Q3 2026 Earnings Call

ATCO Ltd.

November 6, 2026



Today's Call Participants



Nancy C. Southern

Chair and
Chief Executive Officer



Katie Patrick

Executive Vice President,
Chief Financial &
Investment Officer



Colin Jackson

Senior Vice President,
Financial Operations

Legal notice

Forward-looking information advisory

Certain statements made by company representatives and information provided in this presentation may be considered forward-looking information. Forward-looking information is often, but not always, identified by the use of words such as "anticipate", "plan", "estimate", "expect", "may", "will", "intend", "should", "goals", "targets", "strategy", "future", "potential" and similar expressions. Such information includes, but is not limited to, references to: the proposed combination of Emera Incorporated ("Emera") and Canadian Utilities Limited ("CU") and the related reorganization of ATCO Ltd. ("ATCO") (collectively, the "Transaction"), including the anticipated benefits of the Transaction; the anticipated corporate, operational, scale and other synergies and the timing thereof of the combined company; the expected size, scale, diversification, future financial performance, operating capacity and funding capabilities of the combined company; the combined company's financial flexibility; the combined company's capital expenditure plan, rate base and rate base growth; anticipated economic and investment growth in the jurisdictions in which the company operates; expectations regarding the spin-off of ATCO's non-utility businesses, including its strategic focus, market position, growth agenda, plan, prospects and opportunities; the expectation that the spin-off of ATCO's non-utility businesses will unlock value inside the existing ATCO portfolio; ATCO being well positioned for growth in the housing and defence industries; and the development of the Grays Bay Road and Port Project, including the targeted in-service date for the project.

Such forward-looking information is considered to be reasonable based on the information that is available on the date of this presentation and the processes used to prepare such information; however, such information does not constitute a guarantee of future performance and no assurance can be given that the information will prove to be correct. Forward-looking information should not be unduly relied upon. Such information involves a variety of assumptions, known and unknown risks and uncertainties, and other factors, which may cause actual results, levels of activity, and achievements to differ materially from those anticipated by such forward-looking information. The forward-looking information reflects management's beliefs and assumptions with respect to, among other things: the ability of the parties to receive all necessary securityholder, court, regulatory and stock exchange approvals, and to satisfy the other conditions to closing of the Transaction, in a timely manner and on satisfactory terms; the ability of the parties to complete the Transaction substantially on the terms currently contemplated; that the combined company's future results of operations will be consistent with past performance and management's expectations; the parties ability to realize the anticipated benefits of the Transaction; the expected financial performance of the combined company, including rate base growth consistent with its capital expenditure plan; the ability of the combined company to maintain favourable credit ratings; the capital expenditure plans of Emera and Canadian Utilities proceeding substantially as currently anticipated; management's current plans and its perception of historical trends; current conditions and expected future developments; the applicability and stability of legal and regulatory requirements in the jurisdictions in which we invest and/or operate; the payment of fees owing pursuant to applicable contracts; continuing collaboration with certain business partners and engagement with new business partners, and regulatory, environmental and First Nations groups; the performance of assets and equipment; demand levels for oil, natural gas, gasoline, diesel and other energy sources; certain levels of future energy use; future production rates; future revenue and earnings; the design specifications of development projects; the availability of labour, materials, services and infrastructure; the satisfaction by third parties of their obligations; a supportive regulatory environment; the ability to meet current project schedules and complete proposed development projects at currently estimated project budgets; the availability of financing sources on acceptable terms; assumptions related to electricity prices based on forward strip prices and merchant price differentials that are consistent with management's observations; and other assumptions inherent in management's expectations with respect to the forward-looking information identified herein.

Actual results could differ materially from those anticipated in the forward-looking information as a result of, among other things: the parties ability to receive all necessary regulatory, court, securityholder and third-party approvals, and to satisfy the other conditions to closing of the Transaction, in a timely manner and on satisfactory terms; the failure to realize the anticipated benefits of the Transaction, including as a result of integration, separation or other issues; disruption from the Transaction making it more difficult to maintain relationships with customers, employees, regulators or suppliers; the diversion of management time and attention on the Transaction; the risk that the Transaction will not be completed within the anticipated time, on the terms currently proposed or at all; risks inherent in the performance of assets; capital efficiencies and cost savings; applicable laws and regulations and the interpretation and manner of enforcement of such laws and regulations; changes to government policies; regulatory decisions and the regulatory environment; competitive factors in the industries in which the company operates; evolving market or economic conditions; credit risk; interest rate fluctuations; the availability and cost of labour, materials, services, and infrastructure; future demand for resources; the development and execution of projects, including development projects, not proceeding on schedule or at all, or at currently estimated budgets; the availability of financing sources for development projects on acceptable terms; prices of electricity, natural gas, natural gas liquids, and renewable energy; the development and performance of technology and new energy efficient products, services, and programs including but not limited to the use of zero-emission and renewable fuels, carbon capture, and storage, electrification of equipment powered by zero-emission energy sources and utilization and availability of carbon offsets; potential cancellation, termination, default, non-compliance, or breach of contract by contract counterparties; the risk that payments owed may not be collected or received in a timely manner, or at all; risks associated with potential litigation proceedings; potential damage to our brand and/or reputation that may result from a failure to perform, or from factors outside of our control, or negative publicity related to significant projects, investments, operations or activities; the risk of operational disruptions, outages, or force majeure events; the occurrence of unexpected events such as fires, extreme weather conditions, explosions, blow-outs, equipment failures, transportation incidents, and other accidents or similar events; global pandemics; the imposition of or changes to existing customs duties, tariffs or other trade restrictions; geopolitical tensions and wars; risks associated with operating in international jurisdictions; and other risk factors, many of which are beyond the control of the company. Due to the interdependencies and correlation of these factors, the impact of any one material assumption or risk on a forward-looking statement cannot be determined with certainty. Readers are cautioned that the foregoing lists are not exhaustive. For additional information about the principal risks faced by the company see "Business Risks and Risk Management" in ATCO Ltd.'s Management's Discussion and Analysis for the year ended December 31, 2025 (the "ATCO Annual MD&A").

Statements made by company representatives and information provided in this presentation may constitute future-oriented financial information or financial outlook information, all of which are subject to the same assumptions, risk factors, limitations and qualifications set forth above. Readers are cautioned that the assumptions used in the preparation of such information, although considered reasonable at the time of preparation, may prove to be imprecise or inaccurate and, as such, undue reliance should not be placed on such future-oriented financial information or financial outlook information. The company's actual results, performance and achievements could differ materially from those expressed in, or implied by, such future-oriented financial information or financial outlook information. The company has included such information in order to provide readers with a more complete perspective on its future operations and its current expectations relating to its future performance. Such information may not be appropriate for other purposes and readers are cautioned that such information should not be used for purposes other than those for which it has been disclosed herein. Future-oriented financial information or financial outlook information contained herein was made as of the date of this presentation.

Any forward-looking information contained in this presentation represents the company's expectations as of the date hereof and is subject to change after such date. The company disclaims any intention or obligation to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except as required by applicable securities legislation.

Legal notice

Non-GAAP and other financial measures disclosure advisory

This presentation contains various "total of segments measures" and "non-GAAP financial measures" (as such terms are defined in National Instrument 52-112 – *Non-GAAP and Other Financial Measures Disclosure* ("NI 52-112")).

NI 52-112 defines a "total of segments measure" as a financial measure disclosed by an issuer that (a) is a subtotal or total of two or more reportable segments of an entity, (b) is not a component of a line item disclosed in the primary financial statements of the entity, (c) is disclosed in the notes to the financial statements of the entity, and (d) is not disclosed in the primary financial statements of the entity. Consolidated adjusted earnings (loss) for ATCO and adjusted earnings (loss) for each of ATCO Structures & Logistics, Canadian Utilities and ATCO Investments are total of segments measures, as defined in NI 52-112.

Adjusted earnings (loss) are earnings (loss) attributable to Class I and Class II shares after adjusting for the timing of revenues and expenses associated with rate-regulated activities and unrealized gains or losses on mark-to-market forward and swap commodity contracts. Adjusted earnings (loss) also exclude one-time gains and losses, impairments, and items that are not in the normal course of business or a result of day-to-day operations. Adjusted earnings (loss) is not a standardized financial measure under the reporting framework used to prepare our financial statements and may not be comparable to similar financial measures disclosed by other issuers. The most directly comparable measure to adjusted earnings (loss) reported in accordance with International Financial Reporting Standards ("IFRS") is earnings (loss) attributable to Class I and Class II shares, which on a consolidated basis was $83 million for the three months ended September 30, 2026, and $85 million for the three months ended September 30, 2025. Management views adjusted earnings (loss) as a key measure of segment earnings that is used to assess segment performance and allocate resources and allows for a more effective analysis of operating performance and trends. It is also management's view that adjusted earnings (loss) allow a better assessment of the economics of rate regulation in Canada and Australia than IFRS earnings. Additional information regarding adjusted earnings (loss), including a reconciliation of adjusted earnings (loss) to earnings attributable to Class I and Class II shares, is provided in ATCO's Management's Discussion and Analysis for the nine months ended September 30, 2026 (the "ATCO Interim MD&A"), under "Other Financial and Non-GAAP Measures", and under "Reconciliation of Adjusted Earnings to Earnings Attributable to Class I and Class II Shares".

NI 52-112 defines a "non-GAAP financial measure" as a financial measure disclosed by an issuer that (a) depicts the historical or expected future financial performance, financial position or cash flow of an entity, (b) with respect to its composition, excludes an amount that is included in, or includes an amount that is excluded from, the composition of the most directly comparable financial measure disclosed in the primary financial statements of the entity, (c) is not disclosed in the financial statements of the entity, and (d) is not a ratio, fraction, percentage or similar representation.

Enterprise value and adjusted earnings for the combined company are non-GAAP financial measures, as defined in NI 52-112.

Enterprise value and adjusted earnings for the combined company do not have standardized meanings under United States generally accepted accounting principles ("US GAAP") or International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board, may not be comparable to similar measures or ratios presented by other entities and should not be considered in isolation or used in substitute for measures of performance prepared in accordance with US GAAP or IFRS.

Enterprise value is calculated as total pro forma market capitalization of the combined company plus net debt and preferred shares.

Adjusted earnings for the combined company is calculated by adjusting certain GAAP or IFRS measures for specific items. Management of Emera and CU believe excluding these items better distinguishes the ongoing operations of their respective businesses and allows investors to better understand and evaluate their actual or anticipated results.

The most directly comparable financial measure to adjusted earnings for the combined company is net income attributable to common shareholders (for Emera) and earnings attributable to equity owners of the company (for CU).

For additional information regarding this non-GAAP financial measure, including an explanation of its composition and usefulness, and a reconciliation to its most directly comparable financial measure (where applicable), refer to the "Non-GAAP Financial Measures and Ratios" section of Emera's Management's Discussion and Analysis for the year ended December 31, 2025 (the "Emera Annual MD&A") and to the "Other Financial and Non-GAAP Measures" and "Reconciliation of Adjusted Earnings to Earnings Attributable to Equity Owners of the Company" sections of CU's Management's Discussion and Analysis for the year ended December 31, 2025 (the "CU Annual MD&A.

The ATCO Annual MD&A and ATCO Interim MD&A can be found under ATCO's profile on SEDAR+ at www.sedarplus.ca. The CU Annual MD&A can be found under CU's profile on SEDAR+ at www.sedarplus.ca. The Emera Annual MD&A can be found under Emera's profile on SEDAR+ at www.sedarplus.ca and on EDGAR at www.sec.gov. The referenced sections of the ATCO Annual MD&A, CU Annual MD&A, CU Interim MD&A and Emera Annual MD&A are incorporated by reference herein.

Other

All figures quoted in this presentation are in Canadian dollars, unless otherwise specified.

Rate base is a financial measure specific to rate-regulated utilities that is not intended to represent any financial measure as defined by GAAP or IFRS. The measure is required by the regulatory authorities in the jurisdictions where Emera's or CU's rate-regulated subsidiaries or equity investments operate. The calculation of this measure as presented may not be comparable to similarly titled measures used by other companies.

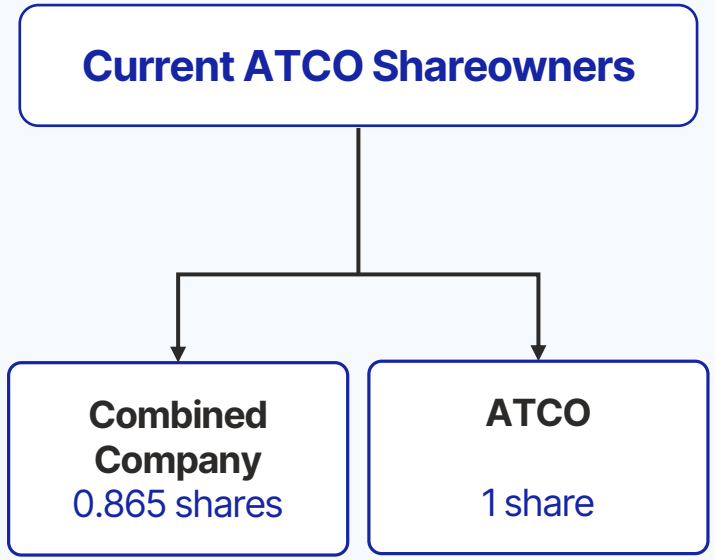
Emera prepares its consolidated financial statements in accordance with US GAAP. CU prepares its consolidated financial statements in accordance with IFRS. IFRS differs in certain material respects from US GAAP, including with respect to the recognition and measurement of regulatory assets and liabilities, and financial information of CU may therefore not be directly comparable to that of Emera.

Combined company and pro forma financial information in this presentation, including with respect to earnings, rate base and capital expenditures, has been derived from the respective financial information of Emera and CU. It has not been fully adjusted to conform CU's financial information to US GAAP or to Emera's accounting policies and does not reflect purchase price allocation or other acquisition accounting adjustments.

Creating Two Distinct Platforms

Outcome for Shareowners

At close, ATCO shareowners are expected to hold two separate investable positions:



Benefits for Shareowners

Utility & Energy Infrastructure

- Expected **increased demand** for safe, reliable and resilient power across North America.
- Creates a **Canadian energy champion** positioned to meet energy infrastructure investment needs.
- **Alberta and Florida** are amongst North America's **highest-growth** jurisdictions.
- **Greater scale and financial capacity** is key to funding infrastructure developments while delivering **safe, reliable, and affordable energy**.

New ATCO

ATCO will emerge as a more focused, growth-oriented standalone platform, with exposure to:

- A market-leading **housing & structures** business, with a proven track record of growth.
- A **defence** platform with differentiated capabilities in North America's Arctic Operations.
- A portfolio of **investments** exposed to real estate assets and critical infrastructure.

Greater Scale Strengthens Growth Platform

The combination improves how the company operates, competes and funds growth.

1 FUND GROWTH MORE EFFECTIVELY

1.1 Diversification lowers risk

Diversification expected to support more stable earnings and credit metrics.

1.2 More capital capacity to fund growth

The all-share structure preserves balance-sheet strength, while scale and diversification improve financial flexibility, access to capital and the capacity to fund incremental growth.

2 COMPETE MORE EFFECTIVELY

2.1 Scale to compete for major projects

A deeper balance sheet and broader capabilities strengthen the ability to pursue interties, major transmission, data-centre infrastructure and other complex projects.

2.2 Employer of Choice

A larger, more diversified platform offers expanded career paths and development opportunities, helping attract and retain the talent needed to deliver long-term growth.

3 OPERATE MORE EFFECTIVELY

3.1 Greater economies of scale

Greater purchasing power, supply-chain scale and selected corporate efficiencies will lower costs across the pro forma organization.

3.2 Bring together the best capabilities

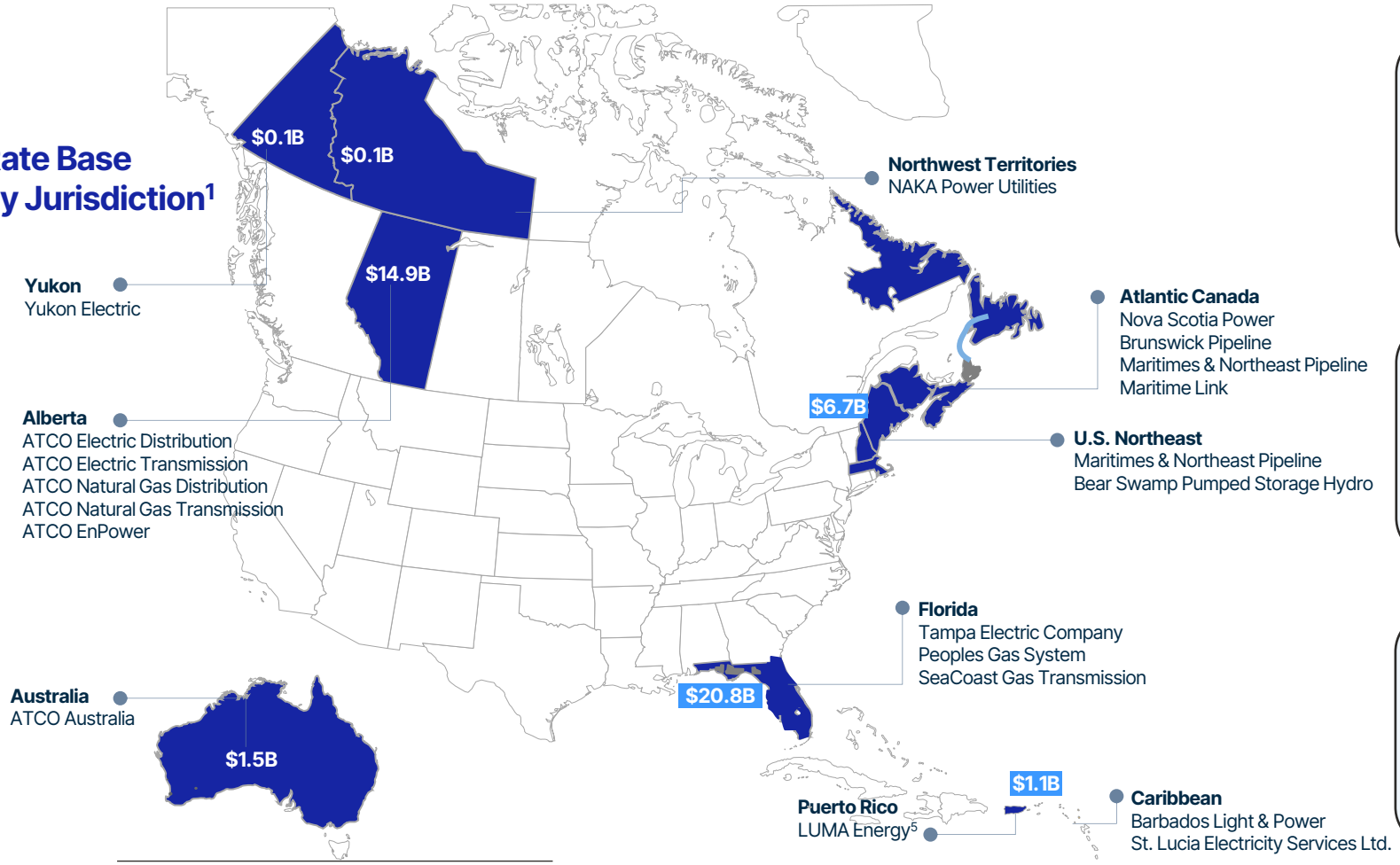
Share leading practices across operations, safety, technology, procurement and project delivery while creating more opportunities for talent.

$33.5B capital plan[1] — greater scale is intended to create capacity to invest beyond the base plan.

1. Reflects CU's 2026E – 2030E capital plan and Emera's 2027E – 2031E capital plan.

Creating a Utility and Energy Infrastructure Powerhouse

Rate Base by Jurisdiction[1]



$45B Rate Base / ~$72B Enterprise Value[2]

Combined rate base as of December 31, 2025[3] (79% from Alberta and Florida)

70% Electric / 30% Gas

Approximate rate base split of electric / gas, providing critical energy infrastructure

~95% Regulated Earnings[4]

Constructive regulatory jurisdictions underpin a stable and resilient earnings profile

Note: $ figures are denominated in $CAD; USD / CAD translated at 1.35, where applicable; $ figures on the map represent 2025A rate base figures for each respective geographic region.

1. In addition to the operations shown on the map, ATCO Mexico operates in Mexico.
2. Enterprise Value is a non-GAAP measure – data as of October 5, 2026. See Non-GAAP and other financial measures disclosure advisory.
3. Represents 2025A mid-year rate base for CU and year-end for Emera.
4. Based on December 31, 2025 adjusted earnings excluding corporate costs; reflects adjusted earnings which is a non-GAAP measure. See Non-GAAP and other financial measures disclosure advisory.
5. 50% JV with Quanta Services Inc.

A New Focused Industrial Service Company

Growth oriented standalone platform.

Housing

Delivers space solutions using modular construction that brings certainty to timelines and quality to every build. ATCO provides solutions across residential, commercial and industrial.



Defence

Trusted provider of mission-critical services that safeguard communities, national security operations and remote infrastructure. ATCO supports readiness with stable infrastructure and seamless operations that reduce complexity.



Investments

Investment strategy focuses on industrial services with a diversified asset exposure, including ports and logistics, real estate and retail energy services.



Strong Tailwinds with the Support of National Priorities

Housing

A supply challenge is driving sustained investment

Global need for housing, long-term demand and need for scalable solutions

Build Canada Homes pledges $13B for new housing supply[1]

Strategically positioned across the housing continuum

Ongoing infrastructure buildout requires significant workforce housing

Defence

Canada is entering a strong defence investment cycle

$180B of defence procurement & $290B of defence related investments[2]

Arctic is becoming a strategic priority, with increasing demands

ATCO enters this cycle with decades of defence experience in Canada's North and Alaska, supported by long-standing Indigenous partnerships

3x Faster
modular build versus conventional wood-frame

Proven
contract execution, on time and budget

+40 Years
supporting government and defence clients

1. Government of Canada, Build Canada Homes, September 2025.
2. Dollar figures represent spend over the next decade. Government of Canada, Canada's Defence Industrial Strategy, February 2026.

Grays Bay Road and Port Project

- The project has been referred to the Major Projects Office and is being assessed for potential listing as a Project of National Interest.
- Targeted in-service date of 2035.

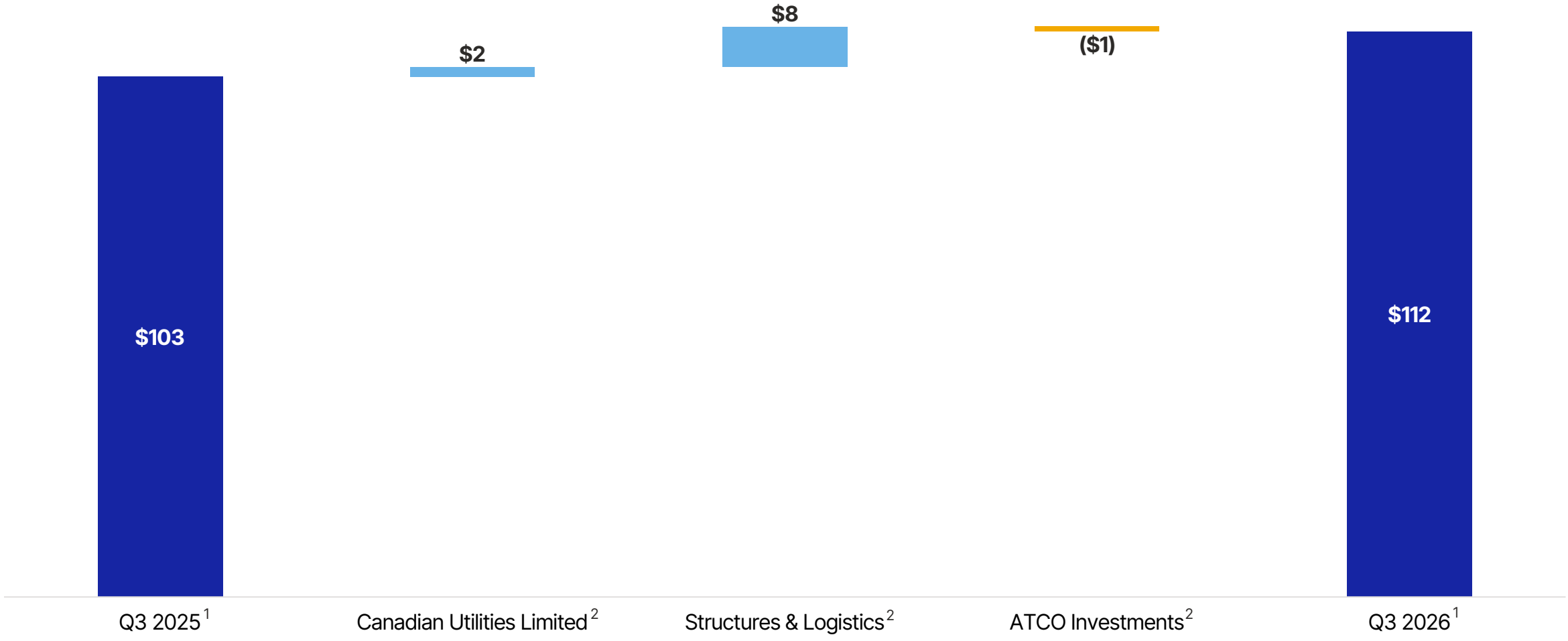


- Deepwater port accessing the Northwest Passage
- ~230 km all-season inland road (Grays Bay to Jericho)
- 6,000′ airstrip supporting air logistics
- Supports Canada's Arctic security (defence)
- Promotes increased mining exploration activity in the Arctic



Financial Highlights

Q3 2026 Adjusted Earnings[1] Waterfall

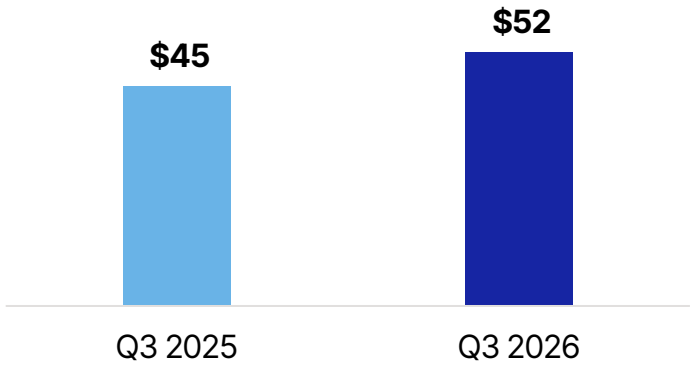


Note: Millions of Canadian dollars.
1. Total of segments measure (as defined in NI 52-112). The most directly comparable measure reported in accordance with IFRS is Earnings (Loss) Attributable to Class I non-voting and Class II voting shares, which were $85 million and $83 million, respectively, for the three months ended September 30, 2025, and 2026. See *Legal Notice – Non-GAAP and Other Financial Measures Disclosure Advisory* for additional information.
2. Represents the incremental addition in adjusted earnings (loss) from Q3 2025 to Q3 2026. Adjusted earnings (loss) for each of Canadian Utilities Limited, Structures & Logistics and ATCO Investments are total of segments measures (as defined in NI 52-112). See *Legal Notice – Non-GAAP and Other Financial Measures Disclosure Advisory* for additional information.

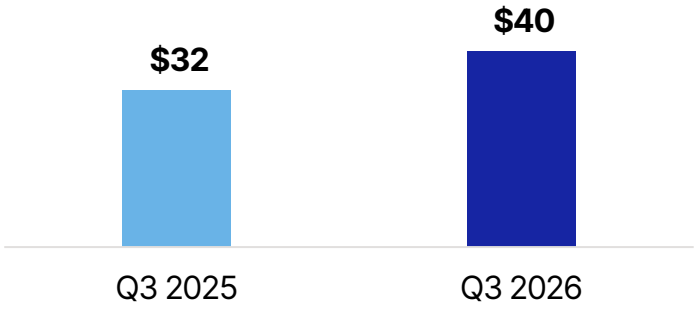
Financial highlights

ATCO Consolidated Adjusted Earnings[1]

(Excludes Canadian Utilities)



ATCO Structures & Logistics Adjusted Earnings[1]

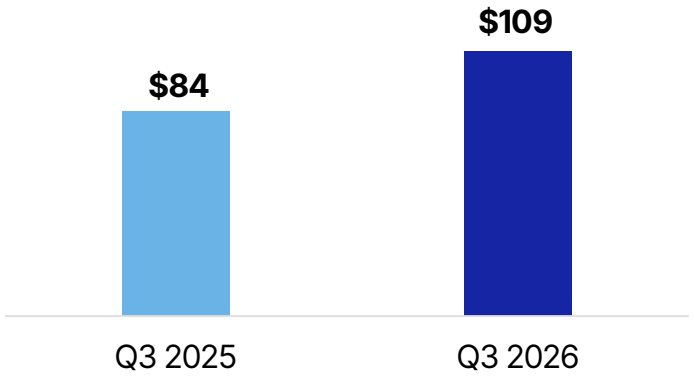


ATCO Investments Adjusted Earnings[1]



Cash Flow from Operations

(Excludes Canadian Utilities)





Note: Millions of Canadian dollars.
1. Total of segments measures (as defined in NI 52-112). The most directly comparable measure reported in accordance with IFRS is earnings attributable to Class I non-voting and Class II voting shares, which were $42 million and $45 million, respectively, for the three months ended September 30, 2025 and 2026 on a consolidated basis, excluding Canadian Utilities; $32 million and $39 million, respectively, for the three months ended September 30, 2025 and 2026 for ATCO Structures & Logistics; and $10 million and $6 million, respectively, for the three months ended September 30, 2025 and 2026 for ATCO Investments. See *Legal Notice – Non-GAAP and Other Financial Measures Disclosure Advisory* for additional information.

Closing Remarks



Unlocking Value Inside the Existing ATCO Portfolio

ATCO TODAY

Blended structure dominated by utility exposure

- Non-Canadian Utilities businesses are harder to isolate and value.
- Investor base is more utility-oriented.
- Capital allocation and growth story are less visible.

BRIDGE TO UNLOCK FULL VALUE

1. Aligning investor base with focused strategy.
2. Achieve peer comparable valuation for ATCO Structures.
3. Once largest business unit has value recognition, unlock full value for other businesses.

FUTURE ATCO

Focused business with peer-comparable valuations

- Valued against peers in the housing, construction-services and defence sectors.
- Transparent earnings, growth and return profile.
- More clarity for acquisitions and an optimized capital structure.



Question & Answer

InvestorRelations@atco.com