



## Management's

## Discussion and Analysis

First Quarter of 2024 versus  
First Quarter of 2023

May 14, 2024

All financial information is in Canadian dollars, unless otherwise indicated

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May 14, 2024

Management's Discussion and Analysis ("MD&A") is designed to provide the reader with a greater understanding of the business of SNC-Lavalin Group Inc. (doing business under the name "AtkinsRéalis"), its business strategy and performance, as well as how it manages risk and capital resources. It is intended to enhance the understanding of the unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023 and accompanying notes, and should therefore **be read in conjunction with the annual Management's Discussion and Analysis dated February 29, 2024 ("2023 Annual MD&A") and the 2023 audited annual consolidated financial statements and accompanying notes ("2023 Annual Financial Statements")**, and should also be read together with the text below on forward-looking statements. References in this MD&A to the "Company", "AtkinsRéalis", "we", "us" and "our" mean, as the context may require, SNC-Lavalin Group Inc. (doing business under the name "AtkinsRéalis") and all or some of its subsidiaries or joint arrangements or associates, or SNC-Lavalin Group Inc. or one or more of its subsidiaries or joint arrangements or associates. Unless otherwise specified, references herein to "Sections" are to Sections of this MD&A.

The Company's quarterly and annual financial information, its Annual Information Form, its Management Proxy Circular, other financial documents and additional information relating to the Company are available on both the Company's website at [www.atkinsrealis.com](http://www.atkinsrealis.com) and through SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com). SEDAR+ is the electronic system for the official filing of documents by public companies with the Canadian securities regulatory authorities. None of the information contained on, or connected to, the AtkinsRéalis website is incorporated by reference into or otherwise forms part of this MD&A.

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

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

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

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

#### Performance

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

#### Liquidity

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

#### Other

- Organic revenue
- Organic revenue growth (contraction)

Definitions of all non-IFRS financial measures and ratios, supplementary financial measures, total of segments measures and non-financial information are provided in Section 9 to give the reader a better understanding of the indicators used by management. In addition, when applicable, the Company provides a quantitative reconciliation of the non-IFRS financial measures and ratios, as well as total of segments measures to the most directly comparable measure calculated in accordance with IFRS. Refer to Section 9 for references to the sections of this MD&A where these reconciliations are provided.

## Forward-Looking Statements

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

Forward-looking statements made in this MD&A and the Company's other public disclosure documents are based on a number of assumptions believed by the Company to be reasonable as at May 14, 2024. The assumptions are set out throughout the Company's 2023 Annual MD&A (particularly in the sections entitled "Critical Accounting Judgements and Key Sources of Estimation Uncertainty" and "How We Analyze and Report Our Results").

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

If these assumptions are inaccurate, the Company's actual results could differ materially from those expressed or implied in such forward-looking statements. In addition, important risk factors could cause the Company's assumptions and estimates to be inaccurate and actual results or events to differ materially from those expressed in or implied by these forward-looking statements. These risks include, but are not limited to, matters relating to: (a) fixed-price contracts or the Company's failure to meet contractual schedule, performance requirements or to execute projects efficiently; (b) backlog and contracts with termination for convenience provisions; (c) contract awards and timing; (d) being a provider of services to government agencies; (e) international operations; (f) nuclear liability; (g) ownership interests in investments; (h) dependence on third parties; (i) supply chain disruptions; (j) joint arrangements and partnerships; (k) information systems and data and compliance with privacy legislation; (l) artificial intelligence ("AI") and other innovative technologies; (m) qualified personnel; (n) strategic direction; (o) competition; (p) professional liability or liability for faulty services; (q) monetary damages and penalties in connection with professional and engineering reports and opinions; (r) gaps in insurance coverage; (s) health and safety; (t) work stoppages, union negotiations and other labour matters; (u) epidemics, pandemics and other health crises (v) global climate change, extreme weather conditions and the impact of natural or other disasters; (w) environmental, social and governance ("ESG"); (x) divestitures and the sale of significant assets; (y) intellectual property; (z) liquidity and financial position; (aa) indebtedness; (bb) impact of operating results and level of indebtedness on financial situation; (cc) security under the CDPQ Loan Agreement (as hereinafter defined); (dd) dependence on subsidiaries to help repay indebtedness; (ee) dividends; (ff) post-employment benefit obligations, including pension-related obligations; (gg) working capital requirements; (hh) collection from

customers; (ii) impairment of goodwill and other non-current intangible and tangible assets; (jj) the impact on the Company of legal and regulatory proceedings, investigations and dispute settlements; (kk) employee, agent or partner misconduct or failure to comply with anti-corruption and other government laws and regulations; (ll) reputation of the Company; (mm) inherent limitations to the Company's control framework; (nn) environmental laws and regulations; (oo) global economic conditions; (pp) inflation; (qq) fluctuations in commodity prices; and (rr) income taxes.

The Company cautions that the foregoing list of factors is not exhaustive. For more information on risks and uncertainties, and assumptions that could cause the Company's actual results to differ from current expectations, please refer to the sections "Risks and Uncertainties", "How We Analyze and Report Our Results" and "Critical Accounting Judgements and Key Sources of Estimation Uncertainty" in the Company's 2023 Annual MD&A and, when applicable, information updated in this MD&A.

The Company may, from time to time, make oral forward-looking statements. The Company advises that the above paragraphs and the risk factors described in this MD&A should be considered for a description of certain factors that could cause the actual results of the Company to differ materially from those in the oral forward-looking statements. The forward-looking statements herein reflect the Company's expectations as at May 14, 2024, the date on which the Company's Board of Directors approved this MD&A, and they are subject to change after such date. The Company does not undertake to update publicly or to revise any written or oral forward-looking information or statements whether as a result of new information, future events or otherwise, unless required by applicable legislation or regulation. The forward-looking information and statements contained herein are expressly qualified in their entirety by this cautionary statement. The Company is updating its full year 2024 guidance for organic revenue growth in the Nuclear segment and corporate selling general and administrative expenses from PS&PM (defined below), as set out in the earnings release to be issued by the Company on May 15, 2024 and filed on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com).

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# 1 Our Business

## 1.1 DESCRIPTION OF OUR BUSINESS

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

## 1.2 NEW OPERATIONAL STRUCTURE

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

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

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

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

## 2 How We Analyze and Report Our Results

### HOW WE REPORT OUR RESULTS

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

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

#### PS&PM

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

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

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

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

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

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

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

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

<sup>(1)</sup> Nuclear included one legacy LSTK construction contract, completed in 2023.

The Company derives its PS&PM revenues from reimbursable and engineering services contracts (first quarter of 2024: 89%; first quarter of 2023: 84%), standardized EPC contracts (first quarter of 2024: 8%; first quarter of 2023: 7%) and LSTK construction contracts (first quarter of 2024: 4%; first quarter of 2023: 9%).

## CAPITAL

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

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

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

It is the Company's view that the aggregate fair value of its Capital investments is significantly higher than their net book value of \$661.4 million as at March 31, 2024. The Company's remaining stake of 6.76% in 407 International Inc. ("Highway 407 ETR") represents the most significant portion of the total fair value of the Company's Capital investments portfolio.

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

(IN MILLIONS \$)	MARCH 31 2024	DECEMBER 31 2023
Highway 407 ETR <sup>(1)</sup>	\$ —	\$ —
Others	661.4	658.0
<b>Total</b>	<b>\$ 661.4</b>	<b>\$ 658.0</b>

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

# 3 Executive Summary – First Quarter of 2024

## 3.1 EXECUTIVE SUMMARY – KEY FINANCIAL INDICATORS

### FINANCIAL HIGHLIGHTS

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
<b>Income Statements</b>		
Revenues	\$ 2,264.3	\$ 2,023.1
Earnings before interest and taxes (“EBIT”)	102.1	87.5
EBITDA <sup>(1)</sup>	164.0	146.0
Net income	46.6	28.5
Diluted earnings per share (“Diluted EPS”) (in \$)	0.26	0.16
Revenues from PS&PM	2,257.7	2,006.7
Net income attributable to AtkinsRéalis shareholders from PS&PM	53.2	26.0
Adjusted net income attributable to AtkinsRéalis shareholders from PS&PM <sup>(1)</sup>	73.8	55.4
Diluted EPS from PS&PM (in \$)	0.30	0.15
Adjusted diluted EPS from PS&PM (in \$) <sup>(1)</sup>	0.42	0.32
<b>Financial Position &amp; Cash Flows</b>		
Cash and cash equivalents (2023 as at December 31)	\$ 557.8	\$ 473.6
Limited recourse debt (2023 as at December 31)	398.5	398.3
Recourse debt (2023 as at December 31)	1,491.4	1,420.5
Net limited recourse and recourse debt to Adjusted EBITDA ratio <sup>(1)</sup> (2023 as at December 31)	1.7	1.8
Net cash generated from (used for) operating activities	36.6	(57.3)
Free cash flow usage <sup>(1)</sup>	(10.6)	(92.7)
<b>Additional Indicator</b>		
Revenue backlog (as at March 31)	\$ 15,593.8	\$ 12,626.5

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

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

- Revenues in the first quarter of 2024 increased to \$2,264.3 million compared to \$2,023.1 million in the first quarter of 2023, from higher revenues from AtkinsRéalis Services, partially offset by lower revenues from LSTK Projects and Capital.
- Net income totaled \$46.6 million in the first quarter of 2024 compared to \$28.5 million in the first quarter of 2023. The main reasons for this increase were:
  - higher Segment Adjusted EBIT contributions from AtkinsRéalis Services, partially offset mainly by a lower contribution from Capital in the first quarter of 2024 compared to the first quarter of 2023;
  - lower restructuring and transformation costs in the first quarter of 2024 compared to the first quarter of 2023;
  - lower net financial expenses in the first quarter of 2024 compared to the first quarter of 2023;

The above items were partially offset by:

- a higher level of corporate selling, general and administrative expenses in the first quarter of 2024 compared to the first quarter of 2023; and
- a higher income tax expense in the first quarter of 2024 compared to the first quarter of 2023.

- Cash and cash equivalents of \$557.8 million as at March 31, 2024, compared to \$473.6 million as at December 31, 2023. The variance is attributable to the net cash generated from operating, investing and financing activities in the first quarter of 2024.
- Revenue backlog of \$15.6 billion as at March 31, 2024, higher than the revenue backlog of \$12.6 billion as at March 31, 2023.

## **3.2 EXECUTIVE SUMMARY – OTHER ITEMS**

### **ISSUANCE OF SERIES 8 DEBENTURES**

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

### **AMENDMENTS TO THE 2022 CREDIT AGREEMENT**

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

### **TRANSACTION RELATED TO AN O&M CONTRACT AND RELATED INVESTMENTS**

On March 5, 2024, AtkinsRéalis announced that it will undertake 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% ownership interests in the entities performing the O&M contract with HMC L.P.; (ii) a 10% ownership interest in HMC L.P. valued at \$4.9 million; and (iii) an unsecured, subordinated long-term loan to HMC L.P. valued at \$16.9 million. This transaction was undertaken to expand AtkinsRéalis’ business in Canada while leveraging its existing expertise in engineering and project management. Refer to Note 17 of the Company’s unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023.

# 4 Financial Performance Analysis

## 4.1 INCOME STATEMENT

The financial information presented in the table below has been derived from the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023 prepared in accordance with IAS 34, *Interim Financial Reporting*, with the exception of the "Additional financial indicators" section below, which includes certain non-IFRS financial measures and ratios.

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues	\$ 2,264.3	\$ 2,023.1
Segment Adjusted EBIT – Total	\$ 174.9	\$ 158.8
Corporate selling, general and administrative expenses	\$ 46.9	\$ 36.3
Restructuring and transformation costs	4.6	14.5
Amortization of intangible assets related to business combinations	20.9	20.6
Acquisition-related costs and integration costs	0.3	—
<b>EBIT</b>	<b>\$ 102.1</b>	<b>\$ 87.5</b>
Net financial expenses	\$ 38.0	\$ 47.4
<b>Earnings before income taxes</b>	<b>\$ 64.1</b>	<b>\$ 40.1</b>
Income tax expense	\$ 17.6	\$ 11.6
<b>Net income</b>	<b>\$ 46.6</b>	<b>\$ 28.5</b>
<b>Net income attributable to:</b>		
AtkinsRéalis shareholders	\$ 45.5	\$ 28.4
Non-controlling interests	1.0	—
<b>Net income</b>	<b>\$ 46.6</b>	<b>\$ 28.5</b>
<b>Earnings per share (in \$):</b>		
Basic	\$ 0.26	\$ 0.16
Diluted	\$ 0.26	\$ 0.16
<b>Net income (loss) attributable to AtkinsRéalis shareholders:</b>		
From PS&PM	\$ 53.2	\$ 26.0
From Capital	(7.7)	2.4
<b>Net income attributable to AtkinsRéalis shareholders</b>	<b>\$ 45.5</b>	<b>\$ 28.4</b>
<b>Earnings (loss) per share (in \$):</b>		
<b>Basic</b>	<b>\$ 0.26</b>	<b>\$ 0.16</b>
<b>Diluted:</b>		
From PS&PM	\$ 0.30	\$ 0.15
From Capital	(0.04)	0.01
<b>Diluted earnings per share</b>	<b>\$ 0.26</b>	<b>\$ 0.16</b>
<b>Additional financial indicators:</b>		
<b>Adjusted EBITDA from PS&amp;PM <sup>(1)</sup></b>	<b>\$ 174.8</b>	<b>\$ 155.9</b>
<b>Adjusted diluted EPS from PS&amp;PM (in \$) <sup>(1)</sup></b>	<b>\$ 0.42</b>	<b>\$ 0.32</b>

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

## 4.1.1 ANALYSIS OF REVENUES

(IN MILLIONS \$)	FIRST QUARTERS	
	2024	2023 <sup>(1)</sup>
Canada	\$ 370.9	\$ 300.6
UKI	607.0	594.7
USLA	415.8	367.8
AMEA	325.4	207.0
<b>Engineering Services Regions <sup>(2)</sup></b>	<b>\$ 1,719.0</b>	<b>\$ 1,470.1</b>
Nuclear	298.6	244.3
Linxon	158.8	121.5
<b>AtkinsRéalis Services – Total <sup>(2)</sup></b>	<b>\$ 2,176.4</b>	<b>\$ 1,835.9</b>
<b>LSTK Projects</b>	<b>\$ 81.3</b>	<b>\$ 170.8</b>
<b>PS&amp;PM – Total</b>	<b>\$ 2,257.7</b>	<b>\$ 2,006.7</b>
<b>Capital</b>	<b>\$ 6.6</b>	<b>\$ 16.3</b>
<b>Total</b>	<b>\$ 2,264.3</b>	<b>\$ 2,023.1</b>

<sup>(1)</sup> Comparative figures have been restated (refer to Section 8).

<sup>(2)</sup> Engineering Services Regions and AtkinsRéalis Services – Total are totals of segments measures, as reconciled to the most directly comparable measure specified under IFRS in this table.

Revenues for the first quarter of 2024 increased compared to the first quarter of 2023, reflecting higher revenues from AtkinsRéalis Services, partially offset by lower revenues from LSTK Projects and Capital.

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

In addition, information on revenues by geographic area and by type of contract is provided in Note 3 to the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023.

## 4.1.2 ANALYSIS OF CONSOLIDATED NET INCOME, EBIT AND EBITDA

### 4.1.2.1 NET INCOME (LOSS) ANALYSIS

(IN MILLIONS \$)	FIRST QUARTERS	
	2024	2023
Net income (loss) attributable to AtkinsRéalis shareholders		
From PS&PM	\$ 53.2	\$ 26.0
From Capital	(7.7)	2.4
<b>Net income attributable to AtkinsRéalis shareholders</b>	<b>\$ 45.5</b>	<b>\$ 28.4</b>
Non-controlling interests	1.0	—
<b>Net income</b>	<b>\$ 46.6</b>	<b>\$ 28.5</b>

### NET INCOME (LOSS) ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS FROM PS&PM

**Net income attributable to AtkinsRéalis shareholders from PS&PM was \$53.2 million for the first quarter of 2024**, compared to \$26.0 million for the first quarter of 2023. The increase was mainly due to i) higher Segment Adjusted EBIT contributions from AtkinsRéalis Services for the first quarter of 2024 compared to the first quarter of 2023, ii) lower restructuring and transformation costs for the first quarter of 2024 compared to the first quarter of 2023 and iii) lower net financial expenses for the first quarter of 2024 compared to the first quarter of 2023. This increase was partially offset mainly by i) a higher level of corporate selling, general and administrative expenses for the first quarter of 2024 compared to the first quarter of 2023; and ii) a higher income tax expense for the first quarter of 2024 compared to the first quarter of 2023.

## NET INCOME (LOSS) ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS FROM CAPITAL

Net loss attributable to AtkinsRéalis shareholders from Capital amounted to \$7.7 million for the first quarter of 2024, compared to a net income attributable to AtkinsRéalis shareholders from Capital of \$2.4 million for the first quarter of 2023. The net loss for the first quarter of 2024 was mainly due to a revised estimate on a financial asset held in one of the Company's investments.

## NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

Net income attributable to non-controlling interests amounted to \$1.0 million for the first quarter of 2024, compared to nil for the first quarter of 2023. The net income attributable to non-controlling interests for the first quarter of 2024 was mainly attributable to the allocation of net income to the non-controlling interest of Linxon.

### 4.1.2.2 CONSOLIDATED EBIT, EBITDA AND ADJUSTED EBITDA ANALYSIS

For the first quarter of 2024, EBIT was \$102.1 million, compared to \$87.5 million for the first quarter of 2023. The increase in EBIT was primarily due to (i) higher Segment Adjusted EBIT contributions from AtkinsRéalis Services, partially offset mainly by a lower contribution from Capital for the first quarter of 2024 compared to the first quarter of 2023; and (ii) lower restructuring and transformation costs for the first quarter of 2024 compared to the first quarter of 2023, partially offset mainly by (iii) a higher level of corporate selling, general and administrative expenses in the first quarter of 2024 compared to the first quarter of 2023.

EBITDA is a non-IFRS financial measure. EBITDA is defined and reconciled to net income in Section 9.

EBITDA was \$164.0 million for the first quarter of 2024, compared to \$146.0 million for the first quarter of 2023, with the increase being mainly explained by the same factors described above for EBIT. Adjusted EBITDA, a non-IFRS measure described in Section 9.1, amounted to \$168.9 million for the first quarter of 2024, compared to \$160.5 million for the first quarter of 2023. When excluding the results from Capital, Adjusted EBITDA from PS&PM, also a non-IFRS measure described in Section 9.1 (within the definition of Adjusted EBITDA), amounted to \$174.8 million for the first quarter of 2024, compared to \$155.9 million for the first quarter of 2023.

### 4.1.3 ANALYSIS OF OTHER LINE ITEMS IN THE INCOME STATEMENT

#### 4.1.3.1 CORPORATE SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

(IN MILLIONS \$)	FIRST QUARTERS					
	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Corporate selling, general and administrative expenses before gain arising on financial instruments at fair value through profit or loss	\$ 44.9	\$ 7.0	\$ 51.9	\$ 33.3	\$ 7.0	\$ 40.4
Gain arising on financial instruments at fair value through profit or loss	(5.0)	—	(5.0)	(4.1)	—	(4.1)
<b>Corporate selling, general and administrative expenses</b>	<b>\$ 39.9</b>	<b>\$ 7.0</b>	<b>\$ 46.9</b>	<b>\$ 29.2</b>	<b>\$ 7.0</b>	<b>\$ 36.3</b>

Corporate selling, general and administrative expenses before gain arising on financial instruments at fair value through profit or loss increased to \$51.9 million for the first quarter of 2024, compared to \$40.4 million for the first quarter of 2023, mainly due to revised estimates on long-term employee incentives.

The gain arising on financial instruments at fair value through profit or loss amounted to \$5.0 million for the first quarter of 2024 (first quarter of 2023: a gain of \$4.1 million).

#### 4.1.3.2 RESTRUCTURING AND TRANSFORMATION COSTS

(IN MILLIONS \$)	FIRST QUARTERS			
	2024		2023	
Restructuring costs	\$	1.2	\$	7.7
Transformation costs		3.4		6.9
<b>Restructuring and transformation costs</b>	<b>\$</b>	<b>4.6</b>	<b>\$</b>	<b>14.5</b>

The Company's restructuring and transformation costs decreased to \$4.6 million for the first quarter of 2024, compared to \$14.5 million for the first quarter of 2023.

The restructuring costs of \$1.2 million in the first quarter of 2024 and \$7.7 million in the first quarter of 2023 were mainly for severances. The restructuring costs incurred in the first quarter of 2023 were mainly related to the AMEA segment.

#### 4.1.3.3 AMORTIZATION OF INTANGIBLE ASSETS RELATED TO BUSINESS COMBINATIONS

(IN MILLIONS \$)	FIRST QUARTERS			
	2024		2023	
<b>Amortization of intangible assets related to business combinations</b>	<b>\$</b>	<b>20.9</b>	<b>\$</b>	<b>20.6</b>

Amortization of intangible assets related to business combinations amounted to \$20.9 million for the first quarter of 2024 and \$20.6 million for the first quarter of 2023, both mainly attributable to the amortization expense of intangible assets related to Atkins, which was acquired in 2017.

#### 4.1.3.4 NET FINANCIAL EXPENSES

(IN MILLIONS \$)	FIRST QUARTERS						
	2024			2023			
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL	
Financial income	\$ (3.8)	\$ (0.7)	\$ (4.5)	\$ (3.4)	\$ (0.1)	\$ (3.5)	
Interest on debt:							
Recourse	21.6	—	21.6	23.2	—	23.2	
Limited recourse	9.0	—	9.0	7.8	—	7.8	
Non-recourse	0.4	2.2	2.6	1.5	1.8	3.3	
Net foreign exchange losses (gains)	(2.1)	—	(2.1)	4.1	—	4.1	
Interest on lease liabilities	5.1	—	5.1	6.1	—	6.1	
Other	6.4	—	6.4	6.4	—	6.4	
<b>Net financial expenses</b>	<b>\$ 36.5</b>	<b>\$ 1.5</b>	<b>\$ 38.0</b>	<b>\$ 45.7</b>	<b>\$ 1.7</b>	<b>\$ 47.4</b>	

Net financial expenses from PS&PM amounted to \$36.5 million for the first quarter of 2024, compared to \$45.7 million for the first quarter of 2023. This was mainly due to net foreign exchange gains in the first quarter of 2024 compared to net foreign exchange losses in the first quarter of 2023.

Net financial expenses from Capital decreased to \$1.5 million for the first quarter of 2024, compared to \$1.7 million for the first quarter of 2023, mainly due to increased financial income.

#### 4.1.3.5 INCOME TAXES

(IN MILLIONS \$)	FIRST QUARTERS					
	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Earnings (loss) before income taxes	\$ 71.6	\$ (7.4)	\$ 64.1	\$ 37.1	\$ 2.9	\$ 40.1
Income tax expense	\$ 17.3	\$ 0.3	\$ 17.6	\$ 11.1	\$ 0.5	\$ 11.6
<b>Effective income tax rate (%)</b>	<b>24.2%</b>	<b>N/A</b>	<b>27.4%</b>	29.8%	17.4%	28.9%

For the first quarter of 2024, the Company recognized an income tax expense of \$17.6 million, compared to \$11.6 million for the first quarter of 2023.

For the first quarter of 2024, the effective income tax rate from PS&PM was lower than the Canadian statutory income tax rate of 26.4%, mainly due to the geographic mix of earnings, partially offset by net losses not affected by tax, non-deductible expenses and other permanent items.

For the first quarter of 2023, the effective income tax rate from PS&PM was higher than the Canadian statutory income tax rate of 26.3%, mainly due to non-deductible expenses and other permanent items, partially offset by the geographic mix of earnings.

The income tax expense from Capital for the first quarter of 2024 was mainly due to the non-deductible portion of the net loss for the period.

For the first quarter of 2023, the effective income tax rate from Capital was lower than the Canadian statutory income tax rate of 26.3%, mainly due to the non-taxable portion of investment income.



## 4.1.4 ANALYSIS OF SEGMENT RESULTS AND PERFORMANCE

### 4.1.4.1 ENGINEERING SERVICES REGIONS

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

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Total Segment Revenues from Engineering Services Regions	\$ 1,719.0	\$ 1,470.1
Total Segment Adjusted EBIT from Engineering Services Regions <sup>(1)</sup>	\$ 146.0	\$ 122.9
Total Segment Adjusted EBIT to revenues ratio from Engineering Services Regions (%)	8.5%	8.4%
Additional information		
Total net revenue from Engineering Services Regions <sup>(2)</sup>	\$ 1,175.6	\$ 1,049.4
Total Segment Adjusted EBITDA from Engineering Services Regions <sup>(2)</sup>	\$ 176.8	\$ 151.7
Total Segment Adjusted EBITDA to net revenue from Engineering Services Regions ratio (%) <sup>(2)</sup>	15.0%	14.5%
Backlog (as at March 31)	\$ 11,969.1	\$ 10,099.1
Booking-to-revenue ratio (%) <sup>(2)</sup>	106%	106%

<sup>(1)</sup> Total Segment Adjusted EBIT from Engineering Services Regions is a total of segments measure. Please refer to Section 9.4.4 for a reconciliation of this financial measure to the most directly comparable measure specified under IFRS.

<sup>(2)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**Engineering Services Regions revenues were \$1,719.0 million for the first quarter of 2024**, compared to \$1,470.1 million for the first quarter of 2023, a 16.9% increase. Excluding the effect of foreign currency changes, acquisitions and disposals, Engineering Services Regions organic revenue growth (a non-IFRS ratio described in Section 9) was 17.9% when compared to the same period of 2023. Backlog increased to a record-high level of \$11,969.1 million as at March 31, 2024, compared to \$10,099.1 million as at March 31, 2023.

### OTHER KEY PERFORMANCE INDICATOR

(IN NUMBER OF DAYS)	MARCH 31	MARCH 31
	2024	2023
DSO for the Engineering Services Regions <sup>(1)</sup>	52 days	56 days

<sup>(1)</sup> DSO is a supplementary financial measure. Please refer to Section 9 for further information on this measure.

DSO for the Engineering Services Regions stood at 52 days as at March 31, 2024 compared to 56 days as at March 31, 2023.

#### 4.1.4.1.1 CANADA

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues from Canada	\$ 370.9	\$ 300.6
Segment Adjusted EBIT from Canada	\$ 15.9	\$ 9.3
Segment Adjusted EBIT to revenues ratio from Canada (%)	4.3%	3.1%
Additional information		
Segment net revenue from Canada <sup>(1)</sup>	\$ 185.9	\$ 159.8
Segment Adjusted EBITDA from Canada <sup>(1)</sup>	\$ 21.7	\$ 15.0
Segment Adjusted EBITDA to segment net revenue from Canada ratio (%) <sup>(1)</sup>	11.7%	9.4%
Backlog (as at March 31)	\$ 7,282.4	\$ 5,975.6
Booking-to-revenue ratio (%) <sup>(1)</sup>	81%	66%

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**Revenues from Canada were \$370.9 million for the first quarter of 2024**, compared to \$300.6 million for the first quarter of 2023, a 23.4% increase. This increase was driven by strong volume growth year-over-year and

progress on contracts primarily within the transportation, industrial and power & renewables markets. Excluding the effect of foreign currency changes and acquisitions, Canada organic revenue growth (a non-IFRS ratio described in Section 9) was 21.8% when compared to the same period of 2023. Backlog increased to \$7,282.4 million as at March 31, 2024, compared to \$5,975.6 million as at March 31, 2023. This increase was mainly due to the approximately \$1.4 billion of revenue backlog from the acquisition of the remaining 26-year O&M contract related to the CHUM hospital complex as well as project wins in the buildings & places and transportation markets. It should be noted that the 81% booking-to-revenue ratio (a non-IFRS ratio described in Section 9) for Canada in the first quarter of 2024 excludes this \$1.4 billion addition, since it is treated as a business combination for accounting purposes (refer to Section 9.4.3 for the calculation of this ratio).

**Segment Adjusted EBIT from Canada increased to \$15.9 million (Segment Adjusted EBITDA of \$21.7 million) for the first quarter of 2024**, compared to \$9.3 million (Segment Adjusted EBITDA of \$15.0 million) for the first quarter of 2023. The increase was mainly driven by the same reasons stated for revenues above.

**Segment Adjusted EBITDA to segment net revenue from Canada ratio was 11.7% for the first quarter of 2024**, compared to 9.4% for the first quarter of 2023, driven by a higher margin business mix. Refer to Section 9.4.6 for the calculation of this ratio.

#### 4.1.4.1.2 UKI

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues from UKI	\$ 607.0	\$ 594.7
Segment Adjusted EBIT from UKI	\$ 61.0	\$ 57.7
Segment Adjusted EBIT to revenues ratio from UKI (%)	10.1%	9.7%
Additional information		
Segment net revenue from UKI <sup>(1)</sup>	\$ 479.7	\$ 467.1
Segment Adjusted EBITDA from UKI <sup>(1)</sup>	\$ 74.1	\$ 70.4
Segment Adjusted EBITDA to segment net revenue from UKI ratio (%) <sup>(1)</sup>	15.5%	15.1%
Backlog (as at March 31)	\$ 1,688.3	\$ 1,525.5
Booking-to-revenue ratio (%) <sup>(1)</sup>	147%	99%

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**UKI revenues were \$607.0 million for the first quarter of 2024**, compared to \$594.7 million for the first quarter of 2023, a 2.1% increase. This increase was driven primarily by volume growth year-on-year in defense, buildings & places and transportation markets. Excluding the effect of foreign currency changes and the disposal of a Scandinavian Engineering Services business in 2023, UKI organic revenue growth (a non-IFRS ratio described in Section 9) was 4.8% when compared to the same period in 2023. Backlog increased to \$1,688.3 million as at March 31, 2024, compared to \$1,525.5 million as at March 31, 2023.

**Segment Adjusted EBIT from UKI increased to \$61.0 million (Segment Adjusted EBITDA of \$74.1 million) for the first quarter of 2024**, compared to \$57.7 million (Segment Adjusted EBITDA of \$70.4 million) for the first quarter of 2023. The increase was mainly driven by the higher level of revenue.

**Segment Adjusted EBITDA to segment net revenue from UKI ratio was 15.5% for the first quarter of 2024**, compared to 15.1% for the first quarter of 2023. Refer to Section 9.4.6 for the calculation of this ratio.

#### 4.1.4.1.3 USLA

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues from USLA	\$ 415.8	\$ 367.8
Segment Adjusted EBIT from USLA	\$ 39.3	\$ 39.6
Segment Adjusted EBIT to revenues ratio from USLA (%)	9.4%	10.8%
Additional information		
Segment net revenue from USLA <sup>(1)</sup>	\$ 314.4	\$ 289.4
Segment Adjusted EBITDA from USLA <sup>(1)</sup>	\$ 46.1	\$ 46.5
Segment Adjusted EBITDA to segment net revenue from USLA ratio (%) <sup>(1)</sup>	14.7%	16.1%
Backlog (as at March 31)	\$ 1,574.6	\$ 1,438.7
Booking-to-revenue ratio (%) <sup>(1)</sup>	106%	109%

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**USLA revenues were \$415.8 million for the first quarter of 2024**, compared to \$367.8 million for the first quarter of 2023, a 13.0% increase. This increase was driven primarily by higher volumes in minerals & metals, transportation and water markets. Excluding the effect of foreign currency changes, USLA organic revenue growth (a non-IFRS ratio described in Section 9) was 13.3% when compared to the same period in 2023. Backlog increased to \$1,574.6 million as at March 31, 2024, compared to \$1,438.7 million as at March 31, 2023.

**Segment Adjusted EBIT from USLA was \$39.3 million (Segment Adjusted EBITDA of \$46.1 million) for the first quarter of 2024**, in line with \$39.6 million (Segment Adjusted EBITDA of \$46.5 million) for the first quarter of 2023.

**Segment Adjusted EBITDA to segment net revenue from USLA ratio was 14.7% for the first quarter of 2024**, compared to 16.1% for the first quarter of 2023, with the reduction year-on-year primarily driven by lower income from our emergency response activities and other changes in business margin mix. Refer to Section 9.4.6 for the calculation of this ratio.

#### 4.1.4.1.4 AMEA

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues from AMEA	\$ 325.4	\$ 207.0
Segment Adjusted EBIT from AMEA	\$ 29.7	\$ 16.4
Segment Adjusted EBIT to revenues ratio from AMEA (%)	9.1%	7.9%
Additional information		
Segment net revenue from AMEA <sup>(1)</sup>	\$ 195.7	\$ 133.0
Segment Adjusted EBITDA from AMEA <sup>(1)</sup>	\$ 34.9	\$ 19.9
Segment Adjusted EBITDA to segment net revenue from AMEA ratio (%) <sup>(1)</sup>	17.8%	14.9%
Backlog (as at March 31)	\$ 1,423.8	\$ 1,159.3
Booking-to-revenue ratio (%) <sup>(1)</sup>	57%	177%

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**AMEA revenues were \$325.4 million for the first quarter of 2024**, compared to \$207.0 million for the first quarter of 2023, a 57.2% increase. This increase was driven primarily by higher volume in the buildings & places market in the Middle East. Excluding the effect of foreign currency changes, AMEA organic revenue growth (a non-IFRS ratio described in Section 9) was 57.9% when compared to the same period in 2023. Backlog increased to \$1,423.8 million as at March 31, 2024, compared to \$1,159.3 million as at March 31, 2023.

**Segment Adjusted EBIT from AMEA increased to \$29.7 million (Segment Adjusted EBITDA of \$34.9 million) for the first quarter of 2024**, compared to \$16.4 million (Segment Adjusted EBITDA of \$19.9 million) for the first quarter of 2023. The increase was mainly driven by the higher level of revenue.

**Segment Adjusted EBITDA to segment net revenue from AMEA ratio was 17.8% for the first quarter of 2024**, compared to 14.9% for the first quarter of 2023, driven by a higher margin business mix. Refer to Section 9.4.6 for the calculation of this ratio.

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

#### 4.1.4.2 NUCLEAR

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues from Nuclear	\$ 298.6	\$ 244.3
Segment Adjusted EBIT from Nuclear	\$ 39.0	\$ 32.7
Segment Adjusted EBIT to revenues ratio from Nuclear (%)	13.1%	13.4%
Additional information		
Segment Adjusted EBITDA from Nuclear <sup>(1)</sup>	\$ 43.5	\$ 36.0
Backlog (as at March 31)	\$ 1,844.2	\$ 985.8
Booking-to-revenue ratio (%) <sup>(1)</sup>	97%	121%

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**Nuclear revenues amounted to \$298.6 million for the first quarter of 2024**, compared to \$244.3 million for the first quarter of 2023, a 22.2% increase. This was primarily due to higher volumes mainly from Europe and Canada. Excluding the effect of foreign currency changes, Nuclear organic revenue growth (a non-IFRS ratio described in Section 9) was 20.9% when compared to the same period in 2023. Nuclear backlog increased to \$1,844.2 million as at March 31, 2024 compared to \$985.8 million as at March 31, 2023, notably from the addition of life extension projects.

**For the first quarter of 2024, the Segment Adjusted EBIT from Nuclear increased to \$39.0 million (Segment Adjusted EBITDA of \$43.5 million)**, compared to \$32.7 million for the first quarter of 2023 (Segment Adjusted EBITDA of \$36.0 million). The increase was mainly driven by the higher level of revenues described above.

#### 4.1.4.3 LINXON

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenues from Linxon	\$ 158.8	\$ 121.5
Segment Adjusted EBIT from Linxon	\$ 1.8	\$ 0.8
Segment Adjusted EBIT to revenues ratio from Linxon (%)	1.2%	0.7%
Additional information		
Backlog (as at March 31)	\$ 1,457.2	\$ 994.4
Booking-to-revenue ratio (%) <sup>(1)</sup>	111%	193%

<sup>(1)</sup> Non-IFRS financial measure or ratio or supplementary financial measure. Please refer to Section 9 for further information on these measures and for the reference to the reconciliation of these financial measures to the most directly comparable measure specified under IFRS, when applicable.

**Linxon revenues were \$158.8 million for the first quarter of 2024**, compared to \$121.5 million for the first quarter of 2023, a 30.7% increase, mainly due to an increase in the level of activity primarily due to projects in Europe, Asia Pacific and the Middle East. Excluding the effect of foreign currency changes, Linxon organic revenue growth (a non-IFRS ratio described in Section 9) was 29.7% when compared to the same period in 2023. Linxon backlog increased to \$1,457.2 million as at March 31, 2024 compared to \$994.4 million as at March 31, 2023, mainly from new projects in the United States, Asia Pacific, the Middle East, and Europe.

**For the first quarter of 2024, Segment Adjusted EBIT from Linxon was \$1.8 million**, compared to \$0.8 million for the first quarter of 2023, mainly due to the increased level of activity mentioned above.

#### 4.1.4.4 LSTK PROJECTS

(IN MILLIONS \$)	FIRST QUARTERS	
	2024	2023
Revenues from LSTK Projects	\$ 81.3	\$ 170.8
Segment Adjusted EBIT from LSTK Projects	\$ (13.0)	\$ (9.2)
Backlog (as at March 31)	\$ 298.8	\$ 517.9

**LSTK Projects revenues were \$81.3 million for the first quarter of 2024**, compared to \$170.8 million for the first quarter of 2023, as the LSTK Projects backlog continued to reduce as part of the Company's strategy to exit this segment of business.

**The Segment Adjusted EBIT from LSTK Projects was negative \$13.0 million for the first quarter of 2024**, compared to a negative Segment Adjusted EBIT of \$9.2 million for the first quarter of 2023, mainly due to segment overhead costs from the ongoing efforts to bring the remaining projects to completion for both periods.

#### 4.1.4.5 CAPITAL

(IN MILLIONS \$)	FIRST QUARTERS	
	2024	2023
<b>Revenues from Capital</b>	\$ 6.6	\$ 16.3
Segment Adjusted EBIT from Capital investments:		
From Highway 407 ETR	—	—
From other Capital investments <sup>(1)</sup>	1.1	11.6
<b>Segment Adjusted EBIT from Capital</b>	\$ 1.1	\$ 11.6

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

**Revenues from Capital for the first quarter of 2024 decreased to \$6.6 million**, compared to \$16.3 million for the first quarter of 2023, mainly due to a revised estimate on a financial asset held in one of the Company's investments.

**Segment Adjusted EBIT from Capital decreased to \$1.1 million for the first quarter of 2024**, compared to \$11.6 million for the first quarter of 2023. The decrease was driven by the same reason as stated above for revenues.

# 5

## Backlog (Remaining Performance Obligations)

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

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

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

## REVENUE BACKLOG BY SEGMENT

The following table provides a breakdown of revenue backlog by segment.

(IN MILLIONS \$) BY SEGMENT	MARCH 31 2024	DECEMBER 31 2023 <sup>(1)</sup>	MARCH 31 2023 <sup>(1)</sup>
Canada	\$ 7,282.4	\$ 5,935.3	\$ 5,975.6
UKI	1,688.3	1,401.9	1,525.5
USLA	1,574.6	1,550.7	1,438.7
AMEA	1,423.8	1,564.7	1,159.3
<b>Engineering Services Regions</b>	<b>\$ 11,969.1</b>	<b>\$ 10,452.6</b>	<b>\$ 10,099.1</b>
Nuclear	\$ 1,844.2	\$ 1,854.0	\$ 985.8
Linxon	1,457.2	1,439.2	994.4
<b>AtkinsRéalis Services – Total</b>	<b>\$ 15,270.5</b>	<b>\$ 13,745.8</b>	<b>\$ 12,079.3</b>
<b>LSTK Projects</b>	<b>\$ 298.8</b>	<b>\$ 364.6</b>	<b>\$ 517.9</b>
<b>PS&amp;PM – Total</b>	<b>\$ 15,569.3</b>	<b>\$ 14,110.4</b>	<b>\$ 12,597.2</b>
<b>Capital <sup>(2)</sup></b>	<b>\$ 24.5</b>	<b>\$ 23.0</b>	<b>\$ 29.3</b>
<b>Total</b>	<b>\$ 15,593.8</b>	<b>\$ 14,133.4</b>	<b>\$ 12,626.5</b>

<sup>(1)</sup> Comparative figures have been restated (refer to Section 8).

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

**The Company's revenue backlog increased to \$15.6 billion as at March 31, 2024, compared to \$14.1 billion as at December 31, 2023, due to an increase mainly in Canada, UKI, USLA and Linxon, partially offset by a decrease mainly in AMEA and LSTK Projects.**

The increase in revenue backlog from Canada was mainly due to approximately \$1.4 billion of revenue backlog from the acquisition during the first quarter of 2024 of the remaining 26-year O&M contract related to the CHUM hospital complex.



## BACKLOG BY TYPE OF CONTRACT

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

AT MARCH 31, 2024 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	REIMBURSABLE AND ENGINEERING SERVICES CONTRACTS		STANDARDIZED EPC CONTRACTS		LSTK CONSTRUCTION CONTRACTS	
Canada	\$ 7,282.4	100%	\$ —	—%	\$ —	—%
UKI	1,688.3	100%	—	—%	—	—%
USLA	1,574.6	100%	—	—%	—	—%
AMEA	1,263.2	89%	160.5	11%	—	—%
<b>Engineering Services Regions</b>	<b>\$ 11,808.6</b>	<b>99%</b>	<b>\$ 160.5</b>	<b>1%</b>	<b>\$ —</b>	<b>—%</b>
Nuclear	\$ 1,844.2	100%	\$ —	—%	\$ —	—%
Linxon	2.4	—%	1,454.8	100%	—	—%
<b>AtkinsRéalis Services – Total</b>	<b>\$ 13,655.2</b>	<b>89%</b>	<b>\$ 1,615.3</b>	<b>11%</b>	<b>\$ —</b>	<b>—%</b>
<b>LSTK Projects</b>	<b>\$ —</b>	<b>—%</b>	<b>\$ —</b>	<b>—%</b>	<b>\$ 298.8</b>	<b>100%</b>
<b>PS&amp;PM – Total</b>	<b>\$ 13,655.2</b>	<b>88%</b>	<b>\$ 1,615.3</b>	<b>10%</b>	<b>\$ 298.8</b>	<b>2%</b>
<b>Capital</b>	<b>\$ 24.5</b>	<b>100%</b>	<b>\$ —</b>	<b>—%</b>	<b>\$ —</b>	<b>—%</b>
<b>Total</b>	<b>\$ 13,679.7</b>	<b>88%</b>	<b>\$ 1,615.3</b>	<b>10%</b>	<b>\$ 298.8</b>	<b>2%</b>

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

AT MARCH 31, 2023 <sup>(1)</sup> (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	REIMBURSABLE AND ENGINEERING SERVICES CONTRACTS		STANDARDIZED EPC CONTRACTS		LSTK CONSTRUCTION CONTRACTS	
Canada	\$ 5,975.6	100%	\$ —	—%	\$ —	—%
UKI	1,525.5	100%	—	—%	—	—%
USLA	1,438.7	100%	—	—%	—	—%
AMEA	1,064.4	92%	94.9	8%	—	—%
<b>Engineering Services Regions</b>	<b>\$ 10,004.2</b>	<b>99%</b>	<b>\$ 94.9</b>	<b>1%</b>	<b>\$ —</b>	<b>—%</b>
Nuclear	\$ 983.1	100%	\$ —	—%	\$ 2.7	—%
Linxon	6.2	1%	988.2	99%	—	—%
<b>AtkinsRéalis Services - Total</b>	<b>\$ 10,993.4</b>	<b>91%</b>	<b>\$ 1,083.1</b>	<b>9%</b>	<b>\$ 2.7</b>	<b>—%</b>
<b>LSTK Projects</b>	<b>\$ —</b>	<b>—%</b>	<b>\$ —</b>	<b>—%</b>	<b>\$ 517.9</b>	<b>100%</b>
<b>PS&amp;PM - Total</b>	<b>\$ 10,993.4</b>	<b>87%</b>	<b>\$ 1,083.1</b>	<b>9%</b>	<b>\$ 520.6</b>	<b>4%</b>
<b>Capital</b>	<b>\$ 29.3</b>	<b>100%</b>	<b>\$ —</b>	<b>—%</b>	<b>\$ —</b>	<b>—%</b>
<b>Total</b>	<b>\$ 11,022.7</b>	<b>87%</b>	<b>\$ 1,083.1</b>	<b>9%</b>	<b>\$ 520.6</b>	<b>4%</b>

<sup>(1)</sup> Comparative figures have been restated (refer to Section 8).



## 6 Liquidity and Capital Resources

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

- A **cash flow analysis**, providing details on how the Company generated and used its cash and cash equivalents;
- A presentation of the Company's **capital resources**;
- An update on the Company's **debt and financing agreements** and a presentation of its **capital management indicators**;
- An update on the Company's **credit ratings**;
- A presentation of the Company's **dividends declared** and **normal course issuer bid**;
- A review of the Company's **contractual obligations** and **financial instruments**, which provides additional information for a better understanding of the Company's financial situation; and
- A review of the Company's **financial position** as at March 31, 2024, compared to its financial position as at December 31, 2023.

### 6.1 CASH FLOW ANALYSIS

#### SUMMARY OF CASH FLOWS

THREE MONTHS ENDED MARCH 31 (IN MILLIONS \$)	2024	2023
Cash flows generated from (used for):		
Operating activities	\$ 36.6	\$ (57.3)
Investing activities	9.4	(41.8)
Financing activities	37.0	88.5
Increase from exchange differences on translating cash and cash equivalents	1.2	1.7
Net increase (decrease) in cash and cash equivalents	\$ 84.2	\$ (9.0)
Cash and cash equivalents at beginning of period	473.6	570.3
Cash and cash equivalents at end of period	\$ 557.8	\$ 561.3

**Cash and cash equivalents increased by \$84.2 million for the first quarter of 2024**, compared to a decrease of \$9.0 million for the first quarter of 2023, as discussed further below.

## OPERATING ACTIVITIES

**Net cash generated from operating activities totaled \$36.6 million for the first quarter of 2024**, compared to net cash used for operating activities of \$57.3 million for the first quarter of 2023, a variance reconciled as follows:

(IN MILLIONS \$)	THREE-MONTH PERIOD
<b>Net cash used for operating activities for the first three months of 2023</b>	<b>\$ (57.3)</b>
<b>Changes between the first three months of 2024 and the first three months of 2023:</b>	
Increase in net income	18.1
Decrease in income taxes paid	14.8
Increase in income tax expense recognized in net income	6.0
Decrease in net financial expenses recognized in net income	(9.4)
Decrease in interest paid	8.5
Decrease in income from Capital investments accounted for by the equity method	11.2
Decrease in dividends and distributions received from Capital investments accounted for by the equity method	(5.0)
Increase in expense recognized in respect of cash-settled share-based payment arrangements	28.1
Increase in income from PS&PM investments accounted for by the equity method	(3.5)
Decrease in dividends and distributions received from PS&PM investments accounted for by the equity method	(13.4)
Lower net change in provisions related to forecasted losses on certain contracts	9.7
Decrease in restructuring and transformation costs recognized in net income	(9.9)
Decrease in restructuring and transformation costs paid	3.3
Variance from net change in other provisions	(24.7)
Other items	15.5
Changes in net cash used for operating activities before net change in non-cash working capital items	\$ 49.4
Variance from net change in non-cash working capital items	44.5
<b>Net cash generated from operating activities for the first three months of 2024</b>	<b>\$ 36.6</b>

- **Net cash generated from operating activities before net change in non-cash working capital items totaled \$137.8 million for the first quarter of 2024**, compared to \$88.4 million for the first quarter of 2023.
- As detailed in Note 10C to the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023, **net change in non-cash working capital items used net cash of \$101.2 million for the first quarter of 2024**, compared to net cash used of \$145.7 million for the first quarter of 2023. This difference reflected a favourable variance mainly in contract assets, trade receivables, other current financial assets and trade payables and accrued liabilities, partially offset by an unfavourable variance in deferred revenues, other current non-financial liabilities and other current non-financial assets.
- From a business line perspective, AtkinsRéalis Services generated \$271.0 million of net cash from operating activities for the first quarter of 2024 compared to \$94.1 million generated for the first quarter of 2023, while LSTK Projects used \$100.8 million of net cash for operating activities for the first quarter of 2024 compared to \$103.1 million used for the first quarter of 2023. The remaining variance in net cash related to operating activities came from Capital, corporate activities and items not allocated to the Company's segments. Net cash generated from (used for) operating activities on a line of business/segment basis is a supplementary financial measure. An explanation of the composition of this supplementary financial measure is provided in Section 9.2.

## INVESTING ACTIVITIES

**Net cash generated from investing activities amounted to \$9.4 million for the first quarter of 2024**, compared to net cash used for investing activities of \$41.8 million for the first quarter of 2023, a variance reconciled as follows:

(IN MILLIONS \$)	THREE-MONTH PERIOD
Net cash used for investing activities for the first three months of 2023	\$ (41.8)
<b>Changes between the first three months of 2024 and the first three months of 2023:</b>	
Increase in acquisition of property and equipment	(2.3)
Net cash inflow from acquisition of a business in 2024	35.6
Unfavourable variance in change in restricted cash position	(11.7)
Higher increase in receivables under service concession arrangements, net of recovery	41.7
Other items	(12.1)
<b>Net cash generated from investing activities for the first three months of 2024</b>	<b>\$ 9.4</b>

- The net cash inflow from the acquisition of a business in the first quarter of 2024 related to the acquisition of entities performing an O&M contract with HMC L.P., a 10% ownership interest in HMC L.P. and a loan receivable from HMC L.P. adjusted for cash held by acquired entities (refer to Note 17 of the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023).

## FINANCING ACTIVITIES

**Net cash generated from financing activities totaled \$37.0 million for the first quarter of 2024**, compared to net cash generated from financing activities of \$88.5 million for the first quarter of 2023, a variance reconciled as follows:

(IN MILLIONS \$)	THREE-MONTH PERIOD
Net cash generated from financing activities for the first three months of 2023	\$ 88.5
<b>Changes between the first three months of 2024 and the first three months of 2023:</b>	
Higher repayment of debt and payment for debt issue costs	(107.0)
Higher increase in debt	60.7
Higher payment of lease liabilities	(2.5)
Repurchase of shares for cancellation in 2024	(2.9)
Other items	0.3
<b>Net cash generated from financing activities for the first three months of 2024</b>	<b>\$ 37.0</b>

- In the first quarter of 2024, the Company issued, on a private placement basis, the Series 8 Debentures in the principal amount of \$400 million. The net proceeds from this issuance amounted to \$396.0 million. Furthermore, in the first quarter of 2024, the Company repaid \$328.6 million representing all amounts outstanding under its Revolving Credit Facility.
- In the first quarter of 2023, the Company repaid in full at maturity the 3.235% Series 4 Debentures due March 2023 (the "Series 4 Debentures") for an aggregate principal amount of \$200.0 million.
- The Company also provides a reconciliation between the opening and closing balances in its statement of financial position for liabilities arising from financing activities for the three months ended March 31, 2024 and 2023 in Note 10D to its unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023.
- The Company issued 8,935 common shares during the first quarter of 2024 upon exercise of stock options granted under its stock option plan. The Company also repurchased and cancelled 53,640 common shares under its current authorized normal course issuer bid during the same quarter resulting in cash outflows of \$2.9 million (refer to Section 6.7). The number of common shares outstanding as at May 6, 2024 was 175,429,011, while 1,477,143 stock options were outstanding as at the same date. The Company neither issued nor repurchased any common shares during first quarter of 2023.

- **Dividends paid to AtkinsRéalis shareholders for the first quarter of 2024 amounted to \$3.5 million, unchanged from the amount of dividends paid in the corresponding period of 2023.**

## FREE CASH FLOW (USAGE)

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

THREE MONTHS ENDED MARCH 31 (IN MILLIONS \$)	2024	2023
Net cash generated from (used for) operating activities	\$ 36.6	\$ (57.3)
Acquisition of property and equipment	(17.7)	(15.4)
Capital expenditures related to the CANDU MONARK™ nuclear reactor development	(7.1)	—
Payment of lease liabilities	(22.5)	(19.9)
<b>Free cash flow (usage)<sup>(1)</sup></b>	<b>\$ (10.6)</b>	<b>\$ (92.7)</b>

<sup>(1)</sup> Non-IFRS financial measure. Please refer to Section 9 for further information on this financial measure.

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**The Company's free cash flow usage was \$10.6 million for the first quarter of 2024, compared to free cash flow usage of \$92.7 million for the first quarter of 2023, mainly reflecting net cash generated from operating activities for the first quarter of 2024 compared to net cash used for operating activities for the first quarter of 2023.**

## 6.2 CAPITAL RESOURCES

(IN MILLIONS \$)	MARCH 31 2024	DECEMBER 31 2023
Cash and cash equivalents	\$ 557.8	\$ 473.6
Unused portion of committed Revolving Credit Facility <sup>(1), (2)</sup>	\$ 1,717.1	\$ 1,285.3

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

<sup>(2)</sup> Before considering potential limitations resulting from contractual covenants.

As at March 31, 2024, the Company had cash and cash equivalents totaling \$557.8 million, compared to \$473.6 million as at December 31, 2023.

Furthermore, as at March 31, 2024, the Company had a committed Revolving Credit Facility of \$1,800.0 million under its 2022 Credit Agreement (December 31, 2023: \$1,800.0 million), of which \$1,717.1 million was unused (December 31, 2023: \$1,285.3 million), and uncommitted credit facilities by way of bilateral letters of credit.

While liquidity remains subject to numerous risks, uncertainties and limitations, including but not limited to the risks described in Section 14 of the 2023 Annual MD&A and in this Section, the Company believes that its current liquidity position, including its cash position, unused credit capacity and cash generated from its operations, should be sufficient to fund its operations over the foreseeable future. See also Section 14, "Risks and Uncertainties" of the 2023 Annual MD&A, for a more specific overview of the risks and uncertainties relating to the Company.

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

## 6.3 DEBT AND FINANCING AGREEMENTS

### FINANCIAL COVENANTS

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

The terms "net recourse debt" and "EBITDA" are defined in the 2022 Credit Agreement and in the CDPQ Loan Agreement and do not correspond to the similarly labelled financial measures used in this MD&A. Furthermore, the covenant ratio is calculated using certain financial information not disclosed in the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023 or in this MD&A, or not considered recourse debt in such documents.

### AMENDMENTS TO THE 2022 CREDIT AGREEMENT

In the first quarter of 2024, the Company entered into an agreement with its lenders to: i) extend the maturity of its 2022 Credit Agreement, which includes the Company's Revolving Credit Facility and Term Loan, from May 31, 2026 to May 31, 2027; and ii) provide for the transition from CDOR to a new interest benchmark rate for Canadian dollar denominated draws (refer to Notes 2D and 14 of the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023).

### AMENDMENTS TO THE CREDIT FACILITY OF TRANSITNEXT GENERAL PARTNERSHIP

In the first quarter of 2024, TransitNEXT General Partnership entered into an agreement with its lenders mainly to: i) extend the maturity of its credit facility in the aggregate principal amount of \$149.0 million from February 2024 to no later than July 2024; and ii) provide for the transition from CDOR to a new interest benchmark rate (refer to Notes 2D and 14 of the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023).

### ISSUANCE OF SERIES 8 DEBENTURES

In the first quarter of 2024, AtkinsRéalis issued, on a private placement basis, the Series 8 Debentures. The net proceeds from this issuance amounted to \$396.0 million and were used as follows: (i) to repay in full the outstanding indebtedness under the Company's Revolving Credit Facility; and (ii) for general corporate purposes. Refer to Note 14 of the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023.

## 6.4 CAPITAL MANAGEMENT INDICATORS

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

### NET LIMITED RECOURSE AND RECOURSE DEBT TO ADJUSTED EBITDA RATIO

Net limited recourse and recourse debt to Adjusted EBITDA is a non-IFRS ratio used to analyze the Company's financial leverage. Such ratio does not correspond to the financial covenant ratio discussed in Section 6.3. It is calculated by comparing the net limited recourse and recourse debt at the end of a given period with Adjusted EBITDA of the corresponding trailing twelve-month period, as follows:

(IN MILLIONS \$, EXCEPT FOR RATIO)	MARCH 31 2024	DECEMBER 31 2023
Limited recourse debt	\$ 398.5	\$ 398.3
Recourse debt	1,491.4	1,420.5
Less:		
Cash and cash equivalents	557.8	473.6
<b>Net limited recourse and recourse debt <sup>(1)</sup></b>	<b>\$ 1,332.1</b>	<b>\$ 1,345.2</b>
Adjusted EBITDA (trailing 12 months) <sup>(1)</sup>	\$ 771.0	\$ 762.6
<b>Net limited recourse and recourse debt to Adjusted EBITDA ratio <sup>(1)</sup></b>	<b>1.7</b>	<b>1.8</b>

<sup>(1)</sup> Non-IFRS financial measure or ratio. Please refer to Section 9 for further information on these financial measures.

While the level of limited recourse debt as at March 31, 2024 remained in line with its level as at December 31, 2023, the increase in cash and cash equivalents exceeded the increase in recourse debt for the first quarter of 2024, resulting in a lower level of net limited recourse and recourse debt as at March 31, 2024 compared to December 31, 2023. Given the higher level of Adjusted EBITDA for the 12-month period ended March 31, 2024 compared to the 12-month period ended December 31, 2023, the net limited recourse and recourse debt to Adjusted EBITDA ratio decreased to 1.7 as at March 31, 2024, from 1.8 as at December 31, 2023.

## RETURN ON AVERAGE SHAREHOLDERS' EQUITY ("ROASE")

**ROASE is a supplementary financial measure.** A definition of this supplementary financial measure is provided in Section 9. **ROASE was 9.1% for the 12-month period ended March 31, 2024**, compared to 0.4% for the corresponding period in 2023.

## 6.5 CREDIT RATINGS

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

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

## 6.6 DIVIDENDS DECLARED

Quarterly cash dividends of \$0.02 per share were declared on March 1, 2024 and were paid on March 29, 2024, compared with quarterly cash dividends of \$0.02 per share declared on March 3, 2023 and paid on March 31, 2023.

## 6.7 NORMAL COURSE ISSUER BID

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

On February 29, 2024, the TSX approved the renewal of the Company's normal course issuer bid (the "2024 NCIB") pursuant to which the Company may purchase for cancellation up to 1,500,000 of its common shares. The 2024 NCIB commenced on March 8, 2024 and will end no later than March 7, 2025.

In the first quarter of 2024, the Company repurchased and cancelled 53,640 common shares under the 2024 NCIB resulting in cash outflows of \$2.9 million.

## **6.8 CONTRACTUAL OBLIGATIONS**

Details of the Company's various contractual obligations are provided in Section 8.9 of the Company's 2023 Annual MD&A. In the first quarter of 2024, there was no material change to the Company's contractual obligations, except as described herein.

## **6.9 FINANCIAL INSTRUMENTS**

The nature and extent of risks arising from financial instruments, and their related risk management, are described in Note 29 to the 2023 Annual Financial Statements and updated as needed in Note 12 to the unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023. In the first quarter of 2024, there was no material change to the nature of risks arising from financial instruments, related risk management or classification of financial instruments. Furthermore, there was no change in the methodology used to determine the fair value of the financial instruments that are measured at fair value on the Company's consolidated statement of financial position.

## 6.10 FINANCIAL POSITION

The following is an analysis of the changes to the Company's financial position between December 31, 2023 and March 31, 2024.

(IN MILLIONS \$)	MARCH 31 2024	DECEMBER 31 2023 <sup>(1)</sup>	CHANGE	EXPLANATIONS
Current assets	\$ 4,278.2	\$ 4,066.4	\$ 211.8	The increase in current assets was mainly due to an increase in contract assets, cash and cash equivalents and other current non-financial assets, partially offset mainly by a decrease in other current financial assets and trade receivables.
Non-current assets	6,290.4	6,102.8	187.5	The increase in non-current assets was mainly due to an increase in right-of-use assets, goodwill due to the impact of foreign currency fluctuations, other non-current non-financial assets, deferred income tax asset and other non-current financial assets, partially offset mainly by a decrease in intangible assets related to business combinations mainly due to amortization.
<b>Total assets</b>	<b>\$ 10,568.6</b>	<b>\$ 10,169.2</b>	<b>\$ 399.4</b>	
Current liabilities	\$ 4,627.8	\$ 4,460.8	\$ 167.1	The increase in current liabilities was mainly due to an increase in trade payables and accrued liabilities and deferred revenues, partially offset by a decrease in the current portion of provisions and other current non-financial liabilities.
Non-current liabilities	2,650.3	2,533.2	117.1	The increase in non-current liabilities was mainly due to an increase in long-term recourse debt due to issuance of the Series 8 Debentures in the first quarter of 2024, partially offset by the repayment of all amounts outstanding under the Company's Revolving Credit Facility, combined with an increase in non-current portion of lease liabilities, partially offset by a decrease mainly in other non-current financial liabilities.
<b>Total liabilities</b>	<b>\$ 7,278.2</b>	<b>\$ 6,993.9</b>	<b>\$ 284.2</b>	
Equity attributable to AtkinsRéalis shareholders	\$ 3,277.9	\$ 3,163.6	\$ 114.3	The increase was mainly due to the net income for the period and increase in other components of equity mainly due to exchange differences on translating foreign operations.
Non-controlling interests	12.4	11.6	0.8	Not a significant change compared to December 31, 2023.
<b>Total equity</b>	<b>\$ 3,290.4</b>	<b>\$ 3,175.3</b>	<b>\$ 115.1</b>	
<b>Total liabilities and equity</b>	<b>\$ 10,568.6</b>	<b>\$ 10,169.2</b>	<b>\$ 399.4</b>	

<sup>(1)</sup> Comparative figures have been restated (refer to Section 8).



## WORKING CAPITAL

(IN MILLIONS \$, EXCEPT CURRENT RATIO)	MARCH 31 2024	DECEMBER 31 2023 <sup>(1)</sup>	CHANGE	EXPLANATIONS
Working Capital <sup>(2)</sup>	\$ (349.7)	\$ (394.4)	\$ 44.7	The increase in working capital was mainly due to an increase in contract assets, cash and cash equivalents and other current non-financial assets combined with a decrease in the current portion of provisions and other current non-financial liabilities, partially offset by an increase mainly in trade payables and accrued liabilities and deferred revenues as well as a decrease in other current financial assets and trade receivables.
Current Ratio <sup>(2)</sup>	0.92	0.91	0.01	

<sup>(1)</sup> Comparative figures have been restated (refer to Section 8).

<sup>(2)</sup> Supplementary IFRS financial measures. Please refer to Section 9 for further information on these financial measures.

## 7 Related Party Transactions

The Company discloses information on its related party transactions, as defined in IAS 24, *Related Party Disclosures*, in Note 11 to its unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023.

## 8 Accounting Policies and Changes

Please refer to Note 2 to the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023 for more information regarding the Company's disclosure on material accounting policies and changes.

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

The impact from the adoption of amendments to IAS 1 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.

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

### **CHANGE IN PRESENTATION – SEGMENT DISCLOSURES**

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

These changes were made in accordance with IAS 8 resulting in the restatement of prior period figures.

# 9

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

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

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

### 9.1 PERFORMANCE

**Adjusted diluted earnings per share ("Adjusted diluted EPS")** is defined as adjusted net income (loss) attributable to AtkinsRéalis shareholders (when applicable, from continuing operations), divided by the diluted weighted average number of outstanding shares for the period. Adjusted diluted EPS is a non-IFRS ratio that is an indicator of the financial performance of the Company's activities and allows the Company to present adjusted net income (loss) attributable to AtkinsRéalis shareholders on a diluted share basis. Refer to [Section 9.4.1](#) for a reconciliation of Adjusted diluted EPS to diluted EPS (namely, net income (loss) per diluted share) as determined under IFRS. Such reconciliation is provided on a consolidated basis and also separately for PS&PM activities and for Capital, as the Company believes that such measures are useful since these activities are usually analyzed separately by the Company.

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

Adjusted EBITDA is useful for providing securities analysts, investors and others with additional information to assist them in understanding components of its financial results, including a more complete understanding of factors and trends affecting the Company's operating performance. Adjusted EBITDA is believed to supplement information provided, as it highlights trends that may not otherwise be apparent when relying solely on IFRS financial measures. Refer to [Section 9.4.2](#) for a reconciliation of Adjusted EBITDA to net income (loss) as determined under IFRS. Such reconciliation is provided on a consolidated basis and also separately for PS&PM activities and for Capital (all adjustments listed above apply to PS&PM activities, except for the gains (losses) on disposals of Capital investments (or adjustments to gains or losses on such disposals), which only apply to Capital), as the Company believes that such measures are useful since these activities are analyzed separately by the Company.

**Adjusted net income (loss) attributable to AtkinsRéalis shareholders** is a non-IFRS financial measure and is defined as net income (loss) attributable to AtkinsRéalis shareholders (when applicable, from continuing operations), adjusted for certain specific items that are significant but are not, based on management's judgement, reflective of the Company's underlying operations. These adjustments are, when applicable to any given period, restructuring and transformation costs, amortization of intangible assets related to business combinations, gains (losses) on disposals of PS&PM businesses and Capital investments (or adjustments to gains or losses on such disposals) and acquisition-related costs and integration costs, as well as income taxes and non-controlling interests on these adjustments. It should be noted that the DPCP Remediation Agreement expense was removed from the list of adjustments disclosed in prior periods as there was no adjustment of this nature in the current and prior year periods, while the acquisition-related costs and integration costs were added back to the list of adjustments in the first quarter of 2024, while there were no such costs in the prior year periods. The Company believes that Adjusted net income (loss) attributable to AtkinsRéalis shareholders is useful for providing securities analysts, investors and others with additional information to assist them in understanding components of its financial results, including a more complete understanding of factors and trends affecting the Company's operating performance. Adjusted net income (loss) attributable to AtkinsRéalis shareholders is believed to supplement information provided, as it highlights trends that may not otherwise be apparent when relying solely on IFRS financial measures. It is also used by management to evaluate the performance of the activities of the Company from period to period. Refer to [Section 9.4.1](#) for a reconciliation of Adjusted net income (loss) attributable to AtkinsRéalis shareholders to net income (loss) attributable to AtkinsRéalis shareholders as determined under IFRS. Such reconciliation is provided on a consolidated basis and also separately for PS&PM activities and for Capital (all adjustments listed above apply to PS&PM activities, except gains (losses) on disposals of Capital investments (or adjustments to gains or losses on such disposals), which only apply to Capital), as the Company believes that such measures are useful since these activities are analyzed separately by the Company.

**Booking-to-revenue ratio** is a non-IFRS ratio that corresponds to contract bookings divided by revenues for a given period, excluding the effect of acquisitions and disposals of the same period. This measure provides a useful basis for assessing the renewal of business, as it compares the value of performance obligations added in a given period to the amount of revenue recognized upon satisfying performance obligations in the same period. It should be noted that the amount of revenue used to calculate this ratio includes only revenues that are under the scope of IFRS 15, *Revenue from contracts with customers*, ("IFRS 15") and are disclosed in Note 3 to the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023. Refer to [Section 9.4.3](#) for the calculation of the booking-to-revenue ratio for selected segments in respect of which the Company believes to be the most meaningful.

**EBITDA** is a non-IFRS financial measure and is defined as earnings (when applicable, from continuing operations) before net financial expenses (income), income taxes, depreciation and amortization. As such, this financial measure allows comparability of operating results from one period to another by excluding the effects of items that are usually associated with investing and financing activities. Refer to [Section 9.4.2](#) for a reconciliation of EBITDA to net income (loss) as determined under IFRS.

**Return on Average Shareholders' Equity ("ROASE")** is a supplementary financial measure and corresponds to the trailing 12-month net income (loss) attributable to AtkinsRéalis shareholders, divided by a trailing 13-month average equity attributable to AtkinsRéalis shareholders, excluding "other components of equity". The Company excludes "other components of equity" because this element of equity results in part from the translation into Canadian dollars of its foreign operations having a different functional currency and from the accounting treatment of cash flow hedges. These amounts are not representative of the way the Company evaluates the management of its foreign currency risk and interest rate risk. The Company believes that this financial measure is useful to compare its profitability to a measure of equity that excludes certain elements prone to volatility. Refer to [Section 6.4](#).

**Segment Adjusted EBITDA** is a non-IFRS financial measure derived from Segment Adjusted EBIT (defined in Note 4 to the 2023 Annual Financial Statements) and is used by management to evaluate the performance of the Company's segments but excluding certain items related to investing activities, through the exclusion of depreciation and amortization from direct costs of activities. Management believes that this measure is used by certain securities analysts and investors when comparing the Company's performance to that of its peers. See a reconciliation of Segment Adjusted EBITDA to Segment Adjusted EBIT and consolidated EBIT in [Section 9.4.4](#).

**Segment Adjusted EBITDA to segment net revenue ratio** is a non-IFRS ratio used to analyze the profitability of certain of the Company's segments, namely the Canada, UKI, USLA and AMEA segments, and management believes that it facilitates period-to-period comparisons, as well as comparison with peers. This ratio is calculated by dividing the amount of Segment Adjusted EBITDA of a given period by the amount of segment net revenue for the same period. Refer to [Section 9.4.6](#) for the calculation of this ratio.

**Segment net revenue** is a non-IFRS financial measure that consists of segment revenue less direct costs for sub-contractors and other direct expenses that are recoverable directly from clients for the Canada, UKI, USLA and AMEA segments. Management believes that this measure is used by certain securities analysts and investors when comparing the Company's performance against competitors and peer companies. Refer to [Section 9.4.6](#) for a quantitative reconciliation of this measure to segment revenue.

## 9.2 LIQUIDITY

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

**Free cash flow (usage)** is a non-IFRS financial measure and is defined as net cash generated from (used for) operating activities less acquisition of property and equipment, capital expenditures related to the CANDU MONARK™ nuclear reactor development and payment of lease liabilities while adding back the federal charges settlement (PPSC) and the DPCP Remediation Agreement payments included in operating activities. The capital expenditures related to the CANDU MONARK™ nuclear reactor development were added to the definition of this non-IFRS financial measure in the first quarter of 2024 as the cash outflows are similar in nature to the acquisition of property and equipment already included in the definition, although applicable to an intangible asset. Since there were no cash outflows for this item in the previous year, this change did not have any impact on comparative figures. AtkinsRéalis believes that free cash flow (usage) provides a meaningful measure of discretionary cash generated (used) by and available to the Company to service debt, meet other payment obligations and make strategic investments, among other things. This non-IFRS measure excludes the impact of the federal charges settlement (PPSC) (refer to Note 17 to the 2023 Annual Financial Statements and to Section 14 of the 2023 Annual MD&A) and the DPCP Remediation Agreement (refer to Note 32 to the 2023 Annual Financial Statements) included in operating activities as the Company believes that such elements are not representative of its capacity

to generate cash flow from its ongoing operations. Refer to [Section 6.1](#) for a reconciliation of free cash flow (usage) to net cash generated from (used for) operating activities.

**Free cash flow (usage) to adjusted net income (loss) attributable to AtkinsRéalis shareholders ratio** is a non-IFRS ratio calculated by dividing free cash flow (usage) by adjusted net income (loss) attributable to AtkinsRéalis shareholders, both non-IFRS measures. The Company believes that such ratio is useful when analyzing the ability of the Company to convert its profitability into cash. Refer to [Section 9.4.7](#) for the calculation of this ratio.

**Net cash generated from (used for) operating activities on a line of business/segment basis** is a supplementary financial measure and is identical in composition to net cash generated from (used for) operating activities as reported in the financial statements, except that it is provided on a line of business/segment basis as opposed to on a consolidated basis. As described elsewhere in this MD&A, the AtkinsRéalis Services line of business is comprised of the following segments: Canada, UKI, USLA, AMEA, Nuclear and Linxon. The Company believes that it is useful to investors to provide this supplementary financial measure on a business line/segment basis due to the importance of the AtkinsRéalis Services line of business to the Company and that it is also relevant and useful for investors to be presented this measure for the Company's core engineering services without including items from either LSTK Projects, Capital and corporate activities, as well as items not allocated to the Company's segments. The Company also believes that it is relevant and useful to disclose this supplementary financial measure for LSTK Projects as the Company is completing the projects in this segment. These measures are presented in [Section 6.1](#).

**Net limited recourse and recourse debt** is a non-IFRS financial measure corresponding to the total amount of limited recourse and recourse debt, minus the amount of cash and cash equivalents at the end of a given period. This measure is used by management to analyze the indebtedness of the Company, excluding lease liabilities as well as indebtedness related to non-recourse financing. Refer to [Section 6.4](#) for a calculation of this non-IFRS measure.

**Net limited recourse and recourse debt to Adjusted EBITDA ratio** is a non-IFRS ratio used to analyze the Company's financial leverage. It is calculated by comparing the Net limited recourse and recourse debt at the end of a given period with Adjusted EBITDA of the corresponding trailing twelve-month period. Management believes that this measure is useful in evaluating the Company's ability to service its limited recourse and recourse debt from its continuing operations. Refer to [Section 6.4](#) for a calculation of this non-IFRS ratio.

**Working capital** corresponds to the amount of the Company's total current assets minus its total current liabilities and the **Current ratio** corresponds to the Company's total current assets divided by its total current liabilities. This measure and ratio are supplementary financial measures used to compare the Company's current assets with its current liabilities and are believed to be useful metrics in analyzing the Company's liquidity. These measures are presented in [Section 6.10](#).

### 9.3 OTHER

**Organic revenue** is a non-IFRS financial measure corresponding to the amount of revenue of a given period, excluding the effect of acquisitions, disposals and foreign currency changes of the same period. This non-IFRS measure is used to analyze the level of activity of the Company excluding the effect of certain transactions and the impact of foreign exchange fluctuations in order to facilitate period-to-period comparisons, as well as comparison with peers. As such, **organic revenue growth (contraction)** is a non-IFRS ratio calculated by comparing the amount of organic revenue of a given period with the amount of organic revenue of the comparative period. Both organic revenue and organic revenue growth (contraction) do not have a standardized definition within IFRS and other issuers may define these measures differently and, accordingly, these measures may not be comparable to similar measures used by other issuers. Refer to [Section 9.4.5](#) for calculations of the organic revenue growth (contraction) ratio.



## 9.4 RECONCILIATIONS

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

### 9.4.1 ADJUSTED DILUTED EPS AND ADJUSTED NET INCOME (LOSS) ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS

FIRST QUARTERS ENDED MARCH 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024				2023			
	Before taxes	Taxes	After taxes	Diluted EPS in \$	Before taxes	Taxes	After taxes	Diluted EPS in \$
<b>Net income attributable to AtkinsRéalis shareholders</b>			\$ 45.5	\$ 0.26			\$ 28.4	\$ 0.16
Restructuring and transformation costs	\$ 4.6	\$ (1.1)	\$ 3.4		\$ 14.5	\$ (1.7)	\$ 12.8	
Amortization of intangible assets related to business combinations	20.9	(4.1)	16.9		20.6	(4.0)	16.5	
Acquisition-related costs and integration costs	0.3	—	0.3		—	—	—	
<b>Total adjustments</b>	<b>\$ 25.8</b>	<b>\$ (5.2)</b>	<b>\$ 20.6</b>	<b>\$ 0.12</b>	<b>\$ 35.1</b>	<b>\$ (5.7)</b>	<b>\$ 29.4</b>	<b>\$ 0.17</b>
<b>Adjusted net income attributable to AtkinsRéalis shareholders</b>			<b>\$ 66.1</b>	<b>\$ 0.38</b>			<b>\$ 57.8</b>	<b>\$ 0.33</b>
<b>Net income (loss) attributable to AtkinsRéalis shareholders from Capital</b>			\$ (7.7)	\$ (0.04)			\$ 2.4	\$ 0.01
<b>Total adjustments</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Adjusted net income (loss) attributable to AtkinsRéalis shareholders from Capital</b>			<b>\$ (7.7)</b>	<b>\$ (0.04)</b>			<b>\$ 2.4</b>	<b>\$ 0.01</b>
<b>Adjusted net income attributable to AtkinsRéalis shareholders from PS&amp;PM</b>			<b>\$ 73.8</b>	<b>\$ 0.42</b>			<b>\$ 55.4</b>	<b>\$ 0.32</b>

### 9.4.2 CONSOLIDATED EBITDA AND ADJUSTED EBITDA

FIRST QUARTERS ENDED MARCH 31 (IN MILLIONS \$)	2024			2023		
	FROM PS&PM	FROM CAPITAL	TOTAL	FROM PS&PM	FROM CAPITAL	TOTAL
Net income (loss)	\$ 54.2	\$ (7.7)	\$ 46.6	\$ 26.1	\$ 2.4	\$ 28.5
Net financial expenses	36.5	1.5	38.0	45.7	1.7	47.4
Income tax expense	17.3	0.3	17.6	11.1	0.5	11.6
<b>EBIT</b>	<b>\$ 108.1</b>	<b>\$ (5.9)</b>	<b>\$ 102.1</b>	<b>\$ 82.9</b>	<b>\$ 4.6</b>	<b>\$ 87.5</b>
Depreciation and amortization	\$ 61.9	\$ —	\$ 61.9	\$ 58.6	\$ —	\$ 58.6
<b>EBITDA</b>	<b>\$ 169.9</b>	<b>\$ (5.9)</b>	<b>\$ 164.0</b>	<b>\$ 141.4</b>	<b>\$ 4.6</b>	<b>\$ 146.0</b>
Restructuring and transformation costs	\$ 4.6	\$ —	\$ 4.6	\$ 14.5	\$ —	\$ 14.5
Acquisition-related costs and integration costs	0.3	—	0.3	—	—	—
<b>Adjusted EBITDA</b>	<b>\$ 174.8</b>	<b>\$ (5.9)</b>	<b>\$ 168.9</b>	<b>\$ 155.9</b>	<b>\$ 4.6</b>	<b>\$ 160.5</b>

### 9.4.3 BOOKING-TO-REVENUE RATIO

FIRST QUARTER ENDED MARCH 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024							
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total
Opening backlog	\$5,935.3	\$1,401.9	\$1,550.7	\$1,564.7	\$10,452.6	\$1,854.0	\$1,439.2	\$13,745.8
Plus: Contract bookings during the period	299.2	890.6	439.7	184.2	1,813.8	281.3	176.8	2,271.8
Backlog from a business combination during the period	1,418.8	—	—	—	1,418.8	—	—	1,418.8
Less: Revenues from contracts with customers recognized during the period <sup>(1)</sup>	370.9	604.2	415.8	325.2	1,716.1	291.0	158.8	2,165.9
<b>Ending backlog</b>	<b>\$7,282.4</b>	<b>\$1,688.3</b>	<b>\$1,574.6</b>	<b>\$1,423.8</b>	<b>\$11,969.1</b>	<b>\$1,844.2</b>	<b>\$1,457.2</b>	<b>\$15,270.5</b>
<b>Booking-to-revenue ratio (in %)</b>	<b>81%</b>	<b>147%</b>	<b>106%</b>	<b>57%</b>	<b>106%</b>	<b>97%</b>	<b>111%</b>	<b>105%</b>

FIRST QUARTER ENDED MARCH 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2023 <sup>(2)</sup>							
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total
Opening backlog	\$6,076.3	\$1,533.6	\$1,405.2	\$1,000.9	\$10,016.0	\$936.6	\$881.8	\$11,834.4
Plus: Contract bookings during the period	199.8	585.7	401.4	365.1	1,551.9	287.7	234.1	2,073.8
Less: Revenues from contracts with customers recognized during the period <sup>(1)</sup>	300.6	593.7	367.9	206.7	1,468.8	238.5	121.5	1,828.9
<b>Ending backlog</b>	<b>\$5,975.6</b>	<b>\$1,525.5</b>	<b>\$1,438.7</b>	<b>\$1,159.3</b>	<b>\$10,099.1</b>	<b>\$985.8</b>	<b>\$994.4</b>	<b>\$12,079.3</b>
<b>Booking-to-revenue ratio (in %)</b>	<b>66%</b>	<b>99%</b>	<b>109%</b>	<b>177%</b>	<b>106%</b>	<b>121%</b>	<b>193%</b>	<b>113%</b>

<sup>(1)</sup> Revenues under the scope of IFRS 15, as disclosed in Note 3 to the Company's unaudited interim condensed consolidated financial statements for the three-month periods ended March 31, 2024 and 2023.

<sup>(2)</sup> Comparative figures have been restated (refer to Section 8).



## 9.4.4 SEGMENT ADJUSTED EBITDA

FIRST QUARTER ENDED MARCH 31 (IN MILLIONS \$)	2024											
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total	LSTK Projects	Capital	Less: Corporate and other <sup>(1)</sup>	Consolidated
Segment Adjusted EBIT (EBIT for consolidated figure)	\$15.9	\$61.0	\$39.3	\$29.7	\$146.0	\$39.0	\$1.8	\$186.8	\$(13.0)	\$1.1	\$(72.7)	\$102.1
Depreciation and amortization	5.8	13.1	6.8	5.2	30.8	4.5	1.0	36.4	3.5	—		
<b>Segment Adjusted EBITDA</b>	<b>\$21.7</b>	<b>\$74.1</b>	<b>\$46.1</b>	<b>\$34.9</b>	<b>\$176.8</b>	<b>\$43.5</b>	<b>\$2.9</b>	<b>\$223.1</b>	<b>\$(9.5)</b>	<b>\$1.1</b>		

FIRST QUARTER ENDED MARCH 31 (IN MILLIONS \$)	2023 <sup>(2)</sup>											
	Canada	UKI	USLA	AMEA	Engineering Services Regions	Nuclear	Linxon	AtkinsRéalis Services – Total	LSTK Projects	Capital	Less: Corporate and other <sup>(1)</sup>	Consolidated
Segment Adjusted EBIT (EBIT for consolidated figure)	\$9.3	\$57.7	\$39.6	\$16.4	\$122.9	\$32.7	\$0.8	\$156.3	\$(9.2)	\$11.6	\$(71.4)	\$87.5
Depreciation and amortization	5.7	12.7	7.0	3.5	28.9	3.3	0.9	33.1	3.6	—		
<b>Segment Adjusted EBITDA</b>	<b>\$15.0</b>	<b>\$70.4</b>	<b>\$46.5</b>	<b>\$19.9</b>	<b>\$151.7</b>	<b>\$36.0</b>	<b>\$1.7</b>	<b>\$189.5</b>	<b>\$(5.6)</b>	<b>\$11.7</b>		

<sup>(1)</sup> “Corporate and other” corresponds to items not specifically allocated to segments and, therefore, not included in the Segment Adjusted EBIT of the Company’s segments, for which details are provided below.

<sup>(2)</sup> Comparative figures have been restated (refer to Section 8).

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

FIRST QUARTERS ENDED MARCH 31 (IN MILLIONS \$)	2024		2023	
Corporate selling, general and administrative expenses not allocated to the segments	\$	46.9	\$	36.3
Restructuring and transformation costs		4.6		14.5
Amortization of intangible assets related to business combinations		20.9		20.6
Acquisition-related costs and integration costs		0.3		—
<b>Corporate and other</b>	<b>\$</b>	<b>72.7</b>	<b>\$</b>	<b>71.4</b>

## 9.4.5 ORGANIC REVENUE GROWTH (CONTRACTION)

FIRST QUARTERS ENDED MARCH 31  
(IN MILLIONS \$)

	2024 Revenue	2023 Revenue <sup>(1)</sup>	Variance	Foreign exchange impact	Acquisition and disposal impact	Organic revenue growth (contraction)
Canada	\$ 370.9	\$ 300.6	\$ 70.3	\$ (0.1)	\$ 4.7	\$ 65.6
UKI	607.0	594.7	12.3	23.8	(40.2)	28.8
USLA	415.8	367.8	48.0	(0.8)	—	48.8
AMEA	325.4	207.0	118.4	(1.5)	—	119.8
<b>Engineering Services Regions</b>	<b>1,719.0</b>	<b>1,470.1</b>	<b>249.0</b>	<b>21.4</b>	<b>(35.5)</b>	<b>263.0</b>
Nuclear	298.6	244.3	54.3	3.2	—	51.1
Linxon	158.8	121.5	37.3	1.1	—	36.2
<b>AtkinsRéalis Services – Total</b>	<b>\$ 2,176.4</b>	<b>\$ 1,835.9</b>	<b>\$ 340.5</b>	<b>\$ 25.8</b>	<b>\$ (35.5)</b>	<b>\$ 350.3</b>

FIRST QUARTERS ENDED MARCH 31  
(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)

	2024 Revenue	2023 Revenue <sup>(1)</sup>	Variance (%)	Foreign exchange impact (%)	Acquisition and disposal impact (%)	Organic revenue growth (contraction) (%)
Canada	\$ 370.9	\$ 300.6	23.4%	—%	1.6%	21.8%
UKI	607.0	594.7	2.1%	4.0%	(6.8)%	4.8%
USLA	415.8	367.8	13.0%	(0.2)%	—%	13.3%
AMEA	325.4	207.0	57.2%	(0.7)%	—%	57.9%
<b>Engineering Services Regions</b>	<b>1,719.0</b>	<b>1,470.1</b>	<b>16.9%</b>	<b>1.5%</b>	<b>(2.4)%</b>	<b>17.9%</b>
Nuclear	298.6	244.3	22.2%	1.3%	—%	20.9%
Linxon	158.8	121.5	30.7%	0.9%	—%	29.7%
<b>AtkinsRéalis Services – Total</b>	<b>\$ 2,176.4</b>	<b>\$ 1,835.9</b>	<b>18.5%</b>	<b>1.4%</b>	<b>(1.9)%</b>	<b>19.1%</b>

<sup>(1)</sup> Comparative figures have been restated (refer to Section 8).

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

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Total revenue – Engineering Services Regions <sup>(1)</sup>	\$ 1,719.0	\$ 1,470.1
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – Engineering Services Regions <sup>(1)</sup>	543.4	420.7
<b>Total segment net revenue – Engineering Services Regions <sup>(1)</sup></b>	<b>\$ 1,175.6</b>	<b>\$ 1,049.4</b>
<b>Total Segment Adjusted EBITDA – Engineering Services Regions <sup>(1)</sup></b>	<b>\$ 176.8</b>	<b>\$ 151.7</b>
<b>Total Segment Adjusted EBITDA to segment net revenue ratio – Engineering Services Regions (in %) <sup>(1)</sup></b>	<b>15.0%</b>	<b>14.5%</b>

<sup>(1)</sup> Engineering Services Regions comprises of the Canada, UKI, USLA and AMEA segments.

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenue – Canada	\$ 370.9	\$ 300.6
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – Canada	185.0	140.7
<b>Segment net revenue – Canada</b>	<b>\$ 185.9</b>	<b>\$ 159.8</b>
<b>Segment Adjusted EBITDA – Canada</b>	<b>\$ 21.7</b>	<b>\$ 15.0</b>
<b>Segment Adjusted EBITDA to segment net revenue ratio – Canada (in %)</b>	<b>11.7%</b>	<b>9.4%</b>

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenue – UKI	\$ 607.0	\$ 594.7
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – UKI	127.3	127.5
<b>Segment net revenue – UKI</b>	<b>\$ 479.7</b>	<b>\$ 467.1</b>
<b>Segment Adjusted EBITDA – UKI</b>	<b>\$ 74.1</b>	<b>\$ 70.4</b>
<b>Segment Adjusted EBITDA to segment net revenue ratio – UKI (in %)</b>	<b>15.5%</b>	<b>15.1%</b>

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenue – USLA	\$ 415.8	\$ 367.8
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – USLA	101.4	78.4
<b>Segment net revenue – USLA</b>	<b>\$ 314.4</b>	<b>\$ 289.4</b>
<b>Segment Adjusted EBITDA – USLA</b>	<b>\$ 46.1</b>	<b>\$ 46.5</b>
<b>Segment Adjusted EBITDA to segment net revenue ratio – USLA (in %)</b>	<b>14.7%</b>	<b>16.1%</b>

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	FIRST QUARTERS	
	2024	2023
Revenue – AMEA	\$ 325.4	\$ 207.0
Less: Direct costs for sub-contractors and other direct expenses that are recoverable directly from clients – AMEA	129.7	74.1
<b>Segment net revenue – AMEA</b>	<b>\$ 195.7</b>	<b>\$ 133.0</b>
<b>Segment Adjusted EBITDA – AMEA</b>	<b>\$ 34.9</b>	<b>\$ 19.9</b>
<b>Segment Adjusted EBITDA to segment net revenue ratio – AMEA (in %)</b>	<b>17.8%</b>	<b>14.9%</b>

### 9.4.7 FREE CASH FLOW (USAGE) TO ADJUSTED NET INCOME (LOSS) ATTRIBUTABLE TO ATKINSRÉALIS SHAREHOLDERS RATIO

THREE MONTHS ENDED MARCH 31 (IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023
Free cash flow (usage) <sup>(1)</sup>	\$ (10.6)	\$ (92.7)
Adjusted net income attributable to AtkinsRéalis shareholders <sup>(2)</sup>	\$ 66.1	\$ 57.8
<b>Free cash flow (usage) to adjusted net income attributable to AtkinsRéalis shareholders ratio (in %)</b>	<b>(16.1)%</b>	<b>(160.3)%</b>

<sup>(1)</sup> Please refer to Section 6.1 for a quantitative reconciliation of Free cash flow (usage) to net cash generated from (used for) operating activities.

<sup>(2)</sup> Please refer to Section 9.4.1 for a quantitative reconciliation of Adjusted net income (loss) attributable to AtkinsRéalis shareholders to net income (loss) attributable to AtkinsRéalis shareholders.

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## Risks and Uncertainties

The risks and uncertainties and risk management practices of the Company described in Section 14 of the 2023 Annual MD&A have not materially changed in the first quarter of 2024. See also Note 13, Contingent Liabilities, to the unaudited interim condensed consolidated financial statements of the Company for the three-month periods ended March 31, 2024 and 2023.

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## Controls and Procedures

The Company's Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") are responsible for establishing and maintaining the Company's disclosure controls and procedures as well as its internal control over financial reporting, as those terms are defined in National Instrument 52-109 – Certification of Disclosure in Issuers' Annual and Interim Filings of the Canadian securities regulatory authorities.

The CEO and the CFO have designed disclosure controls and procedures, or caused them to be designed under their supervision, to provide reasonable assurance that:

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

The CEO and CFO have also designed internal control over financial reporting, or caused it to be designed under their supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS.

There have been no changes in the Company's internal control over financial reporting that occurred during the period beginning on January 1, 2024 and ended on March 31, 2024 that has materially affected, or is reasonably likely to materially affect, the Company's internal control over financial reporting.

# 12 Quarterly Information

(IN MILLIONS \$, EXCEPT AS OTHERWISE NOTED)	2024	2023				2022		
	FIRST QUARTER	FOURTH QUARTER	THIRD QUARTER	SECOND QUARTER	FIRST QUARTER	FOURTH QUARTER	THIRD QUARTER	SECOND QUARTER
<b>Continuing operations</b>								
<b>Revenues:</b>								
PS&PM	<b>2,257.7</b>	2,215.5	2,171.2	2,102.2	2,006.7	1,850.7	1,859.9	1,857.6
Capital	<b>6.6</b>	64.1	28.9	29.4	16.3	49.4	29.5	13.9
<b>Total revenues</b>	<b>2,264.3</b>	2,279.6	2,200.1	2,131.5	2,023.1	1,900.1	1,889.4	1,871.5
<b>EBIT</b>	<b>102.1</b>	148.2	160.9	114.6	87.5	(56.5)	72.9	27.1
Net financial expenses	<b>38.0</b>	45.0	50.2	43.0	47.4	46.9	23.0	20.2
<b>Earnings (loss) before income taxes from continuing operations</b>	<b>64.1</b>	103.2	110.8	71.6	40.1	(103.4)	49.9	7.0
Income tax expense (recovery)	<b>17.6</b>	13.4	6.1	8.0	11.6	(38.5)	3.3	3.5
<b>Net income (loss) from continuing operations</b>	<b>46.6</b>	89.8	104.7	63.7	28.5	(64.9)	46.6	3.5
<b>Net loss from discontinued operations</b>	<b>—</b>	—	—	—	—	—	(6.9)	—
<b>Net income (loss)</b>	<b>46.6</b>	89.8	104.7	63.7	28.5	(64.9)	39.7	3.5
<b>Net income (loss) attributable to:</b>								
AtkinsRéalis shareholders	<b>45.5</b>	90.0	105.0	63.8	28.4	(54.4)	37.8	1.6
Non-controlling interests	<b>1.0</b>	(0.2)	(0.3)	(0.1)	—	(10.6)	1.9	1.9
<b>Net income (loss)</b>	<b>46.6</b>	89.8	104.7	63.7	28.5	(64.9)	39.7	3.5
<b>Basic earnings (loss) per share (in \$)</b>	<b>0.26</b>	0.51	0.60	0.36	0.16	(0.31)	0.22	0.01
<b>Diluted earnings (loss) per share (in \$)</b>	<b>0.26</b>	0.51	0.60	0.36	0.16	(0.31)	0.22	0.01
<b>Net income (loss) from continuing operations attributable to:</b>								
AtkinsRéalis shareholders	<b>45.5</b>	90.0	105.0	63.8	28.4	(54.4)	44.7	1.6
Non-controlling interests	<b>1.0</b>	(0.2)	(0.3)	(0.1)	—	(10.6)	1.9	1.9
<b>Net income (loss) from continuing operations</b>	<b>46.6</b>	89.8	104.7	63.7	28.5	(64.9)	46.6	3.5
<b>Basic earnings (loss) per share from continuing operations (in \$)</b>	<b>0.26</b>	0.51	0.60	0.36	0.16	(0.31)	0.25	0.01
<b>Diluted earnings (loss) per share from continuing operations (in \$)</b>	<b>0.26</b>	0.51	0.60	0.36	0.16	(0.31)	0.25	0.01
<b>Dividend declared per share (in \$)</b>	<b>0.02</b>	0.02	0.02	0.02	0.02	0.02	0.02	0.02

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## Event After the Reporting Period

### DISPOSAL OF CERTAIN NON-CORE ASSETS

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).