lewis Drive
Novi, MI 48377

Dear Mr. Dunn:

This letter is to notify you that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc. will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

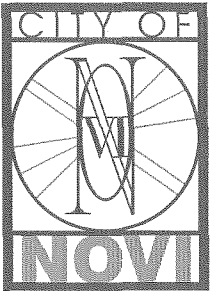
If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org



VIA HAND DELIVERY

CITY COUNCIL

Mayor
Bob Gatt

Mayor Pro Tem
Dave Staudt

Andrew Mutch

Wayne M. Wrobel

Laura Marie Casey

Gwen Markham

Doreen Poupard

City Manager
Peter E. Auger

City Clerk
Maryanne Cornelius

July 14, 2015

City of Novi
Attn: Glenn Lemmon, Assessor
45175 W. Ten Mile Road
Novi, MI 48375

Dear Mr. Lemmon:

This letter is to notify you as the taxing jurisdiction that a public hearing on the issuance of an Industrial Facilities Exemption Certificate for Magna Seating of America, Inc. will be held on Monday, July 27, 2015 at 7:00 pm, at the City of Novi, Council Chambers, 45175 Ten Mile Rd., Novi, MI 48375.

If there are any questions, please contact my office at 248-347-0456.

Sincerely,

Maryanne Cornelius, MMC
Novi City Clerk

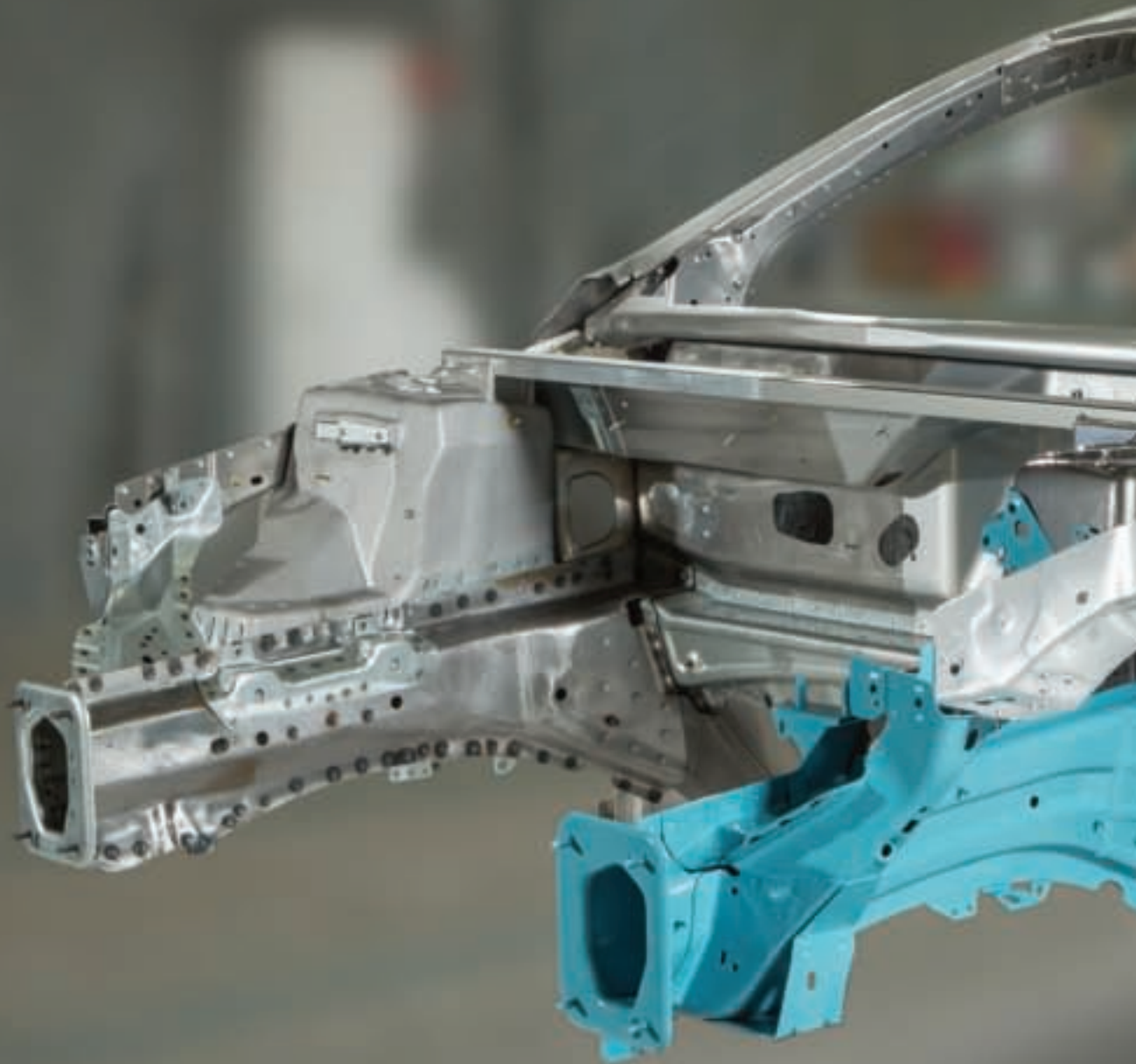
City of Novi
45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

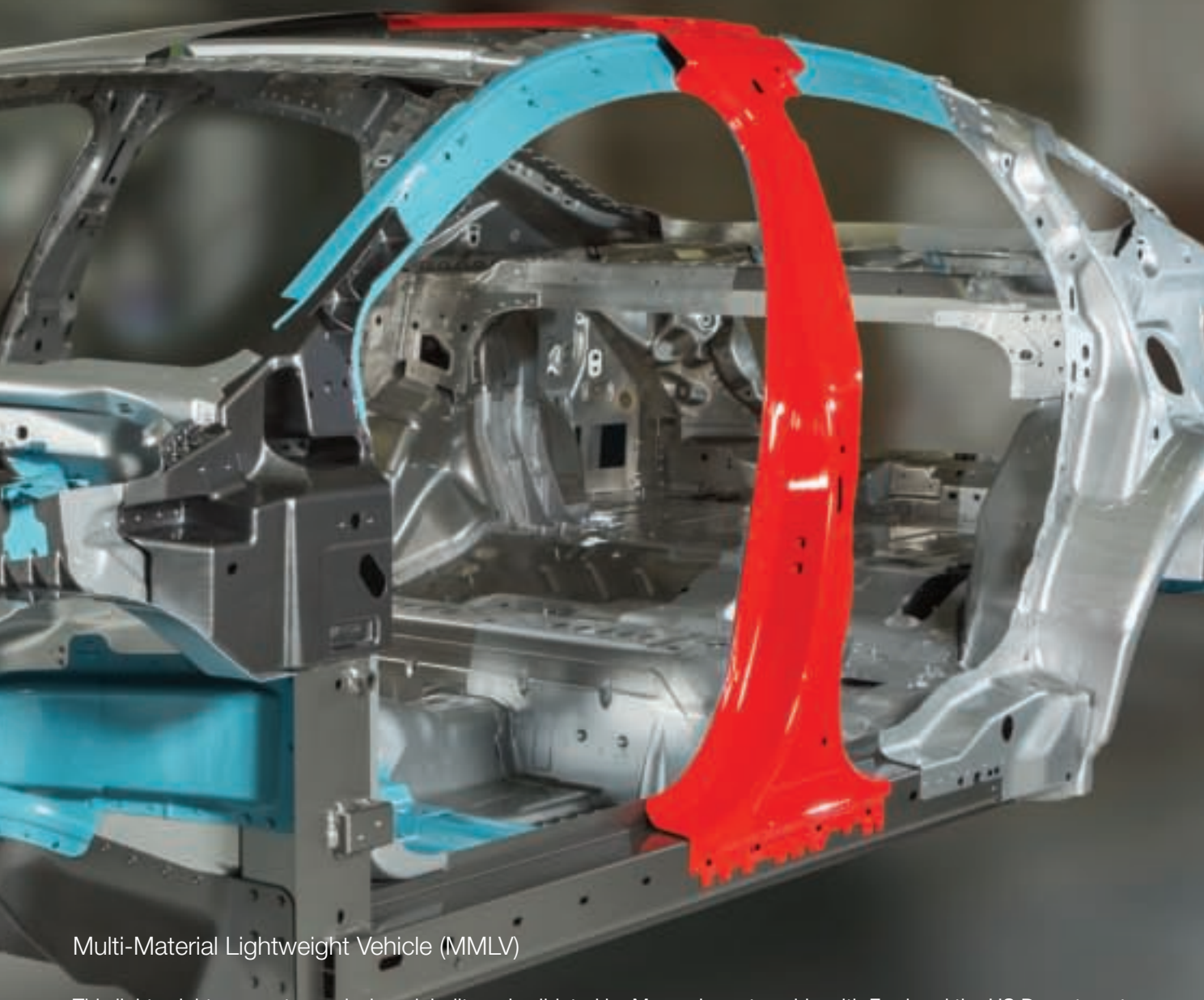
cityofnovi.org



2014 ANNUAL REPORT

DRIVING **EXCELLENCE.**
INSPIRING **INNOVATION.**





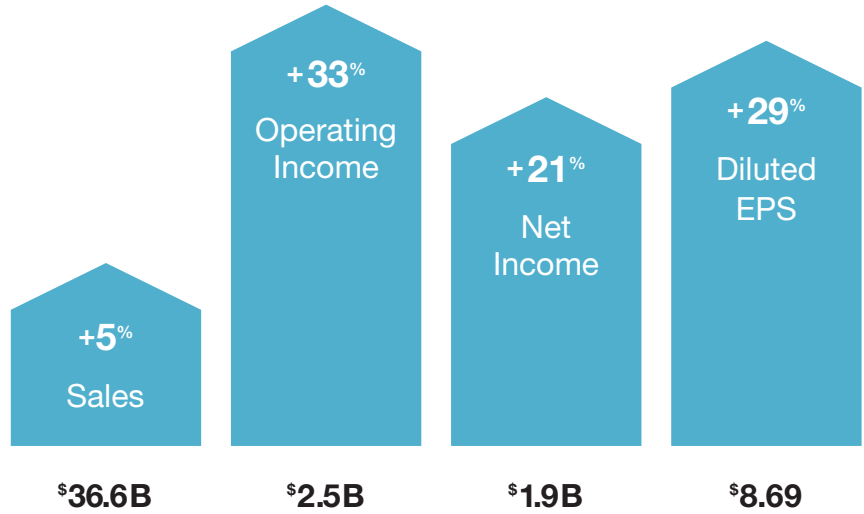
Multi-Material Lightweight Vehicle (MMLV)

This lightweight concept was designed, built, and validated by Magna in partnership with Ford and the US Department of Energy. The vehicle is based on a 2013 production Ford Fusion and through the use of innovative metal forming and joining technologies and the use of multi materials achieved a 23.3% mass reduction. Magna's contribution to the development of lightweight BIW, closures, cradles and bumpers resulted in 54.5% of the total vehicle mass savings.

\$1.8B
Returned to Shareholders - Share Repurchases

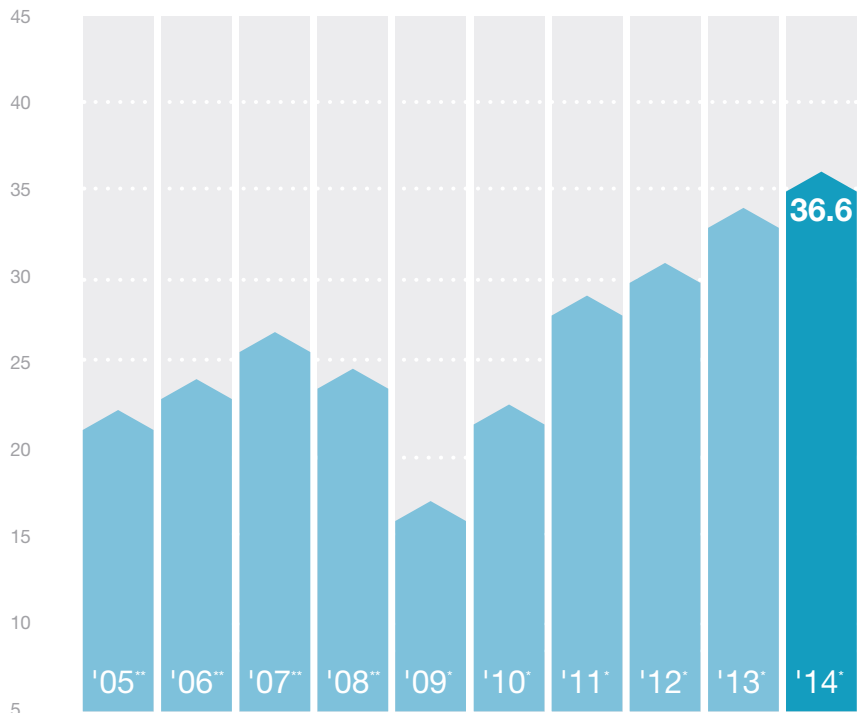
\$316M
Returned to Shareholders - Dividends

17.5M
Shares Repurchased



SALES

(U.S. \$ Billions)

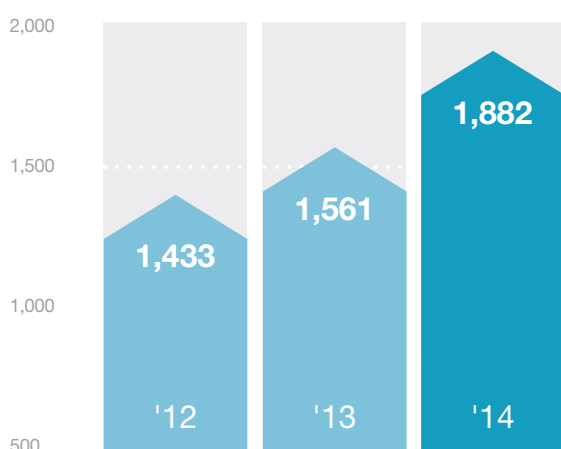


*Reported as United States generally accepted accounting principles.
**Reported as Canadian generally accepted accounting principles.

Financial Highlights 2014

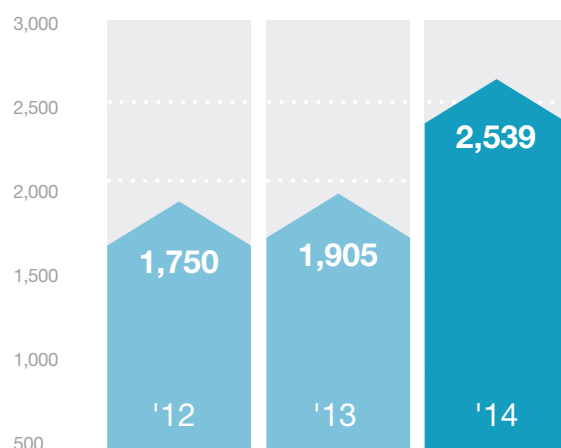
NET INCOME ATTRIBUTABLE TO MAGNA INTERNATIONAL INC.

(U.S. \$ Millions)



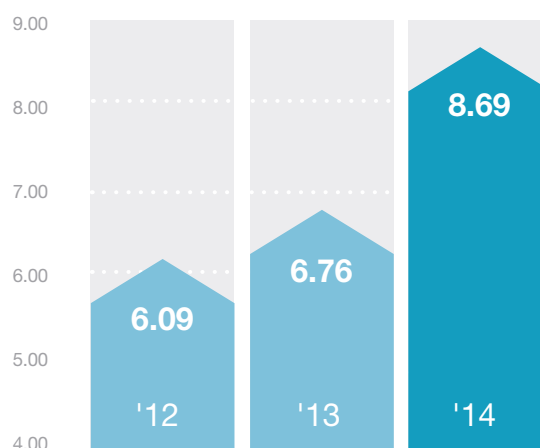
OPERATING INCOME

(U.S. \$ Millions)

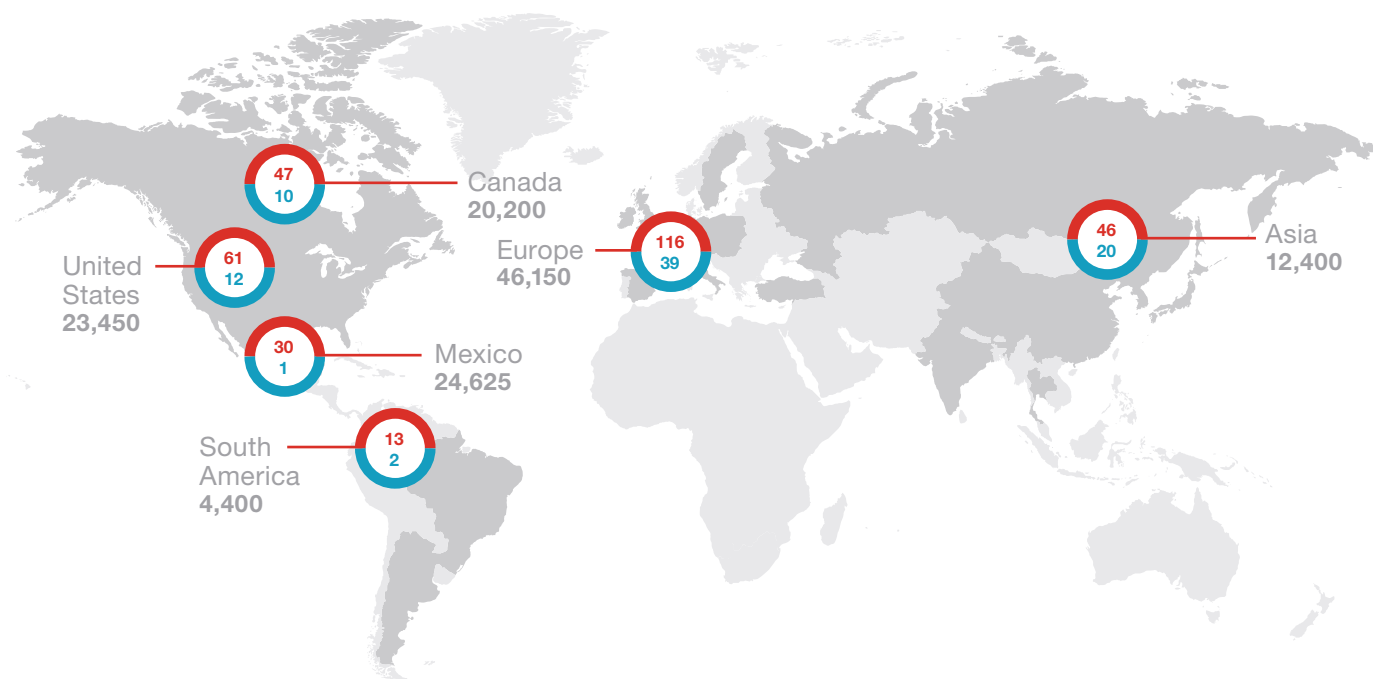


DILUTED EARNINGS PER SHARE

(U.S. \$)



Global Operations



● Manufacturing / Assembly (Total: 313)

● Engineering / Product Development / Sales (Total: 84)

● Number of Employees (Approximate Total: 131,000)

NORTH AMERICA

Canada 47 10
 United States 61 12
 Mexico 30 1

SOUTH AMERICA

Argentina 3
 Brazil 10 2

EUROPE

Austria 18 9
 Belgium 2
 Bulgaria 1
 Czech Republic 10 1
 England 9 1
 France 4 2

Germany 40 22
 Hungary 4
 Ireland 1
 Italy 3 2
 Poland 7
 Romania 1

Russia 5
 Serbia 1
 Slovak Republic 3
 Spain 4
 Sweden 2
 Turkey 3

ASIA

China 31 9
 India 8 5
 Japan 1 3
 Korea 5 2
 Thailand 1 1

(as of December 31, 2014)

Global Operating Philosophy

Magna's entrepreneurial corporate culture, highlighted in the principles shown below, is one of the main reasons for Magna's success and our greatest competitive advantage.

Decentralized Operating Structure

Magna's manufacturing divisions operate as independent profit centres aligned by geographic region in each of our product areas. This decentralized structure prevents bureaucracy and makes Magna more responsive to customer needs and changes within the global automotive industry, as well as within specific regions.

Employee Involvement

By keeping operating units relatively small and flexible, Magna fosters greater employee involvement and initiative. This environment also allows Magna to recognize and reward individuals' contributions and maintain open communications.

Sustainability

The Magna commitment to sustainability is embedded in our Operational Principles. As such, we operate with a responsibility to meet the current and future needs of our customers, employees, and investors. Holding ourselves to the standards of a world-class manufacturer, we remain focused on balancing the impact of our practices, processes and products with the need for ongoing efficiencies in the use of resources. At the same time, we ensure a safe and ethical workplace for our employees and partners, ultimately making a positive impact on the communities where we live and work.

Entrepreneurial Managers

Entrepreneurial, hands-on managers with strong tooling, engineering and manufacturing backgrounds run Magna's divisions. Division managers are responsible for ensuring profitability, achieving customer satisfaction and upholding the essential principles of the Magna Employee's Charter.

Employee Profit Sharing and Ownership

Through the Employee Equity and Profit Participation Program, eligible employees share ten percent of Magna's qualifying annual profits before tax. As part-owners working in an environment where productivity is rewarded, Magna employees are motivated to produce quality products at competitive prices.

Code of Conduct & Ethics

Magna is committed to being an ethical and responsible corporate citizen. Driving integrity through our Code of Conduct and Ethics sets a standard for all Magna employees and the companies we do business with. Making the right choices and following the laws that govern our business is a fundamental value to our Company. Magna expects our employees and partners to know it, live it and speak it every day when it comes to our Code. Our zero-tolerance mentality reinforces our commitment and upholds the Company's credibility and reputation.

Management's Message to Shareholders

"We remain focused on positioning our product portfolio to meet the requirements of the car of the future."



Magna completed another very successful year in 2014. For the third consecutive year, we posted record sales, net income, earnings per share and cash flow from operations. Each of our reporting segments posted year over year improvements in earnings before interest and taxes.

Although many of our operations have demonstrated consistently strong performance, certain facilities have disappointed. We are taking steps to improve underperforming divisions, which should benefit our operating results in the future.

Magna's share price also reached new highs in 2014, ending the year up 32% on the New York Stock Exchange, outperforming for the third consecutive year both the Dow Jones Industrial Average and the average of our closest peers.

In 2014, we invested \$1.8 billion in our business, including fixed assets, acquisitions, investments and other assets. We also returned nearly \$2.1 billion to our shareholders, through a combination of dividends and the repurchase of our Common Shares. These actions assist us in our objective of putting our cash to use and moving towards a capital structure that we believe is appropriate for our business. Despite these significant uses of cash during 2014, our balance sheet remains strong and we are poised for further growth.

Our customers continued to recognize our efforts in driving quality and world-class manufacturing, reflected in the many supplier awards we earned in 2014, including from FIAT, Ford Motor Company, General Motors, JATCO, PSA Peugeot-Citroën, Qoros Automotive, Volkswagen, and Volvo, as well as from a number of our customers' Chinese joint ventures.

Innovation and new technology development are the lifeblood of successful companies, and at Magna we have had a history of success in commercializing new ideas. Accelerating our focus in this area has been a key priority of ours for a few years now.

Some of our more recent technologies include:

- Our new EYERIS™ Gen 2.5 vision system, which adds new features such as Lane Keeping Assistance, Glare-Free High Beam, and Collision Mitigation, as well as increased memory and processing power;
- The industry-first SmartLatch™ electronic side-door latch, the benefits of which include significant weight savings, fewer components, increased flexibility, and improved safety, sound quality and craftsmanship;
- The industry-first laser-welded, hot-stamped door ring for the 2014 Acura MDX, which together with ArcelorMittal and Honda, won a 2014 *Automotive News* PACE Award in the "Manufacturing Process and Capital Equipment" category;
- Developments in certain composites which have led to our production of a lightweight composite liftgate assembly on the BMW i3, as well as the award of new business to supply painted body panels made from carbon fiber composite material for two 2016 model-year vehicles;
- First-to-market PureView™ seamless sliding window, which is a finalist in the "Product" category for the 2015 *Automotive News* PACE Awards, and which is on the 2015 Ford F-150; and
- Hidden Turn Signal on the BMW i8, an industry-first, using a unique design of outside mirrors that include fully integrated hidden turn signals.

We continue to launch a significant amount of new business around the world, reflecting not only the high degree of innovation and new technology that we bring to our products and processes, but our global footprint and strong engineering and manufacturing capabilities.

Going Forward

We expect further growth in light global vehicle production in 2015, driven by a number of markets including Asia, and to a lesser extent North America. Beyond 2015, we expect continued growth in global automotive sales and production, reflecting further development of expanding economies with a desire for increased mobility.

As Magna continues to grow around the world, we remain committed to being an ethical and responsible corporate citizen. Our Code of Conduct and Ethics sets a global standard for all Magna employees and partners to make the right choices and follow the laws that govern our business around the world.

With increased legislative pressure on the automotive industry, particularly related to reducing CO² emissions, and consumer demands for smarter and safer vehicles, our industry is expected to experience significant change in the next ten years. We remain focused on positioning our product portfolio to meet the requirements of the car of the future. We believe these trends provide tremendous opportunities for Magna.

In closing, we would like to thank our shareholders for trusting us to invest wisely, and our customers for allowing us to support their global businesses. We would also like to thank our employees and managers around the world for their continued commitment to producing world-class automotive parts. More than anything else, our people and their spirit are what make Magna great.

Sincerely,

/s/ Donald J. Walker

Donald J. Walker

Chief Executive Officer

/s/ Vincent J. Galifi

Vincent J. Galifi

*Executive Vice-President and
Chief Financial Officer*

Magna Employee's Charter

Magna is committed to an operating philosophy which is based on fairness and concern for people. This philosophy is part of Magna's Fair Enterprise culture in which employees and management share in the responsibility to ensure the success of the Company. It includes these principles:

Job Security

Being competitive by making a better product for a better price is the best way to enhance job security. Magna is committed to working together with you to help protect your job security. To assist you, Magna will provide job counselling, training and employee assistance programs.

Competitive Wages and Benefits

Magna will provide you with information which will enable you to compare your total compensation, including wages and benefits, with those earned by employees of your direct competitors and local companies your division competes with for people. If your total compensation is found not to be competitive, your total compensation will be adjusted.

Employee Equity and Profit Participation

Magna believes that every employee should share in the financial success of the Company.

A Safe and Healthful Workplace

Magna is committed to providing you with a working environment which is safe and healthful.

Communication and Information

Through regular monthly meetings between management and employees and through publications, Magna will provide you with information so that you will know what is going on in your Company and within the industry.

Fair Treatment

Magna offers equal opportunities based on an individual's qualifications and performance, free from discrimination or favouritism.



The Hotline

Should you have a problem, or feel the above principles are not being met, we encourage you to contact the Hotline to register your complaints. You do not have to give your name, but if you do, it will be held in strict confidence.

Hotline Investigators will respond to you. The Hotline is committed to investigate and resolve all concerns or complaints and must report the outcome to Magna's Global Human Resources Department.

Magna Operational Principles

In our world-class manufacturing journey at Magna, employees and management work in partnership to achieve operational excellence based on the following principles:

Communication

- Communicate respectfully, openly, honestly and in a timely manner
- Ensure that regular departmental meetings are held to give employees direction and to share information about projects, improvements and daily performance
- Encourage feedback through frequent interaction with everyone in the facility, the Open Door process and other communication methods

Operational Effectiveness

- Focus on efficiency and always meeting production standards and output requirements
- Clearly display operational goals, objectives and performance on the shop floor so everyone is aware of them and all activities are aligned to their improvement and the Company's targets
- Ensure that all teams are accountable and participate in the achievement of operational goals and objectives
- Utilize operational creativity before making any capital expenditure decisions and use Lean methods, as well as employees' process knowledge, to simplify and maintain flexibility
- Ensure that inventory levels, lead times and material flow are Key Operating Indicators (KOIs) to improve working capital
- "Go and See" to solve problems where they occur - operational problems cannot be solved in the office

Pride in Craftsmanship and Total Quality

- Be customer driven; understand and meet or exceed customer expectations
- Maintain focus, accountability and discipline in every process to promote a culture of "Total Quality"
- Use simple, effective error proofing to support our Zero Defects objective
- In every job we perform, do not accept, produce or pass-on any defects

Employee Focus

- Recognize that all employees are stakeholders in the business
- Motivate, energize and empower employees by reinforcing the values of the Employee's Charter
- Achieve employee satisfaction by focusing on people and taking actions to improve employees' quality of work life

Recognition and Rewards

- Recognize teams and individuals for a job well done
- Reward teams and individuals for operational improvement ideas

Safe and Healthful Work Environment

- Ensure that all employees have a safe, clean and healthful work environment
- Ensure that all equipment and the work environment comply with applicable laws, regulations and policies
- Constantly work toward our target of Zero Incidents and Zero Lost Days

Operational Availability

- Follow a Total Productive Maintenance program to ensure that equipment is available 100 percent of the time when needed and to improve process capability and reduce maintenance costs
- Always focus on change-over of production lines, dies, molds, etc.

Integrity and Respect

- Act with honesty and integrity in all dealings with employees, customers, suppliers, government officials and others
- In all activities, respect both the letter and the spirit of Magna's Code of Conduct and Ethics and applicable laws
- Use common sense and good judgment to determine what constitutes fair and ethical business practice

Scrap and Waste Elimination

- Through Lean methods and Maufact, ensure every step of each process is value-added and prevent defects
- Eliminate waste with tools such as Value Stream Mapping (VSM), Standardized Work, Quick Changeover, Visual Management, 5S and other Lean tools within Maufact
- Focus on identifying and eliminating the seven forms of waste - Waiting, Motion, Material Movement, Corrections, Over Production, Inventory and Processing - and strive for gains in efficiency, floor space availability and inventory reduction

Sustainability

- Minimize the impact of our practices, processes and products
- Ensure cost and process efficiencies, premium performance and reduction of the carbon footprint of every product
- Ensure safe, ethical, dignified and respectful treatment of employees and partners
- Positively impact the communities in which we operate



Vision

We aim to be our customers' preferred global supplier partner for the automotive industry, by delivering the best value built on innovative products and processes and world-class manufacturing. We strive to be the employer of choice, an ethical and responsible corporate citizen, and a superior long-term investment for our shareholders.

Magna Milestones

Each milestone is just a stepping-stone to the future.

From humble beginnings in 1957 to becoming the third largest automotive supplier in the world, we have grown to support every major automaker. We design, develop and manufacture automotive systems, assemblies, modules, components and complete vehicles. Over this time, we've also built some fairly impressive statistics.

125M mirrors produced
in China

10M rearview
cameras

35YRS of Mercedes-Benz
G-Class production

1M vehicles assembled
for BMW Group

50M side door latches
for Audi Group

1M front end modules
for Dodge Ram

11M transfer
cases

24M truck frames in
North America

1M Ford vehicles equipped
with Magna seats



World-Class Manufacturing Innovation Leadership Development

Vehicle Engineering &
Contract Manufacturing

Our Three Priorities provide a consistent focus across hundreds of facilities located on four continents. We believe the key to our continued success lies at the axis of these priorities, harnessing and guiding our energies in the right direction.



Body & Chassis

Powertrain

Electronics



Exteriors

Seating

Closures



Roof Systems

Interiors

Vision Systems

Innovation

We believe innovation is more than finding the right answers; it's about asking the right questions. How do we make vehicles Smarter, Cleaner, Safer and Lighter?

These Pillars of Innovation provide a framework, ensuring our improvements to products, processes, materials and business practices align with market needs, trends and regulations, resulting in value to all of our stakeholders.

Curiosity drives innovation, and innovation drives Magna.



Smarter.

Comfort, Convenience and Connectivity

Designing and delivering an inspired, best-in-class cabin experience.



Safer.

Active and Passive Safety

Engineering protection and peace-of-mind for all who share the road.



Cleaner.

Efficiency and Sustainability

Optimizing the use of energy to meet the needs of our customers and our planet.



Lighter.

Lightweight Material and Science

Driving performance and quality through innovative mass reduction.

BMW i3 Liftgate

Integrated composite liftgate module

PureView™

Seamless sliding rear window for trucks

EYERIS™

Image and machine vision systems

Hidden Turn Signal

Outside mirrors including fully integrated hidden turn signals

SmartLatch™

Cable and rod-free electronic door latch

Magna International Inc.

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Management's Discussion and Analysis of Results of Operations and Financial Position

Unless otherwise noted, all amounts in this Management's Discussion and Analysis of Results of Operations and Financial Position ("MD&A") are in U.S. dollars and all tabular amounts are in millions of U.S. dollars, except per share figures, which are in U.S. dollars. When we use the terms "we", "us", "our" or "Magna", we are referring to Magna International Inc. and its subsidiaries and jointly controlled entities, unless the context otherwise requires.

This MD&A should be read in conjunction with the audited consolidated financial statements for the year ended December 31, 2014.

This MD&A has been prepared as at March 5, 2015.

OVERVIEW

We are a leading global automotive supplier with 313 manufacturing operations and 84 product development, engineering and sales centres in 28 countries. We have approximately 131,000 employees focused on delivering superior value to our customers through innovative products, processes and World Class Manufacturing. Our product capabilities include producing body, chassis, interior, exterior, seating, powertrain, electronic, vision, closure and roof systems and modules, as well as complete vehicle engineering and contract manufacturing. Our common shares trade on the Toronto Stock Exchange (MG) and the New York Stock Exchange (MGA). For further information about Magna, visit our website at www.magna.com.

HIGHLIGHTS

Operations

Global light vehicle production grew once again in 2014, the fifth straight yearly increase following the 2008-2009 recession. In our two most significant markets, North American light vehicle production increased 5% in 2014 to 17.0 million units, and European light vehicle production rose 4% to 20.1 million units.

Our 2014 sales were a record \$36.64 billion, an increase of 5% over 2013. Our North America, Europe, and Asia production sales, as well as our tooling, engineering and other sales all rose to record levels in 2014, and complete vehicle assembly sales increased modestly over 2013.

Adjusted EBIT¹ for 2014 was a record \$2.63 billion, compared to \$2.07 billion in 2013, representing an increase of 27%.

In our North America segment, 2014 was another year of excellent results. Total sales increased 10% over 2013 to \$19.71 billion, reflecting the launch of new programs and higher North American light vehicle production. Adjusted EBIT of \$1.99 billion increased 10% from 2013, excluding \$158 million of amortization in 2013 related to the August 2012 acquisition of Magna E-Car Systems Partnership ("E-Car"). This increase was mainly driven by our higher sales in 2014.

In our Europe segment, we continued to improve operating results. Total sales declined modestly to \$14.71 billion from \$14.72 billion in 2013. Adjusted EBIT rose for the third consecutive year, up 16% to \$434 million in 2014 compared to \$375 million in 2013. The largest factors contributing to the net increase in Adjusted EBIT were productivity and efficiency improvements at certain facilities and the benefit of restructuring and downsizing activities recently undertaken, partially offset by higher launch costs, including inefficiencies at certain interiors facilities in the United Kingdom.

In our Asia segment, total sales increased \$299 million or 18% in 2014 compared to 2013 mainly as a result of the launch of new programs with Magna content, particularly in China, together with higher light vehicle production in Asia. Adjusted EBIT was \$162 million for 2014, an increase of 91% over \$85 million in 2013. The higher Adjusted EBIT largely reflects margins earned on the higher sales.

In our Rest of World segment, total sales decreased 22% to \$695 million, mainly reflecting the impact of the weakening of foreign currencies against the U.S. dollar, and lower production volumes on certain vehicle programs. Our Rest of World Adjusted EBIT loss declined by \$41 million in 2014 to a loss of \$35 million largely through a combination of productivity and efficiency improvements at certain facilities and the benefit of restructuring and downsizing activities recently undertaken.

¹ We believe Adjusted EBIT is the most appropriate measure of operational profitability or loss for our reporting segments. Adjusted EBIT represents income from operations before income taxes; interest expense, net; and other expense (income), net.

Stock Split

On February 24, 2015, our Board of Directors approved a two-for-one stock split, to be implemented by way of a stock dividend, whereby our shareholders will receive an additional Common Share for each Common Share held. The stock dividend will be payable on March 25, 2015, to shareholders of record at the close of business on March 11, 2015. All equity-based compensation plans or arrangements and our normal course issuer bid (discussed below) will be adjusted to reflect the stock split.

Capital Allocation

In early 2014, we announced our intention to move towards a capital structure that we believe is appropriate for our business, and also to reduce cash levels, while retaining enough cash to manage our day-to-day needs throughout the year. We expect to reach our desired cash and debt levels by the end of 2015 through a combination of investment in our business (predominantly through capital spending and acquisitions) and return of capital to shareholders (through dividends and repurchases of our Common Shares). To this end:

- We invested \$1.78 billion in our business during 2014, including fixed assets, acquisitions, investments and other assets.
- Aggregate dividends paid to shareholders in 2014 amounted to \$316 million. On February 24, 2015, our Board of Directors declared a dividend of U.S. \$0.44 per share (U.S. \$0.22 after giving effect to the two-for-one stock split referred to above). This dividend rate is a new record, representing an increase of 16% over the third quarter of 2014 dividend.
- We repurchased 17.5 million shares in 2014, returning an additional \$1.78 billion to shareholders. In November 2014, our Board of Directors approved a new normal course issuer bid ("NCIB") to purchase up to 20 million of our Common Shares (40 million Common Shares after giving effect to the stock split), representing approximately 9.7% of our public float of Common Shares. Approximately 17.6 million shares (approximately 35.2 million Common Shares after giving effect to the stock split) remain available under the current NCIB, which will terminate in November 2015.
- During the second quarter of 2014, we issued \$750 million of 3.625% fixed-rate Senior Notes which mature on June 15, 2024.

Going Forward

We anticipate another year of increased global light vehicle production in 2015, including modest increases in each of North America and Europe, and further strong production growth in China.

While we continue to launch additional business on a large number of new programs around the world, the weakening of a number of currencies, in particular the Canadian dollar and the euro, each against our U.S. dollar reporting currency, is expected to negatively impact our reported sales and earnings.

We remain positive about our operations around the world, exclusive of currency translation. Continued strong performance in a number of our facilities, improving underperforming operations and launching a significant number of new programs and facilities around the world together should contribute meaningfully to consolidated sales and earnings in the future.

FINANCIAL RESULTS SUMMARY

During 2014, we posted sales of \$36.64 billion, an increase of 5% from 2013. This higher sales level was a result of increases in our North American, European and Asian production sales as well as complete vehicle assembly sales and tooling, engineering and other sales partially offset by lower Rest of World production sales. Comparing 2014 to 2013:

- North American vehicle production increased 5% and our North American production sales increased 9% to \$18.28 billion;
- European vehicle production increased 4% and our European production sales increased 1% to \$10.01 billion;
- Asian production sales increased 18% to \$1.64 billion;
- Rest of World production sales decreased 22% to \$668 million;
- Complete vehicle assembly volumes decreased 8% while sales increased \$5 million to \$3.07 billion; and
- Tooling, engineering and other sales increased 5% to \$2.97 billion.

During 2014, we earned income from operations before income taxes of \$2.54 billion compared to \$1.91 billion for 2013. Excluding other expense (income), net ("Other Expense" or "Other Income") recorded in 2014 and 2013, as discussed in the "Other Expense" section, the \$554 million increase in income from operations before income taxes was primarily as a result of:

- margins earned on higher production sales;
- incremental margin earned on new programs that launched during or subsequent to 2013;
- intangible asset amortization of \$158 million, recorded in 2013, related to the acquisition and re-measurement of E-Car;
- productivity and efficiency improvements at certain facilities;
- the benefit of restructuring and downsizing activities recently undertaken;
- higher equity income; and
- lower downsizing costs.

These factors were partially offset by:

- higher launch costs, including unanticipated costs at certain interiors facilities;
- higher incentive compensation;
- increased pre-operating costs incurred at new facilities;
- a greater amount of employee profit sharing;
- operational inefficiencies and other costs at certain facilities;
- approximately \$15 million of costs incurred, net of insurance recoveries, related to a fire at a body and chassis facility in North America;
- increased commodity costs;
- \$10 million of cash received related to the settlement of asset-backed commercial paper ("ABCP") between the Investment Industry Regulatory Organization of Canada and financial institutions in the first quarter of 2013;
- higher warranty costs of \$7 million;
- a favourable earn-out settlement during 2013 in Rest of World;
- a \$5 million net decrease in valuation gains in respect of ABCP; and
- net customer price concessions subsequent to 2013.

During 2014, net income attributable to Magna International Inc. was \$1.88 billion, an increase of \$321 million compared to 2013 and diluted earnings per share increased \$1.93 to \$8.69 for 2014 compared to \$6.76 for 2013. Other Expense, after tax and the Austrian Tax Reform and Deferred Tax Adjustments, as discussed in the "Other Expense" and "Income Taxes" sections, respectively, impacted net income attributable to Magna International Inc. and diluted earnings per share as follows:

	2014		2013	
	Net Income Attributable to Magna	Diluted Earnings per Share	Net Income Attributable to Magna	Diluted Earnings per Share
Other expense	\$ 64	\$ 0.29	\$ 144	\$ 0.63
Income tax effect:				
Other expense	(11)	(0.05)	(28)	(0.12)
Austrian tax reform	32	0.15	–	–
Deferred tax adjustments	–	–	(57)	(0.25)
Net income impact	85	0.39	59	0.26
Non-controlling interests	–	–	(9)	(0.04)
	\$ 85	\$ 0.39	\$ 50	\$ 0.22

Excluding, from the proceeding table, the negative impact for 2014 and 2013 of \$85 million and \$50 million, respectively, net income attributable to Magna International Inc. for 2014 increased \$356 million compared to 2013.

Excluding, from the proceeding table, the \$0.39 and the \$0.22 per share negative impact for 2014 and 2013, respectively, diluted earnings per share increased \$2.10, as a result of the increase in net income attributable to Magna International Inc. and a decrease in the weighted average number of diluted shares outstanding during 2014. The decrease in the weighted average number of diluted shares outstanding was due to the purchase and cancellation of Common Shares, during or subsequent to 2013, pursuant to our normal course issuer bids partially offset by an increase in the number of diluted options outstanding as a result of an increase in the trading price of our common stock and the issue of Common Shares related to the exercise of stock options.

INDUSTRY TRENDS AND RISKS

A number of general trends which have been impacting the automotive industry and our business in recent years are expected to continue, including the following:

- the consolidation of vehicle platforms and proliferation of high-volume platforms supporting multiple vehicles and produced in multiple locations;
- the long-term growth of the automotive industry in China, India and other high-growth/low cost markets, including accelerated movement of component and vehicle design, development, engineering and manufacturing to certain of these markets;
- the growth of the B to D vehicle segments (subcompact to mid-size cars), particularly in developing markets;
- the extent to which innovation in the automotive industry is being driven by governmental regulation of fuel economy and carbon dioxide/greenhouse gas emissions, vehicle safety and vehicle recyclability;
- the growth of cooperative alliances and arrangements among competing automotive OEMs, including shared purchasing of components; joint engine, powertrain and/or platform development; engine, powertrain and platform sharing; and joint vehicle hybridization and electrification initiatives and other forms of cooperation;
- the growing importance of electronics in the automotive value chain;

- the consolidation of automotive suppliers; and
- the exertion of pricing pressure by OEMs.

The following are some of the more significant risks that could affect our ability to achieve our desired results:

- The global automotive industry is cyclical. A worsening of economic and political conditions, including through rising interest rates or inflation, rising unemployment, increasing energy prices, declining real estate values, increased volatility in global capital markets, international conflicts, sovereign debt concerns, an increase in protectionist measures and/or other factors, may result in lower consumer confidence, which has a significant impact on consumer demand for vehicles. Vehicle production is closely related to consumer demand. A significant decline in production volumes from current levels could have a material adverse effect on our profitability.
- Although our financial results are reported in U.S. dollars, a significant portion of our sales and operating costs are realized in Canadian dollars, euros, British pounds and other currencies. Our profitability is affected by movements of the U.S. dollar against the Canadian dollar, the euro, the British pound and other currencies in which we generate revenues and incur expenses. Significant long-term fluctuations in relative currency values, in particular a significant change in the relative values of the U.S. dollar, Canadian dollar, euro or British pound, could have an adverse effect on our profitability and financial condition and any sustained change in such relative currency values could adversely impact our competitiveness in certain geographic regions.
- The automotive industry has in recent years been the subject of increased government enforcement of antitrust and competition laws, particularly by the United States Department of Justice and the European Commission. Currently, investigations are being conducted in several product areas, and these regulators or those in other jurisdictions could choose to initiate investigations in these or other product areas.

In September 2013, representatives of the Bundeskartellamt, the German Federal Cartel Office, attended at one of the Company's operating Divisions in Germany to obtain information in connection with an ongoing antitrust investigation relating to suppliers of automotive textile coverings and components, particularly trunk linings.

In September 2014, the Conselho Administrativo de Defesa Economica, Brazil's Federal competition authority, attended at one of the Company's operating divisions in Brazil to obtain information in connection with an ongoing antitrust investigation relating to suppliers of automotive door latches and related products.

Proceedings of this nature can often continue for several years. Where wrongful conduct is found, the relevant antitrust authority can, depending on the jurisdiction, initiate administrative or criminal legal proceedings and impose administrative or criminal fines or penalties taking into account several mitigating and aggravating factors.

In the case of the German Federal Cartel Office, absent aggravating factors, the maximum fine under the guidelines is typically 10% of the affected sales for the infringement period multiplied by a factor based on the consolidated sales of the group of companies to which the offending entity belongs. If applied to a company with Magna's level of consolidated sales, this factor is approximately five, which could result in a maximum fine of approximately 50% of the affected sales for the relevant period. Additional information regarding these guidelines is publicly available on the German Federal Cartel Office's website. At this time, management is unable to predict the duration or outcome of the German and Brazilian investigations, including whether any operating divisions of the Company will be found liable for any violation of law or the extent or magnitude of any liability, if found to be liable.

The Company's policy is to comply with all applicable laws, including antitrust and competition laws. The Company has initiated a global review focused on antitrust risk led by a team of external counsel. If any antitrust violation is found as a result of the above-referenced investigations or otherwise, Magna could be subject to fines, penalties and civil, administrative or criminal legal proceedings that could have a material adverse effect on Magna's profitability in the year in which any such fine or penalty is imposed or the outcome of any such proceeding is determined. Additionally, Magna could be subject to other consequences, including reputational damage, which could have a material adverse effect on the Company.

- We may sell some product lines and/or downsize, close or sell some of our operating divisions. By taking such actions, we may incur restructuring, downsizing and/or other significant non-recurring costs. These costs may be higher in some countries than others and could have a material adverse effect on our profitability.
- Although we are working to turn around financially underperforming operating divisions, there is no guarantee that we will be successful in doing so in the short to medium term or that the expected improvements will be fully realized or realized at all. The continued underperformance of one or more operating divisions could have a material adverse effect on our profitability and operations.

- We face ongoing pricing pressure from OEMs, including through: long-term supply agreements with mutually agreed price reductions over the life of the agreement; incremental annual price concession demands; pressure to absorb costs related to product design, engineering and tooling and other items previously paid for directly by OEMs; pressure to assume or offset commodities cost increases; and refusal to fully offset inflationary price increases. OEMs possess significant leverage over their suppliers as a result of their purchasing power and the highly competitive nature of the automotive supply industry. As a result of the broad portfolio of parts we supply to our six major OEM customers, such customers may be able to exert greater leverage over us as compared to our competitors. We attempt to offset price concessions and costs in a number of ways, including through negotiations with our customers, improved operating efficiencies and cost reduction efforts. Our inability to fully offset price concessions or costs previously paid for by OEMs could have a material adverse effect on our profitability.
- The launch of new business is a complex process, the success of which depends on a wide range of factors, including the production readiness of our and our suppliers' manufacturing facilities and manufacturing processes, as well as factors related to tooling, equipment, employees, initial product quality and other factors. Our failure to successfully launch material new or takeover business could have an adverse effect on our profitability.
- Although we supply parts to all of the leading OEMs, a significant majority of our sales are to six customers: General Motors, Fiat-Chrysler, Ford, BMW, Daimler and Volkswagen. While we have diversified our customer base somewhat in recent years and continue to attempt to further diversify, there is no assurance we will be successful. Shifts in market share away from our top customers could have a material adverse effect on our profitability.
- While we supply parts for a wide variety of vehicles produced globally, we do not supply parts for all vehicles produced, nor is the number or value of parts evenly distributed among the vehicles for which we do supply parts. Shifts in market shares among vehicles or vehicle segments, particularly shifts away from vehicles on which we have significant content and shifts away from vehicle segments in which our sales may be more heavily concentrated, could have a material adverse effect on our profitability.
- In light of the amount of business we currently have with our largest customers in North America and Europe, our opportunities for incremental growth with these customers may be limited. The amount of business we have with Asian-based OEMs, including Toyota, Nissan, Hyundai/Kia and Honda, generally lags that of our largest customers, due in part to the existing relationships between such Asian-based OEMs and their preferred suppliers. There is no certainty that we can achieve growth with Asian-based OEMs, nor that any such growth will offset slower growth we may experience with our largest customers in North America and Europe. As a result, our inability to grow our business with OEMs could have a material adverse effect on our profitability.
- While we continue to expand our manufacturing footprint with a view to taking advantage of opportunities in markets such as China, India, Eastern Europe, Thailand, Brazil and other non-traditional markets for us, we cannot guarantee that we will be able to fully realize such opportunities. Additionally, the establishment of manufacturing operations in new markets carries its own risks, including those relating to: political, civil and economic instability and uncertainty; corruption risks; high inflation and our ability to recover inflation-related cost increases; trade, customs and tax risks; expropriation risks; currency exchange rates; currency controls; limitations on the repatriation of funds; insufficient infrastructure; competition to attract and retain qualified employees; and other risks associated with conducting business internationally. Expansion of our business in non-traditional markets is an important element of our strategy and, as a result, our exposure to the risks described above may be greater in the future. The likelihood of such occurrences and their potential effect on us vary from country to country and are unpredictable, however, the occurrence of any such risks could have an adverse effect on our operations, financial condition and profitability.
- A disruption in the supply of components to us from our suppliers could cause the temporary shut-down of our or our customers' production lines. Any prolonged supply disruption, including due to the inability to re-source or in-source production, could have a material adverse effect on our profitability.
- Some of our manufacturing facilities are unionized, as are many manufacturing facilities of our customers and suppliers. Unionized facilities are subject to the risk of labour disruptions from time to time, including as a result of restructuring actions taken by us, our customers and other suppliers. We cannot predict whether or when any labour disruption may arise, or how long such a disruption could last. A significant labour disruption could lead to a lengthy shutdown of our or our customers' and/or our suppliers' production lines, which could have a material adverse effect on our operations and profitability.
- Our business is generally not seasonal. However, our sales and profits are closely related to our automotive customers' vehicle production schedules. Our largest North American customers typically halt production for approximately two weeks in July and one week in December. In addition, many of our customers in Europe typically shut down vehicle production during portions of August and one week in December. These scheduled shutdowns of our customers' production facilities could cause our sales and profitability to fluctuate when comparing fiscal quarters in any given year.
- The automotive supply industry is highly competitive. As a result of our diversified automotive business, some competitors in each of our product capabilities have greater market share than we do, or increasing market share in product areas which are experiencing higher growth rates. As the trend towards consolidation of automotive suppliers continues, we expect our competitors will be larger and have greater access to financial and other resources than is currently the case. Failure to successfully compete with existing or new competitors could have an adverse effect on our operations and profitability.

- We depend on the outsourcing of components, modules and assemblies, as well as complete vehicles, by OEMs. The extent of OEM outsourcing is influenced by a number of factors, including: relative cost, quality and timeliness of production by suppliers as compared to OEMs; capacity utilization; OEMs' perceptions regarding the strategic importance of certain components/modules to them; labour relations among OEMs, their employees and unions; and other considerations. A reduction in outsourcing by OEMs, or the loss of any material production or assembly programs combined with the failure to secure alternative programs with sufficient volumes and margins, could have a material adverse effect on our profitability.
- Contracts from our customers consist of blanket purchase orders which generally provide for the supply of components for a customer's annual requirements for a particular vehicle, instead of a specific quantity of products. These blanket purchase orders can be terminated by a customer at any time and, if terminated, could result in our incurring various pre-production, engineering and other costs which we may not recover from our customer and which could have an adverse effect on our profitability.
- We continue to invest in technology and innovation which we believe will be critical to our long-term growth. Our ability to anticipate changes in technology and to successfully develop and introduce new and enhanced products and/or manufacturing processes on a timely basis will be a significant factor in our ability to remain competitive. If we are unsuccessful or are less successful than our competitors in consistently developing innovative products and/or processes, we may be placed at a competitive disadvantage, which could have a material adverse effect on our profitability and financial condition.
- We recorded significant impairment charges related to goodwill and long-lived assets in recent years and may continue to do so in the future. The early termination, loss, renegotiation of the terms of, or delay in the implementation of, any significant production contract could be indicators of impairment. In addition, to the extent that forward-looking assumptions regarding: the impact of turnaround plans on underperforming operations; new business opportunities; program price and cost assumptions on current and future business; the timing and success of new program launches; and forecast production volumes; are not met, any resulting impairment loss could have a material adverse effect on our profitability.
- Prices for certain key raw materials and commodities used in our parts, including steel and resin, continue to be volatile. To the extent we are unable to offset commodity price increases by passing such increases to our customers, by engineering products with reduced commodity content, through hedging strategies, or otherwise, such additional commodity costs could have an adverse effect on our profitability.
- We intend to continue to pursue acquisitions in those product areas which we have identified as key to our business strategy. However, we may not be able to identify suitable acquisition targets or successfully acquire any suitable targets which we identify. Additionally, we may not be able to successfully integrate or achieve anticipated synergies from those acquisitions which we do complete, and/or such acquisitions may be dilutive in the short to medium term, which could have a material adverse effect on our profitability.
- Although we seek to conduct appropriate levels of due diligence of our acquisition targets, these efforts may not always prove to be sufficient in identifying all risks and liabilities related to the acquisition, including as a result of limited access to information, time constraints for conducting due diligence, inability to access target company facilities and/or personnel or other limitations on the due diligence process. As a result, we may become subject to liabilities or risks not discovered through our due diligence efforts, which could have a material adverse effect on our profitability.
- Our customers continue to demand that we bear the cost of the repair and replacement of defective products which are either covered under their warranty or are the subject of a recall by them. Warranty provisions are established based on our best estimate of the amounts necessary to settle existing or probable claims on product defect issues. Recall costs are costs incurred when government regulators and/or our customers decide to recall a product due to a known or suspected performance issue and we are required to participate either voluntarily or involuntarily. Currently, under most customer agreements, we only account for existing or probable warranty claims. Under certain complete vehicle engineering and assembly contracts, we record an estimate of future warranty-related costs based on the terms of the specific customer agreements and the specific customer's warranty experience. While we possess considerable historical warranty and recall data and experience with respect to the products we currently produce, we have little or no warranty and recall data which allows us to establish accurate estimates of, or provisions for, future warranty or recall costs relating to new products, assembly programs or technologies being brought into production or acquired by us. The obligation to repair or replace such products could have a material adverse effect on our profitability and financial condition.
- Our manufacturing facilities are subject to risks associated with natural disasters or other catastrophic events, including fires, floods, hurricanes and earthquakes. The occurrence of any of these disasters could cause the total or partial destruction of a manufacturing facility, thus preventing us from supplying products to our customers and disrupting production at their facilities for an indeterminate period of time. The inability to promptly resume the supply of products following a natural disaster or catastrophic event at a manufacturing facility could have a material adverse effect on our operations and profitability.

- The reliability and security of our information technology (IT) systems is important to our business and operations. Although we have established and continue to enhance security controls intended to protect our IT systems and infrastructure, there is no guarantee that such security measures will be effective in preventing unauthorized physical access or cyber-attacks. A significant breach of our IT systems could: cause disruptions in our manufacturing operations; lead to the loss, destruction or inappropriate use of sensitive data; or result in theft of our or our customers' intellectual property or confidential information. If any of the foregoing events occurs, we may be subject to a number of consequences, including reputational damage, which could have a material adverse effect on our Company.
- Some of our current and former employees in Canada and the United States participate in defined benefit pension plans. Although these plans have been closed to new participants, existing participants in Canada continue to accrue benefits. Our defined benefit pension plans are not fully funded and our pension funding obligations could increase significantly due to a reduction in the funding status caused by a variety of factors, including: weak performance of capital markets; declining interest rates; failure to achieve sufficient investment returns; investment risks inherent in the investment portfolios of the plans; and other factors. A significant increase in our pension funding obligations could have a material adverse effect on our profitability and financial condition.
- From time to time, we may become involved in regulatory proceedings, or become liable for legal, contractual and other claims by various parties, including customers, suppliers, former employees, class action plaintiffs and others. Depending on the nature or duration of any potential proceedings or claims, we may incur substantial costs and expenses and may be required to devote significant management time and resources to the matters. On an ongoing basis, we attempt to assess the likelihood of any adverse judgments or outcomes to these proceedings or claims, although it is difficult to predict final outcomes with any degree of certainty. Except as disclosed from time to time in our consolidated financial statements and/or our MD&A, we do not believe that any of the proceedings or claims to which we are party will have a material adverse effect on our profitability, however, we cannot provide any assurance to this effect.
- We have incurred losses in some countries which we may not be able to fully or partially offset against income we have earned in those countries. In some cases, we may not be able to utilize these losses at all if we cannot generate profits in those countries and/or if we have ceased conducting business in those countries altogether. Our inability to utilize tax losses could materially adversely affect our profitability. At any given time, we may face other tax exposures arising out of changes in tax or transfer pricing laws, tax reassessments or otherwise. To the extent we cannot implement measures to offset these exposures, they may have a material adverse effect on our profitability.
- We believe we will have sufficient financial resources available to successfully execute our business plan, even in the event of another global recession similar to that of 2008-2009. However, as a result of the reduction of our excess cash in connection with our balance sheet strategy, we may have less financial flexibility than we have had in the last few years. The occurrence of an economic shock not contemplated in our business plan, a rapid deterioration of economic conditions or a more prolonged recession than that experienced in 2008-2009 could result in the depletion of our cash resources, which could have a material adverse effect on our operations and financial condition.
- In recent years, we have invested significant amounts of money in our business through capital expenditures to support new facilities, expansion of existing facilities, purchases of production equipment and acquisitions. Returns achieved on such investments in the past are not necessarily indicative of the returns we may achieve on future investments and our inability to achieve returns on future investments which equal or exceed returns on past investments could have a material adverse effect on our level of profitability.
- Trading prices of our Common Shares cannot be predicted and may fluctuate significantly due to a variety of factors, many of which are outside our control, including: general economic and stock market conditions; variations in our operating results and financial condition; differences between our actual operating and financial results and those expected by investors and stock analysts; changes in recommendations made by stock analysts, whether due to factors relating to us, our customers, the automotive industry or otherwise; significant news or events relating to our primary customers, including the release of vehicle production and sales data; investor and stock analyst perceptions about the prospects for our or our primary customers' respective businesses or the automotive industry; and other factors.

RESULTS OF OPERATIONS

Average Foreign Exchange

	For the three months ended December 31,			For the year ended December 31,		
	2014	2013	Change	2014	2013	Change
1 Canadian dollar equals U.S. dollars	0.881	0.953	- 8%	0.906	0.971	- 7%
1 euro equals U.S. dollars	1.250	1.361	- 8%	1.330	1.328	-
1 British pound equals U.S. dollars	1.583	1.619	- 2%	1.648	1.564	+ 5%

The preceding table reflects the average foreign exchange rates between the most common currencies in which we conduct business and our U.S. dollar reporting currency. The changes in these foreign exchange rates for the three months and year ended December 31, 2014 impacted the reported U.S. dollar amounts of our sales, expenses and income.

The results of operations whose functional currency is not the U.S. dollar are translated into U.S. dollars using the average exchange rates in the table above for the relevant period. Throughout this MD&A, reference is made to the impact of translation of foreign operations on reported U.S. dollar amounts where relevant.

Our results can also be affected by the impact of movements in exchange rates on foreign currency transactions (such as raw material purchases or sales denominated in foreign currencies). However, as a result of hedging programs employed by us, foreign currency transactions in the current period have not been fully impacted by movements in exchange rates. We record foreign currency transactions at the hedged rate where applicable.

Finally, foreign exchange gains and losses on revaluation and/or settlement of monetary items denominated in a currency other than an operation's functional currency impact reported results. These gains and losses are recorded in selling, general and administrative expense.

RESULTS OF OPERATIONS – FOR THE YEAR ENDED DECEMBER 31, 2014

Sales

	2014	2013	Change	
Vehicle Production Volumes (millions of units)				
North America	17,019	16,180	+	5%
Europe	20,086	19,348	+	4%
Sales				
External Production				
North America	\$ 18,282	\$ 16,744	+	9%
Europe	10,013	9,957	+	1%
Asia	1,640	1,391	+	18%
Rest of World	668	858	-	22%
Complete Vehicle Assembly	3,067	3,062		-
Tooling, Engineering and Other	2,971	2,823	+	5%
Total Sales	\$ 36,641	\$ 34,835	+	5%

External Production Sales - North America

External production sales in North America increased 9% or \$1.54 billion to \$18.28 billion for 2014 compared to \$16.74 billion for 2013, primarily as a result of:

- the launch of new programs during or subsequent to 2013, including the:
 - Jeep Cherokee;
 - GM full-size pickups and SUVs;
 - Lincoln MKC;
 - Nissan Rogue; and
 - BMW X4; and
- higher production volumes on certain existing programs.

These factors were partially offset by:

- a \$433 million decrease in reported U.S. dollar sales primarily as a result of the weakening of the Canadian dollar against the U.S. dollar;
- programs that ended production during or subsequent to 2013; and
- net customer price concessions subsequent to 2013.

External Production Sales - Europe

External production sales in Europe increased 1% or \$56 million to \$10.01 billion for 2014 compared to \$9.96 billion for 2013, primarily as a result of:

- the launch of new programs during or subsequent to 2013, including the:
 - Mercedes-Benz GLA;
 - Porsche Macan;
 - Skoda Octavia;
 - Mercedes-Benz A-Class;
 - Range Rover Sport; and
 - Mercedes-Benz S-Class.

This factor was partially offset by:

- lower production volumes on certain existing programs;
- a decrease in content on certain programs, including the MINI Cooper and the Mercedes-Benz C-Class;
- programs that ended production during or subsequent to 2013;
- a \$45 million decrease in reported U.S. dollar sales primarily as a result of the net weakening of foreign currencies against the U.S. dollar, including the Russian ruble; and
- net customer price concessions subsequent to 2013.

External Production Sales - Asia

External production sales in Asia increased 18% or \$249 million to \$1.64 billion for 2014 compared to \$1.39 billion for 2013, primarily as a result of:

- the launch of new programs during or subsequent to 2013, primarily in China, India and South Korea, including the Audi Q3 and the Ford EcoSport; and
- higher production volumes on certain existing programs.

These factors were partially offset by net customer price concessions subsequent to 2013.

External Production Sales - Rest of World

External production sales in Rest of World decreased 22% or \$190 million to \$668 million for 2014 compared to \$858 million for 2013, primarily as a result of:

- a \$108 million decrease in reported U.S. dollar sales as a result of the weakening of foreign currencies against the U.S. dollar, including the Argentine peso and Brazilian real;
- lower production volumes on certain existing programs;
- programs that ended production during or subsequent to 2013; and
- a decrease in content on certain programs, including the Mercedes-Benz C-Class.

These factors were partially offset by:

- the launch of new programs during or subsequent to 2013, primarily in Brazil; and
- net customer price increases subsequent to 2013.

Complete Vehicle Assembly Sales

	2014	2013	Change	
Complete Vehicle Assembly Sales	\$ 3,067	\$ 3,062	-	
Complete Vehicle Assembly Volumes (Units)	135,126	146,566	-	8%

Complete vehicle assembly sales increased \$5 million, to \$3.07 billion for 2014 compared to \$3.06 billion for 2013 while assembly volumes decreased 8% or 11,440 units.

The increase in complete vehicle assembly sales is primarily as a result of:

- an increase in assembly volumes for the Mercedes-Benz G-Class; and
- an \$11 million increase in reported U.S. dollar sales as a result of the strengthening of the euro against the U.S. dollar.

These factors were partially offset by a decrease in assembly volumes for the MINI Paceman and the Peugeot RCZ.

Tooling, Engineering and Other Sales

Tooling, engineering and other sales increased 5% or \$148 million to \$2.97 billion for 2014 compared to \$2.82 billion for 2013. In 2014, the major programs for which we recorded tooling, engineering and other sales were the:

- Ford Transit;
- MINI Countryman;
- Ford F-Series and F-Series Super Duty;
- QOROS 3;
- Ford Mustang;
- BMW X6;
- Mercedes-Benz M-Class;
- BMW X4; and
- Porsche Panamera.

In 2013, the major programs for which we recorded tooling, engineering and other sales were the:

- GM full-size pickups and SUVs;
- Ford Transit;
- QOROS 3;
- Ford Fusion;
- Mercedes-Benz M-Class;
- MINI Countryman;
- Skoda Octavia;
- MINI Cooper;
- MINI Paceman; and
- Jeep Grand Cherokee.

In addition, tooling, engineering and other sales decreased as a result of the weakening of certain foreign currencies against the U.S dollar, including the Canadian dollar and Russian ruble.

Cost of Goods Sold and Gross Margin

	2014	2013
Sales	\$ 36,641	\$ 34,835
Cost of goods sold		
Material	23,344	22,293
Direct labour	2,310	2,272
Overhead	5,969	5,722
	31,623	30,287
Gross margin	\$ 5,018	\$ 4,548
Gross margin as a percentage of sales	13.7%	13.1%

Cost of goods sold increased \$1.34 billion to \$31.62 billion for 2014 compared to \$30.29 billion for 2013 primarily as a result of:

- higher material, overhead and labour costs associated with the increase in sales, including wage increases at certain operations;
- higher launch costs, including unanticipated costs at certain interiors facilities;
- increased pre-operating costs incurred at new facilities; and
- a greater amount of employee profit sharing.

These factors were partially offset by:

- a decrease in cost of goods sold as a result of the net weakening of foreign currencies against the U.S. dollar, including the weakening of the Canadian dollar, Russian ruble, Argentine peso and Brazilian real partially offset by the strengthening of the British pound and euro; and
- productivity and efficiency improvements at certain facilities.

Gross margin increased \$470 million to \$5.02 billion for 2014 compared to \$4.55 billion for 2013 and gross margin as a percentage of sales increased to 13.7% for 2014 compared to 13.1% for 2013. The increase in gross margin as a percentage of sales was primarily due to:

- productivity and efficiency improvements at certain facilities; and
- a decrease in the proportion of complete vehicle assembly sales relative to total sales, which have a higher material content than our consolidated average.

These factors were partially offset by:

- higher launch costs, including unanticipated costs at certain interiors facilities;
- operational inefficiencies and other costs at certain facilities;
- increased pre-operating costs incurred at new facilities;
- a greater amount of employee profit sharing;
- an increase in tooling, engineering and other sales that have low or no margins;
- increased commodity costs; and
- higher warranty costs.

Depreciation and Amortization

Depreciation and amortization costs decreased \$173 million to \$0.89 billion for 2014 compared to \$1.06 billion for 2013. The lower depreciation and amortization was primarily as a result of:

- intangible asset amortization of \$158 million recorded in 2013 related to the acquisition and re-measurement of E-Car; and
- a decrease in reported U.S. dollar depreciation and amortization primarily as a result of the weakening of the Canadian dollar and Russian ruble, each against the U.S. dollar.

Selling, General and Administrative ("SG&A")

SG&A expense as a percentage of sales was 4.7% for 2014 compared to 4.6% for 2013. SG&A expense increased \$91 million to \$1.71 billion for 2014 compared to \$1.62 billion for 2013 primarily as a result of:

- higher incentive compensation;
- higher labour and other costs to support the growth in sales, including wage increases at certain operations;
- increased costs incurred at new facilities;
- \$10 million of cash received related to the settlement of ABCP between the Investment Industry Regulatory Organization of Canada and financial institutions in 2013;
- a \$5 million net decrease in revaluation gains in respect of ABCP; and
- a greater amount of employee profit sharing.

Equity Income

Equity income increased \$15 million to \$211 million for 2014 compared to \$196 million for 2013.

Other Expense (Income), net

During 2014 and 2013, we recorded Other Expense items as follows:

	2014			2013		
	Operating Income	Net Income Attributable to Magna	Diluted Earnings per Share	Operating Income	Net Income Attributable to Magna	Diluted Earnings per Share
Fourth Quarter						
Restructuring ⁽¹⁾	\$ 6	\$ 5	\$ 0.02	\$ 35	\$ 25	\$ 0.11
Impairment of long-lived assets ⁽¹⁾	18	12	0.06	33	21	0.09
Impairment of goodwill ⁽¹⁾	–	–	–	22	22	0.10
	24	17	0.08	90	68	0.30
Third Quarter						
Restructuring ⁽¹⁾	7	6	0.03	48	33	0.14
Second Quarter						
Restructuring ⁽¹⁾	11	10	0.05	–	–	–
First Quarter						
Restructuring ⁽¹⁾	22	20	0.09	6	6	0.02
Full year other expense, net	\$ 64	\$ 53	\$ 0.24	\$ 144	\$ 107	\$ 0.47

(1) Restructuring and Impairment Charges

[a] For the year ended December 31, 2014

(i) Restructuring

During 2014, we recorded net restructuring charges of \$46 million (\$41 million after tax) in Europe at our exterior and interior systems operations.

During 2015, we expect to record additional restructuring charges of approximately \$40 million.

(ii) Impairments of long-lived assets

In conjunction with our annual business planning cycle, during the fourth quarter of 2014, we recorded long-lived asset impairment charges of \$18 million (\$12 million after tax). The impairment related to fixed assets at an interiors operation in the United States.

[b] For the year ended December 31, 2013

(i) Restructuring

During 2013, we recorded net restructuring charges of \$89 million (\$64 million after tax), in Europe at our exterior and interior systems operations related primarily to the closure of a facility in Belgium.

(ii) Impairments of long-lived assets

During the fourth quarter of 2013, we recorded long-lived asset impairment charges of \$33 million (\$21 million after tax and non-controlling interests) consisting of \$23 million in North America and \$10 million in Rest of World. The impairment charges related to battery research equipment in North America and fixed assets at our Seating operations in South America.

(iii) Impairment of goodwill

During the fourth quarter of 2013, we recorded goodwill impairment charges of \$22 million (\$22 million after tax) in Rest of World related to our metal stamping operations.

Segment Analysis

Given the differences between the regions in which we operate, our operations are segmented on a geographic basis. Consistent with the above, our internal financial reporting separately segments key internal operating performance measures between North America, Europe, Asia and Rest of World for purposes of presentation to the chief operating decision maker to assist in the assessment of operating performance, the allocation of resources, and our long-term strategic direction and future global growth.

Our chief operating decision maker uses Adjusted EBIT as the measure of segment profit or loss, since we believe Adjusted EBIT is the most appropriate measure of operational profitability or loss for our reporting segments. Adjusted EBIT represents income from operations before income taxes; interest expense, net; and other expense (income), net.

	External Sales			Adjusted EBIT		
	2014	2013	Change	2014	2013	Change
North America	\$ 19,603	\$ 17,859	\$ 1,744	\$ 1,992	\$ 1,645	\$ 347
Europe	14,494	14,525	(31)	434	375	59
Asia	1,837	1,539	298	162	85	77
Rest of World	694	889	(195)	(35)	(76)	41
Corporate and Other	13	23	(10)	79	36	43
Total reportable segments	\$ 36,641	\$ 34,835	\$ 1,806	\$ 2,632	\$ 2,065	\$ 567

Excluded from Adjusted EBIT for 2014 and 2013 were the following Other Expense items, which have been discussed in the "Other Expense" section.

	2014	2013
North America		
Impairment of long-lived assets	\$ 18	\$ 23
Europe		
Restructuring	46	89
Rest of World		
Impairment of goodwill	-	32
	\$ 64	\$ 144

North America

Adjusted EBIT in North America increased \$347 million to \$1.99 billion for 2014 compared to \$1.65 billion for 2013 primarily as a result of:

- margins earned on higher production sales;
- intangible asset amortization of \$158 million, recorded in 2013, related to the acquisition and re-measurement of E-Car;
- productivity and efficiency improvements at certain facilities; and
- higher equity income.

These factors were partially offset by:

- higher launch costs, including unanticipated costs at certain interiors facilities;
- operational inefficiencies and other costs at certain facilities;
- increased pre-operating costs incurred at new facilities;
- higher affiliation fees paid to Corporate;
- a greater amount of employee profit sharing;
- a decrease in reported U.S. dollar EBIT due to the weakening of the Canadian dollar against the U.S. dollar;
- higher warranty costs of \$18 million;
- higher incentive compensation;
- approximately \$15 million of costs incurred, net of insurance recoveries, related to a fire at a body and chassis facility;
- increased commodity costs;
- increased stock-based compensation; and
- net customer price concessions subsequent to 2013.

Europe

Adjusted EBIT in Europe increased \$59 million to \$434 million for 2014 compared to \$375 million for 2013 primarily as a result of:

- margins earned on higher production sales;
- the benefit of restructuring and downsizing activities recently undertaken;
- lower warranty costs of \$15 million;
- productivity and efficiency improvements at certain facilities;
- lower downsizing costs;
- higher equity income; and
- decreased commodity costs.

These factors were partially offset by:

- higher launch costs, including unanticipated costs at certain interiors facilities in the United Kingdom;
- increased pre-operating costs incurred at new facilities;
- higher affiliation fees paid to Corporate;
- a greater amount of employee profit sharing;
- operational inefficiencies and other costs at certain facilities;
- increased stock-based compensation; and
- net customer price concessions subsequent to 2013.

Asia

Adjusted EBIT in Asia increased \$77 million to \$162 million for 2014 compared to \$85 million for 2013 primarily as a result of:

- margins earned on higher production sales, including margins earned on the launch of new facilities and new programs;
- higher equity income; and
- decreased pre-operating costs incurred at new facilities.

These factors were partially offset by:

- higher launch costs;
- higher affiliation fees paid to Corporate;
- higher warranty costs of \$2 million; and
- net customer price concessions subsequent to 2013.

Rest of World

Adjusted EBIT in Rest of World increased \$41 million to a loss of \$35 million for 2014 compared to a loss of \$76 million for 2013 primarily as a result of:

- productivity and efficiency improvements at certain facilities;
- the benefit of restructuring and downsizing activities recently undertaken;
- a decrease in reported U.S. dollar EBIT loss due to the weakening of the Brazilian real and Argentine peso, each against the U.S. dollar;
- lower affiliation fees paid to Corporate; and
- net customer price increases subsequent to 2013.

These factors were partially offset by:

- higher production costs, including inflationary increases, that we have not been fully successful in passing through to our customers;
- a favourable earn-out settlement during 2013;
- increased commodity costs;
- higher launch costs;
- higher warranty costs of \$1 million; and
- higher incentive compensation.

Corporate and Other

Corporate and Other Adjusted EBIT increased \$43 million to \$79 million for 2014 compared to \$36 million for 2013 primarily as a result of:

- an increase in affiliation fees earned from our divisions; and
- decreased stock-based compensation.

These factors were partially offset by:

- higher incentive compensation;
- \$10 million of cash received related to the settlement of ABCP between the Investment Industry Regulatory Organization of Canada and financial institutions in the first quarter of 2013; and
- a \$5 million net decrease in valuation gains in respect of ABCP.

Interest Expense, net

During 2014, we recorded net interest expense of \$29 million compared to \$16 million for 2013. The \$13 million increase is primarily as a result of interest expense on the \$750 million 3.625% fixed rate Senior Notes issued during the second quarter of 2014 (the "Senior Notes"), partially offset by interest income earned on higher investment balances.

Income from Operations before Income Taxes

Income from operations before income taxes increased \$634 million to \$2.54 billion for 2014 compared to \$1.91 billion for 2013. Excluding Other Expense, discussed in the "Other Expense" section, income from operations before income taxes for 2014 increased \$554 million. The increase in income from operations before income taxes is the result of the increase in Adjusted EBIT partially offset by the increase in net interest expense, as discussed above.

Income Taxes

	2014		2013	
	\$	%	\$	%
Income taxes as reported	\$ 659	26.0	\$ 360	18.9
Tax effect on Other expense, net	11	(0.2)	28	—
Austrian Tax Reform	(32)	(1.3)	—	—
Mexican flat tax	—	—	36	1.8
Valuation allowances	—	—	21	1.0
	\$ 638	24.5	\$ 445	21.7

For 2014, the Austrian government enacted legislation abolishing the utilization of foreign losses, where the foreign subsidiary is not a member of the European Union. Furthermore, any foreign losses used by Austrian entities arising in those non European Union subsidiaries are subject to recapture in Austria. As a consequence of this change, we have taken a charge to income tax expense of \$32 million ("Austrian Tax Reform").

For 2013, we had valuation allowances against our deferred tax assets in certain European countries. These valuation allowances were required because of historical losses and uncertainty as to the timing of when we would be able to generate the necessary level of earnings to recover these deferred tax assets. Over the past few years, some of our European operations have delivered sustained profits which, together with forecasted profits have allowed us to release a portion of the valuation allowances set up against our European deferred tax assets. Additionally, during 2013, we released a portion of our valuation allowance in China. The effect of these valuation allowance releases in 2013 is \$21 million. Finally, we recorded a \$36 million deferred tax benefit as a result of the elimination of the Mexican flat tax. The valuation allowances and elimination of the Mexican flat tax (the "Deferred Tax Adjustments") totaled \$57 million in 2013.

Excluding Other Expense, after tax, the Austrian Tax Reform and the Deferred Tax Adjustments, the effective income tax rate increased to 24.5% for 2014 compared to 21.7% for 2013 primarily as a result of:

- lower favourable audit settlements; and
- an increase in permanent items.

These factors were partially offset by:

- a reduction in losses not benefitted in South America and Asia; and
- non-creditable withholding tax recorded in 2013.

Net Income

Net income of \$1.88 billion for 2014 increased \$335 million compared to 2013. Excluding Other Expense, after tax, as discussed in the "Other Expense" section and the Austrian Tax Reform and Deferred Tax Adjustments as discussed in the "Income Taxes" section, net income increased \$361 million. The increase in net income is the result of the increase in income from operations before income taxes partially offset by higher income taxes.

Net Loss Attributable to Non-controlling Interests

Net loss attributable to non-controlling interests decreased \$14 million to \$2 million for 2014 compared to \$16 million for 2013 primarily as a result of impairments of long-lived assets in 2013 as discussed in the "Other Expense" section and improved operating performance at certain subsidiaries in China that have non-controlling interests.

Net Income Attributable to Magna International Inc.

Net income attributable to Magna International Inc. of \$1.88 billion for 2014 increased \$321 million compared to 2013. Excluding Other Expense, after tax and net loss attributable to non-controlling interests, as discussed in the "Other Expense" section and the Austrian Tax Reform and Deferred Tax Adjustments as discussed in the "Income Taxes" section, net income attributable to Magna International Inc. increased \$356 million primarily as a result of the increase in net income, as discussed above.

Earnings per Share

	2014	2013	Change	
Earnings per Common Share				
Basic	\$ 8.81	\$ 6.85	+	29%
Diluted	\$ 8.69	\$ 6.76	+	29%
Weighted average number of Common Shares outstanding (millions)				
Basic	213.6	227.9	-	6%
Diluted	216.6	230.8	-	6%

Diluted earnings per share increased \$1.93 to \$8.69 for 2014 compared to \$6.76 for 2013. Other Expense, after tax, net loss attributable to non-controlling interests and the Austrian Tax Reform and Deferred Tax Adjustments, negatively impacted diluted earnings per share by \$0.39 and \$0.22 in 2014 and 2013, respectively. Other Expense and the Austrian Tax Reform and Deferred Tax Adjustments are discussed in the "Other Expense" and "Income Taxes" sections, respectively. Excluding the \$0.39 and the \$0.22 per share negative impact for 2014 and 2013, respectively, diluted earnings per share increased \$2.10, as a result of the increase in net income attributable to Magna International Inc. and a decrease in the weighted average number of diluted shares outstanding during 2014.

The decrease in the weighted average number of diluted shares outstanding was due to the purchase and cancellation of Common Shares, during or subsequent to 2013, pursuant to our normal course issuer bids partially offset by an increase in the number of diluted options outstanding as a result of an increase in the trading price of our common stock and the issue of Common Shares related to the exercise of stock options.

FINANCIAL CONDITION, LIQUIDITY AND CAPITAL RESOURCES

Cash Flow from Operations

	2014	2013	Change	
Net income	\$ 1,880	\$ 1,545		
Items not involving current cash flows	1,157	1,149		
	3,037	2,694	\$	343
Changes in operating assets and liabilities	(245)	(127)		
Cash provided from operating activities	\$ 2,792	\$ 2,567	\$	225

Cash flow from operations before changes in operating assets and liabilities increased \$343 million to \$3.04 billion for 2014 compared to \$2.69 billion for 2013. The increase in cash flow from operations was due to a \$335 million increase in net income, as discussed above and an \$8 million increase in items not involving current cash flows. Items not involving current cash flows are comprised of the following:

	2014	2013
Depreciation and amortization	\$ 890	\$ 1,063
Amortization of other assets included in cost of goods sold	148	138
Deferred income taxes	94	(100)
Other non-cash charges	36	23
Impairment charges	18	55
Equity income in excess of dividends received	(29)	(30)
Items not involving current cash flows	\$ 1,157	\$ 1,149

Cash invested in operating assets and liabilities amounted to \$245 million for 2014 compared to \$127 million for 2013. The change in operating assets and liabilities is comprised of the following sources (and uses) of cash:

	2014	2013
Accounts receivable	\$ (767)	\$ (584)
Inventories	(343)	(141)
Prepaid expenses and other	5	(56)
Accounts payable	677	325
Accrued salaries and wages	82	87
Other accrued liabilities	79	298
Income taxes payable	22	(56)
Changes in operating assets and liabilities	\$ (245)	\$ (127)

Higher accounts receivable relate primarily to the timing of cash receipts from customers for production sales and increased accrued tooling and engineering receivables in December 2014. The increase in inventories was primarily due to increased tooling inventory in Europe and higher production inventory to support higher sales activities and for upcoming launches. The increase in accounts payable was primarily due to timing of payments. The increase in accrued salaries and wages was primarily due to timing of accrued wages, increased incentive compensation and employee profit sharing accruals.

Capital and Investment Spending

	2014	2013	Change
Fixed asset additions	\$ (1,586)	\$ (1,169)	
Investments and other assets	(175)	(192)	
Fixed assets, investments and other assets additions	(1,761)	(1,361)	
Purchase of subsidiaries	(23)	(9)	
Proceeds from disposition	167	163	
Cash used for investment activities	\$ (1,617)	\$ (1,207)	\$ (410)

Fixed assets, investments and other assets additions

In 2014, we invested \$1.59 billion in fixed assets. While investments were made to refurbish or replace assets consumed in the normal course of business and for productivity improvements, a large portion of the investment in 2014 was for manufacturing equipment for programs that will be launching subsequent to 2014 and for facilities, including \$105 million for the purchase of eight leased facilities in Mexico from Granite Real Estate Investment Trust.

In 2014, we invested \$153 million in other assets related primarily to fully reimbursable tooling and engineering costs for programs that launched during 2014 or will be launching subsequent to 2014. In addition, we invested \$22 million in equity accounted investments.

Purchase of subsidiaries

In October 2014, we acquired Techform Group of Companies, an automotive supplier of hinges, door locking rods and other closure products, which has operations in Canada, the United States and China, for cash consideration of \$23 million.

In November 2013, we acquired the remaining 49% interest of Textile Competence Centre Kft, a textile plant in Germany for cash consideration of \$9 million. Prior to the acquisition, we were fully consolidating this entity with non-controlling interest equal to the 49% interest not owned by us.

Proceeds from disposition

In 2014, the \$167 million of proceeds include cash related to the disposal of certain non-core exteriors facilities in North America and normal course fixed and other asset disposals.

Financing

	2014	2013	Change
Issues of debt	\$ 860	\$ 151	
Issues of Common Shares on exercise of stock options	49	63	
Increase (decrease) in bank indebtedness	1	(18)	
Repayments of debt	(189)	(173)	
Repurchase of Common Shares	(1,783)	(1,020)	
Settlement of stock options	-	(23)	
Contribution to subsidiaries by non-controlling interests	-	4	
Dividends paid	(316)	(284)	
Cash used for financing activities	\$ (1,378)	\$ (1,300)	\$ (78)

Issues of debt relates primarily to the issue of the \$750 million Senior Notes. The Senior Notes are senior unsecured obligations, interest is payable on June 15 and December 15 of each year, and do not include any financial covenants. We may redeem the Senior Notes in whole or in part at any time, and from time to time, at specified redemption prices determined in accordance with the terms of the indenture governing the Senior Notes.

During 2014, we purchased for cancellation 17.4 million Common Shares for an aggregate purchase price of \$1.78 billion under our normal course issuer bids.

Cash dividends paid per Common Share were \$1.52 for 2014, for a total of \$316 million.

Financing Resources

	As at December 31, 2014	As at December 31, 2013	Change
Liabilities			
Bank indebtedness	\$ 33	\$ 41	
Long-term debt due within one year	184	230	
Long-term debt	811	102	
	1,028	373	
Non-controlling interests	14	16	
Shareholders' equity	8,659	9,623	
Total capitalization	\$ 9,701	\$ 10,012	\$ (311)

Total capitalization decreased by \$311 million to \$9.70 billion at December 31, 2014 compared to \$10.01 billion at December 31, 2013, primarily as a result of a \$964 million decrease in shareholders' equity partially offset by a \$655 million increase in liabilities.

The decrease in shareholders' equity was primarily as a result of:

- the \$1.78 billion repurchase and cancellation of 17.4 million Common Shares under our normal course issuer bids during 2014;
- the \$681 million net unrealized loss on translation of our net investment in foreign operations;
- \$316 million of dividends paid during 2014; and
- the \$103 million net unrealized loss on cash flow hedges.

These factors were partially offset by the \$1.88 billion of net income earned in 2014.

The increase in liabilities relates primarily to long-term debt issued in relation to the \$750 million Senior Notes partially offset by net repayments of our bank term debt.

Cash Resources

During 2014, our cash resources decreased by \$301 million to \$1.25 billion as a result of the cash used for investing and financing activities partially offset by cash provided from operating activities, as discussed above. In addition to our cash resources at December 31, 2014, we had term and operating lines of credit totalling \$2.57 billion of which \$2.29 billion was unused and available.

On May 16, 2014, our \$2.25 billion revolving credit facility maturing June 20, 2018 was extended to June 20, 2019. The facility includes a \$200 million Asian tranche, a \$50 million Mexican tranche and a tranche for Canada, U.S. and Europe, which is fully transferable between jurisdictions and can be drawn in U.S. dollars, Canadian dollars or euros.

During the first quarter of 2014, we filed a short form base shelf prospectus with the Ontario Securities Commission and a corresponding shelf registration statement with the United States Securities and Exchange Commission on Form F-10. The filings provide for the potential offering in Ontario and the United States of up to an aggregate of \$2.00 billion of debt securities from time to time over a 25 month period. During the second quarter of 2014, we issued \$750 million of Senior Notes under the filings.

Maximum Number of Shares Issuable

The following table presents the maximum number of shares that would be outstanding if all of the outstanding options at March 5, 2015 were exercised:

Common Shares	205,179,261
Stock options ⁽ⁱ⁾	4,898,935
	210,078,196

(i) Options to purchase Common Shares are exercisable by the holder in accordance with the vesting provisions and upon payment of the exercise price as may be determined from time to time pursuant to our stock option plans.

Contractual Obligations and Off-Balance Sheet Financing

A purchase obligation is defined as an agreement to purchase goods or services that is enforceable and legally binding on us and that specifies all significant terms, including: fixed or minimum quantities to be purchased; fixed, minimum or variable price provisions; and the approximate timing of the transaction. Consistent with our customer obligations, substantially all of our purchases are made under purchase orders with our suppliers which are requirements based and accordingly do not specify minimum quantities. Other long-term liabilities are defined as long-term liabilities that are recorded on our consolidated balance sheet. Based on this definition, the following table includes only those contracts which include fixed or minimum obligations.

At December 31, 2014, we had contractual obligations requiring annual payments as follows:

	2015	2016- 2017	2018- 2019	Thereafter	Total
Operating leases	\$ 306	\$ 510	\$ 356	\$ 382	\$ 1,554
Long-term debt	184	37	18	757	996
Unconditional Purchase Obligations:					
Materials and Services	2,052	158	7	6	2,223
Capital	420	36	12	1	469
Total contractual obligations	\$ 2,962	\$ 741	\$ 393	\$ 1,146	\$ 5,242

Our unfunded obligations with respect to employee future benefit plans, which have been actuarially determined, were \$574 million at December 31, 2014. These obligations are as follows:

	Pension Liability	Retirement Liability	Termination and Long Service Arrangements	Total
Projected benefit obligation	\$ 540	\$ 41	\$ 340	\$ 921
Less plan assets	(347)	-	-	(347)
Unfunded amount	\$ 193	\$ 41	\$ 340	\$ 574

Our off-balance sheet financing arrangements are limited to operating lease contracts.

The majority of our facilities are subject to operating leases. Operating lease payments in 2014 for facilities were \$286 million. Operating lease commitments in 2015 for facilities are expected to be \$258 million. A majority of our existing lease agreements generally provide for periodic rent escalations based either on fixed-rate step increases, or on the basis of a consumer price index adjustment (subject to certain caps).

We also have operating lease commitments for equipment. These leases are generally of shorter duration. Operating lease payments for equipment were \$58 million for 2014, and are expected to be \$48 million in 2015.

Although our consolidated contractual annual lease commitments decline year by year, we expect that existing leases will either be renewed or replaced, or alternatively, we will incur capital expenditures to acquire equivalent capacity.

Foreign Currency Activities

Our North American operations negotiate sales contracts with OEMs for payment in both U.S. and Canadian dollars. Materials and equipment are purchased in various currencies depending upon competitive factors, including relative currency values. Our North American operations use labour and materials which are paid for in both U.S. and Canadian dollars. Our Mexican operations generally use the U.S. dollar as the functional currency.

Our European operations negotiate sales contracts with OEMs for payment principally in euros and British pounds. The European operations' material, equipment and labour are paid for principally in euros and British pounds.

We employ hedging programs, primarily through the use of foreign exchange forward contracts, in an effort to manage our foreign exchange exposure, which arises when manufacturing facilities have committed to the delivery of products for which the selling price has been quoted in foreign currencies. These commitments represent our contractual obligations to deliver products over the duration of the product programs, which can last a number of years. The amount and timing of the forward contracts will be dependent upon a number of factors, including anticipated production delivery schedules and anticipated production costs, which may be paid in the foreign currency. In addition, we enter into foreign exchange contracts to manage foreign exchange exposure with respect to internal funding arrangements. Despite these measures, significant long-term fluctuations in relative currency values, in particular a significant change in the relative values of the U.S. dollar, Canadian dollar, euro or British pound, could have an adverse effect on our profitability and financial condition (as discussed throughout this MD&A).

SIGNIFICANT ACCOUNTING POLICIES AND CRITICAL ACCOUNTING ESTIMATES

Our significant accounting policies are more fully described in Note 1, "Significant Accounting Policies", to the consolidated financial statements included in this Report. The preparation of the audited consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the related disclosure of contingent assets and liabilities, as of the date of the consolidated financial statements. These estimates and assumptions are based on our historical experience, and various other assumptions we believe to be reasonable in the circumstances. Since these estimates and assumptions are subject to an inherent degree of uncertainty, actual results in these areas may differ significantly from our estimates.

We believe the following critical accounting policies and estimates affect the more subjective or complex judgments and estimates used in the preparation of our consolidated financial statements and accompanying notes. Management has discussed the development and selection of the following critical accounting policies with the Audit Committee of the Board of Directors, and the Audit Committee has reviewed our disclosure relating to critical accounting policies in this MD&A.

Revenue Recognition

[a] Tooling and Engineering Service Contracts

With respect to our contracts with OEMs for particular vehicle programs, we perform multiple revenue-generating activities. The most common arrangement is where, in addition to contracting for the production and sale of parts, we also have a contract with the OEM for engineering services, related tooling, and in some cases subsequent assembly activities. Under these arrangements, we either construct the tools at our in-house tool shops or contract with third party tooling vendors to construct and supply tooling to be used by us in the production of parts for the OEM. On completion of the tooling build, and upon acceptance of the tooling by the OEM, we sell the tooling to the OEM pursuant to a separate tooling purchase order.

Revenues from significant engineering services and tooling contracts that qualify as separate revenue elements are recognized on a percentage of completion basis. The percentage of completion method recognizes revenue and cost of sales over the term of the contract based on estimates of the state of completion, total contract revenue and total contract costs. Contract costs are estimated at the time of signing the contract and are reviewed at each reporting date. Adjustments to the original estimates of total contract costs are often required as work progresses under the contract and as experience is gained, even though the scope of the work under the contract may not change.

Tooling and engineering contract prices are generally fixed; however, price changes, change orders and program cancellations may affect the ultimate amount of revenue recorded with respect to a contract. When the current estimates of total contract revenue and total contract costs indicate a loss, a provision for the entire loss on the contract is made. Factors that are considered in arriving at the forecasted loss on a contract include, amongst others, cost over-runs, non-reimbursable costs, change orders and potential price changes.

[b] Contracts with Purchased Components

(i) Tooling and Engineering Services

Revenues and cost of sales from tooling and engineering services contracts are presented on a gross basis in the consolidated statements of income when we are acting as principal and are subject to significant risks and rewards of the business. Otherwise, components of revenue and related costs are presented on a net basis. To date, substantially all engineering services and tooling contracts have been recorded on a gross basis.

(ii) Assembly Contracts

The terms of our various vehicle assembly contracts differ with respect to the ownership of components and supplies related to the assembly process and the method of determining the selling price to the OEM customer. Under certain contracts we are acting as principal, and purchased components and systems in assembled vehicles are included in our inventory and cost of sales. These costs are reflected on a full-cost basis in the selling price of the final assembled vehicle to the OEM customer. Other contracts provide that third-party components and systems are held on consignment by us, and the selling price to the OEM customer reflects a value added assembly fee only. All current programs are accounted for on a full-cost basis.

(iii) Modular Systems

In addition to our assembly business, we also enter into production contracts where we are required to coordinate the design, manufacture, integration and assembly of a large number of individual parts and components into a modular system for delivery to the OEM's vehicle assembly plant. Under these contracts, we manufacture a portion of the products included in the module but also purchase components from various sub-suppliers and assemble such components into the completed module. We recognize module revenues and cost of sales on a gross basis when we have a combination of:

- primary responsibility for providing the module to the OEM;
- responsibility for styling and/or product design specifications;
- latitude in establishing sub-supplier pricing;
- responsibility for validation of sub-supplier part quality;
- inventory risk on sub-supplier parts;
- exposure to warranty; and
- exposure to credit risk on the sale of the module to the OEM.

To date, revenues and cost of sales on our module contracts have been reported on a gross basis.

Amortized Engineering and Customer-Owned Tooling Arrangements

We incur pre-production engineering research and development ("ER&D") costs related to the products we produce for OEMs under long-term supply agreements. We expense ER&D costs, which are paid for as part of the subsequent related production and assembly program, as incurred unless a contractual guarantee for reimbursement exists.

In addition, we expense all costs as incurred related to the design and development of moulds, dies and other tools that we will not own and that will be used in, and reimbursed as part of the piece price amount for, subsequent related production or assembly program unless the supply agreement provides us with a contractual guarantee for reimbursement of costs or the non-cancellable right to use the moulds, dies and other tools during the supply agreement, in which case the costs are capitalized.

ER&D and customer-owned tooling costs capitalized in "Other assets" are amortized on a units-of-production basis over the related long-term supply agreement.

Impairment of Goodwill and Other Long-lived Assets

We review goodwill at the reporting unit level for impairment annually or more frequently if events or changes in circumstances indicate that goodwill might be impaired. We perform a two step goodwill impairment test in conjunction with our annual business plan during the fourth quarter of each year. In step one, the fair value of a reporting unit is compared to its carrying value. If the fair value is greater than its carrying amount, goodwill is not considered to be impaired and the second step is not required. However, if the fair value of the reporting unit is less than its carrying amount, the second step must be performed to measure the amount of the impairment loss, if any. The second step requires a reporting unit to compare its implied fair value of goodwill to its carrying amount. If the carrying amount of goodwill exceeds its implied fair value, the reporting unit would recognize an impairment loss for that excess.

We evaluate fixed assets and other long-lived assets for impairment whenever indicators of impairment exist. Indicators of impairment include the bankruptcy of a significant customer or the early termination, loss, renegotiation of the terms of, or delay in the implementation of, any significant production contract. If the sum of the future cash flows expected to result from the asset, undiscounted and without interest charges, is less than the reported value of the asset, an asset impairment would be recognized in the consolidated financial statements. The amount of impairment to be recognized is calculated by subtracting the fair value of the asset from the reported value of the asset.

We believe that accounting estimates related to goodwill and long-lived asset impairment assessments are "critical accounting estimates" because: (i) they are subject to significant measurement uncertainty and are susceptible to change as management is required to make forward-looking assumptions regarding the impact of improvement plans on current operations, in-sourcing and other new business opportunities, program pricing and cost assumptions on current and future business, the timing of new program launches and future forecasted production volumes; and (ii) any resulting impairment loss could have a material impact on our consolidated net income and on the amount of assets reported in our consolidated balance sheet.

Warranty

We record product warranty liabilities based on individual customer agreements. Under most customer agreements, we only account for existing or probable claims on product default issues when amounts related to such issues are probable and reasonably estimable. Under certain complete vehicle engineering and assembly contracts, we record an estimate of future warranty-related costs based on the terms of the specific customer agreements and the specific customers' warranty experience.

Product liability provisions are established based on our best estimate of the amounts necessary to settle existing claims on product default issues. Recall costs are costs incurred when government regulators and/or our customers decide to recall a product due to a known or suspected performance issue, and we are required to participate either voluntarily or involuntarily. Costs typically include the cost of the product being replaced, the customer's cost of the recall and labour to remove and replace the defective part. When a decision to recall a product has been made or is probable, our estimated cost of the recall is recorded as a charge to income in that period. In making this estimate, judgment is required as to the number of units that may be returned as a result of the recall, the total cost of the recall campaign, the ultimate negotiated sharing of the cost between us, the customer and, in some cases a supplier.

We monitor our warranty activity on an ongoing basis and adjust our reserve estimates when it is probable that future warranty costs will be different than those estimates.

Deferred Tax Assets

At December 31, 2014, we had recorded deferred tax assets (net of related valuation allowances) in respect of loss carryforwards and other deductible temporary differences of \$49 million and \$315 million, respectively. The deferred tax assets in respect of loss carryforwards relate primarily to Canadian and Mexican subsidiaries.

On a quarterly basis, we evaluate the realizability of deferred tax assets by assessing our valuation allowances and by adjusting the amount of such allowances as necessary. We use tax planning strategies to realize deferred tax assets to avoid the potential loss of benefits.

Accounting standards require that we assess whether valuation allowances should be established or maintained against our deferred income tax assets, based on consideration of all available evidence, using a "more-likely-than-not" standard. The factors used to assess the likelihood of realization are: history of losses, forecasts of future pre-tax income and tax planning strategies that could be implemented to realize the deferred tax assets.

At December 31, 2014, we had domestic and foreign operating loss carryforwards of \$2.27 billion and tax credit carryforwards of \$25 million, which relate primarily to operations in Germany, Austria, the United States, the United Kingdom, Spain, Brazil, India, and China. Approximately \$1.61 billion of the operating losses can be carried forward indefinitely. The remaining operating losses and tax credit carryforwards expire between 2015 and 2034.

For the year ended December 31, 2014, the Austrian government enacted legislation abolishing the utilization of foreign losses, where the foreign subsidiary is not a member of the European Union. Furthermore, any foreign losses used by Austrian entities arising in those non European Union subsidiaries are subject to recapture in Austria. As a consequence of this change, we have taken a charge to income tax expense of \$32 million.

For the year ended December 31, 2013, based on financial forecasts and continued growth, we released a portion of the valuation allowances set up against our deferred tax assets in certain European countries. Additionally, during 2013, we released a portion of our valuation allowance in China. The effect of these valuation allowance releases in 2013 is \$21 million. Finally, we recorded a \$36 million deferred tax benefit as a result of the elimination of the Mexican flat tax.

Employee Future Benefit Plans

The determination of the obligation and expense for defined benefit pension, termination and long service arrangements and other post retirement benefits, such as retiree healthcare and medical benefits, is dependent on the selection of certain assumptions used by actuaries in calculating such amounts. Those assumptions include, among others, the discount rate, expected long-term rate of return on plan assets and rates of increase in compensation costs. Actual results that differ from the assumptions used are accumulated and amortized over future periods and therefore impact the recognized expense in future periods. Significant changes in assumptions or significant plan amendments could materially affect our future employee benefit obligations and future expense.

At December 31, 2014, we had past service costs and actuarial experience losses of \$222 million included in accumulated other comprehensive income that will be amortized to future employee benefit expense over the expected average remaining service life of employees or over the expected average life expectancy of retired employees, depending on the status of the plan.

Restructuring Costs

We record accruals in conjunction with our restructuring actions. These accruals include estimates primarily related to workforce reduction costs such as employee termination costs, contract termination costs and other costs related to the consolidation and/or rationalization of facilities. Actual costs may vary from these estimates. These accruals are reviewed on a quarterly basis and with changes to restructuring actions being appropriately recognized when identified.

FUTURE CHANGES IN ACCOUNTING POLICIES

Discontinued Operations

In April 2014, the FASB issued Accounting Standards Update ("ASU") No. 2014-08, Presentation of Financial Statements (Topic 205) and Property, Plant and Equipment (Topic 360): Reporting Discontinued Operations and Disposals of Components of an Entity, which changes the criteria for determining which disposals can be presented as discontinued operations and modifies related disclosure requirements. Under the new guidance, a disposal of a component of an entity or a group of components of an entity is required to be reported in discontinued operations if the disposal represents a strategic shift that has [or will have] a major effect on an entity's operations and financial results. ASU 2014-08 is effective for us in the first quarter of fiscal 2015. The adoption of this ASU is not expected to have a significant impact on our consolidated financial statements.

Revenue Recognition

In May 2014, the FASB issued Accounting Standards Update No. 2014-09, Revenue from Contracts with Customers: Topic 606 (ASU 2014-09), to supersede nearly all existing revenue recognition guidance under GAAP. The core principle of ASU 2014-09 is to recognize revenues when promised goods or services are transferred to customers in an amount that reflects the consideration that is expected to be received for those goods or services. ASU 2014-09 is effective for us in the first quarter of fiscal 2017 using either of two methods: [i] retrospective to each prior reporting period presented with the option to elect certain practical expedients as defined within ASU 2014-09; or [ii] retrospective with the cumulative effect of initially applying ASU 2014-09 recognized at the date of initial application and providing certain additional disclosures as defined per ASU 2014-09. We are currently evaluating the impact of the pending adoption of ASU 2014-09 on our consolidated financial statements.

SUBSEQUENT EVENT

Stock Split

On February 24, 2015, our Board of Directors approved a two-for-one stock split, to be implemented by way of a stock dividend, whereby our shareholders will receive an additional Common Share for each Common Share held. The stock dividend will be payable on March 25, 2015, to shareholders of record at the close of business on March 11, 2015. All equity-based compensation plans or arrangements and our normal course issuer bid will be adjusted to reflect the stock split.

COMMITMENTS AND CONTINGENCIES

From time to time, we may be contingently liable for litigation, legal and/or regulatory actions and proceedings and other claims.

Refer to note 22 of our audited consolidated financial statements for the year ended December 31, 2014, which describes these claims.

For a discussion of risk factors relating to legal and other claims/actions against us, refer to "Item 3. Description of the Business – Risk Factors" in our Annual Information Form and Annual Report on Form 40-F, each in respect of the year ended December 31, 2014.

CONTROLS AND PROCEDURES

Disclosure Controls and Procedures

Disclosure controls and procedures are designed to provide reasonable, but not absolute, assurance that material information required to be publicly disclosed by a public company is communicated in a timely manner to senior management to enable them to make timely decisions regarding public disclosure of such information. We have conducted an evaluation of our disclosure controls and procedures as of December 31, 2014 under the supervision, and with the participation of, our Chief Executive Officer and our Chief Financial Officer. Based on this evaluation, our Chief Executive Officer and our Chief Financial Officer have concluded that our disclosure controls and procedures (as this term is defined in the rules adopted by Canadian securities regulatory authorities and the United States Securities and Exchange Commission) are effective in providing reasonable assurance that material information relating to Magna is made known to them and information required to be disclosed by us is recorded, processed, summarized and reported within the time periods specified under applicable law.

Management's Annual Report on Internal Control over Financial Reporting

Internal control over financial reporting is a process designed to provide reasonable, but not absolute, assurance regarding the reliability of financial reporting and preparation of financial statements for external purposes in accordance with generally accepted accounting principles. Our management is responsible for establishing and maintaining adequate internal control over financial reporting. Due to its inherent limitations, internal control over financial reporting may not prevent or detect misstatements on a timely basis. Additionally, projections of any evaluation of the effectiveness of internal control over financial reporting to future periods are subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Our management used the Committee of Sponsoring Organizations of the Treadway Commission (COSO) (1992) framework to evaluate the effectiveness of internal control over financial reporting. Our Chief Executive Officer and our Chief Financial Officer have assessed the effectiveness of our internal control over financial reporting and concluded that, as at December 31, 2014, such internal control over financial reporting is effective and that there were no material weaknesses. Our independent auditor, Deloitte LLP, has also issued a report on our internal controls. This report precedes our audited consolidated financial statements for the year ended December 31, 2014.

Changes in Internal Controls over Financial Reporting

There have been no changes in our internal controls over financial reporting that occurred during 2014 that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

SELECTED ANNUAL CONSOLIDATED FINANCIAL DATA

The following selected consolidated financial data has been derived from, and should be read in conjunction with the accompanying audited consolidated financial statements for the year ended December 31, 2014.

	2014	2013	2012
Income Statement Data			
Vehicle Production Volumes (millions of units)			
North America	17,019	16,180	15,448
Europe	20,086	19,348	19,424
Sales			
External Production			
North America	\$ 18,282	\$ 16,744	\$ 15,336
Europe	10,013	9,957	8,786
Asia	1,640	1,391	1,034
Rest of World	668	858	803
Complete Vehicle Assembly	3,067	3,062	2,561
Tooling, Engineering and Other	2,971	2,823	2,317
Total sales	\$ 36,641	\$ 34,835	\$ 30,837
Net income	\$ 1,880	\$ 1,545	\$ 1,426
Earnings per Common Share			
Basic	\$ 8.81	\$ 6.85	\$ 6.17
Diluted	\$ 8.69	\$ 6.76	\$ 6.09
Cash dividends paid per Common Share	\$ 1.52	\$ 1.28	\$ 1.10
Financial Position Data			
Cash and cash equivalents	\$ 1,253	\$ 1,554	\$ 1,522
Working capital ⁽¹⁾	\$ 2,396	\$ 2,614	\$ 2,451
Total assets	\$ 18,139	\$ 17,990	\$ 17,109
Financing Resources			
Liabilities			
Bank indebtedness	\$ 33	\$ 41	\$ 71
Long-term debt due within one year	184	230	249
Long-term debt	811	102	112
	1,028	373	432
Non-controlling interests	14	16	29
Shareholders' equity	8,659	9,623	9,429
Total capitalization	\$ 9,701	\$ 10,012	\$ 9,890

Changes from 2013 to 2014 are explained in "Results of Operations – For the Year Ended December 31, 2014" section above.

¹ Working capital represents current assets less current liabilities as presented in our consolidated balance sheet

2013 COMPARED TO 2012

SALES

External Production Sales - North America

External production sales in North America increased 9% or \$1.40 billion to \$16.74 billion for 2013 compared to \$15.34 billion for 2012, primarily as a result of:

- the launch of new programs during or subsequent to 2012, including the:
 - Ford Fusion and Lincoln MKZ;
 - Jeep Cherokee;
 - GM full-size pickups;
 - Honda Accord;
 - Chevrolet Impala; and
 - Tesla Model S;
- higher production volumes on certain existing programs;
- acquisitions completed during or subsequent to 2012 which positively impacted sales by \$155 million, including STT Technologies ("STT"); and
- an increase in content on certain programs, including the:
 - Buick Enclave, GMC Acadia and Chevrolet Traverse; and
 - Jeep Grand Cherokee.

These factors were partially offset by:

- programs that ended production during or subsequent to 2012, including the Jeep Liberty;
- a decrease in reported U.S. dollar sales primarily as a result of the weakening of the Canadian dollar against the U.S. dollar;
- a decrease in content on certain programs, including the Jeep Patriot and Compass; and
- net customer price concessions subsequent to 2012.

External Production Sales - Europe

External production sales in Europe increased 13% or \$1.17 billion to \$9.96 billion for 2013 compared to \$8.79 billion for 2012, primarily as a result of:

- the launch of new programs during or subsequent to 2012, including the:
 - Mercedes-Benz A-Class;
 - MINI Paceman;
 - Mercedes-Benz CLA-Class;
 - Ford Kuga; and
 - Skoda Rapid and SEAT Toledo;
- acquisitions completed during or subsequent to 2012, which positively impacted sales by \$466 million, including ixetic Verwaltungs GmbH ("ixetic") and BDW technologies group and the re-acquisition of an interior systems operation; and
- a \$233 million increase in reported U.S. dollar sales primarily as a result of the strengthening of the euro against the U.S. dollar.

These factors were partially offset by:

- lower production volumes on certain existing programs;
- programs that ended production during or subsequent to 2012; and
- net customer price concessions subsequent to 2012.

External Production Sales - Asia

External production sales in Asia increased 35% or \$357 million to \$1.39 billion for 2013 compared to \$1.03 billion for 2012, primarily as a result of:

- higher production volumes on certain existing programs;
- the launch of new programs during or subsequent to 2012, primarily in China;
- a \$25 million increase in reported U.S. dollar sales as a result of the net strengthening of foreign currencies against the U.S. dollar, including the Chinese Renminbi; and
- acquisitions completed during or subsequent to 2012, which positively impacted sales by \$18 million, including ixetic.

These factors were partially offset by net customer price concessions subsequent to 2012.

External Production Sales - Rest of World

External production sales in Rest of World increased 7% or \$55 million to \$858 million for 2013 compared to \$803 million for 2012, primarily as a result of:

- the launch of new programs during or subsequent to 2012, primarily in Argentina and Brazil;
- higher production volumes on certain existing programs; and
- net customer price increases subsequent to 2012.

These factors were partially offset by:

- a \$106 million decrease in reported U.S. dollar sales as a result of the net weakening of foreign currencies against the U.S. dollar, including the Brazilian real and Argentine peso; and
- programs that ended production during or subsequent to 2012.

Complete Vehicle Assembly Sales

Complete vehicle assembly sales increased 20%, or \$501 million, to \$3.06 billion for 2013 compared to \$2.56 billion for 2012 and assembly volumes increased 19% or 22,964 units.

The increase in complete vehicle assembly sales is primarily as a result of:

- the launch of the MINI Paceman during the fourth quarter of 2012;
- an increase in assembly volumes for the Mercedes-Benz G-Class; and
- a \$93 million increase in reported U.S. dollar sales as a result of the strengthening of the euro against the U.S. dollar.

These factors were partially offset by:

- the end of production of the Aston Martin Rapide at our Magna Steyr facility during the second quarter of 2012; and
- a decrease in assembly volumes for the Peugeot RCZ.

Tooling, Engineering and Other

Tooling, engineering and other sales increased 22% or \$506 million to \$2.82 billion for 2013 compared to \$2.32 billion for 2012.

In 2012, the major programs for which we recorded tooling, engineering and other sales were the:

- Ford Fusion;
- MINI Countryman;
- Mercedes-Benz M-Class;
- Chevrolet Trax;
- QOROS C/Sedan/Hatch;
- Opel Cascada Convertible;
- Chevrolet Spin;
- Ford Escape;
- Infiniti hatchback program;
- Dodge Dart; and
- Ford Transit.

In addition, tooling, engineering and other sales increased as a result of the net strengthening of foreign currencies against the U.S. dollar, including the strengthening of the euro partially offset by the weakening of the Canadian dollar.

Cost of Goods Sold and Gross Margin

	2013	2012
Sales	\$ 34,835	\$ 30,837
Cost of goods sold		
Material	22,293	19,706
Direct labour	2,272	2,038
Overhead	5,722	5,275
	30,287	27,019
Gross margin	\$ 4,548	\$ 3,818
Gross margin as a percentage of sales	13.1%	12.4%

Cost of goods sold increased \$3.27 billion to \$30.29 billion for 2013 compared to \$27.02 billion for 2012 primarily as a result of:

- higher material, overhead and labour costs associated with the increase in sales, including wage increases at certain operations;
- \$684 million related to acquisitions completed during or subsequent to 2012, including ixetic, STT, E-Car and the re-acquisition of an interior systems operation;
- increased pre-operating costs incurred at new facilities;
- a net increase in reported U.S. dollar cost of goods sold primarily due to the strengthening of the euro against the U.S. dollar partially offset by the weakening of the Canadian dollar, Brazilian real and Argentine peso, each against the U.S. dollar; and
- a greater amount of employee profit sharing.

Gross margin increased \$730 million to \$4.55 billion for 2013 compared to \$3.82 billion for 2012 and gross margin as a percentage of sales increased to 13.1% for 2013 compared to 12.4% for 2012. The increase in gross margin as a percentage of sales was primarily due to:

- margins earned on higher production sales;
- incremental margin earned on new programs that launched during or subsequent to 2012;
- improved pricing on certain unprofitable contracts;
- lower commodity costs;
- the closure of certain facilities;
- lower warranty costs; and
- productivity and efficiency improvements at certain facilities.

These factors were partially offset by:

- an increase in complete vehicle assembly sales which have a higher material content than our consolidated average;
- a greater amount of employee profit sharing;
- an increase in tooling, engineering and other sales that have low or no margins;
- the re-acquisition, during 2012, of an interior systems operation;
- higher costs incurred in preparation for upcoming launches;
- increased pre-operating costs incurred at new facilities;
- programs that ended production during or subsequent to 2012; and
- operational inefficiencies and other costs at certain facilities.

Depreciation and Amortization

Depreciation and amortization costs increased \$262 million to \$1.06 billion for 2013 compared to \$0.80 billion for 2012. The higher depreciation and amortization was primarily as a result of:

- incremental intangible asset amortization of \$106 million related to the acquisition and re-measurement of E-Car;
- \$80 million related to acquisitions completed during or subsequent to 2012, including ixetic, E-Car and STT;
- depreciation related to new facilities; and
- other capital spending during or subsequent to 2012.

Selling, General and Administrative

SG&A expense as a percentage of sales was 4.6% for 2013 compared to 4.9% for 2012. SG&A expense increased \$106 million to \$1.62 billion for 2013 compared to \$1.51 billion for 2012 primarily as a result of:

- higher labour and other costs to support the growth in sales, including wage increases at certain operations;
- increased costs incurred at new facilities;
- \$25 million related to acquisitions completed during or subsequent to 2012, including ixetic, E-Car, and STT;
- higher incentive compensation;
- a \$7 million net decrease in revaluation gains in respect of ABCP; and
- a greater amount of employee profit sharing.

These factors were partially offset by:

- lower restructuring and downsizing costs;
- \$10 million of cash received related to the settlement of ABCP between the Investment Industry Regulatory Organization of Canada and financial institutions;
- a loss on disposal of an investment in 2012; and
- lower stock-based compensation.

Equity Income

Equity income increased \$45 million to \$196 million for 2013 compared to \$151 million for 2012. Equity income for 2012 included \$35 million of equity loss related to our investment in E-Car and \$5 million of equity income related to our investment in STT. Excluding this \$30 million net equity loss, the \$15 million increase in equity income is primarily as a result of higher income from most of our equity accounted investments.

Other Expense (Income), net

Other expense (income), net consist of significant non-operational items such as: restructuring charges generally related to plant closures; impairment charges; gains or losses on disposal of facilities; and other items not reflective of on-going operating profit or loss.

During 2013 and 2012, we recorded other expense (income), net as follows:

	2013			2012		
	Operating Income	Net Income	Diluted Earnings per Share	Operating Income	Net Income	Diluted Earnings per Share
Restructuring ⁽¹⁾	\$ 89	\$ 64	\$ 0.28	\$ 55	\$ 53	\$ 0.23
Impairment of long-lived assets ⁽¹⁾	33	21	0.09	25	23	0.10
Impairment of goodwill	22	22	0.10	–	–	–
Re-measurement gain of STT ⁽²⁾	–	–	–	(35)	(35)	(0.15)
Re-measurement gain of E-Car ⁽²⁾	–	–	–	(153)	(125)	(0.53)
Total other expense (income), net	\$ 144	\$ 107	\$ 0.47	\$ (108)	\$ (84)	\$ (0.35)

The other expense (income), net items for 2013 have been discussed in the "Other Expense, net" section above. During 2012, other expense (income), net items were as follows:

(1) Restructuring and Impairment Charges

(i) Restructuring

During the fourth quarter of 2012, we recorded restructuring charges of \$55 million (\$53 million after tax) in Europe primarily at our exterior and interior systems and complete vehicle and engineering services operations.

(ii) Impairment of long-lived assets

During the fourth quarter of 2012 we recorded long-lived asset impairment charges of \$23 million (\$22 million after tax) in Europe and \$2 million (\$1 million after tax) in North America. In Europe, the impairment charges related primarily to fixed assets at our exterior and interior systems operations.

(2) Re-measurement gains

(i) STT Technologies Inc.

On October 26, 2012, we acquired the remaining 50% interest in STT for cash consideration of \$55 million. STT is a manufacturer of automotive pumps with operations in Canada and Mexico. Prior to the acquisition, we accounted for this investment using the equity method of accounting.

The incremental investment in STT was accounted for under the business acquisition method of accounting as a step acquisition which requires that we re-measure our pre-existing investment in STT at fair value and recognize any gains or losses in income. The estimated fair value of our investment immediately before the closing date was \$55 million, which resulted in the recognition of a non-cash gain of \$35 million (\$35 million after tax).

(ii) Magna E-Car Systems LP

On August 31, 2012, we acquired the controlling 27% interest in E-Car from a company affiliated with the Stronach Group for cash consideration of \$75 million.

Prior to the acquisition, we held the 73% non-controlling interest in E-Car and accounted for this investment using the equity method of accounting. The incremental investment in E-Car was accounted for under the business acquisition method of accounting as a step acquisition which requires that we re-measure our pre-existing investment in E-Car at fair value and recognize any gains or losses in income. The estimated fair value of our partnership interest immediately before the closing date was \$205 million, which resulted in the recognition of a non-cash gain of \$153 million (\$125 million after tax).

Net Income

Net income of \$1.55 billion for 2013 increased \$119 million compared to 2012. Excluding Other Expense and Other Income, after tax, as discussed in the "Other Expense" section and the Deferred Tax Adjustments as discussed in the "Income Taxes" section, net income increased \$351 million. The increase in net income is the result of the increase in income from operations before income taxes partially offset by higher income taxes.

Earnings per Share

Diluted earnings per share increased \$0.67 to \$6.76 for 2013 compared to \$6.09 for 2012. Other Expense and Other Income, after tax and net loss attributable to non-controlling interests and the Deferred Tax Adjustments, negatively impacted diluted earnings per share in 2013 by \$0.22 and positively impacted diluted earnings per share in 2012 by \$0.73. Other Expense and Other Income and the Deferred Tax Adjustments are discussed in the "Other Expense" and "Income Taxes" sections, respectively. Excluding the \$0.22 per share negative impact for 2013 and the \$0.73 per share positive impact for 2012, diluted earnings per share increased \$1.62, as a result of the increase in net income attributable to Magna International Inc. and a decrease in the weighted average number of diluted shares outstanding during 2013.

The decrease in the weighted average number of diluted shares outstanding was due to the purchase and cancellation of Common Shares, during or subsequent to 2012, pursuant to our normal course issuer bids and the cashless exercise of options, partially offset by the issue of Common Shares related to the exercise of stock options, an increase in the number of diluted options outstanding as a result of an increase in the trading price of our common stock and stock options issued subsequent to 2012.

Financing Resources

Total capitalization increased by \$122 million to \$10.01 billion at December 31, 2013 compared to \$9.89 billion at December 31, 2012, primarily as a result of a \$194 million increase in shareholders' equity partially offset by a \$59 million decrease in liabilities.

The increase in shareholders' equity was primarily as a result of net income earned in 2013 partially offset by:

- the repurchase of Common Shares in connection with our normal course issuer bids;
- dividends paid during 2013; and
- the \$134 million net unrealized loss on translation of net investment in foreign operations.

The decrease in liabilities relates primarily to reduced bank indebtedness and lower bank term debt in our Asia and Rest of World segments.

Cash Resources

During 2013, our cash resources increased by \$32 million to \$1.55 billion as a result of the cash provided from operating activities partially offset by cash used for investing and financing activities, as discussed above. In addition to our cash resources at December 31, 2013, we had term and operating lines of credit totalling \$2.56 billion of which \$2.20 billion was unused and available.

RESULTS OF OPERATIONS - FOR THE THREE MONTHS ENDED DECEMBER 31, 2014

The discussion of our results of operations for the three months ended December 31, 2014 contained in the MD&A attached to our press release dated February 25, 2015, as filed via the Canadian Securities Administrators' System for Electronic Document Analysis and Retrieval (SEDAR) (www.sedar.com), is incorporated by reference herein.

SELECTED QUARTERLY CONSOLIDATED FINANCIAL DATA

The following selected consolidated financial data has been prepared in accordance with U.S. GAAP.

	For the three month periods ended			
	Mar 31, 2014	Jun 30, 2014	Sep 30, 2014	Dec 31, 2014
Sales	\$ 8,961	\$ 9,464	\$ 8,820	\$ 9,396
Net income	\$ 392	\$ 510	\$ 469	\$ 509
Earnings per Common Share				
Basic	\$ 1.78	\$ 2.36	\$ 2.22	\$ 2.47
Diluted	\$ 1.76	\$ 2.32	\$ 2.19	\$ 2.44

	For the three month periods ended			
	Mar 31, 2013	Jun 30, 2013	Sep 30, 2013	Dec 31, 2013
Sales	\$ 8,361	\$ 8,962	\$ 8,338	\$ 9,174
Net income	\$ 367	\$ 412	\$ 318	\$ 448
Earnings per Common Share				
Basic	\$ 1.59	\$ 1.80	\$ 1.41	\$ 2.06
Diluted	\$ 1.57	\$ 1.78	\$ 1.39	\$ 2.03

In general, sales increased from 2013 to 2014 as a result of product launches. The third quarter of the year is generally affected by the normal seasonal effects of lower vehicle production volumes as a result of OEM summer shutdowns.

Included in the quarterly net income attributable to Magna International Inc. are the following other expense (income), net items that have been discussed above:

	For the three month periods ended			
	Mar 31, 2014	Jun 30, 2014	Sep 30, 2014	Dec 31, 2014
Restructuring	\$ 22	\$ 11	\$ 7	\$ 6
Impairment of long-lived assets	-	-	-	18
	\$ 22	\$ 11	\$ 7	\$ 24

	For the three month periods ended			
	Mar 31, 2013	Jun 30, 2013	Sep 30, 2013	Dec 31, 2013
Restructuring	\$ 6	\$ -	\$ 33	\$ 25
Impairment of goodwill	-	-	-	22
Impairment of long-lived assets	-	-	-	21
	\$ 6	\$ -	\$ 33	\$ 68

For more information regarding our quarter over quarter results, please refer to our first, second and third quarter 2014 quarterly reports which are available through the internet on the Canadian Securities Administrators' System for Electronic Document Analysis and Retrieval (SEDAR) which can be accessed at www.sedar.com.

FORWARD-LOOKING STATEMENTS

The previous discussion contains statements that constitute "forward-looking information" or "forward-looking statements" within the meaning of applicable securities legislation, including, but not limited to, statements relating to: Magna's forecasts of light vehicle production globally and in North America, Europe and China; implementation of our capital strategy, including investments in our business through capital expenditures and acquisitions, and returns of capital to our shareholders through dividends and share repurchases; the timing and success of new program launches; expected operating performance and earnings in our operating segments; and implementation of improvement plans in our underperforming operations, and/or restructuring actions, including the expected level of restructuring charges for 2015. The forward-looking statements or forward-looking information in this press release is presented for the purpose of providing information about management's current expectations and plans and such information may not be appropriate for other purposes. Forward-looking statements or forward-looking information may include financial and other projections, as well as statements regarding our future plans, objectives or economic performance, or the assumptions underlying any of the foregoing, and other statements that are not recitations of historical fact. We use words such as "may", "would", "could", "should", "will", "likely", "expect", "anticipate", "believe", "intend", "plan", "forecast", "outlook", "project", "estimate" and similar expressions suggesting future outcomes or events to identify forward-looking statements or forward-looking information. Any such forward-looking statements or forward-looking information are based on information currently available to us, and are based on assumptions and analyses made by us in light of our experience and our perception of historical trends, current conditions and expected future developments, as well as other factors we believe are appropriate in the circumstances. However, whether actual results and developments will conform with our expectations and predictions is subject to a number of risks, assumptions and uncertainties, many of which are beyond our control, and the effects of which can be difficult to predict, including, without limitation: the impact of economic or political conditions on consumer confidence, consumer demand for vehicles and vehicle production; fluctuations in relative currency values; restructuring, downsizing and/or other significant non-recurring costs; continued underperformance of one or more of our operating Divisions; ongoing pricing pressures, including our ability to offset price concessions demanded by our customers; our ability to successfully launch material new or takeover business; shifts in market share away from our top customers; inability to grow our business with OEMs; shifts in market shares among vehicles or vehicle segments, or shifts away from vehicles on which we have significant content; risks of conducting business in foreign markets, including China, India, Russia, Eastern Europe, Thailand, Brazil, Argentina and other non-traditional markets for us; a prolonged disruption in the supply of components to us from our suppliers; shutdown of our or our customers' or sub-suppliers' production facilities due to a labour disruption; scheduled shutdowns of our customers' production facilities (typically in the third and fourth quarters of each calendar year); our ability to successfully compete with other automotive suppliers; reduction in outsourcing by our customers or the loss of a material production or assembly program; the termination or non-renewal by our customers of any material production purchase order; our ability to consistently develop innovative products or processes; impairment charges related to goodwill and long-lived assets; exposure to, and ability to offset, volatile commodities prices; our ability to successfully identify, complete and integrate acquisitions or achieve anticipated synergies; our ability to conduct appropriate due diligence on acquisition targets; warranty and recall costs; risk of production disruptions due to natural disasters or other catastrophic events; the security and reliability of our IT systems; pension liabilities; legal claims and/or regulatory actions against us, including the ongoing antitrust investigations being conducted by German and Brazilian authorities; changes in our mix of earnings between jurisdictions with lower tax rates and those with higher tax rates, as well as our ability to fully benefit tax losses; other potential tax exposures; changes in credit ratings assigned to us; changes in laws and governmental regulations; costs associated with compliance with environmental laws and regulations; liquidity risks as a result of an unanticipated deterioration of economic conditions; our ability to achieve future investment returns that equal or exceed past returns; the unpredictability of, and fluctuation in, the trading price of our Common Shares; and other factors set out in our Annual Information Form filed with securities commissions in Canada and our annual report on Form 40-F filed with the United States Securities and Exchange Commission, and subsequent filings. In evaluating forward-looking statements or forward-looking information, we caution readers not to place undue reliance on any forward-looking statements or forward-looking information, and readers should specifically consider the various factors which could cause actual events or results to differ materially from those indicated by such forward-looking statements or forward-looking information. Unless otherwise required by applicable securities laws, we do not intend, nor do we undertake any obligation, to update or revise any forward-looking statements or forward-looking information to reflect subsequent information, events, results or circumstances or otherwise.

MAGNA INTERNATIONAL INC.

Management's Responsibility for Financial Reporting

Magna's management is responsible for the preparation and presentation of the consolidated financial statements and all the information in the accompanying Management's Discussion and Analysis of Results of Operations and Financial Position ("MD&A"). The consolidated financial statements were prepared by management in accordance with accounting principles generally accepted in the United States.

Where alternative accounting methods exist, management has selected those it considered to be most appropriate in the circumstances. Financial statements include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis designed to ensure that the consolidated financial statements are presented fairly, in all material respects. Financial information presented in the accompanying MD&A has been prepared by management to ensure consistency with that in the consolidated financial statements. The consolidated financial statements have been reviewed by the Audit Committee, audited by independent registered public accounting firms and approved by the Board of Directors of the Company.

Management is responsible for the development and maintenance of systems of internal accounting and administrative cost controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that financial information is accurate, relevant and reliable, and that the Company's activities are appropriately accounted for and assets are adequately safeguarded. In compliance with U.S. Securities and Exchange Commission ("SEC") requirements and Section 404 of the U.S. Sarbanes-Oxley Act ("SOX"), management has determined that as at December 31, 2014 internal control over financial reporting is, in all material respects, effective. In making this assessment, the Company's management used the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") in Internal Control-Integrated Framework (1992). The Company's Chief Executive Officer and Chief Financial Officer, in compliance with Section 302 of SOX, provide a certification related to the Company's annual disclosure document in the U.S. (Form 40-F) to the SEC. According to National Instrument 52-109, the same certification is provided to the Canadian Securities Administrators.

The Company's Audit Committee is appointed by its Board of Directors annually and is comprised solely of independent directors. The Audit Committee meets regularly with management, as well as with the independent registered public accounting firms, to satisfy itself that each is properly discharging its responsibilities, to review the consolidated financial statements and the independent registered public accounting firms report and to discuss significant financial reporting issues and auditing matters. The Audit Committee reports its findings to the Board of Directors for consideration when approving the consolidated financial statements for issuance to the shareholders.

The consolidated financial statements and the effectiveness of internal control over financial reporting have been audited by Deloitte LLP, the independent registered public accounting firm, in accordance with the standards of the Public Company Accounting Oversight Board (United States) on behalf of the shareholders. The Independent Registered Accounting Firm's Reports on the consolidated financial statements and internal control over financial reporting outline the nature of their examinations and their opinions. The independent registered public accounting firms have full and unrestricted access to the Audit Committee.

/s/ Donald J. Walker

Donald J. Walker
Chief Executive Officer

Toronto, Canada,
March 5, 2015

/s/ Vincent J. Galifi

Vincent J. Galifi
*Executive Vice-President
and Chief Financial Officer*

Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of
Magna International Inc.

We have audited the accompanying consolidated balance sheet of Magna International Inc. and subsidiaries (the "Company") as of December 31, 2014, and the related consolidated statements of income, comprehensive income, changes in equity and cash flows for the year ended December 31, 2014. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit. The consolidated financial statements of the Company as at and for the year ended December 31, 2013 were audited by other auditors whose report, dated March 7, 2014, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of Magna International Inc. and subsidiaries as of December 31, 2014, and the results of their operations and their cash flows for the year ended December 31, 2014, in conformity with accounting principles generally accepted in the United States of America.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the Company's internal control over financial reporting as of December 31, 2014, based on criteria established in Internal Control-Integrated Framework (1992) issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated March 5, 2015 expressed an unqualified opinion thereon.

/s/ Deloitte LLP

Chartered Professional Accountants, Chartered Accountants
Licensed Public Accountants
March 5, 2015
Toronto, Canada

Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of
Magna International Inc.

We have audited the internal control over financial reporting of Magna International Inc. and subsidiaries (the "Company") as of December 31, 2014, based on the criteria established in *Internal Control-Integrated Framework (1992)* issued by the Committee of Sponsoring Organizations of the Treadway Commission. The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Annual Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed by, or under the supervision of, the company's principal executive and principal financial officers, or persons performing similar functions, and effected by the company's board of directors, management, and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of the inherent limitations of internal control over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of the effectiveness of the internal control over financial reporting to future periods are subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2014, based on the criteria established in *Internal Control-Integrated Framework (1992)* issued by the Committee of Sponsoring Organizations of the Treadway Commission.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated financial statements, as of and for the year ended December 31, 2014 of the Company and our report dated March 5, 2015 expressed an unqualified opinion thereon.

/s/ Delloitte LLP

Chartered Professional Accountants, Chartered Accountants
Licensed Public Accountants
March 5, 2015
Toronto, Canada

Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of
Magna International Inc.

We have audited the accompanying consolidated balance sheets of Magna International Inc. (the "Company") as of December 31, 2013, and the related consolidated statements of income, comprehensive income, changes in equity, and cash flows for each of the two years in the period ended December 31, 2013. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Magna International Inc. at December 31, 2013, and the consolidated results of its operations and its cash flows for each of the two years in the period ended December 31, 2013, in conformity with U.S. generally accepted accounting principles.

/s/ Ernst & Young LLP

Chartered Accountants
Licensed Public Accountants
March 7, 2014
Toronto, Canada

MAGNA INTERNATIONAL INC.
Consolidated Statements of Income

[U.S. dollars in millions, except per share figures]

Years ended December 31,

	Note	2014	2013	2012
Sales		\$ 36,641	\$ 34,835	\$ 30,837
Costs and expenses				
Cost of goods sold		31,623	30,287	27,019
Depreciation and amortization		890	1,063	801
Selling, general and administrative	8, 18	1,707	1,616	1,510
Interest expense, net	15	29	16	16
Equity income		(211)	(196)	(151)
Other expense (income), net	3	64	144	(108)
Income from operations before income taxes		2,539	1,905	1,750
Income taxes	11	659	360	324
Net income		1,880	1,545	1,426
Net loss attributable to non-controlling interests		2	16	7
Net income attributable to Magna International Inc.		\$ 1,882	\$ 1,561	\$ 1,433
Earnings per Common Share:	4			
Basic		\$ 8.81	\$ 6.85	\$ 6.17
Diluted		\$ 8.69	\$ 6.76	\$ 6.09
Weighted average number of Common Shares outstanding during the year [in millions]:	4			
Basic		213.6	227.9	232.4
Diluted		216.6	230.8	235.2

See accompanying notes

MAGNA INTERNATIONAL INC.
Consolidated Statements of Comprehensive Income

[U.S. dollars in millions]

Years ended December 31,

	Note	2014	2013	2012
Net income		\$ 1,880	\$ 1,545	\$ 1,426
Other comprehensive (loss) income, net of tax:	20			
Net unrealized (loss) gain on translation of net investment in foreign operations		(681)	(134)	88
Net unrealized (loss) gain on cash flow hedges		(103)	(39)	75
Reclassification of net loss (gain) on cash flow hedges to net income		10	(15)	(18)
Reclassification of net loss on pensions to net income		3	7	11
Pension and post-retirement benefits		(72)	44	(72)
Net unrealized loss on available-for-sale investments		-	(5)	(4)
Other comprehensive (loss) income		(843)	(142)	80
Comprehensive income		1,037	1,403	1,506
Comprehensive loss attributable to non-controlling interests		2	17	5
Comprehensive income attributable to Magna International Inc.		\$ 1,039	\$ 1,420	\$ 1,511

See accompanying notes

MAGNA INTERNATIONAL INC.

Consolidated Statements of Cash Flows*[U.S. dollars in millions]*

Years ended December 31,

	Note	2014	2013	2012
OPERATING ACTIVITIES				
Net income		\$ 1,880	\$ 1,545	\$ 1,426
Items not involving current cash flows	5	1,157	1,149	708
		3,037	2,694	2,134
Changes in operating assets and liabilities	5	(245)	(127)	72
Cash provided from operating activities		2,792	2,567	2,206
INVESTMENT ACTIVITIES				
Fixed asset additions		(1,586)	(1,169)	(1,274)
Purchase of subsidiaries	6	(23)	(9)	(525)
Increase in investments and other assets		(175)	(192)	(122)
Proceeds from disposition		167	163	106
Cash used for investment activities		(1,617)	(1,207)	(1,815)
FINANCING ACTIVITIES				
Issues of debt	15	860	151	348
Increase (decrease) in bank indebtedness		1	(18)	42
Repayments of debt	15	(189)	(173)	(309)
Issues of Common Shares		49	63	14
Settlement of stock options	18	-	(23)	(19)
Repurchase of Common Shares	19	(1,783)	(1,020)	(40)
Contribution to subsidiaries by non-controlling interests		-	4	-
Dividends paid		(316)	(284)	(252)
Cash used for financing activities		(1,378)	(1,300)	(216)
Effect of exchange rate changes on cash and cash equivalents		(98)	(28)	22
Net (decrease) increase in cash and cash equivalents during the year		(301)	32	197
Cash and cash equivalents, beginning of year		1,554	1,522	1,325
Cash and cash equivalents, end of year		\$ 1,253	\$ 1,554	\$ 1,522

See accompanying notes

MAGNA INTERNATIONAL INC.
Consolidated Balance Sheets

[U.S. dollars in millions, except shares issued]

As at December 31,

	Note	2014	2013
ASSETS			
Current assets			
Cash and cash equivalents	5	\$ 1,253	\$ 1,554
Accounts receivable		5,635	5,246
Inventories	7	2,757	2,637
Income taxes receivable		16	–
Deferred tax assets	11	186	275
Prepaid expenses and other		160	211
		10,007	9,923
Investments	8, 16, 21	419	391
Fixed assets, net	3, 9	5,664	5,441
Goodwill	3, 10	1,350	1,440
Deferred tax assets	11	147	120
Other assets	12, 16	552	675
		\$ 18,139	\$ 17,990
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current liabilities			
Bank indebtedness	15	\$ 33	\$ 41
Accounts payable		5,105	4,781
Accrued salaries and wages	13	730	704
Other accrued liabilities	14	1,538	1,538
Income taxes payable		–	6
Deferred tax liabilities	11	21	9
Long-term debt due within one year	15	184	230
		7,611	7,309
Long-term debt	15	811	102
Long-term employee benefit liabilities	16	580	532
Other long-term liabilities	17	292	208
Deferred tax liabilities	11	172	200
		9,466	8,351
Shareholders' equity			
Common Shares [issued: 205,162,635; 2013 – 221,151,704]	19	3,979	4,230
Contributed surplus		83	69
Retained earnings	19	5,155	5,011
Accumulated other comprehensive (loss) income	20	(558)	313
		8,659	9,623
Non-controlling interests		14	16
		8,673	9,639
		\$ 18,139	\$ 17,990

Commitments and contingencies [notes 15, 21 and 22]

See accompanying notes

On behalf of the Board:

/s/ Lawrence D. Worrall

Lawrence D. Worrall
Director

/s/ William L. Young

William L. Young
Chairman of the Board

Consolidated Statements of Changes in Equity

[U.S. dollars in millions, except number of common shares]

	Common Shares		Contri- buted Surplus	Retained Earnings	AOCI ⁽ⁱ⁾	Non- controlling Interests	Total Equity
	Number <i>[in millions]</i>	Stated Value					
Balance, December 31, 2011	233.3	\$ 4,373	\$ 63	\$ 3,317	\$ 422	\$ 27	\$ 8,202
Net income				1,433		(7)	1,426
Other comprehensive income					78	2	80
Acquisition of subsidiaries						7	7
Shares issued on exercise of stock options	0.4	19	(5)				14
Release of restricted stock		5	(5)				-
Release of restricted stock units		5	(5)				-
Repurchase and cancellation under normal course issuer bid <i>[note 19]</i>	(0.8)	(18)		(20)	(4)		(42)
Stock-based compensation expense <i>[note 18]</i>			39				39
Settlement of stock options <i>[note 18]</i>			(7)	(9)			(16)
Dividends paid [\$1.10 per share]	0.2	7		(259)			(252)
Balance, December 31, 2012	233.1	4,391	80	4,462	496	29	9,458
Net income				1,561		(16)	1,545
Other comprehensive loss					(141)	(1)	(142)
Issues of shares by subsidiaries						4	4
Shares issued on exercise of stock options	2.0	84	(21)				63
Release of restricted stock		6	(6)				-
Release of restricted stock units		9	(9)				-
Repurchase and cancellation under normal course issuer bids <i>[note 19]</i>	(14.1)	(271)		(707)	(42)		(1,020)
Stock-based compensation expense <i>[note 18]</i>			34				34
Settlement of stock options <i>[note 18]</i>			(9)	(10)			(19)
Dividends paid [\$1.28 per share]	0.2	11		(295)			(284)
Balance, December 31, 2013	221.2	4,230	69	5,011	313	16	9,639
Net income				1,882		(2)	1,880
Other comprehensive loss					(843)		(843)
Shares issued on exercise of stock options	1.3	63	(12)				51
Release of restricted stock		5	(5)				-
Release of restricted stock units		14	(14)				-
Repurchase and cancellation under normal course issuer bids <i>[note 19]</i>	(17.4)	(342)		(1,413)	(28)		(1,783)
Stock-based compensation expense <i>[note 18]</i>			38				38
Reclassification of liability <i>[note 18]</i>			7				7
Dividends paid [\$1.52 per share]	0.1	9		(325)			(316)
Balance, December 31, 2014	205.2	\$ 3,979	\$ 83	\$ 5,155	\$ (558)	\$ 14	\$ 8,673

[i] AOCI is Accumulated Other Comprehensive Income.

See accompanying notes

[All amounts in U.S. dollars and all tabular amounts in millions, except per share figures, unless otherwise noted]

1. SIGNIFICANT ACCOUNTING POLICIES

Magna International Inc. [collectively "Magna" or the "Company"] is a global automotive supplier whose product capabilities include producing body, chassis, interior, exterior, seating, powertrain, electronic, vision, closure and roof systems and modules, as well as complete vehicle engineering and contract manufacturing.

The consolidated financial statements have been prepared in U.S. dollars following accounting principles generally accepted in the United States ["GAAP"].

Principles of consolidation

The consolidated financial statements include the accounts of Magna and its controlled subsidiaries, some of which have a non-controlling interest.

Financial instruments

The Company classifies all of its financial assets and financial liabilities as trading, held-to-maturity investments, loans and receivables, available-for-sale financial assets, or other financial liabilities. Held-for-trading financial instruments, which include cash and cash equivalents and the Company's investment in asset-backed commercial paper ["ABCP"] are measured at fair value and all gains and losses are included in net income in the period in which they arise. Held-to-maturity investments, which include long-term interest bearing government securities held to partially fund certain Austrian lump sum termination and long service payment arrangements, are recorded at amortized cost using the effective interest method. Loans and receivables, which include accounts receivable, long-term receivables and accounts payable, are recorded at amortized cost using the effective interest method. Available-for-sale financial assets are recorded at cost and are subsequently measured at fair value with all revaluation gains and losses included in other comprehensive income.

Foreign currency translation

The Company operates globally, which gives rise to a risk that its earnings and cash flows may be adversely impacted by fluctuations in foreign exchange rates.

Assets and liabilities of the Company's operations having a functional currency other than the U.S. dollar are translated into U.S. dollars using the exchange rate in effect at year end, and revenues and expenses are translated at the average rate during the year. Exchange gains or losses on translation of the Company's net investment in these operations are included in comprehensive income and are deferred in accumulated other comprehensive income. Foreign exchange gains or losses on debt that was designated as a hedge of the Company's net investment in these operations are also recorded in accumulated other comprehensive income.

Foreign exchange gains and losses on transactions occurring in a currency other than an operation's functional currency are reflected in income, except for gains and losses on foreign exchange contracts used to hedge specific future commitments in foreign currencies and on intercompany balances which are designated as long-term investments. In particular, the Company uses foreign exchange forward contracts for the sole purpose of hedging certain of the Company's future committed foreign currency based outflows and inflows. Most of the Company's foreign exchange contracts are subject to master netting arrangements that provide for the net settlement of contracts, by counterparty, in the event of default or termination. All derivative instruments, including foreign exchange contracts, are recorded on the consolidated balance sheet at fair value. The fair values of derivatives are recorded on a gross basis in prepaid expenses and other, other assets, other accrued liabilities or other long-term liabilities. To the extent that cash flow hedges are effective, the change in their fair value is recorded in other comprehensive income; any ineffective portion is recorded in net income. Amounts accumulated in other comprehensive income are reclassified to net income in the period in which the hedged item affects net income.

If the Company's foreign exchange forward contracts cease to be effective as hedges, for example, if projected foreign cash inflows or outflows declined significantly, gains or losses pertaining to the portion of the hedging transactions in excess of projected foreign currency denominated cash flows would be recognized in income at the time this condition was identified.

Cash and cash equivalents

Cash and cash equivalents include cash on account, demand deposits and short-term investments with remaining maturities of less than three months at acquisition.

Inventories

Production inventories and tooling inventories manufactured in-house are valued at the lower of cost and market, with cost being determined substantially on a first-in, first-out basis. Cost includes the cost of materials plus direct labour applied to the product and the applicable share of manufacturing overhead.

Outsourced tooling inventories are valued at the lower of subcontracted costs and market.

Investments

The Company accounts for its investments in which it has significant influence on the equity basis. Investments also include the Company's investment in ABCP, public company shares and long-term interest bearing government securities held to partially fund certain Austrian lump sum termination and long service payment arrangements pursuant to local tax laws.

Long-lived assets

Fixed assets are recorded at historical cost. Depreciation is provided on a straight-line basis over the estimated useful lives of fixed assets at annual rates of 2½% to 5% for buildings, 7% to 10% for general purpose equipment and 10% to 33% for special purpose equipment.

Definite-lived intangible assets, which have arisen principally through acquisitions and include customer relationship intangibles and patents and licences, are recorded in other assets and are amortized on a straight-line basis over their estimated useful lives, typically over periods not exceeding five years.

The Company assesses fixed and definite-lived intangible assets for recoverability whenever indicators of impairment exist. If the carrying value of the asset exceeds the estimated undiscounted cash flows from the use of the asset, then an impairment loss is recognized to write the asset down to fair value. The fair value of the fixed and definite-lived intangible assets is generally determined using estimated discounted future cash flows.

Goodwill

Goodwill represents the excess of the cost of an acquired enterprise over the fair value of the identifiable assets acquired and liabilities assumed less any subsequent writedowns for impairment. Goodwill is reviewed for impairment on December 31 of each year. Goodwill impairment is evaluated between annual tests upon the occurrence of certain events or circumstances. Goodwill impairment is assessed based on a comparison of the fair value of a reporting unit to the underlying carrying value of the reporting unit's net assets, including goodwill. When the carrying amount of the reporting unit exceeds its fair value, the fair value of the reporting unit's goodwill is compared with its carrying amount to measure the amount of impairment, if any. The fair value of a reporting unit is determined using the estimated discounted future cash flows of the reporting unit.

Other assets

Other assets include the long-term portion of certain receivables, which represent the recognized sales value of tooling and design and engineering services provided to customers under certain long-term contracts. The receivables will be paid in full upon completion of the contracts or in instalments based on forecasted production volumes. In the event that actual production volumes are less than those forecasted, a reimbursement for any shortfall will be made.

Preproduction costs related to long-term supply agreements

Pre-operating costs incurred in establishing new facilities that require substantial time to reach commercial production capability are expensed as incurred.

Costs incurred [net of customer subsidies] related to design and engineering, which are paid for as part of subsequent production piece price amounts, are expensed as incurred unless a contractual guarantee for reimbursement exists.

Costs incurred [net of customer subsidies] related to design and development costs for moulds, dies and other tools that the Company does not own [and that will be used in, and paid for as part of the piece price amount for, subsequent production] are expensed as incurred unless the supply agreement provides a contractual guarantee for reimbursement or the non-cancellable right to use the moulds, dies and other tools during the supply agreement.

Where these preproduction costs are deemed to be a single unit of account combined with a subsequent parts production, the costs deferred in the above circumstances are included in other assets and amortized on a units-of-production basis to cost of goods sold over the anticipated term of the supply agreement.

Warranty

The Company records product warranty liabilities based on its individual customer agreements. Under most customer agreements, the Company only accounts for existing or probable claims on product default issues when amounts related to such issues are probable and reasonably estimable. Under certain complete vehicle engineering and assembly contracts, the Company records an estimate of future warranty-related costs based on the terms of the specific customer agreements and the specific customer's warranty experience.

Product liability provisions are established based on the Company's best estimate of the amounts necessary to settle existing claims on product default issues. Recall costs are costs incurred when government regulators and/or the customer decides to recall a product due to a known or suspected performance issue, and the Company is required to participate, either voluntarily or involuntarily. Costs typically include the cost of the product being replaced, the customer's cost of the recall and labour to remove and replace the defective part. When a decision to recall a product has been made or is probable, the Company's portion of the estimated cost of the recall is recorded as a charge to income in that period. In making this estimate, judgment is required as to the number of units that may be returned as a result of the recall, the total cost of the recall campaign and the ultimate negotiated sharing of the cost between the Company, the customer and, in some cases, a supplier to the Company.

The Company monitors warranty activity on an ongoing basis and adjusts reserve estimates when it is probable that future warranty costs will be different than those estimates.

Employee future benefit plans

The cost of providing benefits through defined benefit pensions, lump sum termination and long service payment arrangements, and post-retirement benefits other than pensions is actuarially determined and recognized in income using the projected benefit method pro-rated on service and management's best estimate of expected plan investment performance, salary escalation, retirement ages of employees and, with respect to medical benefits, expected health care costs. Differences arising from plan amendments, changes in assumptions and experience gains and losses that are greater than 10% of the greater of the accrued benefit obligation at the beginning of the year and the fair value, or market related value, of plan assets at the beginning of the year, are recognized in income over the expected average remaining service life of employees. Gains related to plan curtailments are recognized when the event giving rise to the curtailment has occurred. Plan assets are valued at fair value. The cost of providing benefits through defined contribution pension plans is charged to income in the period in respect of which contributions become payable.

The funded status of the plans is measured as the difference between the plan assets at fair value and the projected benefit obligation ["PBO"]. The aggregate of all overfunded plans is recorded in other assets, and the aggregate of all underfunded plans in long-term employee benefit liabilities. The portion of the amount by which the actuarial present value of benefits included in the PBO exceeds the fair value of plan assets, payable in the next twelve months, is reflected in other accrued liabilities. This is determined on a plan by plan basis.

Asset retirement obligation

The Company recognizes its obligation to restore leased premises at the end of the lease by recording at lease inception the estimated fair value of this obligation as other long-term liabilities with a corresponding amount recognized as fixed assets. The fixed asset amount is amortized over the period from lease inception to the time the Company expects to vacate the premises, resulting in both depreciation and interest charges. The estimated fair value of the obligation is assessed for changes in the expected timing and extent of expenditures with changes related to the time value of money recorded as interest expense.

Revenue recognition

Revenue from the sale of manufactured products is recognized when the price is fixed or determinable, collectability is reasonably assured and upon shipment to [or receipt by customers, depending on contractual terms], and acceptance by customers.

For revenue arrangements entered into prior to January 1, 2011, tooling and engineering services are accounted for as a separate revenue element only in circumstances where the tooling and engineering has value to the customer on a standalone basis and there is objective and reliable evidence of the fair value of the subsequent parts production or vehicle assembly. For revenue arrangements entered into or materially modified on or after January 1, 2011, tooling and engineering services are accounted for as a separate revenue element only in circumstances where the tooling and engineering has value to the customer on a standalone basis. Revenues from significant engineering services and tooling contracts that qualify as separate revenue elements are recognized on a percentage-of-completion basis. Percentage-of-completion is generally determined based on the proportion of accumulated expenditures to date as compared to total anticipated expenditures.

Revenue and cost of goods sold, including amounts from engineering and tooling contracts, are presented on a gross basis in the consolidated statements of income and comprehensive income when the Company is acting as principal and is subject to significant risks and rewards in connection with the process of bringing the product to its final state and in the post-sale dealings with its customers. Otherwise, components of revenues and related costs are presented on a net basis.

With respect to vehicle assembly sales, where Magna is acting as principal with respect to purchased components and systems, the selling price to the customer includes the costs of such inputs. These programs are accounted for on a full-cost basis under which sales and cost of goods sold include these input costs.

Government assistance

The Company makes periodic applications for financial assistance under available government assistance programs in the various jurisdictions that the Company operates. Grants relating to capital expenditures are reflected as a reduction of the cost of the related assets. Grants relating to current operating expenditures are generally recorded as a reduction of the related expense at the time the eligible expenses are incurred. The Company also receives tax credits and tax super allowances, the benefits of which are recorded as a reduction of income tax expense. In addition, the Company receives loans which are recorded as liabilities in amounts equal to the cash received. When a government loan is issued to the Company at a below-market rate of interest, the loan is initially recorded at its net present value, and accreted to its face value over the period of the loan. The benefit of the below-market rate of interest is accounted for like a government grant. It is measured as the difference between the initial carrying value of the loan and the cash proceeds received.

Income taxes

The Company uses the liability method of tax allocation to account for income taxes. Under the liability method of tax allocation, deferred tax assets and liabilities are determined based on differences between the financial reporting and tax bases of assets and liabilities and are measured using the enacted tax rates and laws that will be in effect when the differences are expected to reverse.

No deferred tax liability is recorded for taxes on undistributed earnings and translation adjustments of foreign subsidiaries if these items are either considered to be reinvested for the foreseeable future or if they are available for repatriation and are not subject to further tax on remittance. Taxes will be recorded on such foreign undistributed earnings and translation adjustments when it becomes apparent that such earnings will be distributed in the foreseeable future and the Company will incur further significant tax on remittance.

Recognition of uncertain tax positions is dependent on whether it is more-likely-than-not that a tax position taken or expected to be taken in a tax return will be sustained upon examination, including resolution of any related appeals or litigation processes, based on the technical merits of the position. If a tax position meets the more-likely-than-not recognition threshold, it is measured to determine the amount of benefit to recognize in the consolidated financial statements. The Company recognizes interest and penalties related to uncertain tax positions in income tax expense.

Stock-based compensation

Compensation expense is recognized for stock options based upon the fair value of the options at the grant or modification date. The fair value of the options is recognized over the vesting period of the options as compensation expense in selling, general and administrative expense with a corresponding increase to contributed surplus.

The fair value of stock options is estimated at the grant or modification date using the Black-Scholes option pricing model. This model requires the input of a number of assumptions, including expected dividend yields, expected stock price volatility, expected time until exercise and risk-free interest rates. Although the assumptions used reflect management's best estimates, they involve inherent uncertainties based on market conditions generally outside the Company's control. If other assumptions are used, stock-based compensation expense could be significantly impacted.

As stock options are exercised, the proceeds received on exercise, in addition to the portion of the contributed surplus balance related to those stock options, is credited to Common Shares and contributed surplus is reduced accordingly.

The Company's restricted stock plans and certain restricted share unit plans are measured at fair value at the date of grant or modification and amortized to compensation expense from the effective date of the grant to the final vesting date in selling, general and administrative expense with a corresponding increase to contributed surplus. As restricted stock or restricted share units are released under the plans, the portion of the contributed surplus balance relating to the restricted stock or restricted share units is credited to Common Shares and released from contributed surplus. Certain other restricted share unit plans are recorded as liabilities at the date of grant and are marked to market in selling, general and administrative expenses each period until settled.

Comprehensive income

Other comprehensive income includes unrealized gains and losses on translation of the Company's foreign operations that use the local currency as the functional currency, the change in fair value of available-for-sale investments, net of taxes, the change in unamortized actuarial amounts, net of taxes and to the extent that cash flow hedges are effective, the change in their fair value, net of income taxes.

Accumulated other comprehensive income is a separate component of shareholders' equity which includes the accumulated balances of all components of other comprehensive income which are recognized in comprehensive income but excluded from net income.

Earnings per Common Share

Basic earnings per Common Share are calculated on net income attributable to Magna International Inc. using the weighted average number of Common Shares outstanding during the year.

Diluted earnings per Common Share are calculated on the weighted average number of Common Shares outstanding, including an adjustment for stock options outstanding using the treasury stock method.

Common Shares that have not been released under the Company's restricted stock plan or are being held in trust for purposes of the Company's restricted stock unit program have been excluded from the calculation of basic earnings per share but have been included in the calculation of diluted earnings per share.

Use of estimates

The preparation of the consolidated financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the amounts reported and disclosed in the consolidated financial statements and accompanying notes. Actual results could differ from those estimates.

2. ACCOUNTING STANDARDS

Future Accounting Standards

Discontinued Operations

In April 2014, the FASB issued Accounting Standards Update ["ASU"] No. 2014-08, Presentation of Financial Statements (Topic 205) and Property, Plant and Equipment (Topic 360): Reporting Discontinued Operations and Disposals of Components of an Entity, which changes the criteria for determining which disposals can be presented as discontinued operations and modifies related disclosure requirements. Under the new guidance, a disposal of a component of an entity or a group of components of an entity is required to be reported in discontinued operations if the disposal represents a strategic shift that has [or will have] a major effect on an entity's operations and financial results. ASU 2014-08 is effective for the Company in the first quarter of fiscal 2015. The adoption of this ASU is not expected to have a significant impact on the Company's consolidated financial statements.

Revenue Recognition

In May 2014, the FASB issued ASU No. 2014-09, Revenue from Contracts with Customers: Topic 606 (ASU 2014-09), to supersede nearly all existing revenue recognition guidance under GAAP. The core principle of ASU 2014-09 is to recognize revenues when promised goods or services are transferred to customers in an amount that reflects the consideration that is expected to be received for those goods or services. ASU 2014-09 is effective for the Company in the first quarter of fiscal 2017 using either of two methods: [i] retrospective to each prior reporting period presented with the option to elect certain practical expedients as defined within ASU 2014-09; or [ii] retrospective with the cumulative effect of initially applying ASU 2014-09 recognized at the date of initial application and providing certain additional disclosures as defined per ASU 2014-09. The Company is currently evaluating the impact of its pending adoption of ASU 2014-09 on its consolidated financial statements.

3. OTHER EXPENSE (INCOME), NET

Other expense (income), net consists of significant items such as: restructuring charges generally related to significant plant closures or consolidations; impairment charges; gains or losses on disposal of facilities; re-measurement gains on acquisitions; and other items not reflective of on-going operating profit or loss. Other expense (income), net consists of:

	2014	2013	2012
North America [a]			
Impairment of long-lived assets	\$ 18	\$ 23	\$ 2
Re-measurement gain of STT	-	-	(35)
	18	23	(33)
Europe [b]			
Restructuring charges	46	89	55
Impairment of long-lived assets	-	-	23
	46	89	78
Rest of World [c]			
Impairment of long-lived assets	-	10	-
Impairment of goodwill	-	22	-
	-	32	-
Corporate [d]			
Re-measurement gain of E-Car	-	-	(153)
	-	-	(153)
	\$ 64	\$ 144	\$ (108)

[a] North America

For the year ended December 31, 2014

In conjunction with its annual business planning cycle, during the fourth quarter of 2014, the Company recorded long-lived asset impairment charges of \$18 million [\$12 million after tax] in North America related to fixed assets at an interior systems facility in the United States.

For the year ended December 31, 2013

During 2013, the Company recorded long-lived asset impairment charges of \$23 million [\$11 million after tax and non-controlling interests] in North America related to battery research equipment in Canada.

For the year ended December 31, 2012

During 2012, the Company recorded long-lived asset impairment charges of \$2 million [\$1 million after tax] in North America related to specific fixed assets at a metal fabricating facility in the United States.

On October 26, 2012, the Company acquired the remaining 50% interest in STT Technologies Inc. ("STT") for cash consideration of \$55 million. STT is a manufacturer of automotive pumps with operations in Canada and Mexico. Prior to the acquisition, the Company accounted for this investment using the equity method of accounting.

The incremental investment in STT was accounted for under the business acquisition method of accounting as a step acquisition which required that Magna re-measure its pre-existing investment in STT at fair value and recognize any gain or loss in income. The estimated fair value of Magna's investment immediately before the closing date was \$55 million, which resulted in the recognition of a non-cash gain of \$35 million [\$35 million after tax].

[b] Europe

For the year ended December 31, 2014

During 2014, the Company recorded net restructuring charges of \$46 million [\$41 million after tax] in Europe at its exterior and interior systems operations.

For the year ended December 31, 2013

During 2013, the Company recorded net restructuring charges of \$89 million [\$64 million after tax] in Europe at its exterior and interior systems operations related primarily to the closure of a facility in Belgium.

For the year ended December 31, 2012

During 2012, the Company recorded restructuring charges of \$55 million [\$53 million after tax] in Europe primarily at its exterior and interior systems and complete vehicle and engineering services operations.

During the fourth quarter of 2012, the Company recorded long-lived asset impairment charges of \$23 million [\$22 million after tax] primarily related to exterior and interior systems facilities.

[c] Rest of World

For the year ended December 31, 2013

During 2013, the Company recorded long-lived asset impairment charges of \$10 million [\$10 million after tax], related primarily to fixed assets at the Company's Seating operations in South America.

In addition, during 2013 the Company recorded goodwill impairment charges of \$22 million [\$22 million after tax] related to the Company's metal stamping operations.

[d] Corporate

For the year ended December 31, 2012

On August 31, 2012, the Company acquired the controlling 27% interest in the Magna E-Car Systems L.P. ["E-Car"] partnership from a company affiliated with the Stronach Group for cash consideration of \$75 million.

Prior to the acquisition, the Company held the remaining 73% non-controlling interest in E-Car and accounted for this investment using the equity method of accounting. The incremental investment in E-Car was accounted for under the business acquisition method of accounting as a step acquisition which required that Magna re-measure its pre-existing investment in E-Car at fair value and recognize any gain or loss in income. The estimated fair value of Magna's partnership interest immediately before the closing date was \$205 million, which resulted in the recognition of a non-cash gain of \$153 million [\$125 million after tax].

4. EARNINGS PER SHARE

Earnings per share are computed as follows:

	2014	2013	2012
Basic earnings per Common Share:			
Net income attributable to Magna International Inc.	\$ 1,882	\$ 1,561	\$ 1,433
Weighted average number of Common Shares outstanding during the year	213.6	227.9	232.4
Basic earnings per Common Share	\$ 8.81	\$ 6.85	\$ 6.17
Diluted earnings per Common Share:			
Net income attributable to Magna International Inc.	\$ 1,882	\$ 1,561	\$ 1,433
Weighted average number of Common Shares outstanding during the year	213.6	227.9	232.4
Adjustments			
Stock options and restricted stock [a]	3.0	2.9	2.8
	216.6	230.8	235.2
Diluted earnings per Common Share	\$ 8.69	\$ 6.76	\$ 6.09

[a] Diluted earnings per Common Share exclude 0.1 million [2013 – 0.1 million; 2012 – 2.3 million] Common Shares issuable under the Company's Incentive Stock Option Plan because these options were not "in-the-money".

5. DETAILS OF CONSOLIDATED STATEMENTS OF CASH FLOWS

[a] Cash and cash equivalents consist of:

	2014	2013
Bank term deposits, bankers' acceptances and government paper	\$ 1,058	\$ 1,331
Cash	195	223
	\$ 1,253	\$ 1,554

[b] Items not involving current cash flows:

	2014	2013	2012
Depreciation and amortization	\$ 890	\$ 1,063	\$ 801
Amortization of other assets included in cost of goods sold	148	138	113
Deferred income taxes [note 11]	94	(100)	(46)
Other non-cash charges	36	23	8
Impairment charges [note 3]	18	55	25
Non-cash portion of Other expense, net [note 3]	-	-	(188)
Equity income in excess of dividends received	(29)	(30)	(5)
	\$ 1,157	\$ 1,149	\$ 708

[c] Changes in operating assets and liabilities:

	2014	2013	2012
Accounts receivable	\$ (767)	\$ (584)	\$ (46)
Inventories	(343)	(141)	(315)
Prepaid expenses and other	5	(56)	36
Accounts payable	677	325	247
Accrued salaries and wages	82	87	37
Other accrued liabilities	79	298	97
Income taxes payable	22	(56)	16
	\$ (245)	\$ (127)	\$ 72

6. BUSINESS ACQUISITIONS

Acquisitions in the year ended December 31, 2014

In October 2014, the Company acquired Techform Group of Companies, an automotive supplier of hinges, door locking rods and other closure products, which has operations in Canada, the United States and China, for cash consideration of \$23 million.

The net effect of this acquisition on the Company's 2014 consolidated balance sheet were increases in fixed assets of \$21 million, goodwill of \$3 million, other assets of \$4 million, long-term debt of \$4 million and deferred tax liabilities of \$1 million.

Acquisitions in the year ended December 31, 2013

In November 2013, the Company acquired the remaining 49% interest of Textile Competence Centre Kft, a textile plant in Germany; along with certain fixed assets and licenses employed in the business that were owned by the non-controlling shareholder, for cash consideration of \$9 million. Prior to the acquisition, the Company was fully consolidating this entity and recording a non-controlling interest equal to the 49% interest not owned by the Company.

The net effect of this and other small acquisitions on the Company's 2013 consolidated balance sheet were increases in fixed assets of \$5 million, goodwill of \$3 million, other assets of \$2 million, and other long-term liabilities of \$2 million and a reduction of non-controlling interest of \$1 million.

Acquisitions in the year ended December 31, 2012

In January 2012, the Company acquired BDW technologies group, a structural casting supplier of aluminium components, which has operations in Germany, Poland and Hungary. The acquired business has sales primarily to Volkswagen, Audi, Porsche, Mercedes-Benz, Ferrari and ZF.

During the third quarter of 2011, the Company sold an interior systems operation [the "Business"] located in Germany. Subsequent to disposal, the Business continued to incur significant financial losses and on June 4, 2012, the Company re-acquired the Business.

As more fully described in note 3, on August 31, 2012 the Company acquired the controlling 27% interest in the E-Car partnership for cash consideration of \$56 million [net of \$19 million cash acquired]. The incremental investment in E-Car was accounted for under the business acquisition method of accounting as a step acquisition which requires that all assets acquired and liabilities of E-Car be measured at fair value.

As more fully described in note 3, on October 26, 2012 the Company acquired the remaining 50% interest in STT. The incremental investment in STT required that all assets acquired and liabilities of STT be measured at fair value.

In December 2012, the Company acquired ixetic Verwaltungs GmbH ["ixetic"], a manufacturer of automotive vacuum, engine and transmission pumps, which has operations in Germany, Bulgaria and China as well as representation in Brazil, India, Japan and the United States. The acquired business has sales primarily to BMW, Daimler, Volkswagen, Schaeffler, ZF, Ford, Chrysler, Renault-Nissan and Toyota.

The total consideration for these acquisitions was \$525 million paid in cash [net of cash acquired].

The net effect of the acquisitions on the Company's 2012 consolidated balance sheet and as well as certain adjustments recorded during 2013 to the preliminary purchase price allocations are as follows:

	2012 Preliminary Allocation	2013 Adjustments	Final Allocation
Non-cash working capital	\$ (129)	\$ (47)	\$ (176)
Investments	3	(3)	-
Fixed assets	501	(36)	465
Goodwill	289	(2)	287
Other assets	94	99	193
Deferred tax assets	-	5	5
Purchase intangibles	215	-	215
Long-term employee benefit liabilities	(49)	1	(48)
Long-term debt	(25)	(2)	(27)
Other long-term liabilities	(35)	-	(35)
Deferred tax liabilities	(68)	(15)	(83)
Non-controlling interests	(11)	-	(11)
Fair value of net assets (excluding cash)	\$ 785	\$ -	\$ 785

The above adjustments had an insignificant impact on the 2013 consolidated statement of income since the adjustments related primarily to the acquisitions that were completed in the fourth quarter of 2012.

Pro forma impact [unaudited]

If the acquisitions completed during 2014 and 2013 occurred on January 1, 2013, the Company's unaudited pro forma consolidated sales for the year ended December 31, 2014 would have been \$36.7 billion [2013 - \$34.9 billion] and the unaudited pro forma consolidated net income would have been \$1.9 billion [2013 - \$1.6 billion].

These acquisitions are not material to the consolidated financial statements individually and in the aggregate.

7. INVENTORIES

Inventories consist of:

	2014	2013
Raw materials and supplies	\$ 914	\$ 947
Work-in-process	241	273
Finished goods	362	339
Tooling and engineering	1,240	1,078
	\$ 2,757	\$ 2,637

Tooling and engineering inventory represents costs incurred on tooling and engineering services contracts in excess of billed and unbilled amounts included in accounts receivable.

8. INVESTMENTS

- [a] At December 31, 2014, the Company held Canadian third party ABCP with a face value of Cdn\$107 million [2013 - Cdn\$107 million]. The following is a continuity of the Company's investment in ABCP:

	2014	2013	2012
Balance, beginning of year	\$ 92	\$ 90	\$ 82
Valuation adjustment [i]	3	8	15
Cash receipts	-	-	(9)
Foreign exchange and other	(7)	(6)	2
	\$ 88	\$ 92	\$ 90

- [i] The carrying value of this investment was based on a valuation technique estimating the fair value from the perspective of a market participant. The valuation adjustment is recorded in selling, general and administrative expense.

- [b] The Company's net income includes the proportionate share of net income or loss of its equity method investees, including the Company's 76% interest in an entity subject to shared control. When a proportionate share of net income is recorded, it increases equity income in the consolidated statements of income and the carrying value of those investments. Conversely, when a proportionate share of a net loss is recorded, it decreases equity income in the consolidated statements of income and the carrying value of those investments. The following is the Company's combined proportionate share of the major components of the financial statements of the entities in which the Company accounts for using the equity method:

Balance Sheets

	2014	2013
Current assets	\$ 479	\$ 373
Long-term assets	\$ 289	\$ 82
Current liabilities	\$ 364	\$ 167
Long-term liabilities	\$ 124	\$ 76

Statements of Income

	2014	2013	2012
Sales	\$ 1,732	\$ 1,013	\$ 967
Cost of goods sold, expenses and income taxes	1,521	839	814
Net income	\$ 211	\$ 174	\$ 153

Sales to equity method investees were approximately \$135 million, \$144 million and \$171 million in 2014, 2013 and 2012, respectively.

9. FIXED ASSETS

Fixed assets consist of:

	2014	2013
Cost		
Land	\$ 267	\$ 236
Buildings	1,718	1,592
Machinery and equipment	11,643	11,510
	13,628	13,338
Accumulated depreciation		
Buildings	(605)	(579)
Machinery and equipment	(7,359)	(7,318)
	\$ 5,664	\$ 5,441

Included in the cost of fixed assets are construction in progress expenditures of \$843 million [2013 - \$762 million] that have not been depreciated.

10. GOODWILL

The following is a continuity of the Company's goodwill by segment:

	North America	Europe	Asia	Rest of World	Total
Balance, December 31, 2012	\$ 701	\$ 611	\$ 74	\$ 87	\$ 1,473
Acquisitions <i>[note 6]</i>	(24)	22	3	–	1
Impairments <i>[note 3]</i>	–	–	–	(22)	(22)
Reallocation between reporting segments [i]	–	–	51	(51)	–
Foreign exchange and other	(21)	22	1	(14)	(12)
Balance, December 31, 2013	656	655	129	–	1,440
Acquisitions <i>[note 6]</i>	3	–	–	–	3
Foreign exchange and other	(24)	(67)	(2)	–	(93)
Balance, December 31, 2014	\$ 635	\$ 588	\$ 127	\$ –	\$ 1,350

[i] During the fourth quarter of 2013, the Company began reporting Asia and Rest of World as separate reporting segments *[note 23]*. As a result, goodwill was assigned to the reporting segments using a relative fair value allocation.

11. INCOME TAXES

[a] The provision for income taxes differs from the expense that would be obtained by applying the Canadian statutory income tax rate as a result of the following:

	2014	2013	2012
Canadian statutory income tax rate	26.5%	26.5%	26.5%
Manufacturing and processing profits deduction	(0.4)	(0.4)	(0.7)
Foreign rate differentials	(0.1)	(1.5)	(1.5)
Losses not benefited	1.3	5.3	5.8
Utilization of losses previously not benefited	(0.3)	(1.0)	(0.3)
Earnings of equity accounted investees	(1.1)	(1.1)	(1.2)
Tax on repatriation of foreign earnings	0.6	1.4	–
Valuation allowance on deferred tax assets [i]	(0.1)	(1.1)	(5.0)
Austrian tax reform [ii]	1.3	–	–
Mexican flat tax [iii]	–	(1.9)	–
Research and development tax credits [iv]	(1.6)	(4.3)	(2.3)
Reserve for uncertain tax positions	(1.7)	(2.3)	(1.0)
Re-measurement gains <i>[note 3]</i>	–	–	(1.1)
Others	1.6	(0.7)	(0.7)
Effective income tax rate	26.0%	18.9%	18.5%

[i] GAAP requires that the Company assess whether valuation allowances should be established or maintained against its deferred tax assets, based on consideration of all available evidence, using a "more-likely-than-not" standard. The factors the Company uses to assess the likelihood of realization are its history of losses, forecasts of future pre-tax income and tax planning strategies that could be implemented to realize the deferred tax assets. Based on these criteria, the Company released a portion of its valuation allowances pertaining to its operations in Europe, Mexico and China. These were partially offset by a valuation allowance set up against all of its deferred tax assets in Brazil. The net effect of all these valuation allowance adjustments was \$4 million, \$21 million and \$89 million in 2014, 2013 and 2012, respectively.

[ii] During 2014, the Austrian government enacted legislation abolishing the utilization of foreign losses, where the foreign subsidiary is not a member of the European Union. Furthermore, any foreign losses previously used by Austrian entities arising in those non European Union subsidiaries are subject to recapture in Austria. As a consequence of this change, the Company recorded a charge to income tax expense of \$32 million ["Austrian tax reform"].

[iii] During the fourth quarter of 2013, the Company recorded a tax benefit of \$36 million as a result of the elimination of the Mexican flat tax, which became effective on January 1, 2014.

[iv] For the year ended December 31, 2013, research and development tax credits included a tax benefit of \$36 million in connection with a settlement covering years 2008 and 2009 and a resulting change in the Company's estimate of the amount of similar claims for subsequent periods.

[b] The details of income before income taxes by jurisdiction are as follows:

	2014	2013	2012
Canadian	\$ 838	\$ 653	\$ 944
Foreign	1,701	1,252	806
	\$ 2,539	\$ 1,905	\$ 1,750

[c] The details of the income tax provision are as follows:

	2014	2013	2012
Current			
Canadian	\$ 200	\$ 159	\$ 170
Foreign	365	301	200
	565	460	370
Deferred			
Canadian	1	(29)	(6)
Foreign	93	(71)	(40)
	94	(100)	(46)
	\$ 659	\$ 360	\$ 324

[d] Deferred income taxes have been provided on temporary differences, which consist of the following:

	2014	2013	2012
Tax depreciation greater (less) than book depreciation	\$ 41	\$ (23)	\$ 13
Book amortization (in excess of) less than tax amortization	(24)	(57)	16
Liabilities currently not deductible for tax	18	(48)	(29)
Net tax losses utilized (benefited)	27	50	(11)
Change in valuation allowance on deferred tax assets	(3)	(21)	(89)
Austrian tax reform	32	-	-
Net tax credits utilized	10	2	53
Others	(7)	(3)	1
	\$ 94	\$ (100)	\$ (46)

[e] Deferred tax assets and liabilities consist of the following temporary differences:

	2014	2013
Assets		
Tax benefit of loss carryforwards	\$ 712	\$ 610
Liabilities currently not deductible for tax	238	342
Tax credit carryforwards	25	34
Unrealized loss on cash flow hedges and retirement liabilities	120	39
Others	11	11
	1,106	1,036
Valuation allowance against tax benefit of loss carryforwards	(663)	(528)
Other valuation allowance	(79)	(111)
	364	397
Liabilities		
Tax depreciation in excess of book depreciation	208	170
Other assets book value in excess of tax value	-	15
Tax on undistributed foreign earnings	7	5
Unrealized gain on cash flow hedges and retirement liabilities	9	21
	224	211
Net deferred tax assets	\$ 140	\$ 186

The net deferred tax assets are presented on the consolidated balance sheet in the following categories:

	2014	2013
Current deferred tax assets	\$ 186	\$ 275
Current deferred tax liabilities	(21)	(9)
Long-term deferred tax assets	147	120
Long-term deferred tax liabilities	(172)	(200)
	\$ 140	\$ 186

- [f] The Company has provided for deferred income taxes for the estimated tax cost of distributable earnings of its subsidiaries. Deferred income taxes have not been provided on approximately \$3.99 billion of undistributed earnings of certain foreign subsidiaries, as the Company has concluded that such earnings should not give rise to additional tax liabilities upon repatriation or are indefinitely reinvested. A determination of the amount of the unrecognized tax liability relating to the remittance of such undistributed earnings is not practicable.
- [g] Income taxes paid in cash [net of refunds] were \$547 million for the year ended December 31, 2014 [2013 - \$507 million; 2012 - \$347 million].
- [h] As of December 31, 2014, the Company had domestic and foreign operating loss carryforwards of \$2.27 billion and tax credit carryforwards of \$25 million. Approximately \$1.61 billion of the operating losses can be carried forward indefinitely. The remaining operating losses and tax credit carryforwards expire between 2015 and 2034.
- [i] As at December 31, 2014, 2013 and 2012, the Company's gross unrecognized tax benefits were \$202 million, \$238 million and \$279 million, respectively [excluding interest and penalties], of which \$177 million, \$219 million and \$240 million, respectively, if recognized, would affect the Company's effective tax rate. The gross unrecognized tax benefits differ from the amount that would affect the Company's effective tax rate due primarily to the impact of the valuation allowance on deferred tax assets. A summary of the changes in gross unrecognized tax benefits is as follows:

	2014	2013	2012
Balance, beginning of year	\$ 238	\$ 279	\$ 252
Increase based on tax positions related to current year	21	35	68
Decrease based on tax positions of prior years	(23)	(44)	(31)
Settlements	(8)	(24)	(10)
Statute expirations	(10)	(7)	(5)
Foreign currency translation	(16)	(1)	5
	\$ 202	\$ 238	\$ 279

The Company recognizes interest and penalties with respect to unrecognized tax benefits as income tax expense. As at December 31, 2014, 2013 and 2012, the Company had recorded interest and penalties on the unrecognized tax benefits of \$24 million, \$42 million and \$49 million, respectively, which reflects recoveries/(expenses) related to changes in its reserves for interest and penalties of \$18 million, \$7 million and (\$7 million), respectively.

The Company operates in multiple jurisdictions throughout the world, and its tax returns are periodically audited or subject to review by both domestic and foreign tax authorities. During the next twelve months, it is reasonably possible that, as a result of audit settlements, the conclusion of current examinations and the expiration of the statute of limitations in several jurisdictions, the Company may decrease the amount of its gross unrecognized tax benefits [including interest and penalties] by approximately \$38 million, of which \$35 million, if recognized, would affect its effective tax rate.

The Company considers its significant tax jurisdictions to include Canada, the United States, Austria, Germany and Mexico. With few exceptions, the Company remains subject to income tax examination in Germany for years after 2007, in Austria and Mexico for years after 2008, and in Canada and the U.S. federal jurisdiction for years after 2010.

12. OTHER ASSETS

Other assets consist of:

	2014	2013
Preproduction costs related to long-term supply agreements with contractual guarantee for reimbursement	\$ 259	\$ 291
Customer relationship intangibles <i>[note 6]</i>	108	143
Long-term receivables <i>[note 21(c)]</i>	87	111
Patents and licenses, net	36	44
Pension overfunded status <i>[note 16(a)]</i>	13	26
Unrealized gain on cash flow hedges <i>[note 21]</i>	8	20
Other, net	41	40
	\$ 552	\$ 675

13. EMPLOYEE EQUITY AND PROFIT PARTICIPATION PROGRAM

During the year ended December 31, 2014, a trust, which exists to make orderly purchases of the Company's shares for employees for transfer to the Employee Equity and Profit Participation Program ["EEPPP"], borrowed up to \$63 million [2013 - \$39 million; 2012 - \$18 million] from the Company to facilitate the purchase of Common Shares. At December 31, 2014, the trust's indebtedness to Magna was \$63 million [2013 - \$39 million]. The Company nets the receivable from the trust with the Company's accrued EEPPP payable in accrued wages and salaries.

14. WARRANTY

The following is a continuity of the Company's warranty accruals:

	2014	2013	2012
Balance, beginning of year	\$ 91	\$ 94	\$ 76
Expense, net	47	40	43
Settlements	(40)	(46)	(46)
Acquisitions <i>[note 6]</i>	-	1	17
Foreign exchange and other	(10)	2	4
	\$ 88	\$ 91	\$ 94

15. DEBT AND COMMITMENTS

[a] The Company's long-term debt, which is substantially uncollateralized, consists of the following:

	2014	2013
Senior Notes at interest rate of 3.625% <i>[note 15(c)]</i>	\$ 750	\$ -
Bank term debt at a weighted average interest rate of approximately 8.2% [2013 - 6.3%], denominated primarily in Chinese renminbi and Brazilian real	173	239
Government loans at a weighted average interest rate of approximately 5.5% [2013 - 5.9%], denominated primarily in euros and Brazilian real	19	26
Other	53	67
	995	332
Less due within one year	184	230
	\$ 811	\$ 102

[b] Future principal repayments on long-term debt are estimated to be as follows:

2015	\$ 184
2016	25
2017	12
2018	16
2019	2
Thereafter	756
	\$ 995

- [c] On June 16, 2014, the Company issued \$750 million of 3.625% fixed-rate Senior Notes which mature on June 15, 2024. The Senior Notes are senior unsecured obligations, interest is payable on June 15 and December 15 of each year, and do not include any financial covenants. The Company may redeem the Senior Notes in whole or in part at any time, and from time to time, at specified redemption prices determined in accordance with the terms of the indenture governing the Senior Notes.
- [d] On May 16, 2014, the Company's \$2.25 billion revolving credit facility maturing June 20, 2018 was extended to June 20, 2019. The facility includes a \$200 million Asian tranche, a \$50 million Mexican tranche and a tranche for Canada, U.S. and Europe, which is fully transferable between jurisdictions and can be drawn in U.S. dollars, Canadian dollars or euros.
- [e] Interest expense, net includes:

	2014	2013	2012
Interest expense			
Current	\$ 26	\$ 26	\$ 27
Long-term	21	8	7
	47	34	34
Interest income	(18)	(18)	(18)
Interest expense, net	\$ 29	\$ 16	\$ 16

- [f] Interest paid in cash was \$45 million for the year ended December 31, 2014 [2013 - \$32 million; 2012 - \$32 million].
- [g] At December 31, 2014, the Company had commitments under operating leases requiring annual rental payments as follows:

	Total
2015	\$ 306
2016	273
2017	237
2018	188
2019	168
Thereafter	382
	\$ 1,554

For the year ended December 31, 2014, operating lease expense was \$344 million [2013 - \$363 million; 2012 - \$325 million].

- [h] The Company had agreements with its founder and certain affiliated entities for the provision of business development, consulting and other business services which ended on December 31, 2014. The cost of these agreements was measured at the exchange amount. The aggregate amount expensed under these agreements with respect to the year ended December 31, 2014 was \$57 million [2013 - \$52 million; 2012 - \$47 million].

16. LONG-TERM EMPLOYEE BENEFIT LIABILITIES

Long-term employee benefit liabilities consist of:

	2014	2013	2012
Defined benefit pension plans and other [a]	\$ 203	\$ 149	\$ 212
Termination and long service arrangements [b]	330	343	304
Retirement medical benefits plans [c]	39	34	39
Other long-term employee benefits	8	6	5
Long-term employee benefit obligations	\$ 580	\$ 532	\$ 560

[a] Defined benefit pension plans

The Company sponsors a number of defined benefit pension plans and similar arrangements for its employees. All pension plans are funded to at least the minimum legal funding requirements, while European defined benefit pension plans are unfunded.

The weighted average significant actuarial assumptions adopted in measuring the Company's obligations and costs are as follows:

	2014	2013	2012
Projected benefit obligation			
Discount rate	3.7%	4.7%	4.1%
Rate of compensation increase	2.7%	2.9%	2.8%
Net periodic benefit cost			
Discount rate	4.7%	4.1%	4.7%
Rate of compensation increase	2.8%	2.8%	2.8%
Expected return on plan assets	6.0%	6.5%	7.0%

Information about the Company's defined benefit pension plans is as follows:

	2014	2013	2012
Projected benefit obligation			
Beginning of year	\$ 454	\$ 502	\$ 388
Current service cost	13	13	11
Interest cost	20	19	18
Actuarial losses (gains) and changes in actuarial assumptions	93	(56)	50
Benefits paid	(16)	(18)	(18)
Acquisition	–	–	47
Foreign exchange	(24)	(6)	6
End of year	540	454	502
Plan assets at fair value [i]			
Beginning of year	328	288	259
Return on plan assets	25	38	26
Employer contributions	24	30	19
Benefits paid	(16)	(18)	(19)
Foreign exchange	(14)	(10)	3
End of year	347	328	288
Ending funded status	\$ 193	\$ 126	\$ 214
Amounts recorded in the consolidated balance sheet			
Non-current asset [note 12]	\$ (13)	\$ (26)	\$ –
Current liability	3	3	2
Non-current liability	203	149	212
Net amount	\$ 193	\$ 126	\$ 214
Amounts recorded in accumulated other comprehensive income			
Unrecognized actuarial losses	\$ (147)	\$ (61)	\$ (141)
Net periodic benefit cost			
Current service cost	\$ 13	\$ 13	\$ 11
Interest cost	20	19	18
Return on plan assets	(19)	(19)	(19)
Actuarial losses	1	5	3
Net periodic benefit cost	\$ 15	\$ 18	\$ 13

- (i) The asset allocation of the Company's defined benefit pension plans at December 31, 2014 and 2013, and the target allocation for 2015 is as follows:

	2015	2014	2013
Equity securities	55-75%	58%	58%
Fixed income securities	25-45%	41%	41%
Cash and cash equivalents	0-15%	1%	1%
	100%	100%	100%

Substantially all of the plan assets' fair value has been determined using significant observable inputs [level 2] from indirect market prices on regulated financial exchanges.

The expected rate of return on plan assets was determined by considering the Company's current investment mix, the historic performance of these investment categories and expected future performance of these investment categories.

[b] Termination and long service arrangements

Pursuant to labour laws and national labour agreements in certain European countries and Mexico, the Company is obligated to provide lump sum termination payments to employees on retirement or involuntary termination, and long service payments contingent upon persons reaching a predefined number of years of service.

The weighted average significant actuarial assumptions adopted in measuring the Company's projected termination and long service benefit obligations and net periodic benefit cost are as follows:

	2014	2013	2012
Discount rate	3.0%	3.9%	4.2%
Rate of compensation increase	2.7%	3.9%	3.9%

Information about the Company's termination and long service arrangements is as follows:

	2014	2013	2012
Projected benefit obligation			
Beginning of year	\$ 354	\$ 314	\$ 252
Current service cost	20	24	16
Interest cost	12	13	13
Actuarial losses and changes in actuarial assumptions	15	12	41
Benefits paid	(18)	(21)	(13)
Acquisition	-	-	2
Curtailement	-	-	(4)
Foreign exchange	(43)	12	7
Ending funded status	\$ 340	\$ 354	\$ 314
Amounts recorded in the consolidated balance sheet			
Current liability	\$ 10	\$ 11	\$ 10
Non-current liability	330	343	304
Net amount	\$ 340	\$ 354	\$ 314
Amounts recorded in accumulated other comprehensive income			
Unrecognized actuarial losses	\$ (81)	\$ (82)	\$ (74)
Net periodic benefit cost			
Current service cost	\$ 20	\$ 24	\$ 16
Interest cost	12	13	13
Actuarial losses	16	4	12
Net periodic benefit cost	\$ 48	\$ 41	\$ 41

[c] Retirement medical benefits plans

The Company sponsors a number of retirement medical plans which were assumed on certain acquisitions in prior years. These plans are frozen to new employees and incur no current service costs.

In addition, the Company sponsors a retirement medical benefits plan that was amended during 2009 such that substantially all employees retiring on or after August 1, 2009 no longer participate in the plan.

The weighted average discount rates used in measuring the Company's projected retirement medical benefit obligations and net periodic benefit cost are as follows:

	2014	2013	2012
Retirement medical benefit obligations	3.7%	4.5%	3.6%
Net periodic benefit cost	4.5%	3.6%	4.2%
Health care cost inflation	7.0%	7.7%	8.0%

Information about the Company's retirement medical benefits plans are as follows:

	2014	2013	2012
Projected benefit obligation			
Beginning of year	\$ 36	\$ 41	\$ 39
Interest cost	2	2	2
Actuarial losses (gains) and changes in actuarial assumptions	5	(4)	3
Benefits paid	(2)	(2)	(3)
Foreign exchange	-	(1)	-
Ending funded status	\$ 41	\$ 36	\$ 41
Amounts recorded in the consolidated balance sheet			
Current liability	\$ 2	\$ 2	\$ 2
Non-current liability	39	34	39
Net amount	\$ 41	\$ 36	\$ 41
Amounts recorded in accumulated other comprehensive income			
Unrecognized past service costs	\$ 2	\$ 2	\$ 3
Unrecognized actuarial gains	4	10	8
Total accumulated other comprehensive income	\$ 6	\$ 12	\$ 11
Net periodic benefit cost			
Interest cost	\$ 2	\$ 2	\$ 2
Actuarial gains	(1)	(2)	(1)
Past service cost amortization	(1)	(1)	-
Net periodic benefit cost	\$ -	\$ (1)	\$ 1

The effect of a one-percentage point increase or decrease in health care trend rates would not have a significant impact on the Company's income.

[d] Future benefit payments

	Defined benefit pension plans	Termination and long service arrangements	Retirement medical benefits plans	Total
Expected employer contributions - 2015	\$ 20	\$ 9	\$ 2	\$ 31
Expected benefit payments:				
2015	\$ 16	\$ 9	\$ 2	\$ 27
2016	17	9	2	28
2017	17	10	2	29
2018	18	11	3	32
2019	19	14	2	35
Thereafter	113	96	12	221
	\$ 200	\$ 149	\$ 23	\$ 372

17. OTHER LONG-TERM LIABILITIES

Other long-term liabilities consist of:

	2014	2013
Long-term portion of income taxes payable	\$ 144	\$ 133
Long-term portion of fair value of hedges <i>[note 21]</i>	82	28
Asset retirement obligation	37	40
Long-term lease inducements	24	–
Deferred revenue	5	7
	\$ 292	\$ 208

18. STOCK-BASED COMPENSATION

[a] Incentive Stock Option Plan

The Company currently has two incentive stock option plans in effect: the 2009 Stock Option Plan, which was adopted by the Company's shareholders on May 6, 2010; and the Amended and Restated Incentive Stock Option Plan [the "1987 Stock Option Plan"], which was adopted by shareholders on December 10, 1987, and subsequently amended on May 18, 2000 and May 10, 2007.

Upon adoption of the 2009 Plan, new grants under the 1987 Plan were frozen, but all outstanding options were permitted to continue to vest and be exercisable in accordance with their terms.

2009 Stock Option Plan

Under the 2009 Stock Option Plan, the Company may grant options to purchase Common Shares to full-time employees and consultants of the Company and its subsidiaries. The maximum number of shares that can be reserved for issuance under the option plan is 16,000,000 shares. The number of shares available to be granted at December 31, 2014 was 6,793,030 [2013 – 7,516,831]. All options granted are for terms of up to seven years from the grant date. Options issued under the 2009 Option Plan to employees and consultants generally vest as to one-third on each of the first three anniversaries of the date of grant. All options allow the holder to purchase Common Shares at a price equal to or greater than the closing market price of such shares on the date prior to the date of the grant.

1987 Stock Option Plan

The Company previously granted options to purchase Common Shares to full-time employees, outside directors or consultants of the Company under the 1987 Stock Option Plan. Upon shareholder approval of the Company's 2009 Stock Option Plan, the 1987 Stock Option Plan was terminated such that no future grants could be made, but previously granted options would continue to vest and be exercisable in accordance with their original terms of grant. All options granted under the 1987 Stock Option Plan are for terms of up to seven years from the grant date. All options allow the holder to purchase Common Shares at a price equal to or greater than the closing market price of such shares on the date prior to the date of the grant or modification.

The following is a continuity schedule of all options outstanding [number of options in the table below are expressed in whole numbers]:

	Options outstanding		
	Number of options	Weighted average exercise price	Number of options exercisable
Outstanding at December 31, 2011	6,867,367	Cdn\$31.54	2,066,700
Granted	1,389,000	48.22	–
Exercised [i]	(1,525,159)	28.46	(1,525,159)
Cancelled	(107,966)	53.14	(58,967)
Vested	–	–	2,745,000
Outstanding at December 31, 2012	6,623,242	Cdn\$35.39	3,227,574
Granted	1,060,000	57.02	–
Exercised [i]	(2,805,969)	31.99	(2,805,969)
Cancelled	(119,165)	51.46	(31,667)
Vested	–	–	2,457,171
Outstanding at December 31, 2013	4,758,108	Cdn\$41.82	2,847,109
Granted	751,300	106.71	–
Exercised	(1,324,580)	39.83	(1,324,580)
Cancelled	(27,499)	60.46	(6,000)
Vested	–	–	790,715
Outstanding at December 31, 2014	4,157,329	Cdn\$54.05	2,307,244

The total intrinsic value of options exercised during 2014 was \$85 million [2013 - \$56 million; 2012 - \$6 million].

- [i] During 2013, 849,999 [2012 – 1,100,001] options were exercised on a cashless basis in accordance with the applicable stock option plans. On exercise, cash payments totalling \$23 million [2012 - \$19 million] were made to the stock option holders.

All cash payments were calculated using the difference between the aggregate fair market value of the Option Shares based on the closing price of the Company's Common Shares on the Toronto Stock Exchange ["TSX"] on the date of exercise and the aggregate Exercise Price of all such options surrendered.

At December 31, 2014, the outstanding options consist of [number of options in the table below are expressed in whole numbers]:

	Options outstanding		
	Number of options	Remaining contractual life [years]	Number of options exercisable
\$15 to \$20	350,341	1.2	350,341
\$25 to \$30	925,000	2.2	925,000
\$35 to \$40	10,000	2.4	10,000
\$45 to \$50	917,364	4.2	489,225
\$50 to \$55	315,498	3.0	315,498
\$55 to \$60	891,826	5.2	217,180
Over \$100	747,300	6.2	–
	4,157,329		2,307,244
Weighted average exercise price	Cdn\$54.05		Cdn\$37.21
Weighted average life remaining [years]	3.95		2.83
Aggregate intrinsic value at December 31, 2014	\$ 255		\$ 175

The weighted average assumptions used in measuring the fair value of stock options granted are as follows:

	2014	2013	2012
Risk-free interest rate	1.60%	1.32%	2.23%
Expected dividend yield	2.00%	2.00%	2.00%
Expected volatility	29%	34%	43%
Expected time until exercise	4.5 years	4.5 years	4.5 years
Weighted average fair value of options granted in year [Cdn\$]	\$ 22.94	\$ 14.02	\$ 15.37

[b] Long-term retention program

The Company awarded certain executives an entitlement to Common Shares in the form of restricted stock. Such shares become available to the executives, subject to acceleration on death or disability, after an approximate four-year holding period, provided certain conditions are met, and are to be released in equal amounts over a 10-year period, subject to forfeiture under certain circumstances. The stock that has not been released to the executives is reflected as a reduction in the stated value of the Company's Common Shares.

The following is a continuity of the stock that has not been released to the executives and is reflected as a reduction in the stated value of the Company's Common Shares [number of Common Shares in the table below are expressed in whole numbers]:

	Number of shares	Stated value
Awarded and not released, December 31, 2011	1,026,304	\$ 35
Release of restricted stock	(143,316)	(5)
Awarded and not released, December 31, 2012	882,988	30
Release of restricted stock	(152,512)	(5)
Awarded and not released, December 31, 2013	730,476	25
Release of restricted stock	(143,152)	(5)
Awarded and not released, December 31, 2014	587,324	\$ 20

[c] Restricted stock unit program

In a number of different circumstances, the Company awards restricted stock units ["RSUs"] to certain executives and other employees as part of the Company's compensation program. These RSUs are notional units, each of which is equivalent to one Magna Common Share. In most cases, the RSUs are redeemable solely at the Company's option, either by delivery of the specified number of Common Shares or the cash value on the redemption date [based on the 20-day weighted average trading price]. Redemption of the RSUs generally occurs on December 15 of the second year after the date of grant, subject to earlier redemption or cancellation in specified circumstances. In some cases, RSUs are subject to vesting and other conditions and quarterly dividend equivalents are paid to the grantees.

The Company maintains a Non-Employee Director Share-Based Compensation Plan ["DSU Plan"] which governs the 60% portion of the annual retainer payable to Independent Directors which is mandatorily deferred in the form of Deferred Share Units ["DSUs"]. Additionally, each Independent Director may annually elect to defer up to 100% of his or her total annual cash compensation from Magna [including committee retainers, meeting and other fees]. The amounts deferred in the DSU Plan are reflected in DSUs, which are notional units, the value of which increases or decreases in direct relation to the New York Stock Exchange ["NYSE"] market price of Magna Common Shares. Dividend equivalents are credited on DSUs at the times and in the amounts of dividends that are declared and paid on Magna's Common Shares. All DSUs are fully vested on the date allocated to an Independent Director under the DSU Plan. Effective January 1, 2014, the DSUs will be settled upon an Independent Director's retirement from the Board by delivering Magna Common Shares equal to the whole DSUs credited to the Independent Director. Previously, the DSUs were settled in cash. Accordingly, effective January 1, 2014, the DSUs are accounted for through equity.

The following is a continuity schedule of restricted stock unit programs outstanding [number of stock units in the table below are expressed in whole numbers]:

	Equity classified RSUs	Liability classified RSUs	Liability/ Equity classified DSUs	Total
Outstanding at December 31, 2011	367,726	29,806	198,446	595,978
Granted	320,131	15,364	37,456	372,951
Dividend equivalents	1,895	1,133	5,145	8,173
Redeemed	(84,322)	(26,204)	(34,124)	(144,650)
Outstanding at December 31, 2012	605,430	20,099	206,923	832,452
Granted	224,841	13,825	30,716	269,382
Dividend equivalents	1,262	624	2,815	4,701
Redeemed	(199,679)	(4,429)	(113,007)	(317,115)
Outstanding at December 31, 2013	631,854	30,119	127,447	789,420
Granted	181,526	9,025	22,136	212,687
Dividend equivalents	839	566	2,047	3,452
Forfeitures	-	(410)	-	(410)
Redeemed	(321,580)	(16,274)	-	(337,854)
Outstanding at December 31, 2014	492,639	23,026	151,630	667,295

[d] Compensation expense related to stock-based compensation

Stock-based compensation expense recorded in selling, general and administrative expenses related to the above programs is as follows:

	2014	2013	2012
Incentive Stock Option Plan	\$ 15	\$ 15	\$ 19
Long-term retention	4	4	5
Restricted stock unit	21	16	14
	40	35	38
Fair value adjustment for liability classified DSUs	-	5	4
Total stock-based compensation expense	\$ 40	\$ 40	\$ 42

19. CAPITAL STOCK

[a] At December 31, 2014, the Company's authorized, issued and outstanding capital stock are as follows:

Preference shares - issuable in series -

The Company's authorized capital stock includes 99,760,000 preference shares, issuable in series. None of these shares are currently issued or outstanding.

Common Shares -

Common Shares without par value [unlimited amount authorized] have the following attributes:

- [i] Each share is entitled to one vote per share at all meetings of shareholders.
- [ii] Each share shall participate equally as to dividends.

[b] On November 10, 2014, the TSX accepted the Company's Notice of Intention to Make a Normal Course Issuer Bid relating to the purchase for cancellation, as well as purchases to fund the Company's stock-based compensation awards or programs and/or the Company's obligations to its deferred profit sharing plans, of up to 20,000,000 Magna Common Shares [the "2014 Bid"], representing 9.7% of the Company's public float of Common Shares. The Bid commenced on November 13, 2014 and will terminate no later than November 12, 2015.

Previously, the Company had Normal Course Issuer Bids in place for the 12 month periods beginning in November 2013, 2012 and 2011.

The following is a summary of the Normal Course Issuer Bids [number of shares in the table below are expressed in whole numbers]:

	Maximum number of shares	2014		2013		2012	
		Shares purchased	Cash amount	Shares purchased	Cash amount	Shares purchased	Cash amount
2011 Bid	12,000,000	–	\$ –	–	\$ –	467,630	\$ 21
2012 Bid	12,000,000	–	–	11,572,598	814	427,402	19
2013 Bid	20,000,000	15,135,714	1,525	2,509,723	199	–	–
2014 Bid	20,000,000	2,399,188	241	–	–	–	–
		17,534,902	\$1,766	14,082,321	\$1,013	895,032	\$ 40

Certain purchases were made by way of private agreements entered into with arm's length, third party sellers. Such private agreement purchases were made at a discount to the prevailing market price for the Company's Common Shares and pursuant to issuer bid exemption orders issued by the Ontario Securities Commission. All other purchases of Common Shares are made at the market price at the time of purchase in accordance with the rules and policies of the TSX. Purchases may also be made on the NYSE in compliance with Rule 10b-18 under the U.S. Securities Exchange Act of 1934.

[c] The following table presents the maximum number of shares that would be outstanding if all the dilutive instruments outstanding at March 5, 2015 were exercised or converted:

Common Shares	205,179,261
Stock options [note 18]	4,898,935
	210,078,196

20. ACCUMULATED OTHER COMPREHENSIVE (LOSS) INCOME

The following is a continuity schedule of accumulated other comprehensive (loss) income:

	2014	2013	2012
Accumulated net unrealized (loss) gain on translation of net investment in foreign operations			
Balance, beginning of year	\$ 454	\$ 629	\$ 547
Net unrealized (loss) gain	(681)	(133)	86
Repurchase of shares under normal course issuer bids [note 19]	(28)	(42)	(4)
Balance, end of year	(255)	454	629
Accumulated net unrealized (loss) gain on cash flow hedges [b]			
Balance, beginning of year	(20)	34	(23)
Net unrealized (loss) gain	(103)	(39)	75
Reclassification of net loss (gain) to net income [a]	10	(15)	(18)
Balance, end of year	(113)	(20)	34
Accumulated net unrealized loss on other long-term liabilities [b]			
Balance, beginning of year	(117)	(168)	(107)
Net unrealized (loss) gain	(72)	44	(72)
Reclassification of net loss to net income [a]	3	7	11
Balance, end of year	(186)	(117)	(168)
Accumulated net unrealized (loss) gain on available-for-sale investments			
Balance, beginning of year	(4)	1	5
Net unrealized loss	–	(5)	(4)
Balance, end of year	(4)	(4)	1
Total accumulated other comprehensive (loss) income [c]	\$ (558)	\$ 313	\$ 496

[a] The effects on net income of amounts reclassified from AOCI, with presentation location, were as follows:

	2014	2013	2012
Cash flow hedges			
Sales	\$ (28)	\$ 3	\$ 24
Cost of sales	17	18	(1)
Income tax	1	(6)	(5)
Net of tax	(10)	15	18
Other long-term liabilities			
Cost of sales	(4)	(8)	(14)
Income tax	1	1	3
Net of tax	(3)	(7)	(11)
Total (loss) gain reclassified to net income	\$ (13)	\$ 8	\$ 7

[b] The amount of income tax benefit that has been allocated to each component of other comprehensive income is as follows:

	2014	2013	2012
Accumulated net unrealized (loss) gain on cash flow hedges			
Balance, beginning of year	\$ 4	\$ (13)	\$ 12
Net unrealized loss (gain)	41	11	(30)
Reclassification of net (loss) gain to net income	(1)	6	5
Balance, end of year	44	4	(13)
Accumulated net unrealized loss on other long-term liabilities			
Balance, beginning of year	14	36	24
Net unrealized loss (gain)	23	(21)	15
Reclassification of net loss to net income	(1)	(1)	(3)
Balance, end of year	36	14	36
Total income tax benefit	\$ 80	\$ 18	\$ 23

[c] The amount of other comprehensive loss that is expected to be reclassified to net income during 2015 is \$55 million [net of income tax of \$21 million].

21. FINANCIAL INSTRUMENTS

[a] Foreign exchange contracts

At December 31, 2014, the Company had outstanding foreign exchange forward contracts representing commitments to buy and sell various foreign currencies. Significant commitments are as follows:

	For Canadian dollars				For U.S. dollars	
	U.S. dollar amount	Weighted average rate	Euro amount	Weighted average rate	Peso amount	Weighted average rate
Buy						
(Sell)						
2015	235	1.10195	42	1.47805	4,390	0.07221
2015	(617)	0.92552	(15)	0.69344	(123)	13.47236
2016	30	1.07317	23	1.48303	2,766	0.07135
2016	(370)	0.91253	-	-	-	-
2017	2	1.09970	-	-	911	0.06884
2017	(226)	0.89597	-	-	-	-
2018	(76)	0.87961	-	-	-	-
2019	(39)	0.87043	-	-	-	-
	(1,061)		50		7,944	

Buy (Sell)	For euros					
	U.S. dollar amount	Weighted average rate	GBP amount	Weighted average rate	Czech koruna amount	Weighted average rate
2015	85	0.76616	13	1.19170	2,571	0.03800
2015	(152)	1.31120	(15)	0.85706	–	–
2016	24	0.76905	–	–	1,609	0.03698
2016	(81)	1.30607	(13)	0.80758	–	–
2017	3	0.78725	–	–	755	0.03656
2017	(43)	1.33328	(9)	0.81324	–	–
2018	(12)	1.31030	(1)	0.81930	–	–
	(176)		(25)		4,935	

Based on forward foreign exchange rates as at December 31, 2014 for contracts with similar remaining terms to maturity, the gains and losses relating to the Company's foreign exchange forward contracts recognized in other comprehensive income are approximately \$30 million and \$174 million, respectively *[note 20]*.

The Company does not enter into foreign exchange forward contracts for speculative purposes.

[b] Financial assets and liabilities

The Company's financial assets and liabilities consist of the following:

	2014	2013
Trading		
Cash and cash equivalents	\$ 1,253	\$ 1,554
Investment in ABCP <i>[note 8]</i>	88	92
	\$ 1,341	\$ 1,646
Held-to-maturity investments		
Severance investments	\$ 4	\$ 5
Available-for-sale investments		
Equity investments	\$ 5	\$ 4
Loans and receivables		
Accounts receivable	\$ 5,635	\$ 5,246
Long-term receivables included in other assets <i>[note 12]</i>	87	111
	\$ 5,722	\$ 5,357
Other financial liabilities		
Bank indebtedness	\$ 33	\$ 41
Long-term debt [including portion due within one year]	995	332
Accounts payable	5,105	4,781
	\$ 6,133	\$ 5,154
Derivatives designated as effective hedges, measured at fair value		
Foreign currency contracts		
Prepaid expenses and other	\$ 22	\$ 42
Other assets	8	20
Other accrued liabilities	(93)	(37)
Other long-term liabilities	(82)	(28)
	(145)	(3)
Commodity contracts		
Other accrued liabilities	(1)	(1)
	\$ (146)	\$ (4)

[c] Derivatives designated as effective hedges, measured at fair value

The Company presents derivatives that are designated as effective hedges at gross fair values in the consolidated balance sheets. However, master netting and other similar arrangements allow net settlements under certain conditions. The following table shows the Company's derivative foreign currency contracts at gross fair value as reflected in the consolidated balance sheets and the unrecognized impacts of master netting arrangements:

	Gross amounts presented in consolidated balance sheets	Gross amounts not offset in consolidated balance sheets	Net amounts
December 31, 2014			
Assets	\$ 30	\$ 28	\$ 2
Liabilities	\$ (174)	\$ (28)	\$ (146)
December 31, 2013			
Assets	\$ 62	\$ 42	\$ 20
Liabilities	\$ (65)	\$ (42)	\$ (23)

[d] Fair value

The Company determined the estimated fair values of its financial instruments based on valuation methodologies it believes are appropriate; however, considerable judgment is required to develop these estimates. Accordingly, these estimated fair values are not necessarily indicative of the amounts the Company could realize in a current market exchange. The estimated fair value amounts can be materially affected by the use of different assumptions or methodologies. The methods and assumptions used to estimate the fair value of financial instruments are described below:

Cash and cash equivalents, accounts receivable, bank indebtedness and accounts payable.

Due to the short period to maturity of the instruments, the carrying values as presented in the consolidated balance sheets are reasonable estimates of fair values.

Investments

At December 31, 2014, the Company held Canadian third party ABCP with a face value of Cdn\$107 million [2013 - Cdn\$107 million]. The carrying value and estimated fair value of this investment was Cdn\$102 million [2013 - Cdn\$99 million]. As fair value information is not readily determinable for the Company's investment in ABCP, the fair value was based on a valuation technique estimating the fair value from the perspective of a market participant [note 8].

At December 31, 2014, the Company held available-for-sale investments in publicly traded companies. At December 31, 2014, the carrying value and fair value of these investments was \$5 million [2013 - \$4 million], which was based on the closing share prices of these investments.

Term debt

The Company's term debt includes \$184 million due within one year. Due to the short period to maturity of this debt, the carrying value as presented in the consolidated balance sheet is a reasonable estimate of its fair value.

Senior Notes

At December 31, 2014, the total estimated fair value of the Senior Notes was approximately \$755 million, determined primarily using active market prices, categorized as Level 1 inputs within the GAAP's fair value hierarchy.

[e] Credit risk

The Company's financial assets that are exposed to credit risk consist primarily of cash and cash equivalents, accounts receivable, held-to-maturity investments and foreign exchange and commodity forward contracts with positive fair values.

Cash and cash equivalents, which consist of short-term investments, are only invested in governments, bank term deposits and bank commercial paper with an investment grade credit rating. Credit risk is further reduced by limiting the amount which is invested in certain governments or any major financial institution.

The Company's trading investments include an investment in ABCP [note 8]. Given the continuing uncertainties regarding the value of the underlying assets, the amount and timing of cash flows and the risk of collateral calls in the event that spreads widened considerably, the Company could be exposed to further losses on its investment.

The Company is also exposed to credit risk from the potential default by any of its counterparties on its foreign exchange forward contracts. The Company mitigates this credit risk by dealing with counterparties who are major financial institutions that the Company anticipates will satisfy their obligations under the contracts.

In the normal course of business, the Company is exposed to credit risk from its customers, substantially all of which are in the automotive industry and are subject to credit risks associated with the automotive industry. For the year ended December 31, 2014, sales to the Company's six largest customers represented 83% of the Company's total sales; and substantially all of its sales are to customers in which the Company has ongoing contractual relationships.

[f] Currency risk

The Company is exposed to fluctuations in foreign exchange rates when manufacturing facilities have committed to the delivery of products for which the selling price has been quoted in currencies other than the facilities' functional currency, and when materials and equipment are purchased in currencies other than the facilities' functional currency. In an effort to manage this net foreign exchange exposure, the Company employs hedging programs, primarily through the use of foreign exchange forward contracts [note 21[a]].

As at December 31, 2014, the net foreign exchange exposure, after considering the impact of foreign exchange contracts, was not significant.

[g] Interest rate risk

The Company is not exposed to significant interest rate risk due to the short-term maturity of its monetary current assets and current liabilities. In particular, the amount of interest income earned on cash and cash equivalents is impacted more by investment decisions made and the demands to have available cash on hand, than by movements in interest rates over a given period.

In addition, the Company is not exposed to interest rate risk on its term debt and Senior Notes as the interest rates on these instruments are fixed.

22. CONTINGENCIES

From time to time, the Company may become involved in regulatory proceedings, or become liable for legal, contractual and other claims by various parties, including customers, suppliers, former employees, class action plaintiffs and others. On an ongoing basis, the Company attempts to assess the likelihood of any adverse judgments or outcomes to these proceedings or claims, together with potential ranges of probable costs and losses. A determination of the provision required, if any, for these contingencies is made after analysis of each individual issue. The required provision may change in the future due to new developments in each matter or changes in approach such as a change in settlement strategy in dealing with these matters.

[a] In November 1997, the Company and two of its subsidiaries were sued by KS Centoco Ltd., an Ontario-based steering wheel manufacturer in which the Company has a 23% equity interest, and by Centoco Holdings Limited, the owner of the remaining 77% equity interest in KS Centoco Ltd. In March 1999, the plaintiffs were granted leave to make substantial amendments to the original statement of claim in order to add several new defendants and claim additional remedies, and in February 2006, the plaintiffs further amended their claim to add an additional remedy. The amended statement of claim alleges, among other things:

- breach of fiduciary duty by the Company and two of its subsidiaries;
- breach by the Company of its binding letter of intent with KS Centoco Ltd., including its covenant not to have any interest, directly or indirectly, in any entity that carries on the airbag business in North America, other than through MST Automotive Inc., a company to be 77% owned by Magna and 23% owned by Centoco Holdings Limited;
- the plaintiff's exclusive entitlement to certain airbag technologies in North America pursuant to an exclusive licence agreement, together with an accounting of all revenues and profits resulting from the alleged use by the Company, TRW Inc. ["TRW"] and other unrelated third party automotive supplier defendants of such technology in North America;
- a conspiracy by the Company, TRW and others to deprive KS Centoco Ltd. of the benefits of such airbag technology in North America and to cause Centoco Holdings Limited to sell to TRW its interest in KS Centoco Ltd. in conjunction with the Company's sale to TRW of its interest in MST Automotive GmbH and TEMIC Bayern-Chemie Airbag GmbH; and
- oppression by the defendants.

The plaintiffs are seeking, amongst other things, damages of approximately Cdn\$3.5 billion. Document production, completion of undertakings and examinations for discovery are substantially complete, although limited additional examinations for discovery may occur. A trial is not expected to commence until 2016, at the earliest. The Company believes it has valid defences to the plaintiffs' claims and therefore intends to continue to vigorously defend this case. Notwithstanding the amount of time which has transpired since the claim was filed, these legal proceedings remain at an early stage and, accordingly, it is not possible to predict their outcome.

- [b] In September 2013, representatives of the Bundeskartellamt, the German Federal Cartel Office, attended at one of the Company's operating divisions in Germany to obtain information in connection with an ongoing antitrust investigation relating to suppliers of automotive textile coverings and components, particularly trunk linings.

In September 2014, the Conselho Administrativo de Defesa Economica, Brazil's Federal competition authority, attended at one of the Company's operating divisions in Brazil to obtain information in connection with an ongoing antitrust investigation relating to suppliers of automotive door latches and related products.

Proceedings of this nature can often continue for several years. Where wrongful conduct is found, the relevant antitrust authority can, depending on the jurisdiction, initiate administrative or criminal legal proceedings and impose administrative or criminal fines or penalties taking into account several mitigating and aggravating factors. In the case of the German Federal Cartel Office, administrative fines are tied to the level of affected sales and the consolidated sales of the group of companies to which the offending entity belongs. At this time, management is unable to predict the duration or outcome of the German and Brazilian investigations, including whether any operating divisions of the Company will be found liable for any violation of law or the extent or magnitude of any liability, if found to be liable.

The Company's policy is to comply with all applicable laws, including antitrust and competition laws. The Company has initiated a global review focused on antitrust risk led by a team of external counsel. If any antitrust violation is found as a result of the above-referenced investigations or otherwise, Magna could be subject to fines, penalties and civil, administrative or criminal legal proceedings that could have a material adverse effect on Magna's profitability in the year in which any such fine or penalty is imposed or the outcome of any such proceeding is determined. Additionally, Magna could be subject to other consequences, including reputational damage, which could have a material adverse effect on the Company.

- [c] In certain circumstances, the Company is at risk for warranty costs including product liability and recall costs. Due to the nature of the costs, the Company makes its best estimate of the expected future costs *[note 14]*; however, the ultimate amount of such costs could be materially different. The Company continues to experience increased customer pressure to assume greater warranty responsibility. Currently, under most customer agreements, the Company only accounts for existing or probable claims. Under certain complete vehicle engineering and assembly contracts, the Company records an estimate of future warranty-related costs based on the terms of the specific customer agreements, and the specific customer's warranty experience.

23. SEGMENTED INFORMATION

- [a] Magna is a global automotive supplier whose product capabilities include producing body, chassis, interior, exterior, seating, powertrain, electronic, vision, closure and roof systems and modules, as well as complete vehicle engineering and contract manufacturing.

Magna's success is directly dependent upon the levels of North American and European [and currently to a lesser extent on Asia and Rest of World] car and light truck production by its customers. OEM production volumes in each of North America and Europe may be impacted by a number of geographic factors, including general economic conditions, interest rates, consumer credit availability, fuel prices and availability, infrastructure, legislative changes, environmental emission and safety issues, and labour and/or trade relations.

Given the differences between the regions in which the Company operates, Magna's operations are segmented on a geographic basis. Beginning in the fourth quarter of 2013, the Company's segments consist of North America, Europe, Asia and Rest of World. The Company maintains management teams in each of the Company's two primary markets, North America and Europe. The role of the North American and European management teams is to manage Magna's interests to ensure a coordinated effort across the Company's different product capabilities. In addition to maintaining key customer, supplier and government contacts in their respective markets, the regional management teams centrally manage key aspects of the Company's operations while permitting the divisions enough flexibility through Magna's decentralized structure to foster an entrepreneurial environment.

Consistent with the above, the Company's internal financial reporting separately segments key internal operating performance measures between North America, Europe, Asia and Rest of World for purposes of presentation to the chief operating decision maker to assist in the assessment of operating performance, the allocation of resources, and the long-term strategic direction and future global growth in the Company.

The Company's chief operating decision maker uses Adjusted EBIT as the measure of segment profit or loss, since management believes Adjusted EBIT is the most appropriate measure of operational profitability or loss for its reporting segments. Adjusted EBIT represents income from operations before income taxes; interest expense, net; and other expense (income), net.

The accounting policies of each segment are the same as those set out under "Significant Accounting Policies" [note 1] and intersegment sales and transfers are accounted for at fair market value.

The following tables show certain information with respect to segment disclosures:

2014							
	Total sales	External sales	Depreciation and amortization	Adjusted EBIT [iii]	Goodwill	Fixed asset additions	Fixed assets, net
North America							
Canada	\$ 6,799	\$ 6,324				\$ 204	\$ 638
United States	9,780	9,252				351	1,260
Mexico	4,357	4,027				160	655
Eliminations	(1,224)	-				-	-
North America	19,712	19,603	\$ 421	\$ 1,992	\$ 635	715	2,553
Europe							
Western Europe [excluding Great Britain]	11,775	11,487				375	1,359
Great Britain	783	781				51	98
Eastern Europe	2,580	2,226				91	555
Eliminations	(432)	-				-	-
Europe	14,706	14,494	357	434	588	517	2,012
Asia	1,983	1,837	71	162	127	141	650
Rest of World	695	694	17	(35)	-	8	82
Corporate and Other [i]	(455)	13	24	79	-	206	367
Total reportable segments	\$ 36,641	\$ 36,641	\$ 890	\$ 2,632	\$ 1,350	\$ 1,587	\$ 5,664
Current assets							10,007
Investments, goodwill, deferred tax assets and other assets							2,468
Consolidated total assets							\$ 18,139

2013							
	Total sales	External sales	Depreciation and amortization	Adjusted EBIT [iii]	Goodwill	Fixed asset additions	Fixed assets, net
North America							
Canada	\$ 6,734	\$ 6,223				\$ 167	\$ 601
United States	8,409	7,938				349	1,135
Mexico	3,993	3,698				129	611
Eliminations	(1,182)	-				-	-
North America	17,954	17,859	\$ 598	\$ 1,645	\$ 656	645	2,347
Europe							
Western Europe [excluding Great Britain]	11,813	11,544				225	1,463
Great Britain	975	968				24	70
Eastern Europe	2,317	2,013				112	636
Eliminations	(387)	-				-	-
Europe	14,718	14,525	355	375	655	361	2,169
Asia	1,684	1,539	64	85	129	114	597
Rest of World	889	889	20	(76)	-	20	102
Corporate and Other [i]	(410)	23	26	36	-	30	226
Total reportable segments	\$ 34,835	\$ 34,835	\$ 1,063	\$ 2,065	\$ 1,440	\$ 1,170	\$ 5,441
Current assets							9,923
Investments, goodwill, deferred tax assets and other assets							2,626
Consolidated total assets							\$ 17,990

2012

	Total sales	External sales	Depreciation and amortization	Adjusted EBIT [iii]	Goodwill	Fixed asset additions	Fixed assets, net
North America							
Canada	\$ 6,343	\$ 5,907				\$ 158	\$ 660
United States	7,518	7,053				294	973
Mexico	3,520	3,281				163	573
Eliminations	(1,046)	—				—	—
North America	16,335	16,241	\$ 432	\$ 1,521	\$ 701	615	2,206
Europe							
Western Europe [excluding Great Britain]	10,089	9,927				246	1,490
Great Britain	961	952				15	58
Eastern Europe	1,847	1,684				117	584
Eliminations	(188)	—				—	—
Europe	12,709	12,563	283	165	611	378	2,132
Asia	1,289	1,188	42	49	74	214	558
Rest of World	822	822	17	(77)	87	56	128
Corporate and Other [i, ii]	(318)	23	27	—	—	11	249
Total reportable segments	\$ 30,837	\$ 30,837	\$ 801	\$ 1,658	\$ 1,473	\$ 1,274	\$ 5,273
Current assets							9,135
Investments, goodwill, deferred tax assets and other assets							2,701
Consolidated total assets							\$ 17,109

[i] Included in Corporate and Other Adjusted EBIT are intercompany fees charged to the automotive segments.

[ii] For the year ended December 31, 2012, Corporate and Other includes \$35 million equity loss related to the Company's investment in E-Car.

[iii] The following table reconciles Adjusted EBIT to Income from operations before income taxes:

	2014	2013	2012
Adjusted EBIT	\$ 2,632	\$ 2,065	\$ 1,658
Other (expense) income, net	(64)	(144)	108
Interest expense, net	(29)	(16)	(16)
Income from operations before income taxes	\$ 2,539	\$ 1,905	\$ 1,750

[b] The following table aggregates external revenues by customer as follows:

	2014	2013	2012
General Motors	\$ 6,734	\$ 6,394	\$ 5,704
Fiat / Chrysler Group	5,897	5,137	4,637
Ford Motor Company	4,714	4,450	3,848
BMW	4,649	4,882	4,100
Daimler AG	4,262	3,949	3,367
Volkswagen	4,144	4,047	3,835
Other	6,241	5,976	5,346
	\$ 36,641	\$ 34,835	\$ 30,837

[c] The following table summarizes external revenues generated by automotive products and services:

	2014	2013	2012
Exterior and interior systems	\$ 12,840	\$ 12,308	\$ 11,673
Body systems and chassis systems	8,079	7,874	7,123
Powertrain systems	4,954	4,634	3,825
Complete vehicle assembly	3,067	3,062	2,561
Tooling, engineering and other	2,971	2,823	2,317
Vision and electronic systems	2,644	2,193	2,132
Closure systems	2,086	1,941	1,206
	\$ 36,641	\$ 34,835	\$ 30,837

24. **SUBSEQUENT EVENT**

Stock Split

On February 24, 2015, the Board of Directors approved a two-for-one stock split, to be implemented by way of a stock dividend, whereby shareholders of the Company will receive an additional Common Share for each Common Share held. The stock dividend will be payable on March 25, 2015, to shareholders of record at the close of business on March 11, 2015. All equity-based compensation plans or arrangements and normal course issuer bid will be adjusted to reflect the issuance of additional Common Shares due to the declaration of the stock split.

FINANCIAL SUMMARY

(U.S. dollars in millions, except per share figures)
(unaudited)

Years ended December 31,

	2014*	2013*	2012*	2011*	2010*	2009*	2008**	2007**	2006**	2005**
Total sales	36,641	34,835	30,837	28,748	23,465	16,876	23,704	26,067	24,180	22,811
Depreciation	890	1,063	801	686	656	725	873	872	790	711
Net income (loss) attributable to Magna International Inc.	1,882	1,561	1,433	1,018	1,003	(453)	71	663	528	639
Diluted EPS	8.69	6.76	6.09	4.20	4.30	(2.03)	0.31	2.93	2.39	2.95
Average number of shares outstanding	213.6	227.9	232.4	239.3	230.0	223.6	225.6	222.8	217.2	213.4
Cash dividends paid per share	1.52	1.28	1.10	1.00	0.42	0.09	0.63	0.58	0.76	0.76
Cash flow from operations	2,792	2,567	2,206	1,210	1,878	519	1,054	1,593	1,596	1,698
Capital expenditures	1,586	1,169	1,274	1,236	746	616	739	741	793	848
Working capital	2,396	2,614	2,451	2,422	2,517	2,001	2,258	3,112	2,277	2,215
Fixed assets, net	5,664	5,441	5,273	4,236	3,742	3,741	3,701	4,307	4,114	4,124
Total assets	18,139	17,990	17,109	14,679	13,674	12,138	13,189	15,343	13,154	12,321
Long-term debt	811	102	112	46	47	117	143	337	605	700
Shareholders' equity	8,673	9,639	9,458	8,202	8,026	7,299	7,363	8,642	7,157	6,565
Long-term debt to equity ratio	0.09:1	0.01:1	0.01:1	0.01:1	0.01:1	0.02:1	0.02:1	0.04:1	0.08:1	0.11:1

* Reported under United States generally accepted accounting principles

** Reported under Canadian generally accepted accounting principles

Share Information

The Common Shares are listed and traded in Canada on the Toronto Stock Exchange ("TSX") under the stock symbol "MG" and in the United States on the New York Stock Exchange ("NYSE") under the stock symbol "MGA". As of February 27, 2015, there were 1,517 registered holders of Common Shares.

Distribution of Shares held by Registered Shareholders

	Common Shares
Canada	82.00%
United States	17.89%
Other	0.11%

Dividends

Dividends for 2014 on Magna's Common Shares were paid on each of March 28, June 13, September 12 and December 12 at a rate of U.S.\$0.38. Magna's dividends have been designated as "eligible dividends" as defined in subsection 89(1) of the Income Tax Act (Canada) and, accordingly, are eligible for an enhanced tax credit. Additional details are found on Magna's website (www.magna.com), under "Investors - Shareholder Information – Dividends & Interest".

Price Range of Shares

The following table sets forth, for the years indicated, the high and low sales prices and volumes of Common Shares traded in each case as reported by the TSX and NYSE, respectively.

Common Shares (TSX) (Cdn\$)

Quarter	Year ended December 31, 2014			Year ended December 31, 2013		
	Volume	High	Low	Volume	High	Low
1st	33,243,962	108.96	85.08	40,479,443	59.75	50.05
2nd	25,916,641	118.24	101.72	46,171,660	75.72	55.84
3rd	28,974,256	125.39	105.70	34,745,219	87.68	74.33
4th	38,720,355	127.96	92.89	31,616,445	92.75	80.52

Common Shares (NYSE) (US\$)

Quarter	Year ended December 31, 2014			Year ended December 31, 2013		
	Volume	High	Low	Volume	High	Low
1st	39,989,432	89.30	87.83	43,850,786	54.31	53.42
2nd	33,380,501	102.52	100.78	47,427,362	63.87	62.74
3rd	30,578,436	110.53	108.91	35,508,159	79.01	77.74
4th	43,333,349	102.41	103.23	37,984,231	83.38	82.07

Corporate Directory

Directors

William L. Young (Chairman of the Board)

Scott B. Bonham

Peter G. Bowie

Hon. J. Trevor Eyton

V. Peter Harder

Lady Barbara Judge

Dr. Kurt J. Lauk

Cynthia A. Niekamp

Dr. Indira V. Samarasekera

Donald J. Walker

Lawrence D. Worrall

Corporate Office

Magna International Inc.

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Aurora, Ontario
Canada L4G 7K1
Telephone: (905) 726-2462
www.magna.com

Transfer Agent and Registrar

Computershare Trust Company of Canada

100 University Avenue, 8th Floor
Toronto, Ontario, Canada M5J 2Y1
Telephone: 1 (800) 564-6253

Computershare Trust Company N.A.

250 Royall Street
Canton, MA, USA 02021
Telephone: (781) 575-3120
Toll Free: 1-800-962-4284
www.computershare.com

Executive Officers

Donald J. Walker
Chief Executive Officer

Vincent J. Galifi
Executive Vice-President
and Chief Financial Officer

Jeffrey O. Palmer
Executive Vice-President
and Chief Legal Officer

Other Officers

Paul Bellack
Vice-President, Global IT

Paul H. Brock
Vice-President and Treasurer

Gary M. Cohn
Vice-President, Mergers and
Acquisitions

Joanne N. Horibe
Vice-President, Ethics and Legal
Compliance

Patrick W. D. McCann
Vice-President, Finance

Atul Mehta
Vice-President, Taxation

Guenther Apfalter
President, Magna Europe

Seetarama Kotagiri
Executive Vice-President and
Chief Technology Officer

Marc J. Neeb
Executive Vice-President and
Chief Human Resources Officer

Robert D. Merkley
Vice-President, Enterprise Risk

Scott E. Paradise
Vice-President, Marketing
and New Business
Development – The Americas

Thomas A. Schultheiss
Vice-President and
General Counsel – Europe

Bassem A. Shakeel
Vice-President and
Corporate Secretary

Michael G. R. Sinnaeve
Vice-President, Operational
Improvement and Quality

James J. Tobin, Sr.
Chief Marketing Officer
and President, Magna Asia

Tommy J. Skudutis
Chief Operating Officer,
Exteriors, Interiors, Seating,
Mirrors, Closures and Cosma

Doug R. Tatters
Vice-President, Business
Improvement and IT
Transformation

Louis B. Tonelli
Vice-President, Investor
Relations

Riccardo C. Treccroce
Vice-President and General
Counsel – Americas and Asia

Robert G. Cecutti
Controller

Exchange Listings

Common Shares

Toronto Stock Exchange **MG**
New York Stock Exchange **MGA**

As a "foreign private issuer" listed on the New York Stock Exchange (NYSE), Magna is required to disclose the significant ways in which our corporate governance practices differ from those to be followed by U.S. domestic issuers under the NYSE listing standards. Please see the corporate governance section of our website (www.magna.com) for our Statement of Significant Corporate Governance Differences (NYSE). Additionally, please refer to the Management Information Circular/Proxy Statement for our 2015 Annual Meeting of Shareholders for a description of our corporate governance practices in comparison with the requirements and guidelines of the Canadian securities administrators.

Shareholders wishing to communicate with the non-management members of the Magna Board of Directors may do so by contacting the Chairman of the Board through the office of Magna's Corporate Secretary at 337 Magna Drive, Aurora, Ontario, Canada L4G 7K1 (905) 726-7070.

Shareholders wishing to obtain a copy of Magna's Notice of Intention to Make a Normal Course Issuer Bid, referred to in Note 19 to the consolidated financial statements contained in this Annual Report may also do so by contacting Magna's Corporate Secretary.

The 2015 Annual Meeting of Shareholders

The 2015 Annual Meeting of Shareholders will be held at The Westin Prince, 900 York Mills Road, Toronto, Ontario, Canada on Thursday, May 7, 2015 commencing at 10:00 a.m. (Eastern Daylight Time).

2014 Annual Report

Additional copies of this 2014 Annual Report or copies of our quarterly reports may be obtained from: The Corporate Secretary, Magna International Inc., 337 Magna Drive, Aurora, Ontario, Canada L4G 7K1 or www.magna.com. Copies of financial data and other publicly filed documents are available through the internet on the Canadian Securities Administrators' System for Electronic Document Analysis and Retrieval (SEDAR) which can be accessed at www.sedar.com and on the United States Securities and Exchange Commission's Electronic Data Gathering, Analysis and Retrieval System (EDGAR) which can be accessed at www.sec.gov.

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