



# **2024 CONSOLIDATED FINANCIAL STATEMENTS**

# Management's Responsibility for Financial Reporting

The accompanying audited consolidated financial statements ("financial statements") of AtkinsRéalis Group Inc. (the "Company" or "AtkinsRéalis") are the responsibility of management and are approved by the Board of Directors.

The financial statements have been prepared by management in accordance with IFRS<sup>®</sup> Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards"). When alternative accounting methods exist, management has chosen those it considers most appropriate in the circumstances.

The material accounting policies used are described in Note 2 to the financial statements. Certain amounts in the financial statements are based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The Company's Chief Executive Officer (the "CEO") and Chief Financial Officer (the "CFO") are responsible for having established and maintaining disclosure controls and procedures and internal controls over financial reporting. The CEO and the CFO have supervised an evaluation of the effectiveness of the Company's internal control over financial reporting, as at December 31, 2024, in accordance with the criteria established in *Internal Control – Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Based on this evaluation, the CEO and the CFO have concluded that the Company's internal control over financial reporting, as at December 31, 2024, was effective to provide reasonable assurance regarding the reliability of the Company's financial reporting and the preparation of its financial statements for external purposes in accordance with IFRS Accounting Standards.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board of Directors carries out this responsibility principally through its Audit and Risk Committee (the "Audit Committee").

The Audit Committee is appointed by the Board of Directors, and all of its members are independent directors. The Audit Committee meets periodically with management, as well as with the internal and independent auditors, to discuss disclosure controls and procedures, internal control over financial reporting, management information systems, accounting policies, auditing and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements, the Management's Discussion and Analysis and the independent auditor's report. The Audit Committee reports its findings to the Board of Directors for consideration when approving the financial statements for issuance to the shareholders. The Audit Committee also considers, for review by the Board of Directors and approval by the shareholders, the engagement or reappointment of the independent auditor, and reviews and approves the terms of its engagement as well as the fee, scope and timing of its services.

The financial statements have been audited, on behalf of the shareholders, by Deloitte LLP, the independent auditor, in accordance with Canadian generally accepted auditing standards. The independent auditor has full and free access to the Audit Committee and may meet with or without the presence of management.

**IAN L. EDWARDS** *(signed)*

PRESIDENT AND  
CHIEF EXECUTIVE OFFICER

**JEFF BELL** *(signed)*

CHIEF FINANCIAL OFFICER

MARCH 13, 2025  
MONTREAL, CANADA

# Independent Auditor's Report

To the Shareholders of AtkinsRéalis Group Inc.

## ***Opinion***

We have audited the consolidated financial statements of AtkinsRéalis Group Inc. (the “Company” or “AtkinsRéalis”), which comprise the consolidated statements of financial position as at December 31, 2024 and 2023, and the consolidated income statements, consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for the years then ended, and notes to the consolidated financial statements, including material accounting policy information (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2024 and 2023, and its financial performance and its cash flows for the years then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (“IASB”).

## ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## ***Key Audit Matter***

A key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements for the year ended December 31, 2024. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

*Revenue recognition from contracts with customers – Refer to Notes 2H, 3 and 9 to the financial statements*

### Key Audit Matter Description

A significant portion of the Company's revenues are recognized over time. In most cases, the Company recognizes revenue over time using an input method, based on costs incurred to date relative to total estimated costs at completion for a contract. The accounting for contracts that are not complete at the reporting date (“uncompleted contracts”) involves judgment, particularly as it relates to total estimated costs at completion. Total estimated costs at completion include both incurred costs to date as well as anticipated costs to complete. These estimated costs are impacted by a variety of factors such as potential variances in scheduling and cost of materials along with the availability and cost of qualified labour and subcontractors, productivity, and possible claims from subcontractors.

Given the judgment involved in accounting for the Company's uncompleted contracts, including the determination of the total costs at completion for each contract, auditing such estimates required a high degree of auditor judgment and an increased extent of audit effort when performing audit procedures and evaluating the results of those procedures.

### How the Key Audit Matter Was Addressed in the Audit

Our audit procedures related to the total estimated costs at completion for uncompleted contracts included the following, among others:

- For a sample of uncompleted contracts we:
  - Obtained and inspected the executed contracts, amendments, pending change orders or claims confirming key terms with project management;
  - Conducted inquiries with management and project personnel to gain an understanding of the status of project activities;
  - Performed site visits to certain project locations, directly observing project status, and making inquiries of site personnel regarding the status of project activities;
  - Evaluated cost to complete by testing key components of the cost to complete estimates.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

- Performed certain retrospective review procedures to assess management's historical ability to accurately estimate the cost to complete as well as to identify any significant or unusual changes in project cost forecasts during the period.

### ***Other Information***

Management is responsible for the other information. The other information comprises:

- Management's Discussion and Analysis;
- The information, other than the financial statements and our auditor's report thereon, in the Annual Integrated Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

The Annual Integrated Report is expected to be made available to us after the date of the auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by the IASB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Company as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is François Sauvageau.

/s/ Deloitte LLP<sup>(1)</sup>

March 13, 2025  
MONTREAL, QUEBEC

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(1) CPA auditor, public accountancy permit No. A118581

**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**

(IN THOUSANDS OF CANADIAN DOLLARS)	Note	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(1)</sup>
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	\$ 666,603	\$ 473,563
Restricted cash	7	4,135	5,930
Trade receivables	8, 9B	1,478,085	1,488,772
Contract assets	9B	1,838,743	1,569,401
Other current financial assets	10	332,815	261,472
Other current non-financial assets	11	337,099	267,219
<b>Total current assets</b>		<b>4,657,480</b>	<b>4,066,357</b>
Property and equipment	12	325,225	332,428
Right-of-use assets	32	355,887	254,751
Capital investments accounted for by the equity method	5	388,601	389,256
Goodwill	13	3,561,527	3,327,777
Intangible assets related to business combinations	14	201,914	270,058
Deferred income tax asset	27A	1,185,346	997,678
Non-current portion of receivables under service concession arrangements		284,917	398,436
Other non-current financial assets	15	61,296	39,049
Other non-current non-financial assets	16	265,141	204,888
<b>Total assets</b>		<b>\$ 11,287,334</b>	<b>\$ 10,280,678</b>
<b>LIABILITIES AND EQUITY</b>			
<b>Current liabilities</b>			
Trade payables and accrued liabilities		\$ 2,163,510	\$ 1,825,916
Deferred revenues	9B	1,402,722	1,260,588
Other current financial liabilities	17	251,111	279,817
Other current non-financial liabilities	18	466,331	386,917
Current portion of provisions	20	193,920	169,342
Current portion of lease liabilities	32	78,906	74,887
Short-term debt and current portion of long-term debt	19	23,466	463,289
<b>Total current liabilities</b>		<b>4,579,966</b>	<b>4,460,756</b>
Long-term debt	19	1,687,906	1,519,342
Other non-current financial liabilities		22,609	24,576
Non-current portion of provisions	20	331,523	304,042
Non-current portion of lease liabilities	32	410,094	316,414
Other non-current non-financial liabilities	21C	78,165	37,991
Deferred income tax liability	27A	387,982	330,827
<b>Total liabilities</b>		<b>7,498,245</b>	<b>6,993,948</b>
<b>Equity</b>			
Share capital	21A	1,798,195	1,805,080
Retained earnings		1,987,044	1,763,553
Other components of equity	22	(12,189)	(293,532)
Equity attributable to AtkinsRéalis shareholders		3,773,050	3,275,101
Non-controlling interests		16,039	11,629
<b>Total equity</b>		<b>3,789,089</b>	<b>3,286,730</b>
<b>Total liabilities and equity</b>		<b>\$ 11,287,334</b>	<b>\$ 10,280,678</b>

<sup>(1)</sup> Comparative figures have been restated to reflect the current year presentation and revisions (see Note 2C).

See accompanying notes to consolidated financial statements

Approved, on behalf of the Board of Directors, by:

IAN L. EDWARDS (signed)  
DIRECTOR

CHRISTIE J.B. CLARK (signed)  
DIRECTOR

# CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED DECEMBER 31  
(IN THOUSANDS OF CANADIAN DOLLARS)

2024

	EQUITY ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS				NON-CONTROLLING INTERESTS	TOTAL EQUITY
	SHARE CAPITAL	RETAINED EARNINGS	OTHER COMPONENTS OF EQUITY (NOTE 22)	TOTAL		
<b>Balance at beginning of year</b>	<b>\$ 1,805,080</b>	<b>\$ 1,763,553</b>	<b>\$ (293,532)</b>	<b>\$ 3,275,101</b>	<b>\$ 11,629</b>	<b>\$ 3,286,730</b>
Net income	—	283,870	—	283,870	2,835	286,705
Other comprehensive income (loss)	—	(23,620)	281,343	257,723	394	258,117
Total comprehensive income	—	260,250	281,343	541,593	3,229	544,822
Dividends declared (Note 21E)	—	(14,017)	—	(14,017)	—	(14,017)
Stock option compensation (Note 21B)	—	5,947	—	5,947	—	5,947
Shares issued under stock option plan (Note 21B)	679	(162)	—	517	—	517
Deferred income taxes on share-based payment transactions	—	3,633	—	3,633	—	3,633
Shares repurchased and cancelled (Note 21F)	(7,506)	(31,032)	—	(38,538)	—	(38,538)
Other (Note 21G)	(58)	(1,128)	—	(1,186)	—	(1,186)
Non-cash contribution by a non-controlling interest	—	—	—	—	1,181	1,181
<b>Balance at end of year</b>	<b>\$ 1,798,195</b>	<b>\$ 1,987,044</b>	<b>\$ (12,189)</b>	<b>\$ 3,773,050</b>	<b>\$ 16,039</b>	<b>\$ 3,789,089</b>

YEAR ENDED DECEMBER 31  
(IN THOUSANDS OF CANADIAN DOLLARS)

2023

	EQUITY ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS				NON-CONTROLLING INTERESTS	TOTAL EQUITY
	SHARE CAPITAL	RETAINED EARNINGS	OTHER COMPONENTS OF EQUITY (NOTE 22)	TOTAL		
<b>Restated balance at beginning of year</b> (Note 2C)	<b>\$ 1,805,080</b>	<b>\$ 1,516,064</b>	<b>\$ (340,155)</b>	<b>\$ 2,980,989</b>	<b>\$ 9,571</b>	<b>\$ 2,990,560</b>
Net income (loss)	—	287,208	—	287,208	(565)	286,643
Other comprehensive income (loss)	—	(30,472)	46,623	16,151	1,435	17,586
Total comprehensive income	—	256,736	46,623	303,359	870	304,229
Dividends declared (Note 21E)	—	(14,044)	—	(14,044)	—	(14,044)
Stock option compensation (Note 21B)	—	4,797	—	4,797	—	4,797
Non-cash contribution by a non-controlling interest	—	—	—	—	1,188	1,188
<b>Restated balance at end of year</b> (Note 2C)	<b>\$ 1,805,080</b>	<b>\$ 1,763,553</b>	<b>\$ (293,532)</b>	<b>\$ 3,275,101</b>	<b>\$ 11,629</b>	<b>\$ 3,286,730</b>

See accompanying notes to consolidated financial statements

**CONSOLIDATED INCOME STATEMENTS**YEARS ENDED DECEMBER 31  
(IN THOUSANDS OF CANADIAN DOLLARS, EXCEPT EARNINGS PER SHARE AND NUMBER OF SHARES)

	Note	2024	2023
<b>Revenues from:</b>			
PS&PM		\$ 9,541,946	\$ 8,495,570
Capital investments accounted for by the consolidation method or at fair value through other comprehensive income		31,799	37,546
Capital investments accounted for by the equity method		94,264	101,193
	9	9,668,009	8,634,309
Direct costs of activities		8,823,168	7,868,312
Corporate selling, general and administrative expenses	23	183,213	168,553
Restructuring and transformation costs	24	52,343	49,309
Amortization of intangible assets related to business combinations	14	80,564	83,164
Acquisition-related costs and integration costs	36	954	—
Gain on disposal of a PS&PM business	6	—	(46,191)
<b>EBIT<sup>(1)</sup></b>		<b>527,767</b>	<b>511,162</b>
Financial expenses	25	177,285	200,632
Financial income and net foreign exchange losses	25	(14,495)	(15,073)
<b>Earnings before income taxes</b>		<b>364,977</b>	<b>325,603</b>
Income tax expense	27B	78,272	38,960
<b>Net income</b>		<b>\$ 286,705</b>	<b>\$ 286,643</b>
<b>Net income (loss) attributable to:</b>			
AtkinsRéalis shareholders		\$ 283,870	\$ 287,208
Non-controlling interests		2,835	(565)
<b>Net income</b>		<b>\$ 286,705</b>	<b>\$ 286,643</b>
<b>Earnings per share (in \$)</b>			
Basic		\$ 1.62	\$ 1.64
Diluted		\$ 1.62	\$ 1.64
<b>Weighted average number of outstanding shares (in thousands)</b>			
	21D		
Basic		175,233	175,554
Diluted		175,586	175,572

<sup>(1)</sup> Earnings before interest and taxes ("EBIT")

See accompanying notes to consolidated financial statements



**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**YEAR ENDED DECEMBER 31  
(IN THOUSANDS OF CANADIAN DOLLARS)**2024**

	ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS	NON-CONTROLLING INTERESTS	TOTAL
Net income	\$ 283,870	\$ 2,835	\$ 286,705
Other comprehensive income (loss):			
Exchange differences on translating foreign operations (Note 22)	278,725	788	279,513
Cash flow hedges (Note 22)	(2,964)	(394)	(3,358)
Income taxes (Note 22)	5,582	—	5,582
Total of items that will be reclassified subsequently to net income	281,343	394	281,737
Equity instruments designated at fair value through other comprehensive income (Note 22)	58	—	58
Income taxes (Note 22)	7	—	7
Remeasurement of defined benefit plans (Note 22)	(31,092)	—	(31,092)
Income taxes (Note 22)	7,407	—	7,407
Total of items that will not be reclassified subsequently to net income	(23,620)	—	(23,620)
Total other comprehensive income	257,723	394	258,117
<b>Total comprehensive income</b>	<b>\$ 541,593</b>	<b>\$ 3,229</b>	<b>\$ 544,822</b>

YEAR ENDED DECEMBER 31  
(IN THOUSANDS OF CANADIAN DOLLARS)**2023**

	ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS	NON-CONTROLLING INTERESTS	TOTAL
Net income (loss)	\$ 287,208	\$ (565)	\$ 286,643
Other comprehensive income (loss):			
Exchange differences on translating foreign operations (Note 22)	36,962	(181)	36,781
Cash flow hedges (Note 22)	10,310	1,616	11,926
Income taxes (Note 22)	(649)	—	(649)
Total of items that will be reclassified subsequently to net income	46,623	1,435	48,058
Remeasurement of defined benefit plans (Note 22)	(37,615)	—	(37,615)
Income taxes (Note 22)	7,143	—	7,143
Total of items that will not be reclassified subsequently to net income	(30,472)	—	(30,472)
Total other comprehensive income	16,151	1,435	17,586
<b>Total comprehensive income</b>	<b>\$ 303,359</b>	<b>\$ 870</b>	<b>\$ 304,229</b>

See accompanying notes to consolidated financial statements

**CONSOLIDATED STATEMENTS OF CASH FLOWS**YEARS ENDED DECEMBER 31  
(IN THOUSANDS OF CANADIAN DOLLARS)

	Note	2024	2023
<b>Operating activities</b>			
Net income		\$ 286,705	\$ 286,643
Income taxes paid		(131,935)	(94,871)
Interest paid		(160,935)	(183,129)
Depreciation and amortization	26A	245,402	248,327
Other reconciling items	26B	345,694	(4,147)
		584,931	252,823
Net change in non-cash working capital items	26C	(59,147)	(186,860)
Net cash generated from operating activities		525,784	65,963
<b>Investing activities</b>			
Acquisition of property and equipment and additions to intangible assets <sup>(1)</sup>		(159,929)	(103,566)
Net cash inflow from acquisition of a business	36	35,593	—
Change in restricted cash position		(279)	10,319
Increase in receivables under service concession arrangements		(4,106)	(162,706)
Recovery of receivables under service concession arrangements		145,490	84,760
Proceeds from disposal of certain non-core assets	12	52,179	—
Acquisition of short-term investments at amortized cost	26E	(50,000)	—
Decrease in short-term investments at amortized cost	26E	50,000	—
Cash inflow on disposal of a Capital investment at fair value through other comprehensive income	5A	—	34,325
Net cash inflow on disposal of a PS&PM business	6	—	144,196
Other <sup>(1)</sup>		1,326	2,152
Net cash generated from investing activities		70,274	9,480
<b>Financing activities</b>			
Increase in debt	26D	664,577	569,025
Repayment of debt and payment for debt issue costs	26D	(939,060)	(645,532)
Payment of lease liabilities	26D	(81,406)	(80,364)
Proceeds from exercise of stock options	21B	517	—
Repurchase of shares	21F, 21G	(38,964)	—
Dividends paid to AtkinsRéalis shareholders	21E	(14,017)	(14,044)
Net cash used for financing activities		(408,353)	(170,915)
Increase (decrease) from exchange differences on translating cash and cash equivalents		5,335	(1,244)
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>193,040</b>	<b>(96,716)</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>473,563</b>	<b>570,279</b>
<b>Cash and cash equivalents at end of year</b>		<b>\$ 666,603</b>	<b>\$ 473,563</b>

<sup>(1)</sup> Effective January 1, 2024, the Company included additions to internally generated intangible assets (see Note 16), which were previously included in “Other”, in “Acquisition of property and equipment and additions to intangible assets”, both presented in investing activities in the consolidated statement of cash flows. The Company has restated the comparative figures accordingly to reflect the current year presentation.

See accompanying notes to consolidated financial statements

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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## 1. DESCRIPTION OF BUSINESS

AtkinsRéalis Group Inc. is incorporated under the Canada Business Corporations Act and has its registered office at 455 René-Lévesque Boulevard West, Montreal, Québec, H2Z 1Z3, Canada. AtkinsRéalis Group Inc. is a public company whose common shares are listed on the Toronto Stock Exchange in Canada. Reference to the “Company” or “AtkinsRéalis” means, 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.

Created by the integration of long-standing organizations dating back to 1911, AtkinsRéalis is a world-class engineering services and nuclear company, which creates sustainable solutions that connect people, data and technology to transform the world’s infrastructure and energy systems.

The Company reports its revenues as follows:

- **Professional Services & Project Management (“PS&PM”)** includes contracts generating revenues related mainly to consulting, strategy and advisory, engineering and design, project and program management, project delivery, operations and maintenance, and decommissioning. It also includes revenues from lump-sum turnkey (“LSTK”) construction contracts, on which the Company ceased bidding in July 2019, except for certain repetitive engineering, procurement and construction (“EPC”) offerings that are lower-risk, standardized solutions.
- **Capital investments** include AtkinsRéalis’ investments in infrastructure concessions for public services such as bridges, highways, mass transit systems, power facilities, energy infrastructure, water treatment plants and social infrastructure (e.g. hospitals).

In these consolidated financial statements (“financial statements”), activities related to PS&PM are collectively referred to as “from PS&PM” to distinguish them from activities related to the Company’s Capital investments.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

### A) BASIS OF PREPARATION

The Company’s financial statements have been prepared in accordance with **IFRS Accounting Standards** issued and effective for the year ended December 31, 2024, and are presented in **Canadian dollars**. All values in the tables included in these notes are rounded to the nearest thousand dollars, except where otherwise indicated.

The accounting policies set out below were consistently applied to all periods presented.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant, are disclosed in Note 3.

The Company’s financial statements have been prepared on the historical cost basis, with the exception, when applicable, of: i) certain financial instruments, derivative financial instruments and liabilities for share unit plans, which are measured at fair value; ii) defined benefit assets (liabilities), which are measured as the net total of the fair value of plan assets minus the present value of the defined benefit obligation; iii) investments measured at fair value held by AtkinsRéalis Infrastructure Partners LP (previously, SNC-Lavalin Infrastructure Partners LP), which is an investment entity accounted for by the equity method and for which the Company has elected to retain the fair value measurement applied by that investment entity; and iv) certain assets held for sale, which are measured at fair value less cost to sell. Historical cost generally represents the fair value of consideration given in exchange for assets upon initial recognition.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2, *Share-based Payment*, and measurements that have some similarities to fair value but are not fair value, such as net realizable value in IAS 2, *Inventories*, or value in use in IAS 36, *Impairment of Assets*.

The Company’s financial statements were authorized for issue by the Board of Directors of the Company on March 13, 2025.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### B) NEW AMENDMENTS ADOPTED IN THE YEAR ENDED DECEMBER 31, 2024

The following amendments to existing standards were adopted by the Company on January 1, 2024:

- Amendments to IFRS 16, *Leases*, (“IFRS 16”) require a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that it does not recognize any amount of the gain or loss that relates to the right of use it retains. The new requirements do not prevent a seller-lessee from recognizing in profit or loss any gain or loss relating to the partial or full termination of a lease.
- Amendments to IAS 1, *Presentation of Financial Statements*, (“IAS 1”) clarify how to classify debt and other liabilities as current or non-current. The amendments help to determine whether, in the statement of financial position, debt and other liabilities with an uncertain settlement date should be classified as current (due or potentially due to be settled within one year) or non-current. The amendments also clarify the classification requirements for debt an entity might settle by converting it into equity.
- Amendments to IAS 1 specify that covenants to be complied with after the reporting date do not affect the classification of debt as current or non-current at the reporting date. Instead, the amendments require an entity to disclose information about these covenants in the notes to financial statements.
- Amendments to IAS 7, *Statement of Cash Flows*, and IFRS 7, *Financial Instruments: Disclosures*, (“IFRS 7”) introduce disclosure requirements to enhance the transparency of supplier finance arrangements and their effects on an entity’s liabilities, cash flows and exposure to liquidity risk.

The adoption by the Company of the amendments listed above did not have a significant impact on the Company’s financial statements, except for the amendments to IAS 1 related to classification of liabilities as current or non-current as further discussed below in Note 2C.

### C) ADOPTION OF AMENDMENTS TO IAS 1, REVISION OF PRIOR YEAR COMPARATIVES AND CHANGE IN PRESENTATION

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

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

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

This change was made in accordance with IAS 8, *Accounting Policies, Changes in Accounting Estimates and Errors*, (“IAS 8”) resulting in the restatement of prior year figures (see Note 19).

#### REVISION OF PRIOR YEAR COMPARATIVES – INCOME TAXES

The Company has identified an adjustment relating to the recognition of unused tax losses as at December 31, 2022. This adjustment resulted in an increase of \$111.5 million to the income tax recovery line item in 2022 and a corresponding increase in the deferred income tax asset line item as at December 31, 2022. AtkinsRéalis has determined that, from an overall perspective, this adjustment did not have a material impact on the Company’s consolidated financial statements. The corresponding understatement of the deferred income tax asset balance and the retained earnings balance of \$111.5 million as at January 1, 2023 and December 31, 2023 resulted in the restatement of prior year figures, as summarized in the following tables.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

JANUARY 1, 2023	As previously reported	Adjustments	As restated
Deferred income tax asset	\$ 794,900	\$ 111,475	\$ 906,375
Other assets	8,665,086	—	8,665,086
<b>Total assets</b>	<b>9,459,986</b>	<b>111,475</b>	<b>9,571,461</b>
<b>Total liabilities</b>	<b>6,580,901</b>	<b>—</b>	<b>6,580,901</b>
Retained earnings	1,404,589	111,475	1,516,064
Other accounts of equity	1,474,496	—	1,474,496
<b>Total equity</b>	<b>\$ 2,879,085</b>	<b>\$ 111,475</b>	<b>\$ 2,990,560</b>
DECEMBER 31, 2023	As previously reported	Adjustments	As restated
Deferred income tax asset	\$ 886,203	\$ 111,475	\$ 997,678
Other assets	9,283,000	—	9,283,000
<b>Total assets</b>	<b>10,169,203</b>	<b>111,475</b>	<b>10,280,678</b>
<b>Total liabilities</b>	<b>6,993,948</b>	<b>—</b>	<b>6,993,948</b>
Retained earnings	1,652,078	111,475	1,763,553
Other accounts of equity	1,523,177	—	1,523,177
<b>Total equity</b>	<b>\$ 3,175,255</b>	<b>\$ 111,475</b>	<b>\$ 3,286,730</b>

The retrospective restatement did not have any impact on the consolidated income statement, earnings per share or the consolidated statement of cash flows for the year ended December 31, 2023.

These changes were made in accordance with IAS 8 resulting in the restatement of prior year figures as summarized above and in Note 27.

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

Effective January 1, 2024, AtkinsRéalis implemented a new operational structure to unify and simplify the Company in the regions where it operates. Under the new structure, the former Engineering Services and Operations & Maintenance (“O&M”) reportable segments were merged and are now managed by region. Engineering Services Regions now include the following reportable segments: i) Canada, including the existing O&M contracts in Algeria, which are managed by the Canadian leadership team (“Canada”); ii) United Kingdom and Ireland (“UKI”); iii) United States and Latin America, including the global activities of Minerals & Metals (“USLA”); and iv) Asia, Middle East and Australia (“AMEA”). The Nuclear, Linxon, LSTK Projects and Capital reportable segments are unchanged. See Note 4 for a description of each of the segments.

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

These changes resulted in the restatement of prior year figures (see Notes 4, 9A and 13).

#### D) TRANSITION TO ALTERNATIVE BENCHMARK INTEREST RATES

On May 16, 2022, Refinitiv Benchmark Services (UK) Limited, the administrator of the Canadian Dollar Offered Rate (“CDOR”), following the authorization granted by the Ontario Securities Commission and the *Autorité des marchés financiers* (Québec), announced that the calculation and publication of all tenors of CDOR would permanently cease immediately following the final publication on June 28, 2024. The Company was not significantly impacted by the change, as its current borrowing contracts that referred to CDOR prior to June 28, 2024 were novated to a new interest benchmark rate prior to the final publication date of CDOR.

#### E) STANDARD AND AMENDMENTS ISSUED TO BE ADOPTED AT A LATER DATE

The following amendments to an existing standard have been issued and are applicable to the Company for its annual periods beginning on January 1, 2025 and thereafter, with an earlier application permitted:

- Amendments to IAS 21, *The Effects of Changes in Foreign Exchange Rates*, require an entity to apply a consistent approach in assessing whether a currency can be exchanged into another currency and, when it cannot, in determining the exchange rate to use and the disclosures to provide.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

The following amendments to existing standards have been issued and are applicable to the Company for its annual periods beginning on January 1, 2026 and thereafter, with an earlier application permitted:

- Amendments to IFRS 9, *Financial Instruments*, (“IFRS 9”) clarify and add further guidance notably for i) the assessment of whether a financial asset meets the solely payments of principal and interest (“SPPI”) criterion when the contractual terms can change cash flows based on contingent events (for example, interest rates linked to environmental, social and governance [“ESG”] and similar features); and ii) the date of recognition and derecognition of financial assets and liabilities, in situations such as transactions conducted through an electronic cash transfer system.
- Amendments to IFRS 7 introduce additional disclosure requirements regarding i) investments in equity instruments designated at fair value through other comprehensive income; and ii) financial instruments with contingent features, for example features tied to ESG-linked targets.
- Amendments to IFRS 7 clarify disclosure requirements related to: i) the gain or loss on derecognition of financial instruments; ii) the deferred difference between fair value and transaction price; and iii) credit risk.
- Amendments to IFRS 9 clarify: i) the requirements to account for an extinguishment of a lessee’s lease liability that results in a gain or loss recognized in net income; and ii) the definition of the term “transaction price”.
- Amendments to IFRS 10, *Consolidated Financial Statements*, clarify the assessment of a “de facto agent” related to an investor determining whether another party is acting on its behalf.

The following standard has been issued and is applicable to the Company for its annual periods beginning January 1, 2027 and thereafter, with an earlier application permitted:

- IFRS 18, *Presentation and Disclosure in Financial Statements*, replaces IAS 1 and requires: i) income and expenses in the income statement to be classified into three new defined categories – operating, investing and financing – and two new subtotals – “Operating profit or loss” and “Profit or loss before financing and income taxes”; ii) disclosures about management-defined performance measures used in public communications to communicate management’s view of the entity’s financial performance; and iii) disclosure of information based on enhanced general requirements on aggregation and disaggregation, as well as specific requirements to disclose information by nature for specific expenses, for entities that present operating expenses by function in the income statement.

The Company is currently evaluating the impacts of adopting this standard and these amendments on its financial statements.

### F) BASIS OF CONSOLIDATION

In accordance with IFRS Accounting Standards, AtkinsRéalis’ interests in other entities subject to control, joint control or significant influence are accounted for as follows:

TYPE OF INTEREST	TYPE OF INFLUENCE	ACCOUNTING METHOD
Subsidiary	Control	Consolidation method
Joint venture	Joint control	Equity method
Joint operation	Joint control	AtkinsRéalis’ share of assets, liabilities, revenues and expenses
Associate	Significant influence	Equity method
Investment	Non-significant influence	Measured at fair value; dividend income is recognized in the income statement.

A subsidiary that is not wholly-owned by AtkinsRéalis results in non-controlling interests that are presented separately on the consolidated statement of financial position, while the portions of net income and other comprehensive income attributable to such non-controlling interests are also shown separately on the consolidated income statement and on the consolidated statement of comprehensive income, respectively.

When necessary, adjustments are made to the financial statements of subsidiaries, joint arrangements and associates to bring their accounting policies in line with those used by the Company.

A change in the ownership interest of a subsidiary, without loss of control, is accounted for as an equity transaction.

If the Company loses control over a subsidiary, it derecognizes the related assets (including goodwill and intangible assets related to business combinations), liabilities, non-controlling interest and other components of equity and remeasures any investment retained at fair value, while any resulting gain or loss is recognized in the consolidated income statement.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### Business acquisitions

Acquisitions of businesses are accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of the fair values (at the date of acquisition) of assets given, liabilities incurred or assumed, and equity instruments issued by the Company, if any, in exchange for control of the acquiree. Provisional fair values allocated at a reporting date are finalized within twelve months of the acquisition date.

At the date of acquisition, the identifiable assets acquired and the liabilities assumed are measured, with limited exceptions, at fair value.

Acquisition-related costs are expensed in the periods in which these costs are incurred and the services are received.

The results of businesses acquired are included in the consolidated financial statements from the date on which control is obtained.

### G) **FOREIGN CURRENCY TRANSLATION**

#### Functional and presentation currency

The individual financial statements of each entity within the Company are prepared in its functional currency, being the currency of the primary economic environment in which the entity operates. For the purpose of the consolidated financial statements, the results and financial position of each entity within the Company are expressed in Canadian dollars, which is the presentation currency of the Company for its consolidated financial statements.

#### Foreign currency transactions and balances

For the purpose of preparing financial statements, Canadian and foreign operations apply the following procedure on transactions and balances in currencies other than their functional currency: 1) monetary items are translated in their functional currency using the exchange rate in effect at the period end rate; 2) non-monetary items are translated in their functional currency using the historical exchange rate if they are measured at cost, or using the exchange rate at the measurement date if they are measured at fair value; and 3) revenues and expenses are translated in their functional currency using the appropriate average exchange rate of the period. Any resulting gains or losses are recognized in net income and, if hedge accounting is applied, offsetting losses or gains from the hedging items are also recognized in net income.

#### Translation of financial statements of foreign operations

For the purpose of presenting consolidated financial statements in Canadian dollars, the assets and liabilities of the Company's foreign operations that have a functional currency other than Canadian dollars are expressed in Canadian dollars using exchange rates prevailing at the end of the reporting period, while revenues and expenses are translated at the appropriate average exchange rate for the period. Exchange differences arising on consolidation, if any, are recognized initially in other comprehensive income and reclassified from equity to net income on disposal or partial disposal of foreign operations as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the period end rate.

### H) **REVENUE RECOGNITION**

Revenue from contracts with customers is recognized, for each performance obligation, either over a period of time or at a point in time, depending on which method reflects the transfer of control of the goods or services underlying the particular performance obligation to the customer.

In most cases, for performance obligations satisfied over time, the Company recognizes revenue over time using an input method, based on costs incurred to date relative to total estimated costs at completion, to measure progress toward satisfying such performance obligations. Under this method, costs that do not contribute to the performance of the Company in transferring control of goods or services to the customer are excluded from the measurement of progress toward satisfying the performance obligation. For certain contracts, notably certain cost-plus contracts or unit-rate contracts, the Company recognizes revenue based on its right to consideration when such amount corresponds directly with the value to the customer of the entity's performance completed to date. In certain other situations, the Company might recognize revenue at a point in time, when the criteria to recognize revenue over time are not met. In any event, when the total anticipated costs exceed the total anticipated revenues on a contract, such loss is recognized in its entirety in the period it becomes known and a provision for forecasted losses on contracts is recognized in the consolidated statement of financial position.



## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

The amount of revenue recognized by the Company is based on the transaction price allocated to each performance obligation. Such transaction price corresponds to the amount of consideration which the Company expects to be entitled to receive in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties. The transaction price includes, among other things and when applicable, an estimate of variable consideration only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is subsequently resolved. Variable consideration is usually derived from incentives, performance bonuses, and penalties, and could include claims and unpriced change orders. When a contract includes a significant financing component, the value of such component is excluded from the transaction price and is recognized separately as finance income or expense, as applicable.

AtkinsRéalis may enter into contractual arrangements with a client to deliver services on one project with respect to more than one performance obligation. When entering into such arrangements, the Company allocates the transaction price by reference to the stand-alone selling price of each performance obligation. Accordingly, when such arrangements exist on the same project, the value of each performance obligation is based on its stand-alone selling price and recognized according to the respective revenue recognition methods described above.

The Company accounts for a contract modification, which consists of a change in the scope or price (or both) of a contract, as a separate contract when the remaining goods or services to be delivered after the modification are distinct from those delivered prior to the modification and the price of the contract increases by an amount of consideration that reflects the stand-alone selling price of the additional promised goods or services. When the contract modification is not accounted for as a separate contract, the Company recognizes an adjustment to revenue on a cumulative catch-up basis at the date of contract modification.

The Company recognizes assurance-type warranty costs as a provision in accordance with IAS 37, *Provisions, Contingent Liabilities and Contingent Assets*, based on the advancement of the projects, and the provision recognized is then either used when costs are incurred or reversed if it is no longer needed.

In all cases, the value of construction activities, material and equipment purchased by AtkinsRéalis, when acting as purchasing agent for a client, is not recorded as revenue.

The Company may apply its revenue recognition policy to a portfolio of contracts or performance obligations with similar characteristics if the effect on its financial statements of applying such policy to the portfolio is not reasonably expected to differ materially from applying its policy to the individual contracts or performance obligations within that portfolio.

The Company presents its contract balances, on a contract-by-contract basis, in a net contract asset or deferred revenues position, separately from its trade receivables. Contract assets and trade receivables are both rights to receive consideration in exchange for goods or services that the Company has transferred to a customer, however the classification depends on whether such right is only conditional on the passage of time (trade receivables) or if it is also conditional on something else (contract assets), such as the satisfaction of further performance obligations under the contract. Deferred revenues represent the cumulative amount received and contractually receivable by the Company that exceeds the right to consideration resulting from the Company's performance under a given contract.

Revenues from **Capital investments** include the following:

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

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### I) FINANCIAL INSTRUMENTS

#### FINANCIAL ASSETS AND LIABILITIES

Unless specifically covered by another accounting policy, the measurement of financial assets and financial liabilities is based on their classification, which is one of the following for AtkinsRéalis:

CATEGORY – SUBSEQUENTLY MEASURED AT	APPLICABLE TO	INITIAL MEASUREMENT	SUBSEQUENT MEASUREMENT	RECOGNITION OF INCOME/EXPENSE AND GAINS/LOSSES ON REMEASUREMENT, IF ANY
Fair value through profit or loss (“FVTPL”)	Financial assets and financial liabilities	Fair value	Fair value derived from published bid price quotations for listed securities. Where there is no active market, fair value is determined using valuation techniques.	All recognized in net income
Fair value through other comprehensive income (“FVTOCI”)	Financial assets	Fair value including transaction costs	Fair value derived from published bid price quotations for listed securities. Where there is no active market, fair value is determined using valuation techniques.	Investment income, which includes interest, dividends and distributions, is recognized in net income. For equity instruments, gains (losses) from revaluation are recognized in other comprehensive income with no reclassification to net income on disposal of such assets.
Amortized cost	Financial assets and financial liabilities	Fair value including transaction costs	Amortized cost using the effective interest method	All recognized in net income

#### *Impairment of assets subsequently measured at amortized cost*

For “Trade receivables”, “Contract assets” and “Finance lease receivables”, the amount of the loss allowance recognized is the amount equal to lifetime expected credit losses that result from all possible events of default over the expected life of a financial instrument.

For “Non-current portion of receivables under service concession arrangements”, if the credit risk has not increased significantly since initial recognition, the amount of the loss allowance recognized is the amount equal to 12-month expected credit losses that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

#### *Write-off*

The gross carrying amount of a financial asset is reduced when there are no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

#### HEDGING (APPLYING IAS 39)

In the normal course of its business, AtkinsRéalis enters into derivative financial instruments, mainly: i) forward exchange contracts to hedge its exposure to fluctuations in foreign currency exchange rates on projects; and ii) interest rate swaps to hedge the variability of interest rates relating to financing arrangements. AtkinsRéalis may also enter into other derivative financial instruments to hedge its exposure to market risk. When applying hedge accounting, AtkinsRéalis formally documents its accounting choice, the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking these hedge transactions, and regularly assesses the effectiveness of these hedges.

#### CASH FLOW HEDGES

Derivative financial instruments designated as cash flow hedges are measured at fair value established by using valuation techniques based on observable market data and taking into account the credit quality of the instruments. The effective portion of the change in fair value of the derivative financial instruments is recorded in other components of equity, while the ineffective portion, if any, of such change is recognized in net income. Gains or losses from cash flow hedges included in other components of equity are reclassified to net income as an offset to the losses or gains recognized on the underlying hedged items.

#### FAIR VALUE HEDGES

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recognized in net income immediately, together with any changes in the fair value of the hedged item that are attributable to the hedged risk. The change in the fair value of the hedging instrument and the change in the hedged item attributable to the hedged risk are recognized in net income in the same line item.

Hedge accounting is discontinued when the Company revokes the hedging relationship, when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### HEDGES OF NET INVESTMENTS IN FOREIGN OPERATIONS

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognized in other comprehensive income and accumulated under “Exchange differences on translating foreign operations” in “Other components of equity”. The gain or loss relating to the ineffective portion, if any, is recognized immediately in net income.

Gains and losses on the hedging instrument relating to the effective portion of the hedge accumulated in “Exchange differences on translating foreign operations” are reclassified to net income on the disposal of the foreign operation.

### J) SERVICE CONCESSION ARRANGEMENTS UNDER IFRIC INTERPRETATION 12

IFRIC Interpretation 12, *Service Concession Arrangements*, (“IFRIC 12”) provides guidance on the accounting for certain qualifying public-private partnership arrangements, whereby the grantor (i.e., usually a government):

- controls or regulates what services the operator (i.e. “the concessionaire”) must provide with the infrastructure, to whom it must provide them, and at what price; and
- controls any significant residual interest in the infrastructure at the end of the term of the arrangement.

Under such concession arrangements, the concessionaire accounts for the infrastructure asset by applying one of the following accounting models depending on the allocation of the demand risk through the usage of the infrastructure between the grantor and the concessionaire:

ACCOUNTING MODEL	DEMAND RISK
Financial asset model	The concessionaire does not bear demand risk through the usage of the infrastructure (i.e., it has an unconditional right to receive cash irrespective of the usage of the infrastructure, e.g. availability payments).
Intangible asset model	The concessionaire bears demand risk (i.e., it has a right to charge fees for usage of the infrastructure).
Bifurcated model	The concessionaire shares demand risk with the grantor (i.e., the grantor pays the concessionaire for its services partly by a financial asset and partly by granting a right to charge users of the infrastructure).

Revenues from service concession arrangements accounted for under IFRIC 12 are recognized as follows:

ACTIVITIES PROVIDED BY THE CONCESSIONAIRE	REVENUE RECOGNITION	CLASSIFICATION OF REVENUES IN THE COMPANY'S CONSOLIDATED INCOME STATEMENT
Construction or upgrade (when a service concession arrangement involves the construction or upgrade of the public service infrastructure)	Revenues relating to such activities under a service concession arrangement are recognized based on the Company's accounting policy on recognizing revenue (see Note 2H).	The Company classifies these revenues as “from PS&PM” when AtkinsRéalis acts as an EPC contractor. When AtkinsRéalis does not act as an EPC contractor, revenues are recognized by the concession as part of “Capital investments” activities.
Operations and maintenance (“O&M”) (these activities may include maintenance of the infrastructure and other activities provided directly to the grantor or the users)		The Company classifies these revenues as “from PS&PM” when AtkinsRéalis acts as an O&M contractor. When AtkinsRéalis does not act as an O&M contractor, revenues are recognized by the concession as part of “Capital investments” activities.
Rehabilitation (when a service concession arrangement requires the concessionaire to rehabilitate the infrastructure such that the infrastructure can deliver a specified standard of service at all times)		The Company classifies these revenues as “from PS&PM” activities when AtkinsRéalis acts as a rehabilitation contractor. When AtkinsRéalis does not act as a rehabilitation contractor, revenues are recognized by the concession as part of “Capital investments” activities.
Financing (when financial asset model or bifurcated model is applied)	Finance income generated on financial assets is recognized using the effective interest method.	The Company classifies this finance income as “Capital investments” activities.

When the Company delivers more than one category of activity in a service concession arrangement, the consideration received or receivable is allocated by reference to the stand-alone selling price of the activity delivered.

#### Financial asset model

Revenues recognized by the Company under the financial asset model are accumulated in “Receivables under service concession arrangements”, a financial asset that is recovered through payments received from the grantor.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### Intangible asset model

The Company recognizes an intangible asset arising from a service concession arrangement when it has a right to charge for usage of the concession infrastructure. The intangible asset received as consideration for providing construction or upgrade services in a service concession arrangement is measured at fair value upon initial recognition. Borrowing costs, if any, are capitalized until the infrastructure is ready for its intended use as part of the carrying amount of the intangible asset.

The intangible asset is then amortized over its expected useful life, which is the concession period in a service concession arrangement. The amortization period begins when the infrastructure is available for use.

Fees collected by the concessionaire upon the usage of the infrastructure are classified as revenues from “Capital investments” activities.

### K) CASH AND CASH EQUIVALENTS

Cash includes cash on hand and deposits held at call with financial institutions. Cash is designated as at FVTPL and accounted for at fair value.

Cash equivalents include short-term liquid investments that are readily convertible into a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are designated as at FVTPL and accounted for at fair value.

### L) PROPERTY AND EQUIPMENT

Property and equipment are recorded at cost. Depreciation is recorded at rates set to charge operations with the cost of depreciable assets less their residual values (if any) over their estimated useful lives.

Property and equipment are primarily:

CATEGORY	DEPRECIATION METHOD	DEPRECIATION PERIOD
Buildings	Straight-line, by component	10 to 50 years
Computer equipment and software	Straight-line	2 to 5 years
Office furniture	Diminishing balance or straight-line	20% or from 2 to 10 years
Leasehold improvements	Straight-line	Over the shorter of: i) the term of the lease; and ii) the useful life of the asset

### M) INVESTMENTS IN JOINT VENTURES AND ASSOCIATES

The Company’s investments in its joint ventures and associates are accounted for using the equity method, except when the investment is classified as held for sale, in which case it is accounted for in accordance with IFRS 5, *Non-current Assets Held for Sale and Discontinued Operations*. Under the equity method, the investment in a joint venture or an associate is initially recognized at cost, which includes transaction costs. The carrying amount of the investment is adjusted to recognize changes in the Company’s share of net assets (liabilities) of the joint venture or associate since the acquisition date, until the date on which joint control or significant influence ceases. Where the Company’s share of losses of a joint venture or an associate exceeds its equity accounted interest in that joint venture or associate, including any other unsecured long-term receivables that, in substance, form part of the Company’s net investment in that joint venture or associate, the Company does not recognize further losses unless it has incurred obligations or made payments on behalf of the joint venture or associate.

Upon loss of joint control over the joint venture or significant influence over the associate, the Company measures and recognizes any retained investment at its fair value at that time. Any difference between the carrying amount of the joint venture or associate upon loss of joint control or significant influence, respectively, and the fair value of the retained investment and proceeds from disposal is recognized in the consolidated income statement.

The Company’s Capital investments in joint ventures and associates are included in “Capital investments accounted for by the equity method” in the consolidated statement of financial position. The Company’s PS&PM investments in joint ventures and associates are included in “Other non-current non-financial assets” in the consolidated statement of financial position.

### N) INTANGIBLE ASSETS RELATED TO BUSINESS COMBINATIONS

Intangible assets acquired in a business combination and recognized separately from goodwill are initially recognized at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortization and accumulated impairment losses.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

Intangible assets with finite useful lives related to business combinations are primarily:

CATEGORY	AMORTIZATION METHOD	AMORTIZATION PERIOD
Revenue backlog	Straight-line	0.5 to 3.5 years
Customer relationships	Straight-line	7 and 10 years
Trademarks	Straight-line	4 to 8 years

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains and losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognized in net income when the asset is derecognized.

### O) IMPAIRMENT OF NON-CURRENT TANGIBLE AND INTANGIBLE ASSETS OTHER THAN GOODWILL

At the end of each reporting period, the Company reviews the carrying amounts of its property and equipment, right-of-use assets, Capital and PS&PM investments accounted for by the equity method, and its intangible assets other than goodwill to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit ("CGU") to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to an individual CGU, or otherwise they are allocated to the smallest group of CGU for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of: i) fair value less costs to sell; and ii) value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and risks. If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognized immediately in net income.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or CGU) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or CGU) in prior periods. A reversal of an impairment loss is recognized immediately in net income.

### P) GOODWILL

Goodwill represents the excess of the purchase price of an acquired business over the fair value assigned to assets acquired and liabilities assumed. Goodwill on acquisition of subsidiaries is separately disclosed and goodwill on acquisitions of associates and joint ventures is included within investments accounted for by the equity method. For the purpose of impairment testing, goodwill is allocated to each of the Company's CGU or group of CGU expected to benefit from the synergies of the combination. A CGU or group of CGU to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the CGU or group of CGU may be impaired. If the recoverable amount of the CGU or group of CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the CGU or group of CGU and then to the other assets of the CGU or group of CGU pro rata on the basis of the carrying amount of each asset in the CGU or group of CGU. An impairment loss recognized for goodwill is not reversed in a subsequent period.

The Company has designated October 31 as the date for its annual impairment test.

### Q) DIRECT COSTS OF ACTIVITIES

Direct costs of activities include costs related to the provision of goods and services for which the Company recognizes revenue, as well as all costs incurred for activities that are part of a reportable segment or allocated to such segment, except for costs that are presented elsewhere in the income statement.

### R) CORPORATE SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

Corporate selling, general and administrative expenses are recognized in net income upon utilization of the service or as incurred and include costs that are not related to a contract with a customer or incurred for activities that are part of a reportable segment, or allocated to such segment, and that are not presented elsewhere in the income statement. Corporate selling, general and administrative expenses also include changes in fair value of financial instruments at fair value through profit or loss.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### S) RESEARCH AND DEVELOPMENT COSTS

Research and development costs are expensed as incurred, except if the costs are related to the development and setup of new or improved products, processes and systems and satisfy generally accepted conditions for capitalization, including reasonable assurance that they will be recovered. All capitalized development costs are amortized when commercial production begins, using the straight-line method over a period not exceeding ten years.

### T) TAXES

#### Current income tax

Income taxes recognized in net income comprise the sum of deferred income tax and current income tax not recognized in other comprehensive income or directly in equity.

Current income tax assets and/or liabilities comprise amounts receivable from or payable to tax authorities relating to the current or prior reporting periods, which are uncollected or unpaid at the reporting date. Current tax is payable on taxable income, which differs from net income in the financial statements. Calculation of current tax is based on tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

#### Deferred income tax

Deferred income taxes are calculated using the liability method on temporary differences between the carrying amounts of assets and liabilities and their tax bases. Deferred income tax on temporary differences associated with shares in subsidiaries, joint arrangements and associates is not provided for if the reversal of these temporary differences can be controlled by the Company and it is probable that the reversal will not occur in the foreseeable future.

Deferred income tax assets and liabilities are calculated, without discounting, at tax rates that are expected to apply to their respective period of realization, provided they are enacted or substantively enacted by the end of the reporting period.

Deferred income tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences, to the extent that it is probable that future taxable income will be available against which they can be utilized. For management's assessment of the probability of future taxable income to utilize against deferred income tax assets, see Note 3.

Deferred income tax assets and liabilities are offset only when the Company has a right and intention to offset current tax assets and liabilities from the same taxation authority.

#### Sales tax

Revenues, expenses, and assets excluding trade receivables, are recognized net of the amount of sales tax receivable from or payable to a taxation authority, except for expenses and assets (i) when the sales tax incurred on a purchase of assets or services is not receivable from the taxation authority, in which case, the sales tax is recognized as part of the cost of acquisition of the asset or as part of the expense item, respectively; and (ii) when receivables and payables are stated with the amount of sales tax included.

The net amount of sales tax receivable from or payable to a taxation authority is included in "Other current non-financial assets" or "Other current non-financial liabilities", respectively, in the consolidated statement of financial position.

### U) DEFINED BENEFIT PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS

The liability (included in "Provisions") or asset (included in "Other non-current non-financial assets") recognized in the consolidated statement of financial position in respect of defined benefit pension plans results, on an individual plan basis, from the shortfall or excess of the fair value of plan assets over the net present value of the defined benefit obligation at the end of the reporting period. Defined benefit pension plans, other long-term benefits and other post-employment benefits obligations are determined using the projected unit credit method, which sees each period of service as giving rise to an additional unit of benefit entitlement to the eligible employees and measures each unit separately to build up the final obligation. In valuing the defined benefit cost, assumptions are based on management's best estimates, except for the discount rate where the Company uses market yields at the measurement date based on high quality corporate bonds with cash flows that match the timing and amount of expected benefit payments.

Remeasurement, comprising: i) actuarial gains and losses; ii) the effect of the changes to the asset ceiling (if applicable); and iii) the return on plans' assets (excluding interest income), is credited or charged to equity in other comprehensive income in the period in which it arises. Remeasurement recognized in other comprehensive income is not reclassified to net income in subsequent periods. The cumulative amount of remeasurement is included in retained earnings.

## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

Defined benefit costs comprise: i) service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements); ii) net interest expense or income; and iii) remeasurement. Service cost and net interest income or expense are recognized in net income while the remeasurement is recognized in other comprehensive income in the period. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

### V) EARNINGS PER SHARE

Basic and diluted earnings per share are determined by dividing consolidated net income attributable to AtkinsRéalis shareholders for the period by the basic and diluted weighted average number of shares outstanding, respectively.

The diluted weighted average number of shares outstanding is calculated as if all dilutive options had been exercised at the later of the beginning of the reporting period or date of grant with deemed proceeds from the exercise of such dilutive options used to repurchase common shares at the average market price for the period.

### W) SHARE-BASED PAYMENTS

#### Stock options

Stock options granted to employees are measured at their fair value at the grant date. The estimated fair value of the stock options is determined using the Black-Scholes option pricing model.

The fair value determined at the grant date of the stock options is expensed on a straight-line basis over the shorter of the vesting period or the term over which an employee becomes eligible to retire, based on the Company's estimate of stock options that will eventually vest. At the end of each reporting period, the Company revises its estimate of the number of stock options expected to vest and the impact of such revision, if any, is recognized in net income.

#### Share units

The Company's 2019 Performance Share Unit plan ("2019 PSU plan"), 2019 Restricted Share Unit plan ("2019 RSU plan"), 2009 Deferred Share Unit plan ("2009 DSU plan"), and Deferred Share Unit plan ("DSU plan") are collectively referred to as "share unit plans". For share units granted to employees and members of the Company's Board of Directors under the share unit plans, a liability is recognized and measured at the fair value of the liability, which is based on the Company's share price. At the end of each reporting period until the liability is settled, and at the date of settlement, the fair value of the liability is remeasured, with any changes in fair value recognized in net income for the period. The fair value of the grants of share units is expensed in the income statement on a straight-line basis over the vesting period, based on the Company's estimate of share units that will eventually vest. At the end of each reporting period, the Company revises its estimate of the number of share units expected to vest and the impact of such revision, if any, is recognized in net income.

### X) PROVISIONS

A provision is a liability of uncertain timing or amount that is recognized in the consolidated statement of financial position.

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

#### Restructuring

A restructuring provision is recognized when the Company has developed a detailed formal plan for the restructuring and has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected by it. The measurement of a restructuring provision includes only the direct expenditures arising from the restructuring, which are those amounts that are both necessarily entailed by the restructuring and not associated with the ongoing activities of the Company.



## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### Onerous contracts

Present obligations arising under onerous contracts are recognized and measured as provisions. An onerous contract is considered to exist when the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

### Y) **SHARE CAPITAL**

The Company's common shares are classified as equity instruments. Common shares issued by the Company are recognized at the proceeds received, net of direct issue costs and income taxes, if any.

Repurchases of the Company's own common shares are recognized and deducted directly in equity. No gain or loss is recognized in net income on the purchase, sale, issue or cancellation of the Company's own common shares.

### Z) **LEASING**

#### Accounting for leases as a lessee

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives. The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term, and represents a period of up to 30 years for office real estate leases and a period ranging from 1 to 8 years for other leased assets. In addition, the right-of-use asset is adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Lease payments used for the calculations comprise mainly fixed payments, including in-substance fixed payments, variable lease payments that depend on an index or a rate, the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently measured at amortized cost using the effective interest method and is remeasured to reflect changes in the lease payments, such as upon a lease modification that is not accounted for as a separate lease.

A lease modification is considered a separate lease if the modification increases the scope of the lease by adding the right to use one or more underlying assets and the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract. Any other modification is not accounted for as a separate lease.

For a lease modification that is not accounted for as a separate lease, the Company accounts for the modification, at its effective date, as follows:

- a. for a lease modification resulting in a decrease in the scope of the lease, such as a reduction in the term of a lease or in the space being leased, the lease liability is remeasured to reflect the revised lease payments and the carrying amount of the right-of-use asset is reduced to reflect the partial or full termination of the lease. If the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, a lessee shall recognize any remaining amount of the remeasurement in profit or loss. Furthermore, the difference between the reduction in the lease liability and the reduction in the corresponding right-of-use asset's carrying value is recognized in profit or loss.
- b. for all other lease modifications, the lease liability is remeasured to reflect the revised lease payments, with a corresponding adjustment to the right-of-use asset.

The remeasurement of a lease liability upon a lease modification, or upon any change to the lease payments resulting from a change in the lease term or in the assessment of an option to purchase the underlying asset, is based on a revised discount rate reflecting the remainder of the lease term. The remeasurement of a lease liability to reflect revised lease payments due to a change in the amounts expected to be payable to the lessor under a residual value guarantee or to a change in an index or a rate used to determine those payments, other than a change in floating interest rates, is based on an unchanged discount rate.



## 2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

### Accounting for leases as a lessor

When acting as a lessor, the Company determines at lease commencement whether each lease is a finance lease or an operating lease. To classify each lease, the Company makes an overall assessment of whether the lease transfers to the lessee substantially all of the risks and rewards of ownership incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

As part of this assessment, the Company considers certain indicators such as whether the lease is for the major part of the economic life of the asset. When the Company subleases one of its leases and concludes that it is a finance lease, it derecognizes the right-of-use asset relating to the head lease being sublet, recognizes a receivable equal to the net investment in the sublease and retains the previously recognized lease liability in its capacity as lessee. The Company then recognizes interest expense on its lease liability and interest income on the receivable in its capacity as finance lessor.

### Accounting for sale and lease back transactions

In a sale and lease back transaction, the transfer of an asset is recognized as a sale when the customer has obtained control of such asset based on the Company's revenue recognition policy, otherwise the Company continues to recognize the transferred asset on its statement of financial position and recognizes a financial liability equal to the proceeds transferred. When the transfer of an asset satisfies the Company's revenue recognition policy to be accounted for as a sale, a partial recognition of the gain on disposal is recognized immediately after the sale, based on the proportion of the asset not retained by the Company through the lease.

### **AA) GOVERNMENT GRANTS**

AtkinsRéalis recognizes grants from the government, including investment tax credits, where there is a reasonable assurance that the grant will be received and AtkinsRéalis will comply with all attached conditions.

Government grants are recognized in the income statement on a systematic basis over the periods in which AtkinsRéalis recognizes as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Company should purchase, construct or otherwise acquire non-current assets (including property and equipment) are recognized by deducting the grants from the carrying amount of the related assets in the statement of financial position and transferred to the income statement on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognized in the income statement in the period in which they become receivable.

## 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

The following are the critical accounting judgements and key estimates concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

### Revenue recognition

The identification of revenue-generating contracts with customers, the identification of performance obligations, the determination of the transaction price and its allocation between identified performance obligations, the use of the appropriate revenue recognition method (over time or at a point in time) for each performance obligation and the measure of progress for each performance obligation satisfied over time are the main aspects of the revenue recognition process, all of which require the exercise of judgement and the use of assumptions.

### 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

The transaction price corresponds to the amount of consideration which the Company expects to be entitled to receive in exchange for transferring promised goods or services to a customer. Such amount may require the Company to estimate an amount of variable consideration, notably from estimated volume of work, claims and unpriced change orders, incentives or penalties, among others. Furthermore, the Company needs to constrain the transaction price by including only the amount for which it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is subsequently resolved. The amount of variable consideration to be included in the transaction price of a given contract is determined by using various estimates and assumptions, which could be based on historical experience with the same customer or other similar contracts, third-party assessments, legal interpretation of relevant contractual clauses, and probabilistic methodologies, among others. Due to the uncertain nature of the estimations, the amount of variable consideration may vary significantly over time. Such estimated amount of variable consideration then needs to be updated at the end of each reporting period.

The determination of anticipated costs for completing a contract is based on estimates that can be affected by a variety of factors such as potential variances in scheduling and cost of materials along with the availability and cost of qualified labour and subcontractors, productivity, and possible claims from subcontractors.

#### Basis of consolidation

Under certain circumstances, the determination of the Company's level of power over an investee requires the exercise of judgement. As such, the classification of the entity as a subsidiary, a joint arrangement, an associate or an investment might require the application of judgement through the analysis of various indicators, such as the percentage of ownership interest held in the entity, the representation on the entity's board of directors, and various other factors.

#### Values used in impairment tests

Determining whether goodwill is impaired requires an estimation of the recoverable amount of the CGU or group of CGU. Such recoverable amount corresponds, for the purpose of impairment assessment, to the higher of the value in use or the fair value less costs of disposal of the CGU or group of CGU to which goodwill has been allocated.

The value in use calculation requires management to estimate future cash flows expected to arise from the CGU or group of CGU and a suitable discount rate in order to calculate present value. The key assumptions required for the value in use estimation are the growth rate of future cash flows and the discount rate.

When using the value in use approach, cash flows for each CGU or group of CGU are derived from the budget for the upcoming year, which is approved on an annual basis by members of the Company's Board of Directors, and a long-term forecast prepared by management, which covers an additional period of up to 4 years. Cash flows beyond the long-term forecast are extrapolated using a growth rate estimated by management. The discount rate is derived from the Company's post-tax weighted average cost of capital and is adjusted, where applicable, to take into account any specific risks.

When the fair value less costs of disposal approach is used, the fair value is derived from a market multiple approach. Under this approach, transaction multiples are applied to such CGU's future results, mainly EBIT and earnings before interest, income taxes, depreciation and amortization. The key assumptions required for the fair value less costs of disposal are the future results of the CGU or group of CGU, the multiples being used and the costs of disposal.

Future results for each CGU or group of CGU are derived from the budget for the upcoming year. Transaction multiples are derived from observable market value of comparable publicly traded companies or fair value observed from recent acquisitions or disposals of businesses that are comparable to the CGU or group of CGU. Costs of disposal, which usually corresponds to a percentage of the fair value of the CGU or group of CGU, are estimated based on historical transactions of the Company or on input from recent transactions.

For both the value in use and the fair value less costs of disposal approaches, the values assigned to key assumptions reflect past experience and external sources of information that are deemed accurate and reliable. The value in use and the fair value are categorized as Level 3 in the fair value hierarchy described under IFRS 13, *Fair Value Measurement*, as one or more key assumption used is based on unobservable data requiring the use of judgement.

When there is any indication that any tangible and intangible assets other than goodwill have suffered an impairment loss, the determination of the recoverable amount of such tangible and intangible assets other than goodwill requires management to estimate cash flows expected to arise from these assets and a suitable discount rate in order to calculate the present value in a manner described above for goodwill.

### 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

The identification of events that could have an impact on the estimated cash flows of the assets and the determination of these estimated cash flows require the exercise of judgement, which might result in significant variances in the carrying amount of these assets if found to be impaired.

The main assumptions used for the goodwill impairment testing are disclosed in Note 13.

#### Measurement of retirement benefit obligations, other long-term benefits and other post-employment benefit obligations

AtkinsRéalis' obligations and expenses relating to defined benefit pension plans, other long-term benefits and other post-employment benefits are determined using actuarial valuations and are dependent on assumptions such as the rate of compensation increase, as determined by management. While management believes these assumptions represent its best estimate, differences in actual results or changes in assumptions could have an impact on the obligations, expenses and amounts of actuarial gains (losses) recognized in the consolidated statement of comprehensive income.

#### Measurement of provisions shown in the consolidated statement of financial position

In measuring a provision, the Company takes risks and uncertainties into account. The uncertainties mainly relate to the timing and amount of a provision. Also, risks and uncertainties arise from discounting a provision, where the effect of the time value of money is significant, using a pre-tax discount rate that reflects current market assessments of the time value of money. Additionally, the Company takes into account future events, such as changes in the law, where there is sufficient objective evidence that they will occur when measuring a provision. The longer duration of the period covered by certain provisions can also increase the uncertainties of the estimates.

#### Contingent liabilities

As described in more detail in Note 31, the Company is subject to certain ongoing investigations, and various class actions and other lawsuits and proceedings have been filed against the Company. The outcome of these investigations, actions, lawsuits and proceedings, while not determinable, could have a material adverse impact on the Company's liquidity and financial results.

#### Measurement of share-based payment expenses

The Company offers the 2019 PSU plan to selected individuals within the organization. Depending on the attainment of performance criteria and conditions, the number of units granted is adjusted depending on specific indicators to determine the number of units to which all participants receiving the award will be entitled at the end of the vesting period. At each measurement date, management is required to estimate the number of performance share units that will vest, which impacts the amount of associated liabilities and expenses.

#### Assessment of deferred income tax assets and liabilities

Deferred income tax assets and liabilities arise from temporary differences between the tax bases of assets and liabilities and their carrying amounts reported in the financial statements. Deferred income tax assets also reflect the benefit of unutilized tax losses that can be carried forward to reduce income taxes in future years. This method requires the exercise of significant judgement in determining whether or not it is probable that the Company's deferred income tax assets would be recovered from future taxable income and, therefore, can be recognized in the Company's consolidated financial statements. Also, estimates are required to determine the expected timing upon which tax assets will be realized and upon which tax liabilities will be settled, and the enacted or substantively enacted tax rates that will apply at such time.

#### Measurement of financial instruments at fair value

The Company measures some of its financial instruments at fair value. The determination of such fair value is based on the most readily available market data. When data is not readily available, management is required to estimate the fair value of the instrument using various inputs that are either directly or indirectly observable, or that are not based on observable market data.

#### Assets and liabilities acquired in a business combination

Intangible assets and goodwill arising out of business combinations are accounted for by applying the acquisition method of accounting to these transactions. In measuring the fair value of the assets acquired and the liabilities assumed and estimating their useful lives, the Company uses significant estimates and assumptions regarding cash flow projections, economic risk, and weighted average cost of capital.

These estimates and assumptions determine the amount allocated to intangible assets and goodwill, as well as the amortization period for intangible assets with finite lives. If results differ from estimates, the Company may increase amortization or recognize impairment charges.

### 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

#### Identification of functional currency

The functional currency for each subsidiary, joint operation, joint venture and associate is the currency of the primary economic environment in which it operates. Determination of functional currency involves significant judgement and other entities may make different judgements based on similar facts. AtkinsRéalis reconsiders the functional currency of its businesses if there is a change in the underlying transactions, events or conditions which determine their primary economic environment.

The determination of functional currency affects the carrying value of non-current assets included in the statement of financial position and, as a consequence, the amortization of those assets included in the income statement. It also impacts exchange gains and losses included in the income statement and in equity.

#### Leases

##### *Estimate of the lease term*

When the Company recognizes a lease as a lessee, it assesses the lease term based on the conditions of the lease and determines whether it is reasonably certain that it will exercise its extension or termination option, if any. It then uses the expected modified term under such option if it is reasonably certain that it will be exercised. As such, a change in the assumption used could result in a significant impact in the amount recognized as a right-of-use asset and lease liability, as well as in the amount of depreciation of right-of-use asset and interest expense on lease liability.

##### *Determining if a contract modification increasing the scope of a lease is a separate lease or not*

When a lease modification increasing the scope of a lease occurs, the Company needs to determine whether or not such modification should be accounted for as a separate lease or not. Such determination requires the use of judgement on the stand-alone selling price and any appropriate adjustments to the stand-alone selling price reflecting the circumstances of the particular contract.

#### Development costs

Development costs are recognized as intangible assets when they meet the criteria for capitalization, which may be subject to significant judgment. Estimates are also required when determining projected revenue and profitability expected to result from such development activities in order to assess compliance with the capitalization criteria and to assess the recoverable amount of the underlying intangible assets, as well as when determining their useful lives.

## 4. SEGMENT DISCLOSURES

The Company has eight reportable segments consisting of i) **Canada**; ii) **UKI**; iii) **USLA**; iv) **AMEA**; v) **Nuclear**; vi) **Linxon**; vii) **LSTK Projects**; and viii) **Capital**.

The description of each of the segments is as follows:

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

**Nuclear** supports clients across the entire nuclear lifecycle with the full spectrum of services from consultancy, engineering, procurement and construction management (“EPCM”) services, field services, technology services, spare parts, reactor support and decommissioning and waste management. As stewards of the CANDU<sup>®</sup> technology, it also provides new-build and full refurbishment services of CANDU<sup>®</sup> reactors.

**Linxon** undertakes projects primarily related to the installation of alternative current power substations, including expansions and electrification, notably through repetitive engineering, procurement and construction (“EPC”) offerings in the following markets: Utilities, Renewable and Conventional Generation, Transportation and Data centers.

<sup>®</sup> CANDU is a registered trademark of Atomic Energy of Canada Limited, used under exclusive license by Candu Energy Inc., a subsidiary of the Company.

#### 4. SEGMENT DISCLOSURES (CONTINUED)

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

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

The accounting policies for the segments are the same as those described in the Summary of Material Accounting Policies (Note 2). The Company evaluates segment performance using **Segment Adjusted EBIT**, which consists of revenues less i) direct cost of activities; ii) directly related selling, general and administrative expenses; and iii) corporate selling, general and administrative expenses that are directly and indirectly related to projects or segments. Corporate selling, general and administrative expenses that are not directly or indirectly related to projects or segments, restructuring and transformation costs, amortization of intangible assets related to business combinations, acquisition-related costs and integration costs, gains (losses) on disposal(s) or adjustment on disposal(s) of PS&PM businesses and gains (losses) on disposal(s) or adjustment on disposal(s) of Capital investments are not allocated to the Company’s segments.

The following table presents revenues and Segment Adjusted EBIT for each of the Company’s segments for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024		2023 <sup>(1)</sup>	
	REVENUES	SEGMENT ADJUSTED EBIT	REVENUES	SEGMENT ADJUSTED EBIT
Canada	\$ 1,461,221	\$ 86,109	\$ 1,425,700	\$ 80,813
UKI	2,480,817	290,383	2,382,910	240,176
USLA	1,707,717	152,471	1,541,125	156,320
AMEA	1,317,703	128,255	1,017,191	88,229
<b>Engineering Services Regions</b>	<b>6,967,458</b>	<b>657,218</b>	<b>6,366,926</b>	<b>565,538</b>
Nuclear	1,489,435	184,087	1,044,127	145,454
Linxon	835,683	30,575	577,788	948
<b>AtkinsRéalis Services</b>	<b>9,292,576</b>	<b>871,880</b>	<b>7,988,841</b>	<b>711,940</b>
LSTK Projects	249,370	(133,633)	506,729	(58,559)
Capital	126,063	106,594	138,739	112,616
	<b>\$ 9,668,009</b>		<b>\$ 8,634,309</b>	
<b>Segment Adjusted EBIT — Total</b>		<b>844,841</b>		<b>765,997</b>
Corporate selling, general and administrative expenses not allocated to the segments — PS&PM (Note 23)		155,019		140,359
Corporate selling, general and administrative expenses not allocated to the segments — Capital (Note 23)		28,194		28,194
Restructuring and transformation costs (Note 24)		52,343		49,309
Amortization of intangible assets related to business combinations (Note 14)		80,564		83,164
Acquisition-related costs and integration costs (Note 36)		954		—
Gain on disposal of a PS&PM business (Note 6)		—		(46,191)
<b>EBIT</b>		<b>527,767</b>		<b>511,162</b>
Net financial expenses (Note 25)		162,790		185,559
<b>Earnings before income taxes</b>		<b>364,977</b>		<b>325,603</b>
Income tax expense (Note 27B)		78,272		38,960
<b>Net income</b>		<b>\$ 286,705</b>		<b>\$ 286,643</b>

<sup>(1)</sup> Comparative figures have been restated to reflect the current year presentation (see Note 2C).

## 4. SEGMENT DISCLOSURES (CONTINUED)

### GEOGRAPHIC INFORMATION

The following table presents property and equipment and right-of-use assets inside the United Kingdom, Canada, the United States and other countries reflected on the Company's consolidated statements of financial position:

	DECEMBER 31 2024	DECEMBER 31 2023
<b>Property and equipment and right-of-use assets</b>		
United Kingdom	\$ 232,618	\$ 213,822
Canada	220,932	212,751
United States	106,773	97,299
Other countries	120,789	63,307
	<b>\$ 681,112</b>	<b>\$ 587,179</b>

## 5. CAPITAL INVESTMENTS

The Company makes investments in infrastructure concessions for public services such as bridges, highways, mass transit systems, power facilities, energy infrastructure, water treatment plants and social infrastructure (e.g. hospitals).

The main concessions and public-private partnerships contracts reported under IFRIC 12 are all accounted for under the financial asset model.

In order to provide the reader of the financial statements with a better understanding of the financial position and results of operations of its Capital investments, the Company presents certain distinct financial information related specifically to its Capital investments throughout its financial statements, as well as additional information below.

### A) VARIATIONS IN OWNERSHIP INTERESTS IN INVESTMENTS

#### I) IN 2024

##### HEALTH MONTRÉAL COLLECTIVE LIMITED PARTNERSHIP ("HMC L.P.")

In 2024, the Company acquired a 10% ownership interest in HMC L.P. through a business combination completed on March 4, 2024 (see Note 36).

#### II) IN 2023

##### CARLYLE GLOBAL INFRASTRUCTURE OPPORTUNITY FUND, L.P. ("CARLYLE")

In 2023, the Company collected the remaining balance of the consideration receivable, which was previously included in "Other current financial assets" in the Company's consolidated statement of financial position, for the disposal of its ownership interest in Carlyle in 2022. This consideration received of approximately \$34.3 million (US\$25.5 million) was included in "Cash inflow on disposal of a Capital investment at fair value through other comprehensive income" in the Company's consolidated statement of cash flows for the year ended December 31, 2023.

### B) FINANCIAL INFORMATION

#### Statements of financial position

The Company's consolidated statements of financial position include the following net assets from its consolidated Capital investments and net book value from its Capital investments accounted for by the equity method and at fair value through other comprehensive income.

	DECEMBER 31 2024	DECEMBER 31 2023
Net assets from Capital investments accounted for by the consolidation method	\$ 214,455	\$ 268,722
Net book value of Capital investments accounted for by the equity method <sup>(1)</sup>	388,601	389,256
Net book value of Capital investments at fair value through other comprehensive income <sup>(2)</sup>	8,092	—
	<b>\$ 611,148</b>	<b>\$ 657,978</b>

<sup>(1)</sup> Includes the Company's investment in 407 International Inc., for which the net book value was nil as at December 31, 2024 and 2023.

<sup>(2)</sup> Includes mainly the Company's investment in HMC L.P., for which the net book value was included in "Other non-current financial assets" as at December 31, 2024.

## 5. CAPITAL INVESTMENTS (CONTINUED)

### Income statements

The Company's consolidated income statements include the following revenues and expenses from its Capital investments.

YEARS ENDED DECEMBER 31	2024		2023	
Revenues from Capital	\$	126,063	\$	138,739
Direct cost of activities		19,469		26,123
		106,594		112,616
Corporate selling, general and administrative expenses not allocated to the segments — Capital		28,194		28,194
<b>EBIT</b>		78,400		84,422
Net financial expenses		5,861		8,585
<b>Earnings before income taxes</b>		72,539		75,837
Income taxes		(2,204)		1,609
<b>Net income</b>	\$	74,743	\$	74,228

### I) CAPITAL INVESTMENTS ACCOUNTED FOR BY THE CONSOLIDATION METHOD

AtkinsRéalis' main Capital investment accounted for by the consolidation method is detailed below:

NAME OF CAPITAL INVESTMENT	PRINCIPAL ACTIVITY	SUBJECT TO IFRIC 12	MATURITY OF CONCESSION AGREEMENT	LOCATION	OWNERSHIP INTEREST	
					DECEMBER 31 2024	DECEMBER 31 2023
TransitNEXT General Partnership	New Trillium Line extension	Yes	2051	Canada	100.0%	100.0%

### II) CAPITAL INVESTMENTS ACCOUNTED FOR BY THE EQUITY METHOD

AtkinsRéalis' main Capital investments accounted for by the equity method are detailed below:

					OWNERSHIP INTEREST	
NAME OF CAPITAL INVESTMENT	PRINCIPAL ACTIVITY	SUBJECT TO IFRIC 12	MATURITY OF CONCESSION AGREEMENT	LOCATION	DECEMBER 31 2024	DECEMBER 31 2023
<b>Joint ventures:</b>						
407 East Development Group General Partnership	32-km toll Highway 407 East	Yes	2045	Canada	50.0%	50.0%
407 International Inc. <sup>(1)</sup> (“Highway 407 ETR”)	108-km toll highway under a 99-year concession agreement	No	2098	Canada	6.76%	6.76%
Crosslinx Transit Solutions General Partnership (“Eglinton Crosstown”)	Eglinton Crosstown Light Rail Transit project (under construction)	Yes	2051	Canada	25.0%	25.0%
Rideau Transit Group General Partnership	The Confederation Line, City of Ottawa’s light rail transit system	Yes	2048	Canada	40.0%	40.0%
Groupe Signature sur le Saint-Laurent S.E.N.C.	New Champlain Bridge Corridor	Yes	2049	Canada	50.0%	50.0%
<b>Associates:</b>						
AtkinsRéalis Infrastructure Partners LP (previously, SNC-Lavalin Infrastructure Partners LP)	Holding interests in mature Capital investments	No	N/A	Canada	20.0%	20.0%
Myah Tipaza S.p.A.	Seawater desalination plant to supply treated water under a 25-year take-or-pay agreement ending in 2036	No	N/A	Algeria	25.5%	25.5%
Shariket Kahraba Hadjret En Nouss S.p.A.	1,227 MW gas-fired thermal power plant supplying electricity under a 20-year take-or-pay agreement ending in 2029	No	N/A	Algeria	26.0%	26.0%

<sup>(1)</sup> Although the Company holds less than 20% of the equity shares of Highway 407 ETR, the Company exercises joint control over this entity based on its contractual agreements.

N/A: not applicable

## 5. CAPITAL INVESTMENTS (CONTINUED)

### Capital investments accounted for by the equity method – joint ventures

AtkinsRéalis carries out part of its Capital investment activity through joint ventures which are accounted for by the equity method. The aggregate amounts of current assets, non-current assets, current liabilities, non-current liabilities, revenues and expenses related to such joint ventures are summarized below:

YEAR ENDED DECEMBER 31, 2024	HIGHWAY 407 ETR	OTHER CAPITAL INVESTMENTS	TOTAL
<b>Income statements</b>			
Revenues (at 100%)	\$ 1,705,235	\$ 333,828	\$ 2,039,063
Interest income (at 100%)	\$ 65,787	\$ 7,424	\$ 73,211
Interest expense (at 100%)	\$ 494,243	\$ 103,496	\$ 597,739
Depreciation and amortization (at 100%)	\$ 106,008	\$ —	\$ 106,008
Income tax expense (at 100%)	\$ 249,989	\$ 2	\$ 249,991

YEAR ENDED DECEMBER 31, 2023	HIGHWAY 407 ETR	OTHER CAPITAL INVESTMENTS	TOTAL
<b>Income statements</b>			
Revenues (at 100%)	\$ 1,495,446	\$ 420,757	\$ 1,916,203
Interest income (at 100%)	\$ 62,776	\$ 6,953	\$ 69,729
Interest expense (at 100%)	\$ 473,178	\$ 75,652	\$ 548,830
Depreciation and amortization (at 100%)	\$ 97,074	\$ —	\$ 97,074
Income tax expense (at 100%)	\$ 207,513	\$ 2	\$ 207,515

YEAR ENDED DECEMBER 31, 2024	HIGHWAY 407 ETR	OTHER CAPITAL INVESTMENTS	TOTAL
<b>Statements of comprehensive income</b>			
Net income (at 100%)	\$ 692,262	\$ 36,770	\$ 729,032
Other comprehensive loss (at 100%)	(840)	—	(840)
Total comprehensive income (at 100%)	\$ 691,422	\$ 36,770	\$ 728,192

YEAR ENDED DECEMBER 31, 2023	HIGHWAY 407 ETR	OTHER CAPITAL INVESTMENTS	TOTAL
<b>Statements of comprehensive income</b>			
Net income (at 100%)	\$ 567,251	\$ 65,051	\$ 632,302
Other comprehensive loss (at 100%)	(824)	—	(824)
Total comprehensive income (at 100%)	\$ 566,427	\$ 65,051	\$ 631,478

YEARS ENDED DECEMBER 31	2024	2023
Company's share of net income of Capital investments based on its ownership interest <sup>(1)</sup>	\$ 61,440	\$ 62,279
Company's share of net income from Capital investments included in its income statement <sup>(1)</sup>	\$ 89,334	\$ 88,478

<sup>(1)</sup> See Note 1 on the following page



## 5. CAPITAL INVESTMENTS (CONTINUED)

DECEMBER 31, 2024	HIGHWAY 407 ETR	OTHER CAPITAL INVESTMENTS	TOTAL
<b>Statements of financial position</b>			
Cash and cash equivalents (at 100%)	\$ 720,084	\$ 81,076	\$ 801,160
Other current assets (at 100%)	442,577	150,917	593,494
Non-current assets (at 100%)	4,593,915	2,885,330	7,479,245
Total assets (at 100%)	5,756,576	3,117,323	8,873,899
Trade and other payables (at 100%)	118,034	409,947	527,981
Other current financial liabilities (at 100%)	514,310	540,079	1,054,389
Current non-financial liabilities (at 100%)	14,969	3	14,972
Non-current financial liabilities (at 100%)	10,715,636	1,560,398	12,276,034
Non-current non-financial liabilities (at 100%)	592,818	—	592,818
Total liabilities (at 100%)	11,955,767	2,510,427	14,466,194
Net assets (liabilities) (at 100%)	\$ (6,199,191)	\$ 606,896	\$ (5,592,295)
Company's carrying value of Capital investments included in its statement of financial position <sup>(1)</sup>	\$ —	\$ 251,573	\$ 251,573

  

DECEMBER 31, 2023	HIGHWAY 407 ETR	OTHER CAPITAL INVESTMENTS	TOTAL
<b>Statements of financial position</b>			
Cash and cash equivalents (at 100%)	\$ 691,133	\$ 70,356	\$ 761,489
Other current assets (at 100%)	322,419	151,760	474,179
Non-current assets (at 100%)	4,584,323	2,927,185	7,511,508
Total assets (at 100%)	5,597,875	3,149,301	8,747,176
Trade and other payables (at 100%)	62,826	419,572	482,398
Other current financial liabilities (at 100%)	403,464	538,136	941,600
Current non-financial liabilities (at 100%)	14,255	3	14,258
Non-current financial liabilities (at 100%)	10,317,867	1,604,020	11,921,887
Non-current non-financial liabilities (at 100%)	590,075	—	590,075
Total liabilities (at 100%)	11,388,487	2,561,731	13,950,218
Net assets (liabilities) (at 100%)	\$ (5,790,612)	\$ 587,570	\$ (5,203,042)
Company's carrying value of Capital investments included in its statement of financial position <sup>(1)</sup>	\$ —	\$ 245,369	\$ 245,369

<sup>(1)</sup> Under the equity method of accounting, distributions from a joint venture reduce the carrying amount of the investment. The equity method of accounting requires the Company to stop recognizing its share of the losses of a joint venture when the recognition of such losses results in a negative balance for its investment, or where dividends declared by the joint venture are in excess of the carrying amount of the investment. In these events, the carrying value of the investment is reduced to nil, but does not become negative, unless the Company has incurred legal or constructive obligations or made payments on behalf of the joint venture. In these situations, the Company no longer recognizes its share of net income (loss) of a Capital investment based on its ownership, but rather recognizes in its net income the amount of dividends declared by a joint venture that would otherwise result in a negative carrying value of such investment.

As a result, the Company recognized in its income statement dividends from Highway 407 ETR of \$74.4 million in 2024 (2023: \$64.3 million) and did not recognize its share of Highway 407 ETR's total comprehensive income of \$46.8 million (2023: \$38.3 million) in the same period, as the carrying amount of its investment in Highway 407 ETR was nil as at December 31, 2024 and 2023. The negative carrying value of the Company's investment in Highway 407 ETR, which is not recognized on the Company's statement of financial position, amounted to \$420.2 million as at December 31, 2024 (2023: \$392.6 million).

## 5. CAPITAL INVESTMENTS (CONTINUED)

### Capital investments accounted for by the equity method - associates

The summary tables below provide supplementary information in respect of Capital investments classified as associates:

YEARS ENDED DECEMBER 31	2024	2023
<b>Statements of comprehensive income</b>		
Revenues (at 100%)	\$ 249,672	\$ 255,553
Expenses (at 100%)	228,650	200,338
Net income (at 100%)	\$ 21,022	\$ 55,215
Total comprehensive income (at 100%)	\$ 21,022	\$ 55,215
Company's share of net income of Capital investments based on its ownership interest	\$ 4,930	\$ 12,715
Company's share of net income from Capital investments included in its income statement	\$ 4,930	\$ 12,715
	DECEMBER 31 2024	DECEMBER 31 2023
<b>Statements of financial position</b>		
Current assets (at 100%)	\$ 207,756	\$ 195,397
Non-current assets (at 100%)	557,891	571,153
Total assets (at 100%)	765,647	766,550
Current liabilities (at 100%)	87,802	71,092
Non-current liabilities (at 100%)	23,083	40,374
Total liabilities (at 100%)	110,885	111,466
Net assets (at 100%)	\$ 654,762	\$ 655,084
Company's carrying value of Capital investments included in its statement of financial position	\$ 137,028	\$ 143,887

### III) CAPITAL INVESTMENTS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

The main Capital investment at fair value through other comprehensive income is listed below:

			OWNERSHIP INTEREST	
NAME OF CAPITAL INVESTMENT	PRINCIPAL ACTIVITY	LOCATION	DECEMBER 31 2024	DECEMBER 31 2023
Health Montréal Collective Limited Partnership	Operations and maintenance work at the <i>Centre Hospitalier de l'Université de Montréal</i>	Canada	10.0%	—%

The investment in HMC L.P. is designated to be measured at fair value through other comprehensive income to avoid the variability of the Company's net income in future periods.

For the year ended December 31, 2024, the Company's consolidated income included dividends of \$1.2 million from investments at fair value through other comprehensive income.

### C) REMAINING COMMITMENTS IN CAPITAL INVESTMENTS

When making investments in infrastructure concessions, AtkinsRéalis may not be required to make its contribution immediately but instead may commit to make its contribution over time.

AtkinsRéalis' outstanding commitments to invest in Capital investments accounted for by the equity method for the years ended December 31, 2024 and 2023 were related to contributions for Eglinton Crosstown. At December 31, 2024, such commitments to invest amounted to \$24.9 million (2023: \$24.9 million) and were presented in "Other current financial liabilities" (see Note 17) since they are either expected to be paid in the following year or are callable on demand.

## 6. DISPOSAL OF A PS&PM BUSINESS

### DISPOSAL OF THE COMPANY'S SCANDINAVIAN UKI BUSINESS

On August 31, 2023, the Company announced that it had completed the sale of its Scandinavian UKI business (comprising Denmark, Sweden and Norway) to SYSTRA Group, a France-based engineering and consulting group specialized in public transport and mobility solutions.

#### Net gain on disposal of Scandinavian UKI business

YEAR ENDED DECEMBER 31	2023
Consideration received in cash	\$ 153,949
Consideration paid in cash to the purchaser for purchase price adjustments	(621)
Cash settlement of forward foreign exchange contracts used to hedge the consideration received in cash	(2,258)
Total net consideration received in cash	151,070
Net assets disposed of	(94,669)
Cumulative exchange loss on translating foreign operations reclassified from equity on disposal	(2,813)
Disposition-related costs and other	(7,397)
Gain on disposal of Scandinavian UKI business	46,191
Income taxes	—
<b>Net gain on disposal of Scandinavian UKI business</b>	<b>\$ 46,191</b>

#### Net assets disposed of

As part of the transaction, the major classes of assets and liabilities of the Scandinavian UKI business disposed of were as follows:

Cash and cash equivalents	\$ 6,874
Other current financial assets	10,826
Current non-financial assets	16,611
Goodwill	74,480
Intangible assets related to business combinations	5,032
Other non-current non-financial assets	12,790
<b>Assets disposed of</b>	<b>126,613</b>
Current financial liabilities	11,287
Current non-financial liabilities	4,089
Non-current financial liabilities	6,846
Non-current non-financial liabilities	9,722
<b>Liabilities disposed of</b>	<b>31,944</b>
<b>Net assets disposed of</b>	<b>\$ 94,669</b>

#### Net cash inflow on disposal of Scandinavian UKI business

YEAR ENDED DECEMBER 31	2023
Total net consideration received in cash	\$ 151,070
Less: cash and cash equivalents balances disposed of	6,874
<b>Net cash inflow on disposal of Scandinavian UKI business</b>	<b>\$ 144,196</b>

## 7. CASH AND CASH EQUIVALENTS AND RESTRICTED CASH

### A) CASH AND CASH EQUIVALENTS

	DECEMBER 31 2024	DECEMBER 31 2023
Bank balances, bank term deposits and bankers' acceptances	\$ 666,603	\$ 473,563
<b>Cash and cash equivalents</b>	<b>\$ 666,603</b>	<b>\$ 473,563</b>

### B) RESTRICTED CASH

	DECEMBER 31 2024	DECEMBER 31 2023
Bank balances, bank term deposits and bankers' acceptances	\$ 4,135	\$ 5,930
<b>Restricted cash</b>	<b>\$ 4,135</b>	<b>\$ 5,930</b>

Restricted cash includes cash and cash equivalents for which the use is restricted for specific purposes under certain arrangements. Restricted cash that is not expected to become unrestricted within the next twelve months, if any, is included in "Other non-current financial assets" (see Note 15).

## 8. TRADE RECEIVABLES

The following table presents the Company's trade receivables that are within normal terms of payment separately from those that are past due, with a reconciliation to the net carrying amount:

	DECEMBER 31 2024	DECEMBER 31 2023
Trade receivables:		
Within normal terms of payment	\$ 1,193,749	\$ 1,220,058
Past due	432,626	398,646
Total trade receivables	1,626,375	1,618,704
Allowance for expected credit losses	(148,290)	(129,932)
<b>Trade receivables, net of allowance for expected credit losses</b>	<b>\$ 1,478,085</b>	<b>\$ 1,488,772</b>

The change in the allowance for expected credit losses is detailed below:

YEARS ENDED DECEMBER 31	2024	2023
Balance at beginning of year	\$ 129,932	\$ 135,947
Change in allowance, other than write-offs and recoveries	42,286	18,118
Write-offs of trade receivables	(19,341)	(14,263)
Recoveries	(4,587)	(9,870)
<b>Balance at end of year</b>	<b>\$ 148,290</b>	<b>\$ 129,932</b>

## 9. REVENUE

### A) DISAGGREGATION OF REVENUE

#### Revenues by geographic area

The following table presents revenues by geographic area according to project location for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024			2023 <sup>(1)</sup>		
	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER REVENUE	TOTAL	REVENUE FROM CONTRACTS WITH CUSTOMERS	OTHER REVENUE	TOTAL
United Kingdom	\$ 2,922,275	\$ 14,207	\$ 2,936,482	\$ 2,603,739	\$ 14,449	\$ 2,618,188
Canada <sup>(2)</sup>	2,273,677	104,694	2,378,371	2,308,662	102,543	2,411,205
United States	1,797,222	27,516	1,824,738	1,572,637	32,315	1,604,952
Saudi Arabia	1,147,148	583	1,147,731	793,259	—	793,259
Other countries	1,379,493	1,194	1,380,687	1,196,670	10,035	1,206,705
	\$ 9,519,815	\$ 148,194	\$ 9,668,009	\$ 8,474,967	\$ 159,342	\$ 8,634,309

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

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

In the year ended December 31, 2024, the United Kingdom, Canada, the United States and Saudi Arabia (2023: the United Kingdom, Canada and the United States) were the only countries where the Company derived more than 10% of its revenues.

#### Revenues by type of contract

The types of contracts presented are defined as follows:

**Reimbursable and engineering services contracts:** Reimbursable and engineering services contracts include all revenue-generating contracts of the Company, except standardized EPC contracts and LSTK construction contracts described below. Under reimbursable contracts, the Company charges the customer for the actual cost incurred plus a mark-up that could take various forms, such as a fixed-fee per unit, a percentage of costs incurred or an incentive fee based on achieving certain targets, performance factors or contractual milestones. Reimbursable contracts also include unit-rate contracts for which a fixed amount per quantity is charged to the customer, and reimbursable contracts with a cap or a target price accompanied by incentives and/or disincentives. Engineering services contracts include time and material agreements based on hourly rates and fixed-price lump-sum contracts with limited procurement or construction risks. Reimbursable and engineering services contracts also include all O&M contracts, most of which are fixed-price agreements subject to price-adjustment clauses such as inflation-driven indexation.

**Standardized EPC contracts:** Under standardized EPC contracts, the Company provides repetitive EPC offerings that are lower-risk, standardized solutions for: i) district cooling plants; and ii) power substations executed through its Linxon subsidiary.

**LSTK construction contracts:** Under LSTK construction contracts, the Company completes the work required for the project at a lump-sum price. Before entering into such contracts, the Company estimates the total cost of the project, plus a profit margin. The Company’s actual profit margin may vary based on its ability to achieve the project requirements at, above or below the initial estimated costs. Although these projects are at a lump-sum price, the amount of associated revenue could nevertheless vary based on change orders, claims or other contract modifications, negotiated or otherwise awarded, which might take various forms. Projects in this category were all initiated as lump-sum contracts, and while in some cases have been modified to change their lump-sum risk exposure, continue to be presented in this category.

## 9. REVENUE (CONTINUED)

The following tables present revenues by type of contract for the years ended December 31, 2024 and 2023:

YEAR ENDED DECEMBER 31					2024
	REIMBURSABLE AND ENGINEERING SERVICES CONTRACTS	STANDARDIZED EPC CONTRACTS	LSTK CONSTRUCTION CONTRACTS		TOTAL
Canada	\$ 1,461,188	\$ —	\$ —	\$	1,461,188
UKI	2,466,610	—	—		2,466,610
USLA	1,707,713	—	—		1,707,713
AMEA	1,269,793	46,650	—		1,316,443
<b>Engineering Services Regions</b>	<b>6,905,304</b>	<b>46,650</b>	<b>—</b>		<b>6,951,954</b>
Nuclear	1,461,436	—	—		1,461,436
Linxon	775	834,908	—		835,683
Revenue from contracts with customers – AtkinsRéalis Services	8,367,515	881,558	—		9,249,073
Revenue from contracts with customers – LSTK Projects	—	—	249,370		249,370
	\$ 8,367,515	\$ 881,558	\$ 249,370	\$	9,498,443
Revenue from PS&PM investments accounted for by the equity method (Note 16A)					43,503
Revenue from contracts with customers – Capital segment					21,372
Other revenue – Capital segment					104,691
				\$	9,668,009
YEAR ENDED DECEMBER 31					2023 <sup>(1)</sup>
	REIMBURSABLE AND ENGINEERING SERVICES CONTRACTS	STANDARDIZED EPC CONTRACTS	LSTK CONSTRUCTION CONTRACTS		TOTAL
Canada	\$ 1,425,493	\$ —	\$ —	\$	1,425,493
UKI	2,367,002	—	—		2,367,002
USLA	1,540,967	—	—		1,540,967
AMEA	961,383	55,744	—		1,017,127
<b>Engineering Services Regions</b>	<b>6,294,845</b>	<b>55,744</b>	<b>—</b>		<b>6,350,589</b>
Nuclear	1,013,567	—	(1,909)		1,011,658
Linxon	3,856	573,932	—		577,788
Revenue from contracts with customers – AtkinsRéalis Services	7,312,268	629,676	(1,909)		7,940,035
Revenue from contracts with customers – LSTK Projects	—	—	506,729		506,729
	\$ 7,312,268	\$ 629,676	\$ 504,820	\$	8,446,764
Revenue from PS&PM investments accounted for by the equity method (Note 16A)					48,806
Revenue from contracts with customers – Capital segment					28,203
Other revenue – Capital segment					110,536
				\$	8,634,309

<sup>(1)</sup> Comparative figures have been restated to reflect the current year presentation (see Note 2C).

### B) CONTRACT BALANCES

	DECEMBER 31 2024	DECEMBER 31 2023
Trade receivables (Note 8)	\$ 1,478,085	\$ 1,488,772
Contract assets	1,838,743	1,569,401
Deferred revenues	\$ 1,402,722	\$ 1,260,588

Trade receivables are rights to consideration in exchange for goods or services that the Company has transferred to a customer when such rights are only conditional on the passage of time. Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days.

## 9. REVENUE (CONTINUED)

Contract assets are rights to consideration in exchange for goods or services that the Company has transferred to a customer when such rights are not only conditional on the passage of time, but also on some other factor, such as the satisfaction of further performance obligations under the contract. Contract assets are initially recognized for revenue earned and are usually derecognized when they become trade receivables.

Deferred revenues represent the cumulative amounts received and contractually receivable from customers by the Company that exceed the right to consideration resulting from the Company's performance under a given contract.

The following table presents the amount of revenue recognized from:

YEARS ENDED DECEMBER 31	2024	2023
Amounts included in deferred revenues at the beginning of the year	\$ 833,101	\$ 735,614
Performance obligations satisfied or partially satisfied in previous years (reversal)	\$ (78,057)	\$ (92,811)

As a significant portion of the Company's revenues are recognized over time, the contractual terms which determine when consideration becomes receivable from the customer, such as upon the achievement of certain milestones, the attainment by the Company of such milestones earlier or later than anticipated and the ability to obtain deposits on contracts, will influence, among other factors, the balance of trade receivables, contract assets and deferred revenues on a given contract. Due to i) the large number of contracts entered into by the Company; ii) the variety of contractual terms of such contracts; and iii) the different level of progress of the underlying projects, the variance of the contract assets and deferred revenues balances is not usually attributable to a single factor, except for significant business combinations or divestitures. In 2024, the increase in the balance of contract assets exceeded the increase in deferred revenues compared to 2023, reflecting in part the overall growth in activities.

### C) REMAINING PERFORMANCE OBLIGATIONS

The aggregate amount of transaction price allocated to performance obligations that are unsatisfied (or partially satisfied) at December 31, 2024, on all contracts with customers, is expected to be recognized in revenues as follows: 2025 – \$6.1 billion, 2026 – \$3.2 billion, 2027 – \$1.7 billion, and thereafter – \$6.5 billion (2023: 2024 – \$5.7 billion, 2025 – \$2.2 billion, 2026 – \$1.4 billion, and thereafter – \$4.8 billion). It should be noted that these amounts exclude any estimated amounts of variable consideration that are excluded from the transaction price.

The following table provides an allocation of the remaining performance obligations for each of the Company's segments as at December 31, 2024 and 2023.

	DECEMBER 31 2024	DECEMBER 31 2023
Canada	\$ 7,271,480	\$ 5,935,284
UKI	1,747,961	1,401,944
USLA	1,576,280	1,550,657
AMEA	1,268,755	1,564,740
<b>Engineering Services Regions</b>	<b>11,864,476</b>	<b>10,452,625</b>
Nuclear	3,202,746	1,853,977
Linxon	2,130,612	1,439,203
<b>AtkinsRéalis Services</b>	<b>17,197,834</b>	<b>13,745,805</b>
LSTK Projects	234,334	364,581
<b>PS&amp;PM</b>	<b>17,432,168</b>	<b>14,110,386</b>
Capital	22,558	23,030
	<b>\$ 17,454,726</b>	<b>\$ 14,133,416</b>

## 10. OTHER CURRENT FINANCIAL ASSETS

	DECEMBER 31 2024	DECEMBER 31 2023
Advances to suppliers, subcontractors and employees and deposits on contracts	\$ 66,655	\$ 71,357
Derivative financial instruments used for hedges	9,042	24,234
Life insurance policies measured at FVTPL <sup>(1)</sup>	8,275	7,136
Current portion of receivables under service concession arrangements	12,873	29,454
Recovery of costs expected from suppliers and subcontractors	62,225	2,885
Current portion of finance lease receivables	2,977	3,155
Derivative financial instruments related to share unit plans (Note 21C)	39,559	8,979
Amount receivable related to indemnity agreement	62,465	57,216
Other	68,744	57,056
<b>Other current financial assets</b>	<b>\$ 332,815</b>	<b>\$ 261,472</b>

<sup>(1)</sup> Fair value through profit or loss ("FVTPL")

## 11. OTHER CURRENT NON-FINANCIAL ASSETS

	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(2)</sup>
Income taxes receivable	\$ 72,498	\$ 51,442
Sales taxes and other taxes receivable	79,721	77,371
Prepaid expenses and other	155,453	118,035
Inventories	29,427	20,371
<b>Other current non-financial assets</b>	<b>\$ 337,099</b>	<b>\$ 267,219</b>

<sup>(2)</sup> Effective January 1, 2024, the Company modified the presentation of its income taxes and other taxes receivable by presenting "Income taxes receivable" and "Sales taxes and other taxes receivable" as separate line items. The Company has restated the comparative figures accordingly to reflect the current year presentation.

## 12. PROPERTY AND EQUIPMENT

	BUILDINGS	COMPUTER EQUIPMENT AND SOFTWARE	OFFICE FURNITURE	LEASEHOLD IMPROVEMENTS	OTHER <sup>(3)</sup>	TOTAL
<b>Gross carrying amount</b>						
Balance as at January 1, 2024	\$ 28,080	\$ 551,180	\$ 99,777	\$ 185,244	\$ 117,960	\$ 982,241
Additions	377	58,678	2,877	16,459	29,917	108,308
Acquisitions through a business combination	—	—	138	—	752	890
Effect of foreign currency exchange differences	—	15,152	2,878	6,944	6,362	31,336
Disposals / retirements / salvage / transfers	156	(144,122)	(12,988)	(1,175)	(130,725)	(288,854)
Balance as at December 31, 2024	\$ 28,613	\$ 480,888	\$ 92,682	\$ 207,472	\$ 24,266	\$ 833,921
<b>Accumulated depreciation and impairment losses</b>						
Balance as at January 1, 2024	\$ 6,600	\$ 404,400	\$ 87,194	\$ 80,661	\$ 70,958	\$ 649,813
Depreciation expense	1,320	55,142	4,784	17,109	11,978	90,333
Effect of foreign currency exchange differences	—	9,041	2,330	4,729	4,185	20,285
Reversal of impairment loss	—	—	—	—	(9,817)	(9,817)
Disposals / retirements / salvage	(391)	(146,307)	(16,307)	(19,330)	(59,583)	(241,918)
Balance as at December 31, 2024	\$ 7,529	\$ 322,276	\$ 78,001	\$ 83,169	\$ 17,721	\$ 508,696

<sup>(3)</sup> "Other" includes assets in the course of their construction, land and machinery.



## 12. PROPERTY AND EQUIPMENT (CONTINUED)

	BUILDINGS	COMPUTER EQUIPMENT AND SOFTWARE	OFFICE FURNITURE	LEASEHOLD IMPROVEMENTS	OTHER <sup>(1)(2)</sup>	TOTAL
<b>Gross carrying amount</b>						
Balance as at January 1, 2023	\$ 22,129	\$ 532,425	\$ 116,701	\$ 199,258	\$ 123,679	\$ 994,192
Additions	160	53,438	2,264	8,448	26,732	91,042
Effect of foreign currency exchange differences	(2)	(2,341)	(117)	357	(2,965)	(5,068)
Disposals / retirements / salvage / transfers	5,793	(32,342)	(19,071)	(22,819)	(29,486)	(97,925)
Balance as at December 31, 2023	\$ 28,080	\$ 551,180	\$ 99,777	\$ 185,244	\$ 117,960	\$ 982,241
<b>Accumulated depreciation and impairment losses</b>						
Balance as at January 1, 2023	\$ 5,403	\$ 400,117	\$ 99,935	\$ 86,943	\$ 67,240	\$ 659,638
Depreciation expense	1,235	51,654	5,504	16,550	18,412	93,355
Effect of foreign currency exchange differences	(2)	(3,422)	(235)	(106)	(2,104)	(5,869)
Impairment loss <sup>(3)</sup>	—	—	—	—	94	94
Disposals / retirements / salvage	(36)	(43,949)	(18,010)	(22,726)	(12,684)	(97,405)
Balance as at December 31, 2023	\$ 6,600	\$ 404,400	\$ 87,194	\$ 80,661	\$ 70,958	\$ 649,813
<b>Net book value:</b>						
<b>As at December 31, 2024</b>	<b>\$ 21,084</b>	<b>\$ 158,612</b>	<b>\$ 14,681</b>	<b>\$ 124,303</b>	<b>\$ 6,545</b>	<b>\$ 325,225</b>
As at December 31, 2023	\$ 21,480	\$ 146,780	\$ 12,583	\$ 104,583	\$ 47,002	\$ 332,428
<b>Net book value of assets subject to operating leases:</b>						
<b>As at December 31, 2024</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
As at December 31, 2023	\$ —	\$ —	\$ —	\$ —	\$ 23,568	\$ 23,568

<sup>(1)</sup> “Other” includes assets in the course of their construction, land and machinery.

<sup>(2)</sup> Effective January 1, 2024, the Company included the category “Machinery” previously presented as a separate category in the category “Other”. The Company has restated the comparative figures accordingly to reflect the current year presentation.

<sup>(3)</sup> In the year ended December 31, 2024, AtkinsRéalis recognized impairment losses of nil (2023: \$0.1 million) in “Restructuring and transformation costs” in the consolidated income statement.

An amount of \$4.8 million as at December 31, 2024 (2023: \$20.4 million) of property and equipment was not being depreciated as the assets were in the course of their construction. The non-cash additions of property and equipment amounted to \$4.0 million in the year ended December 31, 2024 (2023: \$4.8 million).

In May 2024, AtkinsRéalis sold certain non-core gas-processing assets held by Valerus Compression Services LLC, a wholly-owned subsidiary in the United States. This disposal resulted in a cash inflow of approximately \$52.2 million (US\$38.2 million). These non-core assets were included in “Property and equipment” in the consolidated statement of financial position and have been impaired in the past. As such, the disposal resulted in a reversal of impairment loss of \$9.8 million, which is included in “Restructuring and transformation costs” in the consolidated income statement for the year ended December 31, 2024. The remaining excess of net proceeds over the carrying amount of these assets, representing \$11.6 million, was included in the Segmented Adjusted EBIT of LSTK Projects, the segment in which these non-core assets were previously included. The total income tax expense related to the transaction was \$7.4 million.

### 13. GOODWILL

The following table details a reconciliation of the carrying amount of the Company's goodwill:

Balance at January 1, 2023	\$ 3,370,706
Net foreign currency exchange differences	31,551
Disposal of a PS&PM business (Note 6)	(74,480)
Balance at December 31, 2023	3,327,777
Net foreign currency exchange differences	234,855
Disposal of a PS&PM business	(1,105)
<b>Balance at December 31, 2024</b>	<b>\$ 3,561,527</b>

For the purpose of annual impairment testing, goodwill is allocated to a CGU or groups of CGU, which are the units expected to benefit from the synergies of the business combinations in which the goodwill arises.

As at December 31, 2024 and 2023, the Company's goodwill was allocated to the following CGU and groups of CGU:

CGU OR GROUP OF CGU	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(1)</sup>
Canada	\$ 433,187	\$ 411,373
UKI	1,039,884	974,877
USLA	855,987	790,003
AMEA	527,684	491,722
Nuclear	682,856	639,613
Linxon	21,929	20,189
	<b>\$ 3,561,527</b>	<b>\$ 3,327,777</b>

<sup>(1)</sup> Comparative figures have been restated to reflect the current year presentation (see Note 2C).

For the years ended December 31, 2024 and 2023, the recoverable amount of the CGU and groups of CGU was determined in accordance with the value in use approach.

For the year ended December 31, 2024, discount rates ranging from 10.9% to 12.3% (2023: from 11.2% to 13.2%) and the terminal growth rate of 2.5% (2023: 2.5%) were used in annual impairment testing for all CGU and groups of CGU.

No reasonable change in the key assumptions used for these CGU and groups of CGU would have resulted in an impairment loss as at October 31, 2024 and 2023, which is the date of the Company's annual impairment testing.

### 14. INTANGIBLE ASSETS RELATED TO BUSINESS COMBINATIONS

The following tables reconcile the carrying amount of intangible assets related to business combinations:

	CUSTOMER RELATIONSHIPS	TRADEMARKS	TOTAL
<b>Gross carrying amount</b>			
Balance as at January 1, 2024	\$ 732,742	\$ 107,231	\$ 839,973
Effect of foreign currency exchange differences	46,526	8,075	54,601
Balance as at December 31, 2024	\$ 779,268	\$ 115,306	\$ 894,574
<b>Accumulated depreciation and impairment losses</b>			
Balance as at January 1, 2024	\$ 469,711	\$ 100,204	\$ 569,915
Amortization expense	75,310	5,254	80,564
Effect of foreign currency exchange differences	33,736	8,445	42,181
Balance as at December 31, 2024	\$ 578,757	\$ 113,903	\$ 692,660

#### 14. INTANGIBLE ASSETS RELATED TO BUSINESS COMBINATIONS (CONTINUED)

		REVENUE BACKLOG		CUSTOMER RELATIONSHIPS		TRADEMARKS		TOTAL
<b>Gross carrying amount</b>								
Balance as at January 1, 2023	\$	15,004	\$	723,053	\$	106,661	\$	844,718
Derecognition of intangible assets		(15,004)		—		—		(15,004)
Effect of foreign currency exchange differences		—		22,817		570		23,387
Disposal of a PS&PM business		—		(13,128)		—		(13,128)
Balance as at December 31, 2023	\$	—	\$	732,742	\$	107,231	\$	839,973
<b>Accumulated depreciation and impairment losses</b>								
Balance as at January 1, 2023	\$	15,004	\$	394,616	\$	89,553	\$	499,173
Amortization expense		—		73,074		10,090		83,164
Derecognition of intangible assets		(15,004)		—		—		(15,004)
Effect of foreign currency exchange differences		—		10,117		561		10,678
Disposal of a PS&PM business		—		(8,096)		—		(8,096)
Balance as at December 31, 2023	\$	—	\$	469,711	\$	100,204	\$	569,915
Net book value:								
<b>As at December 31, 2024</b>			<b>\$</b>	<b>200,511</b>	<b>\$</b>	<b>1,403</b>	<b>\$</b>	<b>201,914</b>
As at December 31, 2023			\$	263,031	\$	7,027	\$	270,058

#### 15. OTHER NON-CURRENT FINANCIAL ASSETS

	DECEMBER 31 2024	DECEMBER 31 2023
Receivable under an unsecured, subordinated long-term loan to HMC L.P. (Note 36)	\$ 16,736	\$ —
Capital investments at fair value through other comprehensive income (Note 5B)	8,092	—
Derivative financial instruments related to share unit plans (Note 21C)	19,699	12,853
Derivative financial instruments used for hedges	84	5,182
Non-current portion of finance lease receivables	4,618	8,668
Other	12,067	12,346
<b>Other non-current financial assets</b>	<b>\$ 61,296</b>	<b>\$ 39,049</b>

The Company's finance lease receivables relate mainly to the subleases of its unused office space. In 2024, the decrease was mainly due to the passage of time.

#### 16. OTHER NON-CURRENT NON-FINANCIAL ASSETS

	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(1)</sup>
Post-employment benefit assets (Note 30A)	\$ 29,112	\$ 38,172
PS&PM investments accounted for by the equity method (Note 16A)	71,994	74,206
Investment tax credits (Note 16B)	93,385	69,056
Development costs (Note 16C)	60,165	18,007
Other	10,485	5,447
<b>Other non-current non-financial assets</b>	<b>\$ 265,141</b>	<b>\$ 204,888</b>

<sup>(1)</sup> Effective January 1, 2024, the Company modified the presentation of its investment tax credits and development costs, which were previously included in "Other". The Company has restated the comparative figures accordingly to reflect the current year presentation.

## 16. OTHER NON-CURRENT NON-FINANCIAL ASSETS (CONTINUED)

### A) PS&PM INVESTMENTS ACCOUNTED FOR BY THE EQUITY METHOD – JOINT VENTURES

AtkinsRéalis carries out part of its PS&PM investment activity through joint ventures which are accounted for by the equity method. The aggregate amounts of current assets, non-current assets, current liabilities, non-current liabilities, revenues and expenses related to such joint ventures are summarized below.

YEARS ENDED DECEMBER 31	2024	2023
<b>Income statements</b>		
Revenues (at 100%)	\$ 2,928,360	\$ 2,912,626
Interest income (at 100%)	\$ 3,963	\$ 9,792
Interest expense (at 100%)	\$ 14,571	\$ 12,245
Depreciation and amortization (at 100%)	\$ 2,248	\$ 2,661
Income tax expense (at 100%)	\$ 699	\$ 1,081
YEARS ENDED DECEMBER 31	2024	2023
<b>Statements of comprehensive income</b>		
Net income (at 100%)	\$ 135,254	\$ 146,891
Other comprehensive income (at 100%)	—	—
Total comprehensive income (at 100%)	\$ 135,254	\$ 146,891
YEARS ENDED DECEMBER 31	2024	2023
Company's share of net income of PS&PM investments based on its ownership interest	\$ 43,503	\$ 48,806
Company's net income from PS&PM investments included in its income statement	\$ 43,503	\$ 48,806
	DECEMBER 31 2024	DECEMBER 31 2023
<b>Statements of financial position</b>		
Cash and cash equivalents (at 100%)	\$ 199,518	\$ 191,306
Other current assets (at 100%)	755,154	700,512
Non-current assets (at 100%)	30,901	30,841
Total assets (at 100%)	985,573	922,659
Trade payables (at 100%)	479,463	599,135
Other current financial liabilities (at 100%)	57,379	22,710
Current non-financial liabilities (at 100%)	136,257	18,303
Non-current financial liabilities (at 100%)	23,944	30,571
Total liabilities (at 100%)	697,043	670,719
Net assets (at 100%)	\$ 288,530	\$ 251,940
Company's carrying value of PS&PM investments included in its statement of financial position	\$ 71,994	\$ 74,206

### B) INVESTMENT TAX CREDITS

Investment tax credits, arising from qualifying scientific research and experimental development efforts pursuant to existing tax legislation, are recognized as a reduction of expenses for which these investment tax credits are intended to compensate, except for the investment tax credits that are recognized by deducting these investment tax credits from the carrying amount of the related capitalized development costs.

YEARS ENDED DECEMBER 31	2024	2023
Investment tax credits	\$ 45,251	\$ 32,292
Investment tax credits deducted from the carrying amount of capitalized development costs	(6,849)	—
<b>Investment tax credits recognized in the consolidated income statements</b>	<b>\$ 38,402</b>	<b>\$ 32,292</b>

### C) DEVELOPMENT COSTS

For the years ended December 31, 2024 and 2023, additions from internal development amounted to \$50.8 million before investment tax credits, which related mainly to the CANDU<sup>®</sup> MONARK<sup>™</sup> nuclear reactor development, and \$11.8 million, respectively.

MONARK<sup>™</sup> is a trademark of Candu Energy Inc., a subsidiary of the Company.

## 17. OTHER CURRENT FINANCIAL LIABILITIES

	DECEMBER 31 2024	DECEMBER 31 2023
Commitments to invest in Capital investments accounted for by the equity method (Note 5C)	\$ 24,921	\$ 24,921
Retentions on supplier contracts	133,232	133,207
Derivative financial instruments used for hedges	20,812	20,546
Federal charges settlement (PPSC) payable <sup>(1)</sup>	—	30,694
Payable related to DPCP Remediation Agreement <sup>(1)</sup> (Note 31)	—	11,357
Amount payable related to indemnity agreement	62,465	57,216
Other	9,681	1,876
<b>Other current financial liabilities</b>	<b>\$ 251,111</b>	<b>\$ 279,817</b>

<sup>(1)</sup> Fully paid as at December 31, 2024

On February 19, 2015, the Royal Canadian Mounted Police and the Public Prosecution Service of Canada (“PPSC”) laid charges (the “Charges”) against the Company and its indirect subsidiaries SNC-Lavalin International Inc. and SNC-Lavalin Construction Inc. On December 18, 2019, the Company announced it had reached a settlement with the PPSC regarding the Charges (the “federal charges settlement (PPSC)”). As part of the federal charges settlement (PPSC), SNC-Lavalin Construction Inc. was required to pay a fine in the amount of \$280 million, payable over 5 years, and was subject to a three-year probation order. The Company estimated the net present value of these installments at \$257.3 million at October 18, 2019, the date of the federal charges settlement (PPSC).

## 18. OTHER CURRENT NON-FINANCIAL LIABILITIES

	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(1)</sup>
Income taxes payable	\$ 75,137	\$ 50,803
Sales taxes and other taxes payable	255,707	260,904
Share unit plans’ liabilities (Note 21C)	135,487	75,210
<b>Other current non-financial liabilities</b>	<b>\$ 466,331</b>	<b>\$ 386,917</b>

<sup>(1)</sup> Effective January 1, 2024, the Company modified the presentation of its income taxes and other taxes payable by presenting “Income taxes payable” and “Sales taxes and other taxes payable” as separate line items. The Company has restated the comparative figures accordingly to reflect the current year presentation.

## 19. SHORT-TERM DEBT AND LONG-TERM DEBT

As at December 31, 2024 and 2023, the Company's short-term debt and long-term debt included in its consolidated statements of financial position were as follows:

	INTEREST RATE	MATURITY	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(1)</sup>
Recourse debt:				
Revolving Facility (i)	Borrowings based on: (i) Prime rate; (ii) CORRA; (iii) US base rate; (iv) SOFR; SONIA; and EURIBOR	May 2027 (2023: May 2026)	\$ —	\$ 324,552
\$500 million Non-revolving Term Loan	Borrowings based on: (i) Prime rate; (ii) CORRA	May 2027 (2023: May 2026)	499,106	499,110
\$300 million Series 6 Debentures	3.80% per annum	August 2024	—	299,465
\$300 million Series 7 Debentures (ii)	7.00% per annum	June 2026	298,402	297,392
\$400 million Series 8 Debentures (ii)	5.70% per annum	March 2029	395,903	—
Limited recourse debt:				
\$400 million Non-revolving CDPQ Loan <sup>(2)</sup>	The greater of: (i) CORRA (2023: CDOR); and (ii) 0.9%, plus an applicable margin	July 2026	398,960	398,288
Non-recourse debt: <sup>(3)</sup>				
\$149.0 million Credit facility – TransitNEXT General Partnership	CORRA (2023: CDOR) plus an applicable margin	November 2024 (2023: February 2024)	—	145,208
\$99.7 million Non-revolving term loan facility – AtkinsRéalis Trillium Holdings Inc.	4.82% per annum prior to August 10, 2026; 4.89% per annum from August 10, 2026 to August 9, 2028 and CORRA plus an applicable margin from and after August 10, 2028	November 2028	99,172	—
\$13.4 million (US\$9.3 million) Unsecured Loan – Linxon Pvt Ltd	Interest-free loan	August 2025 (2023: September 2024)	12,552	11,507
Other	Interest-free debt	On demand	7,277	7,109
<b>Total short-term debt and long-term debt</b>			<b>1,711,372</b>	<b>1,982,631</b>
<b>Less: short-term debt and current portion of long-term debt</b>			<b>23,466</b>	<b>463,289</b>
<b>Long-term debt</b>			<b>\$ 1,687,906</b>	<b>\$ 1,519,342</b>

<sup>(1)</sup> Comparative figures have been restated to reflect the current year presentation (see Note 2C).

<sup>(2)</sup> Recourse is limited to specific circumstances of enforcement on or against the shares of AtkinsRéalis Highway Holding Inc.

<sup>(3)</sup> Non-recourse debt is unsecured or secured only by Capital or PS&PM investment's specific assets.

- i. As at December 31, 2024, the Company's unsecured revolving credit facility (the "Revolving Facility"), which is part of the Company's credit agreement, dated May 13, 2022, between, among others, the Company, as borrower, and the syndicate of lenders party thereto (as amended, from time to time, the "2022 Credit Agreement"), is comprised of two tranches: (i) tranche A is for an amount of \$1,350.0 million until May 13, 2025 and \$1,315.1 million thereafter and until May 31, 2027 (2023: \$1,350.0 million until May 13, 2025 and \$1,315.1 million thereafter and until May 31, 2026); and (ii) tranche B is for an amount of \$450.0 million until May 13, 2025 and \$438.4 million thereafter and until May 31, 2027 (2023: \$450.0 million until May 13, 2025 and \$438.4 million thereafter and until May 31, 2026). Borrowings under tranche A may also be obtained in the form of financial, non-financial and documentary letters of credit. Borrowings under tranche B may be obtained only in the form of non-financial and documentary letters of credit. The 2022 Credit Agreement also allows the issuance of up to a maximum aggregate of \$2,000.0 million of financial, non-financial and documentary letters of credit by way of uncommitted bilateral facilities.

As at December 31, 2024 and 2023, the cash draws and letters of credit outstanding under the Company's Revolving Facility were as follows:

AT DECEMBER 31, 2024	COMMITTED	CASH DRAWS	LETTERS OF CREDIT OUTSTANDING	UNUSED
<b>Revolving Facility</b>	<b>\$ 1,800,000</b>	<b>\$ —</b>	<b>\$ 90,963 <sup>(4)</sup></b>	<b>\$ 1,709,037</b>

<sup>(4)</sup> Includes \$2.3 million of financial letters of credit

## 19. SHORT-TERM DEBT AND LONG-TERM DEBT (CONTINUED)

AT DECEMBER 31, 2023	COMMITTED	CASH DRAWS	LETTERS OF CREDIT OUTSTANDING	UNUSED
<b>Revolving Facility</b>	<b>\$ 1,800,000</b>	<b>\$ 328,310</b>	<b>\$ 186,368 <sup>(1)</sup></b>	<b>\$ 1,285,322</b>

<sup>(1)</sup> Includes \$60.8 million of financial letters of credit

In addition, as at December 31, 2024, \$1,807.5 million (2023: \$1,556.5 million) of uncommitted bilateral letters of credit were outstanding, of which \$74.5 million (2023: \$106.3 million) related to financial letters of credit.

- ii. The Series 7 Debentures are redeemable at the option of the issuer, in whole or in part, at a price based on a make-whole formula at any time. The Series 8 Debentures are redeemable at the option of the issuer, in whole or in part, at a price based on a make-whole formula during the first two years of the term of the Series 8 Debentures and at a decreasing premium thereafter.

### PRESENTATION OF SHORT-TERM DEBT AND LONG-TERM DEBT IN THE STATEMENT OF FINANCIAL POSITION

As at December 31, 2024 and 2023, the Company's short-term debt and long-term debt were presented in the consolidated statements of financial position as follows:

AT DECEMBER 31	2024			2023 <sup>(2)</sup>		
	SHORT-TERM DEBT AND CURRENT PORTION OF LONG-TERM DEBT	LONG-TERM DEBT	TOTAL	SHORT-TERM DEBT AND CURRENT PORTION OF LONG-TERM DEBT	LONG-TERM DEBT	TOTAL
Recourse debt	\$ —	\$ 1,193,411	\$ 1,193,411	\$ 299,465	\$ 1,121,054	\$ 1,420,519
Limited recourse debt	—	398,960	398,960	—	398,288	398,288
Non-recourse debt	23,466	95,535	119,001	163,824	—	163,824
	<b>\$ 23,466</b>	<b>\$ 1,687,906</b>	<b>\$ 1,711,372</b>	<b>\$ 463,289</b>	<b>\$ 1,519,342</b>	<b>\$ 1,982,631</b>

<sup>(2)</sup> Comparative figures have been restated to reflect the current year presentation (see Note 2C).

### REPAYMENT OF PRINCIPAL OF SHORT-TERM DEBT AND LONG-TERM DEBT

The future principal payments of AtkinsRéalis' recourse, limited recourse and non-recourse short-term and long-term debt are summarized below and reconciled to their net carrying amount:

AT DECEMBER 31, 2024	RECOURSE	LIMITED RECOURSE	NON-RECOURSE	TOTAL
2025	\$ —	\$ —	\$ 24,452	\$ 24,452
2026	300,000	400,000	32,035	732,035
2027	500,000	—	33,911	533,911
2028	—	—	29,953	29,953
2029	400,000	—	—	400,000
Total	1,200,000	400,000	120,351	1,720,351
Net unamortized deferred financing costs and unamortized discounts	(6,589)	(1,040)	(1,350)	(8,979)
<b>Net carrying amount of short-term debt and long-term debt</b>	<b>\$ 1,193,411</b>	<b>\$ 398,960</b>	<b>\$ 119,001</b>	<b>\$ 1,711,372</b>

## 20. PROVISIONS

	Pension, other long-term benefits and other post-employment benefits	Forecasted losses on certain contracts	Restructuring	Other <sup>(1)</sup>	Total
Balance at January 1, 2024	\$ 87,575	\$ 14,171	\$ 24,354	\$ 347,284	\$ 473,384
Additional provisions recognized in the year	19,525	45,706	41,162	103,976	210,369
Amounts used during the year	(27,068)	(36,965)	(41,190)	(53,607)	(158,830)
Unused amounts reversed during the year	—	(731)	—	(30,943)	(31,674)
Remeasurement recognized in equity	31,092	—	—	—	31,092
Increase from the passage of time, effect of changes in discount rates and effect of foreign currency exchange differences	4,094	761	231	196	5,282
Acquisitions through business combinations	4,880	—	—	—	4,880
Decrease in post-employment benefit assets	(9,060)	—	—	—	(9,060)
<b>Balance at December 31, 2024</b>	<b>\$ 111,038</b>	<b>\$ 22,942</b>	<b>\$ 24,557</b>	<b>\$ 366,906</b>	<b>\$ 525,443</b>
Presented on the statement of financial position as follows:					
<b>Current portion of provisions</b>					<b>\$ 193,920</b>
<b>Non-current portion of provisions</b>					<b>\$ 331,523</b>

<sup>(1)</sup> Other provisions include mainly provisions recognized for legal proceedings and claims, indemnification from past disposals of PS&PM businesses, warranty and other project provisions, environmental liabilities and other asset retirement obligations. Due to the nature of these provisions, the Company does not provide information on each individual component separately.

The expected timing of outflows of economic benefits relating to the Company's provisions are as follows: i) most of the provisions for legal proceedings and claims relate to matters that are subject to significant uncertainties, including uncertainties over the timing of resolution, which could extend to several years; ii) forecasted losses on certain contracts are expected to be incurred over the period of a contract duration, usually up to 3 years; iii) most of the accrued restructuring costs are expected to be disbursed within the next 12 months for severance and up to 13 years for onerous contracts under lease arrangements; iv) warranty expenditures are expected to take place within the next 5 years; and v) most of the other provisions are expected to be resolved over the next 10 years. The main assumptions used to determine the provision for pension, other long-term benefits and other post-employment benefits and other information, including the expected level of future funding payments in respect of those arrangements, are provided in Note 30.

## 21. SHARE CAPITAL

### A) AUTHORIZED AND ISSUED

The Company is authorized to issue an unlimited number of common shares, an unlimited number of first preferred shares and an unlimited number of second preferred shares.

The Board of Directors is authorized to issue such preferred shares in one or more series and to establish the number of shares in each series and the rights, privileges, restrictions and conditions attaching thereto, prior to their issue.

The issued and outstanding share capital of the Company consists only of fully paid common shares without nominal value. All common shares are equally eligible to receive dividends, subject to the prior rights of the holders of preferred shares. Each common share carries one vote at the shareholders' meeting of the Company.

Subject to the prior rights of the holders of preferred shares, upon the liquidation or dissolution of the Company or any other distribution of its assets among its shareholders for the purpose of winding-up its affairs, all the Company's assets available for payment or distribution to the holders of the common shares shall be paid or distributed equally, share for share, to the holders of such common shares.



## 21. SHARE CAPITAL (CONTINUED)

The table below presents the change in the number of common shares issued and fully paid in 2024 and 2023.

YEARS ENDED DECEMBER 31	2024	2023
NUMBER OF COMMON SHARES		
<b>Issued and fully paid</b>		
Balance at January 1	175,554,252	175,554,252
Issuance (Note 21B)	16,600	—
Repurchase and cancellation (Note 21F)	(729,828)	—
	174,841,024	175,554,252
<b>Held in trust under the Company's U.K. Share Incentive Plan</b>		
Balance at January 1	—	—
Repurchase (Note 21G)	(5,606)	—
	(5,606)	—
<b>Balance at December 31</b>	<b>174,835,418</b>	<b>175,554,252</b>

### B) STOCK OPTION PLAN

The main features of the stock option plan are summarized below:

	2013 STOCK OPTION PLAN
Grant date	Date of approval by the Company's Board of Directors
Exercise price of stock options	The greater of: i) the average closing price for the five trading days preceding the grant date; and ii) the closing price on the first trading day immediately preceding the grant date
Vesting of stock options	Graded vesting in three equal tranches: two years, three years and four years, respectively, after the grant date
Expiry of stock options	Six years after the grant date
Other provisions	In the event of cessation of employment, except in the event of death or if the optionee is eligible to retire, unvested options are cancelled immediately and vested options remain exercisable for a specified period not exceeding 30 days. In the event the qualifying optionee is eligible to retire, both vested and unvested options continue to run their normal course. In the event of death, vested options of the optionee remain exercisable by his/her legal representatives within a period of one year following such death, and unvested options of the optionee are cancelled as of the date of death. In the event of change of control of the Company, if the options are not honoured, assumed or converted to an alternative award of a successor entity, each unvested option becomes exercisable immediately prior to the change of control, allowing the optionee to exercise such option, and any unexercised option expires upon the change of control.

The table below presents the changes in the number of stock options outstanding in 2024 and 2023.

YEARS ENDED DECEMBER 31	2024		2023	
	NUMBER OF OPTIONS	WEIGHTED AVERAGE EXERCISE PRICE (IN DOLLARS)	NUMBER OF OPTIONS	WEIGHTED AVERAGE EXERCISE PRICE (IN DOLLARS)
Options outstanding at beginning of year	1,062,256	\$ 31.09	339,239	\$ 31.11
Granted <sup>(1)</sup>	433,029	\$ 55.58	750,428	\$ 31.08
Exercised <sup>(2)</sup>	(16,600)	\$ 31.15	—	\$ —
Forfeited	(66,781)	\$ 41.80	(27,411)	\$ 31.07
<b>Options outstanding at end of year</b>	<b>1,411,904</b>	<b>\$ 38.09</b>	<b>1,062,256</b>	<b>\$ 31.09</b>

<sup>(1)</sup> The weighted average fair value of stock options granted was \$17.68 in 2024 (2023: \$10.57).

<sup>(2)</sup> The weighted average market price of the Company's common shares upon the exercise of stock options was \$58.30 in 2024.

## 21. SHARE CAPITAL (CONTINUED)

The table below summarizes information regarding the stock options outstanding and exercisable as at December 31, 2024.

OPTIONS OUTSTANDING					OPTIONS EXERCISABLE	
EXERCISE PRICE (IN DOLLARS)	YEAR OF GRANT	NUMBER OUTSTANDING	WEIGHTED AVERAGE REMAINING OPTIONS' TERM (MONTHS)	WEIGHTED AVERAGE EXERCISE PRICE (IN DOLLARS)	NUMBER EXERCISABLE	WEIGHTED AVERAGE EXERCISE PRICE (IN DOLLARS)
\$ 31.15	2022	298,233	38	\$ 31.15	99,411	\$ 31.15
\$ 30.25	2022	14,127	39	\$ 30.25	4,709	\$ 30.25
\$ 31.07	2023	691,951	50	\$ 31.07	—	\$ —
\$ 33.17	2023	3,761	53	\$ 33.17	—	\$ —
\$ 55.58	2024	403,832	62	\$ 55.58	—	\$ —
		1,411,904	51	\$ 38.09	104,120	\$ 31.11

As at December 31, 2024, 1,359,359 stock options remained available for future grants under the 2013 stock option plan (2023: 1,725,607 stock options).

The stock option compensation cost recorded in the year ended December 31, 2024 was \$5.9 million (2023: \$4.8 million).

The following table presents the weighted average assumptions used to determine the stock option compensation cost, using the Black-Scholes option pricing model, for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024	2023
Risk-free interest rate	<b>3.82%</b>	3.49%
Expected stock price volatility	<b>31.82%</b>	33.86%
Expected option life	<b>4.5 years</b>	4.5 years
Expected dividend yield	<b>0.14%</b>	0.23%

The underlying expected volatility was determined by reference to historical data.

## 21. SHARE CAPITAL (CONTINUED)

### C) SHARE UNIT PLANS

As at December 31, 2024 and 2023, the Company had three share unit compensation plans for executives, namely the 2009 DSU plan, the 2019 RSU plan, and the 2019 PSU plan, and a share unit compensation plan, the DSU plan, for members of the Board of Directors of AtkinsRéalis Group Inc.

The terms and conditions of the executive plans are summarized below:

	2009 DSU PLAN	2019 RSU PLAN	2019 PSU PLAN
Grant date	Date of approval by the Company's Board of Directors	Date of approval by the Company's Board of Directors	Date of approval by the Company's Board of Directors
Number of units	Determined at grant date, without any further changes	Determined at grant date, without any further changes	Determined at grant date, without any further changes
Vesting of units	Units typically vest at a rate of 20% per year at the end of each calendar year following the grant date. At the discretion of the Company's Board of Directors, alternative vesting schedules could be used for grants made on an ad hoc basis <sup>(1)</sup>	Units vest in full three years following their grant date	Units vest in full at the end of the second calendar year following the calendar year during which the grant was made
Payment	Units are redeemable for cash by the Company within thirty days following the first anniversary of a participant's cessation of employment	Units are redeemable for cash by the Company no later than March 15 <sup>th</sup> of the year following the end of the vesting period	Units are redeemable for cash by the Company no later than two and a half months after the end of the performance period of such award. Performance period means the period starting on January 1 <sup>st</sup> of the calendar year during which the grant of such award was made and ending on the vesting date. Subject to performance conditions, the number of units to be paid shall be adjusted depending on the total shareholders return and, for grants effective January 1, 2023 and thereafter, the adjusted EBITDA growth
Redemption price	Average closing price per share on the Toronto Stock Exchange on the first anniversary of cessation of employment and the last trading day on the Toronto Stock Exchange of each of the 12 weeks preceding that date	Average closing price per share on the Toronto Stock Exchange on the five trading days preceding the vesting date	Average closing price per share on the Toronto Stock Exchange on the five trading days preceding the vesting date
Forfeiture	If a participant terminates his employment voluntarily for reasons other than death, termination without cause or retirement, unvested units expire immediately with no payment being made. If a participant is terminated for cause before the end of the vesting period, all units expire immediately on the date of termination with no payment being made	If a participant terminates his employment voluntarily for reasons other than death, termination without cause or retirement or if a participant is terminated for cause before the end of the vesting period, the units expire immediately on the date of termination with no payment being made	If a participant terminates his employment voluntarily for reasons other than death, termination without cause or retirement or if a participant is terminated for cause before the end of the vesting period, the units expire immediately on the date of termination with no payment being made
Other provisions	The units vest immediately in the event of death, termination without cause or if a participant is retiring, with payment being made on the date of the first anniversary following the participant's last day of employment. If a participant terminates his employment voluntarily for reasons other than death, termination without cause or retirement, vested units will become payable on the date of the first anniversary following the participant's last day of employment. In the event of change of control of the Company, if the units are not assumed or converted into or substituted by an alternative award of a successor entity, the units fully vest immediately prior to the change of control and become payable within thirty days following the first anniversary of such change of control	In the event of death or termination without cause of a participant before the end of the vesting period, the units vest on a pro rata basis, with payment being made no later than March 15 <sup>th</sup> of the year following the event. In the event of a qualifying retirement of a participant, for grants effective January 1, 2024 and thereafter, both vested and unvested units continue to run their normal course. In the event of change of control of the Company, if the units are not assumed or converted into or substituted by an alternative award of a successor entity, the units fully vest immediately prior to the change of control and become payable not later than March 15 <sup>th</sup> of the year following the event	In the event of death or termination without cause of a participant before the end of the vesting period, the units vest on a pro rata basis, with payment being made no later than two and a half months following the event. In the event of a qualifying retirement of a participant, for grants effective January 1, 2024 and thereafter, both vested and unvested units continue to run their normal course. In the event of change of control of the Company, if the units are not assumed or converted into or substituted by an alternative award of a successor entity, the units fully vest immediately prior to the change of control and become payable no later than two and a half months following the event

<sup>(1)</sup> Executives subject to share ownership requirements have the option to elect to convert all or part of their annual bonus into deferred share units under the 2009 DSU plan to assist them in meeting their requirements. Deferred share units received pursuant to such election are immediately vested.

## 21. SHARE CAPITAL (CONTINUED)

The terms and conditions of the DSU plan are as follows: each member of the Board of Directors of AtkinsRéalis Group Inc. (the “member”) receives an annual retainer consisting of: (a) a lump sum credited in DSU plan units, and (b) a cash award payment. Each member may elect to receive 100% of the cash award payment, as well as 100% of their committee chair retainer, meeting fees and travel fees, if applicable, in either cash or DSU plan units. DSU plan units track the price of common shares of AtkinsRéalis Group Inc. on the Toronto Stock Exchange. They accumulate during a member’s term in office and are redeemed in cash when the member leaves the Board of Directors. For the purposes of redeeming DSU plan units, the value of a unit on any given date is equivalent to the average of the closing price for a common share on the Toronto Stock Exchange for the five trading days immediately prior to such date. DSU plan units are credited on a quarterly basis and do not carry voting rights. Furthermore, additional DSU plan units accumulate as dividend equivalents whenever cash dividends are paid on common shares.

The table below presents the number of granted share units and the weighted average fair value per granted share unit for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024		2023	
	NUMBER OF GRANTED SHARE UNITS	WEIGHTED AVERAGE FAIR VALUE PER SHARE UNIT (IN DOLLARS)	NUMBER OF GRANTED SHARE UNITS	WEIGHTED AVERAGE FAIR VALUE PER SHARE UNIT (IN DOLLARS)
2019 PSU plan	347,976	\$ 55.12	570,489	\$ 31.28
2019 RSU plan	449,733	\$ 55.67	717,738	\$ 31.43
DSU plan	33,832	\$ 60.18	53,699	\$ 38.09

The Company has entered into derivative financial instruments with investment grade financial institutions to limit the Company’s exposure to the variability of the units caused by fluctuations in its share price. The derivative financial instruments, the fair value of which fluctuates in accordance with the movement in the Company’s share price, are required to be classified as at FVTPL. As such, they are measured at fair value on the consolidated statement of financial position under “Other current financial assets” (see Note 10) and “Other non-current financial assets” (see Note 15) if the fair value of a derivative financial instrument is favourable or under “Other current financial liabilities” (see Note 17) and “Other non-current financial liabilities” if the fair value of a derivative financial instrument is unfavourable.

The compensation expense related to the share unit plans was \$163.5 million for the year ended December 31, 2024 (2023: \$68.0 million).

The total intrinsic value of the share unit plans’ liabilities for which the participants’ right to cash vested was \$118.3 million as at December 31, 2024 (2023: \$72.0 million), while the share unit plans’ liabilities amounted to \$213.7 million (2023: \$112.9 million), of which \$135.5 million was included in “Other current non-financial liabilities” (see Note 18) as at December 31, 2024 (2023: \$75.2 million) and the remaining balance of \$78.2 million was included in “Other non-current non-financial liabilities” as at December 31, 2024 (2023: \$37.7 million).

### D) WEIGHTED AVERAGE NUMBER OF OUTSTANDING SHARES – BASIC AND DILUTED

The weighted average number of outstanding shares in 2024 and 2023 used to calculate the basic and diluted earnings per share were as follows:

YEARS ENDED DECEMBER 31 (IN THOUSANDS)	2024	2023
Weighted average number of outstanding shares – basic	175,233	175,554
Dilutive effect of stock options	353	18
Weighted average number of outstanding shares – diluted	175,586	175,572

In 2024, 403,832 outstanding stock options (2023: 724,210 outstanding stock options) were not included in the computation of diluted earnings per share because they were anti-dilutive.

### E) DIVIDENDS

During the year ended December 31, 2024, the Company recognized as distributions to its equity shareholders dividends of \$14.0 million or \$0.08 per share (2023: \$14.0 million or \$0.08 per share).

## 21. SHARE CAPITAL (CONTINUED)

### F) REPURCHASE OF SHARES FOR CANCELLATION

In 2024 and 2023, the Company received the required approval of the Toronto Stock Exchange to proceed with its normal course issuer bid renewal to purchase, for cancellation, up to 1,500,000 of its common shares commencing March 8, 2024 (2023: March 8, 2023) and ending March 7, 2025 (2023: March 7, 2024).

For the year ended December 31, 2024, the Company repurchased and cancelled 729,828 common shares under its current authorized normal course issuer bid resulting in cash outflows of \$38.5 million.

### G) OTHER

During the year ended December 31, 2024, the Company recognized \$0.8 million related to a tax expense on net repurchases of its common shares included in “Retained earnings” in the consolidated statement of changes in equity. Furthermore, during the year ended December 31, 2024, the Company repurchased and did not cancel 5,606 common shares, which resulted in cash outflows of \$0.4 million, in order to satisfy future obligations under the Company’s U.K. Share Incentive Plan. The repurchased common shares that were not cancelled are held by a third party.

## 22. COMPONENTS OF OTHER COMPREHENSIVE INCOME

The Company has the following elements, net of income taxes, within its other components of equity at December 31, 2024 and 2023:

	DECEMBER 31 2024	DECEMBER 31 2023
Exchange differences on translating foreign operations	\$ (13,674)	\$ (297,460)
Cash flow hedges	1,485	3,928
<b>Other components of equity</b>	<b>\$ (12,189)</b>	<b>\$ (293,532)</b>

### A) ITEMS THAT WILL BE RECLASSIFIED SUBSEQUENTLY TO NET INCOME

The following table provides a reconciliation of each element of other components of equity for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024	2023
Exchange differences on translating foreign operations:		
Balance at beginning of the year	\$ (297,460)	\$ (335,279)
Current year gains	300,953	40,620
Reclassification to net income	(376)	2,813
Net investment hedge – current year losses	(21,852)	(6,471)
Income taxes relating to current year losses	5,061	857
Balance at end of the year	(13,674)	(297,460)
Cash flow hedges:		
Balance at beginning of the year	3,928	(4,876)
Current year gains	34,112	29,183
Income taxes relating to current year gains	(9,481)	(8,000)
Reclassification to net income	(37,076)	(18,873)
Income taxes relating to amounts reclassified to net income	10,002	6,494
Balance at end of the year	1,485	3,928
<b>Other components of equity</b>	<b>\$ (12,189)</b>	<b>\$ (293,532)</b>

## 22. COMPONENTS OF OTHER COMPREHENSIVE INCOME (CONTINUED)

### B) ITEMS THAT WILL NOT BE RECLASSIFIED SUBSEQUENTLY TO NET INCOME

#### Remeasurement recognized in other comprehensive income

The following table presents changes in the cumulative amount of remeasurement gains (losses) recognized in other comprehensive income relating to defined benefit pension plans and other post-employment benefits for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024			2023		
	BEFORE TAX	INCOME TAX <sup>(1)</sup>	NET OF TAX	BEFORE TAX	INCOME TAX <sup>(1)</sup>	NET OF TAX
Cumulative amount at January 1	\$ 136,920	\$ (24,005)	\$ 112,915	\$ 174,535	\$ (31,148)	\$ 143,387
Remeasurement recognized during the year:						
Defined benefit pension plans	(30,017)	7,131	(22,886)	(24,321)	5,744	(18,577)
Other post-employment benefits	(1,075)	276	(799)	(13,294)	1,399	(11,895)
	(31,092)	7,407	(23,685)	(37,615)	7,143	(30,472)
<b>Cumulative amount at December 31</b>	<b>\$ 105,828</b>	<b>\$ (16,598)</b>	<b>\$ 89,230</b>	<b>\$ 136,920</b>	<b>\$ (24,005)</b>	<b>\$ 112,915</b>

<sup>(1)</sup> For the year ended December 31, 2024, an amount of deferred income tax asset of \$4.0 million (2023: deferred income tax liability of \$4.1 million) is included in deferred income taxes while the remaining balance of income tax recovery of \$3.4 million (2023: \$11.2 million) is included in current income taxes.

#### Equity instruments designated at fair value through other comprehensive income

The following table presents changes in fair value of the equity instruments designated at fair value through other comprehensive income for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024			2023		
	BEFORE TAX	INCOME TAX	NET OF TAX	BEFORE TAX	INCOME TAX	NET OF TAX
Cumulative amount at January 1	\$ (1,973)	\$ (150)	\$ (2,123)	\$ (1,973)	\$ (150)	\$ (2,123)
Gains recognized during the year	58	7	65	—	—	—
<b>Cumulative amount at December 31</b>	<b>\$ (1,915)</b>	<b>\$ (143)</b>	<b>\$ (2,058)</b>	<b>\$ (1,973)</b>	<b>\$ (150)</b>	<b>\$ (2,123)</b>

## 23. CORPORATE SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

YEARS ENDED DECEMBER 31	2024	2023
Corporate selling, general and administrative expenses before gain arising on financial instruments at fair value through profit or loss	\$ 194,491	\$ 176,217
Gain arising on financial instruments at fair value through profit or loss	(11,278)	(7,664)
<b>Corporate selling, general and administrative expenses</b>	<b>\$ 183,213</b>	<b>\$ 168,553</b>

## 24. RESTRUCTURING AND TRANSFORMATION COSTS

YEARS ENDED DECEMBER 31	2024	2023
Restructuring costs	\$ 36,178	\$ 29,529
Transformation costs	16,165	19,780
<b>Restructuring and transformation costs</b>	<b>\$ 52,343</b>	<b>\$ 49,309</b>

The restructuring costs of \$36.2 million recognized in 2024 were mainly for severances and included a net non-cash reversal of charges related to impairment losses of \$1.9 million.

The restructuring costs of \$29.5 million recognized in 2023 were mainly for severances and included \$2.1 million of non-cash charges related to impairment losses.

## 25. NET FINANCIAL EXPENSES

YEARS ENDED DECEMBER 31	2024	2023
Interest on debt:		
Recourse	\$ 89,012	\$ 111,565
Limited recourse	34,008	33,621
Non-recourse	9,907	12,582
Interest on lease liabilities	25,662	20,304
Other	18,696	22,560
<b>Financial expenses</b>	<b>177,285</b>	<b>200,632</b>
Financial income	(19,288)	(18,140)
Net foreign exchange losses	4,793	3,067
<b>Financial income and net foreign exchange losses</b>	<b>(14,495)</b>	<b>(15,073)</b>
<b>Net financial expenses</b>	<b>\$ 162,790</b>	<b>\$ 185,559</b>

## 26. STATEMENTS OF CASH FLOWS

### A) DEPRECIATION AND AMORTIZATION

The following table presents the items composing “Depreciation and amortization” for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024	2023
Property and equipment	\$ 90,333	\$ 93,355
Intangible assets related to business combinations	80,564	83,164
Right-of-use assets	73,850	71,153
Other	655	655
<b>Total</b>	<b>\$ 245,402</b>	<b>\$ 248,327</b>

The depreciation and amortization charge was presented in the Company’s income statements in the following lines for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024	2023
Direct costs of activities	\$ 160,097	\$ 158,051
Corporate selling, general and administrative expenses	4,741	7,112
Amortization of intangible assets related to business combinations	80,564	83,164
<b>Total</b>	<b>\$ 245,402</b>	<b>\$ 248,327</b>

## 26. STATEMENTS OF CASH FLOWS (CONTINUED)

### B) OTHER RECONCILING ITEMS

The following table presents the other reconciling items related to operating activities presented in the statements of cash flows for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024	2023
Income taxes recognized in net income	\$ 78,272	\$ 38,960
Net financial expenses recognized in net income (Note 25)	162,790	185,559
Expense recognized in respect of cash-settled share-based payment arrangements (Note 21C)	163,485	67,957
Expense recognized in respect of stock options (Note 21B)	5,947	4,797
Income from Capital investments accounted for by the equity method	(94,264)	(101,193)
Dividends and distributions received from Capital investments accounted for by the equity method	100,946	116,864
Income from PS&PM investments accounted for by the equity method	(43,503)	(48,806)
Dividends and distributions received from PS&PM investments accounted for by the equity method	52,830	44,688
Net change in provisions related to forecasted losses on certain contracts	(3,383)	(37,841)
Restructuring and transformation costs recognized in net income (Note 24)	52,343	49,309
Restructuring and transformation costs paid	(61,538)	(61,723)
Gain on disposal of a PS&PM business (Note 6)	—	(46,191)
Payments related to federal charges settlement (PPSC) and DPCP Remediation Agreement	(42,788)	(77,788)
Gain arising on financial instruments at fair value through profit or loss (Note 23)	(11,278)	(7,664)
Net change in other provisions <sup>(1)</sup>	10,683	(60,676)
Other	(24,848)	(70,399)
<b>Other reconciling items</b>	<b>\$ 345,694</b>	<b>\$ (4,147)</b>

<sup>(1)</sup> Net change in other provisions includes changes in all provisions, except for: i) pension, other long-term benefits and other post-employment benefits, which change is included in "Other"; ii) forecasted losses on certain contracts, which change is separately presented in the table above; and iii) restructuring, which change is separately presented in the table above.

### C) NET CHANGE IN NON-CASH WORKING CAPITAL ITEMS

The following table presents the net change in non-cash working capital items related to operating activities presented in the statements of cash flows for the years ended December 31, 2024 and 2023:

YEARS ENDED DECEMBER 31	2024	2023
Decrease (increase) in trade receivables	\$ 77,290	\$ (324,137)
Increase in contract assets	(210,056)	(420,509)
Increase in other current financial assets	(5,301)	(17,785)
Increase in other current non-financial assets	(58,367)	(34,444)
Increase in trade payables and accrued liabilities	205,711	148,494
Increase (decrease) in deferred revenues	(29,614)	411,851
Increase (decrease) in other current financial liabilities	(1,491)	16,473
Increase (decrease) in other current non-financial liabilities	(37,319)	33,197
<b>Net change in non-cash working capital items</b>	<b>\$ (59,147)</b>	<b>\$ (186,860)</b>



## 26. STATEMENTS OF CASH FLOWS (CONTINUED)

### D) CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

The following table provides a reconciliation between the opening and closing balances in the statement of financial position for liabilities arising from financing activities for the year ended December 31, 2024:

	DEBT <sup>(1)</sup>	LEASE LIABILITIES <sup>(2)</sup>
Balance at January 1, 2024	\$ 1,982,631	\$ 391,301
Changes arising from cash flows:		
Increase	664,577	—
Repayment	(939,060)	(81,406)
Total – changes arising from cash flows	(274,483)	(81,406)
Non-cash changes:		
Effect of foreign currency exchange differences	1,637	20,792
Amortization of deferred financing costs and discounts and increase from the passage of time	5,143	—
Net reclassification of deferred financing costs to non-financial assets	4,149	—
Net increase of lease liabilities	—	158,313
Non-cash contribution by a non-controlling interest	(1,181)	—
Other	(6,524)	—
<b>Balance at December 31, 2024</b>	<b>\$ 1,711,372</b>	<b>\$ 489,000</b>

### CHANGES ARISING FROM CASH FLOWS – RECOURSE DEBT, LIMITED RECOURSE DEBT AND NON-RECOURSE DEBT

YEAR ENDED DECEMBER 31	2024		
	INCREASE OF DEBT	REPAYMENT OF DEBT	PAYMENT FOR DEBT ISSUE COSTS
Recourse debt:			
Revolving Facility	\$ 162,413	\$ (491,145)	\$ (1,315)
Term Loan	—	—	(375)
Series 6 Debentures (Note 19)	—	(300,000)	—
Series 8 Debentures (Note 19)	395,980	—	(716)
Other	6,524	—	—
<b>Total – Recourse debt</b>	<b>564,917</b>	<b>(791,145)</b>	<b>(2,406)</b>
Limited recourse debt:			
CDPQ Loan	—	—	(11)
<b>Total – Limited recourse debt</b>	<b>—</b>	<b>—</b>	<b>(11)</b>
Non-recourse debt:			
Credit facility – TransitNEXT General Partnership (Note 19)	—	(145,211)	(157)
Term loan facility – AtkinsRéalis Trillium Holdings Inc. (Note 19)	99,660	—	(130)
<b>Total – Non-recourse debt</b>	<b>99,660</b>	<b>(145,211)</b>	<b>(287)</b>
<b>Total</b>	<b>\$ 664,577</b>	<b>\$ (936,356)</b>	<b>\$ (2,704)</b>

<sup>(1)</sup> Short-term debt and current portion of long-term debt and long-term debt were presented in the Company's consolidated statements of financial position as follows:

	DECEMBER 31 2024	JANUARY 1 2024
Short-term debt and current portion of long-term debt	\$ 23,466	\$ 463,289
Long-term debt	1,687,906	1,519,342
<b>Total</b>	<b>\$ 1,711,372</b>	<b>\$ 1,982,631</b>

<sup>(2)</sup> Lease liabilities were presented in the Company's consolidated statements of financial position as follows:

	DECEMBER 31 2024	JANUARY 1 2024
Current portion of lease liabilities	\$ 78,906	\$ 74,887
Non-current portion of lease liabilities	410,094	316,414
<b>Total</b>	<b>\$ 489,000</b>	<b>\$ 391,301</b>

## 26. STATEMENTS OF CASH FLOWS (CONTINUED)

The following table provides a reconciliation between the opening and closing balances in the statement of financial position for liabilities arising from financing activities for the year ended December 31, 2023:

		DEBT <sup>(1)</sup>	LEASE LIABILITIES <sup>(3)</sup>
Balance at January 1, 2023	\$	2,056,397	\$ 436,285
Changes arising from cash flows:			
Increase		569,025	—
Repayment		(644,952)	(80,364)
Total – changes arising from cash flows		(75,927)	(80,364)
Non-cash changes:			
Effect of foreign currency exchange differences		(3,148)	2,322
Amortization of deferred financing costs and discounts and increase from the passage of time		6,497	—
Net increase of lease liabilities		—	33,058
Non-cash contribution by a non-controlling interest		(1,188)	—
Balance at December 31, 2023	\$	1,982,631	\$ 391,301

### CHANGES ARISING FROM CASH FLOWS – RECOURSE DEBT, LIMITED RECOURSE DEBT AND NON-RECOURSE DEBT

YEAR ENDED DECEMBER 31				2023
		INCREASE OF DEBT	REPAYMENT OF DEBT	PAYMENT FOR DEBT ISSUE COSTS
Recourse debt:				
Revolving Facility	\$	568,722	\$ (416,959)	\$ (1,397)
Term Loan		—	—	(410)
Series 7 Debentures		—	—	(580)
Series 4 Debentures		—	(200,000)	—
<b>Total – Recourse debt</b>		568,722	(616,959)	(2,387)
Limited recourse debt:				
CDPQ Loan		—	—	(2,036)
<b>Total – Limited recourse debt</b>		—	—	(2,036)
Non-recourse debt:				
Credit facility – TransitNEXT General Partnership		303	—	—
Senior Secured Notes of a PS&PM investment		—	(22,970)	—
Other		—	(1,180)	—
<b>Total – Non-recourse debt</b>		303	(24,150)	—
<b>Total</b>	\$	569,025	\$ (641,109)	\$ (4,423)

<sup>(1)</sup> Short-term debt and current portion of long-term debt and long-term debt were presented in the Company's consolidated statements of financial position as follows:

	DECEMBER 31 2023 <sup>(2)</sup>	JANUARY 1 2023 <sup>(2)</sup>
Short-term debt and current portion of long-term debt	\$ 463,289	\$ 370,947
Long-term debt	1,519,342	1,685,450
<b>Total</b>	\$ 1,982,631	\$ 2,056,397

<sup>(2)</sup> Effective January 1, 2024, the Company reclassified the carrying amount of its Revolving Facility out of "Short-term debt" to "Long-term debt" (see Note 2C). The Company has restated the comparative figures accordingly to reflect the current year presentation.

<sup>(3)</sup> Lease liabilities were presented in the Company's consolidated statements of financial position as follows:

	DECEMBER 31 2023	JANUARY 1 2023
Current portion of lease liabilities	\$ 74,887	\$ 87,625
Non-current portion of lease liabilities	316,414	348,660
<b>Total</b>	\$ 391,301	\$ 436,285

## 26. STATEMENTS OF CASH FLOWS (CONTINUED)

### E) SHORT-TERM INVESTMENTS AT AMORTIZED COST

In 2024, AtkinsRéalis acquired short-term investments measured at amortized cost for a cash outflow of \$50 million, all of which matured since their acquisition.

## 27. INCOME TAXES

### A) DEFERRED INCOME TAX ASSET AND DEFERRED INCOME TAX LIABILITY

Deferred income tax asset (liability) arising from temporary differences and unused tax losses can be summarized as follows:

	JANUARY 1 2024	Recognized on business combinations	Recognized in other comprehensive income	Recognized in equity	Recognized in net income	Exchange differences and other charges	DECEMBER 31 2024
Contract assets	\$ 8,139	\$ —	\$ —	\$ —	\$ (5,598)	\$ 51	\$ 2,592
Retentions on supplier contracts	15,871	—	—	—	(620)	—	15,251
Accrued employee compensation	43,038	—	—	—	20,407	2,834	66,279
Current liabilities	99,583	—	—	—	(9,526)	(15)	90,042
Property and equipment, goodwill and intangible assets related to business combinations	(77,361)	—	—	—	(27,284)	(3,752)	(108,397)
Right-of-use assets	(25,319)	—	—	—	(8,960)	(1,289)	(35,568)
Capital investments accounted for by the equity method	(201,634)	—	—	—	(1,707)	—	(203,341)
Other non-current financial assets	11,405	—	7	—	(8,882)	(73)	2,457
Provisions	(74,694)	—	—	—	19,209	(3,196)	(58,681)
Deferred revenues	4,669	19,908	—	—	1,315	463	26,355
Lease liabilities	51,037	—	—	—	5,346	1,443	57,826
Pension plans and other post- employment benefits	3,957	—	3,998	—	(1,823)	230	6,362
Share-based payments	607	—	—	3,633	1,330	—	5,570
Research and development expenses	3,823	—	—	—	45,764	4,094	53,681
Other	(39,126)	—	5,582	—	(9,391)	1,131	(41,804)
Unused tax losses	842,856	—	—	—	66,338	9,546	918,740
<b>Deferred income tax asset, net</b>	<b>\$ 666,851</b>	<b>\$ 19,908</b>	<b>\$ 9,587</b>	<b>\$ 3,633</b>	<b>\$ 85,918</b>	<b>\$ 11,467</b>	<b>\$ 797,364</b>

Presented on the statement of financial position as follows:

<b>Deferred income tax asset</b>	<b>\$ 997,678</b>	<b>\$ 1,185,346</b>
<b>Deferred income tax liability</b>	<b>\$ 330,827</b>	<b>\$ 387,982</b>

## 27. INCOME TAXES (CONTINUED)

Deferred income taxes for the comparative period of 2023 can be summarized as follows:

	JANUARY 1 2023 <sup>(1)</sup>	Derecognized on disposal of a PS&PM business	Recognized in other comprehensive income	Recognized in net income	Exchange differences and other charges	DECEMBER 31 2023 <sup>(1)</sup>
Contract assets	\$ 15,506	\$ 6,718	\$ —	\$ (14,085)	\$ —	\$ 8,139
Retentions on supplier contracts	13,110	—	—	2,761	—	15,871
Accrued employee compensation	32,363	—	—	11,685	(1,010)	43,038
Current liabilities	120,896	(51)	—	(21,262)	—	99,583
Property and equipment, goodwill and intangible assets related to business combinations	(80,885)	1,277	—	4,198	(1,951)	(77,361)
Right-of-use assets	(35,769)	1,481	—	8,596	373	(25,319)
Capital investments accounted for by the equity method	(190,704)	—	—	(10,930)	—	(201,634)
Other non-current financial assets	21,771	—	—	(10,089)	(277)	11,405
Provisions	(68,517)	—	—	(5,537)	(640)	(74,694)
Deferred revenues	5,382	—	—	(556)	(157)	4,669
Lease liabilities	60,015	(1,494)	—	(7,014)	(470)	51,037
Pension plans and other post-employment benefits	6,413	(161)	(4,077)	1,367	415	3,957
Share-based payments	—	—	—	607	—	607
Research and development expenses	1,773	—	—	2,050	—	3,823
Other	(18,348)	201	(649)	(19,675)	(655)	(39,126)
Unused tax losses <sup>(2)</sup>	710,883	—	—	136,844	(4,871)	842,856
<b>Deferred income tax asset, net</b>	<b>\$ 593,889</b>	<b>\$ 7,971</b>	<b>\$ (4,726)</b>	<b>\$ 78,960</b>	<b>\$ (9,243)</b>	<b>\$ 666,851</b>
Presented on the statement of financial position as follows:						
<b>Deferred income tax asset<sup>(2)</sup></b>	<b>\$ 906,375</b>					<b>\$ 997,678</b>
<b>Deferred income tax liability</b>	<b>\$ 312,486</b>					<b>\$ 330,827</b>

<sup>(1)</sup> Effective January 1, 2024, the Company modified the presentation of its research and development expenses, deferred revenues and share-based payments, which were previously included in “Other”. Also, effective January 1, 2024, the Company no longer presents the current and non-current portions of the line item “Other”; therefore, AtkinsRéalis combined line items “Other” previously included in the current and non-current portions, respectively, in the table above into a single line item “Other”. The Company has restated the comparative figures accordingly to reflect the current year presentation.

<sup>(2)</sup> The Company has revised the comparative figures (see Note 2C).

As at December 31, 2024, the Company had \$4,283.4 million (2023: \$3,966.9 million) of non-capital tax loss carryforwards, of which \$3,449.2 million will expire in varying amounts from 2025 to 2045 (2023: \$3,152.7 million expiring from 2024 to 2044). As at December 31, 2024, a deferred income tax asset of \$918.7 million (2023: \$842.9 million<sup>(2)</sup>) has been recognized on \$3,707.2 million (2023: \$3,476.4 million<sup>(2)</sup>) of these losses. The deferred income tax assets are recognized only to the extent that it is probable that taxable income will be available against which the unused tax losses can be utilized. As at December 31, 2024, the Company had \$276.6 million of unrecognized non-capital tax loss carryforwards that will expire in varying amounts from 2025 to 2045 (2023: \$188.1 million<sup>(2)</sup>) expiring in varying amounts from 2024 to 2044).

As at December 31, 2024, the Company had \$517.5 million (2023: \$471.7 million) of capital tax loss carryforwards on which no deferred income tax asset has been recognized, of which \$172.2 million will expire from 2027 to 2028 (2023: \$157.9 million expiring from 2027 to 2028), while the remaining capital tax loss carryforwards have no expiry date.

As at December 31, 2024, a deferred income tax liability has not been recognized on taxable temporary differences of \$604.7 million (2023: \$479.7 million) associated with investments in subsidiaries, associates and interests in joint arrangements, as the Company controls the timing of the reversal and it is probable that the temporary differences will not reverse in the foreseeable future.

## 27. INCOME TAXES (CONTINUED)

### B) INCOME TAXES

The relationship between the expected income taxes based on the Canadian effective tax rate of AtkinsRéalis at 26.4% (2023: 26.4%) and the reported income taxes in net income can be reconciled as follows:

YEARS ENDED DECEMBER 31	2024		2023 <sup>(1)</sup>	
	AMOUNT	%	AMOUNT	%
Earnings before income taxes	\$ 364,977		\$ 325,603	
Canadian tax rate for AtkinsRéalis		26.4		26.4
Expected income taxes	96,354		85,959	
Increase (decrease) resulting from:				
Effect of differences of foreign tax rates compared to Canadian rates	(23,695)	(6.5)	(23,892)	(7.3)
Global Minimum Tax (Pillar Two)	16,607	4.6	—	—
Effect of adjustments to deferred tax attributable to tax rate changes	—	—	1,790	0.5
Net income and losses not affected by tax	5,654	1.5	1,590	0.5
Effect of benefit from the recognition of a previously unrecognized deferred income tax asset	(2,532)	(0.7)	—	—
Effect of reversal of a previous write-down of deferred income tax asset	—	—	(2,586)	(0.8)
Effect of write-down of previously recognized deferred income tax asset (liability)	3,022	0.8	2,859	0.9
Non-taxable income from certain Capital investments accounted for by the equity method	(20,032)	(5.5)	(19,576)	(6.0)
Non-taxable gain on disposal of a PS&PM business	—	—	(11,849)	(3.6)
Other permanent differences for tax purposes	10,689	2.9	11,188	3.4
Other	(7,795)	(2.1)	(6,523)	(2.0)
<b>Income tax expense at effective tax rate</b>	<b>\$ 78,272</b>	<b>21.4</b>	<b>\$ 38,960</b>	<b>12.0</b>

<sup>(1)</sup> Effective January 1, 2024, the Company modified the presentation of its income taxes by combining the line items “Effect of DPCP Remediation Agreement” and “Other” into the line item “Other”. The Company has restated the comparative figures accordingly to reflect the current year presentation.

AtkinsRéalis’ income taxes were comprised of the following:

YEARS ENDED DECEMBER 31	2024	2023
Current income taxes	\$ 164,190	\$ 117,920
Deferred income taxes	(85,918)	(78,960)
<b>Income tax expense</b>	<b>\$ 78,272</b>	<b>\$ 38,960</b>

### C) GLOBAL MINIMUM TAX (PILLAR TWO)

In December 2021, the Organisation for Economic Co-operation and Development (“OECD”) released a draft legislative framework, followed by detailed guidance issued in March 2022, to assist in the implementation by participating jurisdictions of a reform to the international tax system resulting in multinational enterprises with annual consolidated revenues exceeding a certain threshold being subject to a minimum 15% effective tax rate collected via a “top-up tax” (the “Global Minimum Tax”). Once changes to the tax laws in any jurisdiction in which AtkinsRéalis operates are enacted and in effect, AtkinsRéalis might be subject to a top-up tax, collected in such jurisdiction(s). The Company is closely monitoring the progress of the legislative process in each jurisdiction in which it operates.

The Company derives most of its consolidated revenues from the following three jurisdictions: the United Kingdom, Canada and the United States. The progress of legislative process in each of these jurisdictions is as follows: (i) in July 2023 and June 2024, the United Kingdom and Canada, respectively, enacted new legislation to implement the Global Minimum Tax effective for the years beginning January 1, 2024 and thereafter; and (ii) the United States are not expected to enact the Global Minimum Tax legislation in the near future; however, the Company’s operations in this jurisdiction are in the scope of these rules for entities located in the United States, which are held directly or indirectly by the Company’s holding entities in the United Kingdom and Canada.

## 27. INCOME TAXES (CONTINUED)

The Company is also subject to the top-up tax for the years beginning January 1, 2024 and thereafter in countries where the statutory tax rate is below 15%. For the year ended December 31, 2024, the current income tax expense related to Pillar Two income taxes amounted to \$16.6 million and is in connection with the Company's operations in the jurisdictions where the statutory tax rate is below 15% (most notably, Guernsey).

The Company has applied a temporary mandatory exception to recognizing and disclosing information about deferred income tax assets and liabilities arising from jurisdictions implementing the Global Minimum Tax rules.

## 28. FINANCIAL INSTRUMENTS

### A) CLASSIFICATION AND FAIR VALUE OF FINANCIAL INSTRUMENTS

The following tables present the carrying value of AtkinsRéalis' financial assets as at December 31, 2024 and 2023 by category and classification, with the corresponding fair value, when available.

AT DECEMBER 31		2024					
		CARRYING VALUE OF FINANCIAL ASSETS BY CATEGORY					FAIR VALUE
		FVTPL <sup>(1)</sup>	FVTOCI <sup>(2)</sup>	AMORTIZED COST	DERIVATIVES USED FOR HEDGES	TOTAL	
Cash and cash equivalents	\$	666,603	\$ —	\$ —	\$ —	\$ 666,603	\$ 666,603
Restricted cash		4,135	—	—	—	4,135	4,135
Trade receivables <sup>(3)</sup>		—	—	1,478,085	—	1,478,085	1,478,085
Other current financial assets		8,275	—	275,939	48,601	332,815	330,036
Non-current portion of receivables under service concession arrangements <sup>(4)</sup>		—	—	284,917	—	284,917	250,057
Other non-current financial assets <sup>(4)</sup>		—	8,092	33,421	19,783	61,296	63,106
<b>Total</b>	<b>\$</b>	<b>679,013</b>	<b>\$ 8,092</b>	<b>\$ 2,072,362</b>	<b>\$ 68,384</b>	<b>\$ 2,827,851</b>	

AT DECEMBER 31		2023					
		CARRYING VALUE OF FINANCIAL ASSETS BY CATEGORY					FAIR VALUE
		FVTPL <sup>(1)</sup>	AMORTIZED COST	DERIVATIVES USED FOR HEDGES	TOTAL		
Cash and cash equivalents	\$	473,563	\$ —	\$ —	\$ 473,563	\$	473,563
Restricted cash		5,930	—	—	5,930		5,930
Trade receivables <sup>(3)</sup>		—	1,488,772	—	1,488,772		1,488,772
Other current financial assets		7,136	221,123	33,213	261,472		255,687
Non-current portion of receivables under service concession arrangements <sup>(4)</sup>		—	398,436	—	398,436		364,071
Other non-current financial assets <sup>(4)</sup>		—	21,014	18,035	39,049		39,049
<b>Total</b>	<b>\$</b>	<b>486,629</b>	<b>\$ 2,129,345</b>	<b>\$ 51,248</b>	<b>\$ 2,667,222</b>		

<sup>(1)</sup> Fair value through profit or loss ("FVTPL")

<sup>(2)</sup> Fair value through other comprehensive income ("FVTOCI")

<sup>(3)</sup> Due to the short-term nature of trade receivables, their carrying amount is considered to be a reasonable approximation of their fair value.

<sup>(4)</sup> For receivables under service concession arrangements and most of the other non-current financial assets other than at fair value, the Company uses the present value technique to determine the fair value.

## 28. FINANCIAL INSTRUMENTS (CONTINUED)

The following tables present the carrying value of AtkinsRéalis' financial liabilities as at December 31, 2024 and 2023 by category and classification, with the corresponding fair value, when available.

AT DECEMBER 31	2024					
	CARRYING VALUE OF FINANCIAL LIABILITIES BY CATEGORY					
	DERIVATIVES USED FOR HEDGES		FVTPL <sup>(1)</sup>	AMORTIZED COST	TOTAL	FAIR VALUE
Trade payables and accrued liabilities <sup>(2)</sup>	\$	—	\$	—	\$ 2,163,510	\$ 2,163,510
Other current financial liabilities <sup>(2)</sup>		20,812		—	230,299	251,111
Provisions <sup>(2)</sup>		—		—	24,557	24,557
Lease liabilities		—		—	489,000	489,000
Short-term debt and long-term debt <sup>(4)</sup>		—		—	1,711,372	1,711,372
Other non-current financial liabilities <sup>(5)</sup>		1,740		17,553	3,316	22,609
Total	\$	22,552	\$	17,553	\$ 4,622,054	\$ 4,662,159

AT DECEMBER 31	2023				
	CARRYING VALUE OF FINANCIAL LIABILITIES BY CATEGORY				
	DERIVATIVES USED FOR HEDGES	FVTPL <sup>(1)</sup>	AMORTIZED COST	TOTAL	FAIR VALUE
Trade payables and accrued liabilities <sup>(2)</sup>	\$ —	\$ —	\$ 1,825,916	\$ 1,825,916	\$ 1,825,916
Other current financial liabilities <sup>(2)</sup>	20,546	—	259,271	279,817	279,493
Provisions <sup>(2)</sup>	—	—	24,354	24,354	24,354
Lease liabilities	—	—	391,301	391,301	N/A <sup>(3)</sup>
Short-term debt and long-term debt <sup>(4)</sup>	—	—	1,982,631	1,982,631	1,991,051
Other non-current financial liabilities <sup>(5)</sup>	2,724	14,326	7,526	24,576	24,576
<b>Total</b>	<b>\$ 23,270</b>	<b>\$ 14,326</b>	<b>\$ 4,490,999</b>	<b>\$ 4,528,595</b>	

<sup>(1)</sup> Fair value through profit or loss ("FVTPL")

<sup>(2)</sup> Due to the short-term nature of trade payables and accrued liabilities, other current financial liabilities (other than those already at fair value) and provisions, their carrying amount is considered to be a reasonable approximation of their fair value, except for the current portion of the interest-free payable related to the federal charges settlement (PPSC) and DPCP Remediation Agreement, which was included in "Other current financial liabilities" as at December 31, 2023.

<sup>(3)</sup> N/A: not applicable

<sup>(4)</sup> The fair value of short-term debt and long-term debt was determined using public quotations or the discounted cash flows method in accordance with current financing arrangements. The discount rates used correspond to prevailing market rates offered to AtkinsRéalis or to the Capital investments, depending on which entity has issued the debt instrument, for debt with similar terms and conditions.

<sup>(5)</sup> For most of the other non-current financial liabilities other than at fair value, the Company uses the present value technique to determine the fair value.

### FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE

The methodology used to measure the Company's financial instruments accounted for at fair value is determined based on the following hierarchy:

LEVEL	BASIS FOR DETERMINATION OF FAIR VALUE	FINANCIAL INSTRUMENTS
Level 1	Quoted prices in active markets for identical assets or liabilities	None
Level 2	Inputs other than quoted prices included in Level 1 that are directly or indirectly observable for the asset or liability	Cash and cash equivalents, restricted cash, derivatives, life insurance policies, which are included in "Other current financial assets" and equity investments measured at FVTOCI
Level 3	Inputs for the asset or liability that are not based on observable market data	Contingent consideration receivable from the acquirer of the 10.01% interest in Highway 407 ETR included in "Other non-current financial assets" and contingent consideration payable to seller related to Linxon acquisition included in "Other non-current financial liabilities"

## 28. FINANCIAL INSTRUMENTS (CONTINUED)

### ASSETS AND LIABILITIES NOT MEASURED AT FAIR VALUE AND FOR WHICH THE FAIR VALUE IS DISCLOSED

The methodology used to determine the fair value of the following Company's assets and liabilities not measured at fair value is based on the following hierarchy:

LEVEL	BASIS FOR DETERMINATION OF FAIR VALUE	ASSETS AND LIABILITIES
Level 1	Quoted prices in active markets for identical assets or liabilities	None
Level 2	Inputs other than quoted prices included in Level 1 that are directly or indirectly observable for the asset or liability	Trade receivables, receivables under service concession arrangements, trade payables and accrued liabilities, short-term debt and long-term debt, as well as the following assets and liabilities not measured at fair value: other current financial assets, other non-current financial assets, other current financial liabilities, provisions and other non-current financial liabilities
Level 3	Inputs for the asset or liability that are not based on observable market data	None

For the years ended December 31, 2024 and 2023, there were no changes in the valuation techniques and in inputs used in the fair value measurements and there were no transfers between the levels of the fair value hierarchy.

### LEVEL 3 FINANCIAL INSTRUMENTS

The following table presents changes in fair value of Level 3 financial instruments for the year ended December 31, 2024:

	CONTINGENT CONSIDERATION RECEIVABLE FROM THE ACQUIRER OF THE 10.01% INTEREST IN HIGHWAY 407 ETR	CONTINGENT CONSIDERATION PAYABLE TO SELLER RELATED TO LINXON ACQUISITION
Balance as at January 1, 2024	\$ —	\$ 14,326
Unrealized net loss <sup>(1)</sup>	—	1,621
Effect of foreign currency exchange differences	—	1,606
<b>Balance as at December 31, 2024</b>	<b>\$ —</b>	<b>\$ 17,553</b>

<sup>(1)</sup> Included in "Corporate selling, general and administrative expenses" in the consolidated income statement

No reasonable change in the principal assumptions used in the valuation would result in a significant change in the estimated fair value of Level 3 financial instruments.

### B) NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS AND RELATED RISK MANAGEMENT

NATURE OF RISK	DESCRIPTION
Credit risk	Risk that AtkinsRéalis will incur a financial loss if the other party to a financial instrument fails to discharge an obligation. The maximum exposure to credit risk for AtkinsRéalis at the end of a given period usually corresponds to the carrying amount of its financial assets exposed to such risk, as presented in Note 28A.
Liquidity risk	Possibility that AtkinsRéalis will encounter difficulties in meeting the obligations associated with its financial liabilities
Market risk	Variability in the fair value or future cash flows of a financial instrument caused by a change in market prices in items such as currency rates, interest rates and equity prices

### CREDIT RISK

For AtkinsRéalis, credit risk arises from:

- Cash and cash equivalents, and restricted cash, which are invested in liquid and high-grade financial instruments, based on AtkinsRéalis' investment policy.
- Derivative financial instruments with a favourable fair value, which contain an inherent credit risk relating to default on obligations by the counterparty. This credit risk is reduced by entering into such contracts with high-grade financial institutions, which are expected to satisfy their obligations under the contracts.
- Trade receivables, as detailed in Note 8, and contract assets. A given client may represent a material portion of AtkinsRéalis' consolidated revenues in any given year due to the size of a particular project and the progress accomplished on such project.

The Company's objective is to reduce its exposure to credit risk by converting its contract assets into trade receivables on a timely basis and then ensuring collection of its trade receivables within satisfactory payment terms. The amounts of trade receivables and contract assets presented in the consolidated statements of financial position are net of an allowance for expected credit losses, estimated by the Company and based, in part, on the age of individual and aggregated receivable balances, on the financial situation of specific customers and the current and expected collection trends, based on the Company's past experience, adjusted as needed to better reflect anticipated conditions.



## 28. FINANCIAL INSTRUMENTS (CONTINUED)

Generally, trade receivables and contract assets are written off if they are no longer subject to enforcement activity. As such, the amount of trade receivables and contract assets that have been written off but are still being pursued is minimal.

The Company does not generally hold collateral as security.

- iv) Other current financial assets, as detailed in Note 10, and other non-current financial assets, as detailed in Note 15. The current portion of receivables under service concession arrangements is within normal terms of payment and there were no significant amounts that were past due as at December 31, 2024 and 2023.

### LIQUIDITY RISK

AtkinsRéalis monitors its liquidity risk arising from financial instruments on an ongoing basis by ensuring that it has access to sufficient resources to meet its obligations.

The Company's liquidity is generally provided by available cash and cash equivalents, cash generated from operations, credit facilities and access to capital markets, as needed. Due to the nature of the Company's activities, the fact that its operations are conducted through multiple entities and joint operations and that it operates in many countries, the Company's cash and cash equivalents are distributed across numerous locations. In order to manage its cash needs and reserves, the Company is part of various cash pooling agreements with financial institutions, may transfer cash balances between subsidiaries and joint arrangements and use credit facilities to meet the capital requirements of certain projects or other cash disbursements.

AtkinsRéalis' consolidated statement of financial position as at December 31, 2024 included \$121.3 million (2023: \$171.0 million) of liabilities from Capital investments that are accounted for by the consolidation method. These liabilities, which are non-recourse to the Company, are to be repaid by the Capital investments and are secured by the respective concession's assets, including \$334.5 million of financial assets as at December 31, 2024 (2023: \$438.0 million), and by AtkinsRéalis' shares or units in such concession investments. As such, the actual book value at risk for AtkinsRéalis, assuming its Capital investments accounted for by the consolidation method were to be unable to meet their obligations, corresponds to the carrying amount invested in these entities.

AtkinsRéalis' future principal payments on its short-term debt and long-term debt are presented in Note 19.

### I) MATURITY ANALYSIS OF FINANCIAL LETTERS OF CREDIT

A draw on letters of credit or bank guarantees (Note 28C) by one or more third parties could, among other things, significantly reduce the Company's cash position and have a material adverse effect on its business and results of operations. The following table presents a maturity analysis for the financial letters of credit outstanding as at December 31, 2024 and 2023:

MATURITY	DECEMBER 31 2024	DECEMBER 31 2023
Not later than 1 year	\$ 75,086	\$ 165,980
Later than 1 year and not later than 5 years	1,082	530
Later than 5 years	586	620
	<b>\$ 76,754</b>	<b>\$ 167,130</b>

### II) MATURITY ANALYSIS OF TRADE PAYABLES AND ACCRUED LIABILITIES

As at December 31, 2024, 98% (2023: 98%) of the outstanding balance of "Trade payables and accrued liabilities" of \$2,163.5 million (2023: \$1,825.9 million) had a maturity of not later than 1 year.

### MARKET RISK

#### I) CURRENCY RISK

AtkinsRéalis' foreign currency risk arises from arrangements in currencies other than its reporting currency and from the net assets (liabilities) of its foreign operations.

The Company manages foreign currency risk by matching, when possible, the cash receipts in a foreign currency and the cash disbursements in the same foreign currency, for revenue-generating projects in which foreign currencies are involved. Derivative financial instruments with financial institutions, usually forward foreign exchange contracts, are also used to hedge the cash flows in foreign currencies.

## 28. FINANCIAL INSTRUMENTS (CONTINUED)

The following table summarizes the major forward foreign exchange contracts that were outstanding for which AtkinsRéalis has committed to buy or sell foreign currencies:

AT DECEMBER 31, 2024					AT DECEMBER 31, 2023				
BUY		SELL		MATURITY	BUY		SELL		MATURITY
CA\$	273,951	US\$	199,024	2025-2027	CA\$	756,104	US\$	562,153	2024-2026
US\$	301,541	CA\$	431,654	2025	CA\$	20,056	€	13,773	2024-2025
CA\$	163,173	£	92,300	2025	US\$	677,724	CA\$	908,536	2024
£	167,678	CA\$	304,023	2025	€	31,891	CA\$	46,777	2024-2025
£	45,182	US\$	56,832	2025	CA\$	271,768	£	161,176	2024
US\$	226,389	£	179,508	2025	£	275,313	CA\$	464,583	2024
CHF	30,462	US\$	34,341	2025	INR	7,350,000	£	69,234	2024-2025
US\$	25,140	CHF	22,166	2025	US\$	134,683	£	106,619	2024
€	32,959	CA\$	49,316	2025	CHF	27,971	US\$	31,772	2024

As at December 31, 2024, the forward foreign exchange contracts used for hedging purposes by the Company had a net unfavourable fair value of \$13.2 million (2023: net favourable fair value of \$1.9 million). The majority of the forward foreign exchange contracts that were outstanding at that date were to either buy or sell foreign currencies against the Canadian dollar.

### CURRENCY SENSITIVITY ANALYSIS

The following impact on equity for the year ended December 31, 2024 has been calculated from the Company's net financial assets (liabilities) denominated in US dollars and British pounds.

		IMPACT ON EQUITY	
		CA\$/US\$ <sup>(2)(3)</sup>	CA\$/£ <sup>(2)(4)</sup>
Increase (decrease)	10% appreciation in the Canadian dollar <sup>(1)</sup>	\$ (184,935)	\$ (232,141)
Increase (decrease)	10% depreciation in the Canadian dollar <sup>(1)</sup>	\$ 184,935	\$ 232,141

<sup>(1)</sup> Assuming all other variables remain the same

<sup>(2)</sup> The Company's exposure to other currencies is not significant.

<sup>(3)</sup> Includes mainly \$188.7 million of change in exchange differences on translating foreign operations

<sup>(4)</sup> Includes mainly \$228.0 million of change in exchange differences on translating foreign operations

As at December 31, 2024, a 10% appreciation in the Canadian dollar relative to: i) the US dollar would decrease the Company's net income by \$1.4 million (10% depreciation in the Canadian dollar relative to the US dollar would increase the Company's net income by \$1.4 million); and ii) the British pound would decrease the Company's net income by \$4.1 million (10% depreciation in the Canadian dollar relative to the British pound would increase the Company's net income by \$4.1 million).

### II) INTEREST RATE RISK

Cash and cash equivalents, and restricted cash, usually involve limited interest rate risk due to their short-term nature.

#### NON-RECOURSE DEBT

The credit facility of TransitNEXT General Partnership bore interest at a variable rate, which exposed the Company to interest rate risk until the repayment in full of this credit facility in November 2024.

#### LIMITED RECOURSE DEBT

AtkinsRéalis' limited recourse debt, being the CDPQ Loan, bears interest at a variable rate, which exposes the Company to interest rate risk.

#### RECOURSE DEBT

AtkinsRéalis' Revolving Facility bears interest at a variable rate, which exposes the Company to interest rate risk.

AtkinsRéalis' Term Loan bears interest at a variable rate which exposes the Company to interest rate risk, which was reduced in 2024 and 2023 due to the hedging by the Company of a portion of its Term Loan (see below).

## 28. FINANCIAL INSTRUMENTS (CONTINUED)

### INTEREST RATE SWAPS

The Company entered into interest rate swap agreements with financial institutions related to its variable interest bearing Term Loan in the aggregate principal amount of \$500 million. Under the interest rate swap agreements, the Company pays interest at a fixed rate and receives interest at a variable rate on a total nominal amount of \$375 million. The interest rate swap agreements will expire in April 2025. This hedge is classified as a cash flow hedge.

### INTEREST RATE SENSITIVITY ANALYSIS

For floating rate debt and interest rate swaps, the analysis is prepared assuming the amount of the instrument outstanding at the end of the reporting period was outstanding for the whole year. A 1% (100 basis points) increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If, as at December 31, 2024, interest rates had been 100 basis points higher/lower than the base rate and all other variables were held constant, the Company's net income would decrease/increase by \$4.3 million and the Company's other components of equity would increase/decrease by \$0.9 million for the year ended December 31, 2024. This is attributable to the Company's exposure to interest rates on its variable rate borrowings and its interest rate swaps.

### III) EQUITY PRICE RISK

The Company limits its exposure arising from its share unit plans caused by fluctuations in its share price, through financial arrangements with high investment grade financial institutions described in Note 21C.

### C) LETTERS OF CREDIT

Under certain circumstances, AtkinsRéalis provides bank letters of credit as collateral for the fulfillment of contractual obligations, including guarantees for performance, advance payments, contractual retentions and bid bonds. The amount outstanding under certain letters of credit decreases in relation to the percentage of completion of projects. As at December 31, 2024, AtkinsRéalis had outstanding letters of credit of \$1,898.5 million (2023: \$1,742.9 million).

## 29. CAPITAL MANAGEMENT

AtkinsRéalis' main objective when managing its capital is to maintain an adequate balance between: i) having sufficient capital for financing net asset positions, maintaining satisfactory bank lines of credit and capacity to absorb project net retained risks, while at the same time, ii) maximizing return on equity.

The Company defines its capital as its equity attributable to AtkinsRéalis shareholders excluding other components of equity plus its recourse debt. The Company excludes other components of equity from its definition of capital because this element of equity results in part from the translation into Canadian dollars of its foreign operations having a different functional currency, and from the accounting treatment of cash flow hedges, including its accumulated share of other comprehensive income of investments accounted for by the equity method, if any. These amounts are not representative of the way the Company evaluates the management of its foreign currency risk and interest rate risk. Accordingly, the other components of equity are not representative of the Company's financial position.

The Company does not consider non-recourse and limited recourse debt when monitoring its capital because such debt results from the consolidation of certain PS&PM investments and Capital investments or holding entities held by the Company. As such, the lenders of such debt do not have recourse to the general credit of the Company, but rather to the specific assets of the PS&PM investments and Capital investments or investment in Capital investments they finance. The Company's investments and underlying assets in its PS&PM investments and Capital investments accounted for by the consolidation or equity methods may be at risk, if such investments or holding entities were to be unable to repay their long-term debt.

The Company's capital for the years ended December 31, 2024 and 2023 was as follows:

	DECEMBER 31 2024	DECEMBER 31 2023 <sup>(1)</sup>
Equity attributable to AtkinsRéalis shareholders	\$ 3,773,050	\$ 3,275,101
Less: Other components of equity	(12,189)	(293,532)
Plus: Recourse debt	1,193,411	1,420,519
<b>Total amount of capital</b>	<b>\$ 4,978,650</b>	<b>\$ 4,989,152</b>

<sup>(1)</sup> The Company has revised the comparative figures (see Note 2C).

The Company has paid quarterly dividends for 35 consecutive years. Dividend policy is determined by the Board of Directors of the Company.

## 29. CAPITAL MANAGEMENT (CONTINUED)

### COVENANTS ON RECOURSE AND LIMITED RECOURSE DEBT

The Company's unsecured recourse debentures are subject to affirmative and negative covenants, as defined in the underlying indentures related thereto.

The Company's Revolving Facility and Term Loan are committed and subject to various covenants, including financial covenants, which comprise a requirement to maintain at all times, on a rolling 12-month basis, a net recourse debt to earnings before interest, taxes, depreciation and amortization ("EBITDA") ratio, as defined in the 2022 Credit Agreement, not exceeding a certain limit.

The CDPQ Loan is subject to various covenants, as well as financial covenants, notably not to exceed, on a rolling 12-month and consolidated basis, a maximum net recourse debt to EBITDA ratio, as defined under the CDPQ Loan Agreement.

The terms "net recourse debt" and "EBITDA" are defined in each of the 2022 Credit Agreement and the CDPQ Loan Agreement and do not correspond to the Company's financial measures as presented above and/or to the specific terms used in the Company's Management's Discussion and Analysis for the year ended December 31, 2024.

In case of an event of default, the debentures, the Revolving Facility, the Term Loan and the CDPQ Loan are subject to customary accelerated repayment terms.

In 2024, the Company complied with all of the covenants, as amended from time to time, related to its debentures, the Revolving Facility, the Term Loan and the CDPQ Loan.

## 30. PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS

### A) PENSION PLANS

AtkinsRéalis has defined contribution and defined benefit pension plans. The total cash amount paid by AtkinsRéalis for its pension plans, consisting of contributions to its defined contribution and defined benefit pension plans, was \$214.7 million in 2024 (2023: \$232.2 million).

#### DEFINED CONTRIBUTION PENSION PLANS

AtkinsRéalis' contributions to its defined contribution plans are recorded as expenses in the year in which they are incurred and totaled \$196.9 million in 2024 (2023: \$180.1 million).

#### DEFINED BENEFIT PENSION PLANS

AtkinsRéalis has a number of defined benefit pension plans, which are mostly closed to new entrants, and that provide pension benefits based on length of service and final pensionable earnings. An individual actuarial valuation is performed at least every three years for all the plans. The measurement date used for the benefit obligation and plan assets is December 31 of each year. All of AtkinsRéalis' defined benefit pension plans are partly funded, except for two plans, of which one plan is unfunded and one plan is secured by a letter of credit.

The defined benefit plans are administered by committees composed of a number of representatives from employer's representatives, active employees, inactive employees and independent members. Members of the committees are required by law and by their articles of association to act in the best interest of the pension plans and all their relevant stakeholders, i.e. active employees, inactive employees, retirees and employers. The pension plan committees are responsible for the investment policy with regard to the assets of the pension plans, which are held by a trustee legally separated from AtkinsRéalis.

AtkinsRéalis' defined benefit pension plans typically expose the Company to actuarial risks such as: investment risk, interest rate risk, compensation risk and longevity risk.

NATURE OF RISK	DESCRIPTION
Investment risk	The present value of the defined benefit pension plan obligation is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on the plans' assets is below this rate, it will create an actuarial loss.
Interest rate risk	A decrease in the bond interest rate will increase the plans' liabilities and the return on the plans' debt securities.
Compensation risk	The present value of the defined benefit pension plan obligation is calculated by reference to the final pensionable earnings of the plans' participants.
Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of the plans' participants both during and after their employment. An increase in the life expectancy of the plans' participants will increase the plans' liability.

The two main defined benefit pension plans of the Company are the Atkins Pension Plan and the U.K. Railways Pension Scheme (the "Railways Pension Scheme"), both of which are funded final salary schemes in the U.K.

### 30. PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS (CONTINUED)

The following tables set forth the change in pension benefit obligation and pension plan assets, as well as the funded status of AtkinsRéalis' defined benefit pension plans:

YEAR ENDED DECEMBER 31, 2024	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
<b>Change in pension benefit obligation:</b>				
Pension benefit obligation at beginning of year	\$ 2,050,164	\$ 528,569	\$ 162,313	\$ 2,741,046
Current service cost	—	1,401	949	2,350
Interest cost	95,774	25,038	6,132	126,944
Benefits paid	(109,431)	(30,466)	(10,396)	(150,293)
Contributions by plan participants	—	525	534	1,059
Remeasurement:				
Actuarial gains arising from changes in demographic assumptions	(3,327)	(700)	(5)	(4,032)
Actuarial gains arising from changes in financial assumptions	(219,388)	(44,298)	(7,910)	(271,596)
Actuarial losses (gains) arising from experience adjustments	23,462	(1,751)	(469)	21,242
Effect of foreign currency exchange differences	130,789	33,848	5,506	170,143
<b>Pension benefit obligation at end of year</b>	<b>\$ 1,968,043</b>	<b>\$ 512,166</b>	<b>\$ 156,654</b>	<b>\$ 2,636,863</b>
<b>Change in pension plan assets:</b>				
Fair value of pension plan assets at beginning of year	\$ 2,062,649	\$ 530,087	\$ 171,240	\$ 2,763,976
Interest income	97,875	25,213	6,683	129,771
Remeasurement:				
Return on plan assets (excluding interest income)	(225,341)	(48,675)	(10,387)	(284,403)
Administration costs	—	(1,051)	(34)	(1,085)
Benefits paid	(109,431)	(30,466)	(10,396)	(150,293)
Contributions by the employer	8,930	5,778	3,136	17,844
Contributions by plan participants	—	525	534	1,059
Effect of foreign currency exchange differences	131,201	33,994	6,304	171,499
<b>Fair value of pension plan assets at end of year</b>	<b>\$ 1,965,883</b>	<b>\$ 515,405</b>	<b>\$ 167,080</b>	<b>\$ 2,648,368</b>
<b>Funded status reflected in the statement of financial position:</b>				
Present value of pension benefit obligation	\$ 1,968,043	\$ 512,166	\$ 156,654	\$ 2,636,863
Fair value of pension plan assets	1,965,883	515,405	167,080	2,648,368
<b>Net pension benefit liability (asset)</b>	<b>\$ 2,160</b>	<b>\$ (3,239)</b>	<b>\$ (10,426)</b>	<b>\$ (11,505)</b>
Presented on the statement of financial position as follows:				
<b>Other non-current non-financial assets</b> (Note 16)				<b>\$ 29,112</b>
<b>Non-current portion of provisions</b>				<b>\$ 17,607</b>

### 30. PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS (CONTINUED)

The following tables set forth the change in pension benefit obligation and pension plan assets, as well as the funded status of AtkinsRéalis' defined benefit pension plans:

YEAR ENDED DECEMBER 31, 2023	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
<b>Change in pension benefit obligation:</b>				
Pension benefit obligation at beginning of year	\$ 1,978,385	\$ 496,769	\$ 149,725	\$ 2,624,879
Current service cost	—	1,007	794	1,801
Interest cost	96,004	24,337	6,295	126,636
Benefits paid	(103,054)	(22,826)	(5,930)	(131,810)
Disposal of a PS&PM business	—	—	(2,251)	(2,251)
Contributions by plan participants	—	336	483	819
Remeasurement:				
Actuarial gains arising from changes in demographic assumptions	(42,631)	(9,567)	(867)	(53,065)
Actuarial losses arising from changes in financial assumptions	40,617	10,574	8,038	59,229
Actuarial losses arising from experience adjustments	23,330	13,427	2,825	39,582
Effect of foreign currency exchange differences	57,513	14,512	3,201	75,226
<b>Pension benefit obligation at end of year</b>	<b>\$ 2,050,164</b>	<b>\$ 528,569</b>	<b>\$ 162,313</b>	<b>\$ 2,741,046</b>
<b>Change in pension plan assets:</b>				
Fair value of pension plan assets at beginning of year	\$ 1,933,626	\$ 525,788	\$ 161,352	\$ 2,620,766
Interest income	97,179	25,680	6,853	129,712
Remeasurement:				
Return on plan assets (excluding interest income)	39,778	(23,162)	4,809	21,425
Administration costs	—	(1,175)	(25)	(1,200)
Benefits paid	(103,054)	(22,826)	(5,930)	(131,810)
Disposal of a PS&PM business	—	—	(2,927)	(2,927)
Contributions by the employer	38,603	10,238	3,211	52,052
Contributions by plan participants	—	336	483	819
Effect of foreign currency exchange differences	56,517	15,208	3,414	75,139
<b>Fair value of pension plan assets at end of year</b>	<b>\$ 2,062,649</b>	<b>\$ 530,087</b>	<b>\$ 171,240</b>	<b>\$ 2,763,976</b>
<b>Funded status reflected in the statement of financial position:</b>				
Present value of pension benefit obligation	\$ 2,050,164	\$ 528,569	\$ 162,313	\$ 2,741,046
Fair value of pension plan assets	2,062,649	530,087	171,240	2,763,976
<b>Net pension benefit asset</b>	<b>\$ (12,485)</b>	<b>\$ (1,518)</b>	<b>\$ (8,927)</b>	<b>\$ (22,930)</b>
Presented on the statement of financial position as follows:				
<b>Other non-current non-financial assets</b> (Note 16)				<b>\$ 38,172</b>
<b>Non-current portion of provisions</b>				<b>\$ 15,242</b>

### 30. PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS (CONTINUED)

AtkinsRéalis' net defined benefit pension costs recognized in net income were comprised of:

YEAR ENDED DECEMBER 31, 2024	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
Current service cost	\$ —	\$ 1,401	\$ 949	\$ 2,350
Net interest income	(2,101)	(175)	(551)	(2,827)
Administration costs	—	1,051	34	1,085
<b>Components of (reversal of) benefit pension costs recognized in net income</b>	<b>\$ (2,101)</b>	<b>\$ 2,277</b>	<b>\$ 432</b>	<b>\$ 608</b>

YEAR ENDED DECEMBER 31, 2023	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
Current service cost	\$ —	\$ 1,007	\$ 794	\$ 1,801
Net interest income	(1,175)	(1,343)	(558)	(3,076)
Administration costs	—	1,175	25	1,200
<b>Components of (reversal of) benefit pension costs recognized in net income</b>	<b>\$ (1,175)</b>	<b>\$ 839</b>	<b>\$ 261</b>	<b>\$ (75)</b>

AtkinsRéalis' net defined benefit pension costs recognized in other comprehensive income was comprised of:

YEAR ENDED DECEMBER 31, 2024	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
Remeasurement on the net defined benefit liability (asset):				
Return on plan assets (excluding interest income)	\$ 225,341	\$ 48,675	\$ 10,387	\$ 284,403
Actuarial gains arising from changes in demographic assumptions	(3,327)	(700)	(5)	(4,032)
Actuarial gains arising from changes in financial assumptions	(219,388)	(44,298)	(7,910)	(271,596)
Actuarial losses (gains) arising from experience adjustments	23,462	(1,751)	(469)	21,242
<b>Components of benefit pension costs recognized in other comprehensive income</b>	<b>\$ 26,088</b>	<b>\$ 1,926</b>	<b>\$ 2,003</b>	<b>\$ 30,017</b>

YEAR ENDED DECEMBER 31, 2023	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
Remeasurement on the net defined benefit liability (asset):				
Return on plan assets (excluding interest income)	\$ (39,778)	\$ 23,162	\$ (4,809)	\$ (21,425)
Actuarial gains arising from changes in demographic assumptions	(42,631)	(9,567)	(867)	(53,065)
Actuarial losses arising from changes in financial assumptions	40,617	10,574	8,038	59,229
Actuarial losses arising from experience adjustments	23,330	13,427	2,825	39,582
<b>Components of (reversal of) benefit pension costs recognized in other comprehensive income</b>	<b>\$ (18,462)</b>	<b>\$ 37,596</b>	<b>\$ 5,187</b>	<b>\$ 24,321</b>

AtkinsRéalis expects to make contributions of \$13.7 million in 2025 to its defined benefit pension plans.

### 30. PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS (CONTINUED)

The following tables present the fair value of the major categories of assets of AtkinsRéalis' defined benefit pension plans:

AT DECEMBER 31, 2024	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
<b>Asset category</b>				
Equity securities	\$ 319,789	\$ 287,036	\$ 23,122	\$ 629,947
Debt securities	1,285,454	80,262	67,523	1,433,239
Other <sup>(1)</sup>	360,640	148,107	76,435	585,182
<b>Total</b>	<b>\$ 1,965,883</b>	<b>\$ 515,405</b>	<b>\$ 167,080</b>	<b>\$ 2,648,368</b>

AT DECEMBER 31, 2023	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS	TOTAL
<b>Asset category</b>				
Equity securities	\$ 266,224	\$ 216,052	\$ 23,548	\$ 505,824
Debt securities	1,444,326	138,971	98,759	1,682,056
Other <sup>(1)</sup>	352,099	175,064	48,933	576,096
<b>Total</b>	<b>\$ 2,062,649</b>	<b>\$ 530,087</b>	<b>\$ 171,240</b>	<b>\$ 2,763,976</b>

<sup>(1)</sup> As at December 31, 2024 and 2023, the asset category "Other" includes mainly property and cash.

The fair values of the above equity and debt instruments are mainly determined based on quoted prices in active markets.

The following is a summary of significant weighted average assumptions used in measuring AtkinsRéalis' pension benefit obligation as at December 31, 2024:

AT DECEMBER 31, 2024	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS
<b>Accrued pension benefit obligation</b>			
Discount rate	5.56%	5.56%	4.02%
Rate of compensation increase <sup>(2)</sup>	2.99%	2.99%	1.80%
Inflation <sup>(3)</sup>	2.99%	2.99%	2.25%
Longevity at age 65 for current pensioners			
Men	22.3 years	21.5 years	22.8 years
Women	24.4 years	22.8 years	24.8 years
Longevity at age 65 for future pensioners (current age 45)			
Men	23.2 years	22.5 years	24.2 years
Women	25.5 years	23.9 years	26.2 years

<sup>(2)</sup> The weighted average rate of compensation increase for other plans, excluding pension plans for which benefits are not linked to future salary levels, represented 2.80% as at December 31, 2024.

<sup>(3)</sup> The inflation assumption shown for the Atkins Pension Plan and the Railways Pension Scheme is for the Retail Price Index. The assumption for the Consumer Price Index was 2.67% as at December 31, 2024.



### 30. PENSION PLANS, OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS (CONTINUED)

The following is a summary of significant weighted average assumptions used in measuring AtkinsRéalis' pension benefit obligation as at December 31, 2023:

AT DECEMBER 31, 2023	ATKINS PENSION PLAN	RAILWAYS PENSION SCHEME	OTHER PLANS
<b>Accrued pension benefit obligation</b>			
Discount rate	4.62%	4.62%	3.77%
Rate of compensation increase <sup>(1)</sup>	2.87%	2.87%	1.62%
Inflation <sup>(2)</sup>	2.87%	2.87%	2.33%
Longevity at age 65 for current pensioners			
Men	22.3 years	21.6 years	22.8 years
Women	24.4 years	22.7 years	24.8 years
Longevity at age 65 for future pensioners (current age 45)			
Men	23.3 years	22.5 years	24.1 years
Women	25.5 years	23.9 years	26.2 years

<sup>(1)</sup> The weighted average rate of compensation increase for other plans, excluding pension plans for which benefits are not linked to future salary levels, represented 2.59% as at December 31, 2023.

<sup>(2)</sup> The inflation assumption shown for Atkins Pension Plan and the Railways Pension Scheme is for the Retail Price Index. The assumption for the Consumer Price Index was 2.53% as at December 31, 2023.

The sensitivity analysis below was determined based on reasonable possible changes of the respective assumptions occurring at December 31, 2024, while holding all other assumptions constant.

If the discount rate is 100 basis points higher (lower), the defined benefit pension obligation would decrease by an estimated amount of \$279.0 million (increase by an estimated amount of \$280.9 million).

If the rate of compensation increase is 100 basis points higher (lower), the defined benefit pension obligation would increase by an estimated amount of \$2.6 million (decrease by an estimated amount of \$2.6 million).

If the rate of inflation is 100 basis points higher (lower), the defined benefit pension obligation would increase by an estimated amount of \$171.3 million (decrease by an estimated amount of \$171.3 million).

If longevity increases by 1 year, the defined benefit pension obligation would increase by an estimated amount of \$106.3 million.

The sensitivity analyses presented above may not be representative of the actual change in the defined benefit pension obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analyses, the present value of the defined benefit pension obligation was calculated using the projected unit credit method at the end of the reporting period, which is the same method applied in calculating the liability arising from the defined benefit pension obligation recognized in the statement of financial position.

The weighted average duration of the pension benefit obligation as at December 31, 2024 was 12.0 years for the Atkins Pension Plan (2023: 14.0 years), 11.4 years for Railways Pension Scheme (2023: 12.4 years) and 13.6 years for the other plans (2023: 14.9 years).

#### B) OTHER LONG-TERM BENEFITS AND OTHER POST-EMPLOYMENT BENEFITS

AtkinsRéalis has a number of other long-term benefit and other post-employment benefit plans, which are all defined benefit plans and include mainly termination indemnities, medical and dental care benefits, and life insurance benefits. AtkinsRéalis' other long-term benefit and other post-employment benefit plans are unfunded plans.

AtkinsRéalis' net defined other long-term benefit and other post-employment benefit costs recognized in net income amounted to \$19.6 million for the year ended December 31, 2024 (2023: \$12.2 million) and benefit costs recognized in other comprehensive income amounted to \$1.1 million for the year ended December 31, 2024 (2023: \$13.3 million). As at December 31, 2024, the obligation for other long-term benefits and other post-employment benefits, which is included in "Provisions" in the consolidated statement of financial position, amounted to \$93.4 million (2023: \$72.3 million).

## 31. CONTINGENT LIABILITIES

### Class actions

#### *Ruediger Class Action*

On February 6, 2019, a Motion for authorization of a class action and for authorization to bring an action against the Company and certain of its directors and officers (collectively, the “Ruediger Defendants”) pursuant to section 225.4 of the *Securities Act* (Québec) (the “Ruediger Class Action”) was filed with the Superior Court of Québec on behalf of persons who acquired the Company’s securities from February 22, 2018 through January 27, 2019 (the “Ruediger Class Period”) and held some or all of such securities as of the commencement of trading on January 28, 2019.

The Ruediger Class Action alleged that certain documents filed by the Company and oral statements made by its then Chief Executive Officer during the Ruediger Class Period contained misrepresentations related to the Company’s revenue forecasts and to the financial performance of the former Mining & Metallurgy segment and the former Oil & Gas segment, which misrepresentations would have been corrected by way of the Company’s January 28, 2019 press release.

The Ruediger Class Action sought leave from the Québec Superior Court to bring a statutory misrepresentation claim under the *Securities Act* (Québec). The plaintiffs in the proposed action claimed damages and sought the condemnation of the Ruediger Defendants to pay the class members an unspecified amount for compensatory damages with interest and additional indemnity as well as full costs and expenses, including expert fees, notice fees and fees relating to administering the plan of distribution.

On October 15, 2019, the plaintiffs in the Ruediger Class Action delivered an amended “Motion for authorization of a class action and for authorization to bring an action pursuant to section 225.4 of Québec’s Securities Act”. The amendments extended the Ruediger Class Period to July 22, 2019 and broadened the scope of the claim to include, among other things, disclosure alleged to have been made regarding the Company’s ability to execute certain fixed price contracts.

On October 20, 2021, a class action in the Ontario Superior Court of Justice pertaining to facts similar to those in the Ruediger Class Action (the “Drywall Class Action”) was dismissed and the claimants in the Drywall Class Action were consequently entitled to have their claims included in the Ruediger Class Action.

The authorization hearing on the amended Ruediger Class Action occurred in April 2022 and, on October 11, 2022, the Québec Superior Court dismissed the Ruediger Class Action, as amended, on all grounds. On November 18, 2022, the plaintiffs appealed the ruling to the Québec Court of Appeal. The appeal was heard on January 17, 2024 and the Québec Court of Appeal rendered its judgment on March 8, 2024 dismissing the appeal. On May 6, 2024, the plaintiffs filed their application for leave to appeal to the Supreme Court of Canada. On September 26, 2024, the Supreme Court of Canada rejected the plaintiffs’ request for leave to appeal. This case is now completed with no material adverse effect on the Company’s financial results.

#### *Peters Class Action*

On February 25, 2019, a Notice of Action was issued with the Ontario Superior Court of Justice by a proposed representative plaintiff, Mr. John Peters, on behalf of persons who acquired the Company’s securities from September 4, 2018 through October 10, 2018. On March 25, 2019, a Statement of Claim was filed with the Ontario Superior Court of Justice with respect to the claims set out in the Notice of Action (together, the Notice of Action and the Statement of Claim are referred to as the “Peters Class Action”).

The Peters Class Action alleged that the defendants, including the Company, the then chair of its Board of Directors and certain of its then officers, failed to make timely disclosure of a material change in the business, operations or capital of the Company, by failing to disclose that on September 4, 2018, the Director of the Public Prosecution Service of Canada communicated her decision to the Company not to award an opportunity to negotiate a remediation agreement.

The Peters Class Action sought leave from the Ontario Superior Court of Justice to bring a statutory misrepresentation claim under the *Securities Act* (Ontario) and the comparable securities legislation in other provinces and asserted a claim for common law negligent misrepresentation. The Peters Class Action claimed damages in the sum of \$75 million or such other amount as the Ontario Superior Court of Justice may determine plus interest and costs.

### 31. CONTINGENT LIABILITIES (CONTINUED)

On March 5, 2020, the plaintiffs in the Peters Class Action brought a motion for leave and certification of the Peters Class Action. The leave and certification hearing was held between June 1 and June 3, 2021 and, on July 16, 2021, the Ontario Superior Court of Justice dismissed the Peters Class Action. The plaintiffs appealed the ruling and the appeal was heard on November 8, 2022. On May 24, 2023, the Ontario Court of Appeal dismissed the appeal. The plaintiffs did not seek leave to appeal to the Supreme Court of Canada within the prescribed deadline of August 2023. Nonetheless, on April 12, 2024, the plaintiffs filed a motion with the Supreme Court of Canada seeking an extension of time to apply for leave to appeal. The Supreme Court of Canada's decision was delivered on September 26, 2024, and the court rejected the plaintiffs' request for an extension of time and therefore did not have to rule on the leave to appeal. This case is now completed with no material adverse effect on the Company's financial results.

#### Pyrrhotite case

On June 12, 2014, the Québec Superior Court rendered a decision in "Wave 1" of the matter commonly referred to as the "Pyrrhotite Case" in Trois-Rivières, Québec and in which the Company was one of numerous defendants. The Québec Superior Court ruled in favour of the plaintiffs, awarding an aggregate amount of approximately \$168 million in damages apportioned amongst the then-known defendants, on a solidary (in solidum) basis (the "Wave 1 claims"). The Québec Superior Court ruled that the Company's share of the damages award was approximately 70%. The Company's external insurers disputed the extent of the insurance coverage available to the Company and this dispute was included in the Pyrrhotite Case. The Company, among other parties, appealed the Québec Superior Court's ruling and, on April 6, 2020, the Québec Court of Appeal rendered its decision dismissing most of the appeals filed by all parties and upheld: (i) the Québec Superior Court's ruling regarding the Company's approximate 70% share of liability; and (ii) the solidary nature of the defendants' liability. In a further ruling, on June 12, 2020, the Québec Court of Appeal confirmed the Company's allocated share of the damages, inclusive of interest and costs at approximately \$200 million, and the Company paid this amount of damages awarded to the plaintiffs on August 3, 2020. The Company filed a notice seeking leave to appeal to the Supreme Court of Canada.

The Québec Court of Appeal also dismissed an appeal from the Company's external insurers and confirmed that multiple insurance policy towers were triggered by the Wave 1 claims, resulting in multiple years of coverage. The Company's external insurers filed notices seeking leave to appeal to the Supreme Court of Canada.

On May 6, 2021, the Supreme Court of Canada dismissed both the Company's and its external insurers' applications seeking leave to appeal.

Given that the Company's external insurers initially refused to comply with terms contained in the relevant policies of insurance and the orders of the Québec Superior Court and the Québec Court of Appeal requiring them to pay a substantial portion of the \$200 million damages award, the Company filed an application with the Québec Superior Court seeking an order requiring the Company's external insurers to comply with the Québec Court of Appeal's order and facilitate execution of the \$200 million damages award by way of the multiple towers of insurance. On October 16, 2020, the Québec Superior Court ruled in favour of the Company ordering the Company's external insurers to pay the Company approximately \$141 million, which was fully collected. An additional \$33 million in insurance proceeds was also collected by the Company through a reinsurance policy which was not subject to this court ruling.

The Company filed a recourse in warranty claim against Lafarge Canada Inc. ("Lafarge") seeking its contribution to the damages awarded against the Company in the Wave 1 judgment. On February 4, 2021, the Québec Superior Court dismissed the Company's claim and the Company appealed to the Québec Court of Appeal. The appeal was heard between November 8 and 10, 2022 and, on July 14, 2023, the Québec Court of Appeal upheld the first instance decision. The Company filed its application for leave to appeal this decision to the Supreme Court of Canada on September 29, 2023, which was dismissed on June 6, 2024, with costs.

In parallel to the Wave 1 claims, notices of additional potential claims have been made and continue to be made against certain defendants, including the Company, in "Wave 2" of the Pyrrhotite Case. In April 2022, the parties, including most of the Company's external insurers, reached a settlement concerning Wave 2 claims that relate to certain residential buildings. The Company's portion of the settlement in capital and interest totaled \$60.9 million, of which the uninsured portion was \$25.7 million. On June 27, 2023, the Québec Superior Court approved a settlement between the parties, including most of the Company's external insurers, concerning various multi-apartment claims and certain commercial claims. The Company's and its insurers' portion of the settlement in capital, interest and fees totaled \$17.6 million, of which the uninsured portion was \$7.1 million. On July 2, 2024, the Québec Superior Court approved a further settlement concerning other commercial claims. The Company's portion of the settlement in capital and interest totaled \$6.2 million, of which the uninsured portion was \$2.3 million. These settlements did not have an impact on the Company's financial results as their outcomes were covered by the amounts previously provisioned for by the Company. The Company's liability exposure for the remaining Wave 2 claims remains subject to several uncertainties.

## 31. CONTINGENT LIABILITIES (CONTINUED)

### Sainte-Marthe-sur-le-Lac Case

This case pertains to a class action authorized on April 18, 2023, brought against the City of Sainte-Marthe-sur-le-Lac (the “City”) and the Attorney General of Québec seeking reparation for all the citizens of the City who were affected by floodings due to the breach of a surrounding dike. AECOM, the successor of the engineering firm Gendron, Lefebvre et Associés (“GLA”), is a defendant in warranty and has called AtkinsRéalis Canada Inc. in rear warranty. The Company’s involvement stems from the acquisition of Laboratoire de Béton Ltée (“LDB”), a subcontractor to GLA between 1979 and 1982. Although LDB’s exact role remains to be defined, it is alleged that it was responsible for the quality control of the materials and of the borrow pits from which the clay required in the construction process was extracted. Each member of the class action claims up to \$0.35 million. The actual number of members remains to be determined but is currently estimated at 1,000. There are also separate actions in respect of 14 individual files where the same defendants are named and where a total amount of \$32.5 million is being claimed. These cases are under a special case management of one judge and are separate from the class action since under Québec law, plaintiffs have the option to join a class action or to opt out and file a separate action.

### Australian Arbitration

One of the Company’s former subsidiaries, divested as part of the sale of the Company’s Oil & Gas business, had a 35% interest in a joint operation for a project that has been completed. The construction joint operation is in a dispute with the project owner over labour rates. Pursuant to the agreement to sell the Oil & Gas business, the Company has retained the divested subsidiary’s risk associated with, and conduct of, this dispute. Under the relevant project contract, the subsidiary is jointly and severally liable with the other joint operator vis-à-vis the project owner for performance and other liabilities. In December 2018, the joint operation received a split award of liability from an arbitration tribunal resulting in an adverse decision on certain aspects of the dispute. In August 2020, a hearing on residual legal issues occurred and, in September 2020, the tribunal ruled in favour of the joint operation. The ruling was challenged by the project owner and a court hearing occurred in June 2021 and, on September 28, 2021, the Supreme Court of Western Australia found in favor of the project owner effectively reversing the September 2020 tribunal ruling. The joint operation appealed the September 2021 court ruling and the appeal hearing occurred in September 2022. On January 17, 2023, the Court of Appeal of Western Australia dismissed the joint operation’s appeal, and the joint operation then filed an application to the Australian High Court seeking leave to appeal the ruling. The High Court of Australia granted Special Leave to Appeal on November 17, 2023 and the appeal hearing took place on April 16, 2024. On August 13, 2024, the High Court of Australia dismissed the joint operation’s appeal, with costs. The arbitration on quantum has resumed with a hearing scheduled in the first half of 2025.

### General litigation risk

Due to the inherent uncertainties of litigation, it is not possible to (a) predict the final outcome of these and other related proceedings generally, (b) determine if the amount included in the Company’s provisions is sufficient, or (c) determine the amount of potential losses, if any, that may be incurred in connection with any final judgment on these matters.

The Company maintains insurance coverage for various aspects of its business and operations. The Company’s insurance programs have varying coverage limits and maximums, and insurance companies may deny claims the Company might make. In addition, the Company has elected to retain a portion of losses that may occur through the use of various deductibles, limits and retentions under these programs. As a result, the Company may be subject to future liability in respect of lawsuits or investigations for which it is only partially insured, or completely uninsured.

In addition, the nature of the Company’s business sometimes results in clients, subcontractors and suppliers presenting claims for, among other things, recovery of costs related to certain projects. Similarly, the Company occasionally presents change orders and other claims to clients, subcontractors, and suppliers. If the Company fails to properly issue the change orders or other claims, or fails to document the nature of claims and change orders or is otherwise unsuccessful in negotiating reasonable settlements with clients, subcontractors and suppliers, the Company could incur cost overruns, reduced profits or, in some cases, a loss for a project. A failure to recover promptly on these types of claims could have a material adverse impact on the Company’s liquidity and financial results. Additionally, irrespective of how well the Company documents the nature of its claims and change orders, the cost to prosecute and defend claims and change orders can be significant.

In addition, a number of project contracts have warranty periods and/or outstanding claims that may result in legal proceedings that extend beyond the actual performance and completion of the projects.

Litigation and regulatory proceedings are subject to inherent uncertainties and unfavourable rulings can and do occur. Pending or future claims against the Company could result in professional liability, product liability, criminal liability, warranty obligations, and other liabilities which, to the extent the Company is not insured against a loss or its insurer fails to provide coverage, could have a material adverse impact on the Company’s business, financial condition and results of operations.

### 31. CONTINGENT LIABILITIES (CONTINUED)

#### Jacques Cartier Bridge Criminal Charges (Canada)

On September 23, 2021, the Royal Canadian Mounted Police (the “RCMP”), represented by the Province of Québec’s Directeur des Poursuites Criminelles et Pénales (“DPCP”), laid charges against the Company’s subsidiary, SNC-Lavalin Inc. and its indirect subsidiary, SNC-Lavalin International Inc. Each entity was jointly charged (along with a former employee of the Company, Normand Morin) with the following counts: 1) forgery under Section 366 of the *Criminal Code* (Canada) (the “Criminal Code”), 2) fraud under Section 380 of the Criminal Code, and 3) fraud against the government under Section 121 of the Criminal Code. Each entity was charged with one count of conspiracy to commit the aforementioned crimes (the “Criminal Charges”). On the same date, the DPCP gave notice to SNC-Lavalin Inc. and SNC-Lavalin International Inc. of an invitation to negotiate a remediation agreement in accordance with Part XXII.1. of the Criminal Code with respect to the Criminal Charges, and on October 1, 2021, both entities formally accepted the invitation. These Criminal Charges follow the RCMP’s formal investigation relating to alleged payments in connection with a 2002 contract for the refurbishment of the Jacques Cartier Bridge by a consortium which included SNC-Lavalin Inc. and which previously led to a guilty plea on certain criminal charges in 2017 by the former head of the Canada Federal Bridges Corporation. Another former employee of the Company, Kamal Francis, was also charged separately with similar offenses.

SNC-Lavalin Inc. and SNC-Lavalin International Inc. reached agreement with the DPCP on the terms of the remediation agreement and, on May 11, 2022, the Québec Superior Court issued an order approving the remediation agreement (the “Remediation Agreement”). The Remediation Agreement has a three-year term, and requires a total payment of \$29.6 million payable over three years as well as the appointment of a monitor for a three-year period, amongst other obligations. The Criminal Charges are suspended during the term of the Remediation Agreement, and, upon its expiry, provided the terms will have been complied with and subject to Québec Superior Court approval, the Criminal Charges will be dismissed. Also, on May 11, 2022, the Company entered into an administrative agreement with Public Services and Procurement Canada allowing the Company to continue to do business with the Canadian federal government and federal departments and agencies under the auspices of the federal Integrity Regime despite the Criminal Charges being suspended pursuant to the Remediation Agreement.

The Company cannot predict what, if any, other actions may be taken by any other applicable government or authority or the Company’s customers or other third parties as a result of the Criminal Charges.

#### Ongoing and potential investigations

The Company is subject to ongoing investigations that could subject the Company to criminal and administrative enforcement actions, civil actions and sanctions, fines and other penalties, some of which may be significant. These investigations, and potential results thereof, could harm the Company’s reputation, result in suspension, prohibition or debarment of the Company from participating in certain projects, reduce its revenues and net income and adversely affect its business.

The Company understands that there are investigations by various authorities which may remain ongoing in connection with certain legacy matters in various jurisdictions, including, without limitation, Algeria, Brazil and Angola.

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

### 31. CONTINGENT LIABILITIES (CONTINUED)

If regulatory, enforcement or administrative authorities or third parties determine to take action against the Company or to sanction the Company in connection with possible violations of law, contracts or otherwise as a result of ongoing or future investigations, the consequences of any such sanctions or other actions, whether actual or alleged, could require the Company to pay material fines or damages, consent to restrictions on future conduct or lead to other penalties, including temporary or permanent, mandatory or discretionary suspension, prohibition or debarment from participating in projects, or the revocation of authorizations or certifications, by certain administrative organizations or by governments (such as the Government of Canada and/or the Government of Québec) under applicable procurement laws, regulations, policies or practices. The Company derives a significant percentage of its annual consolidated revenue from government and government-related contracts. Further, public and private sector bid processes in some instances assess whether the bidder, or an affiliate thereof, has ever been the object of any investigations, or sanctions or other actions resulting therefrom. In such instances, if the Company or one of its subsidiaries or investee entities must answer affirmatively to a query as to past or current investigations, or sanctions or other actions resulting therefrom, such answer may affect that entity's ability to be considered for the applicable project. In addition, the Company may not win contracts that it has bid upon due to a client's perception of the Company's reputation and/or perceived reputational advantages held by competitors as a result of such investigations, sanctions or other actions. Loss of bidding opportunities resulting from such investigations, sanctions or other actions, whether discretionary (including as a result of reputational factors) or mandatory, from participating in certain government, government-related and private contracts (in Canada, Canadian provinces or elsewhere) could materially adversely affect the Company's business, financial condition and liquidity and the market price of the Company's issued and traded securities.

The outcomes of ongoing or future investigations could also result in, among other things, (i) covenant defaults under various project contracts, (ii) third party claims, which may include claims for special, indirect, derivative or consequential damages, or (iii) adverse consequences on the Company's ability to secure or continue its own financing, or to continue or secure financing for current or future projects, any of which could materially adversely affect the Company's business, financial condition and liquidity and the market price of the Company's issued and traded securities. In addition, these investigations and outcomes of these investigations and any negative publicity associated therewith could damage the Company's reputation and ability to do business.

Due to the uncertainties related to the outcome of ongoing or future investigations, the Company is currently unable to reliably estimate an amount of potential liabilities or a range of potential liabilities, if any, in connection with any of these investigations.

The Company's senior management and Board of Directors have been required to devote significant time and resources to the investigations described above and ongoing related matters, as well as the investigations leading to the settlements described above, which have distracted and may continue to distract senior management and the Board of Directors from the conduct of the Company's daily business, and significant expenses have been and may continue to be incurred in connection with such investigations including substantial fees of lawyers and other advisors. In addition, the Company and/or its employees or former employees could become the subject of these or other investigations by law enforcement and/or regulatory authorities in respect of the matters described above or below, or other matters, which, in turn, could require the devotion of additional time of senior management and the diversion or utilization of other resources.

#### Other legal proceedings

The Company becomes involved in various legal proceedings in the ordinary course of its business and this section describes important ordinary course of business legal proceedings, including the general cautionary language relating to the risks inherent to all litigation and proceedings against the Company, which is equally applicable to the legal proceedings described below.

The Company has initiated court proceedings against a Canadian client stemming from engineering, procurement and construction management services that the Company provided in relation to the client's expansion of an ore-processing facility. The Company claimed from the client certain amounts due under the project contract. The client has counter-claimed alleging that the Company defaulted under the project contracts and is seeking damages.

### 31. CONTINGENT LIABILITIES (CONTINUED)

The Company has initiated court proceedings in the Qatar Trade and Investment Court (the “QTIC”) against a main contractor stemming from its involvement in a consortium that was a sub-contractor for mechanical, electrical and plumbing services in relation to the construction of a hospital. The Company claimed from the main contractor certain amounts due under the sub-contract. The Company’s consortium partner has also initiated court proceedings against the main contractor in the QTIC claiming certain amounts due to it under the sub-contract. The main contractor has counter-claimed alleging that the Company and its consortium partner defaulted under the sub-contract and is seeking damages. The QTIC dismissed all the claims and counterclaims on September 29, 2024. The main contractor, the Company and its consortium partner all appealed this decision to the Qatar Court of Appeal. On December 23, 2024, the Qatar Court of Appeal overturned the QTIC’s decision and returned the case to the QTIC. The QTIC delivered its judgment on February 3, 2025 again dismissing all the claims and counterclaims of the main contractor, the Company and its consortium partner. Consequently, on February 18, 2025 all parties appealed this decision to the Qatar Court of Appeal. This first hearing in the Qatar Court of Appeal is scheduled for March 16, 2025.

Due to the inherent uncertainties of litigation, it is not possible to (a) predict the final outcome of this and other legal proceedings generally, (b) determine if the amount included in the Company’s provisions is sufficient, or (c) determine the amount of potential losses, if any, that may be incurred in connection with any final judgment on these matters.

The Company is a party to other claims and litigation arising in the normal course of operations, including by clients, subcontractors, and suppliers presenting claims for, amongst other things, recovery of costs related to certain projects. Due to the inherent uncertainties of litigation and/or the early stage of certain proceedings, it is not possible to predict the final outcome of all ongoing claims and litigation at any given time or to determine the amount of any potential losses, if any. With respect to claims or litigation arising in the normal course of operations which are at a more advanced stage and which permit a better assessment of potential outcome, the Company does not expect the resolution of these matters to have a material adverse effect on its financial position or results of operations.

### 32. LEASES

#### Right-of-use assets

YEAR ENDED DECEMBER 31, 2024	OFFICE REAL ESTATE	EQUIPMENT	TOTAL
Depreciation expense on right-of-use assets	\$ 65,087	\$ 8,763	\$ 73,850
Additions	\$ 150,186	\$ 16,835	\$ 167,021
YEAR ENDED DECEMBER 31, 2023	OFFICE REAL ESTATE	EQUIPMENT	TOTAL
Depreciation expense on right-of-use assets	\$ 59,414	\$ 11,739	\$ 71,153
Additions	\$ 22,923	\$ 9,259	\$ 32,182
Net book value:			
<b>As at December 31, 2024</b>	<b>\$ 331,906</b>	<b>\$ 23,981</b>	<b>\$ 355,887</b>
As at December 31, 2023	\$ 234,009	\$ 20,742	\$ 254,751

#### Lease liabilities

As at December 31, 2024 and 2023, the Company’s lease liabilities included in the consolidated statements of financial position were as follows:

	DECEMBER 31 2024	DECEMBER 31 2023
Current portion of lease liabilities	\$ 78,906	\$ 74,887
Non-current portion of lease liabilities	410,094	316,414
	<b>\$ 489,000</b>	<b>\$ 391,301</b>

## 32. LEASES (CONTINUED)

The table below presents the future gross lease liabilities payments as at December 31, 2024 and 2023:

MATURITY	DECEMBER 31 2024	DECEMBER 31 2023
Not later than 1 year	\$ 109,097	\$ 97,468
Later than 1 year and not later than 5 years	295,524	226,318
Later than 5 years	228,358	200,540
	<b>\$ 632,979</b>	<b>\$ 524,326</b>

### Amounts recognized in the income statement

YEARS ENDED DECEMBER 31	2024	2023
Depreciation expense on right-of-use assets (Note 26A)	\$ 73,850	\$ 71,153
Interest expense on lease liabilities (Note 25)	\$ 25,662	\$ 20,304
Expense relating to short-term leases	\$ 380	\$ 1,185
Gain arising from sale and leaseback transactions	\$ 9	\$ —
Expense relating to variable lease payments not included in the measurement of the lease liabilities	\$ 26,588	\$ 31,421
Income from subleasing right-of-use assets	\$ 5,932	\$ 5,039
Impairment losses on right-of-use assets <sup>(1)</sup>	\$ 3,687	\$ 728

<sup>(1)</sup> Included in “Restructuring and transformation costs” in the consolidated income statements

### Amounts recognized in the statement of cash flows

Total cash outflows for leases amounted to \$134.5 million for the year ended December 31, 2024 (2023: \$133.3 million).

### Operating leases

Operating leases, in which the Company is the lessor, relate mainly to equipment owned by the Company. For the year ended December 31, 2024, the lease income on operating leases amounted to \$5.2 million (2023: \$13.8 million).

## 33. REMUNERATION

### A) EMPLOYEE REMUNERATION

Expenses recognized for employee benefits, including expenses recognized for key management remuneration and directors’ fees, are analyzed as follows:

YEARS ENDED DECEMBER 31	2024	2023
Short-term benefits <sup>(2)</sup>	\$ 4,487,241	\$ 3,925,746
Share-based payments	169,432	72,754
Defined contribution pension plans	196,851	180,111
Defined benefit pension plans, other long-term benefits and other post-employment benefits	20,187	12,108
	<b>\$ 4,873,711</b>	<b>\$ 4,190,719</b>

<sup>(2)</sup> Short-term benefits include mainly wages, salaries, social security contributions, sick leaves, profit-sharing and bonuses, non-monetary benefits and termination benefits that are expected to be settled within twelve months after the end of the annual reporting period.



### 33. REMUNERATION (CONTINUED)

#### B) KEY MANAGEMENT REMUNERATION AND DIRECTORS' FEES

Effective January 1, 2024, the Company's key management includes all employees who are members of the Executive Committee of AtkinsRéalis Group Inc. and all members of its Board of Directors.

In 2024, the number of individuals included as key management was 22 people (2023: 21 people<sup>(1)</sup>).

Expenses recognized for key management remuneration and directors' fees, even if the services were provided only for a portion of the year, are detailed as follows:

YEARS ENDED DECEMBER 31	2024	2023 <sup>(1)</sup>
Short-term benefits <sup>(2)</sup>	\$ 24,827	\$ 27,210
Share-based payments	58,029	30,908
Defined contribution pension plans and other long-term benefits	1,269	1,114
	<b>\$ 84,125</b>	<b>\$ 59,232</b>

<sup>(1)</sup> Effective January 1, 2024, the Company modified the definition of its key management to include (i) all members of the Executive Committee of AtkinsRéalis Group Inc.; and (ii) all members of its Board of Directors. The Company has restated the comparative figures accordingly to reflect the current year presentation.

<sup>(2)</sup> Short-term benefits include mainly wages, salaries, social security contributions, sick leaves, profit-sharing and bonuses and non-monetary benefits that are expected to be settled within twelve months after the end of the annual reporting period.

### 34. RELATED PARTY TRANSACTIONS

In the normal course of its operations, AtkinsRéalis enters into transactions with certain of its associates and joint ventures, mainly its Capital investments. Investments in which AtkinsRéalis has significant influence or joint control, which are accounted for by the equity method, are considered related parties.

For the years ended December 31, 2024 and 2023, the Company recognized the following transactions with its related parties:

YEARS ENDED DECEMBER 31	2024	2023
PS&PM revenue from contracts with investments accounted for by the equity method	\$ 270,116	\$ 376,320
Income from Capital investments accounted for by the equity method	94,264	101,193
Dividends and distributions received from Capital investments accounted for by the equity method	100,946	116,864
Income from PS&PM investments accounted for by the equity method	43,503	48,806
Dividends and distributions received from PS&PM investments accounted for by the equity method	\$ 52,830	\$ 44,688

As at December 31, 2024 and 2023, the Company had the following balances with its related parties:

	DECEMBER 31 2024	DECEMBER 31 2023
Trade receivables from investments accounted for by the equity method	\$ 115,580	\$ 161,001
Retentions on client contracts from investments accounted for by the equity method <sup>(3)</sup>	117,645	115,646
Remaining commitment to invest in Capital investments accounted for by the equity method <sup>(4)</sup> (Note 5C)	24,921	24,921
Dividends and distributions receivable from Capital investments accounted for by the equity method <sup>(5)</sup>	\$ 1,583	\$ 1,781

<sup>(3)</sup> Included in "Contract assets" or "Deferred revenues" in the statements of financial position

<sup>(4)</sup> Included in "Other current financial liabilities" in the statements of financial position

<sup>(5)</sup> Included in "Other current financial assets" in the statements of financial position

All of these related party transactions are measured at fair value.

### 35. SUBSIDIARIES, JOINT ARRANGEMENTS AND ASSOCIATES

The main subsidiaries, joint ventures, joint operations and associates of the Company at December 31, 2024 and 2023, except where otherwise indicated, in addition to their jurisdiction of incorporation and the percentage of voting shares beneficially owned, or controlled, or directed, directly or indirectly by the Company or the percentage of joint arrangement interest are set out below:

	DECEMBER 31 2024	DECEMBER 31 2023	
SUBSIDIARIES	%	%	COUNTRY
Atkins Energy Federal EPC, Inc.	100.0	100.0	United States
Atkins US Holdings Inc.	100.0	100.0	United States
AtkinsRealis Asia Limited (previously, Atkins China Limited)	100.0	100.0	China
AtkinsRealis Brasil Ltda. (previously, SNC-Lavalin Projetos Industriais Ltda.)	100.0	100.0	Brazil
AtkinsRéalis Canada Inc.	100.0	100.0	Canada
AtkinsRéalis Capital Inc.	100.0	100.0	Canada
AtkinsRéalis Construction (Pacific) Inc. [previously, SNC-Lavalin Constructors (Pacific) Inc.]	100.0	100.0	Canada
AtkinsRéalis (GB) Holdings Limited	100.0	100.0	United Kingdom
AtkinsRéalis (GBL) Limited	100.0	100.0	United Kingdom
AtkinsRéalis Highway Holding Inc.	100.0	100.0	Canada
AtkinsRéalis International Holdings Limited	100.0	100.0	United Kingdom
AtkinsRéalis Investments Inc.	100.0	100.0	Canada
AtkinsRéalis Ireland Limited (previously, WS Atkins Ireland Limited)	100.0	100.0	Ireland
AtkinsRéalis Major Projects Inc.	100.0	100.0	Canada
AtkinsRéalis Operations & Maintenance Inc.	100.0	100.0	Canada
AtkinsRéalis PPS Limited	100.0	100.0	United Kingdom
AtkinsRéalis Rail & Transit Limited	100.0	100.0	United Kingdom
AtkinsRéalis UK International Limited	100.0	100.0	United Kingdom
AtkinsRéalis UK Limited	100.0	100.0	United Kingdom
AtkinsRealis USA Holdings LLC	100.0	100.0	United States
AtkinsRealis USA Inc.	100.0	100.0	United States
AtkinsRéalis (WS) Limited	100.0	100.0	United Kingdom
Candu Energy Inc.	100.0	100.0	Canada
Faithful+Gould Saudi Arabia Limited <sup>(1)</sup>	51.0	51.0	Saudi Arabia
Isotek Systems, LLC	100.0	100.0	United States
Linxon India Private Limited <sup>(2)</sup>	51.0	51.0	India
Linxon Pvt Ltd	51.0	51.0	United Kingdom
Linxon Saudi Arabia Co. Ltd. <sup>(2)</sup>	51.0	51.0	Saudi Arabia
Linxon Sweden AB <sup>(2)</sup>	51.0	51.0	Sweden
Linxon Switzerland Ltd <sup>(2)</sup>	51.0	51.0	Switzerland
Linxon UK Ltd <sup>(2)</sup>	51.0	51.0	United Kingdom
Linxon US LLC <sup>(2)</sup>	51.0	51.0	United States
Protrans BC Operations Ltd.	100.0	100.0	Canada
SNC-Lavalin Algérie, EURL	100.0	100.0	Algeria
SNC Lavalin Arabia Co. Ltd.	100.0	100.0	Saudi Arabia
SNC-Lavalin ATP Inc.	100.0	100.0	Canada
SNC-Lavalin Europe B.V.	100.0	100.0	Netherlands

<sup>(1)</sup> Although the legal ownership of the Company in this entity is 51%, the allocation of profit or loss between the two shareholders has been determined based on certain contractual agreements.

<sup>(2)</sup> Linxon Pvt Ltd holds 100% of the equity shares of this subsidiary.

### 35. SUBSIDIARIES, JOINT ARRANGEMENTS AND ASSOCIATES (CONTINUED)

	DECEMBER 31 2024	DECEMBER 31 2023	
SUBSIDIARIES	%	%	COUNTRY
SNC-Lavalin International Inc.	100.0	100.0	Canada
SNC-Lavalin International S.A.S.	100.0	100.0	France
SNC-Lavalin Nuclear Inc.	100.0	100.0	Canada
SNC-Lavalin Romania S.A.	100.0	100.0	Romania
The SNC-Lavalin Corporation	100.0	100.0	United States
TransitNEXT General Partnership	100.0	100.0	Canada
WS Atkins & Partners Overseas	100.0	100.0	United Kingdom
WS Atkins & Partners Overseas Engineering Consultants <sup>(1)</sup>	75.0	75.0	Saudi Arabia
	DECEMBER 31 2024	DECEMBER 31 2023	
JOINT VENTURES	%	%	COUNTRY
<b>Capital investments</b>			
407 East Development Group General Partnership	50.0	50.0	Canada
407 International Inc. <sup>(2)</sup>	6.76	6.76	Canada
Crosslinx Transit Solutions General Partnership	25.0	25.0	Canada
Rideau Transit Group General Partnership	40.0	40.0	Canada
Groupe Signature sur le Saint-Laurent S.E.N.C.	50.0	50.0	Canada
<b>PS&amp;PM investments</b>			
Canadian National Energy Alliance Ltd.	50.0	50.0	Canada
Central Plateau Cleanup Company LLC	22.0	22.0	United States
Mid-America Conversion Services, LLC	42.0	42.0	United States
Washington River Protection Solutions LLC	40.0	40.0	United States
	DECEMBER 31 2024	DECEMBER 31 2023	
JOINT OPERATIONS	%	%	COUNTRY
Crosslinx Transit Solutions Constructors G.P.	25.0	25.0	Canada
NouvLR General Partnership	24.0	24.0	Canada
SLN-Aecon JV	40.0	40.0	Canada
SNC-Dragados-Pennecon G.P.	40.0	40.0	Canada
AtkinsRéalis / AECOM (previously, SNC-Lavalin / AECOM)	60.0	60.0	Canada
Transit Integrators BC Joint Venture	65.0	—	Canada
	DECEMBER 31 2024	DECEMBER 31 2023	
ASSOCIATES	%	%	COUNTRY
<b>Capital investments</b>			
AtkinsRéalis Infrastructure Partners LP (previously, SNC-Lavalin Infrastructure Partners LP)	20.0	20.0	Canada
Myah Tipaza S.p.A.	25.5	25.5	Algeria
Shariket Kahraba Hadjret En Nouss S.p.A.	26.0	26.0	Algeria

<sup>(1)</sup> Although the legal ownership of the Company in this entity is 75%, the allocation of profit or loss between the two shareholders has been determined based on certain contractual agreements.

<sup>(2)</sup> Although the Company holds less than 20% of the equity shares of 407 International Inc., the Company exercises joint control over this entity based on its contractual agreements.

## 36. TRANSACTION RELATED TO AN O&M CONTRACT AND RELATED INVESTMENTS

On March 5, 2024, AtkinsRéalis announced that it was undertaking the O&M work at the *Centre Hospitalier de l'Université de Montréal* ("CHUM"), a hospital complex in Canada, through a contract that will span a 26-year period. This contract with Health Montréal Collective Limited Partnership ("HMC L.P."), party to a public-private partnership with CHUM, resulted from a transaction whereby AtkinsRéalis acquired (i) 100% of the ownership interests in the entities performing the O&M contract with HMC L.P.; (ii) a 10% ownership interest in HMC L.P. valued at \$4.9 million (see Note 5A); and (iii) the receivable under an unsecured, subordinated long-term loan to HMC L.P. valued at \$16.9 million. This transaction, which was undertaken to expand AtkinsRéalis' business in Canada while leveraging its existing expertise in engineering and project management, was accounted for in accordance with IFRS 3, *Business combinations*, and this business has been consolidated from the effective date of acquisition, which was March 4, 2024.

### FAIR VALUE OF NET IDENTIFIABLE ASSETS (LIABILITIES) OF BUSINESS ACQUIRED

		MARCH 4 2024
Cash	\$	55,643
Other assets		54,334
Deferred revenues and other liabilities		(89,927)
<b>Fair value of net identifiable assets (liabilities) of business acquired</b>	<b>\$</b>	<b>20,050</b>

The above presents management's preliminary assessment of the fair values of assets acquired and liabilities assumed based on best estimates taking into account all relevant information available; the final allocation of the purchase price may therefore vary from the amounts presented above.

### NET CASH INFLOW FROM ACQUISITION OF A BUSINESS

YEAR ENDED DECEMBER 31		2024
Total purchase price paid in cash	\$	(20,050)
Cash at acquisition as per above		55,643
<b>Net cash inflow from acquisition of a business</b>	<b>\$</b>	<b>35,593</b>

## 37. EVENTS AFTER THE REPORTING PERIOD

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

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

### B) RENEWAL OF NORMAL COURSE ISSUER BID

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

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

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

### 37. EVENTS AFTER THE REPORTING PERIOD (CONTINUED)

#### *Sale of 5.06% Interest in Highway 407 ETR to Ferrovial*

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

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

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

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

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

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