



2024 MANAGEMENT'S DISCUSSION AND ANALYSIS

Management's Discussion and Analysis

March 13, 2025

Management's Discussion and Analysis ("MD&A") is designed to provide the reader with a greater understanding of the business of AtkinsRéalis Group Inc., its business strategy and performance, as well as how it manages risk and capital resources. It is intended to enhance the understanding of the Company's 2024 audited annual consolidated financial statements ("**2024 Annual Financial Statements**") and accompanying notes, and should therefore **be read in conjunction with these documents, and should also be read together with the text below on forward-looking statements.** References in this MD&A to the "Company", "AtkinsRéalis", "we", "us" and "our" mean, as the context may require, AtkinsRéalis Group Inc. and all or some of its subsidiaries or joint arrangements or associates, AtkinsRéalis Group Inc. or one or more of its subsidiaries or joint arrangements or associates. Unless otherwise indicated, references herein to "Sections" are to Sections of this MD&A.

The Company's quarterly and annual financial information, its Annual Information Form, and additional information relating to the Company are available on both the Company's website at www.atkinsrealis.com and through SEDAR+ at www.sedarplus.com. Unless otherwise indicated, none of such additional information is incorporated by reference into or otherwise forms part of this MD&A.

Unless otherwise indicated, all financial information presented in this MD&A, including tabular amounts, is in **Canadian dollars** and is prepared in accordance with **IFRS[®] Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards")**. **Certain totals, subtotals and percentages may not reconcile due to rounding. Not applicable ("N/A") is used to indicate that the percentage change between the current and prior year figures is not meaningful, or if the percentage change exceeds 1,000%.**

Non-IFRS Financial Measures and Ratios, Supplementary Financial Measures, Total of Segments Measures and Non-Financial Information

Certain indicators used by the Company to analyze and evaluate its results, which are listed in the table below, are non-IFRS financial measures or ratios, supplementary financial measures, total of segments measures or non-financial information. Consequently, they do not have a standardized meaning as prescribed by IFRS Accounting Standards and therefore may not be comparable to similar measures presented by other issuers. Management believes that, in addition to conventional measures prepared in accordance with IFRS Accounting Standards, these non-IFRS financial measures and ratios, and certain supplementary financial measures, total of segments measures and non-financial information, provide additional insight into the Company's financial results and certain investors may use this information to evaluate the Company's performance from period to period. However, these measures, ratios and non-financial information have limitations and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS Accounting Standards.

NON-IFRS FINANCIAL MEASURES AND RATIOS, SUPPLEMENTARY FINANCIAL MEASURES, TOTAL OF SEGMENTS MEASURES AND NON-FINANCIAL INFORMATION

Performance

- Adjusted diluted earnings per share ("**Adjusted diluted EPS**")
- Adjusted earnings before net financial expenses (income), income taxes, depreciation and amortization ("**Adjusted EBITDA**")
- Adjusted net income attributable to AtkinsRéalis shareholders
- Adjusted EBITDA to revenue ratio
- Booking-to-revenue ratio
- Earnings before net financial expenses (income), income taxes, depreciation and amortization ("**EBITDA**")
- Return on average shareholders' equity ("**ROASE**")
- Revenue for each of Engineering Services Regions and AtkinsRéalis Services
- Segment Adjusted EBIT for each of Engineering Services Regions and AtkinsRéalis Services
- Segment Adjusted EBITDA
- Segment Adjusted EBITDA to segment net revenue ratio
- Segment net revenue

Liquidity

- Days Sales Outstanding ("**DSO**") for the Engineering Services Regions
- Free cash flow (usage)
- Free cash flow (usage) to adjusted net income attributable to AtkinsRéalis shareholders ratio
- Net cash generated from (used for) operating activities on a line of business / segment basis
- Net limited recourse and recourse debt
- Net limited recourse and recourse debt to Adjusted EBITDA ratio
- Working capital
- Current ratio

Other

- Organic revenue growth (contraction)
- Organic revenue growth (contraction) ratio

Definitions of all non-IFRS financial measures and ratios, supplementary financial measures, total of segments measures and non-financial information are provided in Section 13 to give the reader a better understanding of the indicators used by management. In addition, when applicable, the Company provides a quantitative reconciliation of the non-IFRS financial measures and ratios, as well as total of segments measures to the most directly comparable measure calculated in accordance with IFRS Accounting Standards. Refer to Section 13 for references to the sections of this MD&A where these reconciliations are provided.

Forward-Looking Statements

Statements made in this MD&A that describe the Company's or management's budgets, estimates, expectations, forecasts, objectives, predictions, projections of the future or strategies may be "forward-looking statements", which can be identified by the use of the conditional or forward-looking terminology such as "aims", "anticipates", "assumes", "believes", "cost savings", "estimates", "expects", "forecasts", "goal", "intends", "likely", "may", "objective", "outlook", "plans", "projects", "should", "synergies", "target", "vision", "will", or the negative thereof or other variations thereon. Forward-looking statements also include any other statements that do not refer to historical facts. Forward-looking statements in this MD&A and in the Company's other public disclosure documents include statements relating to the Company's future economic performance and financial condition, as well as the Company's objectives and targets, including with respect to the Company's greenhouse gas emissions reduction forecast and targets, and the Company's diversity targets. Forward-looking statements also include statements relating to the following: i) future capital expenditures, revenues, expenses, earnings, economic performance, indebtedness, financial condition, losses, project or contract-specific cost reforecasts and claims provisions, future prospects, and potential future significant contract opportunities, including those in the Nuclear segment; and ii) business and management strategies and the expansion and growth of the Company's operations. All such forward-looking statements are made pursuant to the "safe-harbour" provisions of applicable Canadian securities laws. The Company cautions that, by their nature, forward-looking statements involve risks and uncertainties, and that its actual actions and/or results could differ materially from those expressed or implied in such forward-looking statements, or could affect the extent to which a particular projection materializes. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of the Company's current objectives, strategic priorities, expectations and plans, and in obtaining a better understanding of the Company's business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes.

Forward-looking statements made in this MD&A and the Company's other public disclosure documents are based on a number of assumptions believed by the Company to be reasonable as at March 13, 2025. The assumptions are set out throughout this MD&A (particularly in the sections entitled "Critical Accounting Judgements and Key Sources of Estimation Uncertainty" and "How We Analyze and Report Our Results").

The assumptions regarding the Company's greenhouse gas emissions reduction forecast are based on the Company's current strategic plan, geographic footprint, mix of lines of business and overall size and scope of operations. The Company's commitments, targets and actions regarding the proportion of women in leadership are based on a number of assumptions, including, without limitation, the following material assumptions: the Company's ability to leverage partnerships and recruitment agencies to help identify qualified diverse talent for vacant positions and sufficient diverse labour market availability.

If these assumptions are inaccurate, the Company's actual results could differ materially from those expressed or implied in such forward-looking statements. In addition, important risk factors could cause the Company's assumptions and estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. These risks include, but are not limited to, matters relating to: (a) contract awards and timing; (b) contract liability and execution risk; (c) backlog and contracts with termination for convenience provisions; (d) competition; (e) qualified personnel; (f) international operations; (g) risks relating to the Company's Nuclear segment; (h) research and development activities and related investments; (i) acquisition and integration of businesses; (j) divestitures and the sale of significant assets; (k) dependence on third parties; (l) supply chain disruptions; (m) joint arrangements and partnerships; (n) cybersecurity, information systems and data and compliance with privacy legislation; (o) Artificial Intelligence ("AI") and other innovative technologies; (p) being a provider of services to government agencies; (q) strategic direction; (r) professional liability or liability for faulty services; (s) monetary damages and penalties in connection with professional and engineering reports and opinions; (t) gaps in insurance coverage; (u) health and safety; (v) work stoppages, union negotiations and other labour matters; (w) epidemics, pandemics and other health crises; (x) global climate change, extreme weather conditions and the impact of natural or other disasters; (y) Environmental, Social and Governance ("ESG"); (z) intellectual property; (aa) ownership interests in investments; (bb) Lump-sum turnkey ("LSTK") contracts; (cc) liquidity and financial position; (dd) indebtedness; (ee) impact of operating results and level of indebtedness on financial situation; (ff) security under the CDPQ Loan Agreement (as hereinafter defined);

(gg) dependence on subsidiaries to help repay indebtedness; (hh) dividends; (ii) post-employment benefit obligations, including pension-related obligations; (jj) working capital requirements; (kk) collection from customers; (ll) impairment of goodwill and other non-current intangible and tangible assets; (mm) the impact on the Company of legal and regulatory proceedings, investigations and dispute settlements; (nn) employee, agent or partner misconduct or failure to comply with anti-corruption and other government laws and regulations; (oo) reputation of the Company; (pp) inherent limitations to the Company's control framework; (qq) regulatory framework; (rr) global economic conditions; (ss) inflation; (tt) fluctuations in commodity prices; and (uu) income taxes.

The Company cautions that the foregoing list of factors is not exhaustive. For more information on risks and uncertainties, and assumptions that could cause the Company's actual results to differ from current expectations, please refer to the sections "Risks and Uncertainties", "How We Analyze and Report Our Results" and "Critical Accounting Judgements and Key Sources of Estimation Uncertainty" in this MD&A.

The Company may, from time to time, make oral forward-looking statements. The Company advises that the above paragraphs and the risk factors described in this MD&A should be considered for a description of certain factors that could cause the actual results of the Company to differ materially from those in the oral forward-looking statements. The forward-looking statements herein reflect the Company's expectations as at March 13, 2025, the date on which the Company's Board of Directors approved this MD&A, and they are subject to change after such date. The Company does not undertake to update publicly or to revise any written or oral forward-looking information or statements whether as a result of new information, future events or otherwise, unless required by applicable legislation or regulation. The forward-looking information and statements contained herein are expressly qualified in their entirety by this cautionary statement.

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1 Our Business

1.1 DESCRIPTION OF OUR BUSINESS

Created by the integration of long-standing organizations dating back to 1911, AtkinsRéalis is a world-class engineering services and nuclear company dedicated to engineering a better future for our planet and its people. We create sustainable solutions that connect people, data and technology to transform the world's infrastructure and energy systems. We deploy global capabilities locally to our clients and deliver unique end-to-end services across the whole life cycle of an asset including consulting, advisory & environmental services, intelligent networks & cybersecurity, design & engineering, procurement, project & construction management, operations & maintenance, decommissioning and capital.

1.2 NEW OPERATIONAL STRUCTURE

Effective January 1, 2024, AtkinsRéalis implemented a new operational structure to unify and simplify the Company in the regions where it operates. Under the new structure, the former Engineering Services and Operations & Maintenance ("O&M") reportable segments were merged and are now managed by region. Engineering Services Regions now include the following reportable segments:

- i) Canada, including the existing O&M contracts in Algeria, which are managed by the Canadian leadership team ("Canada");
- ii) United Kingdom and Ireland ("UKI");
- iii) United States and Latin America, including the global activities of Minerals & Metals ("USLA"); and
- iv) Asia, Middle East and Australia ("AMEA").

The Nuclear, Linxon, LSTK Projects and Capital reportable segments are unchanged.

This change was made in accordance with IAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors*, ("IAS 8") resulting in the restatement of comparative figures.

1.3 2025 – 2027 "DELIVERING EXCELLENCE, DRIVING GROWTH" STRATEGY

On June 13, 2024, AtkinsRéalis announced the next phase of its growth journey by unveiling its 2025 – 2027 "Delivering Excellence, Driving Growth" strategy underpinned by three pillars:

- **Optimize the business:** AtkinsRéalis is expected to leverage its newly created Chief Operating Officer office to pursue margin expansion and growth, and drive industry leading performance.
- **Accelerate value creation:** AtkinsRéalis plans to expand investments in rapidly growing markets, including executing strategic initiatives in engineering services across the U.S., utilizing nuclear expertise to capitalize on the super cycle and investing in accretive M&A to build scale and depth.
- **Explore untapped potential:** AtkinsRéalis will identify the next phase of major value-creation opportunities, such as growing existing foothold geographies, building further scale to advance energy transition and pursuing adjacencies.

In addition, AtkinsRéalis remains committed to its disciplined capital allocation strategy, for which the priorities are maintaining a strong financial position with debt leverage ratios consistent with an investment grade credit rating, investing in the business, through organic and inorganic investments, and returning capital to shareholders through dividends and/or share buybacks. The Company also intends to sell its interest in 407 International Inc. ("Highway 407 ETR") by the end of 2027 to further AtkinsRéalis' strategic goal of creating a company focused on the engineering services and nuclear businesses.

2 How We Analyze and Report Our Results

2.1 HOW WE REPORT OUR RESULTS

The Company presents its financial information consistent with the manner in which management evaluates performance by grouping its activities into eight reportable segments, namely: Canada; UKI; USLA; AMEA; Nuclear; Linxon; LSTK Projects; and Capital.

In addition, the Company further reports certain results and provides certain financial information separately for (i) Professional Services & Project Management (“PS&PM”) activities, which are comprised of seven of its eight segments, namely Canada, UKI, USLA, AMEA, Nuclear, Linxon and LSTK Projects; and (ii) Capital.

PS&PM

What is reported in PS&PM includes contracts generating revenues related mainly to consulting, strategy & advisory, engineering & design, project & program management, project delivery, O&M, and decommissioning. It also includes revenues from LSTK construction contracts, on which the Company ceased bidding in July 2019, except for certain repetitive engineering, procurement and construction (“EPC”) offerings that are lower-risk, standardized solutions.

Canada, UKI, USLA and AMEA segments (collectively referred to as “**Engineering Services Regions**”) incorporate consultancy, strategy, advisory, engineering, design, project & program management and project delivery services in their respective geographic regions, primarily for the building & places, defence, industrial, power & renewables, transportation and water markets. They also include O&M activities comprised of providing operations, maintenance and asset management solutions for various assets. In addition to activities in their respective geographic regions, the Canada segment also includes the existing O&M contracts in Algeria managed by the Canadian leadership team, while the USLA segment includes the global activities of Minerals & Metals, and the UKI segment also included activities in Scandinavia until their disposal in 2023. A significant portion of Engineering Services Regions revenues are derived from the public sector, including national, provincial, state and local and municipal authorities. The Engineering Services Regions derive their revenues primarily from reimbursable and engineering services contracts.

Nuclear supports clients across the entire nuclear lifecycle with the full spectrum of services from consultancy, engineering, procurement and construction management (“EPCM”) services, field services, technology services, spare parts, reactor support and decommissioning and waste management. As stewards of the CANDU[®] technology, it also provides new-build and full refurbishment services of CANDU[®] reactors. The Nuclear segment derives its revenues primarily from reimbursable and engineering services contracts.

Linxon undertakes projects primarily related to the installation of alternative current power substations, including expansions and electrification, notably through repetitive EPC offerings in the following markets: Utilities, Renewable and Conventional Generation, Transportation and Data centers. The Linxon segment derives its revenues mainly from standardized EPC contracts.

Combined, the six segments described above are presented under the **AtkinsRéalis Services** line of business.

LSTK Projects is comprised of the remaining lump-sum turnkey (“LSTK”) construction contracts of the Company, notably mass transit projects in Canada. This segment also includes the financial results of legacy warranty costs and claims from completed LSTK projects. In July 2019, the Company decided to cease bidding on new LSTK construction contracts. The LSTK Projects segment derives all its revenues from LSTK construction contracts.

[®] CANDU is a registered trademark of Atomic Energy of Canada Limited, used under exclusive license by Candu Energy Inc., a subsidiary of the Company.

While the Company's contracts are negotiated using a variety of contracting options, PS&PM revenues are derived primarily from three major types of contracts: reimbursable and engineering services contracts, LSTK construction contracts, and standardized EPC contracts, all of which are defined in Section 5. PS&PM contracts can be found in the following segments and lines of business:

PS&PM Breakdown							
	AtkinsRéalis Services Line of Business						
	Canada Segment	UKI Segment	USLA Segment	AMEA Segment	Nuclear Segment	Linxon Segment	LSTK Projects Segment
Reimbursable and engineering services contracts	✓	✓	✓	✓	✓	✓	N/A
LSTK construction contracts	N/A	N/A	N/A	N/A	N/A ⁽¹⁾	N/A	✓
Standardized EPC contracts	N/A	N/A	N/A	✓	N/A	✓	N/A

⁽¹⁾ Nuclear included one legacy LSTK construction contract, completed in 2023.

The Company derives its PS&PM revenues from reimbursable and engineering services contracts (2024: 88%; 2023: 87%), standardized EPC contracts (2024: 9%; 2023: 7%) and LSTK construction contracts (2024: 3%; 2023: 6%).

CAPITAL

Capital is AtkinsRéalis' investment, financing and asset management arm, responsible for developing projects, arranging financing, investing equity, undertaking complex financial modeling and managing its infrastructure investments for optimal returns. Its activities are principally concentrated in infrastructure such as bridges, highways, mass transit systems, power facilities, energy infrastructure, water treatment plants and social infrastructure (e.g. hospitals). The Capital segment includes AtkinsRéalis' 20% ownership interest in and management of AtkinsRéalis Infrastructure Partners LP (previously, SNC-Lavalin Infrastructure Partners LP).

Capital is involved in public-private partnerships. These arrangements allow for the transfer to the private sector of many of the risks associated with designing, building, operating, maintaining and financing such assets. In return, the client will either: i) commit to making regular payments, usually in the form of availability payments, upon the start of operations of the infrastructure for a defined period of time (typically 20 to 40 years); ii) authorize the infrastructure concession entity to charge users of the infrastructure for a defined period of time; or iii) a combination of both.

Revenues from Capital investments are generated mainly from dividends or distributions received by AtkinsRéalis from the investment concession entities or from all or a portion of an investment concession entity's revenues or net results, depending on the accounting method required by IFRS Accounting Standards.

It is the Company's view that the aggregate fair value of its Capital investments is significantly higher than their net book value of \$611.1 million as at December 31, 2024. The Company's stake of 6.76% in Highway 407 ETR represents the most significant portion of the total fair value of the Company's Capital investments portfolio.

As at December 31, 2024 and 2023, the net book value of Capital investments can be summarized as follows:

(IN MILLIONS \$)	DECEMBER 31 2024	DECEMBER 31 2023
Highway 407 ETR ⁽¹⁾	\$ —	\$ —
Others	611.1	658.0
Total	\$ 611.1	\$ 658.0

⁽¹⁾ The net book value is nil as the Company had previously stopped recognizing its share of the losses of Highway 407 ETR when the cumulative losses and dividends resulted in a negative balance for the Company's investment in Highway 407 ETR.

Refer to Note 5 to the 2024 Annual Financial Statements for more details on the Company's Capital investments portfolio.

ACCOUNTING METHODOLOGY FOR CAPITAL INVESTMENTS

The Company's investments are accounted for either at fair value through other comprehensive income, or through the equity or consolidation methods depending on whether AtkinsRéalis exercises, or not, significant influence, joint control or control. The revenues included in the Company's consolidated income statement are influenced by the accounting method applied to a Capital investment, as described below:

ACCOUNTING METHODS FOR THE COMPANY'S INVESTMENTS IN CAPITAL INVESTMENTS	REVENUES INCLUDED IN THE COMPANY'S CONSOLIDATED INCOME STATEMENT
Consolidation	Revenues that are recognized and reported by the Capital investments
Equity method	AtkinsRéalis' share of net results of the Capital investments or dividends from its Capital investments for which the carrying amount is nil but would otherwise be negative based on historical financial results and dividends if AtkinsRéalis had an obligation to fund the investment. Dividends are recognized when the Company's right to receive payment has been established
At fair value through other comprehensive income	Dividends and distributions from the Capital investments

In evaluating the performance of the segment, the relationship between revenues and Segment Adjusted EBIT is not meaningful, as a significant portion of the investments are accounted for by the equity method, which do not reflect the line by line items of the individual Capital investment's financial results.

Under the equity method of accounting, distributions from a joint venture or associate reduce the carrying amount of the investment. The equity method of accounting requires the Company to stop recognizing its share of the losses of a joint venture or associate when the recognition of such losses results in a negative balance for its investment, or where dividends declared by the joint venture or associate are in excess of the carrying amount of the investment. In these events, the carrying value of the investment is reduced to nil, but does not become negative, unless the Company has incurred legal or constructive obligations or made payments on behalf of the joint venture or associate. In these situations, the Company no longer recognizes its share of net income (loss) of a Capital investment based on its ownership, but rather recognizes in its net income the amount of dividends declared by a joint venture or associate that would otherwise result in a negative carrying value of such investment.

ADDITIONAL FINANCIAL INFORMATION ON CAPITAL INVESTMENTS

The Company provides additional financial information on its Capital investments to allow the reader to have a better understanding of the financial position, results of operations and cash flows for PS&PM activities and Capital investments. As such, the following information on the Company's Capital investments is included in the 2024 Annual Financial Statements:

Consolidated statement of financial position	The net book value of Capital investments accounted for by the equity method and at fair value through other comprehensive income, when applicable.
Consolidated statement of cash flows	Payments and refunds for Capital investments, when applicable. Increase in (recovery of) receivables under service concession arrangements. Net cash inflow on disposal of Capital investments, when applicable.
Note 5 to the audited annual consolidated financial statements	Note specific to Capital investments, including information on assets and liabilities of Capital investments presented on the Company's statements of financial position, income and expenses from Capital investments presented on the Company's income statements, as well as information on the Company's main Capital investments, with additional information on assets, liabilities, revenues and expenses of Capital investments accounted for by the equity method (joint ventures and associates).

2.2 HOW WE BUDGET AND FORECAST OUR RESULTS

The Company prepares a formal annual budget (“Annual Budget”) in the fourth quarter of each year.

SEGMENT LEVEL

The budget information is prepared by the Company’s respective leadership teams at the segment level by aggregating the anticipated results of specific regions business units and divisions and incorporating costs related to the operations of the segments, such as its level of selling, general and administrative expenses. Assumptions used to prepare the segments’ budget would include, among others, existing backlog, known prospects and anticipated level of activities from existing or new clients, availability of resources to provide services, anticipated utilization rates of the workforce, costs resulting from anticipated revenues as well as committed or contractual expenses.

CONSOLIDATED LEVEL

The segment budgets are subsequently reviewed by the Company’s senior executives and compiled to determine the consolidated budget.

The Annual Budget is a key tool used by management to monitor the Company’s performance and progress against key financial objectives in accordance with the Company’s strategic plan. The Company updates its annual expected results in the first, second and third quarters (“Quarterly Forecasts”), which are also presented to the Board of Directors.

The key elements taken into account when estimating revenues, gross margin and cash flows generated from (used for) operating activities for budget and forecast purposes from PS&PM activities are the following:

KEY ELEMENTS	IMPACT ON THE ANNUAL BUDGET
Backlog	Firm contracts used to estimate a portion of future revenues taking into account the execution and expected performance on an individual project basis for certain major projects.
Prospects list	Unsigned contracts that the Company is currently bidding on, future projects on which it intends to bid and/or overall portfolio of potential work within a given market. Management also considers sources of revenues such as recurring business from known clients and expected service orders under master service agreements.
Execution and expected performance	Revenues and costs (or execution) of projects are determined on an individual project basis for major projects or by groups of projects or specific markets and take into consideration assumptions on risks and uncertainties that can have an impact on the progress and/or profitability of that project. This includes, but is not limited to, performance of the Company’s employees and subcontractors or equipment suppliers, as well as price and availability of labour, equipment and materials.

Regarding its Capital budget and forecast, the Company establishes the expected results based on assumptions specific to each investment.

One of the key management tools for monitoring the Company’s performance is the monthly and quarterly evaluation and analysis of actual results compared to the Annual Budget or the Quarterly Forecasts, for revenues and profitability. This enables management to analyze its performance and, if necessary, take remedial actions.

Variations from the Annual Budget or Quarterly Forecasts, as applicable, may arise from a number of reasons, including the materialization of any of the risk factors disclosed in Section 14 of this MD&A, but usually result from the following:

SOURCE OF VARIATION	EXPLANATION
Level of activity	Variation depends on the number of newly awarded, ongoing, completed or near-completed projects, and on the progress made on each of these projects in the period. The level of activity can also depend on the availability and productivity of human resources.
Changes in the estimated costs to complete each individual project ("cost reforecasts")	Variation of the estimated costs to complete projects for contracts having revenue recognized over time using the percentage of completion method results in either a positive or negative impact to a project's results. Increases or decreases in profitability for any given project are largely dependent on project execution and other factors, such as availability and productivity of internal and external resources and actual costs associated to each component of a given project.
Changes in the estimated revenues and in the recovery of such revenues	Variation of the estimated revenues of projects, including the impact from change orders, claims, incentives and penalties, as well as the change in estimates on the recovery of trade receivables and contract assets, may impact the financial results of the Company.
Changes in the results of Capital investments	Variation in the financial results of each Capital investment accounted for under the consolidation or equity methods will impact the financial results of the Company. Additions to the Company's Capital investments portfolio, or divestitures from it, can also impact the Company's results.
Level of selling, general and administrative expenses	Variation in selling, general and administrative expenses has a direct impact on the profitability of the Company. The level of selling, general and administrative expenses is influenced by the level of activity, and can depend on several other factors not related to project execution or performance that can be recurring or not.
Acquisition-related costs and integration costs	Business acquisitions might require the Company to incur significant acquisition-related costs and integration costs, which have an impact on actual and future results.
Restructuring and transformation costs, and goodwill and other intangible assets impairment	Changes made to the way the Company operates, closure of certain locations where it conducts business, modifications to its offerings and changes in market perspectives might result, among other factors, in restructuring and transformation costs, and goodwill and other intangible assets impairment, having an impact on actual and future results.
Income taxes	Variation in income taxes impacts the profitability of the Company, and depends on various factors, such as the geographic areas in which the Company is present, the statutory tax rates enacted, the nature of the revenues earned by the Company, the recoverability of deferred tax assets as well as tax assessments made by authorities.
Financial expense	Variation in interest rates could have an impact on the Company's results, as some of its financing bears interest at a variable rate.
Foreign exchange	As the Company operates in many countries, foreign currency exchange rates can cause variances to estimates as the budgets and forecasts are prepared at specific rates. It should be noted that the Company has a foreign exchange hedging policy that limits, to a certain extent, the volatility in results caused by foreign exchange fluctuations.
Timing of collection and of disbursements	Variation in the number of days required to invoice and then collect amounts due from clients, as well as variation in the payment terms from suppliers and subcontractors can impact the Company's cash flows generated from (used for) operating activities.

3 2024 Executive Summary

3.1 EXECUTIVE SUMMARY – KEY FINANCIAL INDICATORS

FINANCIAL HIGHLIGHTS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Income Statements			
Revenues	\$ 9,668.0	\$ 8,634.3	12.0%
Earnings before interest and taxes ("EBIT")	527.8	511.2	3.2%
EBITDA ⁽¹⁾	773.2	759.5	1.8%
Net income	286.7	286.6	—%
Diluted earnings per share ("Diluted EPS") (in \$)	1.62	1.64	(1.2)%
Revenues from PS&PM	9,541.9	8,495.6	12.3%
Net income attributable to AtkinsRéalis shareholders from PS&PM	209.1	213.0	(1.8)%
Adjusted net income attributable to AtkinsRéalis shareholders from PS&PM ⁽¹⁾	315.0	274.1	14.9%
Diluted EPS from PS&PM (in \$)	1.19	1.21	(1.8)%
Adjusted diluted EPS from PS&PM (in \$) ⁽¹⁾	1.79	1.56	14.9%
Financial Position & Cash Flows			
Cash and cash equivalents (as at December 31)	\$ 666.6	\$ 473.6	40.8%
Limited recourse debt (as at December 31)	399.0	398.3	0.2%
Recourse debt (as at December 31)	1,193.4	1,420.5	(16.0)%
Net limited recourse and recourse debt to Adjusted EBITDA ratio ⁽¹⁾ (as at December 31)	1.1	1.8	(36.5)%
Net cash generated from operating activities	525.8	66.0	697.1%
Free cash flow (usage) ⁽¹⁾⁽²⁾	327.2	(40.2)	N/A
Additional Indicator			
Backlog (as at December 31)	\$ 17,454.7	\$ 14,133.4	23.5%

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

⁽²⁾ Comparative figure has been restated to reflect the current year presentation, refer to Section 8 for more details.

The Company's financial highlights reflect the following major items:

- Revenues in 2024 increased to \$9,668.0 million compared to \$8,634.3 million in 2023, reflecting higher revenues from AtkinsRéalis Services, partially offset by lower revenues mainly from LSTK Projects.
- Net income totaled \$286.7 million in 2024, in line with \$286.6 million in 2023. The main changes year-over-year were mainly:
 - a higher Segment Adjusted EBIT from AtkinsRéalis Services in 2024 compared to 2023;
 - a higher loss from LSTK Projects in 2024 compared to 2023;
 - a \$46.2 million gain on disposal of a PS&PM business related to the disposal of the Company's Scandinavian UKI business in 2023;
 - a higher income tax expense in 2024 compared to 2023;
 - lower net financial expenses in 2024 compared to 2023; and
 - higher corporate selling, general and administrative expenses in 2024 compared to 2023.
- Cash and cash equivalents of \$666.6 million as at December 31, 2024, compared to \$473.6 million as at December 31, 2023. The variance is mainly attributable to the net cash generated from operating activities

and net cash generated from investing activities, partially offset by the net cash used for financing activities in 2024.

- Backlog of \$17.5 billion as at December 31, 2024, higher than the backlog of \$14.1 billion as at December 31, 2023, due to an increase in Nuclear, Canada, Linxon, UKI and USLA, partially offset by a decrease mainly in LSTK Projects and AMEA.

3.2 EXECUTIVE SUMMARY – OTHER ITEMS

ISSUANCE OF SERIES 8 DEBENTURES

In 2024, AtkinsRéalis issued, on a private placement basis, new unsecured Series 8 Debentures in the principal amount of \$400 million, which bear interest at the rate of 5.70% *per annum* and mature on March 26, 2029 (the “Series 8 Debentures”). The net proceeds from this issuance amounted to \$396.0 million and were used to repay in full the outstanding indebtedness under the Company’s Revolving Credit Facility and for general corporate purposes.

AMENDMENTS TO THE 2022 CREDIT AGREEMENT

In 2024, the Company entered into an agreement with its lenders to: i) extend the maturity of its 2022 Credit Agreement, which includes the Company’s Revolving Credit Facility and Term Loan, from May 31, 2026 to May 31, 2027; and ii) provide for the transition from CDOR (Canadian Dollar Offered Rate) to a new interest benchmark rate for Canadian dollar denominated draws.

TRANSACTION RELATED TO AN O&M CONTRACT AND RELATED INVESTMENTS

On March 5, 2024, AtkinsRéalis announced that it was undertaking the O&M work at the *Centre Hospitalier de l’Université de Montréal* (“CHUM”), a hospital complex in Canada, through a contract that will span a 26-year period. This contract with Health Montréal Collective Limited Partnership (“HMC L.P.”), party to a public-private partnership with CHUM, resulted from a transaction whereby AtkinsRéalis acquired (i) 100% of the ownership interests in the entities performing the O&M contract with HMC L.P.; (ii) a 10% ownership interest in HMC L.P. valued at \$4.9 million; and (iii) the receivable under an unsecured, subordinated long-term loan to HMC L.P. valued at \$16.9 million. This transaction was undertaken to expand AtkinsRéalis’ business in Canada while leveraging its existing expertise in engineering and project management. Refer to Note 36 of the Company’s 2024 Annual Financial Statements.

4

Financial Performance Analysis

4.1 INCOME STATEMENT

The selected annual financial information presented in the table below has been derived from the 2024 Annual Financial Statements as well as from the Company's 2023 audited annual consolidated financial statements prepared in accordance with IFRS Accounting Standards for each of the three most recently completed financial years, with the exception of the "Additional financial indicators" section below, which includes certain non-IFRS financial measures and ratios.

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	2022 ⁽¹⁾
Revenues	\$ 9,668.0	\$ 8,634.3	\$ 7,549.0
Segment Adjusted EBIT – Total	\$ 844.8	\$ 766.0	\$ 413.1
Corporate selling, general and administrative expenses	\$ 183.2	\$ 168.6	\$ 127.3
Restructuring and transformation costs	52.3	49.3	82.9
Amortization of intangible assets related to business combinations	80.6	83.2	84.3
Acquisition-related costs and integration costs	1.0	—	—
Gain on disposal of a PS&PM business	—	(46.2)	—
Gain on disposals of Capital investments	—	—	(3.7)
DPCP Remediation Agreement expense	—	—	27.4
EBIT	\$ 527.8	\$ 511.2	\$ 95.0
Net financial expenses	\$ 162.8	\$ 185.6	\$ 115.7
Earnings (loss) before income taxes	\$ 365.0	\$ 325.6	\$ (20.7)
Income tax expense (recovery)	\$ 78.3	\$ 39.0	\$ (139.2)
Net income from continuing operations	\$ 286.7	\$ 286.6	\$ 118.5
Net loss from discontinued operations	—	—	(6.9)
Net income	\$ 286.7	\$ 286.6	\$ 111.6
Net income (loss) attributable to:			
AtkinsRéalis shareholders	\$ 283.9	\$ 287.2	\$ 121.2
Non-controlling interests	2.8	(0.6)	(9.6)
Net income	\$ 286.7	\$ 286.6	\$ 111.6
Net income attributable to AtkinsRéalis shareholders from continuing operations:			
From PS&PM	\$ 209.1	\$ 213.0	\$ 66.5
From Capital	74.7	74.2	61.6
Net income attributable to AtkinsRéalis shareholders from continuing operations	\$ 283.9	\$ 287.2	\$ 128.1
Earnings per share from continuing operations (in \$):			
Basic	\$ 1.62	\$ 1.64	\$ 0.73
Diluted:			
From PS&PM	\$ 1.19	\$ 1.21	\$ 0.38
From Capital	0.43	0.42	0.35
Diluted earnings per share from continuing operations	\$ 1.62	\$ 1.64	\$ 0.73
Additional financial indicators:			
Adjusted EBITDA from PS&PM⁽²⁾	\$ 748.0	\$ 678.2	\$ 387.9
Adjusted diluted EPS from PS&PM (in \$)⁽²⁾	\$ 1.79	\$ 1.56	\$ 1.28
Total assets (as at December 31)⁽¹⁾	\$ 11,287.3	\$ 10,280.7	\$ 9,571.5
Total non-current financial liabilities (as at December 31)	\$ 2,120.6	\$ 1,860.3	\$ 1,957.9

⁽¹⁾ The Company has identified an adjustment relating to the recognition of unused tax losses as at December 31, 2022. This adjustment resulted in an increase of \$111.5 million to the income tax recovery line item in 2022 and a corresponding increase in the deferred income tax asset line item as at December 31, 2022. AtkinsRéalis has determined that, from an overall perspective, this adjustment did not have a material impact on the Company's consolidated financial statements. Each of the following 2022 figures were adjusted upwards by \$111.5 million in the table above: income tax recovery, net income from continuing operations, net income attributable to AtkinsRéalis shareholders and net income. As a result of the foregoing, the following 2022 per share figures were also adjusted upwards by \$0.63: Basic EPS, Diluted EPS, Diluted EPS from PS&PM and Adjusted diluted EPS from PS&PM. The amounts of total assets as at December 31, 2022 and December 31, 2023 were also increased by \$111.5 million. There was no other change to the 2023 figures presented. Please refer to Note 2C to the 2024 Annual Financial Statements.

⁽²⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

4.1.1 ANALYSIS OF REVENUES

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023 ⁽¹⁾	CHANGE (%)
Canada	\$ 1,461.2	\$ 1,425.7	2.5%
UKI	2,480.8	2,382.9	4.1%
USLA	1,707.7	1,541.1	10.8%
AMEA	1,317.7	1,017.2	29.5%
Engineering Services Regions⁽²⁾	\$ 6,967.5	\$ 6,366.9	9.4%
Nuclear	\$ 1,489.4	\$ 1,044.1	42.6%
Linxon	835.7	577.8	44.6%
AtkinsRéalis Services – Total⁽²⁾	\$ 9,292.6	\$ 7,988.8	16.3%
LSTK Projects	\$ 249.4	\$ 506.7	(50.8)%
PS&PM – Total	\$ 9,541.9	\$ 8,495.6	12.3%
Capital	\$ 126.1	\$ 138.7	(9.1)%
Total	\$ 9,668.0	\$ 8,634.3	12.0%

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

⁽²⁾ Revenues from Engineering Services Regions and from AtkinsRéalis Services – Total are total of segments measures, as reconciled to consolidated revenues in this table.

Revenues in 2024 increased compared to 2023, reflecting higher revenues from AtkinsRéalis Services, partially offset by lower revenues mainly from LSTK Projects.

Further explanations on revenues are provided for each segment in Section 4.1.4.

In addition, information on revenues by geographic area is provided in Section 6, while information on revenues by type of contract is provided in Note 9 to the 2024 Annual Financial Statements.

4.1.2 ANALYSIS OF CONSOLIDATED NET INCOME, EBIT AND EBITDA

4.1.2.1 NET INCOME (LOSS) ANALYSIS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023
Net income (loss) attributable to AtkinsRéalis shareholders		
From PS&PM	\$ 209.1	\$ 213.0
From Capital	74.7	74.2
Net income attributable to AtkinsRéalis shareholders	\$ 283.9	\$ 287.2
Non-controlling interests	2.8	(0.6)
Net income	\$ 286.7	\$ 286.6

NET INCOME ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS FROM PS&PM

Net income attributable to AtkinsRéalis shareholders from PS&PM was \$209.1 million in 2024, in line with \$213.0 million in 2023. The main changes year-over-year were: i) a higher Segment Adjusted EBIT from AtkinsRéalis Services in 2024 compared to 2023; ii) a higher loss from LSTK Projects in 2024 compared to 2023; iii) a \$46.2 million gain on disposal of a PS&PM business related to the disposal of the Company's Scandinavian UKI business in 2023; iv) a higher income tax expense in 2024 compared to 2023; v) lower net financial expenses in 2024 compared to 2023; and vi) higher corporate selling, general and administrative expenses in 2024 compared to 2023.

NET INCOME ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS FROM CAPITAL

Net income attributable to AtkinsRéalis shareholders from Capital amounted to \$74.7 million in 2024, compared to \$74.2 million in 2023. The variance was mainly due to higher dividends from Highway 407 ETR, partially offset by a revised estimate in 2024 on a financial asset held in one of the Company's investments.

NET INCOME (LOSS) ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

Net income attributable to non-controlling interests amounted to \$2.8 million in 2024, compared to a net loss attributable to non-controlling interests of \$0.6 million in 2023.

4.1.2.2 CONSOLIDATED EBIT, EBITDA AND ADJUSTED EBITDA ANALYSIS

In 2024, EBIT was \$527.8 million, compared to \$511.2 million in 2023. The increase in EBIT was primarily due to (i) a higher Segment Adjusted EBIT from AtkinsRéalis Services; partially offset mainly by ii) a higher loss from LSTK Projects; iii) a \$46.2 million gain on disposal of a PS&PM business related to the disposal of the Company's Scandinavian UKI business in 2023; and iv) higher corporate selling, general and administrative expenses.

EBITDA is a non-IFRS financial measure. EBITDA is defined and reconciled to net income in Section 13.

EBITDA was \$773.2 million in 2024, compared to \$759.5 million in 2023, with the increase being mainly explained by the same factors described above for EBIT. **Adjusted EBITDA**, a non-IFRS measure described in Section 13.1, amounted to \$826.5 million in 2024, compared to \$762.6 million in 2023. When excluding the results from Capital, **Adjusted EBITDA from PS&PM**, also a non-IFRS measure described in Section 13.1 (within the definition of Adjusted EBITDA), amounted to \$748.0 million in 2024, compared to \$678.2 million in 2023.

4.1.3 ANALYSIS OF OTHER LINE ITEMS IN THE INCOME STATEMENT

4.1.3.1 CORPORATE SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Corporate selling, general and administrative expenses before gain arising on financial instruments at fair value through profit or loss	\$ 166.3	\$ 28.2	\$ 194.5	\$ 148.0	\$ 28.2	\$ 176.2
Gain arising on financial instruments at fair value through profit or loss	(11.3)	—	(11.3)	(7.7)	—	(7.7)
Corporate selling, general and administrative expenses	\$ 155.0	\$ 28.2	\$ 183.2	\$ 140.4	\$ 28.2	\$ 168.6

Corporate selling, general and administrative expenses before gain arising on financial instruments at fair value through profit or loss were \$194.5 million in 2024, compared to \$176.2 million in 2023. The increase in 2024 was mainly due to revised estimates on long-term employee incentives.

The gain arising on financial instruments at fair value through profit or loss amounted to \$11.3 million in 2024 (2023: a gain of \$7.7 million).

4.1.3.2 RESTRUCTURING AND TRANSFORMATION COSTS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024		2023	
	\$	\$	\$	\$
Restructuring costs	36.2		29.5	
Transformation costs	16.2		19.8	
Restructuring and transformation costs	52.3		49.3	

The restructuring and transformation costs amounted to \$52.3 million in 2024, compared to \$49.3 million in 2023.

Restructuring costs amounted to \$36.2 million in 2024 and included restructuring costs mainly for corporate functions as well as for the Canada, UKI and Linxon segments, mainly for severances. The restructuring costs in 2024 also included a non-cash reversal of an impairment loss on property and equipment of \$9.8 million related to non-core gas-processing assets held by Valerus Compression Services LLC, a wholly-owned subsidiary in the

United States, which were sold in May 2024 (refer to Note 12 of the 2024 Annual Financial Statements), partially offset by certain other impairment charges, resulting in a net non-cash reversal of charges related to impairment losses of \$1.9 million.

Restructuring costs in 2023 amounted to \$29.5 million, mainly for severances and included \$2.1 million of non-cash charges related to impairment losses.

4.1.3.3 AMORTIZATION OF INTANGIBLE ASSETS RELATED TO BUSINESS COMBINATIONS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023
Amortization of intangible assets related to business combinations	\$ 80.6	\$ 83.2

Amortization of intangible assets related to business combinations amounted to \$80.6 million in 2024 (2023: \$83.2 million), both mainly attributable to the amortization expense of intangible assets related to Atkins, which was acquired in 2017.

4.1.3.4 GAIN ON DISPOSAL OF A PS&PM BUSINESS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023
Gain on disposal of a PS&PM business	\$ —	\$ 46.2

The \$46.2 million gain on the disposal of a PS&PM business represents the gain recorded as a result of the disposal of the Company's Scandinavian UKI business in 2023 (refer to Note 6 to the 2024 Annual Financial Statements).

4.1.3.5 NET FINANCIAL EXPENSES

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Financial income	\$ (16.9)	\$ (2.4)	\$ (19.3)	\$ (17.8)	\$ (0.4)	\$ (18.1)
Interest on debt:						
Recourse	89.0	—	89.0	111.6	—	111.6
Limited recourse	34.0	—	34.0	33.6	—	33.6
Non-recourse	1.5	8.4	9.9	2.7	9.9	12.6
Net foreign exchange losses	4.8	—	4.8	2.9	0.2	3.1
Interest on lease liabilities	25.6	—	25.7	20.3	—	20.3
Other	18.9	(0.2)	18.7	23.6	(1.1)	22.6
Net financial expenses	\$ 156.9	\$ 5.9	\$ 162.8	\$ 177.0	\$ 8.6	\$ 185.6

Net financial expenses from PS&PM decreased to \$156.9 million in 2024, from \$177.0 million in 2023. This decrease was mainly due to a lower level of recourse debt and lower interest rates on variable rate debts.

Net financial expenses from Capital decreased to \$5.9 million in 2024, from \$8.6 million in 2023. The decrease was mainly due to increased financial income and a lower level of interest expense on non-recourse debt.

4.1.3.6 INCOME TAXES

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Earnings before income taxes	\$ 292.4	\$ 72.5	\$ 365.0	\$ 249.8	\$ 75.8	\$ 325.6
Income tax expense (recovery)	\$ 80.5	\$ (2.2)	\$ 78.3	\$ 37.4	\$ 1.6	\$ 39.0
Effective income tax rate (%)	27.5 %	(3.0)%	21.4 %	15.0%	2.1%	12.0%

In 2024, the Company recognized an income tax expense of \$78.3 million, compared to an income tax expense of \$39.0 million in 2023.

In 2024, the effective income tax rate from PS&PM was higher than the Canadian statutory income tax rate of 26.4%, mainly due to the effect of the Global Minimum Tax ("Pillar Two"), certain non-deductible expenses and other permanent items, and net loss not affected by tax, mainly offset by the geographic mix of earnings and revised estimates on certain income tax liabilities. In 2024, the current income tax expense related to Pillar Two income taxes amounted to \$16.6 million.

In 2023, the effective income tax rate from PS&PM was lower than the Canadian statutory income tax rate of 26.4%, mainly due to the geographic mix of earnings and the non-taxable gain on the disposal of the Company's Scandinavian UKI business, partially offset by certain non-deductible expenses and other permanent items. In 2023, the Pillar Two regulation had no impact, as its implementation became effective for fiscal years beginning on or after January 1, 2024.

In 2024, the effective income tax rate from Capital was lower than the Canadian statutory income tax rate of 26.4%, mainly due to the non-taxable portion of investment income, including the dividends received from Highway 407 ETR.

In 2023, the effective income tax rate from Capital was lower than the Canadian statutory income tax rate of 26.4%, mainly due to the non-taxable portion of investment income, including the dividends received from Highway 407 ETR.

4.1.4 ANALYSIS OF SEGMENT RESULTS AND PERFORMANCE

4.1.4.1 ENGINEERING SERVICES REGIONS

Engineering Services Regions are comprised of the Canada, UKI, USLA and AMEA segments. Refer to the following subsections for a detailed analysis of results and performance of each segment.

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Total Segment Revenues from Engineering Services Regions ⁽¹⁾	\$ 6,967.5	\$ 6,366.9	9.4%
Total Segment Adjusted EBIT from Engineering Services Regions ⁽¹⁾	\$ 657.2	\$ 565.5	16.2%
Total Segment Adjusted EBIT to segment revenue ratio from Engineering Services Regions (%)	9.4%	8.9%	
Additional information			
Total segment net revenue from Engineering Services Regions ⁽²⁾	\$ 4,942.4	\$ 4,590.4	7.7%
Total Segment Adjusted EBITDA from Engineering Services Regions ⁽²⁾	\$ 785.0	\$ 688.6	14.0%
Total Segment Adjusted EBITDA to segment net revenue from Engineering Services Regions ratio (%) ⁽²⁾	15.9%	15.0%	
Backlog (as at December 31)	\$ 11,864.5	\$ 10,452.6	13.5%
Booking-to-revenue ratio (%) ⁽²⁾	100%	109%	

⁽¹⁾ Total Segment Revenues from Engineering Services Regions and Total Segment Adjusted EBIT from Engineering Services Regions are total of segments measures. Please refer to Sections 4.1.1 and 13.4.4 for calculations and reconciliations of these financial measures to the most directly comparable measures specified under IFRS Accounting Standards.

⁽²⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

Engineering Services Regions revenues were \$6,967.5 million in 2024, compared to \$6,366.9 million in 2023, a 9.4% increase. Excluding the effect of foreign currency changes, acquisitions and disposals, Engineering Services Regions organic revenue growth ratio for 2024 (a non-IFRS ratio described in Section 13) was 8.4%. Backlog increased to \$11,864.5 million as at December 31, 2024, compared to \$10,452.6 million as at December 31, 2023.

OTHER KEY PERFORMANCE INDICATOR

(IN NUMBER OF DAYS)	DECEMBER 31 2024	DECEMBER 31 2023
DSO for the Engineering Services Regions ⁽¹⁾	45 days	50 days

⁽¹⁾ DSO is a supplementary financial measure. Please refer to Section 13 for further information on this measure.

DSO for the Engineering Services Regions stood at 45 days as at December 31, 2024 compared to 50 days as at December 31, 2023.

4.1.4.1.1 CANADA

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from Canada	\$ 1,461.2	\$ 1,425.7	2.5%
Segment Adjusted EBIT from Canada	\$ 86.1	\$ 80.8	6.6%
Segment Adjusted EBIT to segment revenue ratio from Canada (%)	5.9%	5.7%	
Additional information			
Segment net revenue from Canada ⁽¹⁾	\$ 857.5	\$ 819.6	4.6%
Segment Adjusted EBITDA from Canada ⁽¹⁾	\$ 110.6	\$ 107.3	3.1%
Segment Adjusted EBITDA to segment net revenue from Canada ratio (%) ⁽¹⁾	12.9%	13.1%	
Backlog (as at December 31)	\$ 7,271.5	\$ 5,935.3	22.5%
Booking-to-revenue ratio (%) ⁽¹⁾	94%	90%	

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

Revenues from Canada were \$1,461.2 million in 2024, compared to \$1,425.7 million in 2023, a 2.5% increase. This increase was driven by volume growth year-over-year and progress on contracts primarily within the transportation, power & renewables and buildings & places markets, partially offset by a contract coming to an end in 2024. Excluding the effect of foreign currency changes, acquisitions and disposals, Canada organic revenue growth ratio (a non-IFRS ratio described in Section 13) was flat for 2024. Backlog increased to \$7,271.5 million as at December 31, 2024, compared to \$5,935.3 million as at December 31, 2023. This increase was mainly due to the acquisition of the O&M contract related to the CHUM hospital complex described in Section 3.2 as well as project wins in the transportation and buildings & places markets. It should be noted that the 94% booking-to-revenue ratio (a non-IFRS ratio described in Section 13) for Canada in 2024 excludes the CHUM hospital contract addition, since it is treated as a business combination for accounting purposes (refer to Section 13.4.3 for the calculation of this ratio).

The major revenue contributors in 2024 were operations & maintenance, transportation, power & renewables and buildings & places markets.

Segment Adjusted EBIT from Canada increased to \$86.1 million (Segment Adjusted EBITDA of \$110.6 million) in 2024, compared to \$80.8 million (Segment Adjusted EBITDA of \$107.3 million) in 2023. The increase was mainly driven by the higher level of revenues, as described above.

Segment Adjusted EBITDA to segment net revenue from Canada ratio was 12.9% in 2024, compared to 13.1% in 2023. Refer to Section 13.4.6 for the calculation of this ratio.

It should be noted that Segment Adjusted EBIT and Segment Adjusted EBITDA are presented before restructuring costs, which are disclosed in Section 4.1.3.2.

4.1.4.1.2 UKI

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from UKI	\$ 2,480.8	\$ 2,382.9	4.1%
Segment Adjusted EBIT from UKI	\$ 290.4	\$ 240.2	20.9%
Segment Adjusted EBIT to segment revenue ratio from UKI (%)	11.7%	10.1%	
Additional information			
Segment net revenue from UKI ⁽¹⁾	\$ 1,948.6	\$ 1,902.2	2.4%
Segment Adjusted EBITDA from UKI ⁽¹⁾	\$ 343.1	\$ 293.0	17.1%
Segment Adjusted EBITDA to segment net revenue from UKI ratio (%) ⁽¹⁾	17.6%	15.4%	
Backlog (as at December 31)	\$ 1,748.0	\$ 1,401.9	24.7%
Booking-to-revenue ratio (%) ⁽¹⁾	114%	100%	

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

UKI revenues were \$2,480.8 million in 2024, compared to \$2,382.9 million in 2023, a 4.1% increase. This increase was driven primarily by volume growth year-on-year in aviation within the transportation market, as well as in the defense, buildings & places and water markets. Excluding the effect of foreign currency changes and the disposal of the Scandinavian UKI business in 2023, UKI organic revenue growth ratio for 2024 (a non-IFRS ratio described in Section 13) was 4.3%. Backlog increased to \$1,748.0 million as at December 31, 2024, compared to \$1,401.9 million as at December 31, 2023, mainly due to multi-year contracts in the rail signalling business within the transportation market, and in defense.

The major revenue contributors in 2024 were aviation within the transportation market, as well as in the defense, buildings & places and water markets.

Segment Adjusted EBIT from UKI increased to \$290.4 million (Segment Adjusted EBITDA of \$343.1 million) in 2024, compared to \$240.2 million (Segment Adjusted EBITDA of \$293.0 million) in 2023. The increase was driven mainly by higher gross margins due to improved project delivery across the business, supported by a gain share from the close out of a project and a favourable impact from foreign currency translation.

Segment Adjusted EBITDA to segment net revenue from UKI ratio was 17.6% in 2024, compared to 15.4% in 2023. The increase was due to the same factors mentioned above. Refer to Section 13.4.6 for the calculation of this ratio.

It should be noted that Segment Adjusted EBIT and Segment Adjusted EBITDA are presented before restructuring costs, which are disclosed in Section 4.1.3.2.

4.1.4.1.3 USLA

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from USLA	\$ 1,707.7	\$ 1,541.1	10.8%
Segment Adjusted EBIT from USLA	\$ 152.5	\$ 156.3	(2.5)%
Segment Adjusted EBIT to segment revenue ratio from USLA (%)	8.9%	10.1%	
Additional information			
Segment net revenue from USLA ⁽¹⁾	\$ 1,299.9	\$ 1,182.9	9.9%
Segment Adjusted EBITDA from USLA ⁽¹⁾	\$ 181.5	\$ 184.1	(1.4)%
Segment Adjusted EBITDA to segment net revenue from USLA ratio (%) ⁽¹⁾	14.0%	15.6%	
Backlog (as at December 31)	\$ 1,576.3	\$ 1,550.7	1.7%
Booking-to-revenue ratio (%) ⁽¹⁾	102%	109%	

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

USLA revenues were \$1,707.7 million in 2024, compared to \$1,541.1 million in 2023, a 10.8% increase. This increase was driven primarily by higher volumes in the transportation, infrastructure and industrial markets in the United States. Excluding the effect of foreign currency changes, USLA organic revenue growth ratio for 2024 (a non-IFRS ratio described in Section 13) was 9.9%. Backlog was \$1,576.3 million as at December 31, 2024 in line with \$1,550.7 million as at December 31, 2023.

The major revenue contributors in 2024 were projects in the transportation, infrastructure and industrial markets in the United States and in the minerals and metals market.

Segment Adjusted EBIT from USLA was \$152.5 million (Segment Adjusted EBITDA of \$181.5 million) in 2024, in line with \$156.3 million (Segment Adjusted EBITDA of \$184.1 million) in 2023.

Segment Adjusted EBITDA to segment net revenue from USLA ratio was 14.0% in 2024, compared to 15.6% in 2023, with the reduction primarily driven by additional remediation costs to close out certain projects in the infrastructure market and other changes in business margin mix. Refer to Section 13.4.6 for the calculation of this ratio.

4.1.4.1.4 AMEA

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from AMEA	\$ 1,317.7	\$ 1,017.2	29.5%
Segment Adjusted EBIT from AMEA	\$ 128.3	\$ 88.2	45.4%
Segment Adjusted EBIT to segment revenue ratio from AMEA (%)	9.7%	8.7%	
Additional information			
Segment net revenue from AMEA ⁽¹⁾	\$ 836.3	\$ 685.7	22.0%
Segment Adjusted EBITDA from AMEA ⁽¹⁾	\$ 149.8	\$ 104.2	43.8%
Segment Adjusted EBITDA to segment net revenue from AMEA ratio (%) ⁽¹⁾	17.9%	15.2%	
Backlog (as at December 31)	\$ 1,268.8	\$ 1,564.7	(18.9)%
Booking-to-revenue ratio (%) ⁽¹⁾	78%	155%	

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

AMEA revenues were \$1,317.7 million in 2024, compared to \$1,017.2 million in 2023, a 29.5% increase. This increase was driven primarily by strong year-on-year revenue growth across most Middle East markets notably buildings & places, as well as in Asia. Excluding the effect of foreign currency changes, AMEA organic revenue growth ratio for 2024 (a non-IFRS ratio described in Section 13) was 28.0%. Backlog decreased to \$1,268.8 million as at December 31, 2024, compared to \$1,564.7 million as at December 31, 2023, mainly due to strong in-year advancement on major Middle East projects.

The major revenue contributors in 2024 included large-scale buildings & places projects in the Middle East, as well as other major infrastructure, transportation and water projects in the Middle East and in Asia.

Segment Adjusted EBIT from AMEA increased to \$128.3 million (Segment Adjusted EBITDA of \$149.8 million) in 2024, compared to \$88.2 million (Segment Adjusted EBITDA of \$104.2 million) in 2023. The increase was mainly driven by the higher level of revenues, improved margin mix, as well as revised estimates on certain Middle East projects driven by strong project execution.

Segment Adjusted EBITDA to segment net revenue from AMEA ratio increased to 17.9% in 2024, compared to 15.2% in 2023, an increase driven by the same factors mentioned above for Segment Adjusted EBIT. Refer to Section 13.4.6 for the calculation of this ratio.

4.1.4.2 NUCLEAR

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from Nuclear	\$ 1,489.4	\$ 1,044.1	42.6%
Segment Adjusted EBIT from Nuclear	\$ 184.1	\$ 145.5	26.6%
Segment Adjusted EBIT to segment revenue ratio from Nuclear (%)	12.4%	13.9%	
Additional information			
Segment Adjusted EBITDA from Nuclear ⁽¹⁾	\$ 204.2	\$ 160.2	27.5%
Backlog (as at December 31)	\$ 3,202.7	\$ 1,854.0	72.8%
Booking-to-revenue ratio (%) ⁽¹⁾	192%	191%	

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

Nuclear revenues were \$1,489.4 million in 2024, compared to \$1,044.1 million in 2023, a 42.6% increase. This increase was primarily due to higher volumes mainly from the CANDU® business and nuclear services in the UK. Excluding the effect of foreign currency changes, Nuclear organic revenue growth ratio for 2024 (a non-IFRS ratio described in Section 13) was 40.8%. Nuclear backlog increased to \$3,202.7 million as at December 31, 2024 compared to \$1,854.0 million as at December 31, 2023, notably from the addition of life extension projects in the CANDU® fleet.

The major revenue contributors in 2024 were reactor support and life extensions (50%), decommissioning and waste management (25%) and new builds (25%).

In 2024, the Segment Adjusted EBIT from Nuclear increased to \$184.1 million (Segment Adjusted EBITDA of \$204.2 million), compared to \$145.5 million in 2023 (Segment Adjusted EBITDA of \$160.2 million). The increase was mainly driven by higher revenues from the CANDU® business and nuclear services in the UK, partially offset by changes in margin mix.

4.1.4.3 LINXON

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from Linxon	\$ 835.7	\$ 577.8	44.6%
Segment Adjusted EBIT from Linxon	\$ 30.6	\$ 0.9	N/A
Segment Adjusted EBIT to segment revenue ratio from Linxon (%)	3.7%	0.2%	
Additional information			
Backlog (as at December 31)	\$ 2,130.6	\$ 1,439.2	48.0%
Booking-to-revenue ratio (%) ⁽¹⁾	183%	196%	

⁽¹⁾ Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 13 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

Linxon revenues were \$835.7 million in 2024, compared to \$577.8 million in 2023, a 44.6% increase, mainly due to an increase in the level of activity on projects in Asia Pacific, Europe, the United States and the Middle East. Excluding the effect of foreign currency changes, Linxon organic revenue growth ratio for 2024 (a non-IFRS ratio described in Section 13) was 42.3%. Linxon backlog increased to \$2,130.6 million as at December 31, 2024 compared to \$1,439.2 million as at December 31, 2023, driven mainly by new projects in the United States and the Middle East.

The major revenue contributors in 2024 were projects in the Middle East, Europe and the United States.

Segment Adjusted EBIT from Linxon was \$30.6 million for the 2024, compared to \$0.9 million for 2023, mainly due to higher contributions from the United States, Europe and Asia Pacific and improved margins.

It should be noted that Segment Adjusted EBIT and Segment Adjusted EBITDA are presented before restructuring costs, which are disclosed in Section 4.1.3.2.

4.1.4.4 LSTK PROJECTS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023	CHANGE (%)
Revenues from LSTK Projects	\$ 249.4	\$ 506.7	(50.8)%
Segment Adjusted EBIT from LSTK Projects	\$ (133.6)	\$ (58.6)	128.2%
Backlog (as at December 31)	\$ 234.3	\$ 364.6	(35.7)%

LSTK Projects revenues were \$249.4 million in 2024, compared to \$506.7 million in 2023, as the LSTK Projects backlog continued to reduce as part of the Company's strategy to exit this segment of business.

The major revenue contributors in 2024 included projects for mass transit system infrastructure projects in Central and Eastern Canada.

The Segment Adjusted EBIT from LSTK Projects was negative \$133.6 million in 2024, compared to a negative Segment Adjusted EBIT of \$58.6 million in 2023. The negative Segment Adjusted EBIT for both periods was mainly due to segment overhead and commissioning costs from the ongoing efforts to bring the remaining projects to completion. In 2024, this was combined with the net negative impact from revised estimates on certain projects and provisions. Furthermore, this was partially offset by the favorable outcome from the disposal of non-core assets in May 2024.

It should be noted that Segment Adjusted EBIT is presented before the reversal of impairment loss of \$9.8 million included in the restructuring costs in 2024, which are disclosed in Section 4.1.3.2.

4.1.4.5 CAPITAL

YEARS ENDED DECEMBER 31
(IN MILLIONS \$)

	2024	2023
Revenues from Capital	\$ 126.1	\$ 138.7
Segment Adjusted EBIT from Capital investments:		
From Highway 407 ETR	74.4	64.3
From other Capital investments ⁽¹⁾	32.2	48.4
Segment Adjusted EBIT from Capital	\$ 106.6	\$ 112.6

⁽¹⁾ Segment Adjusted EBIT from other Capital investments is net of divisional and allocated corporate selling, general and administrative expenses, as well as selling, general and administrative expenses from all other Capital investments accounted for by the consolidation method.

Revenues from Capital in 2024 decreased to \$126.1 million, compared to \$138.7 million in 2023. The decrease was mainly due to lower contributions from certain investments in 2024, including the negative impact from a revised estimate on a financial asset held in one of the Company's investments, partially offset by higher dividends from Highway 407 ETR.

Segment Adjusted EBIT from Capital decreased to \$106.6 million in 2024, compared to \$112.6 million in 2023. The decrease was driven by the same reasons as stated above for revenues.

5 Backlog (Remaining Obligations) Performance

Backlog is defined as a forward-looking indicator of anticipated revenues to be recognized by the Company, determined based on contract awards that are firm and amounting to the transaction price allocated to remaining performance obligations. Management may be required to make estimates regarding the revenue to be generated from certain contracts.

Backlog is derived primarily from three major types of contracts: **reimbursable and engineering services contracts, standardized EPC contracts and LSTK construction contracts.**

- **Reimbursable and engineering services contracts:** Reimbursable and engineering services contracts include all revenue-generating contracts of the Company, except standardized EPC contracts and LSTK construction contracts described below. Under reimbursable contracts, the Company charges the customer for the actual cost incurred plus a mark-up that could take various forms, such as a fixed-fee per unit, a percentage of costs incurred or an incentive fee based on achieving certain targets, performance factors or contractual milestones. Reimbursable contracts also include unit-rate contracts for which a fixed amount per quantity is charged to the customer, and reimbursable contracts with a cap or a target price accompanied by incentives and/or disincentives. Engineering services contracts include time and material agreements based on hourly rates and fixed-price lump-sum contracts with limited procurement or construction risks. Reimbursable and engineering services contracts also include all O&M contracts, most of which are fixed-price agreements subject to price-adjustment clauses such as inflation-driven indexation.
- **Standardized EPC contracts:** Under standardized EPC contracts, the Company provides repetitive EPC offerings that are lower-risk, standardized solutions for: i) district cooling plants; and ii) power substations executed through its Linxon subsidiary.
- **LSTK construction contracts:** Under LSTK construction contracts, the Company completes the work required for the project at a lump-sum price. Before entering into such contracts, the Company estimates the total cost of the project, plus a profit margin. The Company's actual profit margin may vary based on its ability to achieve the project requirements at, above or below the initial estimated costs. Although these projects are at a lump-sum price, the amount of associated revenue could nevertheless vary based on change orders, claims or other contract modifications, negotiated or otherwise awarded, which might take various forms. Projects in this category were all initiated as lump-sum contracts, and while in some cases have been modified to change their lump-sum risk exposure, continue to be presented in this category.

BACKLOG BY SEGMENT

The following table provides a breakdown of backlog by segment.

(IN MILLIONS \$) BY SEGMENT	DECEMBER 31 2024	DECEMBER 31 2023 ⁽¹⁾
Canada	\$ 7,271.5	\$ 5,935.3
UKI	1,748.0	1,401.9
USLA	1,576.3	1,550.7
AMEA	1,268.8	1,564.7
Engineering Services Regions	\$ 11,864.5	\$ 10,452.6
Nuclear	\$ 3,202.7	\$ 1,854.0
Linxon	2,130.6	1,439.2
AtkinsRéalis Services – Total	\$ 17,197.8	\$ 13,745.8
LSTK Projects	\$ 234.3	\$ 364.6
PS&PM – Total	\$ 17,432.2	\$ 14,110.4
Capital⁽²⁾	\$ 22.6	\$ 23.0
Total	\$ 17,454.7	\$ 14,133.4

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

⁽²⁾ Backlog from Capital represents the amount that will be recognized as revenue from contracts with customers in the Capital segment from a concession.

The Company's backlog increased to \$17.5 billion as at December 31, 2024, compared to \$14.1 billion as at December 31, 2023, due to an increase in Nuclear, Canada, Linxon, UKI and USLA, partially offset by a decrease mainly in LSTK Projects and AMEA.

The increase in backlog from Canada was mainly due to the addition of approximately \$1.4 billion in backlog resulting from the acquisition, in 2024, of an O&M contract for the CHUM hospital complex with a 26-year term remaining as described in Section 3.2.

BACKLOG RECONCILIATION

In the following section, the Company presents its “booking-to-revenue ratio”, a non-IFRS measure, which corresponds to contract bookings divided by revenues for a given period. This measure provides a basis for assessing the renewal of business. However, the backlog measure does not include prospects, one of the key elements taken into account when estimating revenues and gross margin for budget and forecast purposes described in Section 2.2, which can be a significant portion of the budgeted and/or forecasted revenues.

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023
Opening backlog	\$ 14,133.4	\$ 12,551.4
Plus: Contract bookings during the year	11,422.4	10,178.3
Backlog from a business combination during the year	1,418.8	—
Less: Revenues from contracts with customers recognized during the year	9,519.8	8,475.0
Backlog of business sold during the year	—	121.4
Ending backlog	\$ 17,454.7	\$ 14,133.4
Booking-to-revenue ratio⁽¹⁾	1.20	1.20

⁽¹⁾ Non-IFRS financial measures. Please refer to Section 13 for further information on these financial measures and for the reference to the reconciliation from these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

BACKLOG BY TYPE OF CONTRACT

The following tables show the amounts and proportions of reimbursable and engineering services contracts, standardized EPC contracts and LSTK construction contracts included in each segment's backlog as at December 31, 2024 and 2023:

AT DECEMBER 31, 2024 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	REIMBURSABLE AND ENGINEERING SERVICES CONTRACTS		STANDARDIZED EPC CONTRACTS		LSTK CONSTRUCTION CONTRACTS	
Canada	\$ 7,271.5	100%	\$ —	—%	\$ —	—%
UKI	1,748.0	100%	—	—%	—	—%
USLA	1,576.3	100%	—	—%	—	—%
AMEA	1,129.6	89%	139.1	11%	—	—%
Engineering Services Regions	\$ 11,725.3	99%	\$ 139.1	1%	\$ —	—%
Nuclear	\$ 3,202.7	100%	\$ —	—%	\$ —	—%
Linxon	2.1	—%	2,128.6	100%	—	—%
AtkinsRéalis Services – Total	\$ 14,930.1	87%	\$ 2,267.7	13%	\$ —	—%
LSTK Projects	\$ —	—%	\$ —	—%	\$ 234.3	100%
PS&PM – Total	\$ 14,930.1	86%	\$ 2,267.7	13%	\$ 234.3	1%
Capital	\$ 22.6	100%	\$ —	—%	\$ —	—%
Total	\$ 14,952.7	86%	\$ 2,267.7	13%	\$ 234.3	1%

AT DECEMBER 31, 2023 ⁽¹⁾ (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	REIMBURSABLE AND ENGINEERING SERVICES CONTRACTS		STANDARDIZED EPC CONTRACTS		LSTK CONSTRUCTION CONTRACTS	
Canada	\$ 5,935.3	100%	\$ —	—%	\$ —	—%
UKI	1,401.9	100%	—	—%	—	—%
USLA	1,550.7	100%	—	—%	—	—%
AMEA	1,397.5	89%	167.3	11%	—	—%
Engineering Services Regions	\$ 10,285.3	98%	\$ 167.3	2%	\$ —	—%
Nuclear	\$ 1,854.0	100%	\$ —	—%	\$ —	—%
Linxon	2.7	—%	1,436.5	100%	—	—%
AtkinsRéalis Services – Total	\$ 12,142.0	88%	\$ 1,603.8	12%	\$ —	—%
LSTK Projects	\$ —	—%	\$ —	—%	\$ 364.6	100%
PS&PM – Total	\$ 12,142.0	86%	\$ 1,603.8	11%	\$ 364.6	3%
Capital	\$ 23.0	100%	\$ —	—%	\$ —	—%
Total	\$ 12,165.0	86%	\$ 1,603.8	11%	\$ 364.6	3%

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

6 Geographic Breakdown of Revenues

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024		2023 ⁽¹⁾	
	TOTAL	%	TOTAL	%
United Kingdom	\$ 2,936.5	30%	\$ 2,618.2	30%
Canada ⁽²⁾	2,378.4	25%	2,411.2	28%
United States	1,824.7	19%	1,605.0	19%
Saudi Arabia	1,147.7	12%	793.3	9%
Other countries	1,380.7	14%	1,206.7	14%
Total	\$ 9,668.0	100%	\$ 8,634.3	100%

⁽¹⁾ Effective January 1, 2024, the Company modified the presentation of its revenues by geographic area by presenting "Saudi Arabia" as a separate line item from the geographic area "Middle East", which was combined into the geographic area "Other countries". The Company has restated the comparative figures accordingly to reflect the current year presentation.

⁽²⁾ Revenues from Canada, as determined by geographic area, do not correspond to revenues from the Canada segment, part of Engineering Services Regions, as the latter excludes revenues generated in Canada by other segments and includes revenues generated from contracts in Algeria managed by the Canadian leadership team.

UNITED KINGDOM

- Revenues in the United Kingdom increased in 2024 compared to 2023, mainly due to higher revenues from the UKI and Nuclear segments.

CANADA

- Revenues in Canada decreased in 2024 compared to 2023, mainly due to lower revenues from the LSTK Projects segment, partially offset by higher revenues from the Nuclear and Canada segments.

UNITED STATES

- Revenues in the United States increased in 2024 compared to 2023, mainly due to higher revenues from the USLA and Linxon segments.

SAUDI ARABIA

- Revenues in Saudi Arabia increased in 2024 compared to 2023, mainly due to higher revenues from projects in the buildings & places market in the AMEA segment as well as higher revenues from Linxon.

OTHER COUNTRIES

- Revenues in other countries increased in 2024 compared to 2023, mainly due to higher revenues in Europe mainly from the Nuclear and Linxon segments, partially offset by the disposal of the Company's Scandinavian UKI business in 2023.

7 Fourth Quarter Results

FOURTH QUARTERS ENDED DECEMBER 31
(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)

	2024	2023	CHANGE (%)
Income Statements			
Revenues	\$ 2,587.7	\$ 2,279.6	13.5%
Net income (loss) attributable to AtkinsRéalis shareholders:			
From PS&PM	\$ (0.3)	\$ 46.2	(100.6)%
From Capital	52.7	43.8	20.4 %
Net income attributable to AtkinsRéalis shareholders	\$ 52.4	\$ 90.0	(41.7)%
Earnings per share attributable to AtkinsRéalis shareholders (in \$):			
Basic	\$ 0.30	\$ 0.51	(41.5)%
Diluted	\$ 0.30	\$ 0.51	(41.6)%
Additional Indicators			
Adjusted net income attributable to AtkinsRéalis shareholders from PS&PM ⁽¹⁾	\$ 45.8	\$ 79.5	(42.4)%
Diluted EPS (in \$)	\$ 0.30	\$ 0.51	(41.7)%
Diluted EPS from PS&PM (in \$)	\$ —	\$ 0.26	(100.6)%
Adjusted diluted EPS from PS&PM (in \$)⁽¹⁾	\$ 0.26	\$ 0.45	(42.3)%

⁽¹⁾ Non-IFRS financial measure or ratio. Please refer to Section 13 for further information on these financial measures and for the reference to the reconciliation from these financial measures to the most directly comparable measure specified under IFRS Accounting Standards, when applicable.

- For the fourth quarter of 2024, net income attributable to AtkinsRéalis shareholders was \$52.4 million (\$0.30 per diluted share), compared to \$90.0 million (\$0.51 per diluted share) for the fourth quarter of 2023, reflecting primarily:

- a higher loss from LSTK Projects in the fourth quarter of 2024 compared to the fourth quarter of 2023;
- higher restructuring and transformation costs in the fourth quarter of 2024 compared to the fourth quarter of 2023; and
- higher corporate selling, general and administrative expenses in the fourth quarter of 2024 compared to the fourth quarter of 2023.

These items were partially offset mainly by:

- a higher contribution from AtkinsRéalis Services in the fourth quarter of 2024 compared to the fourth quarter of 2023.
- For the fourth quarter of 2024, adjusted net income attributable to AtkinsRéalis shareholders from PS&PM was \$45.8 million (\$0.26 per diluted share), compared to \$79.5 million (\$0.45 per diluted share) for the comparable quarter in 2023, for the same reasons stated above, except for the change in restructuring and transformation costs, which is excluded from this non-IFRS measure.

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)

	DECEMBER 31 2024	SEPTEMBER 30 2024	CHANGE (%)
Additional Indicators			
Cash and cash equivalents	\$ 666.6	\$ 544.8	22.3 %
Backlog	\$ 17,454.7	\$ 17,049.0	2.4%

- **As at December 31, 2024, the Company's cash and cash equivalents amounted to \$666.6 million,** compared to \$544.8 million as at September 30, 2024. The increase is mainly attributable to net cash generated from operating activities of \$310.7 million and net cash generated from investing activities of \$39.9 million, partially offset by net cash used for financing activities of \$232.6 million, in each case, in the fourth quarter of 2024.
- From a business line perspective, AtkinsRéalis Services generated \$445.1 million of net cash from operating activities in the fourth quarter of 2024 compared to \$456.2 million in the fourth quarter of 2023, while LSTK Projects generated \$9.7 million of net cash for operating activities in the fourth quarter of 2024 compared to \$120.6 million used in the fourth quarter of 2023. The remaining balance of cash flows used for operating activities relates to Capital, corporate activities and items not allocated to the Company's segments. Net cash generated from (used for) operating activities on a line of business/segment basis is a supplementary financial measure. An explanation of the composition of this supplementary financial measure is provided in Section 13.2.
- **Backlog was \$17.5 billion as at December 31, 2024,** compared to \$17.0 billion as at September 30, 2024, mainly reflecting an increase in the Linxon and UK segments, partially offset by a decrease mainly in the Canada segment.

The following table summarizes the Company's revenues and Segment Adjusted EBIT and reconciles Segment Adjusted EBIT to the Company's net income attributable to AtkinsRéalis shareholders for the fourth quarters ended December 31, 2024 and 2023.

FOURTH QUARTERS ENDED DECEMBER 31 (IN MILLIONS \$)		2024		2023 ⁽¹⁾	
BY SEGMENT		REVENUES		REVENUES	
			SEGMENT ADJUSTED EBIT		SEGMENT ADJUSTED EBIT
Canada		\$ 369.5	\$ 24.4	\$ 399.4	\$ 28.4
UKI		620.5	81.5	582.4	67.7
USLA		427.3	33.2	406.5	39.6
AMEA		292.6	28.4	310.6	26.5
Engineering Services Regions		\$ 1,709.9	\$ 167.5	\$ 1,698.9	\$ 162.2
Nuclear		\$ 464.3	\$ 55.9	\$ 278.1	\$ 41.2
Linxon		300.9	19.3	173.9	(2.1)
Total AtkinsRéalis Services		\$ 2,475.1	\$ 242.8	\$ 2,150.9	\$ 201.3
LSTK Projects		\$ 49.1	\$ (84.4)	\$ 64.6	\$ (23.6)
Total PS&PM		\$ 2,524.2	\$ 158.3	\$ 2,215.5	\$ 177.7
Capital		63.5	58.2	64.1	54.5
Total revenues and Segment Adjusted EBIT		\$ 2,587.7	\$ 216.5	\$ 2,279.6	\$ 232.2
Corporate selling, general and administrative expenses not allocated to the segments			\$ 56.0		\$ 42.0
Restructuring and transformation costs			39.1		21.4
Amortization of intangible assets related to business combinations			19.4		20.7
Acquisition-related costs and integration costs			0.1		—
EBIT			\$ 102.0		\$ 148.2
Net financial expenses			40.7		45.0
Earnings before income taxes			\$ 61.3		\$ 103.2
Income tax expense			10.2		13.4
Net income			\$ 51.1		\$ 89.8
Less: Non-controlling interests			(1.3)		(0.2)
Net income attributable to AtkinsRéalis shareholders			\$ 52.4		\$ 90.0

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

Revenues totaled \$2,587.7 million in the fourth quarter of 2024, compared to \$2,279.6 million in the fourth quarter of 2023, reflecting an increase in Nuclear, Linxon, UKI and USLA, partially offset by a decrease mainly in Canada, AMEA and LSTK Projects.

Total Segment Adjusted EBIT in the fourth quarter of 2024 was \$216.5 million, compared to a total Segment Adjusted EBIT of \$232.2 million in the fourth quarter of 2023. The decrease is mainly attributable to a higher loss from LSTK Projects, partially offset by higher contributions from AtkinsRéalis Services and Capital.

Segment Adjusted EBIT from Canada decreased to \$24.4 million in the fourth quarter of 2024, compared to \$28.4 million in the fourth quarter of 2023, driven mainly by a contract coming to an end earlier in 2024.

Segment Adjusted EBIT from UKI increased to \$81.5 million in the fourth quarter of 2024, compared to \$67.7 million in the fourth quarter of 2023, driven primarily due to improved project delivery across the business and revised estimates on certain projects.

Segment Adjusted EBIT from USLA decreased to \$33.2 million in the fourth quarter of 2024, compared to \$39.6 million in the fourth quarter of 2023, primarily driven by additional remediation costs to close out certain projects and higher overhead costs, partially offset by a higher level of revenues.

Segment Adjusted EBIT from AMEA increased to \$28.4 million in the fourth quarter of 2024, compared to \$26.5 million in the fourth quarter of 2023, as higher contributions from various projects driven by improved project delivery more than offset lower revenues.

Segment Adjusted EBIT from Nuclear increased to \$55.9 million in the fourth quarter of 2024, compared to \$41.2 million in the fourth quarter of 2023. The increase is driven mainly by higher contributions from nuclear services in the UK and the CANDU® business, partially offset by higher overhead costs.

Segment Adjusted EBIT from Linxon amounted to \$19.3 million in the fourth quarter of 2024, compared to negative Segment Adjusted EBIT of \$2.1 million in the fourth quarter of 2023. The Segment adjusted EBIT in the fourth quarter of 2024 is mainly due to higher volumes in Europe, the United States, the Middle East and Asia Pacific and improved margins, while the fourth quarter of 2023 was negatively impacted by unfavourable reforecasts on certain projects.

The Segment Adjusted EBIT from LSTK Projects was negative \$84.4 million in the fourth quarter of 2024, compared to negative \$23.6 million in the fourth quarter of 2023. The negative Segment Adjusted EBIT in the fourth quarter of 2024 was mainly due to revised estimates and elevated commissioning costs from the ongoing efforts to bring the remaining projects to completion.

Segment Adjusted EBIT from Capital increased to \$58.2 million in the fourth quarter of 2024, compared to \$54.5 million in the fourth quarter of 2023, mainly due to higher dividends received from Highway 407 ETR in the fourth quarter of 2024, partially offset by a lower contribution from certain other investments.

Corporate selling, general and administrative expenses not allocated to segments amounted to \$56.0 million in the fourth quarter of 2024, compared to \$42.0 million in the fourth quarter of 2023. The variance is mainly due to revised estimates on long-term employee incentives, while the fourth quarter of 2023 included expenses incurred in connection with the Company's rebranding.

Restructuring and transformation costs amounted to \$39.1 million in the fourth quarter of 2024, compared to \$21.4 million in the fourth quarter of 2023. These costs were mainly related to severances, mainly in the corporate functions, UKI and Canada segments combined with non-cash charges related to impairment losses in the fourth quarter of 2024, while restructuring activities in the fourth quarter of 2023 were mainly related to the UKI and Canada segments.

Net financial expenses amounted to \$40.7 million in the fourth quarter of 2024, compared to \$45.0 million in the fourth quarter of 2023, reflecting lower interest expense mainly on debt, partially offset by higher interest expense on lease liabilities.

The income tax expense of \$10.2 million in the fourth quarter of 2024, was mainly a result of profit for the period. The effective income tax rate was lower than the Canadian statutory income tax rate mainly due to net income not affected by tax and geographic mix of earnings, partially offset by the effect of the Global Minimum Tax ("Pillar Two"), and other permanent items.

The income tax expense of \$13.4 million in the fourth quarter of 2023 was mainly a result of the profit for the period. The effective income tax rate was lower than the Canadian statutory income tax rate mainly due to net income not affected by tax, geographic mix of earnings and other permanent items.

In the fourth quarter of 2024, the current income tax expense related to Pillar Two income taxes amounted to \$3.0 million, compared to nil for the fourth quarter of 2023, since Pillar Two became effective on January 1, 2024.

8 Liquidity and Capital Resources

This section has been prepared to provide the reader with a better understanding of the major components of the Company's liquidity and capital resources and has been structured as follows:

- A **cash flow analysis**, providing details on how the Company generated and used its cash and cash equivalents;
- A presentation of the Company's **capital structure management** and **capital resources**;
- An update on the Company's **debt and financing agreements** and a presentation of its **capital management indicators**;
- An update on the Company's **credit ratings**;
- A presentation of the Company's **dividends declared** and **normal course issuer bid**; and
- A review of the Company's **contractual obligations** and **financial instruments**, which provides additional information for a better understanding of the Company's financial situation.

8.1 CASH FLOW ANALYSIS

SUMMARY OF CASH FLOWS

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023
Cash flows generated from (used for):		
Operating activities	\$ 525.8	\$ 66.0
Investing activities	70.3	9.5
Financing activities	(408.4)	(170.9)
Increase (decrease) from exchange differences on translating cash and cash equivalents	5.3	(1.2)
Net increase (decrease) in cash and cash equivalents	\$ 193.0	\$ (96.7)
Cash and cash equivalents at beginning of year	473.6	570.3
Cash and cash equivalents at end of year	\$ 666.6	\$ 473.6

Cash and cash equivalents increased by \$193.0 million in 2024, compared to a decrease of \$96.7 million in 2023, as discussed further below.

OPERATING ACTIVITIES

Net cash generated from operating activities totaled \$525.8 million in 2024, compared to net cash generated from operating activities of \$66.0 million in 2023, a variance reconciled as follows:

(IN MILLIONS \$)

Net cash generated from operating activities for the year ended December 31, 2023	\$	66.0
Changes between the years ended December 31, 2024 and 2023:		
Increase in net income		0.1
Increase in income taxes paid		(37.1)
Increase in income tax expense recognized in net income		39.3
Decrease in net financial expenses recognized in net income		(22.8)
Decrease in interest paid		22.2
Decrease in income from Capital investments accounted for by the equity method		6.9
Decrease in dividends and distributions received from Capital investments accounted for by the equity method		(15.9)
Increase in expense recognized in respect of cash-settled share-based payment arrangements		95.5
Decrease in income from PS&PM investments accounted for by the equity method		5.3
Increase in dividends and distributions received from PS&PM investments accounted for by the equity method		8.1
Lower net change in provisions related to forecasted losses on certain contracts		34.5
Gain on disposal of a PS&PM business in 2023		46.2
Decrease in payments related to federal charges settlement (PPSC) and DPCP Remediation Agreement		35.0
Variance from net change in other provisions		71.4
Other items		43.4
Changes in net cash used for operating activities before net change in non-cash working capital items	\$	332.1
Variance from net change in non-cash working capital items		127.7
Net cash generated from operating activities for the year ended December 31, 2024	\$	525.8

- **Net cash generated from operating activities before net change in non-cash working capital items totaled \$584.9 million in 2024**, compared to net cash generated from operating activities before net change in non-cash working capital items of \$252.8 million in 2023.
- As detailed in Note 26C to the 2024 Annual Financial Statements, **net change in non-cash working capital items used net cash of \$59.1 million in 2024**, compared to net cash used of \$186.9 million in 2023. This difference reflected a favourable variance in contract assets, trade receivables, trade payables and accrued liabilities and other current financial assets, partially offset by an unfavourable variance in deferred revenues, other current non-financial liabilities, other current non-financial assets, and other current financial liabilities.
- From a business line perspective, AtkinsRéalis Services generated \$1,188.6 million of net cash from operating activities in 2024 compared to \$803.8 million generated in 2023, while LSTK Projects used \$129.7 million of net cash for operating activities in 2024 compared to \$410.9 million used in 2023. The remaining variance in net cash related to operating activities came from Capital, corporate activities and items not allocated to the Company's segments. Net cash generated from (used for) operating activities on a line of business/segment basis is a supplementary financial measure. An explanation of the composition of this supplementary financial measure is provided in Section 13.2.

INVESTING ACTIVITIES

Net cash generated from investing activities amounted to \$70.3 million in 2024, compared to net cash generated from investing activities of \$9.5 million in 2023, a variance reconciled as follows:

(IN MILLIONS \$)	
Net cash generated from investing activities for the year ended December 31, 2023	\$ 9.5
Changes between the years ended December 31, 2024 and 2023:	
Increase in acquisition of property and equipment and additions to intangible assets	(56.4)
Net cash inflow from acquisition of a business in 2024	35.6
Unfavourable variance in change in restricted cash position	(10.6)
Variance in net cash flows arising from receivables under service concession arrangements	219.3
Proceeds from disposal of certain non-core assets in 2024	52.2
Acquisition of short-term investments at amortized cost in 2024	(50.0)
Decrease in short-term investments at amortized cost in 2024	50.0
Cash inflow in 2023 on disposal of a Capital investment at fair value through other comprehensive income in 2022	(34.3)
Net cash inflow on disposal of a PS&PM business in 2023	(144.2)
Other items	(0.8)
Net cash generated from investing activities for the year ended December 31, 2024	\$ 70.3

- The additions to internally generated intangible assets in 2024 were mainly related to the CANDU® MONARK™ nuclear reactor development for a cash outflow of \$47.7 million in 2024 (2023: \$10.4 million).
- The net cash inflow from the acquisition of a business related to the acquisition in 2024 of entities performing an O&M contract with HMC L.P., a 10% ownership interest in HMC L.P. and a loan receivable from HMC L.P., adjusted for cash held by acquired entities (refer to Note 36 to 2024 Annual Financial Statements).
- In May 2024, the Company sold certain non-core gas-processing assets held by Valerus Compression Services LLC, a wholly-owned subsidiary in the United States. This disposal resulted in a cash inflow of approximately \$52.2 million (US\$38.2 million).
- In 2024, the Company acquired short-term investments measured at amortized cost for a cash outflow of \$50 million, all of which matured since their acquisition.
- In 2023, the Company collected the remaining balance of the consideration receivable for the disposal in 2022 of its ownership interest in Carlyle Global Infrastructure Opportunity Fund, L.P., which was a Capital investment at fair value through other comprehensive income until its disposal. The consideration received was approximately \$34.3 million (US\$25.5 million) (refer to Note 5A to the 2024 Annual Financial Statements).
- The net cash inflow on disposal of a PS&PM business relates to proceeds from the disposal of the Company's Scandinavian UKI business received in 2023 (refer to Note 6 to the 2024 Annual Financial Statements).

MONARK™ is a trademark of Candu Energy Inc., a subsidiary of AtkinsRéalis Group Inc.

FINANCING ACTIVITIES

Net cash used for financing activities totaled \$408.4 million in 2024, compared to net cash used for financing activities of \$170.9 million in 2023, a variance reconciled as follows:

(IN MILLIONS \$)

Net cash used for financing activities for the year ended December 31, 2023	\$	(170.9)
Changes between the years ended December 31, 2024 and 2023:		
Higher repayment of debt and payment for debt issue costs		(293.5)
Higher increase in debt		95.6
Repurchase of shares in 2024		(39.0)
Other items		(0.5)
Net cash used for financing activities for the year ended December 31, 2024	\$	(408.4)

- In 2024, the Company issued, on a private placement basis, the Series 8 Debentures in the principal amount of \$400 million. The net proceeds from this issuance amounted to \$396.0 million.
- In 2024, the Company repaid in full at maturity the 3.80% *per annum* Series 6 Debentures due in August 2024 (the "Series 6 Debentures") for an aggregate principal amount of \$300.0 million.
- In 2024, AtkinsRéalis Trillium Holdings Inc. drew \$99.7 million in cash under its non-revolving term loan facility.
- In 2023, the Company repaid in full at maturity the 3.235% *per annum* Series 4 Debentures due in March 2023 (the "Series 4 Debentures") for an aggregate principal amount of \$200.0 million.
- Net cash outflows related to the Company's Revolving Credit Facility amounted to \$330.0 million in 2024, compared to net cash inflows of \$150.4 million in 2023.
- The Company also provides a reconciliation between the opening and closing balances in its statement of financial position for liabilities arising from financing activities for the years ended December 31, 2024 and 2023 in Note 26D to the 2024 Annual Financial Statements.
- The Company issued 16,600 common shares in 2024 upon exercise of stock options granted under its stock option plan. The Company also repurchased and cancelled 729,828 common shares under its current authorized normal course issuer bid in 2024 resulting in cash outflows of \$38.5 million (refer to Section 8.8). The number of common shares outstanding as at March 4, 2025 was 174,843,064, while 1,391,925 stock options were outstanding as at the same date. The Company neither issued nor repurchased any common shares in 2023.
- **Dividends paid to AtkinsRéalis shareholders in 2024 amounted to \$14.0 million**, in line with the amount of dividends paid in 2023.

FREE CASH FLOW (USAGE)

Free cash flow (usage), a non-IFRS measure, is calculated as follows:

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023 ⁽¹⁾
Net cash generated from operating activities	\$ 525.8	\$ 66.0
Payments related to federal charges settlement (PPSC) and DPCP Remediation Agreement included in operating activities above	42.8	77.8
Acquisition of property and equipment and additions to intangible assets	(159.9)	(103.6)
Payment of lease liabilities	(81.4)	(80.4)
Free cash flow (usage)⁽²⁾	\$ 327.2	\$ (40.2)

⁽¹⁾ Effective January 1, 2024, the Company included additions to internally generated intangible assets, which were previously included in "Other", in "Acquisition of property and equipment and additions to intangible assets", both presented in investing activities in the consolidated statement of cash flows. The Company applied the same modification to its free cash flow (usage) measure, as described in Section 13, and has restated its comparative figures accordingly to reflect the current year presentation.

⁽²⁾ Non-IFRS financial measure. Please refer to Section 13 for further information on this financial measure.

The Company's free cash flow was \$327.2 million in 2024, compared to free cash flow usage of \$40.2 million in 2023, mainly reflecting a higher level of net cash generated from operating activities in 2024 compared to 2023. It should be noted that both the federal charges settlement with the Public Prosecution Service of Canada ("PPSC") and the DPCP Remediation Agreement with the Province of Québec's Directeur des Poursuites Criminelles et Pénales ("DPCP") were fully paid as at December 31, 2024.

8.2 CAPITAL STRUCTURE MANAGEMENT

The Company's sources of funds stem primarily from its operating cash flows from PS&PM projects and Capital investments, the divestiture of matured Capital investments and non-core assets, the issuance of debt and additional financial capacity available under the 2022 Credit Agreement. The Company's funds are mainly used to meet working capital requirements and sustain capital expenditures on projects, make equity investments, pay dividends to shareholders and for mergers and acquisitions activities.

AtkinsRéalis' key objectives for its capital allocation framework are:

- To drive organic and inorganic PS&PM growth;
- Optimize its balance sheet; and
- Return capital to shareholders.

8.3 CAPITAL RESOURCES

(IN MILLIONS \$)	DECEMBER 31 2024	DECEMBER 31 2023
Cash and cash equivalents	\$ 666.6	\$ 473.6
Unused portion of committed Revolving Credit Facility ⁽¹⁾⁽²⁾	\$ 1,709.0	\$ 1,285.3

⁽¹⁾ Including cash draws and letters of credit issued on a committed basis, but excluding bilateral letters of credit that can be issued on a non-committed basis.

⁽²⁾ Before considering potential limitations resulting from contractual covenants.

As at December 31, 2024, the Company had cash and cash equivalents totaling \$666.6 million, compared to \$473.6 million as at December 31, 2023.

Furthermore, as at December 31, 2024, the Company had a committed Revolving Credit Facility of \$1,800.0 million under its 2022 Credit Agreement (December 31, 2023: \$1,800.0 million), of which \$1,709.0 million was unused (December 31, 2023: \$1,285.3 million), and uncommitted credit facilities by way of bilateral letters of credit.

While liquidity remains subject to numerous risks, uncertainties and limitations, including but not limited to the risks described in Section 14 of this MD&A and in this Section, the Company believes that its current liquidity position, including its cash position, unused credit capacity and cash generated from its operations, should be sufficient to fund its operations over the foreseeable future. See also Section 14, "Risks and Uncertainties" of this MD&A, for a more specific overview of the risks and uncertainties relating to the Company.

In addition, due to the nature of the Company's activities and the fact that its operations are conducted through multiple entities and joint arrangements on an international level, the Company's cash and cash equivalents are distributed across numerous locations. In order to manage its cash needs and reserves, the Company is part of various cash pooling agreements with financial institutions and may transfer cash balances between subsidiaries and joint arrangements, and use credit facilities to meet the capital requirements of certain projects or other cash disbursements.

8.4 DEBT AND FINANCING AGREEMENTS

FINANCIAL COVENANTS

The Company was required to maintain, as at December 31, 2024, a ratio of net recourse debt to EBITDA (as defined under the relevant agreements) not to exceed: (a) 3.75x under the Company's 2022 Credit Agreement; and (b) 3.50x under the loan agreement, dated as of April 20, 2017, between AtkinsRéalis Highway Holding Inc. ("Highway Holding"), an indirect wholly-owned subsidiary of the Company, and CDPQ RF, a wholly-owned subsidiary of Caisse de dépôt et placement du Québec (as amended, restated or otherwise modified, from time to time, the "CDPQ Loan Agreement" and the limited recourse loan established thereunder, the "CDPQ Loan"). The Company was in compliance with these covenants as at December 31, 2024.

The terms "net recourse debt" and "EBITDA" are defined in the 2022 Credit Agreement and in the CDPQ Loan Agreement and do not correspond to the similarly labelled financial measures used in this MD&A. Furthermore, the covenant ratio is calculated using certain financial information not disclosed in the 2024 Annual Financial Statements or in this MD&A, or not considered recourse debt in such documents.

ISSUANCE OF SERIES 8 DEBENTURES

In 2024, AtkinsRéalis issued, on a private placement basis, the Series 8 Debentures. The net proceeds from this issuance amounted to \$396.0 million and were used to repay in full the outstanding indebtedness under the Company's Revolving Credit Facility and for general corporate purposes. Refer to Note 19 to the 2024 Annual Financial Statements.

REPAYMENT OF SERIES 6 DEBENTURES

In 2024, the Company repaid in full the Series 6 Debentures in the principal amount of \$300 million at their maturity.

AMENDMENTS TO THE 2022 CREDIT AGREEMENT

In 2024, the Company entered into an agreement with its lenders to: i) extend the maturity of its 2022 Credit Agreement, which includes the Company's Revolving Credit Facility and Term Loan, from May 31, 2026 to May 31, 2027; and ii) provide for the transition from CDOR to a new interest benchmark rate for Canadian dollar denominated draws (refer to Notes 2D and 19 to the 2024 Annual Financial Statements).

AMENDMENTS, REPAYMENT AND EXTINGUISHMENT OF THE CREDIT FACILITY OF TRANSITNEXT GENERAL PARTNERSHIP

In 2024, TransitNEXT General Partnership entered into agreements with its lenders mainly to: i) extend the maturity of its credit facility in the aggregate maximum principal amount of \$149.0 million from February 2024 to no later than November 30, 2024; and ii) provide for the transition from CDOR to a new interest benchmark rate. The outstanding indebtedness under this credit facility was repaid in full in November 2024. Refer to Notes 2D and 19 to the 2024 Annual Financial Statements.

TERM LOAN FACILITY OF ATKINSRÉALIS TRILLIUM HOLDINGS INC.

In 2024, AtkinsRéalis Trillium Holdings Inc. drew under its non-revolving term loan facility in the aggregate principal amount of \$99.7 million, which matures in November 2028 and bears interest at an annual rate of: i) 4.82% prior to August 10, 2026; ii) 4.89% from August 10, 2026 to August 9, 2028; and iii) CORRA (Canadian Overnight Repo Rate Average) plus an applicable margin from and after August 10, 2028.

8.5 CAPITAL MANAGEMENT INDICATORS

The Company periodically monitors capital using certain ratios, which are described further below.

NET LIMITED RECOURSE AND RECOURSE DEBT TO ADJUSTED EBITDA RATIO

Net limited recourse and recourse debt to Adjusted EBITDA is a non-IFRS ratio used to analyze the Company's financial leverage. Such ratio does not correspond to the financial covenant ratio discussed in Section 8.4. It is calculated by comparing the net limited recourse and recourse debt at the end of a given period with Adjusted EBITDA of the corresponding trailing twelve-month period, as follows:

(IN MILLIONS \$, EXCEPT FOR RATIO)	DECEMBER 31 2024	DECEMBER 31 2023
Limited recourse debt	\$ 399.0	\$ 398.3
Recourse debt	1,193.4	1,420.5
Less:		
Cash and cash equivalents	666.6	473.6
Net limited recourse and recourse debt⁽¹⁾	\$ 925.8	\$ 1,345.2
Adjusted EBITDA (trailing 12 months) ⁽¹⁾	\$ 826.5	\$ 762.6
Net limited recourse and recourse debt to Adjusted EBITDA ratio⁽¹⁾	1.1	1.8

⁽¹⁾ Non-IFRS financial measure or ratio. Please refer to Section 13 for further information on these financial measures.

The Company's net limited recourse and recourse debt to Adjusted EBITDA ratio decreased to 1.1 as at December 31, 2024, compared to 1.8 as at December 31, 2023. The decrease was due to a higher level of Adjusted EBITDA (trailing 12 months) combined with a lower level of recourse debt and an increase in cash and cash equivalents.

RETURN ON AVERAGE SHAREHOLDERS' EQUITY ("ROASE")

ROASE is a supplementary financial measure. A definition of this supplementary financial measure is provided in Section 13. **ROASE was 7.7% in 2024**, compared to 8.4%⁽²⁾ in 2023.

⁽²⁾ The Company has identified an adjustment relating to the recognition of unused tax losses as at December 31, 2022. This adjustment resulted in an increase of \$111.5 million to the income tax recovery line item in 2022 and a corresponding increase in the deferred income tax asset line item as at December 31, 2022. AtkinsRéalis has determined that, from an overall perspective, this adjustment did not have a material impact on the Company's consolidated financial statements. The 2023 ROASE figure previously reported at 8.7% was restated to reflect the adjustment made to the Company's retained earnings for the period. Please refer to Section 4 of this MD&A and to Note 2C to the 2024 Annual Financial Statements.

8.6 CREDIT RATINGS

On March 18, 2024, DBRS Limited affirmed the Company's credit rating at BB (high) and revised its outlook from stable to positive. Issue-level ratings have also been affirmed at BB (high) with a positive outlook.

On March 20, 2024, Standard & Poor's affirmed the Company's credit rating at BB+ and revised its outlook from negative to positive. Issue-level ratings have also been affirmed at BB+.

8.7 DIVIDENDS DECLARED

The table below summarizes the dividends declared for each of the past three years:

YEARS ENDED DECEMBER 31 (IN \$)	2024	2023	2022
Dividends per share declared to AtkinsRéalis shareholders ⁽¹⁾	\$ 0.08	\$ 0.08	\$ 0.08

⁽¹⁾ The dividends declared are classified in the year based on the declaration date.

Total cash dividends paid in 2024 were \$14.0 million, in line with 2023. The Company has paid quarterly dividends for 35 consecutive years. The Board of Directors of the Company determines the dividend policy.

8.8 NORMAL COURSE ISSUER BID

On March 3, 2023, the Company announced that it had received the required approval from the Toronto Stock Exchange (“TSX”) for its normal course issuer bid (the “2023 NCIB”) to purchase for cancellation up to 1,500,000 of its common shares over the twelve-month period commencing on March 8, 2023 and ending no later than March 7, 2024. The Company did not repurchase any common shares under the 2023 NCIB in 2023.

On February 29, 2024, the TSX approved the renewal of the Company's normal course issuer bid (the “2024 NCIB”) pursuant to which the Company may purchase for cancellation up to 1,500,000 of its common shares. The 2024 NCIB commenced on March 8, 2024 and ended on March 7, 2025.

In 2024, the Company repurchased and cancelled 729,828 common shares under the 2024 NCIB, resulting in cash outflows of \$38.5 million.

8.9 CONTRACTUAL OBLIGATIONS AND FINANCIAL INSTRUMENTS

CONTRACTUAL OBLIGATIONS

In the normal course of business, AtkinsRéalis has various contractual obligations. The following table provides a summary of AtkinsRéalis' future contractual commitments specifically related to short-term debt and long-term debt repayments, commitments to invest in Capital investments and lease liabilities:

(IN MILLIONS \$)	2025	2026-2027	2028-2029	THEREAFTER	TOTAL
Short-term debt, long-term debt repayments, commitments to invest and lease liabilities:					
Recourse	\$ —	\$ 800.0	\$ 400.0	\$ —	\$ 1,200.0
Limited recourse	—	400.0	—	—	400.0
Non-recourse	24.5	65.9	30.0	—	120.4
Commitments to invest in Capital investments	24.9	—	—	—	24.9
Lease liabilities	109.1	167.9	127.6	228.4	633.0
Total	\$ 158.5	\$ 1,433.9	\$ 557.6	\$ 228.4	\$ 2,378.3

Additional details of the future principal repayments of the Company's recourse and non-recourse short-term debt and long-term debt are provided in Note 19 to the 2024 Annual Financial Statements. The commitments to invest in Capital investments result from AtkinsRéalis not being required to make its contribution immediately when investing, but instead contributing over time, as detailed in Note 5C to the 2024 Annual Financial Statements. As at December 31, 2024, the commitments to invest in Capital investments were related to contributions for Eglinton Crosstown (2023: Eglinton Crosstown) and were included in “Other current financial liabilities” (see Note 17 to the 2024 Annual Financial Statements) since they are either expected to be paid in the following year or are callable on demand. Information regarding the Company's lease liabilities is disclosed in Note 32 to the 2024 Annual Financial Statements.

FINANCIAL INSTRUMENTS

The Company discloses information on the classification and fair value of its financial instruments, as well as on the nature and extent of risks arising from financial instruments, and related risk management in Note 28 to the 2024 Annual Financial Statements, which note is incorporated by reference into this MD&A.

Derivative financial instruments
AtkinsRéalis enters or may enter into derivative financial instruments, namely: <ul style="list-style-type: none">◦ Forward currency exchange contracts to hedge its exposure to fluctuations in foreign currency exchange rates;◦ Interest rate swaps to hedge the variability of interest rates relating to financing arrangements;◦ Derivative financial instruments to limit its exposure to the variability of the fair value of the share units awarded as part of share unit plans, which fluctuates according to the Company's share price; and◦ Commodity swap agreements for certain contracts to hedge the variability of commodity prices.
All financial instruments are entered into with sound financial institutions, which AtkinsRéalis anticipates will satisfy their obligations under the contracts.

The derivative financial instruments are subject to normal credit terms and conditions, financial controls and management and risk monitoring procedures.

9 Financial Position

CONSOLIDATED FINANCIAL POSITION ANALYSIS

ASSETS

AT DECEMBER 31 (IN MILLIONS \$)	2024	2023	CHANGE (\$)	EXPLANATIONS
Current Assets				
Cash and cash equivalents	\$ 666.6	\$ 473.6	\$ 193.0	See discussion in Section 8.1.
Restricted cash	4.1	5.9	(1.8)	Not a significant change compared to prior year.
Trade receivables	1,478.1	1,488.8	(10.7)	Decrease is mainly due to variations on multiple projects.
Contract assets	1,838.7	1,569.4	269.3	Increase is mainly due to variations on multiple projects.
Other current financial assets	332.8	261.5	71.3	Increase is mainly due to an increase in recovery of costs expected from suppliers and subcontractors as well as in derivative financial instruments related to share unit plans, partially offset by a decrease in the current portion of receivables under service concession arrangements and in derivative financial instruments used for hedges.
Other current non-financial assets	337.1	267.2	69.9	Increase is mainly due to an increase in prepaid expenses and other, as well as an increase in income taxes receivable.
Total current assets	\$ 4,657.5	\$ 4,066.4	\$ 591.1	
Property and equipment	\$ 325.2	\$ 332.4	\$ (7.2)	Not a significant change compared to prior year.
Right-of-use assets	355.9	254.8	101.1	Increase reflects additions during the year, partially offset by depreciation expense.
Capital investments accounted for by the equity method	388.6	389.3	(0.7)	Not a significant change compared to prior year.
Goodwill	3,561.5	3,327.8	233.8	Increase is mainly due to foreign currency translation.
Intangible assets related to business combinations	201.9	270.1	(68.1)	Decrease is mainly due to the amortization expense recognized during the year.
Deferred income tax asset ⁽¹⁾	1,185.3	997.7	187.7	Increase is mainly due to the impact of deductible temporary differences related to unused tax losses and research and development expenditures, combined with the impact of foreign currency translation.
Non-current portion of receivables under service concession arrangements	284.9	398.4	(113.5)	Decrease reflects mainly recoveries in 2024, partially offset by progress made by TransitNEXT General Partnership on the construction of the Trillium Line project.
Other non-current financial assets	61.3	39.0	22.2	Increase is mainly due to the acquisition in 2024 of a receivable under an unsecured, subordinated long-term loan to HMC L.P., combined with an increase in capital investments at fair value through other comprehensive income and in the value of derivative financial instruments related to share unit plans, partially offset by a decrease in derivative financial instruments used for hedges and in non-current portion of finance lease receivables.
Other non-current non-financial assets	265.1	204.9	60.3	Increase is mainly due to the increase in capitalized development costs, mainly related to the CANDU® MONARK™ nuclear reactor development, combined with an increase in investment tax credits in 2024.
Total assets	\$11,287.3	\$10,280.7	\$ 1,006.7	

⁽¹⁾ The Company has identified an adjustment relating to the recognition of unused tax losses as at December 31, 2022. This adjustment resulted in an increase of \$111.5 million to the income tax recovery line item in 2022 and a corresponding increase in the deferred income tax asset line item as at December 31, 2022. AtkinsRéalis has determined that, from an overall perspective, this adjustment did not have a material impact on the Company's consolidated financial statements. The corresponding understatement of the deferred income tax asset balance of \$111.5 million as at December 31, 2023 resulted in the restatement of the prior year figure in the table above. Please refer to Section 4 of this MD&A and to Note 2C to the 2024 Annual Financial Statements.

LIABILITIES

AT DECEMBER 31 (IN MILLIONS \$)	2024	2023	CHANGE (\$)	EXPLANATIONS
Current Liabilities				
Trade payables and accrued liabilities	\$ 2,163.5	\$ 1,825.9	\$ 337.6	Increase is principally attributable to variations in multiple projects and accrued expenses.
Deferred revenues	1,402.7	1,260.6	142.1	Increase is mainly due to variations on multiple projects.
Other current financial liabilities	251.1	279.8	(28.7)	Decrease mainly reflects the full repayment of federal charges settlement (PPSC) payable and the payable related to the DPCP Remediation Agreement.
Other current non-financial liabilities	466.3	386.9	79.4	Increase mainly reflects an increase in the current portion of a liability related to share unit plans resulting mainly from the increase in the Company's share price, and in the income taxes payable.
Current portion of provisions	193.9	169.3	24.6	Refer to Note 20 to the 2024 Annual Financial Statements for details.
Current portion of lease liabilities	78.9	74.9	4.0	Not a significant change compared to prior year.
Short-term debt and current portion of long-term debt ⁽¹⁾	23.5	463.3	(439.8)	Decrease mainly reflects the full repayment of Series 6 Debentures and the credit facility of TransitNEXT General Partnership in 2024.
Total current liabilities	\$ 4,580.0	\$ 4,460.8	\$ 119.2	
Long-term debt ⁽¹⁾	\$ 1,687.9	\$ 1,519.3	\$ 168.6	Increase mainly reflects the issuance of the Series 8 Debentures in 2024 and a draw on the non-revolving term loan facility of AtkinsRéalis Trillium Holdings Inc., partially offset by a net repayment of the Company's Revolving Credit Facility.
Other non-current financial liabilities	22.6	24.6	(2.0)	Not a significant change compared to prior year.
Non-current portion of provisions	331.5	304.0	27.5	Refer to Note 20 to the 2024 Annual Financial Statements for details.
Non-current portion of lease liabilities	410.1	316.4	93.7	Increase mainly due to additions of lease contracts during the year, partially offset by passage of time of existing lease contracts.
Other non-current non-financial liabilities	78.2	38.0	40.2	Increase mainly due to the increase in a liability related to share unit plans resulting mainly from the increase in the Company's share price.
Deferred income tax liability	388.0	330.8	57.2	Increase is mainly due to the impact of taxable temporary differences related to capitalized development costs, right-of-use assets and contract assets, combined with the impact of foreign currency translation.
Total liabilities	\$ 7,498.2	\$ 6,993.9	\$ 504.3	

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12 of this MD&A).

EQUITY

AT DECEMBER 31 (IN MILLIONS \$)	2024	2023	CHANGE (\$)	EXPLANATIONS
Share capital	\$ 1,798.2	\$ 1,805.1	\$ (6.9)	Not a significant change compared to prior year.
Retained earnings ⁽¹⁾	1,987.0	1,763.6	223.5	Increase is mainly attributable to the 2024 net income, partially offset by the remeasurement of defined benefits plans and the cost of shares repurchased and cancelled in 2024.
Other components of equity	(12.2)	(293.5)	281.3	Variance is mainly attributable to exchange differences on translating foreign operations.
Equity attributable to AtkinsRéalis shareholders	\$ 3,773.1	\$ 3,275.1	\$ 497.9	
Non-controlling interests	16.0	11.6	4.4	Not a significant change compared to prior year.
Total equity	\$ 3,789.1	\$ 3,286.7	\$ 502.4	

⁽¹⁾ The Company has identified an adjustment relating to the recognition of unused tax losses as at December 31, 2022. This adjustment resulted in an increase of \$111.5 million to the income tax recovery line item in 2022 and a corresponding increase in the deferred income tax asset line item as at December 31, 2022. AtkinsRéalis has determined that, from an overall perspective, this adjustment did not have a material impact on the Company's consolidated financial statements. The corresponding understatement of the retained earnings balance of \$111.5 million as at December 31, 2023 resulted in the restatement of the prior year figure in the table above. Please refer to Section 4 of this MD&A and to Note 2C to the 2024 Annual Financial Statements.

WORKING CAPITAL

AT DECEMBER 31 (IN MILLIONS \$, EXCEPT CURRENT RATIO)	2024	2023 ⁽¹⁾	CHANGE (\$)	EXPLANATIONS
Working Capital ⁽²⁾	\$ 77.5	\$ (394.4)	\$ 471.9	Increase is due to the variance of multiple current assets and liabilities, notably an increase in contract assets, cash and cash equivalents, other current financial assets and other current non-financial assets, combined with a decrease in short-term debt and current portion of long-term debt and other current financial liabilities, partially offset mainly by an increase in trade payables and accrued liabilities, deferred revenues, other current non-financial liabilities and current portion of provisions.
Current Ratio ⁽²⁾	1.02	0.91	0.11	

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12 of this MD&A).

⁽²⁾ Supplementary financial measures. Please refer to Section 13 for further information on these financial measures.

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Related Party Transactions

The Company discloses information on its related party transactions, as defined in IAS 24, *Related Party Disclosures*, in Note 34 to the 2024 Annual Financial Statements, which note is incorporated by reference into this MD&A.

11

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the Company's material accounting policies, which are described in Note 2 to the 2024 Annual Financial Statements, management is required to make judgements, estimates, and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical accounting judgements and key estimates concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are described in detail in Note 3 to the 2024 Annual Financial Statements.

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Accounting Policies and Changes

Please refer to Note 2 to the 2024 Annual Financial Statements for more information regarding the Company's disclosure on material accounting policies and changes.

ADOPTION OF AMENDMENTS TO IAS 1 – CLASSIFICATION OF LIABILITIES AS CURRENT OR NON-CURRENT

The impact from the adoption of amendments to IAS 1, *Presentation of Financial Statements*, ("IAS 1") relates to classification of liabilities with an uncertain settlement date as current (due or potentially due to be settled within one year) or non-current. The amendments to IAS 1 result in a classification which is based on an entity's right, at the end of the reporting period, to roll over an obligation for at least twelve months after the reporting period under an existing loan facility, and not an entity's expectation, when it has the discretion whether or not to defer settlement of the obligation.

On January 1, 2024, the Company assessed classification of all its liabilities and reclassified the carrying amount of its Revolving Credit Facility, which is part of the Company's 2022 Credit Agreement, of \$324.6 million out of "Short-term debt and current portion of long-term debt" to "Long-term debt" in its consolidated statement of financial position as at December 31, 2023.

This change was made in accordance with IAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors*, ("IAS 8") resulting in the restatement of prior year figures.

CHANGE IN PRESENTATION – SEGMENT DISCLOSURES AND GOODWILL ALLOCATION TO CASH-GENERATING UNITS

Effective January 1, 2024, AtkinsRéalis implemented a new operational structure to unify and simplify the Company in the regions where it operates. Under the new structure, the former Engineering Services and O&M reportable segments were merged and are now managed by region. Engineering Services Regions now include the following reportable segments: i) Canada; ii) UKI; iii) USLA; and iv) AMEA. The Nuclear, Linxon, LSTK Projects and Capital reportable segments are unchanged. Refer to Section 2 for a description of each of the segments.

Following this operational realignment, effective January 1, 2024, the Company's goodwill is allocated to the following cash-generating units and groups of cash-generating units: i) Canada; ii) UKI; iii) USLA; iv) AMEA; v) Nuclear and vi) Linxon (refer to Note 13 to the 2024 Annual Financial Statements).

These changes resulted in the restatement of prior year figures.

13

Non-IFRS Financial Measures and Ratios, Supplementary Financial Measures, Total of Segments Measures and Non-Financial Information

The following section provides information regarding non-IFRS financial measures and ratios, supplementary financial measures, total of segments measures and non-financial information used by the Company to analyze and evaluate its results. These measures do not have any standardized meaning under IFRS Accounting Standards and therefore may not be comparable to similar measures presented by other issuers. Management believes that, in addition to conventional measures prepared in accordance with IFRS Accounting Standards, these measures provide additional insight into the Company's operating performance and financial position and certain investors may use this information to evaluate the Company's performance from period to period. However, these measures have limitations and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS Accounting Standards. Furthermore, certain non-IFRS financial measures and ratios, certain additional IFRS Accounting Standards measures and ratios, certain supplementary financial measures, certain total of segments measures and other non-financial information are presented separately for PS&PM, by excluding components related to Capital, as the Company believes that such measures are useful as these PS&PM activities are usually analyzed separately by the Company.

Regulation 52-112 respecting Non-GAAP and Other Financial Measures Disclosure ("Regulation 52-112") defines a "total of segments measure" as a financial measure disclosed by an issuer that (i) is a subtotal or total of two or more reportable segments of an entity, (ii) is not a component of a line item disclosed in the primary financial statements of the entity, (iii) is disclosed in the notes to the financial statements of the entity, and (iv) is not disclosed in the primary financial statements of the entity. Revenues and Segment Adjusted EBIT for each of Engineering Services Regions and AtkinsRéalis Services are total of segments measures, as defined in Regulation 52-112.

13.1 PERFORMANCE

Adjusted diluted earnings per share ("Adjusted diluted EPS") is defined as adjusted net income (loss) attributable to AtkinsRéalis shareholders (when applicable, from continuing operations), divided by the diluted weighted average number of outstanding shares for the period. Adjusted diluted EPS is a non-IFRS ratio that is an indicator of the financial performance of the Company's activities and allows the Company to present adjusted net income (loss) attributable to AtkinsRéalis shareholders on a diluted share basis. Refer to [Section 13.4.1](#) for a reconciliation of Adjusted diluted EPS to diluted EPS (namely, net income (loss) per diluted share) as determined under IFRS Accounting Standards. Such reconciliation is provided on a consolidated basis and also separately for PS&PM activities and for Capital, as the Company believes that such measures are useful since these activities are usually analyzed separately by the Company.

Adjusted EBITDA is a non-IFRS financial measure used by management to facilitate comparisons of operating performance from period to period and to prepare annual operating budgets and forecasts. Adjusted EBITDA is based on EBITDA (when applicable, from continuing operations) and excludes, when applicable to any given period, charges related to restructuring and transformation costs (reversal), gains (losses) on disposals of PS&PM businesses and Capital investments (or adjustments to gains or losses on such disposals) and acquisition-related costs and integration costs. It should be noted that the DPCP Remediation Agreement expense was removed from the list of adjustments disclosed in prior periods as there was no adjustment of this nature in the current and prior year periods, while the acquisition-related costs and integration costs were added back to the list of adjustments in 2024, while there were no such costs in the prior year periods. The Company believes that Adjusted EBITDA is

useful for providing securities analysts, investors and others with additional information to assist them in understanding components of its financial results, including a more complete understanding of factors and trends affecting the Company's operating performance. Adjusted EBITDA is believed to supplement information provided, as it highlights trends that may not otherwise be apparent when relying solely on IFRS Accounting Standards financial measures. Refer to [Section 13.4.2](#) for a reconciliation of Adjusted EBITDA to net income (loss) as determined under IFRS Accounting Standards. Such reconciliation is provided on a consolidated basis and also separately for PS&PM activities and for Capital (all adjustments listed above apply to PS&PM activities, except for the gains (losses) on disposals of Capital investments (or adjustments to gains or losses on such disposals), which only apply to Capital), as the Company believes that such measures are useful since these activities are analyzed separately by the Company.

Adjusted EBITDA to revenue ratio is a non-IFRS ratio based on Adjusted EBITDA and revenue, of which the Adjusted EBITDA is a non-IFRS financial measure. Management believes that this ratio is useful as it is used by certain securities analysts and investors when comparing the Company's performance against competitors and peer companies. Refer to [Section 13.4.2](#) for a reconciliation of Adjusted EBITDA to net income (loss) as determined under IFRS Accounting Standards and the calculation of Adjusted EBITDA to revenue ratio.

Adjusted net income (loss) attributable to AtkinsRéalis shareholders is a non-IFRS financial measure and is defined as net income (loss) attributable to AtkinsRéalis shareholders (when applicable, from continuing operations), adjusted for certain specific items that are significant but are not, based on management's judgement, reflective of the Company's underlying operations. These adjustments are, when applicable to any given period, restructuring and transformation costs (reversal), amortization of intangible assets related to business combinations, gains (losses) on disposals of PS&PM businesses and Capital investments (or adjustments to gains or losses on such disposals) and acquisition-related costs and integration costs, as well as income taxes and non-controlling interests on these adjustments. It should be noted that the DPCP Remediation Agreement expense was removed from the list of adjustments disclosed in prior periods as there was no adjustment of this nature in the current and prior year periods, while the acquisition-related costs and integration costs were added back to the list of adjustments in 2024, while there were no such costs in the prior year periods. The Company believes that Adjusted net income (loss) attributable to AtkinsRéalis shareholders is useful for providing securities analysts, investors and others with additional information to assist them in understanding components of its financial results, including a more complete understanding of factors and trends affecting the Company's operating performance. Adjusted net income (loss) attributable to AtkinsRéalis shareholders is believed to supplement information provided, as it highlights trends that may not otherwise be apparent when relying solely on IFRS Accounting Standards financial measures. It is also used by management to evaluate the performance of the activities of the Company from period to period. Refer to [Section 13.4.1](#) for a reconciliation of Adjusted net income (loss) attributable to AtkinsRéalis shareholders to net income (loss) attributable to AtkinsRéalis shareholders as determined under IFRS Accounting Standards. Such reconciliation is provided on a consolidated basis and also separately for PS&PM activities and for Capital (all adjustments listed above apply to PS&PM activities, except gains (losses) on disposals of Capital investments (or adjustments to gains or losses on such disposals), which only apply to Capital), as the Company believes that such measures are useful since these activities are analyzed separately by the Company.

Booking-to-revenue ratio is a non-IFRS ratio that corresponds to contract bookings divided by revenues for a given period, excluding the effect of acquisitions and disposals of the same period. This measure provides a useful basis for assessing the renewal of business, as it compares the value of performance obligations added in a given period to the amount of revenue recognized upon satisfying performance obligations in the same period. It should be noted that the amount of revenue used to calculate this ratio includes only revenues that are under the scope of IFRS 15, *Revenue from contracts with customers*, ("IFRS 15") and are disclosed in Note 9 to the 2024 Annual Financial Statements. Refer to [Section 13.4.3](#) for the calculation of the booking-to-revenue ratio for selected segments in respect of which the Company believes to be the most meaningful.

EBITDA is a non-IFRS financial measure and is defined as earnings (when applicable, from continuing operations) before net financial expenses (income), income taxes, depreciation and amortization. As such, this financial measure allows comparability of operating results from one period to another by excluding the effects of items that are usually associated with investing and financing activities. Refer to [Section 13.4.2](#) for a reconciliation of EBITDA to net income (loss) as determined under IFRS Accounting Standards.

Return on Average Shareholders' Equity ("ROASE") is a supplementary financial measure and corresponds to the trailing 12-month net income (loss) attributable to AtkinsRéalis shareholders, divided by a trailing 13-month average equity attributable to AtkinsRéalis shareholders, excluding "other components of equity". The Company excludes "other components of equity" because this element of equity results in part from the translation into Canadian dollars of its foreign operations having a different functional currency and from the accounting treatment of cash flow hedges. These amounts are not representative of the way the Company evaluates the management of such underlying risks. The Company believes that this financial measure is useful to compare its profitability to a measure of equity that excludes certain elements prone to volatility. Refer to [Section 8.5](#).

Segment Adjusted EBITDA is a non-IFRS financial measure derived from Segment Adjusted EBIT (defined in Note 4 to the 2024 Annual Financial Statements) and is used by management to evaluate the performance of the Company's segments but excluding certain items related to investing activities, through the exclusion of depreciation and amortization from direct costs of activities. Management believes that this measure is used by certain securities analysts and investors when comparing the Company's performance to that of its peers. Refer to a reconciliation of Segment Adjusted EBITDA to Segment Adjusted EBIT and consolidated EBIT in [Section 13.4.4](#).

Segment Adjusted EBITDA to segment net revenue ratio is a non-IFRS ratio used to analyze the profitability of certain of the Company's segments, namely the Canada, UKI, USLA and AMEA segments, and management believes that it facilitates period-to-period comparisons, as well as comparison with peers. This ratio is calculated by dividing the amount of Segment Adjusted EBITDA of a given period by the amount of segment net revenue for the same period. Refer to [Section 13.4.6](#) for the calculation of this ratio.

Segment net revenue is a non-IFRS financial measure that consists of segment revenue less direct costs for sub-contractors and other direct expenses that are recoverable directly from clients for the Canada, UKI, USLA and AMEA segments. Management believes that this measure is used by certain securities analysts and investors when comparing the Company's performance against competitors and peer companies. Refer to [Section 13.4.6](#) for a quantitative reconciliation of this measure to segment revenue.

13.2 LIQUIDITY

Days Sales Outstanding ("DSO") for the Engineering Services Regions is a supplementary financial measure that corresponds to the average number of days needed to convert the trade receivables and contract assets of the Engineering Services Regions into cash, all using a 12-month average balance; the result is then divided by the 12-month average revenue and multiplied by 365 days, in order to calculate a number of days. The Company tracks this metric closely to ensure timely collection and healthy liquidity from the Engineering Services Regions. The Company believes this measure is useful to investors as it demonstrates the Engineering Services Regions' ability to timely convert its earned revenue into cash. See the DSO for the Engineering Services Regions in [Section 4.1.4.1](#).

Free cash flow (usage) is a non-IFRS financial measure and is defined as net cash generated from (used for) operating activities less acquisition of property and equipment and additions to intangible assets, and payment of lease liabilities while adding back the federal charges settlement (PPSC) and the DPCP Remediation Agreement payments included in operating activities. The capital expenditures related to intangible assets were added to the definition of this non-IFRS financial measure in the second quarter of 2024 to align with the change in presentation adopted in the Company's statement of cash flows effective April 1, 2024, with restatement of comparative figures. Capital expenditures related to intangible assets are being considered in the calculation of free cash flow (usage), as they are similar in nature to the acquisition of property and equipment already included in the definition, although applicable to intangible assets. In the first quarter of 2024, the capital expenditures related to the CANDU® MONARK™ nuclear reactor development were added to the definition of free cash flow (usage); such change now includes other intangible assets starting in the second quarter of 2024 to align with the total capital expenditures of a similar nature presented on the Company's statement of cash flows. AtkinsRéalis believes that free cash flow (usage) provides a meaningful measure of discretionary cash generated (used) by and available to the Company to service debt, meet other payment obligations and make strategic investments, among other things. This non-IFRS measure excludes the impact of the federal charges settlement (PPSC) (refer to Note 17 to the 2024 Annual Financial Statements) and the DPCP Remediation Agreement (refer to Note 31 to the 2024 Annual Financial Statements) included in operating activities as the Company believes that such elements are not

representative of its capacity to generate cash flow from its ongoing operations. Refer to [Section 8.1](#) for a reconciliation of free cash flow (usage) to net cash generated from (used for) operating activities.

Free cash flow (usage) to adjusted net income (loss) attributable to AtkinsRéalis shareholders ratio is a non-IFRS ratio calculated by dividing free cash flow (usage) by adjusted net income (loss) attributable to AtkinsRéalis shareholders, both non-IFRS measures. The Company believes that such ratio is useful when analyzing the ability of the Company to convert its profitability into cash. Refer to [Section 13.4.7](#) for the calculation of this ratio.

Net cash generated from (used for) operating activities on a line of business/segment basis is a supplementary financial measure and is identical in composition to net cash generated from (used for) operating activities as reported in the financial statements, except that it is provided on a line of business/segment basis as opposed to on a consolidated basis. As described elsewhere in this MD&A, the AtkinsRéalis Services line of business is comprised of the following segments: Canada, UKI, USLA, AMEA, Nuclear and Linxon. The Company believes that it is useful to investors to provide this supplementary financial measure on a business line/segment basis due to the importance of the AtkinsRéalis Services line of business to the Company and that it is also relevant and useful for investors to be presented this measure for the Company's core engineering services without including items from either LSTK Projects, Capital and corporate activities, as well as items not allocated to the Company's segments. The Company also believes that it is relevant and useful to disclose this supplementary financial measure for LSTK Projects as the Company is completing the projects in this segment. These measures are presented in [Section 8.1](#).

Net limited recourse and recourse debt is a non-IFRS financial measure corresponding to the total amount of limited recourse and recourse debt, minus the amount of cash and cash equivalents at the end of a given period. This measure is used by management to analyze the indebtedness of the Company, excluding lease liabilities as well as indebtedness related to non-recourse financing. Refer to [Section 8.5](#) for a calculation of this non-IFRS measure.

Net limited recourse and recourse debt to Adjusted EBITDA ratio is a non-IFRS ratio used to analyze the Company's financial leverage. It is calculated by comparing the Net limited recourse and recourse debt at the end of a given period with Adjusted EBITDA of the corresponding trailing twelve-month period. Management believes that this measure is useful in evaluating the Company's ability to service its limited recourse and recourse debt from its continuing operations. Refer to [Section 8.5](#) for a calculation of this non-IFRS ratio.

Working capital corresponds to the amount of the Company's total current assets minus its total current liabilities and the **Current ratio** corresponds to the Company's total current assets divided by its total current liabilities. This measure and ratio are supplementary financial measures used to compare the Company's current assets with its current liabilities and are believed to be useful metrics in analyzing the Company's liquidity. These measures are presented in [Section 9](#).

13.3 OTHER

Organic revenue growth (contraction) (in dollar terms) is a non-IFRS financial measure corresponding to the change in revenue over a given period, excluding the effect of acquisitions, disposals and foreign currency changes over the same period. This non-IFRS measure is used to analyze period-over-period variances in revenue, excluding the effect of acquisitions, disposals and the impact of foreign exchange fluctuations to facilitate period-to-period comparisons of revenue without taking into account those elements that are not related to the internal performance of AtkinsRéalis on a "normalized" basis. Neither organic revenue growth (contraction) nor the organic revenue growth (contraction) ratio have a standardized definition within IFRS Accounting Standards and other issuers may define these measures differently and, accordingly, these measures may not be comparable to similar measures used by other issuers. Refer to [Section 13.4.5](#) for calculations of the organic revenue growth (contraction) and related **organic revenue growth (contraction) ratio**.

13.4 RECONCILIATIONS

The objective of this section is to provide a quantitative reconciliation between certain non-IFRS measures to the most comparable measure specified under IFRS Accounting Standards and to present the underlying calculation for certain non-IFRS ratios.

13.4.1 ADJUSTED DILUTED EPS AND ADJUSTED NET INCOME ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS

FOURTH QUARTERS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024				2023			
	Before taxes	Taxes	After taxes	Diluted EPS in \$	Before taxes	Taxes	After taxes	Diluted EPS in \$
Net income attributable to AtkinsRéalis shareholders			\$ 52.4	\$ 0.30			\$ 90.0	\$ 0.51
Restructuring and transformation costs	\$ 39.1	\$ (8.7)	\$ 30.3		\$ 21.4	\$ (4.8)	\$ 16.6	
Amortization of intangible assets related to business combinations	19.4	(3.8)	15.7		20.7	(4.0)	16.6	
Acquisition-related costs and integration costs	0.1	—	0.1		—	—	—	
Total adjustments	\$ 58.6	\$ (12.5)	\$ 46.0	\$ 0.26	\$ 42.1	\$ (8.8)	\$ 33.3	\$ 0.19
Adjusted net income attributable to AtkinsRéalis shareholders			\$ 98.5	\$ 0.56			\$ 123.3	\$ 0.70
Net income attributable to AtkinsRéalis shareholders from Capital			\$ 52.7	\$ 0.30			\$ 43.8	\$ 0.25
Total adjustments	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Adjusted net income attributable to AtkinsRéalis shareholders from Capital			\$ 52.7	\$ 0.30			\$ 43.8	\$ 0.25
Adjusted net income attributable to AtkinsRéalis shareholders from PS&PM			\$ 45.8	\$ 0.26			\$ 79.5	\$ 0.45

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024				2023			
	Before taxes	Taxes	After taxes	Diluted EPS in \$	Before taxes	Taxes	After taxes	Diluted EPS in \$
Net income attributable to AtkinsRéalis shareholders			\$ 283.9	\$ 1.62			\$ 287.2	\$ 1.64
Restructuring and transformation costs	\$ 52.3	\$ (12.3)	\$ 40.0		\$ 49.3	\$ (9.0)	\$ 40.3	
Amortization of intangible assets related to business combinations	80.6	(15.7)	64.9		83.2	(16.2)	67.0	
Acquisition-related costs and integration costs	1.0	—	1.0		—	—	—	
Gain on disposal of a PS&PM business	—	—	—		(46.2)	—	(46.2)	
Total adjustments	\$ 133.9	\$ (28.0)	\$ 105.9	\$ 0.60	\$ 86.3	\$ (25.2)	\$ 61.1	\$ 0.35
Adjusted net income attributable to AtkinsRéalis shareholders			\$ 389.8	\$ 2.22			\$ 348.3	\$ 1.98
Net income attributable to AtkinsRéalis shareholders from Capital			\$ 74.7	\$ 0.43			\$ 74.2	\$ 0.42
Total adjustments	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Adjusted net income attributable to AtkinsRéalis shareholders from Capital			\$ 74.7	\$ 0.43			\$ 74.2	\$ 0.42
Adjusted net income attributable to AtkinsRéalis shareholders from PS&PM			\$ 315.0	\$ 1.79			\$ 274.1	\$ 1.56

13.4.2 CONSOLIDATED EBITDA, ADJUSTED EBITDA AND ADJUSTED EBITDA TO REVENUE RATIO

FOURTH QUARTERS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Revenues	\$ 2,524.2	\$ 63.5	\$ 2,587.7	\$ 2,215.5	\$ 64.1	\$ 2,279.6
Net income (loss)	\$ (1.6)	\$ 52.7	\$ 51.1	\$ 46.0	\$ 43.8	\$ 89.8
Net financial expenses	39.5	1.2	40.7	42.3	2.7	45.0
Income tax expense (recovery)	13.0	(2.8)	10.2	12.4	1.0	13.4
EBIT	\$ 50.9	\$ 51.1	\$ 102.0	\$ 100.7	\$ 47.4	\$ 148.2
Depreciation and amortization	\$ 62.4	\$ —	\$ 62.4	\$ 64.3	\$ —	\$ 64.3
EBITDA	\$ 113.3	\$ 51.1	\$ 164.4	\$ 165.1	\$ 47.4	\$ 212.5
Restructuring and transformation costs	\$ 39.1	\$ —	\$ 39.1	\$ 21.4	\$ —	\$ 21.4
Acquisition-related costs and integration costs	0.1	—	0.1	—	—	—
Adjusted EBITDA	\$ 152.4	\$ 51.1	\$ 203.6	\$ 186.5	\$ 47.4	\$ 233.9
Adjusted EBITDA to revenue ratio (in %)	6.0%	80.5%	7.9%	8.4%	74.0%	10.3%

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Revenues	\$ 9,541.9	\$ 126.1	\$ 9,668.0	\$ 8,495.6	\$ 138.7	\$ 8,634.3
Net income	\$ 212.0	\$ 74.7	\$ 286.7	\$ 212.4	\$ 74.2	\$ 286.6
Net financial expenses	156.9	5.9	162.8	177.0	8.6	185.6
Income tax expense (recovery)	80.5	(2.2)	78.3	37.4	1.6	39.0
EBIT	\$ 449.4	\$ 78.4	\$ 527.8	\$ 426.7	\$ 84.4	\$ 511.2
Depreciation and amortization	\$ 245.4	\$ —	\$ 245.4	\$ 248.3	\$ —	\$ 248.3
EBITDA	\$ 694.7	\$ 78.4	\$ 773.2	\$ 675.0	\$ 84.4	\$ 759.5
Restructuring and transformation costs	\$ 52.3	\$ —	\$ 52.3	\$ 49.3	\$ —	\$ 49.3
Acquisition-related costs and integration costs	1.0	—	1.0	—	—	—
Gain on disposal of a PS&PM business	—	—	—	(46.2)	—	(46.2)
Adjusted EBITDA	\$ 748.0	\$ 78.4	\$ 826.5	\$ 678.2	\$ 84.4	\$ 762.6
Adjusted EBITDA to revenue ratio (in %)	7.8%	62.2%	8.5%	8.0%	60.8%	8.8%

13.4.3 BOOKING-TO-REVENUE RATIO

FOURTH QUARTER ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024							
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total
Opening backlog	\$7,431.4	\$1,661.6	\$1,613.2	\$1,325.2	\$12,031.3	\$3,221.1	\$1,584.8	\$16,837.3
Plus: Contract bookings during the period	209.6	703.7	390.4	235.6	1,539.3	440.1	846.7	2,826.1
Less: Revenues from contracts with customers recognized during the period	369.5	617.4	427.3	292.0	1,706.2	458.5	300.9	2,465.5
Ending backlog	\$7,271.5	\$1,748.0	\$1,576.3	\$1,268.8	\$11,864.5	\$3,202.7	\$2,130.6	\$17,197.8
Booking-to-revenue ratio (in %)	57%	114%	91%	81%	90%	96%	281%	115%

FOURTH QUARTER ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2023 ⁽¹⁾							
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total
Opening backlog	\$6,058.1	\$1,532.6	\$1,512.0	\$1,140.0	\$10,242.7	\$1,053.1	\$1,204.7	\$12,500.5
Plus: Contract bookings during the period	276.4	445.9	445.0	736.4	1,903.7	1,070.4	408.5	3,382.5
Less: Revenues from contracts with customers recognized during the period	399.2	576.6	406.4	311.7	1,693.8	269.5	173.9	2,137.2
Ending backlog	\$5,935.3	\$1,401.9	\$1,550.7	\$1,564.7	\$10,452.6	\$1,854.0	\$1,439.2	\$13,745.8
Booking-to-revenue ratio (in %)	69%	77%	110%	236%	112%	397%	235%	158%

YEAR ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024							
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total
Opening backlog	\$5,935.3	\$1,401.9	\$1,550.7	\$1,564.7	\$10,452.6	\$1,854.0	\$1,439.2	\$13,745.8
Plus: Contract bookings during the year	1,378.6	2,812.6	1,733.3	1,020.5	6,945.0	2,810.2	1,527.1	11,282.3
Backlog from a business combination during the year	1,418.8	—	—	—	1,418.8	—	—	1,418.8
Less: Revenues from contracts with customers recognized during the year ⁽²⁾	1,461.2	2,466.6	1,707.7	1,316.4	6,952.0	1,461.4	835.7	9,249.1
Ending backlog	\$7,271.5	\$1,748.0	\$1,576.3	\$1,268.8	\$11,864.5	\$3,202.7	\$2,130.6	\$17,197.8
Booking-to-revenue ratio (in %)	94%	114%	102%	78%	100%	192%	183%	122%

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

⁽²⁾ Revenues under the scope of IFRS 15, as disclosed in Note 9 to the 2024 Annual Financial Statements.

YEAR ENDED DECEMBER 31
(IN MILLIONS \$, EXCEPT AS OTHERWISE
NOTED)

2023⁽¹⁾

	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total
Opening backlog	\$6,076.3	\$1,533.6	\$1,405.2	\$1,000.9	\$10,016.0	\$936.6	\$881.8	\$11,834.4
Plus: Contract bookings during the year	1,284.4	2,356.8	1,686.5	1,581.0	6,908.6	1,929.0	1,135.1	9,972.8
Less: Revenues from contracts with customers recognized during the year ⁽²⁾	1,425.5	2,367.0	1,541.0	1,017.1	6,350.6	1,011.7	577.8	7,940.0
Backlog of business sold during the year	—	121.4	—	—	121.4	—	—	121.4
Ending backlog	\$5,935.3	\$1,401.9	\$1,550.7	\$1,564.7	\$10,452.6	\$1,854.0	\$1,439.2	\$13,745.8
Booking-to-revenue ratio (in %)	90%	100%	109%	155%	109%	191%	196%	126%

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

⁽²⁾ Revenues under the scope of IFRS 15, as disclosed in Note 9 to the 2024 Annual Financial Statements.

13.4.4 SEGMENT ADJUSTED EBITDA

FOURTH QUARTER ENDED DECEMBER 31 (IN MILLIONS \$)	2024											
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total	LSTK Projects	Capital	Less: Corporate and other ⁽¹⁾	Consolidated
Segment Adjusted EBIT (EBIT for consolidated figure)	\$ 24.4	\$ 81.5	\$ 33.2	\$ 28.4	\$ 167.5	\$ 55.9	\$ 19.3	\$ 242.8	\$ (84.4)	\$ 58.2	\$ (114.5)	\$ 102.0
Depreciation and amortization	6.2	13.9	7.5	5.8	33.4	5.2	1.2	39.8	2.0	—		
Segment Adjusted EBITDA	\$ 30.5	\$ 95.5	\$ 40.7	\$ 34.2	\$ 200.9	\$ 61.1	\$ 20.5	\$ 282.5	\$ (82.4)	\$ 58.2		

FOURTH QUARTER ENDED DECEMBER 31 (IN MILLIONS \$)	2023 ⁽²⁾											
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total	LSTK Projects	Capital	Less: Corporate and other ⁽¹⁾	Consolidated
Segment Adjusted EBIT (EBIT for consolidated figure)	\$ 28.4	\$ 67.7	\$ 39.6	\$ 26.5	\$ 162.2	\$ 41.2	\$ (2.1)	\$ 201.3	\$ (23.6)	\$ 54.5	\$ (84.0)	\$ 148.2
Depreciation and amortization	7.7	12.8	6.9	4.3	31.6	4.6	1.2	37.4	3.5	—		
Segment Adjusted EBITDA	\$ 36.1	\$ 80.6	\$ 46.5	\$ 30.7	\$ 193.9	\$ 45.8	\$ (0.9)	\$ 238.7	\$ (20.1)	\$ 54.5		

⁽¹⁾ "Corporate and other" corresponds to items not specifically allocated to segments and, therefore, not included in the Segment Adjusted EBIT of the Company's segments, for which details are provided below.

⁽²⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

The table below presents the details of the "Corporate and other" amount reconciling Segment Adjusted EBIT to the Company's consolidated EBIT:

FOURTH QUARTERS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023
Corporate selling, general and administrative expenses not allocated to the segments	\$ 56.0	\$ 42.0
Restructuring and transformation costs	39.1	21.4
Amortization of intangible assets related to business combinations	19.4	20.7
Acquisition-related costs and integration costs	0.1	—
Corporate and other	\$ 114.5	\$ 84.0

YEAR ENDED DECEMBER 31 (IN MILLIONS \$)	2024											
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total	LSTK Projects	Capital	Less: Corporate and other ⁽¹⁾	Consolidated
Segment Adjusted EBIT (EBIT for consolidated figure)	\$ 86.1	\$ 290.4	\$ 152.5	\$ 128.3	\$ 657.2	\$ 184.1	\$ 30.6	\$ 871.9	\$ (133.6)	\$ 106.6	\$ (317.1)	\$ 527.8
Depreciation and amortization	24.5	52.7	29.0	21.5	127.8	20.1	4.1	152.0	8.0	—		
Segment Adjusted EBITDA	\$ 110.6	\$ 343.1	\$ 181.5	\$ 149.8	\$ 785.0	\$ 204.2	\$ 34.7	\$ 1,023.9	\$ (125.6)	\$ 106.6		

YEAR ENDED DECEMBER 31 (IN MILLIONS \$)	2023 ⁽²⁾											
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total	LSTK Projects	Capital	Less: Corporate and other ⁽¹⁾	Consolidated
Segment Adjusted EBIT (EBIT for consolidated figure)	\$ 80.8	\$ 240.2	\$ 156.3	\$ 88.2	\$ 565.5	\$ 145.5	\$ 0.9	\$ 711.9	\$ (58.6)	\$ 112.6	\$ (254.8)	\$ 511.2
Depreciation and amortization	26.5	52.8	27.8	16.0	123.0	14.7	4.0	141.7	16.3	—		
Segment Adjusted EBITDA	\$ 107.3	\$ 293.0	\$ 184.1	\$ 104.2	\$ 688.6	\$ 160.2	\$ 4.9	\$ 853.7	\$ (42.3)	\$ 112.6		

⁽¹⁾ "Corporate and other" corresponds to items not specifically allocated to segments and, therefore, not included in the Segment Adjusted EBIT of the Company's segments, for which details are provided below.

⁽²⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

The table below presents the details of the "Corporate and other" amount reconciling Segment Adjusted EBIT to the Company's consolidated EBIT:

YEARS ENDED DECEMBER 31 (IN MILLIONS \$)	2024	2023
Corporate selling, general and administrative expenses not allocated to the segments	\$ 183.2	\$ 168.6
Restructuring and transformation costs	52.3	49.3
Amortization of intangible assets related to business combinations	80.6	83.2
Acquisition-related costs and integration costs	1.0	—
Gain on disposal of a PS&PM business	—	(46.2)
Corporate and other	\$ 317.1	\$ 254.8

13.4.5 ORGANIC REVENUE GROWTH (CONTRACTION)

FOURTH QUARTERS ENDED DECEMBER 31
(IN MILLIONS \$)

	2024 Revenues	2023 Revenues ⁽¹⁾	Variance	Foreign exchange impact	Acquisitions and disposals impact	Organic revenue growth (contraction)
Canada	\$ 369.5	\$ 399.4	\$ (29.9)	\$ 0.6	\$ 12.8	\$ (43.3)
UKI	620.5	582.4	38.1	36.3	—	1.8
USLA	427.3	406.5	20.7	6.1	—	14.6
AMEA	292.6	310.6	(18.0)	8.0	—	(26.0)
Engineering Services Regions	1,709.9	1,698.9	11.0	51.0	12.8	(52.8)
Nuclear	464.3	278.1	186.2	7.5	—	178.7
Linxon	300.9	173.9	127.0	5.6	—	121.4
AtkinsRéalis Services – Total	\$ 2,475.1	\$ 2,150.9	\$ 324.2	\$ 64.0	\$ 12.8	\$ 247.3

FOURTH QUARTERS ENDED DECEMBER 31
(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)

	2024 Revenues	2023 Revenues ⁽¹⁾	Variance (%)	Foreign exchange impact (%)	Acquisitions and disposals impact (%)	Organic revenue growth (contraction) (%)
Canada	\$ 369.5	\$ 399.4	(7.5)%	0.1%	3.2%	(10.8)%
UKI	620.5	582.4	6.5%	6.2%	—%	0.3%
USLA	427.3	406.5	5.1%	1.5%	—%	3.6%
AMEA	292.6	310.6	(5.8)%	2.6%	—%	(8.4)%
Engineering Services Regions	1,709.9	1,698.9	0.6%	3.0%	0.8%	(3.1)%
Nuclear	464.3	278.1	67.0%	2.7%	—%	64.3%
Linxon	300.9	173.9	73.0%	3.2%	—%	69.8%
AtkinsRéalis Services – Total	\$ 2,475.1	\$ 2,150.9	15.1%	3.0%	0.6%	11.5%

YEARS ENDED DECEMBER 31
(IN MILLIONS \$)

	2024 Revenues	2023 Revenues ⁽¹⁾	Variance	Foreign exchange impact	Acquisitions and disposals impact	Organic revenue growth (contraction)
Canada	\$ 1,461.2	\$ 1,425.7	\$ 35.5	\$ 1.3	\$ 38.3	\$ (4.1)
UKI	2,480.8	2,382.9	97.9	98.4	(103.3)	102.8
USLA	1,707.7	1,541.1	166.6	14.7	—	151.9
AMEA	1,317.7	1,017.2	300.5	15.7	—	284.8
Engineering Services Regions	6,967.5	6,366.9	600.5	130.1	(65.0)	535.4
Nuclear	1,489.4	1,044.1	445.3	18.9	—	426.4
Linxon	835.7	577.8	257.9	13.3	—	244.6
AtkinsRéalis Services – Total	\$ 9,292.6	\$ 7,988.8	\$ 1,303.7	\$ 162.3	\$ (65.0)	\$ 1,206.4

YEARS ENDED DECEMBER 31
(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)

	2024 Revenues	2023 Revenues ⁽¹⁾	Variance (%)	Foreign exchange impact (%)	Acquisitions and disposals impact (%)	Organic revenue growth (contraction) (%)
Canada	\$ 1,461.2	\$ 1,425.7	2.5%	0.1%	2.7%	(0.3)%
UKI	2,480.8	2,382.9	4.1%	4.1%	(4.3)%	4.3%
USLA	1,707.7	1,541.1	10.8%	1.0%	—%	9.9%
AMEA	1,317.7	1,017.2	29.5%	1.5%	—%	28.0%
Engineering Services Regions	6,967.5	6,366.9	9.4%	2.0%	(1.0)%	8.4%
Nuclear	1,489.4	1,044.1	42.6%	1.8%	—%	40.8%
Linxon	835.7	577.8	44.6%	2.3%	—%	42.3%
AtkinsRéalis Services – Total	\$ 9,292.6	\$ 7,988.8	16.3%	2.0%	(0.8)%	15.1%

⁽¹⁾ Comparative figures have been restated to reflect the current year presentation (refer to Section 12).

13.4.6 SEGMENT NET REVENUE AND SEGMENT ADJUSTED EBITDA TO SEGMENT NET REVENUE RATIO FOR ENGINEERING SERVICES REGIONS AND THE CANADA, UKI, USLA AND AMEA SEGMENTS

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FOURTH QUARTERS		YEARS ENDED DECEMBER 31	
	2024	2023	2024	2023
Total revenue – Engineering Services Regions ⁽¹⁾	\$ 1,709.9	\$ 1,698.9	\$ 6,967.5	\$ 6,366.9
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – Engineering Services Regions ⁽¹⁾	476.4	492.6	2,025.1	1,776.5
Total segment net revenue – Engineering Services Regions⁽¹⁾	\$ 1,233.5	\$ 1,206.2	\$ 4,942.4	\$ 4,590.4
Total Segment Adjusted EBITDA – Engineering Services Regions⁽¹⁾	\$ 200.9	\$ 193.9	\$ 785.0	\$ 688.6
Total Segment Adjusted EBITDA to segment net revenue ratio – Engineering Services Regions (in %)⁽¹⁾	16.3%	16.1%	15.9%	15.0%

⁽¹⁾ Engineering Services Regions is comprised of the Canada, UKI, USLA and AMEA segments.

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FOURTH QUARTERS		YEARS ENDED DECEMBER 31	
	2024	2023	2024	2023
Revenue – Canada	\$ 369.5	\$ 399.4	\$ 1,461.2	\$ 1,425.7
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – Canada	143.8	171.3	603.7	606.2
Segment net revenue – Canada	\$ 225.8	\$ 228.1	\$ 857.5	\$ 819.6
Segment Adjusted EBITDA – Canada	\$ 30.5	\$ 36.1	\$ 110.6	\$ 107.3
Segment Adjusted EBITDA to segment net revenue ratio – Canada (in %)	13.5%	15.8%	12.9%	13.1%

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FOURTH QUARTERS		YEARS ENDED DECEMBER 31	
	2024	2023	2024	2023
Revenue – UKI	\$ 620.5	\$ 582.4	\$ 2,480.8	\$ 2,382.9
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – UKI	133.6	106.4	532.2	480.7
Segment net revenue – UKI	\$ 486.9	\$ 476.0	\$ 1,948.6	\$ 1,902.2
Segment Adjusted EBITDA – UKI	\$ 95.5	\$ 80.6	\$ 343.1	\$ 293.0
Segment Adjusted EBITDA to segment net revenue ratio – UKI (in %)	19.6%	16.9%	17.6%	15.4%

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FOURTH QUARTERS		YEARS ENDED DECEMBER 31	
	2024	2023	2024	2023
Revenue – USLA	\$ 427.3	\$ 406.5	\$ 1,707.7	\$ 1,541.1
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – USLA	104.5	100.5	407.8	358.2
Segment net revenue – USLA	\$ 322.7	\$ 306.0	\$ 1,299.9	\$ 1,182.9
Segment Adjusted EBITDA – USLA	\$ 40.7	\$ 46.5	\$ 181.5	\$ 184.1
Segment Adjusted EBITDA to segment net revenue ratio – USLA (in %)	12.6%	15.2%	14.0%	15.6%

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FOURTH QUARTERS		YEARS ENDED DECEMBER 31	
	2024	2023	2024	2023
Revenue – AMEA	\$ 292.6	\$ 310.6	\$ 1,317.7	\$ 1,017.2
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – AMEA	94.4	114.5	481.4	331.5
Segment net revenue – AMEA	\$ 198.2	\$ 196.1	\$ 836.3	\$ 685.7
Segment Adjusted EBITDA – AMEA	\$ 34.2	\$ 30.7	\$ 149.8	\$ 104.2
Segment Adjusted EBITDA to segment net revenue ratio – AMEA (in %)	17.3%	15.7%	17.9%	15.2%

13.4.7 FREE CASH FLOW (USAGE) TO ADJUSTED NET INCOME ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS RATIO

YEARS ENDED DECEMBER 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023 ⁽¹⁾
Free cash flow (usage) ⁽²⁾	\$ 327.2	\$ (40.2)
Adjusted net income attributable to AtkinsRéalis shareholders ⁽³⁾	\$ 389.8	\$ 348.3
Free cash flow (usage) to adjusted net income attributable to AtkinsRéalis shareholders ratio (in %)	84.0%	(11.5)%

⁽¹⁾ The comparative figure and ratio have been restated to reflect the current year presentation. Please refer to Section 8.1 for further information.

⁽²⁾ Please refer to Section 8.1 for a quantitative reconciliation of Free cash flow (usage) to net cash generated from (used for) operating activities.

⁽³⁾ Please refer to Section 13.4.1 for a quantitative reconciliation of Adjusted net income (loss) attributable to AtkinsRéalis shareholders to net income (loss) attributable to AtkinsRéalis shareholders.

PRINCIPAL RISKS AND UNCERTAINTIES

The Company is subject to a number of risks and uncertainties in carrying out its activities. The Company has measures in place to identify, monitor and, to a certain extent, mitigate such risks and uncertainties. Such measures include, among others, the enterprise risk management program, the work performed by various committees at the Board of Directors and management levels, as well as the enforcement of numerous policies and procedures. Investors should carefully consider the risks and uncertainties described below before investing in the Company's securities. Additional risks and/or uncertainties not currently known or that the Company currently believes are immaterial may also impair its future business, financial condition, liquidity, and results of operations.

RISKS RELATING TO THE COMPANY'S OPERATIONS

Contract awards and timing

Obtaining new contract awards, which is a key component for the sustainability of revenues and profitability, is difficult in a competitive environment. The timing of when project awards will be made is unpredictable and outside of the Company's control. The Company operates in highly competitive markets, where it is difficult to predict whether and when it will receive awards since these awards and projects often involve complex and lengthy negotiations and bidding processes. These processes can be impacted by a wide variety of factors, including elections and change in governments, governmental approvals, financing contingencies, commodity prices, environmental conditions, and overall market and economic conditions. In addition, the Company may not be awarded contracts that it has bid on, due to price, the conditions or qualifications applicable to the Company's bid, a client's perception of the Company's reputation, ability to perform and/or perceived technology or other advantages held by competitors. The Company's competitors may be more inclined to take greater or unusual risks or accept terms and conditions in a contract that the Company might not deem market or acceptable. Thus, the Company is subject to the risk of losing new contract awards to competitors, as well as the risk that revenue may not be derived from awarded projects as quickly as anticipated. Furthermore, the Company may incur significant costs in order to bid on projects that it may not be awarded, thereby resulting in expenses that failed to generate any profit for the Company. It should also be noted that the Company's results of operations can fluctuate from quarter to quarter and year to year depending on whether and when projects are awarded. The timing and progress of any work performed under awarded contracts may further impact the Company's results of operations.

In addition, fluctuating demand cycles are common in the engineering and construction industries, and these can have a significant impact on the degree of competition for available projects and the awarding of new contracts. As such, fluctuations in the demand for engineering and construction services, or the ability of the private and/or public sectors to fund projects in a depressed economic climate could adversely affect the awarding of new contracts and margin and thus, the Company's results. Given the cyclical nature of the engineering and construction industries, the financial results of the Company, like others in such industries, may be impacted in any given period by a wide variety of factors beyond its control. Therefore, the Company may, from time to time, be subject to significant and unpredictable variations in its quarterly and annual financial results.

Among other matters, the Company's estimates of future performance further depend on whether and when it will be awarded new contracts, including the extent to which the Company utilizes its workforce. The rate at which the Company utilizes its workforce is impacted by a variety of factors, including: the Company's ability to manage attrition or attract and recruit talent in a timely manner; the Company's ability to forecast its need for services, which in turn allows the Company to maintain an appropriately-sized workforce; the Company's ability to transition

employees from completed projects to new projects or between internal business groups; and the Company's need to devote resources to non-chargeable activities such as training or business development. While the Company's estimates are based upon its professional judgement, these estimates can be unreliable, and may frequently change based on newly available information. In the case of large-scale domestic and international projects where timing is often uncertain, it is particularly difficult to predict whether, if and when the Company will be awarded a contract. The uncertainty of contract award timing can present difficulties in matching the size of the Company's workforce with its current needs. If an expected contract award is delayed or not received, or if an ongoing contract is cancelled, the Company could incur costs resulting from reductions in staff, or redundancy of facilities, which would reduce the Company's operational efficiency, margins and profits.

Contract liability and execution risk

Contract revenues and costs are established, in part, based on estimates, which are subject to a number of assumptions, such as those regarding future economic conditions, productivity, performance of the Company's employees and of subcontractors or equipment suppliers, price, inflation, availability of labour, equipment and materials and other requirements that may affect project costs or schedule, such as obtaining the required environmental permits and approvals on a timely basis. Cost overruns may also occur when unforeseen circumstances arise. In addition, reimbursable contracts such as unit-rate contracts for which a fixed amount per quantity is charged to the customer, and reimbursable contracts with a cap bear some risks that are similar to those related to fixed-price contracts, as the estimates used to establish the contract unit-rate and/or the contractual cap are also subject to the assumptions listed above. Also, a significant portion of the Company's services business derives revenues from multi-year contracts, where there are caps on cost escalations based on initially agreed-upon pricing indices, and, in a period of time in which the rate of inflation and cost increases exceed the contractually agreed upon cost escalation index, there is a risk that the margins on revenues derived from such contracts would be eroded.

Furthermore, should the Company experience difficulties in the execution of projects due to various factors, such as a lack of efficiency in the implementation of its processes, various impacts on productivity, increases in inflation and supply chain disruptions, all of which could lead to higher costs and delays to project completions, failure to accurately estimate project costs and/or conclude strategic transactions pertaining to project resources, such difficulties could have an adverse impact, whether temporary or permanent, on the Company's financial results from these projects, even if the Company is entitled and ultimately able to recover additional compensation for increased costs and/or obtain an extension of time to complete work on such projects.

Should cost overruns occur, and the Company is unable to recover such overruns from a third party, the Company will experience reduced profits or, in some cases, a project loss. Significant cost overruns can occur on both large and smaller contracts or projects. Should a large cost overrun occur, or if cost overruns occur on multiple projects, such cost overruns could increase the unpredictability and volatility of the Company's profitability as well as have a material adverse impact on its business. Refer also to the risk factor titled "Lump-sum turnkey ("LSTK") contracts".

In addition, in certain instances, the Company may guarantee a client that it will complete a project by a scheduled date or that a facility will achieve certain performance standards or the Company may bear liability in relation to a project without any contractual cap other than as provided by applicable law. As such, the Company may incur additional costs should the project or facility subsequently fail to meet the scheduled completion date or performance standards or if the Company fails or is alleged to have failed to meet its required standard of care. A project's revenues could also be reduced in the event the Company is required to pay liquidated damages or in connection with contractual penalty provisions, which can be substantial and can accrue on a daily basis.

Backlog and contracts with termination for convenience provisions

The Company's backlog (also referred to as remaining performance obligations) are derived from contract awards that are considered firm, or management's estimates of revenues to be generated from firm contract awards for reimbursable contracts, and is thus an indication of expected future revenues. Project delays, suspensions, terminations, cancellations or reductions in scope do occur from time to time in the Company's industry, due to considerations beyond the control of the Company and may have a material impact on the amount of reported

backlog with a corresponding adverse impact on future revenues and profitability. In addition, a number of project contracts have warranty periods and/or outstanding claims, which may result in legal proceedings extending for considerable periods of time beyond the actual performance and completion of the projects. Furthermore, many of the Company's contracts contain "termination for convenience" provisions, which permit the client to terminate or cancel the contract at its convenience upon providing the Company with notice a specified period of time before the termination date and/or paying the Company equitable compensation, depending on the specific contract terms. In the event that a significant number of the Company's clients were to avail themselves of such "termination for convenience" provisions, or if one or more significant contracts were terminated for convenience, the Company's reported backlog would be adversely affected, with a corresponding adverse impact on expected future revenues and profitability.

Competition

The Company operates businesses in highly competitive industry segments and geographic markets, both in Canada and internationally. The Company competes with large, mid-sized and smaller companies alike, across a range of industry segments. In addition, an increase in international companies entering into the Canadian marketplace and/or non-traditional competitors and international companies entering any industry segments where the Company is present has also made such markets more competitive. New contract awards and contract margins are dependent on the level of competition and the general state of the markets in which the Company operates. Fluctuations in demand in the segments in which the Company operates may impact the degree of competition for work. Competitive position is based on a multitude of factors, including pricing, ability to obtain adequate bonding, backlog, financial strength, appetite for risk, availability of partners, suppliers and workforce, and reputation for quality, timeliness and experience. If the Company is unable to effectively respond to these competitive factors, its results of operations and financial condition will be adversely impacted. In addition, a prolonged economic slump or slower than anticipated recovery may also result in increased competition in certain market segments, price or margin reductions or decreased demand which may adversely affect results.

Qualified personnel

The success of the Company depends heavily on its workforce and its ability to attract, recruit, develop and retain qualified personnel in a competitive work environment. Engineers, architects, designers, project managers, as well as functional experts and corporate leadership professionals who possess both experience and skills that match the current and future needs of the marketplace are essential to the success of the Company's business. The pace of technology advances requires the Company to devote significant time and resources to training its employees in order to provide them with relevant skills and capabilities to meet client needs. The ability to retain and motivate qualified personnel, or attract suitable replacements as needed, is dependent on, among other things, the competitive nature of the employment market and the career opportunities and compensation that the Company can offer.

There is always strong competition for qualified technical and management personnel in the Company's industry, and if the Company were to lose some or all of these personnel, they could be difficult to replace in the timeline demanded by the Company's clients. For example, some of the Company's personnel hold government-granted clearance that may be required to obtain government projects. If the Company were to lose some or all of these personnel, they could be difficult to replace. The inability to attract and retain qualified personnel would place increased demands on the Company's existing resources. This could result in, among other things, lost opportunities, cost overruns, failure to successfully complete existing projects and to compete for new ones, and inability to mitigate risks and uncertainties.

In addition, should the Company's corporate leadership professionals and other key personnel retire or otherwise leave the Company, the Company would be required to have an appropriate succession plan in place. Existing staff may need to be retrained to fill the roles of departed staff, and, wherever necessary, the Company would need to identify and recruit potential external candidates for key roles. The Company would need to successfully implement such plans, which would require devoting time and resources toward identifying and integrating new personnel into leadership roles and other key positions. Should the Company fail to effectively prepare and

implement an effective succession plan, there could be a material adverse effect on its ability to conduct its business effectively, and to provide services to its clients until qualified replacements are found.

International operations

The Company has significant international operations and generates a significant percentage of its revenues from outside Canada. While international activities can bring benefits from the diversification of the Company's markets, client-base and availability of resources, the focus of the Company on a limited number of core regions could reduce such diversification, such that a declining volume of activities in a given core market could adversely affect the Company's financial condition, liquidity and future results of operations.

The Company's business is dependent on the continued success of its international operations, and the Company expects its international operations to continue to account for a significant portion of its total revenues.

The Company's international operations are subject to a variety of risks, many of which also apply to its Canadian operations, including:

- recessions and other economic crises in other regions, or specific foreign economies and the impact on the Company's costs of doing business in those countries;
- difficulties in staffing and managing foreign operations, including logistical, security and communication challenges;
- changes in foreign government policies, laws, regulations and regulatory requirements, or the interpretation, application and/or enforcement thereof;
- difficulty or expense in enforcing contractual rights due to a lack of a developed legal system or otherwise;
- renegotiation or nullification of existing contracts;
- the adoption of new, and the expansion of existing, trade or other tariffs and restrictions, including those of a retaliatory or political nature as geopolitical events unfold;
- difficulties, delays and expenses that may be experienced or incurred in connection with the movement and clearance of personnel and goods through the customs and immigration authorities of multiple jurisdictions;
- embargoes;
- acts of war, civil unrest, force majeure and terrorism;
- social, political and economic instability;
- expropriation of property;
- the risk that inter-governmental relationships may deteriorate such that the Company's operations in a given country may be negatively impacted because the Company is head-quartered in Canada, or because it carries on business in another country;
- difficulties, delays and expense that may be experienced in obtaining critical licenses, permits or the like, to carry on the Company's business as a result of administrative processes in certain jurisdictions that differ from those in North America;
- tax increases or changes in tax laws, legislation or regulation or in the interpretation, application and/or enforcement thereof; and
- limitations on the Company's ability to repatriate cash, funds or capital invested or held in jurisdictions outside Canada.

To the extent the Company's international or Canadian operations are affected by unexpected or adverse economic, political and other conditions, the Company's business, financial condition and results of operations may be adversely affected.

In addition, the Company's activities outside Canada expose the Company to foreign currency exchange risks, which could adversely impact its operating results. The Company is particularly vulnerable to fluctuations in the

value of the British pound and the U.S. dollar. While the Company has a hedging strategy in place to mitigate some of the effects of certain foreign currency exposures, there can be no assurance that such hedging strategy will be effective. The Company does not have hedging strategies in place with respect to all currencies to which it is exposed in the conduct of its business. The Company's hedging strategy includes the use of forward foreign exchange contracts, which also contain an inherent credit risk related to default on obligations by the counterparties to such contracts. See also Note 28 to the 2024 Annual Financial Statements.

The Company is also subject to risks associated with political, legislative, regulatory and policy changes in Canada, the U.S. and internationally, including the issuance of any executive orders and any retaliatory and/or protectionist measures, or other economically nationalistic measures of such nature, implemented by either government, which may impact, among other things, international trade policies and tariffs. For example, despite the Company leveraging mainly local or "in-country" resources when delivering its services in both Canada and the U.S., any political, legislative, regulatory or policy changes that may be implemented in connection with increased trade and/or commercial tensions between Canada and the U.S., such as the potential creation of barriers or increased costs for, or the outright banning of, Canadian-controlled or Canadian-owned entities from bidding and/or winning contracts with any federal, state or municipal governments in the U.S., may have an adverse effect on the Company and its financial condition. Moreover, any uncertainty surrounding potential legislative or regulatory changes, or political trade and commercial tensions, may also adversely impact the Company's operations as clients in both the public and private sectors may delay or cancel projects as a means to themselves mitigate and/or manage their own risks associated with such changes. While these factors are outside of the Company's control, they may nonetheless lead the Company to adjust its strategy in order to compete effectively in global markets.

Risks relating to the Company's Nuclear segment

The Company's Nuclear segment supports clients across the entire Nuclear lifecycle with the full spectrum of services from consultancy, EPCM services, field services, technology services, spare parts, reactor support & decommissioning and waste management. As stewards of the CANDU® technology, it also provides new-build and full refurbishment services of CANDU® reactors. Such services can subject the Company to risks arising out of a nuclear, radiological or criticality incident, whether or not within the Company's control.

Indemnification provisions contained in the domestic legislation of the jurisdictions in which the Company's Nuclear segment operates, such as Canada's Nuclear Liability and Compensation Act, the United Kingdom's Nuclear Installations Act 1965, the United States' Price-Anderson Act, or equivalent protections afforded under international conventions, seek to ensure compensation for the general public, while indemnifying nuclear industry participants against liability arising from nuclear incidents, subject to possible exclusions.

However, these legislative indemnification provisions may not apply to all liabilities incurred while performing services as a contractor for the nuclear industry. If an incident or certain damages resulting therefrom are not covered under applicable legislative indemnification provisions, the Company could be held liable for damages which could have a material adverse impact on the Company's financial condition and results of operations. In addition to legislative indemnification provisions, the Company seeks to protect itself from any liability associated with nuclear incidents and damages resulting therefrom in its contracts, but there can be no assurance that such contractual limitations on liability will be effective in all cases, or that the Company's or its clients' insurance will cover all liabilities assumed under those contracts. The costs of defending against claims arising out of a nuclear incident, and any damages that could be awarded as a result of such claims, could have a material adverse impact on the Company's financial condition and results of operations.

Furthermore, nuclear power is, and has historically been, subject to public acceptance, and such acceptance in countries where we operate or where we intend to sell nuclear power could experience changes. Despite being relatively infrequent and subject to stringent safety regulations, due to their inherent materiality, incidents at nuclear power plants have historically attracted significant worldwide media and public attention favouring more significant regulation for nuclear power generation. Another major event at a nuclear power plant, or a similar occurrence related to the nuclear industry, could lead to the adoption of even more stringent safety regulations, reverse or halt the more recent positive trend towards nuclear power generation, or cause the public sentiment to shift in favour of phasing-out nuclear power. If such an event were to occur, the Company and other nuclear

industry participants would likely be materially impacted by such changes in the regulation and public perception of nuclear power generation, which could significantly adversely affect the demand for the construction of new plants, for the re-licensing of existing plants, for nuclear-related products and services and the future prospects for nuclear power generation. In addition, public acceptance of nuclear power generation may be impacted by the overall success of building nuclear power plants, which itself may be impacted by increased costs, delays in building, and evolving technology choices associated with the building of such plants. All of the aforementioned risks associated with nuclear power generation could have a material adverse effect on the Company's earnings, cash flows, financial condition, results of operations or prospects.

Research and development activities and related investments

The Company is engaged in research and development ("R&D") activities and may from time to time, make significant investments of money, resources and time in the development of new products, technology or intellectual property, such as the Company's investment in the CANDU® MONARK™ nuclear reactor design. Such activities and related investments might not be successful due to various factors, including but not limited to: technological challenges, changes in market conditions or opportunities, cost overruns, inability to successfully commercialize the underlying products or services as part of profitable operations, delay or failure in obtaining regulatory approvals or obsolescence. The inability to generate benefits from R&D activities and related investments could have a material adverse effect on the Company's business, financial condition and results of operations, as well as investors' return on equity.

Acquisition and integration of businesses

The acquisition and integration of a business can be a challenging task that includes, but is not limited to, finding suitable acquisition candidates, identifying and quantifying significant risks encountered during the due diligence process, the ability to conclude transactions under acceptable conditions, the realization of synergies, cost management to avoid duplication, information systems integration, staff reorganization, establishment of controls, procedures, and policies, as well as cultural alignment. The inability to adequately integrate an acquired business in a timely manner might result in the departure of qualified personnel, lost business opportunities and/or higher-than-expected integration costs. Furthermore, there can be no assurance that the Company will maximize or realize the full potential of any of its acquisitions. In addition, there are risks associated with the acquisition of a business, where certain liabilities including, but not limited to, contingent liabilities, legal claims and environmental exposures, were unknown at the time the acquisition was negotiated and concluded.

Divestitures and the sale of significant assets

The sale of a business unit and/or significant assets is a complex process that involves certain risks, such as failure to properly plan, prepare and execute the transaction and to prepare a contract that is intended to protect the Company from post-closing adjustments, certain liabilities and additional costs. In addition, the Company is exposed to the risk of the sale falling through, selling at a lower price than the asking price, the buyer not respecting, or not being in a financial or other position to respect, its post-closing contractual obligations, and/or extended time to complete transactions.

The divestment of businesses involves risks and uncertainties, such as the difficulty in separating assets directly related to the businesses sold from the businesses the Company retains, senior management and employee distraction, the need to obtain regulatory approvals and other third-party consents, which can potentially disrupt customer and supplier relationships, and the fact that the Company may be subject to additional tax obligations or losses of certain tax benefits. Such actions may also give rise to significant costs, and require the time and attention of management, which may divert attention from other business operations. Because of these challenges, as well as market conditions or other factors, divestitures may take longer and/or be costlier, generate fewer benefits than expected, or may not be completed at all. If the Company is unable to complete its intended divestitures or successfully transition divested businesses, its business and financial results could be negatively impacted. If the Company disposes of a business, it may not be able to successfully cause a buyer of a divested business to assume the liabilities of that business or, even if such liabilities are assumed, the Company may have

difficulties enforcing its rights, contractual or otherwise, against the buyer. The Company may retain exposure on financial or performance guarantees and other contractual, employment, pension and severance obligations, and potential liabilities that may arise under law because of the disposition or the subsequent failure of a buyer. As a result, the performance of the divested businesses or other conditions outside of the Company's control could have a material adverse effect on its results of operations. In addition, many contracts for the sale of a subsidiary or a business provide for the delivery of closing financial statements and, depending on the results of the closing financial statements, the buyer could assert a claim, whether founded or not, that the Company, as seller, is obligated to pay certain sums, even material sums, as a post-closing adjustment to the buyer after completion of the transaction and, depending on the amount of any such post-closing adjustment payment that the Company may be required (or decides) to pay, such a payment could have an adverse or even a material adverse impact on the Company's cash resources, liquidity and/or its financial results and performance. Conversely, the right to assert a similar claim is generally also available to the Company against a buyer, depending on the results of the closing financial statements. Moreover, the divestiture of any business could negatively impact the Company's profitability because of losses that may result from such a sale, the loss of revenues or a decrease in cash flows. Following a divestiture, the Company may also have less diversity in its business and in the markets it serves, as well as in its client base.

Dependence on third parties

The Company undertakes contracts wherein it subcontracts a portion of the project or the supply of material and equipment to third parties. If the amount the Company is required to pay for subcontractors or equipment and supplies exceeds what was estimated, the Company may suffer losses on these contracts. If a supplier or subcontractor fails to provide supplies, equipment or services as required under a negotiated contract for any reason, or provides supplies, equipment or services that are not of an acceptable quality or quantity, the Company may be required to source those supplies, equipment or services on a delayed basis or at a higher price than anticipated. This could in turn impact contract profitability. In addition, faulty equipment or materials could impact the overall project, resulting in claims against the Company for failure to meet required project specifications. These risks may be intensified during an economic downturn if these suppliers or subcontractors experience financial difficulties or find it difficult to obtain sufficient financing to fund their operations or access to bonding, and are not able to provide the services or supplies (altogether or on a timely basis) or the requisite quality or grade of services or supplies necessary for the Company's business.

In addition, in instances where the Company relies on a single contracted supplier or subcontractor, or a small number of suppliers or subcontractors, there can be no assurance that the marketplace can provide these products or services on a timely basis, or at the costs the Company had anticipated, and the bankruptcy or insolvency of one or more suppliers or subcontractors on whom the Company substantially depends for one or more particular project(s) or contract(s) would also adversely impact the Company. Furthermore, irrespective of the importance or number of project or Company subcontractors or suppliers, general global supply chain disruptions and issues outside the control of the Company could adversely affect ongoing operations also resulting in the aforementioned risks to the Company. A failure by a third-party subcontractor or supplier to comply with applicable laws, rules or regulations could negatively impact the Company's business and/or reputation and, in the case of government contracts, could also result in fines, penalties, suspension or even debarment being imposed on the Company, which could in turn have a material adverse impact on the Company's reputation, business, financial condition and results of operations.

Supply chain disruptions

Global disruptions in supply chains, which can arise for a variety of reasons, including but not limited to macro-economic changes, environmental or climatic events and domestic or global conflicts, can adversely affect companies with global operations and supply chains such as the Company. Shortages and logistical bottlenecks with labour and transportation can lead to a shortage of material availability and an increase in shipping costs. Illness, travel restrictions and other workforce disruptions could adversely affect the Company's supply chain, as well as its ability to complete its clients' projects in the scheduled time frame. In addition, the shortage of material availability and increased shipping costs could also adversely affect its profitability, notably through inflationary

price pressure on material used on certain contracts and increased prolongation costs. Further, supply chains can also be disrupted by tariffs imposed by governments. Refer also to the risk factor titled "International operations".

Joint arrangements and partnerships

The Company enters into certain contracts with partners, as a member of partnerships, and under other similar arrangements. This situation exposes the Company to a number of risks, including the risk that its partners may be unable or unwilling to fulfill their contractual obligations to the Company or its clients. The Company's partners may also be unable or unwilling to provide the required levels of financial support to the partnerships. Should any of these situations arise, the Company may be required to pay financial penalties or liquidated damages, provide additional services, or make additional investments to ensure adequate performance and delivery of the contracted services. Under agreements with joint and several (or solidary) liabilities, the Company could be liable for both its obligations and those of its partners. These circumstances could also lead to disputes and litigation with the Company's partners or clients, all of which could have a material adverse impact on the Company's reputation, business, financial condition and results of operations.

The Company participates in joint arrangements and similar partnerships, in which it is not the leading partner. In such cases, the Company may have limited control over the actions or decisions of the joint arrangement or partnership. These structures may not be subject to the same governance framework and corresponding requirements regarding internal controls and internal control over financial reporting that the Company follows. To the extent the leading partner makes decisions that negatively impact the joint arrangement or partnership, or that internal control problems arise within the joint arrangement or partnership, there could be a resulting material adverse impact on the Company's business, financial condition and results of operations.

The failure by a partner in a joint arrangement or partnership to comply with applicable laws, rules or regulations, or contract requirements, could negatively impact the Company's business and reputation and, in the case of government contracts, could also result in fines, penalties, suspension or even debarment being imposed on the Company, which could in turn have a material adverse impact on the Company's reputation, business, financial condition and results of operations.

Cybersecurity, information systems and data and compliance with privacy legislation

The integrity, reliability and security of information in all forms are critical to the Company's daily and strategic operations.

The Company relies on a core set of information technologies and systems, each of which requires maintenance and support and which may experience interruptions, deficiencies, delays or cessations of service in connection with systems maintenance, integration or migration work that takes place from time to time. The Company may not be successful in implementing new systems and transitioning data, and this could cause disruptions in the Company's business and divert Company resources, and such new systems may not achieve the desired business objectives. Any damage, disruption or shutdown of the Company's information systems, or the failure to successfully implement new or upgraded systems, depending on the specific set of circumstances, could have a material adverse effect on the Company's business, financial condition and results of operations, as well as its operations.

Furthermore, cyber-attacks have become more frequent and sophisticated, and the Company's information technology and other defenses must be adequate at all times to prevent them. Cyber-attacks can involve malware (including ransomware), hacking, industrial espionage, unauthorized access to confidential or proprietary information, phishing or other security breaches and system disruptions. Should the Company be unable to protect its information systems, they could be interrupted, slowed down or fail altogether. The Company's information systems and operations could also be interrupted or damaged by natural disasters, failures, acts of war or terrorism, or other events beyond the Company's control. Furthermore, for employees working from home on a regular or an occasional basis, technology in employees' homes is not as robust as in the Company's offices, which may contribute to an increase in the number of potential points of attack and greater cybersecurity risks.

A successful cyber-attack could harm the Company's reputation and adversely affect its business, financial condition and results of operations, as such an attack may lead to network failures; unauthorized access to confidential or proprietary information about its business, assets, customers or employees; theft, loss, leakage, destruction or corruption of data, including information about its customers or employees; physical damage to network assets; litigation, fines and liability for failure to comply with privacy and information security laws or contracts; fraud; lost revenues; the potential for loss of customers or impairment of the Company's ability to attract new customers; higher insurance premiums or difficulties or inability to obtain insurance coverage; and the Company incurring significant costs payable to specialist advisors, such as forensic and external communications/public relations experts, to assist the Company in dealing with such cyber-attacks and the consequences thereof.

In addition, cyber-attacks affecting the Company's suppliers or other business partners could also adversely affect the Company's business, financial condition and results of operations.

In light of its global operations, the Company is subject to a complex array of legislation designed to protect personal and confidential information, as well as to certain cybersecurity requirements applicable to critical infrastructure companies. Privacy and data protection legislation and regulations, and cybersecurity-related requirements applicable to critical infrastructure organizations, are in constant evolution, and it can be anticipated that more countries will establish personal data protection and critical infrastructure regulatory frameworks over time.

The constantly evolving nature of technology and applicable privacy and data protection legislation and regulations pose increasingly complex compliance challenges for the Company, and may trigger higher spending by the Company to meet the requirements thereof. Any failure to comply with existing laws and regulations could result in significant penalties, legal liability and reputational risk for the Company.

The Company uses security measures and technology to protect the confidential and proprietary information on its computer and information technology systems. The Company adapts its security policies, procedures and controls to protect its assets, as the threat to them evolves. There is no assurance that these measures will prevent the occurrence of cyber-attacks, or that any insurance the Company may have will cover the costs, damages, liabilities or losses that could result therefrom.

Artificial Intelligence ("AI") and other innovative technologies

The adoption of AI and other innovative technologies for improved decision-making and process optimization can benefit the Company in many ways, such as reducing the time and resources required to perform certain tasks, leveraging the expertise of its employees in certain fields, and increasing its competitiveness in certain markets, to name a few. While not adopting such technologies could put the Company at a competitive disadvantage, adoption also poses risks related to information security, potential malicious use in criminal or inappropriate activities and unintended consequences on customer confidentiality, trust and confidence. Furthermore, there can be no assurance that investments made in these technologies and related processes and tools will provide a valuable return, if any, to the Company.

The use of AI by cyber threat actors is already a significant risk to the Company and this risk will only grow as cyber-attacks continue to increase in sophistication and frequency across the board.

There are also information security risks associated with the use of AI which are challenging for the Company to control, such as the use by employees of ChatGPT and similar tools. The Company is investing significant effort and resources to ensure that it is best placed to exploit the promise of AI while protecting itself and its clients from the potential risks. The Company provides approved alternatives for employees to use but many web sites and collaboration tools now have AI embedded in them and the purposes for which data entered into these tools is used are not always clear.

The propensity for AI to generate false results has been documented in high profile media reports and this is a real risk to the Company. AI generated data must be checked for accuracy in the same way as data generated in other ways. The Company must ensure that its employees use AI as a tool to augment their work rather than blindly trusting the results. This overlaps with ethical and legal issues, including intellectual property and copyright.

The regulatory picture relating to AI and other innovative technologies is evolving quickly and varies widely between jurisdictions. If the Company does not keep abreast of changes affecting us and the Company's clients, the Company could be subject to legal action and reputational damage.

Being a provider of services to government agencies

The Company is a provider of services to government agencies, and is therefore exposed to the risks associated with government contracting. The Company's failure to comply with the terms of one or more government contracts or government statutes, regulations and policies could result in the Company's contracts with government agencies being terminated, or the Company being suspended or debarred from future government projects for a significant period of time, possible civil or criminal fines and penalties, and the risk of public scrutiny of the Company's performance and potential harm to its reputation, each of which could have a material adverse effect on the Company's business. Other remedies that the Company's government clients may seek for improper activities or performance issues include sanctions such as forfeiture of profits and suspension of payments. In addition, virtually all of the Company's contracts with governments contain "termination for convenience" provisions, as described in the risk factor above titled "Backlog and contracts with termination for convenience provisions".

Government contracts present the Company with additional risks. For instance, legislatures typically appropriate funds on a year-by-year basis, while contract performance may take several years. As a result, the Company's contracts with government agencies may be only partially funded or may be terminated, and the Company may fail to realize all of its expected potential revenues and profits from those contracts. Moreover, appropriations and the timing of payment may be influenced by many factors, including the state of the economy, competing political priorities, curtailments in the use of government contracting firms, budget constraints, and the timing and amount of tax receipts and the overall level of government expenditures.

Strategic direction

On June 13, 2024, the Company announced the next phase of its growth journey by unveiling its 2025 – 2027 "Delivering Excellence, Driving Growth" strategy, which is underpinned by three pillars (i) optimizing the business, (ii) accelerating value creation and (iii) exploring untapped potential. See Section 1.3 for further details on the "Delivering Excellence, Driving Growth" strategy.

Implementation of any strategic direction presents various managerial, organizational, administrative, operational and other challenges.

If the Company is unable to successfully execute on any or all of the initiatives contemplated under its strategic direction, the Company's revenues, operating results and profitability may be adversely affected. Even if the Company successfully implements this strategic direction, there can be no guarantee that it will achieve its intended objectives. Modifications to this strategic direction may also be required to achieve such objectives, which could delay or temporarily pause its implementation.

Professional liability or liability for faulty services

The Company's failure to act or to make judgements and recommendations in accordance with applicable professional standards could result in large monetary damages awards against the Company. The Company's business involves making professional judgements regarding the planning, design, development and construction of multiple projects, as well as the operations and management of industrial facilities and public infrastructure projects. A failure or incident at one of the Company's project sites or completed projects resulting from the work it has performed could result in significant professional or product liability, warranty or other claims against the Company as well as reputational harm, especially if public safety is impacted. See also "Risks relating to the Company's Nuclear segment" risk factor.

These liabilities could exceed the Company's insurance limits or the fees it generates, or could impact the Company's ability to obtain insurance in the future. See the "Gaps in insurance coverage" risk factor below. In addition, clients or subcontractors who have agreed to indemnify the Company against any such liabilities or

losses might refuse or be unable to pay. An uninsured claim, either in part or in whole, if successful and of a material magnitude, could have a material adverse impact on the Company's financial condition and results of operations.

In some jurisdictions where the Company does business, it may be held jointly and severally (solidarily) liable for both its obligations and those of other parties working on a particular project, notwithstanding the absence of a contractual relationship between the Company and such other parties.

Monetary damages and penalties in connection with professional and engineering reports and opinions

The Company issues reports and opinions to clients based on its professional engineering expertise, as well as its other professional credentials. The Company's reports and opinions are often required to comply with professional standards, licensing and technical requirements, securities regulations and other laws, regulations, rules and standards governing the performance of professional services in the jurisdiction where the services are performed. In addition, the Company could be liable to third parties who use or rely upon the Company's reports or opinions, even if it is not contractually bound to those third parties, which may result in monetary damages or penalties.

Gaps in insurance coverage

As part of the Company's business operations, AtkinsRéalis maintains a certain level of insurance coverage. There can be no assurance that the Company has in place sufficient insurance coverage to satisfy its needs, or that it will be able to secure all necessary or sufficient insurance coverage in the future. The Company's insurance is purchased from a number of third-party insurers, often in layered insurance arrangements. If any of its third-party insurers fail, refuse to renew or revoke coverage or otherwise cannot satisfy their insurance requirements to AtkinsRéalis, or if the Company is found liable on or pays out a significant claim in respect of a project or contract that is not covered by any insurance, then the Company's overall risk exposure and operational expenses could be increased and its business operations could be interrupted.

The Company has obtained directors' and officers' liability insurance insuring directors and officers against liability for acts or omissions in their capacities as directors and officers of the Company, subject to certain exclusions. Such insurance also insures the Company against losses which the Company may incur in indemnifying officers and directors. In addition, the Company may enter into indemnification agreements with key officers and directors and such persons may also have indemnification rights under applicable laws and the Company's constating documents. The Company's obligations to indemnify directors and officers may pose substantial risks to the Company's financial condition as AtkinsRéalis may not be able to maintain its insurance or, even if the Company is able to maintain its insurance, claims in excess of the Company's insurance coverage and/or claims not covered by insurance could adversely impact the Company's business, financial condition, and operating results.

Health and safety

The nature of the Company's work places employees and other individuals near large equipment, dangerous processes or highly regulated materials, and in challenging environments. Many clients require that the Company meet certain safety standards or criteria to be eligible to bid on contracts, and the payment of a portion of the Company's contract fees or profits may be subject to satisfying safety standards or criteria. Unsafe work conditions may also increase employee turnover, increasing project and operating costs and could negatively impact the awarding of new contracts. If the Company or any third party such as clients or partners fail to implement appropriate safety procedures and/or if the procedures fail, employees as well as other individuals may suffer injuries. Failure to comply with such procedures, client contracts or applicable regulations could subject the Company to losses and liability, and adversely impact the Company's business, financial condition and operating results, as well as its ability to obtain future projects.

Work stoppages, union negotiations and other labour matters

A portion of the Company's workforce and employees working for various subcontractors are unionized. A lengthy strike or other work stoppages caused by unionized or non-unionized employees working on any of the Company's projects could have a material adverse effect on the Company. There is an inherent risk that ongoing or future negotiations related to collective bargaining agreements or union representation may not be favourable to the Company. From time to time, the Company has also faced attempts to unionize the Company's non-unionized employees. Such efforts can often disrupt or delay work and present risk of labour unrest.

Epidemics, pandemics and other health crises

A significant outbreak, epidemic or pandemic of contagious diseases in any geographic area in which the Company operates, such as the COVID-19 pandemic, could result in a public health and safety crisis that could adversely affect the Company's business, national and international economies, financial markets and overall demand for its services. The COVID-19 global pandemic significantly disrupted global health, economic, market and labour conditions, and created significant volatility and negative pressures on all national economies.

Potential future epidemics, pandemics or other global health and safety crises, including potential future developments related to the COVID-19 pandemic, could adversely affect the Company's financial condition, liquidity, future results of operations and outlook.

Both the COVID-19 pandemic and other health crises of a similar scale or scope may also have the effect of heightening other risks and uncertainties disclosed and described in this "Risks and Uncertainties" section of this MD&A.

Global climate change, extreme weather conditions and the impact of natural or other disasters

The general effects of global climate change, along with the unpredictability of extreme weather conditions and other natural disasters, could affect the Company's operations and profitability. As with the rest of the global economy and similar to other engineering services and projects-driven companies, the Company is exposed to the physical risks related to climate change, including increases in the frequency and intensity of weather-related events, such as storms, floods, wildfires and heatwaves, or longer-term changes, such as temperature changes and rising sea levels. Furthermore, the Company's field activities are generally performed outdoors, and include professional surveying, resident engineering services, field data surveys and collection, archeology, geotechnical investigations and exploratory drilling, construction oversight and inspection, plant start-up and testing and plant operations. Extreme weather conditions or natural or other disasters, such as earthquakes, fires, floods, tornadoes, hurricanes, lightning and similar events, may cause postponement of the initiation and/or completion of the Company's field activities and may hinder the ability of the Company's employees, subcontractors or suppliers to perform their duties, which may result in delays or loss of revenues that otherwise would be recognized, while certain costs continue to be incurred. Extreme weather conditions or disasters may also delay or eliminate the start and/or completion of various phases of work relating to other services that commence concurrently with or subsequent to field activities. Any delay in the completion of the Company's services may require the Company to incur additional non-compensable costs, including overtime work, that are necessary to meet clients' schedules. Due to various factors, a delay in the commencement or completion of a project may also result in penalties or sanctions under contracts or even the cancellation of contracts.

Environmental, Social and Governance ("ESG")

The Company is subject to increased pressure to comply with regulatory requirements, meet stakeholder expectations and address environmental, social and governance issues. These include environmental, social and governance risks, including climate change as described in the "Global climate change, extreme weather conditions and the impact of natural or other disasters" risk factor above. Different stakeholder groups may have divergent views on environmental, social and governance related matters, which increases the risk that any action, or inaction, by the Company could be perceived negatively by at least some stakeholders.

In addition to the physical risks associated with extreme weather conditions and global climate change, there are also transition risks as the global economy shifts to a low-carbon, climate-resilient economy. These transition risks may arise from climate-related policy changes, technological and behavioral changes, including client preferences toward lower-carbon products and services. The Company recognizes the urgency in taking concrete measures, is focusing on pioneering solutions in addressing climate change and climate resiliency, and has formally committed to a variety of climate risk mitigation actions and to meeting climate change related targets and deadlines. The Company's industry expertise and commitment to reducing the material effects of climate change aim to limit the negative effects of climate change on its business, as well as the global community. However, the Company may be required to incur significant costs to improve the climate-related resiliency of its infrastructure and otherwise prepare for, respond to, and mitigate the effects of climate change, and there can be no guarantee that such mitigation efforts will effectively negate or adequately shield the Company from the effects of such climate-change related risks.

In 2022, the Company disclosed certain ESG goals and targets, including, among other things, reducing its Scope 1, 2 and 3 GHG emissions, as well as business travel and upstream leased assets emissions in its Scope 3 emissions by 2030, achieving 25% of women in managers and senior professionals and executives and 33% of women across the organization by 2025, and maintaining 30% of board representation by women. While the Company has begun implementing measures aimed at making progress on such goals and targets, there is no guarantee that the Company will be able to attain such goals and targets, either in whole or in part, including as a result of legal, regulatory, industry and broader market trends that may be outside of the Company's control. Failure to appropriately implement measures to achieve the Company's stated ESG goals and targets, as well as to actually meet such ESG goals and targets in the specified timeframes or at all, may result in reputational risk to the Company and could cause certain investors to be less interested in purchasing or in remaining invested in the Company's securities.

Greenhouse gas inventories involve a level of scientific and engineering complexity that includes the use of available performance data, greenhouse gas emission factors, model assumptions, and various methodologies. The models using these data inputs, assumptions, and methodologies to calculate the greenhouse gas emissions introduce uncertainty. In some cases, data may not be available or may be assessed as incomplete. In these instances it is necessary to use estimates that introduce a greater degree of uncertainty into the greenhouse gas inventory. Disclosures of the Company's progress and performance towards reaching ESG objectives are an integral part of the Company's engagement in these initiatives. Such disclosures are likely to be increasingly subject to internal controls, third party validation, audits and publicly available industry rankings and company ratings and scores. The Company's inability to generate reliable and complete data, to successfully fulfill all or any of its engagements and meet its stated ESG-related targets or to attain favorable ESG-related ratings and scores could adversely affect the Company's reputation. In addition, under current laws and evolving climate and sustainability-related regulations, making exaggerated or misleading sustainability claims or "greenwashing", either intentionally or due to data collection and reporting challenges, or otherwise, creates legal and reputational risks. Reputational damage either as a result of the Company's failure to appropriately implement measures to achieve the Company's stated ESG goals and targets, to actually meet such ESG goals and targets in the specified timeframes or at all and/or to appropriately report on the achievement of such ESG goals and targets may influence the Company's ability to obtain future projects, negatively affect relationships with clients on ongoing projects or cause the cancellation of current projects, limit the Company's ability and success in retaining and attracting talent, or negatively impact the Company's standing with financing and investment stakeholders, potentially leading to less favorable financing conditions or decline in investor interest.

Recently, the current U.S. Administration issued executive orders targeting certain diversity, equity and inclusion ("DEI") initiatives in both the public and private sectors. As the Company has a significant portfolio of government contracts, these and/or other anti-ESG- and anti-DEI -related policies, legislation, initiatives, legal decisions and scrutiny could make it more difficult, more costly or altogether limit the Company's ability to win contracts with the federal, state or municipal governments in the United States (or elsewhere), cause the Company to consider scaling back the scope and application of its DEI policies and/or result in investigations, litigation or enforcement actions against the Company by governments, regulators or others. If any of the foregoing were to materialize, it could adversely affect, possibly materially, the Company's future prospects, contract awards and ultimately its revenues, financial condition and results from operations.

Intellectual property

The Company's success depends, in part, upon its ability to protect its proprietary and licensed intellectual property and intellectual property rights (collectively, "IPRs"). The Company relies on a combination of intellectual property policies and other contractual arrangements to protect much of its IPRs, where it does not believe that trademark, patent or copyright protection is appropriate or obtainable. Trade secrets are generally difficult to protect. Although the Company's employees and clients are subject to confidentiality obligations, this protection may be inadequate to deter or prevent misappropriation of the Company's confidential information and/or the infringement of the Company's patents and copyrights. For IPRs licensed by third parties, the ability of the Company and its subsidiaries to continue to use such IPRs depends, among other things, on their good standing under such licenses and the validity of the underlying intellectual property. In addition, both the Company's and its subsidiaries' rights under such licenses as well as the owners' rights to the underlying intellectual property could be open to challenge by third parties. Furthermore, the Company may be unable to detect any unauthorized use of its IPRs, or otherwise take appropriate steps to enforce its rights. Failure to adequately protect, maintain, or enforce the Company's IPRs, may adversely limit the Company's competitive position and/or adversely impact the Company's business, financial condition and operating results.

Ownership interests in investments

The Company holds investments, mainly through its Capital segment, which acts as the Company's investment and asset management arm. When the Company holds an ownership interest in an investment, it assumes a degree of risk associated with the financial performance of the investment. The value of the Company's investment is dependent on the ability of the investment to attain its revenue and cost projections as well as the ability to secure initial and ongoing financing, which can be influenced by numerous factors, some of which are partially beyond the Company's control, including, but not limited to, political or legislative changes, lifecycle maintenance, operating revenues, collection success, cost management and the general state of the capital and/or credit markets.

The Company sometimes makes investments in project entities in which it does not hold a controlling interest. These investments may not be subject to the same requirements with respect to internal controls and internal control over financial reporting that the Company follows. To the extent the controlling entity makes decisions that negatively impact such investments or internal controls relating thereto and, consequently, problems arise with such investments, there could be a material adverse impact on the Company's business, financial condition and results of operations.

The Company's non-recourse debt from its investments can be affected by fluctuations in interest rates. A hedging strategy is put in place when the management body of the project entity for such investment deems it appropriate. However, the assumptions and estimates inherent to the hedging strategy could be erroneous, thus rendering the hedging strategy ineffective or partially ineffective. Furthermore, the financial instruments associated with the hedging strategy contain an inherent credit risk related to defaults on obligations by the counterparties to such instruments.

In addition, many of the Company's investments are governed by shareholder, partnership or similar joint venture agreements or arrangements, many of which restrict the Company's ability or right to freely sell or otherwise dispose of its investments and/or that affect the timing of any such sale or other disposition. Consequently, the Company's ability to efficiently or timely dispose of or monetize one or more of its investments could be limited by such contractual arrangements, which could in turn have an adverse impact on the Company's liquidity or capital resources.

Lump-sum turnkey ("LSTK") contracts

While the Company has nearly completed exiting LSTK construction contracting, its results of operations and operating cash flows will remain to a certain extent dependent on the financial results of the fixed-price LSTK contracts until the wind-down of the remaining LSTK construction projects is completed and related claims are resolved.

RISKS RELATED TO THE COMPANY'S LIQUIDITY, CAPITAL RESOURCES AND FINANCIAL POSITION

Liquidity and financial position

The Company relies on its cash, credit facilities and other debt instruments, as well as the capital markets to satisfy some of its liquidity and capital requirements, and it is, in certain instances, required to obtain bank guarantees or letters of credit as a means to secure its various contractual obligations for its underlying projects. Significant instability or disruptions of capital markets or a deterioration in or weakening of its financial position due to internal or external factors could restrict or prohibit the Company's access to, or significantly increase the cost of one or more of these financing sources, including credit facilities, the issuance of medium- and long-term debt (such as the issuance of debentures, bonds or notes), or the availability of bank guarantees or letters of credit to guarantee its contractual and project obligations. There can be no assurance that the Company will maintain an adequate cash balance and generate sufficient cash flow from operations in an amount to enable itself to fund its operations, satisfy its liquidity needs, service its debt and/or maintain its ability to obtain and secure bank guarantees.

Moreover, a deterioration in the Company's financial condition could also result in a reduction or downgrade of its credit ratings. This could limit the Company's ability to issue new letters of credit or performance guarantees or to access external sources of short-term and long-term debt financing. In addition, this could significantly increase the costs associated with utilizing any letters of credit and performance guarantees, bank credit facilities and issuing medium-term and long-term debt, which would in turn have a material adverse effect on the Company's business, financial condition and results of operations.

A draw on letters of credit or bank guarantees by one or more third parties could, among other things, significantly worsen the Company's cash position, and have a material adverse effect on its business, financial condition and results of operations.

Indebtedness

The Company had approximately \$1.7 billion of consolidated indebtedness as at December 31, 2024 under short-term debt and long-term debt presented on its statement of financial position.

The Company will need to refinance or reimburse amounts outstanding under the Company's consolidated indebtedness. There can be no assurance that any indebtedness of the Company will be refinanced, or that additional financing on commercially reasonable terms will be obtained, if at all.

The Company's degree of leverage could have other important consequences, including the following:

- it may have a negative effect on the current credit ratings of the Company's rated long-term debt;
- it may limit the Company's ability to obtain additional financing for working capital, capital expenditures, debt service requirements, acquisitions and general corporate or other purposes on commercially reasonable terms, if at all;
- most of the Company's borrowings are at variable rates of interest, exposing the Company to the risk of increased interest rates and a resulting increase in financial expenses;
- it may limit the Company's ability to adjust to changing market conditions, and place the Company at a competitive disadvantage (including if the Company's credit rating is negatively affected) compared to its competitors that have less debt or greater financial resources;
- it may limit the Company's ability to declare and pay dividends on its common shares or to buy back its own shares;
- the Company may be vulnerable in a downturn in general economic conditions; and
- the Company may be unable to make capital expenditures that are important to its growth and strategies.

From time to time, the Company may use hedging instruments on variable-rate borrowings to mitigate the risk associated with variable rates of interest. Through these financial instruments, the Company receives a fixed rate

of interest and pays interest at a variable rate on the notional amount. Interest rate hedging entails a risk of illiquidity and, to the extent that interest rates fluctuate, hedging arrangements may have the effect of limiting or reducing the total returns to the Company if the issuance of debt at hedged rates results in lower profitability than otherwise earned if such debt had been issued at spot rates. See note 28 to the 2024 Annual Financial Statements for details on hedging instruments.

The credit facilities and instruments governing the Company's consolidated debt contain certain financial covenants requiring the Company, on a consolidated basis, to satisfy net recourse debt to adjusted EBITDA ratios. Such credit facilities and instruments also contain covenants restricting the Company's ability to incur liens on its assets, incur additional debt or effect dispositions of assets or fundamental changes in its business, pay dividends and make certain other disbursements, or use the proceeds from the sale of assets and capital stock of subsidiaries. These covenants limit the Company's discretion and financial flexibility in the operation of its business. Under the terms of these credit facilities and instruments, the Company and its subsidiaries are permitted to incur additional debt only in certain circumstances. However, doing so could increase the risks described above. In addition, if the Company or its subsidiaries incur additional debt in the future, the Company may be subject to additional covenants, which may be more restrictive than those that it is subject to now.

A breach of any of these agreements or the Company's inability to comply with these covenants (as the case may be) could, if not cured or waived, result in an acceleration of the Company's consolidated debt or a cross-default under certain of its debt instruments. If the Company's indebtedness is accelerated, the Company may not be able to service its indebtedness, or borrow sufficient funds to refinance its indebtedness.

The Company's ability to service its consolidated debt will depend upon, among other things, its future financial and operating performance, which will be affected by prevailing economic conditions, interest rate fluctuations (including as a result of whether or not the Company meets the ESG targets set forth in its 2022 Credit Agreement, which would result in an increase or decrease in the overall borrowing costs under such 2022 Credit Agreement depending on whether such ESG targets are met or not) and financial, business, legal, regulatory and other factors, some of which are beyond the Company's control. If the Company's operating results or liquidity are not sufficient to service its current or future consolidated indebtedness, the Company may be forced to take actions such as reducing dividends, reducing or delaying business activities, acquisitions, investments or capital expenditures, selling assets, restructuring or refinancing its debt, or seeking additional equity capital.

Impact of operating results and level of indebtedness on financial situation

As outlined in Section 8.4 of this MD&A, the Company is required to maintain a ratio of net recourse debt to EBITDA not to exceed a certain threshold. While the Company met its covenant requirements in both 2024 and 2023, an increase in net recourse debt due to items such as cash requirements of operating activities or the delay/acceleration of certain investing/divestiture or financing transactions, or an inability to generate sufficient EBITDA to support the level of indebtedness in the ratio calculation in the future, could have a negative impact on the Company, as further described in the "Indebtedness" risk factor above.

Security under the CDPQ Loan Agreement

The CDPQ Loan is secured by all of Highway Holding's assets, excluding the Highway 407 ETR shares held by Highway Holding (until such time as Highway Holding may elect to grant a pledge thereon), as well as the rights and loan receivables of Highway Holding under the intercompany loan agreement, dated July 10, 2017, as amended and extended from time to time, between Highway Holding, as lender, and the Company, as borrower. In addition to this security, AtkinsRéalis Canada Inc. has provided a guarantee (the "Guarantee") in favour of CDPQ RF secured by a pledge given by AtkinsRéalis Canada Inc. to CDPQ RF over 20,900 common shares held by AtkinsRéalis Canada Inc. in the share capital of Highway Holding (representing approximately 29.9% of the outstanding common shares of Highway Holding). CDPQ RF's sole recourse against AtkinsRéalis Canada Inc. in connection with the Guarantee and any potential breach or default by Highway Holding under the CDPQ Loan Agreement is limited to enforcement on or against the shares of the capital of Highway Holding held by AtkinsRéalis Canada Inc. The Company has a 6.76% ownership interest in Highway 407 ETR through Highway Holding. The terms of the CDPQ Loan Agreement include various covenants that must be satisfied by Highway

Holding. There can be no assurance that such covenants will be satisfied. Any event of default under the CDPQ Loan Agreement, including in respect of covenants thereunder, could result in, among other things, CDPQ RF demanding immediate payment of all amounts outstanding under the CDPQ Loan Agreement, or forcing the sale of the Highway 407 ETR shares held by Highway Holding in compliance with the Highway 407 ETR shareholders' agreement at a time, price and in circumstances outside of the Company's control and/or that may not allow for an optimal sale price of such Highway 407 ETR shares, which could have a material adverse effect on the Company's business and financial position.

Dependence on subsidiaries to help repay indebtedness

A significant portion of the Company's assets are the capital stock of its subsidiaries and the Company conducts an important portion of its business through its subsidiaries. Consequently, the Company's cash flow and ability to service its debt obligations are dependent to a great extent upon the earnings of its subsidiaries, and the distribution of those earnings to the Company, or upon loans, advances or other payments made by these entities to the Company.

The Company's subsidiaries are separate and distinct legal entities, and may have significant liabilities on their own. The ability of these entities to pay dividends or make other loans, advances or payments to the Company will depend upon their operating results, and will be subject to applicable laws and contractual restrictions contained in the instruments governing their debt including, for example, the financial covenants set out in the CDPQ Loan Agreement, pursuant to which the Company's consolidated net recourse debt to adjusted earnings before interest, taxes, depreciation and amortization ratio cannot exceed a certain limit. In addition, certain other deeds and agreements governing certain subsidiaries of the Company may, from time to time, contain restrictions on the payment of dividends and/or distributions, as well as specified liquidity covenants. Also, a number of the Company's material subsidiaries have provided guarantees of the Company's primary third-party debt instruments and obligations, including the Company's 2022 Credit Agreement and its outstanding debentures.

The ability of the Company's subsidiaries to generate sufficient cash flow from operations depends on their future financial performance, which will in turn be affected by a range of economic, competitive and business factors, including those discussed in this section, many of which are outside of the control of the Company or its subsidiaries. The cash flow and earnings of the Company's operating subsidiaries and the amount that they are able to distribute to the Company as dividends or otherwise may not generate sufficient cash flow from operations to satisfy the Company's debt obligations. Accordingly, the Company may have to undertake alternative financing plans, such as refinancing or restructuring its debt, selling assets, reducing or delaying capital investments or seeking to raise additional capital. The Company cannot ensure that any such alternatives would be possible, that any assets could be sold, or, if sold, of the timing of the sales and the amount of proceeds realized from those sales, that additional financing could be obtained on acceptable terms (if at all), or that additional financing would be permitted under the terms of the Company's various debt instruments then in effect. The Company's inability to generate sufficient cash flow to satisfy its debt obligations, or to refinance its obligations on commercially reasonable terms would have a material adverse effect on its business, financial condition and results of operations.

Dividends

The declaration and payment of dividends on common shares are at the discretion of the Board of Directors of the Company. The cash available for dividends is a function of numerous factors, including the Company's financial performance, the impact of interest rates, debt covenants and obligations, working capital requirements and future capital requirements. In addition, the Company's ability to pay dividends depends upon the payment of dividends by some of the Company's subsidiaries or the repayment of funds to the Company by its subsidiaries. The Company's subsidiaries may, in turn, be restricted from paying dividends, making repayments or making other distributions to the Company for financial, regulatory, legal or other reasons. To the extent that the Company's subsidiaries are unable to pay dividends or repay funds to the Company, it may adversely affect the Company's ability to pay dividends on common shares.

Post-employment benefit obligations, including pension-related obligations

The Company operates certain defined benefits plans, and provides other post-employment benefits. More specifically, the Company operates two significant defined benefit plans, namely the Atkins Pension Plan and the Railways Pension Scheme, with significant retirement benefit obligations. The majority of the Company's post-employment benefit obligations sit within its U.K. business and are comprised of defined benefit pension obligations. In the U.K., defined benefit pension schemes funding requirements are based on actuarial valuations of the assets and liabilities of each scheme. Scheme's assets are mainly determined by the value of investments held by the scheme and the returns. The valuation of plan liabilities requires a significant degree of professional judgement and technical expertise in choosing appropriate assumptions. Changes in a number of key assumptions, such as the discount rate employed and the rate of compensation increase or inflation, can have a material impact on the calculation of the obligations. There is also some judgement in the measurement of the fair value of pension assets giving rise to a risk of material misstatement in their valuation.

The nature of the funding regime in the U.K. creates uncertainty with respect to the amount and timing of cash that the Company will be required to pay to the pension schemes. If the Company is required to increase its cash funding contributions, this will reduce the availability of funds for other corporate purposes, and limits its ability to invest in growth. Deteriorating economic conditions may result in significant increases in the Company's funding obligations, which could restrict available cash for the Company's operations, capital expenditures and other requirements, and have a material adverse effect on the Company's business, financial condition and results of operations.

The Company's post-employment benefit obligations, including its pension-related liabilities and its future payment obligations thereunder, could restrict cash available for the Company's operations, capital expenditures and other requirements, and may materially adversely affect its financial condition and liquidity.

Working capital requirements

The Company may require significant amounts of working capital to finance the purchase of materials and/or for the performance of engineering, construction and other work on certain projects before it receives payment from clients. In some cases, the Company is contractually obliged to its clients to fund working capital on projects. Increases in working capital requirements could negatively impact the Company's business, financial condition and cash flows.

Additionally, the Company could temporarily experience a liquidity shortfall if it is unable to access its cash balances and/or short-term investments or draw on facilities under its 2022 Credit Agreement to meet the Company's working capital requirements. The Company's cash balances and short-term investments are in accounts held by banks and financial institutions, and some of the Company's deposits exceed available insurance. There is a risk that these banks and financial institutions may, in the future, go bankrupt, be forced into receivership, or that their assets may be seized by their governments, thereby causing the Company to experience a temporary liquidity shortfall or failure to recover its deposits in excess of available insurance, if any.

A significant deterioration of the current global economic and credit market environment could challenge the Company's efforts to maintain a diversified asset allocation with creditworthy financial institutions.

In addition, the Company may invest some of its cash in longer-term investment opportunities, including the acquisition of other entities or operations, the reduction of certain liabilities such as unfunded pension liabilities and/or repurchases of the Company's outstanding shares. To the extent the Company uses cash for such other purposes, the amount of cash available for the working capital needs described above would be reduced.

Collection from customers

The Company is subject to the risk of loss due to clients' inability to fulfill their obligations with respect to trade receivables, contract assets, and other financial assets. A client's inability to fulfill its obligations could have an adverse impact on the Company's financial condition and profitability.

In addition, the Company typically bills clients for engineering services in arrears and is, therefore, subject to its clients delaying or failing to pay invoices after the Company has already committed resources to their projects. If one or more clients delays in paying or fails to pay a significant amount of the Company's outstanding receivables, this could have a material adverse impact on the Company's liquidity, financial condition and results of operations.

Impairment of goodwill and other non-current intangible and tangible assets

In accordance with IFRS Accounting Standards, goodwill is assessed for impairment no less frequently than on an annual basis by determining whether the recoverable amount of a cash-generating unit ("CGU") or group of CGUs exceeds its carrying amount. Determining whether goodwill is impaired requires an estimation of the value in use of the CGU or group of CGUs to which goodwill has been allocated, requiring management's estimates and judgements that are inherently subjective and uncertain, and thus may change over time. The key assumptions required for the value in use estimation are the future cash flows growth rate and the discount rate. The determination of these estimated cash flows requires the exercise of judgement, which might result in significant variances in the carrying amount of these assets.

The Company cannot guarantee that new events or unfavourable circumstances will not take place that would lead it to reassess the value of goodwill and record a significant goodwill impairment loss, which could have a material adverse effect on the Company's results of operations and financial position.

Non-current tangible and intangible assets, including the Company's investments accounted for by the equity method, are assessed for indicators of impairment at the end of each reporting period. A non-current tangible or intangible asset is considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of that given asset, the estimated future cash flows of such asset has been negatively affected. In such instances, the Company may be required to reduce the carrying value of the asset to its recoverable amount. The inherent subjectivity of the Company's estimates of future cash flows could have a significant impact on its analysis. Any future write-offs or write-downs of assets could also have a material adverse effect on the Company's financial condition or results of operations.

RISKS RELATED TO DISPUTES, INVESTIGATIONS, SETTLEMENTS AND REGULATORY MATTERS

The impact on the Company of legal and regulatory proceedings, investigations and dispute settlements

The Company is or can be party to disputes in the normal course of business. Since the Company engages in engineering and construction, and O&M activities for facilities and projects where design, construction or systems failures can result in substantial injury or damage to employees or others, the Company is exposed to substantial claims and litigation if there is a failure at any such project. Such claims could relate to, among other things, personal injury, loss of life, business interruption, property damage, recovery of costs related to certain projects, pollution, and environmental damage and may be brought forth by clients, subcontractors, suppliers, governmental authorities or third parties, such as those who use or reside near clients' projects. The Company can also be exposed to claims if it is agreed that a project will achieve certain performance standards or satisfy certain technical requirements, and those standards or requirements are not met. A number of project contracts have warranty periods and/or outstanding claims that may result in legal proceedings that extend beyond the actual performance and completion of the projects. Moreover, in many contracts with clients, subcontractors, and suppliers, the Company agrees to retain or assume potential liabilities for damages, penalties, losses and other exposures relating to projects that could result in claims that greatly exceed the anticipated profits relating to those contracts. While clients and subcontractors may agree to indemnify the Company against certain liabilities, such third parties may refuse or be unable to pay.

Similarly, the Company occasionally presents change orders and other claims to its clients, subcontractors, and suppliers. If the Company fails to properly issue the change orders or other claims, or fails to document the nature of claims and change orders or is otherwise unsuccessful in negotiating reasonable settlements with clients, subcontractors and suppliers, the Company could incur cost overruns, reduced profits or, in some cases, a loss for a project. A failure to recover promptly on these types of claims could have a material adverse impact on the

Company's liquidity and financial results. Additionally, irrespective of how well the Company documents the nature of its claims and change orders, the cost to prosecute and defend claims and change orders can be significant.

In the past, following periods of volatility in the market price of a particular company's securities, securities class action litigation has often been brought forth against that company. The Company has previously been a defendant in shareholder-instituted class action proceedings, based on alleged disclosure failures under applicable securities legislation. The Company cannot provide any assurance that similar litigation will not occur in the future.

Litigation, including shareholder-based litigation, and regulatory proceedings, are inherently subject to uncertainties and unfavourable rulings can and do occur. As such, it is not possible to (a) predict the final outcome of these and other related proceedings generally, (b) determine if the amount included in the Company's provisions is sufficient, or (c) determine the amount of potential losses, if any, that may be incurred in connection with any final judgment on these matters. Moreover, pending or future claims against the Company could result in professional liability, product liability, criminal liability, warranty obligations, and other liabilities. While the Company maintains insurance coverage for various aspects of its business and operations, it has elected to retain a portion of losses that may occur through the use of various deductibles, limits and retentions, such insurance coverage has varying limits and maximums, and insurance companies may deny claims the Company might make. As a result, the Company may be subject to future liability in respect of lawsuits or investigations for which it is only partially insured, or completely uninsured, which could have a material adverse impact on the Company's business, financial condition and results of operations.

The Company is, and may in the future be, subject to ongoing investigations by regulatory, enforcement or administrative authorities or third parties, including investigations by authorities which may remain ongoing in connection with certain legacy matters in various jurisdictions, including, without limitation, Algeria, Brazil and Angola which could subject the Company to criminal and administrative enforcement actions, civil actions and sanctions, material fines or damages, and other penalties including, without limitation, restrictions on future conduct, temporary or permanent, mandatory or discretionary suspension, prohibition or debarment from participating in projects, or the revocation of authorizations or certifications, by certain administrative organizations or by governments under applicable procurement laws, regulations, policies or practices. These investigations, and potential results thereof, could harm the Company's reputation, result in suspension, prohibition or debarment of the Company from participating in certain projects, reduce its revenues and net income and adversely affect its business.

The Company continues to cooperate and communicate with authorities in connection with all ongoing investigations, but is currently unable to determine when any of these investigations will be completed, or whether other investigations of the Company by these or other authorities will be initiated or the scope of current investigations broadened or result in legal proceedings against the Company.

Refer to Note 31 to the 2024 Annual Financial Statements for a detailed description of the most material legal and regulatory proceedings, investigations and settlements involving the Company.

Employee, agent or partner misconduct or failure to comply with anti-corruption and other government laws and regulations

The Company is subject to various rules, regulations, laws, and other legal requirements, enforced by governments or other authorities. Further regulatory developments, namely abrupt changes in foreign government policies and regulations, could have a significant adverse impact on the Company's results.

In addition, any misconduct, fraud, non-compliance with applicable laws and regulations, or other improper activities by one of the Company's employees, agents or partners could have a significant negative impact on the Company's business and reputation. Such misconduct could include the failure to comply with government procurement regulations, regulations regarding the protection of classified information, regulations prohibiting bribery and other foreign corrupt practices, regulations regarding the pricing of labour and other costs in government contracts, regulations on lobbying or similar activities, regulations pertaining to the internal control over financial reporting, environmental laws and any other applicable laws or regulations. For example, the Corruption of Foreign Public Officials Act in Canada and similar anti-bribery laws in other jurisdictions generally

prohibit companies and their intermediaries from making improper payments to foreign officials for the purpose of obtaining or retaining business. In addition, the Company provides services that may be highly sensitive or that could relate to critical national security matters. If a security breach were to occur, the Company's ability to procure future government contracts could be severely limited.

The Company's policies mandate compliance with these regulations and laws, and the Company takes precautions intended to prevent and detect misconduct. However, since internal controls are subject to inherent limitations, including human error, it is possible that these controls could be intentionally circumvented, or become inadequate because of changed conditions. As a result, the Company cannot assure that its controls will protect the Company from reckless or criminal acts committed by employees, agents or partners. Failure to comply with applicable laws or regulations or acts of misconduct could subject the Company to fines and penalties, loss of security clearances, and suspension, prohibition or debarment from contracting, any or all of which could harm the Company's reputation, subject the Company to criminal and administrative enforcement actions and civil actions and have a negative impact on the Company's business.

Reputation of the Company

Reputational risk can negatively impact the Company's public image, which may influence the Company's ability to obtain future projects, negatively affect trust relationships with clients and profitability on ongoing projects or cause the cancellation of current projects. Reputational risk may arise under many situations including, among others, quality or performance issues on the Company's projects, a poor health and safety record or environmental, social and governance issues, alleged or proven non-compliance with laws or regulations by the Company's employees, agents, subcontractors, suppliers and/or partners, and creation of pollution and contamination. See also the risk factors titled "Risks relating to the Company's Nuclear segment" and "Cybersecurity, information systems and data and compliance with privacy legislation".

RISKS RELATING TO COMPLIANCE AND FINANCIAL REPORTING

Inherent limitations to the Company's control framework

The Company maintains accounting systems and internal controls over its financial reporting and disclosure controls and procedures. There are inherent limitations to any control framework, as controls can be circumvented by individuals (intentionally or otherwise), collusion of two or more individuals, management override of controls, lapses in judgement, and breakdowns resulting from human error. There are no systems or controls that can provide absolute assurance that all fraud, error, circumvention of controls or omission of disclosures can and will be prevented or detected. Such fraud, error, circumvention of controls or omission of disclosures could result in a material misstatement of financial information. Also, projections of any evaluation of the effectiveness of controls to future periods are subject to the risk that controls may become inadequate because of changes in conditions or that the degree of compliance with the policies or procedures may deteriorate.

Regulatory framework

As a result of the nature of services it offers, the Company is subject to a number of stringent laws and regulations, including those applicable to environmental matters and the regulation of the nuclear industry, all of which may vary from country to country. Any non-compliance by the Company with any such laws and regulations, which are all subject to change, could result in penalties, lawsuits, and potential harm to its reputation.

The Company designs and engineers new-build nuclear reactors, provides ongoing support to existing reactors and provides nuclear environmental remediation services, all aspects of the global nuclear industry subject to significant regulation. The Company maintains licenses and authorizations from nuclear regulatory authorities in various jurisdictions to allow the provision of such services, but as a result is subject to considerable regulatory scrutiny. Any failure to comply with safety, security and quality assurance requirements in relation to the delivery of its nuclear services could result in increased regulatory oversight and civil penalties, as well as costs in remedying noncompliance and reputational risk.

The Company also manages several legacy sites for which the Company has potential exposure to the costs of environmental remediation and possible harm to neighboring properties and communities. While the Company is taking steps to manage this risk and has taken provisions in its financial statements for the related risk and expense, there can be no assurance that it will not be subject to claims for damages, remediation and other related matters, and its provisions may not fully cover any such future claim or expense.

Growing concerns about climate change may also result in the imposition of additional environmental regulations. Legislation, international protocols, regulation or other restrictions on emissions could result in increased compliance costs for the Company and its clients, including those who are involved in the exploration, production or refining of fossil fuels, emit greenhouse gases through the combustion of fossil fuels or emit greenhouse gases through the mining, manufacture, utilization or production of materials or goods. Such policy changes could increase the costs of projects for clients or, in some cases, prevent a project from going forward, thereby potentially reducing the need for the Company's services, which would, in turn, have a material adverse impact on the Company's business, financial condition and results of operations. However, these changes could also increase the pace of projects, such as carbon capture or storage projects and decarbonation projects, that could have a positive impact on the Company's business. The Company cannot predict when or whether any of these various proposals may be enacted or what their effect will be on the Company or on its customers.

GLOBAL / MACROECONOMIC RISKS

Global economic conditions

Unfavorable global economic conditions may have an impact on clients' willingness and ability to fund their projects. These conditions could make it difficult for the Company's clients to accurately forecast and plan future business trends and activities, thereby causing clients to slow or even curb spending on the Company's services, or seek contract terms more favourable to them. Global economic conditions could also be adversely impacted by more restrictions on certain economic relations between countries or group of countries, or by an increased level of trade protectionism. The Company's government clients may face budget deficits that prohibit them from funding proposed and existing projects or that cause them to exercise their right to terminate contracts with little or no prior notice. Furthermore, any financial difficulties suffered by the Company's partners, subcontractors or suppliers could increase costs or adversely impact project schedules. Unfavourable economic conditions can also reduce the availability of liquidity and credit to fund or support the continuation and expansion of industrial business operations worldwide. Volatile financial market conditions and adverse credit market conditions could adversely affect clients', partners' or the Company's own borrowing capacity, which support the continuation and expansion of projects worldwide. This could result in contract cancellations or suspensions, project delays, payment delays or defaults by the Company's clients. The Company's ability to operate or expand its business would be limited if, in the future, the Company is unable to access sufficient credit capacity, including capital market funding, bank credit, such as letters of credit, and surety bonding on favourable terms or at all. These disruptions could materially impact the Company's backlog, revenues and net income.

Inflation

Inflationary pressures could have an impact on the cost of labour, supplies, and materials, as well as on various selling, general and administrative expenses, which may vary from different geographic areas.

While certain contracts include price-indexation clauses aimed at protecting the Company from the increase of certain costs, the Company generally bears the risk of rising inflation in connection with fixed-rate and other fixed-price contracts. Furthermore, there can be no assurance that the price-indexation clauses included in the Company's contracts with its customers will result in recovering all cost increases on a given contract, including but not limited to cost increases resulting from price-indexation clauses in contracts with subcontractors or suppliers, if any.

The inability of the Company to recover, in whole or in part, the increase in costs from inflationary pressures may have a material adverse impact on the Company's business, financial condition and results of operations.

Fluctuations in commodity prices

Commodity prices can affect the Company's clients in a number of ways. For example, for those clients that produce commodity products, fluctuations in price can have a direct effect on their profitability and cash flow, and, therefore, their willingness to continue to invest or make new capital investments. To the extent commodity prices decline and the Company's clients defer new investments or cancel or delay existing projects, the demand for the Company's services decreases, which may have a material adverse impact on the Company's business, financial condition, and results of operations.

Commodity prices can also strongly affect the costs of projects. Rising commodity prices and price volatility can adversely affect the Company's ability to reasonably forecast or estimate future costs and negatively impact the cost of completing future projects as well as those in progress, and could have a material adverse impact on the Company's business, financial condition and results of operations.

Income taxes

The Company is subject to income taxes in various jurisdictions throughout the world. The tax legislation, regulations and interpretations that apply to its operations are continually changing. Moreover, future tax benefits and liabilities are dependent on factors that are inherently uncertain and subject to change, including future earnings, future tax rates, and the anticipated business mix in the various jurisdictions in which the Company operates and holds assets. Careful judgement is necessary in determining the required provision for income taxes, and management uses accounting and fiscal principles to determine income tax positions that it believes are likely to be sustained. However, there is no assurance that the Company's tax benefits or tax liabilities will not materially differ from its estimates or expectations. In the ordinary course of business, there are many transactions and calculations where the ultimate tax determination is uncertain. Although management believes that its tax estimates and tax positions are reasonable, they could nonetheless be materially affected by many factors, including the final outcome of tax audits and related litigation, the introduction of new tax accounting standards, legislation, regulations, and related interpretations, the Company's global mix of earnings and the realizability of deferred income tax assets. Any of the above factors could have a material adverse effect on the Company's net income or cash flows by affecting its operations and profitability, the availability of tax credits, the cost of the services it provides, and the availability of deductions for operating losses as the Company grows its business. An increase or decrease in the Company's effective income tax rate could have a material adverse impact on its financial condition and results of operations.

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Controls and Procedures

15.1 DISCLOSURE CONTROLS AND PROCEDURES AND INTERNAL CONTROLS OVER FINANCIAL REPORTING

The Company's Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") have designed disclosure controls and procedures, or caused them to be designed under their supervision, to provide reasonable assurance that:

- i. Material information relating to the Company is made known to them by others, particularly during the period in which the annual filings are being prepared; and
- ii. Information required to be disclosed by the Company in its annual filings, interim filings or other reports filed or submitted by it under securities legislation is recorded, processed, summarized and reported within the time periods specified in securities legislation.

Based on their evaluation carried out to assess the effectiveness of the Company's disclosure controls and procedures, the CEO and the CFO have concluded that the disclosure controls and procedures were designed and operated effectively as at December 31, 2024.

The CEO and the CFO have also evaluated, or caused to be evaluated under their supervision, the effectiveness of the Company's disclosure controls and procedures, and its internal control over financial reporting, in each case as at December 31, 2024.

Based on their evaluation carried out to assess the effectiveness of the Company's internal control over financial reporting, the CEO and the CFO have concluded that the internal control over financial reporting was designed and operated effectively as at December 31, 2024, using the *Internal Control – Integrated Framework* (2013 Framework) issued by the Committee of Sponsoring Organizations of the Treadway Commission.

15.2 CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING

There have been no changes in the Company's internal control over financial reporting that occurred during the most recent interim period and year ended December 31, 2024 that has materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

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Quarterly Information

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024					2023				
	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER	TOTAL	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER	TOTAL
Revenues:										
PS&PM	2,257.7	2,336.2	2,423.9	2,524.2	9,541.9	2,006.7	2,102.2	2,171.2	2,215.5	8,495.6
Capital	6.6	27.8	28.2	63.5	126.1	16.3	29.4	28.9	64.1	138.7
Total revenues	2,264.3	2,364.0	2,452.1	2,587.7	9,668.0	2,023.1	2,131.5	2,200.1	2,279.6	8,634.3
EBIT	102.1	140.5	183.1	102.0	527.8	87.5	114.6	160.9	148.2	511.2
Net financial expenses	38.0	43.3	40.8	40.7	162.8	47.4	43.0	50.2	45.0	185.6
Earnings before income taxes	64.1	97.2	142.3	61.3	365.0	40.1	71.6	110.8	103.2	325.6
Income tax expense	17.6	14.1	36.4	10.2	78.3	11.6	8.0	6.1	13.4	39.0
Net income	46.6	83.1	105.9	51.1	286.7	28.5	63.7	104.7	89.8	286.6
Net income (loss) attributable to:										
AtkinsRéalis shareholders	45.5	82.2	103.7	52.4	283.9	28.4	63.8	105.0	90.0	287.2
Non-controlling interests	1.0	0.9	2.2	(1.3)	2.8	—	(0.1)	(0.3)	(0.2)	(0.6)
Net income	46.6	83.1	105.9	51.1	286.7	28.5	63.7	104.7	89.8	286.6
Basic earnings per share (in \$)	0.26	0.47	0.59	0.30	1.62	0.16	0.36	0.60	0.51	1.64
Diluted earnings per share (in \$)	0.26	0.47	0.59	0.30	1.62	0.16	0.36	0.60	0.51	1.64
Dividend declared per share (in \$)	0.02	0.02	0.02	0.02	0.08	0.02	0.02	0.02	0.02	0.08

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Events After the Reporting Period

AGREEMENT TO ACQUIRE A 70% OWNERSHIP INTEREST IN DAVID EVANS ENTERPRISES, INC.

On February 18, 2025, the Company announced that it had entered into a definitive agreement to acquire a 70% ownership interest in David Evans Enterprises, Inc., the parent company of David Evans and Associates, Inc. (collectively, “David Evans”), for approximately \$425 million (approximately US\$300 million) in cash payable at closing, with a clear path to acquire entire ownership within a defined agreed time period. David Evans is an employee-owned engineering and staff augmentation services firm headquartered in Portland, Oregon, United States, serving the transportation, power, water & environment, surveying & geomatics, and land development markets, as well as staffing services. The transaction is subject to customary closing conditions and David Evans’ shareholders’ approvals and is expected to close in the first half of 2025.

RENEWAL OF NORMAL COURSE ISSUER BID

On March 13, 2025, the Toronto Stock Exchange approved the renewal of the Company’s normal course issuer bid (the “2025 NCIB”) pursuant to which the Company may purchase for cancellation up to 13,945,331 of its common shares. The 2025 NCIB will commence on March 17, 2025 and will end no later than March 16, 2026.

AGREEMENTS TO SELL THE COMPANY'S REMAINING 6.76% INTEREST IN HIGHWAY 407 ETR

On March 13, 2025, AtkinsRéalis announced that it had entered into agreements with a subsidiary of Ferrovial SE ("Ferrovial"), and with a subsidiary of Canada Pension Plan Investment Board ("CPP Investments") to sell all of its remaining 6.76% interest in the shares of Highway 407 ETR for total gross proceeds of up to approximately \$2.79 billion. The sale of AtkinsRéalis' remaining 6.76% interest in Highway 407 ETR will be concluded through a Share Purchase Agreement and a Put and Call Option Agreement.

Sale of 5.06% Interest in Highway 407 ETR to Ferrovial

This transaction is structured in two tranches, with 3.30% of the shares of Highway 407 ETR being sold under a Share Purchase Agreement, payable at closing, and the remaining 1.76% to be sold under a Put and Call Option Agreement (the "Ferrovial Put and Call Agreement"), upon exercise of either Ferrovial's call option or upon exercise of AtkinsRéalis' put option during the 18-month post-closing period.

The overall transaction for the 5.06% interest in Highway 407 ETR is priced at approximately \$2.09 billion, with the exercise price for the put and call option to be adjusted, based on an agreed formula taking into account when it will be exercised.

Sale of 1.70% Interest in Highway 407 ETR to CPP Investments

Under the same Share Purchase Agreement entered into with Ferrovial, CPP Investments has agreed to purchase 1.70% of the shares of Highway 407 ETR, with CPP Investments having up to approximately 18 months to pay the purchase price, although such deferred consideration could be paid earlier. The transaction is priced at approximately \$700 million, with the purchase price to be adjusted, based on an agreed formula taking into account when it will be paid.

The closing of the sale transactions under the Share Purchase Agreement and the Ferrovial Put and Call Agreement are conditional on the closing of the sale of CPP Investments' 7.51% interest in the shares of Highway 407 ETR to Public Sector Investment Board, as well as other customary closing conditions. These transactions are expected to close during the second quarter of 2025.

The net book value of the Company's investment in Highway 407 ETR, which is accounted for by the equity method, was nil as at December 31, 2024.