

2024

Investor Day



WELCOME & OPENING REMARKS, LAND RECOGNITION



Denis Jasmin | Vice President, Investor Relations

Forward-Looking Statements, Forward-Looking Financial Information and Outlook

References in this presentation 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, or AtkinsRéalis Group Inc. or one or more of its subsidiaries or joint arrangements or associates.

Statements made in this presentation 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 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, and future prospects; 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.

This presentation also provides, on Slides 19, 26, 108, 111, 125 and 128, the Company’s outlook regarding expectations of the Company’s performance with respect to certain financial metrics and measures.

Forward-looking statements, forward-looking financial information and outlook made in this presentation are based on a number of assumptions believed by the Company to be reasonable on June 12, 2024. The assumptions are set out throughout the Company’s 2023 Annual Management’s Discussion and Analysis (“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 Company does not undertake to update publicly or revise any written or oral forward-looking statements or forward-looking information whether as a result of new information, future events or otherwise, unless required by applicable legislation or regulation.

If these assumptions are inaccurate, the Company’s actual results could differ materially from those expressed or implied in such forward-looking statements, forward-looking financial information and outlook. 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, forward-looking financial information and outlook. 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 the Company’s 2023 Annual MD&A and as updated in the first quarter 2024 MD&A filed with the securities regulatory authorities in Canada, and available on SEDAR+ at www.sedarplus.com and on the Company’s website at www.atkinsrealis.com under the “Investors” section.

Subsequent to its initial publication, this 2024 Investor Day Presentation has been updated to add certain footnotes and improve the presentation of certain non-IFRS measures and ratios, total of segments measures and supplementary financial information within the context of the applicable Canadian securities law framework. Although in certain instances some non-IFRS measures and/or ratios have been replaced with or supplemented by the corresponding IFRS measures or ratios, the updates to this 2024 Investor Day Presentation do not change or impact any of AtkinsRéalis’ financial results or any of the underlying figures or numbers.

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

The Company reports its financial results in accordance with International Financial Reporting Standards ("IFRS"). However, the following non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information used by the Company to analyze and evaluate its results are included in this presentation: Organic revenue growth (contraction), Segment Adjusted EBITDA to segment net revenue ratio, Net cash generated from (used for) operating activities on a line of business / segment basis, Net limited recourse and recourse debt to Adjusted EBITDA ratio, and Free cash flow to Adjusted net income (loss) attributable to AtkinsRéalis shareholders ratio, as well as certain measures for various reportable segments that are grouped together such as revenue for the various Engineering Services Regions segments and the various segments that comprise the AtkinsRéalis Services line of business. Additional details for these non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information can be found below and in Sections 4, 8 and 13 of the Company's Annual MD&A and in Sections 4, 6 and 9 of the Company's first quarter 2024 MD&A, which sections are incorporated by reference into this presentation, filed with the securities regulatory authorities in Canada, and available on SEDAR+ at www.sedarplus.com and on the Company's website at www.atkinsrealis.com under the "Investors" section, including the various reconciliations of non-IFRS measures to the most directly comparable IFRS measures in Sections 4, 6 and 9 in the Company's first quarter 2024 MD&A and sections 4, 8, and 13 of the Company's Annual MD&A (which sections are incorporated by reference into this presentation). Non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information do not have any standardized meaning as prescribed by IFRS 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, these non-IFRS financial measures and ratios, certain supplementary financial measures, total of segment 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.

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All figures in this presentation are in Canadian dollars, except as otherwise indicated

Land Acknowledgement

We acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

AtkinsRéalis values the ongoing relationships with Indigenous and other communities, recognizing and honouring connections to the past, present and future.



Today's Agenda

8:30 AM Welcome & Opening Remarks, Land Recognition

Denis Jasmin | Vice President, Investor Relations

Value Moment | Odyssey

Caroline D'Silva | Director, Learning and Talent Development, Canada

Delivering Excellence, Driving Growth

Ian L. Edwards | President and Chief Executive Officer
Bill Young | Chair of the Board

Engineering Services

UK & Ireland

Richard Robinson | President, UK & Ireland

Canada

Stephanie Vaillancourt | President, Canada

United States, Latin America

Steve Morriss | President, United States,
Latin America and Minerals & Metals

Asia, Middle East and Australia

Christine Healy | President, Asia, Middle East
and Australia

10:05 AM Q&A

10:35 AM Break

10:50 AM Nuclear

Joe St. Julian | President, Nuclear

Together Changes Everything

Philip Hoare | Chief Operating Officer

Financial Targets and Capital Allocation

Jeff Bell | Chief Financial Officer

Closing Remarks

Ian L. Edwards | President and Chief Executive Officer

12:00 PM Q&A

12:30 PM Leadership Luncheon

1:15 PM Booth Demonstrations



VALUE MOMENT



Caroline D'Silva | Director, Learning and Talent Development, Canada

ODYSSEY: Investing in Our Early Careers

Canadian early
careers development
program

Launched in 2021

18 months structured
development



PURPOSE | Engineering a Better Future for Our Planet and Its People
VALUES | Safety ▪ Integrity ▪ Collaboration ▪ Innovation ▪ Excellence

We Enable Early-Careers Professionals to Develop and Grow Their Career By:



**Developing
critical skills**



Networking



**Learning from
the business**



**Career development
planning**



**Integrating into
our culture**



Mentoring

Growing Globally, Investing Locally

- Graduate Development Program originated in the UK in 2007
- Since UK launch, created best-in-class programs globally in Canada, US, India, Middle East and Asia

Early Careers in 2023	Canada	Global (includes programs in UK, US, AMEA)
Graduate Development Program (active participants)	~300	~1,700
Other early careers onboarded (Summer interns, placements, etc.)	~100	~1,100
Total Early Careers	~400	~2,800
Female % (overall)	~31%	~35%





DELIVERING EXCELLENCE, DRIVING GROWTH



Ian L. Edwards | President and Chief Executive Officer

Key Messages

- 1 Proven success of *Pivoting to Growth* strategy enables *Delivering Excellence, Driving Growth*
- 2 Building world-class Engineering Services and Nuclear company underpinned by operational excellence
- 3 Driving highly connected global organization reinforced by culture and end-to-end capabilities
- 4 Capturing energy transition and infrastructure super cycle through Engineering Services and Nuclear technology
- 5 Accelerating free cash flow to invest for growth through disciplined capital allocation

Building Strong Foundation at AtkinsRéalis [TSX: ATRL]



Montréal, Canada

Headquarters



~\$9B

Market Cap²



~38,000

Total Employees¹



1911

Year founded



**Top 225
International
Design Firms³**

#6

Overall

#3

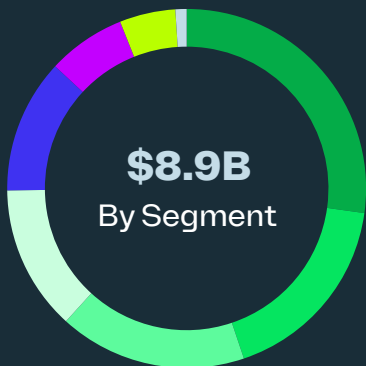
In Europe

#3

Transportation

Revenue

(for twelve-month period ended March 31, 2024)

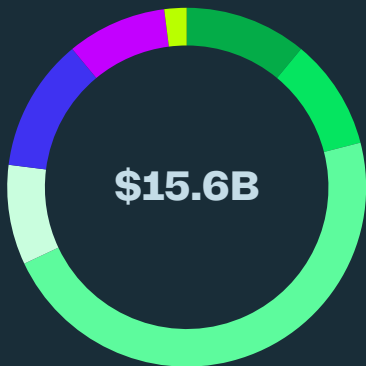


75% Engineering Services
Regions⁴

- 27% UKI
- 18% USLA
- 17% Canada
- 13% AMEA
- 12% Nuclear
- 7% Linxon
- 5% LSTK Projects
- 1% Capital

Backlog

(as at March 31, 2024)



77% Engineering Services
Regions⁴

- 11% UKI
- 10% USLA
- 47% Canada
- 9% AMEA
- 12% Nuclear
- 9% Linxon
- 2% LSTK Projects

Organic growth foundation bolstered by authentic culture, differentiated end-to-end services and healthy balance sheet

Driven by Our Purpose, Vision and Values

PURPOSE

Engineering a better future for our planet and its people

VISION

We create sustainable solutions that connect people, data and technology to design, deliver and operate the most complex projects

VALUES

Safety | Integrity | Collaboration | Innovation | Excellence



Authentic and Collaborative Culture Enables Growth

Industry-Leading Engagement



Attract and retain top talent

- 90% of employees are proud to work with us and 91% would recommend us as an employer¹

Highly engaged employees

- 87% engagement rate, above benchmarks for Construction and Professional Services Industries¹

Culture of Excellence Fueled by ED&I



ED&I is a business asset

- Different views, experiences and opinions enhance ability to create sustainable solutions for our clients and communities
- 90% of employees say we truly value diversity and inclusion¹

Investing in future of our industry

- >2,000 early careers hired or participating in graduate programs in 2023

Developing skills and capabilities

- Committed to professional development of all employees through world-class technical and leadership programs

Focus on Safety



Committed to safety of all employees

- 96% of employees believe AtkinsRéalis is committed to the safety of all employees¹

Pursue continual efforts to explore innovative approaches

- Maintaining low Total Recordable Incident Frequency (0.1² in 2022)

Dedicated to well-being of our people

- Introduction of "THRIVE" program focused on mental well-being

Experienced and Diverse Board of Directors



William (Bill) L. Young
Board (Chair)



Gary C. Baughman
GES Committee
SPOT Committee



Mary-Ann Bell
HR Committee (Chair)
Audit & Risk Committee



Christie J.B. Clark
Audit & Risk Committee (Chair)
HR Committee



Ian L. Edwards
President and Chief Executive
Officer, AtkinsRéalis



Ruby McGregor-Smith, CBE
Audit & Risk Committee
SPOT Committee



Benita M. Warmbold
GES Committee (Chair)
HR Committee



Robert Paré
GES Committee
SPOT Committee



Michael B. Pedersen
SPOT Committee (Chair)
HR Committee

Skill / Competency Matrix¹

Professions Services/Project Management

CEO/C-suite Experience

Risk Management

Talent Management/Exec. Comp/ED&I

Engineering Services

Natural Resources and Energy

Extensive Knowledge/Experience of Can, US & UK Markets

Accounting/Finance

M&A

Transportation & Infrastructure

Operations

Capital Markets

ESG & Climate

Technology/Cyber Security

Government/Regulatory Affairs

AtkinsRéalis Board Priorities to Ensure World-Class Governance

Strategy Oversight

- Board Agenda item at every meeting
- Provides strong sounding board to complement management

Industry-Leading Integrity

- Chief Integrity Officer reports directly to Governance, Ethics and Sustainability Committee
- Numerous recognitions for Integrity & Compliance

Risk Oversight

- Renewed Enterprise Risk Management framework
- Board oversight of major projects through SPOT Committee

CEO Compensation

- 82% of compensation was variable and linked to performance in 2023 and 83% for 2024
- 97.7% most recent Say on Pay result

Succession Planning

- Board oversight of talent management and development programs
- Succession plans reviewed annually

2025 AGM

- 2025 AGM will be held in a hybrid format, moving from a virtual only format in recent years

Recognitions



Prestigious Compliance Leader Verification from the Ethisphere Institute for 2023-2024, extending earlier 2021-2022 and 2019-2020 verifications; assessment is the result of an extensive benchmarking initiative of the World's Most Ethical Companies



AAA rating by MSCI led by industry-beating scores in Corporate Behavior and Governance



"Negligible Risk" tags by Sustainalytics for Occupational Health and Safety, Business Ethics, Bribery & Corruption and Human Rights

Leadership Team with Deep Industry Experience



Ian L. Edwards
President and
Chief Executive Officer



Jeff Bell
Chief Financial Officer



Andrée-Claude Bérubé
General Counsel



James Cullens
Chief Human
Resources Officer



Christine Healy
President, Asia, Middle
East and Australia



Philip Hoare
Chief Operating Officer



Steve Morriss
President, United States,
Latin America and
Minerals & Metals



Richard Robinson
President, UK & Ireland



Joe St. Julian
President, Nuclear



Stéphanie Vaillancourt
President, Canada



Nigel White
Chief Risk Officer



Presenting today



Strong Progress Since 2021 Investor Day

Pivoting to Growth strategy focused on core geographic areas of operations and end markets targeted in the built and natural environment

2021 AtkinsRéalis Services Long-Term Targets	Annual Goal	2022 Actual	2023 Actual	2024 Revised Guidance
Organic Revenue Growth ¹	4 – 6%	6.8% ✓	18.3% ✓	Eng. Services Regions 8% – 10% Nuclear 15% – 20%
Segment Adj. EBIT to Segment Revenue Ratio ²	8 – 10%	8.7% ✓	8.9% ✓	Eng. Services Regions n/a Nuclear 13% – 15%
Segment Adj. EBITDA to Segment Net Revenue Ratio ¹ – Engineering Services	14 – 16%	14.6% ✓	14.4% ✓	Eng. Services Regions 15% – 17%

Key Accomplishments

- Industry-leading market growth
- De-risked company through LSTK Projects exit
- Normalized, strong cash flows
- Fortified balance sheet with lower leverage
- Grew headcount by ~8,000 organically by building a culture of choice
- Rebranded to reflect inflection point: new name, new era

Identified key growth areas and leveraged global capabilities locally to deliver strong results

¹Organic revenue growth and Segment Adjusted EBITDA to segment net revenue ratio are non-IFRS ratios. Please refer to endnotes 1 and 2 on slide 131 of this presentation for details on these non-IFRS ratios and to slides 133 and 134 for their reconciliation tables. ²Total of segments measure. Please refer to endnote 11 on slide 132 of this presentation for details on total of segments measures.

Building World-Class Engineering Services and Nuclear Company...

New structure drives excellence in customer delivery with greater connectivity and focus

Simplifying Business

De-risked company

- Physical completion of LSTK Projects

Changed brand to AtkinsRéalis

Introduced new organizational structure

Optimizing portfolio through strategic review

- Sold Scandinavian Engineering Services Business
- Intending to exit Linxon and sell interest in Highway 407 ETR

New Organizational Structure



Supported by COO Office

- Driving growth by enhancing capabilities and cross-collaboration
- Expanding margins and delivering excellence by transforming efficiency

...With End-to-End Capabilities in Purposefully Chosen High-Growth End Markets

WHAT WE DO

End-to-end capabilities to lead projects at every stage



WHERE WE WORK

High growth, high quality end markets and geographies with the most demand for our services



Transportation



Nuclear



Minerals & Metals



Defence



Buildings & Places



Water



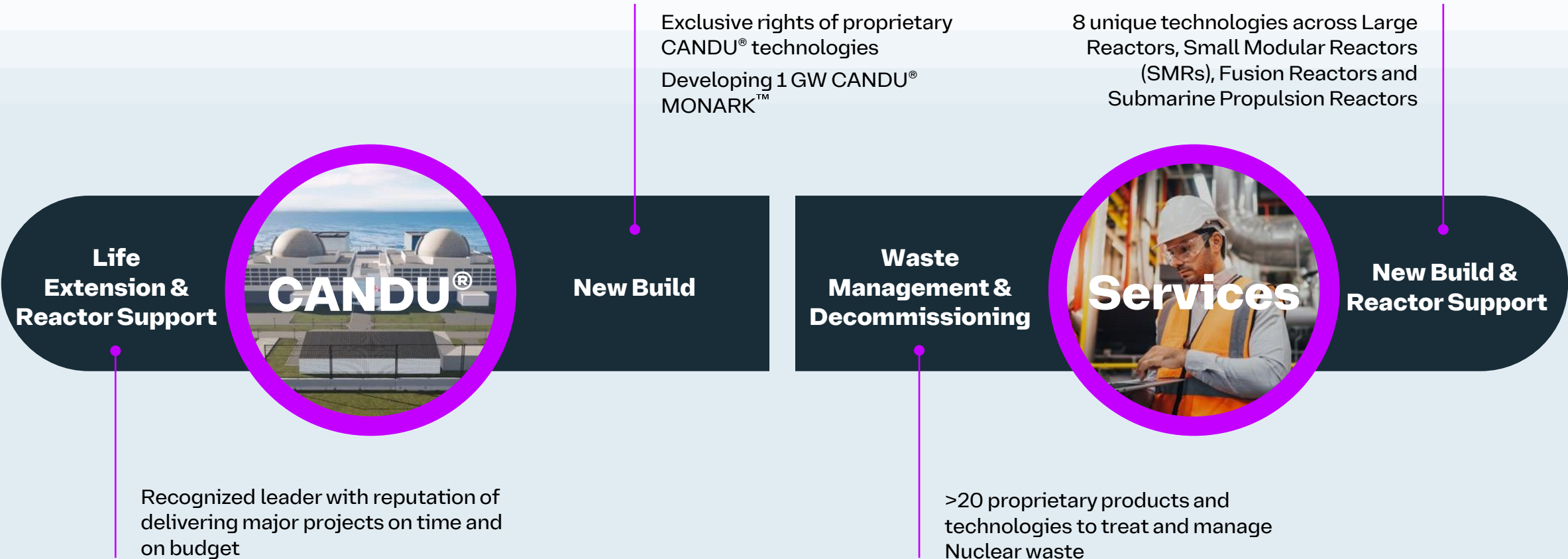
Industrial



Power & Renewables



Nuclear Expertise Supports Evolution Towards Clean, Affordable and Secure Energy



Comprehensive solutions supporting Nuclear life cycle enables long-term recurring revenue for AtkinsRéalis



Distinctly Advantaged to Capture Growth from Key Secular Trends



**Meeting Global Demand
for Clean Energy**



**Decarbonizing Built
Environment**



**Building Resiliency to
Climate Change**



**Delivering New and
Repairing Aging Infrastructure**

The AtkinsRéalis Advantage

- **Decades of pioneering build-out of low carbon electricity** in Hydro, Nuclear and Renewables
- Unique **Nuclear expertise** and **proprietary capabilities** servicing entire asset lifecycle
- **Industry-leading carbon data insights** to address material gaps
- **Enhanced delivery plans** for effective implementation and performance tracking
- **Proprietary technologies** to support prevention and mitigation of natural disasters
- **Long history** of deploying services **adapting to climate change impact**
- **Expertise** in strengthening grid and fortifying aging infrastructure with **industry-leading solutions**
- **Established relationships** with public and private entities

Focused approach to engineering a better future for our planet and its people

Executing on Our *Delivering Excellence, Driving Growth* Strategy



OPTIMIZE OUR BUSINESS

Drive industry-leading performance

- Leverage newly created COO office for margin expansion and growth



ACCELERATE VALUE CREATION

Expand investment in rapidly growing markets

- Execute strategic initiatives across US Engineering Services
- Utilize Nuclear expertise to capitalize on super cycle
- Evaluate accretive M&A to build scale and depth



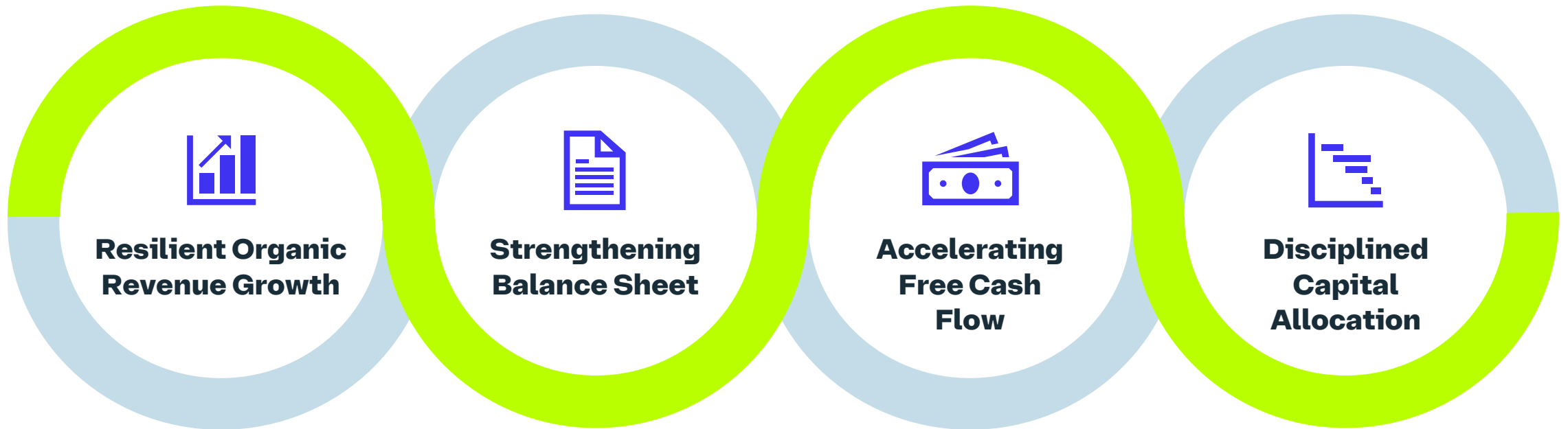
EXPLORE UNTAPPED POTENTIAL

Identify next phase of major value-creation opportunities

- Grow existing “foothold” geographies
- Build further scale to pursue energy transition
- Pursue adjacencies



Utilizing Strong Balance Sheet and Accelerating Free Cash Flow to Invest for Growth



Reinvesting into the business and seeking accretive acquisitions to bolster global footprint

Introducing 2025 – 2027 Financial Targets

Organic Growth Pillars



**Engineering
Services Regions**


>8%
Organic
Revenue Growth²
CAGR

Actual Organic Revenue
Growth² 2023 vs 2022:
20.9%

17% – 18%
Segment
Adjusted EBITDA to
Segment Net Revenue
Ratio² by 2027

Actual 2023:
15.0%

+200 – 300bps
Margin
improvement



Nuclear

\$1.8B – \$2B
Annual Revenue
by 2027

Actual 2023:
\$1.0B

12% – 14%
Segment Adjusted
EBIT to Segment
Revenue Ratio

Actual 2023:
13.9%

Strong Balance Sheet Enablers

~80% – 90%
Free Cash Flow
to Adjusted Net
Income Ratio²

Actual 2023:
(8.2)%

1.0 – 2.0x
Net Debt
Leverage Ratio^{1,2}

Actual 2023:
1.8x

Anticipate generating significant Free Cash Flow with optionality to deploy into high growth investments

¹Net limited recourse and recourse debt to Adjusted EBITDA ratio.
²Organic revenue growth, Segment Adjusted EBITDA to segment net revenue ratio, Free cash flow to adjusted net income ratio and Net limited recourse and recourse debt to Adjusted EBITDA ratio are non-IFRS ratios. Please refer to endnotes 1, 2, 6 and 10 on slides 131 and 132 of this presentation for details on these non-IFRS ratios and to slides 133 and 134 for their reconciliation tables.



Key Takeaways

- 1 Proven success of *Pivoting to Growth* strategy enables *Delivering Excellence, Driving Growth*
- 2 Building world-class Engineering Services and Nuclear company underpinned by operational excellence
- 3 Driving highly connected global organization reinforced by culture and end-to-end capabilities
- 4 Capturing energy transition and infrastructure super cycle through Engineering Services and Nuclear technology
- 5 Accelerating free cash flow to invest for growth through disciplined capital allocation



ENGINEERING SERVICES | UK & IRELAND



Richard Robinson | President, UK & Ireland

Key Messages

- 1 Continuing to drive growth from a market-leading position
- 2 Capturing shift into Defence, Power & Renewables, Buildings & Places and Water through well-established scale
- 3 Utilizing differentiated, end-to-end technology and advisory capabilities to enable higher quality backlog and deepen customer relationships
- 4 Executing clear strategic priorities to drive profitable growth and extend market leadership



UK & Ireland Snapshot

WHO WE ARE

- Leaders in Transportation, Defence, Buildings & Places, Water and Power & Renewables

WHAT WE DO

- Connect people, technology and data to transform infrastructure and built environment



\$2,395M
Revenue¹



~\$40B
Potential Total Addressable Market²



~11,100
Employees³



\$1,688M
Backlog⁴



15.4%
2023 Segment Adj. EBITDA to Segment Net Revenue Margin⁵

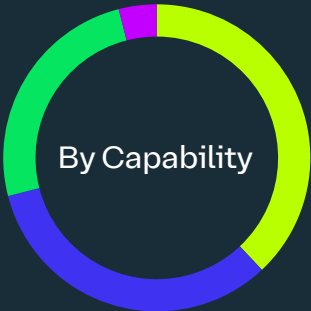
10.1%
2023 Segment Adj. EBIT to Segment Revenue Margin

Revenue⁶

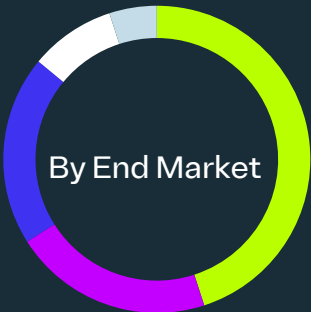
(for twelve-month period ended March 31, 2024)



75% Public⁷
25% Private



38% Engineering & Design
33% Project & Program Mgmt.
25% Consulting, Strategy & Advisory
4% Other



45% Transportation
21% Defence
20% Buildings & Places
9% Water
5% Other

Note: Certain totals and subtotals may not reconcile due to rounding

Our leading position is translating to accelerating revenue and backlog across high-growth end markets

¹For twelve-month period ended March 31, 2024. ²2024 TAM – Engineering Market Size. Based on AtkinsRéalis' assessment. ³As at April 30, 2024. ⁴As at March 31, 2024. ⁵Segment Adjusted EBITDA to segment net revenue ratio is a non-IFRS ratio. Please refer to endnote 2 on slide 131 of this presentation for details on this non-IFRS ratio and to slide 134 for its reconciliation table. ⁶Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures. ⁷Represents an aggregation of contracts with

Long-Term Relationships with Key Customers Across the Region



Network Rail

Feltham to Wokingham state-of-the-art digital signaling systems expertise provides greater reliability, resilience and safety to UK rail network

MOD¹ Systems

Deliver projects, including cyber security, airworthiness and air safety, systems engineering and requirements modelling



Heathrow

Provide expertise, including cyber and information security, biometrics, data modelling, business change, project management and technology delivery



Anglian Water

Deliver asset management services, encompassing strategic advisory, regulatory expertise and systems thinking

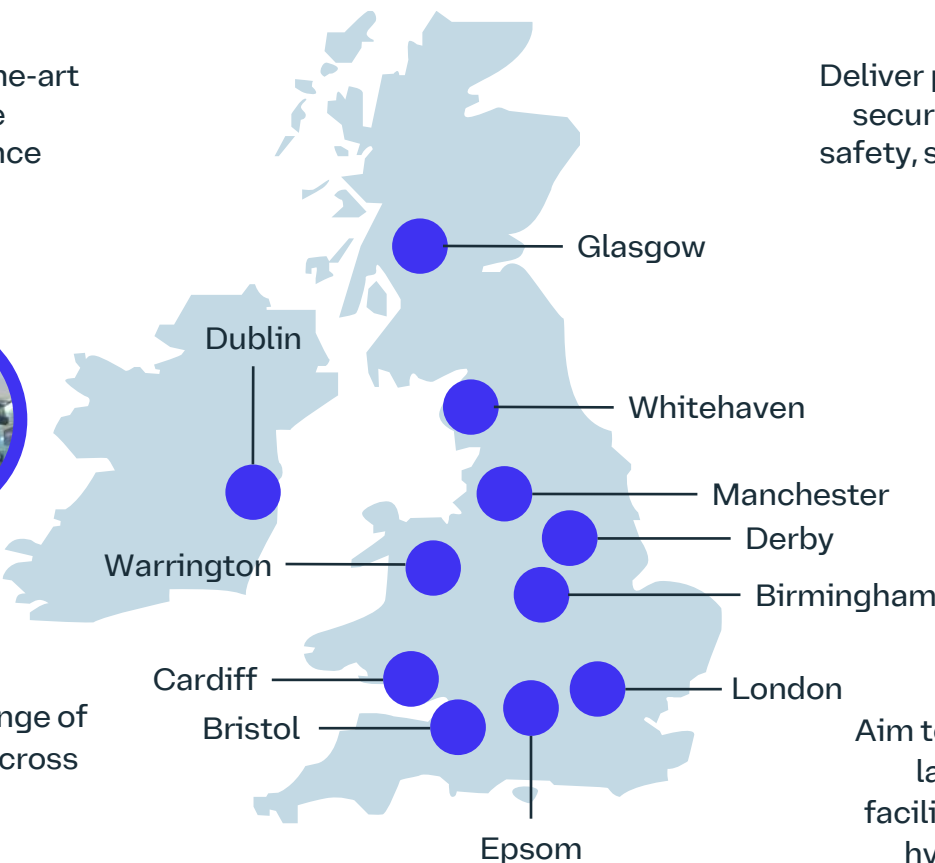


National Highways

Implement, manage and drive change of digital and technology programs across England's strategic road network

Dogger Bank Wind Farm

Aim to develop one of world's largest hydrogen storage facilities to store low-carbon hydrogen as early as 2028



Diverse, stable revenue streams lead to resiliency through economic cycles



— AtkinsRéalis Hub locations



Large and Growing Addressable Market Supported by Significant Tailwinds

Markets	Potential Total Addressable Market ¹ (TAM)	Industry CAGR 2024-2028 ²
Buildings & Places	\$15B	2 – 4%
Transportation	\$10B	1 – 3%
Industrial	\$4B	4 – 6%
Power & Renewables	\$4B	4 – 6%
Defence	\$4B	1 – 3%
Water	\$2B	6 – 8%
Total	\$40B	

¹2024 TAM – Engineering Market Size. Based on AtkinsRéalis’ assessment. ²CAGR for 2024–2028, market assumed to grow at same rate through 2028. ³Source: Government confirms over £64 billion funding package for councils - GOV.UK (www.gov.uk). ⁴Source: Hospital building in England: Plans and progress (parliament.uk). ⁵Source: Highways Magazine - Transport misses out in Spring Budget. ⁶Source: Aviation 2050 (publishing.service.gov.uk). ⁷Based on AtkinsRéalis’ assessment. ⁸Source: Grid for Growth | National Grid Group. ⁹Source: Offshore wind net zero investment roadmap - GOV.UK (www.gov.uk). ¹⁰Source: New vision to create competitive carbon capture market follows unprecedented £20 billion investment - GOV.UK (www.gov.uk). ¹¹Source: PM announces ‘turning point’ in European security as UK set to increase defence spending to 2.5% by 2030 - GOV.UK (www.gov.uk). ¹²AUKUS: Australia, UK and US. Source: British-led design chosen for AUKUS submarine project - GOV.UK (www.gov.uk). ¹³Source: CBP-7514.pdf. (parliament.uk). ¹⁴Source: PR24 | Water UK.

Key UK Trends Driving Market Growth

Buildings & Places

- **\$112B** local government finance for 2024– 2025³
- **\$39B** for 40 hospitals by National Hospitals Program⁴

Transportation

- **\$10B** Department of Transportation 2024 budget⁵
- **\$13B** capital investment through 2026 in aviation⁶

Industrial

- **\$15B** onshoring, manufacturing, battery production, data centers, logistics and distribution, meditech⁷

Power & Renewables

- **\$52B** investment in National Grid Electrical Infrastructure by 2030⁸
- UK government committed to develop up to 50GW of offshore wind capacity by 2030⁹
- **\$34B** carbon capture funding¹⁰

Defence

- **\$151B** by end of 2030, and increase of spending to 2.5% of GDP by the end of the decade¹¹
- Additional **\$5B** for AUKUS submarine programme¹²

Water

- **\$9B** 6-year government plan to tackle river pollution and flood risk¹³
- **\$174B** invested by water companies 2025-2030¹⁴



Competitive Advantages Enable Our Ability to Win



Utilizing scale and market-leading position to build deep relationships across industry verticals



Delivering differentiated solutions stemming from technology proficiency



Leveraging our Global Technology Center (GTC) to align capabilities and deepen resource pool



Servicing entire project life cycle through distinct end-to-end capabilities

Strategic Priorities to Drive Above-Market Growth in Target Markets

1

Solve most significant infrastructure challenges through our **growth programs**

2

Win work excellence and super charged **key account management** (KAM)

3

Attract and develop the **most talented people**

4

Extend market leadership in **environmental**, **Net Zero** and **digital** support

Growth Programs Build on Advantages

Delivering end-to-end solutions for our customers

- Integrate global expertise at regional level to enable end-to-end solutions for customers, drive differentiated value and deepen relationships
- Bring together breadth of capabilities and skills to deliver on largest infrastructure challenges
- Address issues across multi-faceted customers by integrating their teams through our full suite of capabilities



Bringing national scale, capabilities and skills locally to deliver on the UK's largest challenges

Dedicated Key Account Management (KAM) Strategy

Focus on Top 30 Accounts



Deliberate Actions to Expand Wallet Share



Deeper Client Relationships

Balfour Beatty



Note: Selected accounts

'White Glove Treatment'

Selected Growth Programs

Digital (Design Transformation, Advanced Analytics, Digital Twin Solutions, Data Ecosystems)

Cyber Secure Office Estate and IT Platforms

Decarbonomics™/ Engineering Net Zero

Recent Key Wins

Network Rail: Contract award for provision of conventional and digital signaling services under Train Control Systems Framework

SCAPE: Regulated Utilities Framework award to provide professional services across England, Wales and Northern Ireland

Government Property Agency: Workplace services projects to advance carbon emission reduction targets

Dŵr Cymru Welsh Water and Thames Water: Frameworks to provide design, engineering and front-end consultancy

Heathrow Airport: Program wins comprising cyber resilience, security and technology upgrades



Attracting, Developing and Retaining Our Diverse and Talented Workforce to Meet Growth Aspirations

Attract and Develop

Our early careers recruitment (~ 800 in 2023) and development programs enable us to lead the competition for talent and address skills gaps.



Early Careers

- Average length ~4 years
- 40+ learning providers
- 20+ different career routes
- Apprenticeships up to degree level



Graduate Program

- Structured programs blending with soft and technical skills
- Routes to Chartership with professional institutions

Graduate (London office)

"AtkinsRéalis stood out as a potential employer due to the reputation of their graduate scheme and the wide range of project opportunities that they have to offer. Since joining I have experienced a fantastic company culture and support network".




Retain

- Continued progression in staff engagement in 2023 VOX employee survey
- Improvement in all areas that drive employee engagement:
 - Involvement
 - Alignment
 - Loyalty

Engagement Survey¹

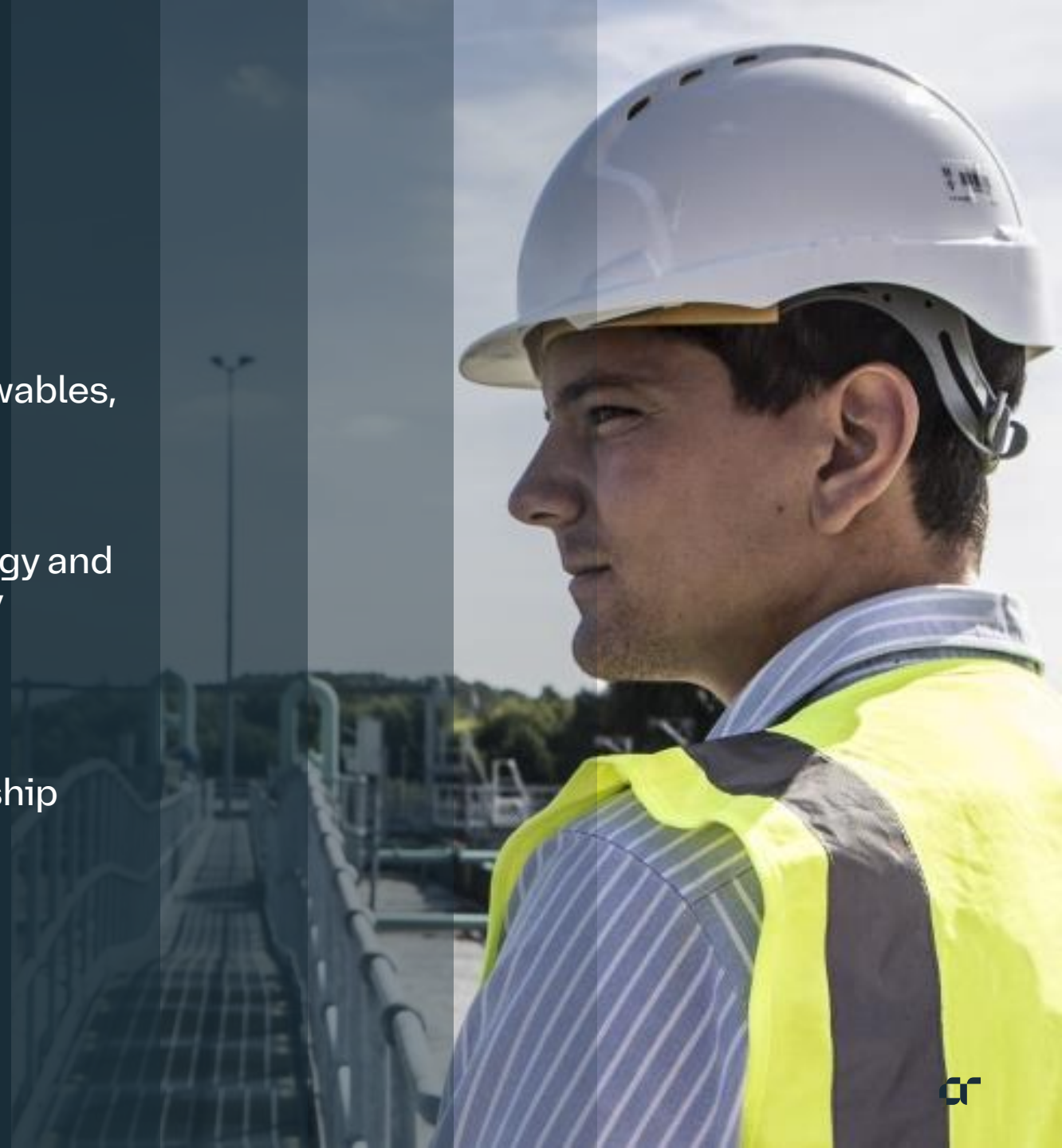


Leading Capabilities to Support Growth Trends in Key Markets

	 <h2>Sustainable Environmental Design</h2>	 <h2>Leading in Net Zero</h2>	 <h2>Differentiating through Digital</h2>
Our Key Differentiators	<p>Leadership across five key environmental service lines creates opportunity to work with clients earlier and enhances our position to grow wallet share</p>	<p>Strong capabilities and growing pipeline enable decarbonization wins</p>	<p>Rapidly growing applied technology and infrastructure asset teams with 350+ professionals supporting customers' most complex challenges</p>
Recent Wins	<p>Government Property Agency Life cycle replacement and retrofitting low carbon interventions to contribute to government carbon emission reduction targets</p>	<p>Ministry of Justice Net Zero Delivery Partner providing Decarbonomics™</p>	<p>Translink Provide signaling and telecommunication design and construction management with digital solutions to improve resiliency and reliability on Northern Ireland's main public transport operator</p>

Key Takeaways

- 1 Continuing to drive growth from a market-leading position
- 2 Capturing shift into Defence, Power & Renewables, Buildings & Places and Water through well-established scale
- 3 Utilizing differentiated, end-to-end technology and advisory capabilities to enable higher quality backlog and deepen customer relationships
- 4 Executing clear strategic priorities to drive profitable growth and extend market leadership





ENGINEERING SERVICES | CANADA



Stéphanie Vaillancourt | President, Canada

Key Messages

- 1 Proven track record of delivering end-to-end solutions from coast-to-coast in Transportation, Industrial, Buildings & Places and Power & Renewables
- 2 History of energy transition leadership enables us to capture market tailwinds related to Net Zero
- 3 Fueling growth in Ontario and Western Canada by leveraging leading position in Québec, global engineering services expertise and new brand
- 4 Moving up the value chain to accelerate growth, deepen customer relationships and improve mix
- 5 Driving margin expansion through clear initiatives



Canada Snapshot

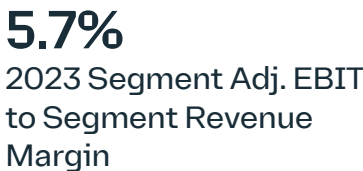
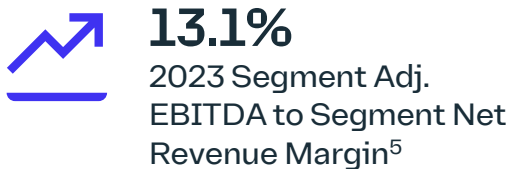
WHO WE ARE

- Established market leader in energy transition and Transportation



WHAT WE DO

- Offer global expertise, end-to-end capabilities and digital solutions to help communities, enhance well-being and empower economic prosperity

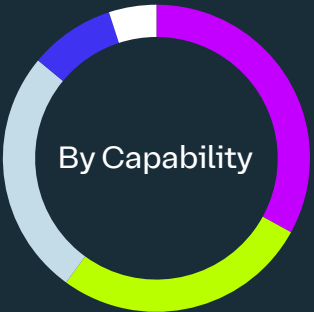


Revenue⁶

(for twelve-month period ended March 31, 2024)



60% Public⁷
40% Private



33% Operations & Maintenance
27% Engineering & Design
26% Project Delivery
9% Project & Program Mgmt.
5% Other



36% Industrial
26% Buildings & Places
21% Transportation
9% Power & Renewables
8% Other

Note: Certain totals and subtotals may not reconcile due to rounding

Well-positioned to drive growth with industry leading end-to-end capabilities

¹For twelve-month period ended March 31, 2024. ²2024 TAM – Engineering Market Size. Based on AtkinsRéalis’ assessment. ³As at April 30, 2024. ⁴As at March 31, 2024. ⁵Segment Adjusted EBITDA to segment net revenue ratio is a non-IFRS ratio. Please refer to endnote 2 on slide 131 of this presentation for details on this non-IFRS ratio and to slide 134 for its reconciliation table. ⁶Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures. ⁷Represents an aggregation of contracts with governmental, municipal, provincial, and state-type entities.

Delivering Value for Canada's Leading Companies



BC Hydro

1974*

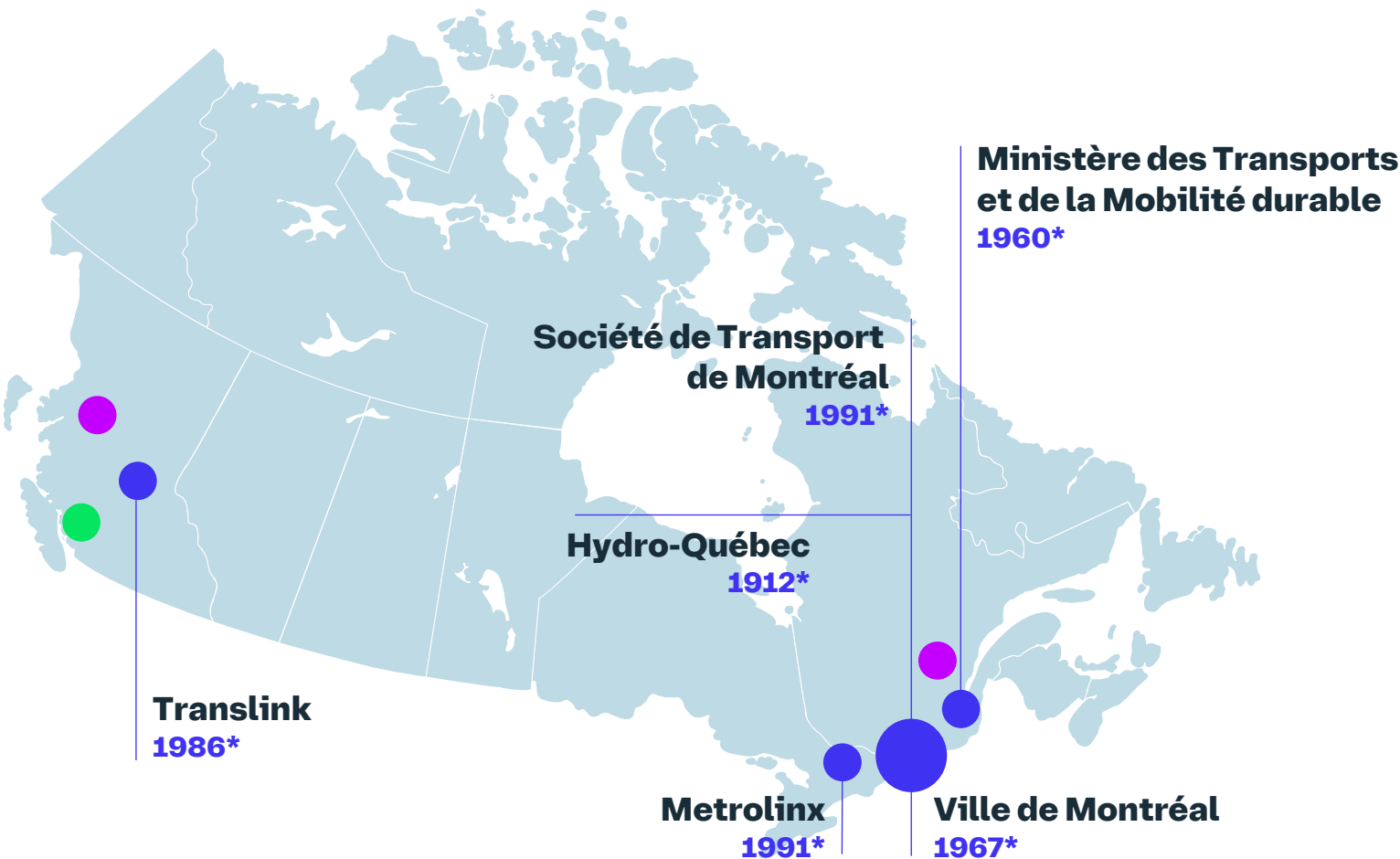
Deliver major hydro and power grid projects; provide engineering services for EV charging stations, buildings and grid interconnections



Rio Tinto

1927*

Trusted engineering partner to deliver major projects in mining and hydroelectric sectors



Long-term relationships deliver repeat business and recurring revenue

*Start of Engagement



Growing Addressable Market Supported by Macro Tailwinds

Markets	Potential Total Addressable Market ¹ (TAM)	Industry CAGR 2024-2028 ²
Industrial	\$8B	1 – 3%
Transportation	\$4B	1 – 3%
Buildings & Places	\$4B	1 – 3%
Power & Renewables	\$2B	1 – 3%
Water	\$2B	1 – 2%
Defence	\$1B	1 – 3%
Total	\$21B	

Key Canada Trends Driving Market Growth

Climate Change, Carbon Capture, Net Zero

- Federal budget driving energy transition through capital deployment and tax schemes

Transportation Investment

- Federal government plans to invest **\$14.9B** over the next 8 years in public transit³

Healthcare & Life Sciences Investment

- ON, QC and BC continue to increase investment
- Aging population and supply chain shortage boosting Pharma and Agrifood potential

Aging Infrastructure

- ~40% of roads and bridges rated as in fair, poor or very poor condition⁴
- ~30% of water infrastructure in fair, poor or very poor condition⁴

Digital & Technology Transformation

- Driving efficiency and reducing carbon footprint

Strategically positioned for superior performance across our end markets

¹ 2024 TAM – Engineering Market Size. Based on AtkinsRéalis’ assessment. ²CAGR for 2024-2028, market assumed to grow at same rate through 2028. ³ Source: [Infrastructure Canada - Building Canada's public transit future: Healthy and sustainable modes of transportation for all](#). ⁴ Source: [The 2019 Canada Infrastructure Report Card](#)



Competitive Advantages Enable Our Ability to Win



Servicing entire life cycle of asset through end-to-end capabilities



Leveraging global expertise across end markets and geographies



Connecting people, data and technology to bolster customer relationships

Underpinned by our talent and people

Strategic Priorities to Optimize Our Business

1

Increase **scale in underrepresented markets**, enabled by new brand and global capabilities

2

Capture **long-term growth tailwinds** from **energy transition**

3

Leverage global expertise to **move up value stream**

4

Drive **significant margin expansion** through business optimization

Increasing Scale in Underrepresented Canadian Markets

Strategy to grow in Ontario & Western Canada

- Maintaining leading position in Québec while building on our foundations with key customers in other provinces
- Expanding on momentum from new brand to capture significant opportunity in underrepresented markets
- Partnering with Indigenous-owned businesses

Estimated Market Size¹

~\$30B

Québec

~\$48B

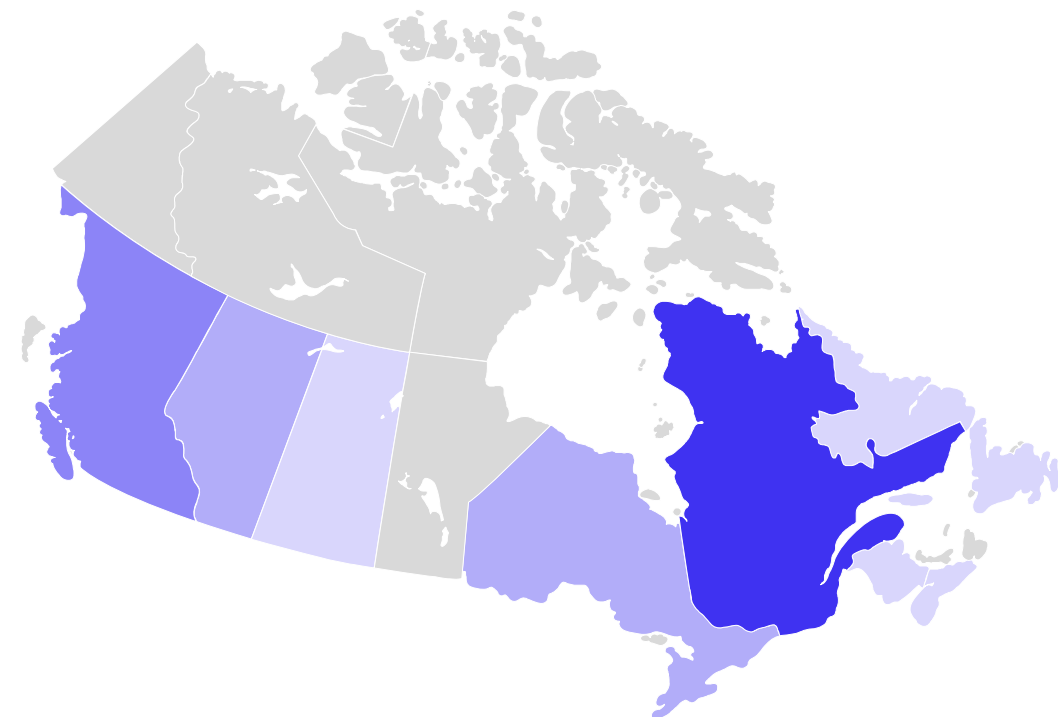
Alberta

~\$45B

Ontario

~\$30B

British Columbia



Underrepresented

Well represented

Leveraging energy transition expertise and globally connected organization to build leading position in Canada

Capturing Long-Term Growth Tailwinds From Energy Transition

Utilizing homegrown, world-class Power & Renewables capability to help customers decarbonize operations and power a Net Zero future

Leveraging Canada's Renewables expertise to win growing share of critical end markets



Power Grids



Battery



Environmental / Geotechnical



Energy Networks



Hydropower & Dams



Alternative Energies & Telecommunication



Alternative Energies & Technologies



Site Assessment and Remediation

- Hydrogen
- Renewables
- Energy Storage
- Carbon Capture & Storage



Integration of Non-emitting Power Supply to all Industrial Customers

Significant capital committed

- Hydro-Québec's Action Plan 2035 calls for historic investment to electrify and achieve Net Zero: **Anticipated spend of \$70B – \$90B¹**
- Spend on Net Zero in Alberta: **Government of Alberta \$35B+², Pathways Alliance \$16.5B by 2030³**
- Hydro One is responsible for major transmission infrastructure in Ontario: **Announced \$12.5B spend in next five years⁴**
- BC Hydro revamped 2024 capital plan: **\$36B over the next 10 years⁵**

Why We Win

Recognized as clear market leader in Canada

End-to-end capabilities

Ability to attract and retain top talent and deploy our people to best fit skillset

Substantial opportunity from electrification, emission capture, alternative energy and energy storage

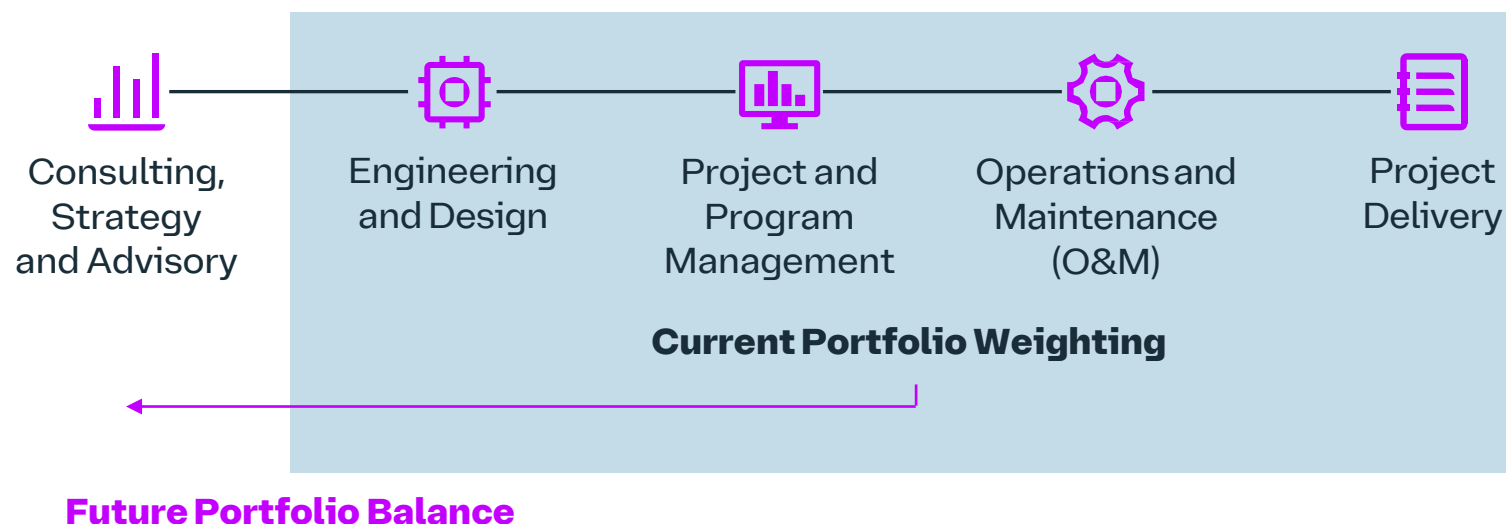
¹Source: [Action Plan 2035 – Towards a Decarbonized and Prosperous Québec \(hydroquebec.com\)](https://hydroquebec.com), annual average for growth projects over 2025-2035. ²Source: [Alberta Carbon Capture Incentive Program | Alberta.ca](https://alberta.ca). ³Source: [A Three-Phased Approach To Reaching Net-Zero - Pathways Alliance](https://pathwaysalliance.com). ⁴Source: [Joint Rate Application \(hydroone.com\)](https://hydroone.com). ⁵Source: [Capital plan 2024 - Power Pathway Building B.C.'s energy future \(bchydro.com\)](https://bchydro.com).

Moving Up Value Chain to Expand Margins and Accelerate Profitable Growth

Strategic actions to move into front-end of value chain and position us earlier in the customer buying decision

- Leveraging global expertise locally
- Deploying digital capabilities
- Strengthening and expanding portfolio with key accounts

Value Chain



Benefits

Expand margins with improving business mix

Accelerate growth and enhance customer intimacy

Lead customers through complex issues with forward-looking and long-term solutions

Create deeper customer relationships

Green Line

Challenge

Designing, procuring, constructing and operating public transit network connecting Calgary's major employment and residential hubs

- Obtaining necessary expertise and support for complex major infrastructure projects
- Maintaining control and oversight within customer organization
- Building collaborative and highly skilled team

Action

In December 2022, the City of Calgary selected AtkinsRéalis (via CSix partnership) as Delivery Partner because of strong end-to-end capabilities

- Supplemented project and commercial management, technical support, and construction management
- Provided expertise, skills and dedicated project professionals embedded in customer project organization

Impact

Developed integrated "one-team approach" with a "best for the project" attitude

- Customer has gained significant knowledge and in-house expertise for future project expansion and delivery
- Accelerated mobilization period at onset
- Flexibility around staff transfers (on-demand)

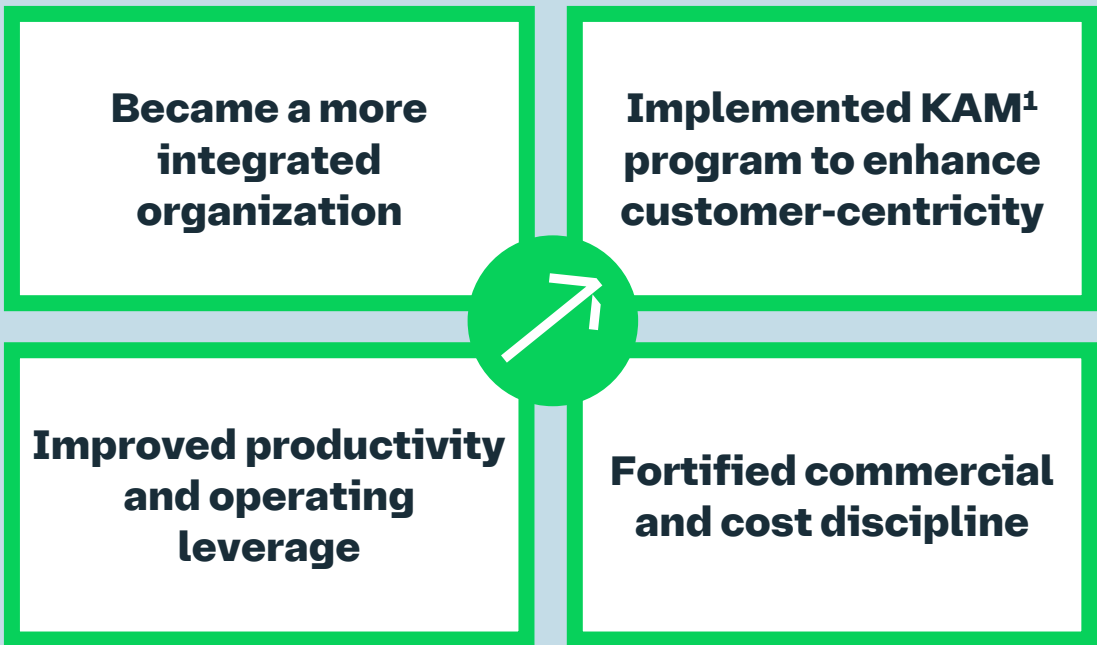


Note: Concept only picture

Continuing Margin Improvement Journey

Foundation has been laid, but further enhancement remains at the forefront

Established Margin Enhancement Catalysts:



Further levers to increase margins:



High-margin backlog projects replacing legacy, lower-margin master service agreements



Maximizing full capabilities of GTC



Moving up the value stream by winning high-margin consultancy projects



Improving project delivery through collaboration with COO office



Controlling overhead costs through focus on digital and AI while scaling across Canada

Key Takeaways

- 1 Proven track record of delivering end-to-end solutions from coast-to-coast in Transportation, Industrial, Buildings & Places and Power & Renewables
- 2 History of energy transition leadership enables us to capture market tailwinds related to Net Zero
- 3 Fueling growth in Ontario and Western Canada by leveraging leading position in Québec, global engineering services expertise and new brand
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- 5 Driving margin expansion through clear initiatives



ENGINEERING SERVICES | UNITED STATES, LATIN AMERICA



Steve Morriss | President, United States, Latin America
and Minerals & Metals

Key Messages

1

Executing on clear plan with a view of becoming top-10 provider in profitable, strong and growing US market

2

Capitalizing on key tailwinds, bolstered by government spend on aging infrastructure and clean energy solutions

3

Land and Expand strategy is working, leading to above market growth and providing confidence in achieving our targeted goals

4

Company performance enables accelerated growth through organic and inorganic investments

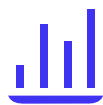
5

Building high-performing culture through leading talent attraction and development programs

USLA¹ Snapshot

WHO WE ARE

- Market leader for services to Department of Transportation (DoT) customers and for disaster response & mitigation services



\$1,589M
Revenue²



~\$215B
Potential Total Addressable Market³



~6,100
Employees⁴

WHAT WE DO

- Provide wide range of technical and professional services for public and private infrastructure customers



\$1,575M
Backlog⁵



15.6%
2023 Segment Adj. EBITDA to Segment Net Revenue Margin⁶

10.1%
2023 Segment Adj. EBIT to Segment Revenue Margin

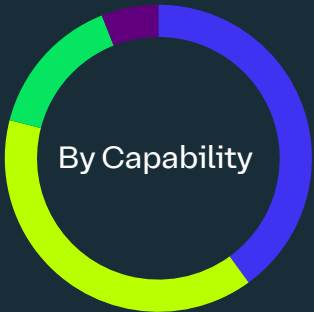
Revenue⁷

(for twelve-month period ended March 31, 2024)



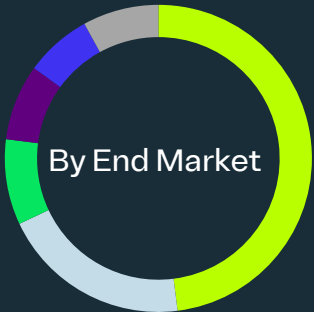
By Customer Type

■ 61% Public⁸
■ 39% Private



By Capability

■ 40% Project & Program Mgmt.
■ 39% Engineering & Design
■ 15% Consulting, Strategy & Advisory
■ 6% Other



By End Market

■ 47% Transportation
■ 20% Minerals & Metals
■ 9% Industrial
■ 8% Water
■ 7% Buildings & Places
■ 8% Other

Note: Certain totals and subtotals may not reconcile due to rounding

Well-positioned to expand foothold in attractive, growing market

¹Includes: USA, Brazil, Mexico and Peru. ²For twelve-month period ended March 31, 2024. ³2024 TAM - Engineering Market Size. Based on AtkinsRéalis' assessment. ⁴As at April 30, 2024. ⁵As at March 31, 2024. ⁶Segment Adjusted EBITDA to segment net revenue ratio is a non-IFRS ratio. Please refer to endnote 2 on slide 131 of this presentation for details on this non-IFRS ratio and to slide 134 for its reconciliation table. ⁷Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures. ⁸Represents an aggregation of contracts with governmental, municipal, provincial, and state-type entities.



USLA Includes Global Minerals & Metals [M&M] Business

WHO WE ARE

- Market leader for Minerals & Metals engineering services to premier global customers



~\$5B

Potential Total Addressable Market¹

WHAT WE DO

- Consultancy, engineering, design, environmental project and construction management professional services
- Operating from core of client processes through to corresponding infrastructure
- Active in energy transition minerals and metals, base metals, precious metals and iron ore

Key Projects

RioTinto

Simandou Rio Tinto



Minas Rio Anglo American



S11D



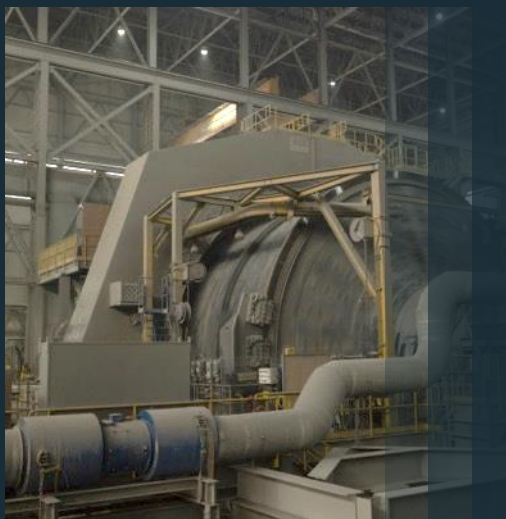
Nouveau Monde Graphite, Québec

Supported by Significant Tailwinds



Energy Transition

- Significant power grids modernization required
- Increased need and changing power supply mix driving strong long-term demand for copper and lithium



Increased Demand for Minerals & Metals

- Geopolitical tension for control of key minerals and metals supply
- Heightened focus on sustainability
- Drives shift from historic cyclical behavior towards longer-term market super cycle



US is a High Quality, Large and Growing Market Supported by Significant Tailwinds

Markets	Potential Total Addressable Market ¹ (TAM)	Industry CAGR 2024-2028 ²
Buildings & Places	\$55B	1 – 3%
Transportation	\$47B	10 – 12%
Defence	\$43B	0 – 2%
Industrial	\$28B	4 – 6%
Water	\$21B	10 – 12%
Power & Renewables	\$16B	10 – 12%
Total	\$210B	

Key US Trends Driving Sustained Market Growth

Infrastructure gap

- Aging airport, highway, water, power and transport infrastructure requires upgrades to support economic growth

Bipartisan Infrastructure Act (IIJA)³

- **\$1.2T** investment to modernize and fortify infrastructure, address critical needs and support economy

Inflation Reduction Act (IRA)

- Tax incentives promoting clean energy production and investments to combat climate change

CHIPS and Science Act³

- **\$280B** investment towards manufacturing and critical Research & Development efforts for semiconductors

Grid electrification

- Change in energy mix and aging infrastructure will drive major investment in the power grid which will also drive demand for Minerals & Metals

Well-positioned to outperform in enduringly strong markets

Competitive Advantages Enable Our Ability to Win



Targeted sales efforts in high-growth end markets with proven track record of industry-leading win rates



Increasingly strong local capabilities supported by global expertise and economies of scale in highly fragmented market



End-to-end capabilities provide unique opportunity to expand relationships and grow wallet share with current and prospective customers



People-first culture, supported by strong behaviors, training and development to grow talented and engaged team



Strategic Priorities to Drive Growth

Accelerating organic and inorganic investments into profitable growing platform underpinned by high performing culture

1

Grow with current **key customers**

2

Diversify where we have a strong presence local to key customers

3

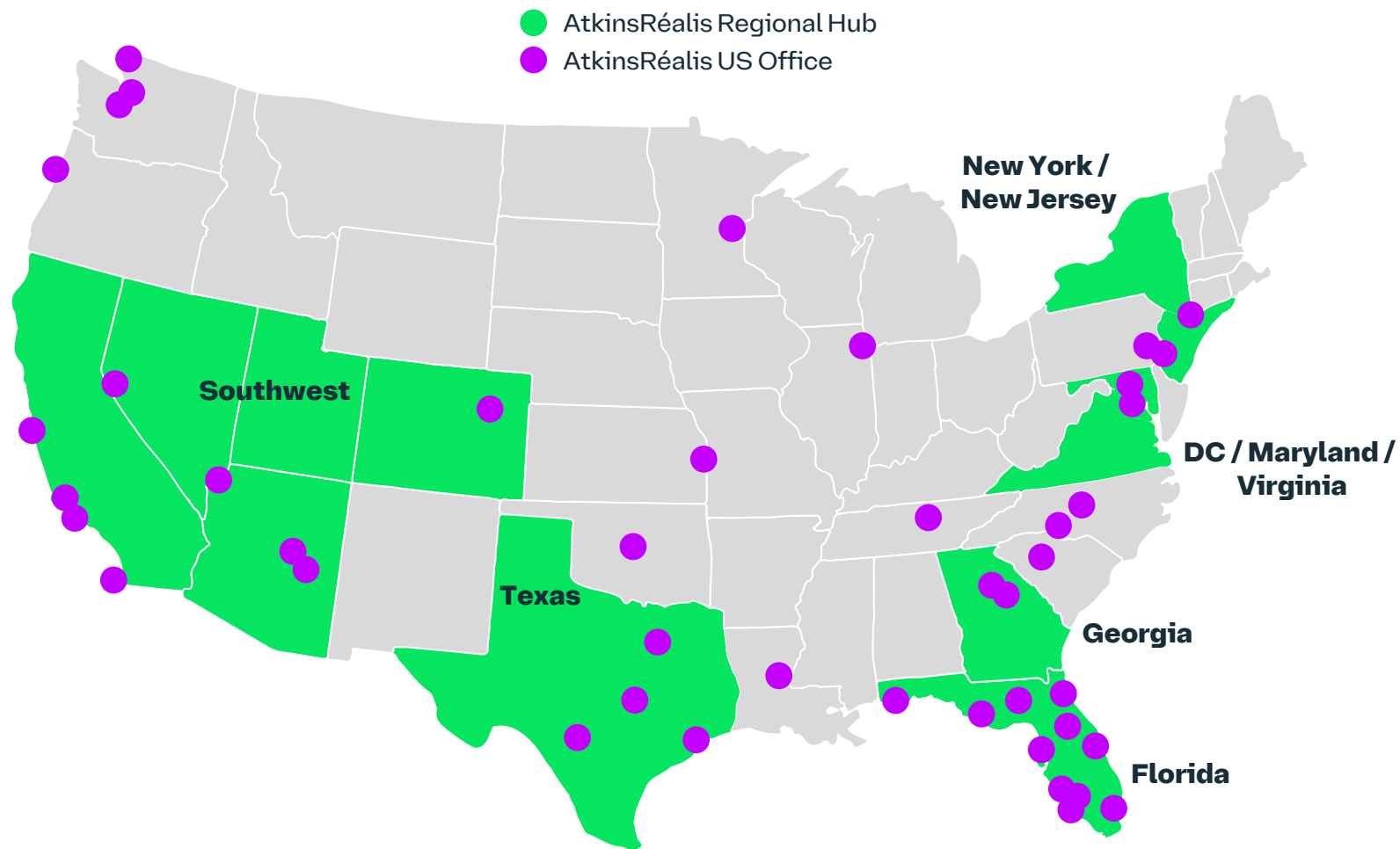
Continue successful **Land and Expand strategy** accelerated by reinvestment and targeted acquisitions

4

Sustain stand-out culture to attract and retain talent

Expanding into High-Growth Geographies

Implementing hub strategy to secure foothold and leadership capabilities in these regions



Investing in high-growth initiatives

Building capability to:

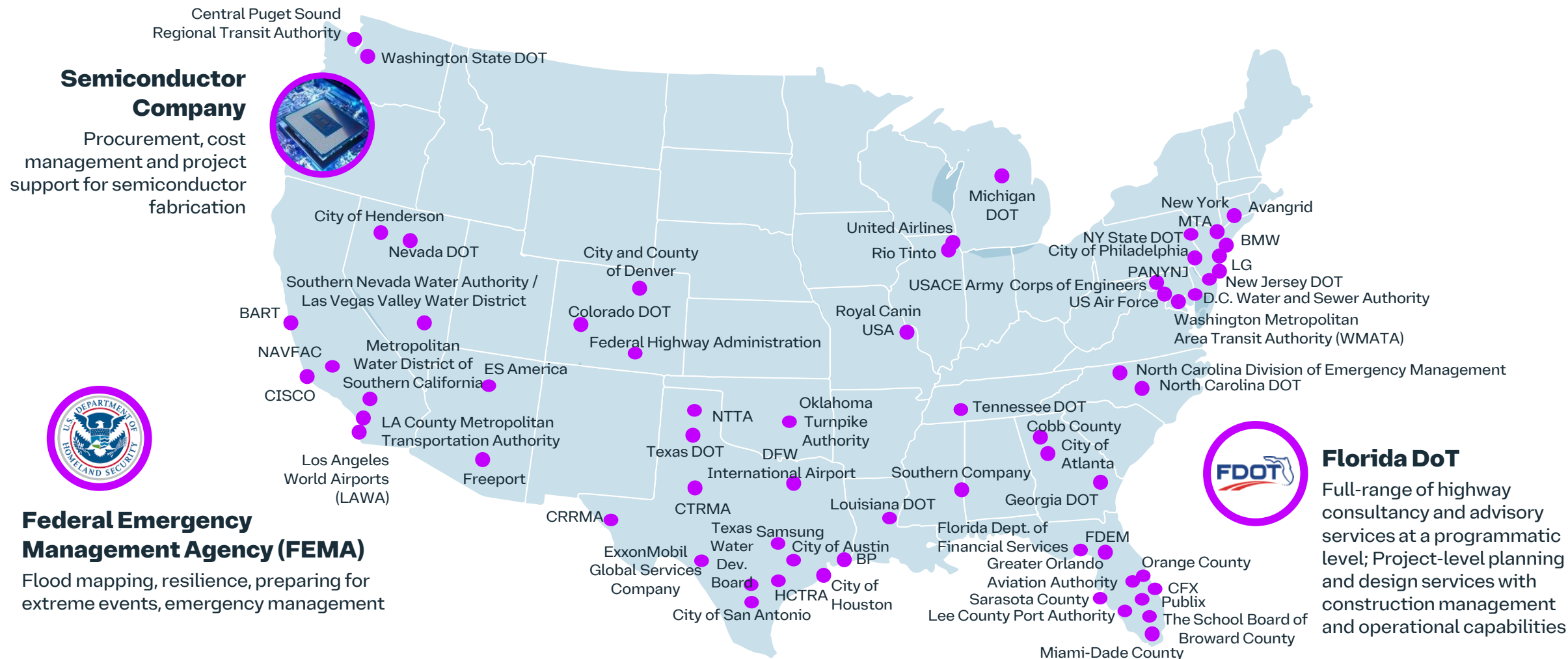
- Grow with current key customers to expand Southeast DoTs and leverage proven playbook to **grow highways business nationally**
- **Diversify Texas and Southeast** in Water, Defence, Power, Industrial and Rail & Transit
- **Target selected major private clients** in M&M, Power & Renewables and Industrial
- **Accelerate *Land and Expand*** in Northeast, Mid-Atlantic and Southwest

Supported by:

- Great culture, engaged work force and excellent training and development
- Leveraging our market-leading capabilities in other parts of the world
- Maintaining reputation for innovation, partnering, excellence and service
- Market leading work-winning team
- Holistic approach to key cities

Building Partnerships with Leading Public and Private Entities

We have *landed*, securing key early contract wins across all markets and geographies with target customers



M&A Program Will Support *Land and Expand* Strategy

Strategic Filters



Geography

- Capture whitespace opportunities in new and current regions (mainly East Coast, Pacific Northwest)
- Targeted expansion in current regions



End Markets

- Buildings & Places
- Infrastructure
- Power & Renewables
- Transportation
- Water



Value Chain Position

- Prime positioning along the value chain
- Pipeline of active work
- Sufficient size and scale for access to targeted customers and work scopes



Culture

- Industry reputation or experience that aligns with AtkinsRéalis
- Cultural fit: commitment to people, clients, purpose and values



Ideal Targets

- Small and Mid-size in whitespace regions
- # of employees: ~300 - 1,500
- With long-standing client relationship and strong track record
- Aligned with our chosen end markets
- Strong cultural fit
- Expand our capabilities

Targeting opportunities to expand capabilities and client connectivity

Land and Expand in Action

Challenge	Action	Impact
Developing a stronger relationship with New York MTA	<ul style="list-style-type: none"> Build up local team and supplement with key hires who know the customer and partner with local businesses Import AtkinsRéalis technology and experience from UK and Europe 	MTA train controls project Broadway junction contract
Re-winning major long-held contracts with foundational customers	<ul style="list-style-type: none"> Deliver service excellence, continually build in digital, innovation and carefully manage succession and opportunity Bring global best practice 	Rewinning major contracts with DoTs
Diversifying in Southeast	<ul style="list-style-type: none"> Expand relationships with key customers Identify potential diversification opportunities Utilize knowledge and experience from US and Canada teams 	Win to support Miami Dade County Waste to Energy Plant
Expanding water business in Mid-Atlantic	<ul style="list-style-type: none"> Deepen relationships through market presence Smart partnering, program management credentials, digital innovation, global and US capability and a great presentation 	Appointed Program Manager for DC Water billion-dollar system upgrade
Supporting the CHIPS Act	<ul style="list-style-type: none"> Invest to build our capability and leverage CHIPS act funding to expand into semi-conductor market. Includes collaborating with our South Korea team to support inward investment opportunities 	Increasing revenue and building new client relationships in this sector

Stand-Out Culture: Attracting and Retaining Industry-Leading Team to Drive Growth



Attract

- Continually demonstrate commitment to purpose, values and exciting US journey
- Continue to expand university hiring and internship programs
- Build relationships with educational institutions to create robust talent pipeline
- Recruit leaders who are known and respected in the market to shape future
- Raise brand awareness



Develop

- Attention to every individual
- Career vision, career plan, development plan, clear goals, constructive feedback and support networks
- World-class varied training programs, online and in-person
- Easy-to-use global talent platform
- Technical practice networks



Retain

- Conduct frequent surveys on employee satisfaction and employee value proposition
- Design and deploy additional retention initiatives, including training/upskilling programs, affinity networks and mentorship/sponsorship programs
- Track initiatives with clear owners and action timelines
- Focus on culture and values
- Share and contribute to exciting journey

Key Actions

Results

22.4% / ~1,100

Headcount Growth December
2021 – December 2023

Strongly Improving

Voluntary Attrition

91%

Engagement
Survey Score ¹

Key Takeaways

- 1 Executing clear plan with a view of becoming top-10 provider in profitable, strong and growing US market
- 2 Capitalizing on key tailwinds, bolstered by government spend on aging infrastructure and clean energy solutions
- 3 *Land and Expand* strategy is working, leading to above market growth and providing confidence in achieving our targeted goals
- 4 Company performance enables accelerated growth through organic and inorganic investments
- 5 Building high-performing culture through leading talent attraction and development programs





ENGINEERING SERVICES | ASIA, MIDDLE EAST AND AUSTRALIA



Christine Healy | President, Asia, Middle East and Australia

Key Messages

1

Driving growth through strong brand, strategic positioning and long-standing local presence in rapidly-growing markets

2

Delivering innovative solutions as a partner of choice

3

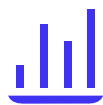
Leveraging global expertise to solve customers' most complex issues across critical infrastructure programs



AMEA Snapshot

WHO WE ARE

- Market leader in Buildings & Places, Transportation, Industrial and in energy transition



\$1,136M
Revenue¹



~\$68B
Potential Total Addressable Market²



~4,800
Employees³

WHAT WE DO

- Provide a wide range of technical and professional services for leading infrastructure development customers



\$1,424M
Backlog⁴



15.2%
2023 Segment Adj. EBITDA to Segment Net Revenue Margin⁵

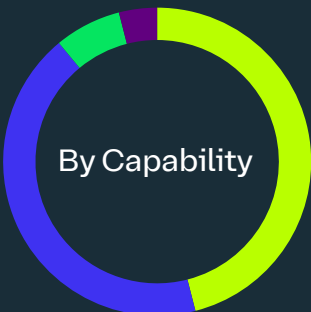
8.7%
2023 Segment Adj. EBIT to Segment Revenue Margin

Revenue⁶

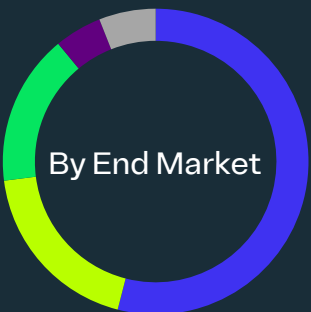
(for twelve-month period ended March 31, 2024)



78% Public⁷
22% Private



46% Engineering & Design
43% Program & Project Mgmt.
7% Consulting, Strategy & Advisory
4% Other



54% Buildings & Places
19% Transportation
16% Industrial
5% Water
6% Other

Note: Certain totals and subtotals may not reconcile due to rounding

Strategic and strengthening positions across rapidly-growing region

¹For twelve-month period ended March 31, 2024. ²2024 TAM - Engineering Market Size. Based on AtkinsRéalis' assessment. ³As at April 30, 2024. ⁴As at March 31, 2024. ⁵Segment Adjusted EBITDA to segment net revenue ratio is a non-IFRS ratio. Please refer to endnote 2 on slide 131 of this presentation for details on this non-IFRS ratio and to slide 134 for its reconciliation table. ⁶Revenue breakdowns presented are each a disaggregation of total revenue and are considered supplementary financial measures. ⁷Represents an aggregation of contracts with governmental, municipal, provincial, and state-type entities.

Positioned to Drive Growth

Key Macro Trends

- Urbanization and population growth
- Infrastructure development
- Energy transition

Our Difference

- Offices across the region, with 30+ year track record in some markets
- Local staff who know and understand local markets



Competitive Advantages Enable Growth

ASIA



30+ year heritage
in region with a
strong brand and
growing Industrial
practice

MIDDLE EAST



Industry-leading
Buildings & Places
capabilities
delivering
best-in-class
programs

AUSTRALIA



Energy transition
expertise with
end-to-end
global capabilities

Strategic Priorities to Drive Growth

1

Deliver exceptional solutions to customers

2

Diversify and grow **identified markets**

3

Leverage and deploy **global expertise**

New Murabba and The Mukaab

Reimagining downtown Riyadh with a modern vision of sustainability

15 min. city with a human-focused masterplan

Featuring The Mukaab, a melding of technology and design in one of the largest built structures in the world

How We Make the Difference:

- Delivering industry-leading master planning, engineering and design services
- Creating the future with cutting edge and constructable design



19 km²
land area

400 meters
high, wide and long – The Mukaab





King Salman Park (Riyadh)

World's largest urban park, increasing green cover and reducing temperatures

How We Make the Difference:

- Bringing excellence in project management
- Deploying digital solutions for operational logistics
- Implementing strong safety standards

16 km²

world's largest urban park

7.2 km

pedestrian walkway

11.6 km²

green spaces

1M

trees

4x

New York's Central Park

5x

London's Hyde Park

An aerial night photograph of the Singapore Grand Prix circuit. The track is illuminated, winding through the city. In the background, the Marina Bay Sands hotel and other skyscrapers of Singapore are visible under a dark blue sky. The Esplanade - Theatres on the Bay is prominent in the foreground.

Singapore Grand Prix

15 years of consistent excellent delivery of world-class event

How We Make the Difference:

- Focusing on sustainability
- Ensuring deep understanding of the customer
- Providing seamless contract management

264,000

attendees

>50

contracts



FIA Environmental
Accreditation

Energy Transition

Delivering value through innovative partnership

AtkinsRéalis and John Holland Energy are teaming up in Australia, combining AtkinsRéalis' engineering services and global expertise in renewable energy with John Holland Energy's local knowledge and leading delivery capability

- **Strategic collaboration** combines expertise and resources for enhanced **project delivery and market competitiveness**
- Offers clients **complete lifecycle solution**, from concept to completion, bringing **capacity, expertise and confidence** to the electricity and renewable energy market
- **Robust, innovative and future-focused approach** setting the standard for effective collaboration in the industry

JOHN
HOLLAND + AtkinsRéalis

Key Takeaways

- 1 Driving growth through strong brand, strategic positioning and long-standing local presence in rapidly-growing markets
- 2 Delivering innovative solutions as a partner of choice
- 3 Leveraging global expertise to solve customers' most complex issues across critical infrastructure programs



Q&A

BREAK



NUCLEAR



Joe St. Julian | President, Nuclear

Key Messages

- 1 Entering Nuclear super cycle, driven by global demand for clean, affordable, reliable energy and ambitious global Net Zero targets
- 2 Building capacity by leveraging proprietary CANDU® technologies supported by Canadian government
- 3 Strong and comprehensive set of capabilities across entire Nuclear life cycle in our diverse geographies
- 4 Driving sustained above-market growth with strong margins through long-term project opportunities



Nuclear Snapshot

- Support customers across Nuclear lifecycle with full spectrum of services from consultancy, EPC⁴ management services, field services, technology services, tooling, spare parts, reactor support and waste management & decommissioning
- Provide new-build and full refurbishment services of CANDU[®] reactors

\$1,098M

Revenue¹

~3,700

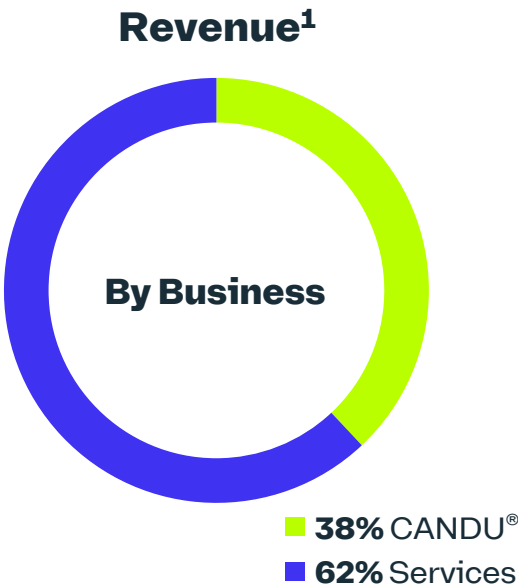
Employees²

\$1,844M

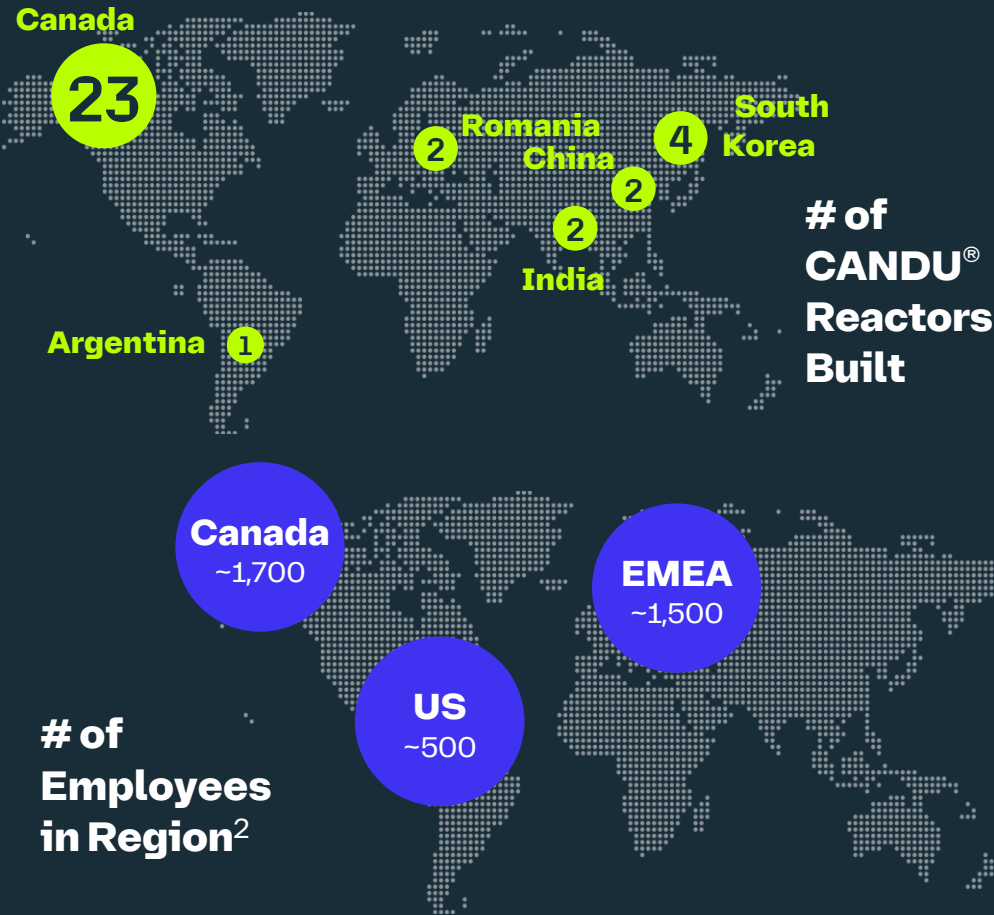
Backlog³

13.9%

2023 Segment Adj.
EBIT to Segment
Revenue Margin



Local Expertise on a Global Scale



Well-positioned to drive growth with world-class CANDU[®] technology and nuclear services

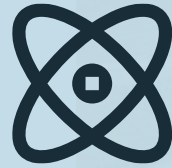
Competitive Advantages Enable Our Ability to Win



Decades of expertise and exclusive rights to service CANDU® reactors



Global reputation as an industry leader for asset performance



Broad and overlapping capabilities supporting entire Nuclear life cycle



High barriers to entry enhance competitive moat

New Alignment Strengthens Position Through Enhanced Focus and Collaboration

Enables comprehensive solutions supporting the entire Nuclear life cycle

CANDU®



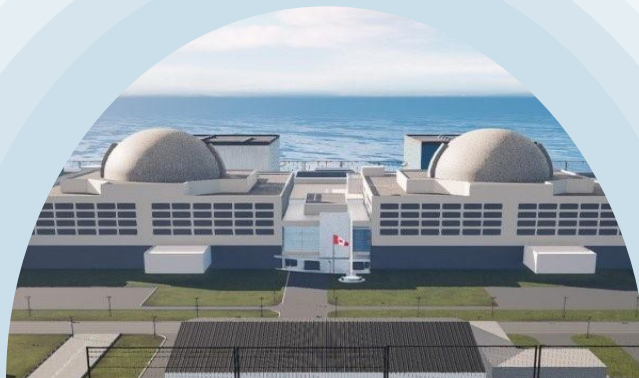
Life Extension & Reactor Support

- Trusted vendor to governments for ongoing engineering, outage/field service and spare parts support to CANDU® fleet
- 30-year life extension projects to retube/refurbish CANDU® fleet in Canada, Argentina, Romania, South Korea and China



New Builds

- Original manufacturer and steward of CANDU® technology for 70+ years
- Recently introduced 1 GW CANDU® MONARK™



Services



Waste Management & Decommissioning

- Offer extensive line of 20+ proprietary products and technologies to treat and manage Nuclear waste
- Provide field services, remediation, Nuclear fuel management, transportation and environmental clean-up
- Key delivery partner to UK Nuclear Decommissioning Authority at Sellafield and across Magnox fleet
- Recognized US Federal Tier-1 contractor



New Builds & Reactor Support

- Engineering partner to EDF¹ Energy at Hinkley Point C, Sizewell C and other programs
- Architect engineer and partner to GE-Hitachi for first SMR² project in Canada for OPG³
- Engineering partner to Rolls Royce's SMR development
- Involved in world's leading fusion programs at ITER⁴, UKAEA⁵ and PPPL⁶
- Active support to UK Advance Gas Reactor (AGR), Pressurized Water Reactors (PWR) fleet and Rolls Royce nuclear submarine propulsion program

¹Électricité de France. ²Small Modular Reactor. ³Ontario Power Generation. ⁴ITER is an international fusion research and engineering megaproject. ⁵UK Atomic Energy Authority.

New Alignment Strengthens Position Through Enhanced Focus and Collaboration

Enables comprehensive solutions supporting the entire Nuclear life cycle

CANDU®



**Life Extension
& Reactor
Support**



**New
Builds**

Services



**Waste
Management &
Decommissioning**



**New Builds &
Reactor
Support**

Aging CANDU® Fleet Provides Significant Profitable Growth Opportunity in Life Extension

1

Increase in ongoing operations and maintenance spend by governments to support aging fleet

2

Recognized world leader in reactor life extensions with reputation of delivering major projects on time and on budget

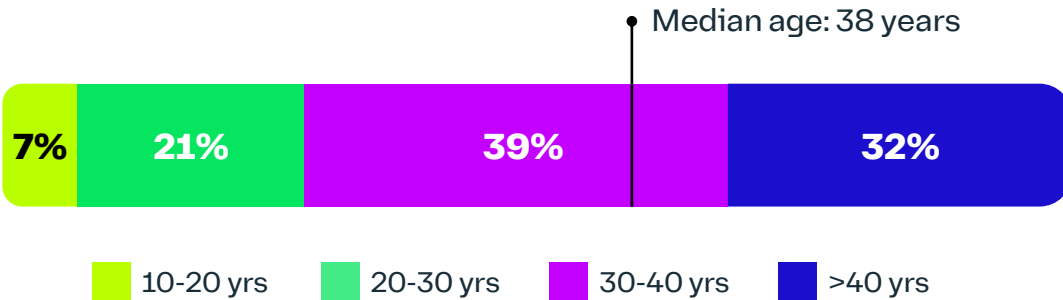
3

World-class performance of CANDU® reactors generating life extension opportunities

~\$15B

Potential Total Addressable Market¹

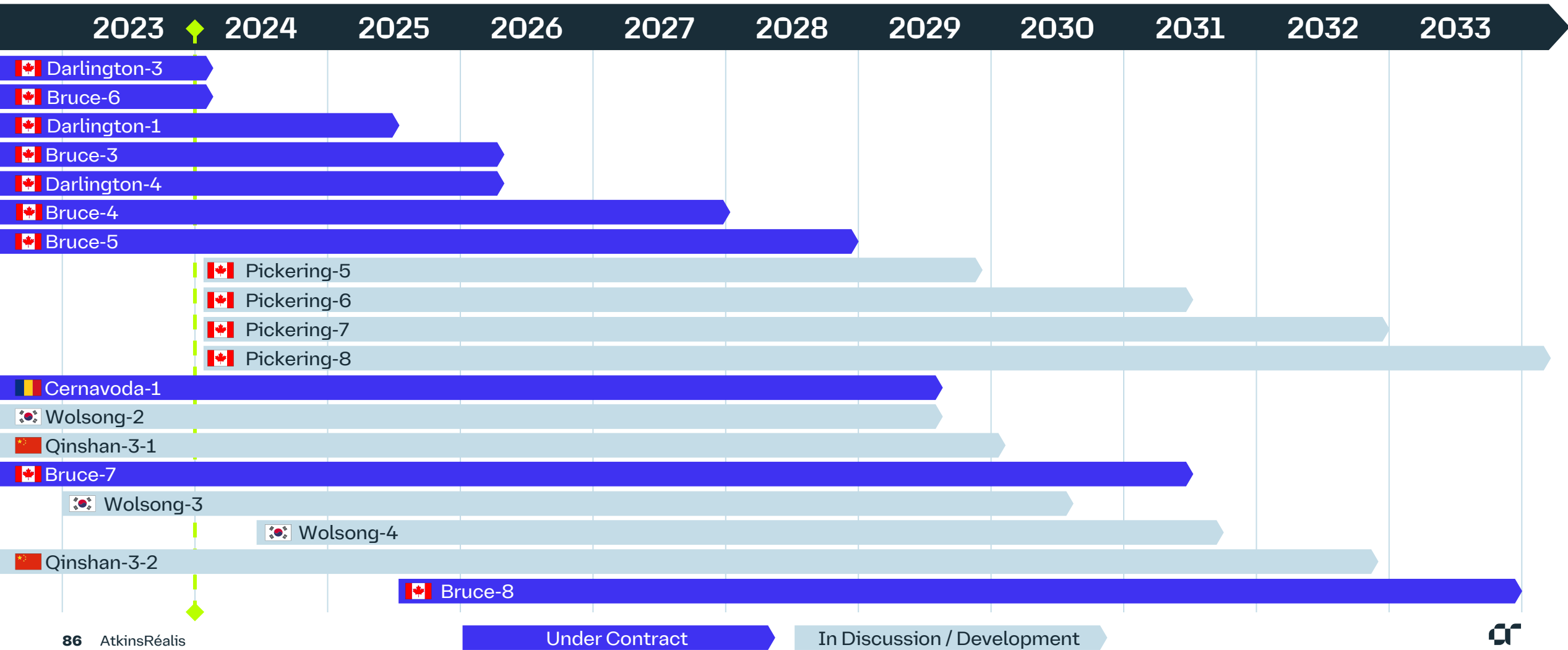
Age of 27 CANDU® Reactors in Operation Globally



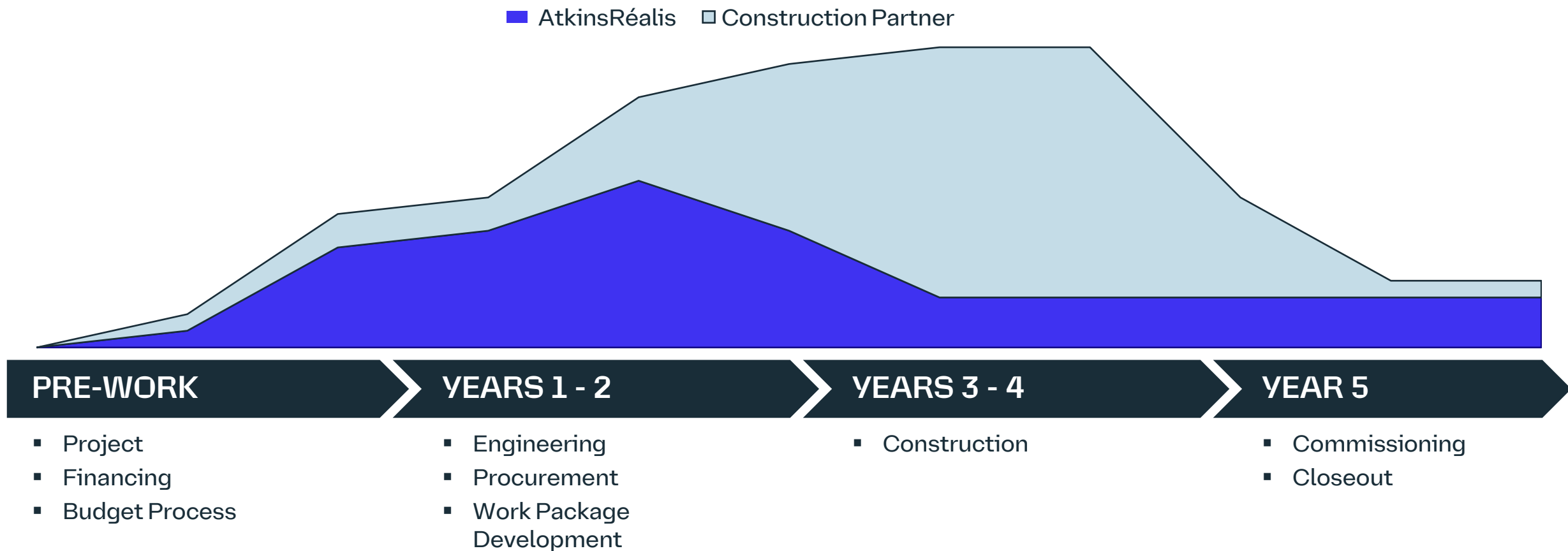
Life extension work as major driver of revenue growth over near and medium term

Life Extension Pipeline: Opportunities from the CANDU® Fleet

19 CANDU® refurbishment projects over next 10 years



Illustrative Example of Refurbishment Revenue Trajectory



Engineering and procurement services revenue is largely front-loaded

Extending Cernavoda Reactors to Support Electricity Supply in Romania

Background

Cernavoda Unit 1 CANDU® 6 Reactor will require Retube and Refurbishment by 2027 to extend life for additional 30 years

- Two Cernavoda units represent ~20% of Romania electricity supply
- Unit 1 life extension is of national importance
- Project supports low carbon generation and energy security

Action

Retube Engineering & Procurement and Refurbishment Engineering work is underway

- Refurbishment Procurement, Infrastructure Construction and Execution of Retube & Refurbishment Proposal in progress
- Site execution to be performed under consortium agreement between AtkinsRéalis, Ansaldo and KHNP
- Remaining scope expected to be awarded in Q4 2024

Impact

Unit expected to deliver additional 30 years of clean and reliable energy

- Continued operation of units 1 and 2 enables completion of units 3 and 4



Exclusive Rights to Leading Global Technologies for Large Reactors

CANDU® technology is at forefront of global interest in Nuclear energy as part of clean energy transition

CANDU®

- Record-setting performance – ability to operate for years without maintenance outages
- Medical isotope production – proven ability to deliver cancer treatments and sterilization materials
- Natural uranium fuel – no enrichment required; domestic supply capable
- Online refueling – no outages required to refuel
- Unmatched safety performance, with two fast-acting shutdown systems
- Canadian-owned and exclusively licensed intellectual property
- 34 operable or being refurbished reactors in the world

CANDU® MONARK™

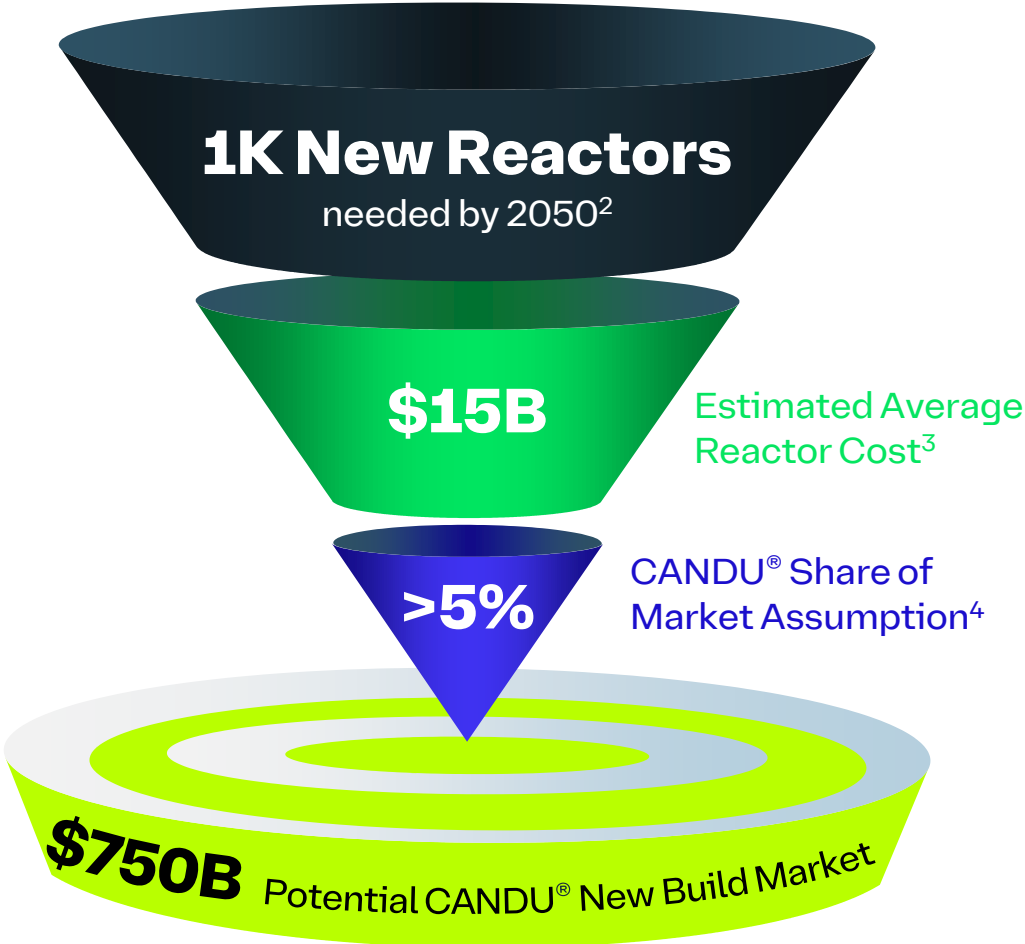
- CANDU® is one of six OEM² technologies in operation today
- MONARK™ is 1000 MW output, based on proven CANDU® reactor technology with latest improvements in safety, operability and reliability
- Improved medical isotope production capability
- Simplified construction techniques (including modularization) to increase schedule confidence
- Estimated >\$40B GDP¹ impact for a 4-unit site built in Canada (engineering/construction phase only)
- Designed to be simple to operate and maintain – easier access, improved redundancy
- Approximately 95% capacity factor¹ – best in class; producing energy with the least of amount of downtime



Expect to invest \$50M – \$75M/year over next 3 years in CANDU® MONARK™ reactor development

Robust CANDU® New Build Market Expansion Driven by Global Net Zero Targets

- 1 COP28¹ recognized critical role of Nuclear energy as green, secure and reliable solution for power generation
- 2 Uniquely positioned with scale, expertise and proven track record to deliver major Nuclear projects on time and on budget
- 3 Proven technology leadership with 34 CANDU® reactors built and CANDU® MONARK™ creating first CANDU® gigawatt solution



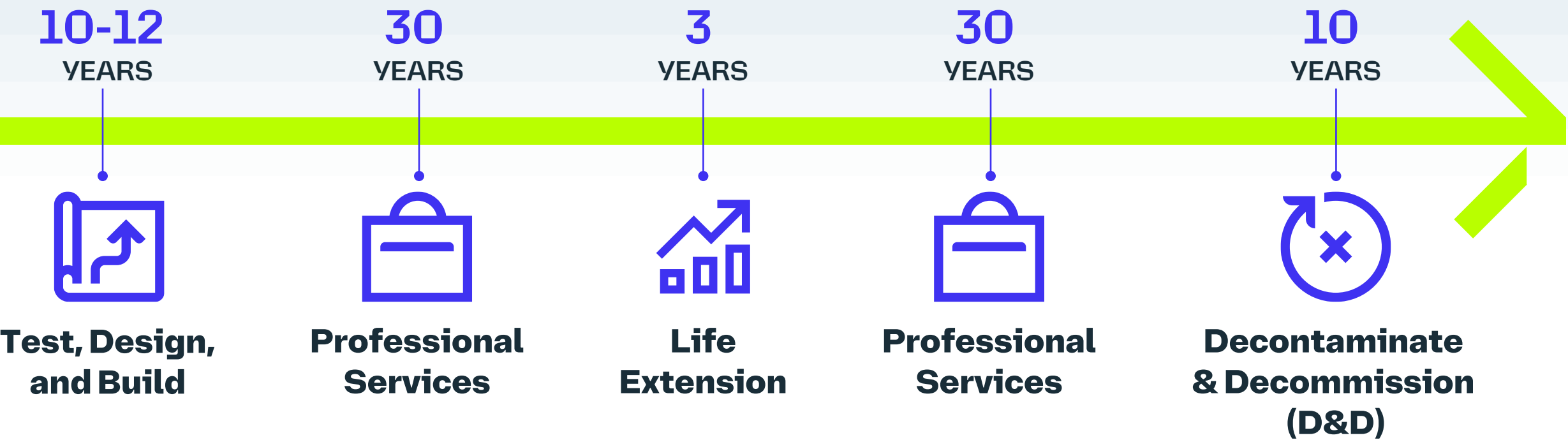
AtkinsRéalis scope covers 15 – 30% of CANDU® new builds

90 AtkinsRéalis Berger. ¹22+ countries declared to triple nuclear energy by 2050 at the 28th United Nations Climate Change Conference (COP28). ²Source: Expert inputs, Secondary research, AtkinsRéalis, Roland Berger. ³Assuming 1 GW as a standard plant. ⁴Assumption based on the fact that since 1970s, 5% of all Nuclear new build reactors were CANDU® reactors.



CANDU® and CANDU® MONARK™: An 85 Year Opportunity

Large project wins lay foundation for long-term captured work



Building a base to create value over time, reactor by reactor

New Alignment Strengthens Position Through Enhanced Focus and Collaboration

Enables comprehensive solutions supporting the entire Nuclear life cycle

CANDU®



**Life Extension
& Reactor
Support**



**New
Builds**

Services



**Waste
Management &
Decommissioning**



**New Builds &
Reactor
Support**

Waste Management & Decommissioning Delivers Steady Volume and Margin Enhancement



Key Tailwinds in the US

- Actively work with Department of Energy (DoE) to address some of world's most dangerous radioactive sites
- Secured partnership with National Nuclear Security Administration, responsible for Nuclear stockpile management and naval propulsion reactor
- Partnering with Office of Science Laboratories, comprised of 17 national labs to solve critical climate change challenges



Key Tailwinds in the UK

- Long-term relationship with Sellafield and secured decommissioning funding of £1.5B+
- Strong position with Nuclear Restoration Services expected to grow as Magnox strategy leads to greater spend in supply chain and EDF gas reactor fleet retires
- Funding levels expected to increase as UK accelerates work on deep geological repository

~\$13B
Potential Total
Addressable
Market¹

Well-positioned to capture customer investment in Waste Management & Decommissioning over next 10 years

Disposing of U-233 and Preserving Legacy

Challenge

Safely and securely storing, processing and disposing of United States' Uranium-233 inventory

- Extracting and preserving life-saving Thorium-229 for use in isotope generation for targeted Alpha Therapy

Action

~50% of the 1,000+ original container material inventory was transferred to other users or directly disposed

- Remaining material must be processed and downblended into safe configuration for disposal
- During processing, we extracted, polished and provided Thorium-229 to commercial medical isotope company

Impact





Project won the DoE's Secretary's Achievement Award twice

- No lost-time accidents in 20-year span
- Removed rare isotope that may save lives of cancer patients



Services Support Position Across Multiple Markets

Actively pursuing opportunities in four market segments with eight unique technologies

4 MARKET SEGMENTS	 Large Reactors	 Small Modular Reactors	 Fusion Reactors	 Submarine Propulsion Reactors
8 UNIQUE TECHNOLOGIES	<ul style="list-style-type: none"> European Pressurized Reactors (EPR) (3) UK Fleet of AGRs (7) and PWR (1) 	<ul style="list-style-type: none"> GE Hitachi BWRX-300 (4 CA, 4 US) Rolls Royce SMR (1 UK) 	<ul style="list-style-type: none"> UK AEA PPPL ITER 	<ul style="list-style-type: none"> Pressurized Water Reactors Fleet

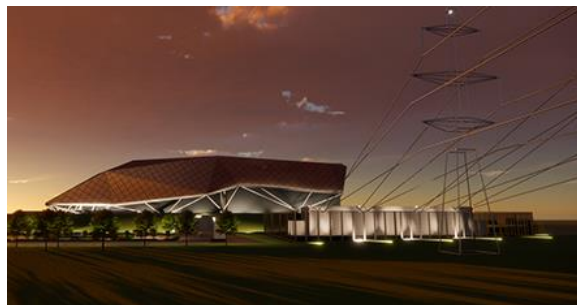


Comprehensive Capabilities Across New Build Market



Large Reactors

- Core subcontractor for EDF Energy new build program in civil, mechanical and electrical design and engineering
- Have worked on Hinkley Point since 2011, at peak ~800 ATRL personnel on the project
- Transitioning to Sizewell C site with expectations for similar ~10-year involvement
- Support EDF Energy in France to develop EPR2 new build program
- Provide specialized engineering services for years to ensure safe, efficient operation of UK's AGRs and PWRs



Small Modular Reactors

- Support GE-Hitachi in developing standard plant design for BWRX-300 and partner as architect engineer with OPG to deploy BWRX-300 at Darlington
- Down selected for TVA BWRX-300 SMR program at Clinch River, TN
- Largest supplier of engineering services to Rolls Royce SMR project to design 470 MW PWR Technology with 60-year design life



Fusion

- Architect Engineer in Engage Consortium for development and construction of Tokamak building at ITER
- Engineering delivery partner to UK AEA across wide range of major programs to commercialize fusion power, including the H3AT facility – recently awarded design mandate for Tritium Processing Facility
- Lead team to provide engineering support to US DoE Science Laboratory at Princeton Plasma Physics Laboratory over next five years with focus on fusion energy



Submarine Propulsion

- Deliver projects that underpin highest-priority defence program for UK Government
- Play crucial role in maintaining UK National Security by providing engineering support for pressurized water reactor design, manufacture and sustainment
- Deliver professional engineering services to support national endeavor as strategic partner to confidential client

Our Talent Fuels Growth Goals

Talent is a Unique Industry Advantage

- Access to work on significant Nuclear projects across the world
- Great place to work as indicated by high employee engagement survey results and retention rates
- Proprietary Canadian-developed technologies in CANDU® and MONARK™
- Market-leading programs, such as Indigenous hiring and Warrior Engineering
- Leading gender-based initiatives:
 - Women in Nuclear sponsorships and STEM¹ program
 - Ontario Tech women in STEM¹ mentoring program
 - Member of Nuclear Skills Academy Nuclear

Our Programs

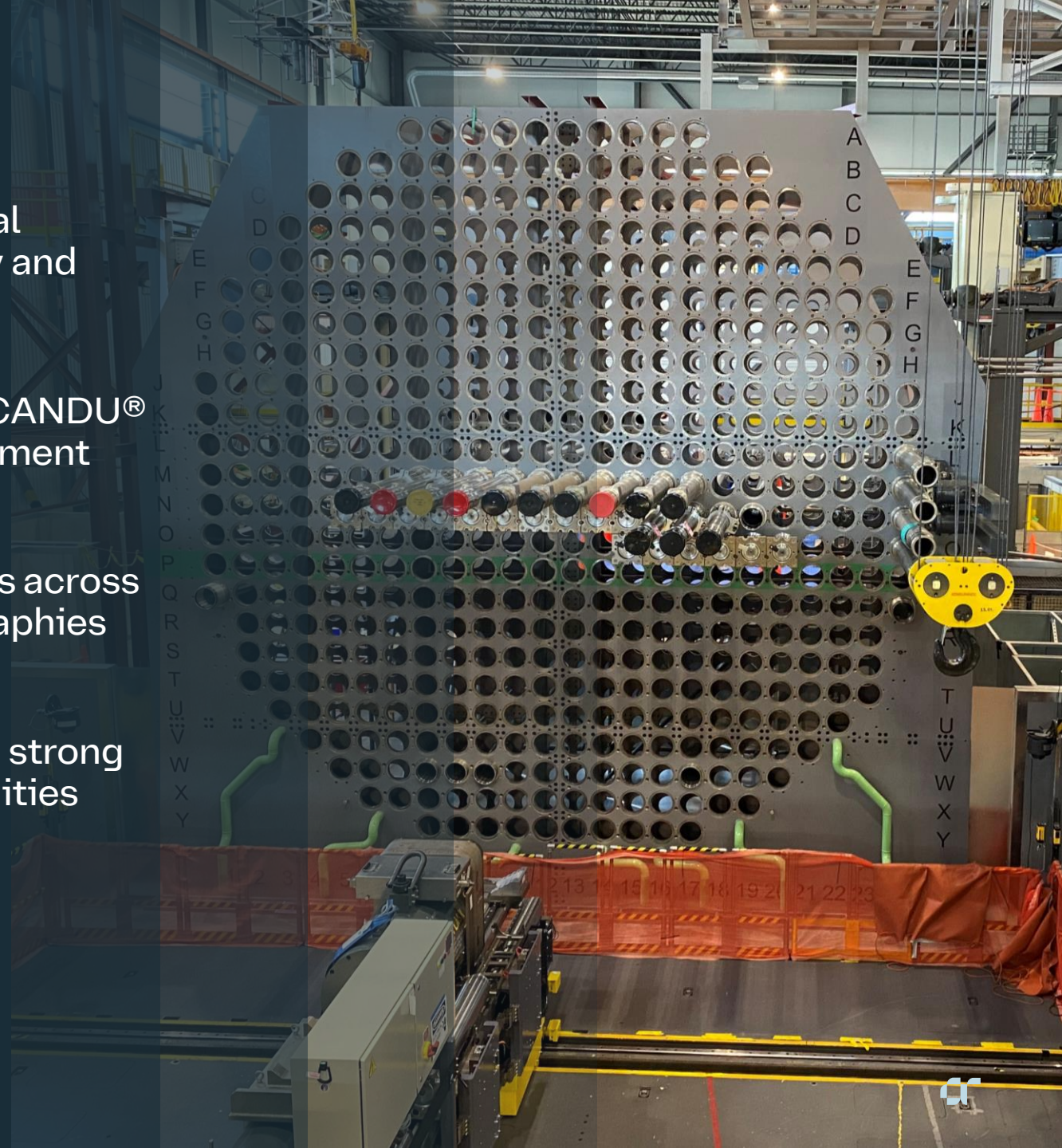
- **Early career starter program** includes hiring ~200 graduates across the sector
- **UK early careers program** includes hiring 30+ apprentices per year, 40+ summer students and 40+ industrial placements
- **Ontario Tech University partnership** for Career Enhancement builds a CANDU®-based curriculum and introduces MONARK™ content
- **New partnerships in the US for Nuclear Engineering** with an initial focus on University of Tennessee, Northwest University and Washington State University



Attracting and retaining highly-skilled talent to support above-market growth trajectory

Key Takeaways

- 1 Entering Nuclear super cycle, driven by global demand for clean, affordable, reliable energy and ambitious global Net Zero targets
- 2 Building capacity by leveraging proprietary CANDU® technologies supported by Canadian government
- 3 Strong and comprehensive set of capabilities across entire Nuclear life cycle in our diverse geographies
- 4 Driving sustained above-market growth with strong margins through long-term project opportunities





TOGETHER CHANGES EVERYTHING

A structured approach to deliver
excellence and drive growth



Philip Hoare | Chief Operating Officer

Key Messages

1

Continuing our growth trajectory by building global capabilities and market position, leveraging our scale and bringing the best of AtkinsRéalis to our customers around the world

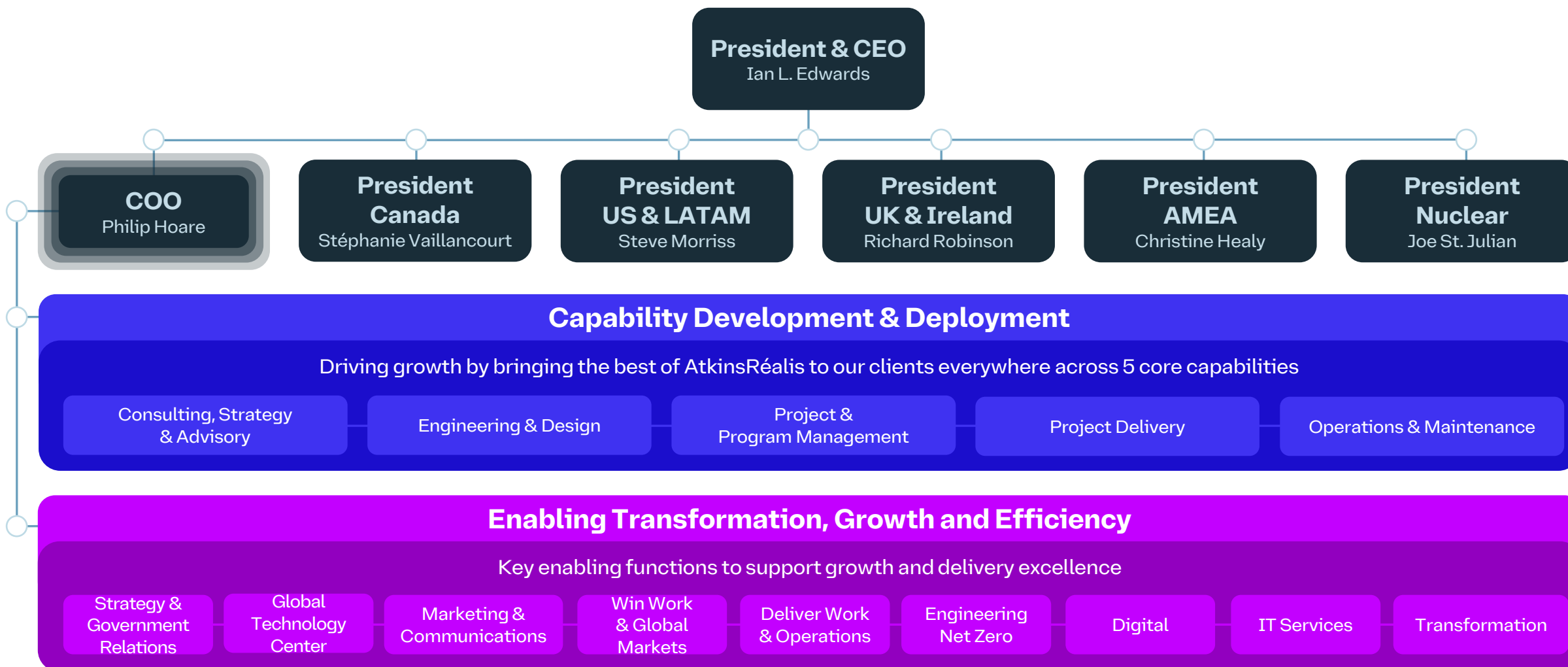
2

Improving margins through a company-wide program to rapidly identify, prioritize and deliver transformation opportunities

3

Fully leveraging our Global Technology Center (GTC) to support growth and deliver excellence at higher margins

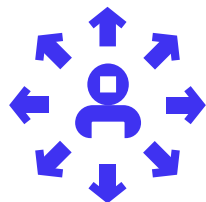
Unifying Our Organization



Data-Led Approach with Clear Targets

Capabilities

Create value and competitive advantage



Enable **growth and market distinctiveness** through development of capability value propositions and our approach to Win Work



Win-rate per market / region (%)

Provide **insights on capabilities to prioritize** within markets, supporting regional growth strategies



Revenue growth (%) by capability

Enable **margin expansion** through development of differentiated pricing



Margin growth (%) by capability

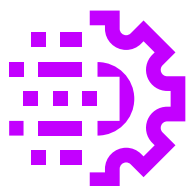
Create more **customer opportunities** by enhancing reputation and practice excellence through codification and radiation of knowledge



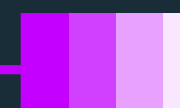
Margin (%) of capability

Transformation, Growth and Efficiency

Support regions to drive efficient, profitable growth



Radiate **best practice in capabilities deployment** across regions (e.g., synergies, leverage of GTC, strategic workforce deployment)



GTC usage (%)

Reduce **margin erosion** by improving transparency on metrics and sharing deployment best practices



As-delivered vs. as-sold margin (%)

Increase **project and program** profitability by sharing guidance (e.g., GTC) on utilization across capabilities and markets



Utilization (%)

Enable cost efficiencies by creating transparency on metrics and proving insights on functional effectiveness



SG&A cost / revenue (%)

1

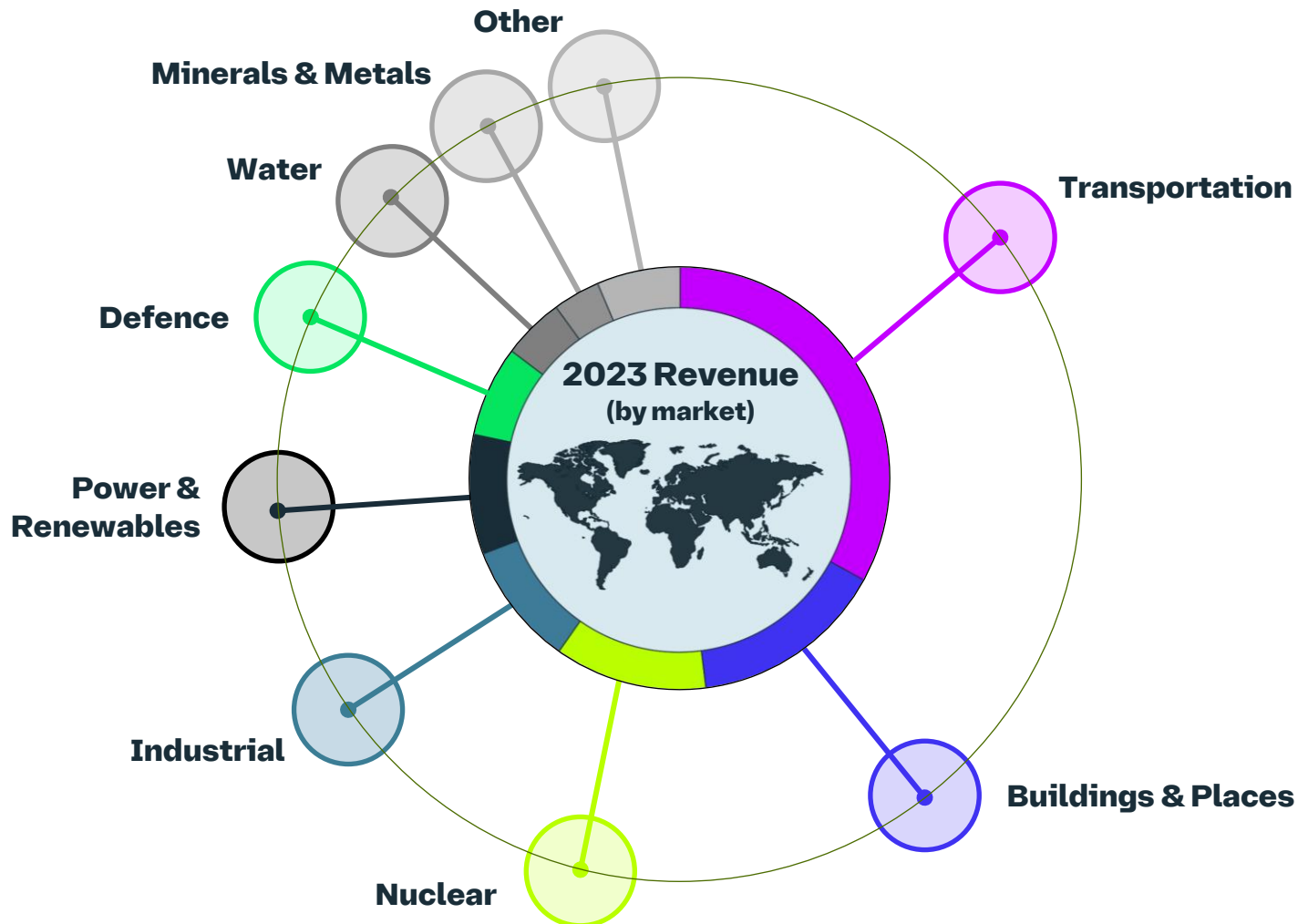
How We Win

Sustaining our organic growth through a focused, well-structured, data-led approach with proven results



Leveraging Our Global Scale Across Key Markets

Rapidly share market-specific insights and develop trusted long-term relationships with key customers



Identify new opportunities and leverage global capabilities to drive growth through **global market plans**



Provide deep market knowledge and expertise to our customers through our global market leaders and KAMs¹



Strengthen **capability and connectivity of KAMs¹** to drive increased win rates and customer wallet share



Create new and exciting opportunities for **customer and people development**



Maximize **global transformational opportunities** requiring multi-region response

1

World-Class Offering | Integrating Our Knowledge and Capabilities

Developing global market plans to identify growth opportunities and deploy global capability to win and deliver effectively

Global market leader in Power & Renewables

Work with regions to position for key growth opportunities



Canadian expertise in hydro power, dams, transmission distribution

provides world-class capabilities



Power & Renewables expertise in GTC

adds capacity at lower cost

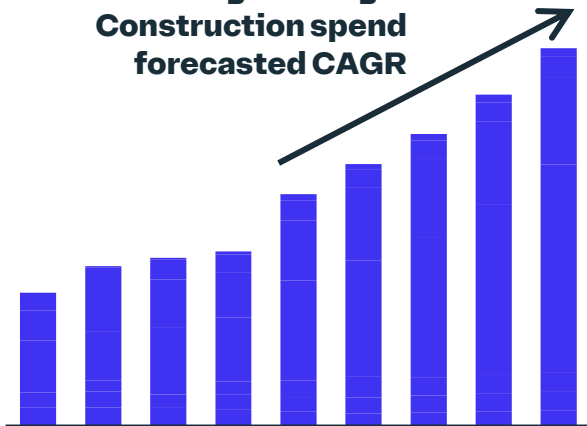


Strong organic global growth at higher margins

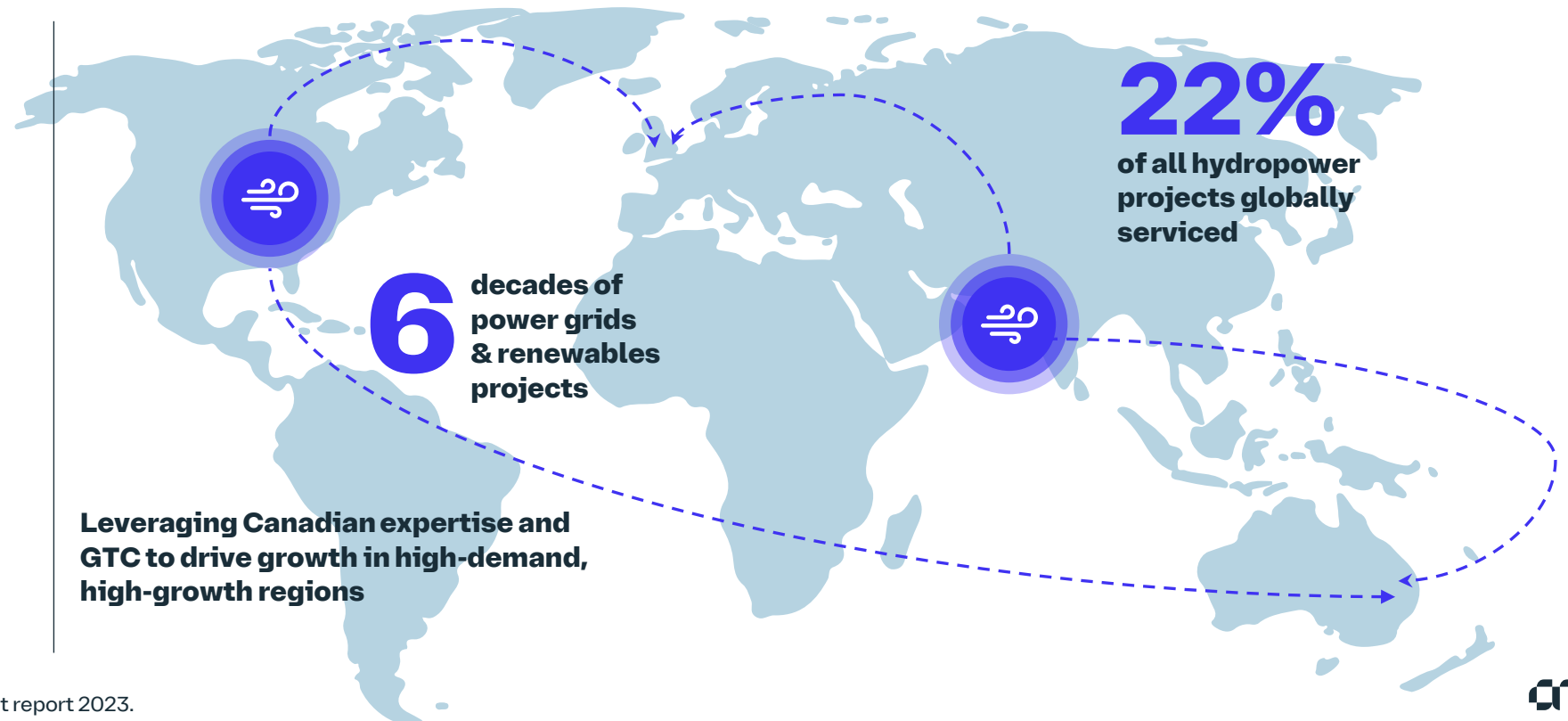
Global Power New Generation CAPEX

13%¹

Engineering & Construction spend forecasted CAGR



2018 2019 2020 2021 2022 2023 2024 2025 2026



Royal Commission AlUla

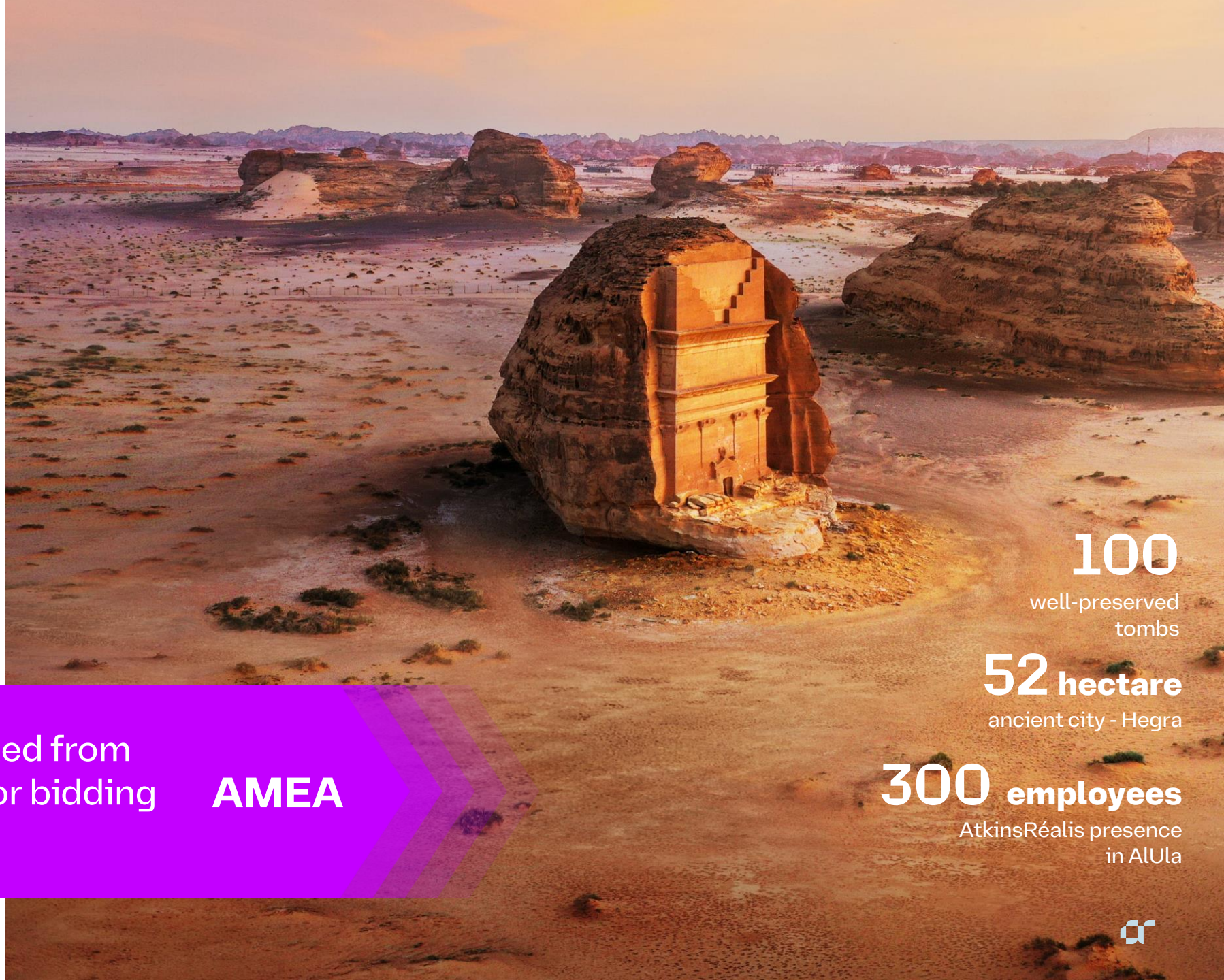
Saudi Arabia's First
UNESCO World Heritage
Site

- Collaborative partnerships
- End-to-end capabilities
- Digital solutions
- Net Zero best practices

**UKI
Digital**

Resources mobilized from
multiple regions for bidding
and delivery

AMEA



100
well-preserved
tombs

52 hectare
ancient city - Hegra

300 employees
AtkinsRéalis presence
in AlUla



Port of Prince Rupert

- Climate Change Risk Assessment using AtkinsRéalis' City Simulator, an advanced resilience simulation tool
- Develop resilience capacity building strategies for federal transportation assets



US
Digital
Net Zero

Climate change expertise,
GIS capabilities, project
managers & specialist
digital tools

CAN

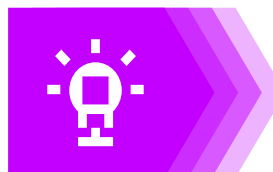
Improving Performance via Margin Enhancement Program

Targeting 200-300 bps improvement in Segment Adjusted EBITDA / Net Revenue margins by 2027¹

Current Opportunities Under Execution



Maturing global capabilities and markets improves opportunity identification, enhances pipeline and increases win rates & delivery efficiency



Refining pricing strategies optimizes returns and **expanding service mix** to drive growth in higher-margin, lower-risk consultancy and advisory services



Leveraging digital capability and **rolling out project delivery training and standardized approaches** improves quality and minimizes project margin leakage



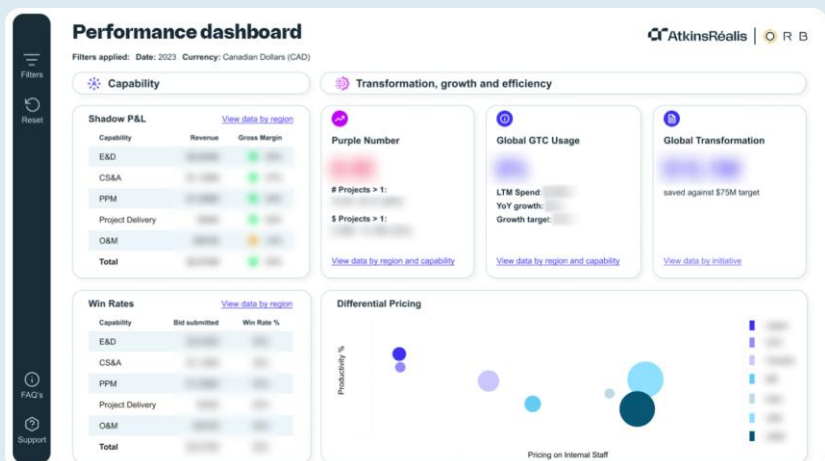
Ongoing comprehensive review of global overhead spend leverages further offshoring and automation through the GTC and refines operating model to freeze costs until 2027

¹For Engineering Services Regions. Segment Adjusted EBITDA to segment net revenue ratio is a non-IFRS ratio. Please refer to endnote 2 on slide 131 of this presentation for details on this non-IFRS ratio. Engineering Services Regions Segment Adjusted EBITDA / net revenue margin was 15.0% in 2023, see slide 134 reconciliation table.

Structured program creating momentum & generating results

Driving cost and productivity improvements

Granular performance analytics support regions and functions to drive **customized margin improvement programs**



Data led, whole company approach

- Margin expansion plans owned by regional presidents and functional leaders
- Improvement targets set for 2024 to 2026, monitored and supported by a central program office



Program structure

- Analysis of value drivers identified priority focus areas.
- Operating rhythm driven by set of structured meetings
- Dashboards tool to facilitate & manage progress



Delivering sustainable change without impacting organic growth

- All changes are being built into the structure and operating rhythm of the company from individual performance through to quarterly business reviews
- No "quick fixes" that create longer term issues

3

Our Global Technology Center Sets Us Apart

Expanding GTC will enable growth and drive higher margins



17 years of driving growth and improving margins



~3,500¹ highly skilled, experienced technical engineering staff



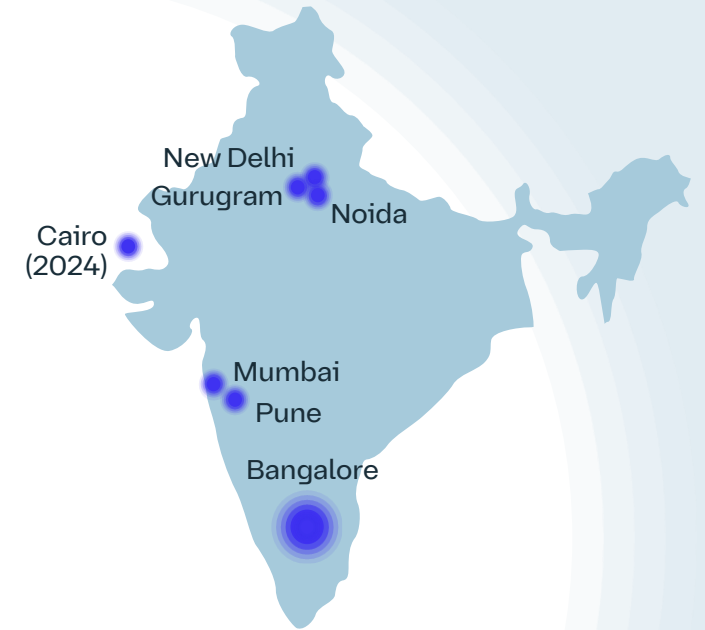
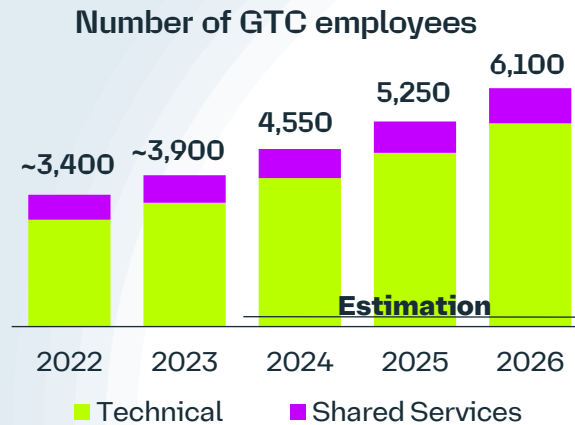
Shared services team of ~750¹ employees delivering HR, Finance and IT services – **range of services to be expanded** as part of our margin enhancement program



Drives adoption of **standardized working practices and digital/AI tools to optimize efficient delivery**



Lower GTC cost base provides further opportunity for margin uplift



Growth fueled by GTC capability, capacity and quality



Digital Pioneer Category



Digital transformation initiative of the year: Buildings



Team NNB



Great Place to Work® for 3rd consecutive year



Bronze for excellence in D&I practices



Accredited for Inclusive Practices

Key Takeaways

1

Continuing our growth trajectory by building global capabilities and market position, leveraging our scale and bringing the best of AtkinsRéalis to our customers around the world

2

Improving margins by 200-300¹ basis points through a company-wide program to rapidly identify, prioritize and deliver transformation opportunities

3

Fully leveraging our Global Technology Center to support growth and deliver excellence at higher margins



FINANCIAL TARGETS AND CAPITAL ALLOCATION



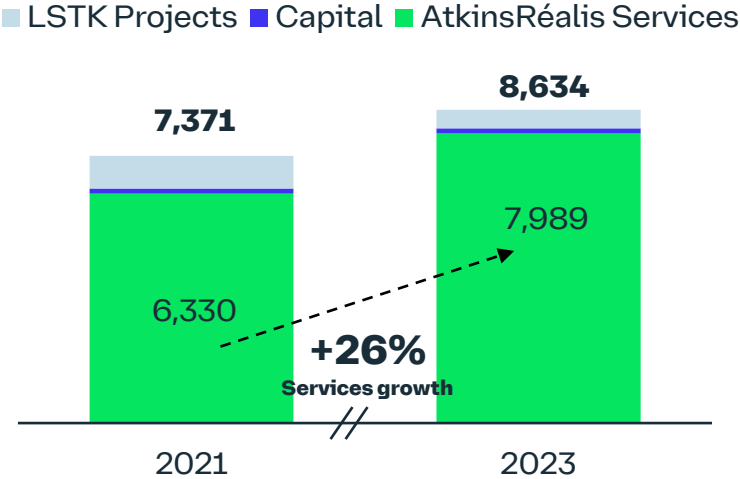
Jeff Bell | Chief Financial Officer

Key Messages

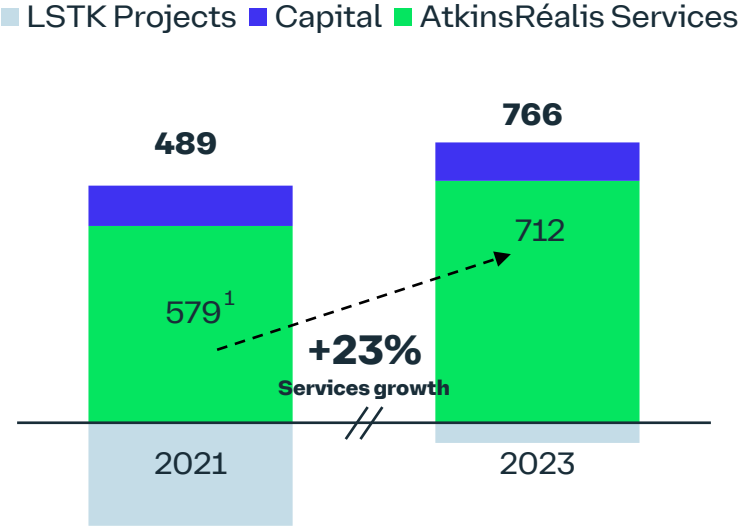
- 1 Proven success of *Pivoting to Growth* strategy and financial targets driving significant shareholder value creation
- 2 Strengthened balance sheet resulting in strong foundation for growth
- 3 New financial targets to deliver growth, operating margin improvement and material positive cash flow
- 4 Opportunity to further accelerate growth with acquisitions, and return capital to shareholders

Pivoting to Growth Strategy Driving Significant Revenue and EBIT Growth in AtkinsRéalis Services

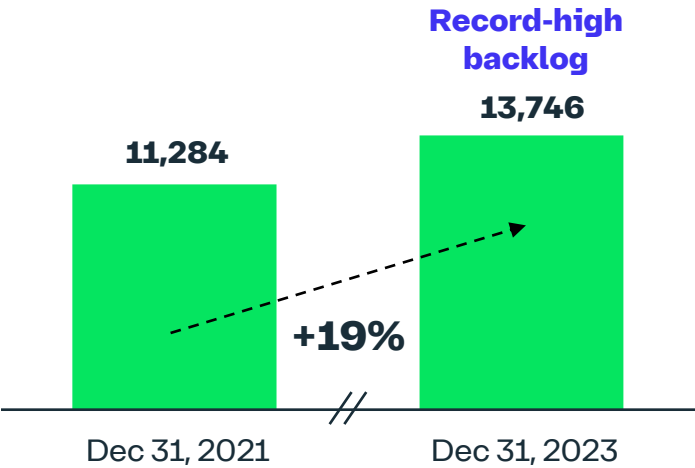
Revenue² (\$M)



Segment Adj. EBIT² (\$M)



AtkinsRéalis Services Backlog² (\$M)



Revenue and Segment Adjusted EBIT growth expected to continue in 2024

¹Excludes Q4 2021 positive impact of a \$93M arbitration outcome in the Engineering Services segment. ²Revenues, Segment Adjusted EBIT and Backlog for AtkinsRéalis Services are a total of segments measure. Please refer to endnote 11 on slide 132 of this presentation for details on total of segments measures.



Mainly Exceeding Financial Targets Under *Pivoting to Growth Strategy*

2022-2024 Targets (Announced at 2021 Investor Day)

		2022 Results	2023 Results
AtkinsRéalis Services Organic Revenue Growth ¹	4% – 6% Annually	6.8%	18.3%
AtkinsRéalis Services Segment Adjusted EBIT to Segment Revenue Ratio ²	8% – 10% Annually	8.7%	8.9%
Consolidated Free Cash Flow to Adjusted Net Income Ratio ¹	80% – 90% by end of 2024	Negative	Negative
Consolidated Net Limited Recourse & Recourse Debt to Adjusted EBITDA Ratio ¹	1.5 – 2.0x by end of 2024	2.9x	1.8x

¹Organic revenue growth, Free cash flow to adjusted net income ratio and Net limited recourse and recourse debt to Adjusted EBITDA ratio are non-IFRS ratios. Please refer to endnotes 1, 6 and 10 on slides 131 and 132 of this presentation for details on these non-IFRS ratios and to slides 133 and 134 for their reconciliation tables. ²Total of segments measure. Please refer to endnote 11 on slide 132 of this presentation for details on total of segments measures.

Delivering on LSTK Exit Strategy

Significantly de-risked business through wind down of LSTK Projects

- Backlog decreased to \$299M at March 31, 2024, from \$1,167M at end of 2021
- Largely physically completed the **two Ontario projects**
- **REM** project continues to progress well
- Discussions remain ongoing to pursue recoveries related to losses taken from external factors, such as the pandemic, supply chain disruption, inflation and labor strike actions



Eglinton
Infrastructure
Ontario

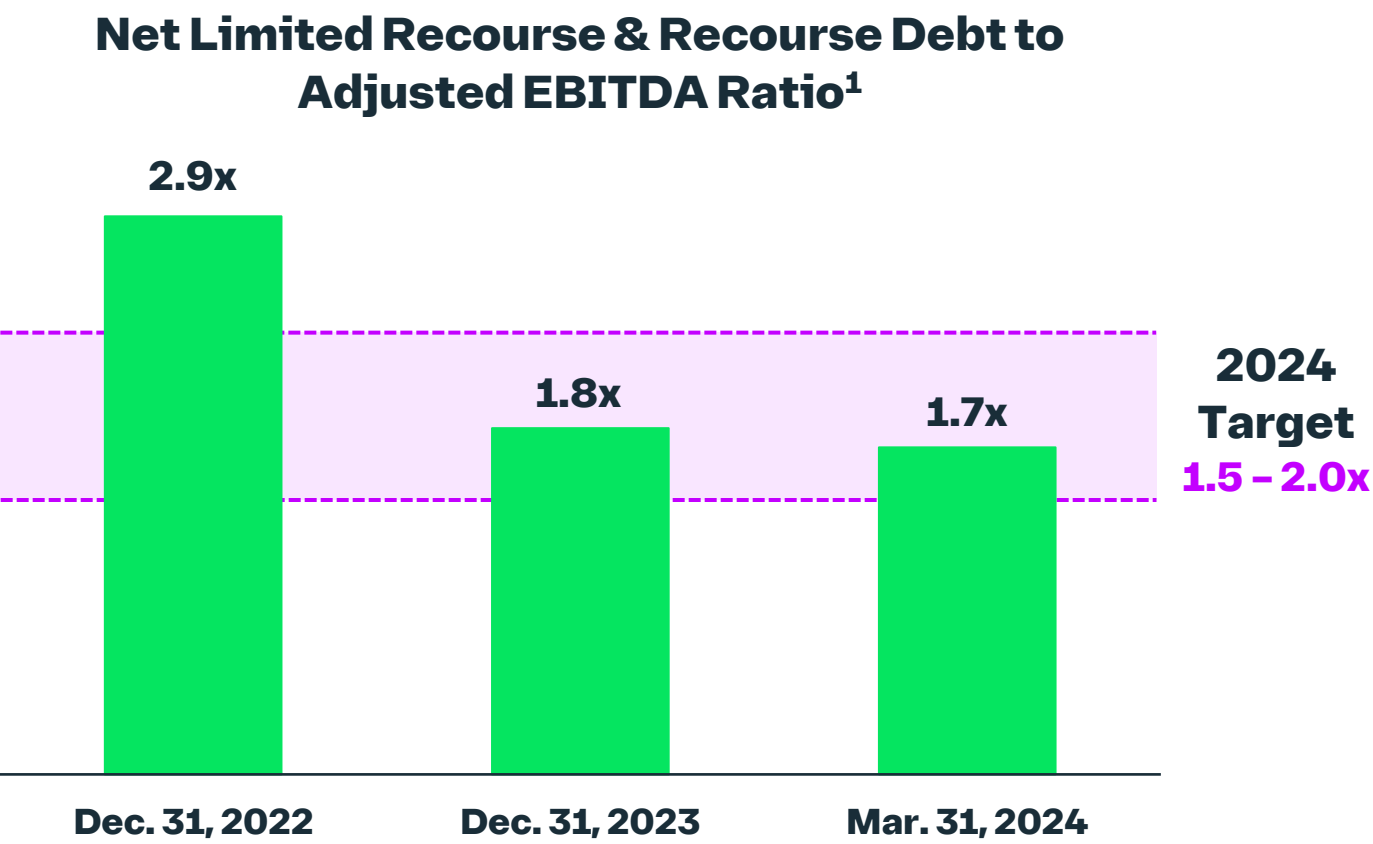


Trillium
City of Ottawa
Ontario



**Réseau Express
Métropolitain (REM)**
Québec

Strengthened Balance Sheet Resulting in Strong Foundation for Growth

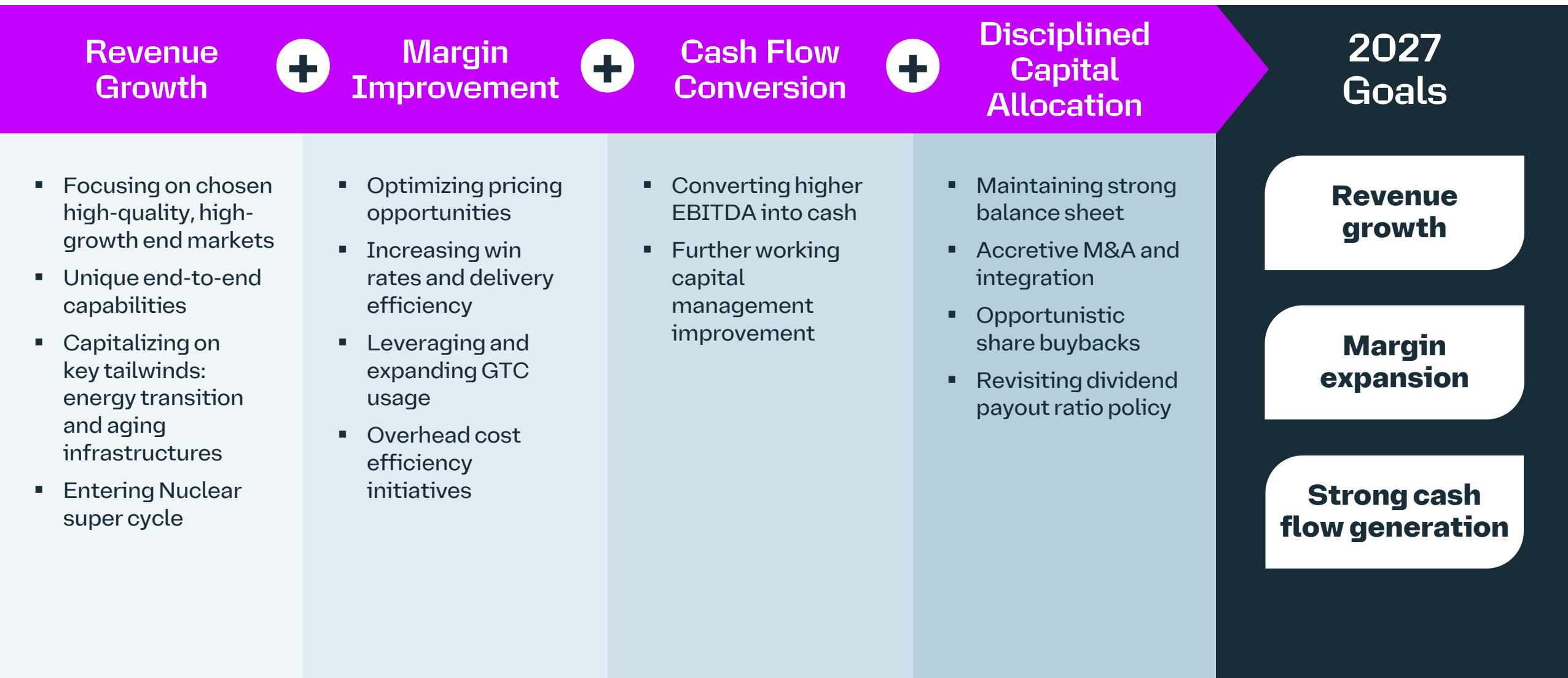


On Path to Investment Grade

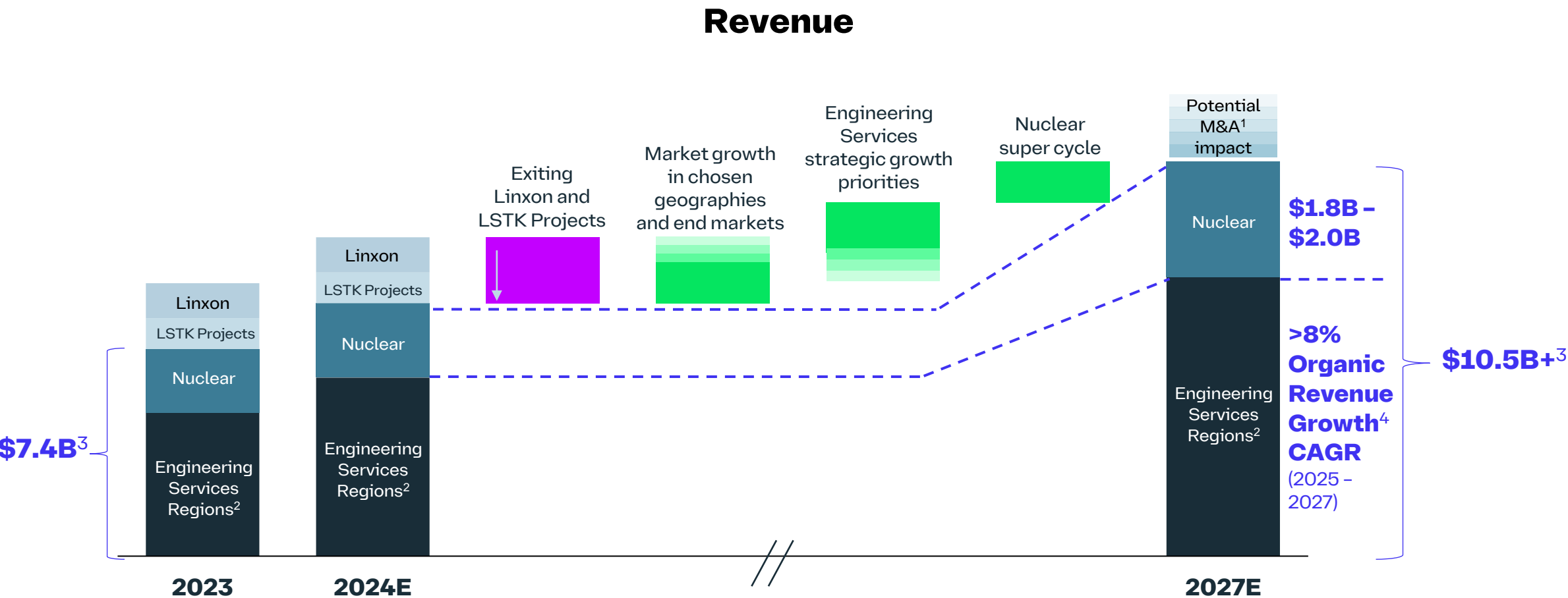
- Positive net cash generated from operating activities in H2 2023 and Q1 2024
- Stronger cash flow will provide balance sheet flexibility
- Return to investment grade ratings is important for:
 - Winning longer duration contracts
 - Lower cost of debt
- 2025 – 2027 Net debt leverage target¹ of 1.0x – 2.0x, in-line with investment-grade credit rating



Framework for Long-Term Value Creation



Success Across Regions and Capabilities to Drive Revenue Growth



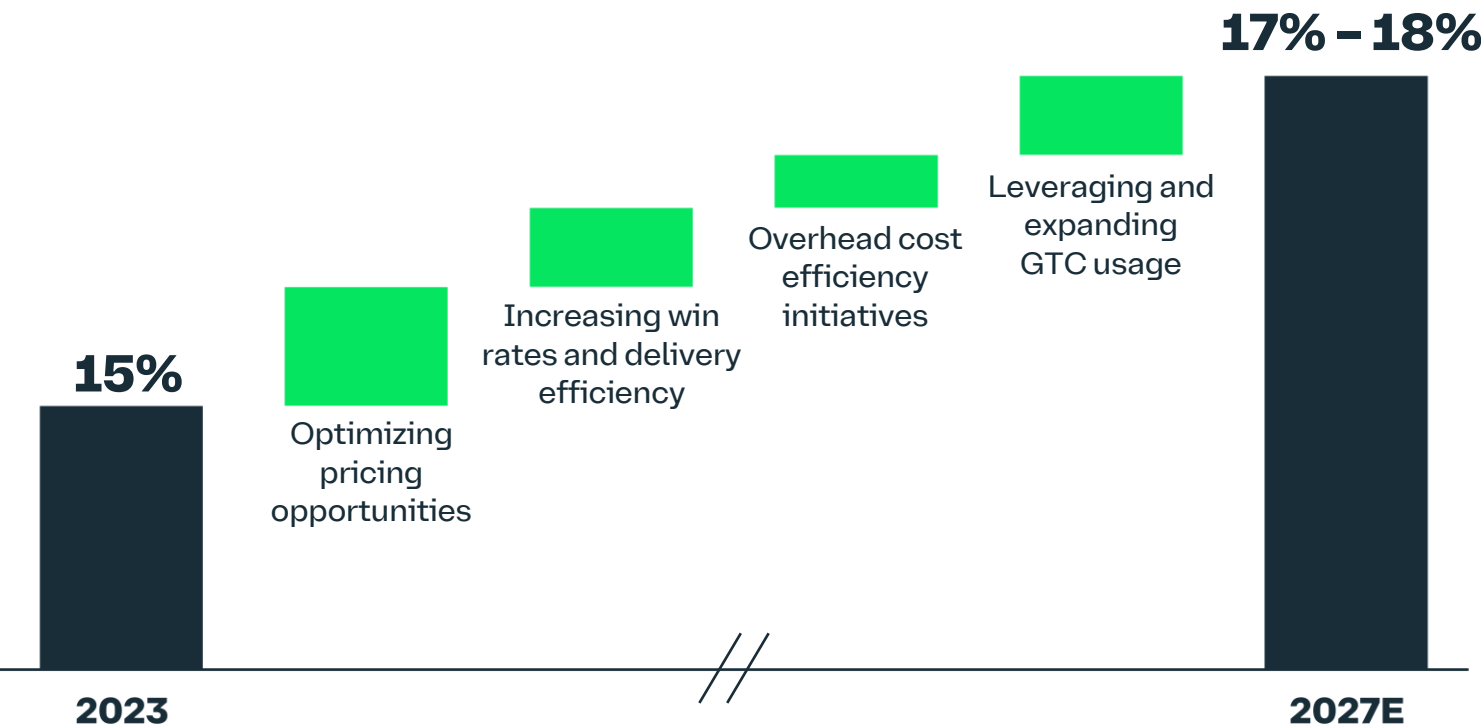
Note: 2024 and 2027 data is illustrative.

¹M&A revenue excludes proceeds from divestitures. ²Revenues from Engineering Services Regions is a total of segments measure. Please refer to endnote 11 on slide 132 of this presentation for details on total of segments measures. ³Total of segments measure. Please refer to endnote 11 on slide 132 of this presentation for details on total of segments measures. ⁴Organic revenue growth is a non-IFRS ratio. Please refer to endnote 1 on slide 131 of this presentation for details on this non-IFRS ratio. Engineering Services Regions organic revenue growth for 2023 vs 2022 was 20.9%, see slide 133 reconciliation table.



Path to Achieving Margin Expansion Goal

Engineering Services Segment Adjusted EBITDA to Segment Net Revenue Ratio¹



Nuclear Adjusted EBIT to Segment Revenue Ratio

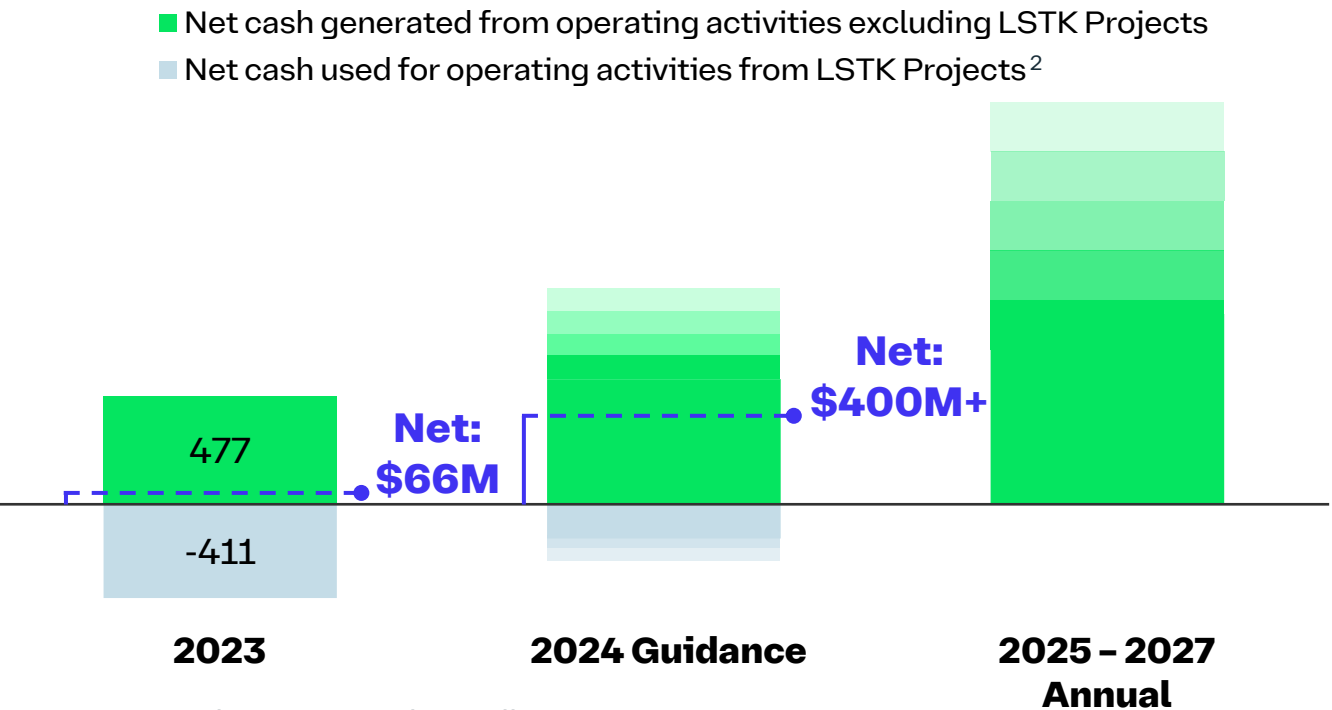
12% - 14%

- Premium operating margin business due to unique nuclear services experience and capabilities, including CANDU®
- Operating margin level reflects revenue mix going forward including lower risk procurement activities



Significantly Improving Operating Cash Flow Generation

Operating Cash Flow (\$M)



Note: 2024 and 2025 - 2027 data is illustrative.

Operating Cash Flow to Free Cash Flow

- Past negative operating cash flow mainly due to LSTK projects; Ontario projects physically complete and Québec project progressing well
- Expect to invest \$50 - \$75M / year over next three years in CANDU® MONARK™ reactor development
- Acquisition of PP&E and payment of lease liabilities and others expected to remain around current levels
- Targeting 80 - 90% FCF to Adjusted Net Income Ratio¹

Free Cash Flow generation enables significant deployable capital for targeted growth investments

¹Free cash flow to Adjusted net income attributable to AtkinsRéalis shareholders is a non-IFRS ratio. Please refer to endnote 10 on slide 132 of this presentation for details on this non-IFRS ratio. Free cash flow to Adjusted net income attributable to AtkinsRéalis shareholders was negative 8.2% in 2023, see slide 133 reconciliation table. ²Net cash generated from (used for) operating activities on a line of business / segment basis is a supplementary financial measure. Please refer to end note 3 on slide 131 of this presentation for details on this supplementary financial measure.



Strong Balance Sheet and Increasing Free Cash Flow Fuel Disciplined Capital Allocation

Capital Allocation Priorities

Maintain strong balance sheet

Improve net debt leverage ratio to achieve investment grade

- Enable continued financial resiliency
- Compete effectively for long-term contracts

Invest in the business

Accelerate strategy through organic and inorganic investments

- Drive organic growth by allocating capital to internal strategic initiatives in key growth areas, including MONARK™ development
- Supplement with accretive M&A, focused on key growth and capability priorities

Return capital to shareholders

Normalized dividends

- Revisit our long-term dividend payout policy

Opportunistic share buybacks

Execute on Portfolio Divestiture

- Divest ownership interest in Highway 407 ETR
- Utilize proceeds to enhance shareholder value through disciplined capital allocation framework

Intending to Exit Non-Core Businesses

Linxon Joint Venture

- Offers engineering, procurement, management and construction services through 51% / 49% AtkinsRéalis / Hitachi JV
- Installation of high voltage alternative current power substations
- Growing market as need for additional transmission & distribution infrastructure increasing

Exit Rationale

- Commercial model is fixed price Engineering, Procurement & Construction (EPC), which no longer aligns with AtkinsRéalis strategy and our desired risk profile
- Volatility of profit and cash flow generation

Highway 407 ETR

- 6.76% ownership interest in toll road in Greater Toronto Area
- Highway 407 ETR operates, maintains and manages 108km all-electronic toll road around Greater Toronto
- Unique asset with attractive terms:
 - Significant flexibility on toll rates
 - Provides stable revenue stream
 - 74 years remaining in the concession
- Traffic volume steadily increasing and approaching pre-COVID levels

Exit Rationale

- With run-off of LSTK Projects and return to free cash flow generation, financial stability of this investment becomes less important
- More valuable to investor with lower cost of capital
- Opportunity to redeploy capital to higher return uses

Streamlines focus on building a world-class Engineering Services and Nuclear business

Strategic Approach to Value Creation through M&A

Strategic Filters

Strong cultural alignment

Aligned with our chosen high quality-high growth end markets

Expand capabilities

Qualitative Criteria

- ✓ Advances strategy to *Land and Expand* in US
- ✓ Bolsters leading positions in key end markets, such as Buildings & Places, Power & Renewables, Transportation, and Water
- ✓ Grows presence in underrepresented regions / markets

Financial Criteria

- ✓ Accretive to earnings and cash flow
- ✓ Return on Invested Capital well above Weighted Average Cost of Capital
- ✓ Fits within balance sheet leverage targets

Introducing 2025 – 2027 Financial Targets

Organic Growth Pillars



**Engineering
Services Regions**

>8%
Organic
Revenue Growth²
CAGR

Actual Organic Revenue
Growth² 2023 vs 2022:
20.9%

17% – 18%
Segment
Adjusted EBITDA to
Segment Net Revenue
Ratio² by 2027

Actual 2023:
15.0%

+200 – 300bps
Margin
improvement


Strong Balance Sheet Enablers

~80% – 90%
Free Cash Flow
to Adjusted Net
Income Ratio²

Actual 2023:
(8.2)%

1.0 – 2.0x
Net Debt
Leverage Ratio^{1,2}

Actual 2023:
1.8x



Nuclear

\$1.8B – \$2B
Annual Revenue
by 2027

Actual 2023:
\$1.0B

12% – 14%
Segment Adjusted
EBIT to Segment
Revenue Ratio

Actual 2023:
13.9%

Anticipate generating significant Free Cash Flow with optionality to deploy into high growth investments

¹Net limited recourse and recourse debt to Adjusted EBITDA ratio.
²Organic revenue growth, Segment Adjusted EBITDA to segment net revenue ratio, Free cash flow to adjusted net income ratio and Net limited recourse and recourse debt to Adjusted EBITDA ratio are non-IFRS ratios. Please refer to endnotes 1, 2, 6 and 10 on slides 131 and 132 of this presentation for details on these non-IFRS ratios and to slides 133 and 134 for their reconciliation tables.



Key Takeaways

- 1 Proven success of *Pivoting to Growth* strategy and financial targets driving significant shareholder value creation
- 2 Strengthened balance sheet resulting in strong foundation for growth
- 3 New financial targets to deliver growth, operating margin improvement and material positive cash flow
- 4 Opportunity to further accelerate growth with acquisitions, and return capital to shareholders





CLOSING REMARKS



Ian L. Edwards | President and Chief Executive Officer

Why Invest in AtkinsRéalis

- Proven success of *Pivoting to Growth* strategy enables *Delivering Excellence, Driving Growth*
- Building world-class Engineering Services and Nuclear company underpinned by operational excellence
- Driving highly connected global organization reinforced by culture and end-to-end capabilities
- Capturing energy transition and infrastructure super cycle through Engineering Services and Nuclear technology
- Accelerating free cash flow to invest for growth through disciplined capital allocation

2025 – 2027 Financial Targets

Engineering Services Regions

>8%

Organic Revenue Growth²
CAGR

Actual Organic Revenue Growth 2023
vs 2022: 20.9%

17% – 18%

Segment Adj. EBITDA to
Segment Net Revenue Ratio²
by 2027

Actual 2023: 15.0%

Nuclear

\$1.8B – \$2B

Annual Revenue by 2027
Actual 2023: \$1.0B

12% – 14%

Segment Adj. EBIT to Segment
Revenue Ratio
Actual 2023: 13.9%

Strong Balance Sheet Enablers

~80% – 90%

Free Cash Flow to Adj.
Net Income Ratio²

Actual 2023: (8.2)%

1.0 – 2.0x

Net Debt Leverage Ratio^{1,2}

Actual 2023: 1.8x

¹Net limited recourse and recourse debt to Adjusted EBITDA ratio. ²Organic revenue growth, Segment Adjusted EBITDA to segment net revenue ratio, Free cash flow to adjusted net income ratio and Net limited recourse and recourse debt to Adjusted EBITDA ratio are non-IFRS ratios. Please refer to endnotes 1, 2, 6 and 10 on slides 131 and 132 of this presentation for details on these non-IFRS ratios and to slides 133 and 134 for their reconciliation tables.



Q&A

Appendix

Endnotes

(See also the cautionary statement regarding non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information at slide 4 of this presentation.)

1. Organic revenue growth (contraction) is a non-IFRS ratio comparing organic revenue, itself a non-IFRS financial measure, between two periods and does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this ratio, as well as a calculation of this ratio, are provided at Sections 4 and 13 of the Company's Annual MD&A and Sections 4 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation. See also slide 133 of this presentation for each non-IFRS financial measure used as a component of this non-IFRS ratio.

2. Segment Adjusted EBITDA to segment net revenue is a non-IFRS ratio based on Segment Adjusted EBITDA and Segment net revenue, both of which are non-IFRS financial measures, and do not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this ratio, as well as a calculation of this ratio, is provided at Sections 4 and 13 of the Company's Annual MD&A and Sections 4 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation. See also slide 134 of this presentation for each non-IFRS financial measure used as a component of this non-IFRS ratio.

3. Net cash generated from (used for) operating activities on a line of business / segment basis is a supplementary financial measure. Further details, including an explanation of the composition and usefulness of this supplementary financial measure are provided at Sections 8 and 13 of the Company's Annual MD&A and Sections 6 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

4. Segment Adjusted EBITDA is a non-IFRS financial measure that does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this measure, as well as a reconciliation to the most directly comparable IFRS financial measure, are provided at Sections 4 and 13 of the Company's Annual MD&A and Sections 4 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

5. Adjusted diluted EPS is a non-IFRS ratio based on adjusted net income (loss) attributable to AtkinsRéalis shareholders from continuing operations, itself a non-IFRS financial measure, and does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this ratio, as well as a calculation of this ratio, are provided at Sections 4 and 13 of the Company's Annual MD&A and Sections 4 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

6. Net limited recourse and recourse debt to Adjusted EBITDA ratio is a non-IFRS ratio based on net limited recourse and recourse debt at the end of a given period and Adjusted EBITDA of the corresponding trailing twelve-month period, both of which are non-IFRS financial measures, and does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this ratio, as well as a calculation of this ratio, are provided at Sections 8 and 13 of the Company's Annual MD&A and Sections 6 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation. See also slide 134 of this presentation for each non-IFRS financial measure used as a component of this non-IFRS ratio.

7. Net limited recourse and recourse debt is a non-IFRS financial measure that does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including a reconciliation of this non-IFRS financial measure to the most directly comparable financial measure, are provided at Sections 8 and 13 of the Company's Annual MD&A and Sections 6 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

Endnotes Continued

(See also the cautionary statement regarding non-IFRS financial measures and ratios, supplementary financial measures, total of segment measures and non-financial information at slide 4 of this presentation.)

8. Adjusted EBITDA is a non-IFRS financial measure that does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this measure, as well as a reconciliation to the most directly comparable IFRS financial measure, are provided at Sections 4 and 13 of the Company's Annual MD&A and Sections 4 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

9. Free cash flow (usage) is a non-IFRS financial measure that does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this measure, as well as a reconciliation to the most directly comparable IFRS financial measure, are provided at Sections 8 and 13 of the Company's Annual MD&A and Sections 6 and 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

10. Free cash flow to Adjusted net income (loss) attributable to AtkinsRéalis shareholders ratio is a non-IFRS ratio based on free cash flow and Adjusted net income (loss) attributable to AtkinsRéalis shareholders, both non-IFRS financial measures, and does not have a standardized definition within IFRS and therefore may not be comparable to similar measures presented by other issuers. Further details, including an explanation of the composition and usefulness of this ratio, as well as a calculation of this ratio, are provided at Section 13 of the Company's Annual MD&A and Section 9 of the Company's first quarter 2024 MD&A, both available on SEDAR+ at www.sedarplus.com, which section is incorporated by reference into this presentation. See also slide 133 of this presentation for each non-IFRS financial measure used as a component of this non-IFRS ratio.

11. National Instrument 52-112 Non-GAAP and Other Financial Measures Disclosure ("NI 52-112") defines a "total of segments measure" as a financial measure disclosed by an issuer that is a subtotal or total of two or more reportable segments of an entity, is not a component of a line item disclosed in the primary financial statements of the entity, is disclosed in the notes to the financial statements of the entity, and is not disclosed in the primary financial statements of the entity. Further details, including calculations and reconciliations to the most directly comparable IFRS financial measure, are provided at Sections 4 and 9 of the Company's first quarter 2024 MD&A, available on SEDAR+ at www.sedarplus.com, which sections are incorporated by reference into this presentation.

Reconciliation Tables

[in \$M except otherwise indicated]

A. Organic Revenue Growth 2023

	Revenue 2023	Revenue 2022	Variance	Foreign exchange impact	Acquisition / Disposal impact	Organic revenue growth (contraction)
Engineering Services	5,897.3	4,686.2	1,211.1	136.2	(42.8)	1,117.7
Nuclear	1,044.1	896.0	148.2	17.2	0.7	130.2
O&M	469.6	497.2	(27.6)	4.9	-	(32.5)
Linxon	577.8	561.2	16.6	11.6	-	5.0
Total – AtkinsRéalis Services	7,988.8	6,640.6	1,348.2	169.9	(42.1)	1,220.5
Engineering Services Regions (Engineering Services + O&M)	6,366.9	5,183.4	1,183.5	141.1	(42.8)	1,085.2
	Revenue 2023	Revenue 2022	Variance	Foreign exchange impact	Acquisition / Disposal impact	Organic revenue growth (contraction)
Engineering Services	5,897.3	4,686.2	25.8%	2.9%	(0.9)%	23.9%
Nuclear	1,044.1	896.0	16.5%	2.2%	0.1%	14.3%
O&M	469.6	497.2	(5.6)%	0.9%	-	(6.5)%
Linxon	577.8	561.2	3.0%	2.1%	-	0.9%
Total – AtkinsRéalis Services	7,988.8	6,640.6	20.3%	2.6%	(0.6)%	18.3%
Engineering Services Regions (Engineering Services + O&M)	6,366.9	5,183.4	22.8%	2.7%	(0.8)%	20.9%

B. Organic Revenue Growth 2022

	Revenue 2022	Revenue 2021	Variance	Foreign exchange impact	Acquisition / Disposal impact	Organic revenue growth (contraction)
Engineering Services	4,686.2	4,366.4	319.7	(80.1)	-	399.8
Nuclear	896.0	904.7	(8.7)	(7.4)	0.5	(1.9)
O&M	497.2	470.4	26.9	4.9	-	22.0
Linxon	561.2	588.4	(27.2)	(29.2)	-	2.0
Total – AtkinsRéalis Services (Formerly SNCL Services)	6,640.6	6,330.0	310.7	(111.8)	0.5	421.9
	Revenue 2022	Revenue 2021	Variance	Foreign exchange impact	Acquisition / Disposal impact	Organic revenue growth (contraction)
Engineering Services	4,686.2	4,366.4	7.3%	(2.0)%	-	9.3%
Nuclear	896.0	904.7	(1.0)%	(0.8)%	0.1%	(0.2)%
O&M	497.2	470.4	5.7%	1.1%	-	4.6%
Linxon	561.2	588.4	(4.6)%	(5.0)%	-	0.4%
Total – AtkinsRéalis Services (Formerly SNCL Services)	6,640.6	6,330.0	4.9%	(1.9)%	-	6.8%

C. Free cash flow to Adjusted net income (loss) attributable to AtkinsRéalis shareholders ratio

	2023	2022
Free cash flow (usage)	(28.4)	(363.7)
Adjusted Net income attributable to AtkinsRéalis shareholders	348.3	170.6
Free cash flow (usage) to Adjusted net income attributable to AtkinsRéalis shareholders ratio (in %)	(8.2)%	(213.2)%

Reconciliation Tables

[in \$M except otherwise indicated]

D. Net limited recourse and recourse debt to Adjusted EBITDA ratio

in \$M, except ratio	March 31, 2024	December 31, 2023	December 31, 2022
Limited recourse debt	398.5	398.3	400.0
Recourse debt	1,491.4	1,420.5	1,470.6
Less: Cash and cash equivalents	557.8	473.6	570.3
Net limited recourse and recourse debt	1,332.1	1,345.2	1,300.3
Adjusted EBITDA (trailing 12 months)	771.0	762.6	453.0
Net limited recourse and recourse debt to Adjusted EBITDA ratio	1.7	1.8	2.9

E. Segment Adjusted EBITDA to segment net revenue for Engineering Services Regions 2023

	Canada	UKI	USLA	AMEA	Total Engineering Services Regions 2023
Revenue	1,425.7	2,382.9	1,541.1	1,017.2	6,366.9
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients	606.2	480.7	358.2	331.5	1,776.5
Segment net revenue	819.6	1,902.2	1,182.9	685.7	4,590.4
Segment Adjusted EBITDA	107.3	293.0	184.1	104.2	688.6
Segment Adjusted EBITDA to segment net revenue ratio (in %)	13.1%	15.4%	15.6%	15.2%	15.0%

F. Segment Adjusted EBITDA to segment net revenue for Engineering Services (before re-segmentation)

	Total Engineering Services 2023	Total Engineering Services 2022
Revenue	5,897.3	4,686.2
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients	1,452.8	1,150.5
Segment net revenue	4,444.5	3,535.7
Segment Adjusted EBITDA	639.7	517.3
Segment Adjusted EBITDA to segment net revenue ratio (in %)	14.4%	14.6%

Executive Bios



Ian L. Edwards

President and CEO

Ian L. Edwards was appointed President and Chief Executive Officer (CEO) of AtkinsRéalis on October 31, 2019. On June 11, 2019, he was named Interim President and CEO and became a member of its Board of Directors. He has over 30 years of global experience in delivering complex infrastructure and resources projects and leading businesses in many sectors and across numerous geographies including North America, Europe, the Middle East and Asia Pacific.

As President and CEO, he is responsible for reviewing the strategic direction of the Company on an expedited basis and in developing a plan for sustainable success that de-risks and simplifies the company's business model and generates consistent earnings and cash flow.

Before being appointed to his current role, Mr. Edwards was named Chief Operating Officer (COO) in January 2019 where he has taken the lead in executing the initiative to simplify, focus, and grow the business and implemented numerous measures to improve the operational performance of the company, ensuring that the efficiency and project oversight measures are being successfully executed.

Mr. Edwards joined AtkinsRéalis in 2014 and was later appointed President, Infrastructure in 2015. As President, Infrastructure, he led employees within AtkinsRéalis' global Infrastructure business and oversaw the successful turnaround and transformation of the sector.

Prior to joining AtkinsRéalis, he spent six years in senior roles with the Leighton Group, where as Managing Director, Leighton Asia, India and Offshore, he led a diverse business of 20,000 employees spanning the construction, infrastructure, oil and gas and mining sectors in 14 countries.

Mr. Edwards holds Higher and Ordinary Certificates in Civil Engineering from Lancashire University in the United Kingdom. He is an incorporated Member of the Chartered Institute of Building, a Fellow of the Institution of Civil Engineers, and Fellow of the Hong Kong Institution of Engineers.



Richard Robinson

President, UK & Ireland

Richard Robinson is President, UK and Ireland of AtkinsRéalis and a member of the Executive Committee. In his current role, he is responsible for continuing the company's strong growth in the region and maintaining its leading market position across multiple sectors including transportation, infrastructure, water, aerospace, defence and security.

Mr. Robinson has over 25 years' experience of senior leadership positions in heavy industry and engineering, and has overseen transformational levels of business growth throughout his career. Prior to joining the company in 2019 as CEO for UK & Europe, he was Chief Operating Officer at HS2 and has also held senior positions at AECOM, Heathrow Express, and Anglo American.

He is passionate about leading change across the industry, recognizing the need to improve performance through data and technology and striving for greater collaboration. Mr. Robinson has held the position of deputy Co-Chair of the Construction Leadership Council since June 2022, working in partnership with the UK Government to support the construction sector in building greater efficiency, skills and growth, with specific responsibility for accelerating the sector's transition to Net Zero and boosting productivity through digital adoption.

A Chartered Chemical Engineer, he is an ICE Fellow, a Sainsbury Management Fellow, and holds an MBA from HEC Paris and NYU Stern School of Business, graduating on the Dean's list.



Stéphanie Vaillancourt

President, Canada

In the fall of 2023, Stéphanie Vaillancourt was appointed President, Canada, for AtkinsRéalis. Her mandate is to lead teams from various sectors such as Engineering Services, Operations & Maintenance and Capital in delivering projects in a collaborative manner while leveraging capabilities from employees across all sectors.

With over 25 years of corporate experience, Ms. Vaillancourt joined AtkinsRéalis in 2016 and joined the Leadership team in 2019 as Executive Vice President, Capital and Treasurer. She was later given additional responsibilities as President, Capital and Operations & Maintenance. In this role, her responsibilities included project investments, managing the infrastructure investment portfolio and leading the company's Operations & Maintenance business globally.

Prior to joining AtkinsRéalis, Ms. Vaillancourt held several senior positions with major corporations, including Bombardier Recreational Products (BRP).

She holds a Master's degree in Finance from HEC Montréal and holds a Chartered Professional Accountant (CPA/CGA) designation.



Steve Morriss

President, United States, Latin America and Minerals & Metals

Steve Morriss joined AtkinsRéalis in January 2021 and has served in multiple senior leadership roles prior to being named President, United States, Latin America, and Minerals & Metals in January 2024.

In his current role, he is responsible for continuing to grow the business in the region and maintaining AtkinsRéalis' reputation as a world-class professional services and project management firm and employer of choice in the United States and Latin America.

Mr. Morriss has more than 30 years of experience and global expertise. In addition to AtkinsRéalis, he has held executive and senior management roles with various engineering companies, including AECOM, Mouchel and Serco successfully delivering projects across six continents and in 60 countries.

He began his career with WS Atkins, now part of AtkinsRéalis, as a civil and structural engineer. Mr. Morriss is a graduate of Bristol University UK in Civil Engineering and served in the Royal Engineers and Royal Marines Reserve. His professional affiliations include the title of Honorary Colonel from the British Armed Forces and Fellow of the Royal Institution of Chartered Surveyors. He is a steadfast Welsh rugby supporter.



Christine Healy

President, Asia, Middle East and Australia

Christine Healy joined AtkinsRéalis on February 19, 2024, as President for Asia, Middle East and Australia (AMEA). A seasoned global executive, she brings more than 20 years of experience in successful management of multibillion-dollar businesses, adept navigation of mergers and acquisitions, and active involvement in sustainability and energy transition programs in Asia Pacific, the Middle East, UK & Europe as well as the Americas.

Ms. Healy's primary focus is to advance AtkinsRéalis' engineering services offering, spanning infrastructure, transportation, and clean energy segments. Having lived in 5 countries and managed project teams in more than 20, Ms. Healy embraces cross-cultural collaboration, bringing together people of diverse professional backgrounds, creating new ways of working and making a tangible positive impact on communities.

Prior to joining AtkinsRéalis, Ms. Healy held successive senior executive positions, including Senior Vice President for Carbon Neutrality and Continental Europe at TotalEnergies where she focused on topics such as the decarbonization of assets, and successful investment in carbon capture and nature-based solutions. She also held the position of Chief Strategy Officer and General Counsel for Maersk Oil where she was responsible for Strategy, Business Development, Communications, Commercial Negotiations and Legal. Before joining Maersk Oil, she worked for Statoil (now Equinor) as Vice President, Business Development for North America where she was responsible for delivering growth, including M&A execution.

Ms. Healy holds a Juris Doctor from Osgoode Hall Law School at York University and a Bachelor of Arts in Economics from Memorial University of Newfoundland.



Joe St. Julian

President, Nuclear

Joe St. Julian joined AtkinsRéalis as President of Nuclear on April 1st, 2022. He is based in Houston, Texas and reports to Ian L. Edwards, President and CEO.

As President of the global Nuclear sector, he is responsible for continuing the successful expansion of the nuclear business comprised of three primary growth regions around the world.

Mr. St. Julian's oversight also includes the design and delivery of CANDU® reactors, the development of advanced fuel technologies for implementation in international markets and small modular reactor (SMR) support.

Joe St. Julian brings 30 years of senior leadership experience with a diverse background in construction, project controls, project management, strategic planning and commercial management in the Nuclear sector in addition to the oil and gas, power, civil and government sectors. He brings with him a wealth of knowledge and an excellent track record of building businesses and delivering operational excellence.

Prior to joining AtkinsRéalis, Mr. St. Julian spent seventeen years with Bechtel where, over the years, he worked on key projects for the U.S Department of Energy to remediate and decommission nuclear facilities in Oak Ridge, Tennessee and at the Waste Treatment plan in Richland, Washington, a \$20 billion nuclear waste processing facility. Prior to joining Bechtel, he worked for companies such as The Shaw Group Inc. and H. B. Zachry Company.

Mr. St. Julian also sits on the Board of Moltex Energy as part of the AtkinsRéalis and Moltex partnership to license and construct the first of a kind SMR in Canada that recycles used nuclear fuel. He holds a Master of Business Administration from Baylor University and a Bachelor's degree in Economics from Kenyon College.



Philip Hoare

Chief Operating Officer

Philip Hoare is the Chief Operating Officer of AtkinsRéalis and a member of the Executive Committee. His role is focused on driving growth and delivering operational excellence by strengthening the deployment of global capabilities across the organization to deliver greater value and support to our clients around the world. In addition to this, he is the President for Major Projects globally.

Mr. Hoare is executive leader of the AtkinsRéalis' digital journey towards its vision of harnessing people, data and technology to radically transform the design, delivery and operation of infrastructure. He is also responsible for the company's pioneering 'Engineering Net Zero' program, developing solutions to tackle climate risk and decarbonize the built environment.

Since joining the organization over 25 years ago, he has held a number of senior leadership positions including Managing Director of Transportation, CEO of UK & Europe and, most recently, as President of Engineering Services for the UK and Europe, Canada, the Middle East & India.

Mr Hoare is a chartered engineer by profession and a member of both the Institution of Civil Engineers and the Chartered Institution of Highways and Transportation. He is passionate about celebrating diversity and inclusion and championing talent development.

As a leading figure in the engineering industry, he has held many influential positions in the UK including roles on the Boards of the Railway Industry Association, the Rail Supply Group, the Defence Growth Partnership and the National College of High Speed Rail. He has also worked on behalf of the UK Government and the industry to develop a new Sector Deal for rail as part of the government's Industrial Strategy as well as being a Board member of Infrastructure Exports UK and chair of the Infrastructure Investments & Resilience working group for the UK Government's Business of Resilience Taskforce.



Jeff Bell

Chief Financial Officer

Jeff Bell joined AtkinsRéalis on February 11, 2020 as Executive Vice-President and was appointed as Chief Financial Officer (CFO) on April 14, 2020.

Prior to joining AtkinsRéalis, Mr. Bell was Group Chief Financial Officer at Centrica Plc, a UK FTSE listed energy services and solutions company. He joined Centrica's Direct Energy business in Toronto in 2002 where he held various senior finance positions before moving to the head office in the UK in 2008. Mr. Bell held the positions of Executive Assistant to the CEO and Head of Group Strategy, and Director of Corporate Finance & Group Financial Controller before being appointed CFO in 2014. Mr. Bell previously worked for The Boston Consulting Group and KPMG in Canada.

Mr. Bell is a Chartered Professional Accountant (CPA, CA), has a BA in Accounting from the University of Waterloo and an MBA from the Harvard Business School.



Andrée-Claude Berube

General Counsel

Andrée-Claude Bérubé has over 20 years of experience in corporate and commercial law, including regulatory counsel in environmental and energy law.

Andrée-Claude was appointed General Counsel of AtkinsRéalis in December 2022. In her role, Andrée-Claude leads both the company's legal and integrity teams and plays an integral role in the execution of AtkinsRéalis' global strategic plan.

Andrée-Claude joined AtkinsRéalis in 2020 as Associate General Counsel and Corporate Secretary where she worked closely with the Board of Directors and the business to improve the company's governance practices and led the Legal team's strategic transformation, implementing digital technologies and efficiency-driven initiatives to better serve the business.

Prior to joining AtkinsRéalis, Andrée-Claude was Associate General Counsel and Assistant Corporate Secretary at Sherritt International Corporation, a global mining and refining company where she held various leadership positions in Toronto, Madagascar, and Cuba. Before Sherritt, she spent ten years with international law firm McCarthy Tétrault.

Andrée-Claude holds civil and common law degrees from McGill University. She is a member of the Barreau du Québec and the Law Society of Ontario.



James Cullens

Chief Human Resources Officer

James Cullens is responsible for overseeing all aspects of the company's Human Resources activities globally. He has over 25 years of international experience in human resources roles. Mr. Cullens joined AtkinsRéalis in 2017, when the company acquired WS Atkins plc where he was Group Director, Human Resources & Marcomms and Executive Director.

Before joining WS Atkins plc, he was Group HR Director at Hays plc, a global professional services company. Prior to this, Mr. Cullens was Group HR Director at The BOC Group plc, a leading industrial gas producer, and subsequently Group HR Director at Linde AG, a multinational chemical company, when the two businesses merged. He also served as Head of Global Human Resources at PA Consulting Group, and spent his early career in Human Resources-related roles with Mars Incorporated, Asda, The Albert Fisher Group and Whitehead Mann. He has lived and worked in Hong Kong, New Zealand and the former Soviet Union.

Mr. Cullens has held non-executive board roles at African Oxygen Limited and at the Chartered Institute of Personnel and Development in the UK, and is currently Chair of the International Advisory Board of The Open University Business School.

Mr. Cullens is a Chartered Companion of the Chartered Institute of Personnel and Development, and holds a Master of Arts (Hons) from Cambridge University as well as a Master of Letters, a Master of Science in Human Resources (Hons) and a Bachelor of Science.



Nigel White
Chief Risk Officer

Nigel W.M. White is Chief Risk Officer at AtkinsRéalis. He joined the Company in August 2019, reporting directly to Ian L. Edwards, President and Chief Executive Officer, and is part of the Executive Committee. Based in London, United Kingdom (UK), he leads the Project Performance and Risk Oversight function that ensures delivery and execution across all the Company's operational sectors.

Mr. White has over 30 years of experience in managing all aspects of civil, building, foundation, electrical and mechanical contracts in Hong Kong, UK and USA. Prior to joining AtkinsRéalis, he was Executive Director at Gammon Construction Limited in Hong Kong where he had responsibility for the company's operations together with financial performance responsibilities, business growth strategy and business development.

He also spent over 20 years at Balfour Beatty in a variety of increasingly senior positions including Commercial Manager responsible for various projects. His early career was spent with Bucknall Austin and Partners – Chartered Quantity Surveyors and George Stubbings Limited, both in the UK.